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Sharing an Equitable and Sustainable Digital Future

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ESG REPORT 2020-21

How to navigate the report

We bring to you the Infosys ESG Report 2020-21 – an interactive PDF made to help you access information easily, whether that's to go to another page, section or website. The ESG disclosures consist of the ESG Report 2020-21 and the **ESG Databook 2020-21**
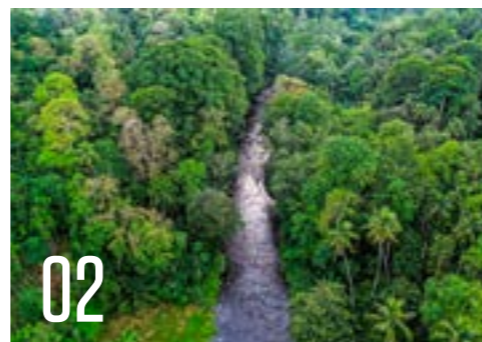
Click here to access the Databook +

Document controls

Throughout this Report, the Read more + will help you go directly to more information on the topic. 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 Annual Report, ESG Databook, the Corporate Responsibility microsite, and the Foundation websites.

Print optimized
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Download printable PDF of Infosys ESG Report 2020-21

Inside this Report

Infosys – a 'Live Enterprise'

Environment

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Mapping with UN SDGs

In this Report, you will find icons related to the UN Sustainable Development Goals (SDGs). For each chapter, we will determine the SDGs where Infosys contributes with its activities.

SUSTAINABLE DEVELOPMENT GOALS

ESG REPORT 2020-21

Sharing an equitable and sustainable digital future

The digital economy is booming. The ongoing COVID-19 health crisis is driving an exponential expansion of our digital footprint. While this is bringing unprecedented conveniences into our lives and interactions, it is by no means equitable or sustainable.

The environmental challenges posed by this eruption are staggering. From high energy consumption and carbon emissions to burgeoning digital waste and unrestrained extraction of rare earth minerals and precious metals like cobalt for hardware, the price we are paying for digital progress is exorbitant.

What's making matters worse is that its benefits are not fairly shared.

Affluent citizens, corporates and countries with greater access to digital learning and skills, infrastructure and data stand to gain the most. The gap is widening for those entities with lesser digital resilience and bridging it is becoming more challenging every day.

Even as the ubiquity of digital grows, citizens lack a holistic understanding of issues around digital media engagement and protection of personal data. There is a lot of ground to be covered in terms of education and standards.

At Infosys, we are deeply invested in reimagining our digital future into a shared reality that everyone can adapt to with ease, and benefit from equitably. Our ESG Vision 2030 focuses on shaping and sharing solutions to tackle this global challenge. We have made significant progress on this path in fiscal 2021 and are happy to share with you the highlights of our efforts and their outcomes in this ESG Report.

We invite you to amplify our efforts.

![Infosys logo — Navigate your next]

ESG REPORT 2020-21

Infosys ESG Report 2020-21

In October 2020, we launched our Environmental, Social and Governance Vision and Goals 2030. Our ESG Report 2020-21 presents the progress we made on our commitments and efforts for the same. The Report forms the basis of our Communication on Progress (CoP) with the UN Global Compact (UNGC) each year. Our disclosures showcase the maturity of our sustainability management system and reporting practices and address the growing interest and expectations of our global stakeholders across environmental, social and governance domains.

Reporting approach

This Report has been prepared in accordance with the GRI Standards (comprehensive) option. The reporting scope and boundary for our disclosures, unless otherwise stated, covers the operations of Infosys Limited and its subsidiaries. Since we are an information technology and consulting company, our solutions and services rely more on intellectual assets than on physical assets. Our supply chain interactions are primarily with regards to procurement of goods and services to support our operations. There are no changes in the organization and its supply chain from the previous year. The Infosys Annual Report provides information on our business strategy and financial performance and a summary of our business responsibility principles and practices. It also comprises the Infosys Business Responsibility Report, which complies with the mandatory listing requirement of the Securities and Exchange Board of India (SEBI) and is in line with the nine principles enunciated in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. The Corporate Responsibility microsite provides information on our E,S,G ambitions and progress. The microsite also hosts the websites of Infosys Foundation, Infosys USA Foundation, Infosys Science Foundation and Employee Volunteering.

Approach to materiality

We have conducted materiality assessment to understand the priority issues for the Company and its internal and external stakeholders. The Report presents information organized around these priority issues. While deciding on the priorities for the company we were guided by the GRI Standard principles of materiality, stakeholder inclusiveness, sustainability context and completeness. We continuously refine our disclosures in line with the standard.

Read more on materiality assessment +

Assurance statement

Our ESG disclosures are reviewed and verified internally by an independent group, namely, Corporate Certifications and Assessments. The Report is also assured by an independent external auditor, DNV GL Business Assurance India Private Limited, and their assurance statement is available in ESG Databook.

Read more +

Reporting suite

Our ESG Report is part of a comprehensive suite of publications across economic, social and environmental parameters that provide transparency and information to our stakeholders.

Infosys Annual Report 2020-21

Infosys ESG Vision 2030

Infosys Foundation Report 2020-21

Infosys ESG Databook 2020-21

Infosys Sustainability Microsite

Infosys Corporate Social Responsibility Microsite

ESG REPORT 2020-21

Making digital inclusion a universal reality

Infosys Limited is a global information technology leader in next-generation digital solutions, business consulting and outsourcing services. We work to enable clients across countries to make sense of rapid digital acceleration and simplify their digital transition. Our operations span 243 locations across 50 countries with key locations in North America, Europe, Asia Pacific and India

Read more on our complete suite of services and offerings **+**

Key business highlights for fiscal 2021

259,619
employees globally

50 countries
in which we operate

US$13,561 mn
total revenue

40
years in business

96.2%
of our revenue came from repeat business

475
new clients (gross)

ESG governance framework

In October 2020, we launched our ESG Vision & Ambitions for 2030. Our focus will be steadfast on battling climate change, conserving water and managing waste. On the social front, our emphasis will be on the development of people, especially around digital skilling, improving diversity and inclusion, delivering technology for good and energizing the communities we work in. We will also redouble efforts to serve the interests of all our stakeholders, setting the benchmark in corporate governance, ethics and transparency, data privacy and information management.

The Board

ESG Committee

ESG Operations Council

"We are pleased to institute this new committee of our Board, focused on accelerating the integration of ESG factors into everything that we do as a business. As a progressive company, balancing financial return to investors with unwavering focus on being sustainable and socially responsible, will help us nurture a well-governed model to realize the many aspirations on our ESG roadmap."

Kiran Mazumdar-Shaw
Lead Independent Director of the Infosys Board and Chair of the ESG Committee

ESG Committee

Our Board instituted an Environmental, Social and Governance Committee on April 14, 2021 to discharge its oversight responsibility on matters related to organization-wide ESG initiatives, priorities, and leading ESG practices.
Kiran Mazumdar-Shaw, Lead Independent Director of the Board, is the chairperson of the ESG Committee. Independent Directors, Chitra Nayak and Uri Levine are members of the Committee. The ESG Committee is slated to meet periodically and guide the Board in discharging its responsibilities.

We are working to cascade the ESG goals to our business leaders and chalking out a roadmap to achieve the same. Going forward, we will publish these goals and the progress made against them to the ESG Committee of the Board, on a quarterly basis. Read more in our Annual Report 2020-21.

Infosys – a 'Live Enterprise'

Environment

Social

Governance

Our world in digital acceleration

Dear Stakeholder,

Never before have we been tested for resilience as severely as in the past year, and yet here we are having delivered industry-leading growth, still serving our clients. That's a testimony to the relentless perseverance of our employees and their unwavering focus on our clients.

As one-Infosys, through those tough months and weeks, we continued to prioritize our clients' needs. This redoubled their confidence in us and led more businesses to entrust more of their strategic work to us. We were prepared, having invested in developing the right digital solutions – especially in areas like cloud, data and analytics - to accelerate their transformation. Our employees – digitally skilled and empowered to work in a distributed agile and remote mode - were ready to deliver too.

Sustainability is key to our strategy

With the global pandemic fast-tracking technology adoption, our responsibility as a business committed to the well-being of all our stakeholders dictated that we ensure the digital dividends reached everybody. We were keen to renew our commitment to be a well-governed, sustainable organization, with diverse talent engaged in an inclusive workplace, and executing community strategies for shared progress.

We published the Infosys ESG Vision for 2030. Impacted as we all are by threats to our natural ecosystems, increasing global traction on social issues and the need for all-round better governance, our ESG Vision focuses on our long-standing commitments in the areas of climate change, technology for good, diversity and inclusion, energizing local communities, ethics and transparency, data privacy and information management.

In a culmination of action to combat climate change since 2008, Infosys also turned carbon neutral in 2020 - 30 years ahead of 2050, the timeline set by the Paris Agreement and we remain carbon neutral in fiscal 2021. More recently, we also formed an Environmental Social and Governance (ESG) Committee of the Board to guide the Board in discharging its oversight responsibility on matters related to organization-wide ESG initiatives, priorities, and best practices.

ESG leadership is integral to our business

- **In fiscal 2021, about 50% of our electricity consumption in India was met through renewable energy sources. Till date, we invested in 60 MW of solar photovoltaic (PV) capacity**

- **Since 2008, Infosys Foundation USA has reached over 23 mn students and 1 mn teachers with our digital skilling programs across K12 schools in the US**

- **Over 1.2 mn students from India's engineering colleges advance their digital skills on InfyTQ - our next-gen learning platform, as part of our social commitment to reskilling and facilitating job creation**

- **We were recognized by Ethisphere Institute, the global leader in defining and advancing the standards of ethical business practices, as one of the world's most ethical companies for 2021**

Why it all matters

The global crisis has exposed the vulnerability of humanity. While Infosys Foundation committed INR120 crore, (nearly US$16 mn), to COVID-19 relief in India and Infosys Foundation USA repurposed its Pathfinders Online Institute learning platform and made it available to all, we all need to do so much more to remedy the unsustainability of our ways. Our collective focus on decarbonizing the economy, creating equitable opportunities and building robust governance for a digital future needs to be strengthened.

This is a challenge that will need all our collective humanity and ingenuity to tackle. At Infosys, we are fully committed and determined to play our part.

Warmly,

Salil Parekh
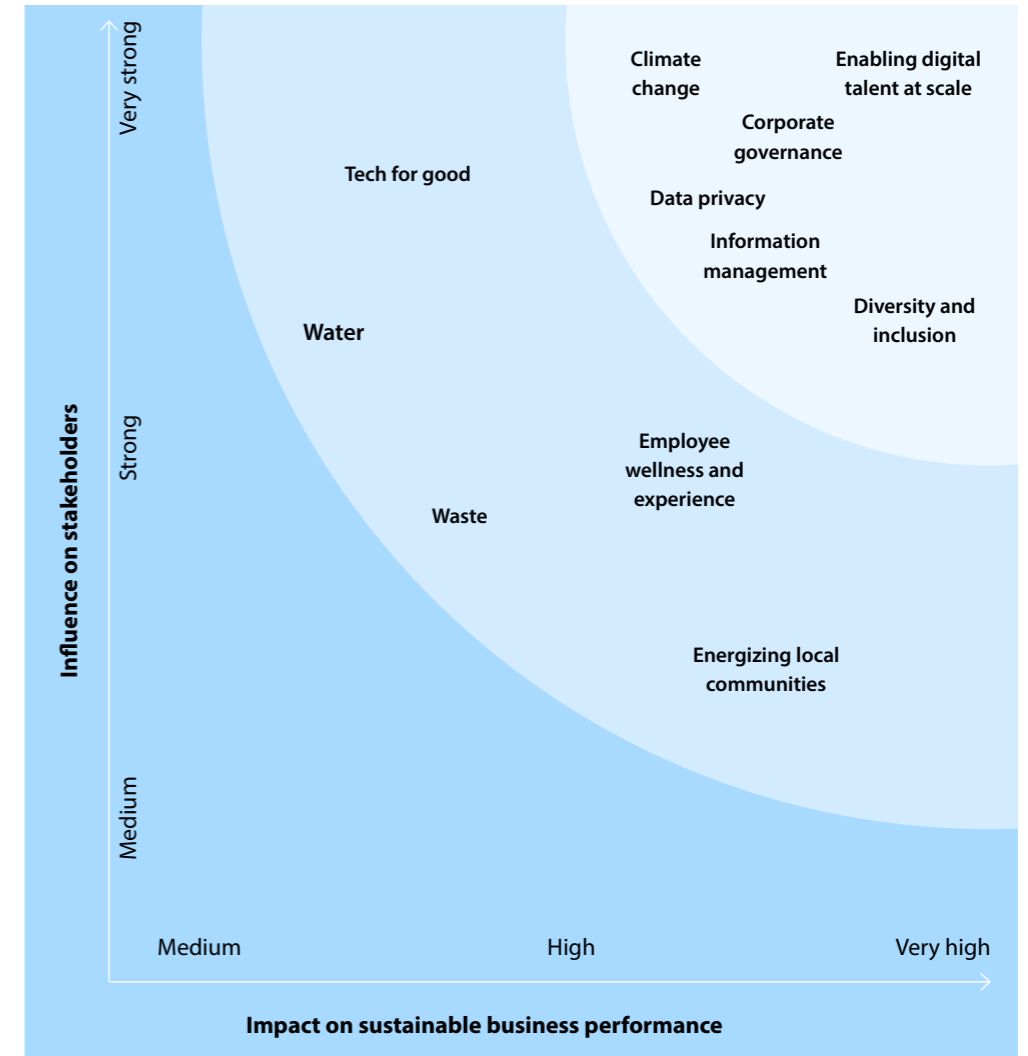Chief Executive Officer & Managing Director

Infosys ESG Vision: Shape and share solutions that serve the development of businesses and communities

The Infosys ESG Vision 2030 encapsulates our ESG responsibilities and commitments towards the planet at large, the people and our stakeholders within the communities they inhabit. We embraced ambitious goals and meticulous plans for environmental preservation and serving the interests of our stakeholders.

