

TO ALL STOCK EXCHANGES

**BSE LIMITED
NATIONAL STOCK EXCHANGE OF INDIA LIMITED
NEW YORK STOCK EXCHANGE**

May 26, 2021

Dear Sir/ Madam,

Sub: Environmental, Social and Governance (ESG) report 2020-21

Please find enclosed the Environmental, Social and Governance (ESG) report 2020-21.

The report will also be made available on the Company's website at the following link:
<https://www.infosys.com/sustainability/documents/infosys-esg-report-2020-21.pdf>

This is for your information and records.

For **Infosys Limited**



A.G.S. Manikantha
Company Secretary

INFOSYS LIMITED

CIN: L85110KA1981PLC013115

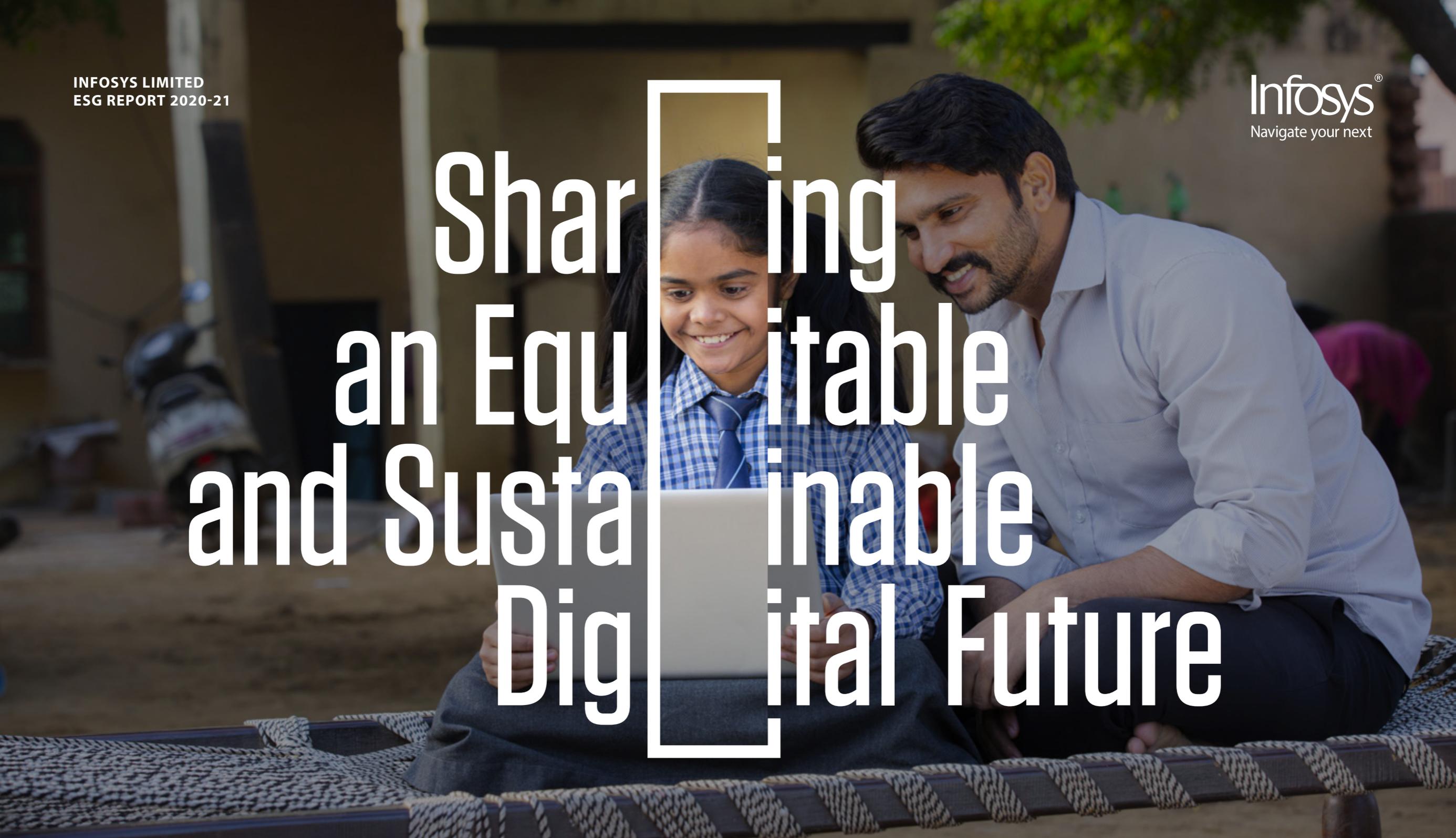
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Sharing an Equitable and Sustainable Digital Future

How to navigate the report

We bring to you the Infosys ESG Report 2020-21 – an interactive PDF made to help you access information easily, whether that’s to go to another page, section or website.

Document controls

Throughout this Report, the [Read more +](#) will help you go straight to the link for more information. The bold text on the side index indicates the section you are currently in. You can also go to specific chapters from the Contents. Some of the links embedded within the content, contain the Annual Report, Sustainability Microsite, Infosys Knowledge Institute website, and Infosys Foundation website and Annual Report.



Download printable PDF of Infosys ESG Report 2021

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Mapping with UN SDGs

Throughout the report, you will find icons related to the UN Sustainable Development Goals (SDGs). For each chapter, we will determine the SDGs where Infosys contributes with its activities.



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Sharing an equitable and sustainable digital future

The digital economy is booming. The ongoing COVID-19 health crisis is driving an exponential expansion of our digital footprint. While this is bringing unprecedented conveniences into our lives and interactions, it is by no means equitable or sustainable.

The environmental challenges posed by this eruption are staggering. From energy super-consumption and carbon emissions to burgeoning digital waste and unrestrained extraction of rare earth minerals and precious metals like cobalt for hardware, the price we are paying for digital progress is exorbitant.

What's making matters worse is that its benefits are not fairly shared.

Affluent citizens, corporates and countries with greater access to digital learning and skills, infrastructure and data stand to gain the most. The gap is widening for those entities with lesser digital resilience and bridging it is becoming more challenging every day.

Even as the ubiquity of digital grows, citizens lack a holistic understanding of issues around digital media engagement and protection of personal data. There is a lot of ground to be covered in terms of education and standards.

Infosys is deeply invested in reimagining our digital future into a shared reality that everyone can adapt to with ease and benefit from equitably. Our ESG Vision 2030 focuses on shaping and sharing solutions to tackle this global challenge. We have made significant progress on this path in Fiscal 2021 and are happy to share with you the highlights of our efforts and their outcomes in this ESG Report. We invite you to amplify our efforts.



Infosys ESG Report 2020-21

In October 2020, we launched our Environmental, Social and Governance Vision and Goals 2030. Our ESG Report 2020-21 presents the progress we made on our commitments and efforts for the same. Report forms the basis of our Communication on Progress (CoP) with the UN Global Compact (UNGC) each year. Our disclosures showcase the maturity of our sustainability management system and reporting practices and address the growing interest and expectations of our global stakeholders across environmental, social and governance domains.

Reporting approach

This Report has been prepared in accordance with the GRI Standards (comprehensive) option. The reporting scope and boundary for our disclosures, unless otherwise stated, covers the operations of Infosys Limited and its subsidiaries. Since we are an information technology and consulting company, our solutions and services rely more on intellectual assets than on physical assets. Our supply chain interactions are primarily with regards to procurement of goods and services to support our operations. There are no changes in the organization and its supply chain from the previous year. There has been no restatement of data. The Infosys Annual Report provides information on our business strategy and financial performance and a summary of our business responsibility principles and practices. It also comprises the Infosys Business Responsibility Report, which complies with the mandatory listing requirement of the Securities and Exchange Board of India (SEBI) and is in line with the nine principles enunciated in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. The Corporate Responsibility microsite provides information on our E,S,G ambitions and progress. The microsite also hosts the websites of Infosys Foundation, Infosys USA Foundation, Infosys Science Foundation and Employee Volunteering.

Approach to materiality

We have conducted materiality assessment to understand the priority issues for the Company and its internal and external stakeholders. The report presents information organized around these priority issues. While deciding on the priorities for the company we were guided by the GRI Standard principles of materiality, stakeholder inclusiveness, sustainability context and completeness. We continuously refine our disclosures in line with the standard.

[Read more on materiality assessment +](#)

Assurance statement

Our ESG disclosures are reviewed and verified internally by an independent group, namely, Corporate Certifications and Assessments. The report is also assured by an independent external auditor, DNV GL Business Assurance India Private Limited, and their assurance statement is available in Annexure 5.

[Read more +](#)

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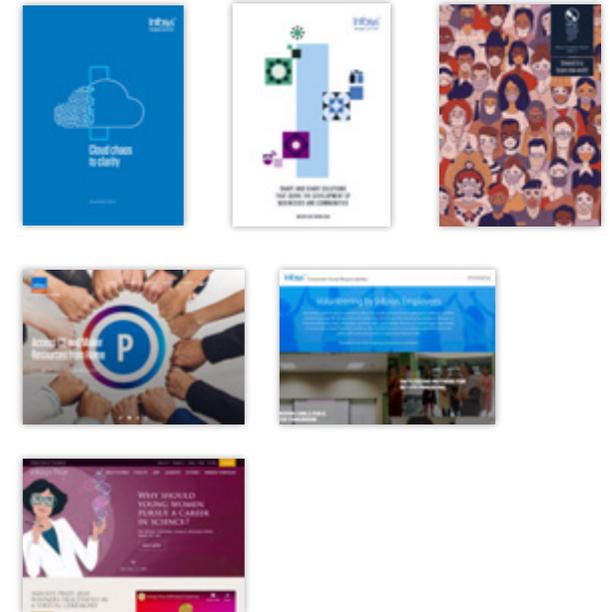
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Reporting suite

Our ESG Report is part of a comprehensive suite of publications across economic, social and environmental parameters that provide transparency and information to our stakeholders.



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Making digital inclusion a universal reality

Infosys Limited is a global information technology leader in next-generation digital solutions, business consulting and outsourcing services. We work to enable clients across countries to make sense of rapid digital acceleration and simplify their digital transition. Our operations span 243 locations across 50 countries with key locations in North America, Europe, Asia Pacific and India

[Read more on our complete suite of services and offerings +](#)

Key business highlights fiscal 2021

2,59,619
Employees globally

50 countries
Presence

US\$ 13,571 mn
Total revenue

40
Years in business

96.2 %
Of our Revenue came from repeat business

475
New clients (gross)

ESG Governance framework

In October 2020, we launched our ESG Vision & Ambitions for 2030. Our focus will be steadfast on battling climate change, conserving water and managing waste. On the social front, our emphasis will be on the development of people, especially around digital skilling, improving diversity and inclusion, delivering technology for good and energizing the communities we work in. We will also redouble efforts to serve the interests of all our stakeholders, setting the benchmark in corporate governance, ethics and transparency, data privacy and information management.



“We are pleased to institute this new committee of our Board focused on accelerating the integration of ESG factors into everything that we do as a business. As a progressive company, balancing financial return to investors with unwavering focus on being sustainable and socially responsible, will help us nurture a well-governed model to realize the many aspirations on our ESG roadmap.”

Kiran Mazumdar-Shaw
Lead Independent Director of the Infosys Board and Chair of the ESG Committee.

ESG Committee

Our Board instituted an Environmental, Social and Governance Committee on April 14, 2021 to discharge its oversight responsibility on matters related to organization-wide ESG initiatives, priorities, and leading ESG practices. Kiran Mazumdar-Shaw, Lead Independent Director of the Board, is the chairperson of the ESG Committee. Independent Directors Chitra Nayak and Uri Levine are members of the Committee. The ESG Committee is slated to meet periodically and guide the Board in discharging its responsibilities.

We are working to cascade the ESG goals to our business leaders and chalking out a roadmap to achieve the same. Going forward, we will publish these goals and the progress made against them to the ESG Committee of the Board, on a quarterly basis. Read more in our Annual Report 2020-21.

Our world in digital acceleration

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Dear Stakeholder,

Never before have we been tested for resilience as severely as in the past year, and yet here we are having delivered industry-leading growth, still serving our clients. That's a testimony to the relentless perseverance of our employees and their unwavering focus on our clients.



As one-Infosys, through those tough months and weeks, we continued to prioritize our clients' needs. This redoubled their confidence in us and led more businesses to entrust more of their strategic work to us. We were prepared, having invested in developing the right digital solutions – especially in areas like cloud, data and analytics - to accelerate their transformation. Our employees – digitally skilled and empowered to work in a distributed agile and remote mode - were ready to deliver too.

Sustainability is key to our strategy

With the global pandemic fast-tracking technology adoption, our responsibility as a business committed to the well-being of all our stakeholders dictated that we ensure the digital dividends reached everybody. We were keen to renew our commitment to be a well-governed, sustainable organization, with diverse talent engaged in an inclusive workplace, and executing community strategies for shared progress.

We published the Infosys ESG Vision for 2030. Impacted as we all are by threats to our natural ecosystems, increasing global traction on social issues and the need for all-round better governance, our ESG vision focuses on Infosys' long-standing commitments in the areas of climate change, technology for good, diversity and inclusion, energizing local communities, ethics and transparency, data privacy and information management.

In a culmination of action to combat climate change since 2008, Infosys also turned carbon neutral in 2020 - 30 years ahead of 2050, the timeline set by the Paris Agreement. More recently, we also formed an Environmental Social and Governance (ESG) Committee of the Board to guide the Board in discharging its oversight responsibility on matters related to organization-wide ESG initiatives, priorities, and best practices.

ESG leadership is integral to our business

- In fiscal 2021, about 50% of Infosys' electricity consumption in India was met through renewable energy sources. Till date, the company has also invested in 60 MW of solar PV capacity.
- Since 2008, Infosys Foundation USA has reached over 23 million students and 1 million teachers with its digital skilling programs across K12 schools in the US
- Over 1.2 million students from India's engineering colleges advance their digital skills on InfyTQ – Infosys' next-gen learning platform, as part of the company's social commitment to reskilling and facilitating job creation.
- Infosys has been recognized by Ethisphere Institute, the global leader in defining and advancing the standards of ethical business practices, as one of the world's most ethical companies for 2021.

Why it all matters

The global crisis has exposed the vulnerability of humanity. While Infosys Foundation committed INR 120 crore, (nearly US\$16 million), to COVID-19 relief in India and Infosys Foundation USA repurposed its Pathfinders Online Institute learning platform and made it available to all, we all need to do so much more to remedy the unsustainability of our ways. Our collective focus on decarbonizing the economy, creating equitable opportunities and building robust governance for a digital future needs to be strengthened.

This is a challenge that will need all our collective humanity and ingenuity to tackle. At Infosys, we are fully committed and determined to play our part.

Warmly,
Salil Parekh

Chief Executive Officer & Managing Director

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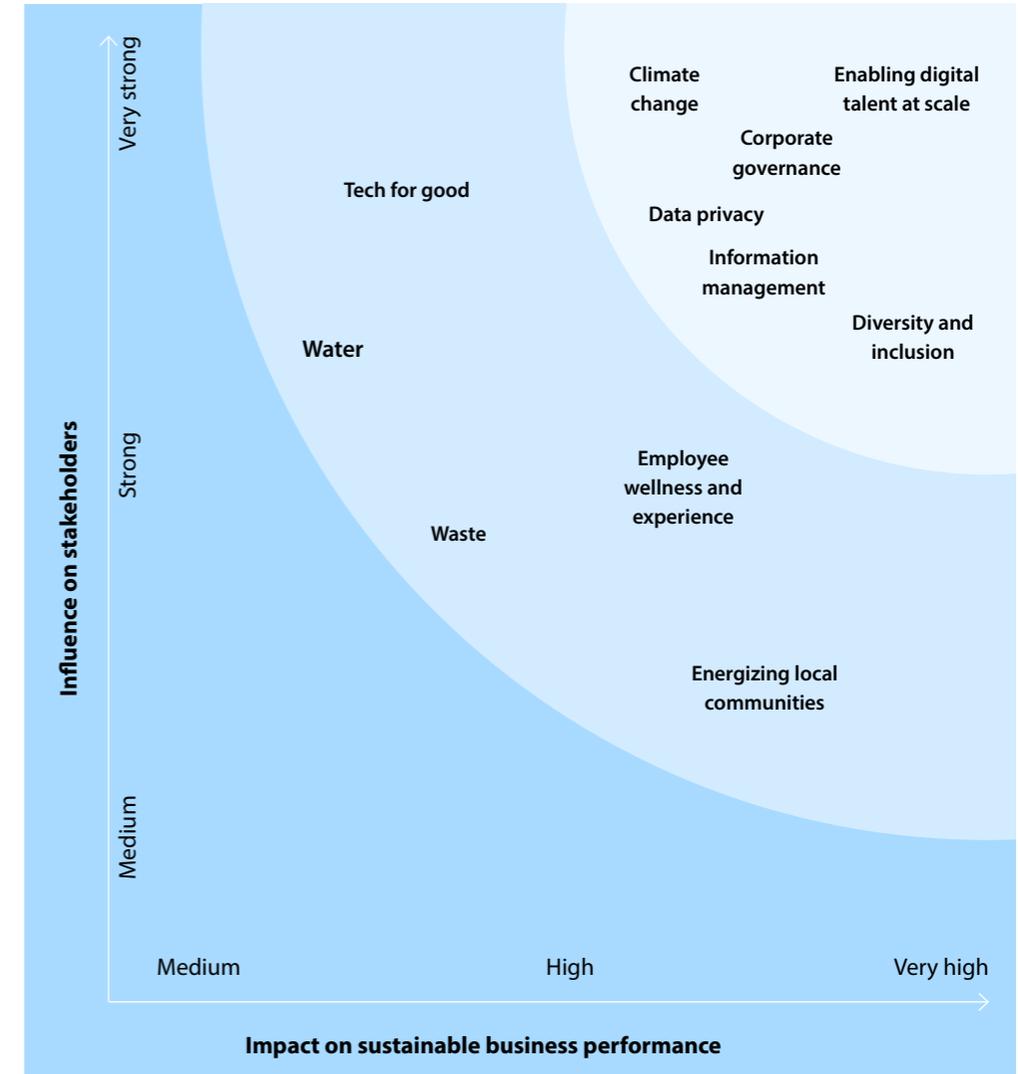
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Shape and share solutions that serve the development of businesses and communities

The Infosys ESG Vision 2030 encapsulates our ESG responsibilities and commitments towards the planet at large, the people and our stakeholders within the communities they inhabit. We embraced ambitious goals and meticulous plans for environmental preservation and serving the interests of our stakeholders.

ESG priorities in building a sustainable digital ecosystem

The universe of our material concerns is complex and multi-layered and it qualifies the value we seek to create through our business. Within the domains of E, S and G, we are constantly defining the most crucial issues and preparing to address them. In 2020, we reviewed the progress made over the past decade on our ESG goals. We sharpened the lens for a more practical and comprehensive view. This helped broaden our ESG focus and rank our priorities in order of their importance to our business and our stakeholders, as observed through a data-driven and consultative exercise.



Defining the goals we want to achieve

In October 2020, we launched our ESG Vision and Ambitions for 2030. These serve as a point of reference for maintaining leadership and addressing global challenges proportionate to our capacities.

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 <h3>Environment</h3> <p>Vision: Serve the preservation of our planet by shaping and sharing technology solutions</p>		 <h3>Social</h3> <p>Vision: Serve the development of people by shaping a future with meaningful opportunities for all</p>		 <h3>Governance</h3> <p>Vision: Serve the interests of all our stakeholders by leading through our core values</p>	
<p>Material topics</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;">  <p>Climate change</p> <p>Leverage technology to support the transition to a low-carbon world</p> <p>Ambitions</p> <ul style="list-style-type: none"> Maintaining carbon neutrality across Scope 1, 2 and 31 emissions every year Reducing absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 75%² Reducing absolute Scope 3 GHG emissions by 30% Engaging clients on climate actions through our solutions <p><small>1 Business travel, employee commute, and transmission and distribution losses 2 Corresponds to 75% renewable energy usage</small></p> </div> <div style="width: 48%;">  <p>Water</p> <p>Reduce our water footprint and enhance water availability in the communities where we operate</p> <p>Ambitions</p> <ul style="list-style-type: none"> Maintaining 100% wastewater recycling every year </div> </div>		<p>Material topics</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;">  <p>Enabling digital talent at scale</p> <p>Facilitate skilling to ensure progress for all</p> <p>Ambitions</p> <ul style="list-style-type: none"> Extending digital skills to 10 mn+ people, including employees, clients' workforce, students, teachers and communities (2025) </div> <div style="width: 48%;">  <p>Diversity and inclusion</p> <p>Foster diversity and nurture inclusion</p> <p>Ambitions</p> <ul style="list-style-type: none"> Creating a gender-diverse workforce at Infosys, with 45% women </div> </div>		<p>Material topics</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;">  <p>Corporate governance</p> <p>Be a leader and get benchmarked for world-class corporate governance</p> <p>Ambitions</p> <ul style="list-style-type: none"> Bringing 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 </div> </div>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;">  <p>Waste</p> <p>Reduce, reuse and recycle to minimize waste, including e-waste</p> <p>Ambitions</p> <ul style="list-style-type: none"> Ensuring zero waste to landfill </div> </div>		 <p>Tech for good</p> <p>Partner society to harness the power of technology solutions in their everyday</p> <p>Ambitions</p> <ul style="list-style-type: none"> Empowering 80 mn+ lives via tech for good programs in e-governance, healthcare and education (2025) 		 <p>Energizing local communities</p> <p>Enable opportunities for communities locally</p> <p>Ambitions</p> <ul style="list-style-type: none"> Delivering 33% of work by leveraging flexible/remote work options 	
		 <p>Employee wellness and experience</p> <p>Ensure fulfilling careers for our employees</p> <p>Ambitions</p> <ul style="list-style-type: none"> Facilitating best-in-class employee experience and being recognized among the best employers in our key operating regions 		 <p>Data Privacy</p> <p>Ensure the safety of stakeholder data</p> <p>Ambitions</p> <ul style="list-style-type: none"> Adopting leading data privacy standards across all global operations 	
				 <p>Information management</p> <p>Uphold the digital trust of our stakeholder data</p> <p>Ambitions</p> <ul style="list-style-type: none"> Being recognized as industry leader in our information security practices 	

Making good on our commitments

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Environment

Carbon neutral

across Scope 1,2,3 emissions in fiscal Fiscal 2021

84.5%

Absolute Scope 3 emissions reduced

47.33%

of our scope 1+2 emissions reduced against Business-as-usual (BAU)⁽¹⁾

20+

projects executed for clients facilitating climate change actions

Minimizing

waste to landfill

⁽¹⁾This corresponds to renewable energy usage against BAU

Social

2.02 mn

users are learning on Infosys Wingspan platform

>80 mn

lives empowered through Tech for Good platform

38.6%

women in the workforce

96.5%

of our employees are working remotely

Infosys is among Top employers and Great Place to Work

Top Employers Global 2021 certification in 20 countries across Europe, the Middle East, Asia Pacific, and North America, as well as a Great Place to Work[®] certification in India and the US, and ranking by Fortune among the Best Big Companies to Work For[™] 2021 in the US

Governance

22%

women on the Board

71%

of our spend is local (India)

Infosys has been recognized as one of **the 2021 World’s Most Ethical Companies**

ISO 27701 certified

Personal Information Management System (PIMS), amongst one of the few companies in the world.

A global leader in emerging technology and an early adopter of best practices and sustainable measures

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Prioritizing employee well-being while ensuring business continuity

We have a strong Business Continuity Management Program (Phoenix) and robust policies in place to ensure seamless business continuity and utmost safety of our employees. The program’s structure and processes enabled us to operationalize formal response strategies and deploy them globally as early as January 2020.

Core response team

We formed a dedicated COVID-19 core response team, chaired by our Chief Operating Officer (COO), with representation from all relevant internal stakeholders. A multi-level governance structure facilitated two-way communication between the core and local teams across regions, locations and client accounts. We are involved in constant liaisons with the government, regulatory authorities, airlines and hospitals to remain apprised of advisories and guidelines to manage operations and emergencies related to the pandemic at various locations. A dedicated helpdesk was set up to respond to queries from various stakeholders. A 24*7 Emergency Call Centre has been functional from the onset of the pandemic and 30,000+ calls have been handled by the teams.

Approach to ensuring safety and seamless operations

- Operational controls
- Physical distancing
- Self-assessment tools for employee wellness
- Contact-less onboarding for new joiners
- Digital and physical solutions to screen
- Scenario plans
- Legal adherence
- Safe commute initiatives
- Seamless connectivity via secure laptops and desktops together with adequate information security controls
- Logistics
- Increased bandwidth capacities for our data networks
- Collaboration platforms to enable virtual meetups and smooth workflow
- Employee guidelines on confidentiality, data privacy and cyber threats
- Leadership messages
- Updated employee handbook
- Communications kits
- Resumption plan
- COVID-19 chatbots
- Monthly employee feedback surveys
- Enhanced medical insurance
- Tie-up with hospitals
- Virtual counseling and Ergonomics sessions
- Work from home
- Travel
- Leave
- Immigration
- Insurance
- IT & Infrastructure
- Training process for campus joiners
- Liaising with service providers to enhance capabilities
- Modification of the WFH system
- Work from home help desk
- InfyME enhanced to report queries/concerns, return-to-work booking through digital ID cards
- Telemedicine

[Read more on our ESG microsite +](#)

Extending workplace innovations as solutions to our clients

We have created the Infosys Return to Workplace, quick-to-deploy, enterprise-grade solution to enable our clients to ensure the safety and wellness of their employees in the new normal. During the course of the year, we expanded the solution suite rapidly beyond AI-driven thermal screening to offering in-office desk reservation, effective contact tracing through GPS, mobile bluetooth and BLE tags, health disclaimer and self-declaration tools, and workspace occupancy analytics.

These solutions also factor in diverse workspace needs of the future and are offered at an ‘As a service’ pricing model. We are collaborating with manufacturing and retail customers on the suite’s dry run and testing as part of their employee return workflows.

Beyond the curve

We foresee accelerated digitization of the workplace and have already embarked on a journey to create and explore technologies that will enable seamless return-to-work leveraging applications like Hot Desking, digitized facility management, automated building operations, digitization of occupant health and safety and resource efficiency.

[Read more in our Infosys Foundation Report fiscal 2021 +](#)

Infosys – a ‘Live Enterprise’

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

Adopt, invent and spread smarter ways to mitigate GHG emission, reduce energy consumption and 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.

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In the forefront of bringing ecological transformation

We are focused on creating shared value within the business, for clients, local communities as well as the planet. Our approach is focused on environmental protection and enabling our clients on their sustainability journey.

Climate change

Climate change and its ramifications in rising global temperatures, deteriorating air quality and contamination of our water bodies, are among the largest crisis looming over the planet in recent times. At Infosys, we recognized the gravity of this issue early on and began focusing on climate action since 2008, through energy efficiency, renewable energy and carbon offset programs.

We achieved Carbon Neutrality in FY20, 30 years ahead of the 2050 timeline set by the Paris Agreement, as a culmination of our decade long efforts in environment stewardship. We were carbon neutral for emissions within and outside⁽¹⁾ our boundary. Our ESG vision 2030 reinforces our commitment to climate action. We resolved to remain carbon neutral every year going forward.

We have aligned our climate change management process and reporting with leading global standards like GRI, TCFD and SASB. We continue to be on the CDP leadership quadrant for the fifth year in a row for our efforts in environmentalism.

Understanding the need for global and national action, Infosys participated as an Anchor company, in the Carbon Market Simulation exercise, initiated by the World Resources Institute (WRI). The exercise was aimed at understanding and evaluating corporate India's readiness to enter carbon markets and align India's efforts to the Paris agreement. The simulation will provide evidence-based sustainable policy recommendations to help India achieve its climate goals.

(1) excluding capital goods

Our continuing advocacy in climate action comprises creating awareness through participation in various forums related to low-carbon transition, water and waste management. We partner with thought leaders to enable policy reform, collaborate with academia to research and promote sustainable technologies and publish our work for awareness and wider adoption. This year, Infosys was an industry partner for Solar Decathlon India, an innovation-based competition among postgraduate and graduate students from Indian institutions towards next-generation solutions to address climate change in the buildings sector.”

