



# ESG is an opportunity

ESG REPORT 2022-23

**How to navigate the report**

We bring you the Infosys ESG Report 2022-23 – an interactive PDF made to help you access information easily, to go to another page, section or website. The ESG disclosures consist of the ESG Report 2022-23 and the ESG Data book 2022-23.

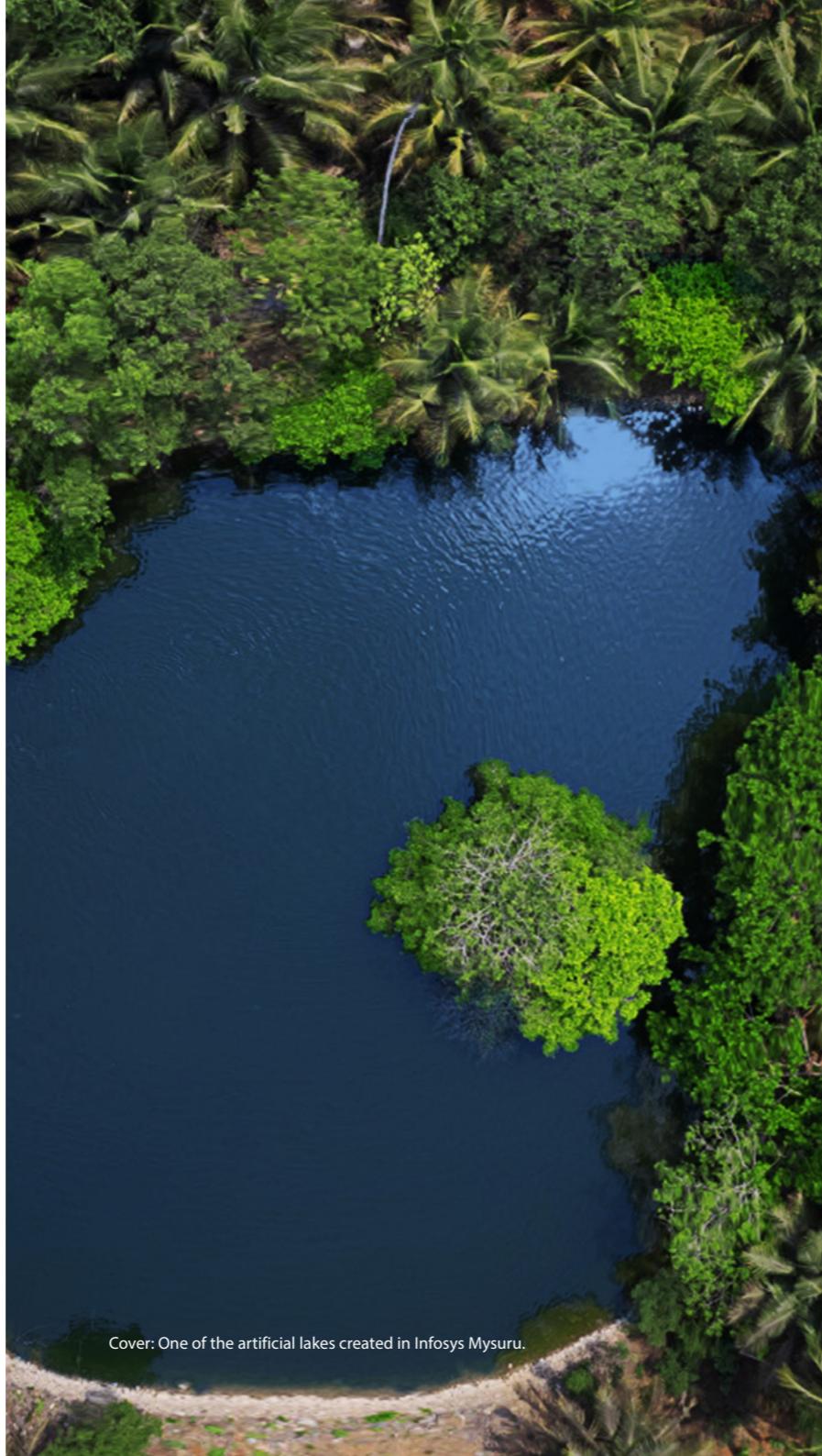
[Click here to access the ESG Data book](#)

**Document controls**

The bold text on the navigation bar indicates the section you are currently in. You can also go to specific chapters from the Contents page. Some of the links embedded in the content will take you to the Infosys Integrated Annual Report, ESG Data Book, the Corporate Responsibility microsite, and the Foundation websites.



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Infosys ESG Report 2022-23



Cover: One of the artificial lakes created in Infosys Mysuru.

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## SUSTAINABLE DEVELOPMENT GOALS

### Mapping with UN SDGs

Our ESG ambitions continue to power our efforts to create value for our stakeholders. Throughout the report, you will find our ESG progress mapped to the UN Sustainable Development Goals (SDGs).

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## Introduction

# **ESG is an opportunity**

Most companies know that being socially conscious and responsible is non-negotiable today. By integrating ESG practices, businesses can effectively mitigate risks associated with environmental and social challenges, enhancing their long-term sustainability and minimizing negative impacts.

At Infosys, we believe ESG consciousness is about creating a sustainable business where we care about including more people in our vision so we can drive value together, while at the same time, fostering social impact, promoting stakeholder engagement, emphasizing ethical governance, and unlocking investment and market opportunities. This is encapsulated beautifully in our purpose statement – to amplify human potential and create the next opportunity for people, businesses and communities. At Infosys, we believe ESG is an opportunity – an opportunity to contribute to a more sustainable, inclusive, and prosperous society.

Join us as we review the progress we've made in fiscal 2023 in this ESG Report. As always, we welcome and appreciate your feedback.



# Reflecting on our journey so far

**Carbon neutral  
4 years in a row**



**CDP climate  
leadership  
7 years in a row**



**2,40,000+**

rural families continue to benefit from our carbon offset programs

**28.9 mn sq. ft.**

of the highest-level green certified space

**35 mn sq. ft.**

of office space monitored through Infosys command center

**49.92%**

reduction in Scope 1 and 2 GHG emissions over the BAU scenario\*

**60 MW**

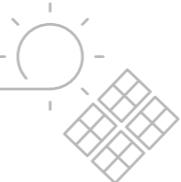
of total installed solar capacity

**57.90%**

of electricity for our India operations comes from renewable sources

**10.96 MWh/US\$ mn**

energy intensity for fiscal 2023



**39 lakes**

across our campuses, holding 426 million liters of rainwater storage capacity

**400 deep injection wells**

across our campuses in India, providing a combined recharge capacity of around 20 million liters

**100%**

recycling of wastewater



**66%**

proportion of spending on local suppliers (in India) in fiscal 2023

**114 mn+ lives**

empowered via Tech for Good programs in e-governance, healthcare and education

**World's most ethical company**

recognized by Ethisphere for the third year in a row



**~50,000 fresh graduates**

hired globally

**91% local  
hires**



**39.4%**

women in the workforce in fiscal 2023



**8.5 mn  
learners**

enabled with digital skilling

**ISO 27001:2013**

Information security management standard certified

**ISO 14001:2015**

Environment management standard certified

**ISO 45001:2018**

Occupational health & safety management standard certified

**ISO 27701:2019**

Privacy information management standard certified

**ISO 22301:2019**

Business continuity management standard certified



\* BAU scenario refers to regular operations without interventions such as renewable power or energy conservation initiatives.

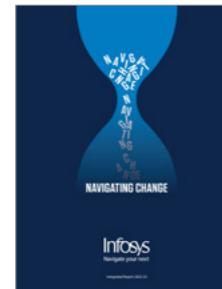


# Infosys ESG Report 2022-23

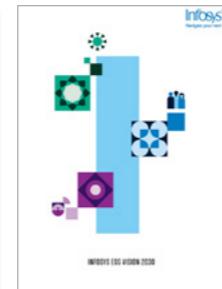
Over the last four decades, Infosys has stayed true to the vision of the founders – to earn the respect of our stakeholders. It is no wonder, therefore, that a holistic appreciation of progress - inclusive of the universe of stakeholders from clients to communities, employees, suppliers, investors and the government - has continued to inform our collective efforts and results, since inception. This ESG report, together with our other publications, reflect our approach, journey and outcomes.

## About this report

This report provides information on the progress on our ESG Vision 2030 commitments. The report forms the basis of our Communication on Progress (CoP) with the UN Global Compact (UNGC) each year. Our disclosures show the maturity of our sustainability management system and reporting practices. It addresses the growing interests and expectations of our global stakeholders across environmental, social and governance dimensions.



[Infosys  
Integrated  
Annual Report  
2022-23](#)



[Infosys  
ESG Vision 2030](#)

## Frameworks, guidelines and standards

The disclosures in this Report are in accordance with the GRI Standard 2021 and SASB standards. The ESG Data Book contains our response to the Task Force on Climate-related Financial Disclosures (TCFD).



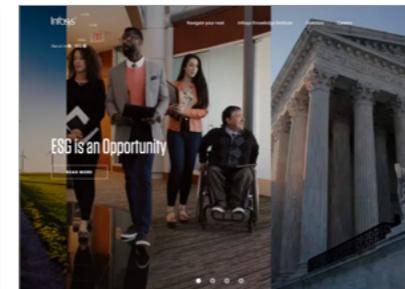
[Infosys ESG Databook 2022-23](#)

## Approach to materiality

The universe of our material topics on Environmental, Social and Governance (ESG) is complex and multi-layered, one that is deeply intertwined with the value we seek to create through our business for our stakeholders.

Read more: [Infosys ESG Vision 2030 document](#)

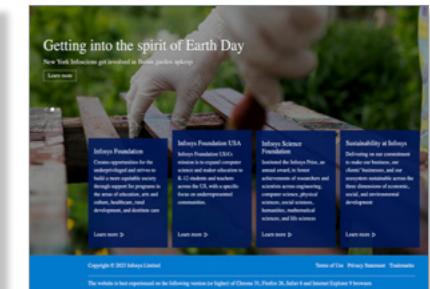
We have also mapped our contribution to the Sustainable Development Goals (SDGs).



[Infosys Sustainability Microsite](#)



[Infosys  
Foundation Report  
2022-23](#)



[Infosys  
Corporate Social Responsibility  
Microsite](#)



# Global Presence\*



Infosys began its operations in a small apartment office in Pune, India, in 1981. Today, we have offices across six continents.

For details of our global locations, visit  
<https://www.infosys.com/investors/reports-filings/documents/global-presence2023.pdf>

\*as of May 29, 2023

## Global footprint

### No. of countries

**56**

### No. of offices

**274**

## Employees

### Total number of employees

**3,43,234**

### Women employees

**39.4%**

## Revenues

### Total

**₹ 1,46,767 cr**

### Digital

**62.2%**

## Revenue by geography

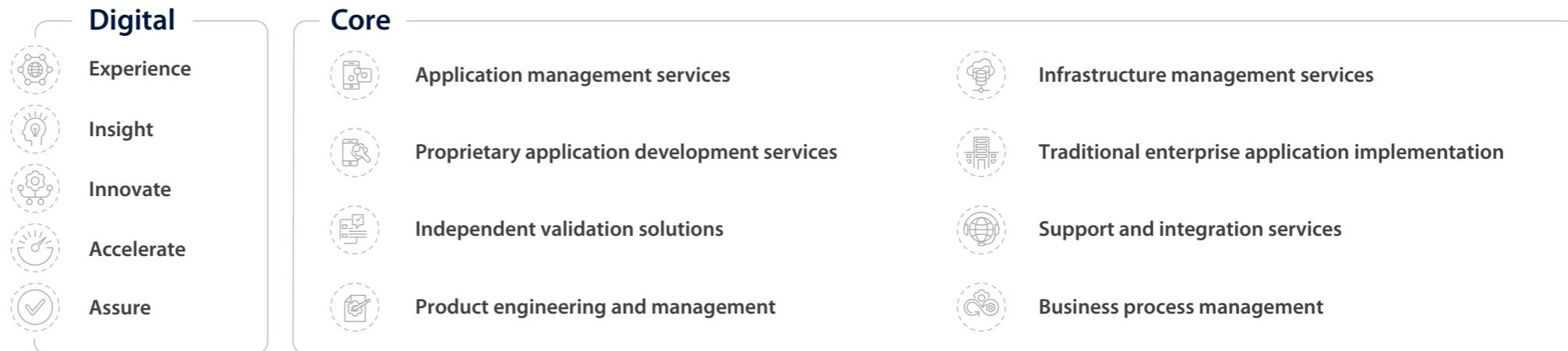
### Regions

### 2022-23

North America	61.8%
Europe	25.7%
Rest of the world	9.9%
India	2.6%



# Our solutions are classified as digital and core



## Digital accelerators

### Infosys | Metaverse Foundry

Infosys Metaverse Foundry combines the power of domain and design expertise, platforms and digital accelerators, with strong relationships in a rich creator-partner economy.

### Infosys | Center for Emerging Technology Solutions

Infosys Center for Emerging Technology Solutions (iCETS) focuses on incubation of NextGen services and offerings by identifying and building technology capabilities to accelerate innovation.

### Infosys cobalt

Infosys Cobalt is a set of services, solutions, and platforms for enterprises to accelerate their cloud journey.

### Infosys topaz

Infosys Topaz is an AI-first offering to accelerate business value for global enterprises using generative AI.

## Key products and platforms

### Infosys | Finacle

### Infosys MERIDIAN

### edgeverve An Infosys company

### Panaya An Infosys company

### STER International Mortgage Services An Infosys company

### Infosys | Cortex

### Infosys™ McCamish

### Infosys equinox

### Infosys Helix

### WINGSPAN

### Infosys® Live Enterprise Application Suite

### Infosys | Applied AI

### Infosys | Cyber Next



# ESG is an opportunity

**Dear stakeholder,**

The business and ethical imperative for enterprises today is to focus on being sustainable, then acting at speed and scale to accelerate impact. At Infosys, whether it is leading from the front and being carbon neutral for the fourth consecutive year, on our journey to net zero, or driving digital reskilling to impact 8.5 million lives, we've been navigating our next in terms of creating a hopeful, progressive shared future. That we know is a responsibility.

And yet, for us, ESG is so much more than responsibility.

It is that powerful potential to continue to support the 2,40,000+ rural families who benefit from our carbon offset programs. To do all we can to harness tech for good. To energize platforms to nurture inclusion and belonging among our diverse employees, facilitate employee wellness and experience. With 1,35,355 women making 39.4% of the workforce, we are making steady progress toward our goal of 45% women in the organization by 2030. We launched an exclusive learning channel for our suppliers too, this year. It drives ESG learning and best practices while providing learners an opportunity to discuss, ideate and engage on ESG topics. It's part of our overall effort to build responsible supply chains. It's the opportunity for us to amplify human potential and create the next opportunity for people, businesses and communities.

Ethisphere Institute, the global leader in defining and advancing the standards of ethical business practices, recognized our efforts, for the third year in a row, listing us as one of the world's most ethical companies.

For us, however, the true reward of our efforts, continues to be the measurable impact we make on the ecosystem - building opportunities for everyone to thrive and grow responsibly.

Because, at Infosys, ESG is indeed an opportunity.

Sd/-

Bengaluru  
May 29, 2023

**Nilanjan Roy**  
Chief Financial Officer



**UN SDGs aligned**



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**Environmental vision**

**Serve the preservation of our planet by shaping and sharing technology solutions**

Adopt, invent and spread smarter ways to mitigate GHG emissions, reduce energy consumption, manage water and waste. To make our planet stronger by consistently embracing clean tech in our operations and client solutions, thereby minimizing the impact on nature.



# Performance on environmental goals

## Environment vision

Serve the preservation of our planet by shaping and sharing technology solutions

### Material topics



#### Climate change

### Ambitions

- Maintaining the carbon neutrality across Scope 1, 2 and 3 emissions every year
- Reducing absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 75%<sup>(1)</sup>
- Reducing absolute Scope 3 GHG emissions by 30%<sup>(2)</sup>
- Engaging clients on climate actions through our solutions



#### Water

- Maintaining 100% wastewater recycling every year



#### Waste

- Ensuring zero waste to landfill

### Progress in fiscal 2023

- Carbon neutral across Scope 1, 2 and 3 emissions
- Reduced Scope 1 and 2 GHG emissions by 49.92% over the BAU scenario
- Reduced absolute Scope 3 emissions by 50.15% over the 2020 baseline
- >30% of our client engagements include climate-change solutions

- 100% of the wastewater in our campuses is recycled

- We embarked on a journey of obtaining TRUE ZERO WASTE Certification through GBCI for our owned campuses in Bengaluru, Chennai and Pune in fiscal 2023

### Note

<sup>(1)</sup> Corresponds to 75% renewable energy usage globally. This will be measured annually against the business-as-usual (BAU) scenario, which refers to regular operations without interventions such as renewable power or energy conservation initiatives.

<sup>(2)</sup> Measured against the 2020 baseline. Includes business travel, employee commute, and transmission and distribution losses as per ESG Vision 2030.



# Climate change

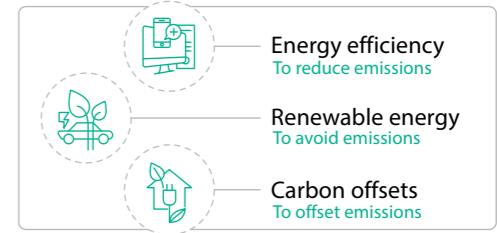


Human activity has been increasingly driving the rise in global temperature, which has reached approximately 1.1°C above pre-industrial levels. This has led to rapid and widespread impact on global climate systems. The year 2022 was marked by record droughts, heat waves, forest fires, floods, and a record low level of the Antarctic Sea ice, crippling human population across the world. Despite the Paris Agreement of 2015 reaching a milestone in cooperation among various countries to adopt strong measures for limiting global warming to 1.5°C, the pace or scale of action has not been adequate to achieve the stated goals. As a step

to mitigate the impacts of climate change, nations have adopted the Glasgow Climate Pact in 2021 with a goal to transform the 2020s into a decade of climate action and support. The World Economic Forum's 2023 Global Risks Report focuses on the various sectors where the world is at a crucial juncture, calling for action to get ready for possible future catastrophes, while on the other hand, striving to build resilience. The signatories to the Paris Agreement, including India, have put forward their commitments to reduce Greenhouse Gas (GHG) emissions in the form of INDCs (Intended

Nationally Determined Contributions) based on their capabilities, circumstances and priorities. At Infosys, climate change considerations continue to play a key role in all strategies: from mergers and acquisitions to leasing new offices and engagement with our stakeholders. While continuing to remain carbon neutral, Infosys also integrates strong efforts to better our sustainability performance by consistently embracing clean technology in our operations and client solutions, thereby minimizing the impact on the environment.

## Approach to carbon neutrality



**CARBON NEUTRAL** in 2023,  
making it the fourth year in a row

## Infosys' climate commitments

- As a part of our ESG Vision 2030, we have committed to maintaining carbon neutrality across Scope 1, 2 and 3 emissions, each year.
- Our Climate Pledge, in partnership with Amazon and Global Optimism, is to become net zero by 2040.
- Infosys is the first Indian company to participate in the RE 100 initiative and set an internal carbon price.
- Our emission reduction targets are validated by the Science Based Target Initiative (SBTi).

## Emission reduction strategies

Our strategy for carbon neutrality remains the same—continue to reduce our Scope 1, 2 and 3 emissions and offset the remaining emissions.

### Scope 1

- Better operational efficiency of our Diesel Generator sets
- Better management of fugitive emissions from HVAC units
- Transition to Electric Vehicles (EVs) for company-owned vehicles

### Scope 2

- Design and build or lease new offices with low Energy Performance Index (EPI)
- Retrofit old buildings to improve EPI
- Source renewable power

### Scope 3

- Include a hybrid working model
- Promote EVs among employees
- Promote carpooling, public transport, and low to zero-emission modes of commute among employees
- Optimize business travel
- Adopt a life cycle approach for capital goods

# Emission reduction strategies

## Energy efficiency

The growth of the IT sector has been phenomenal in the past decade and this has led to a major expansion of the Infosys workforce.

Keeping this growing demand in mind, Infosys has been a pioneer in building sustainable campuses. From creating lush green campuses to implementing innovative technologies like radiant cooling, Infosys has deployed one of the largest enterprise-level energy conservation programs globally and achieved significant reduction in resource intensity over the past 15 years.

Our buildings are the primary consumers of energy. We are committed to building our new infrastructure in a sustainable manner and pursuing energy efficiency projects in existing infrastructure. We will continue to implement innovative technologies in buildings and collaborate with experts and academia to ensure our infrastructure is greener and smarter. The focus areas for energy efficiency measures in green buildings and existing buildings continue to be lighting, air-conditioning, automation, UPS, building façade, data centers, and server rooms.

In this process, we have not only achieved some of the global best standards in green buildings, but we have also set new benchmarks in green building certification.



Infosys Hyderabad campus in Gachibowli

In fiscal 2023, we consumed 199.66 Million kWh power in our operations across the globe.

### Energy intensity (MWh/US\$ mn revenue)

	13.0
2020-21	13.0
2021-22	10.57
2022-23	10.96

# 28.9 mn sq.ft.

with highest level of  
green certification



## Life Cycle Analysis (LCA) of buildings

Being a leader in design and construction of sustainable buildings, Infosys is doubling its efforts to reduce carbon emissions by considering a LCA of buildings that looks at the upstream and downstream carbon emissions during their life cycle. This information is used to make a comparative analysis of alternative materials and construction technologies that can help reduce overall environmental impact.

### The LCA can be used for the following purposes:

1. Identify potential for improvement of environmental performance.
2. Comparison of environmental performance using alternative materials.
3. Documentation of environmental performance for certification, labelling and marketing.
4. Drive our climate action agenda across our supply chain.

Infosys Kolkata's LCA-based approach has set an example for the rest of the corporates.

## Command Center Data - the New Oil

By collecting and reporting data metrics, companies can better understand the impact of their operations on the environment, society, and governance. This data helps in arriving at a baseline against which emissions reduction can be tracked and monitored including inefficiencies, leakages, and excessive usage of resources.



*The Command Center in Infosys Bangalore*

Infosys collects data continuously through its command centers. This command center allows us to schedule 'auto-pilot operations' using a built-in intelligence system. This has enabled us to monitor over 35 mn sq. ft. of office space. Analyzing this granular data, Infosys has made informed decisions in new building design and improved operational efficiencies.

