



Cloud



Consulting



Engagement



Global talent



Innovation



Integration



Intellectual property



Knowledge



Mobility



Optimization



Partnership



Platforms



Products



Solutions



Sustainability



Transformation

**Infosys 3.0**  
Growing responsibly

**Infosys®**  
POWERED BY INTELLECT  
DRIVEN BY VALUES



*“For Infosys, sustainability means that while we add value for our stakeholders – customers, employees, investors, and the society – we also need to be conscious of building a tomorrow that is sustainable.”*

**S. D. Shibulal**

*Chief Executive Officer and Managing Director*

## **Infosys 3.0** **Growing responsibly**

Building and nurturing the larger ecosystem around us ensures the success of a corporation. We look at sustainable practices as an opportunity to apply our core strengths for social good, and innovate to create winning solutions. This holistic view of business helps us consistently work towards the expectations of our stakeholders. Business responsibility to us is about earning the respect of our stakeholders in everything we do.

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## About the report

### Sustainability at Infosys

Sustainability is a business imperative for us and therefore, not optional. We have always adhered to sustainable practices in our daily operations and helped clients conduct their businesses in a sustainable manner. This report details the activities, initiatives and tasks implemented during 2011-12 and covers the economic, environmental and social dimensions of our sustainability strategy. We have a multi-horizon strategy planning process. Our business objectives span four performance dimensions – finance, clients and markets, operational excellence, global talent and leadership. These are balanced between the short and the medium terms. Our corporate performance objectives to be achieved during the year are encapsulated in the corporate scorecard, which has the performance metrics and targets. Our corporate performance is measured, monitored and managed on an on-going basis.

We have adopted the Global Reporting Initiative (GRI) 3.1 framework for our Sustainability Report. This reporting framework allows us to maintain transparency in reporting and disclosing our performance. Refer to the GRI Index section in this report for more details.

We are a signatory of the United Nations Global Compact (UNGC).

Refer United Nations Global Compact section in this report for more details.

We have self-declared the application level at A+. We also seek external assurance for our Sustainability Report. Det Norske Veritas AS (DNV) is our external auditor and independent assurance provider. DNV has evaluated our report and has provided the assurance statement for Application Level A+. GRI has evaluated our report and has provided A+ as the application level.

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

We have participated in the Dow Jones Sustainability Index (DJSI) assessment this year since we believe that this will add value in benchmarking ourselves with the best of our peers in the industry and also benefit our stakeholders. We have also submitted our carbon disclosures through the Carbon Disclosure Project (CDP) 2012 online application (Investor CDP 2012).

Our sustainability reporting is not limited to this report alone. Our strategy actions and outcomes on sustainability are regularly updated on our website [www.infosys.com](http://www.infosys.com).

### Infosys sustainability tracks

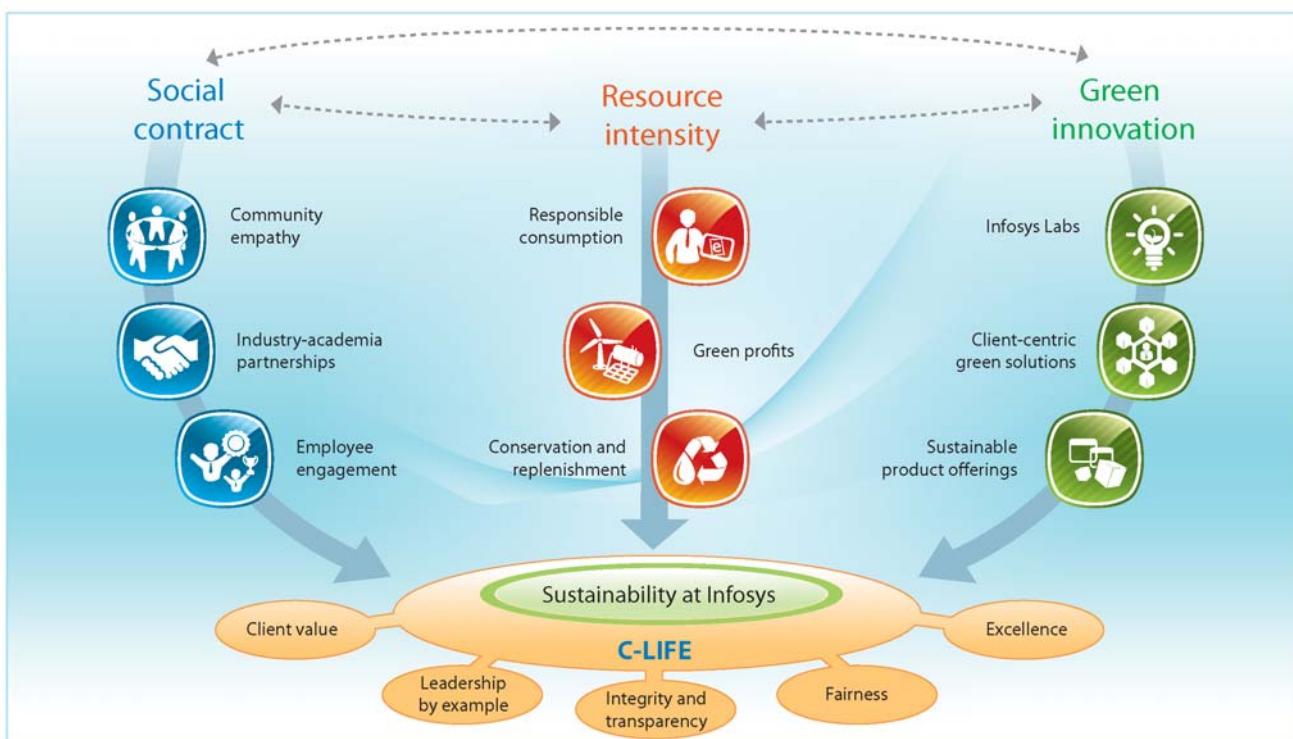
We believe that our actions today must have a positive impact on our tomorrow, both for us and for the world. We envision a better future where we have made a difference by enhancing global sustainability practices. To make this vision a reality, we have identified the following three sustainability tracks and pledged to continue our journey:

**Social contract:** Today, enterprises have an extended set of stakeholders – local communities, social organizations and the society – with the ability to influence the future of business. These stakeholders have ethical, social and environmental expectations that extends beyond financial goals and legal requirements – implicit social contracts that enterprises must honor. We believe that these social covenants are fundamental to nurture stakeholder trust and ensure business continuity.

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

**Green innovation:** Business imperatives like environmental sustenance and resource conservation are providing new opportunities for enterprises to leverage and stimulate innovation and spur business growth. Green innovation is about addressing sustainability challenges through innovation, differentiation, driving efficiencies and creating new avenues for growth, to become trendsetters.

In our Sustainability Report 2011-12, we have provided details of actions and the progress made in these three tracks.



## Organization profile

Infosys Limited (NASDAQ: INFY) was started in 1981 by seven visionaries with US \$250. Today, we are a global leader in the 'next generation' of Information Technology (IT) and consulting with revenues of US \$6,994 million.

Infosys ('the Company') is laser-focused on delivering actual business value. In today's changing world, opportunities are inter-linked with advances in IT. In our endeavor to future-proof our clients' businesses, we identified seven key areas that are rapidly increasing in influence and present great scope for IT-led innovations. These include digital consumers, emerging economies, sustainable tomorrow, smarter organizations, new commerce, pervasive computing and healthcare economy.

Our offerings span business and technology consulting, application services, systems integration, product engineering, custom software development, maintenance, re-engineering, independent testing and validation services, IT infrastructure services and business process outsourcing.

We pioneered the Global Delivery Model (GDM), which emerged as a disruptive force in the industry leading to the rise of offshore outsourcing. The GDM is based on the principle of taking work to the location where the best talent is available and where it makes the best economic sense, with the least amount of acceptable risk. We operate globally from 77 cities in 32 countries and have 149,994 employees representing 89 nationalities. We believe in building strategic long-term client relationships. Over 97% of our revenues come from existing clients.

*For details regarding our corporate strategy, products and services, and other financial details refer to our Annual Report 2011-12 on [www.infosys.com](http://www.infosys.com).*

### Fast facts



*Note: As on March 31, 2012*

### Mission

To achieve our objective in an environment of fairness, honesty, and courtesy towards our clients, investors, employees, vendors and society.

### Values

There are two levers that an organization must manage in order to remain nimble and agile as it grows in size and complexity – honoring the essence of its culture, and at the same time remaining flexible to make changes that the evolving ecosystem demands of it.

We have seen an unprecedented growth, with verticals and horizontals across the entire spectrum of business. Our core values naturally become our internal compass which enables us to achieve our business objectives. Fair corporate practices are a key requisite to succeed in an increasingly dynamic business environment. The values that drive us to be a sustainable enterprise are:

**Client value:** To surpass client expectations consistently

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

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

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

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

## Executive Co-Chairman's message



*"We at Infosys have been experimenting with green technology, creating solutions and adopting measures to reduce our dependence on perishable natural resources. By sharing the results and best practices with the rest of the industry, we hope to inspire fellow corporations to work towards attaining our collective sustainability goals."*

**S. Gopalakrishnan**

Executive Co-Chairman of the Board

I feel a sense of pride to say in various international forums that Infosys has been at the forefront of the sustainability movement and we have been an early adopter of sustainable business practices. Over the years, we have steadily pushed the boundaries by taking on aggressive goals. We have taken a sustainable approach to developing our campuses. We made a voluntary commitment at the United Nations in 2007 that we would become carbon neutral in our Indian operations at the end of year 2017.

We are the first Information and Communications Technology (ICT) company in India to take up the carbon neutrality goal and we strongly hope that this will make carbon accounting and carbon footprint reduction more acceptable and popular among industries not just in the developing world but across the globe. As we reach the halfway mark in the journey to become carbon neutral, we have already managed to reduce our per capita energy consumption by more than 30% across all our campuses and by more than 50% in all new buildings. We develop sustainable solutions to reduce the carbon footprint of our clients – combining sustainability with engineering to develop green products and services.

The time has come for us to take leadership of the movement. Being firm believers in walking the talk, we at Infosys have been experimenting with green technology, creating solutions and adopting measures to reduce our dependence on perishable natural resources. Our very successful experiments with radiant cooling technology in a new building at our Hyderabad campus is a case in point. By sharing the results and best practices of our experiments with the rest of the industry, we hope to inspire fellow corporations to work towards attaining our collective sustainability goals.

The need for a global coalition to drive the sustainability agenda is stronger today than ever before. The challenges before us are gigantic and require a close partnership between governments and the private sector. As Chairperson of Business Action for Sustainable Development (BASD), my mandate is to take the findings of the United Nations Conference on Sustainable Development – Rio+20's Zero Draft document. The agenda seeks for committed action from global leaders – both corporate and political leaders – on food security, water, energy, climate change and social inclusion. Being a representative of the technology industry, I must emphasize my belief that new innovations and business models that look at inclusive growth while maintaining a resource balance will be the ones with the highest growth potential.

As corporate entities in today's context, we cannot afford to sit on our laurels and concentrate on merely increasing our profit margins. More importantly, we must realize that there is no surer way of future-proofing businesses than embracing sustainable business practices.

As a member of the United Nations Global Compact (UNGC) advisory board, I was involved in the framing of the Environmental Stewardship Strategy (in partnership with 23 companies and the Duke University) to assist the top leadership of companies in drawing up their sustainability roadmaps. This experience has given us insights into effective ways of pursuing our sustainability goals and actions.

For companies like Infosys with an expanding global footprint, it is important to have a sustainability strategy with clearly defined targets. Our resource intensity targets get steeper as we add to our physical infrastructure and workforce strength. It is with rigorous monitoring, radical reduction measures and investments in renewable energy sources that we have managed to meet, and even exceed, our targets year after year. We now have a system in place across our Indian campuses that can serve as a case study for organizations planning to intensify their sustainability efforts. The challenge for us now is not only to hold on to the momentum but also to implement our efficiency efforts on the same scale across our overseas operations and set an example globally. There is a larger challenge too – that of expanding and consolidating our global sustainability coalition.

If we, as corporations, can demonstrate the will, viable ways will always open up for us.

## Awards and accolades



*"We are what we repeatedly do. Excellence, then, is not an act, but a habit."*

*– Aristotle*

*Greek philosopher and polymath*

Our pursuit of excellence and our performance in business, corporate governance, investor relations and inclusivity have won us several awards from industry bodies and media houses in 2011-12. Some of these are highlighted as follows:

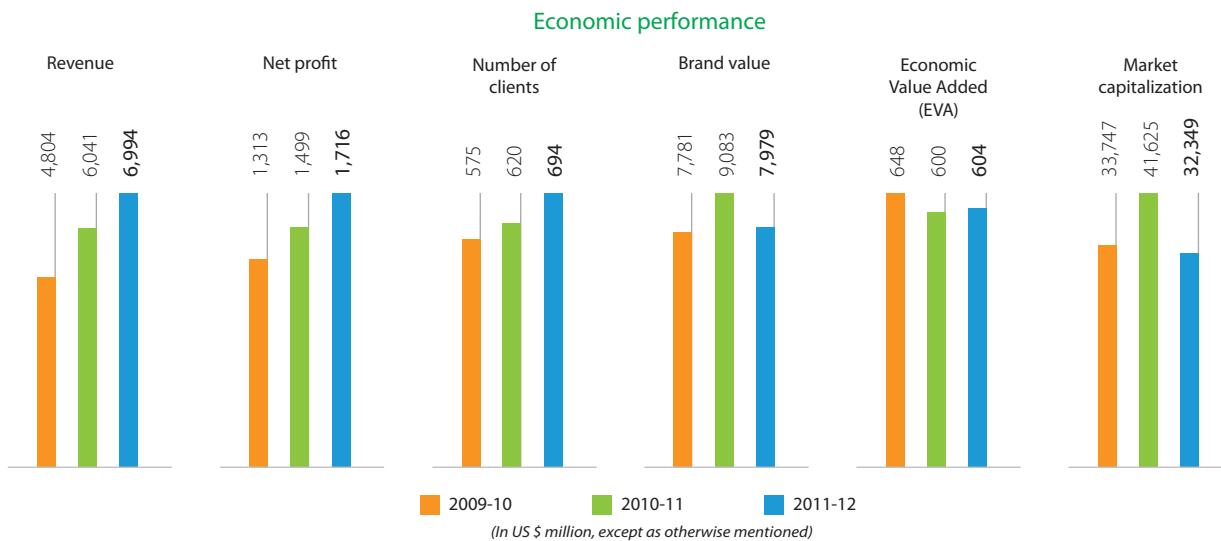
- We won the 2011 Global Most Admired Knowledge Enterprises (MAKE) Award – the first and only Indian company to win the award eight times.
- We were recognized in *Institutional Investor* magazine's 2011 All-Asia Executive Team rankings.
- We won the Platinum Award in the Asset Corporate 2010 Awards.
- *Businessworld* rated us as India's Most Respected Company.
- We were declared the Most Preferred Company to Work for in India by a *Business Today* survey.
- We emerged India's Best Company for Corporate Governance in a poll conducted by *Asiamoney*.
- We were ranked No. 1 at the 2011 IR Global Rankings in India, in all four categories – Best IR website, Best Online Annual Report, Best Financial Disclosure and Best Corporate Governance Practices.
- Forrester named us a leader in IT Infrastructure Outsourcing.
- Gartner positioned Infosys in the leaders quadrant for Oracle application services across Europe.
- Infosys ranked fourth in the 2011 Bliss Leap Awards.

### Green awards

Our green initiatives won us several awards and accolades this fiscal:

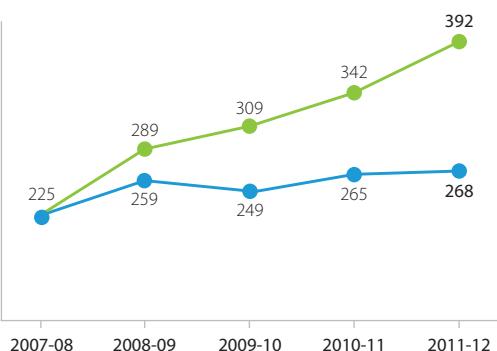
- We were ranked the Eighth Greenest Company in the world by *Newsweek* in 2011.
- We won the National Award for Excellence in Water Management 2011 by the Confederation of Indian Industry (CII) for our water conservation efforts at our Mysore campus.
- We were awarded the CII's Certificate of Commendation for Significant Achievement for Sustainability, 2011 (Bangalore).
- We won the CII's Energy Efficient Unit and Innovative Project awards (IT sector), 2011 (Hyderabad).
- We were named the Best in the Industry in Water Management at the World Water Summit (Mysore).
- We were given the Bureau of Energy Efficiency's award for conservation of energy for our Bangalore and Pune BPO offices.
- We won the Bry-Air HVAC Award for Innovative Systems Design (Hyderabad).
- We were recognized by GRIHA for Exemplary Demonstration of Integrated Water Management (Hyderabad).
- We were awarded Landscape Awards at Mysore, Bangalore, Hyderabad and Pune, 2011.

## Sustainability at Infosys – At a glance



### Electricity savings

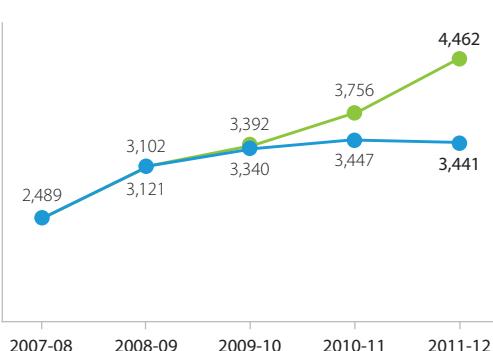
(Million kWh)



█ Estimated electricity consumption with minimal efficiency efforts    █ Actual electricity consumption due to the implementation of rigorous efficiency measures

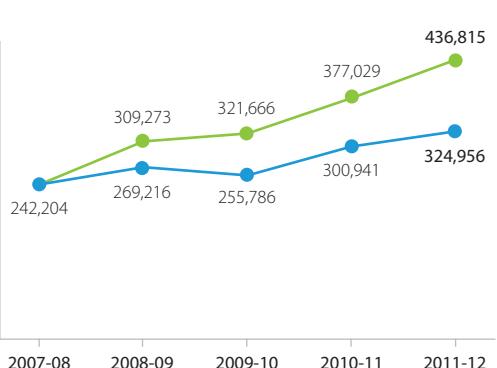
### Water savings

(Million liters)



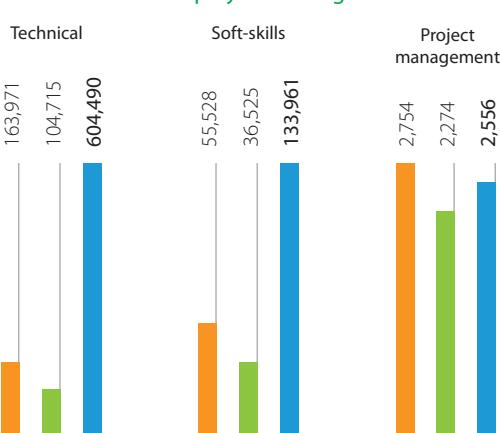
█ Estimated water consumption with minimal efficiency efforts    █ Actual water consumption due to the implementation of rigorous efficiency measures

### Reduction in carbon emissions

(MT of CO<sub>2</sub>e)

█ Estimated carbon emissions with minimal efficiency efforts    █ Actual carbon emissions due to the implementation of rigorous efficiency measures

### Employee training



(Scope: Infosys Limited)

## Materiality, scope and stakeholder inclusivity

### Reporting scope

Infosys was founded with the vision of earning global respect from all our stakeholders. This vision continues to drive the strategy of the Company. Our strategic approach to growth and sustainability is articulated in our Annual Report 2011-12.

The basis for defining the report content is an outcome of the materiality analysis conducted across the organization and stakeholder needs. This forms the basis of our corporate scorecard. The focus of our Enterprise Risk Management (ERM) framework is to assess risks to the achievement of key business objectives as enunciated in the corporate scorecard and to deploy mitigation measures.

*For more details, refer to the Risk management report section in the Infosys Annual Report 2011-12 available on [www.infosys.com](http://www.infosys.com).*

As part of our commitment to follow best practices, we comply with global laws, standards and guidelines. Our financial and sustainability reporting follow transparent disclosure frameworks consistently.

Our direct and indirect stakeholders are as follows:

Our direct stakeholders	Our indirect stakeholders
<ul style="list-style-type: none"> <li>• Academia</li> <li>• Alliance partners, vendors and consultants</li> <li>• Analysts and media</li> <li>• Clients</li> <li>• Competitors</li> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Governments and NGOs</li> <li>• Industrial and global associations: NASSCOM, CII, UNIFEM, UNGC, COP, WEF and WB</li> <li>• Local communities</li> <li>• Regulatory bodies</li> <li>• Shareholders and investors</li> </ul>

We periodically communicate progress on material aspects concerning our stakeholders using appropriate channels. Detailed discussions and reviews with the Board, committees of the Board, senior management and other stakeholders across the organization at regular intervals allow us to work consistently towards delivering to the expectations of our direct and indirect stakeholders. The information needs of each of our diverse stakeholder groups are also analyzed and appropriate forums and platforms are created for effective communication. These are evaluated periodically, modified or renewed based on feedback and efficiency. The following table lists the various channels of engagement we use with our stakeholders to understand their expectations and communicate progress:

Stakeholder	Engagement mode
 Academia	<ul style="list-style-type: none"> <li>• Discussion with academic institutions<sup>(7)</sup></li> <li>• Participation in events involving academia<sup>(7)</sup></li> <li>• Curriculum enhancement programs<sup>(1) and (7)</sup></li> <li>• Case studies<sup>(7)</sup></li> </ul>
 Alliance partners, vendors and consultants	<ul style="list-style-type: none"> <li>• Vendor partner meets<sup>(1)</sup></li> <li>• Alliance events<sup>(1) and (7)</sup></li> <li>• Procurement policy and vendor selection process<sup>(1) and (7)</sup></li> <li>• Event brochures<sup>(7)</sup></li> </ul>
 Clients	<ul style="list-style-type: none"> <li>• Request for proposals<sup>(7)</sup></li> <li>• Client visits and meetings<sup>(7)</sup></li> <li>• Sustainability portal on our website, <a href="http://www.infosys.com">www.infosys.com</a><sup>(1)</sup></li> <li>• Mailers<sup>(3), (5), (6) and (7)</sup></li> <li>• Newsletters<sup>(2), (3) and (6)</sup></li> </ul>

*Note: We consistently engage with our stakeholders through the appropriate communication channels. The periodicity includes:*

<sup>(1)</sup> Annual

<sup>(2)</sup> Quarterly

<sup>(3)</sup> Monthly

<sup>(4)</sup> Trigger-based

<sup>(5)</sup> Regulatory compliance-based

<sup>(6)</sup> Targeted

<sup>(7)</sup> Need-based communication campaigns

Stakeholder	Engagement mode
 Employees	<ul style="list-style-type: none"> <li>Employee satisfaction survey<sup>(1)</sup></li> <li>Voice of Youth forum<sup>(4), (6) and (7)</sup></li> <li>Employee affinity networks<sup>(4), (6) and (7)</sup></li> <li>Grievance redressal board<sup>(4)</sup></li> <li>HRD blog, 'Ask Shibu' blog, Leaders' blogs<sup>(2)</sup></li> <li>Inclusivity survey<sup>(1)</sup></li> <li>Development Centers (DCs) engagement initiatives<sup>(7)</sup></li> </ul> <ul style="list-style-type: none"> <li>Bulletin boards<sup>(6) and (7)</sup></li> <li>Our corporate television channel, InfyTV<sup>(4), (6) and (7)</sup></li> <li>Our intranet, Sparsh<sup>(4), (6) and (7)</sup></li> <li>Sustainability portal on our website, <a href="http://www.infosys.com">www.infosys.com</a><sup>(2)</sup></li> <li>Mailers<sup>(4), (5), (6) and (7)</sup></li> <li>Eco clubs<sup>(7)</sup></li> <li>Employee committees<sup>(6) and (7)</sup></li> </ul>
 Governments / NGOs / others	<ul style="list-style-type: none"> <li>Memberships in global associations<sup>(7)</sup></li> <li>Press releases<sup>(7)</sup></li> <li>Annual Report and quarterly reports<sup>(1), (2) and (5)</sup></li> <li>Form-20F filed with the SEC<sup>(1), (2), (5) and (7)</sup></li> <li>Engaging with governments and global forums<sup>(7)</sup></li> </ul> <ul style="list-style-type: none"> <li>Award applications<sup>(4) and (7)</sup></li> <li>Various government submissions<sup>(4), (5) and (7)</sup></li> <li>Infosys blogs<sup>(6) and (7)</sup></li> <li>Media releases and reports<sup>(1), (2), (4), (5), (6) and (7)</sup></li> </ul>
 Investors	<ul style="list-style-type: none"> <li>Analyst meets<sup>(1), (2) and (7)</sup></li> <li>Analyst briefings<sup>(1), (2) and (7)</sup></li> <li>Quarterly results<sup>(2)</sup></li> <li>Annual General Meeting with our shareholders<sup>(1)</sup></li> <li>Sustainability Report<sup>(1)</sup></li> </ul> <ul style="list-style-type: none"> <li>Financial reports<sup>(1) and (2)</sup></li> <li>SEC filings<sup>(5)</sup></li> <li>Press releases<sup>(1), (2), (6) and (7)</sup></li> <li>Social media<sup>(7)</sup></li> <li>Investor relations surveys<sup>(1)</sup></li> </ul>
 Local communities	<ul style="list-style-type: none"> <li>Site visits<sup>(6) and (7)</sup></li> <li>Interviews with local NGOs and community representatives<sup>(6) and (7)</sup></li> <li>Sustainability portal on our website, <a href="http://www.infosys.com">www.infosys.com</a><sup>(1)</sup></li> <li>Meetings with associations / NGOs<sup>(6) and (7)</sup></li> </ul> <ul style="list-style-type: none"> <li>Local community meetings<sup>(6) and (7)</sup></li> <li>Press releases<sup>(2) and (7)</sup></li> <li>Social media<sup>(6) and (7)</sup></li> <li>Our website, <a href="http://www.infosys.com">www.infosys.com</a><sup>(7)</sup></li> </ul>

Note : We consistently engage with our stakeholders through the appropriate communication channels. The periodicity includes :

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<sup>(3)</sup> Monthly

<sup>(4)</sup> Trigger-based

<sup>(5)</sup> Regulatory compliance-based

<sup>(6)</sup> Targeted

<sup>(7)</sup> Need-based communication campaigns

We have identified the following entities as material to us based on the analysis of our interactions with our stakeholders:

Stakeholders	Actions taken to address material issues identified
Academia	<ul style="list-style-type: none"> <li>Faculty enablement to increase industry relevance in the curriculum</li> <li>Sabbatical sponsorship for faculty</li> <li>Internship opportunities for students</li> </ul>
Alliance partners, vendors and consultants	<ul style="list-style-type: none"> <li>Good corporate governance</li> <li>Ethical and fair business practices</li> </ul>
Clients	<ul style="list-style-type: none"> <li>Business value</li> <li>Brand value</li> <li>Business continuity</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Safe and a comfortable work environment</li> <li>Capability development</li> <li>Career growth</li> </ul>
Governments / NGOs / others	<ul style="list-style-type: none"> <li>Good corporate governance</li> <li>Ethical and fair business practices</li> <li>Support for developmental programs and initiatives</li> </ul>
Investors	<ul style="list-style-type: none"> <li>Shareholder returns</li> <li>Predictability, Sustainability, Profitability, De-risking (PSPD)</li> <li>Transparency</li> <li>Good corporate governance</li> </ul>
Local communities	<ul style="list-style-type: none"> <li>Ethical and fair business practices</li> <li>Job opportunities</li> <li>Responsible citizenry</li> </ul>

## Materiality evaluation

Key topics and concerns raised by our stakeholders are recorded and analyzed. These entities are significant influencers and are taken into account while defining our sustainability strategy. The following is the materiality evaluation matrix:



## Enterprise Risk Management

Enterprise Risk Management (ERM) at Infosys encompasses practices relating to identification, assessment, monitoring and mitigation of various risks to key business objectives. ERM at Infosys seeks to minimize adverse impact of risks on our key business objectives and enable the Company to leverage market opportunities effectively.

