







## About the report

This is our eighth year of reporting on sustainability disclosures. Since last year, we have been aligning our reporting to the integrated format, encompassing economic, social and environmental parameters. In 2014, we became the first IT company in the world to publish our sustainability disclosures in accordance with the Global Reporting Initiative's G4 (comprehensive) guidelines. Our integrated Sustainability Report showcases the maturity of our sustainability management system and 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, deciding management approaches, implementing action plans, and assessing output and outcomes. Our disclosures include:

**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 content index is available

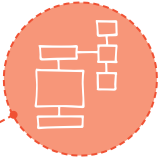
in the *GRI reporting framework G4 – Content Index* section of this report. The report is also aligned with the United Nations Global Compact (UNGC) principles and forms the basis of our communication on progress (CoP) with the UNGC each year.

The reporting boundary for our disclosures covers the Infosys Group, including subsidiaries, on the social, environmental and economic parameters (unless otherwise stated). Our boundary for material environmental disclosures includes all our significant global locations worldwide and suppliers' operations within our campuses, and does not include client sites.

The Corporate Sustainability team works in collaboration with internal and external stakeholders under the leadership of our Executive Vice President and Head of Infrastructure and Sustainability, U. Ramadas Kamath, to institutionalize sustainability policies, processes and practices. He is also responsible for reviewing and approving the Sustainability Report.

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

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## Sustainability – A business imperative

“ Infosys has been at the forefront of the movement to plan action against climate change ”

The *Global Risks 2015* report released by the World Economic Forum identifies the failure to adapt to climate change as one of the major risks for the coming decade. The nexus of food, water, energy and climate change has been identified by the US National Intelligence Council as one of the four overarching mega-trends that will shape the world in 2030.

Enterprises today can no longer turn a blind eye to the environment and the rapid depletion of natural resources. While we are making laudable economic progress, some of it is taking a toll on the limited resources on our planet and causing adverse variations in the climate, which in turn threaten to jeopardize future progress. The



**Ramadas Kamath U.**

*Executive Vice President and Head – Infrastructure, Facilities, Administration, Security, and Sustainability*

threat is no longer theoretical, we have started experiencing the initial impact of climate change on our businesses and daily life.

Climate change poses a grave risk to companies like ours on several fronts. Firstly, an energy crisis is looming large on the horizon, threatening to disrupt our business and increase cost of operations. Secondly, the impact of rising temperature levels on fresh water bodies is enormous and could affect day-to-day operations of large organizations like ours. Thirdly, the rising incidence of natural disasters due to climate change may have a huge impact on assets, employees and business continuity.



Infosys has always been at the forefront of the movement to chart an action plan towards mitigating the adverse impact of climate change. In 2008, we became the first Information and Communications Technology (ICT) company in India to declare a goal of becoming carbon neutral by fiscal 2018 at the United Nations. We promised to reduce our per capita electricity consumption by 50%, meet 100% of our electricity requirements from renewable energy sources, and reduce our carbon intensity. We have made significant progress towards achieving our targets. At the end of fiscal 2015, we have reduced our per capita consumption of electricity by 46%. About 30% of our energy requirements are met through renewable sources, and we have a well-defined plan to expand the share of renewables to address the chronic energy crisis in India. This year, we also became the first Indian company to join the RE100, a global platform for major companies committed to 100% renewable power. We have also lined up an investment outlay of US \$65 million to explore carbon-offset projects in an attempt to meet our commitment by 2018.

As we look back on the year gone by, we feel happy with our performance and look forward to the future with excitement, as we implement our *Renew and New* strategy for our clients and ourselves.

We continue to innovate on improving energy performance in buildings. We used high-quality engineering to develop Radiflux radiant panels in-house, which are twice as efficient as other products available in the market, at less than half the cost, and 50% less time required for installation. We were awarded the Leadership in Energy and Environment Design (LEED) India Platinum rating for two of our buildings in Bengaluru and Chennai in fiscal 2015. We now have 12 LEED Platinum-rated buildings and two buildings with the Green Rating for Integrated Habitat Assessment (GRIHA) 5-star rating, making it a total of about 3.8 million sq. ft. of buildings having the highest level of green certification, as on March 31, 2015.

We have been identified as a company leading climate change action by the Carbon Disclosure Project (CDP). We improved our disclosure score to 97 this year as against 92 last year.

We have seen a marginal rise in our freshwater consumption this year and have undertaken an elaborate exercise of ascertaining our water footprint across our campuses in India, which would provide us with fresh insights to renew our existing water strategies in the coming year. We have continued to focus on water monitoring and measurements. We have also experimented with new technologies for managing waste.

We have seen a marginal rise in our freshwater consumption this year and have started an elaborate exercise of ascertaining our water footprint across our campuses in India, which would provide us with fresh insights to renew our existing water strategies in the coming year. We have also experimented with new technologies for managing waste. Our commitment to preserving the rich flora and fauna in and around our development centers is powered by our biodiversity policy. This year alone, we planted over 80,000 saplings across our campuses.

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 GRI, CDP, UNGC, the National Association of Software and Services Companies (NASSCOM), the World Economic Forum (WEF), the World Business Council for Sustainable Development (WBCSD), and the Confederation of Indian Industry (CII).

Our resource conservation efforts are not directed merely towards protecting the environment but also towards creating a positive work environment at our campuses that instill a sense of pride, boost morale and influence the overall employee experience. Our state-of-the-art infrastructure continues to enthrall our clients and also serve as hubs of learning and innovation for industry, academia and research organizations across the globe.

Sustainability is a non-negotiable imperative for us that we hope will help us foster a healthier environment for business and communities to thrive.



## Sustainability at Infosys

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

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

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

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

In October 2014, S. Gopalakrishnan stepped down as the Vice Chairman of the Board and U. Ramadas Kamath, Executive Vice President and Head of Infrastructure was given the additional responsibility as Head of Sustainability, under the guidance and leadership of U. B. Pravin Rao, our Chief Operating Officer and whole-time director.

The following photo gallery highlights some of our sustainability efforts across economic, social and environmental parameters.



## LEED-Platinum certified buildings

We seek to reduce our carbon footprint across our infrastructural facilities using global benchmarks and innovations. Leadership in Energy & Environmental Design (LEED) is a green building certification program that recognizes best-in-class building strategies and practices. We were awarded the LEED India Platinum rating by the Indian Green Building Council (IGBC) for two of our buildings located in Bengaluru and Chennai during fiscal 2015. We now have 12 LEED Platinum-rated buildings.



*Infosys BPO 1, Jaipur: This building demonstrates nearly 33% reduction in energy consumption as compared to the ASHRAE baseline standards, and uses four modes of cooling systems – direct evaporative cooling mode, indirect evaporative cooling mode, free cooling mode, and chiller mode.*





Infosys SDB 6, Mysuru: The building design demonstrates nearly 39% reduction in energy consumption compared to ASHRAE baseline standards. Nearly 78% of the office space is naturally lit and does not require lights during the day and about 93% of occupied spaces have access to outside views.



Infosys M&C Building, Bengaluru: The building design demonstrates nearly 42% reduction in energy consumption compared to ASHRAE baseline standards and is the first building in India to implement radiant panel-based cooling system.



Infosys SDB 1, Hyderabad: This building is the first radiant cooled commercial building in India and the biggest comparison of HVAC system in the world. Daylight and vision panels ensure over 91% of occupied spaces have natural light and all employees have access to views, adding to comfort and productivity.



Infosys BPO 2, Pune: The building design demonstrates about 47% reduction in energy consumption compared to ASHRAE baseline standards and uses efficient Chilled Beams system for cooling instead of conventional air conditioning.



Infosys SDB 3, Mangaluru : The building design demonstrates nearly 33% reduction in energy consumption compared to ASHRAE baseline standards. With the implementation of efficient water flow and flush fixtures like aerators, waterless urinals, flow restrictors etc., water wastage has been minimized extensively.



# Biodiversity

We are committed to conserving and promoting biodiversity at all our owned facilities, and we constantly encourage our employees and stakeholders to do the same. We believe that rich biodiversity plays a vital role in creating a healthy and sustainable environment. We made a commitment to plant 25,000 saplings during fiscal 2015, and went beyond our target and planted over 89,000 saplings. This takes the total number of saplings planted in our campuses in the last seven years to 415,000, leading to a rich diversity of flora and fauna at our campuses.



A pair of Small Green Bee-eaters (*Merops orientalis*) at our Pune campus



Silk Tree Mimosa (*Albizia julibrissin*), Bengaluru campus



Kadam (*Neolamarckia cadamba*), Mangaluru campus



Rose-ringed Parakeet (*Psittacula krameri*) in our Bengaluru campus



Black Drongo (*Dicrurus macrocerus*) in our Chennai campus



Rainwater harvesting reservoir, Mysuru: The rainwater harvesting reservoir at our Mysuru campus, among other campuses, is a means to achieve Infosys' goal of becoming a water-neutral organization. The rainwater harvesting reservoirs at the Mysuru, Hyderabad, Pune and Mangaluru campuses have a combined water-holding capacity of over 300 million liters. We implemented rainwater harvesting in all new buildings constructed during fiscal 2015.



## Community empathy

Our commitment to Corporate Social Responsibility (CSR) is aimed at sustainable development of the communities where we have a major presence – such as our offices and development centers. Along with sustained economic performance, environmental and social stewardship are also key factors for holistic business growth. With this firm belief, we have established the Infosys Foundation, the Infosys Foundation USA and the Infosys Science Foundation, which achieve distinct goals that have been set as part of our CSR strategy.



Restoration work underway at the Someshwara archeological complex, Lakshmeshwara. Infosys Foundation has provided grants for restoring the rich cultural complex back to its old glory.



Students at Sri Ramakrishna Vidya Kendra, Shivanahalli. The Infosys Foundation sponsors the midday meal program in the school. It has also instituted a scholarship grant for girl students to pursue higher studies, besides donating UPS batteries for the school's computer room and setting up a tailoring unit.



Kathak recital by the students of Bharatiya Vidya Bhavan (BVB). The Infosys Foundation sponsors cultural programs organized by BVB in India and abroad, besides supporting its initiatives to help artists fallen on hard times and promote traditional performing arts among underprivileged children.



The Infosys Foundation has extended its support to Uppinakudru Yakshagana puppetry, one of the ancient indigenous art forms of India. The Foundation has gifted a fully-equipped bus for the travelling puppet artists and built a puppet academy for the dissemination of the art.



Exhibits at the Raja Dinkar Kelkar Museum at Pune. The Infosys Foundation contributes funds for the maintenance and upkeep of the museum and has provided aid to modernize its computing infrastructure and digitizing systems.



Art and embroidery samples by the rescued women from Bahrain. Infosys Foundation sponsors air tickets for women who are ill-treated and abused at their workplace to facilitate return to their homeland through the Migrant Workers Protection Society (MWPS), Bahrain. MWPS helps expatriate workers uphold their basic human rights in accordance with internationally recognized standards.







Training of middle-school mathematics and science teachers from rural Karnataka at the Mysuru campus of Infosys, under the Gnanadeepa program instituted by the Infosys Science Foundation. The program was attended by over 630 participants from all 34 educational districts in the state.



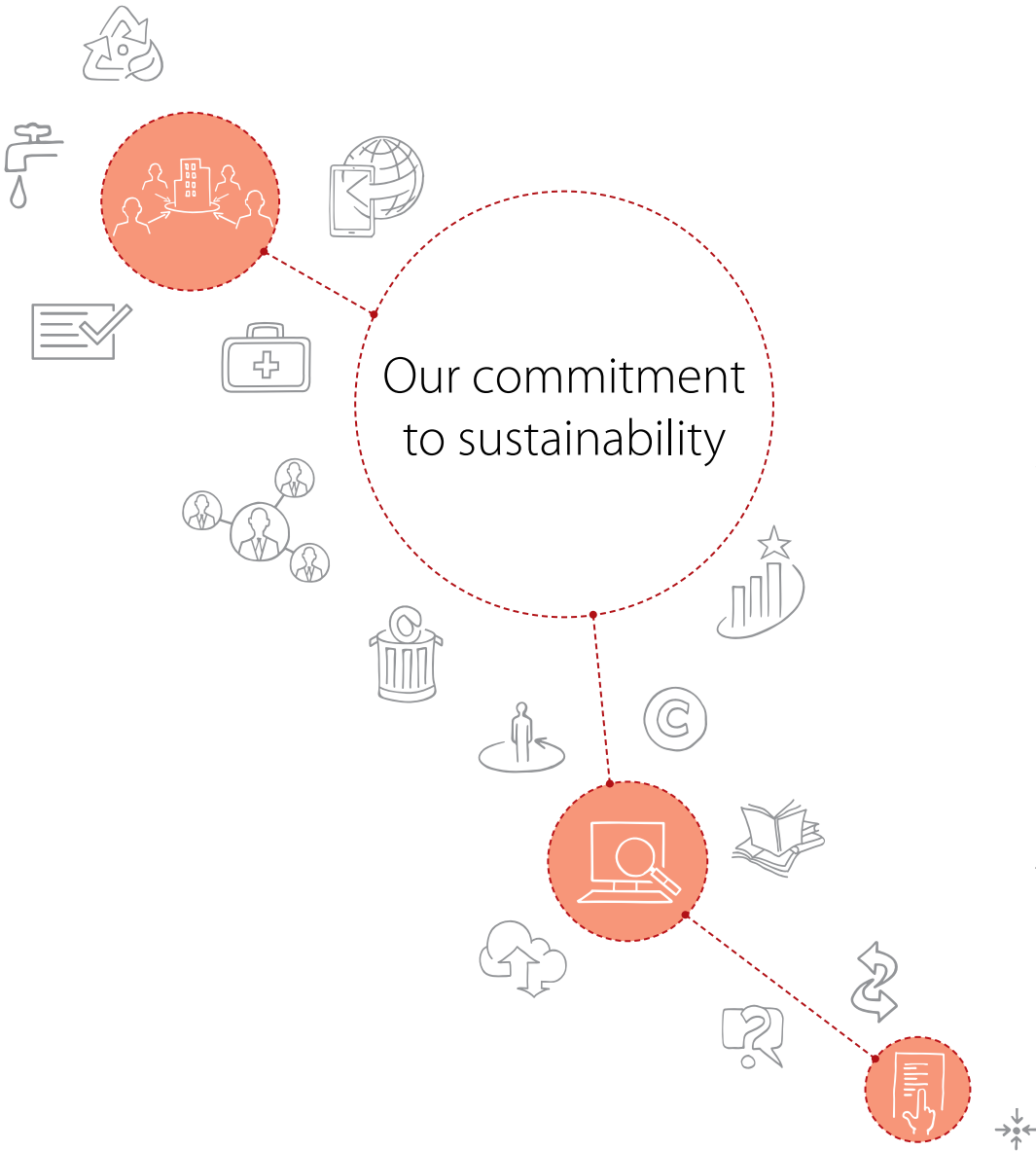
Teachers' training program in progress, facilitated by the Agastya Foundation, in Kuppam, Karnataka. The Infosys Foundation sponsors the activities of the Agastya Foundation in propagating a creative and scientific temper among teachers and students through minds-on experimental learning.



A member of the Navajeevana Mahila Okkoota (NJMO) with her family. Infosys Foundation has been consistently sponsoring various activities of NJMO to ensure the empowerment of the marginalized Devadasi community and eradicate exploitation.



Donation of equipment and wheel chairs for differently-abled, underprivileged people at the Swami Vivekananda Integrated Rural Health Centre, Pavagada, Karnataka, by the Infosys Foundation. The Foundation has been one of the earliest donor-partners of SVIRHC.



In 2014, we became the **first IT company in the world** to publish our sustainability disclosures in accordance with the GRI's G4 (comprehensive) guidelines

We are the first ICT company in India to declare a **goal of becoming carbon neutral by fiscal 2018** at the United Nations

We work with **internal and external stakeholders** to define our sustainability strategy and goals

Our **Code of Conduct and Ethics** helps us maintain the highest standards of business conduct and comply with all applicable laws wherever we operate

Our quality management system is reviewed and audited periodically by external certification bodies including **CMMi Level 5** for overall process maturity

The **Corporate Social Responsibility Committee** of our Board oversees the implementation of CSR programs and monitors the progress towards meeting our community development goals



## Materiality, stakeholder engagement and reporting

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As a responsible corporation with clients in over 50 countries, we work with all our internal and external stakeholders to define our sustainability strategy and goals.

### Materiality and our sustainability priorities

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

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

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

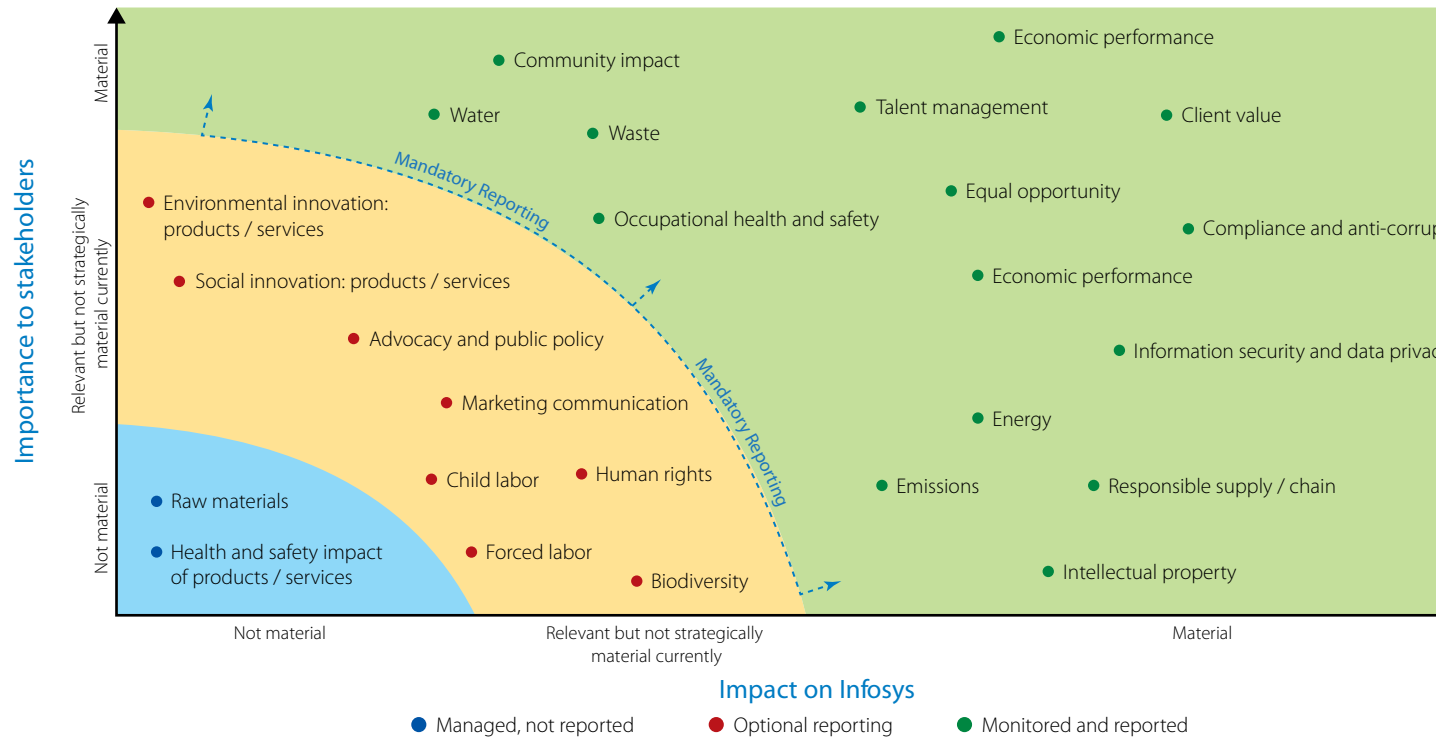
Based on discussions and deliberations with the Board, Management and various committees, we have arrived at the list of stakeholders who are important to us. These are:

- Clients
- Employees
- Investors
- Vendors / partners
- Governments
- Regulatory bodies
- Academia
- 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 2014-15 available on [www.infosys.com](http://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

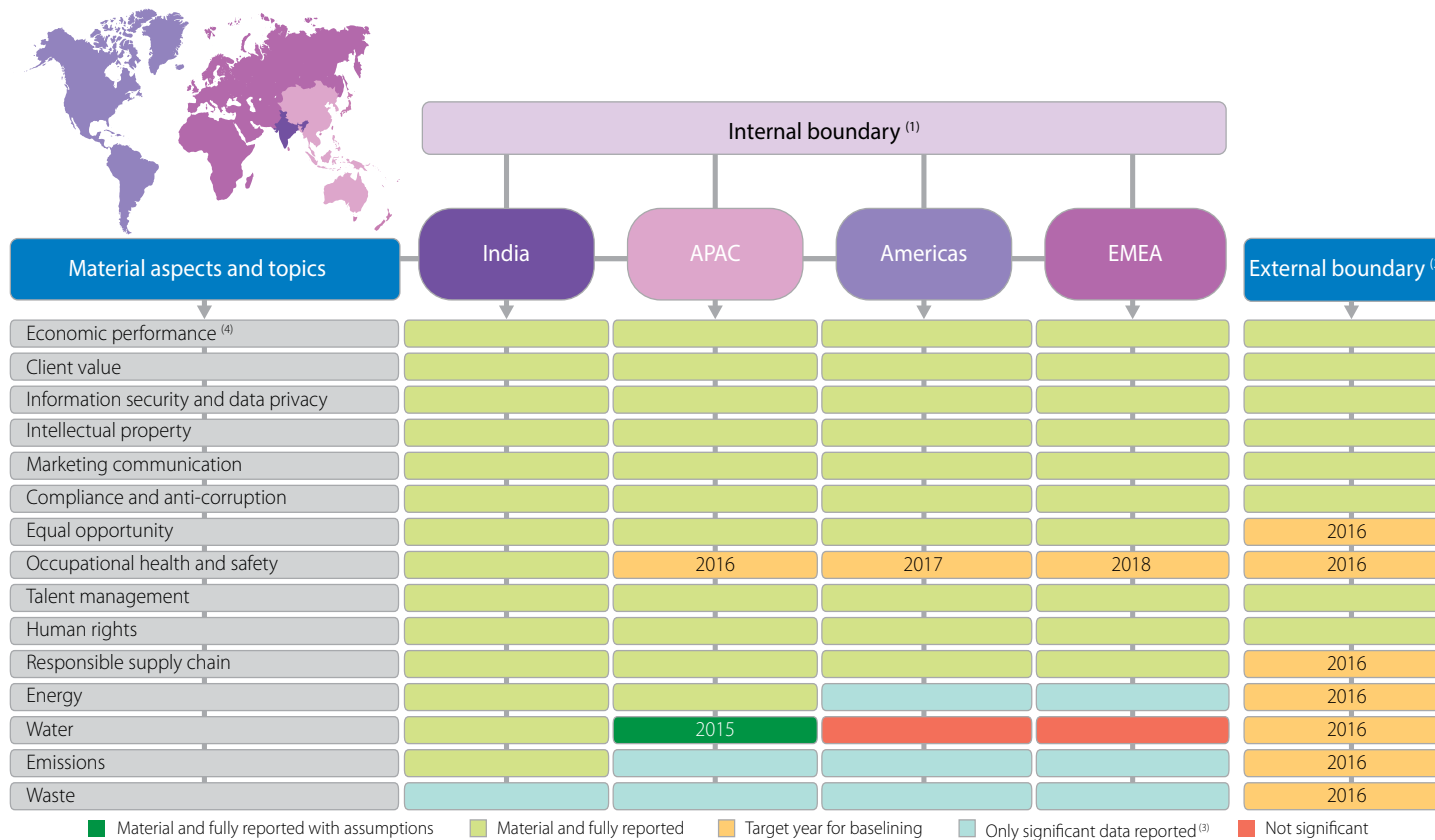
The following diagram represents the materiality matrix of the aspects that relate to our business:



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) and the Americas. Some aspects may not be material in certain regions of our operation, while some others may have an impact in regions beyond our operating boundaries. The aspect boundary for all material aspects / topics is as follows:



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

<sup>(2)</sup> External boundary – includes supplier locations or other impacted areas where Infosys has control.

