We obtain our Financial Capital through the funds generated from our business operations and financing activities. Our strong performance on the back of meticulous execution over the years, as reflected in the combination of high growth and profitability, has led to building a strong, debt-free, and liquid Balance Sheet. Our focus is on ensuring a sustainable and profitable financial position. Our stakeholders expect us to deliver long-term growth riding on a solid strategy and prudent business decisions. Our shareholders are looking for good returns on their investment and dividends, along with a steady buyback plan.

86% of free cash flow for fiscal 2020 to fiscal 2023 returned to shareholders in line with the Capital Allocation Policy.

Performance highlights

20.7% Revenue growth
21.0% Operating margin
31.2% Return on equity (ROE)
₹31,695 cr Robust working capital

Material topics
- Scale agile digital & Energize the core
- Shareholders returns
- High returns on equity

UN SDG mapping

Managing financial capital

Infosys has a high cash-generating business with access to capital markets across the world. Our strong credit rating allows us to raise debt at competitive rates in the future, if needed. The primary source of funds is cash from operations and income from short and long-term investments, among others.

Our primary sources of liquidity are cash and cash equivalents and the cash flow generated from our operations. We continue to remain debt-free, and we maintain adequate cash to meet our operational and strategic requirements and unforeseen events while also earning sufficient returns.

Our consolidated cash and investments include deposits in banks, investments in liquid mutual funds, fixed maturity plan securities, commercial paper, quoted bonds issued by government and semi-government organizations, non-convertible debentures and CDs or certificates of deposits – all such instruments issued by eligible financial institutions with high credit ratings.

We also build financial assets and create financial value by investing in the startup ecosystem. These investments enable us to access innovation, which together with our services and solutions, deliver benefits to our clients. Most often, our investments comprise minority equity positions in startup organizations and / or venture capital funds.

Details of these investments are available in the Financial Statements in this Integrated Annual Report.

Delivering value through business strategy

Our market-oriented four-pronged strategy enables us to invest in expanding our global digital footprint. This helps Infosys to be recognized as a partner of choice for digital transformation and also increases our potential to attract larger total contract value (TCV) deals and clients. This enhances our ability to generate industry-leading growth and profitability, thus generating shareholder value.

Distribution of value created through Capital Allocation Policy

During the five-year period of fiscal 2020-24, Infosys expects to return approximately 85% of the free cash flows generated through a combination of semi-annual dividends and / or share buyback and / or special dividends, subject to applicable laws and requisite approvals, if any.

Delivering value
Human Capital

Nurturing talent for the future is essential for our continued success. We have long established paths for employee upskilling and reskilling, and our efforts have been well-rewarded, providing value to our people and us. Our people expect the Company to provide them ample opportunities to learn and grow in their careers while enjoying work in safe workplaces, free of all discrimination and bias. Employee well-being and interaction with a large, diverse and multicultural workforce are added advantages.

Our 5C model for Engagement – Connect, Collaborate, Celebrate, Care, and Culture – is designed to strengthen and reinforce our culture so that it is experienced uniformly and positively by employees, remote or in office.

Performance highlights

3,43,234
Employees globally

160+
Nationalities in the workforce

82%
Employee satisfaction score

1,90,000
Employees trained in digital skills

~50,000
Fresh graduates hired globally

Employee health and wellness

There is a stronger focus on individual and collective well-being in the hybrid work model. Employees who are comfortable and satisfied with work add to the productivity and success of the organization, while also leading happier and fulfilling lives.

Infosys’ Health Assessment & Lifestyle Enrichment (HALE) program is a non-monetary employee benefit and has been recognized as the best internal brand with great recall and participation.

Our employee well-being rates reached an all-time high of 91% among employees across locations.

Material topics
- Employee Value Proposition
- Employee health and wellness
- Diversity, Equity and Inclusion
- Energizing local communities

UN SDG mapping

- Inspiring you to build what’s next
- Making sure your career never stands still
- Navigating further, together

Diversity, Equity and Inclusion

As part of our ESG Vision 2030, we aim to achieve 45% female representation in our workforce by 2030. In fiscal 2023, we had 1,357,935 women, making 39.4% of the total workforce.

% of women employees

Our EVP continues to build on the three pillars of

Employee Value Proposition

We never cease to reinforce our Employee Value Proposition (EVP).

