

BEING **INFOSYS**. BEING **MORE**.



ANNUAL REPORT 2015-16

BUSINESS RESPONSIBILITY REPORT

In everything we do, we try to 'be more' for all our stakeholders. While ensuring maximum profitability and benefit for our shareholders, clients and employees, and working towards the well-being of the larger community around us, we also aim to 'do more with less' when it comes to using finite natural resources. By going beyond the demand of mandates and regulations, by focusing on innovation and continuous learning to be relevant at all times to all stakeholders, we aim to make responsible business one of the most important dimensions of 'being Infosys'. Our Business Responsibility Report (BRR), which we have been publishing as part of our Annual Report since 2012, is one of the channels we use to articulate our commitment and provide details of our activities during the financial year.

The BRR follows the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, as notified by the Ministry of Corporate Affairs (MCA), Government of India. We also publish a comprehensive Sustainability Report annually, independently assured by DNV GL, in accordance with the Global Reporting Initiative's G4 framework. The sustainability report is available at <https://www.infosys.com/sustainability>.

RESPONSIBLE BUSINESS

The vision of Infosys ('the Company') to be a globally-respected corporation continues to be the cornerstone of our governance. This principle also guides our continuous efforts to earn the respect of all our stakeholders. It is, therefore, our responsibility to respect and adhere to ethical practices in all aspects of our business. The Infosys Code of Conduct and Ethics Policy helps maintain the standards of business conduct across the Group and applies to employees, suppliers, vendors, agents, contractors, representatives, consultants or any other third-party agent working on behalf of the Company.

Our values articulate the behavior expected from all employees, contractors and suppliers and are the foundation for all processes and practices.

- Client value: To surpass client expectations consistently
- Leadership by example: To set high standards in our business and transactions, and be an exemplar for the industry
- 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, services and products, and become the best

Ethical conduct: Structures and practices

In line with our core value of 'integrity and transparency', we ensure we satisfy the spirit and the letter of the law. The key dimensions of our corporate governance framework are as follows:

Board governance

The Infosys Board of Directors ('the Board') has developed a robust corporate governance framework to ensure we conduct our business responsibly. The nomination and remuneration committee of the Board is responsible for appointments to the Board. For this, the committee follows a set of criteria based on the belief that an active, diverse, well-informed and independent Board will ensure the highest standards of corporate governance. In line with our principles of corporate governance, the Board oversees how the Management serves and protects the long-term interests of our stakeholders. As on March 31, 2016, the majority of our Board members — seven out of nine — are independent members. We follow the practice of nominating an independent director as the chairperson of our committees, namely, the

audit, corporate social responsibility, nomination and remuneration, risk and strategy, stakeholders relationship and finance and investment committees.

For more details, refer to the *Corporate governance section of the Annual Report*.

Corporate policies

Our corporate governance practices apply across the Infosys Group and extend to our suppliers and partners too. Our code of conduct and ethics complies with the legal requirements of applicable laws and regulations, including anti-bribery and anti-corruption, the ethical handling of conflicts of interest, and the fair, accurate and timely disclosure of reports and documents that are filed with the required regulatory bodies. Every employee attends a session on Company values during his or her induction, and agrees to follow our code of conduct and ethics. Additional policies, such as the Whistleblower Policy and Gift Policy, and the presence of a strong grievance redressal body help us maintain an uncompromising stand on value transgressions.

Enterprise risk management (ERM)

Our ERM framework encompasses practices relating to the identification, assessment, monitoring and mitigation of strategic, operational, and external environment risks to achieve our key business objectives. This is done through periodic review meetings of the risk management committee and the risk council.

For more details, refer to the *Risk management section of the Annual Report*.

Focus on sustainability

Our sustainability strategy includes economic, environmental and social imperatives, while paying attention to the needs and expectations of our internal and external stakeholders. Our leaders have been championing sustainability initiatives through global forums and bodies. Regular discussions and reviews with the Board and its committees, senior management and other stakeholders help us work consistently towards fulfilling the expectations of our direct and indirect stakeholders.

A sustainability council, headed by our Chief Operating Officer (COO), U. B. Pravin Rao, reviews progress on sustainability actions at regular intervals.

Corporate social responsibility (CSR)

Two trusts, the Infosys Foundation and the Infosys Foundation USA, have been created to take our CSR efforts forward. Our CSR committee comprises R. Seshasayee, (Chairperson), Kiran Mazumdar-Shaw and Dr. Vishal Sikka. A comprehensive CSR Policy articulates our focus on economic development that positively impacts our society with minimal resource footprint.

For more information on our CSR Policy, visit www.infosys.com.

Stakeholder engagement and grievance redressal

Based on discussions and deliberations with the Board, the Management and various committees,

we have arrived at the following list of stakeholders who are important to us:

- Clients
- Employees
- Investors
- Vendors / Alliance partners
- Governments / Regulatory bodies
- Local communities

We have various mechanisms to receive and address complaints from stakeholders related to compliance, corruption or bribery. As of March 31, 2016, no stakeholder has filed any case against the Company, nor are any cases pending regarding unfair trade practices, irresponsible advertising and / or anti-competitive behavior.

SUSTAINABLE SERVICES AND SOLUTIONS

Infosys is a leader provider in consulting, technology, outsourcing and next-generation services. When it comes to sustainability, we strive to make:

- Our business sustainable
- Our client's business sustainable
- Our ecosystem sustainable

Our expertise spans industries, from helping build lighter and stronger passenger jets and fuel-efficient cars, to enabling banks to provide financial inclusion to the most remote corners of the globe. In delivering powerful innovations, Infosys changes the way the world works and lives.

Resource efficiency in our IT infrastructure

Hosted in multiple datacenters, our infrastructure and platforms comprise over 2,000 physical and virtual servers, over four petabytes of storage, file share with over 125 million files, state-of-the-art platforms and solutions, including blade servers with interconnect hardware modules, NAS, content archival platform, tape libraries, load balancers, fabric switches, network switches, virtualization platforms, operating systems, database servers, package solutions, middle-tier presentation layers, and data protection layers. It also includes our corporate data, comprising project data, and information pertaining to our employees and other stakeholders.

Over the years, we have transformed our landscape to adopt green IT by leveraging cutting-edge technologies like virtualization and power-efficient hardware components by optimally utilizing our investments. Continuing the journey, our initiatives in fiscal 2016 resulted in power and cooling savings of over 100 KW.

Our next-generation storage cluster solution was designed and deployed using an active cluster which enables faster cluster provisioning by reducing administration effort by more than 50%. We also introduced the latest high-capacity flash accelerator, with each disk having 6.4 terabytes of storage capacity and built-in compression capability of up to eight times. This solution has been instrumental in institutionalizing an economically as well as ecologically sustainable model which has reduced our Total Cost of Ownership (TCO) and carbon footprint. This implementation has helped us reduce datacenter space by more than 80% and power and cooling requirements by more than 75%.

Server virtualization – 85% of our computer infrastructure is virtualized with 100% virtualization of the non-production environment. With this, we have reduced our physical server footprint by 15% in fiscal 2016. The Automated Power Management initiative has resulted in power savings of around 25% per virtual machine.

Fuelling the nation's economic advancement

We continue to work on large transformational projects that significantly impact the socio-economic progress of the country.

- The Income Tax Returns Central Processing Centre, established by Infosys, helps Indian taxpayers file their returns and the government to save millions through improved efficiency. Today, the centre processes about 40 million returns every year, with a radically reduced processing time of 60 days compared to 360 days earlier.
- Infosys' core banking and insurance solutions have enabled the Department of Post in India to provide easy and effective banking and insurance services to rural and semi-rural regions of India. 21,961 post offices provide banking solutions. Over 557 million accounts have been migrated to the system till date. Around 858 ATMs have also been enabled to service India Post customers. 25,448 post offices have been enabled to provide insurance policies, and 29 million policies have been migrated to the new system till date.
- Our multi-pronged solution covering metering, billing, collections and customer servicing, has helped reduce the Aggregate Technical and Commercial (AT&C) losses in electricity transmission in Karnataka, India.
- The eBiz portal developed by Infosys is one of the 31 Mission Mode Projects (MMPs) under the National eGovernance Plan (NeGP). An initiative by the Department of Industrial Policy and Promotion, eBiz is a one-of-its-kind portal conceived to bring about a radical shift in the government's service delivery approach in order to improve 'Ease of Doing Business' in India. Another milestone was reached this year with the launch of composite application form (CAF) covering 14 state services for Odisha, India. Currently, the portal hosts over 50 services, including 21 central services and 30 state services (14 each for Andhra Pradesh and Odisha, and two for Delhi).
- Infosys is the System Integrator for MCA21 project, another MMP of the Ministry of Corporate Affairs (MCA) under NeGP. The MCA portal maintained by Infosys provides stakeholders with easy, secure and speedy access of all MCA services with transparency and efficiency.
- In January 2016, MCA in partnership with Infosys, launched the Central Registration Centre (CRC), a Government Process Re-engineering (GPR) initiative set up with the objective of providing speedy incorporation services for businesses and start-ups in line with the best global practices. Restructured solutions / processes and enhanced

automation have helped 100% of applications to be processed within a day, compared to seven to 10 days before the initiative was launched.

