

Sustainability Report
2019-20

Infosys believes communicating with transparency and encouraging views from stakeholders is an important element of being a sustainability leader. With this thought, the Company presents its annual Sustainability Report, to disclose its approach, commitments and impact.



**Resilient and Responsible.
That's Live Enterprise.**

Infosys is a global leader in next-generation digital services and consulting. We enable clients, the world over, to navigate their digital transformation journey.

Infosys Sustainability Report 2019-20

This is our 13th Sustainability Report. It is organized around our most material topics, depicting the role we play in society. It provides detailed information on the practices we follow as a responsible business, a partner to our clients, a people company, an environmental steward, a corporate citizen and an ethically strong organization.

The report also forms the basis of our [Communication on Progress \(CoP\)](#) with the UN Global Compact (UNGC) each year. Our disclosures showcase the maturity of our sustainability management system and reporting practices and address the growing interest and heightened expectations of our global stakeholders.

About the report

This report has been prepared in accordance with the GRI Standards (Comprehensive) option.

The reporting scope and boundary for our disclosures, unless otherwise stated, covers the operations of Infosys Limited and its subsidiaries. Since we are an information technology and consulting company, our solutions and services rely more on intellectual assets than on physical assets. Our supply chain interactions are primarily with our suppliers for the procurement of goods and services to support our operations.

Our sustainability disclosures are reviewed and verified internally by an independent group, namely, Corporate Certifications and Assessments. The report is also assured by an independent external auditor, DNV GL Business Assurance India Private Limited, and their assurance statement is available in [Annexure 5](#).

Our reporting suite

Our Sustainability Report is part of a comprehensive suite of publications across economic, social and environmental parameters that provide transparency and information to all our stakeholders.

The sustainability disclosures contained in this report are to be read in conjunction with our [Annual Report 2019-20](#), available on our website. The Infosys Annual Report provides information on our business strategy and financial performance and a summary of our business responsibility principles and practices. It also comprises the Infosys Business Responsibility Report, which complies with the mandatory listing requirement of the Securities and Exchange Board of India (SEBI) and is in line with the nine principles enunciated in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Our [sustainability microsite](#) showcases our efforts across social and environmental dimensions in greater detail. This must be read together with the detailed report of work done for the community at www.infosys.org.

HOW TO NAVIGATE THE REPORT

This is the navigation bar.

You can use it to switch to different chapters within a section or to a different section altogether.

A bold green color will highlight the chapter that you are currently in. You can also directly access the chapters from this Contents page.

More information in some cases is provided by way of hyperlinks within the text. Alternatively, a [Read more →](#) symbol will guide you to the specific links.

In this report

We set out to explain what being Live means for Infosys in the context of our sustainability strategy and record the progress made in fiscal 2020 against the same.



Mapping with UN SDGs

Throughout the report, you will find icons related to the UN Sustainable Development Goals (SDGs). For each chapter, we have determined the SDGs where Infosys contributes with its activities.

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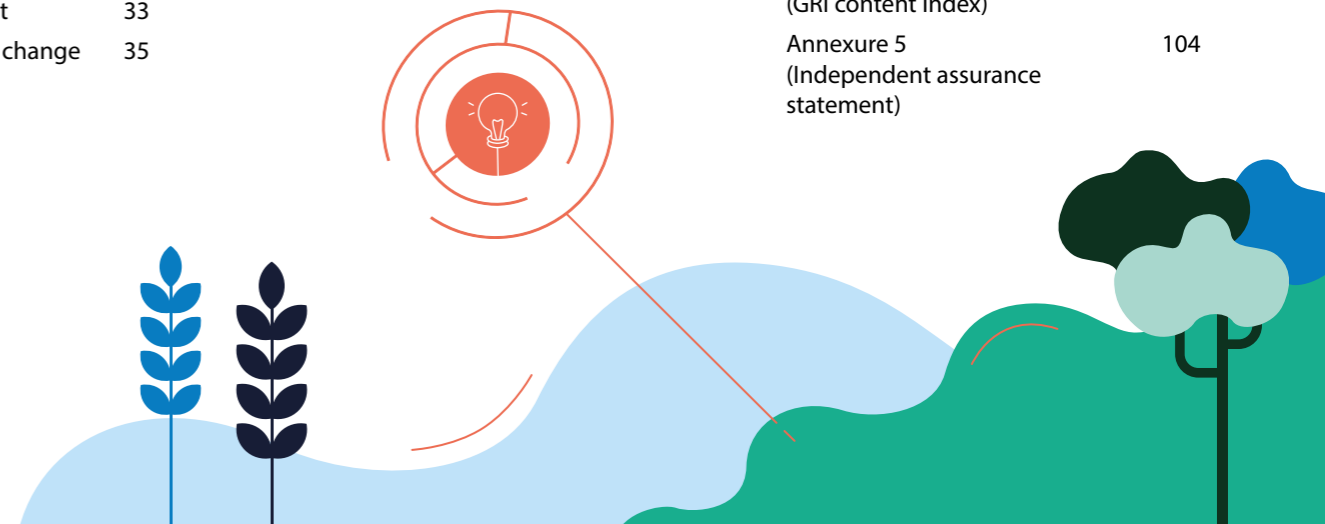
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Print optimised
A4
Click here to download an optimised, easily printable version of this report.

Note: All figures in this report are as of fiscal 2020, unless stated otherwise.



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01 Being a Live Enterprise

Infosys' transformation into a Live Enterprise – life-like, with the ability to respond intuitively to disruption and dynamic market changes, while evolving at enterprise scale – has started to become a reality.

US\$13,151 mn
Economic value generated

38%
Growth in our digital work

US\$1.1 bn
Announced as dividend payout

144
Nationalities are represented in our workforce



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INTRODUCTION

Building sustainable resilience

This has been a year of significant progress for Infosys. This has also been a year when that progress has been severely tested. And this has certainly been a year that few of us will forget for a long time to come.

Our transformation into a Live Enterprise – life-like, with the ability to respond intuitively to disruption and dynamic market changes, while evolving at enterprise scale – has started to become a reality.

Our investments in building new digital capabilities, bringing greater resilience into our operating model and nurturing an agile digital culture has begun to pay off rich dividends. In fact, when the uncertainties of the recent crisis upended familiar routines, unsettling business as usual and endangering lives, it is our strengths as a Live Enterprise that served us in mitigating the disruption and restoring business continuity. Even as lockdowns were announced globally, we enabled 93% of our workforce, across 40+ countries, to safely work from home. We continue to evolve our systems and operating model, at enterprise-scale, to support our employees as they prepare for the new normal – working in a remote-first, hybrid model – operating from homes and offices. At the same time, we are also actively looking for ways to share the learning, from our experience, with our clients and help them build the digital muscle they need to boost their own business resilience.

As the pandemic's threat cascades around the world, it alerts us all to the problems of exponential growth that can leave us with little to no capacity to cope. The climate crisis poses a similar but slower-moving danger. Just as the number of infected people overwhelms our healthcare systems, with climate change, our escalating emissions will overwhelm our ability to manage consequences that will manifest in the form of extreme events like droughts, floods and wildfires.

We recognize the need to do much more and with greater urgency. This understanding continues to inform our many choices that move us forward, towards a zero carbon future and shapes our investments in sharing our learning broadly.

Among the many challenges exacerbated by the turbulent time we are trying to navigate, the digital divide is perhaps the most telling. For office staff working from home, the internet is crucial. Yet billions of people, the world over, still cannot get online. Even in developed countries, the web fails to keep everyone connected. In the US, more than 6% of the population (21 million people) do not have a high-speed connection. In Australia, the figure stands at 13%. We are doing all we can to equip our employees with the internet access they need to succeed in a changing world of work. We also continue to invest in the digital reskilling and upskilling of our workforce, expanding localization and fostering a diverse and inclusive work environment. Technology – in the form of Infosys Lex, our digital learning platform – is helping us move the needle. Lex also powers InfyTQ, the Infosys learning app, for engineering students in India.

We are deeply conscious of those vulnerable sections of the community for whom lost income due to the outbreak translates to spikes in poverty, missed meals for children and reduced access to healthcare far beyond the immediate predicament. The Infosys Foundation in India stepped in with a commitment of ₹100 crore towards relief efforts including donations of food, medical supplies and monthly wages for at-risk workers and their families. The Foundation has set up beds in partnership with Narayana Healthcare, exclusively for COVID-19 care for the underprivileged.

In the US, as thousands of schools closed down due to social distancing norms, the Infosys Foundation USA opened its Pathfinders Online Institute to teachers, parents and students giving them access to high-quality computer science education content from home for free in a virtual classroom.

Looking forward, we have crafted ambitious ESG goals for the next decade, continuing to focus on reducing emissions and co-creating solutions for a no/low carbon future while investing in digital skilling at scale to foster progress for all and setting



Our commitment to reduce our carbon footprint has always been firm. We won the UN Global Climate Action Award 2019 in the 'Climate Neutral Now' category and a representation at the Global Investors for Sustainable Development (GISD) forum of the UN.

benchmarks for corporate governance. Our new goals for the coming decade will be launched later this year. This report provides an update on progress towards our sustainability goals aligned to the SDGs.

As we launch the fiscal 2020 edition of the Infosys Sustainability Report, I commend the selfless efforts and dedication of essential services workers, including our employees running mission-critical operations to support our clients, even as they did through the peak of the crisis. Today, we know, the situation is far from diffused and much like the rest of the world, we are looking to move forward, at best, with cautious optimism. And with that, our commitment to protect the safety of our people, the resilience of our clients and the well-being of our communities remains unwavering.

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

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UNDERSTANDING LIVE ENTERPRISE

To be Live is not an accident

At Infosys, we look to natural life for inspiration, when trying to demystify resilience.

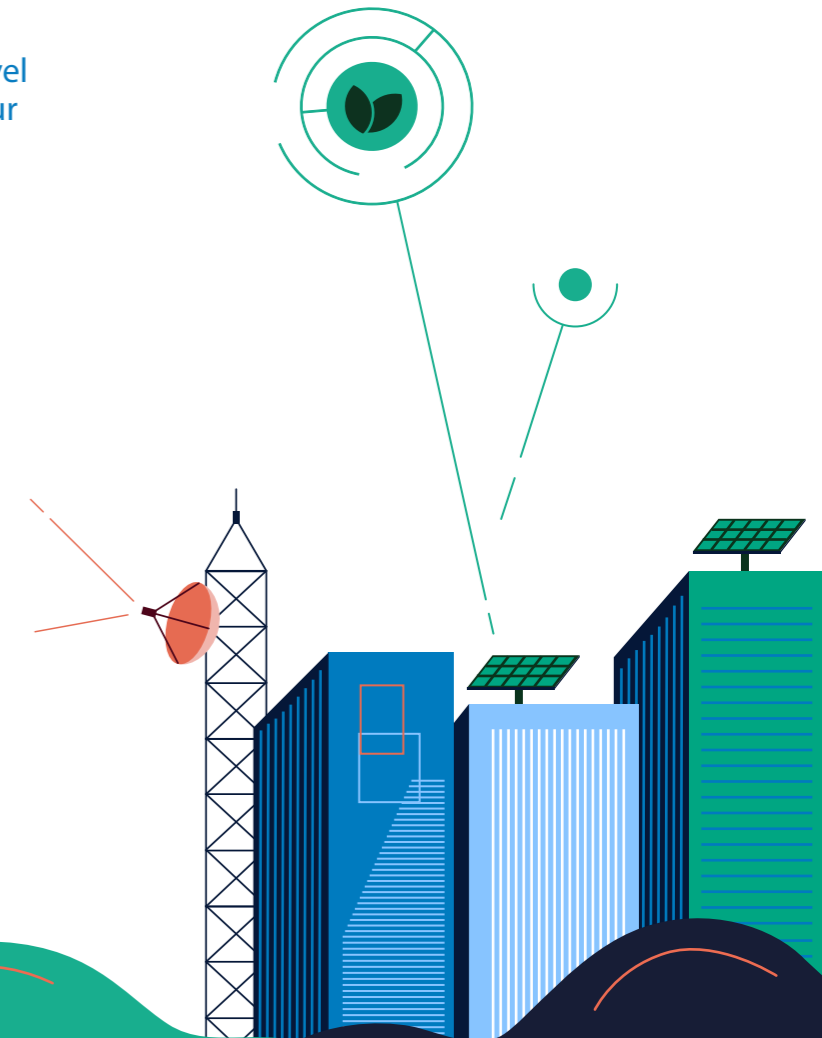
A living organism survives and thrives in the way it interacts with and adapts to the changes in the world around it. Likewise, a business needs to be more than aware, draw from its cognition and respond to market disruptions and challenges on the ground.

In a world where change is the only thing constant, to be Live is not an accident. It is contingent on a strong foundation of experiences that sharpen your intuition to act and act right.

It is, however, not about changing a part of the whole, but the courage and the vision to reimagine the whole itself. It is about imbuing resilience, agility, efficiency and responsiveness as unassailable virtues, while navigating into the next. And the next.

As humanity grapples with the twin crises of climate change and global warming and confronts the systemic disparities of its own making, while addressing evolving threats like the novel coronavirus disease (COVID-19) – it is our strength as a Live Enterprise that serves us in mitigating the climate emergency, bridging socio-economic divides and restoring business continuity.

Every day, we internalize the spirit of Live Enterprise in its purest sense, which helps us power our clients forward with their ambitions to reinvent at scale in today's age of digital disruption.



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RESPONDING TO COVID-19

Business in the time of a pandemic

Since COVID-19 emerged in December 2019, it has spread around the world at an exponential rate, becoming one of the most significant crises in recent history. Declared as a pandemic by the World Health Organization (WHO) on March 11, 2020, the outbreak has led most countries to impose stringent measures to contain the spread of the virus.

The situation is dynamic and developing even as we publish this report, and enterprise resilience is undoubtedly being tested. At Infosys, business continuity plans exist for the organization, functions, locations and client accounts. We are undertaking various measures to enhance resilience and accelerate our capability to ensure business continuity and the safety of our employees and other stakeholders. We are working with various governments, regulatory and travel authorities and medical experts on evolving advisories and guidelines; and have ensured alignment to the same across the 46 countries we operate in.

Integrated into our Enterprise Risk Management program, we have a well-defined Business Continuity Management System (BCMS) that guides our typical response to events, such as catastrophes, natural or human-made disasters, which could disrupt or

severely constrain our operations. Our BCMS program addresses all aspects of business continuity, including governance, situation monitoring, risk assessment, mitigation planning and tracking, stakeholder communications, liaison with external entities, scenario planning and risk assessment. The Infosys BCMS is certified to ISO 22301:2012 standard.

Governing our response

We are leveraging our BCMS processes to adequately respond to the pandemic. The primary objective of our response has been to ensure the safety and well-being of our 240,000+ employees and partners worldwide, to deliver on our commitments to clients in the true spirit of partnership and to secure the financial and operational resilience of the Company.

One of the first response actions at Infosys was the creation of a dedicated COVID-19 core response team, chaired by our Chief Operating Officer (COO), with representation from all relevant internal stakeholders. The team is empowered to make and execute decisions in wake of the pandemic. A multi-level governance structure also ensures two-way communications between the core team and local teams in various regions, locations and client accounts. An established 24X7 global helpdesk responds to calls, requests and queries from stakeholders.

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RESPONDING TO COVID-19

Specific response actions

HEALTH AND SAFETY

Employee safety has always been accorded the highest priority at Infosys.

Key measures implemented

Deployed extensive communication through various modes such as messages, email, mobile apps, websites and signage to employees, vendor partners and visitors, which included dos and don'ts, travel advisories, health and stress-counseling, and executive decisions

Effectuated organizational policy changes to accommodate remote working, leaves, flexible working, asset management, reimbursements, among others

Created and promulgated scenario-based continuity plans covering aspects of evacuation, isolation, medical advice and sanitization of our office buildings

Established processes for reporting and quarantining, and support to personnel with suspected or confirmed cases of COVID-19

Implemented zoning of our offices to restrict employee movement and ensure social distancing

Ensured comprehensive and increased frequency of sanitization and disinfection of premises as well as vehicles used for employee commute; besides fumigation of external areas

Enhanced preparedness measures, including augmentation of healthcare facilities and ambulance, thermal scanners, essentials like masks, gloves, sanitizers and medicines, and counseling for employees

Engaged with suppliers and vendors on precautionary measures and future course of action

Made arrangements to ensure safety and comfort of employees at our campuses and of employees stranded onsite



BUSINESS CONTINUITY

In line with local government advisories everywhere, our offices were either shut down or operated with essential staff to ensure critical support. We invoked business continuity plans across our locations to ensure that we delivered on our commitments to our clients and honored our partnerships.

Key steps taken

- Enhanced communication and coordination with clients
- Enabled remote working for our employees worldwide via secure laptops and desktops, with information security controls
- Increased bandwidth capacities for our data networks and associated IT infrastructure
- Leveraged collaboration platforms extensively
- Framed guidelines for employees to work from home, including sensitizing them about the aspects of confidentiality, data privacy and cyber threats
- Liaised with service providers to enhance capabilities for required support

We have also published thought papers related to Infosys' COVID-19 response:

- [Reinventing the workplace without a net](#)
- [Beyond ourselves: A response to COVID-19](#)

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OPERATIONAL FOOTPRINT

Transforming enterprises worldwide

38+

Years of experience

242 K+

Global workforce

46

Countries we are present in

1,411

Clients

US\$12,780 mn

Total revenue

97.5%

Revenues from repeat business

Enduring client relationships

Clients	Fiscal 2019	Fiscal 2020
US\$100 million+	25	28
US\$50 million+	60	61
US\$10 million+	222	234
US\$1 million+	662	718

[Read more →](#)

In the Infosys Annual Report 2019-20.

India



- | | |
|----------------|------------------------|
| 1. Chandigarh | 10. Pune |
| 2. Mohali | 11. Hyderabad |
| 3. Gurugram | 12. Hubballi |
| 4. Jaipur | 13. Chennai |
| 5. Indore | 14. Bengaluru |
| 6. Nagpur | 15. Mangaluru |
| 7. Ahmedabad | 16. Mysuru |
| 8. Bhubaneswar | 17. Coimbatore |
| 9. Mumbai | 18. Thiruvananthapuram |

Note: Map is for representation purpose only.

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OPERATIONAL FOOTPRINT

North & South America



US

Indianapolis	Plano	Chicago	Rockville
Seattle	Houston	Southfield	Ashburn
Bellevue	Richardson	Piscataway	Raleigh NC
Bentonville	Nashville	Philadelphia	Charlotte
Silver Spring	Colorado Springs	Quincy	Wilmington
Palo Alto	Denver	Hartford	Alpharetta
San Francisco	Duluth	Massachusetts	Atlanta
Irvine	Moline	Providence	Des Moines
Phoenix	Milwaukee	New York	Tampa
Austin	Lisle	New Jersey	

Canada

Calgary
Montreal
Toronto

Mexico

Monterrey
Mexico City
San José

Argentina

Buenos Aires

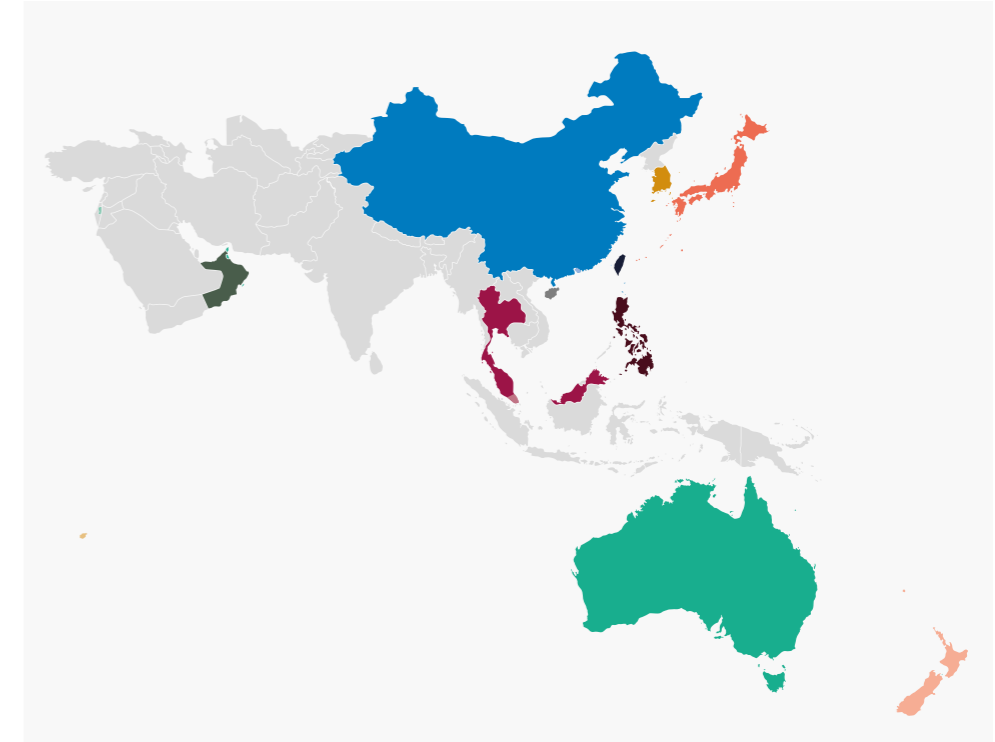
Brazil

Nova Lima
Araraquara
Rio
São Paulo

Chile

Santiago

Asia Pacific



Israel

United Arab Emirates
Sharjah
Abu Dhabi
Dubai

Malaysia

Kuala Lumpur

Singapore

Suntec
Metropolis
Singapore

Mauritius

China

Guizhou
Shen Yang
Dalian
Qingdao
Shanghai

Hong Kong

Taiwan
Taipei

South Korea

Seoul

Japan

Tokyo
Aichi
Osaka

Philippines

Manila
Taguig
Alabang

Australia

Perth
Brisbane
Sydney
Canberra

New Zealand

Auckland
Wellington

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AWARDS AND ACCOLADES

Gaining global recognition as a Live Enterprise



SUSTAINABILITY LEADER

- Listed as an index component of the **Dow Jones Sustainability Indices (DJSI)** and part of the DJSI World and DJSI Emerging Markets indices for the third year in a row
- Received **Gold recognition** from **EcoVadis for CSR practices**, including environment, labor and human rights, ethics and sustainable procurement
- Confirmed as **FTSE4Good Index Series constituent**



PEOPLE

- **Top Employer** in 2020 across Europe, Middle East, Australia, Singapore and Japan
- **One of the Top 5 companies** in TalentDesk's 2019 Best Companies to Work For rankings
- **Winner at the NASSCOM Corporate Awards** for Excellence in Diversity and Inclusion, 2019 (category: Persons with Disability)
- Declared **one of the Best Companies for Women in India** and ranked **#1 for Anti-Sexual Harassment practices** among 357 companies in India, by Working Mother & Avtar
- **Winner at the Nipman Foundation – Microsoft Equal Opportunity Awards 2019** (category: Enabler – Employer of Persons with Disabilities)
- Scored **85 out of 100 on the Corporate Equality Index (CEI)**
- Infosys BPM won the AccelHERate 2020 and DivHERsity awards in three categories: **Top 5 Most Innovative Practices – Women L&D Programs** (Large Enterprises); **Top 20 companies in DivHERsity** (Large Enterprises); and **Top 20 Most Innovative Practices – Women Leadership Development** (Large Enterprises)
- **Winner at the 2019 ISG Paragon Awards Americas** (category: Women in Technology)
- **Champion of Inclusion** in the first edition of **Working Mother & Avtar Most Inclusive Companies in India (MICI) Index 2019**

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AWARDS AND ACCOLADES



ENVIRONMENT

- Received the **2019 UN Global Climate Action Awards** (category: Climate Neutral Now); the only Indian company ever to win a UN climate award
- Received **2020 Green Buildings Leadership Award** by the US Green Building Council (USGBC)
- Received the **UL ECOLOGO, an environmental product certification** for our solar PV plant in Sira, Karnataka
- Received the **Golden Peacock Environment Management Award 2019**
- Fifth time winner of the **Odisha State Energy Conservation Award** for our Bhubaneswar campus
- Received HYSEA Facility Management Innovation and Excellence Awards 2019 as the **Best Company for our sustainability initiatives** at our Hyderabad campus
- Received **IGBC Performance Challenge 2019 for Green Buildings - Excellence Award** for our Jaipur campus (category: IT/ITES building)
- Recognized by **Carbon Disclosure Project (CDP) for leadership on climate action for the fourth year in a row**



ETHICS

- **3rd Best Regarded Company in the World** in the Forbes annual list of top 250 such companies
- **Leader for the fourth consecutive time in The Indian Corporate Governance Scorecard**
- Infosys, along with HSBC, **recognized by the Society for Cyberabad Security Council (SCSC) in the fourth edition of the Cyber Security Conclave**, for adopting a structured approach towards incident preparedness and resilience
- Won an award at the **India Corporate Governance and Sustainability Vision Summit & Awards**, organized by the India Chamber of Commerce
- **Winner of the Microsoft Security 2020 Award** (category: Managed Security Services Provider/Threat Detection and Response or MSSP/TDR Disruptor)

Read more → *On our sustainability microsite.*



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LEGACY AND IMPACT

Creating shared value

FISCAL 2019

CLIENTS

Established the **Infosys Knowledge Institute (IKI)**, which helps industry leaders develop a deeper understanding of business and technology trends through compelling thought leadership

PEOPLE

Infosys' performance management system, **iCount**, bagged the Association of Talent Development's Excellence in Practice Award for talent management

InfyTQ app launched for engineering students in India to help them become industry-ready

Infy Me app launched to help employees with first-hand information and access to systems and processes anytime, anywhere

InStep, our global internship program, was ranked No. 1 in the Best Overall Internship category by Vault.com's survey for 2019

COMMUNITIES

Infosys Foundation launched the **Aarohan Social Innovation Awards**

ENVIRONMENT

Recognized at the Global Green Future Leadership Awards for the **Best Climate Change Program**

Winner of the **Greenbuild Leadership Award** by the USGBC (category: occupant)

Took a pledge on World Environment Day to **make our campuses 'non-recyclable plastic-free' by 2020**

FISCAL 2018

CLIENTS

Infosys NIA® launched; a platform that brings machine learning together with the deep knowledge of an organization, to drive automation and innovation

PEOPLE

Infosys Lex launched; a highly scalable and modular learning platform that allows employees to access learning content from anywhere, anytime

Stock incentive rewards program relaunched for employees

COMMUNITIES

Undertook a **pioneering project to showcase precast construction technology** in India

ENVIRONMENT

With the addition of **30MW solar PV** in Sira, Karnataka, we took our total installed capacity to 46.2MW solar power

Collaborated with Leibniz University, Germany to conceptualize and implement a **fully-automated solar heat assisted dryer for treating sewage sludge**

European Patent granted for radiant cooling solution developed by Infosys

SUSTAINABILITY LEADERSHIP

Inducted into **Dow Jones Sustainability Indices – DJSI World and DJSI Emerging Markets**, while also making it into the **CDP 'A' list**



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LEGACY AND IMPACT

FISCAL 2017

COMMUNITIES

Infosys Foundation USA launches the **InfyMaker Awards program** to further its commitment to the spirit of 'making' in everyday learning and to celebrate creative excellence in makers of all ages across the US

PEOPLE

3rd party safety audit of all our campuses in India

ENVIRONMENT

Received **Microsoft Supplier Program Climate Change Leadership** award instituted by Microsoft in collaboration with the US Environmental Protection Agency (EPA) and mirrors the requirements of the **EPA's Climate Leadership Awards**

Joined **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 CO₂e

Achieved our goal of 50% reduction in per capita electricity since we started our journey in 2008

Infosys Pune Phase-2 campus became the **largest campus in the world** to be awarded **LEED Platinum certification** (category: Existing Buildings)

Implemented **24 KW solar grid in Leh-Ladakh** region, as part of a rural electrification project to light up 20 villages

FISCAL 2016

COMMUNITIES

US\$250 million **Innovate in India Fund** announced to support Indian start-ups

ENVIRONMENT

Carbon offset projects worth ₹63 crore introduced, a step towards achieving the stated carbon neutrality goal

