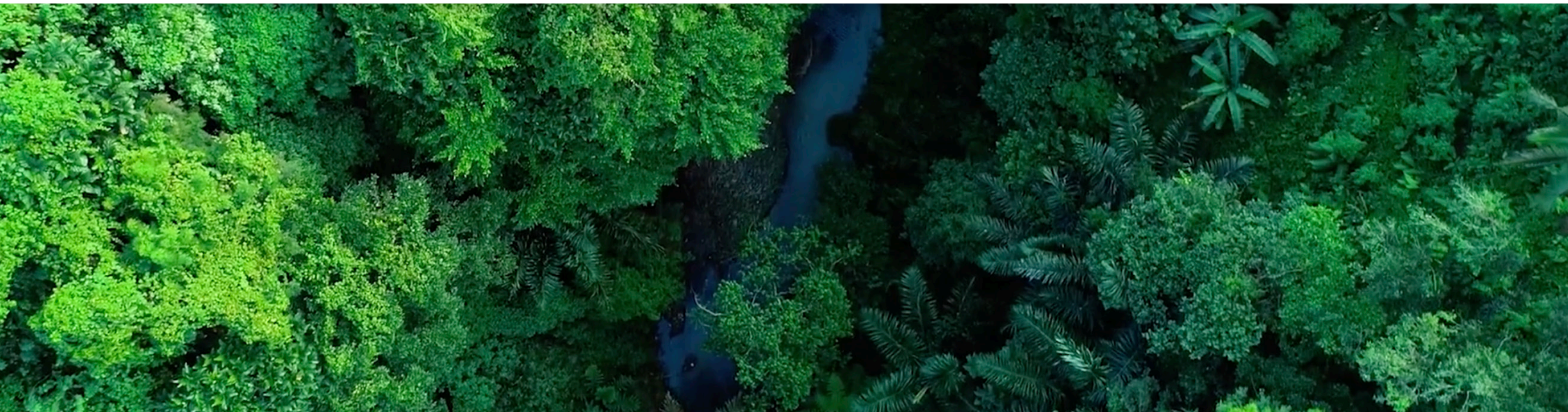




# INSIGHT TO IMPACT

ESG REPORT | 2024-25





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**How to navigate the report**

We bring you the Infosys ESG Report 2024-25 – an interactive PDF that helps you access information easily, to go to another page, section or website. The ESG disclosures consist of the ESG Report 2024-2025 and the ESG Data Book 2024-25 [Click here to access the ESG Data Book](#)

**Document controls**

The bold text on the navigation bar indicates the section you are currently in. You can also go to specific chapters from the Contents page. Some of the links embedded in the content will take you to the Infosys Integrated Annual Report, ESG Data Book, the Corporate Responsibility microsite, and the Foundation websites.

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Print optimized

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## Introduction

As the climate crisis escalates, the call for institutions to act is no longer a nudge - it is a demand. Infosys' journey towards sustainability began in the early 2000s. Over the years, our efforts have created real impact across our value chain, clients, and communities.

Today, there is no doubt that we are in the midst of a global phenomenon, moving towards an AI-first future, and the stakes have never been higher. For us, this isn't just about keeping pace. It is about building AI infrastructure and data strategies that are fair, transparent, and deeply responsible. We are leveraging these capabilities not only to advance our own sustainability goals, but to create enterprise-scale value for our clients in ways that are future-ready and impact-driven.

Sustaining the momentum of carbon neutrality for six years, our next frontier is becoming climate positive in 2030, and we are engineering the path with precision. Backed by our net zero commitment, we are using smart systems to forecast risks, chart the way forward, and take decisive action. In fiscal 2025, at the halfway mark, we share some of these journeys with you in this ESG report, proof of what is possible when purpose meets action, as we continue to move ahead, mining insights to deliver impact.

**We achieved carbon neutrality in 2020.**

**Our next frontier is to become climate positive in 2030, engineering the path with precision.**





## Message from the CFO

Dear stakeholder,

We live and work in the era of Artificial Intelligence. Extreme automation, intensely data-driven decisions, personalization made possible by deep analytics, and intelligent systems mark our experiences at work and outside. Naturally, this also brings with it the need to consider the complexities of data privacy, digital equity, and the ethics of AI. The need of the hour is to harness the opportunity to progress but to do so while being mindful of ESG considerations. With this in mind, we have strengthened our ESG strategy to be more intentional, forward-looking, and purposeful. We undertook a refresh of our ESG Vision 2030 and ambitions thereof to further sharpen our focus. Our purpose – “To amplify human potential and create the next opportunity for people, businesses, and communities” – continues to be our guiding light. A future-ready ESG roadmap is the result, designed to lead responsibly in an increasingly self-running world.

Our organization's core ESG tenets were actively integrated into Infosys' operations and decision-making processes throughout fiscal 2025. This has been widely recognized and applauded.

For the sixth consecutive year, we are carbon neutral across our global operations, by reducing our energy consumption, increasing our renewable energy sourcing, and offsetting our residual emissions through high-quality carbon credits.

We have been recognized as one of the World's Most Ethical Companies, for the fifth year in a row, by Ethisphere.

Infosys also became the first India-headquartered Company to receive Binding Corporate Rules (BCR) approval from EU data protection authorities. This was a significant milestone for us, demonstrating our commitment to data privacy and compliance with EU regulations.

We have reached 13.3 million people with digital skills, including employees, clients' workforce, students, teachers, and communities. 175,000 patients have been onboarded to SightConnect, making eye care more accessible to all.

You will see more details as you join us in reviewing this ESG Report. As always, we invite your feedback.

**Jayesh Sanghrajka**

Chief Financial Officer

Bengaluru

May 31, 2025







## Corporate Overview



### Revenue by geography

REGIONS	2024-25
North America	57.9%
Europe	29.8%
Rest of the World	9.2%
India	3.1%

**292**

No. of offices

**59**

No. of countries

Infosys began its operations in a small apartment office in Pune, India, in 1981. Today, we have offices across six continents.

For details of our global locations, visit

[www.infosys.com/investors/reports-filings/documents/global-presence2025.pdf](http://www.infosys.com/investors/reports-filings/documents/global-presence2025.pdf)



## Our solutions are classified as digital and core

### Digital



Experience



Accelerate



Insight



Assure



Innovate

Infosys  
cobalt

Infosys Cobalt is a set of services, solutions, and platforms for enterprises to accelerate their cloud journey.

Infosys  
topaz

Infosys Topaz is an AI-first offering to accelerate business value for global enterprises using generative AI.

Infosys  
aster

Infosys Aster is an AI-amplified marketing suite that delivers engaging brand experiences, enhanced marketing efficiency, and accelerated business growth.

### Core



Application  
management services



Proprietary application  
development services



Independent  
validation solutions



Support and  
integration services



Infrastructure  
management services



Traditional enterprise  
application implementation



Product engineering  
and management



Business process  
management

### Digital accelerators

Infosys® | Metaverse Foundry

Infosys Metaverse Foundry eases and fast-tracks enterprises' exploration of the metaverse, including virtual and augmented environments, for their customers, workplace, products and operations.

Infosys® | Center for Emerging Technology Solutions

Infosys Center for Emerging Technology Solutions focuses on incubation of NextGen services and offerings by identifying and building technology capabilities to accelerate innovation.

### Key products and platforms

Infosys®  
FinacleInfosys  
equinoxInfosys  
HelixPanaya  
An Infosys company

WINGSPAN

Infosys® | Live Enterprise  
Application SuiteInfosys  
McCamish

Infosys® | Cyber Next

Infosys® | Applied AI

Infosys  
MERIDIANedgeverve  
An Infosys company

Infosys® | Cortex

S T A R  
MORTGAGE SERVICES | AN INFOSYS COMPANY





# Infosys ESG Report 2024-25

Infosys has stayed true to the vision of the founders – to continue to earn the respect of our stakeholders globally. It is no wonder, therefore, that a holistic appreciation of progress – inclusive of the universe of stakeholders from clients to communities, employees, suppliers, investors and the government – has continued to accelerate our collective efforts. This ESG report, together with our other publications, reflect our approach, journey, and outcomes.

## About this report

This report outlines our progress towards ESG Vision 2030 and serves as our annual Communication on Progress (CoP) to the UN Global Compact. It reflects the maturity of our sustainability practices and responds to the evolving expectations of our global stakeholders across environmental, social, and governance areas. Unless specified otherwise, all disclosures cover the operations of Infosys Limited and its subsidiaries.

## Frameworks, guidelines and standards

The disclosures in this Report (including ESG data book) are in accordance with the GRI Standards, 2021 and SASB standards and includes our response to the Task Force on Climate Financial Disclosures (TCFD).

We have also mapped our contribution to the Sustainable Development Goals (SDGs).

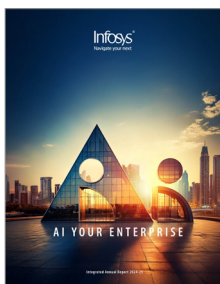
## Approach to materiality

The universe of our material topics on Environmental, Social and Governance (ESG) is complex and multi-layered, one that is deeply intertwined with the value we seek to create through our business for our stakeholders.

[Read more \(link to DMA chapter in this report\)](#)

## Assurance statement

Our ESG disclosures are reviewed and verified internally by Corporate Certifications and Assessments Team (CCAT). Select non-financial sustainability disclosures are assured by Deloitte Haskins and Sells LLP. The Independent Assurance Statement is available as part of the [ESG Data Book](#). [\(link to ESG databook\)](#)



Infosys Integrated  
Annual Report 2024-25



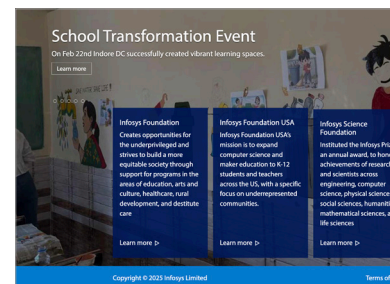
Infosys Foundation  
Report 2024-25



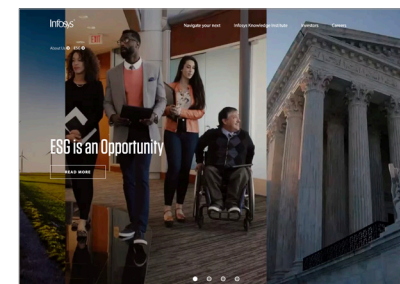
Infosys ESG Data Book 2024-25



Infosys ESG Vision 2030



Infosys Corporate Social Responsibility  
Microsite



Infosys ESG Microsite



## ESG Highlights

**Carbon neutral**  
**6 years in a row**



**29.7**  
**million sq.ft.**  
of the highest-level  
green certified  
space



**77.7%**  
of electricity  
for our India  
operations comes  
from renewable  
sources



**13.3 million**  
people reached  
with **digital skills**,  
including employees,  
clients' workforce,  
students, teachers,  
and communities

**15,200+**  
fresh graduates  
hired globally

**9 million+**  
registered users  
on **Infosys**  
**Springboard**,  
India



**20,000+**  
members across  
**11 countries** on  
**InfyTribes**, Infosys'  
employee community  
building platform

**1,30,000+**  
volunteering hours  
via **InfyCares**,  
34,000+ employees  
participated across  
21 locations

**125 million+**  
lives impacted  
through **Tech for**  
**Good** initiatives

**1,75,000**  
patients onboarded  
to **SightConnect**,  
making eye care  
more accessible to all

**39%**  
women in the workforce

**Global Top**  
**Employer 2025**  
in 22 countries for best-  
in-class HR practices  
and processes

**1,500+**  
Infosys Knowledge  
Institute assets



**World's most**  
**ethical**  
**Company**  
recognized by  
Ethisphere, for the 5th  
consecutive year

**100+**  
client living labs

**823**  
patents in the portfolio  
(granted/pending)

**Binding**  
**Corporate Rules**  
First India-headquartered  
Company to receive approval  
from EU data protection  
authorities

**ISO 42001:2023**  
certified for AI management  
systems

**ISO 27001:2022**  
certified for information  
security management

**ISO 14001:2015**  
certified for environment  
management

**ISO 14068-1:2023**  
certified for carbon  
neutrality

**ISO 27701:2019**  
certified for privacy  
information management

**ISO 45001:2018**  
certified for occupational  
health & safety management

**ISO 22301:2019**  
certified for business  
continuity management

**ISO 50001:2018**  
certified for Energy  
Management System



**CDP Climate**  
**leadership**  
**9 years**  
**in a row**

**100%**  
recycling of  
wastewater

**40 lakes**  
across our campuses,  
holding 430 million  
liters of rainwater  
storage capacity

**409**  
deep injection wells  
with a recharge  
capacity of over 20  
kiloliters

**98%**  
of waste diverted  
from landfills

**2,72,000+**  
rural families  
across India  
continue to benefit  
from our carbon  
offset programs



**273**  
suppliers engaged to  
enhance their climate  
performance

## ENVIRONMENT

## SOCIAL

## GOVERNANCE





## Our ESG Priorities

### Every view matters

Infosys has a presence across multiple geographies, industries, services and products. The universe of our material matters is complex and multi-layered, one that is deeply intertwined with the decisions we implement and the value we seek to create through our business. Within the domains of E, S and G, we are constantly thinking about issues in an ever-changing and dynamic world and preparing for them.

In 2020, we undertook a review of the progress we made over the past decade on our sustainability goals and developed the lens further in a more practical and comprehensive manner, to broaden our ESG focus and rank our priorities in order of their importance to our business and our stakeholders.

### Our approach

We determined our most material issues through a data-driven and consultative exercise. Material topics were shortlisted and prioritized based on their impact on our stakeholders and our business.



**External stakeholder consultations, global frameworks, mega trends, and peer benchmarking**

- Investor priorities through investor surveys
- **Global indices reporting and assessment frameworks, thought papers<sup>1</sup>, and partnerships with global organization<sup>2</sup>**
- Peer benchmarking in the IT industry
- Media and public opinion, using AI tools for insights

- **Regulatory landscape** in jurisdictions relevant for Infosys
- **Broader stakeholder consultations**
- **Specific ESG impact areas in geographical and service line contexts in relation to mega trends**

- Benchmarking against best practices among peers in IT and other industries



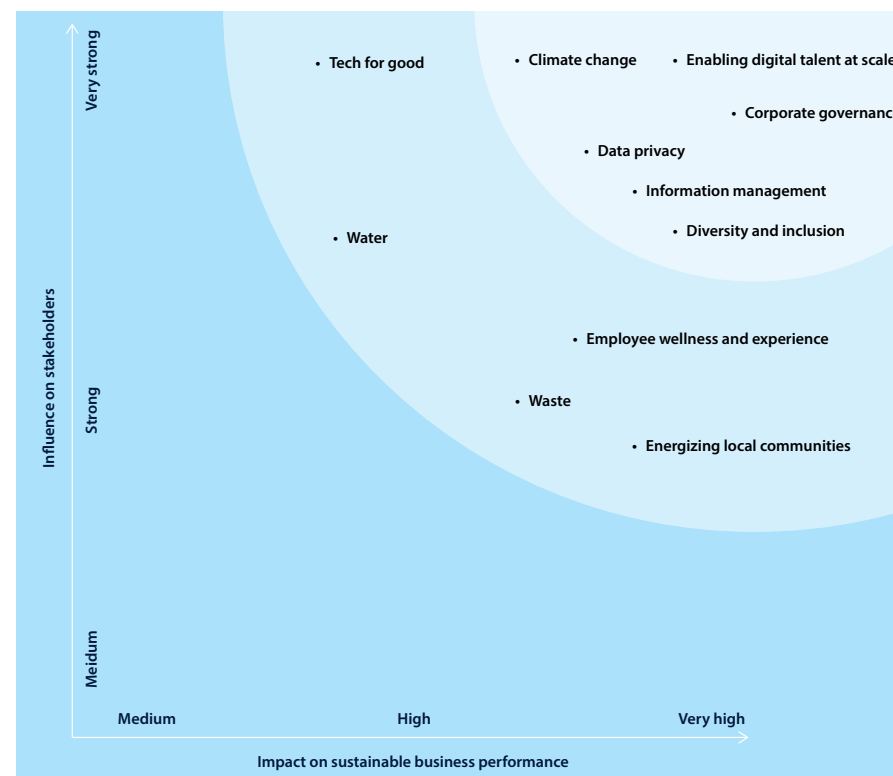
**Internal stakeholder alignment**

- **Belief audits** with the Management to understand priorities

- Employee engagement surveys, focus group discussions and Interactions

### Materiality matrix based on GRI framework

The ESG committee of the Board also approves the continued relevance of material matters encompassing the views of our stakeholders on an annual basis.



### Stakeholder engagement

We identify and prioritize our stakeholders based on the impact of the Company on the stakeholders and the ability of the stakeholder groups to influence the functioning of the Company. As part of the materiality assessment, we have identified six key stakeholder group: Investors / shareholders, clients, employees and sub-contractors, suppliers / partners, government / regulators, and the community.

<sup>1</sup> World Economic Forum ([www.weforum.org/whitepapers/toward-common-metrics-and-consistent-reporting-of-sustainable-value-creation](http://www.weforum.org/whitepapers/toward-common-metrics-and-consistent-reporting-of-sustainable-value-creation))

<sup>2</sup> Ellen McArthur Foundation ([www.ellenmacarthurfoundation.org](http://www.ellenmacarthurfoundation.org))



## ESG Vision 2030 Refresh

Being the mid-point in our journey to realize our ESG Vision 2030, 2025 was a good time to reflect on our progress while reviewing our material topics for their continued relevance to growing stakeholder expectations. This detailed exercise resulted in crafting our roadmap towards a climate positive future where we envisage being net zero in 2030 while staying true to our commitment to be carbon neutral every year. Our digital skilling efforts are now focused on enabling skilling for

jobs while we amplify communities through Tech for Good initiatives, job creation, and CSR efforts including employee volunteering, healthcare interventions, and women's empowerment. We will nurture workplace inclusivity while aiming to be the employer of choice in the regions we operate. Our commitment to responsible governance remains steadfast as we shape thinking in data privacy and information management and lead best practice.

Our refreshed ESG Vision 2030 ambitions came into effect starting April 1, 2025.

## Double Materiality Assessment

This year, we undertook a double materiality assessment in advance of our reporting commitment to the Corporate Sustainability Reporting Directive (CSRD). We leveraged our Global Reporting Initiatives (GRI)-based material topics to identify material sustainability-related matters using the double materiality framework guided by recommendations of the European Financial Reporting Advisory Group (EFRAG), marking a key milestone in the advancement of our readiness towards compliance with EU CSRD. The double materiality assessment identified ESG matters that are material to Infosys based on potential and actual Impacts, Risks, and Opportunities (IROs). We will continue to monitor the directive and revisit our double materiality assessment to ensure it reflects evolving regulatory requirements as well as changes to our business.

## Our approach

We adopted a research-backed consultative approach grounded in analytics. Material ESG matters were seeded and ranked based on criteria defined for impact materiality – the positive and negative ESG-related impacts connected to the business – and financial materiality – the ESG-related financial risks and opportunities.



### 1. Value chain identification

Our value chain encompasses the activities, resources and relationships used and relied on to deliver our services. Identifying and mapping Infosys' value chain was the foundation in the double materiality assessment process. This helped us identify where the most significant ESG IROs occur in our operations, and across our upstream and downstream value chain. Our key upstream partners include IT & services and manpower suppliers, while our customers are the key downstream partners.

### 2. Determine ESG matters

We considered all ESRS-relevant sustainability topics, sub-topics, and sub-sub-topics. Further, we identified relevant ESG matters across our value chain through a comprehensive review of our existing ESG priorities, our Enterprise Risk Management (ERM) system, key priorities for stakeholders, and other evolving priorities in the sector.

### 3. Identify impacts, risks and opportunities

Built on the list of previously identified ESG matters material to Infosys, we developed a list of IROs, to be further used as the base for the double materiality assessment. To ensure we fully integrated the financial and risk perspective, we considered the enterprise-wide risk register results as part of the process. Further, we reviewed several industry reports as well as academic research papers.

### 4. Stakeholder engagement

In carrying out the double materiality assessment, engagement with stakeholders both internal as well as external has helped us prioritize the IROs. We have identified and

prioritized our stakeholders based on those who might be impacted by our activities and those who could influence our functioning. As part of the materiality assessment, we have identified six key stakeholders: employees and sub-contractors, clients, investor/shareholders, suppliers/partners, government/regulators, and communities. Due to the diverse nature of the stakeholder groups, we use different channels of consultation and engagement regarding a range of topics, including ESG. For the double materiality assessment, we refined our list of identified IROs through consultations with internal stakeholders, including the ESG Ambition owners and the ESG Council.

### 5. Determine impact and financial materiality

We used an average scoring approach, and the impacts were assessed based on their scale, scope, irremediability (in the case of negative impacts) and likelihood; and risks and opportunities on their magnitude and likelihood. The likelihood was calculated only for material IROs.

**Impact materiality score:** The procedure to establish impact materiality was principally aligned with the European Financial Reporting Advisory Group's (EFRAG) implementation guideline, assessing scale, scope and irremediability. For scale, we assessed the size of the impact on the environment and people; for scope, its reach or geographical span, and, where applicable, irremediability scores considered efforts that might be needed to remediate our negative impacts.

**Financial materiality score:** The risks and opportunities were assessed based on their





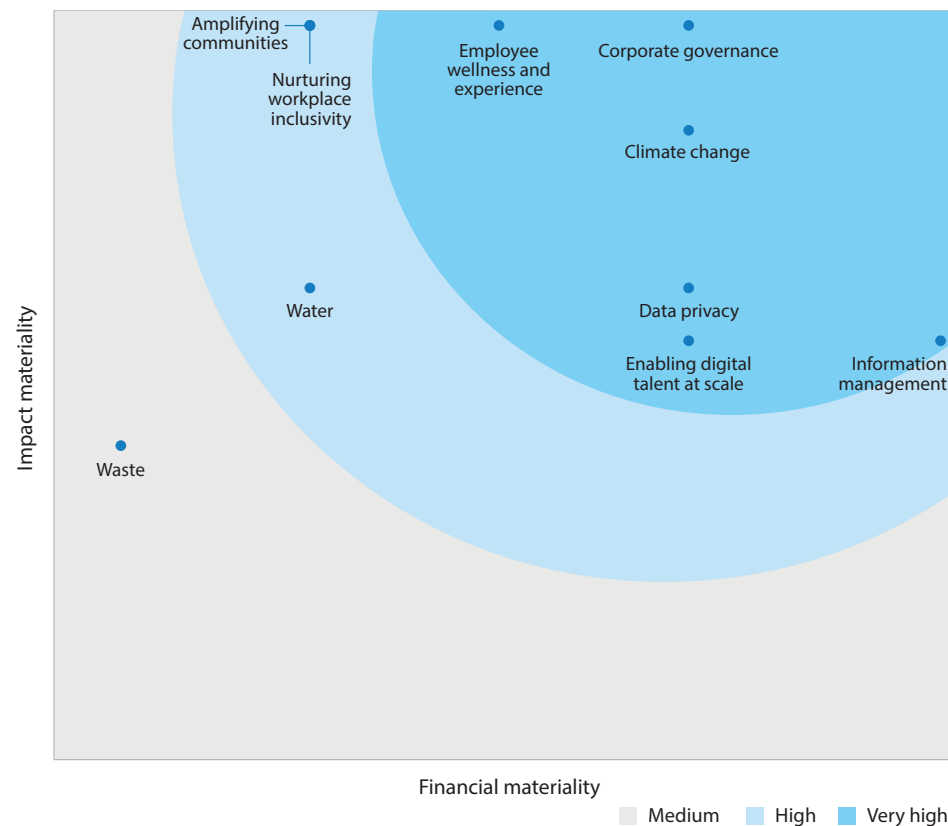
likelihood of occurrence and the potential magnitude of their financial effects in the short-, medium- and long-term. The likelihood was assessed on the probability of the risk or opportunity materializing (e.g., almost certain, likely, possible, unlikely), while magnitude was based on the significance of the financial effect if this risk or opportunity were to materialize (e.g., above or below the threshold). The procedure to determine financial materiality was fundamentally aligned with Infosys' enterprise risk management framework.

**Threshold** was selected using a qualitative and quantitative method, based on the topic's alignment with Infosys' strategy and risk approach, continuity with previous materiality assessments, and relevance of the information to the value chain partners.

#### 6. Finalize material matters and reporting obligations

The preliminary results of IRO scores were aggregated, deliberated, and validated at workshops with ESG Ambition leaders at Infosys and by the ESG Council. The workshops were conducted to include a top-down perspective and prevent subjective bias. We analyzed all the impacts and financial results to build a prioritized list of material matters. We defined the threshold for prioritization to highlight ESG matters that came extremely high on either an impact or financial perspective or both. We mapped the material IROs to the existing GRI disclosures and applicable ESRS data points.

#### Materiality matrix based on DMA



#### Outcomes

The double materiality assessment principally endorsed our previously identified ESG priorities.

With the increasing integration of Artificial Intelligence (AI) across the value chain and emerging AI regulations, we incorporated impacts, risks and opportunities arising due to AI as part of the assessment. For e.g., evolving frameworks and regulations for AI leading to compliance challenges, and leveraging generative AI advancements in climate solutions, etc.

During this assessment, we recognized a substantial overlap between two previously distinct priority topics – Tech for Good and Energizing Local Communities. Since both are interlinked in terms of underlying drivers and relevance to Infosys, we made the strategic decision to merge these into a single theme – Amplifying Communities.



# Environment

## Vision

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

Adopt, invent and spread smarter ways to mitigate greenhouse gases (GHG) emissions, reduce energy consumption, manage water and waste. To make our planet stronger by consistently embracing clean tech in our operations and client solutions, thereby minimizing the impact on nature.







