

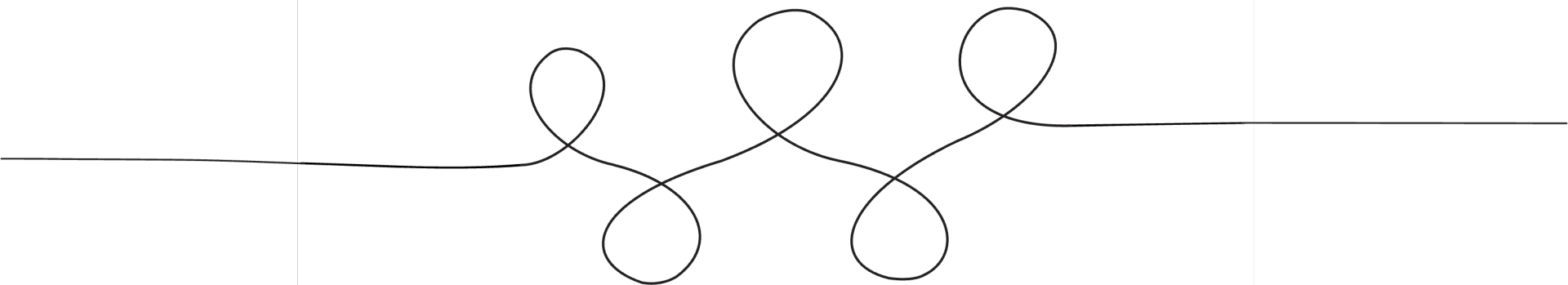
Atlas of AI Risks

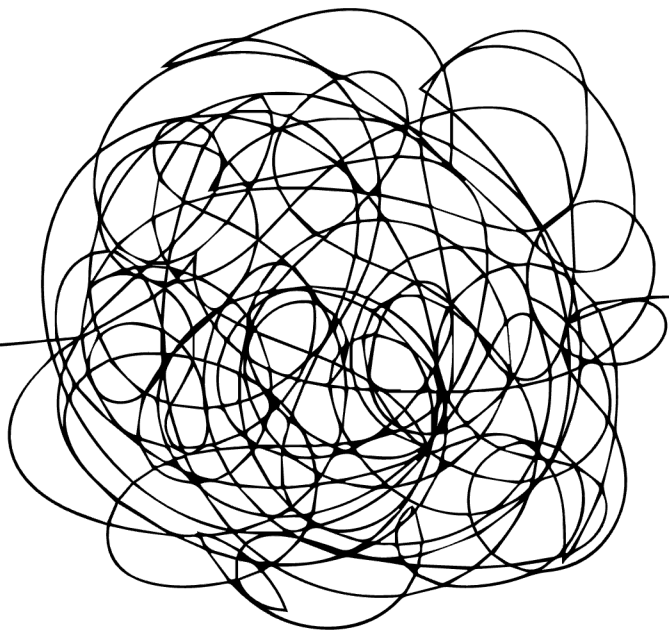
Enhancing Public Understanding of AI Risks



Edyta Bogucka, Sanja Šćepanović, Daniele Quercia

Dealing with well-defined problems





What about
wicked problems?



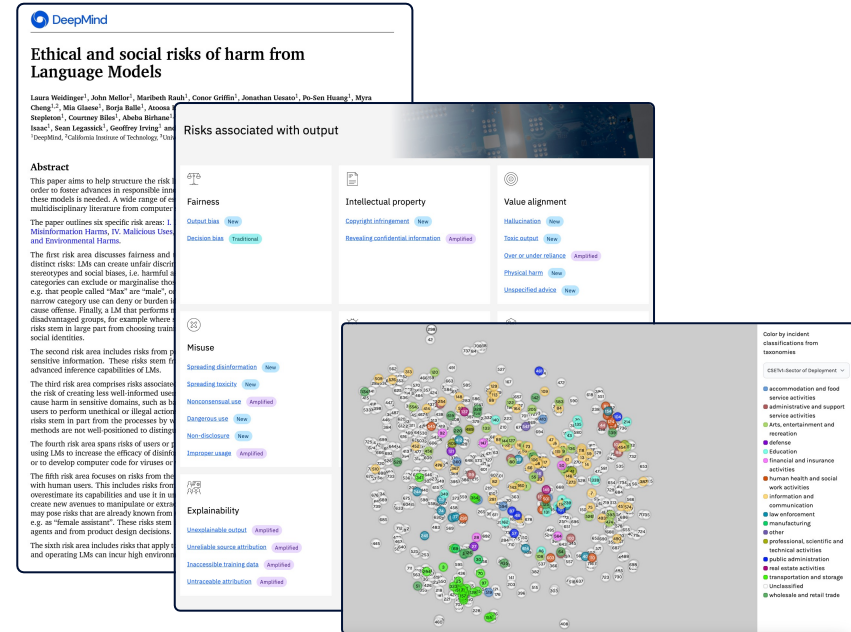
Methodology to make broad public
reflect on wicked problems

Two problems in building awareness tools about AI

sampling biases in facial recognition

security risks of chatbots

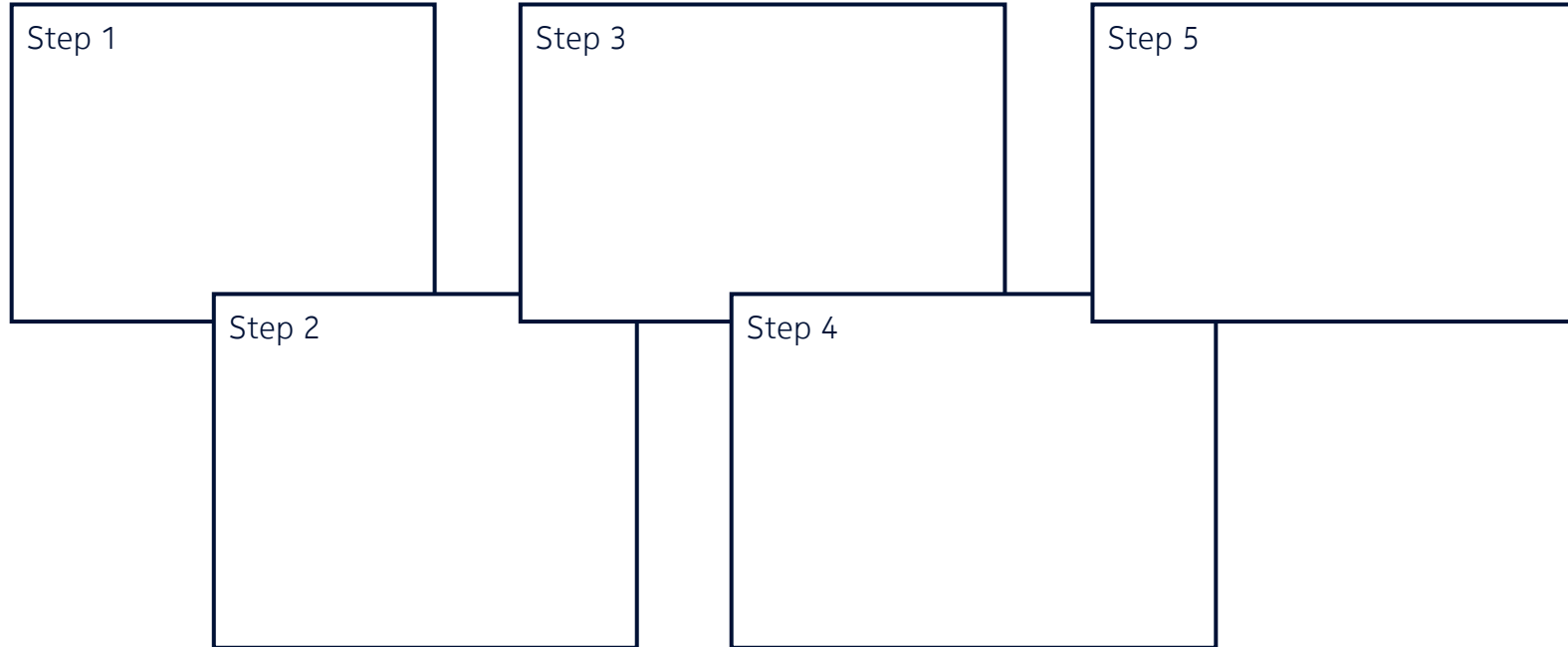
model vulnerabilities in image generators



Overfocusing on technological risks...

