

Unlock Value, Responsibly

ESG Report 2025-26



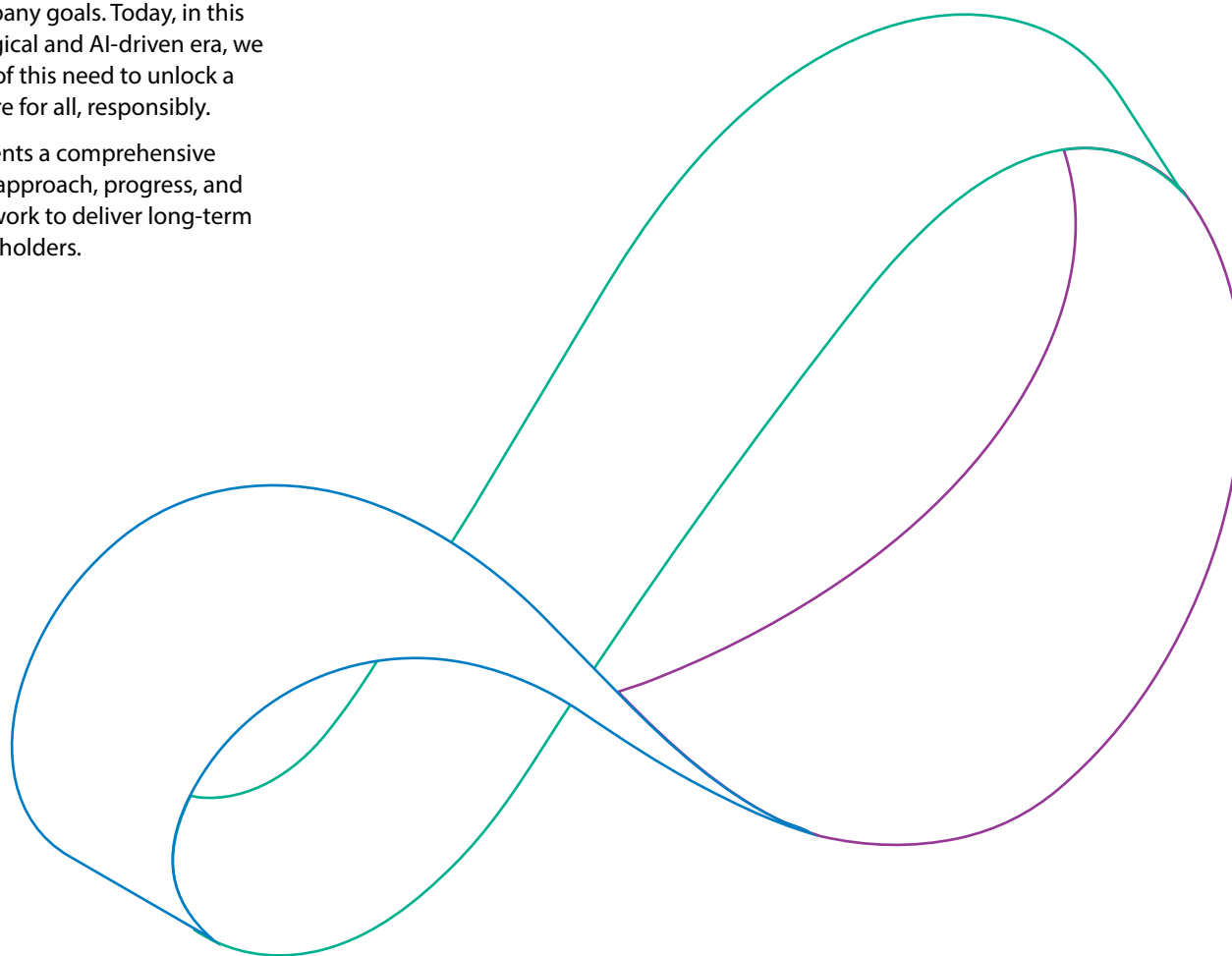
Introduction

There is a growing sense of urgency shaping the world today – for companies, communities, and individuals alike. This urgency reflects the recognition that the present is defined by rapid change and that the future is increasingly uncertain. Geopolitical tensions, policy unpredictability, climate volatility, evolving regulations, and the transformative yet uncertain adoption of artificial intelligence are reshaping the global environment.

For a global organization like Infosys, this urgency is met with deliberate strategizing and resilience-building. As risks and disruptions converge, they also create opportunities to move beyond compliance-led approaches toward integrated, long-term ESG action. Our refreshed ESG Vision 2030 roadmap, updated in 2025, articulates our ambitions – setting clear priorities across environmental, social, and governance pillars, with a focus on strengthening resilience, amplifying impact, and enabling future-ready growth.

As a proponent of responsible business, Infosys has always sought to create value for all our stakeholders by embedding responsibility into the way we define and deliver our company goals. Today, in this highly technological and AI-driven era, we are more aware of this need to unlock a sustainable future for all, responsibly.

This report presents a comprehensive view of our ESG approach, progress, and priorities as we work to deliver long-term value to all stakeholders.



Contents

07
08
10
11
13
14
17
18
19
21
47
48
49
66
71
75
76
77
87
102
109
131
132
133
152
157

How to navigate the report

We bring you the Infosys ESG Report 2025-26 – 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 2025-26 and the [ESG Data Book 2025-26](#).

Document controls

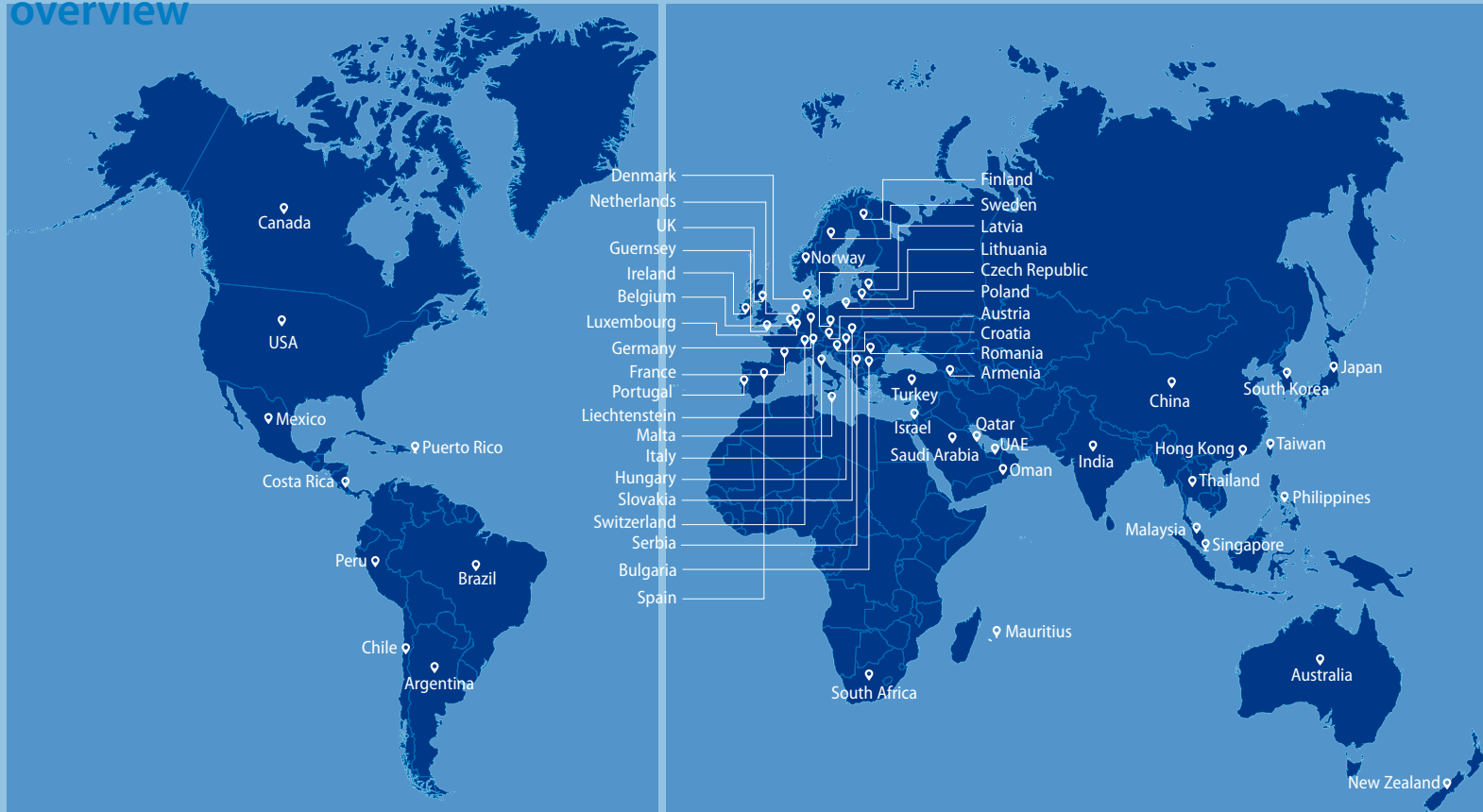
The bold text on the navigation bar indicates the section you are currently in. You can also go to specific chapters from the Contents page. Some of the links embedded in the content will take you to the Infosys Integrated Annual Report, ESG Data Book, the Corporate Responsibility microsite, and the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

ESG Overview

- Corporate overview
- Approach to reporting
- Our ESG priorities
- ESG governance



Corporate overview



Revenue by geography

Regions	2025-26
North America	56.1%
Europe	32.1%
Rest of the World	8.9%
India	2.9%

290

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

<https://www.infosys.com/investors/reports-filings/documents/global-presence2026.pdf>

Our services are classified as AI First Services and AI Augmented Services

AI First Services

-  **Orchestrate: AI Strategy & Engineering**
-  **Transform: Process AI**
-  **Innovate: Physical AI**
-  **Insight: Data for AI**
-  **Modernize: Agentic Legacy Modernization**
-  **Assure: AI Trust**

AI Augmented Services

-  **Application management services**
-  **Cloud and infrastructure services**
-  **Application development services**
-  **Enterprise application services**
-  **Infosys quality engineering**
-  **Support and integration services**
-  **Product engineering and management**
-  **Business process management**
-  **Consulting**
-  **Cybersecurity**

Infosys services brands

Infosys Cobalt, Infosys Topaz, and Infosys Aster – represent focused, domain-led offerings that bring together the Company’s capabilities and expertise to address distinct enterprise transformation needs. Each brand embodies a dedicated suite of services, solutions, and platforms designed to help clients navigate and accelerate their journey across cloud, AI, and marketing.

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 set of services, solutions and platforms using generative and agentic AI technologies

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

Key products and platforms



*Erstwhile Infosys EdgeVerve platforms are now subsumed under Infosys Topaz AI Next

Approach to reporting

About this report

This report 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 include 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.

[See our double materiality assessment matrix in the Strategy and priorities section.](#)

Assurance statement

Our ESG disclosures are reviewed and verified internally by the Corporate Certifications and Assessments Team (CCAT).

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](#)

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.

The ESG Databook

The ESG Databook, an integral part of our annual ESG Report, provides a comprehensive collection of quantitative data and metrics that support the disclosures made in the main report. It serves as a transparent and accessible resource for stakeholders, facilitating benchmarking and comparisons across reporting periods. The ESG Databook annexure also contains the GRI, SASB content index, and the Independent Assurance statement. [Read here.](#)



Infosys Integrated Annual Report 2025-26



Infosys Foundation Report 2025-26



Infosys ESG Vision 2030 Refresh 2025



Infosys Corporate Social Responsibility Microsite



Infosys ESG Microsite

Our ESG priorities

Every view matters

Infosys has a presence across multiple geographies, industries, services and products. The universe of our material concerns 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 the most important issues 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

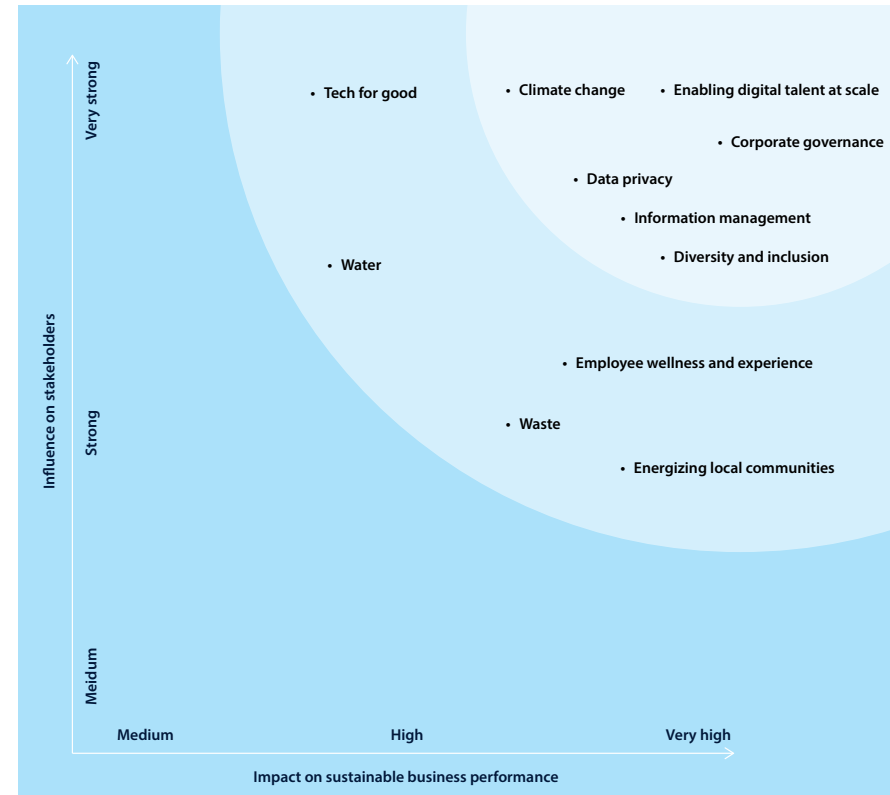
We determined our most material issues through a data-driven and consultative exercise. Material topics were shortlisted and prioritized based on their impact on our stakeholders and our business.

 <p>External stakeholder consultations, global frameworks, mega trends, and peer benchmarking</p>	<p>Investor priorities through investor surveys</p> <p>Global indices reporting and assessment frameworks, thought papers¹, and partnerships with global organization²</p> <p>Peer benchmarking in the IT industry</p> <p>Media and public opinion, using AI tools for insights</p>	<p>Regulatory landscape in jurisdictions relevant for Infosys</p> <p>Broader stakeholder consultations</p> <p>Specific ESG impact areas in geographical and service line contexts in relation to mega trends</p>	<p>Benchmarking against best practices among peers in IT and other industries</p>
 <p>Internal stakeholder alignment</p>	<p>'Belief audits' with the Management to understand priorities</p>	<p>Employee engagement surveys, focus group discussions and Interactions</p>	

1 Word Economic Forum (www.weforum.org/whitepapers/toward-common-metrics-and-consistent-reporting-of-sustainable-value-creation)
 2 Ellen McArthur Foundation (<https://www.ellenmacarthurfoundation.org/>)

Materiality matrix

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

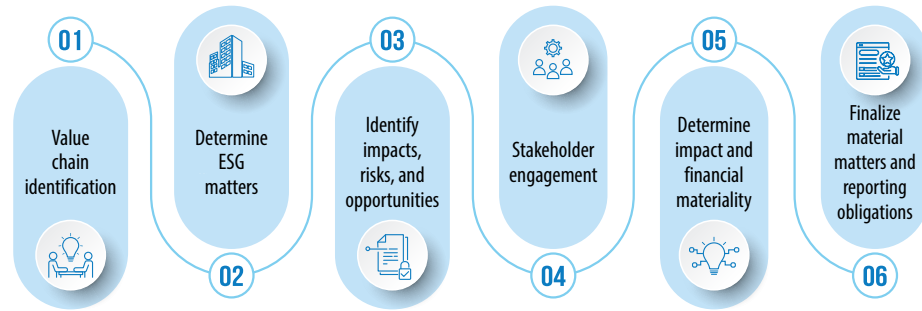
We identify and prioritize our stakeholders based on the impact of the Company on the stakeholders and the ability of the stakeholder groups to influence the functioning of the Company. As part of the materiality assessment, we have identified six key stakeholder group: Investors / shareholders, clients,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

Refer to [BRSR](#) for more information on stakeholder engagement.

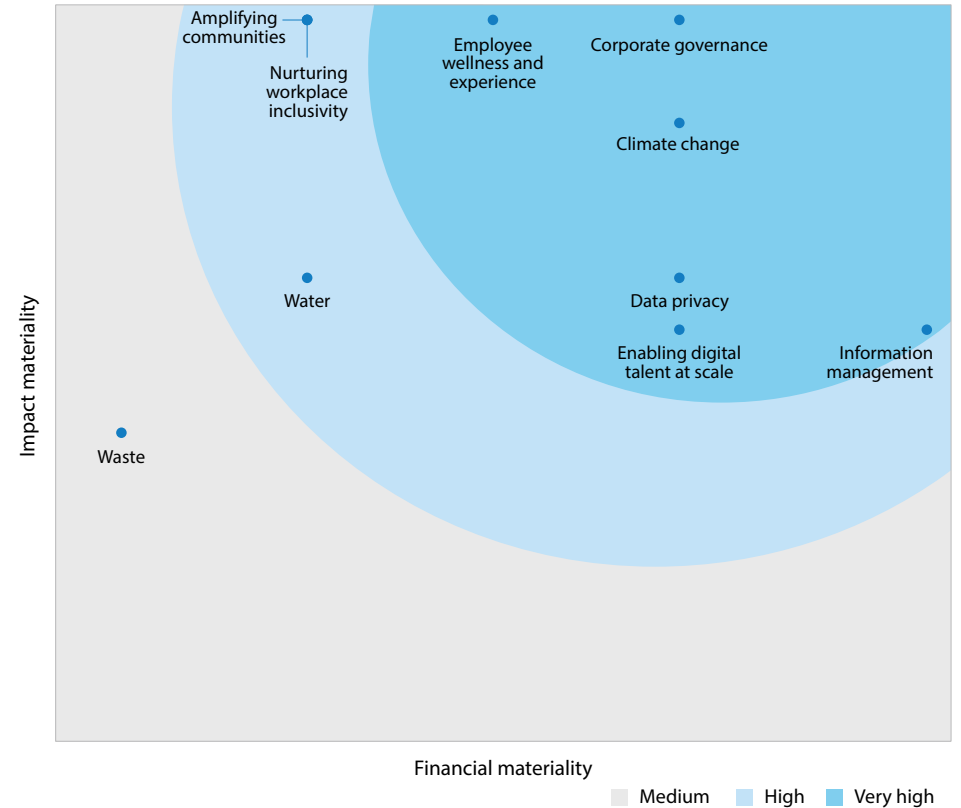
Double Materiality Assessment

In 2024-25, we undertook a double materiality assessment (DMA) in advance of our reporting commitment to the Corporate Sustainability Reporting Directive (CSRD). We leveraged our Global Reporting Initiative (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). The DMA identified ESG matters that are material to Infosys based on potential and actual Impacts, Risks, and Opportunities (IROs).

Our approach to DMA



Materiality matrix based on DMA



[Read more](#)

ESG governance

ESG is a core tenet of our strategy and central to every decision we make at Infosys. ESG governance at Infosys, therefore, is a responsibility of the Board. The Board oversees our ESG strategy, ambitions, progress, practices, risks, and disclosures.

In October 2020, we launched our ESG Vision 2030. Our Board instituted an ESG Committee on April 14, 2021, to assist the Board and the Company in fulfilling the ambitions. An ESG Council, comprising senior company leaders, is responsible for executing the programs and plans set forth by the ESG Committee.

As on March 31, 2026, the ESG Committee comprised: 1. Chitra Nayak, Chairperson 2. Govind Iyer 3. Helene Auriol Potier



Chitra Nayak

Independent Director and Chairperson, ESG Committee

The ESG Council reports to the ESG Committee on a regular basis, and 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 ESG performance and discussing programs and plans, as appropriate.

ESG Committee charter

The purpose of the ESG Committee is to assist the Board and the Company in fulfilling the ambitions committed to in the ESG Vision of the Company.

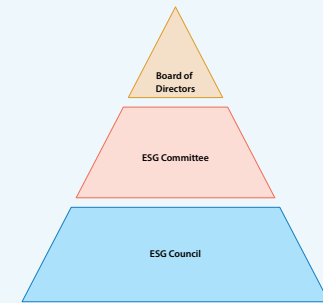
[Read more](#)

Interaction with other committees

The ESG Committee works closely with other Board committees to further our ESG ambitions. It informs ESG risks and challenges to the Risk Management Committee and seeks its support to address the risks. It engages with the Stakeholders' Relationship Committee to discuss performance on ESG assessments and actions from the shareholders' perspective. It collaborates with the CSR Committee to align CSR initiatives with ESG ambitions, and coordinates with the Cybersecurity Risk Subcommittee to monitor progress on information security and data privacy.

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. The ESG performance of the Company is linked to the compensation of the CEO & MD and other leaders. [Read more in the Corporate Governance Report.](#)



- 01 Board of Directors**
Overall responsibility of ESG in the Company
- 02 ESG Committee**
Discharge the Board's 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.
- 03 ESG Council**
The Council, consisting of senior leaders led by the CFO, 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.

From the CFO's desk

Dear stakeholder,

The 20th-century French poet Paul Valéry once observed, *"The trouble with our times is that the future is not what it used to be."* That sentiment has never felt more relevant. The future today is faster, more interconnected, and more uncertain than at any point in recent history. Geopolitical volatility, economic realignments, climate stress, and social inequities coexist with unprecedented advances in technology, connectivity, and access to knowledge.

Together, these forces reinforce a fundamental truth: responsible business is no longer optional – it is essential for sustaining long-term value creation and shared prosperity.

At Infosys, Environmental, Social, and Governance (ESG) leadership serves as our compass. Our ESG commitments are not peripheral; they are embedded into our strategy, governance, and day-to-day decision-making. While we strive to unlock value for all our stakeholders, we are doing it most responsibly.

Over the past year, we have amplified our ESG efforts in our flagship initiatives, scaling them to the next level to demonstrate leadership while continuing

to make steady, measurable progress across all dimensions of responsibility.

A defining milestone was our decision to take the bold step toward becoming Climate Positive by 2030, following a comprehensive review of our Vision 2030 ambitions in 2025. Anchored in the twin principles of Reduce and Restore, across both emissions and water, our approach goes beyond net zero. During the year, we planted around 14 million saplings, advanced efforts to reduce emissions across Scope 1, 2 and 3, progressed toward zero-plastic packaging, and actively engaged with academia, experts, real estate developers and policymakers to adopt climate action frameworks and best practices. We have created 4.3 billion liters of water-holding capacity through our lake rejuvenation projects so far. As of FY26, 46% of our owned campuses have achieved TRUE Zero Waste Certification. Moving ahead, our focus will be on deepening impact through data-driven monitoring, replicable models and ecosystem partnerships that enable scale.

Importantly, our climate ambition extends to our clients as well. We embed climate-related components in our client



Over the past year, we have amplified our ESG efforts in our flagship initiatives, scaling them to the next level to demonstrate leadership while continuing to make steady, measurable progress across all dimensions of responsibility.



partnerships, reflecting the growing convergence of sustainability and enterprise value.

As artificial intelligence reshapes industries and work at scale, inclusive growth depends on our ability to enable continuous learning and large-scale upskilling to meet the emerging technology demands. Our digital skilling initiatives have reached more than 15 million people since 2021. Infosys Springboard, our free, open digital learning platform, continues to expand access to future-ready skills and saw over 5 million active learners in India alone this year – reflecting our belief that technology-led progress must be broadly shared. Through our large-scale skilling initiatives driven through Infosys Foundation, we have facilitated employment opportunities for more than 2,20,000 individuals to date.

Learning and inclusion are equally central to our employee value proposition. More than 84% of our workforce is enabled in AI, progressing in line with our efforts to make our entire workforce future-ready. As we continue to empower our 3,28,000+ workforce, we remain deeply committed to providing a safe, ethical, healthy, and inclusive workplace – one

where every individual feels valued, heard, and enabled to contribute their best. This commitment has been recognized through our Global Top Employer 2026 certification in 20 countries and our inclusion among India's Best Employers Among Nation Builders 2025 by Great Place to Work®. Infosys has also been ranked #1 on LinkedIn Top Companies India 2026.

We have always been a pioneer in setting high standards of governance globally, often exceeding regulatory requirements. Our commitment to ethics and compliance led to us being recognized among the 2026 World's Most Ethical Companies® by Ethisphere for the sixth consecutive year. Infosys was also recognized for its 'Best ESG Program' at the 2025 Asia Executive Team Survey by Extel.

Responsible growth also requires accountability across our value chain. This year, 1,100+ suppliers were assessed for ESG – strengthening transparency and climate accountability across our ecosystem.

We collaborate with governments and policymakers to shape regulations around key topics such as responsible AI and data privacy. I am proud of our

collaborations with international bodies, including ISO, UNESCO; WEF; NIST and the EU AI office, that reinforce Infosys' commitment to enabling governments and regulated enterprises to adopt AI with greater confidence, transparency, and reduced risks. The Infosys Data Privacy office has been actively engaged in advocacy efforts on India's Digital Personal Data Protection Act, 2023, both during the development of the regulation and subsequent formulation of the DPDP Rules, which were published in November 2025. We are equally committed to upholding the highest standards of information security, ensuring the protection and confidentiality of data across all our operations.

As we look ahead, we remain optimistic and resolute. Guided by purpose, strengthened by our people, and grounded in disciplined governance and responsible business practices, Infosys is committed to leading in an era where sustainable value creation defines long-term success.

Over the years, the Infosys ESG disclosures have engaged and informed stakeholders worldwide. We believe that our responsibility also extends to advocating for collective action for a

sustainable future. Towards this, we are introducing a fully digital-first, immersive, and interactive report that aligns with modern content consumption habits, enhances engagement, provides easy navigation, and allows multimedia integration. We are excited for you to join us on this journey of discovering our ESG efforts and progress. Your feedback and partnership remain vital as we continue to build a future that is resilient, inclusive, and sustainable for all.

Jayesh Sanghrajka
Chief Financial Officer

Bengaluru
May 29, 2026



Scan to watch the video

Performance

- FY26 Highlights
- Awards and Recognitions



FY26 Highlights

Environment	Social	Governance
<p>Carbon neutral 7 years in a row</p> <p>~14 mn saplings planted across 8 states</p> <p>100% of new chillers procured with 'green refrigerant'</p> <p>99% waste diverted from landfills</p> <p>84% of our office area is certified with the highest level of green building certification</p> <p>4.3 bn liters of water-holding capacity created through lake rejuvenation projects</p> <p>36% sustainability revenues in FY26</p> <p>ISO 14068-1:2023 certified for carbon neutrality</p>	<p>15 mn+ people enabled through digital skilling</p> <p>900+ women hired through Restart with Infosys</p> <p>2,62,000+ employee volunteering hours in FY26</p> <p>84% workforce enabled in AI</p> <p>30,000+ members across 12 countries on InfyTribes, Infosys' employee community building platform</p> <p>Recognized as Global Top Employer 2026 for the sixth consecutive year</p> <p>Ranked #1 on LinkedIn Top Companies in India 2026.</p>	<p>World's most ethical Company recognized by Ethisphere, for the sixth consecutive year</p> <p>ISO 42001:2023 certified for AI management systems</p> <p>ISO 27701:2019 certified for privacy information management</p> <p>ISO 27001:2022 certified for information security management</p> <p>ISO 45001:2018 certified for occupational health & safety management</p> <p>ISO 14001:2015 certified for environment management</p> <p>ISO 22301:2019 certified for business continuity management</p> <p>30%* of Board members are women <i>*as on April 23, 2026</i></p> <p>ISO 50001:2018 certified for Energy Management System</p> <p>2,000+ MSMEs in our supply chain (India)</p> <p>91.64% of suppliers covered through annual ESG assessments</p> <p>973 patents in the portfolio (granted/pending)</p>

Awards and recognitions



Awards

Infosys was awarded the [Global Top Employer 2026 certification in 20 countries](#) across Asia Pacific, Europe, the Middle East, and North America.

Infosys was honored with awards at The Asset Corporate Sustainability Leadership Awards 2025. Categories include the [Platinum Award for Excellence](#) and [Best Investor Relations Team](#).

Infosys ESG Report 2024-25 was honored with the [Gold Stevie® Award](#) at the 22nd Annual International Business Awards and Infosys won the [Bronze Stevie® Award](#) for Innovation in Investor Relations.

Infosys ESG Report 2024-25 won [Bronze in the 2025 ARC Awards](#).

Infosys has been honored as an [Exemplar of Inclusion](#) in the [Most Inclusive Companies Index 2025 by Avtar & Seramount](#).

Infosys won the [Sustainable Supply Chain Award](#) and was the runner-up for [Company of the Year award](#) at the Global Procurement & Supply Chain Awards 2025.

Infosys has been named a [Silver Employer in the India Workplace Equality Index \(IWEI\) 2025](#) for championing inclusion and being a [strong ally of the LGBTQIA+ community](#).

Infosys BPM DEI team won the prestigious [Best Organization for Women's Empowerment Award](#) at the 9th Edition of the Women Empowerment Summit and Global Women in Leadership (GWIL) Awards 2025.

Infosys BPM DEI won the prestigious [TISS LeapVault CLO Awards 2025 for Best Diversity and Inclusion Training Program](#).

Infosys Czech Republic Limited won the [ABSL Czech Republic 2025 - Diamond Award in the prestigious ESG category](#).

Infosys won multiple FinanceAsia awards, including [Best CFO](#), [Best Investor Relations](#), and [Best Large-Cap Company](#).

Infosys was recognized as the [first runner-up for Excellence in Inclusion & Diversity in the SHRM HR Excellence Awards'25](#).



Recognitions

Infosys has been recognized as one of the 2026 [World's Most Ethical Companies](#) by [Ethisphere](#) for the sixth consecutive year.

Infosys was also awarded the [Compliance Leader Verification™](#) by Ethisphere.

Infosys was ranked [#1 on LinkedIn Top Companies India 2026](#).

Infosys was recognized among the [Most Inclusive Organizations for Women in Tech \(IT\)](#) at the [Wequity Awards '25](#).

Infosys has been recognized among India's [Best Employers Among Nation Builders 2025](#) by Great Place To Work®.

Infosys was recognized as a [Top 100 most valuable brand](#) in the world by Kantar BrandZ and ranked among the most-trusted brands in India and the US.

Infosys has been recognized among the Top 10 in the newly launched category of [Best Companies for ESG in India in 2025 by Avtar & Seramount](#).

Infosys was recognized as the [Inclusive Workplace Champion by IEEE](#) at the [Returning Mothers Conference 2025](#).

Infosys ranked [third globally by Fast Company in the Corporate Social Responsibility category](#) in its Most Innovative Companies 2026; the recognition honors [Tech4Good – SightConnect](#), our AI-led platform that is advancing preventive eyecare at scale.

Infosys has been recognized as one of the [2025 Best Companies for Women in India](#) – listed in the Hall of Fame for the seventh consecutive year and the [2025 Avtar & Seramount Best Companies for Women in India \(IT sector\)](#).

Infosys received the [Leadership category rating](#) in the Indian Corporate Governance Assessment conducted by [liAS](#) for the 10th consecutive year.

Infosys was recognized as one of the top 3 companies in 5 categories – [Best CEO](#), [Best IR Professional](#), [Best IR Program](#), [Best IR Team](#), and [Best ESG Program](#) – at the 2025 Asia Executive Team Survey by Extel (formerly Institutional Investor Research).

Infosys named the [fastest-growing IT services brand](#) with a 15% CAGR in brand value over 6 years by Brand Finance.

[Read the full list of Awards and Recognitions in the Infosys Integrated Annual Report.](#)

Flagship initiatives

- Climate positivity – Beyond net zero
- Enabling digital talent at scale
- Nurturing workplace inclusivity
- Facilitating employee wellness and experience
- Responsible supply chain



Climate positive – Beyond net zero

In a world that has already warmed by more than 1.2°C compared to pre-industrial levels, carbon neutrality is no longer enough. ⁽¹⁾

The real challenge and opportunity lies in going **climate positive**.



Even if every company in the world decided to become carbon neutral today, it wouldn't reverse the cumulative emissions that have built up over the last 200 years.

That's why restoration, not just reduction, is the new baseline.



Our Scope 1, 2 and 3 emissions reduction targets are aligned to well below 2-degree scenario (WB2DS) and validated by the Science Based Targets initiative (SBTi).

We remain carbon neutral across Scope 1, 2 and 3 emissions for the seventh consecutive year.

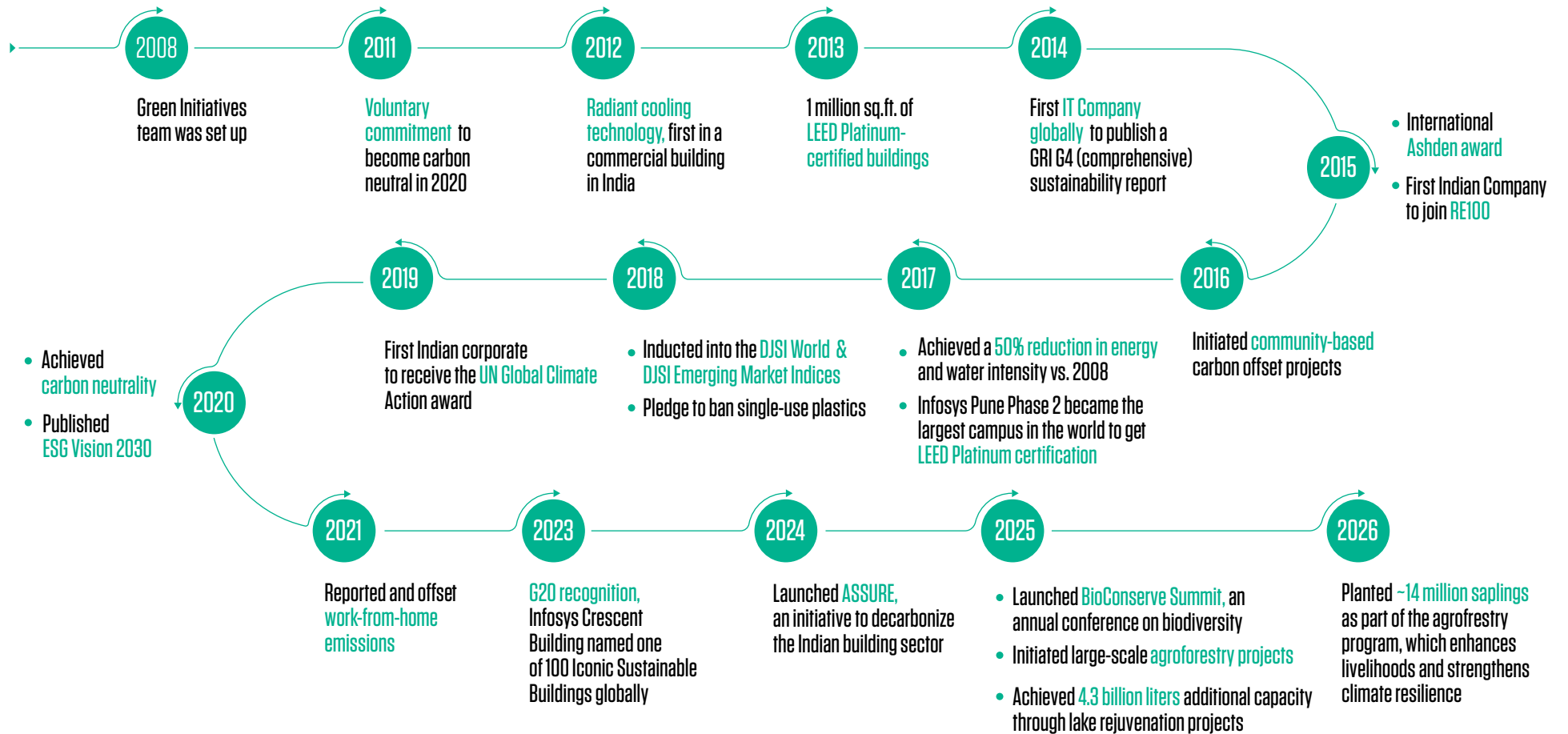
We are actively aligning our net-zero targets with a 1.5°C pathway and in the process of obtaining SBTi validation.

We decided to raise the bar for ourselves and the world, and committed to becoming climate positive in 2030, just four years from now.

Our **climate positive** strategy extends over **emissions and water.**

⁽¹⁾ Global Temperature-Earth Indicator - <https://science.nasa.gov/earth/explore/earth-indicators/global-temperature/>

Infosys' continued commitment to a 'net zero' future



To become climate positive, we have adopted two action pathways:



Reduce



Restore



Reduce

Efforts to decrease consumption of resources and emissions through initiatives within the company



Our ambition is to reduce Scope 1 and 2 emissions by **90%** and Scope 3 by **40%** by 2030.

(Measured against the 2020 baseline)

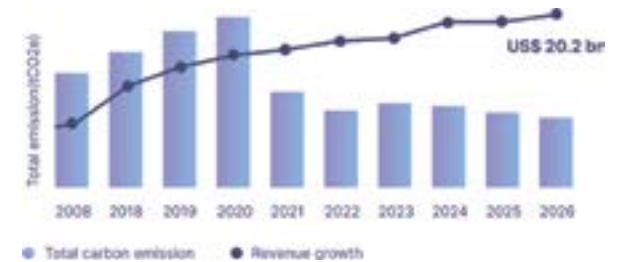
- **Scope 1 emissions** → Direct emissions – high-speed diesel (HSD), diesel, petrol, piped natural gas (PNG), refrigerant and fire extinguishers
11,483 tCO2e*
- **Scope 2 emissions** → Indirect emissions from purchased energy – Grid
34,351 tCO2e*
- **Scope 3 emissions** → Indirect emissions – business travel, capital goods, work from home, waste generated in operations, employee commute, fuel-and energy-related activities, and upstream leased assets
2,07,374 tCO2e*

* tonnes of carbon dioxide equivalent in FY26

Since we began reporting in 2008, our business has grown fivefold from

USD 4 billion to USD 20 billion

while our emissions trajectory has remained significantly moderated, reflecting our ability to progressively decouple business growth from resource consumption and carbon intensity.



This year, **we reinforced our leadership in climate action** with several milestones.



Scope 1

New cooling equipment with HFO (Hydrofluoroolefin) refrigerant with low global warming potential.



Scope 2

81.8% of electricity for our India operations comes from renewable sources. India accounts for 84% of our global workforce.

84% of our office area is certified with the highest level of green building certification.



Scope 3

The inauguration of the Bangalore Metro rail line serving the Infosys headquarters and other major IT corridors, catering to more than 2 lakh commuters daily, is estimated to reduce Scope 3 emissions significantly.

Infosys Foundation funded the "Infosys Foundation Konappana Agrahara" metro station, and continues to encourage and support the use of sustainable urban mobility solutions, including metro rail systems, across major cities in India.

Through a campaign titled 'Watts Up? Save It!', we raised awareness among employees to reduce their electricity consumption at work and home, enabling emissions reduction.

Collaborated closely with suppliers to integrate emissions as a key evaluation criterion in the procurement of IT equipment, strengthening climate-aligned sourcing decisions.



Restore

Interventions that aim to restore more than we consume, beyond our boundaries, working closely with communities



We focused on improving livelihoods, enhancing green cover and restoring water bodies through our agroforestry, carbon offset and lake rejuvenation projects.

Agroforestry

The Infosys Agroforestry Program showcases a strong, data-driven model for creating large-scale social impact, enhancing farmer livelihoods and building climate resilience. The benefits of the agroforestry program go far beyond just increasing green cover.

The program:



~14 mn Saplings planted in FY26



~30,000 Hectares covered across 8 states



~30,000 Farmer families engaged

- **Accelerates climate mitigation and ecosystem restoration:** by directly sequestering atmospheric CO₂ while enhancing soil fertility and restoring ecological balance across landscapes.
- **Strengthens climate-resilient livelihoods:** by promoting sustainable agricultural practices and climate-proofing farm systems.
- **Enhances farmer prosperity and food security:** by creating multiple income streams, improving economic resilience while supporting local food security.



Scan QR code for Agroforestry Video



Restore

Carbon offset programs

Since 2016, Infosys has actively pursued carbon reduction projects across India, with a focus on expanding energy access for rural communities. Key benefits include:



- Replacing traditional methods such as firewood use with biogas and improved cookstoves
- Enhancing health and well-being of communities through the transition to cleaner fuels
- Promoting digital literacy and employment among women from rural communities

10

projects across
5 states

2,72,000+

families
benefited

349

women monitors
employed

Lake rejuvenation projects

As part of its long-term vision for sustainable water management, Infosys continues to drive lake rejuvenation initiatives across India. In the past three years, these projects have added 4.3 billion liters of water capacity across multiple states, contributing to aquifer recharge, flood-risk mitigation, and the revival of degraded water bodies into thriving community ecosystems.



The lake rejuvenation projects:

- Serve as a strong symbol of community engagement
- Foster a sense of shared responsibility for the environment
- Spark conversations among residents about the importance of environmental issues and the power of local action
- Support local flora and fauna

11 lake rejuvenation
projects

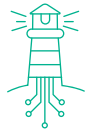
4.3 bn liters additional water capacity
created

Our efforts don't stop here...

Did you know that 55% of the global population already live in urban centers?⁽²⁾
What's more, 75% of the infrastructure that will exist in 2050 has not been built yet.⁽³⁾
We are using the learnings from our large-scale green initiatives to drive

Advocacy measures

that promote sustainable solutions, particularly in urban areas.



ASSURE



A program to achieve 100 million sq.ft. of high-performance commercial buildings by 2030, by providing technical assistance to real estate developers in India.

