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“Sustainable change, after all, depends not upon compliance with external mandates or blind adherence to regulation, but rather upon the pursuit of the greater good.”

Douglas Reeves

Author and leadership expert

Relevance through innovation

While innovation is at the heart of what we do at Infosys, sustainability remains a constant in all our winning solutions and services. These combined forces help us stay relevant in the markets in which we operate. We believe in responsible growth, which addresses the twin challenges of providing for environmental sustenance and resource conservation, while promoting efficiency. We are constantly working to create solutions and services to help our clients build tomorrow's sustainable enterprises. We will continue to collaborate with our stakeholders, both local and global, to promote this mandate. Our Business Responsibility Report 2012-13 highlights the proactive manner in which we focused on our sustainability goals.



Download the report here:

<http://www.infosys.com/BRR-2013>

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“At Infosys, sustainability is a way of being. It is not something we do beyond business; it is about our business. The urgency to build and carry forth a sustainable business model at Infosys is here to stay.”

S. Gopalakrishnan

Executive Co-Chairman, Infosys Limited

About the report

The Business Responsibility Report for fiscal 2013 is our second such report. The report demonstrates responsible business practices across the nine principles enunciated in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business released by the Ministry of Corporate Affairs, Government of India, in July 2011.

In 2012, the Securities and Exchange Board of India (SEBI) made this report a mandatory listing requirement (as part of the Annual Report) for the top 100 listed entities in India. We voluntarily published our first Business Responsibility Report in fiscal 2012. This year, we will continue to do so as part of our compliance, at a minimum and going beyond the regulatory limitations, in order to reinforce our commitment to building a sustainable tomorrow.

The scope of the report covers the entire Infosys group, including its subsidiaries, on the social and economic parameters. On the environmental parameters, all of Infosys' locations in India are covered (about 90% of our workforce operates out of India-based locations). Our offices outside India are primarily leased facilities, and this limits our ability to fully implement environmental sustainability practices at these locations. We are working on a phased implementation of our environmental sustainability practices across our locations worldwide.

We also publish our Sustainability Report every year and it is based on the Global Reporting Initiative Guidelines. Our Sustainability Report is available on our website, www.infosys.com

Strategy for responsible business

Sustainability is not an option but a business imperative for us. We have always followed a sustainable approach to business and have helped our clients conduct their business in a sustainable manner. We look at sustainable practices as an opportunity to apply our core strengths for social good, and to constantly innovate to create winning solutions.

We are aware that growth is inextricably linked to the well-being of our ecosystem comprising employees, business partners, local communities and the environment. Our sustainability policy guides our interactions with stakeholders, and influences our day-to-day activities. As a responsible corporate citizen, we collaborate with clients and governments to develop sustainable solutions and governance frameworks.

Strong corporate governance — focused on providing business value while enhancing the long-term competitive advantage of the Company and ensuring results on the triple-bottom line — is the cornerstone of our sustainability strategy.

In today's changing world, opportunities have become inseparably linked with advances in IT. In our endeavor to future-proof the businesses of our clients, we have identified seven key areas that are rapidly increasing in influence, and present great scope for IT-led innovations — Digital consumers; Emerging economies; Sustainable tomorrow; Smarter organizations; New commerce; Pervasive computing; and Healthcare economy. We believe that realizing the full potential of these drivers is important for tomorrow's enterprise to forge ahead of its competition.

Our sustainability agenda focuses on three themes — social contract, resource intensity and green innovation, and the agenda is laid on the

foundation of Infosys' values, known in short as C-LIFE. Refer to the *Human rights* section in this report for more details.

Social contract

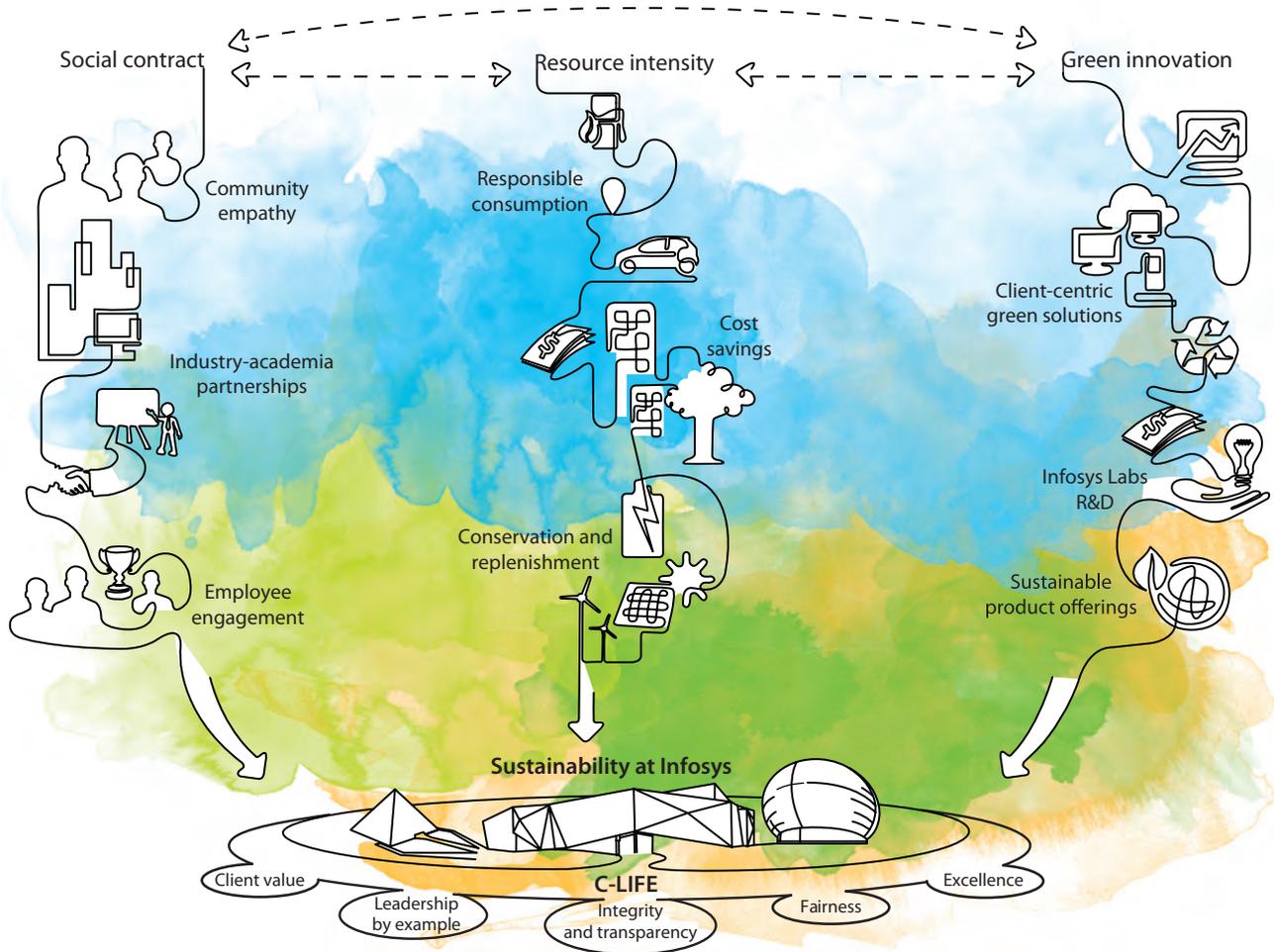
Enterprises have an extended set of stakeholders today — local communities, social organizations and society. These stakeholders have the potential to influence the future of business. These stakeholders have ethical, social and environmental expectations that extend beyond financial goals and legal requirements. We believe that these social covenants are fundamental to nurturing stakeholder trust and ensuring business continuity.

Resource intensity

In the face of accelerated depletion of natural resources, incremental increases in resource efficiencies are not sufficient, and beyond a point, optimization gets prohibitively expensive. Resource intensity is about doing far more with far less. We constantly look at transformational ways to de-intensify and achieve the same or better outcomes, using fewer resources.

Green innovation

Business imperatives such as environmental sustenance and resource conservation are providing new opportunities for enterprises to innovate and spur business growth. Green innovation for us is about addressing sustainability challenges through innovation, differentiation, driving efficiencies and creating new avenues for growth for our stakeholders.



Commitment to responsible business

Our vision to be a globally-respected corporation has clearly withstood the vicissitudes of global business environments over the decades. Setting the tone with role-model leadership right from the top and across various levels in the organization, we are supported by an effective governance framework, and strong risk management and associated processes.

The key dimensions of deploying effective corporate governance for our enterprises include:

Strong leadership and an independent Board

The composition of the Board is carefully planned to ensure we address diverse perspectives and encourage debate and dialog on issues important to the Company. We have stringent norms to assess the performance of the Board. In addition, we have deployed the practice of separating the roles of the Chairman of the Board and the Chief Executive Officer (CEO), to ensure the right focus to Board governance, because we believe that good governance cannot be imposed by legislations. It must come from within. Hence the Board, at the apex of the Company's corporate governance structure, is the key to effective governance.

Transparency, fairness and accountability

We have always followed the highest levels of disclosure with all our stakeholders. We have integrated strong processes into our supply chains to ensure the percolation of these processes into the businesses of our partners. In addition to ensuring compliance with the laws of the land wherever we operate, we also have in place specific policies to ensure transparency and accountability, such as the Code of Conduct and Ethics, and the Whistleblower Policy. Some of our best practices in this space include benchmarking our corporate governance, and we do this through ICRA and CRISIL. We are the first Company in India to be assigned the highest Corporate Governance Rating (CGR) by ICRA. We also telecast our Annual General Body Meeting (AGM) and furnish eXtensible Business Reporting Language (XBRL) data to the U.S. Securities and Exchange Commission (SEC). We disclose financial statements in accordance with the Indian GAAP and IFRS.

Enterprise risk management

Our enterprise risk management frameworks and processes help identify, assess, monitor and mitigate risks both in the long and short terms. Strong internal audit processes have served us well. The identification of focus areas and articulated criteria for defining inherent vulnerabilities, and managing them proactively, are inextricably intertwined into the process framework and guide the way we operate. We firmly believe that strong and effective corporate governance also enhances our competitive edge in the long term.

Enhancing the ethical judgment of our employees

We believe that percolating good governance to actions by employees on an everyday basis is critical to building an ethical organization. A strong and well-articulated Code of Conduct and Ethics, which also delineates anti-bribery provisions, has been put in place. This is communicated to employees worldwide through training and awareness programs, both online and instructor-led, using multiple learning media. The programs include talks by leaders, contests, blogs, portals, and a popular *Do you know?* series that ensures the dissemination of updated information at regular intervals. Every employee compulsorily attends a session on values during his or her induction and acknowledges the Code of Conduct and Ethics through a sign-up process. A Whistleblower Policy, a strong grievance-redressal body, an uncompromising stand on value transgressions, and supportive ecosystems ensure the availability of adequate mechanisms to enable a culture of disclosure. Good performance and governance will continue

to be the cornerstones of our success going forward, as we engage with and continue to deliver value to our diverse global stakeholders.

Strengthening the larger ecosystem

We participate actively in many forums to share our practices and influence the strengthening of corporate governance standards. We have partnerships with the Confederation of Indian Industry (CII), the Institute of Directors, the Ministry of Finance - Government of India, and other stakeholders. We comply with various codes, including the Euroshareholders Corporate Governance Guidelines 2000; the guidelines of the Conference Board Commission on Public Trusts and Private Enterprises in the U.S., and the UN Global Compact (UNGC) program; and the OECD Principles of Corporate Governance. This allows us to continuously benchmark our efforts and contribute to raising the bar in corporate governance.

Our Executive Co-Chairman S. Gopalakrishnan has been recently appointed as the President of the Confederation of Indian Industry (CII) for 2013-14. Also, we were the first Information and Communications Technology (ICT) Company in India to take up the carbon-neutrality goal, in an effort to make carbon accounting and carbon footprint reduction more acceptable and popular among industries, not just in the developing world, but across the globe. We made a voluntary commitment at the United Nations in 2007, that we would become carbon-neutral in our Indian operations by the end of 2017. We develop sustainable solutions to reduce the carbon footprint of our clients, combining sustainability with engineering to develop green products and services.

We invest in educational programs that influence and raise the aspirations of the student community across the globe. We have been engaged in the after-school science, technology, engineering and math (STEM) program, an initiative by the New York Academy of Sciences, through the Infosys USA Foundation and the SPARK program in India. The SPARK program engages students across age groups, and encourages them to dream big. Our programs like Campus Connect and Project Genesis go a long way in making today's youth employable. These programs address the critical competencies required to be confident, to understand key concepts better, and to apply these in the context of a problem to help young people progress in their careers.

Sustainability governance

Our sustainability principles guide our strategy and actions on projects and initiatives. A strong review mechanism ensures that our goals are tracked periodically, and appropriate actions are taken.

Our Management is highly committed to achieving our sustainability goals, which are embedded in our corporate scorecard. Our Executive Co-Chairman, S. Gopalakrishnan, is responsible for overseeing our business responsibility practices.

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

Our governance model also accommodates several grievance redressal forums. In fiscal 2013, 619 investor complaints were registered and redressed. These investor complaints mainly pertained to the non-receipt of dividend or the Annual Report.