Further, risk management practices at Infosys seeks to sustain and enhance the long-term competitive advantage of the Company. Risk management is integral to our business model, described as the 'Predictable, Sustainable, Profitable and De-risked' (PSPD) model. Our core values and ethics provide the platform for our risk management practices.

The focus of risk management is to assess risks to the achievement of key business objectives as enunciated in the corporate scorecard and to deploy mitigation measures. The periodic review meetings of the Risk Management Committee and the Risk Council focuses on reviewing risks to the achievement of key business objectives and actions taken to mitigate these.

*Read our discussions on Enterprise Risk in our Annual Report 2011-12 available on [www.infosys.com](http://www.infosys.com).*

The Sustainability Council at Infosys guides the strategy and action on sustainability projects and initiatives. A strong review mechanism ensures that goals are tracked periodically and appropriate actions taken.

Our management is highly committed both professionally and personally to achieving our sustainability goals, which are embedded in our corporate scorecard. The sustainability policy formulated under the leadership of our Chairman Emeritus, N. R. Narayana Murthy continues to guide our efforts. The sustainability policy focuses on making our business sustainable, making our clients'

businesses sustainable, making our ecosystem sustainable and making our lifestyles sustainable.

Our sustainability plans and goals are reviewed periodically by our senior management. Specific goals and metrics are identified, monitored and reviewed on a regular basis.

We disclose and communicate our progress annually with our stakeholders on the implementation of the UN Global Compact principles and publish our Communication on Progress (COP) on the Global Compact website, [www.unglobalcompact.org](http://www.unglobalcompact.org).

We subscribe to the principles of the United Nations Development Fund for Women (UNIFEM), World Business Council for Sustainable Development (WBCSD), World Economic Forum (WEF), The Energy and Resources Institute (TERI) and participate actively in various programs organized by these global bodies.

## Scope of the report

The Sustainability Report 2011-12 covers the progress of our strategic initiatives to address sustainability issues. These have been detailed under our sustainability focus areas, Social contract, Resource intensity and Green innovation. Our Sustainability Report is published annually. However, some aspects pertaining to sustainability are shared in our Quarterly Results communication.

We pursue long-term partnerships with our clients and seek to deliver value while addressing their IT requirements. We own the infrastructure in most of our campuses located in India. Our marketing offices and campuses outside India are either leased or rented spaces. For each data group we have reported here, we have indicated the scope / boundaries of our operations and control.

## Alliances and advocacy

We believe that affirmative actions brought through strategic alliances and advocacy catalyzes our sustainability charter for better outcomes. Our leaders and employees participate in several industry associations and national / international advocacy organizations to influence positive and affirmative action related to sustainability. The following are some of the significant actions taken during 2011-12:

Activity	Highlights
Strengthening sustainability actions in the three focus areas	<p>We have focused on strengthening our actions on the ground in the three focus areas of Social contract, Resource intensity and Green innovation for building a sustainable tomorrow. S. Gopalakrishnan, Executive Co-Chairman of the Board and our co-founder is the President Designate-CII.</p> <p>We have continued our engagement with a number of external forums such as:</p> <ul style="list-style-type: none"> <li>• The World Business Council for Sustainable Development (WBCSD)</li> <li>• The National Association of Software Companies (NASSCOM) India, on green infrastructure and diversity practices</li> <li>• The Bureau of Energy Efficiency (BEE), India, for benchmarking energy intensity for commercial buildings</li> <li>• The Indian Green Building Council (IGBC)</li> <li>• Business Action for Sustainable Development (BASD)</li> <li>• The steering committee of Sustainability Summit 2011, which is an event of the CII-ITC Center of Excellence for Sustainable Development</li> <li>• The NASSCOM Education Council</li> <li>• The ACM professional development committee for driving standards in education</li> </ul> <p>In addition, we have adhered to the following norms and guidelines:</p> <ul style="list-style-type: none"> <li>• SEBI's guidance on voluntary publishing of the corporate Business Responsibility Report</li> <li>• The 10 principles of UN Global Compact (UNGC), of which we have been a member since 2001.</li> <li>• The framework provided by the Global Reporting Initiative (GRI) to report our sustainability strategy and actions since 2008.</li> </ul>
Advocating internal best practices	<p>Our sustainability activities are audited internally on a regular basis and the progress of each activity is monitored closely. Some of the key activities in fiscal 2012 are as follows:</p> <ul style="list-style-type: none"> <li>• The Green Initiatives team worked on the research and implementation of innovative resource efficiency projects such as water conservation and radiant cooling.</li> <li>• As part of an ongoing effort, our Facilities team monitored the environmental aspects, consulted with internal stakeholders and improved our resource efficiency.</li> <li>• The Education and Research (E&amp;R) team strengthened the Campus Connect, Spark, Rural Reach and Catch Them Young programs and improved our reach through these.</li> <li>• Corporate Social Responsibility forums led by employees across our centers worldwide, engaged locally on issues related to education and healthcare.</li> <li>• Green Connect eco-groups across locations have been engaged in promoting awareness and action on the conservation of resources and have partnered with WED-2011, UNEP, 350.org, Greenpeace, British Council, WWF and Rotary International.</li> <li>• Our Infosys USA Foundation supports the New York City Science Education Initiative.</li> <li>• The Infosys Foundation continues to work in the areas of healthcare, education, arts and culture, destitute care and rural development.</li> </ul>
Strengthening sustainability actions through external and internal alliances	<ul style="list-style-type: none"> <li>• The Green Initiatives team continues to work with multiple stakeholders to reduce our carbon footprint and resource consumption.</li> <li>• We have engaged with WBCSD to provide thought leadership and suggest best practices in their 'People Matter' project.</li> <li>• We have strengthened our participation in BASD.</li> <li>• The Health, Safety and Environment (HSE) team continued its efforts in implementing initiatives, processes and spreading awareness about issues related to health, safety and environment.</li> <li>• Diversity champions influenced business stakeholders in their inclusivity efforts.</li> <li>• Diversity launched the Women in Leadership forum for leadership development.</li> </ul>
Promoting sustainability within the Company	<ul style="list-style-type: none"> <li>• We strengthened awareness and competency building on sustainability through periodic interventions and promoted 'citizenship behavior'.</li> <li>• We continued to strengthen awareness and publish information on the Health Safety Environment (HSE) portal on the corporate intranet to ensure easy access.</li> </ul>

## Institutionalizing best practices

Sustainability is ingrained in the functioning of our organization and is interwoven in the goals and objectives of teams and departments and their work processes. The Infosys Scaling Outstanding Performance (iSOP) framework, based on the Malcolm Baldrige model of business sustainability, guides the work of all the departments including business and enabler functions. Employee actions in corporate social responsibility (CSR) programs at our campuses are coordinated through the CSR-wings of the Development Center Management framework.

# Social contract

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We are certified on **ISO 27001** as part of our information security initiatives

Our workforce comprises employees representing **89** nationalities

Over **153,000** students were trained as part of the Campus Connect program

Women comprise **34.7%** of our total workforce

**200** villages and over **80,000** families in North Karnataka have benefited from the Parishudh initiative of the Infosys Foundation

A grant of **US \$380,000** was given by the Infosys USA Foundation to provide science education to less privileged students of New York and New Jersey

## Investing in education



*"Education is the most powerful lever that can reduce social inequity, bring gender parity and bridge the digital divide. It also acts as a catalyst for boosting social and economic progress by improving the livelihoods of individuals and the prospects of future generations."*

**Srikantan Moorthy**

*Senior Vice President, Education & Research*

According to recent World Bank data, over a billion people live on less than US \$1.25 per day and over 69 million children are out of school. Education is the most powerful enabler that can reduce social inequity, bring gender parity and bridge the digital divide. It also acts as a catalyst for boosting social and economic progress by improving the livelihoods of individuals and the prospects of future generations.

Sustainable economic progress and social development are dependent on increasing the employability of the working-age group. Education therefore can result in direct employment or entrepreneurship, both of which are required for economic progress.

However, education alone will not make a difference. Our desire to increase access to education must not result in the dilution of quality. Educational institutions must ensure that students develop the capability to imbibe new things in a changing world. Critical thinking, ethical behavior, promoting diversity and working in collaboration with a global team, are aspects which should be a part of the learning process.

The problem in countries like India is compounded by the lack of adequate and quality education for its large population. To be employed, one has to be employable. Programs like our Campus Connect and Project Genesis go a long way in making today's youth employable. These programs address the critical competencies required to be confident, to understand key concepts better and to apply these in the context of a problem.

We invest in educational programs that influence and raise the aspirations of the student community across the globe. We have been engaged in the after-school STEM program, an initiative by the New York Academy of Sciences through the Infosys USA Foundation and the SPARK program in India, which engages students across age groups and encourages them to dream big.

Corporate sustainability depends on the availability of skilled talent. Staying relevant to the market requires a workforce that is relevant to the business. Continuous employment of its professionals can only come with continuous education.

Individuals can keep and grow in their jobs only if they constantly update their skills and make themselves relevant to businesses. While academic institutions should build the foundation for learning, continuous learning is the responsibility of the individual. Corporations must facilitate this process by offering relevant programs for development.

In a knowledge economy, businesses need competent people, those who have the knowledge, skills and attitude relevant to businesses. The significant investments we make in the development of our employees offers a testimony to our belief in the need for life-long learning. Whether it is re-skilling to meet an immediate client need or up-skilling to go up the value chain, we believe that continuous education is critical to ensure that we stay relevant to the markets we serve. With content to conduct thousands of days of unique classes, we have created a catalog of offerings, which serves the changing needs of our business.

Advances in technology provide a major opportunity to bring quality education to a larger audience. Innovative methods which go beyond providing content on the internet, can help address the issue of inadequate faculty in the education sector.

Corporations in collaboration with governments, non-governmental organizations and the community at large, have a major role to play in building the much needed human capital. Our engagement with educational institutions in India and abroad is aimed at making this happen. Whether it is achieving the UN's millennium goals or the goals of corporate sustainability, education has to be at the core of corporate strategy for creating a better world.

## Philanthropy matters



*"While so much has changed since I joined twelve years ago, what has remained steadfast is the Company's commitment to give back to society in more ways than one."*

**Priyadarshini Bajoria**

*Geo-Cluster Head, Group Manager (Client Services) and Associate Vice President*

It was 8:00 a.m. on a regular Saturday in New York, when the city was just about waking up. But on the corner of 28th Street and 7th Avenue in Manhattan, buses had lined up to transport people to revitalize parks in different boroughs as part of the 'New York Cares Day', an annual volunteering effort to clean the city's parks, gardens and public spaces. When I boarded the bus with the sign 'Infosys – Willowbrook Park' and saw many of our employees already inside the bus, raring to go, it reaffirmed my belief that social consciousness is ingrained in an Infosys employee's ethos regardless of which part of the world he or she is from.

Our teams in North America have participated in several community outreach events last year including the Susan G. Komen Race for the Cure, Dallas Heart Walk and the Bone Marrow Drive. Employees and their families also volunteered at the North Texas Food Bank, the Liberty Science Center in New Jersey (NJ) and worked towards revitalizing schools in Brooklyn, New York and Jersey City, NJ, among others.

Infosys employees with engineering degrees or Master's degrees in science and math have also volunteered to teach students at the After-school Mentoring Programs run by the New York Academy of Sciences ('the Academy'). This initiative offers a chance to underserved students to improve their skills in science, technology, engineering and math, these subjects being core to our business at Infosys.

We believe knowledge in these subjects is essential to lay a strong foundation for a good education. Today, when fewer students in the U.S. are graduating from high-school than before, as responsible adult citizens of the society, it is important for us to nurture the interest and curiosity of students and encourage them to pursue their aptitude in science and math.

What makes this more admirable for me is that the involvement of Infosys employees in this program is in addition to their day jobs and involves a time commitment that often goes beyond normal business hours, as they prepare for, teach and participate in project activities with the students. I am grateful to my colleagues, who volunteer their time and skills with the Academy as mentors.

The Academy has also been one of the beneficiaries of grants in North America from the Infosys Foundation ('the Foundation'), which is the philanthropic arm of Infosys. The Foundation has been set up with the sole objective of fulfilling Infosys' social responsibility by creating opportunities and working towards a more equitable society.

Infosys contributes upto one per cent of its profits to the Foundation each year and the funding is used by the Foundation to make effective strides in the areas of education, healthcare, social rehabilitation, and the arts.

Another core aspect of our organization is our commitment to diversity. The Infosys Women's Inclusivity Network (IWIN) in North America provided various forums for employee engagement through the year, whether it was celebrating the International Women's Day or Bring Your Daughters to Work Day or the Leadership Speaker Series, which featured women leaders and achievers from Infosys and outside.

I have completed 12 years at Infosys and while so much has changed since I joined, what has remained steadfast is the Company's commitment to give back to society in more ways than one. On the one hand, this has helped us remain good corporate citizens in society, and on the other, it has been invaluable in terms of connecting us to the core values of our clients and unifying our teams under the common theme of sustainability and corporate responsibility. This is yet another reason why I am proud to be a part of team Infosys.

**A corporation has equal responsibility to all its stakeholders – investors, clients, employees, vendors / partners, governments and communities. Some of these responsibilities are codified in contracts and some are left to the discretion of the corporation. At Infosys, we refer to our responsibility to all stakeholders collectively as our Social contract, irrespective of whether it is written or not.**

## Good governance

Our vision to be a ‘globally-respected’ corporation has clearly withstood the vicissitudes of the global business environment over the decades. Setting the ‘tone’ with role-model leadership right from the top and across various levels in the organization, we are supported by an effective governance framework, strong risk management practices and associated processes.

The key dimensions of deploying effective corporate governance at Infosys include :

**A strong leadership and an independent Board:** The current policy is to have an appropriate mix of executive and independent directors to maintain the independence of the Board and to separate its functions of governance and management. Currently, the Board comprises 15 members, six of whom are executive or whole-time directors and nine are independent directors. The Board periodically evaluates the need for change in its composition and size. All committees of the Board consist of only independent directors. The composition of the Board is carefully planned to ensure the presence of diverse perspectives that facilitate debate and dialog on issues important to us. In addition, the roles of the Chairman of the Board and the CEO are separated to ensure that the Board always retains the right focus in keeping with the belief that, ‘Good governance cannot be imposed by legislations. It must come from within’.

**Transparency, fairness and accountability:** We have always followed the highest levels of disclosure with all our stakeholders. The dictum, ‘When in doubt, disclose’, is a management practice at Infosys. We have also integrated strong processes into our supply chains to ensure the percolation of these processes into the businesses of our partners. In addition to ensuring compliance with the laws of the land wherever we operate, we also have a very strong Code of Conduct and Ethics. Some of our best practices include benchmarking corporate governance and this is done through Standard & Poor's, ICRA and CRISIL. Infosys is the first Company in India to be awarded the highest Corporate Governance Rating (CGR) by ICRA. We also furnish updates in eXtensible Business Reporting Language (XBRL) format to the U.S. Securities and Exchange Commission (SEC). Further, our financial statements are disclosed in accordance with the Indian GAAP, IFRS and U.S. GAAP requirements.

An equal opportunity employer, we respect meritocracy and eschew any kind of discrimination. Our recruitment policy fosters talent, inclusivity and diversity.

We recognize the rights of our employees and comply with the labor laws and guidelines of the governments where we operate and provide forums, support groups and policies to hear and address their concerns and resolve issues or conflicts in a fair and transparent manner. A *de minimus* percentage of our employees are covered by collective bargaining.

**Enterprise Risk Management:** Enterprise Risk Management (ERM) at Infosys encompasses practices relating to identification, assessment, monitoring and mitigation of various risks to key business objectives. ERM at Infosys seeks to both minimize adverse impact of risks on our key business objectives and to enable us to leverage market opportunities effectively. The corporate scorecard enunciates our key business objectives through a set of specific goals to be achieved in the short term and strategic goals aimed at achieving our aspirations in the medium term. Our business objectives typically include goals relating to dimensions such as financial, client and market, operational excellence, sustainability, talent and leadership.

Further, our risk management practices seek to sustain and enhance the long term competitive advantage of the Company. Risk management is integral to our business model, described as the ‘Predictable, Sustainable, Profitable and De-risked’ (PSPD) model. Our core values and ethics provide the platform for our risk management practices.

**Enhancing the ethical judgment of employees:** Ensuring that the principles of good governance are translated into action by employees on a daily basis is critical in building an ethical organization. The speed at which we have been growing globally makes this a daunting task. A strong and well-articulated Code of Conduct and Ethics, which also delineates anti-bribery provisions, and a values training program have been put in place to achieve good governance. This, coupled with multiple redressal mechanisms, which include a grievance redressal body and a Whistleblower Policy constitutes a robust ecosystem for good governance for us.

**The Infosys values training program:** It is mandatory for every new employee to attend sessions on the ‘Infosys Values’ as part of the induction processes and then sign his / her acceptance of the Code of Conduct and Ethics. Every employee is then expected to put these values into practice on a daily basis throughout his / her career with us. Keeping in mind the various business risks associated with ethical non-compliance, the Infosys values training program seeks to :



- Reinforce the practice of Infosys values among employees,
- Enable a uniform understanding and application of the Infosys values,
- Create a climate of discussion, debate and engagement regarding Infosys values and their practice,
- Deploy enablers such as training sessions and self-paced learning modules, and
- Create a cycle of feedback and analysis to equip employees with a practical understanding of the Infosys values.

The Code of Conduct and Ethics is intended to establish and clarify standards for behavior in the organization. The code promotes honest and ethical conduct, and a safe and secure workplace free from discrimination. It articulates compliance with applicable laws of the land, and principles such as promoting free and fair competition and the handling of apparent or actual conflicts of interest. The Code of Conduct and Ethics also includes provisions relating to anti-corruption, anti-bribery and lays down stringent norms for the protection of confidentiality of our information. Demonstrating our commitment to the business ecosystem, the Code of Conduct and Ethics also sets out our responsibilities towards our suppliers and customers. 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 Code of Conduct and Ethics together with a robust grievance redressal process including a Whistleblower Policy forms the bedrock of our governance mechanism. There were no instances of monetary or non-monetary fines or grievances raised for non-compliance from regulatory bodies / governments during fiscal 2012 pertaining to all aspects of our business operations. Also, there were no incidents of corruption reported in fiscal 2012.

The provisions of the Code of Conduct and Ethics are communicated to employees across the globe through training and awareness programs, both online and instructor-led, using multiple learning media including talks by leaders, contests, blogs, portals, and a popular 'Do you know?' series that ensures updated information at regular intervals. Our Internal Communications team periodically sends out communication mails to employees familiarizing them with the provisions of the Code of Conduct and Ethics document, illustrating aspects of the Code through relevant examples.

We continue to work towards improving infrastructure and public utilitarian services. We have worked with civic bodies and associations such as the Electronic City Industries' Association (ELCIA) to improve local administration, law and order and civic amenities. We partnered with the government to build houses for the flood victims under the 'Aasare' scheme and are currently working on a project, Parishudh, aimed at improving public hygiene and health in the rural areas of North Karnataka. These activities are done as *pro bono* engagements and are supported by our management and the Infosys Foundation.

### Compliance and commitments

We comply with all the laws and regulations of the countries in which we operate. As part of our corporate governance guidelines, we do not fund political parties or use the services of lobbyists for self-promotion. The composition of our Board of Directors, the Executive Council and committees nominated for good governance are detailed in the *Corporate governance report* section in our Annual Report 2011-12, available on [www.infosys.com](http://www.infosys.com).

The Infosys brand is one of our most valuable intangible assets and an essential aspect of our marketing identity. Branding and marketing form an important part of our strategic investments. Our corporate governance framework prescribes the direction for our branding and marketing strategy. We host our marketing collaterals such as guidelines, templates, and standard references that are used in all our marketing communication on our internal marketing portal.

The brand guidelines describe our brand strategy, architecture and every aspect of our distinct brand philosophy. We report our marketing expenses in our financial statements.

*Refer to the Consolidated Profit and Loss account section in the Annual Report 2011-12 available on [www.infosys.com](http://www.infosys.com).*

For information on financial assistance received from the government, refer to Note 2.17 of the *Consolidated Financial Statements* section in the *Annual Report 2011-12*; Note 2.6 of item 18 of the *Form-20F* (*Annual Report 2011-12*) filed with the SEC, U.S., for details of government grants received by Infosys Shanghai and Note 2.17 of item 18 of the *Form-20F* (*Annual Report 2011-12*) filed with the SEC, U.S., for details of tax effect due to non-taxable income for Indian tax purposes.

For information on direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments, refer to the *Economic Value-Added (EVA®)* section in the *Additional Information to the Annual Report 2011-12* available on [www.infosys.com](http://www.infosys.com).

For details on revenues, operating costs, employee compensation, donations, retained earnings, and payments to capital providers and governments, refer to:

- The *Consolidated financial statements* section of the *Annual Report 2011-12*.
- Item 18 of the *Form-20F* (*Annual Report 2011-12*) filed with the SEC, U.S. available on [www.infosys.com](http://www.infosys.com)

For information on the organization's defined benefit plan obligations, refer to Note 2.22 of *Consolidated Financial statements* section of the *Annual Report 2011-12* and 2.12.1 of Item 18 of the *Form-20F* filed with the SEC, U.S. Understanding and describing significant indirect economic impacts, including the extent of impacts are currently not part of our financial data.

### Supply chain management

We have an established vendor guideline in place that articulates our vendor selection criteria. This is based on credibility, capability and cost to deliver the requested service.

We review our contractor and vendor management practices on a regular basis. We sign the 'Master Service Agreements' (MSA) with all our vendors. The MSA mandates the vendor to abide by the regulatory and governmental laws applicable. All our security personnel also undergo an induction program and regular training on various enablement programs on the conduct of their work. An essential part of these programs is training on human rights, anti-harassment, courtesy and service excellence. Our proportion of spending on locally-based suppliers at significant locations of operation was 55% for fiscal 2012.

### Health, Safety and Environment

We have an established Health, Safety and Environmental Management System (HSEMS) and are certified compliant to OHSAS 18001:2007 at most of our campuses in India. The scope of the HSE policy is to provide for the health and safety of employees, contractors and visitors and to ensure environmental protection. This would include all activities of the Company which relates to services provided and business solutions offered to its customers, leveraging information technology at our campuses and the corporate head office in Bangalore. Each campus has a 'First-aid center' to cater to the medical needs of employees during work hours. Employees can also consult with physiotherapists available at our campuses.

**Risk assessment:** We aspire to eliminate all accidents and occupational illnesses at work and are committed to developing a safety culture among employees.

The activities and services at our campuses may pose potential health, safety and fire hazards. A process of hazard identification

and risk assessment has been established where a comprehensive risk assessment is conducted for each of the routine and non-routine activities and services at each site to identify, monitor, measure and manage the identified risks in a structured manner and to minimize or control their impacts, and achieve continual improvement. Risk assessment is also conducted for new or modified activities, products and services. Ergonomics has been identified as one of the major occupational health concern for our kind of environment. We monitor and assess workstation design and usage, and conduct awareness sessions on good posture, exercises for controlling posture related health issues such as back-care, and Repetitive Stress Injury (RSI).

**Safety committee:** Occupational Health & Safety (OH&S) Committees are set up at each of our campuses. Each committee comprises OH&S representatives, who represent employees of a designated workgroup. The OH&S committee brings employees and the management together in a non-adversarial, cooperative effort to promote OH&S at the workplace. It is the committee's role to take a proactive approach in assisting the employer to develop and implement the best possible OH&S policies, plans and procedures for eliminating or minimizing the occupational risks that are inherent in the business. The committee would discuss, explore, study and make recommendations on various OH&S related issues. The committee also provides employees with the opportunity to voice concerns related to hazards.

**Incident reporting and investigation:** All incidents including near misses and accidents are reported, investigated and analyzed to prevent recurrence and to improve our health and safety performance. Employees can report incidents through an internal application or send mails to [incidents@infosys.com](mailto:incidents@infosys.com).

The OH&S committee is responsible for conducting investigations. Such investigations would focus on root causes and system failures. Corrective actions and preventive measures are taken to reduce future injuries and losses.

#### Training on Health, Safety and Environment

Our personnel whose work may have a significant impact on the environment or whose work may pose occupational health and safety risks are given appropriate orientation to create awareness about it. The measures include:

- The significant environmental, occupational health and safety impacts and consequences, actual or potential, of their work activities and the benefits of improved personal performance
- Their roles and responsibilities in achieving conformance with the HSE policy and procedures, and with the requirements of the Health, Safety and Environmental Management System (HSEMS), including emergency preparedness and response requirements
- The potential consequences of deviations from specified operating procedures. In addition, safety training and specific instructions with respect to hazards unique to every employee's job assignment is also provided.

Training is provided to all employees, support, security staff and contract workers on HSE. Training includes awareness building, mock drills, classroom sessions and periodic demonstrations. HSEMS training also forms a part of employee induction programs. Training is provided to all personnel who work for or on behalf of the Company. We have a mechanism to track and analyze incident data at the workplace. The incident, frequency and severity rates based on the IS 3786 standard are as follows:

Particulars	2011-12	2010-11	2009-10
Incidents (including near miss and lost days)	630	717	639
Frequency rate = (No. of incidents $\times 10^6$ ) / Total person hours worked	2.36	3.25	3.52

Particulars	2011-12	2010-11	2009-10
Severity rate = Total number of man days lost $\times 10^6$ / Total person hours worked	5.73	4.21	10.15
Incident rate per 1,000 employees = (No. of incidents $\times 1,000$ ) / Total No. of employees	5.52	7.46	8.02

#### Business continuity and management

Business continuity at all times is crucial not only for us but also for all our clients. In order to ensure business continuity for our clients at all times, we have established a Business Continuity Management System (BCMS), also known as the Phoenix initiative. We are certified compliant to BS 25999, the standard for business continuity at all locations in India. The Phoenix program is headed by S. D. Shibalal, our CEO and Managing Director. The Phoenix team comprises members from critical support functions – Computers and Communications Division, Facilities, Finance, Human Resources, Information Systems, Marketing and Delivery. The BCMS teams function at three levels – corporate, campus-level and at the account level. The Phoenix model consists of three phases:

**Emergency response phase:** This is an incident management phase that refers to the initial reaction to an incident and focuses on protecting life and organizational / client assets.