Ambition

- Maintain carbon neutrality across Scope 1,2 and 3 emissions every year
- Reducing absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 75%
- Reducing absolute Scope 3 GHG emissions by 30%

In fiscal 2021, we committed to science-based targets initiatives (SBTi) to validate our climate change targets in alignment with the Paris agreement's goal of keeping temperatures well-below 2°C scenario.

Climate change risks and opportunity assessment in line with TCFD recommendations

This year, we have conducted climate change risks and opportunity assessment for the Company based on the recommendations of G20 Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD).

[Read more on ESG Data Book 2020-21](#)



Preserving and enhancing biodiversity, Mangalore campus

Educating our employees on sustainability
#GreenisthenewSwag is a continuous learning series aimed at strengthening awareness on making our ecosystems and lifestyles sustainable. Infosians learn from best practices in environmental sustainability and are inspired to bring change in their own personal lives and communities.



Environment

Leading the low carbon transition among communities and businesses

Carbon neutrality

Preserving the planet for our future generations and operating sustainably remains pivotal to how we conduct business. Through our energy efficiency and renewable alternative measures, we were able to reduce and/or avoid emissions within our boundaries significantly. For emissions that remained beyond our control, we used the high-quality carbon offsets generated from our own projects to create lasting social impact.



We are Carbon Neutral for fiscal 2021 for the second year in a row

The above was verified and assured against the PAS2060:2014 standard.

[Read more on the assurance +](#)

Approach to ensuring a carbon neutral world

Enabling work from home effectively, has helped bring down our overall scope 1, 2 and 3 emissions by about 46%, while paving the way for a hybrid workplace of the future.

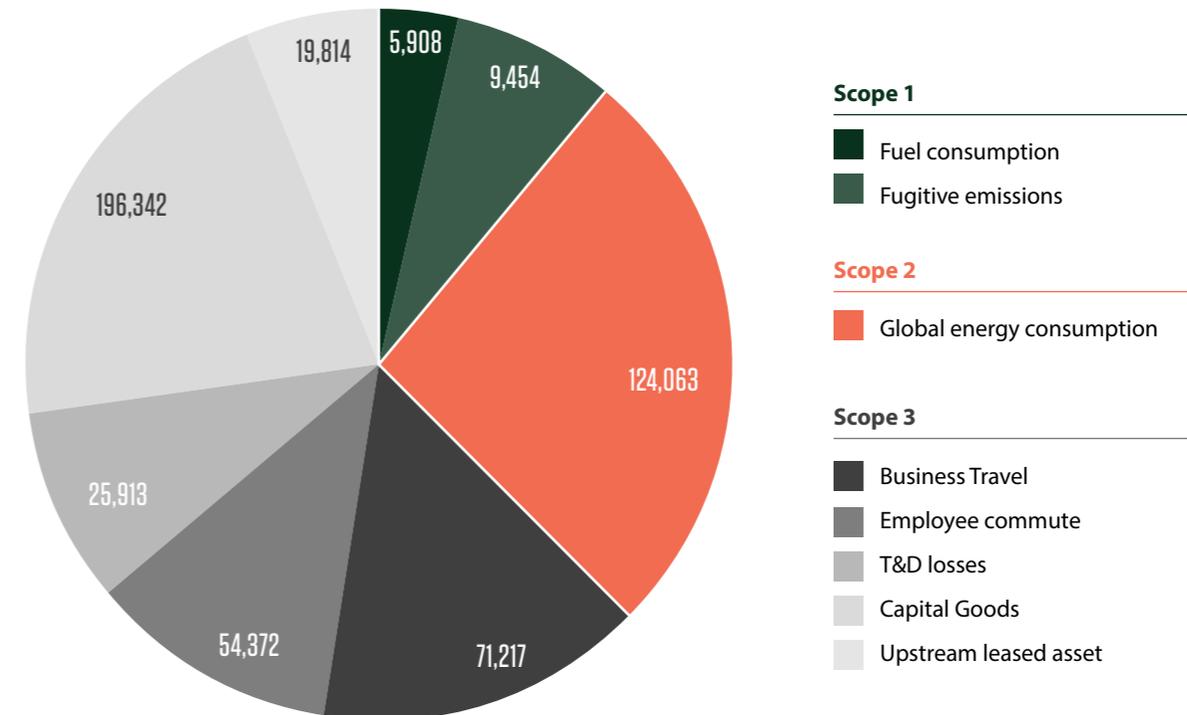
- With most employees working from home, we moved towards a revenue-based intensity tracking for our environmental KPIs as opposed to the conventional employee based intensity.

[Read more on ESG data book +](#)

- Pioneered solutions and services to help clients in their low carbon transition

[Read more on ESG data book +](#)

Where our emissions come from (in tCO2e)



Environment

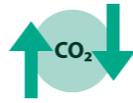
Pillars of our carbon neutrality commitment



Energy efficiency



Renewable energy



Carbon offsets

Setting benchmarks in operational efficiency

Over the past decade, we have been leveraging technology and knowledge to build and run some of the most efficient buildings and campuses globally. These campuses have been designed to not only conserve energy and water, but also focus on treating waste responsibly. It is no wonder then that Infosys campuses are synonymous with ‘living labs’ for clean technology.

1. Energy efficiency

Energy efficiency at Infosys involves optimizing operations, leveraging higher-efficiency equipment and eliminating wastage. Most of our energy consumption happens in our buildings. Efficient design of new buildings, deep green retrofits in existing buildings and operational excellence through smart automation have been crucial to achieving energy efficiency. These have also resulted in a reduction in energy demand thereby significantly bringing down our operational costs. During Fiscal 2021, we implemented over 15 energy efficiency projects across HVAC and lighting spaces. An important aspect of our energy efficiency program is smart automation, deployed across 30 million sq ft of office space. Automation has enabled remote operations, optimization, valuable insight into equipment health and timely corrective action.

Our energy intensity (electricity consumption per capita) has seen substantial reduction. In Fiscal 2021, with most employees working from home, the metric for energy intensity was revised from per capita to per million \$ revenue.

Electricity consumption (Mwh/Million \$ Revenue)



CASE STUDY

Better lighting with lower energy

Concern

Lighting is the third-largest consumer of electricity in buildings after computers and air conditioning. Technological improvements owing to LEDs, improved electronics and better future design enable a significant reduction in lighting energy usage.

Approach

A major lighting retrofit in our Pune campus involved replacing 9,000 CFL based light fixtures spanning 1 million sq ft space, across 4 buildings, with high efficiency LED lighting and motion sensors. We also responsibly disposed of the replaced CFLs through an authorized E-waste recycler.

Outcome

A reduction of 68% (~417 kW) was achieved on the connected electrical load, ~0.8 million kWh is expected to be saved annually through this retrofit, with a payback of less than 3.5 years. The retrofit has also improved the lighting levels in the buildings, thereby enhancing employee comfort and experience.



Infosys Command Centre, Bengaluru

CASE STUDY

Phasing out pollutants

Concern

Some refrigerants in air-conditioners are harmful to the atmosphere due to their ozone-depleting and global warming effects. They are being globally phased out under the Montreal protocol. In India, the target is to phase out R-22, one of the most common refrigerants, by 2030.

Approach

We have undertaken an accelerated phase-out plan, where R-22 air-conditioning units are being replaced with new efficient systems and with refrigerants that have zero ozone-depleting potential (ODP). These new refrigerants include R-410a or R-134a. Retrofit projects were taken up across locations and a capacity of 705 TR (cooling capacity) of R-22 based systems were replaced.

Outcome

This has enabled connected load reduction of ~268 kW, and an estimated 1.18 million kWh of annual energy savings.

Environment

Green buildings

All our buildings, new and old, follow the highest standards of sustainability so as to minimize our impact on the environment, while focusing on employee health and productivity.

26 million sq ft

of our workspace accorded highest level of green building certification



Infosys, Hubballi SDB - LEED Platinum certified building



Infosys, Indore SDB – LEED Platinum certified building

Infosys Office Building Standards



Office Building Energy Performance Index

75 kWh/Sqm per year



Office Building Envelope Heat Gain (Peak)

0.75 W/Sq.ft Built-up area



Office Building Lighting Power Density

0.4 W/Sq.ft



Office Building Electrical Demand (Peak)

3.5 W/Sq.ft Built-up area



Office Building Airconditioning coverage

1 TR of air-conditioning covers 750 Sq.ft



Fresh Air in Air-conditioning

100% Fresh Air



Office Building Water Demand

25 liter/person per day



Chiller Plant (Airconditioning) Efficiency

Chiller efficiency
0.50 kW/TR

Chilled water pump
8.5 kW/Wr

Condenser water pump
8.5 kW/Wr

Cooling tower
0.009 kW/Wr

Environment



Onsite solar installation, Hyderabad campus

2. Renewable energy

We prioritise the shift in our processes to using energy sources that are virtually inexhaustible. This will enhance clean air across communities and result in zero greenhouse gas emissions. We commissioned the first solar photovoltaic (PV) plant at our Jaipur campus in FY11. Today, our installed capacity across locations is at about 60 MW, comprising onsite and offsite solar PV plants. The onsite solar PV plants include building rooftop and ground-mounted systems.

In Fiscal 2021, ~50% of our electricity for our India operations were sourced from renewable sources, including electricity generated from our own solar PV plants and green power procurement.

We are continuously working with governments in various states in India to facilitate the creation of favorable policies so as to increase the share of renewables in our energy mix.



YRA biogas project - Training in Vidarbha region

3. Carbon offsets

Prioritising rural development

Given the nature of our operations, despite our best efforts in reducing/avoiding emissions within our boundaries, a sizeable emissions basket remains. These include emissions from business travel, employee commute, among others. While we can choose to offset these emissions through the purchase of carbon credits in the market, we opted to invest in projects that would provide larger social and economic benefits to communities. We invest and implement these projects on ground.

We actively identify and work on projects in rural India that also have an emission reduction potential. Our primary intervention is the clean cooking space. This year, we added one new household biogas project in the Vidarbha region of Maharashtra. Today our project portfolio includes 9 carbon offset projects.

119,000

Families reached through carbon offset project so far

2,600

Jobs created as on date

Transforming lives across the indigenous Vidarbha settlement in Maharashtra

Our pursuit to identify community-based projects where we can make a difference through carbon offset initiatives took us to Vidarbha, the North-eastern part of Maharashtra, India. The agrarian distress in Vidarbha has long been among the most talked-about concerns in India.

The Vidarbha region contributes to the highest share of Maharashtra’s forest cover and has a significant indigenous population. Our studies showed that over 80% of these families still depended on firewood for cooking. The landholding pattern tells us that most of them were small and marginal farmers and owned cattle.

This made it a perfect area for implementing a biogas-based carbon offset project.

The project addresses three critical issues in the region by:

- **Avoiding the use of firewood for cooking, thereby protecting the forest cover**
- **Avoiding methane emissions, which is 25 times more potent a green-house gas than carbon di-oxide through the utilization of cattle manure in the biogas units**
- **Reducing the dependency on chemical fertilizers, by using the biogas slurry as ready manure for their farms**

12,000+ families have been provided with clean cooking gas and a clean smoke-free kitchen in the region. Also, organic farming practices have been enabled. The project will create over 180 direct jobs and reduce the drudgery faced by women and children of the family

Environment

Climate change

Water

Waste

Social

Governance

Environment

Ambition

Engaging clients on climate actions through our solutions

Climate change is increasingly becoming an immediate and substantial threat to humanity’s development and prosperity. To avoid the worst impacts of climate change, we must transform – at speed and scale – the way our economies, businesses and communities work. Sustainability has become important for enterprises across industries. Indian Meteorological Department (IMD) reports that 62% of CXOs consider a sustainability strategy necessary to be competitive today, and another 22% thinks it will be in the future – a \$1 trillion+ market segment. As the expectations on corporate responsibility increase, and there is scrutiny on business operations, enterprises are recognizing the need to act on sustainability in a way that produces tangible outcomes. The good news is that when an enterprise takes sustainability as their purpose, they can increase growth and profitability, while also caring for the people and improving the planet on which they depend.

Experience that is enabling our clients

Over the past decade, Infosys has been leveraging technology to build and run some of the most efficient buildings and campuses globally. Campuses that conserve energy, save water and treat waste responsibly. Infosys campuses are ‘living labs’ for clean technology. Leveraging our expertise, we set up the Sustainability Practice Unit in 2020 with a mission to serve the preservation of our planet by shaping and sharing technology solutions. The practice works collaboratively with business units to scale technology-led solutions to tackle climate change. Read HFS Research here – Infosys’ chance to seize the sustainability-first narrative

Our sustainability philosophy is about ensuring that our business, our clients’ business, and our ecosystems are all sustainable. Now, we are bringing our net carbon neutral success to sustainable offerings for our clients’ businesses, throughout the market. We have proven that it understands the metrics of sustainability and global reporting criteri

A promising start to our ambition

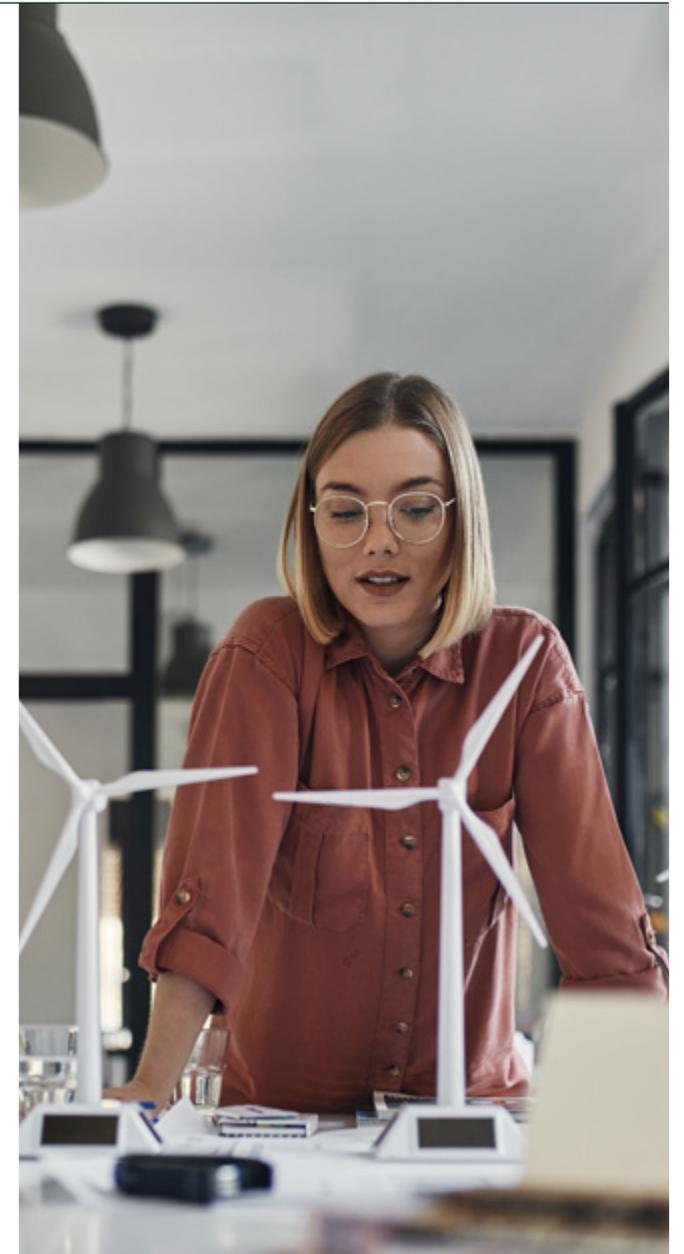
In the first year of this journey, we completed 20+ projects facilitating clients in their transition to combat climate change through business-driven IT solutions around CCUS, energy storage, next-generation innovative and sustainable products and services, renewables, energy efficiency, brownfield modernization and transformation, clean energy generation and trading, as well as electric mobility. The coming year is an exciting one for us. We have many opportunities in the pipeline with a focus on energy, chemical, smart utilities, mining, transition to cloud services, predictive PLM, smart spaces, and circularity solutions for sustainable manufacturing, financial services, and consumer product retail.

[Read more +](#)

Entering an MoU agreement with British Petroleum

We signed an MoU with BP to develop an integrated energy as-a-service platform to leverage various areas of expertise that BP and Infosys have. While our digital capabilities will be used to manage energy assets, provide low carbon power, low carbon heating/cooling, and low carbon mobility to campuses, driven by an AI-based digital platform, British Petroleum’s expertise and resources in renewable solar and wind together with gas for power, fuels, electric vehicle charging, battery swapping and advanced mobility solutions will be crucial. The integrated energy as-a-service offering will be piloted at Infosys’ Pune campus, and later scaled to other Infosys campuses, smart cities, and industrial and business parks.

[Read more on ESG microsite +](#)



Infosys – a ‘Live Enterprise’

Environment

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Environment

Making concerted water preservation efforts

Water being a scarce and invaluable natural resource, we are strongly committed to its conservation through the 3R (Reduce, Reuse, Recycle) approach. Infosys is a signatory to the CEO Water Mandate, since 2014. We are strengthening our water stewardship practices in our operations and extending our efforts to the community.

Water

Our freshwater demand reduced considerably this year owing to remote working. This also resulted in reduced availability of treated wastewater to cater to our flushing, landscaping, and cooling tower requirements. However, we maintained the sewage treatment plants across our campuses to keep them operational at low loads.



Rainwater harvesting pond in Infosys, Thiruvananthapuram campus

A comprehensive water management strategy has been devised to achieve water sufficiency. Water usage is reduced through demand side measures and 100% of the wastewater is recycled within campuses.

Rainwater harvesting

Rainwater harvesting is an important part of our water stewardship goal. Rainwater harvesting tanks, recharge wells and artificial lakes are built in our campuses to reduce external freshwater dependency. Our campuses in India have 35 lakes/ponds for rainwater harvesting with a holding capacity of ~330 million liters, and 370 injection wells with a potential to recharge about 18.5 million liters of rainwater into the ground. Our efforts on rainwater harvesting have not only improved the local ecosystem within our campuses and reduce our water demand, they also have a positive impact on the surrounding communities by replenishing the ground water table.

Bringing water intensity down

We ensure that the wastewater we generate is treated in-house in the sewage treatment plants (STPs) that we operate at our large campuses and leased campuses. In 2 of our smaller leased offices, with limited space or lesser operational control, the wastewater is discharged into municipal sewers, which undergo further treatment.

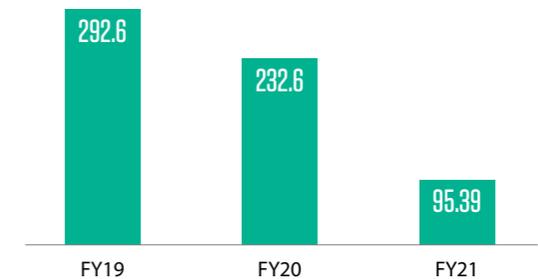
- Water conservation efforts reduced landscape irrigation demand by advancing landscape planning with lesser grass cover, use of native species and continued development of irrigation infrastructure like automated irrigation, drip irrigation, among others
- Used laminar clarifiers to filter and reuse backwash at our Mysuru campus, reducing freshwater requirement by 3%



Rainwater harvesting pond in Infosys, Bengaluru campus

Our water intensity (water consumption per capita) has reduced significantly over the years. This year, we began tracking our environmental performance against \$ revenue. This aligns to most standards that require data to be reported on revenue basis (like BRSR, CDP, etc.). This also allows comparison with our peers.

Water intensity (kiloliter/Million \$ Revenue)



Ambition

Maintaining 100% wastewater recycling every year

CASE STUDY

Restoring the Hebbal Lake and helping nurture biodiversity

Concern

The Hebbal Lake in Mysuru spans 40+ acres and is in the Hebbal Industrial area. It has been home to many migratory birds. But gradually, the lake lost its glory to massive urbanization and continuous flow of sewage caused by residential and industrial establishments.

Approach

We collaborated with the Mysuru administration to rejuvenate and restore the lake. The project involved desilting, fencing lake boundaries, building a bund and walking path around the lake, together with, tree plantation and beautification of its surroundings. We set up a sewage treatment plant (STP) next to the lake to treat the wastewater entering the lake. The state-of-the-art STP with membrane bioreactor (MBR) technology and smart automation has a capacity to treat 8 million liters per day and was commissioned in September 2020. The STP ensures that wastewater is treated to the highest standards, conforming to the Central Pollution Control Board norms, before being let into the lake.

Outcome

Today, the lake has regained its charm, with thriving biodiversity of flora and fauna, and is once again host to several migratory birds. It provides a perfect ecosystem for nature lovers.

Hebbal Lake rejuvenation in Mysuru is among the biggest lake conservation projects under the public-private partnership (PPP) model of Karnataka. The project serves as a benchmark to the district administrations and governments in protecting lakes and treating wastewater effectively.



Hebbal Lake, Mysuru - Before rejuvenation



Hebbal Lake, Mysuru - After rejuvenation

CASE STUDY

Integrated water management

Infosys Crescent our 10-acre campus located in Electronics City Phase-1, Bengaluru is a showcase for integrated water management. Water demand is minimized by measures like low-flow fixtures, dual flush toilets, pressure regulating valves and smart metering, this will result in about 47% savings during operations when compared with the National Building Code norms.

A subsoil drainage system below the basement parking ensures no water pressure on the structure, thereby also collecting subsoil water for use in landscaping and cleaning. Rainwater from the terrace is collected in rainwater harvesting tanks and used for potable purposes. One-third of the freshwater requirement of the campus in monsoon months (May-October) is expected to be met through rainwater. Surface rainwater (from roads and landscape) is recharged into the ground through 20 injection wells on the campus. All the wastewater generated in the campus is treated using an in-house Sewage Treatment Plant and the recycled water is used for flushing, landscaping and cooling tower makeup water requirement, making the campus a zero-discharge facility.



Crescent campus, Infosys Bengaluru

Environment

Climate change

Water

Waste

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Environment

Finding effective ways to manage and minimize waste

Our waste management approach is based on the philosophy of the Reduce, Reuse 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 to resource.

In-house treatment and practices

At Infosys, we follow a process of waste segregation at source through which the entire volume is treated or disposed in line with applicable legislative requirements. We have established biogas plants and organic waste converters for organic waste from food and garden waste, to be recycled on our campuses. The resultant manure is used for our campus landscape. The efficiency of the biogas plant is enhanced through automation, with the generated biogas offsetting the LPG usage in our food courts and helping avoid methane emissions from the waste. In fiscal 2021, we continued our efforts in identification and replacement of single-use plastics with alternatives. We focused on further segregating and disposing of mixed waste by identifying partners who could support us in disposal to authorized recyclers and ensuring that a greater percentage of the generated waste is recycled or treated and does not reach the landfills.

Another category of waste generated includes the semi-solid sludge from our STPs. This wet sludge contains semi-digested organic matter and a lot of moisture and pathogens, making it unsuitable for direct soil application. At Infosys, we implemented solar sludge drying beds, that ensure the sludge can now be used as manure.

This year, the pandemic resulted in additional quantities of biomedical waste, including PPE kits, tissues, surgical masks, among others. We ensured that all such biomedical wastes were disposed in accordance with new stringent requirements

of the Bio-Medical Management Waste Rules. We established a segregation system for these types of biomedical wastes and implemented it at our campuses, in line with the requirements.

Waste management consulting services

The world generates 2.01 billion tons of municipal solid waste annually, and the global waste management market is set to touch \$2.3 trillion by 2027. On the bright side, Visiongain, an independent market research company, estimates that the waste-to-energy market can touch upwards of \$22.6 billion by 2030. Infosys is deeply concerned about this topic and our solutions to monitor and manage waste are powered by technology. Having developed and tested an array of solutions across our campuses, our Waste Management sub-vertical decided to take them to the market for Waste Management (WM) companies. We continue our efforts towards a circular economy by forging partnerships with organizations like the Ellen MacArthur Foundation.

We help WM companies with digital solutions, such as dynamic routing, enterprise asset management, predictive maintenance, and IoT sensors to monitor segregation and compaction in bins and collection. Increasing volumes of waste can be managed with predictive modeling, which uses big data analytics. The workforce can be better managed with smart customer service, ticket addressing, RPA for invoice processing, smart garbage trucks, mobile solutions, and anytime, anywhere learning on Wingspan.

[Read more +](#)



Biogas plant at an Infosys campus

Environment Compliance

We comply with applicable environmental regulations in the countries where we operate and have established management systems with ISO14001:2015 certification. The significant concerns identified in our practices as having an environmental impact include the following:

1. Depletion of resources like power, water
2. Waste generation and disposal
3. Emissions that are part of our material aspects

We conduct environmental impact assessment studies for all new projects, wherever applicable, covering impacts related to air, water, social aspects and biodiversity, among others, within a 10 km radius of the proposed project site. No instances of monetary or non-monetary sanctions for non-compliance or environmental grievances were reported to us in fiscal 2021.

Our campuses are built on government space approved land in industrial zones and do not fall within or are adjacent to protected areas or high biodiversity areas, as notified by the Ministry of Environment and Forests, Government of India.

Ambition

Ensuring zero waste to landfill

Infosys – a ‘Live Enterprise’

Environment

Social

Enabling digital talent at scale

Tech for good

Diversity and inclusion

Energizing local communities

Employee wellness & experience

Governance

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.

In this section

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Tech for good	26
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Infosys – a ‘Live Enterprise’

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Facilitate skilling to ensure progress for all

Rapidly changing technologies are transforming the dynamics of the modern workplace. According to the World Economic Forum in its Future of Jobs Report 2020, new technologies and automation will create ~133 million new jobs in 2022. These new roles will require a blend of technical, creative, and problem-solving skills.

Developing and enhancing human skills and capabilities through education, learning and meaningful work are key drivers of economic success, individual well-being and societal cohesion. At Infosys, we believe investing in enhancing the digital skills of our employees and the community as well as supporting our clients’ in their efforts to digitally skill their workforce will create a huge force multiplier to leverage the world of opportunity that is unfolding before us

Extending digital and life skills to over 10 million people, including employees, clients’ workforce, students, teachers and communities by 2025

2.02 mn

Users on various learning platforms powered by Infosys Wingspan in fiscal 2021

Ambition

Extending digital skills to 10 mn+ people, including employees, clients’ workforce, students, teachers and communities (2025)

Integrated digital learning with Infosys Wingspan

Infosys Wingspan is a next-generation talent transformation solution crafted to help organizations accelerate their talent transformation journey. Based on open-source technologies, the cloud-first and mobile-first solution is designed to provide a seamless interactive learning experience that is accessible anytime, anywhere and on any device.

Infosys Wingspan provides best-in-class, curated content from multiple sources that learners can access to enrich their knowledge. Users are provided a personal and engaging experience, by creating their own ‘goals’, measuring ‘time spent’ and creating a ‘learning history’. The solution comes with machine learning capabilities and provides tailored and relevant learning recommendations, while the AI-powered voice-enabled ‘learning assistant’ also offers guidance at all stages of the learning process. The connected and collaborative solution allows peer interactions and provides opportunities for collaborative and competitive learning.

400,000

Client employees were engaged to meet their talent transformation needs through reskilling and continuous learning objectives in fiscal 2021



Learners can test their competencies through diverse assessments and gain relevant certifications. Through this solution, leaders can drive impactful learning initiatives with insights gained from leveraging analytics, which helps companies understand the learning trends within the organization and plan requisite interventions.

With reskilling emerging as an imperative for employability in the industry, we also repurposed Lex and made it available to over a million college students in India via our InfyTQ application. It is available for clients and supports community initiatives, such as Headstart, Reskill & Restart and Infosys Pathfinders Online Institute, to name a few.

240,000

Infosys employees have used Infosys Wingspan (known as Lex internally) since launch in April 2018

Infosys – a ‘Live Enterprise’

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Lex

Focusing on individual learner needs, we introduced innovative features to shape our employees’ unique learning experiences in Fiscal 2021. We shifted focus from a standardized learning experience to a more personalized experience by providing a curated learning experience through which each employee peruses the modules in a different way via role-based learning paths and channel-page specific learner groups. The learning culture was further strengthened during the pandemic because of the smart digital additions, including playgrounds to practice different technology areas without installing ancillary products, gamified learning pathways, quizzing features, specific channels and an integrated virtual meeting platform.

