




Evolving
with changing times

Safe Harbor

Certain statements contained herein concern our future growth prospects and are forward-looking statements regarding our future business expectations intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, fluctuations in foreign exchange rates, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal or expiration of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry, volatile market scenarios and regulatory changes in the regions where we operate. Additional risks that could affect our future operating results are more fully described in our United States Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2014 and on Form 6-K for the quarter ended December 31, 2013. These filings are available at www.sec.gov. Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the company's filings with the Securities and Exchange Commission and our reports to shareholders. Any forward-looking statements contained herein are based on assumptions that we believe to be reasonable presently. The company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the company unless it is required by law.



“Sustainability is an economic state where the demands placed upon the environment by people and commerce can be met without reducing the capacity of the environment to provide for future generations. It can also be expressed in the simple terms of an economic golden rule for the restorative economy: Leave the world better than you found it, take no more than you need, try not to harm life or the environment, make amends if you do.”

Paul Hawken

Environmentalist and Author

About the report

This is our seventh year of reporting on Sustainability disclosures. Starting this year, we are publishing our disclosures in a new integrated format encompassing economic, social and environmental parameters. The integrated report demonstrates the maturity of our reporting practices and addresses the growing interest and heightened expectations of our global stakeholders.

Our reporting framework fits the broader process of setting organizational strategy, implementing action plans, and assessing outcomes. The integrated report includes:

The Infosys Annual Report

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

The Infosys Sustainability Report

This report provides detailed information on our responsible business practices across the economic, social and environmental parameters 'in accordance' – Comprehensive with the Global Reporting Initiative G4 guidelines. The GRI G4 index is available in the *GRI G4 – Content Index* section of this report.

The reporting boundary covers our disclosures across the Infosys group, including subsidiaries, on the social, environmental and economic parameters (unless otherwise stated). Starting this year we have extended our boundary to include significant global locations on environmental disclosures.

The Corporate Sustainability team works in collaboration with internal and external stakeholders under the leadership of our Executive Vice Chairman and Co-founder, S. Gopalakrishnan to institutionalize sustainability policies, processes and practices. He also is responsible for reviewing and approving the organization's Sustainability Report.

The Infosys Integrated Quality Management System assures the quality of our sustainability practices in accordance with the requirements of GRI G4 guidelines. The Infosys Sustainability Report is also assured by an independent external auditor, DNV GL represented by DNV Business Assurance India Private Limited, and their assurance statement is available in the *Independent Assurance Statement* section of this report.

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S. Gopalakrishnan
Executive Vice Chairman of the Board

Statement from the Executive Vice Chairman

Around this time every year, we pause to look back on what we did in the fiscal year gone by. An important part of this exercise is to take stock of our progress on the sustainability goals we have set for ourselves — on economic, environmental and social parameters. It is a time when we renew our commitment to building a sustainable business that benefits all our stakeholders.

Our sustainability goals are part of our corporate scorecard. These goals are further cascaded to leaders of business units and enabler functions with the requisite authority to execute them. The 'Management's discussion and analysis' section in our Annual Report highlights strategic priorities to achieve our economic, social and environmental goals across short, medium and long term horizons. Our Infosys 3.0 strategy is designed along a predictable, sustainable, profitable and de-risked (PSPD) model to deliver superior value to our clients. Our three-pronged strategy — outsourcing services, transformative consulting and intellectual property creation — offers us a resilient business model.

Our sustainability strategy focuses on economic, social and environmental aspects. We have been able to chart a clear course of action in many areas of these three aspects. We were the first Information and Communications Technology (ICT) Company in India to declare a goal of becoming carbon neutral by fiscal year 2018 at the United Nations. We will do this by reducing our per capita electricity consumption by 50%, meeting 100% of our electricity requirements from renewable energy sources, and reducing our carbon intensity. We have been identified as a company leading climate change action by Carbon Disclosure Project (CDP). A score of 92 has secured us a place in the Performance Band A on the Global 500 Climate Performance Leadership Index (CPLI) and Supplier Climate Performance Leadership Index (SCPLI).

Our annual goal to reduce fresh water consumption involves smart water metering, rainwater harvesting and the use of water-efficient fixtures. We have also experimented with new technologies for managing waste. Our commitment to preserve the rich flora and fauna in and around our development centers is powered by our biodiversity policy. This year alone, we planted over 100,000 saplings across our campuses.

The Infosys Foundation, with its focus on healthcare, education, culture, destitute care and rural development, continues to impact

the lives of the poorest of the poor. The Infosys Prize awarded by the Infosys Science Foundation aims to enhance the prestige of scientific research in India and inspire young Indians to choose a vocation in research. Our flagship industry-academia partnership program, Campus Connect, has benefitted over 200,000 students from a large number of engineering colleges. Education continues to be a focus area of our CSR investments. We have also formed a CSR committee which will formulate and monitor the CSR policy of the Company.

Infosys uses the ten principles of the UN Global Compact covering four major dimensions — human rights, labor, environment and anti-corruption as a good foundation for building and improving sustainable supply chain practices. Our Sustainable Supply Chain Policy is intended to work with various other policies in the organization and follows our philosophy of sustainability. This year, a supplier code of conduct was administered to all our key suppliers. We also revised our empanelment guidelines to screen our suppliers on social and environmental parameters, in addition to the existing economic criteria.

A well-defined advocacy statement guides our actions across the globe. 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), CDP, the National Association of Software and Services Companies (NASSCOM), the World Economic Forum (WEF), World Business Council for Sustainable Development (WBCSD), the Confederation of Indian Industry (CII) and the United Nations Global Compact (UNGC).

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

Through our actions over the years, we have demonstrated that sustainability makes good business sense. I am confident that our efforts will continue to fuel a sustainable business for a better tomorrow.

Sustainability at Infosys

As a global leader in consulting, technology, and outsourcing solutions, Infosys ('the Company') works with clients in over 30 countries. Our experience gives our clients a distinct advantage, helping them manage their business and power their transformation into a smarter organization. Our sustainability strategy forms the basis of running our business responsibly and successfully. We work with our internal and external stakeholders to define our sustainability strategy and goals. Our sustainability agenda focuses on three themes — social contract, resource intensity and green innovation, which are based on the foundation of our values, known in short as C-LIFE: Client value, Leadership by example, Integrity and transparency, Fairness, and Excellence.

Social contract

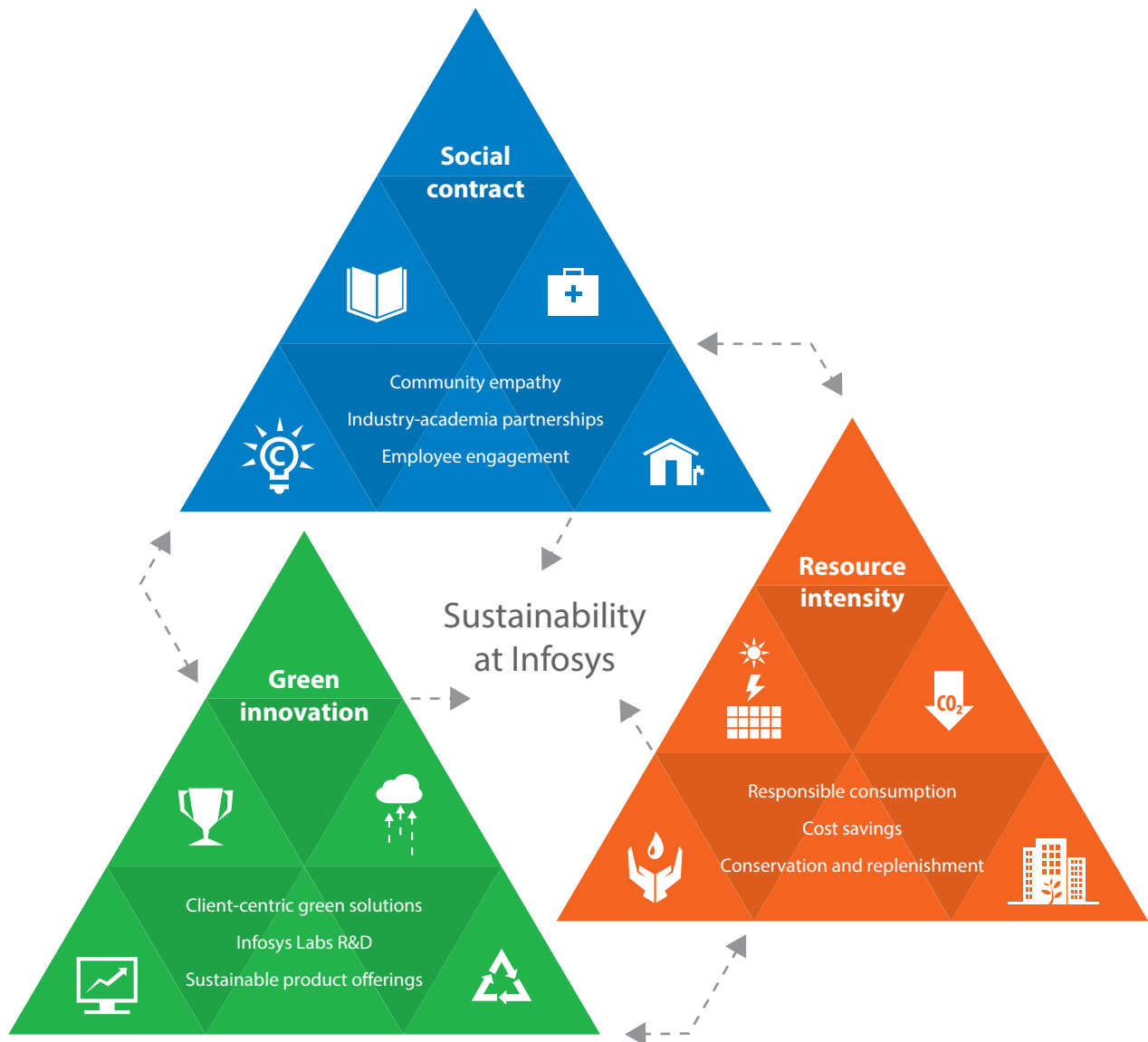
Enterprises have an extended set of stakeholders. These stakeholders have the potential to influence the future of business. These stakeholders also have ethical, social and environmental expectations that extend beyond financial goals and legal requirements. We believe that these social covenants are fundamental to nurturing stakeholder trust and ensuring business continuity.

Resource intensity

In the face of accelerated depletion of natural resources, incremental increase 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 a better and sustainable world around us.



Materiality, stakeholder engagement and reporting

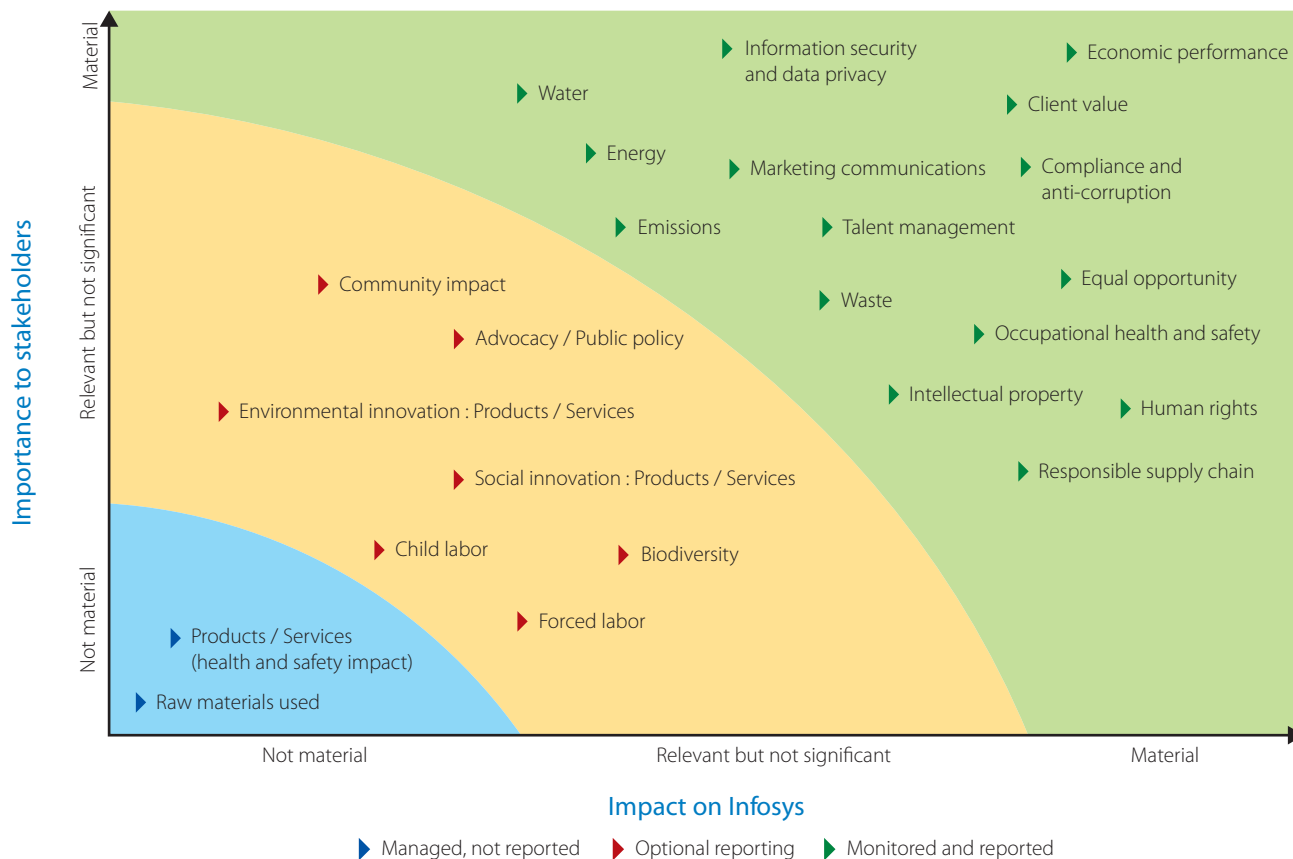
The materiality evaluation at Infosys is based on aspects and topics that impact us and our stakeholders on economic, environmental and social parameters.

The process of defining the report content and aspect boundaries is as follows :

- Stakeholder engagement
- Identification of material aspects and topics
- Monitoring and reporting

Based on discussions and deliberations with the Management and various committees, we have arrived at the following stakeholders who are important to us: clients, employees, investors, vendors / partners, governments, regulatory bodies, academia and local communities. Details of the process of stakeholder engagement and materiality evaluation are provided in the *Materiality and stakeholder engagement* section in the Annual Report 2013-14 available on www.infosys.com. The stakeholder consultation process is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks and opportunities.

Materiality matrix



The following diagram represents the materiality matrix of the aspects that relate to our business :

The aspects organized in the materiality matrix are managed through relevant channels and initiatives. However, only those aspects that are material to us are monitored and reported on a regular basis.

Determination of aspect boundary

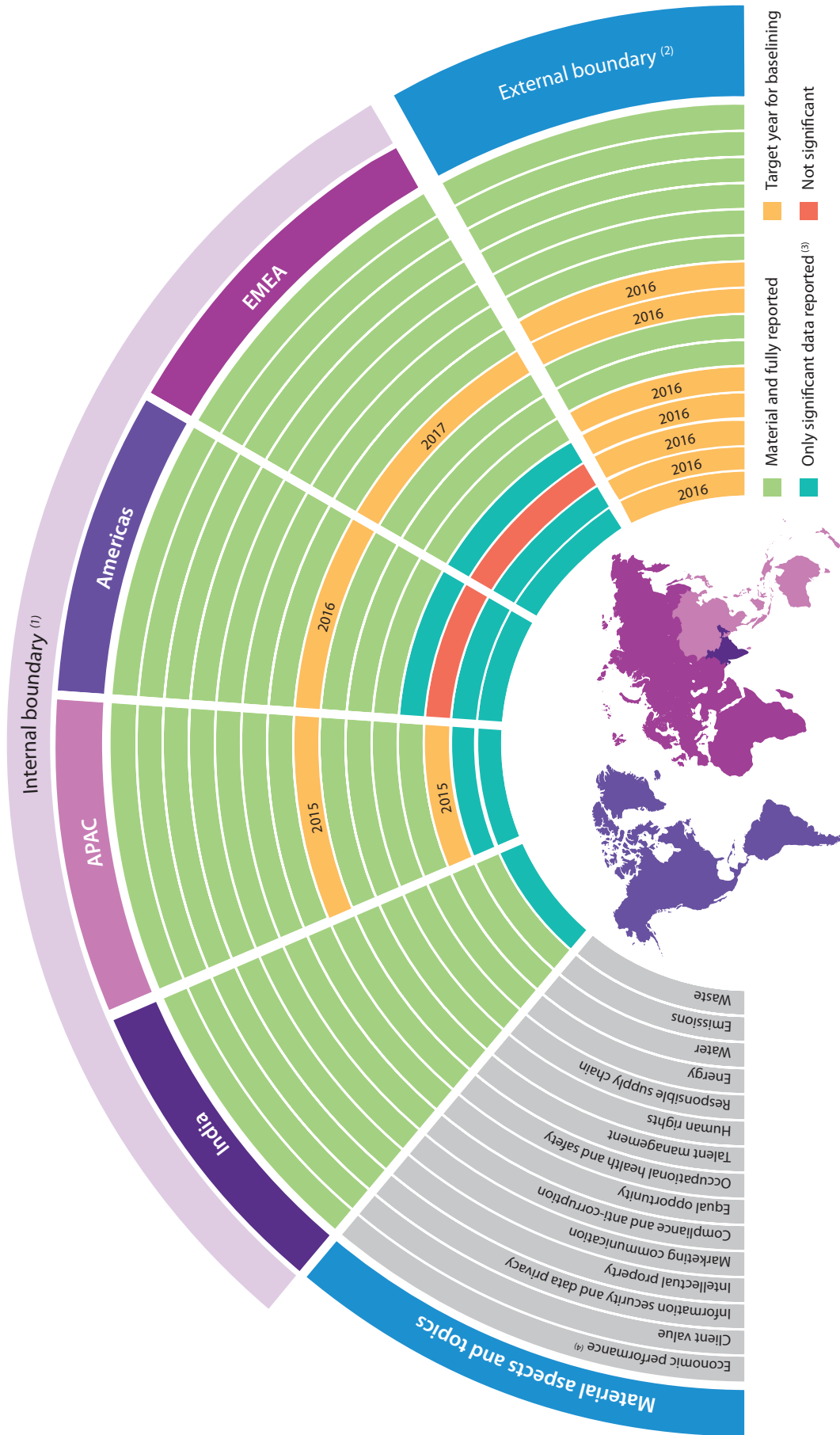
The boundary of reporting for all material aspects covers our global locations spread across the following regions :

- India
- Asia Pacific (APAC)
- Europe, Middle East and Africa (EMEA)
- The Americas

Some aspects may not be material in certain regions of our operation while others may have impacts in regions that go beyond our operating boundaries.

Aspect boundary

The aspect boundary for all material aspects / topics is as follows:



(1) Internal boundary – includes Infosys campuses and offices that are owned and leased.

(2) External boundary – includes client sites, supplier locations or other impacted areas.

(3) The boundary criteria for material aspects that are grouped under this category are as follows:

(a) Energy: Includes data centers in APAC and data centers in EMEA and Americas.

(b) Emissions: Includes GHG emissions from our operations in APAC and Americas.

(c) Waste: Includes food, paper, metal, wood, plastic and hazardous wastes for India locations. Since most of the operations outside India are based out of leased facilities, the management of power, water and waste is handled by the lessors in accordance with local laws.

(4) We are currently developing a model to estimate the financial implications of climate change risks across all regions. This will be reported in our disclosures for fiscal year 2016.

Materiality aspects and scope

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

Material aspects / topics	What is the scope?	Why is it material for us?
Economic performance	<ul style="list-style-type: none"> Economic value generated and distributed Risks and opportunities related to climate change 	Economic performance is key to building a sustainable organization and carrying the benefits to associated stakeholders.
Client value	<ul style="list-style-type: none"> Client satisfaction Client solutions 	Staying relevant to changing business and client expectations is critical to our growth. Thus, focusing on co-creation of solutions, integrated service offerings and embracing new technology is important to position ourselves as strategic partners.
Information security and data privacy	<ul style="list-style-type: none"> Data privacy incidents 	Inadequate protection of information and information assets can severely impact our capability to achieve and sustain our business performance. Information security includes confidentiality, integrity and availability of information. The data privacy office ensures that necessary processes and controls are in place to safeguard information of all categories that are relevant to the Company.
Marketing communication	<ul style="list-style-type: none"> Compliance with regulations and voluntary codes for marketing communication 	Marketing communication and brand management have a direct impact on our business. We ensure compliance to regulations and voluntary codes to avoid anti-competitive behavior, anti-trust, and monopoly practices, which may affect consumer choice and pricing.
Compliance and anti-corruption	<ul style="list-style-type: none"> Compliance with all applicable regulations Code of conduct and ethics 	Stakeholder (internal and external) expectation on the organization's adherence to integrity, governance and good business practices is extremely high. Corruption in any form can be a significant deterrent to the above. At Infosys, it is imperative that our company affairs are managed in a fair and transparent manner. This is vital to gain and retain the trust of our stakeholders.
Intellectual property	<ul style="list-style-type: none"> Tacit and explicit knowledge of human capital 	We recognize the growing importance of Intellectual Property (IP) in our day-to-day business. We have well-defined policies and practices to minimize exposure to IP risks and maximize business benefits.
Talent management	<ul style="list-style-type: none"> Employee demographics Employee benefits Collective bargaining agreements Training and education Human rights screening 	Employees enable a company to innovate, differentiate and succeed. Our workforce comprises highly talented individuals from across the globe. In our continuous endeavor to attract and retain top talent, we need to focus on talent management programs for recruitment, development and retention.
Equal opportunity	<ul style="list-style-type: none"> Diversity and inclusivity Non-discrimination Grievance mechanisms Work-life balance 	The Company is an equal opportunity employer and fair treatment is part of the Infosys Code of Conduct and Ethics. We are committed to providing a work environment free of discrimination and harassment.
Occupational health and safety	<ul style="list-style-type: none"> Health and safety committee Incident management Occupational health 	We are committed to high standards of occupational health and safety management and providing a safe and healthy work place for our employees, consultants and contractors.
Human rights	<ul style="list-style-type: none"> Human rights training Incidents and redressal mechanisms 	Being in a knowledge industry that is highly dependent on people's intellectual abilities, providing an environment where human rights are respected is critical to our operations. Ensuring human rights screening for our stakeholders such as our suppliers, vendors and partners is essential for running our business responsibly.
Responsible supply chain	<ul style="list-style-type: none"> Supplier code of conduct Supplier assessment for labor and environmental practices Supplier human rights assessment 	We have a large supplier base for the procurement of goods and services to support our operations. We also work with strategic alliance partners to deliver client solutions. Thus, managing the supply chain is critical to our business.
Water	<ul style="list-style-type: none"> Water management 	India and the APAC are water-stressed zones of the world. Since most of our operations are based in these regions, it is critical for us to manage this resource efficiently. Hence this aspect is material to our operations. We aim to make our campuses water-sustainable.

Material aspects / topics	What is the scope?	Why is it material for us?
Energy	<ul style="list-style-type: none"> • Energy management 	<p>The environmental footprint of our organization is proportional to its energy consumption, which also has a direct bearing on our operational costs, and overall exposure to fluctuations in energy supply and prices.</p> <p>We have made a voluntary commitment to become carbon neutral by fiscal year 2018.</p>
Emissions	<ul style="list-style-type: none"> • Management of GHG emissions 	<p>As a responsible organization, we aim to manage our footprint on emissions including greenhouse gas emissions. We have also made a voluntary commitment to become carbon neutral by fiscal year 2018.</p>
Waste	<ul style="list-style-type: none"> • Management of waste • Management of effluents • Spills 	<p>We have been persistent in our efforts to ensure reuse, recycling and responsible disposal of waste. We also have a focused approach towards waste management. We play a vital role in influencing our supply chain for efficient management of waste, and insist on the reuse of packaging material used in the supply of goods to us.</p>

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

- Environment* : We are in the process of ascertaining the impact of our suppliers on the environment. We propose to baseline data related to supplier impact on environment by fiscal 2016.
- Governance* : Details of individual compensation are subject to confidentiality constraints. However, the board compensation and the compensation of senior executives across the globe are reported in our Annual Report 2013-14.
- Social* : The composition of the board of directors is provided in our Annual Report 2013-14. We are strengthening our systems and processes to capture diversity indicators at the management level across the organization by fiscal 2016.

Monitoring and reporting

The Infosys quality management system is developed in an integrated manner and adheres to various global compliance and management systems. We are certified by the following standards:

- ISO 9001 – Quality management system
- ISO 27001 – Information security management system
- ISO 22301 – Societal security, business continuity management system
- AS9100 – Aerospace management system
- TL9000 – Telecom leadership
- ISO 20000 – IT service management system
- ISO 13485 – Medical devices management system
- ISO 14001 – Environmental management system
- OHSAS 18001 – Occupational health and safety
- CMMi Level 5

The Infosys quality management system is reviewed and audited periodically by external certification bodies. The certifications, accreditations, and assessments that we undergo help us constantly benchmark our services and processes against globally recognized quality standards. We report the goals, progress and management of these material aspects / topics in our corporate reports and on our website www.infosys.com.

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Social contract

Piloted **Individual Productivity Framework**, a novel initiative to drive performance

Launched **First Take**, a communication campaign to sustain direct connect with employees

Partnered with TV18 to present '**Innovating for a Better Tomorrow**' series on CNN-IBN and CNBC

Filed **79** patents during fiscal year 2014

Received silver recognition at the **Express IT Awards** for Health Assessment and Lifestyle Enrichment (HALE)

Covered **372** colleges under Campus Connect, our industry-academia partnership program

Launched **Responsible Supply Chain Policy**, and brought key suppliers under the Infosys Supplier Code of Conduct



Srikantan Moorthy
Group Head, Human Resources Development

Our commitment to social contract

At Infosys, sustainability is an integral part of our business philosophy — profitability, sustainability, predictability and de-risking (PSPD). We fundamentally believe that economic development is critical to human progress.

Being an organization that is dependent on the competency of people to deliver value to clients, our employees are our most valued assets. We aim to attract and retain the best talent in the market. We hire from the best campuses in large numbers. Our senior leaders participate in recruitment drives to position our company and attract the best talent. We strive to create an environment of meritocracy that provides all our employees with opportunities to excel, learn and progress.

Over the last three years, we have seen a rise in our attrition levels. We have identified broad action areas to strengthen our engagement with our employees. These include, but are not limited to, bringing better predictability to various HR programs, creating more career development opportunities, investing in training and competency development to enable employees in their roles as people and business managers and greater objectivity in the performance management process. We have created a Talent Acquisition and Fulfillment Function (TAFF) to strengthen the efficiency of our talent management process. We have launched a Fast Track Promotion program to identify, recognize and nurture high-performing and technically proficient employees. We are currently working on tools and technologies to enhance individual productivity. We believe that these measures will help us curb attrition and foster a high-performance work culture.

We believe in an open-door culture. We have several forums where employees engage with senior leaders including the CEO to share their thoughts and concerns. We have introduced 'Just A Minute (JAM)' sessions with the management, where employees can interact with senior leaders over lunch in the informal environment of food courts. We have also launched First Take, an 'employee first' communication campaign that provides a brief of all major happenings within the organization to our employees. Along with these open employee engagement forums, we also have well-defined channels to address employee grievances relating to work, discrimination and harassment.