**Business continuity phase:** This phase addresses the need to resume the most time-sensitive or critical business operations following an incident.

**Disaster recovery phase:** This phase refers to bringing back business operations to a normal / sustainable level post an incident.

We are committed to a high standard of business continuity management in the best interests of our clients, employees and other stakeholders.

The Phoenix framework identifies Disaster Recovery Representatives (DRR) at each building and appropriate orientation sessions are provided. The DRRs direct the safety measures and actions that have to be taken in case of emergencies. Mock drills are also conducted to ensure readiness.

Regular awareness sessions and communication campaigns are arranged to promote preparedness. Emergency contact numbers are provided at each workstation as a quick look-up sticker.

A dedicated portal is also provided on our intranet for additional details related to the emergency contacts, the BCMS policy, guidelines, threat reporting and the DRR list.

#### Intellectual Property

Being a part of the service industry, IP forms the crux of our operations and helps in providing business leverage to our customers.

We help employees create IP as well as support and guide them to protect and respect others' IP. An online idea management system helps with the drafting and filing of IP. Freedom to Operate (FTO) analysis is carried out prior to solution deployment to ensure that we have the required rights to practice and operate our solutions in the areas identified by us. IP certification checks are carried out by the IP cell prior to solution commercialization to ensure that all policies and compliances are met. Open Source Software (OSS) and third-party tool checks are also carried out periodically. Additionally, we have a policy for recognizing and rewarding all creators of IP in various levels.

#### Privacy and data protection

Data privacy and security is an important aspect of our sustainable value chain and we have in place stringent processes and practices to ensure this is embedded in our business. The Company is certified on ISO 27001 and complies with other industry standards, as applicable.

The cross-functional Information Security Council headed by a Board member ensures the governance and senior management sponsorship. As our customers are business enterprises such as banks, retail and telecom industries, as opposed to individual consumers, the scope of privacy and data protection for consumer personal data is often limited to contractual requirements agreed with our customers, and subsequently deployed during project execution, and it is our customer who translates applicable data protection laws into contractual requirements where appropriate.

In fiscal 2012, there were no incidents reported on the breach of customer privacy.

### Child labor and human rights

We follow stringent procedures within our organization and our supply chain to ensure a safe work environment for all, in compliance

with the labor and human rights laws of the countries in which we operate. We review our contractor and vendor management practices on a regular basis. We sign the 'Master Service Agreements' (MSA) with all our vendors. The MSA mandates the vendor to follow all labor and human rights laws of the countries in which we operate. Timely payment of wages is ensured as per defined norms of the Company and we adhere to the provisions of minimum wages.

A strong governance process and independent checks support a regular bimonthly audit of our contract staff in consonance with various labor laws including the Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, ESI, EPF, etc. Grievances are addressed through appropriate mechanisms available for our contract staff. Medical claim and insurance policies ensure adequate safeguards of their interests.

### Sustainable economic performance

Our commitment to sustainability encompasses the environment, the society, and our stakeholders to ensure good economic performance. A snapshot of our economic performance in fiscal 2012 is as follows:

	<i>In US \$ million, except as otherwise mentioned</i>		
Economic performance	2011-12	2010-11	2009-10
Revenues	6,994	6,041	4,804
Net profit	1,716	1,499	1,313
Total tax paid to Indian authorities	934.54	791.38	466.39
Number of clients	694	620	575
New clients added during the year (included in above)	172	139	141
Brand value	7,979	9,083	7,781
Economic Value Added (EVA)	604	600	648
Market capitalization	32,349	41,625	33,747
	<i>In US \$ million, except as otherwise mentioned</i>		
Economic ratios	2011-12	2010-11	2009-10
Year on year revenue growth	16%	26%	3%
Personnel cost / total revenue	55%	54%	53%
Operating profit / total revenue	29%	29%	30%
Return on average capital invested	61%	63%	55%
ROCE (PBIT / average capital employed) (LTM)	38%	36%	37%
Basic EPS growth	15%	14%	2%
Capital output ratio	1	1	1
Price / earning at the end of the year	20	27	26
Book value	12	11	9
Tax / PBT	29%	27%	21%
Value-added to total revenue	92%	91%	88%
Revenue / invested capital	3	3	2
Technology investment / total revenue	2%	2%	2%
	<i>In US \$ million, except per share data</i>		
Particulars	2011-12	2010-11	2009-10
Profit before tax	2,410	2,046	1,669
<i>Less:</i> Additional depreciation on duty waived for certain assets	11	11	15
Reduction in other income	17	12	10
Adjusted profit before tax	2,382	2,023	1,644
<i>Less:</i> Income tax on the above on full basis	810	694	582
Restated profit after tax	1,572	1,329	1,062
Restated basic EPS (USD)	2.75	2.33	1.86
Basic number of shares (No.)	571,365,494	571,180,050	570,475,923
EPS	3.00	2.62	1.86

For more details, refer to the Annual Report 2011-12 available on [www.infosys.com](http://www.infosys.com).

### Talent strategy

In a knowledge-based industry like ours, employees are the biggest assets. Our workforce comprises people from 89 nationalities working from 32 countries, with 34.7% women on board and a multi-generational representation. Talent diversity is the key to propel our business growth engines and sustain momentum.

In September 2010, we launched 'Talent Strategy 2015', an inclusive program that was aimed at identifying important talent themes for us to focus on in a five-year period. The program invited perspectives from across the organization through self-organized online workgroups, blogs, workshops and an idea portal. The final themes that have been

selected include Enabling Choices, Build My Talent, Experience Next, Energize Leadership and Self-Directed Management.

**Enabling Choices** is about providing a compelling value proposition to employees through increased choices in various employee policies, career options and development programs.

**Build My Talent** is about creating enablement mechanisms to meet career aspirations of employees and leveraging the power of organizational knowledge for better client interactions.

**Experience Next** is about enabling inclusivity across a global community of our employees through enhanced connect between people and teams via smarter and simpler interfaces, leading to employee satisfaction and improved productivity.

**Energize Leadership** is about building senior leaders capable of leading the organization in each of its three strategic focus areas – business transformation, product-led innovation and outsourcing – and equipping them to manage and lead the workforce of tomorrow, while continuously adding value to our clients.

**Self-Directed Management** is about building and implementing frameworks to ensure greater agility in decision-making, enhancing efficiency of internal processes, and improving talent management and personal accountability.

Cross-functional teams led by senior leaders are currently working on each of these themes and engaging with our employees globally to implement action plans. This transformation is underlined by a set of core HR programs which provides a platform for change and ensures greater focus on globalization, decentralization and innovation.

A global workforce is not only the key to the success of our clients but also an important factor in attracting and retaining top talent. We lay emphasis on creating a favorable work environment for our employees. We have set up a scalable recruitment and human resources management process that enables us to recruit and retain high-caliber employees. We foster a culture of inclusivity and diversity. As our workforce includes people from multiple countries, the Diversity office conducts several workforce inclusion programs to connect our employees across the enterprise.

Refer to the Employee resource groups section in this report for more details.

Our employee strength as at March 31, 2012 is 149,994. Our employee distribution across location, role, gender and age group is as follows:

Region	As on March 31, 2012			As on March 31, 2011			As on March 31, 2010		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	89,915	47,351	137,266	80,320	40,558	120,878	71,039	35,073	106,112
APAC	2,932	2,346	5,278	2,322	1,650	3,972	1,650	1,320	2,970
Americas	3,425	1,124	4,549	2,810	876	3,686	2,194	642	2,836
Europe	1,570	1,331	2,901	1,152	1,132	2,284	907	971	1,878
Total	97,842	52,152	149,994	86,604	44,216	130,820	75,790	38,006	113,796

Scope : Infosys Group

Role-wise distribution	As on March 31, 2012			As on March 31, 2011			As on March 31, 2010		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associate	45,994	34,237	80,231	41,789	29,240	71,029	39,473	26,831	66,304
Middle	35,357	15,325	50,682	30,290	12,860	43,150	22,961	9,198	32,159
Senior	16,068	2,560	18,628	14,148	2,095	16,243	13,065	1,956	15,021
Top	423	30	453	377	21	398	291	21	312
Total	97,842	52,152	149,994	86,604	44,216	130,820	75,790	38,006	113,796

Scope : Infosys Group

Age-wise distribution	As on March 31, 2012			As on March 31, 2011			As on March 31, 2010		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Less than or equal to 30 years	71,508	45,460	116,968	61,217	37,693	98,910	58,540	33,889	92,429
31 – 50 years	25,681	6,537	32,218	24,893	6,405	31,298	16,916	4,025	20,941
Greater than 50 years	653	155	808	494	118	612	334	92	426
Total	97,842	52,152	149,994	86,604	44,216	130,820	75,790	38,006	113,796

Scope : Infosys Group

Our workforce comprises full-time and fixed-term employees. All employee benefits are provided to our permanent and contractual employees based on the entitlements mandated by the law in the countries where we operate and the locations where we recruit and hire. Our employees undergo regular appraisals to receive feedback on performance to build on their strengths and work on weaknesses for better career alignment. The Infosys Role and Career Enhancement (iRACE) policy maps the career progression path for all our employees. Our attrition rate for the 12 months ended March 31, 2012 was 14.7%, compared to our attrition rate for the 12 months ended March 31, 2011, which was 17%, without accounting for attrition in Infosys BPO or our other subsidiaries. The attrition rate does not include turnover due to death, dismissal or retirement. The following table gives the three-year comparison of our attrition rates, across age, gender and region:

Age in years	2011-12	2010-11	2009-10
Less than or equal to 30 years	14.9%	17.6%	14.0%
31 – 50 years	13.9%	14.1%	10.1%
Greater than 50 years	21.1%	15.7%	22.0%

Gender	2011-12	2010-11	2009-10
Male	14.3%	16.2%	12.1%
Female	15.4%	18.1%	15.6%
Region	2011-12	2010-11	2009-10
Americas	22.4%	22.6%	16.1%
EMEA	16.5%	19.6%	17.2%
India	14.5%	16.7%	13.2%
APAC	13.2%	16.9%	6.1%

Scope : Infosys Limited

## Talent inclusivity

Our focus on developing an ‘inclusive’ environment has been one major reason for differently-abled employees being able to perform beyond expectations. We have over 200 employees across the Infosys group, who are differently-abled. Infyability, our employee resource group for differently-abled employees, works towards sensitizing and educating employees on working with this group. The employee resource group also advocates on the different needs and policy enhancements that may be required from time to time.

One such policy that was brought forward was the loan policy for differently-abled employees to buy ability enhancing products. This is a unique policy that allows employees to apply for a loan over and above any other loan policy that is applicable to him or her.

A notable mention here is the achievement of Shrirang Prakash Sahasrabudhe, one of our visually-challenged employees. Shrirang was awarded the NCPEDP Mphasis Universal Design award for his work in the field of accessibility for the visually-impaired. This award was given by the National Centre for Promotion of Empowerment of Disabled People (NCPEDP) in association with Access Ability and Barrier Break Technologies. Shrirang has been actively involved in developing solutions that enable the visually-impaired to access computers and the internet. He designed and developed solutions like 'SpeakPad', 'ReadNetForMe' for the visually-impaired and the 'TeachMeTyping', a talking keyboard-typing tutor. In his present role as an accessibility specialist, he contributed to conceptualizing and building iProWe, an automated web accessibility assessor.

Shrirang is also engaged in consulting and user experience support in the areas of accessibility of websites and applications. He is a co-inventor of four patents in the areas of web accessibility and has won the CSI Young IT Professional Award in 2006.

## Education for talent sustainability

Enabling and empowering the future workforce ensures the building of capability at the grassroots level. We believe that improved education enables overall economic growth at the individual, enterprise and global levels. We pursue the following outreach programs:

### 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.

Several components are woven together for effective, fast-paced learning. These include: conclaves, road shows at institutions, faculty enablement programs, industrial visits for students and faculty, Foundation Program roll-out, seminars and workshops, programming contests for students, sabbaticals, technical events, research paper sponsorships and soft-skills training for students and faculty members. Campus Connect is also working with autonomous engineering institutions across the country to co-create industry electives in the areas of Foundational Computer Science, soft-skills and advanced topics like Business Intelligence and Enterprise Architecture.

During 2011-12, we engaged with 474 engineering institutions to train 1,400 faculty members, who in turn trained over 31,000 students. The total number of faculty enabled under the program is over 7,200 and the number of students trained is over 153,000. The program has been published as a case study in the World Economic Forum's 2011 report on 'Talent Mobility Good Practices'.

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

During the financial year, over 20,000 students completed these industry electives from 54 institutions.

### Project Genesis

Project Genesis was conceived with the objective of bridging the skill gap between industry requirements and non-engineering graduate education. The program also assists academicians to handle queries

and apprehensions of students about careers in the BPO industry with details of opportunities and growth prospects, thereby dispelling myths about the industry.

In fiscal 2012, the project enabled 16,762 students by training 365 academicians from 138 institutes. Apart from training an extensive talent pool, we also made job offers to 342 students this year.

The uniqueness of the project lies in its scale, given the fact that students are not charged any fees and the partner colleges are paid an honorarium. The project has evolved to now offer multiple versions depending on student capability and industry requirement. The project was customized into a 'Train and Hire' model in Bhutan, to improve the employability of students in Bhutan. This project involved training 15 academicians and 79 students, of which 22 students were offered jobs in Infosys BPO. This effort established the proof of concept that focused training in ITes skills makes students more employable.

### 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. This year, SPARK touched the lives of 397,819 students and faculty members. Among the students trained, 47% were girls and 67% came from rural schools.

Beneficiaries	Number
Girl students	185,533
Rural students	266,905
Faculty enabled	8,650
Employee volunteers	10,577
Total	397,819

**Spark Rural Reach Program** aims at encouraging rural children from classes V to VII to pursue studies in science and math, basics of computers and related subjects and become part of the IT revolution. This program has benefitted over 212,929 children across the country in this fiscal and over 266,074 children since its inception.

**Catch Them Young** is a two-week program designed to expose bright urban youth to the IT world by conducting a summer vacation workshop at our campuses in India. Through this program, we have reached out to nearly 466 children in the last 12 months. The program has covered about 4,638 children since its inception.

**Spark GURU** is an initiative that helps teachers augment their knowledge and enhance their teaching skills with respect to the current industry needs and requirements. The program targets teachers from rural areas (from government and government aided schools), bringing them into an informal environment, conducting sessions on introspection and effective teaching, usage of technology and computers in education.

### Global workforce

We are committed to strengthening local hiring practices and continuously increase the proportion of senior management hires from the local community. North America has our largest employee base outside India. The total employee head count in North America as per base location is as follows:

Employees strength	2011-12	2010-11
No. of employees in the North America region (base location)	3,287	2,267
No. of employees who are locals (nationals)	2,318	1,171
Percentage of locals	71%	52%

Scope : Infosys Limited

The following table provides data about senior management employees hired from the local community in North America in the last four years:

Employees hired	2011-12	2010-11	2009-10	2008-09
No. of employees hired in North America region	1,231	999	476	398
No. of local employees (nationals)	977	402	296	204
No. of employees in Job Level (JL) 6 / E and above	571	446	210	231
No. of local employees (nationals) in JL 6 / E and above	511	265	148	132

Source : Infosys Limited

### Creating Common Ground

Our workforce comprises employees from various countries and from multi-cultural backgrounds. Our Diversity office has several innovative programs that foster diversity and inclusivity at the workplace. 'Creating Common Ground' is one such program that was launched to create awareness about different cultures across the globe and specifically where we have our operations. The program employs innovative approaches and communication campaigns channelled through live events, the intranet, our corporate TV channel, mailers and posters. This program has been receiving enthusiastic support from our employees and has resulted in creating a workforce that is sensitive to the diverse cultures and people around us.

### Talent enablement

**Continuous learning opportunities:** Infosys Education & Research (E&R) focuses on talent development and takes care of the Foundation Program, Continuous Education and Outreach Programs. The training requirements of our employees are assessed based on roles, domain and individual needs.

The Foundation Program is a flagship program that has received recognition from ASTD. This 23-week-long residential training program for engineering graduates has enabled the organization build future software engineers. The training program primarily focuses on competency development in four areas, technical, process, behavior and domain.

The training program taken up by engineering graduates has been evaluated by the Federation of International Services, (FIS) U.S. and is considered equivalent to a B.Sc. in computer science (recognized by universities in the U.S.). On an average 15,000 to 20,000 graduates are trained every year at the Global Education Centre (GEC) in Mysore. We have trained over 80,000 freshers and the program has benefitted students from more than 10 countries. The GEC in Mysore is one of the largest corporate education centers in the world.

Our Continuous Education programs spanning topics in technology, business, process and behavioral areas are designed to keep the competencies of our experienced employees current and relevant for business. The systems and processes for knowledge management creates an ecosystem for knowledge sharing across the organization.

This year, the holistic Competency Development Program (CDP) 3.0, was launched with a learning credit point system, to bring in relevance and flexibility to the competency development for a role, along multiple competency dimensions. In the past one year alone the total consumed training days were a staggering 1,976,222 across job levels with over a million assessments.

E&R in collaboration with the Coventry University of U.K. offers Master's degree programs to employees. The university has enabled a 'Work-Based Learning Credit System' for our employees.

To enhance execution capabilities in the organization, we offer the four Disciplines of Execution from the Franklin Covey Institute. We have provided access to a bouquet of blended learning offerings from Harvard Business Publishing for all our employees through the Harvard Manage Mentor initiative.

The following table depicts training details for the last three years :

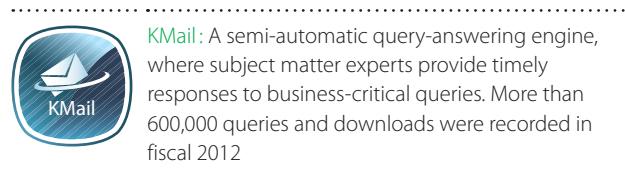
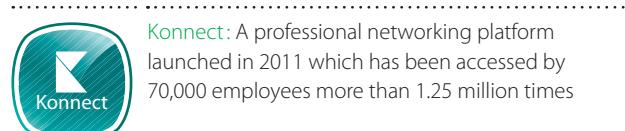
Program	2011-12	2010-11	2009-10
<b>Employees trained</b>			
Technical	604,490	104,715	163,971
Soft-skills	133,961	36,525	55,528
Project management	2,556	2,274	2,754
<b>Participation in person days</b>			
Technical	1,856,550	1,652,016	329,617
Soft-skills	115,540	36,440	37,270
Project management	4,132	4,131	3,679

Scope : Infosys Limited

### Knowledge Management

Collaboration through knowledge sharing is an important factor in 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 brings together formal, semi-formal and informal learning to enable the sustenance of organizational productivity, efficiency and quality in the face of a rapid growth in numbers. Accordingly, several KM solutions have been deployed over the years, singly or in combination with others, to aid the knowledge-based actions of employees in the broad areas of technology, methodology and industry domains. These solutions are made available through multiple channels and are accessible in different modes to ease collaboration across the enterprise.

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



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

### Research

In fiscal 2012, the E-com research lab, the research-wing of E&R published 30 papers in international conferences and journals. It also filed four patents and published two books and five invited book chapters. One of its research projects includes design efficient algorithms based on Game Theory, Mechanism Design

and Optimization, to develop novel carbon economics strategies for us and our clients. The research group has also developed a framework for Internal Carbon Management for us.

## Performance and career management

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 half-way mark. The annual performance appraisal helps set new goals and identifies competency development needs. A managerial and leadership 360 degree feedback enables managers and leaders to get a holistic view of their performance and take appropriate steps to enable themselves in identified areas of opportunity.

The career development practice at Infosys is emerging as a key program that addresses the Infosys Talent Strategy themes of Enabling Choices and Building Talent. This Career Development Program provides information on roles and career streams, career guidance and developmental opportunities. This information is made available to employees on Pathfinder, the career development portal. Pathfinder encourages a partnership between employees and the organization with the following objectives:

- Encourage employees to take ownership of their careers and chart out their aspired career path
- Design and offer opportunities to develop capabilities and competencies so as to give them greater exposure
- Guide employees on capabilities, competencies, career opportunities, optimal roles, and career objectives
- Enable managers to support employees in the process of career development by providing guidance

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

1. **Information and insights:** Pathfinder, our virtual career center was launched in 2010 to provide career-related information to employees and hosts various career development programs. This career portal provides an overview of career paths, job families, job responsibilities and competencies, success stories of employees, interesting career insights, etc. It also helps employees understand their optimal role options based on their current role. Career seminars were launched around the same time to provide interactive forums for employees to engage with managers / subject matter experts to gain clarity on career options and opportunities.
2. **Guidance and development:** Career Guidance Program is a platform for employees to record their aspirations and be guided by managers to achieve these in a planned manner. This is intended to provide clarity to employees about their career goals and enable them to take ownership for their career development. Over 10,000 employees have used this platform till date to effectively plan their careers. Currently, the career guidance program is being streamlined to incorporate the principles of a vibrant internal talent market.
3. **Role induction program:** This recognizes the achievements of recently-promoted employees and equips them to transition smoothly into the new role. The program involves a three-stage process of managerial guidance for the first 90 days post promotion. The program was launched for over 7,000 recently-promoted employees in February 2012.

**Pathfinder NEXT:** The internal internship program was launched in February 2012 to provide a platform for employees to choose work opportunities across various career streams and units. This helps in job enrichment, vertical or lateral exposure, hands-on learning and development depending on their career focus and plan. With over 1,000 applicants, 200 internships and over 100,000 hits in a short

span of two months, we find that the demand for Pathfinder NEXT is rapidly increasing on a daily basis. Over the next few months, Pathfinder plans to introduce multiple options of NEXT to help different segments of employees based on their needs.

The career fair is another early initiative designed to create awareness about various units and highlight career opportunities available for internal talent. The objective is to enable employees and facilitate talent mobility through our Career Moves program / internal job postings. We have successfully completed multiple career fairs, with approximately 70,000 employees participating from across the organization.

All these initiatives have resulted in Infosys being selected to receive the prestigious ASTD Excellence in Practice Citation 2011 for career development.

## Leadership development

The Infosys Leadership Institute (ILI) was established with the aim of developing world-class corporate leaders. The institute identifies potential candidates and supports their development in taking on key leadership positions. The institute aims to be a globally recognized institution while remaining relevant to us and advancing the field with original thought leadership.

Over the last year, ILI has engaged in several activities to grow our high potential 'Tier leaders'. ILI deployed a Leadership Journey Series of assessments and conducted coaching sessions to help leaders plan and execute their personal development plans. It also developed structured roadmaps guiding development around the seven key Infosys leadership dimensions, as well as initiatives such as Leading Value Creation. Tier leaders were offered internationally-renowned programs on ethical influence and charismatic leadership from globally recognized experts.

In 2011-12, ILI showcased thought leadership through collaborations with leading researchers from India and abroad. Our blogs in 'Leaderati' and Forbes.com received an unprecedented number of hits. ILI also participated in and made several keynote presentations in over 27 conferences and forums, besides publishing articles.

## Talent engagement

Communication is a key factor in employee engagement. We have established multiple channels to reach out to our employees at all levels. The following are the most significant communication channels we have:

- Mailing lists and distribution lists covering all levels and groups
- Our corporate intranet, Sparsh, through which employees can access official data as well as web applications
- The corporate TV channel, InfyTV, for video-related communication
- Let's Interact on Themes that Matter to us (LITMUS), the annual employee satisfaction survey
- CEO Forum – Ask Shibu
- HRD Blog
- Leaders' Blog
- Managers' Portal
- Open House programs
- mPlus, our internal branding and marketing portal

## Employee forums

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. Information related to Company affairs such as re-structuring and re-organization is communicated in a timely manner and includes the reasons, impact and processes involved in making the transition.

The following table gives the figures for the grievances heard by the various grievance redressal bodies in fiscal 2012:

Employee concerns and grievances	No. of issues raised
Workplace harassment <sup>(1)</sup>	15
Workplace concerns <sup>(2)</sup>	173
Other issues <sup>(3)</sup>	41
Total issues reported	229
No. of issues rejected	28
No. of issues resolved	201

Notes: 28 issues were clarifications that did not fall into the ambit of concerns and grievances.

<sup>(1)</sup> Workplace harassment – Refers to significant harassment issues heard and resolved at the workplace

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

<sup>(3)</sup> Other issues – Refers to queries, clarifications and concerns that do not get channelized as per the Company grievance mechanism

Particulars	No. of issues raised	No. of issues resolved
Performance grievances	1,671	1,671
Employee issues – Company action	No. of issues raised	No. of issues resolved
Employee disciplinary issues – major <sup>(1)</sup>	153	153
Employee disciplinary issues – minor <sup>(2)</sup>	572	572
Total	725	725
Closure statistics	No. of issues raised	
Arbitration	1,857	
Disciplinary action	740	
Total No. of issues resolved	2,597	

<sup>(1)</sup> Major – These cases involve reputation risk to the Company / employees, fraud or other ethical misconduct

<sup>(2)</sup> Minor – These cases refer to misdemeanors or mistakes that can be corrected

## Employee resource groups

We understand the growth impact that can be created through the implementation of effective diversity and inclusivity programs. We work towards increasing employee motivation, their ability to collaborate and innovate with internal as well as external stakeholders and to have a positive business impact on our business success through various diversity and inclusivity programs. The diversity and inclusivity goals and objectives at Infosys are managed by the Diversity office. Some of our flagship programs in 2011-12 are as follows:

Initiative	Area of influence	Highlights
Creating Common Ground	A cultural assimilation program	This program highlights and educates employees about the values and cultural ethos practiced at a specific Infosys locale. The program employs innovative approaches and communication campaigns channeled through live events, Sparsh, our intranet, InfyTV, our corporate TV channel mailers and posters. The most recent assimilation programs were done for Switzerland and Germany.
Family Matters	Employee resource group for employees who are starting families or have children	This is an employee affinity group that promotes work-life balance among young parents in the organization. Apart from family enrichment programs and workshops, Family Matters offers networking opportunities to employees for support and information sharing. Referrals are provided on daycare services and schools. The annual Petit Infoscion Day recognizes children of employees for outstanding performance in the areas of arts, academia and sports. The day is marked by carnivals, contests and celebrations at our campuses.
IGLU	Employee resource group for employees from the LGBT community	Infosys Gay Lesbian employees and You (IGLU) is an affinity group that creates a safe and respectful work environment for employees from the LGBT community. Awareness programs and exclusive events are held to create awareness and 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.

Women comprise 34.7% of our workforce across the Infosys group and our strong diversity and inclusion programs support the career advancement of our women employees.

We launched a special program for 'Women in Leadership' to provide training to women and build competency for leadership development. Special center inductions are conducted across locations for women joining the organization. These sessions are conducted by senior women employees and are forums for new women employees to understand the opportunities available in the Company. They are also made aware of the support systems created to ensure a safe and secure work environment.

We place great importance on families and have an employee resource group, Family Matters, dedicated to bringing up families.

