Infosys®

POWERED BY INTELLECT
DRIVEN BY VALUES

Sustaining the future

Sustainability Report 2010-11

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

S. D. Shibulal
Chief Operating Officer and Director

Beyond the first 30 years

When we started the Infosys journey, we resolved that we would give back to society, care for the environment and at the same time ensure maximum profitability for our clients, employees and vendors. After covering some distance in this journey, we realized that in our commitment to society and the environment, we had, in fact, been preparing the ground for creating a sustainable future.

Armed with this knowledge, we redoubled our sustainability efforts, reaping rich rewards in the form of increased employee awareness, empowered members of society and reduced resource consumption. Our sustainability mandate includes touching lives by enabling individuals to use resources conscientiously and intensely, and providing our clients innovative solutions to help them create sustainable businesses.

Despite our fast growth, we have been able to reduce our per capita consumption of non-renewable resources, decrease our carbon footprint, help individuals and communities, and carry out our responsibilities as a sustainability agent to the world. None of this would have been possible without the relentless efforts of our visionary leaders along with thousands of employee volunteers, who have collectively brought about a change in the mindset among our stakeholders. At Infosys, we are proud to say, our sustainability mandate has percolated across all levels of our operations.

Foreword

> “We must consider ourselves very fortunate to have been bestowed this extraordinary responsibility of handing over our planet intact to the next generation at a very crucial stage when economic equity, economic awareness and economic inclusivity is bringing about an unprecedented transformation in developing countries.”

N. R. Narayana Murthy
Chairman and Chief Mentor

For an organization, being mature is all about behaving responsibly. Take for instance how we forgive a child for behaving immaturely and throwing tantrums, but expect adults to behave in a mature manner. Likewise, an organization's maturity is seen in its ability to achieve growth and success in a holistic manner, in a manner that allows everyone to prosper while maintaining the natural balance.

An important aspect of our corporate social responsibility today is our responsibility towards the environment and towards making sure that the planet continues to be green and habitable for our children and grandchildren. Therefore our challenge is to grow, while maintaining harmony with the environment. For this, we must ensure that we consume fewer resources in what we do and make a sincere effort to enhance the quality of life of the society.

It is not enough to do this only when we are at home, or only when we are at work. We have to keep our society and environment in mind in everything we do, both as professionals and as citizens of this planet. As professionals, we have realized that our responsibility towards society and planet has no clock. It does not start at a particular hour and end at a particular hour. Sustainability is something that is an integral part of who we are.

As educated people and as people with access to the best of information on the Internet, we are in a position to understand, access, absorb and appreciate all the good things that are happening on the sustainability front throughout the world.

With all the information at our fingertips, we can see what efforts are being made the world over to sustain the environment, and think about what we can do to strengthen these efforts. Therefore, our responsibility to protect this planet is much higher than those who are not as empowered by information as we are.

As we keep attracting and employing larger numbers of professionals year after year, we also have an extraordinary opportunity to influence an increasing number of global citizens to do good towards society all over the world. We have the unique opportunity to lead the sustainability movement at each one of our offices across the globe.

We can, with the right intent and influence, achieve sustainable economic growth, create greener jobs, and make sure we keep the environment safe. Today, when we have the power to attract and engage people to follow in our footsteps, we must leverage this power and keep pushing the sustainability envelope further.

It is not merely enough that we do not harm the environment, community or economy. We must go a step further and make sure that we set up processes and frameworks that ensure reduced consumption and sustainable growth for society and for the environment.

This is our sacred duty. This is a duty that we cannot afford to fail in. This is a duty that our children and grandchildren will expect us to have performed with complete commitment and diligence.

In some sense, we are also unique in that ours is the first generation that has been given this responsibility. Therefore, we must consider ourselves very fortunate to have been bestowed this extraordinary responsibility of handing over our planet intact to the next generation at a very crucial stage when economic equity, economic awareness and economic inclusivity is bringing about an unprecedented transformation in developing countries.

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About the report

Sustainability at Infosys

Sustainability is a business imperative for us and therefore, not optional. We have always adhered to sustainable practices in our everyday operations and helped our clients conduct their businesses in a sustainable manner. In keeping with our objective of being a leading responsible global organization working towards a sustainable tomorrow, we have given shape to our Sustainability Policy last year. This report details the activities, initiatives and tasks implemented during 2010-11. The basis for defining the report content is an outcome of the analysis done for materiality using the Infosys ERM framework.

Refer to the Risk management report section in the Infosys Annual Report 2010-11 available on www.infosys.com for more details.

We continue to adopt the Global Reporting Initiative (GRI) – version 3.0 framework for our sustainability reporting and publish the report annually. The last report covered our sustainability activities for the period 2009-10. All data presented in this report is collated for FY 2010-11. We are also a signatory of the United Nations Global Compact (UNGC).

Refer pages 48-56 of this report for cross-referencing the GRI index included in the report.

We seek external assurance for our sustainability report. Det Norske Veritas AS is our external auditor and independent assurance provider.

We have self-declared our application level at A+. Det Norske Veritas AS, our external auditor and independent assurance provider has evaluated us at application level A+ and GRI also has evaluated us at the application level A+.

Refer to the GRI application level and Independent assurance statement sections on pages 48 and 56 for details.

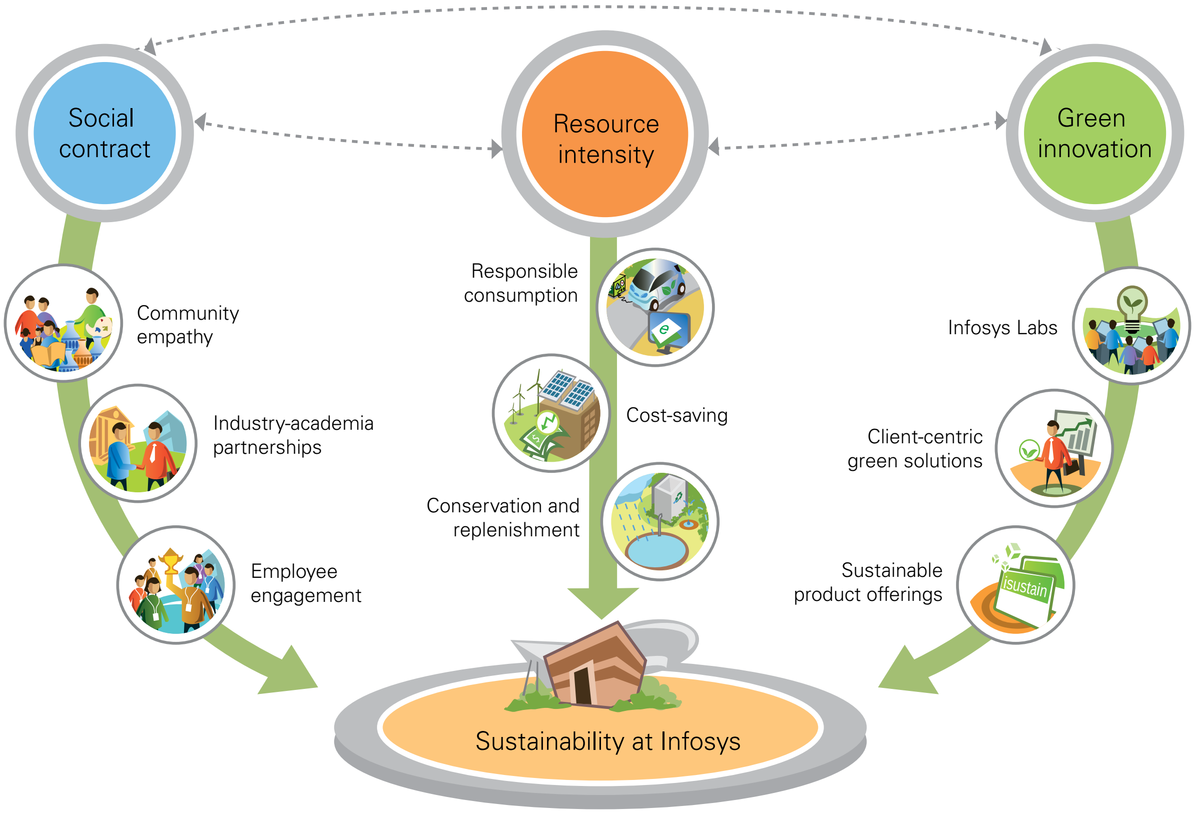
Infosys sustainability tracks

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

- Social contract
- Resource intensity
- Green innovation

In our Sustainability Report 2010-11, we have provided details of actions, progress and tracks. To demonstrate our intent and objectives behind these initiatives, we have used the following three categories:

- Building capability: We aim at broad-basing sustainable development so that it can address the needs of our stakeholders. Building capability is about enabling and providing our stakeholders the power to make an informed choice and participate in the transformational change they want to create.
- Inspiring action: At Infosys, sustainability is a way of life. We try to inculcate citizenship behaviors in all our employees, vendors and partners so that they can contribute to the larger ecosystem. Our employees represent a large, powerful influence on society. The organization, on its part, provides the necessary support to their initiatives to promote sustainable lifestyles.
- Influencing change: Going beyond enabling, our actions must have the power to change the ecosystem. Sustainability is also about raising the bar and re-framing the context and the playing space, time and time again. To be a leader in the sustainability space, we have to be an agent of change, and fearlessly tread the path towards defining and influencing a new reality.


Social contract
Resource intensity
Green innovation
Community empathy
Industry-academia partnerships
Employee engagement
Responsible consumption
Cost-saving
Conservation and replenishment
Infosys Labs
Client-centric green solutions
Sustainable product offerings
isustain
Sustainability at Infosys

Organization profile

Infosys Technologies Limited (NASDAQ: INFY) was started in 1981 by seven visionaries with US$ 250. Today, we are a global leader in the 'next generation' of IT and consulting with revenues of over US$ 6.04 billion (FY 2010-11).

Infosys, a global consulting and IT services leader, is laser-focused on delivering actual business value. In the changing world of today, opportunities have become inseparably linked with advances in IT. In our endeavor to future-proof the businesses of our clients, we at Infosys have identified seven key areas that are rapidly increasing in influence, and present great scope for IT-led innovations – Digital consumers; Emerging economies; Sustainable tomorrow; Smarter organizations; New commerce; Pervasive computing; and Healthcare economy.

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

We pioneered the Global Delivery Model (GDM), which emerged as a disruptive force in the industry leading to the rise of offshore outsourcing. The GDM is based on the principle of taking work to the location where the best talent is available, where it makes the best economic sense, with the least amount of acceptable risk. We operate globally from 75 cities spread across 32 countries. Infosys and its subsidiaries have 130,820 employees.

We believe in building strategic long-term client relationships. Over 97% of our revenues come from existing clients.

Refer to our Annual report 2010-11 available on www.infosys.com for details regarding our corporate strategy, products & services and other financial details.

Mission

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

Values

There are two levers that an organization must manage in order to remain nimble and agile as it grows in size and complexity – honoring the essence of its culture, and at the same time remaining flexible to make changes that the evolving ecosystem demand of it. From a company started by seven founder members 30 years back, today it has grown to an unprecedented magnitude, with verticals and horizontals spanning the entire spectrum of business. In this scenario, it is imperative that we revisit our core fundamentals from time to time, to validate their relevance with the changing times. More importantly, with changing times, the business landscape has changed drastically. Fair corporate practices are a key requisite to succeed in an increasingly dynamic business environment.

We believe that the softest pillow is a clear conscience. The values that drive us to be a sustainable enterprise are:

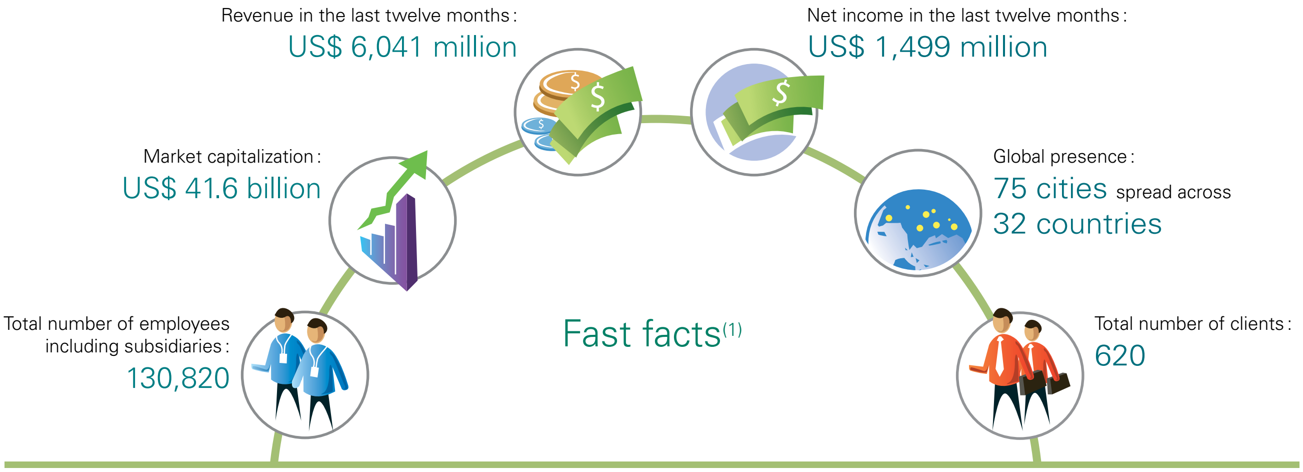
Client value: To surpass client expectations consistently

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

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

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

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



Fast facts(1)

Revenue in the last twelve months: US$ 6,041 million

Net income in the last twelve months: US$ 1,499 million

Market capitalization: US$ 41.6 billion

Global presence: 75 cities spread across 32 countries

Total number of employees including subsidiaries: 130,820

Total number of clients: 620

(1) As on March 31, 2011

CEO’s message

> *It is imperative that we create sustainable solutions that impact society positively. Mutually beneficial solutions that create win-win situations for all stakeholders will result in long-term value creation. This is the bedrock of creating a sustainable organization.*

S. Gopalakrishnan
Chief Executive Officer and Managing Director

When we started Infosys three decades ago, our mandate was to build something that would grow and sustain itself for many, many years to come. In this journey of 30 years, we have tried to ensure that we honor our commitments to all our stakeholders, in the belief that this will lead to greater value creation and long-term success.

Over the past decade or so, organizations across the globe have seen an increased focus on delivering products and services with positive outcomes: socially, environmentally, as well as economically. The demand for socially responsible investment is both internal (employee-driven) as well as market-driven. The focus has now shifted from ensuring that organizations fund solutions to problems that ail society, to ensuring that solutions are designed, ground-up, to be sustainable and hold long-term benefits for all players in the ecosystem.

At Infosys, we look at sustainable practices as an opportunity to apply our core strengths to effect social good, as well as an opportunity for innovation that creates winning solutions for the entire ecosystem.

We make direct investments in initiatives that impact some of our stakeholders. These include education and training for our employees focusing on developing core competencies. These initiatives help keep our talent pool up to date and ensure that they remain relevant to our clients. This has an indirect impact on the quality of the workforce in all the geographies where we operate.

Some initiatives are supported jointly with Infosys, creating a platform for employees to contribute their time and select skills in addressing certain pressing issues that affect the community. We use these as opportunities for leadership development and encourage our employees through paid sabbaticals for community empathy projects. We believe this contributes significantly to retaining employees who would otherwise have stepped into alternative careers to further their interest in these areas.

When floods hit Karnataka, we rose to the challenge and constructed over 2,250 houses in various districts in North Karnataka to help flood victims. This project, in addition to providing houses, also gives beneficiaries bank accounts, smokeless stoves, solar lanterns, books and saplings to help rebuild their lives.

We also look at the business viability of our community empathy projects to leverage innovations that come out of these as opportunities to create new lines of business for us. An example of one such solution that is already in the market today is Finacle, our core banking product that is powering banks to provide financial inclusivity solutions to its customers. Finacle is at the core of a contact-less banking solution, targeting migrant urban workers in Ludhiana, a small town in India. In partnership with a nationalized bank, we have effectively provided the last mile connectivity to a population of hitherto under-served migrant workers. We continue to work with our partners to extend this solution to the first million consumers as soon as possible.

One of Infosys’ core strengths is our focus on transparent governance. While this has a direct impact on society in terms of better governance and increased mutual trust, we also see this as an opportunity for us to take the lead in setting a benchmark for other organizations and for society at large.

At the far end of the spectrum of our investment in socially responsible activities and projects is an ongoing commitment of funds through the Infosys Foundation. The Infosys Foundation was set up as an independent entity of professionals providing services in healthcare, rural development, learning and education, social rehabilitation and the promotion of art and art forms. The Infosys Foundation receives 1% of our profits after tax every year as a contribution.

Measuring the actual impact of an initiative requires careful assessment of its impact on an individual, a community and the environment at large.

Over the past few years, we have learnt to question our assumptions and have started including sustainable practices in our growth story; we are open to making the changes that are required to create a positive social impact. We look at ways to make use of scarce resources efficiently while ensuring that we leverage our strengths to provide a wider benefit.

Awards and accolades

We won several awards from industry bodies and media houses in 2010-11 for our performance in business, corporate governance, investor relations and inclusivity. Some of these are highlighted as follows:

- Received the RMMY 'Best in Show' award for the third year in a row
- Among the Top 20 Global Companies to win the Most Admired Knowledge Enterprises (MAKE) Award 2010
- Voted the most admired Indian company in the *Wall Street Journal's* Asia 200 survey
- Ranked among the top ten value-creating technology and telecommunications companies by the Boston Consulting Group
- Along with Telstra, won the Best ITSM (IT Service Management) Project of the Year award, the top industry award bestowed by ITSMF Australia, the apex body for ITSM in Australia
- Voted the best Indian company in management, corporate governance, investor relations and corporate social responsibility in the *FinanceAsia* survey of 2010
- Voted India's best company for corporate governance in an *Asiamoney* poll
- Ranked second in the International Association of Outsourcing Professionals 'Global Outsourcing 100'
- Ranked among the 'Best Companies for Leaders' and among the best in investor relations in the APAC region
- Voted the most respected and most sought after company in India by the *Business Today* survey
- Won the Gold Award for Investor Relations in Technology in the U.S. at the Asset Triple A Corporate Awards
- Won the American Society for Training & Development (ASTD) award for excellence in inclusivity

Infosys BPO won a number of awards this fiscal. Some of the significant awards are as follows:

- The 'Most Dynamically Developing BPO Center in Poland' award from *Forbes* magazine
- Shared Services & Outsourcing Network (SSON) 2010 at the North American and Australasian Shared Services Excellence Awards
- The 'BPO Organization of the Year' and 'Fun at Work' awards from Stars of the Industry

Our sustainability initiatives won us several awards and accolades this fiscal. Among them are as follows:

- The national award for Excellence in Energy Management, 2010 by CII
- The EVI Green Business Leadership Award for being adjudged the best performer in the information technology category
- The Sustainability Leadership award by India Carbon Outlook
- The HP Eco Solutions Printing Award India 2011 for exceptional environmental-friendly initiatives in our printing practices
- The 'Green IT Company of the Year' award at the 19th Annual ITsAP Awards

Building tomorrow's enterprise

> *We have taken the first firm steps on our journey to build Infosys 3.0 and we have a long way to go. However, I am confident that, with the able intellect, commitment and hard work of over 130,000 Infoscions, we will continue to lead from the front in enabling our clients to build their enterprises of tomorrow.*

S. D. Shibulal
Chief Operating Officer and Director

Sustainability at Infosys has not been limited to the idea of sustainable consumption alone. For us, sustainability has been at the core of our business since inception. Our business philosophy – Predictability, Sustainability, Profitability, and De-risking (PSPD) – has been the underlying and overarching aspect of every business decision that we have made over the past three decades. Our focus has always been on being sustainable as an enterprise. To achieve this, we have constantly adapted ourselves and evolved as an organization to anticipate and respond to the changing social, business and economic landscape. This has enabled us to be consistently relevant to one of our most important stakeholders – our clients.

In the early days, during what we call Infosys 1.0, we pioneered the Global Delivery Model (GDM) and refined the custom Application Development and Maintenance (ADM) space. In Infosys 2.0, we integrated GDM with consulting, brought in vertical focus and expanded beyond ADM to offer end-to-end services. Today, we have articulated our strategies to build Infosys 3.0 to enable our clients to build their enterprises of tomorrow.

Over the past year, in our conversations with our clients, we were increasingly seeing a commonality in their business needs. At the highest level, they were all trying to drive growth, profitability and returns on their investments. To achieve these objectives, we had to enable them to anticipate the future and prepare for it.

To further this mandate, we set up focused research teams within the organization and started engaging with clients, analysts, industry bodies and academia to broaden our research perspective. We also validated the findings of our research with them. These discussions helped us identify seven mega trends – Digital Consumers, Emerging Economies, Sustainable Tomorrow, Smarter Organizations, New Commerce, Pervasive Computing and Healthcare Economy. These mega trends, we believe, would shape our businesses and our future. These trends also present new opportunities for technology-led innovation and growth.

These developments over the past months led us to articulate our new strategic focus of 'Building Tomorrow's Enterprise'. It has set us on our journey to fulfill our aspiration of building Infosys 3.0 – the next generation global consulting and services corporation that drives accelerated growth while making sure such growth remains sustainable.

Today, we are channeling our investments in these areas to develop products, platforms and solutions that will enable our clients to leverage these trends. We are using these themes to co-create business solutions with our clients. We have realigned our structure to execute our new strategic direction. We have been conducting workshops and yellow-pad sessions with some of our top clients to help them assess their existing strategies and realign them to leverage these mega trends. The early success and positive feedback that we have been receiving from our clients, industry and academia are exciting and encouraging.

We have certainly taken our first and firm steps on our journey to build Infosys 3.0 and we have a long way to go. However, I am confident that, with the able intellect, commitment and hard work of over 130,000 Infoscions, we will continue to lead from the front in enabling our clients to build their enterprises of tomorrow.

Good governance and management

> *“Building a large corporation is easy but building one of the most respected corporations in the world and sustaining it over many years is a big challenge.”*
>
> V. Balakrishnan
> *Chief Financial Officer*

The long-term sustainability of any organization depends on the ethical track record of the company. Good governance is as important for a company as its financial performance. A company exists to create and enhance shareholders' value, but equally important are the ways and means in which it is achieved.

Today, the world is becoming extremely complex and volatile. Businesses are becoming more and more global. This brings with it a host of complexities relating to governmental regulations, business practices and compliance. The recent economic crisis perpetuated by the excesses in the financial industry has only increased the complexity of the regulations. Add to that the emergence of social media that has created a nation of its own, where corporate credibility can be enhanced or destroyed in minutes. For the senior management in any organization, risk management and compliance are top-of-the-mind issues today. Overall, good governance and risk management are management imperatives for building sustainable businesses.