Key achievements

We became the first Indian IT company to trade on the NYSE Euronext London, on February 20, 2013. Our CEO, S. D. Shibulal, rang the opening bell at NYSE Euronext London and the closing bell at the NYSE in New York, on the same day. This was NYSE Euronext's first dual listing of an Indian company, and the first time an NYSE-listed company executive rung the opening bell at NYSE Euronext's European division and the closing bell at the NYSE on the same day. This milestone is a step taken towards achieving our vision of being a globally-respected corporation, enabling us to surge ahead towards building tomorrow's enterprise.

Infosys was placed in the top spot globally for our corporate governance practices, by IR Global Rankings (IRGR). IRGR is the most comprehensive technical ranking system for investor-relations websites, corporate governance practices, and financial disclosure procedures. The 14th annual edition of the IRGR this year, saw participation of more than 280 companies from 45 countries. We were placed in the second spot for our financial disclosures policies. In the regional rankings for India, IRGR ranked Infosys first in three categories: corporate governance practices, financial disclosure procedures, and investor relations websites.



Our CEO S. D. Shibulal rings the opening bell at the NYSE Euronext London



Our CEO S. D. Shibulal rings the closing bell at the NYSE in New York

Sustainability accolades

Our sustainability initiatives won us several awards and accolades this fiscal:

- We were awarded the Leadership in Energy and Environmental Design (LEED) Platinum rating for our Software Development Block (SDB)-2 building in Thiruvananthapuram, and the GRIHA Five Star ratings for our SDB-1 building in Hyderabad and our SDB 7 and 8 buildings in Chennai.
- We won the Oracle Excellence Award along with our partner Ricoh, in Eco-Enterprise Innovation, for the Specialized Partner of the Year, at Oracle OpenWorld 2012.
- We, along with our partner Ricoh, won the Green IT Award for the Best Cloud Virtualization Project of the Year.
- We won the Emerson Cup 2012 in the categories of Retrofit Building (Mysore) and New Building.
- We won the CII-ITC Sustainability Significant Achievement Award under category 'A' for large business organizations, with a turnover of ₹500 crore.
- We received the National Energy Conservation Award 2012 for our energy conservation efforts at our campuses in Jaipur and Pune.
- Our BPO operations won the National Outsourcing Association (NOA) Awards in London, for Project Genesis, a community project.
- Our BPO operations won the coveted Golden Peacock HR Excellence Award 2012.
- Our Founder and Chairman Emeritus, N. R. Narayana Murthy, was honored with The James C. Morgan Global Humanitarian Award, given by the Tech Museum of Innovation.
- We were rated as one of the top 25 performers in the Caring for Climate Initiative by UN Global Compact and UN Environment Program. Refer to www.infosys.com/newsroom/features/pages/caring-climate-initiative.aspx for more details.
- InStep, our global internship program, won the prestigious National Council for Work Experience (NCWE) Award for Work Placement of the Year 2013.
- We won the NASSCOM Exemplary Talent (NExT) Practices Award 2012 for designing and implementing innovative programs in creating capacity and capabilities for IT and ITeS talent, through our Campus Connect and Project Genesis programs.
- We received the GRIHA Exemplary Performance award 2012 in water management for our Pocharam campus in Hyderabad.
- N. R. Narayana Murthy was awarded the 2012 Hoover medal in recognition of his philanthropic activities in India. He is the 70th recipient of the honor.
- N. R. Narayana Murthy was named 'Philanthropist of the Year' at the third edition of the annual Asian Awards.

Sustainable value chain

Our value chain consists of services that encompass identifying business transformation opportunities for clients, providing consultancy to them to leverage these opportunities, and crafting and delivering value-based solutions. We have a range of marketable solutions that rely more on intellectual assets than on physical manufacturing. The responsibilities of all stakeholders at each stage of the value chain are clearly articulated.

Intellectual property is the most valued aspect of the knowledge industry. We are an IT consulting and services company that is committed to respecting and protecting Intellectual Property (IP), and educating our workforce on creating and protecting IP and respecting those of others.

Data privacy and security is an important aspect of the sustainable value chain for us, and we follow stringent processes and practices to ensure that these are embedded into our business. The Company is certified on ISO 27001, and complies with other industry standards, as applicable.

We have an information security group at Infosys, which was created to own the information security-related matters of the Company. This group collaborates with all internal stakeholders to achieve and maintain the highest level of security for information and our information systems.

Building tomorrow's sustainable enterprise

The Infosys Building Tomorrow's Enterprise (BTE) strategy has identified seven key trends, which will see large-scale growth. These include Digital consumers, New commerce, Sustainable tomorrow, Healthcare economy, Smarter organizations, Emerging economies, and Pervasive computing. As we continue to focus on helping clients in Building Tomorrow's Enterprise, the Sustainable tomorrow component effort becomes more integral to the achievement of this goal.

Building Tomorrow's Enterprise — Seven key trends



Responsible growth

Our focus is on finding ways to do more with less, including achieving energy efficiency across the enterprise, lowering carbon emissions to meet emerging regulations, lowering costs, and improving efficiency.

Our strategy tackles issues related to skill-sets, innovation and collaboration frameworks, partnerships and alliances, co-creation, research and analytics. It also includes building new products and services for the sustainability market, thereby creating new engines for growth and profits.

Performance highlights

Green and social innovations

Infosys Labs, our research and innovation arm, continues to drive innovation across the seven trends of our strategic direction, Building Tomorrow's Enterprise, through the Center for Innovation for Tomorrow's Enterprise (CITE).

The Institute for Research on Sustainability is part of CITE and focuses on business research in the area of enterprise sustainability, and on collaborating with universities and research bodies to bring the latest developments and thinking in the area of enterprise sustainability to clients. It also partners with our business units to infuse sustainability aspects in their offerings and design new offerings to

address enterprise sustainability challenges. The following case studies indicate the way our solutions promote safety and reduce negative impact on the environment :

Sensor-driven monitoring of UPS facilities

We have a large installation base of lead-acid batteries. Lead-acid batteries are susceptible to malfunctions and fire and hence require continuous manual monitoring. Certain aspects have to be continuously monitored, such as the surface temperature of the batteries, key electrical parameters of batteries during the charge and discharge cycle, and the need for an equalizer for all batteries in a battery bank.

The business value of implementing a sensor-driven monitoring of our uninterrupted power supply (UPS) facilities included a reduced need for manual monitoring of the facility, fewer accidents, the early detection of faulty batteries, an increased battery life, and indirect energy savings.

Enterprise water management

We have over 1,50,000 employees, and own some of the largest office spaces in India. Our aim is to make our campuses water sustainable. To achieve this vision, we have implemented an enterprise water management system. This system helps us identify inefficiencies in water management as well as water-wastage situations.

It also helps identify missed opportunities for the conservation of water. Our innovative solution provides for a centralized and enterprise-wide dashboard for viewing the water footprint within and across buildings. The water management system accommodates a policy-based monitoring of water consumption, and the issuing of alerts through SMS, e-mail and online in case of policy violations. It also allows us to monitor water consumption across our buildings.

Sankalp

Sankalp is an initiative aimed at preventing child diarrheal deaths in India by scaling up access to Oral Rehydration Salts (ORS) and zinc. This initiative involved over 50 leaders from the government, non-governmental organizations (NGOs) and corporations, and is a

part of the United Nations Secretary-General's Every Woman Every Child movement. The Sankalp platform is powered by the Infosys Labstorm engine, which is a virtual, one-stop video-collaboration platform built by Infosys Labs. The Sankalp platform allows partners to share videos of best practices, and to co-create new solutions for the prevention and treatment of diarrhea. By 2015, the initiative aims to reduce child deaths due to diarrhea by two lakh. Our partners in this initiative include MDG Health Alliance and the United Nations Foundation.

For more details, refer to www.sankalp.healthunbound.org



Subu Goparaju, Senior Vice President and Head of Infosys Labs, unveils the Sankalp platform at the UN event at the World Economic Forum in Davos

Business solutions

We established a Sustainability business unit in June 2011 to help our clients achieve their sustainability goals. We are investing in internal research on sustainability to develop a culture of innovation and explore solutions to promote a greener planet. We offer consulting services and solutions across the sustainability spectrum, including in sustainability transformation, compliance and reporting, energy and carbon management, green IT, environment, and health and safety.

Our sustainability accomplishments for clients are as follows :

Client	Solution offered	Business benefits / outcomes
Resource intensity track		
Large office supplier	Data center energy and carbon optimization	<ul style="list-style-type: none"> • 30% reduction in data center infrastructure costs • 16,800 tons reduction of carbon dioxide (equivalent to emissions from 3,350 cars in one year)
Social media company	ISO 14001 assessment and training on Environmental Management System	<ul style="list-style-type: none"> • Established energy use baseline to enable improvement in energy efficiency
Social contract track		
Global semiconductor company	Health, safety and environment (HSE) solution evaluation and implementation	<ul style="list-style-type: none"> • Improve efficiency by consolidating legacy systems • Standardize business processes, improve our risk profile and create a single version of the truth of the data based on our recommendations
Large railways and carriage manufacturer	Modernization of safety and operations systems	<ul style="list-style-type: none"> • Improved operational efficiency • Reduced number of accidents
Green innovation track		
Global computer and accessories manufacturer	Full material disclosure strategy	<ul style="list-style-type: none"> • Make all product lines almost toxic-free and virtually reduce the risk of product recalls, based on our recommendations

Employee well-being

In a knowledge-based industry like ours, employees are our biggest assets. The strength of our workforce currently stands at 1,56,688 employees, covering over 100 nationalities. Our workforce comprises 34% women.

We are constantly working towards creating a global workforce for tomorrow by adopting diversity and inclusivity as key strategies. We are creating equal opportunities for all our employees to excel and contribute, irrespective of gender, race, age or disability. As our workforce includes nationals from multiple countries, our Diversity office conducts several workforce inclusion programs to create an environment that connects our people across the enterprise seamlessly. The Company has come a long way in enthusing and engaging with employees through a wide array of initiatives that promote their well-being. We continue to provide our employees with a healthy and positive work environment. Our HR department focuses on implementing effective employee-engagement strategies, encouraging and facilitating the resolution of complaints and grievances, and fostering bonding between employees and their families.

Our employees, our world

Most of our employees work as full-time, permanent employees. Those employed on a part-time / fixed-term contract basis make up less than 1% of our total workforce. About 150 employees are differently-abled; however, this is not a mandatory disclosure for employment at Infosys, as we believe in an inclusive work culture.

Our employee distribution across geographies is as follows:

Region	Total number of women employees	Total number of male employees	Total workforce
Asia-Pacific (APAC)	2,721	3,140	5,861
Americas	1,573	4,409	5,982
India	47,579	92,887	1,40,466
Europe, the Middle East and Africa (EMEA)	1,822	2,557	4,379
Total	53,695	1,02,993	1,56,688

Note: Permanent and fixed-term employees hired locally

We recognize the rights of our employees and their right to freedom of association through collective bargaining agreements as per the laws of the land. We provide policies, forums and support groups for hearing and addressing the concerns of our employees, and resolving their issues or conflicts in a fair and transparent manner. A *de minimus* percentage of our employees are covered by collective bargaining agreements. The details of the number of employees covered under such agreements worldwide are as follows:

Operating location	Total number of employees	Number of employees covered under collective bargaining agreements
The Netherlands	438	438
Brazil	64	64
France	267	267
Sweden	83	83
Norway	20	20
Finland	35	35
Poland	1	1

Note: 100% of employees in these locations are covered under collective bargaining agreements

Vendor management practices

We have about 15,000 contractual staff working on our campuses. We follow stringent procedures within our supply chain to ensure a safe work environment for all, in compliance with the labor and human rights laws of the countries in which we operate.

We review our contractor and vendor management practices on a regular basis. We sign Master Service Agreements (MSA) with all our vendors. The MSA mandates the vendor to follow all labor and human rights laws of the countries in which we operate. The timely payment of wages is ensured according to the defined norms of the Company, and we adhere to the provisions of minimum wages.

A strong governance process and independent checks support a regular bimonthly audit of our contractual staff in consonance with various labor laws, including the Minimum Wages Act, the Payment of Wages Act, the Payment of Bonus Act, ESI, EPF, etc. Grievances are addressed through appropriate channels available to all our contract staff. Medical claim and insurance policies ensure that their interests are safeguarded.

Fostering a healthy work environment

We have several programs and policies to ensure employee well-being. Our Health Assessment and Lifestyle Enrichment (HALE) plan is a best-in-class initiative, which strives to improve organizational productivity by encouraging employees to lead healthy lives. Working across our development centers (DCs) worldwide, the HALE initiative has organized several health and leisure-related events, and numerous awareness and information campaigns.

The HALE team works to ensure that our employees are healthy, able to balance work and life, and are highly productive. All our campuses in India are OHSAS 18001:2007-certified. Each campus has a first-aid center to cater to the medical needs of employees during work hours. Employees can also consult with physiotherapists available on our campuses.

Risk assessment

We aspire to eliminate all accidents and occupational illnesses at work, and are committed to developing a safety culture among our employees. The activities and services provided at our campuses may pose potential health, safety and fire hazards. A process of hazard identification and risk assessment has been established, wherein a comprehensive risk assessment is conducted for routine and non-routine activities and services at each site.