<sup>(3)</sup> The boundary criteria for material environmental aspects that are grouped under this category are as follows:

<sup>(a)</sup> Energy: Includes data centers in EMEA and the Americas.

<sup>(b)</sup> Emissions: Includes GHG emissions from our operations in APAC and data centers in EMEA and the Americas. Scope 3 data under the 'employee commute' category is reported for India locations only.

<sup>(c)</sup> Waste: Includes food, paper, metal, wood, plastic and hazardous waste 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.

<sup>(4)</sup> 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 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"><li>• Economic value generated and distributed</li><li>• Risks and opportunities related to climate change</li></ul>	Economic performance is key to building a sustainable organization and carrying the benefits to associated stakeholders.
Client value	<ul style="list-style-type: none"><li>• Client satisfaction</li><li>• Client solutions</li></ul>	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 to our clients.
Information security and data privacy	<ul style="list-style-type: none"><li>• Data privacy incidents</li></ul>	Inadequate protection of information and information assets can severely impact our capability to achieve our business goals and sustain our 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 under all categories that are relevant to the Company.
Community impact	<ul style="list-style-type: none"><li>• Direct and indirect investments for society</li><li>• Impacts of community investments</li></ul>	With the changes to the Companies Act 2013 in India, 2% of profit after tax (PAT) needs to be invested in community projects. Impacts of such investments also need to be reported
Compliance and anti-corruption	<ul style="list-style-type: none"><li>• Compliance with all applicable regulations</li><li>• Code of conduct and ethics</li></ul>	The expectation of our stakeholders (internal and external) from the Company on its adherence to integrity, governance and good business practices is extremely high. Thus, corruption in any form can be a significant deterrent. 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"><li>• Tacit and explicit knowledge of human capital</li></ul>	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.



Material aspects / topics	What is the scope?	Why is it material for us?
Talent management	<ul style="list-style-type: none"> <li>Employee demographics</li> <li>Employee benefits</li> <li>Collective bargaining agreements</li> <li>Training and education</li> <li>Human rights screening</li> </ul>	Employees enable a company to innovate, differentiate and succeed. Our global workforce comprises highly talented individuals. 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"> <li>Diversity and inclusivity</li> <li>Non-discrimination</li> <li>Grievance mechanisms</li> <li>Work-life balance</li> </ul>	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 that eschews discrimination and harassment.
Occupational health and safety	<ul style="list-style-type: none"> <li>Health and safety committee</li> <li>Incident management</li> <li>Occupational health</li> </ul>	We are committed to high standards of occupational health and safety management and providing a safe and healthy workplace for our employees, consultants and contractors.
Technology and innovation	<ul style="list-style-type: none"> <li><b>Internal:</b> Systems, tools and technologies</li> <li><b>External:</b> Solutions to clients</li> </ul>	Our strategy is to engage with clients on their large transformative programs, both in traditional IT areas as well as for their new digital business initiatives. Creating the required environment, structures, ecosystems and economic models that will spur innovation across the Company is essential for us to meet our objective of earning client delight.
Responsible supply chain	<ul style="list-style-type: none"> <li>Supplier code of conduct</li> <li>Supplier assessment for labor and environmental practices</li> <li>Supplier human rights assessment</li> </ul>	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"> <li>Water management</li> </ul>	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"><li>• Energy management</li></ul>	<p>The environmental footprint of the Company 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"><li>• Management of GHG emissions</li></ul>	<p>As a responsible organization, we aim to manage our footprint on emissions including greenhouse gas emissions, especially in the light of our voluntary commitment to becoming carbon neutral by fiscal 2018.</p>
Waste	<ul style="list-style-type: none"><li>• Management of waste</li><li>• Management of effluents</li><li>• Spills</li></ul>	<p>E-waste disposal is of high significance to our industry. We also have a focused approach to managing all types of waste. We play a vital role in influencing our supply chain for efficient waste management, 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 2014-15.

Social: The composition of the Board of Directors is provided in our Annual Report 2014-15. We are strengthening our systems and processes to capture diversity indicators at the Management level across the Company 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 – Overall process maturity

Our quality management system is reviewed and audited periodically by external certification bodies. The certifications, accreditations, and assessments that we undergo help us to 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](http://www.infosys.com).



## Governance

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We believe in conducting our business in a fair and transparent manner. Our corporate governance framework reflects our culture, policies, relationship with stakeholders, and commitment to values. We always seek to ensure that our performance is driven by integrity. This is vital to gaining and retaining the trust of our stakeholders.

We believe that an active, well-informed and independent board is necessary to ensure the highest standards of corporate governance. Our Board of Directors oversees the Management's functions and protects the long-term interests of our stakeholders. Our corporate governance framework ensures that we make timely disclosures and share accurate information on our business and financial performance, as well as the leadership and governance of the Company.

Our corporate governance philosophy is based on the following principles:

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

We firmly believe that Board independence is essential for bringing objectivity and transparency in the Management and in the dealings of the Company. As on March 31, 2015, the Board consists of 10 members out of which eight are independent directors. An independent director is nominated as the chairperson of each of the board committees: audit, nomination and remuneration, stakeholders relationship, risk and strategy, and corporate social responsibility. Committed to following global best practices, we substantially comply with the Euroshareholders Corporate Governance Guidelines 2000 and the recommendations of the Conference Board Commission on Public Trusts and Private Enterprises in the U.S. We also adhere to the principles of the UNGC and the Organisation for Economic Co-operation and Development (OECD).

For more details, refer to the *Corporate governance report* section in the Annual Report 2014-15, available on our website [www.infosys.com](http://www.infosys.com).

## Compliance and anti-corruption policies

Over the years, the Board has developed a set of robust corporate governance guidelines that help fulfill our corporate responsibility towards our stakeholders. These guidelines ensure that the Board has the necessary authority and processes to review and evaluate our operations when required. Further, these guidelines allow the Board to make decisions independent of the Management. The Board may change these guidelines regularly to achieve our stated objectives.

The Code of Conduct and Ethics helps us maintain the highest standards of business conduct and comply with the requirements of applicable laws and regulations including anti-bribery safeguards, 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 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](mailto:whistleblower@infosys.com). The report may also be directly sent to the audit committee, which is the highest governance body for handling cases of violation of the code of conduct.

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 at [askus@infosys.com](mailto:askus@infosys.com).

No instances of regulatory non-compliance were reported against us in fiscal 2015.



## Goals and targets

### 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 for 2014-15	Status 2014-15	Goals for 2015-16
Frameworks to integrate our business and sustainability goals.	We will strengthen the rollout of the responsible supply chain policy.	Institutionalized training and assessments for key supplier categories.	We will roll out an enterprise-wide system to streamline our processes and report performance.
	We will strengthen the rollout of our responsible citizenship program leveraging the volunteering spirit of Infoscions.	Promoted the 'Clean India' campaign across our Development Centers (DCs).	We will develop a sustainability microsite on our company website to provide regular updates to our stakeholders.
	We will implement the CSR policy.	Set up the CSR committee that oversees the implementation of programs as per the guidelines of the Companies Act, 2013. This year, the Company has spent US \$40 million for its CSR initiatives. For more details, refer to the <i>Corporate social responsibility</i> section in our Annual Report 2014-15, available on our website <a href="http://www.infosys.com">www.infosys.com</a> .	We will develop a framework for integrated reporting and make our disclosures using this framework.



## Operational goals

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

Focus area	Goals for 2014-15	Status 2014-15	Goals for 2015-16
Environment			
Carbon emissions	<ul style="list-style-type: none"><li>We will reduce our carbon intensity for Scope 1 and 2 by 2% over fiscal 2014 levels.</li></ul>	<ul style="list-style-type: none"><li>Reduced our Scope 1 and 2 carbon emissions by 4.32%.</li></ul>	We will reduce our carbon intensity for Scope 1 and 2 by 3% over fiscal 2015 levels.
Electricity	<ul style="list-style-type: none"><li>We will reduce our per capita electricity consumption by 2% over fiscal 2014 levels.</li></ul>	<ul style="list-style-type: none"><li>Reduced our per capita electricity consumption by 4.34%. We have achieved 46.04% per capita reduction in our electricity consumption against the baseline set in fiscal 2008.</li></ul>	We will reduce our per capita electricity consumption by 3% over fiscal 2015 levels.
Renewable energy	<ul style="list-style-type: none"><li>We will increase the share of renewable energy in our total electricity consumption by 2% over fiscal 2014 levels.</li><li>We will invest in 40 MW of solar PV plants.</li></ul>	<ul style="list-style-type: none"><li>We met 29.11% of our overall electricity requirements from renewable sources of energy.</li><li>We invested in 15 MW of solar PV plants this year.</li><li>We are investing further in solar power-based renewable energy this year.</li></ul>	<p>We will meet 40% of our electricity requirements from renewable energy sources.</p> <p>We will install 15 MW of solar power plants.</p>



Focus area	Goals for 2014-15	Status 2014-15	Goals for 2015-16
Water	<ul style="list-style-type: none"><li>• We will reduce our per capita freshwater consumption by 1% over our fiscal 2014 levels.</li><li>• We will implement comprehensive rainwater harvesting strategies in all our new buildings.</li><li>• We will establish a scientific methodology to calculate the rainwater recharged at our campuses.</li><li>• We will strengthen the process of monitoring and measuring the wastewater generated, recycled and reused in our campuses.</li></ul>	<ul style="list-style-type: none"><li>• Our per capita consumption of water increased by 8.18% this year.</li></ul> <p>The increase was due to leakages identified in many locations, increase in tree plantation, testing of new chiller plants and extension of running hours of chillers.</p> <ul style="list-style-type: none"><li>• We implemented rainwater harvesting in all new buildings constructed during fiscal 2015.</li><li>• We have identified methodologies to measure rainwater recharged at our campuses, and are in the process of monitoring the effectiveness of our deep well injection system by installing electromagnetic flow meters. We are also in the process of monitoring the groundwater table by installing piezo-resistive sensors.</li><li>• We have installed meters to ascertain the quantity of waste water generated and reused within our campuses.</li></ul>	<p>We will reduce our per capita freshwater consumption by 5% over our fiscal 2015 levels.</p>



Focus area	Goals for 2014-15	Status 2014-15	Goals for 2015-16
Waste	<ul style="list-style-type: none"> <li>We will ensure 100% of our waste is segregated at source.</li> <li>50% of food waste will be treated onsite, through biogas plants / composting.</li> <li>50% of our garden waste will be treated onsite by composting or mulching.</li> <li>Substitute 100% of identified disposables used in food courts with eco-friendly alternatives.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>We have standardized our infrastructure and processes to ensure segregation of waste at all our campuses.</li> <li>68.75% of the food waste has been treated onsite through biogas plants / composting.</li> <li>More than 50% of garden waste is composted or mulched onsite.</li> <li>We have replaced 100% identified disposables with eco-friendly alternatives across all food courts in our campuses.</li> <li>We are working closely with our construction suppliers on waste disposal.</li> </ul>	75% of our food waste will be treated onsite through composting or through biogas plants. The remaining will be sent to piggeries.
Biodiversity	<ul style="list-style-type: none"> <li>We will grow 25,000 saplings on our campuses in fiscal 2015.</li> </ul>	<ul style="list-style-type: none"> <li>We planted 89,465 saplings in fiscal 2015.</li> </ul>	We will grow 100,000 saplings on our campuses in fiscal 2016.
Suppliers			
Supply chain	<ul style="list-style-type: none"> <li>We will audit 25% of our critical suppliers on responsible supply chain practices.</li> </ul>	<ul style="list-style-type: none"> <li>About five out of 14 supplier segments have been covered under assessments or audits covering approximately 35% of our supplier segments.</li> </ul>	We will evolve a methodology to ascertain the environmental impact of suppliers outside our boundary.
Society			



Focus area	Goals for 2014-15	Status 2014-15	Goals for 2015-16
Education	<ul style="list-style-type: none"> <li>We will train 1,000 faculty and 25,000 students from partner Campus Connect (CC) engineering colleges.</li> </ul>	<ul style="list-style-type: none"> <li>We trained 1,440 faculty members and 34,655 students this year.</li> </ul>	We will train 1,000 faculty and 25,000 students from partner CC engineering colleges.
	<ul style="list-style-type: none"> <li>We will co-teach industry electives along with 40 autonomous institutions.</li> </ul>	<ul style="list-style-type: none"> <li>As a part of iGearUp program for Infosys recruits, we conducted co-teach sessions of the Foundation Program for 6,161 Infosys recruited students in 60 CC colleges.</li> </ul>	We will co-teach industry electives along with 40 autonomous institutions.
	<ul style="list-style-type: none"> <li>Through the Infosys Prize, we will reward researchers and scientists in six categories.</li> </ul>	<ul style="list-style-type: none"> <li>We recognized six researchers through the Infosys prize this year.</li> </ul>	Through the Infosys Prize, we will reward researchers and scientists in six categories.
<b>Employees</b>			
Sustainable engagement	<ul style="list-style-type: none"> <li>We will roll out the Infosys volunteering tool.</li> <li>We will continue to strengthen employee engagement in building social leadership competencies.</li> </ul>	<ul style="list-style-type: none"> <li>Due to operational constraints, the implementation of the volunteering tool has been deferred.</li> <li>Through our Influence framework, employees will now be able to gain learning credits for social leadership competency.</li> </ul>	We will continue to strengthen employee engagement in building social leadership competencies.



We generated revenues of **US \$8.7 billion** in fiscal 2015

We unveiled our new business strategy of **Renew and New** with a focus on re-imagining existing businesses and exploring new opportunities for our clients and ourselves

We gave grants of **US \$42 million** to the Infosys Foundation in fiscal 2015 towards meeting our community development goals

This year, we received an **excellence award for 'Privacy in the outsourcing sector'** from the Data Security Council of India for our data privacy initiatives

We filed **19 patents** in fiscal 2015. **62 patents** were granted to Infosys this year

To sharpen our focus on competitive differentiation across service lines, we have **realigned our organizational structure** in fiscal 2015





## Our strategic objectives

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Our strategic objective is to build a sustainable organization that remains relevant to the agenda of our clients, while generating profitable growth for our investors. We will apply the priorities of our new business strategy of *Renew and New* to our solution and service offerings, our client and employee engagement processes, and to the operational processes of the Company. These translate to the following strategic focus areas:

- **Differentiate our solution and service offerings:** We are embracing the concepts of automation and artificial intelligence to improve productivity, gain better accuracy and reduce the total cost to our clients. We are also investing in new platforms such as the Infosys Information Platform, and leveraging the strengths of Open source, emerging mobile and digital technologies and Big Data analytics.
- **Pursue strategic alliances and acquisitions:** To develop alliances that complement our core competencies, we are making strategic acquisitions that will amplify our presence in certain market segments and accelerate the execution of our strategies.
- **Build deep and impactful client relationships:** We are investing in high-performing consulting and business development teams for large transformative programs of our clients, both in traditional IT areas as well as for their new digital business initiatives.
- **Build a culture within the Company that delivers innovation to clients:** We are enabling employees and client teams with training in Design Thinking methods for better problem-finding and solving, besides creating environment, structures, and ecosystems that will spur innovation across the Company. We have allocated US \$500 million towards an innovation fund to tap into innovation networks of early-stage companies and universities to gain access to new thinking and business models.
- **Attract and retain a global, diverse, motivated and high performing employee base:** A series of measures have been initiated to empower employees through trust, accountability, training and career development.
- **Enhance our operational effectiveness for agility and cost:** We are identifying processes to align our organization structure with our strategic objectives and make it more agile.

To sharpen our focus on competitive differentiation across services lines, we have realigned our organizational structure in fiscal 2015. The realignment is effective April 1, 2015. Sales will continue to be organized around industry segments.

The five global industry segments are:

- Financial Services (including Cards and Payments)
- Manufacturing
- Retail, Consumer Packaged Goods, and Logistics
- Energy, Utilities, Communications and Services
- Life Sciences, Healthcare and Insurance

Delivery will be organized around seven service lines with a focus on nurturing innovation. These are:

- Application Development and Maintenance
- Cloud and Infrastructure Services
- Digital Integration Services
- Engineering Services
- Enterprise Package Application Services
- Independent Validation and Testing
- Management Consulting Services

Along with ensuring profitability for our investors, we remain focused on the need to give back to society. Through the Infosys Foundation, we continue to expand our reach and make a difference by empowering people and communities at the bottom of the pyramid, and providing opportunities to improve their standards of living. The Foundation received around US \$42 million as grant from Infosys Limited in fiscal 2015.



## Financial performance

A snapshot of our financial performance in fiscal 2015 is as follows:

Particulars	2014-15 (Approximation in US \$ million)	2013-14 (Approximation in US \$ million)	2012-13 (Approximation in US \$ million)
Direct economic value generated	9,271		
Revenues	8,711	8,249	7,398
Other income	560	440	433
Economic value distributed	9,041		
Operating costs	1,591	1,524	5,489
Employee wages and benefits	4,862	4,746	4,139
Payments to providers of capital	689	443	489
Payments to governments (total taxes paid)	1,857	1,046	1,161
Community investments (contribution to Infosys Foundation)	42	<sup>(1)</sup> 1	2
Economic value retained (calculated as 'Economic value generated less economic value distributed')	230	929	690

<sup>(1)</sup>The actual amount donated in 2013-14 was US \$1.48 million

For more details, refer to our Annual Report 2014-15 and Form-20F, available on [www.infosys.com](http://www.infosys.com).



## 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 those that are entrusted to us by clients, employees, 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 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, jeopardizing our work and business.
- Unauthorized alteration of the contents of our homepage 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 through information revealed during conversations, 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 : 2013 and have stringent processes and practices to ensure

compliance to the global data privacy and security requirements. We also follow the guidelines of ISO 29100 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.

Our security infrastructure includes a variety of tools such as web content filtering, data leakage monitoring, security information and events monitoring, vulnerability assessment and penetration testing, intrusion prevention and detection systems.

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 with 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, our focus is on continuous improvement of measures to prepare 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, policies 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 2015, four incidents related to breach of customer data privacy were reported. Two incidents related to data leaks were reported. All incidents have been addressed and closed and necessary preventive measures have been taken to avoid future recurrence. In 2014, two incidents relating to breach of customer data privacy were reported and in 2013, 24 incidents were reported.

## 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 are applied in processing the information.

We have a well-established program to generate information security metric to demonstrate and verify control effectiveness on an ongoing basis. Various process improvement measures are undertaken to continuously improve and strengthen the information security posture.

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 are 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.

## Recognition

This year, the Data Security Council of India (DSCI) conferred on us an excellence award for 'Privacy in the outsourcing sector'. The award honors organizations that have taken strategic, proactive and innovative privacy efforts to address real risks, build resilience, increase trustworthiness and create a conducive environment for doing business, and thus is able to harness data protection as a lever for business growth. The Infosys team received the award at the Information Security Summit event held in Mumbai on December 10, 2014. The jury also commended Infosys for its comprehensive privacy framework, dedicated staff, robust governance structure, and ability to leverage technology to create visibility over personal information and monitor compliance with global laws and regulations.



Infosys receiving the award at the Information Security Summit in Mumbai, December, 2014



## Intellectual property

We recognize the growing importance of Intellectual Property (IP) in our day-to-day business. Our robust policies and practices 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, comprising:

- 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 2015 is as follows:

Fiscal year	No. of patents filed (first filings / unique inventions)	No. of patents granted
2015	19	62



## Brand building

The Infosys brand is our key intangible asset. Our branding initiative is designed to position Infosys as a next-generation services company that helps enterprises renew themselves while also creating new avenues to generate value. We have been consistently delivering on our brand promise, leading clients in over 50 countries to choose us as their technology partner. Brand Infosys has also been recognized by leading publications and independent industry bodies globally.

Our marketing reach extends globally through advertisements, public relations and digital marketing initiatives. We participate in premier business and industry events around the world, and also organize signature events and roundtables across geographies. 'Confluence', our flagship client event, is consistently well-attended and highly rated by our clients and industry partners.

### InStep – our global internship program

Our brand-building initiative is extended further through InStep, our global internship program. Each year, we recruit over 100 InStep interns from more than 60 leading universities and business schools across the globe for executing high-impact projects for the organization. The program began in 1999 under the guidance of Narayana Murthy and has grown from strength to strength to become a comprehensive program over the last 16 years.

With an alumni base of over 1,355 students, InStep has contributed significantly to the overall organizational growth. Since its inception, the program has contributed to the filing of over 26 patents and 33 research papers at prestigious Indian and international forums. It has also enhanced the prestige of Brand Infosys across the best universities and business schools around the world.

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. Nuances of different cultures and languages, and insights into business etiquette of countries are captured and circulated through various internal platforms. InStep won the prestigious National Council for Work Experience (NCWE) Award for 'Work Placement of the

Year,' in the category, 'Best large organization with over 250 employees (short-term placements)' consecutively for two years, in 2012 and 2013.

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, and senior management engagement with schools, creating goodwill with government bodies and academic visits to our campuses.

The London Business School's Business Strategy Review article commended InStep for clearly showing "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 will continue to be a unique program in our branding and recruiting efforts, and we aim to broaden its role in adding value to the Infosys brand.



*InSteppers, Summer 2014-15*



A newly-constituted **SWAT team** has been entrusted with identifying challenges faced by employees and resolving them

A **global hackathon and a new Murmuration initiative** were launched this year to promote the culture of innovation and collaboration within the organization

All post offices in India are being enabled with our **Finacle Core Banking Solution** to bring the benefits of IT to a large section of the population

Over 1,000 employee volunteers from six Indian campuses participated in the **Clean India campaign** in fiscal 2015

We leveraged the **Infosys Enterprise Gamification platform** to launch **Finacle Youth Banking**, a first-of-its-kind mobile-based banking solution for young people

Our overall client feedback index has **improved by 2.8 points** since the last fiscal



## Amplifying client value

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As a global leader in consulting, technology, and outsourcing solutions, we enable clients in over 50 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.

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

For more details, refer to the *Risk Management Report* in our Annual Report 2014-15 available on [www.infosys.com](http://www.infosys.com).

### 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](http://www.infosys.com)
- Conclaves and workshops
- Mailers, newsletters, and brochures
- Social media
- Analysts meetings

### 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 feedback. 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 elicits responses on the following aspects, and feedback is analyzed and action clusters are defined to apply differential approaches to deliver value to our clients:

- **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





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

Client feedback score has seen an improvement this year. The overall index has improved by 2.8 points. An increase has been noted on all key parameters in the areas of Satisfaction, Loyalty, Advocacy and Business Value for spend.

### 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 2015, 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, 2015.

## Deployment of processes, frameworks and tools

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 and deployed during fiscal 2015 are as follows:

**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 seamless planning, execution and governance across all phases of simple, complex, multi-tower and multi-site transitions. ITA enables Infosys to bring an efficient approach that delivers service excellence and satisfaction to clients. It ensures smooth, risk mitigated transition execution, and brings transparency by allowing all program stakeholders including clients to monitor progress on the program.

**Program Management Center of Excellence (PgMCOE):** Infosys' new program management framework, ENRICH, is based on best practices proposed by international program management standards and the learnings derived from Infosys' vast experience in executing large and complex programs. ENRICH (and its patented predecessor – TRANSCEED) empowers our program and project management community to deliver value-based outcomes for business transformation and specification-led programs. PgMCOE supports the program management community with our proprietary iSeek framework which is used for program modeling, simulation, stakeholder engagement, and planning. We also ensure that our program management community is enabled on the latest program management trends, tools and techniques as well as international program management certifications.