The platform is continuously evolving to offer best-in-class content options through a single interface. Along with in-house content, Lex also hosts third-party content from top vendors such as Knowledge @ Wharton, Harvard Manage Mentor, e-Cornell and content partners such as Learnship, GlobalEnglish for excellence in business communication and behavioral competency development.



New features



One-stop shop – Channels

Ensures learners find all the required content on a subject in one place without the hassles of searching and identifying



Quizzing – Konnect & Agon

Two quizzing tools to engage learners effectively in a light fun manner



Organized calendar – Schedulo

A calendar with a view to all trainings and events scheduled



Discussion forums

Encourages social learning with cohorts, subject matter experts and content authors



Not one size for all – Adaptive Learning

Promotes personalized learning experience catering to learner’s specific needs



Simulations – Playgrounds

Practice and strengthen behavioral competencies with professional development playgrounds



Fresh content – blogs

Upload fresh and current content and POVs instantly



Live Enterprise Platform – Meridian

An integrated platform that offers solutions related to process reimagination, workforce productivity, and virtual events

Infosys Foundation extends InfyTQ learning program to communities

It spans 16 to 19 weeks and is designed to train entry-level engineering graduates who have been newly onboarded. It helps them transition from academics to the culture in corporations. Through our digital learning platform, InfyTQ, we were able to seamlessly transition from residential training to online virtual trainings and assessments.

12,800+

Fresh graduates were trained on 40 specializations and released to production in fiscal 2021

Focus on employee skilling and re-skilling

Number of training days	2032834.89 (days)*
Average number of training days for men	10.08
Average number of training days for women	12.28
Self-learning courses	2,282
Courses in instructor-led mode	4,008

**This table does not include training for contract staff. All our contractors received training on Anti-Sexual Harassment, HSE and job-specific training, as appropriate to their role.*

Infosys – a ‘Live Enterprise’

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Community portals launched globally

Infosys Headstart

Infosys Headstart is our flagship intervention to empower people, communities, societies as well as students across India in the age group of 10-22 years as well as long-term learners. Infosys Headstart is powered by Wingspan and includes learning content developed by us and leading content providers that cover digital and emerging technologies and life skills.

For a holistic learning experience, the platform has technology and soft skill playgrounds, programming challenges and social learning features. We have dedicated Maker Labs that are planned in major Indian cities to provide hands-on learning opportunities on emerging technologies. The platform was soft-launched for volunteer institutions in February 2021.

40,000+

Learners leveraged the platform within 6 weeks of its launch

150+

Academic institutions reached



InfyTQ

The next-generation digital platform was launched in February 2019 and offers superior learning and engagement experiences for engineering students in India. InfyTQ is a free platform open to all engineering students in their third and fourth years across India. The platform encourages holistic development by imparting technical as well as professional skills training and helps them become industry ready. Graduates who clear Infosys certifications through InfyTQ, will have access to opportunities with enterprises registered with the NASSCOM consortium, where Infosys is playing a key role.

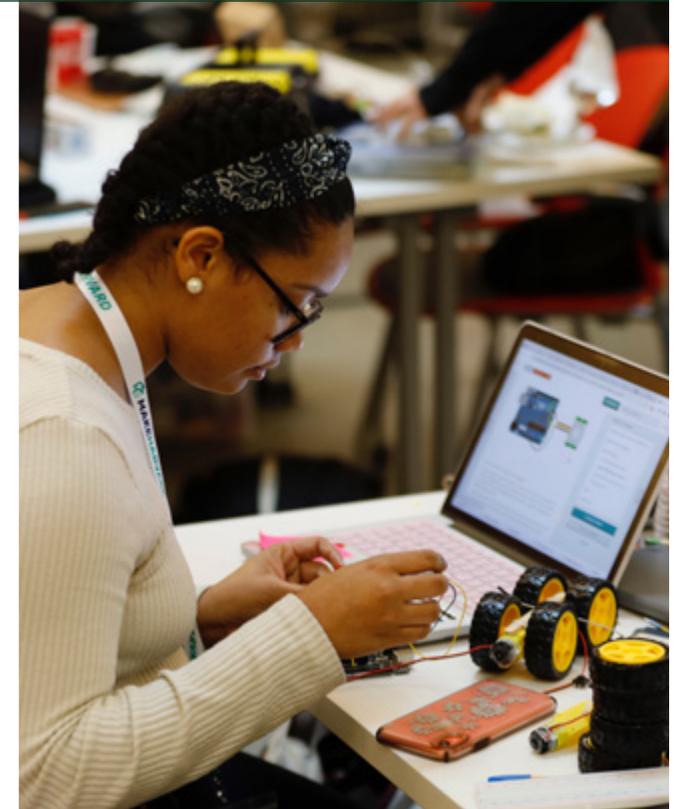
1.2 mn

Students have registered on the platform

158,720

Students took the first web-camera proctored qualifying exam for Infosys Certification this year

The Infosys Internship program allows final year students across colleges of India, selected by Infosys through campus recruitment, to work on a project, which is a curriculum requirement, as well as receive guidance and mentorship from Subject Matter Experts (SMEs) at Infosys. Students also receive training to undertake the project and handle its complexities.



1,100+

Students engaged in the program virtually around the country in fiscal 2021

[Read more on the foundation +](#)

Social



Pathfinders Online Institute

Infosys Pathfinders Online Institute was launched in 2019 by Infosys Foundation USA, for expanding access to computer science and maker education in K-12 public schools across the US. It supports hands-on learning through the #InfyMakers awards competition. Ten organizations were recognized this year for their efforts to improve maker-centered learning.

23 mn

Students reached by the Infosys Foundation USA, since inception in 2008

1 mn

Teachers reached by the Infosys Foundation USA, since inception in 2008

700

K-12 teachers trained through Pathfinders Online who will collectively reach 45,000+ students by the next year

Wingspan Academy

Wingspan Academy was launched in 2020 for candidates across the US as a platform designed to enhance one’s knowledge of the latest industry-relevant technologies. The participants receive these benefits without financial or exclusivity obligations and at no risk.

It is a dynamic learning platform to learn and collaborate with like-minded peers and stay connected with our company. The key learners include people impacted by the pandemic, global college students, teachers of computer science and maker education in K-12 public schools.

7,000

Learners on the academy portal in fiscal 2021

Reskill & Restart

We launched Reskill & Restart in July 2020, as an innovative solution to reskill the American workforce and fulfil their employment needs following COVID-19. The solution is powered by an Infosys-led consortium, leveraging Infosys Wingspan to create a free, online platform, connecting employees and employers, while also providing necessary training for jobseekers. The consortium is helping our talents transition from traditional jobs across various industries and work streams to digital and operations jobs of the future.

960

Active users as on fiscal 2021

560

Courses as on fiscal 2021

18

Career streams introduced

Managing transitions

We believe in imbibing the value of continuous learning among our employees. Our large network of Infosys Alumni leverage Lex to learn contemporary skills. Employee Resource Groups enable our teams to build strong informal networks and relationships for support during career transitions.

Social

Tech for good

Partner society to harness the power of technology solutions in their everyday

The new normal has compelled teams into a remote work situation. Cloud as well as digital, technology-led solutions and platforms have enabled businesses and governments to remain resilient. With everything becoming software driven, it provides an opportunity for us to conceptualise, build and rollout cloud native platforms and solutions using emerging technologies that bear significant impact at a social scale.

Three-core focus of the program

We believe that technological advancement has maximum societal impact and the initiative will focus on making an impact across the 3 key segments of:

- eGovernance
- Healthcare
- Education

[Read more +](#)

Ambition

Empowering 80 mn+ lives via tech for good programs in e-governance, healthcare and education (2025)

80 mn+

Lives empowered through tech for good

Extending solutions for eGovernance, healthcare and education

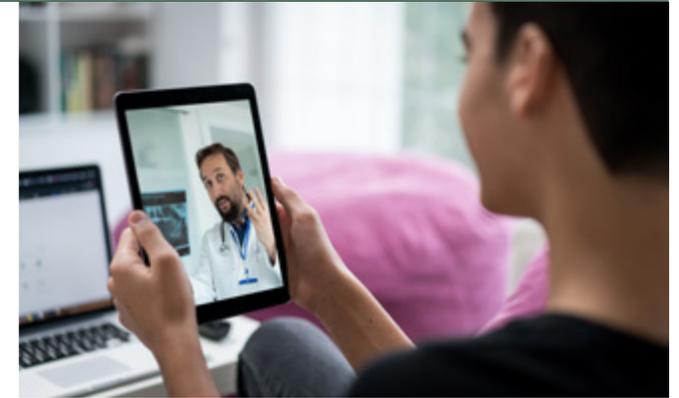
Over the last year, as governments all over the world grappled with the pandemic and looked for innovative solutions within governance, healthcare and education spaces, Infosys proactively volunteered and contributed to societal solutions, under the aegis of ‘TechForGood’.

eGovernance

We are working with the Government of India and supporting large digital platforms in the direct and indirect tax domains, while also partnering with the Governments of USA and Australia in supporting their modernization programs.

Healthcare

Apthamitra – We collaborated closely with the government of Karnataka in developing and rolling out the Apthamitra mobile and web application, contact centre solution and backend services in association with a consortium of partners.



650 k

Calls were handled by the helpline between May and November of FY2020

125 k

Users availed the application

[Read more on CrushCovid RI +](#)

Education

[Read more on Reskill and Restart +](#)

[Read more on InfyTQ +](#)

175 mn

Calls were made to reach out to the state citizens with a focus on infection-prone sections

Solutions for Indian government’s CoWIN app

In the ‘Grand Challenge for Strengthening CoWIN’ organized by Ministry of Electronics & Information Technology (MEITY), the Infosys vaccination platform team has been shortlisted for supporting two areas of the solution, viz., Token and Queue Management and AEFI / AESI Reporting and Monitoring

Infosys – a ‘Live Enterprise’

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Diversity and Inclusion

D&I governance

Diversity and Inclusion is key to building a balanced and inspired workforce. Our anti-discrimination and anti-harassment policies apply to everyone in the Company, including employees, clients and suppliers. We are a UNGC signatory and are supporting the protection and elevation of human rights in accordance with the following:

Signatory to UNGC

Abide by UN Universal Declaration of Human Rights

Abide by UN Guiding Principles on Business and Human Rights

Abide by ILO Declaration on Fundamental Principles and Rights at Work

Member of Australian Network on Disability (AND)

Signatory to UN Women’s Empowerment Principles (WEP)

Signatory to UN Fair & Equal (LGBTI Charter for Business)

Founder member of WEF Partnering for Racial Justice in Business

Ambition

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

Backed by a well-defined framework

- Our **Human Rights Statement** provides the broad framework to ensure respectful and dignified treatment of our employees with no tolerance towards acts of human rights violations or abuse.
- Our **Supplier Code of Conduct** enables us in managing and addressing concerns on sustainable business practices within our supply chains and enhances the effectiveness of their efforts.

Diversity Councils

Our business-led diversity and inclusion efforts are championed through Diversity Councils across geographies and business unit levels. Diversity goals are a part of the corporate scorecard and helps measure our business leaders’ contribution. Diversity Councils comprise members from business and enabler functions, who work under the leadership of a Diversity Council Head. Periodic reviews of diversity and inclusion metrics and programs enable teams to enhance the effectiveness of their efforts.

Code of Conduct

We swear by a Code of Conduct and Ethics, communicated to employees worldwide. Equal opportunity and fair treatment are an essential part of this Code, along with ensuring equal pay for equal work and an environment free from discrimination and harassment. We focus on performance of employees irrespective of race, color, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status or any other legally protected status. For detailed information,

[Read more +](#)



Infosys – a ‘Live Enterprise’

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Closing the gender gap

Our ambition is to have 45% women in our workforce by 2030, and we are committed to provide a safe and positive work environment to all employees. A signatory to UN Women’s Empowerment Principles (WEP), our efforts on gender diversity in the workplace emphasizes the participation of women in technology, management and leadership. Our workplace policies and investment focus on learning and development and specific interventions for women in navigating their personal and professional life.

38.6%

Women in the workforce in Infosys Group

22%

Of the Non-Executive Board members are women, i.e. 2 of 9 members

66%

Of the ESG Committee of the Board comprise women

10.8%

Women at the leadership level across Infosys Group

Parental leave for employees

In fiscal 2021, 7,097 men and 4,731 women availed parental leave. A strong return to work post- maternity program has ensured 92% women returning to work and 88% continuing in their professional journeys with us after 12 months of resuming work. Read more about our Return to Work post Maternity interventions here.

[Read more +](#)

Women-centric initiatives

#IamTheFuture

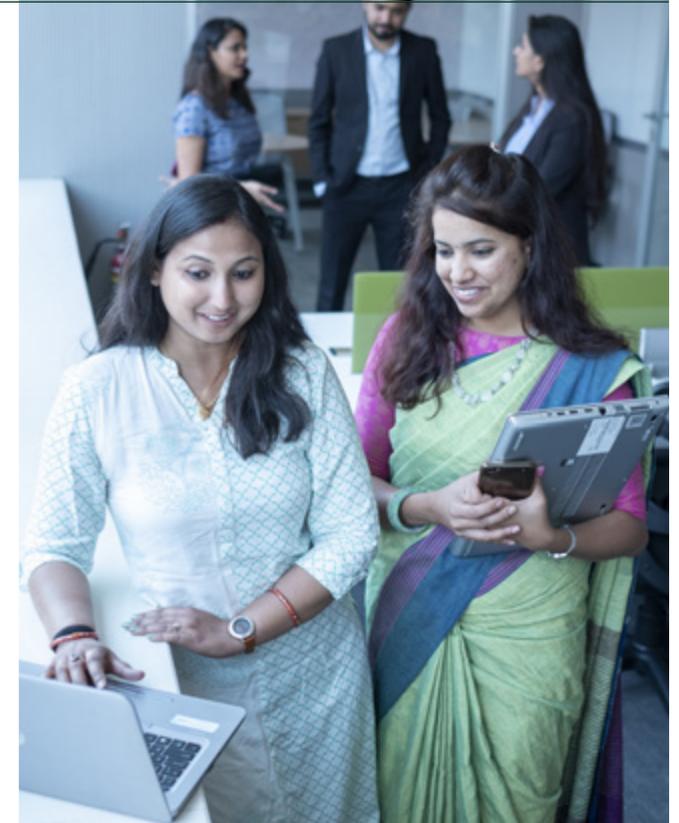
Infosys Leadership Institute launched this program to train women for leadership roles. The program accelerates the readiness of women leaders, strengthening the pipeline and fostering an inclusive ecosystem and culture. Designed as a year-long program running till FY22, in partnership with Stanford GSB, #IamtheFuture program provides holistic development opportunities for our women leaders globally.

NASSCOM partnership programs

As part of our partnership with NASSCOM, we sponsored 400 women at Infosys for the Women Wizards Rule Tech (W2RT) program in fiscal 2021. The program is designed to skill 10,000 women in the Indian industry on new and emerging technologies and is led by 120 mentors and 12 technology gurus from Infosys.

For NASSCOM’s Tech4All learning program, we sponsored 500 women this year. A collaboration with Confederation of Indian Industry (CII) enabled women to network with a larger community of professional women in the country through workshops, seminars, learning sessions and mentoring programs.

[Read more on W2RT, Tech4All by NASSCOM +](#)



We do not differentiate our compensation offering to employees (basic salary and remuneration) based on gender or any other diversity in background, in any of the locations where we operate. The remuneration is based on the role of the employee and total years of work experience. [Read more on Pay Parity for EU +](#)

Infosys – a ‘Live Enterprise’

Environment

Social

Enabling digital talent at scale

Tech for good

Diversity and inclusion

Energizing local communities

Employee wellness & experience

Governance

Social

Fostering inclusion

Our Code of Conduct governs our inclusion strategy, a key tenet of which includes respecting each other and creating an equal opportunity workplace that ensures equal pay for equal work and discrimination and harassment free work environment. This is irrespective of race, color, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status or any other legally protected status.

[Read more +](#)

Supporting people with disabilities

We have formulated focused initiatives in hiring, retention and accessibility of our physical and virtual infrastructure to support those with disabilities. We launched the Accessibility Lab as a treasure trove of learning resources, expert talks and simulations, which are contributed to by a network of accessibility experts to build awareness and skills on digital accessibility for our software engineers.

Infosys’ Accessibility Testing Tool (iATT) was listed as one of the w3.org’s recommended tools. iATT is an intelligent accessibility compliance analyzer with a robust rules-engine and exhaustive features that enable intuitive data to reach accessibility analysis.

[Read more +](#)



Safe space for the LGBTQIA+ community

As a signatory to the UN Standard of Conduct for Businesses on Tracking Discriminations against LGBTQIA+ people, we encourage and maintain an inclusive workplace for members of the LGBTQIA+ community. We launched an enhanced Health Insurance Plan for our employees based in India, which covers partners (same-sex, domestic, civil partners) as dependents, gender conformation surgeries, among others.

The enhanced Health Insurance Plan for employees includes coverage for surrogacy, egg freezing procedures and mental health therapy



153
Nationalities

620
People with disabilities
(Voluntary disclosures)

95
Fiscal 2021 rating in Corporate
Equality Index for LGBT inclusion
from 80 in FY20

Employee resource groups (ERGS)

Empowered Employee Resource Groups (ERGs) are helping bring a change in organizational mindset. Besides creating a broad-based understanding of diverse groups, they help organisations craft inclusive workplace policies and practices, enabling everyone to bring their best selves to work and participate fully. ERGs also reflect local and geo-specific diversity dimensions.

Recognitions from around the world



Top Employer across Europe, Middle East, Australia, Singapore & Japan



Top 10 Working Mother and AVTAR Best Company for Women in India in 2020



Champion of Inclusion Award of Working Mother & AVTAR Most Inclusive Companies Index 2020



Infosys USA is certified Great Place to work 2020



Silver Award Excellence in Diversity and Inclusion, 2020

[Read more on our D&I initiatives +](#)

Enable opportunities for communities locally

Navigating a changing work model and culture

A pandemic-induced remote work situation has given rise to a new hybrid work model with employees working from premise as well as remotely. Our experience of partnering some of the biggest global companies during the crisis is helping us reengineer our approach to work. We are leveraging insights derived from studying about 150,000 Infosys workers executing over 2,500 projects around the world, and putting in place 25,000 project documents and 20,000 work tickets between August 2019 and August 2020. We focused on understanding the impact of remote working on productivity and made efforts to improve it. We continue to apply this learning to finetune our work model producing continuously improving outcomes for our clients.

We managed remote working well during these unprecedented times. Our focus remains on tailoring offices to serve us better in the new normal, creating better social cohesion and rethinking leadership strategies as we navigate a hybrid working model.

[Read more +](#)

96.5%

Of our workforce working from home and continuing to deliver client value.

Ambition

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

Community collaboration efforts

Localization

A key pillar of our social strategy is localization. We believe that client proximity comes with diverse benefits and helps deliver agile digital transformations. We will continue to invest in localizing our workforce in various geographies.

Including local talent in the learning curve

We find that the way to quickly and successfully scale high-tech talent is to meet people where they are. While our business is driven by talent with digital skills, our strategy relies on building a holistic recruitment pipeline that extends beyond traditional computer science graduates. Infosys has over 25,000 full-time employees focused on the ever-changing technological advancements and delivering service excellence to our clients 24/7. Through our US localization strategy, over 69% of our workforce are visa independent. We hired over 6,600 new employees in fiscal 2021. We recruit from a diverse set of disciplines, and train graduates from both two-year and four-year colleges—but we are also working with displaced and furloughed workers who have an aptitude for STEM and develop new skills which will allow them to seamlessly integrate themselves back into the physical workplace after the prolonged period of working remotely.

While some people do not have formal technical training, they possess the drive to learn new skills and meet the demands of the digital economy. These budding learners need access to the right training and our model provides new employees with up to 12 weeks of immersive training to prepare them for the digital future.

Recruiting diverse talent for building tomorrow's enterprise means attracting people who bring with them a diverse set of ideas, backgrounds, talents and perspectives. This, in turn, helps create more diverse solutions and products for our clients. Some of the many partnerships we engaged with over the past year include the following:

- Abilityjobs
- FairyGodBoss
- National Business and Disability Council
- National Society of Black Engineers (NSBE)
- RecruitMilitary
- Society of Hispanic Professional Engineers (SHPE)
- Women of Color STEM Conference

~88%

Of local hires across geographies in fiscal 2021

52,137

New employees hired in fiscal 2021

~71%

Of the senior management personnel hired locally

32

Women Infosys were honored with the Rising Star and All-Star awards at the Women of Color STEM Conference in 2020

Infosys – a ‘Live Enterprise’

Environment

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Enabling digital talent at scale

Tech for good

Diversity and inclusion

Energizing local communities

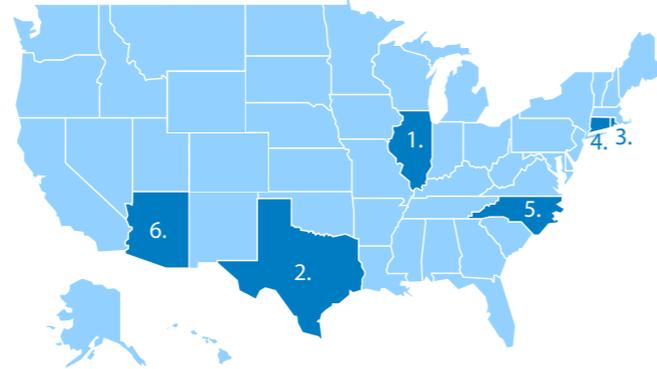
Employee wellness & experience

Governance

Social

Innovation centres

In the US, we set up six technology and innovation centres in the following regions:



- 1. Indianapolis IN
- 3. Providence RI
- 5. Raleigh NC
- 2. Richardson TX
- 4. Hartford CT
- 6. Phoenix AZ

These centers differentiate our expanding localization efforts by helping us move away from the conventional hub-and-spoke talent model, with the hubs primarily anchored in our India development centers, to a network talent model – building talent pools in-market, closer to our clients to deliver and deploy digital solutions in co-creative cycles of agile development. We are bringing to our fold local talent – beyond freshly graduated engineers. Such recruitments include customer experience designers and graduates from liberal arts backgrounds and community colleges – who can serve the various dimensions of our clients’ digital agenda. Beyond leveraging this talent pool, we share with our clients our entire talent value chain – recruiting, training and even refactoring their human resources, which is essential for them to scale digital and navigate their transformation.

Our six technology and innovation hubs will focus on sector alignment and partnerships with universities and community colleges. In Arizona, we will partner with Arizona State University and Maricopa Community College. In Indianapolis, Indiana we will partners with Indiana State University and Purdue University.

In the Dallas Fort Worth, area in Texas we will partner with University of Texas at Dallas. In Raleigh, North Carolina we will liaise with North Carolina State University and Wake Technical Community College. In our Connecticut Hub we will collaborate with University of Connecticut and Trinity College. In Rhode Island, we will partner with Rhode Island School of Design and Community College of Rhode Island as well as eCornell University to name a few. We will also launch a campaign to recruit from Historically Black Colleges and Universities (HBCUs) to include Black and minority talent. We are now constructing the Infosys US Education Center in Indianapolis to train our employees and those of our clients. This campus will be operational later in 2021.

Bringing opportunities to the community

The Infosys Foundation USA was founded in 2008 to expand computer science and maker education to K-12 students and teachers across the United States, specifically working to increase access to communities that are traditionally underrepresented in these fields. Through its programming, the Infosys Foundation USA crossed a pivotal milestone of reaching over 1 million teachers and 23 million students since its inception.

Pathfinder online institute

To reach the K-12 community in the US, which had largely pivoted to remote learning, the Infosys Foundation USA expanded the newly launched digital learning institute to provide computer science and maker education programming and resources for students, teachers and families.

[Read more +](#)



Crushcovid RI

The pandemic has resulted in lockdown and quarantine situation across the globe and the governments are thus leaning towards technologies that could help them track the number of affected people to restrict further spread of pandemic. In association with the Government of Rhode Island, we developed a contact tracing solution to help people and state officials slow down the spread of COVID-19 while protecting citizens’ privacy. This mobile app and the location-based services platform helped government in contact tracing, identifying hot spots and reporting the same. This solution also assisted the state in reopening businesses while reducing community transmission. We also conceived a mobile application that enables the health department to monitor a citizen’s health by using their location data, with the citizen’s consent. This has been crucial in helping the people of Rhode Island follow required health and safety guidelines.

[Read more data on the platform +](#)

100k

Users on the app since launch

[Read more on Reskill & Restart +](#)

Ensure fulfilling careers for our employees

Facilitating unmatched employee experience

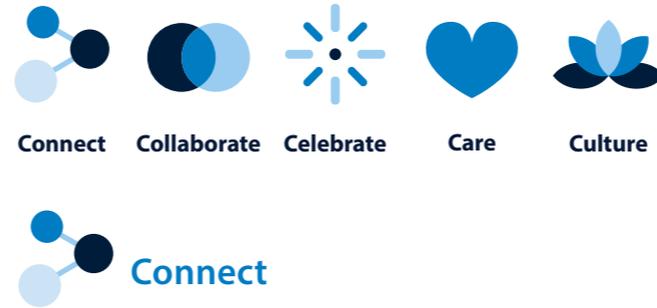
#MoveForward is our signature employee value proposition with focus on innovation, career development, learning and experience. We believe, every company must differentiate itself by offering a great employee experience. We create meaningful engagement touchpoints across the employee lifecycle, including activities from hiring to separation for a refined employee experience.

In the hybrid working model, new norms of employee experience and engagement have emerged. Communications through the virtual set up, has a renewed focus on employee well-being. Engagement now means sharing a vision and purpose within teams, for psychological safety and trust, effective team goals and recognition of hard work.

Adapting to the changes in work pattern, due to COVID-19 pandemic, we renewed our Employee Engagement Framework - ‘5C’ for employees, managers, and leaders. ‘5C’ engagement framework elevates employee experience and well-being and keeps their spirits up during testing times.

Ambition

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



Creating shared goals for our teams with virtual employee connect platforms, the pillar focuses on manager engagement, quick-start onboarding and a common engagement platform.

iEngage: This is an effective platform to inform, inspire and build a happier workplace. It helps us drive vertical engagement between employee and unit leadership. A manager or leader can use this application to schedule events, invite employees and track actions identified during such events. Employee feedback and responses are gathered through this platform. It also focuses on talent aspiration management and has communication forums.

QuickStart: An immersive and integrated onboarding experience for our new lateral joiners, this platform focuses on building safe and agile workplace environment, drives collaborative platforms and intelligence, establishes trust and psychological safety through peer and manager coaching as well as mentoring. It also strengthens our social capital by developing a sense of connection through affinity and resource groups.



Driven by the digital growth, our focus has been on coaching, reskilling and enablement through collaboration opportunities. We work to accelerate careers for high performing talents with a performance management framework in place.

PowerTeams: We have created short and specific team intervention modules with concerned project as the nucleus. The objective is to enhance the effectiveness of project teams, with a participative, human-centric approach.

Manager Enablement and Engagement Playbook: We launched a comprehensive engagement playbook for managers focusing on various mechanisms and levers of engagement to promote team building and drive purposeful collaborations virtually. Manager enablement through 16 virtual cohorts, 84 digital stories and 5 executive leadership interactions have focused on how to effectively manage remote teams.

5,000
Events conducted across 57 unique formats, covering all teams, on the platform in fiscal 2021

3,000
Sessions conducted since launch in fiscal 2021

1,250
Lateral joiners could quickly start their assimilation journey on the platform since deployment in fiscal 2021

93%
Satisfaction rate achieved on 30th day with an uptick in engagement

Infosys – a ‘Live Enterprise’

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Employee wellness & experience

Governance

Social

 Celebrate

To create a ubiquitous reward culture and agile recognition in the new world of work and augment employee experience, ‘Celebrate’ focuses on timely, frequent, specific, inclusive, innovative and value-based appreciation.

RISE Recognition Framework: RISE is a unique foundational framework that aligns our core values and positively influences the workplace morale, driving desired behaviors through Real, Instant, Specific and Exciting (RISE) rewards. The platform brings all rewards and recognition practices under one umbrella and aligns it with key business focus areas. It also offers a centralized reward snapshot, leaderboards, peer recognition and social recognition. In addition to the standard compensation and benefits, we made rewards available through learning and diverse career experiences as also through platforms for creative contributions.

