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Relevance

through

innovation

Sustainability Report 2012-13

Infosys®

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"The great challenge of the twenty-first century is to raise people everywhere to a decent standard of living while preserving as much of the rest of life as possible."

Edward O. Wilson
Biologist and author

Relevance through innovation

While innovation is at the heart of what we do at Infosys, sustainability remains a constant in all our winning solutions and services. These combined forces help us stay relevant in the markets in which we operate. We believe in responsible growth, which addresses the twin challenges of providing for environmental sustenance and conserving resources, while promoting efficiency. We work every day to create solutions and services that help our clients build tomorrow's sustainable enterprises. We will continue to collaborate with our stakeholders, both local and global, to promote this mandate in the years to come. The Infosys Sustainability Report 2012-13 documents our efforts over the fiscal year towards community welfare, resource efficiency and creating green solutions for our clients and partners.

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Contents

About the report

The Infosys Sustainability Report is published annually, and this is our sixth report. Our Sustainability Report provides an update on the responsible business practices across social, environmental and economic parameters in accordance with the GRI 3.1 framework for the year 2012-13.

Refer to the 'GRI reporting framework 3.1 – Content index' section in this report for more details.

We also publish the Business Responsibility Report, which is based on the nine principles enunciated in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business released by the Ministry of Corporate Affairs, Government of India. Our financial report, the Infosys Annual Report 2012-13 and the key aspects of our sustainability strategy are available on *www.infosys.com*. Our sustainability reporting framework fits the broader process of setting organizational strategy, implementing action plans, and assessing outcomes. We have self-declared the GRI application level at A+. We also seek external assurance for our Sustainability Report. Det Norske Veritas AS (DNV) is our external assessor and independent assurance provider. DNV has evaluated our report and has provided the assurance statement for the Application Level A+. GRI has also evaluated our application level and given us an A+ rating.

Refer to the 'GRI application level' and 'Independent assurance statement' sections in this report for more details.

The reporting boundary covers the Infosys group, including subsidiaries, on the social and economic parameters (unless otherwise stated). The scope for the environmental parameters includes all development centers located in India — about 90% of our workforce operates out of India-based locations. Our offices outside India are primarily leased facilities, and this limits our ability to own and implement environmental sustainability practices at these locations. The leased facilities account for an insignificant percentage of the Company's operations, and hence are not material to our sustainability initiatives. However, we are working on a phased implementation of our environmental sustainability practices across our locations worldwide.

About Infosys

Infosys Limited (NYSE : INFY) was started in 1981 by seven people with US $250. Today, we are a global leader in consulting, technology and outsourcing with revenues of US $7.398 billion. Many of the world's most successful organizations rely on us to deliver measurable business value. We provide business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise. Our services include management consulting, business process outsourcing, business application, Cloud, business IT services, mobility, engineering, and sustainability. We also have a wide range of products and platforms.

Refer to the 'Directors' report' section of our Annual Report for more details.

We pioneered the Global Delivery Model (GDM) based on the principle of taking work to the location where the best talent is available, where it makes the best economic sense, and with the least amount of acceptable risk. Continued leadership around GDM enables us to drive efficiencies and free up clients' resources for strategic transformation or innovation initiatives.

Our global footprint spans across 69 offices and 87 development centers in the U.S., India, China, Australia, Japan, Middle East, U.K., Germany, France, Switzerland, the Netherlands, Poland, Canada and many other countries. With the combined strength of 156,688 employees, we take pride in building strategic long-term client relationships. 96.5% of our revenues come from existing customers.

Refer to the 'Directors' report' section of our Annual Report for details on our subsidiaries and clients.

As part of our social contract with the community, we set up the Infosys Foundation in 1996 with a vision to benefit the underprivileged communities around us. The Infosys Science Foundation was set up as a not-for-profit trust in February 2009 by Infosys and some members of its Board, to recognize and inspire scientific research in India. The Foundation instituted the Infosys Prize, an annual award, to honor outstanding achievements of researchers and scientists.

Fast facts

Revenue :
US $7,398 million

Net income :
US $1,725 million

Market cap :
US $30,561 million

Total number of clients :
798

Global employee base representing :
100 countries

Total number of employees including subsidiaries :
156,688

Global presence :
94 cities in 35 countries

> *"We believe that partnerships are of great importance in the sustainability journey and we are fortunate to have found partners who share our commitment and encourage innovation. We will continue to build more such strong partnerships."*
>
> **S. Gopalakrishnan**
> *Executive Co-Chairman*

Executive Co-Chairman's message

At Infosys, sustainability is embedded in our everyday business. Our early efforts in incorporating the sustainability strategy as part of our business goals have helped us plan for a sustainable future. This flows from our vision carved out years ago, where sustainability was part of our PSPD (profitability, sustainability, predictability and de-risking) model.

As a company delivering business transformation solutions to our clients, innovation has been an integral part of our being and working. We have made a significant impact through innovation by furthering the cause of environmental and social sustainability. From building radiant-cooled structures to experimenting with new technologies for extracting fuel from plastic, we have always pushed the envelope to find sustainable solutions for our clients' businesses and for our own. This has reflected in the appreciation we have received from our clients and partners as well as industry bodies, media and analysts.

Using our expertise in software technology, we have devised systems that can efficiently monitor our energy consumption, making it easier for us to identify opportunities for reduction and ensure faster implementation.

We believe that partnerships are of great importance in the sustainability journey and we are fortunate to have found partners who share our commitment to sustainability and encourage innovation. With one such partner, we are building low-cost energy-monitoring devices for households. With each such breakthrough, we become more inspired to come up with ideas that would facilitate resource conservation and benefit society. To reap the benefits of scale and have a bigger impact on the overall environment, we will continue to build more such strong partnerships.

Our sustainability movement has gone beyond our campuses and as a responsible corporation, we have always looked to align our interests with those of the larger community around us. In whichever geography we operate, and however small the size of our team there, our employees make it a point to reach out and serve the local community. At the organizational level, the Infosys Foundation continues to expand its reach and make a difference by empowering people and communities, and improving opportunities and standards of living. We are happy that within five years of laying down our Sustainability Policy, we have been able to show some concrete results.

What businesses like ours do over the next decade or so will determine how close we can get to our goal of creating a sustainable planet. Our targets must be aggressive, our actions focused. We have been working with business and government leaders to build sustainable models of industry and governance. With other technology companies like ours, we are seizing every opportunity to work with public policy makers to put the necessary regulatory and fiscal frameworks in place.

At our headquarters in Bangalore, we have been able to introduce several amenities for the civic society by engaging with policy-making agencies. This is a model we seek to replicate in other centers of our operations as well.

Today, we can say proudly that there is a better understanding of the links between the environment and the economy. There is also a concerted effort at thinking out of the box and looking at new approaches to existing problems.

We are ready to take on new challenges and stride confidently towards meeting our sustainability goals.

Being relevant through innovation – Impetus for sustainability

The spirit of innovation has been an inseparable part of the Infosys journey across three decades.

Increasingly, governments and societies are pushing corporations to comply with sustainable business rules and regulations. A growing expectation is that a business must make itself sustainable — financially, socially and environmentally. Companies are realizing that investing in sustainability results in higher revenue and productivity, in addition to the obvious benefits to the world in which we live. Infosys has been a leader in designing innovative solutions that bring considerable environmental benefits to clients while ensuring a rapid rise in their productivity and profit margins.

Using our domain expertise in Cloud computing, we have been providing infrastructure transformation solutions to our clients, bringing in tangible benefits across IT operations, business processes, products, services, and markets — and making our clients' businesses environmentally sustainable at the same time.

Energy conservation is now not only a social goal for companies, but also a business goal, particularly for large companies like Infosys. Spurred by our goal of becoming carbon neutral by 2017, we have used innovative and cutting-edge solutions to tackle resource conservation across our campuses.

Every year, our researchers at Infosys Labs make new breakthroughs and secure patents for their innovations, focused on helping our clients build tomorrow's enterprise. Today, we have built an innovation ecosystem, with more than 500 patents being filed for approval in the U.S., India and elsewhere.

In 2010-11, we identified seven definitive trends for the future of business, and since then, our innovation efforts have been aimed at helping our clients reap the best advantage of these trends. Through our Edge suite of products and platforms, we participate in areas like mobility, new commerce and digital marketing, where some of the biggest innovations are taking place today. We have made money transfers easy for the unbanked millions through our WalletEdge solution.

As a company with well-defined sustainability goals, we spend a considerable part of our innovation capital in designing environmentally profitable solutions for our clients and ourselves. The intelligent buildings on our campuses and our green product lifecycle management solutions are examples of just that. We have won several awards for putting our green innovations into practice.

In September 2012, *Forbes* ranked us 19th among the most innovative companies in the world. We have instituted a US $100 million fund to invest in innovative ideas to support our strategic objective of creating an ecosystem for the best minds to come and join us in this great innovation journey.

Refer to our Annual Report for more detailed information on 'Being relevant through innovation'

Refer to the 'Social contract', 'Resource intensity' and 'Green innovation' sections in this report for more details on our sustainability accomplishments and activities.

"If we all did the things we are capable of, we would astound ourselves."

Thomas Alva Edison
Scientist and inventor

Awards and accolades

We have been recognized and honored by leading publications and industry bodies for the work we have done with our clients and partners in fiscal 2013. We were:

- Ranked 19th in *Forbes* magazine's survey of innovative companies based on an 'innovation premium' principle of stock market valuation
- Ranked first globally for our corporate governance practices by IR Global Rankings (IRGR)
- Accorded the top position in the National Council for Work Experience (NCWE) Awards 2013, making us one of the U.K.'s best internship providers
- Recognized as one of the 'Achievers 50 Most Engaged Workplaces™' in the U.S.

We are regularly rated by global industry analysts as a leader in key services and solutions across domains.

Refer to the 'Awards and recognition' section, 'Directors' report' section, of our Annual Report for more details.

We became the first Indian IT company to trade on the NYSE Euronext London, on February 20, 2013. This was NYSE Euronext's first dual listing of an Indian company, and the first time an NYSE-listed company executive rung the opening bell at NYSE Euronext's European division and the closing bell at the NYSE on the same day.

We were also fêted with several regional awards for our sustainability efforts across our campuses.

Development center-level recognitions

Bangalore

- Best Ornamental Garden – Republic Day Horticultural Show, January 2013 and Independence Day Horticultural Show, August 2012 conducted by the Mysore Horticultural Society

Chennai

- GRIHA Five Star ratings for our SDB-7 and -8 buildings in the Mahindra City campus

Hyderabad

- 'Best Green IT Company' award at the 20th Annual ITSAP Awards in April 2012
- First Prize at the Garden Festival organized by the Horticultural Department, Government of Andhra Pradesh, January 1–5, 2013
- GRIHA Five Star ratings for our SDB-1 building in the Pocharam campus

- GRIHA Exemplary Performance award 2012 in water management for our Pocharam campus
- Emerson Cup 2012 in the category of New Building for the SDB-1 building in the Pocharam campus

Jaipur

- First prize for Energy Conservation at the National Energy Conservation Awards 2012 in the BPO Building category by the Ministry of Power, Government of India

Mysore

- First prize for 'Excellence in Environment, Health & Safety (EHS)' under the sector, 'Office / Software / Service', in March 2013 by CII, Southern region
- Certificate of commendation for our contribution in EHS across all industry verticals by CII, Southern region
- Award for solid waste management by CII at the ICON SWM conference
- Emerson Cup 2012 in the category of Retrofit Building for the Mysore Global Education Center-1 building

Pune

- Second prize in the Office Building sector (Building 6 and 8 in phase I) at the National Energy Conservation Awards, 2012
- Certificate of merit in the BPO Building sector (Infosys BPO building-1 in phase II) at the National Energy Conservation Awards, 2012

Landscaping awards

Category of award	Prize
Roadside and Divider Plantation	1st Prize
Garden 2.5 Acre and Larger	1st Prize
Tree-Plantation, Transplantation and conservation	1st Prize
Maximum Award Winner in the Garden Category (IT Sector)	1st Prize
Maximum Award Winner in the Tree-Plantation, Transplantation and Conservation category (Planted over 250 indigenous plants)	1st Prize
Fountain Landscaping	2nd Prize

Thiruvananthapuram

- Leadership in Energy and Environmental Design (LEED) Platinum rating for our Software Development Block-2 (SDB) building.

Sustainability – Strategy and governance

We understand our responsibility in honoring the expectations of our immediate stakeholders and an extended set of stakeholders including local communities, social organizations and the communities around us.

Our vision, mission and values

Vision: We will be a globally respected corporation.

Mission: Strategic partnerships for Building Tomorrow's Enterprise.

Values: The values that drive us underscore our commitment and is encapsulated in what we have termed as C-LIFE.

C-LIFE

Client value: To surpass client expectations consistently

Leadership by example: To set standards in our business and transactions and be an exemplar for the industry and ourselves

Integrity and transparency: To be ethical, sincere and open in all our transactions

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

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

As part of our strategy of Building Tomorrow's Enterprise (BTE), we have identified seven key trends, which will see large-scale growth. These include Digital consumers, New commerce, Sustainable tomorrow, Healthcare economy, Smarter organizations, Emerging economies, and Pervasive computing. Sustainable tomorrow has become more important than ever to the goal of building businesses of the future for our clients.

For us, sustainability has been at the core of our business philosophy — Predictability, Sustainability, Profitability and De-risking (PSPD). This has been the underlying and overarching aspect of every business decision that we have made over the past three decades. We are also supported by effective governance, a strong risk management framework, and our core values that are the bedrock of our sustainability agenda.

All of our existing campuses are situated on government-approved land (industrial zones) to ensure that there is minimal impact on the communities and the environment around our campuses.

Corporate governance

The Board of Directors is at the core of our corporate governance practice and oversees how the Management serves and protects the long-term interests of all our stakeholders. We believe that an active, well-informed and independent Board is necessary to ensure the highest standards of corporate governance. Our Board exercises its fiduciary responsibilities in the widest sense of the term. The Corporate Goals are cascaded through the organization through a Balanced Score Card approach that includes five goal areas — financial, operational, client and market, talent, and sustainability. Our sustainability goals include becoming carbon neutral by 2017. Our actions against these goals are reviewed every quarter by the CEO.

Our corporate governance philosophy is based on the following principles:

- Corporate governance standards should go beyond the law and satisfy the spirit of the law, not just the letter of the law.
- When in doubt, disclose. Ensure transparency and maintain a high level of disclosure.
- Clearly distinguish between personal conveniences and corporate resources
- Communicate externally, and truthfully about how the Company is run internally
- Comply with the laws of all the countries in which we operate
- Have a simple and transparent corporate structure driven solely by business needs
- The Management is the trustee of the shareholders' capital and not the owner

As at March 31, 2013, the majority of our Board members — eight out of 14 — are independent directors. Further, we have audit, compensation, investor grievance, nominations and risk management committees, which comprise independent directors. As part of our commitment to following global best practices, we comply with the Euro shareholders Corporate Governance Guidelines, 2000, and the recommendations of the Conference Board Commission on Public Trusts and Private Enterprises in the U.S. We also adhere to the United Nations Global Compact (UNGC) principles. Further, a note on our compliance with the corporate governance guidelines of six countries (Australia, Canada, France, Germany, Japan and the U.K.) in their national languages is available on our website, *www.infosys.com*.

As part of our corporate governance guidelines, we do not fund political parties or use the services of lobbyists for self-promotion.

Our corporate governance practices have consistently got us the highest ratings from bodies like CRISIL and ICRA.

Refer to the 'Corporate governance report' section of our Annual Report for more details.

Risk management

Enterprise Risk Management (ERM) at Infosys encompasses practices relating to identification, assessment, monitoring and mitigation of various risks to key business objectives. Our ERM framework seeks to minimize the adverse impact of risks on our key business objectives and to enable the Company to leverage market opportunities effectively. The corporate scorecard enunciates our key business objectives through a set of specific goals to be achieved in the short term and strategic goals aimed at achieving our aspirations in the medium term. Our strategic objectives are aligned to international governance frameworks and standards for business sustainability.

We have a multi-horizon strategy planning process that includes long-term, mid-term and short-term, and is revalidated on an annual basis. The business objectives span across four performance dimensions – financial, clients and markets, operational excellence and global talent and leadership, and balance between the short and the medium term. The corporate performance is measured, monitored and managed on an ongoing basis.

Refer to the 'Risk management report' section of our Annual Report for more details.

Opportunities and threats

We believe our competitive strengths include leadership in delivering value that enables our clients to improve business results and optimize business efficiency. We have honed our Global Delivery Model to ensure our commitment to quality and process execution. This has resulted in building a strong brand and long-standing client relationships, retaining the status as an employer of choice, and the ability to scale and innovate.

Refer to the 'Opportunities and threats' section, 'Management's discussion and analysis' chapter of our Annual Report for more details.

Outlook, risks and concerns

We keenly analyze macroeconomic trends across the globe and evaluate their probable influence and impact on our business sustainability. These are outlined in the '*Outlook, risks and concerns*' section, '*Management's discussion and analysis*' chapter of our *Annual report*.

Code of Conduct

The Code of Conduct is intended to establish and clarify standards on ethical behavior in the organization. The Code promotes honest and ethical conduct, and a safe and secure workplace free from discrimination. It articulates compliance with applicable laws of the land, promoting free and fair competition and minimizing conflicts of interest.

The Code of conduct also includes an anti-corruption and anti-bribery policies and stringent norms for the protection of confidentiality of Company information. Demonstrating our commitment to the business ecosystem, the code of conduct also includes responsibilities to our suppliers and customers. The Code of Conduct, together with a strong grievance redressal process and a Whistleblower Policy, forms the bedrock of the organization's governance mechanism.

The Whistleblower Policy and the Infosys code of conduct are available on our website www.infosys.com

Brand promise

The Infosys brand is a key intangible asset of the Company. Our brand promise — Building Tomorrow's Enterprise — communicates the value we bring to our clients. It is the expression of how we provide insight on what's ahead and then partner with clients to help them transform and thrive in a changing world. We do this by uncovering opportunities for innovation-led growth through strategic consulting and co-creating disruptive solutions. We then enable clients to sustain that advantage with smarter operations. It is the unfailing delivery of our brand promise that makes us the right technology partner for clients, from over 30 countries. Leading publications and independent industry bodies have recognized the Infosys brand.

Influencing sustainable growth

We participate actively in many national and international forums to not only share our practices, but to learn from the best to strengthen our sustainability practices across businesses. We have partnerships with the Confederation of Indian Industry (CII), the Institute of Directors, the Ministry of Finance – Government of India, and other stakeholders. We comply with various codes, including the Euroshareholders Corporate Governance Guidelines 2000, the guidelines of the Conference Board Commission on Public Trusts and Private Enterprises in the U.S., the UN Global Compact (UNGC) program, and the OECD Principles of Corporate Governance. This allows us to continuously benchmark our efforts and contribute to raising the bar in corporate governance.

Our Executive Co-Chairman, S. Gopalakrishnan, has been recently appointed as the President of the CII for 2013-14. We were the first Information and Communications Technology (ICT) company in India to take up the carbon-neutrality goal, in an effort to make carbon accounting and carbon footprint reduction more acceptable and popular among industries, not just in the developing world, but across the globe. We made a voluntary commitment at the United Nations in 2007 to become carbon-neutral in our Indian operations by the end of 2017. We develop sustainable solutions to reduce the carbon footprint of our clients, combining sustainability with engineering to develop green products and services. We are working on quantifying our climate change risks and opportunities in monetary terms and this information will be available in our report in the future.

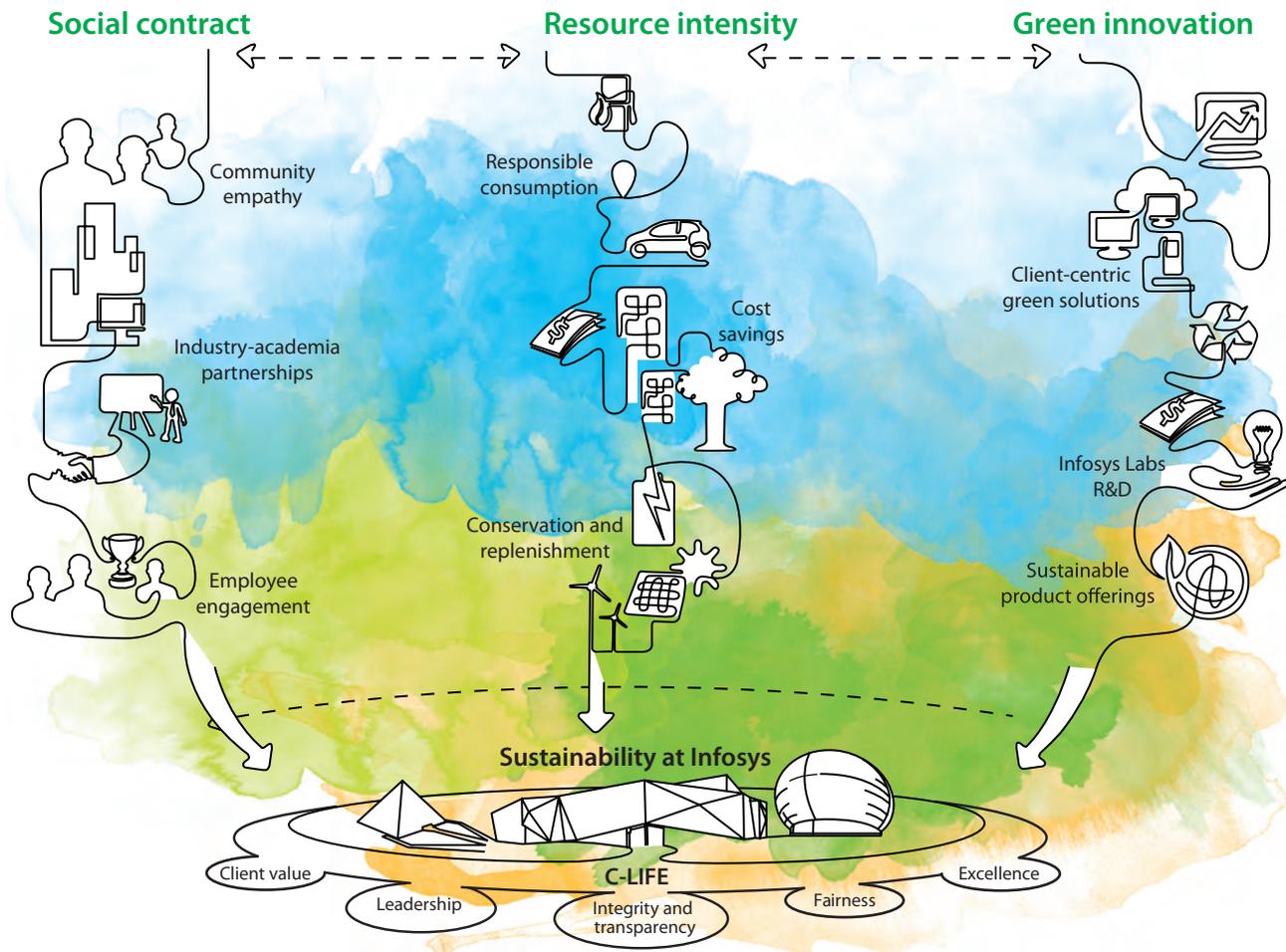*Refer to the 'Resource intensity' and 'Green innovation' sections in this report for more details.*

We invest in educational programs that influence and raise the aspirations of the student community across the globe. We have been engaged in the after-school science, technology, engineering and math (STEM) program, an initiative by the New York Academy of Sciences, through the Infosys USA Foundation and the SPARK program in India. The SPARK program engages students across age groups, and encourages them to dream big. Our programs like Campus Connect and Project Genesis are designed to make today's youth aware of developments in the corporate sector and about the latest trends in information technology. These programs address the critical competencies required to be confident, to understand key concepts better, and to apply these in the context of a problem to help young people progress in their careers.

Refer to the 'Social contract' section in this report for more details.

Our focus

Sustainability is not an option but a business imperative for us. We have always followed a sustainable approach to business and have helped our clients conduct their business in a sustainable manner. We look at sustainable practices as an opportunity to apply our core strengths for social good, and to constantly innovate to create winning solutions.

We are aware that growth is inextricably linked to the well-being of our ecosystem comprising employees, business partners, local communities and the environment. We drafted our sustainability policy in the year 2009, which guides our sustainability actions.

Social contract

Community empathy

Industry-academia partnerships

Employee engagement

Resource intensity

Responsible consumption

Cost savings

Conservation and replenishment

Green innovation

Client-centric green solutions

Infosys Labs R&D

Sustainable product offerings

Sustainability at Infosys

C-LIFE

Client value

Leadership

Integrity and transparency

Fairness

Excellence

Our sustainability policy guides our interactions with stakeholders, and influences our day-to-day activities. As a responsible corporate citizen, we collaborate with clients and governments to develop sustainable solutions and governance frameworks.

Strong corporate governance — focused on providing business value while enhancing the long-term competitive advantage of the company and ensuring results on the triple-bottom line — is the cornerstone of our sustainability strategy.

Our sustainability agenda focuses on three themes — Social contract, Resource intensity and Green innovation.
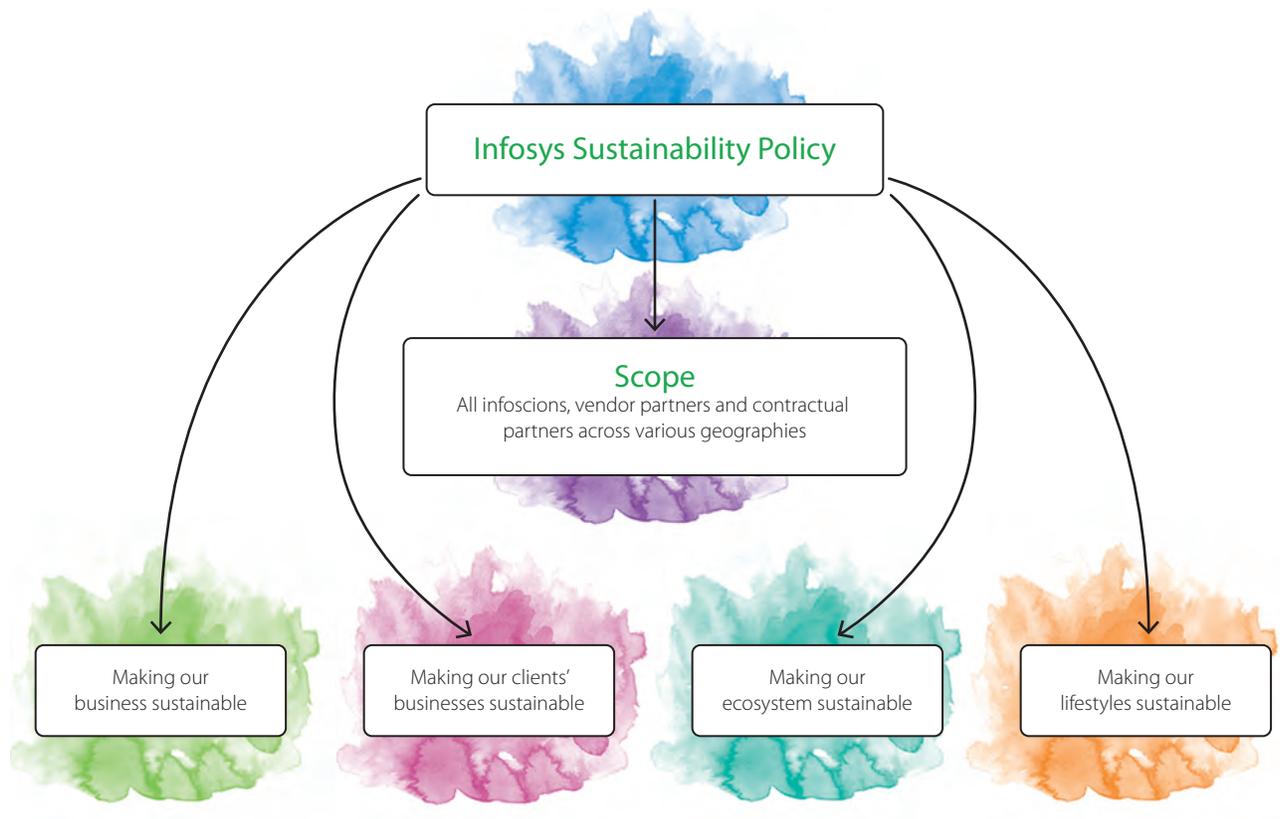
Social contract

Enterprises have an extended set of stakeholders today — local communities, social organizations and society. These stakeholders have the potential to influence the future of business. These stakeholders have ethical, social and environmental expectations that extend beyond financial goals and legal requirements. We believe that these social covenants are fundamental to nurturing stakeholder trust and ensuring business continuity and form the basis of our contract with society.

Resource intensity

In the face of accelerated depletion of natural resources, incremental increases in resource efficiencies are not sufficient, and beyond a point, optimization gets prohibitively expensive. Resource intensity is about doing far more with far less. We constantly look at transformational ways to de-intensify and achieve the same or better outcomes, using fewer resources.

Green innovation

Business imperatives such as environmental sustenance and resource conservation are providing new opportunities for enterprises to innovate and spur business growth. Green innovation for us is about addressing sustainability challenges through innovation, differentiation, driving efficiencies and creating new avenues for growth for our stakeholders.

Infosys Sustainability Policy

Scope
All infoscions, vendor partners and contractual partners across various geographies

Making our business sustainable

Making our clients' businesses sustainable

Making our ecosystem sustainable

Making our lifestyles sustainable

Materiality determination and stakeholder inclusivity

Traditionally, materiality in financial parlance was commonly thought of as a threshold for influencing the economic decisions of those using an organization's financial statements — investors in particular. Today, materiality for business sustainability is concerned with a wider range of impacts and stakeholders considering economic, environmental, and social categories of business.

Our kind of business consists of IT services that help in identifying business transformation opportunities for clients, providing consultancy to leverage these opportunities, and delivering value-based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing.

Our materiality is derived from multiple sources, such as our strategic planning cycle, evolving regulatory requirements, feedback received on sustainability disclosures, assessments, and audits.

Our Annual Strategic Planning Cycle, called STRAP, is a mega event with multiple sessions and activities bringing together senior leaders of our Company. These leaders from various units deliberate on our

vision and strategy, evaluate the happenings from the concluded year, and plan strategic initiatives that have to be taken up for the next year. During the strategy sessions, all sources of information — both internal and external perspectives such as Customer Satisfaction Surveys (CSAT), Employee Satisfaction Surveys (ESAT), Vendor Satisfaction Surveys (VSAT) etc., are analyzed and discussed.

We also study various regulatory requirements that can affect our business in the long run. In addition, we participate in many assessments such as Dow Jones Sustainability Index, CII-ITC Sustainability Awards, and Oekom that help us benchmark our practices and learn from other practitioners.

Based on the above interventions, we derive and list down our material aspects / themes and corresponding action items under economic, environmental, and social categories. Key topics and concerns raised by our stakeholders are recorded and analyzed. These entities are significant influencers and are taken into account while defining our sustainability strategy.