Good governance is a matter of mindset and cannot be legislated. It has been rightly said that the 'tone' of good governance is set right at the top and flows all the way down the organization, leaving no one out – 'from Chairman to Doorman'. Long-term sustainable growth is all about commitment to values and ethical business conduct. It encompasses laws, regulations, processes and practices affecting the way a company is directed, administered, controlled and managed. It reflects on the company's corporate structure, culture, ethos, policies, and relationships with its stakeholders.

The cornerstones of good governance are transparency, fairness and accountability to stakeholders. The managements of well-governed organizations understand that they are mere trustees managing the affairs of the company in the best interests of the 'true' owners – the shareholders. Obviously, this calls for greater symmetry of information between them and their stakeholders. It logically follows then that consistently practicing the best disclosure and reporting practices is simply a way of life in organizations with good governance.

The true test of good governance and risk management structures is their ability to withstand the vicissitudes of economic and business cycles. The long-term sustainability of an organization will be ensured only with good governance and risk management structures that can withstand both good and bad times. While percolating good governance across the organization, managements must focus on enhancing the ethical judgment of employees, managers, executives and executive board members, in the same way that they focus on developing technical and skill-based competencies. Organizations with good governance recognize and realize that it is their people, not regulations, that run the company and the measure of success in this area is the sum total of several day-to-day decisions taken by the management and employees at every level.

Clearly, tomorrow's enterprises will be judged by their governance practices. Good performance, if not combined with good governance, will not be palatable to the investing community. Employees will think twice before joining companies which do not have good governance practices. Customers will shy away from companies which do not follow the rules. Society will not respect companies which do not follow the best practices. It will not be an exaggeration to say that the value of a company in future will be decided by the governance system of a company. Governance will become the key to sustainability in business.

At the end of the day, building a large corporation is easy but building one of the most respected corporations in the world and sustaining it over many years is a big challenge. Only those companies that were built on a platform of strong corporate governance will earn respect from its stakeholders and enjoy a more sustainable growth.

Materiality, scope and stakeholder inclusivity

Materiality

Infosys was founded with the vision of earning global respect from all our stakeholders. This vision continues to drive the strategy of the Company. Our strategic approach to growth and sustainability is articulated in our Annual Report 2010-11. We also report the progress, challenges, targets, and other aspects pertaining to our operations with the United States Securities and Exchange Commissions.

Refer to the sections, Directors' report and Management's discussion and analysis in our Annual Report 2010-11 available on www.infosys.com for more details.

Refer to our filings with the U.S. Securities and Exchange Commission, http://www.sec.gov/Archives/edgar/data/1067491/000106749110000017/form20f.htm for more details.

Earning respect from our stakeholders means understanding what is critical and material to each stakeholder and addressing their needs in a balanced way. Engaging stakeholders is therefore central to our approach for determining materiality. We have classified our stakeholders as 'direct' and 'indirect' based on our interactions with them. We use appropriate tools and methodologies as relevant, to engage with our stakeholders to identify key material issues. The Infosys management and the Board members discuss strategies around our stakeholder groups. The discussion outcomes are then shared with the enterprise risk management committee for evaluation and identifying materiality on our operations. These are articulated in our Enterprise risk management framework documented in our Annual Report. The impact on our materiality is evaluated through our engagement with them. Our direct and indirect stakeholders are as follows:

Our direct stakeholders

- Employees
- Shareholders, investors and tax authorities
- Clients
- Alliances, partners, vendors and consultants
- Local communities
- Governments and NGOs
- Academia
- Analysts and media
- Industrial and global associations: NASSCOM, CII, UNIFEM, UNGC, COP, WEF and WB
- Competitors

Our indirect stakeholders

- Families of our employees
- Alumni and potential recruits
- Our clients' customers
- Employees of our consultants
- Social and environmental agencies and groups

We periodically communicate progress on material issues concerning our stakeholders using appropriate channels. Detailed discussions and reviews with the Board, committees of the Board, senior management and other stakeholders across the organization at regular intervals allow us to work consistently towards delivering to the expectations of both our direct and indirect stakeholders.

The following table lists the various channels of engagement we use with our stakeholders to understand their issues and communicate progress:

Clients	Employees	Local communities	Investors	Alliances partners, vendors and consultants	Government /NGO / others	Academia
• Request for proposals(7) • Client visits and meetings(7) • Sustainability portal on our website, www.infosys.com(1) • Mailers (3), (5), (6) and (7) • Newsletters(2) (3) and (6) • Brochures(7) • Social media(7) • Customer satisfaction surveys(1) • Annual customer leadership meets(1)	• Employee satisfaction survey(1) • Voice of Youth forum(4), (6) and (7) • Employee affinity networks(4), (6) and (7) • Grievance redressal board(4) • HRD blog, 'Ask Kris' blog, Leaders' blogs(2) • Inclusivity survey(1) • DC engagement initiatives(7) • Bulletin boards(6) and (7) • Our corporate television, InfyTV(4), (6) and (7) • Our intranet, Sparsh(4), (6) and (7) • Sustainability portal(2) • Mailers(4), (5), (6) and (7) • Eco clubs(7) • Employee committees(6) and (7)	• Site visits(6) and (7) • Interviews with local NGOs and community representatives(6) and (7) • Sustainability portal on our website, www.infosys.com(1) • Meetings with associations / NGOs(6) and (7) • Local community meetings(6) and (7) • Press releases(2) and (7) • Social media(6) and (7) • Our website, www.infosys.com(7)	• Analyst meets(1), (2) and (7) • Analyst briefings(1), (2) and (7) • Quarterly results(2) • Annual general meeting with our shareholders(1) • Sustainability Report(1) • Financial reports(1) and (2) • Press releases(1), (2), (6) and (7) • Social media(7) • Annual Report(1) • Investor relations surveys(1)	• Vendor partner meets(1) • Alliance events(1) and (7) • Procurement policy and vendor selection process(1) and (7) • Event brochures(7) • Vendor satisfaction surveys(1) • Vendor review meetings and awareness sessions(1)	• Memberships in global associations(7) • Press releases(7) • The Annual Report and quarterly reports(1), (2) and (5) • Form 20F filed with the U.S. Securities and Exchange Commission(1), (2), (5) and (7) • Engaging with governments and global forums(7) • Award applications(4) and (7) • Various government submissions(4), (5) and (7) • Infosys blogs(6) and (7) • Media releases and reports(1), (2), (4), (5), (6) and (7)	• Discussion with academic institutions(7) • Participation in events involving academia(7) • Curriculum enhancement programs(1) and (7) • Case studies(7) • Global internship programs (InStep)(1) and (7) • Fellowships(4) and (7) • White papers(6) and (7) • Joint R&D projects(7)

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

(1) Annual (2) Quarterly (3) Monthly (4) Trigger-based (5) Regulatory compliance-based (6) Targeted (7) Need-based communication campaigns

The articulation of our stakeholders' needs collated through the channels listed in the preceding table is analyzed and addressed in defining our materiality. The following are some of the material issues that have been identified:

Stakeholders	Issues material to stakeholders
Clients	• Business value • Business continuity
Employees	• Safe and a comfortable work environment • Recognition of performance • Growth • Good governance
Local communities	• Ethical and fair business practices • Job opportunities • Responsible citizenry
Investors	• Returns – capital appreciation / dividends • Access to the Management and the Board • Transparent disclosures
Alliance partners, vendors and consultants	• Good governance • Ethical and fair business practices
Government / NGO / others	• Good governance • Ethical and fair business practices • Support for developmental programs and initiatives
Academia	• Faculty enablement for improving industry relevance in the curriculum • Sabbatical sponsorship for faculty • Internship opportunities for students

The material issues that have emerged as most important to our stakeholders are integrated with our enterprise risk management and business strategy. Sustainability thus is our commitment to align our strategy in all aspects of our business with our stakeholders across the economic, social and environmental aspects.

Our top management is highly committed both professionally and personally in achieving sustainability goals. The sustainability policy formulated under the leadership of our Chief Mentor, N. R. Narayana Murthy continues to guide our efforts. The sustainability policy focuses on making our business sustainable, making our client's business sustainable, making our ecosystem sustainable and making our lifestyles sustainable. Our actions across these areas are embodied in three themes namely, Social contract, Resource intensity and Green innovation and are articulated in our sustainability policy.

We follow the Global Reporting Initiative (GRI) framework for reporting our business sustainability. Our actions across our sustainability dimensions have been framed from a deep engagement and understanding of our stakeholders and their needs. Our sustainability plans and goals are reviewed periodically by our senior management. Specific goals and metrics are identified, monitored and reviewed on a regular basis.

We disclose and communicate our progress annually with our stakeholders on the implementation of the UN Global Compact principles and publish our Communication on Progress (COP) on the Global Compact website, www.unglobalcompact.org. We subscribe to the principles of the United Nations Development Fund for Women (UNIFEM), World Business Council for Sustainable Development (WBCSD), World Economic Forum (WEF), The Energy and Resources Institute (TERI) and participate actively in various programs organized by these global bodies.

Our sustainability actions leverage our Enterprise Risk Management (ERM) framework. ERM at Infosys encompasses practices relating to the identification, assessment, monitoring and mitigation of various risks to our business objectives. It seeks to minimize adverse impact of risks on our business objective and enable the company to leverage market opportunities effectively. Further, our risk management practices seek to sustain and enhance the long-term competitive advantage of the company. Therefore, opportunities and risks arising out of sustainability are integral to our business model. Our core values and ethics are the bedrock of our sustainability practices.

The various dimensions of our risk management practices on governance, risk committees and compliance are described in our Annual Report 2010-11.

Refer to our Annual report 2010-11 and regulatory filings for detailed discussions on our risk management and risk factors available on www.infosys.com

Scope of the report

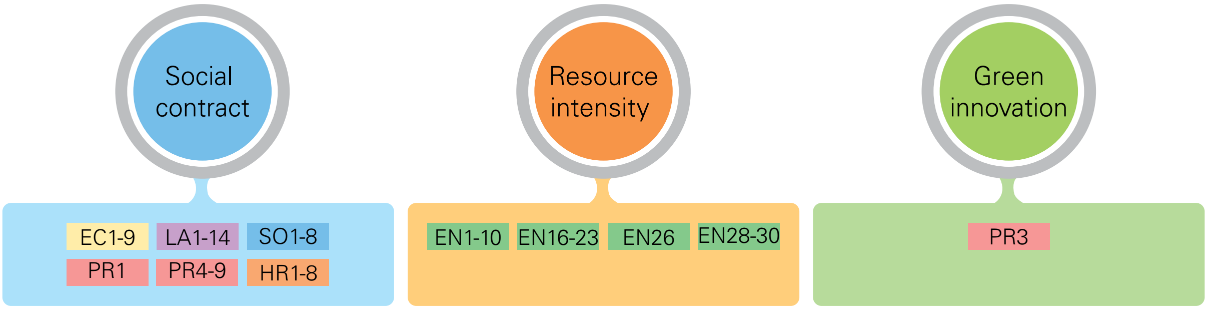
The Sustainability Report 2010-11 covers programs and progress of our strategic initiatives to address sustainability. These have been detailed under our sustainability focus areas, 'Social contract', 'Resource intensity' and 'Green innovation'. Our Sustainability Report is published annually. However, some aspects pertaining to sustainability are shared in our Quarterly Results communication.

We pursue long-term partnerships with our clients and seek to deliver value while addressing their IT requirements. We own the infrastructure in most of the development centers that we have built in India. Our marketing offices and development centers outside India are either leased or rented spaces. The report specifically mentions the scope of data reporting that are provided in the report and indicates the boundaries of our operation and control.

Note: Monetary data in this report pertaining to our India operations have been reported in Indian rupees. We have used the million number format for reporting other numeric data.

Materiality index

This report, along with the additional information in our Annual Report 2010-11 and on our website, http://www.infosys.com/investors/reports-filings/Pages/index.aspx, is aligned with the GRI sustainability reporting guidelines, and conforms to the UN Global Compact principles. Given the nature of our operations, business and expectations of our stakeholders, the following GRI core indicators are considered material and important by us:



Alliances and advocacy

Our leaders and Infoscions participate in several industry associations, national / international advocacy organizations to influence positive and affirmative actions related to sustainability. The following are some of the significant actions during 2010-11:

Activity	Highlights
Strengthening sustainability actions in the three focus areas	We have focused on strengthening our actions on the ground in the three focus areas of Social contract, Resource intensity and Green innovation for building a sustainable tomorrow. We have continued our engagement with a number of external forums such as: • The World Business Council for Sustainable Development (WBCSD) on Vision 2050 • The National Association of Software Companies (NASSCOM) India, on green infrastructure and diversity practices • The Bureau of Energy Efficiency (BEE), India, for benchmarking energy intensity for commercial buildings • The Indian Green Building Council (IGBC) • Business Action for Sustainable Development (BASD) • The steering committee of Sustainability Summit 2011, which is an event of the CII-ITC center of Excellence for Sustainable Development • NASSCOM education council • ACM professional development committee for driving standards in education
Monitoring progress of sustainability activities	Our sustainability activities are audited internally on a regular basis and the progress of each activity is monitored closely. Some of the key activities in FY 2010-11: • The Green Initiatives team monitored the environmental aspects, consulted the internal stakeholders and improved our resource efficiency as part of an ongoing effort. • The E&R team strengthened the Campus Connect, Spark, Rural Reach and Catch Them Young programs and improved our reach through these programs. • CSR forums led by Infoscions across our centers worldwide engaged locally on issues related to education and healthcare. • Green Connect eco groups across locations have been engaged with promoting awareness and action on the conservation of resources.
Stakeholder engagement	• The Green Initiatives team has continued its work with multiple stakeholders for reducing carbon footprint, electricity and resource consumption. • We have engaged with WBCSD to provide thought leadership and suggest best practices in their 'People Matter' project. • The Facilities team continued its efforts to spread awareness on issues related to employee health and wellbeing. • Diversity champions influenced business stakeholders in their inclusivity efforts.
Promoting sustainability within the company	• We raised awareness about sustainability through periodic campaigns and promoted 'citizenship behavior'. • We continued to publish information on the Health Safety Environment (HSE) portal on the intranet to ensure easy access. • We strengthened awareness and competency building efforts across the organization.

Sustainability is thus ingrained in the functioning of teams and departments and interwoven into their work processes at Infosys. The iSOP (Infosys Scaling Outstanding Performance) framework, based on the Malcolm Balridge model of business sustainability, guides the work of all the departments including business and enabler functions. Employee actions on corporate social responsibility programs at our development centers are coordinated through the CSR wing of the 'Development Center Management' framework.

Social contract

Community empathy

Diversity and inclusivity

Gaining the trust of our shareholders

Employee engagement

Industry-academia partnerships

Building capability

- Project Genesis has trained 2,888 academicians, who in turn have trained 85,495 students till date.
- Spark has touched over 286,734 young people till date.
- 1,645 Infoscions benefited from the Cardio Care initiative.

Inspiring action

- Leadership@Infosys, a book authored by Matt Barney, was released this year.
- The Sabbatical Policy was extended to encourage Infoscions to do community service.
- Prerana, the Mangalore CSR group, disbursed ₹15,40,220 donated by over 600 employees, as scholarships to 474 students.

Influencing change

- The Infosys Science Foundation awards the Infosys Prize in 5 categories to encourage youngsters to pursue research in pure sciences.
- As part of our North Karnataka flood relief project, 2,250 houses have been constructed for flood victims in 18 villages of Karnataka.

Honoring our social contract

> “Honoring our social contract is our way of nurturing the society today and in the future. It is our way of defining the social, economic and environmental results we want to see and sustain.”

T. V. Mohandas Pai

Director and Head – Administration, Education and Research, Finacle, Human Resources Development and Infosys Leadership Institute

Business and society are inextricably intertwined. Without business, you will not have the social and economic advancement that societies and nations desire and without society, you will neither have the consumers for your goods and services, nor the intellectual fire power to run your business efficiently. This relationship is best described by the impact that each has on the fortunes of the other, both in the short and in the long term. Clearly then the imperative that business and society have to influence each other for the greater common good is obvious for everyone to see.

A democracy implies two important things, namely, individual choice and individual freedom. Democratic societies revel in the participation of citizens across endeavors. By empowering the government to represent their interests these societies play a vital role in the progress of their nation.

Business organizations or corporate entities, being a subset of society, represent the aspirations of the citizens and are designed to operate within frameworks that do good in the very same societies that created and nurtured them. It is therefore important for a corporation to understand its social obligations and work within the rules and frameworks that defined its creation and goals.

It may be asked, if corporations are instruments for the creation of wealth, then why should they look beyond this? The reason is obvious – if a corporation is to be sustainable, it has to have a long-term interest and fulfill its obligations to all its stakeholders.

In all societies around the world, sovereign bodies have put restrictions on the ability of corporations to operate. The reason behind this is that corporations are aggregators of capital and have access to huge resources. These resources can be used or misused to fulfill selfish and ulterior objectives to the detriment of the larger society.

In many countries where governments have failed to live up to the expectations of citizens, corporations have been called in to step up and address issues that go beyond simply running their businesses to working for the larger good of the society. The intellectual capital and financial might of corporations have the ability to transform societies forever.

Corporations also have an opportunity to influence non-financial parameters of a society’s health. The most significant of these is the inculcation of appropriate ‘citizenship behaviors’. Good citizens positively impact social behavior and outcomes, the environment and economic goals of organizations and nations as a whole.

Honoring our social contract is our way of nurturing the society today and in the future. It is our way of defining the social, economic and environmental results we want to see and sustain.

Engendering leadership development

> *Infosys plays an important role in both encouraging more people to enter the IT profession, as well as bringing the best of our global talent to Australian clients.*

Jackie Korhonen
Chief Executive Officer and Managing Director,
Infosys Technologies (Australia) Pty. Limited

As a woman CEO in the male-dominated IT industry, I am often asked about strategies for promoting the participation of women in the workplace. There are calls for more mentoring programs, better incentives to help mothers return to work, and aggressive encouragement for young women to enter the profession and gain greater representation. I agree with all these ideas.

But scratch the surface of these strategies and you will find that they are good for the workforce as a whole. Is there an ambitious worker who wouldn't want and benefit from a mentor and other personalized career development guidance – and return that investment with increased engagement, productivity and possibly even loyalty to the employer who offered it? Mothers appreciate employer flexibility so that they can balance work and family commitments – but so do fathers, older workers with aging parents, and others whose responsibilities outside work are not always so visible.

Here in Australia, we need not only young women, but also young men and mature age workers to join a field of study whose rate of domestic student enrolment dropped by 57% between 2001 and 2008(1). As a director of the Australian Information Industry Association, I am heading a national task force aimed at attracting more people to our industry.

Infosys plays an important role in both encouraging more people to enter the IT profession, as well as bringing the best of our global talent to Australian clients. The dramatically dwindling supply of IT professionals in the face of growing demand is one of the reasons why Infosys is successful here. Australian enterprises need us to help them to source global as well as local talent.

There are some great opportunities for innovation and fulfilling our social contract – encouraging more people to enter the technology profession is definitely one such opportunity. One of the things I worry about is the lack of interest young Australians seem to have in technology – and we desperately need technology to help drive innovation.

Australian children are about half as likely as their Asian peers to have career aspirations to be an engineer, a doctor or a teacher (and twice as likely to dream of becoming an athlete, a singer or an actor(2)). So we need to find ways to celebrate the achievements and opportunities of science and technology with our children.

We need to help our children understand that addressing issues that are fundamental to our quality of life, like how much time we spend commuting, how well we use the resources of the planet and whether our society is inclusive of the disabled – are dependent on innovative use of technology.

Another critical opportunity that I see in Australia, is taking advantage of the prosperity our country is fortunate to be enjoying currently. I believe that this is a one off opportunity based on our success in the mining industry, so we better use it well by investing in the right areas.

I think history will judge us 50 years from now on how well we invested – did we invest in infrastructure, education or other meaningful areas that will really set us up for the future, or did we take a short-sighted approach?

If we look beyond our shores to Asia, which is also experiencing a great boom, there is an incredible opportunity to lift populations out of poverty if the right investments are made.

We can derive many lessons from these opportunities to strengthen the participation of the younger generation in building a sustainable world and sustainable enterprises through innovation. At Infosys, we have been looking at a number of game changing trends, such as the 'frugal innovation' practiced by emerging economies, the changing expectations and behaviors of digital consumers, and the increasing focus on sustainability to create innovation hubs. We are trying to help close the intention gap by working with our clients to develop structured frameworks for practical innovation in the enterprise. We are also investing in co-creation programs – where clients accelerate their innovation agenda through collaboration with the 600-plus researchers at Infosys Labs. The focus is developing practical solutions to complex business problems. We are pioneering the workplace of tomorrow that will engage young minds in creating and delivering innovative solutions. With initiatives like these, we can close the gap between intention and actions and bridge the innovation-aspiration deficit, paving the way for sustainable business.

(1) *Australian ICT Statistical Compendium 2010, http://www.acs.org.au/2010compendium/ICTStatisticalCompendium2010.pdf, page-11*

(2) *UNICEF 2001 Voices of children and adolescents in East Asia and the Pacific*

Today, businesses have an extended set of important stakeholders – the environment, local communities, activist organizations and the larger society. Therefore, businesses on their part, must factor social and environmental aspects in their everyday operations.
In other words, businesses have an implicit social contract, honoring which is fundamental to building and retaining the trust of their stakeholders, to ensure the continuity of business in the future. We at Infosys have a firm commitment in addressing our social contract through a planned set of activities and programs.

Good governance

As a responsible corporation, we use a value-based corporate governance framework to manage our enterprise with fairness and transparency. Over the years, we have evolved guidelines and best practices to ensure timely and accurate disclosures of information related to our financials, performance, leadership and governance of the company. We comply with all the laws and regulations of the countries in which we operate. As part of our corporate governance guidelines, we do not fund political parties or use the services of lobbyists for self-promotion. The composition of our Board of directors, the executive council and committees nominated for good governance are detailed in the Corporate governance report section in our Annual Report available on www.infosys.com

As part of our initiative to ensure that our employees practice good governance in all their actions, they are mandated to sign the Infosys code of conduct without exception. The code of conduct contains guidelines and recommended practices to be compliant with the laws of governments and regulatory bodies. It contains sections that cover aspects such as anti-corruption, anti-fraud, and anti-discrimination. Each employee is urged to read, understand, be a signatory and practice the Infosys code of conduct. As part of our internal audit programs, specific areas and functions are looked into for effectiveness of anti-bribery controls and other aspects related to good governance.

The Infosys brand is one of our most valuable intangible assets. Branding and marketing form an important part our strategic investments. We report our marketing expenses in our financial statements.