**Project Management Center of Excellence (PMCoE):** PMCoE offers value-added enablement and consulting services to the Infosys project management community to help achieve industry-leading project management performance. PMCoE helps maintain strong project management competency at Infosys by strengthening internal certifications in alignment with business requirements and enabling employees for global external certifications. PMCoE deploys tools to enhance project planning practices, mitigate 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. The REAP Workbench is the automation of the REAP process using the IBM CLM tool. This workbench has the added benefit of the REAP process over and above the inherent benefits of the IBM CLM tool suite. The IBM tools which constitute this Workbench are – Rational Requirements Composer (RRC), Rational Team Concert (RTC) and Rational Quality Manager (RQM). The key objectives of this framework are to reduce project cycle time and reduce the number of change requests apart from optimizing project costs and delivery, improving resource effectiveness and efficiency and decreasing rework effort when engaging with clients.

**Individual Productivity (IPr) framework:** As we continue to focus on frameworks to drive process efficiencies, we rolled out a first-of-its kind framework to gauge efficiencies and effectiveness. This also enables projects with a measurement lever which can measure efficiency at a granular level. This will help in identifying the root cause and taking actions for improvement in an effective manner. This framework measures individual

productivity in an objective manner, providing data to individuals so that they can plan for self-improvement, help ascertain training and developmental needs and drive team excellence. Good improvements are seen in productivity levels, leading to business benefits for both the Company and its clients.

**Infosys Comprehensive Quality:** This approach looks at each lifecycle stage as a phase where defects and issues can be injected as well as detected by using methods and tools that allow for measurable and objective perspective on the Quality of the application. Be it application development or application maintenance, the Comprehensive Quality approach provides definite value in terms of its clear focus on a unified process and tools to drive significant benefits and value. The key benefits of using the Comprehensive Quality approach include:

- Contain – Ability to detect a large majority of defects in the same lifecycle stage
- Measure – Facilitate measurement of quality using lead indicators or metric
- Early detection – Early detection of defects lowers rework and burden on subsequent stages
- Unified scalable approach driven by processes and tools

## Business continuity management

Phoenix, our business continuity management program, is headed by U. B. Pravin Rao, our Chief Operating Officer. The Phoenix framework enables us to identify business impacts of any disruption in our services and allows us to frame plans to manage related risks. 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 to ensure readiness.

## Fueling India's social-economic progress: The India Post story



For more than 150 years, the Department of Posts (DoP) has been the backbone of India's communication system, with 155,015 post offices across the country, the DoP has the most widely distributed postal network in the world and has played a crucial role in India's socio-economic development. It touches the lives of Indians in many different ways.

### Core Banking Solution (CBS)

In addition to delivering mail, DoP has also been operating saving schemes since 1882. Seven schemes are being offered – Savings Account, Recurring Deposit, Time Deposit, Monthly Income Account Scheme, Senior Citizens' Savings Scheme, Public Provident Fund and National Savings Certificates. The total number of accounts in small savings schemes is about 298 million.

In order to provide best-in-class customer service, deliver new services and improve operational efficiencies, the DoP has undertaken an end-to-end IT modernization project. The project will collaboratively drive innovation and fundamentally integrate disparate businesses to deliver a broad set of benefits to the stakeholders. As part of enhancing the Post Office Savings Bank through IT, Finacle Core Banking Solution (CBS) is being implemented across India covering all the post offices.

Finacle Core Banking Solution (CBS) enables customers to operate their accounts and get account-related services from any CBS post office in the country. Benefits such as 'Anywhere Anytime Banking', net banking, RTGS and NEFT will also be made available for the post office customer. The objective of CBS is to provide faster and easier banking services through the Internet, mobile devices and ATMs. The post office ATM will facilitate withdraw of money for the customer anytime. Out of 25,500 offices,

2,590 have already gone live on Finacle CBS. We are also currently working on a solution that will enable post offices to provide financial services to the rural and semi-rural population of the country.

### Postal Life Insurance (PLI)

Postal Life Insurance was started in 1884 and is open for employees of all central and state government departments, nationalized banks, public sector undertakings, financial institutions, local bodies like municipalities and *zila parishads*, and educational institutions aided by the government. The Rural Postal Life Insurance (Rural PLI) scheme was started in 1995 for improving the financial inclusion of rural public, to benefit weaker sections of the society and women workers of rural areas in particular.

Postal Life Insurance offers the best return on investment in the life insurance sector in India. The McCamish-based IT solution will enable the PLI and Rural PLI customers to



pay their premium at any post office counter across the country, make online premium payment, check their insurance accounts online, take maturity and loan payment from any Post office. The Core Insurance Solution will be rolled out across India and will integrate 810 insurance processing centres for faster claim settlement and after sales service. As many as 14,682,363 policies have been migrated so far, and around 80,016 offices are live on McCamish till date. ■



## Societal impact: The Infosys Enterprise Gamification Platform



Enterprise Gamification is a custom defined gamification strategy and design configured into an enterprise gamification platform that is integrated into a host application (B2E, B2B, B2C) using a set of robust gamification API services and UI widgets, and monitored using gamification analytics to fine tune the user experience.

Enterprise Gamification borrows design features from social games and game mechanics (i.e. awarding points, badges, levels of achievement and leader boards) which are used to keep gamers motivated and engaged, as well as reward their

behavior, activities and continued play or engagement. Enterprise Gamification is the application of game design principles in the context of the enterprise to improve user engagement.

Enterprise Gamification taps into people's natural desires for competition, achievement, gratification, social value, fun, and external gains. It not only improves engagement and adoption, but also improves productivity, retention, customer engagement and satisfaction, employee morale, as well as reduces costs and drives up revenues.

The Infosys Enterprise Gamification Platform can be leveraged by clients through a simple 4-step process, called as the **Infosys Gamification Framework**.



Step 1: Identify an application and set of business processes to gamify and identify business metric to monitor and measure. For example, they might identify the need to attract prospective users and convert them into buyers.

Step 2: Define key personas and use cases, along with supporting user activities and behaviors to be gamified, and define an engagement index to reward the users for their positive performance. Configure the gamification platform based on the defined gamification strategy and design.

Step 3: Consume and Display Gamification Platform APIs and UI-widgets into the application to be gamified, such as awarding points and badges, displaying leaderboards, and converting points to rewards.

Step 4: Monitor performance and engagement through our gamification analytics and reporting engine in order to fine tune the gamification strategy.



## Responsible Youth Banking

This year, we leveraged the Infosys Enterprise Gamification platform to launch a first-of-its-kind mobile-based banking solution for young people – Finacle Youth Banking. The digital banking solution, specially designed for young customers between the ages of 12 to 18, is aimed at making banking a fun experience, while giving them a sense of financial responsibility. While the solution has several easy-to-use features, some of its other highlights are as follows:

- While account holders will have freedom to operate their accounts, any transactions beyond preset limits will have to be approved by the guardian before completion.
- Interactive features include 'goal management' for savings, 'do transactions' for payments, fund transfers, online shopping, and gamification.

- This solution will give banks an opportunity to expand their millennial customer base, which is largely unbanked.
- Banks can deploy the solution seamlessly using the Finacle suite of products or any other third-party or in-house-developed applications.

## Responsible teen driving

Motor crashes involving teens have always been an important social issue in the U.S. Our Enterprise Gamification Platform has also been successfully used in an innovative 'Safe Driving Program' launched by the foundation of a large Insurance provider in the United States to reduce teen driving fatalities. The gamification solution was able to engage the target audience and created a positive impact – it was observed that there was a reduction in the motor accident fatalities involving teens over the last two years. ■



## Fostering employee engagement

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Being an organization that is dependent on the competence of its 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, and hire from the best universities in large numbers. Our senior leaders participate in recruitment drives to position the Company effectively and attract the best talent. We strive to create an environment of meritocracy that provides all our employees with opportunities to learn, excel and progress.

Although we had a spike in attrition numbers in some quarters, the trend has been a declining one. Our focus on employee engagement through various initiatives continued, along with initiatives to foster a culture of innovation within the Company. A first-of-its-kind crowdsourcing initiative called Murmuration was launched, calling employees to actively participate in culture-building and strategy-definition. The Infosys Global Hackathon (an initiative to encourage rapid problem solving through the use of technology) was also unique in its scale and reach. To enhance leadership connect further, a number of town halls were held at various locations, along with frequent emails and video messages to communicate company-related strategy messages with our employees. In addition, there were online chats with the leadership, on InfyBubble, our enterprise networking platform. We are working on bringing innovation to every project at Infosys, to help increase client delight and inculcate an environment of innovation across the organization. Our investment in training continued with Design Thinking workshops, which covered over 25,000 individuals. We have more workshops in the offing.

Several programs were launched during the year to enable employees to enhance their skills and capabilities. MyWorks was re-launched to help employees work in projects of their interest alongside their current projects. The Expert Track, a niche space for those wanting to focus on particular areas of technology and technology-enabled solutions, was introduced. We have continued to focus on employee development and have rolled out about 20,000 promotions in the last year. We revamped our employee satisfaction survey this year and over 100,000 employees participated in the survey. The findings were analyzed and a special task force was instituted to roll out programs to address issues and implement suggestions given by our employees.

In addition, we 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 across gender, age, nationality and physical abilities. We are committed to providing a work environment that is free from discrimination and harassment for all our employees.

The Company is an equal-opportunity employer and makes employment decisions based on merit and business needs. The Company's policy prohibits harassment of any kind, including harassment based on pregnancy, childbirth or related medical conditions, race, religion, creed, color, gender, national origin or ancestry, physical or mental disability, medical condition, marital status, age, or on any other basis protected by laws of the governments where we operate.

Our CEO and MD, Vishal Sikka believes that great products and solutions are created when there is a synthesis of different perspectives, and where there is diversity. We have set up a Global Diversity Council to help equip our women employees with initiative, insights and opportunities as they tread the path to leadership. We also believe in hiring the best talent that will bring in diverse skills, backgrounds and understanding that will boost our business and economic performance.

As a signatory to the United Nations Global Compact (UNGC), we created a Human Rights Statement. This statement guides our policies and practices dealing with our operations, partnerships, investment agreements and contracts, and covers 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 and governance framework 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.



## Talent management

The total number of our employees globally was 176,187 as on March 31, 2015, covering over 115 nationalities. Our employee base comprises about 35.1% women. About 12,000 contract staff <sup>(1)</sup> (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 2,000 (including 65% men) work in core activities across the globe.

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

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, 2015			As on March 31, 2014			As on March 31, 2013		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	103,541	55,106	158,647	95,267	48,854	144,121	92,887	47,579	140,466
APAC	3,374	2,765	6,139	2,879	2,633	5,512	3,140	2,721	5,861
Americas	4,431	1,737	6,168	4,177	1,594	5,771	4,409	1,573	5,982
EMEA	3,017	2,216	5,233	2,910	2,091	5,001	2,557	1,822	4,379
Total	114,363	61,824	176,187	105,233	55,172	160,405	102,993	53,695	156,688

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

Role-wise distribution	As on March 31, 2015			As on March 31, 2014			As on March 31, 2013		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	46,486	37,733	84,219	45,153	35,440	80,593	43,124	33,248	76,372
Middle	46,910	20,541	67,451	41,026	16,683	57,709	40,746	17,251	57,997
Senior	20,501	3,514	24,015	18,615	3,020	21,635	17,765	2,916	20,681
Top	466	36	502	439	29	468	413	34	447
Others <sup>(1)</sup>	–	–	–	–	–	–	945	246	1,191
Total	114,363	61,824	176,187	105,233	55,172	160,405	102,993	53,695	156,688

<sup>(1)</sup> Lodestone Holding AG became a subsidiary of the Infosys Group during fiscal 2013.



Age-wise distribution	As on March 31, 2015			As on March 31, 2014			As on March 31, 2013		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Less than or equal to 30 years	71,574	49,140	120,714	67,261	44,517	111,778	69,415	44,578	113,993
31-50 years	41,709	12,377	54,086	37,023	10,382	47,405	31,825	8,639	40,464
Greater than 50 years	1,080	307	1,387	949	273	1,222	808	232	1,040
Others <sup>(1)</sup>				–	–	–	945	246	1,191
Total	114,363	61,824	176,187	105,233	55,172	160,405	102,993	53,695	156,688

<sup>(1)</sup> Lodestone Holding AG became a subsidiary of the Infosys group during fiscal 2013.

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

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

## Our global workforce

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 73%. We added 53,386 new employees this year, taking our total employee strength to 176,187.

The total count and rate of new employee hires, broken down by age, gender and region, in fiscal 2015 are as follows:

New employee hiring				
Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
<b>Less than 30 years</b>				
Americas	548	1.67%	380	1.85%

New employee hiring				
Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
APAC	926	2.82%	958	4.67%
EMEA	410	1.25%	485	2.37%
India	25,057	76.20%	16,715	81.52%
<b>30-50 years</b>				
America	1,041	3.17%	401	1.96%
APAC	725	2.20%	325	1.59%
EMEA	452	1.37%	218	1.06%
India	3,515	10.69%	973	4.75%





New employee hiring				
Geography	Men	Rate of hiring (%)	Women	Rate of hiring (%)
More than 50 years				
Americas	148	0.45%	33	0.16%
APAC	28	0.09%	7	0.03%
EMEA	30	0.09%	8	0.04%
India	2	0.01%	1	0.00%
	32,882	100%	20,504	100%

The total count and rate of employee turnover broken down by age, gender and region in fiscal year 2015 are as follows :

Employee turnover				
Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
Less than 30 years				
Americas	715	3.02%	420	3.02%
APAC	516	2.18%	782	5.62%
EMEA	280	1.18%	344	2.47%
India	14,069	59.38%	9,349	67.21%
30-50 years				
America	909	3.84%	381	2.74%
APAC	549	2.32%	310	2.23%
EMEA	569	2.40%	263	1.89%
India	5,853	24.70%	1,993	14.33%

Employee turnover				
Geography	Men	Turnover rate (%)	Women	Turnover rate (%)
More than 50 years				
Americas	138	0.58%	51	0.37%
APAC	23	0.10%	7	0.05%
EMEA	40	0.17%	8	0.06%
India	32	0.14%	3	0.02%
	23,693	100%	13,911	100%

## Guiding principles

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



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

Operating location	Total employee count as on March 31, 2015	No. of employees covered under CBA
Austria <sup>(1)</sup>	5	5
Brazil	641	641
Finland	18	18
France	241	241
Italy	12	12
Japan	200	200
The Netherlands <sup>(1)</sup>	238	238
Poland	2,385	2,385
Spain	19	19
Sweden <sup>(1)</sup>	59	59

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

## Effective communication and channels

We have established multiple channels to reach out to our employees at all levels. We have interactive sessions with the Management across our campuses. In addition, we have employee communication channels such as organization-wide mailers, newsletters within units, our corporate intranet (Sparsh), corporate TV channel (InfyTV), corporate radio channel (InfyRadio), our social networking hub (InfyBubble), the annual employee satisfaction survey – LITMUS (Let’s Interact on Themes that Matter to Us), the CEO Forum (Ask Vishal), blogs, our exclusive platform for managers (Managers Portal) and our internal branding and marketing portal, MPlus.

This year, we launched Murmuration – a unique, crowd-sourcing initiative, across the organization to foster innovation and collaboration within the organization. We received 2,650 ideas from employees across our locations and business units.

Idea clusters included topics like analytics, automation, deep client engagement, cloud technologies, and digital transformation. Each idea was evaluated by a core leadership team and a shortlist of 70 ideas went up for rating by Infoscions. This period saw 131,847 page views and 31,466 actions (rating, commenting, and discussions). The final shortlist of 10 ideas was further strengthened by the idea authors and assigned mentors. Some of these have been taken forward for incubation / implementation.

## 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. The awards have grown over the years to encompass the scope of work done at Infosys, and awards are given at the global and regional levels. With categories such as Account Management, Center (DC) Management, Excellence in Projects, Infosys Champions, Innovation, Internal Customer Delight, People Development, Sales and Marketing, Value Champions, Unit / Department Management, Sustainability / Social Consciousness, Most Valuable Contributor — the Awards for Excellence are an inspiration to our employees to challenge all boundaries and produce outstanding results. This year, we renewed some categories, and introduced new sub-categories as well. We also saw a 28% increase in the number of nominations received as compared to last year. For more details, refer to the *Awards for Excellence* section in our Annual Report 2014-15 available on [www.infosys.com](http://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 workforce.



Some of our flagship programs and initiatives pursued during fiscal 2015 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 daycare services and schools.
Infosys Gay, Lesbian employees and You (IGLU)	Employee resource group for employees from the LGBT community	IGLU is an affinity group set up in fiscal 2012 with the objective of creating a safe and respectful work environment for employees from the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. Awareness programs and exclusive events are held to foster inclusion.
Infyability	Employee resource group for differently-abled employees	This is a forum that works towards creating a sensitive and inclusive workplace for differently-abled employees. Regular accessibility audits are conducted to ensure that our infrastructure is accessible to differently-abled employees. The World Disability Day is celebrated at all our campuses to create awareness and foster inclusion. Policies are enhanced / changed keeping in mind the special needs of differently-abled employees.
Infosys Women's Inclusivity Network (IWIN)	Employee resource group for gender inclusion	IWIN works towards creating a gender-sensitive and inclusive work environment for women employees and develops them for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization. We enable the career growth 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 has had positive outcomes for over 1,300 employees so far. Network members also support employees with severe depression or mental health-related concerns by assisting the human resources department and counselors to identify and refer such employees for further treatment. Samaritans are also engaged in awareness initiatives and conducting internal workshops on listening, basic counseling 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 significant HR policies that support work-life balance and inclusivity:

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

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

## Talent fulfillment

In an attempt to balance employee career aspirations and business needs, we instituted a unique Talent Fulfillment function – a central, organization-wide function to plan talent needs, enhance utilization of existing talent, improve employee morale through continuous engagement and to re-skill the workforce to adapt to changing business needs. A dedicated team of Delivery and HR professionals, as part of this function, engage with every member moving into the central talent pool after their project concludes. Employees in the talent pool get to express their aspirations, constraints and expectations which get recorded in our Talent Management system. The talent fulfillment teams across the world access this system to identify the right talents based on the skills and availability and map them according to their requirements. This function also focuses on forecasting the talent needs and planning for the same, ensures timely allocation of employees to projects, streamlining employee movements

across units and locations, planning for re-skilling and providing inputs for employee retention. Through the dedicated efforts of this function, we have seen a rise in our employee utilization levels from 75% at the beginning of 2014 to about 82% by the end of 2014.

## Talent enablement

The Education Training and Assessment (ETA) department is one of our key business-enabling competency development units. ETA aligns its activities to benefit our business by fostering an enterprise-wide environment of acquisition, dissemination and management of knowledge. 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 the 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	2014-15			2013-14			2012-13		
	Employee count	Training days	Average training days	Employee count	Training days	Average training days	Employee count	Training days	Average training days
Associate	84,219	31,21,664	37.06	80,593	20,14,424	25.00	76,372	11,27,293	14.76
Middle	67,451	1,98,140	2.94	57,709	2,54,015	4.40	57,997	2,16,923	3.74
Senior	24,015	39,374	1.64	21,635	59,295	2.74	20,681	48,320	2.34
Top management	502	921	1.83	468	229	0.49	447	432	0.97
Others <sup>(1)</sup>	–	–	–	–	–	–	1,191	–	–
Total				1,60,405			1,56,688		

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.

<sup>(1)</sup> Lodestone Holding AG became a subsidiary of the Infosys Group during fiscal 2013.

## 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.). During fiscal 2015, about 12,500 freshers were trained.

## 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 rapid changes in the business needs of its customers. Accordingly, several KM solutions have been deployed over the years, individually or in combination with others,



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

We have provided several knowledge management and collaboration channels to leverage organizational knowledge. The participation across these channels during fiscal 2015 was as follows:

**KM Portal:** A searchable knowledge repository of about 98,800 artifacts, which recorded over 1.2 million artifact downloads from nearly 112,000 employees.

**Konnect:** A professional networking platform that includes discussions, Q&A, automatically enriched expert profiles, tagging and support for communities. Konnect recorded over 1.6 million activities from around 84,000 employees in fiscal 2015.

**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 794,000 activities were recorded from nearly 23,000 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 10 Global MAKE (Most Admired Knowledge Enterprise) Awards, 12 Asian MAKE Awards and 10 Indian MAKE Awards over the last decade.

### 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	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10
Number of students registered for HES program	57	271	306	228	118	143
Cumulative numbers supported	1260	1,203	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 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 and enhanced it to CDP 3.1 in 2014 with greater focus on Technical competency and Business communication. CDP is a learning credit point system, which brings relevance and flexibility in competency development for a role across multiple competency dimensions. The credit point system is aligned to an employee's role tenure. The average prescribed / estimated learning effort across all employee categories up to senior level is computed based on the CDP 3.1 credit point mechanism.



The credits earned by employees through CDP 3.1 are as follows:

Employee category	2014-15			2013-14			2012-13		
	Employee count	<sup>(1)</sup> Estimated learning effort (in days)	Average learning effort across learning group	Employee count	<sup>(1)</sup> Estimated learning effort (in days)	Average learning effort across learning group	Employee count	<sup>(1)</sup> Estimated learning effort (in days)	Average learning effort across learning group
Associate	84,219	203,054.25	2.41	80,593	208,906	2.59	76,372	286,783	3.76
Middle	67,451	183,813.75	2.73	57,709	180,035	3.12	57,997	252,572	4.35
Senior	24,015	21,442.5	0.89	21,635	27,643	1.28	20,681	46,922	2.27

<sup>(1)</sup> We have specialized programs for the top leadership and the details regarding this 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. The vision of ILI is to be a globally respected institution committed to developing Infosys leaders of today and tomorrow. The primary focus of the institute is to develop and prepare the title holders of the organization for current and future executive leadership positions.

Approximately 530 title holders from across Infosys and its subsidiaries benefit from the Institute's programs each year. A 360 degree feedback process aids in the creation of a personalized leadership developmental plan for each leader. ILI employs a wide range of developmental approaches including classroom training, individualized coaching, experience sharing, and 'leaders teach' sessions. Some of the programs offered by the institute in fiscal 2015 include:

- Leadership development planning workshops
- Charismatic and instrumental leadership
- Science of influence
- Principles of persuasion
- Leadership, decision making, and organizational performance
- Leader as coach
- Crucial accountability
- Crucial conversations

In addition, ILI also conducts 'Leaders Teach' sessions facilitated by senior Infosys leaders that includes topics such as:

- Relational leadership
- Leading change
- Closing large deals
- Managing difficult client situations – A consulting approach

## 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.

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.

## Creating a culture of active learning

We have collaborated with Stanford University's school of design, the d.school, to embark on Design Thinking (dT) workshops for our employees. We believe that the dT framework will change the way we investigate, innovate and implement solutions for our clients, through a user-centric approach. Our endeavor is to use dT to harness

creative ideas, transform them into solutions and take them to the market with skill, agility and imagination. While the core management teams were the first to participate in dT workshops, the program has been taken forward to cover over 25,000 Infosys globally. Design Thinking has also been introduced as a component in the Foundation Program for fresh engineers. As we are affecting a cultural transformation in the way we look at problems so that we creatively come up with innovative solutions through a user-centric approach, dT has also been a life-enhancing skill for our employees, as the learnings are not only applicable at the workplace, but also in non-work-related spaces.