## Performance on Environmental Goals

### Environment vision 2030

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

#### Material Topics

#### Ambitions

#### Progress in fiscal 2025



##### Climate Change

- Maintaining carbon neutrality across Scope 1, 2 and 3 emissions every year
- Reducing absolute scope 1 & 2 greenhouse gas (GHG) emissions by 75%<sup>1</sup>
- Reducing absolute Scope 3<sup>2</sup> GHG emissions by 30%<sup>3</sup>
- Engaging clients on climate actions through our solutions

- Carbon neutral across Scope 1, 2 and 3 emissions
- Reduced Scope 1 and 2 GHG emissions by **71%** over the BAU scenario
- Reduced absolute Scope 3 emissions by **24.1%** over the 2020 baseline
- Achieved leadership status on ESG by various analysts like HFS



##### Water

- Maintaining 100% wastewater recycling every year

- 100% of the wastewater in our campuses is recycled
- Our Bengaluru campus was awarded water positive certification under the NITI Aayog water neutrality guidelines in FY25



##### Waste

- Ensuring **zero waste** to landfill

- Diverted **98%** of waste from landfill

<sup>1</sup> This will be measured annually against the Business-as-Usual (BAU) scenario, which refers to regular operations without interventions such as renewable power or energy conservation initiatives.

<sup>2</sup> Business travel, employee commute, and transmission and distribution losses.

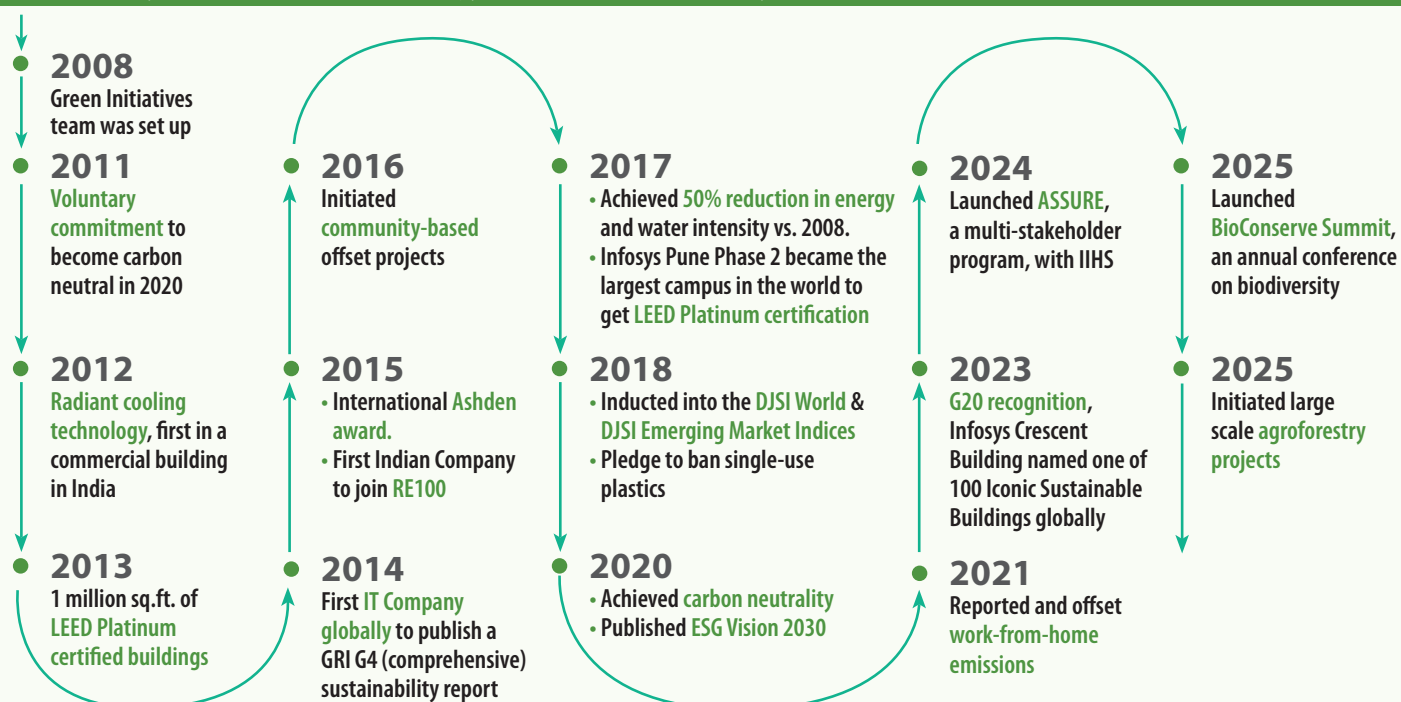
<sup>3</sup> Measured against the 2020 baseline; includes business travel, employee commute, and transmission and distribution losses.



## Infosys' pledge: Climate Positive in 2030

Infosys recognizes that climate change is more than an environmental challenge—it is a fundamental issue that affects economies, communities, and the way we live and work. As our business expands across regions, we are aware that growth goes hand in hand with responsibility. Expansion brings with it increased carbon emissions, resource consumption, and environmental pressure. That is why, we have embedded sustainability into the core of our operations through smarter design, adoption of clean energy, carbon offset initiatives, and biodiversity enhancement programs. Our ambition doesn't stop at mitigation. We are working towards climate positivity, aiming to restore more than we consume, and contribute actively to the health of our ecosystems and communities. We are implementing large-scale agroforestry projects across several states in India. This shift towards climate positivity reflects our belief that the true measure of success lies not only in growth, but also in how much we give back. By aligning our business strategy with climate resilience and long-term environmental stewardship, we are building value—for our stakeholders, society, and future generations.

### Infosys' climate positive strategy builds on the Company's achievements over the last two decades



### Our journey



## 2020

We achieved carbon neutrality across Scope 1, 2, and relevant Scope 3 emissions, the first global IT services Company to do so, 30 years ahead of the Paris Agreement timeline



## 2025

Marks our sixth consecutive year of sustaining carbon neutrality — a legacy built on pioneering energy efficiency, renewable energy integration, and large-scale offset projects

Our carbon neutrality is certified against ISO 14068-1, an international standard that provides Principles, Requirements, and Guidance for achieving and demonstrating carbon neutrality.

**Infosys Carbon Neutrality Declaration:** Carbon neutrality of global operations achieved by Infosys in accordance with ISO 14068-1



## VISION 2030

Move beyond offset-driven neutrality to becoming climate positive



## Two pathways, one ambition

Our approach to becoming climate positive focuses on transformational actions that address emissions at their source, leveraging innovative technologies and collaborative ecosystems. Two key pathways enable us.

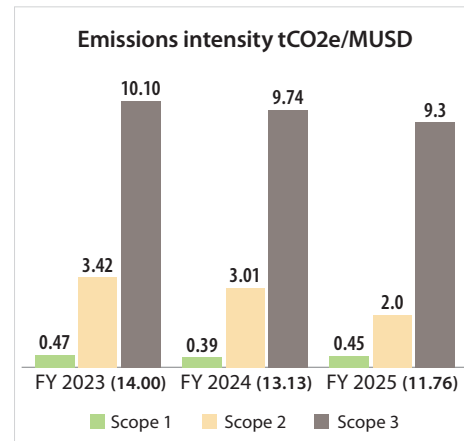
Emissions intensity  
11.76 tCO<sub>2</sub>e/MUSD Revenue

### Institutional Climate Action

By driving change across our operations, we aim to create a positive, scalable impact. Through granular emissions analysis across multiple areas, we have developed targeted, innovative solutions to drive meaningful reductions and make significant strides towards our climate positive ambitions.

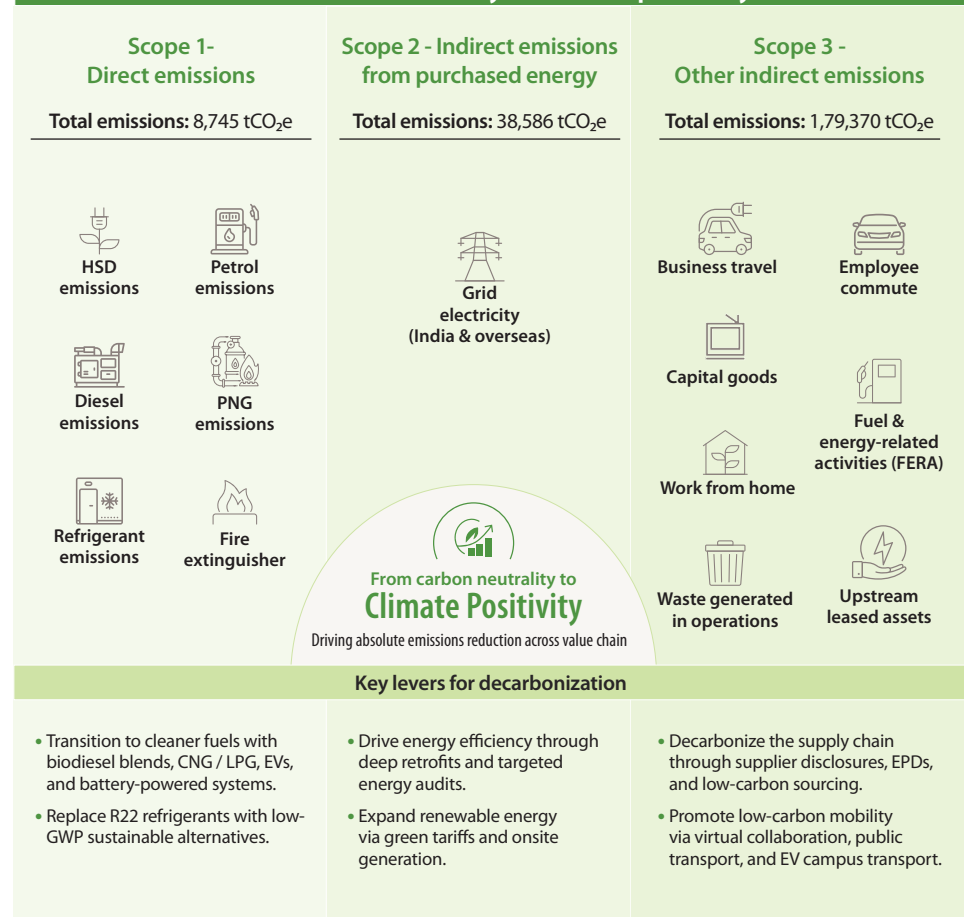
### Ecosystem Transformation

By enabling our suppliers and impacting the communities we are associated with, we proactively engage across the value chain. We advocate for ecosystem-wide transformation by building awareness, sharing knowledge, and uniting diverse stakeholders to accelerate collective progress.



Infosys Kolkata campus

### From carbon neutrality to climate positivity







## Greener by design: Reimagining infrastructure and buildings

Globally, buildings contribute nearly 40% of GHG emissions. For Infosys, they represent the most energy-intensive asset class, and therefore, the most powerful lever for emissions reduction. All new developments are designed to achieve the highest level of **LEED certifications**, with over 29.7 million sq. ft. of green-certified buildings already operational. From design to operation, we adopt a lifecycle approach to emissions, maximizing efficiency at every stage. By integrating low-carbon strategies into design, material selection, and construction practices, we create buildings that are resource-efficient.

### Greener cooling

Solidifying its ongoing commitment to sustainability and innovation, Infosys continues to adopt advanced technologies that reduce environmental impact and optimize operational efficiency. Our **Indore campus** is now home to **Hydrofluoroolefin (HFO)**



HFO Chiller, Infosys Indore campus

**magnetic chillers**, marking a significant step in climate-conscious cooling. HFOs offer a responsible alternative to traditional refrigerants, while magnetic chiller technology boosts energy efficiency and reduces operating costs. Building on this success, Infosys plans to expand the use of HFO chillers to its Noida and Hyderabad campuses. In parallel, all critical air-conditioning units at the Bengaluru campus have been upgraded to R-22-free systems.

### Water-efficient construction

We also emphasize resource conservation during construction, by using water-efficient curing compounds that reduce consumption and environmental load.

Post-tensioned (PT) slabs decrease concrete and steel use, cutting embodied carbon and enhancing

## Other green initiatives

### Low-carbon concrete mixes:

By replacing up to 50% of Portland cement with **Ground Granulated Blast Furnace Slag (GGBFS)** and fly ash, we have reduced over 7,990 tonnes of CO<sub>2</sub>e in a single project.

**Sustainable materials:** Manufactured sand and recycled steel reduce reliance on virgin resources while maintaining structural integrity.

### Eco-friendly façades:

We use ORAE Glass (70% recycled content) and Hydro CIRCAL 75R aluminum, which has 54% lower carbon emissions than conventional glass.

## Reducing embodied carbon

Infosys continues to embed lifecycle thinking into the design and construction of its campuses, ensuring that our built infrastructure aligns with our climate goals. In FY 2023-24, we undertook cradle-to-grave Life Cycle Assessments (LCA, A1–C4 stages) for new buildings in our Pune, Hyderabad, and Bengaluru campuses to measure embodied carbon and identify optimization opportunities across the building lifecycle.



Infosys Pune campus

The assessments revealed that the highest environmental impact occurred during the product stage (A1–A3)—driven primarily by emissions from concrete and reinforced steel used in horizontal structures such as beams and slabs. For instance, embodied carbon intensity ranged from 616 to 651 kg CO<sub>2</sub>e/m<sup>2</sup>, with concrete and steel accounting for up to 80% of material-related emissions in some sites. To mitigate this, we piloted multiple material optimization strategies. In Hyderabad, replacing 50% of cement with GGBFS reduced embodied carbon intensity by 15.8%. In Pune, using 30% recycled content in concrete and 15% in steel reinforcements achieved a total reduction of 11.2%.

Looking ahead, we are exploring further interventions such as high-recycled-content aluminum façades, low-carbon glass, increased fly ash in AAC blocks, and emerging low-impact alternatives like agrocrete and green steel.

## ISO 50001:2018 certification

As a demonstration of our commitment towards environmental stewardship and driving positive outcomes, we implemented an Energy Management System and achieved ISO 50001:2018 certification for our Bengaluru and Mysuru campuses during the year. We plan to continue improving our sustainability initiatives by including other locations in the certification process in a phased manner. This has enabled us to focus our efforts on improving energy efficiency, energy performance, and energy consumption.

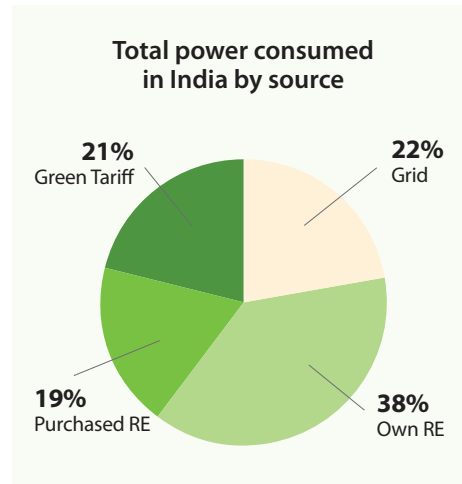


structural efficiency. Ready-mix or gypsum plasters ensure quality, reduce waste, and lower emissions through controlled application. Through these integrated efforts, we are not just building sustainably—we are redefining what responsible construction looks like in a net zero future.

### Renewable energy

Infosys was the first Indian Company to pledge commitment to RE100 in 2015. Over the years, we have ramped up our efforts towards our renewable energy goals. We source renewable energy through a diversified mix of captive solar plants, onsite installations, and strategic green energy procurement mechanisms.

- Infosys operates captive renewable energy plants with a combined capacity of 60 megawatts (MW), which form a significant component of our clean energy mix. These plants play a pivotal role in reducing our dependence on grid electricity and ensuring a steady, self-sustained supply of green power across key campuses.
- To further scale our renewable energy portfolio, we are actively leveraging Power Purchase Agreements (PPAs) and procuring green power through government-supported green tariff mechanisms offered by Distribution Companies (DISCOMs). These arrangements are instrumental in expanding our access to clean energy beyond our own generation capacity.
- In addition, we have made extensive investments in rooftop and ground-mounted solar photovoltaic (PV) systems across our infrastructure. These installations are now present in 100% of our owned campuses. This wide deployment of onsite



solar assets not only contributes to meeting our operational energy needs sustainably but also reinforces our long-term commitment to decentralized, low-carbon energy generation.



Solar PV Installation, Infosys Hyderabad campus

### Advancing energy performance

Integrating sustainability in every aspect of our building portfolio is helping create workplaces where employees can work, collaborate and innovate in the most energy-efficient environments possible. While our buildings over the years have demonstrated an Energy Performance Index (EPI) of 75 kWh/m<sup>2</sup>/year, our greenfield projects across India are now being designed for an EPI of 60 kWh/m<sup>2</sup>/year, one of the lowest in the IT services sector, pushing the boundaries of energy efficiency further. This performance is made possible through passive design strategies such as orientation, solar shading and insulation, innovative radiant cooling, efficient equipment and automation.



Infosys Hyderabad campus

### Carbon neutral across Scope 1, 2 and 3 emissions

### Awards

**Asset ESG Corporate Awards 2024: Infosys won the 'Platinum Award for Excellence', 'Best Initiative for Environmental Responsibility'**

**Infosys was awarded the Sustainability Champion of the Year Award at the FICCI Young Leaders Awards 2024**



**Best Sustainable Workplace Design of the Year Award in the "Large Segment" category for SDB-7 building of Hyderabad, Pocharam campus**





### Approach to tackle Scope 3

Tackling Scope 3 emissions is critical to Infosys' journey towards becoming climate positive. Our strategy goes beyond measurement by focusing on supplier collaboration, low-carbon procurement, sustainable employee mobility, and circularity in operations. From business travel to capital goods and work-from-home emissions, we are embedding climate action across our extended ecosystem with a focus on emissions in the following categories:

- Sustainable mobility
- Business travel
- Waste
- Work from home
- Upstream leased assets
- Transmission and distribution loss
- Capital goods

#### Sustainable mobility

Employee transportation accounts for a significant portion of our indirect emissions. At our Bengaluru headquarters, we are collaborating with local authorities to extend metro connectivity to our campus while promoting public transport alternatives. Our comprehensive commute survey provided valuable data on travel patterns, enabling targeted emission reduction strategies. We have introduced EV buses for employee commute and installed 1,325 EV charging points across campuses, powered by renewable energy.

#### Business travel

We are actively addressing travel emissions through multiple initiatives, implementing flexible work policies to reduce travel needs, promoting



carpooling and public transport, and transitioning to an electric vehicle fleet. Enhanced tracking methodologies now capture all transportation modes for more accurate emissions reporting. These measures not only lower our carbon footprint but also contribute to solving urban challenges like traffic congestion.

#### Waste

Our comprehensive waste strategy focuses on reduction, reuse and recycling, resulting in waste emissions dropping in FY25. Through facility-wide segregation programs and employee engagement initiatives, we have significantly increased recyclable material recovery while minimizing landfill waste. Digital transformation efforts have further reduced paper consumption across operations.

#### Work from home

With remote work now prevalent, we have implemented policies and training to reduce its environmental impact, which has enabled us to achieve a reduction in work-from-home emissions this year. Energy efficiency guidance

for home offices and virtual collaboration tools help minimize our remote work footprint while maintaining productivity.

#### Upstream leased assets

We rigorously assess landlords and partners to ensure leased properties meet our stringent sustainability standards. Advanced building management systems and energy-efficient technologies are deployed to minimize energy consumption across all leased spaces.

#### Transmission and distribution losses

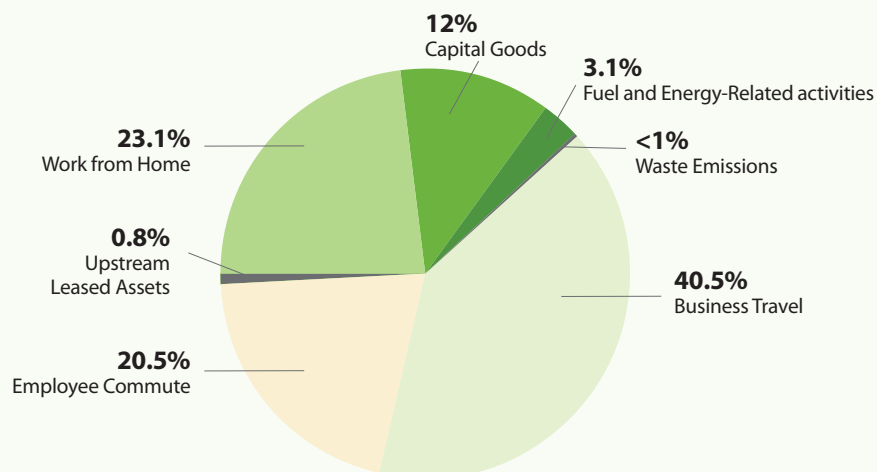
Through operational optimization and partnerships with energy providers, we are improving grid efficiency to reduce transmission losses. Energy conservation measures across all facilities complement these efforts to minimize our electricity footprint.



#### Capital goods

Our sustainable procurement framework evaluates suppliers based on environmental performance, prioritizing durable, recyclable products. This approach has already yielded reductions in capital goods emissions this fiscal year while promoting circular economy principles.

Scope 3 breakdown (in tCO2e)







### Value chain decarbonization: A collaborative climate strategy

With nearly 30% of our emissions linked to capital goods, decarbonizing our supply chain is a key priority. Infosys engages a wide range of partners, including OEMs, aggregators, contractors, and consultants, to tackle Scope 3 emissions through measurement, and more so, by driving behavior change, building capacity, and raising climate ambition. Through strategic collaborations, we are advancing low-carbon, sustainable practices across our value chain.

#### Engaging suppliers

As climate-related performance becomes a competitive differentiator, clients increasingly include Infosys' climate credentials in Requests For Proposals (RFPs) and procurement decisions, reflecting the market-wide pivot towards sustainable partnerships. Infosys is committed to raising this bar within its own supply chain, ensuring that suppliers not only meet compliance requirements but actively contribute to emissions reduction. Our approach is guided by an integrated climate governance framework. Together, these measures are creating a supplier ecosystem that is climate-resilient, regulation-ready, and future-facing, reflecting Infosys' vision of shared sustainability leadership.

In FY 2024, Infosys launched a strategic initiative to accelerate decarbonization in its supply chain, focusing on key IT hardware manufacturing suppliers, prioritized by spend. This initiative focused on securing detailed, forward-looking decarbonization roadmaps from these partners.

#### Three critical pillars of Value Chain Decarbonization

##### Formalized Emissions Reduction Plans

Encouraging suppliers to establish clear, SBTi-aligned targets and structured action plans

##### Enhanced Procurement Practices

Embedding sustainability into sourcing criteria to drive environmentally responsible purchasing decisions

##### Strategic Supplier Engagement

Creating continuous engagement channels for knowledge exchange, performance monitoring, and joint innovation on low-carbon solutions



A session with our supply chain partners

In FY25, Infosys engaged 273 suppliers in the Carbon Disclosure Project (CDP) Supply Chain program. Suppliers were categorized based on the maturity of their climate-related practices and disclosures. We supported them through webinars, training on GHG accounting and SBTi alignment, one-on-one mentoring, and best practice sharing. As a result, 55% of disclosing suppliers began or enhanced their climate strategies.

Through strategic collaboration, we are advancing low-carbon, sustainable practices across our value chain.



Infosys receiving an award from CDP on supply chain engagement



### Carbon offsets and clean energy access

Since 2016, Infosys has actively pursued impactful carbon reduction projects across India, focusing on energy access for rural communities. Through 10 ongoing initiatives, including improved cookstoves and household biogas systems, we are delivering cleaner, more efficient energy to over 2,72,000 families, transforming lives and reducing emissions. We observed our biogas projects empower women in rural India, who utilize biogas slurry to cultivate thriving kitchen gardens and vegetable farms, enhancing food security and generating income. Such successes across numerous villages underscore the multifaceted

positive impact of our energy projects on farming communities.

### Moving towards greater environmental impacts

To further our positive impact on the environment through our projects, we recognize that a comprehensive climate strategy necessitates removing existing carbon dioxide from the atmosphere. This understanding has led us to strategically integrate agroforestry projects into our climate action portfolio. Recognizing the challenges posed by traditional farming practices and climate change—including soil degradation,

reduced productivity, and economic instability for small and marginal farmers—we are committed to fostering sustainable agricultural practices that directly remove CO<sub>2</sub> from the atmosphere through carbon sequestration.

Agroforestry, by integrating trees, shrubs, and crops, offers a transformative approach to enhance ecosystem services, diversify income streams, and climate-proof farm livelihoods. These projects will directly contribute to the removal of atmospheric CO<sub>2</sub>.

Our proposed multilayer agroforestry initiatives

aim to restore degraded lands and uplift rural communities through sustainable agricultural practices. We commenced the agroforestry projects in FY2025 and planted about 4,07,000 saplings. By embracing agroforestry projects, Infosys is reinforcing its commitment to long-term sustainability, creating resilient communities, and directly contributing to the removal of atmospheric CO<sub>2</sub>, complementing our ongoing efforts to reduce our operational footprint. This strategic evolution from emissions reduction to CO<sub>2</sub> removal underscores our dedication to comprehensive climate action.



Household biogas unit



Sapling distribution center, Anantapur district, Andhra Pradesh



Saplings planted as part of the agroforestry project in Andhra Pradesh





## Ecosystem transformation

Infosys has undertaken several initiatives to address Scope 1, 2, and 3 emissions, including collaborating with suppliers to ensure compliance and drive emissions reduction. We are also committed to leading the advocacy of ESG initiatives.

### Infosys Mysuru Campus hosts the annual Solar Decathlon

#### Driving Net-Zero Building Innovation through grassroots involvement

Infosys Mysuru hosted the Solar Decathlon India (SDI) 2024, the world's largest net-zero building challenge, to foster community driven innovation for climate action.

The event empowers students to co-create net-zero, climate-resilient building solutions by collaborating with industry experts on real-world projects. By backing SDI, Infosys champions grassroots innovation and helps shape the next generation of climate-conscious professionals.

At the 2024 event, over 650 students, faculty, and mentors engaged through exhibitions,

presentations, and campus tours. Infosys leaders also served as jurors, awarding the Climate-Smart Innovation Award, reaffirming the Company's role in advancing community-led climate solutions.