Initiated three community-based carbon offset projects in rural India:

- 7,620 household biogas units construction in Ramanagara, Karnataka
- 21,500 efficient cookstoves distribution in Raichur, Karnataka
- 15,400 improved cookstoves distribution in Udaipur, Rajasthan

6.6 MW solar PV farm installed in our Pocharam campus at Hyderabad

Total built-up area of green certified buildings recorded at 3.8 million sq ft, with **14 LEED and four GRIHA certified buildings**

FISCAL 2015

ENVIRONMENT

Winner of the **International Ashden Award (Green Oscars)** for Sustainable Buildings

Energy Efficiency in Buildings (EEB) 2.0 guide launched in partnership with the World Business Council for Sustainable Development (WBCSD)

First Indian company to join RE100, a global platform for major companies committed to 100% renewable power

ETHICS AND CORPORATE GOVERNANCE

EdgeVerve Systems Limited, a new subsidiary, created to develop and sell our products, platforms and solutions; **Finacle®** merged into EdgeVerve Systems Limited in 2015 to consolidate the latter's product offerings

State-of-the-art command center launched at our Bengaluru campus, heralding an industry revolution in large-scale operations management



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LEGACY AND IMPACT

FISCAL 2014

COMMUNITIES

Ian Kiernan Award for Corporate Social Responsibility 2013 received from the Australian Human Resources Institute for our inclusive and meaningful CSR actions in Australia

ENVIRONMENT

By implementing one of the **world's largest retrofit programs** across our India campuses, we achieved a 10.1 MW reduction in connected load

- Air conditioning retrofits alone reduced the connected load by 4.8 MW
- 1st ever building with radiant panels in India inaugurated at our Bengaluru campus

288,065 trees on campus, almost double the number we had in 2009

Infosys case study showcased at the WBCSD conference in Montreux

ETHICS AND CORPORATE GOVERNANCE

1st IT company globally to publish a GRI G4 comprehensive report

FISCAL 2013

ENVIRONMENT

One of the top 25 performers in the 'Caring for Climate' initiative by the UN Global Compact and the UN Environment Program

World's 8th greenest company in a ranking published by Newsweek

Partnerships with research institutes and leading corporates for 'building efficiency' innovations

ETHICS AND CORPORATE GOVERNANCE

Among Forbes magazine's **World's Most Innovative Companies**

One of the first Indian companies to publish the Business Responsibility Report

FISCAL 2012

ENVIRONMENT

Implemented **radiant cooling technology** for the first time in a commercial building in India

1 million sq ft of LEED Platinum certified buildings across Infosys campuses

Solar PV plants installed with 250 kW capacity at Jaipur and 125 kW capacity at Trivandrum capacity

Won the **Bry-Air HVAC Award** for innovative systems design at Hyderabad campus

Best in industry in water management at the World Water Summit

ETHICS AND CORPORATE GOVERNANCE

Zurich-headquartered Lodestone Holding AG acquired as a subsidiary; this added 750+ experienced consultants and 200 clients in different industries and expands Infosys' presence in Europe

FISCAL 2011

COMMUNITIES

21,000 houses constructed in nine months for the victims of the floods in North Karnataka, with the help of a grant from the Infosys Foundation

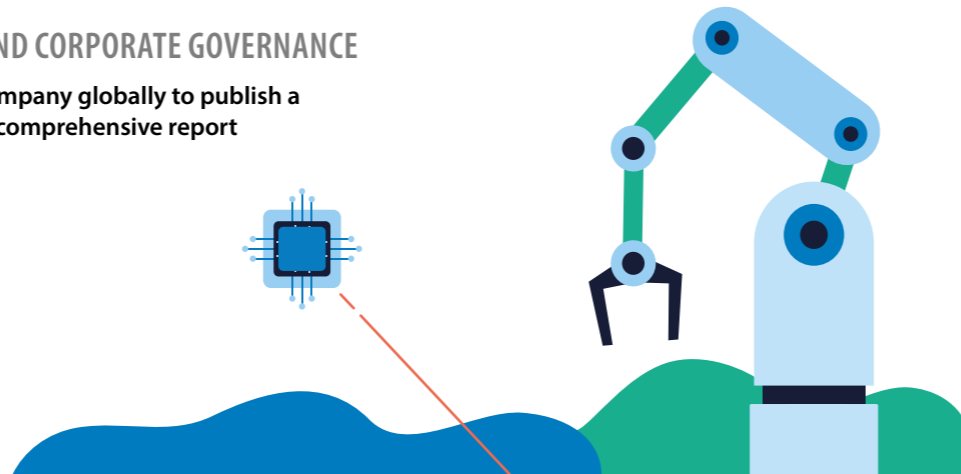
Infosys Rural BPO Program set up to provide attractive career options to educated rural youth at Pulla village, Andhra Pradesh and at Kaup village in Udupi, Karnataka

ENVIRONMENT

Won the **CII National Award** for excellence in Energy Management

Committed to **Carbon Neutrality Goals** in the UN

Employee volunteer-led **Eco Clubs** formed at various development centers



01 Being a Live Enterprise

- Introduction
- Understanding Live Enterprise
- Responding to COVID-19
- Operational footprint
- Awards and accolades
- Legacy and impact
- **Corporate strategy**

02 Being a responsible business

03 Being a partner to clients

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CORPORATE STRATEGY

Managing our strategic priorities

Our objective is to build a sustainable organization that remains relevant to the agenda of our clients, while creating growth opportunities for our employees, generating superior value for our investors and contributing to the welfare of the communities that we work alongside.

Our existing and prospective clients are faced with transformative business opportunities, due to advances in software and computing technology. These organizations are dealing with the challenge of having to reinvent their core offerings, processes and systems rapidly and to stay relevant and retain their leadership.

The journey to the digital future requires not just an understanding of new technologies and new ways of working, but a deep appreciation of existing technology landscapes, business processes and practices. Our strategy is to be a navigator for our clients, as they ideate, plan and execute their journey to a digital future.

We continue to embrace our four-pronged strategy to strengthen our relevance to clients and drive accelerated value creation.

Strategic pillars



SCALE AGILE DIGITAL

Invest in digital capabilities and priority service



ENERGIZE THE CORE

Infuse AI and automation leveraging Infosys NIA®



RESKILL OUR PEOPLE

Reskill talent at scale for us and our clients



EXPAND LOCALIZATION

Hire locally in markets, local delivery and training

Read more →

Read more in the Management's discussion and analysis section of the Infosys Annual Report 2019-20.

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02 BEING A RESPONSIBLE BUSINESS

We pay attention to stakeholders' requirements and feed the same into our business model. The inputs we receive, inform the creation of appropriate policies and practices that govern responsible business.

Listed

On Dow Jones Sustainability Indices (DJSI) and FTSE4GOOD index

38%

Women in the workforce

137

Colleges/Institutes are now offering Infosys Computer Science course as electives

1,875

Faculty members were trained on the Infosys Computer Science course



- **Sustainability strategy**
- Stakeholder engagement
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- Sustainability Goals 2020: In review

SUSTAINABILITY STRATEGY

Making sustainability part of our DNA

Our sustainability philosophy is about ensuring that our business, our clients' business and our ecosystems are all sustainable.

Making sustainability goals a shared priority

Our sustainability goals set are a part of the Company's corporate scorecard. These goals are cascaded to the leaders of business units and enabler functions with the requisite authority to execute them. Our COO reviews progress on sustainability actions quarterly with department heads.

Understanding our sustainability governance

Infosys' sustainability strategy is crafted in consultation with our internal and external stakeholders and contributes to the SDGs. The material topics are reviewed annually by the Sustainability Council to ensure their continued relevance.

The Sustainability Council comprises senior leaders from strategy, finance, operations, risk, green initiatives, human resources and the Infosys Foundation and is led by our COO. The Sustainability Council also builds learning and awareness on sustainability topics with the senior leadership and the Board.

Read more →

Read more in the Management's discussion and analysis section of the Infosys Annual Report 2019-20.



- Sustainability strategy
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STAKEHOLDER ENGAGEMENT

Aligning with stakeholder expectations

We value the views of our stakeholders and the inputs that we receive from them form the cornerstone of our sustainability goals. Our discussions through this report present the work done and impact created based on an active stakeholder engagement process.



Our stakeholder ecosystem

We engage with our stakeholders round the year, in a variety of ways to reinforce trust and cement our relationships with them. Our management team connects with a diverse range of stakeholders through meetings and conferences. The Stakeholder's Relationship Committee of the Board provides guidance and oversees the mechanism for addressing grievances and complaints from stakeholders.

The inputs we receive, inform the creation of appropriate policies and practices that govern responsible business. Defined communication channels ensure focused engagement through the year.



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STAKEHOLDER ENGAGEMENT

Clients

EXPECTATION

- Business value
- Innovation

HOW WE ENGAGE

- Client visits and meetings⁽⁷⁾
- Customer satisfaction surveys⁽¹⁾
- Annual customer leadership meets⁽⁷⁾
- Newsletters⁽²⁾⁽³⁾⁽⁶⁾
- Brochures⁽⁷⁾
- Social media⁽⁷⁾
- Mailers⁽³⁾⁽⁵⁾⁽⁶⁾⁽⁷⁾

Suppliers and alliance partners

EXPECTATION

- Long-term partnership

HOW WE ENGAGE

- Suppliers meet, Sambandh
- Sustainability Report⁽¹⁾
- Financial reports⁽¹⁾⁽²⁾
- Social media⁽⁷⁾

Employees

EXPECTATION

- Career opportunities
- Health and safety
- Learning and development

HOW WE ENGAGE

- Pulse survey⁽¹⁾
- Voice of Youth forum⁽⁴⁾⁽⁶⁾⁽⁷⁾
- Employee affinity networks⁽⁴⁾⁽⁶⁾⁽⁷⁾
- Grievance redressal board⁽⁴⁾
- Communication blogs⁽²⁾
- Development centers' engagement initiatives⁽⁷⁾
- Bulletin boards⁽⁶⁾⁽⁷⁾
- LITMUS
- Corporate channel, InfyTV⁽⁴⁾⁽⁶⁾⁽⁷⁾, InfyRadio⁽⁴⁾⁽⁶⁾⁽⁷⁾
- Intranet, Sparsh⁽⁴⁾⁽⁶⁾⁽⁷⁾
- Mailers⁽⁴⁾⁽⁵⁾⁽⁶⁾⁽⁷⁾
- Eco Clubs⁽⁷⁾
- CSR clubs
- Employee committees⁽⁶⁾⁽⁷⁾
- Internal brand communication portal, Mplus⁽⁶⁾⁽⁷⁾

Community

EXPECTATION

- Access to healthcare
- Access to education
- Improved livelihoods

HOW WE ENGAGE

- Site visits⁽⁶⁾⁽⁷⁾
- Interviews with local NGOs and community representatives⁽⁶⁾⁽⁷⁾
- Meetings with associations/NGOs⁽⁶⁾⁽⁷⁾
- Local community meetings⁽⁶⁾⁽⁷⁾
- Press releases⁽²⁾⁽⁷⁾
- Social media⁽⁶⁾⁽⁷⁾
- Joint R&D projects⁽⁷⁾
- Discussions with academic institutions⁽⁷⁾
- Participation in events involving academia⁽⁷⁾
- Curriculum enhancement programs⁽¹⁾⁽⁷⁾
- Case studies⁽⁷⁾
- Global internship program, InStep⁽¹⁾⁽⁷⁾
- Fellowships⁽⁴⁾⁽⁷⁾
- White papers⁽⁶⁾⁽⁷⁾

Investors

EXPECTATION

- Sustainable performance
- Stability
- Reputation

HOW WE ENGAGE

- Analyst meets⁽¹⁾⁽²⁾⁽⁷⁾
- Analyst briefings⁽¹⁾⁽²⁾⁽⁷⁾
- Quarterly results⁽²⁾
- Annual General Meeting⁽¹⁾
- Sustainability Report⁽¹⁾
- Financial reports⁽¹⁾⁽²⁾
- US Securities and Exchange Commission (SEC) filings⁽⁵⁾
- Press releases⁽¹⁾⁽²⁾⁽⁶⁾⁽⁷⁾
- Social media⁽⁷⁾
- Investor relations surveys⁽¹⁾

Governments and regulatory bodies

EXPECTATION

- Good governance
- Compliance

HOW WE ENGAGE

- Engaging with government and global forums⁽⁷⁾
- Policy advocacy⁽⁶⁾
- Partnerships with industry bodies and associations⁽⁷⁾
- Interacting with statutory/regulatory bodies such as stock exchanges, tax departments, SEC, SEBI, Central Pollution Control Board (CPCB) and labor authorities⁽⁴⁾⁽⁵⁾⁽⁷⁾

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

- Sustainability strategy
- Stakeholder engagement
- **Priorities**
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PRIORITIES

What matters most to our stakeholders and our business

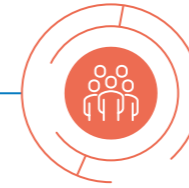
At Infosys, our priorities are informed by engaging with our diverse stakeholders round the year. The material topics are informed by priorities for both our business and our stakeholders. We monitor and periodically report on the same.

Our material topics



ECONOMIC

- **Economic performance**
 - Economic value generated and distributed
 - Risks and opportunities
 - Client value



SOCIAL

- **Employee well-being**
 - Diversity and inclusion
 - Talent enablement and careers
 - Talent engagement
 - Occupational health and safety (OH&S)
- **Community engagement**
 - Direct and indirect investments in society



ENVIRONMENT

- **Energy**
- **Emissions**
- **Water**
- **Waste and effluents**

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PRIORITIES

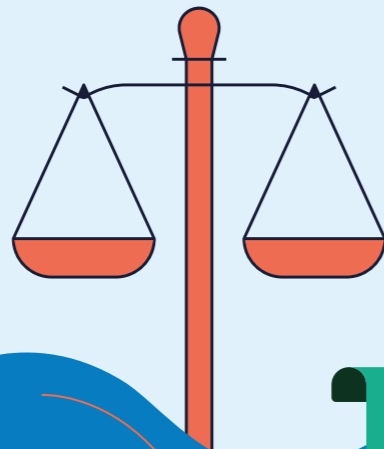
ECONOMIC

Material topics



ECONOMIC PERFORMANCE

- Economic value generated and distributed
- Risks and opportunities
- Client value



Why is it important for Infosys?

Economic performance is of prime importance, not only for building a sustainable organization but also for cascading the benefits to our stakeholders, including investors, clients, employees, suppliers and the community. Client satisfaction is a key measure of our performance.

The threat landscape is dynamic with rapid changes in technology, assurance demands from clients and the need for greater transparency to comply with changing regulations. Innovation and technology updation, data privacy and information management are gaining attention as significant value drivers.

How we monitor and measure

- Financial performance
- Client satisfaction
- Technology and innovation
- Data privacy
- Information security

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PRIORITIES

SOCIAL

Material topics



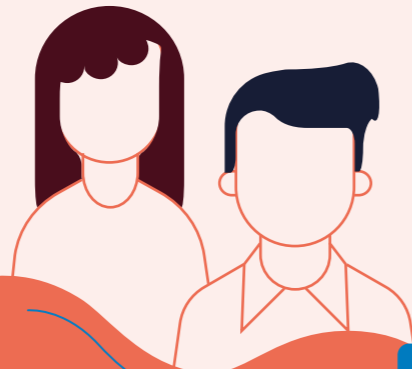
EMPLOYEE WELL-BEING

- Diversity and inclusion
- Talent enablement and careers
- Talent engagement
- Occupational health and safety (OH&S)



COMMUNITY ENGAGEMENT

- Direct and indirect investments in society



Why is it important for Infosys?

Since we are a part of the knowledge industry, our employees are our biggest assets. It is our priority to attract and engage the best talent. Our employee well-being programs encompass work-life balance, skilling and reskilling, non-discriminatory workplace policies, safe workplaces and transport.

As a responsible corporate citizen, Infosys takes great pride in creating value for the community, where we operate. The CSR arm of the Company consists of the Infosys Foundation in India and the Infosys Foundation USA.

The Infosys Foundation in India implements programs in the areas of:

- Education
- Healthcare
- Destitute care
- Rural development
- Art and culture
- Environmental sustainability
- Disaster relief

The Infosys Foundation USA is on a mission to bring computer science and maker education to underrepresented communities, positively impacting teachers, students and schools across the US.

How we monitor and measure

- Employee distribution per role, gender and region
- Employee attrition
- Employee engagement
- Hours of training
- Health and safety incidents
- Grievances

- Community investments
- Number of community programs/initiatives rolled out

02 Being a responsible business

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PRIORITIES

ENVIRONMENT

Material topics



ENERGY



EMISSIONS



WATER



WASTE AND EFFLUENTS

Why is it important for Infosys?

As a responsible organization, we aim to reduce our energy consumption, be more energy efficient and use renewable energy sources to lower our greenhouse gas (GHG) impact.

Though IT is a small but growing source of GHG emissions, it has the potential to reduce the global GHG emissions significantly. We monitor our GHG emissions closely and aim to reduce these through our climate change mitigation strategy.

Water is a material aspect as it is a shared resource and many of our operating areas in India, the US, APAC and ANZ fall under water-stressed zones. While we have restricted freshwater consumption solely for the purpose of human sustenance, we deem it critical for us to manage this resource efficiently. We aim to make our campuses water-sustainable and continue to reduce per capita freshwater consumption.

Waste is a global concern and we have a structured approach to manage different kinds of waste we generate.

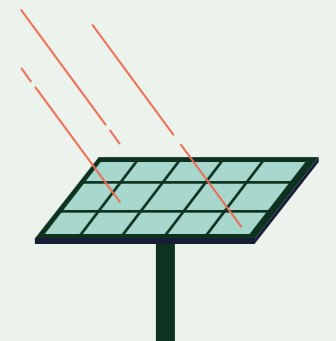
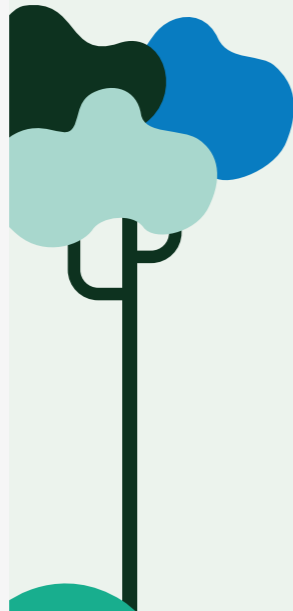
How we monitor and measure

- Total and per capita consumption
- Renewable energy production
- Renewable energy consumption from other sources

- Scope 1, 2 and 3 GHG emissions

- Total and per capita consumption

- Waste generated by weight/volume



- Sustainability strategy
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- Priorities
- **Sustainability Goals 2020: In review**

SUSTAINABILITY GOALS 2020: IN REVIEW

Reflecting on our achievements

We had set ambitious goals for 2020 and have made significant effort to achieve these. The progress on these goals is included here. We have worked on finalizing the next set of ambitious targets and these will be launched later in the year.

SOCIAL

Material topic



EMPLOYEE WELL-BEING



COMMUNITY ENGAGEMENT

What we said we would do by 2020

OCCUPATIONAL HEALTH AND SAFETY (OH&S)

- Drive a culture of fitness and physical wellness
- Target **health checks through tech and engagement and increase health checks by 20%** (25,000 health checks across campuses)

EDUCATION

- Work with **40+ institutes/universities** to adopt and roll out the Infosys-designed computer science curriculum as electives
- Train **500+ college faculty members** for the computer science curriculum
- Continue to expand professional development in computer science, coding and making for teachers, and boost hands-on experience for children in underrepresented schools and communities through the Infosys Foundation USA

CORPORATE SOCIAL RESPONSIBILITY

- Continue to spearhead social transformation programs for underprivileged and remote communities across India through the Infosys Foundation

EMPLOYEE VOLUNTEERISM

- Continue to work with employees and their families to build awareness and inspire informed action on social and environmental issues

INNOVATION

- **Reward researchers and scientists** in six categories

What we achieved

- Virtual engagement programs to inculcate a culture of fitness and physical wellness
- **20,000 health checks** conducted across campuses

- **137 colleges/institutes** are now offering Infosys electives
- **1,875 faculty members** were trained through instructor led trainings and webinars
- Made great strides in computer science training in schools in the US

- Worked on various programs for underprivileged and remote communities

- Engaged with employees and their families through the year to build awareness and inspire informed action on social and environmental issues
- Launched the **Green is the new Swag** learning and enablement series for employees worldwide
- Recognized **six scientists and researchers through the Infosys Prize**

[Read more](#) → On our website.

- Sustainability strategy
- Stakeholder engagement
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- **Sustainability Goals 2020: In review**

SUSTAINABILITY GOALS 2020: IN REVIEW

ENVIRONMENT

Material topic



ENERGY



EMISSIONS



WATER



WASTE AND EFFLUENTS

What we said we would do by 2020

ELECTRICITY

- **Reduce per capita electricity consumption by 2%**

RENEWABLE ENERGY

- Procure **50% of our electricity** requirements from renewable energy sources for all our campuses across India

CARBON EMISSIONS

- **Reduce Scope 2 emissions by 46%** over business-as-usual scenario; deliver carbon offsets to meet the remaining Scope 2 emissions
- **Scope 1 and 3:** Deliver 100% offset requirements for fiscal 2020

- **Reduce per capita freshwater consumption by 2%**

- **100% food waste treatment** on campus
- Making our campuses **free of single-use plastic and non-recyclable plastic**
- **Reduce per capita waste generation of plastic by 50%**

What we achieved

- **0.02% reduction in per capita electricity consumption**

- Procured **44.3% of our electricity requirements** from renewable energy sources for all our campuses across India

- Achieved **43.18% reduction in Scope 2 emissions** with renewable energy efforts
- **150%** of carbon offsets were generated through our community offset projects for all emissions Scopes

- **9.45% reduction in per capita freshwater consumption**

- Maintained capacity to treat **100% food waste on campus**
- **91% reduction in single-use and non-recyclable plastic** across our campuses
- **41% reduction in per capita plastic waste generation** compared to the 2018 baseline

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03 BEING A PARTNER TO CLIENTS

Infosys' expertise in digital technologies and keen understanding of the evolving market, along with its consistent and reliable track record, help clients keep abreast with changing trends and respond to market disruptions effectively. Augmenting their core digital capabilities, advancing their operating models and transforming their talent for the future, we expertly steer clients through their digital transformation journey.

376

New clients added

97.5%

Revenues from repeat business

7

Cyber Defense Centers set up across India, the US and Europe

Infosys
Cyber Next

Is our suite of platform-powered service



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PARTNER TO CLIENTS

Client focus

Our Live Enterprise Suite is a comprehensive set of platforms, solutions and digital services that helps enterprises to accelerate their digital innovation journey. It enables organizations to drive process agility, deliver customer delight and enhance ecosystem value.

Building capabilities to deliver measurable outcomes



EXPERIENCE

We aim to deliver a differentiated 'experience' and to this end, we have invested in IxD, our global design capability, which includes our acquisition of WongDoody and Brilliant Basics. IxD is building a global network of digital design studios as well as partnering with academic institutions, such as the Rhode Island School of Design, to train next-generation digital designers.



INSIGHT

With great experiences comes a wealth of valuable data which can be a source of 'insight'. We leverage our artificial intelligence platform Infosys NIA®, our data workbench and our industry partnerships, to help our clients bring meaningful insight to the data and use it for their benefit.



INNOVATE

Enterprises must continually 'innovate' to be able to compete and stay ahead. An innovative and iterative process involving all stakeholders is important. We offer distributed agile development methods, proximity development centers and digital software platforms such as McCamish, Finacle® and the Edge suite of business apps, along with capabilities in blockchain, Internet-of-Things (IoT) and other emerging technologies, to enable clients to transform at scale and speed.



ACCELERATE

Scale can be a deterrent to many new products. Organizations need to 'accelerate' their initiatives by modernizing their existing systems and preparing them to easily integrate and adapt to the vitality of new products. Our strong capabilities in cloud ecosystems, systems modernization, APIs, open source adoption, reusable automation assets, robotic process automation and investments in cloud application skills, such as the recent investment in Fluidio, help clients accelerate the transformation of their legacy systems.



ASSURE

Finally, businesses need to 'assure' customers that they conform to regulatory requirements and that their networks and systems are secure. We have built strong capabilities in privacy and security and a suite of offerings to help comply with regulatory requirements such as the Health Insurance Portability and Accountability Act (HIPAA) and the General Data Protection Regulation (GDPR). We have also built a massive repository of reusable test cases to help our clients validate their systems quickly and reliably.



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PARTNER TO CLIENTS

Infosys' products, platforms and solutions

DIGITAL



EXPERIENCE



INSIGHT



INNOVATE



ACCELERATE



ASSURE

CORE

Application management services

Proprietary application development services

Independent validation solutions

Product engineering and management

Traditional enterprise application implementation

Support and integration services

PRODUCTS AND PLATFORMS



BUSINESS PROCESS MANAGEMENT



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PARTNER TO CLIENTS

Client engagement

In an ever-changing complex world, disrupted by new digital technologies, it becomes imperative to assess and respond to opportunities and threats arising from time to time. This is the vision driving us being a Live Enterprise; and we are always ready for what's next.

We pay close attention to changing customer demands and emerging market by engaging with our clients across multiple platforms. We host premier CXO-level events in Europe and the Americas and participate in business and industry events around the world. We also organize signature events and roundtables across geographies.

376
New clients added

97.5%
Revenues from repeat business

Staying close to the ground

Client satisfaction is assessed by our annual Client Value Survey, in addition to various other interactions. The Survey enables us to comprehensively understand the client's expectations and needs and serves as one of the key inputs to make investment decisions. The framework for this includes a structured questionnaire and the feedback is collected through a web survey hosted by an independent organization. The Survey is designed to provide insights on client expectations and fulfilment, client disposition, client priorities and service line feedback. We use this data to review our relations and design interventions. We did not lose any of our key clients this year.



SCORING HIGH

Infosys' customer experience continues to remain healthy and stable for the fourth year in a row. All key measures of expectations and fulfilment, client disposition and service line feedback have remained at the highest levels.

Our areas of strength are **our partnerships, account management, delivery and domain understanding**. Innovation hubs have been perceived very positively. Clients are increasingly expecting Infosys to deliver value by solving their business problems. We have the opportunity to accelerate initiatives to align the necessary capabilities and capacity.

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PARTNER TO CLIENTS

CASE STUDY

AT THE 'CONFLUENCE' OF THOUGHT LEADERSHIP

Our flagship thought leadership summit, Confluence brings together thought leaders, heads of businesses, and teachers from organizations across the world. It is envisioned as a learning environment to help make sense of and share insights around the digital revolution impacting every industry and institution globally. We conduct a series of interactive sessions and provide peer-networking opportunities. Over the years, Confluence has emerged as our go-to platform to showcase the new products, services and platforms at Infosys.

This year, we discussed and debated how enterprises can respond to changes quickly, frequently and almost instinctively, and always be ready for what's next. Our renewed focus in our local markets led us to open tech innovation hubs and partner with educational institutions. We organized customized regional events across the Americas, the EMEA and the APAC.



CONFLUENCE IN NUMBERS

1,100+
Delegates

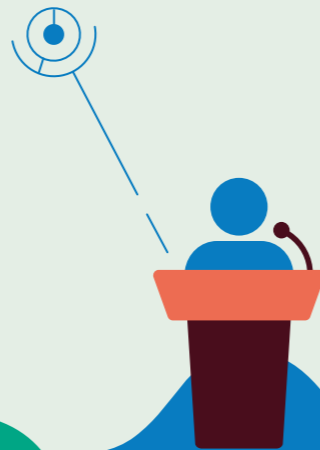
53
Partner organizations

300+
Unique organizations

110
Analysts and advisors

160+
Speakers

80
Sessions



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PARTNER TO CLIENTS

Privacy protection

At Infosys, we constantly endeavor to protect personal information. We strive to become a trusted partner for businesses, enabling them to ensure data privacy compliance in their transformation journey, while maximizing the value we create for them.