Awards for Excellence (AFE): Excellence is an integral component defined in our core values. To recognize employees who pursue excellence, the Awards for Excellence (AFE) was institutionalised in 1995 and in the silver jubilee year Infosys Awards for Excellence remains our largest rewards and recognition platform for employees. On this journey of innovation, we recognize excellence in all aspects and celebrate the work of many Infosians who have produced outstanding results.



 Care

We are a people company that is driven by technology and our employees are our most valuable assets. Our employee care focus has comprehensive programs to address concerns on employee health and the impact of work stress on our employees and their families. With the uncertain times often inducing anxiety among employees, there was a renewed focus on specific interventions this year.

Infy Ikigai: The pandemic brought forth a stark decline in the work-life balance for employees, higher stress levels due to disproportionate number of meetings and no days off, managing the dual responsibilities of work and household, especially in case of women employees. As a response, we conceptualized an initiative ‘The Infy Ikigai’, emphasizing the importance of stepping away from the physical and mental demands of everyday lives and focusing on taking care of oneself.

HALE: Our Health Assessment and Lifestyle Enrichment program helps build and sustain a healthy and productive workforce by promoting health and well-being, ensuring safety, and encouraging work-life balance.

[Read more +](#)

Employee volunteering

A special task team came together to implement social outreach during the pandemic with participation from Pune Infosians, Pune CSR team, Infosys Foundation. The initiative took a comprehensive approach to identifying the needs of the communities most impacted by COVID-19, prioritizing based on impact, mapping key beneficiaries and delivering through various partners. A fundraiser was conducted with contributions from both Pune Infosians and beyond. The results were gratifying. We supported 44,500 victims and the Balewadi COVID-19 Care Center with 300 beds, while providing online education support to five community schools reaching out to 1,000+ children in this academic year.

[Read more +](#)

Key objective of Pune COVID social outreach

1. Feeding the needy
2. Supporting COVID hospitals with medical equipment and beds for COVID Care Center
3. Provide safety gear to health care workers and police personnel
4. Enabling online education for classes 6 to 10 for schools serving low income groups

Key highlights of the program

6 lakh

Meals served to 44,500 people

INR 53 lakhs

Raised by volunteers from Infosys Pune DC

10,500

Police professional supported with masks, gloves and supplements

1.8 lakh

Masks and gloves, ventilators and 300 beds for COVID hospitals

5

Zilla Parishad schools enabled on e-learning

Infosys – a ‘Live Enterprise’

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Culture

With the world around us changing at break-neck speed, the culture of the organization must evolve to adapt to the changes. While, each of our employees plays a key role in defining the collective culture of the organization, the core principles are based on the value system that we have nurtured over the years. Our focus on management enablement, CLIFE values and sentient live enterprise define how we drive our culture.

C-LIFE: Our core values are Client Value, Leadership by Example, Integrity and Transparency, Fairness, and Excellence (C-LIFE). These are the key drivers of our culture and commitment to stakeholders – employees, customers, investors, regulatory bodies, partners and the community around us. We emphasized the importance of LIFE and CLIFE with focused virtual initiatives, such as CLIFE Superheroes series, Lex channel, interactive video quizzes and competitions, podcasts, among others.

Manager Code: We conceptualised the manager code (Code M) with 7 principles. A flip-book with enablement kits, leader blogs, manager enablement sessions, inspiring stories of ‘Awesome Bosses’, communication tool-kits to manage the pandemic were some of our stand-out interventions.

600+

Managers were enabled on compliance, performance management and team engagement

500+

People managers were recognized

InfyMe: The platform provides digital native mobility solution and computational design principles through a mobile-first approach. It helps employees with first-hand information and access to systems and processes from any place at any time. The application has transformed employee experience in the remote work environment with an ever accessible and secure ecosystem. The platform is now deeply ingrained within our culture and helps reimagine employee experience with hyper personalization.

Employee Resource Groups (ERGs): They are the active agents in helping organizations craft inclusive workplace policies and practices, such that everyone can perform to their potential and stay motivated. ERGs also reflect local and geo-specific diversity dimensions of our way of life.

[Read more +](#)

HR Compliance is responsible for ensuring compliance adherence and assurance across our global operations. As part of this assurance program, we monitor and track compliance obligation. Periodic internal audits/checks are conducted to validate correct implementation of these policies, processes and systems which ensure sustained adherence. Some of the key obligations are translated into policies, processes and system. The employee benefit offerings are designed keeping local regulations in mind and market positioning that we want to offer in any local market.

- Any policy that has significant impact to employees is communicated to them at least 30 days in advance as a practice. Where we have guidance from local regulations on consultation period, we follow the same. Relevant CBAs, at an industry/ country level, and their applicable terms are adhered to.
- We operate with a strong sense of corporate social responsibility, and in all the countries of our operation, our employees are paid salaries and wages which are above the minimum living wage

Infosys values: C-LIFE

Our values are the source of our entire code and an ethical backbone. Clear and simple, our values are the foundation of everything we do and they are encapsulated in the acronym C-LIFE.

1. Client value

To surpass client expectations consistently

2. Leadership by example

To set standards in our business and transactions and be an example for the industry and ourselves

3. Integrity and transparency

To be ethical, sincere and open in all our transaction

4. Fairness

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

5. Excellence

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

Employee health and well-being driving a culture of wellness

As workplaces and workspaces transform around us, individual and collective well-being has emerged as a focal point.

HALE: This was our response to ensuring the maintenance of highest standards of employee health and well-being. HALE is a non-monetary benefit extended to all Infosys. It is recognized as the best internal brand with great recall and participation and consistently helps in meeting business objectives as a highly-acclaimed engagement tool, that is winning many industry awards as well.

[Read more +](#)

Maintaining employee well-being dynamics in a pandemic afflicted world

Through our concerted efforts, our employee well-being rates reached an all-time high of 91% among employees across locations, even with the virtual setup. The **sense of connectedness stands at 88%** because of the ability of different teams to come together and collaborate with each other emotionally. We successfully touched the lives of **1,50,000+ employees** through **431+ initiatives**, where we witnessed a three-fold increase in employee participation virtually. The key focus for us was mental health, where we conducted **150+ interventions, last year.**

Renewed focus areas

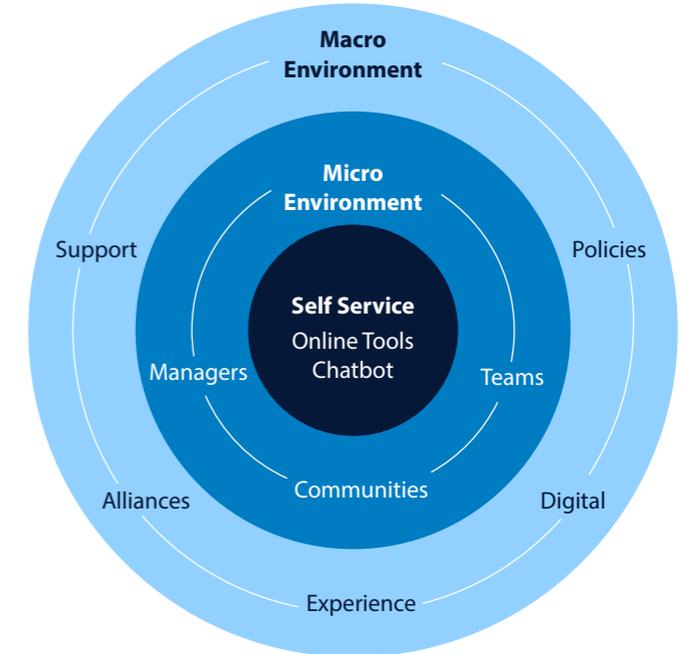
We created three aspects essential to shaping employee experience, which led them to diverse offerings:

Self-Help: The first circle emphasizes providing our employees the right tools and resources for them to take charge of their well-being. We created an ecosystem that enables our employees to make self-help a way of living.

Micro Environment: We observed that two of the foremost reasons for employees to come to work are - the teams that they are part of and having a best friend at work. With the hybrid ways of working taking front stage, the future points to the needs for creating virtual environments that nurture and harbor the concept of co-exist, co-create and collaborate. To enliven this idea our objective is to create an environment that is conducive for individuals to work together, seamlessly.

Macro Environment: The focus here is on driving the programs centrally and integrating the pieces of the puzzle. Conceptualising policies and programs keeping the user at the center, for an impactful well-being experience is an imperative for organizations to succeed.

The core areas changed for us post-pandemic. However, one thing that stayed constant was making well-being an integral part of an employee's and their family's everyday lives.



Key achievements

Our HR - Employee Relations team ranked #1 for Excellence in ER practices by Employers' Federation of India

Recognized as the 2017 Platinum Healthy Workplace by Arogya World. We were among the top 12 companies to be conferred the award

Ranked second in Safety in the AVTAR Best Companies for Women Score Card in India among 250+ companies that participated

Finished at #12 in Health in the AVTAR Best Companies for Women Score Card in India among 250+ companies that participated

91% score on Employee Pulse feedback for well-being in the year 2020

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Occupational Health and Safety

Our Health, Safety and Environmental Management System (HSEMS) is certified to ISO 45001:2018 standard I. The scope of HSEMS is all activities, which are a part of our operations and employees working for and on behalf of the company including deputies at client sites. Safety and well-being of our employees is accorded the highest priority.

The **Health, Safety and Environmental (HSE) Policy** enunciates our philosophy and commitment towards management of key HSE aspects. Well-equipped Occupational Health Centres

are established at our campuses in India with physiotherapy facilities, as well. All relevant norms are ensured including competent medical staff being provided by the hospitals who are associated for operations of the OHC and physio centers. Health risk assessments are conducted, which enable identification of areas for specialist consultations / interventions.

[Read more +](#)

Ensuring safe consultations for employees from their homes with telemedicine

Need

The looming pandemic and its psychological ramifications necessitated alternate mechanisms for employees to consult doctors. Hospitals were inundated and the fear of contracting COVID-19 discouraged people to go for in-person consultations. Our Occupational Health Centres OHCs worked relentlessly to ensure support to employees utilising the services of our medical staff in OHCs. With patient consultations dwindling due to remote working, the idea of Telemedicine-based consultations was born.

Approach

There was quick turnaround in identifying partners to facilitate remote consultation. A comparative analysis of the services available in terms of sustenance capability, coverage scope, ease of use, security features and data privacy requirements were undertaken, and the

appropriate tool was singled out for roll out. We successfully commenced telemedicine consultations for our employees and are steadily adding more features.

Outcome

Employees utilized the services from the day of launch. While the consultation count took time to accelerate, enhanced communication and introduction of physiotherapy services in addition to the experience and competence of our doctors contributed to augmenting the number. The resurgence of the second COVID-19 wave in India resulted in a deluge of consultations.

Policies to protect

A safe and positive work environment is what we want to be associated with and 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) networks are designated as redressal forums for sexual harassment and workplace-related complaints, respectively. Resolution hubs adhere to the principles of natural justice, confidentiality, sensitivity, non-retaliation and fairness while addressing concerns. The concerns are handled with sensitivity and are redressed and closed in a timebound manner. A detailed investigation process ensures fairness for all involved, with an opportunity to present facts and any material evidence.

[Read more +](#)

Upholding human rights

Infosys is a signatory to the UNGC and supports the protection and elevation of human rights in accordance with the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work (the ILO Declaration). Our strong and well-articulated Code of Conduct and Ethics, communicated to employees worldwide helps us achieve these goals. All our operations are subjected to human rights review and our employees are trained in human rights policies and procedures .

[Read more +](#)

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Governance

Social

Building stronger career trajectories

Our career avenues and skill-based ecosystem aligned to our Career Mosaic help equip our people, engage them in their careers, and enable our enterprise to win in the playing field for talent disruption.

Digital Quotient – lodestar for future ready talent

As our lodestar for the digital future, Digital Quotient shows employees the pathways to establish a strong foundation for their future and builds our overall organisational resilience. It acts as a personal guide for individuals working to master digital technologies and multidisciplinary skills and innovate to deliver exceptional customer experiences while advancing in their careers. We brought the DQ framework to life, enabled on mobile and communicated extensively to employees to change perceptions around careers.

Careers on mobile

We enabled 2,00,000+ InfyMe users to access their Digital Quotient and career avenues on the go, as part of our digitization strategy, through Learning & Careers on InfyMe. This helped enhance employee experience, bringing the world of work onto mobile and unrestricted by work hours, spaces, systems. The application has a personalized UI, view of all career and learning needs, facilitating reduced search across multiple systems.

Skill tags

Our initiatives to build digital expertise include skill tags in digital, core and domain skills in emerging digital, consulting spaces and industry verticals. These tags signify competence in digital or core service technology or domains. Employees can skill up and step up with tag proficiency; increasing knowledge, experience and expertise in the tag. Skill tags confer a unique, job level-agnostic, skill-based career architecture as well as incentives. This can be achieved by completing learning paths

and certifications and gaining 6 months of experience in the ‘skill’ area. 4144 infoscions have bagged skill tags spanning the new and emerging technologies*.

**New and emerging technologies are Cloud, Data & Analytics, Cyber Security and Experience*

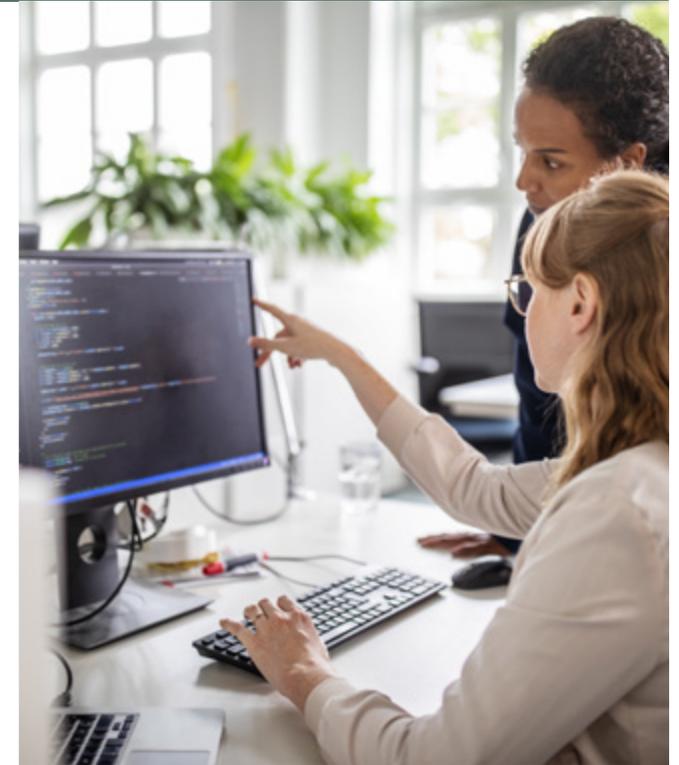
Specialist tags

Technology Manager and Specialist Tags help our mid-level (manager) career employees specialize in technology and techno-domain areas. These tags will eventually lead to new-age career paths and specialist careers viz. a capability-based Digital Specialist stream to enable business impact-linked growth for digital technology consulting experts who command premium with clients.

Accelerated careers

The Accelerated Early Careers program for entry-level employees offers fast-tracked growth and choice between three career avenues. Program participants can develop enhanced ability and are offered movement to specialized / niche work areas and automatic entry to bridge programs. Earlier progression and promotion and a differentiated experience build higher engagement and advance employee aspirations.

66%
of reskilled employees were aligned to digital projects in fiscal 2021



F.L.U.I.D. Talent Marketplace

F.L.U.I.D stands for Faster Staffing, Larger Supply Pool, Unrestricted Access to Jobs, Intelligent Alerts and Algorithm, Democratized Open and Transparent. It enables managers to self-staff their team with an instant access to digitally skilled talent. It also enables fluidity in careers for employees by helping them move to higher order skills or work with re-skilling and associated mobility.

As digital reskilling gains momentum, digital jobs are becoming more mainstream. To harness the full potential of this change in our work and workforce, F.L.U.I.D. – our Internal Talent Marketplace promises fluidity in the demand and talent supply value chain by connecting skills to opportunities in real time. **FLUID** is set to bring in a radical shift for job creators seeking best talent for their demands.

Social

Performance management

The Performance Management process is designed to cater to individual employee needs and allows for ‘performance and development’ conversations between manager and team members, around the employee’s past performance and future development. For managers and teams, the performance assessment cycle is annual whereas for leaders and sales it is bi-annual. The thought-through process is supported by our web and mobile application called iCount, that enables employees to update progress against their goals on a regular basis and receive feedback from managers, clients and colleagues to gain a holistic view of their performance

100%

Employees have undergone performance appraisal in fiscal 2021



Recognized among the best employers in our key operating regions

Awarded **Fortune Best Big Companies to Work For™** 2021 in the USA

Certified by the **Great Place to Work®** Institute as a Great Place to Work® in India, for the period between March 2021 and February 2022

Awarded Fortune **Best Big Companies to Work For™** 2021 in the USA

Infosys certified by the Great Place to Work® Institute as a **Great Place to Work® in India**, for the period March 2021 - February 2022

Infosys was ranked among **India’s Coolest Workplaces** by Business Today and Taggd

Infosys honored with a **Glassdoor Employees’ Choice Award**, recognizing the Best Places to Work in 2021 in Canada

Infosys USA was certified as a **Great Place to Work in the US** in May 2020

Infosys: A Global Top Employer 2021

We are also ranked among top 7 employers in 3 regions and 15 countries

#1 Top Employer in	#2 Top Employer in	Among top 10 Top Employers in
<ul style="list-style-type: none"> FRANCE 2021 INDIA 2021 	<ul style="list-style-type: none"> AUSTRALIA 2021 	<ul style="list-style-type: none"> BELGIË BELGIQUE BELGIUM 2021
<ul style="list-style-type: none"> JAPAN 2021 NEW ZEALAND 2021 	<ul style="list-style-type: none"> ÈIRE IRELAND 2021 	<ul style="list-style-type: none"> DEUTSCHLAND GERMANY 2021
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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.

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Be a leader and get benchmarked for world-class corporate governance

We are committed to defining, following and practicing the highest level of corporate governance across our business functions. Our corporate governance reflects our value system, which encompasses our culture, policies, and relationships with our stakeholders. Integrity is at the heart of our values-driven governance culture, which helps gain and retain the trust of our stakeholders.

Leading with integrity

Infosys has been recognized as one of the 2021 World's Most Ethical Companies by Ethisphere Institute, US. Infosys is one of only four honorees in the Software and Services Industry globally and one of only three honorees in India. Infosys was distinguished for its undiluted commitment towards integrity and making value-based decisions. The recognition additionally spotlighted Infosys in the areas of ethics and compliance, diversity, governance, and social initiatives.

A strong independent and diverse Board leadership ensures the deployment of effective corporate governance throughout the corporation. Independent Board Committees engage through the year to conceive industry-leading governance practices.

[Read more +](#)

Ambition

Bringing interests of all stakeholders to the fore through our empowered, diverse and inclusive board

ESG Risk Management

Our Integrated Enterprise Risk Management (ERM) framework encompasses our strategic, operational, and legal and compliance risks. Environmental, Social and Governance risks are an integral part of our ERM risk register. We consider risks faced by our stakeholders - employees, customers, vendors, society, regulators and investors and the impact on them, while framing our risk responses. Our ERM framework enables a systematic and proactive identification and management of risks. It functions as a decision-support system and enables the effective allocation of resources based on risk assessments and prioritization. During fiscal 2021, the risk office played a key role in helping us navigate the health and economic crisis, in systematically identifying, assessing and managing primary and secondary risks, to ensure the smooth delivery of services to our customers, transparent communication with stakeholders, and a responsibility to ensure employee safety and health. Our ERM framework enables a systematic and proactive identification and management of risks. It functions as a decision-support system and enables the effective allocation of resources based on risk assessments and prioritization.

A comprehensive Environmental, Social and Governance (ESG) risk assessment was conducted as per our ERM framework to identify key risks for achieving ESG Ambitions 2030. Areas of risk assessment included identifying a detailed roadmap



for achieving ESG goals, actions taken to achieve the goals, periodic governance, tracking goals to closure and disclosure of information relating to ESG performance. Key risks assessed include diversity, digital skilling, remote working, data privacy risks, information management, climate change risks, among others. The management of key risks is essential to achieving our organizational strategy, growth and profitability.

Reporting concerns

We have a structured governance mechanism to communicate the critical concerns of stakeholders to the highest governing body, for review and due action. A 9-layer governance structure has been adopted to monitor and report risk and risk mitigation activities including those of ESG.

Risk governance

The highest governing body for risk management in the organization is the Board Risk Committee for overall risk governance and a subcommittee to govern cyber security risks. Our risk governance hierarchy includes councils at various levels, which will enable bubbling up of critical risks to appropriate levels in the organization.

[Read more in our Annual Report +](#)

Governance

Ambition

Building sustainable and responsible supply chains

We recognize that suppliers are valuable stakeholders in our business ecosystem. Our Responsible Supply Chain Policy categorizes our suppliers in three segments: people, services and products. Our ability to identify, assess and mitigate supply chain risks helps us ensure a more sustainable one. Considering its impact on our value creation model, we work to eliminate real or potential risk exposure to supply chain performance. The framework identifies risk across the supplier processes - pre-contract and evaluation, contract execution, ongoing and post-exit.

Prudent barrier to entry

As a part of the pre-contract and evaluation stage, we perform exhaustive due diligence of suppliers in the areas of sanctions, corruption, financial crimes, litigations and ESG issues at the time of on-boarding and periodically thereafter, with the help of a third-party tool. This assessment covers compliance, information security, physical security and sustainability based on the type of vendor. Risk-based audits of selected suppliers are conducted, and we take stringent action against non-compliance.

1,587 suppliers

were assessed for social and environmental impacts. 248 suppliers were identified as having significant social and environmental impacts. They were reviewed through our internal processes in consultation with business stakeholders and our legal team. The services of one vendor was terminated as a result of this assessment process



Engaging for a sustainable supply chain

Our approach is to progressively engage with our suppliers to inculcate responsible business practices in the entire supplier life cycle. In India, we have launched several awareness programs across our campuses for our contract workforce on subject, including our values and Code of Conduct, anti-discrimination, anti-sexual harassment, wages, benefits, health and safety and emergency preparedness. These sessions are also conducted in vernacular Indian languages like Kannada; Tamil; Telegu; Hindi; Marathi and Malayalam.

21,668

Contract staff

728

New suppliers in our people and services categories in fiscal 2021



Supply chain governance

A strong governance process and independent checks support regular quarterly audit of contract staff in accordance with various labor laws, including Minimum Wage Act; Payment of Wages Act; Payment of Bonus Act; Employee State Insurance (ESI) Act and Public Provident Fund. Grievances are addressed through appropriate mechanisms available to contract staff to safeguard their interest.

Our Supplier Code of Conduct is administered to all key suppliers. Our agreement with vendors includes a mandate to comply with local laws and regulations. We expect our suppliers to support and respect internationally proclaimed human rights guidelines. Our contracts have appropriate clauses and checks to prevent the employment of child labor or forced labor in any form. We also provide forums, where suppliers can voice their concerns and issues. All suppliers are required to sign our Supplier Code of Conduct.

Local suppliers

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 71% in the year. We did not have any significant actual and potential negative human rights and labor practice impacts in the supply chain.

Governance

Ambition

Ensuring robust compliance and integrity practices

We believe governance and ethics represent the cornerstone of a strong, stable and sustainable organization. We strive to ensure that our performance is driven by integrity and transparency, and our partnerships are driven by trust and empathy.

Integrity & Compliance

We have implemented the code of conduct and comply with global statutory requirements. We also ensure compliance with obligations to the Securities and Exchange Commission and the NYSE.

Our Code of Conduct and Ethics policy complies with the legal requirements of applicable laws and regulations, including anti-bribery, anti-corruption and ethical handling of conflicts of interest. It highlights expectations from our employees, as collected from interactions with them on an annual basis. Additionally, employees of certain departments, based on the internal risk assessment, are imparted a more comprehensive training on the Anti-bribery and Anti-corruption Policy (ABAC). Training sessions are held for the Board and senior management on key regulatory developments. Our business partners acknowledge and comply with the Supplier Code of Conduct which covers the ABAC policy.

As on date, there are no cases of bribery and corruption filed against the Company. The Code of Conduct is signed off by the Board and the Office of Integrity & Compliance is the custodian of the Code of Conduct.

Strong processes and practices

The Employee Code of Conduct and the Supplier Code of Conduct accounts for mandatory internal declarations from employees and suppliers, among others, in case of any conflict of interest, which are then assessed, and appropriate mitigation measures are implemented. There are strong internal mechanisms and processes to ensure that any proposed charitable contribution and sponsorships are done only for legitimate purposes and to a bona fide recipient.

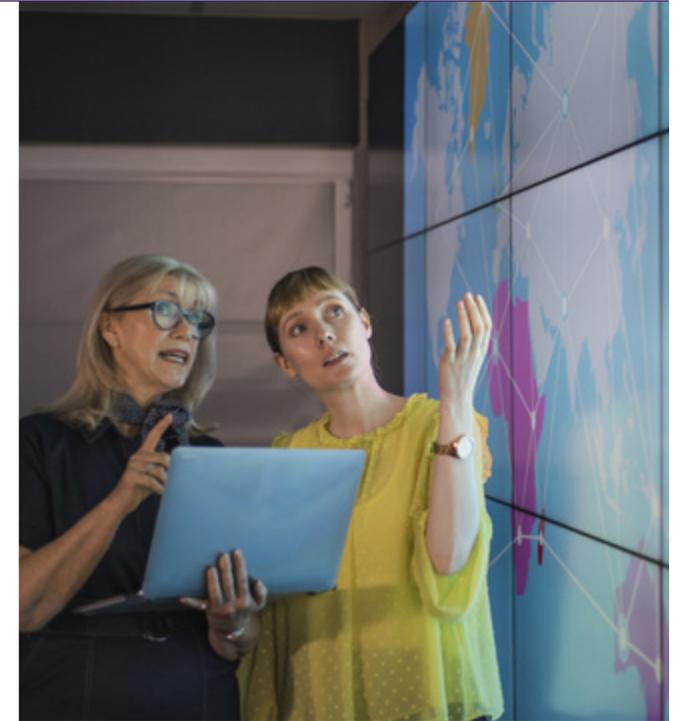
We are using a robust Compliance and Integrity Plan (CIP) to proactively monitor 2,500+ laws and regulations that apply to our operations across 67 countries and translate them into 30,000+ compliance actions.

Policies, such as the Whistleblower and Anti-Bribery and Anti-Corruption (ABAC), along with the presence of a strong grievance redressal body help us maintain an uncompromising stand on value transgressions. Our business partners acknowledge and comply with the Supplier Code of Conduct, which upholds the ABAC policy. There are no significant fines and non-monetary sanctions for non-compliances with laws and / or regulations in the social and economic areas.

Intellectual property

We are constantly generating IP assets and translating these into offerings for our clients. Our IP framework adopts a two-pronged approach of value enhancement and risk mitigation. Our IP policy strengthens our research efforts, by incentivizing inventors through rewards at various levels. We aim to contribute to scientific progress and leverage the processes and methodologies claimed in our patents for our differentiated services and products that enhance value for our clients. We are an active member of the **Open Invention Network, Open Chain Project, GPL Co-Operation Commitment and Enterprise Ethereum Alliance.**

[Read more on Innovation in Annual Report 2021 +](#)



66

Infosys IP assets translated into client offerings

24

Patent applications

58

Trademarks registered

9

Patents granted

Governance



Code of Conduct and Ethics training

All our employees and governance body members are trained on the Code of Conduct and Ethics. We have a Smart Awareness Quiz, which includes training modules that employees are mandatorily required to take up every year to renew their commitment to the Code of Conduct & Ethics.