The global nature of our business necessitates a focus on diversity and inclusion. Our diversity and inclusion programs embrace employees of different gender, age, nationality and physical ability. We follow a multi-pronged approach to promote diversity and inclusivity within the organization and review our efforts periodically. As an equal opportunity employer, we promote a culture of meritocracy. The principles and goals of the Universal Declaration of Human Rights are at the center of our diversity and inclusion strategy.

To ensure a safe workplace for our employees, we have established an Occupational Health and Safety Management System (HSEMS) across our campuses. As a signatory to the United Nations Global Compact (UNGC), we created a Human Rights Statement, which explains our policies and practices predominantly covering the Company's stand on compliance with global norms on providing a harassment-free workplace, freedom of association, workplace health and safety and anti-corruption safeguards. A stringent internal and independent review framework and governance ensures that we are compliant with current and ongoing best practices related to human capital. We have work councils in every region of our operations to ensure compliance.

While we hire the best talent, we believe that it is our responsibility to also build future talent and provide the required support for academic institutions to align with the needs of the industry. Campus Connect, our industry-academia flagship program, partners with engineering colleges to prepare their talent pool for the requirements in the IT space.

We support the volunteering efforts of our employees. Besides supporting employee-led CSR and eco groups at our campuses, we also have the 'I, Citizen of the Earth' (iCoE) program to support the development of social leadership competencies and to promote responsible citizenship among our employees.

As a corporation, we are committed to supporting and nurturing our employees and the community around us. This is the only way we can create wealth and grow together.

Economic performance

Economic performance is key to building a sustainable organization. Enterprises the world over are transforming their businesses to be resilient to short-term knockbacks, but reshaped for long-term growth, aiming at radical innovation with methodical execution. While economic recovery continues to be fragile, businesses are beginning to feel optimistic.

Our annual revenue growth of 11.5% (in US dollar terms) in fiscal year ending March 31, 2014, is a significant step-up from the 5.8% growth rate of the previous fiscal. While we celebrate our performance, we continue to seek opportunities to propel growth and sustain our performance. Our cash generation from operations remains healthy at 114% of our net profit (as per IFRS in US dollar terms), and this has resulted in a highly liquid balance sheet. We have honored all our employee commitments and given two cycles of promotions and a salary hike during the year.

For us, the task ahead is simple to state. It is to increase the competitiveness in the market to achieve industry-leading growth and margins. This goal requires us to attract, enable, empower and retain the best and the brightest talent and build a multi-cultural workforce; develop leadership and succession planning; improve the agility of the company; and sharpen the accountability of our business units, business enabler functions, projects and individuals to deliver results. As part of these initiatives, we have been focusing on strengthening our brand, becoming more meritocratic and multi-cultural, expanding our market coverage, enlarging our value proposition, quickening our responses to our stakeholders, sharpening our focus on recruitment and training, improving our productivity, and cutting down wasteful expenditure. Our leadership believes that these activities are work in progress and will take about two years to yield results.

We engage with our investors and analysts on a regular basis, and address their queries and often solicit their feedback. This feedback was helpful in the Board's recent decision to increase the dividend payout ratio to up to 40% of post-tax profits effective fiscal year 2014 — a decision that enhances returns for our shareholders.

During uncertain times, managing liquidity and controlling costs are crucial. Yet, the equilibrium has to be maintained with investments that augment growth while sustaining the morale of the employees. Over the last year, we have initiated some measures to achieve higher cost-optimization levels. These included streamlining business support functions to reduce their cost of operations, improving the utilization percentage of employees through an integrated talent supply chain management and deployment of tools to measure and improve individual productivity. Further, initiatives to increase the offshore component of work have been deployed. Another focus area has been the broad-basing of the employee pyramid structure by reducing overheads. We optimized sub-contractor deployment to suit business needs and enhanced the effectiveness of cost governance and review mechanisms at the business unit level. While some of the above measures are expected to yield results in the medium term, we have begun to see some change in the cost structure during the current year, as reflected by an improvement in the operating margin — from 23.5% (in US dollar terms) in Q1 FY 2014 to 25.5% in Q4 FY 2014. In addition to increasing our competitive advantage in terms of pricing power, cost optimization helps us invest more in the sales function and make long-term investments in building strong client relationships.

In the past year, we have embarked upon several initiatives to accelerate growth. They are focused on restructuring the organization for agility by creating smaller and nimbler sales regions to increase focus on underpenetrated markets and industry segments; redesigning our supply chain function and enhancing the speed of fulfilling fast-changing market needs, renewing emphasis on winning large outsourcing deals; enabling our sales teams with a consultative mindset and better decision-making systems; attracting and retaining a high-performing and multi-cultural sales force; and redesigning

performance management systems with greater emphasis on meritocracy and rewarding exceptional performance.

We make sure that we do not lose focus of the need to give back to society. Through the Infosys Foundation, we continue to expand our reach and make a difference to society by empowering people and communities at the bottom of the pyramid, and providing opportunities to improve standards of living. The Foundation received around US \$1.48 million as grant from Infosys Limited in fiscal year 2014.

Financial performance

A snapshot of our financial performance in fiscal year 2014 is as follows:

Particular	2013-14
	(Approximation in US\$ million)
Direct economic value generated	
Revenues	8,249
Other income	440
Economic value distributed	
Operating costs	1,524
Employee wages and benefits	4,746
Payments to providers of capital	443
Payments to governments (total taxes paid)	1,046
Community investments (contribution to Infosys Foundation)	⁽¹⁾ 1
Economic value retained (calculated as 'Economic value generated less Economic value distributed')	929

⁽¹⁾ The actual amount donated is US \$1.48 million.

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

Client value

As a global leader in consulting, technology, and outsourcing solutions, we enable clients in over 30 countries to outperform the competition and stay ahead of the innovation curve. We help enterprises transform and thrive in a changing world through strategic consulting, operational leadership, and the co-creation of breakthrough solutions, including those in mobility, sustainability, big data, and cloud computing.

In a fast changing world, new challenges and rising client expectations have become the norm. Staying relevant to these changes and focusing on co-creation of solutions, integrated service offerings and embracing new technologies will help us position ourselves as strategic partners for our clients. Refer to the 'Green innovation' section of this report for more details on the impact of our client solutions and offerings

We ensure that we deliver measurable value in every stage of our service offerings to clients. A strong focus on quality, usage of tools and technology and lean processes ensure greater efficiency and speed of execution for our clients. Some of the processes, frameworks and tool innovations developed during fiscal year 2014 are as follows:

Individual Productivity (IPr) framework: As we continue to focus on frameworks to drive process efficiencies, we piloted a first-of-its kind framework to gauge efficiencies and effectiveness. The IPr framework measures individual productivity in an objective manner. It provides data to individuals in a transparent manner so that they can plan for self-improvement, help ascertain training and developmental needs and drive team excellence.

Infosys Continuous Integration Platform (ICIP): This platform helps project teams embrace agility, enhance overall application quality and improve cycle time by enabling shorter feedback cycles in an automated manner. It is a centralized web-based platform that offers a simple-to-use interface to configure the Java / J2EE and .NET applications for continuous integration. The platform provides

automation across several lifecycle tasks, generates build-scripts and triggers relevant validations, thus helping projects achieve and realize continuous delivery capabilities and associated benefits.

Infosys Transition Advantage (ITA): ITA is a differentiating transition management platform for outsourcing programs. The Infosys Transition Management approach brings transparency by allowing all program stakeholders including clients to monitor progress on the program by providing a consolidated view of the transition in a timely, efficient, and cost-effective manner.

Project Management Center of Excellence (PMCoE): PMCoE offers value-added consulting services to large and complex projects and business transformation programs to help them achieve industry-leading delivery performance. PMCOE deploys prediction tools based on Monte Carlo simulation to predict and mitigate program risks and improve delivery efficiency, leading to better margins.

Requirement Elicitation and Analysis Framework (REAP): This framework is being deployed to help establish accurate, complete and unambiguous requirements in projects where clients are not clear on the complete scope and require faster delivery. The key features of REAP are Requirement Ambiguity Checker, Testability Assessment Tool, Requirement Risk Assessment Tool, Requirement Quality Analyzer and Quick Reference Cards.

Engaging with clients

We maintain a continuous dialog with our clients on issues that concern their areas of business. We host conferences periodically to forge closer ties with our clients, 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 and for the banking clients of Finacle.

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

- Client satisfaction surveys
- Engagement-level feedback
- Requests for proposals
- Client visits and meetings
- Quarterly business reviews
- Sustainability portal on our website, www.infosys.com
- Conclaves and workshops
- Mailers, newsletters, and brochures
- Social media
- Analysts meetings

One of the highlights of fiscal year 2014 was the National Outsourcing Association's (NOA) award for excellence in telecommunication, utilities and hi-tech outsourcing for 2013 that we won along with our client, British Telecom. We won the award for bringing about significant productivity gains for our client and making it easy for their engineers to work on the move.



Infosys and British Telecom teams receiving the NOA award

Client satisfaction survey

Receiving regular feedback from our clients during and after the completion of a project is a key objective of our client engagement strategy. We also gather 'feedforward' as this allows us to understand the client's expectations and needs and helps us make the right investment decisions.

We believe in taking corrective actions and acting responsibly in all our interactions with our clients. We gain insights and understand our clients better through our annual Client Value Survey (CVS) and engagement level feedbacks. 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 and fulfilment:** Top three expectations of CXOs and senior-level respondents from Infosys and their perception on fulfilment
- **Client disposition:** Gauging overall experience of working with us
- **Business and technology priorities and expectations**
- **Service line feedback**
- **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 and technology requirements.

Client feedback score

Our client feedback score over the last three years on different parameters are as follows:

Particulars	2013	2012	2011
Satisfaction	5.49	5.60	5.58
Loyalty	5.66	5.83	5.81
Advocacy	5.57	5.70	5.68
Business value for spend	4.94	5.09	5.04

Note: The feedback is sought on a seven-point scale

Engagement level feedback

Engagement level feedback (ELF) acts as a mechanism to gather response from clients on their experience of engagements with us, be it projects, ongoing outsourced support, or consulting-led transformation programs. The feedback is sought multiple times during and at the end of the engagement on 14 different parameters, covering areas such as service delivery management, quality of products or services delivered, and behavioral competencies involved in the engagement.

Diverse teams such as project delivery, quality and the process group study and evaluate set parameters during an engagement to improve deliverables and to attain client 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.

Client complaints

Grievance handling is built into our client engagement process with defined escalation levels. Our robust client complaints mechanism allows us to seek feedback from our clients on an ongoing basis and communicate the resolution of issues / complaints.

In fiscal year 2014, and during the last five years, there were no cases filed by any stakeholder against the Company regarding unfair trade practices, irresponsible advertising and / or anti-competitive behavior. There are no pending cases as on March 31, 2014.

Information security and data privacy

Our vision is to be a globally respected corporation. One of the imperatives of this vision is the assurance of the security and privacy of information assets belonging to the Company, and all information that is entrusted to us by employees, clients, vendors, investors and other stakeholders.

The following are our information security goals:

- **Confidentiality:** The assurance that information is accessible only to those authorized to have access to it.
- **Integrity:** The assurance of the completeness and accuracy of the information provided by us, and the integrity of its processing methods.
- **Availability:** The assurance that authorized users have access to information and associated assets whenever they require.

Information can be stored, processed or transmitted in many different ways. We make extensive use of information and communication technology (computers, high speed storage, communication devices etc.) for these purposes. We also use traditional means of storing, processing and transmitting information — for example, writing or printing on paper, or communicating over phone, fax or in face-to-face conversations. Information must always be appropriately protected, regardless of the manner in which it is stored, processed or transmitted.

The following are some examples of how inadequate protection of information and information assets can impact our capability to achieve and sustain our vision:

- A virus attack on a single computer in a network could lead to the virus spreading to all other machines in the network, resulting in severe impact on our work.
- Unauthorized alteration of the contents of our home page on the Internet can seriously affect our brand image.
- Inappropriate disclosure of confidential client information, whether revealed to unauthorized users on a computer system or told to them in a conversation, can lead to a violation of contractual agreements with the client, resulting in financial loss and loss of trust.

Data privacy and security are therefore key aspects of our sustainable value chain. We are certified on ISO27001 and have stringent processes and practices to ensure compliance to the global data privacy and security requirements. We also follow the guidelines as prescribed in ISO29100 to have necessary systems in place to safeguard information of any category relevant to any entity in relation to the Company.

We leverage technology to protect, store, process or transmit information in different ways using innovative and state-of-the-art tools and techniques. We have an information security policy, and our security objective is to create an environment in which our employees and third parties (vendors, contractors, consultants, and other non-employees who are allowed access to Infosys facilities) comply with the policy in their everyday practices and processes.

As we cater to clients from diverse sectors such as banking, retail and telecommunications, with most such engagements being regulated by data protection acts and involving the processing of

personal data, compliance to data privacy during project execution is of utmost importance. However, the scope of data privacy in such client engagements is often limited to contractual requirements — rather than regulatory requirements — applicable to a data processor and agreed upon with our clients. Appropriate data privacy policies, processes and review mechanisms have been deployed to ensure compliance.

Along with unprecedented development in digital technologies that allows personal data processing with greater ease, we are also witnessing stricter data privacy legislations around the world. At Infosys, the focus is on continuously improving our measures and preparing ourselves for the new risks and opportunities arising out of the changing business environment.

The corporate data privacy office is assisted by a privacy sub-council consisting of senior representatives from various business process functions in managing the risks proactively. The cross-functional Information Security Council headed by a Board member ensures governance and senior management sponsorship for data privacy compliance activities.

Our employees are trained on every aspect of information security and data privacy and have to take mandatory quizzes at regular intervals to keep themselves updated about policies and practices. As part of continuous education and engagement, the policy and relevant updates are communicated to our employees and vendor partners at regular intervals through various forums and engagement models such as workshops, mailer campaigns and videos.

Any incidents pertaining to data privacy, when reported, are promptly acted upon and appropriate actions are taken to prevent recurrence. In fiscal year 2014, two incidents related to breach of customer data privacy were reported. Both the incidents have been addressed and closed.

Information risk management

We believe in going beyond compliance and implementing processes and systems to ensure information security and data privacy along our value chain. We have introduced necessary controls to reduce risks to an acceptable level and we operate based on the confidentiality, integrity and availability requirements of the information shared by our clients. All information transactions comply with international and national laws. Client / employee information is treated as confidential and processed on a need-to-know basis. Any other controls agreed upon with the client is applied in processing the information.

Only company-authorized devices and networks with proper data encryption mechanisms to protect information assets are made available to employees and third parties after a series of approvals, checks and balances. Any violations are treated on high priority and with zero tolerance. We also have exceptions for any deviation from the policy that is reviewed and authorized by the head of the Information Security Group or the chairman of the Information Security Council or by individuals nominated by them. We encourage our employees to clear their desks and screens, whenever they leave their workstation to ensure zero risk of data / information misuse. We have effective systems and checks for media disposal after the expiry of their usage life to protect data from falling into the hands of unauthorized parties. With effective data center standards and systems, we are able to monitor, govern and develop skills and capacities that enable continuous improvement.

Advocacy

We were one of the first Indian IT companies to set up a dedicated function to focus on data privacy about four years ago. We actively participate in industry initiatives on data privacy, such as the development of Data Privacy Assessment framework led by the Data Security Council of India (DSCI), development of international standards on privacy and programs intended to promote awareness on data privacy. We arranged a seminar in Bangalore this year on the occasion of International Data Privacy Day (January 28). The event featured a panel discussion by senior leaders from various streams and industries on the topic, 'Privacy today and tomorrow – the Indian and the global context'.



Panel discussion on the occasion of International Data Privacy Day

Intellectual property

We recognize the growing importance of Intellectual Property (IP) in our day-to-day business and we have policies and practices in place to minimize exposure to IP risks and maximize business benefits. With an innovation-centric approach towards enhancing the services efficiency and value-addition in our offerings, intellectual property links innovation and commercialization. It is with this view that the IP Cell at Infosys formulates strategies and has adopted a two-pronged approach:

- Value enhancement
- Risk mitigation

While value enhancement focuses on generating proprietary intellectual property, risk mitigation processes entail implementing initiatives or programs to ensure compliance to licenses / agreements and respecting third-party intellectual property. Many of our intellectual property assets have been translated into offerings for our clients. To enrich and strengthen our research efforts, we have drafted a policy that incentivizes and recognizes inventors through rewards at various levels. We believe this two-pronged approach will, in the long term, enable us to be leaders in the industry for value addition to our services and offerings and also for contribution to scientific progress. The number of patents filed and granted in fiscal year 2014 is as follows:

Fiscal year	No. of patents filed (first filings / unique inventions)	No. of patents granted
2014	79	70

Business continuity management

Phoenix, our business continuity management program, is headed by S. D. Shibulal, our Chief Executive Officer and Managing Director. The Phoenix framework enables us to identify business impacts of any disruption in our services and allows us to frame plans to manage related risks. Business continuity plans are regularly tested at the corporate, development center and account levels. Regular drills ensure the collaboration of various internal departments and active participation of employees.

Marketing communication and brand management

We achieve the objectives of our marketing efforts through the well-coordinated use of various promotional methods that reinforce each other in a cohesive marketing communication and brand management strategy. These channels include:

- Media / public relations
- Influencer connect
- Advertising
- Digital marketing
- Events

The marketing function at Infosys has a clear mandate to focus on two main themes that directly impact our business:

Brand impact: We periodically take stock of our brand presence in our current and new markets through focused surveys consisting of key parameters with both business and technology dimensions. Based on an analysis of the survey results, we customize our events to meet specific goals to position our brand.

Pipeline impact: We work closely with our business verticals to identify new opportunities, position our offerings and work in a manner that has a positive impact on our client's businesses.

All our marketing communications, promotions and sponsorships comply with the relevant laws of the countries we operate in, and several of our campaigns have been recognized internationally. A good example is our integrated thought leadership campaign, 'Connect with the CMO'. The multi-dimensional campaign, targeted at Consumer Packaged Goods companies, in Europe, consisted of a coordinated series of targeted activities with robust content and was measured through the Awareness-Interest-Desire-Action model. The campaign has opened doors in prospect companies, converted sales leads to revenues, built new traction with existing clients, and earned extensive media coverage. It won us the ITSMA Gold Award for Marketing Excellence in 2013.

Another marketing initiative, widely covered by media, was executed closer home, in India. In partnership with TV18, Infosys presented the series, 'Innovating for a Better Tomorrow', on the CNN-IBN and CNBC news channels. This television series showcased 14 exemplary innovations that have not only transformed the lives of millions of Indians but have made indelible impressions globally. Some notable examples were Amul, the world's largest milk producer, GE Healthcare's low-cost ECG machine – MAC 400, and Dr. Devi Shetty's Narayana Hrudalaya. The series began with a discussion between CNN-IBN Deputy Editor, Sagarika Ghose, and our Co-Founder and Executive Chairman, Narayana Murthy, outlining the dynamics of innovation, its challenges, opportunities and the role of corporate houses in supporting it. It culminated in an awards ceremony where the innovators behind these 14 transformational ideas were felicitated with innovation awards.



Narayana Murthy on 'Innovating for a Better Tomorrow'

All our marketing activities are guided, in spirit, by the Infosys brand guidelines. It gives everyone who represents us the tools and the discipline needed to strengthen and reinforce who we are, wherever we represent ourselves in the world. It unites all of our far-reaching brand entities with a common way of communicating. The guidelines are documented in the brand book available for ready reference on the Company's intranet. We also have a well-defined governance structure within the marketing department, with a clear escalation mechanism, to ensure adherence to these guidelines. We work closely with our data privacy team to understand the privacy regulations in the regions where we operate. 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 during fiscal year 2014.

On the operations front, we have chosen to deploy a leading tool for our marketing automation needs. It helps increase the efficiency and effectiveness of the marketing team.

As is the norm every year, we invested in a brand survey to help us benchmark our brand performance against that of global competitors across key dimensions such as awareness, familiarity and differentiation. We also track our performance, on an ongoing basis, using lead indicators such as awards, analyst rankings, volume of press coverage across markets and qualitative customer feedback. With these initiatives, the marketing function at Infosys exercises positive influence on two strategic themes — the impact of brand Infosys on our stakeholders and the impact of marketing on the sales pipeline.

Compliance and anti-corruption policies

The key dimensions of our corporate governance framework are as follows:

Transparency, fairness and accountability: We have consistently followed the highest levels of disclosure with our stakeholders. Besides ensuring compliance with the laws of the land wherever we operate, we have specific policies to ensure transparency and accountability, such as the Code of Conduct and Ethics and the Whistleblower Policy. For several years now, CRISIL has consistently assigned us the 'CRISIL Governance and Value Creation (GVC) Level 1' rating. ICRA has assigned the 'Corporate Governance Rating (CGR) 1' rating to our practices. We disclose financial statements in accordance with the Indian GAAP and International Financial Reporting Standards (IFRS).

We are committed to encouraging and protecting a free and fair market competition by complying with anti-competitive regulations across jurisdictions. Our code of conduct establishes the standards for behavior for free and fair competition for all our employees.

Board governance: We believe that an active, diverse, well-informed and independent board ensures the highest standards of corporate governance. At Infosys, the Board of Directors ('the Board') is at the core of our corporate governance practice and oversees how the Management serves and protects the long-term interests of our stakeholders. We have deployed the practice of separating the roles of the chairman of the board and the chief executive officer to ensure the right focus to board governance. As on March 31, 2014, the majority of our Board members — seven out of 13 — are independent members. An independent director is nominated as the chairperson of each of the audit, management development and compensation, stakeholders relationship, nominations and governance, risk management, and

corporate social responsibility committees. This helps in bringing external perspectives, objectivity and transparency in the management and dealings of the Company.

Corporate policies: The Code of Conduct and Ethics helps us maintain the highest standards of business conduct for our employees and comply with the requirements of all applicable laws and regulations including anti-bribery, ethical handling of conflicts of interests, and fair, accurate and timely disclosure in reports and documents that are filed with the required regulatory bodies. This is communicated to employees worldwide through training and awareness programs, both online and instructor-led, using multiple learning interventions. 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. The code of conduct is available in English, which is our official business language. A Whistleblower Policy, a Gift 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.

To promote the highest ethical standards, we maintain a workplace that facilitates the reporting of potential violations of Company policies and applicable laws. Employees are empowered to raise concerns regarding such potential violations easily and free of any fear of retaliation. Suspected violations may be reported through the immediate supervisor, to the chief compliance officer or even through an anonymous mail to whistleblower@infosys.com. The report may also be directly sent to the audit committee which is the highest governance body to handle cases of violation.

A compliance and ethics team has the mandate of overseeing the effective implementation of the Code of Conduct in the organization. A compliance dashboard is presented to the Board every quarter for review. Any advice on ethical and lawful behavior and matters related to organizational integrity may be addressed to the organization using the mail ID, askus@infosys.com.

No instances of regulatory non-compliance were reported in fiscal year 2014.

Talent management

Technologies, products and strategies can be replicated, but it is employees who enable a company to innovate, differentiate and succeed. Our workforce of highly talented individuals from various parts of the globe 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.

Employees

The total number of our employees globally was 160,405 as on March 31, 2014, covering over 98 nationalities. Our employee base comprises about 34% women. About 12,000 contract staff⁽¹⁾ (including 75% men) are hired from the local community across our India operations for non-core activities such as housekeeping, security and maintenance services. About 3,000 (including 65% men) work in core activities across the globe.

⁽¹⁾ The definition of contract staff according to the Contract Labour Act is as follows:

'Workman' means any person employed in or in connection with the work of any establishment to do any skilled, semi-skilled or unskilled manual, supervisory, or clerical work for hire or reward, whether the terms of employment be express or implied.

Refer to the 'Responsible supply chain' section of this report for details on processes and policies for our contractual staff.

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

Region	As on March 31, 2014			As on March 31, 2013			As on March 31, 2012		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	95,267	48,854	144,121	92,887	47,579	140,466	89,915	47,351	137,266
APAC	2,879	2,633	5,512	3,140	2,721	5,861	2,932	2,346	5,278
Americas	4,177	1,594	5,771	4,409	1,573	5,982	3,425	1,124	4,549
EMEA	2,910	2,091	5,001	2,557	1,822	4,379	1,570	1,331	2,901
Total	105,233	55,172	160,405	102,993	53,695	156,688	97,842	52,152	149,994

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

Role-wise distribution	As on March 31, 2014			As on March 31, 2013			As on March 31, 2012		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	45,153	35,440	80,593	43,124	33,248	76,372	45,994	34,237	80,231
Middle	41,026	16,683	57,709	40,746	17,251	57,997	35,357	15,325	50,682
Senior	18,615	3,020	21,635	17,765	2,916	20,681	16,068	2,560	18,628
Top	439	29	468	413	34	447	423	30	453
Others ⁽¹⁾	-	-	-	945	246	1,191	-	-	-
Total	105,233	55,172	160,405	102,993	53,695	156,688	97,842	52,152	149,994

⁽¹⁾ Lodestone Holding AG became a subsidiary of the Infosys group during fiscal year 2013.

Age-wise distribution	As on March 31, 2014			As on March 31, 2013			As on March 31, 2012		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Less than or equal to 30 years	67,261	44,517	111,778	69,415	44,578	113,993	71,508	45,460	116,968
31-50 years	37,023	10,382	47,405	31,825	8,639	40,464	25,681	6,537	32,218
Greater than 50 years	949	273	1,222	808	232	1,040	653	155	808
Others ⁽¹⁾	-	-	-	945	246	1,191	-	-	-
Total	105,233	55,172	160,405	102,993	53,695	156,688	97,842	52,152	149,994

⁽¹⁾ Lodestone Holding AG became a subsidiary of the Infosys group during fiscal year 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. Being an IT services and consulting company, we do not have seasonal variations in employment.

We abide by the local employment / labor laws prevailing in the countries where we operate. We have had no significant operational changes during the fiscal year 2014. All employee benefits are provided to our permanent (full-time) and part-time / fixed-term employees based on the entitlements mandated by the law in the countries where we operate and the locations where we recruit and hire. We do not differentiate our compensation offering to employees (basic salary and remuneration) based on gender in any of the locations where we operate. The remuneration is based on the role an employee performs and his / her total years of work experience.

Our glocal employees

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

We added 24,615 new employees this year, taking our total employee strength to 160,405. The total count and rate of new employee hires broken down by age, gender and region in fiscal year 2014 are as follows :

Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
Less than 30 years				
Americas	620	2.52	419	2.73
EMEA	587	2.38	817	5.32
APAC	516	2.10	566	3.68
India	19,138	77.75	12,237	79.62
30-50 years				
Americas	717	2.91	348	2.26
EMEA	367	1.49	175	1.14
APAC	480	1.95	234	1.52
India	1,999	8.12	495	3.22
More than 50 years				
Americas	105	0.43	56	0.36
EMEA	12	0.05	6	0.04
APAC	72	0.29	17	0.11
India	2	0.01	-	0.00

The total count and rate of employee turnover broken down by age, gender and region in fiscal year 2014 are as follows :

Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
Less than 30 years				
Americas	437	1.96	326	2.34
EMEA	721	3.23	826	5.92
APAC	298	1.34	376	2.69
India	15,148	67.91	10,212	73.15
30-50 years				
Americas	893	4.00	392	2.81
EMEA	443	1.99	241	1.73
APAC	441	1.98	176	1.26
India	3,599	16.13	1,309	9.38
More than 50 years				
Americas	226	1.01	82	0.59
EMEA	27	0.12	8	0.06
APAC	52	0.23	11	0.08
India	22	0.10	2	0.01

Freedom of association

We recognize the right to freedom of association through Collective Bargaining Agreements (CBA) 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. We are in the process of strengthening our internal systems to capture information on the percentage coverage of various health and safety topics included in collective bargaining agreements. This information will be available from fiscal year 2015 onwards.