Ensuring continuous compliance

Over the last few decades, data privacy has steadily emerged as an extremely important dimension of human rights. Several nations are strengthening or enacting data privacy regulations to make organizations accountable for respecting choices made by people about their data, and for protecting their privacy.

We process personal data, ensuring privacy aspects are incorporated at design stage, that is, privacy by design. Continuous emphasis on training and skill development for our employees helps us incorporate best practices and build credibility. Keeping in view the large-scale personal data processing involved, we make use of tools and technologies to institutionalize data privacy practices and controls in multiple areas.

We complied with all applicable data privacy regulations in fiscal 2020. The growing awareness and education on data privacy among stakeholders have contributed to a more robust process.

KEY FOCUS AREAS OF INFOSYS' DATA PRIVACY PRACTICES



Personal data inventory management



Administration of privacy notices and consents



Data subject's access and request management



Data de-identification



Data security



Layered monitoring in data loss prevention tools

Adopting internationally accepted protocols

We make every effort to protect the personal information that comes under our purview. Our data privacy compliance framework is the convergence of international best practices, client-prescribed requirements and applicable data privacy regulations across geographies.

Infosys is among the first few organizations globally, to have its framework certified with accreditation, for the recently released ISO 27701 privacy information management standard. In fiscal 2020, there were forty incidents involving customer data and none of them had any substantial material impact.

Driving thought leadership in data privacy

We also engage with industry bodies and standard development institutions globally, helping them shape data privacy frameworks, regulations and standards.

Our Chief Privacy Officer (CPO) was appointed convener for the core group constituted by the Bureau of Indian Standards (BIS) to draft the Data Privacy Standard in India. 2 of the ISO standards on data privacy, one of which is already published, had our CPO as co-editor, who is a working group expert participating in the ISO sub-committee SC 27. Our CPO is also a member of the Privacy Engineering Advisory Board of the International Association of Privacy Professionals (IAPP) influencing privacy engineering agenda.

In 2018, consulting firm KPMG performed a Privacy Maturity Benchmarking Exercise on Infosys' data privacy practices, using its privacy framework and found the Company to perform better than or equal to global standards in eight out of the 12 domains of the framework.

03 Being a partner to clients

- Client focus
- Client engagement
- Privacy protection
- **Information management**
- Technology as a driver of change

PARTNER TO CLIENTS

Information management

Infosys has developed a dedicated cybersecurity program, built to maintain a robust cyber posture and uphold digital trust. We have accelerated the cyber defense mechanism and built resilience for organization-wide security, by embedding cybersecurity into our technology framework and at every stage of the business lifecycle.

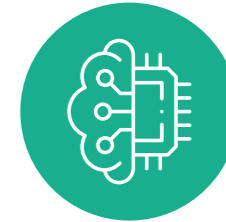
Implementing a multi-disciplinary approach to cybersecurity

Cybersecurity is gaining increasing attention, due to the dynamic threat landscape, rapid innovation in technology, assurance demands from clients and the need for greater transparency to comply with changing regulations. As the custodian of customers' and other stakeholders' information and information assets, it is the prime responsibility of Infosys to have an effective cybersecurity program.

With this view, a comprehensive Information Security Policy (ISP) has been developed as part of the cybersecurity program. The objectives of the cybersecurity program are to enhance transparency, build cyber resilience, inculcate a culture of security and continuously improve compliance. The program is implemented to establish confidence in the use of information during access, process and transfer.

There were no material cybersecurity incidents reported in fiscal 2020.

OUR APPROACH



What **SECURE BY DESIGN**

- Why**
- Maximize visibility
 - Minimize risk
 - Early engagement

- How**
- Awareness and culture
 - Security architecture
 - DevSecOps
 - Intuitive dashboards
 - Compliance

SECURE BY SCALE

- Optimize costs
- Amplify reach
- Rapid deployment

- Platforms and accelerators
- Integrated and optimized
- Automation
- Managed security service
- Academic collaboration

SECURE BY FUTURE

- Innovate faster
- Deliver value
- Thought leadership

- Competency building
- Research and innovation
- Co-created partner solutions
- Emerging technologies

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Cybersecurity governance

The Information Security Council (ISC) is the governing body at Infosys, which focuses on establishing, directing and monitoring of the information security governance framework. The ISC defines the objectives of the information security governance framework which include:

- Aligning the information security strategy and policy with business and IT strategies
- Delivering value to stakeholders
- Providing the assurance that information risks are being adequately addressed

INFOSYS CYBERSECURITY GOVERNANCE FRAMEWORK

- BOARD COMMITTEES**
- Audit
 - Risk
 - Cybersecurity

- OPERATIONAL RISK COUNCILS**
- Strategic
 - Operational
 - Legal and compliance

- ENTITY-LEVEL SUB-COUNCILS**
- Subsidiary ISCs
 - Regional ISCs
 - Privacy Sub-council
 - Physical Security Sub-council
 - IT Council

- UNIT-LEVEL GOVERNANCE**
- Program management
 - Functional reviews

INFORMATION MANAGEMENT AT INFOSYS

4,500+

Cybersecurity professionals across locations

Infosys Cyber Next

Is our suite of platform-powered services catering to modular and integrated platforms

7

Cyber Defense Centers set up across India, the US and Europe to provide actionable threat intelligence and insights

Winner of the Microsoft Security 2020 award

Category: Managed Security Services Provider/Threat Detection and Response (MSSP/TDR Disruptor)

Collaboration with Purdue University

For cybersecurity training to upskill and reskill

ANALYSTS MENTIONS



HfS Research – Infosys is a Leader in the Top 10 Managed Security Services (MSS) Study 2019



IDC MarketScape – Infosys is named a Major Player in the IDC MarketScape: US Emerging Managed Security Services 2019 Vendor Assessment



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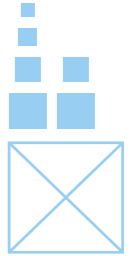
Technology as a driver of change

Digital transformation is changing everything. From the way we consume energy to how we produce commodities, the interpretation of 'usual' in 'business as usual' has changed dramatically.

At Infosys, we focus on using new and emerging technologies to innovate and find solutions to the most complex problems faced by clients and the society at large. We work with clients, partners and governments to enable digital transformation at unimaginable speeds and encourage innovative scalable ideas to surface through the Infosys Innovation Framework.

Infosys Innovation Framework

The framework provides an impetus to innovation. We invest considerable effort to empower employees to harness their creative talents; identify and pursue new avenues for innovation through industry and academic partnerships; and develop thought leadership for clients.



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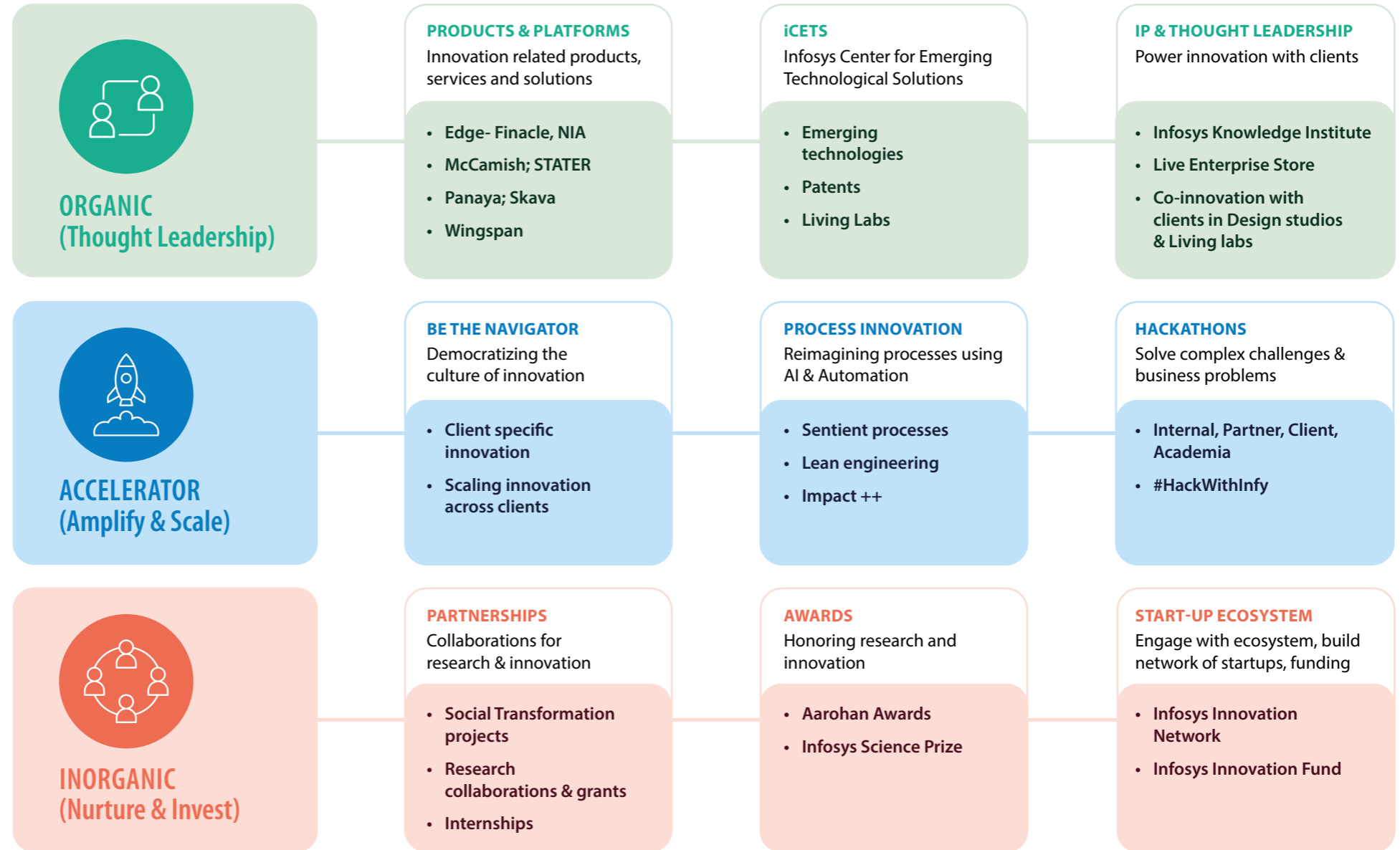
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Infosys Innovation Framework



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Organic

EDGEVERVE

EdgeVerve Systems, a wholly-owned subsidiary of Infosys, develops innovative software products. Our products help businesses form deeper connections with stakeholders, power continuous innovation and accelerate growth in the digital world.

INFOSYS MCCAMISH

We are a leader in providing best-in-class technology platforms and service solutions to life insurance companies, work site product providers and retirement companies. The products help our clients navigate their digital transformation with straight-through processing, omni-channel experience and speed to market.

STATER

Stater is a market leader in the Benelux region, operating across the mortgage and consumer lending value chain with deep capabilities in digital origination, servicing and collection. It provides services in the Netherlands, Belgium and Germany.

PATENTS

Infosys has an innovation-centric approach that focuses on generating proprietary IP ensuring compliance to regulations and respecting third-party IP. Our IP framework adopts a two-pronged approach, namely, value enhancement and risk mitigation.

We are constantly generating IP assets and translating these into offerings for our clients. Our IP policy strengthens our research efforts, by incentivizing inventors through rewards at various levels. We aim to contribute to scientific progress and leverage the processes and methodologies claimed in our patents for our services and products that enable differentiation and enhance value for our clients.

Infosys is an active member of the Open Invention Network, Open Chain Project, GPL Co-Operation Commitment and Enterprise Ethereum Alliance. **In fiscal 2020, we applied for 26 patents, of which 20 were granted.**

47

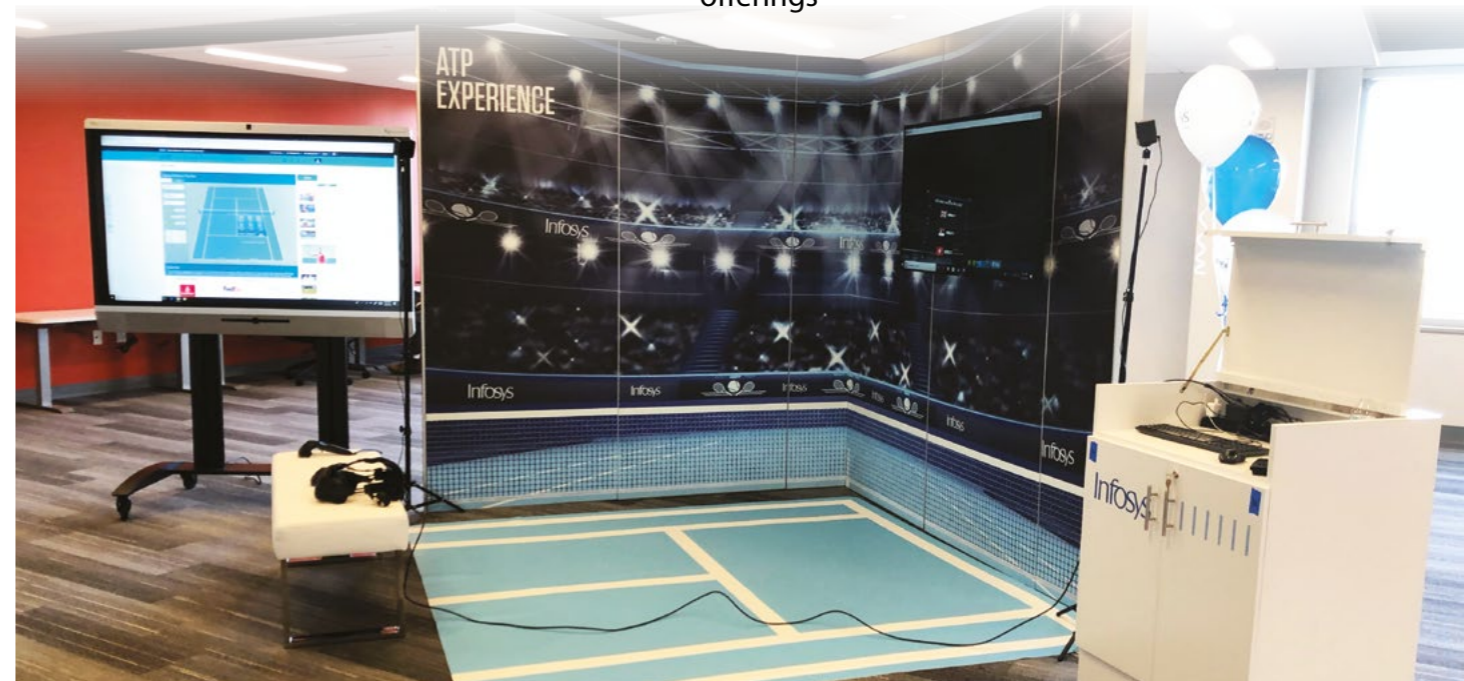
Infosys IP assets translated into client offerings

47

Trademarks registered on behalf of the Company

20

Patents granted



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PARTNER TO CLIENTS

LIVING LABS

Our Living Labs offer innovation as a service to our clients by bringing together business context, technology and design expertise. We partner with clients to enable them to reimagine their businesses through emerging technology-led innovation. This is characterized by iterative rapid prototyping and creation of real experiences, helping our clients innovate at scale.

INNOVATION HUBS

Our innovation hubs are home to young, enthusiastic associates demonstrating solutions through impressive gadgets using state-of-the-art technologies and elegant live lab demos. These hubs are strategically placed near our existing clients. The location also provides access to a mix of technical and liberal arts talent from Tier 1 universities, such as Purdue, Trinity, Cornell, North Carolina State and Rhode Island School of Design. Infosys aims to absorb data scientists, engineers, liberal arts, and design graduates straight from school to fuel the various regional innovation hubs.

DESIGN STUDIOS

Customer-centric design studios help us ensure that we remain relevant in a constantly changing digital environment. Powered by Brilliant Basics, the studios offer an exceptional opportunity to combine design-led innovation, customer experience and emerging technologies to accelerate our clients' digital capability beyond the pace of change.

Connecting the world through innovation



- Indianapolis
- Richardson
- Providence
- Hartford
- Raleigh
- Phoenix
- New digital design hubs: Los Angeles, Seattle and Providence



- Dusseldorf, Germany
- Bucharest, Romania
- New digital design hubs in London, Berlin and Amsterdam



- Digital design hub: Melbourne
- Sydney
- Adelaide



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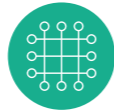
INFOSYS KNOWLEDGE INSTITUTE (IKI)

The IKI was established in 2018, to help industry leaders develop a deeper understanding of business and technology trends with compelling thought leadership. Our researchers and subject matter experts provide a fact base that aids decision-making on critical business and technology issues.

Research themes in context of COVID-19



Digital talent and culture



Platforms



Stakeholder capitalism



Ecosystems

The IKI supports sustainability through its work with the Infosys Foundation as well as its relationships with organizations like the UN. The IKI also publishes regularly in leading journals on industry, function and technology trends.

[Read more →](#) *About the IKI.*

LIVE ENTERPRISE STORE

The Live Enterprise Store is an asset repository for Infosys. It brings together curated assets from the Go-to-Market catalogue, Service Store for all Infosys IPs, process repository, Code and Bot repositories, AI-ML store, Experience-as-code and ideas repository.

Service Store is a one-stop shop where all modular pieces of the Infosys' Live Enterprise Suite (platforms, IP assets, offerings, solutions and other components) reside and are seamlessly evoked from, while providing a reimagined experience to clients. An ever-growing repository, it currently hosts 200+ assets and solutions clients can benefit from, and works on a marketplace model, wherein clients can add their own assets too.



PUBLICATIONS AND PRESENTATIONS

Some of the articles published by employees, internally across various Infosys platforms as well externally, in fiscal 2020 are listed here.

- [Patent](#) on systems and methods for extracting cross language dependencies and estimating code change impact in software
- [Patent](#) on method for providing development and deployment services using a cloud-based platform and devices thereof (Software Engineering-as-a-Service)
- [Patent](#) on method and system for providing enterprise-based Gamification-as-a-Service
- [External research publication](#) chapter that discusses the need for a modern and intelligent overhaul of conventional traffic management systems and the introduction of such systems in modern smart cities
- [External research publication](#) chapter that sets the context of cloud computing and its growing significance for the software industry before focusing on cloud Testing-as-a-Service.

[Read more →](#) *About our publications.*

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Accelerator

BE THE NAVIGATOR (BTN)

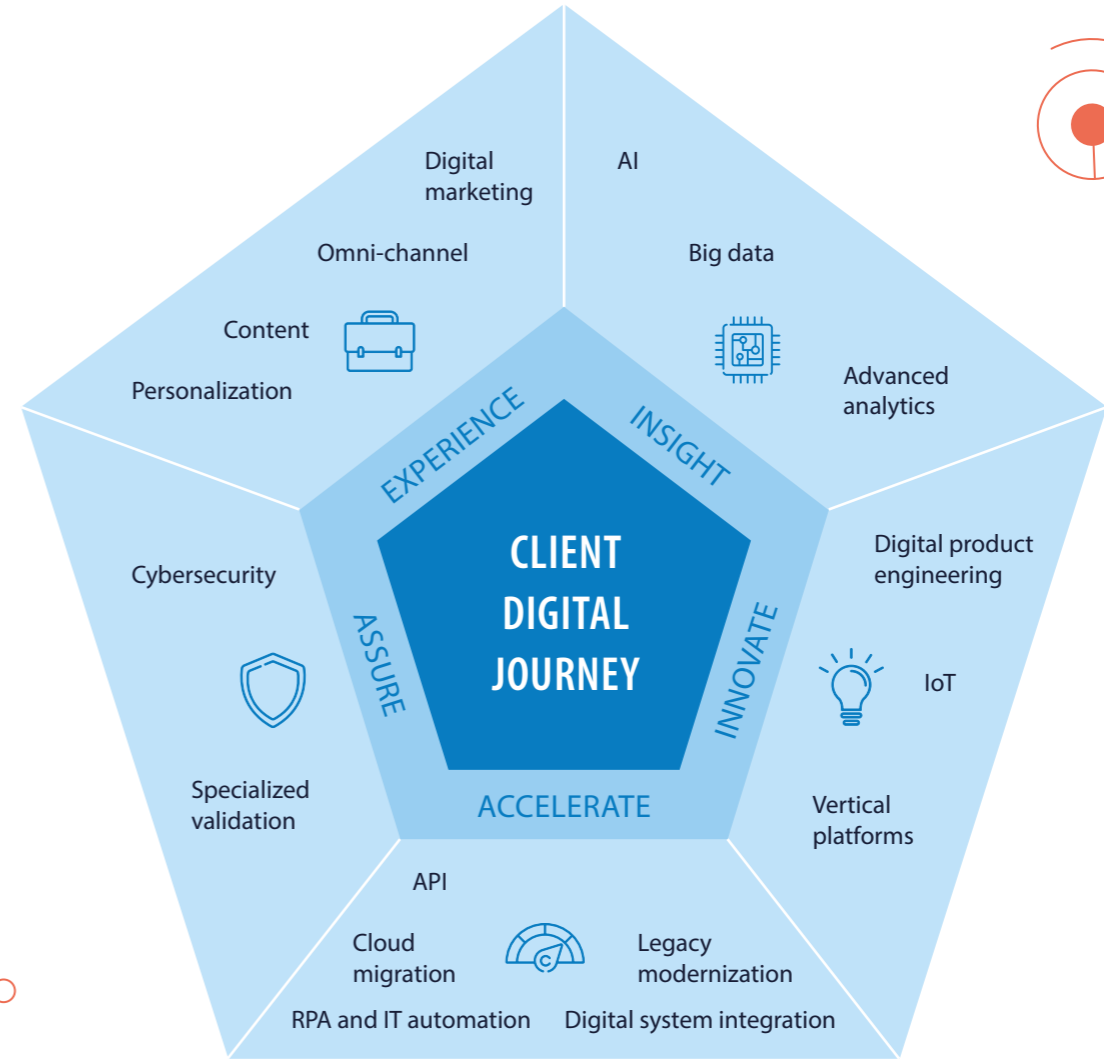
It is our grassroots innovation program that focuses on cross-team collaboration within Infosys to bring new perspectives to client engagements. Project teams play a key role as navigators **expanding value for clients through the latter's digital journey.**

Currently, we are evaluating 7,500 innovative ideas, generated through BTN, with the clients.

IMPACT ++

Process reimagining is a journey that continues to invest in automation and artificial intelligence to improve productivity and profitability of the organization, help employees with better work-life balance, reskill employees and deliver value to our large client base.

Some of the solutions that we have created as part of **Live Enterprise** are: **Infosys Intelligent Assistant** for automatic ticket triaging and ticket enrichment, **BOT Factory** for zero touch automation, **Infosys MSCAN** for mainframe automation, **Data Cruise** for hyper automation in data migration projects and many more.



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HACKATHONS

Hackathons are events for software development, where project managers, domain experts and others collaborate intensively to solve problems.

Key objectives



Co-creating



Building capability



Attracting talent



Engaging talent



Solving complex problem



Building innovative solutions for the world's problems



Leveraging the partner ecosystem

CASE STUDY

HACKATHONS CONDUCTED BY INFOSYS

CO-CREATING

Infosys Migration Platform (IMP) hackathon – witnessed the participation of 57 teams and brought together innovative ideas in the migration space to enable projects in various phases of their modernization journey.

ENGAGING TALENT

Global Hackathon 2019 – was conducted across 20 locations with 2,500+ participants and 700 teams coding, networking and exchanging ideas across four tracks, namely, Open Track, Internal Systems, Test-A-Thon and Be The Navigator.

T20 Hackathon – was hosted for young minds from partner colleges to engage students in solving problem statements oriented towards social causes, personnel safety, food sustainability, among others.

PARTNERING WITH TECHNOLOGY LEADERS

Openhack with IBM – was organized at Infosys to develop solutions for reducing the COVID-19 impact. The hackathon commenced on April 14, 2020 and received an overwhelming response from 200+ participants. IBM SMEs delivered four webinars covering IBM cloud, data and AI services. Teams built 20+ innovative solutions across three pre-defined use-cases which address problem like crisis communication, remote education and community cooperation.

ACADEMIC PARTNERSHIPS

Annual Hackathon of University of Stanford, California, US, with Infosys – engaged 1,294 students from 73 schools. This hackathon offered a platform to turn student's inventive ideas into real-time projects using rapid prototyping tools, such as drones and VR headsets. 197 project ideas surfaced, with 66 medical access projects, 66 educational projects, 30 geospatial projects, 29 IoT projects, 28 AR/VR projects and 25 voice assistance projects.

ATTRACTING TALENT

#HackWithInfy – was a contest for all engineering students across India who will graduate in 2021, with the aim of inculcating the culture of rapid problem-solving and innovative thinking from early on. It provides the perfect stepping-stone for students to explore their passion for programming and gives them an opportunity to compete and earn a chance to work with Infosys.

SOLVING CLIENT PROBLEMS

Infosys and Microsoft – organized a hackathon on Microsoft PowerApps for Schlumberger with 800+ participants from 30 cities across 25 countries. The objective was to bring Schlumberger employees together on one platform, evangelize PowerApps capabilities, engage with them to come up with innovative enterprise solutions and generate a repository of viable enterprise-level ideas. Infosys deployed PowerApps experts at three key locations, namely, Pune, the US and the UAE, along with focused trainings and goal-oriented planning.

ABN-AMRO and Infosys – collaborated to organize a first-of-its-kind, all-India hackathon, exclusively for the offshore teams in Mysuru and Pune. The event took place for over two months and gathered 99 ideas, of which 15 ideas were further evaluated.

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Inorganic

SOCIAL INNOVATION

In a crisis as large and pervasive as the COVID-19 outbreak, everyone's help is needed and public-private partnerships assume great importance. **Infosys has collaborated with governments in India and the US to help with immediate concerns and plan for the eventual reopening of their societies and economies.**

AAROHAN AWARDS

Aarohan Social Innovation Awards is a platform provided by the Infosys Foundation to give scalable ideas with working prototypes, the impetus and mentoring they deserve. The objective of Aarohan is to accelerate innovation and scale the impact of relevant ideas, while nurturing a culture of innovation in the social sector. **Aarohan provided ₹4.27 crore of funding to the winners in fiscal 2020.**

INFOSYS INNOVATION FUND

The fund identifies early-stage start-ups developing solutions in the areas of artificial intelligence and machine learning, big data and analytics, convergence of physical and digital processes, technology infrastructure management, cloud systems and cybersecurity. It provides them with early-stage capital and helps them bring their innovations to market, and attain scale, product validation and customer introductions.

US\$69 mn

Invested through the fund in the form of minority holdings in early-stage companies and venture capital funds

Read more →

About the Infosys Innovation Fund.

US\$8 mn

Pending capital is planned and committed

CASE STUDY

HONORING BREAKTHROUGH INNOVATIONS IN COMPUTING



David Silver, Winner of 2019 ACM Prize in Computing

In 2007, the Association for Computing Machinery (ACM) received an endowment from the Infosys Foundation to set up an award that recognizes the finest recent innovations by young scientists and system developers, whose research contributions have a fundamental impact and broad implications in the field of computing. Now known as the ACM Prize in Computing, it carries a prize of US\$250,000.

ACM named David Silver of University College London and Google's DeepMind the recipient of the 2019 ACM Prize in Computing. Seen as a central figure in the growing and impactful area of deep reinforcement learning, Silver is widely known for leading the team that developed AlphaGo. It is a computer program that defeated the world champion of the game Go and is considered a milestone in artificial intelligence research.

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CASE STUDY

INSPIRING INTEREST IN SCIENCE AND FUNDAMENTAL RESEARCH

The Infosys Science Foundation (ISF), India, was set up in 2009 to encourage the pursuit and practice of the sciences and research. The Infosys Prize, governed by the ISF, recognizes stellar research in the country. The Prize is given annually to honor outstanding achievements of contemporary researchers and scientists across the six categories of Engineering and Computer Sciences, Humanities, Life Sciences, Mathematical Sciences, Physical Sciences and Social Sciences. Each category winner receives a gold medal, a citation and a purse of US\$100,000 (or its equivalent in Indian Rupees). The reward is tax-free in the hands of winners in India.