Anti-corruption

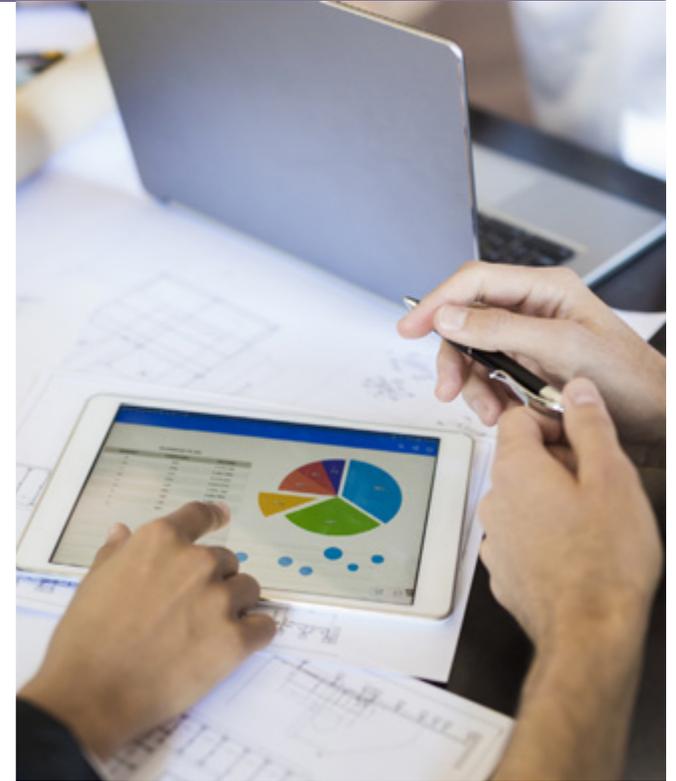
The Anti-Bribery & Anti-Corruption (ABAC) policy we follow sets our position on bribery and corruption in detail, which is reviewed by the Audit Committee of the Board and Management at regular intervals. Our whistleblower mechanism reports unethical behavior, actual or suspected fraud, or violation of the Company’s code of conduct and ethics.

Bribery and corruptions risks ar identify periodically and the criteria used includes units/departments, location and the Corruption Perception Index (CPI) of countries, among others. Training sessions are held for the Board and senior management on key regulatory developments, including anti-bribery regulations. Employees are provided various levels of training on anti-bribery regulations and the Infosys Anti-Bribery Policy. Our business partners acknowledge and comply with the Supplier Code of Conduct which covers the ABAC policy. As on date, there are no cases of bribery and corruption filed against the Company.

Risk assessments are undertaken across all regions and entities and 100% of our operations are assessed for risk related to corruption. Given the nature of our business, one ongoing critical area is third-party service providers engaged for liaising with government licenses/approvals and we are working on strengthening our processes in this area.

Anti-competitive practices

We have an organizational policy to address the anti-competitive practices that may adversely affect our competitiveness. We have circulated easy guidelines on best practices to relevant stakeholders in order to create awareness. There have been no legal actions against the Company for anti-competitive behavior, anti-trust and monopolistic practices.



Ambition

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

We engage with our stakeholders to build powerful connections. Our communication tools help us in regular engagement. We map expectations and set global benchmarks to connect with different stakeholder groups.

[Read more on our microsite +](#)

Governance

Ensuring the safety of stakeholder data

In the hyper-connected digital world, data privacy has steadily emerged as an important dimension of human rights. Significant changes in the privacy threat landscape is expected, with increasing adoption of emerging technologies such as AI, IoT, Big Data, among others that bring rich dividends for consumers and society at large.

At Infosys, we constituted the data privacy function over a decade ago and it is an independent business enabling function that directly reports to the Board to ensure its autonomy.

Rethinking the design

In keeping with the need to make privacy an integral part of application development, ‘privacy by design’ has been taken up as strategic initiative. This initiative is focused on embedding privacy as a culture while designing solutions. Our engineers are being equipped with both knowledge and a reusable components repository to reduce dependency on testing to ensure privacy. Keeping in view the large-scale personal data processing involved, we make use of tools and technologies to institutionalize data privacy practices and controls across the enterprise.

Compliance measures

Data Privacy Impact Assessments are conducted for every new process or whenever there is a change in the existing process, which involves processing of PII / SPI. Over the years, the growing awareness and education on data privacy among stakeholders has contributed to a more robust process. We complied with all applicable data privacy regulations in fiscal 2021 in building applications, platforms, or while executing client projects, by introducing appropriate privacy safeguards.

[Read more on Privacy notice +](#)

Ambition

Adopting leader data privacy standards across global operations

Data privacy management framework



Data privacy governance framework

- Independent audits are carried out periodically by CCAT and External Bodies to validate the effectiveness of data privacy controls deployed.
- Regular Senior Management reviews ensures the oversight required

Aligned with global protocols

We make every effort to protect the volume of personal information that comes under our purview. Our data privacy compliance framework is the convergence of international best practices, client-prescribed requirements and applicable data privacy regulations across geographies. Infosys is among the first few organizations globally, to have its framework certified with ISO 27701 privacy information management standard.

In fiscal 2021, there were 43 incidents involving customer data and none of them had any substantial material impact. There were no substantiated complaints received concerning breaches of customer privacy from outside parties and regulatory authorities.

[Read more +](#)

Uphold the digital trust of our stakeholders

Approach to Cybersecurity

Infosys is a global leader in technology services and consulting. As custodian of customer and stakeholder information as also intellectual assets, we are duty-bound to implement a fail-proof cybersecurity program. Our ‘defense in depth’ philosophy deploys several layers of controls to ensure the safety of our data, as well as our clients’ data.

Due to growing cybersecurity breaches resulting in financial and data loss, as well as reputational damage, cybercrimes are becoming more sophisticated and professional. We recognize that increase in attacks globally, rising cost of compliance, overarching regulatory mandates, emerging technologies and more have made cybersecurity a must-have for organizations, across industries, sizes, and geographies. The ‘secure by design’ integrated approach is key to our cyber security program and addresses growing expectations from stakeholders.

Ambition

Being recognized as industry leader in our information security practices



Cybersecurity management and reporting

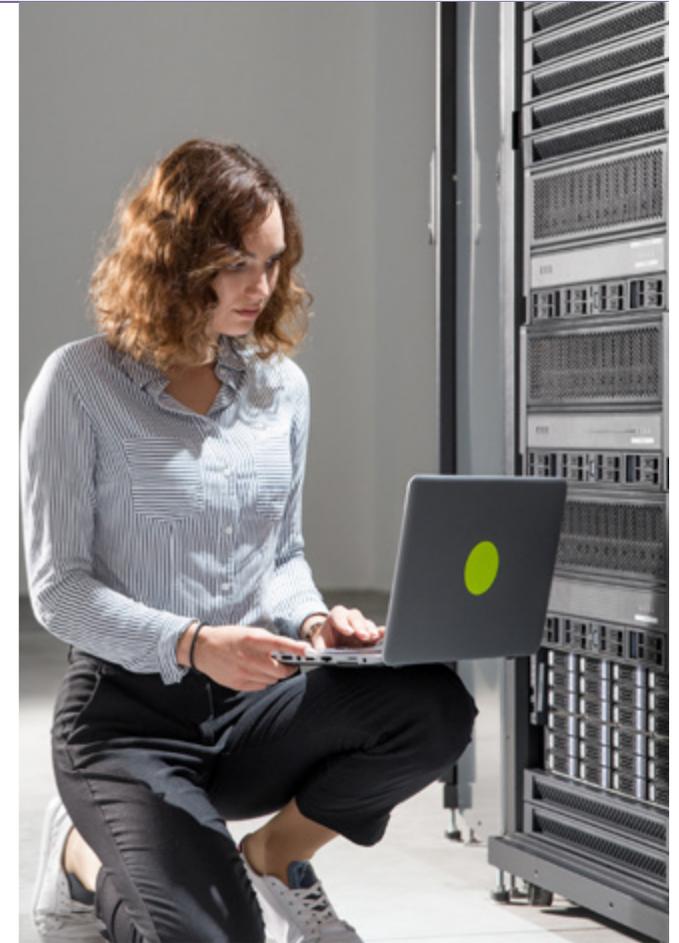
Cybersecurity requires participation from the senior management, information security practitioners, IT professionals, and users. Accordingly, we have designed and deployed engagement and enablement strategies for all our stakeholders to equip them appropriately.

As a final level of defense, we undergo multiple internal audits as well as external attestations and audits annually, at the organization level (e.g.: SSAE-18, ISO 27001). We also undergo client account audits to assess our security posture and ensure compliance across obligations on an ongoing basis. There were no material cybersecurity incidents reported in fiscal 2021.

Innovations and Service Offerings

- We have a portfolio of Cybersecurity service offerings and solutions to strengthen our capability. In the last financial year, we have made huge progress in the Cyber Next modules like Cyber Intel, Cyber Scan, Cyber Hunt, Cyber Central and have also onboarded customers to these solutions and platforms.
- We have strong strategic partnerships with over 25+ global partners to help enhance and strengthen our cybersecurity solutions.
- In the endeavor to serve our customers with assured digital trust, we have built several POVs and collateral 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

[Read more +](#)



Industry recognitions

We continue to remain a global leader in emerging technology and an early adopter of best practices and sustainable measures.

For more information, contact askus@infosys.com

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A photograph of a man and a young girl sitting on a mat outdoors, looking at a laptop together. The man is on the right, wearing a light blue shirt, and the girl is on the left, wearing a blue and white checkered school uniform. They are both smiling and looking at the laptop screen. The background is slightly blurred, showing a building and some greenery.

Sharing an Equitable and Sustainable Digital Future

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Reporting boundary

The reporting boundary for all our environmental, social and governance disclosures, unless otherwise stated, covers the operations of Infosys Limited and its subsidiaries. Infosys is an IT company and has company-owned offices, leased offices and employees working in client offices.

Infosys has defined topic boundary based on the significance of the impacts and the potential for reductions that could be undertaken/influenced by the organization.

Boundary for environment data disclosure

The topic boundary for each environmental aspect has been defined at a country level, taking into account the impacts and reduction potential. All countries with over 1% of Infosys employee strength were taken for further consideration. Amongst these countries, all offices with a seating capacity of 500+ have been considered as significant locations



1. Disclosure boundary for water, energy and waste

Country of operation	Reporting on the following		
	Energy	Water	Waste
India (all offices)	Yes	Yes	Yes
China (Dalian, Hangzhou, Shanghai, Shenzhen)	Yes	Yes	Yes
Australia (Melbourne)	Yes	Yes	Yes
Philippines (Manila)	Yes	Yes	Yes
Poland (Lodz)	Yes	No	Yes
USA (Atlanta, Austin, Raleigh, Richardson)	Yes	Yes	Yes

Additionally, as an IT company, Infosys has chosen to monitor and report all locations with data centers. This includes additional offices in Quincy, Plano, London.

2. Disclosure boundary for GHG emissions

In line with the principles of GHG protocol, Infosys has chosen the 'Operational Control' approach for consideration of GHG emissions. The topic boundary for GHG emissions therefore includes all our owned offices and only those leased offices with operational control. Therefore, the disclosure boundary for GHG emissions for fiscal 2021 includes all offices in India, owned offices in Shanghai, and leased offices in Dalian, Hangzhou and Shenzhen, China. In addition, given that it is an IT company, Infosys has chosen to monitor and report power and emissions data for all locations with data centers, viz.: London (UK), Quincy and Plano (USA).

Data center management strategy

Data centers have been key to powering our shared digital IT infrastructure core, helping business, our employees, partners and clients to connect, collaborate and accelerate business-led innovations and digital business initiatives across the world. With the advent of cloud and microservice-led design approaches, enterprise datacenters are moving to be the edge of the cloud and distributed architecture patterns of hybrid clouds are evolving to the next level.

The direction and patterns of application access has shifted with users getting more mobile, demanding a hybrid workplace environment. With employees working in hybrid workplace/cloud environments and developing innovative platforms, services and digital experiences, a shared digital infrastructure supported by an ecosystem of on-premise/co-location data center facilities and Cloud Infrastructure is quintessential for powering and sustaining successful digital journeys.

Sustainability is an inextricable part of how we design and operate our datacenter facilities and IT services. An enterprise strategic initiative has been undertaken to modernize the data centers helping us drive sustainable Total Cost of Ownership TCO reductions, increasing server density per rack by 12x and establishing a future-ready clean and green datacenter managed at scale.

Data centers at Infosys campuses account for 5 – 7% of the total power consumption of our global operations annually. In fiscal 2021, the total power consumption of operations has reduced due to employees working from home. However, the power consumption of data centers remained almost similar to previous years. Data center power consumption in fiscal 2021 amounted to over 11% of total power consumption.

Over the years, we have implemented several measures to improve efficiency in our data centers.

New data centers are designed in a very efficient manner, including arrangement of racks, hot aisle / cold aisle containment, efficient air conditioning strategies and lighting, and Uninterruptible Power Supply (UPS) systems. Use of passive cooling technologies are adopted in favorable weather conditions.

Existing data centers are being retrofitted by rearrangement and consolidation of server racks, replacing old air-conditioning, lighting systems and UPS systems with new efficient ones.

Implementing a Building management system with capability to remotely monitor key operational parameters like rack level temperature and real time PUE (Power Usage Effectiveness) has helped in ensuring reliability and efficiency of our data centers.

The PUE of our data centers across India locations ranges from 1.31 to 2.56, with a weighted average PUE of 1.62.

Data center PUE:

Parameter	Fiscal 2021	Fiscal 2020	Fiscal 2019
PUE	1.62	1.61	1.68

On the governance front, we have implemented security cadence and information security practices, heightened vigilance in protecting the digital core and defending against emerging threats in the new era of remote working.

We are also actively collaborating with industry bodies to develop a user guide for implementing an Energy Conservation Building Code (ECBC) for data centers for the benefit of the larger industry eco-system.

Climate change risk and opportunities assessment and management

Aligned with Taskforce on Climate-related Financial Disclosures (TCFD) Guidance

1. Governance

Disclose the organization's governance around climate-related risks and opportunities

a. Board's oversight of climate-related risks and opportunities

The climate change risks and opportunities are reviewed at a Board level committee – the Risk Management Committee (RMC). The committee comprises four Independent Directors, including the Chairperson of RMC. The climate change risks and opportunities are covered under the 'operational risks' for the Company and are reviewed on a quarterly basis.

Additionally, the CSR committee of the Board (comprising three Independent Directors and the COO—the Whole-Time Director) is also responsible for overseeing the execution of the Company's CSR policy, including the areas of Climate Action. The committee meets quarterly to track the progress of our climate action commitments and the required budgets for mitigating and building resilience against climate change.

b. Describe management's role in assessing and managing climate-related risks and opportunities

The Risk Management committee and the CSR committee assess and oversee the activities of climate action as a part of their quarterly meetings. **At an operational level, this has been assigned as the responsibility of the COO and the CFO.** Under the guidance of our COO, the EVP and Head of Sustainability drives projects to meet the goals related to climate action. These goals are cascaded to various Business Unit Managers, who look after the identification, implementation, and monitoring of the projects. The Business Unit Managers work in collaboration with the Corporate and location wise EHS - Facilities teams. In this way, climate action is driven both top-down as well as bottom-up. The requirements of projects and progress are provided by the location-level teams, which is then reported to the Business Unit Head and the COO/CFO for allocation of funds.

The Risk Council comprising the CEO, COO, CFO, CRO and the General Counsel, provides cadence or oversight on the risk management process. The Office of Risk Management team reports into the Risk Council on a regular basis on all the major risks and strategies related to climate change, and business operation, among other risks. The Risk Council reviews the adequacy, progress and the effectiveness of the mitigation actions and further reports to RMC.

The climate change risks can also cause potential disruptions to our business operations due to calamities like floods, cyclones, droughts, epidemic and pandemic, etc. in cities where we operate. **The Business Continuity Management System (BCMS) team headed by our COO is therefore very actively involved in monitoring and managing these climate change related risks.** Our ERM framework is developed by incorporating the best practices based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and ISO 31000 and then tailored to suit our unique business requirements. Infosys continues to be certified for ISO 22301:2012, ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, which help the organization to act smartly on climate-related issues and provide best practices in the sector. Reviewing and guiding risk management policies, monitoring and overseeing progress against goals and targets for addressing climate-related issues, and climate change risks and opportunities are reviewed at a Board-level committee – the Risk Management Committee.

2. Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term

Some of the risk and opportunity categories considered by Infosys during the current year for its assessment include:

	Relevance and inclusion	Explanation
Current regulation	Relevant, always included	<p>The Securities Exchange Board of India (SEBI) has mandated the top 1000 Indian listed companies (by market capitalization) to report on Environmental, Social and Governance (ESG) parameters as part of their Annual Financial Reporting from financial year 2019 onwards. The National Voluntary Guidelines (NVGs) by the Ministry of Corporate affairs, Government of India, outlines a set of guiding Principles for Responsible Business (PRBs) and provides guidance and frameworks for the implementation of the same. The environment indicators include GHG emissions and related dimensions. Any mandatory emission reporting requirements in countries where we operate outside India is a potential risk.</p> <p>Additionally, the various countries have specific climate change management disclosure requirements for listed companies: for example, the Johannesburg Stock Exchange, Australia Securities Exchange, the US Securities and Exchange Commission, to name a few. Infosys, a listed company in the US, is required file Form 20F, disclosing risks, including climate change risks.</p> <p>Risks arising out of threats posed to our financial, organizational or reputation standing resulting from potential violations or non-conformance with laws, regulations, codes of conduct or contractual compliance have been considered a significant risk category for Infosys. The climate change related regulatory requirements are therefore regularly tracked and monitored by the Infosys team.</p>
Emerging regulation	Relevant, always included	<p>Following the Paris Agreement, member countries have offered emission reduction commitments in the form of Intended Nationally Determined Contributions (INDCs). India for example has set out to reduce its emission intensity by 33-35% by 2030 and achieve 40% cumulative electric power installed capacity from non-fossil fuel-based energy sources. Given our global presence, this could have an impact on Infosys' direct operations. In the event that these targets are passed on to various industry sectors, either in terms of a carbon tax or emission reduction or RE intake, Infosys sees a risk for its business and operations. To mitigate the risk, Infosys sees a substantive financial implication. Emission reduction targets or a carbon tax passed on to our clients in sectors such as oil & gas, mining, energy, etc, may have an impact on our business and growth.</p> <p>Also, the Government of India through the Ministry of Corporate Affairs is rolling out new requirements for Business Responsibility and Sustainability Reporting (BRSR) for the Top 1000 companies listed on SEBI. This includes specific disclosures on company's management of climate change risks and opportunities in addition to the performance in these areas. Given that these are compliance requirements, non-compliance can adversely impact the brand and reputation of the Company.</p>

ANNEXURE 3

	Relevance and inclusion	Explanation
Technology	Relevant, always included	<p>There are two aspects to technology related risks and opportunities – how it impacts our clients and how it impacts us.</p> <p>Clients: Infosys can utilize its expertise in both digital/ IT as well as sustainability, low carbon transition, to offer solutions to clients in their sustainability and low carbon journey. The Sustainability Practice Unit (SPU) established during the year intends to capitalize on our expertise taking the offering to our clients through the following 4 overarching Pathways to Sustainability: 1) Ecowatch – Powered by Microsoft Business Applications, 2) Zero Carbon Building (ZCB) pathways, 3) Product Lifecycle Management as a Foundation for a Circular Economy, and 4) Financial Services Offerings for Sustainable Investment Decisions (ESG). Additionally, Infosys campuses serve as 'living labs' for clean tech adoption. As a key pillar of our climate change mitigation strategy, we offer clean technology services to clients to help them reduce their carbon footprint and overall environmental impacts. We have implemented various solutions for our clients in manufacturing, pharma, utilities and service industries. Our efforts are organized around the twin objectives of: developing products and solutions that are cleaner; and improving underlying processes through the effective use of advanced technologies like IoT, AI and robotics.</p> <p>Infosys: We have seen a steady increase in the cost of electricity and diesel over the years in India and most of the countries where we operate, and we anticipate the same trend to continue in the coming years. The uncertainty regarding future energy prices remains a potential operational risk to Infosys. In addition, the Infosys carbon neutral commitment meant that Infosys needed to look at the various technological interventions required to become carbon neutral. Infosys started on this journey way back in 2008 to reduce its carbon footprint. Infosys has therefore focused on low-carbon and energy efficient systems through its investments in the Green Buildings and Solar power plants. While Technology can be a risk, Infosys has used the same to its advantage, and has been successful in staying ahead of the curve.</p>
Legal	Not relevant	Infosys, being an IT Consulting and Services company, does not have nor foresees any climate change specific litigation or claims. However, it constantly strives to ensure compliance for all its operations with respect to climate change as detailed in sections above.
Market	Relevant, always included	In response to increasing awareness on climate change and other related socio-environmental issues, clients increasingly request for our emission performance or CDP score during request for proposals (RFP) or the bidding stage. This could translate into a filtering criterion or a strongly weighted parameter in their decisions to work with a particular entity. If Infosys performance is not managed in these areas, Infosys may lose to competition who could exceed its environmental/social performance as assessed by clients. The Company responds to multiple sustainability supplier assessments from its clients, including the CDP supply chain response every year. Infosys perceives this as an increasing risk and hence has invested heavily in people and resources to address this risk.
Reputation	Relevant, always included	<p>Having taken some early actions, including the commitment at the UN to become carbon neutral, and achieving it in FY2020, Infosys has established itself as a leader for its climate action. This has not only built our reputation but also, given us an edge over our peers/competition. The ESG vision detailing our 10 year plan for climate action and other areas of ESG was yet another such commitment.</p> <p>In the event the company fails to meet its voluntary commitments, it is likely that our brand and reputation will be affected.</p>

ANNEXURE 3

	Relevance and inclusion	Explanation
Acute physical	Relevant, always included	Acute physical risks are part of our operational risks. With a very large operational footprint in India, we have recognized there are direct climate change impacts arising from (1) physical damage to our building infrastructure and other physical assets and (2) disruptions of the city's functional infrastructure such as transport network and utilities including power and water supply in the cities that we operate can severely hamper business continuity. Furthermore, extreme weather events can affect the morale of employees, affecting business operations. Extreme weather events due to climate change can lead to health epidemics. For example, drought can bring increases in food prices, or shortages of certain foods and flooding can cause cholera, diarrhea, malaria, etc. Changes in the availability of natural resources like water in regions where we operate could directly impact our operations and employee welfare, which will affect our ability to do business and ensure business continuity. With large operating campuses in major urban cities of India, water stress and scarcity pose a significant near-term risk for us which will impact our ability to do business. We are already experiencing such impacts in some of our campuses, and we have implemented risk management process to minimize potential impact on our business.
Chronic physical	Relevant, always included	The carbon dioxide level in the atmosphere crossed the 416-ppm mark in 2021. The global average temperature has already risen by 0.98°C above the pre-industrial level. Despite the Paris Agreement and global climate action, global warming continues unabated. Some of our large office campuses are located in coastal cities that are prone to sea level rise and consequent business continuity risks. Unabated global warming can lead to chronic water scarcity across our operational geographies, especially in India, leading to operational challenges.

Based on the risk mapping above, Infosys estimated the financial implications of 3 key risks and opportunities.

Risk 1

Increased indirect (operating) costs due to non-adoption of lower emissions technology (EE program)

Where in the value chain does the risk driver occur:

Direct operations

Risk type: Technology

Company-specific description: We have seen a steady increase in the cost of electricity and diesel over the years in India and most of the countries where we operate. We anticipate the same trend to continue in the coming years. The uncertainty regarding future energy prices remains a potential risk to Infosys. While Infosys spends less than 5% of its operating cost for energy procurement, this is still a significant number given our overall operating cost and revenues.

Time horizon: Long-term

Likelihood: Very likely

Magnitude of impact:  Low

Financial impact: US\$ 545 million

Explanation of financial impact figure: During fiscal 2021, the average cost of power for Infosys in India was about US\$ 99.10 per MWh. Based on the current and past trends of the cost of grid power, we expect electricity cost to increase, going forward. For our risk estimation, we have considered an escalation in energy cost by 2%. In comparison to the prescribed energy performance index by the Bureau of Energy efficiency (India) for a 3 star rated commercial building at 12.8 kWh/sq. ft, Infosys has designed its buildings for an EPI of 6.97 kWh/sq. ft. Considering our office spaces, if Infosys buildings performed as per the recommendations of BEE standards for 3-star rated commercial buildings, this could cost us about US\$ 545 million.

Cost of response to risk: US\$ 34.86 million

Description of response: Infosys has continued focused efforts to address the risks related to energy costs/taxes/regulation, Reduction of requirement at source in new and existing operations/buildings, higher dependence on clean renewable energy through procurement and solar power installations have been a part of the company's strategy. Being an IT company with large commercial spaces, Infosys has ensured that all its new campuses are LEED Platinum-rated/GRIHA 5 Star certified green buildings designed for resource efficiency.

Examples:

- 1) All our new buildings built from 2008 onwards are designed to meet the highest LEED/GRIHA standards. During fiscal 2021, we added 3 additional projects to our LEED certified buildings, taking our total area of Green Buildings to over 26 million sq. ft. that has the highest level of green certification.
- 2) Completed implementation of 15 energy efficiency projects (EE) and have more EE projects in the pipeline.

The cost of response to the risk is evaluated on the basis on total Energy efficiency investments for the next 10 years, in addition to the cost of subject matter experts (SME) for the given year. The cost of the SMEs in the team is arrived basis the "mean remuneration of employees" as published in our annual report. For the current analysis we have considered 25 SMEs. This does not include the cost of construction of a Green Building itself.

Risk 2

Adverse impact on market capitalization due to inability to meet ESG goal

Where in the value chain does the risk driver occur:

Direct operations

Risk type: Reputation

Company-specific description: During fiscal 2021, Infosys launched its ESG vision 2030 which included specific goals for climate action. We have committed to remain carbon neutral for each year over the next decade. Also, we have committed to reduce our scope 1+2 emissions by 75% and our scope 3 by 30% by FY2030. The ESG vision also has specific focus on not only ensuring we reduce our own footprint but also take our clients on this journey.

Our carbon neutrality announcement in fiscal 2020, as well as our strong ESG performance over the past decade, has created a well-recognized positive impact on our overall image and branding. It has also positioned us as a safe company to invest in, as seen by most major ESG fund managers (ICICI Prudential, Aditya Birla Mirae Asset, Kotak, etc.). Our stakeholders - especially our clients and employees - look at us as true leaders in climate action and are excited to work with the company. We saw a positive coverage by media as well as most international rating agencies. All this was made possible through a decade long commitment and consistent efforts made to achieve those commitments.

With the new ESG vision and the targets announced, in the event Infosys is unable to meet its targets, we expect that this can lead to a negative media coverage and impact our brand and reputation, as well as international ESG ratings. A failure to meet the targets, could also potentially affect our market capital.

Time horizon: Long-term

Likelihood: About as likely as not

Magnitude of impact:  High

Financial impact: US\$ 795 million

Explanation of financial impact figure: As of fiscal 2021, the Infosys market capital stood at US\$ 79,470 million. As detailed above, any impact on our ESG ratings, can impact how the fund managers view us for investments. Even a 1% change in our market capitalization, owing to negative publicity or reduced ratings, could result in a potential loss of US\$ 795 million.

Cost of response to risk: US\$ 107 million

Description of response: In order to ensure we continue remaining carbon neutral, Infosys used a 3-pronged approach:

- 1) **Energy Efficiency:** Infosys has continued focused efforts to address the risks related to energy costs/taxes/regulation: reduction of requirement at source in new and existing operations/buildings, higher dependence on clean renewable energy through procurement and solar power installations and ensuring all its new buildings are LEED Platinum/GRIHA 5 Star certified. This year we implemented 15+ energy efficiency projects and have more EE projects in the pipeline.
- 2) **Renewable Energy:** Reduction of requirement at source in new and existing operations/buildings, higher dependence on clean renewable energy through procurement and solar power installations remain our focus. Our total installed renewable energy capacity today stands at about 60MW.
- 3) **Carbon Offset:** Infosys continues to identify and work on issues in rural India that also offer a potential for emission reductions. The main areas of intervention remain the clean cooking space. During fiscal 2021, we added one new household biogas project, in the Vidarbha region of Maharashtra, to our program portfolio bringing the total project list to 9 carbon offset projects.

It is to be noted that this cost of response mentioned above is limited to the investments made in energy efficiency, RE and Carbon offset programs.

Risk 3

Increased indirect (operating) costs in the event of not transitioning to lower emissions technology (Renewables)

Where in the value chain does the risk driver occur:

Direct operations

Risk type: Technology

Company-specific description: We have seen a steady increase in the cost of electricity and diesel over the years in India and most of the countries where we operate. We anticipate the same trend to continue in the coming years. The uncertainty regarding future energy prices remains a potential risk to Infosys. While Infosys spends less than 5% of its operating cost for energy procurement, this is still a significant number given our overall operating cost and revenues. If we do not invest in Solar and other renewables through direct installations or 3rd party procurement, Infosys will have to bear the cost of the ever-increasing grid energy costs.