Refer to the Consolidated Profit and Loss account section in the Annual report 2010-11 available on www.infosys.com

Our internal marketing portal hosts guidelines, templates, and standard references that are used in all our marketing communication. The brand guidelines describe our brand strategy, architecture, and every aspect of our distinct brand philosophy.

Sustainable economic performance

Our commitment to sustainability encompasses not only the environment and communities, but also involves our stakeholders in ensuring good economic performance.

In FY 2011-10, around 85% of our clients were satisfied with our services as compared to 89% and 81% in the preceding two years. During the same period, 26% of the clients rated Infosys as the preferred IT service provider, against 24% in the previous year. We attribute this year's scores to a significant hardening of client expectations. Extensive actions have been taken up to improve the satisfaction levels.

In this fiscal, we paid taxes of US$ 1,059 million, compared to US$ 791 million in 2009-10. We did not receive any significant grants from the government, except for those already mentioned in the Annual Report.

Refer to the Management's discussion and analysis section of our Annual Report 2010-11, available on www.infosys.com

Fiscal 2011 was a year of improved performance, recovery, consolidation and new exploration for us. The global economic climate posed several challenges. We have persisted with our emphasis on adopting sustainable business practices that has helped us in overcoming these challenges. We had guided a 16% to 18% revenue growth in dollar terms at the beginning of the year but achieved a 25.8% growth by the end of the year. The strong client-driven vertical focus that we have created has helped us take advantage of the opportunities we identified in the market.

The details of our economic performance are as follows:

In US$ million, except as otherwise mentioned

Economic performance	IFRS		
	2010-11	2009-10	2008-09
Revenues	6,041	4,804	4,663
Net profit	1,499	1,313	1,281
Total tax paid	791.38	466.39	340.04
Number of employees	130,820	113,796	104,850
Employee turnover	0.17	0.13	0.11
Number of clients	620	575	579
New clients added during the year (included in above)	139	141	156
Brand value	9,083	7,781	6,950
EVA (Economic Value Added)	600	648	766
Market capitalization	41,625	33,747	15,254

In US$ million, except as otherwise mentioned

Economic ratios	IFRS		
	2010-11	2009-10	2008-09
Year on year revenue growth (%)	26%	3%	12%
Personnel cost / total revenue (%)	54%	53%	53%
Operating profit / total revenue (%)	29%	30%	29%
Return on average capital invested	63%	55%	67%
ROCE (PBIT / average capital employed) (%) (LTM)	36%	37%	38%
Basic EPS growth (before exceptional items) (%)	14%	2%	10%
Capital output ratio	1	1	1
Price / earning at the end of the year	27	26	12
Book value	11	9	7
Tax / PBT (%)	27%	21%	13%
Value-added to total revenue (%)	91%	88%	85%
Revenue / invested capital	3	2	3
Technology investment / total revenue (%)	2%	2%	3%

In US$ million, except per share data

Particulars	2010-11	2009-10	2008-09
Profit before tax and exceptional items	2,046	1,669	1,475
Less: Additional depreciation on duty waived for certain assets	11	15	19
Reduction in other income	12	10	15
Adjusted profit before tax	2,023	1,644	1,441
Less: Income tax on the above on full basis	694	582	457
Restated profit after tax	1,329	1,062	984
Restated basic EPS (US$)	2.33	1.86	1.73
Basic number of shares (No.)	571,180,050	570,475,923	569,656,611
EPS	2.62	1.86	1.73

Refer to the Annual Report 2010-11 available on www.infosys.com for more details.

Business continuity and management

Business continuity at all times is crucial not only for us but also for all our clients. In order to ensure that business continuity is not affected for our clients at all times, we have established our Business Continuity and Management System, Phoenix at Infosys. The Phoenix program is headed by S. Gopalakrishnan, our Chief Executive Officer and Managing Director. The Phoenix team comprises members from critical support functions – Computers and Communications Division, Facilities, Finance, Human Resources, Information Systems, Marketing and Delivery. The BCMS teams function at three levels – Corporate, development center and at the account level. The Phoenix model consists of three phases:

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

Business continuity phase: This phase refers to the resumption of the most time-sensitive or critical business operations following an incident.

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

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

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

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

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

Privacy and data protection

Privacy and data protection is of paramount importance to us, and we strive to be compliant to various regulations across jurisdictions. A dedicated Privacy and Data protection office has been set up which investigates any such incidents. We have appropriate mechanisms to register any breach related to customer data privacy. In FY 2010-11, a single incidence was reported that was related to breach of customer privacy. However, there was no material impact to the customer or Infosys due to this breach. Some incidents of breach of data privacy were reported internally and investigated.

Child labor and human rights

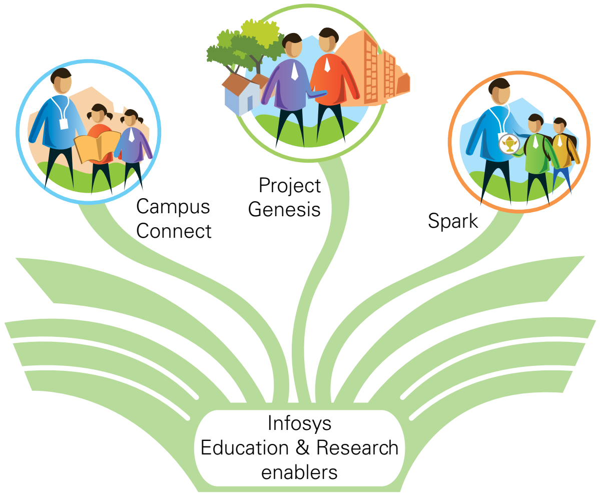
Our business relies on our vendors who provide sub-contractual staff based on our requirements. We follow stringent procedures to ensure a safe work environment for our vendors and contractual staff. We review our contractor and vendor management practices on a regular basis. We sign the 'Master Service Agreements (MSA)' with all our vendors. The MSA mandates the vendor to follow all labor and human rights laws of the countries in which we operate.

Our sustainability pathway

Our sustainability pathway has been directed at ensuring actions under three of the following guided tracks – Building capability, Inspiring action and Influencing change.

Building capability

Enabling and empowering the future workforce ensures capability building at the grass roots. We firmly believe that improved education enables overall economic growth at various levels – at the individual, enterprise and global level. As part of our efforts in building capability, we pursue the following programs and activities:

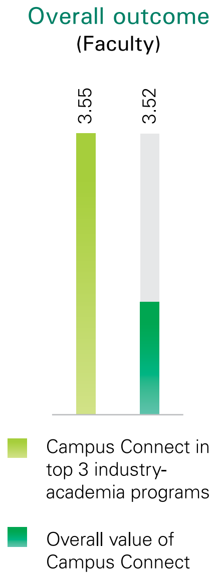


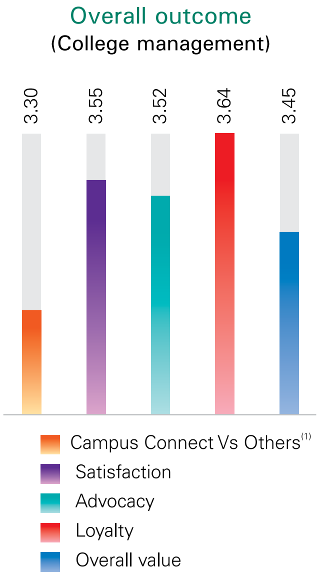
Campus Connect

Our unwavering support to the cause of improved education is evident in our flagship program, Campus Connect. This program covers a total of 448 partner colleges across India and Malaysia, and is an industry-academia partnership that not only provides special training to engineering and management students but also helps them apply their learning to practical situations with special emphasis on teamwork, project management, cross-functional networking and effective communication. More than 120,000 students and over 5,700 faculty members have been benefited by Campus Connect till date.

The impact of the Campus Connect program on the faculty and the students is gauged through surveys conducted on the Campus Connect portal. 485 faculty members from 199 colleges and 161 management representatives (principals, directors, vice-chancellors) from 109 colleges participated in the survey in 2009-10.

The summary of the rating for key questions as seen by the faculty and college management are as follows:


Overall outcome (Faculty)

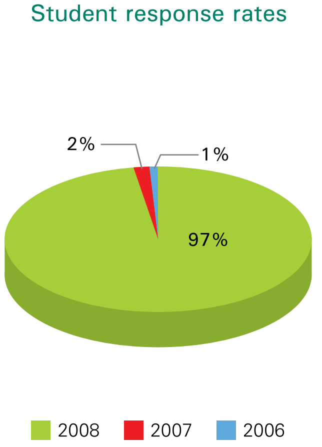

Overall outcome (College management)

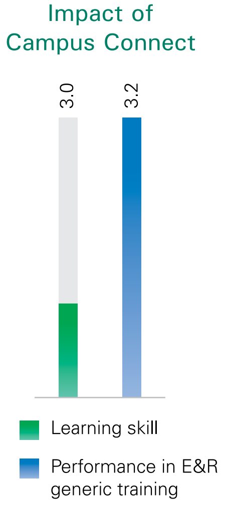
Note: The responses were rated on a scale of 1-4 where 1 is the lowest and 4 is the highest level of satisfaction.

[1] Other industry-academia programs available for colleges

Over 1,100 students who had undergone the program at the college and joined Infosys were also included in the survey.

The summary of key ratings are as follows:


Student response rates


Impact of Campus Connect

Some of the key inferences from these surveys are as follows:

- Colleges perceive value in Campus Connect and satisfaction levels are high.
- Student and faculty level outcomes are perceived to be good, and in line with the faculty perception.

The suggestions / comments given by the stakeholders are consolidated. These are taken up for action by the Centers of Excellence within the Campus Connect team.

With a view to sustaining the program and reaching out to a diverse audience across India and overseas, we have invested in the creation of a portal that provides a digital collaboration platform for industry-academia interaction on an anytime, anywhere basis and connects learners and faculty across the globe.

Here are some of the significant performance indicators of the portal:

Portal activity	FY 2010-11	FY 2009-10
Number of faculty registrations on the portal	1,172	1,386
Student registrations on the portal	25,405	34,419
Courseware downloads (technical)	34,193	44,114
Courseware downloads (soft skills)	6,459	3,542
Student project downloads	11,889	10,060

Project Genesis

An initiative to build capability and bridge the knowledge and skills gap among the undergraduate students across tier-2 and tier-3 towns in India, Project Genesis works across seven states and has trained over 2,888 academicians, who in turn have trained 85,495 students from 1,527 colleges till date.

Spark

Spark is our directed program that aims at raising the aspiration levels of students. Since its inception in 2008, the SPARK program has touched the lives of more than 286,734 students including the Rural Reach Program (RRP) and Catch Them Young (CTY) programs. We have covered more than 14,434 faculty supported by 19,762 Infoscion volunteers.

Continuing the Spark success story, four more programs have been introduced under its umbrella.

Spark Rural Reach Program aims at encouraging rural children from classes V to VII to pursue studies in science and mathematics, basics of computers and related subjects and become part of the IT revolution. This program has benefitted more than 43,000 children across the country in the last fiscal and over 69,000 children since its inception.

Catch Them Young is a two-week program designed to expose bright urban youth to the IT world by conducting a summer vacation workshop at our campuses in India. Through this program, we have reached out to nearly 500 children in the last 12 months alone. The program has covered about 1,600 children since its inception.

Catch Them Young group photo

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

Infosys Rural BPO program is based on a commercial sustainable model with a strong social responsibility lever. Through this program, we wish to act as a catalyst in socio-economic improvement by offering business process outsourcing as an attractive career option to the educated rural youth. Some of the activities under this program have been:

Rural BPO was set up as the first Rural BPO center at Pulla village in West Godavari district of Andhra Pradesh, with a resource capacity of 200. The center started operations supporting processes for the social development programs and projects of the Andhra Pradesh government. The second center has been set up in Kaup in the Udupi district of Karnataka. Nearly 45 employees are currently managing the HR processes for the Infosys group at this center.

Infosys BPO's project at Chindwara was an initiative aimed at providing financial assistance to the needy and deserving students pursuing computer courses at Chindwara and Barkuhi districts of Madhya Pradesh. Eligible students were selected based on academic performance and specific assessments designed for the purpose. A scholarship of ₹10,000 was offered to each student. The program has identified 257 students for scholarships till date.

Employee engagement

Human resources

The Human Resources Department at Infosys plays a pivotal role in recruiting, motivating, inspiring and retaining talent. The Infosys leadership, along with the Human Resources Department, envisions new strategies for talent acquisition and retention. One such initiative was the 'Talent Strategy 2015' that was launched in September 2010 with the objective of sharing perspectives and strategies on the organization's talent philosophy, practices and processes for the global workforce of 2015.

To bring in a diversity of ideas, three workshops were conducted. The participants of the global workshop were between 21 and 53 years of age, and represented five nationalities, 18 departments, and Infosys tenures of 0.5 to 15 years. Similar workshops were conducted in London and Frankfurt for employees from EMEA locations, and in Dallas, Texas for employees from the Americas. In addition, several perspectives and trends were sought from external experts and organizations.

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

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

Our employee strength, as at March 31, 2011 is 130,820. Our employee distribution across location, role, gender and age-group is as follows:

Region	As on March 31, 2011			As on March 31, 2010			As on March 31, 2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
India	80,320	40,558	120,878	71,039	35,073	106,112	65,757	32,652	98,409
APAC	2,322	1,650	3,972	1,650	1,320	2,970	1,750	1,684	3,434
Americas	2,810	876	3,686	2,194	642	2,836	1,705	327	2,032
Europe	1,152	1,132	2,284	907	971	1,878	638	337	975
Total	86,604	44,216	130,820	75,790	38,006	113,796	69,850	35,000	104,850

Scope: Infosys Group

Role wise distribution	As on March 31, 2011			As on March 31, 2010			As on March 31, 2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Associate	41,789	29,240	71,029	39,473	26,831	66,304	39,294	26,558	65,852
Middle	30,290	12,860	43,150	22,961	9,198	32,159	16,704	6,301	23,005
Senior	14,148	2,095	16,243	13,065	1,956	15,021	13,603	2,121	15,724
Top	377	21	398	291	21	312	249	20	269
Total	86,604	44,216	130,820	75,790	38,006	113,796	69,850	35,000	104,850

Scope: Infosys Group

Age wise distribution	As on March 31, 2011			As on March 31, 2010			As on March 31, 2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Less than 30 years	61,217	37,693	98,910	58,540	33,889	92,429	53,099	31,271	84,370
30 – 49 years	24,893	6,405	31,298	16,916	4,025	20,941	16,491	3,680	20,171
Greater than or equal to 50 years	494	118	612	334	92	426	260	49	309
Total	86,604	44,216	130,820	75,790	38,006	113,796	69,850	35,000	104,850

Scope: Infosys Group

Our attrition rate for this fiscal was 17%. The attrition based on age-group, gender and geographies in FY 2010-11 are as follows:

Age in years	2010-11	2009-10	2008-09
Less than 30 years	17.6%	14.0%	11.2%
30 – 49 years	14.1%	10.1%	10.1%
Greater than or equal to 50 years	15.7%	22.0%	30.1%
Gender			
Male	16.2%	12.1%	10.5%
Female	18.1%	15.6%	12.3%
Region			
Americas	22.6%	16.1%	21.8%
Europe	19.6%	17.2%	17.0%
India	16.7%	13.2%	10.8%
APAC	16.9%	6.1%	16.8%

Scope: Infosys Technologies Limited

Note: Infosys Technologies Limited accounts for 83.33% of the Infosys Group workforce. The processes for articulating attrition parameters and trends for the Infosys subsidiaries have been initiated and will be reported in the 2011-12 report.

Being an equal opportunity provider, we provide a conducive working environment for our employees. Infosys BPO was a pioneer in the area of hiring people with disabilities and has contributed significantly to an increasing talent pool for the industry. Steps such as making the infrastructure setup barrier-free were implemented. Awareness campaigns on making the work environment inclusive and ensuring social integration are conducted periodically. The 'Infosys Role And Career Enhancement (iRACE)' has created skill and competency development programs to ensure the career growth of all employees. These training programs are customized to the needs of employees with special needs. One such example is the bi-annual training programs for employees with hearing impairment – the training is conducted in the presence of a sign language interpreter. Infosys BPO won the Shell Helen Keller Award in 2006 and 2007 for the path-breaking initiative in creating an inclusive environment for people with disabilities and helped integrate them into the workforce. Our recruitment figures for disabled employees for the last three years are as follows:

Employee details	2010-11	2009-10	2008-09
New employees (with disabilities) joining the workforce	4	11	36
Total number of employees with disabilities	139	165	180

Note: We are renewing our efforts in this space.

In keeping with our policy of encouraging local hiring, we have made significant local recruitments in this fiscal. Our intention is to have 100% local hires. The numbers and percentage of local hires in the North America region as at March 31, 2011 are as follows:

Particulars	As at March 31, 2011
Total number of employees in North America region (base location)	2,267
Number of local employees (Nationals)	1,171
Percentage of local employees	51.7%

We recognize the rights of our employees and provide forums, support groups and policies to hear and address their concerns and resolve issues or conflicts in a fair and transparent manner. Information related to company affairs such as restructuring and reorganization are communicated in a timely manner and includes the reason, the impact and the processes involved in making the transition.

The following table gives the figures for the grievances heard by the various grievance redressal bodies in FY 2010-11:

Employee concerns and grievances	No. of grievances
Work place harassment (1)	10
Workplace concerns (2)	122
Other issues (3)	27
Employee disciplinary issues - major (4)	27
Employee disciplinary issues - minor (5)	124
Total	310
Closure statistics	
Internal arbitration	149
Disciplinary action	159
No action needed	2
Total	310

(1) *Workplace harassment – These cases refer to instances when an employee is harassed by another employee on account of belonging to a particular gender, race, religion, etc.*

(2) *Workplace concerns – These cases refer to instances where an employee is facing discomfort / difficulty in discharging his / her responsibilities on account of fellow employee(s), superior(s) or subordinate(s). These could be related to performance evaluation, denial of an opportunity, etc.*

(3) *Other issues – These cases refers to issues outside of the workplace, but affecting work.*

(4) *Major – These cases involve reputation risk to the company / employees, fraud or other ethical misconduct.*

(5) *Minor – These cases refer to misdemeanors or mistakes that can be corrected.*

As part of our strong diversity and inclusion programs, we support the career advancement of our women employees through several initiatives. With women comprising 33% of our workforce in the year 2010-11, the percentage of women in our workforce has increased marginally.

We have launched the 'Infosys Women Institute of Leadership' in order to provide training and build competency for leadership development, specifically for women at Infosys. Special center inductions are conducted across locations for the women joining the organization. These sessions are conducted by senior women in the company and are forums for the new women employees to understand the opportunities available in the company.

They are also made aware of the support systems created in the company to ensure a safe and secure work environment.

Some of the statistics related to women at work at Infosys are:

- 89% of our women employees are returning from maternity leave considering that every day about six women go on maternity leave.
- Focusing on gender and building women friendly policies have helped us increase our retention of women in the workforce.

Employee resource groups

We understand the transformational impact that can be created through the implementation of effective diversity and inclusivity programs.

We work towards increasing employee motivation, their ability to collaborate and innovate with internal as well as external stakeholders and to have a positive business impact on our business success through various diversity and inclusivity programs. The diversity and inclusivity goals and objectives at Infosys are managed by the Diversity office.

Some of our flagship programs in the year 2010-11 are:

<table>
<tr><th>Initiative</th><th>Area of influence</th><th>Highlights</th></tr>
<tr><td>Creating Common Ground</td><td>A culture assimilation program aimed at creating awareness</td><td>A program that highlights and educates Infoscions about the values and cultural ethos practiced at a specific Infosys locale. The most recent assimilation program was on China.</td></tr>
<tr><td>Infosys Women's Inclusivity Network (IWIN)</td><td>A forum that creates a gender sensitive culture and inclusive environment</td><td>Over 2,500 women benefitted globally from workshops on time management, career growth and empowerment, and health counseling. Several seminars were conducted as part of the 'Inspiring Leadership' series with women leaders from around the world. The following were the inspiring leaders who addressed Infoscions:
<table>
<tr><th>Name</th><th>Designation</th><th>Topic / Session</th></tr>
<tr><td>Nomita Chandy</td><td>Socialist and Padmashree awardee</td><td>Women safety and child rights</td></tr>
<tr><td>Dr. Uttra Vidyasagar</td><td>Counselor</td><td>Women safety and child rights</td></tr>
<tr><td>Dr. Poornima Ramesh</td><td>Gynecologist and obstetrician</td><td>Cervical cancer and health of women</td></tr>
<tr><td>Helen H. Yang</td><td>Managing Director, Planning and Business Operations</td><td>Women in business</td></tr>
<tr><td>Rachael Mortimer</td><td>Business Technology Director, Pfizer Europe</td><td>Diversity and inclusivity best practices and gender inclusivity</td></tr>
<tr><td>Niloufer Ibrahim</td><td>Counselor</td><td>Lifestyle management</td></tr>
<tr><td>Daggubati Purandeswari</td><td>Union Minister of State for Human Resources Development</td><td>Inspiring women</td></tr>
<tr><td>Dr. Stacy Blake-Beard</td><td>Associate Professor, Simmons College</td><td>Managing diverse teams and inspiring women</td></tr>
<tr><td>Cathy Hartley</td><td>VP, Client Partner for CME</td><td>Leadership</td></tr>
</table></td></tr>
<tr><td>Family Matters</td><td>A platform that connects Infoscion parents with one another</td><td>The percentage of women coming back post maternity has drastically increased from 65% to 89% till date. Interactions through the Family Matters network has help extend camaraderie and build new friendships and bonds at the workplace. Around 1,500 men and women have benefited from the workshops and counseling sessions this year. Some of the significant activities taken up by 'Family Matters' in the year 2010-11 have been:
• 24 / 7 online counseling
• Parenting workshops
• Information updates on referrals to schools, day-care facilities and summer camps
• Relocation assistance based on need
• Inviting expert speakers and life coaches to interact with parents across India locations. The workshops reached out to over 1,000 Infoscion parents and their spouses.</td></tr>
<tr><td>Global Buddy program</td><td>A support platform to facilitate employee inclusion into the work environment seamlessly</td><td>Global Buddy is a program that assists new hires at any location to make a smooth transition into Infosys. The buddy (an employee who has at least one year of service at Infosys) supports the new hire to adapt to the following:
• Infosys work environment and culture
• Policies and processes
• Department and development center processes and practices</td></tr>
</table>

Health Assessment and Lifestyle Enrichment (HALE)

HALE is a forum to streamline organizational productivity through promoting a healthy lifestyle among Infoscions. Some of the significant activities of HALE in the year 2010-11 have been:

HALE Cardio Week: The cardio initiative was organized across our developmental centers to help Infoscions focus on cardio care. This initiative included cardio checkups at the campus, providing online tools to check cardio health, interviews with specialists on our corporate TV, consultations, chats and live interactive sessions with doctors. The cardio initiative saw an overall participation of over 31,645 employees.