Our command center has also allowed us to adopt a data-driven operations approach to manage, on a real-time basis, occupant comfort, indoor air quality, energy intensity, water intensity, the health of critical assets, critical operations, renewable energy generation, water and waste treatment, and the overall performance at all levels within all our buildings in our campuses.

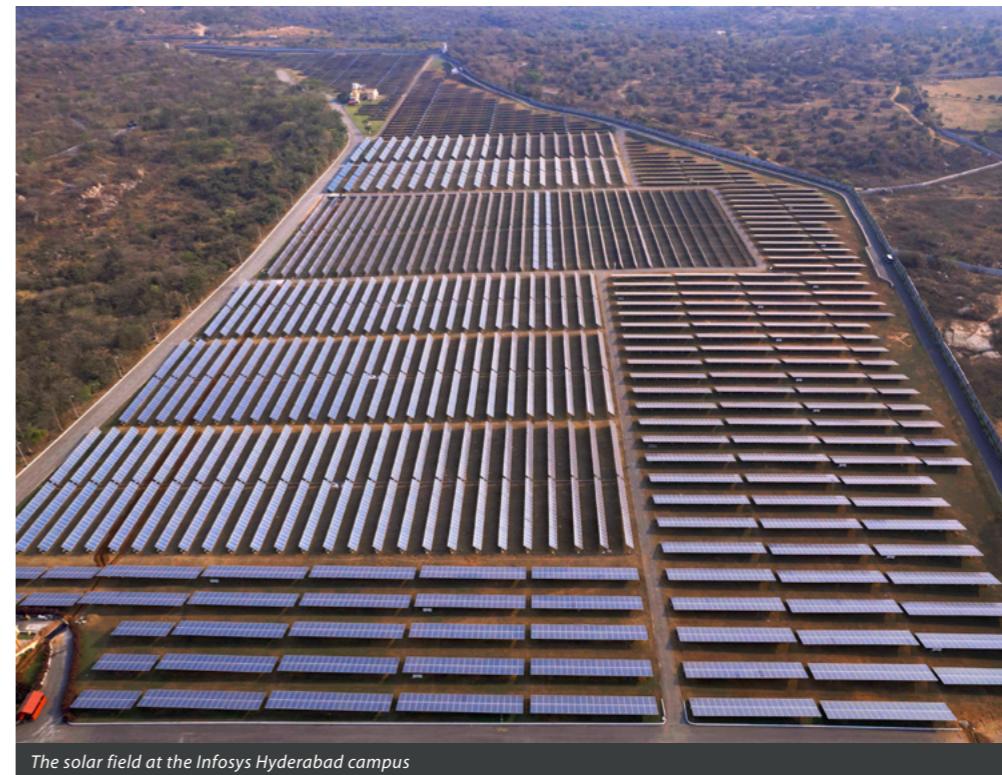
This data has played an instrumental role in facilitating Infosys to be a leader in carbon neutrality and setting high benchmarks in the industry.

## Renewable energy

### Greening the energy mix

To enhance its efforts towards meeting the environmental goal of carbon neutrality, Infosys has adopted the use of renewable energy in its power mix. Infosys has set up solar PV panels on the rooftops of office buildings. In total, Infosys has 14.4 MW of rooftop and ground mount solar PV panels. Further Infosys has set up a 40 MW captive solar power plant at Sira, Karnataka. In total, Infosys has 60 MW of total installed solar capacity.

Infosys also procures green energy through third-party power purchase agreements. Through these measures, Infosys has 57.9%



*The solar field at the Infosys Hyderabad campus*

share of renewable energy in its power mix for India operations.

Infosys Hyderabad and Bhubaneshwar are utilizing renewable energy from the recently-launched green tariff mechanism for Commercial and Industrial (C&I) consumers.

**57.9%**

of electricity for our India operations are from renewables



# Nurturing social development

## Carbon offset program

Infosys was among the first corporates to commit to bold climate action. The Company took up active measures to reduce and streamline the energy demand in its campuses. This demand-focused approach helped in reducing carbon emissions to a great extent. Infosys has also invested in renewable energy (solar PV) plants to avoid emissions. However, there are unavoidable emissions due to business travel, employee commute etc., that had to be offset to achieve carbon neutrality.

Infosys' carbon offset program has carefully selected grassroots social development projects, implemented them at scale to

generate emission offsets. While this approach requires careful long-term planning, intense due diligence, and strict management control, it is significantly more rewarding.

Infosys partnered with local NGOs to undertake projects in rural India that would benefit society. These projects include improved cookstoves and household biogas plants, which improved rural livelihoods, community health and social harmony. Improved indoor air quality and diversified income have ensured a better standard of living for women and children.

**2,40,000+**

rural families continue to benefit from our carbon offset programs



Since 2016, we have implemented eight efficient cookstove projects, four biogas, one each of rural electrification and integrated community-based projects (solar, cookstove, street lighting and public health center) across India.



Improved cook stove



Self sustained Biogas unit

## Carbon neutral events

Infosys organizes a few public events through the year. In 2023, Infosys envisioned to make these events a hallmark of sustainability. Environment-friendly measures, like the use of sustainable construction materials, water conservation measures and zero plastic use, emphasized Infosys' holistic approach to sustainability. Detailed carbon emissions were calculated for the travel of the participants to the event. These were then compensated by Infosys' carbon credits. This effort made all the major events organized by Infosys in 2023 carbon neutral with minimum impact on the environment.

# Engaging clients on climate solutions

## Climate solutions

Infosys continues to strengthen its position in delivering practical, impactful, ethical and holistic ESG solutions to its clients based on the following strengths:



## Strong Delivery capabilities

Strong delivery capabilities focusing on:

- Efficiency:** Reduced costs and resources
- Intelligence:** Deep data analytics and reporting
- Innovation:** Operations, Supply Chain, Facilities, Products, Services, Living Labs and Centers of Excellence
- Growth:** New revenue streams

**Services:** ESG Data and Analytics | Green IT | Energy Transition | Smart Spaces | PLM Circularity | Decarbonization | ESG for Finance | ESG as a Service | Sustainability Advisory and Sustainable Procurement

## Carbon neutrality leadership

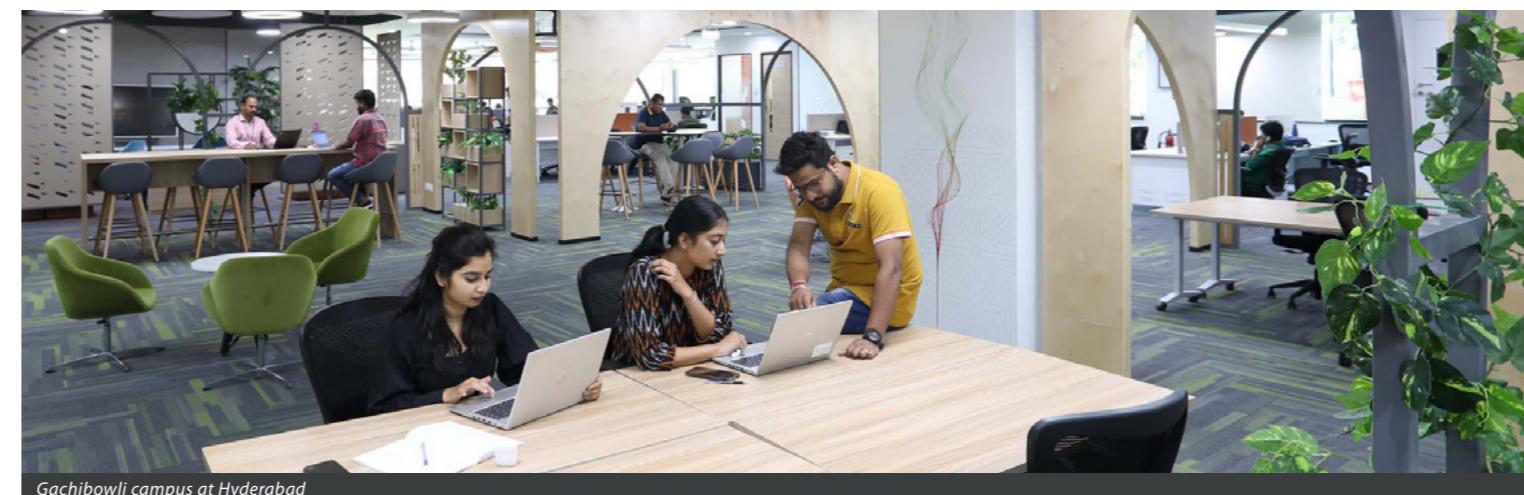
Infosys became carbon neutral in 2020, thirty years ahead of the timeline set by the Paris Agreement. As part of our ESG vision 2030, we have committed to be carbon neutral each year.

- Deep, internal expertise spanning over a decade
- Direct positive impact on client ESG metrics as a carbon neutral service provider

**Achievements:** Strong sustainability credentials:  
 (Carbon Neutral 4 years in a row across Scopes 1, 2 and 3 | 28.9 mn sq.ft. of office space with the highest level of green building certification | 60 MW Installed Solar capacity | Community-based Carbon Reduction programs)

## Thought leadership

- Recognized as a sustainability leader
- Rated as a top provider of sustainability services
- Research and innovation



**Recognition:** WSJ: "World's 100 Most Sustainably Managed Companies" | Ethisphere "World's Most Ethical Companies" | UN: Global Climate Action Award | Global ESG Leadership Ratings

## Partnerships

In fiscal 2023, we saw increased traction in our client conversations on sustainability. We signed up for a number of engagements with the clients. Our new offerings included 10 projects featuring ESG reporting services and Green IT offerings. We also piloted our award-winning blockchain traceability solution at two clients.

- Major technology and solution providers
- Major research institutions
- Governmental and non-governmental organizations

**Partnerships:** Google, AWS, Microsoft, SAP, IBM, Salesforce, and hundreds more | The Economist Group, Financial Times | MIT, UC Berkeley, Arizona State Univ. | World Economic Forum

## ESG / sustainability offerings

- Circular PLM
- Decarbonization
- Energy transition
- ESG finance and investments
- Smart spaces
- Sustainable procurement
- ESG data reporting and analytics
- Green IT
- Sustainability advisory

## Growing our public / private partnership footprint

### Infosys campus as case study for international delegates



Infosys Crescent campus in Bengaluru was selected as an energy efficiency showcase for delegates of the G20 Energy Transition Working Group. The visit showcased the focused approach to net zero design and innovative technologies implementation in the campus to achieve energy conservation.

G20 member countries represent over 80% of the world GDP and 60% of the world population, and is committed to the implementation of the Paris Agreement which aims to limit global warming below 1.5°C. The urgency to reduce GHG emissions across the globe underlines the need to

achieve net zero carbon commitment across the board. It was indeed an honor for Infosys to have been selected to showcase its commitment to environment and leadership in climate action.

This was followed, in March 2023, by a visit of a BIMSTEC (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation) delegation to Infosys campus, with a similar objective of understanding the net zero approach and the innovative technologies implemented for reducing energy demand and thereby carbon emissions.

### Cradle 2 Commerce – Lawrence Berkeley National Labs and US Department of Energy

To accelerate critical climate solutions to market, Infosys has teamed up with the Lawrence Berkeley National Laboratory (LBNL). LBNL has been granted major funding by the US Department of Energy (DOE) to run Cradle to Commerce (C2C). C2C is a three-year program that will deploy scientifically validated, commercially viable IP from multiple national labs, provide unprecedented access to entrepreneurs and inventors to scientific and business resources, and support a just and equitable energy transition. C2C is designed to overcome obstacles to clean energy and climate tech commercialization in four domains: smart grid, decarbonized buildings, solar / renewable energy, and nuclear energy.

Together, we are leading the way in entrepreneurship and scientific vetting of technologies as a dovetailed public and private sector team, which is accelerating climate action through an unprecedented combination of robust scientific validation and business model innovation.

### Europe's Earthshot

Infosys is participating in Europe's Energy Earthshot, a whole-of-system design process for catalyzing the continent's energy transformation. Launched in October 2022, hundreds of European stakeholders are co-creating and collectively advancing solutions for a just and inclusive clean energy future. As a "B-Team member," we collaborate with civil society, governments, experts and corporate leaders to accelerate the transformative action needed to build a better tomorrow, today.

### AWS Sustainability Day

Infosys teamed up with the AWS Sustainability Day, a premier invite-only day of inspirations, thought leadership, and panel discussions designed for leaders who have a vested interest in sustainability, IT professionals, and builders across all industries who are committed to reducing costs while protecting the environment.



AWS Sustainability Day - panel discussion

# A glimpse into some of our solutions

Advanced Engineering Group (AEG) has been at the forefront of engineering and technology innovations at Infosys. Towards this, AEG delivered many high value, complex and technically challenging programs, spearheading cutting edge technologies, innovation and differentiated growth for engineering services.

## Connected Ops on Cloud

Infosys has developed "Connected Ops on Cloud" solution / IP. This is a cloud first platform consisting of multiple micro applications related to Manufacturing Operations like Overall Equipment Effectiveness (OEE), Predictive Maintenance, Energy Monitoring, and Maintenance Management. This solution is already deployed at multiple clients and at the recently concluded Hannover Messe Germany, this was part of the AWS IDF (Industrial Data Fabric) solution.

## Industry 4.0 led digital transformation and sustainability focus

For one of the largest Aircraft Maintenance, Repair and Overhaul (MRO) providers, Infosys is defining and executing a digital transformation strategy focused on reducing their carbon footprint by implementing a Digital Factory solution at scale across the client's manufacturing, assembly, and MRO factories across the globe. The solution contains several parts such as real-time overall equipment effectiveness (OEE), condition-based monitoring of assets, real-time asset tracking, smart asset maintenance, intelligent planning and dynamic scheduling. The client achieved a 10% improvement of OEE resulting

in an additional production of 10%. With the adoption of smart planning algorithms for better machine and workforce utilization, energy, and waste management solutions, Infosys helped to reduce the carbon footprint by over 10% for each of their 20 plants.

## Support to a global research facility to cut carbon emissions

A global research facility wanted to reduce its carbon footprint and establish itself as a leader in its field. Infosys assisted them by using materiality assessment frameworks to identify target ESG areas, ranking them from highest to lowest in impact and priority. The client's wider procurement rules and processes were updated to new environmentally responsible policy and processes through workshops and online sessions, particularly with category managers. Specific training courses were created for teams and individuals. To identify and negotiate the optimal solution for the requirements of the client, an assessment of external ESG best practice measurement tools was also done.

## Sustainable materials traceability

Infosys partnered with a leading apparel manufacturer to develop a road map of digital product traceability through digital product identification. The identification process links physical products with the digital world to improve product authentication. To track the client's progress on the goals of its 'Design the Change' initiative, Key Performance Indicators (KPIs) were established. Estimated fabric content and sustainable fabric content were calculated to provide accurate labeling of fabric quality through DataKU and MicroStrategy.

Infosys also helped implement a report system to track the client's sustainability goals through sustainable product certificate validation, product authentication, digitized value chain, sustainable product KPIs, pre-production sustainability standards and calculated sustainable fabric content. This would accelerate the client's journey towards achieving the target of having 100% of a unit's production meet at least one of the sustainable material criteria by 2025.

## Live and accurate GHG reporting for carbon neutrality

A leading consumer goods company set sustainability goals for net zero emissions (Scope 1, 2, 3). The company aimed for 100% of carbon strategic suppliers to set science-based targets by 2025 and use 100% renewable electricity by 2030. Infosys offered a solution which focused on creating data products related to Scope 1, 2 and 3 emissions defined by the GHG Protocol, while also helping to define KPIs to track progress. The objective was to integrate data to provide a single cross-system ID for consolidated reporting and curating GHG protocol-compliant data products through live, automated and accurate reporting, which would further reduce compliance risks.

## Measuring environmental impact of waste

A major waste processor approached Infosys to develop a sustainability data hub, the first of its kind in the industry, to gather, organize and report measured and calculated waste volumes, and the resultant environmental impacts. Infosys helped in the integration of

data from multiple transactional, operational, and billing systems, across multiple regions. Infosys also aided the development of a balanced scorecard to deliver near-real-time operational waste metrics. The API and dashboard-enabled data hub helped in delivering daily output and analysis of waste and diversion volumes, including resultant emissions.

## Support for energy management for a leading pharma company

Infosys' deep experience and expertise in energy management enabled it to help a leading pharma company enhance energy performance. Infosys' systematic approach helped identify key areas of improvement to facilitate incident management and business processes in the context of their environmental performance. Leveraging technology, the client was able to monitor and publish yearly / quarterly reports on their environmental performance.

## Global rollout of Employee Health Scheme (EHS) product portfolio for a pharma major

Infosys focused on delivering on the client's need to enhance employee health and wellness by bringing innovation in the implementation of different initiatives and programs. Infosys helped in developing a continuous monitoring approach, thus ensuring the compliance applicable within the geographical boundary, which fostered efficient internal and external stakeholder communication on risk, performance and progress. Infosys analyzed the client's EHS data and proactively minimized the detrimental

EHS impact of their products throughout their lifecycle. This effort successfully resolved the client's requirement of selecting responsible suppliers and business partners.

### **Rollout of EHS product portfolio for American multinational**

Infosys enabled the digital transformation of an EHS product portfolio for an American multinational involved in heating, ventilation, and air-conditioning solutions. With a systematic approach, Infosys helped enhance the client's time-to-market. This facilitated faster data collection, contextualization, and data aggregation to ensure that sustainability metrics are properly published addressing stakeholder expectations. Infosys also helped ensure optimal functionality for the EHS modules of the client.

### **Mobile and web implementation of incident management for railroad firm**

Infosys implemented a system to enable the client, a railroad firm, to have the flexibility to facilitate daily operations. With its deep experience and expertise in data management, Infosys helped to handle sensitive data and prevent problems in a timely manner. Infosys developed apps to enable the client to enhance its EHS performance while also leveraging technology to monitor, report and effectively manage the digital transformation.

### **Advanced robotic solution to clean and coat conductors**

Infosys supported the sustainability agenda of the Prysmian Group by partnering for a key project. Infosys designed and developed the E3X Robot System for cleaning and coating the overhead conductor, which has the potential to work both in energized and unenergized conditions. This robotics innovation project is a great innovation for the energy and utilities industry.

### **End-to-end energy service solution for large REIT client**

Infosys helped one of its REIT (Real Estate Investment Trusts) clients implement a sustainable logistics system by offering an end-to-end energy service solution that focused on energy savings and supply insights of the client's warehouse customers. The system effectively implemented data collection across EV charging, EV utilization, as well as third-party data across multiple sites and geographies. This optimized energy solution integrated with a modular technology platform not only enhanced the client's progress towards sustainability goals but also reinforced Infosys' commitment to being a driver in the clients' impactful ESG transformation.

### **ESG integrated reporting for a large FSI**

When a large financial services company sought to build an ESG platform to assess climate risks and their impact on other risks (credit, market, operational and others), Infosys offered a comprehensive solution for emissions reporting along with a risk management and scenario analysis framework. The goal was to report financed emissions internally and externally, forecast emission intensity and temperature alignment of the company's portfolio to well below the 2-degree scenario (Paris Agreement) and to achieve net zero greenhouse gas emissions from its operations, supply chain and financing activities by 2050. A solution was formulated to create a process to set risk appetite limits and track exposure against those limits.

### **Sustainability data for investment management**

Regulatory requirements to report an organization's sustainability performance are becoming complex and global. At the same time, asset stewardship and engagement reporting requires organizations to create on-demand reports along with standard ones.

To centralize and share ESG technology and operations data across business areas, Infosys worked on leveraging ESG and climate data sets for client and product reporting. Infosys has outlined a simplified and scalable solution to support asset stewardship, ESG investments, enterprise risk, and client, product and regulatory reporting along with automated processes for productivity gains. The aim was to enhance ESG Business Intelligence (BI) reporting capability to assist business groups and client Queries via a strategic data platform activation.



# WATER

## Water conservation



Rainwater harvesting at Infosys Hyderabad

UNICEF estimates that by 2025, more than 50% of the world's population could live in areas with scarce water resources. Due to severe water scarcity, 700 million people could lose their lives by 2030. To address this challenge, it is crucial to develop sustainable systems that can efficiently store and use fresh water. Moreover, there is a need for land management techniques that preserve the integrity of the water cycle. We, at Infosys, are committed to minimizing our water footprint and improving water accessibility in the communities in which we operate.

Since 2000, the frequency and length of droughts have increased by almost a third

globally due to climate change, and as a result, more than 2.3 billion people worldwide are presently experiencing water stress. Understanding the significance, the UN CEO water mandate experienced historic growth, and its Water Resilience Coalition, which places global water stress on corporate agenda's, also experienced record growth. As a signatory to the UN CEO Water Mandate, we commit to enhancing our operational water conservation procedures and expanding our community outreach. We are committed to water conservation through the 3R (Reduce, Reuse, Recycle) strategy.



We have evaluated the water stress zones in line with the WRI guidelines for all our locations globally. The details of water stress zones and withdrawals are available in BRSR. 100% of our water withdrawal from various sources has Total Dissolved Solids (TDS) which is less than 1,000 mg/L and hence considered as fresh water.

We are continuously preparing our campuses to be water sustainable by reducing freshwater intake and implementing water conservation initiatives. Retrofits and consolidation in building operations brought down freshwater consumption in various locations. Our freshwater consumption is solely for human sustenance and hence, we believe we do not significantly impact water resources. We are focused on reducing our freshwater consumption through many initiatives. A comprehensive water management strategy has been devised to achieve water sufficiency. Water usage is reduced through demand side measures and 100% of wastewater is recycled within our campuses.

### Water Intensity (KL/MUSD)

	96.39
2020-21	96.39
2021-22	80.46
2022-23	124.90

## Rainwater harvesting

Rainwater harvesting is an important part of our water stewardship goal. Our India campuses are equipped with rooftop rainwater harvesting, harvesting tanks, recharge wells and artificial lakes. These reduce our external freshwater dependency and also help to replenish the groundwater table in the areas we operate in. Our campuses in Chennai MCity, Thiruvananthapuram, Hyderabad and Bengaluru have achieved maximum rainwater harvesting last year. We are continuing efforts to strengthen rainwater harvesting in our other India locations too.

### Rooftop rainwater harvesting

Rooftop rainwater harvesting systems have helped us offset freshwater purchases from external sources.



The rooftop rainwater harvesting filter near SDB 1 in Infosys Chandigarh

## Artificial lakes and deep water injection wells

We have built groundwater injection wells at our Bengaluru, Chandigarh, Chennai, Hyderabad, Jaipur, Mysuru and Pune campuses.