ESG priorities to build a sustainable digital ecosystem

The universe of our material concerns is complex and multi-layered and it qualifies the value we seek to create through our business. Within the domains of E, S and G, we are constantly defining the most crucial issues and preparing to address them. In 2020, we reviewed the progress made over the past decade on our ESG goals. We sharpened the lens for a more practical and comprehensive view. This helped broaden our ESG focus and rank our priorities in order of their importance to our business and our stakeholders, as observed through a data-driven and consultative exercise.

Influence on stakeholders (Very strong / Strong / Medium)

Climate change
Enabling digital talent at scale
Corporate governance
Data privacy
Tech for good
Information management
Diversity and inclusion
Water
Employee wellness and experience
Waste
Energizing local communities

Impact on sustainable business performance (Medium / High / Very high)

Defining our ESG Ambitions

In October 2020, we launched our ESG Vision and Ambitions for 2030.
These serve as a point of reference for maintaining leadership and addressing global challenges proportionate to our capacities.

Environment

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

Material topics

Climate change

Leverage technology to support the transition to a low-carbon world

Ambitions
- Maintaining carbon neutrality across Scope 1, 2 and 3[1] emissions every year
- Reducing absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 75%[2]
- Reducing absolute Scope 3 GHG emissions by 30%[3]
- Engaging clients on climate actions through our solutions

Water

Reduce our water footprint and enhance water availability in the communities where we operate

Ambition
- Maintaining 100% wastewater recycling every year

Waste

Reduce, reuse and recycle to minimize waste, including e-waste

Ambition
- Ensuring zero waste to landfill

1 Business travel, employee commute, and transmission and distribution losses

2 Corresponds to 75% renewable energy usage globally. This will be measured annually against business-as-usual scenario

3 Measured against 2020 baseline

Social

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

Material topics

Enabling digital talent at scale

Facilitate skilling to ensure progress for all

Ambition
- Extending digital skills to 10 mn+ people, including employees, clients' workforce, students, teachers and communities (2025)

Tech for good

Partner with society to harness the power of technology solutions in their everyday

Ambition
- Empowering 80 mn+ lives via tech for good programs in e-governance, healthcare and education (2025)

Diversity and inclusion

Foster diversity and nurture inclusion

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

Energizing local communities

Enable opportunities for communities locally

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

Employee wellness and experience

Ensure fulfilling careers for our employees

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

Governance

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

Material topics

Corporate governance

Be a leader and get benchmarked for world-class corporate governance

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

Data privacy

Ensure the safety of stakeholder data

Ambition
- Adopting leading data privacy standards across all global operations

Information management

Uphold the digital trust of our stakeholders

Ambition
- Being recognized as industry leader in our information security practices

Infosys – a 'Live Enterprise'

Progress against goals

A year of making substantial progress

Environment

Carbon neutral

across Scope 1,2 and 3 emissions in fiscal 2021

83.6%

absolute Scope 3[1] emissions reduced

46.12%

of our scope 1 and 2 emissions reduced against Business-as-usual (BAU)[2]

20+

projects executed for clients facilitating climate change actions

Minimizing

waste to landfill

(1) Includes business travel, employee commute, upstream leased assets, waste and work from home

(2) This corresponds to renewable energy usage against BAU

Social

2.02 mn

users are learning on Infosys Wingspan platform

>80 mn

lives empowered through Tech for good

38.6%

women in the workforce

96.5%

of our employees are working remotely

Infosys is among

Top Employers and Great Place to Work

Top Employers Global 2021 certification in 20 countries across Europe, the Middle East, Asia Pacific and North America, as well as a Great Place to Work® certification in India and the US, and ranked by Fortune among the Best Big Companies to Work For™ 2021 in the US

Governance

22%

women on the Board

71%

of our spend is local (India)

Recognized as one of the

World's Most Ethical Companies in 2021

ISO 27701 certified

Privacy Information Management System (PIMS), among the first few companies in the world to receive this accreditation

Prioritizing employee well-being while ensuring business continuity

We have a strong Business Continuity Management Program (Phoenix) and robust policies in place to ensure seamless business continuity and utmost safety of our employees. The program's structure and processes enabled us to operationalize formal response strategies and deploy them globally as early as in January 2020.

Core response team

We formed a dedicated COVID-19 core response team, chaired by our Chief Operating Officer (COO), with representation from all relevant internal stakeholders. A multi-level governance structure facilitated two-way communication between the core and local teams across regions, locations and client accounts. We are involved in constant liaisons with the government, regulatory authorities, airlines and hospitals to remain apprised of advisories and guidelines to manage operations and emergencies related to the pandemic at various locations. A dedicated helpdesk was set up to respond to queries from various stakeholders. A 24x7 Emergency Call Centre has been functional from the onset of the pandemic and 30,000+ calls were handled by the teams.

Approach to ensuring safety and seamless operations

- Operational controls
- Physical distancing
- Self-assessment tools for employee wellness
- Contact-less onboarding for new joiners

- Digital and physical solutions to screen
- Scenario plans
- Legal adherence
- Safe commute initiatives

- Seamless connectivity via secure laptops and desktops, with adequate information security controls
- Logistics
- Increased bandwidth capacities for our data networks
- Collaboration platforms to enable virtual meet-ups and smooth workflow
- Employee guidelines on confidentiality, data privacy and cyber threats

- Enhanced medical insurance
- Tie-up with hospitals
- Virtual counseling and Ergonomics sessions

- Work from home
- Travel-related
- Leave-related
- Immigration
- Insurance
- IT & Infrastructure
- Training process for campus joinees
- Liaising with service providers to enhance capabilities

Working from office

Remote working

Medical support

Employees

Communication

Policy changes

Tools

- Leadership messages
- Updated employee handbook
- Communication kits
- Resumption plan
- COVID-19 chatbots
- Monthly employee feedback surveys

- Modification of the WFH system
- Dedicated help desk
- InfyMe enhanced to report queries/concerns, return-to-work booking through digital ID cards
- Telemedicine

Read more on our ESG microsite +

Extending workplace innovations as solutions to our clients

We created the Infosys Return to Workplace, quick-to-deploy, enterprise-grade solution to enable our clients to ensure the safety and wellness of their employees in the new normal. During the course of the year, we expanded the solution suite rapidly beyond AI-driven thermal screening to offering in-office desk reservation, effective contact tracing through GPS, mobile bluetooth and BLE tags, health disclaimer and self-declaration tools, and workspace occupancy analytics.

These solutions also factor in diverse workspace needs of the future and are offered at an 'As a service' pricing model. We are collaborating with manufacturing and retail customers on the suite's dry run and testing the solution as part of their employee return workflows.

Beyond the curve

We foresee accelerated digitization of the workplace and have already embarked on a journey to create and explore technologies that will enable seamless return to work, leveraging applications like hot desking, digitized facility management, automated building operations, digitization of occupant health and safety and resource efficiency.

Read more on our Infosys Foundation Report 2021 +

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

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

In this section

1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	15 LIFE ON LAND	17 PARTNERSHIPS FOR THE GOALS	

Environment

Climate change: In the forefront of ecological transformation

Leverage technology to support the transition to a low-carbon world

We are focused on creating shared value within the business, for clients, local communities as well as the planet. Our approach is focused on environmental protection and enabling our clients on their sustainability journey.

Climate change and its ramifications like rising global temperatures, deteriorating air quality and contamination of our water bodies, are among the largest crises looming over the planet in recent times. At Infosys, we recognized the gravity of this issue early on and began focusing on climate action since 2008, through energy efficiency, renewable energy and carbon offset programs.

We achieved Carbon Neutrality in fiscal 2020, 30 years ahead of the 2050 timeline set by the Paris Agreement, as a culmination of our decade long efforts in environment stewardship. We were carbon neutral for emissions within and outside[1] our boundaries. Our ESG Vision 2030 reinforces our commitment to climate action. We resolved to remain carbon neutral every year going forward.

We have aligned our climate change management process and reporting with leading global standards like GRI, TCFD and SASB. We continue to be on the CDP leadership quadrant for the fifth year in a row for our efforts in environmentalism.

Understanding the need for global and national action, Infosys participated as an Anchor company, in the Carbon Market Simulation exercise, initiated by the World Resources Institute (WRI). The exercise was aimed at understanding and evaluating corporate India's readiness to enter carbon markets and align India's efforts to the Paris agreement. The simulation will provide evidence-based sustainable policy recommendations to help India achieve its climate goals.

Our continuing advocacy in climate action comprises creating awareness through participation in various forums related to

(1) excluding capital goods

low-carbon transition, water and waste management. We partner with thought leaders to enable policy reform, collaborate with academia to research and promote sustainable technologies and publish our work for awareness and wider adoption. During fiscal 2021, we became an industry partner for Solar Decathlon India, an innovation-based competition among post-graduate and graduate students from Indian institutions on next-generation solutions to address climate change in the buildings sector.

Committing to SBTi targets

In fiscal 2021, we committed to science-based targets initiatives (SBTi) to validate our climate change targets in alignment with the Paris agreement's goal of keeping temperatures well below 2°C scenario.

Preserving and enhancing biodiversity, Infosys Mengaluru campus

Ambition

- Maintain carbon neutrality across Scope 1,2 and 3 emissions every year
- Reducing absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 75%
- Reducing absolute Scope 3 GHG emissions by 30%

Climate change risks and opportunity assessment in line with TCFD recommendations

This year, we conducted our climate change risks and opportunity assessment based on the recommendations of G20 Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD).

Read more on ESG Data Book 2020-21 +

Educating our employees on sustainability

#GreenisthenewSwag is a continuous learning series aimed at strengthening awareness on making our ecosystems and lifestyles sustainable. Infoscions learn from best practices in environmental sustainability and are inspired to bring change in their lives and communities.

Leading the low-carbon transition among communities and businesses

Carbon neutrality

Preserving the planet for our future generations and operating sustainably remains pivotal to how we conduct business. Through our energy efficiency and renewable alternative measures, we were able to reduce and/or avoid emissions within our boundaries significantly. For emissions that remained beyond our control, we used the high-quality carbon offsets generated from our own projects to create lasting social impact.

We are Carbon Neutral for fiscal 2021 for the second year in a row

The above was verified and assured against the PAS2060:2014 standard.

Read more on Carbon Neutrality Assurance +

Approach to ensuring a carbon neutral world

Enabling work from home effectively has helped bring down our overall Scope 1, 2 and 3 emissions by about 46%[1], while paving the way for a hybrid workplace of the future.

- With most employees working from home, we moved towards a revenue-based intensity tracking for our environmental KPIs as opposed to the conventional employee based intensity.

  Read more on ESG data book +

- Pioneered solutions and services to help clients in their low-carbon transition

  Read more on ESG microsite +

(1) for emission categories of our carbon neutrality

Where our emissions come from (290,865tCO$_2$e)

3%
1.2% 1.8%
24%
23.5%
41.4%
2.7%
1.6%
4.1%
1.0%
0.04%
73%
22.1%
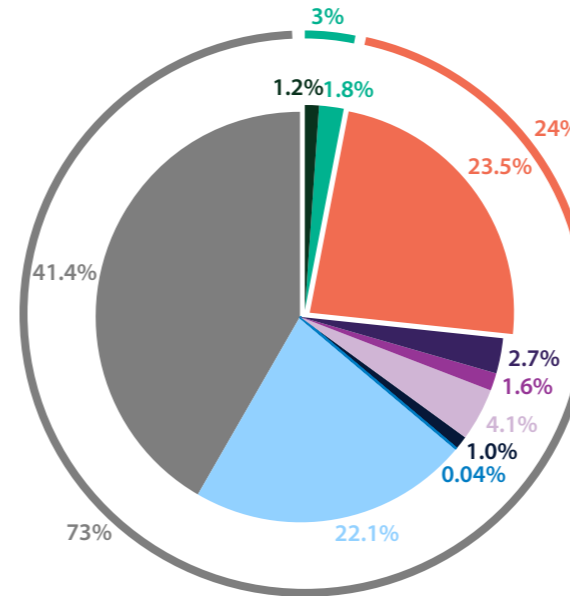
(in tCO$_2$e)

Scope 1

- Fuel consumption - 3,374
- Fugitive emissions - 5,304

Scope 2

- Global energy consumption - 68,673

Scope 3

- Business travel - 8,068
- Employee commute - 4,717
- T&D losses - 12,061
- Upstream leased asset - 3,156
- Waste - 127
- Work from home - 64,634
- Capital goods - 120,751

ESG REPORT 2020-21

Infosys – a 'Live Enterprise'

Environment

Climate change

Water

Waste

Social

Governance

Pillars of our carbon neutrality commitment

Energy efficiency   **Renewable energy**   **Carbon offsets**

Setting benchmarks in operational efficiency

Over the past decade, we have been leveraging technology and knowledge to build and run some of the most efficient buildings and campuses globally. These campuses are designed to not only conserve energy and water, but also focus on treating waste responsibly. It is no wonder then that our campuses are synonymous with 'living labs' for clean technology.

Energy efficiency

Our energy efficiency efforts involve optimizing operations, leveraging higher-efficiency equipment and eliminating wastage. Most of our energy consumption happens in our buildings. Efficient design of new buildings, deep green retrofits in existing buildings and operational excellence through smart automation were crucial in achieving energy efficiency. They also resulted in a reduction in energy demand, thereby significantly bringing down our operational costs. During fiscal 2021, we implemented over 15 energy efficiency projects across HVAC and lighting spaces. An important aspect of our energy efficiency program is smart automation, deployed across 30 mn Sq.ft of office space. Automation has enabled remote operations, optimization, valuable insight into equipment health and timely corrective action.