## Boosting innovation ecosystems

The Murmuration initiative that we launched this year across the organization generated a huge response from employees. From the 2,650 ideas that were submitted, the final shortlist of 10 ideas was further strengthened by the idea authors and assigned mentors. Some of these have been taken forward for implementation. A global Hackathon was also organized to encourage rapid problem-solving through the use of technology, and boost the 'Maker Culture' – an emerging learning methodology that encourages shared social learning (hearing and seeing) by focusing on building artifacts (doing), while also teaching the scientific methods of experimentation, risk-taking and continuous improvement that are critical to problem-finding, and then



A Hackathon in progress at our Bengaluru campus





moving on to solving those problems. While our dT initiative enables us to identify relevant problems, we believe that the Global Hackathons will supplement this by allowing everyone to rapidly prototype possible solutions to these problems. The Hackathons were opened up under three categories:

- Open track: Participants were allowed to select a critical problem of their choice and prototype solutions using open source or proprietary technologies.
- Internal systems track: The participants had to identify and improve on any aspect of Infosys' internal IT applications.
- Hardware track: This unique track encouraged participants to combine open source platforms with hardware sensors, to build solutions in areas like Internet of Things.

Infosys from 18 locations across the globe participated enthusiastically, and a host of ideas emerged. The Hackathon helped bring our innovation mindset to the fore, and forged new interest and enthusiasm in thinking differently and solving problems with agility and creativity.

## The SWAT initiative

We launched SWAT (derived from Special Weapons And Tactics a popular term used in law enforcement organizations ) this year with an aim to run a large organization-level change management initiative with the objective to identify employee challenges that cut across the organization and then work towards resolving these issues to create a better work environment.

Driven from the top, the SWAT had sponsorship from the Chief Operating Officer, whose continuous supervision and guidance ensured that the different working groups within the organization worked in cohesion to address the employee challenges. Ever since its rollout in September 2014, SWAT has addressed and resolved challenges in every critical function that concerns employees such as travel, claims, infrastructure, procurement, work environment, etc.

SWAT initiated its work with a structured approach of interviewing people across the diverse sections of employees, along with conducting focused group, open-ended discussions with the core middle management community to gain an understanding of the challenges. The exhaustive inputs were then classified as 'Essential, Desirable and Vital' categories. The categorization was arrived at by surveying the user groups and requesting them to rank their top challenges. The constitution of the SWAT – Program Management Office was ensured to be a heterogeneous group (with participation

from Delivery, HR, Business Enabler functions, Voice of Youth and an independent corporate team), that collectively had the ability and power to evaluate the proposed changes and implement them.

The SWAT core team acts as the driving force to engage user groups at appropriate junctures to evaluate the progress on changes and provide suggestions. Regular communication on progress of the proposed changes was ensured through delivery channels in the organization, such as InfyTV, blogs on Sparsh and mass mailers. These channels had representation from COO, Senior leadership in the organization from Business Enabling Functions, Delivery and even from the employees who shared their inputs. SWAT had a dedicated hour in the Annual Strategy Planning meet for 2015, where the need, purpose and progress was shared with the topmost leadership of the organization. We perceive an increased confidence among employees on this large initiative and have already started witnessing the results in the last two quarters of fiscal 2015.

## Equal opportunity

We are committed to providing a work environment free of discrimination and harassment. The Company is an equal opportunities 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 policies apply 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 workforce includes 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 2015 are as follows:

- To strengthen our diversity practices, we instituted a 'Global Diversity Council' under the CEO's sponsorship. This Council has representation from across geographies and will work to improve our performance across three diversity indicators – Gender, nationality and people with disability.
- A drama-based training program, 'The Unconscious Bias', was conducted across our India locations.
- An e-learning course, 'Understanding Diversity and Inclusion' was launched to enhance the understanding of various facets of Diversity and Inclusion (D&I) at the workplace.
- Interactive sessions on the topics, 'Understanding Ourselves to Understand Our Children', 'How to facilitate learning in children', 'How prepared are we to impart sex education to our children?', 'Understanding Sibling Rivalry'; 'Addressing anxiety in Children', 'How to empower children to become independent thinkers' and 'Adoption-an option!'
- Infosys has embarked on a major global partnership with Business Disability International (BDI) with a mission to leverage research, business and technology expertise to enable global business leaders to understand and address the systemic impact of disability on their business and on the societies in which they operate.

- International Day of Persons with Disabilities 2014 was observed in December to promote an understanding of disability issues and create an inclusive workplace.
- Sessions on 'Creating an Inclusive workplace' aiming to sensitize employees about the LGBT community.
- A diversity study was conducted across businesses.
- Infosys participated and won the Asia Pacific HRM Congress Award 2014 for 'Diversity & HR'.
- Thirteen women from Infosys are among the recipients of the 2014 Women of Color in Technology Awards. It is a competitive national awards program by the *Women of Color* magazine which recognizes and honors the exceptional achievements of distinguished multicultural women who excel in Science, Technology, Engineering and Mathematics (STEM). The event took place in Detroit, Michigan.
- Infosys was invited to deliver the keynote address on 'Women's Empowerment Principles – Gender Equity Means Business' at an event organized by CARE India, UN Women, and the Global Compact Network India in Hyderabad.
- Infosys participated as a panelist in the ILO Global Business and Disability Network meeting organized by ILO in partnership with TCS in Bangalore.

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 disabilities 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 disabilities and promotes an inclusive workplace where the skills and knowledge of each employee is 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.

- A study was conducted to understand the needs of employees with disabilities at Infosys and the concerns and challenges faced by them at the workplace.
- Accessibility Audit was conducted in collaboration with the Facilities team across Infosys India Development Centers.
- A study focusing on persons with disability was conducted to understand the HR practices through the Diversity and Inclusion perspective.

### Infosys Women's Inclusivity Network (IWIN)

Our gender diversity practices seek to address 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 2015:

- A study on maternity support programs was conducted.
- A handbook on maternity prepared for India DC.
- Infosys participated in the Towers Watson 2014 Global Gender Diversity Survey in July 2014.
- The diversity team organized interactive sessions with the visiting women leaders from client organizations and our employees in various DCs. The clients spoke about their experiences and challenges as women leaders in the technology field.
- As part of the Women in Technology Initiative by Microsoft, Infosys hosted Microsoft executives and dignitaries in Mysuru DC for an event, to discuss the future of technology and its impact.
- 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.
- Sessions on health and safety were conducted to increase awareness among employees on these topics.
- As a part of our 'Inspiring Women' series, several interactive sessions were organized where women leaders from within Infosys and from client companies were invited to interact with our women employees.

- International Women's Day 2015 was celebrated across our campuses in India and overseas.

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 2015, about 4,482 men availed themselves of paternity leave and 3,044 women availed themselves of maternity leave. In fiscal 2014, about 2,200 women availed themselves of maternity leave and 1,518 continued working after a year resulting in a return-to-work rate of 69%. Our return-to-work rate (women who went on maternity leave, resumed work and continued employment for a year) stands at 69%. There has been a significant dip in the percentage since last year when the return-to-work rate was about 74%. We have launched several initiatives under the Global Diversity Council to gain better insights into issues and to address them. 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 of complaints raised by employees in fiscal 2015:

Employee concerns and grievances	No. of grievances
Workplace harassment <sup>(1)</sup>	96
Workplace concerns <sup>(2)</sup>	416
Other issues <sup>(3)</sup>	0
Employee disciplinary issues – major <sup>(4)</sup>	443
Employee disciplinary issues – minor <sup>(5)</sup>	391
<b>Total</b>	<b>1,346</b>
<b>Closure statistics</b>	
Internal arbitration	393
Disciplinary action	953
No action needed	0
<b>Total</b>	<b>1,346</b>

Scope: Infosys Group

- <sup>(1)</sup> Workplace harassment – Refers to all sexual harassment cases heard and resolved at the workplace.
- <sup>(2)</sup> Workplace concerns – Refers to grievances employees raise at the workplace.
- <sup>(3)</sup> Other issues – Refers to queries, clarifications and concerns that do not get channelized as per the Company's grievance mechanism.
- <sup>(4)</sup> Major – These cases involve risk to the reputation of the Company / employees, fraud or other ethical misconduct. This year, we are reporting the disciplinary action taken on individuals on account of incorrect data provided at the time of joining.
- <sup>(5)</sup> Minor – These cases refer to misdemeanors or mistakes that can be corrected.

## Occupational health and safety

We are committed to high standards of environmental management and the 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
- Definition of HSE objectives and targets that are achieved through management programs
- Identification of HSE training needs and ensuring of 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 work environment. Instances of dry eye syndrome, myalgia, are reported frequently. Workstations and furniture are designed and procured after considering their ergonomic advantages. Physiotherapists are available in most campuses in India and they conduct regular sessions on back care, posture maintenance and repetitive strain injuries.

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

The committee is responsible for :

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

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

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

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

Incident, frequency and severity rates	2015	2014 <sup>(1)</sup>	2013
Total no. of incidents (OHSAS 18001:2007)	464	753	1,146
No. of lost time injuries	41	58	94
No. of lost days (person days lost due to work-related event(s) injuries)	307	550	991
Frequency rate = (No. of lost time injuries x 1000000) / person hours worked) (IS 3786:1983)	0.133	0.199	0.330

Incident, frequency and severity rates	2015	2014 <sup>(1)</sup>	2013
Frequency rate = No. of lost time injuries x 200,000 / Hours worked (OSHA)	0.027	0.040	0.066
Severity rate = (person days lost due to lost time injury x 1000000) / Man hours worked (IS 3786:1983)	0.999	1.890	3.478
Severity rate = No. of days lost due to work injury x 200,000 / Hours worked (OSHA)	0.200	0.378	0.696
Incident rate / 1000 employees = (No. of lost time injury x 1000) / Average number of persons employed	0.306	0.459	0.766

Scope: This data is applicable for India locations only.

<sup>(1)</sup> The 2014 numbers have been updated based on an audit observation. We currently do not have systems in place to capture information about absenteeism rate and occupational disease rate.

During the current fiscal, we had one fatality at our site, involving an independent contractor. Root cause analysis was carried out and strict measures to mitigate similar risks across all locations have been undertaken through management interventions as part of preventive measure. Risk assessments were also reviewed and appropriate mitigation measures undertaken. We have also had one lost time incident with two lost time days in the same category. Appropriate actions were taken after root cause analysis and risk assessments revisited. However, the severity rates for the same have not been reported due to the complexity of the capturing process and computation of man hours related to independent contractors. We propose to streamline our processes and systems to capture data related to contract workers and visitors by fiscal 2018.

A total of 65 incidents have been reported at our construction sites. No fatalities were reported. The health and safety team, in collaboration with the internal audit team, has embarked on several preventive measures to improve safety at our construction sites.

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 channels

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

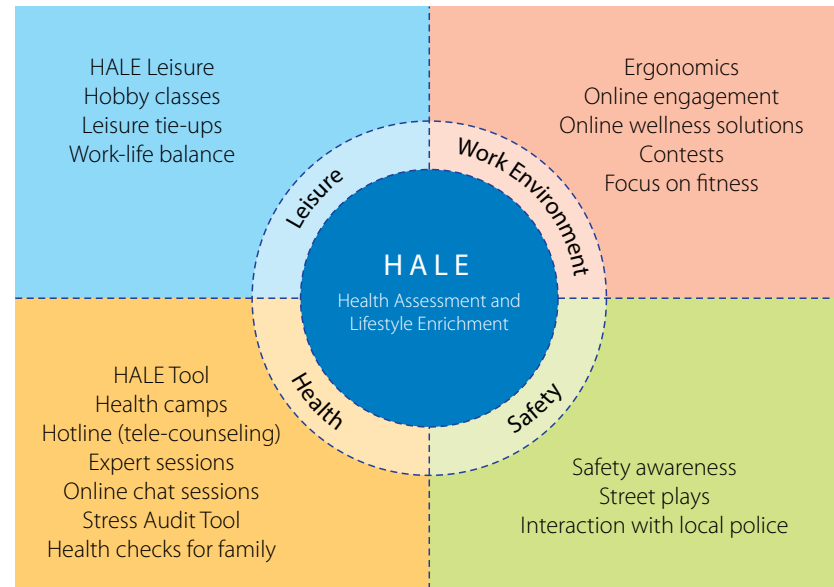
### Internal communication channels

The HSE policy and procedures are communicated to all employees through the OZONE portal, handouts and trainings. Email, signage and bulletin boards are also used as means 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 prepared taking into account employee feedback through surveys and emails, 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 among 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 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 nature of each case.

**HALE Hotline:** This facility was introduced to provide 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:** This tool assists employees in identifying their stress levels and thereby to seek help or take appropriate measures to improve their health.

**'Healthy You' application:** This is a desktop widget that provides 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.



## Promoting responsible supply chain – Vendors and partners

Being an Information Technology (IT) and consulting company, our solutions and services rely more on intellectual assets than on physical assets. Our supply chain implications are primarily related to our large supplier base for the procurement of goods and services to support our operations. This has encouraged us to strengthen our responsible supply chain practices progressively every year. We have a well-defined mechanism to receive and address social and environmental grievances from all our stakeholders. In order to strengthen responsible business practices in our supply chain, a four-stage integrated framework called VIVA was implemented in fiscal year 2013. The VIVA framework includes:

- **Visioning** – Drafting policies and guidelines and operating code for the supply chain
- **Inculcating** – Focusing on process improvements
- **Valuing** – Creating awareness and providing training and competency building
- **Assessing** – Assessing supplier performance along environmental, social and governance parameters.

As a best practice, we have formulated the following policies and guidelines for managing our supply chain responsibly:

- 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.
- A Master Service Agreement (MSA) document that covers all regulatory and mandatory compliance from the governments concerned is signed with all our vendors. The MSA mandates the vendor to abide by the regulatory and governmental laws applicable.

We also expect our suppliers to support and respect the protection of internationally proclaimed human rights and to ensure that they are not complicit in human rights abuses. Our contracts have appropriate clauses and checks to prevent the employment of child labor or forced labor in any form. We also provide forums such as Sambandh, our annual vendor meet, where suppliers can voice their concerns and issues.



*A session in progress at Sambandh, our annual vendor meet, where suppliers can voice their concerns and issues*

To facilitate better risk assessment, we have further classified the suppliers under 14 segments. This year, we have institutionalized the supplier risk assessment across the 14 sub-categories of suppliers with the Enterprise Risk Management (ERM) framework at the organizational level. Supplier risks will now be rolled up to the 'Societal' category of our ERM framework.

For further details about our Enterprise Risk Management framework, refer to the *Risk Management Report* section in our Annual Report 2014-15 available on [www.infosys.com](http://www.infosys.com).





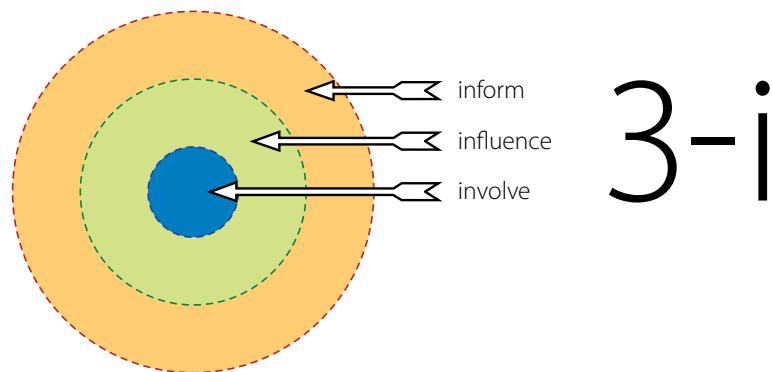
## Supply chain – material aspects

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	✓				✓		
Products	Software	✓				✓		
	Electrical and heavy equipment	✓				✓		
	Stationery	✓				✓		
	Construction materials / Interiors	✓				✓		

We have enhanced the supplier management process and institutionalized departmental processes, supplier engagement, training and assessment.

This year, we evolved a comprehensive engagement model called 3I (Involve, Influence and Inform) to meaningfully engage with our suppliers on material aspects stated in the *Supply chain – material aspects* table.



The 3I model uses three important determinants to gauge Infosys' ability to control / influence the supplier operations in order to address material aspects.

1. **Proximity:** The proximity of the supplier location to initiate a meaningful engagement.
2. **Capability:** The capability and competence available within Infosys to positively engage with suppliers on the aspects that are important.
3. **Dependency:** The extent of business dependency the supplier has on Infosys. A high value business aids supplier response.

The model prescribes the engagement mode based on the aforementioned determinants.

This year, we have 'involved' all supplier segments working within our boundary covering 'People' and 'Services' categories (9 out of 14 segments) by conducting training, assessments and audits on Health and Safety, Compliance and Anti-Corruption safeguards, Human Rights, and Anti-Harassment regulations.

Engagement Strategy	Determinants Proximity, Capability, Dependency	Engagement Mode
 Involve	All High	<ul style="list-style-type: none"> <li>• Onsite Training</li> <li>• Onsite Audit / Assessment</li> <li>• Workshops / Meetings</li> </ul>
 Influence	Capability and Dependency - High	<ul style="list-style-type: none"> <li>• Remote Enabling</li> <li>• Surveys / Questionnaires</li> <li>• Email / Conference calls</li> </ul>
 Inform	All Other	<ul style="list-style-type: none"> <li>• Business Continuity (Go / No - Go decision)</li> </ul>

In fiscal 2015, 1,652 new suppliers were empaneled. We had revised our empanelment guidelines to include Environmental, Social and Governance (ESG) parameters last year but as most of our new suppliers empaneled are one-time providers of products and services, we have decided to screen only long-standing suppliers as part of the re-evaluation process that they undergo every year, starting fiscal 2015. We engage with local suppliers ('local suppliers' means India-based suppliers) for our 'People' and 'Services' categories. The proportion of spending on domestic suppliers at significant locations of operations was about 75% for fiscal 2015.

In addition to the above, we have regularized the frequency of inspections through the year. Food inspections are carried out by catering committees (that has representation from the Facilities department and employees in all campuses) on food and beverage suppliers. Vehicle inspections are carried out on transportation suppliers to assess the quality of the vehicles provided for employee commute. A comprehensive Human Rights assessment covering labor practices, discrimination, health and safety was also carried out across supplier segments across three large development centers (Bengaluru, Pune and Mysuru).



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.

All our supply chain service providers working within our boundary are included as part of our environmental footprint. At present, our ability to ascertain the influence of our product suppliers (outside our boundary) on the environment is limited. We are currently exploring methodologies to ascertain the impact of suppliers outside our boundary on the environment, especially on material aspects such as emissions, energy, waste and water.

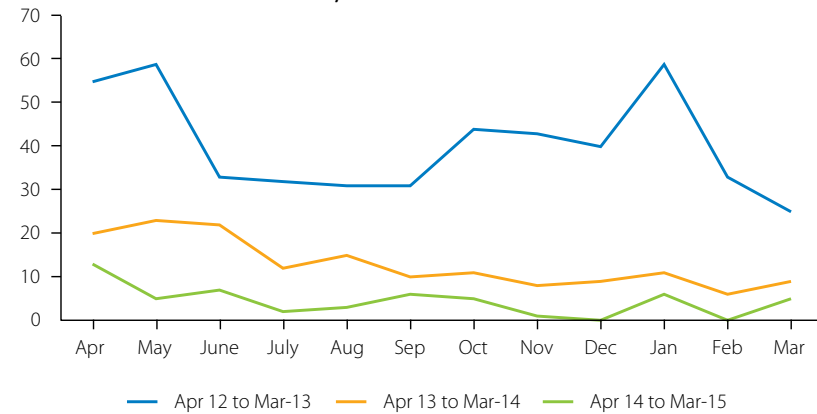
This year, through these engagements, we have covered eight out of the 14 supplier segments, approximately 57% of our supplier segments through training. About five out of 14 supplier segments have been covered under assessments or audits, covering approximately 35% of the supply chain.

### Construction site improvements

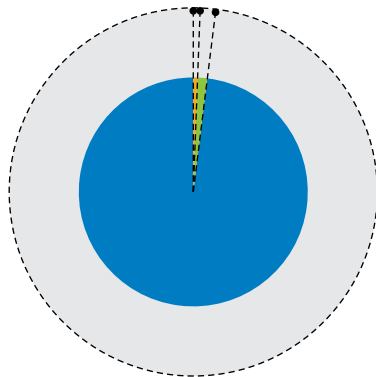
This year, we continued to focus on health, safety and compliance at our construction sites. Our efforts this year has been to move from 'control' to 'assurance'. There has

been a significant decrease in safety incidents – nearly 70%, at our construction sites as compared to the previous year. This year we had no fatalities at our sites and we have institutionalized site safety processes in accordance with all applicable building codes, standards and management systems.

Safety incidents trend

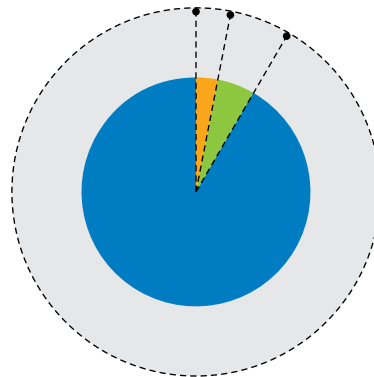


Safety incidents Apr 12 to Mar 13



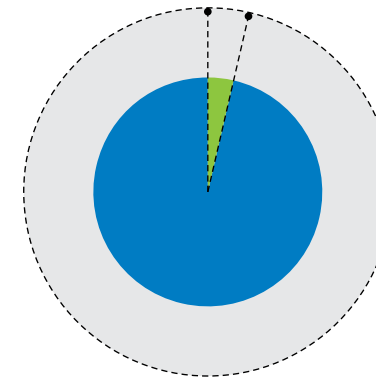
● Fatal – 1% ● Major – 1% ● Minor – 98%

Safety incidents Apr 13 to Mar 14



● Fatal – 3% ● Major – 5% ● Minor – 92%

Safety incidents Apr 14 to Mar 15



● Fatal – 0% ● Major – 4% ● Minor – 96%



## Enabling communities for a better future

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We are responsible towards all our stakeholders, investors, clients, employees, vendors / partners, governments and communities in ensuring that we conduct our business ethically. 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 our CSR strategy driven by a Board committee, direct monetary support, organization-led projects, employee-driven initiatives and our community empathy policy. We support the volunteering efforts of our employees. Besides supporting employee-led CSR groups 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.

### Corporate social responsibility

Our commitment to Corporate Social Responsibility (CSR) is aimed at sustainable development of the communities where we have a major presence such as our offices and development centers. Along with sustained economic performance, environmental and social stewardship are also key factors for holistic business growth. With this firm belief, we established the Infosys Foundation, the Infosys Foundation USA and the Infosys Science Foundation, which achieve distinct goals that have been set as part of our CSR strategy for the company. For more details, refer to the *Corporate Social Responsibility* section in the Annual Report 2014-15, available on our website [www.infosys.com](http://www.infosys.com).

### Infosys Foundation

We are committed to the communities where we have our operations. This has led to the creation of Infosys Foundation to support the underprivileged sections of society across India. A not-for-profit initiative aimed at fulfilling the social responsibility of Infosys, the Infosys Foundation creates opportunities and strives towards a more equitable society.

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

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

The highlights of the work done during fiscal 2015 have been published in the Foundation's report, available on <http://www.infosys.com/infosys-foundation/>

### Infosys Foundation USA

Infosys Foundation USA is a non-profit organization focused on bridging the digital divide in America. It aims to give children, young adults, and workers across the United States the skills they need to become creators, and not just consumers, of technology. The Infosys USA Foundation continues 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 states of the U.S. The Foundation team also participated in a program for revitalizing schools across 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.