All employees are eligible for parental leave. The parental leave comprises three different kinds of leave, maternity leave, paternity leave and adoption leave. For the year 2011-12, a total of 5,526 employees opted to take the parental leaves available to them. The gender-wise break-up is as follows:

Gender	Maternity leave	Paternity leave	Adoption leave
Female	2,605	–	6
Male	–	2,910	5

Source : Infosys Limited, India

Over the years, we have seen a considerable number of employees return to work after going on one of the different parental leaves. This year 91% women returned to work after maternity leave and 93% men returned to work after paternity leave. The rest quit within the year of taking leave. The reasons for their exit may or may not be linked to parental leave.

Initiative	Area of influence	Highlights
IWIN	Employee resource group for gender inclusion	The Infosys Women's Inclusivity Network (IWIN), works towards creating a gender sensitive and inclusive work environment for women employees and develop them for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization. We enable the advancement of women executives through greater flexibility, exclusive training, mentoring and experience sharing programs for stronger network development. IWIN continues to partner with gender networks and forums across the globe to benchmark practices specific to the development, engagement, growth and retention of women employees.
Samaritans Network	Group of volunteers counseling on life challenges	A peer group of volunteers trained in barefoot counseling spend time listening to, empathizing with, supporting and counseling fellow employees, helping them cope with life's challenges, mostly personal in nature. These Samaritan volunteers perform this activity over and above their regular jobs. This initiative is a first-of-its-kind in India and is active at seven of our campuses and had positive outcomes for over 638 employees.

### Hearing and resolving issues

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

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

IGLU was set up in fiscal 2012 to create a safe and respectful work environment for our employees from the LGBT community.

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

### Let's interact on themes that matter to us

Our annual employee satisfaction survey, Let's Interact on Themes that Matter to us (LITMUS), is launched periodically to capture, analyze and draw action tracks to address the concerns of our employees. We use a third-party framework for the LITMUS survey with a focus on measuring and improving employee engagement using the renowned Q12 model. The findings are analyzed and action items are identified. These are assigned to focus groups who then report the progress made to the Board of Directors. This process helps us build a stronger and highly-engaged workforce.

### Work-life balance

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

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

- Paid maternity leave
- Extended maternity leave
- One-year child care sabbatical
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbaticals for volunteer work
- Sabbaticals for higher education
- Work options from satellite offices

### Celebrating success and excellence

The pursuit of excellence is an integral part of our core values. The Awards for Excellence were initiated in 1995 to recognize employees who pursue excellence. This year, the Awards for Excellence have been given away at the global and regional levels. A new category, Value Champion, was added this year.

This category recognizes individuals who in their regular work have stood firm and demonstrated their understanding and application of Infosys values, C-LIFE. Through this award, We recognize and applaud such individuals as role models.

*For more details, refer to the Additional information, Awards for Excellence section of the Annual Report 2011-12 on [www.infosys.com](http://www.infosys.com).*

### Health Assessment and Lifestyle Enrichment

The Health Assessment and Lifestyle Enrichment (HALE) initiative focuses on adding value to our employees by optimizing their health, quality of life and work environment. The goal is to have 'healthy and happy' employees who will be more productive and in the long term add to the Company's competitive edge. This initiative strives to achieve this goal through a set of offerings on health, safety, stress management and leisure opportunities.

A dedicated portal provides a wealth of knowledge on these aspects. The initiative currently engages employees across locations and has been recognized at various forums as a best-in-class initiative in employee health, safety and well-being. One such safety practice we have introduced is the helmet policy for employees who use two-wheelers for commuting to work. Helmets are mandatory for using the parking facilities provided at our campuses.

Some of the significant activities of HALE in 2011-12 are as follows:

**HALE Anti-Tobacco Week:** The initiative was organized across our campuses to encourage employees to quit smoking. Over 500 tried and tested tips were shared by 8,700 employees, who participated in the initiative and 417 employees pledged to quit smoking.

**HALE Hobby Week:** Hobby sessions on chocolate-making, creative writing, poetry, Kirigami and Bollywood dancing were hosted by experts, along with a quiz, a movie jigsaw puzzle and theater performances. Over 17,410 employees participated across our campuses.

**HALE Safety Week:** The HALE team implemented innovative ways to propagate the safety message such as floor-walks by the Assistant Commissioner of Police, expert talks, interviews, 'Safety Guru' contests, street plays, sessions on personal safety for women, first-aid sessions and mime competitions. There were five focus areas including food, fire, road, personal and holiday safety. Over 38,000 employees participated in these initiatives.

**HALE Diabetes Camp:** Online chat sessions with an endocrinologist and a dietician were organized as part of the World Diabetes Day. Over 2,770 employees benefited from the advice provided by experts.

**HALE Health Week:** This program was organized from January 19-25 with a focus on cardiology, ergonomics and fitness, ophthalmology, dermatology and nutrition. Over 68,200 employees participated through online chat sessions with a cardiologist and a cosmetologist, online quizzes, InfyTV specials, health checks, offline contests, a 'Climb the Stairs' campaign and yoga camps.

Apart from these, World Heart Day, World Osteoporosis Day, World AIDS Day and World Cancer Day were also observed. Moreover, an oral health campaign was organized, which saw participation from over 3,000 employees across the organization.

## Gender inclusion at Infosys

We foster an inclusive workplace for employees to accomplish and contribute to organizational success by encouraging and enabling them to draw fully on their potential. We use a multi-pronged approach to promote gender diversity. We are the first Company in India to create a gender-based affinity network, the Infosys Women's Inclusive Network (IWIN) in 2003, to address needs specific to the development, engagement, growth and retention of women employees, who constitute 34.7% (over 52,000 women) of the total workforce. IWIN promotes an inclusive workplace where the potential of women is explored to provide leadership development, and provide a mentoring platform.

We enable the advancement of women executives through greater flexibility in work timings, a 'work from home' option, special support for women responsible for child-care or care for the elderly, training, mentoring and experience sharing programs for stronger network development. This year, 91% of women returned to work after maternity leave.

Support is provided to employees to manage stress in the form of peer counseling, professional counseling, counseling for women facing harassment at home, health programs, doctor-on-call and referrals for daycare, home care, schools, hospitals, etc.

Special policies have also been made available to women employees such as child-care sabbatical, part-time policy, flexible work-hour policy, telecommuting policy, satellite office, alternate career opportunities, etc.

Infrastructure support is provided in the form of near-site daycare centers, nursing stations, shuttle services for pregnant women employees, use of office buses for dropping children at the daycare centers, ability to use office guest house with children while on long-duration official trips, in-campus departmental stores, personal care salons, drug stores, banks, the concierge service, etc.

Training and mentoring is a differentiating factor that is central to professional development and career growth of any employee in an ever evolving and competitive work environment. We view training and skill development as a strategic investment and therefore there are exclusive training programs and experiential workshops designed for women employees that caters to their needs at every stage in their careers. The interventions are planned to ensure reach and scalability. The approach is to create homogenous learning groups across women based on competencies that need development. This is to ensure women employees with similar backgrounds can come together and share experiences while learning.

Safety of women is very important to us. Self-defense classes are held on campus to train women to be prepared when in an unsafe situation. The organization provides special transportation service to women employees with a security guard, to ensure safe commute on days when they work late to meet client deadlines.

Any complaint of harassment or discrimination is dealt with speedily using the Company's grievance redressal process. Employees are protected from retaliation for either complaining or participating in the resolution process. The number of safety measures taken for women employees and a strong anti-sexual harassment policy makes us an employer of choice among women. Our security personnel are also trained in the organization's policies and procedures concerning human rights aspects.

IWINTOR is an exclusive mentoring program for women employees designed to help them advance professionally and overcome

personal barriers. It aims to create a renewed sense of professional effectiveness, goal clarity and career development in participants. The program provides mentors with an opportunity to enhance managerial and leadership abilities and gain personal satisfaction from sharing knowledge, insights, perspectives and experiences to help others realize their aspirations.

Benefits of IWINTOR include increase in morale and motivation of women employees; greater productivity; discovery and development of talent; fostering shared values and team work; successful career management and development of organizational networks. These programs and initiatives have succeeded in strengthening the women employee pool at middle and senior levels to 17,885.

## Promoting community empathy

Our 149,994 employees are at the heart of our volunteering movement. Our corporate governance heavily invests not only in transparent organizational practices, financial transactions and disclosures, but also in the business of creating value for our stakeholders through various channels.

We provide a platform through which employees can express their passion for society and environment. As we grow in size, we hope to create responsible citizens, by advocating and encouraging individual social responsibility. We have built an ecosystem, primarily driven by leadership, where people contribute their personal time and money to projects of their choice. Decentralizing Corporate Social Responsibility (CSR) initiatives not only makes employees feel empowered, but also makes the activities more localized. This in turn leads to an increase in employee satisfaction.

A special category of sabbatical opportunity has been created to provide employees with a platform where their personal aspirations related to social service can be addressed.

The Sabbatical Policy for Community Service was launched in October, 2008. The policy enables employees to get involved in community development projects, while receiving monetary support from the Company and the choice to come back to normal work schedules on the successful completion of the projects in a time frame of six months to one year. We support and sponsor programs that inspire our employees to take up developmental goals for themselves as well as for the society.

## Employee-driven activities

Green Connect, our employee volunteer eco-group at Bangalore has a mandate to engage, enable and embed a culture of environmental protection. It provides a platform for employees to become responsible citizens, initiate and engage in activities to lead the change in creating eco-friendly practices. The group has over 2,000 active volunteers and collaborates with the United Nation Climate Change Conference (COP15) and has active partnerships with the World Wildlife Fund for Nature, World Environment Day 2010, 350.org, Green Peace, British Council, Rotary International and other civic bodies. Green Connect focuses on education, awareness and actions on green themes.

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

The following are some of the significant achievements of employee-driven CSR activities during fiscal 2012:

CSR group and location	Activities in 2011-12
Akanksha, Bhubaneswar	<p>Akanksha partners with the Infosys Foundation in the areas of education and rehabilitation of victims affected by natural disasters such as cyclones and floods. Some of its significant initiatives in fiscal 2012 are as follows:</p> <ul style="list-style-type: none"> <li>• Distributed 3,000 relief packets comprising polyethylene, rice, pulses, clothes, mosquito nets, LED torches, etc., in flood-affected areas in Orissa.</li> </ul>

CSR group and location	Activities in 2011-12
Akanksha, Bhubaneswar (contd.)	<ul style="list-style-type: none"> <li>Renewed the health insurance of orphans of the Adruta School and conducted weekend English language classes for children of Anand Mission Ashram. Set up electricity connection for the Asha Kiran orphanage.</li> <li>Organized a free, specialized health camp for the children of support staff at Bhubaneswar, as a part of providing clean and healthy infrastructure.</li> </ul>
Arpan, Chandigarh	<p>Arpan, a registered NGO, works towards benefiting the underprivileged and influencing society. The significant initiatives of Arpan in fiscal 2012 are as follows:</p> <ul style="list-style-type: none"> <li>Worked to improve the lives of inhabitants of Tanda village. Targeted programs such as awareness about education and female feticide were organized. Also, a library was built for the village school.</li> <li>Organized an 'Adopt a Tree' drive through which 120 saplings were planted at Chandigarh Group of Colleges, Mohali.</li> <li>Organized fund collection drive and distributed stationery items to 1,600 primary school students of Chandigarh and 300 students of Tanda village.</li> <li>Worked with a school for deaf and dumb children in Chandigarh to coach children in badminton, volleyball, table tennis, kho-kho and basketball.</li> </ul>
Mamata, Hyderabad	<p>Mamata, with over 750 employees, work for the underprivileged. This year, Mamata's key activities were as follows:</p> <ul style="list-style-type: none"> <li>Organized a three-day health camp for 1,200 construction workers at the SEZ campus. The check-up included general consultation, eye test, blood pressure test, ECG, chest x-ray, etc.</li> <li>Organized a blood donation camp every quarter along with an awareness campaign about thalassemia.</li> <li>Re-started an Urban Health Center targeting slum-dwellers and those below the poverty line. The first health camp was conducted in collaboration with the Lions Club.</li> <li>Partnered with Alcoholics Anonymous Fellowship, an NGO, to organize a session on de-addiction programs for the people of Pocharam. Also, sponsored skill-enablement courses for 15 women from this district.</li> <li>Distributed a total of 40,000 books among 7,000 students in 25 schools, in five districts around Hyderabad. Primary school students were also given a stationery-kit consisting of pencils, eraser, sharpener, scale and pencil-box.</li> <li>Adopted five schools in the Pocharam district. The school has been provided with basic infrastructure and sports materials.</li> <li>Collaborated with the Infosys Foundation in the construction of 500 houses for flood-affected families in Rajoli.</li> <li>Organized training sessions by Right to Information (RTI) activists for employees, ITMD employees and college students to create awareness about the RTI Act, India.</li> </ul>
Samarpan, Bangalore	<p>Samarpan is a forum for employees to participate, contribute and engage in CSR initiatives. Its significant achievements are as follows:</p> <ul style="list-style-type: none"> <li>Conducted awareness and pledge drives such as the eye-pledge campaign, the blood donation campaign, women's empowerment campaign and the AIDS awareness campaign.</li> <li>Partnered with the Make a Wish foundation to sponsor and support their wish-granting initiatives for terminally-ill children.</li> <li>As part of the Notebook Drive, distributed 185,450 notebooks and 8,000 school-bag kits to over 46,000 children in over 475 schools in five states on a budget of US \$66,528 contributed by employees in Bangalore.</li> <li>Also distributed school-bag kits to first-time learners in Chirang district, located in the North-East (Indo-Bhutan border where 77 villages do not have electricity).</li> <li>Recorded audio book for the visually-challenged in collaboration with Mitra Jyothi, an NGO.</li> <li>Organized the national recycling project in collaboration with ILMME, an NGO.</li> </ul>
Sanjeevani, Thiruvananthapuram	<p>Sanjeevani focuses on creating a positive impact on society and nurturing a culture of giving back to society. The following are its significant activities in fiscal 2012:</p> <ul style="list-style-type: none"> <li>Conducted weekend classes in four schools in English, Hindi and moral science.</li> <li>Donated money to a kidney patient for a transplant.</li> <li>Donated kits to 6,000 students of 57 schools through the Notebook Donation Drive.</li> <li>Conducted a 'Joy of Giving' week in which various programs like 'Preserving Nature', 'I Love My Country', traffic awareness, 'Spread a Smile', cleanliness awareness, collection drive that included clothes, toys and the donation of food grains and old books.</li> <li>Organized a plastic awareness drive by encouraging shopkeepers and residents to use jute or paper bags. Also, worked with local associations to make the region plastic free.</li> </ul>
SOFTEN, Mysore	<p>SOFTEN, a community of over 350 members, aims to create a positive mindshare of people in and around Mysore. The significant achievements are as follows:</p> <ul style="list-style-type: none"> <li>Distributed notebooks to 10,736 students from 25 government schools and provided scholarships and financial aid to over 100 engineering students</li> <li>Conducted computer awareness and environmental awareness programs for 160 children of bus drivers / conductors of the Karnataka State Road Transport Corporation.</li> </ul>

CSR group and location	Activities in 2011-12
SOFTEN, Mysore (contd.)	<ul style="list-style-type: none"> <li>Collaborated with Mentor Together, an NGO, to mentor 35 girls in their studies and soft-skills with the help of women employees.</li> <li>Involved in setting up a facility in Mysore for children with cerebral palsy.</li> </ul>
Sparsh, a Healing Touch, Pune	<p>Sparsh focuses on education, providing medical aid and reaching out to the differently-abled and the elderly. The significant initiatives taken up by Sparsh in 2011-12 are as follows:</p> <ul style="list-style-type: none"> <li>Offered scholarships to 32 students from economically disadvantaged families, 122 visually-challenged students.</li> <li>Sponsored treatment of 16 critically-ill patients. Monthly aid was also given to a few patients.</li> <li>Imparted weekly classes in English, Marathi and math for improving the communication skills of over 60 housekeeping staff.</li> <li>Adopted a school in Mann village and donated school-kits and raincoats to 500 students. Benches and water purifiers were also donated. Currently, a school building is under construction.</li> <li>Conducted health camps, set up the garden and conducted classes at a school for children from the nomadic tribes.</li> <li>Donated around US \$4,158 and clothes to the flood affected victims of the earthquake in Leh.</li> <li>Donated two water filters worth US \$748 to a school of 300 students.</li> <li>Collected clothes and utensils for the Sikkim earthquake victims.</li> </ul>
Infosys Australia	Infosys Australia employees participated in the Random Hacks of Kindness (RHoK) initiative. This initiative is aimed at making the world a better place through a global community of innovation, developing practical open technology for social good. Solutions from the RHoK community have been used by organizations such as the World Bank, governments, emergency responders, and citizens.
Spring, China	<p>Spring comprises a dedicated group of over 40 employees and addresses issues related to social inequity. Some of the events spearheaded by Spring this fiscal were :</p> <ul style="list-style-type: none"> <li>Donated daily necessities like mats, fans and basic medicine to the Home of Benevolence, which provides shelter for migrants until they get jobs. It also provides shelter to the elderly and those who are differently-abled and do not have any one to care for their needs.</li> <li>Distributed 150 bags of new clothes, books and toys for underprivileged children as part of the 'Giving Tree' program. 'Giving Tree' provides underprivileged children with a bag of new clothes and toys for the spring holidays in China.</li> <li>Teaching English to children of migrant laborers with help from 30 volunteers. This was done in collaboration with Stepping Stones, an NGO, which is affiliated with 20 schools across Shanghai, with 250 volunteers teaching English to 6,000 students.</li> </ul>

## Empowering tribal communities

Our employee, Suja Warriar, utilized the Infosys Sabbatical Policy for Community Service and worked with the Action North East Trust, Rowmari in Chirang district, Assam for six months. The NGO has adopted 295 villages across a 1,600 km area of Chirang. Its work is divided into five categories; the Ant village development work; Aagor; Institute of Development Action (IDeA) and The Ant Craft Trust (TACT).

For more details about Ant, visit [www.theant.org](http://www.theant.org)

Suja's responsibilities at Ant included conducting classes in basic computer education for community workers; a spoken English course for the staff; reviewing and updating the Ant website; connecting with people and corporations; selling Health Diary 2012 to support Ant's mental health programs; organizing support for Jansamwaad, mental health camps, NGO training and lending a helping hand to the administrative staff.

Some of the interesting programs she was involved in are :

- Solar light loans:** Apart from providing light, a solar light worth US \$73 helps a family charge mobile phones and other emergency needs.
- Cycle bank:** This is a loan to support education of girls in high school to prevent girls from dropping out because of the distances they have to travel to get to a school.
- Science on wheels:** This is one of Ant's most-awaited projects that will create mobile classrooms to visit the villages, teach children and help them write their exams effectively.

## Client engagement

The essence of our brand is to work with clients to build tomorrow's enterprises. We connect and collaborate on our competencies to future-proof our clients' businesses to be more predictable, sustainable, profitable and de-risked. Our client experience index score has moved from 50.3 to 54.1 in fiscal 2012 resulting in an 8% increase in our customer satisfaction as compared to fiscal 2011.

A meaningful way in which we engage with our clients is by hosting several major conferences to encourage interactions with them. These conferences provide the ideal settings to forge closer relationships with our clients, share our thought leadership on emerging business and technology topics, and offer insights from some of the brightest practitioners of business, technology and leadership.

Held annually, Infosys Connect, Infosys Confluence and the Infosys Executive Leadership Summit are some of our premier global client events. These CXO events are complemented by conferences specifically designed for our BPO and Finacle (banking) clients. It is through these interactions, along with our Solution Experience Centers, discussions through social media and thousands of interactions every day with our clients on their premises, that we listen, co-create and adapt our strategies and offerings to meet their business challenges.

## Client partnerships for learning

We partner with customers in automotive, aerospace, heavy engineering, medical devices and other engineering segments to create competency development frameworks aligned to their needs. Curriculum, training methodologies and impact are jointly reviewed and scaled up for business results. We have been a Microsoft alliance partner since 2000 and have won eight Microsoft partner awards.

We work in various areas including legacy modernization, cloud computing and infrastructure optimization.

Infosys Labs has been an industry and research partner in the Smart Services CRC, a commercially focused collaborative research initiative in Australia for the services sector.

## Industry-academia partnerships

InStep is our flagship global internship program, which was established under the guidance of our Chairman Emeritus, N. R. Narayana Murthy. At InStep, we seek to attract top talent from leading global academic institutions. In fiscal 2012, 175 students from prestigious colleges across the globe interned with us.

Besides this, Infosys Labs, our research arm also has collaborations with universities around the world. Infosys Labs collaborates with the University of Southern California (USC) Viterbi School of Engineering and the University of Purdue in the area of software engineering. It also collaborates with the University of Cambridge on machine learning techniques for modeling ultra large data.

## Social responsibilities

### Infosys Foundation

Infosys Foundation was set up on December 4, 1996 with a mandate to support the underprivileged sections of society. The mission of the Foundation is to work in remote regions of several states in India, in the areas of healthcare, education, culture, destitute care and rural development. The Foundation works in the states where our campuses are located to utilize available infrastructure and resources. The 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.

**Education:** The Foundation believes that a sure way to build a better tomorrow is to improve opportunities and access to education for Indian children. Embarking on an ambitious project, 'Library for Every Rural School,' the Foundation set up over 40,000 school libraries at a cost of approximately US \$1,039,501 in Karnataka, in what may be described as the largest rural education program in the country. To bridge the digital divide, the Foundation aided the publication of a book that simplifies computer education for children in rural schools. The Infosys Computer Donation program, which has been donating computers (over 5,000 computers since 1997), is intended to fuel the digital revolution at the grassroots-level powering access to knowledge and information. The Foundation is also training government school students through OASIS to inculcate healthy habits to help them handle choices, challenges and stress.

The Foundation also conducts a 'Teachers Training Program' in rural Karnataka to help faculty from rural colleges empower and build the confidence of students to prepare them for the competitive world.

### STEM program

The Infosys USA Foundation has provided a grant of US \$380,000 for the New York City (NYC) Science Education Initiative of the New York Academy of Sciences (NYAS) ('the Academy'). The program is developed in association with the New York City's Department of Youth and Community Development (DYCD) to train and mentor students of underserved communities of New York and the Citizen Schools of New Jersey in Science, Technology, Engineering, and Math (STEM).

The unique after-school program provides world-class education by:

- Matching graduate student members of the Academy's Science Alliance with programs through the NYAS after-school STEM Mentoring Program
- Developing a community of science educators and connecting educators and their students to scientists and their research through the NYAS Science Teachers Program

We are committed to provide opportunities for students to improve their math and science skills. The Academy offers a valuable STEM education program that encourages learning in a fun environment.

The Academy also hosted a FIRST LEGO League Robotics Scrimmage. Held on March 10, 2012, 15 teams from across the city gathered at the Academy's headquarters to compete in a series of challenges. Of these, 10 teams were from the Academy's after-school STEM Mentoring Program. The theme of this year's scrimmage was 'Food Factor', which focused on the challenges of keeping food safe and contamination-free as it makes its journey to consumers. The Academy is an independent, not-for-profit organization committed to advancing science, technology and the society, globally. NYAS advances scientific knowledge, addresses global challenges with science-based solutions and increases the number of scientifically informed individuals in society.



STEM program, the Bronx taskforce

### Vandematharam Foundation

The Foundation also awards the 'Good Teacher Award' to encourage and reward good teachers from rural schools. The Foundation along with Prerana, an NGO, created small learning support teams to improve the performance of poor students at 10 learning centers in Bangalore.



Vandematharam Foundation

To increase the attendance in schools in rural areas and make education seem like less of a financial burden on the family, the Foundation along with Vidya Posak, an NGO, has financially helped around 7,227 (from 2001 till date) students across 15 districts. In recognition of the efforts of the students and to persuade them to achieve more the Foundation instituted a monetary prize in each science subject to those students who win medals in India or in international olympiads.

To promote and encourage education among visually-challenged children from financially backward families, the Foundation sponsored computers and purchased a Braille printer with Duxburg Braille Translation software for the Graduates Association of the Blind, Chennai and for Siddhu. S. Loute, a blind and talented student, studying law at the M. S. Ramaiah College.

The Foundation also helps visually-challenged people through the Sahana Charitable Trust for Disabled. The trust runs a Braille Transcription Unit, where the visually-challenged print books in the Braille script.

Pursuing higher education poses a challenge for many rural students and they require adequate guidance, counseling and hand-holding. Partnering with Prerana, an NGO, in Raichur and Bangalore and Vidya Poshak in Dharwad and Shri Kottal Basaveshwar Bharatiya Shikshna Samiti in Sedam, the Foundation has contributed over US \$415,800 in scholarships over the years to improve access to higher education for children from economically-backward communities. To encourage students from economically-backward groups to pursue higher education, the Foundation provided scholarships to over 10 Ph.D merit students of various subjects at the Gulbarga University. One such project has received great acclaim for the research work done on manuscripts of ancient Indian culture and it is being supported by the Infosys Foundation at the Bhandarkar Oriental Research Institute, an internationally-recognized Oriental institute in Pune. The Foundation also held its first international Sanskrit book fair in Bangalore, 'Manohar Grantha Mala'. Another similar event helped publish the unpublished works of yesteryear writers.

Apart from supporting students with their education, the Foundation also helped the SGBS Trust to support the Unnati Centre, where the poor and needy students are trained to get jobs in various fields.

**Healthcare:** Over the last 15 years the Foundation has worked tirelessly to make healthcare accessible to the underprivileged rural and urban poor. The Foundation contributed significantly towards the construction of medical facilities for the underprivileged. One of the facilities that has helped the masses has been the Pathology Lab constructed at the Victoria Hospital (20,000 sq. ft. with air conditioning and a lift facility). Another was the Infosys Community Eye Centre constructed for poor patients at the Shankar Nethralaya in Bangalore.

The Foundation completed the construction of an Advanced Pediatric Block at the Wenlock Hospital in Mangalore, where poor and needy children are treated. Another unique contribution by the Foundation was the construction of the herbal dispensary at Ankola, where the poorest of the poor patients can get treatment. The Foundation is helping the Chittaprkashana Charitable Trust, which works with the mentally-ill, in constructing a rehabilitation center for homeless, mentally-ill people at H. D. Kote.

Through the Akshaya Trust, the Foundation is helping the mentally-ill by assisting SEVAK, which runs a 30-bed, half-way home-cum-crisis intervention unit and two comprehensive outdoor clinics in Kolkata and Madurai. The Foundation has constructed *Dharmashalas* (rest houses) at the National Institute of Mental Health and Neuro Sciences (NIMHANS), Bangalore and provided super-specialty facilities and additional blocks at the Kidwai Cancer Institute, Bangalore. The Foundation has helped revamp existing facilities at various hospitals across the country.

The death rate of newborns is high in Indian villages because many parents cannot access or afford hospital care. To remedy this, the Foundation helped SEARCH, an NGO working to reduce neonatal mortality, develop a low-cost, home-based model of primary neonatal care.

The Foundation also donated a Radiant Warmer with Electrical Slow Suction and Apgar Timer to Sargur Hospital, H. D. Kote. Multiple Sclerosis (MS) is a chronic disease that affects the central nervous system of men and women in their prime. The Foundation partnered with MSSI, a charitable organization working with MS patients, to help assist them in their service. The Foundation is working with the Shweta Association, by sponsoring a film, *Nital*, about Vitiligo, a pigmentation disorder, to increase social awareness.