Our energy intensity (electricity consumption per capita) has seen substantial reduction. In fiscal 2021, with most employees working from home, the metric for energy intensity was revised from per capita to per mn $ revenue.

Electricity intensity (MWh/US$ mn revenue)

FY19	FY20	FY21
23.6	22.4	13.0

Remote monitoring of building systems and data centers
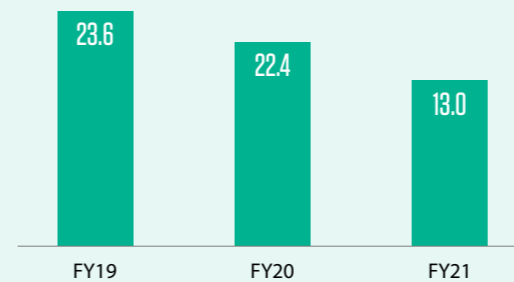
CASE STUDY

Better lighting with lower energy

Concern
Lighting is the third-largest consumer of electricity in buildings after computers and air conditioning. Technological improvements owing to LEDs, improved electronics and better future design enable a significant reduction in lighting energy usage.

Approach
A major lighting retrofit in our Pune campus involved replacing 9,000 CFL-based light fixtures spanning 1 mn Sq.ft space, across 4 buildings, with high efficiency LED lighting and motion sensors. We also responsibly disposed of the replaced CFLs through an authorized e-waste recycler.
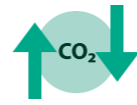
Outcome
A reduction of 68% (~417 kW) was achieved on the connected electrical load, ~0.8 mn kWh is expected to be saved annually through this retrofit, with a payback of less than 3.5 years. The retrofit improved the lighting levels in the buildings, thereby enhancing employee comfort and experience.

CASE STUDY

Phasing out pollutants

Concern
Some refrigerants in air-conditioners are harmful to the atmosphere due to their ozone-depleting and global warming effects. They are being globally phased out in accordance with the Montreal protocol. In India, the target is to phase out R-22, one of the most common refrigerants, by 2030.

Approach
We undertook an accelerated phase-out plan, where R-22 air-conditioning units were replaced with new efficient systems and refrigerants that have zero ozone-depleting potential (ODP). These new refrigerants include R-410a or R-134a. Retrofit projects were taken up across locations and a capacity of 705 TR (cooling capacity) of R-22 based systems were replaced.

Outcome
This has enabled connected load reduction of ~268 kW, and an estimated 1.18 mn kWh of annual energy savings.

Infosys

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ESG REPORT 2020-21

Green buildings

All our buildings, new and old, follow the highest standards of sustainability so as to minimize our impact on the environment, while focusing on employee health and productivity. In fiscal 2021, ~1 mn Sq.ft of our new buildings were awarded the highest green building certification.

26 mn Sq.ft

of our workspace accorded highest level of green building certification

Infosys, Hubballi SDB - LEED Platinum certified building

Infosys, Indore SDB – LEED Platinum certified building

Infosys Office Building Standards

Office Building Energy Performance Index

75 kWh/Sq.m per year

Office Building Envelope Heat Gain (Peak)

0.75 W/Sq.ft Built-up area

Office Building Lighting Power Density

0.4 W/Sq.ft

Office Building Electrical Demand (Peak)

3.5 W/Sq.ft built-up area

Office Building Air-conditioning coverage

1 TR of air-conditioning covers 750 Sq.ft

Fresh Air in Air-conditioning

100% fresh air

Office Building Water Demand

25 liter/person per day

Chiller Plant (Air-conditioning) Efficiency

0.55 kW/TR

Read more on comparison of Infosys building standards with other relevant building standards +

Renewable energy

We prioritise the shift in our processes to using energy sources that are virtually inexhaustible. This will enhance clean air across communities and result in zero greenhouse gas emissions. We commissioned the first solar photovoltaic (PV) plant at our Jaipur campus in fiscal 2011. Today, our installed capacity across locations is at ~ 60 MW, comprising on-site and off-site solar PV plants. The on-site solar PV plants include building rooftop and ground-mounted systems.

In fiscal 2021, ~50% of our electricity for our India operations were sourced from renewable sources, including electricity generated from our own solar PV plants and green power procurement.

We are continuously working with governments in various states in India to facilitate the creation of favorable policies so as to increase the share of renewables in our energy mix.

~50%

of our electricity for our India operations comes from renewables

Solar plant in Sira, Karnataka
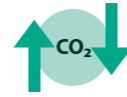
Carbon offsets

Prioritising rural development

Given the nature of our operations, despite our best efforts in reducing/avoiding emissions within our boundaries, a sizeable emissions basket remains. These include emissions from business travel, employee commute, among others. While we can choose to offset these emissions through the purchase of carbon credits in the market, we opted to invest in projects that would provide larger social and economic benefits to communities. We invest and implement these projects on ground.

We actively identify and work on projects in rural India that also have an emission reduction potential. Our primary intervention is the clean cooking space. This year, we added one new household biogas project in the Vidarbha region of Maharashtra. Today our project portfolio includes 9 carbon offset projects.

119,000

families reached through carbon offset projects as on date

2,600+

jobs created as on date

YRA biogas project - Training in Vidarbha region

Transforming lives across the indigenous Vidarbha settlement in Maharashtra

Our pursuit to identify community-based projects where we can make a difference through carbon offset initiatives took us to Vidarbha, the North-eastern part of Maharashtra, India. The agrarian distress in Vidarbha has long been among the most dicussed concerns in India.

The Vidarbha region contributes to the highest share of Maharashtra's forest cover and has a significant indigenous population. Our studies showed that over 80% of these families still depend on firewood for cooking. The landholding pattern tells us that most of them were small and marginal farmers and owned cattle.

This made it a perfect area for implementing a biogas-based carbon offset project.

The project addresses critical issues in the region by:

- Avoiding the use of firewood for cooking, thereby protecting the forest cover

- Avoiding methane emissions, which is 25 times more potent a greenhouse gas than carbon dioxide through the utilization of cattle manure in the biogas units

- Reducing the dependency on chemical fertilizers, by using the biogas slurry as ready manure for their farms

The project aims to provide clean cooking gas and smoke-free kitchens to 12,000 families. Also, organic farming practices were enabled. The project will create over **180 direct jobs** and reduce the drudgery faced by women and children of the family.

Engaging businesses in their low-carbon journey

Climate change is increasingly becoming an immediate and substantial threat to humanity's development and prosperity. To avoid the worst impacts of climate change, we must transform – at speed and scale – the way our economies, businesses and communities work. Sustainability has become important for enterprises across industries. Indian Meteorological Department (IMD) reports that 62% of CXOs consider a sustainability strategy necessary to be competitive today, and another 22% thinks it will be in the future – a $1 tn+ market segment. As the expectations on corporate responsibility increase, and there is scrutiny on business operations, enterprises are recognizing the need to act on sustainability in a way that produces tangible outcomes. The good news is that when an enterprise takes sustainability as their purpose, they can increase growth and profitability, while also caring for the people and improving the planet on which they depend.

Experience that is enabling our clients

Over the past decade, we have leveraged technology to build and run some of the most efficient buildings and campuses globally. Campuses that conserve energy, save water and treat waste responsibly. Our campuses are 'living labs' for clean technology. Leveraging our expertise, we set up the Sustainability Practice Unit in 2020 with a mission to serve the preservation of our planet by shaping and sharing technology solutions. The practice works collaboratively with business units to scale technology-led solutions to tackle climate change.

Our sustainability philosophy is about ensuring that our business, our clients' businesses, and our ecosystems are all sustainable. Now, we are bringing our net carbon neutral success to sustainable offerings for our clients' businesses, throughout the market. We have proven that we understand the metrics of sustainability and global reporting criteria.

A promising start to our ambition

In the first year of this journey, we completed 20+ projects facilitating clients in their transition to combat climate change through business-driven IT solutions around CCUS, energy storage, next-generation innovative and sustainable products and services, renewables, energy efficiency, brownfield modernization and transformation, clean energy generation and trading, as well as electric mobility. The coming year is an exciting one for us. We have many opportunities in the pipeline with a focus on energy, chemical, smart utilities, mining, transition to cloud services, predictive PLM, smart spaces, and circularity solutions for sustainable manufacturing, financial services, and consumer product retail.

Read more +

Entering an MoU agreement with bp

We signed an MoU with bp to develop an integrated energy as-a-service platform to leverage our and bp's diverse areas of expertise. While our digital capabilities will be used to manage energy assets, provide low-carbon power, heating/cooling, and mobility to campuses, driven by an AI-based digital platform, bp's expertise and resources in renewable solar and wind together with gas for power, fuels, electric vehicle charging, battery swapping and advanced mobility solutions will be crucial. The integrated energy as-a-service offering will be piloted at our Pune campus, and later scaled to our other campuses, smart cities, and industrial and business parks.

Read more on our ESG microsite +

Ambition

- Engaging clients on climate actions through our solutions
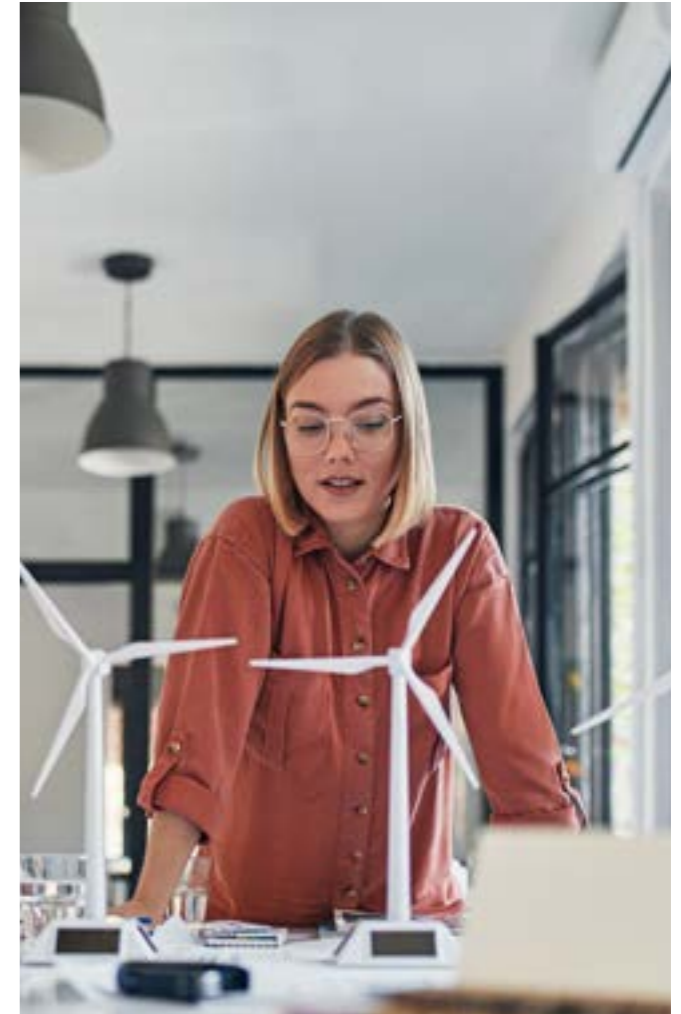
Water: Making concerted conservation and restoration efforts

Reduce our water footprint and enhance water availability in the communities where we operate

Water being a scarce and invaluable natural resource, we are strongly committed to its conservation through the 3R (Reduce, Reuse, Recycle) approach. We are a signatory to the CEO Water Mandate, since 2014. We are strengthening our water stewardship practices in our operations and extending our efforts to the community.

Our freshwater demand reduced considerably this year owing to remote working. This also resulted in reduced availability of treated wastewater to cater to our flushing, landscaping, and cooling tower requirements. However, we maintained the sewage treatment plants across our India campuses to keep them operational at low loads.

Rainwater harvesting pond in Infosys,Thiruvananthapuram campus

A comprehensive water management strategy devised to achieve water sufficiency. Water usage is reduced through demand side measures and 100% of the wastewater is recycled within our campuses in India.

Rainwater harvesting

Rainwater harvesting is an important part of our water stewardship goal. Rainwater harvesting tanks, recharge wells and artificial lakes are built in our India campuses to reduce external fresh-water dependency. Our campuses in India have 35 lakes/ponds for rainwater harvesting with a holding capacity of ~330 mn liters, and 370 injection wells with a potential to recharge about 18.5 mn liters of rainwater into the ground.

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

Bringing water intensity down

Our water intensity (water consumption per capita) has reduced significantly over the years. This year, we began tracking our environmental performance against $ revenue. This aligns to most standards that require data to be reported on revenue basis (like BRSR, CDP, etc.). This also allows comparison with our peers.

Some of the water conservation efforts in our Indian campuses include:

- Reducing landscape irrigation demand by advancing landscape planning with lesser grass cover, use of native species and continued development of irrigation infrastructure like automated irrigation, drip irrigation, among others

Ambition

- Maintaining 100% wastewater recycling every year

Rainwater harvesting pond in Infosys, Bengaluru campus

- Used lamella clarifiers to filter and reuse backwash at our Mysuru campus, reducing freshwater requirement by 3%

We ensure that the wastewater we generate is treated in-house in the sewage treatment plants (STPs) that we operate at our large campuses and leased campuses in India. In 2 of our smaller leased offices, with limited space or lesser operational control, the wastewater is discharged into municipal sewers, which undergo further treatment.