Including the visually-challenged

Of the 285 million visually-challenged people in the world, nearly 90% is from the developing world. For the visually-challenged, Braille helps drive literacy, which in turn ensures intellectual freedom, personal security, employment, and financial independence. At Infosys, we studied the existing tools that are widely used in schools to generate Braille. After extensive research and feedback from users, we concluded that conventional tools often lead to physical strain and discomfort, is time consuming, not portable, thus hampering the overall learning experience of the individual.

Infosys conceptualized, designed and developed a new product called *Drushti* (meaning 'sight'). *Drushti* is a high-performance, reliable, low-cost, low-maintenance electronic notes maker specially designed to address the problems of traditional Braille devices. *Drushti* can be used for reading, writing and storing data. It enables users to navigate, manage, edit and print data using an audio feedback mechanism. *Drushti* can interface with external devices like computers, keyboards, printers, speakers, headphones and flash drives and has the potential to revolutionize the inclusion and integration of the visually-challenged into society.

Supply chain: Sustainable practices

To strengthen responsible business practices in our supply chain, a four-stage integrated framework called Visioning, Inculcating, Valuing, and Assessing (VIVA), was conceptualized in 2013 and is in the early stages of deployment. A comprehensive engagement model, called 3I – Involve, Influence and Inform allows us to meaningfully engage with our suppliers on material aspects. The proportion of spending for domestic suppliers at significant locations was about 79% in fiscal 2016.

For more information on responsible supply chain, visit our website www.infosys.com.

Although recycling of products is not directly applicable to us, Infosys has a robust Environment Policy focusing on energy, emissions, water and waste.

For more details, refer to the *Environment* section of this report.

ENHANCING EMPLOYEE VALUE

Infosys is committed to providing a work environment that is free from discrimination and harassment for all our employees. The Company is an equal opportunity employer and makes employment decisions based on merit and business needs. The Company policy prohibits harassment of any kind, including harassment based on pregnancy, childbirth or related medical conditions, race, religious creed, color, sex, gender identity, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, or any other basis protected by law.

Diversity and inclusion

A Global Diversity Council represented by senior employees from across the world working in delivery, human resources, sales and business functions

supports and cascades the programs of the diversity office. The council determines the focus areas specific to the geography, sets goals and works to improve diversity along with periodic performance reviews. It also ensures the consistent implementation of policies and programs to equip women employees to reach leadership positions.

Our global employee count stands at 1,94,044 as on March 31, 2016, and covers over 129 nationalities. The percentage of women employees is 35.6%. Being an equal opportunity employer, we do not mandate the disclosure of disability at the time of recruitment. The number of employees who have voluntarily disclosed their disability status and the nature of disability stands at 161.

Our employee distribution across region and gender over the last three years is as follows:

Region	As on March 31, 2016			As on March 31, 2015			As on March 31, 2014		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
India	1,11,468	61,173	1,72,641	1,03,541	55,106	1,58,647	95,267	48,854	1,44,121
APAC	4,228	3,143	7,371	3,374	2,765	6,139	2,879	2,633	5,512
Americas	5,900	2,412	8,312	4,431	1,737	6,168	4,177	1,594	5,771
EMEA	3,332	2,388	5,720	3,017	2,216	5,233	2,910	2,091	5,001
Total	1,24,928	69,116	1,94,044	1,14,363	61,824	1,76,187	1,05,233	55,172	1,60,405

Note: Permanent and fixed-term employees as per the base location

Our HR-personnel-to-employee ratio is guided by global standards and benchmarks. Most of our employees work as full-time, permanent employees. We have a *de minimis* number of employees working on a part-time / fixed-term contract. All employee benefits are provided based on the requirements mandated by the laws in the countries where we operate and the locations where we recruit.

Creating a fair and equitable environment

Our anti-discrimination and anti-harassment policies apply to everyone involved in the operations of the Company, as well as vendors and clients.

The forums to deal with issues and concerns raised by our employees are as follows:

- Hearing Employees and Resolving (HEAR)
- Anti-Sexual Harassment Initiative (ASHI)
- Whistleblower Policy

The details of concerns and grievances raised by employees in fiscal 2016 are as follows:

Employee grievances	No. of grievances
Workplace harassment ⁽¹⁾	85
Workplace concerns ⁽²⁾	408
Other issues ⁽³⁾	–
Disciplinary issues – major ⁽⁴⁾	354
Disciplinary issues – minor ⁽⁵⁾	814
Total	1,661
Closure statistics	
Internal arbitration	381
Disciplinary action	1,280
Total	1,661

Scope: Infosys Group

⁽¹⁾ Refers to all kinds of sexual harassment issues heard and resolved at the workplace.

⁽²⁾ Refers to grievances employees raise at the workplace.

⁽³⁾ Refers to queries, clarifications and concerns that do not get channelized as per the Company grievance mechanism.

⁽⁴⁾ Major cases involve reputation risk to the Company / employees, fraud or other ethical misconduct. This year, we are reporting the disciplinary action taken against individuals on account of incorrect data provided at the time of joining.

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

The details of workplace sexual harassment complaints in India, reported as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, and the Ministry of Women and Child Development notification dated December 9, 2013 are as follows:

Complaints received	Fiscal 2016
Number of cases filed	62
Disposal by conciliation	1
Disposal by disciplinary action(s)	61

Employee resource groups and associations

Employee resource groups representing diverse backgrounds, affinities and skills facilitate community participation, networking, cultural enrichment and support, based on gender, affinity, ability and sexual orientation. These groups design programs and initiatives such as, peer-to-peer chat groups, leadership talks, conferences and special events, to ensure assimilation and engagement of the diverse groups and communities within the larger workforce.

We recognize the right to freedom of association through collective bargaining agreements in accordance with the laws of the land. A *de minimis* percentage of our employees are covered by Collective Bargaining Agreements (CBA).

The number of employees covered under CBA worldwide, as on March 31, 2016, is as follows:

Operating location	Total no. of employees	No. of employees covered under CBA
Spain	18	18
Italy	5	5
France	252	252
Finland	14	14
Brazil	769	769
Japan	183	183
Sweden ⁽¹⁾	109	109
Netherlands ⁽¹⁾	842	275
Poland	2,404	2,404

⁽¹⁾ Only employees hired at these locations are covered.

We continue to use our annual employee satisfaction survey — LITMUS — to capture feedback from our employees. The survey results are analyzed and action items identified for better employee engagement.

Enabling a flexible work culture

We believe that providing a flexible work culture helps us retain talent and keeps our employees motivated and engaged.

Some of the flexible work options that are provided to our employees are:

- Nine days of work-from-home option every month for family care
- Paid maternity leave
- Sabbatical for personal reasons ⁽¹⁾
- Paternity leave
- Adoption leave
- Part-time, flexi-hours and selective telecommuting
- Sabbatical for community service
- Sabbatical for higher education
- Work options from satellite offices

Scope: Infosys Limited, India.

⁽¹⁾ Personal reasons could include leave taken by new parents, sickness, adoption and travel with spouse to onsite locations.

Health and safety

Ozone, our Health, Safety and Environmental Management System (HSEMS), is designed to comply with all applicable legal requirements and exceed these expectations wherever we operate. It helps provide a secure working environment for our employees, assets and operations against all HSE risks. The initiative also keeps employees, contractors and others well informed, trained and committed to our HSE process. Most of our campuses in India are OHSAS 18001:2007 certified.

The significant dimensions of Ozone are as follows:

Risk management: This includes the identification of hazards, including new or modified activities, products and services, the implementation of measures to minimize or control impacts, and monitoring them in a structured way. Our workstations and furniture are designed to mitigate ergonomic risks prevalent in our sector. Physiotherapists are available at most campuses in India and conduct regular sessions on ergonomics and work-related injuries.

Safety committees: The Occupational Health and Safety (OH&S) committee in each of our campuses comprises employee representatives and members of the Management and cross-functional teams. The committee brings employees and the Management together in a non-adversarial, cooperative effort to promote OH&S at the workplace. Our employees are actively involved in suggesting and implementing changes to the HSE Policy.

Training: The HSE training needs are identified for different personnel based on the nature of their jobs. Accordingly, training – including awareness sessions, mock drills, classroom sessions and periodic demonstrations – is provided to all employees and contractual staff. HSEMS training is also a part of our employee-induction programs. E-learning modules have also been rolled out for creating awareness.

Audits and assessments: Periodic reviews and audits of the HSEMS are conducted for evaluating the HSE performance as well as suitability and effectiveness of processes and programs in achieving objectives and targets in line with the HSE Policy and standards.