Our career framework, articulated as Career Gambit, is a simple, intuitive framework that is focused on three important actions – Get, Set, Go.

Get: Access to world-class learning and personalized learning paths with digital readiness through Lex, our online learning platform, and Digital Quotient, a comprehensive score that helps employees keep track of their digital capabilities.

Set: Employees are encouraged to set themselves up to win, acquiring Skill Tags and setting sights on specialized careers through tools such as Digital Specialist. Once they complete the required courses and gain six months of experience in that skill set / technology, they qualify for a Skill Tag.

Go: Multiple pathways into exciting technology spaces through Bridge programs, Accelerate and Marketplace enhance employees’ mobility in this fast-paced technology world. These intelligent platforms match the right opportunity to the right individual at the right time for employees and business alike.

These efforts have resulted in faster growth, broader career options, increased talent mobility and sharper compensation differentiation.

Infosys internship program

InStep, Infosys’ flagship global internship program, has 200+ partner institutions in over 50 countries, more than 3,000 alumni members and interns from over 50 nationalities. InStep has been ranked as World’s #1 Internship Program, five times in a row by Vault Firsthand, a prestigious career intelligence platform. InStep has been instrumental in building strong academic partnerships for Infosys with premier global institutions, generating numerous patents and publications, along with contributing to the overall localization efforts.

Localizations

To create a more diverse and inclusive talent pool in our markets, we are committed to creating a significant number of local jobs in our key markets in North America, Europe, and APAC. We believe that this will help us to better serve our customers and create an environment where everyone can thrive. We established innovation hubs, nearshore centers and digital design studios across geographies. In fiscal 2023, we recruited over 10,169 employees locally in our markets.

Our hybrid work model is about our people and their comfort. It offers the flexibility of working from home, working from office or a combination of the two. The model operates according to different employee contexts: those in the same city as their office, those in other locations, and other situations. As part of this strategy, this year, we set up offices in Hubballi, Indore, Navi Mumbai, Nagpur and Coimbatore, in India.
Our Intellectual Capital is driven by agility, flexibility, and innovation. We are committed to working with experts, partners, academia, and other stakeholders to develop new products and services that meet the needs of our customers and communities. We are also focused on strengthening our Tech for Good solutions and providing an environment for start-ups to be incubated and innovation to be scaled.

With ICETS, the Living Labs, and the Infosys Innovation Network, we have a broad portfolio of solutions across industry segments, while the Infosys Prize and Aarohan Social Innovation Awards provide a platform for innovators and social entrepreneurs, respectively.

### Performance highlights

- **62.2%**
  - Of our total revenue comes from digital technology services and solutions

- **1,000+**
  - Infosys Knowledge Institute assets

- **100+**
  - Client living labs

- **735**
  - Patents owned by Infosys

### Infosys Center for Emerging Technology Solutions (ICETS)

ICETS is the incubation unit at Infosys that offers a variety of emerging technology services to clients. These services include building next-generation platforms and a variety of new-age innovation services including incubation of emerging technology capabilities (like generative AI, AR/VR/metaverse, quantum computing, cloud, cybersecurity and data management) under various Centers of Excellence (CoEs) led by the CoE. ICETS has been curating technology and trends across business verticals and contributing to thought leadership.

### Infosys Living Labs

We collaborate with our clients to enable rapid prototyping, incubating and piloting of innovative solutions, both in client and Infosys living labs.

With over 100+ client living labs, Infosys has helped its clients explore and develop art-of-the-possible emerging technology solutions. Infosys Living Labs brings our entire innovation ecosystem together to help clients meet their innovation-at-scale needs on multiple dimensions. Here, we proactively expand our services and capabilities to meet growing and dynamic innovation needs of clients leveraging joint innovation centers, experience centers, iN & industry living labs, complexity studio, and more. We also monitor and publish Trend Trees of Horizon 3 technologies and business trends and help our clients foresee disruptions with Listening-Post-as-a-Service (LPaaS).

### Infosys Innovation Network (IIN)

IIN is a well-orchestrated partnership among select startups, universities, hyperscalers and Infosys to incubate and bring the best of emerging tech innovations from across the globe. Today, IIN boasts of 250 startups and these have had over 400 client impressions. Infosys has also established partnerships with key client corporate venture capital firms to bring their portfolio startups onto the Infosys network. Over the past 12 months, we’ve engaged with numerous startups, universities and hyperscalers across geographies like the US, Finland, Israel, and India, in spaces like AI, fintech, cloud, cybersecurity, InsureTech, HealthTec, and more.