Water intensity (kiloliter/US$ mn revenue)

FY19	FY20	FY21
292.6	232.6	95.39
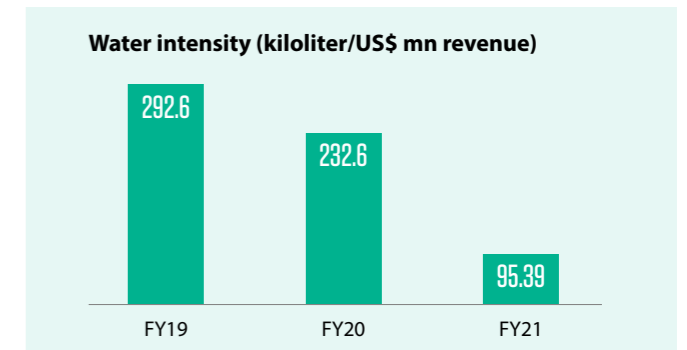
CASE STUDY

Restoring Hebbal Lake and helping nurture biodiversity

Concern

The Hebbal Lake in Mysuru spans 40+ acres and is in the Hebbal Industrial area. It has been home to many migratory birds. But gradually, the lake lost its glory to massive urbanization and continuous flow of sewage caused by residential and industrial establishments.

Approach

We collaborated with the Mysuru administration to rejuvenate and restore the lake. The project involved de-silting, fencing lake boundaries, building a bund and walking path around the lake, together with, tree plantation and beautification of its surroundings. We set up a sewage treatment plant (STP) next to the lake to treat the wastewater entering the lake. The state-of-the-art STP with membrane bioreactor (MBR) technology and smart automation has a capacity to treat 8 mn liters per day and was commissioned in September 2020. The STP ensures that wastewater is treated to the highest standards, conforming to the Central Pollution Control Board norms, before being let into the lake.

Outcome

Today, the lake has regained its charm, with thriving biodiversity of flora and fauna, and is once again host to several migratory birds. It provides a perfect ecosystem for nature lovers.

Hebbal Lake rejuvenation in Mysuru is among the biggest lake conservation projects under the public-private partnership (PPP) model of Karnataka. The project serves as a benchmark for district administrations and governments in protecting lakes and treating wastewater effectively.

Hebbal Lake, Mysuru - Before rejuvenation

Hebbal Lake, Mysuru - After rejuvenation

CASE STUDY

Integrated water management

Infosys Crescent, our 10-acre campus located in Electronics City Phase-1, Bengaluru is a showcase for integrated water management. Water demand is minimized by measures like low-flow fixtures, dual flush toilets, pressure regulating valves and smart metering, this will result in about 47% savings during operations when compared with the National Building Code norms.

A subsoil drainage system below the basement parking ensures no water pressure on the structure, thereby also collecting subsoil water for use in landscaping and cleaning. Rainwater from the terrace is collected in rainwater harvesting tanks and used for potable purposes. One-third of the freshwater requirement of the campus in monsoon months (May-October) is expected to be met through rainwater. Surface rainwater (from roads and landscape) is recharged into the ground through 20 injection wells on the campus. All the wastewater generated in the campus is treated using an in-house Sewage Treatment Plant and the recycled water is used for flushing, landscaping and cooling tower makeup water requirement, making the campus a zero-discharge facility.

Crescent campus, Infosys Bengaluru

Finding effective ways to manage and minimize waste

Reduce, reuse and recycle to minimize waste, including e-waste
Our waste management approach is based on the philosophy of Reduce, Reuse and Recycle. We seek to uphold our ambition of zero waste to landfills through active minimization combined with technology investment in recycling and streamlining systems and processes. With our efforts, we contribute to a circular economy and convert waste to resource.

In-house treatment and practices

At Infosys, we follow a process of waste segregation at source through which the entire volume is treated or disposed in line with applicable legislative requirements. We established biogas plants and organic waste converters for food and garden waste, to be recycled on our campuses in India. The resultant manure is used for our campus landscape. The efficiency of the biogas plant is enhanced through automation, with the generated biogas offsetting the LPG usage in our food courts and helping avoid methane emissions from the waste.

In fiscal 2021, we continued our efforts in identification and replacement of single-use plastics with alternatives. We focused on further segregating and disposing of mixed waste by identifying partners in India who could support us in disposal to authorized recyclers and ensuring that a greater percentage of the generated waste is recycled or treated and does not reach the landfills.

Another category of waste generated includes the semi-solid sludge from our STPs. This wet sludge contains semi-digested organic matter and a lot of moisture and pathogens, making it unsuitable for direct soil application. At a few campuses in India, we implemented solar sludge drying beds, that ensure the sludge can now be used as manure.

This year, the pandemic resulted in additional quantities of biomedical waste, including PPE kits, tissues, surgical masks, among others. We ensured segregation and disposal of the same in line with revised Biomedical Waste rules across India campuses.

CASE STUDY

Waste management consulting services

Concern
The world generates 2.01 bn tons of municipal solid waste annually, and the global waste management market is set to touch US$2.3 tn by 2027. On the bright side, Visiongain, an independent market research company, estimates that the waste-to-energy market can touch upwards of US$22.6 bn by 2030.

Approach
We are deeply concerned about this topic and our solutions to monitor and manage waste are powered by technology. Having developed and tested an array of solutions across our campuses, our Waste Management sub-vertical decided to take them to the market for Waste Management (WM) companies. We continue our efforts towards a circular economy by forging partnerships with organizations like the Ellen MacArthur Foundation. We help WM companies with digital solutions, such as dynamic routing, enterprise asset management, predictive maintenance, and IoT sensors to monitor segregation and compaction in bins and collection.

Outcome
Increasing volumes of waste can be managed with predictive modeling, which uses big data analytics. The workforce can be better managed with smart customer service, ticket addressing, RPA for invoice processing, smart garbage trucks, mobile solutions, and anytime, anywhere learning on Wingspan.

Read more +

Ambition
- Ensuring zero waste to landfill

Biogas plant at an Infosys campus

Environment compliance

We comply with applicable environmental regulations in the countries where we operate and have established management systems with ISO14001:2015 certification. The significant concerns identified in our practices as having an environmental impact include the following:

1. Depletion of resources like power, water

2. Waste generation and disposal

3. Emissions that are part of our material aspects

We conduct environmental impact assessment studies for all new projects, wherever applicable, covering impacts related to air, water, social aspects and biodiversity, among others. No instances of monetary or non-monetary sanctions for non-compliance or environmental grievances were reported to us in fiscal 2021.

Our campuses are built on government approved land in industrial zones and do not fall within or are adjacent to protected areas or high-biodiversity areas.

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

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

In this section

Enabling digital talent at scale

Facilitate skilling to ensure progress for all

Rapidly changing technologies are transforming the dynamics of the modern workplace. According to the World Economic Forum in its Future of Jobs Report 2020, new technologies and automation will create ~133 mn new jobs in 2022. These new roles will require a blend of technical, creative, and problem-solving skills.

Ambition

- Extending digital skills to 10 mn+ people, including employees, clients' workforce, students, teachers and communities (2025)

Developing and enhancing human skills and capabilities through education, learning and meaningful work are key drivers of economic success, individual well-being and societal cohesion. At Infosys, we believe investing in enhancing the digital skills of our employees and the community as well as supporting our clients' in their efforts to digitally skill their workforce will create a huge force multiplier to leverage the world of opportunity that is unfolding before us.

2.02 mn

users on various learning platforms powered by Infosys Wingspan in fiscal 2021

Integrated digital learning with Infosys Wingspan

Infosys Wingspan is a next-generation talent transformation solution crafted to help organizations accelerate their talent transformation journey. Based on open-source technologies, the cloud-first and mobile-first solution is designed to provide a seamless interactive learning experience that is accessible anytime, anywhere and on any device.

Infosys Wingspan provides best-in-class, curated content from multiple sources that learners can access to enrich their knowledge. Users are provided a personal and engaging experience, by creating their own 'goals', measuring 'time

spent' and creating a 'learning history'. The solution comes with machine learning capabilities and provides tailored and relevant learning recommendations, while the AI-powered voice-enabled 'learning assistant' also offers guidance at all stages of the learning process. The connected and collaborative solution allows peer interactions and provides opportunities for collaborative and competitive learning.

400,000

client employees were engaged to meet their talent transformation needs through reskilling and continuous learning objectives in fiscal 2021

Learners can test their competencies through diverse assessments and gain relevant certifications. Through this solution, leaders can drive impactful learning initiatives with insights gained from leveraging analytics, which help companies understand the learning trends within the organization and plan requisite interventions.

With reskilling emerging as an imperative for employability in the industry, we also repurposed Lex and made it available to over a million college students in India via our InfyTQ application. It is available for clients and supports community initiatives, such as Headstart, Reskill & Restart and Infosys Pathfinders Online Institute, to name a few.

240,000

our employees have used Infosys Wingspan (known as Lex internally) since launch in April 2018

Lex

Focusing on individual learner needs, we introduced innovative features to shape our employees' unique learning experiences in fiscal 2021. We shifted focus from a standardized learning experience to a more personalized experience by providing a curated learning opportunity through which each employee peruses the modules in a different way, via role-based learning paths and channel-page specific learner groups. The learning culture was further strengthened during the pandemic because of the smart digital additions, including playgrounds to practice different technology areas without installing ancillary products, gamified learning pathways, quizzing features, specific channels and an integrated virtual meeting platform.

The platform is continuously evolving to offer best-in-class content options through a single interface. Along with in-house content, Lex also hosts third-party content from top vendors, such as Knowledge @ Wharton, Harvard Manage Mentor, e-Cornell and content partners, such as Learnship, GlobalEnglish for excellence in business communication and behavioral competency development.

New features

One-stop shop – Channels
Ensures learners find all the required content on a subject in one place without the hassles of searching and identifying

Quizzing – Konnect & Agon
Two quizzing tools to engage learners effectively in a light and fun manner

Organized calendar – Schedulo
A calendar with a view to all trainings and events scheduled

Discussion forums
Encourages social learning with cohorts, subject matter experts and content authors

Not one size for all – Adaptive learning
Promotes personalized learning experience catering to learner-specific needs

Simulations – Playgrounds
Practice and strengthen behavioral competencies with professional development playgrounds

Fresh content – blogs
Upload fresh and current content and POVs instantly

Live Enterprise Platform – Meridian
An integrated platform that offers solutions related to process reimagination, workforce productivity, and virtual events

Infosys Foundation program using LEX

Infosys Foundation training program spans 16 to 19 weeks and is designed to train entry-level engineering graduates who have been newly onboarded. It helps them transition from academics to the culture in corporations. Through our digital learning platform, Lex, we were able to seamlessly transition from residential training to online virtual trainings and assessments.

12,800+
Fresh graduates were trained on 40 specializations and released to production in fiscal 2021

Focus on employee skilling and re-skilling

Number of training days	2,940,728 (days)*
Average number of training days for men	10.80
Average number of training days for women	12.28
Self-learning courses	1,800

This table does not include training for contract staff. All our contractors received training on Anti-Sexual Harassment, HSE and job-specific training, as appropriate to their role.

Navigate your next

ESG REPORT 2020-21

Community portals launched globally

Infosys Headstart

Infosys Headstart is our flagship intervention to empower people, communities, societies as well as students across India in the age group of 10-22 years as well as long-term learners. Infosys Headstart is powered by Wingspan and includes learning content developed by us and leading content providers that cover digital and emerging technologies and life skills.

For a holistic learning experience, the platform has technology and soft skill playgrounds, programming challenges and social learning features. We have dedicated Maker Labs that are planned in major Indian cities to provide hands-on learning opportunities on emerging technologies. The platform was soft-launched for volunteer institutions in February 2021.

40,000+
learners leveraged the platform within 6 weeks of its launch

150+
academic institutions reached

InfyTQ

The next-generation digital platform was launched in February 2019 and offers superior learning and engagement experiences for engineering students in India. InfyTQ is a free platform open to all engineering students in their third and fourth years across India. The platform encourages holistic development by imparting technical as well as professional skills training and helps them become industry ready. Graduates who clear our certifications through InfyTQ, will have access to opportunities with enterprises registered with the NASSCOM consortium, where we are playing a key role.

1.2 mn
students registered on the platform

158,720
students took the first web-camera proctored qualifying exam for Infosys Certification this year

The Infosys Internship program

The program allows final year students across colleges of India, selected by us through campus recruitment, to work on a project, which is a curriculum requirement, as well as receive guidance and mentorship from our Subject Matter Experts (SMEs). Students also receive training to undertake the projects and handle their complexities.

Read more on the Infosys USA Foundation +

1,100+
students engaged in the program virtually around the country in fiscal 2021

![Infosys logo] Infosys®
Navigate your next

ESG REPORT 2020-21

Infosys – a 'Live Enterprise'

Environment

Social

  Enabling digital talent at scale

  Tech for good

  Diversity and inclusion

  Energizing local communities

  Employee wellness and experience

Governance

Pathfinders Online Institute

Infosys Pathfinders Online Institute was launched in 2019 by Infosys Foundation USA, for expanding access to computer science and maker education in K-12 public schools across the US. It supports hands-on learning through the #InfyMakers awards competition. Ten organizations were recognized this year for their efforts to improve maker-centered learning.

23 mn
students reached by the Infosys Foundation USA, since inception in 2008

1 mn
teachers reached by the Infosys Foundation USA, since inception in 2008

700
K-12 teachers trained through Pathfinders Online who will collectively reach 45,000+ students by the next year

Read more on the Infosys USA Foundation +

Wingspan Academy

Wingspan Academy was launched in 2020 for candidates across the US, as a platform designed to enhance one's knowledge of the latest industry-relevant technologies. The participants receive these benefits without financial or exclusivity obligations and at no risk.

It is a dynamic learning platform to learn and collaborate with like-minded peers and stay connected with our company. The key learners include people impacted by the pandemic, global college students, teachers of computer science and maker education in K-12 public schools.