Injection wells and artificial lakes are useful in replenishing the groundwater table.

We have augmented the capacity of the following lakes during the year.

Location	Capacity
Chennai MCity - 1	750 KL
Chennai MCity - 2	450 KL
Bhubaneswar SEZ	5,250 KL
Jaipur	400 KL



## Waste water treatment and reuse

### Upgrade of STP to Membrane Bio Reactor (MBR)

Non-MBR Sewage Treatment Plants (STPs) were upgraded to MBR technology to improve treated water quality and utilize treated water for all recycling purposes. In fiscal 2023, we have upgraded the STP plants in Chennai Sholingnallur, Nagpur, Pune Phase I locations.

Location	Plant capacity	MBR Upgrade
Chennai Shols	180 KLD	Completed
Nagpur	200 KLD	Completed
Pune Phase I	250 KLD	Completed
Hubballi	75 KLD	In Progress

During fiscal 2023, we received confirmation from our overseas locations that the sewage generated at our offices was disposed in line with the local regulations.

In fiscal 2023, we recycled and reused upto 11,75,764.82 KL of water, which amounts to 70.84% of the total water withdrawal in India locations. This has enabled reduction in freshwater sourcing to that extent.



### Implementation of dual plumbing

Implementation of dual plumbing in identified buildings of the Bengaluru and Chennai MCity campuses is in progress to utilize STP treated water for flushing.

Location	Status
Bengaluru	B#11, 12 completed
Chennai MCity	SDB 2 completed

### Procurement of grey water for recycling

The procurement of secondary quality water through authorized agencies to meet the water demand for landscaping helps us reduce freshwater dependency. We have implemented grey water procurement in Chennai and Hyderabad.

Location	Qty. received in fiscal 2023
Chennai MCity	4,829 KL
Hyderabad STPI	18,827 KL

### Smart water irrigation projects

Smart irrigation systems have been piloted in our Mysuru and Chennai campuses. Projects in Gurgaon, Hyderabad (STP) and Bengaluru are under evaluation. Careful planning to ensure lesser grass cover, the use of native species and the continued development of irrigation infrastructure including automated irrigation and drip irrigation have ensured lesser water use.

### Wastewater treatment plant (WTP) and STP retrofits

Retrofitting WTPs and STPs using latest technologies for efficient and economic operations is an important strategy. We have ensured that all the treated water is reused in our campuses and its quality is monitored regularly to ensure adherence to all applicable norms. New designs for WTPs ensure they are better optimized for size, treatment technology and improved treated water quality. Old treatment plants have been retrofitted with advanced membrane bio reactor technology that gives better treated water quality, meeting all wastewater treatment norms. We ensure that we treat and reuse 100% of the wastewater generated through our business operations within our campuses for flushing, landscaping and cooling tower applications. Consequently, freshwater withdrawal has reduced drastically.

**100%**  
of wastewater generated is treated and recycled within our campuses





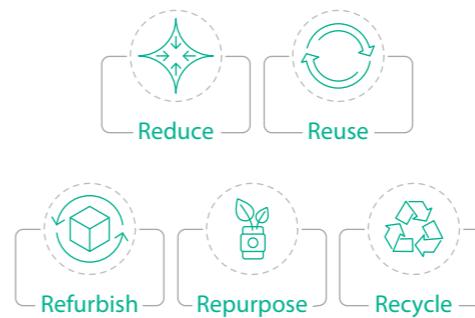
# WASTE



## Waste management

Today, we use the equivalent of 1.5 Earths to meet the resource needs of everyday life. According to an estimate of the carrying capacity of our planet, it takes the Earth 18 months to restore what is used in just 12 months. Every year, the world produces 2.01 billion tons of municipal solid waste, of which, at least 33% is not handled in an environmentally responsible way.

Today, waste management is a crucial challenge globally. Waste management includes the collection, segregation, and disposal of waste. Waste collection is a critical step in managing waste. Segregation of waste at source helps in quick disposal and has monetary advantages like extracting energy from the methane generated by decomposing waste. Solid waste management operations are typically a local responsibility, and nearly 70% of countries have established institutions with the responsibility for policy development and regulatory oversight in the waste sector.



Infosys' waste management approach is based on the philosophy of Reduce, Reuse, Refurbish, Repurpose and Recycle. We seek to uphold our ambition of zero waste to landfills through active minimization combined with technology investment in recycling and streamlining systems and processes. With our efforts, we contribute to a circular economy and convert waste into resources. Infosys has established robust waste management practices, focusing on waste collection, segregation and disposal of waste.

## Segregation at source

Waste segregation at source refers to the process of identifying and segregating various types of solid wastes at the place or location of their generation. We segregate waste mainly into two categories - hazardous and non-hazardous waste. Separate storage of various components of solid waste such as biodegradable wastes including landscape / garden waste and food waste and non-biodegradable wastes including sanitary waste and non-recyclable inert waste, various categories of e-waste, and construction and demolition wastes is practiced. A color code for bins has been implemented for different types of waste.

The Infosys waste management practice involves segregation of waste at source, secondary segregation, efficient collection and handling, recycling, and effective disposal of all wastes while adhering to applicable legislations. This enables reduction of negative environmental impacts. We also insist on eco-friendly packaging for all our purchases.

## Waste recovery options

### Recycling

Waste such as paper, plastic and metal, are recycled, converted into other usable forms and circulated back to the supply chain. We have established biogas plants in our campuses where food waste and landscape waste is treated through bio-methanation process, which produces biogas an alternative to LPG in our food courts. We also have sludge drying beds located next to our biogas plants to dry the slurry. Soon after sun drying, dried manure can be used for landscaping. Vermi composters with a capacity of around eight

tons/day are installed across India locations to enable conversion of landscape waste into compost, which can then be used as organic manure in our landscaping applications.

As on date, our biogas plants have a capacity to treat 10 tons of waste a day. The bio-methanation plants/ bioreactors in Infosys are high-rate digesters where the organic loading rate is significantly higher even when its loaded close to its rated capacity. Bi-phasic bio-digestion, known for its effectiveness, was tested at one of the Infosys sites. This testing helped overcome challenges, such as inconsistent input feed rate as well as the quality of wet waste. The trial was a great success as we were able to establish process stabilization at all our bio-methanation plants across India.

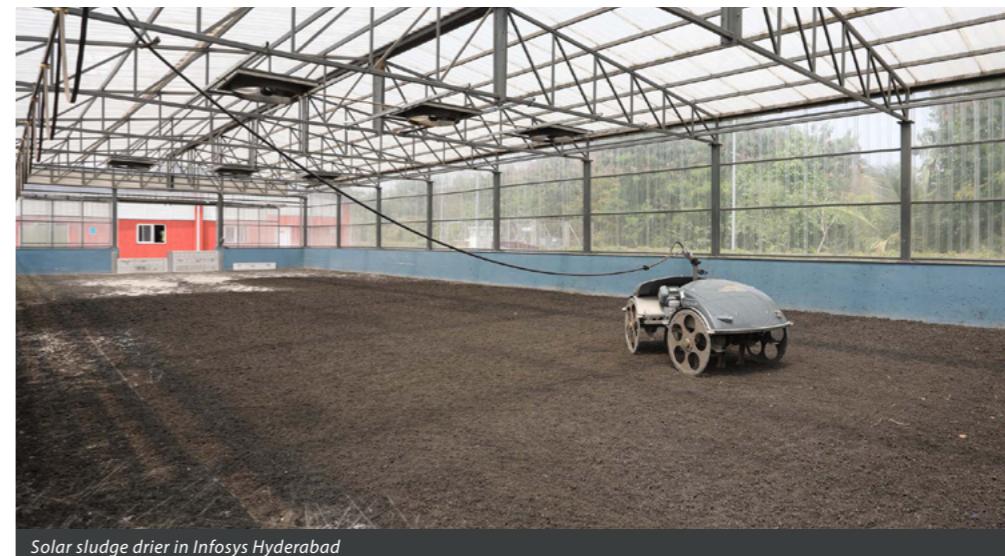
Location	Quantity	Total quantity	Total LPG cylinders equivalent
Bengaluru	17,643.57		
Thiruvananthapuram	1,955.93		
Hyderabad - Pocharam	16,032.26		
Mangaluru	2,933.13		
Hyderabad - Gachibowli	3,281.18		
Pune	16,343.16		
		58,189.25 cu.m. Biogas	Approx. 25,000 kg

### Reuse

We follow a waste hierarchy and we prefer reuse over recycling. Waste generated at source gets segregated and evaluated for reuse if possible. Waste like wood, STP sludge and bio manure slurry from bio-methanation plants gets reused inside the campus. Construction and demolition waste is sent to government authorized landfill sites where it further gets reused for various purposes by the municipal corporation. Used oil from kitchens is utilized in biogas plants as it has high codigestion COD (chemical oxygen demand) levels, which in turn generates increased biogas.



Organic waste segregation at Hyderabad



Solar sludge drier in Infosys Hyderabad

## Co-processing

Co-processing is the use of waste as raw material, or as a source of energy, or both to replace natural mineral resources and fossil fuels. Generally, waste which cannot be reused or recycled and has high calorific value is selected for co-processing.

At Infosys, waste such as tetra packs, tea bags, rubber waste, paper packaging, low value plastic, plastic gunny bags, thermacol, foam, carpets, discarded mop refills, lanyards, ceramic waste, flex banners, artificial grass mats, floor mats, glass waste, cloth waste etc., are sent for co-processing.

**Co-processing achieves a superior environmental performance as compared to landfill and incineration which can be demonstrated through life-cycle assessment of waste. Co-processing is also recognized by the UNEP Basel Convention as a practical, cost-efficient, safe and environmentally-preferred option compared to other waste treatment options.**

## Waste disposal options

As per Central Pollution Control Board (CPCB) and State Pollution Control Board (SPCB) guidelines, bio medical waste, oil-soaked cotton, oil filters from DG sets, and other wastes are disposed of through authorized agencies. These agencies incinerate the waste as per prescribed guidelines. The resultant ash is sent to Treatment, Storage, Disposal Facility (TSDF) landfills for safe disposal and in a few locations, it is diverted for cement manufacturing.

## Mixed waste challenge

In fiscal 2023, development centers in India had dedicated authorized vendors to collect, sort and dispose mixed waste to ensure minimal waste to landfills and maximize recycling.

We have diverted  
**90.45%** of mixed waste  
from landfills  
during the year across  
India locations



## TRUE Certification- zero waste to landfill

Infosys' India centers are heading towards the 2030 target of zero waste to landfills through the adoption of TRUE Zero Waste Certification.

In fiscal 2023, we embarked on a journey to obtain TRUE Zero Waste Certification through Green Business Certification Inc. (GBCI) for our owned campuses at Bengaluru, Chennai and Pune.

## Waste vendor evaluation

At Infosys, our green procurement policy ensures rigorous vendor evaluation. Waste vendors undergo a detailed vendor site audit against several regulatory requirements. Post this, commercial proposals are invited and scrutinized to ensure they comply with requirements. The proposals are then shared with the commercial team for further negotiations, if any. Once this process is completed, a formal agreement is entered into with the vendors. Vendors are audited annually based on the waste vendor checklist.

## E-waste management

At Infosys, we have been persistent in our efforts to ensure that we reduce, reuse, recycle and dispose e-waste responsibly. Our e-waste includes computers, desktops, laptops, keyboards, mobiles, printers, cartridges and batteries. Generated e-waste is always sent back to original manufacturers (under buyback schemes) or authorized recyclers who provide us certificates on the successful recycling and recovery of the material. The selection of authorized recyclers is done keeping in mind the extent of resource circularity in their process. E-waste is regulated through legislation and hence we evaluate the vendor to ensure all compliances are addressed prior to disposal.

## Environmental compliance

We have a strong environmental management system aligned with ISO 14001:2015 standards across all India locations in line with our HSE strategy and covers a significant portion of the employees across the organization. The management system is implemented across locations globally based on applicable legal requirements and internal benchmarks and are a part of our internal audit coverage.

We ensure adherence to the applicable legal requirements across our locations. We conduct environmental impact assessments for all our routine and non-routine activities and the significant concerns creating an environmental impact include depletion of resources like power and water, waste generation and disposal, and emissions that are part of our material aspects.

Environmental impacts of new services, activities and changes in process or legislations are also conducted. We conduct environmental impact assessment studies for all new projects, wherever applicable, covering impacts related to air, water, social aspects, and biodiversity, among others.

No cases of monetary or non-monetary sanctions for violations or environmental grievances have been reported in fiscal 2023.

Our campuses are built on state-approved land in industrial areas and are not adjacent to protected areas or biodiversity areas.

A process for monitoring requirements in line with legal requirements is established and we ensure that all parameters are always maintained well within the defined norms.



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**Social vision**

**Serve the development of people by shaping a future with meaningful opportunities for all**

We provide solutions and enable those we hire, those we work with and those around us, to not only live better, but also participate in progress for all. Technology is our way of doing good around us.



# Performance on social goals

## Social vision

Serve the development of people by shaping a future with meaningful opportunities for all.

### Material topics



#### Enabling digital talent at scale



#### Tech for good



#### Diversity, equity and inclusion



#### Energizing local communities



#### Employee wellness and experience

### Ambitions

- Extending digital skills to more than 10 million people, including employees, clients' workforce, students, teachers and communities by 2025

- Empowering more than 80 million lives via tech for good programs in e-governance, healthcare and education by 2025

- Creating a gender-diverse workforce at Infosys, with 45% women

- Delivering 33% of work by leveraging flexible / remote work options

- Facilitating best-in-class employee experience and being recognized among the best employers in our key operating regions

### Progress in fiscal 2023

- We have reached 8.5 million people through our digital skilling initiatives

- More than 114 million lives empowered via tech for good programs in e-governance, healthcare and education

- 39.4% women in the workforce

- ~75% of our employees leveraged remote working options

- Recognized as a Top Employer in 22 countries across Europe, Middle East, Asia Pacific, and North America for best-in-class HR practices and processes



# Enabling digital talent at scale

## Enhancing skills and amplifying human talent

Infosys continues to make strategic investments in the competency development of its talent. We have always believed it is important to nurture a learning ecosystem. Fiscal 2023 saw an increase in the learning consumption within Infosys and an overwhelming adoption in the community too.



Experience centre at Bengaluru for an immersive experience of industry solutions and offerings

### Employees

We endeavor to provide employees with new learning experiences and future-ready skills through two large interventions—the foundation program and the continuous education program.

The foundation training program is designed to mold newly onboarded entry-level engineering and science graduates into corporate professionals. The continuous education program aims at upskilling or reskilling existing employees and sets the tone for lifelong learning.

### Foundation education program

The Infosys Foundation Education Program is a 16 to 19 weeks residential training program, to enable the entry-level engineering and science graduates transition into the corporate world. This program focuses on IT foundation skills and one of the many technologies based on business requirements and includes process training as well as professional and behavioral skills training.

We hired 50,000 freshers in the year. Trainees can also choose learning paths in Lex, our internal learning platform, based on their interest areas, and equip themselves with internal certifications to move faster in their careers. In the recent past, generative AI and prompt engineering-related topics have been

introduced in the foundation program to provide entry-level graduates an exposure to the latest technologies.

### Continuous education program

Lex, our versatile learning platform, helps our employees keep abreast of the latest technologies by learning anytime and from anywhere. With the remote-first approach, Lex also provides technology playgrounds to practice, and get certified using the in-house

## A virtual learning assistant on Lex,

provides personalized guidance tailored to an individual's unique learning needs.

'Infosys Assessment Platform' leveraging its 'virtual video proctoring' mechanism. The platform is also being improved using generative AI technologies.

We have forged academic partnerships with an aim to develop top future-ready talent and to collaborate on emerging and niche technologies. We conducted various workshops in AWS, Azure, GCP and Metaverse in collaboration with our partners to provide

**14,800 Lex courses**

employees with hands-on exposure to cloud technologies. Some of these interventions include Microsoft Cloud Pro, a mega Microsoft Cloud Certification drive.

A web version of the global news publication, Financial Times, was launched in Lex for employees. We have introduced a LinkedIn subscription this year, with over 9,000 courses.

**Quickstart,**  
our lateral onboarding experience,  
enables experienced hires to get an  
in-depth understanding of the  
organization and craft their first  
100 days learning plan.

'Milestone' programs for our mid-level employees to enhance their role readiness, apart from improving peer networking and leadership connect, and 'Bridge' programs that enable employees with training and internship opportunities to switch to new careers such as consulting and technical architecture have also seen wider participation.

**55 lakh+ learning days**

#### Average training hours for employees

Men	129.0
Women	132.7
Total	130.5

Our learning efforts won us accolades from Brandon Hall, ATD Best, Training Apex, and NASSCOM, who recognized the Education, Training and Assessment (ETA) team as the Cloud Innovator of the Year. Avasant and Nelson Hall continue to rate our digital learning capabilities in the highest quadrant.

### Clients

Infosys Wingspan, our learning solution for clients, has helped companies strengthen their employees' digital capability. Infosys Wingspan, a one-of-a-kind cloud and mobile-first platform, provides seamless interactive learning experiences, which has accelerated organizations' transformation journeys.

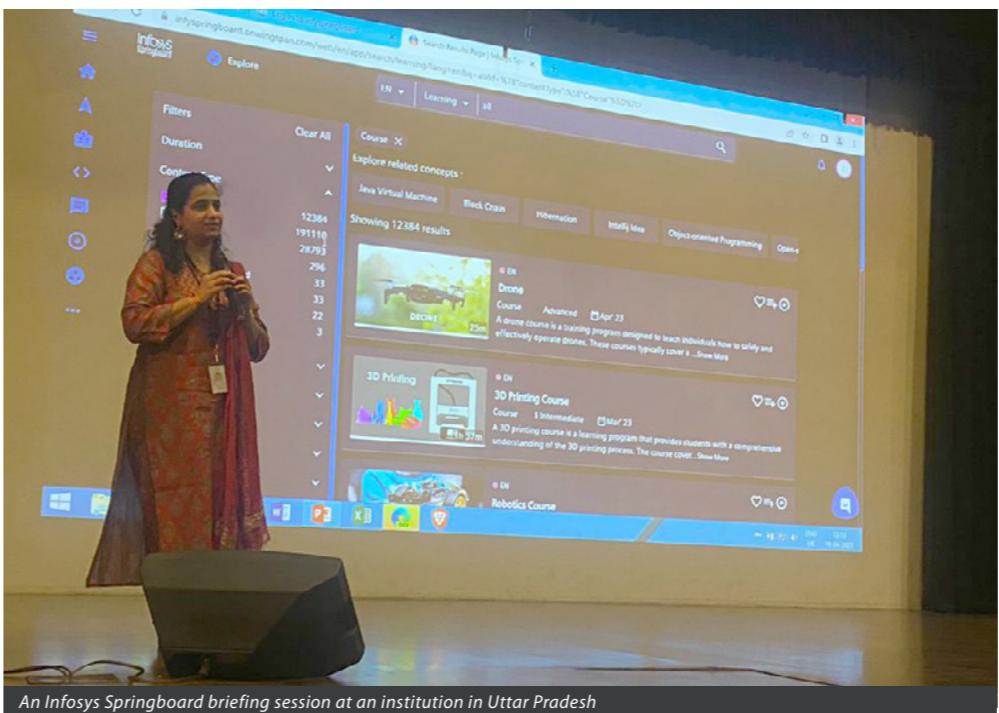
We have also extended Infosys Wingspan to meet the requirements of talent development in the healthcare sector this year. With Infosys Wingspan, clients do away with reinventing the wheel completely. The client workforce gains from a learner-centric experience, including setting 'learning goals,' receiving recommendations based on 'interests,' practicing skills in fail-safe virtual lab environments, getting assessed and tracking their learning achievements and proficiencies.

The social and mentoring aspects of the Wingspan learning experience also encourage peer learning. Client leaders can use Wingspan to communicate with all employees via live streaming.

### Community

#### Infosys Springboard, India

In alignment with the Infosys ESG Vision 2030 to enable digital skilling at scale, Infosys aims to empower over 10 million people with digital and life skills by 2025 through its initiative Infosys Springboard. This initiative has been crafted to meet opportunities for honing skills in learners and empowering



An Infosys Springboard briefing session at an institution in Uttar Pradesh

them and amplifying their potential. Infosys Springboard promises to be a game changer thanks to Infosys' competency development lineage, active content curation, and ability to support additional learning needs. It is aligned with India's National Education Policy 2020 to provide easily accessible, affordable, high-quality and accountable education.

The platform is available in English and all major Indian regional languages, including Sanskrit and Urdu.

The platform, powered by Infosys Wingspan, is available free of cost to any curious learner from Class 6 to lifelong learners.

Immersive learning experiences together with a host of benefits including curated world-class content through partnerships with top content providers like Coursera, Skillsoft, Techademy,

Learnship, and more offer insights into various domain and technology trends through masterclasses by recognized academia and industry experts. Virtual practice environments include programming challenges and assessments.

Technical and behavioral competency development is done through focused learning interventions including CodersZen, A Millennials Dream, Career Compass, Catch Them Young, and more.

Faculty members at academic institutions can get certified and learn from experts through faculty enablement programs and can use the platform to provide an engaging experience for their students.

Educational institutions can use the platform to bring industry-relevant curriculum through rich content available on Infosys Springboard and monitor the learning progress of their students through the platform.



Student interaction on Infosys Springboard offerings at an institution in Kerala



An Infosys Springboard briefing and Soft skills training in a law college in Bengaluru

The platform offers a choice-based credit system for academic institutions to use in their curriculum for industry interventions like assessments/assignments and credits for self-paced learning. Virtual/digital classroom capabilities can be leveraged by institutions to conduct online classes. Video-proctored exams and assessment environments can be used to conduct online examinations.

#### **Amplifying adoption in colleges and schools**

An MoU with the All India Council for Technical Education (AICTE) has accelerated the adoption of the platform by educational institutions.

20+ collaborated events with universities, government entities, and masterclasses in

technology and domain were conducted by experts from Infosys and the industry as part of this initiative.

Through our engagement with content partners, there are 12,000+ industry standard courses with curated learning paths recommended by the states to enhance the industry-readiness of the learners. As part of our enhanced efforts, we are working with education departments and universities to integrate these courses into the curriculum.

A leading university has introduced job and skill-oriented programs in the Computer Science and Information Technology curriculum, which is being used by 250+

affiliated colleges. Faculty enablement is also supported by Infosys' subject matter experts.