The following is the materiality evaluation matrix:
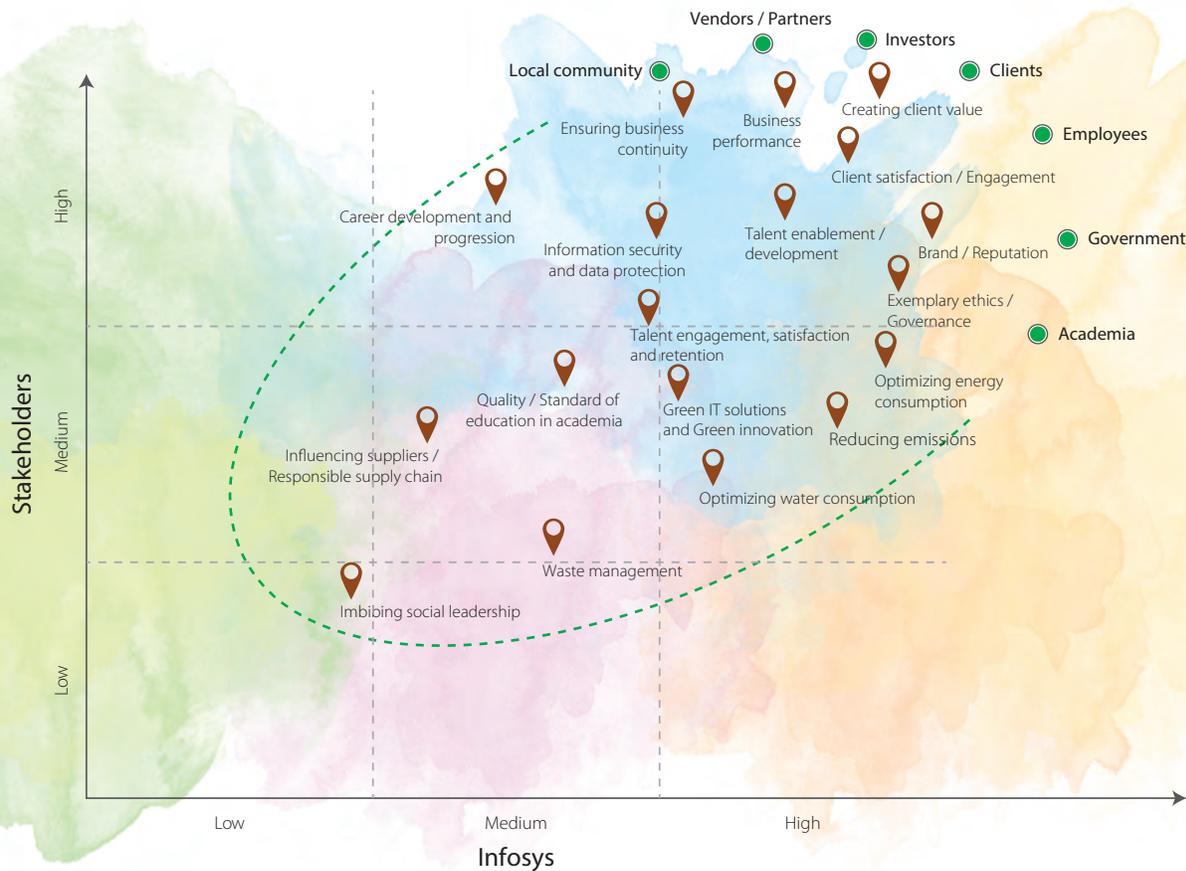
Engaging stakeholders

Our vision is to earn global respect from all our stakeholders. Engaging with stakeholders is central to our approach for determining materiality. Earning respect from our stakeholders therefore means understanding what is critical and material to each of them and addressing their needs in a balanced way.

Over the years, we have observed the following stakeholders of high importance to us :

• Clients

• Employees

• Investors

• Vendors / Partners

• Governments

• Academia

• Local communities

While we have defined channels, forums and platforms for engaging with our key stakeholders on a periodic basis, we have also streamlined the engagement through identified owners within the organization.

This has been done to ensure that the stated engagement targets are met by these owners. The engagement performance is measured and calibrated to ensure that stated engagement targets are met.

The following table provides details on the key stakeholders, the engagement channels and forums, and the respective internal owners:

Key stakeholders	Engagement mode and frequency	Internal departments
Clients	• Request for proposals [7] • Client visits and meetings [7] • Sustainability portal on our website, www.infosys.com [1] • Mailers [3], [5], [6] and [7] • Newsletters [2], [3] and [6] • Brochures [7] • Social media [7] • Customer satisfaction surveys [1] • Annual customer leadership meets [1]	• Sales • Pre-sales • Quality • Delivery • Corporate Marketing
Employees	• Employee satisfaction survey [1] • Voice of Youth forum [4], [6] and [7] • Employee affinity networks [4], [6] and [7] • Grievance redressal board [4] • HRD blog, 'Ask Shibu' blog Leaders' blogs [2] • Inclusivity survey [1] • Development Centers (DCs) engagement initiatives [7] • Bulletin boards [6] and [7] • Our corporate television channel, InfyTV [4], [6] and [7] • Our intranet, Sparsh [4], [6] and [7] • Sustainability portal on our website, www.infosys.com [2] • Mailers [4], [5], [6] and [7] • Eco clubs [7] • Employee committees [6] and [7]	• Employee clubs • HRD • Delivery • Communication Design Group • Internal Systems
Investors	• Analyst meets [1], [2] and [7] • Analyst briefings [1], [2] and [7] • Quarterly results [2] • Annual General Meeting with our shareholders [1] • Sustainability Report [1] • Financial reports [1] and [2] • SEC filings [5] • Press releases [1], [2], [6] and [7] • Social media [7] • Investor relations surveys [1]	• Finance • Company Secretary • Corporate Marketing • Communication Design Group
Government	• Memberships in global associations [7] • Press releases [7] • Annual Report and quarterly reports [1], [2] and [5] • Form-20F filed with the SEC [1], [2], [5] and [7] • Engaging with governments and global forums [7] • Award applications [4] and [7] • Various government submissions [4], [5] and [7] • Infosys blogs [6] and [7] • Media releases and reports [1], [2], [4], [5], [6] and [7]	• Legal • Facilities • Corporate Marketing
Academia	• Discussion with academic institutions [7] • Participation in events involving academia [7] • Curriculum enhancement programs [1] and [7] • Case studies [7] • Global internship programs (InStep) [1] and [7] • Fellowships [4] and [7] • White papers [6] and [7] • Joint R&D projects [7]	• Education & Research • Corporate Planning

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

Key stakeholders	Engagement mode and frequency	Internal departments
Vendors / Alliance partners	• Partner meets [1] • Procurement policy and vendor selection process [1] and [7] • Event brochures [7] • Vendor satisfaction surveys [1] • Vendor review meetings and awareness sessions [1]	• Purchase • Personnel • Computers and Communications Division • Facilities
Local community	• Site visits [6] and [7] • Interviews with local NGOs and community representatives [6] and [7] • Sustainability portal on our website, *www.infosys.com* [1] • Meetings with associations / NGOs [6] and [7] • Local community meetings [6] and [7] • Press releases [2] and [7] • Social media [6] and [7] • Our website, *www.infosys.com* [7]	• Education & Research • Infosys Foundation • Corporate Marketing

[1] *Annual*   [2] *Quarterly*   [3] *Monthly*   [4] *Trigger-based*   [5] *Regulatory compliance-based*   [6] *Targeted*   [7] *Need-based communication*

We review our stakeholder engagement processes once every year depending on the requirements.

Collating actions

We select and collate the information on improvement actions and future commitments taken for material aspects identified through our annual strategy meet – STRAP, regulatory requirements and the feedback from audits / assessments. We also revisit the list of corresponding reporting indicators under these aspects for finalizing our actions and goals.

Monitoring and writing the report

We measure, monitor and verify the information on these aspects and corresponding indicators through existing processes and mechanisms. We finally decide the theme / storyline of the report with the help of various stakeholders to ensure that our report reflects our commitment to continuously raise the bar, explore new opportunities and shape new endeavors. Our Sustainability Report undergoes an external verification from our independent assurance provider Det Norske Veritas AS (DNV) and a Global Reporting Initiative (GRI) Application level check.

Sustainability at Infosys — At a glance

Economic performance
IFRS Consolidated (in US$ million)
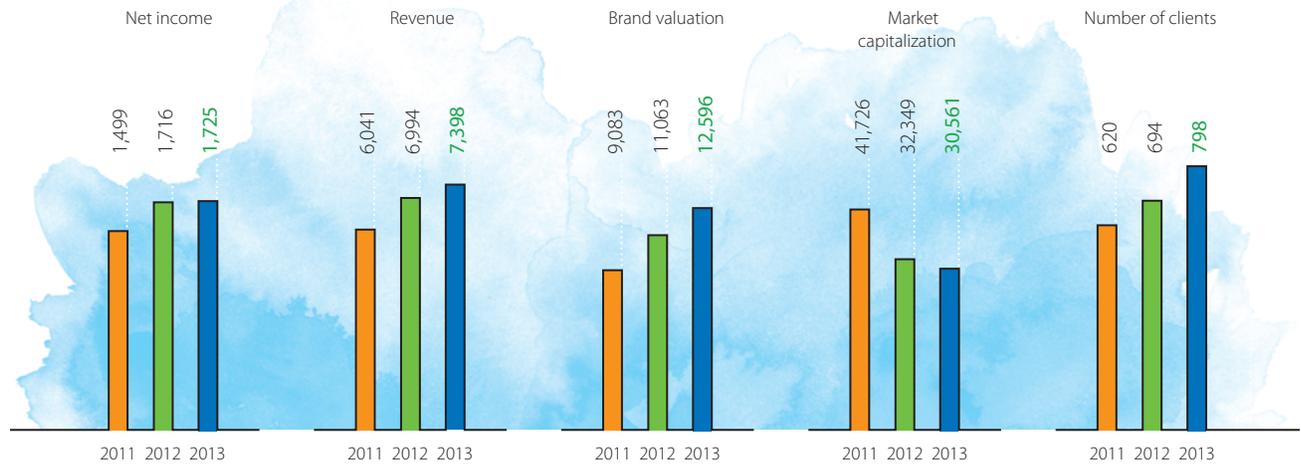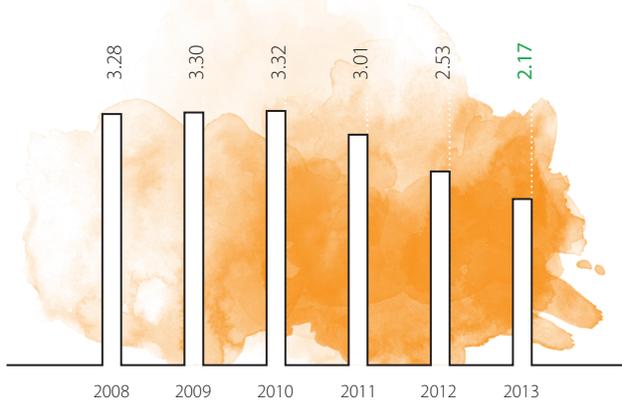
Net income	Revenue	Brand valuation	Market capitalization	Number of clients
1,499 / 1,716 / 1,725	6,041 / 6,994 / 7,398	9,083 / 11,063 / 12,596	41,726 / 32,349 / 30,561	620 / 694 / 798

2011 2012 2013   2011 2012 2013   2011 2012 2013   2011 2012 2013   2011 2012 2013

Water consumption in KL
(Per capita per month)

2008	2009	2010	2011	2012	2013
3.28	3.30	3.32	3.01	2.53	2.17

Electricity consumption in kWh
(Per capita per month)

2008	2009	2010	2011	2012	2013
296.5	266.5	246.2	229.5	199.6	178.3

GHG emissions
Per capita per year in MT (CO2 e)

2008	2009	2010	2011	2012	2013
2.84	2.52	2.33	2.05	1.55	1.32
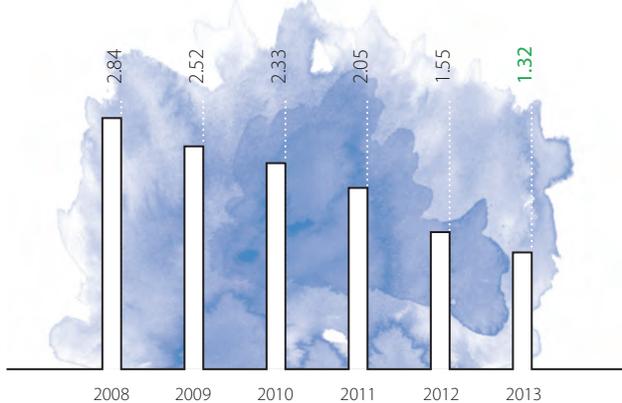
Average training days
(No. of Employees per day)

	Associate	Middle	Senior	Top
2011	22.08	3.01	2.18	0.61
2012	24.17	2.86	2.18	0.31
2013	14.76	3.74	2.34	0.97

■ 2011   ■ 2012   ■ 2013
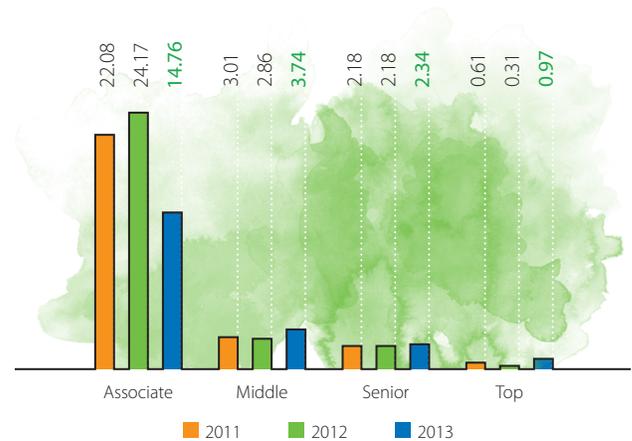
We launched a special loan scheme of **US $917** for India-based differently-abled employees to purchase life-enhancing products / gadgets

We set up **InFLUENCE** (Infosys Framework for Learning Using External Community Engagement) to recognize the volunteering efforts of our employees

The Parishudh initiative of the Infosys Foundation benefited **11,000** families and **60** schools in **6** districts of Karnataka

Infosys Foundation in the U.S. donated **US $30,000** to the New Jersey Relief Fund to help victims of Superstorm Sandy

A record **50** community service projects were completed in **24** hours between March 8 and March 9, 2013, by the volunteers of Sneham, the Chennai CSR wing

Over **23,000** employees made use of consultations, health checks and wellness sessions during the HALE Health Week in February, 2013
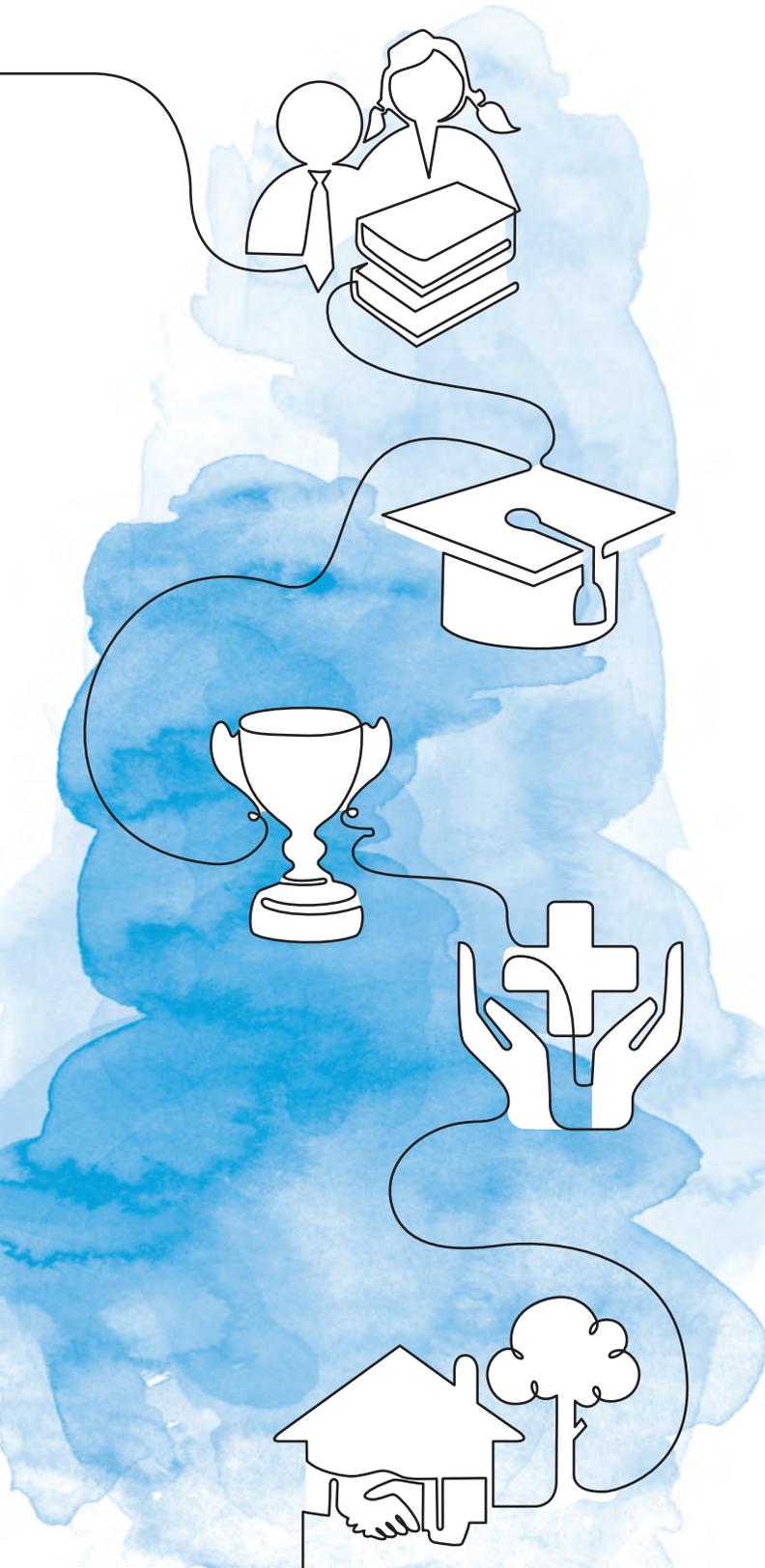
> *"Nurturing the spirit of volunteerism and community development forms a part of our core commitment at Infosys. One of the cornerstones of our social contract philosophy is to work for the benefit of society around us and to provide improved opportunities for our employees, and our supply chain members."*

Srikantan Moorthy
Group Head, Human Resources Development

Our commitment to social contract

Our most valuable assets are our employees. We value their contribution towards making our world a better place to live in through their ideas and actions. Hence, we believe that for a company to be successful and socially responsible, the human resources department has to stay relevant to the needs and motivations of its employees. At this important juncture in our journey towards Building Tomorrow's Enterprise, our focus continues to be on strengthening and upholding employee engagement.

We have introduced many innovations over the years in our effort to build a vibrant workplace. One such innovative channel has been InfyRadio, India's first corporate radio station. Thousands of employees tune in to InfyRadio every day and appreciate the information and entertainment it offers. In a study that we conducted, we found that listening to InfyRadio helps our employees relax, improves their focus, and increases their performance at work. Several employee engagement activities including employee volunteerism is promoted widely using this and other such innovative channels of effective communication.

In 2013, we set up InFLUENCE (Infosys Framework for learning using external community engagement), a framework to recognize employees' volunteering effort and to develop their social empathy. We realized that employees were unobtrusively volunteering their time in organization-led and or employee-led social welfare projects in their free time. Through InFLUENCE, employees can now get additional learning credits under the Competency Development Program 3.0 learning framework for their volunteering efforts. We plan to roll out InFLUENCE across the organization in fiscal 2014.

Nurturing the spirit of volunteerism and community development forms a part of our core commitment at Infosys. In addition to the Infosys Foundation and organization-supported projects in the field of education, such as Campus Connect and SPARK, several other initiatives are being led by our employee volunteer groups across the globe. One of the cornerstones of our social contract philosophy is to work for the benefit of society around us and to provide improved opportunities for our employees, and our supply chain members.

While we proactively support volunteerism, we provide rich and innovative platforms that allow our employees to share their ideas and thoughts on aspects related to organizational development. We believe this collaboration and idea-sharing promotes the spirit of learning, and growing together furthers the mandate for change.

As a signatory to the United Nations Global Compact (UNGC), we created a Human Rights Statement, which explains our policies and practices for our employees worldwide. The OHSAS 18001 certification across most of our Indian campuses was a step to ensure that we collaborate with our employees to pay stringent attention to occupational health and safety. We also treat all our stakeholders with respect and dignity, and in turn, earn their respect. We are committed to respecting and supporting the fundamental principles contained in the Universal Declaration of Human Rights. Our commitment to human rights stems from the belief that as an organization, our actions must have a positive impact on our tomorrow.

Our vision is to be a globally respected corporation. We strive to percolate our core values to all our stakeholders across the organization, and to promote high performance at all levels. We made internal job openings more transparent and accessible to employees to help drive and support their career plans within the organization. To create a high-performance work culture, we require empathy, which helps us to provide critical and timely feedback to our talented employees, to celebrate their success and thereby encourage their team's, unit's and the Company's progress. We therefore guide our managers to function as enablers to provide a harmonious environment that facilitates continuous learning and career development.

Instilling a sense of individual and collective pride in everything we do takes us a step further in attaining the most difficult of goals. Creating tomorrow's workplace, a smart workplace where employees work as one to achieve a common dream, is a demanding but exhilarating task. We, at Infosys, are listening and bringing in innovation to the workplace.

Economic sustainability

We continued to make progress on our economic, environmental and social performance this fiscal year aiming at long-term sustainability.

Financial performance

A snapshot of our financial performance in fiscal 2013 is as follows:

in US$ million

Particular	2013
Direct economic value generated	
Revenues	7,398
Other income	433
Economic value distributed	
Operating costs	5,489
Employee wages and benefits (included in the above operating costs head)	4,139
Payments to providers of capital	489
Payments to governments (total taxes paid)	1,161
Community investments (contribution to Infosys Foundation)	2
Economic value retained (calculated as Economic value generated less Economic value distributed)	690

Refer to our Annual Report and Form-20F for more details.

Developments that have a material impact either on financial performance or reputation are disclosed in quarterly filings in the 6K and 20F filings available on our website *http://www.infosys.com/investors/reports-filings/annual-report/form20f/Documents/form20F-2013.pdf*

Refer to page 63 of our Annual Report for information on contingent liabilities and commitments.

Financial assistance received from the government of India

Tax credit

We have benefited from certain tax incentives that the Government of India had provided to the export of software from specially designated software technology parks (STPs) in India and we continue to benefit from certain tax incentives for facilities set up under the Special Economic Zones Act, 2005. However, the tax incentives provided by the Government of India for STPs have expired, and all of our STP units are now taxable.

In the Finance Act, 2005, the Government of India introduced a separate tax holiday scheme for units set up under designated Special Economic Zones (SEZs) engaged in manufacturing articles or in provision of services. Under this scheme, units in designated SEZs which begin providing services on or after April 1, 2005, will be eligible for a deduction of 100% of profits or gains derived from the export of software or services for the first five years from commencement of provision of software or services and 50% of such profits or gains for the following five years. Certain tax benefits are also available for five additional years subject to the unit meeting defined conditions.

As a result of these tax incentives, a portion of our pre-tax income has not been subject to tax in recent years.

R&D deduction

During the year ended March 31, 2013, the Company received weighted tax deduction on eligible research and development expenditures based on the approval received from the Department of Scientific and Industrial Research (DSIR) for Finacle™ and Infosys Labs. The weighted tax deduction is equal to 200% of such expenditures incurred during the year ended March 31, 2013.

Nurturing talent

Technologies, products and strategies can be replicated, but it is employees who enable a company to innovate, differentiate and succeed. Comprising highly talented individuals from various parts of the globe, our workforce is vital to our success. In our continuous endeavor to attract and retain top talent, we have built robust talent management programs for recruitment, development and retention. We foster the culture of inclusivity and diversity at the workplace.

Our employees, our assets

The total number of our employees globally stands at 156,688 as on March 31, 2013, covering over 100 nationalities. Our employee base comprises 34% women.

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

Region	As on March 31, 2013			As on March 31, 2012			As on March 31, 2011		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	92,887	47,579	140,466	89,915	47,351	137,266	80,320	40,558	120,878
APAC	3,140	2,721	5,861	2,932	2,346	5,278	2,322	1,650	3,972
Americas	4,409	1,573	5,982	3,425	1,124	4,549	2,810	876	3,686
EMEA	2,557	1,822	4,379	1,570	1,331	2,901	1,152	1,132	2,284
Total	102,993	53,695	156,688	97,842	52,152	149,994	86,604	44,216	130,820

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

Role-wise distribution	As on March 31, 2013			As on March 31, 2012			As on March 31, 2011		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	43,124	33,248	76,372	45,994	34,237	80,231	41,789	29,240	71,029
Middle	40,746	17,251	57,997	35,357	15,325	50,682	30,290	12,860	43,150
Senior	17,765	2,916	20,681	16,068	2,560	18,628	14,148	2,095	16,243
Top	413	34	447	423	30	453	377	21	398
Others [1]	945	246	1,191	–	–	–	–	–	–
Total	102,993	53,695	156,688	97,842	52,152	149,994	86,604	44,216	130,820

[1] *Lodestone Holding AG became a subsidiary of the Infosys group during fiscal 2013.*

Age-wise distribution	As on March 31, 2013			As on March 31, 2012			As on March 31, 2011		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Less than or equal to 30 years	69,415	44,578	113,993	71,508	45,460	116,968	61,217	37,693	98,910
31 – 50 years	31,825	8,639	40,464	25,681	6,537	32,218	24,893	6,405	31,298
Greater than 50 years	808	232	1,040	653	155	808	494	118	612
Others [1]	945	246	1,191	–	–	–	–	–	–
Total	102,993	53,695	156,688	97,842	52,152	149,994	86,604	44,216	130,820

[1] *Lodestone Holding AG became a subsidiary of the Infosys group during fiscal 2013.*

Most of our employees work as full-time, permanent employees. We have a *de minimus* number of employees working on a part-time / fixed-term contract.

All employee benefits are provided to our permanent (full-time) and part-time / fixed-term employees based on the entitlements mandated by the law in the countries where we operate and the locations where we recruit and hire. We do not differentiate our compensation offering to employees (basic salary and remuneration) based on gender in any of the locations where we operate. The remuneration is based on the role an employee would perform and the total number of years of work experience.

Our glocal employees

We are committed to strengthening local hiring practices and continuously increase the proportion of senior management hires from the local region of our operations. The proportion of senior management staff hired locally is around 90%.

We added 37,036 new employees this year, taking our total employee strength to 156,688. The total count and rate of new employee hires and employee turnover broken down by age, gender and region in fiscal 2013 are as follows:

New employee hiring

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
Less than 30 years				
Americas	562	3.40	303	2.84
EMEA	360	2.18	473	4.43
APAC	777	4.70	1,022	9.57
India	14,833	89.72	8,878	83.16
30 – 50 years				
Americas	1,273	19.01	327	18.58
EMEA	477	7.12	212	12.05
APAC	513	7.66	306	17.39
India	4,434	66.21	915	51.99
More than 50 years				
Americas	223	71.70	60	66.67
EMEA	68	21.86	20	22.22
APAC	17	5.47	10	11.11
India	3	0.96	0	0
Undisclosed				
Americas	101	13.22	17	8.25
EMEA	571	74.74	160	77.67
APAC	92	12.04	29	14.08
India	0	0	0	0

New employee turnover

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
Less than 30 years				
Americas	80	4.35	44	3.21
EMEA	58	3.15	73	5.33
APAC	172	9.35	231	16.87
India	1,529	83.14	1,021	74.58
30 – 50 years				
Americas	202	27.08	49	17.19
EMEA	79	10.59	33	11.58
APAC	92	12.33	77	27.02
India	373	50.00	126	44.21
More than 50 years				
Americas	44	81.48	8	72.73
EMEA	8	14.81	1	9.09
APAC	1	1.85	2	18.18
India	1	1.85	0	0

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
Undisclosed				
Americas	9	17.65	0	0
EMEA	39	76.47	12	70.59
APAC	3	5.88	5	29.41
India	0	0	0	0

Respecting human rights

We respect the equal and inalienable human rights of all our stakeholders. All our employees are provided benefits based on the entitlements mandated by the law in the countries where we operate and the locations where we recruit and hire.

As a signatory to the United Nations Global Compact (UNGC), we are committed to respecting and supporting the fundamental principles contained in the Universal Declaration of Human Rights (UNHRC).

During fiscal 2013, we worked on several actions and initiatives as part of our commitment to human rights:

- We continued to be an active member of the India CEO Forum on Business and Human Rights. In 2013, we participated in the dialog with other business groups and leaders, government, academia and civil society leaders to discuss 'Growth with Dignity, Respect and Accountability,' with an aim to explore the implementation of the United Nations 'Protect, Respect, Remedy' framework for business and human rights in the Indian context.

- We participated in a two-day workshop with UNHRC and UNGC, on implementing human rights policies at the workplace. At the end of the workshop, we established the imperative for shared action with other organizations and stakeholders to ensure a sustainable social license for businesses to operate not only within the country, but also worldwide.

- We published our human rights declaration statement to articulate the respect and dignity that has to be accorded to all our stakeholders. The statement provides a common set of principles that apply to our business practices. This is to ensure that we do not condone human rights violations or abuses. Our policy statement on human rights comes from a need to adopt explicit human rights policies along with mechanisms for their implementation and reporting.

- We plan to continue to provide specific human rights training to support managers to get familiar with policies and practices.

Freedom of association

We recognize the right to freedom of association through collective bargaining agreements as per the laws of the land. We provide policies, forums and support groups for hearing and addressing the concerns of our employees, and resolving their issues or conflicts in a fair and transparent manner. A *de minimus* percentage of our employees are covered by collective bargaining agreements.

The details of the number of employees covered under such agreements worldwide are as follows:

Operating location	Total number of employees	Number of employees covered under collective bargaining agreements
The Netherlands	438	438
Brazil	64	64
France	267	267
Sweden	83	83
Norway	20	20
Finland	35	35
Poland	1	1

Talent enablement

We believe that percolating good governance to actions by employees on an everyday basis is critical to building an ethical organization. A strong and well-articulated Code of Conduct and Ethics, which also delineates anti-bribery provisions, has been put in place. This is communicated to employees worldwide through training and awareness programs, both online and instructor-led, using multiple learning media. The programs include talks by leaders, contests, blogs, portals, and a popular 'Do you know?' series that ensures the dissemination of updated information at regular intervals. Every employee compulsorily attends a session on values during his or her induction and acknowledges the Code of Conduct and Ethics through a sign-up process. A whistleblower policy, a strong grievance redressal body, an uncompromising stand on value transgressions, and supportive ecosystems encourage to enable a culture of disclosure.

Enabling and empowering our global workforce ensures the building of capability across the organization. The Education and Research (E&R) department is one of our key business enabling 'competency development' units. We align our activities to benefit our businesses by fostering an enterprise wide environment for knowledge acquisition, dissemination and management. E&R has over 2,000 learning offerings and interventions that encompasses the entire competency spectrum, including technical, managerial, process skills, industry domain knowledge and leadership skills for both employees and strategic customers of Infosys. The training requirements of our employees are assessed based on roles, domain and individual competency needs. E&R focuses on talent development and facilitates the Foundation Program, Continuous Education and Outreach Programs.

The Foundation Program

The Foundation Program is a flagship program that has received recognition from the American Society for Talent and Development (ASTD). This 21-week-long residential training program for engineering graduates has helped us train software engineers.

The program, taken up by engineering graduates, has been evaluated by the Federation of International Services (FIS), U.S., and is considered equivalent to a B.Sc. in computer science (recognized by universities in the U.S.). On an average 15,000 to 16,000 graduates were trained over the last three years at the Global Education Centre (GEC) in Mysore. In the fiscal 2013, about 11,000 freshers were trained.

In November 2012, the generic training module of the Foundation Program was made available online. Candidates with job offers from Infosys were provided the option of completing a 10-week generic training program online at home before taking up an assessment and enrolling for the 'stream-specific' technology training at the GEC at Mysore.

The following are learning avenues for our employees within the organization:

Continuous education

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

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

Employee category	2013			2012			2011		
	Employee count	Training days	Average training days	Employee count	Training days	Average training days	Employee count	Training days	Average training days
Associate	76,372	1,127,293	[2] 14.76	80,231	1,939,390	24.17	71,029	1,568,333	22.08
Middle	57,997	216,923	3.74	50,682	145,008	2.86	43,150	129,869	3.01
Senior	20,681	48,320	2.34	18,628	40,666	2.18	16,243	35,461	2.18
Top	447	432	0.97	453	142	0.31	398	242	0.61
	[1] 155,497			149,994			130,820		

[1] 1,191 employees were added to the organization as part of the Lodestone acquisition and have been enabled as part of a larger integration exercise that does not feature in this table.
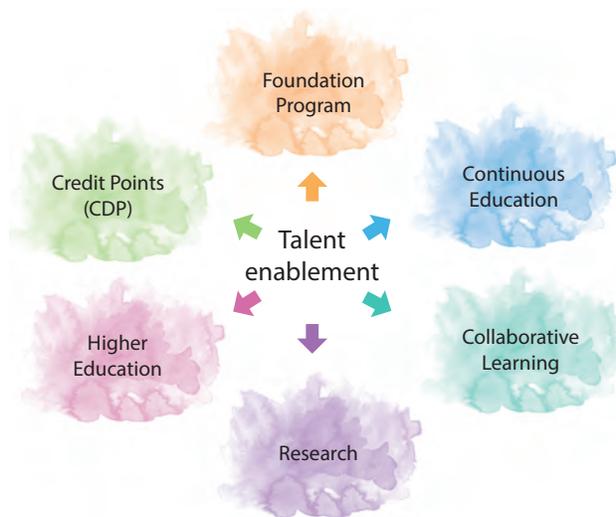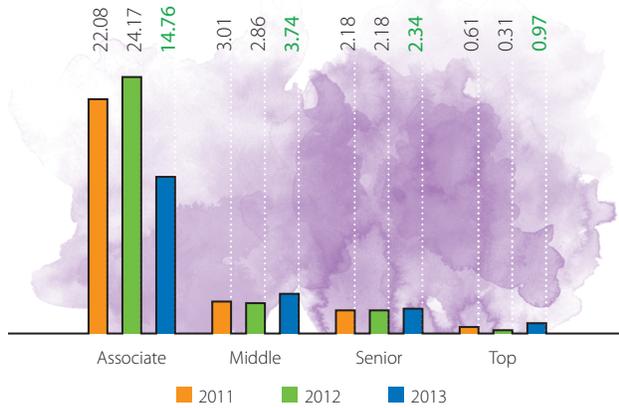
[2] The dip in average training days for this category is due to the introduction of the online module in the foundation program for new joinees.