...and visualizing them for tech-savvy individuals

How did we do it?



How did we do it?

Step 1

Crowdsourcing
design requirements
for the tool
(N=40)

How did we do it?

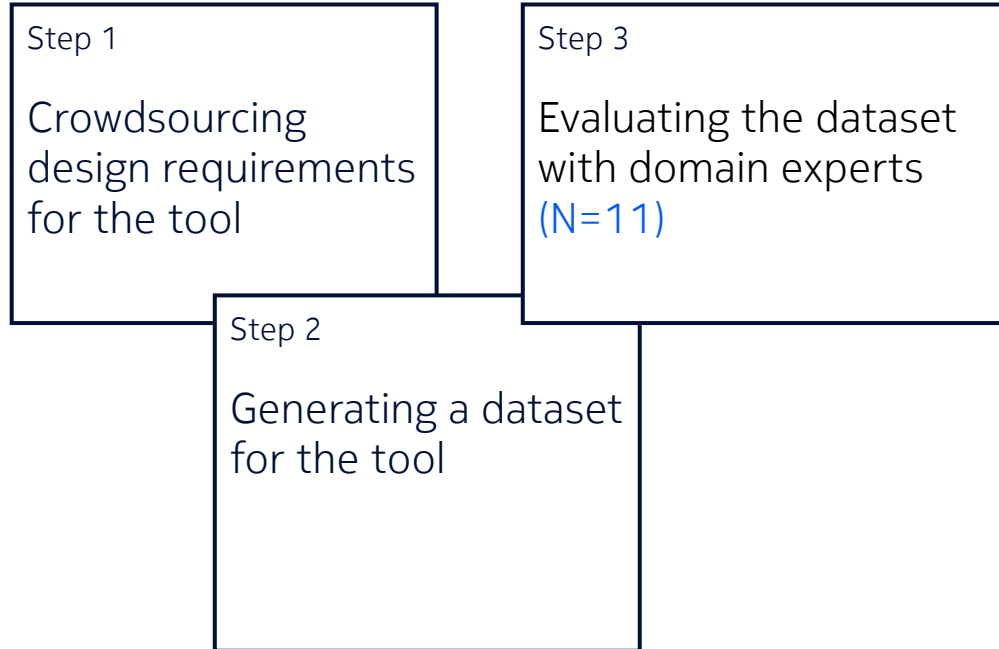
Step 1

Crowdsourcing
design requirements
for the tool

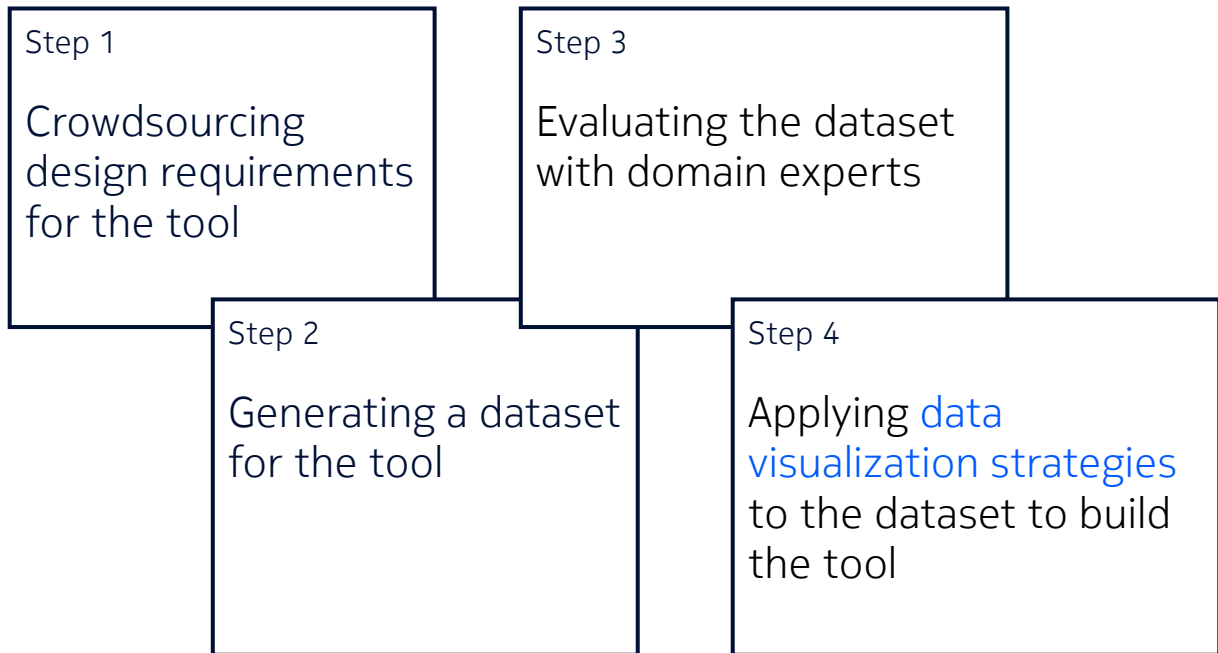
Step 2

Generating a [dataset](#)
for the tool

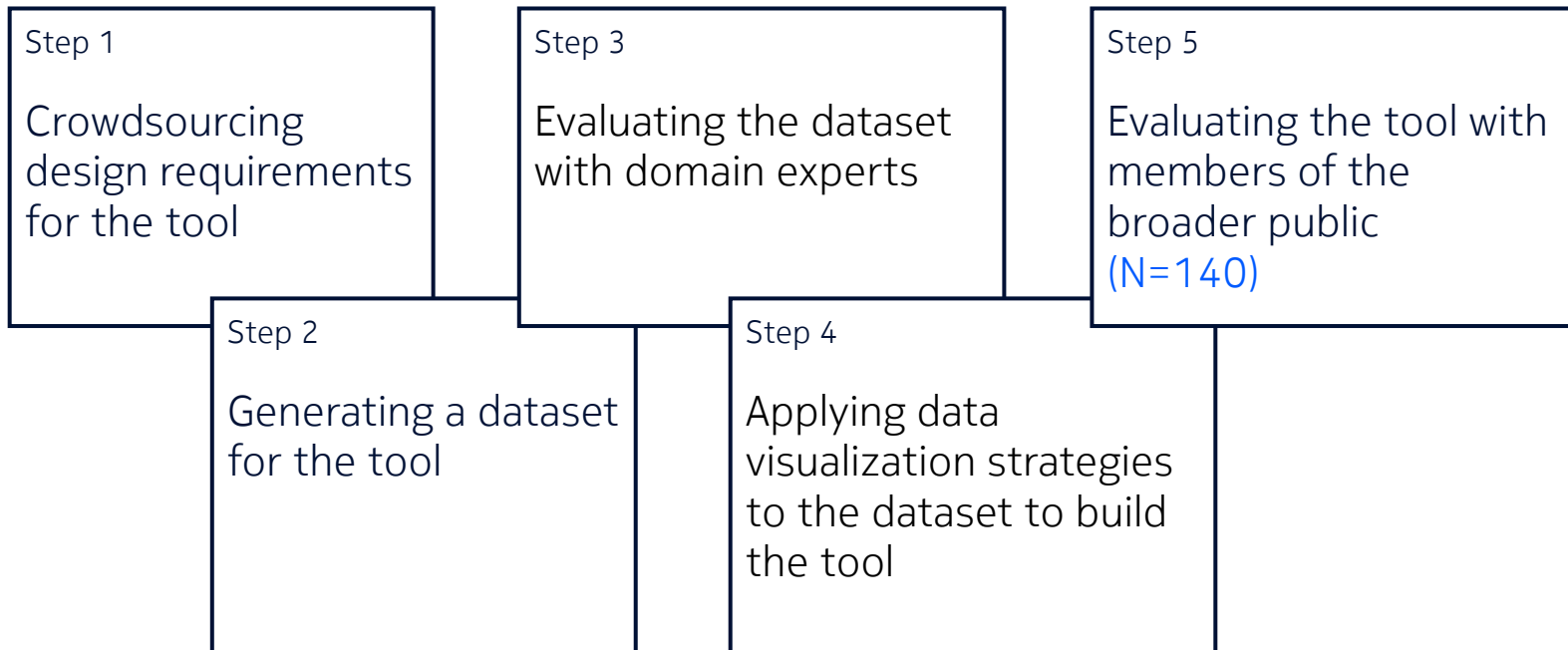
How did we do it?



How did we do it?



How did we do it?



Step 1: Crowdsourcing design requirements for the tool

THE PANOPTICON | OCT. 12, 2018

Here Is a List of Every Animal Humans Currently Monitor Using

By Mack DeGeurin



Step 1: Crowdsourcing design requirements for the tool

THE PANOPTICON | OCT. 12, 2018

Here Is a List of Every Animal Humans Currently Monitor Using Facial Recognition Technology

By Mack DeGeurin



Step 1: Crowdsourcing design requirements for the tool

AI and Ethics (2021) 1:159–172
<https://doi.org/10.1007/s43681-020-00014-3>

ORIGINAL RESEARCH



Smile, you are being identified! Risks and measures for the use of facial recognition in (semi-)public spaces

Thiago Guimarães Moraes¹ · Eduarda Costa Almeida¹ · José Renato Laranjeira de Pereira¹

Received: 27 July 2020 / Accepted: 10 September 2020 / Published online: 10 October 2020
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Abstract

This article analyses the use of facial recognition technology (FRT) in (semi-)public spaces with a focus in the Brazilian context. Therefore, the operation of the FRT processing chain is addressed, as well as the juridical nature of the facial signature, focusing mainly in the Brazilian data protection framework. FRT has been used in everyday life for several purposes, such as security, digital ranking, targeted marketing and health protection. However, the indiscriminate use of FRT poses high risks to privacy and data protection. In this perspective, to avoid harms such as inaccuracy, normalisation of cyber-surveillance and lack of transparency, safeguards were identified to guarantee individual rights, such as soft law, oversight, international standards and regulatory sandboxes.

Keywords Facial recognition · Surveillance · Data protection · Safeguard · Sandbox

1 Introduction

Initially restricted to physical access control systems in chemical/radioactive laboratories, facial recognition technology (FRT) is being increasingly applied to identify individuals on web pages, photos, video recordings and in physical spaces. This has raised concern about the right to privacy of individuals being identified: who is surveilling? In what context? For which purposes? These questions are even more sensitive when facial recognition is used in (semi-)public spaces indiscriminately, without the establishment of a proper criteria to filter which personal data will be collected, and from whom.

Semi-public spaces are characterized by being freely accessible and having few usage restrictions. According to Peterson, these are places which, although belonging to private entities, are freely used in a shared way by different social groups [1]. Examples are shopping centres,

supermarkets and libraries. Their protection should take account of private security regulations, while stricto sensu public spaces are protected by the legitimate interest of public security.¹