15 mn sq.ft. onboarded in FY26
1,250+ people upskilled



Solar Decathlon India (SDI)

World's largest net-zero building challenge for students – finals hosted in May 2025 at Infosys Mysuru.

850 attendees, including students, faculty, industry representatives, startups, and investors

50 organizations connected with students

40 solutions developed over nine months for real buildings



Biodiversity

Today, almost 35% of India's population lives in urban areas, and it is projected to increase to 40% by 2030⁽⁴⁾. With large-scale constructions taking over urban landscapes, there is both a need and opportunity to explore biodiversity in cities. To encourage conversations around biodiversity, especially in urban areas, we hosted the second edition of the **BioConserve Summit**, in association with the Indian Institute for Human Settlements (IIHS), on January 30, 2026. A defining milestone of the summit was the launch of the **BioConserve Platform**, to build a conservation network and continue knowledge sharing.

200+ People **100+ Companies**

Participated in BioConserve Summit 2026

Climate solutions

We have taken our sustainability expertise to deliver impactful solutions for our clients. These include solutions for ESG strategy, data and reporting; green buildings and sustainable operations; sustainable value chain; green IT and digital sustainability. We deployed our patented Radiflux Radiant Baffles for an IT client, leading to 40% energy savings.

36% sustainability revenues in FY26

Our climate action maps to these UN Sustainable Development Goals (SDGs)



⁽²⁾ Revision of world urbanization prospects - <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

⁽³⁾ Efficiency policies in buildings - <https://www.unep.org/topics/energy/buildings>

⁽⁴⁾ Economic Survey 2023-24 - <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2042542®=3&lang=2>



Enabling digital talent at scale

In a world where digital talent drives opportunity, **one-third** of the population remains excluded from education, employment, and financial services.

Bridging this digital divide goes beyond technology adoption – it can lead to economic equality and social inclusion.



At Infosys, we leverage our technology expertise to

democratize access to opportunities for growth.

Aligning with our purpose to amplify human potential and create the next opportunity, we have conceived a powerful ambition to



Digitally skill
18 mn+
people



Create
5,00,000+
employment opportunities

To achieve this goal by 2030, we have enabled platforms for different learner groups – Infosys Springboard for the community, Lex for our employees, and Infosys Wingspan for our clients and suppliers.



For the community



A free, public platform offering courses in English and 17 Indian languages to more than 11 million learners worldwide.



Scan QR code for Springboard Video

Through Infosys Springboard, we have organized our community skilling initiatives in three pathways.



The first pathway focuses on **comprehensive skill development** through government programs, university partnerships, and faculty development initiatives. In FY26:

- 3,50,000+ students and 6,500+ faculty members enabled through the Naan Mudhalvan program in collaboration with the Tamil Nadu State Development Corporation
- 7 states and 3,000+ government officials covered through government leadership enablement programs
- 6,400 faculty members engaged through different programs
- Infosys was recognized as an 'Awarding Body' to award, assess, and certify learners for qualifications aligned with the National Skills Qualifications Framework (NSQF) by the National Council for Vocational Education and Training (NCVET). Learners can now leverage three NCVET qualifications through Infosys Springboard
- Enabled 3 Infosys Springboard courses with assessments on SWAYAM Plus for broader learner access



The second pathway focuses on **raising aspirations** through Lab on Wheels, Maker Labs, and the provision of essential devices. In this fiscal year:

- We have deployed **eight Labs on Wheels**, which are currently operational across eight states, collectively engaging **1,80,455 students** through hands-on and experiential learning activities.
- Our **Makers Lab** initiative has reached **12,750 students**, with 26,885 certifications successfully completed to date. The Makers Labs have been launched at Symbiosis International University, Pune, and Dr. A.P.J. Abdul Kalam Technical University, Lucknow.
- As part of our digital learning enablement efforts, **14,000 tablets** have been distributed across 882 schools in seven states, resulting in 16,480 hours of cumulative student screen time.



The third pathway focuses on **amplifying job opportunities** through internship programs, the upskilling program for women (Pragati: Path to Future), and our Job Marketplace. In FY26:

- **30,000 interns** enabled through the Virtual Internship program
- Pragati: Path to Future has completed six cohorts so far, with **6,547 learners**; added **4,50,000 learning hours**
- **655 learners** enabled through the Prime Minister's Internship Scheme
- Job Marketplace has onboarded **14 hiring partners** and listed **640+ vacancies**



For Infosys employees

For our employees, we aim to:



Reduce time to deployment for fresh talent



Groom and prepare the workforce with foundational and account-relevant skills



Prepare talent for emerging technologies and work profiles

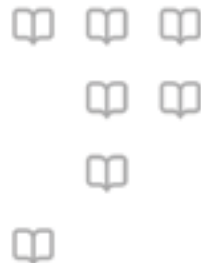


Enable employees on AI tools and career shifts through bridge programs



Our Foundation Program, which prepares fresh graduates for industry-facing roles,

helped train over **10,000** graduates in FY26.



Through Lex, our anytime, anywhere learning platform for employees, we deliver our

Continuous Learning Program,

offering personalized, self-paced learning journeys with gen AI-backed adaptive learning assessments and gamified experiences.

4,00,000

learning resources on Lex

113.3

average learning hours per employee

84%

of the workforce enabled in AI





For clients



Platform for **enterprise-wide upskilling** of clients' workforces, offering next-gen digital learning experiences, enabling them in AI and emerging technologies with curated learning journeys



Enabled
1.5 mn+
learners



128
clients use
the platform



9,200+
suppliers have access to the
supplier learning portal on Infosys Wingspan



Our digital skilling and employment program is mapped to these UN Sustainable Development Goals (SDGs)



Nurturing workplace inclusivity

Inclusive workplaces nurture innovation and fuel business growth while strengthening employee engagement.

Infosys' purpose – amplify human potential and create the next opportunity for people, businesses and communities – is a powerful call to action to nurture an inclusive organization.

We strive to build and sustain a workplace

where every individual feels respected, empowered, and supported with the opportunity to thrive.

**'Respecting each other',
a foundational tenet in our Code of Conduct and Ethics,**

is the cornerstone of our inclusive practices.



We are signatories and members of these global commitments:



Our inclusivity programs include women, persons with disabilities (PwD), the LGBTQIA+ community, and more.



Women

Women make up 39.5% of our workforce.
Our ambition is to make it 45% by 2030.

We are committed to supporting women at every stage of their careers - providing the flexibility, space, and interventions to help them thrive. The impact speaks for itself.



99% Of women who went on maternity leave returned to work

4,400+ Members on [IWIN](#) – an employee resource group for women

900+ Women were hired through the [Restart with Infosys program](#), designed to help women returning from career breaks re-enter the workforce

200 Women leaders trained through [#IAmTheFuture](#) program in FY26

69,000+ Women at Infosys connected through [Winspire digital platform](#)

400+ Women enabled in FY26 through [Orbit Next](#), a platform to propel women to leadership roles

1,300 Women tech experts supported through the [TechCohere skilling track](#)

34% Of our women employees actively involved in [research and IP creation](#)



Persons with Disabilities (PwD)

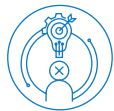
At Infosys, persons with disabilities are promised a workspace with both physical and digital accessibility.



1,075 People voluntarily disclosed disabilities in FY26



60+ Courses and a dedicated channel on Lex for digital accessibility learning and certifications



The Accessibility Living Labs in Bengaluru and Indianapolis showcase immersive, real-world tech solutions for people with vision, hearing, motor and neurodiverse disabilities



3,200 students completed their digital accessibility learning on Infosys Springboard



3,900+ employees are actively engaged through the InfyAbility Employee Resource Group



LGBTQIA+

We aim to build an inclusive world that empowers people from all communities with equitable opportunities.

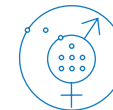


Our enhanced medical insurance plan

extends coverage to same-sex partners as dependents, gender affirmation surgeries, and mental health therapy



All of our India campuses have inclusive restrooms



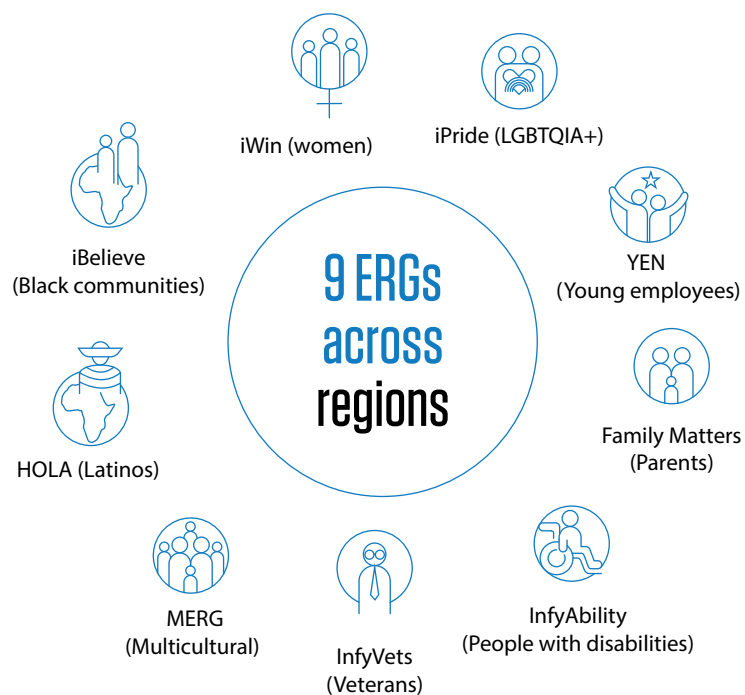
We conducted training programs to build employability skills for the LGBTQIA+ community

We, as a large corporate operating across different geographies, boast of a multi-cultural and multi-generational workforce.

Several enablement sessions are held throughout the year to create awareness about the sensibilities of different age groups and cultures.

We have created Employee Resource Groups (ERGs) –

micro ecosystems that enable employees to share experiences, connect and foster allyship.



We have an exclusive learning channel for inclusivity

on Lex with 100+ resources and certifications.



220+ awareness emails on several aspects of inclusivity

were sent out in FY26 to create and sustain awareness.



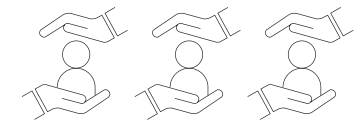
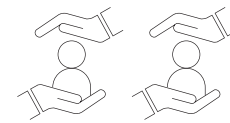
Our inclusivity efforts map to these UN Sustainable Development Goals (SDGs)



Facilitating employee wellness and experience

We bring our Employee Value Proposition (EVP) to life through the experience we strive to create every day.

It is where work carries purpose, growth is continuous, well-being is protected, and a genuine sense of belonging takes root.



We move forward together through every stage of the journey,

enabling us to thrive as professionals, individuals, and contributors to a more responsible and sustainable future.

We are proud to call ourselves INFOSCIIONS.

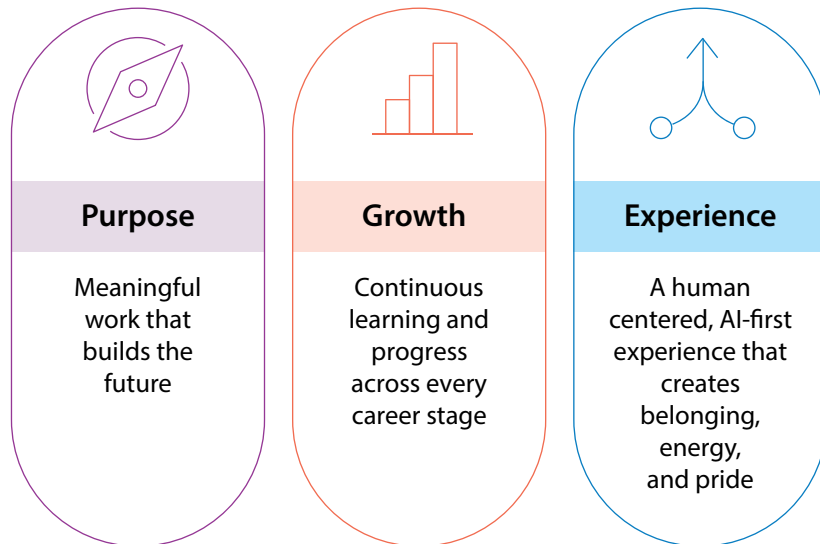


While our EVP outlines what we stand for, our culture defines how we live it.

This comes alive through the Infosys Way of Life (#IWOL),

which translates our values into everyday behavior that shapes how we work and grow together.

This is Infosys' promise to our employees –



Our commitment to this promise hasn't gone unnoticed. Our outcomes continue to be recognized against global benchmarks.



Top Employer, Global 2026



World's Most Ethical Companies, 2026, Ethisphere



Certified Great Place to Work, Mar 2026 - Mar 2027



Most Innovative Companies in CSR 2026, Fast Company



Infosys ranked #1 on LinkedIn Top Companies India 2026

It is our people who give scale, meaning, and strength to Infosys.



3,28,500+
global workforce

155
nationalities

59
countries

12.6%
attrition LTM group IT

79%
employee satisfaction

Anchored in Purpose, Growth and Experience shape a distinct dimension of our EVP journey.



Purpose



Growth



Experience



Purpose

Purpose shapes what we do at work and beyond, grounding roles in meaning and broader impact. It is carried forward through the talent we welcome, ideas we nurture, and innovation we advance.

73,512

hires in FY26

12,400+

ideas generated in
Be The Navigator program

220+

Infosys InStep Global
Academic Partnerships

2,000

Infosys Knowledge Institute
Thought Leadership Assets

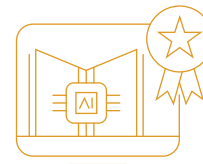
1,001

entrepreneurs enabled through
Infosys Business Incubator

91

patents filed in FY26

Purpose is further realized through how we foster innovation at work and how we contribute meaningfully beyond it.



Our global hackathon program

brings technology to life through purposeful work—building open-source solutions that create real-world impact.



Our Infosys Business Incubator (IBI), which is a strategic capability,

is aimed at fostering entrepreneurship within Infosys and empowers employees to ideate, incubate, and create new businesses.



Growth

Our growth is fueled by continuous learning, ensuring careers evolve with confidence and relevance. This focus on learning translates into widespread engagement, skill depth, and career resilience.

84%

of the workforce enabled in AI

~18%

of top technology talent pool trained on building AI solutions

80,000+

leadership learning hours

113.3

average learning hours per employee

A skill-based, opportunity-rich talent model enables us to navigate careers with agility, mobility, and choice.



Lex, our in-house learning platform, continues to be

a key enabler of talent readiness at Infosys.



Through future-ready training initiatives in FY26, learners were enabled, with employees completing an average of 113.3 training hours.



Our future-ready Y-shaped career model

enables purposeful career choices across leadership and specialist pathways to support AI-first innovation at scale.



Experience

Experience brings together intelligent AI-enabled work, well-being, and belonging into everyday moments. It is felt in the connections we form and support we receive.

8,297

Employee Connect sessions

30,000+

InfyTribe members

440+

HALE wellness programs

68K+ / 191K+

rewards / recognitions

2,62,000+

employee volunteering hours

A strong culture of well-being is reinforced in policies, the Infosys Way of Life, HALE, Infosys Welfare Trust, Sports & Recreation, and on-campus medical centers and camps.

Communities are at the center of our approach to well-being. Through shared passions, sports, culture, and family inclusion, our community platforms beyond work, such as



InfyTribes, INFYusion, Petit Infoscion Day, play a vital role in supporting social, emotional, and physical well-being.

We are also building future-ready, employee-centric infrastructure that enables sustainable, resilient and people-first workplaces.

Together, purpose, growth and experience form an Employee Value Proposition that equips us to grow, adapt, and create impact in a changing world.

Our employee wellness and experience ambition is mapped to UN Sustainable Development Goals (SDGs)



Responsible supply chain

In today's interconnected world, a company's responsibility extends far beyond its own operations.

As a global technology leader, we have both **the opportunity** and **the responsibility** to drive positive change throughout our supply chain.

Building responsible supply chains is integral to our ESG vision

to nurture inclusive, collaborative and responsible business ecosystems.



Every partnership begins with shared values.

Our **onboarding process** goes beyond simply checking boxes; we actively partner with our suppliers to embed ESG objectives from day one.

The life cycle of Infosys' Responsible Supply Chain

begins with responsible sourcing and progresses through supplier assessment, sustainable contracting, responsible delivery, and continuous improvement.

1,500+ new suppliers onboarded in FY26



We ESG-proof the supply chain with

- **Supplier training for ESG**
 - Supplier learning portal access provided to 9,000+ suppliers
- **ESG criteria introduced in the onboarding process**
- **Dow Jones assessment for sanctions**
- **Periodic ESG assessments for existing suppliers**
 - 91.64% suppliers (by value of business) covered through annual ESG assessments
 - Capacity building and handholding improvements
- **39.38% of our procurement is directly sourced from MSMEs or small producers**
- **Relationship-building through Sambandh, our biennial supplier meet**





Alongside our ongoing supplier engagement, we have introduced a comprehensive buyer guide to strengthen responsible procurement practices.

100%

Of procurement team trained on responsible supply chain practices

ISO 20400

Adoption in progress



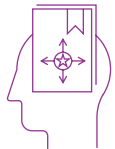
We are mindful of engaging with diverse suppliers.

500+

suppliers engaged through 4 workshops held for MSMEs and 2 workshops for women entrepreneurs

39.38%

of the local procurement in India is through MSME segment



Through our comprehensive buyer guide, we can catalyze change by:

- Convening stakeholders
- Guiding buyers on responsible procurement practices
- Sharing best practices
- Creating peer learning opportunities
- Amplifying successful models



We engage regularly with suppliers to gauge the satisfaction levels as well as understand the grievances.

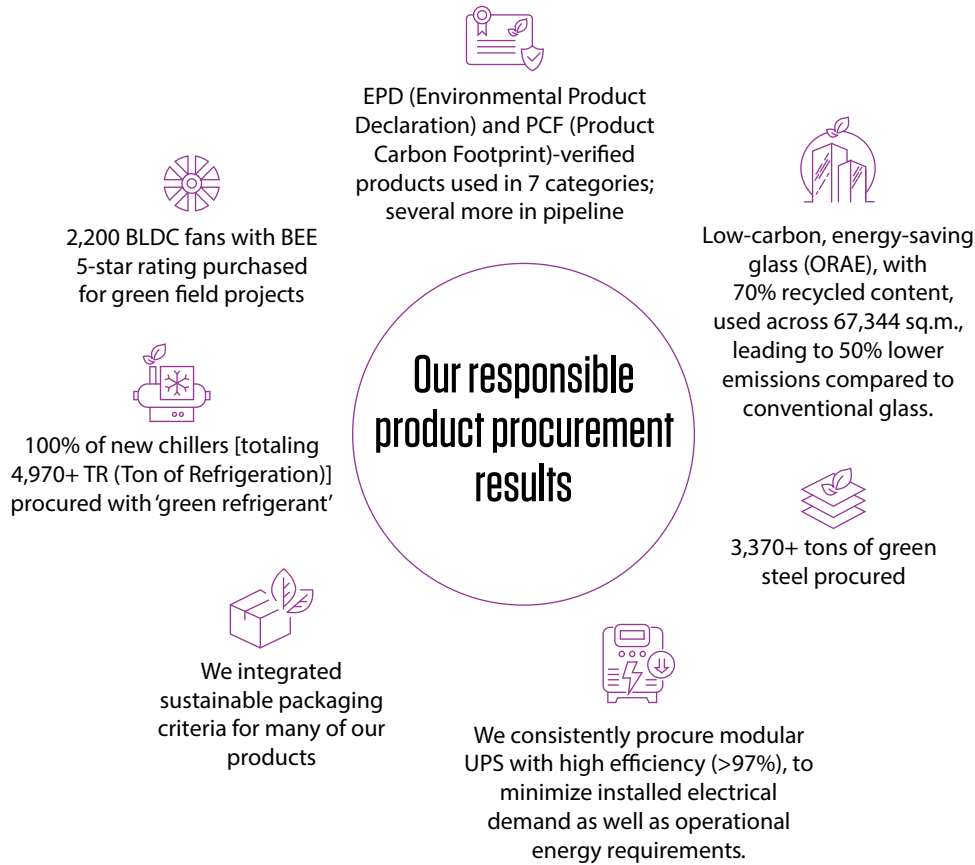
VenSat, our vendor satisfaction survey, is a litmus test for us to see if we are doing right and where we can do better.

82% Suppliers participated in the survey had high satisfaction Index

1,130+ Suppliers engaged in Sambandh 2025, our biennial supplier meet

Our responsible product procurement practices

focus on embedding sustainability into product specifications, analyzing lifecycle costs and promoting a circular economy.



We are also engaging with our suppliers on climate action.

Five sessions were conducted for suppliers on accurate climate change disclosures and best practices.

We are also piloting technological solutions to help suppliers in their operations.



Through our responsible supply chain, we meet these UN Sustainable Development Goals (SDGs)






Environment

- Performance on Goals
- Climate change
- Water
- Waste



Progress on goals

Tracking our ambitions and progress across Climate change, Water and Waste

	Ambitions	Progress in FY26
 Climate change	<p>Become climate positive in 2030</p> <ul style="list-style-type: none"> Implement initiatives across Scope 1, 2 and 3 to reduce own carbon footprint and sequester more carbon from the atmosphere than our emissions, thereby going beyond net zero Reduce absolute Scope 1 and 2 GHG emissions by 90% Reduce absolute Scope 3 GHG emissions, across all applicable categories, by 40% Engage clients on climate action through our solutions Continue to be carbon neutral every year until 2030 (Baseline year: 2020) 	<ul style="list-style-type: none"> Planted ~14mn saplings as part of the Infosys agroforestry program Reduced Scope 1 and 2 GHG emissions by 71.22% Reduced absolute Scope 3 emissions by 45.14% We are rated 'leader' in ESG by analysts like Avasant, HFS, Everest and Omdia Continued to be carbon neutral across Scope 1, 2 and 3 emissions for the seventh consecutive year
 Water	<ul style="list-style-type: none"> Maintain 100% wastewater recycling every year Implement initiatives to sequester more water than we consume year-on-year 	<ul style="list-style-type: none"> 100% of wastewater in our campuses is recycled
 Waste	<ul style="list-style-type: none"> Ensure zero waste to landfill 	<ul style="list-style-type: none"> Diverted 99% of waste from landfill As of FY26, 46% of our owned campuses in India have achieved TRUE Zero Waste Certification from Green Business Certification Inc. (GBC).

Climate change

As we progress towards environmental stewardship, we are evolving from carbon neutrality to climate positivity. Our actions go beyond neutralizing emissions to actively creating a net environmental benefit.

Climate positivity includes investing in regenerative practices and green innovations that restore ecosystems, sequestering more carbon than we emit, and strengthening the planet's resilience.

Reduce: Institutional climate action

Advancing sustainable infrastructure

Infosys continues to lead in advancing high-performance buildings by embedding sustainability at every stage of infrastructure development. Our campuses are designed to deliver superior energy and resource efficiency while fostering healthy, employee-centric environments. By integrating Life Cycle Assessment (LCA) into design and procurement decisions, we actively reduce embodied carbon and drive more responsible material choices. Sustainability is integrated into workplace retrofits, embedding energy efficiency, resource optimization, and occupant well-being into the modernization of existing infrastructure.

This forward-looking approach ensures our built environment remains resilient, future-ready, and aligned to our long-term climate commitments.

Free cooling through climate-smart design

Hyderabad's moderate climate enables the use of climate-responsive cooling strategies that significantly reduce reliance on energy-intensive mechanical systems. The new building at our Hyderabad campus leverages naturally cool ambient conditions by incorporating cooling tower-based free cooling, lowering energy consumption during winter and moderate climates, and easing cooling loads in the summer.

This approach has contributed to approximately 15% reduction and is expected to lower annual cooling energy use.

Radiant heating – The new norm

Infosys has pioneered the adoption of radiant cooling across more than 5 mn sq.ft. of office space through its patented Radiflux radiant baffle system. Designed to address diverse climatic needs, the system efficiently supports both cooling and heating requirements using the same infrastructure.

While cooling remains the primary need in Indian office environments, certain locations require heating during select months. By leveraging the same radiant panels for both functions in our upcoming campus in Noida, we have eliminated the need for separate, conventional heating systems. This integrated approach significantly improves energy efficiency and operational simplicity.

The radiant heating capability offers the potential to **reduce energy consumption by approximately 70%** compared to traditional resistance-based heating systems. This innovation exemplifies Infosys' commitment to design-led efficiency while enhancing occupant comfort.

Carbon neutral
7th year in a row

Recycled steel

Infosys integrates Life Cycle Assessment (LCA) into the design and construction of its campuses to address embodied carbon (associated with materials and construction), long before a building becomes operational. This approach is critical because embodied carbon can account for a significant share of a building's total lifetime emissions. Steel alone contributes over one-third of embodied carbon in commercial buildings. Conventional primary steel manufacturing emits around 2.5 tCO₂e per tonne of steel, whereas recycled, secondary steel emits significantly less – typically 1 to 1.5 tCO₂e per tonne.

Guided by LCA insights, Infosys prioritized low-carbon and circular material choices for its new building in Hyderabad, **substituting 38% of primary steel with recycled secondary steel**, while ensuring quality, safety, and structural performance standards. By embedding these considerations into procurement

and design decisions, Infosys demonstrates how LCA-led infrastructure development reduces upfront emissions.

Path to RE100

Renewable electricity forms the backbone of Infosys' operational decarbonization strategy, enabling significant reductions in Scope 1 and Scope 2 emissions and reinforcing the Company's leadership in sustainable operations. As of FY26, 81.8% of the electricity powering Infosys' India operations is sourced from renewable energy – a milestone that underscores the scale and pace of the Company's transition.

This achievement positions us strongly on our journey toward our RE100

commitment to source 100% renewable electricity by 2030. Infosys has built one of the most robust corporate renewable energy portfolios in the country, with **62.42 MWp of installed solar PV capacity.**

Every new infrastructure development at Infosys now integrates solar rooftops as a design mandate, ensuring renewable energy expansion is embedded into future growth rather than added retrospectively.

Additionally, we are securing clean electricity through long-term renewable energy purchase agreements and grid-connected green power programs.

Metro connectivity to reduce Scope 3 emissions at scale

Employee commuting is a significant contributor to Scope 3 emissions, particularly in large urban centers where private vehicle usage dominates. Public transportation systems, such as metro rail offer a structurally lower-emission alternative, moving large volumes of people with significantly lower energy use and emissions per passenger. Metro-based commuting avoids approximately 72% of emissions compared to equivalent two- and four-wheeler travel, making this initiative a material contributor to reducing Scope 3 emissions.

At its Bengaluru headquarters, Infosys has gone beyond encouraging adoption of public transport by investing directly in enabling low-carbon mobility. Infosys partnered with local authorities to create a dedicated, seamless access pathway from the station into the campus. This initiative helps in reducing the use of privately-owned vehicles, thereby reducing emissions.

Importantly, the impact extends beyond Infosys. The metro station and access infrastructure benefit a large section of the workforce in Electronics City, improving equitable access to public



K.P. Rudrappaiah,
Managing Director, Karnataka
Renewable Energy Development
Limited

India today stands among the world's leading nations in renewable energy capacity, driven by progressive policy support at both central and state levels, and the proactive participation of forward-looking corporates like Infosys. Infosys' commitment to becoming climate positive, along with its adoption of next-generation solar technologies and sustained investments in energy efficiency and clean energy, sets a compelling benchmark for corporate climate leadership in India.



Prime Minister Narendra Modi flags off the Bangalore Metro's new line on August 10, 2025.

transport at scale. Infosys continues to promote sustainable urban mobility by supporting the adoption of public transportation systems, including metro rail networks, across cities in India. By enabling access and encouraging behavioral change, we strive to reduce commuting-related emissions while advancing cleaner, more efficient urban ecosystems.

Decarbonizing the supply chain

At Infosys, we actively strive to align suppliers' climate ambitions with our climate positive commitments, recognizing that meaningful decarbonization requires action across the value chain. By working closely with our suppliers, we are driving consistent, measurable emissions reduction beyond our direct operations.

During the year, we focused on engaging high-emission IT hardware suppliers through on-site assessments and senior-level dialogues. These interactions enabled clearer alignment on decarbonization roadmaps and strengthened the measurement and management of Scope 1, Scope 2, and Scope 3 emissions. We also supported suppliers in improving greenhouse gas accounting practices, establishing robust emissions baselines, adopting verified Environmental Product Declarations (EPDs), and strengthening resource efficiency and governance frameworks.

Beyond engagement, we continue to provide sustained handholding and performance tracking to help suppliers embed climate action into their core business operations. This collaborative approach ensures that our supplier ecosystem remains resilient, future-ready, and aligned with shared sustainability objectives, reinforcing Infosys' commitment to responsible value-chain transformation.

Driving climate responsible IT procurement



Expanded polystyrene (EPS) and virgin plastics were eliminated in laptop packaging.

As digital infrastructure expands, Scope 3 emissions and packaging-related waste increasingly originate from the deployment of IT hardware. For a global organization with a large and distributed workforce, procurement decisions are opportunities to influence environmental outcomes well beyond direct operations.

At Infosys, we recognized this responsibility early and transformed IT hardware sourcing into a strategic ESG intervention.

Addressing a systemic challenge

The scale of global IT deployments means that even marginal improvements in product emissions or packaging practices can deliver significant environmental benefits. However, supplier capabilities vary widely. Not all partners have the same level of maturity, transparency, or readiness to meet evolving expectations on climate action and sustainable packaging. Left unaddressed, this variability can dilute value-chain decarbonization efforts.

Recognizing this challenge, Infosys made a deliberate decision to embed climate performance and packaging sustainability directly into procurement governance – moving sustainability considerations upstream, where they can drive the greatest impact.

Transforming procurement into an ESG lever

During the year, Infosys integrated climate and sustainable packaging criteria into its IT hardware sourcing process, elevating ESG parameters to sit alongside cost, quality, and performance. This shift ensured that purchasing decisions actively rewarded suppliers

demonstrating stronger environmental performance and readiness for a low-carbon future.

Supplier evaluation now includes verified Product Carbon Footprint (PCF) or Environmental Product Declaration (EPD) data, transparency in climate commitments, and detailed disclosure of packaging materials. Emissions intensity received the highest weighting, reflecting its direct contribution to Scope 3 emissions, while packaging assessments evaluated recyclability, biodegradability, and the elimination of fossil-fuel-derived materials.

The assessment revealed wide variation in emissions intensity and packaging practices across suppliers – reinforcing the importance of embedding these criteria in procurement decisions to drive meaningful differentiation.

Measurable outcomes at scale

The revised sourcing approach delivered tangible results. Suppliers with the weakest environmental performance were excluded from consideration, while procurement volumes were reallocated to higher-performing partners. This rebalancing enabled Infosys to reduce emissions while maintaining operational and quality standards.

The analysis identified a 72% variation in product carbon footprints across comparable hardware options. By prioritizing lower-emission alternatives,

Infosys avoided an estimated 8,955 tCO₂e compared to standard product specifications – demonstrating the power of informed procurement decisions to drive Scope 3 emission reductions at scale.

Advancing sustainable packaging



Our transition to sustainable packaging reduces waste and plastic leakage.

In parallel, Infosys achieved a complete transition to sustainable packaging for IT hardware deployments. Expanded polystyrene (EPS) and virgin plastics were eliminated across shipments. Molded pulp cushioning made from recycled paper waste replaced EPS, corrugated fiberboard became the standard outer packaging, and certified biodegradable plastics validated through ISO-aligned testing were adopted for laptop bag covers.

This transition not only reduces waste and plastic leakage but also strengthens circular-economy outcomes throughout the technology supply chain.

Building a future-ready value chain

By embedding climate action and sustainable packaging into procurement, Infosys has shifted sourcing from a transactional activity to a strategic lever for ESG transformation. The approach strengthens supplier accountability, drives measurable Scope 3 emissions reductions, and reinforces resilience across the value chain.

This initiative reflects Infosys' belief that long-term sustainability outcomes are achieved not only through operational excellence, but also through responsible ecosystem partnerships—aligning procurement decisions with our climate ambitions and shared responsibility for a low-carbon, resource-efficient future.

Embedding sustainability into procurement by design



Aligning with our efficiency and lifecycle approach, we procured the slimmest fire-rated glazed partitions for our new block in Hyderabad, the first project in India to feature this.

Infosys has launched a comprehensive initiative to embed sustainability into the specification and procurement of construction and IT materials across all new projects, aligned with ISO 20400 (Sustainable Procurement). The initiative establishes standardized sustainability requirements across categories – including steel, concrete, HVAC systems, electrical equipment, IT hardware, furniture, and landscaping – ensuring a consistent, lifecycle-led approach to material selection.

The specifications prioritize:

- low embodied carbon,
- energy and water efficiency,
- responsible material sourcing,
- elimination of hazardous substances,

- circular-economy practices, and
- enhanced indoor environmental quality,

The assessments are aligned with standards such as ISO 14040/44 (Life Cycle Assessment), ISO 14025 and EN 15804 (Environmental Product Declarations), BEE, ECBC, ASHRAE, and applicable health and safety norms (including low-VOC criteria).

Mandatory EPD disclosures, preference for low-carbon and recycled materials, and supplier commitments on take-back, recycling, and plastic-free packaging reinforce sustainability as a core decision-making criterion, strengthening long-term infrastructure resilience while advancing Infosys' climate, health, and responsible-sourcing commitments.



For the Watts Up? Save It! campaign, stalls set up in Infosys campuses demonstrated energy-efficient appliances and solutions.

Fostering energy-conscious behavior among employees

Infosys continues to strengthen climate awareness beyond operations by empowering employees to adopt energy-efficient behavior at work and at home. The 'Watts Up? Save It!' campaign was designed to build a climate-conscious workforce by translating awareness into everyday action, and reinforcing responsible electricity use as a shared responsibility.

Timed around National Energy Conservation Day (December 14th), the initiative connected individual behavior with a broader national movement for energy efficiency. Across multiple campuses, employees

engaged with practical, real-world solutions through expert interactions, demonstrations, and shared learning – covering energy-efficient appliances, renewable-energy options for homes, and smart workplace automation.

To enable sustained impact, Infosys introduced an Energy Conservation and Efficiency Toolkit, that provides simple, actionable guidance on reducing household and workplace energy use without compromising comfort or productivity. By combining awareness, engagement, and practical tools, the initiative encourages long-term habit formation, supporting lower energy consumption, and contributing to broader climate-action goals through informed, everyday choices.

Strengthening transparency in Work From Home emissions

Infosys has been an early leader in recognizing and reporting emissions associated with remote work. In FY21, we were among the first organizations globally to estimate and disclose Work From Home (WFH) emissions, acknowledging the growing climate impact of hybrid work models. As remote and hybrid work became embedded in our operating model, Infosys undertook a refreshed, data-driven assessment to enhance the accuracy and relevance of these estimates.

The WFH Electricity Consumption Survey was designed to capture real-world electricity usage during work hours, by

laptops, lighting, fans, air conditioners, and seasonal heating or cooling systems, among others. The survey also gathered insights into renewable energy adoption by households, enabling a more nuanced understanding of distributed clean-energy use across our workforce.

By incorporating equipment-specific data, usage patterns, seasonal variations, and renewable-energy uptake, this initiative significantly improves the accuracy, transparency, and robustness of Infosys' Scope 3 emissions reporting. It ensures alignment with evolving global standards and stakeholder expectations, while equipping Infosys with a dynamic, data-backed framework to guide future interventions and responsible climate action in a hybrid-work environment.



The WFH Electricity Consumption Survey was designed to capture electricity usage during work hours, by laptops, lighting, fans, air conditioners, and seasonal heating or cooling systems, among others.



Infosys is investing in building a culture of climate action through various initiatives.

Building climate awareness through capability and culture

Infosys recognizes that delivering meaningful climate outcomes requires not only strong sustainability initiatives but also an informed and empowered workforce. We therefore invest significantly in building climate awareness and capability among employees, partners, and key functions – creating a culture that extends beyond the workplace into everyday choices.

Complementing organization-wide awareness, Infosys also delivered specialized training on LEED and ISO 20400 for the Infrastructure, Procurement, and Sustainability teams. These programs strengthened technical understanding of green building principles, energy-efficient operations, sustainable site and resource

management, indoor environmental quality, and responsible procurement practices – directly enabling the effective implementation of our infrastructure and sourcing initiatives.

By combining targeted training with enterprise-level sustainability programs, Infosys ensures that climate action is embedded not only in systems and policies, but also in capabilities and culture, supporting the consistent execution of our ESG commitments and long-term climate ambitions.

Restore: Ecosystem Transformation

Agroforestry

Last year, we embarked on a bold journey to reimagine our role in restoring nature by launching large-scale agroforestry initiatives across India. Guided by the belief that enduring progress must be rooted in ecological balance, the Infosys Agroforestry Program seeks to regenerate landscapes and empower farming communities to become stewards of natural capital. By nurturing soil health, revitalizing biodiversity, and creating resilient livelihoods, this initiative reflects our long-term vision of climate-positive growth – where economic

success, community well-being, and environmental regeneration advance together to create lasting impact for generations to come.

Across

30,000

hectares

In

8 States

75 districts

(including 17 aspirational districts)

Implemented with

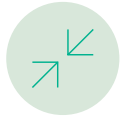
5 NGO

partners



Tree species for the Agroforestry program were finalized using a scientifically designed selection process.

Benefits of the Agroforestry Program



Creates a sustainable livelihood model



Eradicates systemic rural poverty



Improves soil fertility



Increases women's participation leading to social equity



Leads to carbon sequestration



Improves groundwater recharge



Provides food security

How were farmers chosen?

- Socioeconomic vulnerability
- Small and marginal landholding patterns
- Willingness and commitment to participate
- Water requirements
- Inclusion of women farmers

How were trees chosen?

- Soil and climate compatibility
- Climate resilience
- Multilayer canopy structure
- Farmer preference

~14 mn saplings planted

30,000+ farmers



The Plant the Change initiative was held on the International Day of Climate Action on October 24, 2025.

Plant the Change: A bold community-driven climate action initiative

On October 24, 2025, the International Day of Climate Action, through our implementing partners, we planted 4.7 lakh saplings in a single day to demonstrate the power of collective action.

Our objective

To address interconnected challenges by increasing green cover for climate mitigation and by planting economically valuable species that would provide farmers with long-term, sustainable income. In alignment with the Paris Agreement, such actions are indispensable to keeping global warming below 1.5°C and ensuring climate equity.

Achievement

The determination of communities and field partners enabled us to plant 4.7 lakh saplings through 994 farmers across 1,496 hectares in five states.

Our message

Climate action must be bold, ambitious, and rooted in collaboration. It shows that large-scale, community-centered climate solutions are feasible, and that corporates have a critical role in pioneering replicable models. It is not merely a campaign; it is a movement designed to inspire, educate, and enable tangible climate action at scale. On the International Day of Climate Action, we did more than plant saplings; we planted hope, resilience, and a shared commitment to a secure climate.

Carbon offset programs

Our long-running cookstove and biogas initiatives deliver continuous benefits to 2.72 lakh families.



Our carbon offset program surpassed 10 years of continuous operation.

We continue to closely monitor and support our cookstove and biogas programs across 6,846 villages, ensuring continued benefits for the families who rely on them. This sustained on-ground engagement has enabled us to sustain programs that began in 2016, with many now surpassing 10 years of continuous operation – demonstrating both the durability of our interventions and the trust we have built within the communities.

These programs expand access to clean energy, avoiding over 1.95 million tCO₂e in emissions, while reducing health risks associated with traditional cooking and supporting long-term community well-being.

Monitoring

Our field teams continue to actively engage with the community, strengthening relationships. Their regular interactions ensure timely repairs, quick resolution of challenges, and encourage the community.

To ensure beneficiaries always receive timely support, we operate a structured, multi-level grievance and service response system:

1. Direct access to every beneficiary to customer care contacts or local field staff, ensuring prompt communication for any issue.
2. Field coordinators and technology partners capable of conducting routine troubleshooting and repairs during onsite visits. Units requiring extensive service are systematically collected and transported to nearby service centers for repairs.

We use a digital dashboard to stay connected to what is happening on the ground. It allows us to:

- Track real-time performance and identify units that may need attention.
- Ensure quick action through our implementing partner

By combining real-time digital oversight with a highly responsive on-ground network, we ensure that our carbon neutrality goals deliver long-term, meaningful value to the communities we work with.

Advocacy

BioConserve Summit & Platform



The theme of the second edition of the BioConserve Summit was 'From Awareness to Acceleration'.

The second edition of the BioConserve Summit was held on January 30, 2026, in collaboration with the Indian Institute for Human Settlements (IIHS).

Summit 2026 highlights:

- 200+ participants, including corporate representatives, conservationists, experts, and other stakeholders.
- 21 interactive sessions covering a wide range of biodiversity topics.
- 12 kiosks showcasing biodiversity possibilities for campuses.
- All badges, lanyards, and stationery were produced using recycled materials.
- The BioConserve platform was launched.

BioConserve platform – Awareness to Acceleration

The BioConserve platform is a digital forum that allows collaboration and knowledge-sharing to catalyze the transformation of urban campuses into biodiversity hubs. It enables researchers, sustainability experts, and institutions to share data, insights, and solutions for ecological resilience. By fostering partnerships and knowledge exchange, it drives meaningful outcomes for urban biodiversity and sustainable development. [Visit the platform](#)



ASSURE workshop at Infosys campus.