### Intellectual Property (IP), patents and trademarks

Infosys actively innovates and develops platforms, products and tools, that constitute its collection of IP assets. These assets, which are available on the Infosys Marketplace, are used to differentiate ourselves in the market or as productivity-enhancing tools. We have 735 patents in the portfolio.

Over 840 trademarks registered (or pending) across 51 countries underscore the strength of our brand.

- **“Well Known”**: Trademark for Infosys in India

### Infosys Knowledge Institute

IKI harnesses the intellectual capital of Infosys’ subject matter experts to produce unique and fresh content and insights on the business impact that technology can drive for prospects and clients. IKI also develops its proprietary data and insights through multiple large-scale surveys and quantitative analysis. These are published through its flagship Radar maturity assessments, the annual Tech Navigator report on future trends and the ongoing TechCompass tech trends series. IKI has collaborated with 500 clients and created over 1,000 assets since inception. For more information, visit [https://www.infosys.com/iki](https://www.infosys.com/iki).

### ESG solutions

Infosys continues to strengthen its position in delivering practical, impactful, and holistic ESG solutions to its clients and community stakeholders. Over 30% of our client engagements include climate change solutions.
Delivering value
Natural Capital

We have been at the forefront of climate action, starting well before international treaties and global commitments came into place. Our environmental performance over the past decade is a testimony to the fact that economic progress can go hand in hand with environmental sustainability. Infosys became carbon-neutral in 2020–2021, 30 years ahead of the timeline set by the Paris Agreement. Meeting stakeholder expectations, we are pioneers in our climate action commitments, and waste and waste management.

Today, we incorporate environmental considerations into everything that we do, as we power the journey towards a sustainable world for all.

Performance highlights

57.9% Of electricity for our India operations comes from renewable sources
2,40,000+ Rural families benefited through carbon offsets program
100% Wastewater recycled within our campuses
28.9 mn sq.ft. Of highest-level green certified space
7 years Of CDP climate leadership

Infosys’ climate commitments

• As a part of our ESG Vision 2030, we have committed to maintaining carbon neutrality across Scope 1, 2 and 3 emissions, every year
• Signatory to the Climate Pledge, with the ultimate goal of a Net Zero planet by 2040
• Our goals are aligned to Science Based Targets (SBTi)

Climate action strategy

Energy efficiency

Infosys has been a pioneer in building sustainable ecosystems in its campuses, keeping in mind the expanding workforce. From creating green campuses to using innovative technologies like radiant cooling, Infosys has deployed one of the largest enterprise energy conservation programs globally and achieved good reduction in resource intensity over the past 15 years.

In the process, we have also set new benchmarks in green building certification. Today, Infosys has about 28.9 million sq. ft. of buildings with highest level of green building certification.

Renewable energy

Transition to clean energy is an important step towards emissions avoidance. Infosys has adopted renewable energy across its campuses with solar PV panels on rooftops and ground mount installations. Today, Infosys has a total installed capacity of 60 MW of solar PV plants across India, supplying renewable power to its campuses. Infosys also procures green power through third-party power purchase agreements. We have also procured green power through the green tariff mechanism of DISCOMs in a few locations, as an option, to augment our clean energy mix.

Carbon offsets

Empowering rural India

Unavoidable emissions are addressed through carbon offset projects to maintain carbon neutrality. Infosys continues to identify projects that have a high social impact – including improving health and livelihoods of rural families, creating rural jobs, thereby generating carbon offsets for the Company. Our unique offset program is certified to the highest level (Gold Standard) in terms of social impact, authenticity, and transparency.

This year, we added new cookstove projects in Rajasthan, and biogas projects in Maharashtra and Karnataka. Our carbon offsets program is spread across five states, and is expected to benefit more than 2,40,000 rural families, and create over 2,800 rural jobs.