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

Average training days – employees

Values shown above bars: 22.08, 24.17, 14.76 (Associate); 3.01, 2.86, 3.74 (Middle); 2.18, 2.18, 2.34 (Senior); 0.61, 0.31, 0.97 (Top)

Categories: Associate, Middle, Senior, Top

Legend: ■ 2011 ■ 2012 ■ 2013

Learning through research

We strongly believe that investments in research and development lead to path-breaking solutions and innovative ideas that differentiate our services and offerings not only to our customers, but also to the society. Our tradition of investing considerably in innovation capital has resulted in building an innovation ecosystem — more than 500 patents have been filed for approval in the U.S., India and elsewhere. A majority of these patents has been filed from researchers at Infosys Labs who make new breakthroughs and innovations, focused on helping our clients build tomorrow's enterprise. We have won several awards for implementing green innovation for our clients.

Refer to the 'Infosys Labs' section, 'Directors' report' chapter, of our Annual Report for more details.

In fiscal 2013, the E-commerce research lab, the research-wing of E&R, published 35 papers in international conferences and journals. It also filed four patents and published two books and five invited book chapters. One of its research projects includes design efficient algorithms based on Game Theory, Mechanism Design and Optimization, to develop novel carbon strategies for us and our clients. The research group has also developed a framework for Internal Carbon Management.

Higher education opportunities for employees

We encourage our employees to pursue higher education programs offered in part-time / distance learning mode by reputed educational institutes. The objective of our Higher Education Support (HES) policy is to enhance the competency and qualifications of our employees and expose them to global standards of education. As part of this policy, our E&R department identifies high quality, part-time / distance learning programs at reputed educational institutes and promotes these among employees. The number of employees who benefitted from the HES policy are as follows:

Particulars	2012-13	2011-12	2010-11	2009-10	2008-09
Number of students registered for HES Program	306	228	118	143	137
Cumulative numbers supported	932	626	398	280	137

We work with reputed educational institutes in India and from other parts of the world to develop collaborative programs. One example of such a collaboration is the master's degree programs developed in collaboration with Coventry University, U.K. The university enabled a 'Work-Based Learning Credit System' for our employees. This is a cost-effective international degree program. This model is a trendsetter for industry-academia collaboration for employee development and is a first-of-its-kind in Global Applied Engineering Education.

As per our policy, employees can avail themselves of an extended leave of up to two years to pursue higher education at reputed educational institutions.

Collaborative learning

Knowledge Management : Collaboration through knowledge sharing is an important component of learning and education. A primary goal of our Knowledge Management (KM) strategy has been the creation of an ecosystem for continuous employee education that effectively combines formal, semi-formal and informal learning to enable the sustenance of organizational productivity, efficiency and quality in the face of a rapid growth in numbers. Accordingly, several KM solutions have been deployed over the years, singly or in combination with others, to aid the knowledge-based actions of employees in the broad areas of technology, methodology and industry domains. These solutions are made available through multiple channels and are accessible in different modes to ease collaboration across the organization.

We provided the following knowledge management and collaboration channels to leverage organizational knowledge :

KM Portal (KShop) : A searchable knowledge repository of 70,000 artifacts, which recorded 2.5 million activities from 100,000 employees in fiscal 2013.

Konnect : A professional networking platform launched in 2011 recorded over 3.3 million activities from nearly 100,000 employees.

TeamWiki : An exclusive Wiki-based solution for team collaboration with versatile site customization and an ability to provide fine-grained access restrictions on views and edits. About one million activities were recorded from over 25,000 employees.

KMail : A semi-automatic query-answering engine, where subject matter experts provide timely responses to business-critical queries. Over 800,000 activities were recorded from 18,000 employees in fiscal 2013.

Each of these solutions is branded suitably and diligently deployed through intense interactions with employees across the world as part of our interventions into client projects. We have received many awards for KM from the external benchmarking agency, the KNOW network including eight Global MAKE (Most Admired Knowledge Enterprise) Awards, 10 Asian MAKE Awards and eight Indian MAKE Awards over the last decade.

Competency Development Program (CDP 3.0) at Infosys

It has always been our endeavor to enhance the competencies and capabilities of our employees. We rolled out a holistic Competency Development Program 3.0 (CDP 3.0) in 2011. CDP 3.0 is a learning credit point system, which brings relevance and flexibility in competency development for a role along multiple competency dimensions. The credit point system is aligned to an employee's role tenure. The average prescribed / estimated learning effort across all employee categories up to senior level, is computed based on the CDP 3.0 credit point mechanism. The credits earned by employees through CDP 3.0 for fiscal 2013 is as follows:

Employee category	Employee count	[1] Estimated learning effort (in days)	Average learning effort across learning group
Associate	76,372	286,782.75	3.76
Middle	57,997	252,571.88	4.35
Senior	20,681	46,922.25	2.27

[1] *We have specialized programs for the top leadership and the 447 employees in top category are not included above. 1,191 employees added to the organization as part of the Lodestone acquisition have been enabled as part of a larger integration exercise that does not feature as part of CDP 3.0.*

Average learning effort across learning groups

Average training days in fiscal 2013

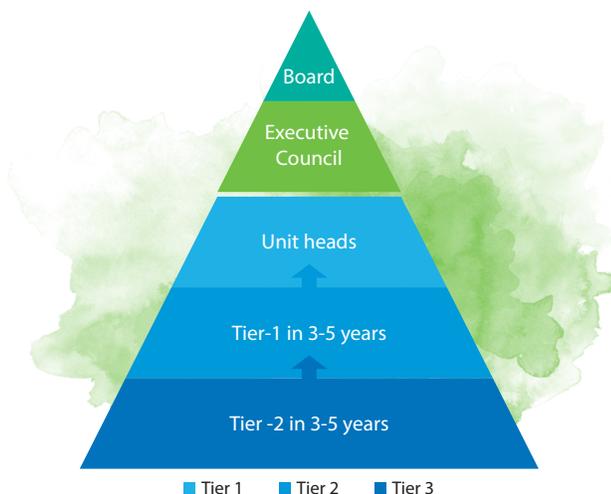| Associate	Middle	Senior
3.76	4.35	2.27
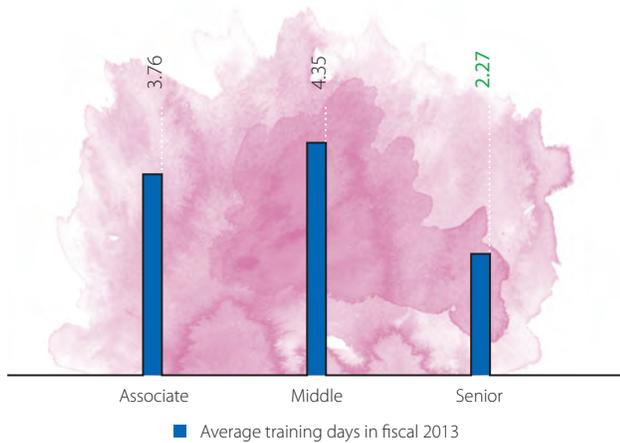
Leadership development

The Infosys Leadership Institute (ILI) was established with the aim of developing world-class corporate leaders. ILI equips employees with managerial and leadership skills through regular classroom interventions, knowledge tests, group development workshops and seminars. ILI has established a leadership framework that clearly articulates the leadership dimensions focused on adding value to the organization. The framework is evaluated and audited periodically to make it relevant and effective.

The leadership selection process is split into a three-tier program (Tier 1 being at the top of the pyramid). The tier leadership is considered as the corporate pool. The number in each tier is based on an assessment of organizational needs for senior leadership positions. This is a self-nomination process which allows any potential leader to apply and the selection process is transparent. The tier leaders get the opportunity to create their own personal development plans, receive counseling and benefit from one-to-one mentoring by a senior colleague.

Accelerated leadership program for high potential leaders

This program was launched in fiscal 2013 for high potential leaders across delivery units as part of our continuous education initiative. This program aims to develop potential leaders on various leadership dimensions such as talent leadership, relationship and networking, and strategic leadership. This includes leadership development interventions along with the unit-specific strategic inputs making it a first-of-its-kind program for high potential managers.

Board

Executive Council

Unit heads

Tier-1 in 3-5 years

Tier -2 in 3-5 years

Tier 1   Tier 2   Tier 3

We launched this program as a pilot for high potential leaders selected from the Energy, Utilities, Communications and Services (ECS) department. This program covered over 60 potential leaders across our global locations through virtual learning methodology.

Performance and career management

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

All employees have clearly articulated goals for performance. A half-yearly appraisal allows employees to formally take stock of their performance and report on milestones at the halfway mark. The annual performance appraisal helps set new goals and identifies competency development needs. All our employees received a formal performance appraisal and review during the reporting period.

A managerial and leadership 360 degree feedback enables managers and leaders to get a holistic view of their performance. It helps them to take appropriate actions for enhancing skills and competencies identified through due analysis of the feedback. Our career development program is emerging as a key initiative to address the Infosys Talent Strategy themes of 'Enabling Choices and Building Talent.' This program encourages a partnership between employees and the organization with the following objectives:

- Encourage employees to take ownership of their careers to chart their career paths based on their aspirations
- Design and offer opportunities to develop capabilities and competencies, and to provide a well-rounded career exposure for our employees
- Guide employees on capabilities, competencies, career opportunities, optimal roles, and career objectives
- Enable managers to support employees in the process of career development by providing guidance

The career development program has three focus areas that support employees. These are as follows:

- Information and insights: Pathfinder, our virtual career center was launched in 2010 to provide career-related information to employees and it hosts various career development programs. This portal provides an overview of career paths, job families, job responsibilities and competencies, success stories of employees, interesting career insights, etc. It also helps employees understand their optimal role options based on their current role. Interactive forums with managers and leaders helps create awareness about career streams and addresses the employees' need for clarity on various career streams, units and job opportunities. The Pathfinder portal gets over 10,000 hits in a month.

- Guidance and development: Career Guidance Program is a platform for employees to record their aspirations and be guided by managers to achieve these in a planned manner. This is intended to provide clarity to employees about their career goals and enable them to take ownership of their career development. Over 10,000 employees have used this platform till date.

- Pathfinder NEXT: an internal internship program launched in February 2012, aims at competency development of employees by providing short internships across units and an opportunity to shadow senior managers. This helps in job enrichment, vertical or lateral exposure, hands-on learning and development depending on the career focus and plan of the employee. Similarly, job shadowing as part of Pathfinder NEXT has given more than 2,500 opportunities for employees to shadow managers. With over 3,000 opportunities and more than 7,000 applicants, the demand for Pathfinder NEXT is increasing.

- Role induction program: This program recognizes the achievements of recently-promoted employees and equips them to transition

smoothly into the new role. It involves a three-stage process of managerial guidance for the first 90 days after the promotion. The program has covered over 20,000 employees who were promoted in the last three cycles.

Pathfinder and related programs have been recognized by globally respected professional bodies like the ASTD. Pathfinder won ASTD award for Excellence in Practice in 2011 and 2012. More than 35,000 of our employees have benefitted through Pathfinder programs.

Career mobility

As part of the career management framework, we provide opportunities for growth within existing roles. This was implemented to fulfill our employees' aspirations in alignment with the Company's objectives. We re-launched our Internal Mobility Policy in 2013. This renewed policy will help facilitate promotions and progressions through internal job posting and unit nominations.

Talent engagement

Communication is a key factor in employee engagement. Information related to company affairs such as re-structuring and re-organization is communicated in a timely manner and includes the reasons, impact and processes involved in making the transition. We have

established multiple channels to reach out to our employees at all levels. The significant communication channels are organization-wide mailers, our corporate intranet (Sparsh), corporate TV channel (InfyTV), corporate radio channel (InfyRadio), our social networking hub, InfyBubble, the annual employee satisfaction survey (Let's Interact on Themes that Matter to Us), CEO Forum (Ask Shibu), blogs and our internal branding and marketing portal, MPlus.

We also provide discussion forums for specific interest groups for increasing employee motivation, their ability to collaborate and innovate with internal as well as external stakeholders and to have a positive business impact on our business success through various employee resource groups.

Employee resource groups

Our global employees represent diverse backgrounds, affinities and skills. We have created a number of employee resource groups that address the need of our diverse workforce such as community participation, networking, cultural enrichment, support based on affinity, ability and gender. These resource groups conduct programs and initiatives such as peer-to-peer forums, leader speak series, conferences, special events and celebrations to ensure assimilation and engagement of the diverse groups and communities with the larger workforce.

Some of our flagship programs in 2012-13 are as follows :

Resource group	Area of influence	Highlights
Creating Common Ground	A cultural assimilation program	This program highlights and educates employees about the values and cultural ethos practiced at a specific Infosys location. The program employs innovative approaches and communication campaigns channeled through live events, the intranet, the corporate TV channel, mailers and posters. The most recent assimilation programs were done for employees from Switzerland and Germany.
Family Matters	Employee resource group for parents	This group promotes work-life balance among young parents in the organization. Apart from family enrichment programs and workshops, Family Matters offers networking opportunities for employees through support and information sharing. Referrals are also provided on daycare services and schools.
Infosys Gay, Lesbian employees and You (IGLU)	Employee resource group for employees from the LGBT community	IGLU is an affinity group set up in fiscal 2012, which creates a safe and respectful work environment for employees from the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. Awareness programs and exclusive events are held to foster inclusion.
Infyability	Employee resource group for differently-abled employees	This is a forum that works towards creating a sensitive and inclusive workplace for differently-abled employees. Regular accessibility audits are conducted to ensure that our infrastructure is accessible to differently-abled employees. The World Disability Day is celebrated at all our campuses to create awareness and foster inclusion. Policies are enhanced / changed keeping in mind the special needs of differently-abled employees.
Infosys Women's Inclusivity Network (IWIN)	Employee resource group for gender inclusion	IWIN works towards creating a gender sensitive and inclusive work environment for women employees and develops them for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization. We enable the advancement of women executives through greater flexibility, exclusive training, mentoring and experience sharing programs for stronger network development. IWIN continues to partner with gender networks and forums across the globe to benchmark practices specific to the development, engagement, growth and retention of women employees.
Samaritans Network	Group of volunteers counseling on life challenges	A peer group of volunteers trained in barefoot counseling spend time listening to, empathizing with, supporting and counseling fellow employees, helping them cope with life's challenges, mostly personal in nature. These Samaritan volunteers perform this activity over and above their regular jobs. This initiative is a first-of-its-kind in India and is active at seven of our campuses and had positive outcomes for over 835 employees so far. Network members also support employees with severe depression or mental health related concerns by assisting HRD and counselors to identify and refer such employees for further treatment. Samaritans was voted as one of the top five game changing initiatives in an internal HRD survey (fiscal 2013).

Hearing and resolving issues

We recognize the rights of our employees and provide forums, support groups and policies to hear and address their concerns and resolve issues or conflicts in a fair and transparent manner. The Hearing

Employees And Resolving (HEAR) forum provides a channel for employees to air their grievances and get these addressed in a fair and objective manner.

Our Anti-Sexual Harassment Initiative (ASHI) allows employees to report sexual harassment cases at the workplace. The cases are heard and resolved by an unbiased group.

We have a Whistleblower Policy that assures complete anonymity and confidentiality of information to the reporting individual.

The following table provides details on issues raised in fiscal 2013:

Employee concerns and grievances	Number of grievances		
	2012-13	2011-12	2010-11
Workplace harassment [1]	25	15	10
Workplace concerns [2]	1,194	1,844	122
Others [3]	8	13	27
Employee disciplinary issues – major [4]	344	153	27
Employee disciplinary issues – minor [5]	222	572	124
Total open	1,793	2,597	310
Internal arbitration	1,035	1,857	149
Disciplinary action	750	740	159
No action needed	8	0	2
Total closed	1,793	2,597	310

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

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

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

[4] Major – These cases involve reputation risk to the Company / employees, fraud or other ethical misconduct

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

Scope: Applies to employees from Infosys Limited

Employee Satisfaction Survey — Let's interact on themes that matter to us (LITMUS)

Our annual employee satisfaction survey, LITMUS, is used to capture, analyze and draw action tracks to address the concerns of our employees.

We use a third-party framework for the LITMUS survey with a focus on measuring and improving employee engagement using the renowned Q12 model. The findings are analyzed and action items are identified and assigned to focus groups. Tasks and activities are implemented, tracked and reported to the Board of Directors.

The survey is carried out once every 18 months, the trends of satisfaction over the last two cycles is provided as follows:

Employee satisfaction	2011-12	2009-10
Satisfied employees (%) [1]	49	30
Employees covered (%)	66	62

[1] The row in the table 'Satisfied Employees (%)' shows the percentage of employees who have reported a satisfaction score of four and above on a scale of five.

Work-life balance

The role of professionals in the current social milieu demands flexibility in managing an optimal work-life balance. Attaining personal as well as professional goals leads to an engaged workforce and it is this social responsibility that enterprises today are addressing through various work-life balance programs.

We have established a dedicated team in HRD to assess the needs of our workforce. The following are our significant HR policies that support work-life balance and inclusivity:

- Paid maternity leave
- Extended maternity leave
- One-year sabbatical (for personal reasons including child-care)
- Sabbatical for personal reasons
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbatical for community service
- Sabbaticals for higher education
- Work options from satellite offices
- Work from home

All employees, in accordance with their marital status, are eligible for parental leave as governed by the applicable laws and organizational policies. We also provide adoption leave to employees. In fiscal 2013 about 1,954 women availed maternity leave with a return-to-work rate of 86% with an increase of 5% as compared to fiscal 2012. While 3,127 men availed paternity leave, 12 employees availed adoption leave during the same period. In addition, the organization also provides an extended leave of up to one year, which can be used for personal reasons including child-care.

Scope: The above information on parental leave is applicable for India-based employees.

Celebrating success and excellence

The pursuit of excellence is an integral part of our core values. The Awards for Excellence were initiated in 1995 to recognize the performance and contribution of our employees. This year, the Awards for Excellence were given at the global and regional levels. With more than 10 categories — Account Management, Business Transformation, Program Management, Development Center (DC) Management, Excellence in Projects, Infosys Champions, Innovation, Internal Customer Delight, People Development, Sales & Marketing, Sustainability / Systems and Process, Value Champions, Unit / Department Management, and Social Consciousness — the Award for Excellence is an inspiration to challenge all boundaries and produce outstanding results.

Refer to 'Awards for Excellence' in the 'Additional information' section of our Annual Report for more details.

Promoting community empathy

We provide a platform through which employees can express their passion for society and environment. As we grow in size, we hope to create responsible citizens by advocating and encouraging individual social responsibility. A special category of sabbatical opportunity has been created to provide employees with a platform where their personal aspirations related to social service can be addressed.

The Sabbatical Policy for Community Service was launched in October 2008. The policy enables employees to get involved in community development projects, while receiving monetary support from the Company and the choice to return to normal work schedules on the successful completion of the projects in a time frame of six months to one year. We support and sponsor programs that inspire our employees to take up developmental goals for themselves as well as for the society. Till date, 47 employees have availed themselves of the sabbatical option, with over one-third of them working in the field of education.

Our employee, Rachna K. G., utilized the Infosys Sabbatical Policy for Community Service and worked with the Shishu Sarothi, Centre for Rehabilitation and Training at Guwahati, Assam for six months. Rachna worked as a Communications Coordinator and was involved in developing effective communication models via primary and secondary stakeholders in the disability sector for all divisions of the organization, advocating equal opportunity employment for persons with disabilities in the private sector in Northeast India. She was also involved in facilitating the activation of government healthcare and education schemes for ensuring the rights of children with disabilities.

Some of the highlights of the project she was involved in are as follows:

- Raising funds: She raised funds for the NGO through extensive and detailed project proposals and other communication material.

- Revamping website: She revamped the NGO's website (www.shishusarothi.org) to showcase their work along with making it a tool for raising funds.

- Training and enabling staff: Employee turnover is one of the major challenges faced by the NGO sector. Rachna focused on recruiting

people, giving them the appropriate on-the-job training and preparing them to take on responsibilities.

Health Assessment and Lifestyle Enrichment (HALE)

HALE is a best-in-class initiative that strives to improve organizational productivity through the promotion of health and wellbeing of our employees. HALE began in response to increasing instances of lifestyle ailments such as heart diseases and repetitive stress injuries. HALE has been recognized as an important employee initiative that covers employee health and wellbeing. HALE supports health, leisure, safety and wellness related activities of our employees. A wide range of initiatives are taken up across campuses, locally, as recommended by the HALE core team. In addition, each campus conducts its own calendar of activities based on local need of employees.

Some of the highlights of HALE initiatives during fiscal 2013 are as follows :

Health Week 2013 : The HALE Health Week was conducted across campuses from February 13-19, 2013. It featured health checks, interactions with specialists, informative sessions, contests and chats with experts. This annual event, through various tests tailored to meet the needs of employees and discounts on the health checks, gave them an opportunity to get their health concerns addressed on campus. The HALE teams across campuses tied up with reputed hospitals to carry out the exercise. In a few campuses, the health checks were also extended to family members and were very well received.

This year, HALE chose five themes around which activities were held. Some of the important areas that were covered were — skin and hair care, coronary diseases and diabetes, food, diet and nutrition, weight management, tobacco and alcohol addiction. While cookery shows made the theme of food and diet interesting, sessions with physiotherapists helped throw light on weight management and exercise.

Over 23,000 employees made use of the consultations, health checks and wellness sessions. Wellness videos on InfyTV, the corporate TV channel recorded around 29,480 viewers. Daily mailers on tips and best practices on selected HALE themes were sent to all employees.

Eye-testing camp organized as part of HALE Health Week

HALE Cardio Health Week : Over 11,000 employees participated through 30 offline and online activities. Around 4,000 employees got cardio health checks done at the health camp. A wide range of events such as a triathlon, marathon, walkathon, Zumba fitness dance, sessions on life support, quizzes, and poetry contest, were conducted to create more awareness on cardio healthcare.

HALE diet and nutrition camp : Employees across campuses got a chance to chat with a dietician and receive informative mailers. Health checkups were also part of the program.

March a Month for ME! : This initiative was dedicated to women's health and wellbeing. Topics such as pregnancy, tackling teenage crisis and fighting cancer were discussed.

HALE weekly wellness tips : This initiative began in October 2012, and was designed as an informative series to create awareness around wellness. It included topics such as fitness, lifestyle management and safety.

International Women's Day : International Women's Day was celebrated through sessions / talks on various topics such as breast cancer, cervical cancer, wellbeing, managing physical and emotional health, dealing with sexual / domestic violence, etc.

HALE Safety : Various safety aspects are addressed by the HALE team. This year, road safety was chosen as the focus area. Safety initiatives included sessions on techniques of safety and protection, a self-defense workshop, and safety sessions by senior police officers.

The following were some of the major events held as part of the Safety Week :

- Workshops on safe driving for employees and transport service drivers
- Sessions on personal safety, first aid, ergonomics, etc.
- Special events and contests, including online quizzes, self-defense workshops, poster-making, slogan writing competition, and so on.
- As part of the safety initiative, activities such as emergency fire drills, pollution check for vehicles, and distribution of emergency cards were undertaken.

Mock fire drill conducted by the HALE safety team

HALE Health Matters : The HALE team continued to organize Health Matters, periodic wellness initiatives. These focused on creating awareness about ailments through talks, InfyTV specials, health camps and specialty consultations.

HALE health initiatives have focused on the personal wellbeing and lifestyle enrichment of employees. Keeping this in mind, the 'HALE Arrest Hypertension Week' was organized, with the specific idea of focusing attention on hypertension. Apart from regular health consultations, employees also had the option to consult with specialists. Other activities included health talks, chats, camps, contests, etc. A highlight of this initiative was the introduction of an online interactive tool that helps users evaluate their hypertensive symptoms.

The HALE team encourages employees to also make use of online wellness solutions and has partnered with Chi Health for an online wellness portal that has a vast amount of information on various health related topics. Online consultations, 24x7 chats, health profiles, diet tips and trackers, FAQs and articles are key takeaways from the portal.

The following are additional areas that were covered during the reporting year:

- AIDS awareness on the occasion of World AIDS Day
- Dengue awareness
- Awareness communication on food safety to commemorate World Food Day
- Healthy You, a weekly health tips communication

HALE Leisure and Hobby Week: In an effort to encourage employees to enrich their life and do more, the HALE-Leisure initiatives were taken up. HALE Leisure helps employees to pursue their hobbies and helps them unwind. Sessions on photography, glass painting, dance, guitar, painting, yoga, gardening, interior decoration, oratory workshops, debate clubs, art and craft workshops were conducted.

The Hobby Week was organized across campuses from May 28 to June 1, 2012. Over 19,000 employees participated in various events held during HALE Hobby Week. The event focused on a wide variety of hobby sessions from painting to photography dancing, hairstyling, theatre performances, interior designing, and fashion shows. Online quizzes, offline contests, and yoga camps were among the activities organized across campuses.

InfyTV shows: HALE initiatives featured videos related to health, safety, wellness and leisure on InfyTV, our corporate TV channel. The videos included awareness talks, interviews, exercise demos, hobby classes, etc.

Every year, we conduct special programs on serious illnesses, this year we conducted awareness programs, vaccination camps, campaigns on H1N1 and extended a few of these programs to the families of employees.

Diversity and inclusion at Infosys

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

We implement our diversity goals through 'ACTION', which stands for Auditing inclusivity and diversity levels, Creating change agents, Training managers, Initiating and implementing work models, Organizing and assisting affinity groups and Networking with external bodies to benchmark practices.

Infyability

We endeavor to make our Company a diverse and inclusive workplace where every individual feels valued and respected. Creating a strong support system for the differently-abled has been one of the strategic agendas of the diversity team. Infyability is a resource group that addresses the needs of differently abled employees.

A unique employee loan policy was launched in 2011 for India based employees, where a special loan of US $917 could be taken for purchase of products / gadgets that could empower differently abled employees. We have also started an employee resource group to support the differently-abled during the fiscal year.

Regular accessibility audits are conducted to ensure that our infrastructure is accessible to our differently-abled employees and policies are enhanced / changed accordingly.

World Disability Day event held at Infosys, Bangalore

In fiscal 2013, we partnered with Choice International (U.K.) and Motivation India to organize the International Conference on 'Disability Equality and Accessibility'. It brought together national and international participation to provide an environment for innovation and creativity, through which we aimed to initiate change in disability equality and accessibility in India.

One of our Infyability members, Jai Bharath, is a star performer, who has worked on many engagements across locations which has benefitted Infosys BPO and its clients. He has made the organization proud by winning the National Award for Best Employee with Disabilities, which was awarded by the Ministry of Social Justice and Empowerment, Government of India. He received the award from the President of India, Pranab Mukherjee on February 6, 2013.

Jai Bharath accepting the National Award for Best Employee with Disabilities from the President, Pranab Mukherjee

Infosys Women Inclusivity Network (IWIN)

Our gender diversity practices seek to address the needs specific to the development, engagement, growth and retention of women, by promoting an inclusive workplace, where the potential of women is leveraged and every woman feels valued, heard and fully involved with the Company. This network implemented the following initiatives and conducted the following workshops in fiscal 2013:

- International Women's Day 2013 was celebrated across our India campuses and global centers. Interactions with employees using virtual forums such as InfyTV, Leaders' blogs, instant polls and fun contests were planned for motivating our employees to celebrate diversity and inclusivity at the workplace.
- Focused leadership programs for women employees, offered in partnership with the Indian Institute of Management – Ahmedabad (IIM-A) and Manipal Global Education Services in India, to enhance leadership competencies for women.

- We engaged in gender conversations at various external forums such as Catalyst, the Confederation of Indian Industry (CII) and National Association of Software Companies (NASSCOM) to build a case for inclusivity at the workplace.
- We hosted 'Catalyst Connects – India' for women from the IT industry. The panel comprised senior women from various organizations, including Infosys. The panelists shared their perspectives on diverse topics relevant to women across sectors.
- Featured articles and discussions on parenting, pregnancy and safety have helped increase the awareness of women employees on these topics.
- Lending leadership direction, S. D. Shibulal, our CEO and Managing Director, interacted with women employees, who had successfully completed their leadership programs, to gain an understanding about their experiences.

Imbibing social leadership

We have always believed in investing in the well-being of the society. In addition to activities of the Infosys Foundation and organizational projects such as Campus Connect and SPARK; there are several societal initiatives that are led by employee groups across the globe. The Infosys Framework for Learning Using External Community Engagement (InFLUENCE) proposes to recognize the volunteering effort of employees as a means of building social leadership competencies in our employees. Employees' volunteering in organization-led or employee-led projects focusing on social well-being will now obtain an additional benefit of learning credits under the CDP 3.0 learning credit scheme. This framework is proposed to be rolled out in fiscal 2014 across the organization.

InStep – The global internship program of Infosys

InStep is our flagship global internship program and it attracts talent from top academic institutions around the world. The program was conceptualized in 1999 by N. R. Narayana Murthy, with the vision of giving a platform to work in their areas of specialization for the best academic minds while adding value to the Company.

Initially, the focus was on Bachelor level students pursuing technical education in North America. Today we reach out to over 100 universities and business schools worldwide. The list of partner schools is available on *www.infosys.com/InStep*. As on date, we have an InStep alumni network of over 1,250 representing more than 40 nationalities.

Today, the InStep program attracts students from disciplines such as technology, management, and liberal arts / social sciences and humanities. Students with a technology background continue to be the majority.

Health, Safety and Environment

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

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

It is our endeavor to have and operate a Health, Safety and Environmental Management System at various locations that meet and exceed ISO 14001 standards and OHSAS 18001 specifications. The Ozone initiative helps us to comply fully with all legal requirements and meet or exceed these expectations wherever we operate in the world.

The various processes under the initiative include and are not limited to:

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

Over 80% of our development centers in India were recertified compliant to ISO 14001: 2004 and OHSAS 18001: 2007 during December 2012. We are in the process of establishing HSEMS in all Company-owned locations outside India.

Risk assessment: Hazard identification and risk assessments are conducted to identify potential health and safety hazards from the activities and services at our campuses. The process of risk management includes identification of hazards for all activities including new or modified activities, products and services, implementation of measures to minimize or control impacts and monitoring the same in a structured manner. Ergonomics has been identified as one of the health concerns which is prevalent in our kind of environment. Workstations and furniture are designed and procured considering ergonomics. Physiotherapists are available in most campuses in India and they conduct regular sessions on back care, posture maintenance and repetitive stress injuries.

Safety committee: Safety is every employee's responsibility and concern. Forums and helplines are provided to our employees to report security incidents and workplace hazards. They are actively involved in suggesting and implementing changes to the HSE policy. Occupational Health & Safety (OH&S) Committees are set up at each of our campuses comprising employee representatives, the Management and cross-functional teams. The OH&S committee brings employees and the Management together in a non-adversarial, cooperative effort to promote OH&S at the workplace. The committee is responsible for:

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

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

Training on Health, Safety and Environment: Training needs are identified for different personnel based on the nature of their jobs which may have a significant impact on the environment or may pose occupational health and safety risks. Training is provided to all employees, support, security staff and contractual staff on HSE, which is based on the training needs analysis.