Around the world, several cases involving the deployment of facial recordings systems have come to the attention of digital rights organizations and the general public. In the UK, the London Metropolitan Police—MET used two facial recognition cameras in one of the most crowded sites in London, the *King's Cross Central* [2]. The experiment lasted months, and the authorities had no concern to establish transparency and information mechanisms to passby who had their data collected.

In the Brazilian context, facial recognition has already been used in carnival blocks in Rio de Janeiro and Salvador [3] and in a “smart/safe city” project in Campinas [4]. In June 2019, the Metropolitan Company of São Paulo opened a procurement for the implementation of FRT in three metro lines [5].

So far, the main purpose for the deployment of such technology in Brazil has been security [4], as facial recognition helps in the identification of individuals who have committed crimes or are about to commit it. Security is also a concern for shopping centres, supermarkets and other spaces, as

¹ In this article, we use the sentence “(semi-)public” to represent the two types of spaces, use of public nature and other of a private nature. Where it is necessary to distinguish between them, we use the term *stricto sensu* to identify the former.

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AI and Ethics
<https://doi.org/10.1007/s43681-023-00344-y>

ORIGINAL RESEARCH



Socially responsible facial recognition of animals

Fred S. Roberts¹ ✉

Received: 29 April 2023 / Accepted: 4 September 2023
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Abstract

Automated identification of people using facial recognition algorithms, while of widespread potential use, has been criticized for being biased, unfair, discriminatory, or potentially harmful. Facial recognition algorithms to identify individual domesticated and wild non-human animals are increasingly used but there has been much less discussion of their potential dangers. This paper explores the ways in which such algorithms are used in farming and conservation, and discusses potential issues in such uses.

Keywords Facial recognition · Socially responsible algorithms · Precision livestock farming · Factory farming · Animal ethics · Wildlife populations · Camera traps

Abbreviations

ASF African swine fever
BSE Bovine spongiform encephalopathy
FACS Facial action coding systems
FAUs Facial action units
LINC Lion identification network of collaborators
NIST U.S. National Institute of Standards and Technology
NOAA U.S. National Oceanic and Atmospheric Administration
PLF Precision livestock farming

1 Introduction

Facial recognition algorithms show tremendous promise in applications, such as policing, medicine, and commerce [1]. However, automated identification of people using such algorithms has been shown to be biased, unfair, discriminatory, or potentially harmful [1], and these considerations have led to an emphasis on social responsibility of algorithms involving facial recognition of people (see, for example, [2]). Facial recognition algorithms are increasingly used with both domesticated and wild non-human animals (hereafter just referred to as animals), to aid in more efficient farming and in conservation of wild populations. However,

there has been much less discussion of the potential dangers of using facial recognition algorithms for animals. This paper explores the applications of such algorithms and the social responsibility issues that arise.