Advocacy for climate action

Infosys campus as case study for international delegates

With India assuming the G20 presidency in December 2022, the first G20 Energy Transition Working Group (ETWG) was held in Bengaluru in February 2023. Being a frontrunner in environmental sustainability and net zero approach to buildings, Infosys was selected to host the G20 delegations for a site visit to the Infosys Crescent campus in Bengaluru. The visit showcased the focused approach to net zero design and innovative technologies implemented in the campus to achieve energy conservation.

Water stewardship

As a signatory to the CEO Water Mandate, we commit to enhancing our operational water conservation procedures and expanding our community outreach. Infosys’ strategy to reduce water demand, recycle 100% wastewater and focus on rainwater harvesting have resulted in significant reduction in our water intensity.

An important element of our water management system is rainwater harvesting (RWH). We have established around 400 deep injection wells across India campuses, providing a combined recharge capacity of around 20 million liters per day. We have also built 39 lakes across our campuses, holding 426 million liters of rainwater storage capacity.

We have implemented state-of-the-art membrane bio reactor (MBR) sewage treatment plants across many of our India campuses which are capable of tertiary treatment. Infosys campuses continue to treat 100% of wastewater and use it within the campuses for flushing, landscaping and cooling tower makeup water requirement.

Lake rejuvenation

Infosys has envisioned to take up a water stewardship role by implementing lake rejuvenation projects and increasing water holding capacity of lakes by 10 billion liters in the next five years. Infosys plans to work with local partners to improve water availability in the communities in which Infosys operates.

Waste management

We seek to uphold our ambition of zero waste to landfills through active minimization combined with technology investment in recycling and streamlining systems and processes.

While there is a constant effort to reduce waste generated through the adoption of sustainable practices in operations, the biggest differentiator is the in-campus treatment of all the organic waste (comprising food waste, garden waste and STP sludge), following a true net-zero approach. Organic waste contributes to an average of 75% of the total waste generated at Infosys and effective treatment and reuse has created a circular economy for this stream of waste within our campuses. Infosys’ India centers are heading towards the 2030 target of zero waste to landfills through the adoption of TRUE Certification.

Biodiversity

A saga of greening

A significant and proven way to tackle climate change is to increase green cover by planting trees. Infosys Mangaluru offers a striking example of this, where barren land has been transformed into a lush green campus with thriving biodiversity of flora and fauna. The story of this transformation, along with documentation of the tree species in the campus, was recently published as a book. With this, we hope to inspire corporates, developers, administrators and communities to adopt similar projects at scale. The book will also serve as a repository of the endemic species in the Western Ghats for science aficionados.

UN SDG mapping

Material topics

• Carbon neutrality
• Renewable energy
• Offsets for community development
• Advocacy for climate action
• Water stewardship
• Zero waste to landfill

UN SDG mapping
Manufactured Capital

Our Manufactured Capital includes our energy-efficient offices, data centers, innovation hubs, digital studios, and our technology infrastructure across the globe. Our infrastructure is modeled taking into consideration stakeholder expectations of our commitments towards climate change mitigation, judicious use of natural resources and preserving our environment.

With the highest-rated green buildings on our campuses and investments in collaborative tech infrastructure, we offer productive, safe, healthy and hybrid workplaces for our employees, clients, partners and contractors.

Performance highlights

- 75 kWh/sq.m./p.a. Building EPI
- 1.59 Weighted average PUE of data centres
- 35 mn sq.ft. Of office space monitored through Infosys command center
- 68% Of internal IT application workload migrated to public cloud

High-performance green buildings

The lush green campuses of Infosys, equipped with world-class infrastructure, provides a unique experience for our employees. With about 28.9 million sq.ft. of the highest level of green building certification, Infosys' leadership in high-performance buildings remains unrivalled. Our efforts include developing super-efficient new buildings, retrofitting existing buildings, a sharp focus on innovation and continuous monitoring to achieve the highest levels of efficiency. Infosys’ building standards have set new global benchmarks.

Radiflux Radiant cooling solution patented in Europe and India

Radiflux cooling solution

While Infosys was keen to implement radiant cooling on a large scale for all its new buildings, there were a few challenges that had to be addressed including, the non-availability of skills and the lack of commercially viable options for the Indian market. The Infosys team therefore developed a radiant cooling solution, with high quality and high energy efficiency, that is affordable and easy to install. The radiant cooling solution – Radiflux – has twice the cooling capacity compared with other radiant cooling solutions available in the market today. Radiflux is a designed, developed and made-in-India solution for the world, with patents in Europe and India.