- 120 industry representatives interacted directly with the student finalists, reinforcing their roles as future leaders in the net-zero movement.
- 37 net-zero energy and water building and product solutions were presented at the event.
- 12 industry innovations addressing climate change were exhibited to 750 attendees at the event.



### Nurturing Nature in Cities: BioConserve Summit 2025

Biodiversity is a vital indicator of ecological health, and its preservation demands collective action to create refuges in urban settings. Urban campuses can play a crucial role by acting as catalysts for sustainable development and forming a new class of conservation zones beyond protected areas and reserved forests. Our Mangaluru campus stands as a testament to this commitment.

The first BioConserve Summit 2025 was hosted by Infosys in collaboration with the Indian Institute for Human Settlements (IIHS). The carbon-neutral event brought together educators, researchers, policymakers, business leaders, and environmental groups to address the urgent challenge of urban biodiversity loss. Key themes included ecological restoration, biodiversity-friendly urban design, land-sharing, and sustainable campuses. The summit

reinforced India's role in global conservation and supported the '30 by 30' goal, urging urban campuses to become biodiversity hubs. Through BioConserve, Infosys reaffirmed its commitment to collective, cross-sectoral action for sustainable, nature-positive urban development. *Barren Land to Verdant Campus - A saga of Greening*, a book chronicling the journey of greening the Infosys Mangaluru campus, was launched at the Summit.



Book launch, Barren Land to Verdant Campus - A saga of Greening







## ASSURE - Decarbonizing the building sector in India

Infosys has long been a global leader in designing and operating sustainable, high-performance buildings, setting industry benchmarks. To scale this impact, Infosys launched **ASSURE (Accelerating Sustainable Super-Efficient Real Estate)**, a multi-stakeholder platform in partnership with the Indian Institute for Human Settlements (IIHS). ASSURE showcases Infosys' campuses as living case studies, enabling the replication of proven strategies for energy-efficient, climate-resilient infrastructure. Launched on May 09, 2024, the forum convened experts, policymakers, and industry leaders, including Peter Rumsey (Co-founder and CEO of Point Energy Innovations and visiting faculty at Stanford University, and a global authority on building decarbonization), to drive systemic change and ensure that India's future buildings are not only smarter but radically more sustainable.

**ASSURE**, anchored by IIHS in a knowledge partnership with Infosys, is envisioned as the world's largest organized initiative for realizing high-performance buildings (HPBs). It builds on over a decade of domestic expertise, including Infosys' own success in saving over US\$250 million through HPB implementation. Running from 2024 to 2030, ASSURE prioritizes HPBs in the light of:

- The large, energy- and emission-intensive growth in India's real estate sector.
- The risk of long-term energy lock-ins, poor living / working conditions, and circular economy setbacks under business-as-usual scenarios.

- The transformative potential of HPBs to meet goals in climate action, innovation, job creation, and sustainable growth.

With a focus on commercial buildings, due to their higher energy and emission intensity per unit area, ASSURE will provide technical assistance to India's largest developers for lighthouse projects totaling 100 million sq. ft., skill and upskill 12,000 individuals, support 30 curated innovators, launch a performance measurement and verification platform to incentivize HPB adoption and financing, and engage policymakers and financial stakeholders to promote enabling policies and financing frameworks for HPBs.

**ASSURE aims to demonstrate 100 million sq. ft. of high-performance commercial buildings in India by 2030**



*India's building sector presents a significant opportunity to make progress on our nation's sustainability goals. We are delighted to collaborate with IIHS, and to amplify the potential of their nation-wide community of industry leaders, practitioners, knowledge institutions, and students to drive positive climate action. ASSURE – our joint program – creates the next opportunity to make a significant impact on India's environmental footprint, paving the way for a greener and more sustainable future for generations to come."*

**NANDAN M. NILEKANI**  
Chairman, Infosys



Ashiss Kumar Dash, Global Head of Services, Utilities, Resources, and Energy, speaking at ONS 2024

## Engaging clients on climate action through our solutions

At Infosys, we are deeply committed to empowering our clients to take meaningful climate action through our innovative solutions. Leveraging the latest advancements in technology, we offer tailored consulting and comprehensive solutions to help our clients understand and mitigate their environmental impact.

### Delivery capabilities

- Our end-to-end partnership construct ensures that we provide holistic and integrated solutions from initial consultation to full-scale implementation enabling clients to adopt sustainable practices seamlessly.
- The Infosys Sustainability Cloud is a comprehensive platform designed to help and manage environmental, social, and governance

(ESG) initiatives. It leverages AI, cloud and blockchain and advanced analytics to unify fragmented ESG data, generate actionable insights, and drives sustainable operations across the value chain.

- Our Federated Sustainability Delivery model, anchored by a transversal Sustainability Consulting practice, collaborates with multiple Centers of Excellence (CoEs) that specialize in technology-driven sustainability solutions.
- We leverage cutting-edge AI and analytics to accelerate and scale sustainability programs.

Through strategic partnerships, we amplify our impact, co-creating tailored solutions that align with each client's unique sustainability goals.

### Service offerings

#### 1. ESG Reporting & Compliance

Setting up reporting platforms to help companies report and track their ESG performance in compliance with disclosure standards like GRI, CDP and CSRD.

#### 2. Supply chain Compliance & Sustainable Sourcing

Tracking and improving the compliance of customers' supply chain for various ESG parameters including GHG emissions, and compliance with other regulations such as CSDDD, EUDR and REACH.

#### 3. Green IT

Tracking and reducing GHG emissions, reducing waste and improving circularity in the operating and managing of IT assets are some

of the key outcomes delivered by our Green IT offering.

#### 4. Green Buildings

Leveraging IoT technologies to monitor, optimize energy consumption in the operations of buildings to reduce Scope 1 & 2 emissions. Our smart water management solution and waste management solution is available for implementation in the building domain (offices, campuses, factories, warehouses, etc.).

#### 5. ESG Adoption & Digital Skills

Delivery of change management initiatives to help organizations adopt ESG thinking and decision-making.

### Partnerships

In 2024, we focused on building partnerships with Independent Software Vendors (ISVs), major technology and solution providers, research institutions, and governmental and non-governmental organizations. Notable partners include Google, AWS, Microsoft, SAP, IBM, Salesforce, The Economist Group, Financial Times, and the World Economic Forum.

Since then, we have further expanded on this foundation and are now focusing on collaborating with niche startups and small players who are delivering industry-leading results on specific use cases in the areas like ESG reporting, supply chain transparency, and IT GreenOps. This strategic expansion aims to harness innovative solutions and specialized expertise to further enhance our ESG offerings and drive impactful outcomes for our clients.





## Thought leadership and public/private footprint

Our active involvement in major events has been a testament to our commitment to advancing global sustainable practices. We have showcased our innovative sustainability solutions at leading platforms such as Hannover Messe, Aerocon India, Microsoft Sustainability Day, AstraZeneca Innovation Day, ISHRAE Urjavarán, and the EMEA Confluence on Green Business: A Blueprint for a Better Tomorrow. These forums enabled us to highlight our capabilities and collaborate with industry leaders to accelerate sustainable progress. Beyond events, we actively engage in sustainability ideation and innovation roadshows. These roadshows foster customer collaboration through

discussions and brainstorming aimed at developing innovative, sustainable solutions.

We also conduct regular webinars to raise awareness of ESG solutions and equip our sales teams to better position them with customers. Over the past year, our webinars have covered topics such as CSRD, green finance, and ESG in healthcare. Additionally, we have published whitepapers and delivered keynote speeches on key sustainability themes including:

- Sustainable Urban Development and Smart Cities
- Climate Tech and Clean Energy Innovation
- AI and Big Data for Sustainability
- Decarbonization of Supply Chains



Sharing sustainability best practices at Global Supplier Conference of an Aerospace major



Winner of World Media Awards for Value Chain Navigator

## Customer stories

### ESG strategy data and reporting



#### End-to-end ESG program for a leading food services Company

Infosys is orchestrating a multi-year ESG transformation, spanning requirement definition, platform selection, and implementation. Our engagement includes automating data collection processes and enhancing data quality to ensure accurate and reliable ESG reporting.

#### ESG advisory for a leading Irish food retailer

We supported the client with CSRD-aligned data strategy, requirement gathering, and platform selection. Additionally, Infosys provided expertise in greenhouse gas (GHG) accounting.

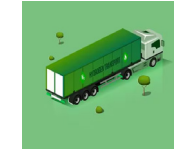
#### Sustainability integration for a Swedish pulp and packaging provider

Infosys helped develop a strategic roadmap to embed sustainability into the client's S/4HANA transformation, identifying suitable solutions to meet both current and future ESG requirements.

#### Enhancing ESG data platforms

For a Japanese consumer electronics major, we improved the automation of ESG data extraction, elevated data quality, and ensured robust data lineage to support key ESG metrics including CSRD compliance, packaging reduction, and waste management targets. Infosys configured and deployed ESG data collection on the ServiceNow platform, integrating over 100 KPIs and enabling seamless data flow to support comprehensive ESG performance tracking.

### Green value chain and products



#### Trusted partner to a French food multinational

Infosys supported key sustainability initiatives across the Company's supply chain. We led programs on

EUDR compliance, supplier decarbonization, and product carbon footprint analysis, while also advising on sustainability best practices and foundational data strategies.

#### Data platform implementation

For a major energy project company, we are driving the selection and implementation of a data platform to enable complex Scope 3 emissions reporting and improve life cycle-based emissions calculations—enhancing Environmental Product Disclosures (EPD) quality and reducing project carbon footprints.

#### Reporting carbon data

For a global consumer goods company, Infosys tracks and reports carbon data across 150+ sites on a monthly, quarterly, and annual basis. We analyze warehouse and transportation KPIs using prescriptive analytics to identify emission reduction opportunities.




 Performance on Environmental Goals | **Climate Change** | Water | Waste

## Sustainable operations



### Driving asset management transformation

For a leading aviation OEM, Infosys is the strategic IT partner driving the transformation of its building and asset management

landscape from legacy systems to a best-in-class SaaS platform. This includes deploying IoT-enabled smart building solutions to enhance operational efficiency, asset performance, maintenance management, and reduce energy consumption.

### Green IT solution

For an energy-sector client, Infosys' Green IT solution enables a holistic approach to sustainability within the IT ecosystem. It

identifies key emissions across scopes 2 and 3, using multi-criteria factors like life cycle, energy use, and consumption patterns. With granular, reliable data from IT domains—cloud, networks, applications, and web—the client can precisely assess environmental impact. The solution supports benchmarking against global standards and enhances transparency in communicating sustainability commitments to stakeholders. It improves operational efficiency by eliminating waste and inefficiencies like over-sizing and redundancy. Additionally, it fosters innovation by embedding digital responsibility principles such as accessibility, ergonomics, and security into digital service design.

## Radiflux Radiant Baffle System

Infosys offers a patented innovation, the Radiflux Radiant Baffle System, as a transformative solution for energy-efficient cooling in buildings. Developed in-house, Radiflux delivers up to 40% energy savings compared to conventional HVAC systems, accelerating decarbonization efforts. Deployed across Infosys' campuses and marquee client sites in India, it enhances operational efficiency using 16°C chilled water for radiant cooling, delivering superior energy performance, better indoor air quality, and enhanced thermal comfort. Its compact, retrofit-ready design minimizes space and maintenance costs, making it ideal for modern offices. Leveraging proprietary engineering and design, the baffles are integral to HVAC performance and

sustainability. Radiflux is a cost-effective, scalable solution aligned with evolving environmental goals and ESG commitments.



Hosting a roundtable at ONS2024





## Water

Water is fast becoming one of the most critical sustainability challenges, shaping global conversations around climate resilience, biodiversity preservation, and human well-being. Many of our campuses are located in regions already facing significant water stress. Recognizing this early, Infosys understood that its responsibility must extend beyond operational efficiency. Aligned with our climate-positive goals, we continue to be committed to **reducing our water footprint and enhancing water availability in the communities where we operate**. The growing global water crisis, coupled with the critical role of water in sustaining our operations, workforce, and surrounding communities, made water stewardship a clear and pressing area of focus.

By 2030, 50% of the global population is projected to face water scarcity, and we have been acting on this for more than two decades. Infosys endorsed the UN Global Compact's CEO Water Mandate in 2014, ratifying its commitment to **"zero wastewater discharge"**, and we have maintained zero wastewater discharge across our campuses. This has since evolved into a pioneering **water stewardship model**. Over the last decade, Infosys has moved from water-efficient campus design to institutionalizing a model of water stewardship—one that regenerates ecosystems, safeguards community water security, and sets benchmarks for the IT sector.

As part of the climate-positive initiatives, Infosys plans to recharge more than its consumption (fresh water and treated water) and unit intensity across its operations.

## Our approach

### Reducing our water footprint

We continue to work towards reducing our water consumption through demand reduction measures. These include low-flow fixtures, sensor-based taps, pressure compensating valves and aerators, and smart water metering. Our new buildings are designed for less than 24 liters/day per person total water consumption, which comprises 15 liters/day fresh water. 100% of the wastewater within our campuses is treated and reused for flushing, gardening and cooling tower makeup purposes.

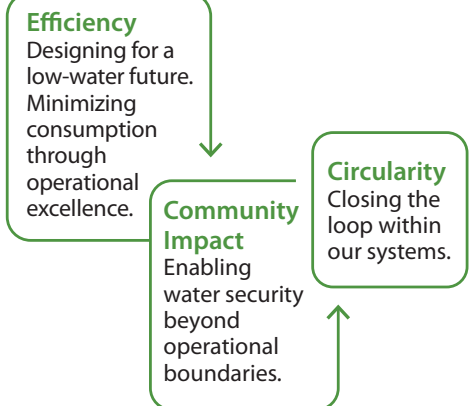
Rainwater harvesting continues to be a focus area. 40 lakes across our campuses have a capacity to store over 430 million liters of rainwater. 409 injection wells help in recharging over 20 million liters of rainwater per day, thereby improving the water table and enhancing water availability in the communities surrounding us.



Lake, Infosys Hyderabad campus

## 100% wastewater recycled

We address water positivity through a three-pronged strategy that drives both internal excellence and external impact:







Water bodies integrated within the Infosys Bengaluru campus

## Water neutrality certification for Infosys Bengaluru campus

The campus successfully met the criteria across all three scopes and categories.

### Scope 1: Operational Efficiency

- Focused on direct water resource offsets, considering both quantity and quality.
- Employed the 3M7R approach to enhance operational efficiency.
- Evaluate site-level water usage and impacts at the watershed level.

### Scope 2: Operational Sustainability

- Identified water-critical components of the supply chain.
- Calculate virtual water offsets and assess dependencies.
- Develop strategies to maintain a sustainable water balance in operations.

### Scope 3: Validation, Verification, and Reporting

- Implement rigorous mechanisms for data validation and third-party verification.
- Emphasize transparent reporting of water consumption, offsets, and outcomes.





### Lake rejuvenation projects

Our commitment to water stewardship extends beyond operational efficiency to creating meaningful impact in the communities we operate. By collaborating with local stakeholders, we help restore water bodies and raise awareness about responsible water use. These efforts strengthen community resilience and foster a shared sense of responsibility for natural resources, ensuring that the benefits of water stewardship reach far beyond our

organizational boundaries. Our campuses are living laboratories for water stewardship.

Rejuvenation of lakes is vital for India's sustainable development. As water scarcity and urban pollution grow, restoring lakes ensures water security, recharges groundwater, and supports biodiversity. These ecosystems play a key role in climate resilience and provide livelihoods to local communities. Leadership at all levels, government, industry, and civil society,

must collaborate to protect these natural assets. Reviving lakes is an environmental imperative and a socio-economic necessity. It reflects responsible governance and long-term vision.

Infosys has taken up lake rejuvenation projects across multiple cities in India through local stakeholders and NGOs. The 11 lake rejuvenation projects currently taken up by Infosys is expected to create an additional capacity of 4.3 billion liters thereby enhancing the

water table, increasing water access, and improving health and wellness in the communities.

**11 lake rejuvenation projects  
led to an increase in  
capacity of 4.3 billion liters.**



Lake rejuvenation project, Doddathoguru lake, Electronics City, Bengaluru





## Waste

Waste management is a complex global challenge, with practices and effectiveness varying widely across regions. Rising populations and shifting consumption habits are driving a surge in waste generation, while poor waste management continues to pollute land, water, and air, raising alarm over environmental degradation. Developing countries face particular hurdles, including limited resources, rapid urbanization, and inadequate infrastructure to manage waste. The World Bank estimates global per capita waste generation at 0.74 kg per day, with projections indicating a rise to 3.4 billion tonnes annually by 2050, more than twice the growth rate of the global population. While traditional waste systems can manage annual costs, transitioning to a circular economy, through prevention, sustainable design, and full lifecycle management—offers greater long-term benefits. For Infosys, waste is a priority material topic with clear relevance to our stakeholders. Our strategy is framed around circularity. Using a data-driven approach, we aim to continuously improve our waste strategy and enhance alignment with our broader environmental, social, and governance commitments.



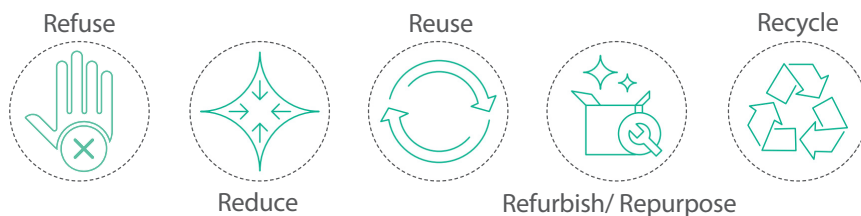
**98% waste diverted  
from landfill**

### Our approach

Our waste management strategy is firmly rooted in the principles of circularity, aiming not only to minimize environmental impact but also to reimagine waste as a valuable resource. This vision is supported by a robust combination of technology, behavioral change, and strong governance, with the ultimate goal of achieving zero waste to landfill while advancing global sustainability objectives. Our

waste-related disclosures are aligned with globally recognized frameworks to ensure transparency and accountability. Our reporting is guided by the Global Reporting Initiative (GRI) 306: Waste 2020 standard, as well as India's Business Responsibility and Sustainability Report (BRSR) requirements. We tackle the waste challenge through a clear, structured strategy that spans the entire lifecycle of our operations. Our **5R hierarchy—Refuse, Reduce, Reuse, Refurbish/Repurpose, and Recycle**.

### 5R hierarchy—Refuse, Reduce, Reuse, Refurbish/Repurpose, and Recycle



### Towards zero waste to landfill

Through targeted recycling, reuse, and co-processing initiatives, we continue to reduce the amount of waste sent to landfills. Our waste diversion strategies not only help us achieve environmental goals but also contribute to resource conservation.

#### Treatment

We have created capacity to treat 100% of the organic waste within our campuses (food waste and garden waste), through biogas plants and organic waste converters. The resulting biogas is used in food court kitchens and the compost is used in the landscaping. Sewage sludge generated from the sewage treatment plants is treated in solar drying greenhouses, and the resulting dry sludge is mixed with compost and used in landscaping.

### Segregation

Effective segregation of waste is achieved using wet and dry bins, and further segregation into different waste streams such as paper, plastic, metal, wood, etc. Storage of waste in scientifically designed scrap yards with segregated waste stream enables effective disposal through authorized recyclers for each stream of waste.

### TRUE zero certification

We have achieved TRUE zero certification for waste from Green Business Certification Institute (GBCI) for 3 of our campuses. More campuses are in the process of getting TRUE zero certification.

Waste is an important dimension of the HSEMS policy, aligned with ISO 14001:2015 standards across all India locations in line with our HSE Strategy.



## Governance framework

Our governance framework includes:

### Policy & Protocols

Standard operating procedures for each waste category, updated annually or as necessary, to reflect changes in laws and best practices.

### Audits & Legal Review

Regular internal and third-party audits verify compliance; any non-conformances trigger corrective action plans.

### Vendor Evaluation Framework

We assess and approve waste-management vendors based on regulatory adherence, capacity for resource recovery, and sustainability performance.

## E-waste management

As a technology-driven organization, the generation of e-waste is an inherent aspect of our operations. Our e-waste stream comprises a wide range of items, including IT hardware, mobile devices, printers, cartridges, electrical appliances such as refrigerators, microwaves, air conditioners, lithium-ion batteries, and various electronic accessories.

We have adopted a forward-looking e-waste management strategy that prioritizes refurbishment over disposal wherever possible. This refurbishment-first model not only extends the lifestyle of electronic assets but also aligns closely with circular economy objectives. For equipment that cannot be refurbished, we work exclusively with authorized recyclers who are rigorously assessed for compliance with legal standards and the degree of circularity embedded in their recycling processes.

## Employee and community engagement

We actively engage our employees and the surrounding communities to reinforce and extend our zero-waste goals. Building upon our strong stakeholder collaborations, we aim to create a culture of waste-consciousness both within and beyond the organization. Our approach combines education, hands-on activities, and community engagement programs to drive behavioral change and deepen understanding of waste circularity.

We run regular **awareness campaigns**—including mailers, workshops, and digital challenges—designed to inform employees about best practices in waste segregation and reduction. These campaigns have featured initiatives like **“Beat Plastic Pollution”**, where teams compete to

minimize single-use plastics, and internal “waste plogging” events combining litter collection with jogging. Such activities not only reduce waste on campus but also inspire participants to adopt sustainable habits beyond the workplace.

To extend our impact into the community, we partner with local schools and NGOs for student outreach programs. Volunteers distribute compost and biogas slurry generated onsite to home gardeners, demonstrating the practical benefits of organic-waste recovery. Sustainable-product giveaways—such as reusable bags and bottles—reinforce the message of waste prevention, while community clean-up drives help improve the areas surrounding our campuses. By empowering employees as ambassadors and collaborating with

community stakeholders, we create a virtuous cycle of awareness and action. This people-centric engagement complements our technical and operational initiatives, ensuring that waste management becomes everyone’s responsibility and drives us closer to our zero-waste ambition.

Team members from our Mysuru campus landscaping unit participated in a plastic waste collection drive organized by the Karnataka State Pollution Control Board (KSPCB) at Chamundi Hills. The effort covered the temple surroundings and the entire 1,000-step path leading to the foothills, demonstrating our deep-rooted commitment to environmental stewardship both on and off campus.



Volunteers from Infosys participating in waste drives





## Environmental compliance

Going beyond legal and regulatory obligations, Infosys has always been at the forefront of ensuring compliance through responsible business practices. As a global company, we abide by all international and national laws and uphold the standards of transparency and accountability.

We have a strong environmental management system aligned with ISO 14001:2015 standards across all India locations in line with our HSE strategy, which covers a significant portion of employees across the organization. The management system is implemented across locations globally based on applicable legal requirements and internal benchmarks and are a part of our internal audit coverage. We ensure

adherence to applicable legal requirements across our locations.

We conduct environmental impact assessments for most of our activities. Environmental impacts of new services, activities, and changes in process or legislation are also assessed. We conduct environmental impact assessment studies for all new projects, wherever applicable, covering

impacts related to air, water, social aspects, and biodiversity, among others.

No cases of monetary or non-monetary sanctions for violations have been reported in fiscal 2025. A process for monitoring requirements in line with legal requirements is established and we ensure that all parameters are always maintained well within the defined norms.



Infosys Mysore Campus





Performance on Social Goals | Enabling Digital Talent at Scale | Tech for Good | Nurturing Workplace Inclusivity | Energizing Local Communities  
Facilitating Employee Wellness and Experience



# Social

## Vision

Serve the development of people by shaping a future with meaningful opportunities for all

We provide solutions and enable those we hire, those we work with and those around us, to not only live better, but also participate in progress for all. Technology is our way of doing good around us.





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## Performance on Social Goals

### Material Topics

### Ambitions

### Progress in Fiscal 2025



#### Enabling Digital Talent at Scale

- Extending digital skills to more than 10 million people, including employees, clients' workforce, students, teachers and communities by 2025.

- Reached **13.3 million** people through our digital skilling initiatives.



#### Tech for Good

- Empowering more than 80 million lives via TechForGood programs in e-governance, healthcare, and education by 2025.

- More than **125 million** lives empowered via Tech for Good programs in e-governance, healthcare, and education.



#### Nurturing Workplace Inclusivity

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

- **39%** women in the workforce
- **156** nationalities in the workforce



#### Energizing Local Communities

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

- **~84%** of our employees leveraged flexible working options.



#### Facilitating Employee Wellness and Experience

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

- Recognized as a Top Employer in 22 countries across Europe, Middle East, Asia Pacific, and North America for best-in-class HR practices and processes
- Great Place to Work 2024: Recognized for value driven culture and trust, across India, US, Canada, Mexico
- World Record in Wonder Book of Records: Largest employee and family-driven corporate volunteering initiative



Performance on Environmental Goals | **Enabling Digital Talent at Scale** | Tech for Good | Nurturing Workplace Inclusivity | Energizing Local Communities  
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## Enabling digital talent at scale

Infosys' vision to enable digital talent at scale is founded on the recognition that we are in the age of artificial intelligence, a transformative era where the convergence of data, automation, and cognitive technologies is redefining every aspect of life and work. Digital literacy is no longer a competitive advantage, it is a fundamental necessity. Infosys believes that the future belongs to those equipped to co-create with AI, adapt to evolving technologies, and innovate to solve real-world challenges. As AI becomes embedded in decision-making, it opens unprecedented opportunities to reimagine learning—making it more personalized, accessible, and impactful. This is also a moment to invest in societal progress. Infosys sees digital skilling as more than a corporate responsibility, a means to amplify human potential extending to underserved populations, schoolchildren, and university students, creating pathways for millions to become future-ready. By democratizing access to emerging technologies, Infosys is cultivating a global talent pool ready to thrive in the AI-driven economy.