The winners of the 2019 Prize were chosen by jury panels chaired by distinguished scientists and researchers. The work of the Prize winners shapes the path of research and progress in their respective fields, significantly impacting other disciplines too and enabling innovation at the boundaries.

The ISF believes that sharing of knowledge across disciplines is the best way to encourage new ideas and innovative collaboration. Therefore, in 2019, we organized the Winners' Symposium, which acted as a platform for the winners to talk about their prize-winning work and the broader research.

[Read more](#) → *About the ISF.*



Infosys Science Prize 2019 laureates with the jury chairs

Top row, left to right: Anand Pandian, Siddhartha Mishra, G. Mugesh, Manjula Reddy, Sunita Sarawagi, Leena (standing in for her spouse, Manu V. Devadevan, who could not attend in person)
Bottom row, Left to right: Jury chairs Shrinivas Kulkarni, Arvind Mithal, Mriganka Sur, Srinivasa Varadhan, Kaushik Basu, Akeel Bilgrami

68

Scientists have received the Infosys Prize since inception

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- Our culture and ethos
- Employee motivation and empowerment
- Our glocal employees
- Equal opportunities and equal treatment
- Occupational health and safety
- Employer of choice

- 05 Being a corporate citizen
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04 BEING A PEOPLE COMPANY

Employees are not only our biggest assets but a key stakeholder. We provide our employees with a work environment that is safe, secure and free from discrimination. An environment that fosters mutual support and team spirit ensures the achievement of organizational goals and personal goals of employees, thus keeping them most engaged.

242,371

Full-time permanent employees

18,983

Contract staff employed, globally

92%

Hires in each location principally local

2,576,913+

Trainings (days) conducted for our employees, globally

NS-83

N
THE WATER CHALLENGE



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PEOPLE COMPANY

Our culture and ethos

We are transforming our workplaces into open, collaborative spaces empowering employees in an agile, immersive environment conducive for ideas to take shape and innovations to be prototyped at speed.

The world of work is rapidly changing. A newfound digital fluency is enabling so many people to find and solve incredibly hard problems using software tools that seem to be getting sharper by the day. As jobs that were once executed by humans alone now become tasks jointly driven by humans and software-driven machines, the division of labor between the two is becoming stark. People must become better problem-finders because machines are evolving to be the more efficient problem-solvers. Even as the gig economy grows stronger globally, human enterprise can now be scaled with as much flexibility as we scale the leverage of our digital helpers.

At Infosys, we appreciate the reality of this blended nature of work and endeavor to transform our workplace and workforce in response.

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.

[Read more](#) → In Annexure 2.



Employee Value Proposition

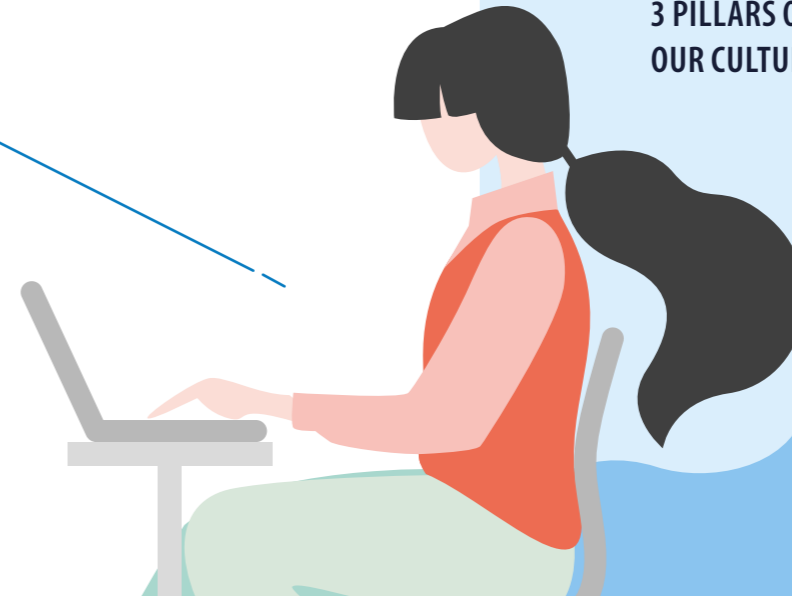
Infosys enables every employee to navigate their next not just for their clients, but also for themselves.

Inspiring our colleagues to build what's next

Making sure their careers never stand still

Navigating further together

3 PILLARS OF OUR CULTURE



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PEOPLE COMPANY

CASE STUDY

INTERNSHIP WITH INFOSYS

Infosys' international internship program, InStep was recognized as the World's No. 1 Internship Program in 2020 by Vault.com, one of the most trusted sources for career intelligence, for the second year in a row.

Since its inception in 1999, InStep has been bringing together the brightest young minds from across the globe to work on projects and add value to the Infosys ecosystem. Our founder N. R. Narayana Murthy has been the mentor of InStep from the beginning.

We partner with some of the most coveted educational institutions of the world, such as Stanford University, Harvard University, Massachusetts Institute of Technology, Australian National University, INSEAD, China Europe International Business School, IESE Business School, MIT Sloan, HEC Paris, National University of Singapore, Imperial College London, CentraleSupélec, Eindhoven Institute of Technology, University of Oxford, Saïd Business School, University of Cambridge and Cambridge Judge Business School.

As the world continues to evolve through the changing dynamics in battling the COVID-19 outbreak, we are transforming InStep to function completely virtually, thereby empowering our interns to stay the course on their careers while ensuring their safety and well-being. We are integrating several collaboration platforms, creating virtual experiential platforms, streamlining processes and handcrafting immersive learning opportunities in order to enable a seamless professional experience for our interns.

2,400+

Interns from top **200** universities

15,000+

Academic influencers

7,500+

High-level academic visits

100+

Hackathons and case study competitions in **22** countries

71

Case studies published in journals

22

Research collaborations



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PEOPLE COMPANY

Employee motivation and empowerment

While the workplace is changing, so is our workforce. We have identified the digital skills essential for our people to thrive and create learning paths for them. Through trainings, hackathons, lab hours, apprenticeships and on-the-job experience. We are also bringing a mobile-first convenience to our ways of working with an umbrella of on-the-go applications.

Developing and enabling talent

At Infosys, talent development entails different processes that contribute to transforming the organization, its employees, its stakeholders and groups of people within it – using planned and unplanned learning and periodic performance reviews – in order to achieve and maintain a competitive advantage.

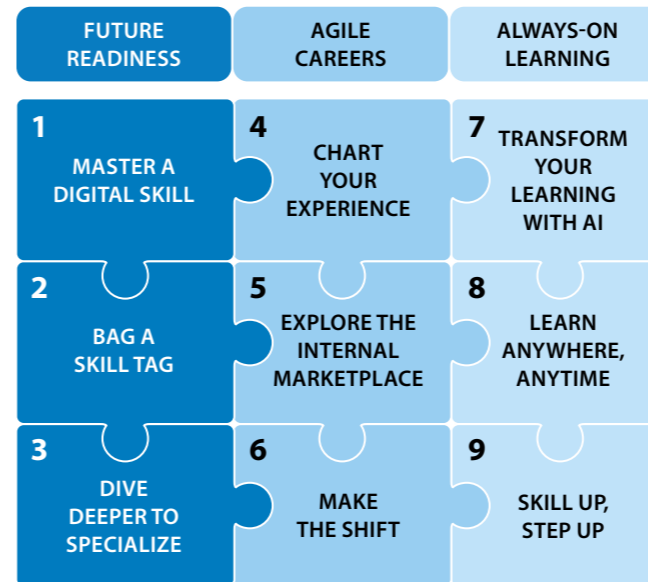
Talent development at Infosys primarily involves two activities: career development and performance management.

CAREER DEVELOPMENT

Career growth and learning form a core element of our value proposition for our employees, along with employee experience and purpose.

The Infosys Career Mosaic is a framework of three overarching principles encompassing nine guiding principles to help our people build a career that never stands still. All our career programs are designed keeping this mosaic in mind.

Career mosaic



Overarching principles

Guided by our **Future Readiness** principle, we offer our people career avenues to move ahead of the skill curve. We embrace constant reskilling in digital technologies, reward those who are experienced in new and emerging technologies and empower employees to enhance specializations.

The **Agile Careers** principle empowers talent to move to new roles, especially people who have learnt new skills. We foster agility by moving people to new projects regularly or to new skill areas based on the skills they have learned. We have removed several barriers to internal movement through the internal job marketplace and facilitate shifts to new spaces of work such as consulting, through the Bridge Program.

The **Always-on Learning** principle is based on the learning culture that is at the heart of who we are as an organization, providing a robust ecosystem for non-stop learning. We facilitate learning by offering customized recommendations on what to learn, and by providing digital platforms for learning and career development anywhere, anytime, such as Lex, Infy Me and MaQ (Manager Quotient).



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PEOPLE COMPANY

PERFORMANCE MANAGEMENT

The performance management system at Infosys, known as iCount, is designed to chart performance outcomes and ensure that our employees, teams and departments are aligned with the organization’s strategic priorities. Great emphasis is given on continuous feedback exchange and development of employees. All our employees received formal performance appraisal and reviews during fiscal 2020.

A structured mechanism for succession planning is in place through joint senior leadership discussions for cross-calibration of the next-in-line leaders. Apart from performance, potential is assessed on competency dimensions that are aligned with the Company’s leadership blueprint for managers and leaders. High-performing, high-potential employees are identified, and customized development plans are laid out exclusively for them, to help them accelerate their leadership ambitions.

Recognition of both individual and team success has been identified as a powerful motivation and engagement tool. We have a robust system of rewards and recognition, in terms of annual Awards for Excellence, quarterly promotions and unit awards, to motivate our employees. We also encourage each employee’s entrepreneurial spirit through various rewards and career development programs. The Awards for Excellence program acknowledges teams and individuals who embody excellence, one of the foundational values of the Company. Those who delight clients as well as inspire peers and colleagues are declared winners.



PROMOTING LIFELONG LEARNING

Infosys believes in lifelong learning for its employees and is focused on building an ecosystem for continuous employee education. Our programs span domains such as technology, business, process and behavior. We have 750+ full-time educators and a confluence of experts in the areas of technology, leadership, soft skill development and knowledge management.



LEARNING ON THE GO

Lex, our modular learning platform, enables our employees to access learning content from anywhere, from any device, at any time. Employees can also download the content and read it offline later, take assessments on-the-go in a video-proctored environment and get certified as well.

In fiscal 2020, we enhanced the platform features with the introduction of gamification, online hands-on lab facilities, video proctoring assessments and others.

Infosys Lex

900
Self-learning courses

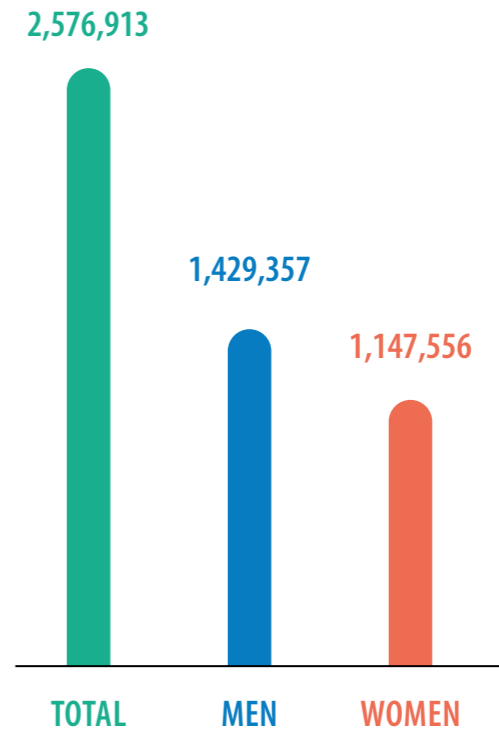
1,400
Courses in instructor-led mode

CONTINUOUS SKILL IMPROVEMENTS

Reskilling our employees in new and emerging technologies is a key element of our strategy. To ensure this, we created guided learning paths that help employees acquire a new adjacent skill through Lex. We also offer focused training programs to enable employees to get reskilled as per the client technology landscape.

Read more → In Annexure 2.

TRAININGS DAYS WORLDWIDE IN FISCAL 2020



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ACADEMIC COLLABORATIONS

We collaborate with various academic institutions to reskill our employees.

The Rhode Island School of Design trains employees on design skills, Purdue University on cybersecurity, Trinity College, Hartford on business analysis skills, Cornell University on program management and University of North Carolina on data analytics. Further, our employees may apply for extended leave of up to two years to pursue higher education programs offered by reputed educational institutions.

The Infosys Foundation Program spans 16 to 19 weeks and is designed to train entry-level engineering graduates joining the Company and help them transition from academics to the corporate world.

RETURN TO WORK PROGRAMS

Although we are yet to have transition programs for the management of career endings resulting from retirement, we extend our support with a host of programs for the women who wish to return from a sabbatical or maternity leave. This includes internal training courses, funding support for external training or education, and provision of sabbatical periods with guaranteed return to employment.



Sharpening leadership edge

Leadership Development is one of the key strategic priorities for the organization. During the year, the Infosys Leadership Institute (ILI) further enhanced its focus on enabling the organization and its leaders through succession planning and leadership development interventions.

KEY INITIATIVES DURING FISCAL 2020

- Defined and institutionalized Leadership Powered by Values (LV), our updated leadership framework benchmarked to the new-age digital leadership imperatives
- Worked with senior leaders to identify new critical positions and additional leadership metrics to strengthen the organization's succession planning program, followed by a comprehensive review and update of the same
- Designed and implemented the Leadership Constellation Program, with the objective of identifying select leaders for prioritized development and enhancing the successor pool; the highly-curated leadership journey in this program included globally-renowned leadership instruments and assessments, individual coaching, Career Conversations, Signature Programs at Stanford and a variety of other leadership development experiences
- Implemented a performance development plan system, built on Infosys Lex (Wingspan), which allows leaders to create and track their development journey in an effective and seamless manner, leading to a tangible impact on organizational leadership capabilities



- Offered a variety of programs leveraging global faculty, through classroom programs, webinars, case study-led discussions and Leaders Teach sessions
- Extended its acclaimed Women in Leadership program to women leaders, continuing its focus on building a diverse talent pool of leaders

More than 95% of Infosys Title Holders completed at least one leadership intervention, recording an average of 2.6 leadership learning days per person and totaling to 2,000+ leadership learning days. The leadership programs offered globally by ILI were received very positively with an approval rating of more than 90%.

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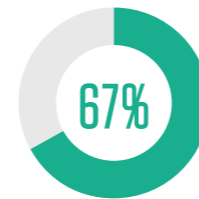
Engaging closely. Communicating transparently.

Infosys has a robust approach designed to ensure that employees are committed to the organization's goals and values, motivated to contribute to its success, and are able at the same time to enhance their own sense of well-being.

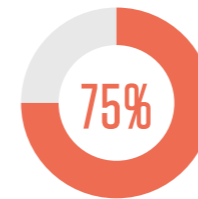
We develop and deploy surveys among our employees, to gauge the effectiveness of our engagement strategy. We have an integrated, continuous and customizable engagement approach, including a quarterly feedback survey, LITMUS (Let's Interact on Themes that Matter to Us) and a real-time customizable survey, Pulse. This new approach of gathering actionable insights from employees throughout the year has seen good traction.

Over 1 lakh employees participate every year and insights are gained around various themes. These insights have enabled us to organize interventions in a timely manner. Managers are now better equipped to take prompt and suitable actions in areas that matter the most.

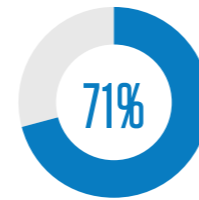
EMPLOYEE FEEDBACK DURING FISCAL 2020



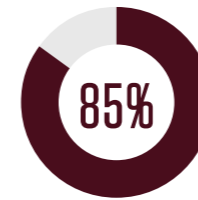
Satisfied with Infosys



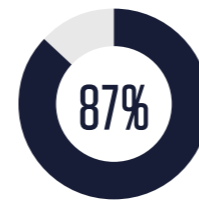
Would recommend Infosys



Intend to stay with Infosys



Proud to work for Infosys



Think Infosys adds value to them as a professional

We strive to ensure that the right message reaches the right people at the right time, through a consistent, robust and transparent communication framework.

We have multiple channels to engage and communicate with our employees across all levels. We have frequent interactive sessions with the senior leadership through town halls.

Key internal communication channels

- Sparsh, our corporate intranet
- InfyTV, our corporate TV channel
- InfyRadio, our corporate radio channel
- Yammer, our social networking hub
- Managers' Portal, our exclusive platform for managers
- MPlus, our internal branding and marketing portal

Across these channels, we deliver captivating content and begin Company-wide dialog on topics critical and relevant to the organization and the employees. Each channel gives a much-needed impetus to the culture of networking in a fast-growing environment.



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PEOPLE COMPANY

Our glocal employees

Across the globe, Infosys is committed to 'going local' to strengthen our profile as an employer of choice and be part of the local ecosystem. We gain a greater diversity of skills and experience, in addition to significantly de-risking our operations from regulatory changes related to immigration policies.



Abiding by the laws of the land

As an IT services and consulting company, we do not have seasonal variations in employment. Most of our staff work as full-time, permanent employees. We are committed to strengthening local hiring practices and continuously increasing the proportion of senior management hires from the local regions of our operations.

In fiscal 2020, 78% of senior management staff was hired locally. We hired 64,601 new employees, taking our total workforce strength to 242,371. We have 28 female and eight male employees working part-time under fixed-term contracts across the organization.

We adhere to the local employment/labor laws prevailing in the countries where we operate. The same applies to the employee benefits that we provide to our permanent/full-time and part-time/fixed-term employees across different countries. 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 of the employee and their total years of work experience.

242,371

Full-time, permanent employees

18,983

Contract staff globally

Thinking local. Acting global.

We are making steady progress in our local graduate hiring and internship programs in countries like Mauritius, Germany, the UK and the US. We have built symbiotic relationships with universities and colleges across regions and have put forward the Infosys Employee Value Proposition successfully through hackathons, career fairs, leadership talks and employer branding. We place increased emphasis on recruitment of visa-independent lateral hires.

In the UK and the rest of Europe, we have partnered with local universities, supported large people transition and integration programs, and are on the list of Forbes' Best Employers for New Graduates. Infosys China celebrated 15 years and the new joinee assimilation program, Impressions was reinstated. In Australia, we have been hiring local talent and absorbing them into key accounts.

In fiscal 2020, we recruited over 6,932 employees locally in our markets, of which 2,035 were fresh graduates.

92%

Hires made in each location principally local

64,601

New hires

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PEOPLE COMPANY

Equal opportunities and equal treatment

We aim to create an inclusive workplace and leverage the power of diversity for a sustainable competitive advantage, enabling employees to participate, develop and contribute freely and equitably.

We are committed to providing a work environment free of discrimination and harassment. We do not discriminate or allow harassment on the basis of race, color, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status or any other legally protected status.



Upholding fundamental human rights

The selection, compensation and career progression of employees are based on considerations of merit. We believe in equal work opportunities for all employees and do not condone favoritism or even the appearance of favoritism at the workplace. Our anti-discrimination and anti-harassment policies apply to everyone involved in the operations of the Company, including employees, clients and suppliers.

Infosys is a signatory to the UNGC and supports the protection and elevation of human rights in accordance with the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work (the ILO Declaration). To achieve this, we have a strong and well-articulated [Code of Conduct and Ethics](#), communicated to employees worldwide. Equal opportunity and fair treatment are an essential part of this Code.

Our [Human Rights Statement](#) provides a broad framework to ensure that all employees are treated with respect and dignity and ensure that we do not condone human rights violations or abuses.

Our [Supplier Code of Conduct](#) helps us manage and address this important aspect of sustainable business in our supply chains.



Creating diverse and inclusive workplaces

Diversity and inclusion is a source of innovation and ultimately, business success for Infosys. It helps build balance in workforce, bringing in different capabilities and perspectives. We understand diversity is what makes business efficient, insightful and reliable, and believe in providing opportunities to all.

Diversity Councils

Our business-led diversity and inclusion efforts are championed through Diversity Councils at geographic and business unit levels. Diversity goals are a part of the corporate scorecard and flow down into the scorecards of business leaders. Diversity Councils comprise members from business and enabler functions, who work under the leadership of a Diversity Council Head. Periodic reviews of diversity and inclusion metrics and programs enable teams to enhance the effectiveness of these efforts.

144
Nationalities

38%
Women in the workforce

25%
Women in the non-executive Board

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Towards higher female workforce participation

Women in Technology, our flagship program, continues to strengthen the participation of women in technology and business. A new AI-based structured developmental intervention was launched for 600 high-potential women identified as a part of this program. The program follows a universal leadership competency framework that closely maps the Infosys leadership framework. It provides in-person mentoring conversations and deepens learning experiences, acting as a natural compliment to in-person mentoring sessions.

We also partnered National Association of Software and Service Companies (NASSCOM) in conceptualizing and rolling out the **Women Wizards Rule Technology (W2RT)** initiative for skilling 10,000 women in new and emerging technologies for India. Infosys has sponsored 500 women employees to the second cohort of W2RT. Experts and mentors from Infosys will also be a part of this one-of-a-kind national skilling effort. Apart from this, our **Technology Architects** skilling initiative continues to see an increased participation of women.

Restart Her, launched in 2018, focuses on hiring women who have taken a break from their careers for any length of time and are keen to re-enter the workforce. The program is supported by mentoring, skilling and real-life project experiences to strengthen the confidence of women returning to pursue their career aspirations.

Our continued focus on strengthening the participation of women in leadership roles is supported by investments in learning, mentoring and sponsorship programs.

RETURN TO WORK POST MATERNITY (RTW)

The RTW is supported by strong policies and practices that focus on integrating women back from maternity leave, enabling them to pursue their careers in their areas of specialization.

- Infosys' **Maternity Handbook** articulates our promise to provide a considerate and enabling ecosystem to women before and during the maternity phase and on their return to work post the maternity. The **Manager's Guide** is a tool for managers which complements our commitments made in the Maternity Handbook and provides the manager with information on enablers and processes to facilitate this integration effectively.
- The **Infy Me** app, Infosys' new digital experience landscape for employees has a service called **iMother**, designed to help women stay connected, relevant and inspired during this important stage of their personal and professional lives.
- A formal integration space for returning mothers, known as **Mom's Net**, provides well-appointed workstations, interaction spaces and lactation rooms – ensuring a safe and comfortable environment for the integration. Services under the aegis of the Mom's Net include competency development programs delivered through Lex, our highly scalable, modular learning app, career counseling sessions, experience sharing modules and Family Matters sessions. All these efforts, along with flexible work options, have helped increase the number of women returning to work.
- The **Family Matters** forum touches aspects of parenting, relationship, emotional and psychological well-being of parents and their children. It spans a wide range of topics from spreading awareness on autism to understanding learning style and multiple intelligences of children, food habits, stress management and vipassana meditation.

5,092
Women availed
maternity leave

7,166
Men availed
paternity leave

89%
Women returned to work
post maternity leave



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PEOPLE COMPANY

LGBTI+

As signatories to the UN LGBTI Charter for Business, Infosys has committed to be an inclusive workplace for members of the LGBTI+ community.

To create a culture of appreciation for all, we have hosted a learning series, celebrated important milestones and shared personal stories through human libraries and blogs. Interviews with experts and famous personalities from the community is hosted on InfyTV. We also organize industry roundtables for sharing and learning from the practices adopted by various organizations for the inclusion of the LGBTI+ community.

The iPride employee resource group provides the support framework to institutionalize policies and practices within the organization that helps create a safe and respectful work environment for employees from the community. Awareness programs and events are also held to foster inclusion.



Employees with disabilities

We understand that accessibility and workplace adjustments are at the heart of an inclusive workplace ecosystem. We focus our interventions across hiring, retention and growth to go beyond accommodation to addressing the aspirations of our employees with disabilities.

Launchpad, an online platform, facilitates the integration of our employees with disabilities. Infosys Australia has been successfully certified as a Disability Confident Recruiter by Australian Network on Disability (AND).

Infyability is our employee resource group for our employees with disabilities. It runs campaigns to raise awareness among employees and contributes to the design of the Company's disability inclusion strategy.

379

Persons with disability (who have voluntarily disclosed their disability)



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Occupational health and safety



Providing a safe, healthy and environment-friendly workplace is one of the prerequisites for conducting business responsibly.

Ozone, Infosys' Health, Safety and Environmental Management System (HSEMS) has evolved into a robust management system guided by requirements from multiple stakeholders, including clients, internal customers, vendor partners, law enforcement and regulatory bodies, and the communities in which we operate. We adhere to all applicable regulations globally and have implemented OHSAS 18001:2007.

With the introduction of the new standard ISO 45001, we have ensured focused efforts on training, identification of gaps and implementation of processes required as per the standard requirements – in addition to what is established currently under the OHSAS 18001 framework.

Key elements of Ozone

The [Health, Safety and Environmental \(HSE\) Policy](#) enunciates our philosophy and commitment towards management of key HSE aspects. The policy applies across all entities globally and acts as a catalyst for our efforts to implement various country-specific statutory requirements.

RISK MANAGEMENT

We identify occupational health and safety risks proactively, for all existing/new/modified activities, process, products or services, and regulatory changes. Risk assessment also includes quarterly evaluation of incidents that have occurred. Hazardous conditions present are identified and prioritized for elimination and control. Once the identified hierarchy of controls are implemented, the risk assessment is revisited to assess the residual risks. As Infosys is an IT/ITES company, there are no product risks but those related to the provision of services like ergonomics in work as well as those associated with operation of utilities and employee commute.

Risks are also assessed prior to and post the development of new buildings. Experience from previous projects and current operations are also considered. We continually monitor our construction sites where infrastructure is being established. **During the year, we have not had any fatalities on construction sites. We have had one major incident with 20 lost time days and two minor incidents.**

Health risk assessments are conducted, which enable identification of areas for specialist consultations/interventions. These are then managed through the Health Assessment and Lifestyle Enrichment (HALE) system. We are working on tackling the rising concerns of employee stress, health and overall wellness through workshops, awareness communication, health checks, online chat sessions and focused communication campaigns.

INCIDENT REPORTING AND INVESTIGATION

Incident reporting is encouraged across stakeholders, including employees, suppliers and service providers. Reported incidents are investigated, root causes analyzed and appropriate correction and corrective measures implemented.

Safety at the workplace is accorded one of the highest priorities at Infosys. We have always focused on building a culture of safety, emphasizing individual responsibility. Systems have been established, including work permits, trainings, LOTO (lockout/tagout), safety inspections, audits, operational controls, monitoring and others.

OH&S COMMITTEES

OH&S committees are established at each campus/office. The committees are chaired by respective center heads with representations from employees, senior management and cross-functional teams. The committees function in line with local legislations, globally. The representation of employees in the committees is 100%.

The OH&S committees are responsible for conducting investigation of reported incidents, assisting in the development and implementation of the OH&S best practices to minimize risks, and providing an opportunity to raise concerns and recommend solutions for various OH&S-related issues.

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COMPETENCY DEVELOPMENT

Embedding a safety-first culture in the organization necessitates competency development. Training needs are identified based on the nature of jobs, which may pose OH&S risks. Training includes awareness-building, mock drills, classroom sessions and periodic demonstrations. It is also a part of our employee induction programs.

OH&S e-learning module is available globally as a continuous learning platform for employees. Job-specific trainings are regularly conducted for contractual staff during induction and later through refresher courses.

HEALTH AND SAFETY INITIATIVES

- Our campuses are well-equipped with ambulances, wheelchairs, stretchers and first aid centers to provide immediate assistance, treat common illnesses and ailments and support during emergencies. Medical staff from approved hospitals provide services on a 24x7 basis.
- Pharmacies have also been established in our larger campuses, along with telemedicine facilities to enhance the availability of medical aid at our campuses.
- In compliance to GDPR and other data protection laws, the specific health information of employees are available only with doctors. Only trends are made available to HSE teams for analysis. Through this, we also ensure the information is not used for any favorable or unfavorable treatment of workers.