Mentor-guided online internships have been introduced this fiscal and two batches of the program were completed successfully. More than 50 industry-relevant projects, with a duration of 10 to 12 weeks, have been offered with a dedicated Infosys subject matter expert as a mentor. Students also earn credits after successfully completing the projects.

Curriculum for STEM subjects is now available on Infosys Springboard, for students from the Classes 6 to 10 for both CBSE and ICSE streams. A series called 'Young Professional' introduces school learners to various industry domain areas.

10 state institutions, in India, have adopted Infosys Springboard in fiscal 2023. One of the states has leveraged Infosys Springboard to enable more than one lakh teachers.

In fiscal 2023, Infosys Foundation established five STEM labs in Ramakrishna Schools under the Infosys Foundation-Ramakrishna Mission scholarships and STEM education program. Another 30 labs are under progress. Makers labs are physical incubation centers equipped with all the emerging technologies. They facilitate a great hands-on learning experience for students.

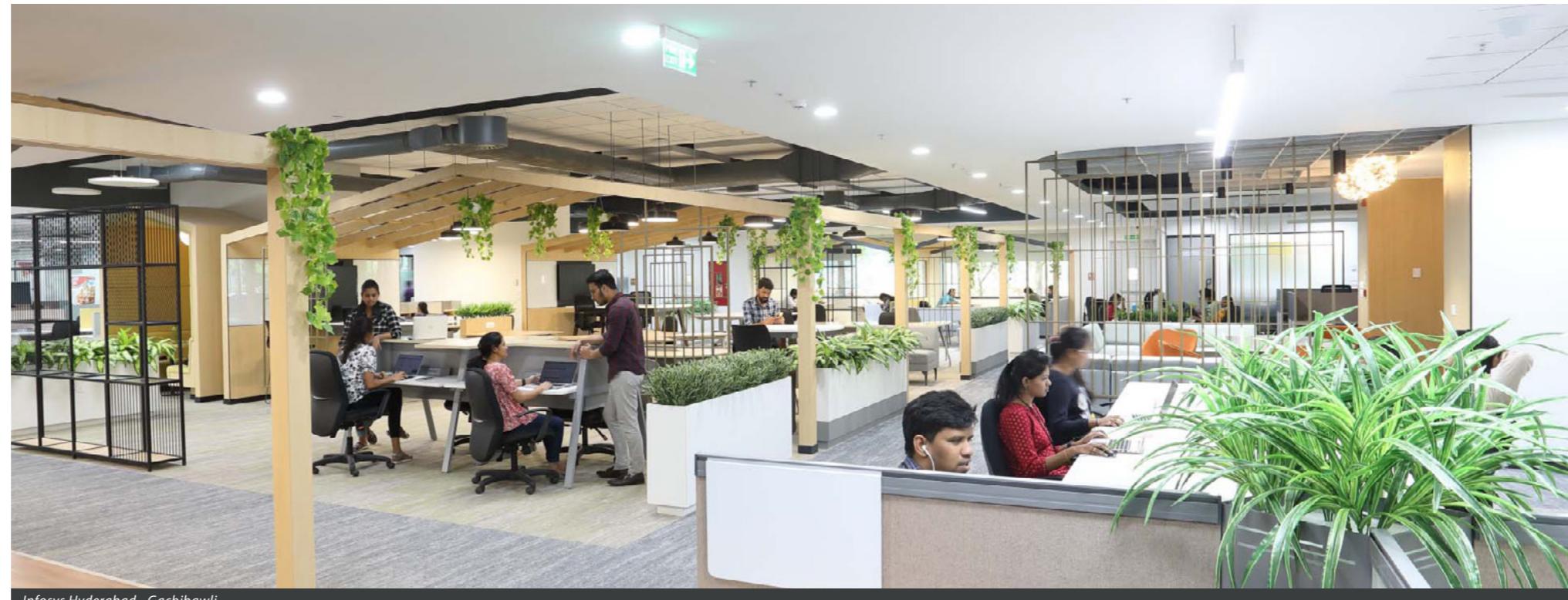


# Tech for good

Technology presents innumerable opportunities to resolve some of the world's most challenging issues. At Infosys, we are committed to scaling impact and empowering lives through leveraging digital technology in the areas of e-governance, healthcare, and education.

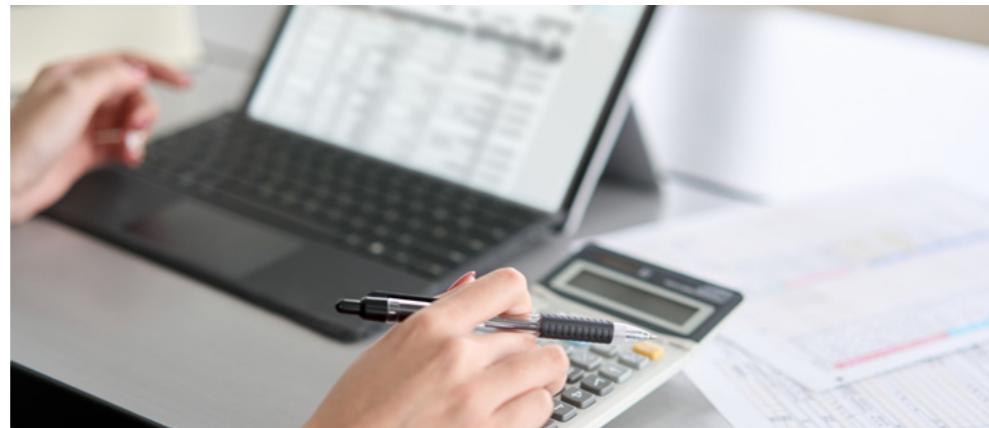
## Digital shared infra for social good

Our focus on digital infrastructure as a service (IaaS) seeks to empower social foundations and entrepreneurs to help expand the impact of their efforts. This infrastructure includes the Super App framework and various microservices for engagement, learning, campaigns, surveys, job marketplace, surveillance, case management, supplier management, telemetry, reporting and analytics. A modular approach allows these services to be combined and configured on our Super App mobile application to meet the needs of social entrepreneurs.



## Tech for good in e-governance

Infosys has embarked on country-wide projects in e-governance. We have joined hands with various governments to transform the way government organizations interact with citizens, businesses, and other government entities. The goal is to make government services more accessible, efficient, and responsive to the needs of citizens. Infosys is leading this in India with its ongoing projects in e-governance including income tax, Goods and Services Tax (GST) and customs.



## Income tax

The Integrated E-Filing and Central Processing Center program takes the tax automation journey, which started 10 years ago, to the next level. The program not only integrates filing and processing into a single platform, it also brings innovation to each of the layers. In filing, the focus was on simplification and scale. With innovative features like tax wizard, mobile application and pre-fill of tax forms, the new portal makes it easier and more convenient for taxpayers to file their income tax returns and access related services. In processing the entire engine was redesigned with modern technology tools and patterns resulting in dramatic reduction in wait time for release of refunds (from 79 days to 7 days).

**Impact:**  
**~100mn** registered users

## Goods and Services Tax Network (GSTN)

Infosys partnered with the GSTN to implement and manage the indirect taxation platform for GST in India. The platform was designed to assist taxpayers in preparing, filing returns, making payments of indirect tax liabilities, and maintaining additional compliances. This unique and complex IT project established a uniform interface for taxpayers under indirect taxes, which was achieved through a common and shared IT infrastructure between the central and state governments. This has significantly simplified the tax compliance process for taxpayers, by reducing the burden of maintaining separate systems and complying with varying state-level tax regulations, and has made it easier for taxpayers to maintain their tax records accurately.

**Impact:** **~14mn** taxpayers supported and serviced by the GSTN platform so far

## Indian customs portal

Indian Customs Electronic Data Interchange Gateway (ICEGATE) is the national portal of the Indian Customs of the Central Board of Indirect Taxes and Customs (CBIC) that provides e-filing services to trade, cargo carriers, and other trading partners electronically. ICEGATE serves as an interface between the trade users and the customs department and acts as a hub for exchanging information with external trading partners involved in international trade. Infosys is currently maintaining and enhancing the existing ICEGATE1.0 and has received positive feedback from users. The bigger scope of work for Infosys is to develop ICEGATE 2.0 involving technology transformation to a microservices / API-based architecture along with enhanced and new functionalities to build a more efficient, transparent, contactless, and paperless ecosystem.

**Impact:**  
**~1.6 lakh registered users** with around 90 lakh enquiries

## MOSIP

Infosys has partnered with the International Institute of Information Technology, Bengaluru (IIIT-B) to support the Modular Open Source Identity Platform (MOSIP). MOSIP is a global digital public good project anchored by IIIT-B. It helps governments implement a digital foundational identity in a vendor-neutral, interoperable and cost-effective manner. MOSIP is currently being adopted by more than 10 countries, either as national rollouts or as pilots. Infosys is contributing to a few modules as part of the tech for good effort. Through this partnership, Infosys will contribute towards ID-led transformation efforts on a national scale.





# Diversity, equity and inclusion

At Infosys, we work to build and sustain an inclusive, non-discriminatory and equal opportunity workplace with the vision of taking everyone forward. Our Diversity, Equity and Inclusion (DEI) vision is an integral part of the Infosys Code of Conduct and Ethics contained in the powerful tenet of 'Respecting each other'.

## DEI governance

Our ESG ambition commits to strengthening diversity, equity and inclusion in the Company and achieving 45% women in our workforce by 2030. DEI goals are a part of the corporate scorecard and flow into leader and manager goal sheets. DEI Councils at the global, business unit, location and Geo levels provide a rich matrix of responsibilities and relationships to collaborate on the strategic intent of the organization to build inclusion for everyone. DEI Councils at Geos enable us to be responsive and tap into the 'local' diversity needs of employees in the Geo. Diversity Councils comprise members from business and enabler functions, who work under the leadership of a Diversity Council Head. Periodic reviews enable teams to enhance the effectiveness of their efforts.

### Our global memberships

[Signatory to the United Nations Global Compact \(UNGC\)](#)

[Signatory to the UN Women's Empowerment Principles \(WEP\)](#)

[Signatory to UN Fair and Equal \(LGBTQ+ Charter for Business\)](#)

[Founder member of WEF Partnering for Racial Justice in Business](#)

### Some of our many DEI partnerships include:

#### IN THE US

- Black Tie Dinner, Inc
- FairyGodBoss
- InHerSight
- National Black MBA (NSBMBIA)
- RecruitMilitary – Focus on hiring Veterans
- Thurgood Marshall College Fund (TMCF)
- Women in Technology International (WITI)
- Women of Color STEM Conference (WOC)

#### IN INDIA

- Pride Circle
- Periferry
- Solidarity Foundation
- American India Foundation
- Sarthak India
- Jobs for Youth
- Enable India
- Giftabled
- NASSCOM DEI Council
- CII DEI Council

#### IN AUSTRALIA

- Australian Network on Disability (AND)

## DEI leadership tool

The DEI leadership tool provides DEI-related data 24\*7 to business and HR leadership to facilitate timely decision-making on hiring, growth and retention of the diverse talent pool.

75+

Data points on gender available in the tool.

## Building cultures of inclusion and belonging

### Learning

A dedicated learning channel on Diversity, Equity and Inclusion (DEI) in Lex contains a plethora of learning modules, certifications and experience-sharing through human libraries, blogs and leadership talks.

### Award for Excellence

An award category for DEI in the prestigious Infosys Awards for Excellence (AFE) inspires DEI commitment and action.

### Employee Resource Groups (ERGs)

Beyond leadership commitment and policy, there is a larger focus on where employees experience inclusion in their everyday workplace, interacting with colleagues and immediate teams. To strengthen these micro ecosystems, ERGs act as huge enablers.



**8 ERGs**

To strengthen inclusion and belonging.

### Our ERGs include

iWIN	Infosys Women's Inclusivity Network (IWIN) for women employees and their allies
iPride	iPride for members of the LGBTQ+ community and their allies
Multicultural ERG	Multicultural ERG (MERG) to celebrate a multicultural workforce and enable collaboration across cultures
iBELIEVE	iBELIEVE for our Black employees and the Black diaspora
Family Matters	Family Matters, focusing on building awareness on parenting, relationships, health and wellness
InfyVets	InfyVets for Infosions who are military veterans and their allies
YEN	Young Employees Network(YEN) for the young and young at heart
InfyAbility	InfyAbility for employees with disabilities and their allies

## Women

**39.4%** Women in the workforce in fiscal 2023

A signatory to the UN Women's Empowerment Principles (WEP), our efforts on gender diversity in the workplace emphasize the participation of women in technology, management and leadership. Our workplace policies and investments focus on learning



and development and specific interventions for women in navigating their personal and professional ambitions.

International Women's Day 2023 with the theme 'Embrace Equity' was celebrated across Infosys. More than 30 campaigns, 50 panel discussions and a 100 guest speakers, including clients, experts and leaders, made the occasion memorable.



## Parental leaves

In fiscal 2023, the return to work post maternity program ensured 99% women returned to work and 68% are continuing in their professional journeys with us after 12 months of resuming work. A total of 6,713 men and 6,976 women availed parental leave.

## Focusing on women's career progression

### Some of our interventions in fiscal 2023

1. **IamtheFuture** is an integrated program, in collaboration with Stanford, designed to realize our ESG Vision 2030 of developing women leaders who are not only better prepared to take up expanded responsibilities, but also inspire those who follow them. The program design is based on three foundational pillars of accelerating the readiness of the leaders, fostering an inclusive ecosystem, and strengthening the leadership pipeline. Since its inception in 2021, the program has received positive feedback from the participants, managers, mentors, sponsors and leaders. Over 35,000 learning hours have been invested by participants. About 4,300 assignments have been submitted and graded by Stanford.

**450** women leaders have completed the **IamtheFuture** program

2. **Orbit Next** is a year-long program for high-performing women in the middle management level. The current cohort includes 1,200 women high performers. The program has four key levers – a profile assessment through business simulation by DDI India, interventions to strengthen the digital quotient levels through additional reskilling and upskilling, Tech Talks by subject matter experts and an Impact to Elevate program to hone leadership skills.

**26% of women**  
from the Orbit Next program  
have been promoted

3. **TechCohere** This program reaches out to 7,000+ engineers and focuses on nurturing and building a vibrant, collaborative tech community of engineers, architects and technologists to learn, share, teach, practice and refine architecture design and software engineering practices. This year, over 50 sessions and panel discussions were conducted by women technologists.

**11** Whitepapers **37** PoVs  
authored by women were published

4. **Women in Management (WIM)** is an exclusive two-day program for women managers at Infosys. The program enables women managers to understand the challenges that might be keeping them from progressing in their careers. This program covers a series of modules on making difficult choices, strengths-based leadership, striking the right balance assertively, power of networking and more.
5. **Women of Infy** is a popular blog column on InfyMe, the Infosys employee experience platform. It is a fortnightly showcase of women at Infosys. Their stories of courage, grit and accomplishment serve as a source of inspiration for all employees.

**25+** Women of Infy showcases



### Restart with Infosys

This unique program, launched in 2018, focuses on hiring professionals who are on career breaks.

**365** Women hired through Restart with Infosys in 2023

The program includes a component of learning and competency-building, mentoring and working on client projects to give these professionals the support and confidence required to transition back to their careers.

### External collaborations

We encourage our women employees to participate in industry events as part of their professional growth journeys. This enables them to strengthen their social interaction skills and networks.

EVEmpower Mentoring Initiative of Confederation of Indian Industries (CII) IWN Southern Region, saw 30 women employees from Infosys participate as mentors and mentees.

**Women Wizards Rule Technology (W2RT)** is a year-long program in collaboration with NASSCOM (National Association of Software and Services Companies, India) to build a talent pool of 10,000 women in the new and emerging technologies for India. The program has online learning content, industry mentors, workshops led by industry leaders and hands-on project opportunities. It also offers learners access to conferences organized by NASSCOM.

**102** Women employees participated in the W2RT program in fiscal 2023



## Family matters



Family Matters is an ERG that focuses on family, health and relationships. In addition to bringing to employees expert sessions in these areas, it also serves as a great network for employees on matters concerning family, children's education, health and relationships.

**21+** Sessions conducted for employees globally

Our Mother's Day special this year included sessions on different aspects of parenting, future of child safety, fertility care, pranic healing, the impact of 'atomic habits', health-related topics and more.

## Employees with disabilities

Our focused hiring and retention efforts for employees with disabilities have yielded positive results.

### Key efforts during the year

- **Digital Accessibility Learning** – A digital accessibility learning channel on Lex, our internal learning platform, has been launched. This contains learning modules, videos and certifications to enable employees to gain a deeper understanding of accessibility needs of people with disability and design inclusive solutions. Infosys' Accessibility Testing Tool (iATT) is listed as one of the w3.org's recommended tools and is an intelligent accessibility compliance analyzer with a robust rules

engine and exhaustive features that enable intuitive data to facilitate accessibility analysis.

- **External collaborations** with our alliance partners to strengthen our inclusion efforts.
- **Launch of persons with disabilities internship program** – The program focuses on strengthening the talent pool of professionals for the industry and has seen great interest from the student community.

**1,357** Employees have voluntarily disclosed their disabilities

## LGBTQ+

As a signatory to the UN Free & Equal, we are committed to strengthening and supporting an inclusive workplace for members of the LGBTQ+ community. We have curated three learning modules on our DEI learning channel under the aegis of 'Ally for Change' to build awareness and learning in the organization.

We celebrate important milestones, share personal stories through human libraries and blogs. Interviews with experts and famous personalities from the community are hosted on our DEI Learning Channel. We have launched Infosys' first global virtual Toastmasters Club for members of the iPride ERG in response to the need for a safe platform to improve communication skills and build leadership capabilities.

## Cultural diversity

With over 160 nationalities in our workforce, our DEI effort continues to focus on the diversity of culture and experiences, enhancing learning, awareness and collaboration across employees and teams.

### Cross-cultural skills and learning

We make continued investments in cross-cultural enablement through learning interventions. The Culture Café initiative is a favorite with employees.

### Culture chats

As part of this initiative, we help bridge culture gaps, enhance understanding of business culture and provide employees with an opportunity to interact with their colleagues in other locations.

## Global recognition

1. Infosys has been recognized as **Top 10 Best Company for Women in India (BCWI)** by Avtar & Seramount, 2022. We have also been featured in the "100 Best – Hall of Fame" for having made it to the list of top 10 in five editions.
2. Infosys has been recognized as the **Champion of Inclusion in the Most Inclusive Companies Index (MICI)** by Avtar & Seramount, 2022.
3. Infosys has been rated as "**Most Noteworthy**" Company by DiversityInc, USA.
4. Infosys won the **Advancement of Women in India Award** sponsored by Credit Suisse at the 2022 Community Business Awards.
5. Infosys was named among the top three employers for Building Disability Confidence in India at the 2022 Community Business Awards.
6. Infosys scored 100 / 100 in the **Corporate Equality Index (CEI)** assessment for LGBTQ+ Inclusion in the US, in 2022.
7. Infosys is Silver Award winner in **India Workplace Equality Index (IWEI), 2022** awarded by Stonewall and Keshav Suri Foundation.
8. Infosys won the **Asset Triple A ESG Awards 2022** for Diversity and Inclusion.
9. Infosys won the **ICAI Sustainability Reporting Awards 2021-22** for Gender Equality.
10. Infosys won the **Economic Times Best Organisations for Women Award, 2023**
11. Infosys has been certified by **Australian Network on Disability (AND)** as a **Disability Confident Recruiter for 2022**.
12. Infosys has achieved the #1 position in two out of five leadership categories (Transparency and Social Impact) in the **'ESG India Leadership Award 2022'** rankings by ESG Risk Assessments & Insights Limited.
13. IamtheFuture program won the **Brandon Hall Gold Award** for Best Advance in Leadership Development for Women.
14. IamtheFuture won the **Women Icons Asia D&I Champions Award** in the category of advancement of women in 2022.



# Energizing local communities

The world over, Infosys is committed to going local to strengthen its profile as an employer of choice for employees and be a part of the local culture.

**91%** Local hires



## APAC region

### Australia and New Zealand

#### Living labs

Infosys launched its living labs in Melbourne and Sydney, Australia, in 2022. The program is designed to help advance ESG and people-centric innovation in the region. Underpinned by an ecosystem approach, the living labs will enable a confluence of digital technologies and human experience. Infosys partners will be able to leverage solution accelerators, digital experiences, and frameworks to ideate, prototype and test innovations. Led by the Infosys Centre for Emerging Technologies, these solution accelerators leverage digital technologies including cloud, 5G, IoT, 3D, AI, cyber security, data and analytics, AR, VR and address industry use cases in financial services,



Infosys Melbourne Living Lab Launch

telcos, retail, utilities, manufacturing, sports tech and edutech, among others. The Infosys Living Labs will also enable Infosys partners to test and incubate extended reality experiences in a 360-degree digital donut. It will bring together Infosys' digital ecosystem including clients, partners, startups, academia and governments in a co-creation and collaboration environment. There are over 100 digital experiences to draw from and solution accelerators and services, which include Infosys Metaverse Foundry, cloud services via Infosys Cobalt, cyber security, sustainability, edutech (digital learning) and co-creation workshops with Infosys Consulting's product and portfolio development offerings. It will also feature WONGDOODY's human experience design expertise to elevate brand and business interactions and virtual reality zones.



Andrew Groth, EVP Infosys and Region Head, Australia and NZ, delivers the keynote address at the launch of the Infosys Melbourne Living Lab

In October 2022, Infosys also extended its living lab ecosystem to enterprise-ready startups in Australia to accelerate their go to market. On the Startup Day, startups from the Infosys Innovation Network (IIN), with a presence in Australia, had the opportunity to pitch their products and services to Infosys' enterprise customers from the private sector, public sector and academia. Infosys Living

Labs in Melbourne and Sydney provide digital innovation-as-a-service to participating startups with a presence in Australia.

#### CSR programs

The Infosys Australia and New Zealand CSR program is committed to providing pathways for underrepresented communities across the region through access to digital learning and 'bridge' interventions. The program has four broad focus areas, including education, the indigenous support program, employee volunteering and initiatives for people with disability.

#### Education

**Future Leaders program:** The Future Leaders program is designed to enable pathways to learning and education for students including students from regional locations. 30 students engaged in the Victoria Springboard channel page-built-Living Lab camp hosted in Melbourne.



Future Leaders Program beneficiaries at the Australian Open 2023

**Young Change Agents (YCA):** Infosys established a partnership with YCA to collaborate and build an International Credential for Social Entrepreneurship with the University of Melbourne and Telstra Foundation.