HALE Safety Week: Starting from June 2010, the HALE team dedicated a specific safety topic for each month and covered the safety aspects related to everyday safety issues such as managing monsoon / torrential rains, fire, safety related to children, loss of credit card, first aid, safety at home, Internet / cyber activities, road and travel / holiday safety. The event created a significant impact by creating awareness on the need to adopt various safety practices and procedures.

HALE Health Week: This program included onsite health checks and consultation camps with an objective to inculcate a habit of going for regular health checkups and taking appropriate preventive actions. A total of 24,374 Infoscions participated in this campaign.

HALE Health Week 2010 saw a 41% increase in health checks and consultations.

HALE Hobby Week: Hobby sessions on painting, photography, glass painting, dance, guitar playing, yoga, gardening, interior decoration, oratory, debate, art and craft and pencil sketching were hosted by experts. Several Infoscions benefited from these workshops and participated in these programs enthusiastically.

Special sessions on our corporate TV channel: These sessions addressed occupational health conditions such as backache, diabetes and women's health issues.

Hearing and resolving issues

The following are the formal platforms provided at Infosys to address employee grievance and issues related to harassment:

HEAR – Hearing Employees and Resolving: This is a formal mechanism to help employees express unresolved grievances and highlight instances of discrimination. This year, HEAR received two discrimination cases based on gender, age or ethnicity.

ASHI – The Anti Sexual Harassment Initiative: ASHI allows employees to report sexual harassment at the workplace. The cases are heard and resolved by an unbiased group. In 2010-11, there were eight significant cases heard and resolved by the Grievance Redressal Body (GRB).

Let's interact on themes that matter to us (LITMUS)

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

Employee career development

The Infosys Role and Career Enhancement (iRACE) policy maps the career progression path for all Infoscions. All employees undergo regular appraisals to receive feedback on their performance as well as for promotions. The training needs of our employees are met by the Education & Research (E&R) unit. The intervention starts right from training new hires to meeting employee aspirations through competency development.

Work-life balance

The role of professionals in the current social milieu demands flexibility in managing an optimal work-life balance. Attaining personal as well as professional goals leads to an engaged workforce and it is this social responsibility that enterprises today are addressing through various work-life balance programs. We continue to support the work-life balance needs of our employees. The Company has established a work-life benefits team to assess the needs of our workforce. The following are our significant HR policies that support work-life balance and inclusivity:

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

Employee safety

We provide a safe, healthy and conducive work environment for our employees, contractors and visitors. The Occupational Health & Safety initiative at Infosys is structured as follows:

- Measuring effectiveness, reach and value is part of the OH&S initiative. The OHSAS 18001 specifications ensure that all our objectives and targets are measured. It also helps to measure the lost time rates, which indicate whether the desired results are achieved or not.
- Safety is integrated into all our operations
- Risk assessments are conducted for all routine and non-routine activities and services at each site to identify, monitor, measure and manage the identified risks in a structured manner and to minimize or control their impacts, and achieve continual improvement. Risk assessment is also conducted for new or modified activities, products and services. Once identified, hazards are ranked according to severity. Prioritization of abatement actions is based on the ranking scheme. Serious violations and hazards are always given top priority and corrected immediately.
- Special campaigns are conducted to motivate and encourage participation by employees
- A feedback mechanism is provided for employees to enable feedback collection
- A safety committee is formed, which meets regularly to discuss on performance and progress
- Core members work closely with medical practitioners to evaluate occupational injuries and illnesses and plan for mitigation
- Periodic surveys are planned to assess opportunities for improvement
- Managers are encouraged to ensure employee participation in training programs and help build trust among employees in matters of disclosing accidents or incidents
- Mailers and targeted communication are widely used for communicating and building awareness on various topics including the importance of storing emergency contact numbers, and precautionary measures during emergencies.

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

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

We have mechanisms to track and analyze incident data at the workplace. Two instances of fatalities were reported within our campus in FY 2010-11. The involved parties ended their lives intentionally and the causes were of a personal nature.

The incident rates for FY 2010-11 and FY 2009-10 that includes incidents at the workplace are stated as follows:

Incident data	2010-11	2009-10
Frequency rate (Total number of incidents x 10^6) / total person hours worked	3.25	3.52

Incident data	2010-11	2009-10
Severity rate (Total number of person days lost x 10^6) / total person hours worked	4.21	10.15
Incident rate (Total number of incidents x 1000) / total number of employees	7.46	8.02

Note: The incident frequency and severity rates are restated based on the IS 3786 standard. Increased awareness and education has resulted in reduction of severity this year as compared to the previous years.

Creating common ground

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

Continuous learning opportunities

We have a dedicated function, the E&R department at Infosys to cater to the learning and training requirements of our employees. With a robust team of educators, the E&R department caters not only to the entry-level training, but also has a flexible and dynamic framework to accommodate lifelong learning that is crucial to build a sustainable and competitive advantage.

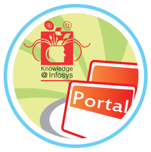
The training provided for each of our employees during FY 2010-11 has been in the range of 80-120 hours across job levels. The training includes managerial and leadership development, technical courses, domain programs and training on process modules. Learning platforms are spread across multiple channels, such as e-learning modules and online learning tools on our internal learning management systems. Learning sessions are conducted through InfyTV and traditional classroom training.

The Infosys Global Education Center (GEC) in Mysore is one of the largest corporate education centers in the world. The following table depicts the training details:

Program	2010-11	2009-10	2008-09
Employees trained			
Technical	104,715	163,971	117,869
Soft skills	36,525	55,528	109,017
Project management	2,274	2,754	4,642
Participation in person days			
Technical	1,652,016	329,617	203,541
Soft skills	36,440	37,270	98,817
Project management	4,131	3,679	5,784

Scope: Infosys Technologies Limited, global operations

Collaboration through knowledge sharing is an important factor in learning and education. We have provided the following knowledge management and collaboration channels to leverage organizational knowledge:



KM Portal – A searchable knowledge repository

People Knowledge Map – A directory service for locating experts

Discussion
Forum

Knowledge Exchange – Online discussion forums

KMail – An auto-response generator and workflow to answer directed knowledge queries

Communication channels

Communication being a key factor in employee engagement, we have established multiple channels to reach out to our employees at all levels. Transparency being the core of our communication, the following are the most significant communication channels at Infosys:

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

Inspiring action

Corporate social responsibility is a commitment that has emerged as one of the focus areas through which a corporate recognizes its social contract and leads inspiring action towards achieving its goals. Our corporate governance heavily invests not only in transparent organizational practices, financial transactions and disclosures, but also in the business of creating value for our stakeholders through various channels. We support and sponsor programs that inspire our employees to take up developmental goals for themselves as well as for the society.

Leadership development

The vision of the Infosys Leadership Institute is to be a globally recognized institution that grows leaders and advances the field of leadership development. The institute works towards helping execute the business strategy and ensuring that Infosys has competent leaders to take on senior leadership positions as and when they arise.

In 2010-11, the members of the institute spoke about leadership development at 15 international and national forums and anchored close to about 100 client visits. This year, the head of the Infosys Leadership Institute, Matt Barney, released the book, *Leadership @ Infosys*.

Industry-academia partnerships – InStep

InStep is Infosys' flagship global internship program established under the guidance of N. R. Narayana Murthy. At InStep, we seek to attract top talent from leading global academic institutions. For Infosys, the InStep program supports the development of the organization through the diversity and experience of this best-in-class talent pool.

150 students from prestigious colleges across the globe interned with us as part of the InStep program in 2010-11 and 1,098 students have been part of the program till date.

Celebrating success and excellence

The pursuit of excellence is an integral part of the core values at Infosys. To recognize employees who pursue excellence, the Awards for Excellence were initiated in 1995 as the 'Managerial Excellence Awards'. With just one category and three winners in the first year, the awards have grown to recognize much of what it means to be an Infoscion. The Awards for Excellence this year have been given away at the global and regional levels.

Refer to the Additional Information, Awards for Excellence section of the Annual Report 2010-11 on www.infosys.com for more details.

Promoting community empathy

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

The Sabbatical Policy for Community Service was launched in October, 2008. The policy enables employees to be involved in community development projects, while receiving monetary support from the company and the choice to come back to normal work schedules after successfully completing the projects in a time frame of six months to one year.

The sabbatical policy for community service is gaining momentum and our employees have welcomed it across locations in India. Ever since its inception, 31 Infoscions were selected by the Infosys internal selection committee and 16 Infoscions have returned from the sabbatical. The number of Infoscions opting for this facility has steadily grown and these Infoscions have worked in multiple socially relevant areas that range from environment to healthcare.

Infosys Foundation

The Infosys Foundation was set up in 1996 with the intention of supporting the underprivileged sections of society and enriching their lives. A small but dedicated team of the Foundation has sustained and nurtured developmental programs across some of the areas where aid is most needed – healthcare, education, arts, and community welfare, especially in the rural and underdeveloped regions of India.

The key focus areas of the Foundation are:

- Learning and education
- Healthcare
- Arts and culture
- Social rehabilitation and rural uplift

Refer to Additional Information, Infosys Foundation section of the Annual Report 2010-11, available on www.infosys.com for more details.

Employee-driven activities

We have pledged to make a difference to society by actively participating in community development. More than 100,000 employees contribute actively to community welfare, environmental sustainability and digital literacy. Various CSR initiatives in multiple developmental centers at Infosys run independent of each other with focus on five major themes: health, education, art, rural welfare and rehabilitation, and targeted inclusive growth (HEART).

A governance framework has been put in place to streamline the planning and implementation of our employee driven CSR initiatives, and to ensure professional administration, financial transparency, operational efficiency and effective communication.

Events organized by the CSR wings provide employee volunteers with numerous opportunities for playing leadership roles and building organizational skills. With over 4,000 employee volunteers, we have implemented several programs across our development centers (DCs) and locations worldwide.

The following are some of the significant achievements of employee-driven CSR activities during the year 2010-11:

CSR group and location	Activities in 2010-11
Pragati, Bangalore	Pragati successfully ignited the spirit of learning and quest for knowledge among the underprivileged school students. Pragati volunteers worked for over 15 months with 100 students of the Buddha Education Society Government School to help them: • Excel in academics and build confidence • Build awareness about community and environment • Choose a suitable career option The sustained effort created a lasting impact and led to 35% improvement among student enrolments.
Samarpan, Bangalore	Samarpan is a forum for Infoscions to participate, contribute and engage in several CSR initiatives. The significant achievements are: • Conducted awareness and pledge drives such as the eye pledging campaign, the blood donation campaign, and the women empowerment campaign. • Partnered with the 'Make a Wish' foundation to sponsor and support their wish granting initiatives for terminally ill children. • The Notebook drive, the biggest volunteer program of Infosys is considered to be the defining volunteer program of the corporate sector. School kits and notebooks were distributed across 450 rural schools in 2010. The Samarpan team has effectively built communication channels with local NGOs and receives alerts from them for conducting theme specific programs on a need basis. During the year 2010-11, the Samarpan team received invitations to participate in events such as walkathons, the anti-tobacco campaign, 10. 10. 10 Green Connect, and the Cerebral Palsy Day.

CSR group and location	Activities in 2010-11
Prerana, Mangalore	Prerana caters to community service projects for healthcare and education. It also works closely with the Infosys Foundation, in identifying deserving projects and implementing them on a need basis. Significant initiatives that were taken up by Prerana in the year 2010-11 are as follows: • 'Gift a Toy, Spread Some Joy' initiative wherein 850 children from 11 orphanages in and around Mangalore, were gifted a toy of their choice for Christmas. Over 800 employees volunteered for the donation drive and distribution of gifts. • Sponsored educational material to 30 childcare centers at a cost of over ₹47,000. • Disbursed an amount of ₹15,40,220 as scholarships to 474 students needing financial help under the Pratibha Poshak initiative. The money was donated by over 600 employees. • Provided support to neighborhood schools for students of economically weaker sections by donating ₹1,48,018 towards providing notebooks, stationery and school uniforms to 379 students. In addition, an amount of ₹30,000 was used to sponsor the salary of one teacher. • A total of 475 units of blood were donated to government hospitals in the last one year, collected through blood donation camps. • Donated ₹73,000 which helped eight poor patients in need of emergency medical help.
Akanksha, Bhubaneswar	Akanksha partners with Infosys Foundation in areas of education and rehabilitation of victims affected by natural disasters such as tornadoes, cyclones and floods. Some of the significant initiatives of Akanksha for the year 2010-11 are as follows: • Organized a free swine flu vaccination camp for the Bhubaneswar contract staff in collaboration with the Serum Institute of India. Over 480 contract staff personnel were vaccinated. • Donated water purifiers to five government schools, renewed the health insurance of orphans of the Adruta school, and organized a free health camp for the support staff at Bhubaneswar as part of providing a clean and healthy infrastructure. • Worked towards making fifteen physically challenged individuals self-reliant by providing tricycles. This was done in collaboration with Youth Development Foundation (YDF), an NGO. The cost of the donated kits was ₹1,60,000.
Prayaas, Chandigarh	Prayaas has a strong base of 200 plus members and is a registered NGO under the Chandigarh Administration Act. Significant initiatives of Prayaas in fiscal 2011 have been: • Working throughout the year to improve the lives of the Tanda village inhabitants. Several targeted programs such as skill building, cleanliness drive, health and medical awareness camps including general health, dental, and eye checkups were organized. • Extended financial support to the victims affected by the Leh floods in Northern India.
Sneham, Chennai	Sneham has embraced the CSR philosophy HEART and has been focusing on rural infrastructure uplift and inclusive growth. The following are significant activities in FY 2010-11: • In collaboration with Sarva Shiksha Abhiyan, Sneham volunteers trained 450 rural students in improving their English, computer skills, and eco awareness. • Sneham donated over ₹7,50,000 to projects like notebook distribution, classroom flooring and furnishing, buying science lab instruments and sanitation projects. • Sneham partnered with NGOs Nethrodaya and Disha to support the physically and visually challenged. Sneham was featured on the NDTV-Hindu 'Pay it Forward' program.
Mamata Welfare Society, Hyderabad	Mamata consists of over 750 socially conscious young Infoscions who help the underprivileged. This year, the key activities included: • Awarded 280 meritorious students, from economically challenged families, Pratibha Poshak Scholarships worth ₹8,00,000. • Donated school kits including notebooks and stationery to over 1,000 children of the Infosys support staff, from money donated by employees. • Organized training sessions by Right to Information (RTI) activists for employees and college students to create awareness about the RTI Act. Also, supported citizens to file RTI applications for solving problems related to street lighting, correction of marks, passport issues, road repairs, gas connections, etc. • Donated a paper plate making machine to the Sri Sai Seva Sadan, an NGO housing mentally challenged children from rural areas. The paper plates made are sold in the market and the revenue generated is used for the development of the NGO. • Around three tons of rice was contributed by employees and donated to old-age homes and orphanages in Hyderabad.
Spring, Infosys China CSR group	Spring has a dedicated group of Infoscions addressing issues related to social inequity. Some of the events spearheaded by Spring this fiscal were: • Arranging for the distribution of new clothes, books and toys for the underprivileged children as part of the 'Giving Tree' program, 2010. 'Giving Tree' provides underprivileged children with a bag of new clothes and toys for the spring holidays in China. • Funded the emergency medical treatment of an underprivileged child.

CSR group and location	Activities in 2010-11
U.K. CSR group	E-Skills U.K. is a not-for-profit, employer-led organization licensed by the government as the 'Sector Skills Council for Business and Information Technology'. IT for girls is a partnership program between Infosys U.K. and E-skills aimed at providing the tools necessary for students to understand the requirements of the IT industry. • Infosys and E-skills have organized several visits by schoolchildren to the Canary Wharf offices in the U.K. • The U.K. CSR team participated in a Corporate Cricket Tournament against competitors like TCS, Wipro, and Accenture to raise funds for CRY.

Influencing change

Influencing sustainable social change requires dedicated effort and it requires us to engage with multiple stakeholders at the individual level, at the community level and at the institutional level. Influencing policy change through advocacy and affiliations with various stakeholders is an important aspect of furthering our commitment to our social contract. Our leaders and employees have been working with organizations, governments, world bodies and special groups towards meeting this objective.

Our engagement with developmental activities spans infrastructure as well as public utilitarian services. Sponsoring and setting up fire stations in Bangalore and Mysore near our development centers is one such example. Our association with Electronic City Industries' Association (ELCIA) has been instrumental in improving local civic administration and amenities. The Karnataka government sought aid from businesses to build new houses for those affected by the floods in North Karnataka. We partnered with the government to build houses for the flood victims under the 'Aasare' scheme. These activities are done as pro bono engagements and are ably supported by our Management.

In our endeavor to influence change, we have targeted several initiatives that are listed as follows:

Infosys Science Foundation

The Infosys Science Foundation (ISF) is a not-for-profit trust to promote research in sciences in India. It was set up by some of the Infosys Technologies Limited founder members in February 2009. The ISF honors outstanding contributions and achievements by Indians in various streams of science with the Infosys Prize in five categories: mathematical sciences; physical sciences, engineering and computer sciences, life sciences and the social sciences. The award is given to young Indian scientists below the age of 50, who work in India or abroad The Foundation is funded by a corpus of ₹21,50,00,000 contributed by members of the Infosys Board and an annual grant from Infosys Technologies Limited. The annual award in each category is ₹50,00,000.

Through this award, we hope to enthuse youngsters to take up research that enables solutions and channels thinking in a direction that will help solve fundamental problems in areas like life sciences and medicine, economics and social issues, mathematics, natural sciences, earth sciences and of course engineering and computer science. The laureates of the Infosys Prize have proved themselves heroes indeed – working for causes much larger than themselves or even the boundaries of a nation. Our Life Sciences laureate for 2010, Dr. Chetan Chitnis, for instance, has discovered the first viable malaria vaccine and the work of our Engineering laureate in 2010, Prof. Ashutosh Sharma, has important applications in energy storage.

Refer to www.infosys-science-foundation.com for more details.

ACM-Infosys Foundation Award

The ACM-Infosys Foundation Award in Computing Sciences, established in August 2007, recognizes personal contributions by young scientists and system developers to a contemporary innovation that exemplifies the greatest achievements in the discipline. ACM, the Association for Computing Machinery (www.acm.org), is the world's largest educational and scientific computing society, uniting computing educators, researchers and professionals to inspire dialogue, share resources and address the field's challenges. The award carries a prize of US$ 150,000, provided by the Infosys Foundation endowment. Frans Kaashoek of the Massachusetts Institute of Technology is the recipient of the 2010 ACM-Infosys Foundation Award in the Computing Sciences for his contributions to the structuring, robustness, scalability, and security of software systems.

Akshaya Patra Foundation

Founded in 2000, the Akshaya Patra Foundation provides midday meals to schoolchildren in partnership with the union and state governments of India. The meal is an incentive for children to attend school and complete their secondary education. The scheme has helped reduce school dropout rates to a significant extent. It is also the largest midday meal program in the world.

Since its inception, the Akshaya Patra Foundation has served about 235 million meals. Currently, Akshaya Patra meals are served to about 1,300,000 schoolchildren in 7,699 schools across seven states in India, including rural and urban Bangalore, Mysore, Mangalore, Hubli, Mathura, Jaipur, Puri, Bhilai, Guwahati, Ahmedabad, Vadodara, Baran in Rajasthan and Nayagarh in Orissa. The Foundation aims to increase the cumulative number of meals served by it to one billion by the end of 2011. The Akshaya Patra Foundation Board of Trustees has several leaders from Infosys and they, along with the other trustees, have been actively involved in making the program reach more beneficiaries across the country.

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

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

Our employees, Aruna Newton and Hitesh Sharma, have been part of the Leaders Group since the inception of the project. Their role is to provide a strategic direction to the working group in evangelizing the concept, 'For a sustainable future, people matter'. In other words, to highlight the strategic relevance of people in sustainability.

Leading change

In 2010, Infosys Australia and New Zealand CEO Jackie Korhonen was elected to the national board of the Australian Information Industry Association, the country's apex body for IT. As part of her duties, she is heading a national taskforce seeking to create better awareness and uptake of the IT profession by Australians.

North Karnataka flood relief project

As part of our committed responsibility towards addressing a humanitarian crisis, we have pledged our support to the flood victims of northern Karnataka. We are in the process of constructing over 2,250 houses spread across 18 villages in five districts of Karnataka for the people affected by the devastating floods, helping them rebuild their lives, brick by brick.

Houses built by the Infosys North Karnataka flood relief office

The floods of September-October 2009 in North Karnataka and Andhra Pradesh were hugely devastating. Sixteen districts of North Karnataka were affected by the floods, over five lakh houses damaged and hundreds of lives lost.

The Karnataka state government requested corporate sponsorship in the rehabilitation project. Infosys committed its support to rebuild the affected villages and undertake a mass housing project. Infoscions, together with the Board of Directors and the Infosys Foundation, contributed ₹30 crore, an equivalent of approximately US$ 6.8 million towards the relief, rehabilitation and reconstruction.

With this fund, an Infosys team with a dedicated program manager was put in place to build over 2,250 houses spread across 18 villages in five districts of Karnataka – Gulbarga, Yadgir, Raichur, Dharwad and Belgaum. The team worked with the state government, the local panchayats and NGOs to ensure infrastructure, including roads, power and water supply were provided at the new layouts. Work started with the construction of houses between February and April of 2010 in 16 new and two existing layouts.

During the construction, the team employed over 25 agencies and over 1,500 masons and laborers for over a year. We supported local talent by engaging over 25 individuals who went on to become successful entrepreneurs. Three local NGOs were involved in the work in order to ensure continuity in rural development activities even after the construction.

The team handed over the first village to the beneficiaries in February 2011. In this project, 108 houses in Balwadgi village in Gulbarga district ravaged by the Bheema river were handed over to the beneficiaries. Subsequently the remaining 1,143 houses in 11 additional villages of Gulbarga district, 229 houses in two villages of Raichur district, 425 houses in one taluka of Dharwad district, 70 houses in one village of Belgaum district and 50 houses in one villages of Yadgir district were delivered between February and May of 2011, making it a total of 2,023 houses out of 2,262. Construction is in progress for the last one village with a plan to deliver 239 houses.

All the houses in the new layouts have an RCC roof, are single storied, and built on a 30 x 50 feet plot and have an individual toilet to ensure proper sanitation. Infosys envisages these villages to stand as a sustainable model.