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
Brazil	768	768
Spain	17	17
France	210	210
Finland	33	33
The Netherlands ⁽¹⁾	352	62
Japan	179	179
Sweden ⁽¹⁾	151	61

⁽¹⁾ Only base employees are covered by CBA in these countries. Base employees are all employees whose base location is the country as on March 31, 2014.

Employee communication

First Take is an employee-first communication channel that reaches out to all Infosys on priority, giving them details on matters related to policy, leadership transitions, client wins, media coverage, awards and accolades, and any other topic that may impact their work-life at Infosys. The goal of this initiative is to convey a single authentic version of Infosys to employees, and establish and sustain a direct connect with them. Started in January 2014, First Take has published nine editions so far. All the editions are available on our intranet through an easy-to-access widget. It is also available on our extranet.

What's New is a fortnightly communication focused on content that is useful for our Client Facing Group (CFG). Designed as a sales enabler, What's New incorporates social share buttons with all contents so that members of our CFG can share them with clients, prospects, and industry influencers in just two clicks. What's New includes thought leadership assets, important media coverage and the best analyst citations, client testimonials and similar success stories which are not older than 15 days. This communication seeks to highlight the success stories of Infosys through ambassadors who have direct access to our

clients and prospects. Started in December 2014, What's New has published six editions so far. All the editions are available on our intranet through an easy-to-access widget.

We have established multiple channels to reach out to our employees at all levels. We have introduced Just-a-Minute (JAM) sessions with the Management. The JAM sessions involve a casual gathering of Infosys and senior leaders at the food courts over lunch, and is conducted every quarter across our campuses. In addition, we have employee communication channels such as 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 – LITMUS (Let's Interact on Themes that Matter to Us), CEO Forum (Ask Shibu), blogs and our internal branding and marketing portal, MPlus.

Celebrating success and excellence

The pursuit of excellence is an integral part of our core values. The Awards for Excellence (AFE) were initiated in 1995 to recognize the performance and contribution of our employees. This year, the awards were given at the global and regional levels. With more than 16 categories — Account Management, Business Transformation Program Management, Development Center (DC) Management, Excellence in Projects, Infosys Champions, Innovation, Internal Customer Delight, People Development, Sales and Marketing, Systems and Process, Value Champions, Client Value, Unit / Department Management, Sustainability / Social Consciousness, Best manager, Most Valuable Contributor and Code Champion — the Awards for Excellence are an inspiration for our employees to challenge all boundaries and produce outstanding results. For more details, refer to the *Awards for Excellence* section in our Annual Report available on www.infosys.com.

Employee resource groups

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

Some of our flagship programs and initiatives pursued during fiscal year 2014 are as follows:

Resource group	Area of influence	Highlights
Creating Common Ground	A cultural assimilation program	This program highlights and educates employees about the values and cultural ethos practiced at specific locations. The program employs innovative approaches and communication campaigns channeled through live events, mailers, posters, our intranet and our corporate TV channel. The most recent assimilation programs were done for employees from Switzerland and Germany.
Family Matters	Employee resource group for parents	This group promotes work-life balance among young parents in the organization. Apart from family enrichment programs and workshops, Family Matters offers networking opportunities for employees through support and information sharing. Referrals are also provided on day care services and schools.
Infosys Gay, Lesbian employees and You (IGLU)	Employee resource group for employees from the LGBT community	IGLU is an affinity group set up in fiscal year 2012 with the objective of creating a safe and respectful work environment for employees from the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. Awareness programs and exclusive events are held to foster inclusion.
Infyability	Employee resource group for differently-abled employees	This is a forum that works towards creating a sensitive and inclusive workplace for differently-abled employees. Regular accessibility audits are conducted to ensure that our infrastructure is accessible to differently-abled employees. The World Disability Day is celebrated at all our campuses to create awareness and foster inclusion. Policies are enhanced / changed keeping in mind the special needs of differently-abled employees.

Resource group	Area of influence	Highlights
Infosys Women's Inclusivity Network (IWIN)	Employee resource group for gender inclusion	IWIN works towards creating a gender-sensitive and inclusive work environment for women employees and develops them for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization. We enable the advancement of women executives by providing greater flexibility, exclusive training, mentoring and experience sharing programs for developing stronger networks. IWIN continues to partner with gender networks and forums across the globe to benchmark practices specific to the development, engagement, growth and retention of women employees.
Samaritans Network	Group of volunteers counseling on life challenges	A peer group of volunteers trained in barefoot counseling spend time listening to, empathizing with, supporting and counseling fellow employees, helping them cope with life's challenges, mostly personal in nature. These 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 1,300 employees so far. Network members also support employees with severe depression or mental health-related concerns by assisting the human resources department and counselors to identify and refer such employees for further treatment. Samaritans are also engaged in awareness initiatives and conducting internal workshops on listening, basic counseling skills and addressing issues related to depression and suicidal tendencies.

Work-life balance

The role of professionals in the current social environment demands flexibility in managing an optimal work-life balance. Helping employees attain personal as well as professional goals creates an engaged workforce. It is this social responsibility that enterprises today are addressing through various work-life balance programs.

We have a dedicated team within our Human Resources (HR) group to assess the needs of our workforce. The following are our significant HR policies that support work-life balance and inclusivity:

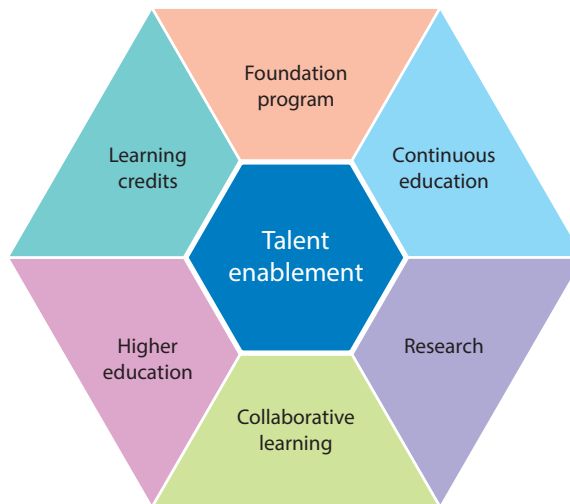
- Paid maternity leave
- Extended maternity leave
- Sabbatical for personal reasons ⁽¹⁾
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbatical for community service
- Sabbatical for higher education
- Work options from satellite offices
- Work from home

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

Talent enablement

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

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



Continuous education

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

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

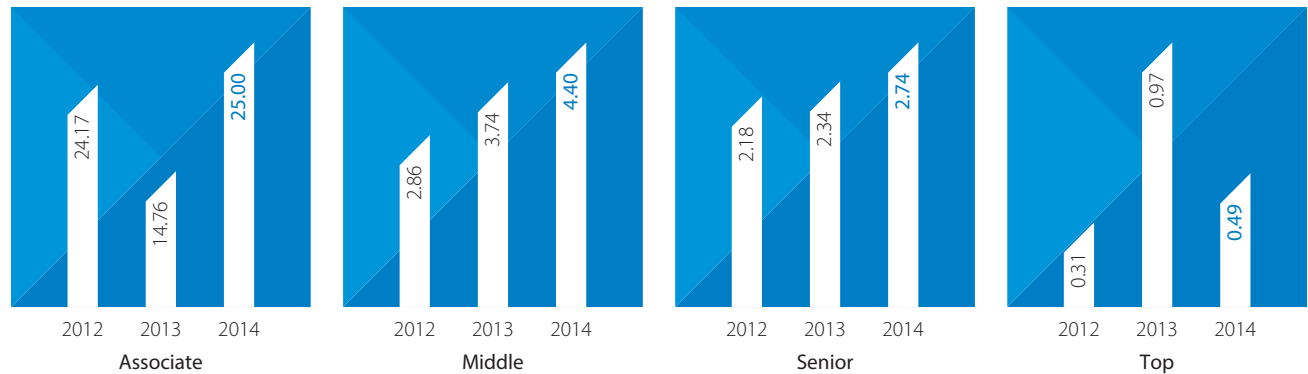
The average training effort across all employee categories is as follows:

Employee category	2014			2013			2012		
	Employee count	Training days	Average training days	Employee count	Training days	Average training days	Employee count	Training days	Average training days
Associate	80,593	20,14,424	25.00	76,372	11,27,293	14.76	80,231	19,39,390	24.17
Middle	57,709	2,54,015	4.40	57,997	2,16,923	3.74	50,682	1,45,008	2.86
Senior	21,635	59,295	2.74	20,681	48,320	2.34	18,628	40,666	2.18
Top Management	468	229	0.49	447	432	0.97	453	142	0.31
Others ⁽¹⁾	-	-	-	1,191	-	-	-	-	-
Total	1,60,405			1,56,688			1,49,994		

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

⁽¹⁾ Lodestone Holding AG became a subsidiary of the Infosys group during fiscal year 2013.

Average training days – employees



The Foundation Program

The Foundation Program is a flagship program that has received recognition from the American Society for Talent and Development (ASTD). This 21-week-long residential training program for engineering graduates has helped us train software engineers who are hired directly from colleges. This program 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 Center (GEC) in our Mysore campus. During fiscal year 2014, about 12,000 freshers were trained.



Participants in the Foundation Program at Infosys' Mysore campus

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

We have provided several knowledge management and collaboration channels to leverage organizational knowledge. The participation across these channels during fiscal year 2014 is as follows:

KM Portal (KShop): A searchable knowledge repository of about 86,000 artifacts, which recorded 1.3 million artifact downloads from 102,000 employees.

Konnect: A professional networking platform which recorded over 2.5 million activities from nearly 94,000 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 24,000 employees.

KMail: A semi-automatic query-answering engine, where subject matter experts provide timely responses to business-critical queries. Over 680,000 activities were recorded from 8,700 employees.

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 nine Global MAKE (Most Admired Knowledge Enterprise) Awards, 11 Asian MAKE Awards and nine Indian MAKE Awards over the last decade.

Learning through research

We 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 clients, but also to the society.

In fiscal year 2014, our e-commerce research lab was granted two patents, published two books, two journals and six conference papers. Some of the areas in which research was carried out are face-recognition algorithms, mechanism design and game theory applications, and social media analysis.

The details of the two patents granted in fiscal year 2014 are as follows:

Patent	Patent No.	Inventors
Method for eye detection for a given face	US8509541 B2	Ravindra Babu Tallamraju, Subrahmanya Sreenivasan Venkateshaiah, Mahalakshmi Kalmanje
Method for pre-processing an image in facial recognition system	US20120301020 B2	Ravindra Babu Tallamraju, Subrahmanya Sreenivasan Venkateshaiah, Chethan Shikaripur Annajirao Danivas, Mahalakshmi Kalmanje, Pavitra Chandrappa

Higher education opportunities for employees

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

Particulars	2013-14	2012-13	2011-12	2010-11	2009-10
Number of students registered for HES Program	271	306	228	118	143
Cumulative numbers supported	1,213	932	626	398	280

We work with reputed educational institutes in India and from other parts of the world to develop collaborative programs. One such example 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.

Competency Development Program (CDP 3.0)

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 are as follows:

Employee category	2014			2013		
	Employee count	⁽¹⁾ Estimated learning effort (in days)	Average learning effort across learning group	Employee count	⁽¹⁾ Estimated learning effort (in days)	Average learning effort across learning group
Associate	80,593	208,906	2.59	76,372	286,783	3.76
Middle	57,709	180,035	3.12	57,997	252,572	4.35
Senior	21,635	27,643	1.28	20,681	46,922	2.27

⁽¹⁾ We have specialized programs for the top leadership and the 468 employees in top category are not included above.

Code of Conduct and Ethics

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

Leadership development

The Infosys Leadership Institute (ILI) was established in early 2001 with a mission to sustain Infosys with transformational leadership for future years. ILI focuses on grooming and coaching the title holders in the organization to prepare them for future leadership positions.

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 through the Individual Development Program (IDP). All our employees received a formal performance appraisal and review during the reporting period.

A management and leadership 360 degree feedback enables managers and leaders to get a holistic view of their performance. It helps them to take appropriate actions for enhancing skills and competencies identified through due analysis of the feedback. Our career development program encourages a partnership between employees and the organization with the following objectives:

- Encourage employees to take ownership of their careers by charting their career paths based on their aspirations
- Design and offer opportunities to develop capabilities and competencies, and provide a well-rounded career experience 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

We have launched a fast-track promotion program this year. High-performers will immensely benefit from this initiative as career progressions would be reviewed on a quarterly basis going forward.

As an organization that values partnerships, we also have a series of programs that are extended to our key suppliers and contractors.

Refer to the Responsible Supply Chain section in this report for more details.

Human rights

We respect the equal and inalienable human rights of all our stakeholders. Being in the consulting, technology and outsourcing industry, which is highly people dependent, ensuring there are no violations on account of human rights is critical to our business.

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). We ensure compliance with all human rights laws and guidelines laid down in the Constitution of India, and international laws.

Further to our philosophy of fairness, we have an effective mechanism to deal with human rights issues across our operations globally. We have an effective human rights statement, which governs and provides a framework for due diligence and assessment of risk and opportunities related to human rights.

Refer to the Equal Opportunity and Talent Management sections of this report for more details on human rights at Infosys.

Refer to Responsible Supply Chain section of this report for more details on human rights-related disclosures for our supply chain.

Equal opportunity

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

Diversity and inclusion

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

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. Some of our diversity initiatives conducted across our campuses in fiscal year 2014 include:

- Drama-based diversity and inclusion sensitization sessions for senior managers and unit diversity council members
- Interactive sessions on the topics, 'Interacting with Teenagers', 'Harmony in relationships', 'Teaching children personal safety – Helping children be safe' for Infosys parents
- Sessions on 'Role of an ally in inclusion of employees from the LGBT community at the workplace'
- Sessions on 'Demystifying Disability – Fostering Inclusion'

Refer to the Responsible Supply Chain section in this report for more details on inclusive practices in our supply chain.

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 an employee resource group formed in 2011, for employees with disability that aims to create a safe, accessible and inclusive work environment. It addresses specific needs in the recruitment, development, engagement, growth, and retention of employees with disability and promotes an inclusive workplace where skills and knowledge of each employee are valued and respected.

We have a special loan scheme for differently-abled employees to enable them to procure life-enhancing equipment. The Company also provides special accessories and tools to employees with special needs to improve accessibility and to create an inclusive culture.

Infosys Women Inclusivity Network (IWIN)

Our gender diversity practices seek to address the needs specific to the development, engagement, growth and retention of women, and promote a workplace culture where the potential of women employees is leveraged and every woman feels valued, heard and fully involved with the Company. The IWIN network conducted the following workshops and initiatives in fiscal year 2014:

- 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 among 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.
- Featured articles and discussions on parenting, pregnancy and safety have helped increase awareness among employees on these topics.
- Leading women achievers such as Sangeeta Talwar, Independent Director, Manipal Global Education Services; Oksana Sokolovsky, Senior Director, Head of Quality Control, Deutsche Bank; Karen Nocket, Vice President, Enterprise Services, Toyota Motor Sales, USA; Clara M. Connolly, General Manager, Information Technology Management Department, Toyota Motor Engineering and Manufacturing North America; Melissa McClintock, Head Strategic Sourcing, ING; Lakshmi Pratury, Founder, INKTalks; and Margaret Patrick, VP and IT Manager Europe, Asia Pacific, and Business Solutions, XL, were invited as speakers to interact with our women employees as part of the ‘Inspiring Women’ series.
- A ‘Healthy Pregnancy’ program in partnership with United Healthcare was launched for women employees.
- International Women's Day 2014 celebrations focusing on ‘Inspiring Change’ were held across our campuses in India and overseas.



Sangeeta Talwar addressing Infosys’ women employees

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 year 2014, about 2,389 men availed themselves of paternity leave and 2,200 women availed themselves of maternity leave. In fiscal year 2013, about 2,776 women availed themselves of maternity leave and 2,040 women continued working one more year after their maternity leave ended, resulting in a return-to-work rate of about 74%. The return-to-work rate for men is nearly 100%. In addition, the organization also provides an extended leave of up to one year, which can be used for personal reasons including childcare.

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. We have a strong policy on the prevention of sexual harassment at work based on the Vishaka guidelines of the Supreme Court of India. We have further strengthened the same as per the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Suppliers and contract staff working on our premises are covered under this initiative.

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 year 2014:

Employee concerns and grievances	Number of grievances
Workplace harassment ⁽¹⁾	29
Workplace concerns ⁽²⁾	2,040
Others ⁽³⁾	10
Employee disciplinary issues – major ⁽⁴⁾	332
Employee disciplinary issues – minor ⁽⁵⁾	107
Total registered	2,518
Internal arbitration	1,990
Disciplinary action	518
No action needed	10
Total closed	2,518

Notes: Includes only India locations

- ⁽¹⁾ Workplace harassment – Refers to significant harassment issues
- ⁽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 channeled 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

InStep – Our global internship program

InStep is our global internship program and an integral part of the Global Academic Relations (GAR) initiative at Infosys. Each year, we recruit over 150 InStep interns from more than 100 leading universities and business schools across the globe for executing high-impact projects for the organization. The program began in the year 1999 under the guidance of Narayana Murthy and it has grown from strength to strength to become a comprehensive program over the last 14 years.

InStep, with an alumni base of over 1,250 students, has contributed significantly to the overall organizational growth. Interns work with us on cutting edge research projects creating significant business value. Since its inception, the program has been successful in filing over 25 patents and 30 research papers for prestigious Indian and international forums, thanks to the joint efforts of the interns and project mentors.

These culturally diverse sets of students have enabled the creation of a multicultural environment within the teams at Infosys and assisted in the development of cultural awareness through collaboration with the Diversity & Inclusion team. Cultural videos, language tables, insights into business etiquette of the local country have been recorded and showcased through various internal platforms.

One of the key highlights of the year was that InStep, won the prestigious National Council for Work Experience (NCWE) Award for ‘Work Placement of the Year 2013,’ in the category, ‘Best large organization with over 250 employees (short-term placements)’ for the second consecutive year. The judges commended Infosys for providing a rare opportunity of cultural diversity that makes the

scheme particularly unique. They also praised Infosys for the three-tier support system and for putting considerable thought into engaging students, despite it being a short-term placement.

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

In the last financial year, a major new strategic partnership aimed at combating the global cyber security threat has been signed between Queen's University, Belfast, and Infosys. The partnership will establish a research, education and commercialization model to develop solutions and intellectual property for combating cyber security threats arising out of the emergence of digital and Cloud-based business models. InStep also continued to strengthen its tie-up with the Government of New South Wales to hire students from Australia and provide them with project-based IT training.

InStep will continue to be a unique program in our branding efforts. As the London Business School's *Business Strategy Review* article stated, "InStep clearly shows how an internship programme can be structured for marketing an organization at a global level and showcasing its uniqueness for clients and future employees." InStep aims to broaden its role in adding value to Infosys with its intrinsic contributions to branding and internships.



InStep interns at the Bangalore campus

Occupational health and safety

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

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

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

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

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

Our HSEMS includes the following components:

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

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

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

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

Training on Health, Safety and Environment: Training needs are identified based on the nature of jobs, which may have a significant impact on the environment or may pose occupational health and safety risks. Training includes awareness building, mock drills, classroom sessions and periodic demonstrations. HSEMS training is also a part of employee induction programs. E-learning modules have also been rolled out for creating awareness. In fiscal year 2014, the OHSAS e-learning modules was rolled out across our overseas locations.

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

Incident, frequency and severity rates	2014	2013	2012	2011
Total no. of incidents (OHSAS 18001:2007)	753	1,146	630	717
No. of lost time injuries	58	94	125	92
No. of lost days (man days lost due to work-related event(s) injuries)	550	991	1,529	937
Frequency rate = (No. of lost time injuries x 1000000) / Man hours worked (IS 3786:1983)	0.010	0.330	0.469	0.407
Frequency rate = No. of lost time injuries x 200,000 / Hours worked (OSHA)	0.002	0.066	0.094	0.081
Severity rate = (Man days lost due to lost time injury x 1000000) / Man hours worked (IS 3786:1983)	0.099	3.478	5.739	4.144
Severity rate = No. of days lost due to work injury x 200,000 / Hours worked (OSHA)	0.02	0.696	1.148	0.829
Incident rate / 1000 employees = (No. of lost time injury x 1000) / Average number of persons employed	0.459	0.766	1.096	0.935

Note: Scope: This data is applicable for India locations only.

We currently do not have systems in place to capture information about absenteeism rate and occupational disease rate. A total of 155 incidents have been reported at our construction sites in 10 locations of which five were fatalities involving contractual labor personnel. The health and safety team, in collaboration with the internal audit team, has embarked on several preventive measures to improve safety at our construction sites.

Refer to the Responsible Supply Chain section of this report for more details.

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

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

External communication channel

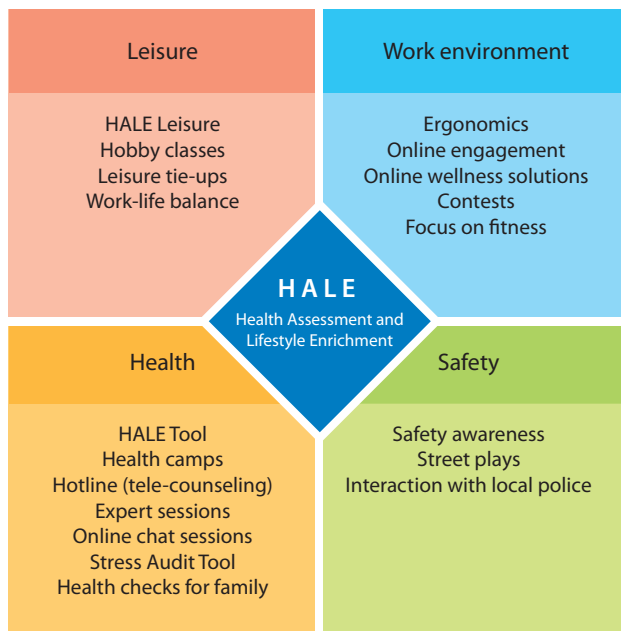
- Communication from external bodies could be through email, letters or fax. Such communication from various authorities or other stakeholders are directed to the HSE team who record and respond to the same.
- External communication received is of the following types:
 - Specific communication from interested parties
 - Communication from statutory / regulatory bodies
 - Legal notices from courts and other agencies
 - Information requests / demands for emergency planning and other relevant issues by public authorities

Internal communication channel

- The HSE policy and procedures are communicated to all employees through the OZONE portal, handouts and trainings. Email, signage and the bulletin boards are also used as a medium of communication.

Health Assessment and Lifestyle Enrichment (HALE)

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



An activity calendar is prepared each year that acts as a guideline for activities at each Development Center (DC). This calendar is made taking into account employee feedback through surveys and mails,

important days outlined by the World Health Organization (WHO), special occasions, seasonal requirements, inputs from medical and HSE teams and trends seen in employees' health. The calendar acts as a guide to all HALE anchors at different locations to deploy activities at their respective DCs to ensure maximum reach to employees and uniformity in major offerings. DC anchors are free to conduct initiatives in addition to the corporate calendar to make the offerings more relevant to their location.

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

Innovation and best practices

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

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

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

'Healthy You' application: A desktop widget providing health tips at the click of a button.

In addition to the above, we also use our communication channels such as InfyRadio, InfyTV, blogs and mailers to spread awareness. During fiscal year 2014, HALE has benefited over 1,25,800 employees and their family members.

HALE also received the silver recognition at the Express IT Awards in 2013. This category of awards is open to IT companies with operations in India who have implemented path-breaking ideas in making the workplace employee-friendly. These ideas are expected to have helped increase employee productivity and employee engagement, as well as reduce attrition, manage wage expectations and contribute to the overall employee happiness quotient.

For more details, refer to <http://expressitawards.financialexpress.com>.



Srikantan Moorthy receiving the Express IT Award on behalf of Infosys

Responsible supply chain

As an organization, we provide our clients with strategic insights to help them transform and thrive in a changing world through consulting, operational leadership, and the co-creation of breakthrough solutions. Forging alliances and partnerships is therefore a strategic imperative for us. We have a well-defined alliance strategy at the organizational level that enables business units to chart out an alliance plan that guides global partnerships for co-creating solutions. A strong governance board regulates the global partnership programs. We have documented processes to guide us through the lifecycle of selecting, engaging, managing, assessing and terminating alliances. Risks relating to alliances are tracked at the business unit level and get aggregated to the Enterprise Risk Management (ERM) framework.

For more details, refer to the Risk Management Report in our Annual Report 2013-14 available on www.infosys.com.

We have a large supplier base for the procurement of goods and services to support our operations. We recognize that suppliers are valuable stakeholders in our business ecosystem. This has encouraged us to strengthen our responsible supply chain practises, through the introduction of the new vendor empanelment guidelines and supplier code of conduct based on the environment, social and governance (ESG) parameters.

We have had 1,357 new suppliers empanelled during fiscal year 2014. No new suppliers have been screened against the new vendor empanelment guideline in fiscal year 2014. We engage with local suppliers ('local suppliers' means India-based) for our 'People' and 'Services' categories. Our proportion of spending on domestic suppliers at significant locations of operations was about 86% for fiscal year 2014.

In order to strengthen responsible business practices in our supply chain, a four-stage integrated framework called VIVA was conceptualized in fiscal year 2013. We have a well-defined mechanism to receive and address social and environmental grievances from all our stakeholders. The VIVA framework includes:

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

Inculcating – Focusing on process improvements

Valuing – Creating awareness and providing training and competency building

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

A Responsible Supply Chain Policy that categorizes our suppliers into three broad categories — people, services and products — was launched in 2013. A Supplier Code of Conduct was administered to all key suppliers in 2014. We also revised our empanelment guidelines in 2014. To facilitate risk assessment, we have further classified the suppliers under 14 segments.

This year we carried out an initial risk assessment across the 14 sub-categories of suppliers. The aspects that are significant in the supply chain are as follows :

		Economic performance	Occupational health and safety	Training and development	Human rights	Compliance and anti-corruption	Equal opportunity / inclusivity	Resource conservation
People	Technical contractors	✓	✓	✓	✓	✓	✓	
	Non-technical contractors	✓	✓	✓	✓	✓	✓	
Services	Construction	✓	✓		✓	✓	✓	✓
	Transportation	✓	✓		✓	✓	✓	✓
	Food and beverages	✓	✓		✓	✓	✓	✓
	Management services	✓	✓		✓	✓	✓	
	Technical services	✓	✓		✓	✓	✓	
	Maintenance services	✓	✓		✓	✓	✓	
	Communication and Internet	✓	✓		✓	✓	✓	
	Hardware	✓				✓		
	Software	✓				✓		
Products	Electrical and heavy equipment	✓				✓		
	Stationery	✓				✓		
	Construction materials / Interiors	✓				✓		

Based on an initial screening exercise, we have identified Health and Safety and Compliance to Labor Laws as critical aspects for all segments under the people and services categories. These can have a negative impact on our brand reputation.

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

We have over 15,000 contractual staff working on our campuses. A strong governance process and independent checks support a regular bi-monthly audit of our supplier agencies by evaluating the data shared by them with various labor laws including the Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, ESI, EPF, etc. Grievances are addressed through appropriate mechanisms available to our contractual staff. Medical claim and insurance policies safeguard their interests. We intend to extend this audit to our suppliers of services in the coming year.

In an attempt to engage proactively with our suppliers and to inculcate responsible business practices in the entire supplier lifecycle, we published a 'Best Practices' document highlighting Our commitments and actions as a signatory to the UNGC principles. This document was shared with suppliers in the people and services category, covering about 291 suppliers.

All our service suppliers working on campus providing us with maintenance, transportation, catering and technical services are covered under our HSE-related training, along with our employees. In 2014, 893 Health, Safety and Environmental sessions were conducted.

Through these engagements to build awareness, we have covered eight out of the 14 supplier segments, approximately 57% of our supplier segments.