### Infosys Science Foundation

The Infosys Prize instituted by the Infosys Science Foundation (ISF) endeavors to elevate the prestige of science and research in India and inspire young Indians to choose a vocation in research. The award is given annually to honor outstanding achievements of contemporary researchers and scientists across six categories, namely, Engineering and Computer Sciences, Humanities, Life Sciences, Mathematical Sciences, Physical Sciences and Social Sciences, each carrying a prize of a gold medal, a citation and a purse of US \$0.11 million. The award intends to celebrate success in research and stand as a marker of excellence in these fields.

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



## Infosys Prize 2014 winners

Category	Subjects	Winners
Engineering and Computer Science	All categories of Engineering	Prof. Jayant Haritsa, Indian Institute of Science (IISc), India
Humanities	Archaeology, History, Philosophy, Legal Theory and Literary Studies	Prof. Shamnad Basheer, Increasing Diversity by Increasing Access (IDIA), and SpicyIP, India
Life Sciences	Biology, Medicine and Plant Science	Prof. Shubha Tole, Tata Institute of Fundamental Research, India
Mathematical Sciences	Mathematics and Statistics	Prof. Madhu Sudan, Microsoft and Massachusetts Institute of Technology, USA
Physical Sciences	Earth Sciences, Physics and Chemistry	Dr. Srivari Chandrasekhar, CSIR Indian Institute of Chemical Technology, India
Social Sciences	Economics	Prof. Esther Duflo, Massachusetts Institute of Technology, USA

For more details on the activities of ISF, visit our website, [www.infosys-science-foundation.com](http://www.infosys-science-foundation.com).

## Empowerment 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 organizes conclaves, road shows at educational institutions, faculty enablement programs, industrial visits for students and faculty, seminars and workshops, programming contests for students, sabbaticals for the teaching staff to take up refresher courses, technical events, research paper sponsorships and soft-skill 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 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 78,726 students participated in Aspirations2020 from 22 Indian states. Details of the event are as follows:

Particulars	2014-15
Students registered	26,248 teams
Number of teams participating in the college rounds	10,319 teams
Number of teams participating in DC / State finals	79 teams
Number of teams qualifying for ACM-ICPC Onsite Contest	51 teams

## 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. The 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 that 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 Education, Training and Assessment department.

**SPARK Guru:** This program focuses on teachers from government schools and helps them augment their knowledge so that they can enhance their teaching skills and align their curricula to current industry needs.

As part of SPARK, we engaged with over 38,460 teachers during the year. Since its launch in 2008, the program has reached over 916,460 teachers.



*Catch Them Young (CTY) – a 10-day summer vacation program held at our campuses that aims to expose bright urban youth to the world of IT*

## Imbibing social leadership

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

- Envision a common purpose for the development of communities around us
- Enable voluntary effort of Infoscions to integrate with the vision and sustainability goals of the Company
- Engage with Infoscions to help them become change agents and ambassadors for a better tomorrow
- Embed a culture of global citizenship and innovation for sustainable development among our employees

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.



## 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 of our employee-volunteer groups across the globe for fiscal year 2015 are as follows :

Campus	Trust	Details
Thiruvananthapuram	Sanjeevani Trust	<ul style="list-style-type: none"><li>• 150 students were covered under the 'Sponsor a Child' program. This program covers the educational expenses of the beneficiaries for an academic year.</li><li>• 130 schools were covered under the Note Book Drive, which benefited around 13,500 children. This program donates notebooks and stationery to schoolchildren at the beginning of an academic year.</li></ul>
Bhubaneswar	Akanksha Trust	<ul style="list-style-type: none"><li>• 700 children were benefitted by the Notebook Drive</li><li>• 6,800 families affected by the floods in Odisha were helped by the Flood Relief Distribution initiative.</li><li>• 120 children from the Adruta children's home were insured for health emergencies.</li><li>• 500 students were benefitted by Pratibha Poshak, a scholarship program for students in need.</li></ul>
Bengaluru	Samarpan Trust	<ul style="list-style-type: none"><li>• 3,000 children were the beneficiaries of solar-powered UPS units that were donated to schools in need.</li><li>• 300 housekeeping staff at the campus upgraded their skills and learnt basic English through Spoken English classes conducted by Infoscion volunteers</li><li>• 170 schools covering 8,500 children were benefitted as part of Khan Academy educational video distribution program</li><li>• 50,000 children were given notebooks and stationery under the Note Book drive initiative.</li><li>• 600 employees donated blood at two blood donation camps that were conducted in the campus.</li></ul>
Hyderabad	Mamata Trust	<ul style="list-style-type: none"><li>• Four schools have been benefitted by the inHEART program, a new initiative of Mamata Trust based on the novel idea of providing all-round development for children in rural schools</li><li>• Organized three blood donation camps every three months through the Thalassemia and Sickle Cell Society and Nizam Institute of Medical Sciences</li><li>• Set up stalls within the campus to promote poor weavers and local women entrepreneurs</li><li>• 73 people were selected from 239 job applicants at a <i>Job Mela</i>, a recruitment drive, conducted in two villages by the Trust</li><li>• Worked with NGOs to rescue destitute children in the neighboring areas</li></ul>



Campus	Trust	Details
Mysuru	Soften Trust — Building Communities for Future Trust	<ul style="list-style-type: none"><li>• 25,000 children benefited by the Note Book Drive</li><li>• 188 students were awarded scholarships to pursue school and college education under the student scholarship scheme for the children of housekeeping staff at the campus. A total of US \$0.01 million collected and given away as scholarships as part of the initiative.</li><li>• 96 needy people, including women and children were benefited by the artificial limb donation drive, which was jointly organized by the Rotary Club of Mysuru and Soften,</li><li>• 800 saplings were planted across five parks in Mysuru as part of the tree plantation drive</li></ul>
	BCF Team	<ul style="list-style-type: none"><li>• The BCF Team, a group of highly committed volunteers, is working towards bringing Integrated Rural Development in two villages – Maddur and Marballi. The team aims to bring positive impact in the lives of people through education, women's empowerment and social entrepreneurship. Tailoring classes for women, spoken English classes for students and eye camps for the public are some of the key events conducted by the team. The BCF team has also facilitated an activity of building 70 <i>sarala oles</i> (simple stoves) and donated equipment to another 130 families to build an energy-efficient cooking system.</li></ul>
Chennai	Sneham Trust Mathram Trust	<ul style="list-style-type: none"><li>• Children from 670 government schools were provided financial support to help them pursue their education through Sneham's Shiksha program</li><li>• 550 children of housekeeping staff at the campus were provided academic support under the 'educare' project.</li><li>• 1,600 children were given career counselling by 52 volunteers of Sneham</li><li>• 257 individual toilets were constructed at the Anoor village through help from Sneham</li><li>• 700 students are now able to access a library at their school, thanks to the 'Build a Library' project. A library was constructed for the Chennai Primary School in Taramani, Chennai. The foundation plans to replicate the success in other schools that are deprived of such infrastructure in the city.</li></ul>
Infosys BPO	Global Business Foundation Skills Program	<ul style="list-style-type: none"><li>• More than 9,230 students were covered as part of the Global Business Foundation Skills Program, a talent CSR initiative. 429 lecturers from 211 colleges were also helped in upgrading their skills in the states of Tamil Nadu, Karnataka and Maharashtra.</li></ul>



## SPRING – An Infosys China initiative



With around 40 full-time members and 100 Infosys on-board, SPRING, the employee-voluntary group at our China center, operates with the singular objective of 'giving back to the society'. Since its commencement in 2007, it has been working towards improving the lives of underprivileged children and the differently-abled.

SPRING has been a key contributor for the 'Giving Tree' program that aims to help the underprivileged children by providing them with a bag of new clothes, stationery items and toys worth 200 RMB per bag during the spring holidays in China. This program helps to inculcate the habit of giving for a good cause among a large section of our employees in China. Collection drives across all our Development Centers in China. The volunteers visit the selected schools and distribute the bags, along with the gifts to the children. Until the end of this fiscal, the 'Giving Tree' program has successfully completed six cycles of the donation program. Volunteers are also involved in organizing skill development activities during weekends.

The SPRING team's activities are based on a set of well-defined goals, and roles and responsibilities for its members. Activities are planned by the core team and an anchor is selected for the each activity. Another independent team has been set up to manage the finances in a transparent manner.

Currently headed by Gopi Chand, who acts as the coordinator, and Simon Li, the associate coordinator, SPRING has been consistently recognized for its contributions



Beneficiaries of the Giving Tree program



Members of the SPRING team

towards community development. In recognition of this team's work, Infosys China was conferred the 'Good Enterprise Fulfilling Corporate Social Responsibility Award' in 2012. It has collected appreciation from various NGOs including Red Cross, Mifan Mama (an NGO based in China), Stepping Stones, and the Giving Tree. Through its consistent dedication, SPRING is on its way to achieve greater milestones, while scripting an inspiring journey of enabling young minds, spreading smiles and giving back to society. ■

## Clean India Campaign – Call for action



The Clean India Campaign, officially launched by the Prime Minister of India, Narendra Modi, on October 2, 2014, aims to accomplish the vision of 'A Clean India' by October 2, 2019, the 150th birth anniversary of Mahatma Gandhi. While this national campaign is making waves across India, Infosys is doing its bit as well. Programs have been rolled out across our Development Centers (DCs), and over 1,000 volunteers are currently part of the initiative. A few major projects undertaken by our employees are listed under this section.

### Bengaluru

The campaign was launched in November 2014 with a cleanliness drive at Electronics City, the industrial estate where our headquarters are located in Bengaluru. The volunteer teams, in collaboration with Electronics City Industries Association (ELCIA), have been conducting awareness campaigns among the local community on garbage segregation and disposal. As part of the program, volunteers from the center created an educational kit to create awareness on maintaining personal hygiene and segregating waste at source. Regular sessions are being held in 16 government run schools in the vicinity. The team also provided schools with two bins for collecting the segregated waste, and conducted sessions on vermi-composting for the students of these schools.

In order to ensure accountability under the initiative, the volunteers engaged the school's teachers, even naming some of them as 'Green Champions', as they would be

responsible for taking the initiative forward at the schools. The team also conducted several fun activities and games, which provided the students a different learning experience. The team plans to continue engaging students under this initiative throughout the next academic year to ensure continuity and success of the drive.



*Cleaning of a lake by volunteers from our Bengaluru campus under the Clean India program*



Clean India campaign volunteers conduct an awareness session on vermi-composting for school children at Bengaluru

### Bhubaneswar

Over 200 volunteers from Bhubaneswar participated in a cleanliness drive that involved local communities around the campus. Sudha Murty, Chairperson of the Infosys Foundation, and Usha Padhee, Commissioner-cum-Secretary, Department of School and Mass Education, also participated in the drive. Infosys Foundation will be constructing toilets in 109 schools in and around Bhubaneswar city as part of this program.

### Pune

Volunteers partnered with a local NGO to conduct a campaign in Marunji village on the outskirts of Pune. As part of the program, banners, street plays and educational films were used effectively to create awareness on the positive aspects of maintaining clean surroundings. The volunteers from the DC also conducted awareness sessions and cleanliness drives at the 'Mann school', which they had helped construct in the year 2012.

### Chennai

Over 300 volunteers from Chennai participated in the cleanliness drive in and around the Marina Beach, a famous tourist attraction in the city.

### Hyderabad

Volunteers took up cleaning and painting of a Primary Healthcare Centre at the government hospital in Lingampally, Hyderabad, on Republic Day, January 26, 2015.

### Jaipur

The Voice of Youth team at Jaipur DC organized a cleanliness drive at Kalwara, a locality in the vicinity of our Jaipur campus. ■



## Pioneering resource conservation

Infosys has always been at the forefront in taking up environmental conservation across its operations. As we focus on our material aspects — energy, water, emissions and waste — we continue to pioneer new technologies at our new facilities while investing in measures to renew our existing infrastructure to improve performance and enhance resource-efficiency. We continue to demonstrate that such investments are not just environmentally sound but also financially viable, and are replicable innovations as well. Some of the significant achievements in resource conservation are highlighted in this section of the report.

### Green buildings

In fiscal 2015, we were awarded the Leadership in Energy and Environment Design (LEED) India Platinum rating by the Indian Green Building Council (IGBC) for two of our buildings located in Bengaluru and Chennai. We now have 12 LEED Platinum-rated buildings, and two buildings with the Green Rating for Integrated Habitat Assessment (GRIHA) 5-star rating covering a total of about 3.8 million sq. ft. with the highest level of green certification.



*The LEED India Platinum-rated Software Development Block (SDB) 9 at our Chennai campus*

### Central Command Center

Our Central Command Center in Bengaluru helps us remotely monitor and optimize our building operations. We now manage over 11 million sq. ft. of smart buildings, energy management systems, solar PV systems, data center power usage effectiveness, battery-management systems, energy consumption for sewage treatment plants, and weather stations for their performance across our campuses. Operations data flowing into the command center from various systems across different campuses is used to review and optimize operations, drive resource conservation, perform fault detection and diagnostics, and ensure a high level of comfort and indoor air quality to the building occupants. For example, chiller-plant performance data from all chiller plants across Infosys campuses in India is compared on a weekly basis for optimization. This data also helps us validate our current design and improve designs for future buildings and systems. We are in the process of deploying and connecting smart water meters to the Central Command Center in Bengaluru, to ensure the continuous monitoring of water use across different locations and identify opportunities for water conservation.

**Central Energy Management System (CEMS):** We have upgraded our existing energy management system to a more powerful and capable Central Energy Management System, an enterprise-level energy monitoring and information tool. We have added over 600 new energy meters, and integrated energy meters in third-party applications like the building management systems, chiller-plant managers, diesel generation-set SCADA systems, taking the total number of integrated energy meters across campuses to 2,500. We have now installed HT energy metering systems at campus sub-station level for all campuses for detailed energy analysis and optimization. GPRS technology was used for communication for sub-stations that were located remotely where wired connectivity was not available.

The integration of all energy meters from various systems and locations is allowing us to compare and benchmark buildings and sub-systems performance across different locations. We have started using this data to identify new areas of improvements for driving energy conservation. Metric like per capita energy use, energy performance index for buildings, 'office' and 'after-office' energy use are used to identify opportunities for further investigation.

## Light fixtures with occupancy sensors

We have replaced T5 lamps with LED fixtures having in-built occupancy sensors at our Bengaluru and Thiruvananthapuram campuses. The sensors work on the passive infrared (PIR) technology and detect movements within the coverage area and accordingly alter the lighting levels and switch off the lights when there are no occupants in the room. The highest impact is observed during after-office hours when the building occupancy is low. These light fixtures have reduced our energy consumption by about 40%, as compared to what we were able to achieve using conventional T5 lamps.

## Façade retrofits

Air conditioning is the biggest energy consumer in buildings. Building envelope has a big impact on occupant comfort as well as air conditioning requirement as it shields the interior of the building from high and low ambient temperatures. Some of the buildings in our campuses, initially designed as glass buildings, were uncomfortable for people to work and resulted in high energy consumption. We retrofitted the façade of these buildings by reducing the amount of glass, replacing single glass with double glazing, and adding insulation to the walls. This retrofit reduced the amount of heat entering the building and thus resulted in reduced air conditioning energy consumption and increased comfort for the occupants. We plan to implement façade retrofits in other buildings across our campuses.

## Façade lighting

We have designed and implemented an innovative façade lighting system at one of our buildings at our Mangaluru campus that has a built-up area of 100,000 sq. ft. We have installed LED light fixtures to highlight specific elements of the building façade, making it aesthetically appealing and enhancing viewers' experience at night. With the use of efficient light fixtures, the lighting load for the entire façade of the building is a mere 246 watts.



*The façade lighting at night, at our Mangaluru campus*

## Exterior lighting retrofit

The exterior lighting system at our Chennai Sholinganallur campus has been upgraded with LED light fixtures. We have revamped the entire lighting system and installed low-wattage LED streetlights to improve visibility for employee movement and safety. We have also replaced the conventional CFL and metal halide light fixtures with efficient LED lights. This has resulted in a reduction in the lighting load by about 37%, as compared to that achieved by the use of conventional light fixtures.



## Electronically commutated (EC) fans

We have replaced our high-capacity exhaust fans with multiple smaller electronically commutated (EC) fans at our Chennai campus. EC fans consist of fewer components as compared to the conventional belt-driven fans, thereby reducing the maintenance costs. Also, these fans are smaller in size, with low vibration and noise levels. The installation of EC fans has led to a reduction in energy consumption of nearly 83%, or 60,000 units per year.

## Heat pumps

Heat pump is the reverse of refrigeration cycle. It makes use of the freely available heat energy from ambient air to heat water and generates cold air as a by-product. The hot water generated from heat pumps is used in washers and driers in the laundry, thereby eliminating the use of diesel. We also utilize the rejected cold air from heat pumps to cool the laundry area, making the space comfortable for the laundry staff. For example, diesel boilers have been replaced with heat pumps at the laundry in our Mysuru campus, eliminating the use of about 400 liters of diesel per day. In addition to this, heat pumps have also been installed in our employee care centres for supplementing solar hot water system and food courts for generating hot water for dish washing purpose across different campuses. Heat pumps being 3.5 times more efficient than electric heaters, have eliminated the use of 4,000 kW of connected load.

## High-efficiency data centers

We have designed our data centers using emerging technologies to optimize energy consumption. Our new data center at our Bengaluru campus has been constructed with the most innovative designs in the industry. One of its unique features is that all the auxiliaries are DC-powered by high-efficiency variable frequency drives (VFD), optimizing energy consumption based on ambient conditions. The 300 kW data center has been designed according to Tier-3 standards, ranging from 24-27 degree Celsius. The average power utilization effectiveness (PUE) of this data center is estimated to be 1.08. The data center uses a combination of passive cooling and Rear Door Heat Exchanger (RDHx) systems. The passive cooling system, based on direct and indirect evaporative technology, utilizes a minimum amount of fan power. Cold water is generated from cooling towers for 99% of operating hours annually, and the remaining 1% is achieved through chilled water tapped from the central plant serving

the building. Passive RDHx enables rack cooling, where chilled water for cooling is pumped directly to the racks rather than to the entire room. Chilled water is supplied at 21 degrees as against seven degrees in the case of conventional designs, thereby minimizing energy consumption to a great extent. Servers are cooled using passive RDHx without fans. All the pumps and fans in the data center are based on efficient EC motors, further optimizing the use of energy. Server rack water connections are designed for hot swapping i.e. cooling capacity can be added or removed from the cooling system while the data center is in operation.

## Reduction in connected load

Our concerted efforts to redesign and retrofit our existing buildings have helped us achieve dramatic reductions in our connected load and energy consumption. Deep green retrofits in our air conditioning systems have helped us achieve a 13.5 MW connected load reduction in the last four years. In fiscal 2015 alone, air conditioning retrofits have resulted in a 3.4 MW reduction in the connected load. Most retrofits have a short payback period of less than three years and can be easily replicated in other commercial buildings.

## Smart water metering

We have installed smart water meters on many of our campuses to enable online monitoring of water consumption, and identify leakages, wastage and opportunities for reduction. These meters have the ability to communicate with the Building Management System (BMS), which helps us monitor water consumption in real time. We have installed 128 smart water meters at our Pune campus, 31 at the Bhubaneswar campus, and 40 at the Chandigarh campus till date. We are in the process of installing smart water meters on all of our other campuses as well across India.

## Preventing water leakages

We have undertaken water piping retrofit to eliminate leakages and minimize water wastage. Conventional polyvinyl chloride (PVC) pipes for potable water supply have been replaced with medium-density polyethylene (MDPE) pipes. These pipes require less number of fittings and have a long life of 50 years as compared to conventional pipes, which use multiple fittings and last only for 10-15 years. MDPE pipes require less maintenance as compared to PVC pipes and can be easily installed in a cost effective

manner. MDPE pipes do not lead to rusting and corrosion even during adverse soil conditions, thereby eliminating the scope of water leakages to a great extent.

## Regulating water consumption

We have installed more than 25,000 pressure compensating aerators (PCA) in water faucets across all campuses during fiscal 2015. PCAs provide a constant flow rate of 0.5 gpm through variable pressure situations, optimizing water use to a great extent. In addition, we have also installed about 290 waterless urinals at our Bengaluru, Hyderabad and Bhubaneswar campuses during the same period. Existing urinal systems have been retrofitted with waterless urinals with the installation of key valves. Over 610 key valves have been installed in Pune, Bengaluru and Mysuru during the same period. Waterless urinals do not require water for flushing, thereby reducing water consumption and energy use for pumping and treating water. We plan to install this technology in all our new buildings across India.



Water faucets with pressure compensating aerators

## Rainwater harvesting

We harvest rainwater for the purpose of increasing the groundwater levels to ensure more water is available for ourselves and for others. We harvest rainwater through rooftop rainwater harvesting and the use of deep-well injection systems. Rainwater from the roof is directed into a storage tank, where it is then filtered, treated, and then used for domestic purposes. In fiscal 2015, 42% of our freshwater requirements in our new building in was met using rainwater harvested in the monsoon months. Rainwater is also collected and directed deep into the ground through in-house injection wells, thereby increasing the groundwater tables. In total, 67 deep-well injection systems have been built for groundwater recharge across different campuses in India. Each injection well is capable of recharging at least 50,000 liters of water per day. During this fiscal, we have constructed 21 deep-well injection systems on our Pune campus and 19 on our Bengaluru campus, to maximize water sequestration.



Rooftop rainwater harvesting tank at Jaipur Campus



Groundwater recharge well at Jaipur Campus

## Condensate water for cooling

As part of our constant efforts to optimize water use, we are collecting condensate water from the cooling coils in our air handling units (AHU), to meet the cooling tower design requirements. Every degree reduction in cooling tower outlet water temperature saves about 3% energy for the chiller plant. This has helped us to not only



reduce the use of water and minimize the cost of water treatment, but also increase the efficiency of the cooling towers, owing to the low temperature of condensate water. This system has been implemented at our Thiruvananthapuram campus, and we are planning to replicate it at our other campuses across India as well.

### Free cooling from DG exhaust heat

Our campuses are equipped with 100 per cent power back-up through diesel generator sets (DG sets) across all locations. Our Chennai campus partially operates on DG power for over six hours a day due to frequent power outages in Tamil Nadu. While this was a challenge, it also offered an opportunity to deploy innovative technology. We implemented vapor absorption cooling technology, which generates cooling from waste heat. DG sets, when in continuous operation, let out a lot of waste heat in form of flue gases. We installed waste heat recovery system at our DG set plant in Chennai and coupled it with vapor absorption chillers to produce about 400 TR of free cooling from 4,000 KVA of DG sets in operation. On an average, we generate about 1600 ton hour of free cooling per day from vapor absorption and reduce electric demand from regular chillers.

### Waste water treatment

We strive to recycle and reuse every possible drop of water. Our zero liquid discharge policy helps us achieve this through recycling and reusing 100 per cent wastewater in our aerobic membrane bioreactor (MBR) technology based sewage treatment plants. To make our treatment methodology efficient, we piloted the anaerobic MBR wastewater treatment technology and found that it requires 30% lesser energy, generates about 60% lesser sludge, and utilizes lesser space compared to the aerobic MBR technology. We are currently planning to implement this technology in one of the sewage treatment plants in our campus.

### Treated waste water for air conditioning

With our constant efforts to optimize water use, we have ensured that the entire cooling tower make-up water requirements are met from treated wastewater in our Bangalore, Hyderabad, and Chennai campuses. We have implemented appropriate water treatment technologies for the treated water coming from our sewage treatment plants, making it suitable for cooling tower requirements. This initiative has completely

eliminated dependency on freshwater for cooling tower water needs. We plan to implement this strategy in our other campuses across India.