Building on its 2024 launch, ASSURE (Accelerating Sustainable Super-Efficient Real Estate), a joint initiative between Infosys and the Indian Institute for Human Settlements, has transitioned from vision to implementation at scale. Conceived as a multi-stakeholder platform to accelerate high-performance buildings (HPBs) in India, ASSURE continues to position Infosys' campuses as living laboratories while enabling sector-wide transformation across energy- and carbon-intensive real estate. [Visit ASSURE](#)

In FY26

- ASSURE expanded its Lighthouse portfolio to **15 million sq. ft.** across leading commercial hubs, with 84% new construction and 16% retrofits, in collaboration with major developers. These projects demonstrate measurable pathways to reduce operational energy intensity, avoid long-term carbon lock-ins, and enhance occupant comfort and resilience.
- Extending beyond commercial real estate, the program has supported **1.73 million sq. ft.** of public infrastructure, including government hospitals and green schools, benefiting more than 2,900 students from low- and moderate-income communities.

- Over **1,250 practitioners and students** participated in blended learning modules and immersion workshops across Bengaluru, Noida, Pune, Nagpur, and Bhubaneswar, with over 50% female participation and strong representation from non-metro cities. By strengthening technical capabilities across urban tiers, ASSURE is enabling a distributed ecosystem of HPB expertise.

Through technical assistance, market engagement, and policy advocacy, ASSURE continues to catalyze a shift toward performance-driven design, innovative financing, and measurable outcomes – advancing India's transition to climate-aligned, resource-efficient built environments while reinforcing Infosys' leadership in sustainable infrastructure.



An ASSURE workshop on high-performance buildings.

15 million sq. ft.

Lighthouse projects onboarded

1.73 million sq. ft.

public infrastructure onboarded

1,250+

practitioners and students upskilled



At SDI, students work to develop innovative, real-world solutions for the buildings sector.

Solar Decathlon India (SDI)

Infosys has been proud to host Solar Decathlon India (SDI) since 2020, nurturing it as a platform for collaboration, innovation, and knowledge exchange to accelerate climate action in the built environment. Continuing this long-standing commitment, Infosys hosted the SDI Finals 2025 at our Mysuru campus, reaffirming our role in supporting solutions that advance India's transition to a net-zero future.

Administered jointly by the Alliance for an Energy Efficient Economy (AEEE) and the Indian Institute for Human Settlements (IIHS), the Solar Decathlon India (SDI) Challenge addresses one of India's most urgent priorities – accelerating the transition to a net-zero built environment

in the world's fastest-urbanizing economy. Anchored in India's Nationally Determined Contributions, including a 45% reduction in emissions intensity and the vision of achieving net zero by 2070, SDI challenges undergraduate and postgraduate students to develop innovative, real-world solutions for the buildings sector.

Since its inception in 2020, and with Infosys' continued stewardship as host, SDI has grown into the world's largest net-zero building challenge – engaging over 8,000 students from 300+ institutions and partnering with more than 300 industry stakeholders to influence practice at scale.

Infosys hosted the SDI Finals 2025 pro bono at our Mysuru campus, welcoming

over 850 attendees across four days and providing venues for presentations, exhibitions, and a career fair. In line with our climate commitments, the event was carbon-neutral, leveraging the campus's carbon-neutral operations and offsetting travel-related emissions for all participants. The event also featured a Climate-Smart Innovation Award, adjudicated by a jury that included Infosys employees, reinforcing industry-academia collaboration. The participants also took a guided sustainability tour of the campus, offering a first-hand view of sustainable practices embedded across Infosys operations.

By hosting SDI Finals annually since 2020, Infosys continues to champion innovation-led climate solutions and empower the next generation of leaders to shape a resilient, net-zero future for India and the world.

SDI Finals 2025:

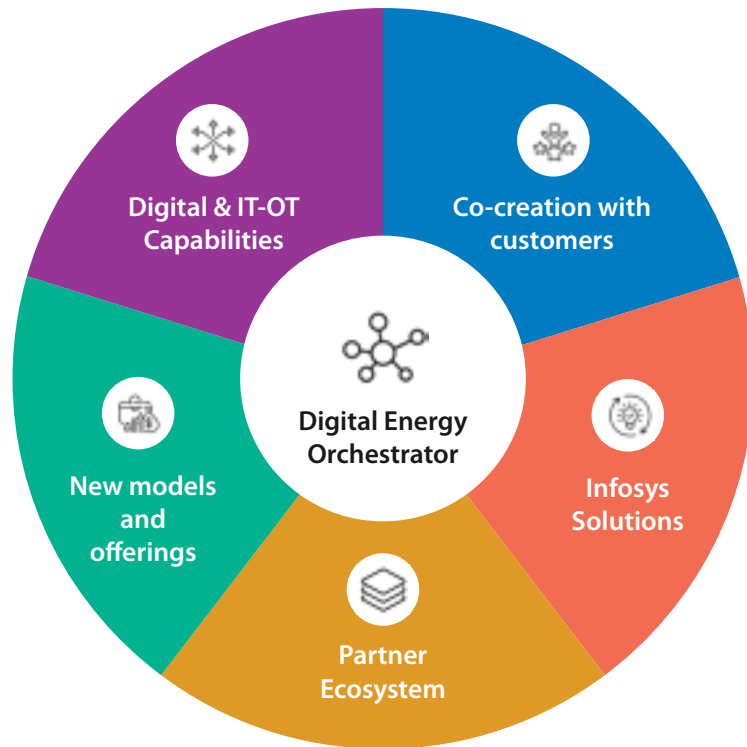
- 850 attendees, including 420 finalist students and faculty
- 40 net-zero energy and water building/product solutions were showcased
- 35 climate-focused industry innovations were exhibited
- Over 50 organizations offered employment opportunities accessed by students



Scan QR code to watch the video

Engaging clients on climate action through our solutions

At the heart of our vision is a steadfast commitment to embedding climate change solutions into every engagement, enhancing our holistic value proposition for clients. By leveraging our own practices and experiences, we collaborate with clients to create sustainable, impactful, and transformative solutions.



As key partners in our clients' supply chains, we aim to reduce their Scope 3 emissions through our operational eco-efficiencies and climate action solutions.

Infosys Sustainability offerings – Accelerating net zero

Infosys delivers an end-to-end, transversal sustainability consulting and technology services portfolio designed to help organizations embed ESG across strategy, operations, technology, and value chains. Anchored in sustainable governance and enterprise-wide advisory, the Infosys Sustainability offerings span ESG strategy, data management, and reporting; sustainable operations and responsible value chains; Green IT; smart and green buildings; energy transition and decarbonization; sustainable finance; and sustainability adoption through digital skills.



15+
CoEs

300+
experts

120+
certifications

Energy transition / Decarbonization

We believe that sustainability and energy transition is a team sport and it takes an entire ecosystem to work together to achieve the desired outcomes. Infosys has been working to curate and orchestrate an ecosystem of partners who bring in relevant multi-disciplinary capabilities to energy transition – ranging from energy providers, OEMs, and manufacturers of energy equipment, mining and resources providers, providers of EPC, and other services.

AI and digital capabilities play an essential role in enabling and orchestrating sustainability and energy transition outcomes. Specifically for energy transition, our vision is to be a Digital Energy Orchestrator.

Energy transition products

Energy as a Service (EaaS)

EaaS is an AI-driven energy management platform that is targeted at energy efficiency and the decarbonization of the built-up environment (buildings and campuses). It delivers an integrated energy dashboard that provides a consolidated view of energy performance, cost, and emissions to aid review and decision-making.

The EaaS platform expanded beyond traditional systems to support a wider range of energy assets. Metadata-driven

configuration, real-time monitoring, consumption visualization, and asset-level performance tracking provide a scalable foundation for diversified energy portfolios. Advanced AI-driven optimization for asset sequencing was also deployed, including predictive chiller sequencing and scheduling based on weather forecasts and historical load patterns.

CEMP (Cloud-based Energy Management Platform)

CEMP targets the optimization of microgrids through increased renewable penetration, reduction in curtailment, and opportunities to participate in flexibility markets when energy demand is the highest. It is a cloud-based platform that enables intelligent management and coordination of distributed energy resources (DERs) such as solar, battery storage, and electric loads within microgrids. Designed for scalability and hosted on AWS, CEMP provides real-time monitoring, predictive insights, and automated control of energy systems. It also enables microgrids to participate in energy and flexibility markets through Virtual Power Plant (VPP) capabilities.

The platform leverages AI/ML-based short-term forecasting of renewable generation and site demand to identify peak demand periods and market participation opportunities. Using predictive insights, CEMP performs intelligent battery dispatch and

asset orchestration, optimizing self-consumption while enabling surplus power and flexible capacity to be aggregated and offered into flexibility markets. Through VPP functionality, distributed assets are coordinated to respond to market signals while respecting site-level operational constraints.

Distributed-Computational Optimization-driven Monitoring for Energy Transition (D-COMET)

D-COMET provides visibility into the grid-edge assets, which is currently a blind spot for DSOs (Distribution System Operators). D-COMET is a physical AI-based solution for real-time DER (Distributed Energy Resources) management in power distribution networks. It leverages an agentic AI framework powered by distributed computing to evaluate the impacts of DER integration on the network conditions before real-time dispatch.

This pre-dispatch integration assessment is carried out locally from the grid edge via agents at the DER aggregator side that coordinate with a central DSO agent. The solution thus acts as a decision-support system for DSO operations to optimize network operation based on commands issued by the DSO. Thus, based on anticipated outcomes of DER integration, the DSO can issue commands in real-time to either control the export of DER generation, divert the excess energy

in a local energy storage unit, or curtail the generation at an individual DER unit. Furthermore, the agents also support optimization of energy selling/buying bids to enable P2P energy trading among DER owners (prosumers) and consumers on the distribution network via the Beckn Protocol, which enables platform-agnostic discovery of energy peers.

Advocacy

Thought leadership

Ashiss Kumar Dash, EVP & Segment Head – Services, Utilities, Resources, Energy and Enterprise Sustainability, serves as a key member of the World Economic Forum's AI Energy Impact Community.

We regularly publish thought leadership articles and feature our solutions on global media and publications.

Partnership with academia:

- IIT Madras – Energy Consortium
- Stanford University

Speaking sessions

Nandan Nilekani and Robbert van Rutten, EVP Information and Digital Technology at Shell, participated in a fireside chat on “How Technology is Reshaping the Energy Landscape: Scaling Ideas That Matter.” at Shell Changemakers of Tomorrow.



Fireside chat with Nandan Nilekani and Robbert van Rutten



Scaling AI for Impact with Bidgely, Arizona Public Service, and AWS highlighted Infosys' expanding ecosystem partnerships and real-world AI adoption.



With Maryam Al-Shaibani, VP- Integrated Digital Solutions at OQ – How AI is Redefining the Energy Playbook

Decarbonization - Case Studies

Streamlining distribution system planning for a major utility

We created the digital capabilities that enabled the utility to shift from periodic, single-peak forecasting to continuous, granular, scenario-rich planning. The platform combines AI/ML, Digital Twin, and Generative AI with physics-based grid models to deliver this capability. This resulted in a measurable impact across capital planning, operational efficiency, and forecasting precision. Forecasting accuracy improved from 10% to 95% (a 9.5x improvement), sharply reducing variance in long-term planning estimates and giving planners far greater confidence in scenario outputs.

Onboard grid-scale renewable sites for a utility firm

A leading utility company and one of the world's largest operators of solar and wind energy assets has engaged Infosys to support the client's renewable site onboarding initiatives for over five years, enabling the onboarding of an average of 50 renewable sites annually.

To date, Infosys has helped onboard 13.8 GW of renewable capacity (solar, wind, and storage).

Grid resilience – Reducing the impact of extreme weather events

Over the past four years, we have supported one of our clients in

transforming their operating model by consolidating vegetation management onto a single, standardized, risk-based work management solution. Since the introduction of this vegetation program, no major wildfire incidents have been reported on vegetation managed assets covered under the program. The solution has helped the utility to prioritize mitigation in high fire risk zones, reduce unplanned outages and PSPS events, and better protect critical transmission and distribution infrastructure.

Energy end-use decarbonization

Enabling more efficient, digital energy management

Infosys collaborated with a large utility on an energy transition initiative to enable more efficient, digital energy management and support enterprise sustainability outcomes. This included a pilot with a Major European Airport Authority that assessed potential annual savings of 20.9% of baseline energy costs without capital investment and 28.9% with targeted investments, spanning energy efficiency, digitally enabled optimization, and flexibility value levers. This work contributed to the utility's broader sustainability and innovation agenda and created a replicable partnering model for expanding digital energy management approaches to additional end clients.

Place-based decarbonized strategy for cities

Infosys supported a large utility provider to advance a place-based decarbonization strategy for cities, helping shape and align a Digital Cities strategy. In parallel, we helped define and incubate a new venture – Energy Spine – a local energy integration and orchestration platform intended to connect place-based assets and data, simplify and automate energy market participation, and support more efficient local flexibility and dispatch. Together, the Digital Cities strategy work and the Symphony Energy Spine proposition strengthen the client's ability to tailor city propositions to local needs and deliver improved resident-centric experiences, while creating auditable pathways for places and communities to progress toward net zero.

Energy management system

As a demonstration of our commitment to environmental stewardship and to 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. We have established objectives and implemented energy-efficient projects through management programs for continual improvement of our energy management system, which includes, but is not limited to:

- Retrofits in HVAC – Chiller efficiency improvements
- Augmentation of water heating with solar water heaters
- Lighting
- Transition of remote desktops to VDI interface to automatically shut down desktops which are on
- Replacement of conventional UPS with Modular UPS
- UPS Retrofits and optimization
- High efficiency data centers
- Design of energy-efficient infrastructure

Infosys Sustainability Cloud

Infosys Sustainability Cloud equips businesses to simplify ESG processes and achieve auditable sustainability goals. Leveraging AI-powered analytics, it enables ESG data integration, ensures compliance, and delivers actionable insights for better decision-making, helping enterprises align with global standards and drive long-term value with precision and transparency. [Read more](#)

Solutions

ESG strategy, data and reporting

Infosys enables organizations to move from fragmented ESG reporting to integrated, enterprise-grade ESG data platforms. Across multiple engagements, including food distribution, manufacturing, aerospace, and electronics sectors, Infosys has acted as the primary system integrator, harmonizing ESG data across core enterprise systems and specialized ESG platforms. We enabled clients to establish a single source of truth for ESG data, significantly reducing manual reconciliation and reporting effort, and enhanced the availability of actionable data and insights.

Responsible, sustainable and transparent value chains

Infosys designed and implemented digitally enabled, traceable, and auditable value chain solutions, including:

- Scope 3 emissions platforms capturing supplier and product level transaction data
- Blockchain-based solutions for carbon and water footprint traceability across agricultural and manufacturing supply chains
- Supplier ESG governance dashboards covering emissions, ethical compliance, and modern slavery controls

- Digital Product Carbon Footprint (PCF) surveys and supplier engagement mechanisms

These solutions were deployed across food, beverage, manufacturing, and energy technology sectors at a global scale, dramatically improving Scope 3 data coverage and quality.

Sustainable digital infrastructure

Infosys strengthened its commitment to sustainable digital infrastructure by expanding its collaboration with ExxonMobil to deploy advanced data center immersion cooling solutions. By

integrating ExxonMobil™ Data Center Immersion Fluids with Infosys Topaz (AI-led platforms) and Infosys Cobalt (cloud capabilities), the initiative enables energy-efficient, scalable cooling systems for AI and high-performance computing workloads. It delivers measurable sustainability outcomes, including reduced energy consumption, lower water usage, simplified infrastructure, and improved equipment reliability, supporting the transition to low-carbon, future-ready data centers. [Read more about Infosys-ExxonMobil collaboration.](#)



Through our solutions, we helped transform ExxonMobil's digital infrastructure.

Transforming the built environment with smart and sustainable spaces

Infosys delivered end to end digital transformations for real estate portfolios, campuses, and large facilities. Solutions included:

- Enterprise-wide centralized building management systems (BMS)
- IoT-enabled monitoring across energy, water, air quality, and occupancy
- Predictive analytics, AI-driven optimization, and digital command centers
- Tenant and occupant engagement platforms aligned to ESG reporting frameworks

Clients achieved improved energy efficiency, reduced environmental impact, and enhanced user experience at scale. Real-time insights enabled data-driven operations, while digital twins and analytics unlocked long term sustainability and cost savings across global portfolios.

Delivering measurable social value through sustainable workforce transformation

Infosys partnered with a large public sector transformation programme to modernize workforce systems while embedding measurable social value

across environmental sustainability, employment & skills, and ethical supply chains. Addressing gaps such as the absence of a unified Scope 1–3 carbon baseline, fragmented sustainability efforts, digital skills shortages and exclusion, and limited supplier ESG transparency, Infosys implemented a governance-led Social Value Delivery Framework to integrate sustainability, workforce transformation, and compliance into one scalable model. The programme established a GHG-aligned emissions baseline and introduced GreenOps to enable real-time tracking, reduction planning, and energy-efficiency improvements through optimized infrastructure and behavior-change initiatives. In parallel, Infosys accelerated inclusive workforce outcomes through apprenticeships, digital learning platforms, and large-scale upskilling, complemented by digital inclusion efforts providing devices, connectivity, and digital literacy support to underserved communities. To strengthen governance and ethics, Infosys introduced supplier ESG controls, enhanced modern slavery risk management, and deployed a centralized dashboard for end-to-end monitoring and reporting creating a transparent foundation for ongoing carbon reduction, inclusive employment pathways, and data-driven ESG oversight.

Smart spaces, smart facilities – Leveraging Internet of Everything (IoE)

Digital workplace experiences

Infosys partnered with a leading global software solutions provider to drive enterprise-wide digital transformation initiatives focused on cloud systems, intelligent automation, and next-generation business applications. Leveraging its proven smart spaces and campus digitalization expertise, Infosys supported the implementation of advanced digital workplace experiences, including wayfinding, frictionless access, and smart space management. The solution ensured seamless integration between digital transformation platforms and non-digital legacy systems across multiple campus buildings. This enabled improved employee experience, higher operational efficiency, reduced manual intervention, and access to real time analytics and predictive insights for informed decision-making.

Smart facility management

This project delivered a cloud-based smart facility management platform for a leading global real estate management organization. Infosys designed and implemented an end-to-end Azure architecture using microservices, data pipelines, and low-code/no-code integration platforms. The solution ingests data from BMS, sensors, occupants, and third-party systems, performs data cleansing and alarm de-duplication, and applies AI-driven analytics to identify root causes, predict asset health, and enable condition-based maintenance. It integrates seamlessly with enterprise ticketing systems, SSO, and security and compliance tools, while ensuring high availability and scalability across regions. The platform became the client's flagship offering, delivering rapid adoption, operational efficiency, and over USD 15 million in savings across facilities in the US and Europe.



Infosys' Radiflux radiant cooling solution integrates digital monitoring with existing infrastructure.

Driving Sustainable Energy Transition with Radiflux

Infosys enabled a leading global software development enterprise to accelerate its energy transition by addressing inefficiencies in conventional HVAC systems that led to high energy use, emissions, and poor indoor comfort. Through deployment of the proprietary Radiflux radiant cooling solution, Infosys delivered a water-based, high-efficiency system integrated with digital monitoring and existing infrastructure. The solution improved cooling performance while reducing operational complexity and

downtime. As a result, the client achieved up to 40% energy savings, significant Scope 2 emissions reduction, enhanced indoor air quality, and a payback period of under two years, establishing a scalable blueprint for sustainable, net-zero-ready buildings.

Inspection system for transport department

Managing vehicle inspections across large and diverse fleets is increasingly complex due to rising safety, compliance, and efficiency expectations. A Transport Department in APAC partnered with Infosys to modernize its fragmented, manual inspection landscape. Infosys implemented a unified, AI-powered Vehicle Inspection System integrating legacy modules and IoT-enabled devices to improve data visibility and inspection consistency. The solution delivered 40–50% improvements in cost and velocity, higher-quality defect resolution, enhanced operational transparency, and improved engineering productivity, enabling a shift to a proactive, data-driven inspection model and strengthening public trust.

Smart solution for water

Infosys Smart Solution for Water empowers organizations to achieve measurable sustainability outcomes through AI-driven, enterprise-wide water intelligence. The solution proactively identifies hidden water losses, enabling faster corrective action and reducing operational waste. Intelligent dashboards track sustainability KPIs such as water intensity, recycling ratio, per-capita consumption, and cost-to-usage efficiency, supporting informed decision-making and regulatory reporting. With predictive insights, automated

alerts, and continuous optimization, Infosys helps enterprises transition from reactive monitoring to proactive water stewardship – driving resilience, operational efficiency, and long-term water positivity. We have proposed this solution to a Utility Company in the Middle East.

Oil and Gas sector impact

Infosys advances ESG outcomes in the Oil and Gas sector by modernizing the IT/OT, data, and operating backbone that governs day-to-day execution across drilling, well engineering, well operations, production surveillance, optimization, and refining operations, shifting improvement from isolated initiatives to repeatable, enterprise-scale operating change. By embedding AI into workflow-centric, governed execution, Infosys helps standardize safe and compliant decisions across rigs, wells, production assets, and downstream operations – making actions more explainable, auditable, and controlled, and strengthening operational governance beyond ESG monitoring and reporting. Infosys' transformation and run services reduce decision latency, rework, and operational variability in core processes (planning, interventions, control-of-work, and operational reconciliation), translating reliability and efficiency gains into sustained sustainability benefits as a by-product of better execution. In parallel, Green IT practices (technology

efficiency, cloud transformation, and circularity) help lower the footprint of the digital estate that underpins upstream-to-downstream operations while improving ESG readiness through stronger data foundations.

Utility sector impact

The increasing proportion of electricity in the energy mix is a major driver of global decarbonization when paired with cleaner power generation. Infosys works with 14 of the Top 20 IOUs (Investor-Owned Utilities) in the US that serve nearly half the electric customers in the US. We also serve some of the largest utilities in Europe and across the globe. Our work with leading utilities helps them address new demand growth and greater electrification while driving energy efficiency and customer affordability.

Infosys supports the Utilities sector in advancing energy transition and sustainability outcomes by modernizing the core operational backbone and associated processes that underpin electricity grid planning, grid operations, asset management, and customer engagement, enabling a shift from isolated digital initiatives to enterprise-scale, repeatable transformation. Leveraging deep domain expertise and AI-driven execution, Infosys helps utilities

manage the complexity of renewable integration, distributed energy resources, and electrification while ensuring reliable and compliant operations.

Infosys Digital Energy Orchestrator framework integrates grid modernization, renewables and storage, and carbon management, enabling utilities to evolve into more data-driven, low-carbon energy ecosystems. By embedding intelligence into core operational processes, Infosys improves decision quality, reduces operational variability, and enhances grid resilience and efficiency, supporting sustainability benefits.

Infosys strengthens its leadership position through a collaborative ecosystem spanning academia, hyperscalers, OEMs, startups, and industry platforms, helping co-create innovative solutions and scalable operating models that support decarbonization and new energy business models. This ecosystem-driven approach enhances innovation velocity, enables rapid adoption of emerging technologies, and supports utilities in unlocking new value streams in an increasingly decentralized energy landscape.

Sustainability revenues

Our sustainability revenues are driven by a portfolio of solutions and services that contribute directly to climate action, resource efficiency, and the transition to a low-carbon economy. These offerings align with globally recognized sustainability frameworks and focus on delivering measurable environmental impact alongside long-term business value.

Sustainability revenues percentage



Water

By 2030, 50% of the global population is projected to face water scarcity, making restoration, not just reduction, imperative. The question is not just how to consume less; it is how to restore what's been lost and advance long-term water sustainability.

100% wastewater recycled

Recognizing this urgency, Infosys has chosen to move beyond mere compliance, embedding water conservation and restoration into our water strategy. Aligning with our climate-positive goals, Infosys has turned this challenge into an opportunity by transforming our campuses into hubs of water regeneration. Through large-scale recharge initiatives, we have sequestered billions of liters of water, revitalized local ecosystems, and enhanced water availability for surrounding communities.

As part of the climate-positive initiatives, Infosys plans to recharge more than it consumes and reduce unit intensity across its operations.



Infosys is focused on sequestering more water than we consume by 2030.

Our ambition

Ensure sustainable water management by maintaining 100% wastewater recycling, reducing our overall water footprint, and implementing initiatives that enable us to sequester more water than we consume each year.

- Maintain 100% wastewater recycling every year
- Reduce our water footprint and enhance water availability in the communities where we operate
- Implement initiatives to sequester more water than we consume year-on-year

Our approach

As a signatory to the UN Global Compact's CEO Water Mandate in 2014, we recognize that responsible water stewardship is both an operational need and a societal responsibility. To this effect, we have enhanced our initiatives around water conservation, efficient water use,

rainwater harvesting, and maintaining zero wastewater discharge across our owned campuses in India. Wastewater from overseas and leased offices in India is either treated in STPs or is discharged responsibly to municipal sewers in compliance with local regulations.

Efficiency

Designing for a low-water future. Minimizing consumption through operational excellence

Circularity

Closing the loop within our systems to ensure zero liquid discharge (ZLD) campuses

Community impact

Enabling water security in the community

Risk response

Risk assessment enables Infosys to understand its water-related vulnerabilities while shaping a comprehensive response strategy that considers location-specific challenges with a long-term perspective. Our assessment framework includes

hydrological and hydrogeological studies, climate-variability analysis, infrastructure resilience, and community impact.

We assess water risks across our offices through CGWA guidelines for India and WRI Aqueduct for all overseas locations and implement actions that are operationally efficient and sustainable.

By adopting a risk-to-response approach, we gain a more nuanced understanding of water risks and identify opportunities for value creation. Our water stewardship practices ensure that water is used in a socially equitable, environmentally sustainable, and economically responsible manner.

For example, our Mangaluru Development Center is located on terrain with low natural water-retention capacity. To address this, we created water bodies, recharge structures, and green cover, significantly improving groundwater recharge and supporting nearby agricultural activities.

Reduce - Optimizing every drop

Reducing consumption of resources through several programs within the Company.

Rainwater harvesting at scale

It is estimated that on a rainy day, every square mile of urban land washes 80-90% of rainwater into rivers. Harvesting rainwater can help recharge and replenish the groundwater system. This helps both check flooding and handle water shortages.



Filtration system to treat the rooftop rainwater before reuse.

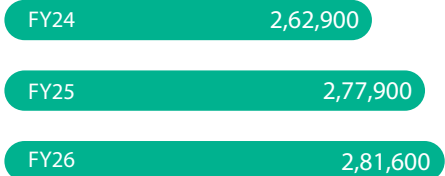
Our campuses function as groundwater recharge zones, channeling millions of liters back into depleted aquifers.

- 405 deep injection wells strategically installed across India campuses with a combined recharge capacity exceeding 20 million liters/ day
- 40 artificial lakes created with a 430 million-liter holding capacity, designed not just for storage but as active recharge systems

Rainwater harvesting is an important part of our water stewardship goal, and rooftop rainwater harvesting, harvesting tanks, recharge wells, and artificial lakes are built on India campuses to reduce external freshwater dependency and help replenish the groundwater table in the communities we operate. We continue our efforts to extend this initiative across locations to optimize the freshwater consumption.

Roof-top rainwater harvesting systems have been installed on most campuses, helping us reduce freshwater consumption. Roof rainwater harvesting has been highly beneficial for offsetting freshwater consumption from external sources. This is an important initiative towards our climate positivity goal.

Rainwater collection – in KL



As of fiscal 2026, 31.1 lakh sq. ft. of roof area was enabled for rainwater harvesting, which amounts to 52% of the total rooftop area with potential for rainwater harvesting.

Seamless operations, performance measurement, and management

With knowledge of the legislative requirements, we ensure that our suppliers provide water from legal sources and of appropriate quality. Water requirements for the locations are computed based on the design time, considering water as a scarce resource.

Alternate sourcing is ensured through defined mechanisms, including periodic sample sourcing and evaluation. Storage facility capacities have been enhanced to ensure uninterrupted operations. Water treatment systems (e.g., softeners, reverse osmosis) are maintained, installed, or upgraded across locations to achieve required treatment standards and enable reuse.

Water bottling plant in our Bengaluru campus

The 150-liter per hour water bottling facility setup at our Bengaluru campus supports a more sustainable and efficient approach to drinking water needs. By enabling in-house bottling, there is reduced reliance on external packaged water, leading to direct operational savings and lower environmental impact from transportation and packaging.



The Infosys in-house water bottling plant

Centralized production enables smarter inventory planning and demand forecasting, ensuring consistent availability while minimizing wastage. The facility is operated with automated bottle washing, cleaning, and sanitation systems that adhere to high hygiene and quality standards, improving process efficiency and water use optimization. Together, these measures strengthen resource efficiency, enhance operational resilience, and support the Company's broader sustainability objectives.

Smart infrastructure and technology

We leverage technology to monitor and manage our water consumption efficiently.

Smart water metering systems across most of our campuses enable early

detection of issues such as leaks and blockages, reduce unaccounted water, identify conservation opportunities, and generate insights that inform future facility designs. These meters are integrated into our central monitoring platform, allowing us to track water flow and real-time consumption patterns with greater accuracy and control.



Smart water meters help track real-time consumption.

Smart irrigation systems

Smart irrigation systems are implemented at a few of our campuses. We plan to expand it gradually across other campuses.

Additionally, we continue to reduce lawn cover, and increase tree cover and plant native species to lower irrigation water demand.

Integrated water management in design of new infrastructure

Water management is an important part of new campus and building designs at Infosys. Dual plumbing systems, efficient water fixtures, pressure regulating valves and smart monitoring are integrated into building design and construction. Our water demand in new buildings is less than 24 liters/person per day, which is among the lowest in the industry. This is also about 47% more efficient than the National Building Code-suggested limits for office water consumption.

Roof-top rainwater harvesting is ensured in the building while water bodies are planned in the campus based on topography.

Re-engineering and retrofit projects

To conserve fresh water in existing buildings, various measures have been undertaken to minimize water demand. Water distribution and treatment strategies have been enhanced with re-engineering and modifications. This includes upgrading existing plants with high-recovery treatment systems, energy-efficient electromechanical equipment, and automated monitoring of flow and levels, as well as specific water-quality parameters.



Infosys uses advanced membrane bioreactor technology in Sewage Treatment Plants to treat wastewater.

Wastewater recycling

We remain committed to the long-term goal of zero wastewater discharge and to 100% wastewater recycling across our campuses. All wastewater generated – entirely domestic – is routed to state-of-the-art Sewage Treatment Plants (STPs), where it undergoes tertiary treatment using advanced membrane bioreactor technology, producing output that meets environmental/legislative requirements. Older plants have been retrofitted to improve recovery, efficiency, and treated water quality. Treated water is then fully reused for secondary applications such as landscaping, flushing, and cooling towers, supported by dual-piping systems and continuous quality monitoring to ensure full compliance with environmental norms. This process significantly reduces our dependence on freshwater sourcing and enhances operational resilience

across locations, including leased sites where wastewater is directed to STPs or centralized treatment facilities.

- **100% wastewater recycled**; about 1,869 million liters treated annually and reused for flushing, irrigation, and cooling towers on our campuses.
- **31 Sewage Treatment Plants (STPs)** with 20.5 MLD total capacity across India.

Greywater procurement

With a view to further reducing the need for water sourcing, we also procure secondary-quality water through authorized agencies/authorities to meet our water demand for non-potable applications, thereby reducing our freshwater dependency to the extent of greywater procured and enabling more effective freshwater conversation.

Restore - Replenishing water-stressed ecosystems

Infosys recognizes that true water stewardship extends beyond our campus boundaries. In regions where groundwater depletion threatens communities, we are investing in large-scale restoration initiatives that actively replenish aquifers and revive degraded water bodies.

Urban aquifer recharge

We installed deep injection wells and ponds to recharge underground aquifers across campuses. This is a continuing journey in our newer campuses as well.

Our efforts in rainwater harvesting have not only improved the local ecosystem on our campuses and reduced our water demand, but also had a positive impact on the surrounding communities by replenishing the groundwater table.



The ponds on campuses aid in replenishing the groundwater table.

Rejuvenating water bodies

In the past three years, Infosys supported lake rejuvenation projects, in partnership with local stakeholders across multiple states, including Karnataka, Tamil Nadu and Odisha.

Our lake rejuvenation efforts increased the cumulative storage capacity from 6 bn liters to 10.3 bn liters, adding 4.3 bn liters of freshwater capacity. These projects have helped recharge aquifers, reduce flood risks, and transform degraded water bodies into thriving community ecosystems.

Water security is central to India's environmental resilience and inclusive growth. Rapid urbanization, climate variability, and declining groundwater levels have placed significant stress on freshwater ecosystems – particularly lakes, which historically played a vital role in recharge, flood moderation, and biodiversity. At Infosys, water stewardship is a strategic ESG priority, guided by the belief that long-term business resilience is inseparable from ecological well-being.

Our work on water body rejuvenation reflects this commitment in action. It represents a structured, outcome-driven approach to restoring degraded water bodies while building a scalable model for collective impact across India.

In water-stressed regions, lake rejuvenation is not just environmental restoration - it is an investment in long-term social and economic resilience. Recognizing this, Infosys has focused on lake rejuvenation as a key lever to enhance water availability beyond its operational footprint, complementing

strong in-campus practices such as water efficiency, rainwater harvesting, and 100% wastewater recycling. We continue our efforts towards our commitment to rejuvenate water bodies and create a positive impact on the communities.



The rejuvenation project at Doddathoguru Lake has transformed the once-degraded lake into a thriving ecosystem.



The inauguration of the rejuvenated Doddathoguru lake in Bengaluru was held on November 7, 2025.

Water positive certification

In continuation of our efforts on achieving water positive / neutral status based on NITI AAYOG guidelines in our campuses, we achieved Scope 1 certification at nine of our campuses in India – Chennai Mahindra City, Chennai Sholinganallur, Thiruvananthapuram, Mysuru, Hyderabad SEZ, Hyderabad STPI, Chandigarh, Bhubaneswar SEZ, and Bhubaneswar STPI this year.

Scope 1 covers operational efficiency and focuses on direct water resource offsets,

considering both quantity and quality using the 3M and 7R approach, and on evaluating site-level water use and impact at the watershed level.

Our water management initiatives go far beyond compliance and conservation targets. This journey is not only about managing resources efficiently but also building awareness and driving behavioral change – one that redefines our relationship with water as a shared responsibility.

Waste management

Global waste generation is projected to reach 3.4 billion tons by 2050, contributing significantly to greenhouse gas emissions. But at Infosys, we see waste not as something to discard, but as a resource to reclaim.

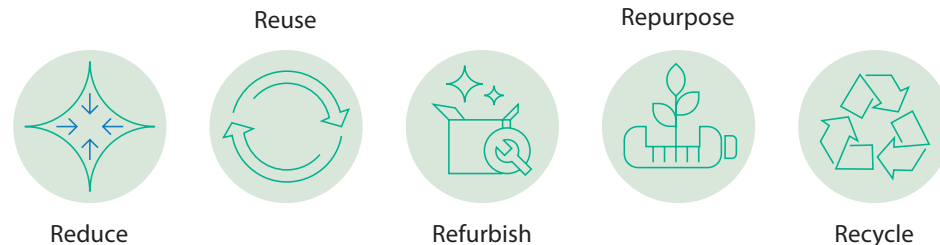
Global waste increase is driven by population growth and changing consumption patterns, resulting in increased waste generation and environmental pollution. Developing countries face challenges like limited resources and inadequate infrastructure. While waste prevention and management measures can help reduce annual costs, projections indicate that adopting a circular economy model, which decouples waste generation from economic growth through waste avoidance, sustainable business practices,

and comprehensive waste management, could yield a net benefit.

Through systematic reduction and recovery, we are moving beyond waste management to resource segregation, where 99% of what we generate stays out of landfills, and every material re-enters the circular economy. This is climate positivity in practice: turning environmental burden into a regenerative solution that restores more than it consumes.

Infosys applies the 5R principle

Beginning with waste prevention and source segregation across all operations.



Our approach

Waste is a global concern, and we recognize the need for a structured approach to managing the various types of waste we generate. Our waste management approach is based on the philosophy of Segregation, Reduce, Reuse, and Recycle. Our ESG ambition on waste is to achieve “Zero Waste to Landfill”. We seek to uphold our ambition through active minimization, combined with technology investment in recycling and streamlining systems and processes.

At Infosys, solid waste management begins with effective waste segregation at the source. Our goal is 100% segregation at source. We segregate waste into two categories: hazardous and non-hazardous.

99% waste diverted from landfill

Waste generation and segregation

We contribute to a circular economy by converting waste into resources and collaborating with suppliers who share this goal.

Infosys has implemented comprehensive waste management procedures that include source segregation, secondary segregation, effective waste processing and collection, and proper disposal, all aimed at minimizing negative



Scientifically designed scrapyards for effective waste management.

environmental impacts. Waste segregation is facilitated by color-coded, labeled bins for different waste types. Each waste type is stored in designated areas within specific waste storage yards.

Reduce waste at source

Infosys demonstrated leadership in reducing waste at source by eliminating plastic and thermocol (expanded polystyrene) packaging from IT equipment procured across the organization. Through strengthened sustainable procurement specifications, suppliers were required to replace conventional fossil-fuel-based packaging with paper-based, recycled, and biodegradable fibre-based materials, including plant-derived and agricultural-waste alternatives such as bagasse, bamboo fibre, and other natural polymers.

This shift embeds circular economy principles directly into procurement decisions, preventing plastic waste generation before it enters operational streams. By integrating sustainable packaging criteria into supplier evaluation and delivery requirements, Infosys is driving upstream accountability across its value chain while reducing landfill burden, and setting industry benchmarks for waste minimization at scale.

~5.7 tonnes

of plastic and thermocol waste was avoided in laptops procured during the year

Disposal

Waste disposal is the process of removing undesired materials. It is a critical part of keeping our environment clean and healthy.

Waste is categorized as hazardous and non-hazardous and is disposed either as waste diverted from disposal and waste directed to disposal.

Waste diverted from disposal

It refers to the process of redirecting waste away from landfills or incinerators through methods such as recycling,



Segregation of waste at source.

composting, and reuse. Infosys focuses on this methodology, which minimizes environmental impacts and enables the adoption of the principle of circularity

E-waste: Refurbish and recycle

As an IT company, we generate e-waste. We have been persistent in our efforts to reduce, reuse, recycle, and dispose of e-waste responsibly. Our e-waste includes IT equipment, mobile phones, printers, cartridges, electrical and electronic equipment such as refrigerators, microwaves, and air conditioners, lithium-ion batteries, and cables, among others. We put effort into extending asset life through hardware upgrades, component replacements, and re-imaging.

Migration from physical servers to cloud infrastructure is one of the initiatives which enables:

- Reduction of the need for new on-prem server procurement

- Avoiding frequent hardware refresh cycles
- Prevention generation of future e-waste from servers, storage, networking gear
- Shared, high-utilization infrastructure, reducing per-unit hardware demand

The Company has adopted a progressive approach to electronic waste management, transitioning toward a refurbishment-first model where feasible. This aligns with circular economic principles while maintaining partnerships with authorized recycling vendors for materials that cannot be refurbished. The authorized recyclers/refurbishers are evaluated based on their adherence to applicable legal requirements and the extent of resource circularity in their processes.

Material recovery: Recycle and reuse

Material recovery from waste involves extracting valuable materials through recycling or reuse processes. We follow a waste hierarchy and prefer reuse over recycling. Paper, plastic, metal waste, and other waste generated at Infosys are recycled, repurposed, and recirculated into the supply chain.

Construction and demolition waste was disposed to authorized recyclers who manufacture bricks and blocks using the debris or reused for land leveling. Wastewater generated is treated and

reused for irrigation, flushing, and in our HVAC systems after further treatment. Used kitchen oil is used in biogas plants because it has a high COD (Chemical Oxygen Demand), which, in turn, increases biogas production. Dried section sludge from STP and biogas slurry are reused as manure within the campus.

Biogas

Our high efficiency bio-methanation plants across Infosys campuses process food and garden waste to generate biogas, which is reused as an LPG substitute in food courts. The digestate slurry is dried and applied as manure for campus landscaping. These systems operate at high organic loading rates, even near rated capacity.

Total biogas plant capacity installed across Infosys campuses

8.5 tonnes per day

10%

cooking gas (LPG) replaced by biogas across campuses in FY26

Organic waste converters (OWCs)

Infosys has adopted composting practices comprising manual vermicomposting beds and organic waste converters, which convert garden

waste and part of food waste unsuitable for biogas production into compost, which is then used as organic manure in our landscaping applications, thereby increasing soil fertility and exemplifying effective resource circulation.

As part of our employee engagement initiatives, we also encourage our staff to utilize compost generated within their local communities. At Bhubaneswar DC, we have established a partnership with a local farmer who collects compost from the campus for agricultural purposes.

During the year,

~1,57,000 kg

of compost was generated through OWCs and utilized.

Vermicomposting

Garden waste in some of our locations is composted using earthworm / black soldier fly vermicomposting methods. The resulting compost, which is biologically richer and produced with lower energy and operational intensity, is used as landscape manure, ensuring complete utilization of green waste.

~27,000 kg

of compost was generated through vermicomposting, during the year.

Composting through sludge drying beds:

The sludge generated by Sewage Treatment Plants (STPs) is treated in innovative or conventional solar sludge-drying beds to produce compost. This is used as manure within the campus, demonstrating effective resource recovery from waste streams.

~17,12,000 kg

of sludge was converted to compost and used for landscaping across our campuses.

During the year at our Hyderabad location, we diverted a part of garden waste for the production of biomass briquettes, which in turn was used in our food court as an alternate fuel.

Co-processing:

It achieves superior environmental performance compared to landfill and incineration, as demonstrated through lifecycle assessment of waste. The process involves using waste as a raw material or energy source in place of natural mineral resources and fossil fuels.