Construction site improvements

This year, we performed a safety audit on our construction services supplier. Eleven onsite safety audits were conducted by our internal quality team at our India locations. With these audit checks, we have covered two (non-technical contract agencies and construction) out of our 14 supplier segments constituting 14% of our supplier segments.

This year, we launched the 'Infosys Construction safety manual' for all vendors, towards achieving minimum reportable accidents.

Some of the best practices that have been included are:

- A mandatory vertigo test for all workers.
- Hand rails both on top and the middle for barricading slab edges and staircases.
- 100% Personnel Protective Equipment (PPE) compliance at all our sites; this includes subcontractors and vendors.
- Double lanyards for all those working above 1.8 meters.
- First-aid facility from a certified professional at all sites, throughout the duration of the work.
- Emergency vehicles / ambulances stationed round the clock at all sites.
- Noise and emission monitoring for all generator sets.
- A certificate from the Pollution Control Board (PCB) and vehicle insurance for all vehicles operating within the sites.



Construction in progress at our Mysore campus

We have also launched welfare facilities for construction workers at our building projects:

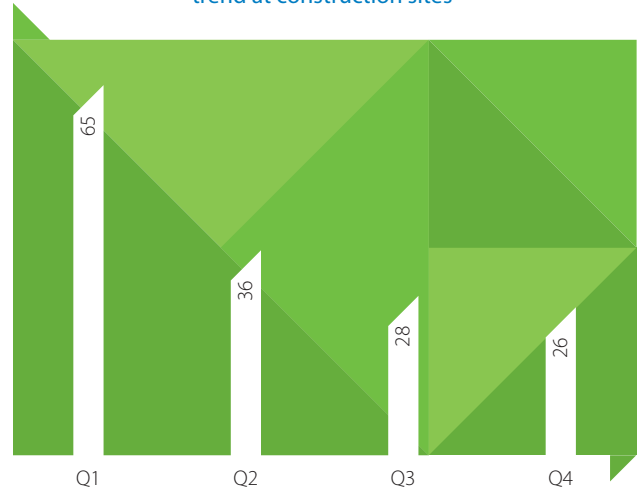
- Living conditions have been improved by providing proper quarters, adequate toilets, ceiling / wall fans, and necessary washing areas. Clean drinking water is also being provided.
- A separate kitchen has been constructed at our workers' colony to discourage cooking inside rooms. The cost of LPG cylinders used in the kitchen is being borne by Infosys.
- We have also provided a school facility at our Mysore campus for the children of the construction workers.



School for the children of construction workers at our Mysore campus

With the initiatives we have taken in the past year, the overall incidents reported on our construction sites have come down significantly. The quarterly safety incident trend for fiscal year 2014 is as follows:

Quarterly safety incident trend at construction sites



In addition to the above, we have carried out a series of inspections. Food inspections were carried out by catering committees (that has representation from the facilities department and employees in all campuses) on food and beverage suppliers. Vehicle inspections were carried out on transportation suppliers to assess the quality of the vehicles provided for employee commute.

This year, we also launched a self-assessment tool to gauge supplier performance using ESG (Environmental, Social and Governance) parameters. This assessment was administered to key product suppliers. We intend to analyze the results of the self-assessment to chalk out a strategy to engage with our product suppliers who are outside the boundaries of our operations.

In line with our philosophy of equal opportunity and inclusivity, we track the business we do in India, under the MSMED Act, and in the U.S. under the MBE / WBE group. We intend to strengthen our diversity and inclusion practices in our supply chain in the coming year.

We propose to baseline data to ascertain the impact of our suppliers on the environment and devise a strategy to engage and influence conservation of resources efforts in the supply chain.

Community impact

As an organization, we are responsible towards all our stakeholders, investors, clients, employees, vendors / partners, governments and communities. 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.

Infosys Foundation

Infosys Foundation (‘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 have not received adequate attention and funding.

In 2014, the Foundation focused on the following infrastructure investments:

A *dharmashala* (dormitory) was built for the KIMS hospital in Hubli, south Karnataka. The 32,000 sq. ft. *dharmashala*, built at a cost of US \$910,000 can house 225 people at any given point of time. Attendants of patients visiting the KIMS hospital will be able to use this facility during the period of treatment. This is the third such attendant-friendly accommodation that the Foundation has built in the state, and the first in North Karnataka. The other two are in Bangalore — at the Kidwai Cancer Hospital and at NIMHANS.

A school building with a capacity to educate over 1,000 children was constructed at a cost of about US \$820,000 in the Dharmapuri district of Tamil Nadu.

For more details on the Foundation's philosophy and activities, refer to www.infosysfoundation.com.



Students at Isha Vidyalaya school, an Infosys Foundation project



Dharmashala funded by Infosys Foundation at KIMS Hospital, Hubli

Infosys Science Foundation

During the year, the Infosys Science Foundation (ISF) announced seven winners of the Infosys Prize 2013 across six categories — Engineering and Computer Science, Humanities, Life Sciences, Mathematical Sciences, Physical Sciences and Social Sciences. The winners were recognized for their outstanding achievements and contributions to scientific research. The ISF also announced an increase in the prize purse by US \$100,000, taking the prize amount to US \$900,000 for each category. The award ceremony was held on February 8, 2014 in Bangalore where Dr. Kofi A. Annan, former Secretary General of the United Nations, felicitated the winners. As of fiscal year 2014, a total of 32 winners have been recognized since the inception of the Infosys Prize.

ISF also celebrated its fifth anniversary by releasing an e-book, encapsulating the work of all the laureates till date through graphic stories. The print version of the book was circulated to the libraries in schools covered under the Catch Them Young program of Infosys.

For more details, refer to www.infosys-science-foundation.com.



Nayanjot Lahiri receiving the Infosys Prize 2013 in Humanities (Archaeology) from Kofi Annan



Kofi Annan, Narayana Murthy and jury chairs with the fifth anniversary commemorative book at the Infosys Prize ceremony

Infosys USA Foundation

In 2014, the Infosys USA Foundation continued its association with the New York Academy of Sciences in sponsoring STEM initiatives across schools in New York. Discussions are on with the Girl Scouts to expand the reach of the STEM mentoring programs across all the states of the U.S. The team also participated in revitalizing schools across the boroughs of New York City and in Newark, New Jersey, under the aegis of Martin Luther King's Day of Service and New York Cares Day.

Empowering through education

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

Campus Connect

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.

For effective and fast-paced learning the CC program also organizes conclaves, road shows at institutions, faculty enablement programs, industrial visits for students and faculty, seminars and workshops, programming contests for students, sabbaticals, technical events, research paper sponsorships and soft-skills training for students and faculty members.

We are 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. Many of these co-created electives have already been included in the curricula of several institutions.

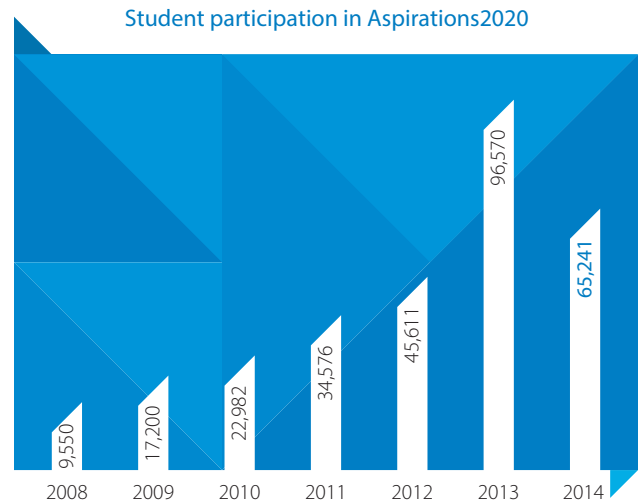
For more details on Campus Connect, visit <https://campusconnect.infosys.com>.

Aspirations2020

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

This year, over 65,000 students participated in Aspirations2020 from 16 Indian states. Details of the event are as follows:

Item	2013-14
Students registered	65,241
Number of teams participating in the college rounds	63,444
Number of teams participating in DC / State finals	243
Number of teams qualifying for ACM-ICPC	81
Number of teams qualifying for ACM-ICPC Onsite Contest	15



The 2013 winners of Aspirations2020

SPARK

SPARK, launched in 2008, is a day-long program aimed at raising the aspirations of students across the country. The SPARK portfolio includes three programs, Rural Reach Program (RRP), Catch Them Young (CTY) and SPARK Guru.

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. Infosys Computer Donation program donates personal computers to schools under the RRP program. Based on the end-of-use earmarked for the computers, the schools are also provided necessary guidance on safe disposal of e-waste. The target audience for the RRP comprises students from rural government schools within 50 to 150 km radius of our campuses.

Catch Them Young (CTY): CTY is a 10-day summer vacation program held at our campuses which 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 our ETA department.

SPARK Guru

This program focuses on teachers from government schools and helps them augment their knowledge and enhance their teaching skills with respect to current industry needs.

As part of SPARK, we engaged with over 36,000 students during the year. Since its launch in 2008, the program has reached over 8,78,000 students.



SPARK RRP program session in progress

Imbibing social leadership

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

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

We believe responsible citizenship behaviors can be developed through social leadership competencies. We set up InFLUENCE (Infosys Framework for Learning Using External Community Engagement), a framework to recognize employee volunteering efforts and to develop social empathy. Through InFLUENCE, employees can get additional learning credit under our Competency Development Program 3.0 for their volunteering efforts.



The Samarpan CSR team from Bangalore donated solar-powered UPS to schools in need

Employee volunteer groups

We actively support employee-volunteer groups with the intent of inculcating the spirit of volunteerism among our employees. Many of these groups have taken on local social causes and have consistently worked towards addressing the needs of the underserved. The volunteering activities our employee-volunteer groups across the globe for fiscal year 2014 are as follows:

Campus	Trust	Details
Bangalore	Samarpan	<ul style="list-style-type: none"> Stem cell awareness programs were conducted to clear the myths around stem cell donation and highlight the requirements and benefits of donating stem cells Study materials were distributed to 50,000 children under the Notebook Drive. Solar-powered UPS units were donated to schools in need, benefiting around 320 children. 4.26 tonnes of pulses were collected through the 'plate to slate' initiative to support Akshaya Patra, an NGO which runs mid-day meal schemes in several government schools across India. Two blood donation camps were conducted, with around 1,050 employees donating blood Around 27,680 students benefited from the 'Reach and teach' program, an initiative that aims at providing education for rural children.
Bhubaneswar	Akanksha	<ul style="list-style-type: none"> 700 children were benefitted by the Notebook Drive, a program to provides notebooks and stationery to underprivileged students. 6,800 families affected by the floods in Orissa were helped by the Flood Relief Distribution initiative. 120 children from the Adruta children's home were insured for health emergencies. 500 students were benefitted by Pratibha Poshak, a scholarship program for students in need.
Chennai	Sneham	<ul style="list-style-type: none"> Offered scholarships to help 556 children of the Company's support staff meet their academic fee requirements for the year.
Hyderabad	Mamatha	<ul style="list-style-type: none"> 25 children of our support staff — including housekeepers, gardeners, and security-persons — were funded through the Shiksha Scholarship program to help them meet their academic fee requirements for the year. Self-defense workshops were conducted for 150 women employees and housekeeping staff as part of the personal safety initiative. A dental camp was conducted within the local community, covering about 204 patients, of which 102 received treatment. Four blood donation drives were conducted for the treatment of thalassemia patients. A total of 1,700 units of blood was collected through this drive. Conducted 'Job Mela', a recruitment drive, in two villages, with a participation of 239 applicants that resulted in 73 employments.
Mangalore	Prerana	<ul style="list-style-type: none"> About US \$3,000 was contributed in medical aid to economically underprivileged patients Scholarships worth US \$23,511 were offered to 328 students, including 67 students who are pursuing professional courses till date. Gifts were sponsored for 836 kids from 15 childcare homes in Mangalore. With the overall sponsorship amounting to about US \$5,000, this program has been successfully executed for the sixth consecutive year. 60 units of blood were collected and donated through two blood donation camps held at the campus.
Mysore	Soften	<ul style="list-style-type: none"> A notebook and stationery distribution drive was conducted, covering 31 schools and benefiting about 10,000 students. Scholarships were provided for children of Mysore DC support staff members, covering about 142 students An eye donation awareness program was conducted, which helped raise about 272 registrations, besides carrying out eye check-up for over 725 students from government schools. 75 artificial limbs were donated under the 'Artificial Limb Donation' program, in association with the Rotary Mysore Mahaveer Artificial Limb Centre.
Pune	Sparsh, healing touch	<ul style="list-style-type: none"> The construction of a school in Mann village, Pune, was funded through the 'My School' project.

Campus	Trust	Details
Thiruvananthapuram	Sanjeevani	<ul style="list-style-type: none"> • Notebooks and stationery items were donated through the Notebook Drive to about 10,000 students from government / government-aided schools. • Around 60 signboards on biodegradable waste segregation were donated to the Medical College Hospital, Thiruvananthapuram. • Around 1,000 Christmas wishes of the less-privileged children from about 20 institutions in and around Thiruvananthapuram were fulfilled through the 'Make A Wish' program. • Regular weekend classes were conducted at Prathibha Poshini and Abhaya (homes for destitute children) to enhance their knowledge of English and Mathematics. • Career orientation sessions were conducted in two government schools in Thiruvananthapuram. • Sanjeevani volunteers undertook the cleaning of the SAT Hospital premises as part of its cleanliness drive. • Onam meal was sponsored for 1,460 individuals from 24 organizations across Kerala and Tamil Nadu



The Samarpan CSR team from Bangalore volunteered at the Government Middle School, Bangarpet, under the 'Reach and Teach' program



The Mamatha CSR team from Hyderabad painted the interiors of the RGK Primary School, Annojiguda, Hyderabad

Infosys wins Australian CSR award

At Infosys Australia, we began a comprehensive review and revitalization of our CSR program in 2010, after which the geo CSR Committee (a group of management and employee representatives) re-launched the program through multiple channels. Employee focus groups during the review phase identified volunteering as the key to building employee connection, and so a significant investment was made by the Company to assign one day of paid volunteer leave per employee to enable their involvement in charity activities, and in updating our online leave system to make applying for volunteer leave a simple and streamlined process for employees, regardless of work location.

Building volunteering effort was cross-referenced with focus group findings to comprise a three-tier approach:

Volunteering guidance from the organization: Volunteering by Infosys Australia employees has increased from zero to over 70 employees so far. This has been particularly driven by our three-year charity partnership with Ozanam House, a St. Vincent De Paul facility supporting homeless people in Melbourne. This partnership involved Infosys volunteers helping out in the Ozanam House kitchen each month to prepare meals for homeless people in Melbourne. We are currently in the process of establishing a similar partnership in Sydney to provide regular volunteering opportunities for New South Wales-based employees.



Infosys Australia employees with the Ian Kiernan Award for Corporate Social Responsibility

Leading by example: Our employees indicated they wanted more visible involvement from geo leadership in CSR initiatives. In addition to acting as the sponsor for the CSR Committee, our Senior Vice President and Geo Head, Jackie Korhonen, has become an active participant in activities including the CEO Sleepout and Mother's Day Fun Run to raise awareness and funds to benefit the homeless and breast cancer causes respectively.

Endorsing employee-led social consciousness activities: Research indicated that employees wanted to be more involved in deciding the direction of CSR efforts. With this in mind, we supported employees who drive their own social consciousness initiatives. Corporate support ranges from company donations and paid volunteer leave to promoting charity activities within our internal communications network. For example, since 2011, our employees have been regular participants in 'Random Hacks of Kindness' events, a project led by global technology and community experts who collaborate to develop software and solutions to respond to emergency situations across the globe.

In addition to volunteering, 680 employees from the Australian geography have participated in CSR activities as organizers, donors, participants or leading their own social consciousness initiatives.

For more details refer to <http://www.awards.ahri.com.au>.



Volunteers from Infosys Australia at the Ozanam House kitchen in Melbourne

'My School' initiative by employees in Pune

'My School' is an initiative anchored by a group of self-motivated employees from our Pune development center. Encouraged and supported by the senior leadership and the Infosys Foundation, 'My School' is now a reality. The idea was seeded by our Executive Vice Chairman, S. Gopalakrishnan, when he recommended that Sparsh – A Healing Touch, the CSR wing of Pune DC, should try to help the villages in and around Hinjewadi. Sparsh has been working in the area of education for a long time and the team realized that the Mann school would benefit immensely from its support.

The core team started with providing raincoats and school bags to the children and a water filter to the school to help increase the attendance of students, before they realized that basic amenities like benches and desks were absent in the school. Students would have to sit on the bare floor which would get terribly cold during winter and the monsoons. The leaking roofs would make life even more difficult during the rains. With support from the Infosys Foundation, the group donated benches and desks to the school. It also felt the need for a proper school building with basic sanitation facilities to arrest the drop-out rate among children, especially girls.

Sharad Pawar, former cabinet minister for agriculture, consumer affairs, food and public distribution, inaugurated the school on October 16, 2013. 15,000 employees from the Pune DC and Infosys Foundation contributed towards the building of the school with 10 classrooms, computer lab, pantry, staff room and a library. The overall cost of the building was US \$230,000 and more than half of it came from employee contributions, including amounts donated by security staff. The core team, consisting of 14 people and over 100 volunteers, worked tirelessly for two years to make the dream a reality.

Infosys Pune DC was recognized for its CSR effort through employee initiatives by the Maharashtra Chamber of Commerce Industries and Agriculture through the B. G. Deshmukh Award.



Images from the Mann School in Hinjewadi, Pune, funded by the CSR wing of Infosys' Pune development center



Resource intensity

43.6% reduction in electricity intensity against the baseline set in fiscal year 2008

34.5% reduction in water intensity against the baseline set in fiscal year 2008

75.6 million units of electricity from renewable sources in fiscal year 2014

10.1 MW of connected load reduction through HVAC retrofits since fiscal year 2011

3.4 million sq. ft. of highest rated green buildings

2 MW of onsite solar power plants



Rohan Parikh

Head – Green Initiatives and Infrastructure

Powering change through resource innovation

Our ability to push boundaries and take risks by incubating new ideas has resulted in deserving rewards. Over the last six years, we have been able to avoid the consumption of over 660 million units of electricity. In absolute terms, even though our employee strength in India has doubled, our total energy consumption went up by just 13% compared to fiscal year 2008. We have managed to reduce our per capita electricity and fresh water consumption by about 44% and 35% respectively from our baseline figures of 2008.

10% of India's GDP is spent on hydrocarbon imports, which is a large contributor to our carbon emissions and foreign account deficit. At Infosys, we are committed to powering our entire electricity requirement from renewable sources by 2018. We currently source 30% of our electricity from green power and have installed about 2 MW of solar photovoltaic (PV) plants in our campuses. Infosys led the efforts of the Green Power Market Development Group and worked with the regulators to bring about a favorable solar policy in India. This new policy, coupled with the policy for 100% depreciation in the first year from the finance ministry, has made the cost of solar power competitive with the grid. We have decided to take leadership and invest in 200 MW of solar plants by March 2018. Our investment, along with the commitment of the green power market group members, will bring in large investments and generate employment in the renewable energy sector.

Our water conservation strategy encompasses rainwater harvesting, use of water efficient fixtures in our buildings to reduce water consumption, and the reuse of 100% of wastewater after treatment at our campuses. To meet the fresh water requirements in some of our campuses, especially during the summer, we have to rely on private providers who source water from external borewells. However, the reverse osmosis process that we use to treat water in some of our campuses results in water wastage. Therefore there is an urgent need to identify efficient and low-cost water treatment technologies. Currently Infosys is exploring an alternative to reverse osmosis to reduce total dissolved solids in water, and technologies to reduce hardness of water

without using chemicals. We are also experimenting with new low-cost and low-energy wastewater treatment technologies. If we succeed in incubating these ideas, these technologies can be replicated by the industrial and residential sector and bring down the wastage of water across the country.

Over the last few decades, the amount of waste generation has gone up considerably, but as a country we have not focused on appropriate segregation and solid waste management. As a result, most of the generated waste finds its way to landfills. Last year, we spent considerable time in evaluating different waste management strategies to meet our goal of reducing the waste going to landfills. We have achieved our goal of 100% waste segregation in most of our campuses. We have significantly reduced mixed waste which is difficult to treat. We have tied up with recyclers across all our campuses to take the segregated waste and process it for further use. However, treatment of some of the waste generated remains a challenge. Over the last year, we have set up three different technologies for biogas treatment, we have funded research on low-grade plastic treatment and found a solution for managing the mercury from fluorescent tubes. We hope to share our successful case studies in the public domain.

We are certified compliant to ISO 14001:2004 at most campuses in India. Documented objectives and targets are established at the corporate and development center levels and operational controls are implemented for impact management, based on severity. We comply with all applicable environmental regulations in countries where we operate.

In summary, our key to success continues to be our ability to try and test new ideas in our campuses. Almost every new building built over the last six years is functioning as a live lab, where we are capturing information about the performance of new technology and feeding it back to the scientific community to accelerate their research. We will continue on this path and we want other individuals and organizations to join us in this journey to a greener future.

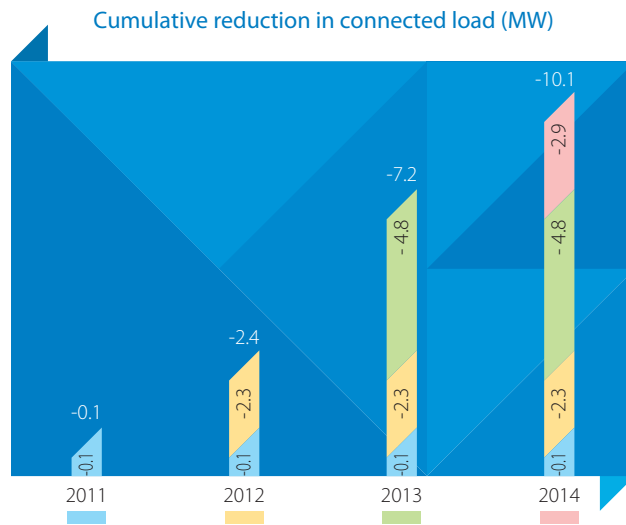
We focused on improving resource intensity through innovations in resource conservation, strategic partnerships, setting tough goals and improving performance and monitoring our resource footprint.

Innovation in resource conservation

Our sustainability strategy has innovation as one of its cornerstones, and we continue to innovate consistently 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 communities. Some of the most important innovations that have helped us achieve significant resource savings are as follows:

Connected load reduction through retrofits

Through continued deep green retrofits, we have reduced our connected load further by 2.9 MW in fiscal year 2014. With this, we have achieved a reduction in the total connected load by 10.1 MW across our campuses in India, in the last three years. We have an associated electricity savings of 174 million units. We have achieved this through 35 retrofit projects and the payback period for most of these projects has been less than three years.



Wireless, battery-less sensors for building automation and lighting

We implemented the next generation of smart building technology in our buildings. Sensors play a critical role in managing resource consumption and comfort in buildings. Our smart buildings use sensing technology that is not just wireless but also battery-less. This new technology works on the principle of energy harvesting. The sensors and devices harvest energy from the building's indoor environment. The following examples illustrate the use of this technology:

- The light switch works on electromagnetic energy. Pressing the switch generates enough energy to send a wireless signal for lights to switch on / off.
- Occupancy sensors wirelessly communicate with lights and switches for automation. The temperature and humidity sensors work on harvesting light energy available inside the building. Four hours of 100 lux light is sufficient for the sensors to function for the next 24 hours.

Power Line Communication technology to operate street lights

Power Line Communication (PLC) technology carries data on a conductor that is also used simultaneously for electric power distribution. We are exploring this technology to operate street lights in our campuses, on a pilot-basis.

The power cables for street lights in our campuses run several kilometers and consume significant energy. By using PLC technology over the same cables, we will be able to monitor, control and maintain street lights without using additional control cables.

Building efficiency

Most of our buildings built since 2008 have an Energy Performance Index (EPI) below 100 kWh / sq. m. / year. This year, we were able to achieve an EPI as low as 85 kWh / sq. m. / year in some of our new buildings through good building designs and operations. This was achieved through efficient building envelope, equipment, lighting, heating and cooling systems, daylight utilization and by using other innovative technologies. Monitoring our energy consumption at a granular level has helped us eliminate wastage and optimize energy use.

Reducing heat island effect

The rooftops of all our owned buildings in India have been painted white to reduce the heat island effect and also reduce the requirement for air conditioning. A total roof area of 2.1 million sq. ft. has been painted white in fiscal year 2014.

Research lab to test new materials and products

We are setting up a research lab to enhance our in-house research capabilities. This will allow us to test new technologies and products related to cooling, lighting, glazing, insulation, etc. It will also help us to quickly compare alternatives and enable us to use the best available technology.

First radiant panel based building in India

We have been a pioneer in the implementation of radiant cooling technology in India. We were the first to implement radiant slab cooling in a commercial building. Operational data over the last three years have proven that radiant cooling reduces energy consumption by 30% compared to the conventional air conditioning system. This year, we implemented the first radiant panel based cooling system in our new office building in Bangalore. This is the next step in the radiant cooling technology. In this system, pipes are embedded in panels of modular sizes like ceiling tiles. This system has an added advantage of flexibility, since panels can be easily fixed on the ceiling grid and interconnected to allow for water flow. The radiant panel system may be the solution for cases with specific ceiling designs and for retrofits in existing buildings and helps achieve significant energy reduction.



Radiant panel based cooling implementation, Bangalore campus

Green buildings

In fiscal year 2014, we were awarded the Leadership in Energy and Environment Design (LEED) Platinum rating for five of our buildings in Mysore, Mangalore, Pune and Hyderabad. We now have 10 LEED Platinum-rated buildings and two buildings with GRIHA 5 star rating, making a total of about 3.4 million sq. ft. of buildings with green certification — the highest in India for office buildings.

Through optimized building design and innovative use of technology, we have been able to keep our capital investments of all our new green buildings under control in spite of a huge increase in material and labor costs over the last five years.

Reduction in per capita electricity consumption

We were able to reduce our per capita electricity consumption by 43.6% over the last six years. We have taken various initiatives to reduce our energy consumption over the years. Some of our main initiatives have been implementing radiant cooling, retrofits, using building design with good insulation and correct orientation to reduce heat ingress, harnessing efficient technologies and equipment, and smart automation.

Central Command Center

We have set up a Central Command Center to remotely monitor, manage, and optimize our building operations. The center helps us manage energy and other critical operations in our buildings and campuses. We are now able to have building efficiency experts manage operations, remotely provide technical expertise for all locations, and analyze data to identify optimization opportunities. Centralized expertise allows us to improve our diagnostic capabilities thereby enhancing our operational effectiveness. This capability is not just limited to diagnostics, but extends up to recommendations for new building designs.

Solar PV plants

Between fiscal year 2012 and 2014, we have installed 2 MW solar PV plants in our campuses. We plan to install another 200 MW of solar PV plants in the coming years. This will help reduce our reliability on grid electricity and help us progressively meet our overall goal to source 100% of electricity from renewable sources. The capacity of solar PV plants installed in fiscal year 2014 are as follows:

Campus	Capacity (kW)
Hyderabad	392
Chennai – Sholinganallur	306
Chennai – Mahindra City	765



Rooftop solar PV installation, Chennai Mahindra City campus



Rooftop solar PV installation, Hyderabad Pocharam campus

Smart water meters

In the Pune Phase-1 campus, 37 mechanical water meters have been replaced with more accurate and reliable electromagnetic water meters. These meters also have the capability to communicate with our Building Management Systems (BMS), allowing us to monitor the water consumption in real time. In addition, we have installed 105 smart meters at our Bangalore campus, which are capable of wirelessly communicating with the central server.