### Capacitive de-ionization (CDI) water treatment

We currently use reverse osmosis (RO) systems for water treatment. However, we have evaluated the capacitive de-ionization (CDI) technology, which is an energy-efficient water treatment system. The reject from the CDI system is about 10-15%, as compared to 40-60% in the case of RO systems. Also, the energy consumption resulting from the use of the CDI technology is expected to be 60% lower than that resulting from the use of RO systems. Hence, we are planning to replace our RO systems with the CDI system to ensure high-quality water treatment and optimum energy use.

### Harnessing solar energy

We have installed solar photovoltaic (PV) systems on the rooftop of one of our buildings in Bengaluru to harvest solar energy. The unique feature of this experiment is that five different kinds of solar PV technologies, namely, Polycrystalline, Monocrystalline, Hetero Junction Intrinsic Thin (HIT), Copper Indium Selenide Thin (CSI), and Cadmium Telluride Thin (Cd-Te) films, are being compared on the same roof. This project will analyze the effects of different weather conditions on the performance of the PV technologies. This plant is expected to meet over 10% of the total electricity demand of this building. We are carrying out this study to demonstrate the viability of the best solar PV technology available in the market through continuous monitoring and analysis of energy-generation data in real time.



Comparison of different solar PV technologies on the Infosys building rooftop in Bengaluru



Our goal is to meet our entire electricity demand through the use of renewables in the next few years. We have successfully installed 2.3 MW of solar photovoltaic (PV) plants across our campuses in India. Currently, we are in the process of installing 15 MW of solar PV plants at our campuses, including a 7 MW plant at the Hyderabad campus.

The capacity of solar PV installations in fiscal 2015 is as follows :

Campus	Capacity (kWp)
Mangaluru SEZ	212
Bengaluru	90

## Green technology innovations

We have pioneered the use of radiant cooling technology in India through the deployment of radiant slab and radiant panel-based cooling systems. We realized that the available radiant panel-based cooling solutions in the market today may not be cost-effective in India. Hence, through high-quality engineering, we developed Radiflux panels in-house, which use chilled water for cooling. These panels are two times more efficient than other products available in the market, less than half the cost, and take 50% less time for installation. They are also much more efficient, flexible and easily replicable. This technology can be deployed on a large scale and has the potential to transform the way cooling is done in India. We have applied for India, US and European patents for this product.

## Beema bamboo

We have planted Beema bamboo to maximize carbon sequestration. About 30,000 Beema bamboo plants have been planted in our Sarjapur campus in Bengaluru. Beema bamboo has the capability to grow one foot per day at its peak, creating a natural canopy and cooling the surrounding area. We are expecting production of 750 tons of biomass from 30 acres in the first harvest, 1000 tons in the 2nd harvest, and 1200 tons from the 3rd harvest onwards. In addition to reducing carbon footprint, Beema bamboo can be used as an energy crop for generating oil, charcoal, ethanol, and power through gasification.

## Carbon neutrality

Infosys has committed to become carbon neutral across all emissions by 2018. Scope 1 and 2 emissions are being addressed through energy efficiency initiatives and through solar power plant installations and purchase of green power. Scope 3 emissions related to employee commute and business travel, which comprise over 50% of the total emissions, require carbon offset projects to be implemented. Infosys is now looking at implementing different projects that offset carbon emissions as well as have strong benefits for society. Potential projects being evaluated include rural electrification, rural biogas projects, biomass projects, afforestation, efficient cookstoves, etc.



Radiflux panels developed by Infosys



## Strategic partnerships and advocacy

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

We are working closely with the following organizations to further expand our research on building energy efficiency:

**Saint-Gobain Research India Limited:** We have partnered with Saint-Gobain for research on building material, building envelopes, and monitoring systems. The aim of this research is to develop solutions for improving energy performance and thermal and visual comfort in buildings. The projects include monitoring indoor air quality including contaminants like VOCs, formaldehydes, and the role of different parameters like temperature and humidity, different window and glass configurations to achieve maximum daylight in buildings, analysis of discomfort due to building envelope and deriving solutions, analysis of different parameters affecting acoustics inside buildings and developing solutions to improve acoustic performance.

**United Technologies Research Center (UTRC):** We are partnering with UTRC on a technology evaluation of its energy management system. Through this evaluation, we are seeking to demonstrate the viability and potential for energy savings through building automation, monitoring, analysis and diagnostics.

**World Business Council for Sustainable Development (WBCSD):** We continue our collaboration with WBCSD to develop an action framework and identify financially viable investments for energy efficiency in existing buildings. We hosted the Energy Efficiency in Buildings (EEB) Laboratory session at our Bengaluru campus in March 2015. This session gave us an opportunity to engage with multiple stakeholders and identify core issues of energy-efficiency retrofit projects. The laboratory session aimed to explore ambitious and actionable strategies for implementing energy-efficiency measures in existing buildings across Bengaluru.

**Lawrence Berkeley National Laboratory (LBNL), U.S.:** We have collaborated with LBNL to analyze the effect of cool roofs on a building's cooling requirements. This research will study two similar buildings, with and without cool roofs, at our Bengaluru campus. The design, occupancy, internal loads, and HVAC systems are similar for both the buildings. Thus, this study will draw a clear comparison between the cooling loads in these two buildings, and also identify the benefits of cool roofs in buildings. It was established that even in locations with moderate climatic conditions such as Bangalore, air conditioning loads can be reduced by about 5% using cool roof.

**UC Berkeley's Center for the Built Environment (CBE), U.S.:** Experts from UC Berkeley's CBE visited Infosys in September 2014 to understand and experience the functioning of radiant cooling in our buildings. UC Berkeley's CBE is looking at radiant cooling as a disruptive technology and plans to jointly carry out extensive research on such systems. We have proposed to share operational data of our existing radiant-cooled buildings for the study.

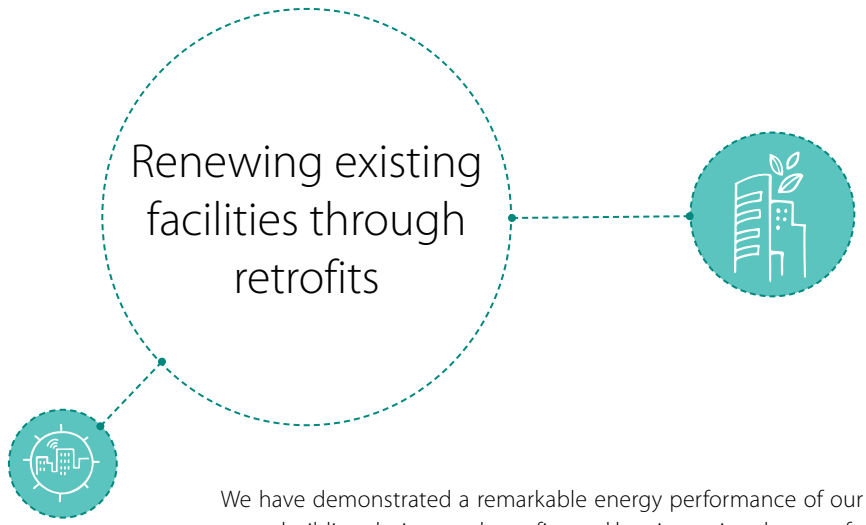
**National Renewable Energy Laboratory (NREL), U.S.:** We are working with NREL to analyze the performance of five different solar photovoltaic (PV) technologies and determine the losses caused due to soiling, i.e., dust accumulation on solar panels. We are evaluating the behavior of solar modules in Indian weather conditions and trying to establish panel temperature versus performance analysis, by capturing accurate solar radiation data in India. NREL will be working with us on our 6 MW solar plant installed in Hyderabad and also on our proposed 40 MW solar plant in Karnataka.

**3M:** We are closely working with 3M to test and develop several innovative applications on artificial lighting and day lighting in buildings. We are testing the use of daylight-redirecting films for enhancing natural light in office spaces. We used it in LED light fixtures to improve their output and efficiency levels, and found that the output improved by about 19%. We plan to now implement this solution in our new buildings.

**Global Reporting Initiative:** After Infosys became the first IT company in the world to publish our Sustainability Report according to the Global Reporting Initiative (GRI) G4 comprehensive guidelines in June 2014, GRI Focal Point India invited Infosys to co-facilitate a workshop in partnership with the Institute of Certified Management Accountants of Sri Lanka (CMA) and the South Asian Federation of Accountants (SAFA), in Colombo, Sri Lanka, in July 2014. GRI Focal Point India, in partnership with GAIL (India) Ltd. (formerly known as the Gas Authority of India Ltd.), India's principal gas transmission and marketing company, organized a one day workshop at its corporate office in New Delhi in December 2014. The workshop provided a learning opportunity for beginners and practitioners embarking on the journey of sustainability reporting in India. We were invited to share insights on the G4 reporting framework at this workshop. We also partnered with GRI to create a learning document on the GRI G4 comprehensive guidelines.



*Sitting from left to right – Mathsy Kutty (Infosys), Prof. Lakshman R. Watawala (President of Certified Management Accountants, Sri Lanka), Rubina Sen (GRI Focal Point India) and Sunanda Gowswami (Infosys) and other attendees at the GRI workshop in Sri Lanka*



## Renewing existing facilities through retrofits

We have demonstrated a remarkable energy performance of our buildings through smart building designs and retrofits, and by pioneering the use of green technologies. We focus on building automation and controls as a strategy to control and monitor our building comfort, indoor air quality, operations, and energy and water consumption patterns, which in turn help us derive mechanisms to optimize our use of these resources. We have about 7 million sq. ft. of new buildings, which have smart building management systems. We plan to develop our existing buildings to the highest efficiency standards, and make them intelligent and smart. As part of this initiative, we have undertaken smart building retrofits of 10 of our buildings at our Pune campus, covering 2.7 million sq. ft. of area.

It has been our endeavor to develop intelligent buildings that effectively manage multiple variables such as conditions for occupancy, weather conditions, operating hours, occupant behavior, and equipment efficiencies, thereby creating a healthy work environment for employees and achieving operational excellence.

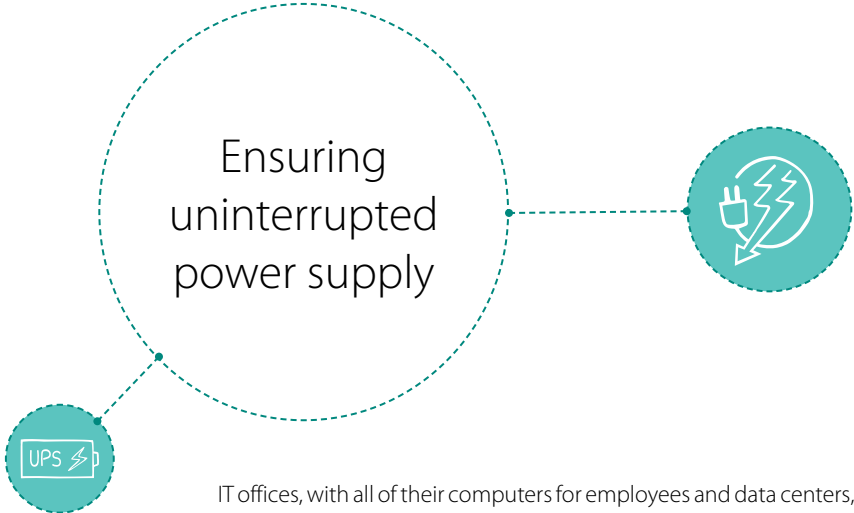
We have implemented a host of efficiency measures, including intelligent control algorithms, scheduling of equipment, occupancy sensors for meeting rooms and cabins, and demand-controlled ventilation systems, to optimize the performance of our buildings. Critical Additionally, controls for air handling units (AHU) based on supply air temperature, the fire-alarm central command center, and water efficiency are other critical interventions that have helped us minimize resource consumption and eliminate wastage

Our smart buildings use a combination of controllers, sensors, actuators, feedback systems, and energy-saving intelligence to optimize operations. Advanced BACnet

Direct Digital Control (DDC) systems integrate multiple systems into a cohesive, single unit, facilitating automated controlling and monitoring. Our robust data-backup mechanisms accurately capture and store data, thereby eliminating the possibility of data loss. Critical alarms due to malfunctions are notified through SMS, to ensure immediate corrective action without affecting efficiency and occupant comfort. These smart buildings can be accessed through Infosys' intranet system globally, enabling the continuous monitoring and analysis of energy data in real time by our technical experts.

All the 10 buildings that were chosen for the retrofit project were retrofitted within a short duration of three months. This was attained through effective project management and coordination among multiple teams, including our Facilities, HVAC, electrical, water metering, and IT teams. This project is among the biggest and fastest smart building retrofit projects at Infosys. It has resulted in lower operating costs, enhanced equipment life, healthier indoor air quality, and improved occupant comfort and satisfaction.

This case clearly demonstrates that smart building retrofits are viable and cost-effective, on a large scale. The retrofits are expected to save a significant amount of energy, and have an attractive payback period of just four years. With a high replication potential, this data-driven initiative makes an unassailable business case for large companies to undertake smart building retrofits in their existing buildings. ■



## Ensuring uninterrupted power supply

IT offices, with all of their computers for employees and data centers, need uninterrupted power supply (UPS) for maintaining stability of operations even at the time of power fluctuations and outages. Power failure without reliable backup may result in the unavailability of data for users, or could even lead to complete loss of data. Therefore, a robust UPS system with high reliability and efficiency is critical to delivering constant services to our clients and ensuring business continuity.

For optimum energy utilization, we decided to retrofit inefficient UPS systems with efficient ones. A temporary shutdown of systems was required for carrying out this retrofit, which we meticulously planned and implemented in a phased manner, so that our daily business operations would not be affected.

We replaced conventional UPS systems with energy-efficient modular UPS systems, to reduce our installed capacity and energy consumption. Modular UPS systems offer the highest levels of efficiency and flexibility, through a unique system design with cutting-edge architecture, consisting of five to 10 independent, hot, swappable modules. These modules allow for the online interchangeability of UPS systems. Each module within the UPS system has a rectifier, inverter, static bypass, and processor, thereby eliminating single-point failure and supplying continuous power even if one module of the entire system were to fail.

The following table shows the number, installed capacity, and efficiency of the systems, both before and after retrofits, across Infosys campuses in India:

Description	Old system	New system	Impact
Number of UPS systems	350	230	Elimination of 120 UPS systems
UPS capacity	30,200 KVA	20,000 KVA	34% reduction
Efficiency	79%	93%	18% improvement
Number of batteries	19,500	10,000	49% reduction

The original UPS was designed for older computer systems, and is currently over-designed considering the requirements of present-day computer systems. Earlier, an additional back-up system was an inherent part of the system design aimed at eliminating the possibility of data loss and maintaining business continuity. This additional system would consume a substantial amount of energy, even when it was not in use. With technological advancements, the modular UPS is designed with simple independent systems that contain an optimum number of supporting elements. UPS retrofits have reduced the installed capacity by 34% when compared to the conventional system. Additionally, the modular system requires fewer batteries than the old system. Owing to the elimination of the number of systems and equipment, we have also witnessed a significant reduction in maintenance and related costs.



The following table is an example of a UPS configuration comparison between conventional and modular UPS systems :

Particulars	Conventional UPS	Modular UPS
Design load – 80 KVA	80 KVA x 2	20 KVA x 5
Total installed KVA	160 KVA	100 KVA
Operating daytime load – 70 KVA	70 KVA	70 KVA
Actual load on each UPS	44%	70%
Daytime efficiency of UPS	84%	93%
Operating night-time load – 35 KVA	35 KVA	35 KVA
Actual load on each UPS	22%	35%
Night-time efficiency of UPS	73%	92%

We are continuously capturing and analyzing energy data from our UPS systems in real time across all our campuses from one single location through our central command center. This helps us identify inefficiencies and take corrective action, and eliminates energy wastage. In addition to improving system efficiency, this retrofit has also enhanced the reliability of the system, ensuring uninterrupted supply of power to the data centers and computer systems.

The average efficiency of the system has improved by 18%, thereby reducing energy use and energy costs to a great extent. This deep green retrofit has helped us achieve a connected load reduction of about 10 MW in the last four years. For fiscal 2015 alone, UPS retrofits have demonstrated a significant reduction of 4.4 MW in connected load. This retrofit has a short payback period of less than three years, with the life of the system being more than 10 years, making it easily replicable and viable for implementation in other commercial facilities. ■



## Our environmental performance

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 in our operations during fiscal 2015.

### Water consumption

Our freshwater consumption is solely for the purpose of human sustenance. Hence, we believe that we do not significantly impact water resources. We have focused on reducing our per capita freshwater consumption through various initiatives. However, we have seen an increase in our per capita freshwater consumption by 8.18% in fiscal 2015 as compared to the previous fiscal, at our India locations. We are currently adopting measures to identify areas of improvement, including water footprinting that is already under way.

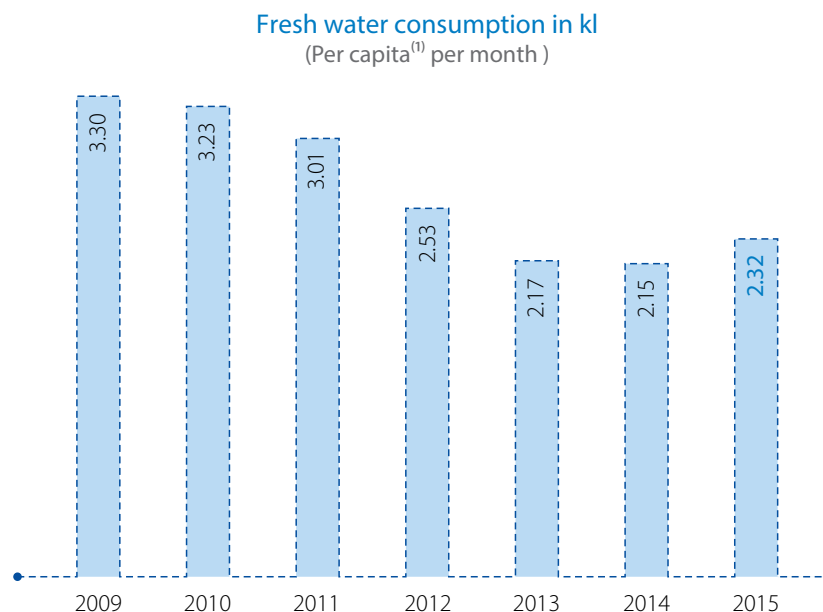
Our aim is to make our campuses water-sustainable. Our water sustainability strategy across our campuses includes reducing our freshwater consumption, using rainwater harvesting, and ensuring the recycling and reuse of wastewater. Our efforts to reduce freshwater consumption include and are not limited to the installation of pressure-reducing valves in taps and pipes, the use of flow restrictors, and the installation of sensor taps in high-density areas. For the current fiscal year, we have recycled and reused 26,26,529 kl of water, which amounts to 71.16% of the total water withdrawal. The following table provides details of the sources of freshwater used at our campuses in India in fiscal 2015:

Water sources	2015 (kl)	2014(kl)	2013(kl)
Municipal	2155766	1794484	1864181
Private providers	744183	781788	740026
Groundwater	785905	620796	552234
Rainwater	5020	4290	–

Water sources	2015 (kl)	2014(kl)	2013(kl)
Total freshwater	3690874	3201358	3156440

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 2015.

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



<sup>(1)</sup> The above data does not include water consumption at some leased facilities at Trill (Chennai), and the Central Processing Centre (CPC) in Bengaluru. The water in these facilities is managed by the lessors. Per capita consumption is computed by dividing the total freshwater consumption in our locations by the total number of employees. Employee count is calculated by totaling the swipe count of employees and the number of support staff in our offices. The employee count considered for fiscal 2015 is 134,165, which covers all our India locations. Per capita consumption for APAC is included from 2014 onwards.

We have reduced our per capita fresh water consumption by 29.22% as of fiscal 2015, as against the baseline figure for fiscal 2008 at our India locations.

Water consumption in the APAC region has been estimated based on the seating capacity at these locations and per capita per month water consumption at our India locations. The annual freshwater consumption in the APAC region is estimated at about 112,334 kl during fiscal 2015.

## Wastewater treatment

All the wastewater at our campuses is treated and reused for flushing, landscaping, and in cooling towers. Our usage of treated water is also optimized through the use of 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 2015. 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

The direct energy consumption within the Company takes place mainly through the use of electricity, high-speed diesel used for generators and boilers, and the petrol and diesel used in Company-owned vehicles, and lawn-mowers.

Based on the significance of the impact (with the 5% threshold we have defined) and the potential for reductions that could be undertaken or influenced by the Company, we do not have energy consumption outside our boundaries that is considered relevant.

The direct energy consumed in our operations in various areas in fiscal 2015 at our India locations is as follows:

Energy (within the Company)	2015 in GJ	2014 in GJ	2013 in GJ
Grid electricity (from non-renewable sources)	622,395	593,015	839,694 <sup>(1)</sup>
Electricity (from renewable sources)	269,951	272,427	
Fuel (high-speed diesel)	110,816	158,433	323,330
<b>Total</b>	<b>1,003,162</b>	<b>1,023,875</b>	<b>1,163,024</b>

<sup>(1)</sup> Includes Grid and Green power

The direct energy consumed in overseas operations through the use of electricity (in the APAC region and at locations with data centers) during fiscal 2015 was 42,108 GJ.

## Electricity

We have taken up an aggressive target to reduce our per capita electricity consumption by 50% by fiscal 2018, as against our baseline for fiscal 2008. In fiscal 2015, we have reduced our per capita electricity consumption by 4.34% at our India locations. Overall, we have achieved a 46.04% per capita reduction in our electricity consumption, as against the baseline set in fiscal 2008.

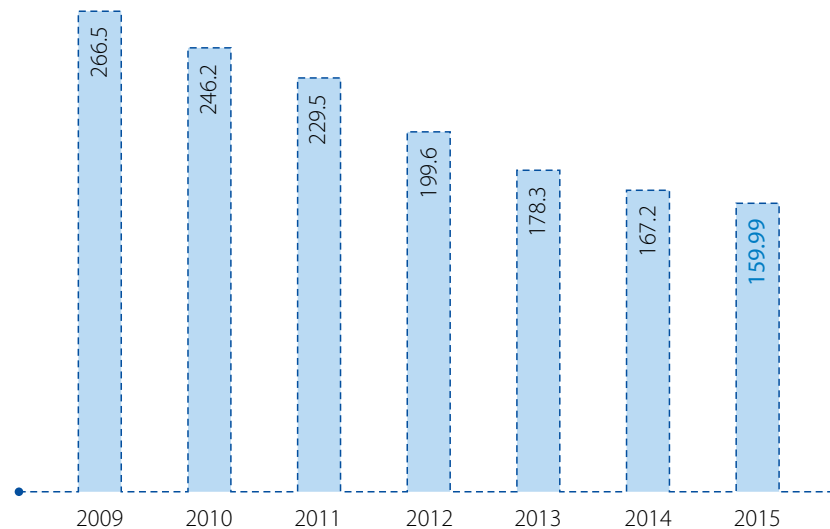
The electricity consumption for fiscal 2015, broken up into grid power, captive power and green power, including an increased scope resulting from the addition of new campuses and new buildings at some of our existing campuses in India, is as follows:

Electricity	in kWh
Grid <sup>(1)</sup>	172,887,450
Captive	9,701,851
Renewables <sup>(2)</sup>	74,986,333
<b>Total</b>	<b>257,575,634</b>

<sup>(1)</sup> This includes power sourced from the grid.

<sup>(2)</sup> This includes green power wheeled through grid, and the units generated through in-house solar plants.

**Electricity consumption in kWh**  
(Per capita <sup>(1)</sup> per month )



<sup>(1)</sup> Per capita consumption is computed by dividing the total energy consumption at our locations by the total number of employees. Employee count is calculated by totaling the swipe count of employees and the number of support staff in our offices. The employee count considered for fiscal 2015 is 134,165 and covers all our India locations.