Time horizon: Long-term

Likelihood: Very likely

Magnitude of impact:  Low

Financial impact: US\$ 100.31 million

Explanation of financial impact figure: During fiscal 2021, the average cost of power for Infosys in India was about US\$ 99.10 million per MWh. Based on the current and past trends of the cost of grid power, we expect electricity cost to increase, going forward. For our risk estimation, we have considered an escalation in energy cost in the range of 2%. If no investments are made on RE installations which are now relatively cheaper than grid power itself, Infosys will have to bear an additional cost of grid power. The energy costs for Infosys, without any RE interventions, could have gone up by US\$ 100.31 million over the next decade.

Cost of response to risk: US\$ 61.39 million

Description of response: Infosys has continued focused efforts to address the risks related to energy costs/taxes/regulation, Reduction of requirement at source in new and existing operations/buildings, higher dependence on clean renewable energy through procurement and solar power installations have been a part of the company's strategy. Being an IT company with large commercial spaces, Infosys has ensured that all its new campuses have LEED/GRIHA certified green buildings designed for resource efficiency.

Examples:

During fiscal 2021, 68,478 MWh of electricity was produced from our own solar PV installation across our campuses. Along with the green power procurement and the onsite solar generation, about 50% of overall electricity requirements of our campuses in India were met through renewable power.

The cost of response to the risk is evaluated on the basis of total solar PV investment in addition to the cost of the SMEs for the given year. The cost of the SMEs in the team is arrived at on the basis of the "mean remuneration of employees" as published in our annual report. For the current analysis we have considered 25 SMEs.

Opportunities:

Infosys has listed below the financial implications of the opportunities that are identified with the potential to have a substantive financial or strategic impact on our business.

Opportunity 1: Increased revenues resulting from increased demand in climate-related technologies and services

Where in the value chain does the Opportunity, driver occurs:

Direct operations

Opportunity type: Products and services

Company-specific description: Infosys intends to improve its competitiveness and capitalize on the shifting client preferences using its sustainability, low carbon transition and digital/IT expertise to help its clients in their sustainability and low carbon journey. The Sustainability Practice Unit (SPU) established during the year intends to capitalize on its expertise taking the offering to our clients through the following 4 overarching Pathways to Sustainability: 1) EcoWatch – powered by Microsoft Business Applications, 2) Zero Carbon Building (ZCB) pathways, 3) Product Lifecycle Management as a Foundation for a Circular Economy, and 4) Financial Services Offerings for Sustainable Investment Decisions (ESG).

Time horizon: Long-term

Likelihood: Very likely

Magnitude of impact:  Medium-high

Financial impact: upto US\$ 1000 million

Explanation of financial impact figure: Infosys is an over 259,000 employees strong organization that caters to 1,626 clients across geographies. Digital technology services form about half of the total revenues for the year. North America continues to contribute two-thirds of the company's overall revenue. With US' renewed focus on Climate and all countries/corporates working towards the Paris agreement goal, Infosys anticipates huge growth in the Climate related services. We are already getting numerous requests from our existing clients to incorporate elements of sustainability and climate action into our existing and ongoing projects. Considering

the projected growth of Infosys, the size of our projects, the number of our clients, and the new as well as renewed interest in sustainability, we expect the long-term potential financial impact figure of upto US\$ 1000 million.

Cost to realize opportunity: about US\$ 500 million

Strategy to realize opportunity and explanation of cost calculation: In 2021, Sustainability Practice Unit (SPU) will rapidly expand to include subject matter experts, business graduates, consultants, and software developers. The cost to realize the opportunity is a conservative estimate based on the growth plans of the SPU. The unit has potential to grow upto 1000 people strong in the next couple of years. SPU will be collaborating with teams within Infosys and also actively partnering with external partners. To enhance its capabilities, SPU is engaged with Ellen Macarthur Foundation, World Economic Forum, UNESDA, Arizona State University and Green for Life. SPU will also be relying on the gig economy to recruit experts internally and externally. 15% of the total cost is towards licencing fees and collaboration costs. The cost also accounts for nominal inflation.

Opportunity 2: Savings from use of lower-emission sources of energy (renewables)

Where in the value chain does the Opportunity, driver occur:

Direct operations

Opportunity type: Energy Source

Company-specific description: We have seen a steady increase in the cost of electricity and diesel over the years in India and most of the countries where we operate. We anticipate the same trend to continue in the coming years. The uncertainty regarding future energy prices remains a potential risk to Infosys. While Infosys spends less than 5% of its operating cost for energy procurement, this is still a significant number given our overall operating cost and revenues. Having invested in working with the various State Governments, technology providers and 3rd party renewable energy producers, Infosys has been able from

swiftly transition to nearly 50% clean renewable energy. Not only have we reached higher RE contribution, but this has also helped reduce our operational expenses by reducing grid power dependency.

Time horizon: Long-term

Likelihood: Very likely

Magnitude of impact:  Low

Financial impact: US\$ 100.31 million

Explanation of financial impact figure: During fiscal 2021, the average cost of power for Infosys in India was about US\$ 99.10 per MWh. Based on the current and past trends of the cost of grid power, we expect electricity cost to increase going forward. For our risk estimation, we have considered an escalation in energy cost in the range of 2%. If no investments are made on renewable energy, which are now relatively cheaper than grid power itself, Infosys would have depended completely on grid power. Through our RE investments, Infosys can potentially save up to US\$ 100.31 million over the next decade.

Cost to realize opportunity: US\$ 61.39 million

Strategy to realize opportunity and explanation of cost calculation: Infosys has continued focused efforts to address the risks related to energy costs/taxes/regulation: higher dependence on clean renewable energy through procurement and solar power installations.

During fiscal 2021, 68,478 MWh of electricity was produced from our own solar PV installations across our campuses. Along with the green power procurement and the onsite solar generation, about 50% of overall electricity requirements of our campuses in India were met by Renewable power.

The cost of response to the risk is evaluated on the basis of total solar PV investments, in addition to the cost of the SMEs for the given year. The cost of SMEs in the team is arrived at on the basis of the "mean remuneration of employees" as published in our Annual Report (AR). For the current year's analysis we have considered 25 SMEs.

Opportunity 3: Savings from Move to more efficient buildings (Energy efficiency Program)

Where in the value chain does the opportunity driver occur:

Direct operations

Opportunity type: Resource Efficiency

Company-specific description: We have seen a steady increase in the cost of electricity and diesel over the years in India and most of the countries where we operate. We anticipate the same trend to continue in the coming years. The uncertainty regarding future energy prices remains a potential risk to Infosys. While Infosys spends less than 5% of its operating cost for energy procurement, this is still a significant number given our overall operating cost and revenues. Recognizing the cost of power and the opportunity to reduce power demand through energy efficiency measures, Infosys has been designing and building highly efficient, LEED Platinum/GRIHA 5 star rated new offices while retrofitting existing ones. Our campuses and buildings are 24x7 remotely monitored through IOT based automation, helping us drive energy efficiency to new levels. Over the last 13 years, we have managed to reduce our per capita energy consumption by over 55%, thereby reducing our operational costs.

Time horizon: Long-term

Likelihood: Very likely

Magnitude of impact:  Low

Financial impact: US\$ 545 million

Explanation of financial impact figure: During fiscal 2021, the average cost of power for Infosys in India was about US\$ 99.10 per MWh. Based on the current and past trends of the cost of grid power, we expect electricity cost to increase going forward. For our risk estimation, we have considered an escalation in energy cost in the range of 2%. In comparison to the prescribed energy performance index by the Bureau of Energy efficiency (India) for a 3 star rated commercial building at 12.8 kWh/sq. ft, Infosys designs its buildings at an EPI of 6.97 kWh/sq. ft. Considering our office spaces are built at better EPIs, this could mean a potential saving of about US\$ 545 million.

Cost to realize opportunity : US\$ 34.86 million

Strategy to realize opportunity and explanation of cost calculation: Being an IT company with large owned and operated commercial spaces, Infosys has ensured that all its new campuses are LEED Platinum/GRIHA 5 Star certified green buildings designed for resource efficiency. We also undertake deep green retrofits of older buildings, bringing their energy performance on par with new buildings. We have been able to certify some of our large existing campuses under LEED Platinum/GRIHA 5-star certification through a series of upgrades and retrofits.

Examples:

- 1) All our new buildings built from 2008 onward are designed to meet LEED Platinum standards/GRIHA 5 Star. During fiscal 2021, we added 3 additional projects to our LEED certified buildings, taking our total area of Green Buildings to over 26 million sq. ft. that has the highest level of green certification

- 2) Completed implementation of 15 energy efficiency projects and have more EE projects in the pipeline.

The cost of response to the opportunity is evaluated on the basis of Energy efficiency for the next 10 years, in addition to the cost of the SMEs for the given year. The cost of the SMEs in the team is arrived at on the basis of the "mean remuneration of employees" as published in our annual report. For the current analysis we have considered 25 SMEs.

b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning

The table below captures how the climate change risks, and opportunities have impacted (or not) Infosys' business and strategy by category:

	CC risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	<p>As a global leader in next-generation digital services and consulting, Infosys is a part of the supply chain ecosystem of its clients. Today, most of our clients expect or even demand that Infosys, as their supplier, have a strong internal climate action program and be able to contribute to the client's climate action commitments through the technology and services we offer.</p> <p>In view of the heightened client awareness</p> <p>In response to increasing awareness on climate change and other related socio-environmental issues, clients increasingly request for Infosys' emission performance or CDP score during RFP or the bidding stage. This could translate into a filtering criterion or a strongly weighted parameter in their decisions to work with a particular entity. If Infosys performance is not managed in these areas, Infosys may lose to competition who could exceed Infosys' environmental/social performance as assessed by clients.</p> <p>The Company responds to multiple sustainability supplier assessments from its clients, including the CDP supply chain response every year. Therefore, the magnitude of impact is considered low. Several clients request data from Infosys on its sustainability performance at various stages like RFPs, vendor re-assessment as well as during CDP supply chain disclosures. Infosys believes that it could have potentially lost to its competition, if not for its leadership in this space. Infosys committed to climate action more than a decade ago. As early as 2011, we committed to 100% transition to renewables and to carbon neutrality. We have built a net zero strategy around energy efficiency, renewable energy, and carbon offsets. We set new standards in the industry for operational efficiency and consistently raised the bar for all stakeholders – consultants, vendors, OEMs, peers and government agencies – through our climate change efforts. In fiscal 2020, Infosys became carbon neutral, giving a fillip to our business strategy that includes offering zero-carbon services to our clients. Our 2030 ESG vision includes our commitment to stay carbon neutral as well as enhance our targets to reduce Scope 1,2, and 3 emissions through action.</p> <p>In view of the heightened client awareness and demand for such services, Infosys sees an opportunity in capitalizing on the client requirements Infosys has therefore set up the Sustainability Practice Unit, aiming to provide services and solutions in the area of climate change, smart spaces, sustainability and ESG.</p>
Supply chain and/or value chain	Yes	<p>The Company recognizes that suppliers are valuable stakeholders in its business ecosystem. Its supply chain consists of three broad categories — People, Services and Products. Most of Infosys' suppliers only provide services/products that ensure sustained operations for the Company and do not contribute directly into Infosys' services/offers. Therefore, the magnitude of impact related to climate change risks and opportunities is considered low with respect to supply chain for fiscal 2021.</p> <p>However, from an operational excellence perspective, Infosys has driven its suppliers to look at innovations and investments in low-carbon technologies. For example, the Company has looked at cleaner alternatives for its energy requirements. It has also constantly pushed its construction/ equipment suppliers, to innovate and supply energy-efficient technologies. During this year, the Company continued working on providing an impetus to electric vehicles. During fiscal 2021, it used 9 electric vehicles in Pune campus, which have helped reduce its footprint (employee commute related) while also reducing cost for vendors.</p>

ANNEXURE 3

	CC risks and opportunities influenced your strategy in this area?	Description of influence
Investment in R&D	Yes	<p>In the view of the potential risks of fuel-related regulation/taxes and Infosys' reputation (owing to its voluntary carbon neutral commitment), the Company identified the need to be proactive and invest in reducing its emissions and carbon footprint. While the initial goal to become carbon neutral for fiscal 2020 remains, the Company has decided to remain carbon neutral till each year for the next decade .</p> <p>Infosys setup a Green Initiative team which handles the portfolio of Energy Efficiency, Smart Buildings, Building Monitoring System (BMS), Renewable Energy, Climate Change Management projects. Each member has core expertise primarily focused on creating benchmarks in terms of energy efficiency, renewable energy, and carbon offsets. Infosys, therefore, has invested heavily both in implementation as well as research and collaborations in the climate action space.</p> <p>Infosys was also granted a patent granted patent for innovations in Radiant Cooling technology.</p> <p>The Company filed a new patent for a system and method developed for cleaning of Solar Panels. Infosys has also set up five different kinds of solar PV technologies, namely, Poly-crystalline, Mono-crystalline, Hetero Junction Intrinsic Thin (HIT), Copper Indium Selenide Thin (CSI), and Cadmium Telluride Thin (Cd-Te) films, on its campus as part of an experiment to study the efficiency of various technologies. The project analyzed the effects of different weather conditions on the performance of the PV technologies. The Company also carried out this study to demonstrate the viability of the best solar PV technology available in the market through continuous monitoring and analysis of the energy-generation data of these technologies, in real time.</p> <p>Infosys campuses serve as 'living labs' for clean tech adoption. Infosys continues to collaborate with policy makers, universities, research institutions across the world to research energy-efficient building materials, green engineering solutions, monitoring systems and renewables. Some of the partnerships include Indian Institute of Science (IISc), Bangalore, Lawrence Berkeley National Laboratory (LBNL), USA, IIT Bombay, Mumbai, 3M, University of California, Berkeley, USA, Center for Built Environment (CBE), USA, Saint Gobain, and National Renewable Energy Laboratory (NREL), USA.</p>
Operations	Yes	<p>Climate change is an integral part of Infosys' business strategy. Our day to day operations are guided by our sustainability policy which focuses on four tracks: 1. Making the business sustainable, 2. Making clients business sustainable, 3. Making the Infosys ecosystem sustainable and 4. Making lifestyles sustainable. Climate change impacts our operations. Infosys has set up a Risk Council (consisting of the CEO, CFO, COO, CRO and the General Counsel), whose work is overseen by the Risk Management Committee, with 4 Independent Board members. With respect to climate change, the Head of Sustainability, along with relevant SMEs from Green Initiatives, Sustainability, BCMS and Facilities team, report all risks and opportunities to the Office of Risk Management.</p> <p>Infosys has categorized the risks/opportunities as short term, medium term and long term. Most climate action risks are assessed in the short- to long-term categories.</p> <p>A dedicated internal team, Green Initiatives was set up in early 2008 with a focus on key operational areas to address climate change. The annual targets on energy, renewables and emission reduction are part of the senior management and leadership scorecard and reviewed at a regular frequency.</p> <p>Furthermore, in view of the potential fuel-related regulation/taxes and Infosys' reputation (owing to its voluntary carbon neutral commitment), physical climate change risks like extreme weather conditions, floods, cyclones, etc., the Company considers both an increased risk to business as well as preparedness for adaptation and mitigation being key to its operations. The Company has identified climate change as a physical risk to its operations due to extreme weather events, resource shortages like water scarcity and changing environmental parameters like increase in temperature, etc. The Company's strategy to adapt to these challenges is three pronged 1) Making its operations resilient to these risks through its business continuity management system 2) Reducing its consumption of resources such as energy and water, reducing its business risk from resource scarcity 3) Making itself self-sufficient in its energy and water requirements. The Company has solar PV capacity of 60 MW inclusive of both offsite and onsite solar plants and rainwater harvesting systems to meet freshwater requirements.</p>

Climate change risk and opportunity management have had a bearing on Infosys' financial planning by impacting its indirect cost and capital expenditures.

In fiscal 2017, Infosys introduced an internal price on carbon with the aim of taking more informed decisions on investments towards clean technologies, lower-carbon solutions, renewable energy and carbon offset projects for reducing/offsetting its carbon footprint across significant operations. The initial carbon price defined was at US\$10.5, which was then revisited in fiscal 2019, and revised to US\$14.25. During this year, Infosys will revisit the internal carbon price.

As of fiscal 2021, through a series of energy efficiency projects, green buildings, installation of rooftop and on-ground solar, Infosys has been able to considerably reduce its dependency on grid. Today, the total green buildings for Infosys stands at 26 million sq. ft, while the overall energy consumption per million dollar revenue dropped by a whopping 77% against fiscal 2008. Further, Infosys also invested in 1 new carbon offset project in the biogas space, which can cater to its carbon neutrality related offset requirements for fiscal 2022 and beyond.

Infosys has also established the Sustainability practice unit that can cater to the external/market opportunities in the ESG space.

c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

Infosys has applied the **2°C Scenario (2DS)** retrospectively, to its carbon neutral program. We understand that the various scenario analyses provide insight into pathways to reach net zero by 2050. However, Infosys is already a carbon neutral company and has decided to continue its commitment to remain carbon neutral for each year up to fiscal 2030. Therefore, we already had a well-defined carbon neutral strategy to meet this commitment. Infosys considers that its current targets set are well aligned, well below the requirements of the 2DS.

Being an IT company, Infosys does not have a sector specific guidance for assessing the 2DS scenario. Infosys had considered policy changes such as emerging regulations, technology shifts and cost of energy, amongst others while assessing the 2DS scenario. The analysis included the energy consumption and the emissions projections up to fiscal 2050. These were analyzed and the expected emissions projections were estimated, to see how they co-related to the 2DS scenario and ambitions as a part of the Paris Agreement.

Details of 2DS analysis: Infosys conducted analysis in line with the IEA's 2DS scenario with the base year as 2013. It was seen that against the base year of 2013, Infosys should achieve at least 60.8% reduction in its absolute Scope 1+2 emissions by 2050 and at least 18.3% by fiscal 2021. Infosys has already achieved a 53.92% reduction in absolute Scope 1+2 emissions by as opposed to the expected reduction of 18.3% as of fiscal 2021.

Well-below 2 degrees scenario: Infosys' proposed science-based targets under well-below 2 degrees scenario, has been approved by Science Based Target Initiatives (SBTi) in April 2021. The science-based target defined for Infosys considers at least a 2.5% Y-o-Y reduction in the absolute scope 1 and 2 emissions going forward. Our targets include: 1) reduction in absolute scope 1 and 2 GHG emissions of 12.5% and 37.5% by fiscal 2025 and fiscal 2035 respectively from a fiscal 2020 base year, and 2) reduction in absolute scope 3 GHG emissions of 12.5% and 37.5% by fiscal 2025 and fiscal 2035 respectively from a fiscal 2020 base year.

These targets are aligned to our corporate commitments of staying carbon neutral and other existing emission reduction commitments. We have been investing in energy efficiency, renewable energy, and community-based carbon offset projects for nearly a decade now. The Company's ESG vision 2030 outlines its enhanced and continued climate action commitments to deploy the required resources to achieve them.

Infosys' decade-long climate action journey has inspired its employees. Through its, board-level oversight, and corporate leadership commitment, it has created a resilient and sustainable program to fight climate change

3. Risk management:

Describe how the organization identifies, assesses, and manages climate-related risks

a. Describe the organization's processes for identifying and assessing climate-related risks

At Infosys, the process of climate-related risks assessment is integrated into multi-disciplinary company-wide risk identification, assessment, and management processes. Climate change is an integral part of its business strategy and sustainability policy and therefore finds a place in the Company's enterprise risk management exercise.

Infosys Enterprise Risk Management function enables the achievement of strategic objectives by identifying, analyzing, assessing, mitigating, monitoring, and governing any risk or potential threat to these objectives. While achievement of strategic objectives is the key driver, Infosys' values, culture, obligation, and commitment to its stakeholders are the foundation on which the ERM framework is developed. The framework defines various categories of risks and the appropriate governance bodies or councils that will have an oversight on these risks. Climate change is an operational risk that is monitored through the Operational Risk council.

Infosys has a dedicated risk team headed by Chief Risk Officer to evaluate and appraise its management of critical risks to its business. Risks at Infosys are categorized as Strategic, Operational, and Legal and Compliance risks.

Strategic Risks: Risks arising out of the choices the Company has made in defining its strategy and the risks to the successful execution of its strategy are covered in this category. For example, risks inherent to the industry and Infosys' competitiveness are analyzed and mitigated through strategic choices of target markets, the Company's market offerings, business model and talent base. This year, the Company also launched the Sustainability Practice Unit, that focuses on market offerings for its clients wanting to transition on their low-carbon journey.

Operational Risks: Risks affecting the Company's policies, procedures, people and systems, thereby impacting service delivery or operations, or compromising its core values or business practices are covered in this category. Climate change risks find a place under operational risks for Infosys.

Legal and Compliance Risks: The risks arising out of threats posed to the Company's financial, organizational, or reputational standing resulting from litigations, non-conformance with laws, regulatory or geopolitical developments, codes of conduct and contractual compliances are covered in this category.

Climate Change Risks: the Company focuses, among others, on business continuity by ensuring appropriate preparedness to mitigate possible business disruptions on people, connectivity and infrastructure. Business continuity is a priority and is managed by the Phoenix program. Phoenix is Infosys' dedicated Business Continuity Management program headed by the Company's Chief Operating Officer, whose team owns the processes and monitors all the controls and compliance requirements.

b. Describe the organization's processes for managing climate-related risks

As a part of its materiality exercise, Infosys considers all aspects with a dual lens - ones that have an impact on Infosys' sustainable business performance as well as those that can have an influence/impact on its stakeholders. Therefore, all aspects, including climate change, make it to Infosys' material topics. The Company also refers to international guidelines, standards and climate change trends reported in popular and academic journals and reports. This feeds into its materiality process which helps it to prioritize the risks and opportunities.

A multi-pronged approach is used to prioritize climate change risks and opportunities. While assessing the climate change risks & opportunities, they are aligned to the categorization as per most climate change related guidelines.

These include transition risks (like regulatory, market, brand and reputation, compliance, etc.) and physical risks (like extreme weather events, drought, etc.).

Physical risks (operational risk) assessment depends on the threats and vulnerabilities the Company is exposed to from extreme weather events. In such cases, the probability, and the severity (impact) of such events are assessed. A quantitative scale of 1 to 4 is used to determine the probability, and severity of a risk. Estimated risks are prioritized based on risk ranking. The results of this risk-based approach are used to establish capital and expense allocations to establish preventive and corrective actions. These actions ensure preparedness measures and continuity of Infosys operations. Climate change risk profiling and opportunities are conducted over time horizons by the Green Initiatives team and the BCMS teams to assess outcomes, financial implications, and the impact. The risk categorization and financial implications are calculated considering the probability and the severity of potential risks. In defining the financial impacts of risks, the following guideline is used to arrive at severity of risks:

- Risks impacting over 2% of Infosys' revenues are considered critical (severity rating 4)
- Risks impacting between 1.5% and 2% of the Company's revenues are considered high (severity rating 3)
- Risks impacting between 1 % and 1.5% of Infosys' revenues are considered medium (severity rating 2)
- Risks impacting less than 1% of its revenues are considered low (severity rating 1)

The probabilities are defined using a rating of 1 to 4, 1 being the least probable while 4 being the most probable event/risk.

All risks rated at 3 and 4, of probability and severity, are carried forward for financial impact estimation and mitigation.

Transitional Risks: Regulatory and reputational risks are determined based on:

1. Existing carbon and energy regulations in different regions the Company operates globally and the likelihood of them changing in the near, medium, and long term.
2. Expectations from the Company's key stakeholders and the severity of impact on its brand and reputation, if they are not addressed.

These risks in turn provide opportunities to improve on all critical aspects of climate change by bringing in changes to the existing processes and systems, which help the Company to optimize and save costs at various levels and also fuel the innovation engine both internally and externally related to Infosys' client offerings.

The business units responsible suggest various mitigation measures as required for the identified risks. The complete list of risks is then discussed during the quarterly risk meetings. Any issues either in terms of additional funds for mitigation measures, or residual risks or the secondary risks that remain are discussed as a part of these reviews during the quarterly risk meetings. Strategic decisions are taken after careful consideration of primary risks, secondary risks, consequential risks and residual risks. The Enterprise Risk Management function enables effective resource allocation through structured qualitative and quantitative risk impact assessment and prioritization based on Infosys' risk appetite. Any of these categories can have internal or external dimensions. Hence, appropriate risk indicators are used to identify these risks proactively.

c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management

As discussed in the previous sections, the process of identifying, assessing, and managing climate-related risks are integrated into the Enterprise Risk Management framework. Infosys uses a top-down and bottom-up approach for managing its risk. The materiality exercise feeds the significant topics/aspects that the Company should focus on. Any risks and/or opportunities related to these aspects are rolled up into the Enterprise Risk Management framework. Furthermore, each business unit responsible constantly tracks and manages the risks to the Company. The potential risks are assessed, and a risk rating is arrived at based on its severity, probability. The business units responsible suggest mitigation measures as required for the identified risks. The complete list of risks is then discussed during the quarterly risk meetings. Any issues either in terms of additional funds for mitigation measures, or residual risks or the secondary risks that remain are discussed as a part of these reviews during the quarterly risk meetings.

Strategic decisions are taken after careful consideration of primary risks, secondary risks, consequential risks and residual risks. The Enterprise Risk Management function enables effective resource allocation through structured qualitative and quantitative risk impact assessment and prioritization based on Infosys' risk appetite. Any of these categories can have internal or external dimensions. Hence, appropriate risk indicators are used to identify these risks proactively. The Company takes cognizance of risks faced by its key stakeholders and their cumulative impact while framing its risk responses.

Our Enterprise Risk Management framework is developed by incorporating the best practices based on COSO and ISO 31000 and then tailored to suit Infosys' unique business requirements.

4. Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

- a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process

Starting fiscal 2021, Infosys has chosen to track its performance as follows,

Scope 1 and 2 combined: As percentage reduction over business as usual scenario in absolute terms.

Scope 3: As absolute percentage reduction with respect to 2020 baseline.

Additionally, on a year on year basis, the scope 1+2 and scope 3 emissions will be tracked as 'emissions (tCO₂e) per million US\$ revenue generation.

Up until fiscal 2020, Infosys tracked its performance on all environmental aspects, normalized against its employee base that occupied and used the premises. However, to align to most international standards/reporting guidelines and/or rating agency review criteria, Infosys has decided to rework its intensity against US\$ million revenue generated. Please refer to Annexure 5, for details.

- b. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

Please refer to the Goals and Targets section of the ESG report.

Key Performance Indicators

This chapter provides an overview of Infosys' performance over time. The boundary of its disclosure is given in Annexure 1.