Electromagnetic smart water meter, Bangalore campus

Rainwater harvesting

In our Bangalore campus, 20 deep-well injection systems have been built for groundwater recharge. These wells have a depth of 40–120 ft. Some of our buildings with rooftop rainwater harvesting systems collect and use rainwater for domestic purposes after the required treatment. The rainwater harvesting infrastructure at our campuses has been built to maximize sequestration.

During this fiscal year, we have constructed six deep-well injection systems in Jaipur campus, one reservoir in Mysore campus with a capacity of 40 million liters, and two reservoirs in our Thiruvananthapuram campus with a total capacity of 8 million liters. This will take the total number of lakes across our campuses in India to 25. In our Chandigarh campus, 50% of the total roof area has been connected to the rainwater harvesting system.

Water efficient fixtures

We have installed about 15,000 Pressure Compensating Aerators (PCA) of 0.5 gpm flow rate in all water faucets across Pune, Bangalore, Bhubaneswar, Mysore, Jaipur, Chandigarh, and Mangalore campuses. PCAs are capable of providing constant flow of water through variable pressure situations helping conserve water. In addition, waterless urinals have been installed in the new building in our Bangalore campus. We are planning to employ the same technology in all our new buildings across India.



Pressure compensating aerators

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

Indo-U.S. 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. to achieve energy savings by driving the development of cost-effective technologies in the areas of passive building design, advanced HVAC and lighting technologies, building energy simulation, automation, and monitoring.

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

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

Collaboration with the World Business Council for Sustainable Development (WBCSD) on Energy Efficiency in Buildings (EEB) : We hosted the WBCSD core group on EEB 2.0 in Hyderabad and Bangalore in June 2013. The collaboration is aimed at sharing our best practices in green buildings, energy management, and retrofits. The sharing session provided us with an opportunity to engage with other market players globally. The findings from this engagement would inform the EEB 2.0 project strategy on engaging with decision-makers to analyze and overcome barriers for deep energy efficiency measures. This is being documented for further use in communication and outreach as a best-practice guide.



Rohan Parikh with WBCSD – EEB 2.0 core group members, Hyderabad Pocharam campus

Solid Waste Management (SWM) guide to best practices : We hosted SWM expert Dr. Ing. Dirk Weichgrebe, University of Hanover, Germany, for a three day conference and training on waste management at our Bangalore campus. During this visit, the SWM training was conducted for our facilities personnel. The last day of the event focused on municipal scale waste management solutions and had participants from local municipalities and several NGOs working on solid waste management in the city.

Environmental compliance

We comply with all applicable environmental regulations in the countries where we operate. Our resource-intensity efforts are driven by aggressive targets beyond compliance benchmarks. There have been no instances of monetary or non-monetary sanctions for non-compliance and no environmental grievances reported to us in our operations during fiscal year 2014.

Water

Our fresh water consumption is solely for the purpose of human sustenance. Hence, we believe that we do not significantly impact water resources. We have however, continued our focus on reducing our per capita fresh water consumption through various initiatives. We were able to reduce our per capita fresh water consumption by 1.04% in fiscal year 2014, as compared to the previous fiscal at our India locations. We have optimized our water consumption through focused efforts over the last six years and we find that there is limited scope for further reduction in consumption. Our water reduction goal for fiscal year 2015 is 1%, compared to fiscal year 2014.

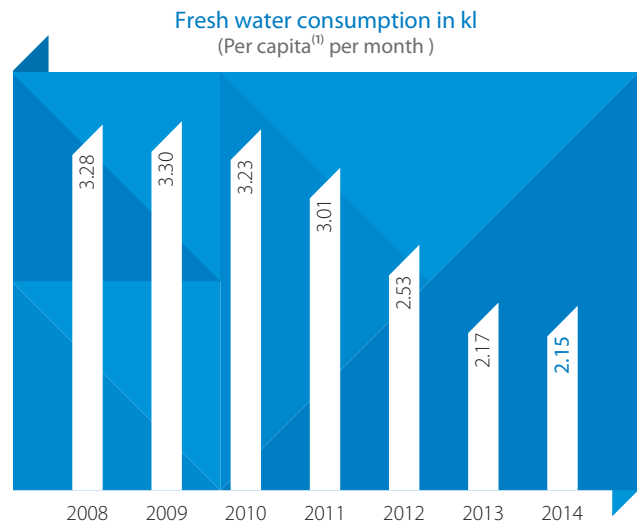
Our aim is to make our campuses water-sustainable. Water sustainability strategy across our campuses includes reducing our fresh water consumption, rainwater harvesting, and recycle and reuse of wastewater. Our efforts to reduce fresh water consumption includes and is not limited to installation of pressure reducing valves in taps and pipes, the use of flow restrictors and installation of sensor taps in high density areas.

The following table provides details of the sources of fresh water used at our campuses in India in fiscal year 2014:

Water sources	(kl)
Municipal	1,794,484
Private providers	781,788
Ground water	620,796
Rain water	4,290
Total fresh water	3,201,358

Note: None of the above water sources have been designated as protected or as having high biodiversity value. We have not received any grievances from local communities during fiscal 2014.

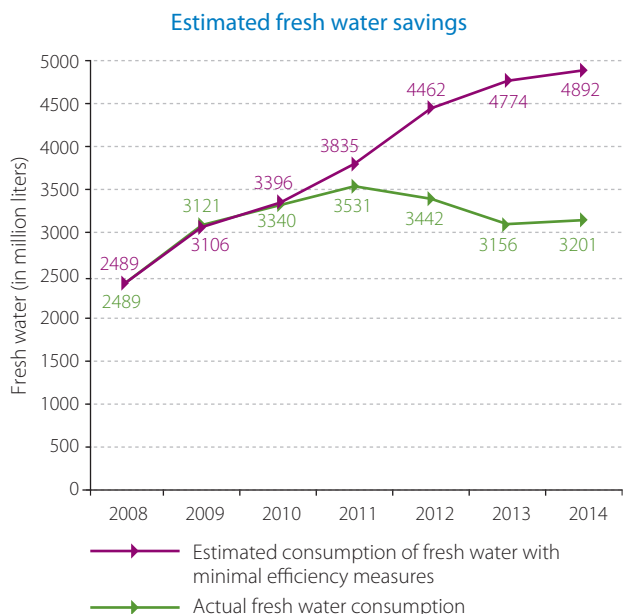
The trend of our monthly per capita fresh water consumption over the years for all our India locations is as follows:



Notes: The above data does not include water consumption at some leased facilities at Gurgaon, Trill (Chennai), and CPC and Bagmane (Bangalore). The water in these facilities is managed by the lessors.

⁽¹⁾ Per capita consumption is computed by dividing the total fresh water consumption in our locations by the total number of employees. Employee count is calculated by totaling the swipe count of employees and number of support staff in our offices. The employee count considered for fiscal year 2014 is 124,299 and covers all India locations.

We have reduced our per capita fresh water consumption by 34.5% as of fiscal year 2014 against the baseline figure of fiscal year 2008 at our India locations. This has translated to an estimated avoided use of 4.67 billion liters of fresh water since fiscal year 2008. The following graph captures our performance and its positive environmental impact:



Water consumption for APAC region has been estimated based on the seating capacity at these locations and per capita per month water consumption in India locations. The annual fresh water consumption in for the APAC region is estimated at about 169,816 kl.

Wastewater treatment

All the wastewater at our campuses is treated and reused for flushing, landscaping, and in cooling towers. The use of treated water is also optimized through dual-flush toilets, and sensor-based urinals. Owing to stringent wastewater recycling and reuse systems, we have not released any significant amount of untreated wastewater into the municipal sewage systems during fiscal year 2014. The treated water quality is monitored regularly to ensure our adherence to all applicable environmental norms. The wastewater generated at some of our satellite offices contributing to less than 1% of our overall wastewater is released into the municipal sewage systems.

Energy

Our energy consumption takes place mainly through the use of electricity, high-speed diesel used for generators and boilers, the petrol / diesel used in company-owned vehicles, and lawn-mowers.

Based on our operations we consider the following four sources of energy as relevant under upstream and downstream activities: LPG (used in food courts), energy used for waste handling, employee commute and business travel. We are reporting on employee commute and LPG consumption based on data availability. The actual data related to business travel and waste handling is not available and hence these are not reported.

The direct energy consumed in our operations in various areas in fiscal year 2014 in our India locations is as follows:

Energy (within the organization)	in GJ
Grid electricity (Non-renewable source)	593,015
Electricity from renewable source	272,427
Fuel (High speed diesel for Diesel Generators (DG) + Boiler)	158,433
Total	1,023,875

The direct energy consumed in overseas operations for electricity (APAC region and locations with data centers) during fiscal year 2014 was 42,303 GJ.

The direct energy consumed outside our operations in various areas during fiscal year 2014 for India locations is as follows:

Energy (outside the organization)	in GJ
Fuel (LPG consumption at food courts)	56,138
Employee commute	424,740,398
Total	424,796,536

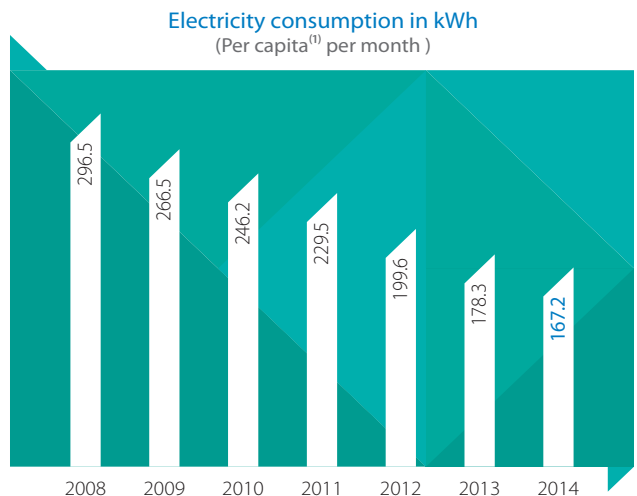
Electricity

We have taken up an aggressive target to reduce our per capita electricity consumption by 50% by fiscal year 2018, against our baseline of fiscal year 2008. In fiscal year 2014, we have reduced our per capita electricity consumption by 6.17%, over the last year at our India locations. Overall, we have achieved 43.6% per capita reduction in our electricity consumption against the baseline set in fiscal year 2008.

The electricity consumption for fiscal year 2014, broken up into grid power, captive power, and green power, including an increased scope resulting from the addition of new campuses and new buildings in some of our existing campuses in India, is as follows:

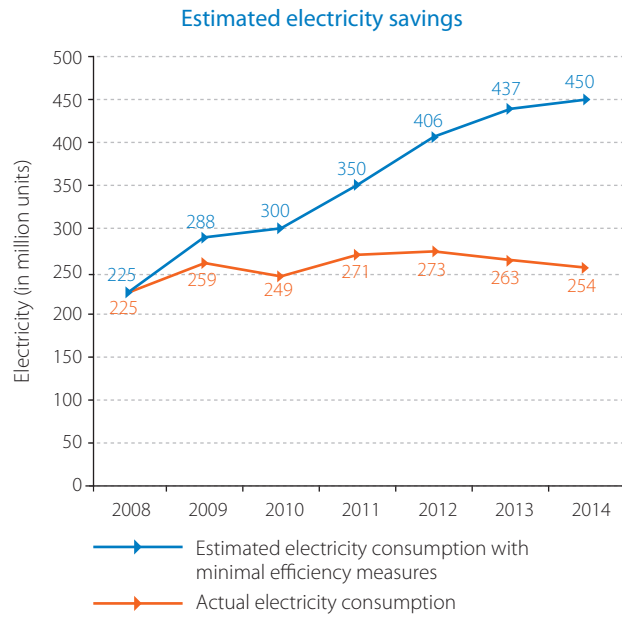
Electricity	in kWh
Grid ⁽¹⁾	164,726,324
Captive	13,694,269
Renewable ⁽²⁾	75,674,220
Total	254,094,813

⁽¹⁾ This includes power from the grid and third party sources wheeled through the grid.
⁽²⁾ This includes green power wheeled through grid, and the units generated through in-house solar plants.



⁽¹⁾ Per capita consumption is computed by dividing the total electricity consumption in our locations by the total no of employees. The employee count is calculated by totaling the swipe count of employees and number of support staff in our campuses / offices. The employee count considered for fiscal year 2014 is 126,612 and covers all India locations.

Our reduction in the per capita electricity consumption has translated to an estimated avoided use of 663 million units of electricity since fiscal year 2008. The following graph shows our performance and the avoided energy consumption.



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

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

Electricity through Grid	in kWh
APAC	7,481,504
Americas	2,649,176
EMEA	1,620,122
Total	11,750,802

Retrofits

We believe that our innovative approach to retrofit design will inspire other HVAC designers to look at highly optimized designs, which have payback periods of less than three years. This optimized 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. We have achieved this by sourcing green power at a few locations, harnessing solar energy onsite, for water heating and electricity requirements. During fiscal year 2014, we used 75.6 million units of green power, which is about 30% of overall electricity requirements of our campuses in India. During the same period, 1,101 MWh of electricity was produced from our solar PV systems in our campuses.

Emissions

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

GHG emissions

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

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

Source : <http://www.ghgprotocol.org/standards/corporate-standard>

Note : This section addresses the GRI G4-22 disclosure.

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

Restatements

We are restating emissions under scope 1 as follows:

Fuel: The density of diesel was considered 0.85 instead of 0.83, which has been rectified and the N₂O emission factor was considered as 0.006 and has been modified to 0.0006. As a result of this, we are restating the figures for all years for fuel and mobile emissions. This has resulted in an increase in the total GHG emissions under scope 1.

HFCs: R22 and R123 have been included under fugitive emissions from hydrofluorocarbons (HFCs) under scope 1 and the same has been recomputed and restated from 2011-12 onwards, which has further increased the total GHG emissions under scope 1.

The restated emission data for scope 1, scope 2, and scope 3 for the fiscal years 2008-2014 are as follows:

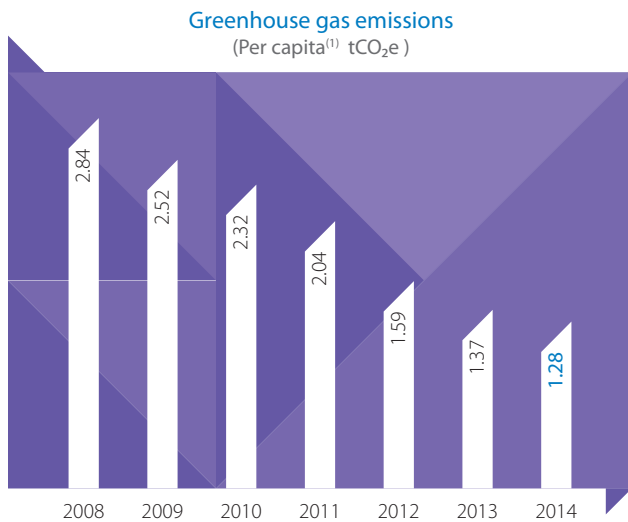
GHG emissions (tCO ₂ e)	2014	2013	2012	2011	2010	2009	2008
Scope 1	23,910	33,623	22,788	18,985	24,189	20,275	12,142
Scope 2	137,744	134,232	158,311	182,135	171,373	183,292	167,268
Total – scope 1 + 2	161,654	167,855	181,099	201,120	195,562	203,567	179,410
Per capita ⁽¹⁾ – scope 1 + 2	1.28	1.37	1.59	2.04	2.32	2.52	2.84
Year-on-year reduction of per capita – scope 1 + 2	6.65%	13.85%	22.29%	11.97%	7.82%	11.35%	–
Scope 3							
Business travel	178,240	128,386	118,055	114,715	73,800	5,900	3,665
Employee commute	63,446	53,087	41,653	34,172	31,727	30,960	24,764
LPG use in food courts	3,545	3,635	3,681	⁽³⁾ NR	⁽³⁾ NR	⁽³⁾ NR	⁽³⁾ NR
Waste	39	36	38	⁽³⁾ NR	⁽³⁾ NR	⁽³⁾ NR	⁽³⁾ NR
Total – scope 3 ⁽²⁾	245,270	185,144	163,427	148,887	105,527	36,860	28,429
Total GHG emissions – scope 1 + 2 + 3	406,924	352,999	344,526	350,007	301,089	240,427	207,839
Per capita ⁽¹⁾ emissions	3.21	2.88	3.02	3.56	3.57	2.97	3.29

⁽¹⁾ Per capita emissions is calculated by dividing the gross GHG emissions by the total employee count across operations in India. The employee count considered for fiscal year 2014 is 126,612 which is calculated by totaling the swipe count of employees and number of support staff in our offices. The percentage reduction of per capita scope 1+2 for fiscal year 2014 against the baseline year 2008 appears as 59.3% in our Annual Report. The number has undergone a change based on a comprehensive GHG verification carried out in May 2014 and it currently stands at 55%.

⁽²⁾ Our total scope 3 emissions have increased by 32% over fiscal year 2013 due to the change in the DEFRA emission factors for air travel, which now includes the influence of radiative forcing in air travel emissions. The CO₂ emission factor has increased by 90% over the previous figure.

⁽³⁾ Not reported (NR). We started reporting our emissions from LPG and waste from fiscal year 2012.

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



⁽¹⁾ Per capita emissions is computed by dividing the gross GHG emissions (scope 1 + 2) in our locations by the total number of employees. The employee count is calculated by totaling the swipe count of employees and number of support staff in our offices. The employee count considered for fiscal year 2014 is 126,612 and covers all India locations.

Starting this year, we are also reporting the scope 2 GHG emissions from the electricity consumption in APAC region and locations with data centers.

The following table provides the GHG emissions data for these regions:

Area	tCO ₂ e
APAC	5,490
Americas	1,384
EMEA	786
Total	7,660

Emission reduction initiatives:

In line with our carbon neutral goal and our annual carbon intensity reduction target, we have implemented the following emission reduction initiatives. These have contributed to reducing our carbon intensity (scope 1 and scope 2) by 6.65% in fiscal year 2014 compared to fiscal year 2013 of our India operations.

Carbon reduction initiatives	Electricity procured / saved (MWh)	Emissions avoided (tCO ₂ e)
Energy efficiency retrofits in our buildings (scope 2)	4,560	3,866
Green power procured through the grid (scope 2)	74,573	63,289
Onsite solar power (scope 1)	1,101	929
Total emissions avoided		68,084

NOx and SOx emissions

The operation of diesel generator sets and boilers are the main sources of Nitrogen Oxides (NOx and Sulphur Oxides (SOx) emissions at our campuses. The Sulphur content in the fuel we use is 50 ppm (BS-IV at Bangalore, Hyderabad and Chennai) and 350 ppm (BS-III for all other locations). The stacks are monitored on a monthly basis to ensure that the emissions are within the limits prescribed by the regional Pollution Control Boards. Ambient air quality checks are also conducted on a monthly basis. The SOx and NOx emissions are material to us from a compliance perspective and they are monitored on a periodic basis. The emissions for fiscal year 2014 are as follows:

Particulars	SOx	NOx
Total emissions (t)	9.95	18.07

Ozone depleting substances (ODS)

Our operations warrant the use of refrigerants in our Heating, Ventilation, and Air conditioning (HVAC) systems. These include substances such as R22, R12, R123A, R410A, R407C and R134A, each of which has a varied Ozone Depleting Potential (ODP). We have made a conscious effort to switch over to refrigerants which have minimum ODP and Global Warming Potential (GWP). The following table provides details of our usage of ODS for the fiscal years 2011-2014:

ODS	2014		2013		2012		2011	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R22	3,365	185	3,425	188	2,409	133	2,253	124
R12	–	–	14	14	–	–	1	1
R123	400	8	610	12	182	4	240	5
R407C	624	⁽¹⁾ –	1,007	⁽¹⁾ –	750	⁽¹⁾ –	243	⁽¹⁾ –
R410A	351	⁽¹⁾ –	363	⁽¹⁾ –	258	⁽¹⁾ –	245	⁽¹⁾ –
R134A	3,147	⁽¹⁾ –	552	⁽¹⁾ –	1,087	⁽¹⁾ –	464	⁽¹⁾ –
Total		193		214		137		130

Note: ⁽¹⁾ The ODP of R407C, R410A, R134A is zero.

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

Total employee count = Average employee count (Infosys Limited and Infosys BPO Limited) + count of contractual staff

SOx and NOx calculations

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

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

- Concentration of SOx and NOx emissions
- Flow rate of exhaust gases
- Running hours of diesel generators (DG) and boilers

The following formulae are used for the final computation:

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

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

Energy

Our Energy consumption within our operations includes electricity from grid, fuel used in diesel generators and company owned vehicles and equipment. The energy consumption outside the organization consists of fuel used in personal and commercial vehicles used by our employees for daily commute to our offices and business travel and fuel used in our food courts. The energy data is calculated by using suitable conversion factors for electricity and various fuel sources as defined in the IPCC 4th Assessment Report.

GHG emissions

The GHG emissions are computed for the three scopes.

Scope 1

Stationary combustion

The total monthly quantity of high speed diesel (fuel) combusted by diesel generators and boilers is captured and used for the emission computation. The emission factor for high speed diesel is sourced from the IPCC 4th Assessment Report.

Mobile combustion

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

Stationary combustion — Onsite – solar power generation

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

Fugitive emissions — Refrigerants used in AC equipment

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

Fugitive emissions – SF6 in electrical circuit breaks

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

Scope 2

This includes the emissions from the generation of purchased electricity.

Purchased electricity consumption

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

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

Scope 3

Other indirect emissions include :

Business travel

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

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

Our total scope 3 emissions have increased by 32% over fiscal year 2013 due to the change in the DEFRA emission factors for air travel, which now includes the influence of radiative forcing in air travel emissions. The CO2 emission factor has increased by 90% over the previous figure.

Employee commute

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

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

LPG usage in food courts

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 using emission factors provided in the IPCC 4th Assessment Report.

Waste

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 disposed (by type) for each facility is arrived at by weighing the same, and this is used for the GHG computation.

Emission Factors used for GHG calculations

The emission factors used for GHG calculations are as follows :

Emission source	Emission Factor	Unit	Reference
Scope 1			
High Speed Diesel (HSD)	74.1	tCO2e / TJ	IPCC 4th Assessment report
Ozone Depleting Substances (ODS)			
R-410A	1725	kg CO2e / kg	DEFRA 2013 Refrigerant & others
R-407c	1526	kg CO2e / kg	DEFRA 2013 Refrigerant & others

Emission source	Emission Factor	Unit	Reference
R-134A	1300	kg CO2e / kg	DEFRA 2013 Refrigerant & others
R-22	1810	kg CO2e / kg	DEFRA 2013 Refrigerant & others
R-123	77	kg CO2e / kg	DEFRA 2013 Refrigerant & others
SF6	22800	kg CO2e / kg	IPCC 4th Assessment report
Diesel – company owned vehicles	74.1	tCO2e / TJ	IPCC 4th Assessment report
Petrol – company owned vehicles	69.3	tCO2e / TJ	IPCC 4th Assessment report
Scope 2			
Electricity – Southern Grid (India)	0.85	tCO2e / MWh	CEA CO2 Baseline Database for the Indian Power Sector - 2013
Electricity – Western, and North-Eastern regional grid (India)	0.82	tCO2e / MWh	CEA CO2 Baseline Database for the Indian Power Sector - 2013
China	0.76647	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
Australia	0.84092	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
New Zealand	0.1502	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
Singapore	0.49945	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
Malaysia	0.72738	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
Japan	0.41641	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
U.S.	0.52225	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
U.K.	0.44548	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
Mauritius	0.63741	kg CO2 / kWh	DEFRA 2013 Overseas Electricity
Scope 3			
Waste			
E waste	21	kg CO2e / tonne	DEFRA 2013 waste disposal
Paper waste	21	kg CO2e / tonne	DEFRA 2013 waste disposal
Metal waste	21	kg CO2e / tonne	DEFRA 2013 waste disposal
Wood waste	21	kg CO2e / tonne	DEFRA 2013 waste disposal
Plastic waste	21	kg CO2e / tonne	DEFRA 2013 waste disposal
Batteries	65	kg CO2e / tonne	DEFRA 2013 waste disposal
LPG	63.1	tCO2e / TJ	IPCC 4th Assessment report
Employee commute / business travel – diesel vehicles	74.1	tCO2e / TJ	IPCC 4th Assessment report

Emission source	Emission Factor	Unit	Reference
Employee commute – petrol cabs	69.3	tCO2e / TJ	IPCC 4th Assessment report
Business travel – rail	75	gCO2e / pkm	Twelfth five year plan (2012 / 2017) / Planning Commission, Government of India. Volume II – Table 15.1
Employee commute / business travel – diesel Bus	74.1	tCO2e / TJ	IPCC 4th Assessment report
Business travel – air domestic average	0.326615	kg CO2e / pkm	DEFRA 2013 Business travel Air
Business travel – air long haul international economy class average	0.165362	kg CO2e / pkm	DEFRA 2013 Business travel Air
Business travel – air long haul international business class average	0.479574	kg CO2e / pkm	DEFRA 2013 Business travel Air

Waste management

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

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



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. We have biogas plants in our Mysore and Mangalore campuses for handling food waste and an organic waste converter in our campus in Thiruvananthapuram. Paper waste is sent out for recycling in Bangalore and Mysore campuses. The vendor recycles the paper and provides recycled products in return.

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

Particulars	Unit	Total disposed quantity		
		2014	2013	2012
Hazardous waste				
E-waste	t	118.54	86.90	128.78
Oil soaked cotton waste	t	0.77	0.38	0.27
Biomedical waste	t	20.31	16.43	14.52
Used oil	kl	34.00	33.00	36.00
Batteries	t	78.22	⁽¹⁾ 7,700.00	⁽¹⁾ 49,334.00
DG batteries	Number	–	36.00	889.00
DG filters	t	1.56	⁽¹⁾ 934.00	⁽¹⁾ 852.00
Paint can / containers	t	3.06	⁽¹⁾ 4,731.00	⁽¹⁾ 782.00
Chemical cans / containers	t	10.07	⁽¹⁾ 6,332.00	⁽¹⁾ 7,081.00
Non-hazardous waste				
Food	t	3,241.52	3,405.00	2,154.00
Paper	t	663.30	792.00	1,107.00
Metal	t	575.82	453.00	390.00
Wood	t	133.79	316.00	100.00
Plastic	t	119.29	82.00	88.00
Glass	t	4.19	⁽²⁾ NR	⁽²⁾ NR
Thermocol	t	0.62	⁽²⁾ NR	⁽²⁾ NR

Note: ⁽¹⁾ Till fiscal year 2013, batteries, DG filters, Paint cans / containers and chemical cans / containers were reported in numbers. From this fiscal year, we are reporting these in tonnes.

⁽²⁾ Not reported (NR). We started reporting glass and thermocol waste from fiscal year 2014.

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

Influencing social behavior

Employee engagement and awareness programs are conducted across all campuses through eco clubs, to sensitize employees on waste management and achieve segregation at source. All the common areas and pantries in the campuses have color-coded and labeled bins to ensure segregation of waste. The following initiatives are in progress:

- To make segregation easier for employees, pantries and food courts across all campuses will have a standardized green bin for wet waste and blue bin for dry waste.
- Stickers with images to identify items that go into wet and dry waste bins have been designed and are being printing for all campuses. This will educate employees on waste segregation at source.
- Mailers and posters have been created to strengthen awareness and sensitize employees about waste reduction.

Process optimization

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

- We have initiated a detailed quantification of all kinds of waste to analyze and reduce waste.
- We have taken a corporate decision to ban all single-use plastic and paper tableware (cups, spoons, plates and stirrers) from food courts. We have phased out disposable cutlery in most of our campuses, and replaced them with steel and glass cutlery with cooperation from our vendors. This helps in reducing the waste generated and will also make segregation easier for employees.
- We have standardized the design of waste-storage yards to enable better segregation and storage, and in turn enhance the recycle value of waste.