The Foundation has contributed towards the purchase of ambulances, incubators, air conditioner units, neonatal resuscitation equipment, drugs and medical facilities to various government hospitals, to the tune of US \$10,395,010.



Group health aid, Hubli

**Art and culture:** The Foundation has been working to help preserve the rich cultural heritage of India. It does this by identifying and honoring artisans and preserving traditional folk art, dance and craft by supporting artists with direct market opportunities. Kala Darshan, a musical program is being sponsored by the Foundation in rural areas through the Bharatiya Vidya Bhavan. To provide direct market opportunities for rural artisan communities and to promote culture, the Foundation sponsored a Folk Mela in Bangalore, which saw participation from around 100 artisans, having a representation from 20 states. The Foundation, in association with Adima, a Kolar-based organization, which trains and encourages rural artists, helped organize cultural activities at their center. Differently-abled musicians, artists and Yakshagana performers from rural areas were also felicitated by the Foundation. The Foundation helped Saraswaty Sangeetha Vidyalaya, a music school in rural Karnataka, purchase musical instruments. To promote and revive rare art forms, the Foundation sponsored Yakshagana puppet shows of Kogga Kamath and drama by Surabhi, a traditional drama troupe from Andhra Pradesh.



Bombeypata performance, London

#### Bombeypata performance at London

The Foundation sponsored the documentation of *Karana Vinyoga*, which involves a deeper study of *Karanas*, which are basic dance units. A variety of shows were organized at Ranga Shankara, Bangalore, which saw plays being staged by local and international troupes. This event also helped document some rare plays with help from the Foundation.

The Foundation helped the Hasta Shilpa Trust in Manipal with the maintenance of 250-year-old Tanjavur paintings and the India Foundation for the Arts with the preservation of documentary films.

Other projects that the Foundation is working on include the publication of the Kantha in association with the India Foundation for the Arts; sponsoring Yakshagana performances; creating documentaries on culture to create awareness; publishing rare works of various literary scholars and providing musical instruments to nurture musical talent in poor children. Thanks to this support, over 100 artists have benefitted and art forms like the *Gamakha* and *Yakshagana*, *Bombeyata* are being preserved. Art is also a form of expression to educate citizens on social issues and the Foundation uses this as a medium to reach out and strengthen awareness about social and civic issues. The Foundation is sponsoring street plays on health issues, the importance of hygiene and good sanitation practices across Karnataka to create awareness.

**Destitute care:** The Foundation in its endeavor to address the rehabilitation of the destitute has been working on some large programs involving children, women and the elderly. Partnering with Sathi, an NGO, which works with abandoned children, the Foundation helped with the social and emotional development and necessary skill-building initiatives to enable them to lead dignified lives.

The Foundation helped provide financial assistance, education, training and infrastructure to support differently-abled orphans in Karnataka, Tamil Nadu and Maharashtra. The Foundation has also worked on the rehabilitation of the street children and helped reunite them with their parents. Some of the projects the Foundation oversaw were the construction of houses for those affected by the floods in Belgaum, India along with the Sri Kottala Basaveshwara Bharatiya Shikshana Samiti, Sedam and the rehabilitation of tsunami victims in Sri Lanka with assistance from the Belur Math Ramakrishna Mission. An orphanage has been constructed and donated to the Sri Chayadevi Ananthashrama Trust in Mysore.

Many Indian women who travel to Bahrain as maids sometimes face abuse and torture and are unable to afford the air fare to return home. The Foundation sponsors air tickets to help them return to their hometowns in India.

The BAIF Self-Help Group implements many good projects for community development. The Foundation is working with BAIF for the benefit of Maharashtra's destitute population. On an experimental basis, the Foundation started a new project Jnanavikasa, which trains people in skill development, hygiene, health, nutrition, infant care, livelihood, literacy and sanitation, in three districts in Karnataka.

The Foundation works with various trusts to build capabilities that enable the underprivileged sections of society. These include :

- Kalika India, a trust in rural Bangalore which works with underprivileged women and children in the areas of education, information and economic development.
- RAPID is an organization which focuses on the rehabilitation of widows, and deserted and differently-abled women.
- FORHD is an organization where the children (aged five to 15 years) of prisoners who are serving a sentence are sheltered. The Foundation provides them food and education.
- The Foundation is also working for the rehabilitation of *devadasis*, a marginalized group of women impacted by an archaic social custom in Raichur, Karnataka. The help is also extended to their children by sponsoring their education.
- The Foundation has donated sewing machines to destitute women in Haliyala and Athani districts of Karnataka to make them financially secure.
- In Maharashtra, the Foundation trained rural destitute women to be self-reliant by offering help in operating small businesses.
- The Foundation realized that in historical places like Belur, Badami, Halebidu in Karnataka, the tourists needed trained guides who knew the history of the place. Around 58 people were trained by the Foundation to serve as guides in these areas.

The Foundation helped Akshaya Patra Foundation to set up a kitchen and mid-day meal program to serve food to poor children in the rural areas of Karnataka and Jaipur. The Foundation has extended the mid-day meal program to the Deena Bandhu orphanage located in Chamarajnagar, Karnataka.

**Rural development:** The Foundation has worked in the area of rural development by strengthening education and building skills. In 2011, The Foundation constructed 3,000 homes for flood victims in Belgaum, Gulbarga, Dharwad, Gadag, Bagalkot, Bijapur, and Karwar in Karnataka. This project, in addition to providing houses, also gives beneficiaries bank accounts, smokeless stoves, solar lanterns, books and saplings to help rebuild their lives. The Foundation is also working with the local administration (*Zilla Panchayat*) to ensure the construction of roads, drains and the electrification of these villages. The Foundation has over the years lent a helping hand during natural disasters and calamities with food, essential supplies and for rebuilding lives. In the last 15 years, thousands have benefited with the Foundation's support and aid amounting to over US \$8,316,008. The Foundation has provided training to tribal communities in Orissa to help build and sustain a livelihood with training in agriculture, horticulture, sericulture, floriculture, bee-keeping, fishing, dairy, poultry, welding and carpentry.

### Infosys Science Foundation

Scientific research is one of the most powerful accelerators of growth and development, especially in an emerging economy like India. The Infosys Science Foundation instituted the Infosys Prize with the aim to recognize some of the finest researchers of Indian origin and encourage a research-oriented mindset among students. Each winner of the Infosys Prize receives a 22-karat gold medallion, a citation certificate and prize money of US \$103,950 (₹50 lakh). A total of 18 scientists have been awarded so far since the inception of the award.

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

### ACM – Infosys Foundation Award

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

ACM ([www.acm.org](http://www.acm.org)) is the world's largest educational and scientific computing society, uniting computing educators, researchers and professionals to inspire dialog, share resources and address the field's challenges. The award carries a prize of US \$150,000, provided by the Infosys Foundation endowment. Sanjeev Arora is the recipient of the 2012 ACM-Infosys Foundation Award in the Computing Sciences for his contributions to the Probabilistically Checkable Proofs (PCP) theorem.

### World Business Council for Sustainable Development (WBCSD) – 'People Matter' Project

WBCSD is a CEO-led, global coalition of around 200 companies advocating progress in sustainable development. Its mission is to be a catalyst for innovation and sustainable growth in a world where resources are increasingly limited. We have partnered with WBCSD to provide a strategic direction to efforts around people. The 'People Matter' project aims at building a network of business experts to share, experience and develop thought leadership in talent, skills and sustainability. 'People Matter' project is led by 60 companies and 15 regional networks comprising members such as Dupont, Henkel, Holcim, Infosys Limited, Kimberly-Clark, PricewaterhouseCoopers and the National Business Initiative in South Africa.

For more details, visit <http://content.wbcsd.org/work-program/capacity-building/people-matter.aspx>.

## Infosys Foundation: Celebrating 15 years of social commitment



*"Everyone has the capacity to define and make their contribution. This is our way of showing we care. After all, it is the generosity of a few that can bring hope to millions."*

– Sudha Murty  
Chairperson, Infosys Foundation

Since December 4, 1996, the Infosys Foundation has consistently been working for the betterment of society. Over the last 15 years, the Foundation provided unstinting support to numerous initiatives to promote the reach of education; increase access and improve healthcare services; popularize and protect our rich cultural heritage and support the poorer sections of society.

A detailed update on the initiatives that were taken up by the Foundation in fiscal 2012 is provided under the *Infosys Foundation* section of this report.



Infosys volunteers visiting villages

In this section, we highlight a pioneering project that the Foundation undertook recently, the Parishudh initiative. This initiative began as a part of our responsibility towards addressing a humanitarian crisis in 2011-2012. This initiative focuses on improving hygiene in rural areas of North Karnataka, which was affected by a devastating flood in 2010.

Since October 2011, the Foundation, in association with Sri Kottala Basaveshwara Bharateeya Shikshana Samithi in Sedam, is working on increasing awareness of villagers in North Eastern Karnataka on hygiene and sanitation. The initiative intends to help 40 villages reach 100% sanitation levels and 10,000 families have a toilet by the end of 2012. It also intends to educate at least 100,000 families on the need for toilets, help create new entrepreneurs to take advantage of this untapped market involving the construction of economically viable toilets in rural India and develop a sustainable business and build reusable artifacts including design, awareness material, and processes to make it easy to replicate this initiative elsewhere.

In the last eight months, the Parishudh initiative has conducted several events related to sanitation and hygiene. It has reached out to about 200 villages and over 80,000 families in the above districts through various awareness programs like interactive education sessions (IEC)

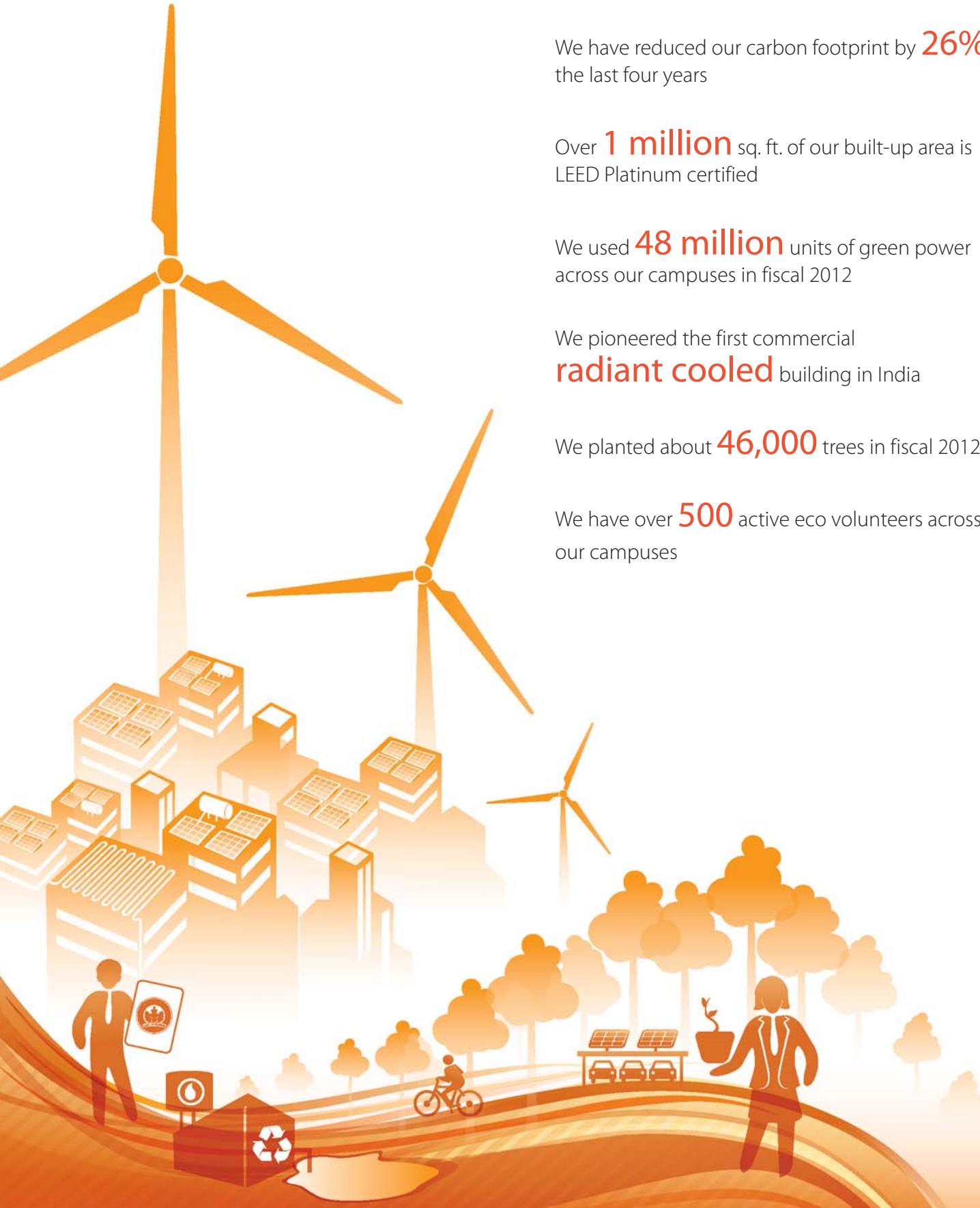
for the villagers, door-to-door campaigns by Infosys volunteers, competitions for children, toilet summits, radio campaigns, poster campaign, exhibitions, etc. Our volunteers go from door to door creating awareness about building toilets and also meet the leaders and key members of the villages. Over 250 interactive education sessions are conducted to educate families about toilets and the importance of hygiene and sanitation so far. In December 2011, we conducted a 'Toilet Summit – A firm step towards reaching 100% Sanitation' in Gulbarga to educate the heads of the villagers to take necessary action to reach 100% sanitation. Over 60 villages committed to making their surroundings free from open defecation by the end of 2012. Various follow-up events are conducted at talukas and district headquarters on a monthly basis. In addition, workshops for *Gram Panchayat* members, Total Sanitation Campaign workers and ASHA workers in the *Zilla Panchayat* were conducted in the months of March, April and May for over 1,500 attendees.

The initiative encourages local entrepreneurs to take up masonry work, block-making and door-making to facilitate the construction of toilets. The Foundation's investment includes partial contribution towards the construction of each toilet, education and creating awareness. As part of this program, the beneficiary cements his ownership commitment with a financial contribution and active involvement in construction. We have connected beneficiaries with banks and financial institutions. So far, Sangh Mitra Financial Corporation and Mahindra Rural Finance Corporation have given loans to over 200 beneficiaries for the construction of toilets. Currently, over 8,000 beneficiaries have registered their names under the Parishudh initiative.

Parishudh member also participated in meetings held by the Ministry of Rural Development and local block development bodies in Karnataka and the Ministry of Drinking Water Supply and Sanitation, Government of India. The initiative also did an in-depth study of roles of over 20 ministries under the Government of India in increasing the level of sanitation in the country and sent its recommendations for implementation to each ministry. The initiative has approached various premier organizations to come up with new models of toilets costing less than US \$208 each, that can be built within four hours and its production should be scalable. It has requested the Ministry of Drinking Water Supply (DWS) to increase R&D spending in this area and participated in the World Toilet Summit held in China in 2011 to exchange knowledge and best practices.

For more details of the initiative, visit [www.parishudh.in](http://www.parishudh.in)

# Resource intensity



We have reduced our carbon footprint by **26%** in the last four years

Over **1 million** sq. ft. of our built-up area is LEED Platinum certified

We used **48 million** units of green power across our campuses in fiscal 2012

We pioneered the first commercial **radiant cooled** building in India

We planted about **46,000** trees in fiscal 2012

We have over **500** active eco volunteers across our campuses

## Green initiatives



*"Trailblazing businesses don't wait for government regulations to act."*

*They understand that going green is profitable. In just four years, Infosys has saved 290 million units of electricity translating to US \$32 million in profits. This was possible because we challenged existing designs, added intelligence to our operations and encouraged employees to change their consumption patterns."*

**Rohan Parikh**

Head – Green Initiatives

We are multiplying and consuming resources to a point where our needs and wastes generated outweighs the capacities of the earth to produce and absorb these. We are reaching a tipping point of financial and ecological crisis where we are verging on peak metals, peak soil, peak oil and peak greenhouse gases. However, instead of acting, we continue to foolishly hope that our ingenuity against adversity will help us find a silver bullet to cope with the future.

We do not have the luxury of time anymore. Businesses, governments and society have to re-prioritize, refocus and challenge the fundamental framework of our current economic model.

We need leaders who have the courage and conviction to take unreasonable goals. We have taken the goals to become carbon neutral, reduce our per capita electricity consumption by 50% and power our entire India operations by renewable energy.

Our dedicated R&D team is working with some of the best research institutes in the world to implement the latest technologies in our new campuses. We have had tremendous success in the last four years. We have built new buildings which consume 50% less energy and 40% less water compared to our older buildings, at no extra capital cost. Our efforts are recognized and supported by our CFO's office.

In the previous year, we won nine awards for our green efforts. We hope that our case studies and data points will influence other companies to adopt these new ideas in their projects so that they too can save energy and money.

We started our journey by metering and measuring the energy consumption in each of our buildings and sub-metering the energy assets, such as lighting systems, computer systems and air conditioning systems. With the help of this granular data we identified potential areas for retrofits across all three energy systems. The business case for retrofitting assets which were more than five-years-old is very compelling. The return on investments for air conditioning plants is less than three years, while that for Uninterruptible Power Supply (UPS) systems is just over four years. We have built a very strong practice of smart building solutions, which gives us real-time control on our energy assets. Smarter operations have contributed to a 10% reduction in our energy consumption.

We increased our share of renewable energy to 20% of our total electricity consumption, using both off- and on-site renewable sources. With solar prices expected to hit grid parity by 2017, we hope to increase our share of renewable energy to 100% at the end of year 2017.

Last year, we managed to sequester more fresh water into the ground than we consumed. This was mainly due to the rainwater harvesting efforts across our Mangalore, Mysore and Pune campuses. We intend to replicate this success across our other campuses. We also succeeded in reducing our water footprint by 18.3% last year through the use of flow restrictors, low-flow fixtures and the increased use of recycled water for flushing and air conditioning in existing buildings.

We stepped up our efforts in organic waste management, with the installation of our first biogas plant in Mysore and renewed our focus on the implementation of recycling programs across all our campuses.

We planted about 46,000 trees in our campuses last year, and we hope to increase our carbon sequestration efforts exponentially over the next few years. We plan to do this through a variety of offset programs in conjunction with local governments and civil society organizations.

Our unreasonable goals have constantly pushed us to challenge current benchmarks and evaluate emerging technologies. We have been able to bring transformative change because we tried new ideas, learnt from our failures and applied the learnings in our new projects. It is a continuous and virtuous cycle of optimization. Our goal is to drive impact beyond our borders through case studies of our projects. If we can influence even one percent of future buildings, we believe it would contribute to sustainable nation building.

**Resource intensity is about doing far more with far less resources – energy, water or material.** According to the United Nations, "Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs". As we continue to accelerate growth, we believe in managing our resources sustainably for achieving better outcomes with less input.

## Our journey: Translation into impact

While we comply with all the environmental laws and regulations of the countries where we have our operations, our resource intensity efforts are driven by aggressive targets beyond the compliance benchmarks. There have been no instances of monetary or non-monetary sanctions for non-compliance during fiscal 2012.

When we began our journey, our aim was to take leadership and redefine the benchmarks in corporate environmental sustainability. We recognized that we had the opportunity to bring transformative change by a process of prototyping, piloting the implementation, learning from experiment, evolution and continuous improvement over time.

It has been four years since our first Sustainability Report was published, where we had made a public commitment to reduce our ecological footprint. While we continue to grow, we have diligently reduced our per capita electricity and fresh water consumption. Our performance against our stated goals since 2007-08 is as follows:

Focus area	Scope	Target	Achieved
Per capita electricity consumption	India operations	20%	33%
Per capita fresh water consumption	India operations	20%	23%
Per capita GHG emissions	India operations	20%	26%

Scope: Infosys Limited and Infosys BPO

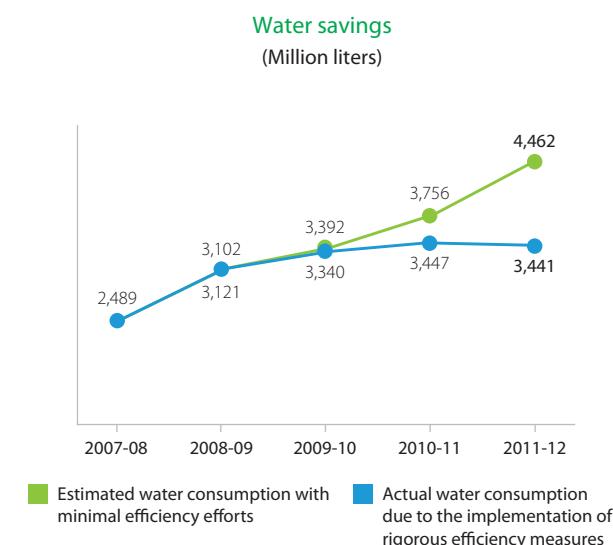
We have saved over 290 million units of electricity in four years through a focused effort on efficiency strategies, from retrofits to new integrated design approaches. In simple terms, this means that our electricity savings were equivalent to what is required to power 120,000 urban homes for a year (assuming 200 units per household per month). The following chart shows the significant difference between what our electricity consumption would have been and the actual electricity consumption as a result of our efficiency efforts:

**Electricity savings**  
(Million kWh)



■ Estimated electricity consumption with minimal efficiency efforts   ■ Actual electricity consumption due to the implementation of rigorous efficiency measures

Our water efficiency efforts helped us save around 1.36 billion liters of fresh water in the last four years, which can meet the annual drinking water needs of nearly 1.2 million people (Source: <http://cpheo.nic.in>). The following graph shows the comparison between the potential water consumption without our focused efficiency measures and the actual consumption as a result of our efficiency efforts.



The reduction in carbon emissions in the last four years was to the tune of 293,454 metric tons of CO2e. This is equivalent to the amount of carbon captured by about 200,000 trees over 30 years (Source: [http://tist.org/tist/docs/ghgslides/TIST%20Slide%20Show%20070413\\_files/frame.htm](http://tist.org/tist/docs/ghgslides/TIST%20Slide%20Show%20070413_files/frame.htm)). The actual emissions compared to the potential emissions without our measures to reduce carbon emissions is as follows:

**Reduction in carbon emissions**  
(MT of CO2e)



■ Estimated carbon emissions with minimal efficiency efforts   ■ Actual carbon emissions due to the implementation of rigorous efficiency measures

Our operations during the year has not resulted in any monetary sanctions for non-compliance with environmental laws and regulations. As we continue on our sustainability journey, we will keep pushing the boundaries by using cutting-edge technology to bring about greater resource efficiency. We have been selected as one of the industry partners for the grant awarded by the Indo-U.S. Joint Clean Energy R&D Center and will be working with renowned institutions like the Lawrence Berkeley National Lab to implement innovative ideas.

## Our resource footprint

We provide details of our consumption and savings in the areas of water and energy in the following section.

### Water

Our water sustainability strategy across campuses includes reducing our consumption, rainwater harvesting and recycling waste water. Our aim is to make our campuses water sustainable. We have reduced our per capita fresh water consumption by 18% and our total fresh water consumption by 295 million liters in fiscal 2012 as compared to fiscal 2011. About 17% of our fresh water consumption across our Indian campuses this fiscal came from harvested rainwater. We have reduced our per capita consumption of fresh water by 23% over the baseline levels of fiscal 2008.

Fresh water consumption for us is solely for human sustenance and not for production. Hence we believe that we do not significantly impact water sources. The fresh water consumption for fiscal 2012, broken up into the different sources, including an increased scope due to the addition of new campuses and new buildings in some of our existing campuses, is as follows:

Water sources	(KL)
Municipal	1,982,814
Private providers	661,446
Ground water	797,156
Total fresh water	3,441,416

*Note: The per capita per month fresh water consumption (in KL) for fiscal 2012 with increased scope of locations is 2.53, which will be the baseline for the next year.*

The trend of per capita per month fresh water consumption for the same scope of locations as the last fiscal is as follows:



Waste water generated at our campuses is treated at our sewage treatment plants and this recycled water is used for landscaping and flushing purposes. The water quality is monitored regularly to ensure adherence to applicable norms.

Owing to our stringent water recycling and replenishing systems, no significant waste water was released into the municipal sewage systems during fiscal 2012.

### Energy

Our energy consumption results mainly from the use of electricity, high-speed diesel used for diesel generators and boilers, and LPG used in food courts. Our total energy consumption in fiscal 2012 was 1,198,923 GJ including an increased scope resulting from the addition of new campuses and new buildings in some of our existing campuses. The following table gives the individual break-up of energy consumed:

Areas	in GJ
Electricity (grid + green)	914,603
High-speed diesel	207,467
LPG	76,854

### Electricity

Every new building on our campus follows integrated design methods to maximize daylight and minimize heat. Efficient building envelopes, with insulated walls and roofs and high performance glass are used to make sure that our buildings are energy-efficient.

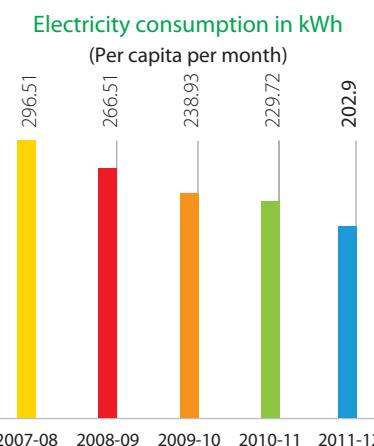
We have taken an aggressive target to reduce our per capita electricity consumption by 50% at the end of year 2017 compared to fiscal 2008 levels. As of fiscal 2012, we have achieved a 33% per capita reduction in electricity consumption over fiscal 2008 levels.

The electricity consumption for fiscal 2012, broken up into grid power, captive power and green power, including an increased scope resulting from the addition of new campuses and new buildings in some of our existing campuses, is as follows:

Electricity	in kWh
Grid	206,230,741
Captive	19,194,668
Green	47,825,701
Total	273,251,110

*Note: The per capita per month electricity consumption (in kWh) for fiscal 2012 with increased scope of locations is 199.63, which will be the baseline for the next year.*

The trend of per capita per month electricity consumption for fiscal 2012 for the same scope of locations as the last fiscal is as follows:



### Renewable energy

This fiscal year, we used about 48 million units of green power. Some of our efforts in the area of renewable energy are as follows:



**Solar water heaters:** We have an installed capacity of over 600,000 liters per day of solar hot water systems spread across different campuses, making it one of the largest in the country. There has not been any significant increase in solar water heaters installed across campuses during fiscal 2012.



**Solar photovoltaic systems (solar PV):** We have solar PV plants of an installed capacity of 250 KW in Jaipur and 125 KW in Thiruvananthapuram. We are pursuing the installation of solar PV on the rooftops of all the car park buildings across our campuses.



**Wind power:** We are in the process of commissioning five wind turbines for our Mangalore campus.

## Emissions

Emissions are categorized as direct and indirect by the GHG Protocol based on the following criteria :

- We have identified operational control as the basis to determine our scope of emissions.
- Direct GHG emissions are emissions from sources that are owned or controlled by the reporting entity.
- Indirect GHG emissions are emissions that are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity.