- Nutritionists have been introduced in our larger campuses to enable awareness on healthy lifestyles through healthy eating. A specialized exercise regime, Pregna-Care, has been developed for women to cater to pre- and post-natal fitness.
- All employees, including contractual staff, are covered under insurance. Specific programs for contractual staff like mandatory health checks are conducted, along with interventions based on analysis of the risks or hazards.
- We continued to provide safe employee commute for over 50,000 stakeholders across locations in India. Our interventions include automation, installation of panic buttons, GPS devices which enable real-time tracking and alerts for over-speeding. A central helpdesk has been established for monitoring various aspects, including routes and speed of vehicles, and is supported with centralized 'safe reach' confirmation. Technology also supports rostering apps for night shift cabs. We ensure women's safety through our processes.
- We have benchmarked our processes against regulations in India as well as the NASSCOM guidelines and find that we are in compliance and in some aspects, exceeding the mandate. **In fiscal 2020, we had one fatality of a security escort during commute.**

CASE STUDY

KEEPING OUR PEOPLE HEALTHY, ON AND OFF THE JOB

Occupational illness is identified based on the nature of jobs as well as hazard identification and risk assessment. During the year, the number of occupational illnesses recorded in our campuses in India comprised eight cases of dry eye syndrome and 81 cases of myalgia. Treatment was provided in all such instances by medical officers and, where needed, the employees are guided to physiotherapists for treatment.

We have enabled a 'Blink o wink' app, which alerts employees to take breaks during work and blink eyes to reduce instances of dry eye syndrome. We have also taken care to procure systems, which have in-built features that help avoid glare and hence reduce such instances. Sessions on ergonomics help address work-related conditions such as myalgia. There have been no occupational illness-related fatalities in our operations reported in the year.

Ergonomics-related ailments are one of the major hazards in the IT/ITES industry. Physiotherapists are deployed at our India campuses, to treat occupational issues and also enable rehabilitation. Well-equipped physio clinics are set up with over 9,000 footfalls per month across our India locations. An analysis of trends on ergonomic injuries is conducted and appropriate actions are taken to mitigate the issues.

Workstations and furniture are designed and procured after considering their ergonomic advantages. Physiotherapists conduct regular awareness sessions on back care, posture maintenance and repetitive strain injuries. Workstation assessments are additionally conducted by physiotherapists and based on their recommendations, aids like footrest, and laptop docking stations, among others, are provided to employees. **During the year, 7,757 instances of ergonomics-related issues were reported across our India locations.** Physiotherapists have enabled treatment and exercise regimens for employees to aid recovery.

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Employer of choice

We count among the industry's leading employers and we seek to strengthen our brand by ensuring that our employees have not only access to best-in-class infrastructural facilities but also a personalized experience at Infosys.

Striking a balance between work and life

Our multi-faceted approach to addressing corporate and individual needs helps us achieve conclusive results for the organization, while embracing a diverse workforce and helping individuals maintain a balance between work and life.

KEY POLICIES

- Paid maternity leaves
- Extended maternity leaves
- Sabbatical for personal reasons
- Sabbatical for community service
- Sabbatical for higher education
- Adoption leave
- Part-time/Flexi-hours
- Work from home
- Work options from satellite offices



Making every day count

At Infosys, we strive towards enhancing the day in the life of every employee and wellness is one very important element. HALE is a highly-acclaimed engagement tool, working in the area of employee health (physical as well as mental) and safety, encouraging leisure and creating and sustaining a workforce that is healthy and productive.

250+
Initiatives every year

25
Wellness partners offering discounts to employees

4.2/5
User feedback on our offerings

50+
Expert talks on various subjects related to wellness

20,000+
Health checks

KEY HIGHLIGHTS FOR FISCAL 2020

- The **#InfyFit challenge** aimed at making wellness a way of life among employees, through various fitness challenges. It became one of the trending campaigns on social media platforms, as we witnessed our employees challenging one another to various tasks like planks and yoga asanas.
- We launched a single **hotline** across locations for employees to reach out to a **wellness coach for professional counseling** at any time.
- We introduced **Fitness Influencer Teams (FIT)**, which focus on creating a network of fitness influencers across locations. 200+ influencers were recognized across development centers.
- We brought thousands of employees together to run for a healthier tomorrow on a single day across development centers for the **#INFYHALERUN**. The day witnessed 10,000+ employees in full swing across 12 centers to be a part of something big.
- **HALE hub** is a repository of all things, made available to employees, which can help enhance their mental health.

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PEOPLE COMPANY

Resolution hubs

Infosys is committed to providing a safe and positive work environment. In keeping with this philosophy, the organization envisages an open-door policy. Employees also have access to several forums where they can highlight matters or concerns faced at the workplace. This is achieved through a well-established and robust grievance resolution mechanism comprising 'resolution hubs'.

The Anti-Sexual Harassment Initiative (ASHI) and the Hearing Employees and Resolving (HEAR) network are designated as redressal forums for sexual harassment and workplace-related complaints, respectively. Resolution hubs adhere to the principles of natural justice, confidentiality, sensitivity, non-retaliation and fairness while addressing concerns. The concerns are handled with a lot of sensitivity, yet ensuring timely action and closure. A detailed investigation process ensures fairness for all involved, with an opportunity to present facts and any material evidence.

EXTENDING THE INITIATIVE TO CONTRACT STAFF

Our commitment to a positive and safe working environment is not restricted only to our employees, but also third parties, who provide services in our campuses. Towards this endeavor, the Company has been holding mandatory sessions on the ASHI and the grievance redressal process therein. We also conduct refresher sessions for such third-party employees to reinforce the message. These sessions are covered in nine vernacular languages currently. Emergency/Safety cards with important contact numbers are also handed over to all Infosys employees and employees of such third parties. In addition to this, the Company has also

placed complaint boxes at designated buildings within campuses, so as to enable anyone to raise written complaints conveniently.

With respect to workplace grievances impacting a positive work environment, the Company accepts and acknowledges concerns from employees/contractors/anonymous parties. Such grievances undergo a neutral review in line with the principles of natural justice.

iCARE

iCare was introduced in 2009 as a resolution hub for employees to help get faster and timely resolution of their issues.

HEAR

HEAR is a forum that fosters healthy employee relations by giving our employees a neutral platform 'to be heard' and in building the 'speak up culture'. The HEAR network consists of 40 global hubs that have the expertise to manage employee concerns and includes 300 members from the businesses who partner with us.

ASHI

Workplace sexual harassment is no accident and with proper surveillance and preventive mechanisms, it may be eliminated altogether. The Grievance Redressal Body (GRB) office is the governance mechanism formulated to define, interpret and implement the ASHI at Infosys and is accountable for administering the policy centrally.

WHISTLEBLOWER POLICY

We framed the Whistleblower Policy to enable stakeholders to raise concerns regarding any potential violations involving financial irregularities/breach of Infosys' policies or applicable laws – easily and without any fear of retaliation. The complaints received under the ambit of this policy are reviewed independently, while ensuring anonymity and confidentiality of the reporting entity.

[Read more →](#)

In the Business Responsibility Report section of the Infosys Annual Report 2019-20.



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As a socially responsible organization, we are committed to serving the communities around us and making a positive difference to their quality of life – by transforming the way they learn, live and work. With the help of needs assessments, we identify issues for action and build them into our community programs to help increase their resilience towards challenges.

Our programs can be broadly classified into three streams: Foundation-led, organization-led and employee-led projects.

700+
Teachers trained at our Pathfinders Summer and Winter Institutes

700,000+
Students have signed up on our newly launched InfyTQ learning platform

Pathfinders
Online institute launched

16 years
Of our Campus Connect initiative



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Foundation-led projects

Infosys conducts its CSR activities primarily through three trusts – the Infosys Foundation in India, the Infosys Foundation USA and the Infosys Science Foundation.

Infosys Foundation

Established in 1996, in India, the Infosys Foundation works in the domains of healthcare, education, food and nutrition, rural development, art and culture, and destitute care across the country. We are expanding our reach every year, to deepen our impact, while ensuring greater focus on key areas of development. The Foundation's Annual Report covers details of the projects undertaken for the community.

[Read more →](#) *In the Infosys Foundation Annual Report 2019-20.*

FOCUS AREAS



Healthcare



Education



Destitute care



Food and nutrition



Rural development



Art and culture

CASE STUDY

MAKING HIGHWAYS SAFER FOR WOMEN

Rachakonda Police, Telangana, India, initiated a community CCTV project, to strengthen the efforts made towards ensuring women's safety and prevention of crimes on the National Highway (NH) 202. This project was taken up by the Infosys Foundation working in the area for rural development. A unique highway surveillance project designed to empower the police with actionable intelligence, it connects 94 smart CCTVs spread over the NH 163 (Hyderabad-Warangal) with a dedicated command and control center.

KEY COMPONENTS DEVELOPED

- Infrastructure
- Software
- Connectivity
- System

KEY INTERVENTIONS

After a close deliberation of the requirements, Infosys formed a specialized team of security solution architects, to strategize advanced solutions for the police to effect better response and control.

A feasibility study of the 25 km span of the NH 163 was conducted as per ISO 31000 Risk Management guidelines. Based on the risk assessment, 67 locations were shortlisted for the installation of smart CCTVs capable of capturing number plates of a moving vehicle at a speed of more than 120 km/h.

A new dedicated command and control building of around 4,000 sq ft was constructed with state-of-the-art infrastructure to sustain 24X7 operations for monitoring these high-end cameras and surveilling the highway.

IMPACT

- Significant reduction observed in crimes, such as theft, stalking and eve-teasing
- Greater identification of vehicle number plates to capture hit-and-run cases which led to reduction of road accidents
- Delivery of high-end video feeds to the command and control center for effective response and better support for the civic society at large
- Nearly 60,000m of fiber optic cables with 22,000m of power cables laid around the NH 163 to feed the command center in case of emergencies and crises
- Transformed the sense of safety and security for more than four lakh people residing in the area, as well as daily commuters (especially women)
- Reduction in crime rate encouraged the state government to invest in additional 15 lakh CCTVs around Hyderabad

The project aims to control crime against women and subversive activities of anti-social elements, and assist in crime prevention, road safety and disaster management.

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Infosys Foundation USA

Established in 2015, the Infosys Foundation USA aims to expand computer science and maker education to K-12 students and teachers across the US, with a specific focus on underrepresented communities. The Foundation conducts professional development programs for teachers, partners with leading non-profits and runs innovative campaigns to ensure that everyone has the skills they need to be creators, not just consumers of technology.

EQUIPPING OUR TEACHERS FOR THE FUTURE

The Pathfinders Institute is a signature initiative of the Foundation that provides high-quality, in-person professional development in computer science and maker education to K-12 public school teachers from across the US. This year, the programming was expanded to include two institutes – the annual Pathfinders Summer Institute in Bloomington, Indiana, as well as the inaugural Pathfinders Winter Institute in Providence, Rhode Island.

PATHFINDERS SUMMER INSTITUTE

This week-long training brought together 450+ teachers from 46 states in the US for a unique professional development experience. Teachers selected from 18 courses offered by 15 different professional development providers, including Art in Motion, Beauty and Joy of Computing, Chibitronics, Nextech/Code.org, Everyday Computing, Firia Labs, KISS Institute for Practical Robotics, Maker Educator Collective, MicroBlocks, Computer Science Principles, Mouse, Peblío and the Processing Foundation, Project Invent, Tufts University and Tynker. **Together, these teachers reached an estimated 20,000 students with their newly learned computer science and maker education curriculum.**

PATHFINDERS WINTER INSTITUTE

In February 2020, the inaugural Pathfinders Winter Institute was held at the University of Rhode Island. This three-day training brought together 250+ teachers from 44 different states in the US – stretching from Maine to Hawaii – for computer science and maker professional development. The Foundation offered a diverse set of computer science and maker courses from 14 professional development providers, including Beauty and Joy of Computing, Chibitronics, Concord Consortium & Georgia Tech (Schools of Industrial Design and Interactive Computer), DevTech Research Group – Tufts University, Firia Labs, Georgia Tech CEISM, KISS Institute for Practical Robotics, Maker Educator Collective, Mouse, National Center for Computer Science Education (NCCSE), Project Invent, Tynker and University of Rhode Island. **The teachers who attended will collectively reach an estimated 8,000 students over the next year.**

PATHFINDERS ONLINE INSTITUTE

As schools across the US closed in response to the outbreak, the Foundation presented virtual ways of learning. The online platform was initially launched during the Pathfinders Winter Institute to support year-round teacher training; and it was adapted to reach a broader audience. This dynamic learning solution offers activities, resources and lesson ideas for teachers, students and families from a range of content providers, including Microsoft MakeCode, Project Invent, Family Code Night, Bay Area Discovery Museum and more with new material added every week.



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CORPORATE CITIZENSHIP

CASE STUDY

INSPIRING YOUNG MINDS

As an organization that is committed to advancing computer science and maker learning in K-12 students across the US, the Infosys Foundation USA proudly supports **Computer Science Education Week (#CSEdWeek)**. Events conducted with the view to spark an interest in computer science in young learners included:

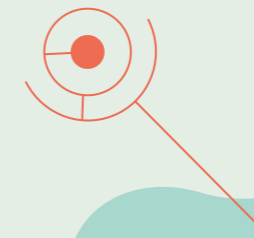
- One-day workshop for students with special needs, to explore coding and create digital projects by Tech Kids Unlimited (a New York-based non-profit that extends computer science education to students with autism spectrum disorders)
- Family Code Night hosted back-to-back 'hours of code' evenings to bring together K-5 children and their parent or guardian to do their first hour of code together
- A two-day hackathon was conducted for local students to create an AI chatbot that responded to a socially relevant problem in their community; it was hosted by Girls For Tech (a Hartford-based non-profit that aims to empower the next generation of girls to explore opportunities in STEM)
- #CSEdWeek attracted participation of 250+ students in coding activities and engaged Infosys employees in giving back to their local communities



'MAKING' NEW SPACES

The [InfyMaker Awards](#) is a micro grant competition that the Infosys Foundation USA leads. It is designed to create more opportunities for students across the US to engage in 'making'. It is open to all K-12 schools, libraries and youth-serving organizations.

In 2020, the Foundation received 200+ applications, which seek to expand the maker mindset by building new maker spaces, increasing hands-on programming to underserved youth, upgrading equipment and building eco-friendly solutions for the community.



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Organization-led projects

Infosys believes that quality education is the key to enriching life and improving socio-economic well-being. We innovate to enable a wider section of society to learn and empower themselves.

We work closely with educational institutions across the country to improve access to, as well as, quality of education offered in schools and universities. We provide infrastructure for government schools, train faculty across schools and colleges, and encourage students to pursue higher studies.

Bridging between academia and industry

CAMPUS CONNECT (CC)

CC, launched in May 2004, in India, is an industry-academia partnership program that aims at enhancing the employability of engineering students. Through this program, we share our best practices with engineering colleges, thus aligning the needs of institutions, faculty and students with those of the IT industry.

CC also organizes conclaves, faculty enablement programs and seminars for students and faculty members. We work with autonomous engineering institutions across the country to co-create industry electives in foundational computer science, soft skills and advanced topics, such as big data, machine learning and IoT. Many of these have already been included in the curriculums of the institutions.

17,658 faculty members and 531,255 students have been covered as part of the CC initiative, over the last 16 years.

InfyTQ

InfyTQ is our dedicated learning platform to impart technical and behavioral skills training to engineering students. The learning modules are centered on conceptual and practical aspects of technology, to ensure a thorough understanding of the fundamental building blocks. The platform includes an extensive hands-on learning space to aid the intelligent application of concepts in the real world. It is open to all engineering students across India and promotes holistic development to help them become industry-ready. **700,000+ students have signed up for the platform access since its launch in February 2019.**

CATCH THEM YOUNG (CTY)

CTY is our 10-day program designed for promising students from urban schools, to ignite their creativity and curiosity, by introducing them to the current trends in technology. Meritorious students from the eighth grade are selected through a test and trained by members of our Education, Training and Assessment (ETA) department. The program is held at our campuses and opens up the world of IT to young scholars.



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Employee-led projects

Our employees have always demonstrated their passion to give back to the community that they are a part of and support those in need in every way possible. Our employees are at the forefront of our programs, whether providing relief in the aftermath of natural disasters or facilitating education for underprivileged students.

Infosys development centers offer a platform for employees to collaborate and engage in social development and environment conservation interventions.



Giving back to society

We actively encourage the volunteering efforts of our employees. We promote and celebrate the volunteering achievements of our employees through our internal publications, blogs, collaboration platforms, intranet, and corporate television and radio. We also have an award for social responsibility at our Awards for Excellence.

CITIZEN OF EARTH (iCOE)

Infosys' iCOE program seeks to build a culture of responsible citizenship among employees around the world. With iCOE, we envision a common purpose for the larger ecosystem, that is, we integrate the volunteering efforts with the sustainability goals of the Company. We engage with employees to help them become change agents and ambassadors for sustainable development.

In addition to the above, we have formed CSR clubs at our development centers, which focus on education, healthcare, environment conservation and a host of other subjects pertinent to community welfare. The clubs provide an opportunity for employees to collaborate with others, share experiences and learn from one another.

[Read more](#) →

About volunteering by Infosys employees.

CASE STUDY

GROWING FOOD IS EASIER THAN YOU THINK. HERE'S WHY.

Everyone wants their children to eat healthy and have them choose fruits over packaged foods, but convincing picky children is not easy. So, why not have children grow their own food? A family kitchen garden integrates the concepts of a garden and a kitchen in a simple, fun way that parents and children can enjoy together.

In order to promote this idea, Infosys volunteer-led Eco Club, Srishti, organizes various interventions to help employees understand terrace and kitchen gardening techniques and use them effectively. One such intervention, the Infosys Gardeners Collective encourages one to 'grow what you eat and eat what you grow'. It was created to motivate families to join in and support each other's gardening endeavors.

Further, peer self-help groups were conceptualized to support one another to create and implement cost-effective and sustainable methods of producing organic vegetables and fruits. The sessions on experience sharing help members gain knowledge about tools and options available for gardening.



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CASE STUDY

FROM PASSION TO ACTION: THE JOY OF 'SAMARPAN'

Samarpan is the employee volunteering group of Infosys' development center in Bengaluru. Started in 2004, it focuses on the areas of education, health and safety, rural development and skill development, as well as on tackling social issues. Every year, Samarpan prepares a detailed charter of initiatives to work on. The programs are designed based on active community participation, inputs from partner agencies and the feedback received overall. During the year, the initiatives received appreciation and coverage in local and national media.



Key interventions

COVID-19 COMMUNITY SUPPORT

- 4,400+ ration kits provided to laborers and daily wage workers
- 13,000+ meals distributed
- Refreshments and snacks provided to various police booths every day

HEALTHCARE

- 125,000 rural school children belonging to 1,200 schools of Gulbarga, Raichur and Yadgir tested for eyesight-related problems by 350+ Infosys volunteers
- 388 girl students provided with reusable sanitary pads, which can help them for four years, under the Samarpan Muskaan initiative
- 1,276 employees participated in various blood donation drives held round the year; till date, we have held 39+ blood donation drives and collected 8,500+ units of blood
- Close collaboration with the nearby village clinic, where the team volunteers on weekends and donates medicines



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CASE STUDY

EDUCATION

- 80,000 rural school children will benefit through the science kits distributed in the year; and 700 rural schoolteachers given training on effective usage of the kits
- 88 deserving students granted scholarships, under the Samarpan Shikshana initiative
- 1,700 + students received career counseling sessions
- Library with 1,000 books created in Kargil, benefiting students in the region
- Financial literacy sessions conducted for the women of Infosys security and housekeeping teams to empower them in financial matters
- 4,000 used notebooks collected in a donation drive; the unused pages were recycled to make new notebooks and donated to underprivileged students

SKILL DEVELOPMENT

- Partnership with Unnati, an NGO, to provide skill development training to youth; so far, 743 youth have gained employment through this intervention

RURAL DEVELOPMENT

- Bannerghatta National Park and the Bannerghatta Bear Rescue Centre supported with volunteering efforts and many other required equipment, under the Samarpan Aranya initiative
- 10,000 people in the drought-hit region of Pavagada provided with drinking water and fodder for their cattle
- 1,500+ homes visited and 5,000+ people educated on the importance of waste segregation at source
- 800 homes in four villages visited and over 4,000+ people educated on the importance of 'Swachh Bharat'
- 13,050 families provided relief packets during the North Karnataka floods
- 7,000 families provided relief packets during the Kerala and Kodagu floods
- 10,000 people, who visit Lalbagh during the bi-annual flower show, educated on the importance of waste segregation at source

1,908,000

Hours volunteered

3,180+

Passionate volunteers

89

Impactful initiatives



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06 BEING AN ENVIRONMENTAL STEWARD

Climate action and management of energy, water and waste are the key elements of our environmental sustainability program across our global operations. Our efforts embrace opportunities and focus on tackling global sustainability challenges.

44%

Renewable energy consumption

91%

Reduction in plastic at our campuses

25 mn sq ft

Of green building certified space

102,000

Rural families benefit from our carbon offset projects

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ENVIRONMENTAL STEWARDSHIP

Champion for the environment

The enormous human population on the planet and our economic way of life have brought us to a point of direct conflict with the environment. 2019 was the second hottest year recorded in history and the last decade was the hottest yet. Climate change, water stress and plastic waste are some of the areas where this conflict has reached an alarming stage. The remedy looks clear; we must undo what we have done to this planet over the years. It needs innovative and collaborative action from all of us – governments, corporates and at the individual level.

Infosys' sustainability program is designed to do exactly this. We have identified the aspects of our business that impact the environment, the risk they pose to our business and the opportunities they offer. We have carefully designed programs to manage these impacts, risks and opportunities.

This section of the report covers our performance in conducting business responsibly through energy, environment and climate action. Our climate action program is globally acknowledged and serves as a model to the world. We have made our carbon neutral goal public in 2011. Since then, we have worked relentlessly towards this goal, through energy efficiency measures, a transition to renewable energy and carbon offset projects.

Climate action and management of energy, water and waste are the key elements of our environmental sustainability program across our global operations. Our work within sustainability is as much about embracing opportunities as tackling global environment sustainability challenges, and we use the SDGs to measure our impact on society.

This year, our per capita electricity consumption has dropped by 55.06% versus 2008 levels. We also added over 6 million sq ft to the pool of LEED Platinum or equivalent certified office space, taking the total to over 25 million sq ft. This year, 44.3% of our electricity consumption came from renewable sources.

We are managing a portfolio of community-based carbon offset projects that generated about 462,000 tons of estimated carbon offsets, which is over 150% of the carbon neutral requirement for the year. Our carbon neutral journey won the 2019 UN Global Climate Action Award under the 'Climate Neutral Now' category, making Infosys the only corporate from India ever to win the UN Climate Action Award.

We stand committed to our long-term goal of zero discharge of wastewater. Water and waste are managed with a focus on reducing consumption and generation, respectively. We are continuously preparing our campuses to be water sustainable by reducing freshwater intake, rainwater harvesting and 100% recycling of wastewater. We have reduced our per capita freshwater consumption by 63.75% compared to 2008. Last year, we achieved a 9.45% per capita reduction in freshwater consumption.



On waste management, we continued to work towards zero waste to landfill. We have reduced our per capita plastic waste generation by 41% and use of single-use plastic by 91%. We continued to maintain our capacity to process 100% of our organic waste, including food and garden waste.

We are continuously reviewing our commitment on our climate action program as well as evaluating the risk associated with it. We are working with government organizations on long-term policies on the renewable energy front. Our smart automation and innovative technologies like radiant cooling in buildings have helped us immensely in dealing with the current situation created by the COVID-19 crisis. While next fiscal year looks challenging, with uncertainties owing to COVID-19, we will continue to deepen our commitment to environmental sustainability by embracing innovative technologies and new ways of working.

Ramadas Kamath
Head – Administration, Facilities, Infrastructure and Security & Sustainability

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ENVIRONMENTAL STEWARDSHIP

Climate change

Climate change needs global action and Infosys recognizes its role to be part of the solution. We aim to drive climate action within our operations and engage with stakeholders for the global agenda.

Our approach to climate change mitigation

In 2011, acknowledging the need to be responsible about our emissions, we made a commitment at the UN that we would become carbon neutral in 2020*. However, given the unprecedented COVID-19 scenario and the resulting uncertainties, this declaration has been moved to fiscal 2021.

Our climate change strategy focuses on reducing our operational GHG emissions, low carbon technologies for communities, and reducing clients' emissions impact.

We have mapped our climate change risks to our enterprise risk management process. Our detailed disclosures on climate change risks and opportunities are also included in the [Carbon Disclosure Project \(CDP\)](#) and our [20F filing to the US SEC](#). We have been accounting and disclosing our carbon emissions since 2008. We continue to be on the CDP leadership quadrant for the fourth year in a row.

Our main source of direct GHG emissions are diesel generator sets at our campuses. Significant indirect GHG emissions include electricity consumption, business travel, employee commute, transmission and distribution losses and the emissions from capital goods. We account GHG emissions as per the Greenhouse Gas Protocol, the most widely used accounting standard. We use the 'operational control' approach to account our GHG emissions.

Our strong focus on renewable energy was further cemented when we became the first company from India to become part of RE100 in 2015.

All our new buildings follow the highest standard of resource efficiency resulting in minimum impact to the environment. In the process, we have over 25 million sq ft of space meeting the highest level of green building certification.

Our carbon offset projects and solutions, positively impact 102,000 families and have been focused on the objectives of eradicating poverty, reducing inequalities and preserving the planet.

CLIMATE CHANGE STRATEGY



Reducing our operational GHG emissions

- Energy efficiency
- Renewable energy projects at campuses (onsite and green power procurement)
- Green buildings
- Waste to energy



Low carbon technologies for communities

- Carbon offset projects
- Renewable energy projects (offsite)



Reducing clients' emissions impact

- Automation
- Cloud and virtualization



*The goal was restated from fiscal 2018 to fiscal 2020.



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CLEAN TECHNOLOGY FOR CLIENTS

One of the pillars of our climate change strategy is offering clean technology to our clients. These clean tech solutions are intended to help clients in reducing their carbon footprint and their overall environmental impact. We have implemented various solutions for our clients in manufacturing, pharma, utilities and service industries.

Our efforts are organized around the twin objectives of: developing products and solutions that are cleaner; and improving underlying processes through the effective use of advanced technologies like IoT, AI and robotics.

We have a rich experience in implementing clean tech at scale to manage energy, water, waste and emissions at our operations. Infosys campuses serve as 'living labs' for clean tech adoption.

Key solutions

- Energy monitoring and reduction applications
- Robots for automated sludge management and solar panel cleaning
- Tools for water demand prediction
- Applications in air quality management
- Autonomous golf carts

LEADING ACTION ON CLIMATE CHANGE

1st Indian corporate to receive the UN Global Climate Action Award in the 'Climate Neutral Now' category at COP25 in December 2019 for our carbon neutral program.

Our approach to achieving carbon neutrality has been based on three pillars: reducing energy consumption through energy efficiency measures, transitioning to renewable energy sources and offsetting emissions that are beyond our control.

While super-efficient new buildings and retrofits drive energy efficiency; onsite/offsite solar plants and green power procurement drive our transition to renewable energy. For the carbon offset program, we chose to implement community-based carbon offset projects that could create a larger socio-economic impact. The program, focused on rural communities, was centered around providing basic necessities like biogas for cooking and improved cookstoves – to enable smoke-free kitchens, mitigating deforestation and supporting rural electrification.

The UN Global Climate Action Award recognized our efforts for innovative solutions to address climate change and our approach to integrate the SDGs such as poverty alleviation, gender equality and economic opportunity with our climate action.

Infosys was also honored with an invite from the Ministry of Environment, Forests and Climate Change, India, to present our climate neutral journey at the India Pavilion, UNFCCC COP 25, Madrid, Spain.