Incident reporting and investigation: Incidents can be reported by employees through an internal application and an email reporting mechanism. Incidents reported are investigated, analyzed and corrective actions and preventive measures are taken to reduce future injury and losses. The investigations focus on root causes and system failures. The OH&S committee conducts the investigations.

Health, assessment and lifestyle enrichment (HALE)

HALE focuses on an employee’s health, safety, emotional wellness, quality of life and work environment. Striving to improve organizational productivity through healthy employees, the HALE team has held several health interventions, leisure interventions and innumerable awareness and information campaigns. HALE aims to build a workforce that is healthy, productive and able to balance work and life.

Promoting employee morale, skill upgradation and career development

All our employees are covered under competency development programs that are relevant to their role in the organization. Our Competency Development Program 3.1 (CDP 3.1) brings relevance and flexibility to competency development for a role along multiple competency dimensions. Our continuous education programs span technology, domain, business, process and behavior. We also have specialized programs for senior leadership.

We provide training to all employees without differentiating on grounds of gender or physical ability. Our Education, Training and Assessment (ETA) group offers industry-benchmarked learning programs to ensure talent enablement. ETA has over 2,000 learning offerings and interventions including training on technical, managerial and process skills, industry domain knowledge and leadership skills for employees and our strategic clients. New offerings such as, Design Thinking (dT) workshops have been added to meet the strategic needs of the Company. ETA focuses on talent development, and facilitates the foundation, continuous education and outreach programs, along with dT sessions.

The average training effort across all employee categories over the last three years is as follows:

Role-wise distribution	Fiscal 2016			Fiscal 2015			Fiscal 2014		
	Employee count	Training days	Average training days	Employee count	Training days	Average training days	Employee count	Training days	Average training days
Associate	92,119	18,89,390	20.51	84,219	31,21,664	37.06	80,593	20,14,424	25
Middle	73,687	1,89,434	2.57	67,451	1,98,140	2.94	57,709	2,54,015	4.4
Senior	24,153	42,227	1.75	24,015	39,374	1.64	21,635	59,295	2.74
Title holders	572	666	1.16	502	921	1.83	468	229	0.49
Others ⁽¹⁾	3,513	601	0.17						
Total	1,94,044			1,76,187			1,60,405		

Scope: The senior leadership has specialized enabling programs, such as, coaching, mentoring and one-on-one development, which are not included in the above table.

⁽¹⁾ Employee role mapping is in progress for entities acquired in fiscal 2016.

This year, we revamped our performance management system by moving from a ‘forced ranking’ model to an ‘open ranking’ model. Under this system, we provided more flexibility to managers to appraise employees based on clearly-defined tasks with a pronounced focus on rewards for performance. We also launched ‘Compass’, a digital platform to mobilize opportunities on careers, learning and networks. It is a self-service portal which allows

employees to create a personalized and humanized profile, access opportunities and leverage organizational resources to find the right expertise, self-directed learning opportunities and projects. Through Compass, we aim to empower employees to design their own journey within the organization by enabling them with the right information, support structure and access.

Awards for Excellence

The Awards for Excellence program at Infosys recognizes teams and individuals who embody Excellence, one of the foundational values of our Company. Winners of this prestigious, annual rewards and recognition program are those who have delighted clients and also inspired peers and colleagues to push the envelope. The top award winners for the year 2015-16 are as follows:

Gold winners

Innovation Culture

Zero Distance

Vasudev Kamath
Srinivas Kamadi
Shruthi Bopaiah
Ramakrishnan M.
Nilofer Rohini Dsouza
Nanjappa B. S.
Manjunatha Gurulingaiah Kukkururu
Gopikrishnan Konnanath
Archana Achal
Anand J. Raghavan

Sales and Marketing – Brand Management

Infosys and ATP – A Winning Partnership

Sudipto Shankar Dasgupta
Nicola Brocksiepe
Navin Chempakvilas Rammohan
Mohamed Anis
Gayatri Hazarika
Fauzzia Culkin
Dhruv Kanal
Claire Hockin
Cheuk Yu Poon
Balaji Rasappa

Internal Customer Delight

SWAT Initiative

Vasudeva M. Nayak
Sharmistha Adhya
Shaji Mathew
Preeti Paul
Jayesh Dhanvantkumar Sanghrajka
Harish Sathyan
Arun Kumar H. R.
Archana Achal
Anoop Kumar
Amit Gupta

Large Business Operation Program

Business Operations Transformation

Rengarajan J.
Ravi Kiran Modugula
Rajshekhar Anant Bhide
Rajendra Dhanvanthari
Raghavendra Krishnarao Kulkarni
Pramod Shenoy
Lakshmanan R. M.
Dilip Kumar Nayak

People Development

Collaborate, Innovate and Synergize

Sughosh Pramod Tembre
Sushmitha Kale
Sneha Sinha
Sanat Sridhar
Rajesh Kannan
Pooja Kushalappa
Gautam Bhattacharjee
Deepa Prabhakaran
Amol Arun Inamdar

Innovation – IP, Products and Platforms

Infosys Automation Platform

Vignesh Lappathy Nattamai Ramesh
Sunil Kumar Vuppala
Suchi Paharia
Sidharth Subhash Ghag
Shyam Kumar Doddavula
Rajib Deb
Prateek Panigrahi
Lakshmi Narasimhan Narayanan
Baburajan Venkataraman
Amit Gaonkar

Complex / Business Transformation Program Management

Rainbow Divestment Testing New Bank

Yogita Sachdeva
Vijaya Patnaik
Vandna Aggarwal
Suryanarayanan M. S.
Shiva Sharma Kakkar
Ruchi Mitter
Nipun Verma
Janardhana Channagiri
Gopinath Athisiva Arunachalam
Dinesh Chauhan

Value Champions

Exemplifying C-LIFE Principles

Manoj Philip Mathen

Sales and Marketing – Sales Management

Orion Program

Vishal Manaklal Parakh
Sriram Vivek Kulkarni
Ryan Timothy Patrick O Sullivan
Ruchi Srivastava
Ranjan S. Kolte
Nithya Venkataraman
Mark Richard Holden
Manish Kumar Mehta
Dennis Kantilal Gada
Bhushan Gunwant Deshmukh

Infosys Champions

Emerging Technology Champion

Sudhanshu Madhaorao Hate

Account Management – Large

NewRenew at a Large Australian Telco

Warren Sheldon Reichenberg
Tulasi Cherukuri
Sudhanshu Garg
Randip Sinha
Rajat Garg
Praveen Kumar Jain
Manjunath D. Kulkarni
Madhusudan Shah
Brett Ellison
Allalkathan Kandiah Raja

Account Management – Small

Sustaining Growth Momentum in a

Changing Paradigm

Vikrant Rathore
Vaijayanti A. Patharkar
Santosh Vasant Lokhande
Ravi J. Khandelwal
Nitin Malik
Mohammad Faizan Ur Rahim
Gautam Samanta
Avinash Radhakrishnan
Abhijit Vitthal Wagh
Abhay Vijay Bhole

Sustainability / Social Consciousness

*First Campus in India Running on 100%
Renewable Energy*

Ramesh Rame Gowda
Rakesh Bohra
Mani Radha Krishnan
Pawan Kumar Chaudhary
Pavan Agrawal
Ganesh Babu Talari
Deepan Prakash Devadoss
Balasubramaniam P.

Systems and Processes

*Acceleration of Application and Business
Performance with Deployment of
In-Memory Technology SAP HANA*

Srikanth Srikantaiah
Rama Krishna Reddy Banda
Priya Jacob
Narendra Murari Sonawane
Muthukumaran Ganesan
Kiran Shrinivas Gole
Kasivindhkumar Shanmuganathan
Jitendra Sangharajka D.
Anita Nilesh Dange
Akhilesh Kumar Maurya

Development Center Management – Large

Chennai

Thothathri V.
Muthuvel G.

Development Center Management – Small

Thiruvananthapuram

Sunil Jose

Best Performing Industry Vertical

Financial Services (FS)

Mohit Joshi

Best Performing Service Line

Independent Validation Services (IVS)

Narsimha Rao Mannepalli

Best Performing Business Enabling Function

Infosys IT

Dheeshjith V. G.

Client Value Survey

*Unit (Industry Vertical) – Energy & utilities,
Communications and Services (ECS)*

Rajesh K. Murthy

Client Experience

Service Line – Engineering Services (Eng)

Sudip Singh

Collaboration

Zero Bench for Maximizing our Potential

Vidya Lakshmi Hariharan
Sudhanshu Madhaorao Hate
Shalini A. Nair
Saraswathi Chandrasekharan
Radhakrishna S.
Neha Kothari
Manisha Sanjay Saboo
John Philip R.
Gururaj B. Deshpande
Ajay M. A.