Issues with facial recognition of humans have been well-documented. For instance, U.S. government tests find even top-performing facial recognition systems misidentify blacks at rates five to 10 times higher than they do whites [3]. The French company Idemia's algorithms scan millions of faces in uses by police in the US, Australia, and France, but a U.S. National Institute of Standards and Technology study showed that two of Idemia's algorithms were significantly more likely to mix up black women's faces than those of white women, or black or white men [3]. Buolamwini and Gebru [4] showed that in three commercial gender classification systems, darker-skinned females were misclassified with error rates up to 34.7%, where lighter-skinned males had a maximum error rate of 0.8%.

Amazon's “Rekognition” mistakenly identified 28 members of the U.S. Congress (disproportionately people of color) as criminals [5, 6]. Leslie [7] describes a variety of examples, where use of facial recognition algorithms has led to problems, e.g., in faulty face recognition algorithms leading to arrests or denial of passport photos for dark-skinned people. As Cavazos, et al. [8] observe, “Nearly all of the face recognition algorithms studied over the past 30 years show some performance differences as a function of the race of the face.” A U.S. National Institute of Standards and Technology (NIST) study [9] tested 189 face recognition algorithms and found a wide range of accuracy. It found that for “one-to-one

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Step 1: Crowdsourcing design requirements for the tool

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ORIGINAL RESEARCH

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Keywords Facial recognition · Surveillance · Data protection · Privacy

1 Introduction

Initially restricted to physical access control systems in chemical/radioactive laboratories, facial recognition technology (FRT) is being increasingly applied to identify individuals on web pages, photos, video recordings, and in public spaces. This technology has been used in various contexts, such as in supermarkets and libraries. Their protection should take account of private security regulations, while stricto sensu public spaces are protected by the legitimate interest of public security.

Initially, FRT was used in one of the most crowded sites in London, the *King's Cross Central* [2]. The experiment lasted months, and the authorities had no concern to establish transparency and information mechanisms to passersby who had their data collected.

Semi-public spaces are characterized by being freely accessible and having few usage restrictions. According to Peterson, these are places which, although belonging

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authorizing transactions in online banking

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ORIGINAL RESEARCH

Socially responsible facial recognition of animals

Fred S. Roberts¹

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Abstract

Automated identification of people using facial recognition algorithms, while of widespread potential use, has been criticized for being biased, unfair, and discriminatory. Facial recognition algorithms to identify individual domesticated and wild non-human animals are increasingly used but there has been much less discussion of their potential dangers. This paper explores the ways in which such algorithms are used in farming and conservation, and discusses potential risks to such uses.

Abbreviations

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BSE Bovine spongiform encephalopathy
FACS Facial action coding systems
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LINC Lion identification network of collaborators
NIST U.S. National Institute of Standards and Technology
NOAA U.S. National Oceanic and Atmospheric Administration

PI E

Facial recognition algorithms show tremendous promise in applications, such as policing, medicine, and commerce [1]. However, automated identification of people using such algorithms has been shown to be biased, unfair, discriminatory, or potentially harmful [1], and these considerations have led to an emphasis on social responsibility of algorithms involving facial recognition of people (see, for example, [2]). Facial recognition algorithms are increasingly used with both domesticated and wild non-human animals (hereafter just referred to as animals), to aid in more efficient farming and in conservation of wild populations. However,

factory farming · Animal

identifying polar bears based on whisker spot patterns

tracking migration of humpback whales

paper explores the applications of these algorithms to social responsibility issues that arise.

Issues with facial recognition of humans have been well-documented. For instance, U.S. government tests find even top-performing facial recognition systems misidentify blacks at rates five to 10 times higher than they do whites [3]. The French company Idemia's algorithms scan millions of faces in mass biometric databases.

Ochola [4] showed that in three commercial gender classification systems, darker-skinned females were misclassified with error rates up to 34.7%, where lighter-skinned males had a maximum error rate of 0.8%.

Amazon's "Rekognition" mistakenly identified 28 members of the U.S. Congress (disproportionately people of color) as criminals [5, 6]. Leslie [7] describes a variety of examples, where use of facial recognition algorithms has led to problems, e.g., in faulty face recognition algorithms leading to arrests or denial of passport photos for dark-skinned people. As Cavazos, et al. [8] observe, "Nearly all of the face recognition algorithms studied over the past 30 years show some performance differences as a function of the race of the face." A U.S. National Institute of Standards and Technology (NIST) study [9] tested 189 face recognition algorithms and found a wide range of accuracy. It found that for "one-to-one

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Step 1: Crowdsourcing design requirements for the tool



40 individuals from the
general public

matching US census in
sex and ethnicity

contacted on Prolific

Task 1



Write an email to regulators in which you
[list specific uses](#) of facial recognition and
request either their [ban or further adoption](#)

Task 2



How can we [best present the risks](#) of
30 facial recognition uses in an interactive tool?

Step 1: Crowdsourcing design requirements for the tool

Requirement 1

Multiple uses

Learn about a variety of uses



Step 1: Crowdsourcing design requirements for the tool

Requirement 1

Multiple uses

Learn about a variety of uses

Requirement 2

Structured uses

Categorize uses for better understanding



Step 1: Crowdsourcing design requirements for the tool

Requirement 1

Multiple uses

Learn about a variety of uses

Requirement 2

Structured uses

Categorize uses for better understanding

Requirement 3

Balanced assessment of uses

Present each use not only with its risks
but also benefits and mitigation strategies



BENEFITS IF USED RESPONSIBLY

→ Enhances efficiency of welfare case evaluations, improving service delivery

Step 1: Crowdsourcing design requirements for the tool

Requirement 1

Multiple uses

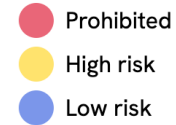
Learn about a variety of uses



Requirement 2

Structured uses

Categorize uses for better understanding



Requirement 3

Balanced assessment of uses

Present each use not only with its risks but also benefits and mitigation strategies

BENEFITS IF USED RESPONSIBLY

→ Enhances efficiency of welfare case evaluations, improving service delivery

Requirement 4

Broad appeal

Make the uses, risks, benefits, and mitigations relevant to members of the broader public



Step 1: Crowdsourcing design requirements for the tool

Requirement 1

Multiple uses

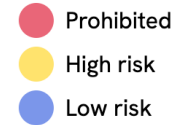
Learn about a variety of uses



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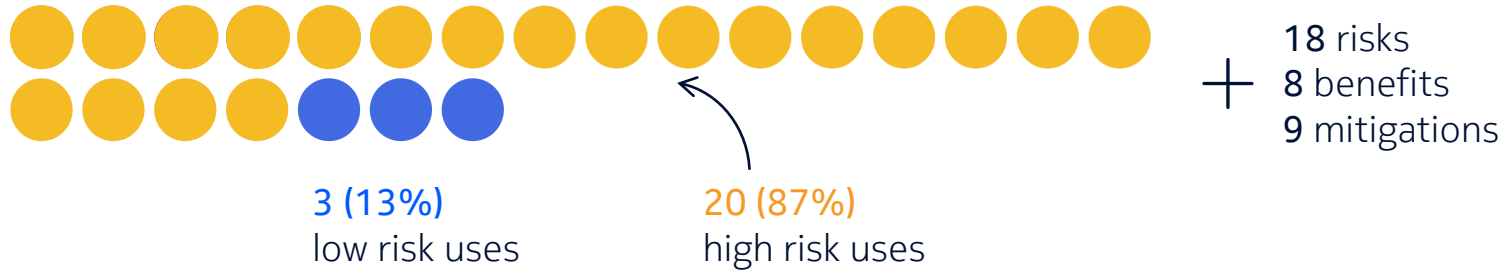
Requirement 5