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

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

Our main sources of GHG emissions include secondary emissions from electricity consumption, business travel and employee commute. We also monitor emissions from the stack connected to the generators and boilers on a monthly basis. There have been no deviations from the limits specified as per applicable norms.

The GHG emissions in fiscal 2012, including an increased scope resulting from the addition of new campuses, new buildings in some of our existing campuses and LPG used for cooking in food courts, is as follows:

Area	CO2e in kg
Power	158,658,938
Fuel (diesel + LPG)	20,259,266
Business travel	113,274,494
Employee commute	32,728,920
SF6	34,200
Total (kg)	324,955,818
In MT	324,956

Note : The per capita per month GHG emissions (CO2e in kg) for fiscal 2012 with increased scope of locations is 237.40, which will be the baseline for the next year.

The emissions as per Scope 1, 2 and 3 are as follows:

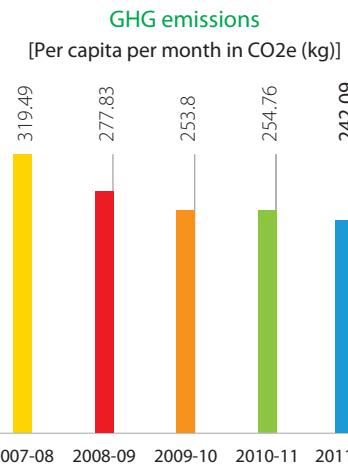
**GHG emissions**  
(In percentage)



Scope	CO2e in kg
Scope 1 – [Fuel (diesel + LPG) + SF6]	20,293,466
Scope 2 – (Grid power)	158,658,938
Scope 3 – (Business travel and employee commute)	146,003,414

We have reduced our per capita CO2 emissions by 26% over the baselined fiscal 2008, despite a year-on-year increase in Scope 3 emissions.

The trend of per capita per month GHG emissions for the same scope of locations as the last fiscal is as follows :



## NO<sub>x</sub> and SO<sub>x</sub> emissions

The operation of diesel generator sets and boilers are the main sources of NO<sub>x</sub> and SO<sub>x</sub> emissions at our campuses. The SO<sub>x</sub> and NO<sub>x</sub> emissions for 2011-2012 are as follows :

Particulars	SO <sub>x</sub>	NO <sub>x</sub>
Total emissions (MT)	10.79	23.63

## Ozone depleting substances

Our operations warrant the use of refrigerants in the Heating, Ventilation and Air conditioning (HVAC) systems. These include substances like R22, R12, R123A, R410A, R407C, R134A, each of which has varied ozone-depleting potential (ODP). We have made a conscious effort to switch over to refrigerants with zero ODP and this has resulted in the use of R410A, R407C and R134A (zero ODP). We have set up a process to measure the ambient air quality of our buildings and the air quality monitoring is evaluated on a monthly basis. There has been no deviation during fiscal 2012 from the permissible limits as specified under the National Ambient Air Quality Standards (NAAQS).

The emissions related to ozone depleting substances over the past four years are as follows, including increased scope of locations :

Ozone depleting substances	2011-12	2010-11	2009-10	2008-09
R22 (kg)	2,409	2,253	2,068	2,347
R12 (kg)	–	1	–	360
R123 (kg)	182	240	–	–
R410A (kg)	258	245	–	–
R407C (kg)	750	243	–	–
R134A (kg)	1,087	464	–	–
Total CFC 11 equivalent	136.16	129.73	114	124.5

## Data computational methods

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

- Employee count for per capita per month:** To arrive at per capita figures for electricity and fresh water consumption, the average count of employees including contractual staff per month (based on attendance swipe details and the average working days in a month) is taken as the denominator and the total monthly consumption is taken as the numerator.
- SO<sub>x</sub> and NO<sub>x</sub> calculations:** To arrive at the SO<sub>x</sub> and NO<sub>x</sub> emissions, the average emission rate, running hours of the diesel generators and boilers per month, and the oxides of Sulphur and Nitrogen are first computed.

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

- Concentration of SO<sub>x</sub> and NO<sub>x</sub> emissions
- Flow rate of exhaust gases
- Running hours of Diesel Generators (DG) and boilers

The following formulae are then used for the final computation:

- SO<sub>x</sub> = (SO<sub>x</sub> X Emission rate / 1,000) X Running hours of DG and boilers
- NO<sub>x</sub> = (NO<sub>x</sub> X Emission rate / 1,000) X Running hours of DG and boilers

- GHG emissions:** The GHG emissions are computed using guidelines provided by the GHG Protocol.
- Energy:** The GRI indicator protocols have been used to compute energy consumption.

## IT infrastructure

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

We have deployed optimized desktop power management configuration and automated tools, designed to force-schedule the shutdown of desktops. Around 7,000 older desktops have been replaced this year with newer, efficient models. We have virtualized and consolidated servers wherever feasible and have deployed tools which automatically check and shutdown idle project specific servers. Additional capacity to internal enterprise cloud is built to move away from dedicated computing infrastructure used for software development and testing purposes.

We continue our efforts towards re-structuring the existing data centers and server rooms. Around 1,600 sq. ft. of server room / lab space has been released.

Video and Audio Conferencing (VC and AC) usage has increased steadily by around 12% and 36% respectively from the previous year, indirectly cutting down travel requirements and hence the carbon footprint.

Usage	No. of calls
VC	
FY 2010-11	25,537
FY 2011-12	28,530
% increase	12%
Audio conference	Million minutes
FY 2010-11	180
FY 2011-12	245
% increase	36%

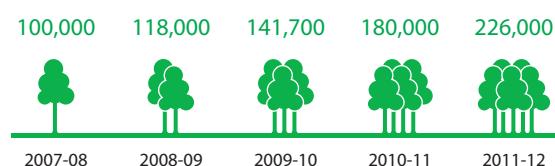
## Biodiversity

We are committed to improving the biodiversity in and around our campuses, and promoting species diversity (fauna and flora). Our campuses are located at sites approved by the local governments and regulatory bodies. Our operations do not have a significant impact on biodiversity conserves at any of our campuses. Our Environmental Management System comprises a biodiversity strategy that includes site impact analysis and evaluation of risk exposure to biodiversity to ensure minimal impact on the environment around us.

We work towards ensuring the integrity of natural habitats, the stability of the environment and resources at all the campuses that we own. Planting native species of trees is one such step to ensure the conservation of flora and fauna of the region. We have planted about 46,000 trees during fiscal 2012. We have conducted a baseline tree diversity analysis and we now have about 226,000 trees across our campuses with varying number of tree species on each campus.

We are going to plant representative samples of endangered flora. This year, we were able to plant endangered tree species from the Western Ghats in our Mangalore campus.

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



## Paper

We have implemented configuration changes like PIN-based secure printing, duplex printing and sleep mode to reduce paper usage and power consumption by printers. We are monitoring our paper usage for further reduction. In fiscal 2012, the quantity of paper procured was 193,826 kgs taking into account the newly added employees, new buildings and campuses.

## Waste management

We have adopted a focused approach towards waste management. The nature of our operations do not result in the release of any significant spills into the natural environment.

Our business involves mainly products, consultancy and services in the information technology domain, and therefore we do not use any natural or recycled raw materials for packaging goods and services. We encourage vendors to reuse the packaging material used in supply of goods to us. Waste is segregated at source and disposed to government authorized recyclers, in adherence to applicable legislations. The details of hazardous and non-hazardous waste disposed in fiscal 2012 are as follows:

Hazardous waste categories	Unit	Quantity
E-waste	MT	129
Used oil	KL	36
Oil-soaked cotton waste	kg	273
UPS batteries	No.	49,334
DG batteries	No.	889
DG filters	No.	852
Paint cans	No.	782
Chemical cans	No.	7,081
Biomedical waste	kg	14,515

Non-hazardous waste categories	Unit	Quantity
Food	kg	2,154,043
Paper	kg	1,106,932
Metal	kg	389,675

Non-hazardous waste categories	Unit	Quantity
Wood	kg	100,293
Plastic	kg	87,899

## Eco advocacy

Through fiscal 2012, we have worked with our varied stakeholders – internal and external – and have tried to impress upon them that embracing energy-efficient processes translates to increased profits.

## Green education

We have deployed a sustainability education suite of programs across the organization, with the mission of building a sustainable tomorrow through an engaged global workforce that is willing to lead the change.

## Sustainable supply chain

We have embarked on a structured program to strengthen our sustainable supply chain. We organized a workshop for identified suppliers in March 2012 and are strengthening the documentation of a Supply Chain Protocol. This protocol is proposed to be rolled out to our suppliers in the second quarter of fiscal 2013.

## Risk, competitiveness and sustainability

We hosted a conference on “Risk, Competitiveness and Sustainability” in February 2012, in partnership with the Center for Public Policy at the Indian Institute of Management, Bangalore and the Social, Technological and Environmental Pathways to Sustainability Centre, University of Sussex, U.K., UKIERI and Climate3C. The idea was to challenge Indian companies to embrace ‘sustainable’ business models to handle business, social and environmental risks. The event witnessed panel discussions and keynote speeches by eminent academicians, entrepreneurs, and members of social organizations, case study presentations by corporates, environmental consultants, accountancy firms, universities and government agencies.

## Green commute

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



'Save Water' awareness campaign, Hyderabad



Lake cleaning initiative, Hyderabad



'Save Water' photo campaign, Mangalore

## Earth Day

Earth Day was celebrated this year through interactive engagements on the topic of ‘Energy’ with multiple stakeholders – members of the media, students from various engineering colleges and our employees. We collaborated with *Business Today* and sponsored a panel discussion that included eminent environment activists such as Dr. R. K. Pachauri, Chairman of IPCC and Director General of The Energy and Resources Institute (TERI); Prof. S. L. Rao, former Chairman of the Central Electricity Regulatory Commission; Dr. H. Harish Hande, Managing Director, Selco Solar Light, and S. Gopalakrishnan, our Executive Co-Chairman, as panelists.

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

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

Our efforts this year have moved us a step closer towards our vision to reduce our carbon footprint through participative and inclusive strategies.

## Eco group activities

All our campuses have eco groups, comprising enthusiastic employees who pride themselves on taking charge of environmental initiatives. These initiatives range from awareness to action projects for the conservation of electricity and water, recycling of waste, reduction in emissions, and afforestation. Eco group outreach programs also include partnerships with local communities on actions for a cleaner, greener planet. Here are some of the highlights of our eco club activities in fiscal 2012:

## World Water Day

We celebrated World Water Day (WWD) 2012 through awareness campaigns and competitions across our campuses. Each campus organized its own events, and challenged employees to take a pledge to reduce their campus water consumption by at least 5%. The Mysore campus played host to Swarathma, a folk rock band to celebrate WWD with us and also talk about their water journey with the making of their music video, Pyaasi (*Thirsty*). A panel session with the band members and Senior Vice President, Ramadas Kamath, was attended by over 5,000 employees. We also launched an education campaign in Mysore, our largest training center, and were able to reach every single trainee through video conferencing in 65 classrooms. Other notable events included photography contests, quizzes, panel discussions, collage competitions, and a ‘Wear Blue’ day.

We also hosted an event at our Hyderabad campus using video conferencing to connect with engineering students in different cities, thus reducing travel-related emissions while ensuring high participation. We reached out to students in Chennai, Pune, Hyderabad, and Bangalore. The speakers included Prof. Vishal Garg from IIIT-Hyderabad; Prof. Ben D. Radhakrishnan, an Affiliate Researcher at the Lawrence Berkeley National Laboratory, U.S.; and Rohan Parikh, Head of our Green Initiatives team.



Prof. Vishal Garg and Prof. Ben D. Radhakrishnan at the Earth Day event, Hyderabad



Video conferencing at the Earth Day event, Hyderabad

## Earth Hour

We entered the fifth year of our association with the World Wide Fund for Nature (WWF) on its global drive by observing Earth Hour between 8:30 p.m. and 9:30 p.m. on March 31, 2012. An organization-wide contest, 'Wear-n-Click' B/W, was launched and saw an overwhelming participation from over 400 project teams across India locations. Most of our Indian campuses conducted their own Earth Hour campaigns that culminated in a variety of events and the observance of the Earth Hour.



Children of employees at the CII Walkathon, Bangalore

Mysore campus witnessed the biggest Earth Hour extravaganza organized by the Infosys Green Connect team and WWF. The lights of the Mysore Palace were symbolically switched off from 8:30 p.m. to 9:30 p.m. The event saw hundreds of citizens extending their support by lighting candles and spreading the message of energy conservation. This was followed by an hour-long concert by the Infosys band, Xpressions, in the palace grounds.



Earth Day special concert at Mysore Palace by Xpressions, an Infosys music band

## Igniting eco-consciousness in Petit Infoscions

Our Green Connect team from Bangalore conducted an 'active learning' drive to ignite young minds and engage families of employees in the movement to build change ambassadors in the community. On World Environment Day (June 5), 2011, Green Connect organized a 'Clean-n-Green Drive' for Petit Infoscions, the children of our employees.



A Petit Infoscion displays a seedball at the Seedball drive in Bellandur, Bangalore

As part of this drive, over 100 children participated in a CII Walkathon to campaign for the preservation of water bodies, and then proceeded to conduct a seedball-scattering drive in a forest near Bangalore. They planted 20,000 saplings of native species, using the non-conventional seedball farming technique.



Earth Day Photo competition, Bangalore

## Energy efficiency through disruptive design

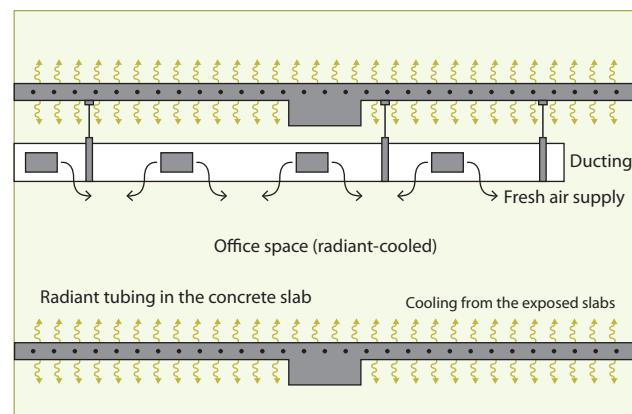
*The software development block-1 (SDB-1) in Hyderabad demonstrates high levels of energy, water and materials efficiency, and indoor environmental quality. It is the most efficient building at Infosys today and is 50% lower in energy consumption compared to our 2007 levels.*

**Smart Building Systems (SBS):** We are implementing the smart building technology across all our campuses. Through the smart building technology, we have built intelligence into our building operations. We have equipped our buildings with sensors, energy and water meters that provide real-time operational data to the smart building system. SBS processes this real-time data and applies energy saving algorithms to optimize energy usage and ensures the comfort of occupants. This system provides us useful data to improve operational efficiency, identify and eliminate wastage, diagnose potential problems, validate performance and improve future building designs.

**Radiant cooling:** In our last Sustainability Report (2010-11), we had mentioned Radiant Cooling, the new cooling technology that was implemented in one of our buildings in Hyderabad. It was the first commercial radiant-cooled building in India. We had also talked about the savings we achieved in the building in the first two months of its operations. Now, the building has completed one year of operations with highly satisfactory results. We provide a detailed description of this success story, which might change the approach to air conditioning in India.

The most significant feature of the building (SDB-1, Pocharam campus, Hyderabad) is that it is split into two symmetric halves. One half is cooled by conventional air conditioning and the other half by radiant cooling. All parameters in the two halves – area, number of occupants, orientation, envelope and lighting – are similar and therefore the building is ideally suited for comparing two different technologies. To start with, the building was built with a highly efficient envelope with perfect orientation, double walls with insulation, insulated roof and windows with appropriate shading to maximize natural light in the building and minimize heat ingress.

**Radiant cooling process:** Moving water is more efficient than moving air because of their physical and thermal properties. Water can carry 3,400 times the energy that air can for the same volume. This property of water is used to achieve maximum benefits in a radiant cooling system. Also, the natural manner in which the human body dissipates body heat is mainly through radiation. This is the primary principle used in radiant cooling. The radiant cooling system comprises polymer pipes embedded in concrete slabs through which cold water flows and cools the entire slab. Cooling inside the office space is achieved when the cold slab absorbs the heat (radiation) generated by people, computers, lighting and other equipment which are exposed to the slab. Fresh air is supplied through an air system to maintain a healthy indoor environment, and also to control the moisture inside the office space.



Cross-section of a radiant-cooled area



Energy-efficient building at the Pocharam campus, Hyderabad



Slab casting with radiant cooling pipes

The significant benefits achieved in the SDB-1 building through the radiant cooling system are as follows:

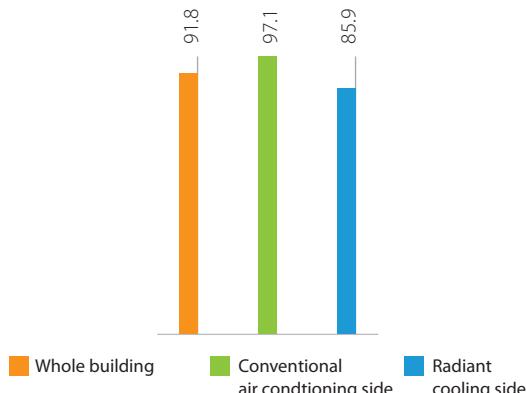
- The system is easier to build since it requires fewer equipment and therefore the overall cost of the system is on par with the conventional air conditioning system.
- Radiant cooling system uses less equipment than conventional air conditioning and occupies just one-third of the space.
- The temperature of chilled water used for radiant cooling is higher (14°C to 16°C) and therefore the chillers run at a very high efficiency compared to regular chillers running at 7°C.
- The air quantity required in the radiant cooling system is only one-sixth compared to a conventional air conditioning system and therefore the number of ducting and related equipment is reduced significantly.
- Radiation being the natural way for the human body to give out heat, thermal comfort is higher in the radiant cooling system.
- Unlike conventional air conditioning, radiant cooling uses only fresh air, resulting in a healthier environment.

The building is equipped with an advanced Building Management System that provides an accurate measure of real-time energy consumption and equipment efficiencies for both conventional as well as the radiant cooling systems. The risk of condensation in the radiant cooling system was eliminated by multiple levels of safety controls through the Building Management System. One year of operational data shows that the radiant cooling system is 33% more efficient than the conventional air conditioning system.

The following chart shows the total building energy in the radiant cooled building for fiscal 2012 :

**Building energy data**

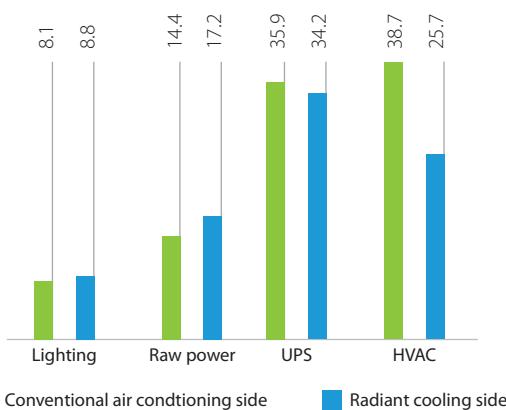
(In kWh / sq. m.)



The following table shows the building energy comparison between the two sides of the building:

**Break-up of building energy data**

(in kWh / per sq. m.)



■ Conventional air conditioning side ■ Radiant cooling side

The radiant cooling system is being monitored continuously for energy efficiency as well as energy consumption on a real-time basis and a clear side-by-side comparison can be viewed at any point of time.

The SDB-1 building in Hyderabad has received a LEED Platinum rating from the Indian Green Building Council and demonstrates high levels of energy efficiency, water efficiency, indoor environmental quality and materials efficiency. It is the most efficient building at Infosys today and is 50% lower in energy consumption compared to our fiscal 2008 levels. We intend to publish the details of operational efficiency that we have achieved so that the industry and the society can benefit from large-scale implementations.

This building in Hyderabad serves as the best case study for radiant cooling as it gives an accurate comparison with a conventional air conditioning system. Several researchers, including those from the Lawrence Berkeley National Laboratory, U.S. and Technical University of Braunschweig, Germany, have studied the building and found the results highly satisfactory. With a 33% higher energy efficiency, only one-fourth of the space required for equipment compared to a conventional cooling system, higher thermal comfort and to top it all, cost parity with a conventional system, the radiant cooling system is the most promising technology of the future. It serves as a benchmark for energy efficient cooling systems and the data from our Hyderabad building serves as a reference for these facts. Based on the huge success of radiant cooling in Hyderabad, several new buildings at Infosys are currently being designed with radiant cooling.

## Green innovation



**85% to 90%** reduction in energy consumption for a U.K.-based client through the implementation of cloud

**23%** reduction in per capita energy consumption at our Indian campuses since 2008 using our Building Energy Management Solution

**8.3 million** pages of documentation digitized with the help of our Enterprise Digitization Initiative

**15% to 20%** energy savings guaranteed through Intelligent Server Room Monitoring solution

Infosys **WalletEdge™** platform making mobile payments possible for the un-banked millions

## Green innovation: A call for transformation



*"The green innovation journey, to achieve a more sustainable and inclusive growth, is challenging and exciting. We work with partners and co-create with clients to bring integrated responses to sustainability challenges."*

**Subu Goparaju**

Head – Infosys Labs and Product R&D

The next wave of innovation will be driven by sustainability concerns; the need for resource preservation and environmental protection in addition to concerns around inclusivity. The green innovation journey, to achieve a more sustainable and inclusive growth, is challenging and exciting. We work with partners and co-create with clients to bring integrated responses to sustainability challenges.

Think of green innovation on three levels. First, it is about making today's products and services greener by lowering their resource intensity and emissions. For example, new detergents reduce the amount of lather produced in wash-cycles, hence requiring less water for rinsing.

Second, it looks at making products truly green to eliminate emissions and reduce environmental impact. For example, internal combustion engines in cars are now being replaced with battery-powered ones.

The third is about breakthrough innovations which can absorb or reverse damages that have been or are still being done from the environment perspective. For instance, innovation in technology for carbon capture and sequestration is making packaging material and plastics degradable.

A few key principles can enhance the success of green innovation efforts.

**Radically reduce resource intensity:** An important indicator of resource dependency is resource intensity, which is the amount of resources (energy, oil, material or water) used to produce unit output. Exploring innovative ways to reduce resource intensity is imperative. Eliminating resource usage instead of reducing usage; reclaiming value from waste; digitizing and de-materializing; exploring resource sharing as a business model; designing for reuse; exploring alternate and greener resource usage and localization, can all lead to radical de-intensification.

**Collaborative innovation:** Challenges in social and environmental sustainability are too interconnected and complex for one sector or organization to address, independently. Collaborations across supply chains, businesses and industry sectors, and with employees and consumers can lead to innovations with a far greater impact than localized innovation. For example, Walmart built a network with employees, non-profits, government agencies, and suppliers to 'green' its supply chains, spurring innovation in areas such as materials, processes, supply chains and engineering.

**New business models:** Green innovation in business and manufacturing processes; operations; supply chains and business models drives significant progress towards sustainability. For example, the Haas Corporation transformed its business model to managed programs, moving away from volume chemical sales. By providing a service, rather than a product, alternative opportunities for profit were created, and the incentives of customers and suppliers were aligned, leading to gain for both from cost reductions derived from improved resource efficiency.

**Recognize opportunities:** Measurement and transparency helps identify promising innovation opportunities. For instance, Procter & Gamble's lifecycle assessment of its detergent product uncovered that much of the product's carbon footprint was in the customers' use of electricity. To reduce the footprint, they created a detergent which could work well with cold water.

**Widen perspective:** Taking a larger system perspective helps identify new opportunities in sustainability and aids innovation that is creative, focused on the larger good and offsets imbalances in the system. For example, to mitigate carbon emissions, oil companies are deploying technology and conducting research and development for large scale carbon capture and storage (CCS). Realizing that depleted oil and gas fields are suited for CO<sub>2</sub> storage, companies are investing and taking practical action. A business benefit is that pumping CO<sub>2</sub> into oil and gas fields can be designed to 'push' extra oil and gas to production wells, helping enhanced oil recovery.

**Benchmarking for differentiation:** Focused performance, benchmarking and transparency in sustainability can help foster trust and provide differentiation. For example, Patagonia launched the Footprint Chronicles, an interactive mini-site, to allow consumers to track the social and environmental impact of specific Patagonia products from design through delivery. This transparency helped build trust and position them as leaders.

This wave of green innovation presents immense opportunity for businesses like ours to play a leading role in driving innovation and in leveraging it to differentiate, grow and prosper.

*We believe green innovation for sustainable business will be a game-changing trend for us and our clients. It is an important area of engagement and co-creation with our clients and also drives internal innovation and capability building.*

## Green innovation

The World Business Council for Sustainability® in its path-breaking Vision 2050 report observed that in a few short decades we will have 30% more people living on this planet and that will require the resources of 2.3 planets if we continue on our ‘business as usual’ path that we are on today. What does this mean for businesses? On the one hand, it means plenty of opportunity and on the other, it is a call to lead a transformation in which global challenges of growth, urbanization, scarcity and environmental change will become key strategic business drivers.

There will be a new agenda for leaders, both business and political, as we decouple economic growth from ecosystem destruction and material consumption, and re-couple it with economic development and social well-being. Technology is powering a new future, the journey to which is as exhilarating as the destination itself. We see industry shaping the destiny of economies and the planet. We are standing at the brink of a new world, which will place newer demands on our collective social and technological capital.

Accelerating growth coupled with the challenge of ensuring inclusive and equitable growth is equally a sustainability challenge in emerging economies. Targeting hitherto excluded segments in society is seen as an opportunity for new commerce and growth. Growth leads to demands on infrastructure and energy. How does one meet this need in a sustainable way?

Innovations in Information and Communication Technology (ICT) are important enablers of green innovation initiatives and experiments. Sensor networks, analytics, mobility and cloud computing are some of the important technologies that will have a big influence in accelerating green innovation initiatives. We believe sustainability will be a game-changing trend for us and our clients. It is an important area of engagement and co-creation with our clients and also drives internal innovation and capability building.

We have established a dedicated Sustainability unit to help address the sustainability needs of our clients and are investing in internal research on sustainability to develop a culture of innovation and to explore solutions which will be inclusive and promote a greener planet. Our Sustainability unit, the internal Green Initiatives group and Infosys Labs are working closely on various green innovation initiatives. We have set up important research institutes in sustainability, emerging economies, pervasive computing technologies and new commerce models within Infosys Labs. For instance, monitoring, sensing, analytics and intelligent environments are important aspects of resource management and these are addressed by our pervasive computing group. We are also investing in research in other big areas of need for enterprise sustainability such as water management, social risk management, social value creation and supply chain sustainability.

Our advocacy is based on our strong beliefs and practices in sustainability. We engage with various national and international bodies and organizations to influence and lead transformation on a much larger scale across the world. Some of these include Global Reporting Initiative (GRI), Business Action for Sustainable Business (BASD), Carbon Disclosure Project (CDP), International Telecommunication Union (ITU), Digital Energy Solutions Campaign (DESC), National Association of Software and Services Companies (NASSCOM), and the United Nations Global Compact (UNGC).