Project Execution Excellence

*Delivery Excellence via Distributed Agile
Operating Model*

Tamilarasan Subramanian
Suma Kumar
Sabarish Ayyappan Pillai
Rupinder Singh Ghai
Paramendra Tiwary
Mary Margaret Francis Poovala
Kapil Mogha
Ashok Sesu Ramakrishnan

Relentless 3I Framework and Automation

Vijaysingh Dharamsingh Nirwan
Satya Ranjan Nanda
Ranbir Pattnaik
Jyotirmaya Rath
Ipsit Misra
Devidutta Rabindra Nath Mohanty
Arindam Sadhu
Anupam Maiti
Amit Kumar Ghorai

*Framework to Support Data Setup and
Manage Testing Automation based on RFT*

Vineet Bhasin
Vedvyas Mohapatra
Swarup Dutta
Suchit Mohanty
Srikrishnan M. S.
Rajdeep Das
Kiran Srinivas Janapareddi
Haimabati Nandan Das

Development of Single Admin UI

Yaju Shukla
Susmita Mukherjee
Sushant Rajendra Ghotgalkar
Siddharth Govind Karkun
Ruchika Dhawan
Pratiksha Saxena
Panchanand Jha
Krishnakant Ramakant Rawle
Kirti Pradeep Ramdurgekar
Indu Sharma

*'Work study' Initiative and Savings through
Extreme Automation*

Sushil Kumar Goyal
Sumeet Kumar
Srinivas Vinjamuri
Pranava Kumar Jha
Deepak Mahesha
Ashish Bansal
Aashish Gupta

*Discovery of E2E Scenarios and
Implementation of Iterative Critical Path
Testing*

Sibarпита Chandan Mohapatra
Nikhil Vijay Munot
Manoj Kumar Panda
Malaya Basanta Upadhyaya
Lalatendu Mahapatra
Binoy Kumar Singh
Amees Hasmukh Karnavat
Abhishek Bagchi

Technology Excellence

Wi-Fi Proximity / Location-based Solution

Vijayalakshmi Mallenahalli Siddaiah
Vagish Honnali Vasudev
Saravanan Kolandha Gounder
Roshan Raghav Hegde
Ramamoorthy Makkithaya
Priya Sharma
Mohit Gupta
Anjan Babu Etha

Loyalty Earn Manager (Bonus Reversal)

Vaibhav Singhal
Surya Prakash Pandey
Saurabh Nayar
Saravana Tharmalingam
Renu Shyam Agarwal
Prashanth Reddy M.
Ananth Kumar Yeleswarapu
Amala Lam

Client Delight

*New Products Launch Program for an
American Diversified Financial Services
Company*

Suraj Panwar
Sai Sujan Angadi
Manu Juneja
Manikandan Harikrishnan
Lokesh Gangadhar
Henry He
Jaydeep Satpathy
Chandrasekar Rangarajan

STAKEHOLDER ENGAGEMENT

Infosys' stakeholders include our clients, employees, investors, vendors / partners, government and local communities. Our vision to earn the respect of our stakeholders informs and guides our actions. A robust engagement process ensures our attention to stakeholder requirements and feeds into the materiality exercise. Defined communication channels ensure focused engagement through the year.

<ul style="list-style-type: none"> Analyst meets ^{(1) (2) (7)} Analyst briefings ^{(1) (2) (7)} Quarterly results ⁽²⁾ Annual General Meeting with our shareholders ⁽¹⁾ Sustainability Report ⁽¹⁾ Financial reports ^{(1) (2)} SEC filings ⁽⁵⁾ Press releases ^{(1) (2) (6) (7)} Social media ⁽⁷⁾ Investor relations surveys ⁽¹⁾ 	<ul style="list-style-type: none"> Engaging with governments and global forums ⁽⁷⁾ Policy advocacy ⁽⁶⁾ Interacting with statutory / regulatory bodies such as stock exchanges, tax departments, SEC, SEBI, Central Pollution Control Board (CPCB), and labor authorities ^{(4) (5) (7)} 	<ul style="list-style-type: none"> Partner meets ⁽¹⁾ Procurement policy and vendor selection process ^{(1) (7)} Event brochures ⁽⁷⁾ Vendor satisfaction surveys ⁽¹⁾ Vendor review meetings and awareness sessions ⁽¹⁾
<p>Investors</p>	<p>Governments / Regulatory bodies</p>	<p>Vendors / Alliance partners</p>
<p>Stakeholder engagement</p>		
<p>Clients</p>	<p>Local communities</p>	<p>Employees</p>
<ul style="list-style-type: none"> Requests for proposals ⁽⁷⁾ Client visits and meetings ⁽⁷⁾ Sustainability portal on our website, www.infosys.com ⁽¹⁾ Mailers ^{(3) (5) (6) (7)} Newsletters ^{(2) (3) (6)} Brochures ⁽⁷⁾ Social media ⁽⁷⁾ Customer satisfaction surveys ⁽¹⁾ Annual customer leadership meets ⁽¹⁾ 	<ul style="list-style-type: none"> Site visits ^{(6) (7)} Interviews with local NGOs and community representatives ^{(6) (7)} Sustainability portal on our website, www.infosys.com ⁽¹⁾ Meetings with associations / NGOs ^{(6) (7)} Local community meetings ^{(6) (7)} Press releases ^{(2) (7)} Social media ^{(6) (7)} Our website, www.infosys.com ⁽⁷⁾ Discussions with academic institutions ⁽⁷⁾ Participation in events involving academia ⁽⁷⁾ Curriculum enhancement programs ^{(1) (7)} Case studies ⁽⁷⁾ Global internship program (InStep) ^{(1) (7)} Fellowships ^{(4) (7)} White papers ^{(6) (7)} Joint R&D projects ⁽⁷⁾ 	<ul style="list-style-type: none"> Employee satisfaction survey ⁽¹⁾ Voice of Youth forum ^{(4) (6) (7)} Employee affinity networks ^{(4) (6) (7)} Grievance redressal board ⁽⁴⁾ Communication blogs: HRD Blog, CEO Forum, Leaders' Blog ⁽²⁾ Inclusivity survey ⁽¹⁾ Development centers' engagement initiatives ⁽⁷⁾ Bulletin boards ^{(6) (7)} Our corporate television channel, InfyTV ^{(4) (6) (7)} Our corporate radio channel, InfyRadio ^{(4) (6) (7)} Our intranet, Sparsh ^{(4) (6) (7)} Sustainability portal on our website, www.infosys.com ⁽²⁾ Mailers ^{(4) (5) (6) (7)} Eco clubs ⁽⁷⁾ Employee committees ^{(6) (7)} Mplus, our internal brand communication portal ^{(6) (7)}

Frequency of communication :

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

Integrating stakeholder feedback

Materiality determination

We determine materiality through engagement with our stakeholders across various forums.

Strategy action and planning (STRAP)

STRAP, our annual strategy planning conclave, is one of the key forums that brings all our senior leaders to one platform to deliberate our business strategy and implementation. At STRAP,

- Perspectives in strategy formulation and implementation are invited from a cross-section of employees including the Voice of Youth. The invigorating sessions see a vast flow of ideas as well as data from both internal and external sources such as, Customer Satisfaction Surveys (CSAT), Employee Satisfaction Surveys (ESAT) and Vendor Satisfaction Surveys (VSAT).
- Also discussed at STRAP is the Company's progress on its environmental and social goals.

Post STRAP, the strategy and implementation plans are communicated to the larger organization through news updates, mailers, blogs, etc.

Sustainability disclosures

In keeping with our commitment to make regular and focused sustainability disclosures:

- We participate in various assessments including the Carbon Disclosure Project (CDP), the Global Reporting Initiative (GRI), the Dow Jones Sustainability Index (DJSI), and national and international awards for our Green Initiatives.
- These assessments and awards help us benchmark our practices and learn from other practitioners as well.
- Our compliance and risk management office periodically evaluates our business according to global regulatory requirements to ensure organizational preparedness.

For more information on materiality and stakeholder inclusivity, visit <http://www.infosys.com/investors/reports-filings>.

Engaging with local and marginalized communities

The Infosys Foundation, established in 1996, supports the less privileged sections of society across India. The Foundation prides itself in working for the disadvantaged, selecting projects with care and working in areas that are otherwise neglected.

In fiscal 2016, the Foundation worked on numerous projects to support marginalized communities.

The highlights of this year's projects are as follows:

- Working with the Ramakrishna Mission to develop a school that is expected to benefit 2,400 tribal students (1,800 in the in-campus higher secondary school and 600 in 16 non-formal schools) in Arunachal Pradesh.
- A partnership with Prerana, a Mumbai-based NGO, to end inter-generational prostitution by providing shelter, health and education to children living in red-light areas. Around 5,000 children have benefitted from the project till date.
- Setting up and running of a fodder-distribution center in partnership with Ramakrishna Sevashrama in the drought-hit district of Pavagada, Karnataka.
- Infrastructure development for the Ramakrishna Mission hospital in Itanagar, expected to benefit over 700 patients every day.