Extended digital skills to  
13.3 mn people including  
employees, clients'  
workforce, students, teachers  
and communities

### Fostering inclusive growth

Infosys' initiative to enable digital talent at scale is a material issue for its stakeholders, as it directly supports inclusive growth, talent readiness, and equitable access to opportunities—priorities identified through our engagement with various groups. Advancements in technologies such as AI and smart automation can be leveraged to boost productivity and address broader societal

challenges. Clients, governments, communities, and other stakeholders are increasingly focused on how companies are bridging the digital divide, especially as demand for digital talent surges globally. This aligns with Principle 8 of the BRSR which emphasizes inclusive growth and equitable development.

Expanding digital skilling efforts is not only a matter of good governance but also critical to Infosys' social license to operate and long-term value creation.

### Approach

Leveraging our robust digital platform infrastructure, Infosys plans to scale through a multi-pronged approach:

- Enhancing programs focused on women and girls.
- Expanding internships, and integrating AI-powered platforms with job marketplace features.

Going forward, we plan to expand the strategy to deeper collaboration with national digital skilling initiatives and universities, embedding integrated curriculums to build industry-ready talent. A diverse distribution across geographies, partnerships with clients, governments, academic bodies, and direct-to-learner engagement further underscore our commitment to democratizing digital skills and enabling opportunities for everyone.



Students collaborating on a project at Infosys Mysuru Training Center

### Skilling the Infosys workforce

Staying relevant has never been more critical, as the demand for new skills is outpacing the rate at which they can be acquired. To keep up, skilling programs must be built around continuous learning—with a strong focus on employee growth and adaptability. Our **AI-powered learning**

**ecosystem** is designed to meet this need by enabling ongoing upskilling at scale. A key feature is its ability to deliver hyper-personalized learning experiences. Through the Lex platform, employees can access tailored learning paths, virtual assistants, and gamified modules that make learning both engaging and accessible.





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## Foundation education program

The Foundation Program is a key differentiator for Infosys and has been created to fulfill the twin objectives of:

- Enabling new engineering and science graduates to transform into corporate professionals equipped with essential IT, professional, and behavioral skills.
- Evolving curriculum based on stakeholder input, ensuring relevance to emerging technologies.

Trainees explore tailored learning paths on **Lex**, our internal platform, based on their interests and career goals, earning certifications that help advance their professional journeys.

**19-23 week  
residential program**



Foundation Education Program

## Continuous learning

Ensuring that Infosys' workforce remains agile, innovative, and aligned with the demands of emerging technologies is an imperative. The **Lex**

platform enables anytime, anywhere learning, used by employees to stay abreast with the latest technological trends.



## Additional programs

Infosys continues to invest in additional programs that nurture future-ready talent and foster collaboration with emerging technologies. The Company has deepened its academic partnerships, hosting various workshops with hyperscale partners like AWS, Azure, and GCP, offering employees hands-on exposure to cloud computing and GenAI technologies.

We also have programs supporting mid-level employees to advance their careers include Milestone programs and the Bridge program – an intervention that helps employees transition into new career streams.

Employees who are unable to clear the Foundation Education Program in spite of additional support and coaching are enabled to improve their skills through external training, leveraging our partnerships with learning institutions.



Career advancement program



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## Skilling the community

Infosys is committed to democratizing digital education through its **Springboard** initiative, which offers **free access to quality online learning for students, educators, and underserved communities across India**. With features like **Lab on Wheels** and the **Springboard Makers Lab**, Infosys brings hands-on learning experiences to remote areas, breaking barriers of geography and connectivity. These community-focused programs are not only promoting digital inclusion but are also nurturing a broader, future-ready talent pool for the digital economy.

### Infosys Springboard

In keeping with Vision 2030, we believe that access to digital education should be a right, not a privilege. That belief led to the creation of **Infosys Springboard** under our Tech for Good charter, a platform dedicated to bridging the digital divide and ensuring that no one is left behind in an increasingly connected world. Today, Springboard has grown into a catalyst for digital inclusion and sustainable development. Millions of learners across India, whether in bustling cities or remote villages, are accessing free, self-paced online courses that cover emerging technologies and essential soft

skills. In partnership with many universities, and reaching more than 9 million registered users, Springboard is reshaping the way education is delivered, making it accessible, inclusive, and future-ready.

**Springboard is more than a learning platform.** It is a launchpad. Through career guidance, internships, and initiatives like "Her Journey to Success," we are preparing learners not just for jobs, but for meaningful careers, particularly empowering women and girls to shape their futures with confidence. Innovation drives everything we do.



Distribution of tablets by Infosys Springboard



Springboard Makers Lab on Wheels





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Samskruti College students get hands-on experience in robotics with the SpringBoard Maker Lab on wheels.



By integrating AI, VR, and AR technologies, Springboard delivers an engaging, personalized learning experience. Our collaborations with government agencies, universities, NGOs, and industry leaders amplify our reach, while our commitment to underserved and differently-abled communities ensures that no one is left behind.

We also know that barriers to education aren't only digital—they are physical. That's why we created the **Springboard Lab on Wheels**—a mobile classroom bringing world-class education to the remotest corners of India. Launched in Karnataka and piloted in Pune in February 2024, the Lab reaches learners who

might otherwise be disconnected from opportunity.

For areas with limited connectivity, our Springboard Raspberry Pi solution allows students to access content offline, uploading their progress once they reconnect. And at the Springboard Makers Lab in Pune's Symbiosis Lavale Campus, students now have access to hands-on, experiential learning that turns theory into practice. At Infosys, we are not just preparing individuals for a digital future, we are helping build a more equitable, empowered world. Through Springboard, we are proving that when technology meets purpose, the possibilities are limitless.

## Skilling Infosys' clients

### Infosys Wingspan

Through Infosys Wingspan, we extend digital skilling expertise to our clients. This cloud- and mobile-first platform helps enterprise workforces accelerate their transformation journeys with a learner-centric approach, enabling goal setting, skill practice in virtual labs, assessments, and personalized content. By embedding GenAI-driven features, Wingspan ensures that clients' employees stay competitive and adaptable, positioning Infosys as a strategic

partner in capability building and innovation delivery. A learner-centric approach enables setting personalized learning goals, receiving tailored recommendations, practicing skills in fail-safe virtual lab environments, and tracking progress through assessments and achievement metrics.

In this fiscal year, GenAI features were introduced to the Wingspan platform enabling clients to adopt these advanced capabilities for their employees.





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## Tech for good

At Infosys, our belief in technology as a force for good is not aspirational—it is operationalized across every layer of our social impact agenda.

We have reimagined the role of digital platforms, AI, and skilling ecosystems to bridge systemic gaps in access, opportunity, and inclusion. Guided by this vision, we have empowered over **125 million** lives through our Tech for Good initiatives—exceeding our target of impacting **80+ million lives by 2025** across education, healthcare, and e-governance. This extraordinary reach reflects not just scale, but sustained intent to democratize opportunity through responsible digital enablement.

**125mn+ lives empowered through Tech for Good programs in e-governance, healthcare, and education**

### Meaningful impact through technology

Tech for Good is a vital priority for Infosys stakeholders, reflecting our commitment to driving meaningful and inclusive impact through technology. We engage communities, an essential

stakeholder group, through local interactions, partnerships with NGOs, and digital channels. Our initiatives are designed to address structural gaps like **digital literacy, preventive healthcare, and inclusive education, to empower individuals** from

marginalized groups to participate in the digital economy. In doing so, Infosys reinforces its social license to operate, expand trust capital, and align with the long-term interests of stakeholders. This dual lens, impact and insight, defines how we lead in the era of sustainable technology.

to vital services like healthcare, education, and banking, especially in low- and middle-income nations. This contribution has unlocked access to critical public services, such as healthcare, education, and financial services, and significantly advancing financial inclusion.

### Spotlight on MOSIP

#### MOSIP – Modular Open Source Identity Platform

In partnership with the Modular Open Source Identity Platform (MOSIP), Infosys has co-developed secure, inclusive digital identity solutions now used by governments in five countries. These open-source platforms have provided over 10 million individuals with access

By supporting an open-source framework, Infosys is helping reduce the cost and complexity of implementing digital ID solutions, especially in low- and middle income nations.

MOSIP aligns with our belief that digital infrastructure should be interoperable, inclusive, and cost-effective, paving the way for national development. Infosys' technical expertise ensures these systems are robust and scalable, reinforcing our commitment to digital equity.



SightConnect team presenting a demo of the app



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## Pioneering impact platforms: Healthcare, identity & education

### Spotlight on SightConnect

Launched in 2024, SightConnect continues to make eye care more accessible to all. It is a mobile app created through the Tech for Good program in collaboration with Infosys Foundation and the

LV Prasad Eye Institute (LVPEI). It is designed to be simple, free, and available anytime, anywhere. It is an easy-to-use eye care tool, allowing individuals and community health workers to conduct basic eye tests, help diagnose eye conditions early,

and allow smooth referrals to specialists. These simple, but crucial functions are helping prevent avoidable vision loss in communities where access to healthcare initiatives is either lacking or unaffordable.

Total patients onboarded:  
**1,75,000**

Referred to doctors: **35%**



### Multi-lingual capability

The app supports multi-lingual eye test questionnaires. Automated translations for both the app text and the Interactive Voice Response (IVR) system, powered by the Ai4bharat IndicTrans2 – Bhashini model ensures that language isn't a barrier to reach accessible care to India's diverse communities.



### Smart, AI-powered features

With features like AI-based triage, facial recognition, and adaptive brightness, SightConnect is proving to be a practical, reliable solution for low-resource settings—taking quality eye care one step closer to everyone. Advanced facial contour recognition and adaptive screen brightness ensure reliable results even in challenging environments. Through visual acuity testing and a questionnaire, SightConnect generates a preliminary assessment of eye health, indicating whether an urgent or routine consultation is recommended. It has been tested successfully in clinical trials at LVPEI. SightConnect's AI model that screens for early signs of cataracts and red eye is undergoing development.



### Communication

Even with access to technology, patients may struggle to connect with health workers or may do so without the necessary information. Similarly, healthcare workers often face challenges in relaying accurate diagnoses to physicians. Bridging these gaps—by effectively connecting patients, healthcare workers, and doctors—can mean the difference between limited access to care and truly benefiting from it. Strengthening communication across this chain has reinforced the eye care ecosystem and extended essential services to individuals who often go without.







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## Testimonials

The app has already made a difference, real-life stories show how early intervention through SightConnect helped prevent vision loss and supported continued education or employment.



## EYE CARE JOURNEY

*In Telangana's Ranga Reddy district, a 9th-grade student underwent an eye screening using the SightConnect app at ZPHS Kandukur school. When the test indicated a vision issue, she informed her parents, who then accessed her test results through the app. With the in-app referral, they visited a nearby eye hospital where she was diagnosed and prescribed spectacles. This early intervention helped her regain clear vision and continue her studies without hindrance.*

## EYE CARE EXPERIENCE

*During a student screening at ZPHS Vamsoor in Khammam district, the class assistant decided to test his own vision using SightConnect. The app flagged an urgent need for consultation. Following its guidance, he visited the L V Prasad Eye Institute where he received a prescription for spectacles and eye drops. The treatment greatly improved his vision, and he expressed heartfelt gratitude for the technology that helped restore his sight.*

## HEADMASTER INITIATIVE FOR STUDENTS

*After screenings revealed vision issues among students at ZPHS Kandukur, the Headmaster took proactive steps to ensure their well-being. Using the SightConnect app, he identified students needing immediate attention and personally accompanied them to a local eye camp. Thanks to his initiative and the app's guidance, eight students received spectacles, improving their ability to engage fully in classroom learning.*

## Digital cornea bank

Extending this mission further, Infosys is pioneering a digital cornea bank, a transformative step toward optimizing cornea preservation and distribution. Powered by Agentic AI, this smart system is designed to significantly reduce cornea wastage

and ensure more donated corneas reach patients in need. By digitizing and intelligently managing the corneal transplant process, Infosys is not just innovating in healthcare, but driving meaningful impact in the fight against corneal blindness.



SightConnect team presenting a demo of the app





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## Nurturing Workplace Inclusivity

At Infosys, we envision a future where diversity, equity, and inclusion power innovation, growth, and shared success across the world. We are committed to building and sustaining a workplace where every individual is respected, empowered, and given equal opportunity to thrive. Rooted in our Code of Conduct and Ethics, and guided by the principle of 'Respecting Each Other,' our vision for inclusivity is not just a value we uphold, it is a catalyst for taking everyone forward together.



**39% women in  
the workforce**

### Inclusion and innovation

We believe inclusion is a strategic advantage to any organization. A diverse workforce brings richer perspectives, fuels creativity, strengthens problem-solving, and drives deeper connection. Diversity drives innovation and innovation drives Infosys.

**Our commitment is to create a gender-diverse workforce at Infosys, with 45% women by 2030. In 2025, this stands at 39%.**

### Our approach

At Infosys, our inclusion strategy is built on a simple yet powerful belief. The solutions we create must reflect the diversity of the customers we serve. To truly understand and meet the needs of a global client base, we are committed to building an equally diverse and inclusive workforce. By cultivating an environment where different perspectives, backgrounds, and experiences are valued, we enhance our ability to innovate, solve

complex challenges, and deliver transformative outcomes for our clients around the world. In today's interconnected world, not embracing inclusivity is a missed opportunity, becoming a significant business risk, impacting our ability to stay relevant, competitive, and resilient.

Our inclusion strategy is anchored in strong governance and data-driven leadership.

- **Inclusion governance structure:** Our goals are integrated into the corporate scorecard and cascaded in order to ensure accountability across levels. Our Inclusion Councils, established globally, across geographies, business units, and locations, create a powerful matrix of collaboration and ownership. These councils, composed of leaders from both business and enabling functions, are designed to address strategic priorities while being responsive to local diversity needs. Periodic reviews strengthen the impact and agility of our inclusion efforts.
- **Data-driven inclusion leadership:** The Infosys Inclusion Leadership Tool provides real-time,

24/7 access to data, empowering business and HR leaders to make informed, timely decisions regarding hiring, growth, and retention of diverse talent. This tool enhances visibility to accelerate action, and ensures that inclusion progress is measurable, transparent, and continuously evolving.

### A culture of inclusion

At Infosys, inclusion is a living part of our culture, embedded in how we lead, learn, and grow together. Guided by the principle of 'Respecting Each Other,' our goals are integrated into leadership KPIs, supported by multi-level Inclusion Councils, and reinforced through our learning platform LEX, which offers a multitude of resources on inclusion. Real-time sentiment tracking through Pulse ensures employee voices are heard and acted upon, while communities like IWIN and campaigns like #ThriveAtInfosys fosters belonging and challenges biases. From inclusive infrastructure to flexible policies and cultural celebrations, every touchpoint at Infosys reflects our deep commitment to building a workplace where everyone feels valued, empowered, and included.





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## Women at Infosys

Empowering women is a critical pillar of our commitment to diversity, equity, and inclusion. As a proud signatory to the UN Women's Empowerment Principles (WEP), we strive to create an environment where women can thrive across technology, management, and leadership roles. Through focused workplace policies, continuous investment in learning and development, and tailored interventions, we enable women to achieve their personal and professional ambitions.

### Supporting women through life stages

Our parental leave programs reflect our dedication to work-life balance and career continuity. In fiscal 2025, 99% of women employees who took maternity leave successfully returned to work, with 79% continuing their professional journey with us after 12 months. A total of 14,309 employees—7,904 women and 6,405 men—availed parental leave during the year.



### Restarting careers with confidence

Through our **Restart with Infosys** program, we are committed to welcoming back talented professionals who have taken a career break. The program offers a structured learning platform and mentorship support to help them transition back into the workforce with confidence. In fiscal 2025 alone, 935 women rejoined the corporate world through this initiative, further strengthening our diverse talent pool.

### Accelerating women's leadership development

In pursuit of our ESG 2030 Vision, we continue to implement several initiatives to propel women into leadership roles.

- **#IamtheFuture:** A flagship program designed to prepare women for senior leadership roles. Over 200 women leaders enhanced competencies in Business, Execution, People, and Ecosystem leadership through collaborations with Northwestern Kellogg, MIT, and masterclasses by Harvard Business Review.



- **Focus on AI and digital transformation:** More than 250 women leaders completed a specialized certificate course on AI applications for business growth. Their learning culminated in real-world business cases showcased at Infosys Connect in Austin, mentored by senior technology leaders.
- **Leadership influence and communication:** Over 100 #IamtheFuture participants undertook a curated leadership journey with Stanford GSB focused on influence, persuasion, and executive presence.

### Building a strong pipeline of future leaders

We are equally committed to nurturing future leaders through initiatives including:

- **Orbit Next:** A year-long development program for high-performing women in middle management, with over 400 women enrolled in its third cohort across India, EMEA, and APAC.
- **TechCohere:** An exclusive technical platform hosting 120+ sessions and multiple Women in Technology (WIT) Weeks, supporting a thriving community of 1,200+ women tech experts and architects. Initiatives like SheLovesTech in Chennai and collaborations with Google Women TechMakers further strengthen networking and leadership opportunities.
- **Women in management (WIM):** A specialized two-day program that helps women managers overcome career hurdles, build personal brand presence, and strengthen leadership skills through modules like Gallup's Strengths Finder, case studies, networking, and leadership interactions.

### Driving continuous learning and inspiration

Our **Winspire Portal** serves as a dedicated resource for over 40,000 women at Infosys, offering curated content, career support, and inspiration. We have also introduced exclusive learning modules designed to drive greater inclusion and create opportunities for women in the workplace.







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## Employees with disabilities

Our commitment to enabling employees is deeply woven into our diversity, equity, and inclusion strategy, driving us to create barrier-free, accessible, and empowering environments across all our workplaces. There are 1,095 employees who have voluntarily declared disabilities, as on March 31, 2025.

### Focused hiring and retention

Our targeted hiring and retention initiatives for employees with disabilities have yielded positive results, reinforcing our belief that diversity strengthens our business and our culture. Through structured programs and ongoing support, we are creating pathways for individuals with disabilities to thrive and grow within Infosys.

### #AccessibleByDesign

We are fostering a culture of inclusion through our **AccessibleByDesign (ABD)** campaign, that raises awareness and builds critical skills for designing and implementing inclusive software and solutions. To support continuous learning, we have developed a dedicated digital **Accessibility Learning Channel** on our internal platform, LEX, featuring over 60 resources and three certifications, ranging from basic to advanced levels. To date, more than **22,300 Infoscons** have completed their ABD learning



journeys, enhancing our collective ability to build accessible experiences for all.

We continue to champion a barrier-free workplace through curated e-learning courses that educate employees on the various types of disabilities and the practical steps needed to create accessible and inclusive environments.

### Accessibility Living Lab

Infosys Accessibility Living Lab is a unique learning space to experience digital accessibility firsthand. Through simulated interactions and real-world scenarios, the lab fosters empathy and awareness of accessibility challenges, introduces users to assistive technology and facilitates the creation of digitally accessible solutions. The lab also features Infosys Accessibility Platform, an AI-first, cloud-ready accessibility, and inclusivity solution with a patented audit tool to identify and address accessibility gaps and AI-based functions to confirm inclusivity.



## Creating opportunities beyond the workplace

Our support extends beyond the corporate walls. With a focus on livelihood development for persons with disabilities, we proudly restarted the MITTI Café at our Bengaluru Development Center (DC), a venture that provides dignified employment opportunities and fosters greater inclusion within our workplace communities.



## Partnerships to empower talent

Through our partnership with Microsoft under the **Microsoft Enabler Program**, we participated in the **Prepare for Employment Program (PEP)**, offering training and mentorship to students, job seekers, and early-career individuals with disabilities. In the first PEP batch, **100+ mentees** benefitted from workshops and mentoring focused on critical career readiness and technical skills.

## LGBTQIA+

Fostering a workplace where every individual can thrive, irrespective of gender identity or sexual orientation, is core to our vision of an inclusive, forward-looking organization. As a signatory to the UN Free & Equal campaign, we reaffirm our commitment to building an environment where members of the LGBTQIA+ community feel seen, respected, and empowered.

### Creating a culture of awareness and allyship

Our journey of inclusion is rooted in education and advocacy. We create allyship through three specialized learning modules on our Inclusion Learning Channel. These modules equip employees with knowledge, empathy, and actionable tools to become better allies and champions for the LGBTQIA+ community.

We also amplify voices from within and beyond the organization. **Personal stories, blogs, and expert interviews** featuring well-known personalities from the LGBTQIA+ community are hosted regularly on our Inclusion Learning Channel, fostering understanding, connection, and celebration of diverse experiences.

### Building inclusive infrastructure & policies

In fiscal 2025, Infosys introduced inclusive restrooms across all India campuses, taking a tangible step toward making our physical spaces welcoming and safe for all gender identities. Recognizing the unique experiences and challenges faced by transgender individuals, we have also launched specialized courses on the inclusion of transgender employees in the workforce, driving deeper awareness and building a supportive ecosystem for their success.

[Read more.](#)





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## Embracing multiculturalism and multigenerational diversity










Beyond gender identity, we are committed to embracing the full spectrum of human diversity. Recognizing the evolving demographics of our workforce, we introduced new courses to sensitize employees about working across different cultures and generations. These initiatives help foster mutual respect, enhance collaboration, and ensure that our workplace thrives on the rich tapestry of perspectives brought by employees from varied backgrounds, experiences, and age groups.

### Employee Resource Groups

Beyond leadership commitment and policy, there is a larger focus on where employees experience inclusion in their everyday workplace, interacting with colleagues and immediate teams. To strengthen these micro ecosystems, Employee Resource Groups (ERGs) act as huge enablers.

ERGs, including allies, provide a safe and supportive space within Infosys where employees can connect and foster a sense of belonging. The perspectives and ideas shared within these groups are taken seriously and thoughtfully considered. Infosys is committed to ensuring that every employee feels supported and valued by the organization.

### Our ERGs include

	Infosys Women's Inclusivity Network (iWIN) for women employees and their allies
	iPride for members of the LGBTQ+ community and their allies
	Multicultural ERG (MERG) to celebrate a multicultural workforce and enable collaboration across cultures
	iBELIEVE for our Black employees and the Black diaspora
	Family Matters, focusing on building awareness on parenting, relationships, health and wellness
	InfyVets for Infosians who are military veterans and their allies
	Young Employees Network (YEN) for the young and young at heart
	InfyAbility for employees with disabilities and their allies
	Hispanic Organization for Latinos. Creates a sense of community and belonging for Hispanic employees, provides development opportunities and fosters an inclusive work environment whereby this constituency can feel heard, valued, and supported.

## Awards

- Recognized as the winner of the 2024 **UN Women's WEP India Award** in the Gender-inclusive Workplace category.
- Recognized as a **Silver Award Winner** in the India Workplace Equality Index (IWEI) 2024.
- Awarded the **Diversity and Inclusion Employer of the Year** at the 2024 Digital Revolution Awards.
- Recognized as **India's Best Workplaces™** for Women 2024 : Top 50 (Large) for the 4th consecutive year.
- Recognized as **India's Best Workplaces™** in Diversity, Equity, Inclusion & Belonging 2024 : Top 25.
- Recognized as one of the **Best Companies for Women** in 2024 by Avtar and Seramount, for the sixth consecutive year. We have also been featured in the Hall of Fame for featuring for 5+ years in Best Companies.
- Recognized as the **Champion of Inclusion** in the Most Inclusive Companies Index 2024 by Avtar and Seramount for the fifth year.
- Won "**Best Initiative in Diversity and Inclusion**" for Restart with Infosys Program at Asset Awards, 2024.
- Certified as a **Disability Confident Recruiter 2024** from the Australian Network on Disability (AND) for 5 years now.
- Accredited as **Level AAA in DI-verse Awards** by American India Foundation (AIF) for inclusion of persons with disabilities.
- Infosys ANZ has been recognized on **WORK180 women's job platform**.
- Our Head DEI was recognized with the **US Embassy DEIA Excellence Award** in 2024.

Diversity, Equity, Inclusion (DEI) is subject to different interpretations in various jurisdictions. Infosys follows the law in every jurisdiction in which we operate, and respect for others and having an environment where everyone can succeed is a core value.



## Energizing Local Communities

### Infosys Foundation

Established in 1996, Infosys Foundation supports programs in the areas of education and skill development to enable sustained livelihoods, healthcare, women empowerment, and environmental sustainability, amongst others. Its mission is to work with the underprivileged across the country and strive towards a more equitable society. Infosys Foundation takes pride in working with all sections of society, selecting projects with infinite care, and working in areas that are traditionally overlooked by society at large.

Healthcare interventions are focused on bringing critical services to India's grassroots along with strengthening accessible healthcare institutions with state-of-the-art infrastructure. Hospitals and institutes like Madras Medical College, Sri Sathya Sai Sarla Memorial Hospital, LV Prasad Eye Institute (LVPEI) among others have benefited from focused interventions from the Foundation. Through our community-based health projects led by Sangath, Banyan, The Antara Foundation, Centre for Cellular and Molecular Platforms (CCAMP) and KEM Pune, we provide focused healthcare to marginalized communities especially women in tribal areas and difficult to reach geographies.

Education initiatives are focused on bridging the gap between education and employability by making in-demand skills accessible to learners with free platforms like Infosys Springboard. We have specialized programs making STEM education accessible to remote regions of the country through collaborations like Nirmaan Organization, Agastya,



Avanti Fellows, Yuva Unstoppable, eVidyaloka Trust, Unnati Foundation, and Ramakrishna Mission. Beyond the classroom, the Foundation also prioritizes sports education through initiatives like Girls for Gold, and PPBA.

The fourth edition of Aarohan Social Innovation Awards launched by Infosys Foundation seeks to encourage and reward social innovators for offering solutions in Education, Healthcare, and Environmental Sustainability that have the potential to bring about a significant difference to the underprivileged across India, at scale. Infosys Foundation is offering prizes up to INR 50 lakh per category, with a total award purse of INR 2 crores along with mentorship and incubation.