Training includes awareness building, mock drills, classroom sessions and periodic demonstrations. HSEMS training is also a part of employee induction programs. E-modules have also been rolled out for creating awareness.

A process for tracking and analyzing of occupational incidents has been established. The incident, frequency and severity rates based on the BIS (Bureau of Indian Standards – IS 3786:1983) and BLS (Bureau of Labor Statistics – OSHA) standards are as follows:

Incident, frequency and severity rates	2012-13	2011-12	2010-11	2009-10
Total no. of incidents (OHSAS 18001:2007)	1,146	630	717	639
No. of lost time injuries	94	125	92	90
No. of lost days (man days lost due to work related event(s) injuries)	991	1,529	937	1,841
Frequency rate = (No. of lost time injuries X 1000000) / Man hours worked) (IS 3786:1983)	0.330	0.469	0.407	0.467
Frequency rate = No. of lost time injuries X 200,000 / Hours worked (OSHA)	0.066	0.094	0.081	0.093
Severity rate = (Man days lost due to lost time injury X 1000000) / Man hours worked (IS 3786:1983)	3.478	5.739	4.144	9.548
Severity rate = No. of days lost due to work injury X 200,000 / Hours worked (OSHA)	0.696	1.148	0.829	1.910
Incident rate / 1000 employees = (No. of lost time injury X 1000) / Average number of persons employed	0.766	1.096	0.935	1.068

Note: Information recomputed for all years based on IS:3786. The data reported earlier considered 'all incidents' instead of 'lost time cases' for computation of frequency and incident rates. This has been recomputed based on number of lost time injuries for all the years. The information for 200,000 person hours as per OSHA is also provided.
Scope: This data is applicable for India locations only.

A fatal incident related to a sub-contractual staff member who was on campus for maintenance work was reported during the fiscal year. The root cause of the incident has been analyzed and appropriate actions have been taken. There were two incidents of fatalities at our campuses where the employees ended their lives and the cause was attributed to personal reasons. We have established physical controls in areas around our campuses to prevent such occurrences in future. The fatalities in our India operations are as follows:

Fatality details	2012-13	2011-12	2010-11	2009-10
Suicide	2	0	2	0
Work related	1	0	0	0
Total	3	0	2	0

Scope: This data is applicable for India locations only.

Business continuity management

Business continuity at all times is crucial not only for us but also for all our clients. The BCMS initiative at Infosys is branded and identified as Phoenix. The Phoenix program is headed by S. D. Shibulal, our CEO and Managing Director. BCMS at Infosys:

- Enables identification of business impacts due to disruption in our services
- Enables identification and management of related risks
- Establishes business continuity plans that are regularly tested. Corporate, development centre and account level plans are also part of this establishment.
- Ensures that periodic drills and exercises are conducted to test our preparedness levels to handle all potential disasters, to check effectiveness of liaison and involvement of external organizations. Observations recorded during these mock drills are analyzed and acted upon and the learnings are included in the plans and trainings.

Disaster Recovery Representatives (DRR) who are employee representatives are identified at each building in our campuses. Appropriate orientation sessions are provided to DRRs to equip them with the knowledge required for taking emergency actions. The DRRs are mainly responsible for guiding employees to safe assembly points during an emergency.

Client and market focus

We are a global leader in business consulting and technology solutions. We partner with our clients in more than 30 countries to enable and create strategic value in their efforts to build tomorrow's sustainable enterprise. We connect and collaborate on our competencies to future-proof our clients' businesses to be more predictable, sustainable, profitable and de-risked.

Transforming clients' businesses through innovation

We help enterprises transform and thrive in a changing world through strategic consulting and the co-creation of breakthrough solutions. Infosys delivers business results by linking enterprise strategy to execution, resulting in powerful outcomes that help clients realize new efficiencies and revenue opportunities. Our integrated services are strategically bundled to deliver more value to clients and support the needs of enterprises to embrace the power of mobility, sustainability, big data and cloud computing.

Our strategy continues to be to work with clients to build tomorrow's sustainable enterprise. We collaborate with our clients to make their businesses more predictable, sustainable, profitable and de-risked. We maintain a continuous dialog to carefully listen to our clients on issues that concern their areas of business by hosting major conferences periodically which provide an ideal setting in which we forge closer ties with our client bases, share thought leadership on emerging business and technology topics, and offer insights from some of the brightest practitioners of business, technology and leadership in the world today. We host premier CXO-level events annually, in Europe and the Americas which are specifically designed for our BPO clients as well as the banking clients of Finacle™.

The forums that we use for engaging and building relationships with our clients are:

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

Customer satisfaction survey

The pursuit of excellence to be a global leader in our domain needs us to constantly innovate and be relevant to our clients. We believe that receiving regular feedback from our clients during and after the completion of a project is a key objective of our client engagement strategy. We strongly believe in the need to take corrective action and act responsibly in all our interactions with our clients. We gain insights and understand our client(s) better through our annual customer satisfaction survey, CSAT. The survey framework includes a structured questionnaire with a satisfaction rating on a seven-point scale, encompassing close to 30 parameters, with language versions in English, French, German, Japanese and Spanish.

The feedback collection is done through a web survey hosted by an independent organization, which ensures confidentiality.

The survey model focuses on:

- Expectation versus experience — Top three expectations of CXOs and senior-level respondents from our Company
- Focus on client disposition — Measuring experience, and going beyond mere satisfaction
- Comparison against 'best-of-breed' firms — Client-selected benchmarks preferred over rating of a predetermined list of firms
- Clustering clients into homogeneous groups — Allows for differential approaches towards clients

A statistical analysis of this data provides inputs on core, moderate and breakaway client groups, which the account teams use to evaluate the strength of their individual relationships and to design interventions that create a positive and visible impact on our clients. Various members across levels engage with clients to seek their feedback and inputs on service delivery, product expectations, technology requirements, and the changing role of IT in businesses helps us to position ourselves and accordingly create value offering and this has been a key aspect of our continual improvement philosophy.

The following is a graphical representation of the average CSAT scores received over the last five fiscal years:

Customer feedback scores
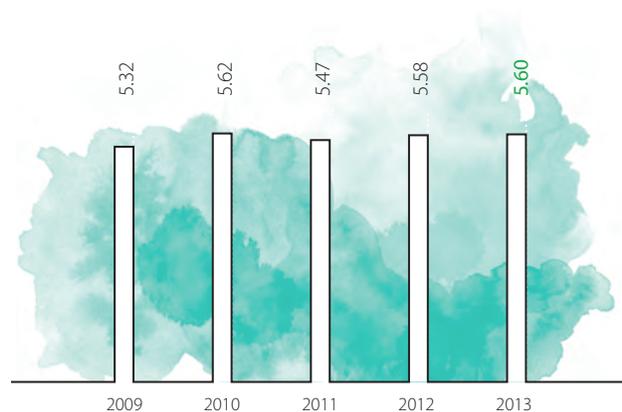
Note : The feedback is sought on a 7-point satisfaction scale

Engagement level feedback

Engagement level feedback (ELF) acts a mechanism to seek a response on a client's experience of an engagement, be it a project, ongoing outsourced support, or a consulting-led transformation program. The feedback is sought on 14 different parameters, covering areas such as service delivery management, the quality of products or services delivered, and the behavioral competencies involved in the engagement. Feedback is sought multiple times during and at the end of the engagement.

Diverse teams such as the project team, quality team and the process group study and evaluate set parameters during an engagement to improve deliverables to attain customer satisfaction and delight. ELF is also treated as the lead indicator in our annual client-value survey. Based on the account-level ELF, the client partner and the delivery anchor drive improvement programs for the account. Grievance-handling is built into our client-engagement process, with defined escalation levels.

Resolving client complaints

All services offered to our clients are on the basis of individually negotiated contracts and they are not extended to end-consumers. During the project tenure, clients may seek to bring claims for breach of contract against Infosys, and in each case, we assess the claim in the light of the facts of the case. Claims are generally settled after discussions with the client. Some claims may be resolved very quickly, while others with certain complexities might take several months to resolve and require intervention from our senior management.

As on date, there are no cases filed by any stakeholder against the Company regarding unfair trade practices, irresponsible advertising and / or anti-competitive behavior in the last five years, and there are no pending cases as on March 31, 2013.

Ensuring data privacy and security

Data privacy and security is a key aspect of our sustainable value chain, and is supported by stringent processes and practices to ensure compliance. Complying with set industry standards that apply to us, we are certified on ISO 27001.

The cross-functional Information Security Council headed by a Board member ensures the governance and senior management sponsorship of our compliance measures.

As we cater to diverse clients from various industries such as banking, retail and telecom industries, as opposed to individual consumers, the scope of privacy and data protection for consumer personal data is often limited to contractual requirements agreed upon with our clients, and subsequently deployed during project execution. Our clients translate applicable data protection laws into contractual requirements, wherever appropriate.

In fiscal 2013, 49 client instances related to information security were reported. Of these, 24 instances were treated as incidents. As many as 21 incidents have been addressed and closed, and three more have been actionized and are awaiting client signoffs.

Process innovations

We continue our journey of delivering value to our clients through significant investments in quality programs. We have adopted several external benchmarks and certifications. This year, we were granted two patents on process innovation:

- Method and System for Estimating Resource Factors for Executing a Large deal
- Program Management Systems and Method Thereof

A list of other process innovations at Infosys is as follows:

Infosys Global Agile is an innovative methodology which brings the best of agile practices, leverages established practices of CMMI to bring higher predictability and risk coverage for distributed Agile execution.

The methodology focuses on a set of agile practices such as product and sprint backlog for requirements, burn down charts, daily stand up meetings, test driven development. Continuous integration and testing and mature practices like up-front planning, detailed measurements, communication, collaboration, requirement prioritization and quantitative project management are also looked at to boost excellence in the Agile practice.

Along with the process and systems, it has a comprehensive certification framework to nurture the right skills for Agile project execution in a distributed environment and have a scalable model to create a large talent pool in Agile.

Infosys Validation Methodology (IVM) for functional testing is an innovative methodology that focuses on comprehensive functional testing with its best in class unique practices of testing that will help achieving better productivity and improved quality. The key practices included in IVM are – continuous automation, stop test, combined acceptance test, early life cycle validation, continuous application grading, structured techniques of test case design and optimal test coverage.

TUEM – Test Unit Estimation Method is an estimation technique designed and used in Infosys for testing only projects. This provides a basis for measuring the size of testing requirements and helps in understanding productivity and improving estimation accuracy for higher competitiveness.

Transition Methodology and Workbench : Transition Methodology is based on seven key functional work streams to ensure successful transition with minimal business disruptions.

Infosys Transition Advantage is the Transition workbench for application maintenance including complex large deals with multiple service lines. It is first-of-its kind in the industry which helps achieve faster transition, reduced cost and risk with features including transparency in transition health to clients, collection and reporting of metrics and Key Performance Indicators (KPI), virtual conference rooms, third party contracts and Remote Terminal Unit (RTU) tracking.

Infosys Application Development Platform (IADP) : This offers an integrated workbench for application development lifecycle activities, facilitates easy planning and execution in a structured way and provides an environment for collaborative application development. It aims at achieving significant improvement in productivity and higher discipline in our Application Development and Maintenance (ADM) service execution by institutionalizing IADP as the integrated development platform for all applicable projects.

Infosys Application Management Platform (I-AM) : This is an integrated platform to address application maintenance activities while delivering bug fixes, minor enhancements, and major enhancements. This platform enables delivery teams to plan and execute services through a single workbench coupled with IDE integration. It has an adaptable framework that integrates and synchronizes people, processes, assets, tools, and accelerators to execute the application maintenance life cycle activities seamlessly. It has been designed to transform the service delivery, making it more collaborative, productive, and focused on quality

ASCENT : This is an Account Management framework and Workbench that covers the full life-cycle of an account management including planning, monitoring and review. This also provides an integrated view of an account on various dimensions including strategy, financials, relationship, execution, and pipeline. This helps in improving account management for enhanced predictability and growth.

Application Value Advisor : Application Value Advisor profiles the application for engineering parameters like infrastructure utilization, service capacity utilization, maintainability, availability going beyond Service Level Agreements (SLA) and recommends enablers to bring value addition to the service leading to reduced Total Cost of Ownership (TCO).

Benefits realized through structured improvement techniques in 2013 was around US $151 million. Business value articulated by the company and endorsed by the customers was around US $700 million.

Communicating responsibly

Our marketing and communications strategy to increase outreach in our primary markets include :

- Media / Public relations
- Influencer connect
- Advertising
- Digital marketing, and
- Events

All our marketing communications including advertising, promotions and sponsorships comply with the relevant laws of the countries that we operate in. In addition, our brand guidelines describe our brand strategy, architecture and every aspect of our distinct brand philosophy.

Our brand guidelines are framed by a core team of key stakeholders from the marketing team and an external agency, taking into consideration industry best practices and the results of the brand tracker study. The guidelines are documented in the brand book. The guidelines are communicated with the entire marketing team in

a planned campaign and a copy of the brand book is made available on the intranet as a ready reference.

We have a well-defined governance structure within the marketing department with a clear escalation mechanism. Activity-level tracking is done on an ongoing basis as per the governance structure to ensure compliance with the branding guidelines. Whenever any incident of non-compliance is either spotted or reported, the core branding team gets involved to investigate, analyze and resolve the issue. Other teams such as the legal team may be consulted depending on the nature of the incident. No instance of regulatory non-compliance was reported regarding our marketing communication for fiscal 2013.

Technology for sustainable event management

We have adopted green technology and innovation to mange our marketing communication and event management. Custom designed smart networking devices such as 'Spot Me' eliminates the use of paper by both the event organizer and the delegates. This is achieved through the device's ability to enable access to all event related information such as event agenda, participant list, delegate profile, speaker and sponsor details. The device allows sharing of messages, exchange of electronic business cards, photos, and notes through a secure website. The website is live for up to six months after the event to enable networking and archival planning.

Electronic signboards have replaced the printed versions to display event details such as agenda, itineraries and information kits. Information dissemination, invitation and registration process also takes place online, thus eliminating the need for paper based collaterals. This approach has reduced our carbon footprint due to marketing activities significantly. It is also convenient for the participants to access information and engage in conversations.

Responsible supply chain

Being an Information Technology (IT) and consulting company, our solutions and services rely more on intellectual assets than on physical manufacturing. The supply chain is more relevant for our support processes rather than our core business.
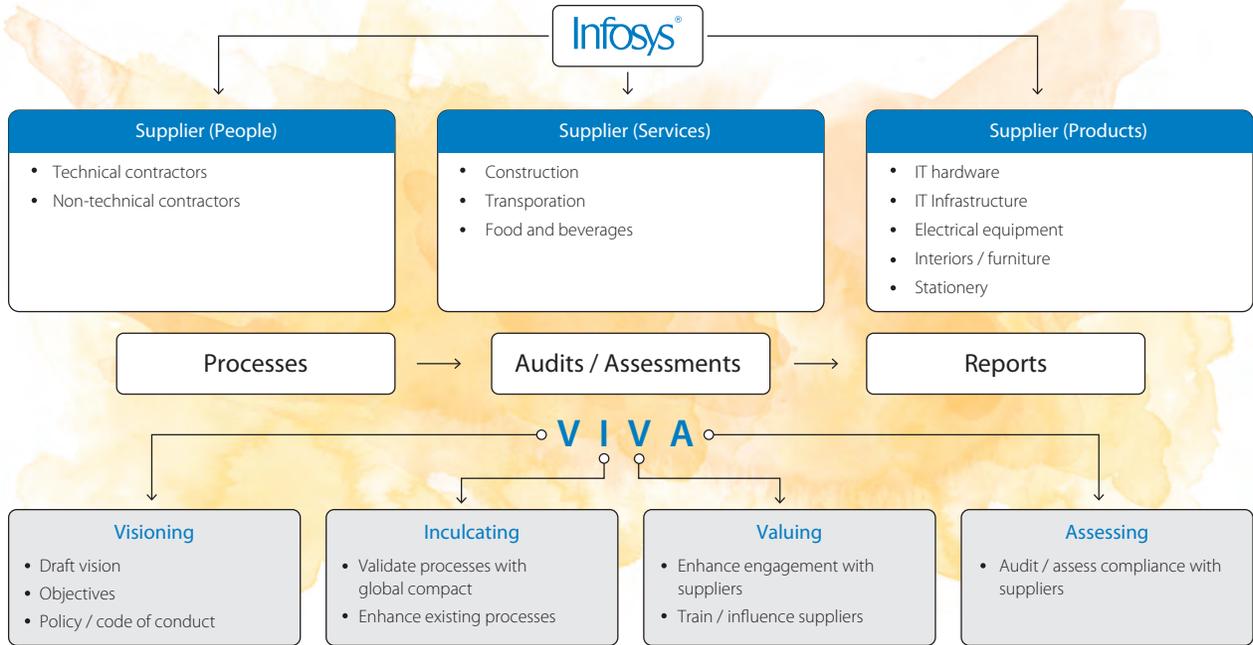
We have an established vendor guideline that articulates our vendor selection criteria. This is based on credibility, capability and cost to deliver the requested service. We review our contractor and vendor management practices on a regular basis. We sign the Master Service Agreements (MSA) with all our vendors. The MSA mandates the vendor to abide by the regulatory and governmental laws applicable.

In order to strengthen responsible business practices in our supply chain, a four-stage integrated framework called 'VIVA — Visioning, Inculcating, Valuing, and Assessing' was conceptualized in fiscal 2013. This framework is aligned to the principles of the UN Global Compact. We have drafted a Responsible Supply Chain Policy that categorizes our suppliers into three broad categories — people, services and products.

Our approach is to progressively engage with our suppliers to inculcate responsible business practices in the entire supplier lifecycle. As a first step, we launched 'Process Awareness for Contract Partners (PACT)', a first-of-its-kind training program to sensitize our contract workforce on topics such as Infosys' values, anti-discrimination, anti-sexual harassment, wages, benefits, health and safety. Over 70 sessions were conducted in seven vernacular languages including Hindi, Marathi, Kannada, Odia, Malayalam, Tamil and Telugu, covering over 6,000 contractors across India locations. We also conducted detailed programs on sexual harassment, health and safety, and emergency preparedness for our contract workers throughout the year. The overall contractor training effort in fiscal 2013 was over 10,000 training days.

We have about 15,000 contractual staff working on our campuses. A strong governance process and independent checks support a regular bimonthly audit of our contract staff in consonance with various labor laws including the Minimum Wages Act, Payment of

Supplier engagement

Infosys®

Supplier (People)	Supplier (Services)	Supplier (Products)
• Technical contractors • Non-technical contractors	• Construction • Transporation • Food and beverages	• IT hardware • IT Infrastructure • Electrical equipment • Interiors / furniture • Stationery

Processes → Audits / Assessments → Reports

V I V A

Visioning	Inculcating	Valuing	Assessing
• Draft vision • Objectives • Policy / code of conduct	• Validate processes with global compact • Enhance existing processes	• Enhance engagement with suppliers • Train / influence suppliers	• Audit / assess compliance with suppliers

Wages Act, Payment of Bonus Act, ESI, EPF, etc. Grievances are addressed through appropriate mechanisms available to our contract staff. Medical claim and insurance policies safeguard their interests.

Our contracts have appropriate clauses and checks to prevent the employment of child labor or forced labour in any form.

We engage with local suppliers (India based) for our 'People' and 'Services' categories. Our proportion of spending on locally-based suppliers at significant locations of operations was 55% for fiscal 2013.

Investing in society

An organization is responsible towards all its stakeholders, investors, clients, employees, vendors / partners, governments and communities. At Infosys, a key aspect of honoring our social contract is to work in the area of community development, particularly in education and the creation of jobs through direct and indirect investment of time, effort, and funds. This is done through direct monetary support, organization-led projects, employee-driven initiatives and our Community Empathy policy represented as follows:

Infosys Foundation

The Infosys Foundation ('the Foundation') supports the underprivileged sections of society through various programs and initiatives. We contribute up to 1% of profit after tax annually to the Foundation for its campaign to improve the welfare of people in rural parts of India.

The Infosys Foundation was set up on December 4, 1996 with a mandate to support the underprivileged sections of society. The mission of the Foundation is to work in remote regions of several states in India, in the areas of healthcare, education, culture, destitute care and rural development. The Foundation's activities are concentrated at locations where our campuses are located to utilize available infrastructure and resources. The Foundation prides itself on working with the rural community and underserved section of the society, selecting projects with care and working in areas that are normally overlooked by the larger society. The Foundation believes that a sure way to build a better tomorrow is to improve the opportunities and access to education. One of our largest rural education programs is the 'Library for Every Rural School'. Under this program, the Foundation set up over 40,000 school libraries at a cost of approximately US $1,033,172 in Karnataka.

The Foundation trains government school students through an initiative called Oasis, to inculcate healthy habits that would help them handle choices, challenges and stress. The Foundation also conducts a Teachers Training Program in rural Karnataka to help faculty from rural colleges empower and build the confidence of students, and thereby prepare them for the competitive world.

Promoting the cause of health and hygiene in rural India, the Foundation invested US $1,833,517 and started the Parishudh Initiative with the help of over 10 non-governmental organizations in North Karnataka. In the last 18 months since the beginning of the program, the Parishudh Initiative has helped 10,000 families build toilets in over 300 villages.

The Foundation focuses on:

Healthcare   Education   Culture   Destitute care   Rural development

Over 50,000 people directly benefitted from this initiative. In addition, over 300,000 families have been educated on the need for hygiene and sanitation. This has boosted local entrepreneurship and over 20 entrepreneurial ventures have been started by the local beneficiaries as a result of this initiative.

Infosys Science Foundation

Scientific research is one of the most powerful accelerators of growth and development, especially in an emerging economy like India. The Infosys Science Foundation instituted the Infosys Prize with the aim to recognize some of the finest researchers of Indian origin and encourage a research-oriented mind set among students. Each winner of the Infosys Prize receives a 22-karat gold medallion, a citation certificate and prize money of US $103,950. A total of 25 scientists have been awarded so far since the inception of the award.

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

Winners of the Infosys Prize 2012, with jury chairs, and Chief Guest Gro Harlem Brundtland

ACM – Infosys Foundation Award

The Association for Computing Machinery (ACM)-Infosys Foundation Award in Computing Sciences was established in August 2007. It recognizes the personal contributions made by young scientists and systems developers to a contemporary innovation that exemplifies the greatest achievements in the discipline.

ACM (*www.acm.org*) is the world's largest educational and scientific computing society, uniting computing educators, researchers and professionals to inspire dialog, share resources and address the field's challenges. The award carries a prize of US $150,000, provided by the Infosys Foundation endowment. Jeffrey Dean

and Sanjay Ghemawat are the recipients of the 2012 ACM-Infosys Foundation Award in Computing Sciences. They led the conception, design, and implementation of much of Google's revolutionary software infrastructure, which underlies the company's web search and indexing, as well as numerous applications across the industry. This technology has been emulated by virtually every major Internet company in the world. Dean and Ghemawat's research describing the scalable infrastructure they created was pivotal to the burgeoning field of cloud computing, which delivers resources over the Internet.

Jeffrey Dean (third from left) and Sanjay Ghemawat (second from right), winners of the ACM-Infosys Foundation Award in the Computing Sciences

Empowering through education

We believe that a good foundation for leading a better life is through education. Infosys through its organizational-led projects has successfully harnessed its reach and resources to encourage students in rural India to pursue higher education, provide infrastructure for government schools, and train faculty across schools and colleges. We work closely with educational institutions across the country to improve access and quality of education offered in schools and universities.

Campus Connect

As a primary stakeholder in creating a vibrant talent pool of future engineering graduates, we launched Campus Connect (CC) in May 2004, a first-of-its-kind industry-academia partnership program. CC aims to be a forum where some of our best practices can be shared with institutions. CC also helps align the needs of institutions, faculty and students, with those of the IT industry, to raise the employability of engineering students.

The following table provides details on the Campus Connect programs:

Events	2012-13	2011-12	2010-11	2009-10	Total
Partnering institutions	358	474	435	411	–
Campus Connect conclaves	0	1	8	2	23
Technical workshops conducted for the faculty	27	19	19	16	133
Faculty enabled through technical workshops	1,221	887	744	696	5,574
Soft skills workshops	14	20	9	24	101
Faculty enabled in soft skills	471	613	292	919	3,396
Road shows	110	141	124	142	904
Seminars in institutions (technical / soft skills)	92	80	47	26	417
Foundation Program (FP) rollout – Technical					
Batches completed	377	339	307	373	2,134
Institutions that completed at least one batch	166	173	142	189	446
Students who completed FP	24,871	21,665	19,551	24,333	135,755
Soft-skills (SS) program rollout					
Batches completed	229	194	240	162	1,045
Institutions that completed at least one batch	63	56	95	72	227
Students who completed SS	13,748	12,240	13,496	8,167	59,686

Events	2012-13	2011-12	2010-11	2009-10	Total
Technical electives					
Batches completed	193	141	63	11	483
Unique institutions completed	53	39	31	5	61
Students who completed	20,382	19,845	8,857	2,319	51,703
Soft-skills electives					
Batches completed	28	19	28	NA	102
Unique institutions completed	2	17	16	NA	33
Students who completed	1,808	1,017	1,830	NA	4,655

Several components are woven together for effective, fast-paced learning. These include conclaves, road shows at institutions, faculty enablement programs, industrial visits for students and faculty, Foundation Program roll-out, seminars and workshops, programming contests for students, sabbaticals, technical events, research paper sponsorships and soft-skills training for students and faculty members.

Campus Connect is also working with autonomous engineering institutions across the country to co-create industry electives in the areas of Foundational Computer Science, soft-skills and advanced topics like Business Intelligence and Enterprise Architecture.

We worked with several autonomous engineering institutions and deemed universities across India through the co-creation of several new industry electives for inclusion in their curricula.

Refer to *https://campusconnect.infosys.com/HomeDownloads/CCFastFactsFY12.pdf* for further details on Campus Connect.

Aspirations2020

In 2007, Campus Connect launched Aspirations2020, a contest series that fosters creativity, teamwork and innovation in building new software programs. The contest also enables students to test their ability to perform in challenging situations, and thus replicates an industry environment. This contest series is held along with the Association for Computing Machinery International Collegiate Programming Contest (ACM-ICPC). This innovative program focuses on execution excellence in demonstrating competencies needed for young engineers.

Students' participation in Aspirations2020
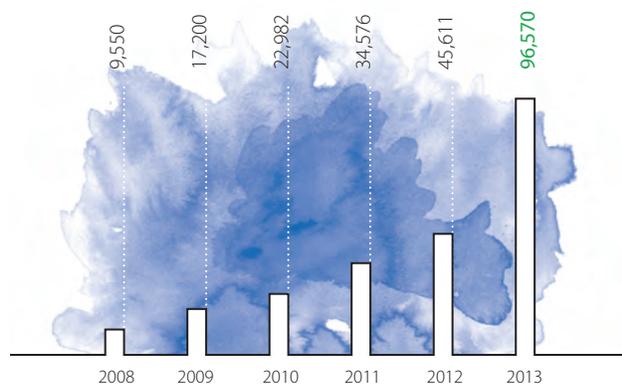
Over 96,000 students participated in the 2012 edition of the Aspirations2020 contest from 20 Indian states. It is commendable to mention that 53 teams who participated in Aspirations2020 qualified for the 2012 ACM-ICPC Asia Amritapuri Regional Contest, held in December 2012.

S. Gopalakrishnan, Executive Co-Chairman, presents the award to the winning team at the 2012 edition of Aspirations2020

Project Genesis

Project Genesis is an industry-academia partnership initiative and was first started in Karnataka in 2005. The objective of the program is to increase the employability of students across tier 2 and tier 3 towns in the country, who have the knowledge and the capability to work in the ITeS / service / retail industry, but lose out due to the lack of soft-skills and industry exposure. These students are exposed to the 'industry' curriculum, which blends academic know-how along with 'must-have' industry skills to assist them in being better prepared and employable. The aim of the program was also to assist academicians to handle queries and apprehensions of students about a career in the BPO industry with facts, thereby dispelling apprehensions around the industry.

Infosys BPO does not charge the students or academicians for the program or for participation in the recruitment drives. This project is implemented in the states of Karnataka, Andhra Pradesh, Maharashtra, Tamil Nadu, Orissa, Rajasthan and Punjab. This program was also introduced in Bhutan in fiscal 2013 in eight colleges, where 18 lecturers were trained in the curriculum. The total coverage in fiscal 2013 was 78 academicians and 933 students in 38 colleges.

SPARK

Launched in 2008, SPARK is a day-long program that helps raise the aspirations of students across the country. The SPARK portfolio includes four programs: On-campus events, the Rural Reach Program (RRP), Catch Them Young (CTY), and SPARK GURU.

The details of the SPARK on-campus events for fiscal 2013 are as follows:

Particulars	2012-13	[1] Total
Events	547	3,206
Students	1,16,836	5,41,766
Girl students	57,630	2,05,986
Rural students	39,135	1,78,187
Faculty	4,315	27,004
Employee volunteers	3,233	19,999

[1] The cumulative total since the start of the program until fiscal 2013

SPARK Rural Reach Program (RRP)

This one-day program is aimed at creating awareness about computers and the power of IT among rural school children in India. The RRP is connected to the Infosys Computer Donation program, so that schools where personal computers have been donated or are lined up for donation will benefit from the program. We have donated over 35,000 computers to schools in the past five years. We also inform these schools about registered vendors for the safe disposal of e-waste. The transportation charges for e-waste disposal are reimbursed by us. The target audience for the RRP comprises students from rural government schools within a 50 to 150-km radius of our campuses. The details of SPARK – RRP activities for fiscal 2013 are as follows:

Particulars	2012-13	[1] Total
Events completed	47	334
Employee volunteers	769	4,298
Participant schools	234	1,394
Students	42,622	299,717
Girl students	18,582	134,816

[1] The cumulative total since the start of the program until fiscal 2013

SPARK – Catch Them Young

Launched in 1997 as CTY, this 10-day summer vacation program is held at our campuses and aims to expose bright urban youth to the world of IT. This program is targeted at eighth-grade meritorious students, who are selected through a test and are trained by faculty members from the E&R department. Around 5,007 children have participated in this program since its inception.

The details of SPARK – CTY activities for fiscal 2013 are as follows:

Particulars	2012-13	[1] Total
Events	9	114
Schools covered	321	3,142
Students screened	2,302	26,432
Employee volunteers	350	1,236
Students trained	369	5,007

[1] The cumulative total since the start of the program until fiscal 2013

SPARK GURU

This program was formally launched in 2009. It is aimed at teachers from government schools, and helps them augment their knowledge and enhance their teaching skills with respect to current industry needs. The details of SPARK GURU activities for fiscal 2013 are as follows:

Particulars	2012-13	[1] Total
Events	4	12
Faculty	298	810
Employee volunteers	36	111

[1] The cumulative total since the start of the program until fiscal 2013

Encouraging employee-driven volunteer programs

Our Company has a rich heritage of driving voluntary programs at the organization level, individual level and at the employee group level. We promote employee group volunteerism since we believe in its positive influence in the development of communities around us. Several activities by individuals and groups are brought under a common theme to make a significant and sustainable impact. The platform enables all employees across our campuses to participate in initiatives, irrespective of how much time or effort they are able to spend on community service activities.

Our employees contribute actively to community welfare, environmental sustainability and digital literacy campaigns. Employee-driven Corporate Social Responsibility (CSR) groups and eco-clubs across locations have been responsible for leading large transformation movements that have reached out to a cross-section of society.

The following are some of the significant achievements by the employee volunteer groups during fiscal 2013:

Sneham's '50 in 24' initiative

The innovative '50 in 24' initiative was organized by our employees in Chennai. Sneham's initiative supports individuals, their families and the extended community who do not have access to facilities such as education and basic infrastructure.

- 50 community service projects were completed in 24 hours on March 8-9, 2013.
- The entire project cost around US $23,836 and was completely funded by our employees in Chennai.
- The volunteer base of over 700 employees touched the lives of over 50,000 people.
- Initiatives included a health camp for contract staff, road safety awareness, tree plantation drive, self-defense training workshop for school and college students, energy conservation awareness, blood donation camp and setting up of a library for a rural school.

Animal rescue by RAKSHA

RAKSHA (Rescue of, Awareness about, Kindness towards, Shelter for Helpless Animals), the employee volunteer group from Thiruvananthapuram campus, rescued 100 animals in one year since its inception, besides organizing awareness campaigns to support other animal welfare organizations for anti-rabies surveys.