7,000
learners on the academy portal in fiscal 2021

Reskill & Restart

We launched Reskill & Restart in July 2020, as an innovative solution to reskill the American workforce and fulfil their employment needs following COVID-19. The solution is powered by an Infosys-led consortium, leveraging Infosys Wingspan to create a free, online platform, connecting employees and employers, while also providing necessary training for jobseekers. The consortium is helping our talents in their transition from traditional jobs across various industries and work streams to digital and operation jobs of the future.

960
active users as on fiscal 2021

560
courses as on fiscal 2021

18
career streams introduced

Managing transitions

We believe in imbibing the value of continuous learning among our employees. Our large network of Infosys Alumni leverage Lex to learn contemporary skills. Employee Resource Groups enable our teams to build strong informal networks and relationships for support during career transitions.

ESG REPORT 2020-21

Tech for good

Partner society to harness the power of technology solutions in their everyday

The new normal has compelled teams into a remote work situation. Cloud as well as digital, technology-led solutions and platforms have enabled businesses and governments to remain resilient.

Ambition

- Empowering 80 mn+ lives via Tech for good programs in e-governance, healthcare and education (2025)

With everything becoming software driven, there arises an opportunity for us to conceptualise, build and roll out cloud native platforms and solutions using emerging technologies that bear significant impact at a social scale.

Core focus areas of the program

We believe that technological advancement has maximum societal impact and the initiative will focus on making an impact across the 3 key segments of:

- **eGovernance**
- **Healthcare**
- **Education**

Read more +

80 mn+
lives empowered through Tech for good

Extending solutions for eGovernance, Healthcare and Education

Over the last year, as governments all over the world grappled with the pandemic and looked for innovative solutions within governance, healthcare and education spaces, Infoscions proactively volunteered and contributed to societal solutions, under the aegis of Tech for good goal.

eGovernance

We are working with the Government of India and supporting large digital platforms in the direct and indirect tax domains, while also partnering with the Governments of USA and Australia in supporting their modernization programs.

Healthcare

Apthamitra – We collaborated closely with the government of Karnataka in developing and rolling out the Apthamitra mobile and web application, contact centre solution and backend services in association with a consortium of partners.

650,000
calls were handled by the helpline between May and November of fiscal 2021

175 mn
calls were made to reach out to the state citizens with a focus on infection-prone sections

125,000
users availed the application

Read more on CrushCovid RI +

Education

Read more on Reskill and Restart +

Read more on InfyTQ +

Solutions for Indian government's CoWIN app

In the 'Grand Challenge for Strengthening CoWIN' organized by Ministry of Electronics & Information Technology (MEITY), our vaccination platform team has been shortlisted for supporting two areas of the solution, viz., Token and Queue Management and AEFI/AESI Reporting and Monitoring.

Social

Diversity and inclusion

Foster diversity and nurture inclusion

Diversity and inclusion is key to building a balanced and inspired workforce. Our anti-discrimination and anti-harassment policies apply to everyone in the company, including employees, clients and suppliers.

Ambition

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

We are a UNGC signatory and are supporting the protection and elevation of human rights in accordance with the following:

Signatory to UNGC

Abide by UN Universal Declaration of Human Rights	Abide by UN Guiding Principles on Business and Human Rights
Abide by ILO Declaration on Fundamental Principles and Rights at Work	Member of Australian Network on Disability (AND)
Signatory to UN Women's Empowerment Principles (WEP)	Signatory to UN Fair & Equal (LGBTI Charter for Business)
Founder member of WEF Partnering for Racial Justice in Business	

A well-defined governance framework

- Our **Human Rights Statement** provides the broad framework to ensure respectful and dignified treatment of our employees with no tolerance towards acts of human rights violations or abuse.

- Our **Supplier Code of Conduct** enables us in managing and addressing concerns on sustainable business practices within our supply chains and enhances the effectiveness of their efforts.

Diversity Councils

Our business-led diversity and inclusion efforts are championed through Diversity Councils across geographies and business unit levels. Diversity goals are a part of the corporate scorecard and helps measure our business leaders' contribution. Diversity Councils comprise members from business and enabler functions, who work under the leadership of a Diversity Council Head. Periodic reviews of diversity and inclusion metrics and programs enable teams to enhance the effectiveness of their efforts.

Code of Conduct

We swear by a **Code of Conduct and Ethics**, communicated to employees worldwide. Equal opportunity and fair treatment are an essential part of this Code, along with ensuring equal pay for equal work and an environment free from discrimination and harassment. We focus on performance of employees irrespective of race, color, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status or any other legally protected status.

Read more +

Closing the gender gap

Our ambition is to have 45% women in our workforce by 2030, and we are committed to provide a safe and positive work environment to all employees. A signatory to UN Women's Empowerment Principles (WEP), our efforts on gender diversity in the workplace emphasizes the participation of women in technology, management and leadership. Our workplace policies and investments focus on learning and development and specific interventions for women in navigating their personal and professional life.

38.6%
women in the workforce in Infosys Group

22%
of the Non-Executive Board members are women, i.e. 2 of 9 members

66%
of the ESG Committee of the Board comprise women

10.8%
women at the leadership level across Infosys Group

Women-centric initiatives

#IamTheFuture: It is a program by Infosys Leadership Institute to train women for leadership roles. The program accelerates the readiness of women leaders, strengthening the pipeline and fostering an inclusive ecosystem and culture. Designed as a year-long program running till fiscal 2022, in partnership with Stanford GSB, #IamtheFuture program provides holistic development opportunities for our women leaders globally.

NASSCOM partnership programs: We sponsored 400 of our women employees for the Women Wizards Rule Tech (W2RT) program in fiscal 2021. The program is designed to skill 10,000 women in the Indian industry on new and emerging technologies and is led by 120 of our mentors and 12 of our technology gurus.

For NASSCOM's Tech4All learning program, we sponsored 500 women this year. A collaboration with Confederation of Indian Industry (CII) to enable women to network with a larger community of professional women in the country through workshops, seminars, learning sessions and mentoring programs.

Parental leave for employees

In fiscal 2021, 7,097 men and 4,731 women availed parental leave. A strong return to work post- maternity program has ensured 92% women returning to work and 88% continuing in their professional journeys with us after 12 months of resuming work. Read more about our Return to Work post Maternity interventions here.

Read more +
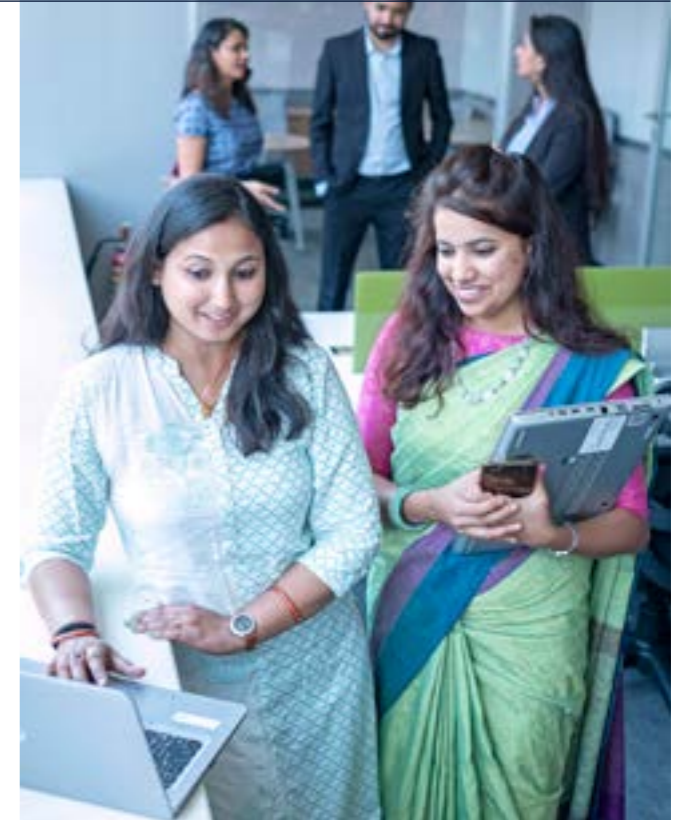
We do not differentiate our compensation offering to employees (basic salary and remuneration) based on gender or any other diversity in background, in any of the locations where we operate. The remuneration is based on the role of the employee and total years of work experience.

Read more on Pay Parity for EU +

ESG REPORT 2020-21

Fostering inclusion

Our Code of Conduct governs our inclusion strategy, a key tenet of which includes respecting each other and creating an equal opportunity workplace that ensures equal pay for equal work and a discrimination- and harassment-free work environment. This is irrespective of race, color, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status or any other legally protected status.

Read more +

Supporting people with disabilities

We formulated focused initiatives in hiring, retention and accessibility of our physical and virtual infrastructure to support those with disabilities. We launched the Accessibility Lab as a treasure trove of learning resources, expert talks and simulations, which are contributed to by a network of accessibility experts to build awareness and skills on digital accessibility for our software engineers.

Infosys' Accessibility Testing Tool (iATT) was listed as one of the w3.org's recommended tools. iATT is an intelligent accessibility compliance analyzer with a robust rules-engine and exhaustive features that enable intuitive data to reach accessibility analysis.

Read more +

Safe space for the LGBTQIA+ community

As a signatory to the UN Standard of Conduct for Businesses on Tracking Discriminations against LGBTQIA+ people, we encourage and maintain an inclusive workplace for members of the LGBTQIA+ community. We launched an enhanced Health Insurance Plan for our employees based in India, which covers partners (same-sex, domestic, civil) as dependants, gender conformation surgeries, among others.

The enhanced Health Insurance Plan for employees includes coverage for surrogacy, egg freezing procedures and mental health therapy.

153
nationalities

620
people with disabilities (voluntary disclosures)

95
fiscal 2021 rating in Corporate Equality Index for LGBT inclusion from 80 last year

Employee Resource Groups (ERGs)

Empowered Employee Resource Groups (ERGs) are helping bring a change in organizational mindset. Besides creating a broad-based understanding of diverse groups, they help organizations craft inclusive workplace policies and practices, enabling everyone to bring their best selves to work and participate fully. ERGs also reflect local and geo-specific diversity dimensions.

Recognitions from around the world

Top 10 Working Mother and AVTAR Best Company for Women in India in 2020

Silver Award Excellence in Diversity and Inclusion, 2020

Champion of Inclusion Award of Working Mother & AVTAR Most Inclusive Companies Index 2020

Read more on our D&I initiatives +

Energizing local communities

Enable opportunities for communities locally

A pandemic-induced remote work situation has given rise to a new hybrid work model with employees working from premise as well as remotely. Our experience of partnering some of the biggest global companies during the crisis is helping us re-engineer our approach to work.

We are leveraging insights derived from studying about 150,000 of our employees executing over 2,500 projects around the world, and putting in place 25,000 project documents and 20,000 work tickets between August 2019 and August 2020. We focused on understanding the impact of remote working on productivity and made efforts to improve it. We continue to apply this learning to finetune our work model producing continuously improving outcomes for our clients.

We managed remote working well during these unprecedented times. Our focus remains on tailoring offices to serve us better in the new normal, creating better social cohesion and rethinking leadership strategies as we navigate a hybrid working model.

Read more +

96.5%
of our workforce is working from home and continuing to deliver client value

Community collaboration efforts

Localization

A key pillar of our social strategy is localization. We believe that client proximity comes with diverse benefits and helps deliver agile digital transformation. We will continue to invest in localizing our workforce in various geographies.

Including local talent in the learning curve

We find that the way to quickly and successfully scale high-tech talent is to meet people where they are. While our business is driven by talent with digital skills, our strategy relies on building a holistic recruitment pipeline that extends beyond traditional computer science graduates. We have over 25,000 full-time employees focused on ever-changing technological advancements and delivering service excellence to our clients 24x7. Through our US localization strategy, 69% of our workforce is locally hired. We hired over 6,000 new employees in fiscal 2021. We recruit from a diverse set of disciplines, and train graduates from both two-year and four-year colleges. However, we are also working with displaced and furloughed workers who have an aptitude for STEM and help them develop new skills, which will allow them to seamlessly integrate themselves back into the physical workplace after the prolonged period of working remotely.

While some people do not have formal technical training, they possess the drive to learn new skills and meet the demands of the digital economy. These budding learners need access to the right training and our model provides new employees with up to 12 weeks of immersive training to prepare them for the digital future.

Recruiting diverse talent for building tomorrow's enterprise means attracting people who bring with them a diverse set of ideas, backgrounds, talents and perspectives. This, in turn, helps create more diverse solutions and products for our clients. Some of the many partnerships we engaged with over the past year include the following:

- Abilityjobs
- FairyGodBoss
- National Business and Disability Council
- National Society of Black Engineers (NSBE)
- RecruitMilitary
- Society of Hispanic Professional Engineers (SHPE)
- Women of Color STEM Conference

>25,000
full-time employees is in the US

69%
of our workforce in the US is locally hired

32
women Infoscions were honored with the Rising Star and All-Star awards at the Women of Color STEM Conference in 2020

Ambition

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

Innovation centres

In the US, we set up six technology and innovation centres in the following regions:
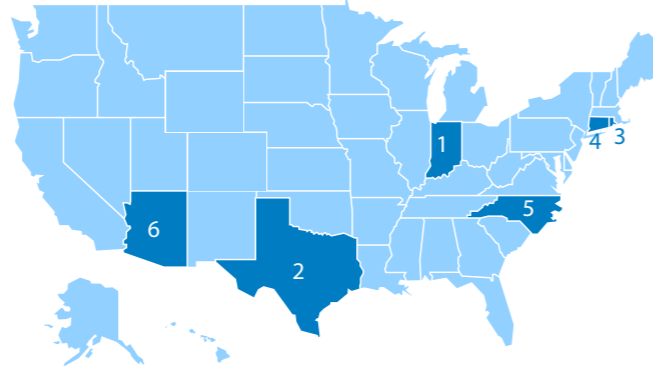
1. Indianapolis IN   **3. Providence RI**   **5. Raleigh NC**

2. Richardson TX   **4. Hartford CT**   **6. Phoenix AZ**

These centers differentiate our expanding localization efforts by helping us move away from the conventional hub-and-spoke talent model, with the hubs primarily anchored in our India development centers, to a network talent model – building in-market talent pools, closer to our clients to deliver and deploy digital solutions in co-creative cycles of agile development. We are bringing to our fold local talent – beyond freshly graduated engineers. Such recruitments include customer experience designers and graduates from liberal arts backgrounds and community colleges – who can serve the various dimensions of our clients' digital agenda. Beyond leveraging this talent pool, we share with our clients our entire talent value chain – recruiting, training and even refactoring their human resources, essential for them to scale digital and navigate their transformation.