Waste with a high calorific value that cannot be recycled or repurposed is typically chosen for co-processing. Some waste materials collected by Infosys are sent to be co-processed, including tetra packs, tea bags, rubber waste, paper

packaging, low-value plastic, plastic gunny bags, thermocol, foam, carpets, discarded mop refills, ceramic waste, flex banners, artificial grass mats, floor mats, glass waste, etc. We have diverted 99% of waste from landfills during the year across India locations

Waste directed to disposal

Waste directed to disposal refers to the total amount of waste materials that are ultimately sent to final disposal sites. This includes waste disposed of through various methods, such as landfilling, incineration, and other methods.

Authorized agencies, such as those handling oil-contaminated waste and certain categories of biomedical waste, incinerate certain categories of waste. The resultant ash is sent to Treatment, Storage, Disposal Facility (TSDF) landfills for safe disposal, and in a few locations, it is diverted for cement manufacturing.

Waste vendor evaluation

We ensure rigorous oversight of waste management partners through regular audits of vendor facilities to verify recycling practices, compliance with requirements or certificates, and assess adherence to environmental standards, among others.

TRUE zero waste certification

The TRUE certification program measures and promotes the use of sustainable resource management and waste-reduction techniques that lead to favorable environmental, health, and financial outcomes. The TRUE certification program evaluates, enhances, and honors zero-waste performance.

The aim of a TRUE-certified project is to divert all solid waste from landfills and incineration (waste-to-energy) and to protect the environment. The certificate helps achieve ZERO waste to landfill by working with more resource-efficient, environmentally conscious methods and contributes to converting waste into savings. Closed loop helps reduce greenhouse gas emissions, manage risk, minimize pollution and waste, reinvest resources locally, generate employment, and add value to the community.

We are working toward the 2030 goal of zero waste to landfills by adopting TRUE Zero Waste Certification at our India campuses. During the year, our owned campuses in India - Trivandrum, Hyderabad SEZ, Mangaluru and Mysuru have been certified under TRUE Zero Waste by Green Business Certification Inc. (GBCI).

46%

of Infosys in India are now TRUE zero waste certified



Employee engagement.

Amplifying the impact through employee engagement

To reach our goal of zero waste to landfill, we continuously engage our employees to build ambassadors who carry our initiatives into the communities where they live, thereby influencing the broader ecosystem.

Throughout the year, numerous activities were conducted across locations, including communication through mailers, activities on "Beat plastic pollution," distribution of manure to employees, awareness sessions, distribution of sustainable products, waste plogging drives around campuses or local areas involving employees,

and engaging school students with sustainable products.

Environmental compliance

We have a strong environmental management system aligned with ISO 14001:2015 standards across all India locations in line with our HSE strategy, and covers a significant portion of the employees across the organization.

The management system is implemented globally across locations in accordance with applicable legal requirements and internal benchmarks and is part of our internal audit coverage. We ensure compliance with applicable legal requirements across our locations. We conduct environmental impact assessments for all our routine and non-

routine activities, and the significant environmental impacts include resource depletion (e.g., power and water), waste generation and disposal, and emissions associated with our material aspects.

Environmental impacts of new services, activities, and changes in processes or legislation are also conducted. We conduct environmental impact assessment studies for all new projects, wherever applicable, covering impacts on air, water, social aspects, and biodiversity, among others. 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.





Social

- Performance on Goals
- Enabling digital talent at scale
- Amplifying communities
- Nurturing workplace inclusivity
- Facilitating employee wellness and experience



Progress on goals

Tracking our ambitions and progress across digital talent, community impact, workplace inclusivity, and employee experience.

	Ambitions	Progress in FY26
 <p>Enabling digital talent at scale</p>	<p>Extend digital skills to more than 18 million people, including employees, clients' workforce, students, teachers, and communities, and enable employment opportunities for 5,00,000+ people</p>	<ul style="list-style-type: none"> Reached 15 million+ people through our digital skilling initiatives 2,20,000+ individuals enabled with job offers
 <p>Amplifying communities</p>	<p>Transform and create sustainable communities through Tech for Good initiatives, job creation and Corporate Social Responsibility (CSR) efforts, including employee volunteering, healthcare interventions and women's empowerment</p>	<ul style="list-style-type: none"> 84,000+ employees engaged in volunteering activities in India; 2,62,000+ employee volunteering hours contributed; 1,65,000+ individuals benefitted in FY26 7 million+ individuals benefitted by Infosys Foundation's CSR projects in India in FY26
 <p>Nurturing workplace inclusivity</p>	<p>Create a gender-diverse workforce at Infosys, with 45% women</p>	<ul style="list-style-type: none"> 39.5% women in the workforce 155 nationalities in the workforce
 <p>Employee wellness and experience</p>	<p>Facilitate best-in-class employee experience and be recognized among the best employers in our key operating regions</p>	<ul style="list-style-type: none"> Recognized among India's Best Employers Among Nation Builders 2025 by Great Place To Work® Awarded the Global Top Employer 2026 certification in 20 countries, across Asia Pacific, Europe, the Middle East, and North America

Enabling digital talent at scale

In today’s rapidly evolving AI-driven landscape, the ability to learn, adapt, and innovate is no longer merely a professional advantage—it is a societal imperative. At Infosys, we believe digital skilling serves as a powerful equalizer, unlocking opportunities, fostering inclusion, and enabling sustainable development at scale.

Extended digital skills to
15mn+ people

Our 2030 Vision

Our efforts in this endeavor extend far beyond preparing individuals for employment—they are focused on creating pathways to dignity, resilience, and upward mobility. By aligning with national education priorities, collaborating with global partners, and leveraging AI-powered learning solutions, Infosys is helping shape a future where digital literacy is universal, opportunities are inclusive, and progress is shared equitably.



Enabling 18 million+ learners

including students, teachers, communities, employees and clients, with digital skills



Strengthening livelihoods

by providing employment opportunities to 500,000+ people

Platforms



Learning Amplified

For Infosys employees

Lex, our anytime, anywhere learning platform, is a cornerstone of Infosys’ robust digital learning ecosystem, spanning multiple platforms and geographies. This AI-enabled platform personalizes learning experiences by adapting to individual learning preferences and career aspirations, delivering tailored learning pathways for every employee.

The features of Lex include:

- **Courses** – Flexible and impactful learning through a wide range of curated courses
- **Playgrounds** – Self-paced, hands-on practice using pre-built, simulated environments
- **Assessments** – Comprehensive tools supporting hiring, training, and certification needs

- **Goals** – Ability to set, track, and manage learning goals, including compliance requirements
- **Social Learning** – Collaborative learning through cohorts, playlists, and discussion forums
- **Gamification** – Engaging learning experiences enabled through points, badges, leaderboards, and curiosity-driven challenges
- **Analytics** – Advanced telemetry (“heartbeat”) analytics providing insights for data-driven decision-making
- **Evinco** – Integrated mentorship support to guide learners throughout their learning journey

4,00,000+

learning resources

2,50,000+

Infosys learners

40,000+

monthly certifications

22,000+

learners daily



WINGSPAN

For clients

Infosys Wingspan is our client-facing learning platform, which has enabled enterprise learners to upskill through virtual labs, gen AI-powered modules, and curated learning journeys.

Through Infosys Wingspan, we help our clients:

- Accelerate talent transformation
- Create an engaging learning experience for their employees
- Encourage blended learning
- Provide certifications to demonstrate

128

Total clients

26

Active clients

1.5 million+

Learners



For society

Infosys Springboard provides access to quality education by offering free, multilingual digital learning to underserved communities – empowering youth, women, and rural learners with skills for employability and lifelong learning.

10 million+

Learners in India

20,000+

Digital courses and certifications

11 million+

Learners globally

18

Languages supported

Strengthening Infosys workforce

Infosys has always placed the utmost importance on fostering a culture of lifelong learning and skilling within its workforce. Our competency development programs for our employees are based on four pillars:

1. **Foundational**
Essential core skills, including business skills and process skills to improve efficiency.
2. **Domain**
Proficiency in specific industry sectors to excel in specialized roles.
3. **Technical**
Strengthening technical expertise to keep pace with emerging technologies.
4. **Social**
Communication, teamwork, leadership abilities to foster collaboration.

Our Approach



Campus Connect Program
Proficiency in specific industry sectors to excel in specialized roles



Foundation Program
Transforming fresh graduates with skills for industry readiness



Continuous Learning Program
Fostering lifelong learning and professional growth



Our foundational and continuous learning programs help in skilling, reskilling and upskilling talent.



Trainees at work in our in-house Foundation Program, GEC Mysore.

Foundation Program

The Foundation Program is a cornerstone of our workforce readiness strategy, designed to equip entry-level engineering and science graduates with the skills needed to thrive in a dynamic digital economy. Infosys recruits talent from a wide range of institutions through a structured assessment process, followed by in-person interviews. Selected candidates are onboarded into roles such as System Engineering Trainees (SET), Digital Specialist Engineers (DSE), Specialist Programmers (SP), among others. All campus hires undergo a 19-23 week in-house Foundation Program (FP) at the Global Education Center (GEC), Mysore.

The curriculum covers over 45 technology streams, with recent additions such as generative AI and prompt engineering.

The Foundation Program focuses on building strong IT fundamentals, followed by enablement on any one enterprise application development technology stack, product, platform, and infrastructure management. Alongside technical skills, the program emphasizes professional and soft skills such as business communication, teamwork, critical thinking, and design thinking.

In recent years, the Foundation Program has been reimaged to align with Infosys' evolving business priorities, the rapidly changing technology landscape, and the

Company's AI-first strategy. The renewed approach emphasizes strong technical foundations, industry-relevant skills, and professional readiness, while ensuring scalability, consistency, and quality in delivery.

The residential program also allows the trainees to imbibe the Company's culture, history, and context.

Impact

Fresher capability-building programs have enabled the organization to absorb future-ready skills early, improve workforce resilience, and support performance by progressively transitioning fresh talent into value-adding delivery roles. The inclusion of a calibrated set of freshers within capability-building programs has strengthened the long-term talent pipeline while also contributing to near-term performance.

20,000+
fresh graduates annually

1,500+
internships annually

Program framework

- **Induction**

- **Kickstart Residential Program**

- Graduates are welcomed and onboarded into a residential program, engaging with leaders and Infosys culture.

- **Foundation**

- **Build basic IT and soft skills**

- Graduates receive training in basic IT skills, computation problem-solving, and essential soft skills.

- **Specialization**

- **Build expertise**

- Graduates are allocated one of over 45 specializations based on business needs.

- **Transition**

- **Journey of a Systems Engineer**

- Qualified graduates are deployed to work based on their skills and business needs.

Continuous Learning Program

This program inculcates a habit of lifelong learning in our employees, making them future-ready through personalized, self-paced learning journeys.

By encouraging and incentivizing employees to upskill and reskill in emerging technologies, the program not only enhances workforce agility but also contributes to societal progress by creating a digitally literate and innovation-driven community.

36 million+

learning hours in FY26

1,500+

learning paths

40,000+

courses

Our Foundation and Continuous Learning programs focus on:

- Enabling our employees to get deployed to relevant projects
- Providing account-specific upskilling to new technologies
- Enabling towards AI-future through FDEs, new specialist roles, etc.
- Grooming and preparing the workforce
- Onboarding freshers trained in AI

Infosys AI Academy

Infosys AI Academy is a focused group within our Education, Training, and Assessment (ETA) team that drives enterprise-wide AI upskilling aligned to business needs. It enables employees across roles to build AI awareness and applied skills relevant to client and internal use cases.

The group emphasizes responsible AI, hands-on learning, and AI-augmented ways of working. Through structured learning and continuous assessment, it drives scalable and impactful AI adoption across Infosys.

AI enablement as a catalyst for responsible and scalable growth

Infosys views AI enablement as a critical lever for sustainable value creation, strengthening workforce readiness, accelerating innovation, and enabling responsible adoption of AI at enterprise scale. Our AI capability-building strategy is tightly aligned to how AI is delivered to clients, across AI-augmented services and AI-first services, ensuring our people, platforms, and learning systems evolve in tandem. When we launched Infosys Topaz Fabric, which enables the delivery of services with higher velocity, superior quality, and greater value, we also created Fabric Aware and Fabric Builder learning programs to enable our employees. Given the speed at which AI technologies mature, the AI enablement ecosystem is designed for continuous refresh and rapid iteration. Learning pathways are regularly recalibrated to ensure that learning remains relevant, current, and directly applicable to real enterprise use cases.

Impact

Infosys' AI enablement approach has translated into tangible, enterprise-wide outcomes.

AI Aware:

84%

of employees equipped with foundational AI literacy and responsible usage capabilities

Infosys Springboard initiatives



Approach

- Access to best-in-class learning ecosystem
- Connecting the unconnected
- Empowering the enablers
- Enhance and ensure diversity coverage



Programs

- Amplifying job opportunities
- Comprehensive skill development
- Raising aspirations



Initiatives

- Internship programs
- Pragati: Path to Future
- Job Marketplace
- Government skill development programs
- University partnerships
- Faculty development programs
- Maker labs / Lab on Wheels / devices
- Organic growth and interventions

Amplifying job opportunities - Internship programs and jobs

Infosys Springboard offers one of the largest structured internship ecosystems in India, designed to help learners

transition from academic knowledge to real-world professional readiness. It provides two major internship tracks: Virtual Internship and Sports Analytics Internship, as well as participation in the Prime Minister's Internship Scheme (PMIS).

Virtual Internship Program

Objective

To help aspiring professionals gain practical exposure, build confidence, and understand real workplace expectations through guided, project-based learning.

1. **Choice of technology domains**
Learners select projects across in-demand tech areas. They are encouraged to complete prerequisite Infosys Springboard courses to build foundational skills.
2. **Real-world simulated projects**
Projects mirror current industry scenarios and development practices, allowing learners to solve realistic technical challenges.
3. **Expert guidance and mentorship**
Virtual instructor-led sessions by certified mentors and industry experts provide structured feedback, conceptual clarity, and practical insights.

30,001

interns onboarded

5.08 lakh

courses completed

6.3 mn

learning hours

34,600

proctored certifications

Sports Analytics Internship

Objective

A specialized track designed for learners interested in the sports domain and data-driven decision-making.

Focus areas

- Sports analytics
- Sports event management
- Sports social media management

Delivery

- Guided by domain experts and certified mentors through virtual sessions
- Includes case studies and real-life applications in sports analytics

Prime Minister's Internship Scheme (PMIS)

Infosys Springboard is a key implementation partner of the Government of India's PMIS, which targets unemployed youth aged 21-25 from economically weaker backgrounds.

Program structure

- 12-month pathway: Training + hands-on project experience
- In-person training conducted at Infosys development centers (Bhubaneswar, Chandigarh, Chennai, Mangaluru)
- Curriculum covers: IT foundation, AI, software development (Java Full Stack), software testing, professional

and soft skills (communication, time management, and email etiquette)

Eligibility

- Open to graduates aged 21-25 years (who are currently not enrolled in full-time education or employment)
- Family income must be below ₹8 lakh per annum.
- Registration is completed through the PMIS Portal.
- First screening is conducted by the Ministry of Corporate Affairs.
- Shortlisted candidates are then shared with participating companies for further evaluation and final selection.

1,000

Internship opportunities offered

466

Interns enrolled

12,000+

Applications received (highest among corporates)

8.7 lakh

Learning hours added since July 2025

Stipend and benefits

- ₹900 (company) + ₹8,100 (MCA) per month
- ₹6,000 joining allowance
- Insurance under PMJJBY and PMSBY

Feature	Virtual Internship	Sports Analytics Internship	PM Internship Scheme
Purpose	Build industry-ready tech skills through simulated real-world projects	Provide exposure to data-driven sports analytics and management roles	Upskilling unemployed youth (21-25) from low-income background with intensive training
Duration	8 weeks (Fully virtual)	8 weeks (Fully virtual)	12-month structured program (training + hands-on work)
Domains / Tracks	Artificial Intelligence, Java, Python, Angular and data visualization	Sports Analytics, Sports Event Management, Sports Social Media	IT Foundation, AI, Java Full Stack, software testing + soft skills
Eligibility	12th or equivalent graduated student/learners who completed prerequisites on Infosys Springboard	12th or equivalent graduated student/learners who completed prerequisites on Infosys Springboard	Instructor-led classroom training and mentorship at Infosys centers
Mentoring	Virtual instructor-led sessions	Virtual mentorship by sports domain	Instructor-led classroom training

Interaction with Finance Minister

Nine Infosys Springboard PMIS interns from Mangalore, along with two Infosys SPOCs, were selected to interact with the Minister of Corporate Affairs and Finance, Mrs. Nirmala Sitharaman, at Hampi, Karnataka. One of the interns had the opportunity to engage directly with the Minister and highlighted Infosys' role in making PMIS interns industry-ready. The Minister appreciated Infosys for its participation in the PMIS initiative and commended the intern for effectively conveying the program's impact on industry readiness.

Interns attend Republic Day parade

20 Infosys Springboard PMIS interns from Odisha and Tamil Nadu, along with two Infosys SPOCs, attended the Republic Day event at Kartavya Path, New Delhi, on January 26, 2026. On the eve of Republic Day, the group visited Pradhan Mantri Sangrahalaya, Raj Ghat, and India Gate. They also interacted with Mr. Harsh Malhotra, Minister of State for Corporate Affairs, Road Transport, and Highways, and four Infosys Springboard PMIS interns directly engaged with the Minister. The group also witnessed the 77th Republic Day Parade from reserved seating provided by the Ministry, a memorable and proud experience for the interns.

Pragati: Path to Future

Pragati is a 12-week women-focused upskilling initiative by Infosys Springboard aimed at improving career readiness, confidence, and employability of women across age groups.



More than 14,000 women have participated in the Pragati program so far.

Purpose

- Empower women with industry-relevant technical and professional skills
- Enable career restarters, students, and working professionals to build confidence and job-readiness

Eligibility

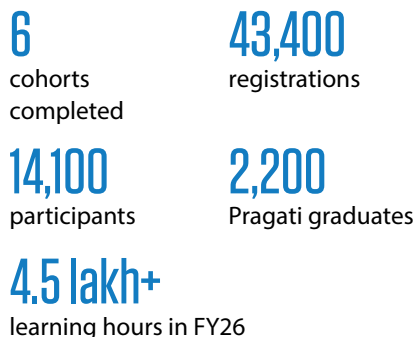
- Women aged 18+, including students, professionals, homemakers, and career restarters

Program structure

- 12-week curated learning journey.
- Mix of live expert-led sessions, hands-on modules, professional etiquette, leadership, and wellness topics

Key skills covered

- Technology: AI, Data Science, and Cloud
- Professional: Communication, leadership, and entrepreneurship
- Personal development: Confidence, wellness, and growth mindset



Exclusive extension: AWS Skill Builder program

Graduates of Pragati receive exclusive access to the AWS Skill Builder program, which includes:

- Hands-on labs
- Simulations via AWS SimuLearn
- Game-based learning (AWS CloudQuest, AWS Jam Journeys)
- Preparation for AWS certifications

Job Marketplace

Job Marketplace helps skilled learners find employment opportunities. It offers intelligent, skill-based job matches along with access to a wide network of employers across all industry sectors.

Infosys has launched the first phase of its skilling to livelihood initiative with the Infosys Springboard Job Marketplace, hosting 56 jobs across 14 partners. Phases two and three will include institutionalizing skills and course mapping along with integrating AI-based skill mapping, as well as personalized job recommendations, creating a seamless bridge from learning to employment.

In FY26 :



Infosys Springboard Livelihood Program

Our Infosys Springboard Livelihood program trains and places youth from marginalized backgrounds, improving household incomes and contributing to poverty alleviation and community development. Employment spanned technology, manufacturing, retail, sales, customer support, operations, BFSI (Banking, Financial Services, and Insurance), renewable energy, and service sectors. Many roles were within home districts, reducing migration. Entry-level wages averaged ₹14,000-₹18,000 per month.

4,10,000+
People trained

2,20,000+
people given job offers

Comprehensive skill development

Infosys Springboard has partnered with several state governments, government bodies, institutions, and universities in India to enable mass digital skilling of students and faculty.

Naan Mudhalvan - Tamil Nadu State Development Corporation (TNSDC)

- Tamil Nadu's state-wide mass skilling initiative for college students in partnership with Infosys Springboard, which began three years ago
- Focus: Industry-aligned courses, mentorship, and new-age career readiness
- Coverage of technical and employability skills (DevOps, Cybersecurity, Full Stack, Java-Spring, GenAI, UI/UX, etc.)

Impact and achievements

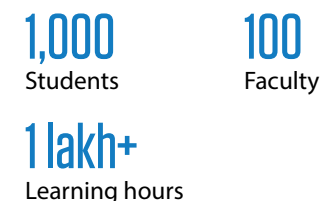
- Recognized as long-term trusted CSR partner by TNSDC.
- Enabled 3.5L+ students, 6,500+ faculty, across 1,200+ institutions in 38 districts

In FY26:



AI Pragya (Uttar Pradesh-UPDESCO)

In collaboration with Uttar Pradesh Development Systems Corporation Ltd. (UPDESCO), Uttar Pradesh's state skilling body, Infosys Springboard has successfully piloted the state-wide mass skilling initiative, AI Pragya, aimed at creating AI awareness in the state. The pilot was conducted in partnership with the Abdul Kalam Technical University.



National Council for Vocational Education and Training (NCVET)

NCVET is responsible for the recognition and regulation of awarding bodies and assessment agencies that play a key role in developing a highly skilled workforce to meet industry demands.

Recognition as an Awarding Body

NCVET, under the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India, has recognized Infosys Ltd as an Awarding Body (Dual Category). It grants Infosys the authority to assess, certify, and award NSQF-aligned qualifications.

SOAR – Skilling for AI Readiness

The National Skills Qualifications Committee under the “SOAR initiative”, which is aligned with the IndiaAI Mission and National Program on Artificial Intelligence (NPAI) Skilling Framework has approved the following qualification files:

- AI to be Aware (Grades 6-8)
- AI to Acquire (Grades 9-10)
- AI to Aspire (Grades 11-12)
- AI for Educators

Digital fluency learning modules

The Infosys Springboard team was included in the expert body that reviewed 85 qualification files for IIT Guwahati, NASSCOM, SSC, and MSBSVET.

Government officials enablement program

- Covered Assam, UP, Karnataka, Uttarakhand, Goa, Maharashtra, Tamil Nadu

21 Programs ~1,000 Officials enabled
~30,000 Learning hours

India Skills Competition

The national-level India Skills Competition is held every two years with the support of state governments, industry, Sector Skill Councils (SSCs), State Skill Development Missions (SSDMs), corporates, and partner institutes. The selected participants have the opportunity to be part of the “World Skills” event and receive a fully sponsored international internship.

Overview of government and academic partnerships

Partnership categories include:

- Accreditation bodies: AICTE, NCVET, Swayam Plus, NSDC, and UGC Expert Committee
- Skill councils: TNSDC, KSDC, and KSDA
- State collaborations: 13 states
- Higher education councils: KSHEC, APSCHE, TN DOTE, and SCERT

- NGOs: Agastya, HopeWorks, and Art of Living
- Content providers: Coursera, Udemy, AWS, and Skillsoft
- Accessibility partners: CTD and Yunikee
- University / Institution partners: 170+ universities and 1,500+ institutions
- Industry-academia consortiums: TASK, NASSCOM, and HYSEA

Faculty Enablement

Faculty Enablement Programs (FEP) at Infosys Springboard are structured initiatives aimed at upskilling educators, strengthening academia-industry alignment, and enabling future-ready teaching practices.



A faculty enablement program held at Infosys Hubli.

Highlights

- Programs for educators on tech + pedagogy
- Delivered virtually and in-person
- Focus: HTML/CSS/JS, AI, Data Science, Python, Java, leadership, and digital teaching

In FY26:

6,400+ Participants 2.16 lakh Learning hours



Infosys Springboard has partnered with governments and universities for mass skilling programs.

University partnerships

Infosys Springboard partners with universities across India to strengthen digital learning, bridge academia-industry skill gaps, and enhance the employability of students pursuing graduation.

Highlights

- Access to 20,000+ digital courses, certifications, professional skill modules, virtual labs, and faculty development programs
- Credit-mapped, industry-aligned course integration.

77

Partner institutions

0.88 lakh

Learners

6.5 lakh

Learning hours

Daily expert knowledge sessions

Designed for quick yet impactful learning, Infosys Springboard's daily expert knowledge sessions are delivered by seasoned industry professionals and Infosys experts, ensuring high-quality guidance to all learners on the platform.

Highlights

- Quick, high-impact learning with experts
- Interactive sessions, including Q&A opportunities and open discussions

In FY26:

47,000

Learners

47,000

Hands-on hours

Raising aspirations

Tablet deployment

Tablet-enabled learning strengthens continuity and inclusivity by digitizing classrooms in remote schools, improving digital literacy, and providing sustained access to curriculum-aligned content. As part of our digital learning enablement initiative, tablets were distributed across 14 locations, and over 1.2 lakh students benefited from our digital learning campaign.

These tablets were distributed across schools in Karnataka, Maharashtra, Andhra Pradesh, Goa, Tamil Nadu, Chandigarh, Odisha, Keralam, and Telangana which helped boost digital literacy and self-paced learning.



More than 1.2 lakh students benefited from our digital learning campaign.

14,000

Tablets

882

Schools

16,418

Screen hours

Lab on Wheels

Lab on Wheels is an initiative to transform learning by delivering fully equipped STEM laboratories directly to educational institutions, ensuring students experience hands-on learning beyond the traditional classroom environment.



Infosys Springboard has deployed 8 labs on wheels across states.

- 8 state-of-the-art mobile labs across Karnataka, Tamil Nadu, Andhra Pradesh, Uttar Pradesh, Maharashtra, West Bengal, Goa, and Uttarakhand
- Provides STEM, digital, coding, hands-on experimentation, particularly in rural and underserved regions

1,80,455
students

633
schools

3,67,288
learning hours

Makers Lab

The Makers Lab offers an immersive, hands-on learning ecosystem where students explore, build, and innovate using the Infosys Springboard platform. The lab delivers structured, facilitator-led sessions supported by cutting-edge equipment and expert trainers.



The Maker labs allow students to explore, build, and innovate.

- Hands-on innovation ecosystem
- Practical, project-based learning
- Integration of experiments, certifications, and digital tools
- Focus on continuous upskilling and curiosity-driven exploration

AKTU, Lucknow and Symbiosis, Pune impact:

12,750
students

26,885
certifications

55,480
learning hours

Amplifying communities

Infosys' purpose is to amplify human potential and create the next opportunities for people, businesses, and communities. For us, community impact is not a peripheral responsibility, but a direct expression of what we stand for.

2,62,000+ employee
volunteering hours in FY26



Our CSR work has translated into long-term impact for many communities.

We live in an era defined by rapid technological advancement. AI, blockchain, genomics, and other emerging technologies are reshaping industries, redefining livelihoods, and creating new possibilities for problems that were once considered intractable. As an IT company at the forefront of this transformation, we are dedicated to turning that progress into real impact and promoting technology for good in our communities.

Our vision is to transform and create sustainable communities through Tech

for Good initiatives, job creation, and Corporate Social Responsibility (CSR) efforts, including employee volunteering, healthcare interventions, and women's empowerment.

Our CSR work is executed through Infosys Foundation, Infosys Foundation USA, and CSR wings in the EMEA and APAC regions in collaboration with employee volunteering groups. It is also implemented through several community initiatives run by employee volunteering groups across global locations.



Infosys Foundation

Infosys Foundation, which completed three decades in corporate social responsibility in fiscal 2026, works to create opportunities and build a more equitable society. It supports programs in the areas of skilling and livelihood, healthcare, women empowerment, and environmental sustainability, among others. Some of the key initiatives this year were:

Infosys Springboard Livelihood Program

Launched on October 1, 2024, the Infosys Springboard Livelihood Program aims to enable half a million job seekers in India to gain meaningful employment by 2030. The program has multiple

implementation partners working across rural areas, tribal regions, aspirational districts, urban slums, technical and skilling institutes, and colleges.

The Infosys Springboard Livelihood Program focuses on job creation for both graduate and undergraduate youth across STEM and non-STEM industries. The program will also provide, through Infosys Springboard, additional industry-relevant curricula in cutting-edge technologies such as artificial intelligence and machine learning, as well as in functions such as digital marketing and finance.

Employment opportunities are provided in technology, manufacturing, retail, sales, customer support, operations, BFSI, renewable energy, and service sectors. Many roles are within home districts, reducing migration. While entry-level wages average ₹2,00,000 per year, they provide stability, dignity, and independence.



Infosys has tied up with 20 partners to enable job creation in both STEM and non-STEM industries.

Inclusion is also a focus area, with the program supporting women from economically weaker households, youth from aspirational districts, persons with disabilities, transgender persons, and first-generation earners.

Every program, whether UNXT, GEET, Project Sampann, Skill Up, Yuva Junction, Finishing School for Employability, AI and Life Skills, or ITI-focused skilling, emphasizes employability and employment.

Since inception, the program has enabled job offers to

2,20,000+ youth

Cornea care initiatives

Avoidable corneal blindness remains a significant yet preventable cause of vision loss in India, disproportionately affecting people in rural, remote, and underserved

regions. Through a combination of system-level strengthening, early detection, and targeted surgical care, Infosys Foundation supports partners in building a more accessible, integrated, and equitable cornea care ecosystem.

The Foundation has partnered with the LV Prasad Eye Institute (LVPEI) for the Universal Cornea Care Mission. It is designed to strengthen cornea care delivery from early detection and treatment / surgery to eye banking and long-term follow-up. The project commenced on January 1, 2025, as a pilot initiative to build durable clinical, technological, and institutional capacity to ensure affordable and accessible cornea care at scale. It is being implemented across Andhra Pradesh, Odisha, and Telangana.

15,911

corneas harvested in FY26

Project Cornea – Corneal Blindness Screening and Treatment Initiative, implemented by Vivekananda Netralaya, a part of Ramakrishna Mission Ashrama, Dehradun, with support from Infosys Foundation, adopts a structured model for early identification, referral, and comprehensive treatment. The initiative began in August 2025 and is planned to run for three years, focusing on underserved populations in Uttarakhand (Garhwal region) and adjoining districts of Western Uttar Pradesh, Haryana, and Himachal Pradesh.

2,28,000+

students screened in FY26

The Foundation has also partnered with Saksham Change Maker, Sankara Eye Foundation, Lepira Society, Sankara Nethralaya, Sri Keshava Trust, Sri Ramakrishna Sevashrama, Susrut Eye Foundation & Research Centre for several eye care initiatives.

The Banyan

Infosys Foundation partnered with The Banyan from January 2024 to March 2027 to support operational expenses for NALAM – a community-based mental healthcare model that delivers holistic biopsychosocial services to vulnerable populations across Tamil Nadu, Maharashtra, Madhya Pradesh, and Odisha.

Progress so far

- 135 community members trained (exceeding the target)
- 1,500 individuals from vulnerable households receiving mental healthcare
- Over 11,000 people reached through mental health promotion activities

CCAMP

Infosys Foundation partnered with the Centre for Cellular and Molecular Platforms (CCAMP) for Project Early Life. The initiative aims to strengthen maternal, fetal, and newborn healthcare in Karnataka using innovative, indigenous medical technologies.

As of November 2025:

- 77,414 pregnant women screened
- Deliveries supported under the program
- 853 newborns supported with enhanced care

Skill training for women

In Noida, Infosys Foundation partnered with Sakha Ek Pahal, which empowers women in traditional crafts such as knitting and crochet. The project offers vocational training, and through it, the women find economic independence and self-respect, transforming them into skilled artisans and micro-entrepreneurs. Currently, 85 women are onboarded to this program.

Meanwhile, in Dharmavaram in Andhra Pradesh, Infosys Foundation and Vedanshi Foundation are working together to train tribal women in stitching and tailoring. For these women, who had never left their villages before, this project has led to their financial upliftment and the realization of their talents. The program currently supports 87 women.



Skilling programs help women find economic independence and self-respect.

Daycare facilities for children

People often do not realize that providing daycare facilities for children of women

from underprivileged societies could go a long way toward encouraging them to work. Bharatiya Samaj Seva Kendra (BSSK), based in Pune, recognized this, and Infosys Foundation joined their efforts to set up daycare facilities for

children at four locations in Maharashtra. The daycare facility also goes a step further by conducting health screening camps and cultural activities for the children. Presently, 63 children aged 2 to 6 receive care at these facilities.

Employee volunteering

In FY26, a quiet yet powerful transformation has unfolded across Infosys' 20 development centers in India – thousands of volunteers have moved with the shared spirit of Gracious Giving.



Our employees continue to empower communities through collective action and purpose.

During this period

- 1,837 volunteering events were held
- 84,975 employees participated
- 2,62,000+ employee volunteering hours clocked
- 1,65,000+ beneficiaries impacted

Gracious Giving, Infosys Foundation's structured volunteering initiative, enabling employees to dedicate time and skills toward clearly defined social priorities. To enable large-scale

volunteering, the Foundation boosted participation via InfyCares, a platform that simplifies discovery, coordination, and engagement. Volunteering was delivered through a combination of campus-led initiatives, partner-led programs, and virtual engagements.

Volunteers assembled science learning kits, solar lamps, menstrual hygiene kits, fabric bags, and educational materials for government schools. River cleanup drives and community-based environmental

initiatives supported localized environmental stewardship. Health camps and blood donation drives were conducted across DCs. [Read the Infosys Foundation Report here](#)



Infosys Foundation USA

Infosys Foundation USA is committed to expanding access to inclusive computer science education and digital upskilling opportunities for all learners. Through targeted programs, strategic partnerships, and continued innovation of the Infosys Springboard digital learning platform.

The Foundation has achieved the following:

- Reached more than 1.2 million students and 16,000 educators in fiscal 2026
- Impacted over 27 million students and 1.4 million educators, since its inception in 2015

Leadership, convening, and innovation

A defining milestone in fiscal 2026 was CrossRoads 2025, the Foundation's national thought leadership conference – hosted at the Infosys Technology and

Innovation Center in Indianapolis. The convening brought together leaders from education, industry, and the non-profit sector to examine the evolving demands of the digital and AI-enabled workforce.

During CrossRoads 2025, the Foundation unveiled its flagship Accessibility Living Lab, developed in collaboration with the Infosys Center for Emerging Technology Solutions (iCETS). The Living Lab advances adaptive learning environments and inclusive technology design, supporting neurodivergent learners and individuals with disabilities. This initiative reflects the Foundation's broader ESG commitment to ensuring that innovation in AI and emerging technologies is accessible to all learners.

The Foundation further strengthened stakeholder engagement through its second annual Impact Gala. The event convened corporate, philanthropic, and non-profit leaders to celebrate collective impact and reaffirm shared commitments to advancing digital access and workforce readiness nationwide.

In parallel, the Foundation expanded direct-to-student engagement through hands-on initiatives, including bootcamps, summer camps, hackathons, and app-building challenges, deepening experiential learning opportunities.



Infosys Foundation USA is driving computer science education at scale through targeted programs.

Infosys Springboard: Expanding AI-ready learning pathways

Infosys Springboard remains central to the Foundation's workforce strategy, providing free, high-quality digital and AI-aligned learning resources to students, educators, and lifelong learners.

In fiscal 2026:

- The platform expanded its AI education offerings and career-aligned learning pathways.
- The course catalog grew to over 13,000 courses, strengthening foundational, professional, and emerging technology skills critical for long-term workforce readiness.

Strategic partnerships and expansion

The Foundation partnered with the Boys & Girls Clubs of Greater Dallas and Greater Houston to launch custom Infosys Springboard microsities supporting STEM exploration, digital literacy, and early career awareness.

Additionally, the Foundation launched Digital Explorers, a cross-border initiative developed with Infosys Mexico and the University Tec de Monterrey. Through a bilingual Infosys Springboard microsite, the program expanded access to AI-focused and digital skills curriculum for students in the United States and Mexico.

The Foundation also deepened its collaboration with Kode With Klossy, hosting a national virtual coding

challenge that engaged alumni students in creative problem-solving and development of applied technical skills.

Educator development and AI integration

Equipping educators to integrate AI into classrooms confidently remained a core priority this year.



The Foundation expanded access to an AI-focused and digital-skills curriculum.

In fiscal 2026:

- The Foundation launched the CTRL + AI + Teach webinar series, delivering practical, responsible AI integration strategies for K-12 educators.
- The annual Pathfinders Summer Institute delivered 26 AI-focused professional development courses to more than 1,400 educators nationwide. Collectively, these educators have extended their learning to an estimated 800,000+ students, significantly amplifying classroom impact and advancing AI literacy across communities.

Employee volunteerism and community impact

Infosys Foundation USA continued strengthening its culture of service by mobilizing US-based employees to advance digital upskilling and STEM access across local communities.

Through strategic partnerships, digital innovation, educator enablement, and employee volunteer engagement, Infosys Foundation USA continues to strengthen access to computer science and AI education while building scalable pathways to workforce readiness. In fiscal 2026, the Foundation advanced Infosys' ESG commitments by ensuring that emerging technologies are not only transformative – but accessible, responsible, and opportunity-creating for learners nationwide.

- The CSR Champions program expanded to 38 leaders nationwide, representing multiple Infosys business verticals.
- During the National Volunteer Month, the Foundation activated volunteer engagements across 10 Infosys hub cities, engaging 250 employees in community-based initiatives supporting digital literacy, STEM learning, and youth development.
- A major highlight was the continued support of the Mark Cuban Foundation AI Bootcamps, introducing high school students to practical AI and machine learning concepts. More than 120 Infosys volunteers supported the bootcamps across seven Infosys hub cities. Students participated in hands-on, mentor-guided learning experiences designed to demystify AI and illuminate pathways in computer science and emerging technologies. Building on this momentum, the Foundation launched a new pilot in partnership with the Mark Cuban Foundation and Boys & Girls Clubs in Raleigh, Harlem, Hartford, Indianapolis, and Dallas to expand AI readiness and digital upskilling opportunities.
- Throughout the year, Infosys volunteers in Houston, Hartford, New York, Indianapolis, and Richardson delivered immersive learning experiences, including hands-on

learning, full-day app-design workshops, AR/VR demonstrations, guided project-management simulations, and Career Tech Talks highlighting emerging technology roles and pathways.

- Employees contributed over 3,250 volunteer hours in support of Foundation programs.

[Read the Infosys Foundation USA Impact Report 2026 here](#)

EMEA

Switzerland

World Economic Forum: Building the digital backbone: Advancing skills and infrastructure for inclusive growth

At the conclusion of our presence at the World Economic Forum in Davos, Infosys convened its annual Social Impact

Reception, an event focused on the role of digital technology in driving equitable and sustainable development. The discussion was moderated by Merinda Owusu of Infosys and featured Justin Spelhaug of Microsoft Elevate and Paul Polman, business leader, philanthropist, and investor.

Against the backdrop of AI's unprecedented acceleration, the session examined not only the promise of new technologies but also the foundational social and environmental conditions required to ensure their benefits are broadly shared. Rather than centering on innovation headlines, the conversation explored how digital infrastructure, human capability, and responsible leadership intersect to shape long-term societal value.

This conversation closed our WEF26 program with clarity of purpose: reinforcing the shared responsibility to build a digital future that is inclusive, sustainable, and grounded in human development.



From L-R: Merinda Owusu, Infosys; Justin Spelhaug, Microsoft Elevate; and Paul Polman, business leader, at a panel discussion at the WEF in Davos

Key themes that emerged included:

1. **Digital inclusion requires more than connectivity.**

Equitable access depends on digital skills, relevant education pathways, and locally meaningful content that enables communities to participate fully in the digital economy.

2. **AI infrastructure carries material environmental and community impacts.**

Ensuring transparency, responsible resource use, and collaborative mitigation strategies is essential for sustainable deployment.

3. **Human-centered capabilities remain vital.**

Skills such as collaboration, empathy, critical thinking, and continuous learning are foundational in an AI-enabled world of work.

4. **Long-term value creation demands forward looking leadership.**

Delivering societal benefit from AI requires decision-making that extends beyond short-term efficiency goals and quarterly cycles.

5. **Partnerships are critical to progress.**

With public funding under pressure, collaboration across business, civil society, and multilateral organizations is increasingly necessary to build resilient digital ecosystems.

United Kingdom

Tech She Can: Supporting educators to build future-ready skills



Infosys partnered with Tech She Can to promote STEM education and increase women's representation in technology.

As part of our ongoing partnership with Tech She Can, Infosys hosted a Teacher Continuing Professional Development (CPD) Day at our London office, welcoming a diverse group of primary and secondary educators committed to inspiring the next generation of technology talent.

The program provided teachers with a comprehensive view of the rapidly evolving technology landscape, combining hands-on learning, real-world industry insights, and practical strategies that could be integrated immediately into classroom practice. The day highlighted the essential role educators play in equipping young people with the digital skills and confidence needed to participate in the future workforce.

The session's impact was reflected in the feedback we received. One teacher shared:

"Thank you for such a fun, enlightening, and inspiring career day at Infosys. I've come back to school fully enthused about tech and passing on the Tech She Can message to our students."

Key outcomes for participating teachers included:

- Broadened awareness of technology careers, showcasing opportunities far beyond coding and software development.
- A deeper understanding of emerging technology trends shaping the future of work.

- Continued access to the Infosys Springboard learning platform, supporting ongoing professional development.
- Practical tools to embed digital skills across the curriculum in inclusive and accessible ways.
- Strategies to help all students, particularly those from underrepresented groups, see themselves represented in tech.

West Sussex Council: Preparing the next generation for the future of work

As part of our commitment to fostering inclusive growth and expanding access to digital career pathways, Infosys welcomed six young people from the West Sussex County Council for an immersive, hands-on technology experience.

The program introduced participants to the breadth of opportunities in the tech sector, featuring colleagues who shared their diverse, non-linear career journeys – demonstrating that success can be achieved through many paths. Practical sessions, including mock interviews and CV reviews, were designed to strengthen employability skills and build confidence as participants prepare for the future of work.