Infosys team presenting at the India Pavilion, COP 25, Madrid, Spain



UN Global Climate Action Award Presentation, Madrid, Spain

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ENVIRONMENTAL STEWARDSHIP

Towards a carbon-neutral future

Scope 1 and 2

139,407
tCO₂e

Scope 3

151,502
tCO₂e

461,626

tCO₂e estimated to be available as offsets as of March 31, 2020

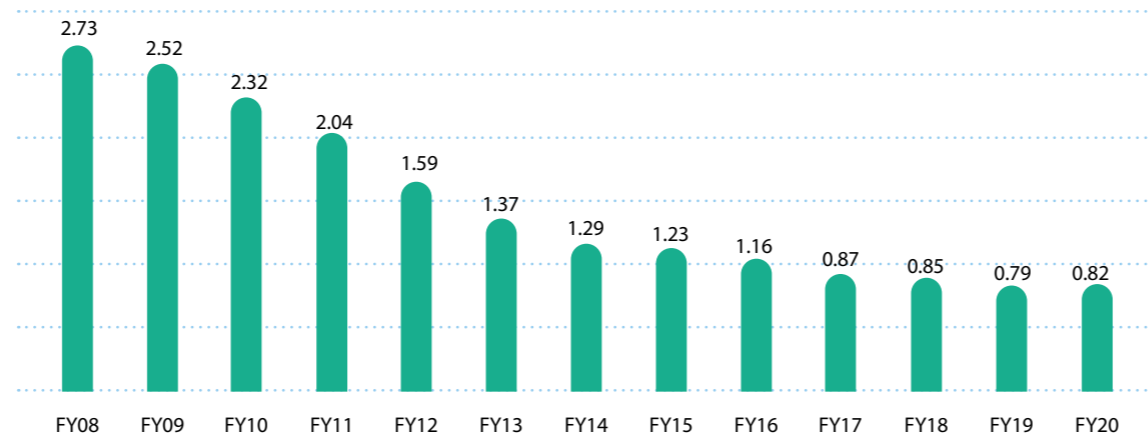
8

community-based carbon offset projects



ANNUAL PER CAPITA SCOPE 1 AND 2 EMISSIONS (tCO₂e)

✓ **70.07%** reduction between fiscals 2008 and 2020



Notes:

- 1) This includes per capita Scope 1 and 2 emissions for significant global operations, in line with the topic boundary definition. Until last year, Scope 2 emissions data for India and rest of the world were presented in separate tables.
- 2) These numbers have been restated from previous years, considering the 'operational control' approach. The previous disclosures included leased facilities as well, in spite of no operational control. This is now corrected.



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Energy efficiency

As an IT company, Infosys primarily consumes electricity across its campuses, office spaces and data centers. We recognize energy efficiency plays a central role in lowering our operational GHG emissions. Our focus is to reduce electricity consumption at our data centers, have energy-efficient building design and encourage our employees to reduce consumption.

Conservation of resources has been our focus to be progressively self-sustainable and reduce operational costs and is an important first step towards reducing our carbon footprint. Our new buildings continue to push the boundaries of innovation and efficiency, setting an example for the industry. We have been successfully able to reduce our per capita electricity consumption significantly over the years and are now at a stage where we will need to sustain at the existing levels.

Our enterprise-level retrofit program transforms existing buildings into highly efficient ones. Smart automation has enabled remote monitoring, control and optimization of operations across 150 buildings spanning 30 million sq ft of space. Controllers and sensors ensure building systems like air conditioning operate in an autopilot mode with in-built scheduling and energy-saving algorithms, providing real-time data, alerts and diagnostics at the system and the equipment levels.

33.5 MW

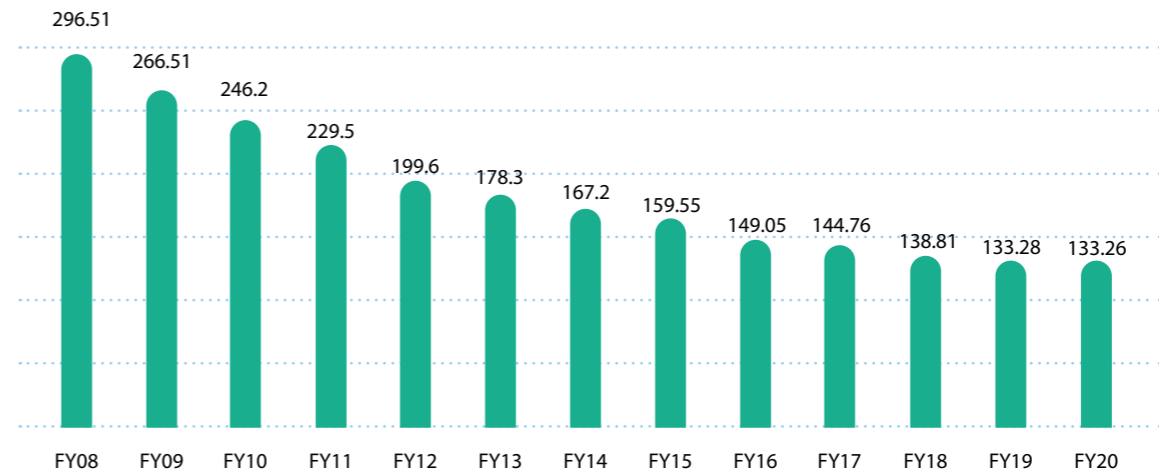
Reduction in connected load due to energy efficiency retrofits

133.26 kWh

Average electricity consumption per employee per month

MONTHLY PER CAPITA ELECTRICITY CONSUMPTION (kWh)

✓ **55.06%** reduction
fiscals 2008 and 2020



Notes:

- 1) Per capita consumption is computed by dividing the average monthly electricity consumption in our locations by the average employee count for the month.
- 2) The average monthly employee count considered for fiscal 2020 is 168,005 and covers all our India locations.

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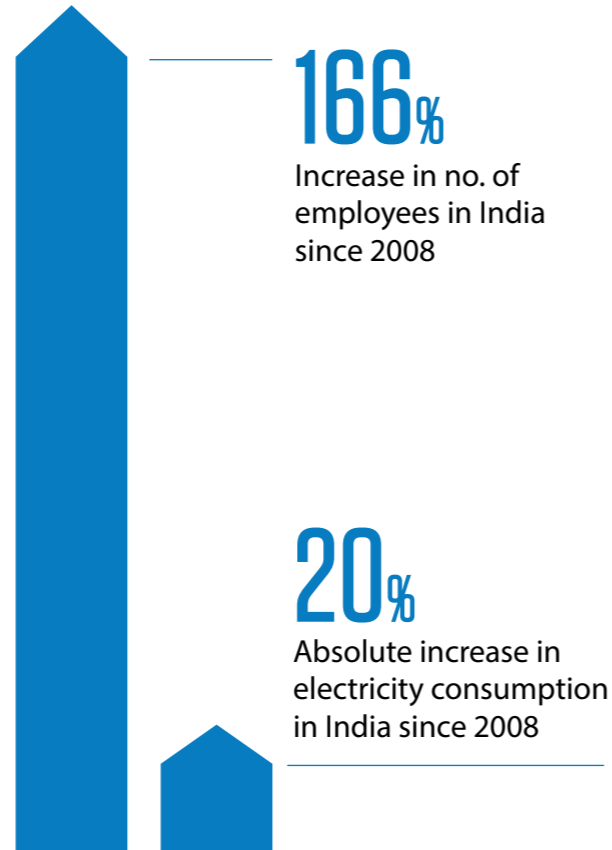
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ENVIRONMENTAL STEWARDSHIP

Reducing per capita electricity consumption

As the Company expands its business, the geographical spread of its operations is widening, employees are increasing and so are the efforts for energy efficiency. With all our efforts, we could limit the increase in electricity consumption to 20%, while our employee strength has grown by 166%, as compared with the baseline year of 2008.



CASE STUDY

BUILDING OPERATIONS DURING COVID-19

RESILIENCE THROUGH AUTOMATION

During the unprecedented situation caused by the COVID-19 pandemic, smart building automation has been one of the key factors in managing uninterrupted operations in buildings, including critical infrastructure like data centers.

All our campus buildings and data centers have automation systems in place, which can be remotely operated. Physical presence of operations staff has been minimized, while ensuring efficient operations, with experts operating remotely. Thus, automation in our buildings has increased resilience and enabled seamless operations amidst adverse conditions.



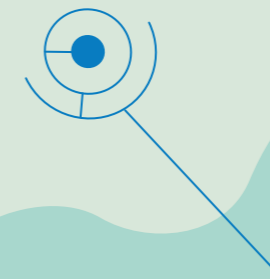
Different building systems managed through smart automation

FOCUS ON EMPLOYEE HEALTH

We have continuously evaluated and implemented innovative technologies that achieve good indoor air quality in buildings and ensure a comfortable and productive environment for employees.

During the COVID-19 pandemic, several national and international organizations issued guidelines for air conditioning systems, to maintain good indoor air quality by enhancing fresh air in office buildings. This is because in regular air conditioning systems, almost 85% of the air is re-circulated within the office space. Innovative systems like radiant cooling are an effective alternative to address this issue.

Infosys has been a pioneer in implementing radiant cooling systems in India, for office buildings. Radiant cooling system is inherently designed for 100% fresh air, thereby eliminating recirculation, resulting in better indoor air quality, in general, and reducing the chance of infections. Additionally, radiant cooling is about 30% more efficient than regular air conditioning. Today, we have radiant cooling in about 5 million sq ft of office buildings space and the technology is implemented in every new building.



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Renewable energy

We are committed to increasing the share of renewable sources in our total energy consumption, for reducing our carbon footprint. Infosys was the first Indian company to join RE100, back in 2015, and commit to achieve 100% renewable energy-based power.

Renewable energy is the second important step for us, after resource conservation, for minimizing our carbon footprint. We have been one of the early adopters of renewable energy and we strive to move towards 100% renewables through onsite solar PV plants and green power procurement; however, we have been limited by policies related to renewable power in some of the Indian states where we operate.

We commissioned an additional 10 MW capacity in the solar plant in Sira, Karnataka, to make it a 40 MW plant. With this, we now have a total capacity of about 60 MW of solar PV across Infosys, including rooftop and ground-mounted systems. We continue to pursue green power purchase from third-party power producers and work with governments to enable favorable policies for scaling up green power by corporates in India.



40 MW solar plant in Sira, Karnataka

44.3%

Of total electricity procured for India operations from renewable sources

119 mn kWh

Electricity from renewable sources (includes in-house and third-party sources)

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Carbon offsets in the community

Infosys' community-based carbon offset program fulfills the twin objectives of climate action and creating a positive impact on rural communities. The program targets projects that are designed to reduce future GHG emissions, while supporting rural upliftment. Through this, we have implemented five efficient cookstove projects, two biogas projects and one rural electrification project.

This year, we started two new projects in the rural cooking space: one in Karnataka and the other in Maharashtra. These projects were identified through engagement with grassroots organizations and needs analysis conducted for these areas.

The first project is among the largest biogas projects, involving installation of household biogas units in 10 districts in Karnataka, providing clean kitchens and promoting organic farming.

The second one involves distribution of efficient cookstoves, thereby avoiding the use of firewood, while providing smoke-free kitchens. These are provided to families in Satara, Pune and Solapur districts of Maharashtra.

Our carbon offset projects are positively impacting 102,000 families across rural India, with the aim of eradicating poverty, reducing inequalities and preserving the planet. Through these projects, we also contribute to the SDGs. During the year, the second verification of projects was carried out by UN-approved verifying agencies/Designated Operational Entities (DOEs). **Our existing projects have resulted in 340,521 tCO₂e offsets verified by third parties. These carbon credits will be used to meet our carbon neutral commitment.**

CARBON OFFSET PROJECTS

NAME	VERIFICATION PERIOD	TYPE	ERs VERIFIED (tCO ₂ e)
SKG Biogas, Karnataka	January 1, 2016 to December 31, 2019	GS VER	86,436
Udaipur Urja Improved Cookstove, Rajasthan	April 1, 2016 to July 31, 2019	GS VER	83,270
Envirofit Improved Cookstove, Maharashtra	August 30, 2016 to August 29, 2019	GS VER	93,862
Envirofit Improved Cookstove, Odisha	February 8, 2017 to August 29, 2019	GS VER	78,687
SAMUHA Improved Cookstove, Karnataka	Verification yet to be initiated	GS CDM	-
Leh-Ladakh Solar Rural Electrification, Jammu & Kashmir	Not considered for offset commitment	Voluntary	-
Savayava Krishi Parivara Household Biogas, Karnataka	Project under implementation	-	-
Envirofit Improved Cookstove 2, Maharashtra	Project under implementation	-	-
Total Gold Standard Verified Emissions Reductions (GS VERs)			340,521



11 of 17

SDGs where our carbon offset projects have contributed

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102,000

Rural families benefit from our carbon offset projects

2,400+

Jobs created through our carbon offset projects

1 mn+ tCO₂e

To be avoided over the project term

CASE STUDY

ONE OF THE LARGEST HOUSEHOLD BIOGAS PROJECTS IN INDIA

The landscape in the western part of Karnataka is dominated by the Western Ghats, which is among the top eight biodiversity hotspots of the world. The Western Ghats are home to at least 325 globally-threatened species of flora and fauna. Reports by the Global Forest Watch show that over 17 years, Karnataka has lost around 50,000 acres of forest cover in the Western Ghats region. Our research showed that many taluks in rural Karnataka still depend on firewood for cooking and traditionally, there has been a focus on organic farming practices. This presented the need to design a household biogas project that will avoid use of firewood and promote organic farming.

We have installed a biogas digester, which enables the community to use biogas for cooking, while utilizing nutrient-rich spent slurry from the bio-digester as organic manure in the farms. We also promoted organic farming practices through various sessions.

The project has created 400+ jobs, improved indoor air quality and livelihood of the poor, avoided deforestation and promoted collaboration with grassroots organizations for dissemination of environmentally sound technologies in rural Karnataka.



Biogas digester



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Green buildings

We are doing considerable work to convert our buildings into green buildings, implementing measures to ensure energy efficiency, water conservation, day lighting and waste reduction.

All our buildings follow the highest standards of resource efficiency resulting in minimum impact to the environment. In the process, we also aim to achieve the highest level of green building certification.

In fiscal 2020, our new buildings in Hyderabad were awarded the Leadership in Energy and Environmental Design (LEED) Platinum certification from the USGBC. We also received the LEED Platinum Existing Building certification for our campuses in Bengaluru, Pune and Bhubaneswar. With this, we now have 34 projects at Infosys with the highest level of green building certification, spanning a total area of 25.08 million sq ft. An additional 4.3 million sq ft of our ongoing projects is currently under green building certification.

25 mn sq ft

Of highest rated (LEED Platinum/GRIHA 5-star) green buildings at Infosys



LEED Platinum-rated building in the Infosys Hyderabad SEZ campus

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CASE STUDY

BUILDINGS ON AUTOPILOT

We adopt a two-fold approach to achieving operational efficiency in our infrastructure: first, super-efficient new buildings through integrated design; and second, retrofits in existing buildings.

We have implemented several innovative and pioneering technologies to achieve resource efficiency, energy and water being the most important ones. While implementing projects may result in immediate efficiency improvements, it is important to ensure that the benefits are maintained over a longer period, up to the life of the equipment. This can only be achieved by smart building systems with automation leading the way.

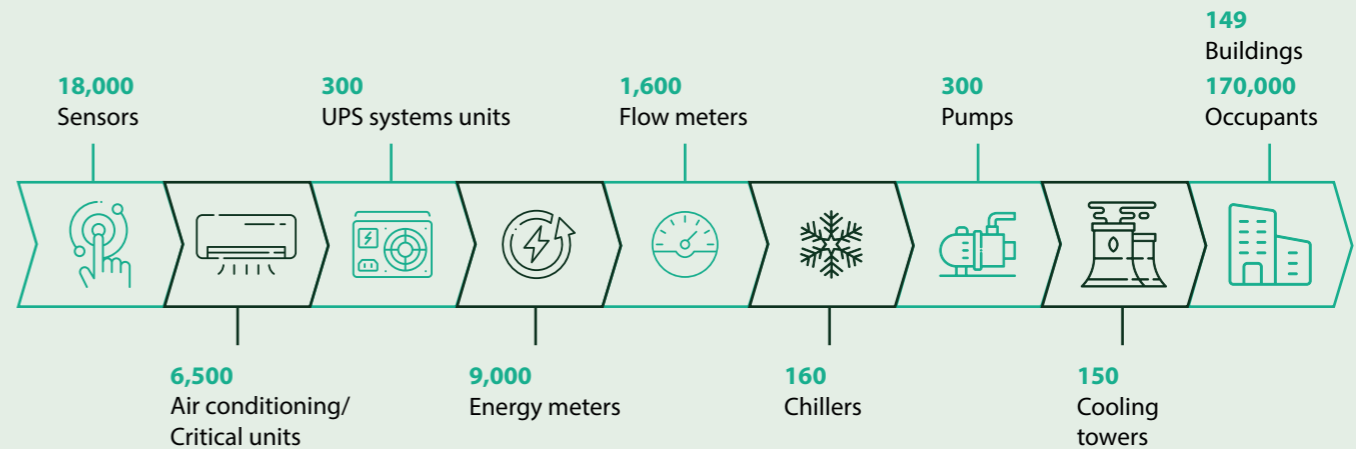
Smart building systems (or building management systems) integrate energy and water consumption across campuses down to a granular level, so that we can review and optimize several parameters important for building operations remotely. Smart buildings are equipped with in-built artificial intelligence and energy-saving algorithms to continuously optimize operations in real time and build diagnostics.

Further, smart building systems leverage the advantage of variability in building operations, such as weather, occupancy and equipment condition. Buildings are data- and automation-driven, similar to being on an autopilot mode, minimizing physical presence of operations personnel.

Key operational parameters include design versus actual efficiency and equipment health, among others.

We have, today, more than 30 million sq ft of space connected to our central command center for managing our building operations efficiently. Operations personnel can review current as well historical building information, at any time, to study patterns and identify opportunities for savings, benchmark and compare different buildings, and gain insights for new building designs.

40,000 connected assets at Infosys



Key monitoring parameters



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Water management

We believe water is a precious resource and follow the 3Rs strategy – Reduce, Recycle and Reuse – for water conservation.

Our approach is to implement measures to reduce water consumption through the participation of our stakeholders. We do this through awareness creation and smart metering to track real-time water usage. Real-time monitoring of data from smart water metering systems has enabled timely action to plug leaks and identify opportunities for saving water.

We also have advanced technology sewage treatment plants with automation and ensure the effective reuse of treated wastewater within the campuses. All these efforts have reduced our per capita freshwater consumption significantly. Wastewater is treated in sewage treatment plants across our campuses in some of our leased buildings and an insignificant quantity of sewage is released into municipal sewage systems for further treatment. **In fiscal 2020, we have recycled water corresponding to 94.7% of our freshwater consumption.**

Rainwater harvesting is done across our campuses, to replenish the groundwater table with the help of natural and artificial lakes/ponds, rooftop rainwater harvesting systems and deep well injection systems. **35 lakes/ponds are built across campuses with a holding capacity of 330 million liters for rainwater harvesting, along with 370 injection wells, constructed with a potential to recharge more than 18.5 million liters of groundwater a day.**



REDUCE

- Low flow fixtures
- Sensor based taps
- Aerators
- Smart metering
- Fixing leaks in the network

REUSE

- Flushing
- Gardening
- Cooling tower makeup

RECYCLE

- 100% wastewater treatment
- Maintaining highest quality standards
- Recycling

9.45%

Year-on-year reduction in freshwater consumption

40 liters

Of water consumed by every employee on average

Zero

Wastewater discharge from our campuses

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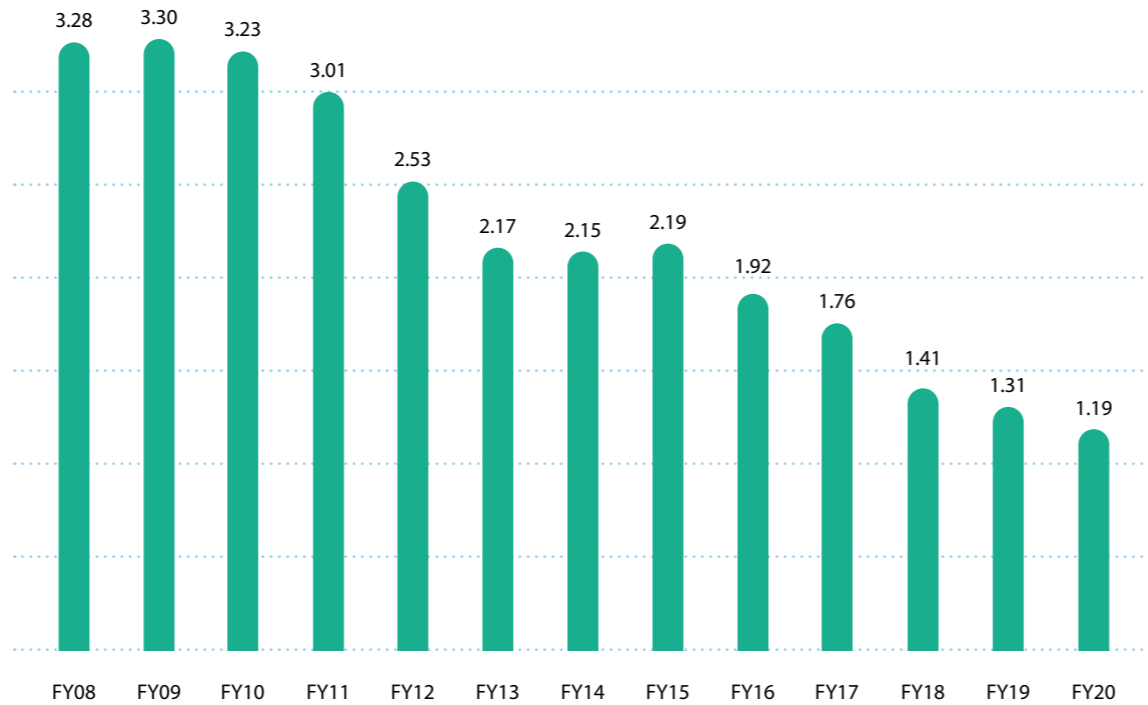
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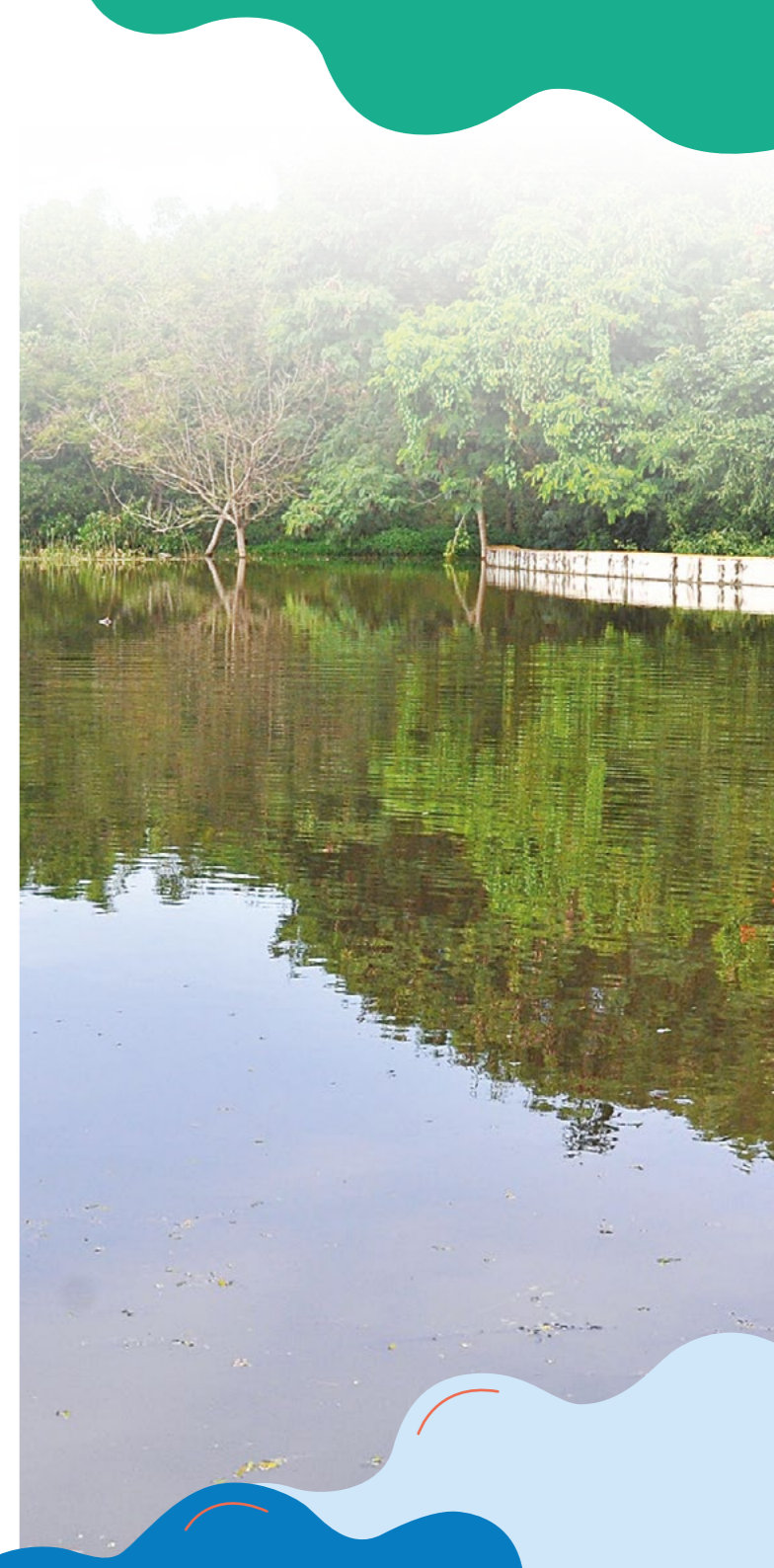
WATER PER CAPITA/MONTH (in KL)

✓ **63.75%** reduction in per capita freshwater consumption between fiscals 2008 and 2020



Notes:

- 1) Per capita consumption is computed by dividing the average monthly water consumption in our locations by the average employee count for the month. The average monthly employee count considered for fiscal 2020 is 164,102 and covers all India locations.
- 2) Exclusions:
 - a) Leased facilities at Gold Hill (Bengaluru), CPC (Bengaluru), BCIT (Bengaluru) and Embassy (Pune).
 - b) Plantation-related consumptions at Mangaluru SEZ, Bhubaneswar STPI/SEZ (due to Fani cyclone) and SEZ, Nagpur, Indore, Hyderabad SEZ locations (totaling to consumption of 434,876 KL) in per capita computation.



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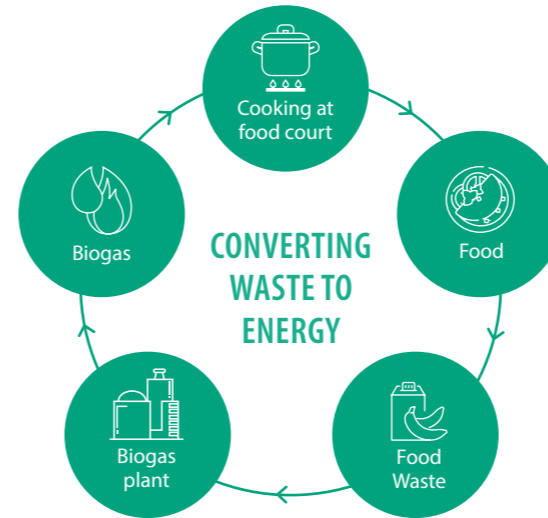
ENVIRONMENTAL STEWARDSHIP

Waste to resource

Zero waste to landfill is our goal. With our waste management practices, we contribute towards a circular economy. We invest in technologies that convert waste to resource and promote waste minimization.

We continue to pursue our goal of minimizing waste going to landfills. Organic waste – food waste and garden waste – is treated within our campuses. Automation has been implemented in biogas plants to reduce manual operations and to ensure optimum conditions for maintaining plant efficiency. For all other waste, proper segregation at source has ensured effective recycling and disposal, in adherence to applicable legislations. Our commitment to reducing plastic usage has ensured a number of plastic alternatives in daily use.