Our six technology and innovation hubs will focus on sector alignment and partnerships with universities and community colleges. In Arizona, we will partner with Arizona State University and Maricopa Community College. In Indianapolis, Indiana, we will partner with Indiana State University and Purdue University. In the Dallas Fort Worth area in Texas, we will partner with University of Texas at Dallas. In Raleigh, North Carolina, we will collaborate with North Carolina State University and Wake Technical Community College. In our Connecticut Hub, we will collaborate with University of Connecticut and Trinity College. In Rhode Island, we will partner with Rhode Island School of Design and Community College of Rhode Island as well as eCornell University to name a few. We will also launch a campaign to recruit from Historically Black Colleges and Universities (HBCUs) to include Black and minority talent. We are now constructing the Infosys US Education Center in Indianapolis to train our employees and those of our clients. This campus will be operational later in 2021.

Bringing opportunities to the community

The Infosys Foundation USA was founded in 2008 to expand computer science and maker education to K-12 students and teachers across the United States, specifically working to increase access to communities that are traditionally under-represented in these fields. Through its programming, the Infosys Foundation USA crossed a pivotal milestone of reaching over 1 mn teachers and 23 mn students since its inception.

Pathfinder Online Institute

To reach the K-12 community in the US, which had largely pivoted to remote learning, the Infosys Foundation USA expanded the newly launched digital learning institute to provide computer science and maker education programming and resources for students, teachers and families.

Read more +

Crushcovid RI

The pandemic has resulted in lockdown and quarantine situation across the globe and the governments are thus leaning towards technologies that could help them track the number of affected people to restrict further spread. In association with the Government of Rhode Island, we developed a contact tracing solution to help people and state officials slow down the spread of COVID-19 while protecting citizens' privacy. This mobile app and the location-based services platform helped government in contact tracing, identifying hot spots and reporting the same. This solution also assisted the state in reopening businesses while reducing community transmission. We also conceived a mobile application that enables the health department to monitor a citizen's health by using their location data, with the citizen's consent. This has been crucial in helping the people of Rhode Island follow required health and safety guidelines.

Read more on the platform +

100,000

users on the app since launch

Read more on Reskill & Restart +

Employee wellness and experience

Ensure fulfilling careers for our employees

In the hybrid working model, new norms of employee experience and engagement have emerged. Engagement now means sharing a Vision and purpose within teams, for psychological safety and trust, effective team goals and recognition of hard work.

Communications through the virtual set up, has a renewed focus on employee well-being. #MoveForward is our signature employee value proposition with focus on innovation, career development, learning and experience. We believe, every company must differentiate itself by offering a great employee experience. We create meaningful engagement touchpoints across the employee lifecycle, including activities from hiring to separation for a refined employee experience.

Facilitating best-in-class employee experience

Adapting to the changes in work pattern, due to COVID-19 pandemic, we renewed our Employee Engagement Framework - '5C' for employees, managers, and leaders. '5C' engagement framework elevates employee experience and well-being and keeps their spirits up during testing times.

Connect   Collaborate   Celebrate   Care   Culture

Connect

Creating shared goals for our teams with virtual employee connect platforms, the pillar focuses on manager engagement, quick-start onboarding and a common engagement platform.

iEngage: This is an effective platform to inform, inspire and build a happier workplace. It helps us drive vertical engagement between employee and unit leadership. A manager or leader can use this application to schedule events, invite employees and track actions identified during such events. Employee feedback and responses are gathered through this platform. It also focuses on talent aspiration management and has communication forums.

QuickStart: An immersive and integrated onboarding experience for our new lateral joiners, this platform focuses on building safe and agile workplace environment, drives collaborative platforms and intelligence, establishes trust and psychological safety through peer and manager coaching as well as mentoring. It also strengthens our social capital by developing a sense of connection through affinity and resource groups.

Pulse: This employee engagement mechanism collects employees' perceptions on areas that really matter to them. Employees are polled every quarter through a real-time micro feedback format to get their sentiments on the company culture, resilience and value proposition elements. Over a lakh employees participate each year and we have been able to collect this feedback and provide insights to managers and HR personnel through personalized dashboards. All managers and HR personnel can view employees' anonymous feedback from their respective teams/units, which enable them to engage their teams better and address any concerns. At an organization level, these insights helped us improve our key talent and business outcomes, such as employee well-being, productivity and organization culture during the remote work environment.

Collaborate

Driven by digital growth, our focus has been on coaching, reskilling and enablement through collaboration opportunities. We work to accelerate careers for high performing talents with a performance management framework in place.

PowerTeams: We created short and specific team intervention modules with concerned project as the nucleus.
The objective is to enhance the effectiveness of project teams, with a participative, human-centric approach.

Manager enablement and engagement playbook: We launched a comprehensive engagement playbook for managers, focusing on various mechanisms and levers of engagement to promote team building and drive purposeful collaborations virtually. Manager enablement through 16 virtual cohorts, 84 digital stories and 5 executive leadership interactions focuses on effectively managing remote teams. This year, 5,000 events were conducted across 57 unique learning formats.

1,250
lateral joiners could quickly start their assimilation journey on the QuickStart platform since deployment in fiscal 2021

93%
satisfaction rate achieved on 30th day of onboarding with an uptick in engagement

>100,000
employees participate in Pulse each year

71%
overall employee satisfaction score

Navigate your next

Celebrate

To create a ubiquitous reward culture in the new world of work and augment employee experience, 'Celebrate' focuses on timely, frequent, specific, inclusive, innovative and value-based appreciation.

RISE recognition framework: RISE is a unique foundational framework that aligns our core values and positively influences the workplace morale, driving desired behaviors through Real, Instant, Specific and Exciting (RISE) rewards. It also offers a centralized reward snapshot, leaderboards, peer recognition and social recognition. Rewards are available through learning and diverse career experiences as also through platforms for creative contributions.

Awards for Excellence (AFE): Excellence is an integral component defined in our core values. To recognize employees who pursue excellence, the Awards for Excellence (AFE) was institutionalized in 1995 and in the silver jubilee year Infosys Awards for Excellence remains our largest rewards and recognition platform for employees.

Care

We are a people company that is driven by technology and our employees are our most valuable assets. Our employee care focus has comprehensive programs to address concerns on employee health and the impact of work stress on our employees and their families. With the uncertain times often inducing anxiety among employees, there was a renewed focus on specific interventions this year.

Infy Ikigai: The pandemic brought forth a stark decline in the work-life balance for employees, higher stress levels due to disproportionate number of meetings and no days off, managing the dual responsibilities of work and household, especially in case of women employees. As a response, we conceptualized an initiative 'The Infy Ikigai', emphasizing the importance of stepping away from the physical and mental demands of everyday lives and focusing on taking care of oneself.

HALE: Our Health Assessment and Lifestyle Enrichment program helps build and sustain a healthy and productive workforce by promoting health and well-being, ensuring safety, and encouraging work-life balance.

Read more +

Employee volunteering
Sparsh - a healing touch

A special task team came together to implement social outreach during the pandemic with participation from Pune Infoscions, Pune DC team, Sparsh - a healing touch and Infosys Foundation. The initiative took a comprehensive approach to identifying the needs of the communities most impacted by COVID-19, prioritizing based on impact, mapping key beneficiaries and delivering through various partners. A fundraiser was conducted with contributions from both Pune Infoscions and beyond. The results were gratifying. We supported 44,500 people and the Balewadi COVID-19 Care Center with 300 beds, while providing online education support to five community schools reaching out to 1,000+ children in this academic year.

Key highlights of the program

6 lakh
meals served to 44,500 people

INR 53 lakh
raised by volunteers from Infosys Pune DC

1.8 lakh
safety gears for health workers and the police

300 beds
at COVID Care centres and ventilators and medical equipments were provided to hospitals

5
Zilla Parishad schools enabled on e-learning

Culture

With the world around us changing at break-neck speed, the culture of the organization must evolve to adapt to the changes. While each of our employees plays a key role in defining the collective culture of the organization, the core principles are based on the value system that we have nurtured over the years. Our focus on management enablement, C-LIFE values and sentient live enterprise define how we drive our culture.

C-LIFE: Our core values are Client Value, Leadership by Example, Integrity and Transparency, Fairness, and Excellence (C-LIFE). These are the key drivers of our culture and act as our commitment to stakeholders – employees, customers, investors, regulatory bodies, partners and the community around us. We emphasized the importance of life and C-LIFE with focused virtual initiatives, such as C-LIFE Superheroes series, Lex channel, interactive video quizzes and competitions, podcasts, among others.

Manager Code: We conceptualised the manager code (Code M) with 7 principles. A flip-book with enablement kits, leader blogs, manager enablement sessions, inspiring stories of 'Awesome Bosses', communication tool-kits to manage the pandemic were some of our stand-out interventions.

600+
managers were enabled on compliance, performance management and team engagement

500+
people managers were recognized

InfyMe: The platform provides digital native mobility solution and computational design principles through a mobile-first approach. It helps employees with first-hand information and access to systems and processes from any place at any time. The application has transformed employee experience in the remote work environment with an accessible and secure ecosystem. The platform is now deeply ingrained within our culture and helps reimagine employee experience with hyper-personalization.

Employee Resource Groups (ERGs): They are the active agents in helping organizations craft inclusive workplace policies and practices, such that everyone can perform to their potential and stay motivated. ERGs also reflect local and geo-specific diversity dimensions of our way of life.

Read more +

Infosys values: C-LIFE

Our values are the source of our entire code and an ethical backbone. Clear and simple, our values are the foundation of everything we do and they are encapsulated in the acronym C-LIFE.

1. **Client value**

   To surpass client expectations consistently

2. **Leadership by example**

   To set standards in our business and transactions and be an example for the industry and ourseives

3. **Integrity and transparency**

   To be ethical, sincere and open in all our transaction

4. **Fairness**

   To be objective and transaction-oriented, and thereby earn trust and respect

5. **Excellence**

   To strive relentlessly, constantly improve ourselves, our teams, our services and products to become the best

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Our HR Compliance team is responsible for ensuring compliance adherence and assurance across our global operations. As part of this assurance program, we monitor and track compliance obligation. Periodic internal audits/checks are conducted to validate correct implementation of these policies, processes and systems, which ensure sustained adherence. Some of the key obligations are translated into policies, processes and systems. The employee benefit offerings are designed keeping local regulations in mind and market positioning that we want to offer in any local market.

- Any policy that has significant impact on employees is communicated to them at least 30 days in advance as a practice. Where we have guidance from local regulations on consultation period, we follow the same. Relevant CBAs, at an industry/country level, and their applicable terms are maintained

- We operate with a strong sense of corporate social responsibility, and in all the countries of our operation, our employees are paid salaries and wages which are above the minimum living wage

Employee health and well-being driving a culture of wellness

As workplaces and workspaces transform around us, individual and collective well-being has emerged as a focal point.

HALE: This was our response to ensuring the maintenance of highest standards of employee health and well-being. HALE is a non-monetary benefit extended to all Infoscions. It is recognized as the best internal brand with great recall and participation and consistently helps in meeting business objectives as a highly-acclaimed engagement tool, that is winning many industry awards as well.

Read more +

Maintaining employee well-being during the pandemic

Through our concerted efforts, our employee well-being rates reached an all-time high of **91%** among employees across locations, even with the virtual setup. The sense of connectedness stands at **88%** because of the ability of different teams to come together and collaborate with each other emotionally. We successfully touched the lives of **150,000+** employees through **431+** initiatives, where we witnessed a three-fold increase in employee participation virtually. The key focus for us was mental health, where we conducted 150+ interventions, last year.

Renewed focus areas

We created three aspects essential to shaping employee experience, which led them to diverse offerings:

Self-Help: The first circle emphasizes providing our employees the right tools and resources for them to take charge of their well-being. We created an ecosystem that enables our employees to make self-help a way of living.

Micro Environment: We observed that two of the foremost reasons for employees to come to work are - the teams that they are part of and having a best friend at work. With the hybrid ways

of working taking front stage, the future points to the needs for creating virtual environments that nurture and harbor the concept of co-exist, co-create and collaborate. To enliven this idea our objective is to create an environment that is conducive for individuals to work together, seamlessly.

Macro Environment: The focus here is on driving the programs centrally and integrating the pieces of the puzzle. Conceptualising policies and programs keeping the user at the center, for an impactful well-being experience is an imperative for organizations to succeed.

The core areas changed for us following the pandemic. However, one thing that stayed constant was making well-being an integral part of an employee's and their family's everyday lives.

Key achievements

Our HR - Employee Relations team ranked #1 for Excellence in ER practices by Employers' Federation of India

Recognized as the 2017 Platinum Healthy Workplace by Arogya World. We were among the top 12 companies to be conferred the award

Ranked second in Safety in the AVTAR Best Companies for Women Score Card in India among 250+ companies that participated

Finished at #12 in Health in the AVTAR Best Companies for Women Score Card in India among 250+ companies that participated

91% score on Employee Pulse feedback for well-being in the year 2020

Occupational Health and Safety

Our Health, Safety and Environmental Management System (HSEMS) is certified to ISO 45001:2018 standard l. The scope of HSEMS includes all activities, which are a part of our operations and employees working for and on behalf of us, including deputees at client sites. Safety and well-being of our employees is accorded the highest priority.