Engaging exploration

Engage users in exploring the uses, risks, benefits, and mitigation strategies

Dataset generated through crowdsourcing (N=23)

High-risk AI is on everyone's radar



Dataset generated through crowdsourcing (N=23)

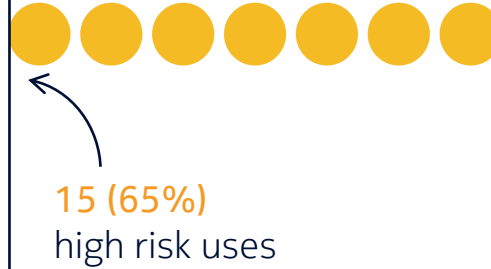
People narrow AI's role to law enforcement



N=5



N=4

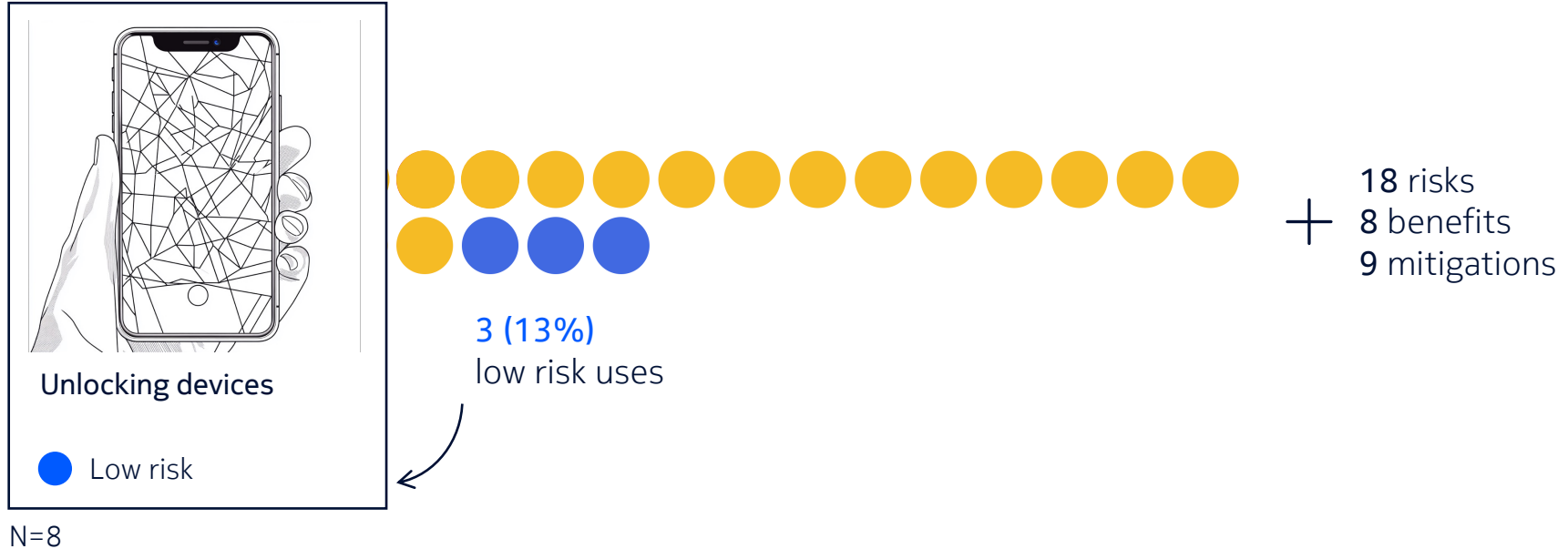


+

18 risks
8 benefits
9 mitigations

Dataset generated through crowdsourcing (N=23)

Few see AI's positive applications



Step 2: Generating uses

Prompt 1

Use
generation

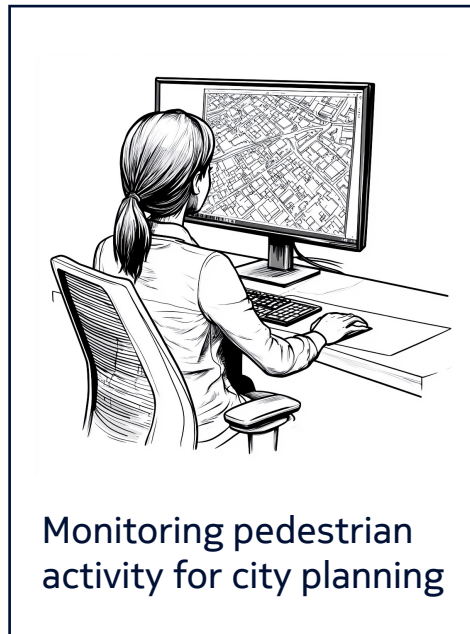
Domain: Urban planning

AI User: Urban planners

AI Subject: Citizens

Capability: Counting faces in public spaces...

Purpose: ...for...



Herdel et al. 2024, Constantinides et al. 2024, Bogucka et al. 2024

Step 2: Identifying the risks

Prompt 2

Risk
assessment

The use is **high risk** because it can be applied for biometric identification in public spaces by a public authority



Monitoring pedestrian
activity for city planning

● High risk

Herdel et al. 2024, Constantinides et al. 2024, Bogucka et al. 2024

Step 2: Identifying the benefits

Prompt 3

Benefit
assessment

The system can advance
sustainable communities (SDG 11)
and help identify **new areas for
public services** (SDG 9)



Monitoring pedestrian
activity for city planning



High risk

Herdel et al. 2024, Constantinides et al. 2024, Bogucka et al. 2024

Step 2: Identifying mitigations understandable to all regardless of technical knowledge

Prompt 4

Mitigation
generation

- Teach the AI using a wide range of examples
- Regularly check how data is being managed to ensure it's safe and secure
- Include a way for people to give feedback so the system can get better over time