The beneficiaries were also provided with smokeless stoves, books, and solar lanterns. Work on community rain water harvesting is under consideration. Villages have been provided optimal green cover with sufficient plantation. Banks have agreed to open no-frill accounts for these people to inculcate the habit of managing their finances astutely through planned savings.

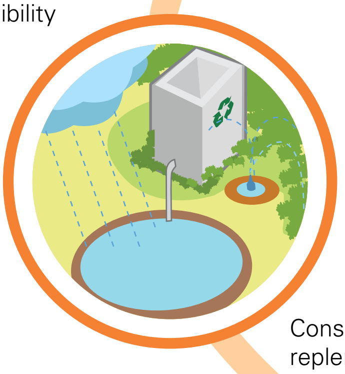
The team also developed a Flood Relief Management system to consolidate the data of displaced villagers and beneficiaries of the housing project, and monitor the progress of reconstruction. The application is scalable and reusable across all similar mass construction projects.

Refer to the Foundation website, http://www.infosys.com/infosys_foundation for more details.

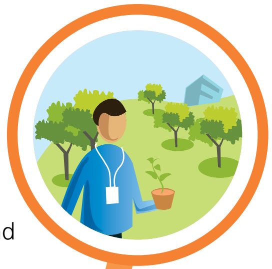
Resource intensity

Environmental responsibility

Responsible consumption



Conservation and replenishment



Promotion of biodiversity

Cost-saving

Building capability

- 3.85% reduction, in FY 2010-11, in our per capita per month electricity consumption
- 6.82% reduction in our per capita per month fresh water consumption

Inspiring action

- Two buildings in Jaipur and Thiruvananthapuram campuses awarded the LEED Platinum rating
- The Bureau of Energy Efficiency awarded 5-star rating to our Infosys BPO Building in Pune phase-2
- We used 14,517,700 kWh of green power.

Influencing change

- Implemented radiant cooling technology for the first time in a commercial building in India
- An average of 2,956 kWh per month was saved by the participants of the Infosys Megawatt Challenge till date.

Responsible citizenry

> *As a global corporation, we believe it is our foremost responsibility to make our businesses sustainable and set an example for others. Infosys recognized early on the importance of promoting sustainability and leading by example in the corporate world and established the Green Initiatives team in 2008.*

U. Ramadas Kamath
Senior Vice President and Head – Administration, Commercial, Facilities, Infrastructure and Security

In 2008, for the first time in human history, the global level of urbanization surpassed the 50% mark, giving more people access to technology and an improved standard of living. However, this is also creating an immense strain on our natural resources. The world is undergoing tremendous technological and economic transformation on the one hand, and facing challenges of climate change and resource depletion on the other. These twin challenges have given us a unique opportunity to change our conventional preventive strategy on sustainability to a transformational one through innovation and technology. Opportunities range from low carbon, zero-waste cities and infrastructure to improving ecosystems, lifestyles and livelihoods. Enabling these changes will also generate huge opportunities for companies in the information and communication technology sector to create a smarter and sustainable world.

Buildings and infrastructure form the framework of our daily life. As major sectors of national economies, production of building materials and construction together create hundreds of millions of jobs all over the world. But from an environmental perspective, roughly 40% of all energy produced is consumed by buildings that directly or indirectly cause about 30% of the global greenhouse gas emissions. This scenario offers a huge potential for the use of technology to reduce the environmental impacts of the buildings through improved design and increased efficiency. Our ever-growing development demands have also put a huge stress on the availability of fresh water. Only 2.5% of all the water in the world is freshwater and only 0.7% of this is available for human use. According to the United Nations, about 1.8 billion people are expected to suffer from fresh water scarcity by 2025, mostly in developing countries.

As a global corporation, we believe it is our foremost responsibility to make our businesses sustainable and set an example for others. At Infosys, sustainability is a way of life and a dedicated Green Initiatives team was established in 2008 to reiterate our focus and commitment towards building a sustainable tomorrow. During the last three years, our sustainability initiatives have been successful in influencing all our stakeholders, both internal and external, and have achieved encouraging results.

Through a focused effort on better design, smarter operations and reduction in wastage of resources, we have been able to achieve a 23% reduction in per capita per month energy consumption compared to 2007-08 levels. In our larger goal to become a carbon-neutral corporation, we have purchased about 14 million units of green power during the same period and have fixed a goal of meeting about 20% of our energy requirement with green power by 2012. On the water front, we have reduced our per capita per month fresh water consumption by 8% over 2007-08 levels. As part of our goal to become a water neutral organization, we have built rain water harvesting reservoirs in our Mysore, Hyderabad, Pune and Mangalore campuses with a combined water holding capacity of over 300 million liters.

The pathway towards a sustainable world contains both opportunities and risks, and will transform the way companies conduct business. Sustainability has become a business imperative that can no longer be ignored and has been imbibed in our everyday business operations.

As they recognize the power of 'citizenship behaviors' in promoting the efficient use of resources, and understanding fully well that every effort counts, Infoscions endorse practices that are designed to reduce the consumption of resources as part of their daily work. The dream of every Infoscion is to take these practices back home and impact communities and societies and strengthen our resolve to protect the planet with actions that we own.

Resource intensity is about doing far more with far less resources – energy, water or material. It is about harnessing less intensive alternatives or finding transformational ways to de-intensify and achieve the same or better outcome using less resources. Resource intensity not only helps to reduce the burden on the environment but also to potentially save costs and benefit the business by lowering risks due to resource dependencies.

Building capability

Building capability with respect to the Resource intensity track involves creating awareness and providing direction for our employees and vendor partners to make judicious use of available natural resources and help in their conservation. This section focuses on these two important stakeholder groups.

Sustainability awareness

We recognize that awareness is the first step towards reaping the maximum benefits while using as little of nature's resources as possible. With employees spread across various geographies, creating awareness on consumption of resources is a huge challenge. We took up several initiatives through the year to spread awareness among Infoscions during 2010-11. Some of the initiatives are as follows:

- The Sustainability Expert speak series:

Month	Speaker	Topic
April	Shekhar Dattatri	Truth about tigers
May	H. N. Chanakya	India Shining! – a trash landing?
August	L. Ramakrishnan	Responsible supply chain

- A Sustainability channel on InfyTV allows employees to view and discuss videos that create awareness about resource preservation and spread the message of sustainability. The videos on 'Going Green' and 'Social Impact' attracted the attention and interest of employees and inspired participation.
- We have partnered with the British Council in making short films on environmental issues. We have gone on to make these available as part of the curriculum at our Global Education Center in Mysore.
- We encourage our employees to register their environmental accountability by reducing their personal carbon footprint. 'My Ecological Footprint', the unique dashboard created by in-house developers, is available for all our employees as part of their personal information on the intranet.

Vendor engagement

We continuously re-frame standards of product development with our vendor partners and work closely with the supply chain to minimize environmental impacts of our development and supply chain activities through:

- Raising awareness with our vendor partners about sustainability and conservation of resources.
- Ideation and implementation of a sustainable supply chain model and integrating it into our processes.

Our significant locations in India are Bangalore, Chennai, Hyderabad, Pune and Mysore, and our proportion of spending on locally-based suppliers at these locations is about 30%.

Inspiring action

Our endeavor is to use fewer resources in a more intense manner, and we have tried to implement our Resource intensity principles most notably in our campus infrastructure. From judicious use of power and water to reducing emissions, from planting more trees to installing sewage plants, inspiring action in Resource intensity is about words translating into deeds. In this section, we talk about our efforts in reducing our dependence on environmental resources and bringing down harmful emissions.

Building sustainable infrastructure

In the last fiscal, we carried forward our commitment to add to our existing infrastructure keeping our sustainability goals firmly in mind. Investments in existing or new campuses are consciously made in line with our commitment to demonstrating high standards of environmental protection including resource conservation and prevention of pollution. Our goal of designing our new buildings in India based locations to comply with LEED platinum rating is one of the steps in this direction.

Two of our buildings in Jaipur and Trivandrum campuses were awarded the LEED Platinum rating, the highest standard for green buildings, by the Indian Green Building Council (IGBC) in July 2010 and March 2011 respectively. All our new buildings have been registered for LEED rating with the IGBC and are designed to be 25% more efficient than global energy efficiency standards.

All new buildings are designed to reduce solar heat gain. We have installed LED lights controlled by smart sensors. We have also successfully implemented radiant cooling technology for the first time in a commercial building in India at Pocharam, Hyderabad, making the building 40% more energy efficient than those following ASHRAE standards. We pursue efficient design, use recycled materials, source from local vendor partners, to reduce the consumption of building materials and carbon footprint.

Refer to the website http://www.ashrae.org/ for more details.

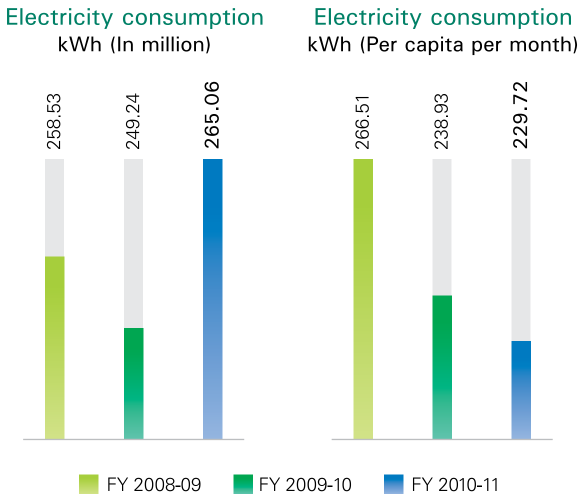
Energy consumption

The total energy consumption for our India operations in FY 2010-11 was 1,143,813.48 GJ. The energy consumption has resulted mainly from the use of grid power and high speed diesel (HSD) used for generators and for boiler applications. The energy consumption for steam generation during the FY 2010-11 was 18.97 MJ.

Note: Our indirect energy consumption comprises of grid power and fuel.

The following table describes the major sources of energy consumption in our India operations for FY 2010-11:

Sources	Consumption (GJ)
Grid power (Including green power of 14,517,700 kWh)	906,816.99
Fuel (For DG and boilers)	236,996.49



During the fiscal year the total electricity consumption was 265.06 million kWh, which comprises 231.48 million kWh of grid power, 19.06 million kWh of captive power, 14.51 million kWh of green power. With increase in scope of locations for electricity consumption, the total consumption was 271.06 million kWh with grid power of 237.37 million kWh, captive of 19.18 million kWh.

Note: The employee count for the years 2009-10 were normalized to include vendor partners on campus. Hence the per capita per month for electricity consumption for the year 2009-10 is being restated as 238.93 kWh in place of 246.23 kWh. The per capita per month achievement of 3.85% is based on this data. This restated computation considering the updated scope will be used as the baseline for calculating FY 2011-12 data.

Electricity efficiency

Through our focused effort on better design, smarter operations and reduction in wastage of resources, we have been able to achieve a 23% reduction in our per capita per month electricity consumption from 2007-08 levels. This fiscal year, 6% of the electricity used in our operations came from green power, 7% from captive power sources and 87% from grid electricity. A per capita per month saving of 3.85% was achieved in electricity consumption during the year and some of the initiatives contributing to this include:

- Installation of occupancy sensors in data centers, cabins, discussion rooms, restrooms, and in work areas in identified buildings
- Optimization through reduction in number of light fixtures and replacement of fixtures of lower wattage
- Installation of ES panel for lighting loads in some buildings
- Installation of LED lights in common areas and in lift passenger cars in select development centers
- Installation of energy-savers in buildings
- Installation of wind turbines at Bangalore, Mangalore and Pune
- Pilot installation of variable frequency drives in condenser pumps in chillers at Bangalore
- Installation of auto-blow-down valve to ensure chemical-free water treatment in chiller plants
- Replacement of old equipment in phases
- Installation of variable frequency drives in sewage treatment plants
- Optimization of UPS based on loads
- Optimization of operating hours for chillers

Renewable energy

This fiscal year, we used 14,517,700 kWh of green power. Other notable achievements in the area of green power include:

We have installed one of the largest solar water heaters in the country that can support the heating needs of over 600,000 liters per day amounting to savings of around 25,351 units on a bright sunny day.

We are pursuing the installation of solar PV / Micro wind turbines. Three micro wind turbines of capacity 1.8 kW each was installed at Bangalore during the year.

We are pursuing research and development on solar thermal technology.

We are implementing policy-level changes to promote the use of green power.

We were successful in influencing the Karnataka state power regulators to remove cross subsidy on green power.

We are influencing the government of Karnataka to introduce voluntary 'Green Power Tariff'.

We are influencing the government of Tamil Nadu to allow the sourcing of electricity directly from private suppliers.

Emissions

The main sources of our GHG emissions include secondary emissions from electricity consumption, business travel and employee commute. The emissions from our India operations for the FY 2010-11 is as follows:

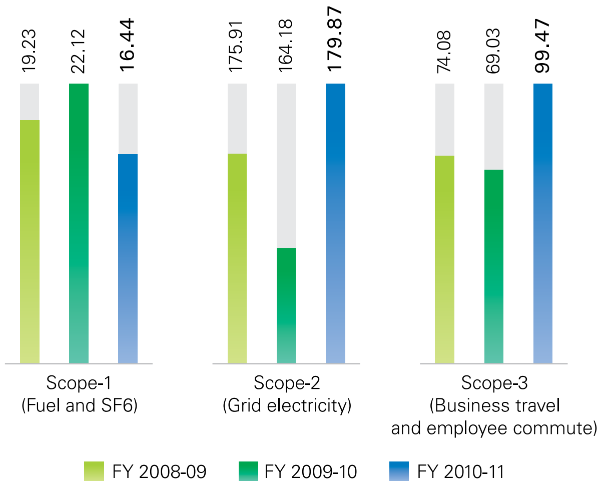
Emission sources	2010-11	
	%	CO2e in kg
Power	60.8%	179,868,848
Fuel	5.55%	16,415,817
Business travel	25.54%	75,553,038
Employee commute	8.09%	23,923,223
SF6	0.01%	22,800
Total (kgs)	100%	295,783,726
Total (in MT)		295,784

This fiscal year, our per capita per month GHG emission increased by 1% because of the increase in scope-3 (business travel and employee commute), while we had reduced the per capita per month emissions by 8.97% in FY 2009-10.

The comparative GHG emissions for the past 3 years and the percentage of scope 1,2 and 3 are graphically represented follows:

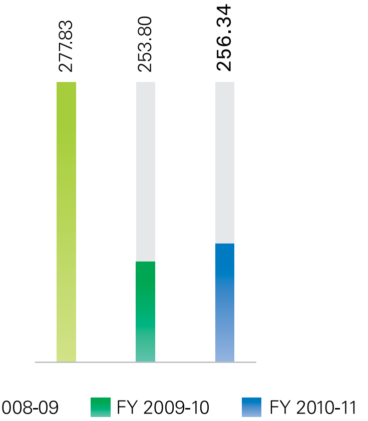
GHG emissions

(in KT)



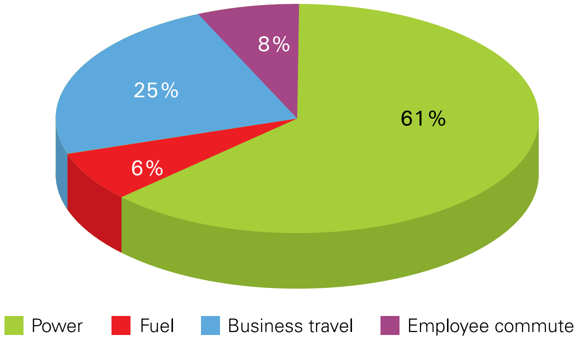
GHG emissions

(Per capita per month in kg)



GHG emissions

(as percentage 2010-11)



Note: With increase in scope of locations for GHG emissions, the FY 2010-11 figures were: Scope 1 = 16.58 KT; Scope 2 = 184.6 KT and Scope 3 = 99.76 KT. The per capita per month value hence is 254.76 CO2 e in kg. This restated computation considering the updated scope will be used as the baseline for calculating FY 2011-12 data.

NO_x and SO_x emissions

Operation of diesel generator sets and boilers are the main sources of NO_x and SO_x emissions at our campuses. In FY 2010-11, the annual SO_x and NO_x emissions were 9.37 MT and 17.68 MT respectively.

Scope: Infosys Technologies Limited, India operations

Ozone depleting substances

Our operations warrant the use of refrigerants in the Heating, Ventilation and Air conditioning (HVAC) systems. These include substances like R22, R12, R123A, R410A, R407C, R134A, each of which has varied ozone depleting potential (ODP). We have made a conscious effort to switch over to refrigerants with zero ODP and this has resulted in the use of R410A, R407C and R134A (zero ODP). The emissions related to ODS over the past three years are as follows:

Ozone depleting substances	2010-11	2009-10	2008-09
R22 (kg)	2,253	2,068	2,347
R12 (kg)	1	–	360
R123 (kg)	240	–	–
R410A (kg)	245	–	–
R407c (kg)	243	–	–
R134A (kg)	464	–	–
Total CFC 11 equivalent	129.73	114	124.5

Data computational methodologies

The following parameters and conventions are used for calculating data for emissions and energy consumption in the report:

- Employee count for per capita: The count is inclusive of employee and contractual staff. The employee count is arrived based on swipe details and the average working days in a month is considered for the same.
- SO_x and NO_x calculations: To arrive at the SO_x and NO_x emissions the average emission rate, running hours of the diesel generators (DG) per month and the oxides of Sulphur and Nitrogen are first computed. The exhaust stacks are monitored for the net emission calculation for the following:
    - Concentration of SOx and NOx emissions
    - Flow rate of exhaust gases
    - Generator runs

The following formulae are then used for the final computation:

- $SO_x = (SO_x \times \text{Emission rate} / 1{,}000) \times \text{Running hours of DG}$
- $NO_x = (NO_x \times \text{Emission rate} / 1{,}000) \times \text{Running hours of DG}$

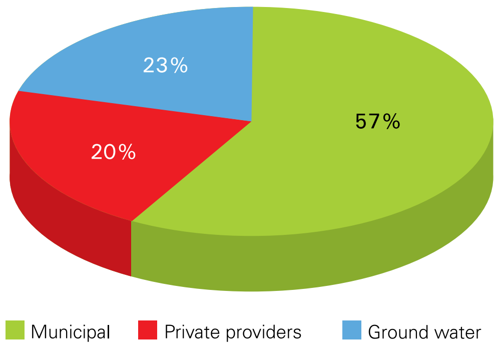
- GHG emissions: The GHG emissions are computed using guidelines provided by the GHG protocol.
- Energy: The GRI indicator protocols have been used to compute energy consumption.

Water consumption

The total amount of fresh water consumed this fiscal was 3,447,062 KL, compared to 3,339,855 KL last fiscal. The per-capita per month consumption in 2010-11 was 3.01 KL against 3.23 KL in 2009-10. The following table and pie chart show the volume of water drawn from each water source and the proportional contribution of each of these sources in the year 2010-11.

Water sources	Consumption (KL)
Municipal	1,958,616
Private providers	682,835
Ground water	805,611
Total fresh water	3,447,062

Fresh water sources



Note: With increase in scope of locations for fresh water consumption, the total consumption was 3,531,069 KL and the break up included municipal supply of 1,979,991 KL, 309,064 KL through private providers, 805,611 from bore wells and 436,403 from other sources. This restated computation considering the updated scope will be used as the baseline for calculating FY 2011-12 data.

Water resources

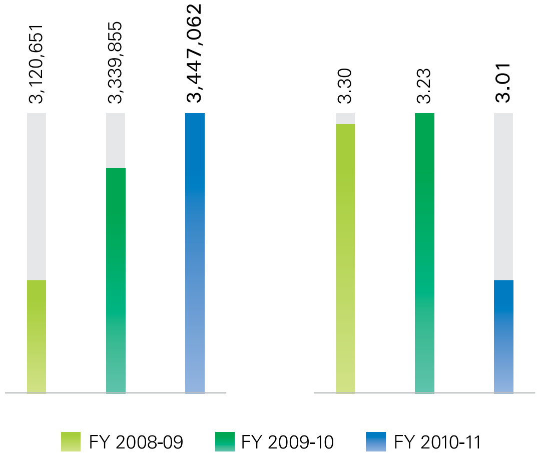
We have successfully achieved our target of reducing per capita per month fresh water consumption at our Indian campuses by 6.82% during 2010-11 through various water conservation initiatives.

We have built rainwater harvesting reservoirs in our Mysore, Hyderabad, Pune and Mangalore campuses with a combined water holding capacity of over 300 million liters.

Given the nature of the operations, fresh water is used only for human sustenance and not for production. Hence we believe that we do not significantly impact water sources. All waste water generated in our campuses is treated at in-house sewage treatment plants and the recycled water is used for landscaping or flushing purposes. The quality of the treated water is monitored to ensure adherence to applicable norms.

We are enabling processes for improving our systems for monitoring water recycling at all our campuses with a view of achieving long-term water sustainability.

Note: The employee count for the years 2009-10 was normalized to include vendor partners on campus. Hence the per capita per month fresh water consumption for the year 2009-10 is being restated as 3.23KL in place of 3.32 KL. The per capita per month achievement of 6.82% is based on this data.


Water consumption (in KL)

Water consumption (Per capita per month in KL)

Initiatives for water reduction

The following are the initiatives adopted this year to reduce water consumption at our campuses:

- Installation of pressure reducing valves in pipelines
- Reduction in water utilization across food courts by controlling usage by vendors and also introduction of new / additional pressure jets in pot wash areas
- Calibration of existing flush valves and control of water flow in urinals to restrict water usage
- Installation of flow restrictors in taps and shower heads (pressure reducing valves also installed)
- Rainwater harvesting
- Installation of waterless urinals as a pilot
- Replacement of defective fixtures and old equipment
- Installation of electronic water meters at all outlets of underground reservoirs to improve accuracy of monitoring and to detect leakages
- Replacing lawns with low water-consumption plants like land covers and shrubs
- Introduction of solenoid valves in solar water heating systems
- Usage of treated water for landscape maintenance and flushing purposes
- Training the housekeeping staff on optimization of water consumption
- Installing sensor taps in high density areas identified and also calibrating for lesser flow
- Main rings being checked for leakages and reduction of pressure to bring down leakage
- Optimization of laundry loads and operations
- Pump installed for the circulation of hot water from the ring main to solar tank
- Non-return valves installed for all the wall mixers to avoid mixing of cold water

Sewage treatment plant

We utilize the best technologies in water recycling, and the Membrane bioreactor technology is one such advanced treatment for waste water which enables achieving extremely good quality of treated water, consistently. With the help of this technology, we have been able to achieve up to 99% Biochemical Oxygen Demand (BOD) removal, which enables us to reuse the water for flushing on a daily basis in about 10,000 hostel rooms in our Mysore campus. This has saved us about 180 million liters of fresh water every year since 2008 when this plant was made operational.