Central command center

The Infosys central command center in Bengaluru manages our smart buildings, energy management systems, solar PV plants, data center efficiency, battery management systems, energy consumption for water and wastewater treatment plants across Infosys campuses from one location. The command center helps maintain operational excellence, provides design insights for new infrastructure and ensures resilience through remote management of buildings and campus infra.

Workplace transformation

The workplace has undergone a significant change due to the pandemic, and the need to create workplaces aligning to the new normal working scenario is now more evident than ever. Infosys embarked on workplace transformation to enable its employees to adapt and excel in the new normal. The principles of Infosys workplace strategy are focused on productivity, social connect, tech enabling, health and wellness, sustainability and design for all. The new workplace not only provides employees with a refreshing experience and collaborative environment, but also enables high productivity, fosters innovation and helps to create and sustain a flourishing culture.

Green IT

InfosysIT has embedded sustainable practices across the life cycles of service design, operations, and disposal of IT assets.

Data center efficiency

InfosysIT has taken up data center modernization as a strategic initiative. Density-optimized hyperscale platforms, which provide cloud-scale agility and enable efficient resource use, have been deployed to deliver high-density server virtualization and consolidation across the enterprise. This initiative has delivered significant power savings. In the next phase, further consolidation of data center and server rooms across development centers is planned, which is expected to deliver 1 MW of electrical load reduction.

InfosysIT has made focused investments in Data Center Infrastructure Management (DCIM) tools to get accurate visibility across the entire data center IT and Facility stack, which is necessary to do everything else.

Infrastructure as code

Infrastructure as code is a transformational initiative towards enabling continuous deployment, continuous integration, and touchless management of the life cycle of infrastructure components. This methodology overcomes the traditional challenges such as growing scale of infrastructure, elastic demand, speed and consistency of deployment and the interdependency between teams. This initiative delivered 1,200+ playbooks for automating platform-related processes across hybrid cloud.

AIOps-powered digital operations

InfosysIT has deployed AIOps platform with a wide range of capabilities – like algorithmic noise reduction, anomaly detection, root cause analysis, and context-based notification.

InfosysIT digital operations provides unified observability cutting across infrastructure and application stack, in addition to capacity use and cost analysis. It also offers the ability to ingest large volumes of data originating from all areas of the infrastructure and application, and analyze it using AI, ML, and DL algorithms to identify areas of remediation and optimization.

PolyCloud and OneStop

We have introduced the OneStop unified provisioning platform for endpoints, clouds, software, and tools. The OneStop platform lets project managers request IT hardware and software in advance, enabling new hires to be productive on Day One. The IT Genie intuitive app in the laptop helps users self-configure basic applications, reducing interactions with the IT Support team.

The PolyCloud digital backplane provides an abstraction of managed private clouds and public cloud services, empowering full stack developers.

Public cloud adoption

Currently, more than 68% of the internal IT application workload has been migrated to public cloud. All our employees have been enabled for cloud-based collaboration for messaging, presence, video, and other requirements. The shift to cloud helped in optimizing the on-premises data center footprint. This strategic shift also helped to scale up the IT infrastructure and provision IT services seamlessly for all the new hires inducted to the organization.

The Internet-first approach helped to provide seamless service access in the current hybrid work environment.
Delivering value
Social and Relationship Capital

Our Social and Relationship Capital guides us to bring the interests of our stakeholders to the fore. As enterprises focus on reshaping their businesses in the digital era, we are helping our clients drive transformation. Our social ambition focuses on serving the development of people by shaping a future with meaningful opportunities for all. We deliver on expectations of nurturing social innovations and enabling employability through skill training of communities.

Our global CSR efforts address challenges across education, healthcare, women empowerment, science and research, environmental sustainability and more.

Performance highlights

- 86 Scientists honored with the Infosys Prize since 2008
- 919 Local hiring across geographies
- 114 mn + Lives empowered via Tech for Good programs

Material topics
- Client value
- Inclusive development
- Digital skilling
- UN SDG mapping

UN SDG mapping

- Education
- Health
- Water and sanitation
- Affordable and clean energy
- Gender equality
- Peace and justice

Creating value for our customers

Digital transformation

We help our customers navigate their digital transformation journeys through our suite of services and solutions. Our digital architecture drives outcomes for enterprises across five areas — Experience, Insight, Innovate, Accelerate and Assure. Our experience of helping many clients through their digital transformation journeys has shown us that a Live Enterprise is one that is continuously investing in reinventing its operating model while reimagining customer transformations. Our clients count on our operating models to help navigate their next.