[Read the Infosys Foundation 2024 report](#)

### Infosys Foundation USA

Infosys Foundation USA is committed to expanding access to computer science and maker education for K-12 students and educators across the USA, while equally working to digitally upskill all learners for 21st century technology-enabled opportunities. Through its programming, signature initiatives and the two digital learning platforms of Infosys Springboard USA, the Foundation reached 1.1 million students and over 10,000 educators in fiscal 2025, taking the total number of students to over 26 million and educators to over 1.5 million since inception.

In fiscal 2025, the Foundation proudly expanded its impact with a focus on AI education and career readiness. Our strategic partnerships with nonprofit organizations provide opportunities to inspire all students to become creators, not just consumers of technology. The intensive two-week summer 'Kode With Klossy' coding camps we hosted at Infosys offices provided girls and

gender-nonconforming youth with foundational coding skills. In partnership with the Mark Cuban Foundation, we expanded access to AI education through a series of AI bootcamps for students in Raleigh and NYC. Additionally, courses offered by Code for All Minds and Deaf Kids Code on the Infosys Springboard USA - Pathfinders Online Institute provided STEM resources for neurodivergent learners and hard of hearing educators and students.

FY25 also brought new beginnings for the Foundation with the launch of a 'Tech Innovation Lab' at the Discovery Place Science in Charlotte, NC. Curated in partnership with Infosys Financial Services and iCETS, attendees of the museum have access to the state-of-the-art GenAI experience "TogetherTales" and can engage with the avatar "Keira" and are invited to create Infosys Springboard USA digital accounts. We also celebrated the launch of a new 'STEM Lab' at the Boys and Girls Club of King County in Seattle, WA which is part of our larger commitment to engage Boys and Girls Clubs chapters local to Infosys Ltd. offices across the country. Infosys Foundation USA was proudly honored at the "Celebration of Success Gala" in New York City, where we were acknowledged for six years of hosting the Infy App Design Challenge for NYC high school students. We also participated in our first ever "Impact Gala" in San Jose, CA where we celebrated the Foundation's ten-year anniversary with sponsorship from Trustee Anand Swaminathan and in partnership with Infosys CMT colleagues and stakeholders, and non-profit partners.



Infosys Foundation USA-sponsored 'STEM Lab' at the Boys & Girls Clubs of King County

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## Infosys Springboard in the USA

The Foundation expanded its Infosys Springboard USA digital learning platform to support K-12 educators and students, providing access to digital skills and training in current technology trends and professional development. The platform allows lifelong learners to upskill anytime and anywhere at no cost. On behalf of K-12 educators, the Foundation curated AI instructional resources including tools to reach people with disabilities. Examples include 'Practical AI for Educators' from CodeJoy which highlights AI as a powerful instrument for creative thinking, and Introduction to Creative Coding by Code/Art, which offers engaging video coding lessons for diverse learning environments.

The Foundation supported the 3rd cohort of the Infy Tech Pioneers program, reaching over 40 college

students from institutes such as UNC Charlotte, Purdue University, Boston University, and Rutgers. This program provides an immersive learning experience in Generative AI on Springboard and support from Infosys FS and other mentors. Our commitment to upskilling and empowering diverse learners with technology skills continued with the launch of the Electric Minds program that connects Infosys SURE colleagues with DTE Energy and Henry Ford College in Detroit, MI for an eight-week cybersecurity program that leverages content from Springboard. To reach younger students, we expanded our partnership with the Phoenix-based SciTech Institute to send 30 of their middle school students to a thought leadership conference in Chicago, IL where they served as Springboard Scholars, sharing the platform with their peers.

## Pathfinders Summer Institute

The Pathfinders Summer Institute is the Foundation's professional development program for K-12 public and charter school educators, public and community librarians, and district tech specialists in computer science and maker education. This free 40-hour virtual training is offered each year from June to August with curated content from external trusted curriculum partners. In fiscal 2025, the Foundation convened its largest ever Summer Institute by upskilling 1,250 K-12 educators in computer science and maker education across 26 professional development courses around the theme of AI. The instruction was buttressed by a live webinar series, "AI Bits and Bytes," which was led by external speakers from the Mark Cuban Foundation, Code.org, Google and representatives of the AI Topaz team at Infosys Ltd. Each of these educators returned to the classroom and shared their new knowledge with an estimated 7,50,000 students.

Champions program to 35 across the Infosys group. The CSR Champions led our first ever National Volunteer Week program, engaging 333 volunteers in community projects across the country.

Beyond National Volunteer Week, our volunteers were active throughout the year achieving impact and delivering upon the Foundation's mission to digitally upskill learners in computer science and emerging technologies.

In cities such as Houston, Hartford and New York, 25 Infosys mentors curated 'STEM Bootcamps', welcoming local students to their respective Infosys offices for a day of workshops in app design, AR/VR, project management and much more. The Foundation continued its reach in Providence, RI by hosting a design workshop at the Infosys Providence Design and Innovation Center for Latina students participating in the Technolochicas program. We also expanded our partnership with Kode With Klossy to host a 'Code-A-Bration' at the Infosys Richardson Technology and Innovation Hub, engaging over 35 local students with 12 Infosys mentors in immersive STEM programming. For three consecutive weekends, 50 Infosys mentors supported the Mark Cuban Foundation-led AI Bootcamps, which reached 75 students across NYC, Richardson, TX and Raleigh, NC, engaging them in practical AI and machine learning concepts. Lastly, the Foundation's signature 'Infy App Design Challenge', entered its seventh year in partnership with the nonprofit PENCIL. The Challenge virtually connected 45 Infosys mentors with groups of local NYC students to work from January to May on designing an app that solves a need in their community. In fiscal 2025, Infosys Foundation USA's volunteer efforts reached new heights with a total of 650 volunteers.



## Employee volunteering and community impact

The Foundation has cultivated a strong culture of volunteerism among its USA-based employees, who actively engage in impactful initiatives that advance the mission of digital upskilling in their communities. In fiscal 2025, the Foundation expanded its CSR



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## EMEA Region

### SWITZERLAND

#### World Economic Forum: Panel Discussion on Education in Emergencies

As Ukraine enters its third year of war, 1.9 million children rely on remote learning due to damaged schools. At the World Economic Forum (WEF) on January 21st, 2025, Infosys and Street Child hosted a panel to address this crisis. The discussion emphasized the critical role of education in providing stability and hope during crises, essential for children's well-being. Infosys and Street Child highlighted their efforts in renovating digital learning centers and creating resources to ensure continuous learning. Effective partnerships between governments, NGOs, and the private sector were deemed crucial for impactful solutions. Anastasiia Lytovka from Street Child shared insights on their work, demonstrating effective collaboration. Moderated by Kenneth Cukier from The Economist, the panel featured Inderpreet Sawhney from Infosys, Lisa Yasko from the Ukrainian Parliament, and Tom Dannatt from Street Child. The discussion underscored the urgent need for innovative solutions and collaboration to support education in emergencies, ensuring it remains a beacon of hope for children in conflict zones.

#### STEM Day for Kids

Infosys, in partnership with Sunrise GmbH, hosted an event supporting Little Scientists Switzerland. Forty children participated, learning about robotics, coding, and science through engaging activities using LEGO. This event effectively promoted STEM education in a fun and interactive way.

### UNITED KINGDOM

#### Tech She Can – Tech Inspiration Day

Infosys partnered with TechSheCan to launch a Teacher Continuous Professional Development program on Springboard, available since January 2025. Local students to our Digital Innovation Centre in London, experienced virtual reality workshops, networked with Infoscons, and benefited from insights into how Infosys is leading in next-gen digital services.



#### London Youth – Tech Careers Insight Day

Infosys' WongDoody joined London Youth for their "Tech Careers Day." Over 100 young people from across London gathered to learn about the vast opportunities within the tech industry. Our volunteers lent their expertise, sharing personal stories and professional tips to mentor and inspire the participants.

#### Chapter One

In September 2024, we launched our volunteering program with Chapter One UK. Twelve Infoscons are dedicating 30 minutes each week to help disadvantaged children struggling with reading. So far, our volunteers have delivered 125 sessions, totaling 3,527 minutes.

### Teachers' Tech Conference

Infosys partnered with Teach First to host our first-ever Teachers' Tech Conference at our Digital Innovation Centre, London Canary Wharf. Over 40 educators from across the UK gathered to hear about how technology can enhance student learning and teacher effectiveness. Laptops were donated to Stockwell Primary School in London. Recently, the London office donated 36 disused laptops to a local primary school.

### FRANCE

#### UNESCO Digital Learning Week

In September 2024, Infosys was a proud sponsor of UNESCO's Digital Learning Week in Paris. The 3-day event was attended by 900+ participants from over 100 countries, including 23 Ministers and Deputy Ministers of Education and ICT. Inderpreet Sawhney, General Counsel and Chief Compliance Officer at Infosys spoke at the second plenary session on the open day which focused on AI Competencies for students. Panelists included: H.E Dr. VathanaSann, Secretary of State, Ministry of Education Youth and Sport, for Higher Education, Cambodia, Mr. Andreas Schleicher, Director for Education and Skills, OECD. Inderpreet Sawhney highlighted how Infosys has built successful AI learning architecture. She also conveyed her thoughts on the application of the



UNESCO AI Competency Framework in education, focusing on how Infosys has integrated AI learning into its corporate training.

#### LEPC Hackathon

Infosys is now entering its third year of partnership with Les entreprises pour la Cité (LEPC). LEPC is a French non-profit organization whose mission is to amplify the societal impact of our partners, promote social innovation, and equal opportunities for all. We deepened our relationship to deliver their Innov'Avenir program through Springboard, enabling nationwide reach. The program targets young students from priority neighbourhoods, providing them with the skills needed to successfully navigate digital changes in society and encourage their interest in digital careers, including their integration into the professional world. Through initiatives like the Hackathon we bring together students to use design-thinking to develop innovative projects around sustainable development and civic engagement.

#### Fête le Mur

Fête le Mur is a socio-sportive association founded by Yannick Noah in 1996. The organization uses tennis as a tool to combat social exclusion and promote inclusion among children and young people from underprivileged urban areas in France. By providing access to tennis, Fête le Mur helps young individuals develop essential life skills, build self-confidence, and foster a sense of community. In partnership with Infosys, Fête le Mur will expand its impact by creating programs to be delivered via Springboard. The courses will focus on tennis and leadership, developing tennis in neighborhoods, and how tennis can be a tool for education and inclusion.

**GERMANY****CIO Charity Run**

In May 2024, Infosys employees participated in the CIO Charity Run in Germany. At the event, running and cycling activities helped raise funds for two fantastic causes: Hacker School and SOZIALHELDEN e. V.

**Christmas drive**

For Christmas, Infosys donated school supplies, clothes, healthcare, and household items to Mädchenbüro Milena e. V., an educational and integration institution for girls and women. The institution supports an independent youth welfare program and offers girls and women, with and without a refugee background, a protected place to meet.

**INCO**

Infosys is partnering with INCO, a world-leading social enterprise, to upskill and reskill job seekers in Germany and the Netherlands through Infosys' free-to-use online learning platform, Springboard. INCO offers digital training to underrepresented youth (16-25) in Germany and the Netherlands. The program includes courses on data analysis, software development, cybersecurity, digital marketing, UX/UI design, mentorship Programs, and support forums.

Infosys and INCO co-hosted a launch event in February 2025, at Infosys' Düsseldorf office. The event featured networking opportunities, a Springboard demo, success stories, workshops, and interactive showcases. It provided valuable insights, learning, and professional growth opportunities. Also on the cards are quarterly events for job seekers.

**MädchenbüroMilena e.V.**

Infosys supports the educational and integration facility for women and girls, founded and nurtured in MädchenbüroMilena. During the day, families with migrant backgrounds are provided language classes with childcare. After school, girls are tutored one-on-one with sustainability, empowerment and participation at the focus.

The holidays are a great time to give back and raise awareness about our fellow Frankfurt community. Many families are unfamiliar with and underequipped to face the cold weather, especially during their first winter in Germany. By collecting gently worn jackets and winter items, in addition to school supplies, hygiene items and non-perishable items, we supported the families of MBM in a meaningful way. Since the drive in December 2024, multiple colleagues have come forward to support the MBM.

**Employee volunteer experiences**

*A big thanks for making this donation drive a yearly Christmas ritual. We braved the harsh weather to drop off the donations at the Madchen Buro, and the effort was well worth it.*

Priya Sankaranarayanan

*Thank you very much for initiating such an eternal effort, giving us an opportunity to participate in supporting our local community.*

Rutuja Lele

*I found it extremely meaningful to contribute to this organization and make a tangible impact on people's lives. Participating gave me a sense of fulfillment and strengthened connections within the Company. I look forward to being part of future initiatives.*

Samir Semaan

**IRELAND****Clash of the companies**

Infosys was a proud sponsor of the Clash of the Companies event, Ireland's leading team-building event. This initiative brought together hundreds of people from various business sectors with the main goal of raising funds for sick children in Ireland.

**BULGARIA****Post Bank Run, Svetulki RUN - Charity Runs**

Our team in Bulgaria participated in Bulgaria's largest corporate relay, the annual Post Bank Run, in June 2024. Later in October, they participated in the charity run 'Svetulki' RUN (Firefly Run) organized by Sofia Mountain Club. Funds were raised for two causes: The 'Eyes of Four Paws' Foundation and the only National Community Center for the Blind in Bulgaria.

**UKRAINE****Digital transformation program:**

Our Digital Transformation Program leverages Infosys Springboard for students and educators to facilitate interactive, engaging lessons. The program includes over 72 Ukrainian language courses, 19

geography lessons. 20 modules for the school principals' course have been deployed. For teachers, topics such as Cybersecurity and Anti-Corruption are addressed through specially developed courses, aligning seamlessly with Ukraine's national educational platform, All Ukrainian Online. Together, these initiatives are building a robust and resilient educational foundation for both students and teachers.

**Digital Learning Centers**

Initially focused on creating and renovating five Digital Learning Centers (DLCs) in Dnipropetrovsk, an Oblast in Eastern Ukraine that receives less international aid due to its proximity to the front line, our program reached seven centers within 12 months. These DLCs address the educational challenges faced by children in crisis-affected areas of Ukraine, making a real difference in their daily lives by providing access to quality education and a safe learning environment. Notably, one center was renovated by an all-female team of contractors, showcasing resilience and determination in the face of adversity. Launched in September 2024, these centers have already served over 1,500 children in their first three months of operations. Each center is equipped with laptops, high-speed internet, multimedia projectors, educational materials, security systems, and accessibility features such as wheelchair ramps and modified bathrooms. Additionally, designated spaces for Mental Health and Psychosocial Support (MHPSS) provide critical support to young learners.

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**CZECH REPUBLIC, BRNO**

**Blood donation** – Infosys from the Brno DC participated in a blood donation drive at our Vlněna Business Centre. This event saw a mix of long-term donors and first-time participants, all coming together for a noble cause.

**Charity Christmas market**

Infosys participated in an event along with neighboring companies, a Christmas market, where donations from buyers of items at our stand were donated to House for Julia, a children's hospice in Brno.

**APAC region****Australia and New Zealand****Driving social impact through employee volunteering**

Employee volunteering is an integral part of The Infosys Way of Life (IWOL), cultivating meaningful engagement with vulnerable communities. In Australia, employees actively support the St. Vincent de Paul Society (Vinnies) in addressing homelessness through initiatives such as the CEO Sleepout, where EVP and APAC Head of Business Andrew Groth slept rough to raise awareness and funds. Employees also contributed to The Bottom Line, donating essential undergarments to restore dignity to those in need, and volunteered at Ozanam House, preparing and serving meals to individuals experiencing homelessness. These efforts reflect our commitment to corporate social responsibility and community impact, ensuring tangible support for those most in need.

**Advancing inclusion through accessibility**

We are in our ninth year of partnership with the Australian Disability Network (ADN) and have



maintained our recognition as a Disability Confident recruiter. We marked International Day of Persons with Disabilities (IDPWD) by reinforcing our efforts to create an equitable environment for all. Our approach integrates accessible workplace design, inclusive hiring practices, and targeted employee training to build awareness and support diverse abilities. Infosys Australia and New Zealand continue to drive meaningful change, making inclusion a core pillar of our ESG journey.

**Building careers through mentorship opportunities for People with a Disability**

Infosys partners with the Australian Disability Network (ADN) on their PACE mentoring program, providing mentors for students and young professionals with a disability. This initiative enhances disability awareness and confidence within Infosys while offering job seekers valuable professional experience.

**Future Leaders program**

In collaboration with Tennis Australia, the program is designed to empower emerging talents to lead in the digital era, reflecting our commitment to sustainable growth and societal impact. The three-



day camp includes a day at Infosys' state-of-the-art Melbourne living lab. Students engage in digital experiences, exploring technologies such as the metaverse, artificial intelligence, and virtual reality. Following the camp, participants attend a Future Leaders Day at the Australian Open, featuring activities like a tennis clinic, where future leaders learn from a Tennis legend. Exploring the dynamic 'Infosys Fan Zone,' an innovative showcase that highlights the transformative role technology has, is part of the experience.

**Junior Leadership program**

Partnering with Table Tennis Victoria, this initiative aims to develop leadership and digital skills, along with fostering positive community impacts among young Australians. By combining the value of sport with technology-driven learning, this program equips the next generation with the tools they need to thrive in an evolving digital world. Participants engage in mentorship, hands-on workshops, and access Infosys Springboard, equipping them with leadership skills, innovation, and inclusion. The program culminates in an immersive experience where young leaders apply their skills in real-world settings, building confidence and resilience.







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### Women's health and families

As part of the Breast Cancer Awareness month in October 2024, multiple sessions on women's health for staff and clients to elevate women's health knowledge were conducted, providing information on Infosys' policies and people practice supporting employee wellbeing. To recognize the power of the technology industry and our community to advance meaningful women's health changes and awareness we came together for #Tech in pink. Employees participated in events to promote cancer research, prevention, screening, and advocacy. Using our platforms to amplify awareness, we continue to foster a culture of awareness and action.

### Culture

Infosys teams in New Zealand, Canberra, Sydney, Melbourne, Japan, China and Singapore came together to celebrate Diwali and Christmas with joy, positivity, and a sense of togetherness. From vibrant decorations to fun-filled activities, diverse teams shared their most significant cultural celebrations with colleagues.

### Spreading festive cheer: Christmas celebrations

The Infosys offices across Australia and New Zealand celebrated the festive season with joy, togetherness, and giving back. From festive decorations and team gatherings to Secret Santa,

charity drives, and volunteering, employees came together to spread cheer both in the workplace and the community. Highlights included supporting local charities with donations and volunteering.

### Empowering innovation and collaboration through open data

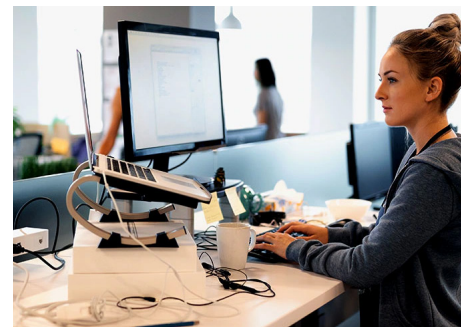
As part of our commitment to fostering digital skills and innovation, Infosys played a leading role in GovHack 2024, the largest open data hackathon in the southern hemisphere. Talent from across Australia and New Zealand participates in leveraging open data and digital technology to help address the biggest problems that we face as a community in the region.

### Driving social impact through employee volunteering

Through our employee volunteering program teams have been dedicating their time to Ozanam House, a vital community service that provides meals, shelter, and support to individuals experiencing homelessness. Our volunteers have been actively involved in meal preparation and service, ensuring those in need receive nutritious food in a safe and welcoming environment. By engaging with Ozanam House, Infosys employees are not only giving back but also deepening their understanding of the challenges faced by vulnerable communities.

### Women's equity and inclusion

**International Women's Day (IWD)**, March 2024: #Inspireinclusion was a celebration with Infosys staff and clients who came together in multiple APAC locations. Over 1500 staff and key regional clients discussed ways to work together to 'Spot and stop workplace bias', support women in leadership and achieve greater gender equality. Recognizing the importance of female talent development, a selection of women participated in a 6-month APAC female leadership program called Accelerate Her Achievement. The program included a focus on personal branding training and tailored mentoring. Women across the APAC region participated in a global women's leadership initiative called OrbitNext to develop more women into senior roles. Infosys policies and programs were recognized by Work180 in Australia, a targeted women's recruitment portal.



### SINGAPORE

#### Social entrepreneurship and community leadership development

As an extension of its commitment to supporting the local regional community, Infosys Singapore staff partnered with INCLUS, the leading regional provider of disability services, to participate in a mentoring program for people with slight disabilities to help them integrate into business and job opportunities. Infosys participated in the Youth for Causes (YFC) event that was started in 2003 by the YMCA of Singapore. The program is a catalyst to promote social entrepreneurship and community leadership development among Singapore youth aged between 15 to 25.

### JAPAN

#### Environment, sustainability and skills development

A significant reduction in the carbon footprint was achieved by moving to a paperless process for recruitment selection and induction reducing our carbon footprint. Japan continues its focus on people skills development and AI skills retraining to help our High-Tech industry clients in Japan transformation objectives. Our ongoing commitment to employee health and wellness and supporting people with disabilities has helped us focus on supporting the community and social justice for all.



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## CHINA

**SPRING** is an employee-led team that supports various philanthropic activities such as donation drives for blood, books and computers.



**SPRING - Giving Tree Program:** Since 2009 to 2024, SPRING team and Infosys China employees have supported the Community Center, Shanghai (CCS) in partnership with Shanghai Charity Foundation (SCF) Giving Tree charity program. Infosys China assisted 1,837 migrant / underprivileged students in need by donated Giving Tree bags, filled with age and gender-appropriate winter clothes and school supplies.

### SPRING – old computer donation program

Since 2008 to Jan of 2025, SPRING team get support from Infosys China leadership, CCD, FAC team, volunteers, Warm Current of CSWEF (China Social Welfare Foundation) and express companies, arranged 6 old computers donation programs, total donated 1485 computers to 62 schools, helping 22077 students and teachers to use these computers at Shanghai, Qinghai, Gansu, Shanxi,

Henan, Anhui, Hubai, Hunan, Jiangxi, Chongqing, Sichuan, Guizhou, Yunnan, Guangxi, Guangdong 15 provinces in China.



### Green Ambassador | Hangzhou DC

The Infosys Hangzhou team and their families participated in a sustainability effort to clean a section of the Jiuxi stream and Longjing mountain. The 8-km-long hiking took about four hours. The team collected more than 5 bags of white trash and received huge appreciation from the locals.



### Living Labs in China

Infosys China launched its Living Labs in Shanghai, China in 2019. The Living Labs is designed to help advance ESG and people-centric innovation in China region. It is a platform that helps us establish Infosys as an innovation partner with our clients and prospects. Our key showcases in China Living Labs include AI Demo, Smart farm, Cyber Security Game, ATP/AO Tennis, Personalized Smart Videos and Data Center Digital Twin.

### Catch Them Young

Catch Them Young was held for the very first time in Shanghai DC in December 2024, showcasing



commitment to Environmental, Social and governance practices with participation of over 50 students from multiple International Schools. Participants of the program were provided with insights into the IT career paths, introduction to springboard learning platform and engaged with hands-on experience. In the second half of the program, participants gathered to assemble Legos and mechanical components to build functioning robots. This activity encouraged creativity, teamwork and deeper understanding of engineering concepts.

### World Water Day | Shanghai DC

On account of World Water Day, Shanghai DC HSE team conducted a Coloring activity of 'Your Peaceful Water Mandala'. Several employees participated.



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### Facilitating Employee Wellness and Experience

## Facilitating Employee Wellness and Experience

### Our employee value proposition

We are a people-first Company. Our success is built on the belief that when our people thrive, so does our organization and the communities we serve. Our commitment to human capital development is anchored in our Employee Value Proposition (EVP), which is centered around three core pillars:

#### The future of work, powered by people



Together, these pillars shape a workplace where people are inspired, enabled, and valued, ensuring our human capital continues to be a cornerstone of sustainable growth and impact.

#### The Infosys Way of Life (IWOL)

While our EVP defines what we stand for, our culture defines how we live it. It is not just about what we do, but why we exist, shaping us into who we are today. For over 40 years, our values, excellence, collaboration, and most importantly, our people

have moulded our unique culture. **Care | C-LIFE | Collaboration | Inclusivity | Learning.**

**Culture Index - 85%**







### Facilitating Employee Wellness and Experience

## Designing world-class employee experiences

We strive to create a world-class employee experience by designing consistent best-in-class policies, processes, programs, and systems, focusing on creating 'Experience by Design' while keeping employees at the core of whatever we do. We gather employee feedback using robust listening mechanisms, built in through the employee life cycle to help improve our offerings and create positive memorable moments that matter using technology. Some of our interventions across the employee life cycle include.

### InfyMe

Our mobile-first, self-service platform integrates over 200 service touchpoints into a single, intuitive interface. InfyMe is designed to be seamlessly contextual, aiding networking and collaboration among our employees anytime, anywhere. We continue to enrich our InfyMe app with more services that enable teams to operate, connect, collaborate easily, particularly in the hybrid work model.



### AI in employee experience

At Infosys, we recognize that each employee is unique, and so should be their journey within the organization. In today's digital-first world, we are harnessing the power of Artificial Intelligence (AI) to deliver personalized experiences at scale. In line with this, we are reimagining the employee experience by integrating AI across the entire talent lifecycle - from recruitment and onboarding to performance management and continuous learning till offboarding. Our AI-powered recruitment capabilities streamline candidate screening, dynamically match talent with open roles, and enable intelligent interview scheduling. Innovations like facial recognition and compliance-driven checks enhance security and integrity in the hiring process. We have also introduced intelligent job recommendation features on our career platforms, helping candidates discover relevant opportunities based on their unique skills and experience.