**GovHack:** This is the southern hemisphere's largest open data hackathon designed to help advance digital skills across the community in Australia and New Zealand. This year, over 500 people participated.



5-years of GovHack with Infosys to advance digital skills in Australia and New Zealand

**Partnership with Auckland University (NZ):** Infosys signed a funding agreement with Auckland University (NZ) to support Māori and Pacifica students in the faculties of science and engineering. In addition, we offer mentoring support to these underrepresented student groups so that they complete their studies and find pathways to employment.

**Biz Rebuild:** Infosys partnered with Biz Rebuild. This is a business-led initiative to provide practical and on-the-ground assistance to small and local businesses left devastated by natural disasters. In 2022, BizRebuild has provided support in re-tooling and business advisory vouchers to more than 1,500 small businesses in deluged communities across New South Wales and Queensland.

## Indigenous support programs

**The Galuwa Program - Indigenous outreach and engagement:** Galuwa is an outreach and engagement program for indigenous youth in Australia that focuses on deeper and more meaningful engagement with high school indigenous students through corporate and community partnerships. The program engaged 35 students.



**Yirigaa Project:** This project focuses on building digital skills among indigenous students of the Yirigaa community.

**Auckland City Mission:** People approach the mission when they need access to permanent and sustained housing, enough nutritious food to eat, and when their physical and mental health is compromised. Infosys contributed to the mission.

**Tennis Australia (Play for Ukraine / UNICEF):** Infosys also supported Tennis Australia to help those affected by the war in Ukraine.



## Initiatives for people with disabilities

**Disability-confident recruiter:** Infosys benefited from its long standing seven-year partnership with the Australian Network on Disability (AND) and was again recognized for the third year as a Disability Confident recruiter, extending its commitment to the disabled community. To increase and widen tennis fan engagement for the Australian Open, Infosys worked with Tennis Australia and updated its Infosys MatchBeats technology to present simplified game data and visualizations which included contrasting color combinations meeting Web Content Accessibility Guidelines (WCAG) 2.1. <sup>▲▲</sup>



**Disability Awareness:** Infosys participated in PACE mentoring program 2022 organized by AND. Two employees from Infosys mentored mentees with disability preparing them for professional life. Infosys' participation also helped broaden disability confidence and awareness among Infosys staff, while providing job seekers with disability exposure to the professional world.

## Employee volunteering

**Mental Health Foundation Australia (MHFA):** Infosys provided support in helping establish a network of services and support for MHFA patrons through awareness, multi-lingual support, interactive voice-supported chatbot and other technology solutions. We also provided an interactive chatbot to help MHFA user queries. Over 6,00,000 queries were responded to using this.

**Veera:** This program helps domestic violence victims by empowering migrant women through awareness and support (education, IT workshops, social campaigns, legal support and more).

**Oznam House (VIC):** Infosys employees continue to volunteer in providing support to Oznam House which helps people experiencing homelessness (120 FTE days of support was provided in fiscal 2023).

## Infosys China

### GREEN AMBASSADOR | Hangzhou DC

The Infosys Hangzhou team and their families participated in a sustainability effort to clean a section of the Wu Yun mountain. The 10-km-long drive took about five hours. The team collected more than 10 bags of trash and received huge appreciation from the locals.

**SPRING - Giving Tree Program:** SPRING is an employee-led team that supports various philanthropic activities such as donation drives for blood, books and computers. This year, the team organized the donation of 1,170+ laptops across China.

**Giving Tree –** Since 2009, SPRING team and Infosys China employees have supported the Community Center, Shanghai (CCS) Giving Tree charity program. Infosys China assisted 1,721 migrant / underprivileged students in need by donated Giving Tree bags, filled with age and gender-appropriate winter clothes and school supplies.



## EMEA

### UK

### Infosys Springboard

Infosys has launched the Springboard platform for Sandwell Council in the West Midlands and Brent Council in London as a part of our social value commitment to provide free online digital learning platform to residents, schools and colleges. The platform now has over 49,000 registered users.

### Museum of Memories Project

'The Museum of Memories' project for the Dementia Research Institute was launched.

Focused on raising awareness around how dementia disproportionately affects women, WongDoody created the 'Museum of Memories' - a virtual museum that curates cherished memories from women who have experienced dementia. We brought their precious moments to life, in a way that's not possible in the physical word and then stored these memories in the blockchain as 'digital heirlooms' so they can never degrade or disappear.

The website also details positive lifestyle behaviour changes that aid in preventing dementia in later life.

Supported by short documentaries, nationwide advertising placements, and an influencer campaign we've seen an earned media reach of 125 million (including coverage in the UK's BBC Radio) plus results from the social influencer work reaching 1,25,000 views, 15,000 likes and an average engagement rate of 10.5% (the industry average is 4.5%).

## France

Infosys, in partnership with the NGO LEPC, is contributing to digital inclusion in France. As a partner of LEPC's Innov'Avenir program, Infosys is bridging the digital gap for students and young adults, from marginalised areas, who often lack knowledge and understanding of the digital world and transformations. Infosys aims to add 1,000 beneficiaries to the program through training and coaching. Further, Infosys is aiming to extend the scope of the program to the Toulouse (south west France) area.

Several Infosys France volunteers also directly contributed to training interventions in marginalised area high schools.

### Les Pros dans ta Classe Initiative

This is a digital inclusion program in the Paris, Marseille and Occitanie regions. With the support of 18 employees, 13 sessions have been conducted.

## Benelux

Infosys Benelux contributed to assisting Ukrainian refugees by generously donating over 100 food supplements.

In Benelux, a partnership with local universities is helping us acquire local talents. In Belgium, we have a tie-up with Antwerp Management School. In the Netherlands, we have tied up with Technische Universiteit Eindhoven (Eindhoven Institute of Technology), University of Amsterdam, Maastricht University, Rotterdam School of Management, Erasmus University and more.

## Germany

Infosys participated in the ISG Research Day in January 2023 in Seeheim-Jugenheim, Germany. ISG and Infosys have partnered in the past in France, Italy, Nordics and the UK.

Otto Beisheim School of Management was invited to the Infosys office in Düsseldorf. This visit highlighted our commitment to building relationships with academic institutions and showcasing our company culture and values to the next generation of professionals.

### Partnership with Hackerschool

The Hackerschool and Infosys teams met in Hamburg for the IT Strategic Days in February 2023 and planned joint activities including Summer Schools for students in and around Düsseldorf at Infosys.



## Romania

In Romania, schools are invited to visit Company facilities. This helps us engage with the local community and promote positive relationships with schools, students, and teachers.

## Americas

### Infosys Canada

In 2022, Infosys and the University of Alberta renewed their agreement with the intent of cultivating the next generation of tech talent, spark innovation and advance opportunities, such as internships for the students. This would be further enhanced by prioritizing professional development and training opportunities for students.

Infosys has partnered with Calgary Economic Development, a not-for-profit corporation funded by the City of Calgary for a multitude of events related to Diversity, Equity and Inclusion (DEI), indigenous communities, tech talent immigration, tech confluences and academia associations.

### Infosys USA

#### Infosys Foundation USA

Infosys Foundation USA is committed to expanding computer science and maker education to K-12 students and educators, and delivering digital skills for all, particularly within under-represented communities. Through its programming, signature initiatives and the two digital learning platforms of Infosys Springboard USA, the Foundation reached 1.3 million students and 44,000 educators in fiscal 2023, taking the total number of students reached to 24 million and educators to over 1 million.

## Infosys Springboard in the USA

In fiscal 2023, the Foundation expanded its [Infosys Springboard USA](#) digital learning platforms to reach not only K-12 educators and students through the Pathfinders Online Institute, but also to bring digital skills to higher education learners and professionals seeking to upskill in the latest technology trends and leadership skills through the Digital Academy.

### Digital Academy

The [Digital Academy](#) offers over 8,000 courses in coding, data science, cyber security, machine learning, and AI, as well as critical leadership skills that will help talent prepare for the technology-enabled workforce. Through Springboard platforms, the Foundation contributes to the Infosys ESG Vision 2030 goal of reaching 10 million globally with digital skills by 2025.

### Pathfinders Online Institute

During fiscal 2023, the Foundation curated 17 new courses for the Pathfinders Online Institute across a range of computer science subjects such as cyber security, robotics, AI, and those at the intersection of arts and technology. These offerings reflect a high degree of diversity and inclusion, reaching underrepresented communities, such as neurodiverse students and non-English language learners. Today, the Pathfinders Online Institute hosts more than 18,000 account holders.

Below are highlights of these courses:

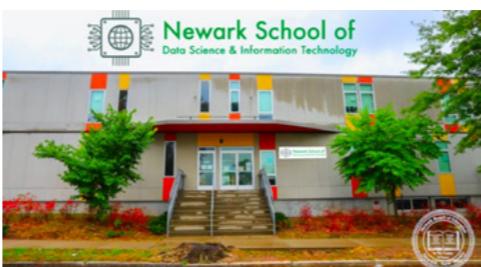
- **Coding music in Python:**  
Produced by Black Girls CODE and GoldieBlox, this course teaches middle and high school students basic Python programming language through music. The modules cover a range of programming concepts, including function calls and arguments, assigning variables, and representing musical beats as strings, for loops, defining functions, reading input, and if statements.
- **Cuantrix:**  
Taught in both Spanish and English, these modules were produced by Televisa Foundation and designed to engage Latinx students in CS. 'Cuantrix Elementary' for K-5 students teaches the basics of coding while 'Cuantrix Advanced' covers more advanced topics such as website coding, app development, and AI for grades 6-10.
- **Digital empowerment for your future:**  
This course, produced by scholars from Tech Kids Unlimited, was specifically designed both by and for neurodiverse students. The innovative curriculum equips teachers with the necessary tools to effectively teach neurodiverse students about online safety, privacy, recognizing scams and misinformation, and smart security practices.
- **Cyber A.C.E.S.:**  
This cyber security course, produced by Palo Alto Networks, aims to demystify cyber security through interactive learning by equipping kids in the age group of 5-15 with the resources to have safer online experiences, become good digital citizens, and protect their digital future.

## Volunteering efforts

Infosys Foundation USA made a concerted effort in fiscal 2023 to engage Infosys employees in the wider mission of tackling the digital skills gap through a series of Career Tech Talks; hosting micro:bit office hours during the International Day of the Girl; SDG-focused Design Thinking workshop; mentoring the Infy App Challenge 4.0 NYC high school students; delivering project feedback during the Kode with Klossy STEM summer camps and capturing candid professional advice in the Million Women Mentors video series to encourage girls to pursue STEM careers. The CrossRoads 2023 conference in Tempe, Arizona opened additional doors for employees to engage with the thought leaders of K12 computer science and maker education as video production assistants, Living Lab presenters and program implementation support. These efforts not only help empower and inspire future generations, but also foster a sense of community and purpose among Infosys employees.

Additional spotlight projects are captured below:

In early 2022, 27 Infosys volunteers provided IT Career Talks about Data, AI and Digital Transformation to over 60 high school students in the newly launched school, [Newark School of IT and Data Science](#), in Newark.



On March 14, 2022, Infosys Foundation USA sponsored a professional development event from [Firia Labs](#) at the Infosys Phoenix Tech and Innovation Center in Tempe, Arizona. With support from Infosys volunteers, this in-person event brought 18 middle and high school educators together for free training in Python code.

During the past year, over 30 Infosys mentors provided professional and academic guidance to more than 115 NYC-based high school students, as they designed an app that addresses a societal challenge as part of the 'Infy App Challenge 3.0'. Additionally, throughout the 2022 Spring semester,

13 Infosys volunteers delivered a series of virtual 'Infy Tech Talks' to 359 NYC high school students as part of our ongoing partnership with the non-profit [PENCIL](#) where they shared personal and professional insights to students potentially pursuing careers in tech.

From June 20 to July 1, 2022, the Foundation sponsored a two-week STEM camp in partnership with [Kode with Klossy](#) at the Infosys Technology and Innovation Center in Raleigh, North Carolina. The camp was designed for middle and high school girls, gender non-conforming, and transgender teenagers to learn basic coding skills and complete a group project showcasing their skills and passion. We were thrilled to have 10 employees give their time, insights and support to these young future computer scientists during the 'Pitch Party' and the 'Career Tech Panel' led by Foundation Executive Director Kate Maloney.



The Foundation served as the official STEM sponsor for the Thurgood Marshall College Fund's annual Teacher Quality Retention Program (TQRP) Summer Institute in July 2022. At the event, Foundation ED Kate Maloney moderated a 'Tech Career Talk' with Infosys ERG I-Believe representatives, Nicole Kilby and Kenneth Barry.



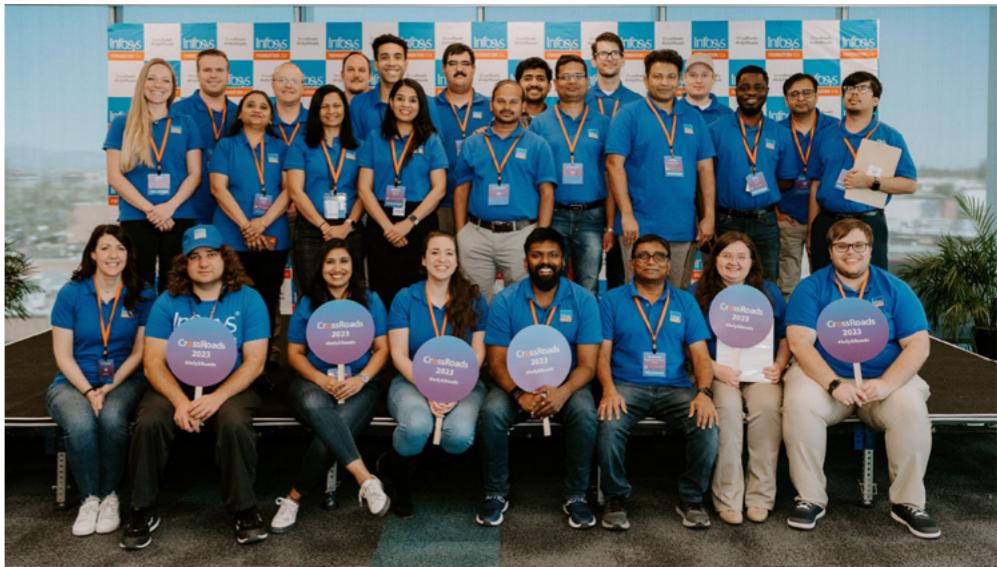
Infosys employees provided support to an in-person hackathon, hosted by the Televisa Foundation, serving 54 Latinx students in Phoenix, Arizona. The 'Ready.Set.Code.' hackathon provided students with valuable technological insights through workshops on Design Thinking and machine learning.



On October 11, 2022, the Foundation celebrated the International Day of the Girl in the Infosys World Trade Center office to promote the empowerment of young girls. We were honored to host an interactive Design Thinking workshop for over 35 NYC-based middle school girls. Four Infosys volunteers shared career advice on a 'Tech Career Talk' and mentored the students during the workshop.



During CSEdWeek in December 2022, the Foundation, in partnership with Learning Blade and Million Women Mentors, produced the 'Women in CS' video series featuring four employees who shared their career stories and encouraged young women to pursue STEM careers. Infosys women leaders, Lopa Mahapatra, Raje Ganesan, Kavitha Ganesh, and Jayashree Sridharan, shared candid insights about their own professional journeys.



The Foundation delivered a successful CrossRoads 2023 program in February, where over 200 passionate educators, thought leaders and implementers of computer science and maker education gathered at the

Infosys Phoenix Technology and Innovation Center working to shift the landscape of K-12 computer science education. 26 Infosys employees volunteered and made the event a success.



# Employee wellness and experience

For over 40 years, Infosys has set the pace in delivering excellence for clients, valuing employees as our greatest asset, and being a responsible community stakeholder, while embracing best practices in corporate governance and ethics.



## Our purpose

To amplify human potential and create the next opportunity for people, businesses, and communities.

Our people are crucial to our purpose. To meet the challenges that our industry, clients, and society face at large, we need people who function at their best, creating and developing opportunities to move us all forward.

Deeply tied to our purpose are principles that guide our behavior. We express those as C-LIFE: Client value, Leadership by example, Integrity and transparency, Fairness and Excellence. These principles permeate everything we do. They are deeply embedded in our teams, upheld by leaders across the organization, and readily recognized by every employee.

We call our employees 'Infoscions' because they are the true custodians of the culture, legacy, and purpose of Infosys worldwide.

For us at Infosys, the purpose conversation has moved from 'why' to 'how'. We are implementing programs, policies and ways of working that bring our purpose more alive than ever, inspiring employees to carry it into every client engagement and individual interaction.

Read more in our [Talent Pulse Report 2023](#)



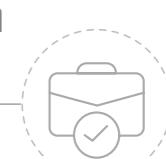
## Key highlights

Total number of employees

**3,43,234**

**1,14,852**

new hires in  
fiscal 2023



82% employee satisfaction score

**91%**

local hires across geographies

**77%**

senior management personnel hired locally

## Creating employee experience through digital transformation

We are committed to creating a world-class experience for our employees. We believe this will inspire employees to deliver their best for our clients. As our employees develop a digital future for our clients, we want them to experience the same in their day-to-day work at Infosys. Hence, the digitization of human resources processes and practices becomes a critical lever to create a great workplace experience.

Transforming the employee experience at scale in a company of more than 3,43,000 people spread across 56 countries is only possible through technology. For us, digitization was the only way forward. We are reimagining experience using a combination of process busting, automation and digital transformation in people practices to create consumer-grade digital experience for our employees. Through digitization, we are simplifying our processes, eliminating unnecessary approval steps and leading straight through processing. An example of this is InfyMe, our mobile-first, self-service platform that brings all services to our employees' fingertips anytime, anywhere. InfyMe is designed to be intuitive and contextual and aids networking and collaboration. We continued to enrich our InfyMe app with more services that enable teams to operate, connect and collaborate easily and it is particularly effective in the hybrid work model. More than 200 touchpoints for activities have been merged into the intuitive interface of InfyMe.

We are making our performance appraisal process light, easy and convenient. As a first step, we have introduced a senior management review interface on InfyMe. Through this, we are enabling an enhanced user experience, faster navigation, seamless data integration

and a unified experience around development, performance and careers. We are leveraging the power of the Live Enterprise platform to enable timely nudges around actions, performance and development.

We are also focused on automation of backend, administrative activities that can free up HR personnel and enable them to focus on enhancing employee experience and forming strategic partnerships with business. An example of this is Launchpad, our onboarding platform, which has enabled us to digitize our onboarding process. This mobile-based app provides a guided flow that helps new hires initiate their onboarding process, complete all the necessary documentation and data updates before their date of joining. With all operational processes taken care of prior to joining, employees are engaged in a more meaningful way with managers, teams and HR from Day 1.

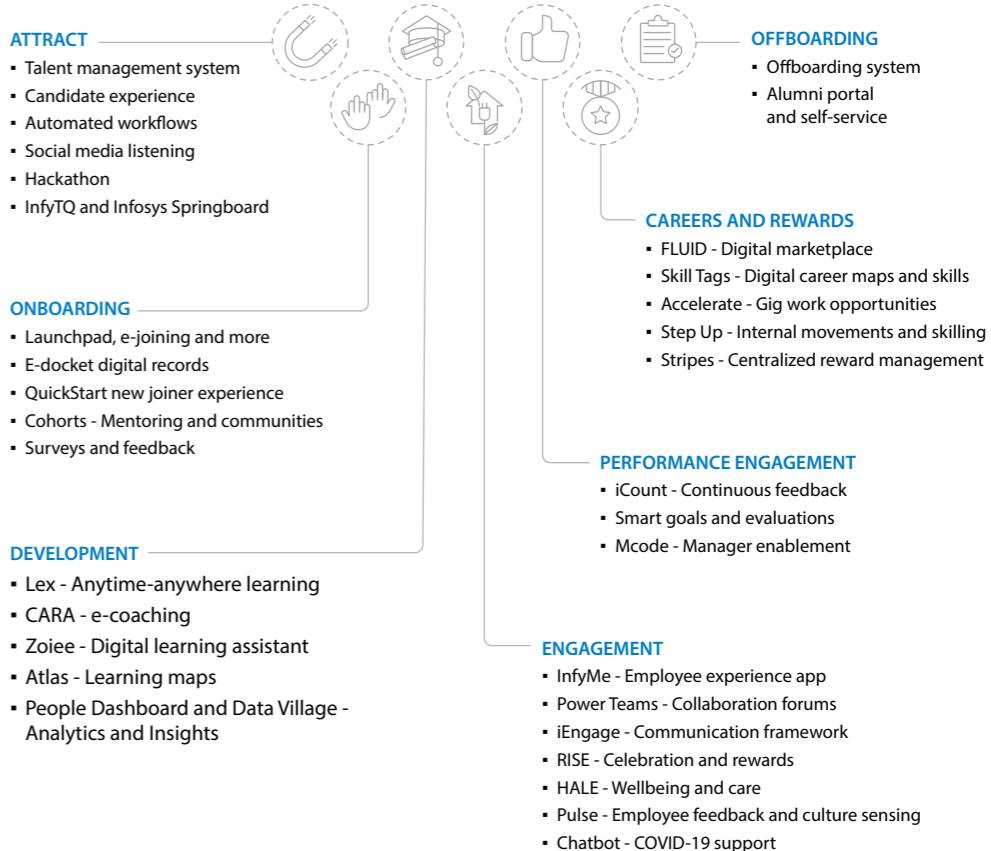
In addition to the above, we are making our systems smarter with:

- Nudges to managers and employees to drive the right behavior on closures and guide managers to take the right decisions in matters like role change, retention, etc.
- Chatbots that provide instant resolutions to queries and transactions
- Omni-channel experience for employees to get on call support using a conversational IVR that uses natural language voice inputs from callers to direct them to the right agents for support
- Self-service portals
- Robotic process automations in people processes to reduce manual work

## Digital-first, personalized employee life cycle application

We have transformed ourselves into a Live Enterprise, offering digital-first personalized experience for our employees across life-cycle events. We used our Live Enterprise suite of technologies for this. Some of our offerings that deliver employee experience are listed below:

### Employee journey map



## Reinvigorating culture in a hybrid workplace

Employee experience is significantly influenced by how they perceive organizational culture. In the hybrid world, it has become increasingly important to strengthen and reinforce our culture so that it is experienced uniformly and positively by employees – remote or in office.

### 5 C engagement model



## Nurturing great managers

It is our managers who develop and mentor teams while making a world of opportunities available to them. Preparing managers to lead amid change and emerging industry challenges is crucial to our success.