For more information on the work done by the Foundation, visit : <https://www.infosys.com/infosys-foundation/>.

In order to build responsible citizenship, we provide a platform to employees to engage in social and environmental initiatives of their choice. The Awards for Excellence, the highest recognition in the Company, has a category for Social Consciousness that rewards employee action in the space.

We also work closely with the local community at all our development centers across the country on a host of initiatives covering education, healthcare, and rural development. In Bangalore for instance, we work with the local community through the Electronics City Industries Association (ELCIA) Trust. Apart from being one of the largest contributors to the Trust, Infosys also engages, through its employee volunteers, in a host of local initiatives.

ELCIA's flagship program aims to strengthen the quality of education available to over 5,800 children studying in 17 government schools. In the last fiscal, we supported the Model School program which focuses on five specific areas – school infrastructure development (drinking water, classrooms and toilets), libraries, faculty enablement and development, computer education, and curriculum enhancement (including initiatives promoting sports, sex education, moral science and sustainability).

Such efforts are not limited to Bangalore. In Chennai, we supported over 60 villages around our Mahindra City campus during the floods in December 2015 by sending relief materials and helping people in rescue camps.

RESPECTING HUMAN RIGHTS

Infosys is a signatory to the United Nations Global Compact (UNGC) and we adhere to the fundamental principles of the Universal Declaration of Human Rights (UNHRC). Our Human Rights statement guides our policies and practices dealing with our operations, partnerships, contracts and investment agreements.

Human rights laws and guidelines are respected and followed across our operations. While mutual agreements assure stakeholders such as, vendors and suppliers, of protection against human rights violations, all our employees are introduced to these policies during induction. Periodic evaluation is conducted to reduce risk of violations at all levels.

Human rights: Best practices

Infosys created a Human Rights Statement as part of the UNGC pact. This statement guides the policies and practices related to our operations, partnerships, investment agreements and contracts. It also explains the Company's stand on compliance with global norms in providing a harassment-free workplace, freedom of association, workplace health and safety, and anti-corruption safeguards. A stringent internal and independent review through work councils and a comprehensive governance framework ensures that we are compliant with current and ongoing best practices related to human capital. We have about 14,000 contractual staff, of which close to 12,000 are from the local community. They are responsible for activities, such as housekeeping, security and maintenance services. There is a bi-monthly audit of our supplier agencies to check compliance with various labor laws such as, the Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Payment of Gratuity Act, Employees' State Insurance (ESI) and Employees' Provident Fund (EPF). We have established grievance forums for our contractual staff to ensure their issues and concerns are heard and resolved.

We have various grievance redressal channels to deal with issues related to discrimination, retaliation and harassment. The complainants are assured of complete anonymity and confidentiality. All geographies are governed by the Global Policy on Prevention and Redressal of Harassment at Infosys. The Policy on Prevention and Redressal of Sexual Harassment specific to India is applicable to India locations and is a supplement to the Company's Global Policy and is in compliance with The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Ministry of Women and Child Development Notification dated December 19, 2013. The Company has constituted internal complaints committees in all our development centers in India to address complaints of sexual harassment raised by women employees. The constitution of the committee is as per the Act and includes external members from NGOs or persons familiar with issues relating to sexual harassment. All sexual harassment complaints can be raised by writing to GRB@infosys.com.

Providing a conducive work environment

We adhere to the OHSAS 18001:2007 specifications, which ensure that all our objectives with regard to providing a safe, healthy and conducive work environment for our employees, contractors and visitors, are measured. We are committed to ensuring safety at our construction sites and continue to engage with our construction suppliers through training, audits and safety checks. Some welfare initiatives such as providing clean drinking water and adequate infrastructure have been launched at all our construction sites with the aim to improve the workers' living conditions.

For more details on grievances and harassment, refer to the *Enhancing employee value* section of this report.

BEING MORE ENVIRONMENT CONSCIOUS

Sustainability is a business imperative at Infosys. Our environmental goals are part of our corporate scorecard. This has resulted in significant investments in technology and research partnerships to create new solutions that are sustainable for the environment.

Conservation of resources

Energy

With highly efficient building designs, smart building automation and deep green retrofits, we are on our way to achieving our goal of reducing 50% of our per capita electricity use by 2018 against the baseline established in 2008. Our central command center in Bangalore now manages about 45 million sq. ft. of built-up area across our campuses in India. The Mysore campus has a second command center to manage operations across Infosys on a regular basis. We continue to share our data driven best practices to mainstream energy-efficient technologies and initiatives along with shaping a low-carbon path for the benefit of the larger community.

One of our greatest achievements this year has been the addition of solar capacity at our 450-acre Hyderabad SEZ campus making the campus 100% powered by solar energy. We have installed a 6.6 MW solar photovoltaic plant capable of generating

12 million units annually on this campus, which currently seats about 15,000 employees. This plant was set up in a 50 acre space within the campus. As part of our commitment to source 100% of our electricity from renewables, in fiscal 2016 we have installed solar power plants of 9.7 MW capacity across our campuses. This takes our total installed capacity to about 12 MW of solar power plants across our campuses in India.

This fiscal, we were awarded the – LEED (Leadership in Energy and Environmental Design) India Platinum rating for two of our buildings in Pune and Bangalore, and GRIHA (Green Rating for Integrated Habitat Assessment) 5-star rating for two of our buildings in Hyderabad. With this, we now have 14 LEED Platinum-rated buildings and four buildings with GRIHA 5-star rating covering an area of about 5.25 million sq. ft. that has the highest level of green certification.

We have implemented one of the world's largest energy-efficiency retrofit programs in our buildings across different locations in India.

This initiative continues and has expanded, leading to drastic reductions in energy use. The deep-green retrofits in air conditioning and UPS systems have helped us achieve a 16 MW and 12 MW reduction respectively in connected load in the last five years



The Infosys Command Center in Bangalore manages about 45 million sq. ft. of area across our campuses

and for fiscal 2016, air conditioning retrofits alone have led to a 2.5 MW reduction in the connected load. Most of the retrofits implemented have a payback of less than three years and can be easily replicated in large scale, making sound commercial as well as environmental sense. Through this, we have set a great example to other large businesses in India and worldwide.

Emissions

We strive to reduce our carbon emissions through specific initiatives and taking this further, we have made a voluntary commitment to become carbon neutral. To offset our scope 1 and 3 emissions, we made a conscious choice to source our offsets from community projects that create real and lasting socio-economic benefits. By supporting such projects throughout its lifecycle, we are not only catalyzing these projects, but also creating socio-economic value. This fiscal, we started three carbon offset projects including a household biogas project and two high-efficiency biomass cook stove projects. Together, they will generate approximately 30% of our carbon offset requirement in 2017-18.

Water

All of our new buildings are designed with the most optimal standard of fresh water requirement – 16 liters per capita per day, which is nearly 65% lower compared to the requirement of the National Building Code.

This has been achieved with our strategy to reduce consumption with water efficient technologies and equipment, recycle 100% of the waste water and reuse treated waste water for flushing, landscaping and cooling purposes within the campus.. We have worked towards measures to sequester rainwater to the maximum possible levels and today, we have 149 recharge wells and 25 lakes that enable recharging groundwater across our campuses. We ensure that the efficiency is maintained by continuous monitoring of water consumption through smart water metering. Our massive smart water metering program enables us to monitor all our water consumption online from a central location and has helped us plan water efficiency programs.. These initiatives have resulted in significant reduction in the per capita fresh water consumption across our campuses. It has also fetched benefits like reduced dependence on municipal supply of water, minimized operational business risks and at the same time enhanced water access to others.

Waste

Our initiatives are spread across three dimensions – influencing social behavior, process optimization and the implementation of technology. We have installed biogas plants to convert food waste into biogas, organic waste converters to convert food and garden waste into rich manure and a vermi-composting system for paper waste, among other initiatives. This year, we installed biogas plants of 5.5 tons per day capacity in different campuses to convert food waste into biogas that was then used in the kitchen of our food courts. This has a potential to save about 300 kilograms of cooking gas (LPG) per day.

Biodiversity

We believe that a rich biodiversity plays a vital role in the creation of a healthy and sustainable environment. We make every effort to conserve and promote biodiversity at all our owned facilities and encourage our employees and stakeholders to do the same. We have planted over 80,000 saplings this year alone, taking the total number of saplings planted in our campuses in the last eight years to over 5,00,000, resulting in a rich diversity of flora and fauna.

Being a responsible corporate citizen

Protection of the environment ranks high among our corporate goals and as a responsible corporate citizen, we are committed to have a specific policy in place to ensure we take definite steps to protect the environment. Our Health, Safety and Environment (HSE) policy – that regularly shares best practices and provides a safe and healthy workplace for our employees, contractors and visitors – is testimony to this effort. The policy is made available to all our employees worldwide on Sparsh (our intranet), and as posters and instructions on digital and physical display areas across our campuses. We have received ISO 14001:2004 and OHSAS 18001 certification for 77% of our locations in India. Our objectives and targets have been documented at the corporate and development center levels and is monitored and tracked at regular intervals. We also have operational controls for impact management based on severity.