This helps to identify, monitor, measure and manage the identified risks in a structured manner, and also minimize or control their impacts and achieve continual improvements. Risk assessments are also conducted for new or modified activities, products and services. Ergonomics has been identified as one of the major occupational health concerns in the IT sector. We monitor and assess our workstation design and usage, and conduct awareness sessions on good postures, and exercises for averting posture-related health issues such as backaches and Repetitive Stress Injury (RSI).

Safety committees

Occupational Health and Safety (OH&S) committees are set up at each of our campuses. It is the committee's role to proactively assist us in developing and implementing the best possible OH&S policies, plans and procedures for eliminating or minimizing the occupational risks inherent in our business.

Incident reporting and investigation

All incidents, including near misses and accidents, are reported, investigated and analyzed to prevent their recurrence and to improve the Company's health and safety performance. Employees can report incidents through an internal application, or send an e-mail to a dedicated ID. The OH&S committees are responsible for conducting investigations. Such investigations focus on root causes and system failures. Corrective actions and preventive measures are taken to reduce future injuries and losses.

Training on health, safety and environment

Our employees, whose work may have a significant impact on the environment or may pose occupational health and safety risks, are given an appropriate orientation to create awareness about these risks and environmental impacts. We have taken the following measures:

- Educating our employees on the significant environmental, occupational health and safety impacts and consequences, actual or potential, of their work activities, and the benefits of an improved personal performance.
- Informing them about their roles and responsibilities in achieving conformance with the Health, Safety and Environment (HSE) policy and procedures, and with the requirements of the Health, Safety and Environmental Management System (HSEMS), including meeting the emergency preparedness and response requirements.
- Making them aware of the potential consequences of deviations from specified operating procedures. In addition, we provide safety training and specific instructions with respect to hazards unique to every employee's job assignment.

Training is provided to all employees, support, security staff and contract workers on HSE. The training methods include awareness-building sessions, mock drills, and sessions and periodic demonstrations on OHSAS and the Business Continuity Management System (BCMS) for Disaster Recovery Representatives, through classroom training and e-modules conducted on a continuous basis. HSEMS training also forms a part of employee induction programs. Training is provided to all personnel who work for or on behalf of the Company.

Employee development and career growth

Our Education and Research (E&R) department focuses on talent development, and conducts the Foundation, Continuous Education and Outreach Programs. The training requirements of our employees are assessed based on role, domain and individual needs.

The Foundation Program is a flagship program, which has received recognition from the American Society for Training and Development (ASTD). This 23-week-long residential training program targeted at engineering graduates has enabled us to build a talent pool of trained software engineers. The training program primarily focuses on competency development in four areas: Technical, process, behavior and domain.

Our Continuous Education Program spans topics across the technology, business, process and behavioral areas, and are designed to keep the competencies of our experienced employees updated and relevant to business. The systems and processes for knowledge management create an ecosystem for knowledge-sharing across the organization. The Competency Development Program (CDP) 3.0 was launched with a learning credit point system, to bring in relevance and flexibility for competency development requirements for a role, along multiple competency dimensions.

E&R, in collaboration with the Coventry University of U.K., also offers Master's degree programs to employees. The university has enabled a Work-Based Learning Credit System for our employees.

To enhance execution capabilities within the organization, we offer the 4 Disciplines of Execution from the Franklin Covey Institute. We have also provided access to a bouquet of blended learning offerings from

Harvard Business Publishing for all our employees through the 'Harvard Manage Mentor' initiative.

The number of employees who underwent training is as follows:

Program	Fiscal 2013
Employees trained	
Technical	2,50,579
Soft skills	2,51,768
Project management	2,400
Participation in person days	
Technical	4,54,430
Soft skills	2,56,225
Project management	4,234

Career mobility

We launched an Internal Mobility Policy in 2013 with an objective of encouraging employees to take on available job opportunities within the organization in line with their career objectives. The policy also provides promotion or progression opportunities to eligible candidates.

Performance evaluation and development

All employees have clearly articulated goals for performance. A half-yearly appraisal allows employees to formally take stock of their performance and report on milestones at the half-way mark. The annual performance appraisal helps employees set new goals, and identifies competency development needs. A managerial and leadership 360-degree feedback mechanism enables managers and leaders to get a holistic view of their performance and take appropriate steps to get trained in identified areas of opportunity.

Our career development practice is emerging as a key program that addresses the Infosys Talent Strategy themes of Enabling Choices and Building Talent. This Career Development Program provides information regarding roles and career streams, career guidance and developmental opportunities.

Employee forums

We provide forums, support frameworks and policies for hearing and addressing the concerns of our employees and resolving issues or conflicts in a fair and objective manner. Hearing Employees And Resolving (HEAR) provides a channel for our employees to get their grievances redressed. Our Anti-Sexual Harassment Initiative (ASHI) policy is detailed in the *Human rights* section of this report. The following table provides details on issues raised in the last fiscal:

Employee concerns and grievances	No. of grievances in fiscal 2013
Workplace harassment ⁽¹⁾	25
Workplace concerns ⁽²⁾	1,194
Other issues ⁽³⁾	8
Employee disciplinary issues – major ⁽⁴⁾	344
Employee disciplinary issues – minor ⁽⁵⁾	222
Total	1,793
Closure statistics	
Internal arbitration	1,035
Disciplinary action	750
No action needed	8
Total	1,793

⁽¹⁾ Workplace harassment — Refers to significant sexual harassment issues heard and resolved at the workplace

⁽²⁾ Workplace concerns — Refers to grievances employees raised at the workplace

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

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

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

Infosys Women's Inclusivity Network

Our gender diversity practices seek to address needs specific to the development, engagement, growth and retention of women, by promoting an inclusive workplace, where the potential of women is leveraged and every woman feels valued, heard and fully involved with the Company. This network implemented the following initiatives and conducted the following workshops in fiscal 2013 :

- International Women's Day 2013 was celebrated across our India campuses and global centers. All India DCs conducted face-to-face events in addition to the various engagement activities, through virtual forums such as InfyTV, the Leaders' blog, instant polls and fun contests.
- Focused leadership programs for women employees, offered in partnership with Indian Institute of Management – Ahmedabad (IIM-A) and Manipal Global Education Services in India, to enhance leadership competencies for women.
- We were represented at various external forums such as Catalyst, CII and National Association of Software Companies (NASSCOM), for conversations on gender initiatives.
- We hosted Catalyst Connects - India for women from the IT industry. The panel comprised senior women from various organizations, including Infosys. The panelists shared their perspectives on diverse topics relevant to working women across sectors.
- Featured articles and discussions on parenting, pregnancy and safety have helped increase the awareness of women employees on these topics.

- Lending leadership direction, S. D. Shibulal, our CEO and Managing Director, interacted with women employees who had successfully completed their leadership programs, to gain an understanding about their experiences.



Bhavna Sharma, HRD, receives the award from a CII delegate for winning the caption contest promoted by the CII's Indian Women Network

Stakeholder engagement

Our vision is to become a globally-respected company and earn the respect of all our stakeholders. This continues to drive our strategy. We determine material aspects through a rigorous brainstorming process involving key stakeholders within the organization. Aspects identified have significant economic, social and environmental impacts on our stakeholders and us. We have classified and prioritized our direct and indirect stakeholders using appropriate tools and methodologies.

Our direct, indirect and prioritized stakeholders are as follows :

Direct stakeholders	Indirect stakeholders	Prioritized stakeholders
<ul style="list-style-type: none"> • Academia • Alliance partners, vendors and consultants • Analysts and media • Clients • Competitors • Employees • Governments and NGOs • Industrial and global associations : <ul style="list-style-type: none"> – National Association of Software Companies (NASSCOM) – Confederation of Indian Industry (CII) – United Nations Development Fund for Women (UNIFEM) – United Nations Global Compact (UNGC) – World Economic Forum (WEF) – World Bank (WB) • Local communities • Regulatory bodies • Shareholders and investors 	<ul style="list-style-type: none"> • Employees of our consultants • Families of our employees • Infosys' alumni and potential recruits • Our clients' customers • Social and environmental agencies and groups 	<ul style="list-style-type: none"> • Clients • Employees • Investors • Alliance partners • Governments • Academia • Vendors • Local communities

Our engagement channels

We engage with our stakeholders through multiple avenues periodically. These include :

Stakeholder	Engagement mode	Periodicity
Clients	• Requests for proposals	1
	• Client visits and meetings	1
	• Sustainability portal on our website, www.infosys.com	2
	• Mailers	1, 3, 4, 5
	• Newsletters	3, 5, 6
	• Brochures	1
	• Social media	1
	• Customer satisfaction surveys	2
	• Annual client leadership meets	2
	Employees	• Employee satisfaction survey
• Voice of Youth forum		1, 5, 7
• Employee affinity networks		1, 5, 7
• Grievance redressal board		7
• HRD blog, Ask Shibu forum, Leaders' blogs		6
• Inclusivity survey		2
• Development centers' engagement initiatives		1
• Bulletin boards		1, 5
• Our corporate television channel, InfyTV		1, 5, 7
• Our intranet, Sparsh		1, 5, 7
• Sustainability portal on our website, www.infosys.com		2
• Mailers		1, 4, 5, 7
• Eco-clubs		1
• Employee committees		1, 5
• Strap Surround, our annual strategy engagement forum	2	

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

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

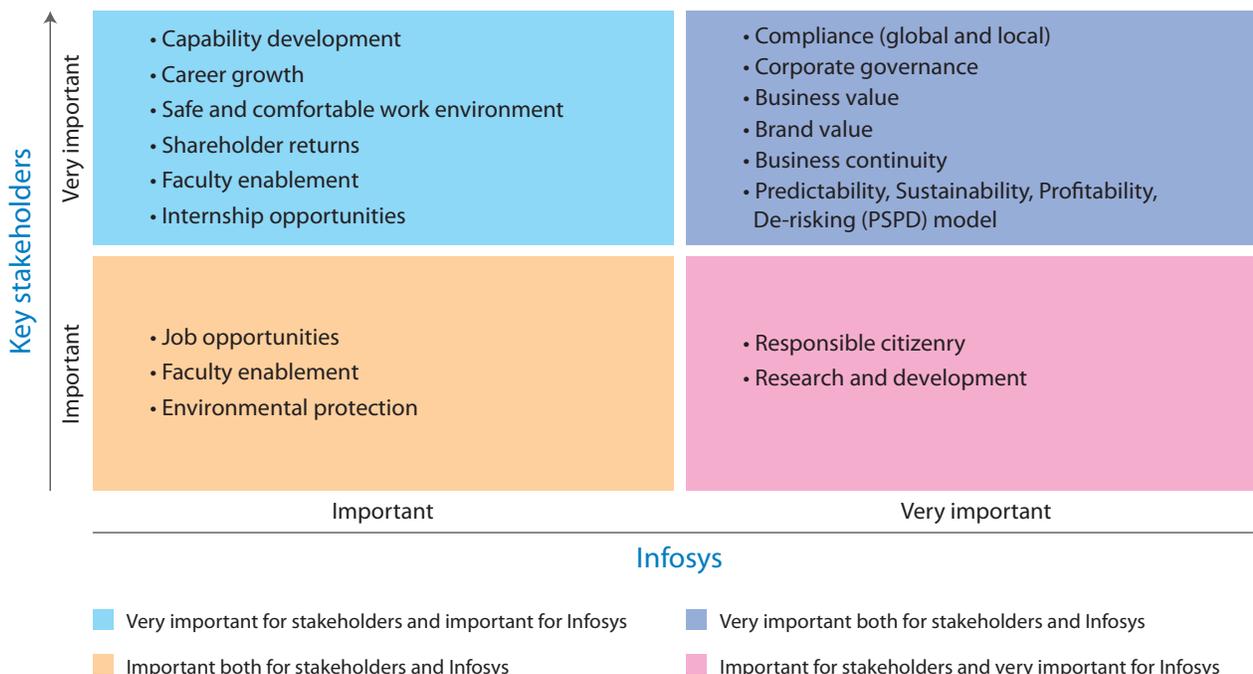
Stakeholder	Engagement mode	Periodicity
Investors	• Analyst meets	1, 2, 6
	• Analyst briefings	1, 2, 6
	• Quarterly results	6
	• Annual General Meeting with our shareholders	2
	• Sustainability Report	2
	• Financial reports	2, 6
	• Securities Exchange Commission (SEC) filings	4
	• Press releases	1, 2, 5, 6
	• Social media	1
	• Investor relations surveys	2
Alliance partners	• Alliance events	1, 2
	• Event brochures	1
	• Presentations	6
	• Media kits	3
Governments	• Memberships in global associations	1
	• Press releases	1
	• Annual Report and quarterly reports	2, 4, 6
	• Form-20F filed with the SEC	2, 4
	• Engaging with governments and global forums	1
	• Award applications	1, 7
	• Various government submissions	1, 4, 7
	• Infosys blogs	1, 5
	• Media releases and reports	1, 2, 4, 5, 6, 7
Academia	• Discussion with academic institutions	1
	• Participation in events involving academia	1
	• Curriculum enhancement programs	1, 2
	• Case studies	1
	• Global internship program (InStep)	1, 2
	• Fellowships	1, 7
	• Whitepapers	1, 5
	• Joint R&D projects	1
	• Vendor partner meets	2
Vendors	• Procurement policy and vendor selection process	1, 2
	• Vendor satisfaction surveys	2
	• Vendor review meetings and awareness sessions	2
	• Site visits	1, 5
Local communities	• Interviews with local NGOs and community representatives	1, 5
	• Sustainability portal on our website, www.infosys.com	2
	• Meetings with associations / NGOs	1, 5
	• Local community meetings	1, 5
	• Press releases	1, 6
	• Social media	1, 5
	• Our website, www.infosys.com	1