We define 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 in the APAC region, we consider that our electricity consumption in this region is important.

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

Electricity through grid	in kWh
APAC	68,99,553.74
Americas <sup>(1)</sup>	25,95,094.00
EMEA <sup>(1)</sup>	22,02,117.45
<b>Total</b>	<b>11,696,765.19</b>

<sup>(1)</sup> Only data centers included in these regions.

The monthly energy consumption per capita for the APAC regions was 142.49 kWh in fiscal 2015, as compared to 172.08 kWh in fiscal 2014.

## 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 by harnessing solar energy onsite for our water-heating and electricity requirements. During fiscal 2015, we used 74.98 million units of green power, which is about 29.11% of the overall electricity requirements of our campuses in India. During the same period, 2,911 MWh of electricity was produced from our solar PV systems at our campuses.



## Emissions

The main emissions from our support activities include greenhouse gases (GHG), sulphur oxides (SOx), nitrogen oxides (NOx) and other ODS. 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

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

The scope 3 emissions due to waste and LPG consumption fall below the threshold and hence have been excluded from the total.

Two new categories that have been included based on the threshold defined are:

- Emissions due to the use of office equipment and computers, and
- Emissions due to transmission and distribution losses

**Business travel:** Given the high uncertainty associated with magnitude of the additional environmental impacts of aviation, Infosys calculates the business travel-related emissions based on the Defra emission factors for air travel, without radiative forcing. It is also noted that all the Defra factors already include the distance uplift factor of 8%. Hence, the calculations for arriving at the business travel-related emissions have been revised to exclude the uplift factor. The changes have been applied to all our past emissions data as well. The distance for business travel was reconciled based on an audit of systems and processes.



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

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

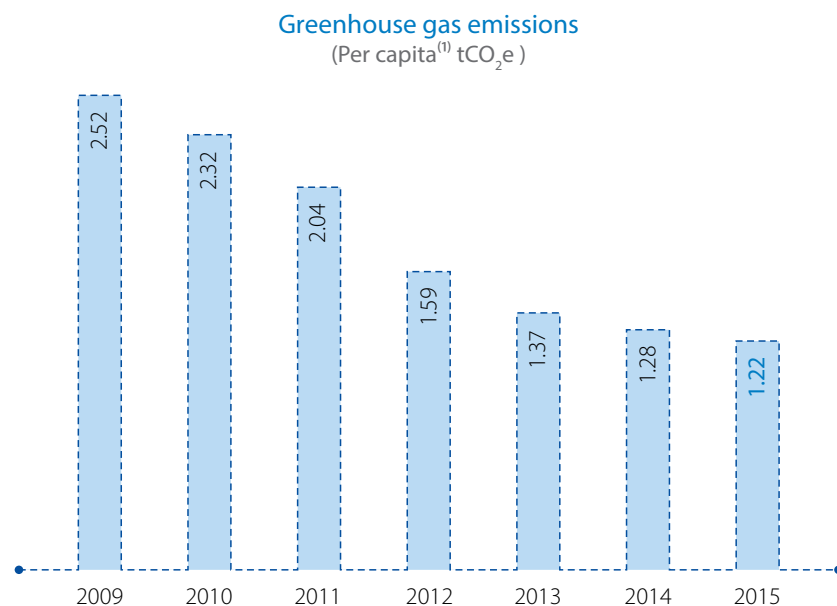
Note: Starting this year, we have started accounting for the emissions due to office equipment and computers under the Scope 3 category, which accounted for 22,282 tCO<sub>2</sub>e for fiscal 2015.

<sup>(1)</sup> Per capita emissions is calculated by dividing the gross GHG emissions by the total employee count across operations in India. The employee count considered for fiscal year 2015 is 134,165 which is calculated by totaling the swipe count of employees and number of support staff in our offices.

<sup>(2)</sup> Employee commute emissions reported include data for India locations, which account to about 90% of our employee base.

<sup>(3)</sup> We started calculating our emissions from transmission and distribution losses from fiscal year 2015. This value has been calculated and reported from 2008.

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



<sup>(1)</sup> Per capita emissions are computed by dividing the gross GHG emissions (scope 1 + 2) at our locations by the total number of employees. The employee count is calculated by totaling the swipe count of employees and the number of support staff at our offices. The employee count considered for fiscal 2015 is 134,165, and covers all India locations.

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

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

Region	tCO <sub>2</sub> e
APAC	5,029.07
Americas	1,305.33

Region	tCO <sub>2</sub> e
EMEA	1,119.64
Total	7,454.04

Under the scope 3 categories, we are also reporting our emissions from the use of office equipment and computers starting fiscal 2015. The table below provides the GHG emissions data for these two categories:

Region	tCO <sub>2</sub> e
Office equipment and computers	22,296.04

## Emission-reduction initiatives

In line with our carbon-neutrality goal and our annual carbon-intensity reduction target, we have implemented the following emission-reduction initiatives.

Carbon reduction initiatives	Electricity procured / saved (MWh)	Emissions avoided (tCO <sub>2</sub> e)
Energy efficiency retrofits in our buildings (scope 2)	6,234.10	5,111.95
Operational excellence and new green buildings	5,441.0	4,461.62
Total emissions avoided		9,573.57

These initiatives have contributed to a reduction in our carbon intensity (scope 1 and scope 2) by 4.32% in fiscal 2015 as compared to fiscal 2014 for our India operations.

## NOx and SOx emissions

The operation of diesel generator sets and boilers is the main source of NOx and SOx emissions at our campuses. The sulphur content in the fuel we use is 50 ppm (BS-IV at our Bengaluru, Hyderabad and Chennai campuses) 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 are monitored on a periodic basis. The emissions for fiscal 2015 are as follows:

Particulars	SOx	NOx
Total emissions (t)	10.99	16.21

The following table provides details of our usage of ODS for the fiscal years 2011-2015:

ODS	2015		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	Total ODS consumption in kg	CFC11 equivalent
R22	4007.67	220.42	3,365	185	3,425	188	2,409	133	2,253	124
R12	0	0	–	–	14	14	–	–	1	1
R123	0	0	400	8	610	12	182	4	240	5
R407C	695	0	624	<sup>(1)</sup> –	1,007	<sup>(1)</sup> –	750	<sup>(1)</sup> –	243	<sup>(1)</sup> –
R410A	378.46	0			363	<sup>(1)</sup> –	258	<sup>(1)</sup> –	245	<sup>(1)</sup> –
R134A	3,305.70	0			552	<sup>(1)</sup> –	1,087	<sup>(1)</sup> –	464	<sup>(1)</sup> –
Total	8378.830	219.982		193		214		137		130

<sup>(1)</sup> The ODP of R407C, R410A, R134A is zero.

## 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 to refrigerants which have minimum ODP and Global Warming Potential (GWP).

## Data computational methods

The following parameters and conventions have been used for calculating data for emissions, freshwater and electricity consumption in this report:

## Intensity calculations

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

contractual staff is added to this total, and this count remains more or less constant with a variation of +/- 5%. The visitor count 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 calculation of SOx and NOx emissions, the average emission rate, running hours of diesel generators and boilers per month, and the oxides of sulphur and nitrogen are first computed. The exhaust stacks are monitored for the net emission calculation for the following:

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

The following formulae are used for the final computation:

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

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

### Energy

Our energy consumption within our operations is through electricity from grid, fuel used in diesel generators and Company-owned vehicles and equipment. The energy consumption outside the Company is through fuel used for both personal and commercial vehicles used by our employees for daily commute to our offices and for business travel, as well as 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 United Nations Intergovernmental Panel on Climate Change (IPCC) 4th Assessment Report.

### GHG emissions

The GHG emissions are computed for the three scopes based on the de minimis / threshold values defined for Infosys. All categories of emissions which fall within 5% of

the overall emissions are considered to be significant and are reported. The significant emission categories for Infosys are as follows:

### 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.

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 are considered to be 'zero'.

#### 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.

#### Fugitive emissions

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.

Some of the electrical breakers installed at 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, is collated from the service report, and the total GHG emissions are computed using emission factors sourced from Defra.

### Scope 2

This includes the emissions resulting 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 includes long and short-distance air travel globally, and commute through surface transportation such as trains, buses and cabs, 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 has all of the Company's policies, business processes, rules and validations integrated into it, and captures the total distance travelled.

The emissions due to business travel are calculated based on the fuel efficiency, the total distance travelled and the fuel characteristics such as Net Calorific Value (NCV), density and emission factors for the fuel used.

Our total scope 3 emissions have decreased by 1.02% in fiscal 2015 as compared to fiscal 2014. The emissions from business travel are based on the Defra emission factors.

#### Employee commute

Employees commute to office and back by various means, including Company-provided transportation, personal vehicles and public transport. The total number of two-wheeler and four-wheeler parking slots available on our campuses is considered for personal transport, assuming it is occupied 100%. The data for carpooling is calculated as being 5% of the total number of 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 have been estimated based on the fuel efficiency, the total distance travelled and the fuel characteristics such as NCV, density and emission factors for the fuel used, which have contributed to a reduction in emissions.

### Emission factors used for GHG calculations

The emission factors used for GHG calculations are as follows:

Emission source	Unit	Emission factor	Reference
<i>Scope 1</i>			
High-speed Diesel (HSD)	tCO <sub>2</sub> e/TJ	74.1	IPCC 4th assessment report
Refrigerants			
R-410A	kg CO <sub>2</sub> e/kg	1725	DEFRA 2014 – refrigerant & others
R-407c	kg CO <sub>2</sub> e/kg	1526	DEFRA 2014 – refrigerant & others
R-134A	kg CO <sub>2</sub> e/kg	1300	DEFRA 2014 – refrigerant & others
R-22	kg CO <sub>2</sub> e/kg	1810	DEFRA 2014 – refrigerant & others
R-123	kg CO <sub>2</sub> e/kg	77	DEFRA 2014 – refrigerant & others
SF6	kg CO <sub>2</sub> e/kg	22800	IPCC 4th assessment report



Emission source	Unit	Emission factor	Reference
Diesel – Company-owned vehicles	tCO2e/TJ	74.1	IPCC 4th assessment report
Petrol – Company-owned vehicles	tCO2e/TJ	69.3	IPCC 4th assessment report
<i>Scope 2</i>			
Electricity – Southern Grid (India)	tCO2/MWh	0.82	CEA CO2 Baseline Database for the Indian Power Sector – 2014
Electricity – Northern and Eastern Grid (India)	tCO2/MWh	0.82	CEA CO2 Baseline Database for the Indian Power Sector – 2014
China	kg CO2/kWh	0.764	DEFRA 2014 – overseas electricity
Australia	kg CO2/kWh	0.823	DEFRA 2014 – overseas electricity
New Zealand	kg CO2/kWh	0.141	DEFRA 2014 – overseas electricity
Singapore	kg CO2/kWh	0.5	DEFRA 2014 – overseas electricity
Malaysia	kg CO2/kWh	0.688	DEFRA 2014 – overseas electricity
Japan	kg CO2/kWh	0.497	DEFRA 2014 – overseas electricity
U. S.	kg CO2/kWh	0.503	DEFRA 2014 – overseas electricity

Emission source	Unit	Emission factor	Reference
U. K.	kg CO2/kWh	0.49426	DEFRA 2014 – overseas electricity
Mauritius	kg CO2/kWh	0.596	DEFRA 2014 – overseas electricity
<i>Scope 3</i>			
Business travel			
Employee commute / business travel – Diesel vehicles	tCO2e/TJ	74.1	IPCC 4th assessment report
Employee commute – Petrol cabs	tCO2e/TJ	69.3	IPCC 4th assessment report
Business travel – Rail	g CO2e/pkm	75	Twelfth five year plan (2012–2017) / Planning Commission, Government of India. Volumes II – Table 15.1
Employee commute / business travel – Diesel bus	tCO2e/TJ	74.1	IPCC 4th assessment report
Business travel – Air domestic average without RF	kg CO2e/pkm	0.15504	DEFRA 2014 –Business travel air
Business travel – air long haul international economy class Average without RF	kg CO2e/pkm	0.0796	DEFRA 2014 –Business travel air

Emission source	Unit	Emission factor	Reference
Business travel – air long haul international Premium economy class without RF	kg CO2e/ pkm	0.12735	DEFRA 2014 –Business travel air
Business travel – air long haul international Business class without RF	kg CO2e/ pkm	0.23082	DEFRA 2014 –Business travel air
Business travel – air long haul international First class without RF	kg CO2e/ pkm	0.31837	DEFRA 2014 – Business travel air

## Waste management

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

Waste is segregated at source, stored and disposed to authorized recyclers, in adherence to applicable legislations. Hazardous waste and e-waste are disposed to recyclers, who possess the required clearances from the pollution control boards.

Infosys campuses have several large food courts to cater to the employees. The food courts generate a considerable amount of food waste that include waste like vegetable and fruit peels, etc., during cooking and cooked food wasted by employees.

If the food waste is more than 500 kg, a biogas plant is installed to treat the waste and convert it to biogas, which is in turn used in the food court kitchen for cooking. In addition to our biogas plants at our Mysuru, Hyderabad, Bhubaneswar and Mangaluru campuses for handling food waste, we are in the process of setting up plants in Thiruvananthapuram and Pune. We also have organic waste converters at our campuses in Thiruvananthapuram, Jaipur and Bengaluru. Paper waste is sent out for recycling at our Bengaluru and Mysuru campuses. The vendor recycles the paper and provides recycled products in return.

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

Particulars	Unit	Total disposed quantity			
		2015	2014	2013	2012
<b>Hazardous waste</b>					
E-waste	t	138.54	110.83	86.90	128.78
Oil soaked cotton waste	t	0.25	0.77	0.38	0.27
Biomedical waste	t	30.09	20.31	16.43	14.52
Used oil	kl	25.44	34.00	33.00	36.00
Batteries	t	140.93	78.22	<sup>(1)</sup> 7,700.00	<sup>(1)</sup> 49,334.00
DG batteries	Number	10.48	–	36.00	889.00
Dry Cell Batteries	t	12.72			
DG filters	t	2.00	1.56	<sup>(1)</sup> 934.00	<sup>(1)</sup> 852.00
Paint can / containers	t	10.51	3.06	<sup>(1)</sup> 4,731.00	<sup>(1)</sup> 782.00
Chemical cans / containers	t	14.28	10.07	<sup>(1)</sup> 6,332.00	<sup>(1)</sup> 7,081.00



Particulars	Unit	Total disposed quantity			
		2015	2014	2013	2012
Non-hazardous waste					
Food	t	3219.80	3,241.52	3,405.00	2,154.00
Paper	t	691.64	663.30	792.00	1,107.00
Metal	t	635.33	575.82	453.00	390.00
Wood	t	270.60	133.79	316.00	100.00
Plastic	t	162.94	119.29	82.00	88.00
Glass	t	82.71	4.19	<sup>(2)</sup> NR	<sup>(2)</sup> NR
Thermocol	t	1.04	0.62	<sup>(2)</sup> NR	<sup>(2)</sup> NR
Rubber	t	2.51	NR	NR	NR
Textile	t	4.12	NR	NR	NR
Kitchen oil	kl	1.24	NR	NR	NR
Garden waste	t	2336.75	NR	NR	NR
Mixed garbage and others	t	1,081.54	NR	NR	NR
STP sludge	t	547.56	NR	NR	NR

<sup>(1)</sup> Till fiscal 2013, batteries, DG filters, paint cans / containers and chemical cans / containers were reported in numbers. From this fiscal year, we are reporting these in tons.

<sup>(2)</sup> Not reported (NR). We started reporting glass and thermocol waste from fiscal 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 on the campuses have color-coded and labeled bins to ensure the segregation of waste. The following initiatives are currently under way:

- 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 printed for all campuses. These 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 at our campuses, and the process of waste management is modified accordingly. The following are some of the initiatives we have undertaken:

- We have initiated a detailed quantification of all kinds of waste, to help us 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 at most of our campuses and replaced them with steel and glass cutlery, in collaboration with our vendors. This has helped reduce the waste generated, and has also made segregation easier for employees.
- We have standardized the design of our waste-storage yards, to enable better segregation and storage, and in turn, enhance the recycle value of waste.

We did not have any significant spills during fiscal 2015.

## Biodiversity

We are committed to conserving and promoting biodiversity at all of our owned facilities, and we constantly encourage our employees and stakeholders to do the same. We believe that rich biodiversity plays a vital role in creating a healthy and sustainable environment. Last year, we made a commitment to plant 25,000 saplings during fiscal 2015. In our continuous effort to maintain and increase the flora on our campuses, we have already surpassed this number and have planted over 89,000

saplings across our campuses in India. This achievement takes our total number of sapling plantations to over 415,000 in the last seven years.

The number of saplings planted across our campuses in fiscal 2015 is as follows:

Location	No. of saplings planted
Pune phase 1	502
Pune phase 2	6,816
Bengaluru	4,440
Mysuru	33,899
Thiruvananthapuram	3,218
Chennai	4,185
Mangaluru	13,629
Jaipur	2,595
Chandigarh	2,313
Hyderabad	15,758
Bhubaneswar	2,110
Total	89,465

While planting saplings, we ensure that we plant diverse species that are native to the region. We also use a mix of saplings of various ages, ranging from one to four-and-a-half years. Depending on the edaphic and climatological factors, we manage our plantation with a density ranging from 170 trees per acre to 350 trees per acre. We maintain nurseries at most of our locations, to ensure easy accessibility to them and also ensure the adaptability of plants to the local surroundings.

## Nurseries maintained on our campuses

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

We encourage our employees to protect and promote biodiversity. In our endeavor to spread awareness on the significance of our ecosystem, we conduct nature walks on a periodic basis on our campuses. This initiative provides insights to our employees on the diverse and rich flora and fauna on our campuses.

We also proactively continue to organize sapling-plantation drives, with an emphasis on native and endangered species. The larger aim is to sensitize our employees on the protection and promotion of biodiversity.



*A view of nurseries maintained at our campuses*



Our Sustainability Report is assured by an independent external auditor, **DNV GL**, represented by DNV GL Business Assurance India Private Limited

We publish our sustainability disclosures in accordance with the **Global Reporting Initiative's G4 (comprehensive)** guidelines

## INDEPENDENT ASSURANCE STATEMENT

### Introduction

DNV GL represented by DNV GL Business Assurance India Private Limited ('DNV GL') has been commissioned by the management of Infosys Limited (or 'the Company') to carry out an independent assurance engagement on the Company's Sustainability Report 2014 -15 ('the Report') in its printed and web formats. This assurance engagement has been conducted against the DNV GL Protocol for Verification of Sustainability Reporting ('VeriSustain' - available on request from [www.dnvgl.com](http://www.dnvgl.com)). The verification was conducted during April-June 2015, for the year of activities covered in the Report i.e. 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

The intended users of this Assurance Statement are the management of the Company. The management of the Company is responsible for all information provided in the Report as well as the processes for collecting, analysing and reporting the information presented in the printed and web based reports, including the maintenance and integrity of the website. Our responsibility regarding this verification is of the non-financial – qualitative and quantitative information (Sustainability performance) disclosed in the Report only and in accordance with the agreed scope of work with the management of the Company. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

### Scope, Boundary and Limitations of Assurance

The scope of assurance includes 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 covering Economic, Environmental and Social performance of the activities undertaken by the Company over the Reporting period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015 and based on the Global Reporting Initiative G4 Sustainability Reporting Guidelines (GRI G4);
- Review of the policies, initiatives, practices and performance described in the Report including external references;
- Evaluation of the disclosed General and Specific Standard Disclosures for '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 and Asia Pacific (APAC)', 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 is set out in the Report as sensitive and confidential and not reported. 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 *Inclusivity, Materiality, Responsiveness, Reliability, Completeness and Neutrality*. As part of verification, we visited Infosys Head Office at Bengaluru and Development Centres located in India i.e. Bengaluru (Electronic City), Hyderabad (SEZ), Bhubaneswar 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. In doing so, we have:

- Reviewed the Company's approach to stakeholder engagement and its materiality determination process;
- Verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, data accuracy, information flow and controls;
- Examined and reviewed documents, data and other information made available by the Company;
- Conducted in-person interviews with top and senior management team of Infosys and other representatives, including data owners and decision-makers from different divisions and functions of the Company;
- Performed sample-based reviews of the mechanisms for implementing the Company's sustainability related policies, as described in the Report;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report.

## Conclusions

In our opinion, based on the scope of this assurance engagement, the disclosures on sustainability performance reported in the Report along with the referenced information provides a fair representation of the material aspects, related strategies, disclosure on management approach and performance indicators and meets the general content and quality requirements of GRI G4 i.e.,

- **General Standard Disclosures:** The reported information on General Standard Disclosure generally meets the disclosure requirements for 'in accordance' – Comprehensive and the reasons for certain non-disclosures related to governance, which are confidential and sensitive in nature are omitted.
- **Specific Standard Disclosures:** The reported information related to Specific Standard Disclosures generally meets the disclosure requirements for 'in accordance' – Comprehensive, covering the generic disclosures on Management Approach (DMA) and Performance Indicators for identified material Aspects as below:

### Economic

- Economic Performance – G4-EC1 to 4;

### Environmental

- Energy – G4-EN3 to 6;
- Water – G4-EN8 & 10; EN-9 is omitted;
- Emissions – G4-EN15 to 21;
- Effluents and Waste – G4-EN22 to 25;
- Compliance – G4-EN29;
- Environmental Grievance Mechanisms – G4-EN34;

### Social

#### Labour Practices and Decent Work

- Employment – G4-LA1 to 4;
- Occupational Health and Safety – G4-LA5 to 8;
- Training and Education – G4-LA9 to 11;
- Diversity and Equal Opportunity – G4-LA12 & 13;
- 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

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

#### Product Responsibility

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

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

**Inclusivity:** The stakeholder identification and engagement process includes engagement with key stakeholders to identify key sustainability challenges and concerns through different channels and the process is matured. 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 materiality determination process was revalidated based on inputs from key stakeholders including employees, clients, investors, vendors/partners, governments, regulatory bodies, academia, local communities and senior management of Infosys. The Report focusses its disclosures on key material aspects at macro level and has not missed out any known material aspects. The management of Infosys Limited has established internal process for monitoring and management on a continual basis for their long term organisational sustainability. In our opinion, the level at which the Report adheres to this principle is 'Good'.



**Responsiveness:** We consider that the Report has adequately disclosed the strategies and management approach related to identified key sustainability aspects and challenges considering the overall sustainability context of the Information Technology sector. In our view, the level at which the Report adheres to this principle is **'Good'**.

**Reliability:** The majority of data and information verified at the Head Office and four operational sites were found to be accurate. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been communicated for correction. Hence in accordance with moderate level assurance engagement, we conclude that the specified sustainability data and information presented in the Report is generally reliable. 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 the 'in accordance' – Comprehensive option. However, certain disclosures/performance indicators - internal and external to the Company for geo-locations beyond Indian operations - are omitted and reason for omission were explained to us. The Company has confirmed that the systems for aggregating data for these disclosures are being developed and set the internal time lines for disclosure. In our view, the level at which the Report adheres to this principle is **'Acceptable'**.

**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**


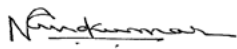
The following is an excerpt from the observations and opportunities for improvement reported to the management of the Company and are not considered for drawing our conclusions on the Report; however they are generally consistent with the management's objectives:

- Sustainability performance may be disclosed at regular intervals for stakeholder to make informed decisions and benchmarked with peers.
- The disclosure on management approach could consider disclosure on Aspect-specific DMA guidance to further explain the management approach with respect to material aspects and dynamic business dimensions.
- The future Report may further expand disclosure on organisational sustainability impacts, and process of consultation between stakeholder and highest governance bodies on environment and social topics, and its outcome.