RAKSHA volunteers with rescued animals

Employee volunteer groups

Volunteering activities by our employees across the globe for fiscal 2013 are as follows:

Campus	Trust	Details
Bhubaneshwar	Akanksha	• Conducted Notebook Drive for 700 children • Provided Pratibha Poshak scholarship for 500 students. We associate a mentor for every three students — a feature that is unique to the Bhubaneshwar DC initiative • Worked with disadvantaged children such as orphans, children whose parents who were in jail, and helped them experience the joys of celebrating festivals and special occasions • Provided help to students based on their individual wishes under the 'Make a Wish' program • Set up libraries and kitchens in a few orphanages • Spread computer awareness among rural children • Conducted two blood donation camps, with around 500 employees donating blood • Helped people in need of critical medical care, for illnesses including cancer, debilitating accidents and critical eye surgeries
Chandigarh	Arpan	• Distributed stationery to 1,900 children • Set up a library for the government school in Tanda village
Hyderabad	Mamatha	Adopted five schools in Pocharam and helped improve infrastructure and sports materials
Bangalore	Samarpan	Distributed notebooks and school-bag kits to over 45,000 children as part of the Notebook Drive (NBD)
	Voter ID Campaign	• Awareness programs among employees • Outreach programs across the state to maximize registrations. The volunteers designed and participated in several initiatives to promote and sustain good governance practices and policies for economic competitiveness, social well-being and inclusive growth. Volunteers anchored programs to promote integrity and transparency in all functions of the government for a better tomorrow, working closely with the framework of the Indian Constitution, laws and processes of public administration More than 400,000 educated voters to the electoral roll of Karnataka were added through this program thereby influencing the voter turnout to 70.23%, compared to 64.91% in 2008.
Mysore	Soften	Held a computer-awareness session for school students, and a mentoring program for the employees of the Karnataka State Road Transport Corporation.
Pune	Sparsh	Provided financial support for 122 visually-challenged students and 32 students from economically disadvantaged families.
Mangalore	Prerana	Sponsored US $31,556 in scholarships to 573 students, including 95 students who are pursuing professional courses.
Australia	Infosys Australia – CSR club	During the year, six of our employees participated in the Random Hacks of Kindness event hosted by the Swinburne University at its Hawthorn complex in Melbourne. This time, the theme was 'Bushfires' and community applications to manage this crisis. The Infosys team worked on a crisis management application called Besafe. Besafe is a crisis information system which brings together crowd sourced data, reports, Facebook updates and Twitter feeds on a GIS-based interface. The site can be accessed through an iPhone or Android app. Refer to *http://www.rhok.org/solutions/besafe-healthcare-during-emergencies* for more details.
China	Spring, the Infosys China CSR club	• Conducted its fourth blood donation camp in collaboration with Shanghai Blood Management, in which over 50 employees participated. • Taught English to immigrant children in schools, in affiliation with Stepping Stones, an NGO. The Spring team have volunteered to take classes every weekend. There are about 30 employee volunteers working on this initiative from Infosys China. • The employee volunteers participated in 'Giving Tree program, 2012'. Giving Tree provides underprivileged children with a bag of new clothes and toys worth 150 RMB to 200 RMB for the Chinese New Year holidays in China. Our team donated 150 bags and employees from other locations also participated in this activity. • Spring received appreciation from the Shanghai Blood Management Office, Mifan Mama (an NGO in China), Stepping Stones and Giving Tree for its dedication towards helping and working for social causes.

Campus	Trust	Details
Americas	Infosys USA Foundation	• Donated US $30,000 to the New Jersey Relief Fund to benefit the victims of Superstorm Sandy. • Conducted mentoring events and panel discussion on STEM, organized by the New York Academy of Sciences, and sponsored by the Infosys Foundation. • Undertook teaching apprenticeships at schools in Newark and Bronx and participated in Robotics Scrimmage. • Organized the 'Bring Your Daughters to Work Day' where IWIN members mentored middle and high school girl students, organized by South Asian Youth Action.
U.K.	Infosys U.K.	• Provide apprenticeships to 100 learners over the next five years, in partnership with U.K.'s National Apprenticeship Scheme. • Supporting Computer Clubs for Girls, set up by e-skills U.K. to help inspire young women to consider a career in technology through after-school clubs and visits to schools. • Working with East London Business Alliance, an organization that helps companies connect with local schools to provide support and develop various programs. • Supported Britain's most promising technology companies on an entrepreneur-led trade mission to Bangalore and New Delhi, Web Mission 2013, with the aim of developing new relationships and opening up their business to the Indian market. Infosys hosted the first major session in Bangalore and will provide each company with a U.K.-based mentor to support and drive business opportunities in the sub-continent.

Voter ID outreach program conceptualized by Samarpan, the employee CSR group of our Bangalore development center

School library in Tanda village set up by Team Arpan, Chandigarh DC   *Blood donation camp organized by Shanghai DC*

Infosys foundation's parishudh initiative

Many rural and impoverished communities across nations face challenges related to clean water and sanitation. According to a recent estimate, over 60% of people living in India do not have toilets. Most such communities use open areas for defecation leading to a constant threat of water contamination and poor hygiene, which can cause diseases such as diarrhea, cholera and malaria. It has been estimated that children on an average fall sick five times a year, lose two to six days of schooling each time and over 500,000 die due to diarrhea every year. All these act as a severe deterrent for the economic and social growth of these communities.

While the Infosys Foundation was working with the flood-affected victims of North Karnataka, providing better hygiene and sanitation for the rest of the impoverished communities in this region was recognized as a developmental need. The Foundation thus started the Parishudh Initiative and implemented several programs under this umbrella such as constructing safe toilets, training and awareness on health and hygiene, and building local entrepreneurship to sustain long-term and holistic economic and social development in the region.

Making a difference

The Parishudh Initiative has helped over 11,000 families in the districts of Bidar, Gulbarga, Yadgir, Raichur, Koppal and Bijapur to build safe toilets at their homes. Additionally, schools in this region were provided aid to construct safe toilets and over 60 schools have been benefited so far.

It was necessary to educate, influence and create a sense of urgency among the people of this region for the success of this program. Several innovative communication campaigns such as talks by regional leaders, professionals and students, competitions for children, toilet summits, exhibitions, and special commemorative days have been conducted. These campaigns helped educate the families and bring overall awareness on sanitation. A targeted set of publicity materials were created, which included audio and video programs. Many of the existing videos that had excellent educational content were translated to the local language.

The Parishudh team continues to invest in research and development in using best technology and design. This will help in making the delivery more efficient, affordable and as per the needs of the people. Over 25 toilet designs were studied to evaluate the best from the lot.

While volunteering and funding is one way of alleviating a developmental issue, the Parishudh team believes that fundamental changes in policy and administrative approaches are required to make a long-term difference. The team has recommended several policy changes, both at the central and state government levels for supporting safe hygiene practices. It has been successful in influencing the central government's decision to increase the incentives for toilet construction to rural households.

Boosting local economies

The Parishudh team believes in enabling the beneficiary group to imbibe success parameters to run its societies independently beyond the program's end date and scope. The team encouraged and supported around 25 entrepreneurs to take advantage of the need felt in the market for various trades and skills. Cement blocks, doors, ventilators, precast panels, hinges, pipes and waste composting to yield organic fertilizers etc., were some of the areas that were chosen. Parishudh has been an effective aid program and has helped improve the lives of these communities through meaningful project implementation. We hope to see this program successfully replicated across the country.

Beneficiaries of the Parishudh Initiative
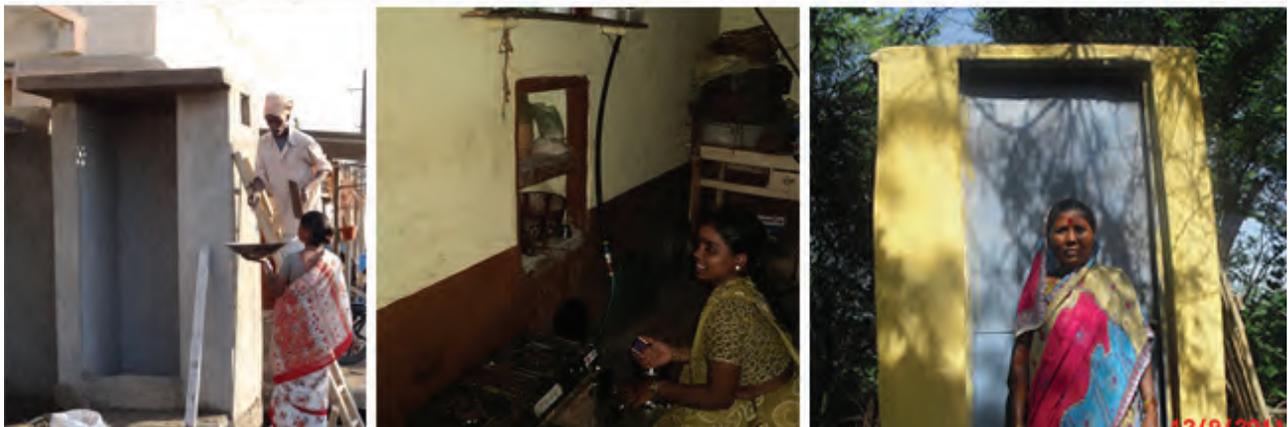
Reduced our carbon intensity for Scope 1 and Scope 2 by **53.53%** as compared to fiscal 2008

Achieved a reduction by **40%** in our energy intensity

Reduced our water intensity by **34%**

Sourced **58** million units of our electricity from renewable energy

4.8 MW of reduction in connected load through air conditioning retrofits

2 million sq.ft. of our buildings have the highest level of green building certification

> *"We now design our buildings with three times lesser electrical loads, 3.5 Watts per square foot, which is one of the lowest in the industry. Our Energy Performance Index (EPI) is 85 KWh per square meter per annum (including plug loads), which is one third of the EPI of an average building in India."*
>
> **Rohan Parikh**
> *Head, Green Initiatives, and Infrastructure*

Every bit of green counts

For the first time in human history, the global carbon dioxide levels in atmosphere surpassed 400 ppm last year. This development should sound alarm bells for us as we think about the prospects of providing future generations with adequate space, resources, and above all, good health. Growing economies like India and China require large addition in power plant capacities to meet the growing energy demands, especially in the the fastest growing sectors, such as the commercial sector. This is the time corporations need to show responsibility and capability to take new approaches to progress sustainably.

Buildings are the biggest energy consumers worldwide. One-third of all energy and material resources are consumed in the building sector, and one-third of all the CO2 emissions are generated by buildings. We set out to change it five years back, and we have set new standards and broken a few barriers. We have showed leadership in implementing new technologies for the first time in India to demonstrate feasibility and viability of efficient systems. We are openly sharing our data and best practices, allowing other builders to know that such reduction in energy and water consumption can be achieved and buildings can be designed to do that.

Innovations are what drive us. We have built a passionate team which has turned our buildings into live laboratories, working towards the unreasonable goals we have set ourselves. In fiscal 2013, we reduced our per capita electricity consumption by 40% and our per capita water consumption by 34%, compared to our 2008 baseline numbers.

With our population nearing 7.1 billion, resources are depleting fast. Resource scarcity has to drive a lot of changes. This is where our passion to save our planet has brought us together to create technologies and practices that will allow us to run our business more sustainably, and to come up with new solutions and benchmarks that will help us create paradigm shifts. It is an unending global challenge, and we are creating tools and practices to achieve and to move forward.

At Infosys, we believe that we can't tread this path alone. To create solutions and to reduce our global resources, we have to work with our global community, including the communities that we operate from or other large corporations. Only then can there be a larger impact to create a better world.

Infosys has partnered with the Confederation of Indian Industry, the World Resources Institute, and the World Economic Forum in creating an innovative model to bring the prices of renewable energy to grid parity. This has led to the formation of a group called the Green Power Market Development Group, which is a consortium of corporates.

The members of this group will pool their electricity demand, so that their collective demand can bring in economies of scale, hedge financing risks, and influence regulators to create stable and favorable renewable energy policies. It will help in creating a much needed economical renewable alternative to meet the growing demands for energy. Infosys currently sources 22% of its electricity from renewable sources and plans to source all its electricity from renewable sources by the end of 2017.

Our interactions with various international research institutes and inter-governmental research programs have resulted in creating a talent and knowledge pool, which allows the sharing of new innovations and best practices.

Our smart buildings team is focusing on wireless and energy harvesting sensors, which are powered by either solar, piezoelectric, or thermocouple technologies.

We have continued to retrofit our old buildings so that they are as energy efficient as our new buildings. We have been able to demonstrate a payback period of less than three years for 'whole system' retrofits of existing building systems.

Retrofits and right-sizing of equipment have helped us reduce our connected load significantly. We now design our buildings with three times lesser electrical loads, 3.5 Watts per square foot, which is one of the lowest in the industry. Our Energy Performance Index (EPI) is 85 KWh per square meter per annum (including plug loads), which is one third of the EPI of an average building in India.

We are installing various new technologies to manage our waste, to reduce the amount of waste being sent to landfills. We are working towards zero waste being sent to landfills.

This year, we have formulated a biodiversity policy. We believe in not just planting trees but in creating micro-ecosystems in all our campuses, which will provide a haven to migratory birds and butterflies. We will preserve and conserve the existing ecosystems providing a habitat for local flora and fauna.

For me, it is not just important for Infosys to become a leader in sustainable innovative practices. We want to collaborate with other organizations so that we create a global community of employees, people, and organizations that will help us all create a cleaner, greener, and healthier planet for our future generations.

Innovation in resource conservation

Our sustainability strategy has innovation as one of its cornerstones, and we continue to innovate steadfastly to create and redefine benchmarks in corporate environmental sustainability. Our idea is to prove that these innovations are financially viable and therefore can be replicated by organizations and wider communities. Some of the most important innovations that have helped us achieve significant resource savings are as follows:

Building-envelope efficiency

An efficient building envelope is one of the most important aspects of an energy-efficient building. It is essential to reduce the heat ingress in a building thereby reducing its cooling requirements. Up to a 15% reduction in the peak cooling load and a 6-8% reduction in annual energy consumption can be achieved through an efficient envelope. This covers appropriate orientation, insulated walls and roofs, an optimized window-wall ratio (25-30%), and high-performance glazing with adequate shading. All buildings that have been constructed on our campuses have been fitted with efficient building envelopes, reducing the related heat gain to 1 Watt per square foot of air conditioned area. Our experience has revealed

that the reduction in cooling and electrical equipment provides for the additional investment required for efficient envelopes. This technology has been implemented at buildings that were constructed after 2008 at the following campuses: Bangalore (MC building), Mysore, Pune, Hyderabad (SEZ campus), Jaipur (SEZ), Mangalore (SEZ), Thiruvananthapuram (SEZ), and the upcoming new campuses at Bhubaneshwar, Indore, and Nagpur.

Radiant cooling technology

We have been a pioneer in implementing new building technologies in India. The first radiant-cooled commercial building in India was constructed at our Hyderabad campus. Operational data for the last two years show that radiant cooling is about 30% more efficient than conventional air conditioning. Radiant cooling also has a lower initial investment compared to conventional air conditioning, thus making great commercial sense. Currently, eight buildings at Infosys are being designed using radiant cooling technology. This technology has been implemented in buildings at the following campuses: Bangalore (MC building), Mysore (SDB 7 onwards), Pune (SDB 11), Hyderabad (SEZ campus), Jaipur (SEZ), Thiruvananthapuram (SEZ – SDB 4), and the upcoming new campuses at Indore and Nagpur.

Software Development Building (SDB) - 6 at the Mysore campus built using energy-conserving innovations and 'intelligent building' principles

Wireless technology

Energy-harvesting wireless technology from EnOcean for self-powered wireless switches, sensors, and controls for building automation cuts the cost and time of installation, and enables the efficient use of energy. This technology is based on the energetically efficient exploitation of slight mechanical motion and other potential from the environment, such as indoor light and temperature differences, using the principles of energy harvesting. It is now possible, with low investments and minimal disruption, to outfit buildings with self-powered, 'peel and stick' sensors and switches that seamlessly connect to Transmission Control Protocol (TCP) / Internet Protocol (IP) communications. This technology is being piloted in our new building at Bangalore (MC building) and based on results will be implemented across new buildings in the future.

Lighting controls for greener results

Our intense research in the use of lighting infrastructure across our operations has yielded several innovative solutions and processes. These include technology and design solutions. These solutions have been implemented in all buildings that were constructed after 2008 across the following campuses: Bangalore (MC building), Mysore, Pune, Hyderabad (SEZ campus), Jaipur (SEZ), Thiruvananthapuram (SEZ), Chennai (SEZ) and Mangalore (SEZ). Our plan is to implement these best practices at all future buildings that we construct across our campuses.

Daylight panel and vision panel for windows

With the aim of using natural light through the day, all new buildings at our campuses since 2008 have been designed with daylight

and vision panels. The window is split into two different types of glass. The upper glass is called the daylight panel and is usually of a higher visible transmittance (more transparent), in order to get natural light into the office space. The lower glass is called the vision panel with low visible transmittance. This type of window is highly efficient because it lets in good natural light with little or no glare, and also minimizes heat gains into the building. In most of our new buildings, with narrow floor plates (18 m or less), almost 100% of the office space is naturally lit using this design. This ensures our lighting load is very low during the day and provides a comfortable ambience for our employees.
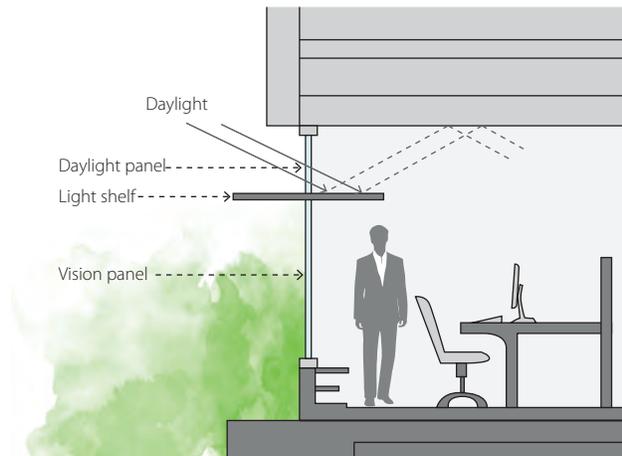
Daylight and vision panel design

Light shelves to improve daylight in office spaces

The light shelf is an architectural element. An overhang fixed between the vision panel and the daylight panel, it extends outside the building as well as inside. The light shelf helps reflect natural light deep into the office space, and provides protection from glare.

Volumetric lighting in office spaces

We aim to provide lighting levels according to global standards, with a focus on the quality of light. Our lighting designs are aimed at lighting up the space (volumetric lighting) and not just the employees' desks. This increases the overall visual comfort for employees, and has no additional cost impact.

Accurate lighting design through simulation and controls

Our lighting designs are based on simulation software, which indicates the optimum number of light fixtures needed to achieve the required lighting levels. This will eliminate the use of rule-of-thumb designs, thereby reducing lighting loads and subsequently, cooling, and electrical loads.

Daylight sensors in perimeter areas and occupancy sensors for all cabins and restrooms reduce the operational costs. Our lighting designs are about 50% more efficient than the global American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards, and our lighting energy consumption has been reduced to one-eighth of the consumption in our old buildings. The accurate design of our lighting systems has involved a lower investment, since the number of fixtures and lamps has been optimized and wastage is thus completely eliminated.

Replacement of sodium vapor lamps with LEDs

We replaced the 250W sodium vapor lamps used for street lighting with 75W LEDs, resulting in a 70% reduction in our connected load. The payback period for this measure is three years. The life of LEDs is several times higher than that of sodium vapor lamps, thus reducing maintenance or replacement costs. This has been implemented across all our Indian campuses.

Variable-speed pumping system in AC systems

Our air-conditioning systems are among the most efficient globally. In the conventional systems, two sets of pumps (primary and secondary) are used for distributing chilled water. In the variable-speed primary pumping system, only one set of pumps is used. Also, each pump is directly connected to the chiller, reducing the piping. This also eliminates the need for using balancing valves, thereby reducing the pressure drop, and decreasing the capacity of the pumps, which further reduces the initial investment. This has been implemented across all our Indian campuses.

Heat pumps for water heating

We are replacing all electric resistance heaters with heat pumps that consume one-fourth of the electricity required for heating the same amount of water. This technology has been implemented partially at a few of our campuses as listed here : Mysore, Bangalore, Hyderabad (SEZ campus), and Bhubaneshwar (new campus).

Optimization of structural design

The structural designs of all our buildings have been optimized to adhere to the codes applicable to their locations. Through efficient grids and designs, we have been able to ensure structural stability and at the same time optimize on steel and concrete usage.

Our efforts towards resource conservation

Air conditioning

We have used the following mechanisms to improve our air-conditioning systems :

- Variable Speed Drives for Air Handing units (AHUs), to reduce the speed of fans, thereby reducing energy consumption, based on the varying occupancy levels in buildings.
- Two-way control valves for AHUs to regulate the flow of chilled water based on the cooling demand from buildings.
- Variable speed drives for cooling tower fans, to reduce fan speed, and thereby save energy based on ambient conditions.
- Low-pressure ducting and piping : Oversized ducts and pipes ensure low-speed air-flow (less than 6 m/s) and water flow (less than 1.5 m/s), thus reducing friction. These investments save energy through their lifetime, since ducts and pipes are seldom replaced in a building as they last for 15 – 20 years.
- Thermal diffusers to control the air-flow based on the temperature requirements of a particular space. This increases thermal comfort in the space and improves the air-system efficiency.
- Heat-recovery wheels to transfer the cooling energy from exhaust air to fresh air, which will reduce the cooling load, thereby reducing the capacity of cooling equipment.
- AHUs designed for low air velocity (less than 400 feet per minute) across the cooling coil, reducing the friction and fan capacity, and resulting in a lower energy consumption.
- Ceiling fans in offices, to enhance the thermal comfort. This provides the opportunity for maintaining a higher temperature set point (beyond 24^0 C). This also helps maintain the comfort of employees after regular office hours, when the air conditioning is switched off.
- Heat pumps to provide efficient water-heating and at the same time generate cold water. The overall efficiency of this system is higher than that of water-cooled chillers.
- Avoiding the use of skylights in buildings. If provided, they can be shaded using exterior-perforated aluminum sheets to avoid most of the direct sun on the glass. Using this measure, the glass temperature is reduced by nearly 30^0 K, thus reducing air conditioning energy.
- White paint on the roof reduces the heat-island effect and reduces the air conditioning requirement. We have measured a temperature drop of 20^0 K on a roof painted white at our Bangalore campus, when compared to a normal concrete roof.

- A new kind of series-counter flow chillers arrangement, which can achieve a 5 – 8% higher efficiency when compared to individual chillers, has been installed.
- Cold-aisle containment in server rooms and data centers ensures the uniform distribution of cold air to the servers and makes the cooling system more efficient.
- Selecting equipment with medium temperature water (16^0 C instead of 7^0 C) for server room air conditioning system to reduce energy consumption, since server rooms rarely require dehumidification as there is no moisture generated by the equipment.
- Multiple cooling coils in fresh-air treatment equipment, for radiant cooling. Medium-temperature coils at a 16^0 C water temperature and low-temperature coils at a 7^0 C water temperature enable high-efficiency air treatment and the effective removal of moisture.
- Offices, hub rooms, server rooms, and data centers designed and operated at 24^0 C and a 60% relative humidity, to ensure the proper sizing of equipment and their efficient operation.

Building design parameters

The following are some of the measures we have adopted:

- Our electrical system is designed for 3.5 W/sq.ft., taking into account all services including chiller plants, building heating, ventilation, and air conditioning (HVAC), lighting, computers, and other miscellaneous loads.
- The Energy Performance Index of our new buildings is lower than 80 kWh/sq.m., annually. This includes all loads in our buildings.
- Our buildings are designed for a peak envelope heat gain of 1 W/sq.ft. of air conditioned area.

Lighting

We have implemented the following measures to improve our lighting systems:

- Replaced CFLs with 5W LED lights in restrooms.
- Used occupancy sensors / motion sensors for lighting in restrooms and cabins, to minimize energy wastage.
- Designed our lighting systems at 0.5 W/sq.ft. for providing a lighting level of 350 lux on the desk, and the operating range of our lighting systems during the day at 0.15 to 0.20 W/sq.ft., because of the design for natural light in our buildings.

Water

We have used the following mechanisms to optimize our water usage:

- Sensor-based taps at food courts to minimize water wastage.
- Recycled water from sewage treatment plants in cooling towers and landscaping, thereby reducing the need for fresh water.
- Sewage treatment plants with membrane bio-reactor technology to achieve a high quality of recycled water that can be used in many applications.
- Dual plumbing system in buildings to enable the use of recycled water from the sewage treatment plants for flushing.

Other measures

We have used the following measures:

- Energy metering at a granular level in our building incomers, lighting, air-conditioning, and UPS systems, and for other loads too. We have made 5 – 10% energy savings possible by optimizing operations through monitored data.
- An integrated building management system to ensure efficient operations and the timely troubleshooting and maintenance of equipment.
- Real-time monitoring of equipment efficiencies to ensure the benefits of good design and efficient equipment in the long run.

- Replacing old UPS systems with a new modular type of UPS having a higher efficiency, thereby reducing the connected load significantly and achieving energy savings. The payback for this measure is about three years.

Strategic partnerships

We are working with some of the best research institutes and adopting best practices from across the world to implement the latest technologies at our new and existing campuses.

We have formed the following strategic partnerships in fiscal 2013:

Indo-US Joint Center for Building Energy Research and Development: We are participating as an industry partner in the US-India Partnership to Advance Clean Energy (PACE). This is a five-year project on clean energy research and development in the areas of building efficiency. We are working with several institutes and companies in India and the U.S. in the areas of passive building design, advanced HVAC and lighting technologies, building energy simulation, automation and monitoring, to achieve energy savings by driving the development of cost-effective technologies.

Partnership with Saint-Gobain Research India Limited: We have partnered with Saint-Gobain for research on building material, the analysis of building envelopes, and building monitoring to improve the efficiency of buildings in hot or humid climates such as in Hyderabad, Chennai, and Thiruvananthapuram.

Partnership with UTRC: Infosys is partnering with the United Technologies Research Center (UTRC) on a technology evaluation of the energy management system developed by UTRC. The project intends to demonstrate the energy savings made through building automation, monitoring, analysis, and diagnostics, thereby optimizing energy use and reducing operating costs.

Goals and performance

We comply with all the environmental laws and regulations of the countries in which we operate. Our resource-intensity efforts are driven by aggressive targets beyond compliance benchmarks. There have been no instances of monetary or non-monetary sanctions for non-compliance during fiscal 2013.

Our performance against our stated goals since 2007-08 is as follows:

Focus area	Scope	Achieved in fiscal 2013 against baseline for fiscal 2008
Per capita electricity consumption	India operations	39.9%
Per capita fresh water consumption	India operations	34.0%
Per capita GHG emissions (Scope 1 and Scope 2)	India operations	53.5%

Scope: Infosys Limited and Infosys BPO, India locations

Our resource footprint

The following are the details of our consumption and savings in the areas of water and energy.

Water

Our fresh water consumption is solely for the purpose of human sustenance and not for production. Hence, we believe that we do not significantly impact water sources. We have however, continued our focus on reducing our per capita fresh water consumption. Our reduction of per capita fresh water consumption was 14.28% in fiscal 2013, as compared to the previous fiscal.

Our aim is to make our campuses water-sustainable. Our water-sustainability strategy across campuses includes reducing our

fresh water consumption, rainwater harvesting, and the recycling and reuse of waste water. Our fresh water consumption has been reduced through optimization measures such as the installation of pressure-reducing valves in taps and pipes, the use of flow restrictors, and the installation of sensor taps in high-density areas.

The following table provides details of the sources of the fresh water used at our campuses in fiscal 2013:

Water sources	(KL)
Municipal	1,864,181
Private providers	740,026
Ground water	552,234
Total fresh water	3,156,440

Scope : This percentage of per capita fresh water consumption does not include the Chennai – Tril inforpark location with about 360 employees.
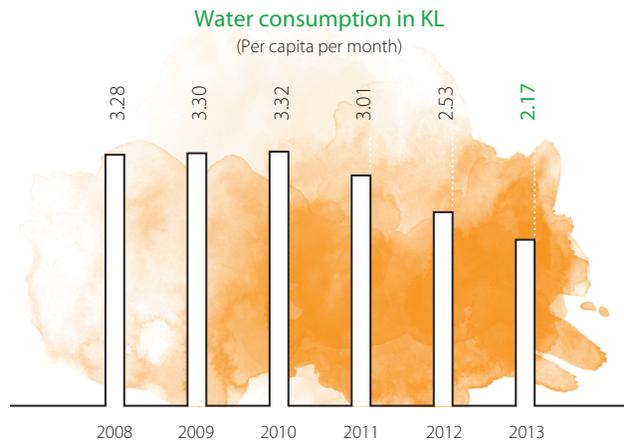
Rainwater harvesting

The rainwater harvesting infrastructure at our campuses have been built to maximize sequestration. The following are the campuses having this facility:

• 8 reservoirs in Mysore – total capacity of 60 million liters

• 7 reservoirs in Mangalore – total capacity of 45 million liters

• 3 reservoirs in Pune – potential capacity of 20 million liters

• 4 reservoirs in Hyderabad – potential capacity of 130 million liters

Note : The potential amount of rainwater sequestered at our Indian campuses is estimated at more than 4.3 billion liters every year; which is about 135% of our annual water consumption.

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

Water consumption in KL
(Per capita per month)

3.28 3.30 3.32 3.01 2.53 2.17

2008 2009 2010 2011 2012 2013

Note : The figures provided in graphs in the earlier reports were calculated excluding a few of our locations. For this report, we have revised the figures considering all our existing locations.

Waste water generated at our campuses is treated at our sewage treatment plants, and this water is recycled for use in cooling towers, landscaping, and flushing. The use of treated water is also optimized through dual-flush toilets, and sensor-based urinals. Owing to our stringent water-recycling and replenishing systems, the amount of waste water released into the municipal sewage systems during fiscal 2013 was insignificant. The water quality is monitored regularly to ensure our adherence to applicable norms.

Energy

Our energy consumption takes place mainly through the use of grid-power, high-speed diesel used for generators and boilers, the petrol used in Company-owned vehicles and lawn-mowers, and liquefied petroleum gas (LPG) used in the food courts. We have reduced our per capita per month electricity consumption by 10.71%, over the last fiscal.

The following table shows the energy consumed in our operations in fiscal 2013:

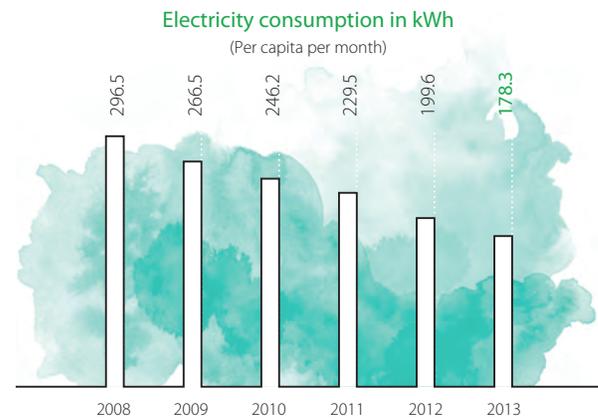| Areas	in GJ
Electricity (grid + green)	839,693.51
Fuel (High speed diesel for DG + Boiler)	323,330.11
Total	1,163,023.62

Electricity

We have taken up an aggressive target to reduce our per capita electricity consumption by 50% by fiscal 2018, compared to the fiscal 2008 levels. As of fiscal 2013, we have achieved a 39.9% per capita reduction in our electricity consumption over our fiscal 2008 levels.

The electricity consumption for fiscal 2013, broken up into grid power, captive power, and green power, including an increased scope resulting from the addition of new campuses and new buildings in some of our existing campuses, is as follows:

Electricity	in kWh
Grid	174,694,278
Captive	29,273,030
Green	58,553,918
Total	262,521, 227

The trend of per capita per month electricity consumption for all locations over the years is as follows:

Electricity consumption in kWh
(Per capita per month)

296.5 266.5 246.2 229.5 199.6 178.3

2008 2009 2010 2011 2012 2013

Note : The figures provided in graphs in the earlier reports were calculated excluding a few of our locations. For this report, we have revised the figures considering all our existing locations.