For new joiners, in onboarding, initiatives such as Infosys Immerse in the metaverse, AI-powered assistants, and smart identity verification tools are shaping seamless, engaging entry experiences. Employees benefit from AI-driven assistants like NAVI, which handle queries, support transactions, and offer tailored policy guidance, reducing reliance on helpdesks while enhancing personalization.

Some of our NAVI powered interventions, we have already implemented at Infosys are:

- **Data Assist:** This AI assistant can be used to query data related to Leave, Attendance, Allocation, Assets, Confirmation, Master data etc., of self and the team. It avoids the need to go to multiple systems. Data can be queried in natural language making it easy for the manager.
- **Policy Advisor:** Revolutionizing the way, employees interact with HR for various services. For instance, the AI Assistant will

respond to employee queries by interpreting policy documents and personalize interactions based on an individual employee. The Navi orchestrator merges multiple domain advisors into a single interface, routing employee queries to the appropriate advisors. The advanced AI algorithm personalizes responses based on employee profiles, ensuring program effectiveness. This will in turn help reduce queries going to our helpdesk and directly to HR as well.

- **Moments That Matter (MTM):** Every employee has significant moments that create substantial impact on their overall satisfaction and well-being, during their organizational experience. MTM has been ideated to become a celebration platform which will be integrated into all celebrations, small or big, throughout the employee life cycle. Smart alerts inform employees on upcoming moments that matter in their team and they can use AI to generate cards and messages to their colleagues and teams.

For managers and leaders, AI tools enable intuitive access to data, proactive nudges, and insights that support informed, empathetic decision-making. Our AI-driven pulse analysis also empowers continuous listening, helping us identify employee sentiment and act early to enhance well-being and engagement.

In learning and development, we are deploying generative AI to deliver personalized learning paths, simulate real-world scenarios, and assist in content creation. AI companions on our learning platform Lex, such as Zoiee and SynthAIz, provide intelligent tutoring, summarization, and contextual learning support. These innovations ensure every employee receives guidance aligned to their goals, skill levels, and preferred learning styles. From automated offboarding to retention analysis, AI also supports thoughtful transitions while maintaining a human touch. Our vision remains clear: to responsibly use AI not as a replacement, but as a powerful enabler enhancing personalization, improving operational agility, and reinforcing our commitment to a people-first, future-ready workplace.



## Facilitating Employee Wellness and Experience

### Celebrating and rewarding excellence

RISE our rewards and recognition program fosters and celebrates a performance-driven culture through leveraging an integrated digital platform for an elevated and enhanced experience.

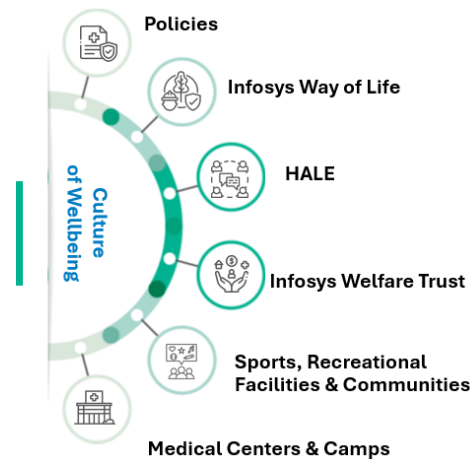
- **Gracias** is our appreciation portal, enabling employees to easily express and show their gratitude and appreciation to fellow colleagues.
- **Insta Awards** empowers managers to recognize their teams "Instantly", in real time.
- **Unit / GEO/ Account / DC Rise Awards, ACE Awards, Kudos & Glory Awards** celebrate a high-performance work culture through quarterly / half-yearly recognition across units, accounts & GEOs.
- **Wow Awards** are discretionary recognition awards given by leaders to acknowledge outstanding contributions to the account or unit.
- **PM Elite+** are quarterly awards with an objective to recognize "Best Managed Projects" from each service line and further identifying the "Top Project Management Talent" among them.
- **Leadership by Example Award** acknowledges and celebrates leaders who demonstrate exemplary leadership impacting client delight, Operational positive impact on delivering client efficiency, and high team engagement.
- Celebrating engagement through the **Managers with Great Teams Awards, People Health Champions Awards, Maximus Awards, BTN Awards, and Best Manager Awards**, recognizing those who foster positive team environments.

### Wellbeing, care & communities

At Infosys, well-being is a core commitment, fostering a holistic and psychologically safe workplace where employees thrive. Our IWOL culture emphasizes care, creating positive perceptions and constructive conditions for

employees to reach their full potential. Our award-winning Health Assessment and Lifestyle Enrichment (HALE) program, a highly engaged non-monetary benefit, drives our wellness efforts. Built on four pillars—Physical, Emotional, Social well-being, and Safety—our initiatives are co-created with teams, business units, and external partners to meet diverse needs.

### Holistic Wellness @Infosys



These initiatives, designed based on employee feedback and research, ensure our employees feel heard, valued, and supported. By integrating these programs, we aim to enhance employee well-being and drive organizational success through a healthier, more engaged, and resilient workforce.

A robust Health and Safety Management system at Infosys has enabled us achieve certification to **ISO 45001:2018** standards across all India locations, including Infosys Limited and its subsidiaries, in line with our HSE strategy. [Read more.](#)

### Key initiatives

#### InfyTribes

At Infosys, we believe in a balanced approach to life. We are not just about work; we are about play too. Across the globe, we have vibrant communities known as InfyTribes, where Infoscons come together to pursue their passions. Whether it's sports, arts, dance, music, AI, movies, or photography, our InfyTribes provide a platform for our people to connect, collaborate, and thrive in their interests. Conceptualized as a sustainable community ecosystem, InfyTribes, spread across 11 countries, 20K+ members, 100K+ followers have probably become one of the biggest innovations in the people space, with a potential to expand and grow more resulting in direct impact of employee satisfaction.

#### Infynite Bonds

This initiative was launched to enhance social capital in the workplace by fostering friendships among colleagues. The goal is twofold: to promote connectedness and to encourage the formation of new bonds within the workplace.

#### Infyusion

This innovative program brings together finalists from various segments of sports and culture, creating unparalleled engagement and fostering a sense of community. With participation from 20 Development Centers (DCs), over 15,000 employees, and more than 350,000 social media views, INFyusion has made a significant impact. In its first edition, the initiative successfully connected around 75,000 Infoscons, showcasing the power of collective engagement and the vibrant culture at Infosys.



InfyTribes: Nurturing Passions, Building Communities across our Development centers





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## Facilitating Employee Wellness and Experience

### Infosys Alumni Meets

For the first time, we have organized events to connect and meet with our Infy alumni at our Development Centers (DCs). These alumni meets have seen a remarkable turnout, with nearly 8,000 alumni participating in around 10 events across various DCs.

### Petit Infoscion

A special celebration dedicated to the children of Infoscions serving as a dynamic showcase for a variety of talents, deeply embedding the culture and essence of being an Infoscion. Each year it unfolds around a unique theme, ensuring our Petit Infoscions enjoy a memorable day filled with fun games, activities, delicious treats, rewards,

recognition and more. This year, we achieved a record-breaking footfall of over 100,000 across 20 DCs, saw a 33% increase in Petits to over 31,000, and set a World Record in the Wonder Book of Records.

### InfyCares

This initiative was strategized to bring employee volunteerism to the forefront, and it has received a resounding response from teams across our Development Centers (DCs). InfyCares has achieved over 1,30,000 volunteering hours in the past year, surpassing our initial commitment of 75,000 hours. With more than 34,000 volunteers across 21 DCs, our CSR programs are now an integral part of the InfyCares system, providing a consolidated view of our collective volunteering efforts.

### Career growth and learning avenues

#### Learning and Career

LnC portal is a one-stop solution for employees' learning and career needs. Over the past year, it was redesigned to offer a more personalized experience, featuring the new Career Canvas. This consolidates multiple career avenues—IJPs, projects, and bridge programs—into one view, helping employees identify next-role possibilities, assess skill gaps, and receive personalized learning recommendations.

#### Capability Quotient (CQ)

Capability Quotient is a comprehensive framework that integrates technology skills, domain skills, foundational skills, and social skills to enable employees' holistic development. This enhanced skills framework fosters adaptability and ensures a sustainable competitiveness in a rapidly evolving landscape. Employees can increase their CQ by gaining knowledge, building experience and expertise, track their skill development journey and get feedback on these skills through learning resources, endorsements, and manager evaluations. Employees with a higher CQ have greater access to new opportunities and interesting projects. CQ is planned to be rolled out, effective July 1, 2025.

#### Performance management

The Infosys performance management framework focuses on deep engagement of talent through a contemporary approach to evaluating and improving performance. As part of our Skill Powered Organization strategy, this year we have introduced skill development as one of the core objectives of our performance management process by identifying and evaluating technical, domain, foundational and social skills that are critical to an individual's performance as part of the appraisal process. To further support this focus on

### Great Managers, Great Teams

#### The Infosys Great Manager Program

Now in its third year, the Infosys Great Manager Program is designed to nurture future-ready leadership. Delivered in collaboration with Cornell University, this fully digital, self-paced learning journey builds core managerial competencies such as business acumen, a digital-first mindset, people leadership, and operational excellence. Through concise and impactful modules from eCornell, managers are empowered to lead with insight, agility, and purpose.

#### The Manager Code

To guide and anchor our managerial culture, we introduced the Manager's Code, a behavioral blueprint for people management at Infosys. It serves as a clear reference point for all managers, aligning expectations and promoting consistent leadership behaviors across the organization.

#### Recognizing Managerial Excellence

We also celebrate our best managers across the organization every quarter. These recognitions are based on careful consideration of multiple data points, including performance metrics, employee satisfaction scores, employee feedback, people connect initiatives, and individual learning journeys. This holistic evaluation ensures we spotlight managers who consistently demonstrate excellence in both results and people leadership.



Our InfyCares team volunteering together to make a difference





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### Facilitating Employee Wellness and Experience

skill development, we have now introduced the Quarterly Check-In process where every employee and manager can have ongoing conversations to focus on skill development and career goals.

#### The Platinum Club

The club is a niche experience created for our top performers. Members of this club are selected with great rigor and objectivity through a two-pronged approach of high performance and high capabilities (measured through consistent ratings and high DQ). The program ensures that there are diverse career experiences, faster growth trajectory, differentiated rewards and higher visibility for those who are identified as platinum club members.

#### Orbit Next

Orbit Next is our flagship program designed to propel women into leadership roles within the technology and business sectors. This comprehensive initiative goes beyond just skill development. It fosters a supportive ecosystem



where women can sharpen their technical and business acumen, develop leadership skills, and build valuable networks. Through mentorship opportunities, workshops, and networking events, participants connect with established leaders and build a strong support network within the organization. This fosters a sense of community and provides access to invaluable guidance and career development resources.

#### The future is led from within Infosys Leadership Institute

With AI playing a pivotal role in the next phase of transformation of organizations, the Infosys Leadership Institute (ILI) partnered with Kellogg to bring their highly acclaimed program on AI Applications of Growth to all its leaders. In FY25, over 1000 senior leaders of Infosys completed this certification program and most of them also participated in a live discussion with the author of this course, Prof. Mohanbir Sawhney. This includes about 250 women leaders, with many of them also working on AI related projects and initiatives.

ILI strengthened the succession program by broadening its focus to key roles in business and enabling functions, and creating highly personalized development programs for the incumbents and successors in organizational critical positions. The highly successful succession-enabling Constellation program aimed at high potential emerging leaders, was expanded and paired with a 10-month curated program with Oxford University. The Constellation leaders also commenced work on cross-functional, strategic organizational

projects, to bolster their enterprise leadership, thus preparing them for senior leadership positions.

Broader leadership development and engagement continue, with signature programs like the 10-month Enterprise Leadership program in partnership with multiple universities including Kellogg, Tuck, NUS, and the 6-month long Executive Presence and Presentation program in partnership with The Economist. More than 2000 one-on-one leadership advisory discussions were completed by ILI with leaders, focused on their leadership development plan. With more than 97% leaders completing a significant development intervention, Infosys leaders invested 10,500+ leadership learning days equivalent on their development.

Leadership diversity continues to be important for Infosys and the acclaimed ILI #IamtheFuture program saw more than 200 women leaders completing a development program addressing critical and differentiating competencies needed for success and growth. About 100 women leaders completed a program with Stanford on Executive Communication, supported by one-on-one coaching from a global communications firm. Career conversations were completed for critical and high-potential women leaders across segments and delivery, and 200+ women leaders completed a development coaching conversation with internal leadership advisors.

Our relentless focus on leadership development and engagement continues to set us up well for the future.

### Employee satisfaction

Infosys has a robust mechanism to gauge employee sentiments and feedback called Pulse. This tool collects ongoing and real-time feedback from employees anonymously on key organization-wide themes that shape an employee's experience at Infosys such as work, learning and careers. We poll the entire organization through a micro survey every quarter, and also poll our employees on select tenure-based milestones and specific events including onboarding, job rotation, and appraisals. This cumulative understanding of employee perception, and feedback from actual events and milestones have strengthened our sensing architecture to obtain richer insights of employee experiences. To drive change across the organization, all managers have access to a real-time customized dashboard with feedback from their respective teams, which enables them to engage with their teams better and address any concerns. This dashboard has multiple views and advanced analytics such as heatmaps, trendlines, and sentiment analytics to enable the managers to prioritize focus areas according to their teams.

Attrition score remains low at 14% when compared to the pre-COVID period (18%).

**Employee satisfaction  
(ESAT) for FY25: 77%**



## Facilitating Employee Wellness and Experience

## Upholding values and rights

At Infosys, purposeful work begins with a foundation of integrity. We believe that for people to truly find meaning in what they do, they must first feel safe, respected, and valued. Upholding dignity, fairness, and trust in every interaction is not just a responsibility, it is essential to enabling purpose, building belonging and sustaining a culture where every individual can thrive.

### Resolution hubs

Infosys is committed to providing a safe and positive work environment. In keeping with this philosophy, the organization envisages an open-door policy and encourages a culture of “speak up”. Employees also have access to several forums where they can highlight matters or concerns faced at the workplace for effective remediation. This is achieved through a well-established and robust grievance resolution mechanism comprising resolution hubs. Resolution hubs adhere to the principles of natural justice, confidentiality, sensitivity, non-retaliation and fairness, while addressing concerns. The concerns are handled objectively while ensuring timely action and closure. In matters that entail a detailed investigation, the process ensures fairness for all involved, with an opportunity to be heard, present facts and any material evidence before a neutral panel.

### HEAR

Infosys has a robust grievance redressal forum called HEAR (Hearing Employees And Resolving) fostering healthy employee relations and a positive work environment by giving our employees a neutral platform ‘to be heard’ and building the culture of

‘speak up’. Employees can raise a complaint on the HEAR webapp or InfyMe mobile application or write to HEAR@infosys.com. HEAR adopts a decentralized model and addresses employee concerns in a structured manner with appellate forums for workplace grievances that have not been duly heard at the preliminary level by the Managers (or) line HR.

### ASHI

The Company’s assurance to its employees of providing a harassment-free workplace is reflected in our key initiative, ASHI (Anti-Sexual Harassment Initiative). As per the Prevention of Sexual Harassment Act in India, the Company has constituted Internal Committees (IC) in all the development centers with the ambit of the regulatory jurisdiction, for redressal of sexual harassment matters reported by women employees. We also have a strong governance mechanism in the form of GRB (Grievance Redressal Body) to define, interpret and implement Company’s policy on prevention of sexual harassment at the workplace. GRB consists of external members, internal senior members, and the Investigative Council. Here, we follow a gender-neutral approach in redressal of all such complaints. Complaints are taken

up for a formal redressal process in line with the POSH Act and the Company’s policy on anti-harassment as applicable. The reports on ASHI grievances can be shared to GRB@infosys.com and employees can also report complaints on the ASHI webapp or InfyMe mobile application.

### Extending the initiative to contract staff

Our commitment to a positive and safe working environment is not restricted only to our employees, but also third parties, who provide services in our campuses. We conduct refresher sessions for such third-party employees to reinforce the message. These sessions are covered in nine vernacular languages in India currently. Emergency / safety cards with important contact numbers are also handed over to all Infosys employees and employees of such third parties. All our security personnel are trained in human rights policies and procedures.

### Whistleblower Policy

The Company has formulated the Whistleblower Policy in line with the mandated regulatory requirements – Sarbanes-Oxley Act (SOX), 2002 & Companies Act, 2013 – which mandates listed companies to establish a “vigil mechanism” for reporting genuine concerns.

The forum is predominantly for the receipt, retention and treatment of complaints regarding matters of probable discrepancies in accounting, internal accounting controls or auditing, and also enables anonymous reporting by employees. While the Whistleblower Policy and the forum is administered and managed by the Office of Integrity and Compliance, complaints (anonymous or otherwise) pertaining to deviations in workplace policies / processes involving employees are reviewed in tandem by the Employee Relations Department.

## Human Rights

Some of our salient **human rights topics** are:

### Workplace diversity

- Code of Conduct and Ethics
- An equal opportunity workplace
- Equal pay for equal work
- Free of discrimination



### Grievance redressal

- Open-door policy
- Robust grievance resolution mechanism

### Freedom of association

- Freedom to associate through internal employee resource groups
- Seek representation
- Bargain or not bargain collectively



### Health and safety

- Robust Health, Safety and Environmental Management System (HSEMS), Ozone

### Data privacy

- Ensures privacy of employees, candidates, visitors, customers, and other stakeholders, according to global applicable data privacy regulations
- Comprehensive framework for Privacy Information Management System (PIMS)



**Transition assistance:** We provide employees opportunities to upgrade their skills as part of transition assistance to facilitate their continued employability and the management of career endings resulting from termination of employment.

**The Employee Career Support program: Retirement Planning** spans a portfolio of services including consultations from retirement specialists, strategic financial planning, retirement focused roadmap and resources, careers workshops, and access to networking groups dedicated to retirement options.



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### Facilitating Employee Wellness and Experience

#### Return to office and hybrid work model

At Infosys, we follow a flexible hybrid work model. Our objective is to build and retain social capital among employees that will help enhance collaboration, innovation, productivity, and self-development in a hybrid workplace. To offer further flexibility to employees, we have also opened offices closer to where our employees are based.

In the recent past, we commenced operations at our new centers in Indore, Nagpur, Hubballi, Vizag, Coimbatore, Kolkata, Mumbai, and Noida, in India.



Coimbatore DC Phase 2, Infosys campus inauguration



Kolkata DC, Infosys campus inauguration

## Awards and recognitions



- Infosys has been recognized among LinkedIn's Top Companies 2025 in India, USA, and Canada.
- Infosys was awarded the Global Top Employer 2025 certification in 22 countries across Asia Pacific, Europe, the Middle East, and North America.
- Infosys has been recognized as the largest IT employer in Karnataka at the Invest Karnataka 2025 Summit.
- Winners of NHRD Welcon 2024 for Holistic Wellness
- ATD Best of the Best list for 2025 – marking it the 12th time we have received this esteemed award.
- Infosys Wingspan was honored with the Gold Award for Best Advance in Learning Management Technology (LMT) and a Bronze in the "Best Corporate Learning University" category in the Brandon Hall Technology Excellence Awards 2024.
- People Business: Infosys has secured a spot on the prestigious "Company with Great Managers 2024" list in India, 5th time in a row.
- Three Managers were featured in the 100 Great People Manager Studies 2024, conducted by the Great Manager Institute in association with Economic Times.
- Infosys won the Company with Great Managers Award 2024 by People Business for the 5th consecutive year. Three Infosys Managers won the Great Manager Awards, 2024.
- Certificate of Distinction for Record-Breaking Employee and Family Volunteering by Wonder Book of Records, 2025





# Governance

## Vision

Serve the interests of all our stakeholders by leading through our core values

We set standards on how to act right and do more. We lead the way with respect and vigor in our solutions, in our corporate policies, throughout our value chain and across the industry.





## Performance on Governance Goals

### Material Topics

### Ambitions

### Progress in Fiscal 2025



#### Corporate governance

- Bringing the interests of all stakeholders to the fore through our empowered, diverse, and inclusive Board
- Building sustainable and responsible supply chains
- Ensuring robust compliance and integrity practices
- Engaging with stakeholders through various channels and earning trust through transparent communication

- Our Board is represented by 22.22% women leaders and 44.44% foreign nationals with expertise in the domains of finance, global business, cybersecurity, information technology, governance, sustainability, ESG, sales and marketing, delivery, risk management, mergers and acquisitions
- 273 suppliers engaged to enhance their climate performance
- Conducted ESG assessment of top 800+ suppliers representing ~85% of total spend
- Ethisphere recognized Infosys among 2025 World's Most Ethical Companies® for the fifth consecutive year
- We continue to lead on global ESG assessments



#### Data privacy

- Adopting leading data privacy standards across all global operations

- First India-headquartered Company to receive Binding Corporate Rules (BCR) approval from EU data protection authorities



#### Information management

- Being recognized as industry leader in our information security practices

- Infosys positioned as a Leader in the ISG Provider Lens™



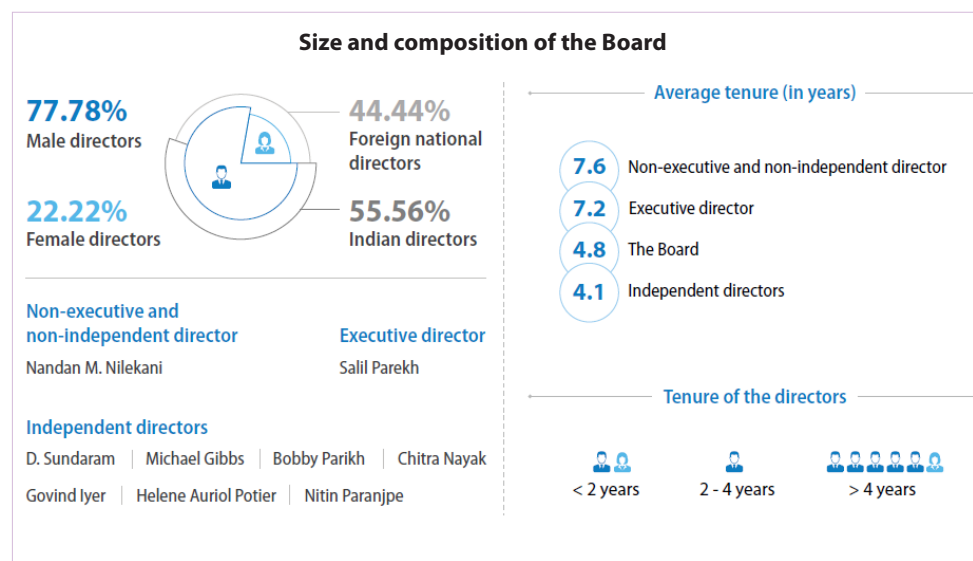
## Corporate Governance

Our corporate governance reflects our value systems, culture, policies, and relationships with our stakeholders. Integrity and transparency lie at the core of our corporate governance to ensure sound practice and performance that, in turn, help us gain and retain the trust of our stakeholders. We practice the highest level of corporate governance across all our business functions. A strong, independent, and diverse Board leadership nurtures and sustains effective corporate governance throughout the corporation. Independent Board committees review and formulate industry-leading governance practices. Read more in the Corporate governance report that is part of the Infosys Integrated Annual Report.

**22.22% women leaders and 44.44% foreign nationals with expertise across domains on the Board**

Read the [Infosys Board Diversity Policy](#)

### The composition of our Board as on March 31, 2025



[Read more](#)

#### Board diversity

Our Board is represented by 22.22% women leaders and 44.44% foreign nationals with expertise in the domains of finance, global business, cybersecurity, information technology, governance, sustainability, ESG, sales and marketing, delivery, risk management, mergers and acquisitions.

### ESG Governance

In October 2020, we launched our ESG Vision 2030. Our focus has been steadfast on leveraging technology to battle climate change, conserve water and manage waste. On the social front, our emphasis has been on the development of people, especially around digital skilling, improving diversity and inclusion, facilitating employee wellness and experience, delivering technology for social good and energizing the communities we live and work in. We have also redoubled efforts to serve the interests of all our stakeholders by leading

through our core values and setting benchmarks in corporate governance.

Our Board instituted an ESG Committee on April 14, 2021, to discharge its responsibility to oversee matters related to Infosys group-wide ESG initiatives, priorities, and leading ESG practices. The ESG Committee reports to the Board and meets every quarter. The ESG Council executes the programs and plans of the ESG Committee to achieve the ambitions outlined in Infosys' ESG vision 2030.

Read more in our [Corporate Governance Report](#).







## ESG Committee Charter

The purpose of the Environmental, Social and Governance Committee is to assist the Board and the Company in fulfilling the ambitions committed in the ESG vision of the Company.

[Read more.](#)

The purpose of the Council is to execute the programs and plans of the ESG Committee to achieve the ambitions outlined in the ESG Vision 2030. The Council nominates sponsors from the executive leadership team, who work closely with the ESG ambition leads to ensure progress on the goals. The Council has the overall responsibility for ESG governance, reporting, communication, branding, and taking stock of the performance and discussing programs and plans, as appropriate.

The Company receives disclosure of interest, including both self and relatives, at regular intervals from its Directors, which helps the Company identify the entities / bodies with which the Company



Recognized 8th year in a row by Institutional Investor Advisory Services (IIAS)

has a conflict of interest. The same is addressed in accordance with policies of the Company.

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

Our Enterprise Risk Management framework encompasses all the Company's risks – strategy and strategy execution; operational; and legal and compliance risks. Any of these categories can have internal or external dimensions. The systematic and proactive identification of risks, and mitigation thereof, enables our organization to boost performance with effective and timely decision-making. Strategic decisions are taken after careful consideration of primary risks, secondary risks, consequential risks and residual risks.

The risk management committee assists the Board in fulfilling its corporate governance oversight responsibilities with regard to the identification, evaluation and mitigation of strategic, operational, and external environment risks. A robust complaints management system ensures that all complaints are addressed effectively.

[Read more.](#)

Stakeholder engagement is delegated to identified heads of departments and feedback from these engagements are discussed through a review of performance on our ESG ambitions as a part of the quarterly ESG Committee meetings.