## Sustainability unit

A recent UN Global Compact survey revealed that 93% of CEOs across the U.S. and Europe believe sustainability is critical to the future of their businesses. Similarly, a Gartner CFO briefing suggests that sustainability will be among the top five issues to tackle for global CEOs by 2015.

These aspects have been validated in our conversations with clients and analysts. Most clients are focused on sustainability and understanding the implications of it on their core businesses and the opportunities for growth in the next few years. While the initial drivers for our clients have come from environmental regulations and risk management, we increasingly see organizations embedding sustainability in their core values, as they rightly should.

We believe that sustainability is not an isolated concept and that closely linked opportunities exist across the entire value chain, and should be a pivot for organizational transformation. Given our deep reach into our client's business processes across multiple functions, we are uniquely positioned to be a transformation partner. We offer consulting and solutions across the sustainability spectrum including, Sustainability Strategy Definition, Sustainability Reporting, Stakeholder Engagement, Energy Efficiency, Lifecycle Assessment and Green IT to enable our clients in their transformation towards sustainability. We have set up a separate unit – Sustainability, to focus on delivering ‘meaningful and measurable transformation’ led by innovation for our clients.



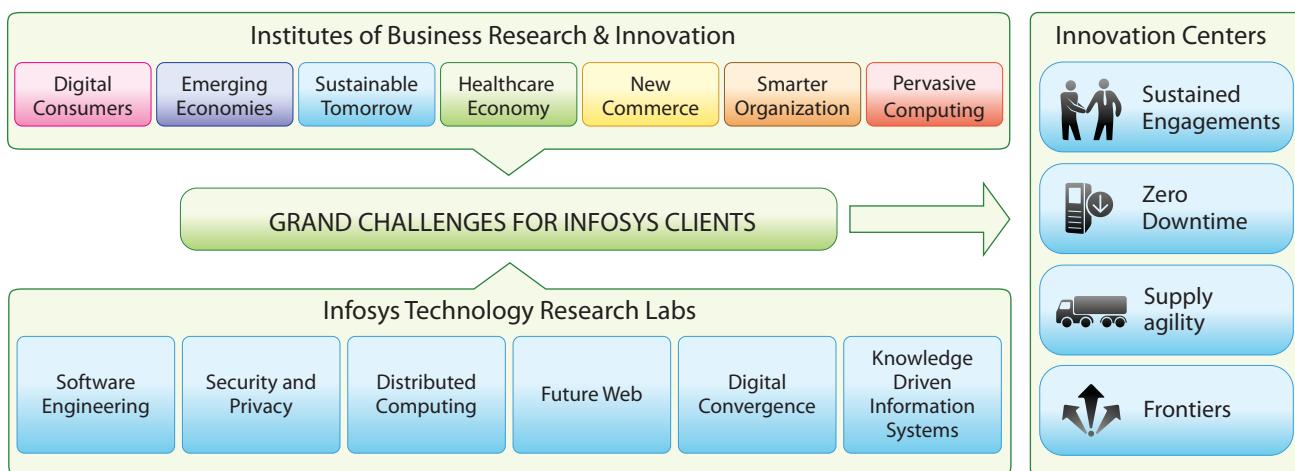
## Infosys Labs

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

The institute for research on sustainability is part of CITE and focuses on business research in the area of enterprise sustainability;

collaborates with universities and research bodies to bring the latest developments and thinking to customers; partners with our business units to bring in sustainability aspects in their offerings and design new offerings to address enterprise sustainability challenges.

In addition, Infosys Labs engages with client leadership on the co-creation of opportunities and solutions related to sustainability and other BTE themes. It also identifies the grand challenges facing our clients, brings the perspective of the trends into context and uses technology research to design solutions for these.



### Fueling the digital payments economy

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

In this report, we share significant instances where we have helped implement or create business solutions that can enable social transformation and resource conservation.

The phenomenal reach and advancement in mobile phone technology has given rise to innovative models of new age commerce which are empowering businesses and consumers alike.

Mobile Payments is one such new model which helps bridge the needs of telecom companies, banks and enterprises by enabling businesses to reach out to a vast population of consumers with possibilities that did not exist before.

Mobile phone as a payment instrument lends itself to specifically address the following key market needs:

- Provide access to financial instruments to all sections of society, especially the un-banked and the semi-banked sections in the 'emerging economies', where mobile phones outnumber the banking services penetration
- Enable digital commerce anytime / anywhere for the new-age digital consumer, reducing the need for resources and therefore reducing carbon footprint

Infosys WalletEdge™ provides businesses and consumers with a whole new way of conducting financial transactions. It provides an end-to-end platform that enables the financial ecosystem of consumers, merchants, telecom companies, banks, governments and enterprises, to seamlessly and efficiently process payments.

Delivered through a private cloud, the platform brings together our Intellectual Property like the Finacle Digital Commerce, and associated infrastructure, technology and operations. The comprehensive shared services framework of the platform will help members in the ecosystem to move from a cash-based business model to a digital model.

### Highlights of our partnership with a leading telecom client

Our solution for a leading telecom company represents our ideology of collaborating competencies of IT, banking and telecom, to create a platform that broadens the ecosystem of beneficiaries and brings in inclusivity. The platform will enable millions of lower middle-class and underprivileged sections to participate in a technology-led economy. This is a self-sustained wallet platform – India's first mobile payment offering. It facilitates proximity and online payments, utility bill payments, online movie ticket booking, insurance payments, and pre-paid recharges.

### Taking cars off the road with the virtualized private cloud

We delivered an IT infrastructure transformation project for a U.K.-based major office and IT solutions provider with expected results of 85% to 90% reduction in carbon footprint and energy consumption in the first year from 425,000 kg earlier to 45,000 kg now; this is the equivalent of taking 106 cars off the road, each year. It also led to a reduction in infrastructure management efforts, higher application availability and better disaster recovery.

The client's and our joint project team developed a private cloud with two fully resilient T3 super hubs to deliver the platform on a modern infrastructure with 100% virtualization. The virtualization achieved provided reduction in server count by around 1,400 servers resulting in savings for hosting, hardware, utility, licensing (for physical CPU-based licensing of applications), and most importantly, carbon emission costs.

Unix environment	Target environment	Current environment
Servers	Power 795	p550, p561
Data center space (cu. In.)	17,828	218,830
Energy consumption (kWh / year)	55,040	586,950
CO2 emission (tons)	37.44	399.29
Heat dissipation (MBTU)	187,796.48	2,002,673.4
Carbon reduction	91%	—
Wintel environment	Target environment	Current environment
Servers	HS22	x35, x36
Data center space (cu. In)	7,978.6	69,174
Energy consumption	45,838	619,200
CO2 emission (tons)	31.18	421.22
Heat dissipation (MBTU)	156,399.26	2,112,710.4
Carbon reduction	93%	—

Note : Estimated carbon reduction of around 750 tons

The success of the initiative was further underscored by the recent win at the Green IT Awards held in London. The client and we were jointly awarded the 'Best Cloud / Virtualization Project of the Year' award for the virtualized private cloud deployment.

### Enabling enterprises to report on sustainability

Clients across the globe partner with us to transform their businesses into low-carbon ones. We work with them to reduce their carbon footprint by innovating across their product lifecycle. We have developed green IT solutions for companies across industries.

Our Enterprise Sustainability Reporting solution is a powerful solution for providing both the high-level view to meet external reporting requirements and the detailed view to manage data and activity at the lowest level possible. This solution captures energy, waste and water usage data at various organizational levels through manual and automated methods. Dashboards provide views for all levels. Canned reports and end-user analytical tools help in easy data reporting.

Some of the significant benefits of this solution are as follows:

- **Energy and resource management:** To track the use of energy, water, resources, and waste at all facilities of an enterprise.
- **Carbon emission management:** To enable responses in accordance with organizational boundaries to regulatory (AB32, EPA MRR, UKCRC and EUETS) and voluntary (CDP, TCAR, TCR and GHG) reporting protocols.
- **Sustainability performance:** To provide powerful analytics / dashboards and reports, conforming to GRI or other identified indices.
- **Program management:** To keep track of sustainability initiatives across an enterprise.

This solution is being currently deployed to streamline the reporting process for creating Infosys' sustainability report and the target is to have the next report come out of this solution.

### Enabling energy efficiency in buildings

It is estimated that buildings account for about 35% to 40% of the total energy consumption worldwide and contributes an equivalent percentage to carbon emissions. Commercial buildings such as offices, retail stores, hotels, hospitals, etc., make up a large part of this footprint. It is estimated that businesses spend more than US \$100 billion on energy in their buildings in the U.S. alone. Today, there is scope for about 10% to 15% energy savings to be done in buildings and this opportunity is largely untapped. Buildings may be equipped with hundreds of sensors / controls and Building Management Systems, but there is still a potential to save more by looking at this data holistically and taking a data-driven energy management route. Our Building Energy Management solution helps organizations manage their energy consumption by means of automated data gathering, using off-the-shelf smart meters. It acts as a consolidated repository of data, increasing data reliability which enables organizations to track and report energy-related data at a granular level. The intelligent data analytics and decision-making abilities helps reduce power consumption and carbon emissions in buildings.



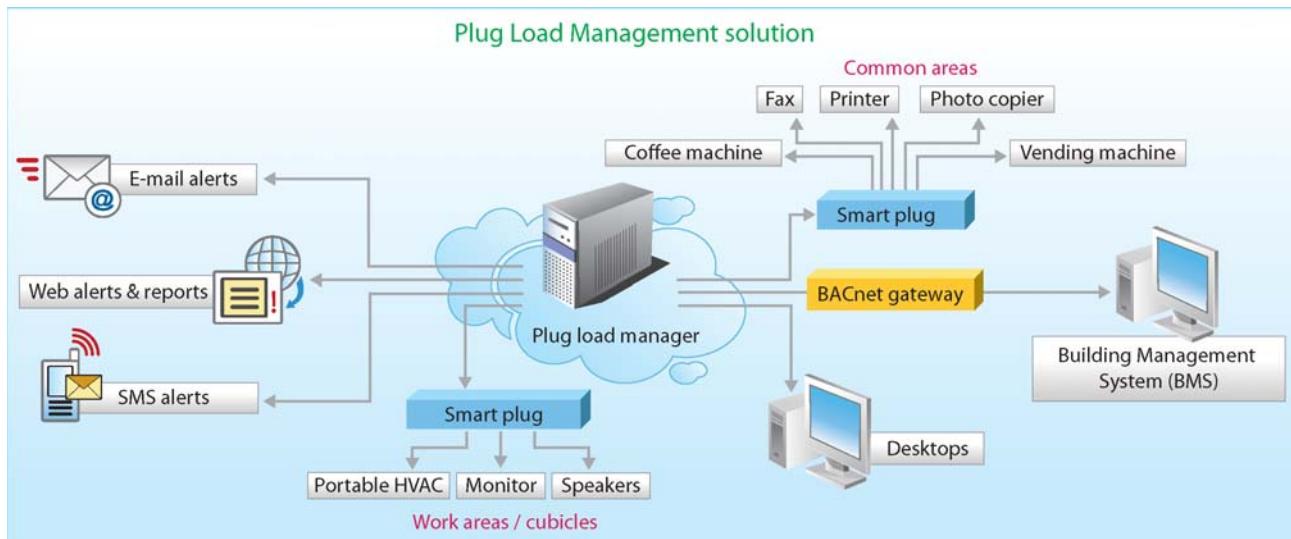
We have successfully implemented this solution at our campuses in India to monitor the energy consumption and buildings. We have achieved a 33% per-capita-per-month energy consumption reduction since January 2008, using the intelligence drawn from this solution.

### Plug Load Management solution

Plugged devices in enterprises such as printers, copiers, desktops, fax machines, coffee machines, vending machines, etc., waste about 40% to 50% of the energy they consume. Building managers in enterprises today have difficulty in identifying the distribution of energy consumption and consumption pattern of plug loads. It is hard to identify whether plug-load consumption is appropriate – check if the usage is unreasonable, and optimal – check if the device is still ‘on’ when it is not supposed to be.

Our Plug Load Management solution can measure energy consumption of plug-in devices connected to it. It helps building managers understand energy consumption pattern of plug-in devices over a period of time, usage during non-working hours, usage during peak hours, and also usage beyond reasonable values. In addition, this solution allows for comparison of energy consumption of plug-in devices against internal limits such as kWh per occupant, or industry benchmarks.

With the Plug Load Management solution, companies can control or reduce energy consumption of plug-in devices through application of automated policies based on time-limits, usage limits, peak load limits and custom policies.



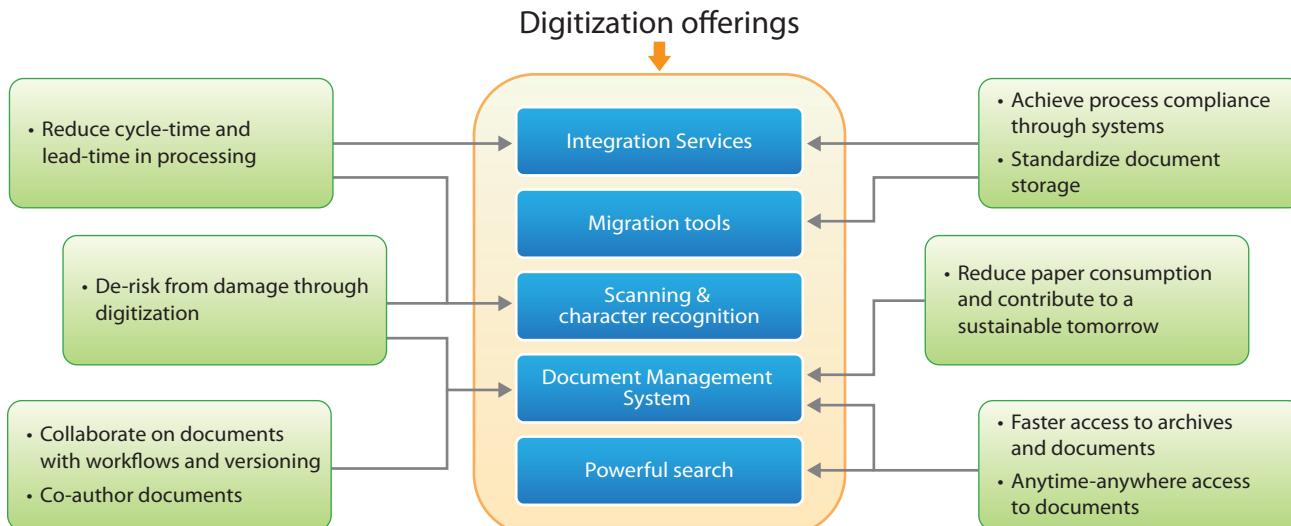
We are implementing the Plug Load Management solution to monitor the plug loads, especially those of monitors and desktops. From the data, it was observed that:

- Aggregate energy consumption of desktop computers after work hours is 48% of the total energy consumed by the desktops during work hours
- Aggregate energy consumption of computer monitors after work hours is 51% of the total energy consumed by the monitors during work hours

With this information, we are implementing programs and policies to ensure that energy consumption during non-work hours is reduced.

### Making organizations paperless through digitization

The IT industry in the last 30 years has matured in providing solutions to automate business processes across industries, leveraging the changing technology landscape. It is by bringing new thinking and technological breakthrough into existing ecosystems that enterprises can emerge stronger, and go fortified into the next generation of business.



The idea of a paper-less yet efficient enterprise is no longer utopian. A testimony to this is our Enterprise Digitization Initiative by the Information Systems (IS) department, which is the creator of all our in-house technology tools, applications and systems.

The Enterprise Digitization Initiative covers us against risks of damage as well as contributes to the environment by reducing paper consumption. In simplest terms, it provides:

- A single document storage platform for the entire Company across geographies
- Upload of scanned documents to repositories
- Search capability to locate both authored and scanned documents

The solution is based on Microsoft SharePoint 2010 and comprises a scanning solution and Optical Character Recognition (OCR) capabilities using IRIS power scan. Besides this, the Document Management System (DMS) also serves as a key vehicle in reducing cycle-time of applications of different departments by leveraging the scanning and document storage capabilities of the new system, document collaboration and co-authoring features across teams.

The specialty of the Enterprise Digitization Initiative is that it leverages our inherent capabilities in building tools and applications to create efficiencies in internal resource management, therefore building a sustainable model for in-house documentation management, sharing and retrieval.

The benefits accrued in digitizing over 8.3 million pages of documentation through this initiative are as follows:

- It has driven us closer to our vision of becoming less resource intensive.
- It has resulted in the reduction of paper usage, through reduced need to maintain hard copies of non-mandatory documents (leading to recycling), reduced need for print-outs and photocopies due to document sharing capabilities and reduced need for space to maintain records.

- It has reduced the risk for the organization through electronic storage of documents and enhanced disaster recovery mechanisms
- It has reduced the cycle-times for several internal business processes
- It has enhanced collaborative working among employees across geographies and time zones

## Enabling product compliance and sustainability

With frequently changing regulations worldwide, manufacturers from all sectors are challenged to not only meet required compliance needs but also produce sustainable products. Our Product Compliance & Sustainability (PC&S) solution is focused on conceptualizing, envisioning and co-creating compliance and sustainability strategy with the clients. The solution studies the PC&S aspects for all stages of product development while encapsulating the green and sustainable aspects in it. It leverages the Green PLM framework for execution, which is built on the principle, 'Produce products using green materials which require less energy and have a significantly lower impact on the environment'.

### Full Material Disclosure using PC&S

A major consumer electronics manufacturer asked us to assist in building the foundation for a global platform to manage regulatory compliance information. The solution will result in a single version of the truth for all regulatory data across existing and future product lines. To enable this solution, Full Material Disclosure against all supplier parts is being sought by our client. This project is a part of the Company's larger environmental transformational initiative of designing and manufacturing products responsibly. With this system in place, the client would be able to meet and manage RoHS, REACH, JIG, WEEE and other regulatory compliances for their products worldwide.

## Intelligent Server Room Monitoring solution



*Our Server Room Monitoring solution provides information and alerts for organizations to take corrective action when key environmental parameters are off-threshold limits. It helps cut down monitoring costs and reduces accidents.*

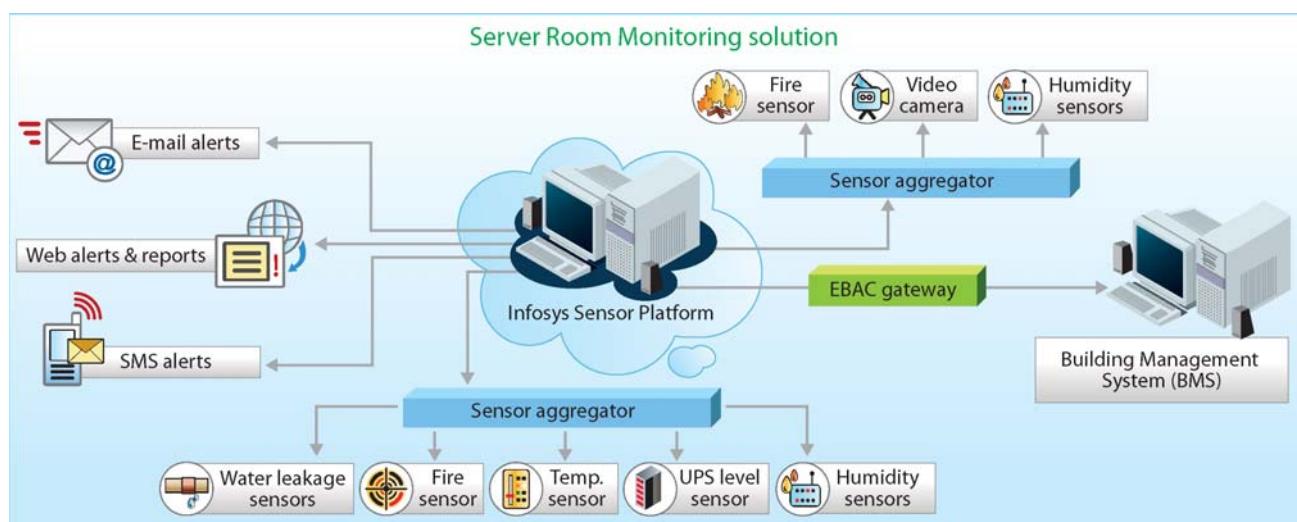
Our Server Room Monitoring solution is a cost-effective environmental monitoring solution for real-time monitoring of key environmental parameters in enterprise server rooms. It provides information and alerts for organizations to take corrective action when key environmental parameters are off-threshold limits. It helps cut down monitoring costs and reduces accidents.

Nearly, 60% of data centers and server rooms experience one to four down-time a year due to environmental conditions like a rise in temperature, UPS failure, humidity, water leakage, smoke, inappropriate air flow, etc. Though most data centers are well-monitored, many server rooms in enterprises are not adequately monitored in spite of such high failure rates and the costs associated with down-time.

In addition, temperature and humidity in most server rooms is maintained well below the American Society of Heating, Refrigerating

and Air-Conditioning Engineers (ASHRAE) recommendations. Using this solution, it is possible to closely monitor temperature and humidity and maintain them at upper limits of the ASHRAE recommendations; this will result in savings of 15% to 20% of energy used for cooling.

We have 105 server rooms which host servers, routers and other expensive equipment. The Server Room Monitoring solution will be deployed in these server rooms to continuously monitor the environmental parameters to safeguard expensive equipment from damage and also reduce downtime. Key environmental parameters like temperature, humidity, water leakage on the floors would be monitored in real-time. Any breach in threshold values would be immediately notified through SMS and email to administrators, so they can take corrective action.



## Summary and goals

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### Strategic goals

The following table lists our strategic sustainability goals and our plan for the immediate future :

Focus area	Status	Goals for 2012-13
We will pursue frameworks to integrate business and sustainability goals	<ul style="list-style-type: none"> <li>• We have made our Carbon Goals public.</li> <li>• Our sustainability goals have been integrated into the Corporate Scorecard of the Company.</li> <li>• Our Sustainability policy has been created and rolled out.</li> <li>• The procurement policy covering green and human rights aspects is being deployed in India-based locations.</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue to strengthen the organization as a platform for employee engagement in sustainability actions across environment and society.</li> </ul>

### Operational goals

Sustainability is a continuous process for us, and we monitor our progress on our stated goals at regular intervals. In the following table, we have captured the progress we made in fiscal 2012 against our stated goals of fiscal 2011 :

Goals for FY 2010-11	Progress status	Goals for FY 2011-12	Progress status
<b>Environment</b>			
Reduction in per capita per month consumption of electricity by 5%	Improvement of operational efficiency on the consumption of electricity by 3.85% as against our target of 5%.	Continue to work on reduction in consumption and improve by another 5%.	Achieved a reduction in per capita per month electricity consumption by 11.6% in fiscal 2012 as compared to fiscal 2011.  As of fiscal 2012, we have achieved a 32.67% per capita per month reduction in electricity consumption over the fiscal 2008 baseline.
Reduction in per capita per month consumption of fresh water	Achieved a reduction of 6.82% as against our target of 5%.	Continue to work on reduction in consumption and improve by another 5%.	Achieved a reduction of 18.2% in our per capita per month fresh water consumption. We were able to thus reduce our total annual fresh water consumption in fiscal 2012 by 8.4% as compared to fiscal 2011.
<b>Community and society</b>			
Waste recycling	Not part of operational goals last year. But, we successfully commissioned and set up a biogas plant at our campus in Mysore.	Plans to set up two more biogas plants.	Not achieved this goal.
Reduction in per capita per month of GHG emissions	Increase in GHG emissions by 1% because of the increase in scope-3 (business travel and employee commute), as against our target to reduce by 5%.	Continue to work on reducing GHG emissions by 5%.	Reduced per capita CO2e by 6.8% in fiscal 2012. We have achieved 25.7% reduction over the fiscal 2008 baseline, despite a year on year increase in scope-3 emissions.
Supply Chain	Conducted an awareness program for our vendors.	Integrate our green supply chain management processes into our vendor processes.	Organized training programs for vendors and offered support to help them implement green supply chain management processes in their respective organizations.
People	Implemented virtual tools to improve awareness on sustainability for Infosystems.  Implemented the sabbatical policy for social work	Continue to strengthen citizenship behaviors by strengthening Infosys as a platform for social work done by our employees.  Continue to strengthen education and inspire action.	Designed and rolled out learning interventions to strengthen citizenship behaviors across the organization.
Trees	Increased tree cover by 38,300 over the previous year. The total number of trees at our India locations stands at 180,000.	Plant 40,000 trees.	Planted 46,000 trees in fiscal 2012.

The following table gives a break-up of our goals for 2012-13 in the areas that we consider critically important in our sustainability journey:

Focus area	Goals for 2012-13
<b>Environment</b>	
Carbon	<ul style="list-style-type: none"> <li>Reduce our carbon intensity by 7% compared to fiscal 2012.</li> </ul>
Water	<ul style="list-style-type: none"> <li>Reduce our per capita fresh water consumption by 5% compared to fiscal 2012.</li> </ul>
Waste recycling	<ul style="list-style-type: none"> <li>Implement organic waste recycling plants in two of our India campuses.</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>Roll-out a comprehensive biodiversity policy across all our India campuses.</li> </ul>
<b>Suppliers</b>	
Supply chain	<ul style="list-style-type: none"> <li>Train 25% of our suppliers on responsible supply chain practices.</li> <li>Audit 10% of our suppliers on their responsible supply chain practices.</li> </ul>
<b>Society</b>	
Education	<ul style="list-style-type: none"> <li>Train 1,000 faculty and 30,000 students through our Campus Connect program for engineering colleges.</li> <li>Co-create electives with 30 engineering institutions as part of our Campus Connect program.</li> <li>Engage with 200,000 students through our SPARK program.</li> <li>Train and develop 15,000 students in non-engineering colleges in Tier 2 and Tier 3 towns in India through our Project Genesis initiative.</li> <li>Identify and reward six of the best researchers and scientists through the Infosys Prize and establish them as role models to inspire the next generation of researchers in the country.</li> </ul>
<b>Employees</b>	
Sustainable engagement	<ul style="list-style-type: none"> <li>Educate 100% of our employees and contractors on our sustainability practices.</li> <li>Strengthen our sustainability volunteer pool by 25% across the organization.</li> </ul>

## United Nations Global Compact

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### Communication on progress

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

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

### Global Compact Principles and GRI indicator mapping

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

GC areas	GC principles	Mapping with GRI indicators
Human rights	Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	EC5, LA4, LA6 – LA9, LA13 – LA14, HR1 – HR9, SO5, PR1 – PR2, PR8
	Principle 2 – Businesses should make sure that they are not complicit in human rights abuses.	HR1 – HR9, SO5
Labor	Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	LA4 – LA5, HR1 – HR3, HR5, SO5
	Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.	HR1 – HR3, HR7, SO5
	Principle 5 – Businesses should uphold the effective abolition of child labor.	HR1 – HR3, HR6, SO5
	Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	EC7, LA2, LA13 – LA14, HR1 – HR4, SO5
Environment	Principle 7 – Businesses should support a precautionary approach to environmental challenges.	EC2, EN18, EN26, EN30, SO5
	Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	EN1 – EN30, SO5, PR3 – PR4
	Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.	EN2, EN5 – EN7, EN10, EN18, EN26 – EN27, EN30, SO5
Anti-corruption	Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	SO2 – SO6

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

## Business Responsibility Report

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The Securities Exchange Board of India (SEBI), vide its press release dated November 24, 2011, had proposed that the listed entities should submit Business Responsibility Reports as part of their Annual Reports. According to the proposal, the report should describe the measures taken by the listed companies along with key principles enunciated in the '*National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business*' framed by the ministry of Corporate Affairs (MCA).