We launched our flagship management initiative, the Infosys Great Manager Program, to help prepare all our managers for the rapidly changing work environment. With input from Cornell University, the program facilitates immersive development and nurtures four crucial skills: digital mindset, leadership, business acumen and operational excellence. By mastering these, our managers enhance their technical expertise and acquire soft skills that enable them to have wide-reaching influence.

### Infosys Manager Code

For the third consecutive year, Infosys is among the Top 50 Companies with Great Managers 2022 in India, through the Great Manager Awards conducted by People Business and Economic Times.

The Infosys Manager Code are guiding principles on how to become a good manager. It is a comprehensive guide for any manager who would want to set an example for his team members, especially in this rapidly transforming and ever-competitive business landscape. A flipbook with enablement kits, leader blogs, manager enablement sessions, inspiring stories of 'Awesome Bosses', communication toolkits to manage the pandemic were some of our stand-out interventions.

### Infosys Manager Code

#### Be the Voice of the Team

- Encourage PULSE feedback.
- Represent Infosys to your team.
- Celebrate the EVP and Involve the team in the journey.

#### Be the Navigator

- Provide opportunities and encourage participation.
- Increase the Digital Quotient score.
- Conduct effective career conversation and aspiration management.

#### Be a Lifelong Learner and Teacher

- Encourage learning and use of platforms.
- Navigate capability development.
- Create opportunities and enable internal mobility.

#### Leave No One Out

- Create a psychologically safe workplace.
- Support team integration and inclusivity.
- Be open to ideas and opinions.

#### Connect, Empathize and Recognize

- Intervene based on performance and people.
- Express gratitude.
- Focus on wellbeing and health.

#### Collaborate to Win

- Contribute to the organization's objective.
- Leverage various platforms for hybrid collaboration.
- Lead the team to get recognition in internal and external awards.

#### Live CLIF

- Motivate to go the extra mile for clients.
- Lead by example.
- Be fair and transparent.

## Leadership development

The Infosys Leadership Institute (ILI) is dedicated to supporting leaders to embrace larger responsibilities and challenges, grow to be future ready and positively influence their teams, clients and the communities in which we operate. ILI's charter is to enable leaders to be aligned with business, remain agile and continuously explore new and impactful developmental efforts.

[Read more.](#)


The Infosys Leadership Institute centre in Infosys Mysuru

## Occupational Health and Safety

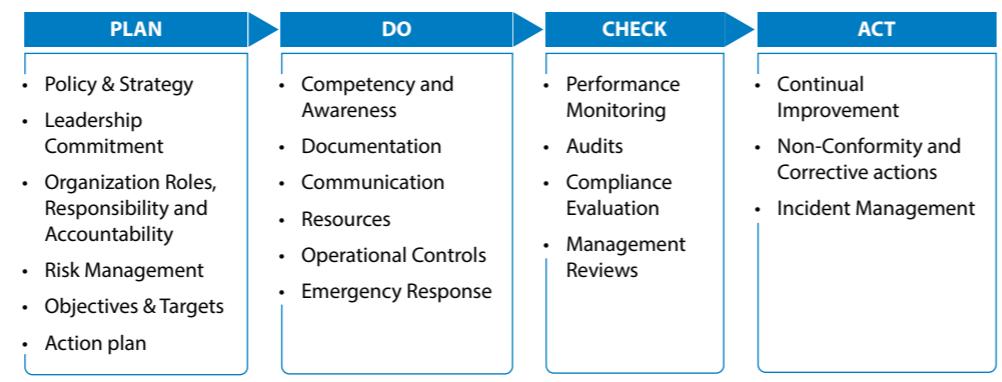
Safety and well-being at the workplace is an important consideration in a responsible business and Infosys accords the highest priority to this aspect. The Health, Safety and Environmental (HSE) Management System at Infosys termed 'Ozone' is driven by the Management commitment, legal requirements and expectations of our stakeholders. Ozone has not only enabled us to obtain assurance on

the processes instituted through certifications but has also fostered a culture of safety and well-being across the organization. We ensure adherence to all applicable regulations in all the regions we operate across the globe. We consciously strive to ensure zero accidents, physical and emotional well-being, and safety of our stakeholders.

## Management System

The robust management system has enabled us achieve certification to ISO 45001:2018 and ISO 14001:2015 standards across all India locations, including Infosys Limited and its subsidiaries, in line with our HSE strategy. The management system is implemented across locations globally based on applicable legal requirements and internal benchmarks and are a part of our internal audit coverage. At the helm of our Health, Safety, Environment Management System (HSEMS) is our Executive Vice President-Finance and Chief Risk

Officer. The effectiveness and adequacy of the HSE framework, its execution and HSE performance are evaluated through periodic management reviews. The internal-external issues and opportunities for the organizational context are identified. Interested parties (including all our stakeholders), their needs and expectations, our expectations, legal requirements, owners and mode of communication are also documented. Some of the elements of the management system are listed below:



### a. Risk management

Ozone is based on the Demings cycle and has a focused risk-based approach in ensuring identification and implementation of operational controls in line with hierarchy and effective mitigation of hazards. Risk assessment is proactively conducted to identify hazards for all existing / new / modified activities, processes, products or services and the implementation of measures to minimize or control impacts and monitor them in a structured manner. Risk assessment is proactively conducted on a yearly basis or at the beginning of a new process or activity. Reactive risk assessments are also carried out at least once every quarter based on incidents that have occurred during the period. Hazardous conditions present are identified and prioritized for elimination and control. Once the identified hierarchy of

controls are implemented, the document is revisited to assess the residual risks. A ranking is done based on the severity and probability of the risk. The Occupational Health and Safety (OH&S) hazards in the workplace are communicated to all concerned stakeholders who are also consulted when there are changes in operations. Relevant OH&S hazards are identified, and appropriate operational controls are implemented. During training, the hazards are shared along with directions on ways to reduce the risk. Employees are also consulted during development and review of policies and procedures to manage risks. Emergency response procedures for different scenarios are established and mock drills are conducted to evaluate our preparedness, response and learnings.



### b. Incident management

Incidents which include near misses / potential hazards / accidents are reported through internal applications, supervisors, or mails. Root causes of incidents are identified, analyzed and appropriate corrective actions are taken to avoid recurrence or occurrence of incidents leading to injuries / losses.

### c. Occupational Health and Safety (OH&S) Committees

OH&S Committees comprising cross-functional teams are established at each of our campuses and offices. The Development Center Heads

chair the safety committee meetings at their respective locations in India. In our overseas offices, these committees are formed based on the local legislations. The representation of employees in safety committees is 100%. The committee ensures the establishment, implementation, maintenance, and continual improvement of processes needed for the elimination of hazards and minimization of risks. Contract workers are also an intrinsic part of the committee, which is one of the ways to ensure participation and consultation.

## d. Training and awareness

Embedding HSE culture in the organization necessitates competency development. Training needs are identified based on the nature of jobs, which may have a significant impact on the environment or may pose occupational health and safety risks. Training includes awareness building, mock drills, classroom sessions and periodic demonstrations. HSEMS training is also a part of our employee induction program. To enable continuous learning, a HSE awareness module is available on Lex, our internal learning platform. Job-specific and generic trainings are conducted for contractual staff during induction and later through refresher training.

## e. Health and safety interventions

We have always focused on building a culture of safety at Infosys. Individual responsibility for safety is always emphasized. Safety in the workplace is one of the highest priorities. Systems have been established to ensure the same, including work permits, trainings, Lock out, Tag out (LOTO), safety inspections, audits, operational controls and monitoring. Policies and processes, which cover various aspects of safety, have been established. These include women's safety, lone working, transport, travel and construction, among others. Gaps, learnings, deviations and findings, if any, are identified, controls implemented and tracked for effective closure. As Infosys is an IT / ITES company, there are no product risks but there are risks including those related to provision of services like ergonomics, emotional well-being, risks associated with operation of utilities, commute. We have established numerous initiatives, interventions, virtual sessions, and process controls to address them. Awareness sessions are conducted for ergonomics across locations. Workstations and furniture are designed and procured after considering their ergonomic advantages. We have also taken

care to procure systems which have inbuilt features that help avoid glare and hence reduce such instances. Sessions on ergonomics help address work-related conditions such as myalgia. Ergonomic incidents reported are treated and exercise regimens suggested. During fiscal 2023, 39 occupational ergonomics issues were reported.

Various interventions on physical and emotional well-being were enabled under the aegis of our HALE / SAFE initiatives during the year. Well-equipped occupational health centers / physiotherapy facilities are available on our campuses in India. The telemedicine portal through which employees can consult our occupational health center doctors online was operational in India during the year. Behavior-Based Safety (BBS) programs include BBS observation for contract staff, periodic inspections, trainings, observations from mock drills and employee engagement programs.

## f. Participation and consultation

The process includes:

- Employee consultation in development and review of policies and procedures to manage risks
- Consultation where there are any changes that affect workplace health and safety; a management of change procedure is in place to address health and safety issues before a change occurs
- Representation of employees in health and safety matters; the Safety Committee includes employee and contract workmen representatives
- The OH&S hazards in the workplace are communicated to all concerned including contractors and visitors. They are also consulted when there are changes in operations and the relevant OH&S hazards are identified, appropriate operational

controls implemented and the same is communicated to all concerned

- Health promotion programs are conducted to encourage employee involvement in health and safety. A Safety Week and Health Week are conducted annually.
- Employees, including contract workmen, are entrusted with the responsibility of participation in the ongoing HSE activities. Employees are encouraged to participate in the process of reviewing risks in their respective areas of operations from time to

time, and developing and sharing strategies to eliminate, mitigate or reduce those risks.

- Employees are required to report all incidents to the HSE team to establish and implement operational controls to avoid the recurrence of the incidents and aid in elimination of unsafe behavior and conditions.
- The expectation from employees is to participate in the emergency mock drills and report or identify learnings which need to be addressed.

Various employee engagement activities are conducted to enhance awareness on HSE:

### Road Safety Week (India locations):

In January, programs were conducted as part of the Road Safety Week, which included

- Sessions articulating the importance of road safety
- Communication to employees on defensive driving



**National Safety Week (India locations):**

During March, the National Safety Week was observed with the following programs:

- Communication and endorsement of the safety pledge by employees
- Quiz competitions designed to test the knowledge of employees about safety measures and to create awareness on safety practices
- Poster competitions aimed at encouraging people to express their creativity while promoting safety
- Safety slogan competition where participants came up with creative and impactful slogans
- Medical camps covering general health check-up, eye checks, blood sugar monitoring etc., to promote physical well-being of employees
- In-house training sessions by the HSE teams on topics such as first aid, fire safety, ergonomics, construction safety, road safety and electrical safety
- Safety mailers to employees
- Exhibitions on Personal Protective Equipments (PPE) and safety equipment, including unique exhibits like seat belt convincer, alcohol impairment vision goggles and driving simulations
- Mock drills, safety inspection and safety skit

**Health Assessment and Lifestyle Enrichment (HALE)**

We continuously strive towards enhancing the well-being experience for our employees through our HALE program that is aimed at increased awareness and overall well-being resulting in good health, reduced stress levels, safe work environment and improved productivity levels.

Striking a balance between work and life, our multi-faceted approach to addressing corporate and individual needs helps us achieve conclusive results for the organization, while embracing a diverse workforce. At Infosys, we strive to improve every day in the life of every employee, and wellness is an important element.

HALE has a three-tiered sustainable model to help employees in their journey to wellness.

**TIER 1 - Self-help**

Aims to increase employee awareness and access to self-help tools.

**TIER 2 - Micro environment**

This tier aims to encourage and support our managers, who, in turn, will do the same with their teams.

**TIER 3 - Macro environment**

This is the top-down part of the model, focused on building alliances and partnerships with the most effective third parties, implementing appropriate policies, and providing ready access to vaccination programs.

We have tailored HALE with high-touch and high-tech elements to provide the best working experience for our employees.

**Digital well-being**

- Holistic Wellness Platform
- Expert talks from professionals
- Round-the-clock access to qualified counselors

**Emotional well-being**

- HALE Heal-A-thon: A series of masterclasses dedicated to help employees get through some of the most challenging times
- POSITRONS: An intervention to train peers to offer strong support to their project teams
- Enabling the enablers: Connects sessions and workshops with counselors and experts
- Grief counseling

**Physical well-being**

- Collaborations with nationwide COVID-19 testing labs
- Collaborations with emergency ambulance services
- Teleconsultations and helpline

**Social well-being**

- Promoting work-life balance
- Help in navigating the new normal working environment
- Organizing leisure events



Our employee well-being rates reached an all-time high of 91% across locations. The sense of connectedness measured at 91% because of the ability of different teams to collaborate and connect with each other emotionally. HALE successfully touched the lives of 1,50,000 employees through 431 initiatives, where we witnessed a three-fold increase in employee participation. The key focus for us was mental health. We conducted 150 interventions on mental health-related topic this year.

## Hybrid well-being

The hybrid work model urged us to consider a hybrid well-being awareness and engagement approach. We created a page on hybrid well-being on our HALE portal and launched a hybrid wellness toolkit for employees and managers, and a Hello Hybrid widget which provided HALE counsellor contacts. Initiatives across development centers such as habit-forming campaigns, Bring Your Kids to Work days and story-sharing forums strengthened awareness and engagement among employees.

## Employee satisfaction

Infosys has robust mechanisms to gauge employee sentiments and feedback. Up until fiscal 2020, employee engagement at Infosys was measured through the annual LITMUS survey. When the pandemic struck, the team quickly reimagined this tool for the new remote way of work and introduced a periodic feedback mechanism called Pulse. Pulse collects ongoing and real-time feedback from employees anonymously on key organization-wide themes that shape an employee's experience at Infosys such as work, learning and careers. We poll the entire organization through a micro survey every month. In addition to this, we also poll our employees on select tenure-based milestones and specific events including onboarding, job rotation and appraisals. This cumulative understanding of employee perception, and feedback from actual events and milestones have strengthened our sensing architecture to obtain richer insights of employee experiences. To drive change across the

organization, all managers have access to a real-time customized dashboard with feedback from their respective teams, which enable them to engage with their teams better and address any concerns. This dashboard has multiple views and advanced analytics such as heatmaps, trendlines, sentiment analytics to enable the managers to prioritize focus areas according to their teams. Managers along with their respective units HR executives and leadership work on making changes or improvements at the Unit / team level on the ground. Over 50,000 employees participated in Q4 with insights gathered around various themes of the organization. These insights have led us to create focus areas for actionizing on a quarterly basis which is socialized with the leadership team.

### Employee satisfaction

FY2021		73%
FY2022		75%
FY2023		82%

## Performance management

Infosys has established a high-performance culture and our employee breathe this each day. Our performance management process drives a 'meritocracy culture' yet stays individual employee focused and development oriented. We focus on identifying the best performers against standards of performance instead of relative comparison of individuals. This mechanism helps us to identify our best performers through well-defined goals that are always relevant, continuous feedback and a strong focus on employee development. Aligning with this performance management philosophy, we have the defined performance review and assessment process.

Continuous feedback is an essential element of the process with regular reviews, culminating into a rating based holistic view of the employee's performance. Performance conversations between employee and manager happens on an ongoing basis, given the continuous performance process that we have in Infosys. The continuous feedback process

helps managers provide instant feedback for necessary improvements in the work that is being done.

Infosys performance management puts equal focus on the future development of the employee and the introduction of Individual Development Plan (IDP) is a testament to the same. IDPs are created by employees under the guidance of the manager and are a perfect blend of theory and application. Managers coach and mentor the employee to set career and professional aspirations and reach them in a structured manner. Employees are also encouraged to take up training to upskill / reskill themselves to meet the needs of the projects.

In case of continued lack of expected performance, employees are identified for a structured performance improvement plan where they are given goals and the managers support them in achieving these goals.

At the end of the performance cycle employees receive a performance rating. To support the process, we have our web and mobile app called iCount, where employees can add their goals and are encouraged to update progress against the same on a regular basis. Managers can provide feedback to employees on these goals and support them in achieving the objectives. Feedback from client stakeholder (although not mandated by the process) is also a key input that the manager uses during performance and development conversations.

Along with this, employees can seek and share feedback with all the colleagues they work with. Thus, iCount goes a long way in providing a holistic view of the employees performance.

## Resolution hubs

A safe and positive work environment is what we want to be associated with. In keeping with this philosophy, we envisage an open-door policy. Employees can access several forums where they can highlight matters or concerns faced at the workplace. This is achieved through a well-established and robust grievance resolution mechanism comprising 'resolution hubs'. The Anti-Sexual Harassment Initiative (ASHI) and the Hearing Employees and Resolving (HEAR) forums are designated as redressal forums for sexual harassment and workplace related complaints, respectively. Resolution hubs adhere to the principles of natural justice, ensure confidentiality, and non-retaliation while addressing concerns. The concerns are handled with utmost sensitivity and are redressed and closed in a timebound manner. A detailed investigation process ensures fairness and provides an opportunity to present facts and any material evidence pertaining to the grievance.

[Read more on Infosys resolution hub](#)

## Human rights

Infosys is a signatory to the UNGC. Our human rights stand is contained in our Code of Conduct and Ethics in an important tenet, 'Respecting Each Other.' The Infosys Human Rights Statement articulates our philosophy to provide a discrimination-free workplace for all employees and contractors. All our employees and contractors undergo a mandatory Smart Awareness Quiz (SAQ), every year, which includes questions on human rights and the Infosys Code of Conduct and Ethics. The SAQ is a comprehensive tool which also includes 'self-study' tutorials, allowing employees to learn and then take up the assessments.

In fiscal 2023, we conducted an independent Human Rights Impact Assessment of our operations across India. India comprises >80% of our employee base. The assessment protocol was created based on the Articles contained in the Universal Declaration of Human Rights (UDHR), ILO, UNGC Principles, the GRI Standards, the Business Responsibility and Sustainability Reporting (BRSR) parameters, as well as Health and Safety criteria and environment management systems.

It is our constant endeavor to make Infosys a place where people can be the best version of themselves. The Talent Pulse Report 2022, provides a glimpse into our Employee wellness and experience practices. Employee wellness and experience is an important ambition

as a part of Infosys' ESG Vision 2030. The suggestions from the independent human rights impact assessment allowed us to accelerate our part time and remote work policies and inform our hybrid model further.

The minimum notice period for significant operational changes are included in the collective bargaining agreements (CBA) wherever mandated by law. In countries where there is no such mandate to include them in the CBA or in countries where CBA is not mandated, we abide by the local laws prevailing in the land. In all other scenarios, Infosys prescribes the notice period based on the type of change.

All our security personnel are trained on human rights related topics. The Infosys Supplier Code of Conduct (SCoC) has reference to human rights and it states, 'Infosys expects its suppliers to support and respect the protection of internationally proclaimed human rights and to ensure that they are not complicit in human rights abuses.' As part of the onboarding process the vendors have to accept the SCoC. The procurement team ensures that SCoC acceptance is done by vendors and maintains a tracker for the same. In fiscal 2022, we committed to an independent responsible supplier assessment for our top 100 suppliers over the next 4 years. As on fiscal 2023, 46 supplier ESG assessments have been completed.

[Read more.](#)

# Awards and Recognition

- **Global Top Employer 2023** - Recognized as a Top Employer in 22 countries across Europe, Middle East, Asia Pacific, and North America for best-in-class HR practices and processes.
- **World's Most Ethical Companies in 2023 by Ethisphere** - Recognized for values and ethics across people and business for the third consecutive year.
- **Great Place to Work® 2022** - Recognized for value driven culture and trust, across India, US, Canada, Mexico, Australia, UK, Germany in 2022.

Also recognized as **Fortune Best Big Companies, India's Best Employers Among Nation Builders**, Top 50 Companies for Women to Work for, Top IT Companies of India.



**India's Best Employers Among Nation-Builders 2022**



- **LinkedIn Top Companies 2022** - Among Top 5 employers in India for the second year in a row, recognized for industry leading employee practices.
- **ATD Excellence in Practice Award 2022** - Infosys Leadership Institute recognized for Leadership and Management Development.
- **Best Internship Program by Vault** - Infosys InStep ranked No. 1 in the 'Best Overall Internship Program' category for the fifth year in a row.
- **SHRM HR Excellence Awards 2022** - Excellence in HR Analytics, Wellness and Hybrid Workspaces, D&I.
- **Great Manager Awards** - Companies with Great Managers 2022 third time in a row by Economic Times.
- **Brandon Hall Group's HCM Excellence** - Best Recruitment Marketing and Employer Branding Program, Best-in-class talent acquisition and Best Social Talent Acquisition Strategy, Best Unique or Innovative Talent Acquisition Program.
- **Stevie® Awards** - Infosys honored with Five Stevie® Awards at the 20th Annual American and Asia Pacific Business Awards.
- **Best Recruitment Marketing and Employer Branding Program** - HR Risk Management
- **Randstad Employer Brand Research (REBR)** - Most attractive employer in India.
- **AVTAR Best Company for Women 2022** - Forbes' The Best Employers for Diversity in 2021, Diversity Inc.'s Top 50 Companies for Diversity.



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63



#### Governance vision

**Serve the interests of all our stakeholders by leading through our core values**

We set new standards on how to act right and do more. We lead the way with respect and vigor in our solutions, in our corporate policies, throughout our value chain and across the industry.



# Performance on governance goals

## Governance vision

Serve the interests of all our stakeholders by leading through our core values

## Material topics



### Corporate governance



### Data privacy



### Information management

## Ambitions

- Bringing the interests of all stakeholders to the fore through our empowered, diverse and inclusive Board
- Building sustainable and responsible supply chains
- Ensuring robust compliance and integrity practices
- Engaging with stakeholders through various channels and earning trust through transparent communication

- Adopting leading data privacy standards across all global operations

- Being recognized as industry leader in our information security practices

## Progress in fiscal 2023

- 12.5% women on the Board
- Completed ESG assessments for 46 of our top 100 suppliers
- Infosys has been recognized as one of the 2023 World's Most Ethical Companies for the third consecutive year by Ethisphere
- We continue to lead on ESG assessments in India and globally
- We are among the first few organizations globally, to have our framework certified with accreditation, for ISO:27701 privacy information management standard. We are in the process of getting identified / selected locations certified.
- Infosys won Data Security Council of India (DSCI) Excellence Award for Best Security Practices in IT-ITeS / BPM Sector, 2022.