Treatment of sewage results in clean recycled water with semi-solid sludge as a by-product. This wet sludge contains semi-digested organic matter, along with high moisture content and a high amount of pathogens, making it not suitable for direct soil application that is done traditionally. At Infosys, wet sludge is dried in solar-based dryers that use 95% of drying energy from the sun, and in the process, killing all pathogens and making it safe for handling. A robotic system, along with mixing fans and exhaust fans ensures the sludge is dried uniformly. The resultant dry sludge is blended with organic compost and applied in landscaping. **We have installed solar-assisted sludge dryers at our campuses in Bengaluru, Mysuru, Hyderabad, Pune, Thiruvananthapuram, with a total capacity to treat 3,500 tons per annum.**



We have installed capacity to treat 100% of organic waste within our campuses.



SAYING 'NO' TO PLASTIC!

Infosys was among the first companies that pledged to make its campuses free of plastic, eliminating single-use and non-recyclable plastic, while also reducing the per capita generation of plastic waste by 50% by 2020.

Our efforts allowed us to reduce 91% of single-use plastic, which led to avoiding 3.6 million items of single-use plastic since 2018. The per capita generation of plastic was reduced by 41% compared to the 2018 baseline.

91%

Reduction in non-recyclable and single-use plastic

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Environmental impact of our operations

We work each day, to improve our environmental performance, while taking all our stakeholders along.

Compliance

We comply with all applicable environmental regulations in the countries where we operate. We identify the impact of our operations on the environment and implement controls to mitigate or reduce these. We also conduct environmental impact assessment studies for all new projects, wherever applicable, covering impacts related to air, water, social aspects and biodiversity, among others, within a 10 km radius of the proposed project site.

There have been no instances of monetary or non-monetary sanctions for non-compliance and no environmental grievances reported to us, during the year.

All our existing campuses are built on government-approved land in industrial zones. None of our campuses fall within or are adjacent to protected areas or high biodiversity areas, as notified by the Ministry of Environment and Forests, Government of India.

NOx and SOx

Our main emissions from our support activities are Nitrogen Oxide (NOx), Sulfur Oxide (SOx) and other ozone-depleting substances (ODS). The operation of diesel generator sets and boilers are the primary sources of NOx and SOx at our campuses. These are monitored every month to ensure that they are within permissible limits prescribed by the regional Pollution Control Boards.

Ambient air quality checks are also conducted every month. The sulfur 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 SOx and NOx emissions are not material to us and hence are not reported.**

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, R32, R12, R123A, R410A, R407C, R134A and R404A, 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).

[Read more →](#) In Annexure 2.



Biogenic emissions

Most of the organic food waste generated within our offices in India are processed in biogas units or composting plants installed in our campuses. The generated biogas replaces the LPG usage in our food courts and avoids methane emissions from the waste. The biogenic emissions arise from combustion and/or flaring of biogas. We monitor these emissions periodically and disclose them. **The biogenic emissions during this year are 200.20 tCO₂e.**



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07 BEING AN ETHICALLY STRONG ORGANIZATION

We strive to ensure that our performance is driven by integrity and transparency, and our partnerships are driven by trust and empathy. We believe governance and ethics represent the cornerstone of a strong, stable and sustainable organization.

Diverse Board

Is a symbol of recognizing and embracing diversity

C-LIFE

Infosys values are the foundation of everything we do



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ETHICALLY STRONG ORGANIZATION

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 every stakeholder is treated with fairness. We believe sound corporate governance practices are critical to enhancing and retaining investor trust.

Disclosure practices

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 Infosys and extend to our suppliers and partners. **There are no non-compliances with laws and regulations in the social and economic area.** The Company has laid out a structured governance mechanism for communicating the critical concerns of stakeholders to the highest governing body. Such concerns, if any, are suitably reviewed and actions are taken for closure.



Board diversity

Our Board exercises its fiduciary responsibilities in the widest sense of the term. We recognize and embrace the importance of a diverse Board in our success. A truly diverse Board enables us to leverage differences in thought, perspective, knowledge, skill, regional and industry experience, cultural and geographical backgrounds, age, ethnicity, race and gender, which help to retain our competitive advantage.

Read more → *About Infosys' Board Diversity Policy.*

Anti-bribery and anti-corruption

Our [Code of Conduct and Ethics](#) complies with the legal requirements of applicable laws and regulations, including anti-bribery, anti-corruption and ethical handling of conflicts of interest. Training sessions are held for the Board and senior management on key regulatory developments, including anti-bribery regulations. Depending on their role, employees are provided various levels of training on anti-bribery regulations and the Infosys Anti-Bribery Policy. Employees are regularly trained on Company values during their induction to follow our Code of Conduct and Ethics.

Policies such as the Whistleblower Policy and Anti-Bribery and Anti-Corruption (ABAC) Policy, along with the presence of a strong grievance redressal body help us maintain

an uncompromising stand on value transgressions. Our business partners acknowledge and comply with the [Supplier Code of Conduct](#) which covers the ABAC policy. **As on date, there are no cases of bribery and corruption filed against the Company.**

Risk assessment for bribery and corruptions risks is done periodically and the criteria used for risk assessment include units/departments, location and the Corruption Perception Index (CPI) index of countries, among others. The organization has robust policies and mechanisms to deal with conflict of interest.

The Employee Code of Conduct as well as Supplier Code of Conduct requires the employees and suppliers, among others to declare if they have any conflict of interest. Further, mandatory internal declarations by employees and empanelment forms for suppliers reinforce this message and require declarations of any conflict of interest which are then assessed and appropriate mitigation measures are implemented.

The internal policies of the organization, including the ABAC policy, reinforce the message that any form of bribery is strictly prohibited and contain specific provisions dealing with charitable contributions and sponsorships. There are strong internal mechanisms and processes to ensure that any proposed charitable contribution and sponsorships are done only for legitimate purposes. The Office of Integrity and Compliance conducts due diligence to ensure any proposed charitable contribution is done only to a bona fide recipient. Further, any charitable contributions also require approval from senior management or the Board.

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INFOSYS VALUES: C-LIFE

Our values are the source of our entire Code and an ethical backbone. Clear and simple, our values are the foundation of everything we do and they are encapsulated in the acronym C-LIFE.



CLIENT VALUE

To surpass client expectations consistently

LEADERSHIP BY EXAMPLE

To set standards in our business and transactions and be an example for the industry and ourselves

INTEGRITY AND TRANSPARENCY

To be ethical, sincere and open in all our transactions

FAIRNESS

To be objective and transaction-oriented, and thereby earn trust and respect

EXCELLENCE

To strive relentlessly, constantly improve ourselves, our teams, our services and products to become the best

Our values are also influenced by the principle of trusteeship. As Infosys employees, we are all trustees of the Company's legacy – its resources, assets and opportunities. As trustees, we have an obligation to pass on a better, stronger Infosys than the one we received. By necessity, this includes meeting or exceeding our commitments to stakeholders, developing the full potential of our employees and building Infosys' reputation to make it the most respected company in the world.

But trusteeship at Infosys goes further than that; it also includes our corporate commitment towards utilizing natural resources in a sustainable way and supporting the communities where we live and work. An early adopter of a robust CSR agenda, along with sustainable economic performance, we believe in the importance of social stewardship. Our key programs are driven by the strong [CSR platforms](#) we've built over the years.

Trusteeship to Infosys employees means that we strive to create positive environmental, social and economic values in every aspect of our business.

Read more →

In the Corporate Governance Report section of the Infosys Annual Report 2019-20.

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Responsible supply chain

We recognize that suppliers are valuable stakeholders in our business ecosystem. Our Responsible Supply Chain Policy categorizes our suppliers into three: people, services and products.

Our approach to supply chain risk mitigation

Our ability to identify, assess and mitigate supply chain risks plays a vital role in developing sustainable supply chains. Risks in supply chain may disrupt operations, which ultimately reduce a firm's performance. Hence, Infosys has developed a third-party risk assessment framework. The framework seeks to identify, assess, mitigate, control, reduce or eliminate real or potential risk exposure to supply chain performance. The framework identifies risk across the supplier process, that is, pre-contract and evaluation, contract execution, ongoing and post-exit. As a part of the pre-contract and evaluation stage, we perform exhaustive due diligence of suppliers in the areas of sanctions, corruption, financial crimes, litigations and ESG issues at the time of on-boarding and periodically thereafter, with the help of a third-party tool. This assessment covers compliance, information security, physical security and sustainability based on the type of vendor. Risk-based audits of selected suppliers are also conducted.

Our [Supplier Code of Conduct](#) is administered to all key suppliers. Our agreement with vendors include a mandate to comply with local laws and regulations. We also expect our suppliers to support and respect internationally proclaimed human rights guidelines and ensure that they are not complicit in human rights abuses. Our contracts have appropriate clauses and checks to prevent the employment of child labor or forced labor in any form. We also provide forums, where suppliers can voice their concerns and issues. **We did not have any significant changes to the supply chain during the year.**

VIVA framework

In order to strengthen responsible business practices across our supply chain, we have implemented the VIVA framework.

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 with environmental, social and governance parameters.



We worked with 947 new suppliers in fiscal 2020 in our people and services categories. Our centralized procurements are in India. However, we engage with local suppliers for local needs in various geographies. The proportion of spending on local suppliers (in India) was nearly 75% in the year. **We did not have any significant actual and potential negative human rights and labor practice impacts in the supply chain.**

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Key focus areas for our efforts across the supply chain

We perform exhaustive evaluation of suppliers for ESG issues, including OH&S, training and development, human rights, compliance and anti-corruption, sanctions, financial crimes, litigation, equal opportunity and resource conservation.

	<u>FINANCIAL PERFORMANCE</u>	<u>OH&S</u>	<u>TRAINING AND DEVELOPMENT</u>	<u>HUMAN RIGHTS</u>	<u>COMPLIANCE AND ANTI-CORRUPTION</u>	<u>EQUAL OPPORTUNITY/ INCLUSIVITY</u>	<u>RESOURCE CONSERVATION</u>
PEOPLE							
 Technical contractors	●	●	●	●	●	●	
Non-technical contractors	●	●	●	●	●	●	
SERVICES							
 Construction	●	●		●	●	●	●
Transportation	●	●		●	●	●	●
Food and beverages	●	●		●	●	●	●
Management services	●	●		●	●	●	
Technical services	●	●		●	●	●	
Maintenance services	●	●		●	●	●	
Communication and internet	●	●		●	●	●	
PRODUCTS							
 Hardware	●				●		
Software	●				●		
Electrical and heavy equipment	●				●		●
Stationery	●				●		●
Construction materials/Interiors	●				●		●

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- Corporate governance and compliance
- Responsible supply chain
- **Partnerships and alliances**

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ETHICALLY STRONG ORGANIZATION

Partnerships and alliances

Our services and business solutions are strengthened by alliances with leading technology partners. Our network of alliances and relationships helps create business value, reduce implementation risk and accelerate go-to-market.

Forging strong partnerships is a strategic imperative for us. Collaborations with our partners have helped us achieve our goals and venture into new areas of research and experimentation.

Together with our partners, we deliver solutions that address our clients' business and technology problems. We cater to specific client needs and develop tools and methods to accelerate the successful deployment of solutions while reducing risk.

In line with our corporate governance model and strategy of transparency, we do not solicit or accept influence or marketing assistance fees from any of our partners. Instead, our relationship focuses on joint investment in solutions, tools and training.

We work with our partners to boost their revenue growth, expand markets and geographic reach, facilitate sales processes and enhance product and service offerings.

Our collaborations focus on developing solutions that incorporate the IP of Infosys as well as technology and services from the alliance partners. We jointly deliver and market our solutions to clients across multiple industries and geographies.

[Read more →](#) *About Infosys' global partnerships and alliances.*

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 research institutions across the world to conduct research on energy-efficient building material, green engineering solutions, monitoring systems and renewables.

[Read more →](#) *About Infosys' partners in sustainability research.*



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ANNEXURE 1

Reporting boundary

The reporting boundary for our disclosures, unless otherwise stated, covers the operations of Infosys Limited and its subsidiaries. Infosys is an IT company and has company-owned offices, leased offices and employees working in client offices.

Infosys has defined topic boundary based on the significance of the impacts and the potential for reductions that could be undertaken/influenced by the organization. All offices with a seating capacity of 500+ have been considered as significant locations.

Boundary for environment data disclosure

Starting fiscal 2019, Infosys has revisited its topic boundary to move away from region-specific to country-specific topic boundary, taking into account the impacts and reduction potential.

1. DISCLOSURE BOUNDARY FOR WATER, ENERGY AND WASTE

Country of operation and offices	Reporting on the following		
	Water	Energy	Waste
India (all offices)	Yes	Yes	Yes
China (Hangzhou, Dalian, Shanghai, Shenzhen)	Yes	Yes	Yes
Australia (Melbourne)	Yes	Yes	Yes
Poland (Lodz)	No	Yes	Yes
Philippines (Manila)	Yes	Yes	Yes
US (Richardson, Raleigh, Atlanta)	Yes	Yes	Yes
Mexico (Monterrey)	Yes	Yes	Yes

Note:

1) In addition, given that it is an IT company, Infosys has chosen to monitor and report all locations using data centers. This includes additional offices in Quincy, Plano, Canary Wharf and Melbourne.

2. DISCLOSURE BOUNDARY FOR GHG EMISSIONS

Topic boundary for GHG emissions includes all our owned offices and only those leased offices with operational control. Disclosure boundary for GHG emissions for fiscal 2020 includes offices in India and the owned offices in Shanghai, China. In addition, given that it is an IT company, Infosys has chosen to monitor and report power and emissions data for all locations using data centers. This includes additional offices in Quincy, Plano, Canary Wharf and Melbourne.

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Key Performance Indicators

This chapter provides an overview of our performance over time. The boundary of our disclosure is given in Annexure 1.

BUSINESS

FINANCIAL PERFORMANCE SNAPSHOT

US\$ million

Particulars	Fiscal 2020	Fiscal 2019	Fiscal 2018
Direct economic value generated	13,151	12,106	11,434
Revenues	12,780	11,799	10,939
Other income	371	307	495
Economic value distributed	14,227	13,389	13,615
Operating costs	2,324	2,600	2,224
Employee wages and benefits	7,678	6,468	6,034
Payments to providers of capital	2,196	1,746	3,032
Payments to governments (total taxes paid)	1,975	2,526	2,285
Community investments ⁽¹⁾	54	49	49
Economic value retained ⁽²⁾⁽³⁾	(1,076)	(1,283)	(2,181)

Notes:

- 1) Contribution to the Infosys Foundation and community investments by Infosys.
- 2) Calculated as 'Economic value generated less economic value distributed'.
- 3) Includes amount paid on buyback of equity shares of US\$1,070 million, US\$1,188 and US\$2,042 for fiscal 2020, fiscal 2019 and fiscal 2019 funded through accumulated reserves. Refer to our financial statements in the [Annual Report](#) and [Form 20F](#) for further details.

PEOPLE

EMPLOYEE DETAILS AND TALENT MANAGEMENT

Region-wise employee distribution (permanent and fixed-term)

Region	Fiscal 2020			Fiscal 2019			Fiscal 2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	127,323	77,993	205,316	124,676	72,508	197,184	115,828	65,137	180,965
APAC	4,908	3,712	8,620	4,429	3,332	7,761	3,750	3,035	6,785
Americas	11,953	5,756	17,709	10,663	5,039	15,702	7,119	3,040	10,159
EMEA	6,508	4,218	10,726	4,684	2,792	7,476	3,693	2,505	6,198
Total	150,692	91,679	242,371	144,452	83,671	228,123	130,390	73,717	204,107

Role-wise employee distribution

Role	Fiscal 2020			Fiscal 2019			Fiscal 2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	50,045	44,539	94,584	46,625	39,933	86,558	47,274	40,825	88,099
Middle	73,716	41,561	115,277	71,602	38,900	110,502	59,386	28,670	88,056
Senior	25,129	4,884	30,013	25,343	4,749	30,092	22,917	4,130	27,047
Top	845	81	926	882	89	971	813	92	905
Total	149,735*	91,065*	240,800*	144,452	83,671	228,123	130,390	73,717	204,107

Note: (*) Employee data from our new acquisitions SIMPLUS and STATER is yet to be included.

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Age-wise employee distribution

Age	Fiscal 2020			Fiscal 2019			Fiscal 2018		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
<= 30 years	76,100	62,841	138,941	74,779	58,727	133,506	69,928	53,363	123,291
31-50 years	70,098	27,225	97,323	66,600	24,098	90,698	58,478	19,834	78,312
> 50 years	3,537	999	4,536	3,073	846	3,919	1,984	520	2,504
Total	149,735*	91,065*	240,800*	144,452	83,671	228,123	130,390	73,717	204,107

Note: (*) Employee data from our new acquisitions SIMPLUS and STATER is yet to be included.

New employee hires by age, gender and region

Geography	Fiscal 2020				Fiscal 2019			
	Men	Rate of hiring (%)	Women	Rate of hiring (%)	Men	Rate of hiring (%)	Women	Rate of hiring (%)
<=30 years								
America	2,349	6.40	1,029	3.91	1,907	4.45	1,008	3.66
APAC	776	2.12	801	3.04	1,094	2.55	1,001	3.64
EMEA	1,405	3.83	1,241	4.71	736	1.72	536	1.95
India	23,749	64.74	19,287	73.26	27,681	64.56	20,324	73.84
31-50 years								
America	1,952	5.32	1,360	5.17	2,932	6.84	1,784	6.48
APAC	784	2.14	432	1.64	1,096	2.56	586	2.13
EMEA	1,099	3.00	674	2.56	1,107	2.58	499	1.81
India	3,679	10.03	1,232	4.68	4,946	11.54	1,434	5.21
>50 years								
America	641	1.75	167	0.63	1,117	2.61	274	1.00
APAC	74	0.20	33	0.13	63	0.15	19	0.07
EMEA	152	0.41	69	0.26	173	0.40	57	0.21
India	22	0.06	2	0.01	25	0.06	2	0.01

Employee turnover by age, gender and region

Geography	Fiscal 2020				Fiscal 2019			
	Men	Turnover rate (%)	Women	Turnover rate (%)	Men	Turnover rate (%)	Women	Turnover rate (%)
<=30 years								
America	1,161	3.70	615	3.25	780	2.71	361	2.05
APAC	505	1.61	569	3.00	764	2.66	794	4.51
EMEA	618	1.97	528	2.79	367	1.28	393	2.23
India	17,209	54.83	12,556	66.27	17,498	60.83	12,288	69.74
31-50 years								
America	1,976	6.30	1,122	5.92	1,476	5.13	731	4.15
APAC	776	2.47	396	2.09	798	2.77	512	2.91
EMEA	737	2.35	459	2.42	605	2.10	376	2.13
India	7,462	23.78	2,501	13.20	5,849	20.33	2,040	11.58
> 50 years								
America	691	2.20	146	0.77	441	1.53	88	0.50
APAC	46	0.15	9	0.05	38	0.13	10	0.06
EMEA	126	0.40	35	0.18	119	0.41	25	0.14
India	77	0.25	12	0.06	31	0.11	2	0.01

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Employees covered under Collective Bargaining Agreements (CBA) worldwide

Operating Locations	No. of employees	As on March 31, 2020	
		Employees covered under CBA	
Spain	37	37	
Italy	8	8	
Brazil	679	679	
Japan	551	551	
Sweden*	471	35	
Croatia*	106	105	
The Netherlands*	2,135	1,199	
Poland	2,501	2,241	
Finland	331	331	
France	550	550	
Germany*	1,932	649	
Belgium*	945	55	

Note: (*) Only employees hired in these locations are covered

Trainings conducted

Role-wise distribution	Fiscal 2020			Fiscal 2019			Fiscal 2018		
	Employee count	Training days	Average training days	Employee count	Training days	Average training days	Employee count	Training days	Average training days
Associate (JL3 and below)	96,155	2,050,508	21.33	86,558	2,268,382	26.21	88,099	1,412,293	16.03
Middle (JL4 and JL5)	115,277	440,733	3.82	110,502	500,797	4.53	88,056	224,161	2.55
Senior (JL6, JL7 and JL8)	30,013	84,198	2.81	30,092	100,627	3.34	27,047	50,758	1.88
Top (title holders and UMR)	926	1,475	1.59	971	1,482	1.53	905	771	0.85
Total	242,371	2,576,913		228,123	2,871,288		204,107	1,687,983	

Note: 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.

Occupational Health and Safety

Details	Fiscal 2020				Fiscal 2019			
	Employee		Subcons		Employee		Subcons	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Fatalities	0	0	1	0	0	0	0	0
High-consequence, work-related incidents	1	0.0006	0	0	0	0	1	0.0032
Reportable incidents	42	0.02519	51	0.18449	34	0.021	54	0.1744
Number of hours worked	333,471,402		55,287,563		324,538,459		57,754,560	

Notes:

- 1) All India locations are covered for reporting
- 2) The rates have been calculated based on 200,000 hours worked.
- 3) The types of incidents for employees are slips/trips and transport-related and for subcontractors is cuts, and slips/trips.
- 4) 70 vendor incidents were reported during the year, including 1 near-miss.
- 5) We had one case of suicide on one of our campus and the reason was personal.
- 6) Reportable incidents include incidents in operations and during commute.
- 7) Root cause analysis of all incidents are conducted and appropriate controls implemented to address the concerns.

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Environment

PERFORMANCE ACROSS ENERGY, EMISSIONS, WATER AND WASTE

Overall electricity consumption, India operations

Electricity source	Electricity consumption (kWh)
Grid	143,841,630
Captive DG Power	5,785,394
Renewable ⁽¹⁾	119,036,593
Total	268,663,617

Note:

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

Consumption for construction is 1,220,957 kWh.

Electricity consumption, overseas operations

Operating locations	Grid-based electricity	
	kWh	in GJ
China (Hangzhou, Dalian, Shanghai, Shenzhen)	5,098,037	18,353
Poland (Lodz)	1,541,419	5,549
Philippines (Manila)	1,965,644	7,076
US (Richardson, Raleigh, Atlanta) ⁽¹⁾	4,562,465	16,425
Data centers ⁽²⁾ (Quincy, Plano, Canary Wharf, Melbourne ⁽³⁾)	2,940,097	10,584
Mexico (Monterrey)	1,277,496	4,599
Total	17,385,158	62,586

Notes:

1) Extrapolated for fiscal 2020 based on national energy intensity data (kWh/sq ft) provided by the US EPA.

2) Data centers included in these regions are considered in line with the topic boundary definition.

3) Melbourne energy consumption is included under data centers.

For overseas locations, which are majorly leased offices or serviced offices we do not get separate invoices for power consumption for many locations and the rental cost covers power cost as well.

Renewable energy generation, India operations

Solar PV installation location	Installed capacity (KW)
Pune	1,594.24
Chennai	2,431.06
Hyderabad	8,670.38
Bengaluru	1,961.00
Sira (Karnataka) Offsite solar plant	40,308.13
Bhubaneswar	1,082.00
Chandigarh	202.80
Jaipur	1,014.96
Mangaluru	1,012.14
Mysuru	865.83
Thiruvananthapuram	827.00
Indore	190.00
Total	60,160

Direct energy consumption, India operations

Energy (within the organization, in GJ)	Fiscal 2020	Fiscal 2019	Fiscal 2018
Grid electricity (non-renewable source)	517,830	492,752	495,827
Electricity from renewable source	428,532	436,255	394,957
Fuel (HSD, diesel, petrol)	79,366	53,211	51,509
Total	1,025,728	982,218	942,293

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GHG emissions

Source of emissions	GHG emissions (tCO ₂ e)			
	Fiscal 2020	Fiscal 2019	Fiscal 2018	2008 (baseline)
Scope 1⁽¹⁾	15,344	13,482	13,101	12,142
Scope 2⁽²⁾	124,063	118,293 ⁽⁷⁾	119,142 ⁽⁷⁾	173,869 ⁽⁶⁾
Total – Scope 1 + 2	139,407	131,774⁽⁷⁾	132,243⁽⁷⁾	186,011
Per capita ⁽³⁾ – Scope 1 + 2	0.815	0.79 ⁽⁷⁾	0.85 ⁽⁷⁾	2.73
Year-on-year reduction of per capita – Scope 1 + 2	-2.93%	7.34% ⁽⁷⁾	2.00% ⁽⁷⁾	-
Scope 3				
Business travel	71,217	75,869	75,809	3,665
Employee commute ⁽⁴⁾	54,372	57,762	49,179	24,764
Transmission and distribution losses	25,913	21,747	21,887	35,126
Capital goods ⁽⁵⁾	196,342	187,469	116,579	-
Total – Scope 3 (without capital goods)	151,502	155,378	146,875	63,555
Total GHG emissions – Scope 1 + 2 + 3 (without capital goods)	290,909	287,152⁽⁷⁾	279,119⁽⁷⁾	249,566
Total – Scope 3 (with capital goods)	347,844	342,847	263,454	63,555
Total GHG emissions – Scope 1 + 2 + 3 (with capital goods)	487,252	474,621	395,697	249,566

Notes:

- 1) Scope 1 emissions covers all owned offices in India.
- 2) This includes India and other significant overseas locations, in line with the topic boundary defined. Until last year, Scope 2 emissions for India and rest of the world were presented in separate tables.
- 3) Per capita emissions are calculated by dividing the gross GHG emissions by the total employee count across operations, which is calculated by adding the swipe count of employees and number of support staff in our offices. For overseas locations, employee count as per HR data is considered. The employee count considered for fiscal 2020 is 171,082.
- 4) Employee commute emissions reported include data for India locations, which forms a significant portion of our employee base.
- 5) Capital goods emissions were reported in a separate section until last year. We are now including it the GHG table for better readability.
- 6) The baseline Scope 2 emissions have been redefined to include emissions from overseas energy consumption. This is done for consistency and to be in line with the revised definition of boundaries basis significance and operational control. The baseline emissions have been redefined considering average overseas emissions for the past seven years.
- 7) These numbers have been restated from previous years, considering the “operational control” approach. The previous disclosures included leased facilities as well, in spite of no operational control.

Emissions reduction initiatives

Carbon reduction initiative	Energy procured/saved (kWh)	Emissions avoided
Energy efficiency retrofits in our buildings	532,892	442
Renewable energy generation and procurement	119,036,593	98,800

Ozone-depleting substances (ODS)

ODS	Fiscal 2020		Fiscal 2019		Fiscal 2018	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R22	1,766.50	105.99	2,233.22	122.83	2,139.51	117.67
R407C	171.50	0	217	0	653.80	0
R410A	1,955.90	0	1,298.10	0	1,283.28	0
R134A	1,325.22	0	954.56	0	545.74	0
R404A	11.29	0	3.2	0	0	0
R417A	10.40	0	0	0	4	0
R32	7.50	0	0	0	0	0

Note: The ODP of R407C, R404A, R410A, R134A, R417A and R32 is zero.

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Freshwater consumption

Fresh water sources	Water consumption (kl)		
	Fiscal 2020	Fiscal 2019	Fiscal 2018
Third-party water supply			
• Municipal	1,886,524	2,024,056	1,708,007
• Private providers	614,530	716,353	562,270
Groundwater	123,077	403,323	463,216
Rainwater	152,470	93,559	148,258
Total fresh water	2,776,602	3,237,292	2,881,751

Notes:

- 1) Data covers all our India locations.
- 2) The above values include consumption for plantation at Mangaluru SEZ, Bhubaneswar STPI and SEZ, Nagpur, Indore, Hyderabad SEZ locations.
- 3) The TDS of water received from sources are below 1000mg/L and hence considered as freshwater.
- 4) 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 in fiscal 2020.
- 5) Water consumption for other significant locations outside India (China, Philippines, Mexico, Australia and the US) has been estimated given that the operations are out of leased facilities. It is estimated based on the location-wise seating capacity and the average per capita per month water consumption in India. The water consumption in these locations is restricted to human touch requirements only, unlike India, where landscaping and other requirements are considered as well. The annual freshwater consumption for these locations is estimated to be 195,550 KL.