The day's impact was reflected in the voices of the attendees themselves. One participant remarked, "The beautiful view and design of the building... gave me hope." This sentiment speaks to the importance of creating environments – both physical and cultural – where young people can see possibility in their own futures.



Inside an Infosys workshop introducing young learners to future-ready careers.

While the initiative was designed to inspire the next generation, we were also left inspired by their ambition, curiosity, and determination.

London Youth: Supporting youth empowerment through community partnerships

Infosys continued to strengthen its commitment to youth development through hands-on volunteering and strategic partnerships. A team of five volunteers spent a full day refurbishing outdoor shelters and fencing for a local youth organization – work that improved essential spaces used by young people and enabled staff to focus more directly

on program delivery. The organization emphasized the meaningful impact that even small volunteer teams can create through practical support.

In addition, Infosys was proud to serve as the sponsor for the London Youth Awards, which recognize outstanding youth clubs and youth workers across the capital. The event underscored the importance of safe, creative, and inclusive youth spaces and was attended by HRH The Duke of Edinburgh, patron of London Youth. Performances from Lewisham Music, Haringey Shed, East London Dance, and the Young Urban Arts Foundation added to the celebration of youth talent and community impact.



Infosys teams work with London Youth to strengthen youth development through community action.

Through both volunteer engagement and strategic sponsorship, Infosys continues to support organizations that advance educational opportunity, well-being, and social inclusion for young people across the UK.

Care Packs: Supporting families through community care initiatives



Infosys and WongDoody volunteers prepare care packs to aid families with essential supplies.

In October 2025, Infosys and WongDoody employees participated in a Care Packsathon, contributing to a high-impact volunteer effort supporting families with newborns in low-income communities. What was planned as a 90-minute activity was completed in just 20 minutes, resulting in 230 care packs being assembled – an example of collective efficiency and commitment to community well-being.

Care Packs partners with local councils in underserved areas to provide essential items that many families cannot easily access, including shampoo, conditioner, baby oil, and nappy sacks. By convening corporate volunteers around a meaningful local cause, the organization helps ensure newborns receive the safe, healthy start they deserve.

In the spirit of Diwali, Infosys in London continued this commitment by assembling an additional 300 care packs for families in Coventry. Each pack contained essential hygiene and well-being items for babies and young children, and was distributed to households requiring additional support during a critical stage of early development.

The Economist Educational Foundation: Strengthening critical thinking and sustainability education

The Economist Educational Foundation (TEEF), established in 2012 by staff members at The Economist, equips young people with the skills to think critically, communicate effectively, and interpret the world around them. Infosys has been a trusted, long-term partner in advancing this mission.

Through our collaboration, we have co-developed sustainability-focused content that has reached learners globally, supported youth storytelling on The Sustainability Project website, and provided teachers with a free online training course hosted on the Infosys Springboard platform. These initiatives help educators integrate global issues into the classroom while empowering students to engage thoughtfully with complex topics.

Flora Letanka, CEO of The Economist Educational Foundation, highlighted the value of the partnership:

“Infosys is a crucial partner in our effort to equip the next generation with the tools they need to navigate a complex world.”

Most recently, local students visited the Infosys London office to deliver a lesson on “Wildfires: Prevention vs. Management.” The students explored the global impact of wildfires, examined prevention and response strategies, and debated government spending priorities – strengthening their analytical and civic reasoning skills.

Chapter One: Supporting early literacy

For the second consecutive year, Infosys partnered with Chapter One UK to help improve early literacy outcomes for disadvantaged children. Through this initiative, 15 Infosys volunteers dedicated 30 minutes each week to provide one-to-one reading support to pupils who are struggling with foundational skills.

To date, our volunteers have delivered 129 reading sessions, totaling 3,580 minutes of personalized support.

This ongoing commitment reflects our broader ESG focus on advancing educational equity and helping young learners build the confidence and skills needed for long-term academic success.

France

UNESCO, Digital Learning Week: Promoting ethical and inclusive digital learning



Inderpreet Sawhney, Chief Legal Officer and Chief Compliance Officer, Infosys, spoke on AI with Integrity: Exploring Ethics and Explainability at Scale.

For the second consecutive year, Infosys sponsored UNESCO’s Digital Learning Week in Paris, reinforcing our commitment to advancing equitable, responsible, and human-centred digital education. As part of the program, Inderpreet Sawhney participated in a high-level panel on “AI with Integrity: Exploring Ethics and Explainability at Scale,” alongside senior representatives from government, academia, and industry.

As part of our sponsorship, Infosys invited Street Child to host a workshop and exhibition booth showcasing our collaborative work on digital learning across Europe through the Infosys Springboard platform. The booth also

featured the Sierra Leone virtual reality experience developed by WongDoody. Using Apple Vision technology, the immersive experience allows users to better understand the conditions in low-income, resource-constrained settings where Street Child operates.

For international NGOs, one of the greatest challenges is enabling potential donors to connect meaningfully with the realities faced by communities they aim to support. By creating vivid, firstperson VR environments, this technology helps communicate Street Child’s mission more effectively, enhancing awareness, strengthening emotional engagement, and ultimately supporting improved fundraising outcomes.

Infosys’ continued partnership with UNESCO and Street Child reflects our broader ESG focus on ethical AI, inclusive digital access, and technology-enabled solutions that expand opportunities for learners worldwide.

Les Entreprises pour la Cité (LEPC): Expanding access to learning through strategic collaboration

In October, Infosys welcomed partners from Les Entreprises pour la Cité (LEPC) to our Toulouse office to highlight how LEPC’s training content is now integrated into Infosys Springboard, our open digital learning platform. The session brought together members of LEPC’s network to explore how Infosys Springboard can extend the reach of their programs – broadening access to learning and increasing impact beyond traditional delivery channels.



Infosys and LEPC partner to expand access to digital learning through collaboration.

For nearly 40 years, LEPC has served as a leading French network of socially committed companies, uniting more than 160 organizations around key societal priorities, including equal opportunities in education, workplace inclusion, philanthropy, and civic engagement. Through collaboration and co-creation, LEPC fosters initiatives that create meaningful social value across sectors.

Infosys' partnership with LEPC includes the co-development of digital learning content on Infosys Springboard and the delivery of joint initiatives such as hackathons, supported by more than 40 Infosys volunteers. These efforts reflect our broader ESG commitment to strengthening community partnerships, expanding digital access, and enabling learners to develop skills for a more inclusive and sustainable future.

Fête le Mur: Expanding opportunities for young people through sport and skill development

Infosys is proud to partner with Fête le Mur, a non-profit founded in 1996 to provide children from low-income urban communities with access to tennis as a means of building confidence, discipline, and personal development.

As part of this collaboration, Fête le Mur has created a series of digital learning modules on Infosys Springboard Europe,

designed to help young people learn tennis with minimal equipment and assist coaches in engaging participants more effectively. This initiative strengthens both access to sport and the supportive networks that enable young people to thrive.



Infosys, in collaboration with Fête le Mur, works towards advancing youth empowerment through sports.

In June, Infosys hosted 60 young people at Roland Garros, offering many their first-ever experience attending a major sporting venue. We also supported a nationwide competition to identify Rafael Nadal's biggest young fan. The winner, 13-year-old Haris, was flown to the Rafa Nadal Academy, where he had the opportunity to meet his sporting hero.

Through this partnership, Infosys continues to invest in inclusive youth development, ensuring that opportunities for growth, aspiration, and well-being reach children in underserved communities across France.

Promoting health and community engagement through MEMORUN 2025

On September 21, 2025, employees from Infosys France participated in MEMORUN, a 5-km charity run supporting France Alzheimer, an organization dedicated to improving care, advancing research, and strengthening support for individuals and families affected by Alzheimer's disease.

The event, held at the historic Château de Vincennes, brought colleagues together in a spirit of solidarity despite challenging weather conditions. Beyond promoting employee well-being, the run offered a meaningful opportunity to contribute to a cause that plays a vital role in enhancing public health and social resilience.

This initiative reflects Infosys' broader ESG commitment to community involvement, health advocacy, and fostering a workplace culture that encourages employees to engage in activities that create positive social impact.



Infosys employees unite for MEMORUN 2025.

Ukraine

Recognition for Impact: Infosys and Street Child win "Best Emergency Response Project" at the 2025 Business Charity Awards



Infosys and Street Child receive recognition for impactful humanitarian efforts at the 2025 Business Charity Awards.

Infosys, in partnership with Street Child, was honored to receive the Best Emergency Response Project award at the Third Sector's Business Charity Awards 2025. This recognition reflects a year of intensive collaboration to restore access to education and safeguard learning continuity for children in Ukraine amid ongoing conflict and infrastructure disruption.

Addressing a critical need

With 379 educational institutions destroyed and 3,600 damaged across Ukraine (Ukrinform, Aug 2025), and 4.6 million children facing significant learning barriers (UNICEF, Sept 2025), the program directly supports Infosys' CSR Charter and SDG 4: Quality Education.

Key program components and impact

Digital Learning Centres (DLCs): Established in Dnipropetrovsk to support 7,500 children over three years, the program provided safe, inclusive spaces equipped with digital resources and psychosocial support. Despite power outages and nationwide contractor shortages, the program surpassed its goal by opening:

- 7 centers by September 2024 (vs. 5 planned)
- An 8th center in September 2025
- To date, 5,330 children have accessed learning through the DLC network.

Digital transformation for education:

Through Infosys Springboard, bespoke online learning pathways were developed for students, teachers, and school leaders, including courses in:

- Ukrainian language and geography
- Cybersecurity
- Anti-corruption
- Children's knowledge evaluation
- Human resource management for school principals
- Completion of select Infosys Springboard teacher courses now supports eligibility for salary progression under the Ukrainian Ministry of Education and Science.

A model for cross-sector collaboration

The program's innovative approach was highlighted by Professor Dennis Ougrin, who presented it as a case study at a conference hosted by the First Ladies of Ukraine and Lithuania, demonstrating its relevance and potential for broader adoption. [Read the case study here.](#)

Monaco

EMEA Confluence: Exploring the role of business in advancing social impact



EMEA Confluence 2025 united AI leaders and industry pioneers for unlocking enterprise potential through bold ideas and innovation.

At this year's Infosys EMEA Confluence, Infosys convened a panel discussion on the role of business in driving meaningful social impact. The session highlighted the scale of today's humanitarian challenges and the potential for technology-enabled collaboration to strengthen global response efforts.

Gemma Connell of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) underscored the urgency of the moment, noting that more than 300 million people worldwide require humanitarian assistance, and over 350 OCHA staff members have lost their lives while delivering aid. Despite these sobering realities, she emphasized emerging opportunities where technology can play a transformative role.

Payal Dalal, Senior Vice President at the Mastercard Center for Inclusive Growth, demonstrated how the private sector can accelerate financial inclusion. She highlighted Mastercard's work in India, where AI and large language models trained on regional dialects are being used more effectively to support underserved communities in development and financial literacy contexts.

Tom Dannatt, CEO of Street Child, spoke about the organization's education and protection programs in Ukraine, supported by Infosys. He further emphasized Street Child's ongoing work across Africa and Southeast Asia, where many crises remain under-reported yet require urgent and sustained support.

The discussion revealed a clear message: although humanitarian organizations and the private sector can appear to operate in different worlds, meaningful progress depends on collaboration.

Germany

Promoting inclusion, health, and community spirit through sport

Nearly 100 Infosys employees in Frankfurt participated in the J.P. Morgan Corporate Run 2025, joining more than 64,000 runners in one of the world's largest corporate athletic events. Despite challenging weather, the team demonstrated strong commitment to well-being, teamwork, and social impact.

This year, Infosys ran in support of the Laureus Sport for Good Foundation and Die Deutsche Behindertensportjugend (German Disabled Sports Youth) – organizations dedicated to expanding access to sport, fostering youth development, and improving opportunities for people with disabilities. Through their participation, employees helped raise visibility for programs that use sport as a pathway to inclusion, confidence, and long-term community resilience.



Infosys employees took part in the J.P. Morgan Corporate Run 2025 to raise awareness for programs promoting inclusion through sport.

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.

Advancing community health through active participation: CIO Charity Run and Bike 2025

Infosys colleagues joined the CIO Charity Run and Bike 2025, contributing to an event that mobilized 823 participants who collectively ran 10,426 km and cycled 20,844 km, raising €72,974 for this year's beneficiaries: StartStiftung and Save the Children.

The Infosys team made a meaningful contribution, with 21 runners completing 399 km and 23 cyclists covering 1,267 km. The event highlighted the power

of collective action – demonstrating how individual commitment and team motivation can translate into tangible support for organizations advancing education, inclusion, and child protection.

Netherlands

INCO: Expanding access to digital skills through partnership

Infosys continued its collaboration with the INCO Academy by hosting a Career Day in November for 16 graduates from Data Analytics and Cybersecurity programs across the Netherlands. Building on our joint Mentoring Day held in June, the event focused on strengthening employability and supporting learners as they transition into the Dutch digital sector.

The participants took part in practical, confidence-building sessions, including

resume building and LinkedIn guidance, mock interviews, and a Skills Spotlight workshop designed to help them articulate their strengths and transferable skills. The enthusiasm and ambition learners brought to the day underscored the value of creating supportive, real-world learning environments.

This impact was made possible through the commitment of Infosys volunteers, whose mentorship and industry insights

played a central role in both the June Mentoring Day and the Amsterdam Career Day. We also acknowledge the coordination and support from Infosys teams and the ongoing partnership with INCO Academy staff.

Together, these initiatives reflect Infosys' ESG commitment to fostering inclusive growth, expanding access to digital capabilities, and strengthening local talent pipelines across Europe.



Career Day at the Infosys Netherlands office held in collaboration with the INCO Academy.

Ireland

Street Child: Supporting education and child protection through sport-led fundraising

Infosys was proud to serve once again as the headline sponsor of Street Child's Big Ride, a flagship fundraising event that brings together supporters to cycle, run, and walk in support of vulnerable children worldwide. This year, more than 600 participants joined the event, contributing to an expected €2 million in

funds—enough to enable approximately 17,500 children to attend school and access the learning opportunities that can transform their futures.



Infosys employees in Europe cycled, ran, and walked at Street Child's Big Ride in support of vulnerable children worldwide.

Our continued sponsorship reflects Infosys' commitment to advancing educational access, child safety, and longterm community resilience. We extend our appreciation to the many Infoscions who participated and to those who supported the partnership behind the scenes. Their efforts strengthen our ongoing collaboration with the Street Child, and help drive meaningful, measurable impact for children in some of the world's most underserved regions.

Strengthening community health through employee engagement

In Dublin, Infosys employees participated in the Clash of the Companies, a cross-industry event designed to build teamwork while raising funds for children's healthcare in Ireland. The employees completed a digital treasure hunt across the city centre – applying the same collaboration and problem-solving skills that drive our client-focused digital innovation.

Through their efforts, the team surpassed their fundraising target by 126% in support of the Children's Health Foundation. Despite challenging weather, participants demonstrated a strong commitment to supporting essential health services for children and families across Ireland.

This initiative reflects Infosys' broader ESG focus on community well-being, employee engagement, and contributing to causes that strengthen resilience and equity in the communities where we live and work.

Bulgaria

Svetluki: Promoting inclusion through community engagement

Infosys Bulgaria participated in the Svetulki 5K Firefly Run for the second consecutive year, an annual event supporting people with visual impairments. Held at Lake Ariana in Borisova Gradina, the run is illuminated by small headlights and flashlights, symbolizing hope, visibility, and solidarity with those facing sight loss.

All proceeds from the event were donated to the Eyes on Four Paws Foundation, which trains service dogs for people with disabilities – providing essential support that enhances mobility, independence, and quality of life.



Infoscions in Bulgaria at the Svetulki 5K Firefly Run, an annual event supporting people with visual impairments

The event offered a meaningful opportunity for Infosys employees to give back to the community while strengthening connections with colleagues outside the workplace.

Denmark

Promoting inclusion and employee well-being through DHL Stafetten



Infosys employees joined more than 30,000 runners in DHL Stafetten, Denmark's largest corporate relay race.

Infosys Denmark participated in DHL Stafetten, Denmark's largest corporate relay race, joining more than 30,000 runners for a day focused on movement, teamwork, and community engagement. The event provided an opportunity for employees to strengthen connections, promote well-being, and demonstrate our commitment to inclusive, healthy workplaces.

DHL Stafetten supports Sparta, a Danish organization dedicated to making running and sport accessible to people of all backgrounds and abilities. Proceeds from the event help expand Sparta's programs, enabling more individuals to participate in athletics and benefit from the physical and social advantages of sport.

Seasonal activities

Across Europe, Infosys employees came together during the holiday season to support local organizations and contribute to community well-being. Activities were coordinated locally to address the unique needs of each community, reflecting Infosys' commitment to inclusive and place-based social impact.

1. **Amsterdam, The Netherlands**
Employees partnered with volunteers from Liberty Global to assemble care boxes for Foor El Qaar, supporting families and individuals facing hardship.
2. **London, United Kingdom**
Colleagues prepared handwritten appreciation cards for youth workers, accompanied by vouchers and a charitable donation to London Youth, reinforcing our long-standing commitment to youth empowerment.
3. **Frankfurt, Germany**
The team donated new essential items to beneficiaries of Mädchenbüro Milena e.V., an organization supporting women and girls, and sponsored an iceskating trip for local children, providing a joyful, inclusive seasonal experience.
4. **Romania**
Infosys employees collaborated to donate toys to Asociația Mana Cerească, a grassroots charity supporting vulnerable children in the community.

Australia and New Zealand

Driving social impact through employee volunteering

Employees across Australia and New Zealand came together throughout the year to support vulnerable communities through hands-on volunteering, donation drives, and mentoring initiatives.



Volunteering teams in Melbourne wrapped hundreds of Christmas gift bags for people experiencing homelessness.

In Melbourne, teams continued regular volunteering with Ozanam House, preparing and serving meals to a minimum of 150 people per shift. Employees also exceeded their Christmas season donation goal, collecting 700+ pairs of socks and personal care essentials, and wrapped hundreds of Christmas gift bags for people experiencing homelessness.

In Sydney and Parramatta, volunteers made a significant impact at Foodbank NSW & ACT, packing 38 orders totaling 17 tonnes of food and 2,800 loaves of

bread, providing an estimated 30,700 meals to families in need. Teams also supported Mission Australia programs and youth mentoring initiatives, including Good Shepherd mentoring to help young people build confidence and career skills.

In Perth, employees partnered with Mission Australia to create 52 festive hampers filled with food, hygiene items, and gifts. In Canberra, teams ran a successful donation drive for Mission Australia. In Auckland, employees supported the Auckland City

Mission through a heartfelt community donation initiative.

Demonstrating visible leadership support, EVP and APAC Head Andrew Groth participated in the Vinnies CEO Sleepout for the sixth consecutive year, raising awareness and funds to address homelessness in Australia.

Together, these efforts highlight Infosys ANZ's commitment to empowering local communities through compassion, volunteerism, and sustained engagement across the region.

Youth leadership, entrepreneurship, and Indigenous empowerment

Infosys continued to invest in empowering young people across Australia and New Zealand through programs that build leadership capability, digital confidence, cultural pride, and entrepreneurial thinking.

Future Leaders Program: Tennis Australia

Infosys partnered with Tennis Australia to deliver the Future Leaders Program, enabling emerging young Australians to develop leadership, teamwork, and digital literacy skills. Students participated in a multi-day learning experience, including exposure to emerging technologies, such as AI and VR, and participation in Future Leaders Day at the Australian Open.

Junior Leadership Program: Table Tennis Victoria

Through our partnership with Table Tennis Victoria, the Junior Leadership



Passionate young table tennis players were given the opportunity to step up, lead change, and shape the future of the sport in Victoria.

Program supported young Australians in building leadership, digital, and community impact skills. Participants engaged in mentorship, workshops, and Infosys Springboard learning pathways, culminating in real-world leadership projects that strengthened confidence and resilience.

Play Like a Girl: Empowering girls and women through sports and leadership

Infosys partnered with Play Like a Girl Australia to build confidence, develop practical leadership skills, and create sustainable pathways for girls and women across Australia, prioritising Indigenous, regional and culturally diverse participants across Australia. Sixty women completed the leadership program in November; Infosys supported 15 scholars whose leadership influence is estimated to

reach around 2,000 people across teams, classrooms, clubs, and committees over 12 months. Participant experience was exceptionally positive: 94%+ rated the program highly, and 99% rated content quality as high or very high. In the Infosys cohort, 73% reported increased confidence and self-belief, 80% reported improved leadership skills applied in real-world situations, and 93% completed the program (one deferred).

Feedback:

"It took me on a journey of self-discovery... I am a more positive and assertive person."
– Shianne, Blind Football (SA)

"I felt valued, seen and heard... It showed me companies actually care about developing young women like me."
– Emma, QLD

"The self-belief, awareness, and confidence I gained... the practical tools have helped me apply strategies in real situations."
– Tayla, Golf Captain (Regional)

Young Change Agents: Empowering Indigenous, regional, and under-resourced youth

Infosys deepened its partnership with Young Change Agents to support Indigenous, regional, and under-resourced youth across Australia. As the exclusive sponsor of the Indigenous Entrepreneur Award at the National Youth Awards, Infosys helped the program reach 2,00,000+ young people across 1,700+ schools nationally.

They supported a nationally recognized Credentialed Entrepreneurship Program across 20–30 regional and low-SES schools. Infosys also launched a mentoring pilot, pairing Teens in Business Award winners with Infosys mentors to support real-world learning and leadership development.

UTS Galuwa Indigenous Experience Day: Scaling opportunities for First Nations youth



Galuwa Indigenous Experience Day welcomed high school students to the University of Technology Sydney.

Infosys partnered with the University of Technology Sydney to deliver a flagship Galuwa Indigenous Experience Day, welcoming high school students to explore education, technology and leadership pathways. Galuwa, meaning "to climb" in the Gadigal language, is designed to inspire First Nations youth to explore pathways in education, technology, and leadership. Infosys volunteers facilitated activities, provided

mentorship, shared career journeys, and engaged in cultural learning. Schools reported improved attendance and students applying for leadership roles for the first time.

Together, these outcomes demonstrate increased confidence and applied leadership among participants, advancing Infosys' commitment to inclusive, community-backed, evidence-based education and empowerment.

Strategic partnerships and expansion

Supportive Mind app: Mental Health Foundation Australia

Infosys partnered with the Mental Health Foundation Australia (MHFA) to co-develop the Supportive Mind app, an evidence-informed, free self-help tool for mindfulness, journaling, and signposting to professional resources; all IP has been transferred to MHFA for community stewardship (initial uptake was 500+ downloads and the app reached 30,000+ people through awareness).

Aotearoa New Zealand: Māori STEM / Education

University of Auckland: Pūtaiao Research Symposium

In Aotearoa, New Zealand, Infosys supported the Pūtaiao Research Symposium, promoting Māori-led science and education. Over 30 students from various institutions gained mentorship and research opportunities, strengthening ties between academia, schools, and Māori organizations.



Over 30 students were mentored at the Pūtaiao Research Symposium in Aotearoa, New Zealand.

China

SPRING

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

SPRING – Giving Tree Program



The SPRING team donated Giving Tree bags for the needy.

Since 2009 to 2025, 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 1,937 migrant / underprivileged students in need by donating Giving Tree bags, filled with age and gender-appropriate winter wear and school supplies.

SPRING – Old computer donation program

Since 2008, SPRING team, with the support from Infosys China leadership, CCD, FAC team, volunteers, Warm Current of CSWEF (China Social Welfare

Foundation) and express companies, arranges old computers donation programs. In 2025, 311 EOL laptops were donated to support schools, students, and teachers across approximately 15 provinces in China.

Green Ambassador | Hangzhou DC



Team Green Ambassador from Infosys Hangzhou trekked the Laohe mountain range as part of a cleanliness drive.

The Infosys Hangzhou team and their families participated in a sustainability effort to clean a section of the Laohe mountain range. They began at Gudang station, hiked up the Laohe mountains, and reached Majiawu. The entire hike was about 6 kilometers, taking close to three hours to complete. Team "Green Ambassador" cleaned up white trash in the woods along the hiking trails on the mountainside and was praised for its green public benefit throughout the hike.

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. The platform helps establish Infosys as an innovation partner for our clients, prospects, and local ecosystem. 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, and Robotic CoE.

Nurturing workplace inclusivity

At Infosys, inclusion is a 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. Our inclusion commitment extends beyond our workforce to encompass customers, suppliers, third-party partners, and communities across our value chain.

Real-time sentiment tracking through Pulse ensures employee voices are heard and acted on, while communities such as IWIN and campaigns such as #CelebrateChange foster belonging and challenge 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.

Our efforts focus on three important pillars – Governance, Culture, and Focused Career Building through learning and development.

Our inclusion councils, comprising leaders from both business and enabling functions, steer our inclusion agenda across geographies, locations, and business units. With real-time insights from our Inclusion Leadership Tool, leaders can drive data-backed inclusion actions. This ensures focused support for women, persons with disabilities, and LGBTQIA+ communities.

Building a culture of inclusivity

A dedicated learning channel on DEI (Diversity, Equity and Inclusion) on our in-house learning platform, Lex, contains learning modules, certifications and experience-sharing through human libraries, blogs, and leadership talks.

115+
resources



Award for Excellence

An award category for DEI in the prestigious Infosys Awards for Excellence (AFE) inspires DEI commitment and action.



DEI Ally Award

In FY24, we introduced a quarterly DEI Ally award to recognize and promote allyship. This year, the DEI Ally Awards recognized 26 Infoscions.

Inclusivity score

An inclusivity score through our Pulse quarterly employee sentiment survey tracks inclusion and belonging.

90%

Inclusivity score of women in FY26

39.5% women in the workforce

Women in Infosys

India has nearly 50% of women participating in undergraduate, postgraduate, and doctoral programs, yet their participation in economic growth continues to lag. At Infosys, we see this gap not as a statistic but as a call to action.

We are deeply committed to strengthening gender representation by nurturing a strong, enduring pipeline of women talent across roles, levels, and geographies.

With 1,29,625 women forming 39.5% of our workforce, Infosys stands among the leaders in women participation across IT companies in India. Women in leadership at Infosys stands at 21.2%.

Today, with 39.5% women in our workforce, we lead the industry, but we also recognize that there is a much more to be done.



We aim to have 40% women in our workforce by 2030.

Supporting women in all life stages

- Women in India receive 26 weeks of paid maternity leave, with 99% returning to work in fiscal 2025 and 80% continuing after 12 months. A four-week transition period helps them ease back into their core roles with renewed confidence and support.
- Mom's Net provides dedicated spaces and lactation rooms across campuses to ease return to work.
- The Infosys Women's Inclusivity Network (IWIN) brings together over 4,400+ women and allies to drive policies that support women's health, safety, and inclusion.
- The Employee Resource Group, Family Matters, focuses on health, parenting, personal relationships, and more. It hosts over 15 sessions annually.

Restarting careers with confidence

The Restart with Infosys program has become a turning point for women trying to rejoin the corporate workforce and

move their careers forward. The program offers women on career breaks full-time employment with Infosys, based on expertise, interests and skillset.

In FY26, a large-scale women hiring drive was conducted through five campuses in India. More than 1,000 women participated and Restart with Infosys onboarded over 900 women who were on career breaks.

Hear it from some of them:

"After an 11-year career break, I was quite apprehensive about re-entering the workforce. I worried about explaining the gap in interviews and whether I could adapt to the corporate environment again. However, Infosys made the transition seamless, making me feel as if I had never left. During the recruitment process, there were no questions about my career break; it felt like I simply paused and resumed my career at the same point."

"I am an ex-employee of Infosys. I left my job in 2016 due to family commitments, maternity and childcare. It has never been so easy to take a career break. I wanted

to restart my career and a friend of mine referred me to the Infosys Restart Program. I got interviewed and rejoined Infosys. For me, it felt like coming home after years."

"I had a 7-year career break and honestly, it was such a hindrance for me while trying to re-enter the industry, as it created challenges in getting my profile considered, in spite of upskilling and preparing well. But what I truly value is that Infosys did not see it as a limitation - instead I was given the platform to restart, learn and contribute again."

Driving continuous learning and inspiration

We have put in place programs, partnerships and initiatives that give our employees several opportunities to learn continuously and be rewarded with faster growth. We are now experiencing the play of Human + AI in multiple fields, including learning. This technology wave gives us the ability to hyper-personalize learning, at scale.



Scan QR code to watch the video

Winspire portal

The Winspire Portal serves as an exclusive digital platform for over 69,000 women at Infosys, offering curated learning, career resources, sharing, networking, coaching, mentoring, and inspiration. Exclusive learning modules further support continuous growth and engagement across career stages. It is made further exciting with business units anchoring the portal for 30 days in the year and coming up with innovative ways to engage women and sustain the momentum through the year.

Infosys' career mosaic

Infosys' Career Mosaic is a framework built on the pillars of always-on learning, enabling experiences to facilitate agile careers and strengthening technology specializations through skill tags ensuring future readiness in a fast-paced technology environment.



IWD Celebrations in Switzerland

Women's leadership development

#IamtheFuture Leadership Program – Building a future-ready, inclusive leadership pipeline

#IamtheFuture by Infosys Leadership Institute is a flagship program, launched in 2021, to accelerate the development of women leaders for senior roles, focusing on leadership readiness, inclusivity, and strengthening the internal leadership pipeline. About 600 women leaders have been part of #IamtheFuture program. The program is focused on helping women leaders sharpen key leadership

capabilities, expand experiences, further thought leadership, and enable exposure. This has been achieved through carefully curated development programs in partnership with globally renowned institutions like Stanford, Kellogg, Tuck, Columbia, and talent reviews and actions including 1x1 career advisory, coaching and mentoring, and application projects.

Impact

Around 60% of these leaders have experienced growth. Over five years, the program increased the proportion of women in early leadership roles by 5 percentage points.

Orbit Next

Orbit Next, a year-long program for high-performing women in middle management, has supported women across India, EMEA, and APAC, with more than 400 women in its latest cohort and 1,278 graduates since its launch FY23, of whom 47% moved into their next role.

Women in Management

The Women in Management program offers an intensive two-day leadership experience for women managers that helps them overcome career barriers, strengthen leadership skills, and build their personal brand. Over 500 women completed this program in FY26.

TechCohere

With over 31% of sessions conducted by women and a community of over 1300 passionate women technologists and enthusiasts, TechCohere is a flagship program, driven by technology leaders across Infosys, for sharing knowledge, celebrating achievements, and showcasing tech work. With Initiatives like SheLovesTech and Women in Technology Week, TechCohere plays a key role in elevating technical learning and thought leadership for the Women-in-Tech community at Infosys.

15%

Women in TechCohere community

1,300

Women tech experts supported through TechCohere

27%

Women speakers of the total 2,370 speakers

18%

Women authors of total 231 authors. 137 papers published so far

31%

Women Chapter office bearers of total 64

14

Editions of quarterly Women-In-Tech Week offering exclusive platform to women

Women in research

We have a healthy mix of 34% women in research.

Our research and product teams led by women have created significant Intellectual property (IP) in various technology / business areas, including Advanced AI, Robotics, Autonomous Machines, Extended Reality, Data Management, Automation, and Application Support and Customer Service. Women from our research teams have published 30+ thought leadership publications and led scores of speaking sessions on topics and trends in areas such as Advanced AI, Infosys platform offerings, Data privacy, and XR technologies.

Women in research have also made over 30+ thought leadership publications and led 20+ speaking sessions in topics such as trends in AI, Infosys platform offerings, and XR technologies.

Initiatives in the APAC region

- The first cohort of women employees in the APAC region commenced the Orbit Next program, with 80 women committing to this career acceleration development program where women can sharpen their technical and business acumen, develop leadership skills, and build valuable networks.
- Now in its third year, the 2025 Westpac-Infosys Raise Your Hand and be an Upstander for Diversity Equity

and Inclusion event to reinforce our shared commitment to inclusion.

- Infosys was re-certified as a WORK180 Endorsed Employer, reaffirming our sustained commitment to advancing women's careers through transparent, inclusive, and equitable workplace policies and benefits.

Accessibility and employees with disabilities

At Infosys, accessibility is a promise rooted in dignity, equity, and human potential. With 1,075 people voluntarily disclosing their disabilities in FY26, Infosys empowers employees to contribute fully and confidently, building a workplace where talent rises beyond limitations, and every individual feels seen, valued, and included.

Facilitating benefits

We provide loans to purchase life-enhancing equipment, and an additional transport allowance for employees with disabilities.

#AccessibleByDesign learning and awareness

Infosys builds essential skills for inclusive digital experiences through a dedicated channel on our learning platform Lex with over 60 resources and three



Most of the buildings in our campuses are accessible for persons with disabilities.

certifications, completed by more than 22,700 Infoscons.

Our Digital Accessibility playground on Lex now provides firsthand experiences with web scanning, Accessibility by Design features, and screen-reader assistive technology, allowing software engineers to test the accessibility of their solutions.

Accessibility Living Lab

The Infosys Accessibility Living Lab offers immersive simulations to build empathy and showcases assistive technologies, including the AI-first Infosys Accessibility

Platform with its patented audit tool and AI-based inclusivity validation.

The Accessibility Living Lab at our Indianapolis Innovation Hub showcases immersive, real-world technology solutions that support people with vision, hearing, motor, and neurodiverse disabilities, using AI, XR, robotics, gaming, and more.

Experienced by more than 150 delegates from leading US universities during the CrossRoads 2025 event, the lab is designed to be easily replicated across Infosys hubs to create meaningful impact for communities and clients. To foster

ongoing learning, we also launched a dedicated digital accessibility channel on Infosys Springboard as a part of GAAD celebrations.

Employee engagement

December 3 marked the International Day of Persons with Disabilities (IDPD). On the occasion, we launched the Digital Accessibility Toolbox on Lex, a go-to resource for creating inclusive digital experiences. Expert sessions were conducted with a focus on autism and inclusion, supporting children with dyslexia, and more. Infosys volunteers teamed up with NGOs across 20 DCs in India to contribute to various activities including sensory board making, wheelchair assembly, and braille storybook creation.



Infosys employees making sensory boards as part of an engagement activity on the occasion of IDPD.



Infosys and AusDN event for International Day of Persons with Disabilities

We also observed the following days :

- Disability Pride Month
- World Sight Day
- World Dyslexia Awareness Day
- National Epilepsy Day
- Color Blindness Awareness Day
- International Day of Sign Language
- International Week of the Deaf
- Global Accessibility Awareness Day
- World Autism Awareness Day
- World Leprosy Day
- World Braille Day
- Low Vision Awareness Month

Initiatives in the APAC region

AusNZ

We are into our 10th year of partnership with the Australian Disability Network (AusDN) and have maintained our status as a Disability Confident Recruiter. As a Gold Member of AusDN, Infosys has long supported the Career Mentoring program, which pairs industry professionals from partner organizations with job seekers who have a disability. For Infosys, this initiative enhances disability awareness and confidence within, while offering job seekers with disabilities a valuable professional experience. In FY26, a new cohort of mentors committed to this four-month program with pre-training in preparation for launch in early FY27.

On December 3, the International Day of Persons with Disabilities, an in-person event co-presented by Infosys and AusDN explored why the program is so impactful, how it improves outcomes for people, and practical steps to a more accessible future. This was followed by an online session for all employees across APAC, which shared lived experience and reflections on resilience from colleagues with a disability to build awareness, and engage employees in the continuing commitment to inclusion for people with a disability.

96

local members in the InfyAbility ERG in AusNZ

China

Infosys China recognizes the vital importance of supporting its employees with disabilities and of creating an inclusive culture where all staff can thrive. A personalized well-being message and a token of care were delivered during one-to-one connections, and an #AccessibleByDesign email campaign was sent to all China employees to ensure content is accessible to all.

Creating opportunities beyond the workplace

With a view to support livelihoods of persons with disabilities, we restarted Mitti Café in our Bangalore and Hyderabad campuses.

Mitti Café is dedicated to empowering individuals with disabilities and vulnerable communities by providing them with meaningful employment opportunities in the hospitality industry. Through an inclusive approach, Mitti aims to showcase the power of diversity and inclusion in the workforce, creating a more equitable society for all.



Mitti Café stalls are set up at our Bangalore and Hyderabad campuses.



Diwali celebrations at Infosys Japan.

LGBTQIA+ inclusion

Infosys fosters a workplace where everyone can thrive through allyship learning, inclusive restrooms across India campuses, and specialized programs.

1. **Enhanced medical insurance**
We enabled an enhanced medical insurance plan for our employees based in India – the plan covers partners (same-sex, domestic, civil) as dependents, gender conformation surgeries, and mental health therapy.
2. **Inclusive infrastructure**
We have introduced inclusive restrooms across our India campuses.

3. **A culture of awareness and allyship**
is built through multiple inclusion modules that equip employees with the knowledge, empathy, and tools to support the LGBTQIA+ community.
4. **Amplifying LGBTQIA+ voices**
Stories and insights on the Inclusion Learning Channel elevate diverse lived experiences.
5. **Learning for gender identity inclusion**
Focused programs build understanding of transgender experiences and enable supportive teams.

Globally, Infosys employees, managers, and leaders contributed videos to a social media campaign to support and show allyship for LGBTQIA+. This campaign shared Infosys' willingness to stand together, celebrate diversity, and showcase the vibrant spirit of our workplace.

Employee Resource Groups (ERGs)

Our ERGs create safe spaces and inform actions that deepen belonging; they have been key drivers of inclusive policies of Infosys, conveying concerns of employees frequently and effectively. The ERGs regularly meet and host events related to important days.

For instance,

- InfyAbility ERG hosted an event during the Disability Pride Month in the US highlighting the importance of inclusion and the progress made in creating a more accessible workplace.
- InfyVets ERG in the US hosted the “Celebrating America” event for Independence Day on July 4 by sharing of personal stories and heartfelt anecdotes.

Infosys recognizes families as the foundation for employees to perform their best. In FY26, across the APAC region, we celebrated families and supported working parents, including family members in milestones celebrations and support hampers for new parents.

Multicultural and multigenerational inclusion

Sensitization programs promote respect and collaboration across cultures and age groups. In FY26, Infosys has over 3,28,000+ employees from 155 nationalities.

- Hola ERG in the US celebrated Hispanic Heritage Month on September 26 with learnings around Hispanic Heritage History.
- Employees in China came together to celebrate Chinese New Year, marking the occasion with vibrant traditions, festive treats, and shared moments of cultural pride. The celebrations created an opportunity for colleagues to connect, learn, and experience the richness of this important cultural festival together.
- Employees in Japan gathered to celebrate Hanami, a seasonal tradition that highlights the cultural importance of appreciating and living in harmony with nature.

We uphold equal opportunity and prohibit discrimination across all stages of employment, irrespective of gender, race, caste, religion, nationality, disability, or other legally protected characteristics.

Certain attributes are not tracked in our systems where restricted or prohibited under applicable privacy and data protection laws.

Facilitating employee wellness and experience

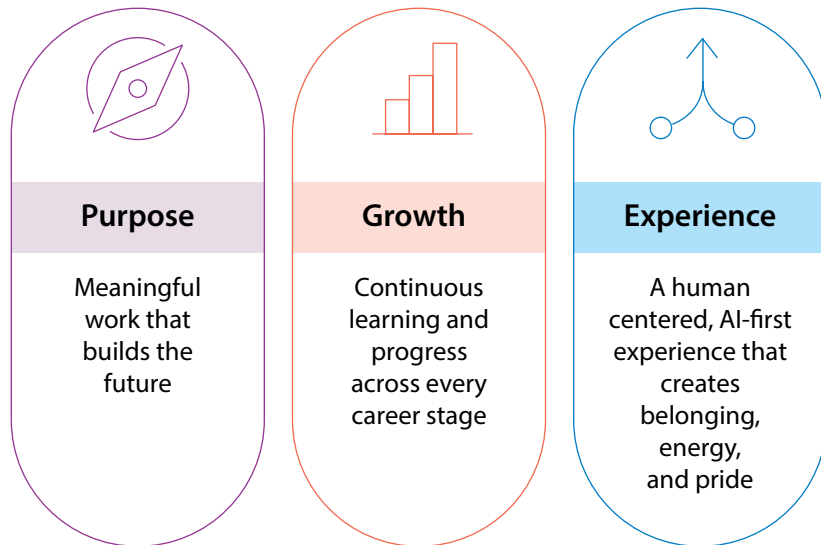
In a rapidly evolving world shaped by AI, our belief remains clear, people are at the centre of everything we do. Through our employee value proposition, we continue to activate human wellness and experience by anchoring on meaningful purpose, enabling growth, enriching experiences, fostering a strong sense of connectedness. This holistic approach helps us amplify human potential while supporting employee well-being at every stage of the journey.

Shaji Mathew

Chief Human Resources Officer

Employee value proposition

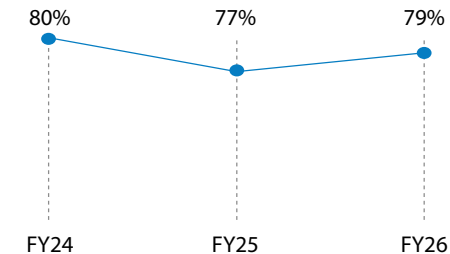
Our Employee Value Proposition (EVP) is the unique set of experiences, rewards, benefits, and fulfillment that the employee gets for their commitment and skills. This is Infosys' promise to its employees – proudly called 'Infoscions'.



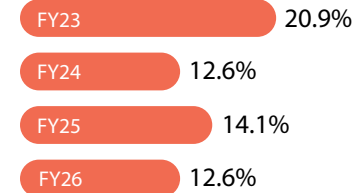
Culture index – score

83%
In FY26

Trend of ESAT: 3 years



Attrition: 5 years, Group IT Services



● LTM Vol Attrition % (Y-o-Y)

**Global Top Employer 2026
for six years in a row**

In FY26, Infosys' Employee Value Proposition and values-led culture received strong global validation across people practices, career growth, innovation, and ethical governance.