Green canopy

The total number of trees in our Indian locations stands at over 180,000 at the end of FY 2010-11. The rise in the number of trees in our campuses over the last three fiscal years is mapped as follows:

	2010-11	2009-10	2008-09
Trees on our campuses	180,000	141,700	118,000

Scope: Infosys group, India operations

We are trying to ensure that most of the trees planted at our campuses are native to the area, thus helping to promote local biodiversity and contributing to water conservation. We have started using only organic manure and pesticides for landscaping to improve biodiversity at our campus.

Group of native trees, Mahindra City campus, Chennai

Recently, we have planted over 7,000 native saplings of nearly 50 different species in our upcoming Sarjapur campus in Bangalore. In our Mahindra City campus in Chennai, a patch of 118 native trees of 20 different species has been created around the power block area. As a result of this, the species diversity of this area is more than 90% of the rest of the campus.

Afforestation

As part of our commitment to add more trees to our environment and increase the planet's green cover, we undertook several afforestation measures across our development centers:

- Seedball Drive on October 10, 2010: Over 160 Infoscions and their family members scattered around 25,000 seedballs in the forest area near Hoskote, Bangalore in the first phase of the drive.
- The members of the Mysore development center eco club, SOFTEN, planted about 350 native trees in the campus to support the global work party organized by 350.org.
- Infosys participated in the '1 Million Tree Plantation' drive in Andhra Pradesh and planted around 2,500 trees on that day within the campus. Infosys is the only corporate to be recommended by the Andhra Pradesh government for an entry in the Guinness Book of Records for this initiative.
- Infosys joined hands with P3PA, an NGO, for a plantation drive in Attapur area of Hyderabad and helped plant around 400 trees in the locality.
- Around 500 school children were gifted with saplings in Thiruvananthapuram.
- A unique venture of gifting every Infoscion with a sapling on the eve of his or her birthday was initiated at the Bhubaneswar development center.

Seedball Drive, October 2010

Paper and print optimization

In FY 2010-11, the quantity of paper procured by us was 183,371.87 kg. We have implemented configuration changes like PIN-based secure printing, duplex printing and sleep mode to reduce paper usage and power consumption by printers.

The Green Initiative amendment to the Company's Act by the Government of India has allowed us to send the 2010-11 Annual Report in PDF version to our shareholders. This move has helped us save on paper consumption by drastically reducing the number of printed copies of the Annual Report.

Waste management

The nature of our operations ensures that we do not cause any significant spills into the natural environment. We have also adopted a focused approach to waste management that has resulted in better disposal systems. The best practices that we follow in waste management at Infosys include:

- Segregating waste at source
- Using food waste from kitchens in vermiculture pits, which is then converted into compost in many development centers
- Sending food waste from our food courts to nearby piggeries
- Selling plastic waste to bona fide recyclers
- Recycling paper waste externally by approved recyclers, and using the recycled stationery
- Sending hazardous waste such as used oil, batteries and e-waste only to Pollution Control Board (PCB)-approved agencies
- Sending biomedical waste to vendors with valid PCB approvals
- Use of dried section sludge from sewage treatment plant as manure
- Selling scrap to authorized scrap dealers
- Urging all our suppliers to use more environment-friendly packing material
- Treating and recycling waste water from within each of our campuses in our own sewage treatment plants, and using it for landscape maintenance within the campus
- Standardizing the chemicals used across our Indian campuses resulting in a 75% reduction in total chemical use
- Introducing green seal certified products for housekeeping applications

Food waste

We have resolved to recycle all organic waste generated at our campuses. We have built a biogas plant in our Mysore campus to recycle food waste and a second biogas plant is under construction in our Pune campus. The biogas generated will be used for cooking in the food courts and the final treated waste will be reused as manure in our gardens.

Hazardous waste

The details of hazardous waste disposed during the last three fiscals are as follows:

Hazardous waste disposed	2010-11	2009-10	2008-09
Used oil (liters)	29,295	30,680	22,130
Cotton waste (kg)	349	340	227
Diesel generator filters (nos.)	517	708	319
E-waste (metric tons)	68.18	103.8	59
Batteries (nos.)	3,090	2,650	2,888

Scope: Infosys group, India operations

Eco group activities

World Environment Day 2010

Innovative activities and initiatives were planned and carried out for the World Environment Day 2010. Several development centers organized awareness runs and cyclothons. A 'Green Infy' song contest was held across development centers as an exercise to choose a green anthem for Infosys, written and sung by Infoscions. A workshop was held on 'Crafts from waste', demonstrating the use of waste like tetra packs, old clothes and CDs to create decorative and useful objects, such as shopping bags and pencil holders.

The following activities were conducted by Infosys eco groups across locations as part of the World Environment Day 2010:

Location	Activity
Chennai	• An online quiz was hosted to test the environment quotient of the Chennai Infoscions. • An exhibition of a collage made out of reusable and waste materials gathered from the campus.
Chandigarh	• A sapling-plantation ceremony was organized at the campus.
Bangalore	• CII-Walkathon 2010 • Org-wide photography contest, FOTO Story • Biodiversity quiz • Rainwater harvesting road show • 'Nokia Take Back' drive to dispose e-waste: 1,400 handsets, over 850 batteries and over 400 chargers were given for recycling through this initiative. • A short film was made by the members of the Green Connect team on the butterflies at the Infosys campuses. • Wear-n-Click Green Team contest received entries from nearly 400 project teams. Selected team photos were published on our intranet, Sparsh, and awarded WED2010 mementos.
Bhubaneswar	• Each table in the food courts carried an eco-friendly message like 'Go Green', 'Save Water', 'Recycle & Reuse', and 'Save Trees', written on dry leaves. • Sale of bicycles was organized in the campus to promote green commute. • Innovative contests like 'Wacky Green Idea' and 'Green Model Making' saw a tremendous response. • Photography contest on a green theme • ECO-Flickz, a movie making contest with the theme, 'Greener tomorrow'
Hyderabad	• Week-long eco fair • 'Green Song Lyrics' contest was anchored as part of the 'Green Infy' song contest across development centers.
Thiruvananthapuram	• A Green Marathon was organized at the campus.
Mangalore	• Green Friday was celebrated at both locations – Mangala and Nethra. • Photography competition with 'Biodiversity' as the theme • Drawing competition on the theme, 'Dying Earth' • An 'Eco Walk' around the campus with an expert explaining the flora at the development center • Online quiz
Pune	• Tree-plantation ceremony in Baner hills

The program management office of WED2010 – United Nations Environment Program awarded the Infosys Eco Groups a certificate of appreciation for the active and engaging contribution to its outreach.

Earth Hour 2011

On March 26, Infosys observed and promoted the global drive of WWF – Earth Hour across its campuses. We received a note of appreciation from Ravi Singh, the Secretary General and CEO, WWF India, for our "amazing efforts to run a successful Earth Hour campaign this year".

The highlights of this year's Earth Hour were:

- 3,136.9 units (over 3.1 mWh) of electrical equipment load turned off during one hour across campuses at nine locations in India (Bangalore, Bhubaneswar, Chandigarh, Chennai, Hyderabad, Mangalore, Mysore and Pune). This is equivalent to around 2,930 kg of CO2 emissions; it takes one year for 134 tropical trees to absorb it from the atmosphere.
- Over 400 project teams registered their support and participated for the eco fun contest.
- Thousands of Infoscions signed up on the Earth Hour website and pledged to observe 'One-hour switch-off' at their homes.
- Outreach to employees through in-house communication: Sparsh, InfyTV and social media, on-ground kiosks and innovative flash-mob performances.
- Coverage in major media and national dailies and social networking sites. The special Facebook Markup Language (FBML) tab was created and launched on Facebook. This led to an increase of 125% in daily active users.

SWITCH OFF LIGHT
SWITCH ON LIFE

Earth hour celebrations

Why keep the EARTH black 'n white !
EARTH
KEEP IT GREEN

Earth Hour celebrations

'Go Green' campaign, World Environment Day 2010

Green commute

Over the last one year, our efforts to streamline buses to and from our headquarters in Bangalore's Electronics City and ensure a higher degree of predictability of schedules and occupancy have paid off. Last year, we reported 47,000 commuters to and from Electronics City (E-city). The number for this fiscal was a much augmented 124,300.

Type of buses	E-city		Beyond E-city	
	No. of buses	No. of trips	No. of buses	No. of trips
Volvo	63	478	46	258
Ordinary	93	900	261	2,153
Total[1]	156	1,378	307	2,411

[1] *Data as on April 30, 2011*

IT infrastructure

Taking our Green IT initiative forward, this year, we have replaced over 7,000 old desktops with newer ones that have a maximum power rating of 91W, compared to the 120W power rating of the older ones. We have extended optimized power management configuration to over 69,000 desktops. This has brought about an estimated 25% reduction in power demand by desktops. An in-house application named 'Terminator' has been developed and rolled out onto all desktops. This application is designed to ensure that the desktop is shut down either by the user or automatically at a predefined time after working hours. Around 12 server rooms have been revamped this year and about 4,400 sq. ft. of server room / lab space has been released. Further, our projects have been swift to adopt the internal enterprise cloud, a shared, secure and virtualized computing environment with an easy-to-use 'self-service' portal. On an average, 90% of the virtual instances are in use at any given time and we are planning to augment the capacity further.

We continue to closely monitor video, audio and web conference usage and there has been around 30% increase in the usage this year. Video conference (VC) usage has increased steadily and currently, around 2,500 VC calls are happening per month. We have introduced Telepresence, an ultra high definition (1080p) VC facility, in three locations. Telepresence relays true life-size images and employs spatial audio to provide an immersive experience to the participants. Usage of this facility would help us reduce travel requirements.

Virtualization and Green-IT implementation

Our Information Systems department runs the digital business engine of Infosys comprising a complex suite of over 300 applications on a wide range of technological platforms from NetWeaver, .NET, J2EE to clusters across datacenters on blade-centers, application farms, caching and load balancing appliances hosted on state-of-the-art tiered SAN backbone and best-of-breed platforms using the following:

Windows and Linux hosted on a SAN backbone	Scenario before virtualization: Business pain points	Best practices: features / tools leveraged	Deployment challenges and mitigations	Roadmap initiatives
Approximately 300 applications with a geographically spread user base of 120,000+ employees	Legacy physical servers getting obsolete	P2V for server migration with minimal downtime and efforts, Vmotion, HA & DRS features for increased uptime	Best in class vendor support assisted us to overcome initial hurdles	Private cloud using vCloud director
Three datacenter designs with active-active clusters across data centers for hot and cold DR over SAN	Sub-optimal resource utilization and load balancing	Storage Vmotion for seamless storage migration	Use of sizing tools	Hosting applications on public / hybrid Cloud
Approximately 700 physical / virtual servers	Inability to provision capacity for ad hoc spikes	Thin provisioning for optimal usage of storage	Phased migration	Remote hot standby site using SRM
Approximately 1000 databases and 30 million+ files in 300 TB storage	Shrinking datacenter space due to growth	100% security and process compliance by templates based deployment	High downtime for migration	Virtualization management across vendors
Approximately 55 Million hits / day served by various web / application server farms	High power and AC consumption in data centers	RDM and para-virtual disk controllers for improved I / O performance	Physical to virtual migration tool helped to proceed	Private Cloud using vCloud director

Windows and Linux hosted on a SAN backbone	Scenario before virtualization: Business pain points	Best practices: features / tools leveraged	Deployment challenges and mitigations	Roadmap initiatives
Virtualization deployment across the stack – virtualized 100% storage and 50% servers	Long provisioning time for server infrastructure	Use of cloning and snapshots for testing and predictable upgrades	Lower performance for some applications over WAN	Hosting applications on public / hybrid Cloud
All back-end production servers boot-from-SAN	Continuously increasing Capex and Opex needs in times demanding doing more for less	MSCS cluster nodes for test simulations in multiple data centers	Use of presentation layer virtualization for these applications over WAN	Remote hot standby site using SRM

Influencing change

Employee participation in our resource intensity initiatives has resulted in achieving not only our milestones but has also created a loyal group of green volunteers.

Every development center has a dedicated eco group and they report to the development center head. Along with our corporate initiatives, our eco groups have influenced the implementation of several path breaking ideas and solutions in FY 2010-11 such as the introduction of radiant cooling technology and volumetric lighting in our campuses, presenting our point of view at global environmental meets, influencing local power regulators to promote green power.

We believe that through these acts of bringing in innovations and new perspectives, we can influence change in the area of resource intensity.

Efficient cooling technology

Our new building, SDB1 in Hyderabad's Pocharam campus, is the first radiant-cooled office building in India. Radiant cooling is a technology that has the potential of changing and drastically optimizing the cooling processes used for air conditioning in buildings. SDB1 has shown impressive energy savings of 40% compared to normal air conditioning for a similar building in the first couple of months of operation.

Volumetric lighting

The human eye is predominantly used to the light output from the sun, which lights up the space around us uniformly and the variations are mainly caused by man-made obstacles. It is because of the same reason that even during early morning and evening, we are still in a position to visualize objects around us clearly, even though the amount of light available might be less than what we have in our office spaces without any strain on our eyes. Using the same principle we are implementing volumetric lighting schemes in our office buildings in conjunction with daylight harvesting techniques. The major advantages of adopting this technique are:

- Increase in the efficiency of the lighting system
- Decrease in contrast in the office space, reducing strain on the eyes, and fatigue among employees
- Lighting scheme to match the appeal of daylight-harvested office space.

We have reduced the consumption of power for artificial lighting during the day by adopting daylight harvesting techniques combined with proper building design to ensure glare-free sunlight entering our buildings.

Participation at UN-COP16

An Infoscion, as part of the delegation from World Business Council for Sustainable Development (WBCSD), was accredited and invited by the United Nations Framework Convention on Climate Change to the UN COP-16, held in Cancun, Mexico, held from November 29 to December 11, 2010. This was the second time an Infoscion was attending the UN climate change conference. The participation highlighted the importance of cooperation, partnerships and actions by businesses together with governments to secure the investments for low-carbon technologies in developed and developing countries.

Biogas automation

Like any organization with a large employee base spread across geographies, we generate a considerable quantity of bio-waste. We have taken up a new initiative this year to counter the challenge for managing bio-waste in our campuses. A smart biogas model is an automated tracking, monitoring, verification and reporting (TMVR) solution. The key challenges in this solution are data identification, data collection, data communication and data analysis from the biogas plant. Our biogas automation framework addresses these challenges. It consists of a key software model that is built on the philosophy of collaborate, analyze and manage (CAM). Once the biogas plant was up and running, significant energy savings were made. We have developed the biogas automation platform and expect it to create new benchmarks for enterprises.

Refer to the Biogas generation section in this report for more details.

Infy Megawatt Challenge

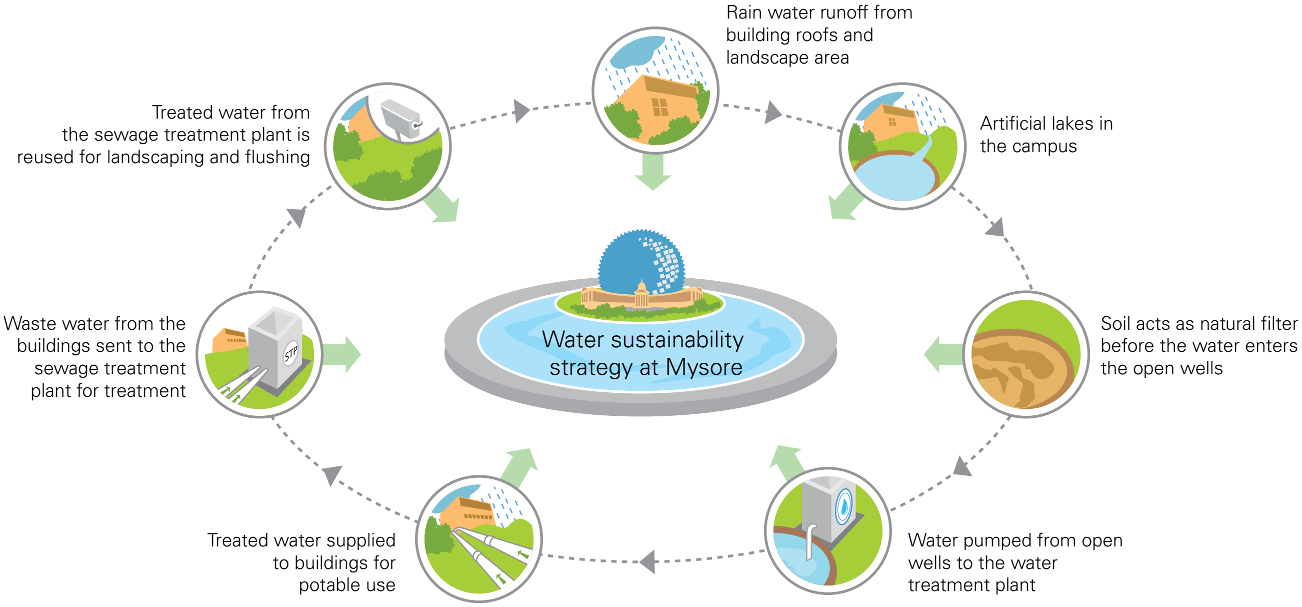
This was a first-of-its-kind effort that provided a great opportunity for Infoscions to get involved with their local communities. In line with the contest motto of 'Go Green to get Green', participants found new ways to save money and reduce their energy consumption. The Infosys Megawatt Challenge website was created to disseminate and share knowledge. The participants in the Infosys Megawatt Challenge have saved an average of 2,956 kWh per month, till date.

Resource intensity initiatives at our Mysore campus

Our Mysore development center meets about 52% of its fresh water requirements from ground water sources within the campus due to its superbly implemented water sustainability strategy. The Mysore campus enjoys an abundance of biodiversity in the form of more than 52 species of birds including many endangered ones, and many species of trees. The campus also plans to pilot a biogas unit by using the food waste generated at the campus to produce biogas fuel that will be used in cooking at the food courts.

Water sustainability

One of our sustainability goals has been to achieve water sustainability, and we have made significant progress on this front at our Mysore campus. Currently, our Mysore campus meets about 52% of its fresh water requirements from ground water sources within the campus. Over the last several years, we have constructed eight artificial reservoirs in the campus with a total water holding capacity of almost 40 million liters. We have also constructed six large open wells close to these lakes from which water will be drawn for drinking. During FY 2010-11, we have sourced about 634 million liters of fresh water from our ground water sources at the Mysore campus.


Rain water runoff from building roofs and landscape area
Artificial lakes in the campus
Soil acts as natural filter before the water enters the open wells
Water pumped from open wells to the water treatment plant
Treated water supplied to buildings for potable use
Waste water from the buildings sent to the sewage treatment plant for treatment
STP
Treated water from the sewage treatment plant is reused for landscaping and flushing
Water sustainability strategy at Mysore

Artificial reservoirs created in the Mysore campus

Open wells built in the Mysore campus

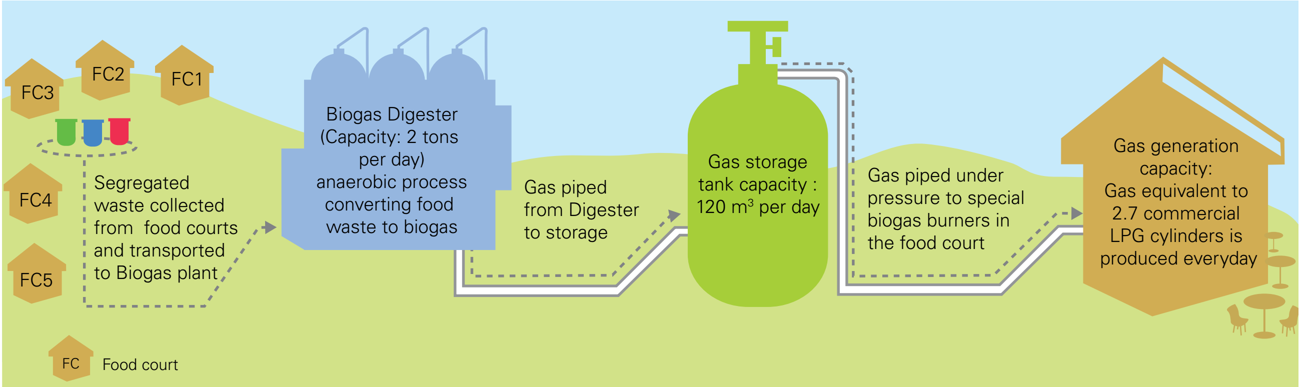
Trainees planting native trees, Mysore

Biodiversity

We have planted around 40,000 trees in the Mysore campus during 2010-11. Our sustainable practices have made our Mysore campus home to more than 52 species of birds including many endangered ones. A drive on planting native trees is being carried out by the Green Initiatives team and so far 2,500 saplings of nearly 30 different species have been planted. In addition, the planting of 3,000 sandalwood saplings, native to the Mysore region, is being carried out to enhance the ecosystem functions. The trainees are motivated and encouraged to plant saplings.

Biogas generation

In one of our newest ecological initiatives, it has been decided that the food waste generated from all the food courts in the Mysore campus will be used as feed to a biogas plant. The total food waste generated is about 2 tons per day and its biogas generation potential is 120 cum / day. The biogas will be used for cooking in one of the food courts and is projected to save about 50 kg of LPG daily. The biogas plant will also help to reduce about 200 tons of carbon annually.


FC3
FC2
FC1
FC4
FC5
Segregated waste collected from food courts and transported to Biogas plant
Biogas Digester (Capacity: 2 tons per day) anaerobic process converting food waste to biogas
Gas piped from Digester to storage
Gas storage tank capacity : 120 m³ per day
Gas piped under pressure to special biogas burners in the food court
Gas generation capacity: Gas equivalent to 2.7 commercial LPG cylinders is produced everyday
FC Food court

Green innovation

Intelligent energy management
Infosys Labs
Client-centric green solutions
Business benefits
isustain
Sustainable product offerings

Building capability

- Framed the Environmental Stewardship strategy resource in partnership with 23 companies and the Duke University
- Our CEO and leaders participated in the World Economic Forum and exchanged views with global corporate leaders

Inspiring action

- More than 96 articles published or presented by Infosys Labs' researchers
- Infosys Labs collaborated with various leading national and international universities

Influencing change

- Helped a global aluminum manufacturer save US$ 1 million per furnace annually
- Minimized operational costs and reducing truck rolls to customer premises by 50% for a leading telecom company

Leveraging Green innovation

> “We recognize that enterprises have a big role to play in making our planet sustainable. We are committed to not only doing our bit but also helping our partners and clients do theirs.”