Waste generation and disposal

Significant waste	Unit	Fiscal 2020	Fiscal 2019	Fiscal 2018	Disposal method
Hazardous waste					
E-waste	T	492.18	346.28	248.43	Recycling
Oil soaked cotton waste	T	0.643	0.23	0.29	Incineration by authorized agency
Biomedical waste (including sanitary waste)	T	33.87	30.15	26.58	Incineration by authorized agency
Used oil	KL	39.19	36.42	34.37	Recycling
Batteries	T	109.94	65.57	101.97	Recycling
DG batteries	T	2.39	0.22	5.93	Recycling
DG filters	T	2.05	2.00	1.58	Incineration
Paint can and residues	T	18.71	11.11	5.57	Recycling
Chemical cans/containers	T	10.478	9.14	9.71	Recycling
Non-Hazardous Waste					
Food	T	2,989.87	2,932.36	3,211.9	Recycling and reuse
Plastic	T	85.60	133.87	135.27	Recycling
Garden waste	T	4,549.11	2,450.94	2,219.74	Recycling (treated in-house in organic waste converter and manure reused)
Mixed garbage and others	T	1,826.30	1,930.18	1,202.03	Municipal solid waste
STP sludge ⁽¹⁾	T	3,059.66	2,385.85	972.18	Reuse – Dried section sludge is used as manure (solar sludge drying beds in five locations)

Notes:

- 1) Of the total waste generated and disposed of at Infosys, the significant waste due to legislative requirements, where quantities exceed 1,000 kg are being reported.
- 2) All significant waste disposed of at India locations are included.
- 3) The quantity of waste disposed is considered as the waste generation quantity. There were no significant spills during fiscal 2020.

(1) Increase in number of employees resulting in generation of sewage and sludge across locations.

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Data computational methods

This chapter describes the conventions and computation methods used for calculating emissions, freshwater consumption and electricity consumption reported in Annexure 1.

Intensity calculations for energy, water and GHG emissions

The information on employee numbers based on swipe count is captured on a monthly basis for Infosys Limited including EdgeVerve and Skava and Infosys BPM Limited, campus-wise. 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. (Infosys Limited and Infosys BPM Limited) and the count of contractual staff.

For the GHG emissions, this includes global significant locations (including Shanghai and offices with data centers).

Energy

Our energy consumption within our operations includes electricity from the 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

Infosys de minimis/threshold for computation of GHG emissions is 5%. Therefore, only emissions that fall above this threshold have been reported. While Infosys has established processes and systems to continue capturing GHG emissions for the most relevant sources, we have only reported our GHG emissions for each sub-category for sources that fall above the defined 5% de minimis/threshold. The gases considered for the carbon footprinting include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride (SF₆) emissions.

The following list provides details of significant emissions categories for Infosys:

SCOPE 1

Stationary combustion

The total monthly quantity of high-speed diesel (fuel) combusted by diesel generators is captured and used for the emissions computation. The emissions factor for high-speed diesel is sourced from the IPCC 4th Assessment Report. Emissions due to onsite power generation from renewable sources such as solar and wind is considered to be zero.

Mobile emissions — petrol and diesel vehicles

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

Fugitive emissions — refrigerants used in air conditioning 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 refrigerants used include R32, R410A, R407C, R404A, R134A, R22 and R417A. 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 emissions factors sourced from the UK Department for Environment, Food and Rural Affairs (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 emissions factors sourced from DEFRA.

SCOPE 2

This includes the emissions from the generation of purchased electricity for all our own offices as well as leased facilities with 'operational control'. In addition, being an IT company, the energy consumption from all data centers are also included.

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.

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To calculate the total Scope 2 emissions, we have used the latest emissions factors for grid electricity provided by the Central Electricity Authority for India and emissions factors provided by DEFRA. For fiscal 2020, the emissions factors considered for other overseas locations are sourced from the respective countries' websites.

SCOPE 3

Business travel

Business travel comprises long and short distance air travel globally and commute through surface transportation including trains, buses, cabs, etc., for business requirements. iTravel, an internal application, provides an integrated, end-to-end web-based solution for the travel needs of our employees. This solution is integrated with all Company policies, business processes, rules and validations and it captures the total distance travelled. In addition, the data from employee claim systems are also considered, for any taxis booked for their business travels.

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 emissions factor for the fuel used.

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

Employee commute

The assumptions for the employee commute calculation have been sourced from a survey conducted within Infosys to understand the commute practices. The survey was launched across all campuses and geographies. The survey covered various aspects, such as distance between home and work, modes of transport, fuel efficiencies of personal vehicles used, the use of shift cabs, if any, average number of work-from-home days, 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 carpool users gives the total number of users using public transport. In fiscal 2017, Infosys introduced an improved work-from-home policy. The average work-from-home days, based on the employee survey, has been deducted from the total working days at the campuses during employee commute emissions computation. This information is used to compute GHG emissions.

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

Transmission and distribution (T&D) losses

Emissions due to T&D losses for every unit of grid electricity procured have been calculated under this section. This only applies for the electricity procured from the grid and sourced from third-party non-renewable sources, if any. Renewable energy consumption is excluded.

Capital goods

Lifecycle emissions (Cradle to Gate) due to the procurement of capital goods have been included in this section. This data was available starting 2015 only and is hence reported separately. The emissions due to capital goods have been calculated on the basis of annual spend on capital goods. Capital goods include buildings, plant and equipment, land acquired, furniture and fixtures, miscellaneous office equipment, and computers and vehicles procured during the reporting period. This includes the emissions from the complete lifecycle of goods from extraction, production to transportation and distribution.

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Emissions factors used for GHG calculations

Emissions source	Emissions factor	Unit	Reference
Scope 1			
High speed diesel (HSD)	74.1	tCO ₂ e/TJ	IPCC 4 th Assessment Report
Refrigerant – R22	1,760	kg CO ₂ e/kg	Latest applicable DEFRA values
Refrigerant – R123	77	kg CO ₂ e/kg	Latest applicable DEFRA values
Refrigerant – R407C	1,760	kg CO ₂ e/kg	Latest applicable DEFRA values
Refrigerant – R134A	1,390	kg CO ₂ e/kg	Latest applicable DEFRA values
Refrigerant – R410A	2,088	kg CO ₂ e/kg	Latest applicable DEFRA values
Refrigerant – R404A	3,922	kg CO ₂ e/kg	Latest applicable DEFRA values
Refrigerant and others – SF ₆	23,500	kg CO ₂ e/kg	Latest applicable DEFRA values
Diesel – Company-owned vehicles	74.1	tCO ₂ e/TJ	IPCC 4 th Assessment Report
Petrol – Company-owned vehicles	69.3	tCO ₂ e/TJ	IPCC 4 th Assessment Report
Scope 2			
USA Energy Intensity	15.1	kWh/sq ft	US EPA 2019, energy intensity for commercial space
India Grid emissions factor	0.83	tCO ₂ /MWh	CEA CO ₂ baseline database for the Indian Power Sector – 2019
China	Confidential	kg CO ₂ /kWh	Not revealed since its confidential
Australia			
US			
UK	0.2556	kg CO ₂ /kWh	Latest applicable DEFRA values

Emissions source	Emissions factor	Unit	Reference
Scope 3			
Employee commute/business travel – Diesel vehicles	74.1	tCO ₂ e/TJ	IPCC 4 th Assessment Report
Employee commute – petrol cabs	69.3	tCO ₂ e/TJ	IPCC 4 th Assessment Report
Business travel – Rail – India	0.0078	kg CO ₂ e/pkm	India GHG Protocol 2015 - non-suburban rail (https://indiaghgp.org/sites/default/files/Rail%20Transport%20Emission.pdf)
Business travel – Rail – International	0.0060	kg CO ₂ e	Latest applicable DEFRA values
Employee commute/business travel – Diesel bus	74.1	tCO ₂ e/TJ	IPCC 4 th Assessment Report
Business travel – Air Domestic – Business class (Short haul)	0.1235	kg CO ₂ e/pkm	Latest applicable DEFRA values
Business travel – Long haul international – Economy class	0.073195	kg CO ₂ e/pkm	Latest applicable DEFRA values
Business travel – Long haul international – Premium economy class	0.1171	kg CO ₂ e/pkm	Latest applicable DEFRA values
Business travel – Long haul international – Business class	0.21226	kg CO ₂ e/pkm	Latest applicable DEFRA values
Business travel – Long haul international – First class	0.29276	kg CO ₂ e/pkm	Latest applicable DEFRA values
T&D losses – India	0.1781	% T&D loss	Ministry of Power, India
T&D losses – China	0.0486	kg CO ₂ e/kWh	Latest available DEFRA values
T&D losses – Australia	0.04529	kg CO ₂ e/kWh	Latest available DEFRA values
T&D losses – US	0.0326	kg CO ₂ e/kWh	Latest available DEFRA values
T&D losses – UK	0.0329	kg CO ₂ e/kWh	Latest available DEFRA values

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GRI content index

Infosys' Annual Report 2019-20, which includes the financial disclosures and the Business Responsibility Report, along with the Sustainability Report are available on our [website](#). Our Sustainability Report is aligned with the Global Reporting Initiative's Standard

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.

The following table provides the mapping of our disclosures for fiscal 2020 against the GRI standard (Comprehensive) requirements: (Note: AR – Infosys Annual Report 2019-20; SR – Infosys Sustainability Report 2019-20)

GRI standard & disclosure	Description	Page number/reference link
GRI 102: GENERAL DISCLOSURES 2016		
1. Organizational profile		
102-1	Name of the organization	Page 48 AR: Registration details Page 284 AR: Business Responsibility Report
102-2	Activities, brands, products, and services	Page 284 AR: Business Responsibility Report
102-3	Location of headquarters	Page 284 AR: Business Responsibility Report
102-4	Location of operations	Page 284 AR: Business Responsibility Report
102-5	Ownership and legal form	Page 48: Registration details
102-6	Markets served	Page 280 AR: Segment reporting
102-7	Scale of the organization	Page 18-19 AR: Key trends
102-8	Information on employees and other workers	Page 51 SR: Our glocal employees
102-9	Supply chain	Page 86 SR: Responsible supply chain
102-10	Significant changes to the organization and its supply chain	Page 86 SR: Responsible supply chain
102-11	Precautionary Principle or approach	Page 67 SR: Environmental stewardship
102-12	External initiatives	Page 144 AR: Compliance with global guidelines & standards and corporate governance codes
102-13	Membership of associations	Page 294 AR: Business Responsibility Report

GRI standard & disclosure	Description	Page number/reference link
2. Strategy		
102-14	Statement from senior decision-maker	Page 5 SR: Building sustainable resilience
102-15	Key impacts, risks, and opportunities	Page 89 AR: Outlook, risks and concerns Page 130-131 AR: Risk management report
3. Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Page 84 SR: Corporate governance, Code of Conduct and Ethics https://www.infosys.com/investors/corporate-governance/Documents/CodeofConduct.pdf
102-17	Mechanisms for advice and concerns about ethics	Page 66 AR: Corporate policies, Whistleblower Policy https://www.infosys.com/investors/corporate-governance/Documents/whistleblower-policy.pdf
4. Governance		
102-18	Governance structure	Page 97 AR: Corporate governance report Page 18 SR: Making sustainability part of our DNA
102-19	Delegating authority	Page 18 SR: Making sustainability part of our DNA
102-20	Executive-level responsibility for economic, environmental, and social topics	Page 18 SR: Making sustainability part of our DNA
102-21	Consulting stakeholders on economic, environmental, and social topics	Page 19SR: Aligning with stakeholder expectations

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GRI standard & disclosure	Description	Page number/reference link
102-22	Composition of the highest governance body and its committees	Page 97 AR: Corporate governance report
102-23	Chair of the highest governance body	Page 97 AR: Corporate governance report
102-24	Nominating and selecting the highest governance body	Page 97 AR: Corporate governance report
102-25	Conflicts of interest	Page 97 AR: Corporate governance report
102-26	Role of highest governance body in setting purpose, values, and strategy	Page 18 SR: Making sustainability part of our DNA
102-27	Collective knowledge of highest governance body	Page 101 AR: The Board of Directors
102-28	Evaluating the highest governance body's performance	Page 107 AR: Board member evaluation
102-29	Identifying and managing economic, environmental, and social impacts	Page 18 SR: Making sustainability part of our DNA
102-30	Effectiveness of risk management processes	Page 68 AR: Management's discussion and analysis
102-31	Review of economic, environmental, and social topics	Page 130 AR: Risk management report
102-32	Highest governance body's role in sustainability reporting	Page 18 SR: Making sustainability part of our DNA
102-33	Communicating critical concerns	Page 18 SR: Making sustainability part of our DNA
102-34	Nature and total number of critical concerns	Page 18 SR: Making sustainability part of our DNA
102-35	Remuneration policies	Page 41 AR: Particulars of employees
102-36	Process for determining remuneration	Page 41 AR: Particulars of employees Page 116 AR: Nomination and remuneration committee
102-37	Stakeholders' involvement in remuneration	Page 41 AR: Particulars of employees
102-38	Annual total compensation ratio	Page 42 AR: Particulars of employees
102-39	Percentage increase in annual total compensation ratio	Page 42 AR: Particulars of employees
5. Stakeholder engagement		
102-40	List of stakeholder groups	Page 19 SR: Aligning with stakeholder expectations
102-41	Collective bargaining agreements	Page 45 SR: Our culture and ethos Page 91 SR: Annexure 2

GRI standard & disclosure	Description	Page number/reference link
102-41	Identifying and selecting stakeholders	Page 19 SR: Aligning with stakeholder expectations
102-43	Approach to stakeholder engagement	Page 19 SR: Aligning with stakeholder expectations
102-44	Key topics and concerns raised	Page 19 SR: Aligning with stakeholder expectations
6. Reporting practice		
102-45	Entities included in the consolidated financial statements	Page 211 AR: Consolidated Financial Statements
102-46	Defining report content and topic Boundaries	Page 2 SR: About the report Page 90 SR: Annexure 1
102-47	List of material topics	Page 21 SR: What matters most to our stakeholders and our business
102-48	Restatements of information	Page 2 SR: About the report Page 90 SR: Annexure 1
102-49	Changes in reporting	Page 2 SR: About the report Page 90 SR: Annexure 1
102-50	Reporting period	Page 2 SR: About the report
102-51	Date of most recent report	Sustainability Report 2018-19 – June 2019
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Back Cover SR: About the report
102-54	Claims of reporting in accordance with the GRI Standards	Page 2 SR: About the report
102-55	GRI content index	Page 100 SR: Annexure 4
102-56	External assurance	Page 104 SR: Annexure 5
GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of the material topic and its Boundary	Page 21 SR: What matters most to our stakeholders and our business
103-2	The management approach and its components	Page 13 AR: Thinking Resilience. Thinking Scale Page 14 AR: Letter to the Shareholder Page 5 SR: Building sustainable resilience
103-3	Evaluation of the management approach	Page 13 AR: Thinking Resilience. Thinking Scale. Page 14 AR: Letter to the Shareholder Page 5 SR: Building sustainable resilience

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GRI standard & disclosure	Description	Page number/reference link
GRI 200: ECONOMIC PERFORMANCE		
GRI 201: Economic		
201-1	Direct economic value generated and distributed	Page 91 SR: Annexure 2
201-2	Financial implications and other risks and opportunities due to climate change	Infosys CDP Response (https://www.cdp.net/en/responses/40344) Infosys Form 20F (https://www.infosys.com/investors/reports-filings/annual-report/form20f/documents/form20f-2020.pdf)
201-3	Defined benefit plan obligations and other retirement plans	Page 201 AR: Employee benefits
201-4	Financial assistance received from government	Page 86 AR: Provision for tax
GRI 202: Market presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Page 51 SR: Our glocal employees
202-2	Proportion of senior management hired from the local community	Page 51 SR: Our glocal employees
GRI 204: Procurement practices		
204-1	Proportion of spending on local suppliers	Page 86 SR: Responsible supply chain
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	Page 128 AR: Risk management committee
205-2	Communication and training about anti-corruption policies and procedures	Page 84 SR: Anti-bribery and anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Page 84SR: Anti-bribery and anti-corruption
GRI 206: Anti-competitive behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 284 AR: Business Responsibility Report
GRI 300: ENVIRONMENT PERFORMANCE		
GRI 302:Energy		
302-1	Energy consumption within the organization	Page 94 SR: Key Performance Indicators, Environment

GRI standard & disclosure	Description	Page number/reference link
302-2	Energy consumption outside of the organization	Page 94 SR: Key Performance Indicators, Environment
302-3	Energy intensity	Page 72 SR: Energy efficiency
302-4	Reduction of energy consumption	Page 72 - 78 SR: Energy efficiency, Renewable energy, Green buildings Page 95 SR: Key Performance Indicators, Energy efficiency
302-5	Reductions in energy requirements of products and services	Page 70 SR: Clean technology
GRI 303: Water and effluents		
303-1	Interactions with water as a shared resource	Page 79 SR: Water management
303-2	Management of water discharge-related impacts	Page 79 SR: Water management
303-3	Water withdrawal	Page 96 SR: Key Performance Indicators, Environment Page 79 SR: Water management
303-4	Water discharge	Page 96 SR: Key Performance Indicators, Environment
303-5	Water consumption	Page 79 SR: Water management
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	Page 95 SR: Key Performance Indicators, GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions	Page 95 SR: Key Performance Indicators, GHG emissions
305-3	Other indirect (Scope 3) GHG emissions	Page 95 SR: Key Performance Indicators, GHG emissions
305-4	GHG emissions intensity	Page 71 SR: Climate change
305-5	Reduction of GHG emissions	Page 68-78 SR: Climate change
305-6	Emissions of ozone-depleting substances (ODS)	Page 82 SR: Environmental impact of our operations Page 95 SR: Key Performance Indicators, ODS
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Page 82 SR: Environmental impact of our operations
GRI 306: Effluents and waste		
306-2	Waste by type and disposal method	Page 96 SR: Key Performance Indicators, Waste generated and disposed
306-3	Significant spills	Page 96 SR: Key Performance Indicators, Waste generated and disposed
306-4	Transport of hazardous waste	Page 96 SR: Key Performance Indicators, Waste generated and disposed

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GRI standard & disclosure	Description	Page number/reference link
GRI 307: Environmental compliance		
307-1	Non-compliance with environmental laws and regulations	Page 82 SR: Environmental impact of our operations, Compliance
GRI 400: SOCIAL DIMENSION		
GRI 401: Employment		
401-1	New employee hires and employee turnover	Page 92 SR: Annexure 2
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 51 SR: Our global employees
401-3	Parental leave	Page 53 SR: People company
GRI 403: Occupational health and safety		
403-1	Occupational health and safety management system	Page 55 SR: Occupational health and safety
403-2	Hazard identification, risk assessment, and incident investigation	Page 55 SR: Occupational health and safety
403-3	Occupational health services	Page 56-57 SR: Occupational health and safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 55 SR: Occupational health and safety
403-5	Worker training on occupational health and safety	Page 47-49 SR: Occupational health and safety
403-6	Promotion of worker health	Page 56-57 SR: Occupational health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 86-87 SR: Responsible supply chain
403-8	Workers covered by an occupational health and safety management system	Page 55 SR: Occupational health and safety
403-9	Work-related injuries	Page 56 SR: Occupational health and safety
403-10	Work-related ill health	Page 56 SR: Occupational health and safety

GRI standard & disclosure	Description	Page number/reference link
GRI 404: Training and education		
404-1	Average hours of training per year per employee	Page 48 SR: Promoting lifelong learning
404-2	Programs for upgrading employee skills and transition assistance programs	Page 47-49 SR: Employee motivation and empowerment
404-3	Percentage of employees receiving regular performance	Page 47-49 SR: Employee motivation and empowerment
GRI 405: Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Diversity of governance bodies and employees Page 98 AR: Board composition
405-2	Ratio of basic salary and remuneration of women to men	Page 51 SR: Our global employees
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Page 290, 291 AR: Business Responsibility Report Page 52 SR: Equal opportunities and equal treatment
GRI 407: Freedom of association and collective bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 45 SR: Our culture and ethos Page 93 SR: Annexure 2, Employees covered under Collective Bargaining Agreements worldwide
GRI 412: Human rights assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	Page 52 SR: Equal opportunities and equal treatment
412-2	Employee training on human rights policies or procedures	Page 52 SR: Equal opportunities and equal treatment
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 52 SR: Equal opportunities and equal treatment
GRI 418: Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 32 SR: Privacy protection
GRI 419: Socio-economic compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Page 84 SR: Corporate governance and compliance

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Independent Assurance Statement



Scope and Approach

DNV GL Business Assurance India Private Limited ("DNV GL"), has been commissioned by management of Infosys Limited ("Infosys" or "the Company", Corporate Identity Number (CIN) L85110KA1981PLC013115) to undertake independent assurance of the Company's Sustainability Report 2019-20 in its printed format (the "Report").

The Report is prepared based on Global Reporting Initiative ("GRI") Sustainability Reporting Standards ("GRI Standards") and its Comprehensive option of Reporting, covering the economic, environmental and social performance of the Company for the financial year 1st April 2019 - 31st March 2020 and includes references to Company's website, Annual Report 2019-20 and other publicly available documents.

The reporting scope and boundary encompasses Infosys' operations in India, Asia Pacific ("APAC"), Americas, and Europe, Middle East and Africa ("EMEA"), as brought out in the Sustainability Report across its sections, including criteria for inclusion and exclusion of entities from the reporting boundary.

We performed a moderate level of assurance based on our assurance methodology VeriSustain™¹, which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 ("ISAE 3000") Revised* and GRI's Principles for Defining Report Content and Report Quality. Our assurance engagement was planned and carried out during March 2020 - June 2020. The intended user of this assurance statement is the Management of Infosys and relevant stakeholders.

Responsibilities of the Management of Infosys and the Assurance Provider

The Management of Infosys has the sole responsibility for the preparation of the Report and are responsible for all information disclosed, and the processes for collecting, analysing and reporting the information. Infosys is also responsible for the maintenance and integrity of its website containing the referenced sustainability-related disclosures. In performing this assurance work, DNV GL's responsibility is to the Management of Infosys; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

We provide a range of other services to Infosys, none of which in our opinion, constitute a conflict of interest with this assurance work. Our assurance engagements are based on the assumption that the data and information provided by Infosys to us as part of our review have been provided in good faith and free from material misstatements. We were not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

Basis of our Opinion

As part of the assurance process, a multi-disciplinary team of sustainability and assurance specialists reviewed the sustainability disclosures presented within the Report and sampled the disclosures related to operations in India and other geo-locations selected for review through the Company's customised sustainability management system.

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

We undertook the following activities:

- Reviewed Infosys' approach to stakeholder engagement and materiality determination and the outcomes as brought out in this Report;
- Interviewed selected senior managers responsible for management of sustainability topics and reviewed selected evidences to support issues disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver Infosys' sustainability objectives;
- Reviewed processes and systems for aggregating site level sustainability information i.e. reviewed sustainability disclosures for selected sites i.e. Mysuru campus, Hyderabad STPI, Pune Phase-2 and Chandigarh SEZ in India and Canary Wharf in the United Kingdom (data center), and the overall data aggregation and consolidation at the corporate level;
- Review of the processes for gathering and consolidating the selected performance data related to identified material topics and, for a sample, checking the data consolidation in context under the Principle of Completeness as per VeriSustain.

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion and the process did not involve engagement with external stakeholders. Due to the outbreak of the COVID-19 pandemic worldwide, and the nationwide lockdown imposed by the Government of India, we carried out remote assessments as one-to-one discussions and onsite location audits were not feasible. **Based on our assessment, we are providing a moderate level of assurance as per DNV GL VeriSustain.**

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance of Infosys, the expenditure towards Corporate Social Responsibility ("CSR") activities of Infosys (through the Infosys Foundation India, Infosys Foundation USA and the Infosys Science Foundation) and other financial data are based on audited financial statements issued by the Company's statutory auditors which is subject to a separate audit process. We were not involved in the review of financial data from the Annual Report.

Opinion

On the basis of the verification undertaken, nothing came to our attention to suggest that the Report does not properly describe Infosys' sustainability performance including adherence to the Principles for Defining Report Content including GRI 102: General Disclosures 2016 and disclosures related to the following GRI Topic-specific Standards and related requirements as per GRI 103: Management Approach 2016, which have been chosen for reporting performance related to material topics identified by Infosys:

- GRI 201: Economic Performance 2016 – 201-1, 201-2, 201-3, 201-4;
- GRI 205: Anti-corruption 2016 – 205-1; 205-2, 205-3;
- GRI 302: Energy 2016 – 302-1, 302-2, 302-3, 302-4;
- GRI 303: Water 2018 – 303-3, 303-4, 303-5;
- GRI 305: Emissions 2016 – 305-1, 305-2, 305-3* 305-4, 305-5, 305-6, 305-7;
- GRI 306: Effluents and Waste 2016 – 306-2, 306-3, 306-4;
- GRI 307: Environmental Compliance 2016 – 307-1;
- GRI 401: Employment 2016 – 401-1, 401-2, 401-3;

- 01 Being a Live Enterprise
- 02 Being a responsible business
- 03 Being a partner to clients
- 04 Being a people company
- 05 Being a corporate citizen
- 06 Being an environmental steward
- 07 Being an ethically strong organization

08 Annexures

- Annexure 1
- Annexure 2
- Annexure 3
- Annexure 4
- Annexure 5

ANNEXURE 5

- GRI 403: Occupational Health and Safety 2018 – 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10;
- GRI 404: Training and Education 2016 – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 – 405-1, 405-2;
- GRI 406: Non-discrimination 2016 – 406-1;
- GRI 412: Human Rights Assessment 2016 - 412-1, 412-2, 412-3;
- GRI 418: Customer Privacy 2016 – 418-1;
- GRI 419: Socioeconomic Compliance 2016 – 419-1.

*Reporting is based on the relative materiality of Scope 3 categories identified by Infosys.

Observations

Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain and GRI:

Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders.

The Sustainability Council of Infosys has reviewed the list of material topics presented in its Sustainability Report 2018-19 and confirmed that there were no changes in its list of identified material topics considering the overall sustainability context and external environment.

Nothing has come to our attention to believe that the Report has not applied the Principle of Materiality or has missed out any known material topics considering the chosen boundaries of reporting.

Stakeholder Inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

The Sustainability Council has reviewed the formal and informal stakeholder engagement processes carried out by internal functions within the Company and validated and prioritized the key stakeholder concerns to be addressed as part on Infosys' sustainability management process.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report has brought out disclosures related to identified material topics including policies, strategies and management approach and key performance indicators that the Company has in place as part of its sustainability management process. The Report may further articulate medium- and long-term strategies and plans for sustainable development linked to its material topics and key changes in management strategies during the year.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

DNV·GL

The Report brings out the systems and processes related to aggregation and validation of qualitative and quantitative disclosures for sustainability reporting including calculations, methodologies and assumptions based on GRI's reporting requirements including the internal audits carried out by the management audit function. The majority of data and information verified by us in the remote audits were found to be fairly accurate and reliable; some of the minor data inaccuracies identified during the verification of the sample data sets were found to be attributable to transcription, interpretation and aggregation errors. These data inaccuracies have been communicated for correction and corrected and re-verified.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported?

In our opinion, the Report has applied GRI's Principle of Completeness as defined in GRI 101: Foundation 2016, in relation to coverage of material topics for its chosen reporting boundaries; however, Infosys may further strengthen its disclosures related to its supply chain in future reporting periods.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to the identified scope and boundary for the reporting period.


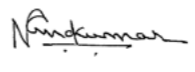
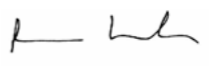
Neutrality

The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.

The Report brings out disclosures related to Infosys' sustainability performance and issues, including key concerns and challenges faced during the reporting period in a neutral tone in terms of content and presentation.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

For DNV GL Business Assurance India Private Limited

		
K V Raman Lead Verifier Sustainability Operations DNV GL Business Assurance India Private Limited, India.	Vadakepathth Nandkumar Head – Regional Sustainability Operations DNV GL Business Assurance India Private Limited, India.	Prasun Kundu Assurance Reviewer DNV GL Business Assurance India Private Limited, India.

05th June 2020, Bengaluru, India.

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