Our grievance redressal mechanisms are articulated in the Infosys Code of Conduct and Ethics including

a Whistleblower mechanism with non-retaliatory clauses for all stakeholders. Additionally, employees and contractual staff have access to robust resolution hubs. Suppliers are advised of grievance redressal mechanisms through the Supplier Code of Conduct which they mandatorily sign.

The ESG Committee reviews client engagements relating to climate action and sustainability efforts through the Company's sustainability offerings and solutions. It also reviews compliance with climate change regulations across various jurisdictions, applicable to the Company.

## Interaction with other Board committees

The ESG Committee works closely with other Board committees to further our ESG ambitions. For instance, it informs ESG risks and challenges, if any, in achieving progress on the goals, to the Risk Management Committee and seeks its support to address the risks.

It interacts with the Stakeholder's Relationship Committee to discuss performance on ESG assessments and actions for improvements related to the Company's ESG performance from the security-holder's perspective.

It collaborates with the CSR Committee to align CSR initiatives with ESG ambitions.

It also interacts with the Cybersecurity Risk Subcommittee as part of its efforts to track progress on the information security and data privacy ambitions.

In addition to the ESG Committee, other Board committees and senior management are also actively involved in enhancing our performance and disclosures on a range of ESG topics relating

to our different stakeholder groups. Specific cases of acquisitions, important managerial decisions, material positive / negative developments and statutory matters are presented to the committees of the Board and later, with the recommendation of the committees, to the Board for its approval.

Refer to [Infosys Integrated Annual Report 2024-25](#).

The Company has a robust related-parties governance framework to ensure that there are no conflicts of interest situations or transactions. During FY 2025, all transactions were reviewed in accordance with the related-parties transactions governance framework and appropriate approvals were sought, where required.

## ESG performance evaluation

ESG goals are a part of the corporate scorecard and the ESG performance parameters of leaders are cascaded to various levels in the organization. ESG performance of the Company is linked to the compensation of the CEO & MD and other leaders.

[Read more in the Corporate Governance Report.](#)

To improve the effectiveness of the Board and its committees, as well as that of each individual director, a formal and rigorous Board evaluation is conducted annually through a leadership advisory firm – Egon Zehnder. The details are available in the [Corporate governance report](#) that is part of the Infosys Integrated Annual Report.

## Board Accountability

The Company ensures the accountability of its board of directors through various measures including stipulating average Board meeting attendance, a CEO succession plan, and Board performance reviews.

[Read more in the Corporate Governance Report.](#)



## Building sustainable and responsible supply chains

Our upstream value chain consists of more than 9,000 suppliers across three categories – suppliers of people, suppliers of products and suppliers of services. Supplier relationships include longterm, short-term, contractual, and project-based relationships. Our procurement from MSMEs amounted to 9.7% of our overall spend. The entities downstream from us are our clients. We serve a variety of clients across diverse industries ranging from aerospace, automobile, financial services, healthcare, life sciences, utilities and more. For more information, read Business Consulting Services and Technology Services offered at Infosys.

Infosys believes in and is committed to partnering with the highest quality suppliers to ensure that we deliver best-of-breed business and IT solutions to our clients. As a signatory to the United Nations Global Compact (UNGC), Infosys leverages the UNGC principles covering human rights, labor, environment, and anti-corruption as foundational principles for building and improving its sustainable supply chain practices. The Company's Responsible Supply Chain and Supplier Diversity Policy is an expression of our commitment to integrate these principles into our supply chain relationships and towards building long-term environmental, social, and economic opportunities for diverse businesses. This commitment is manifested in our internal activities and processes, as well as through the organizations we engage with externally. Integrity and ethics govern all our supplier partnerships, while also supporting and encouraging the aspirations of diverse businesses.

### Infosys Supplier Code of Conduct

Infosys is proud of the way it conducts its business and has always been a Company with a strong commitment to ethical business practices and sustainability. We encourage our suppliers to join in this commitment, based on a shared set of values and principles. We pursue mutually beneficial relationships with our suppliers and seek to work with businesses that are committed to act fairly and with integrity towards their stakeholders, observing the applicable rules of law. The [Supplier Code of Conduct](#) (SCoC) draws inspiration from the Infosys Code of Conduct and Ethics and the principles of the UNGC. It provides a detailed account of material topics that we are focused on to nurture and sustain responsible supply chains. As part of the onboarding process, all vendors must accept the Infosys SCoC. This is tracked diligently by the procurement team. Violations to the Supplier Code, can be reported through <http://oic.infosys.com> and the Infosys Helpline numbers, [whistleblower@infosys.com](mailto:whistleblower@infosys.com) and [vendorincident@infosys.com](mailto:vendorincident@infosys.com). There were no supplier complaints in fiscal 2025.

### Screening before empanelment

As part of the pre-contract and evaluation, we perform exhaustive due screening of suppliers in sanctions, corruption, financial crimes, litigations, and ESG at the time of onboarding with the help of a third-party tool. This assessment covers compliance, adverse media, information security, physical security, and sustainability, based on the type of vendor. We onboarded 2015 new suppliers in fiscal 2025. Additionally, we have incorporated

ESG criteria into the supplier onboarding process. 38% of new suppliers were assessed on social and environmental parameters.

### Local procurement

Our centralized procurements are in India, but we engage with local suppliers for local needs across geographies. We track and report diverse spends and make this information available to our clients on request. The proportion of spending on local suppliers was about 25.6% in fiscal 2025. We did not have any significant actual and potential negative environmental and social impacts in the supply chain.

### Supplier engagement

Sambandh is our biannual supplier meeting. Our theme at Sambandh was 'Sustainable procurement through engagement'. Over 700 suppliers engaged in Sambandh across locations in India through fiscal 2024 and fiscal 2025. The engagement included workshops and discussions on the principles contained in the Infosys SCoC and ESG-compliant procurement practices.

### ESG assessments

As of fiscal 2025, we have covered 800+ supplier groups through ESG assessments. The assessments cover governance, ethics and compliance with law, fair business practices, labor practices and human rights, health and safety, and environment. The assessment is based on a protocol which leverages the Infosys SCoC, ISO 26000, Global Reporting Initiative (GRI), United Nations Human Rights

273 suppliers engaged to enhance their climate performance

Council (UNHRC), Ethical Trading Initiative (ETI) and other international frameworks. The Infosys SCoC leverages the UNGC principles including protecting and upholding internationally proclaimed human rights, treating all persons with respect and dignity while safeguarding their rights, the elimination of forced and compulsory labor, the abolition of child labor in the supply chain and strong corporate governance practices including anti-corruption and anti-bribery and promoting fair business practices across the supply chain. During the assessment no actual and potential negative environmental and social impact was identified in the supply chain.



Sambandh supplier meet



## Deepening our responsible supply chain commitment

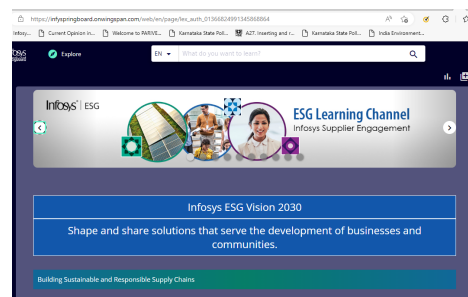
In fiscal 2025, we onboarded a third-party managed services provider to help assess our suppliers and guide their efforts in incorporating responsible business practices in their organizations. This program includes supplier assessments on a globally consistent framework along with industry benchmarks, supplier self-assessments through a questionnaire-led approach and capacity-building programs. This effort enables us to baseline supplier performance on ESG, encourage sharing of best practices and engage actively on improvement opportunities.

### ESG learning channel for suppliers

We launched a dedicated learning channel for our suppliers on Infosys Wingspan. The portal contains ESG learning and best practices and provides learners an opportunity to discuss, ideate, and engage on ESG topics.

## Decarbonizing the supply chain

Infosys has been a leader in climate action for many years due to its bold action in mitigating climate change impacts. Our ambitious ESG Vision 2030 and our goal to become climate positive in 2030 are important actions in this endeavor. We have been disclosing environmental information



ESG learning channel for Suppliers

through the Carbon Disclosure Project (CDP) since 2006 and remain on CDP's leadership quadrant for the ninth year in a row. Our Science Based Target Initiative (SBTi) endeavors to reduce our environmental impact, mitigate risk and, promote environmental stewardship in our operations, including our supply chains. To meet these ambitious goals, Infosys expects its supply chain partners to align with the Company's environmental vision and ambitions. To support our suppliers' efforts for early adoption, we organized in-person four training sessions for suppliers representing a large part of our capex in fiscal 2025 on climate change and the knowledge required to facilitate accurate climate change disclosures including best practices monitoring, maintaining, and improving data capture methodologies, emissions monitoring as well as calculation techniques applicable to the organization. The workshops leveraged Infosys' benchmark practices in environmental sustainability

while offering learners an opportunity to experience our campuses, referred to as 'living labs' for clean technologies.

For more information please read the section on [Climate Change in this ESG report](#).







## Integrity and Compliance

The Ethics and Compliance Program at Infosys has two key objectives – to uphold and ensure the values of integrity and transparency and to assure enterprise-wide regulatory compliance. Integrity is key to nurturing a responsible business. Beyond regulation and stakeholder attention, there is a growing recognition that good behavior is good for business. Our values are the principles we use to run the Company daily and are the source of our Code of Conduct and Ethics. Our values are the foundation of everything we do and are encapsulated in the acronym C-LIFE (Client value, Leadership by example, Integrity and transparency, Fairness and Excellence).

### Code of Conduct and Ethics

We firmly believe that following the highest standards of business conduct and ethics helps us run our business responsibly. [Our Code of Conduct and Ethics](#) ("the Code") helps us maintain the highest ethical standards in everything we do. It complies with the legal requirements of applicable laws and regulations, including antibribery and anti-corruption and ethical handling of conflicts of interest. It also highlights expectations from our employees. The Code is signed off by the Board and the Office of Integrity and Compliance is the custodian of the Code. Our business partners acknowledge and comply with the Supplier Code of Conduct.

### Reinforcing a culture of compliance

#### Digital version of the Code

We also have a digital version of the Code. It offers a user-friendly and easy-to-navigate audio-visual experiences that also allows access to specific topics in an interactive manner. The Code can be accessed on mobile devices as well. The digital version of the Code aims to help every employee understand the behavior we expect and the principles and values

we uphold. We aim to continue to build a culture of compliance, where everyone feels they can do the right thing and prioritize legal and ethical choices.

### Training on the Code

Our employees and the Board members are trained on the Code. We have a Smart Awareness Quiz (SAQ), which includes training modules that employees are mandatorily required to undertake every year to renew their commitment to the Code. Our vendor partners were also trained on the Supplier Code of Conduct through various channels including live sessions during the vendor partner meet called Sambandh. We also have a detailed communication plan to use multiple channels of communication like emails, video messages, blogs, gamified assessments, and storyboards to spread awareness about various policies.

### #SwipeRightforIntegrity

#SwipeRightforIntegrity is an annual legal and compliance event organized by Infosys. The event brings together our leaders to reinforce our values of integrity, transparency, and good governance

to build enduring relationships with our clients, employees, and partners. It has become a platform to create awareness and have an engaging dialogue with all stakeholders, and influence behavior and showcase the Infosys culture.

### Local Compliance Officer program

To further raise awareness among our employees about ethical aspects globally, a Local Compliance Officer (LCO) network has also been created across the Infosys Group in collaboration with the Office of Integrity and Compliance. The LCO network plays a crucial role in promoting an organizational culture that encourages ethical conduct and a commitment to compliance with the law, regulations, and policies and helps in maximizing the impact of ethics-related compliance training.

### Statutory and regulatory compliance

#### Statutory Compliance Practice

Infosys has implemented a statutory compliance program covering a wide swathe of business enabling areas, covering units (inclusive of branches, subsidiaries, legal entities, etc.) across the global locations. This program has ensured that entities set up, irrespective of the location, follow the law of the land not just during the initial startup phase but on a continuous basis. Compliance obligations on topics around Cybersecurity, Anti-Bribery and Anti-Corruption, Anti-Trust, etc. are not just given due importance but are tracked, implemented, and monitored on a regular basis. The program is monitored on a regular basis keeping pace with the growth of the organization globally.

Infosys recognized by  
Ethisphere among 2025 World's  
Most Ethical Companies® for  
the fifth consecutive year

### Regulatory compliance practice

In addition to the statutory one, Infosys set up a regulatory compliance program to centralize, track and monitor the implementation of compliances stemming from client engagements. Industry vertical compliances across 19 verticals have been scoped, implemented, monitored for effectiveness topped up with an overview of new compliances and/or changes to the existing ones on the horizon. The program enabled Infosys to comply with all the applicable laws and regulations, ensuring adequate governance across the industry spectrum.

### Responsible Artificial Intelligence (AI)

As a global technology leader, Infosys recognizes the transformative potential of AI. Our responsible AI framework is grounded in ethical principles: fairness, transparency, privacy, and accountability. We are dedicated to developing safe, unbiased, and human-aligned AI systems, governed by strong oversight mechanisms. Through ongoing stakeholder engagement and collaboration with global standards bodies, we aim to foster innovation that upholds public trust and protects societal well-being.

[Read more](#)



## Anti-Bribery and Anti-Corruption (ABAC) practices and policy

Our ABAC practices and policy is reviewed by the Management at regular intervals. With an evolving landscape, Infosys is committed to a responsible ABAC risk management framework to demonstrate a comprehensive risk management program to reduce the risks by regularly assessing risk in alignment with its growth strategies, and to drive an ethical and risk intelligent culture, to increase the certainty of business outcomes. Risk assessment for bribery and corruption is done periodically and the criteria used include business units / internal departments, location, and the Corruption Perception Index (CPI) of countries, among others.

### Anti-competitive practices policy

The Anti-Trust Policy states the objective, scope, applicability, and regulatory consequences. This policy encompasses the three aspects of antitrust law bordering on: (i) abuse of dominance; (ii) anti-trust; (iii) merger control. The policy is reviewed periodically by the Management for its appropriateness and applicability. In addition to the policy being setup, training is provided at regular intervals to colleagues and / or teams which form part of the high-risk group for better awareness.

### Export control policy

The export control policy describes Infosys' export control program and is reviewed periodically by the Management. The export control program protects the Company and its employees from potential risk of violation of sanctions prescribed under export control regulations and facilitates business expansion in accordance with these regulations. All our customers and vendors are screened against various sanctions to ensure that we are compliant.

As part of the program, training modules, and awareness campaigns are rolled out to relevant employees to ensure that they are aware and are compliant with export control laws. We have a self-assessment and certification program in place for anti-bribery and anti-corruption, antitrust / anti-competition, and export control.

### Whistleblower policy

The Infosys Whistleblower Policy is a comprehensive and well-designed mechanism that encourages employees, vendors, customers, and any other stakeholders to report any unethical conduct, violation of applicable laws or the Company's Code of Conduct and Ethics occurring within the Company. With strict confidentiality measures and multiple reporting channels, the policy ensures that whistleblowers are protected from any retaliation. The Company reviews all complaints impartially and takes appropriate action, as applicable, while providing regular communication to ensure awareness about the policy. The Infosys Whistleblower Policy is a testament to the Company's commitment to transparency, accountability, and responsible corporate citizenship.

## Use of technology for effective compliance monitoring of controls

We have leveraged Artificial Intelligence (AI) and Machine Learning (ML) technology to review and identify exceptions in compliance and Anti-Bribery and Anti-Corruption controls.

### Compliance proof-testing

Infosys implemented a statutory compliance program covering 80 countries and 14 regulatory areas across major business enabling functions in 2018. The program instituted a self-assessment

of the compliance status against a compliance framework with a maker checker process built into it alongside enabling the creation of a repository of compliance proofs against selfassessment. Through aggregating compliance proofs across countries and regulatory areas, Infosys designed an OCR-based technology to scan the proofs and validate if the proofs corroborate the compliance status. The technology was further leveraged to combine it with a rule engine testing compliance control around timeliness and accuracy of the compliance proof uploaded.

## Anti-Bribery and Anti-Corruption (ABAC) program

Infosys develops and manages multiple office facilities and collaborates with multiple vendors/ service providers during various phases of construction. Infosys engages with vendors for infrastructure development, facility maintenance and physical security. Sometimes, services to be obtained include permits, licenses, approvals, marketing activities / expenses, awareness campaigns and liaising with the authorities for filings and reporting requirements.

Infosys has implemented controls in procure-to-pay process to ensure appropriate proof of service by vendors is submitted, reviewed, and approved before payments are released. The systems also monitor the process of requisitioning, purchasing, receiving, paying, and accounting for goods and services, from the point of order through to payment. Some of the controls built into the process are:

- Traceability of transactions at initial procurement stages through user declaration and OCR technology.

- Trail of documentation to substantiate various milestones and proofs of services availed.
- Built-in escalation matrix to ensure timely approval of red flags identified for appropriate resolution and action.
- Tracking of potential red flag indicators through use of tools.
- Periodic assessments of transactions on sample basis considering factors such as high-risk vendors/transactions.

In addition, digitized self-assessment and certification is also rolled out as part of monitoring and controls.

## Grievance redressal

Our grievance redressal mechanisms are articulated in the Infosys Code of Conduct and Ethics including a Whistleblower mechanism with non-retaliatory clauses for all stakeholders. Additionally, employees and contractual staff have access to robust resolution hubs. Suppliers are advised of grievance redressal mechanisms through the Supplier Code of Conduct which they mandatorily sign. Employees, as important stakeholders, provide their feedback on a variety of topics on engagement through the periodic pulse survey. This offers them an opportunity to share feedback on the design, review and improvements to grievance mechanisms. Infosys is committed to providing a safe and positive work environment. Employees also have access to forums where they can highlight matters or concerns faced at the workplace. This is achieved through grievance resolution mechanism comprising resolution hubs. [Read more](#)



## Engaging with stakeholders and earning trust through transparent communication

Effective stakeholder engagement allows us to proactively consider our stakeholders needs and translate them into specific actions and informed decisions while building mutually beneficial relationships. Our stakeholder groups are investors / shareholders, clients, employees and sub-contractors, suppliers / partners, governments / regulators and the community at large.

## Global Engagements

### World Economic Forum

Infosys maintains a long-standing strategic partnership of 25 years with the World Economic Forum (WEF), collaborating on critical Environmental, Social, and Governance (ESG) initiatives. As a founding business partner of the WEF's Reskilling Revolution, Infosys actively contributes to the initiative's goal of equipping one billion individuals with enhanced education, skills, and employment opportunities by 2030. This commitment is evidenced by the integration of the Pathfinders Online Institute within the program.



Mr. Salil Parekh, CEO and MD, Infosys,  
at The World Economic Forum

Infosys is an active member of the WEF's Alliance of CEO Climate Leaders, a coalition of business leaders dedicated to accelerating the transition to a net-zero economy. This involves setting science-based targets, transparently disclosing emissions, and fostering decarbonization and collaborative partnerships throughout global value chains. Recognizing the necessity of public-private collaboration to limit global warming to 1.5 °C, Infosys, as part of this alliance, signed an open letter to global leaders at COP29 reinforcing this commitment.

A key participant in the WEF's Chief Diversity and Inclusion Officers Community, Infosys is a signatory of Partnering for Racial Justice in Business. This global coalition unites organizations and their C-suite leaders in a shared commitment to fostering equitable and just workplaces for professionals from under-represented racial and ethnic backgrounds.

At the WEF Annual Meeting 2025 Salil Parekh, Infosys CEO & MD, participated in a plenary session on "State of Climate and Nature". This year marks the 10<sup>th</sup> Anniversary of the historic Paris Agreement, however the world is not yet on track to meet its goals. Salil participated in this session along with AI Gore (Vice-President of the United States (1993-2001); Chairman and Co-Founder, Generation

Investment Management LLP), Gim Huay Neo (Managing Director, World Economic Forum), Muhammad Yunus (Chief Advisor, Bangladesh Government), Katherine Gao Haichun (Co-Chair, Trina Solar), Pedro Sánchez (Prime Minister of Spain, Office of the Prime Minister of Spain) and Andrew Forrest (Executive Chairman and Founder, Fortescue). [Read more.](#)

Infosys actively contributes to global thought leadership through the participation of its key executives in strategic panel discussions. Inderpreet Sawhney, Chief Legal and Compliance Officer, engaged in multiple high-level dialogues hosted by The Female Quotient, addressing critical topics such as 'Reimagining Workplaces that Work for Everyone' and 'The Next Frontier: Technology, Ethics, and the Power of Skilling'. She was also a panelist in a discussion on 'The Strategic Role of the Chief Legal Officer in Risk Management'.

Further demonstrating Infosys' commitment to fostering diversity and inclusion in technology, Karmesh Vaswani, Global Head for Retail, Consumer & Logistics, represented the Company on The Female Quotient's panel, 'Elevating the Next Generation of Women in Tech & AI'. Ashiss Kumar Dash, Global Head of Services, Utilities, Resources, and Energy, represented Infosys at the World Economic Forum, contributing his expertise to sessions on 'Risk, Resilience and the Cost of Air Pollution' and 'Net-Zero Manufacturing and Supply Chains: Actions for 2030 and Beyond'. Furthermore, Mr. Ashiss Kumar Dash and his team are actively involved in the Forum's [Nature Positive Transitions](#) initiative, demonstrating Infosys' commitment to engaging and supporting the technology sector's role in halting and reversing nature loss by 2030.

## We continue to lead on global ESG assessments

### Davos

Demonstrating its deep-rooted commitment to sustainability, Infosys ensured a completely carbon-neutral presence at Davos 2025. This was achieved through the adoption of sustainable methods and materials to minimize emissions. For any unavoidable emissions, Infosys invested in certified Gold Standard carbon offsets, underscoring its proactive approach to environmental responsibility.

At Davos, Infosys and Street Child jointly hosted a significant panel discussion addressing the critical issue of 'Education in Emergencies: When the Cameras Leave'. With the unrest in Ukraine nearing its third year, Infosys strategically highlighted the often-overlooked education crisis that persists in such contexts. Recognizing that Education in Emergencies is a global and enduring challenge, the panel underscored the situation in Ukraine, where over 3,000 schools have been damaged or destroyed, leaving approximately 1.9 million school-aged children reliant on partial or fully remote learning. In response to this urgent need, Infosys has partnered with Street Child, actively contributing through initiatives such as the renovation of seven digital learning centers in Dnipropetrovsk Oblast and the development of vital teacher and student resources via the Infosys Springboard platform.





## Economist Impact

### Launching Economist Impact's Sustainability Atlas powered by Infosys Topaz - The Sustainability Atlas | Home

Infosys has joined forces with Economist Impact to launch the Sustainability Atlas, a cutting-edge GenAI tool focused on sustainability. This collaboration builds on the success of previous award-winning projects such as the Value Chain Navigator and the partnership with the Economist Educational Foundation. The Sustainability Atlas is designed to provide comprehensive insights into key sustainability themes, leveraging Infosys Topaz, an AI-first suite of offerings that utilizes generative AI technologies. This innovative tool serves as a gateway to sustainability-focused insights, offering business leaders and policymakers the data and intelligence needed to drive meaningful climate action. Drawing on insights from over two dozen Economist Impact indices, the Sustainability Atlas comprises 1700+ indicators and 500 reports

and articles. This extensive database allows the Atlas to provide clear and succinct responses to sustainability-related questions, offering an efficient way to gain a holistic view of the sustainability landscape across different geographies.

Key features of the Sustainability Atlas include:

- **Insights Across a Range of Sustainability Topics:** The Atlas' chatbot provides succinct answers to users' sustainability questions, informed by trusted sources across a wide range of topics from climate resilience and circular economy to social inclusion.
- **Cross-Geography Comparison Capabilities:** The interactive globe feature of the Atlas allows users to understand and compare the state of sustainability between two countries and cities across various metrics, including food security, health inclusion, and EV readiness.

Use cases of the Sustainability Atlas are vast and varied. Business leaders can utilize the tool to

identify sustainability trends and make informed decisions that align with their corporate social responsibility goals. Policymakers can leverage the Atlas to craft data-driven policies that address pressing environmental and social issues. Additionally, researchers and academics can use the tool to access a wealth of data for their studies and analyses. This collaboration between Infosys and Economist Impact underscores a shared commitment to advancing sustainability solutions and accelerating impactful change worldwide.

## ESG campaigns

### #ThriveAtInfosys

When our people walk out the door every evening, we must make sure they are happy to come back the next morning.

#ThriveAtInfosys is proof of our commitment to foster a culture at work where we cheer for one another, balance effort and rejuvenation, come together to support colleagues through challenging times, make physical and mental wellness a priority, recognize each other's potential and create growth opportunities that align with diverse goals.

[Read more.](#)

### #InclusionInProgress

There have been decades of progress in equality and recognition for the LGBTQIA+ community. And yet, the community still faces discrimination every day. 100% acceptance is still work in progress. Our campaign #InclusionInProgress amplifies powerful perspectives shared by LGBTQIA+ community members and allies, and the need to accelerate progress in creating a truly inclusive environment.

[Read more.](#)

## Our performance on ESG assessments in FY 2025

The Company has been recognized for its efforts to consistently demonstrate commitment to sustainability, ethical leadership, and responsible business practices.

- Infosys was conferred an AA rating in the MSCI ESG ratings. The MSCI ESG ratings measure ESG performance, including the management of financially-relevant ESG risks and opportunities, of companies worldwide.
- Infosys is also a forerunner in driving climate action across its operations. It has been recognized for leadership in corporate transparency and performance on climate change by the global environmental nonprofit CDP, securing a place on the CDP annual A List in 2024. This is the ninth year in a row that Infosys has been featured in the leadership category under the CDP Climate Change disclosure - a testament to Infosys' climate action efforts, including climate-related risk management, mitigation initiatives, transparent disclosures on emissions, and emission reduction initiatives across the supply and value chain.
- In their latest ESG Risk Ratings, Sustainalytics recognized Infosys as an industry-wide and regional top-rated ESG performer. Sustainalytics is a renowned independent ESG and corporate governance research, ratings, and analytics firm.
- EcoVadis, a globally acclaimed ratings platform for corporate social responsibility and sustainable procurement, recognized Infosys with a Silver medal for CSR practices.