B. G. Srinivas

Senior Vice President – Manufacturing, Product Engineering, and Product Lifecycle & Engineering Solutions

In the current milieu, sustainability can be a source of strategic opportunity for businesses. They can stand out from the rest and become leaders through positive action in setting benchmarks for others to follow. The pressures of becoming and remaining a sustainable business can be harnessed to spur innovation. This is what we at Infosys term, ‘Green innovation’ – innovation that harnesses the forces of sustainability for differentiation and growth.

At Infosys, we look at sustainability not only in terms of what we need to do to become sustainable ourselves but also in terms of how we can leverage the opportunity that it provides to lead, innovate and grow. We do this in two ways: by using innovation to further our endeavor to become a leader in sustainability and by creating new business avenues through sustainability solutions for our clients.

We have noted that powerful waves of change are creating new opportunities for businesses. We have identified seven game-changing trends that offer the greatest potential for technology-led innovation for building tomorrow’s enterprises. With the intent of partnering with our clients in seizing these opportunities, we have defined the new strategic direction of building the next generation of consulting and IT services corporation. Our Building Tomorrow’s Enterprise strategy provides us with further avenues to assist our clients in defining and realizing their future and extracting measurable business value from their investments in business and technology.

Sustainability is an important trend that will influence the future of our clients’ businesses and we have chosen ‘Sustainable tomorrow’ as one of the strategic themes to engage with our clients. Enterprises can drive their sustainability goals through innovations in technology, communications, engineering, materials and processes. We offer solutions to clients in areas such as Green Logistics, Smart Grid, Green Building Design and Management in partnership programs.

Using this strategy, we have already achieved the sustainability goals for several clients: we redesigned the sub-frame assembly and reused components to enhance the fuel efficiency of semi-trailers for an automotive major; helped a global aluminum manufacturer save US$ 1 million per furnace annually, by automating and integrating melt furnace operations using Wireless Sensor Networks (WSN) technology to reduce energy consumption; improved scheduling and utilization of the field workforce at a leading telecom company, minimizing operational costs and reducing truck rolls to customer premises by 50%, and significantly reducing their carbon footprint; automated business process for an insurance company, while drastically reducing the consumption of paper; automated the business processes of a forest resource and wood products company, enhancing the reforesting program and reducing carbon emissions.

Our innovations, such as iSmart, an intelligent power strip that supplies power, monitors energy consumption and helps remotely control power to the equipment; our InGreen Energy Management solution that enables enterprises to reduce energy usage through automated tracking and identification of consumption patterns and opportunities for changes and reduction, reporting and analysis; iSustain, our enterprise carbon energy and resource management tool with sustainability reporting and performance management capabilities that is designed to help clients leverage affordable, environment-friendly practices in their businesses, and many more such innovations have not only helped reduce our own energy consumption but are also of great interest to our clients.

A case in focus is our Green PLM framework, which complements the Life Cycle Assessment / Analysis (LCA) of products, bringing in the influence and impact of green governing factors – Environment, Material and Energy – on the complete lifecycle of a product.

We also work with our clients to co-create innovative solutions to address their specific sustainability challenges, thereby helping them on their sustainability journey.

We are at the early stages of this journey and there is much more that needs to be done. We recognize that enterprises have a big role to play in making our planet sustainable. We are committed to not only doing our bit but also helping our partners and clients do theirs. Together, we can make our vision of a sustainable tomorrow a reality for all of us.

As a technology solutions company committed to meeting our 'green goals', we use our technology and innovation capabilities to offer planet-friendly solutions to clients in areas such as Smart Grid, Intelligent Building Design and Management, and Green Logistics, besides striking up partnerships and alliances that build complementary capabilities.

We are focused on protecting the environment and improving the quality of life of people while transforming businesses and bringing positive change using technology. We work together with our clients who share our desire to give back to the planet a part of what we have taken from it.

Building capability

At Infosys, we have a system-wide sustainable capacity that creates a 'culture of innovation', a priority within the organization. As part of our efforts to build capability using our culture of innovation, we have been making our presence felt in global forums and lending our voice and expertise to environmental activism worldwide.

Environmental stewardship

As a member of the UNGC advisory board, we framed the Environmental Stewardship strategy in partnership with 23 companies and the Duke University. This strategy was created to assist the top leadership of companies including the CEOs, the board of directors, the executive council members, senior sustainability and environment executives. Careful observation of successful CEOs and boards illuminated four universal approaches to environmental stewardship across organizations: Leaders embed environmental stewardship into all facets of the organization; they balance both short-term targets and long-term goals that are critical to performance; they diffuse best practices throughout value chains and business networks by collaborating and engaging stakeholders; and they translate best practices into processes that are applicable in the diverse geographies in which they operate. Some key principles have been identified:

- Taking a cautious approach to environmental challenges and promoting greater environmental responsibility.
- Development and diffusion of environment-friendly technologies.
- Impressing upon members and related bodies of the UNGC that we do more than 'no harm'.

World Economic Forum

As a strategic partner of the World Economic Forum, we participate in several sessions where global leaders discuss shaping of the new reality. Our CEO, S. Gopalakrishnan, set the context for discussions at the World Economic Forum with his views on how corporate governance, sustainability and inclusive growth can address the challenges of the interdependent world.

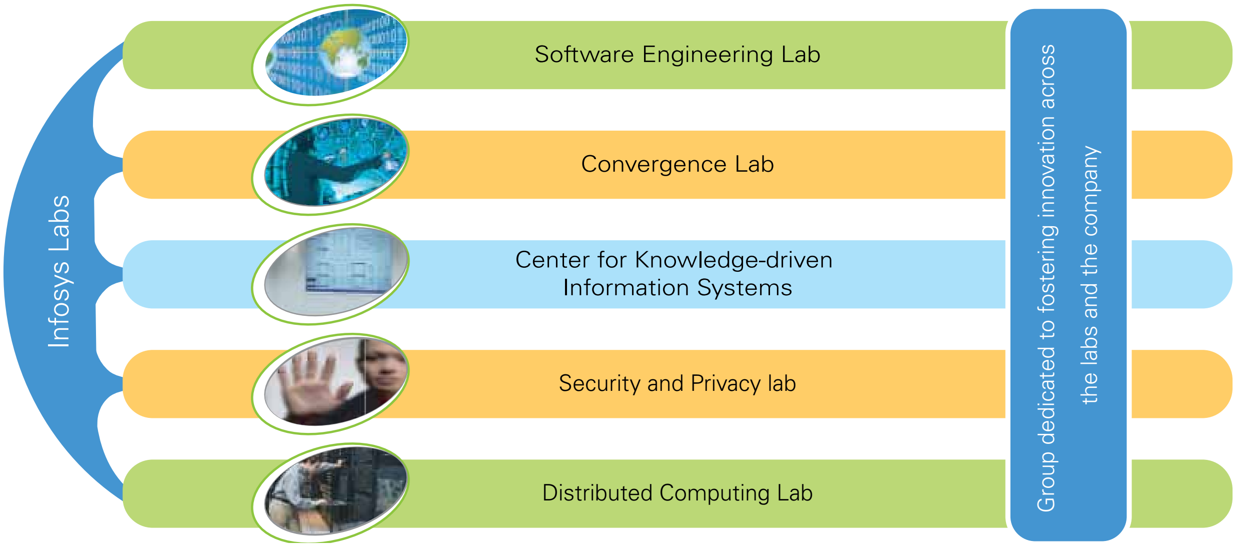
Inspiring action

We help our partners do greener business by combining innovative thinking with sustainability principles to enhance their competitive advantage.

Infosys Labs

Infosys Labs, launched as a part of our strategic direction, 'Building Tomorrow's Enterprise' and building on the successes of the award winning SETLabs, is responsible for driving innovation across the seven trends that we have identified to transform the businesses of our clients globally. These include digital consumers, emerging economies, healthcare economy, sustainable tomorrow, new commerce, smarter organizations, and pervasive computing. Infosys Labs works alongside clients, technology partners, universities and the larger innovation ecosystem by setting up joint innovation centers and developing solutions for complex business problems.

Infosys Labs and its research bodies


Infosys Labs
Software Engineering Lab
Convergence Lab
Center for Knowledge-driven Information Systems
Security and Privacy lab
Distributed Computing Lab
Group dedicated to fostering innovation across the labs and the company

Organized as a global network of research labs and innovation hubs, Infosys Labs will:

- Undertake research to define the ideas behind Building Tomorrow's Enterprise
- Identify large, multi-disciplinary problem spaces that embody the challenges facing our clients and create technological solutions for them
- Create client-specific innovation agenda through co-creation and ensure business value realization
- Collaborate with universities and external research labs worldwide
- Leverage global talent

During the past year, more than 96 articles were published or presented by Infosys Labs' researchers in leading journals, magazines and conferences. Infosys Labs collaborated with leading national and international universities such as the University of Southern California, Indian Institute of Technology, Bombay – Monash Research Academy, Purdue University, IIIT – Hyderabad and IIIT – Bangalore.

During the year, Infosys Labs' IP Cell filed 91 patent applications in the United States Patent and Trademark Office (USPTO) and the Indian Patent Office. We now have an aggregate of 357 patent applications pending in India and the U.S. The USPTO has granted us 22 patents.

Influencing change

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

Automotive: We redesigned the sub-frame assembly and reused components to enhance the fuel efficiency of semi-trailers for an automotive major.

Manufacturing: We helped a global aluminum manufacturer save US$ 1 million per furnace annually, by automating and integrating melt furnace operations using Wireless Sensor Networks (WSN) technology to reduce energy consumption.

Telecom: We improved scheduling and utilization of the field workforce at a leading telecom company in the Asia-Pacific region. It minimized operational costs and reduced truck rolls to customer premises by 50%, significantly reducing their carbon footprint.

Insurance: Our workflow-based document management system transformed underwriting into an automated business process for an insurance company. It realized annual savings of US$ 300,000 in office supplies and record storage, while drastically reducing the consumption of paper.

Resources: Our integrated ERP solution automated the business processes of a South-East Asian forest resource and wood products company. It enhanced the reforesting program, optimized transportation across processing facilities and distribution networks, and reduced carbon emissions.

Innovation in focus

iSustain

iSustain is our enterprise carbon energy and resource management tool with sustainability reporting and performance management capabilities. The solution helps clients leverage affordable, environment-friendly practices in their businesses. Some of the significant benefits of this solution:

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

iSustain is currently being deployed as a pilot with one of our clients recognized as a global specialist in energy management.

InGreen Energy Management

Infosys is implementing Building Energy Management Systems (BMS) for all its development centers across India. It has been successfully implemented in a few development centers that monitor, manage and control the HVAC Systems, access control systems, lighting systems from not only central locations but also remotely (web). InGreen is a monitoring tool and helps in furthering our understanding of energy consumption at granular levels. Due to the energy saving initiatives deployed at our campuses, we have recorded a 20% per capita per month energy consumption reduction since January 2008.

InGreen Personal Carbon Calculator

Our patent-pending, desktop personal carbon calculator measures an individual's carbon footprint and reports the carbon credits required to offset it. A sustainability portal guides organizations on how to reduce their ecological impact. It helps organizations create awareness among employees and measures their daily carbon footprint.

Integrated Real time Campus Management System (iRCMS)

iRCMS is an enterprise monitoring system that tracks and allows efficient energy management through automation of the entire stock of building sub-systems. Both existing as well as new systems and sub-systems are considered for parameters such as energy consumption and enables users to control and monitor the parameters through a centralized dashboard. iRCMS has been selected as a finalist in the Microsoft 'Sustainability Partner of the Year' award along with our client. A patent for iRCMS has been filed in India as well as the U.S.

Intelligent Data Center Management

Data centers are critical resources in any IT organization. Most data centers in large corporate organizations are monitored manually to maintain optimal ambient parameters such as temperature, humidity, and fire alarms. However, this is an inefficient process as it is difficult to maintain optimal ambient parameters manually. Infosys Data Center Management System is an end-to-end solution based on iKASS wireless sensor nodes, a middleware and end-user application. It includes on-board sensors like temperature, humidity and light, and external sensors like wet floor, UPS and fire alarm can be connected to the system. Infosys Data Center Management System is a wireless sensor network-based solution that helps monitor the data center in an efficient and cost-effective manner. Alerts for variations in ambient parameters beyond optimal ranges are relayed instantly to operations for action.

Infosys Smart Integrator – Intelligent integration solution for smart grid

Smart grid is a confluence of information, communications and electrical / digital technologies that facilitates a seamless integration of business processes and systems across the entire power delivery chain. With the implementation of smart grid, the core power infrastructure becomes information and communication-enabled.

Infosys Smart Integrator can support high volumes of transactions in the growing AMI / smart grid ecosystem. The predictive analytics feature of the Infosys solution makes the decision support systems more effective. The component-based architecture reduces time-to-market and creates cost benefits to utilities.

Digital Smart Home Gateway

A home of today is likely to have several devices independently connected to the Internet using multiple connectivity options. Devices such as home energy monitor, infotainment devices, medical devices, gaming devices and communication hubs have the potential to communicate independently with servers. The need of the hour is a single solution that can manage the multiplicity of devices found in a typical home. Our Digital Smart Home Gateway has the solution to convert any home to a digital smart home.

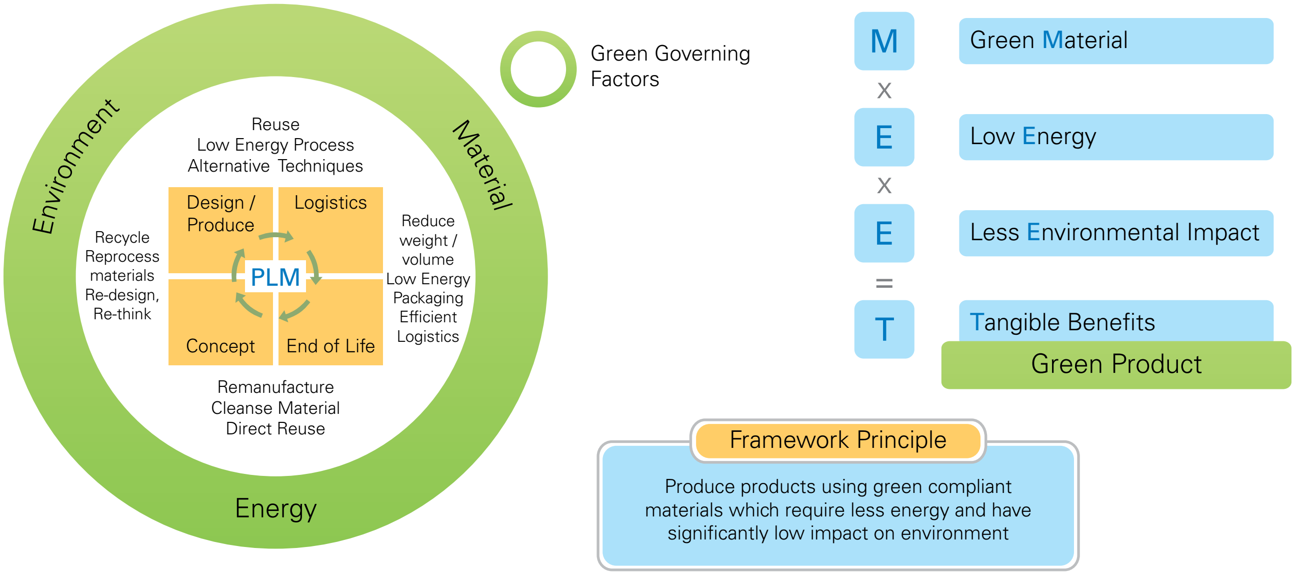
The benefits of this solution include:

- Single interface: End-users get a rich set of value-added services through its single interface.
- Enhanced savings: Optimization of power consumption, even from a remote location resulting in cost savings.
- Enhanced security: Single-window access for all home devices.
- Superior user experience: Ease of use as it will integrate multiple features into a single device and thus leverage existing home connectivity options to deliver the service.

Green PLM

Green PLM stands for Green Product Lifecycle Management. Green PLM is a conceptual framework that complements the Life Cycle Assessment / Analysis (LCA) of products.

Green Product Lifecycle Management


Environment
Material
Energy
Reuse
Low Energy Process
Alternative Techniques
Design / Produce
Logistics
PLM
Concept
End of Life
Recycle
Reprocess
materials
Re-design,
Re-think
Reduce
weight /
volume
Low Energy
Packaging
Efficient
Logistics
Remanufacture
Cleanse Material
Direct Reuse
Green Governing Factors
M
x
E
x
E
=
T
Green Material
Low Energy
Less Environmental Impact
Tangible Benefits
Green Product
Framework Principle

Produce products using green compliant materials which require less energy and have significantly low impact on environment

The Green PLM framework is built using three components:

- Green governing factors: Environment, Material and Energy
- Product evolution stages: Concept, Design / Produce, Logistics, and End of Life
- Lifecycle transitions

Green governing factors

The green governing factors, such as the environment, material and energy, influence and impact a product during its lifecycle, and thus, control the complete product development. Environment covers aspects such as eutrophication, acidification, ozone depleting substances, greenhouse gases, and toxic substances. Material covers the aspects of the environment-friendly, non-hazardous materials for product manufacture. Energy covers the aspects of production, packaging and logistics that consume energy during the entire process. Alternative and low energy-consuming processes and techniques would result in the reduction of overall carbon footprint.

Product evolution stages and lifecycle transitions

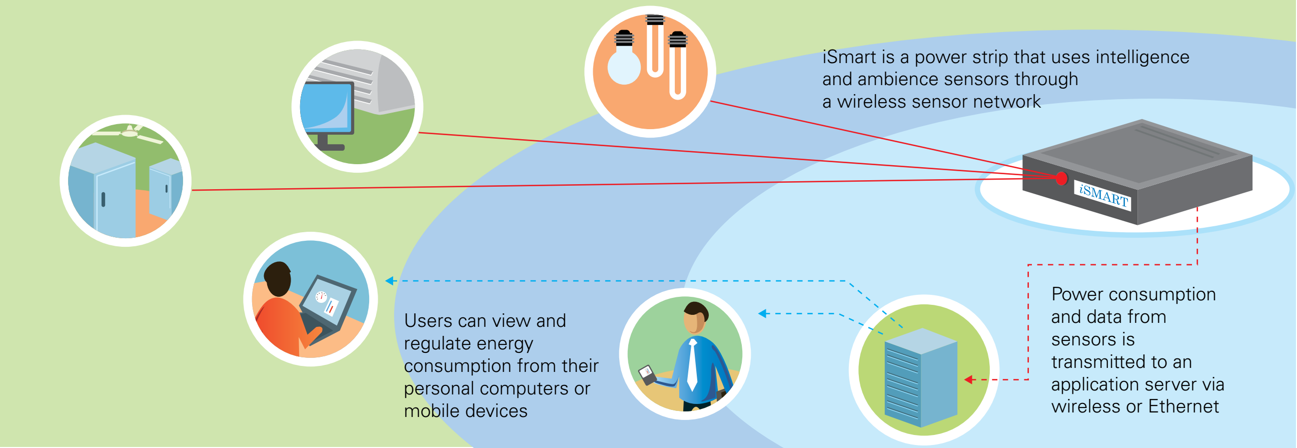
PLM supports product development lifecycles in a phased manner. Green PLM framework enables the transition of each phase using various components of the green governing factors. The framework can help producers not only in building green policy-compliant products but also in identifying the products which could be reused directly, components that can be remanufactured and plugged back to the product lifecycle and eventually components that could be de-materialized. PLM supports the decision-making considerations for green design alternatives and is able to identify the best solution based on cost savings. Re-plugging the components will reduce the overall cost of the product and help the Original Equipment Manufacturer (OEM) to sell the product at a competitive price.

By applying Green PLM at strategic periods, we can keep improving cost and value while ensuring that the impact on the environment is minimized at each step.

The Green PLM framework endorses that 'going green is a living process'.

Infosys iSmart intelligent power strip

A product of Infosys Labs, iSmart is an intelligent power strip that can not only supply power from an electrical source to devices connected to it in enterprise environments, but can also monitor their energy consumption level on a continuous basis. This Smart Power Strip (SPS) solution detects energy wastage intelligently and allows users to optimize their power consumption requirements.


iSmart is a power strip that uses intelligence and ambience sensors through a wireless sensor network
iSMART
Power consumption and data from sensors is transmitted to an application server via wireless or Ethernet
Users can view and regulate energy consumption from their personal computers or mobile devices

Infosys iSmart is a power strip that uses intelligence and ambience sensors through a wireless sensor network. Power consumption and data from sensors is transmitted to an application server via wireless or Ethernet. Users can view and regulate energy consumption from their personal computers or mobile devices.

The Infosys iSmart power strip is like a normal power strip, but has wireless network-based sensors and intelligence built into it. The power consumption and data from other sensors is transmitted to an application server via wireless or Ethernet. This allows users to view and control the electric consumption of appliances connected to the Infosys iSmart power strip from anywhere using the computer system or mobile device.

This power strip is promoted as an energy management device for enterprises and homes. Once deployed in the workstations of employees within an enterprise, the energy management at the enterprise can be customized based on targets through API's provided by the Infosys iSmart power strip. In addition, multiple Infosys iSmart power strips within a floor or building can communicate with existing building management systems to control lighting and air-conditioning.

For retail users, such as in a home, a user can control the operation of any appliance based on the homeowner's needs or based on real-time electricity costs. With these capabilities, the power strip makes the power infrastructure to work intelligently for us and is a key component towards building the 'smart grid'.