We did not have any monetary or non-monetary sanctions imposed on us for non-compliance with environmental laws and regulations during fiscal 2016.

For more information on environment, visit <http://www.infosys.com/investors/reports-filings>.

ADVOCATING CHANGE FOR A BETTER TOMORROW

Infosys believes it has a role to play in building and nurturing a better world – a world of opportunity for everyone. Our advocacy efforts are guided by the maxim, 'practice what you preach'. This ensures that we share learning and best practices and support efforts in areas where we have consistently experimented and got positive results within the organization.

Our disclosures serve as a means of sharing organizational performance and best practices with all our stakeholders. They are also intended to invite a sharing of perspectives from other corporations and endeavors. Our modes of disclosure are:

- Publishing our financial reports, prepared according to the Indian Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) (in the Indian rupee and U.S. dollar terms). We also publish the 20-F, according to the guidelines of the U.S. Securities and Exchange Commission (SEC)
- Publishing our Business Responsibility Report and the Sustainability Report annually, in adherence to international and national guidelines such as, the Global Reporting Initiative (GRI) framework and the National Voluntary Guidelines (NVGs) laid out by the Ministry of Corporate Affairs (MCA), Government of India
- Nominating ourselves for awards, assessments and ratings of reputed national and international agencies

We forge strategic partnerships with industry bodies and consortiums at the local, national and international levels. Our advocacy efforts are championed across the world by our senior leaders.

Advocacy initiatives

In an effort to drive advocacy globally and locally, we have been part of governance bodies of national and international organizations across economic, social and environmental dimensions this fiscal. Some of our significant contributions are as follows:

Environmental advocacy

We are a member of the Energy Efficiency in Buildings (EEB) core group under the World Business Council for Sustainable Development (WBCSD). Through WBCSD, we actively engage with other companies to promote energy-efficient designs and practices in buildings. In fiscal 2016, we partnered with WBCSD to develop a toolkit – a guide to making a business case for saving energy in buildings. The toolkit was launched on December 3, 2015 as part

of Buildings Day at Conference of Parties (COP21). For more details, visit <http://www.eeb-toolkit.com/index.php/modal-case-study-infosys-modal>.

For the first time in over 20 years of UN negotiations, a legally-binding universal agreement to keep global warming below two degrees was attempted at COP21, convened in Paris in November 2015. Infosys' case study on energy efficiency in buildings was highlighted at the India pavilion of the conference.

We are actively involved with the Central and state governments to effect policy reforms in the power and renewable energy sectors. We presented our work on environmental sustainability to the Ministry of Urban Development in India along with recommendations on efficient buildings.

Social advocacy

- Diversity and inclusion has always been an area of focus at Infosys and a work environment that is fair to all is intrinsic to the Infosys value system. Infosys is a founding member of Business Disability International (BDI) – a not-for-profit social enterprise in partnership with other like-minded partners such as Barclays and GSK – that pioneers new conversations between businesses, people with disabilities and the society at large.
- We constantly work towards creating strong local governance in cities where Infosys campuses are located. For example, we led the formation of the Electronics City Industries Association (ELCIA) in Electronics City, Bangalore, our headquarters.
- In February 2013, Electronics City was recognized for its outstanding work in the area of municipal administration and was declared an industrial township. Infosys plays a leadership role within the Electronics City Industrial Township Authority (ELCITA) – the local municipality run and managed by the industry – which manages all municipal functions of the estate, including transport, security, estate management, development of infrastructure, water supply and solid waste management.
- The model of working in collaboration with other companies and local governments to build supportive ecosystems for the industry as a whole, is prevalent across all our India locations.



Earth 360, our virtual reality experience zone at WEF 2016, Davos, Switzerland

Economic advocacy

We challenged ourselves to 'Be More' at the World Economic Forum Annual Meeting 2016 in Davos. Our program, entitled Amplifying Human Potential, closely aligned with the WEF headline theme of 'The Fourth Industrial Revolution' and we amplified our views via insights and debate on technology, education and skills. The Infosys delegation was led by Dr. Vishal Sikka and included Vandana Sikka, Chairperson, Infosys Foundation USA, and global segment leads Sandeep Dadlani,

Mohit Joshi, and Rajesh K. Murthy. Together we had three main objectives:

- Articulate our vision of creating a better future for humanity through technology and education
- Share highlights from our research programme entitled 'Amplifying Human Potential: Education and Skills for the Fourth Industrial Revolution'
- Enable meaningful engagement and rich discussion with customers and influencers

INCLUSIVE GROWTH

Infosys has always given high importance to community development through four major dimensions of community engagement — monetary support, organization-led projects, employee-driven initiatives and community sabbaticals. For details on our CSR spending during fiscal 2016, refer to Annexure 7 to the Board's report.

Monetary support

The Infosys Foundation ('the Foundation') was established in 1996 to encourage and support programs and organizations devoted to uplifting the economically disadvantaged sections of the society.

The Foundation has robust processes to select, monitor and assess impacts of various projects. The highlights of the work done by the Foundation is available on our website, : <https://www.infosys.com/infosys-foundation/>.

With the U.S. being our largest market, setting up the Infosys Foundation USA was imperative to focus on supporting causes and initiatives in the areas of education and technology inclusivity in that region. The Infosys Foundation USA supports several leading Science, Technology, Engineering and Mathematics (STEM) and community-building initiatives, particularly for the under-represented communities.



Infosys Prize 2015 winners with the President of India, Pranab Mukherjee, and Infosys founders, N. R. Narayana Murthy and S. D. Shibulal

Organization-led projects

Education is one of our priority areas and we have channelized our organization-led projects to promote primary, secondary and higher education initiatives across the country. We work closely with educational institutions with an additional focus on remote areas and the less privileged sections to improve access to quality education. In an effort to encourage students from rural India to pursue higher education, we provide scholarships, fund infrastructure for government schools and train the teachers of schools and colleges.

Infosys Science Foundation

The Infosys Science Foundation (ISF) was set up by Infosys and some of its management in 2009 to encourage the pursuit and practice of the sciences. The Infosys Prize, governed by the ISF, recognizes some of the finest research connected to India. The prize winners, who go on to serve as role models for young researchers and scholars, are awarded a purse of ₹65 lakh (tax-free in India) and a citation by a globally-renowned jury across six fields. The winners for 2015 were felicitated by the President of India, Pranab Mukherjee. They are:

Infosys Prize 2015 category	Winner
Engineering and Computer Science	Prof. Umesh Waghmare, Professor, Theoretical Sciences Unit, Jawaharlal Nehru Centre for Advanced Scientific Research, Bangalore
Humanities	Prof. Jonardan Ganeri, Global Network Professor of Philosophy, New York University, New York, and Visiting Professor, Department of Philosophy, King's College, London

Infosys Prize 2015 category	Winner
Life Sciences	Dr. Amit Sharma, Head, Structural and Computational Biology Group, International Centre for Genetic Engineering and Biotechnology, New Delhi
Mathematical Sciences	Prof. Mahan Mj, Professor, School of Mathematics, Tata Institute of Fundamental Research, Mumbai
Physical Sciences	Prof. G. Ravindra Kumar, Senior Professor, Department of Nuclear and Atomic Physics, Tata Institute of Fundamental Research, Mumbai
Social Sciences	Dr. Srinath Raghavan, Senior Fellow, Centre for Policy Research, New Delhi

Jurors and winners of the Infosys Prize give public talks about their work under the ISF Lecture Series initiative. The ISF also piloted *Gnanadeepa*, a program to train educators on how to impart science and math concepts so students will grasp them better. The ISF also hosts public contests, school events and media debates to promote a healthy discussion around science and research in the country.

For more details, visit www.infosys-science-foundation.com.

Campus Connect

Campus Connect (CC), launched in May 2004, is a first-of-its-kind industry-academia partnership program that aims at raising the employability of India's engineering students. Through CC, we seek to share some of our best practices with engineering colleges, thus aligning the needs of institutions, faculty and students with those of the IT industry.

We also work with autonomous engineering institutions across the country to co-create industry electives in foundational computer science, soft skills and advanced topics, such as business intelligence and enterprise architecture. Many of these have already been included in the curricula of these institutions.

Apart from classroom sessions, the program organizes conclaves, road shows at institutions, faculty enablement programs, industrial visits for students and faculty, seminars and workshops, programming contests for students, sabbaticals, technical events, research paper sponsorships and soft-skills training for students and faculty members.

Over the last 12 years, a total of 3,71,639 students and 13,111 faculty have been covered as part of the CC initiatives. Out of 317 CC partner colleges, at least 122 engineering colleges have introduced the program as an elective for their students, thereby integrating software engineering concepts and practices into the engineering curriculum.