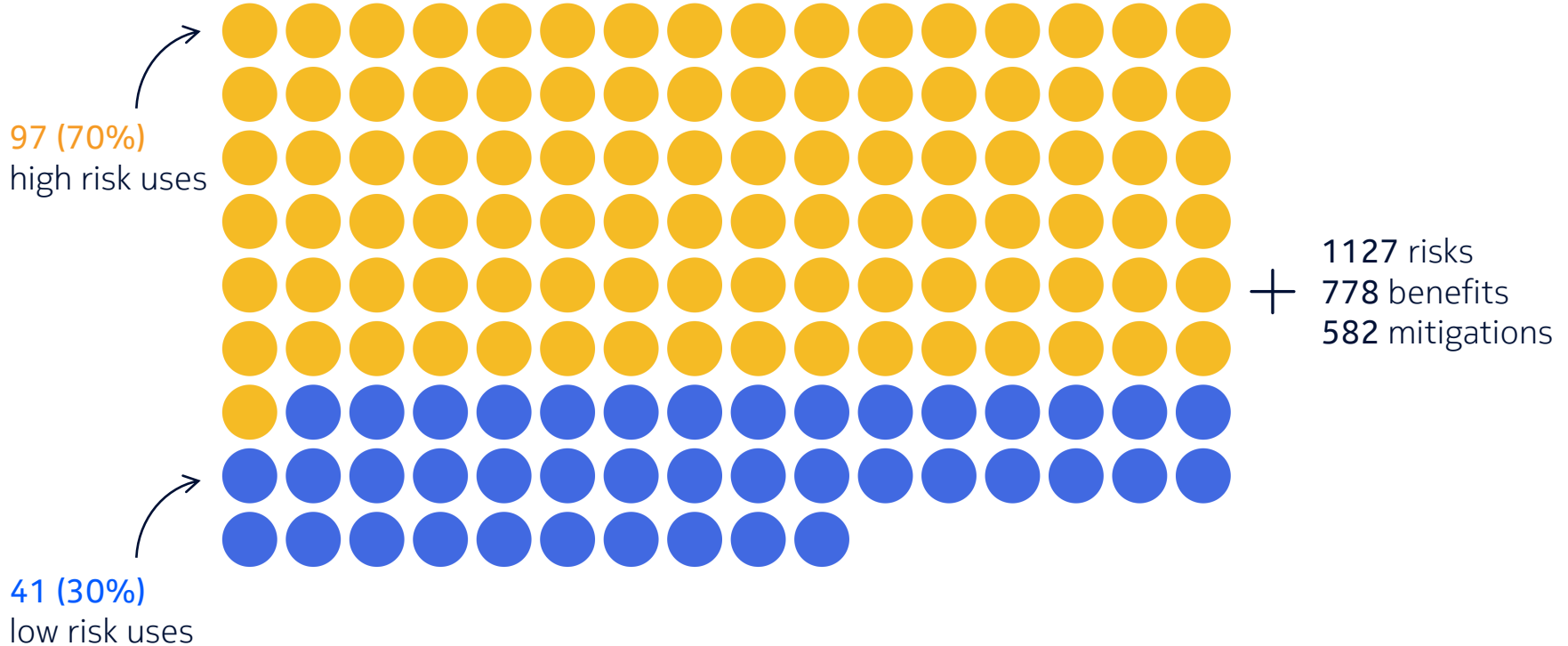


**Monitoring pedestrian
activity for city planning**

● High risk

Herdel et al. 2024, Constantinides et al. 2024, Bogucka et al. 2024

Dataset generated by the LLM



Step 3: Evaluating the dataset with domain experts

Study with 3 AI compliance experts

<p>Use #67</p> <p>The AI system intended to be used by border control officers and immigration officials for identity verification by matching faces to passport or ID photos.</p> <p>High risk use</p> <p>Justification: High Risk due to its use in sensitive identity verification in migration and border control, as specified in EU AI Act Annex III, 7(da).</p> <p>→ EU AI Act</p>	<p>Q1 How probable do you find this use? ⓘ</p> <p><input type="radio"/> Existing</p> <p><input type="radio"/> Upcoming</p> <p><input type="radio"/> Unrealistic</p>	<p>Q2 Do you agree with the use risk classification? ⓘ</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p>Q3 Do you agree with the use risk justification?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>	<p>Q4 Please explain your reasoning about the use risk classification and justification.</p> <div></div>
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Step 3: Evaluating the dataset with domain experts

Study with 3 AI compliance experts

Use #67

The AI system intended to be used by border control officers and immigration officials for identity verification by matching faces to passport or ID photos.

High risk use

Justification:

High Risk due to its use in sensitive identity verification in migration and border control, as specified in EU AI Act Annex III, 7(da).

Q1 How probable do you find this use? ⓘ

- ☐ Existing
- ☐ Upcoming
- ☐ Unrealistic

Q2 Do you agree with the use risk classification? ⓘ

- ☐ Yes
- ☐ No

Q3 Do you agree with the use risk classification? ⓘ

- ☐ Yes
- ☐ No

Step 3: Evaluating the dataset with domain experts

Study with 3 AI compliance experts

Q3 Do you agree with the use risk justification?

- ☐ Yes
- ☐ No

Q4 Please explain your reasoning about the use risk classification and justification.



Step 3: Evaluating the dataset with domain experts

Study with 8 researchers and developers

Use #106

Monitoring pedestrian traffic for city planning purposes

The AI system with the capability of counting and tracking faces in public spaces, intended to be used by urban planners and impacting city residents.

Q1 Please check all the potential benefits you think are incorrect ①

- ☐ Estimates pedestrian traffic for effective city planning.
- ☐ Identifies areas for new businesses or public services.
- ☐ Promotes gender equality in urban planning decisions.
- ☐ Improves security through better urban planning and resource allocation.
- ☐ Enhances quality of life and privacy in the city.
- ☐ Promotes social, economic, and political inclusion of all city residents.

Q3 Please check all the potential risks and their mitigations below you think are incorrect

- ☐ R1: Infringes on the privacy of individuals by tracking faces in public spaces.
 - ☐ Anonymize the data collected.
 - ☐ Ensure the data is used solely for the purpose of city planning.
 - ☐ Implement strict data handling and privacy policies.
- ☐ R2: Reduces individuals to data points, infringing on their right to be recognized as a person before the law.
 - ☐ Ensure the data collected is not used to identify individuals.
 - ☐ Use the data solely to understand pedestrian traffic patterns.
 - ☐ Implement strict data handling and privacy policies.

Q4 Please leave any comments about the reasons why you checked these benefits, risks, and/or mitigations.



Step 3: Evaluating the dataset with domain experts

Study with 8 researchers and developers

Use #106

Monitoring pedestrian traffic for city planning purposes

The AI system with the capability of counting and tracking faces in public spaces, intended to be used by urban planners and impacting city residents.

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- ☐ Enhances quality of life and privacy in the city.

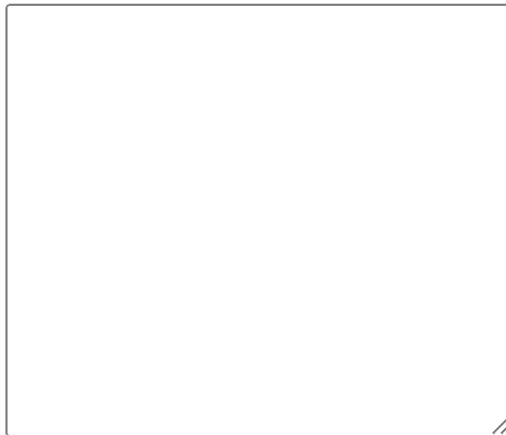
Step 3: Evaluating the dataset with domain experts

Study with 8 researchers and developers

Q3 Please check all the potential risks and their mitigations below you think are incorrect

- ☐ **R1: Infringes on the privacy of individuals by tracking faces in public spaces.**
 - ☐ Anonymize the data collected.
 - ☐ Ensure the data is used solely for the purpose of city planning.
 - ☐ Implement strict data handling and privacy policies.
- ☐ **R2: Reduces individuals to data points, infringing on their right to be recognized as a person before the law.**
 - ☐ Ensure the data collected is not used to identify individuals.
 - ☐ Use the data solely to understand pedestrian traffic patterns.

Q4 Please leave any comments about the reasons why you checked these benefits, risks, and/or mitigations.