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

- | | |
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| 4 – Regulatory compliance-based | |

Our materiality matrix

Based on the various channels of engagement, we identify material aspects with each of our key stakeholders through a prioritization matrix, as follows:



Our materiality actions

Key stakeholders	Material aspects identified	Actions taken
Clients	Business value, Brand value, Business continuity	Refer to the <i>Client engagement</i> and <i>Sustainable value chain</i> sections of this report. Refer to www.infosys.com/building-tomorrows-enterprise/pages/index.aspx for more details.
Employees	Safe and comfortable work environment, Capability development, Career growth	Refer to the <i>Employee well-being</i> section of this report. Refer to www.infosys.com/sustainability/Pages/index.aspx for more details.
Investors	Shareholder returns; Predictability, Sustainability, Profitability, De-risking (PSPD); Transparency; Good corporate governance	Refer to the <i>Commitment to responsible business</i> section of this report. Refer to www.infosys.com/investors/Pages/index.aspx for more details.
Alliance partners	Good corporate governance, Ethical and fair business practices	Refer to the <i>Commitment to responsible business</i> section of this report. Refer to www.infosys.com/sustainability/Pages/index.aspx for more details.
Governments	Good corporate governance, Ethical and fair business practices, Support for developmental programs and initiatives	Refer to the <i>Commitment to responsible business</i> and <i>Inclusive growth</i> sections of this report.
Academia	Faculty enablement to increase industry relevance in the curriculum, Sabbatical sponsorship for faculty, Internship opportunities for students	Refer to the <i>Inclusive growth</i> section of this report. Refer to www.campusconnect.infosys.com/login.aspx for more details. Refer to www.infosys-science-foundation.com/ for more details.
Vendors	Good corporate governance, Ethical and fair business practices, Business continuity	Refer to the <i>Commitment to responsible business</i> , <i>Employee well-being</i> and <i>Human rights</i> sections of this report. Refer to www.infosys.com/sustainability/Pages/index.aspx for more details.
Local communities	Ethical and fair business practices, Job opportunities, Responsible citizenry	Refer to the <i>Inclusive growth</i> section of this report. Refer to www.infosys.com/infosys_foundation/default.asp for more details.

Human rights

We recognize that the primary purpose of corporate leadership is to create wealth legally and ethically. We respect human dignity and the equal and inalienable rights of all our stakeholders. We therefore endeavor to build an organization on the foundation of values such as freedom, dignity and justice.

Building and nurturing a value-based organization requires role-model leadership, good governance and processes, and the practice of values in every interaction. Special care has been taken to ensure that these values and their practice directly address our vision across our multiple stakeholders. We comply and adhere to all the human rights laws and guidelines laid down in the Constitution of India, national and international laws.

C-LIFE: Our values

Our values, in short, are referred to by the term, C-LIFE.

- **Client value**: To surpass client expectations consistently
- **Leadership by example**: To set standards in our business and transactions and be an exemplar for the industry and ourselves
- **Integrity and transparency**: To be ethical, sincere and open in all our transactions
- **Fairness**: To be objective and transaction-oriented, and thereby earn trust and respect
- **Excellence**: To strive relentlessly and constantly to improve ourselves, our teams, our services and our products, to become the best



Initiatives and actions

Our vision is to be a globally-respected corporation. We strive to percolate these values to the entire organization, and to promote high performance at all levels. We also treat all our stakeholders with respect and dignity, and in turn, earn their respect.

As a signatory to the United Nations Global Compact (UNGC), we are committed to respecting and supporting the fundamental principles contained in the Universal Declaration of Human Rights. Our commitment to human rights stems from the belief that as an organization, our actions must have a positive impact on our tomorrow and the world.

Our initiatives to promote the mandate of human rights are as follows:

- We are an active member of the India CEO Forum on Business and Human Rights. In fiscal 2013, we participated in the dialog with other business groups and leaders, the government, academia and civil society leaders, on the topic of Growth with Dignity, Respect and Accountability, with an aim to explore the implementation of the United Nations' Protect, Respect, Remedy Framework for Business and Human Rights in the Indian context.
- We participated in a two-day workshop with the United Nations Human Rights Council (UNHRC) and UNGC on implementing human rights policies at the workplace. At the end of the workshop, we established the imperative for shared action with other organizations and stakeholders to ensure a sustainable social license to operate for Indian businesses.
- Our human rights declaration statement provides a broad framework to ensure that all employees are treated with respect and dignity, and a common set of principles that apply to our business practices to ensure that we do not condone human rights violations or abuses. Our policy statement on human rights comes from a need to adopt explicit human rights policies along with mechanisms for their implementation and reporting, so as to prevent human rights abuses.
- In 2013, we launched the Process Awareness for Contract workers (PACT), a first-of-its-kind training program, to sensitize our contract workforce on internal processes available for upholding human rights. The program was conducted in vernacular languages (Hindi, Marathi, Kannada, Odiya, Malayalam, Tamil and Telugu), and covered over 6,000 contractors across India locations. We also regularly conduct programs on sexual harassment, health and safety, and emergency preparedness, for contract workers, throughout the year.

Addressing employee grievances

We have various platforms and forums available for addressing employee grievances and issues related to human rights. We have not received any complaints of human rights violations during the reporting period. The following are the formal measures taken to address employee concerns and grievances:

- Hearing Employees And Resolving (HEAR) provides a channel or forum for addressing employee grievances in a fair and objective manner.
- We provide a safe, healthy and conducive work environment for our employees, contractors and visitors. The OHSAS 18001:2007 specifications ensure that all our objectives and targets are measured.
- In fiscal 2012, we set up the Infosys Gays Lesbians and You (IGLU), an affinity group aimed at creating a safe and respectful work environment for gay, lesbian, bisexual and transgender employees.
- The Anti-Sexual Harassment Initiative (ASHI) allows employees to report sexual harassment at the workplace. An internal complaints committee looks into all concerns of sexual harassment. The committee is headed by an external independent Chairperson who is a woman.
- The Whistleblower Policy has been adopted to encourage employees to report complaints concerning questionable accounting practices, fraudulent financial transactions, or concerns related to discrimination, retaliation and harassment. It assures complete anonymity and confidentiality to the reporting individual.

Vendors and contractual staff

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

Let's interact on themes that matter to us

We periodically conduct an employee satisfaction survey, LITMUS, to capture, analyze and decide on action tracks for addressing the concerns of our employees. We use a third-party framework, benchmarked as one of the best for the LITMUS survey, with a focus on measuring and improving employee engagement using the renowned Q12 model. The findings are analyzed and action items identified. These are assigned to focus groups, who then report the progress to the Board of Directors. This process helps us build a stronger and more engaged workforce.

Work-life balance

Attaining personal as well as professional goals leads to an engaged workforce, and enterprises are addressing this social responsibility through various work-life balance programs.

We have formed a work-life benefits team to assess the needs of our workforce. Our HR policies that support work-life balance and inclusivity are as follows:

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

The HALE initiative focuses on adding value to our employees by helping improve their health, quality of life and work environment. The goal is to have healthy and happy employees, who will be more productive, and in the long term, add to the Company's competitive edge in its business. This initiative strives to achieve the goal through a set of offerings on health, safety, stress and leisure.

Environment

As a responsible Company, we realized early on that businesses will need to lead the transformation towards sustainable growth. We have committed to becoming carbon-neutral across all our Indian operations by the end of 2017. We have since implemented a continuous optimization cycle that has allowed us to push boundaries and incubate new ideas for sustainable transformations.

Ozone initiative

In 2003, an environmental management system was established as a pilot at our campus in Pune, and subsequently, the system was established across all other campuses. The initial environmental review brought to light the high consumption of resources, namely power, water and paper. It was noted that the consumption of resources was not necessarily optimized, and there was considerable room for improvement.

After receiving the ISO 14001 certification in 2004, we chose to widen the scope of Ozone, our health, safety and environment initiative. Ozone, which initially focused on environmental management, now included health and safety within its coverage. The transformation enabled our environment policy to be amended to become the Health, Safety and Environment (HSE) policy. Since its inception, the Ozone initiative has launched various environmental protection, health and safety measures. Some of these are as follows:

- Energy-efficiency improvements and resource conservation
- Segregation and safe disposal of waste
- Educating employees and our top management on environmental conservation, health and safety
- Establishment of processes that address health, safety and environmental risks and impacts

Health, Safety and Environment policy and certifications

The Infosys group-wide policy demonstrates our commitment to maintaining a high standard of environmental protection, the sharing of best practices, and to providing a safe and healthy workplace. The policy is accessible to all our employees worldwide on Sparsh, our corporate intranet, and is also displayed as information posters and signage at prominent locations on our campuses.

All of our locations in India are ISO 14001:2004 and OHSAS 18001:2007-certified. Our HSE management system follows the Demings cycle of 'Plan-Do-Check-Act'. Documented objectives and targets are established at the corporate and development-center levels, and achieved through management programs. Operational controls are implemented for our risk or impact management, based on severity. We monitor our progress on our stated goals at regular intervals.

Performance highlights

Efficient energy-saving strategies

Our energy consumption is mainly through the use of grid power, high-speed diesel used for generators and boilers, and liquefied petroleum gas (LPG) used in food courts. We have reduced our per capita per month electricity consumption by around 10.7% over the last fiscal. Some of our key strategies are as follows:

Smart-building energy solutions

We have developed a robust smart-building solution, which gives us a real-time control of our energy assets. Smarter operations have contributed to a 15% reduction in our energy consumption. We are the first Company to monitor our energy usage at such a large level using Intelligent Building Management Systems.

Green buildings

Every new building at our campuses is constructed using integrated design methods for maximizing daylight and minimizing heat. Efficient building envelopes, with insulated walls and roofs and high-performance glass, are used to conserve energy. Currently, we have five LEED Platinum-rated buildings and two GRIHA Five Star buildings, taking our total green built-up area to about 2 million sq. ft., with another 4 million sq. ft. of our software development buildings under various stages of green certification.

Retrofits

We believe that our innovative approach to retrofit design will inspire other HVAC designers to look at super-optimized designs, which have a short payback period of less than three years. This design will enhance the system efficiency by a minimum of 30%. The short payback period in the projects demonstrates the viability of efficiency improvements in retrofits. The reduction in the connected load frees up the grid and enables a better use of the power generation capacity.

We decided to push ourselves to the *One Megawatt Challenge*, which required us to reduce our connected load at each of our five large campuses by one megawatt each. As our campuses in Mysore, Bangalore, Pune, Chennai, and Hyderabad contribute to 80% of our energy consumption, we saw this as a great opportunity.

Our efforts in retrofits have resulted in a 7.2 MW saving in connected load, in the last two years. For fiscal 2013 alone, there was a saving of 4.4 MW. This translated to yearly savings of nearly 32 million units of electricity.

Adoption of renewable energy

Our endeavor has always been to increase the share of renewable energy. This has been achieved through sourcing green power in a few locations, by harnessing solar power for water heating and lighting, and wind power for electricity. We have installed a 250 kW solar plant at our Jaipur campus, a 125 kW plant at our Thiruvananthapuram campus, and a 120 kW rooftop solar plant at our Chennai Mahindra City campus.

Energy-efficient IT infrastructure

We undertook significant measures to reduce our IT infrastructure's energy consumption, by adopting a multi-pronged strategy. These are as follows:

Desktop power management

We have deployed and optimized a desktop power management configuration and tools designed to auto-schedule the shutdown of desktops. Terminator, a tool developed in-house, uses an alert mechanism for users to shut down their computers after work hours, and automatically shuts down the machine after a pre-defined time. About 96% of the total desktops on any given day are being shut down after work hours, of which around 8% of desktops are shut down by Terminator. We replaced around 11,000 older desktops with newer, more power-efficient versions this year, as part of our asset-efficiency initiative.

Virtualization and consolidation

Continuing the adoption of the latest technology concepts such as virtualization, consolidation and cloud, in order to reduce the physical footprint of servers, we have further expanded our internal private cloud capacity, with MyCloud. Used for software development and testing purposes, MyCloud now has a capacity of around 6,000 virtual machines. Around 27% of instances provisioned on MyCloud this year were addressed through virtual machines that were released, facilitating a seamless reuse.

We have continued to expand our network-attached storage (NAS)-based virtualization this year. We have virtualized 39% of NAS filers, resulting in a reduction of 29% of the power demand of NAS boxes. In addition, we have deployed tools which automatically check and shut down idle project-specific servers, yielding higher power savings.

Data centers and server rooms

Data centers and server rooms are the principal consumers of energy in our IT landscape. We have standardized and incorporated eco-friendly designs for these rooms to ensure a reduction in power consumption. We have revamped and released around 750 sq. ft. of server room or laboratory space this year. Also, using hot-cold aisle separation and custom-made cages for the consolidation of racks, we have optimized our air-conditioning usage. Recently, a Tier-3 datacenter has been commissioned at our Hyderabad campus, which has attained a high standard of power usage effectiveness (PUE) of 1.6.