Infosys was certified as a Global Top Employer 2026 for the sixth consecutive year, ranking among the Top 5 employers across regions and Top 10 in 19 of 20 countries reinforced by Great Place to Work® recognitions across India, USA, UK, Germany, China and other Infosys subsidiaries. Infosys was ranked #1 on LinkedIn Top Companies India 2026. Fast Company acknowledged Infosys for CSR innovation, while Ethisphere named Infosys among the World's Most Ethical Companies® for the sixth year running. [Read the full list of Awards and Recognitions in the Infosys Integrated Annual Report.](#)

Purpose at work

Our first EVP pillar, Purpose, inspires Infosys to find meaning at work - building what's next while creating lasting value for our clients.

Nurturing a culture of innovation

Innovation at Infosys is a collaborative, technology-led initiative led and guided by the Innovation Council that drives the development of new services, advanced platforms, and cutting-edge solutions. It also strengthens existing operations and offerings to deliver greater value and accelerate growth for Infosys, our clients, and our ecosystem by harnessing emerging technologies and fostering a culture of creativity and innovation.

Platforms like Techzooka, TechCohere, Business Incubator programs, Be The Navigator, Be A Maker, hackathons, and ideathons, give employees hands-on opportunities to ideate, experiment, and create patent-worthy solutions. Focused ideation workshops and patent-centric sessions further help shape protectable concepts into quality filings.

Infosys Center for Emerging Technology Solutions (iCETS)

iCETS is an innovation hub within Infosys that incubates NextGen services, focusing on AI, blockchain, computer vision, AR-VR, and deep learning. Formerly known as InfosysLabs/INFCAT, it accelerates innovation by creating Proof of Concepts (POCs) and operationalizing emerging technologies into tangible business solutions. It consists of ARC, Living Lab, and Platforms. [Read more](#)

Be The Navigator (BTN)

BTN empowers our teams to develop innovative solutions for our valued clients. With a structured framework for ideation, prototyping and incubation, BTN fosters creativity and collaboration, ensuring our solutions are tailored to meet client needs and drive success.

12,400+
BTN ideas submitted

1,101
implementation in progress

6,522
BTN ideas discussed with clients

2,429
implementation done

Infosys Business Incubator (IBI)

IBI is a strategic capability aimed at fostering entrepreneurship within Infosys. It empowers employees to ideate, incubate, and create new businesses. IBI is part of the broader Infosys strategic innovation capability, including the likes of Infosys Investment Fund (IIF), Living Labs, Infosys Innovation Network (IIN), Be The Navigator, Be A Maker and more. Three ventures were selected for incubation in cohort 2, which concluded recently.

1,000+
entrepreneurs

700
ideas presented

5
ventures incubated

Living Labs

Living Labs offer a suite of innovation services designed to help future-proof customer businesses and mitigate risks in technology transformations.



At the Infosys Living Lab in Bengaluru.

By fostering a culture of exploration and collaboration, Living Labs enable rapid innovation and iterative learning through direct feedback from end users. This initiative leverages digital innovations to tackle complex business challenges and drive joint innovation with our customers.

34 Living Labs in 8 countries across 3 continents



Be A Maker program enables rapid innovation.

Be A Maker

Be A Maker program offers opportunities for showcasing creative expressions of ideas in a phygital mode. This program, mentored by Engineering Unit, Kaleidoscope Innovation, our subsidiary and iCETS, our innovation unit, enables rapid innovation and iterative learning through direct feedback from SMEs and distinguished technologists. Be A Maker encourages digital creators and designers to develop art-of-possible demonstrators using a convergence of physical and digital technologies. We have 200+ phygital ideas submitted, out of which five have reached the final stages and are showcased to clients at Venture Labs.

Infosys Innovation Network (IIN)

The Infosys Innovation Network (IIN) is a well-orchestrated partnership with select startups, designed to deliver innovative services to our clients. By leveraging innovation ecosystem, IIN identifies high growth startups worldwide. [Read more](#)

430+

onboarded

100+

under detailed exploration

10,000+

startups screened

potential for scale and deployment. The initiative reinforced our ESG Vision 2030, highlighting how open innovation and collaborative technology can create tangible societal impact.



The winners of the Infosys Global Hackathon 2025, Aura Coders.

Infosys Global Hackathon 2025

The Infosys Global Hackathon 2025 convened over 5,000 participants across 10 Infosys locations, bringing together students, professionals, and open-source contributors to build cloud-native solutions with real-world relevance. Aligned to the United Nations Sustainable Development Goals, the Tech for Good-themed hackathon addressed priorities across environmental sustainability, healthcare and wellness, education and digital literacy, social inclusion and accessibility, and disaster preparedness. With nearly 2,000 teams translating ideas into working prototypes, several solutions demonstrated strong

Intellectual property

A total of 91 patents were filed in 2025 alone, primarily in the areas of AI (including computer vision, software applications, data processing, smart automation, digital experience, graph models, gen AI, etc), communication networks, web application management, cloud management, robotics, and quantum computing, to name a few.

Infosys Knowledge Institute

The Infosys Knowledge Institute (IKI) strengthens the Purpose pillar by building an ecosystem of learning, research, collaboration, innovation, and

leadership. It helps employees deepen expertise, contribute to meaningful conversations in the market, and grow in confidence and capability. Employees contribute to research and publications in many ways – as subject matter experts, authors, reviewers, speakers, and interview partners.

IKI also develops proprietary data and insights through primary research, including large-scale surveys and quantitative analysis. These insights are published through its flagship Radar maturity reports, the annual Tech Navigator, the TechCompass technology trends series, and industry-focused market outlooks and executive journals.

[Read more](#)

Since its inception, IKI has supported and created:

1,000+

client collaborations

2,000+

thought leadership assets

Purpose Beyond Work

Our sense of purpose extends beyond work – strengthening communities and creating impact where we live and belong.

Infosys InStep

InStep, Infosys' flagship global internship program, has:

- 220+ partner institutions in over 50 countries
- more than 3,500 alumni members and interns from over 50 nationalities.

InStep has been ranked as the World's #1 Internship Program, five times in a row by Vault Firsthand, a prestigious career intelligence platform.

InStep has been instrumental in building strong academic partnerships for Infosys with premier global institutions, generating numerous patents and publications, along with contributing to the overall localization efforts.

The recent launch of InStep Japan marks another milestone in our journey to nurture global talent, enable knowledge exchange and support local innovation ecosystems in alignment with our long-term goals. [Read more](#)



Infosys InStep internship program completed 25 years in 2025.



The winners of the Infosys Prize 2025 with Infosys co-founders N.R. Narayana Murthy and K. Dinesh, and chief guest of the ceremony, Nobel laureate Prof. Randy Schekman.

The Infosys Prize lectures

The Infosys Science Foundation awards the Infosys Prize that endeavors to elevate the prestige of science and research in India. The award is given annually to honor outstanding achievements of contemporary researchers and scientists. The Infosys Prize Lectures by laureates and jurors help disseminate their work for a larger academic audience. These lectures are held at different institutions in India and aim to inspire current and future generations of researchers across disciplines.

Some of the more recent Infosys Prize Lectures include 2024 math laureate Neena Gupta's lecture at Chennai Mathematical Institute on Affine Algebraic Geometry; 2024 life sciences laureate Siddhesh Kamat's lecture at Centre for Cellular & Molecular Biology, Hyderabad on Lysophosphatidylserine: An emerging signaling lipid with implications in human disease; and a session with 2024 humanities laureate Mahmood Kooria, humanities jury chair Akeel Bilgrami and writer Amitav Ghosh at Asiatic Society Mumbai. [Read more](#)

Finding purpose through volunteering

Volunteering at Infosys reflects a deep commitment to action rooted in care and responsibility. Across locations, employees stepped forward with consistency and intent, contributing their time and effort to create impact that was meaningful and lasting. That impact was driven by the strength of our people.

[Read more about our volunteering initiatives in the Infosys Foundation Report 2025-26.](#)



The Gracious Giving volunteering program ran across Infosys' 20 campuses in India.

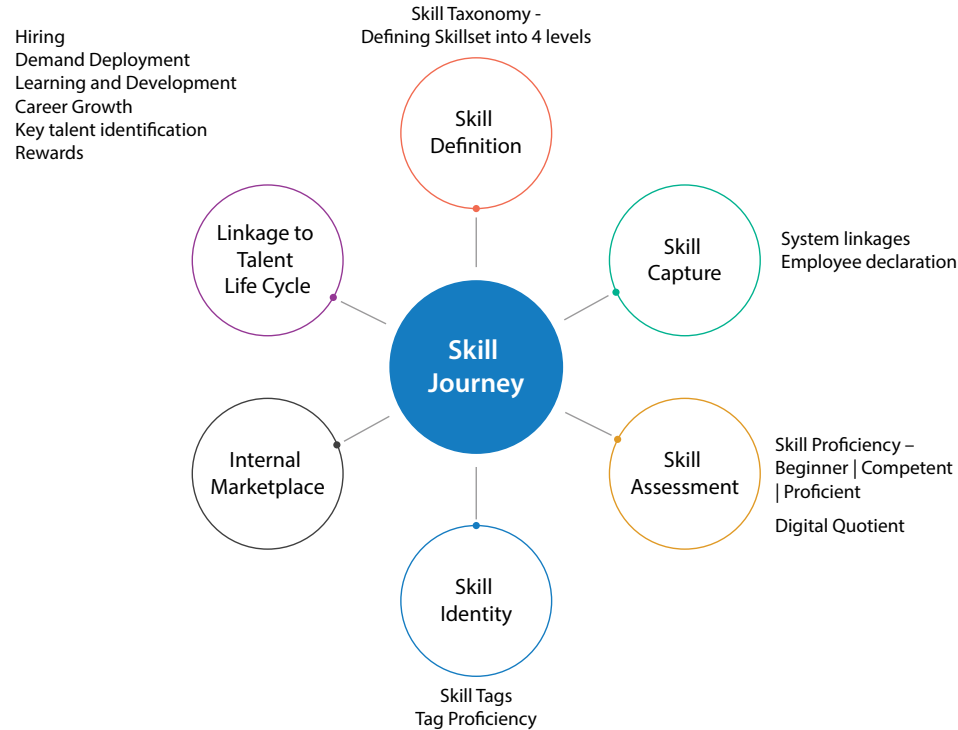
Growth

Our second EVP pillar, Growth, enables Infosys to build careers that never stand still – through always-on learning, clear career pathways, and opportunities that nurture future-ready talent and collective success.

Reimagining careers through a skills-driven talent model

Rapid transformations driven by AI, evolving client expectations, talent shortages, and shifting employee aspirations are redefining how work and careers evolve.

With the World Economic Forum projecting that 44% of today's skills will undergo disruption in the next five years, Infosys has reimagined its talent model as a Skill-Based Organization (SBO) – placing skills at the center of all talent decisions and treating them as the core operating currency. This skills-first model ensures the right capability at the right time, while empowering employees to build careers that continuously grow with the demands of the future.



The Infosys skill-based organization

The visual maps the complete Skill Journey that powers Infosys' Skill-Based Organization – showing how skills are defined, captured, assessed, and translated into identity and deployment. It highlights how this integrated cycle links seamlessly to the talent lifecycle, ensuring that evolving skills continuously fuel career growth and organizational agility.

Infosys Skills Council

The Infosys Skills Council serves as a strategic forum that brings together business, technology, and HR leaders to shape the Company's skills and capability agenda. The Council provides direction on future skill priorities, ensures alignment between business demand, client expectations and learning investments, strengthens a skills-led approach to workforce readiness. Through this, it helps Infosys stay ahead of rapid technological shifts while

enabling employees to continuously build relevant, future-ready capabilities as part of a lifelong learning culture.

3,000+

Skills maintained in Skills Taxonomy

90+

Skill Tags

Skill Tags program

We strengthened the program with deeper, skill-focused learning pathways through curated courses, certifications, and choice-based real digital projects.

10K+

Niche Skill Tag holders

22K+

Premium Skill Tag holders

56K+

Standard Skill Tag holders

40%

Lower attrition among employees consistently receiving Skill Tag incentives

Skill squad coaching ecosystem

A scalable, self-sustaining internal coaching model (launched July 2025) leveraging in-house expertise for peer-to-peer coaching, with platform-enabled tracking, recognition,

and rewards – designed to accelerate skill development and nurture a culture of continuous learning and collaboration.

3,100+

signed up as Skill advisors across 480+ skills (as of Q3 FY26)

3,400+

coaching requests, 4.8/5.0 coaching feedback

Work profiles

We introduced a Work Profile (WP) concept in Demand and Deployment. Work Profile is a combination of Technology, Domain, Foundational and Social skills, and refers to the granular skill jobs that the service line engages with the clients. This was launched as a pilot in one of our service lines.

26%

Of the Q4 demand was raised through Work Profiles, compared to Q3

110K+

Talents are allocated WPs

Business impact

- Client assurance: Right talent at the right time
- Pricing power: Skills spectrum visibility enables premium pricing strategies
- Operational rigor: More structured allocation/hiring > higher client satisfaction
- Top talent identification: A comprehensive, skills-grounded approach (beyond ratings) to identify key talent through capability and performance

Talent mobility

We have multiple avenues to drive internal mobility of our talent, which includes an internal digital marketplace for gig work called Accelerate, Bridge programs for movement into specialized streams, StepUp, our internal job platform, and accelerated internal fulfillment to prioritize internal candidates for new job openings. In addition to these, we continue to provide career growth through promotions, progressions, and internal rotations.

~60%

open positions filled through internal job postings

37,971

promotions and progressions

35K+ quarterly rotations aligning skills to demand

Quarterly check-ins and performance management evolution

As a core pillar of the Skill-Based Organization, we strengthened the skills focus in performance management through an integrated model that unifies skill identification, proficiency assessment, and structured quarterly conversations. Quarterly check-ins create space for timely feedback, progress tracking, and expectation alignment, while also fostering deeper engagement.

~75%

average of all employees engage in quarterly check-ins

Capability Quotient (CQ)

A holistic framework to measure and build capability across technology, domain, foundational, and social dimensions, enabling skill-powered career conversations, career development, and greater internal mobility through holistic skill readiness.

7,500

employees are covered as part of pilot

Nurturing leadership at Infosys

Infosys Leadership Institute

The Infosys Leadership Institute (ILI) is deeply committed to develop both individual and collective leadership capabilities that align seamlessly with our organizational strategy and objectives. The key objective of the ILI is to help Infosys and its leaders to lead effectively in an AI-infused future and to reflect, reframe, and rearchitect the leadership imperatives for realizing this future. To fulfill these imperatives, we focus on four strategic areas viz., succession planning, strengthen leadership bench strength, leadership capability development and inclusive leadership.

Consistently high experience scores, including a 96%+ Net Promoter Score and top-unit internal partner rankings for three consecutive years, reflect the depth, relevance, and impact of ILI's offerings – reinforcing leadership development as a powerful contributor to leader well-being, experience, and long-term value creation for Infosys.

ILI builds future-ready leadership through a comprehensive ecosystem that combines global academic partnerships, AI-led capability building, applied enterprise learning, inclusive leadership development, and leadership effectiveness outcomes. Its programs span senior leaders, high-potential talent,

and emerging leadership pipelines, integrating immersive executive education, hands-on enterprise problem solving, and multi-year development journeys. Alongside sustained investment in leadership learning at scale, ILI places a strong emphasis on inclusion through structured, role-based pathways such as *IamtheFuture*, while consistently delivering a high participant experience and external recognition for people leadership. Together, these elements strengthen leadership depth, succession readiness, and long-term organizational performance.

~80,000

leadership learning hours in FY26

2,000

personalized one-on-one advisory conversations with leaders

1,500+

leaders completed the AI for Business Growth program

4

global universities partnered with ILI: Oxford Saïd, Harvard, MIT, Kellogg

Ascend Program – Infosys Consulting

The Ascend Program is a flagship leadership development initiative designed to build a strong, diverse leadership pipeline by investing in high-potential Associate Partners across regions. Anchored in Infosys Consulting's commitment to employee growth, well-being, and an inclusive experience, Ascend aims to:

- Equip future leaders with advanced leadership, commercial, and people capabilities.
- Strengthen succession readiness and career pathways for top-performing talent.
- Create a culture of continuous learning and internal mobility that enhances long-term employee experience and retention.

The first cohort demonstrated strong success and measurable improvements in leadership effectiveness, strategic thinking, and cross-regional collaboration.

Business projects from Ascend have directly influenced improvements in:

- Commercial governance
- Quality frameworks
- People and culture initiatives
- Pricing and strategic growth efforts

100% of partner promotion candidates are now coming through the ASCEND pipeline.

Kaleidoscope Innovation and University of Cincinnati Executive Leadership Partnership

In FY2026, Kaleidoscope Innovation partnered with the University of Cincinnati's Carl H. Lindner College of Business to deliver the Kaleidoscope Executive Leadership Development Program. This collaboration represented a strategic investment in executive capability, directly supporting Kaleidoscope's priorities of strengthening engagement, enhancing leadership effectiveness, and building sustainable bench strength for succession planning.

Participants applied the seven-module framework of the program to Kaleidoscope-specific business scenarios, completed structured development activities, and earned a blockchain-verified Executive Leadership micro-credential through the Lindner College of Business.

Organizational impact

The UC-Kaleidoscope partnership strengthened:

- Strategic clarity and alignment across leadership teams
- Executive consistency, influence, and communication
- Analytical rigor and quality of decision-making
- Coaching-based leadership practices that improved engagement
- Succession readiness and internal mobility

Talent management at Infosys: Evolving with AI

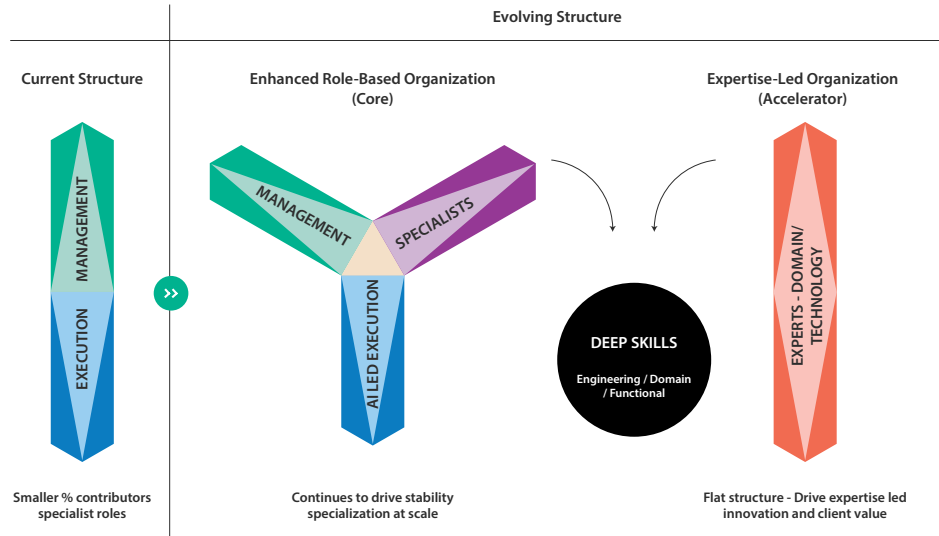
AI is redefining talent management at Infosys by moving beyond simple digitization toward intelligent, insight-driven people systems. Guided by clear AI-first principles, we are thoughtfully integrating AI-assisted and AI-augmented ways of working, while ensuring strong human oversight and accountability.

AI-assisted processes are enabling faster, more consistent, and transparent talent operations, helping streamline routine activities across the employee lifecycle. At the same time, AI-augmented talent management is empowering leaders and managers with deeper visibility into skills, potential, and capability development needs, supporting more informed decisions.

At Infosys, keeping the human in the loop remains central. AI strengthens – not replaces judgment, empathy, and ownership, enriching performance conversations, talent movement, succession planning, and development journeys with timely insights.

By aligning intentional AI adoption with strong governance and elevated human judgment, Infosys is shaping talent systems that are agile, inclusive, scalable – and deeply human at their core.

Integration Future-Ready Dual Pathway Career Structure



Talent analytics and strategic workforce planning

Historically, the Company followed a predominantly unidimensional career architecture, in which employees progressed along a single hierarchical managerial or leadership track, from entry-level engineering roles through senior executive positions.

To better align with evolving technology and skill requirements, we are introducing a Y-shaped career model, which enables differentiated career progression paths while maintaining internal mobility and role parity.

This model has these features:

1. Common foundation

Employees begin with a shared foundational career pathway, supported by broad AI enablement and role-based upskilling.

2. Branching career paths

As employees progress, they may branch into one of two primary pathways:

- AI-enabled generalist and leadership roles, where individuals apply AI tools and platforms to augment delivery, solutioning, and management responsibilities; or

- Specialist roles, accessed through defined Bridge programs and assessments, focused on deep engineering or domain expertise.

This structure is designed to recognize and reward diverse contributions without requiring employees to move exclusively into people-management roles to advance their careers.

Specialist and expert-led tracks

Within the specialist pathway, the Company is developing a specialist framework that includes advanced engineering and domain-focused practitioners. These roles are intended to support the execution of AI-first services and complex technology programs.

In addition, we are establishing an expert-led organizational construct, characterized by a relatively flat structure and roles such as distinguished engineers and senior technical specialists.

These experts:

- Contribute deep technical and architectural expertise;
- Act as catalysts for innovation and accelerators; and
- Enable larger specialist and delivery teams to scale solutions effectively.

This model allows the Company to retain and grow critical expertise while fostering collaboration across delivery and leadership teams.

The Y-shaped career model forms one pillar of Infosys' broader AI transformation strategy, which is built on three key priorities:

- Building deep engineering and domain expertise required to deliver AI-first services, through a combination of internal capability development and targeted external hiring.
- Redesigning our career architecture to future-proof the organization and support an ambidextrous operating model that enables both AI-augmented and AI-first services.
- Developing a future-ready workforce by leveraging best-in-class training infrastructure, across both physical and digital platforms, to embed an AI-first mindset at scale.

The revised Y-shaped career model is intended to:

- Support the Company's AI transformation strategy;
- Enable workforce scalability and skill differentiation;
- Provide flexible, merit-based career progression options; and
- Align talent development with evolving client and service demands.

We believe this approach enhances our ability to attract, develop, and retain talent while maintaining organizational agility in a rapidly changing technology landscape.

Experience

We strive to create a world-class physical and digital employee experience by designing consistent best-in-class policies, processes, programs, and systems, focusing on creating 'Experience by Design'.

Smart, human-centric workspaces for the future of work

At Infosys, our workplace transformation is shaped by a clear vision: to create smart, sustainable, and human-centric environments that enable our people to thrive. Guided by our six design principles – productivity, health and wellness, social connect, sustainability, inclusivity, and technology enablement – our campuses are evolving into agile ecosystems that support diverse workstyles, future-ready skills, and a superior employee experience.



Our smart, human-centric workspaces foster productivity and collaboration.

Our smart workspaces seamlessly integrate flexible layouts, technology-enabled collaboration, and enhanced indoor environmental quality to promote wellbeing, productivity, and engagement. From focused work areas and quiet rooms that enable deep concentration, to reconfigurable zones, scrum spaces, and tech-enabled meeting rooms that support agile execution and hybrid collaboration, our workplaces are designed to adapt to changing business and employee needs. Social and collaboration zones – including work lounges, discussion pods, and the Infy Work Café – strengthen social capital and foster creativity, innovation, and a strong sense of belonging.

Sustainability and responsibility are embedded into our workplace design. Energy-efficient interiors, resource-efficient materials, improved lighting and air quality, and digitally enabled smart systems reduce environmental impact while

enhancing comfort and usability. Universal accessibility, inclusive design features, and strong safety and security frameworks ensure our campuses remain welcoming, safe, and equitable for all. Through this people-first, future-focused approach, our smart workplaces advance employee wellbeing today while reinforcing Infosys' long-term commitment to sustainable growth and responsible operations.

Flexibility by design

At Infosys, flexibility is thoughtfully designed to enable meaningful work, strong connections, and holistic wellbeing.

We follow a distributed-hybrid model that supports self-development, collaboration, and business outcomes. To strengthen workplace culture and team cohesion, employees and their teams work from the office for a minimum of 10 days each month.

A small proportion of employees (approximately 10%) work fully remotely, and a similar group (approximately 11%) work entirely from the office. The vast majority of our workforce (79%) operates in a hybrid manner.

We proactively monitor work-hour patterns to identify risks of excessive or unsustainable workloads and nudge employees to pause, recharge, and restore balance.

Managers play a critical role in making flexibility fair and effective. They are regularly reminded and supported with insights to help identify workload imbalances, staffing challenges, or individuals who may need additional support. By ensuring equitable distribution of work, we actively mitigate the risks of stress and burnout and foster healthier, more resilient teams.

Ozone – Health, Safety and Environmental Management System

At Infosys, Health, Safety and Environment (HSE) is integrated into our ESG framework. The Health, Safety and Environmental Management System (HSEMS) at Infosys termed 'Ozone' is driven by Management commitment, legal requirements, and expectations of our stakeholders. Ozone has not only enabled us to obtain assurance on the processes instituted through certifications but has also fostered a culture of safety and wellbeing across the organization as well as environmental stewardship. We ensure adherence to all applicable regulations in all the regions we operate across the globe. The robust HSEMS at Infosys has enabled us achieve certification to ISO 45001:2018 and ISO 14001:2015 standards and across all India locations and Australia offices, including Infosys Limited and its subsidiaries, in line with our HSE strategy. Certification to both these ISO standards currently

covers over 85% of Infosys' employees, demonstrating our strong focus on employee safety and well-being. 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. [Read more.](#)

AI in employee experience

Our strategic approach

At Infosys, we recognize that each employee is unique, and so should their journey be 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 to onboarding to performance management and continuous learning. Our approach to AI adoption within the HR function is grounded in a simple belief: technology should make work more human.

250+ RPAs & 35+ chatbots

automated HR processes



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, and collaborate easily, particularly in the hybrid work model.

200+

service touchpoints unified

Our NAVI-powered interventions

- **Data Assist:** This natural language friendly AI assistant can be used to query data related to leave, attendance, allocation, assets, confirmation, master data etc., of self and the team.
- **Policy Advisor:** The AI assistant will respond to employee queries by interpreting policy documents and personalize interactions based on individual employees.

- **Moments That Matter (MTM):** 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 teams, and they can use AI to generate cards and messages to their colleagues and teams.
- 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 SynthAlz, provide intelligent tutoring, summarization, and contextual learning support.

47.5%

employees participated in Pulse -FY26

79%

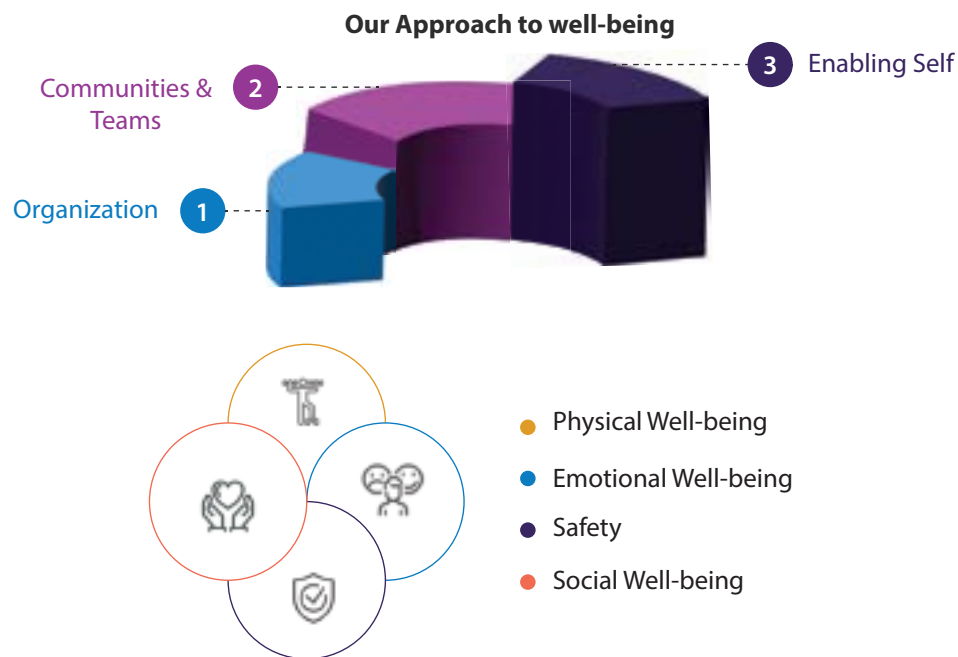
employee satisfaction

HALE: Infosys' integrated wellness and well-being ecosystem

Infosys' wellness philosophy is embodied in HALE (Health Assessment & Lifestyle Enrichment) – a comprehensive, award-winning framework that integrates well-being into the Company's culture and operating model.

Co-created with business units, extended teams, wellness specialists, and strategic partners, HALE is anchored on the four pillars of Physical, Emotional, Social, and Digital Well-being, with Safety embedded as a core, non-negotiable component.

This holistic approach ensures that wellness is accessible, inclusive, and relevant across geographies, work models, and diverse workforce needs.



Culture of well-being

- Policies
- Infosys Way of Life
- HALE
- Infosys Welfare Trust
- Sports and recreation
- Medical centers and camps

Physical well-being

Infosys focuses on proactive and preventive health to help employees build long-term resilience.

- Cardiac health campaigns promote awareness of lifestyle diseases
- Movement and fitness initiatives encourage healthier routines
- At-home health screening services ensure equitable access
- Preventive health checks offer convenient, structured screenings
- Lifestyle and nutrition campaigns support sustainable daily habits
- Welfare and support mechanisms provide financial and emotional support

Emotional well-being

Infy Thriving Together fosters psychological safety, early intervention, and stigma-free support.

- Wellness Matters Manual with NIMHANS
- Mental Health First Aider (MHFA) Training

- 24/7 counseling support in multiple languages
- Samaritans Network for peer support
- Digital self-help tools and well-being portals
- Awareness campaigns and creative engagements

Social well-being

Building community, belonging, and connection

- INFYnite Bonds fosters meaningful workplace friendships
- Launch of Well-being Pulse
- InfyTribes global passion-community platform
- Burnout prevention measures

Digital well-being

Empowering employees through technology

- IN-HALE self-help tools
- Digital nudges via employee apps
- Well-being portals
- QR-based access points

Safety

A culture of protection and responsibility

- Safety protocols align with global and regional regulations
- Technology-driven monitoring and proactive interventions
- Safety reinforced through continuous communication and training

HALE has transformed wellness into a strategic business capability – enhancing resilience, fostering trust, improving engagement, and enabling employees to contribute with energy and purpose.

[Read More](#)

500+
wellness
interventions

19K+
employees
covered through
preventive
health checks

25%
increase in
employees
seeking emotional
support

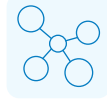
85%
sense of
connectedness

6%
increase in well-
being score

Employee engagement

Infosys leverages its 5C Employee engagement framework – Connect, Collaborate, Celebrate, Care, and Culture to enable strong vertical and horizontal engagement across the organization.

The framework ensures vertical alignment in the units and accounts by connecting employees with leadership vision, business strategy, and clear career pathways, while simultaneously fostering horizontal engagement across Development Centers in India and Geos, with communities, cross-team collaboration, and shared learning.



Connect enables continuous, two-way communication via digital platforms and in-person connects such as onboarding sessions, leadership townhalls, floor-walks, skip meetings and feedback mechanisms, strengthening alignment and transparency.



Collaborate drives learning, innovation, and mobility through skill-based careers, cross-unit teams, mentoring, and knowledge communities.



Celebrate reinforces performance and progress through structured recognition, team celebrations, milestones, festivals and success stories that recognize the impact that our people make every day.



Care focuses on holistic well-being across physical, digital, emotional, social, and safety; building trust and resilience through enterprise and peer-led support systems.



Culture anchors a unified Infosys Way of Life, reinforcing values, inclusion, and consistent leadership behaviors across levels and geographies.

Leadership forums

Infosys enables continuous leadership engagement through a range of connect forums that promote open dialogue on strategy, business outlook, performance, and emerging opportunities, reinforcing transparency and accountability.

Infosys Connect



From Infosys Connect 2025.

Infosys Connect is the Company's annual global sales and leadership conference that brings leaders together to align on strategic priorities through shared learning, purposeful conversations, and insights from senior leadership that support responsible and sustainable growth.

Infosys Confluence

Infosys Confluence is the Company's annual thought-leadership forum that convenes clients, partners, and industry influencers to engage in forward-looking discussions on major business and technology shifts.



Infosys Confluence is held in the Americas, EMEA and APAC.

Global Quarterly Townhall

The Global Quarterly Townhall is a key employee engagement platform that enables leaders to connect openly with employees, share organizational updates, listen to employee perspectives, address questions, and reinforce a culture of inclusion, trust, and transparency.



Leaders address employee queries at the global quarterly townhalls.

The development centers are the beating heart of Infosys – the physical manifestation of our culture of excellence.

Various initiatives and programs have been conducted across our DCs to foster and instill our culture among all our employees and to strengthen the core values of the Company.

Talent experience focuses on enhancing the engagement quotient of employees and delivering best-in-class programs. The focus areas for the past year were: Communities and Engagement | Family and Tech | Compliance and Employee Volunteerism | Wellness and Exclusives.

Infosys Way of Life (IWOL)

While our Employee Value Proposition defines what we stand for, the Infosys Way of Life (IWOL) defines how we live it every day. It goes beyond what we do to reflect why we exist and who we are as an organization.

For over four decades, our values, care, collaboration, inclusivity, and continuous learning – have shaped a culture anchored in people and purpose. IWOL brings these values to life through everyday behaviors that bind us together and guide how we work, lead, and grow as Infoscons.

Care | C-LIFE | Collaboration | Inclusion | Learning



InfyTribes brings together Infoscons with similar interests.

Conceptualized as a sustainable community ecosystem, InfyTribes spans 12+ countries, with 30K+ members and 120K+ followers. It has become one of the most impactful innovations in the people space, with strong potential to scale further and drive employee satisfaction. InfyTribes has become a glocal initiative and the largest community in the history of Infosys.



Ideated to bring in differentiated benefits for our employees, we have benefits like discounts for hospital visits, checkups and pharmacy costs.



Infosys Pune were crowned champions of INFYusion 2025.

INFYusion 2025, Infosys' sports and cultural fest in its second edition, was bigger and better. It brought together the finalists across different segments of sports and culture from across development centers.

1,200+
Finalists

30,000+
Participants

1.2 mn+
Social media impressions



Where children of Infosys are brought together for a day to celebrate the culture of family and unity.

1,00,000+
Footfall across
20 campuses

31,000+
Petits
33% increase
from last year



Petit Infoscian Day saw several activities and live workshops across locations.

Bring Your Kids to Work

The 2025 edition brought our campuses to life with joy, creativity and connection. A highlight of this year was the empathy-building, CSR-driven activities that helped our young visitors understand the value of giving back.



Bring Your Kids to Work allows children to experience their parents' workspace for a day.

10,300+
Children at 21
campuses

4,190+
Children
participated in
CSR activities

A highlight of Family Matters in the APAC region was the curation of special events for employees and their junior family members. Filled with games, creativity, and fun, these events were thoughtfully designed for employees and their young family members. The activities were met with strong enthusiasm across APAC, bringing colleagues and families together to create joyful and memorable shared experiences.

Stellar Saturday



Stellar Saturday opens our campus gates to families of Infosys.

Stellar Saturday allows friends and families of Infosys to visit the campuses and experience the #InfosysWayOfLife for a day.

42,000+
Participants across
14 locations

Infy Run

InfyRun is Infosys' flagship employee running and fitness initiative, designed to promote well-being, community bonding, and an active lifestyle among Infosys across locations. Organized internally by Infosys at multiple campuses, it encourages employees to participate in structured runs (typically 5K, 10K, and fun runs).



Flagging off InfyRun.



Trivandrum DC won Best Development Center - Small at the Awards for Excellence held at Bangalore DC.

Rewards and recognitions

We believe that timely rewards and recognition lead to a highly satisfied and motivated workforce. Several awards are facilitated for employees through the year and career stages:

- Awards for Excellence (AFE) – Dubbed the Academy Awards of Infosys, AFE celebrates the top performers across the Company in various categories.
- Gracias – Peer appreciation portal
- Insta Awards – Instant recognition from managers
- RISE Awards – Based on quarterly/ half-yearly performance
- Unit, GEO, Account, DC Rise Awards, ACE Awards, Kudos and Glory Awards - Quarterly and half-yearly recognition across units, accounts, and geographies.

- Wow Awards – Acknowledging outstanding contributions to the account or unit.
- PM Elite+ – Recognizing best-managed projects and top project management talent
- Leadership by Example Award – Honoring exemplary leadership
- Managers with Great Teams Awards, People Health Champions Awards, Maximus Awards, BTN Awards, Best Manager Awards – Spotlighting team engagement and managerial excellence

1,91,500
Recognitions

57,200
Rewards

Upholding values and rights

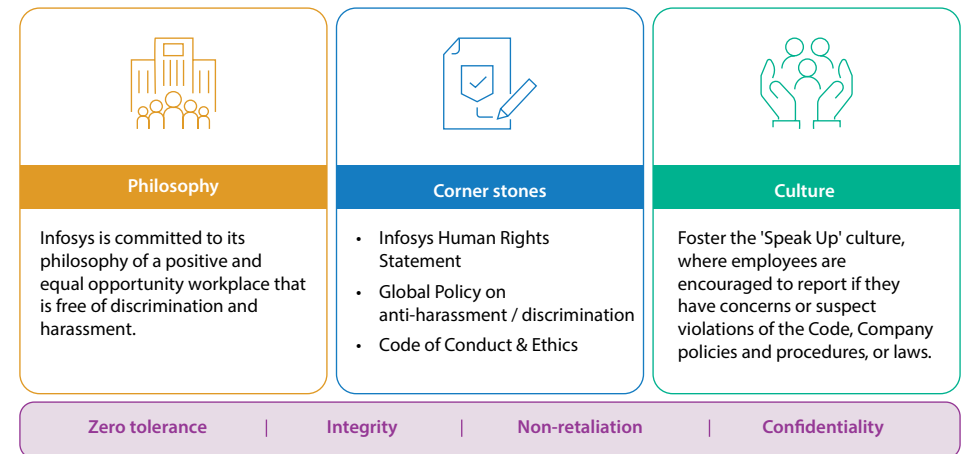
At Infosys, purposeful work begins with a foundation of integrity. We believe that for people to truly find meaning in what they do, they must first feel safe, respected, and valued. Upholding dignity, fairness, and trust in every interaction is not just a responsibility, it is essential to enabling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

Resolution Hubs – Employee Grievance Management

Infosys is committed to providing a safe and positive work environment. In keeping with this philosophy, the

organization envisages an open-door policy. Employees also have access to several forums where they can highlight matters or concerns faced at the workplace. 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 with a lot of sensitivity, while delivering timely action and closure. A detailed investigation process ensures fairness for all involved, with an opportunity to present facts and any material evidence.



Resolution Hubs at Infosys include:

HEAR (Hearing Employees and Resolving)

HEAR is an independent forum that functions as an employee grievance resolution hub under the Human Resources Department – Employee Relations domain of Infosys Limited (IL). The HEAR office reviews grievances from employees in the organization on various workplace-related aspects that purportedly impede a positive work environment. The HEAR Office adopts a decentralized model with institutionalized presence in business units, geographies as well as at its affiliates, including subsidiaries.

HEAR forum:

HEAR forum at Infosys is the process that investigates any workplace concerns in a neutral and fair manner through layered investigation mechanisms. The HEAR forum mechanism is applicable for group companies. While each subsidiary may follow different models depending on the scale, the principles and investigation mode will remain the same.

The HEAR forum was institutionalized in 2004 based on an employee survey conducted across the Organization wherein there was a need for a central body to address and resolve workplace grievances. The process evolved over a period of time.

The HEAR forum acts as an escalation body wherein grievances that are not resolved at the manager / Unit / Geo HR level are acted upon by the forum. Thus, an internal process is followed wherein there are multiple avenues of grievance redressal at the Unit level and across geographies. The forum comprises trained personnel and senior neutral panel members who are equipped to handle these employee concerns.

Complaints can be submitted via the HEAR web application, the InfyMe mobile app, or by writing to HEAR@infosys.com. Operating through a decentralized model, the forum includes appellate mechanisms for grievances that require escalation beyond the initial level of managerial review.

The Anti Sexual Harassment Initiative (ASHI)

ASHI is Infosys' enterprise wide framework to prevent, prohibit, and redress sexual harassment at the workplace, in line with the organization's values of integrity, respect, and fairness. ASHI is anchored in the Company's commitment to providing a safe, inclusive, and dignified work environment for all employees, contractors, and associates, with zero tolerance towards harassment and strict non-retaliation for those who raise concerns.

ASHI goes beyond statutory compliance by adopting a gender neutral, employee centric, and globally consistent

approach, ensuring procedural fairness, confidentiality, and adherence to principles of natural justice.



In accordance with the Prevention of Sexual Harassment (POSH) Act, Internal Committees (ICs) have been established across all development centers falling under regulatory jurisdiction. These committees are responsible for redressal of sexual harassment concerns raised by women employees.

ASHI places strong emphasis on prevention and early intervention, recognizing that a safe workplace is built through awareness, leadership accountability, and behavioral reinforcement.

In addition, the Grievance Redressal Body (GRB) comprising external experts, senior internal leaders, and the Investigative Council oversees governance, policy

interpretation, and implementation pertaining to prevention of sexual harassment at the workplace.

Employees can report concerns via the ASHI web application, the InfyMe app, or by writing to GRB@infosys.com. All cases follow a formal process aligned with statutory requirements and Company policies.