Step 3: Evaluating the dataset with domain experts

Good agreement on risk classification (EU AI Act)



91% agreement between experts and LLM classification on

- widely-adopted uses: e.g., accessing devices
- already regulated domains: e.g., medical assistance

Step 3: Evaluating the dataset with domain experts

Good agreement on risk classification (EU AI Act)



91% agreement between experts and LLM classification on

- widely-adopted uses: e.g., accessing devices
- already regulated domains: e.g., medical assistance



9% disagreement arose when the LLM downplayed risks in:

- privacy: e.g., location tracking for safety,
- vulnerable groups: e.g., elderly health monitoring,
- emerging tech: e.g., VR, with evolving ethical boundaries



Step 3: Evaluating the dataset with domain experts

Good agreement on risks, benefits and mitigations



93% correct risks



82% correct benefits

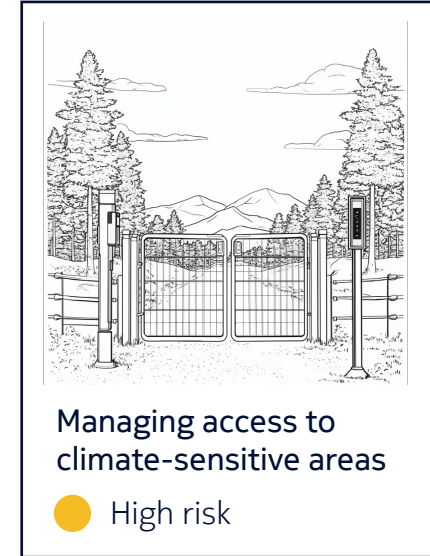


95% correct mitigations

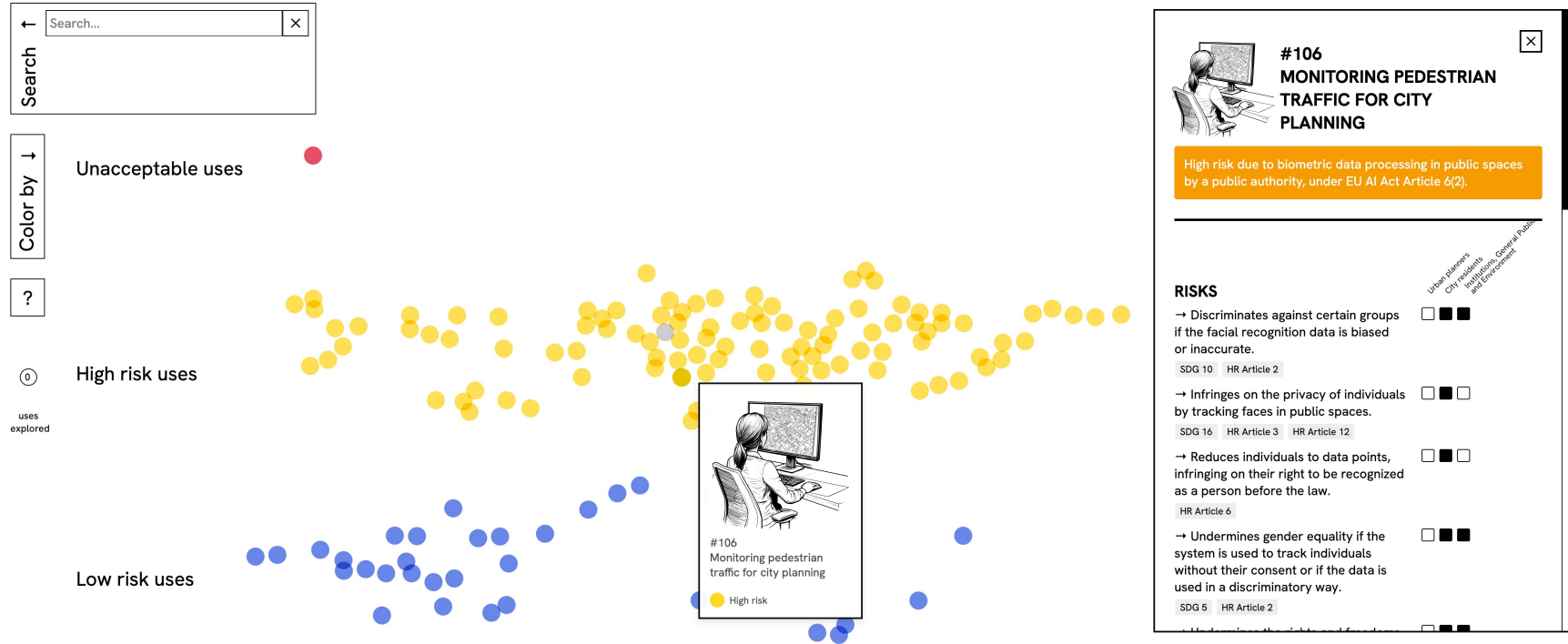
Disagreements due to LLM's techno-optimism clashing with

→ human realism: e.g., gates for managing access to climate-sensitive areas

→ digital divide awareness: e.g., telemedicine apps for rural communities



Step 4: Applying data visualization strategies

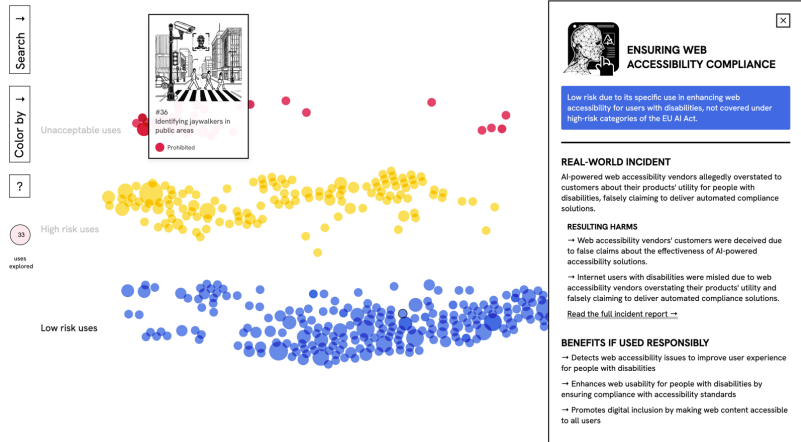


<https://social-dynamics.net/atlas>

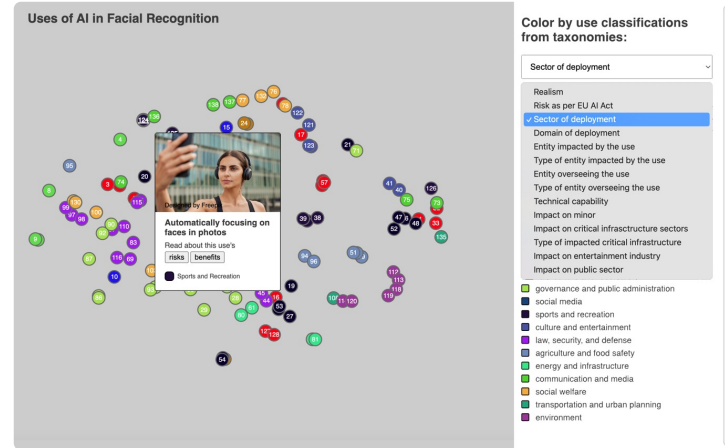


Step 5: Evaluating the tool with members of the broader public

Comparing it to state-of-the-art visualizations



VS



Atlas

Baseline: Spatial view of AI Incident Database

Step 5: Evaluating the tool with members of the broader public



140 individuals
from the general public

matching US census in sex,
age, and ethnicity

contacted on Prolific



Task 1

Explore the visualization

Task 2

Write an email to regulators in which you [list specific uses](#) of facial recognition and request either their [ban](#) or [further adoption](#)



Task 3

Rate the visualization for its [usefulness](#) for the task, [usability](#), and [aesthetics](#)



The Atlas raised more awareness of the wicked problem...