Video / audio conferencing

Our video and audio conferencing (VC and AC) usage has increased steadily this year too, indirectly cutting down the travel requirements of our employees. We have doubled our VC capacity and have rolled out a new plug-in for self-booking. This has resulted in a sizable increase in our VC usage by around 62% year-on-year. Our audio conference usage has increased by around 40% year-on-year.

Building strategic partnerships

We are working with some of the best research institutes and adopting many best practices from across the world to implement the latest technologies at our new and existing campuses. We have formed strategic partnerships with the following organizations in fiscal 2013:

- Lawrence Berkeley National Laboratory (LBNL), for PACE-R, a proposal for India-U.S. joint clean energy R&D
- Saint Gobain, for research on building energy efficiency in hot and humid climates
- United Technologies Research Group, to develop solutions on fault diagnostics and operational efficiency improvements in buildings
- The Energy and Resources Institute (TERI), for an Indo-U.S. joint research program on building energy efficiency

Greenhouse gas emissions

Our main sources of greenhouse gas (GHG) emissions include indirect emissions from electricity consumption, business travel and employees' commute. We monitor emissions from the stacks connected to the generators and boilers, on a monthly basis. There have been no deviations from the limits specified, according to the applicable norms. We follow the Central Electricity Authority (CEA) Grid emission factors, the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) GHG Protocol, and the Inter-governmental Panel on Climate Change (IPCC) Guidelines, to track our carbon footprint.

Water efficiency

Fresh water consumption is solely for the purpose of human sustenance and not for production. Hence, we believe that we do not significantly impact water sources. We have reduced our per capita per month fresh water consumption by around 14.13%, over the last fiscal.

Water management strategies

Our aim is to make our campuses water sustainable. Our water sustainability strategy across campuses includes reducing our fresh water consumption, rainwater harvesting, and the recycling and reuse of waste water. Fresh water consumption has been reduced through optimization measures such as the installation of pressure-reducing valves in taps and pipes, the use of flow restrictors, the installation of sensor taps in high-density areas, etc.

Waste water generated at our campuses is treated at our sewage treatment plants, and this water is recycled for use in cooling towers, and for landscaping and flushing purposes. The use of treated water is also optimized through dual-flush toilets, sensor-based urinals, etc. Owing to our stringent water recycling and replenishing systems, the amount of waste water released into the municipal sewage systems during fiscal 2013 was insignificant. The water quality is monitored regularly to ensure our adherence to applicable norms.

Waste management

We currently classify our waste generated as hazardous and non-hazardous, according to government guidelines. Hazardous waste generated at our campuses includes e-waste, used oil, oil-soaked cotton waste, batteries, diesel generator filters, paint cans, chemical cans and biomedical waste. Non-hazardous waste includes food, paper, metal, wood and plastic.

Waste management strategies

We have adopted a focused approach towards waste management. Waste is segregated at source and disposed of to government-authorized recyclers, in adherence to applicable legislations.

The color-coding for waste segregation is as follows:



We are setting strategic targets on waste management on a year-on-year basis, which are published in our sustainability reports. Our initiatives on waste management are spread across three dimensions, namely influencing social behavior, process optimization and the implementation of technology.

Influencing social behavior

Employee-engagement and awareness programs are conducted across all our campuses through eco-clubs, to sensitize employees on waste management issues and achieve segregation at source. All the common areas and pantries on our campuses have color-coded and labeled bins, to ensure the segregation of waste. We also routinely invite waste management experts to conduct awareness programs at our campuses.

Process optimization

After studying the waste-generation patterns on our campuses, we are now optimizing and re-designing the process of waste management. We have standardized the designs of our waste-storage yards, thus enabling better segregation and storage, and in turn enhancing the recycle value.

Implementation of technology

We have undertaken several projects to handle organic waste generated on-site and to minimize the disposal to landfills. An organic waste converter will be used to compost the food and garden waste at our Bangalore campus. A biogas plant with a processing capacity of three tons a day for converting food waste into biogas is being established at our Pune campus. We are piloting several new technologies such as a waste-to-energy plant at our Bangalore campus to dispose of non-recyclable mixed waste, and a CFL crusher to ensure that the mercury in CFLs or tube lights is recycled.

Biodiversity

All of our existing campuses are situated on government-approved land (industrial zones). None of our campuses fall within or are adjacent to protected areas or high-biodiversity areas, as notified in the siting guidelines issued by the Ministry of Environment and Forests, Government of India. Considering the growing importance of biodiversity conservation across the world, we have come up with a biodiversity policy, in fiscal 2013. As a responsible company, we are committed to conserving and promoting biodiversity at all of our owned campuses, and we constantly encourage our employees and our stakeholders to do the same.

Currently, our focus is on organizing tree-plantation drives, which are of ecological importance and are required owing to our expansion activities, water conservation, landscaping, and other similar activities. We have planted about 45,000 trees on our campuses, native to the region.

Eco-advocacy and eco-group activities

We continue to advocate positive sustainability actions among our employees, to inculcate good citizenship behavior in them. We sponsor and support employee volunteer groups in setting up eco-clubs across our campuses. The eco-groups take up projects that address the conservation of electricity and water, the recycling of waste, reducing carbon emissions, and afforestation measures. They also partner with local communities on actions for a cleaner, greener planet.

Energy-efficiency through Enterprise Platform Management (EPM)

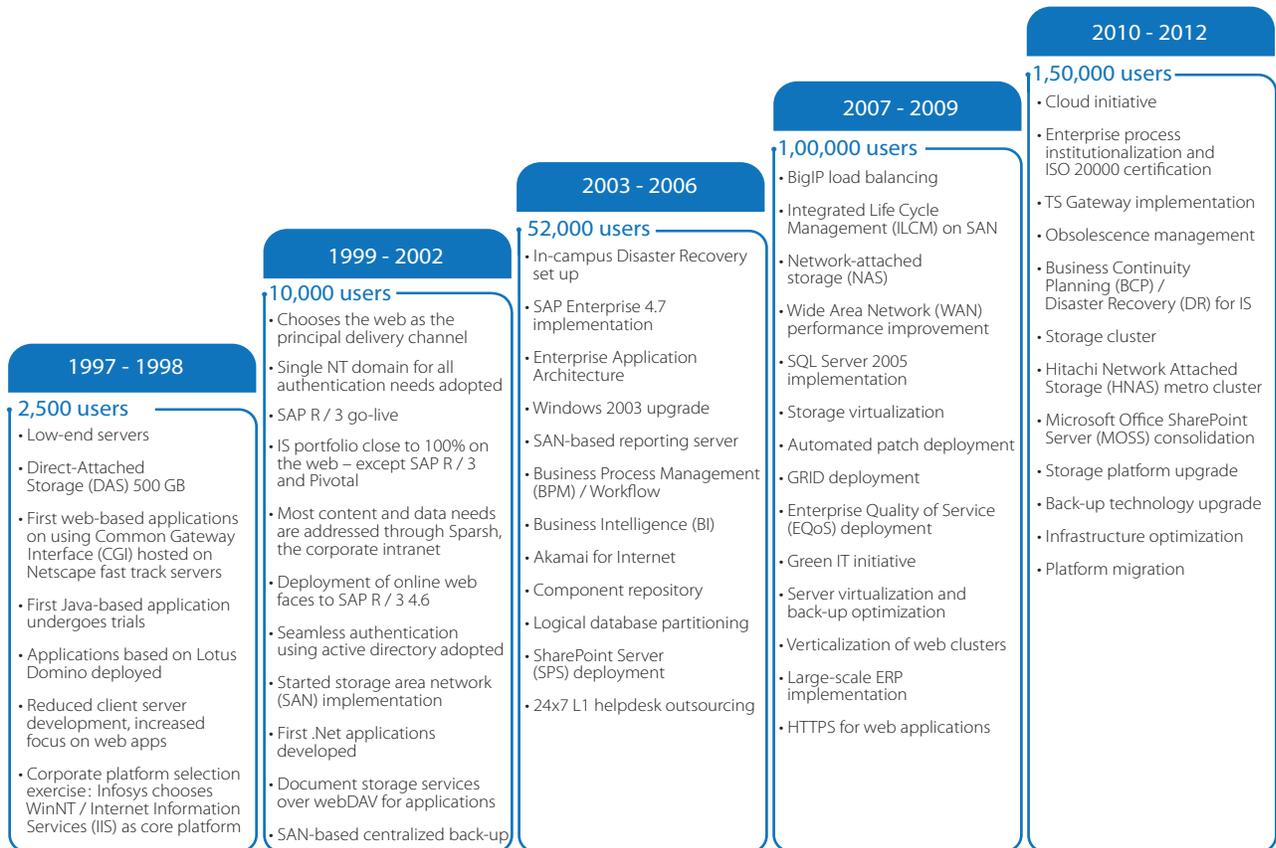
EPM group at the Information Systems (IS) department, is responsible for managing infrastructure that runs our digital business engine. Hosted at multiple data centers, our infrastructure and platforms comprise over 900 physical and virtual servers, half a petabyte of storage, over 30 million files, and heterogeneous technology platforms, including HP, Hitachi, VMware, HyperV, Microsoft SQL Server, .Net, SAP, Weblogic, Skelta and Symantec.

The following are some highlights of our eco-club activities in fiscal 2013:

- Initiatives to create awareness and take action in the area of waste management were conducted at our Bangalore and Chennai campuses. Our volunteer teams worked with various internal stakeholders and the local communities to seek long-term sustainable solutions. A week-long fair was conducted at our Bangalore campus, which included a recycling contest, an e-waste drive, knowledge-sharing sessions by experts, and an exhibition and sale of recycled products.
- Initiatives to spread awareness in the areas of environmental conservation, responsible travel, and food and water conservation were conducted. A week-long fair was conducted at our Bangalore campus, which included sessions by experts, the sale of rainwater filters, organic food, and the promotion of cycling as an alternate mode of transport.
- Apart from personal pledges taken by our employees to switch off lights, all lights at our campuses were also switched off during the 'Earth Hour'. Expert sessions, a photography competition, walkathons and other similar events were also conducted at our campuses.

Compliance

We did not have any monetary or non-monetary sanctions imposed on us for non-compliance with environmental laws and regulations during fiscal 2013.



Growth of the EPM practice

We started with a modest setup in 1999, with a couple of machines hosting applications. Since then, as the Company has grown both in terms of business and employee strength, the EPM Practice has scaled up to meet the increasing demands of our enterprise platforms.

IT infrastructure

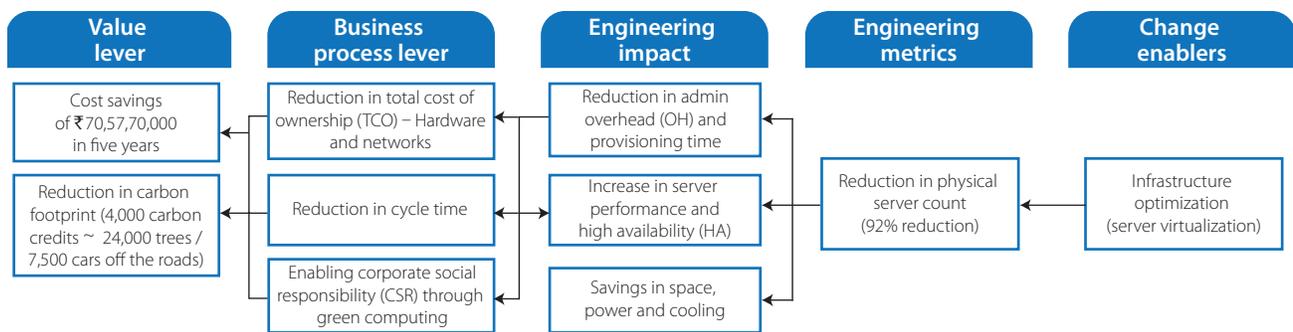
In 2009, when the recession jeopardized the entire IT industry, we faced several challenges. These included catering to the infrastructure expansion requirements for accommodating the data management needs of our employee base of over 1,30,000, and the requirements for on-demand scaling, a lower time-to-market, and disaster recovery at minimal or no cost.

The never-ending infrastructure demand was leading to continuous requests for additional budgets. We carried out an infrastructure consolidation and a highly optimized virtualization across server, storage, file-share and presentation stacks within our complex landscape of over 800 servers. It included over 350 terabytes of storage,

more than 300 applications, and over 20 terabytes of data back-up. We accomplished this through the use of innovative and cutting-edge technologies such as P2V, storage VMotion, and thin provisioning. This yielded a significant total cost of ownership (TCO) reduction as well as reduced capital expenditure (Capex) demands. We were thus able to sustain growth and meet business requirements without compromising on performance and our business continuity planning (BCP) capabilities.

Our continuous efforts in this space helped us reduce infrastructure costs, resulting in Capex savings, and datacenter operating costs, resulting in operating expenditure (Opex) savings. We were able to save over ₹70,57,70,000 (net of investments), with over 4,000 carbon credits, equivalent to power savings of 31,49,606 kWh, the conservation of 24,000 pine trees or 1,44,000 maple trees, and the removal of 7,500 cars off the roads, within the last five years. In addition, we also added the operational benefits of a much lower time-to-market, and a reduction in our administration time and effort.