Health, Safety and Environmental (HSE) Policy

This Policy enunciates our philosophy and commitment towards management of key HSE aspects. Well-equipped Occupational Health Centres are established at our campuses in India with physiotherapy facilities, as well. All relevant norms are ensured including competent medical staff being provided by the hospitals who are associated for operations of the OHC and physio centers. Health risk assessments are conducted, which enable identification of areas for specialist consultations/interventions.

Read more +

CASE STUDY

Ensuring safe consultations for employees from their homes with Telemedicine

Need
The looming pandemic and its psychological ramifications necessitated alternate mechanisms for employees to consult doctors. Hospitals were inundated and the fear of contracting COVID-19 discouraged people to go for in-person consultations. Our Occupational Health Centres OHCs worked relentlessly to ensure support to employees utilising the services of our medical staff in OHCs. With patient consultations dwindling due to remote working, the idea of Telemedicine-based consultations was born.

Approach
There was quick turnaround in identifying partners to facilitate remote consultation. A comparative analysis of the services available in terms of sustenance capability, coverage scope, ease of use, security features and data privacy requirements were undertaken, and the appropriate tool was singled out for roll out. We successfully commenced Telemedicine consultations for our employees and are steadily adding more features.

Outcome
Employees utilized the services from the day of launch. While the consultation count took time to accelerate, enhanced communication and introduction of physiotherapy services, in addition to the experience and competence of our doctors contributed to augmenting the number. The resurgence of the second COVID-19 wave in India resulted in a deluge of consultations.

Policies to protect

A safe and positive work environment is what we want to be associated with and in keeping with this philosophy, we envisage an open-door policy. Employees can access 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'. The Anti-Sexual Harassment Initiative (ASHI) and the Hearing Employees and Resolving (HEAR) networks are designated as redressal forums for sexual harassment and workplace-related complaints, respectively. Resolution hubs adhere to the principles of natural justice, confidentiality, sensitivity, non-retaliation and fairness while addressing concerns. The concerns are handled with sensitivity and are redressed and closed in a timebound manner. A detailed investigation process ensures fairness for all involved, with an opportunity to present facts and any material evidence.

Read more +

Upholding human rights

We are a signatory to the UNGC and supports the protection and elevation of human rights in accordance with the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work (the ILO Declaration). Our strong and well-articulated Code of Conduct and Ethics, communicated to employees worldwide helps us achieve these goals. All our operations are subjected to human rights review and our employees are trained in human rights policies and procedures .

Read more +

Building stronger career trajectories

Our career avenues and skill-based ecosystem aligned to our Career Mosaic help equip our people, engage them in their careers, and enable our enterprise to win in the playing field for talent disruption.

Digital Quotient

As our lodestar for the digital future, Digital Quotient shows employees the pathways to establish a strong foundation for their future and builds our overall organizational resilience. It acts as a personal guide for individuals working to master digital technologies and multi-disciplinary skills and innovate to deliver exceptional customer experiences, while advancing in their careers. We brought the DQ framework to life, enabled on mobile and communicated extensively to employees to change perceptions around careers.

Careers on mobile

We enabled **200,000+** InfyMe users to access their Digital Quotient and career avenues on the go, as part of our digitization strategy, through Learning & Careers on InfyMe. This helped enhance employee experience, bringing the world of work onto mobile and unrestricted by work hours, spaces, systems. The application has a personalized UI, view of all career and learning needs, facilitating reduced search across multiple systems.

Skill tags

Our initiatives to build digital expertise include skill tags in digital, core and domain skills in emerging digital, consulting spaces and industry verticals. These tags signify competence in digital or core service technology or domains. Employees can skill up and step up with tag proficiency; increasing knowledge, experience and expertise in the tag. Skill tags confer a unique, job level-agnostic, skill-based career architecture as well as

incentives. This can be achieved by completing learning paths and certifications and gaining 6 months of experience in the 'skill' area. A total of **4,144** Infoscions bagged skill tags spanning the new and emerging technologies.

Salesflex

Sales focused Learning and Experience initiatives were launched including Synergy a virtual onboarding program, Insync learning cohorts, and SkillUp a unique certification based program in partnership with Cornell University

Specialist tags

Technology Manager and Specialist Tags help our mid-level (manager) career employees specialize in technology and techno-domain areas. These tags will eventually lead to new-age career paths and specialist careers viz. a capability-based Digital Specialist stream to enable business impact-linked growth for digital technology consulting experts who command premium with clients.

Accelerating careers

The Accelerated Early Careers program for entry-level employees offers fast-tracked growth and choice between three career avenues. Program participants can develop enhanced ability and are offered movement to specialized/niche work areas and automatic entry to bridge programs. Earlier progression and promotion and a differentiated experience build higher engagement and advance employee aspirations.

66%

of reskilled employees were aligned to digital projects in fiscal 2021

F.L.U.I.D. Talent Marketplace

F.L.U.I.D stands for Faster Staffing, Larger Supply Pool, Unrestricted Access to Jobs, Intelligent Alerts and Algorithm, Democratized Open and Transparent. It enables managers to self-staff their team with an instant access to digitally skilled talent. It also enables fluidity in careers for employees by helping them move to higher order skills or work with re-skilling and associated mobility.

As digital reskilling gains momentum, digital jobs are becoming more mainstream. To harness the full potential of this change in our work and workforce, F.L.U.I.D. – our Internal Talent Marketplace promises fluidity in the demand and talent supply value chain by connecting skills to opportunities in real time. FLUID is set to bring in a radical shift for job creators seeking best talent for their demands.

Bridge Program

This program is a step towards fulfilling the aspiration of employees and providing avenues for bridging the skill gaps to realize their career goals.

1,000 employees cleared the Bridge program and 491 received a role change in fiscal 2021

ESG REPORT 2020-21

Infosys – a 'Live Enterprise'

Environment

Social

Enabling digital talent at scale

Tech for good

Diversity and inclusion

Energizing local communities

Employee wellness and experience

Governance

Performance management

The Performance Management process is designed to cater to individual employee needs and allows for 'performance and development' conversations between manager and team members, around the employee's past performance and future development. For managers and teams, the performance assessment cycle is annual whereas for leaders and sales it is bi-annual. The thought-through process is supported by our web and mobile application called iCount, that enables employees to update progress against their goals on a regular basis and receive feedback from managers, clients and colleagues to gain a holistic view of their performance

100%

employees underwent performance appraisal in fiscal 2021

Recognized among the best employers in our key operating regions

- Awarded **Fortune Best Big Companies to Work For™** 2021 in the USA

- Certified by the **Great Place to Work®** Institute as a Great Place to Work® in India, for the period between March 2021 and February 2022

- Ranked among **India's Coolest Workplaces** by Business Today and Taggd

- Recognized among **LinkedIN Top Companies in India for 2021**

- Ranked among top 5 in 4 regions and 14 countries by **Top Employer Global 2021**

- Honored with a **Glassdoor Employees' Choice Award**, recognizing the Best Places to Work in 2021 in Canada

- Certified as a **Great Place to Work in the US** in May 2020

Infosys
Navigate your next

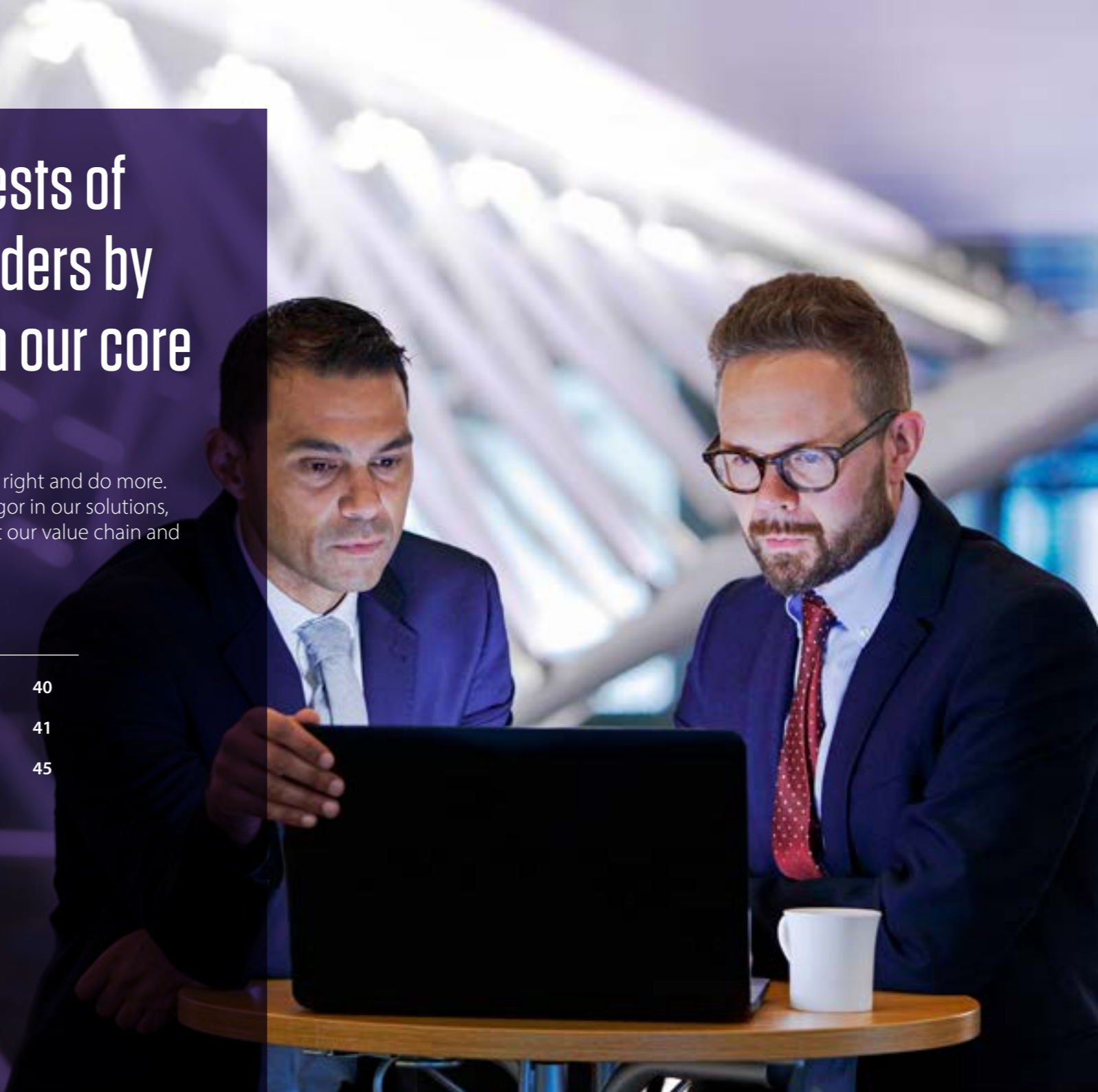**ESG REPORT 2020-21**

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

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

In this section

17 PARTNERSHIPS FOR THE GOALS

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Corporate governance

Be a leader and get benchmarked for world-class corporate governance

We are committed to defining, following and practicing the highest level of corporate governance across our business functions. Our corporate governance reflects our value system, which encompasses our culture, policies, and relationships with our stakeholders. Integrity is at the heart of our values-driven governance culture, which helps gain and retain the trust of our stakeholders.

Ambition

- Bringing interests of all stakeholders to the fore through our empowered, diverse and inclusive board

A strong independent and diverse Board leadership ensures the deployment of effective corporate governance throughout the corporation. Independent Board Committees engage through the year to conceive industry-leading governance practices.

Read more +

Leading with integrity

We are recognized as one of the World's Most Ethical Companies by Ethisphere Institute, US in 2021. We are one of the only four honorees in the Software and Services Industry globally and one of only three honorees in India. We were distinguished for our undiluted commitment towards integrity and making value-based decisions. The recognition additionally spotlighted us in areas of ethics and compliance, diversity, governance and social initiatives.

ESG risk management

Our Integrated Enterprise Risk Management (ERM) framework encompasses our strategic, operational as well as legal and compliance risks. Environmental, Social and Governance risks are an integral part of our ERM risk register. We consider risks faced by our stakeholders - employees, customers, vendors, society,

regulators and investors and the impact on them, while framing our risk responses. During fiscal 2021, the risk office played a key role in helping us navigate the health and economic crisis, in systematically identifying, assessing and managing primary and secondary risks, to ensure the smooth delivery of services to our customers, transparent communication with stakeholders, and a responsibility to ensure employee safety and health. Our ERM framework enables a systematic and proactive identification and management of risks. It functions as a decision-support system and enables the effective allocation of resources based on risk assessments and prioritization.

A comprehensive Environmental, Social and Governance (ESG) risk assessment was conducted as per our ERM framework to identify key risks for achieving ESG Ambitions 2030. Areas of risk assessment included identifying a detailed roadmap for achieving ESG goals, actions taken to achieve the goals, periodic governance, tracking goals to closure and disclosure of information relating to ESG performance. Key risks assessed include diversity, digital skilling, remote working, data privacy risks, information management, climate change risks, among others. The management of key risks is essential to achieving our organizational strategy, growth and profitability.

Risk governance

The highest governing body for risk management in the organization is the Board Risk Committee for overall risk governance and a subcommittee to govern cyber security risks. Our risk governance hierarchy includes councils at various levels,

which will enable bubbling up of critical risks to appropriate levels in the organization.

We have a structured governance mechanism to communicate the critical concerns of stakeholders to the highest governing body, for review and due action. A 9-layer governance structure was adopted to monitor and report risk and risk mitigation activities, including those of ESG.