Summary and goals

As we continue in our journey towards a sustainable tomorrow, we have identified a few more operational and strategic goals to pursue. We have successfully met all the targets and achieved all the goals stated in the last Sustainability Report. The following are the details of our strategic and operation goals for the year 2011-12:

Strategic goals

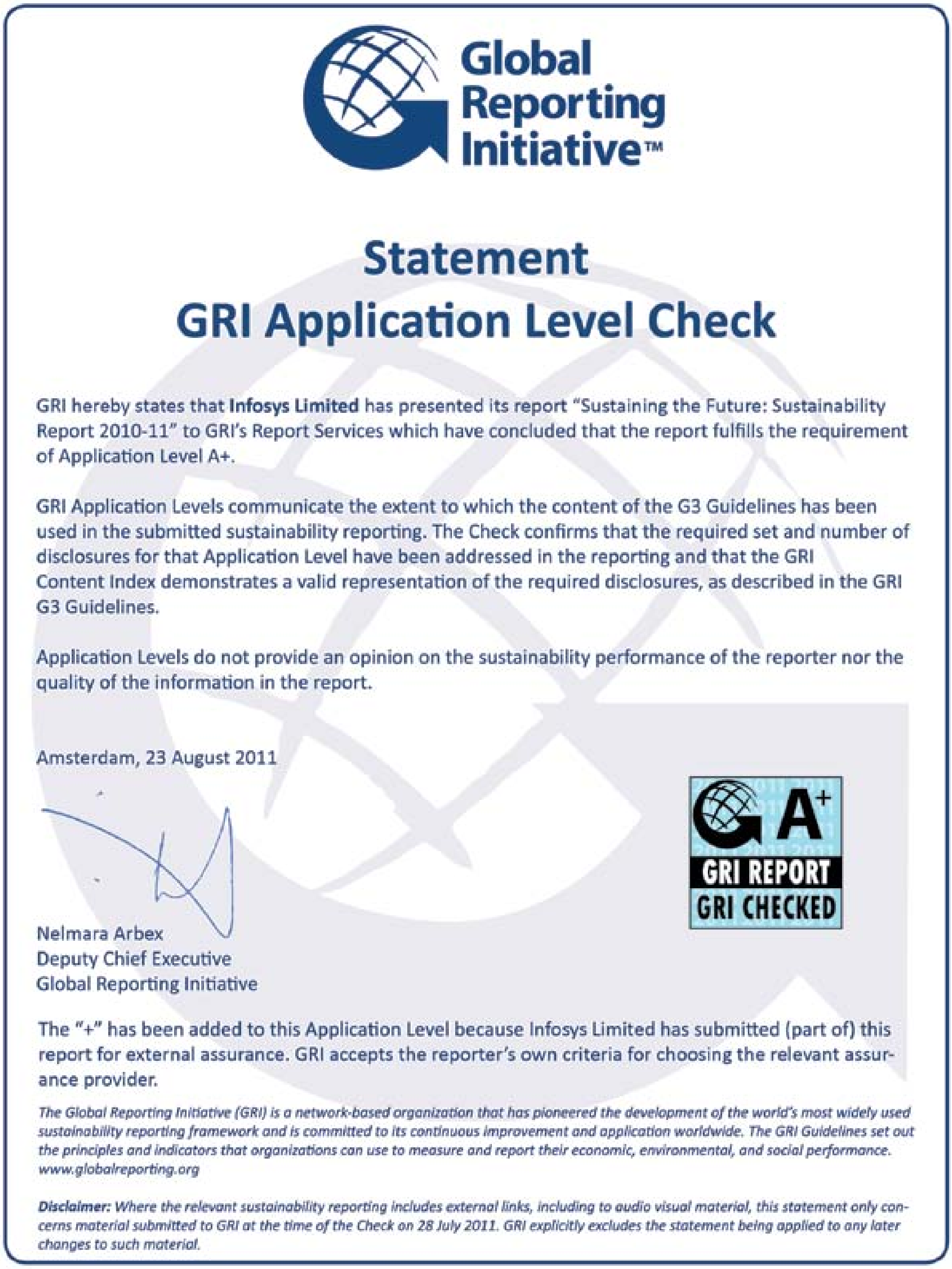
Focus area	Status
We will pursue frameworks to integrate business and sustainability goals	Sustainable tomorrow has been identified as one of the seven strategic themes that we will be pursuing in earnest.
	Community programs are being disclosed by business units as part of iSOP.
	Sustainability policy has been created and rolled out.
	The procurement policy covering green and human rights aspects is being deployed in India-based locations.
	The community reach-out guidelines have been formulated and deployed at all India locations.
	All new buildings in India-based locations are designed to comply with LEED ratings.
	We will continue to work with policy makers in the country to promote renewable energy and talent development.

Operational goals

Focus area	Goals for FY 2010-11 and progress status	Goals for FY 2011-12
Environment		
Reduction in per capita per month consumption of electricity	We have improved operational efficiency on the consumption of electricity by 3.85% as against our target of 5%	We will continue to work on this and improve by another 5%
Reduction in per capita per month consumption of fresh water	We have achieved a reduction of 6.82% as against our target of 5%	We will continue to work on this and improve by another 5%
Waste recycling	This was not part of our operational goals last year. But we successfully commissioned and set up a biogas plant at our campus in Mysore	We will set up two more biogas plants at our locations
Reduction in per capita per month of GHG emissions	The GHG emissions have increased by 1% because of the increase in scope-3 (business travel and employee commute), as against our target to reduce by 5%	We will continue to work on reducing GHG emissions by 5%
Community and society		
Supply Chain	We have conducted an awareness program for our vendors	We will integrate our green supply chain management processes into our vendor processes
People	We have used virtual tools to improve awareness on sustainability for Infoscions	We will continue to strengthen education and inspire action
	We have implemented the sabbatical policy for social work	We will continue to strengthen citizenship behaviors by strengthening Infosys as a platform for social work done by our employees
Trees	The total number of trees at our India locations stands at 180,000 – an increase of 38,300 over the previous year	We will plant 40,000 trees

Restatement: One of the focus areas that we had taken up as a goal last year, 'Reuse – Identify resources and create programs for reuse' has been absorbed as part of our 'reuse and reduce' campaign calendar in FY 2010-11. The process has been streamlined and has shown a steady progress.

GRI application level



Global Reporting Initiative™

Statement
GRI Application Level Check

GRI hereby states that **Infosys Limited** has presented its report "Sustaining the Future: Sustainability Report 2010-11" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

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

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

Amsterdam, 23 August 2011

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

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

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

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 28 July 2011. GRI explicitly excludes the statement being applied to any later changes to such material.*

Independent assurance statement

Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the management of Infosys Technologies Limited ('Infosys' or 'the Company') to carry out an assurance engagement on the Company's Sustainable Development Report 2011 ('the Report') in its printed format. This engagement focused on qualitative and quantitative information provided in the Report, and underlying management and reporting processes. The engagement was carried out against DNV Protocol for Verification of Sustainability Reporting (VeriSustain)(1) including verification of application level and adherence to principles of the Global Reporting Initiative 2006 Sustainability Reporting Guidelines 2006 (GRI G3.0).

This assurance statement is aimed at the readers of the Report. Infosys is responsible for the collection, analysis, aggregation and presentation of information within the Report. DNV's responsibility in performing this work is to the management of Infosys only and in accordance with terms of reference agreed with the Company. The assurance engagement is based on the assumption that the data and information provided to us is complete, sufficient and authentic. DNV disclaims any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this assurance statement.

Scope of assurance

The scope of DNV's assurance engagement, as agreed upon with Infosys included the verification of the content, focus and quality of the information presented in the Report, covering the period April 2010 to March 2011. In particular, this assurance engagement included:

- Review of the policies, initiatives, practices and performance described in the Report as well as references made in the Report to the annual report;
- Review of the Report against the requirements of VeriSustain with a moderate level of assurance;
- Evaluation of the adherence to the principles set out in the Global Reporting Initiative 2006 Sustainability Reporting Guidelines 2006 (GRI G3.0) and confirmation of the Infosys's declared Application Level;
- Review and assessment of the processes and tools for collecting, aggregating and reporting qualitative data inside the Report.
- Verification of the reliability of information and performance data as set forth in GRI G3.0 and presented in the Report;

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

Verification methodology

This engagement was carried out during April - July 2011 by a multidisciplinary team of qualified and experienced DNV sustainability report assurance professionals. The Report has been evaluated against the principles of Materiality, Stakeholder Inclusiveness, Completeness, Responsiveness, Reliability and Neutrality, as set out in VeriSustain, and the GRI G3.0.

As part of verification we visited Infosys head-office in Bangalore and development centres in Bangalore, Bhubaneswar, Chennai and Trivandrum, India.

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

- Examined and reviewed documents, data and other information made available to DNV by Infosys;
- Conducted interviews with Chief Operating Officer and Chief Financial Officer;
- Conducted in-person and on-line interviews with more than 60 Infosys representatives, including members of sustainability council, data owners and decision-makers from different functions and locations of the Company;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative and qualitative data included in the Report;
- Reviewed the data management processes for completeness and reliability. This including assessments of methods, practices, tools and competence used in collection, aggregation and reporting of data as it is transferred and managed at different levels of the organisation.
- Reviewed the process of acquiring information and economic-financial data from the audited consolidated balance sheet for March 2011.

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(1) www.dnv.com/services/assessment/corporate_responsibility/services_solutions/sustainabilityreporting/order/

Conclusions

In DNV's opinion, based on the work carried out, the Report is a fair representation of the Company's sustainability-related strategies, management systems and performance. The Report, along with the referenced information in the annual report, meets the general content and quality requirements of the GRI G3.0, and DNV confirms that the GRI requirements for Application Level 'A+' have been met. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

Materiality: Acceptable. The 3 key focus areas of social contract, resource efficiency and green innovation forms the basis for materiality determination. The outcome has not missed out any significant, known material issues, but the process should be validated with more specific inputs that reflect short, medium and long term impacts

Stakeholder Inclusiveness: Good. The Company demonstrates engagement with stakeholders through various channels and has established a process of collating inputs from various stakeholders. As in previous years multi-stakeholder based, objective oriented engagement approach continues in the field of adoption of cleaner energy and higher education.

Responsiveness: Acceptable. The Company has responded to stakeholder concerns through its policies and management systems, and this is reflected in the Report. However, Infosys should consider improving the goal setting process by better monitoring and reviews.

Completeness: Acceptable. The reporting boundary is limited for some parameters reported (refer GRI Index). But within the reporting boundary defined by Infosys, we do not believe that the Report omits relevant information that would influence stakeholder assessments or decisions.

Reliability: Good. No systematic or material errors have been detected for data and information verified. The identified minor discrepancies were corrected. However, improving the internal quality assurance procedures of data management systems will help in improving the process to reduce potential for errors.

Neutrality: Good. The information contained in the Report is presented in a balanced manner, in terms of content and tone. The Report discusses both positive and negative trends.

Opportunities for improvement

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

- Strengthen the functioning of sustainability council by formal governance mechanisms.
- Improve periodic review of the sustainability goals and targets.

DNV's independence

DNV states its independence and impartiality with regards to this engagement. DNV confirms that throughout the reporting period there were no services provided which could impair our independence and objectivity. DNV also maintained complete impartiality towards people interviewed during the assignment.

For Det Norske Veritas AS,

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

Antonio Astone
Reviewer
Global Manager, Corporate Responsibility Services
Det Norske Veritas AS, Italy

26 June 2011, Bangalore, India

GRI index

This report, along with the additional information in our Annual Report 2010-11 and on our website, http://www.infosys.com/investors/reports-filings/Pages/index.aspx, is aligned with the GRI sustainability reporting guidelines, and we believe we meet the requirements of Application Level A+.

Application Level	A+	Third-party-checked	Assured by	Det Norske Veritas AS

Standard Disclosures Part I: Profile Disclosures

Strategy and Analysis

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	SR – Page (ii)			
1.2	Description of key impacts, risks, and opportunities.	Fully	SR – Pages 8-9, 16 AR – 26, 37			

Organizational Profile

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organization.	Fully	SR – Page 3			
2.2	Primary brands, products, and/or services.	Fully	SR – Pages 37-38 AR – Pages 7, 19			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	AR – Page 7			
2.4	Location of organization's headquarters.	Fully	AR – Page 74			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	SR – Page 3 AR – Pages 1-82			
2.6	Nature of ownership and legal form.	Fully	AR – Pages 74- 75			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	AR – Page 74, 81-82 AR, Additional information – Page 66			
2.8	Scale of the reporting organization.	Fully	SR – Page 3 AR – Pages 7, 81-82			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	AR – Page 3			
2.10	Awards received in the reporting period.	Fully	SR – Page 5 AR – Page 9			

Report Parameters

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	SR – Page 2			
3.2	Date of most recent previous report (if any).	Fully	SR – Page 2			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	SR – Page 3			
3.4	Contact point for questions regarding the report or its contents.	Fully	SR – Page 56			
3.5	Process for defining report content.	Fully	SR – Pages 2, 9			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	SR – Page 9			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	SR – Page 9			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	SR – Page 10			

AR: Annual Report 2010-11 *SR: Sustainability Report 2010-11*

Note:

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The Additional Information to the Annual Report 2010-11 is available on our website: http://www.infosys.com/investors/reports-filings/annual-report/annual/Documents/Infosys-AR-11.pdf

Report Parameters (contd.)

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	SR – Pages 13, 20			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	Fully	SR – Pages 15, 20, 29, 30, 31, 44			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	SR – Pages 15, 20, 29, 30, 31, 45			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	SR – Pages 48-56			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	SR – Pages 2			

Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	AR – Pages 63-73			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	AR – Pages 64			
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	AR – Pages 64-65			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	AR – Pages 71, 80			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	AR – Pages 65-66			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	AR – Pages 64			
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	AR – Pages 64, 69-70			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	SR – Pages 3, 14			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	SR – Page 14 AR – Pages 63-73			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	AR – Pages 63-73			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	SR – Pages 8, 14 AR – Page 28			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	SR – Pages 2, 9 AR – Pages 72-73			

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Governance, Commitments, and Engagement (contd.)

Profile Disclosure	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: a. Has positions in governance bodies; b. Participates in projects or committees; c. Provides substantive funding beyond routine membership dues; or d. Views membership as strategic.	Fully	SR – Pages 8-9, 40			
4.14	List of stakeholder groups engaged by the organization.		SR – Pages 8-9			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	SR – Page 8			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	SR – Pages 8, 9			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		SR – Pages 8-9 AR – Pages 2-3, 7			

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

G3 DMA	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA EC	Disclosure on Management Approach EC	Fully	SR – Page 14 AR – Pages 19, 27				
Aspects	Economic performance	Fully	SR – Page 14 AR – Pages 19-27				
	Market presence	Fully	SR – Pages 15 and 26				
	Indirect economic impacts	Fully	SR – Page 24 AR – Page 26				
DMA EN	Disclosure on Management Approach EN	Fully	SR – Page 27 AR – Page 80				
Aspects	Materials	Fully	SR – Pages 28-36				
	Energy	Fully	SR – Pages 28-29				
	Water	Fully	SR – Pages 30-31				
	Biodiversity	Not	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.		Not applicable		
	Emissions, effluents and waste	Fully	SR – Pages 29-32				
	Products and services	Not	This indicator does not apply to our products and services as they do not consume packaging material significantly.		Not applicable		
	Compliance	Fully	SR – Pages 29-32				
	Transport	Not	This indicator does not apply to us as our business operations do not involve hazardous substances under the Basel convention annexure.		Not applicable		
	Overall	Fully	SR – Pages 29-32				
DMA LA	Disclosure on Management Approach LA	Fully	SR – Pages 7, 12-13				
Aspects	Employment	Fully	SR – Page 18				
	Labor/management relations	Fully	SR – Pages 18-19				
	Occupational health and safety	Fully	SR – Pages 18-20				
	Training and education	Fully	SR – Pages 20-21				
	Diversity and equal opportunity	Fully	SR – Pages 17-18				
DMA HR	Disclosure on Management Approach HR	Fully	SR – Page 12				
Aspects	Investment and procurement practices	Fully	SR – Pages 14-15				
	Non-discrimination	Fully	SR – Page 12				
	Freedom of association and collective bargaining	Fully	SR – Page 18				

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

G3 DMA	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
	Child labor	Fully	SR – Page 19				
	Forced and compulsory labor	Fully	SR – Page 15				
	Security practices	Fully	SR – Page 16				
	Indigenous rights	Not	This indicator does not apply to us as our business operations do not impact the rights of indigenous communities.		Not applicable		
DMA SO	Disclosure on Management Approach SO	Fully	SR – Page 12				
Aspects	Community	Fully	SR – Pages16-17, 22-25				
	Corruption	Fully	SR – Pages 14 and 20				
	Public policy	Fully	SR – Page 14				
	Anti-competitive behavior	Fully	SR – Page 15				
	Compliance	Fully	SR – Page 14 AR – Page 71				
DMA PR	Disclosure on Management Approach PR	Fully	SR – Page 39				
Aspects	Customer health and safety	Not	This indicator does not apply to us as our products and services do not cause an impact on health and safety incidents.		Not applicable		
	Product and service labelling	Fully	SR – Pages 3, 39-43 AR – Page 7				
	Marketing communications	Fully	SR – Page 14 AR – Page 17				
	Customer privacy	Fully	SR – Page 15				
	Compliance	Fully	AR – Page 71				

Standard Disclosures Part III: Performance Indicators

Economic

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Economic performance							
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	SR – Page 14 AR – Pages 19-27				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	SR – Page 26, 27, 39 AR – Page 27 AR, Additional information – Page 90				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	AR – Page52				
EC4	Significant financial assistance received from government.	Fully	SR – Page 14 AR – Page 54				
Market presence							
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Fully	SR – Page 15				
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	SR – Page 26				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not	This parameter is not applicable to us as the materiality for employment in the IT services sector mainly depends on employing good talent pool across all levels. Thus the Infosys Sustainability Report 2010-11 contains details across all levels.		Not applicable		

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Economic (contd.)

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Indirect economic impacts							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	SR – Page 24				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	AR – Page 26				

Environmental

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Materials							
EN1	Materials used by weight or volume.	Fully	SR – Pages 28-35				
EN2	Percentage of materials used that are recycled input materials.	Fully	SR – Page 36				
Energy							
EN3	Direct energy consumption by primary energy source.	Fully	SR – Pages 28-29				
EN4	Indirect energy consumption by primary source.	Fully	SR – Pages 28-29				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	SR – Page 29				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	SR – Page 29				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	SR – Page 29				
Water							
EN8	Total water withdrawal by source.	Fully	SR – Pages 30-31				
EN9	Water sources significantly affected by withdrawal of water.	Fully	SR – Pages 30-31				
EN10	Percentage and total volume of water recycled and reused.	Fully	SR – Pages 30-31				
Biodiversity							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.		Not applicable		
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.		Not applicable		
EN13	Habitats protected or restored.	Not	This indicator does not apply to us as our business operations do not impact protected habitats.		Not applicable		
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not	This indicator does not apply to us as our business operations do not impact protected areas and areas declared as having high biodiversity value.		Not applicable		
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not	This indicator does not apply to us as our business operations do not impact the IUCN Red List species.		Not applicable		

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Environmental (contd.)

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Emissions, effluents and waste							
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	SR – Pages 29-30				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	SR – Pages 29-30				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	SR – Pages 29-30				
EN19	Emissions of ozone-depleting substances by weight.	Fully	SR – Page 30				
EN20	NO_x, SO_x, and other significant air emissions by type and weight.	Fully	SR – Page 30				
EN21	Total water discharge by quality and destination.	Fully	SR – Page 31				
EN22	Total weight of waste by type and disposal method.	Fully	SR – Page 32				
EN23	Total number and volume of significant spills.		SR – Page 32				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not	This indicator does not apply to us as our business operations do not involve hazardous substances under the Basel convention annexure.		Not applicable		
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not	This indicator does not apply to us as our business operations do not impact the protected status of water bodies and resources.		Not applicable		
Products and services							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	SR – Page 27				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not	This indicator does not apply to our products and services as they do not consume packaging material significantly.		Not applicable		
Compliance							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	SR – Page 14 AR – Page 71				
Transport							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	SR – Page 33				
Overall							
EN30	Total environmental protection expenditures and investments by type.	Fully	SR – Page 27				

Social: Labor Practices and Decent Work

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Employment							
LA1	Total workforce by employment type, employment contract, and region.	Partially	SR – Page 17 and 18	Data on contractual employment	Not material	This parameter is not fully applicable to our context as the contractual workers employed with us are insignificant and is based on interim demand and is thus not represented in our data tables in the report.	

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Social: Labor Practices and Decent Work (contd.)

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
LA2	Total number and rate of employee turnover by age group, gender, and region.	Fully	SR – Page 18				
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	AR – Pages 52-53				
Labor/management relations							
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	SR – Page 18				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	SR – Page 19				
Occupational health and safety							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	SR – Page 20				
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Fully	SR – Page 20				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	SR – Page 19				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	SR Page – 18, 20				
Training and education							
LA10	Average hours of training per year per employee by employee category.	Partially	SR – Page 21	Itemized breakdown of training hours based on roles.	Not available	The average training hours of our employees are tracked and this data is provided in the report. We aim to publish the category-based data for this parameter in our Sustainability Report for 2011-12.	2012
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	SR – Page 22				
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	SR – Page 20				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	SR – Page 17				
LA14	Ratio of basic salary of men to women by employee category.	Fully	SR – Page 18				

Social: Human Rights

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Investment and procurement practices							
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Fully	SR – Page 15				
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Fully	SR – Page 15				

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Social: Human Rights (contd.)

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	SR – Page 14				
Non-discrimination							
HR4	Total number of incidents of discrimination and actions taken.	Fully	SR – Page 18				
Freedom of association and collective bargaining							
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Fully	SR – Page 18				
Child labor							
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully	SR – Page 19				
Forced and compulsory labor							
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Fully	SR – Page 15				
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	SR – Page 15				
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not	This indicator does not apply to us as our business operations do not impact the rights of indigenous communities.		Not applicable		

Social: Society

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Community							
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	SR – Pages16-17, 22-25				
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	SR – Page 14				
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	SR – Page 14				
SO4	Actions taken in response to incidents of corruption.	Fully	SR – Page 20				
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	SR – Page 14				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	SR – Page 14				
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	SR – Page 14				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	SR – Page 14 AR – Page 71				

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Social: Product Responsibility

Performance Indicator	Description	Reported	Cross-reference / Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Customer health and safety							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	SR – Page 9				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not	This indicator does not apply to us as our products and services do not cause an impact on health and safety incidents.		Not applicable		
Product and service labelling							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	SR – Pages 3, 39-43				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	SR – Pages 3, 39-43 AR – Page 7				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	SR – Page 14				
Marketing communications							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	SR – Page 14				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	SR – Page 14 AR – Page 17				
Customer privacy							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	SR – Page 15				
Compliance							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	AR – Page 71				

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Acronyms

API	Application Programming Interface
COP	Communication on Progress
CRY	Child Rights and You
DG	Diesel generator
DNV	Det Norske Veritas AS
DRR	Disaster Recovery Representatives
ERM	Enterprise Risk Management
GDM	Global Delivery Model
GHG	Green House Gas
GJ	Giga Joules
GRB	Grievance Redressal Board
GRI	Global Reporting Initiative
IFRS	International Financial Reporting Standards
IGBC	Indian Green Building Council
IWIN	Infosys Women's Inclusivity Network
kWh	Kilo Watt Hour
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
MJ	Mega Joules

MT	Mega Tons
NASSCOM	National Association of Software Companies
PSPD	Predictability, Sustainability, Profitability and De-risking
RFP	Request for Proposal
SPS	Smart Power Strip
STP	Software Technology Park
TERI	The Energy and Resources Institute
TMVR	Tracking Monitoring Verification and Reporting
UNGC	United Nations Global Compact
UNIFEM	United Nations Fund for Women
UPS	Uninterrupted Power Supply
VoY	Voice of Youth
WB	World Bank
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WWF	World Wildlife Fund
YDF	Youth Development Foundation

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