We have seven Leadership in Energy and Environmental Design (LEED) Platinum-rated buildings and two GRIHA Five Star buildings, taking our total green built-up area to about 2 million sq.ft. Another 4 million sq.ft. of our software development buildings are under various stages of green certification.

We believe that our innovative approach to retrofit design will inspire other HVAC designers to look at super-optimized designs, which have a short payback period of less than three years. This design will enhance the system efficiency by a minimum of 30%. The short payback period in the projects demonstrates the viability of efficiency improvements in retrofits. The reduction in the connected load frees up the grid, and enables a better use of our power-generation capacity.

Renewable energy

Our focus has always been on increasing our share of renewable energy. This has been achieved through sourcing green power at a few locations, by harnessing solar power for water heating and lighting, and wind power for electricity. This fiscal, we used 58.5 million units of green power. We installed a 120 kW rooftop solar plant at our Chennai Mahindra City campus, bringing our total installed solar capacity to 495 kW.

Greenhouse gas (GHG) emissions

We have identified operational control as the basis for determining our scope of emissions. Emissions are categorized as direct and indirect by the GHG Protocol based on the following criteria:

- Direct GHG emissions are emissions from sources that are owned or controlled by the reporting entity.

- Indirect GHG emissions are emissions that are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity.

- The GHG Protocol further categorizes these direct and indirect emissions into three broad scopes – Scope 1, Scope 2, and Scope 3.

*Source: http://www.ghgprotocol.org/calculation-tools/faq*

Our main sources of GHG emissions include indirect emissions through electricity consumption, business travel, and employee commute.

The GHG emissions have been recomputed from the base year, considering the changed emission factors. LPG, which was included in Scope 1 last year, now figures in Scope 3 under the category of 'Downstream leased assets'.

This year, fugitive emissions from hydrofluorocarbons (HFCs) have been included in the Scope 1 computation and this has been applied for the last three years. Mobile emissions from company-owned vehicles and internal equipment such as lawn mowers have been included starting this year. Emissions from waste have been computed this year and for last year, and include the following wastes — food waste, metal waste, wood waste, and e-waste.

MT CO2e	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08
Scope 1						
Fuel	24,577.95	15,770.59	18,014.76	24,810.02	20,794.90	12,453.66
HFCs	2,879.29	3001.00	1,396.87			
SF6	33.46	35.85	23.9			
Mobile emissions	523.90					
Total Scope 1 emission	28,014.60	18807.44	19,435.52	24,810.02	20,794.90	12,453.66
Scope 2						
Grid electricity	134,229.78	158,310.91	182,135.34	171,372.79	183,292.01	167,267.71
Scope 3						
Business travel	127,986.85	117,641.44	114,432.64	73,626.81	5,575.37	3,463.03
Employee commute	114,154.00	102,499.00	92,328.00	64,609.00	78,126.00	64,815.00
LPG	3637.32	3684.05				
Waste	36.34	38.09				
Total Scope 3 emission	245,814.24	223,862.44	206,760.83	138,235.98	83,701.38	68,278.47

Scope 1 and Scope 2	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08
CO2e (in MT CO2e)	162,244.38	177,118.35	201,570.86	196,182.81	204,086.91	179,721.38
Per capita	1.32	1.55	2.05	2.33	2.52	2.84
Reduction	(14.86%)	(24.17%)	(12.05%)	(7.76%)	(11.28%)	–

The trend of per capita per month GHG emissions (Scope 1 and Scope 2) for all locations over the years is as follows:

GHG emissions
Per capita per year in MT (CO2 e)

2.84 2.52 2.33 2.05 1.55 1.32

2008 2009 2010 2011 2012 2013
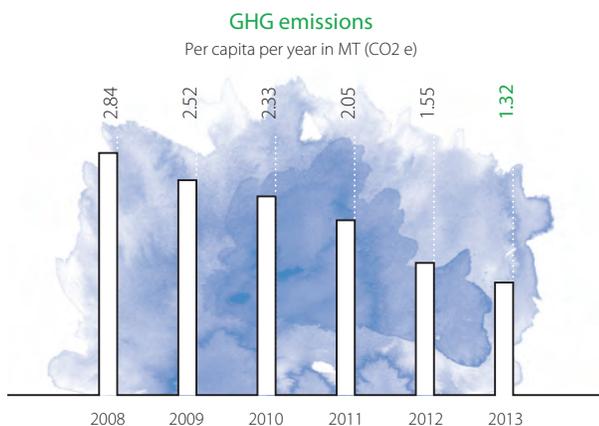
Note: The per capita listed includes Scope 1 and Scope 2 in the graph above and the absolute for Scope 3 is presented from fiscal 2008.

We have reduced our Scope 1 and Scope 2 per capita CO2e emissions by 53.53% from the fiscal 2008 baseline.

NO_x and SO_x emissions

The operation of diesel generator sets and boilers are the main sources of nitrogen oxide (NO_x) and sulphur oxide (SO_x) emissions at our campuses. The sulphur content in the fuel we use is 50 ppm (BS-IV at Bangalore, Hyderabad and Chennai) and 350 ppm (BS-III for all other locations). The stacks are monitored on a monthly basis to ensure that the parameters defined by the Pollution Control Boards are fulfilled. Ambient air quality checks are also conducted on a monthly basis.

The SO_x and NO_x emissions for fiscal 2013 were as follows:

Particulars	SO_x	NO_x
Total emissions (MT)	873.73	40.94

Ozone depleting substances

Our operations warrant the use of refrigerants in our Heating, Ventilation, and Air conditioning (HVAC) systems. These include substances such as R22, R12, R123A, R410A, R407C and R134A, each of which has a varied ozone-depleting potential (ODP). We have made a conscious effort to switch over to refrigerants with a zero ODP and this has resulted in the use of R410A, R407C and R134A.

The following table provides details of our usage of Ozone-Depleting Substances (ODS):

	2012-13		2011-12		2010-11	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R22	3,425.05	188.38	2,409.40	132.52	2,253.40	123.94
R12	14.17	14.17	0.00	0.00	1.00	1.00
R123	610.00	12.20	182.00	3.64	240.00	4.80
R407C	1,007.00	0.00	749.50	0.00	243.00	0.00
R410A	362.70	0.00	257.56	0.00	245.13	0.00
R134A	551.50	0.00	1,086.90	0.00	464.00	0.00
Total		214.75		136.16		129.74

Data computational methods

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

Employee count for per capita per month

The information on employee numbers based on swipe count is captured on a monthly basis for Infosys Limited and Infosys BPO, Development Centre wise. The average count is arrived at after excluding weekends, holidays, and working days where the employee count is less than 10% of the maximum count in a particular month. The count of the sub-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 (Infosys Limited and Infosys BPO) + count of sub-contractors.

SO_x and NO_x calculations

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

The exhaust stacks are monitored for the net emission calculation for the following:

- Concentration of SO_x and NO_x emissions
- Flow rate of exhaust gases
- Running hours of Diesel Generators (DG) and boilers

The following formulae are used for the final computation:

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

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

Energy

The GRI indicator protocols have been used to compute energy consumption.

GHG emissions:

The GHG emissions are computed for the three scopes.

Scope 1 includes:

A. Stationary combustion

The total monthly quantity of high speed diesel (fuel) combusted by diesel generators and boilers is captured and used for the emission computation.

B. Mobile combustion

The total monthly quantity of diesel / petrol used by Company-owned vehicles and lawn mowers is considered.

C. Stationary combustion – Onsite – Solar power generation

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

D. Fugitive emissions – Refrigerants used in AC equipment

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

E. 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 which is used for refilling the electrical breakers if any from the service report is collated and the total GHG emissions computed.

Scope 2 includes:

Emissions from the generation of purchased electricity.

A. 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 in the dashboard.

Scope 3 includes:

Other indirect emissions.

A. 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. The system has been deployed for global employees of Infosys Limited and its group including subsidiaries.

Additionally, information on travel by cars / taxis, vans, hired or public buses, trains is also captured and this is also included for the emissions computation.

B. Employee commute

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

C. LPG combustion in canteens

LPG is used as a fuel in our food courts and the total consumption is captured through invoices from the vendors, which is then used for GHG computation.

D. Waste generated

The emissions due to food waste, metal waste, wood waste and e-waste are included for the emissions computation. The total Monthly Quantity of Waste generated (by type) for each facility is arrived at by weighing the same, and this is used for the GHG computation.

The sources of factors used for computation of different categories and scopes include the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, the ASHRAE Standard 34, SAR, the Central Electricity Authority (CEA), and the 2012 Guidelines to Defra / DECCs GHG Conversion Factors for Companies Reporting.

IT infrastructure

Our operations are less energy-intensive than industries in the manufacturing sector. However, significant measures are taken to reduce the energy consumption, by using energy-efficient IT equipment. We have included energy efficiency as one of our key IT architecture strategies and have adopted the latest technology concepts, such as virtualization, consolidation, and Cloud, to reduce the physical footprint of our servers and other equipment. Our measures have included the following:

Desktop power management

We have deployed and optimized a desktop power management configuration and tools, designed to auto-schedule the shutdown of desktops. Terminator, a tool developed in-house, uses an alert mechanism for users to shut down their computers after work hours, and automatically shuts down the machine after a pre-defined time. About 96% of the total desktops on any given day are being shut down after work hours, of which around 8% of desktops are shut down by Terminator. We also replaced around 11,000 older desktops with newer, more power-efficient versions this year, as part of our asset-efficiency initiative.

Virtualization and consolidation

Continuing the adoption of the latest technology concepts such as virtualization, consolidation, and Cloud in order to reduce the physical footprint of our servers, we have further expanded our internal private Cloud capacity, with MyCloud. Used for software development and testing purposes, MyCloud now has a capacity of around 6,000 virtual machines. Around 27% of instances provisioned on MyCloud this year were addressed through virtual machines that were released, facilitating a seamless reuse.

We have continued to expand our Network-Attached Storage (NAS) based virtualization this year. We have virtualized 39% of NAS filers, resulting in a reduction of 29% in the power demand of NAS boxes. In addition, we have deployed tools, which automatically check and shut down idle project-specific servers, yielding higher power savings.

Data centers and server rooms

We have standardized and incorporated eco-friendly designs for these rooms to ensure a reduction in our power consumption. We have revamped and released around 750 sq.ft. of server room or laboratory space this year. Also, using hot-cold aisle separation, and custom-made cages for the consolidation of racks, we have optimized our air conditioning usage. Recently, a Tier-3 datacenter has been commissioned at our Hyderabad campus, which has attained a high standard of power usage effectiveness (PUE) of 1.6.

Video / audio conferencing

Our video and audio conferencing (VC and AC) usage has increased steadily this year too, indirectly cutting down the travel requirements of our employees. We have doubled our VC capacity and have rolled out a new plug-in for self-booking. This has resulted in a sizable increase in our VC usage by around 62% year-on-year. Our audio-conference usage has increased by around 40% year-on-year.

Biodiversity

All of our existing campuses are situated on government-approved land (industrial zones). None of our campuses fall within or are adjacent to protected areas or high-biodiversity areas, as notified in the siting guidelines issued by the Ministry of Environment and Forests, Government of India. Environmental impact assessment studies are conducted for all new projects where applicable which cover the study of impacts related to air, water, social, biodiversity etc., within a 10 km radius of the proposed project site. Considering the growing importance of biodiversity conservation across the world, we have come up with a biodiversity policy in fiscal 2013. As a responsible company, we are committed to conserving and promoting biodiversity at all of our owned campuses, and we constantly encourage our employees and our stakeholders to do the same.

Currently, our focus is on organizing sapling-plantation drives, which are of ecological importance and are required owing to our expansion. We have planted about 62,065 saplings on our campuses, native to these regions, in the last fiscal.

We have conducted a baseline tree-diversity analysis, and have recorded about 288,065 trees across our campuses, with a varying number of tree species on each campus.

The following graphic shows the annual increment in the number of trees across our campuses over the last five years:

| 118,000 | 141,700 | 180,000 | 226,000 | 288,065 |
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
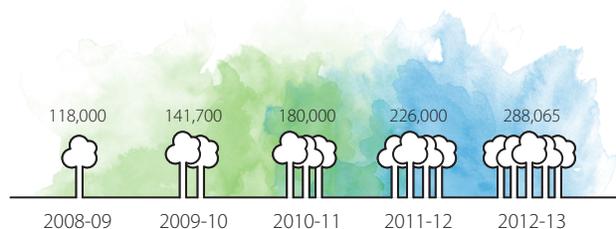
Paper usage and reduction

We have implemented configuration changes such as PIN-based secure printing, duplex printing, and sleep mode to reduce our paper usage and the power consumption by printers. We are monitoring our paper usage for a further reduction. In fiscal 2013, the quantity of paper procured was 174,495 kg, taking into account our newly-added employees, new buildings, and campuses.

The following table provides details of our paper procurement:

Details of paper procurement	2012-13	2011-12	2010-11
No. of reams	76,785	84,854	79,172
Total quantity in MT	174	194	183

Waste management

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

The color-coding for waste segregation at our campuses is as follows:

| Wet bio-degradable | Dry recyclable | Toxic | E-waste |

Waste is segregated at source, stored, and disposed to authorized recyclers, in adherence to applicable legislations.

Hazardous waste and e-waste are disposed to recyclers who possess the required clearances from the Pollution Control Boards. In Mysore, the food waste is recycled at the biogas plant and at most other campuses is sent to piggeries. Paper waste is sent out for recycling and in some centers like Bangalore and Mysore, the vendor recycles the paper and provides recycled products in return.

Biogas plant at our Mysore campus

The details of hazardous and non-hazardous waste disposed in fiscal 2013 and fiscal 2012 are as follows:

Particulars	Unit	Total disposed quantity	
		2012-13	2011-12
Hazardous waste			
e-waste	MT	86.902	128.777
Oil soaked cotton waste	MT	0.375	0.273
Bio medical waste	MT	16.43	14.52
Used oil	KL	33	36
UPS batteries	Number	7,700	49,334
DG batteries	Number	36	889
DG filters	Number	934	852
Paint can / containers	Number	4,731	782
Chemical cans / containers	Number	6,332	7,081
Non-hazardous waste			
Food waste	MT	3,405	2,154
Paper waste	MT	792	1107
Metal waste	MT	453	390
Wood waste	MT	316	100
Plastic waste	MT	82	88

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

Process optimization

After studying the waste-generation patterns on our campuses, we are now optimizing and re-designing the process of waste management.

We have standardized the designs of our waste-storage yards, thus enabling better segregation and storage, and in turn enhancing the recycle value of waste.

Implementation of technology

We have undertaken several projects to handle the organic waste generated on-site, and to minimize the disposal to landfills. An organic waste converter will be used to compost the food and garden waste at our Bangalore campus. A biogas plant with a processing capacity of three tons a day for converting food waste into biogas is being established at our Pune campus. We are piloting several new technologies, such as a waste-to-energy plant at our Bangalore campus to dispose of non-recyclable mixed waste, and a CFL crusher to ensure that the mercury in CFLs or tube lights is recycled.

We establish strategic goals on waste management on a year-on-year basis, which are published in our sustainability reports.

Eco advocacy and good citizenry

We continue to advocate positive sustainability actions among our employees, to inculcate good citizenship behavior in them. We sponsor and support employee volunteer groups in setting up eco-clubs across our campuses. The eco-groups take up projects that address the conservation of electricity and water, the recycling of waste, a reduction in carbon emissions, and afforestation measures. Employee-engagement and awareness programs are conducted across all our campuses through these eco-clubs to sensitize employees on waste management issues and to achieve segregation at source. They also partner with local communities on actions for a cleaner, greener planet.

The following are some highlights of our activities in fiscal 2013:

- Initiatives to create awareness and take action in the area of waste management were started at our Bangalore and Chennai campuses. Our volunteer teams worked with various internal stakeholders and the local communities to seek long-term sustainable solutions.

- A week-long event was conducted at our Bangalore campus that included a recycling contest, an e-waste drive, knowledge-sharing sessions by experts, and an exhibition and sale of recycled products.

- Events to spread awareness in the areas of environmental conservation, responsible travel, and food and water conservation were organized. A week-long event was conducted at our Bangalore campus, which included sessions by experts, the sale of rainwater filters and organic food, and the promotion of cycling as an alternative mode of transport.

- Apart from personal pledges taken by our employees to switch off lights, all lights at our campuses were also switched off during 'Earth Hour'. Expert sessions, a photography competition, walkathons and other similar events were also conducted at our campuses.

Green education

We have deployed a sustainability education suite of programs across the organization, with the mission to build a sustainable tomorrow through an engaged global workforce that is willing to lead change. The education suite includes classroom sessions, webinars, certification programs, informative videos, and an online quiz on the Company intranet.

G2i2 summit

The Global Green Inclusive Innovation (G2i2) summit conducted in October 2012 at the Infosys campus in Bangalore was jointly organized by Infosys and CXCatalysts. The participants included government development agencies, quasi-public organizations, multilaterals, over 40 global multinational corporations committed to sustainable development, about 15 domestic corporations from target countries, and non-governmental organizations (NGOs).

The summit focused on action and the implementation of Rio +20 commitments, specifically on accelerating the expansion and replication of innovative green and inclusive businesses in developing countries. Brazil, China, Ghana, India, Indonesia, Kenya, Mexico, Peru, South Africa, Tanzania, Uganda and Vietnam were the 12 emerging markets that were covered. The inaugural summit focused on green and inclusive businesses in the area of sustainable food, clean energy, water, waste management, and health. The objective of the summit was two-fold :

- Connect disparate efforts by finding and matching complementary initiatives to create innovative partnerships
- Help match these partnerships to public and private-sector funds, to obtain financing

Green commute

Strengthening social actions through the adoption of low-carbon commute alternatives is one of the paths that we have chosen to reduce our carbon footprint. We promote the use of public transport for the daily commute of employees. This is being pursued aggressively across our campuses.

Mass and public transport : In Bangalore, we have been working in close collaboration with the Bangalore Metropolitan Transport Corporation (BMTC) to strengthen public transport services to and from Electronics City. Multi-directional services have improved despite several ongoing infrastructure projects in various parts of the city. Today, with 279 buses and 2,444 trips daily to and from Electronics City, the service boasts of a commuter base of approximately 200,000 people per day.

Metro rail : Working closely with the Electronics City Industries Association (ELCIA), we have succeeded in obtaining approval for a Metro line to Electronics City in Bangalore, where our headquarters are located.

Our efforts in promoting greener commuting methods this year have moved us a step closer to our vision of reducing our carbon footprint through participative and inclusive strategies.

Energy efficiency through deep green retrofits

At Infosys, we have taken the energy efficiency of our new buildings to a new level by implementing innovative technologies and smart automation. Our buildings are therefore, among the most efficient globally. At the same time, we have taken up major retrofits at our existing buildings, particularly for our air conditioning systems, to bring them to the highest-possible efficiency levels. In the last three years, several chiller plants at our campuses have been retrofitted, to eliminate wastage, and bring about huge reductions in energy consumption.

The case for a retrofit begins with a detailed audit of all the equipment of the chiller plant, including the chilled water pumps, condenser pumps, cooling towers, and chillers. Over a period of time, the load in the buildings might have undergone changes through the replacement of equipment with newer and more efficient technology. Advancements in technology have resulted in new products such as high-efficiency chillers and efficient inline pumps coupled to the chiller. Better control valves and automation are available in the market today.

The main advantage of retrofits is that the new equipment can be sized very accurately based on measured operating parameters over a period of time, thereby improving efficiencies greatly. All these deployed at old chiller plants result in a dramatic reduction in the connected load as well as in the energy consumption.

For instance, one of our chiller plants was retrofitted from a primary-secondary chilled water system to a variable primary pumping system. The pumping system was changed from a bank of end-suction pumps to vertical inline pumps coupled to the chiller. The improved design has helped reduce the number of valves from 74 to 25.
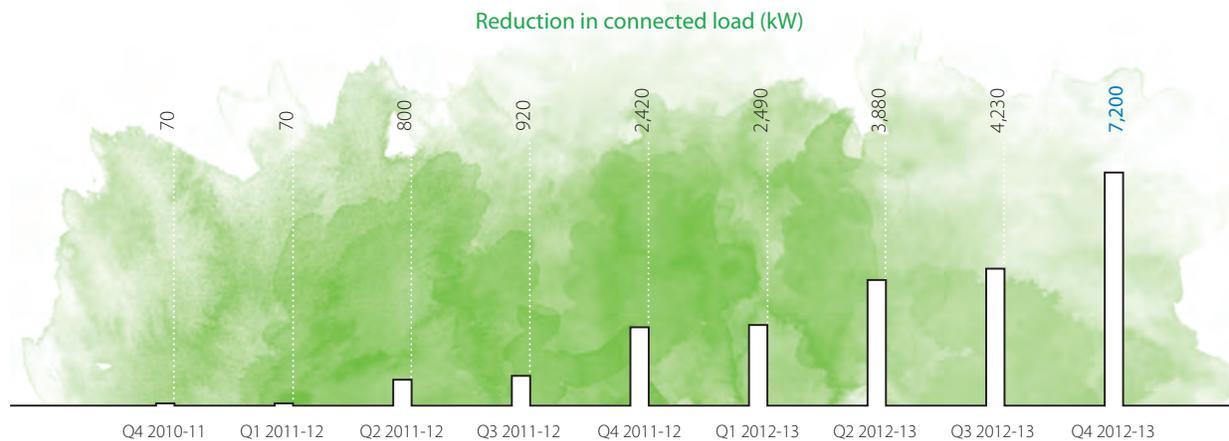
The reduced pressure drop in the plant room and the right-sizing and selection of efficient pumps resulted in a reduction in the connected load in the plant room by 70%, and energy savings of about 30%.

The following table shows the number and capacity of the pumps both before and after the retrofit, and, therefore, the connected load reduction through pumping retrofits:

	Before retrofit			After retrofit		
	No.	kW	Total kW	No.	kW	Total kW
Primary pumps	5	15	75	4	11	44
Secondary pumps	4	37	148	4	11	44
Condenser pumps	5	15	75	0	0	0
Total pumping load (kW)			298			88

Two years ago, we took up a challenge of reducing 1 MW of connected load at each of our five major locations in India – Bangalore, Mysore, Hyderabad, Chennai, and Pune. Today, after retrofitting 24 chiller plants across these locations, we have achieved a reduction of 7.2 MW in connected load, with savings of 157 million units.

The following graphic shows the reduction in connected load at the chiller plant:

Reduction in connected load (kW)

Q4 2010-11	Q1 2011-12	Q2 2011-12	Q3 2011-12	Q4 2011-12	Q1 2012-13	Q2 2012-13	Q3 2012-13	Q4 2012-13
70	70	800	920	2,420	2,490	3,880	4,230	7,200

Our retrofit projects had a payback period of about two years for the investment made towards the entire retrofits, including a central plant manager. This implementation serves as an example for the industry to invest in major retrofits to effect significant reductions in operations costs.

Our Energy Information Management solution was successfully implemented at **8** of our campuses in India

We are assisting the World Business Council for Sustainable Development (WBCSD) in developing the **India Water Tool – IWT**

Infosys Labstorm powers **Sankalp**, a platform aimed at providing a collaboration and co-creation platform to fight child diarrheal deaths in India

We are partnering with **India Post** to develop applications that distribute social benefits through its country-wide postal network

We built a database for a rural development program covering **620,000** households in **22** districts of Andhra Pradesh

We helped the Indian Income Tax department set up its **Centralized Processing Center** for e-filing of tax returns

> *"Technology can often be the breath that brings an idea to life — be it by acting as a channel of reach as in the case of mobile devices and applications, or as a source of insight as data and analytics, or by enabling widespread and pervasive accessibility in the form of Cloud- based services."*

Subu Goparaju
Head – Infosys Labs and Product R&D

An idea can change the world

Sometimes, an idea, simple though it may be, can change the way the world works. It can empower economies to put payment systems into the hands of the unbanked millions, enable global corporations to reduce their energy footprint or positively impact basic human development fundamentals such as healthcare, sanitation and education.

Technology can often be the breath that brings an idea to life — be it by acting as a channel of reach as in the case of mobile devices and applications, or as a source of insight as data and analytics, or by enabling widespread and pervasive accessibility in the form of Cloud- based services. Technology can help take healthcare to the last mile. It can help make services accessible, inclusive and fair. It unites people to work towards creating better, and more inventive and affordable solutions, and to address major global challenges.

The success of tomorrow's companies is closely linked to the health of the global system comprising complex, inter-dependent sub-systems such as the environment, the social and political structure, and the economy. Global companies play a role in shaping the sub-systems. Infosys has been actively involved in working towards creating 'Tomorrow's Global Company', to identify specific ways in which companies can fulfill this role by expanding the space in which they operate.

Every day, we ask ourselves how we can deliver greater value to our clients and shareholders. We look for ways to help our clients take on a future that is full of unknown challenges and yet, brimming with opportunities to explore. We clearly see that tomorrow's enterprise will be nothing like today's. So our mission is to enable our clients to most effectively compete, not just today, but in the future as well.

Last year, we spoke about the revolutionary steps being taken in the next wave of innovation. These were increasingly being driven by concerns surrounding sustainability, inclusivity and the need for resource preservation and environmental protection.

This year, we continue with our innovation journey, with successes to report in some of the areas that we had taken up. We radically reduced our resource intensity by innovatively eliminating the need for resources (energy, oil, material or water) to produce unit output, instead of reducing the usage of energy.

We also realized that unless we formed partnerships, this forward journey was not possible. For example, the Sankalp initiative, formed last year in support of the United Nations Secretary-General's 'Every Woman Every Child Movement', has 50 members belonging to the government, private sector and social sector in India. We and the other partners have committed to working together to prevent 200,000 child diarrheal deaths in India by 2015, by scaling up access to oral rehydration salts (ORS) and zinc.

In initiatives like this, technology plays a significant role — from enhancing accessibility to the program to scaling it — by building greater efficiency and amplifying its benefits globally. Most importantly, it brings together the like-minded, like never before.

We worked closely with the 'Health Unbound' team at the United Nations Foundation and Millennium Development Goals Health Alliance and built an innovation co-creation engine. This co-creation engine will bring all partners together to use a common platform to share videos of best practices, test new ideas, challenge existing ideas and co-design solutions. And more importantly, it will help forge new connections.

Just like the Sankalp project, we have several other success stories. Bringing technological innovation to create value for ourselves, clients and society, means a lot to us at Infosys.

At Infosys, it's a continuous journey for us, in our commitment to converting an idea into action, for we realize that it is these simple ideas that can change the world.

Harnessing green innovation

Green innovation for sustainable businesses provides a transformational opportunity for our clients and for ourselves. It is an important area to differentiate and co-create with our clients, and it drives internal innovation and capability building.

As a focused investment in working on sustainability and innovation, we have established a dedicated Sustainability unit, the internal Green Initiatives group, and Infosys Labs. These groups work closely on various green innovation initiatives. The Sustainability unit works with clients to leverage these investments and focus on executing sustainability programs that cut across the value chain, from the CXO / CSO's office to marketing, HR, manufacturing, supply chain, facilities, IT infrastructure and operations.

At Infosys Labs, we have established an important research focus on sustainability, emerging economies, pervasive computing and new commerce models. For instance, monitoring, sensing, analytics and intelligent environments are important aspects of resource management, and these are being addressed by our Pervasive Computing group. We are also investing in research in other big areas of need for enterprise sustainability, such as water management, social risk management, social value creation and supply chain sustainability.

Our advocacy is based on our strong beliefs and practices in the area of sustainability. We engage with various national and international bodies and organizations to influence and lead transformation on a much larger scale across the world. Some of these include the Global Reporting Initiative (GRI), the Carbon Disclosure Project (CDP), the National Association of Software and Services Companies (NASSCOM), the World Economic Forum (WEF), and the United Nations Global Compact (UNGC).

We signed a joint research collaboration agreement with Australia's premier Information and Communication Technology (ICT) research organization, National ICT Australia Ltd. (NICTA), on combating the hard technology problems facing businesses today. We unveiled the forum, Cloudecosystem.com, to provide a worldwide community for enterprise leaders to accelerate a successful Cloud adoption.

It offers an intuitive forum for discussions on industry issues and the sharing of best practices for Cloud adoption.

Impacting the environment through innovation

The Sustainability unit works with clients to help them manage risks better, enhance brand and reputation, build trust, improve efficiency, reduce costs, and create levers for innovation through sustainability. We appreciate the fact that every enterprise is at a different stage of embracing sustainability, right from setting long-term corporate sustainability goals to embracing tactical projects. To enable clients to achieve the full benefits of sustainability, we help them make a systematic change from business-as-usual to a sustainability transformation mode. Sustainability transformation essentially is a top-down approach that starts with a commitment from the Chief Executive Officer and Board. It includes aligning sustainability to the company's strategy and core values, and ensures company-level accountability, ideally through the appointment of a Chief Sustainability Officer. It also includes the setting up of a governance structure that addresses areas such as skill development, budgeting, change management, stakeholder engagement, employee engagement, innovation and execution focus. We collaborate with clients to create new engines for growth by connecting sustainability programs and investments across the business value chain.

Our consulting experience, subject matter expertise, strong partner ecosystem, intellectual property, and research and innovation capabilities make us an ideal transformation partner. We offer consulting and solutions across the sustainability spectrum, with a focus on sustainability transformation, energy management, sustainability data and performance management, compliance and reporting, green IT, and environment, health and safety. Our clients choose us because we co-create solutions that help them innovate and stay ahead of the competition.

In this report, we share significant instances of our experience in helping clients achieve their sustainability goals to become resource-efficient and fulfill their social contracts.
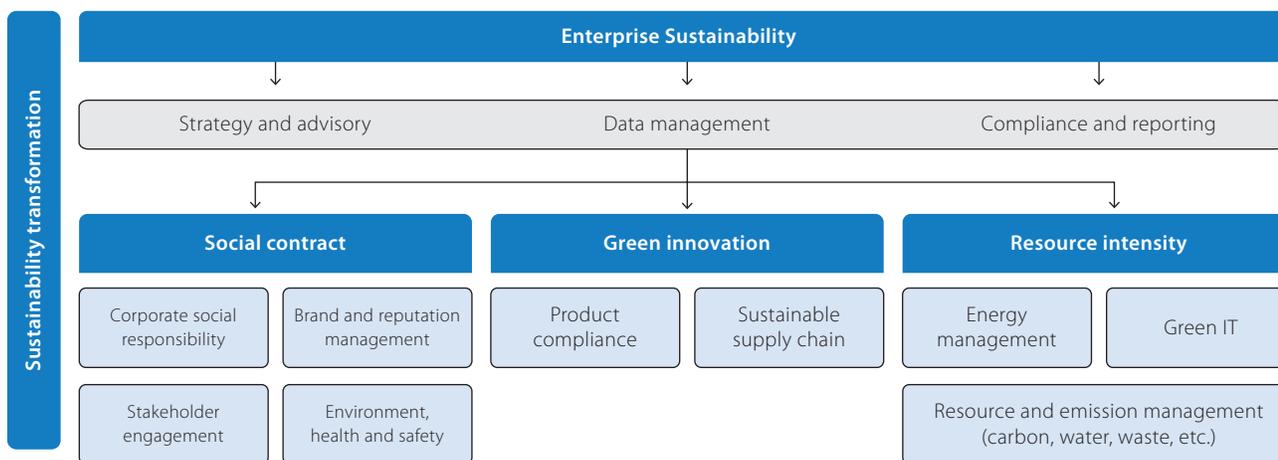
Enabling enterprises to report on sustainability

Our Sustainability Compliance and Reporting solution helps enterprises gain control over the management of sustainability data, so that the focus is on performance and achievement even while enabling compliance and reporting. By managing and maintaining accurate data across the environmental and social dimensions, clients are able to analyze sustainability data, and publish accurate and reliable reports for their stakeholders.

We are in the process of rolling out the Infosys Sustainability Compliance and Reporting solution within Infosys, starting with environment, health and safety, where we seek to ensure accurate and auditable data, streamline the reporting process, and provide on-demand insights into our performance, to help achieve our sustainability goals. The solution will help us accurately track our sustainability performance against our set goals across energy, water, waste, emissions, travel and transport, material, and occupational

Dashboard, Infosys Sustainability Compliance and Reporting solution

health and safety, while significantly reducing the time and effort for reporting.