- Multiple safe reporting channels
- Continuous awareness, education, and enablement
- Monitoring and analytics

Extending the initiative to contract staff

Infosys extends its commitment to a safe and inclusive workplace to all third party personnel operating on its campuses. Refresher training sessions, delivered in nine Indian vernacular languages, are conducted to reinforce key messages on safety and conduct. Emergency and safety cards with essential contact information are also provided to employees and contracted staff.

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.

Behavior Matters

The Behavior Matters campaign, launched in 2025, emphasizes the importance of fostering a positive work environment for all. Every Infosys employee has a significant role to play in promoting a workplace of dignity and respect. This campaign draws attention to the attributes that contribute to a positive workplace culture while ensuring that every employee feels valued and respected.



Behavior at the workplace matters as it directly impacts the work environment. How our employees speak, respond to situations and conduct themselves is integral to the overall well-being of employees and has a significant impact on teams, culture and the work environment at large. Positive behavior fosters a culture of respect, collaboration, and productivity. When employees feel valued and respected, they are more likely to be engaged, motivated, and committed to their work. By promoting positive behavior via various communication channels, we create a workplace where everyone feels safe, supported, and empowered to do their best.

Progressive policies for a changing workplace

Flexible work policies

The Company has established workplace policies that support flexibility, employee well-being, and evolving workforce expectations, while ensuring business continuity and compliance.

Flexible working arrangements, including hybrid work models, remote work options, and flexible working hours, are offered in accordance with applicable laws and regulatory requirements, and subject to operational feasibility.

The Company also enables alternative work arrangements such as part-time roles, reduced working hours, and

temporary schedule modifications, on a need basis and in line with local laws and regulatory requirements. These options support employees during life stages involving caregiving, health needs, education, or other requirements.

Leave

A comprehensive leave framework is maintained across all locations, aligned with or exceeding statutory requirements. This includes various leaves such as annual leave, sick leave, maternity and paternity leave, adoption leave, bereavement leave, and public holidays.

Caregiving and family support leave are provided where applicable, along with return to work flexibility to promote inclusion, retention, and workforce resilience. We also have Policy on Policies, which details out the steps involved in rolling out each policy, whether statutory or non-statutory in nature. This helps us align and have a standard process in all countries.

Compliance with labor practices

The Company is committed to responsible labor practices and maintains a structured labor compliance framework across all countries of operation. This framework is aligned with applicable local labor laws, regulatory requirements, and internationally recognized standards.

We use the Compliance Manager tool (CMT), a centralized framework to track and monitor regulatory requirements

across jurisdictions globally. Regulatory compliances are systematically assigned to relevant owners across functions, with defined accountability, enabling coordinated oversight and sustained compliance across departments.

Compliance is supported through standardized HR processes, defined internal controls, and periodic reviews. HR systems are leveraged to monitor working hours and leave administration, enabling continuous oversight and sustained compliance.

Freedom of association and collective bargaining

Infosys respects the right to freedom of association and collective bargaining in accordance with applicable laws and internationally recognised labour standards. Employees are free to choose whether to join, form, or option of decision from joining labour unions, without fear of discrimination, intimidation, or retaliation.

Where legally established, Infosys recognises independent trade unions, Works Councils (WCs), and Collective Bargaining Agreements (CBAs), and engages with employee representatives in good faith, in line with local regulatory frameworks. Participation in such arrangements is voluntary.

Our Human Rights Policy and Code of Conduct reinforce these principles across Infosys operations and the supply

chain, ensuring consistent adherence to freedom of association and collective bargaining rights.

Employee representation

Employee engagement is facilitated through structured internal forums, including town halls, all-hands meetings, business unit engagement sessions, employee engagement surveys, Employee Resource Groups (ERGs), multiple channels of Resolution hubs and workplace committees. These mechanisms enable employees to raise concerns and share feedback related to workplace conditions, well-being, and organisational practices.

Infosys ensures disclosures where it is necessary and mandatory as per local laws and practices. In certain geographies where Infosys operates, local regulations do not mandate disclosure of information relating to union participation.

Labour practices: Commitments and governance

Infosys is committed to fair, ethical, lawful and responsible labour practices across its operations, including employees, contract workers, partners, and the supply chain. Labour practices are guided by local laws, recognised standards, supported by internal policies, codes of conduct, and a robust governance framework.

Our approach focuses on maintaining a safe, inclusive, positive work environment and respectful workplace, promoting equal opportunity, and ensuring compliance and transparency across all employment practices.

Fair compensation and living wages

Living wages

Infosys ensures that wages paid to employees meet or exceed statutory minimum wage requirements, in compliance with applicable labour laws across all operating geographies.

Living wage benchmarking

Periodic living wage assessments are conducted to evaluate compensation against regional cost-of-living benchmarks. These assessments consider essential needs such as food, housing, and clothing, while maintaining market competitiveness.

Working hours and overtime

Infosys follows a flexible working hours policy for meeting business needs and employee wellbeing. Infosys follows an overtime policy in locations based on a local laws and practices. Employees working beyond standard hours for project-specific requirements, including weekends or holidays, are compensated in accordance with applicable regulations and internal guidelines. Working hours are monitored to prevent excessive

workloads and to support employee well-being.

Compliance with work hour regulations

Infosys complies with local regulations relating to maximum working hours and promotes practices that support work-life balance and employee well-being. Employees and managers are notified proactively in case of any observations on work hours in certain geographies.

Equal remuneration and gender pay equity

Equal remuneration

Infosys is an equal opportunity employer and is committed to the principle of equal pay for equal work, irrespective of gender. Compensation structures are periodically reviewed through industry benchmarking to ensure fairness, equity, and consistency.



Infosys is an equal opportunity employer committed to equal pay for equal work.

Gender pay indicators

Infosys provides competitive compensation across permanent and non-permanent workforce categories and continues to work towards gender pay parity. Pay parity is monitored across Job levels, roles, experience, tenure, and locations as part of remuneration governance.

Prevention of child labor, forced labor, and modern slavery

Infosys maintains a zero-tolerance approach to child labour, forced labour, compulsory labour, and modern slavery across its operations and value chain. Our practices are aligned with the Commonwealth Modern Slavery Act (2018), the Universal Declaration of Human Rights, and International Labour Organization (ILO) conventions.

The Anti-Human Trafficking Policy and Supplier Code of Conduct require adherence to applicable local and international labour laws. Supplier due diligence, risk assessments, and audits are conducted to identify and mitigate labour-related risks. Awareness programs and compliance training reinforce responsible labour practices for employees and business partners.

Indigenous peoples' rights

Infosys is committed to respecting the rights, dignity, and cultural heritage of indigenous peoples.

Infosys engages with local communities where relevant to promote inclusion, collaboration, and sustainable development, while respecting cultural traditions and community rights.

Human Rights

As a signatory to the United Nations Global Compact, Infosys Limited supports the protection and elevation of human rights in accordance with the United Nations Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

We are signatories to the UN Women's Empowerment Principles and the UN Standards of Conduct for Business in tackling discrimination against Lesbian, Gay, Bi, Trans and Intersex people.

A fundamental tenet of the Infosys Code of Conduct and Ethics is 'Respecting Each Other.' This articulates our commitment to provide an equal opportunity workplace free of discrimination or harassment. Our Human Rights Statement provides a broad framework to ensure that all employees are treated with respect and dignity and that a common set of principles apply to our business practices to ensure that we do not condone human rights violations or abuses. [Further details are available in the Infosys Code of Conduct.](#)

Human Rights assessment

Human rights assessments are considered as a moral foundation of how we operate. We hold ourselves accountable to the highest standards of dignity, fairness, and ethical conduct across every relationship, and operation, across our business and supply chains.

Scope and coverage of Human Rights assessments

Infosys has structured Human Rights assessments institutionalized across its operations and supply chain to systematically identify, evaluate, and mitigate potential human rights risks across the business value chain. Robust controls are embedded and continuously monitored at key stages of the business lifecycle to uphold responsible business conduct and ensure alignment with applicable human rights principles.

The scope of the assessments includes, but is not limited to, key human rights areas such as prevention of child labour, prohibition of forced or involuntary labour, prevention of sexual harassment, non-discrimination at the workplace, fair wages and working conditions, and the effective functioning of grievance mechanisms. Internal Human Rights assessments are carried out on a periodic basis at the corporate level and across relevant delivery centres, calibrated to operational applicability and significance, to provide management with consistent oversight and assurance of the

effectiveness of established controls and practices.

Governance, risk identification and multi-stakeholder oversight

Well-defined checks and balances are in place to identify and manage risks arising from the dynamic business environment through the coordinated involvement of multiple stakeholder functions, including Enterprise Risk Management (ERM), Procurement, Human Resources (including Talent Acquisition), and the Office of Integrity and Compliance. These mechanisms are further reinforced through sample-based audits and assessments covering Infosys operations and the supply chain, conducted by the Corporate Certifications, Audits and Assessments Team (CCAT), delivering independent oversight and assurance.

Internal supplier Human Rights assessment

Supplier assessments are carried out using the internal Supplier Assessment Framework, an indigenously developed and comprehensive framework covering statutory and regulatory compliance, social accountability, policies and processes, contractual obligations, and adherence to the Supplier Code of Conduct for different segmentation of suppliers – people, products and services. These supplier assessments are aimed at strengthening Human Rights compliance across the supply chain and enhancing overall ESG maturity. The assessments are

over and above the third-party screening and risk assessments conducted through third-party platforms, where applicable.

Remediation, escalation and continuous improvement

Gaps and improvement areas identified through internal and supplier assessments are formally communicated to key stakeholder functions and Committees. This enables timely corrective actions, remediation, and continuous improvement across operations and the supply chain.

External assurance and certification

External assurance is further strengthened through independent third-party audits conducted by select client engagements, as well as through ISO 45001 external certification audits covering occupational health, safety, and employee well-being.

This multi-layered assessment and assurance approach reinforces the Company's commitment to respecting human rights and advancing responsible and sustainable supply chain practices [Read more.](#)

Modern slavery and Human Rights commitments

In addition to the above, Infosys is committed to the elimination of modern slavery and to upholding internationally recognized Human Rights standards across its operations. Relevant aspects of modern slavery and Human Rights risks are considered as part of the Company's assessment processes.

Alignment with international standards and frameworks

The Company's Human Rights practices are aligned with the UN Guiding Principles on Business and Human Rights, the principles of the Universal Declaration of Human Rights (UDHR), and globally recognized frameworks such as ISO 26000 on Social Responsibility and SA8000 related to labor and human rights practices. These policies and practices are periodically reviewed to ensure continued relevance and effectiveness.

Key frameworks referenced for Human Rights assessments

- BRSR (SEBI)
- GRI Standards
- UN Global Compact (UNGCC) & UDHR
- ISO 26000
- SA8000
- ISO 45001
- Modern Slavery requirements

Key improvement opportunities and corrective actions identified

Improvement opportunities identified through Human Rights assessments	Mitigation and corrective actions
Review the continued suitability of the Human Rights Policy in the context of evolving business operations and stakeholder expectations	Periodic review and update of the Human Rights Policy to ensure alignment with current business context, regulatory expectations, and stakeholder requirements
Identify opportunities to enhance physical accessibility across select campus locations	Periodic reviews of campus infrastructure are undertaken to improve accessibility and inclusivity, with enhancement initiatives being implemented where required
Improve awareness of ESG and Human Rights among supply chain partners	Supplier awareness and capability-building initiatives implemented through structured enablement modules hosted on Infosys Wingspan, Infosys supplier learning platform

To drive effective remediation of gaps identified through external assessments, an independent third-party specialist has been engaged to partner with suppliers in prioritizing and resolving identified improvement areas.

Listening, learning and taking action

Listening to our employees is central to strengthening engagement, trust and performance at Infosys. We believe that feedback must be continuous, real-time and actionable to enable timely course correction and meaningful improvement. To enhance our ability to interpret and act on employee insights at scale, we are increasingly leveraging AI-driven analytics.

The Pulse survey, our primary listening mechanism, enables the ongoing and anonymous collection of employee feedback across key organizational themes such as work environment, learning opportunities and career development. This tool collects ongoing and real-time feedback from employees anonymously on key organization-wide themes that shape their experience, including work learning and careers through a micro survey every quarter. This is complemented by feedback captured at critical moments in the employee lifecycle, including onboarding, job rotations and performance reviews. This approach provides a comprehensive view of employee experiences and in turn, have strengthened our sensing architecture to obtain richer insights.

To deepen insight and responsiveness, we are introducing AI-enabled text and sentiment analysis to categorize feedback into key themes and identify emerging

patterns and trends. Managers are provided access to real-time, customized dashboards featuring advanced analytics, including heatmaps and trend analysis, enabling them to prioritize focus areas and take targeted, timely actions that enhance employee experience and organizational effectiveness.

The Pulse survey uses the methodology of determining employee satisfaction by considering 'agree' and 'strongly agree' responses against total responses received. The data collected over the four quarters along with the feedback collected at critical moments cumulatively helped us arrive at the total employee satisfaction score.

79%

employee satisfaction score

Hiring Practices

Infosys' Talent Acquisition (TA) function plays a strategic role in shaping a future-ready workforce by combining scale, technology, and a strong talent philosophy.

TA focuses on hiring individuals with strong learning agility, digital competencies, and the ability to thrive in a rapidly evolving technology landscape. The function anchors campus, lateral, niche, and inclusive hiring through standardized, high-quality processes

supported by assessments, AI-enabled platforms, and continuous candidate engagement.

Its mandate goes beyond filling roles – TA aims to strengthen the organization's long-term capability pipeline while ensuring fairness, consistency, and a positive candidate experience.

Infosys partners with multiple government bodies and state universities to run diversity-focused hiring and outreach drives across interior cities, expanding access to opportunities for students from underrepresented regions.

Infosys integrates strong Environmental, Social, and Governance (ESG) principles into its hiring practices, reflecting its commitment to building a responsible and inclusive workforce. A core priority is the organization-wide diversity goal of 40% representation, supported by intentional efforts to broaden participation across teams and leadership pipelines.

The Company also drives inclusive hiring for Persons with Disabilities (PwD) by ensuring accessible assessments, workplace accommodations, and structured enablement programs that create pathways for long-term career growth.

In addition, EWS (Economically Weaker Sections) hiring remains a critical component of Infosys' social equity efforts, enabling candidates

from underserved socioeconomic backgrounds to access high-quality training, careers, and advancement opportunities.

Engagements:

Our Talent Acquisition strategy is centered on building a long-term, future-ready talent pool through transparent and skill-based engagement across campuses. Its flagship engineering program, HackWithInfy, identifies high-potential coders through multi-round challenges that test advanced problem-solving and technical capability at scale.

For management talent, Infosys engages MBA graduates through programs such as Ingenious, a case-based competition that nurtures strategic thinking, innovation, and business problem-solving. Together, these programs democratize access to career opportunities while strengthening early-career capability pipelines. This approach reinforces Infosys' broader ESG commitment to responsible hiring, sustained skill development, and long-term workforce readiness.

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.

Governance

- Progress on goals
- Corporate governance
- Data privacy
- Information management



Progress on goals

	Ambitions	Progress in FY26
 <p>Corporate governance</p>	<ul style="list-style-type: none"> • Bring the interests of all stakeholders to the fore through our empowered, diverse and inclusive board • Build sustainable and responsible supply chains • Ensure robust compliance and integrity practices • Engage with stakeholders through various channels and earn trust through transparent communication 	<ul style="list-style-type: none"> • Our Board is represented by 30%* 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 • Conducted ESG assessment of top suppliers representing more than 90% of total spend • Ethisphere recognized Infosys among 2026 World's Most Ethical Companies® for the sixth consecutive year • Infosys continues to lead ESG assessments globally <p><small>* as on April 23, 2026</small></p>
 <p>Data privacy</p>	<ul style="list-style-type: none"> • Shape and embrace leading data privacy standards across major geographies we operate in 	<ul style="list-style-type: none"> • Infosys continues to play a proactive role in shaping global data privacy standards through active contributions to international standard-setting bodies
 <p>Information management</p>	<ul style="list-style-type: none"> • Be recognized as an industry leader in our information security practices 	<ul style="list-style-type: none"> • Infosys continues to be recognized by top advisory and analyst firms like ISG, Avasant, Constellation Research, and HFS

Corporate governance

Our corporate governance reflects our values, culture, policies and relationship with our stakeholders. Integrity, compliance and transparency form the foundation of our corporate governance and helps to ensure fairness and excellence in all our transactions. These, in turn, help us gain and retain the trust of our stakeholders.

We practice the highest standards of corporate governance across all our business functions. A strong, independent, and diverse Board 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.](#)

Board diversity

Infosys Limited recognizes and embraces the importance of a diverse Board in its success. We believe that a truly diverse Board will leverage differences in thought, perspective, regional and industry experience, cultural and geographical background, age, ethnicity, race, gender, knowledge and skills, including expertise in financial, diversity, global business, leadership, information technology, mergers and acquisitions, Board service and governance, sales and marketing, Environmental, Social and

Governance (ESG), risk management and cybersecurity and other domains, which will ensure that Infosys retains its competitive advantage. The Board Diversity Policy adopted by the Board sets out its approach to diversity.

[Read the Board Diversity Policy here.](#)

Additional details on Board diversity are available in the Corporate governance report that forms part of Infosys Integrated Annual Report.

Board structure

Infosys Limited is governed by a Board of Directors, in line with leading corporate governance practices followed in India and globally. The primary role of the Board is that of trusteeship – to protect and enhance shareholder value. The Board comprises a balanced mix of executive and non-executive directors, with a strong majority of independent directors, ensuring objective oversight, effective decision-making, and protection of long-term shareholder interests.

Independent directors chair key Board committees, reinforcing robust oversight of audit, risk, remuneration, and sustainability matters.

Board composition

The Board comprises:

- Executive director: Responsible for the day-to-day management of the Company and for executing the approved strategy.
- Independent directors: Meet the prescribed independence criteria and provide objective and unbiased judgment on Board matters.
- Non-executive, non-independent director: Does not hold executive responsibilities and is not designated as independent under the applicable governance criteria.

This composition ensures a clear separation between management and oversight, strengthens checks and balances, and aligns with global governance best practices.

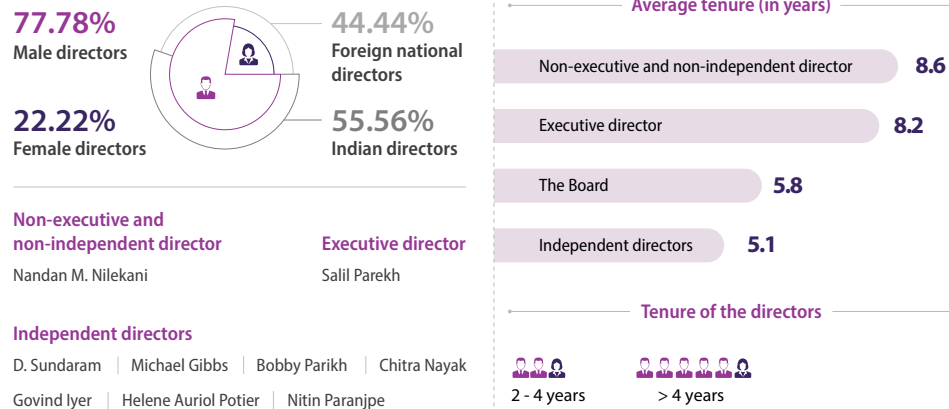
Diverse, inclusive Board

Board leadership and independent oversight

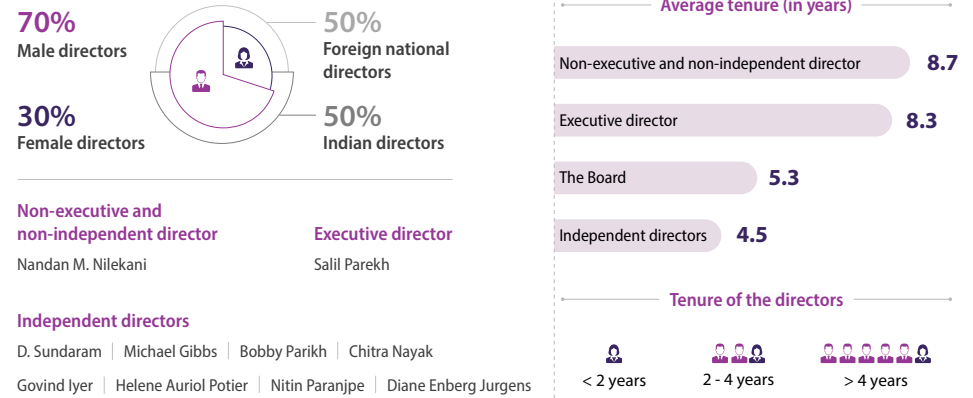
Infosys Limited follows internationally recognized best practices in corporate governance by maintaining a clear separation between the roles of Chairman and Chief Executive Officer & Managing Director to create a more balanced governance structure.

The Board Committees are chaired by a Non-Executive and Independent Chairperson, ensuring independent leadership, effective oversight of management, and robust checks and balances at the Board level.

Size and composition of the Board as on March 31, 2026



Size and composition of the Board as on April 23, 2026



Chairman

The Chairman leads the Board and is responsible for fostering and promoting the integrity of the Board while nurturing a culture in which the Board works harmoniously for the long-term benefit of the Company and all its stakeholders. He presides over all meetings of the Board and of the shareholders of the Company. The Chairman takes a lead role in managing the Board and facilitates effective communication among directors. He is responsible for overseeing matters pertaining to governance, including the organization, composition and effectiveness of the Board and its committees, and performance of individual directors.

Non-executive, Independent Vice-Chairman

Nitin Paranjpe, who has been an independent director since January 1, 2024, has been appointed as non-executive vice chairman and independent director effective April 30, 2026.

CEO & MD

The CEO & MD is responsible for executing corporate strategy in consultation with the Board, as well as for brand equity, planning, building external contacts and all matters related to the management of the Company. He is responsible for achieving annual

and long-term business targets. The CEO & MD also monitors the external and internal competitive landscape and new industry developments and standards, identifies opportunities for expansion and acquisition, and builds relationships with customers and markets to enhance shareholder value and implements the organization's vision, mission, and overall direction.

Lead Independent Director

The Lead Independent Director was appointed by the Board to ensure robust independent leadership of the Board. The general authority and responsibilities of the Lead Independent Director are decided by the group of independent

directors. The Lead Independent Director also performs additional duties as determined by the Board, such as providing leadership to the independent directors, liaising on behalf of the independent directors and ensuring the Board's effectiveness in maintaining high-quality governance of the organization and effective functioning of the Board.

Board size

The size of the Board is calibrated to enable effective deliberation, diverse perspectives, and timely decision-making, while avoiding the inefficiencies associated with oversized boards. The Board periodically reviews its composition to ensure an optimal



The Board of Directors, as on April 23, 2026. From L-R: (Above) Nandan M. Nilekani, Chairman; Salil Parekh, Chief Executive Officer and Managing Director; D. Sundaram, Lead Independent Director; Michael Gibbs, Independent Director; Bobby Parikh, Independent Director; (Below) Chitra Nayak, Independent Director; Govind Iyer, Independent Director; Helene Auriol Potier, Independent Director; Nitin Paranjpe, Independent Director; Diana Enberg Jurgens, Independent Director

balance of skills, experience, and independence in line with the Company's evolving strategy.

As of March 31, 2026, the Board comprised nine members, including (i) one Non-executive and Non-independent Chairman, (ii) one Chief Executive Officer and Managing Director, and (iii) seven Independent Directors. Independent directors constitute 70% of the Board – more than the requirements of the Indian Companies Act, 2013 and the Listing Regulations and as defined by

Rule 303A.02 of the NYSE Listed Company Manual. Two out of the nine directors on our Board are independent women directors, making up 30% of the Board's strength. The Board periodically evaluates the need for change in its size and composition.

Independence and objectivity

The Company abides by the definitions of an independent director, as laid down under relevant rules and regulations.

Disclosure of interest

In accordance with the provisions of Section 184(1) of the Companies Act, 2013, read with the rules made thereunder, and Regulation 26 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, all Directors of the Company have disclosed their concern or interest, direct or indirect, in other entities, including shareholding, by furnishing the declarations in the prescribed format.

Such disclosures are obtained annually at the start of each financial year and whenever there is a change and are placed before the Board for its noting. The Company ensures maintenance of these disclosures as part of its robust corporate governance and transparency practices.

Board evaluation and continuous improvement

One of the key functions of the Board is to monitor and review the Board evaluation framework. The Board works with the Nomination and Remuneration Committee to lay down the evaluation criteria for the performance of the Chairman, the Board, Board committees, and executive / non-executive / independent directors through peer evaluation, excluding the director being evaluated.

Independent directors have three key roles – governance, control and guidance. Some performance indicators, based on which the independent directors are evaluated, include:

- The ability to contribute to and monitor our corporate governance practices
- The ability to contribute by introducing international best practices to address business challenges and risks
- Active participation in long-term strategic planning

- Commitment to the fulfillment of a director's obligations and fiduciary responsibilities; these include participation in Board and committee meetings.

To improve the effectiveness of the Board and its committees, as well as that of each individual director, a formal and rigorous Board review is internally undertaken on an annual basis.

Additional details on Board Evaluation are available in the [Corporate governance report](#) that forms part of the Infosys Integrated Annual Report.

Board accountability

Infosys Limited reinforces Board accountability through defined governance practices, including minimum attendance requirements and periodic Board performance evaluations. In line with Section 167(1)(b) of the Companies Act, 2013, directors are required to attend at least one Board meeting annually. The Company does not limit directors' liabilities beyond what is permitted under Sections 197 and 149(12) of the Act.

Infosys' Board governance framework ensures strong accountability through a balanced mix of tenure structure and shareholder oversight. Independent directors are appointed for a fixed term of up to five consecutive years in accordance with applicable regulations and are not subject to retirement by

rotation, reinforcing independence in Board decision making. Executive and non-independent, non-executive directors are liable to retire by rotation and seek reappointment at the Company's Annual General Meetings, enabling continued shareholder oversight of Board composition and performance.

Board industry experience

Infosys Limited's Board comprises a diverse group of independent and non-executive directors with extensive professional experience across technology, financial services, consulting, and consumer sectors.

In line with the S&P Global Corporate Sustainability Assessment (CSA), the Company has assessed Board members' industry experience based on the Global Industry Classification Standard (GICS) Level 1 sector – Information Technology, which represents the Company's primary sector.

As of FY2026 (including recent Board appointments):

5 out of 9 independent / non-executive directors possess relevant practical work experience in the Information Technology (IT) sector, acquired through executive leadership roles in technology, digital transformation, consulting, or research.

Directors with relevant IT industry experience

The following independent/non-executive directors have relevant practical work experience in the IT sector:

- Nandan M. Nilekani (Non-Executive Chairman) – Co-founder of Infosys with extensive executive leadership experience in global IT services and digital transformation
- D. Sundaram (Lead Independent Director) – Prior senior leadership experience in technology-enabled enterprises and oversight of IT-driven business operations
- Chitra Nayak (Independent Director) – Extensive experience in enterprise technology, digital platforms, and product management, including leadership roles in global technology organizations
- Michael Gibbs (Independent Director) – Experience in technology-focused advisory and investment roles supporting IT-led businesses
- Diane Enberg Jurgens (Independent Director) – Extensive global experience in enterprise technology leadership, including roles as Chief Information Officer at The Walt Disney Company and Chief Technology Officer at BHP, overseeing global IT systems, cybersecurity, advanced analytics, and digital transformation initiatives

Directors with strong cross-sector expertise:

The following independent/non-executive directors bring strong cross-sector expertise:

- Bobby Parikh – Financial services and investment banking
- Govind Iyer – Financial strategy and corporate advisory
- Nitin Paranjpe – Global consumer goods and FMCG leadership
- Helene Auriol Potier – Financial services, telecommunications, and governance

[Read more.](#)

Management ownership

The Company has been a pioneer in India by rewarding its employees through stock ownership programs starting in 1994. The Company grants share-based benefits to eligible employees with a view to attracting and retaining the best talent, encouraging employees to align individual performances with the Company's objectives, and promoting their increased participation in the growth of the Company.

In continuation with the Company's philosophy of aligning employee interests with shareholder value creation and in line with global practices, the Company has instituted the Infosys Expanded Stock Ownership Program ("the 2019

Plan”), where the Restricted Stock Units (RSUs) granted under the 2019 Plan shall vest based on the achievement of defined annual performance parameters. The performance parameters will be based on a combination of relative Total Shareholder Return (TSR) against selected industry peers and certain broader market domestic and global indices, and operating performance metrics of the Company as decided by the administrator.

The Company has also granted share-based incentives under the 2015 Stock Incentive Compensation Plan (“the 2015 Plan”) where the RSUs granted under this plan will vest generally over a period of four years and are time-based.

The Company’s executive pay programs support our executive compensation philosophy which aims to:

- Attract and retain the best executive talent in order to achieve superior results;
- Create a performance-oriented culture by rewarding performance on comprehensive goals, which include financial, strategic and operational goals; and
- Emphasize sustainable, long-term shareholder value creation through allocation of performance-oriented stock-based incentives.

Stock or equity-based incentives are a substantial part of the total rewards of senior leadership and are determined by the desired pay mix standards for that level. Equity grants are generally granted or vested based on achievement against Company and /or individual performance parameters, however some equity grants could be purely time-based. These plans also help retain employees through multi-year vesting of stock incentives.

The Company’s CEO & MD and other senior executives build ownership primarily through RSUs granted under the 2015 Plan and 2019 Plan. A significant portion of the CEO & MD’s remuneration is performance-based and equity-linked, reinforcing alignment with shareholder interests and the Company’s long-term strategy. The Nomination and Remuneration Committee periodically reviews the structure and quantum of equity awards, considering business performance, market practices, and long-term sustainability priorities.

The details of shareholding of the senior management and other executives are provided in the Infosys Integrated Annual Report 2025-26.

The details of CEO compensation are provided in the [CEO Executive Employment Agreement](#).

As on March 31, 2026:

- Salil Parekh, Chief Executive Officer & Managing Director, held 13,89,633 equity shares of Infosys, representing 21.79 times his annual fixed salary.
- Jayesh Sanghrajka, Chief Financial Officer, held 1,14,482 equity shares, representing 6.37 times his annual fixed salary.
- A.G.S. Manikantha, Company Secretary & Compliance Officer, held 18,567 equity shares, representing 4.04 times his annual fixed salary.

Other members of the Executive Committee and KMPs similarly build equity ownership over time through long-term stock-based incentives aligned with Company performance.

Government ownership

Infosys Limited does not have any golden shares held by governmental institutions, nor does any government entity enjoy special privileges in the Company’s corporate governance or decision-making processes.

As of March 31, 2026, Life Insurance Corporation of India (LIC) holds a 10.14% equity stake in Infosys Limited. While LIC is a publicly held listed entity in which the Government of India holds a majority shareholding, LIC’s investment in the Company has been made entirely

through secondary market purchases and comprises only ordinary equity shares. Such shareholding does not confer any special rights, control, or influence beyond standard shareholder voting rights applicable to all equity shareholders.

Transparency and public disclosure

As a listed company, Infosys provides comprehensive public disclosure on its Board structure, composition, independence, and governance practices through:

- Infosys Integrated Annual Report
- Form 20F filed with U.S. Securities and Exchange Commission
- Infosys ESG Report and Data book
- Management profiles on the Infosys website

Clawback

Infosys Limited has instituted a Compensation Recovery Policy as part of its commitment to robust governance, ethical conduct, and responsible executive remuneration practices. The policy reinforces the Company's pay-for-performance philosophy and to comply with applicable law, provides rules related to the reasonably prompt recovery of certain compensation awarded to executive officers in the event of an accounting restatement. The application of this Policy to certain covered executives is not discretionary and applies without regard to whether a covered executive was at fault or not, thereby strengthening accountability and ensuring alignment between executive compensation outcomes and the Company's reported financial performance. Through this policy, Infosys seeks to enhance transparency, safeguard stakeholder interests, and uphold high standards of governance. The Compensation Recovery Policy forms an integral part of Infosys' broader governance framework supporting ethical leadership and sustainable business practices. [Read the Compensation Recovery Policy here.](#)

Building sustainable and responsible supply chains



Sambandh, our biennial supplier meet, was held across different locations in India

Infosys is committed to partnering with high-quality suppliers to deliver best-in-class business and IT solutions to its clients. As a signatory to the United Nations Global Compact (UNGC), the Company aligns its supply chain practices with the UNGC principles on human rights, labor, environment, and anti-corruption, using them as a foundation for continuous improvement.

The Responsible Supply Chain and Supplier Diversity Policy reflects Infosys' commitment to embedding these principles across its supply chain relationships, while fostering long-term environmental, social, and economic value for diverse businesses. This commitment is evident in both internal

processes and external engagements. Supplier partnerships are guided by integrity and ethical practices, alongside a focus on supporting and enabling the growth of diverse enterprises.

Infosys' upstream value chain includes over 9,000 suppliers spanning three categories: suppliers of people, products, and services. These relationships range from long-term and short-term engagements to contractual and project-based associations.

Downstream, Infosys serves a diverse client base across multiple industries, including aerospace, automotive, financial services, healthcare, life sciences, utilities, and others.

Infosys Supplier Code of Conduct

We strive to build mutually beneficial relationships with our suppliers and partners with organizations that uphold fairness, integrity, and compliance with applicable laws. We expect our suppliers to act responsibly toward all stakeholders and operate with high ethical standards.

The Supplier Code of Conduct (SCoC), inspired by the Infosys Code of Conduct and the UNGC principles, sets clear expectations for our suppliers. These include environmental sustainability, respecting and protecting internationally recognized human rights, treating all individuals with dignity, eliminating forced and compulsory labor, prohibiting child labor, and promoting strong governance practices such as anti-corruption, anti-bribery, and fair business conduct across the supply chain.

100%*

suppliers accepted the Infosys Supplier Code of Conduct

* As part of our commitment to responsible supply chains, we also review and accept supplier codes that are aligned with our SCoC. Any violations of the Supplier Code can be reported through the Infosys Helpline at whistleblower@infosys.com or vendorincident@infosys.com.

91.64% suppliers underwent ESG assessments.

ESG assessments

Infosys has conducted over 1,160 assessments (virtual / onsite) across its supply chain partners to evaluate ESG performance and strengthen responsible sourcing. These assessments are aligned with globally recognized frameworks such as the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), and the United Nations Principles for Responsible Investment (UN PRI), among others.

The assessment framework also incorporates key expectations from the Infosys Supplier Code of Conduct, covering the following areas:

Labor practices: Evaluation of supplier policies on wages and benefits, prevention of child labor, and commitments to eliminate human trafficking, forced, and compulsory labor.

Human capital and incident reporting: Assessment of practices related to workplace incidents, including reporting mechanisms, work-related illnesses, fatalities, as well as employee well-being and satisfaction.

Environment and community practices: Review of supplier commitments on environmental stewardship, including resource utilization, water and energy management, Scope 1, 2, and 3 emissions disclosures, and waste and hazardous material management.

Certifications and management systems: Suppliers are expected to demonstrate maturity through relevant certifications and systems across 13 themes, including ISO certifications and supporting evidence of validity and implementation.

Ethics and integrity: Evaluation of governance practices such as the presence of independent codes of conduct, adherence to regulatory and statutory requirements, and overall ethical business conduct.

These assessments are designed to evaluate supplier maturity in ESG adoption, ensure alignment with Infosys' sustainability goals, and establish a consistent framework for measuring and improving supplier ESG performance.

1,100+

upstream suppliers were assessed for ESG in FY26

During the assessment, no actual or potential negative environmental or social impacts were identified in the supply chain.

Screening before empanelment

All new suppliers are required to undergo an online ESG due diligence, through a globally renowned third party risk assessment platform as part of the pre-contracting process. This assessment evaluates publicly available information within the governance dimension, including exposure to sanctions, corruption, financial crimes, and litigation.

Upon successful completion of this assessment, and in the absence of any adverse findings, suppliers are required to complete an ESG questionnaire. In this questionnaire, they indicate whether their organizations have established ESG practices related to social and environmental aspects. Suppliers who confirm the presence of such practices are subsequently invited to provide detailed information on their social and environmental initiatives for further evaluation.

1,500+

new suppliers were onboarded in FY26

79% of our new suppliers have responded to the ESG questionnaire on social and environmental practices as part of the onboarding process. The remaining 21% have been invited to access our ESG learning channel on the

external platform, Infosys Wingspan, where they can leverage curated learning resources to strengthen their ESG capabilities.

Annual assessment and improvement plans

In line with statutory reporting requirements, ESG assessments are conducted annually for suppliers representing the top 75% of our procurement spend i.e. 91.64% of suppliers by spend through a reputed third-party provider. Suppliers with lower scores are supported through structured improvement plans aimed at enhancing their ESG performance. This includes sharing best practices and facilitating engagement with identified ESG specialists.

In line with statutory reporting requirements, these assessments

are conducted annually for suppliers representing the top 75% of our procurement spend.

Buyer training

We have introduced a comprehensive Buyer Guide to strengthen responsible procurement practices across the organization. This guide serves as a practical resource to bring together stakeholders and support them in adopting responsible procurement approaches.

It includes clearly defined best practices and easy-to-use checklists that enable consistent application, encourage shared learning among peers, and help scale responsible practices across the procurement ecosystem.

Sustainable procurement objectives are integrated into performance reviews of procurement team members.





A workshop held for women entrepreneurs in Bengaluru.

Supplier engagement

At Sambandh 2025, our theme – Sustainable Procurement – focused on strengthening collaboration with our supplier ecosystem. Over 1,130 suppliers participated in Sambandh engagements across various locations in India.

We have established a dedicated learning channel with access provided to 9,000+ suppliers on Infosys Wingspan, offering curated ESG resources and best practices. The platform also enables learners to collaborate, exchange ideas, and actively engage on ESG-related topics.

In addition, we conducted focused group training in the form of workshops for MSMEs and women business entrepreneurs, covering key principles outlined in the Business Responsibility and Sustainability Report (BRSR), the Anti-Bribery and Anti-Corruption policy and risks of adverse sustainability impacts. A total of four workshops were conducted for MSMEs and two for

women entrepreneurs, engaging 500+ suppliers.

Vendor satisfaction surveys (VenSat)

We conduct vendor satisfaction surveys to gather structured feedback on supplier experiences and strengthen our procurement practices. These surveys help us assess key aspects such as engagement effectiveness, transparency, fairness, communication, and overall satisfaction with Infosys processes.

Insights from these surveys are used to identify improvement areas, enhance collaboration, and drive continuous improvement in our supplier relationships. This feedback-driven approach enables us to build stronger, more transparent, and mutually beneficial partnerships across our supplier ecosystem.

82%

suppliers participated in the survey had high satisfaction Index

Local procurement

Our centralized procurement function operates from India, while we actively engage local suppliers across geographies to address region-specific needs. We track and report diverse supplier spend and make this information available to clients upon request, reinforcing our commitment to transparency.

29.10%

spending on local suppliers (India) in FY26

39.38%

of the local procurement is through MSME segment

ISO 20400: Sustainable Procurement Certification

As part of our efforts to empower and equip buyers within our ecosystem, we provide the necessary information, training, and tools to enable responsible decision-making across the supply chain. In this regard, we have enabled ISO 20400 training for our procurement

teams, equipping them with guidance on integrating sustainability into procurement processes.

ISO 20400 serves as a global standard for sustainable procurement, helping drive responsible sourcing practices aligned with our organizational objectives.

For more details on our initiatives to reduce supply chain emissions, please refer to the Climate Change section.



Dhiraj Sethi, Group Head – Procurement, receives the Sustainable Supply Chain Award at the Global Procurement & Supply Chain Awards 2025.

Ensuring robust compliance and integrity practices

The Ethics and Compliance Program at Infosys has two key objectives: to uphold and foster the values of integrity and transparency, and to ensure 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 CLIFE (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") sets out expectations for all employees and helps us maintain the highest ethical standards in everything we do.

It also requires adherence to applicable legal and regulatory requirements, including but not limited to, anti-bribery and anti-corruption laws, and ethical handling of conflicts of interest,

fraud and money laundering. The Code is approved 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](#).

Core principles



Recognized among 2026 World's Most Ethical Companies® by Ethisphere for six years in a row

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 experience 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, sub-contractors, 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 employees are trained in various aspects of ESG, including Anti-Bribery and Anti-Corruption (ABAC) and Whistleblower awareness in accordance with the

training and communications calendar. Our vendor partners are also trained on the Supplier Code of Conduct and ABAC through live sessions during the vendor/third party meet called Sambandh. We also have a detailed communication plan that uses multiple channels of communication such as 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, helping us build enduring relationships with our clients, employees, and partners. It has become a platform to create awareness and engage in meaningful dialogue with stakeholders, 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.

Ethics and Culture Survey

The Office of Integrity and Compliance (OIC) conduct an Ethics and Culture survey to gather the ethical pulse of the organization, foster a stronger ethical culture. Ethical culture matters – to employees, investors, and all stakeholders. Companies that have strong value-based cultures are better places to work and are well-poised for long-term success.

This survey helps in understanding the perspective of Infosys on ethical practices, organizational values and cultural alignment. This also provides the team with vital data points for targeting our training and communication program, risk assessment and determining the overall emphasis of the ethics and compliance program.

Our survey reveals employees are willing to report any observed misconduct, showcasing confidence in organizational justice.

Statutory and regulatory compliance

Regulatory and statutory compliance practice

We have an established compliance program; the framework integrates both horizontal and vertical compliance structures to ensure holistic oversight of statutory, regulatory, and client-specific obligations.

Where regulatory requirements intersect with human rights-related considerations, such requirements are also added into the applicable regulatory compliance program in the form of obligations which is mapped to the relevant respective functions.

The horizontal statutory compliance framework ensures that the Infosys group adheres to applicable laws across geographies in which the Company operates. Obligations are mapped across 14 business enabling functions and tracking of compliance is monitored on a central tool.