Implementation of waste treatment technology

Last year, we implemented anaerobic digestion and composting systems in five of our campuses in India.

Anaerobic digestion

We installed an Anaerobic Digestion plant in our Mangalore campus to convert food waste into biogas, which is used for cooking in the food courts. The technology is based on thermophilic dry digestion process and the digesters operate at temperatures in the range of 50-55 degrees Celsius. These plants are automated and the process parameters such as pH, gas quantity generated, etc., can be remotely monitored on a computer. Each tonne of food waste produces about 140 m3 of biogas every day, which is equivalent to three commercial cylinders.

Composting

We have installed composting facilities in our Bangalore, Jaipur and Chandigarh campuses. Food waste along with garden waste is mixed in equal proportions and is being composted by in-vessel composting in Jaipur and Chandigarh and by using an organic waste converter in the Bangalore campus. The compost generated is used as manure in landscaping. Any excess garden waste is shredded and used for mulching.

We did not have any significant spills during fiscal year 2014.

Biodiversity

Considering the growing importance of biodiversity conservation, we formulated a biodiversity policy. We are committed to conserving and promoting biodiversity at all of our owned facilities, and we constantly encourage our employees and our stakeholders to do the same. Many of our campuses support a rich diversity of flora and fauna.



White-breasted Kingfisher, Mysore campus

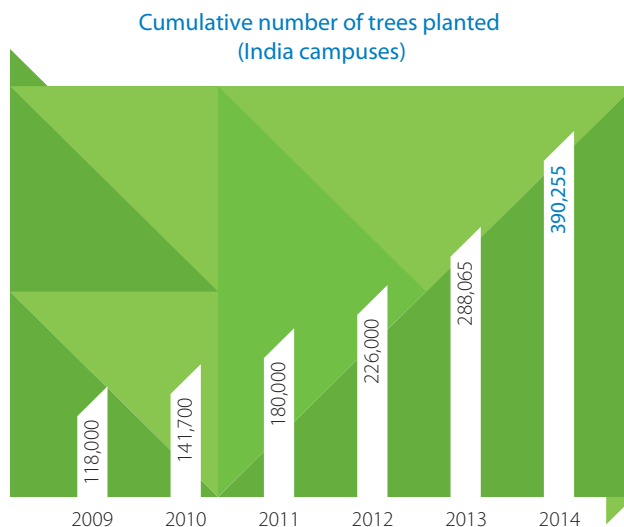


Peninsular Rock Agama, Bangalore campus

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.

Currently, our focus is on planting trees which are of ecological importance. During the last fiscal year, we have planted about 102,190 saplings on our campuses.

The annual increment in the number of trees across our campuses over the last six years is as follows:





Bio park at the Mangalore campus comprising rare and indigenous flora

Eco advocacy and good citizenry

Our employee-driven eco groups in our campuses provides a platform for passionate employees to volunteer their time. The eco groups take up projects that address the conservation of electricity and water, recycling of waste and local afforestation. We recognize and support the efforts of our employees through various forums like the Infosys Awards for Excellence, where we have included a dedicated category for Sustainability. Best projects undertaken by employees are acknowledged and recognized through monetary reward and a citation, which motivates them to continue to work for the betterment of the environment.

The following are some of the highlights of our activities in fiscal year 2014:

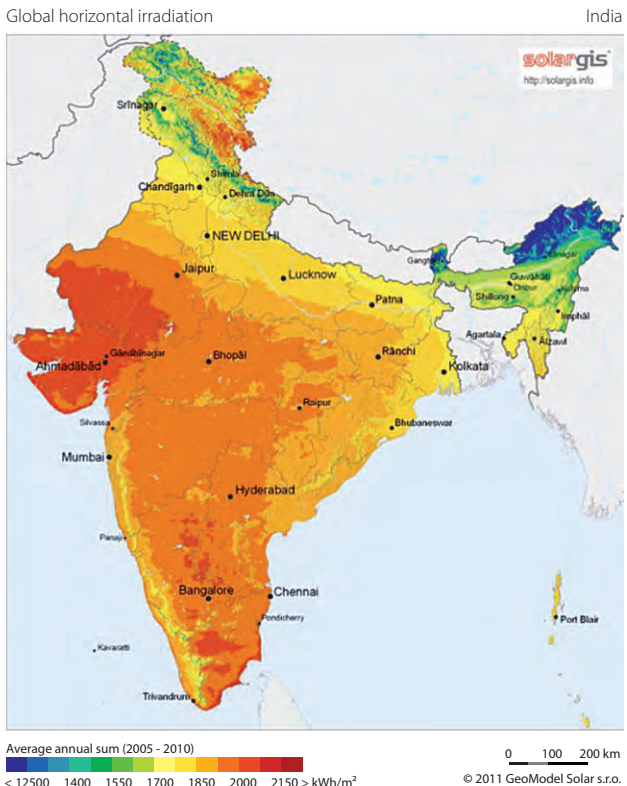
- **Clean Hussain Sagar drive** – Employees from our Hyderabad campus participated enthusiastically in an initiative on solid waste management along with residents, schools and commercial establishments around the Hussain Sagar lake. As part of the campaign, they successfully installed composting bins in a couple

of temples and in the vegetable market to promote using the bins for dumping bio-waste to generate manure.

- **Free pollution checks** – Our employees were offered free pollution checks for two and four-wheelers by the eco clubs in Hyderabad and Thiruvananthapuram to sensitize employees about the pollution caused by their vehicles and to encourage them to get their vehicles serviced regularly.
- **Zero food waste initiative** – This was an initiative to encourage employees to reduce their food waste in some of our campuses. In our Hyderabad campus, employees who did not waste food were given prizes.
- **Earth Hour** – Around 80 employees from our Pune campus engaged to conduct awareness campaigns in their residential societies to participate in the Earth Hour campaign driven by the World Wildlife Fund (WWF). They created awareness among the residents to switch off lights for one hour and also spread the message of energy conservation.

Green power for a sustainable future

India is rich in solar energy across majority of its landscape. It is also one of the largest growing economies with huge energy demands. India's annual Global Horizontal Irradiation (GHI) varies from 1,600 to 2,200 kWh/m², which is twice as high when compared to Germany, which has the highest solar power installations in the world with a total capacity of about 36 GW (Wirth, 2014). India currently has a total capacity of 2.6 GW (Chadha, 2014) and has a huge potential for growth in this area. It makes economic as well as environmental sense to invest in solar energy installations to generate power in India to meet the growing energy demand.



Source : <http://solargis.info>

Acknowledgement : SolarGIS © 2014 GeoModel Solar

At Infosys, we have taken up the goal to source all our electricity requirements from renewable sources, in the next four years.

We currently meet about 30% of our electricity needs from green power. We have installed about 2 MW captive solar PV in our campuses in India. We are also planning to add another 50 MW solar PV installations in the next two years. This makes economic sense for us not only because of the attractive solar policies but also due to the fact that the cost of electricity and diesel has increased by 35% and by 70% respectively across our India operations in the last five years.



Solar PV installation, Chennai Mahindra City campus

We have rooftop and on-ground PV installations across four campuses in India :

Campus	Plant capacity in KW
Chennai	1,189
Thiruvananthapuram	127
Hyderabad	400
Jaipur	253
Total	1,961

Last year, we had to rely heavily on Diesel Generators (DG) to run our operations at the two Chennai campuses due to the acute power crisis in the region. The cost of DG power on an average is three times higher than the grid power. We consumed about 7 million units of electricity from DGs between March and December 2013. Hence, it made economic sense to install large PV systems at these campuses. The payback period for these PV installations has been estimated to be about six years, which is very attractive, considering that the operational lifetime of these solar plants is about 15 years.

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Smarter operations – Central Command Center

At Infosys, we use pioneering green technologies to address resource conservation through an integrated design approach. Smart building technology is the way to realize maximum benefits of integrated designs through smarter operations.

Smart buildings use inbuilt artificial intelligence and energy saving algorithms to constantly optimize operations on the go and build high-level diagnostics. They offer maximum leverage on the variability that exists with building operations, such as weather, occupancy, and equipment condition. We use a combination of sensors, controllers, actuators, feedback and energy saving intelligence to make building operations most efficient. Using this technology, we have recently set up a central command center at our Bangalore office to remotely monitor, review, manage and optimize our building operations.

The command center has access in real time to all the smart buildings in our campuses across the country. Building efficiency experts with expertise in areas of HVAC (air-conditioning), lighting, plug load energy and water continuously review building operations in real-time as well as analyze historical data to identify improvement opportunities. Unlike standard location-based setups, which may not always have trained professionals overseeing the building operations, our command center has expert engineers to monitor and analyze data. Operational parameters such as design vs. actual performance, equipment health, system key performance indicators and other diagnostic parameters at the equipment and system level and historic trends are reviewed. Energy and water wastage are also identified and reviewed from the command center setup. Centralized expertise allows us to smarten our diagnostic capability and hence enhance operational

effectiveness. This capability is not just limited to diagnostics but also helps in making recommendations for new building designs.



Central Command Center, Bangalore campus

The command center can provide data for all our India campuses and buildings to our internal stakeholders — from a facility manager to senior management — aiding them to view details from one location and also get current and past data on energy consumption, equipment condition and operating patterns. Comparative analysis can also be carried out easily between multiple buildings or campuses. This changes the whole landscape of building operations.

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Green innovation

95% improvement in enterprise storage performance from Dynamic Storage Tier technology deployment

Partnered with COMMIT to develop **wearable computing technology**

25% improvement in agent productivity for a telecom client, deploying **AssistEdge**

Reduction in **carbon footprint** by optimizing the customer asset management process

Collaborated with the Confederation of Indian Industry to create **volunteering portal** for India@75, India's first national volunteering week

Developed a **platform** for a major U.S. electrical utilities company to enable consumers to switch to renewable energy



Prasad Joshi
Vice President, Infosys Labs

Innovations for sustainable business

In continuation of our endeavor towards green innovation, we have aligned the objectives of sustainability and increased business value. While focusing on innovation in products and technologies that deliver value and sustainability to clients, we have also made it a part of our internal processes and business models.

These include creating or using innovative technology, such as the deployment of Dynamic Storage Tier technology in the face of ever-expanding requirements for storage capacity and performance. With the motto of doing more for less, we were able to use this technology to limit storage infrastructure and accompanying data center power and cooling requirements while increasing capacity. It helped improve the enterprise storage performance by 95%, with cost savings and performance improvements to boot.

Recognizing the need for greater digitization and reduction of paper usage in enterprises, we developed Infosys Electronic Signature Solution (iESS) that enables easy and seamless integration of digital signature support into enterprise approval workflows replacing the need for manual signatures. This has enhanced security and compliance and greatly reduced paper usage in our key government and banking clients.

We combined technologies such as sensors, GSM and GPS to create the TradeEdge Merchandizing and Audit Tools, a tracking system that helps track the usage of coolers for food and beverage storage, even in the remote locations of rural India. While this helps clients monitor the effectiveness of their distribution network today, such solutions have the potential to improve the effectiveness of food distribution in general and also improve access to nutrition and healthcare in remote regions.

We revisited our model of handling client-loaned assets constituting equipment to the tune of US \$1.5 billion, which were traditionally required to be shipped back at the end of the project. By advocating and bringing in policy changes with the government, we institutionalized internal processes and checks. We were able to drastically change the utilization of such assets with benefits for all stakeholders involved. We eliminated the cost of shipping back the assets, greatly improved our ability to scale infrastructure, enhanced reconciliation of the loaned assets for disposal as e-waste, and eliminated energy and fuel expenditure in transportation.

We have chosen to invest in research in technologies oriented towards innovation that help create a better society. Our investments in research on Internet of Things (IoT), which we are undertaking together with COMMIT, a public-private research community, have helped in creating wearable computing technology. This can potentially be used in areas such as assisted living, remote monitoring of the elderly, and field safety of people working in hazardous environments.

We are making strides towards realizing our vision of leveraging sustainable solutions for better business value. In fact, we felt the need to align the objectives of sustainability and increased business value in all our projects and initiatives. We are convinced that there are opportunities for innovation and sustainable development across the organization — innovations that not only leave a greener and more socially-enriched environment, but also contribute to business benefits and increased business effectiveness for ourselves and our stakeholders.

Harnessing green innovation

Green innovation provides a sustainable transformational opportunity for our stakeholders and for us. It is an important area to differentiate and co-create with our stakeholders to drive internal and external innovations, capability building, and sustainable solutions.

A dedicated Green Initiatives team works on internal innovations, while we gauge the socio-environmental impact of our services and offerings and generate economic benefits for our clients.

We drive various initiatives and innovations towards sustainable business which benefit both our clients and for us.

Sustainable asset management

We have numerous client-loaned assets, including over 70,000 equipment worth about US \$1.5 billion. This accounts for high data center space requirements, high power consumption, administrative bandwidth and substantial maintenance and cooling costs, resulting in a huge carbon footprint. On completion of the projects, a re-export of these assets entails high transportation costs and / or real-estate expenditure for our clients.

Operational issues like budget approvals, high procurement cycle times that impact the project delivery and timely availability of IT infrastructure, presence of legacy and heterogeneous systems compound the challenges in managing these assets.

A four-pronged innovative approach was conceptualized to effectively address these challenges.

Build innovation platform: A cost-effective, agile and robust IT innovation platform was created leveraging technologies in virtualization, optimization, storage and cloud-based technologies. By leveraging these technologies, we were able to significantly reduce the total cost of ownership and help achieve desired business agility and reduce cycle time for our clients.

Optimized asset management: We focused on liaising with government departments for advocating policy changes and coordinated with internal units for better resource management. A cross-functional team was instituted to track, monitor and review usage of loaned assets on a periodic basis. This resulted in total energy savings of about 258,200 units, which in turn provided cost savings to the tune of US \$393,458. In addition, the program helped in optimum space utilization, thereby saving close to US \$14,11,490; with a potential annual saving of about US \$1,804,950.

E-waste Management: A lean process of Loaned Asset Reconciliation and Optimization resulted in the successful release of unused assets as e-waste, thus gaining forex credit of up to US \$1.32 million. The launch of an e-waste initiative helped reduce carbon footprint and decrease operating expenses, in keeping with our commitment to carbon neutrality by fiscal year 2018. Through this initiative, we were able to release around 81 tonnes of client-loaned assets for e-waste, reduce the carbon footprint by 2,421 tonnes and energy consumption by 2,140 kW. The initiative created additional useful real estate and energy savings of US \$1.3 million. We were also able to streamline processes with customs / Software Technology Parks of India (STPi) on e-waste disposal for loaned equipment.

Server and storage virtualization: We institutionalized an innovative methodology to transform physical IT infrastructure to green IT infrastructure by leveraging virtualization and blade server technology. This helped preempt substantial investment and energy savings as well as a significant reduction in carbon footprint. The solution has generated a cost saving of close to US \$2 million and has a saving potential of around US \$400,000. We have hosted close to 168 virtual machines, which has taken care of critical project requirements, enabled research and development (R&D) projects and provided the infrastructure for training.

The initiative resulted in the following improvements:

- Critical projects: Over 78 virtual machines have been provisioned to meet critical requirements and have helped projects that were at high risk to meet deadlines for client deliverables.
- Research initiatives: Over 32 virtual machines have been provisioned so far to meet various research and development initiatives.
- Academy and training needs: We provided close to 58 virtual machines for conducting various training programs.

From an environmental perspective, the initiative has resulted in about 4,748 tonnes of carbon footprint reduction, which is equivalent to planting 15,690 trees.

Information Systems: Digitization and virtualization

Our Enterprise Platform Management team, which is a part of the Information Systems Unit, is responsible for managing infrastructure that runs the digital business engine of Infosys. Hosted in multiple data centers, our infrastructure and platforms comprise more than 1000 physical and virtual servers, more than a petabyte of storage, about 70 million files, state of the art platforms and solutions including – Blade servers, Rack mount servers, Interconnect hardware, NAS, Content Platform, Tape Libraries, load balancers, SAN Fabric / Switches, Network Switches, Virtualization platforms, Operating systems, Database Servers, Package solutions, middle tier, presentation layers, WAN optimization solutions, data protection layers and many more.

It also includes Infosys' corporate data which comprises client data, project data and information pertaining to our employees and other stakeholders.

Our increasing business and global employee base put additional pressure on storage requirements as well as on performance and scalability capabilities, which demanded a radical paradigm change in the Storage Area Network (SAN).

SAN had addressed the capacity-related requirement through high-capacity drives, but the performance of the traditional hard disk drives (SATA, SAS and FC) had scope for improvement.

The performance of the compute platform improved with latest-generation multi-socket multi-core servers, but there were still some challenges as the storage had performance bottlenecks for enterprise data centers due to the adoption of server virtualization. The addition of Solid State Disks (SSD) helped address the performance issues, but the high cost of the drives posed challenges to the Total Cost of Ownership (TCO) as it required continuous operational expenditure (OPEX) investments.

With a sustainable solution and our 'do more with less' philosophy, we innovatively conceptualized and deployed Dynamic Storage Tiers using the state-of-the-art Flash Accelerator to meet the performance and TCO requirements along with high-capacity, low-cost storage. The storage performance improved by up to 95% and we achieved a cost reduction of up to 65%, in comparison with the Flash Accelerator, with the deployment of the new solution.

Traditional storage design: Our multiple data centers — each containing a SAR (storage area network) — are interconnected through a dark fiber link. The production systems are configured using failover cluster design with nodes of the clusters distributed across data centers to facilitate high availability and data center level disaster recovery. Storage was allocated using thin provisioning technology from traditional SAS-based disk pools.

With the traditional storage design, we were able to optimally utilize the storage space and reclaim unused storage. But the following limitations caused business challenges:

- Incremental data storage requirements coupled with the addition of a low-capacity SAS disk had become a challenge to manage, due to limited data centers, power and cooling availability. With the

ever-increasing data growth, adding increasingly low capacity, the SAS disk was becoming a challenge owing to the limited availability of the data center, power and cooling.

- Certain critical databases required less storage space while demanding extremely high IO requirements, hence designing the storage pool for such requirements with the SAS disk was resulting in unusable disk capacity to a great extent.

Our solution was an innovatively-designed and deployed Dynamic Storage Tier using the Flash Accelerator.

The usage of 143 GB SAS disk pools as a conventional storage design were rendering the drives obsolete. Adding high-capacity drives would have resulted in lot of unused capacity, while replacement of these disks with a Solid State disk was an expensive proposition.

Storage-based tools were used to analyze the usage pattern for a substantial duration and various load patterns. Ninety percent of the storage blocks had not been accessed for a long time. The solution comprised placing frequently-used storage blocks in high-performance storage. However, moving these blocks manually based on the business cycle would result in administrative overheads.

We evaluated Dynamic Storage Tier technology, which has the capability to monitor the storage usage pattern and move the blocks to different storage tier within same storage pool.

The Flash Accelerator is a high-capacity disk with a storage capacity of up to 1.6 terabytes that delivers up to 40,000 Input-Output operation Per Second (IOPS) on a single disk.

We deployed the solution using a combination of the following:

- Dynamic Tiers to monitor and move the storage blocks to a different storage tier (Automated monitoring and data movement)
- Flash Accelerator to store frequently-used storage blocks (High-performance storage tier)
- 143 GB 15K RPM disk drives for less frequently-used storage blocks (Medium-performance storage tier)
- 900 GB 10K RPM disk drives for least frequently-used storage block (High-capacity lower-performance storage tier)

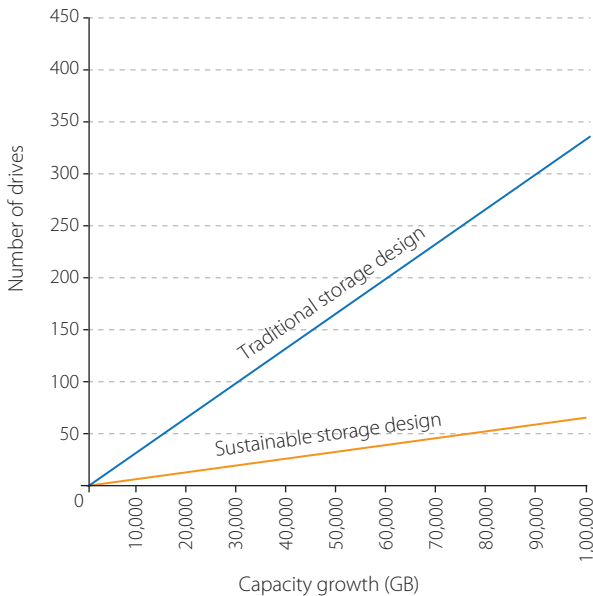
This solution has been instrumental in institutionalizing an economically as well ecologically sustainable model that will not only reduce the TCO and carbon footprint, but also help in keeping pace with increased performance requirements.

This implementation has helped us realize one-time savings (net of investments) of US \$382,600, cost reduction per GB (in comparison with Flash Accelerator) of 65% and cost reduction per IOPS (in comparison with the traditional pool) by 40%.

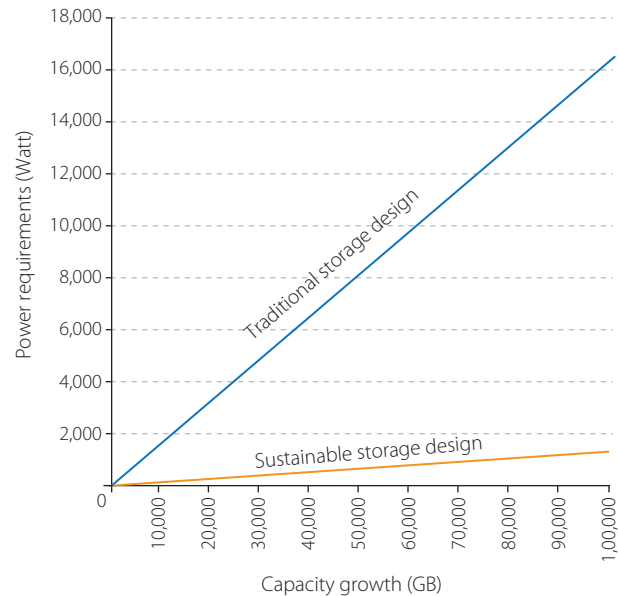
We have observed significant performance improvements, with the average response time for package solution workloads improving by 90%, and by 50% for other workloads.

The implementation has also been instrumental in improving employee productivity through significant reduction in time spent on troubleshooting performance issues and storage migration initiatives.

Data center space requirements



Power requirements



Operational and green efficiency through digitization

One of the key challenges faced by enterprises is the need for manual approvals (signatures) that are mandatory to meet government regulations. This severely impacts the organization from multiple perspectives: delays due to the need for manual intervention and increased operational costs due to physical paper management. It is assumed that about 60% of the paper usage in enterprises is towards maintaining physically-signed papers as per regulatory needs.

Electronic signatures play a pivotal role in addressing these challenges by replacing handwritten signatures and help building efficient, faster, economical, and sustainable digitized business processes.

The Infosys Electronic Signature Solution (iESS) is a platform, and browser-agnostic technology that helps in seamless integration of digital signature support into enterprise approval workflows replacing the need for manual signatures. iESS uses industry standard-strong cryptography techniques. iESS also has built-in data integrity check and enhanced security and regulatory compliance.

This solution has had multiple deployments within government offices and large global banking domains. We see a high potential for iESS in government, retail, healthcare, insurance, banking and other industry segments, to help them in their journey towards digitization and paperless offices.

Collaborating for a social cause

We played a crucial role as a technology platform provider in collaborating with the Confederation of Indian Industries (CII), for an initiative under India's First National Volunteering Week. The India@75 volunteering program was initiated across India by engaging people from all walks of life. The program focused on volunteering efforts in the following areas:

- Education and skills
- Technology and innovation
- Agriculture and food security
- Business and economy
- Urbanization and environmental sustainability
- Arts, literature and sports
- Moral leadership, governance and public administration

We helped CII develop a portal to allow volunteers to register and provide their support for volunteering. The portal offered options to call for volunteers in specific areas. It created a platform for engaging and enabling volunteers to share stories and bring about an impact in the society. India@75 was successful in reaching out to 7,100 organizations, including 1.6 million Business Management students and 35 million professionals in the organized sector. The portal also acted as a database for capturing information about various volunteering programs that have been carried out across the country.

We continue to collaborate with CII to enhance the portal, pro-bono, to enable skilled volunteering for the corporate sector. This portal will eventually evolve as a National Volunteering Grid for the entire nation.

Improving performance through Green Data Centers

We are working with one of the largest natural gas and electric utilities companies in the world for Data Center Modernization (DCM) to improve disaster recovery capabilities of the company. We are helping the client in migration of business-critical applications and shared services to two new data centers that are currently located at zones having high risk of earthquakes, floods and security breaches. The program aims to help the clients perform the following functions:

- Provide industry-standard infrastructure along with robust Disaster Recovery (DR)
- Build foundational infrastructure services and migrate business-critical applications to the systems of the new data center
- Provide state-of-the-art data center facilities to generate significant enterprise-wide safety, reliability and risk mitigation benefits
- Improved environmental efficiency reducing the client's carbon footprint through energy-efficient data centers and migrating applications to energy-efficient platforms

The new data center helps the client provide better customer service, including delivering reliable power with less-frequent outages for its customers. Furthermore, it helps ensure safety through advanced recovery capabilities in case of natural calamities.

These business benefits are under-pinned by the following capabilities delivered by the program:

- Improve disaster recovery capabilities through uninterrupted access to the client's most critical business processes, and faster recovery time for other critical business applications. Improved performance on key Disaster Recovery metrics by 80% Recovery Point Objective (RPO) and Recovery Time Objective (RTO)
- Curtail costs by lowering hardware and licensing costs through reduced server count, reduced logistics cost through technology standardization, and lower administration overheads on routine activities such as environment setup and follow-up
- Improved responsiveness, performance and governance through reduced project / non-production environment build time by 60%, ensuring faster time-to-market, improved performance of

the production systems and batch jobs by up to 50% and setting up a transparent support governance structure and optimized operational processes for efficient and low-cost IT services.

- Through this engagement, the client was able to realize their Green Data Center vision of improved environmental efficiency and reducing their carbon footprint.



Green data center

Using technology for renewable energy adoption

We are playing a crucial role in the Net Energy Metering (NEM) program, for one of the largest electric utilities companies in the U.S. The company has state-driven compliance requirements related to demand side management and focus on renewable energy generation, especially solar energy. The NEM program is designed to benefit the company's consumers who generate their own electricity using specific renewable technologies. Under this program, consumers who produced more energy through renewable energy than consumed from the grid, receive a credit for the surplus electricity exported to the grid.

The objectives of the program included an automated tracking system to track the net generation, compute credits under the credit rewards scheme and reduce manual efforts in billing and communication. Besides improving operational efficiencies through automation, we were able to help the client implement the following programs:

- Summer discount program
- Summer advantage initiative / critical peak pricing
- Peak time rebate
- Multifamily affordable solar housing
- Virtual net metering

One such program, the summer discount program, for example, helped optimize resource utilization, wherein the utility company could switch off the air conditioner(s) remotely through radio signal during peak period. Customers could enroll in this program through the client website, which was enabled by Infosys.

These programs helped improve consumer engagement through transparency in reporting, communication and education on optimization.

Increasing operational efficiency for water utilities client

We are working with a water utilities company to help design and deploy an integrated operational management system, to allow better planning and predictability for its day-to-day operations management. Locating and mining information is key to achieving the strategic goals set by the company towards customer satisfaction, in addition to its aim in achieving a record of no pollution, no incidents, no waste and no accidents.

We intend to help the client integrate their existing data warehouse with a new forecasting and modelling system, to enable business to

take informed decisions on their operations based on real-time data about personnel, their skill sets, availability and current work.