# Corporate governance

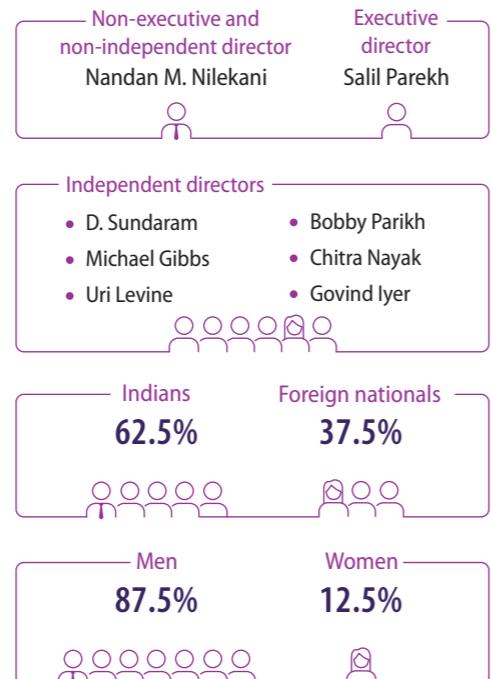
Our corporate governance reflects our value systems, culture, policies and relationships with our stakeholders. Integrity and transparency, the core of our corporate governance. Since it's integrity and transparency, it has to be ensure sound practice and performance that, in turn, help us gain and retain the trust of our stakeholders.

We practice the highest level of corporate governance across all our business functions. A strong, independent and diverse Board leadership nurtures and sustains effective corporate governance throughout the corporation. Independent Board committees review and formulate industry-leading governance practices.

Read the [Infosys Board Diversity Policy](#)

## The composition of our Board as on March 31, 2023

### Size and composition of the Board



## ESG governance

In October 2020, we launched our ESG Vision 2030. Our focus has been steadfast on leveraging technology to battle climate change, conserve water and manage waste. On the social front, our emphasis has been on the development of people, especially around digital skilling, improving diversity and inclusion, facilitating employee wellness and experience, delivering technology for social good and energizing the communities we live and work in. We have also redoubled efforts to serve the interests of all our stakeholders by leading through our core values and setting benchmarks in corporate governance.



Our Board instituted an ESG Committee on April 14, 2021, to discharge its responsibility to oversee matters related to organization-wide ESG initiatives, priorities, and leading ESG practices. The ESG Committee reports to the Board and meets every quarter.

## Objectives of the ESG Committee

The objectives of the ESG Committee are provided in the ESG Committee report that forms part of the Corporate Governance Report in the Integrated Annual Report.

The objectives are also provided in the [ESG Committee charter](#).

The ESG council reports to the ESG Committee. The purpose of the council is to execute the programs and plans of the ESG Committee to achieve the ambitions outlined in the ESG Vision 2030. The council nominates sponsors from the executive leadership team, who work closely with the ESG ambition leads to ensure progress on the goals. The council has overall responsibility for ESG governance, reporting, communication, branding and to take stock of the performance and discuss programs and plans, as appropriate.

## Interaction with other Board committees

The ESG Committee works closely with other Board Committees to further our ESG ambitions. For instance, it informs ESG risks and challenges, if any, in achieving progress on the goals, to the Risk Management Committee and invites its support to address the risks. It interacts with the Stakeholder's Relationship Committee to discuss performance on ESG assessments and actions for improvement. It collaborates with the CSR Committee for social impact programs. It also interacts with the Cyber security Risk Sub-committee as part of its efforts to track progress on the information management ambitions.

In addition to the ESG Committee, other Board committees and senior management are also actively involved in enhancing our performance and disclosures on a range of ESG issues, relating to our different stakeholder groups. Refer to [Infosys Integrated Annual Report 2022](#).

## ESG performance evaluation

ESG goals are a part of the corporate scorecard and the performance parameters of leaders, and are cascaded to various levels in the organization. ESG performance of the Company is linked to the compensation of the CEO & MD and leaders.

# Building sustainable and responsible supply chains

Infosys believes in and is committed to partnering with the highest quality suppliers to ensure that we deliver best-of-breed business and IT solutions to our clients. As a signatory to the United Nations Global Compact, Infosys leverages the UNGC principles covering human rights, labor, environment, and anti-corruption as foundational principles for building and improving its sustainable supply chain practices. [The Company's Responsible Supply Chain and Supplier Diversity Policy](#) is an expression of our commitment to integrate these principles into our supply chain relationships and towards building long-term environmental, social, and economic opportunities for diverse businesses. This commitment is manifested in our internal activities and processes, as well as through the organizations we engage with externally. Integrity and ethics govern all our supplier partnerships, while also supporting and encouraging the aspirations of diverse businesses.

## Infosys Supplier Code of Conduct

Infosys prides itself in the way it conducts its business and has always been a company with a strong commitment to ethical business practices and sustainability. Infosys encourages its suppliers to join in this commitment, based on a shared set of values and principles. Infosys pursues mutually beneficial relationships with its Suppliers and seeks to work with businesses that are committed to act fairly and with integrity towards their stakeholders, observing the applicable rules of law. The Supplier Code of Conduct (SCoC) draws inspiration from the Infosys Code of Conduct and Ethics and the principles of the UNGC. It provides a detailed account of material topics that we are focused on to nurture and sustain responsible supply chains.

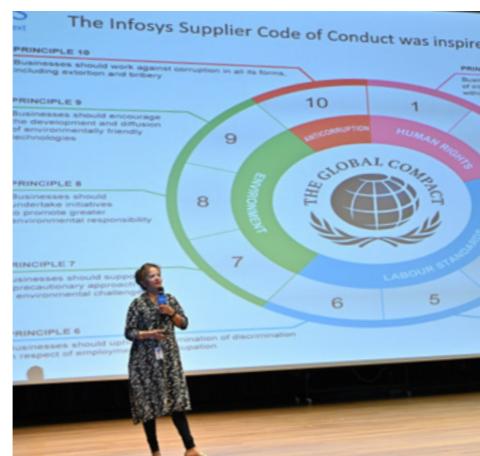
## Diligence before empanelment

As part of the pre-contract and evaluation, we perform exhaustive due diligence of suppliers in sanctions, corruption, financial crimes, litigations and ESG issues at the time of onboarding and periodically thereafter, with the help of a third-party tool. This assessment covers compliance, adverse media, information security, physical security and sustainability, based on the type of vendor. We have onboarded 1946 new suppliers in fiscal 2023. Additionally, we have incorporated ESG criteria into the supplier onboarding process. 45% of our new suppliers were screened using the third party tool.

## Sambandh

Sambandh is our biannual supplier meeting. This year, the theme at Sambandh was 'Sustainable procurement through engagement'.

Over 700 suppliers engaged in Sambandh across locations in India. The engagement included workshops and discussions on the principles contained in the Infosys SCoC and ESG-compliant procurement practices.



## ESG learning for suppliers

We launched a dedicated ESG learning channel for our suppliers on Infosys Springboard. The portal contains ESG learning and best practices and provides learners an opportunity to discuss, ideate and engage on ESG topics.



## ESG assessments

In 2021, we made a commitment to assess 100 of our top suppliers (by spend) on ESG over a four-year period. As on fiscal 2023, we have covered 46 suppliers through this assessment. The assessments covered governance, ethics and compliance with law, fair business practices, labor practices and human rights, health and safety, and environment. The assessment is based on a protocol which leverages the Infosys Supplier Code of Conduct (SCoC), ISO 26000, GRI, UNHRC, Ethical Trading Initiative (ETI) and other international frameworks. The Infosys Supplier Code of Conduct leverages the UNGC principles including protecting and upholding internationally proclaimed human rights, endorsing treating all persons with respect and dignity while safeguarding their rights, the elimination of forced and compulsory labor, the abolition of child labor in the supply chain and strong corporate governance practices including anti-corruption and anti-bribery and promoting fair business practices across the supply chain. As an environmentally conscious organization, Infosys also urges suppliers to protect the environment and make abstemious use of scarce natural resources in their business processes. As part of the onboarding process, all vendors have to accept the Infosys SCoC, and this is ensured and tracked by the procurement team.

Our centralized procurements are in India, but we engage with local suppliers for local needs across geographies. The proportion of spending on local suppliers (in India) was nearly 66% in fiscal 2023. We did not have any significant actual and potential negative environmental and social impacts in the supply chain. We did not have any significant changes to our supply chain in fiscal 2023.



# Integrity and compliance

The Ethics and Compliance Program at Infosys has two key objectives – to uphold and ensure the values of integrity and transparency and to assure enterprise-wide regulatory compliance.

Integrity is key to nurturing a responsible business. Beyond regulation and stakeholder attention, there is a growing recognition that good behavior is good for business. At Infosys, our commitment to a value-based ethos is enshrined in our Code of Conduct and Ethics.

Our values are the principles we use to run the Company daily and are the source of our Code of Conduct and Ethics. Our values are the foundation of everything we do and are encapsulated in the acronym C-LIFE (Client value; Leadership by example; Integrity and transparency; Fairness and Excellence).



## Code of Conduct and Ethics

We firmly believe that following the highest standards of business conduct and ethics helps us run our business responsibly. Our Code of Conduct and Ethics helps us maintain the highest ethical standards for our employees.

It complies with the legal requirements of applicable laws and regulations, including anti-bribery and anti-corruption and ethical handling of conflicts of interest. It also highlights expectations from our employees. The Code of Conduct and Ethics is signed off

by the Board and the Office of Integrity and Compliance is the custodian of the Code of Conduct and Ethics. Our business partners acknowledge and comply with the Supplier Code of Conduct which is based on the UNGC principles.

## Purpose statement

Our Code of Conduct and Ethics now encapsulates our purpose statement: “To amplify human potential and create the next opportunity for people, businesses and communities.”

## Reinforcing a culture of compliance

- 1. Code of Conduct and Ethics (Digital version):** We also have a digital version of the Code of Conduct and Ethics. It provides user-friendly access to specific topics in an interactive manner. It is a unique audio-visual experience and is easy to navigate. The Code can be accessed on mobile devices as well. The digital version of the Code aims to help every employee understand the behavior we expect and the principles and values we uphold. We aim to continue to build a culture of compliance, where everyone feels they are able to do the right thing and prioritize legal and ethical choices. The digital version of the Code is available [here](#).
- 2. Code of Conduct and Ethics training:** Our employees and Board members are trained on the Code of Conduct and Ethics. We have a Smart Awareness Quiz (SAQ) which includes training modules that employees are mandatorily required to undertake every year to renew their commitment to the Code of Conduct and Ethics. Our vendor partners were also trained on the Supplier Code of Conduct through various channels including live sessions during the vendor partner meet called Sambandh. We also have a detailed communication plan to use multiple channels of communication like emails, video messages, blogs, gamified assessments, and storyboards to spread awareness about various policies.
- 3. #SwipeRightforIntegrity:** #SwipeRightforIntegrity is an annual legal and compliance event organized by Infosys. The event brings our leaders together to reinforce our values of integrity, transparency and good governance to build enduring relationships with our clients, employees and partners. It has become a platform to create awareness and have an engaging dialogue with all stakeholders, and influence behavior and showcase the Infosys culture. This has taken forward the compliance and ethics program and created increased awareness of expected behavior.
- 4. Local Compliance Officer program:** To further raise awareness among our employees about ethical aspects globally, a local compliance officer (LCO) network has also been created across the Infosys Group in collaboration with Office of Integrity and Compliance. The LCO network plays a crucial role, in promoting an organizational culture that encourages ethical conduct and a commitment to compliance with the law, regulations, and policies and helps in maximizing the impact of ethics-related communication and training.

## Recognition as one of the world's most ethical companies



Infosys has been recognized as one of the 2023 World's Most Ethical Companies for the third consecutive year by Ethisphere, a global leader in defining and advancing the standards of ethical business. Through this recognition, Infosys becomes one of only four honorees in the software and services Industry, globally, and the only honoree from India.

## Anti-Bribery and Anti-Corruption (ABAC) practices and policy

Our Anti-Bribery and Anti-Corruption practices and policy is reviewed by the Management at regular intervals.

With an evolving landscape, Infosys is committed to a responsible Anti-Bribery & Anti-Corruption risk management framework to demonstrate a comprehensive risk management program to reduce the risks by regularly assessing risk in alignment with its growth strategies, and to drive an ethical and risk intelligent culture, to increase the certainty of business outcomes.

Risk assessment for bribery and corruption risks is done periodically and the criteria used for risk assessment include business units / internal departments, location and the Corruption Perception Index (CPI) index of countries, among others.

## Anti-competitive practices policy

The Anti-Trust / Anti-Competitive Practices Policy states the objective, scope, applicability, and regulatory consequences, and is reviewed periodically by the Management. This policy includes the three aspects of anti-trust law: (i) abuse of dominance; (ii) anti-competitive practice; (iii) merger control. Besides, a list of do's and don'ts are communicated to the relevant stakeholders highlighting expected behaviors.

## Export Control Policy

The export control policy describes Infosys' export control program and is reviewed periodically by the Management. The export control program protects the company and its employees from potential risk of violation of sanctions prescribed under export control regulations and facilitates business expansion in accordance with these regulations. All our customers and vendors are screened against various sanctions to ensure that we are compliant. As part of the program, training modules are rolled out to relevant employees to ensure that they are aware and are compliant with export control laws.

We have a self-assessment and certification program in place for anti-bribery and anti-corruption, anti-trust / anti-competition, and export control.

## Whistleblower Policy

The Infosys Whistleblower Policy, last amended in January 2022, is a comprehensive and well-designed mechanism that encourages employees, vendors, customers, and any other stakeholders to report any unethical conduct, violation of applicable laws or the Company's Code of Conduct and Ethics occurring within the Company. With strict confidentiality measures and multiple reporting channels, the policy ensures that whistleblowers are protected from any retaliation. The company reviews all complaints impartially and takes appropriate action, as applicable, while providing regular communication to ensure awareness about the policy. The Infosys Whistleblower Policy is a testament to the Company's commitment to transparency, accountability, and responsible corporate citizenship.

## Use of technology for effective compliance monitoring of controls

We have leveraged Artificial Intelligence (AI) and Machine Learning (ML) technology to review and identify exceptions in compliance and ABAC controls.

### Compliance proof-testing

- Infosys implemented a compliance program covering 80 countries and 14 regulatory areas across major business enabling functions in September 2018.
- The program instituted a self-assessment of the compliance status against a compliance framework with a maker checker process built into it.
- The program also enabled the creation of a repository of compliance proofs against self-assessment.
- By consolidating compliance proofs across countries and regulatory areas, Infosys designed an OCR-based technology to scan the proofs and validate if the proofs corroborate the compliance status.
- The OCR technology was combined with a rule engine to test compliance controls around timeliness and accuracy of the compliance proof.

### ABAC program

- Infosys develops and manages multiple office facilities and collaborates with multiple vendors / service providers during the various phases of construction. Infosys engages with vendors for infrastructure development and facility maintenance.

Sometimes, services to be obtained include permits, licenses, approvals, marketing activities / expenses, awareness campaigns and liaisoning with the authorities for filings and reporting requirements.

- To ensure appropriate proof of service by vendors is submitted, reviewed, and approved before payments are released and to ensure that the process of requisitioning, purchasing, receiving, paying for, and accounting for goods and services, covering the entire process from point of order right through to payment, is monitored, Infosys has implemented the following controls by reimagining system logic in procurement systems and use of AI and ML techniques:
  - Traceability of transactions at initial procurement stages through user declaration and OCR technology.
  - Trail of documentation to substantiate various milestones and proofs of services availed.
  - Built-in escalation matrix to ensure timely approval of red flags identified for appropriate resolution and action.
  - Tracking of potential red flag indicators through keyword searches and OCR technology before raising procurement request and payment processing.
  - Periodic assessments of transactions on sample basis considering factors such as high-risk vendors / transactions.
  - In addition, digitized self-assessment and certification is also rolled out as part of monitoring and controls.

## Engaging with stakeholders through various channels and earning trust through transparent communication

The tone for transparency is set at the top. The Company prides itself on its compliance with global guidelines, standards and corporate governance codes ensuring timely and accurate disclosures. We continue to publish our independently assured ESG disclosures based on the GRI Standard 2021.

### In fiscal 2023, Infosys' ESG performance was recognized globally by several industry rankings and assessments

The Company has been recognized for its many efforts to consistently demonstrate commitment to sustainability, ethical leadership, and responsible business practices.

Infosys topped the charts in the CRISIL ESG Leadership Rankings and was featured in the CRISIL Sustainability Yearbook, 2022 for the second consecutive year.

Infosys was conferred an 'AA' rating in the MSCI ESG ratings. The MSCI ESG ratings measure the ESG performance, including the management of financially relevant ESG risks and opportunities, of companies worldwide.

Infosys is also a forerunner in driving climate action across its operations. It has been recognized for leadership in corporate transparency and performance on climate change by the global environmental nonprofit CDP, securing a place on the CDP annual A List in 2022. This is the seventh year in a row that Infosys has been featured in the leadership category under the CDP Climate Change disclosure - a testament to Infosys' climate action efforts, including climate-related

risk management, mitigation initiatives, transparent disclosures on emissions, and emission reduction initiatives across the supply and value chain.

For the sixth year in a row, in 2022, Infosys is listed on the Dow Jones Sustainability Indices (DJSI), a leading benchmark for corporate sustainability.

In their latest ESG Risk Ratings, Sustainalytics recognized Infosys as an industry-wide and regional top-rated ESG performer. Sustainalytics is a renowned independent ESG and corporate governance research, ratings, and analytics firm.

EcoVadis, a globally acclaimed ratings platform for corporate social responsibility and sustainable procurement, recognized Infosys with a Gold medal for CSR practices. Infosys has been a recipient of EcoVadis Gold for over seven years now.

## Thought leadership

### The Infosys Knowledge Institute (IKI)

The Infosys Knowledge Institute harnesses the intellectual capital of Infosys subject matter experts to produce unique and fresh content and insights on the business impact that technology can drive for prospects and clients. IKI also develops its proprietary data and insights through multiple large-scale surveys and quantitative analysis. These are published throughout the year through its flagship Radar maturity assessments, the annual Tech Navigator report on future trends and the ongoing TechCompass tech trends series. These are supplemented by IKI-authored books, including Practical Sustainability and The Live Enterprise. IKI also creates new proprietary video content through expert interviews, webinars and online roundtables with clients, Infosys executives and academics or industry influencers. IKI has collaborated with 500 clients and created over 1,000 assets since inception and regularly publishes in leading business and technology media. For more information, go to <https://infosys.com/iki>.

## ESG radar

Infosys published its inaugural ESG Radar 2023 report. We surveyed 2,500 executives and ESG experts and found that companies need to radically reinvent how ESG fits within the enterprise. ESG is no longer a good to have but a business necessity.



## Practical Sustainability

Our book, *Practical Sustainability – Circular Commerce, Smarter Spaces, and Happier Humans*, is globally recognized as an industry standard in delivering climate change solutions having won international awards for economics, business, and journalism excellence.



## Partnerships



### Economist Impact

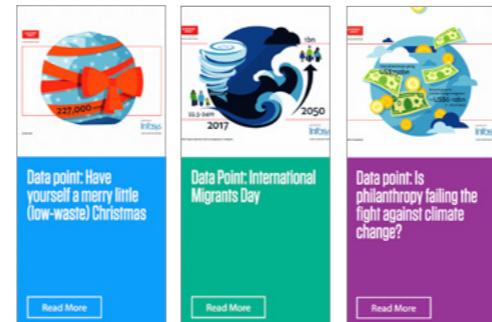
In 2021, Infosys and Economist Impact entered a strategic partnership with a shared purpose of building a digital platform, The Sustainability Project (TSP), that advances sustainability solutions.

TSP, developed by Infosys, leverages our expertise in digital innovation and transformation to deliver insights and data-powered solutions across the globe. It serves as a best-in-class destination for content focused on sustainability.



Since its launch, the platform has garnered over 800K pageviews from 500K+ unique visitors, who spent an average of 1:56 mins on the site, resulting in a total of more than 17,000 hours. Today the platform hosts original

interviews with Bill Gates, Emmanuel Faber, Patricia Espinosa and Ellen Jackowski on topics such as climate change, scope 3 emissions, social justice, e-waste and more. TSP has also won some of the most coveted awards, including Webby Awards and World Media Group Awards in 2022.



Last year, we opened up The Sustainability Project to the next generation by partnering with The Economist Educational Foundation (TEEF) and created a series of six world-class teaching resources for 9 to 15 year-olds on sustainability themes. Our objective here was to enable the next generation to have inspiring discussions on sustainability issues and to think critically, communicate effectively and understand global challenges. These resources

have been downloaded over 3,400 times and have reached almost 24,000 students across the globe.

Building on the momentum from initiatives, this year, Infosys and Economist Impact will create the Value Chain Navigator (VCN) – a visual, interactive, data-driven tool that helps business decision-makers understand the next steps they need to take to manage value chain emissions.

Within VCN, the users will be able to explore the world of scope 3 via seven 'levers' where each lever represents a different area of business action. These include areas such as business model innovation, product design and investment strategy.

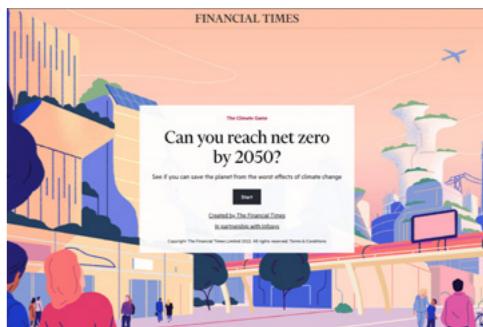
As an open digital platform, VCN aims to provide executives with insightful, practical, and evidence-based business actions to address these emissions in line with an evolving regulatory landscape.

### Financial Times

Infosys and Financial Times teamed up in 2022 to build creative and immersive newsroom projects and cover issues that matter. Through this partnership, we have delivered engaging digital platforms to create media experiences of the future.



Among the flagship projects is the Climate Game - a unique data-driven simulation that gives the readers a sense of what it takes to manage the global climate crisis. With 400 predictive choices, the game places the players at the heart of crucial decision-making to reach net zero by the year 2050. Each player has to successfully limit global warming to below 1.5 °C by selecting the best course of action for each sector that the game focuses on.



With almost 1 million plays till date and an average of 15 minutes per play, the Climate Game has been very well received by FT readers, climate influencers and some of the most influential people in business and global politics. It has won over 14 awards such as The Lovie Awards, German Design Award, Corporate Engagement Award and many more. The game has also been syndicated in Japanese.