Complementing this, Infosys also has a structured vertical regulatory compliance program designed to centralize, track, and monitor compliance requirements arising from client engagements and sector-specific regulations. As of today, the vertical compliance program has compliance libraries across 19 verticals and nine countries for Infosys Limited.

Infosys Responsible AI

Vision and purpose

Infosys has instituted a Responsible AI vision and purpose to ensure ethical, transparent, and accountable use of AI across its lifecycle, aligned with global regulatory and societal expectations. The framework is anchored in defined guiding pillars that promote fairness, inclusivity, human rights, and trust, enabling responsible innovation and sustainable business impact. The key aspects of our AI vision and purpose include:

- **Commitment to ethical AI governance:** Infosys embeds Responsible AI as a core organizational commitment, ensuring that AI systems are developed and deployed in alignment with fairness, transparency, and accountability principles.
- **Respect for data privacy and human rights:** The policy explicitly emphasizes safeguarding personal data and protecting human rights (including privacy and copyrights) across the AI lifecycle.
- **Bias mitigation and fairness assurance:** Infosys prioritizes eliminating bias, supported by rigorous testing, auditing, and continuous refinement to prevent discrimination across demographic attributes.
- **Transparency and explainability:** The Company commits to demystifying AI systems by clearly communicating how models work, what data is used, and how decisions are made, thereby ensuring stakeholder trust.
- **Accountability for AI outcomes:** Infosys embeds clear accountability within its AI initiatives, ensuring responsibility for decisions, outcomes, and impacts produced by AI systems.
- **Inclusivity and equal access:** AI systems are designed to be inclusive, with efforts to incorporate diverse inputs and to bridge digital divides, ensuring equitable access to the benefits of AI.
- **Safeguards against harmful use:** Infosys incorporates safeguards to prevent misuse of AI and mitigate risks of physical, societal, or psychological harm, reinforcing responsible deployment.
- **Alignment with societal and environmental responsibility:** The policy reflects a broader ESG commitment by positioning AI as a force for positive societal transformation while avoiding adverse impacts.
- **Trust-centric AI deployment:** Building and maintaining stakeholder trust is emphasized as a central goal, achieved through transparent practices and ethical AI governance.

- **Enterprise-level strategic commitment:** The Responsible AI vision is positioned as an enterprise-wide guiding framework, indicating executive-level endorsement and integration into organizational strategy.

[Read more](#)

Responsible and trustworthy AI

Infosys is committed to advancing Responsible and Trustworthy Artificial Intelligence as a core dimension of its ESG agenda, embedding ethics, accountability, and sustainability into every stage of the AI lifecycle. Governed by the Infosys AI Policy and its “Responsible by Design” philosophy, Infosys operationalizes Responsible AI through a robust Artificial Intelligence Management System (AIMS), enabling systematic risk assessment, monitoring, and continuous improvement of AI systems.

Infosys, among the first organizations to be certified under ISO/IEC 42001, helps enterprises assess readiness and strengthen governance for their responsible AI initiatives. Through its dedicated Responsible AI Office, Infosys conducts AI risk and maturity assessments, deploys technical and governance controls, and supports audits across high-impact AI use cases.

Beyond internal adoption, Infosys plays a leadership role in advocacy – engaging

with governments, industry bodies, academia, and standards organizations to co-develop policies, frameworks, and harmonized standards for ethical AI. By open-sourcing its Responsible AI Toolkit and contributing insights to global forums, Infosys advances transparency, trust, and inclusive innovation – demonstrating that scalable AI progress and societal responsibility must evolve together.

Strengthening responsible AI implementation

Infosys complements its responsible AI governance with specific operational safeguards and practices, including:

- **Controlled access to sensitive AI applications**, with defined authorization protocols and oversight mechanisms for high-risk use cases
- **Transparency measures**, including clear identification of AI-generated content and disclosure of AI-assisted decision-making processes
- **Continuous monitoring of AI models** to detect performance drift, with defined retraining and validation protocols
- **Regular fairness and bias assessments**, supported by model validation frameworks and audit mechanisms
- **Employee training programs** on ethical AI usage, data privacy, and AI security practices

- **Grievance and escalation mechanisms**, enabling stakeholders to raise concerns or contest AI-driven outcomes
- **Sustainable AI initiatives**, including efforts to optimize compute efficiency and reduce the environmental impact of AI models and infrastructure
- **Measurement of AI’s contribution to ESG outcomes**, including efficiency gains, resource optimization, and societal impact use cases

Anti-competitive practices policy

Our Anti-Trust Policy clearly sets out the organization’s objectives, scope, applicability, and the regulatory consequences associated with Anti-Trust and Anti-Competitive Compliance.

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 third parties are screened against various sanctions lists to ensure that we are compliant.

As part of the program, training modules, and awareness campaigns are rolled out to relevant employees to create awareness and equip our team to identify export control and sanctions-related red flags. We have a self-assessment and certification program in place for anti-bribery and anti-corruption, antitrust / anti-competition, and export control.

Whistleblower Policy

Our 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.

AI and technology implementation

We have leveraged Artificial Intelligence (AI) and Machine Learning (ML) technologies to proactively monitor Compliance and ABAC controls, enabling the identification of potential exceptions and risks in a more efficient and data-driven manner.

In addition, Infosys has implemented an in-house Compliance Chatbot to enhance accessibility to compliance guidance. This initiative has significantly reduced the resolution time for routine compliance-related queries, from several days to a matter of minutes, thereby empowering employees to seek timely clarifications, improving awareness, and strengthening the overall compliance culture across the organization.

At Infosys, Integrity guides our approach to conducting business. Read our [Anti Bribery and Anti-Corruption \("ABAC"\) Policy](#) here. The policy applies to employees, subsidiaries, and third parties, and aligns with global regulations to ensure transparency, accountability, and responsible conduct.

Anti-Bribery and Anti-Corruption (ABAC) program

Infosys has a strong Anti-Bribery and Anti-Corruption (ABAC) risk management framework. The Company regularly assesses bribery and corruption risks to support its growth strategy and promote an ethical, risk-aware culture.

Our robust ABAC Policy prohibits bribery, facilitation payments, improper gifts, and all forms of corrupt practices, and provides operating guidelines addressing record keeping, approval procedures and appropriate disciplinary actions in case of breach. This framework underscores Infosys' commitment to ethical conduct and maintaining integrity across its global operations.

Our ABAC policy and procedures are reviewed by the Management at regular intervals. Furthermore, the procedures are audited from time to time. In addition to the policy, training is provided for better awareness.

We have clear guidelines covering gifts, hospitality, sponsorships, charitable contributions and interactions with intermediaries. Additionally, a framework is in place to enable employees to reach out to the compliance team to obtain clarifications and approvals relating to sensitive transactions. All requests are evaluated in accordance with the ABAC Policy to ensure compliance with ethical

and legal requirements. Based on this assessment, the compliance function may approve or reject the request or recommend additional safeguards.

Furthermore, any vendor or third party onboarded by Infosys undergoes comprehensive due-diligence screening and continuous monitoring and are required to abide by the Supplier Code of Conduct.

For vendors operating in high-risk functions, 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 process ensures traceability of high-risk transactions involving third parties at the initial stages using user declarations and OCR technology. Potential redflag indicators are tracked, and an escalation matrix is available to ensure timely review and resolution.

In addition, digitized self-assessment and certification is also rolled out as part of monitoring and controls. This approach reinforces the governance framework and supports a culture of ethical and responsible business conduct across the organization.

Political contributions

Infosys' Code of Conduct and Ethics prohibits the use of Company funds or assets for political campaigns or political practices without the prior written

approval of the Board of Directors. During the reporting period (2022–2026), no such Board approval was sought or granted, and Infosys made zero corporate political contributions globally, whether in cash or in kind, to political parties, political organizations, political campaigns or political candidates in any country where it operates. The Company does not operate or participate in a political action committee. Any political contributions made by individual employees are personal, voluntary, and are neither directed, endorsed, nor reimbursed by the Company. All actions are guided by the principles set out in Infosys' Code of Conduct and Ethics and its Anti-Bribery and Anti-Corruption framework. Robust governance mechanisms and internal controls are in place to ensure compliance with applicable regulations and to uphold the highest standards of integrity and transparency in all interactions involving public policy matters.

Lobbying

Infosys engages various firms for strategic advisory services, such as DGA Group Government Relations in the United States, Cavendish in the UK, and FTI in Australia and New Zealand, which may include support on public policy engagement in compliance with applicable laws. Under the U.S. Lobbying Disclosure Act, these firms are required to report Infosys as a client in their filings

with the U.S. Senate. Additionally, Infosys holds memberships in a range of trade and business associations, including but not limited to the U.S. Chamber of Commerce, USISPF, USIBC, NASSCOM and TechUK and India Global Forum in the UK. In Australia, the organization is a member of the Tech Council of Australia. Through these memberships and others, Infosys may submit comments on proposed legislation alongside other members and participates in panel discussions and thought-leadership initiatives. Infosys also engages in ESG-focused public policy advocacy through industry bodies such as FICCI, CII, NASSCOM, and WEF, in alignment with its sustainability goals.

Grievance redressal

We have established comprehensive grievance redressal mechanisms, articulated in our Code of Conduct and Ethics, including a Whistleblower reporting channel. These mechanisms are easily accessible through multiple platforms such as an independent third-party managed web portal and 24x7 toll-free helplines, and a dedicated internal email inbox, across multiple global jurisdictions and local languages. Stakeholders may report concerns anonymously, and all reports are protected by strict non-retaliation provisions and treated with the utmost confidentiality.

In addition, employees and contractual staff have access to robust grievance resolution hubs designed to address workplace concerns in a timely and effective manner. Suppliers are informed of grievance redressal mechanisms through the Supplier Code of Conduct, which they are required to mandatorily acknowledge and sign. Employees, as key stakeholders, are encouraged to share feedback on workplace engagement and grievance mechanisms through periodic pulse surveys, providing valuable input into the design, review, and continuous improvement of these processes.

Infosys remains committed to fostering a safe, inclusive, and positive work environment. Employees also have access to designated forums and structured resolution mechanisms where they can raise workplace concerns, reinforcing a culture of transparency, trust, and accountability. [Read more](#)

Engaging with stakeholders and earning trust through transparent communication

Infosys has proudly maintained a strategic partnership with the World Economic Forum (WEF) for a remarkable 26 years, working together on crucial Environmental, Social, and Governance (ESG) initiatives. Our collaboration encompasses several key engagements:

As a founding business partner of the WEF's Reskilling Revolution, Infosys actively contributes to the ambitious goal of equipping one billion individuals with better education, skills, and employment opportunities by 2030. This is demonstrated through our integration of the Pathfinders Online Institute into the program.

In 2025, Infosys participated in the Advisory Process for professional services partners for the first time, and was awarded the RFP on Mobilizing Investment for Clean Energy in Africa (part of WEF's Centre for Energy and Materials).

Infosys is a committed 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. Our involvement includes setting science-based targets, transparently disclosing emissions,

and fostering decarbonization and collaborative partnerships throughout global value chains.

WEF forum centres

Infosys is formally engaged with multiple forum centres like Centre of AI Excellence, Centre for Advanced Manufacturing and Supply Chains, Centre for Cybersecurity, Centre for Financial and Monetary Systems, Centre for Frontier Technology and Innovation and Centre for the New Economy and Society.

These engagements underscore Infosys' unwavering commitment to driving positive change and building a sustainable, inclusive future for everyone. The most recent effort along these lines is participating in the AI and Energy Impact track at the World Economic Forum.

At the WEF annual meeting 2026



Nandan Nilekani, Chairman, Infosys, spoke at the session titled "A Coming Jobs Challenge in Emerging Markets" at the WEF.

Nandan Nilekani, Co-Founder and Chairman of the Board at Infosys, participated in the WEF session titled "A Coming Jobs Challenge in Emerging Markets." With 1.2 billion new workers expected to compete for 400 million jobs in emerging economies over the next decade, closing this gap will require not only expanding skills training but also developing alternative employment models and supporting entrepreneurship. What does it take to reimagine how we adapt to a changing workforce and address the upcoming jobs crisis? This session was organized in collaboration with Bloomberg.

Nandan participated in this session with Saadia Zahidi, Managing Director, World Economic Forum; Tharman Shanmugaratnam, President of the Republic of Singapore, Office of the President of the Republic of Singapore; Tengku Muhammad Taufiky, President and Group Chief Executive Officer, PETRONAS (Petroliam Nasional); Ajay S. Banga, President, World Bank Group; Harini Amarasuriya, Prime Minister of Sri Lanka; Stephanie Flanders, Head, Economics and Government, Bloomberg LP and Wale Edun, Minister of Finance and Coordinating Minister for the Economy, Federal Ministry of Finance of Nigeria. [Read more](#)



Salil Parekh, CEO&MD, Infosys, spoke on how AI was likely to impact the middle class.

Salil Parekh, CEO & MD, Infosys, participated in a session titled “Can We Save the Middle Class?” Globally, the middle class has been growing by about 54 million people each year since 2011. However, with the pandemic in 2020, that growth slowed down, and concerns about long-term job security are increasing. How will AI impact middle-class economics, and where are economies focusing on growth from the middle out despite the odds?

Salil participated in this session with Andy Beshear, Governor of Kentucky, State of Kentucky; Stacey Vanek Smith, Senior Story Editor, Bloomberg Audio, Bloomberg Media; Christy Hoffman, General Secretary, UNI Global Union; Oren Cass, Founder and Chief Economist, American Compass. [Read more](#)

Carbon-neutral presence

Infosys has once again demonstrated its unwavering commitment to sustainability by ensuring a completely carbon-neutral presence at the event.

This impressive feat was accomplished through the adoption of sustainable methods and materials, which helped to significantly minimize emissions. For any unavoidable emissions, Infosys took a proactive approach by investing in certified Gold Standard carbon offsets. This not only highlights our dedication to environmental responsibility but also sets a precedent for other organizations to follow.

Panel discussion at Davos

At Davos, Infosys hosted a significant panel discussion on the critical issue of

“Building the Digital Backbone: Skills and Infrastructure for Inclusive Growth.”

The global economy is undergoing rapid digital transformation driven by AI, cloud computing, and advanced connectivity. Yet, the benefits of this transformation remain unevenly distributed. While some areas see exponential growth, others face obstacles due to inadequate infrastructure and limited digital skills. To promote inclusive and sustainable growth, we need to expand digital infrastructure and provide people with future-ready skills. This balanced approach helps ensure that technology becomes a source of opportunity, not inequality.

Infosys contributed to the global thought leadership at WEF 2026 through the participation of its key executives in

strategic panel discussions while our industry delegation shared insights on their respective sectors. The Infosys delegation included Jayesh Sanghrajka, Chief Financial Officer; Inderpreet Sawhney, Chief Legal Officer & Chief Compliance Officer; Anand Swaminathan, Global Head - Communications, Media & Technology; Ashiss Kumar Dash, Global Head - Services, Utilities, Resources, Energy and Enterprise Sustainability; Dennis Gada, Global Head - Banking and Financial Services; Dinesh Rao, Chief Delivery Officer; Jasmeet Singh, Global Head - Manufacturing; Karmesh Vaswani, Global Head - Consumer, Retail and Logistics; Rafee Tarafdar, Chief Technology Officer; Satish H.C., Chief Delivery Officer; Shaji Mathew, Chief Human Resources Officer and Sumit Virmani, Chief Marketing Officer.



The Infosys booth at Davos.

Investor AI Day 2026

Infosys held the Investor AI Day 2026 in Bengaluru on February 17, 2026. We unveiled our AI-first value framework to help global enterprises unlock AI value at scale, harnessing the power of our industry-leading generative and agentic AI suite, Infosys Topaz at the meet. Our leadership team, led by Nandan Nilekani, Chairman of the Board, and Salil Parekh, CEO & MD, detailed the various facets of the framework for the investors.



Our AI-first value framework was introduced at the Investor AI Day held in February in Bengaluru.

#ESGsAnOpportunity

Most companies know that being socially conscious and responsible is non-negotiable today. Not only is it a matter of compliance, but it is also mandated by partners and investors. It, of course, makes for good branding too.

But we ask ourselves every day if we might look at it differently. We ask ourselves if it is an opportunity to save more, so we can share more. If it is an opportunity to proactively move us all forward. If it is an opportunity to position not just us for sustained growth and development, but also the generations

to come. We are convinced that ESG is an Opportunity. [Know more here.](#)

With a multi-channel approach to ESG communication, we aim to create transparency through awareness and measurable action.

#StillWalking: Pride Month 2025

Progress isn't always straight or steady, but it moves forward, one step at a time.

The LGBTQ+ community's progress has never been a straight line. While visibility

and rights have advanced over decades, the journey remains unpredictable – laws shift, freedoms fluctuate, and public sentiment oscillates. This uncertainty is exhausting, yet the community persists with resilience and hope. Despite remarkable progress, the lack of consistency in acceptance and rights creates emotional fatigue and instability for the LGBTQ+ community. Every step forward can feel fragile, making the fight for equality an ongoing challenge rather than a settled reality.

Our campaign, #StillWalking represents the essence of resilience, hope, love and progress despite setbacks. It acknowledges the non-linear nature of progress while fostering optimism and perseverance.

Building momentum, beyond the moment

Every year, International Women's Day is marked with visibility and intent, yet its impact often fades as quickly as the moment passes. We challenge this pattern by shifting the narrative from a single-day celebration to a sustained movement for change.

Anchored in the theme #CelebrateChange, the campaign reimagines this occasion as a starting point, a catalyst for continuous progress built through consistent action, accountability, and collective commitment.

By spotlighting women as key pillars of innovation, we reinforce our commitment to enabling their growth, leadership, and meaningful participation across technology and business, ensuring that the spirit of the day translates into lasting impact within the organization and beyond.

Digital-first ESG report

Infosys' ESG disclosures have always been informing and engaging audiences worldwide and leading the ways in adhering to best practices. This year, we have decided to take the bold step of having a digital-first, immersive and interactive report that aligns with modern content consumption habits, enhances engagement, provides easy navigation and allows multimedia integration. [Know more here.](#)

Through a year-long, digital-first campaign, we track the progress made towards our ESG Vision goals across the financial year. Leveraging AI, we simplify technical terminology to make complex subject matter accessible and engaging for our diverse audiences.

Engaging global clients

We have engaged with clients to showcase all our success stories of how the Infosys Sustainability Cloud has delivered real impact for them. These case studies offer transparency and insights into the deployment of our sustainability solutions for clients in various sectors.

[Read more here.](#)

Memberships and engagements

Infosys actively engages with leading industry bodies, bilateral chambers, and policy platforms to support technology-led economic growth, responsible digital and AI transformation, skills development and global collaboration across key markets. Some of these include:

National Association of Software and Services Companies (NASSCOM)

As a founding member of NASSCOM, Infosys plays an influential role in shaping India's technology sector agenda, including policy advocacy, responsible AI, talent skilling, and future of work initiatives. Established in 1988, the central body maintains deep, multi-stakeholder relationships with the government, industry leaders, academia and international bodies.

Confederation of Indian Industry (CII)

Infosys is a longstanding member of CII and actively contributes to its role as a key interface between industry and government. Through policy consultations, leadership forums, and focused initiatives, Infosys supports competitiveness, digital transformation, sustainability, and talent development across India's industrial ecosystem.

Data Security Council of India (DSCI)

Infosys is a corporate member of DSCI and contributes to strengthening India's cybersecurity and data protection ecosystem. Through collaboration on policy advocacy, standards development, and capability building initiatives, Infosys supports trusted, resilient, and secure digital practices.

World Economic Forum (WEF)

Infosys is a strategic partner and active member of the World Economic Forum (WEF), consistently participating in the annual Davos meetings to discuss AI, sustainability, and digital transformation. At Davos 2026, Infosys focused on scaling AI for enterprise, aiming to move from experimentation to tangible impact for businesses, people and communities.

U.S.–India Strategic Partnership Forum (USISPF)

Infosys, as an active member of USISPF, plays a strategic role in advancing US–India economic and technology. The Company contributes industry perspectives on digital trade, technology services, talent mobility, and innovation, supporting constructive public–private dialogue and strengthening bilateral ties.

Indo-Canadian Business Chamber (ICBC)

Infosys' engagement with the Indo Canadian Business Chamber reflects its commitment to strengthening India–Canada economic collaboration

and supports bilateral trade, digital innovation, and technology partnerships.

Indo-Australian Chamber of Commerce (IACC)

Infosys' membership in IACC underscores its commitment to advancing India–Australia economic and technology collaboration. With continued participation in sector-specific forums and bilateral engagements, Infosys supports trade facilitation, innovation partnerships, and policy dialogue in IT, digital services, and AI.

AdvanceCT

As a board-level member of AdvanceCT, Infosys and our leaders support Connecticut's economic development through investments in technology, innovation, and workforce development. This engagement aligns with Infosys' long-term US growth strategy and its commitment to strengthening local ecosystem in collaboration with state and academic institutions.

Associated Chambers of Commerce and Industry of India (ASSOCHAM)

Infosys engages with ASSOCHAM to foster industry–government collaboration on policy, economic development, and technology-led transformation. Infosys aligns with ASSOCHAM's focus areas, particularly around sustainability, digitization, and ESG (environmental, social, and governance) goals.

Sweden–India Business Council (SIBC)

Infosys is a recognized member and partner with the Sweden–India Business Council. The SIBC serves as a bridge for strengthening the relationship between Swedish and Indian businesses with focus on promoting innovation and collaboration in technology.

The Business Council, Inc. (US)

Infosys is an active member of The Business Council to engage with senior global business leaders on issues shaping the international business environment. This engagement supports dialogues on business policies, economic research, international trade missions, industry-specific initiatives, sustainability and ethical standards.

Royal Danish Embassy

Infosys is a key strategic partner collaborating with the Royal Danish Embassy to support India–Denmark engagement on technology, sustainability, and innovation. Infosys is a major stakeholder of the Green Strategic Program executed by the embassy and its trade council.

Federation of Indian Chambers of Commerce and Industry (FICCI)

As a member of FICCI, Infosys contributes to policy advocacy and industry initiatives focused on economic growth, digital transformation, sustainability, and skill development. Infosys' participation

supports FICCI's role as a key platform for collaboration between industry, government, and stakeholders.

Infosys is among the early signatories (since 2001) to the United Nations Global Compact (UNGC) and continues to report its Communication on Practice (CoP) each year.

Sustainability taxonomies

Our ESG reporting adheres to leading frameworks including GRI 2021 Standards, IIRC, TCFD, SASB, and the mandatory BRSR (SEBI) guidelines. In 2025, we undertook a double materiality assessment in advance of our reporting commitment to the Corporate Sustainability Reporting Directive (CSRD). We leveraged our Global Reporting Initiative (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.

ESG assessments in FY26 *

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

- In the latest ESG assessment by CRISIL, Infosys has been placed in the Leader category, reflecting its strong ESG performance and governance standards..
- In the NSE ESG ratings 2025, Infosys has been categorized as a Leader, demonstrating robust performance across environmental, social, and governance parameters.
- Infosys was conferred A 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.
- Sustainalytics recognized Infosys as both an industry-wide and regional top-rated ESG performer, assigning it a Low-Risk rating – reflecting the Company's strong management of environmental, social, and governance risks. Sustainalytics is a globally renowned independent firm specializing in ESG and corporate governance research, ratings, and analytics.
- EcoVadis, a globally acclaimed ratings platform for corporate social responsibility and sustainable procurement, recognized Infosys with a Silver medal for CSR practices.
- Infosys continues to be S&P Sustainability Yearbook Member in 2026.

* Publication and use of scores

For entities based in India, these scores must not be used for decision making, investment analysis, compliance or research purposes related to ESG investment, performance and practices ("Restricted Use").

Data privacy

In 2025, the average total organizational cost of data breach in India reached an all-time high of Rs 22 crore, 13% higher than the previous year, according to IBM's Cost of a Data Breach Report.

With AI adoption accelerating at a lightning pace, data breaches are increasingly becoming frequent and complex.

At Infosys, over the years, we have built a data privacy function that not only guards against incidents but also strives to make data privacy a key differentiator for Infosys and maximize value for stakeholders.

We want to be the trusted partner for businesses in their digital transformation journeys, ensuring DP compliance throughout the journey.

Cost of a Data Breach Report

The evolving digital landscape

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 (AI), the Internet of Things, and big data, we are seeing transformative benefits across society.

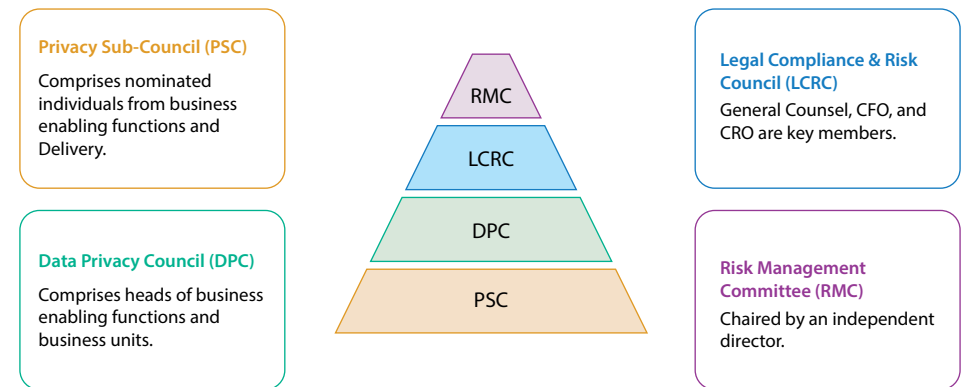
However, these same technologies introduce greater risks related to DP and security.

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 in every country we operate in.

Collaborations with industry bodies, regulators and standard setting firms

Independent Data Privacy Office (DPO)

At Infosys, the independent DPO plays the role of architect and checker, while business enabling functions and units are the makers, with independent audits being carried out periodically by our Quality team and external bodies. Quarterly senior management reviews ensure adequate oversight.



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 such as 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.

Thought leadership in DP

The Infosys Data Privacy Office (DPO) actively collaborates 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, especially in emerging areas such as artificial intelligence.

These contributions underscore our role not only as a compliant entity, but also as a driver of best practices in data privacy across industries and borders.

DP 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.

DP policy

Our Data Privacy Policy – accessible to all employees via the intranet – reflects the top management’s commitment to privacy. This commitment extends beyond internal operations to include third-party service providers.

As part of our third-party service provider DP risk management process, every vendor being onboarded undergoes strict due diligence and must accept the Infosys Supplier Code of Conduct, which includes our data processing agreement. Additionally, sustenance of vendor DP compliance is ensured through the vendor annual assessments / certification process.

Privacy notices

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.

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, a company-wide strategic program has been undertaken to train our development teams to apply the seven foundational principles of Privacy by Design (PbD) using privacy design strategies, patterns, and Privacy Enhancing Technologies (PETs).

Infosys’ Privacy Engineering Center of Excellence has also been rolled out to enable our employees in the PbD space. 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.

To strengthen our dedication to Privacy by Design within client engagements, we have adopted a comprehensive strategy aimed at enhancing internal capabilities. We have revised and distributed Privacy by Design Cookbooks to our teams,

delivering practical guidance and underscoring privacy as a core value in every client interaction.

Building awareness and a culture of privacy

We actively promote a culture of privacy awareness among our employees and stakeholders.

- Every year, we celebrate Data Privacy Day with interactive and engaging activities such as quizzes, crosswords, Pictionary games, and “chat with the DPO” sessions.
- Senior leaders deliver messages that reinforce the importance of privacy across the organization.
- Monthly privacy tips – based on real-world scenarios and evolving threat landscapes – are widely shared to deepen organizational understanding.
- Participation in our privacy awareness program is mandatory.
- Every Infosys employee and sub-contractor is required to complete a role-specific privacy awareness quiz each year to ensure their knowledge stays current and relevant.

This internal commitment is mirrored by our external engagement efforts, through which we shape the broader privacy ecosystem. The Infosys Data Privacy office has been actively engaged in advocacy efforts on India’s Digital

Personal Data Protection Act, 2023, both during development of the regulation and subsequent formulation of the DPDP Rules which were published in November 2025. Every year we do Privacy Symposium solely to promote knowledge sharing among Privacy professionals and the one in 2025 focused on privacy enhancing technologies that help strengthen compliance to requirements of DPDP Law, where MEITY also participated along with several stakeholders from industry, academia and civil society. We play a key role in shaping data privacy standards globally by participating as working group expert in SC 27 and SC42 committees of ISO and in India by working closely with BIS (Bureau of Indian Standards). We work closely with NASSCOM and DCSI collaborating on privacy initiatives. Infosys DPO is also member of DFFT (Data Free flow with Trust) initiative of OECD working on privacy initiatives.

Privacy performance metrics

We are continuously strengthening our DP measurement framework under the oversight of our DPO. Various metrics are regularly analyzed, reviewed for trends, and presented to senior leadership during the cross-functional quarterly DP Council meetings. Insights from these reviews guide continuous improvement initiatives across the organization.

ISO 27701

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.

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.

Global compliance monitoring

A dedicated compliance team actively monitors global legal and regulatory developments, 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.

Compliance tracking tools and memberships

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).

Centralized compliance repository

A centralized compliance repository maps regulatory requirements to business-enabling functions, ensuring consistent implementation across the enterprise.

Data protection impact assessments

We conduct Data Protection Impact Assessments (DPIAs) before initiating new data processing activities or deploying technologies involving personal data. This ensures that privacy-by-design principles are embedded from the outset.

Incident response protocols

Our incident response protocols include pre-defined procedures for notification, assessment, mitigation, and documentation, supporting adherence to cross-border data breach notification obligations.

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.

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

Contributions to global privacy standards

Infosys plays an active role in shaping global data privacy standards by participating as a working group expert or editor in ISO SC 27 and SC 42 committees associated with Data Privacy and Artificial Intelligence, respectively. Members of Infosys Data Privacy Office are working group experts in the ISO SC27 and ISO SC42 committees, making active contributions. One of our data privacy professionals is an expert and part of AG9 (Ad hoc Group) on the Gender Responsive Standards Initiative, playing a very important role in ensuring gender diversity in standards development.

Infosys DPO co-edited several standards in the last several years. Members of Infosys DPO are now contributing as editor or expert in following upcoming standards:

ISO 27565
Guidelines on Privacy Preservation using Zero Knowledge Proofs

ISO 27568
Security and Privacy of Digital Twins

ISO 10267
Data Usage – Personal Information Factor

ISO 25569
Implementation Guidance on De-identification of data used in Machine Learning

ISO 27574
Privacy in brain computer interface (BCI) applications

IS 17428
India's Data Privacy Standard

Under revision

Infosys DPO is member of the OECD DFFT (Data Free flow with trust) Expert Community on PETs – the only member from India at the time of creation of DFFT group.

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 exists 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 DP safeguards into AI 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.

Looking ahead: Future-ready data privacy

Infosys' forward looking privacy strategy is anchored in innovation, resilience, and global accountability. As privacy risks increase with the need to embrace emerging technologies including AI, the organization remains committed to treating privacy not only as a compliance mandate, but as a core ethical and enterprise value.

Use of customer data for secondary purposes

Infosys applies strict controls to ensure customer data is used only to deliver services as agreed with the client. Any use beyond this original purpose requires explicit customer consent or clear contractual authorization. In FY26, no cases of secondary data use were identified that required customer-level reporting or additional disclosure.

Use of customer data – Government and law enforcement requests

Infosys is firmly committed to safeguarding the privacy, confidentiality, and security of all customer data entrusted to it. Infosys processes and discloses customer information only in strict accordance with applicable laws, regulatory requirements, and existing contractual obligations.

Infosys does not permit direct or unrestricted access to customer data by government or law enforcement authorities. Any request for customer information is subject to a rigorous review process to assess its legal validity, scope, and proportionality before any response is provided. Where legally permissible and contractually required, Infosys notifies the relevant client.

Where applicable, Infosys endeavors to redirect such requests to the relevant client, who serves as the data controller, unless doing so is prohibited by law. In circumstances where disclosure is legally mandated, Infosys limits its response to the minimum information necessary to satisfy the legal requirement.

This approach reflects Infosys' alignment with globally recognized best practices in data governance, ensuring that customer data remains protected through robust legal scrutiny and the principle of minimal disclosure.

Transparency on government requests

For the financial year ended March 31, 2026, the summary of government and law enforcement requests for customer information is:

Metric	FY 2026
Number of government / law enforcement requests received	0
Percentage of requests resulting in full or partial disclosure	0

Cybersecurity and information management

We believe that a strong security culture complements our cybersecurity objectives by reducing enterprise risk. The Infosys Cybersecurity Program ensures that necessary controls and processes are implemented, monitored, measured, and continuously improved to mitigate cyber risks across domains.

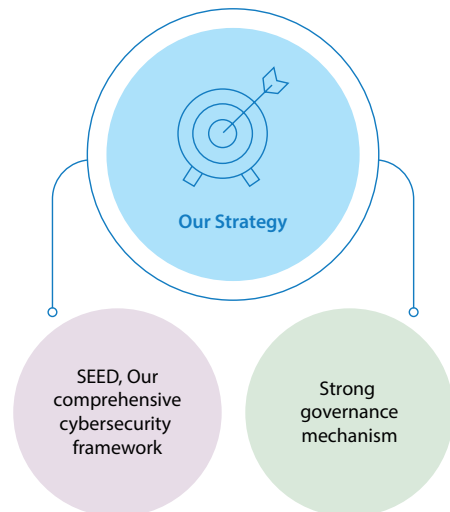
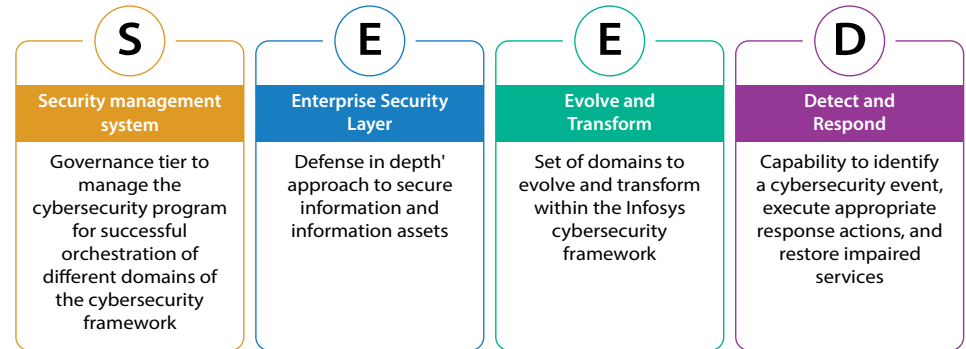
Recognized by top advisory and analyst firms

Our commitment

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

SEED

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:



Objectives of the strong governance framework:

- Proactive business security and employee experience
- Continuous improvement of security posture and compliance
- Effective management of cyber events
- Building a security culture

Our approach

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

Cybersecurity management

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. Infosys' own Cybersecurity program is managed by the Information Security Group (ISG), which upholds the organization's security posture, empowers internal teams with a culture of democratized cybersecurity, and delivers assurance and trust to all customers and stakeholders. Our practices look beyond compliance and include:

- Metrics program – Evaluates compliance, suggests improvements, and drives integration with business processes
- Standardized policies and guidelines aligned with the organization's culture, business, and operational practices
- Internal audits
- External attestations and audits (e.g. SSAE-18 SOC 1 & SOC 2 Type II, ISO 27001)
- Client account audits
- AI governance reviews aligned with ISO 42001 and the NIST AI Risk Management Framework, addressing the agentic AI risk landscape

- Board-level oversight through periodic cybersecurity reviews

There was no material cybersecurity incident reported in fiscal 2026.

Thought leadership

In this era of rapid technology disruptions and digital transformations, Infosys enables 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 via Infosys Cyber Next Platform. We promote cybersecurity through:

- **Social media messaging**
- Tie-ups with analysts (eg. PAC Group, IDC, Forrester, ISG) and industry bodies (such as Data Security Council of India and Information Security Forum) to create joint thought leadership
- Participation in public cybersecurity awareness initiatives led by non-profits such as NASSCOM and DSCI
- Publishing a tech-centric report that provides insights into emerging technology trends such as agentic AI, post-quantum cryptography, etc. and how they can be applied to businesses
- Sessions with global chapters within Infosys and customer CISO councils

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. We have strengthened this domain by the acquisition of The Missing Link, a leading cybersecurity company in Australia that brings expertise in Offensive Security and Global SOC in Sydney strengthening data sovereignty and localization aspects.

- Real-time asset discovery, instantaneous identification of vulnerabilities and misconfigurations, and timely remediation across hybrid, multi-cloud, and SaaS environments
- Automation of processes, configuration compliance, security assessments and review for assets, applications, network devices, data, and identities in real time
- Close coupling of detection and remediation processes, with AI-assisted triage through the Cyber Advisory – a GenAI assistant that ingests SOC telemetry, threat intelligence, and SOPs to accelerate incident response, alert prioritization, and threat hunting
- Continuous monitoring of public-facing sites and assets, including external attack surface management

- Penetration testing, red teaming exercises, and production application testing for detection and remediation
- Continuous vulnerability operations with Infosys Cyber Next Harness AI to enable prioritized identification and remediation of novel and chained vulnerabilities. This facilitates enterprise readiness to adopt frontier AI models.
- AI-powered Continuous Threat Exposure Management (CTEM) for identification, prioritization, remediation and risk mitigation of exposures

The vulnerability remediation strategy of Infosys focuses on threat-based prioritization, vulnerability ageing analysis, exploitability context, and continuous tracking for timely closure. We have eliminated the ticketing system for vulnerability tracking by establishing a continuous detection and remediation cycle, where 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 suppliers and sensitivity of data involved
- Defining a standardized set of information security, data privacy, and AI controls as applicable`
- Defining, maintaining, and amending relevant security clauses in supplier contracts
- Due diligence and security risk assessment, including fourth-party visibility
- Continuous monitoring through security ratings and threat intelligence feeds, with explicit focus on “harvest now, decrypt later” exposure across long-lived data and certificates
- Leverage SCA to identify opensource libraries with known vulnerabilities impacting the business applications

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, vulnerability remediation SLAs etc.),

threat intel tracking and governance further strengthen the Infosys supplier security risk management program.

Cybersecurity competency development

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, and academic collaboration with a strong focus on learning through the classroom as well as on-the-job training.

- 2,429 professionals were trained and 3,884 were certified across various cybersecurity domains
- Over 4,600 cybersecurity professionals were trained in AI-specific trainings including AI Aware, AI Builder, AI for Leadership, Sentinel Copilot, and Simbian
- Cyber Aspire program for early-career talent
- NIIT’s Cybersecurity Master’s program
- Specialized tracks on zero trust, cloud security, OT/IoT security, agentic AI security, and post-quantum cryptography (PQC) aligned with NIST PQC standards
- Joint enablement with strategic partners (eg. Palo Alto Networks,

Microsoft Purview, Zscaler, CrowdStrike, Sailpoint, etc.) covering the Cyber Next platform ecosystem

- Mandatory Information security and privacy awareness training for all employees

Cybersecurity culture

At Infosys, driving a positive and sustainable cybersecurity culture is one of the key constituents of our robust cybersecurity strategy. The Information Security Council and the Board endorses this culture, and a wide set of measures are in place to nurture it:

- Secure by design principles adopted at organizational level through trainings and awareness-building campaigns
- Awareness campaigns delivered through diverse channels – 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, role-based awareness tracks for developers, administrators, leaders, and high-risk functions, with continuous simulated phishing and vishing exercises

- Annual flagship event – Cybersecurity Week
- Video-based, animated and interactive e-learning certification program

Innovation for clients

- Cyber AI: Helps customers amplify their defender potential, build effective cyber defenses, and enable accurate decision-making through platform-centric GenAI capabilities
- Cyber Next Platform Powered Services: Helps customers stay ahead of threat actors and proactively protect against security risks, integrated with leading solutions from our strategic partners
- Zero Trust Security architecture and solutions: Navigate customers through Zero Trust adoption across identity, data, device, application, infrastructure, and governance, backed by maturity assessments, reference architectures, and managed services. Key innovations and offerings include Secure Access Service Edge (SASE) powered by Zscaler
- Secure Cloud transformation with Cobalt assets drives accelerated cloud adoption.

- AI/Agentic-AI security: Governance, lifecycle controls, and runtime protection for LLM and agentic systems - aligned with ISO 42001 and the NIST AI RMF
- Cyber Next Harness AI: Leverages our partnership with Anthropic to deliver AI-powered security solutions for detection, contextual correlation, triage, and prioritization of vulnerabilities.

Industry recognition



Leader in the HFS Horizon Cybersecurity Services 2025



Awarded the Aegis Graham Bell Award 2026 – Innovation in Cybersecurity



Zscaler EMEA GSI Growth Partner of the Year award – 2026



Recognized as Saviynt GSI Partner 2026 of the year - Asia Pacific



Featured in the Constellation ShortList™ 2025 for Cybersecurity Services

Infosys Limited

CIN: L85110KA1981PLC013115

Address:

Electronics City, Hosur Road,
Bengaluru 560 100, India
Tel: 91 80 2852 0261
Fax: 91 80 2852 0362
www.infosys.com

Contact:

For queries related to sustainability disclosures:
ARUNA C. NEWTON
Vice President - Head - ESG | Diversity, Equity & Inclusion
Tel: +91 80 2852 0261
Email: arunacnewton@infosys.com

Date of publication: May 29, 2026

For more information, contact askus@infosys.com



© 2026 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and / or any named intellectual property rights holders under this document.

Creative concept and design by Communication Design Group, Infosys Limited.

© 2026 Infosys Limited, Bengaluru, India. Infosys acknowledges the proprietary rights in the trademarks of other companies mentioned in this report.

Infosys.com | NYSE: **INFY**

Stay Connected