Enabling energy efficiency

Our Energy Information Management solution automates energy data collection and analysis, helping enterprises gain real-time insights into ways of reducing energy consumption and costs, while reducing carbon dioxide emissions.

We have successfully implemented this solution at eight of our campuses in India, in order to monitor our energy consumption across our facilities, buildings, and energy assets such as our lighting, UPS and HVAC systems, thereby optimizing our operations and improving our efficiencies.

### Enabling good water management in India

We are assisting the World Business Council for Sustainable Development (WBCSD) in software customization and the integration of India-specific data into its India Water Tool (IWT). A part of the WBCSD Global Water Tool, IWT is a free and easy-to-use tool for companies and organizations to evaluate the external impacts, business risks, opportunities and management plans related to water use and discharge at a specific site or operation.

IWT uses data from a number of sources to assist companies in developing a more holistic planning approach towards combating water-shortage situations. By comparing a company's site with the best available water and sanitation data based on country and watershed criteria, the Global Water Tool answers questions such as: How many of my sites, and what percentage of my production is in over-exploited or critical aquifers? Or, which of my sites are in rising or falling groundwater areas?

We are incorporating more granular, India-specific water datasets into the tool, which will lead to mproved analytics. As part of this ongoing relationship, we are also helping WBCSD investigate potential

future enhancements to its main Global Water Tool, and other related customizations.

IWT adds value to the existing tools and models that companies may have for water management, by helping them understand and communicate their water risks, and devise plans for improving the efficiency of
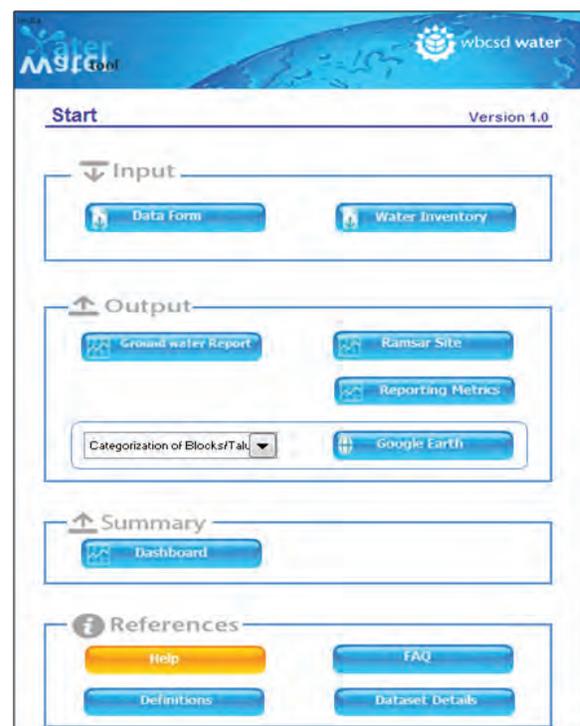
India Water Tool
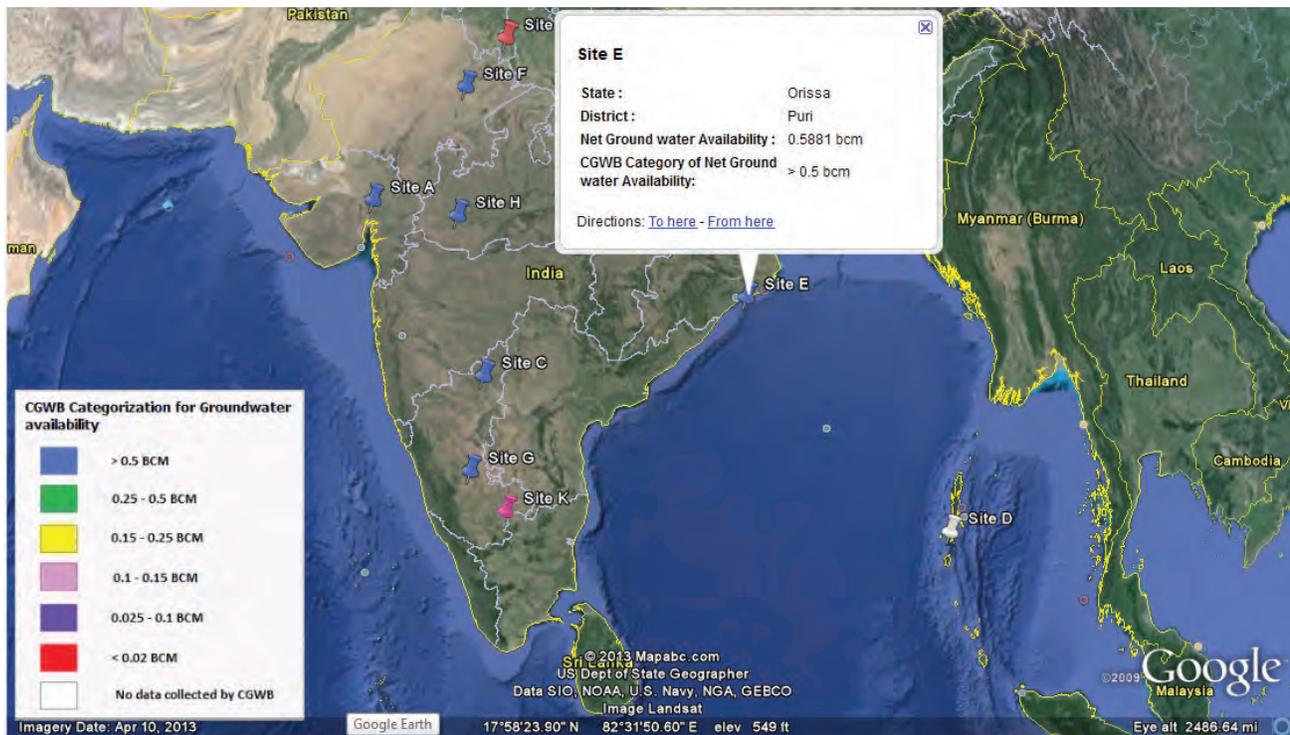
Google Earth images used by the India Water Tool

water use across their sites. This tool is particularly useful for assessing high-risk plants, and can provide insights to help companies develop strong water management plans for these locations. Investors can use the tool to understand a company's water-scarcity risk status.

Water conservation through stakeholder engagement

Infosys has been collaborating with the US-based non-profit organization Chesapeake Conservancy (CC) on a *pro bono* project to create a Stakeholder Engagement Portal. CC is dedicated to preserving the Chesapeake Bay watershed through partnerships and citizen engagement, educational programs, land conservation, public access and recreational opportunities, advocacy, and special projects. The Digital Energy and Sustainability Solutions Campaign (DESSC), of which Infosys is a member, has funded CC to develop a report which explores the role that technology can play in guiding conservation efforts throughout the Chesapeake Bay watershed, which CC calls 'Precision Conservation'.

CC needed a way to disseminate this research to the widest possible audience, and we offered to co-create a Stakeholder Engagement Portal for this purpose. This portal will enable CC to raise awareness about the use of software technology in precision conservation. Precision conservation is a method involving targeted, smart conservation approaches that are aided by technology to deliver insights on environmental impact due to human activities in watershed areas.

Specifically, this portal will enable CC to :

- Disseminate research and training materials on precision conservation tools, educational resources, best practices for conducting environmental corridor assessments, case studies and academic research on technology-enabled conservation
- Provide access to high-quality environmental data for the Chesapeake Bay watershed
- Enable collaboration and provide dynamic mapping tools for environmental data collection through CC's network of volunteers and experts
- Provide a forum for discussion and knowledge-sharing among NGOs, academics, and local government land-use and water-use practitioners and industry experts

- Connect academic and practitioner user groups, to fill a gap resulting from the lack of real-world projects for students and the need of practitioners for working with trained staff.

Strengthening resource assessments for businesses

We are working with a leading telecommunications provider in South Africa to help the company evaluate and improve its current and future sustainability initiatives. We performed a thorough analysis to address the client's issues in the following three key areas :

- Carbon reporting
- Energy reporting
- Data centers and green IT

By engaging deeply with the key members of the client's energy and sustainability teams through extensive interviews and on-site consultations, we compiled and delivered a gap analysis report along with a set of recommendations. We delved deeper into the recommendations jointly with the client team, by facilitating a series of workshops to identify practical solutions and proposals for acting on the recommendations. We also created a sustainability roadmap indicating the strategic way forward for the client to achieve its enterprise sustainability objectives.

We continue to engage with the client, to explore sustainability initiatives through energy-efficiency projects, data center design, and carbon reporting initiatives.

Enhancing product compliance and sustainability

We leveraged our Product Compliance and Sustainability (PCS) framework for a leading consumer electronics company to create the foundation for a Full Material Disclosure (FMD). At the outset, we set up a roundtable discussion to understand the client's sustainability strategy and environmental goals. We analyzed the company's environmental footprint and established the 'needs' statement based on material compliance focusing on the Restriction of Hazardous Substances Directive (RoHS), the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) framework, and other client-defined compliance requirements.

During the client's solution design phase, the PCS framework served as a guide to help the client evolve from being a RoHS-compliant company to a REACH-ready company, whereby the client embraced an FMD for the management of its material compliance information.

We partner with global clients in their FMD journey, by leveraging the global PCS framework to help them learn and evolve in their product compliance maturity. The framework covers aspects of the supply chain (procurement, transportation, emissions), product development (material compliance, energy, waste), and social responsibility (environment, health and safety, and the occupational health and safety administration) in a holistic manner. By bringing together all elements of material compliance, clients can build a 'single version of truth' for their compliance information.

Enabling hazardous waste management compliance

We are providing consultancy and technology services to help a large American retailer implement its hazardous waste compliance program. This program will enable the client to comply with regulations mandated by the US Environment Protection Agency (EPA) and US federal laws for the retail industry on the management of environmentally sensitive items.

The program aims to drive compliance to the client's policies addressing hazardous waste, universal waste, liquid waste and hazardous material through the accurate execution of environmentally sensitive item management addressing people, process and technology needs. We are implementing technology solutions to help the client :

- Establish an accurate setup of item attributes that impacts the way in which environmentally sensitive items are managed
- Drive accurate execution of environmentally sensitive item management through simplified and streamlined sustainable processes and systems
- Drive accurate record-keeping through data and document collection, and storage

Enabling environment, health and safety management

We have helped several clients achieve their Environment, Health and Safety (EHS) goals by leveraging our advisory and technology expertise. For example, we evaluated EHS products for a leading global hi-tech company across the functional, non-functional, strategic and operating cost dimensions, leveraging our Winnow framework, to recommend the best-fit product to replace the client's disjoint legacy EHS systems. We also delivered a detailed Total Cost of Ownership (TCO) analysis report along with details of the potential business benefits. Our recommendation would help the client standardize its EHS processes, mitigate compliance risks, create a single version of truth that can be trusted and is visible across all the EHS functions, and consolidate its EHS legacy systems.

We assessed and recommended a modernization solution for the safety and operations testing system of a leading American railroad company. During the assessment, we also optimized the processes by leveraging the Infosys Value Realization Methodology (VRM™). We delivered a detailed TCO analysis report along with details of the potential business benefits, in addition to the conceptual architecture and integration best practices schematics. We built a central, standardized, and integrated framework to improve the overall operational efficiency for the client. An additional feature of the solution was our proactive operational risk assessment through a tight coupling of our incident management system and risk assessment, which resulted in lower incident rate, reduced compliance costs, and a reduced cycle time for incidents, which together lowered the operating costs.

For a global manufacturing major, we provided EHS support and maintenance to help the client build a more comprehensive and robust system to support its US EPA industrial stewardship commitment. We identified and built key environmental indicators for energy consumption and air emissions, to directly calculate the net greenhouse gas (GHG) footprint and its normalization. We performed a gap analysis to expand the indicators for capturing its waste, water and process chemical usage. We also created the reporting templates for a direct extraction of the required data, built requirement-validation functions, created training material, and conducted global training sessions. As a result, the client was able to significantly reduce the time and effort used for collecting EHS data, and was able to establish regional dashboard controls across global operations.

Impacting society through innovation

We relentlessly pursue innovative solutions that benefit the larger society, through Infosys Labs and our engagements with our clients.

Collaborating for a social cause

The Infosys Labstorm engine, which is an innovation co-creation platform built by Infosys Labs, powers the *Sankalp* platform, a part of a collaboration initiative for a social cause. *Sankalp*, which in Sanskrit means "take a pledge", is an initiative aimed at preventing child diarrheal deaths in India, by scaling up access to Oral Rehydration Salts (ORS) and zinc. This initiative involves over 50 leaders from the government, non-governmental organizations (NGOs), and corporations, and is part of the United Nations Secretary-General's *Every Woman Every Child* movement.

The *Sankalp* platform allows partners to share videos of best practices, test new ideas, challenge existing ideas, and create new solutions for the prevention and treatment of diarrhea. The platform fosters new relationships and encourages new connections among individuals and organizations, the seeds from which innovation grows.

By 2015, the initiative aims to reduce child deaths due to diarrhea by 0.2 million. Our partners in this initiative include MDG Health Alliance and the United Nations Foundation.
Refer www.sankalp.healthunbound.org for more details

Empowering the unbanked millions

We have always had a stake in our clients' sustainable development agenda, and have pursued it through our unique innovative offerings and services. We played a vital role in empowering a leading, apex-level development bank, with a mission to promote sustainable and equitable agriculture and rural prosperity through effective credit support, related services, institutional development and other innovative initiatives. We leveraged technology for the client through our innovative banking solution, Finacle™.

The Finacle™ core banking solution is a comprehensive, integrated, yet modular and agile business solution addressing all the core needs of a bank, in easy-to-configure modules. It provides the building blocks of business functionality, enabling banks to configure products and processes with the required flexibility for adapting to a dynamic business environment. Finacle™ provides a proven platform for transforming business at minimal risks within effective timelines complemented by robust channel solutions from the same stable, and backed by a solid track record of seamless deployment.

The bank had a mandate to develop the agricultural and rural sectors, and we proposed a structure to bring the state cooperative banks (SCBs) and central cooperative banks (CCBs) onto a common technology platform, in order to make the credit delivery system faster and easier, and also to incubate financial inclusion initiatives.

The larger intention was to facilitate the optimal use of technology in the rural financial sector, so that the financial inclusion process could be hastened. The aim was also to help the client reposition itself to face the increased competition from public and private sector banks in the financial marketplace. In addition, the client could become the principal vehicle for the propagation of financial inclusion within the hitherto unbanked areas of the country.

Finacle™ was chosen as the core banking solution for 90 banks with altogether about 2,500 branches.

The project has enabled the following key advantages for these banks:

- Greater scalability: Whereas banks initially used to handle a relatively low transactional volume, following the system rollout, they are now equipped to cater to significant increases in transactional volumes and the greater participation of rural citizens in the banking process.

- Enabling new business models: Our solution has helped banks make a critical change in their focus, to become more customer-centric and serve as the most secure vehicles for credit dispensation to the unbanked masses.

- New lines and new channels: Banks are now able to seamlessly establish new lines of business, such as integrated lending, investment advisories, insurance, deposit-gathering and livelihood financing. They also serve as the main delivery vehicle for government-sponsored poverty alleviation initiatives and developmental schemes, and help establish new channels for the distribution of products and services to customers.

- Business efficiencies: The banks, now with improved technology, are positioned to demonstrate an improved operational effectiveness and efficiency, and resource and performance management.

Our innovative solution helped the banks deploy the system within a short period of time, and integrate and derive operational efficiencies from it. It also helped millions of people from rural and agricultural backgrounds, by providing its financial instruments as offerings, thus helping banks reposition themselves to become the principal vehicles for the advancement of the financial inclusion of the unbanked population. Over the last three years, our India Business Unit has done a significant amount of work in this space. Some of these initiatives include:

Money on the Go: One of the top telecom service providers in Asia wanted a solution that would enable its subscribers to digitally store money and perform commercial transactions through their mobile phones. We designed and developed a mobile-based wallet solution to help the service provider offer subscribers the option of using their phones to store digital money and perform online transactions, including merchandise and bill payments, ticket purchases, and more.

Developed using Finacle™ and its intellectual property (IP) on a multi-channel gateway, the solution adheres to all Reserve Bank of India (RBI) guidelines on mobile banking and commerce. It supports multiple channels for mobile-based transactions, such as the SIM Toolkit, Short Message Service (SMS), a wireless application protocol, an interactive voice response system, and a resident application client. In addition, this solution can be integrated within a wide range of systems involving billers, e-merchants, large food and retail chains, and payment gateways.

Targeted social development program: In Andhra Pradesh, India, the Society for Elimination of Rural Poverty (SERP) is rolling out *Indira Kranthi Patham*, a community-driven rural poverty reduction project. The focus of the project is to enable the poor to improve their income-generation prospects and quality of life through their own organizations. However, as with many other social programs, its administrators faced a fundamental challenge in reaching the intended beneficiaries, the poorest of the poor.

To address the issue, Infosys built a comprehensive database and a Web-based application in the local language, Telugu. SERP then fed the database with baseline information collected from 620,000 households in 22 districts of the state. This information included financial data on the target families, including their assets and liabilities as well as their eligibility for government entitlements.

The application developed by Infosys shortlists target households and assigns scores to them using pre-defined criteria. An analysis of the scores and other related information makes it easier to gauge which families are most suited to receive the entitlements. In order to ensure

that the information is constantly monitored and updated, a dedicated community activist is assigned for every 100 eligible families.

SERP helps the poor build their own institutions, including women's self-help groups, each comprising up to 15 members. The state government plans to extend the SERP program to other communities to cover three million households (from the current 620,000), within four years.

Impacting governance through innovation

The e-Governance project

In 2009, the Income Tax Department (ITD) of the Government of India partnered with Infosys to establish a Centralized Processing Center (CPC) for handling Income Tax Returns (ITRs). The CPC is the single largest electronic repository of all income tax rules. By December 2011, 20 million IT returns had been processed through the CPC, and the average processing time of e-filed tax returns had come down to 67 days from 169 days in 2009-10. Currently, over 26 million physical documents have been archived in a modern record management facility. Through the setting up of the CPC, the ITD has been able to gain over US $50 million in demand collection, and issue over four million income tax refunds valued at over US $100 million. The interest payable, as a percentage of refund, has come down from 14.63% in fiscal 2008-09 to 4% in fiscal 2010-11.

Infosys has also been engaged in another project with the ITD for implementing a comprehensive IT system that will introduce greater efficiencies in processing Tax Deducted at Source (TDS) statements that are filed with the department. Through this program, the ITD plans to implement standardized procedures to handle errors, enabling timely reporting and improved services for deductors.

This project, which began in October 2011, includes the development of facilities and a data center, as well as the implementation of communication links and IT solutions to ensure data quality, web portal management, the use of business intelligence and analytics, the establishment of document management systems, and call center support. When completed, the project is expected to cover 300 to 400 million transactions a year. The five-year project has an expected transaction growth rate of 10% year on year.

A rural system integrator

India Post (also known as the Department of Posts) is India's government-run postal system. For over 150 years, India Post has provided essential services, including mail and parcel deliveries, as well as savings bank and insurance programs. Other services such as Western Union money transfer and electronic money order applications have been added in the past decade. With its unparalleled network, India Post has been the backbone of India's communication infrastructure and a key driver of its socio-economic development.

Post offices also disburse social benefits and pension payments to over 100 million people in India. India Post's network is twice as large as the combined reach of all of the country's commercial banks, and is the largest physical 'distribution channel' in India. Given its geographical reach and stable image, India Post is viewed as a reliable facilitator of the Indian government's inclusive financial growth policies. This network, however, is at present significantly under-used, with the scope for providing additional services.

We plan to work with India Post on an integrated deployment, which will include designing, building, supplying, installing and commissioning hardware (servers, storage and networking) and software for India Post. We plan to develop a Service Delivery Platform (SDP) which will be a central system for deploying all of the handheld device applications to be used by India Post.

Through this technology enablement, India Post will be able to develop applications for the distribution of social benefits (through the

National Rural Employment Guarantee Act) and electronic Money Order (eMO) forms. The solution will be rolled out in 125,000 rural locations, and will be a multi-year managed contract, spanning services application support and infrastructure operations. Our IPs, including mConnect, TruSync and Finacle Inclusion, will be used to build the solution. On completion, this will be one of the largest solutions of its kind across the globe.

Quantum leap in information management

We worked with a large national dairy development enterprise that runs several programs designed to enhance dairy production in the country. The enterprise was also responsible for promoting cooperatives that provide different types of services to farmers. To address the critical business challenges faced by this enterprise, we designed a solution that took all aspects of its processes and operations into account. This IT-based solution enabled timely and accurate recording of annual data, facilitated the recording of data in field locations using handheld terminals and desktops, and minimized the risk of data loss.

Our first deployment of the system was when we addressed the productivity of mulching cows. India has the highest population of cattle in the world. However, the country is also one of the lowest per capita producers of milk. Our solution involved the setting up of a field force automation intervention, which facilitated the process of data collection on artificial insemination, cattle history, milk volume, fat content, feed recommendations, and the responses of cattle to the intervention. The program also covered vaccination and disease diagnoses for cattle.

The key benefits for the dairy development enterprise from our program included data availability in multiple formats, analytics to aid in acquiring insights for improving the milk production, and a real-time view of trends and patterns.

Collaborative research for drug development

Open Source Drug Discovery (OSDD) is a consortium of the Council for Scientific and Industrial Research (CSIR) in India. Its vision is to provide affordable healthcare to the developing world by creating a global platform on which some of the best minds can collaborate and collectively solve complex problems. It also aims to discover novel therapies for neglected tropical diseases such as malaria, tuberculosis and leishmaniasis.

We designed an OSDD portal that would serve as the single main interface for the members of the consortium, and would sort out the existing issues with data, workflows, projects, and knowledge and identity management. The portal also included a semantic search facility. Our solution aggregated the biological and genetic information available to scientists for use in faster drug discovery, and provided a platform for scientists, doctors, technocrats, students and others with diverse areas of expertise to work together for a common cause. The solution showcased a successful model for Open Source Drug Discovery.

The portal has enabled the easy development of low-cost drugs using the Open Source model. Ideas are exchanged by like-minded research volunteers before they move on to the execution stage. The workflow of experiments and the project results can be reused in other experiments and projects as well, resulting in an optimized and efficient use of resources and knowledge. The time taken for drug discovery and research and development, and a significant percentage of attendant costs were reduced through collaborative data sharing and reusability.

Driving innovation in the agricultural supply chain

The Agriculture Cooperative Development International and Volunteers in Overseas Cooperative Assistance (ACDI / VOCA) fosters broad-based economic growth, raises living standards, and creates vibrant communities in emerging economies. Based in Washington, D.C., ACDI / VOCA has worked in 145 countries since 1963.

Its areas of operations include agribusiness, food security, enterprise development, financial services and community development.

ACDI / VOCA received an Implementation Grant Proposal (IGP) award from the United States Agency for International Development (USAID) to develop ICT-enabled applications for improving the efficiency of private-sector extension services and fresh-produce supply chain management in India. The award followed the success in India of the ACDI / VOCA Growth Oriented Microenterprises Development (GMED) program in integrating small vegetable and fruit farmers into organized and efficient retail supply chains. The IGP award is to be used to enable fresh-produce value chains to function effectively through similar programs. It is, in essence, an effort to connect organized retailers to the unorganized agricultural sector and better distribute the positive impact of the retail boom in India.

Infosys and ACDI / VOCA have developed a prototype that leverages TrueSync, an IP of Infosys Labs. The prototype includes applications for technical information dissemination (a mobility solution) and supply chain management modules.

Through this prototype, the agriculture supply chain has been streamlined, productivity and the crop yield have been improved, and both the end-consumer and the farmer have benefited through a better time-to-market, higher-quality products, and better prices.

Reducing distribution losses using Smart Grid

India's Aggregate Technical & Commercial (AT&C) loss in electricity transmission is one of the highest among developing countries. In addition, grid instability, coupled with the lack of preventive maintenance efforts, results in poor quality of power, which leads to customer dissatisfaction. The Restructured Accelerated Power Development and Reforms Programme (RAPDRP) is an initiative by the Ministry of Power, Government of India, to baseline and reduce distribution losses that have been affecting the sector.

In Karnataka, Infosys has partnered with five electricity supply companies to implement this reform roadmap towards achieving the goals of a reduction in distribution losses, and an improvement in operational efficiencies and asset utilization. It is expected that reforms in one of these projects, namely the BESCOM APDRP project, when completed, will save 1,000 MW of power, which can in turn help light up seven million homes.

Enhancing business enablement for the government

In 2002, the Indian government's Ministry of Corporate Affairs (or MCA, formerly known as the Department of Company Affairs) was faced with the problem of providing services to nearly 0.75 million corporate entities. Vast amounts of paperwork had to be processed.

In the context of a rapidly globalizing world, MCA21 was founded on the government's vision to build a healthy business ecosystem and make the country globally competitive. The focus of MCA21 is to bring about a fine balance of the stakeholder requirements — between facilitation and control — as a blend of well-defined goals and performance metrics. Adopting international best practices, the goals have been set to bring immense value to the stakeholders.

Infosys has come on board to implement the second phase of MCA21, called MCA21 V2. We will provide services and application support, and infrastructure operations for the project.

Our strong value proposition included a solution, based on a best-of-breed stack of SAP CRM and IBM components. A strong fitment and analysis behind proposing SAP CRM as the case management solution captivated the ministry. Our deep engagement and understanding of the client business, their requirements, issues faced, and choice of and commitment to the solution were the biggest contributors towards winning this project.

We expect the next phase of MCA21 to enhance the current solution and establish a model for what we like to call the 'Transition and Transformation of Technology and Partner within Public-Private Deals'.
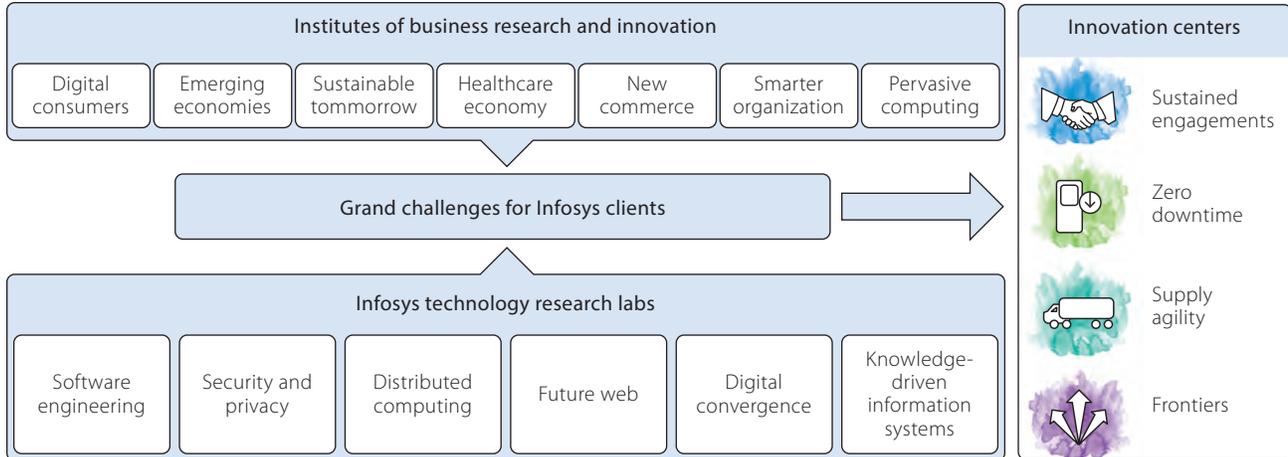
Innovations for a better tomorrow

Infosys Labs, our research and innovation arm, advanced its objective of driving innovation across the seven trends of our strategic direction, Building Tomorrow's Enterprise (BTE), by setting up the Center for Innovation for Tomorrow's Enterprise (CITE). CITE consists of institutes for business research and innovation on each of the seven themes: digital consumers, emerging economies, healthcare economy, sustainable tomorrow, new commerce, smarter organizations and pervasive computing.

CITE also comprises the institute for research on sustainability, which focuses on business research in the area of enterprise sustainability. The institute collaborates with universities and research bodies to bring the latest developments and thinking on sustainability to clients, and partners with our business units to bring in sustainability aspects in their offerings and to design new offerings to address enterprise sustainability challenges.

Infosys Labs also engages with client leaderships on the co-creation of opportunities and solutions related to sustainability and other BTE themes. Further, it identifies the major challenges facing our clients, highlights the latest trends, and uses technology research to design solutions based on these trends.

We look at sustainability not only in terms of what we need to do to become sustainable but also in terms of how we can leverage the opportunity that it provides, to lead, innovate and grow with our stakeholders. We help our partners do sustainable business by combining innovative thinking with sustainability principles to enhance their competitive advantage. Our engagements with clients range from complying with global regulations to creating new revenue channels in a more inclusive and sustainable way.

Institutes of business research and innovation							Innovation centers
Digital consumers	Emerging economies	Sustainable tommorrow	Healthcare economy	New commerce	Smarter organization	Pervasive computing	Sustained engagements / Zero downtime / Supply agility / Frontiers

Grand challenges for Infosys clients

Infosys technology research labs					
Software engineering	Security and privacy	Distributed computing	Future web	Digital convergence	Knowledge-driven information systems

Summary and goals

Strategic goals

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

Focus area	Status 2012-13	Status so far / Way forward	Goals 2013-14
We will build frameworks to integrate our business and sustainability goals	• We have aligned our human rights policy to the UNGC principles. • As part of our Responsible Supply Chain initiatives, we have started engaging our supply chain contractual staff through training and capacity-building on various topics, including their rights at the workplace, health and safety, financial tips, and behavioral competencies. • Our Executive Co-Chairman, S. Gopalakrishnan, has been appointed as the new President of the CII. This will help us strengthen the larger ecosystem. • We became the first Indian IT company to trade on the NYSE Euronext London. This is a significant step taken towards achieving our vision of being a globally-respected corporation, enabling us to surge ahead to build tomorrow's enterprise.	• We have made our Carbon Goals public and have drawn up a roadmap to achieve them by fiscal 2017. • Our sustainability goals have been integrated into the Corporate Scorecard of the Company. • Our Sustainability Policy has been created and rolled out. • The procurement policy covering green procurement and human rights aspects is being deployed at our India-based locations. • We will continue to strengthen the organization as a platform for employee engagement on sustainability actions across environment and society.	• Integrate sustainability parameters with our business excellence model – the Infosys Scaling Outstanding Performance (iSOP) framework.

Operational goals

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

Focus area	Status 2012-13	Status so far / Way forward	Goals 2013-14
Environment			
Carbon	• 14.86% (Scope 1 and Scope 2 emissions) reduction in per capita since 2011-12	• 53.53% (Scope 1 and Scope 2 emissions) reduction in per capita since 2007-08	• We will reduce our per capita carbon intensity by 5% over our fiscal 2013 levels.
Electricity [1] consumption	• 10.71% reduction in per capita compared to 2011-12.	• 39.9% reduction in per capita since 2007-08	• We will reduce our per capita electricity intensity by 5% over our fiscal 2013 levels.
Renewable energy [1]	• The share of renewable energy in our total electricity consumption has increased from 17.9% to 22.1% this year.	• 58 million units (22% of our total electricity consumption) of renewable energy were used this fiscal	• We will increase the share of our renewable energy by 5% over our fiscal 2013 levels, in our total electricity consumption.
Water	• We have reduced our per capita per month fresh water consumption by 14.28% over our fiscal 2012 levels.	• 34% reduction in per capita per month fresh water consumption since 2007-08	• We will reduce our per capita freshwater consumption by 5% over our fiscal 2013 levels. • We will sequester more fresh water in the ground than we consume in fiscal 2014, through rainwater harvesting strategies. • 100% of the waste water will be recycled and reused on our campuses.
Solid waste recycling	• A biogas plant at our Mysore campus and an in-vessel composting system for handling organic waste generated at our Thiruvananthapuram campus are already in operation. Currently, work is in progress on setting up a biogas plant at our Pune campus and an organic waste converter at our Bangalore campus.	• We will implement organic waste recycling plants at two of our India campuses.	• We will ensure the segregation of waste at source, at all of our campuses. • 25% of organic waste will be treated onsite, through composting or at biogas plants. • Our focus will be on minimizing waste going to landfills. • At all our construction sites, we will follow the Green Rating for Integrated Habitat Assessment (GRIHA) standards for construction waste management.