BUSINESS

Financial Performance Snapshot

[US\$ million]

Particulars	Fiscal 2021	Fiscal 2020	Fiscal 2019
Direct economic value generated	13,832	13,151	12,106
Revenues	13,561	12,780	11,799
Other income	271	371	307
Economic value distributed	13,803	14,227	13,389
Operating costs	2,684	2,324	2,600
Employee wages and benefits	7,493	7,678	6,468
Payments to providers of capital	1,226	2,196	1,746
Payments to governments (total taxes paid)	2,341	1,975	2,526
Community investments ⁽¹⁾	59	54	49
Economic value retained ⁽²⁾⁽³⁾	29	(1,076)	(1,283)

Notes:

- 1) Includes US\$5 million which the Company intends to spend in the future relating to and in addition to the amounts spent in the prior year
- 2) Calculated as 'Economic value generated less economic value distributed'
- 3) Includes amount paid on buyback of equity shares of US\$1,070 million and US\$118 million for fiscal 2020 and, fiscal 2019 funded through accumulated reserves. Refer to our financial statements in the Annual Report and Form 20F for further details

EMPLOYEES

Employee Details and Talent Management

Region-wise employee distribution (permanent and fixed-term)

Region	Fiscal 2021			Fiscal 2020			Fiscal 2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	132,684	84,383	217,067	127,323	77,993	205,316	124,676	72,508	197,184
APAC	5,034	3,745	8,779	4,908	3,712	8,620	4,429	3,332	7,761
Americas	14,284	7,515	21,799	11,953	5,756	17,709	10,663	5,039	15,702
EMEA	7,296	4,678	11,974	6,508	4,218	10,726	4,684	2,792	7,476
Total	159,298	100,321	259,619	150,692	91,679	242,371	144,452	83,671	228,123

Role-wise employee distribution

Role	Fiscal 2021			Fiscal 2020			Fiscal 2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Associate	54,734	49,802	104,536	50,045	44,539	94,584	46,625	39,933	86,558
Middle	77,530	44,921	122,451	73,716	41,561	115,277	71,602	38,900	110,502
Senior	25,580	5,054	30,634	25,129	4,884	30,013	25,343	4,749	30,092
Top	871	94	965	845	81	926	882	89	971
Total	158,715	99,871	258,586*	149,735	91,065	240,800	144,452	83,671	228,123

*Excluding Stater

ANNEXURE 4

Age-wise employee distribution

Age	Fiscal 2021			Fiscal 2020			Fiscal 2019		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
≤ 30 years	77,286	66,517	143,803	76,100	62,841	138,941	74,779	58,727	133,506
31-50 years	77,429	32,203	109,632	70,098	27,225	97,323	66,600	24,098	90,698
> 50 years	4,583	1,601	6,184	3,537	999	4,536	3,073	846	3,919
Total	159,298	100,321	259,619	149,735	91,065	240,800	144,452	83,671	228,123

As an IT services and consulting company, we do not have seasonal variations in employment. Most of our staff work as full-time, permanent employees. We are committed to strengthening local hiring practices and continuously increasing the proportion of senior management hires from the local regions of our operations. We have 40 female and 9 male employees working part-time under fixed-term contracts across the organization

New employee hires by age, gender and region

Geography	Fiscal 2021				Fiscal 2020			
	Men	Rate of hiring (%)	Women	Rate of hiring (%)	Men	Rate of hiring (%)	Women	Rate of hiring (%)
<=30 years								
America	2,228	7.29	1,255	5.81	2,349	6.40	1,029	3.91
APAC	580	1.90	487	2.26	776	2.12	801	3.04
EMEA	1,116	3.65	1,014	4.70	1,405	3.83	1,241	4.71
India	18,048	59.09	14,283	66.15	23,749	64.74	19,287	73.26
31-50 years								
America	2,701	8.84	2,046	9.48	1,952	5.32	1,360	5.17
APAC	891	2.92	471	2.18	784	2.14	432	1.64
EMEA	1,047	3.43	654	3.03	1,099	3.00	674	2.56
India	2,949	9.65	917	4.25	3,679	10.03	1,232	4.68
>50 years								
America	765	2.50	395	1.83	641	1.75	167	0.63
APAC	56	0.18	15	0.07	74	0.20	33	0.13
EMEA	149	0.49	52	0.24	152	0.41	69	0.26
India	15	0.05	3	0.01	22	0.06	2	0.01

Employee turnover by age, gender and region

Geography	Fiscal 2021				Fiscal 2020			
	Men	Turnover rate (%)	Women	Turnover rate (%)	Men	Turnover rate (%)	Women	Turnover rate (%)
<=30 years								
America	1,207	5.50	590	4.56	1,161	3.70	615	3.25
APAC	582	2.65	491	3.79	505	1.61	569	3.00
EMEA	831	3.79	727	5.62	618	1.97	528	2.79
India	10,473	47.72	7,023	54.26	17,209	54.83	12,556	66.27
31-50 years								
America	1,536	7.00	1,166	9.01	1,976	6.30	1,122	5.92
APAC	774	3.53	436	3.37	776	2.47	396	2.09
EMEA	689	3.14	480	3.71	737	2.35	459	2.42
India	5,096	23.22	1,815	14.02	7,462	23.78	2,501	13.20
> 50 years								
America	567	2.58	146	1.13	691	2.20	146	0.77
APAC	47	0.21	16	0.12	46	0.15	9	0.05
EMEA	92	0.42	46	0.36	126	0.40	35	0.18
India	52	0.24	7	0.05	77	0.25	12	0.06

ANNEXURE 4

Employees covered under collective bargaining agreements (CBA) globally, as on Mar 31, 2021 region

Operating locations	Number of employees	Employees covered under CBA	Operating locations	Number of employees	Employees covered under CBA
Spain	25	25	The Netherlands*	2088	1474
Italy	9	9	Poland	2698	2603
Brazil	567	567	Finland	277	277
Japan	533	533	France	407	407
Sweden*	445	29	Germany*	1566	816
Croatia*	103	102	Belgium*	799	61

*Only employees hired in these locations are covered

We recognize our employees' right to assemble, communicate and join associations of their choice in matters related to their employment within the purview of our policies and procedures. We respect the rights of our employees to associate or not associate through Internal Employee resource groups and seek representation, to bargain or not bargain collectively in accordance with local laws

Trainings conducted

Role-wise distribution	Fiscal 2021			Fiscal 2020			Fiscal 2019		
	Employee count	Training days	Average training days	Employee count	Training days	Average training days	Employee count	Training days	Average training days
Associate (JL3 and below)	104,536	2,061,912	19.72	96,155	2,050,508	21.33	86,558	2,268,382	26.21
Middle (JL4 and JL5)	122,451	736,277	6.01	115,277	440,733	3.82	110,502	500,797	4.53
Senior (JL6, JL7 and JL8)	30,634	140,851	4.60	30,013	84,198	2.81	30,092	100,627	3.34
Top (title holders and UMR)	965	1,688	1.75	926	1,475	1.59	971	1,482	1.53
Total	258,586*	2,940,728		242,371	2,576,913		228,123	2,871,288	

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

Occupational Health and Safety

Details	Fiscal 2021				Fiscal 2020			
	Employee		Subcons		Employee		Subcons	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Fatalities	0	0	0	0	0	0	0	0
High-consequence, work-related incidents	0	0	0	0	1	0.0006	0	0
Reportable incidents	0	0	21	0.217	42	0.02519	51	0.18449
Number of hours worked	8,407,944		19,323,324		333,471,402		55,287,563	

Notes:

- 1) The incidents above are at India locations. There have been no incidents reported in overseas locations.
- 2) The rates have been calculated based on 200,000 hours worked.
- 3) Reportable incidents are related to subcontractors is slips/trips, fall from height.
- 4) 28 vendor incidents were reported during the year, including 2 near-miss.
- 5) We had two cases of suicide – 1 employee at Pune and 1 subcontractor at Bangalore and the reason were personal.
- 6) Root cause analysis of all incidents are conducted and appropriate controls implemented to address the concerns.

Environment

Performance across energy, emissions, water and waste

Starting fiscal 2021, we are reporting global energy consumption for all significant locations in line with the topic boundaries detailed in Annexure 1 above. Where direct energy reading/bills were unavailable, Infosys has extrapolated the energy consumption based on national energy performance index (kWh/sq.ft) or based on historical averages. The data provided here includes data center energy consumptions.

Overall electricity consumption

Electricity source	Fiscal 2021	Fiscal 2020	Fiscal 2019
Grid ⁽¹⁾	94,249,185	161,226,788	153,095,050
Captive DG Power	2,629,380	5,785,394	4,426,962
Renewable ⁽²⁾	79,726,125	119,036,593	121,181,941
Total	176,604,690	286,048,775	278,703,953

Notes:

⁽¹⁾ Includes global energy consumption, in line with the topic boundary for Energy. All overseas consumptions have been included under grid power

⁽²⁾ This includes wheeled green power, and the energy generated through in-house solar plants.

Given the COVID scenario, most of our employees worked from home (WFH). We have estimated electricity consumption from WFH at 78,155,043 kWh.

Direct energy consumption in GJ

The table below provides our consolidated energy consumption in GJ from our significant global locations. Until last year, the energy data for India and overseas were presented in separate tables

Energy (within the organization, in GJ)	Fiscal 2021	Fiscal 2020	Fiscal 2019
Grid electricity (non-renewable source)	339,297	580,416	551,142
Electricity from renewable source	287,014	428,532	436,255
Fuel (HSD, diesel, petrol) ⁽¹⁾	45,349	79,366	66352 ⁽²⁾
Total	671,660	1,088,314	1,053,749

Notes:

1) The values of GJ for fiscal 2020 and 2019 have been restated to include global information

2) Fuel consumption in GJ for the year Fiscal 2019 has been restated to include diesel and petrol consumption in addition to HSD. Fuel consumption is restricted to India operations only

Total renewable energy capacities

The table below presents our total installed capacities for Solar PV plant (rooftop and on-ground) across locations. Currently all our RE installations are in our India campuses. During the last fiscal, a few of our existing solar panels were dismantled owing to redevelopment activities at our Chennai Sholinganallur and Pune Ph 1 campuses. We also had to dismantle the rooftop solar at Bhubaneshwar due to cyclone Phani. The total capacity dismantled was 1,296 kW.

Solar PV installation location	Installed capacity (KW)
SIRA	40,308.13
Hyderabad SEZ	7,682.00
Bangalore	2,191.08
Chennai	1,895.58
Chennai Paranur Bus Bay ⁽¹⁾	37.28
Mysore	1,347.83
Pune Phase 2	1,319.00
Mangalore SEZ	1,231.02
Jaipur	1,015.00
Hyderabad STP	988.20
Trivandrum	825.84
Bhubaneshwar	612.00
Chandigarh	202.80
Indore	189.90
Total	59,845.66

⁽¹⁾ Outside campus

ANNEXURE 4

GHG emissions

Source of emissions	GHG emissions (tCO ₂ e)		
	Fiscal 2021	Fiscal 2020	Fiscal 2019
Scope 1 ⁽¹⁾	8,678	15,344	13,482
Scope 2 ⁽²⁾	68,673	124,063	118,293
Total – Scope 1 + 2	77,350	139,407	131,774
Scope 1+2 intensity (tCO ₂ e per US \$ million)	5.70	10.91	11.17
Y-o-Y reduction of per capita – Scope 1 + 2 (%)	47.7	2.3	7.6
Scope 3			
Business travel	8,068	71,217	75,869
Employee commute ⁽³⁾	4,717	54,372	57,762
Transmission and distribution losses	12,061	25,913	21,747
Upstream leased assets ⁽⁴⁾	3156	23,556	NA
Waste emissions	127	202	
Work from home emissions	64,634	NA	NA
Capital goods	120,751	196,342	187,469

Notes:

- 1) Scope 1 emissions covers all owned offices in India.
- 2) This includes India and other significant overseas locations, in line with the topic boundary defined.
- 3) Employee commute emissions reported include data for India locations, which forms a significant portion of our employee base.
- 4) Leased office emissions calculated since fiscal 2020 only. For most overseas locations, we operated out of leased offices. Many of these lease agreements include power consumption as a part of their maintenance charges and therefore, we might not have exclusive Infosys energy bills. In such cases, the emissions are estimated based on EPI based energy consumption in the respective geographies.

Scope 3 targets under our ESG vision, only includes the following categories viz., emissions from business travel, employee commute and T&D losses.

The biogenic emissions arise from combustion and/or flaring of biogas. Infosys monitors these emissions periodically and discloses them. The biogenic emissions during fiscal are 45.38 tCO₂e.

Emission reduction initiatives

The table below provides the list of emission reduction initiatives that have resulted in a reduction or avoidance of scope 2 emissions. These projects were completed at various points during the year and the actual emission reductions are as listed below:

Carbon reduction initiative	Energy procured/saved (kWh)	Emissions avoided (tCO ₂ e)
Energy efficiency retrofits in our buildings	340,291	281.42
Renewable energy generation and procurement	79,726,125	65,933.50

Carbon Offset

We have implemented nine projects for driving low carbon technologies for communities. These were evaluated during the year for assessing carbon offset generated since the start of the projects. Third-party verification was carried out by UN-approved agencies.

Project name	Vintage	Project type	ERs verified ⁽¹⁾ (tCO ₂ e)
SKG Household Biogas, Karnataka	2020	GS VER	49,306
Udaipur Urja Improved Cookstove, Rajasthan	2019-2020	GS VER	38,561
Envirofit Improved Cookstove, Maharashtra	2019-2020	GS VER	44,228
Envirofit Improved Cookstove, Odisha	2018-2020	GS VER	38,018 ⁽²⁾
Samuha Improved Cookstove, Karnataka	Verification yet to be initiated	GS CDM	-
Leh-Ladakh Solar Rural Electrification, J&K	Not considered for offset commitment	Voluntary	-
Savayava Krishi Parivara household biogas, Karnataka	Project under implementation	GS VER(2)	-
Envirofit improved cookstove – 2, Maharashtra	Project under implementation	GS VER(2)	-
YRA household Biogas, Maharashtra	Project under implementation	GS VER(2)	-
Total Credits Volume to be Retired for Carbon Neutrality FY2021			170,113

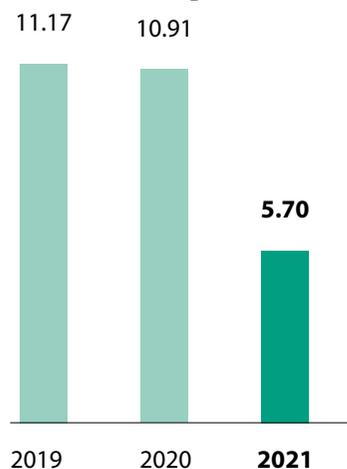
Notes:

- 1) As verified by 3rd Party auditors as of 31 March 2021.
- 2) This excludes a surplus of 36,658 that is intended to be used for our subsequent carbon neutral requirements.

ANNEXURE 4

Emission intensity:

Scope 1+2 (tCO₂e/US\$ million)



Scope 3 intensity (tCO₂e/US\$ million)

Details	Fiscal 2021	Fiscal 2020
Scope 3 - ESG goal specific ⁽¹⁾	24,846	151,502
Scope 3 revenue intensity	1.83	11.85
Y-o-Y reduction	-84.5%	

Notes:

1) ESG goal for Scope 3 includes the scope 3 categories - business travel, employee commute and T&D losses.

Ozone-depleting substances (ODS)

Our operations warrant the use of refrigerants in our Heating, Ventilation, and Air Conditioning (HVAC) systems, including R22, R32, R12, R123A, R410A, R407C, R134A and R404A. Each of these substances come with diverse Ozone Depleting Potential (ODP). We made the choice to switch over to refrigerants with minimum ODP and Global Warming Potential (GWP)

ODS	Fiscal 2021		Fiscal 2020		Fiscal 2019	
	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent	Total ODS consumption in kg	CFC11 equivalent
R22	957	56.52	1,766.50	105.99	2,233.22	122.83
R407C	224.5	0	171.50	0	217	0
R410A	1,211	0	1,955.90	0	1,298.10	0
R134A	400	0	1,325.22	0	954.56	0
R404A	2.5	0	11.29	0	3.2	0
R123	400	8	0	0	0	0
R417A	0	0	10.40	0	0	0
R32	8.1	0	7.50	0	0	0

Note: The ODP of R407C, R404A, R410A, R134A, R417A and R32 is zero

Other emissions

Our main emissions from our support activities are Nitrogen Oxide (NO_x), Sulfur Oxide (SO_x) and other ozone-depleting substances (ODS). The operation of diesel generator sets and boilers are the primary sources of NO_x and SO_x at our campuses. These are monitored every month to keep them within permissible limits prescribed by the regional Pollution Control Boards. We conduct monthly ambient air quality checks. The sulfur content in our fuel is 50 ppm (BS-IV at Bengaluru, Hyderabad and Chennai) and 350 ppm (BS-III for all other locations). The SO_x and NO_x emissions are not material to us and hence are not reported.

Freshwater consumption

The table below presents the category wise freshwater consumption data for global operations. Water sources with a TDS of less than 1,000mg/L are considered as freshwater. In fiscal 2021, we have recycled 79% of our freshwater consumption.

It is to be noted that none of the water sources are from designated protected area or areas having high-biodiversity value. During the year, Infosys has not received any grievances from local communities on water.

Freshwater sources	Water consumption (kl)		
	Fiscal 2021	Fiscal 2020	Fiscal 2019
Third-party water supply⁽¹⁾			
• Municipal ⁽²⁾	866,527	208,074	2,239,636
• Private providers	205,731	614,530	716,353
Groundwater	142,081	123,077	403,323
Rainwater	79,293	152,470	93,559
Total fresh water	1,293,632	2,972,151	3,452,871

Notes:

- 1) Water consumption mentioned above is restricted to minimal operations on campuses / offices.
- 2) Overseas water consumption has been estimated and included under Municipal category. This has been estimated based on the location-wise occupancy and the 3-year average per capita water consumption in India (FY 18, FY 19 & FY20). The water consumption in these locations is restricted to human touch requirements only, unlike India, which has large landscaping and other requirements.
- 3) The overall consumption of fresh water was 1293.63 ML, comprising of 866.58 ML from Municipal sources, 205.73 ML from Private Providers, 142.08 ML from Ground Water, 79.3 ML through Rainwater.

ANNEXURE 4

Waste generation and disposal

Significant waste	Unit	Fiscal 2021	Fiscal 2020	Fiscal 2019	Disposal method
Hazardous waste					
E-waste	T	361.94	492.18	346.28	Recycling
Oil-soaked cotton waste	T	0.52	0.643	0.23	Incineration by authorized agency
Biomedical waste (including sanitary waste)	T	31.92	33.87	30.15	Incineration by authorized agency
Used oil	kl	38.06	39.19	36.42	Recycling
Batteries (UPS+ Dry)	T	96.43	109.94	65.57	Recycling
DG batteries	T	0.99	2.39	0.22	Recycling
DG filters	T	2.51	2.05	2.00	Incineration
Paint can and residues	T	8.46	18.71	11.11	Recycling
Chemical cans / containers	T	4.49	10.478	9.14	Recycling
Non-hazardous waste					
Food	T	219.35	2,989.87	2,932.36	Recycling and reuse
Plastic	T	55.99	85.60	133.87	Recycling
Garden waste	T	4,116.21	4,549.11	2,450.94	Recycling (treated in-house in organic waste converter and manure reused)
Mixed waste	T	250.75	1,233.31	1,382.12	Municipal solid waste
STP sludge	T	398.41	3,059.66	2,385.85	Reuse – Dried section sludge is used as manure (solar sludge drying beds in five locations)

Notes:

- 1) Of the total waste generated and disposed of at Infosys, the significant waste due to legislative requirements, where quantities exceed 1,000 kg are being reported.
- 2) All significant waste disposed of at India locations are included.
- 3) The quantity of waste disposed is considered as the waste generation quantity.
- 4) There were no significant spills during fiscal 2021

Data computational methods

This chapter describes the conventions and computation methods used for calculating emissions, freshwater consumption and electricity consumption reported in Annexure 1.

Intensity calculations for energy, water and GHG emissions

Starting fiscal 2021, Infosys has decided to track its environmental performance normalized against the revenue (\$ million). While traditionally Infosys tracked this on the per capita basis, the Company realized that this did not offer a like-to-like comparison with its peers. Aligning to most standards that require data to be reported on revenue basis (like BRSR, CDP, etc.), the Company decided to make this shift. This was also functional shift considering the new baseline and the ESG vision laid out in fiscal 2020. Furthermore, this approach provided a rational assessment of our performance given the COVID scenario where most of its employees worked from home. A per capita assessment would give a skewed result.

Revenue-based Intensity: This intensity is estimated on a quarterly basis for Infosys Corporate (Group-level) based on quarterly revenues.

It is to be noted that most targets taken currently are on absolute reductions as opposed to intensity-based reduction.

Energy

Infosys' energy consumption within its operations includes electricity from the grid, fuel used in diesel generators and Company-owned vehicles and equipment. The energy consumption outside the organization consists of fuel used in personal and commercial vehicles used by its employees for daily commute to the Company

offices and business travel and fuel used in its food courts. The energy data is calculated by using suitable conversion factors for electricity and various fuel sources as defined in the IPCC 4th Assessment Report.

GHG emissions

GHG inventorization at Infosys is carried out with the underlying business objective of identifying potential areas for reduction of GHG, wherever possible. In view of this, Infosys decided to include any category of emission, that offered a potential to reduce emissions either through direct reduction option or a market alternative.

The gases considered for the carbon footprinting include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride (SF₆) emissions.

The following list provides details of significant emission categories for Infosys:

SCOPE 1

Stationary combustion

The total monthly quantity of high-speed diesel (fuel) combusted by diesel generators is captured and used for the emissions computation. The emissions factor for high-speed diesel is sourced from the IPCC 4th Assessment Report. Emissions due to onsite power generation from renewable sources such as solar and wind is considered to be zero.

Mobile emissions — petrol and diesel vehicles

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

Fugitive emissions — refrigerants used in air conditioning equipment

HVAC systems are a basic requirement of the industry. Various refrigerants are used for the air conditioners, each of which has a different global warming potential. The refrigerants used include R32, R410A, R407C, R404A, R134A, R22 and R417A. The total weight (in kg) of the refrigerant refilled during the service of airconditioning systems is captured from the service reports. This consolidated quantity based on the different refrigerants is used for the GHG computation using emissions factors sourced from the UK Department for Environment, Food and Rural Affairs (DEFRA).

Fugitive emissions – SF₆ in electrical circuit breaks

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

Fugitive emissions – CO₂ in fire extinguishers

The CO₂ used for fire extinguishers are included in this category. The total weight (in kg) of the CO₂ refilled during service is captured from the service reports. This consolidated quantity of CO₂ is used for GHG computation.

SCOPE 2

This includes the emissions from the generation of purchased electricity for all the Company's own offices as well as leased facilities with 'operational control'. In addition, being an IT company, the energy consumption from all data centers are also included.

Purchased electricity consumption

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

To calculate the total Scope 2 emissions, we have used the latest emissions factors for grid electricity provided by the Central Electricity Authority for India and country specific emission factors for other countries. For fiscal 2020, the emissions factors considered for other overseas locations are sourced from the respective countries' websites.

SCOPE 3

Category 1: Purchased goods and services

(reported under Category 2 below)

The Company's typical operational expenses include expenditure on employee salary, salary of technical subcontractors, insurance, travel expenses, etc. The expenses related to IT equipment, furniture and fixtures, etc. are already accounted in the capital goods based on its financial accounting at the Group level. In order to avoid double counting, no emissions are reported under 'purchased goods'. No emissions are therefore reported here.

Category 2: Capital goods

(Relevant and reported)

Lifecycle emissions (cradle to gate) due to the procurement of capital goods have been included in this section.

This data was available starting 2015 only and is hence reported

separately. The emissions due to capital goods have been calculated on the basis of annual spend on capital good.

The capital goods include buildings, plant and equipment, land acquired, furniture and fixtures, miscellaneous, office equipment and computers and vehicles procured during the current reporting period. This includes the emissions from the complete lifecycle of goods from extraction, production to transportation and distribution.

Category 3: Fuel and electricity related emission (not included in scope 1 or 2)

Transmission and Distribution (T&D) losses (3.c)

(Relevant and reported)

Emissions due to T&D losses for every unit of grid electricity procured have been calculated under this section. This only applies for the electricity procured from the grid, and sourced from third-party non-renewable sources, if any.

Other fuel and electricity related emissions (3.a, 3.b and 3.d)

(Not Relevant)

The other upstream emissions with respect to either the fuel or the electricity consumed in not in line with our business goals and therefore not relevant to Infosys. Infosys has neither any control, nor an opportunity to reduce the GHG of the large oil and gas companies. Similarly, in case of upstream emissions of power generators, neither does Infosys has any information on the upstream practices of the power generators in terms of the types of fuel used, the process for exploration/mining, transportation, processing and/or refining the fuel used for power generation. These would categorize as Tier 3 suppliers for Infosys. Therefore, category 3.a and 3.b are irrelevant for Infosys.

Since the Company is not a utility or energy retailer, category 3.d of Scope 3 is not relevant.

Category 4: Upstream transportation and distribution

(Relevant and reported under Category 2)

The emissions from capital goods already considers cradle to gate emissions and therefore this is not reported, to avoid double counting.

Category 5: Waste generated in operations

(Relevant and reported)

These include the emissions from the waste generated within Infosys operations. While the contribution of this category is low, Infosys has established processes and systems to manage the waste as well as capture GHG emissions from waste.

Category 6: Business travel

(Relevant and reported)

Business travel comprises long- and short-distance air travel globally, and commute through surface transportation, including trains, buses, cabs, flights, etc., for business requirements. iTravel, an internal application, provides an integrated, end-to-end web-based solution for the travel needs of the employees. This solution is integrated with all Company policies, business processes, rules and validations and it captures the total distance travelled. In addition, the data from employee claim systems are also considered, for any taxis booked for their business travels.

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

Category 7: Employee commute

(Relevant and reported)

The assumptions for the employee commute calculation have been sourced from a survey conducted within Infosys to understand the commute practices. The survey was launched across all campuses and geographies. The survey covered various aspects, such as distance between home and work, modes of transport, fuel efficiencies of personal vehicles used, the use of shift cabs if any, average number of work from home, number of times the employee carpooled to work, etc. The results of the survey were used for calculating the GHG emissions due to employee commute.

Employees commute to office and back by various means, including Company-provided transportation, personal vehicles, and public transport. The total number of two-wheeler parking slots occupied monthly across campuses is considered for arriving at emissions from employee commute. The carpool percentage of the total employee swipe count at the campus is identified through surveys and this information is considered for arriving at emissions from employees using personal transport.

The information on the total number of bus users is provided by the transport team, which covers the number of people traveling by Company-provided transportation. The difference between the total number of employees and the sum of personal transport users and Company-provided transport users less percentage of carpool users gives the total number of users using public transport.

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

Category 8: Upstream leased assets

(Relevant and Reported)

In the Infosys context, this includes emissions from the energy consumption by: a) Infosys operating out of leased offices and b) Vendors operating out of Infosys food courts: LPG, PNG and other fuel usage by vendors in canteens/food courts.

Category 9: Downstream transportation and distribution

(Not Relevant)

Infosys is a service company dealing with technology, consulting and outsourcing and its services do not require physical transportation and distribution. The emissions produced as a result of electricity usage for delivering services to clients has already been accounted under scope 1 and scope 2 emissions. Hence, this category is not applicable to Infosys and it has not calculated the GHG emissions associated with it.

Category 10: Processing of sold products

(Not Relevant)

Infosys is a service company dealing with technology, consulting and outsourcing. We do not sell any physical products, which requires processing. Hence, this category is not applicable to us and we have not estimated the GHG emissions associated with this category.

Category 11: Use of sold products

(Not Relevant)

Infosys is a service company dealing with technology, consulting and outsourcing. The emissions from its services are already covered in Scope 1 and 2 emissions. The emissions from energy use of while using its software products have been identified as part of the Company's Scope 3 emissions. The Company evaluated and spoke to several standard setting bodies for guidance on the same. However, no standards/guidelines are readily available at this point to estimate the same. Hence, the Company is unable to evaluate or state the emissions due to the use of its software solutions.

Category 12: End of life treatment of sold products

(Not Relevant)

Infosys is a service company dealing with technology, consulting and outsourcing. It does not sell any physical products which require end of life treatment. Hence, this category is not applicable to the Company and it does not calculate the GHG emissions associated with it.

Category 13: Downstream leased assets

(Not Relevant)

Infosys does not have any owned facilities, which it has leased out to any third party. Hence, this category is not applicable to the Company and it has not calculated the GHG emissions associated with it.

Category 14: Franchises

(Not Relevant)

Infosys does not operate under any franchises. Hence this category is not applicable to the Company and it has not calculated the GHG emissions associated with it.

Category 15: Investments

(Not Relevant)

Infosys has not acquired any new companies which fall within its topic boundary during fiscal 2021.

Also, emission from Infosys' leased facilities in non-significant locations are already covered under 'upstream leased facilities'.

Category 16: Others – Work from home emissions

(Relevant and Reported)

The COVID scenario has presented different challenges this year. Considering safety, the Company switched its working, to work from home (WFH) mode, wherever possible. This also meant that a part of its energy consumption and the emissions thereof, were now happening at its employee homes.

The Company decided to be responsible about these emissions and has decided to include them in its carbon neutral commitment for this year.

Owing to lack of existing methodologies or procedures to estimate WFH emissions, it launched a global employee survey. The lighting, company laptop/computer charging, HVAC requirements were understood through the survey. Based on the industry average energy consumptions or wattages and the usage patterns, Infosys estimated the total emissions from WFH.