Details of our key customer services and solutions are available at https://www.infosys.com/industries/

Digital operating models

We use our native digital innovation expertise to partner with our clients to develop future-ready solutions. Further, the Infosys Living Labs enable clients to experience emerging technologies to inspire innovation and incubate new possibilities.


Client satisfaction

Our latest annual client survey indicates that most of our clients are delighted with Infosys, sustaining the positive feedback gained over the years. We have also been appreciated for our relationship management, client-centric approach, account management, base delivery and quality of deliverables.


Community

Infosys Springboard

Our ambition to serve the development of people by shaping a future with meaningful opportunities for all sums up our work with the community. Technology serves as a catalyst in community development. Infosys Springboard is Infosys’ flagship digital learning platform that empowers people with skills to be successful in the 21st century. About 5.3 million learners across India have registered on Infosys Springboard.

Tech for Good

Infosys is committed to using digital, cloud and open-source technologies to drive societal impact in our communities through partnerships that will enable our stakeholders to harness the power of technology everyday.

Infosys Foundation

Infosys Foundation’s direct health interventions have focused on bringing critical services to some of India’s poorest and strengthening the institutions that provide healthcare. We helped All India Institute of Medical Sciences (AIIMS), New Delhi, procure best-in-class medical equipment for the Mother and Child (MCH) Block. The Tech For Good vision enabled us to procure a case management system for AIIMS, which includes a sophisticated 3D rendering of imaging data for better visualization and forms the backbone of all text and medical imaging data transmission and archiving. With a focus on education and women empowerment, the Foundation has tied up with Avanti Fellowships, Yuva Unstoppable, eVidyalok, Uimmari, and Nirman for various efforts.

The Aarohan Social Innovation Awards launched by Infosys Foundation seeks to encourage and reward individuals, teams and NGOs for social solutions that have the potential to bring about a significant difference to the underprivileged across India, at scale. In 2023, the Infosys Foundation has committed up to ₹50 lakh per winner, with a total award purse of ₹2 crore. Read more at https://www.infosys.com/infosys-foundation/aarohan-social-innovation-awards.html.


Infosys Foundation USA

In fiscal 2023, Infosys Foundation USA remained committed to investing in programs that help bridge the digital skills gap. This year alone, the Foundation brought computer science and maker-focused educational programming to 1.3 million students and 44,000 educators in the US.

The Foundation achieved significant impact through targeted partnerships and equity-focused initiatives that deliver professional development for educators; provide afterschool coding programs to children in marginalized communities; spark imaginations in makerspaces, museums, and libraries; and provide signature awards, namely the CS Teaching Excellence Awards and the Infy Makers Awards, that spotlight exceptional talent and inclusivity.

Read more at https://www.infosysfoundation-usa/impact.html.

Infosys Science Foundation

The Infosys Science Foundation awards the Infosys Prize that endeavors to elevate the prestige of science and research in India. The award is given annually to honor outstanding achievements of contemporary researchers and scientists across six categories: Engineering and Computer Science, Humanities, Life Sciences, Mathematical Sciences, Physical Sciences and Social Sciences. Each Prize carries a gold medal, a citation and a purse of US$100,000. The work of the winners of the Infosys Prize 2022 tackles real world problems, like making healthcare and diagnostics more accessible, designing social policy to be inclusive, studying neuroscience for better mental health and presenting how our constitution protects democratic policy.

Read more at https://www.infosysprize.org/about-us.html.

Suppliers

Infosys believes in and is committed to partnering with the highest quality diverse suppliers to ensure that we deliver best-of-breed business and IT solutions to our clients. As a signatory to the United Nations Global Compact, Infosys leverages the UNGC principles covering human rights, labor, environment, and anti-corruption as foundational principles for building and improving its sustainable supply chain practices. This year, we launched a dedicated ESG learning portal for our suppliers on Infosys Springboard. The portal contains material on ESG learnings and best practices, and provides learners an opportunity to discuss, ideate and engage on ESG topics.