## World Economic Forum (WEF)



Infosys has had a 23-year strategic-level partnership with the World Economic Forum (WEF). Key ESG initiatives undertaken with the forum include:

- Infosys is a founding business partner of WEF's 'Reskilling Revolution' initiative that aims to provide one billion people with better education, skills and jobs by 2030. Infosys integrated the Pathfinders Online Institute on the platform.
- Infosys is part of WEF's Alliance of CEO Climate Leaders community, a CEO-led community committed to raising bold climate ambition and accelerating the net zero transition by setting science-based targets, disclosing emissions and catalyzing decarbonization and partnerships across global value chains. Alliance members know that limiting global warming to

1.5 °C requires significant collaboration and shared responsibility between the private and public sectors and are ready to work

side by side with governments to accelerate the transition to net zero. As part of this community, we signed an open letter for world leaders at COP27 committing the same.

• Infosys is a key member of the Chief Diversity and Inclusion Officers Community. It is a signatory of Partnering for Racial Justice in Business, a global coalition of organizations and their C-suite leaders committed to leveraging their individual and collective power to build equitable and just workplaces for professionals with under-represented racial and ethnic identities.

- Infosys' presence at WEF annual meeting:
  - Infosys CEO & MD participated in a public session on Accelerating the Reskilling Revolution. With labor markets in flux from the fallout of the pandemic, technological shifts and the green transition, up to one billion people will need reskilling, training and lifelong learning by 2030. The session covered details on how much progress has been made and what needs to happen next to reach this target.

- Infosys General Counsel and Chief Compliance Officer participated in a WEF public discussion on Investing Responsibly in Sustainable Governance. While a significant focus on climate change is influencing global investment priorities, responsible and sustainable governance remains essential to ensuring a just economic recovery. The speakers discussed actions and meaningful approaches that will empower investors to take a holistic approach to sustainable governance so that integrity is incorporated in their strategic decisions.

- Sustainability is embedded into the fabric of Infosys. Our presence at Davos 2023 was completely carbon neutral. All avoidable emissions were offset with the use of sustainable methods and materials. For unavoidable emissions, Infosys invests in commensurate certified Gold Standard Carbon offsets. We also had a session in partnership with Economist Impact on Managing Risk across the Sustainability Landscape that emphasized on the risks to sustainability against a turbulent macroeconomic and geopolitical landscape.



## G20 Smart Cities Alliance Sustainability Taskforce



As the world urbanizes, sustainable development and economic growth depend increasingly on the successful management of urban growth. With the right technology and the know-how to govern it, cities can lead the way in solving problems in energy, transportation, healthcare, education and natural disaster response, while making their communities more inclusive, resilient and sustainable. But progress depends on cities

adopting the right set of policies to make sure that technology is used responsibly, and our research shows that most cities do not have these fundamentals in place.

Infosys is partnering with the WEF secretariat in the role of taskforce lead for the G20 Global Smart Cities Alliance on Technology Governance unites local and national governments, private-sector partners and city

residents around a shared set of principles for the responsible and ethical use of smart city technologies. The Alliance establishes and advances global policy norms to help accelerate best practices, mitigate potential risks, and foster greater openness and public trust. The taskforce is designing principles and WLC benchmarks to aid planning applicants in designing buildings that have low operational carbon and low embodied carbon.

Infosys participated in the High-level Roundtable for the G7 Sustainable Urban Development Ministers' Meeting in Tokyo. Policy and Guidance on how to prepare Whole Life Carbon (WLC) assessments including how to calculate WLC emissions and the information that needs to be submitted to comply with the policy and how public-private collaborations in cities are critical to solving some of the world's biggest challenges.



# Data privacy

## Evolving notion of privacy

Today, there is a much greater adoption of digital and emerging technologies in everything we do. The tools and technologies that we use at work have brought in a great deal of operational ease and efficiency, making life much simpler. Often, the incentives to use these are so compelling, that choice is only notional. On the other hand, Data Privacy (DP) regulations around the world are demanding greater accountability from us, to ensure that these are not intrusive when deployed. Many of these tools, platforms and processes have the propensity to breach privacy if not deployed with due diligence. Hence, at Infosys, the Data Privacy Office (DPO) an independent function, ensures careful balancing before deploying them.



## Approach to sustained DP compliance

At Infosys, we constituted the data privacy function over a decade ago as an independent business enabling function reporting to the management and using the globally recognized PIMS (Privacy Information Management System) framework. We complied with all applicable data privacy regulations in fiscal 2023 in building applications and platforms, or while executing client projects, by introducing appropriate privacy safeguards. Our Data Privacy Policy published in the Company intranet, demonstrates our the Management's commitment to privacy and applies to the entire operations including service providers. To ensure complete transparency, we provide privacy notices at

the time of data collection to both internal and external data subjects and the privacy statement for external data subjects is also made available in the public domain. These are constantly updated to reflect the changes in personal data processing or applicable DP regulations.

### Privacy Statement

Infosys does not do behavioral advertising. Infosys also does not use personal data for secondary purposes. Whenever there is a change in the purpose, data subjects are notified of the new purpose through privacy notices.

[Infosys - Privacy Statement.](#)

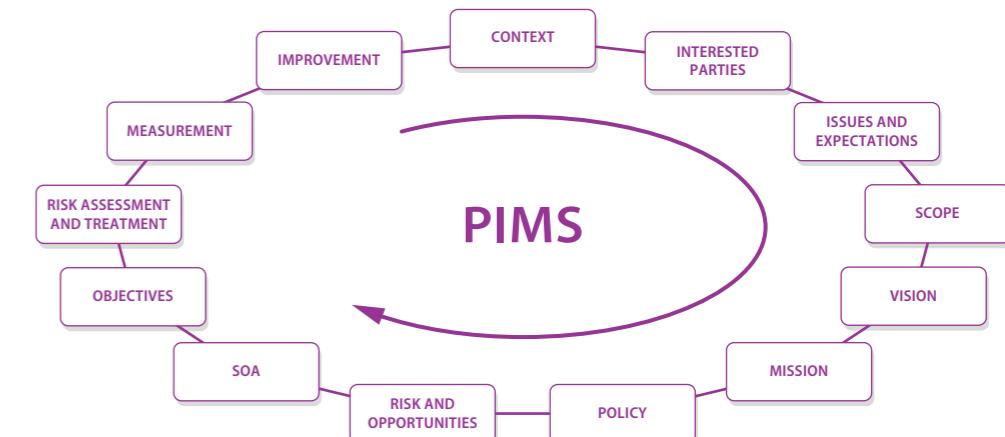
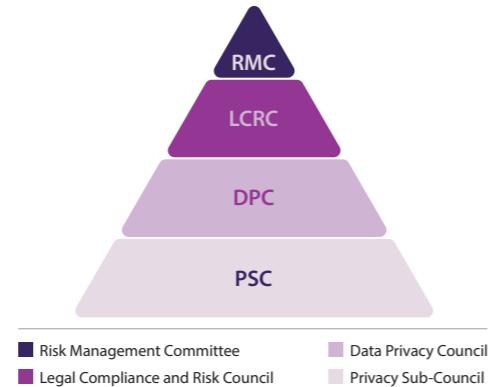


Diagram 1: A robust framework to continuously improve data privacy

## DP governance framework

At Infosys, the Data Privacy Office plays the role of architect and checker, while business enabling functions and units are the makers, with independent audits being carried out periodically by our Quality team and external bodies. Quarterly senior management reviews ensure adequate oversight.



- **Privacy Sub-Council**  
(Comprises nominated individuals from business enabling functions and Delivery)
- **Data Privacy Council**  
(Comprises heads of business enabling functions and business units)
- **Legal Compliance and Risk Council**  
(General Counsel, CFO and CRO are key members)
- **Risk Management Committee**  
(Chaired by an independent director)



## Aspirations in DP

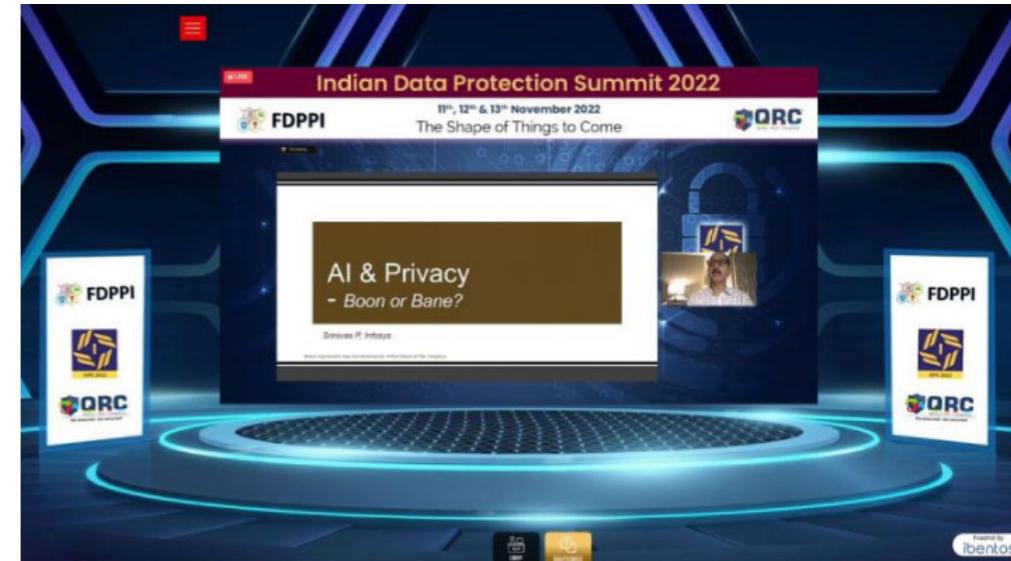
We make every effort to protect the personal information that comes under our purview. Our data privacy compliance framework is based on ISO 27701 with inputs that include convergence of international best practices, client-prescribed requirements and applicable data privacy regulations across geographies.

## Adopting internationally accepted protocols

We are among the first few organizations globally, to have our framework certified with accreditation, for ISO 27701 privacy information management standard. We intend to increase the coverage of the certification across the enterprise in phases.

## Privacy by Design (PbD) EPIC program

Anticipating the need to make privacy an integral part of any process or application dealing with personal data, an organization-wide strategic initiative named EPIC (Embedding Privacy by design into Infosys Culture) was rolled out in early 2022 by the DPO in collaboration with Quality and Delivery functions. EPIC embeds PbD into the solution development process at Infosys to enable responsible data-centric innovation



that complies with DP regulations, leading to market differentiation. The program focuses on introducing PbD strategies, patterns and guidelines to integrate privacy principles and requirements into solutions and platforms development. To institutionalize privacy by design, a two-phased enabling program is under way. In phase one, foundational and intermediate courses on privacy by design were designed and enabled for all employees globally. Phase two is focusing on taking the privacy by design implementation to clients.

## Vendor DP guidelines

Vendor DP management of our extended entities has assumed strategic significance in the current scenario of third-party risks, given the increasing volume of data breaches, and enterprise dependency on outsourcing including cloud service providers. Suppliers present difficult and unique privacy and cyber security challenges. Compliance with diverse data protection laws across the world requires an effective mechanism for managing

supplier-related risks to Infosys. We have published comprehensive guidelines for suppliers / vendors to ensure that they adhere to strict obligations imposed by contracts and applicable laws of the land, during their engagement with Infosys and its subsidiaries. The Infosys Supplier Code of Conduct is mandated across all essential suppliers involved in processing of personal data, along with necessary data processing clauses which are agreed prior to their onboarding. Assurance is further demonstrated through due diligence and annual assessments.

## Robust incident management and breach handling

At Infosys, we have robust mechanisms to detect, assess, contain and manage data privacy breaches and incidents with well-defined processes and procedures to respond to breach notifications within defined timelines in accordance with the laws of the land. If an incident or a breach is determined to be of

high impact, and / or if the law of the land mandates, such breaches are notified to the impacted data subjects and /or supervisory authority. We also incorporate key learnings from incidents in privacy awareness stories and tips sent to employees. Incidents of high and critical nature are reported to the incident disclosure committee, consisting of senior leaders including the CEO & MD. Infosys has zero tolerance for any breaches, which in addition to appropriate preventive measures, are controlled through effective deterrent mechanisms including stringent consequence management.

In fiscal 2023, there were no substantiated complaints received concerning breaches of customer privacy from outside parties and regulatory authorities.

## Data subject rights management

Data subject rights, which have become an intrinsic part of data privacy laws in many countries, are legal rights enjoyed by the data subject. These rights are legally enforceable, but never absolute, which makes the fulfilment complex in the current enterprise setting with data spread across systems and servers in multiple geographies with diverse regulatory regimes. Infosys has established necessary tools and processes to cater to such data subject rights requests within the legally stipulated timelines across Infosys locations, including subsidiaries.

## Raising DP awareness through campaigns and events

Every year, we celebrate the Data Privacy Day by hosting engaging interventions and diverse online interactive events like crosswords, quizzes, chat with DPO and messages from senior leaders to spread awareness. The events span over several months and rewards are offered to promote employee participation. Additionally, monthly awareness mailers in the form of privacy tips and scenarios reflecting changing threats are also sent to everyone in the organization to strengthen awareness. We conducted International Privacy Symposium 2022, a virtual conference organized by the Infosys Data Privacy Office in association with IAPP and ACC, where participants included global privacy leaders, CPOs, experts from academia and global frontline practitioners to reflect on key trends, challenges and best practices. Some of the sessions organized as part of this included privacy engineering, anonymization, privacy-preserving synthetic data, AI, data ethics and human behavior, privacy standards, data subject rights and other emerging areas. A similar symposium is proposed to be organized in 2023 in collaboration with international bodies.

All employees and sub-contractors have to also mandatorily complete privacy awareness quizzes annually, the questions and scenarios for which are tailored based on their respective roles.

## Driving DP thought leadership

In this constantly changing privacy threat landscape, the Infosys DPO recognizes the need for regular engagement with industry and government bodies to shape the future of data privacy. Towards this, it actively participates in various initiatives with industry forums and standard bodies globally, contributing to developing DP frameworks, policies and standards. The Infosys DPO is the co-editor for ISO and IEEE standards related to privacy engineering, management and privacy in emerging technologies, some of which have been published while others are being developed. Such emerging technologies include AI, digital twins, Metaverse and ZKP (Zero Knowledge Proof).

Recently, AI-based tools and technologies have proliferated across the digital industry, bringing in rich dividends both for consumers and businesses. However, this has also introduced hitherto unknown privacy threats, particularly on decisional autonomy, basic to individual data empowerment. At Infosys, data privacy and data ethics are an integral parts of the responsible AI framework and all AI-based solutions and platforms are subjected to privacy assessments before deployment, to balance business value derived with data privacy.



# Information management

Infosys cyber security is an amalgamation of the cyber security strategy that is aligned to the business goals, the Infosys cyber security framework and a strong cyber governance program that is driven through the Information Security Council. The Infosys cyber security strategy has been designed to minimize cyber security risks and is aligned to business goals. Its objectives focuses on proactive enablement of business, along with ensuring continual improvement in the compliance posture through effective monitoring and management of cyber events. Infosys believes that an effective security culture would complement its cyber security objectives by reducing the risks for the enterprise. Infosys cyber security program is a reassurance that the required controls and processes are implemented, monitored, measured, and improved continuously to mitigate cyber risks across cyber security domains.

## Our approach

WHAT	SECURE BY DESIGN	SECURE BY SCALE	SECURE THE FUTURE
WHY	<ul style="list-style-type: none"><li>Maximize visibility</li><li>Minimize risk</li><li>Early engagement</li></ul>	<ul style="list-style-type: none"><li>Optimize cost</li><li>Amplify reach</li><li>Rapid development</li></ul>	<ul style="list-style-type: none"><li>Innovate faster</li><li>Deliver value</li><li>Thought leadership</li></ul>
HOW	<ul style="list-style-type: none"><li>Awareness and culture</li><li>Security architecture</li><li>DevSecOps</li><li>Intuitive dashboards</li><li>Compliance</li></ul>	<ul style="list-style-type: none"><li>Platforms and accelerators</li><li>Integrated and optimized</li><li>Automation</li><li>Managed security service</li><li>Academic collaboration</li></ul>	<ul style="list-style-type: none"><li>Competency building</li><li>Research and innovation</li><li>Co-created partner solution</li><li>Emerging technologies</li></ul>

## Innovations and service offerings

- We have a portfolio of cyber security service offerings and solutions to strengthen our capability. In the last financial year, we made huge progress in the Cyber Next modules like Cyber Watch, Cyber Intel, Cyber Hunt, Cyber Scan, Cyber Gaze, Cyber Compass, Cyber Central and Managed Protection Detection and Response (MPDR) and have also onboarded customers to these solutions and platforms
- We have rolled out a new service offering addressing requirements for Zero Trust Assessment, establishing Secure Modern Workplaces and achieving convergence of IT and OT security framework
- We have strong strategic partnerships with over 50 global partners to help enhance and strengthen our cyber security solutions.
- In the endeavor to serve our customers with assured digital trust, we have built several POVs and collaterals with the help of our highly professional SMEs
- We have a global network of seven Cyber Defense Centers spread across EMEA, US and APAC, and a strong set of innovation hubs and integrated platforms.

## Industry recognition

- Leader in the Avasant Risk and Compliance Services 2022 Radarview
- Leader in the Avasant Cyber security Services 2022 Radarview
- Major Player in IDC MarketScape: Worldwide Managed Cloud Security Services in the Multicloud Era 2022 Vendor Assessment
- Major Contender in the Everest Group IT Security Services PEAK Matrix Assessment 2022 - North America.
- Major Contender in the Everest Group IT Security Services PEAK Matrix Assessment 2022 - Europe
- Major Contender in the Everest Group Managed Detection and Response (MDR) Services PEAK Matrix Assessment 2022

## Cyber security governance at Infosys

- Infosys has a robust and comprehensive cyber security program, managed by a dedicated unit called Information Security Group. Infosys has multi-layered controls with a defense-in-depth approach starting from a robust cyber security strategy supplemented by policies, processes and controls (preventive, detective, and corrective). A full-time Chief Information Security Officer (CISO) has the overall responsibility for the Infosys cyber security program. The Infosys Board of Directors and the senior management oversee the execution of the cyber security program through the CISO.

- The Board has constituted the Cyber security Risk Sub-Committee under the Risk Management Committee. The Sub-Committee consists of three independent directors. The objective of the Sub-committee is to assess cyber security related risks and the preparedness of the Company to mitigate and react to such risks.
- A high-level working group, the Information Security Council (ISC), has been established. The ISC is responsible for governing and overseeing the Information Security Management System (ISMS) at Infosys. The ISC is the governing body on information security at Infosys which focuses on establishing, directing, and monitoring of the information security governance framework. The ISC consists of senior representatives from various departments and business units at Infosys chaired by the co-delivery heads.
- At Infosys, while our employees operated efficiently as a hybrid workforce, we continued to remain vigilant on the evolving cyber security threat landscape. In our endeavor to maintain a robust cyber security posture, the team has remained abreast of emerging cyber security events globally, so as to achieve higher compliance and its continued sustenance. We continue to be certified against the ISMS Standard ISO 27001:2013.

Additionally, we have also been attested on SSAE 18 SOC 1 and SOC 2 by an independent audit firm. During the year, our focus on our cyber security personnel's training, reskilling and building a security culture of collective onus, encouraging shift-left, enabling developer community with dedicated courses, resource-kits went ahead as planned, together with our overall initiatives on improving cyber security processes, technologies and posture. Our regular stakeholder interactions ensured that we have timely sponsorship from the senior management and all key stakeholders.

## Cyber resilience at Infosys

Cyber resilience is a strong focus at Infosys. We have extensively concentrated on training our employees with the latest cyber attacks scenarios through various exercises, including tabletop, simulation of a real-world attacks in a containerized platform.

The ISG conducted a simulated exercise, which enabled employees to train in a real world-like cyber attack simulated within the platform. We have also conducted regular table-top exercises across all job levels including our key stakeholders which evaluate the organization's cyber crisis processes, tools, preparedness and proficiency in responding to cyber attacks from both strategic and technical perspectives. This helped the team to revisit the process, incident response plans, escalation point of contact, etc.

## Cyber skill management at Infosys

With the increasing demand for cyber security jobs and skilled workforce, Infosys has taken several measures over the past year to counter the cyber security talent crisis as well as in reskilling, retaining and diversifying our security workforce in areas, such as application security / secure development lifecycle, etc.

Some of the initiatives are:

- Partnership with Purdue University for upskilling and reskilling the fundamentals and advanced Cyber security.
- Conducting bootcamp every year with focused technical, process, and behavioral training sessions. Week-long event organized for the ISGians in collaboration with various external and internal trainers and speakers, who are all SMEs in their own fields. Engaging sessions were organized with the help of ETA and HR.
- Behavioral training sessions conducted for ISGians basis competency mapping.
- ISG MasterClass launched to promote learning and exchange of knowledge / thought leadership ideas.
- Virtual trainings and content through ISF portal, digital platforms for trainings, certifications, and reskilling.
- Enabled developer community on SSDLC framework and SecDevOps, integration of security testing with CI / CD pipeline.
- Bringing in automation to eliminate the repeated and monotonous tasks being done by the analyst and enable them to perform investigation and cognitive activities.
- Invested in Cyber Range platform for the security force to get hands-on security training based on real-world attacks simulation.

## Awards and recognition

- CISO of the Year - 4th CISO Conclave and Awards, 2022 – Vishal Salvi.
- DSCI Excellence Award for Security Leader of the Year, 2022 – Lakshmi Narayanan Kaliyaperumal.
- Infosys won DSCI Excellence Award for Best Security Practices in IT-ITeS / BPM Sector, 2022.
- AWS Security Competency Partner enabling Infosys to offer its customers deep technical expertise with security in AWS and delivering security-focused solutions for specific workloads and use cases.
- EMEA International Partner of the Year 2022 by Zscaler for jointly securing customer's digital transformation via Zero Trust Security.

**Infosys Limited**

CIN: L85110KA1981PLC013115

**Address:**

Electronics City, Hosur Road,  
Bengaluru 560 100, India  
Tel: 91 80 2852 0261  
Fax: 91 80 2852 0362  
[www.infosys.com](http://www.infosys.com)

**Contact:**

For queries related to sustainability disclosures:  
**ARUNA C. NEWTON**  
*Vice President*  
Tel: 91 80 2852 0261  
Email: [arunacnewton@infosys.com](mailto:arunacnewton@infosys.com)

For more information, contact [askus@infosys.com](mailto:askus@infosys.com)



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