We have been at the forefront of voluntary disclosures to ensure transparent reporting in all matters related to our business operations and governance. Accepting SEBI's proposal voluntarily, we have published our first Business Responsibility Report. The report is available on our website [www.infosys.com](http://www.infosys.com).

We have used the framework prescribed by the MCA for reporting and disclosing data in our Business Responsibility Report 2011-12. For more details on MCA's guidelines for Business Responsibility Report, visit [http://www.nfcgindia.org/pdf/National\\_Voluntary\\_Guidelines.pdf](http://www.nfcgindia.org/pdf/National_Voluntary_Guidelines.pdf).



## Independent assurance statement

### Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the management of Infosys Technologies Limited ('Infosys' or 'the Company') to carry out an independent assurance engagement on the Company's Sustainable Development Report 2011-12 ('the Report') in its printed format and the referenced information in the Report to the Company's website, Business Responsibility Report and Annual Report. The engagement was carried out against DNV Protocol for Verification of Sustainability Reporting (VeriSustain)<sup>(1)</sup> including verification of application level and adherence to principles of the Global Reporting Initiative 2011 Sustainability Reporting Guidelines Version 3.1 (GRI G3.1). The verification was conducted between March - July 2012, for the year of activities covered in the Report i.e. 1st April 2011 to 31st March 2012.

DNV is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. DNV states its independence and impartiality with regard to this assurance engagement. DNV was not involved in the preparation of any statements or data included in the Report, with the exception of this Assurance Statement. DNV maintains complete impartiality toward any people interviewed.

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

### Scope, boundary and limitations of Assurance

The scope of DNV's assurance engagement, as agreed upon with Infosys, included the following:

- Verification of the application of report content principles set out in the GRI 3.1 and quality of information presented in the Report and the referenced information in the Report to the Company's website Business Responsibility Report and Annual Report;
- Evaluation and confirmation of the Infosys's declared Application Level;
- Review of the Report against the requirements of VeriSustain with a moderate level of assurance;
- Review and assessment of the processes and tools for collecting, aggregating and reporting qualitative data inside the Report and verification of the reliability of performance indicators reported.

Our engagement did not include assessment of the adequacy or effectiveness of Infosys strategy or management of sustainability related issues.

The reporting boundary is as set out in page 9 of the Report. As part of verification we visited Infosys head-office in Bangalore and development centres in Bangalore, Hyderabad, Mysore and Pune, India.

### Verification Methodology

This assurance engagement was planned and carried out in accordance with the DNV Protocol for Verification of Sustainability Reporting (VeriSustain). The Report has been evaluated against the principles of Materiality, Stakeholder Inclusiveness, Completeness, Responsiveness, Reliability and Neutrality.

During the assurance engagement, DNV has taken a risk-based approach, meaning that we concentrated our verification efforts more on the issues of high material relevance to Infosys's business and stakeholders. As part of the engagement, DNV has verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flow and controls. In doing so, we have :

- Reviewed the company's approach to stakeholder engagement and its materiality determination process;
- Verified the robustness of the data management system, information flow and controls;
- Conducted interview with executive co-chairman;
- Conducted in-person and on-line interviews with senior Infosys representatives, including data owners and decision-makers from different functions and locations of the Company;
- Performed sample-based reviews of the mechanisms for implementing the company's sustainability related policies, as described in the Report;
- Performed sample-based checks of the data management processes for completeness and reliability. This including assessments of methods, practices, tools and competence used in collection, aggregation and reporting of data as it is transferred and managed at different levels of the organisation.

<sup>(1)</sup> Order for copy at - <http://www.dnvba.com/Global/sustainability/reporting-communication/Pages/sustainability-reporting.aspx>

## Conclusions

In DNV's opinion, based on the work carried out, the Report is a fair representation of the Company's sustainability-related strategies, management systems and performance. The Report, along with the referenced information in the web site, Business Responsibility Report and Annual Report, meets the general content and quality requirements of the GRI G3.1, and DNV confirms that the Report meets requirements for Application Level 'A4'. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

**Stakeholder Inclusiveness:** Good. The Company demonstrates engagement with stakeholders through various channels. The process of considering the inputs from all stakeholders can be further strengthened through appropriate documentation.

**Materiality:** Acceptable. The outcome of the process has not missed out any significant, known material issues. The process should be further integrated to organisational decision-making process and strategy. Infosys should also consider communicating the process in the report.

**Completeness:** Acceptable. The reporting boundary is clearly stated in the Report. The Company should bring uniformity in the reporting boundary across the report.

**Responsiveness:** Acceptable. Within the reporting boundary defined by Infosys, the expectations expressed by stakeholders have generally been addressed through corporate policies and management systems which are reflected in the Report.

**Reliability:** Good. No systematic or material errors have been detected for data and information verified.

**Neutrality:** Acceptable. The tone in the report is relatively neutral. No biased information is observed.

## Opportunities for Improvement

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

- Promote sustainability performance in the supply chain;
- Consider reporting in a more interactive format to help stakeholders access the information in more user friendly manner.

For Det Norske Veritas AS,

**Santhosh Jayaram**

*Lead Verifier  
Head, Sustainability and Business Excellence (South Asia)  
Det Norske Veritas AS, India*

**Antonio Astone**

*Reviewer  
Global Manager, Corporate Responsibility Services,  
DNV Business Assurance, Italy*

Bangalore, India, July 06, 2012

## GRI application level



# Statement GRI Application Level Check

GRI hereby states that **Infosys Limited** has presented its report "Growing responsibly - Infosys Sustainability Report 2011-12" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

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

Amsterdam, 12 July 2012

Nelmaria Arbex  
Deputy Chief Executive  
Global Reporting Initiative



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

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

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 4 July 2012. GRI explicitly excludes the statement being applied to any later changes to such material.*

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## GRI reporting framework 3.1 – Content index

The Infosys Sustainability Report 2011-12 report, along with the Annual Report 2011-12, the Additional Information on our financial disclosures available on our website, <http://www.infosys.com/investors/reports-filings/Pages/index.aspx>, and the Business Responsibility Report, is aligned with the GRI sustainability reporting guidelines.

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

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

Application Level	A+	Third-party-checked		Assured by	Det Norske Veritas AS
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### Standard Disclosures Part I: Profile Disclosures

#### Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	SR – Page 4			
1.2	Description of key impacts, risks, and opportunities.	Fully	SR – Pages 9, 49 AR – 28-30			

#### Organizational Profile

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organization.	Fully	SR – Page 6			
2.2	Primary brands, products, and / or services.	Fully	SR – Pages 45-47 AR – Pages 6, 7, 8			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	AR – Pages 6, 7, 8			
2.4	Location of organization's headquarters.	Fully	AR – Page 72			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	SR – Page 3 AR – Pages 6-8, 78-80			
2.6	Nature of ownership and legal form.	Fully	AR – Pages 72-74			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers / beneficiaries).	Fully	AR – Pages 25, 56 AI – Page 66			
2.8	Scale of the reporting organization.	Fully	SR – Pages 3, 6 AR – Page 7			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	AR – Pages 62, 72			
2.10	Awards received in the reporting period.	Fully	SR – Page 5 AR – Page 10			

#### Report Parameters

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.1	Reporting period (e.g., fiscal / calendar year) for information provided.	Fully	SR – Page 2			
3.2	Date of most recent previous report (if any).	Fully	SR – Pages 2, 4			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	SR – Pages 2, 4			
3.4	Contact point for questions regarding the report or its contents.	Fully	SR – Pages 6, 7, 59			
3.5	Process for defining report content.	Fully	SR – Pages 7-10			

Legend: AR: [Annual Report 2011-12](#)

AI: [Additional Information](#)

BRR: [Business Responsibility Report 2011-12](#)

SR: [Sustainability Report 2011-12](#)

### Report Parameters (contd.)

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	SR – Pages 2, 9, 10			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	SR – Pages 2-10			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and / or between organizations.	Fully	SR – Pages 9-10			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully		SR – Pages 9-10, 36		
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers / acquisitions, change of base years / periods, nature of business, measurement methods).	Fully	SR – Pages 34-35			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	SR – Pages 34-35			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	SR – Pages 56-64			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	SR – Page 2			

### Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	AR – Pages 65-70			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	AR – Page 62			
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and / or non-executive members.	Fully	AR – Pages 62-63			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	AR – Pages 68-70 BRR – Page 8 SR – Page 8, 22			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	AR – Pages 63-64			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	AR – Pages 62-63			
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	AR – Pages 62-63			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	SR – Pages 2, 4, 14, 15, 16			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	SR – Pages 14-15 AR – Pages 69-70			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	AR – Pages 65-68			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	SR – Pages 9, 10 AR – Pages 28-30			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	SR – Pages 2, 4, 11-12 AR – Pages 70-71			
4.13	Memberships in associations (such as industry associations) and / or national / international advocacy organizations in which the organization : a. Has positions in governance bodies; b. Participates in projects or committees; c. Provides substantive funding beyond routine membership dues; or d. Views membership as strategic.	Fully	SR – Pages 7, 10, 29, 37, 43			
4.14	List of stakeholder groups engaged by the organization.	Fully	SR – Pages 7, 8, 9			

Legend: AR: Annual Report 2011-12

AI: Additional Information

BRR: Business Responsibility Report 2011-12

SR: Sustainability Report 2011-12

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

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	SR – Pages 7, 8, 9			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	SR – Pages 7, 8, 9			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	SR – Pages 7, 8, 9, 10 AR – Pages 2-3, 7			

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

G3 DMA	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA EC	Disclosure on Management Approach EC	Fully	SR – Pages 9-10, 14 AR – Pages 20-27				
Aspects	Economic performance	Fully	SR – Pages 6, 17 AR – Pages 4, 36-38				
	Market presence	Fully	SR – Pages 6				
	Indirect economic impacts	Fully	SR – Pages 9, 14 AR – Page 26				
DMA EN	Disclosure on Management Approach EN	Fully	SR – Pages 14-17, 20-27 AR – Page 80				
Aspects	Materials	Fully	SR – Pages 33-38				
	Energy	Fully	SR – Pages 33-38				
	Water	Fully	SR – Pages 33-38				
	Biodiversity	Not	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.		Not applicable	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.	
	Emissions, effluents and waste	Fully	SR – Pages 33-38				
	Products and services	Not	This indicator does not apply to our products and services as they do not consume packaging material significantly.		Not applicable	This indicator does not apply to us because our business involves mainly products, consultancy and services in the information technology domain, and therefore we do not use any natural or recycled raw materials for packaging our goods and services.	
	Compliance	Fully	SR – Pages 2, 4, 14, 15 AR - Pages 10, 61-71				
	Transport	Not	This indicator does not apply to us as our business operations do not involve hazardous substances under the Basel convention annexure.		Not applicable	This indicator does not apply to us because our business involves products, consultancy and services in the information technology domain, and therefore does not require the transport of raw materials or finished goods that are hazardous in nature as per the Basil convention annexure. We monitor the carbon footprint due to our employee commute and the quantitative and qualitative data is provided in the response to EN29 in the report.	
	Overall	Fully	AR – Page 21				
DMA LA	Disclosure on Management Approach LA	Fully	SR – Pages 14-16				
Aspects	Employment	Fully	SR – Pages 17-20				
	Labor / management relations	Fully	SR – Page 17				
	Occupational health and safety	Fully	SR – Pages 15, 16, 19-21				

Legend: AR: Annual Report 2011-12

AI: Additional Information

BRR: Business Responsibility Report 2011-12

SR: Sustainability Report 2011-12

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

G3 DMA	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA HR	Training and education	Fully	SR – Pages 17-21				
	Diversity and equal opportunity	Fully	SR – Pages 17-19, 21, 22, 24				
	Equal remuneration for women and men	Fully	SR – Page 14				
DMA HR	Disclosure on Management Approach HR	Fully	SR – Pages 17, 18 AI – Page 68				
Aspects	Investment and procurement practices	Fully	SR – Pages 17				
	Non-discrimination	Fully	SR – Pages 14, 17-19				
	Freedom of association and collective bargaining	Fully	SR – Pages 14, 17, 18				
	Child labor	Fully	SR – Page 17				
	Prevention of forced and compulsory labor	Fully	SR – Page 17				
	Security practices	Fully	SR – Pages 15, 16, 21, 25				
	Indigenous rights	Not	This indicator does not apply to us as our business operations do not impact the rights of indigenous communities.		Not applicable	We are a signatory to the United Nations Global Compact and abide by its ten principles. As per the first two UNGC principles on human rights, we recognize and respect the rights of indigenous communities. The nature of our business operations does not impact the rights of indigenous communities.	
DMA SO	Assessment	Fully	SR – Page 15				
	Remediation	Fully	SR – Pages 15, 21-22				
	Disclosure on Management Approach SO	Fully	SR – Page 14				
Aspects	Community	Fully	SR – Pages 16-17, 23-29				
	Corruption	Fully	SR – Pages 14, 15				
	Public policy	Fully	SR – Pages 4, 15				
	Anti-competitive behavior	Fully	SR – Page 15				
	Compliance	Fully	SR – Page 15 AR – Page 71				
DMA PR	Disclosure on Management Approach PR	Fully	SR – Page 39				
Aspects	Customer health and safety	Not	This indicator does not apply to us as our products and services do not cause an impact on health and safety incidents.		Not applicable	This indicator does not apply to us because our business involves mainly products, consultancy and services in the information technology domain, which does not impact the health of our customers adversely and does not jeopardize their safety.	
	Product and service labelling	Fully	SR – Page 42 AR – Page 8				
	Marketing communications	Fully	SR – Page 15 AR – Page 9 AI – Page 70				
	Customer privacy	Fully	SR – Page 17				
	Compliance	Fully	AR – Page 71				

Legend: AR: [Annual Report 2011-12](#)AI: [Additional Information](#)BRR: [Business Responsibility Report 2011-12](#)SR: [Sustainability Report 2011-12](#)

## Standard Disclosures Part III: Performance Indicators

### Economic

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Economic performance</b>							
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	AR – Pages 4, 35-41 AI – Page 79				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	SR – Page 35 AR – Page 27				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	AR – Pages 47-48				
EC4	Significant financial assistance received from government.	Fully	AR – Pages 7-25				
<b>Market presence</b>							
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Fully	SR – Pages 14-17				
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	SR – Pages 15, 16				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	SR – Pages 15, 19, 20				
<b>Indirect economic impacts</b>							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	SR – Pages 15, 27-30				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	SR – Pages 18, 19, 27, 28				

### Environmental

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Materials</b>							
EN1	Materials used by weight or volume.	Fully	SR – Pages 33-37				
EN2	Percentage of materials used that are recycled input materials.	Fully	SR – Pages 33-37				
<b>Energy</b>							
EN3	Direct energy consumption by primary energy source.	Fully	SR – Pages 33, 34				
EN4	Indirect energy consumption by primary source.	Fully	SR – Pages 33, 34				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	SR – Pages 33-35				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	SR – Pages 41-48				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	SR – Page 36				
<b>Water</b>							
EN8	Total water withdrawal by source.	Fully	SR – Page 34				
EN9	Water sources significantly affected by withdrawal of water.	Fully	SR – Page 34				
EN10	Percentage and total volume of water recycled and reused.	Fully	SR – Page 34				
<b>Biodiversity</b>							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	SR – Page 36				

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**Environmental (contd.)**

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	SR – Page 36				
EN13	Habitats protected or restored.	Not	This indicator does not apply to us as our business operations do not impact protected habitats.		Not applicable		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.		Not applicable		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not	This indicator does not apply to us as our business operations do not impact the IUCN Red List species.		Not applicable		
<b>Emissions, effluents and waste</b>							
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	SR – Pages 35, 36				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	SR – Pages 35, 36				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	SR – Pages 35, 36				
EN19	Emissions of ozone-depleting substances by weight.	Fully	SR – Pages 35, 36				
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	Fully	SR – Pages 35, 36				
EN21	Total water discharge by quality and destination.	Fully	SR – Page 34				
EN22	Total weight of waste by type and disposal method.	Fully	SR – Page 34				
EN23	Total number and volume of significant spills.	Fully	SR – Page 36				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not	This indicator does not apply to us as our business operations do not involve hazardous substances under the Basel convention annexure.		Not applicable		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not	This indicator does not apply to us as our business operations do not impact the protected status of water bodies and resources.		Not applicable		
<b>Products and services</b>							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	SR – Pages 41-48				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	SR – Page 36				
<b>Compliance</b>							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	AR – Page 35 SR – Page 15				

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**Environmental (contd.)**

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Transport</b>							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	SR – Pages 35, 37				
<b>Overall</b>							
EN30	Total environmental protection expenditures and investments by type.	Fully	AR – Page 21				

**Social: Labor Practices and Decent Work**

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Employment</b>							
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	Partially	SR – Page 18		Not material	We have not reported the quantitative data about our contractual workers.	
LA2	Total number and rate of employee turnover by age group, gender, and region.	Fully	SR – Page 18			This parameter is not fully applicable to our business operations as the contractual workers employed with us are not material to us since the requirements are based on interim demand.	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	AR – Page 11 SR – Page 18				
LA15	Return to work and retention rates after parental leave, by gender.	Fully	SR – Page 22				
<b>Labor / management relations</b>							
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	SR – Page 14				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	SR – Page 14				
<b>Occupational health and safety</b>							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	SR – Pages 15-16				
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region, and by gender.	Fully	SR – Pages 15-16				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	SR – Pages 15-16				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	SR – Pages 15-16				
<b>Training and education</b>							
LA10	Average hours of training per year per employee by employee category.	Fully	SR – Page 20				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	SR – Pages 19-20				
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	SR – Page 18				

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

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Diversity and equal opportunity</b>							
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	SR – Pages 19-20				
LA14	Ratio of basic salary of men to women by employee category, by significant locations of operation.	Fully	SR – Page 14				

### Social: Human Rights

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Investment and procurement practices</b>							
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Fully	BRR – Page 11				
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Fully	SR – Pages 15, 49				
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	SR – Pages 14-15				
<b>Non-discrimination</b>							
HR4	Total number of incidents of discrimination and actions taken.	Fully	SR – Page 21				
<b>Freedom of association and collective bargaining</b>							
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Fully	SR – Page 14				
<b>Child labor</b>							
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully	SR – Page 15				
<b>Forced and compulsory labor</b>							
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Fully	SR – Page 15				
<b>Security practices</b>							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	SR – Page 15				
<b>Indigenous rights</b>							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not	This indicator does not apply to us as our business operations do not impact the rights of indigenous communities.		Not applicable		
<b>Assessment</b>							
HR10	Percentage and total number of operations that have been subject to human rights reviews and / or impact assessments.	Fully	SR – Page 15				
<b>Remediation</b>							
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	SR – Pages 15, 21-22				

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**Social: Society**

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
<b>Community</b>							
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	SR – Pages 27-30				
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	SR – Pages 14-15				
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	SR – Pages 14-15				
<b>Corruption</b>							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	AR – Pages 28-30			The risk management framework and Whistleblower Policy is applicable across the organization.	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	SR – Pages 14-15			It is mandatory for every new employee to sign his / her acceptance of the Code of Conduct and Ethics, which includes anti-corruption and anti-bribery clauses.	
SO4	Actions taken in response to incidents of corruption.	Fully	SR – Page 15				
<b>Public policy</b>							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	SR – Pages 4, 15				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	SR – Page 15				
<b>Anti-competitive behavior</b>							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	SR – Page 15				
<b>Compliance</b>							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	SR – Page 15				

**Social: Product Responsibility**

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
<b>Customer health and safety</b>							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	BRR – Page 19				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	SR – Page 15				
<b>Product and service labelling</b>							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	AR – Pages 7-8				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	SR – Page 15				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	SR – Page 26				

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**Social : Product Responsibility (contd.)**

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
<b>Marketing communications</b>							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	SR – Page 15				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	SR – Page 15				
<b>Customer privacy</b>							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	SR – Page 17				
<b>Compliance</b>							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	SR – Page 15				

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## Acronyms

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API	Application Programming Interface	MJ	Mega Joules
COP	Communication on Progress	MT	Mega Tons
CRY	Child Rights and You	NASSCOM	National Association of Software Companies
DC	Development Center	PSPD	Predictability, Sustainability, Profitability and De-risking
DG	Diesel generator	RFP	Request for Proposal
DNV	Det Norske Veritas AS	SPS	Smart Power Strip
DRR	Disaster Recovery Representatives	STP	Software Technology Park
ERM	Enterprise Risk Management	TERI	The Energy and Resources Institute
GDM	Global Delivery Model	TMVR	Tracking Monitoring Verification and Reporting
GHG	Green House Gas	UNGC	United Nations Global Compact
GJ	Giga Joules	UNIFEM	United Nations Fund for Women
GRB	Grievance Redressal Board	UPS	Uninterrupted Power Supply
GRI	Global Reporting Initiative	VoY	Voice of Youth
IFRS	International Financial Reporting Standards	WB	World Bank
IGBC	Indian Green Building Council	WBCSD	World Business Council for Sustainable Development
IWIN	Infosys Women's Inclusivity Network	WEF	World Economic Forum
kWh	Kilo Watt Hour	WWF	World Wildlife Fund for Nature
LED	Light Emitting Diode	YDF	Youth Development Foundation
LEED	Leadership in Energy and Environmental Design		

## Contacts

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### Financial statements

V. Balakrishnan  
*Chief Financial Officer*  
 Tel.: 91 80 2852 0440, Fax: 91 80 2852 0754  
 E-mail: [balakv@infosys.com](mailto:balakv@infosys.com)

### Shares / dividend / compliance

N. R. Ravikrishnan  
*Company Secretary and Compliance Officer*  
 Tel.: 91 80 4116 7750, Fax: 91 80 2852 0754  
 E-mail: [Ravikrishnan\\_Nr@infosys.com](mailto:Ravikrishnan_Nr@infosys.com)

### Investor correspondence in India

Avishek Lath  
*Manager – Investor Relations*  
 Tel.: 91 80 4116 7744, Fax: 91 80 2852 0754  
 E-mail: [avishek\\_lath@infosys.com](mailto:avishek_lath@infosys.com)

### Investor correspondence in the U.S.

Sandeep Mahindroo  
*Senior Manager – Investor Relations*  
 Tel.: 1 646 254 3133, Fax: 1 646 254 3101  
 E-mail: [sandeep\\_mahindroo@infosys.com](mailto:sandeep_mahindroo@infosys.com)

### Sustainability Report

Aruna C. Newton  
*Associate Vice President*  
 Tel.: 91 80 28520261  
 E-mail: [arunacnewton@infosys.com](mailto:arunacnewton@infosys.com)

### Green initiatives at Infosys

Rohan M. Parikh  
*Head – Green Initiatives*  
 Tel.: 91 80 4116 7923  
 E-mail: [Rohan\\_Parikh@infosys.com](mailto:Rohan_Parikh@infosys.com)

### Infosys Foundation

E-mail: [foundation@infosys.com](mailto:foundation@infosys.com)

### Infosys Science Foundation

E-mail: [ISF@infosys.com](mailto:ISF@infosys.com)

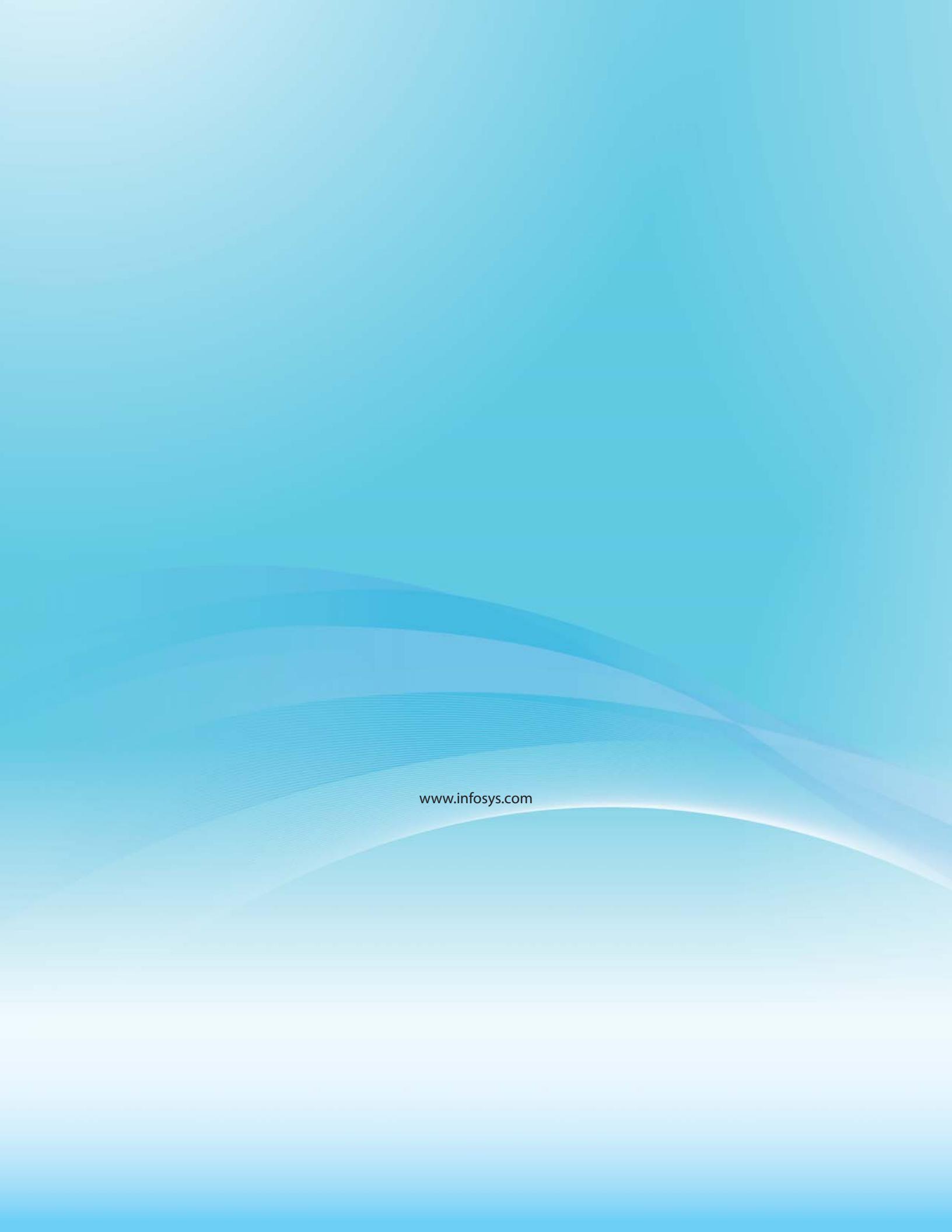
### Suggestions and feedback

E-mail: [sustainability@infosys.com](mailto:sustainability@infosys.com)

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