Through the project, we will help the client reduce the reactive operating cost, in addition to reducing failures related to compliance and water quality. The project also helps improve the water utilization, avoiding water leakages and contamination of the water supplied and thereby associated health-related impacts for its consumers.

Managing the impact of changing temperatures

Changing temperatures around the world have led to extreme summers and winters in some countries. The scorching heat of the summers, especially in tropical areas, pose a major problem to the food and beverage sector. For example, chocolates require to be stored at an optimum temperature range of 18-20 degrees Celsius. In most tropical countries, like India, maintenance of this optimum temperature by the unorganized retail sector can pose a challenge. There are about seven to eight million retail outlets, with average retail sale per store at a few thousand rupees, and affording coolers / refrigerators is not a viable option. In spite of the companies providing refrigerators for free, it is difficult to monitor and track the effective usage of the coolers by the retailers.

Brands and large retailers spend a lot of money on in-store promotional programs to generate demand for their products in an ultra-competitive market. Monitoring such spend and ensuring promotions are properly executed is an everyday challenge for brands. While in-store visual merchandising audits are conducted by brands and retailers, labor costs associated with this are high and the sample-space of stores (in which such manual audits are conducted) is small. Delay in getting field data limits the brand's ability to take necessary and timely market corrections.

Infosys TradeEdge Merchandising and Audit Tools bring a unique set of tools and services that deliver highly differentiated insights to brands, so they can better manage promotional and merchandising spend.

One of its modules is Asset Quality Tracking, which has:

- Sensor-based trackers to monitor product ambience that includes the temperature and humidity of product cooler units periodically
- Location-sensor technology (e.g., GPS) to track the location of product cooler units and ensure that they are kept in the store


We were able to help one of the leading companies in the food and beverage sector with an enterprise application dashboard with ambience information pertaining to all cooler units, email / SMS alerts (including power-off, incorrect location and incorrect ambience alerts). This enabled the client to understand the utilization of the coolers across the retailers, focus on understanding the issues and work towards better usage. We were able to help the client address the potential risk of product returns, in addition to avoiding chocolates being sold in an undesired state and / or causing health hazard for its consumers which could potentially deter the brand image.

Are your temperature-sensitive products stored the right way?

So your product is meant to be stored under certain temperature conditions. And you've given retailers product coolers to make sure they do so. But the coolers could get misplaced. And retailers may be turning up or turning down the temperature a few degrees.

The result: consumer dissatisfaction and costly product returns.

WHAT IF
your coolers were at the right place, at the right temperature – always?



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Using Internet of Things: Wearable computing

We are investing on research on Internet of Things (IoT), along with COMMIT, a public-private research community. It aims to address the grand challenges in information and communication science shaping tomorrow's society. The current work focuses on improving the health of the sports community (including amateurs) by understanding behavioral change and compliance data. Additionally, it works towards improving the personal motivation of individuals, using behavioral intervention technology which is based on modern ICT, especially smartphones, off-the-shelf sensors and cloud.

Unlike the existing sports coaching application, the project combines three aspects of health: physical, mental and social, and their interactions. The project aims to provide real-time feedback to users while they are exercising, using a smartphone, thus providing a complete sense-model-action loop. It not only helps to provide personalized feedback based on individual goals, but also exploits aggregated information from groups of users to enhance the feedback.

The project will deliver scientific results in the detection of patterns in exercise and health as well as providing intelligent motivational support. Though the research currently focuses on improving the health of the sports community, we envisage that the potential from this area can be applied over various important facets of well-being including:

- Assisted living for the elderly and remote monitoring
- Continuous monitoring of health and safety of field personnel working in hazardous and remote environment like mines and chemical plants
- Regular monitoring of blood chemistry and vital signs of post-operative and high-risk patients
- Emotion monitoring through stress level monitoring and Facial Expression, Awareness, Compassion, Emotions (FACE)

	<p>Assisted living</p> <ul style="list-style-type: none"> • Elderly care • Remote monitoring
	<p>Health and fitness</p> <ul style="list-style-type: none"> • Measure, analyze and act (self-tracking) • Personalized coaching
	<p>Field personnel monitoring</p> <ul style="list-style-type: none"> • Continuous monitoring of health and safety of field personnel working in hazardous environments like mines and chemical plants
	<p>Patient monitoring</p> <ul style="list-style-type: none"> • Regular monitoring of blood chemistry and vital signs of post-operative and high-risk patients
	<p>Emotion monitoring</p> <ul style="list-style-type: none"> • Stress level monitoring • FACE (Facial expression, awareness, compassion, emotions)

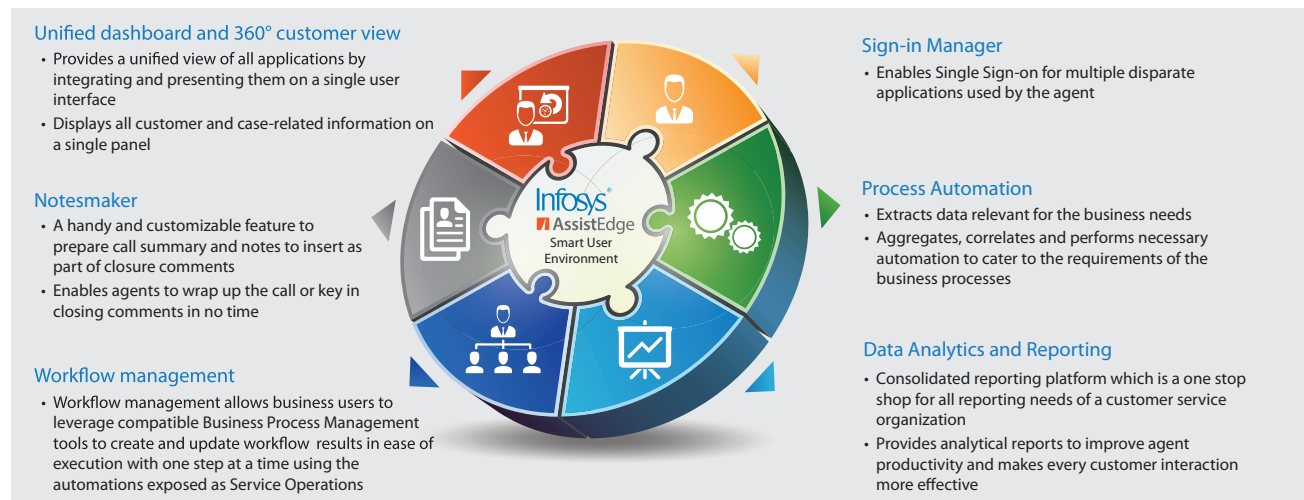
Customer experience modernization

Infosys AssistEdge is a unique innovative suite designed to help clients provide end-to-end modernization of the customer service experience. Surveys have shown that narrating the same problem to multiple service agents on the same or on different channels is one of the biggest sources of customer frustration. This also leads to companies and their service agents spending a large part of their work time attending to repeat calls from irate customers.

Infosys AssistEdge is the first customer service product for contact centers that delivers an integrated cross-channel experience, covering web, chat, phone and social media, thereby transforming contact centers from issue resolution centers to revenue-generating units. The platform provides a unique context-passing capability and self-help technology — provided on an intuitive dashboard thereby enhancing the agent productivity by 25% while delivering a superior customer experience.

We enable organizations to realize faster return on investment through improved agent efficiency, reduced call volumes, and quicker go-live periods. Enterprises have been able to break even on their investments in three months while tripling their returns in their first year.

Infosys AssistEdge Smart User Environment



Widening the reach of cooperative banks in India

The Short Term Cooperative Credit Structure (STCCS) in India plays an important role in widening the reach of institutional credit both from a geographic and socio-economic perspective. The extensive branch network with reach in remote areas makes them an important channel for achieving greater financial inclusion. The STCCS, in a majority of Indian states, has three tiers, comprising State Cooperative Banks (SCBs) at the apex level, Central Cooperative Banks (CCBs) at the intermediate level and Primary Agriculture Credit Societies (PACS) at the village level.

As part of a larger mandate to develop the agriculture and rural sector, there was a need to bring the SCBs and CCBs to a common technology platform to make the credit delivery system faster and easier as also to incubate financial inclusion initiatives. The larger intention was to facilitate the use of optimal technology in rural financial sector to propagate the financial inclusion process faster than the currently-existing trend.

Finacle®, our core banking solution, along with a leading systems integrator, was chosen as the appropriate technology solution for 104 SCBs and CCBs having a branch network of 3,595. Our objective was to lay down the entire technology platform under the Application Service Provision (ASP) model to enable the participating SCBs and CCBs across India, to conduct their banking and financial inclusion business seamlessly in an integrated environment.

Within a span of 20 months, 104 banks with over 3,583 branches and 20,000 users are live with Finacle®. It mainly provides capabilities in the following lines of business: Core banking (deposits, savings and investment and loans, credit and lending), internet banking and mobile banking, ATM / POS, customer information, non-banking financial products, and transactions and payments processing.

The project has provided the following advantages to these banks:

- **Greater scalability:** Starting from a relatively low transactional volume in the initial stages, the banks have been equipped to cater to significant increases in transactional volumes because of a system roll-out and greater participation of rural citizens in the banking process.
- **Enabling new business models:** The technology adoption endeavor has presented a critical change in the focus of the banks to becoming a customer-centric organization and the most secured vehicle for credit dispensation to the larger mass of the financially-excluded population.
- **New lines and new channels:** The banks are able to seamlessly establish new lines of business such as integrated lending, investment advisory, insurance, deposit garnering, livelihood financing, and main delivery vehicle for government-sponsored poverty alleviation, developmental schemes, as well as to establish new channels for the distribution of products and services to customers.

- **Business efficiencies:** The banks in their new technological avatar are highly positioned to demonstrate improved operational effectiveness and efficiency, resource management, and performance management. The other benefits include the following:
 - The banks are enabled to offer a wider and more flexible product portfolio and improved customer service
 - Enhanced availability of Management Information System (MIS) for more effective management control and monitoring
 - Compliance with regulatory requirements in operations and reporting
 - Facilitation of faster, cheaper and efficient financial inclusion

Technology plays a crucial role in taking companies as well as their clients towards their sustainability goals. Our solutions are helping banks reposition themselves to become the principal vehicles for the advancement of financial inclusion of the unbanked population. Equipped with flexibility and analytical capability along the technology landscape, financial institutions can now add value to their sustainable practices. Our solutions supported their vision and strategy and helped the banks deploy these systems within a short period, and integrate and derive operational efficiencies from it. It also helped in significant re-engineering of their business processes including training and enhancing the skills of their employees. The solution helped millions of people from rural and agricultural backgrounds by providing financial instruments. Today, financial inclusion, propagation of government-sponsored programs and participation of the rural population in the mainstream banking activities has become a reality and has led to sustainable development.



Goals and summary

Strategic goals

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

Focus area	Goals 2013-14	Status 2013-14	Goals 2014-15
Frameworks to integrate our business and sustainability goals.	<ul style="list-style-type: none"> Integrate sustainability parameters with our business excellence model – the Infosys Scaling Outstanding Performance (iSOP) framework. 	<ul style="list-style-type: none"> We have integrated sustainability parameters with our business excellence model – iSOP. We have included climate change in our Enterprise Risk Management (ERM) framework. We have included environmental goals in our corporate scorecard. We have drawn up our CSR policy and constituted the Board Committee for CSR. 	<ul style="list-style-type: none"> We will strengthen the rollout of the responsible supply chain policy. We will strengthen the rollout of our responsible citizenship program leveraging the volunteering spirit of Infoscions. We will implement the CSR policy.

Operational goals

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

Focus area	Goals 2013-14	Status 2013-14	Goals 2014-15
Environment			
Carbon	<ul style="list-style-type: none"> We will reduce our per capita carbon intensity by 5% over our fiscal year 2013 levels. 	<ul style="list-style-type: none"> In fiscal year 2014 (scope 1 and 2), we were able to reduce our carbon intensity by 6.65% for India locations. This year, our boundary for reporting includes APAC and other global data centers. We were able to reduce our carbon intensity (scope 1 and 2) by 7.7% including these new regions. Our overall scope 3 emissions have increased by 32% over fiscal year 2013 due to the increase in business travel and changes in the Department for Environment, Food and Rural Affairs (DEFRA) 2013 emission factors for air travel, which now includes the influence of 'radiative forcing' in air travel emissions. The inclusion of radiative forcing has increased the CO2 emission factor by 90% as against the emission factor in DEFRA 2012. 	<ul style="list-style-type: none"> We will reduce our carbon intensity for scope 1 and 2, by 2% over fiscal year 2014 levels.
Electricity consumption	<ul style="list-style-type: none"> We will reduce our per capita electricity consumption by 5% over our fiscal year 2013 levels. 	<ul style="list-style-type: none"> In fiscal year 2014, we have reduced our per capita electricity consumption by 6.17% over fiscal year 2013 levels. 	<ul style="list-style-type: none"> We will reduce our per capita electricity consumption by 2% over fiscal year 2014 levels.
Renewable energy	<ul style="list-style-type: none"> We will increase the share of our renewable energy in our total electricity consumption, by 5% over fiscal year 2013 levels. 	<ul style="list-style-type: none"> We have increased our renewable energy share by 8% over the last fiscal year. This increases our share of renewable energy in our total electricity consumption to 30% till date. 	<ul style="list-style-type: none"> We will increase the share of renewable energy in our total electricity consumption by 2% over fiscal year 2014 levels. We will invest in 40 MW of solar PV plants.

Focus area	Goals 2013-14	Status 2013-14	Goals 2014-15
Water consumption	<ul style="list-style-type: none"> We will reduce our per capita freshwater consumption by 5% over our fiscal year 2013 levels. 	<ul style="list-style-type: none"> We have reduced our per capita freshwater consumption by 1.04% during the year. We have optimized our freshwater consumption through focused efforts over the last six years and we find that there is limited scope for further reduction. Hence, we have revised our water goals. 	<ul style="list-style-type: none"> We will reduce our per capita freshwater consumption by 1% over our fiscal year 2014 levels
	<ul style="list-style-type: none"> We will embark on ground water sequestration to conserve more fresh water than we consume in fiscal year 2014 through rigorous rainwater harvesting strategies. 	<ul style="list-style-type: none"> During this fiscal year, we have constructed six deep well injection systems at our Jaipur campus, one reservoir at our Mysore campus with a capacity of 40 million liters, and two reservoirs in Thiruvananthapuram campus with a total capacity of 8 million liters. As of fiscal year 2014, the total capacity of all our reservoirs across campuses is about 250 million liters. 	<ul style="list-style-type: none"> We will implement comprehensive rainwater harvesting strategies in all our new buildings We will establish a scientific methodology to calculate the rainwater recharged at our campuses.
	<ul style="list-style-type: none"> 100% of the wastewater will be recycled and reused on our campuses. 	<ul style="list-style-type: none"> 100% of the wastewater generated in our owned campuses are being recycled and reused within our campuses. 	<ul style="list-style-type: none"> We will strengthen the process of monitoring and measuring wastewater generated, recycled and reused in our campuses.
Solid waste recycling	<ul style="list-style-type: none"> We will ensure the segregation of waste at source at all of our campuses. 	<ul style="list-style-type: none"> We have standardized our infrastructure and processes to ensure segregation of waste at source in all our campuses. 	<ul style="list-style-type: none"> We will ensure 100% of our waste is segregated at source.
	<ul style="list-style-type: none"> 25% of organic waste will be treated onsite through composting or at biogas plants. 	<ul style="list-style-type: none"> Infrastructure has been set up to treat about 27% of organic waste onsite. 	<ul style="list-style-type: none"> 50% of food waste will be treated onsite, through biogas plants / composting. 50% of our garden waste will be treated onsite by composting or mulching
	<ul style="list-style-type: none"> Our focus will be on minimizing waste going to landfills. 	<ul style="list-style-type: none"> 53% of paper cups and 89% of paper plates used in food courts have been replaced with reusable alternatives minimizing waste going to landfill. 	<ul style="list-style-type: none"> Substitute 100% of identified disposables used in food courts with eco-friendly alternatives.
	<ul style="list-style-type: none"> We will follow the Green Rating for Integrated Habitat Assessment (GRIHA) standards for construction waste management at all our construction sites. 	<ul style="list-style-type: none"> GRIHA standards of construction waste management are being implemented at all our sites. Construction waste management guidelines has been created and the status against the guideline is reviewed through weekly reports. 	<ul style="list-style-type: none"> We will review the adequacy of waste disposal practices at all our construction sites and ensure that alternate environmentally sound disposal methods are identified as required.
Biodiversity	<ul style="list-style-type: none"> We will grow 100,000 saplings on our campuses, which are native to each region in fiscal year 2014. 	<ul style="list-style-type: none"> In fiscal year 2014, we have planted about 102,190 saplings. 	<ul style="list-style-type: none"> We will grow 25,000 saplings on our campuses in fiscal year 2015.
Suppliers			
Supply chain	<ul style="list-style-type: none"> We will strengthen our supply chain processes to capture sustainability-related information. 	<ul style="list-style-type: none"> We have strengthened our responsible supply chain processes and launched the Supplier Code of Conduct. 	
	<ul style="list-style-type: none"> We will establish a process to audit our critical suppliers on an ongoing basis. 	<ul style="list-style-type: none"> We have established a process to audit our critical suppliers. 	<ul style="list-style-type: none"> Audit 25% of our critical suppliers on responsible supply chain practices.

Focus area	Goals 2013-14	Status 2013-14	Goals 2014-15
Society			
Education	<ul style="list-style-type: none"> We will train 1,000 faculty members and 25,000 students of partner CC engineering colleges through Campus Connect (CC) program. 	<ul style="list-style-type: none"> We have trained 1,476 faculty and 43,282 students from engineering colleges at the end of fiscal year 2014. 	<ul style="list-style-type: none"> We will train 1,000 faculty and 25,000 students from partner CC engineering colleges.
	<ul style="list-style-type: none"> We will co-create and co-teach industry electives by collaborating with around 40 autonomous institutions. 	<ul style="list-style-type: none"> Our industry electives are being offered by 121 institutes and 68 institutes participated in our co-teach sessions. 	<ul style="list-style-type: none"> We will co-teach industry electives along with 40 autonomous institutions.
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Through the Infosys Prize, we have identified and rewarded seven researchers and scientists. 	<ul style="list-style-type: none"> Through the Infosys Prize, we will reward six researchers and scientists.
Employees			
Sustainable engagement	<ul style="list-style-type: none"> We will roll out InFLuence, our volunteer framework, integrating our volunteering effort with social leadership competency development. 	<ul style="list-style-type: none"> We have rolled out InFLuence, our volunteer framework. 	<ul style="list-style-type: none"> We will roll out the Infosys volunteering tool. We will continue to strengthen employee engagement in building social leadership competencies.

Independent Assurance Statement

Introduction

DNV GL represented by DNV Business Assurance India Private Limited 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 2013-14 ('the Report') in its printed and web format, and the referenced information in the Report to the Company's website and Annual Report 2013-14. The engagement was carried out based on the DNV GL Protocol for Verification of Sustainability Reporting ('VeriSustain' - www.dnv.com/moreondnv/cr/; available on request) and focused on verification of non-financial - qualitative and quantitative information (sustainability performance) disclosed in the Report including the underlying management systems and reporting processes.

The intended users of this assurance statement are the management of the Company and readers of the Report. The management of the Company is responsible for all information provided in the Report as well as the processes for collecting, analyzing and reporting the information presented in the printed and web based report, including the maintenance and integrity of the website. Our responsibility in performing this work is regarding the verification of the non-financial - qualitative and quantitative information (sustainability performance) disclosed in the Report only and in accordance with the scope of work agreed with the management of the Company. The assurance engagement is based on the assumption that the data and information provided to us is complete, sufficient and authentic. We disclaim any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this assurance statement. Our assurance engagement was planned and carried out in April – June 2014.

Scope, Boundary and Limitations of Assurance

The scope of assurance included the review of Economic, Environmental and Social disclosures in the Report. In particular, the assurance engagement included:

- Review the Report against the requirement of VeriSustain with moderate level of assurance;
- The verification of the qualitative and quantitative information on sustainability performance disclosed in the Report prepared by Infosys based on Global Reporting Initiative G4 Sustainability Reporting Guidelines (GRI G4), and covering economic, environmental and social performance for the activities undertaken by the Company over the reporting period 1st April 2013 to 31st March 2014 and disclosed in this Report;
- Review of the policies, initiatives, practices and performance described in the non-financial - qualitative and quantitative information (sustainability performance) reported and referenced in the Report;
- Evaluation of the disclosed information in the Report, both General and Specific standard disclosures, 'in accordance – Comprehensive' reporting requirements covering the systems, and the processes which Infosys has in place for adherence to the reporting principles set out in GRI G4;
- Confirmation of sustainability disclosures related to GRI G4 - 'in accordance – Comprehensive' as declared by Infosys.

The reporting aspect boundary is based on the internal and external materiality assessment predominantly covering Infosys' Indian operations, including the key supply chain activities as set out in the report. During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement, except few disclosures related to remuneration which are set out in the report as sensitive and confidential. No external stakeholders were interviewed as part of this assurance engagement.

Verification Methodology

This assurance engagement was planned and carried out in accordance with 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 Centers located in India i.e. Bangalore (Electronic City), Hyderabad, Pune (Phase I & II) and Trivandrum (SEZ). During the assurance engagement, we adopted a risk-based approach, i.e. we concentrated our verification efforts on the issues of high material relevance to Infosys' business and its key stakeholders.

As part of the engagement, we have 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.

Conclusions

In our opinion, based on the scope of this assurance engagement, the non-financial - qualitative and quantitative information (sustainability performance) reported, including the referenced information provides a fair representation of the sustainability related strategies, management systems and performance. The Report meets the general content and quality requirements of GRI G4 i.e.,

- **General Standard Disclosures:** We reviewed the General Standard Disclosures reported in this Report and we are of the opinion that the reported information generally meets the reporting requirements for 'in accordance – Comprehensive' and the reasons for certain non-disclosures are explained with reference to omission criteria.
- **Specific Standard Disclosures:** We reviewed the Specific Standard Disclosures reported in this Report and we are of the opinion that the reported information generally meets the disclosure requirements for 'in accordance – Comprehensive' covering Generic Disclosures on Management Approach (DMA) and Performance Indicators for identified material Aspects as below:

Economic

- Economic Performance – G4-EC1 to 4;

Environment

- Energy – G4-EN3 to 6;
- Water – G4-EN8 & 10;
- Emissions – G4-EN15 to 21;
- Effluents and Waste – G4-EN22 to 24;
- Compliance – G4-EN29;
- Environmental Grievance Mechanisms – G4-EN34;

Social

Labour Practices and Decent Work

- Employment – G4-LA1 to 3;
- Occupational Health and Safety – G4-LA5 to 8;
- Training and Education – G4-LA9 to 11;
- Supplier Assessment for Labour Practices – G4-LA14 & 15;
- Labour Practices and Grievance Mechanisms – G4-LA16;

Human Rights

- Investment – G4-HR1&2;
- Non-discrimination – G4-HR3;
- Freedom of Association and Collective Bargaining – G4-HR4;
- Assessment – G4-HR9;
- Supplier Human Rights Assessment – G4-HR10 & 11;
- Human Rights Grievance Mechanisms – G4-HR12;

Society

- Anti-corruption – G4-SO3 to 5;
- Compliance – G4-SO8;

Product Responsibility

- Product and Service Labeling – G4-PR5;
- Marketing Communications – G4-PR7;
- Customer Privacy – G4-PR8;
- Compliance – G4-PR9.

We have evaluated the Report’s adherence to the following principles of VeriSustain on a scale of ‘Good’, ‘Acceptable’ and ‘Needs Improvement’:

Stakeholder Inclusiveness: The stakeholder identification and engagement process includes engagement with key stakeholders of business verticals to identify key sustainability challenges and concerns through different channels. The material issues emerging from the stakeholder engagement were collected and prioritized, and the results are fairly reflected in the Report. In our view, the level at which the Report adheres to this principle is ‘Good’.

Materiality: The Company has carried out the materiality assessment based on requirements of GRI G4. Inputs to materiality determination consider the aspects that are internally and externally material to the organization and concerns of stakeholders. In our view, the level at which the Report adheres to this principle is ‘Good’.

Responsiveness: We consider that the response to key stakeholder concerns through its policies, management systems and governance mechanisms are fairly reflected in the Report. In our view, the level at which the Report adheres to this principle is ‘Good’.

Completeness: The Report has fairly reported the General and Specific Standard Disclosures including the management approach, monitoring systems and sustainability performances indicators against GRI G4 requirements corresponding to ‘in accordance – Comprehensive’. However few disclosures/performance indicators - internal and external to the Company for geo-locations beyond Indian operations - are partially reported/responded. The Company has confirmed that the systems for aggregating data for these disclosures are being developed. In our view, the level at which the Report adheres to this 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 these 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 this principle is ‘Good’.

Neutrality: The disclosures related to sustainability issues and performances are reported in a neutral tone, in terms of content and presentation. In our view, the level at which the Report adheres to this principle is ‘Good’.

Opportunities for Improvement

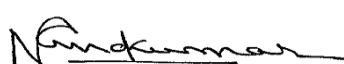
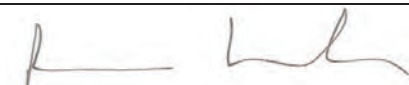
The following is a summary of observations and further opportunities for improvement reported back to the management of Infosys and are not considered for drawing our conclusion on the Report; however, they are indeed consistent with the management’s objectives already in place:

- The stakeholder engagement process may be further strengthened based on multi-stakeholder engagement mechanism; consolidate key stakeholder concerns across geo-locations of Infosys’ operations, and disclose key risks and its financial implications.
- A system for periodic communication of sustainability performance may be evolved to disclose key sustainability performance disclosures in the Company’s website for the benefit of stakeholders.
- A comprehensive supply chain risk assessment covering the value chain partners will help in evolving appropriate sustainability strategies to manage risks.

Our Competence and Independence

We are a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. While we did conduct other third party assessment work with Infosys in 2013-14, in our judgement this does not compromise the independence or impartiality of our assurance engagement or associated findings, conclusions and recommendations. We were not involved in the preparation of any statements or data included in the Report except for this assurance statement. DNV GL maintains complete impartiality toward internal stakeholders interviewed during the verification process.

For DNV GL

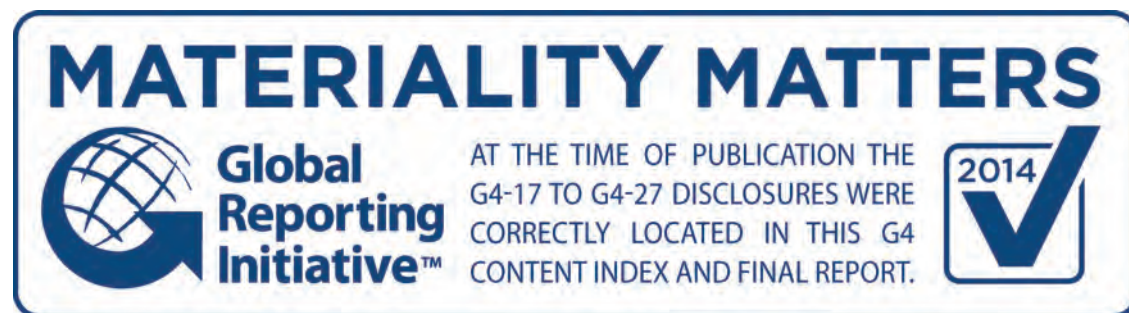
 Vadakepatth Nandkumar Project Manager, Head – Sustainability and Climate Change, DNV Business Assurance India Private Limited, India.	 Prasun Kundu Assurance Reviewer, DNV Business Assurance India Private Limited, India.
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4th June 2014, Bangalore, India.