Read more in our Annual Report +

Responsible supply chain

We recognize that suppliers are valuable stakeholders in our business ecosystem. Our Responsible Supply Chain Policy categorizes our suppliers in three segments: people, services and products. Our ability to identify, assess and mitigate supply chain risks helps us ensure a more sustainable one. Considering its impact on our value creation model, we work to eliminate real or potential risk exposure to supply chain performance. The framework identifies risk across the supplier processes - pre-contract and evaluation, contract execution, ongoing and post-exit.

Engaging for a sustainable supply chain

Our approach is to progressively engage with our suppliers to inculcate responsible business practices in the entire supplier life cycle. In India, we have launched several awareness programs across our campuses for our contract workforce on subjects, including our values and Code of Conduct, anti-discrimination, anti-sexual harassment, wages, benefits, health and safety and emergency preparedness. These sessions are also conducted in vernacular Indian languages like Kannada, Tamil, Telegu, Hindi, Marathi and Malayalam.

21,668
contract staff

728
new suppliers in our people and services categories in fiscal 2021

Supply chain governance

A strong governance process and independent checks support regular quarterly audit of contract staff, in accordance with various labor laws, including Minimum Wage Act; Payment of Wages Act; Payment of Bonus Act; Employee State Insurance (ESI) Act and Public Provident Fund. Grievances are addressed through appropriate mechanisms available to contract staff to safeguard their interest.

Our Supplier Code of Conduct is administered to all key suppliers. Our agreement with vendors includes a mandate to comply with local laws and regulations. We expect our suppliers to support and respect internationally proclaimed human rights guidelines. Our contracts have appropriate clauses and checks to prevent the employment of child labor or forced labor in any form. We also provide forums, where suppliers can voice their concerns and issues. All suppliers are required to sign our Supplier Code of Conduct.

Local suppliers

Our centralized procurements are in India, but we engage with local suppliers on local needs across geographies. The proportion of spending on local suppliers (in India) was nearly 71% in the year. We did not have any significant actual and potential negative human rights and labor practice impacts in the supply chain.

Ambition
- Building sustainable and responsible supply chains

Prudent barrier to entry

As part of the pre-contract and evaluation stage, we perform exhaustive due diligence of suppliers in the areas of sanctions, corruption, financial crimes, litigations and ESG issues at the time of on-boarding and periodically thereafter, with the help of a third-party tool. This assessment covers compliance, information security, physical security and sustainability, based on the type of vendor. Risk-based audits of selected suppliers are conducted, and we take stringent action against non-compliance.

1,587 suppliers

were assessed for social and environmental impact. 248 suppliers were identified as having significant social and environmental impact. They were reviewed through our internal processes in consultation with business stakeholders and our legal team. The services of one vendor was terminated as a result of this assessment process.

Infosys – a 'Live Enterprise'

Environment

Social

Governance

Integrity and compliance

We believe governance and ethics represent the cornerstone of a strong, stable and sustainable organization. We strive to ensure that our performance is driven by integrity and transparency, and our partnerships are driven by trust and empathy.

We implemented the code of conduct and comply with global statutory requirements. We also ensure compliance with obligations to the Securities and Exchange Commission and the NYSE.

Our Code of Conduct and Ethics policy complies with the legal requirements of applicable laws and regulations, including anti-bribery, anti-corruption and ethical handling of conflicts of interest. It highlights expectations from our employees, as collected from interactions with them on an annual basis. Additionally, employees of certain departments, based on the internal risk assessment, are imparted a more comprehensive training on the Anti-bribery and Anti-corruption Policy (ABAC). Training sessions are held for the Board and senior management on key regulatory developments. Our business partners acknowledge and comply with the Supplier Code of Conduct, which covers the ABAC policy.

As on date, there are no cases of bribery and corruption filed against us. The Code of Conduct is signed off by the Board and the Office of Integrity & Compliance is the custodian of the Code of Conduct.

Strong processes and practices

The Employee Code of Conduct and the Supplier Code of Conduct accounts for mandatory internal declarations from employees and suppliers, among others, in case of any conflict of interest, which are then assessed, and appropriate mitigation measures are implemented. There are strong internal mechanisms and processes to ensure that any proposed charitable contribution and sponsorships are done only for legitimate purposes and to a bona fide recipient.

We are using a robust Compliance and Integrity Plan (CIP) to proactively monitor 2,500+ laws and regulations that apply to our operations across 67 countries and translate them into 30,000+ compliance actions.

Policies, such as the Whistleblower as well as Anti-Bribery and Anti-Corruption (ABAC), along with the presence of a strong grievance redressal body help us maintain an uncompromising stand on value transgressions. Our business partners acknowledge and comply with the Supplier Code of Conduct, which upholds the ABAC policy. There are no significant fines and non-monetary sanctions for non-compliances with laws and/or regulations in the social and economic areas.

Intellectual property

We are constantly generating IP assets and translating these into offerings for our clients. Our IP framework adopts a two-pronged approach of value enhancement and risk mitigation. Our IP policy strengthens our research efforts, by incentivizing inventors through rewards at various levels. We aim to contribute to scientific progress and leverage the processes and methodologies claimed in our patents for our differentiated services and products that enhance value for our clients. We are an active member of the **Open Invention Network, Open Chain Project, GPL Co-Operation Commitment and Enterprise Ethereum Alliance.**

Read more on Innovation in Annual Report 2021+

66
IP assets translated into client offerings

58
trademarks registered

24
patent applications

9
patents granted

Ambition

- Ensuring robust compliance and integrity practices

Code of Conduct and Ethics training

All our employees and governance body members are trained on the Code of Conduct and Ethics. We have a Smart Awareness Quiz, which includes training modules that employees are mandatorily required to take up every year to renew their commitment to the Code of Conduct and Ethics.

Anti-corruption

The Anti-Bribery & Anti-Corruption (ABAC) policy we follow sets our position on bribery and corruption in detail, which is reviewed by the Audit Committee of the Board and Management at regular intervals. Our whistleblower mechanism reports unethical behavior, actual or suspected fraud, or violation of the Company's code of conduct and ethics.

Bribery and corruption risks are identified periodically and the criteria used includes units/departments, location and the Corruption Perception Index (CPI) of countries, among others. Training sessions are held for the Board and senior management on key regulatory developments, including anti-bribery regulations. Employees are provided various levels of training on anti-bribery regulations and our Anti-Bribery Policy. Our business partners acknowledge and comply with the Supplier Code of Conduct, which covers the ABAC policy. As on date, there are no cases of bribery and corruption filed against us.

Risk assessments are undertaken across all regions and entities and 100% of our operations are assessed for risks related to corruption. Given the nature of our business, one ongoing critical area is third-party service providers engaged for liaising with government licenses/approvals and we are working on strengthening our processes in this area.

Anti-competitive practices

We have an organizational policy to address the anti-competitive practices that may adversely affect our competitiveness. We circulated easy guidelines on best practices to relevant stakeholders in order to create awareness. There have been no legal actions taken against us for anti-competitive behavior, anti-trust and monopolistic practices.

We engage with our stakeholders to build powerful connections. Our communication tools help us in regular engagement. We map expectations and set global benchmarks to connect with different stakeholder groups.

Read more on our microsite +

Ambition

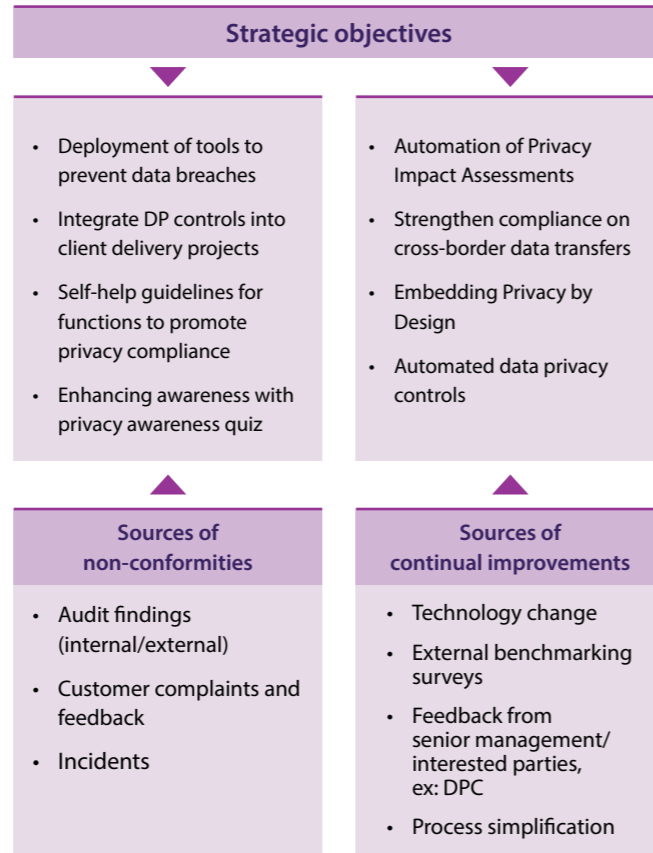- Engaging with stakeholders through various channels and earning trust through transparent communication

Data privacy

Ambition
- Adopting leader data privacy standards across global operations

Ensure the safety of stakeholder data

In the hyper-connected digital world, data privacy has emerged as an important dimension of human rights. Significant changes in the privacy threat landscape is expected, with increasing adoption of emerging technologies such as AI, IoT, Big Data, that bring rich dividends for consumers and society at large.

Data privacy management framework

Strategic objectives

- Deployment of tools to prevent data breaches
- Integrate DP controls into client delivery projects
- Self-help guidelines for functions to promote privacy compliance
- Enhancing awareness with privacy awareness quiz

- Automation of Privacy Impact Assessments
- Strengthen compliance on cross-border data transfers
- Embedding Privacy by Design
- Automated data privacy controls

Sources of non-conformities
- Audit findings (internal/external)
- Customer complaints and feedback
- Incidents

Sources of continual improvements
- Technology change
- External benchmarking surveys
- Feedback from senior management/ interested parties, ex: DPC
- Process simplification

At Infosys, we constituted the data privacy function over a decade ago and it is an independent business enabling function that directly reports to the Board to ensure its autonomy.

Rethinking the design

In keeping with the need to make privacy an integral part of application development, 'privacy by design' has been taken up as a strategic initiative. This initiative is focused on embedding privacy as a culture while designing solutions. Our engineers are being equipped with both knowledge and a reusable components repository to reduce dependency on testing to ensure privacy. Keeping in view the large-scale personal data processing involved, we make use of tools and technologies to institutionalize data privacy practices and controls across the enterprise.

Compliance measures

Data Privacy Impact Assessments are conducted for every new process or whenever there is a change in the existing process, which involves processing of PII/SPI. Over the years, the growing awareness and education on data privacy among stakeholders has contributed to a more robust process. We complied with all applicable data privacy regulations in fiscal 2021, in building applications, platforms, or while executing client projects, by introducing appropriate privacy safeguards.

Read more on Privacy notice +

Data privacy governance framework

- Independent audits are carried out periodically by CCAT and external bodies to validate the effectiveness of data privacy controls deployed
- Regular Senior Management reviews ensure the oversight required

Aligned with global protocols

We make every effort to protect the personal information that comes under our purview. Our data privacy compliance framework is the convergence of international best practices, client-prescribed requirements and applicable data privacy regulations across geographies. We are among the first few organizations globally, to have our framework certified with ISO 27701 privacy information management standard.

In fiscal 2021, there were 43 incidents involving customer data and none of them had any substantial material impact. There were no substantiated complaints received concerning breaches of customer privacy from outside parties and regulatory authorities.

Read more +

Information management

Uphold the digital trust of our stakeholders

We are a global leader in technology services and consulting. As the custodian of customer's and other stakeholders' information and information assets, it is our prime responsibility to ensure an effective cybersecurity program. Our `defense in depth' philosophy deploys several layers of controls to ensure the safety of our data, as well as our clients' data.

Ambition

- Being recognized as industry leader in our information security practices

Approach to cybersecurity

Cybersecurity has been an important issue for corporations of all sizes due to the ever-growing number of cybersecurity breaches, resulting in financial as well as data loss, and reputational damage. Cyber crimes are becoming more and more sophisticated, professional and extremely lucrative. We recognize that multi-fold increase in attacks globally, increased cost of compliance. Overarching regulatory mandates, emerging technologies and more have made cybersecurity a must-have for organizations in all industries, sizes, and geographies; and in this regard being proactive and well ahead of the curve is key. Our `secure by design' integrated approach is key to our cybersecurity program and addresses growing expectations from stakeholders.

Cybersecurity management and reporting

Cybersecurity requires participation from all spheres of the organization— senior management, information security practitioners, IT professionals and users. We designed and deployed engagement and enablement strategies for our stakeholders to equip them appropriately.

As a final level of defence, we undergo many internal audits as well as external attestations and audits in a year at an organization level (ex: SSAE-18, ISO 27001) as well as client account audits to assess our security posture and compliance against our obligations on an ongoing basis. There were no material cybersecurity incidents reported in fiscal 2021.

Innovations and service offerings

- We have a portfolio of cybersecurity service offerings and solutions to strengthen our capability. In the last financial year, we made huge progress in the Cyber Next modules like Cyber Intel, Cyber Scan, Cyber Hunt, Cyber Central and have also onboarded customers to these solutions and platforms.

- We have strong strategic partnerships with over 25+ global partners to help enhance and strengthen our cybersecurity solutions.

Read more +

- In the endeavor to serve our customers with assured digital trust, we built several POVs and collateral with the help of our highly professional SMEs.

- We have a global network of seven Cyber Defense Centers spread across EMEA, US and APAC, and a strong set of innovation hubs and integrated platforms

Industry recognitions

We continue to remain a global leader in emerging technology and an early adopter of best practices and sustainable measures.

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