**DNV GL's Competence and Independence**

DNV GL is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. DNV GL states its independence and impartiality with regard to this assurance engagement. While we did conduct other third party audits work with Infosys Limited in 2014-15, in our judgement this does not compromise the independence or impartiality of our assurance engagement or associated findings, conclusions and recommendations. We were not involved in the preparation of any statements or data included in the Report, with the exception of this Assurance Statement. We maintain complete impartiality toward any people interviewed.

For DNV GL,

 <p>Ramesh Rajamani Project Manager, DNV GL Business Assurance India Private Limited, India.</p>	 <p>Vadakepath Nandkumar Assurance Reviewer, Regional Sustainability Manager, DNV GL Business Assurance India Private Limited, India.</p>
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New Delhi, India, 19<sup>th</sup> June 2014.



## GRI reporting framework G4 (Comprehensive) – Content index

Our integrated Annual Report 2014-15, 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 Global Reporting Initiative’s G4 (Comprehensive) sustainability reporting guidelines.

### GRI materiality check

The following table provides the mapping of our disclosures for fiscal 2015 against the G4 (Comprehensive) framework requirements :

#### General standard disclosures

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



## Strategy and analysis

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	SR - About the report, Page 1 SR - Sustainability – A business imperative, Pages 3-4 SR - Sustainability at Infosys, Page 5	–	–	–	SR – Pages 101-103
G4-2	Provide a description of key impacts, risks, and opportunities.	AR: Management Discussion and Analysis : Outlook , risks and concerns, Pages 67 - 69 AR: Risk management report, Pages 70 - 72. SR - Sustainability – A business imperative, Pages 3-4	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Organizational profile

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-3	Report the name of the organization.	AR: Index, Page 158	–	–	–	SR – Pages 101-103
G4-4	Report the primary brands, products, and services.	AR: Index, Page 158	–	–	–	SR – Pages 101-103
G4-5	Report the location of the organization's headquarters.	AR: Index, Page 158	–	–	–	SR – Pages 101-103
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	AR: Global presence, Page 163	–	–	–	SR – Pages 101-103
G4-7	Report the nature of ownership and legal form.	AR: Global presence, Page 163	–	–	–	SR – Pages 101-103
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	AR: Global presence, Page 163	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Organizational profile (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-9	Report the scale of the organization, including : <ul style="list-style-type: none"> <li>• Total number of employees</li> <li>• Total number of operations</li> <li>• Net sales (for private sector organizations) or net revenues (for public sector organizations)</li> <li>• Total capitalization broken down in terms of debt and equity (for private sector organizations)</li> <li>• Quantity of products or services provided</li> </ul>	AR: Our employees, our assets, Page 6, 146-148  AR : The year at a glance: Introductory pages  AR: Global presence, Page 163  AR: Consolidated financial statements, Pages 101-124  SR: Fostering employee engagement, Pages 44-47				SR – Pages 101-103

Legend: AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Organizational profile (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-10	<p>a) Report the total number of employees by employment contract and gender.</p> <p>b) Report the total number of permanent employees by employment type and gender.</p> <p>c) Report the total workforce by employees and supervised workers and by gender.</p> <p>d) Report the total workforce by region and gender.</p> <p>e) Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f) Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	<p>AR: Our employees, our assets, Pages 6, 146-148</p> <p>SR: Fostering employee engagement, Pages 44-47</p>	–	–	–	SR – Pages 101-103
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	SR: Guiding principles, Pages 47- 48	–	–	–	SR – Pages 101-103
G4-12	Describe the organization's supply chain.	SR: Promoting responsible supply chain – Vendors and partners, Pages 62	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Organizational profile (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-13	<p>Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including :</p> <ul style="list-style-type: none"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)</li> <li>• Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	<p>AR: Letter to the stakeholders, Page 2</p> <p>AR: Management's discussion and analysis, Pages 56-69</p>	–	–	–	SR – Pages 101-103
G4-14	Report whether and how the pre-cautionary approach or principle is addressed by the organization.	SR - Sustainability – A business imperative, Pages 3-4	–	–	–	SR – Pages 101-103
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	AR: Policy advocacy, Page-154	–	–	–	SR – Pages 101-103
G4-16	<p>List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization :</p> <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues</li> <li>• Views membership as strategic</li> </ul>	AR: Policy advocacy, Page-154	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Identified material aspects and boundaries

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-17	a) List all entities included in the organization's consolidated financial statements or equivalent documents. b) Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	AR: Consolidated financial statements, Pages 101-124	–	–	–	SR – Pages 101-103
G4-18	a) Explain the process for defining the report content and the Aspect Boundaries. b) Explain how the organization has implemented the Reporting Principles for Defining Report Content.	SR: Sustainability at Infosys, Page 5 SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103
G4-19	List all the material aspects identified in the process for defining report content.	SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15





## Identified material aspects and boundaries (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-20	<p>For each material Aspect, report the Aspect Boundary within the organization, as follows:</p> <ul style="list-style-type: none"> <li>• Report whether the Aspect is material within the organization</li> <li>• If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either : <ul style="list-style-type: none"> <li>– The list of entities or groups of entities included in G4-17 for which the Aspect is not material or</li> <li>– The list of entities or groups of entities included in G4-17 for which the Aspects is material</li> </ul> </li> <li>• Report any specific limitation regarding the Aspect Boundary within the organization</li> </ul>	SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103
G4-21	<p>For each material Aspect, report the Aspect Boundary outside the organization, as follows :</p> <ul style="list-style-type: none"> <li>• Report whether the Aspect is material outside of the organization</li> <li>• If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified</li> <li>• Report any specific limitation regarding the Aspect Boundary outside the organization</li> </ul>	SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103
G4-22	<ul style="list-style-type: none"> <li>• Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.</li> </ul>	SR: Restatements, Page 90	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Identified material aspects and boundaries (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-23	<ul style="list-style-type: none"> <li>Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.</li> </ul>	None	–	–	–	SR – Pages 101-103

## Stakeholder engagement

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-24	Provide a list of stakeholder groups engaged by the organization.	AR: Materiality and stakeholder inclusivity, Page 149  SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103
G4-25	Report the basis for identification and selection of stake-holders with whom to engage.	AR: Materiality and stakeholder inclusivity, Page 149  SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Stakeholder engagement (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was under-taken specifically as part of the report preparation process.	AR: Materiality and stakeholder inclusivity, Page 149 SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103
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: Materiality and stakeholder inclusivity, Page 149 SR: Materiality, stakeholder engagement and reporting, Pages 17-23	–	–	–	SR – Pages 101-103

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## Report profile

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	Fiscal year 2014-15	–	–	–	SR – Pages 101-103
G4-29	Date of most recent previous report (if any).	Fiscal year 2013-14	–	–	–	SR – Pages 101-103
G4-30	Reporting cycle (such as annual, biennial).	Annual	–	–	–	SR – Pages 101-103
G4-31	Provide the contact point for questions regarding the report or its contents.	sustainability@infosys.com	–	–	–	SR – Pages 101-103
G4-32	<p>a) Report the 'in accordance' option the organization has chosen.</p> <p>b) Report the GRI Content Index for the chosen option.</p> <p>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'</p>	<p>SR - About the report, Page 1</p> <p>SR - Sustainability at Infosys, Page 5</p>				SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## 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>	<p>SR - About the report, Page 1</p> <p>SR - Sustainability at Infosys, Page 5</p>				SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Governance

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	SR - About the report, Page 1 SR - Sustainability at Infosys, Page 5 AR: Corporate governance report, Pages 125-136	-	-	-	SR – Pages 101-103
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	SR - About the report, Page1 SR - Sustainability at Infosys, Page 5 AR: Corporate governance report, Pages 125-136	-	-	-	SR – Pages 101-103
G4-36	Report whether the organization has appointed an executive level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	SR - About the report, Page1 SR - Sustainability at Infosys, Page 5 AR: Corporate governance report, Pages 125-136	-	-	-	SR – Pages 101-103
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 125-136 SR: Monitoring and reporting, Page 23	-	-	-	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-38	<p>Report the composition of the highest governance body and its committees by :</p> <ul style="list-style-type: none"> <li>• Executive or non-executive</li> <li>• Independence</li> <li>• Tenure on the governance body</li> <li>• Number of each individual's other significant positions and commitments, and the nature of the commitments</li> <li>• Gender</li> <li>• Membership of under-represented social groups</li> <li>• Competencies relating to economic, environmental and social impacts</li> <li>• Stakeholder representation</li> </ul>	<p>AR: Board and committees – Infosys Limited, Pages 8-9, 19-20</p> <p>AR: Corporate governance report, Pages 125-136</p>	–	–	–	SR – Pages 101-103
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, Pages 125-136	–	–	–	SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including : <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	AR: Corporate governance report, Pages 125-136	-	-	-	SR – Pages 101-103
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholding with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	AR: Corporate governance report, Pages 125-136	-	-	-	SR – Pages 101-103

Legend: AR: Annual Report 2014-15 SR: Sustainability Report 2014-15





## Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	AR: Corporate governance report, Pages 125-136 SR - Sustainability at Infosys, Page 5				SR – Pages 101-103
G4-43	Report the measures taken to develop and enhance the high-est governance body's collective knowledge of economic, environmental and social topics.	AR: Corporate governance report, Pages 125-136 SR - Sustainability at Infosys, Page 5				SR – Pages 101-103
G4-44	a) Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.  b) Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a mini-mum, changes in member-ship and organizational practice.	AR: Corporate governance report, Pages 125-136 SR - Sustainability at Infosys, Page 5				SR – Pages 101-103

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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	<p>a) Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>b) Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities</p>	<p>AR: Corporate governance report, Pages 125-136</p> <p>SR - Sustainability at Infosys, Page 5</p>				SR – Pages 101-103
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.	<p>AR: Management's discussion and analysis: Outlook , risks and concerns, Page 67-69</p> <p>AR: Risk management report, Pages 70-72</p> <p>SR: Sustainability – A business imperative, Pages 3-4</p>				SR – Pages 101-103
G4-47	Report the frequency of the highest governance body's re-view of economic, environmental and social impacts, risks, and opportunities.	<p>AR: Corporate governance report, Pages 125-136</p> <p>SR - Sustainability at Infosys, Page 5</p>				SR – Pages 101-103

**Legend:** AR: Annual Report 2014-15 SR: Sustainability Report 2014-15



## Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	AR: Corporate governance report, Pages 125-136 SR - Sustainability at Infosys, Page 5				SR – Pages 101-103
G4-49	Report the process for communicating critical concerns to the highest governance body.	AR: Corporate governance report, Pages 125-136 SR - Sustainability at Infosys, Page 5				SR – Pages 101-103
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	AR: Corporate governance report, Pages 125-136 SR - Sustainability at Infosys, Page 5				SR – Pages 101-103

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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"> <li>• Fixed pay and variable pay <ul style="list-style-type: none"> <li>– Performance-based pay</li> <li>– Equity-based pay</li> <li>– Bonuses</li> <li>– Deferred or vested shares</li> </ul> </li> <li>• Sign-on bonuses or recruitment incentive payments</li> <li>• Termination payments</li> <li>• Clawbacks</li> <li>• Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</li> </ul> <p>b) Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	AR: Annexure 3 – Particulars of employees Pages 26-35				SR – Pages 101-103
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	AR: Annexure 3 – Particulars of employees, Pages 26-35				SR – Pages 101-103

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## Governance (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	AR: Annexure 4 – Nomination and remuneration policy, Pages 36-38				SR – Pages 101-103
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the high-est-paid individual) in the same country.	AR: Annexure 4 – Nomination and remuneration policy, Pages 36-38 AR: Annexure 3 – Particulars of employees Pages 26-35		The information is subject to specific confidentiality constraints	Individual compensation is a confidential information as per the policy of the Company	No
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage in-crease in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	AR: Annexure 4 – Nomination and remuneration policy, Pages 36-38 AR: Annexure 3 – Particulars of employees, Pages 26-35		The information is subject to specific confidentiality constraints	Individual compensation is a confidential information as per the policy of the company	No

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## Ethics and integrity

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	SR: Compliance and anti-corruption policies, Page 24 AR: Corporate governance report, Pages 125-136	–	–	–	SR – Pages 101-103
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	SR: Compliance and anti-corruption policies, Page 24 AR: Corporate governance report, Pages 125-136	–	–	–	SR – Pages 101-103
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	SR: Compliance and anti-corruption policies, Page 24 AR: Corporate governance report, Pages 125-136	–	–	–	SR – Pages 101-103

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## Specific standard disclosures

### Economic

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Economic performance						
G4-DMA	Generic Disclosures on Management Approach	AR: Introductory section, CEO and CFO Certification, Page 42 SR: Page 31				SR – Pages 101-103
G4-EC1	Direct economic value generated and distributed	SR: Page 32				SR – Pages 101-103
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				SR – Pages 101-103
G4-EC3	Coverage of the organization's defined benefit plan obligations	SR: Talent management, Page 50 AR: Retirement benefits to employees, Page 50, Consolidated financial statements, Page 83				SR – Pages 101-103
G4-EC4	Financial assistance received from government	AR: Management's discussion and analysis, Page 31				SR – Pages 101-103

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## Environmental

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Energy						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability – A business imperative, Pages 3-5	–	–	–	SR – Pages 101-103
G4-EN3	Energy consumption within the organization	SR: Data computational methods, Page 93	–	–	–	SR – Pages 101-103
G4-EN4	Energy consumption outside of the organization	SR: Data computational methods, Page 93	–	–	–	SR – Pages 101-103
G4-EN5	Energy intensity	SR: Our environmental performance – Energy, Page 89	–	–	–	SR – Pages 101-103
G4-EN6	Reduction of energy consumption	SR: Our environmental performance – Energy, Pages 88-92	–	–	–	SR – Pages 101-103

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## Environmental (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN7	Reductions in energy requirements of products and services	Not applicable	Reductions in energy requirements of products and services	The Standard Disclosure or part of the Standard Disclosure is not applicable.	We are an IT services and consulting company. Our energy reduction for the services provided is already covered under EN6 above.	No
<b>Water</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability – A business imperative, Pages 3-5	–	–	–	SR – Pages 101-103
G4-EN8	Total water withdrawal by source	SR: Our environmental performance – Water, Page 87-88	–	–	–	SR – Pages 101-103

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## Environmental (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN9	Water sources significantly affected by withdrawal of water	SR: Our environmental performance – Water, Page 87	Value / importance of water source to local communities	The information is currently unavailable	We are streamlining the process for collecting this information	No
G4-EN10	Percentage and total volume of water recycled and reused	SR: Our environmental performance – Water, Page 87	–	–	–	SR – Pages 101-103
G4-DMA	Generic Disclosures on Management Approach	SR: Our environmental performance – Water, Page 87-88	–	–	–	SR – Pages 101-103
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR: Our environmental performance – GHG Emissions, Pages 90-93; Data computational methods, Pages 93-97	–	–	–	SR – Pages 101-103
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	SR: Our environmental performance – GHG Emissions, Pages 90-93; Data computational methods, Pages 93-97	–	–	–	SR – Pages 101-103

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## Environmental (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	SR: Our environmental performance – GHG Emissions, Pages 90-93; Data computational methods, Pages 93-97	–	–	–	SR – Pages 101-103
G4-EN18	Greenhouse gas (GHG) emissions intensity	SR: Our environmental performance – GHG Emissions, Pages 90-93; Data computational methods, Pages 93-97	–	–	–	SR – Pages 101-103
G4-EN19	Reduction of greenhouse gas (GHG) emissions	SR: Our environmental performance – Emission reduction initiatives, Page 93; Data computational methods – Pages 93-97	–	–	–	SR – Pages 101-103
G4-EN20	Emissions of ozone-depleting substances (ODS)	SR: Our environmental performance – Ozone depleting substances, Page 93; Data computational methods, Pages 93-97	–	–	–	SR – Pages 101-103
G4-EN21	NOx, SOx, and other significant air emissions	SR: Our environmental performance – SOx NOx emissions, Pages 92-93; Data computational methods, Pages 93-97	–	–	–	SR – Pages 101-103
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability – A business imperative, Pages 3-5	–	–	–	SR – Pages 101-103
G4-EN22	Total water discharge by quality and destination	SR: Our environmental performance – Wastewater treatment, Page 88	–	–	–	SR – Pages 101-103

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## Environmental (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN23	Total weight of waste by type and disposal method	SR: Our environmental performance – Waste management, Page 97-98	–	–	–	SR – Pages 101-103
G4-EN24	Total number and volume of significant spills	SR: Our environmental performance – Waste management, Page 98	–	–	–	SR – Pages 101-103
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not applicable	–	The Standard Disclosure or part of the Standard Disclosure is not applicable	Our operations do not involve transportation of any waste or hazardous materials across international borders.	SR – Pages 101-103
<b>Compliance</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability – A business imperative, Pages 3-5	–	–	–	SR – Pages 101-103

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## Environmental (contd.)

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non compliance with environmental laws and regulations	SR: Our environmental performance, Page 87	–	–	–	SR – Pages 101-103
Environmental grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR: Sustainability – A business imperative, Pages 3-5	–	–	–	SR – Pages 101-103
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	SR: Our environmental performance, Page 87	–	–	–	SR – Pages 101-103

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## Social : Labor practices and decent work

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Employment						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44	–	–	–	SR – Pages 101-103
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	SR: Talent management – Our global workforce, Pages 46-47	–	–	–	SR – Pages 101-103
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	SR: Talent management, Pages 45-46	–	–	–	SR – Pages 101-103
G4-LA3	Return to work and retention rates after parental leave, by gender	SR: Talent management – Diversity and inclusion, Pages 56-57	–	–	–	SR – Pages 101-103
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	SR: Guiding principles, Page 47				SR – Pages 101-103
Occupational health and safety						
G4-DMA	Generic Disclosures on Management Approach	SR: Occupational health and safety, Pages 58-60	–	–	–	Pages 66-67

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

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-LA5	Percentage of total work-force represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	SR: Occupational health and safety, Pages 58-60	–	–	–	SR – Pages 101-103
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	SR: Occupational health and safety, Pages 58-60	Occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR)	The information is currently unavailable	We currently do not have systems in place to capture information about absenteeism rate and occupational disease rate.	SR – Pages 101-103
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	SR: Occupational health and safety, Pages 58-60	–	–	–	SR – Pages 101-103
G4-LA8	Health and safety topics covered in formal agreements with trade unions	SR: Guiding principles, Page 47	–	–	–	SR – Pages 101-103
<b>Training and education</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44	–	–	–	SR – Pages 101-103

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

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-LA9	Average hours of training per year per employee by gender, and by employee category	SR: Talent management – Continuous education, Page 51	–	–	–	SR – Pages 101-103
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	SR: Talent management – Continuous education, Page 51	Trainings related management of career endings resulting from retirement or termination of employment	The information is currently unavailable.	We have a very young workforce with an average age of about 27 years. Hence, we have not planned programs for career ending at the moment.	SR – Pages 101-103
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	SR: Talent management – Performance and career management, Page 54	–	–	–	SR – Pages 101-103
<b>Diversity and equal opportunity</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44	–	–	–	SR – Pages 101-103

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

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-LA12	Composition of governance bodies and break-down of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	AR: Corporate governance Report, Pages 90-91, 94-97, 110 SR: Materiality aspects and scope, Pages 17-23	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: Promoting responsible supply chain – Vendors and partners, Page 62	–	–	–	SR – Pages 101-103
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	SR: Promoting responsible supply chain – Vendors and partners, Page 62	–	–	–	SR – Pages 101-103
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	SR: Promoting responsible supply chain – Vendors and partners, Page 62-65	–	–	–	SR – Pages 101-103

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

General Standard Disclosures	Disclosure requirements	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Labor practices grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44	–	–	–	SR – Pages 101-103
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	SR: Hearing and resolving issues, Pages 57-58	–	–	–	SR – Pages 101-103

## 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: Fostering employee engagement, Page 44	–	–	–	SR – Pages 101-103

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## Social : Human rights (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	SR: Fostering employee engagement, Page 44	-	-	-	SR – Pages 101-103
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	SR : Talent management – Code of conduct and ethics, Page 53	-	-	-	SR – Pages 101-103
Non-Discrimination						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering Employee engagement: Page 44	-	-	-	SR – Pages 101-103
G4-HR3	Total number of incidents of discrimination and corrective actions taken	SR: Hearing and resolving issues, Pages 57-58	-	-	-	SR – Pages 101-103
Freedom of association and collective bargaining						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44	-	-	-	SR – Pages 101-103

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## Social : Human rights (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	[CBA in supply chain is not relevant for our sector]	-	-	-	SR – Pages 101-103
<b>Assessment</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44	-	-	-	SR – Pages 101-103
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	SR: Responsible supply chain, Pages 62-65	-	-	-	SR – Pages 101-103
<b>Supplier human rights assessment</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Promoting responsible supply chain, Pages 62-65	-	-	-	SR – Pages 101-103
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	SR: Promoting responsible supply chain, Page 64	-	-	-	SR – Pages 101-103

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## Social : Human rights (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	SR: Promoting responsible supply chain, Pages 62-65	-	-	-	SR – Pages 101-103
Human rights grievance mechanisms						
G4-DMA	Generic Disclosures on Management Approach	SR: Fostering employee engagement, Page 44; Promoting responsible supply chain, Pages 62-65	-	-	-	SR – Pages 101-103
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	SR: Hearing and resolving issues, Pages 57-58	Number of grievances for external stakeholders (suppliers and local community)	The information is currently unavailable	The process of recording the number of grievances for external stakeholders – suppliers and local community, needs to be streamlined	SR – Pages 101-103

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## Social : Society

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
<b>Anti-corruption</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Governance – Compliance and anti-corruption, Page 24	–	–	–	SR – Pages 101-103
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: Governance – Compliance and anti-corruption, Page 24	–	–	–	SR – Pages 101-103
G4-SO4	Communication and training on anti-corruption policies and procedures	SR: Governance – Compliance and anti-corruption, Page 24	–	–	–	SR – Pages 101-103
G4-SO5	Confirmed incidents of corruption and actions taken	SR: Governance – Compliance and anti-corruption, Page 24	–	–	–	SR – Pages 101-103
<b>Compliance</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Materiality aspects and scope, Pages 20-22; Governance – Compliance and anti-corruption, Page 24	–	–	–	SR – Pages 101-103
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	SR: Governance – Compliance and anti-corruption, Page 24	–	–	–	SR – Pages 101-103

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## Social : Product responsibility

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Product and service labeling						
G4-DMA	Generic Disclosures on Management Approach	SR: 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	SR – Pages 101-103
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	Not applicable	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with products or services which require labeling.	No

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## Social : Product responsibility (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not applicable	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	The Standard Disclosure or part of the Standard Disclosure is not applicable	We are an IT services company and do not deal with products or services which require labeling.	No
G4-PR5	Results of surveys measuring customer satisfaction	SR: Client satisfaction survey, Pages 38-39	-	-	-	SR – Pages 101-103
<b>Customer privacy</b>						
G4-DMA	Generic Disclosures on Management Approach	SR: Information security and data privacy, Pages 33-34	-	-	-	SR – Pages 101-103
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	SR: Information security and data privacy, Pages 33-34	-	-	-	SR – Pages 101-103

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## Social : Product responsibility (contd.)

General Standard Disclosures	Disclosure title	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
Compliance						
G4-DMA	Generic Disclosures on Management Approach	SR: Information security and data privacy, Pages 33-34, Material aspects and scope, Page 20 <i>Note: Being an IT services company, we are regulated by data privacy</i>	–	–	–	SR – Pages 101-103
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	SR: Information security and data privacy section, Pages 33-34	–	–	–	SR – Pages 101-103

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## Safe Harbor

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