Benefits reaped by the EPM practice



Proactive advocacy

We believe that affirmative actions brought about through strategic alliances and advocacy catalyzes our sustainability charter for better outcomes. Our leaders and employees participate in several industry associations — national and international advocacy organizations — to influence positive and affirmative sustainability actions.

Providing strategic advice and direction to premier industry organizations is a key responsibility of our leadership. Srinath Batni, Head of Delivery Excellence and a member of the Board, has been a member of the Executive Council of NASSCOM since 2005.

Our partnerships and activities

We forged several alliances with institutions and organizations globally, to promote the cause of sustainability. The following are some of the initiatives held in fiscal 2013:

We played an active role at the annual meeting of the World Economic Forum held in Davos-Klosters from January 23 to 27, 2013. We participated in a few strategic sessions with global leaders to discuss pressing issues related to global, regional and industry transformation. Refer to www.infosys.com/sustainability/wef/Pages/davos-2013.aspx for more details.

We signed a joint research collaboration agreement with Australia's premier Information and Communication Technology (ICT) research organization, National ICT Australia Ltd. (NICTA), on combating the hard technology problems facing businesses today.

Refer to www.infosys.com/newsroom/press-releases/Pages/national-ICT-australia-partnership.aspx for more details.

We supported 16 of the U.K.'s emerging digital, wireless, and mobile software technology companies during the inaugural 'Web Mission 2013' to India.

Refer to www.infosys.com/newsroom/press-releases/Pages/british-trade-mission.aspx for more details.

We, along with EBG, a professional business community, published a report in France, *Unlocking Business Value from Digital Marketing*, which focused on trends in digital marketing.

Refer to www.infosys.com/newsroom/press-releases/Pages/EBG-digital-marketing-survey.aspx for more details.

We have committed to developing an apprenticeship program through the National Apprenticeship Scheme (NAS) in the U.K. Through this program, we will develop and support learners, enabling them to achieve long-term employability through a combination of training and gainful employment.

Refer to www.infosys.com/newsroom/press-releases/Pages/apprenticeship-program-UK.aspx for more details.

We signed an MoU with Israel, to establish and enhance cooperation in industrial research and development. This MoU is a part of the Global Enterprise Collaboration Program developed by the Office of the Chief Scientist of Israel to accelerate innovation through a global ecosystem.

Refer to www.infosys.com/newsroom/press-releases/Pages/mou-drive-industrial-research-development.aspx for more details.

We unveiled the forum cloudecosystem.com, to provide a worldwide community for enterprise leaders to accelerate a successful cloud adoption. It offers an intuitive forum for discussions on industry issues and sharing best practices for cloud adoption.

Refer to www.infosys.com/newsroom/press-releases/Pages/enterprise-cloud-adoption.aspx for more details.

We provide an internship opportunity for students of the University of New South Wales to work on cutting-edge technology projects in India, through the InStep NSW program.

Refer to www.infosys.com/newsroom/press-releases/Pages/InStep-NSW-internship-program.aspx for more details.

Championing sustainability



S. Gopalakrishnan
Executive Co-Chairman of the Board

S. Gopalakrishnan, Kris to his colleagues, has been an ambassador of sustainability, industry leadership and education at various national and international forums. He has represented Infosys and the country at international forums such as the Indo-U.S. CEO Council and the President's Council of the New York Academy of Sciences, and as a Member of the UNESCO High-Level Panel on Women's Empowerment and Gender Equity. He was also the Chairman of the Business Action for Sustainable Development 2012 (BASD), a coalition of international business groups committed to sustainable development.

In April 2012, Kris was appointed a member of the reconstituted United Nations Global Compact Board, for three years. The Global Compact Board is the UN's highest-level advisory body, involving business, civil society, labor and employers' organizations. He is also a member of the China Europe International Business School (CEIBS) International Advisory Board, and the Fudan University School of Management International Advisory Board. Kris has been recently appointed as the President of the Confederation of Indian Industry (CII) for 2013-14. He is on the Board of Governors at the Indian Institute of Management (IIM), Bangalore. Kris is the Chairman of the Indian Institute of Information Technology and Management (IIITM), Kerala, and the International Institute of Information Technology (IIIT), Bangalore. He is a member of the Association for Computing Machinery (ACM), the Institute of Electrical and Electronics Engineers (IEEE), and the IEEE Computer Society.

Leading change



S. D. Shibulal
Chief Executive Officer and Managing Director

S. D. Shibulal represents Infosys at various industry forums. He is the Chair of the World Economic Forum's Global Agenda Council on Emerging Multinationals, and the Co-Chair of the Confederation of Indian Industry (CII) National Committee on IT, ITES and e-Commerce. Shibu is also a member of the Board of Trustees, the International Advisory Board, and the Metropolitan College Dean's Advisory Board, of Boston University. In addition, Shibu is a member of the International Board of Foundation – Globethics.net, the Seoul International Business Advisory Council (SIBAC), the Leaders Council of the International Business Leaders Forum, and the Global Corporate Governance Forum's Private Sector Advisory Group.

Inclusive growth

A company is accountable to all its stakeholders comprising investors, clients, employees, vendors or partners, governments and communities. While some of these responsibilities are provided for in contracts, others are left to the discretion of the company.

We refer to our responsibility to all stakeholders collectively as our social contract. One key aspect of honoring our social contract is

Infosys Foundation

The Infosys Foundation (the Foundation) supports the underprivileged sections of society through various programs and initiatives.

The Foundation focuses on:



The Foundation believes that a sure way to build a better tomorrow is to improve the opportunities and access to education. One of our largest rural education programs is the 'Library for Every Rural School'. Under this program, the Foundation set up over 40,000 school libraries at a cost of approximately ₹56,349,187 in Karnataka. The Foundation supported the publication of a book that helped rural students learn the use of computers.

The Foundation trains government school students through an initiative called OASIS, to inculcate healthy habits that would help them handle choices, challenges and stress. The Foundation also conducts a Teachers Training Program in rural Karnataka to help faculty from rural colleges empower and build the confidence of students, and thereby prepare them for the competitive world.

Promoting the cause of health and hygiene in rural India, the Foundation invested ₹10 crore and started the Parishudh Initiative with the help of over 10 NGOs in North Karnataka. In the last 18 months since the beginning of the program, the Parishudh Initiative has helped 10,000 families build toilets in over 300 villages.

Over 50,000 people directly benefitted from this initiative. In addition, over three lakh families have been educated on the need for hygiene and sanitation. Many policy-related changes have been submitted to the Government of India and the Karnataka government. Our team has also developed an easily replicable model of project management to scale up this program. Over 20 entrepreneurs have been created through this initiative.

Our CSR initiatives

SPARK

Launched in 2008, SPARK is a day-long program that helps raise the aspirations of students across the country. The SPARK portfolio includes four programs: On-campus events, the Rural Reach Program (RRP), Catch Them Young (CTY), and SPARK GURU.

to work in the area of community development, particularly in the area of education. We work closely with educational institutions, the Infosys Foundation — our CSR arm, and various NGOs across the country, to improve the access and quality of education offered in schools and universities.

The details of the SPARK on-campus events for fiscal 2013 are as follows:

Particulars	Fiscal 2013	Total ⁽¹⁾
Events	547	3,206
Students	1,16,836	5,41,766
Girl students	57,630	2,05,986
Rural students	39,135	1,78,187
Faculty	4,315	27,004
Employee volunteers	3,233	19,999

⁽¹⁾ The cumulative total since the start of the program until fiscal 2013

SPARK – Rural Reach Program

This is a one-day program is aimed at creating awareness on computers and the power of IT among rural school children in India. The RRP is connected to the Infosys Computer Donation program, so that schools where PCs have been donated or are lined up for donation will benefit from the program. We have donated over 35,000 computers to schools in the past five years. We also inform these schools about registered vendors for the safe disposal of e-waste. The transportation charges for e-waste disposal are reimbursed by us. The target audience for the RRP comprises students from rural government schools within a 50 to 150-km radius of our campuses. The details of SPARK – RRP activities for fiscal 2013 are as follows:

Particulars	Fiscal 2013	Total ⁽¹⁾
Events completed	47	334
Employee volunteers	769	4,298
Participant schools	234	1,394
Students	42,622	2,99,717
Girl students	18,582	1,34,816

⁽¹⁾ The cumulative total since the start of the program until fiscal 2013

SPARK – Catch Them Young

Launched in 1997 as CTY, this 10-day summer vacation program is held at our campuses and aims to expose bright urban youth to the world of IT. This program is targeted at eighth grade meritorious students, who are selected through a test and are trained by faculty members from the E&R department. Around 5,007 children have participated in this program since its inception.

The details of SPARK – CTY activities for fiscal 2013 are as follows:

Particulars	Fiscal 2013	Total ⁽¹⁾
Events	9	114
Schools covered	321	3,142
Students screened	2,302	26,432
Employee volunteers	350	1,236
Students trained	369	5,007

⁽¹⁾ The cumulative total since the start of the program until fiscal 2013

SPARK GURU

This program was formally launched in 2009. It is aimed at teachers from government schools, and helps them augment their knowledge and enhance their teaching skills with respect to current industry needs. The details of SPARK GURU activities for fiscal 2013 are as follows:

Particulars	Fiscal 2013	Total ⁽¹⁾
Events	4	12
Faculty	298	810
Employee volunteers	36	111

⁽¹⁾ The cumulative total since the start of the program until fiscal 2013

Campus Connect program

As a primary stakeholder in creating a talent pool of future engineering graduates, we launched Campus Connect (CC) in May 2004, a first-of-its kind, industry-academia partnership program. CC helps align the needs of institutions, faculty and students, with those of the IT industry, to improve the employability of engineering students. Several components are integrated to accomplish effective and fast-paced learning. These include conclaves, road shows at institutions, faculty enablement programs, industrial visits for students and faculty, a rollout of our Foundation Program (FP), seminars and workshops, programming contests for students, faculty sabbaticals, technical events, research paper sponsorships, and soft-skill training for students and faculty members. The CC team works with autonomous engineering institutions to co-create industry electives in the areas of foundational computer science, soft skills, and advanced topics such as Business Intelligence (BI) and enterprise architecture.

The CC program details are as follows:

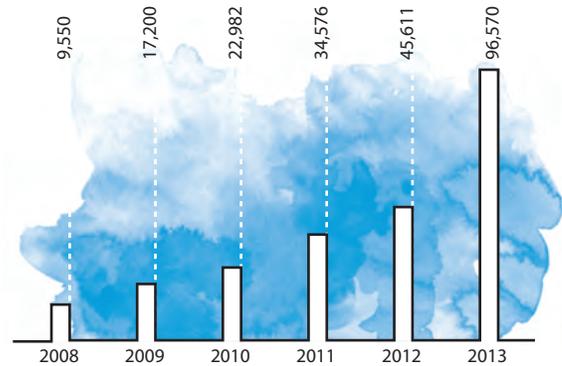
Program information	Fiscal 2013	Total ⁽¹⁾
Partnering institutions	–	358
Technical workshops for faculty	27	133
Faculty enabled through technical workshops	1,221	5,574
Workshops for faculty training	14	101
Faculty enabled through soft-skills workshops	471	3,396
Road shows held	110	904
Seminars (technical and soft skills)	92	417
Students who completed the FP	24,871	1,35,755
Students who completed soft-skills training	13,748	59,686
Students who completed technical electives	20,382	51,703
Students who completed soft-skills electives	1,808	4,655
Total students trained	60,809	2,51,799

⁽¹⁾ The cumulative total since the start of the program until fiscal 2013

Aspirations2020

In 2007, Campus Connect launched Aspirations2020, a contest series that fosters creativity, teamwork and innovation in building new software programs. The contest also enables students to test their ability to perform in challenging situations, and thus replicates an industry environment. This contest series is held along with the Association for Computing Machinery International Collegiate Programming Contest (ACMICPC). This innovative program has hard-wired execution excellence in demonstrating competencies needed for young engineers.

Students' participation in Aspirations2020



Over 96,000 students participated in the 2012 edition of the Aspirations2020 contest from 20 Indian states. It is commendable to mention that 53 teams who participated in Aspirations2020 qualified for the ACMICPC contest in ASIA Amritapuri, held in December 2012.



Executive Co-Chairman S. Gopalakrishnan presents the award to the winning team at the 2012 edition of Aspirations2020

Employee-led initiatives

Employee volunteer programs have been set up with the intention of helping employees work as a community, so that they can participate and engage in socially-relevant activities. Disparate activities by individuals and groups are brought under a common theme to make a significant and sustainable impact on the world around us. This platform enables all employees across our campuses to participate in such initiatives, irrespective of how much time or effort they are able to spend on social-service activities.