Here is a quick snapshot of some of our efforts :

Inspire: The CC faculty partnership model

Faculty members play a vital role in CC engagement and hence, it is imperative for us to strengthen the partnership with them. Inspire is a platform to boost the partnership between Infosys and faculty members of CC partnering institutions. It is also a celebration of excellence where faculty members get recognized and rewarded for their outstanding contribution to this program and events. It provides an opportunity for the faculty to visualize and accomplish a growth path with Infosys in terms of contributions to CC, strengthening the mutual relationship and in the process availing more competency development offerings from us.

Inspire partnerships 2015-16

Faculty members identified at Bronze level	269
Faculty members identified at Silver level	119
Faculty members identified at Gold level	9

SPARK

SPARK is a one-day program to raise aspirations of students across India. Launched in 2008, the SPARK portfolio includes three programs – the Rural Reach Program, Catch Them Young and SPARK – Guru. As part of SPARK, we engaged with over 12,654 students during fiscal 2016. Since its launch in 2008, the program has reached over 9,29,114 students.

Rural Reach Program (RRP)

This one-day program builds awareness about computers and the power of IT among students in rural India. Personal computers are donated to government schools within a 50 km to 150 km radius of our campuses. Based on the end-of-use earmarked for these computers, the schools are also provided the necessary guidance for the safe disposal of e-waste.

Catch Them Young (CTY)

This 10-day summer vacation program held on our campuses, opens up the world of IT to the bright urban youth. Meritorious students from the ninth grade are selected through a test and trained by members of our ETA department.

SPARK – Guru

This program focuses on augmenting the knowledge of teachers from government schools along with enhancing their teaching skills in keeping with the current industry needs.

Employee-driven initiatives

Building responsible citizens, we believe is the best gift we can give the world. Consequently, we provide platforms at all our development centers to encourage employees to become involved with and work on social and environmental projects of their choice. This platform also allows employees to come together to reaffirm their commitment to carrying out their civic responsibilities.

When Chennai experienced unprecedented rainfall in December 2015 causing severe floods, volunteers from our Chennai development center supported over 60 villages by sending relief materials to the affected areas and attended to the needs of people, who had lost their homes. Joining hands with the Confederation of Indian Industries (CII), we provided high-capacity pumps to the state government to drain out flood water.

Community sabbatical

Our employees are encouraged to take a break from work to participate in and lead community development projects through the Sabbatical policy for community service launched in October 2008. During this time, they receive half their salary and are given the choice to return to normal work, after completion of the project, within six months to one year. Till date, 56 employees have availed of the community sabbatical option.

ADDING VALUE TO CLIENTS

Infosys enables clients in more than 50 countries to stay ahead of emerging business trends and outperform their competition. Our experience gives our clients a distinct advantage. In addition to transforming their business, we efficiently manage their operations. We deliver business value in global scalability, process efficiency and cost optimization for our clients

Our solutions and services rely more on intellectual assets than on physical ones. All our marketing communications including advertising, promotions and sponsorships comply with the relevant laws of the country that we operate in. In addition, our guidelines clearly state our brand strategy, architecture and every aspect of our distinct brand philosophy.

We have stringent processes and practices to ensure that data privacy is maintained. The global nature of our operations may require that personal data, originating from a region with stringent data privacy laws, may be processed in another part of the world with an emerging privacy regulatory regime. It is, therefore, imperative that, regardless of the location of data processing, adequate measures around personal data processing are deployed to not only strengthen our compliance to applicable data protection laws, but also to create stakeholder trust and confidence.

A dedicated data privacy group and a cross-functional Information Security Council, headed by the COO, U. B. Pravin Rao, ensure data privacy compliance in our client engagements and the highest level of sponsorship for it. As we cater to client organizations from diverse industries such as, banking, retail, telecom and healthcare, the scope of privacy and data protection for personal data of individual consumers is often limited to contractual requirements agreed upon with our clients, and subsequently deployed during project execution. Our clients translate applicable data protection laws into contractual requirements, wherever appropriate and Infosys implements necessary and sufficient measures to comply with these requirements. In fiscal 2016, three incidents relating to breach of customer data privacy were reported. All incidents have been addressed and closed.

Client engagement

We interact with our clients on a regular basis and across multiple platforms. We also host premier CXO-level events annually in Europe and the Americas, which are specifically designed for our BPO clients and for the banking clients of Finacle.

The forums that have been set up to engage and strengthen our partnerships with clients are as follows:

- Client satisfaction surveys
- Engagement level feedback
- Client visits and meetings
- Quarterly business reviews
- Sustainability portal on our website, www.infosys.com
- Conclaves and workshops
- Analyst meets

We have a robust approach to receive feedback from clients and understand their expectations. We also gather 'feedforward' that allows us to understand the client's expectations and needs and helps us make the right investment decisions.

Our annual Client Value Survey (CVS) and Engagement level feedback help us take corrective actions, gain insights and understand our clients better. The CVS framework includes a structured questionnaire with a satisfaction rating on a seven-point scale, encompassing close to 30 parameters, with language versions in English, French, German, Japanese and Spanish.

Feedback is collected through a web survey hosted by an independent organization ensuring the confidentiality of the information shared.

The survey model focuses on:

- Expectation and fulfillment – the top three expectations of CXOs and senior-level respondents and their perception on fulfillment
- Client disposition – Gauging the overall experience of working with us
- Business and technology priorities along with expectations
- Service line feedback
- Comparison with best-of-breed firms – client-selected benchmarks
- Clustering clients into homogeneous groups to ensure a differential approach

Feedback from the survey informs various change initiatives in the organization.

The data gathered is analyzed statistically to classify clients into core, moderate and breakaway groups. The account teams are then facilitated to review their relationships with individual clients and to design interventions that create a positive and visible impact on our clients. Various members across levels engage with clients to seek their feedback and inputs on service delivery, product expectations and technology requirements.

Overall, the client experience has remained at similar levels as last year. There has been a notable improvement in experience among the CXOs when compared to the previous year.

Engagement level feedback (ELF)

ELF is a periodic survey, and is done multiple times during the course of a project. It covers 14 different parameters and includes areas such as, service delivery management, the quality of products or services delivered, and behavioral competencies of team members involved in the engagement.

Our delivery and quality teams collaborate to study and evaluate a set of parameters during an engagement with an aim to improve the quality of deliverables and obtain client satisfaction. ELF is also treated as the lead indicator in our annual CVS. Based on the account-level ELF, the client partner and the delivery anchor drive improvement programs for the account.

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Section A: General information about the Company

1. Corporate Identity Number (CIN) of the Company	L 8 5 1 1 0 K A 1 9 8 1 P L C 0 1 3 1 1 5
2. Name of the Company	Infosys Limited
3. Registered address	Electronics City, Hosur Road, Bangalore 560 100, India
4. Website	www.infosys.com
5. Email ID	sustainability@infosys.com
6. Financial year reported	April 1, 2015 to March 31, 2016
7. Sector(s) that the Company is engaged in (industrial activity code-wise)	Name and description of main products / services: Computer programming, consultancy and related activities NIC code of the product / service: 620
8. List three key products / services that the Company manufactures / provides (as in Balance Sheet)	Software services and products
9. Total number of locations where business activity is undertaken by the Company	
i. Number of international locations (Provide details of major five)	Refer to <i>Global presence</i> , page 184
ii. Number of national locations	Refer to <i>Global presence</i> , page 184
10. Markets served by the Company – Local / State / National / International	Refer to <i>Segment report</i> , page 147 and page 120

Section B: Financial details of the Company ⁽¹⁾

1. Paid-up capital (₹)	₹1,148 crore
2. Total turnover (₹)	₹53,983 crore
3. Total profit after taxes (₹)	₹15,786 crore
4. Total spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	2% of average net profits of the Company made during the three immediately preceding financial years. Refer to the <i>Board's report</i> in our Annual Report, page 17, and <i>Inclusive growth</i> , page 174
5. List of activities in which expenditure in 4 above has been incurred	Refer to the <i>Annexure 7</i> to Board's report in our Annual Report, page 55

⁽¹⁾ As per the Standalone Indian GAAP financials

Section C: Other details

1. Does the Company have any subsidiary company / companies?	: Yes. Refer to <i>Annexure 1</i> to the Board's report, page 29
2. Do the subsidiary company / companies participate in the BR initiatives of the parent Company? If yes, then indicate the number of such subsidiary company(s).	: Yes. Refer to <i>Consolidated financial statements</i> , page 125
3. Do any other entity / entities (e.g. suppliers, distributors, etc.) that the Company does business with participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity / entities (Less than 30%, 30%, 60%, More than 60%).	: Yes. Less than 30%. Refer to <i>Sustainable services and solutions</i> , page 161, and <i>Respecting human rights</i> , page 170, in this report.