# Data Privacy

## Thought Leadership in Data Privacy

We understand that staying ahead in a dynamic privacy landscape requires leadership and advocacy beyond the organization. The Infosys Data Privacy Office is deeply engaged with global industry bodies, regulatory groups, and standard-setting organizations. Through these partnerships, we help shape the development of data protection frameworks, policies, and international standards, particularly in emerging areas such as artificial intelligence. Senior leaders from the DPO frequently represent Infosys at international conferences and collaborate with governments and institutions to inform regulatory direction. These contributions underscore our role not just as a compliant entity, but as a driver of best practices in data privacy across industries and borders.

**First India-headquartered Company to receive Binding Corporate Rules (BCR) approval from EU data protection authorities.**

### Evolving notion of privacy

At Infosys, we recognize that the rapidly evolving digital landscape has reshaped the very meaning of privacy. With the proliferation of technologies such as artificial intelligence, the Internet of Things, and big data, we are seeing transformative benefits across society. However, these same technologies introduce greater risks related to data privacy and security. Our business model involves the seamless global flow of data, which must comply with regulations that often have extraterritorial reach. That's why we emphasize the importance of consistent and effective data protection

practices across every country we operate in. Our independent Data Privacy Office (DPO) is central to this effort, ensuring that privacy is balanced with innovation. As AI continues to evolve, we are mindful that many existing privacy regulations already apply to AI systems that process personal data, and we closely align our practices with key principles like transparency, fairness, non-discrimination, explainability, and human oversight.

To effectively manage these evolving risks and regulatory expectations, we have built a strong internal governance structure that supports our privacy objectives across the organization.

### Governance and Organizational Structure

A well-defined governance model forms the backbone of our privacy framework. The Data Privacy Office at Infosys functions as both architect and checker of privacy controls, while business-enabling functions and delivery teams serve as makers. Periodic audits by internal and external entities reinforce accountability, and quarterly reviews by senior management provide strategic direction. Our multi-tiered governance is further

enhanced by three dedicated councils: the Privacy Sub-Council, comprising representatives from delivery and enabling functions; the Data Privacy Council, which includes business unit and function heads; and the Legal Compliance and Risk Council, featuring senior leadership such as the General Counsel, Chief Financial Officer, and Chief Risk Officer.

This governance model supports our broader compliance strategy, which is focused on aligning operational practices with regulatory mandates and internal standards. Sustained Approach to Data Privacy Compliance.

### Sustained Approach to Data Privacy Compliance

Infosys has long recognized the importance of a strategic and structured approach to privacy compliance. More than a decade ago, we established our Data Privacy function as an independent group reporting directly to top management. This function is built on the globally recognized Privacy Information

Management System (PIMS) framework and is responsible for ensuring compliance with data protection regulations across business processes, applications, and client engagements. Our Data Privacy Policy—accessible to all employees via the intranet—reflects top management's commitment to privacy. This commitment extends beyond internal operations to include third-party service providers. In line with our values of transparency and accountability, we provide privacy notices at data collection points for both internal and external data subjects. The privacy statement for external stakeholders is also publicly available on our website and is routinely updated to reflect changes in data handling practices or applicable laws.

[Read more.](#)

As we continue to build on this foundation, embedding privacy into the design of our systems and services has become a key enabler of both compliance and innovation.





## Cross-Jurisdictional Compliance

At Infosys, we maintain a robust, enterprise-wide data privacy and compliance framework designed to meet the complex and evolving regulatory requirements across jurisdictions. A dedicated compliance team actively monitors legal and regulatory developments globally, leveraging inputs from multiple sources, including regulatory databases, industry bodies, law firm alerts, and consulting advisories. This monitoring enables near real-time identification of changes and facilitates timely compliance actions.

To operationalize compliance tracking, Infosys employs specialized tools while drawing on memberships with professional organizations including the International Association of Privacy Professionals (IAPP) and the Association of Corporate Counsel (ACC). A centralized compliance repository maps regulatory requirements to business-enabling functions, ensuring consistent implementation across the enterprise.

We conduct Data Protection Impact Assessments (DPIAs) prior to initiating new data processing activities or deploying technologies involving personal data. This ensures that privacy-by-design principles are embedded from the outset. Our incident response protocols include predefined procedures for notification, assessment, mitigation, and documentation, supporting

adherence to cross-border data breach notification obligations.

In jurisdictions with data transfer restrictions, Infosys adopts appropriate legal mechanisms such as Standard Contractual Clauses (SCCs) and Joint Controller Agreements to legitimize international data transfers. Wherever possible, we aim to minimize or avoid such transfers in alignment with local regulatory expectations.

Demonstrating our commitment to global data privacy standards, Infosys became the first India-headquartered Company to receive Binding Corporate Rules (BCR) approval from EU data protection authorities—an internationally recognized framework for safeguarding personal data transferred outside the EU.

As we continue to build on this foundation, embedding privacy into the design of our systems and services has become a key enabler of both compliance and innovation.

### EPIC — Embedding Privacy by Design into Infosys Culture

Integrates *privacy by design* into every stage of the software development lifecycle—from architecture to deployment

## Privacy by Design Enablement

We believe that privacy should be integrated at the design stage of any process or application that handles personal data. To embed this principle into our organizational DNA, we launched the EPIC initiative—Embedding Privacy by Design into Infosys Culture. Rolled out by the Data Privacy Office in collaboration with quality and delivery teams, EPIC is a company-wide strategic program. It incorporates privacy considerations into the architecture, development, and deployment phases of the software lifecycle. Through this initiative, our development teams are trained to apply the seven foundational principles of Privacy by Design using privacy design strategies, patterns, and privacy-enhancing technologies (PETs). This not only supports regulatory compliance but also fosters a privacy-first mindset among our engineers.

Our ability to design and deliver privacy-conscious solutions is further bolstered by adherence to global benchmarks and certifications.



## Privacy Performance Metrics

We are continuously strengthening our data privacy measurement framework under the oversight of our Data Protection Office (DPO). Various metrics are regularly analyzed, reviewed for trends, and presented to senior leadership during the cross-functional Quarterly Data Privacy Council Meetings. Insights from these reviews guide continuous improvement initiatives across the organization.







## Global Standards and Certifications

Infosys has adopted globally recognized protocols to fortify our data privacy practices. We are among the first few organizations worldwide to earn ISO 27701 certification for our privacy information management system. Our efforts to expand this certification across our global delivery centers are ongoing. Additionally, we recently became the first India-headquartered Company to achieve Binding Corporate Rules (BCR) certification from EU data protection authorities. This milestone underscores our commitment to responsible international data transfers and further aligns us with the highest global standards for data privacy compliance.

### [Press Release on BCR Certification](#)

While governance, design, and certification strengthen our preventive posture, robust response mechanisms are essential for resilience and trust.

**Among the first companies globally to have its PIMS accredited to the ISO 27701 Privacy Information Management Standard**

## Contributions to Global Privacy Standards

Infosys plays a proactive role in shaping global data privacy standards through active contributions to international standard-setting bodies. Our Head Privacy and Data Protection is a recognized expert in committees such as ISO SC27, ISO SC42, and the IEEE Standards Association. Notable standards co-authored or edited by Infosys include:

- ISO 27701 – Privacy Information Management Standard (Published)
- ISO 29184 – Online Privacy Notices and Consents (Published)
- ISO 27565 – Guidelines on Privacy Preservation using Zero Knowledge Proofs (In Progress)
- ISO 27561 – Privacy Operationalization Model and Methods (Published)
- ISO 27568 – Security and Privacy of Digital Twins (In Progress)
- ISO 10267 – Data Usage — Personal Information Factor
- ISO 25569 – AI Guidance on De-identification for Machine Learning (Sole Editor; In Progress)
- IEEE P7012 – Machine-Readable Personal Privacy Terms
- IEEE P7030 – Global XR Ethics
- IS 17428 – India's Data Privacy Standard (Convenor; Published)

## Data Subject Rights and Breach Management

Safeguarding the rights of individuals is fundamental to our privacy strategy. As data subject rights become a core component of regulatory frameworks around the world, we have implemented processes that allow us to address such requests in a timely and compliant manner—even in complex enterprise settings where data resides in multiple formats and geographies. Managing these rights involves careful navigation of overlapping legal exceptions and system limitations, but we remain committed to honoring them. In parallel, we have established a comprehensive incident and breach management framework. At Infosys, we have robust procedures in place to detect, assess, contain, and resolve data privacy incidents. Our team of dedicated privacy professionals works closely with business units, legal, information security, communications, and external providers to ensure rapid and effective response. For high-impact cases, or those that require it by law, we notify the affected individuals and supervisory authorities, offering full disclosure and support. Such incidents are also reported to our senior leadership via the Incident Disclosure Committee. Our zero-tolerance approach is reinforced through strict consequence management and preventive action mechanisms, with key lessons integrated into organization-wide awareness campaigns.

To ensure these efforts are sustainable, we have prioritized building a strong culture of privacy awareness throughout the organization.

## Responsible Use of Personal Data in Generative AI

Infosys integrates data privacy safeguards into all Generative AI (GenAI) deployments involving personal data. In accordance with our data protection framework and applicable legal requirements, Privacy Impact Assessments (PIAs) are conducted for each deployment. We implement both technical and organizational controls to ensure responsible data usage and uphold individual privacy rights.

Our governance is further reinforced by global certifications including ISO 27701 (Privacy Information Management System) and ISO 42001 (AI Management System), which provide structured approaches for compliance and accountability in the evolving AI and data landscape.





## Building awareness and culture of privacy

We actively promote a culture of privacy awareness among our employees and stakeholders. Each year, we celebrate Data Privacy Day through interactive and engaging activities such as quizzes, crosswords, Pictionary games, and “chat with the DPO” sessions. Senior leaders also deliver messages that reinforce the importance of privacy across the organization. Monthly privacy tips—based on real-world scenarios and evolving threat landscapes—are shared widely to deepen organizational understanding. Participation in our privacy awareness program is mandatory. Every Infosys employee and subcontractor is required to complete a role-specific privacy awareness quiz annually, ensuring that knowledge remains both current and contextualized.

This internal commitment is mirrored by our external engagement efforts, through which we shape the broader privacy ecosystem.

## Privacy Symposium 2025

The Data Privacy Office hosted a flagship, in-person event in 2024. Conducted in collaboration with our knowledge partners—ACC, DSCI, and IAPP—the symposium brought together global privacy leaders, chief privacy officers, academics, and industry practitioners to explore emerging themes such as data monetization, India’s DPDP Act, engineering for privacy, and creating a privacy-first culture.



## Looking ahead: Future-ready data privacy

As digital ecosystems evolve, Infosys is proactively preparing for a new generation of privacy challenges driven by technologies such as Generative AI, quantum computing, and decentralized identity. Our forward-looking strategy is anchored in innovation, resilience, and global accountability. As privacy risks increase in complexity, from AI-generated content to biometric surveillance, digital identity, and smart environments, Infosys remains

resolute in treating privacy not just as a compliance necessity but as a core ethical and enterprise value.

Infosys has set a strategic goal to expand its ISO 27701 certification across all relevant global operations in a phased manner in order to achieve enterprise-wide coverage, reinforcing our position as a global leader in privacy governance and ensuring that our privacy practices remain resilient and future-ready.



# Information Management

Infosys Cybersecurity integrates a robust strategy with a comprehensive framework - SEED and a strong governance program to ensure optimal protection. The strategy is designed to minimize Cybersecurity risks and align to our business goals.

It focuses on proactive enablement of business, besides ensuring continual improvement in the compliance posture through effective monitoring and management of cyber events. We believe that an effective security culture would complement our cybersecurity objectives by reducing enterprise risks. Infosys Cybersecurity program ensures that required controls and processes are implemented, monitored, measured, and improved continuously to mitigate cyber risks across domains.

**Positioned as a leader in ISG  
Provider Lens™**

## Infosys is committed to

- Protecting the confidentiality, availability, and integrity of information assets from internal and external threats
- Ensuring and maintaining stakeholders trust and confidence about Cybersecurity

## The executive Cybersecurity governing body is in place to direct and steer:

- Alignment of Cybersecurity Strategy and policy with business and IT strategy.
- Value delivery to stakeholders.
- Assurance that cyber risks are being adequately addressed.

## Approach

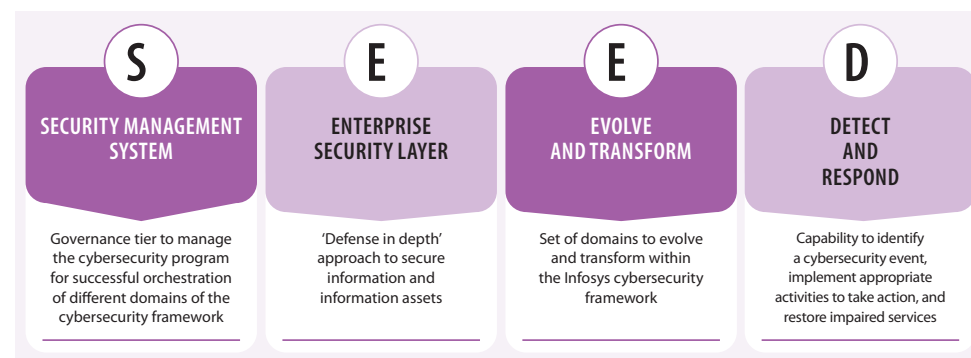
WHAT	SECURE BY DESIGN	SECURE BY SCALE	SECURE THE FUTURE
WHY	<ul style="list-style-type: none"> <li>• Maximize visibility</li> <li>• Minimize risk</li> <li>• Early engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize cost</li> <li>• Amplify reach</li> <li>• Rapid development</li> </ul>	<ul style="list-style-type: none"> <li>• Innovate faster</li> <li>• Deliver value</li> <li>• Thought leadership</li> </ul>
HOW	<ul style="list-style-type: none"> <li>• Awareness and culture</li> <li>• Security architecture</li> <li>• DevSecOps</li> <li>• Intuitive dashboards</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Platforms and accelerators</li> <li>• Integrated and optimized</li> <li>• Automation</li> <li>• Managed security service</li> <li>• Academic collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Competency building</li> <li>• Research and innovation</li> <li>• Co-created partner solution</li> <li>• Emerging technologies</li> </ul>

## Cybersecurity Strategy and Governance

The high-level objectives of the Cybersecurity program at Infosys are:

1. A Proactive business security and employee experience
2. Continuously improve security posture and compliance
3. Effective management of cyber events and,
4. Building a security culture

Infosys' Cybersecurity framework is built basis leading global security standards and frameworks such as the National Institute of Standards Technology (NIST) Cybersecurity framework and ISO 27001 which is structured around the below four key areas:



The framework also entails a comprehensive Cybersecurity maturity model which helps to ascertain the Cybersecurity maturity as well as benchmark against industry peers on an ongoing basis. This helps in continued oversight and commitment from the Board and Senior Management on an ongoing basis through

the Information Security Council (ISC) and the Cybersecurity sub-committee.

In keeping with the 'defense in depth' philosophy, we have deployed several layers of controls to ensure that we keep ours, as well as our clients' data, secure and thereby always uphold stakeholders' trust.





## Cybersecurity Management and Reporting

The cybersecurity practices at Infosys have evolved to look beyond compliance. The comprehensive cybersecurity metrics program has been contributing to the continuous improvement of the existing security practices and integration of cybersecurity within the business processes.

Information management, being an essential part of good IT governance, is a cornerstone at Infosys and has helped provide the organization with a robust foundation. Care is taken to ensure that standardized policies or guidelines apply to and are practical for the organization's culture, business, and operational practices. Cybersecurity requires participation from all spheres of the organization. Senior management, information security practitioners, IT professionals, and users have a pivotal role to play in securing the assets of an organization. The success of cybersecurity can only be achieved by full cooperation at all levels of an organization, both inside and outside and this is what defines the level of commitment here at Infosys.

As a final level of defense, we undergo many internal audits as well as external attestations and audits in a year at an organization level (e.g. SSAE-18 SOC 1 & SOC 2 Type II, ISO 27001). We also undergo client account audits to assess our security posture and compliance against our obligations on an ongoing basis.

There was no material cybersecurity incident reported in fiscal 2025.

## Our industry contributions and thought leadership

In this era of rapid technology disruptions and digital transformations, Infosys enables the businesses to embrace innovations and adapt to new technologies. We focus on strengthening cyber resiliency through platform led convergence and consolidation of security capabilities and deliver AI-first service offerings.

We promote cybersecurity through various social media channels such as LinkedIn, Twitter, and YouTube; sharing our point of views, whitepapers, service offerings, articles written by our leaders, their interviews stating various perspectives, and podcasts through our corporate handles providing the cybersecurity thought leadership. The topics include impact of evolving technologies such as GenAI on cybersecurity, cloud security, data privacy and protection, and compliance, etc. In addition to this, we work with analysts such as PAC

Group and industry bodies such as Data Security Council of India (DSCI), Information Security Forum (ISF), etc. to create joint thought leadership that is relevant to the industry practitioners. In our efforts to strengthen cyber awareness across social communities, we also participate in cybersecurity awareness initiatives led by non-profit organizations such as NASSCOM. Further, we publish a technology centric report that provides insights into emerging technology trends and how they can be applied to businesses. It essentially acts as a guide for enterprises looking to navigate the evolving digital landscape and make informed technology decisions based on current trends. We also host various global chapters of Infosys regularly that aim to be a catalyst for innovation and transformation in the cybersecurity domain. The distinguished members of the council collaborate to discuss, strategize, and prepare roadmaps to address the current security challenges of member organizations and help decipher the evolving industry trends. We, therefore, through various channels, drive awareness of and appreciation for cybersecurity.

## Vulnerability Management

The vulnerability management program at Infosys follows best-in-class industry practices coupled with top-notch processes that have been evolving over the years. Rich experience of deftly managing the end-to-end vulnerability life cycle of Infosys Network and the constant hunger to stay abreast of the latest tools, technologies and related market intelligence have acted as a catalyst in fortifying the overall vulnerability management program.

A robust enterprise vulnerability management program builds the foundation for healthy security hygiene of an organization. The following practices have been put in place at Infosys for,

1. Real time asset discovery followed by instantaneous identification of vulnerabilities, misconfigurations, and timely remediation
2. Automation of vulnerability management, configuration compliance, security assessments and review for assets, applications, network devices, data, and other entities in real time
3. Close coupling of detection and remediation processes; auto prioritization to reduce the turnaround time for closure of detected vulnerabilities
4. Continuous monitoring of all public facing Infosys sites and assets for immediate detection of vulnerabilities, ports, or services
5. Regular penetration testing assessments and production application testing for detection and remediation of vulnerabilities on a real time basis



The vulnerability remediation strategy of Infosys focuses on threat-based prioritization, vulnerability ageing analysis and continuous tracking for timely closure. We have successfully eliminated the ticketing system for vulnerability tracking by establishing a continuous detection and remediation cycle, where the IT teams are enabled and onboarded onto the vulnerability management platform. A Cybersecurity awareness culture is nurtured, and teams are encouraged to proactively remediate the vulnerabilities reported on their assets or applications.

### Supply Chain Cyber Risk Management

A comprehensive supplier security risk management program at Infosys ensures effective management of potential security risks across the various stages of supplier engagement. The process comprises:

- Categorization of the suppliers based on the nature of the services provided and the sensitivity of the data involved.
- Defining standardized set of information security controls as applicable to each category of supplier
- Defining, maintaining, and amending relevant security clauses in the supplier contracts as applicable to each category of supplier
- Due diligence, security risk assessment for effective management of the information security risks associated with suppliers

Defining and monitoring of key security metrics for suppliers (e.g., background check, security awareness training completion, timely interventions with regard to information security incidents etc.) threat intel tracking and governance further strengthen the Infosys supplier security risk management program.

### Cybersecurity Competency Development

With the increasing demand for cybersecurity jobs and a skilled workforce, Infosys has taken several measures to counter the cybersecurity talent shortage as well as in skilling, retaining, and diversifying its security workforce in areas such as application security / secure development lifecycle.

Cybersecurity team members undergo technical as well as behavioral training on an ongoing basis. Infosys leverages internal training programs, as well as external bodies / agencies with cybersecurity subject matter expertise, with a strong focus on learning through the classroom as well as on-the-job training.

- Over 2400 professionals were trained & 1900 certified across various cybersecurity domains. These training programs consist of advanced partner programs from OEM, external agencies and internal Cybersecurity training facilities.
- Over 1400 professionals have been trained in AI and other new age technologies.
- Launch of Cyber Aspire Program, as part of which various professionals are trained in niche Cybersecurity domains. Along with this, structured curriculum for freshers and various bridge programs have been launched for upskilling and cross-skilling of cyber professionals.
- Infosys continues its partnership with NIIT to have its professionals undergo a Cybersecurity Master's Program.

### Nurturing, and Upholding, a Robust and Sustainable Cybersecurity Culture

At Infosys, driving a positive and sustainable cybersecurity culture is one of the key constituents of our robust cybersecurity strategy. We embrace top-notch tools and technology to strengthen our cybersecurity stance and have an equally razor-sharp focus to bolster people's security and keep fostering a security-first mindset among Infosysians. Various measures are in place to nurture a confident and empowered cybersecurity culture. At Infosys, we embrace the Secure by Design (SbD) principles at an organizational level with a focused SbD campaign running org-wide, and multiple trainings offered to drive awareness on SecureSDLC. There are various other diverse and proactive communication campaigns driven across the organization via different awareness means / tools, including – posters, cyber comics, employee handbook, caselets, cybersecurity scorecard, newsletter, advisories, emailers, push messages, annual mandatory awareness quiz, gamification, SME Cyber Talks, information security courses on the internal training platform, sessions, videos, podcasts, fireside chats, blogs, panel discussions, focused social engineering awareness, thought leadership messages, annual flagship event -celebrating the cybersecurity week etc. There is also a video-based, animated, and interactive e-Learning certification program that helps drive positive security behavior

amongst the Infosysians.

### Innovations for our clients

Infosys innovation-led offerings and capabilities:

Infosys Cyber AI, powered by Infosys Topaz, helps customers amplify their defender potential, build effective cyber defenses and enable accurate decision making by leveraging platform-centric GenAI capabilities. We help enterprises Renew, Re-Architect and Re-imagine their entire cyber strategy through AI with a focus on risk resilience. This helps us become a trusted cybersecurity partner for enterprise customers.

Cyber Next platform powered services help customers stay ahead of threat actors and proactively protect them from security risks. Our pre-engineered packaged and AI powered managed security services help monitor, detect and respond by getting extensive visibility and actionable insight through threat intelligence and threat hunting. Our offerings ensure risk-based vulnerability management by providing a comprehensive single pane of glass posture view. Recent development in our Cyber Next platform is the integration of AI powered capabilities that enhances service delivery. We have merged some of the modules within Cyber Next platform and have also introduced some new modules to offer cybersecurity solutions relevant in the era of AI. Service modules include - Cyber Watch, Cyber Scan, Cyber Compass, Cyber Protect, Cyber AI that ensure



comprehensive Managed Protection Detection and Response (MPDR) for our global customers.

Zero Trust Security architecture and solutions to navigate our customers to embrace zero trust security. Key innovations and offerings include Secure Access Service Edge (SASE) delivered as-a service. With SASE as-a Service, we ensure strengthened overall security through cloud delivered security controls and capabilities. Infosys innovation in policy standardization enforce controls at access level, accelerating rollout of service thereby reducing or eliminating legacy tools allowing our customers to reduce overall costs while enhancing end-user experience.

Secure Cloud transformation with Cobalt assets drives accelerated cloud adoption. With Secure Cloud reference architecture and Secure by Design principle we ensure security is embedded as part of cloud strategy, design, implementation, operations and automation.

## Industry Recognition

### Analyst recognition

- Positioned as a Leader in the **ISG Provider Lens™** Cybersecurity Services and Solutions (2021, 2022, 2023, 2024)
- Positioned as a Leader in the **Nelson Hall** Cyber Resiliency Services NEAT Assessment 2023
- Positioned as a Leader in **Everest PEAK Matrix®** Assessment Identity and Access Management (IAM) Services 2023
- Received the **ISG Provider Lens Award 2024** for our domain expertise and presence in the Americas, UK and Germany markets

### Analyst testimonials

- "Infosys' CyberSecurity Capabilities are a Testament to their Relentless Pursuit of Excellence," says Gautam Sampath, Principal Security Analyst at Information Services Group (ISG)
- "Infosys' CyberSecurity Portfolio is a Strong Choice," says Gautam Sampath, Principal Security Analyst at Information Services Group (ISG)

### Client testimonials

- Strengthening Cybersecurity: BECU leaders' insights on the impact of Infosys Collaboration
- Cummins and Infosys: Securing Identities Together
- Infosys provides Managed Protection, Detection and Response to bpost (Belgian Post Group)
- Infosys secures MS Amlin's digital transformation journey
- Infosys and Ferroglobe: Journey towards a robust and secure cyber landscape
- Ferroglobe partners with Infosys to secure their OT Security Environment

### Partner awards

- Received the **Saviynt APJ Regional Delivery Partner of the Year 2024** for our innovation and excellence in leveraging Saviynt's Identity Cloud to solve complex identity security challenges.
- Received the **Zscaler GSI Growth Partner of the Year 2024** award for our unwavering commitment to delivering exceptional business outcomes and enhancing Zero Trust implementation
- Acknowledged as the **Microsoft Security Solutions Partner** across all 4 domains demonstrating our cutting-edge expertise in deploying Microsoft Security solutions
- Acknowledged as the **AWS Competency Partner** across seven domains exhibiting our in-depth technical expertise in AWS security and delivering tailored, security-focused solutions for specific workloads and use cases



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