Some of the employee-led initiatives undertaken in fiscal 2013 are as follows:

Campus	Trust	Details
Bhubaneswar	Akanksha	Set up a library for the Tanda village school
Chandigarh	Arpan	Distributed stationery to 1,900 children
Hyderabad	Mamatha	Adopted five schools in Pocharam and provided them with infrastructure and sports material
Bangalore	Samarpan	Distributed notebooks and school-bag kits to over 45,000 children as part of the Notebook Drive (NBD)
Mysore	Soften	Held a computer-awareness session for schoolchildren, and a mentoring program for the Karnataka State Road Transport Corporation
Australia	Infosys Australia	Donated two water filters worth ₹40,608.92 to a school of 300 students; employees also participated in the Random Acts of Kindness (RHoK) initiative
China	Spring	Conducted English-language training sessions, and distributed bags containing new clothes and other items
Pune	Sparsh	Provided financial support for 122 visually-challenged students and 32 students from economically disadvantaged families
Mangalore	Prerana	Sponsored ₹17,21,047 in scholarships to 573 students, including 95 students who are pursuing professional courses

Sneham's education initiatives

Sneham is the registered trust set up for employees at our Chennai campus. Sneham Shiksha, Sneham Educare and the Sneham Educational Awards are some of Sneham's key initiatives. Sneham Shiksha is a Project Management Institute (PMI) award-winning initiative aligned with the Sarva Shiksha Abhiyan, a program universalizing elementary education that is run by the Government of India.

As part of the Sneham Shiksha initiative, over 200 volunteers spent 4,500 hours over a period of 12 weeks in villages near our campuses, in fiscal 2013. Around 1,100 students from 15 schools near our Sholinganalur and Mahindra City campuses in Chennai benefited from this project.

Sneham Educare focusses on providing financial support to meritorious students. In fiscal 2013, 511 students were given scholarships to the tune of ₹22,22,037. This project has seen a 43% growth since the previous year, with over 800 employees contributing to funds for enabling students to pursue their studies. Fifty-seven volunteers have been actively working to make this program a success.

The Sneham Educational Awards were given to 40 meritorious students from government schools in Chennai. With 500 regular contributors working on Sneham's various projects, the team was able to raise ₹28,14,927 for supporting these projects. More than 2,000 employees have volunteered for various programs at our Chennai campus.

Notebook Drive

Employee-driven CSR groups across locations have been conducting large transformational initiatives impacting a large cross-section of society. One such volunteering program, the Notebook Drive, conducted by Samarpan, the CSR wing of the Bangalore campus, was the largest in terms of reach, contribution and impact.

The Notebook Drive began in 2001 and is aimed at students of government schools and children from less-privileged backgrounds, who cannot afford notebooks and other stationery to pursue their education. This is an entirely employee-funded initiative, with an operating cost of nearly ₹50 lakh per annum.

In fiscal 2013, the Notebook Drive team reached out to over 70,000 students across our global locations. Over 1,000 employee volunteers worked beyond office hours to reach out to these students.



Students of a government school in Palashguri, Chirang district, Assam, who benefited from the Notebook Drive



Students presented with school-bags, as part of the Notebook Drive, at a government school in Palashguri, Chirang district, Assam

Sabbatical policy

Many of our high-achieving employees have availed themselves of sabbatical policy to pursue their interests in promoting quality education and social service in India. We support and sponsor programs which are likely to inspire our employees to realize their personal aspirations related to social service. The Sabbatical Policy for Community Service launched in October 2008 enables our employees to get involved in community development projects, while receiving monetary support from us. They can return to their normal work schedules on the successful completion of the projects, within a time frame of six months to one year.

Till date, over 40 employees have availed themselves of this policy, with over one-third of them working in the field of education. We have also instituted an annual employee award for outstanding community achievements.

Promoting scientific endeavors

ACM-Infosys Foundation Award

The Association for Computing Machinery (ACM) – Infosys Foundation Award in Computing Sciences was established in August 2007. It recognizes the personal contributions of young scientists and systems developers to a contemporary innovation that exemplifies the greatest achievements in the discipline. ACM (www.acm.org) is the world's largest educational and scientific computing society, uniting computing educators, researchers and professionals to inspire dialog, share resources and address the field's challenges. The award carries a prize of ₹81,43,500 (1 US \$ = ₹54.29), provided by the Infosys Foundation endowment.

Jeffrey Dean and Sanjay Ghemawat are the recipients of the 2012 ACM-Infosys Foundation Award in Computing Sciences. They led the conception, design, and implementation of much of Google's revolutionary software infrastructure, which underlies the company's web search and indexing, as well as numerous applications across the industry. This technology has been emulated by virtually every major Internet company in the world. Dean and Ghemawat's research describing the scalable infrastructure they created was pivotal to the burgeoning field of cloud computing, which delivers resources over the Internet.

Infosys Science Foundation

In an emerging economy like India, scientific research is one of the most powerful accelerators of growth and development. The Infosys Science Foundation instituted the Infosys Prize with the aim of recognizing some of the finest researchers of Indian origin in the areas of Life Sciences, Mathematical Sciences, Engineering and Computer Science, Physical Sciences, Humanities, and Social Sciences.

Each winner of the Infosys Prize receives a 22-karat gold medallion, a citation certificate and prize money of ₹50 lakh. A total of 25 scientists have been awarded the prize so far since its inception. In order to encourage students to look at research as a career option and understand the level of research being done across fields, the Infosys Science Foundation instituted the Infosys Lecture series in 2011.



Winners of the Infosys Prize 2012, with S. Gopalakrishnan (center), Executive Co-Chairman and Co-Founder, Infosys Limited, and Chief Guest Gro Harlem Brundtland

Client engagement

Over the years, we have consistently harnessed our experience to improve our clients' businesses, and come up with innovative solutions. Aiding the transformation of companies across different sectors through our key offerings helps us remain relevant to the markets we operate in and to our stakeholders. Our strategy continues to be to work with clients to build tomorrow's sustainable enterprise. We connect and collaborate on our competencies to future-proof our clients' businesses to be more predictable, sustainable, profitable and de-risked.

We make use of several avenues to engage meaningfully with our clients. We do this by hosting several major conferences, where we listen to and interact with our clients on issues that concern their areas of business. These conferences provide an ideal setting in which we can forge closer ties with our client base, share thought leadership on emerging business and technology topics, and offer insights from some of the brightest practitioners of business, technology and leadership in the world today.

We host a premier executive-level event annually in Europe and the Americas. Such CXO-level events are complemented by conferences specifically designed for our BPO clients as well as the banking clients of Finacle®. It is through these interactions, as well as those that take place at our Solution Experience Centers, the discussions that take place through social media, and several interactions that take place every day with our clients on their premises, that we listen, co-create and adapt our strategies and offerings to meet their business challenges.

The additional forums that we use for engaging and building relationships with our clients are:

- Customer satisfaction surveys
- Requests for proposals
- Client visits and meetings
- A Sustainability portal on our website, www.infosys.com
- Mailers, newsletters and brochures
- Social media

Customer satisfaction survey

We strongly believe in the need to take corrective action and act responsibly in all our interactions with our clients. Hence, taking regular feedback from our clients during and after the completion of a project is a key objective of our client engagement strategy. Our annual customer satisfaction survey, CSAT, checks our progress on the route to becoming a trusted advisor. The survey also helps us evaluate our experience with our clients over the years, and assess our effectiveness in aligning with our clients' businesses.

The survey 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. The data collection is done through a web survey hosted by an independent organization, which ensures confidentiality.

The survey model focuses on:

- Expectation versus experience — Top three expectations of CXOs and senior-level respondents from our Company
- Focus on client disposition — Measuring experience, and going beyond mere satisfaction
- Comparison against 'best-of-breed' firms — Client-selected benchmark preferred over rating of a predetermined list of firms
- Clustering clients into homogeneous groups — Allows for differential approaches towards clients

A statistical analysis of this data provides us inputs on core, moderate and breakaway client groups, which the account teams use to evaluate the strength of their individual relationships and to design interventions that create a positive and visible impact on our clients. Understanding, analyzing and incorporating changes in our product or service-delivery processes based on the opinions of clients is a key aspect of our continual improvement philosophy. We have multiple approaches to listening to feedback from clients and markets. Various members across levels engage with clients to seek their feedback and inputs on service delivery, product expectations, technology requirements, and the changing role of IT in businesses.

The following is a graphical representation of the average CSAT scores received over the last five years:



Note: The above graph is on a scale of 1 – 7

Engagement-level feedback

This is a mechanism to seek a response on a client's experience of an engagement, which may be a project, ongoing outsourced support, or a consulting-led transformation program. Engagement-level feedback (ELF) is sought on 14 different parameters, covering areas such as service delivery management, the quality of products or services delivered, and the competencies and soft skills involved in the engagement. These parameters are selected according to the service requirements. Feedback is sought multiple times during and at the end of the engagement.

The project team analyzes the feedback and identifies corrective actions. The quality team analyzes the feedback and draws improvement actions at the account level. The process group also analyzes the feedback and identifies improvement plans for the service offering.

ELF is also treated as the lead indicator in our annual client-value survey. Based on the account-level ELF, the client partner and the delivery anchor drive improvement programs for the account. Grievance-handling is built into our client-engagement process, with defined escalation levels.

Client complaints

We provide services to our clients on the basis of individually negotiated contracts. We do not provide services to end-consumers. From time to time, clients may seek to bring claims for breach of contract against Infosys, and in each case, Infosys will assess the claim in the light of the facts of the case. Claims are generally settled after mutual discussions with the client. Some claims may be resolved very quickly, while other more complex cases can take several months to resolve and require intervention by our senior management. However, our Management understands that the frequency and scale of these client complaints is in line with rates common in the industry.

As on date, there are no cases filed by any stakeholder against the Company regarding unfair trade practices, irresponsible advertising and / or anti-competitive behavior in the last five years, and there are no pending cases as on March 31, 2013.

Data privacy and security is an important aspect of our sustainable value chain, and we have in place stringent processes and practices to ensure compliance.

We are certified on ISO 27001 and comply with other industry standards that are applicable to us. The cross-functional Information Security Council headed by a Board member ensures the governance and senior management sponsorship of our compliance measures. As our clients are business enterprises such as banks, retail and telecom industries, as opposed to individual consumers, the scope of privacy and data protection for consumer personal data is often limited to contractual requirements agreed upon with our clients, and subsequently deployed during project execution. It is our clients who translate applicable data protection laws into contractual requirements, wherever appropriate. In fiscal 2013, 49 client instances related to information security were reported. Of these, 24 instances were treated as incidents. As many as 21 incidents have been addressed and closed, and three more have been actionized and are awaiting client sign-offs.

Yearly goals: Progress report

Strategic goals

Sustainability is a continuous process for us, and we monitor our progress on our stated goals at regular intervals. The following table illustrates our work in implementing our strategic sustainability goals, and what we plan to do in the immediate future:

Focus area	Status so far	Status 2012-13	Goals 2013-14
We will pursue frameworks to integrate our business and sustainability goals.	<ul style="list-style-type: none"> We have made our Carbon Goals public and have drawn up a roadmap to achieve them by fiscal 2017. Our sustainability goals have been integrated into the Corporate Scorecard of the Company. Our Sustainability policy has been created and rolled out. The procurement policy covering green and human rights aspects is being deployed at our India-based locations. We will continue to strengthen the organization as a platform for employee engagement on sustainability actions across environment and society. 	<ul style="list-style-type: none"> We have aligned our Human Rights policy to the UNGC principles. As part of our Responsible Supply Chain initiatives, we have started engaging our supply chain contractual staff through training and capacity building on various topics that include their rights at the workplace, health and safety, financial tips, and behavioral competencies. Our Executive Co-Chairman, S. Gopalakrishnan, has been appointed as the new President of the CII. This will help us strengthen the larger ecosystem. We became the first Indian IT company to trade on the NYSE Euronext London. This is a significant step taken towards achieving our vision of being a globally-respected corporation, enabling us to surge ahead to build tomorrow's enterprise. 	<ul style="list-style-type: none"> Integrate sustainability parameters with our business excellence model — the Infosys Scaling Outstanding Performance (iSOP) framework.

Operational goals

The following table gives a break-up of our goals in the areas that we consider critically important in our sustainability journey:

Focus area	Goals for 2012-13	Progress on 2012-13 goals	Goals for 2013-14
Environment			
Carbon	<ul style="list-style-type: none"> We will reduce our carbon intensity by 7% compared to fiscal 2012. 	<ul style="list-style-type: none"> This data is under computation and will be available in our Sustainability Report 2012-13. 	<ul style="list-style-type: none"> We will reduce our per capita carbon intensity by 5% over our fiscal 2013 levels.
Electricity ⁽¹⁾ consumption			<ul style="list-style-type: none"> We will reduce our per capita electricity intensity by 5% over our fiscal 2013 levels.
Renewable energy ⁽¹⁾			<ul style="list-style-type: none"> We will increase the share of our renewable energy by 5% over our fiscal 2013 levels, in our total electricity consumption
Water	<ul style="list-style-type: none"> We will reduce our per capita fresh water consumption by 5% compared to fiscal 2012. 	<ul style="list-style-type: none"> We have reduced our per capita per month fresh water consumption by 14.13% over our fiscal 2012 levels. 	<ul style="list-style-type: none"> We will reduce our per capita fresh water consumption by 5% over our fiscal 2013 levels. We will sequester more fresh water in the ground than we consume in fiscal 2014, through rainwater harvesting strategies. 100% of the waste water will be recycled and consumed on our campuses.