Section D : BR information

1. Details of Director / Directors responsible for BR

a. Details of the Director responsible for implementation of the BR policy / policies

- 1. DIN Number : 0 6 7 8 2 4 5 0
- 2. Name : U. B. Pravin Rao
- 3. Designation : Chief Operating Officer

b. Details of the BR Head

- 1. DIN Number (if applicable) : Not Applicable
- 2. Name : Aruna C. Newton
- 3. Designation : Associate Vice President
- 4. Telephone number : 91 80 4961 4243
- 5. E-mail ID : arunacnewton@infosys.com

2. Principle-wise (as per NVGs) BR policy / policies (reply with Yes / No)

S.No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	Do you have a policy / policies for..	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.	Has the policy been formulated in consultation with the relevant stakeholders?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3.	Does the policy conform to any national / international standards? If yes, specify (50 words).	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4.	Has the policy been approved by the Board? If yes, has it been signed by the MD / owner / CEO / appropriate Board Director?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5.	Does the Company have a specified committee of the Board / Director / Official to oversee the implementation of the policy?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6.	Indicate the link for the policy to be viewed online.	Whistleblower Policy and Code of Conduct and Ethics can be accessed on www.infosys.com	Available on our intranet	Available on our intranet	CSR Policy and Sustainability Policy available on www.infosys.com	Available on our intranet	Available on our intranet	Available on our intranet	CSR committee charter, CSR Policy and Sustainability Policy available on www.infosys.com	Available on our intranet
7.	Has the policy been formally communicated to all relevant internal and external stakeholders?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

S.No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
8.	Does the Company have an in-house structure to implement the policy / policies?	Yes								
9.	Does the Company have a grievance redressal mechanism related to the policy / policies to address stakeholders' grievances related to the policy / policies?	Yes								
10.	Has the Company carried out independent audit / evaluation of the working of this policy by an internal or external agency?	Yes								

Principle-wise index:

- P1 – Code of Conduct and Ethics, Whistleblower Policy*
- P2 – Responsible Supply Chain Policy, Supplier Code of Conduct, Information Security Policy*
- P3 – HR Policies, Human Rights Statement*
- P4 – CSR Policy, Sustainability Policy*

- P5 – Human Rights Statement*
- P6 – HSE Policy*
- P7 – Policy Advocacy Statement*
- P8 – CSR Policy, Sustainability Policy*
- P9 – Information Security Policy, Brand Guidelines, Data Privacy Policy, Quality Policy*

2a. If answer to S. No. 1 against any principle is 'No', please explain why (tick up to two options) – Not applicable

S.No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	The Company has not understood the Principles.	<input type="checkbox"/>								
2.	The Company is not at a stage where it finds itself in a position to formulate and implement the policies on specified principles.	<input type="checkbox"/>								
3.	The Company does not have financial or manpower resources available for the task.	<input type="checkbox"/>								
4.	It is planned to be done within the next six months.	<input type="checkbox"/>								
5.	It is planned to be done within the next one year.	<input type="checkbox"/>								
6.	Any other reason (please specify).	<input type="checkbox"/>								

3. Governance related to BR

Indicate the frequency with which the Board of Directors, Committee of : Refer to the *Corporate governance report, page 74*
the Board or CEO assesses the BR performance of the Company – Within
3 months, 3-6 months, Annually, More than 1 year.

Does the Company publish a BR or a Sustainability Report? What is the : Yes, Annual;
hyperlink for viewing this report? How frequently is it published? www.infosys.com

Section E: Principle-wise performance

Principle No.	Description	Reported
1.1	Does the policy relating to ethics, bribery and corruption cover only the Company? Yes / No. Does it extend to the Group / Joint Ventures / Suppliers / Contractors / NGOs / Others?	Yes. Refer to Responsible business, page 160
1.2	How many stakeholder complaints have been received in the past financial year, and what percentage was satisfactorily resolved by the Management? If so, provide the details thereof, in about 50 words or so.	
2.1	List up to three of your products or services whose design has incorporated social or environmental concerns, risks and / or opportunities.	Refer to Sustainable services and solutions, page 161
2.2	For each such product, provide the following details in respect of resource use (energy, water, raw material, etc.) per unit of product (optional): Reduction during sourcing / production / distribution achieved since the previous year throughout the value chain Reduction during usage by consumers (energy, water) that has been achieved since the previous year	
2.3	Does the Company have procedures in place for sustainable sourcing (including transportation)? If yes, what percentage of your inputs was sourced sustainably? Also, provide details thereof, in about 50 words or so.	
2.4	Has the Company taken any steps to procure goods and services from local and small producers, including communities surrounding their place of work? If yes, what steps have been taken to improve their capacity and capability of local and small vendors?	
2.5	Does the Company have a mechanism to recycle products and waste? If yes, what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%)? Also, provide details thereof, in about 50 words or so.	
3.1	Please indicate the total number of employees.	Refer to Enhancing employee value, page 163
3.2	Please indicate the total number of employees hired on a temporary / contractual / casual basis.	
3.3	Please indicate the number of permanent women employees.	
3.4	Please indicate the number of permanent employees with disabilities.	
3.5	Do you have an employee association that is recognized by the Management?	
3.6	What percentage of your permanent employees are members of this recognized employee association?	
3.7	Please indicate the number of complaints relating to child labor, forced labor, involuntary labor and sexual harassment, in the last financial year, and those that are pending, as on the end of the financial year.	
3.8	What percentage of your under-mentioned employees were given safety and skill up-gradation training in the last year? Permanent employees Permanent women employees Casual / temporary / contractual employees Employees with disabilities	
4.1	Has the Company mapped its internal and external stakeholders?	Refer to Stakeholder engagement, page 168, and Inclusive growth, page 174
4.2	Out of the above, has the Company identified the disadvantaged, vulnerable and marginalized stakeholders?	
4.3	Are there any special initiatives undertaken by the Company to engage with the disadvantaged, vulnerable and marginalized stakeholders? If so, provide the details thereof, in about 50 words or so.	
5.1	Does the policy of the Company on human rights cover only the Company or extend to the Group / Joint Ventures / Suppliers / Contractors / NGOs / Others?	Refer to Respecting human rights, page 170
5.2	How many stakeholder complaints have been received in the past financial year, and what percentage was satisfactorily resolved by the Management?	

Principle No.	Description	Reported
6.1	Does the policy related to Principle 6 cover only the Company, or does it extend to the Group / Joint Ventures / Suppliers / Contractors / NGOs / Others?	Refer to Being more environment conscious, page 171
6.2	Does the Company have strategies / initiatives to address global environmental issues such as, climate change, global warming, etc? Yes / No. If yes, please give the hyperlink for the web page, etc.	
6.3	Does the Company identify and assess potential environmental risks?	
6.4	Does the Company have any project related to the Clean Development Mechanism? If so, provide details thereof, in about 50 words or so. Also, if yes, has any environmental compliance report been filed?	
6.5	Has the Company undertaken any other initiatives on clean technology, energy efficiency, renewable energy, etc.? Yes / No. If yes, please give the hyperlink for the web page, etc.	
6.6	Are the emissions / waste generated by the Company within the permissible limits given by CPCB / SPCB for the financial year being reported?	
6.7	Number of show cause / legal notices received from CPCB / SPCB which are pending (i.e., not resolved to satisfaction) as on the end of the financial year.	
7.1	Is your Company a member of any trade and chamber or association? If yes, name only those major ones that your business deals with.	Refer to Advocating change for a better tomorrow, page 173
7.2	Have you advocated / lobbied through the above associations for the advancement or improvement of public good? Yes / No. If yes, specify the broad areas (Governance and Administration, Economic Reforms, Inclusive Development Policies, Energy Security, Water, Food Security, Sustainable Business Principles, Others).	
8.1	Does the Company have specified programs / initiatives / projects in pursuit of the policy related to Principle 8? If yes, provide the details thereof.	Refer to Inclusive growth, page 174
8.2	Are the programs / projects undertaken through an in-house team / own foundation / external NGO / government structures / any other organization?	
8.3	Have you done any impact assessment of your initiative?	
8.4	What is your Company's direct contribution to community development projects – amount in ₹ and the details of the projects undertaken.	
8.5	Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words or so.	
9.1	What percentage of client complaints / consumer cases are pending as on the end of the financial year?	Refer to Adding value to clients, page 177
9.2	Does the Company display product information on the product label, over and above what is mandated as per local laws? Yes / No / NA / Remarks (additional information).	
9.3	Is there any case filed by any stakeholder against the Company regarding unfair trade practices, irresponsible advertising, and / or anti-competitive behavior during the last five years and pending as on the end of the financial year? If so, provide the details thereof, in about 50 words or so.	
9.4	Did your Company carry out any consumer survey / measure consumer satisfaction trends?	

For more details on our business and sustainable practices, visit our website, www.infosys.com/investors/reports-filings.

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Safe Harbor

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

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<http://www.infosys.com/AR-2016>

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