Emissions factors used for GHG calculations

Emission source	Emission factor	Unit	Reference
Scope 1			
High Speed Diesel (HSD)	74.1	tCO ₂ e / TJ	IPCC 4 th Assessment report
Diesel – company-owned vehicles	74.1	tCO ₂ e / TJ	IPCC 4 th Assessment report
Petrol – company-owned vehicles	69.3	tCO ₂ e / TJ	IPCC 4 th Assessment report
Refrigerant – R22	1,810	kg CO ₂ e / kg	Latest applicable DEFRA values
Refrigerant – R123	77	kg CO ₂ e / kg	Latest applicable DEFRA values
Refrigerant – R407C	1,774	kg CO ₂ e / kg	Latest applicable DEFRA values
Refrigerant – R134A	1,430	kg CO ₂ e / kg	Latest applicable DEFRA values
Refrigerant – R410A	2,088	kg CO ₂ e / kg	Latest applicable DEFRA values
Refrigerant – R404A	3,922	kg CO ₂ e / kg	Latest applicable DEFRA values
Refrigerant and others – SF6	22,800	kg CO ₂ e / kg	Latest applicable DEFRA values
Scope 2			
Electricity – India grid emission	0.827	tCO ₂ / MWh	CEA CO ₂ Baseline Database for the Indian Power Sector – 2019
China	Confidential	kg CO ₂ / kWh	Not revealed since it is confidential
US			
UK	0.2331	kg CO ₂ / kWh	Latest applicable DEFRA values
Scope 3			
Employee commute / business travel – diesel vehicles	74.1	tCO ₂ e / TJ	IPCC 4 th Assessment report
Employee commute – petrol cabs	69.3	tCO ₂ e / TJ	IPCC 4 th Assessment report

ANNEXURE 6

Emission source	Emission factor	Unit	Reference
Employee commute / business travel – diesel bus	74.1	tCO ₂ e / TJ	IPCC 4 th Assessment report
Business travel – Rail – India	0.0078	kg CO ₂ e / pkm	India GHG Protocol 2015 - Non-Sub urban rail (indiaghgp.org/sites/default/files/Rail%20Transport%20Emission.pdf)
Business travel – Rail – International	0.005	kg CO ₂ e	Latest applicable DEFRA values
Business travel – Air Domestic – Business class (Short haul)	0.12132	kg CO ₂ e / pkm	Latest applicable DEFRA values
Business travel – Long haul international – Economy class	0.073615	kg CO ₂ e / pkm	Latest applicable DEFRA values
Business travel – Long haul international – Premium economy class	0.11778	kg CO ₂ e / pkm	Latest applicable DEFRA values
Business travel – Long haul international – Business class	0.21348	kg CO ₂ e / pkm	Latest applicable DEFRA values
Business travel – Long haul international – First class	0.29445	kg CO ₂ e / pkm	Latest applicable DEFRA values
T&D losses – India	18.3%	% T&D loss	Ministry of Power, India
T&D losses – China	0.02971	kg CO ₂ e / kWh	Country-specific emission factor and T&D loss data
T&D losses – US	0.0258	kg CO ₂ e / kWh	Country-specific emission factor and T&D loss data
T&D losses – UK	0.0329	kg CO ₂ e / kWh	Latest available DEFRA values

Water

Fresh water consumption is tracked through meter readings and through invoices. Water inlet and outlet from Sewage Treatment Plants is also monitored and accordingly reported.

Waste

Waste is segregated at source and process for measurement of waste is established. The quantum of waste generated and disposed is computed with relevant evidences in the form of weighment receipts, registers, etc.

GRI content index

Infosys' Annual Report 2020-21, which includes the financial disclosures and the Business Responsibility Report, along with the ESG Report are available on our website. Our ESG Report is aligned with the Global Reporting Initiative's Standard sustainability reporting guidelines and TCFD recommendations.

The following table provides the mapping of our disclosures for fiscal 2021 against the GRI standard (Comprehensive) requirements: Note (AR - Infosys Annual Report 2020-21; ESG - Infosys ESG Report 2020-21). It also includes TCFD recommendations mapping.

GRI standard & disclosure	Description	TCFD	Page number reference link
GRI 102: General Disclosures 2016			
1. Organizational profile			
102-1	Name of the organization		Cover Page ESG: Cover Page Page 283 AR: Business Responsibility Report Page 283 AR: Business Responsibility Report
102-2	Activities, brands, products, and services		Page 283 AR: Business Responsibility Report
102-3	Location of headquarters		Page 283 AR: Business Responsibility Report
102-4	Location of operations		Page 283 AR: Business Responsibility Report
102-5	Ownership and legal form		Page 139 AR: Corporate Governance Report
102-6	Markets served		Page 280 AR: Segment reporting
102-7	Scale of the organization		Page 9 ESG: Progress on our goals Page 26-27 AR: Financial Highlights
102-8	Information on employees and other workers		Page 30 ESG: Energizing local communities
102-9	Supply chain		Page 41 ESG: Engaging for a sustainable supply chain
102-10	Significant changes to the organization and its supply chain		Page 4 ESG: About the report

The Report also conforms to the United Nations Global Compact (UNGC) principles and forms the basis of our Communication on Progress (CoP) with the UNGC.

GRI standard & disclosure	Description	TCFD	Page number reference link
102-11	Precautionary Principle or approach		Page 12 ESG: Environment
102-12	External initiatives		Page 2, 12, 30 ESG
102-13	Membership of associations		Page 30 ESG: Partnerships and collaborations
2. Strategy			
102-14	Statement from senior decision-maker		Page 6 ESG: Our world in digital acceleration
102-15	Key impacts, risks, and opportunities	Strategy. A Strategy. B Strategy. C	Page 85 AR: Outlook, risks and concerns, Page 130 AR: Risk Management Report
3. Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior		Page 40-43 ESG: Corporate Governance, Code of Conduct and Ethics https://www.infosys.com/investors/corporate-governance/documents/codeofconduct.pdf
102-17	Mechanisms for advice and concerns about ethics		Page 42 ESG: Whistle Blower Policy https://www.infosys.com/investors/corporate-governance/Documents/whistleblower-policy.pdf

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GRI standard & disclosure	Description	TCFD	Page number/ reference link	GRI standard & disclosure	Description	TCFD	Page number/ reference link
4. Governance				5. Stakeholder engagement			
102-18	Governance structure		Page 99 AR: The Board of Directors	102-33	Communicating critical concerns		Page 5 ESG: ESG Governance framework, ESG Committee
102-19	Delegating authority		Page 5 ESG: ESG Governance framework, ESG Committee	102-34	Nature and total number of critical concerns		Page 5 ESG: ESG Governance framework, ESG Committee
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance. A	Page 5 ESG: ESG Governance framework, ESG Committee	102-35	Remuneration policies		Page 35 AR: Particulars of employees
102-21	Consulting stakeholders on economic, environmental, and social topics		Page 7, 8 ESG: ESG vision, material topics and ambitions 2030	102-36	Process for determining remuneration		Page 35 AR: Particulars of employees, Page 114 AR: Nomination and remuneration committee
102-22	Composition of the highest governance body and its committees		Page 99 AR: The Board of Directors	102-37	Stakeholders' involvement in remuneration		Page 35 AR: Particulars of employees
102-23	Chair of the highest governance body		Page 99 AR: The Board of Directors	102-38	Annual total compensation ratio		Page 35 AR: Particulars of employees
102-24	Nominating and selecting the highest governance body		Page 99 AR: The Board of Directors	102-39	Percentage increase in annual total compensation ratio		Page 35 AR: Particulars of employees
102-25	Conflicts of interest		Page 99 AR: The Board of Directors	6. Reporting practice			
102-26	Role of highest governance body in setting purpose, values, and strategy		Page 18 ESG: Making sustainability part of our DNA	102-40	List of stakeholder groups		Page 43 ESG: Engaging with stakeholders through various channels and earning trust through transparent communication
102-27	Collective knowledge of highest governance body		Page 99 AR: The Board of Directors	102-41	Collective bargaining agreements		Page 45 ESG: Our culture and ethos, Page 91 ESG Annexure 2
102-28	Evaluating the highest governance body's performance		Page 104 AR: Board member evaluation	102-41	Identifying and selecting stakeholders		Page 43 ESG: Engaging with stakeholders through various channels and earning trust through transparent communication
102-29	Identifying and managing economic, environmental, and social impacts		Page 5 ESG: ESG Governance framework, ESG Committee Page 18 AR: Sharing an equitable and sustainable digital future	102-43	Approach to stakeholder engagement		Page 43 ESG: Engaging with stakeholders through various channels and earning trust through transparent communication
102-30	Effectiveness of risk management processes	Governance. B	Page 130 AR: Risk Management Report	102-44	Key topics and concerns raised		Page 43 ESG: Engaging with stakeholders through various channels and earning trust through transparent communication
102-31	Review of economic, environmental, and social topics		Page 5 ESG: ESG Governance framework, ESG Committee	102-45	Entities included in the consolidated financial statements		Page 212 AR: Consolidated Financial Statements
102-32	Highest governance body's role in sustainability reporting	Governance. A	Page 5 ESG: ESG Governance framework, ESG Committee	102-46	Defining report content and topic Boundaries		Page 2 ESG: About the Report, Page 2 ESG Databook: Annexure 1
				102-47	List of material topics		Page 7 ESG: ESG vision, material topics and ambitions 2030
				102-48	Restatements of information		Page 2 ESG: About the Report

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GRI standard & disclosure	Description	TCFD	Page number/ reference link
102-49	Changes in reporting		Page 2 ESG: About the Report, Page 23 ESG Databook: Annexure 5
102-50	Reporting period		Page 2 ESG: About the Report
102-51	Date of most recent report		Sustainability Report 2019-20: June 2020
102-52	Reporting cycle		Annual
102-53	Contact point for questions regarding the report		Back Cover ESG: Feedback
102-54	Claims of reporting in accordance with the GRI Standards		Page 2 ESG: About the Report
102-55	GRI content index		Page 27 ESG Databook: Annexure 7
102-56	External assurance		Page 33 ESG Databook: Annexure 8
GRI 103: MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary		Page 7, 8 ESG: ESG vision, material topics and ambitions 2030
103-2	The management approach and its components		Page 6 ESG: Message from Chief Executive Officer & Managing Director Page 14-15 AR: Message from Chairman and Message from Chief Executive Officer & Managing Director
103-3	Evaluation of the management approach		Page 7, 8, 9 ESG: ESG vision, material topics and ambitions 2030
GRI 200: ECONOMIC PERFORMANCE			
GRI 201: Economic			
201-1	Direct economic value generated and distributed		Page 16 ESG Databook Annexure 4
201-2	Financial implications and other risks and opportunities due to climate change	Strategy. A Strategy. B Risk Mgmt. A Risk Mgmt. B Risk Mgmt. C	Page 3 ESG Databook: Climate change risks and opportunities assessment and management (Aligned with TCFD Guidance)
201-3	Defined benefit plan obligations and other retirement plans		Page 82 AR: Provision for tax
201-4	Financial assistance received from government		Page 16 ESG Databook Annexure 4

GRI standard & disclosure	Description	TCFD	Page number/reference link
GRI 202: Market presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Page 28 ESG: Diversity and inclusion
202-2	Proportion of senior management hired from the local community		Page 30 ESG: Energizing local communities
GRI 203: Indirect Economic Impacts			
203-1	Infrastructure investments and services supported		Page 30-35 ESG: Energizing local communities and Employee wellness and experience
203-2	Significant indirect economic impacts		Page 30-35 ESG: Energizing local communities and Employee wellness and experience
GRI 204: Procurement practices			
204-1	Proportion of spending on local suppliers		Page 41 ESG: Local suppliers
GRI 205: Anti-corruption			
205-1	Operations assessed for risks related to corruption		Page 127 AR: Risk management committee
205-2	Communication and training about anti-corruption policies and procedures		Page 42, 43 ESG: Anti-Bribery and Anti Corruption, Code of conduct and ethics training
205-3	Confirmed incidents of corruption and actions taken		Page 42 ESG: Integrity and compliance
GRI 206: Anti-competitive behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Page 42, 43 ESG: Integrity and compliance, Anti-competitive practices

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GRI standard & disclosure	Description	TCFD	Page number/reference link
GRI 300: ENVIRONMENT PERFORMANCE			
GRI 302:Energy			
302-1	Energy consumption within the organization		Page 19 ESG Databook: ANNEXURE 4 Environment
302-2	Energy consumption outside of the organization		Page 19 ESG Databook: ANNEXURE 4 Environment
302-3	Energy intensity		
302-4	Reduction of energy consumption		Page 15 ESG: Green buildings Page 20 ESG: Emission reduction initiatives Page 61 AR: Conservation of energy
302-5	Reductions in energy requirements of products and services		Page 15 ESG: Engaging client solutions
NA	Discussion of the integration of environmental considerations into strategic planning for data center needs		Page 2 ESG Databook: ANNEXURE 2
	Metrics and targets used to assess and manage relevant climate-related risks and opportunities	Metrics & targets.A Metrics & targets.C	
GRI 303: Water and effluents			
Management Approach			
303-1	Interactions with water as a shared resource		Page 18 ESG: Water
303-2	Management of water discharge-related impacts		Page 18 ESG: Water
Topic specific disclosures			
303-3	Water withdrawal		Page 21 ESG Databook: ANNEXURE 4
303-4	Water discharge		Page 18 ESG: Water
303-5	Water consumption		Page 21 ESG Databook: ANNEXURE 4

GRI standard & disclosure	Description	TCFD	Page number/reference link
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions		Page 13 ESG: Climate change
305-2	Energy indirect (Scope 2) GHG emissions		Page 13 ESG: Climate change
305-3	Other indirect (Scope 3) GHG emissions		Page 13 ESG: Climate change
305-4	GHG emissions intensity		Page 21 ESG Databook: ANNEXURE 4
305-5	Reduction of GHG emissions		Page 20 ESG Databook: ANNEXURE 4
305-6	Emissions of ozone-depleting substances (ODS)		Page 21 ESG Databook: ANNEXURE 4
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		Page 21 ESG Databook: ANNEXURE 4
	Metrics and targets used to assess and manage relevant climate-related risks and opportunities	Metrics & targets - A Metrics & targets.B Metrics & targets.C	
GRI 306: Waste			
Management Approach			
306-1	Waste generation and significant waste-related impacts		Page 22 ESG Databook: ANNEXURE 4
306-2	Management of significant waste-related impacts		Page 20 ESG: Waste
Topic Specific Disclosures			
306-3	Waste generated		Page 22 ESG Databook: ANNEXURE 4
306-4	Waste diverted from disposal		Page 22 ESG Databook: ANNEXURE 4
306-5	Waste directed to disposal		Page 22 ESG Databook: ANNEXURE 4

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GRI standard & disclosure	Description	TCFD	Page number/reference link
GRI 307: Environmental compliance			
307-1	Non-compliance with environmental laws and regulations		Page 42 ESG: Integrity and compliance
GRI 308: Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria		Page 41 ESG: Building sustainable and responsible supply chain
308-2	Negative environmental impacts in the supply chain and actions taken		Page 41 ESG: Building sustainable and responsible supply chains
GRI 400: Social Dimension			
GRI 401: Employment			
401-1	New employee hires and employee turnover		Page 17 ESG Databook: Annexure 4
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Page 32-35 ESG: Employee wellness and experience
401-3	Parental leave		Page 28 ESG: Parental leave
GRI 403: Occupational health and safety			
403-1	Occupational health and safety management system		Page 36 ESG: Occupational Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation		Page 55 Infosys SR 2020-21: Occupational Health and Safety
403-3	Occupational health services		Page 56-57 Infosys SR 2020-21: Occupational Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety		Page 56-57 Infosys SR 2020-21: Occupational Health and Safety
403-5	Worker training on occupational health and safety		Page 36 ESG: Occupational Health and Safety

GRI standard & disclosure	Description	TCFD	Page number/reference link
403-6	Promotion of worker health		Page 36 ESG: Occupational Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Page 36 ESG: Occupational Health and Safety
403-8	Workers covered by an occupational health and safety management system		100% Workers
403-9	Work-related injuries		Page 18 ESG Databook: Annexure 4
403-10	Work-related ill health		Page 18 ESG Databook: Annexure 4
GRI 404: Training and education			
404-1	Average hours of training per year per employee		Page 18 ESG Databook: Annexure 4
404-2	Programs for upgrading employee skills and transition assistance programs		Page 18 ESG Databook: Annexure 4
404-3	Percentage of employees receiving regular performance		Page 38 ESG: Performance management
GRI 405: Diversity and equal opportunity			
405-1	Diversity of governance bodies and employees		Page 99 AR: Board composition
405-2	Ratio of basic salary and remuneration of women to men		Page 28 ESG: Diversity and inclusion
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken		Page 29 ESG: Diversity and inclusion,
GRI 407: Freedom of association and collective bargaining			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Page 18 ESG Databook: Annexure 4

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GRI standard & disclosure	Description	TCFD	Page number/reference link
GRI 408: Child Labor			
408-1	Operations and suppliers at significant risk for incidents of child labor		Page 41 ESG: Building sustainable and responsible supply chains
GRI 409: Forced or Compulsory Labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		Page 41 ESG: Building sustainable and responsible supply chains
GRI 410: Security Practices			
410-1	Security personnel trained in human rights policies or procedures		Page 41 ESG: Building sustainable and responsible supply chains
GRI 412: Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments		Page 36 ESG: Employee wellness and experience
412-2	Employee training on human rights policies or procedures.		Page 36 ESG: Employee wellness and experience
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		Page 41 ESG: Building sustainable and responsible supply chains

GRI standard & disclosure	Description	TCFD	Page number/reference link
GRI 413: Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs		Page 30 ESG: Energizing local communities
413-2	Operations with significant actual and potential negative impacts on local communities		Page 30 ESG: Energizing local communities
GRI 414: Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria		Page 41 ESG: Building sustainable and responsible supply chains
414-2	Negative social impacts in the supply chain and actions taken		Page 41 ESG: Building sustainable and responsible supply chains
GRI 418: Customer privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Page 44 ESG: Aligned with global protocols
GRI 419: Socio-economic compliance			
419-1	Non-compliance with laws and regulations in the social and economic area		Page 44 ESG: Aligned with global protocols

SASB Disclosure

Our ESG Report is aligned with SASB Standards, Technology & Communications Sector - Software & IT Services Sustainability Accounting Standard, Version 2018-10.

The following table provides the mapping of our disclosures for fiscal 2021 against SASB requirements: Note (AR - Infosys Annual Report 2020-21; ESG - Infosys ESG Report 2020-21).

Topic	SASB disclosure	Description	Page number reference link	Topic	SASB disclosure	Description	Page number reference link
	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Page 2 ESG Databook: ANNEXURE 2		TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected ₄	Page 45 ESG: Uphold the digital trust of our stakeholders
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Page 21 ESG Databook: ANNEXURE 4	Data Security	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Page 45 ESG: Uphold the digital trust of our stakeholders
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Page 2 ESG Databook: ANNEXURE 2		TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	Page 29 ESG: Diversity and Inclusion
	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Page 44 ESG: Ensuring the safety of stakeholder data	Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.2	Employee engagement as a percentage	Page 35 ESG: Employee health and well-being driving a culture of wellness
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	Page 44 ESG: Ensuring the safety of stakeholder data		TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Page 28 ESG : Diversity and Inclusion Page 16 ESG databook: Annexure 4
Data Privacy & Freedom of Expression	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Page 44 ESG: Ensuring the safety of stakeholder data	Intellectual Property Protection & Competitive Behavior	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Page 43 ESG: Anti-competitive practices
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Page 44 ESG: Ensuring the safety of stakeholder data	Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Page 10 ESG: Prioritizing employee well-being while ensuring business continuity
					TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Page 74 AR: Outlook, risks and concerns

Independent Assurance Statement



Scope and Approach

DNV GL Business Assurance India Private Limited ("DNV") has been commissioned by management of Infosys Limited ("Infosys" or "the Company", Corporate Identity Number (CIN) L85110KA1981PLC013115) to undertake independent assurance of the Company's ESG Report 2021 in its printed format (the "Report") as well as referenced information in its Annual Report, the Company's website and other publicly available documents. The Report is prepared based on Global Reporting Initiative ("GRI") Sustainability Reporting Standards ("GRI Standards") and its Comprehensive option of Reporting, covering the performance of the Company across environmental, social and governance domains ("ESG performance") for the financial year 1st April 2020 - 31st March 2021.

The reporting scope and boundary encompasses Infosys' operations in India, Asia Pacific ("APAC"), Americas, and Europe, Middle East and Africa ("EMEA"), as brought out in the ESG Report 2021 in the section "About the Report", including criteria for inclusion and exclusion of entities from the reporting boundary.

We performed a moderate level of assurance based on our assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practices including International Standard on Assurance Engagements 3000 ("ISAE 3000") Revised* and GRI's Principles for Defining Report Content and Report Quality. Our assurance engagement was planned and carried out during May 2021. The intended user of this assurance statement is the Management of Infosys and relevant stakeholders.

Responsibilities of the Management of Infosys and the Assurance Provider

The Management of Infosys has the sole responsibility for the preparation of the Report and are responsible for all information disclosed, and the processes for collecting, analysing and reporting the information. Infosys is also responsible for the maintenance and integrity of its website containing the referenced ESG performance-related disclosures. In performing this assurance work, DNV's responsibility is to the Management of Infosys; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company.

We provide a range of other services to Infosys, none of which in our opinion, constitute a conflict of interest with this assurance work. Our assurance engagements are based on the assumption that the data and information provided by Infosys to us as part of our review have been provided in good faith and free from material misstatements. We were not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

Basis of our Opinion

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion and the process did not involve engagement with external stakeholders. Due to the outbreak of the COVID-19 pandemic and associated travel restrictions, we carried out remote assessments as one-to-one discussions and onsite location audits were not feasible. Based on our assessment, we are providing a moderate level of assurance as per DNV VeriSustain.

¹ The VeriSustain protocol is available on www.dnv.com

* Assurance Engagements other than Audits or Reviews of Historical Financial Information.

As part of our assurance process, a multi-disciplinary team of sustainability and assurance specialists reviewed the ESG disclosures presented within the Report and referenced information, and sampled the disclosures related to operations in India and other geolocations, which were reviewed through the Company's customised sustainability management system.

We undertook the following activities:

- Reviewed Infosys' approach to stakeholder engagement and materiality determination and the outcomes as brought out in this Report;
- Interviewed selected senior managers responsible for management of sustainability topics and reviewed selected evidences to support issues disclosed in the Report. We were free to choose interviewees and interviewed those with overall responsibility to deliver Infosys' sustainability objectives;
- Reviewed processes and systems for aggregating site level sustainability information, that is, reviewed sustainability disclosures for selected sites (Electronic City campus at Bengaluru, Phase - 2 Pune, Uniworld at Gurgaon and Infosys Poland) as well as the overall data aggregated and consolidated at the Corporate level from the Company's sustainability management system;
- Review of the processes for gathering and consolidating the selected performance data related to identified material topics and, for a sample, checking the data consolidation in context under the Principle of Completeness as per VeriSustain.

During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance of Infosys, the expenditure towards Corporate Social Responsibility ("CSR") activities of Infosys (through the Infosys Foundation India, Infosys Foundation USA and the Infosys Science Foundation) and other financial data are based on audited financial statements issued by the Company's statutory auditors which is subject to a separate audit process. We were not involved in the review of financial data from the Annual Report.

Opinion

On the basis of the verification undertaken, nothing came to our attention to suggest that the Report does not properly describe Infosys' sustainability performance including adherence to the Principles for Defining Report Content including GRI 102: General Disclosures 2016 and disclosures related to the following GRI Topic-specific Standards and related requirements as per GRI 103: Management Approach 2016, which have been chosen for reporting performance related to material topics identified by Infosys:

- GRI 201: Economic Performance 2016 - 201-1, 201-2, 201-3, 201-4;
- GRI 205: Anti-corruption 2016 - 205-1; 205-2, 205-3;
- GRI 302: Energy 2016 - 302-1, 302-2, 302-3, 302-4;
- GRI 303: Water 2018 - 303-3, 303-4, 303-5;
- GRI 305: Emissions 2016 - 305-1, 305-2, 305-3* 305-4, 305-5, 305-6, 305-7;
- GRI 306: Effluents and Waste 2016 - 306-2, 306-3, 306-4;
- GRI 307: Environmental Compliance 2016 - 307-1;
- GRI 401: Employment 2016 - 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety 2018 - 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10;
- GRI 404: Training and Education 2016 - 404-1, 404-2, 404-3;

- GRI 405: Diversity and Equal Opportunity 2016 – 405-1, 405-2;
- GRI 406: Non-discrimination 2016 – 406-1;
- GRI 412: Human Rights Assessment 2016 - 412-1, 412-2, 412-3;
- GRI 418: Customer Privacy 2016 – 418-1;
- GRI 419: Socioeconomic Compliance 2016 – 419-1.

*Reporting is based on the relative materiality of Scope 3 categories identified by Infosys.

Observations

Without affecting our assurance opinion, we provide the following observations against the principles of VeriSustain and GRI:

Materiality

The process of determining the issues that is most relevant to an organization and its stakeholders.

The Report brings out how Infosys has carried out its materiality determination process to arrive at its environmental, social and governance-related priorities through a process of shortlisting and prioritisation based on impacts to stakeholders and the business involving consultations with internal and external stakeholders, peer reviews, globally-accepted frameworks and global megatrends. This prioritized list topics arrived at based on the review of Infosys’ progress over the last decade is brought out within the Report as well as its ESG Vision 2030.

Nothing has come to our attention to believe that the Report has not applied the Principle of Materiality considering the chosen topic boundaries of reporting.

Stakeholder Inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

We state that the Report brings out the process through which Infosys identifies its clients, employees, investors, suppliers and alliance partners, community, and government and regulatory bodies as its key stakeholder groups. The Report and referenced disclosures bring out the key expectations and concerns of these stakeholder groups which have been identified through formal and informal stakeholder engagement channels.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report brings out disclosures related to the material topics identified by Infosys across the environmental, social and governance domains; this includes policies, strategies, ambitions over the medium- and long-term and disclosures related to management approach, as well as key performance indicators for bringing out its achievements during the reporting period.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Responsiveness.

Reliability

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

Infosys has an established customized sustainability management system and internal audit mechanism for recording and reviewing its ESG performance across its operational sites, which includes processes for aggregation and validation of qualitative and quantitative disclosures as well as operating procedures which define calculations, methodologies and assumptions. The majority of data and information verified by us in the remote audits were found to be fairly accurate and reliable; some of the minor data inaccuracies identified during the verification of the sample data sets were found to be attributable to transcription, interpretation and aggregation errors. These data inaccuracies have been communicated for correction, and the related disclosures were further reviewed for correctness.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.

Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported?

The Report applies GRI’s Principle of Completeness as defined in GRI 101: Foundation 2016, in relation to the coverage of its identified environmental, social and governance material topics considering operational boundaries and value chain entities where it deems its impacts to be significant, and relevant to the identified reporting period.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to the identified scope and boundary for the reporting period.

Neutrality

The extent to which a report provides a balanced account of an organization’s performance, delivered in a neutral tone.

The Report brings out disclosures related to Infosys’ ESG performance and its key challenges and concerns of key stakeholder groups during the reporting period considering the overall sustainability context in a neutral and balanced tone while applying consideration to not unduly influence stakeholders’ assessments made based on the reported disclosures.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

For DNV GL Business Assurance India Private Limited

<p>Radhakrishnan, Kiran</p> <p>Digitally signed by Radhakrishnan, Kiran Date: 2021.05.25 12:01:52 +05'30'</p> <p>Kiran Radhakrishnan Lead Verifier DNV GL Business Assurance India Private Limited, India.</p>	<p>Vadakepathth, Nandkumar</p> <p>Digitally signed by Vadakepathth, Nandkumar Date: 2021.05.25 12:07:13 +05'30'</p> <p>Vadakepathth Nandkumar Assurance Reviewer DNV GL Business Assurance India Private Limited, India.</p>
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25th May 2021, Bengaluru, India.

DNV GL Business Assurance India Private Limited is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com

For more information, contact askus@infosys.com



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