⁽¹⁾ New goals for fiscal 2013-14

Focus area	Goals for 2012-13	Progress on 2012-13 goals	Goals for 2013-14
Solid waste recycling	<ul style="list-style-type: none"> We will implement organic waste recycling plants at two of our India campuses. 	<ul style="list-style-type: none"> A biogas plant at our Mysore campus and the In-vessel Composting system for handling the organic waste generated at our Thiruvananthapuram campus are already in operation. Currently, work is in progress on a biogas plant at our Pune campus and an Organic Waste Converter at our Bangalore campus. 	<ul style="list-style-type: none"> Ensure segregation of waste at source, at all campuses. 25% of organic waste will be treated onsite, by composting or at biogas plants. Our focus will be on minimizing waste going to landfills. At all our construction sites, we will follow GRIHA standards for construction waste management.
Biodiversity	<ul style="list-style-type: none"> We will roll out a comprehensive biodiversity policy across all our India campuses. 	<ul style="list-style-type: none"> The biodiversity policy has been rolled out in fiscal 2013 for all our India campuses. 	<ul style="list-style-type: none"> We will grow 50,000 trees our campuses native to the region in fiscal 2014.
Suppliers			
Supply chain	<ul style="list-style-type: none"> We will train 25% of our suppliers on Responsible Supply Chain practices. We will audit 10% of our suppliers on their Responsible Supply Chain practices. 	<ul style="list-style-type: none"> We have trained 30% of our suppliers on Responsible Supply Chain practices. We have not been able to audit 10% of our suppliers on their Responsible Supply Chain practices. 	<ul style="list-style-type: none"> We will strengthen our supply chain processes to capture sustainability-related information. We will establish a process to audit our critical suppliers on an ongoing basis.
Society			
Education	<ul style="list-style-type: none"> We will train 1,000 faculty and 30,000 students through our Campus Connect (CC) program for engineering colleges. We will co-create electives with 30 engineering institutions as part of our CC program. We will engage with two lakh students through our SPARK program. We will train 15,000 students in non-engineering colleges in Tier-2 and Tier-3 towns in India through our Project Genesis initiative. Through the Infosys Prize, we will identify and reward six of the best researchers and scientists, and establish them as role models to inspire the next generation of researchers in the country. 	<ul style="list-style-type: none"> CC has enabled 1,692 faculty members and 60,809 students of CC engineering colleges. We have co-created and co-taught industry electives with over 40 autonomous institutions We have raised the aspirations of over 1,59,827 students through our SPARK program. The information on Project Genesis is provided in our Sustainability Report 2012-13. We identified seven people from six research categories that an international panel of jurors felt excelled in their area of research work. We promoted their work through media articles and interviews, and through our prize presentation ceremony in New Delhi in January 2013. 	<ul style="list-style-type: none"> CC will train 1,000 faculty members and 25,000 students of CC engineering colleges. We will co-create and co-teach industry electives with around 40 autonomous institutions. We will raise the aspirations of over 20,000 students through our SPARK – RRP and SPARK – CTY programs. Through the Infosys Prize, we will identify and reward six of the best researchers and scientists, and establish them as role models to inspire the next generation of researchers in the country.
Employees			
Sustainable engagement	<ul style="list-style-type: none"> We will educate 100% of our employees and contractors on our sustainability practices. We will strengthen our sustainability volunteer pool by 25% across the organization. 	<ul style="list-style-type: none"> We have rolled out learning interventions for all our employees and contractors through multiple media. We have strengthened our sustainability volunteer pool by 25% across the organization. 	<ul style="list-style-type: none"> We will roll out 'Influence', our volunteer framework integrating our volunteering effort with social leadership competency development.

Glossary

Acronyms	Details
ACM	Association for Computing Machinery
APAC	Asia-Pacific
ASHI	Anti-Sexual Harassment Initiative
BCMS	Business Continuity Management System
BCP	Business Continuity and Planning
CEA	Central Electrical Authority
CII	Confederation of Indian Industry
CITE	Center for Innovation for Tomorrow's Enterprise
COP	Communication On Progress
DCs	Development Centers
EMEA	Europe, the Middle East and Africa
EPM	Enterprise Platform Management
EQoS	Enterprise Quality of Service
HALE	Health Assessment and Lifestyle Enrichment program
HEAR	Hearing Employees And Resolving
HSE	Health, Safety and Environment
HVAC	Heating, ventilation, and air conditioning
IEEE	Institute of Electrical and Electronics Engineers
IGLU	Infosys Gays Lesbians and You
IPCC	Intergovernmental Panel on Climate Change
LEED	Leadership in Energy and Environmental Design
LITMUS	Let's interact on themes that matter to us
NASSCOM	National Association of Software Companies
OHSAS	Occupational Health and Safety Assessment Series
P2V	Physical to Virtual
PACT	Process Awareness program for Contract workers
PSPD	Predictability, Sustainability, Profitability, De-risking model
PUE	Power Usage Effectiveness
RPO	Recovery Point Objective
RTO	Recovery Time Objective
SEC	Securities Exchange Commission
SPS	SharePoint Server
STEM	Science, technology, engineering, and math
STRAP	Annual Strategy and Planning meet
TCO	Total Cost of Ownership
UNGC	United Nations Global Compact
UNHRC	United Nations Human Rights Council
UNIFEM	United Nations Development Fund for Women
VMotion	Virtual Machine Motion
WBCSD	World Business Council for Sustainable Development
WB	World Bank
WEF	World Economic Forum
WRI	World Resources Institute

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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
4. Website	:	www.infosys.com
5. E-mail ID	:	sustainability@infosys.com
6. Financial Year reported	:	April 1, 2012 to March 31, 2013
7. Sector(s) that the Company is engaged in (industrial activity code-wise)	:	Current line of activity of the Company is: Software development, services and consulting; Detailed activity code is 892
8. List three key products / services that the Company manufactures / provides (as in Balance Sheet)	:	Software services
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 the Annual Report 2012-13; pages 87-90
ii. Number of national locations	:	Refer to the Annual Report 2012-13; pages 87-90
10. Markets served by the Company — Local / State / National / International	:	Refer to the Annual Report 2012-13; pages 64-65

Section B: Financial details of the company

1. Paid up capital (₹)	:	₹287 crore
2. Total turnover (₹)	:	₹36,765 crore
3. Total profit after taxes (₹)	:	₹9,116 crore
4. Total spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	:	Refer to the <i>Infosys Foundation</i> section in the Additional information to the Annual Report 2012-13
5. List of activities in which expenditure in 4 above has been incurred	:	Refer to the <i>Inclusive growth</i> section in the Business Responsibility Report 2012-13, and the Additional information to the Annual Report 2012-13

Section C: Other details

1. Does the Company have any subsidiary company / companies?	:	Yes; refer to the <i>Directors' report</i> section in the AR 2012-13, pages 7-8
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 the AR 2012-13; Pages 87-90. Specific details will be shared in the SR 2012-13.
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 the <i>Human rights</i> section in the BRR 2012-13, pages 15-16

Section D: BR Information

1. Details of Director / Directors responsible for BR

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

1. DIN Number : 0 0 0 4 1 6 5 6
 2. Name : S. Gopalakrishnan
 3. Designation : Executive Co-Chairman

b. Details of the BR Head

1. DIN Number (if applicable) : 0 0 0 4 1 4 6 1
 2. Name : S. D. Shibulal
 3. Designation : Chief Executive Officer and Managing Director
 4. Telephone number : 91 080 28520261
 5. E-mail ID : Shibu@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	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes
2.	Has the policy been formulated in consultation with the relevant stakeholders?	Yes	Yes	Yes	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes
3.	Does the policy conform to any national / international standards? If yes, specify (50 words).	BRR page 4	BRR pages 5-6	BRR pages 9-11	BRR pages 12-14	BRR pages 15-16	BRR pages 17-20	BRR page 4	No	No
4.	Has the policy been approved by the Board? Is yes, has it been signed by the MD / owner / CEO / appropriate Board Director?	Yes	Yes	Yes	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	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	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes
6.	Indicate the link for the policy to be viewed online?	Whistleblower policy and Code of Conduct and Ethics can be accessed at www.infosys.com	Available on our intranet	Available on our intranet	No ⁽¹⁾	Available on our intranet	Available on our intranet	No ⁽¹⁾	Available on our intranet	Available on our intranet
7.	Has the policy been formally communicated to all relevant internal and external stakeholders?	Yes	Yes	Yes	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes
8.	Does the Company have an in-house structure to implement the policy / policies?	Yes	Yes	Yes	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes

BRR – Business Responsibility Report

⁽¹⁾ We have various practices established on these principles, but do not have a formal policy document. We plan to bring out such policies within the next one year, as highlighted in Section 2a.

S.No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
9.	Does the Company have a grievance redressal mechanism related to the policy / policies to address stakeholders' grievances related to the policy / policies?	Yes	Yes	Yes	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes
10.	Has the Company carried out independent audit / evaluation of the working of this policy by an internal or external agency?	Yes	Yes	Yes	No ⁽¹⁾	Yes	Yes	No ⁽¹⁾	Yes	Yes

BRR – Business Responsibility Report

⁽¹⁾ We have various practices established on these principles, but do not have a formal policy document. We plan to bring out such policies within the next one year, as highlighted in Section 2a.

2a. If answer to S. No. 1 against any principle is 'No', please explain why (tick up to two options)

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

3. Governance related to BR

Indicate the frequency with which the Board of Directors, Committee of the Board or CEO assesses the BR performance of the Company — Within 3 months, 3-6 months, Annually, More than 1 year. : Refer to the *Commitment to responsible business* section of the BRR 2012-13

Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently is it published? : Yes; refer to the *About the report* section of the BRR 2012-13

Section E: Principle-wise performance

Principle No	Description	Reported	Explanation
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 the <i>Commitment to responsible business</i> section of the BRR 2012-13	Refer to the BRR 2012-13; pages 5-6
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.	Yes; refer to the <i>Sustainable value chain</i> section of the BRR 2012-13	Refer to the BRR 2012-13; pages 7-8
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): i. Reduction during sourcing / production / distribution achieved since the previous year throughout the value chain? ii. Reduction during usage by consumers (energy, water) has been achieved since the previous year?		

Principle No	Description	Reported	Explanation																
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.	Yes; refer to the <i>Sustainable value chain</i> section of the BRR 2012-13	Refer to the BRR 2012-13; pages 7-8																
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.																		
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.	Refer to the <i>Employee well-being</i> section of the BRR 2012-13	Child labor / forced labor / involuntary labor parameters are not applicable to us. Refer to the BRR 2012-13; pages 9-11																
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:																		
	<table border="1"> <thead> <tr> <th>S.No</th> <th>Category</th> <th>No of complaints received during the financial year</th> <th>No of complaints pending as on the end of the financial year</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Child labor / forced labor / involuntary labor</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Sexual harassment</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>Discriminatory employment</td> <td></td> <td></td> </tr> </tbody> </table>			S.No	Category	No of complaints received during the financial year	No of complaints pending as on the end of the financial year	1	Child labor / forced labor / involuntary labor			2	Sexual harassment			3	Discriminatory employment		
S.No	Category			No of complaints received during the financial year	No of complaints pending as on the end of the financial year														
1	Child labor / forced labor / involuntary labor																		
2	Sexual harassment																		
3	Discriminatory employment																		
4.1	Has the Company mapped its internal and external stakeholders?																		
4.2	Out of the above, has the Company identified the disadvantaged, vulnerable and marginalized stakeholders.	Yes; refer to the <i>Stakeholder engagement and Inclusive growth</i> sections of the BRR 2012-13	Refer to the BRR 2012-13; pages 12-14 and pages 22-25																
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?	Yes; refer to the <i>Human rights</i> section of the BRR 2012-13	Refer to the BRR 2012-13; pages 15-16																
5.2	How many stakeholder complaints have been received in the past financial year, and what percentage was satisfactorily resolved by the Management?																		

BRR: Business Responsibility Report

AR: Annual Report

SR: Sustainability Report

Principle No	Description	Reported	Explanation
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?	Yes; refer to the <i>Environment</i> section of the BRR 2012-13	Refer to the BRR 2012-13; pages 17-20
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: a. b. c. d.	Yes; refer to the <i>Proactive advocacy</i> section of the BRR 2012-13	Refer to the BRR 2012-13; page 21
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.	Yes; refer to the <i>Inclusive growth</i> section of the BRR 2012-13, and the Additional information to the AR 2012-13	Refer to the BRR 2012-13; pages 22-25
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 the <i>Client engagement</i> section of the BRR 2012-13	Refer to the BRR 2012-13; pages 26-27; product display and product labeling parameters are not applicable.
9.2	Does the Company display product information on the product label, over and above what is mandated as per local laws? Yes / No / N.A. / 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?		

Contacts

Business Responsibility Report

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For any feedback or queries, write to sustainability@infosys.com

This report contains forward-looking statements characterized by the use of words and phrases such as 'may', 'believe', 'expect', 'continue', 'will', 'forecast', 'estimate', 'target' and other similar expressions. Our business model is subject to uncertainties that could cause actual results to differ materially from those reflected in the forward-looking statements. Such statements are not to be understood as in any way guaranteeing that the expectations would turn out to be accurate. Readers are also cautioned that the risks outlined in the report are not exhaustive and are for information purposes only. Readers are requested to exercise their own judgment in assessing the risks associated with the Company, and refer to the discussions on risks in Infosys' Annual Report available on www.infosys.com and the filings with the U.S. Securities and Exchange Commission. Infosys neither plans nor undertakes to update any forward-looking statements in the report.

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