[1] *New goals for fiscal 2014*

Operational goals *(contd.)*

Focus area	Status 2012-13	Status so far / Way forward	Goals 2013-14
Biodiversity	• The biodiversity policy has been rolled out in fiscal 2013 for all our India campuses.	• We will roll out a comprehensive biodiversity policy across all our India campuses.	• We will grow 100,000 saplings on our campuses, native to each region, in fiscal 2014.
Suppliers			
Supply chain	• We have trained 30% of our suppliers on Responsible Supply Chain practices. • We have not been able to audit 10% of our suppliers on their Responsible Supply Chain practices.	• We will train 25% of our suppliers on Responsible Supply Chain practices. • We will audit 10% of our suppliers on their Responsible Supply Chain practices.	• We will strengthen our supply chain processes to capture sustainability-related information. • We will establish a process to audit our critical suppliers on an ongoing basis.
Society			
Education	• We have enabled 1,692 faculty members and 60,809 students of Campus Connect engineering colleges. • We have co-created and co-taught industry electives along with over 40 autonomous institutions. • We have raised the aspirations of over 159,827 students through our SPARK program. • The total coverage of Project Genesis in fiscal 2013 was 78 academicians and 933 students in 38 colleges. It was also introduced in Bhutan in fiscal 2013 at eight colleges, with 18 lecturers being trained on the curriculum. • As part of the Infosys Prize, we identified seven people from six research categories and awarded them the Infosys Prize. They were selected by an international panel of jurors for excelling in their chosen areas of research. We promoted their work through media articles and interviews; and through our prize presentation ceremony held in New Delhi in January 2013.	• We will train 1,000 faculty members and 30,000 students through our Campus Connect (CC) program for engineering colleges. • We will co-create electives with 30 engineering institutions as part of our CC program. • We will train 15,000 students from non-engineering colleges in Tier-2 and Tier-3 towns in India through our Project Genesis initiative. • Through the Infosys Prize, we will identify and reward the best researchers and scientists, and establish them as role models to inspire the next generation of researchers in the country.	• CC will train 1,000 faculty members and 25,000 students of CC engineering colleges. • We will co-create and co-teach industry electives along with around 40 autonomous institutions. • Through the Infosys Prize, we will identify and reward six of the best researchers and scientists, and establish them as role models to inspire the next generation of researchers in the country.
Employees			
Sustainable engagement	• We have rolled out learning interventions for all our employees and contractors through multiple media. • We have strengthened our sustainability volunteer pool by 25% across the organization.	• We will educate 100% of our employees and contractors on our sustainability practices. • We will strengthen our sustainability volunteer pool by 25% across the organization.	• We will roll out 'InFLUENCE', our volunteer framework, integrating our volunteering effort with social leadership competency development.

[1] *New goals for fiscal 2014*

United Nations Global Compact

Communication on progress

We have been a signatory to the United Nations Global Compact since 2001 and adhere to the ten principles that are drawn from the Universal Declaration of Human Rights, the international Labor Organization's Fundamental Principles on Rights at Work, and the Rio Principles on Environment and Development. Every year, we work with UNGC to provide the Communication on Progress (COP) for the activities and initiatives that we pursue on the ten principles.

Refer to our COP report available on the UNGC website http://www.unglobalcompact.org/COPs/detail/16899 for more details.

Global Compact Principles and GRI indicator mapping

Since we use the GRI 3.1 reporting framework for reporting our sustainability strategy and communication, we are providing the mapping of the GRI indicators with the Global Compact principles as a consolidated view. The following table shows the GRI performance indicators mapping with each of the Global Compact (GC) principles:

GC areas	GC principles	Mapping with GRI indicators
Human rights	Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	EC5, LA4, LA6 – LA9, LA13 – LA14, HR1 – HR9, SO5, PR1 – PR2, PR8
	Principle 2 – Businesses should make sure that they are not complicit in human rights abuses.	HR1 – HR9, SO5
Labor	Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	LA4 – lA5, HR1 – HR3, HR5, SO5
	Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.	HR1 – HR3, HR7, SO5
	Principle 5 – Businesses should uphold the effective abolition of child labor.	HR1 – HR3, HR6, SO5
	Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	EC7, LA2, LA13 – LA14, HR1 – HR4, SO5
Environment	Principle 7 – Businesses should support a precautionary approach to environmental challenges.	EC2, EN18, EN26, EN30, SO5
	Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	EN1 – EN30, SO5, PR3 – PR4
	Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.	EN2, EN5 – EN7, EN10, EN18, EN26 – EN27, EN30, SO5
Anti-corruption	Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	SO2 – SO6

Refer to the 'GRI reporting framework 3.1 – Content index' section for explanations of EC, LA, SO, EN HR and PR.

Independent Assurance Statement

Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the management of Infosys Limited ('Infosys' or 'the Company') to carry out an independent assurance engagement on the Company's Sustainability Report 2012-13 ('the Report') in its printed format and the referenced information in the Report to the Company's website and Annual Report including form   20 - F. The engagement was carried out against DNV Protocol for Verification of Sustainability Reporting (VeriSustain)[1] including verification of application level and adherence to principles of the Global Reporting Initiative 2011 Sustainability Reporting Guidelines Version 3.1 (GRI G3.1). The verification was conducted in June – August 2013, for the year of activities covered in the Report i.e. 1st April 2012 to 31st March 2013.

The intended users of this assurance statement are the management of the Company and readers of the Report. The management of Infosys is responsible for all information provided in the Report as well as the processes for collecting, analysing and reporting the information. DNV's responsibility regarding this verification is to the Company only and in accordance with the agreed scope of work. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. DNV expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Assurance Statement.

Scope, boundary and limitations of Assurance

The scope of DNV's assurance engagement, as agreed upon with Infosys, included the following:
- Verification of the application of report content principles set out in the GRI 3.1 and quality of information presented in the Report and the referenced information in the Report to the Company's website and Annual Report and 20- F of US securities and exchange commission;
- Evaluation and confirmation of Infosys declared Application level;
- Review of the Report against the requirements of VeriSustain with a moderate level of assurance;
- Review and assessment of the processes and tools for collecting, aggregating and reporting qualitative data inside the Report and verification of the reliability of performance indicators reported.

The reporting boundary is as set out in the Report and predominantly covers operations in India and no limitations on the scope of the assurance engagement were encountered during the verification process.Our engagement did not include assessment of the adequacy or effectiveness of Infosys strategy or management of sustainability related issues. No external stakeholders were interviewed as part of this assurance engagement.

Verification Methodology

This assurance engagement was planned and carried out in accordance with the DNV Protocol for Verification of Sustainability Reporting (VeriSustain). The Report has been evaluated against the principles of Materiality, Stakeholder Inclusiveness, Completeness, Responsiveness, Reliability and Neutrality. As part of verification we visited Infosys head-office in Bangalore and development Centre's located in India i.e. Bangalore (Electronic city), Mangalore, Jaipur (SEZ campus) and Chennai (Mahindra World City Campus). During the assurance engagement, DNV has taken a risk-based approach, i.e. we concentrated our verification efforts on the issues of high material relevance to Infosys's business and its key stakeholders.

As part of the engagement, DNV has verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flow and controls. In doing so, we have:

- Reviewed the company's approach to stakeholder engagement and its materiality determination process;
- Verified the robustness of the data management system, information flow and controls;
- Conducted in-person and on-line interviews with top and senior management team of Infosys and other representatives, including data owners and decision-makers from different functions and locations of the Company;
- Performed sample-based reviews of the mechanisms for implementing the Company's sustainability related policies, as described in the Report;

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[1] Order for copy at - http://www.dnvba.com/Global/sustainability/reporting-communication/Pages/sustainability-reporting.aspx

- Performed sample-based checks of the data management processes for completeness and reliability. This included the assessments of methods, practices, tools and competence used in collection, aggregation and reporting of data, as it is transferred and managed at different levels of the organisation.

Conclusions

In DNV's opinion, based on the work carried out, the Report is a fair representation of the Company's sustainability-related strategies, management systems and performance. The Report, along with the referenced information in the web site and Annual Report, meets the general content and quality requirements of the GRI G3.1, and DNV confirms that the Report meets requirements for Application Level 'A+'. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

Stakeholder Inclusiveness: We reviewed the existing stakeholder engagement process, its implementation across the sampled sites and confirm that the Company is committed to understanding the stakeholder concerns as an on-going process. The process may be further strengthened to consolidate all stakeholder concerns and create central repository of stakeholder concerns. The report may also bring out the key stakeholder concerns and the company's response in more coherent manner. In our view, the level at which the Report adheres to the principle is "Good".

Materiality: The materiality determination process has been reworked considering the internal and external inputs and we are of the opinion that the outcome of the process has not missed out any significant, known material issues. The process may be extended to cover all its operations spread across geographies to understand the emerging frontier material issues/ risks. In our view, the level at which the Report adheres to the principle is "Acceptable".

Completeness: The Report has fairly attempted to report or reflect the sustainability strategy, management approach and sustainability performances against the GRI G3.1 disclosures and core indicators. The Report brings out the responses related to partial reporting, omissions and commitments to full reporting related to aspects and performance indicators that are material within the Company's reporting boundary for application level A+; In our view, the level at which the Report adheres to the Principle is "Acceptable".

Responsiveness: We consider that the Company's response to key stakeholder concerns, i.e. policies and management systems including governance are fairly reflected in the Report within the reporting boundary set for this Report. The future reports may bring out Company's response to material, value chain issues across all operations and geographies. In our view, the level at which the Report adheres to the principle is "Acceptable".

Reliability: The majority of data and information verified at head office and sites were found to be accurate. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been corrected; Hence in accordance with the moderate level assurance engagement, we conclude that the specified sustainability data and information presented in the Report are generally reliable. In our view, the level at which the Report adheres to the principle is "Good".

Neutrality: The Company has reported its sustainability issues and performance in terms of content and presentation a neutral tone; In our view, the level at which the Report adheres to this principle is "Good".

Opportunities for Improvement

The following is an excerpt from the observations and opportunities reported back to the management of Infosys, however, these do not affect our conclusions on the Report, and they are indeed generally consistent with the management objectives already in place:

- The report could enlarge its disclosures related to material issues of Information technology and Business Process Outsourcing considering the peers' disclosures and may extend the boundary to cover the entire Infosys group;
- The materiality assessment approach may identify issues which go beyond the GRI indicators and develop performance metrics for material issues to enable benchmarking with sector peers;
- To evolve an issue based multi stakeholder engagement process to completely map the expectation and needs of definitive stakeholders and may incorporate these as inputs to annual strategic planning process;
- Consider routine communication of key sustainability performance in its website for the benefit of stakeholders;
- To further improve the reliability and traceability an ERP based system may be evolved to capture performance indicator data at source for all key sustainability performance indicators.

DNV's Competence and Independence

DNV is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. The DNV assurance team were not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality towards any people interviewed.

For Det Norske Veritas AS,

Vadakepatth Nandkumar **Project Manager,** National Head - Sustainability and Business Excellence services, Det Norske Veritas AS, India.	**Antonio Astone** Reviewer, Global Sustainability Manager, DNV Business Assurance, Italy.

Bangalore, India, 7th August 2012.

Statement
GRI Application Level Check

GRI hereby states that **Infosys Ltd.** has presented its report "Relevance through Innovation" (2013) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 26 August 2013

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

The "+" has been added to this Application Level because Infosys Ltd. has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: *Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 14 August 2013. GRI explicitly excludes the statement being applied to any later changes to such material.*

GRI reporting framework 3.1 – Content index

The Infosys Sustainability Report 2012-13 report, along with the Annual Report 2012-13, the Additional Information on our financial disclosures available on our website, *http://www.infosys.com/investors/reports-filings/Pages/index.aspx*, and the Business Responsibility Report, is aligned with the GRI sustainability reporting guidelines.

We believe we meet the requirements of Application Level A+.

The following table provides details of our sustainability actions based on the GRI 3.1 framework :

Application Level – A+	Third-party-checked	Assured by	Det Norske Veritas AS

Standard Disclosures Part I : Profile Disclosures

Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	SR – Page 5 AR – Pages 2-3			
1.2	Description of key impacts, risks, and opportunities.	Fully	SR – Pages 8-9 AR – Pages 29-30, 32-34			

Organizational Profile

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organization.	Fully	SR – Page 4			
2.2	Primary brands, products, and / or services.	Fully	SR – Page 4 AR – Pages 8-9			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	AR – Pages 5-6			
2.4	Location of organization's headquarters.	Fully	AR – Page 80			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	SR – Page 4 AR – Pages 87-90			
2.6	Nature of ownership and legal form.	Fully	AR – Pages 80-82			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers / beneficiaries).	Fully	AR – Page 28			
2.8	Scale of the reporting organization.	Fully	SR – Page 4 AR – Pages 87-90			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	AR - Pages 20, 26-28			
2.10	Awards received in the reporting period.	Fully	SR – Page 7 AR – Page 10 BRR – Page 6			

Report Parameters

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.1	Reporting period (e.g., fiscal / calendar year) for information provided.	Fully	SR – Page 4			
3.2	Date of most recent previous report (if any).	Fully	Annual Report – May, 2013			

Legend : *AR : Annual Report 2012-13*   *BRR : Business Responsibility Report 2012-13*   *SR : Sustainability Report 2012-13*

Report Parameters *(contd.)*

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Annual			
3.4	Contact point for questions regarding the report or its contents.	Fully	SR – Page 78			
3.5	Process for defining report content.	Fully	SR – Pages 4, 12-14			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	SR – Page 4			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	SR – Page 4			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and / or between organizations.	Fully	SR – Page 4			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	SR – Pages 45-46			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers / acquisitions, change of base years / periods, nature of business, measurement methods).	Fully	SR – Pages 40-48			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	SR – Pages 40-48			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	SR – Pages 66-77			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	SR – Pages 4, 14			

Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	SR – Pages 8-9 AR – Pages 70-79			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	SR – Page 5 AR – Page 71			
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and / or non-executive members.	Fully	SR – Page 8 AR – Pages 70-79			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	AR – Page 77			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	AR – Pages 72, 75			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	AR – Pages 70-71			
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	AR – Pages 70-71			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	SR – Page 8			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	SR – Page 8 AR – Pages 70-71			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	AR – Page 8			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	SR – Pages 8, 10 AR – Pages 32-34			

Legend : *AR : Annual Report 2012-13*   *BRR : Business Responsibility Report 2012-13*   *SR : Sustainability Report 2012-13*

Governance, Commitments, and Engagement *(contd.)*

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	SR – Pages 8, 10			
4.13	Memberships in associations (such as industry associations) and / or national / international advocacy organizations in which the organization : a. Has positions in governance bodies; b. Participates in projects or committees; c. Provides substantive funding beyond routine membership dues; or d. Views membership as strategic.	Fully	SR – Pages 8, 10			
4.14	List of stakeholder groups engaged by the organization.	Fully	SR – Pages 12-13			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	SR – Pages 12-13			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	SR – Pages 13-14			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	SR – Pages 10-13 AR – Pages 2-3, 7			

Standard Disclosures Part II : Disclosures on Management Approach (DMAs)

G3 DMA	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA EC	Disclosure on Management Approach EC	Fully	SR – Pages 5, 17-37 AR – Pages 20-27				
Aspects	Economic performance	Fully	SR – Pages 17-18 AR – Pages 4, 36-38				
	Market presence	Fully	SR – Page 4				
	Indirect economic impacts	Fully	SR – Pages 31-34				
DMA EN	Disclosure on Management Approach EN	Fully	SR – Pages 39-49				
Aspects	Materials	Fully	SR – Pages 46-47				
	Energy	Fully	SR – Pages 43-44				
	Water	Fully	SR – Pages 42-43				
	Biodiversity	Fully	SR – Pages 38, 46				
	Emissions, effluents and waste	Fully	SR – Pages 44-47				
	Products and services	Fully	SR – Pages 52-58				
	Compliance	Fully	SR – Page 42				
	Transport	Fully	SR – Pages 44-46, 48				
	Overall	Fully	SR – Pages 39-49				
DMA LA	Disclosure on Management Approach LA	Fully	SR – Pages 18-28				
Aspects	Employment	Fully	SR – Pages 18-19				
	Labor / management relations	Fully	SR – Pages 19-20				
	Occupational health and safety	Fully	SR – Pages 25-28				
	Training and education	Fully	SR – Pages 20-22				
	Diversity and equal opportunity	Fully	SR – Pages 26-27				
	Equal remuneration for women and men	Fully	SR – Pages 19, 30-31				
DMA HR	Disclosure on Management Approach HR	Fully	SR – Pages 17, 20-28				

Legend :   AR : *Annual Report 2012-13*   BRR : *Business Responsibility Report 2012-13*   SR : *Sustainability Report 2012-13*

Standard Disclosures Part II: Disclosures on Management Approach (DMAs) *(contd.)*

G3 DMA	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Aspects	Investment and procurement practices	Fully	SR – Pages 30-31				
	Non-discrimination	Fully	SR – Pages 19, 30-31				
	Freedom of association and collective bargaining	Fully	SR – Page 19				
	Child labor	Fully	SR – Page 31				
	Prevention of forced and compulsory labor	Fully	SR – Page 31				
	Security practices	Fully	SR – Pages 30-31				
	Indigenous rights	Fully	SR - Page 9				
	Assessment	Fully	SR – Page 17				
	Remediation	Fully	SR – Page 17				
DMA SO	Disclosure on Management Approach SO	Fully	SR – Pages 17, 31-37				
Aspects	Community	Fully	SR – Pages 31-37				
	Corruption	Fully	SR – Pages 8, 20				
	Public policy	Fully	SR – Page 5				
	Anti-competitive behavior	Fully	SR – Page 29				
	Compliance	Fully	SR – Page 30				
DMA PR	Disclosure on Management Approach PR	Fully	SR – Page 30				
Aspects	Customer health and safety	Not			Not applicable	Our business involves mainly products, consultancy and services in the information technology domain, which does not impact the health of our customers adversely and does not jeopardize their safety.	
	Product and service labelling	Not			Not applicable	Our business involves products and services in the information technology domain without an explicit requirement of physical labelling.	
	Marketing communications	Fully	SR – Page 30				
	Customer privacy	Fully	SR – Page 29				
	Compliance	Fully	AR – Pages 29-30				

Standard Disclosures Part III: Performance Indicators

Economic

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Economic performance							
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	SR – Page 15 AR – Pages 40-52				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Partially	SR – Pages 8-9 AR – Pages 29-34	Financial implications of risks and opportunities due to climate change are not fully quantified	Not available	Complete integration of risks and opportunities with Enterprise Risk Management framework is in progress.	2015

Legend : *AR : Annual Report 2012-13*   *BRR : Business Responsibility Report 2012-13*   *SR : Sustainability Report 2012-13*

Economic *(contd.)*

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	SR – Page 19 AR – Pages 54-55				
EC4	Significant financial assistance received from government.	Fully	SR – Page 18 AR – Pages 28, 56-58				
Market presence							
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Fully	SR – Pages 19, 30				
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	SR – Pages 30-31				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	SR – Page 19				
Indirect economic impacts							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Partially	SR – Pages 31-37	Comprehensive community needs assessment not reported	Not available	Comprehensive Corporate Social Responsibility framework integration is in progress.	2015
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Partially	SR – Pages 31-37				

Environmental

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Materials							
EN1	Materials used by weight or volume	Fully	SR – Page 46			We are an IT services company and not a manufacturing-intensive one. The only material which has significant use in our operations is paper.	
EN2	Percentage of materials used that are recycled input materials.	Not			Not applicable	Our value chain consists of IT services that ecompass identifying business transformation opportunities for clients, providing consultancy to them to leverage these opportunities, and crafting and delivering value-based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing.	
Energy							
EN3	Direct energy consumption by primary energy source.	Fully	SR – Pages 43-44				
EN4	Indirect energy consumption by primary source.	Fully	SR – Pages 43-44				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	SR – Pages 40-42				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	SR – Pages 43-44				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	SR – Page 43				

Legend: *AR*: *Annual Report 2012-13*   *BRR*: *Business Responsibility Report 2012-13*   *SR*: *Sustainability Report 2012-13*

Environmental *(contd.)*

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Water							
EN8	Total water withdrawal by source.	Fully	SR – Page 43				
EN9	Water sources significantly affected by withdrawal of water.	Fully	SR – Page 43				
EN10	Percentage and total volume of water recycled and reused.	Fully	SR – Page 43				
Biodiversity							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not			Not applicable	None of our campuses are located within or adjacent to protected or high biodiversity value areas.	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not			Not applicable	None of our campuses are located within or adjacent to protected or high biodiversity value areas.	
EN13	Habitats protected or restored.	Not			Not applicable	None of our campuses are located within or adjacent to protected or high biodiversity value areas.	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	SR - Pages 46, 60				
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not			Not applicable	None of our campuses are located within or adjacent to protected or high biodiversity value areas.	
Emissions, effluents and waste							
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	SR – Page 44				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	SR – Page 44				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	SR – Pages 44-45				
EN19	Emissions of ozone-depleting substances by weight.	Fully	SR – Page 45				
EN20	NO_x, SO_x, and other significant air emissions by type and weight.	Fully	SR – Page 44				
EN21	Total water discharge by quality and destination.	Fully	SR – Page 43				
EN22	Total weight of waste by type and disposal method.	Fully	SR – Pages 46-47				
EN23	Total number and volume of significant spills.	Fully	SR – Page 46				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not			Not applicable	This indicator does not apply to us as our business operations do not involve hazardous substances under the Basel convention annexure.	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not			Not applicable	This indicator does not apply to us as our business operations do not impact the protected status of water bodies and related habitats.	
Products and services							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Not			Not applicable	Not applicable in our industrial sector. Our value chain consists of IT services that encompass identifying business transformation opportunities for clients, providing consultancy to them to leverage these opportunities, and crafting and delivering value-based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing.	

Legend: AR: *Annual Report 2012-13*   BRR: *Business Responsibility Report 2012-13*   SR: *Sustainability Report 2012-13*

Environmental *(contd.)*

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not			Not applicable	Not applicable in our industrial sector. Our value chain consists of IT services that encompasses identifying business transformation opportunities for clients, providing consultancy to them to leverage these opportunities, and crafting and delivering value based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing.	
Compliance							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	SR – Page 42				
Transport							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	SR – Page 44				
Overall							
EN30	Total environmental protection expenditures and investments by type.	Not					

Social : Labor Practices and Decent Work

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Employment							
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	Partially	SR – Page 18	Contractual employees not included in the total workforce count	Not material	Our contractual employees constitute a *de minimus* percentage (less than 1%) of the total workforce and are not included in the reporting.	
LA2	Total number and rate of employee turnover by age group, gender, and region.	Fully	SR – Page 19				
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	SR – Page 19 AR – Pages 54-55				
LA15	Return to work and retention rates after parental leave, by gender.	Fully	SR – Page 24				
Labor / management relations							
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	SR – Page 19				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	SR – Page 19				
Occupational health and safety							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	SR – Page 27				
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region, and by gender.	Partially	SR – Page 28	Absenteeism has not been reported	Not available	Data is not currently captured in our leave system.	2015

Legend :   AR : *Annual Report 2012-13*   BRR : *Business Responsibility Report 2012-13*   SR : *Sustainability Report 2012-13*

Social : Labor Practices and Decent Work *(contd.)*

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Partially	SR – Page 26	Programs for all applicable serious diseases in our operating regions are not reported	Not available	Programs were not planned for all applicable serious diseases in our operating regions.	2015
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	SR – Page 19			We abide by the local laws mandated by the countries in which we operate.	
Training and education							
LA10	Average hours of training per year per employee by employee category.	Fully	SR – Pages 20-22				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	SR – Pages 20-22			Offering pre-retirement program / training / counselling for retirees is not a critical aspect for our kind of business since our workforce mainly comprises employees with an average age of less than 30 years, and the number of retirees over the years is insignificant. We follow the statutory laws of the land in the countries wherever we operate in case of retirement / termination.	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	SR – Page 22				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	SR – Page 8 AR - Page 71	Composition of governance body members by minority groups is not captured.	Not material	One of the core values of the organization is excellence, and the selection of governance body members is based purely on meritocracy.	
LA14	Ratio of basic salary of men to women by employee category, by significant locations of operation.	Fully	SR – Page 19				

Social : Human Rights

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Investment and procurement practices							
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Fully	SR – Page 19 AR – Page 44			We comply with the applicable laws of the land wherever we operate.	
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Partially	SR – Pages 30-31	Percentage of suppliers / contractors screened is not reported	Not available	Responsible Supply Chain practices are being rolled out	2015

Legend : *AR : Annual Report 2012-13*   *BRR : Business Responsibility Report 2012-13*   *SR : Sustainability Report 2012-13*

Social : Human Rights *(contd.)*

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	SR – Pages 20-22			Every employee compulsorily attends a session on values during his or her induction and acknowledges the Code of Conduct and Ethics through a sign-up process. For details on our Code of Conduct and Ethics, refer to : *http://www.infosys.com/investors/corporate-governance/Documents/CodeofConduct.pdf* For our supply chain contractual staff, we launched PACT (Process Awareness for Contract Partners), a first-of-its-kind training program, to sensitize our contract workforce on topics such as Infosys values, anti-discrimination, anti-sexual harassment, wages, benefits, and health & safety.	
Non-discrimination							
HR4	Total number of incidents of discrimination and actions taken.	Fully	SR – Page 24				
Freedom of association and collective bargaining							
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Partially	SR – Pages 19-20, 30	Not available for suppliers	Not available	Responsible Supply Chain practices are being rolled out.	2015
Child labor							
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Partially	SR – Page 30	Not available for suppliers	Not available	Responsible Supply Chain practices are being rolled out.	2015
Forced and compulsory labor							
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Partially	SR – Pages 19-20, 30	Not available for suppliers	Not available	Responsible Supply Chain practices are being rolled out.	2015
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Partially	SR – Page 31			We launched PACT (Process Awareness for Contract Partners), a first-of-its-kind training program, to sensitize our contract workforce (including security personnel) on topics such as Infosys values, anti-discrimination, anti-sexual harassment, wages, benefits, and health & safety.	
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not applicable	This indicator does not apply to us as our business operations do not impact the rights of indigenous communities.	
Assessment							
HR10	Percentage and total number of operations that have been subject to human rights reviews and / or impact assessments.	Fully	SR – Page 19			We comply with the applicable laws of the countries in which we operate.	
Remediation							
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Partially	SR – Pages 23-24	Not available for global operations	Not available	About 90% of our workforce operates in India-based locations. The data-capture for global operations is in progress.	2015

Legend: *AR : Annual Report 2012-13*   *BRR : Business Responsibility Report 2012-13*   *SR : Sustainability Report 2012-13*

Social : Society

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Community							
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	SR – Pages 31-37				
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	SR – Page 8			All of our existing campuses are situated on government-approved land (industrial zones).	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	SR – Page 8			There has been no significant impact of our operations on the local communities.	
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	AR – Page 7			The risk management framework and Whistleblower Policy are applicable across the organization.	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	SR – Page 20			Every employee compulsorily attends a session on values during his or her induction and acknowledges the Code of Conduct and Ethics through a sign-up process. A Whistleblower Policy, a strong grievance-redressal body, an uncompromising stand on value transgressions, and supportive ecosystems ensure the availability of adequate mechanisms to enable a culture of disclosure.	
SO4	Actions taken in response to incidents of corruption.	Fully	SR – Page 24				
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Partially	BRR – Page 21	Formal policy for advocacy is not available	Not available	The documentation of a formal policy for advocacy is in progress.	2015
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	SR – Page 8				
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	SR – Page 29				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	SR – Page 29				

Legend : *AR : Annual Report 2012-13*   *BRR : Business Responsibility Report 2012-13*   *SR : Sustainability Report 2012-13*

Social : Product Responsibility

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Customer health and safety							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not		Not applicable	Our value chain consists of IT services. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing. All our engagements with our customers are governed by Master Service Agreements.		
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	SR – Page 29		Our value chain consists of IT services. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing. All our engagements with our customers are governed by Master Service Agreements.		
Product and service labelling							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not		Not applicable	Not applicable in our industrial sector. Our value chain consists of IT services that encompass identifying business transformation opportunities for clients, providing consultancy to them to leverage these opportunities, and crafting and delivering value-based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing.		
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not		Not applicable	Not applicable in our industrial sector. Our value chain consists of IT services that encompass identifying business transformation opportunities for clients, providing consultancy to them to leverage these opportunities, and crafting and delivering value-based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing.		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	SR – Pages 28-29				
Marketing communications							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	SR – Page 30				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	SR – Page 30				
Customer privacy							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	SR – Page 29 BRR – Page 27				
Compliance							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	SR – Page 29				

Note : We have reported on all the aspects material to our operations.

Legend :   AR : *Annual Report 2012-13*   BRR : *Business Responsibility Report 2012-13*   SR : *Sustainability Report 2012-13*

Acronyms

ACDI	Agriculture Cooperative Development International		ILI	Infosys Leadership Institute
ACM	Association for Computing Machinery		InFLUENCE	Infosys Framework for Learning Using External Community Engagement
ACMICPC	Association for Computing Machinery International Collegiate Programming Contest		ITD	Income Tax Department
AHU	Air Handing unit		IVM	Infosys Validation Methodology
ASHI	Anti-Sexual Harassment Initiative		IWIN	Infosys Women Inclusivity Network
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers		IWT	India Water Tool
ASTD	American Society for Talent and Development		KL	Kilo liter
BMTC	Bangalore Metropolitan Transport Corporation		KM	Knowledge Management
BTE	Building Tomorrow's Enterprise		kWh	Kilo Watt Hour
CC	Campus Connect		LED	Light Emitting Diode
CDP	Competency Development Program		LEED	Leadership in Energy and Environmental Design
CII	Confederation of Indian Industry		LITMUS	Let's Interact on Themes that Matter to Us
CITE	Center for Innovation for Tomorrow's Enterprise		MAKE	Most Admired Knowledge Enterprise
COP	Communication on Progress		MSA	Master Service Agreements
CSAT	Customer Satisfaction Survey		MT	Mega Tons
CSIR	Council for Scientific and Industrial Research		NASSCOM	National Association of Software Companies
CTY	Catch Them Young		NCWE	National Council for Work Experience
DC	Development Center		NDDB	National Dairy Development Board
DESSC	Digital Energy and Sustainability Solutions Campaign		NICTA	National ICT Australia Ltd
DG	Diesel generators		NO_x	Nitrogen oxide
DRR	Disaster Recovery Representatives		NYSE	New York Stock Exchange
DSIR	Department of Scientific and Industrial Research		ORS	Oral Rehydration Salts
E&R	Education and Research		OSDD	Open Source Drug Discovery
ECS	Energy, Utilities, Communications and Services		PACT	Process Awareness for Contract Partners
EHS	Environment, Health & Safety		PSPD	Predictability, Sustainability, Profitability and De-risking
ELCIA	Electronics City Industries Association		RAKSHA	Rescue of, Awareness about, Kindness towards, Shelter for Helpless Animals
ELF	Engagement level feedback		RAPDRP	Restructured Accelerated Power Development and Reforms Programme
ERM	Enterprise Risk Management		REACH	Registration, Evaluation, Authorization and Restriction of Chemicals
ESAT	Employee Satisfaction Survey			
FIS	Federation of International Services		RoHS	Restriction of Hazardous Substances Directive
G2i2	Global Green Inclusive Innovation		RRP	Rural Reach Program
GDM	Global Delivery Model		SDB	Software Development Block
GEC	Global Education Centre		SEZ	Special Economic Zone
GHG	Greenhouse gas		SO_x	Sulphur oxide
GJ	Giga Joules		STP	Software Technology Park
GRI	Global Reporting Initiative		TCP	Transmission Control Protocol
HALE	Health Assessment and Lifestyle Enrichment		TUEM	Test Unit Estimation Method
HEAR	Hearing Employees And Resolving		UNGC	United Nations Global Compact
HES	Higher Education Support		UNHRC	United Nations Human Rights Council
HFC	Hydro fluoro carbon		UTRC	United Technologies Research Center
HSD	High speed Diesel		VIVA	Visioning, Inculcating, Valuing, and Assessing
HVAC	Heating, Ventilation and Air conditioning		VOCA	Volunteers in Overseas Cooperative Assistance
IADP	Infosys Application Development Platform		VSAT	Vendor Satisfaction Survey
I-AM	Infosys Application Management Platform		WBCSD	World Business Council for Sustainable Development
ICT	Information and Communications Technology		WEF	World Economic Forum
IFRS	International Financial Reporting Standards		WRI	World Resources Institute

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