GRI reporting framework G4 – Content index

Our integrated Annual Report 2013-14, which includes our financial disclosures, the Business Responsibility Report, the Additional Information on our financial disclosures, and our Sustainability Report, is available on our website, <http://www.infosys.com/investors/reports-filings/Pages/index.aspx>. Our Sustainability Report is aligned with the GRI G4 sustainability reporting guidelines.

GRI materiality check



The following table provides the mapping of our disclosures for fiscal year 2014 against the G4 framework requirements :

General standard disclosures

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

Strategy and analysis

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	Annual Report (AR): Introductory section; Letter to the stakeholder: Pages 2-3	–	–	–	Pages 66-67
G4-2	Provide a description of key impacts, risks, and opportunities.	AR: Pages 36-41	–	–	–	Pages 66-67

Legend: AR: Annual Report 2013-14 SR: Sustainability Report 2013-14

Organizational profile

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-3	Report the name of the organization.	AR: Shareholder information : Page 101	–	–	–	Pages 66-67
G4-4	Report the primary brands, products, and services.	Infosys corporate website – About us : http://www.infosys.com/about/Pages/index.aspx	–	–	–	Pages 66-67
G4-5	Report the location of the organization's headquarters.	Infosys corporate website – Contact : http://www.infosys.com/contact/Pages/country.aspx?subsidiary=Infosys&source=contact&country=India	–	–	–	Pages 66-67
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	AR: Global presence : Pages 130-134	–	–	–	Pages 66-67
G4-7	Report the nature of ownership and legal form.	AR: Shareholder information : Page 101	–	–	–	Pages 66-67
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	AR: Segment reporting: Pages 64-65	–	–	–	Pages 66-67
G4-9	Report the scale of the organization, including : <ul style="list-style-type: none"> • Total number of employees • Total number of operations • Net sales (for private sector organizations) or net revenues (for public sector organizations) • Total capitalization broken down in terms of debt and equity (for private sector organizations) • Quantity of products or services provided 	AR: The year at a glance : Pages 4-6, 8-10, Global presence : Pages 130-134, Segment reporting : Pages 64-65	–	–	–	Pages 66-67
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Sustainability Report (SR) – Social contract – Talent management : Page 20	–	–	–	Pages 66-67

Legend: AR: Annual Report 2013-14

SR: Sustainability Report 2013-14

Organizational profile (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	AR: Page 110	–	–	–	Pages 66-67
G4-12	Describe the organization's supply chain.	SR – Responsible supply chain : Pages 29-30	–	–	–	Pages 66-67
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including : <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	AR: Introductory section : Pages 1-2, Letter to the stakeholder : Pages 2-3, Directors' report : Pages 8-9	–	–	–	Pages 66-67
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	AR: Introductory section : Page 3, Letter to the stakeholder : Pages 2-3, Directors' report : Pages 16-17	–	–	–	Pages 66-67
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	AR: Pages 120-121	–	–	–	Pages 66-67
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization : <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	AR: Pages 120-121	–	–	–	Pages 66-67

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Identified material aspects and boundaries

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	AR: Consolidated financial statements: Page 84, Directors' report: Pages 8, 131-134, SR: Aspect boundary: Page 9	–	–	–	Pages 66-67
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	SR: Materiality and stakeholder inclusivity, Aspect boundary: Pages 8-11	–	–	–	Pages 66-67
G4-19	List all the material Aspects identified in the process for defining report content.	SR: Materiality and stakeholder inclusivity, Aspect boundary: Pages 8, 10-11	–	–	–	Pages 66-67
G4-20	For each material Aspect, report the Aspect Boundary within the organization, as follows: <ul style="list-style-type: none"> Report whether the Aspect is material within the organization If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> The list of entities or groups of entities included in G4-17 for which the Aspect is not material or The list of entities or groups of entities included in G4-17 for which the Aspects is material Report any specific limitation regarding the Aspect Boundary within the organization 	SR: Materiality and stakeholder inclusivity, Aspect boundary: Pages 8-9	–	–	–	Pages 66-67
G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: <ul style="list-style-type: none"> Report whether the Aspect is material outside of the organization If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified Report any specific limitation regarding the Aspect Boundary outside the organization 	SR: Materiality and stakeholder inclusivity, Aspect boundary: Page 9	–	–	–	Pages 66-67
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	SR: Summary and goals: Pages 63-65, Emissions: Pages 45-49	–	–	–	Pages 66-67
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	SR: Materiality and stakeholder inclusivity, Aspect boundary: Page 9	–	–	–	Pages 66-67

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Stakeholder engagement

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-24	Provide a list of stakeholder groups engaged by the organization.	SR: Materiality and stakeholder inclusivity: Page 8, AR: Pages 114-116	–	–	–	Pages 66-67
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	SR: Materiality and stakeholder inclusivity: Page 8, AR: Pages 114-116	–	–	–	Pages 66-67
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	SR: Materiality and stakeholder inclusivity: Page 8, AR: Pages 114-116	–	–	–	Pages 66-67
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	AR: Pages 114-116, Introductory section: Pages 3, 4, 6, SR: Our commitment to social contract: Page 14, Materiality and stakeholder inclusivity, Aspect boundary: Pages 8, 9	–	–	–	Pages 66-67

Report profile

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	Reporting period: Fiscal year 2014	–	–	–	Pages 66-67
G4-29	Date of most recent previous report (if any).	Fiscal year 2013	–	–	–	Pages 66-67
G4-30	Reporting cycle (such as annual, biennial).	Annual	–	–	–	Pages 66-67
G4-31	Provide the contact point for questions regarding the report or its contents.	SR: Page 89	–	–	–	Pages 66-67
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	SR: About the report: Page 4	–	–	–	Pages 66-67

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Report profile (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-33	<p>a. Report the organization's policy and current practice with regard to seeking external assurance for the report.</p> <p>b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.</p> <p>c. Report the relationship between the organization and the assurance providers.</p> <p>d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.</p>	SR: About the report : Page 4	–	–	–	Pages 66-67

Governance

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	AR: Board and committees : Infosys Limited, Corporate Governance report : Pages 12, 94, SR: Page 19	–	–	–	Pages 66-67
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	AR: Corporate governance report : Pages 93-97, SR: Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	AR: Corporate governance report : Pages 93-97	–	–	–	Pages 66-67
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	AR: Corporate governance report : Pages 97-99, 114-116, SR: Materiality and stakeholder inclusivity : Page 8	–	–	–	Pages 66-67
G4-38	<p>Report the composition of the highest governance body and its committees by:</p> <ul style="list-style-type: none"> • Executive or non-executive • Independence • Tenure on the governance body • Number of each individual's other significant positions and commitments, and the nature of the commitments • Gender • Membership of under-represented social groups • Competencies relating to economic, environmental and social impacts • Stakeholder representation 	AR: Board and committees : Pages 7-8, Corporate governance report : Pages 90-92	–	–	–	Pages 66-67

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Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	AR: Corporate governance report : Page 91	–	–	–	Pages 66-67
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> • Whether and how diversity is considered • Whether and how independence is considered • Whether and how expertise and experience relating to economic, environmental and social topics are considered • Whether and how stakeholders (including shareholders) are involved 	AR: Corporate governance report : Page 91	–	–	–	Pages 66-67
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> • Cross-board membership • Cross-shareholding with suppliers and other stakeholders • Existence of controlling shareholder • Related party disclosures 	AR: Corporate governance report : Pages 91, 93, 98	–	–	–	Pages 66-67
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	AR: Corporate governance report : Pages 94-97	–	–	–	Pages 66-67
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	AR: Corporate governance report : Pages 99, Policy advocacy : Page 120	–	–	–	Pages 66-67
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	AR: Corporate governance report : Pages 95-96	–	–	–	Pages 66-67

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Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	AR: Risk management report : Pages 39-41, Management discussion and analysis : Pages 36-37, SR: Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	AR: Introductory section : Page 4, Corporate governance report : Page 97, SR: Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	AR: Risk management report : Pages 39-40, Corporate governance report : Pages 93-97	–	–	–	Pages 66-67
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	AR: Page 108, SR: Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-49	Report the process for communicating critical concerns to the highest governance body.	AR: Corporate governance report : Pages 93, 97-99, Shareholder information : Page 102, Business responsibility report : Pages 108, 111-112	–	–	–	Pages 66-67
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	AR: Introductory section	–	–	–	Pages 66-67

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Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-51	<p>a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration :</p> <ul style="list-style-type: none"> • Fixed pay and variable pay <ul style="list-style-type: none"> – Performance-based pay – Equity-based pay – Bonuses – Deferred or vested shares • Sign-on bonuses or recruitment incentive payments • Termination payments • Clawbacks • Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	AR: Corporate governance report : Pages 92-93	–	–	–	Pages 66-67
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	AR: Corporate governance report : Pages 95-96	–	–	–	Pages 66-67
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	AR: Corporate governance report : Pages 95-96	–	–	–	Pages 66-67
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	AR: Corporate governance report : Page 91, Statement pursuant to Section 212 of the Companies Act, 1956 : Pages 24-27, SR: Materiality aspects and scope : Page 11		The information is subject to specific confidentiality constraints	Individual compensation is a confidential information as per the policy of the Company	No
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	AR: Corporate governance report : Page 91, Statement pursuant to Section 212 of the Companies Act, 1956 : Pages 24-27, SR: Materiality aspects and scope : Page 11		The information is subject to specific confidentiality constraints	Individual compensation is a confidential information as per the policy of the company	No

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Ethics and Integrity

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	AR: Page 108, Corporate governance report : Page 99, SR: Page 19	–	–	–	Pages 66-67
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	AR: Page 108, Corporate governance report : Pages 90, 98, SR: Page 19	–	–	–	Pages 66-67
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	AR: Page 108, Corporate governance report : Pages 97-99, SR: Page 19	–	–	–	Pages 66-67

Specific standard disclosures

Economic

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Economic performance						
G4-DMA	Generic Disclosures on Management Approach	AR: Introductory section, CEO and CFO Certification: Page 42 SR: Pages 10, 15	–	–	–	Pages 66-67
G4-EC1	Direct economic value generated and distributed	SR: Page 15	–	–	–	Pages 66-67
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	AR: Risk management report : Pages 39-41, Business responsibility report : Page 118	The financial implications of the risk or opportunity	The information is currently unavailable	We are in the process of streamlining the financial implications of climate change impacts	Pages 66-67
G4-EC3	Coverage of the organization's defined benefit plan obligations	SR: Talent management : Page 20, AR: Retirement benefits to employees : Page 50, Consolidated financial statements : Page 83	–	–	–	Pages 66-67
G4-EC4	Financial assistance received from government	AR: Management's discussion and analysis: Page 31	–	–	–	Pages 66-67

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Environmental

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Energy						
G4-DMA	Generic Disclosures on Management Approach	SR: Resource intensity – Powering change through resource innovation : Page 40	–	–	–	Pages 66-67
G4-EN3	Energy consumption within the organization	SR: Resource intensity – Our resource footprint – Energy : Pages 44-45, Data computational methods : Page 47	–	–	–	Pages 66-67
G4-EN4	Energy consumption outside of the organization	SR: Resource intensity – Our resource footprint – Energy : Pages 44-45, Data computational methods : Page 47	–	–	–	Pages 66-67
G4-EN5	Energy intensity	SR: Resource intensity – Our resource footprint – Energy : Pages 44-45	–	–	–	Pages 66-67
G4-EN6	Reduction of energy consumption	SR: Resource intensity – Our resource footprint – Energy : Pages 44-45	–	–	–	Pages 66-67
G4-EN7	Reductions in energy requirements of products and services	Not applicable	Reductions in energy requirements of products and services	The Standard Disclosure or part of the Standard Disclosure is not applicable.	We are an IT services and consulting company. Our energy reduction for the services provided is already covered under EN6 above.	No
Water						
G4-DMA	Generic Disclosures on Management Approach	SR: Resource intensity – Powering change through resource innovation : Page 40	–	–	–	Pages 66-67
G4-EN8	Total water withdrawal by source	SR: Resource intensity – Our resource footprint – Water : Page 43	–	–	–	Pages 66-67
G4-EN9	Water sources significantly affected by withdrawal of water	SR: Resource intensity – Our resource footprint – Water : Page 43	–	–	–	No
G4-EN10	Percentage and total volume of water recycled and reused	SR: Resource intensity – Our resource footprint – Wastewater treatment : Page 44	–	–	–	Pages 66-67
Emissions						
G4-DMA	Generic Disclosures on Management Approach	SR: Statement from the Executive Vice Chairman – Page 6, Powering change through resource innovation : Page 40	–	–	–	Pages 66-67
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR: Resource intensity – Our resource footprint – Emissions : Page 46, Data computational methods : Pages 47-49	–	–	–	Pages 66-67

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Environmental (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	SR: Resource intensity – Our resource footprint – Emissions: Page 46, Data computational methods: Pages 47-49	–	–	–	Pages 66-67
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	SR: Resource intensity – Our resource footprint – Emissions: Page 46, Data computational methods: Pages 47-49	–	–	–	Pages 66-67
G4-EN18	Greenhouse gas (GHG) emissions intensity	SR: Resource intensity – Our resource footprint – Emissions: Page 46, Data computational methods: Pages 47-49	–	–	–	Pages 66-67
G4-EN19	Reduction of greenhouse gas (GHG) emissions	SR: Resource intensity – Our resource footprint – Emission reduction initiatives: Pages 41-42, 44-45	–	–	–	Pages 66-67
G4-EN20	Emissions of ozone-depleting substances (ODS)	SR: Resource intensity – Our resource footprint – Emissions: Page 47	–	–	–	Pages 66-67
G4-EN21	NOx, SOx, and other significant air emissions	SR: Resource intensity – Our resource footprint – Emissions: Pages 46, 47	–	–	–	Pages 66-67
Effluents and waste						
G4-DMA	Generic Disclosures on Management Approach	SR: Resource intensity – Powering change through resource innovation: Page 40	–	–	–	Pages 66-67
G4-EN22	Total water discharge by quality and destination	SR: Resource intensity – Wastewater treatment: Page 44	–	–	–	Pages 66-67
G4-EN23	Total weight of waste by type and disposal method	SR: Resource intensity – Waste management: Page 49	–	–	–	Pages 66-67
G4-EN24	Total number and volume of significant spills	SR: Resource intensity – Waste management: Page 50	–	–	–	Pages 66-67
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not applicable	–	The Standard Disclosure or part of the Standard Disclosure is not applicable	Our operations do not involve transportation of any waste or hazardous materials across international borders.	No
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	SR: Resource intensity – Wastewater treatment: Page 44	–	–	–	No

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Environmental (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR: Resource intensity – Powering change through resource innovation : Page 40	–	–	–	Pages 66-67
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	SR: Resource intensity – Environmental compliance : Page 43	–	–	–	Pages 66-67
Environmental grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR: Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	SR: Resource intensity : Page 43	–	–	–	Pages 66-67

Social: Labor practices and decent work

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Employment						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14	–	–	–	Pages 66-67
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	SR: Social contract – Talent management : Page 20	–	–	–	Pages 66-67
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	SR: Social contract – Talent management : Page 20	–	–	–	Pages 66-67
G4-LA3	Return to work and retention rates after parental leave, by gender	SR: Social contract – Equal opportunity : Page 26	–	–	–	Pages 66-67
Labor / management relations						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14	–	–	–	Pages 66-67
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	SR: Social contract – Talent management : Page 20	–	–	–	No

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Social: Labor practices and decent work (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Occupational health and safety						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Pages 14, Occupational health and safety : Pages 27-29	–	–	–	Pages 66-67
G4-LA5	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	SR: Social contract – Freedom of association : Page 21, Occupational health and safety : Page 27	–	–	–	Pages 66-67
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	SR: Social contract – Occupational health and safety : Page 28	Occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR)	The information is currently unavailable	We currently do not have systems in place to capture information about absenteeism rate and occupational disease rate.	Pages 66-67
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	SR: Social contract – Occupational health and safety : Page 27	–	–	–	Pages 66-67
G4-LA8	Health and safety topics covered in formal agreements with trade unions	SR: Social contract – Freedom of association : Page 21	–	–	–	Pages 66-67
Training and education						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14	–	–	–	Pages 66-67
G4-LA9	Average hours of training per year per employee by gender, and by employee category	SR: Social contract – Talent management : Pages 22, 23	–	–	–	Pages 66-67
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	SR: Social contract – Talent management : Pages 22-24	Trainings related management of career endings resulting from retirement or termination of employment	The information is currently unavailable.	We have a very young workforce with an average age of about 27 years. Hence, we have not planned programs for career ending at the moment.	Pages 66-67
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	SR: Social contract – Talent management – Performance and career management : Page 25	–	–	–	Pages 66-67

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Social: Labor practices and decent work (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Diversity and equal opportunity						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14	–	–	–	Pages 66-67
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	AR: Corporate Governance Report : Pages 90-91, 94-97, 110, SR: Materiality aspects and scope : Page 11	Breakdown of employees per employee category minority group membership, and other indicators of diversity	The information is currently unavailable.	We are strengthening our systems and processes to capture diversity indicators at the management level across the organization	No
Supplier assessment for labor practices						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14, Responsible Supply chain : Pages 29-31, Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	SR: Social contract – Responsible supply chain : Page 29	–	–	–	Pages 66-67
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	SR: Social contract – Responsible supply chain : Pages 30, 31	–	–	–	Pages 66-67
Labor practices grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14, Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	SR: Social contract – Equal opportunity – Hearing and resolving issues : Page 26	–	–	–	Pages 66-67

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Social: Human rights

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Investment						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14	–	–	–	Pages 66-67
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	SR: Social contract – Compliance and anti-corruption : Page 19, Human rights : Page 25	–	–	–	Pages 66-67
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	SR: Social contract – Compliance and anti-corruption : Page 25, Talent enablement : Pages 23-24	–	–	–	Pages 66-67
Non-Discrimination						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14, Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-HR3	Total number of incidents of discrimination and corrective actions taken	SR: Social contract – Equal opportunity – Hearing and resolving issues : Page 26	–	–	–	Pages 66-67
Freedom of association and collective bargaining						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14, Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	SR: Social contract – Talent management – Freedom of association : Page 21, Responsible supply chain : Pages 29-31 (CBA in supply chain is not relevant for our sector)	–	–	–	Pages 66-67
Assessment						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14, Statement from the Executive Vice Chairman : Page 6	–	–	–	Pages 66-67
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	SR: Social contract, Human rights : Page 25, Responsible supply chain : pages 29-31	–	–	–	Pages 66-67

Legend: AR: Annual Report 2013-14

SR: Sustainability Report 2013-14

Social: Human rights (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Supplier human rights assessment						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Statement from the Executive Vice Chairman: Page 6, Responsible supply chain: Page 29	–	–	–	Pages 66-67
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	SR: Social contract – Responsible supply chain: Page 29	–	–	–	Pages 66-67
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	SR: Social contract – Responsible supply chain: Page 30	–	–	–	Pages 66-67
Human rights grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract: Page 14, Human rights: Page 25, Responsible supply chain: page 29	–	–	–	Pages 66-67
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	SR: Social contract – Equal opportunity – Hearing and resolving issues: Page 26	Number of grievances for external stakeholders (suppliers and local community)	The information is currently unavailable	The process of recording the number of grievances for external stakeholders – suppliers and local community, needs to be streamlined	Pages 66-67

Social: Society

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Anti-corruption						
G4-DMA	Generic Disclosures on Management Approach	SR: Materiality matrix: Page 10, Social contract – Our commitment to social contract: Page 14,	–	–	–	Pages 66-67
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	AR: Risk management report: Pages 39-41, SR: Compliance and anti-corruption: Page 19	–	–	–	Pages 66-67
G4-SO4	Communication and training on anti-corruption policies and procedures	SR: Social contract – Compliance and anti-corruption: Page 19	–	–	–	Pages 66-67
G4-SO5	Confirmed incidents of corruption and actions taken	SR: Social contract – compliance and anti-corruption: Page 19	–	–	–	Pages 66-67

Legend: AR: Annual Report 2013-14 SR: Sustainability Report 2013-14

Social: Society (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR: Materiality matrix: Page 10, Social contract – Our commitment to social contract: Page 14	–	–	–	Pages 66-67
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	SR: Social contract – Compliance and anti-corruption: Page 21, Client value: Pages 16, 17	–	–	–	Pages 66-67

Social: Product responsibility

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Product and service labeling						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Client value: Page 16	DMA for product and service labeling	The Standard Disclosure or part of the Standard Disclosure is not applicable	The DMA specifically with respect to product and service labeling is not applicable given that we are an IT services company and do not deal with products. We have, however, included our DMA on client satisfaction in the 'Client value' section of our report	Pages 66-67
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	Not applicable	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with products or services which require labeling.	No
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not applicable	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with products or services which require labeling.	No
G4-PR5	Results of surveys measuring customer satisfaction	SR: Social contract – Client value: Page 16	–	–	–	Pages 66-67

Legend: AR: Annual Report 2013-14

SR: Sustainability Report 2013-14

Social: Product responsibility (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Marketing Communications						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Our commitment to social contract : Page 14, Marketing communication and brand management : Page 18	–	–	–	Pages 66-67
G4-PR6	Sale of banned or disputed products	Not applicable	Sale of banned or disputed products	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with sale of any products – banned or disputed	No
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	SR: Social contract – Marketing communication and brand management : Page 18	–	–	–	Pages 66-67
Customer privacy						
G4-DMA	Generic Disclosures on Management Approach	SR: Information security and data privacy: Page 17	–	–	–	Pages 66-67
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	SR: Social contract – Information security and data privacy: Page 17	–	–	–	Pages 66-67
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR: Social contract – Information security and data privacy: Page 17, Materiality matrix: Page 10 <i>Note: Being an IT services company, we are regulated by data privacy</i>	–	–	–	Pages 66-67
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	SR: Social contract – Information security and data privacy section : Page 17	–	–	–	Pages 66-67

Legend: AR: Annual Report 2013-14 SR: Sustainability Report 2013-14

Acronyms

ASHI	Anti Sexual Harassment Initiative	GHI	Global Horizontal Irradiance
ACTION	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	GW	Gigawatt
ASTD	American Society for Talent and Development	GHI	Global Horizontal Irradiance
APAC	Asia Pacific	GSM	Global System for Mobile Communications
AHRI	Australian Human Resources Institute	GPS	Global Positioning System
ASP	Application Service Provision	HALE	Health Assessment and Lifestyle Enrichment
BPO	Business Process Outsourcing	HEAR	Hearing Employees and Resolving
BMS	Building Management System	HR	Human Resources
CC	Campus Connect	HES	Higher Education Support
CEO	Chief Executive Officer	HFC	Hydrofluorocarbon
CEA	Central Electricity Authority	HSD	High Speed Diesel
CDP 3.0	Competency Development Program 3.0	HSEMS	Health, Safety and Environmental Management System
CDP	Carbon Disclosure Project	HVAC	Heating, Ventilation and Air conditioning
CCB	Central Cooperative Bank	ICT	Information and Communications Technology
CII	Confederation of Indian Industry	IP	Intellectual Property
CRISIL	Credit Rating Information Services of India Limited	ISO	International Organization for Standardization
CTY	Catch Them Young	ISF	Infosys Science Foundation
C-LIFE	Client value, Leadership by example, Integrity and transparency, Fairness, Excellence	IFRS	International Financial Reporting Standards
CVS	Client Value Survey	ILI	Infosys Leadership Institute
CFG	Client Facing Group	InFLUENCE	Infosys Framework for Learning Using External Community Engagement
CGR	Corporate Governance Rating	iCOE	I, Citizen of Earth
CSR	Corporate Social Responsibility	ITA	Infosys Transition Advantage
CMO	Chief Marketing Officer	ICIP	Infosys Continuous Integration Platform
DC	Development Center	ITSMA	Interactive Technology Software and Media Association
DCM	Data Center Modernization	IPCC	Intergovernmental Panel on Climate Change
D&I	Diversity & Inclusion	IoT	Internet of Things
DSCI	Data Security Council of India	IWIN	Infosys Women's Inclusivity Network
DEFRA	Department for Environment, Food and Rural Affairs	IPr	Individual Productivity Framework
DG	Diesel generators	IGLU	Infosys Gay, Lesbian employees and You
DR	Disaster recovery	IDP	Individual Development Program
ETA	Education, Training and Assessment	iESS	Infosys Electronic Signature Solution
EEB	Energy Efficiency in Buildings	iSOP	Infosys Scaling Outstanding Performance
ELF	Engagement Level Feedback	IOPS	Input Output Operations Per Second
ERM	Enterprise Risk Management	JAM	Just a Minute
ESAT	Employee Satisfaction Survey	KM	Knowledge Management
ESG	Environmental, Social and Governance	kl	Kilo liter
EPI	Energy Performance Index	kW	Kilowatt
EMEA	Europe, Middle East and Africa	kWh	Kilowatt hour
ECG	Electrocardiography	LEED	Leadership in Energy and Environmental Design
FIS	Federation of International Services	LITMUS	Let's Interact on Themes that Matter to Us
FACE	Facial Expression, Awareness, Compassion, Emotions	LPG	Liquefied Petroleum Gas
FC	Fiber Channel	LGBT	Lesbian, Gay, Bisexual, and Transgender
GEC	Global Education Centre	MAKE	Most Admired Knowledge Enterprise
GHG	Greenhouse gas	MSA	Master Service Agreement
GJ	Giga Joules	MSMED	Micro, Small and Medium Enterprises Development
GRI	Global Reporting Initiative	MBE	Minority Business Enterprises
GVC	Governance and Value Creation	MT	Metric tonnes
GAAP	Generally Accepted Accounting Principles	MW	Megawatt
GAR	Global Academic Relations	MIS	Management Information System
GB	Gigabyte	NGO	Non-Governmental Organization
GDP	Gross Domestic Product	NASSCOM	National Association of Software Companies
GRIHA	Green Rating for Integrated Habitat Assessment	NEM	Net Energy Metering
GWP	Global Warming Potential	NCWE	National Council for Work Experience
		NCV	Net Calorific Value
		NOA	National Outsourcing Association
		NOx	Nitrogen oxides
		OHSMS	Occupational Health and Safety Management System

OH&S	Occupational Health & Safety
ODP	Ozone Depleting Potential
ODS	Ozone Depleting Substances
PMCoE	Project Management Center of Excellence
PSPD	Predictability, Sustainability, Profitability and De-risking
PPE	Personnel Protective Equipment
PV	Photovoltaics
PLC	Power Line Communication
PCB	Pollution Control Board
PCA	Pressure Compensating Aerators
PACE	Partnership to Advance Clean Energy
PACS	Primary Agriculture Credit Societies
POS	Point of Sale
REAP	Requirement Elicitation and Analysis Framework
RPO	Recovery Point Objective
RTO	Recovery Time Objective
R&D	Research & Development
SAN	Storage Area Network
SATA	Serial Advanced Technology Attachment
SSD	Solid State Disks

SAS	Serial Attached SCSI
SCB	State Cooperative Bank
SOx	Sulphur oxide
SEBI	Securities and Exchange Board of India
STPi	Software Technology Park of India
STCCS	Short Term Cooperative Credit Structure
t	Tonne
tCO2e	Tonnes of carbon dioxide equivalent
TCO	Total Cost of Ownership
TAFF	Talent Acquisition and Fulfillment Function
UNGC	United Nations Global Compact
UNHRC	United Nations Human Rights Council
UTRC	United Technologies Research Center
UPS	Uninterruptible Power Supply
VIVA	Visioning, Inculcating, Valuing, and Assessing
WBCSD	World Business Council for Sustainable Development
WBE	Women's Business Enterprises
WEF	World Economic Forum
WWF	World Wildlife Fund

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