The visualization helped me to understand both the risks and benefits of facial recognition



...was more useful...

The visualization helped me to understand both the risks and benefits of facial recognition





The visualization was usable for the task



...more engaging to use...

The visualization kept eyes on it longer

Baseline		6 min 28 sec
Atlas		10 min 17 sec

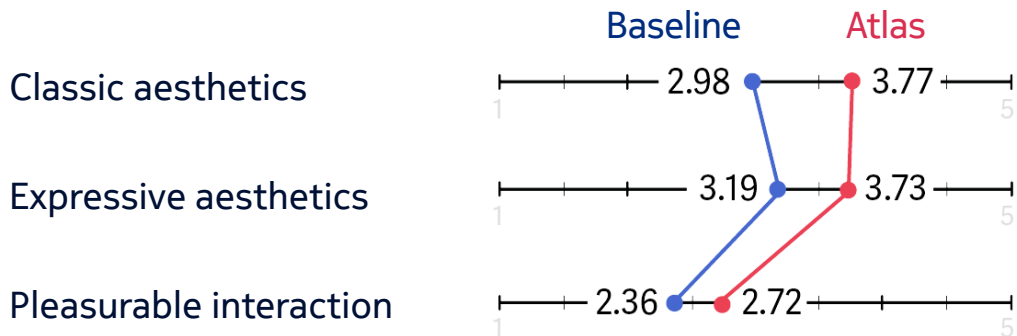
...more engaging to use...

The visualization kept eyes on it longer

Baseline  6 min 28 sec

Atlas  10 min 17 sec

The visualization visually amplified the seriousness of AI risks

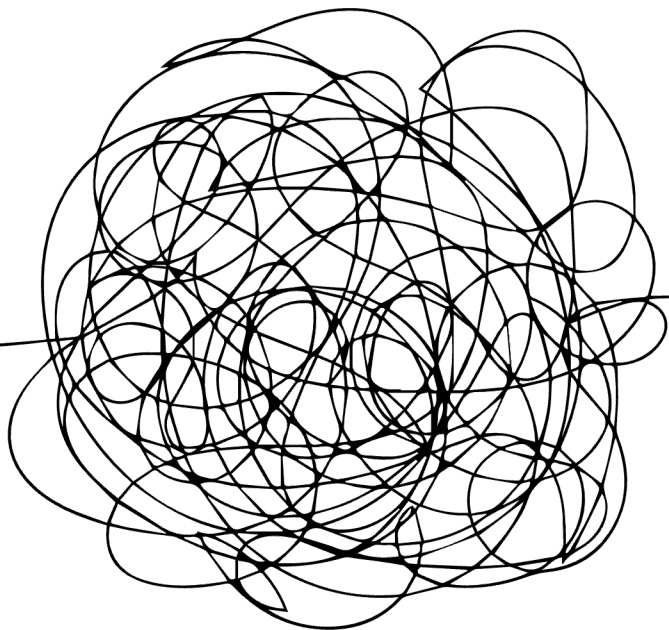


... and gave more personal insights

I think seeing the risks laid out plainly made me realize **I shouldn't be so casual in my acceptance** of facial recognition usage

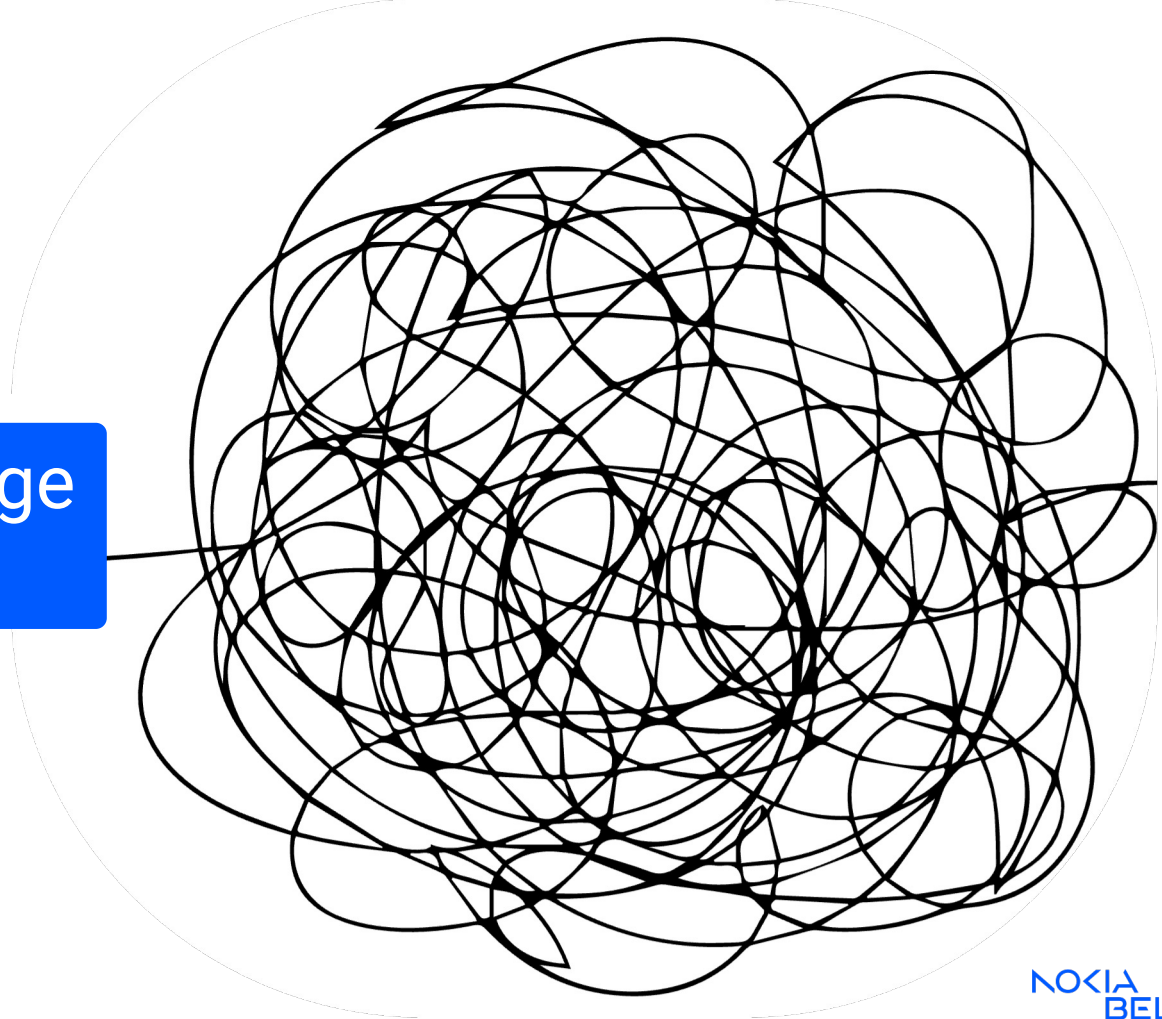
It brought up a vast array of issues and problems
I could have never thought of on my own, personally.

The search box let me quickly get an idea of **my daily activities or interests** that this technology may be integrated into and what the risks were.



What about other
wicked problems?

Climate change
awareness



From AI risks to wicked problems: a generalizable methodology

Step 1

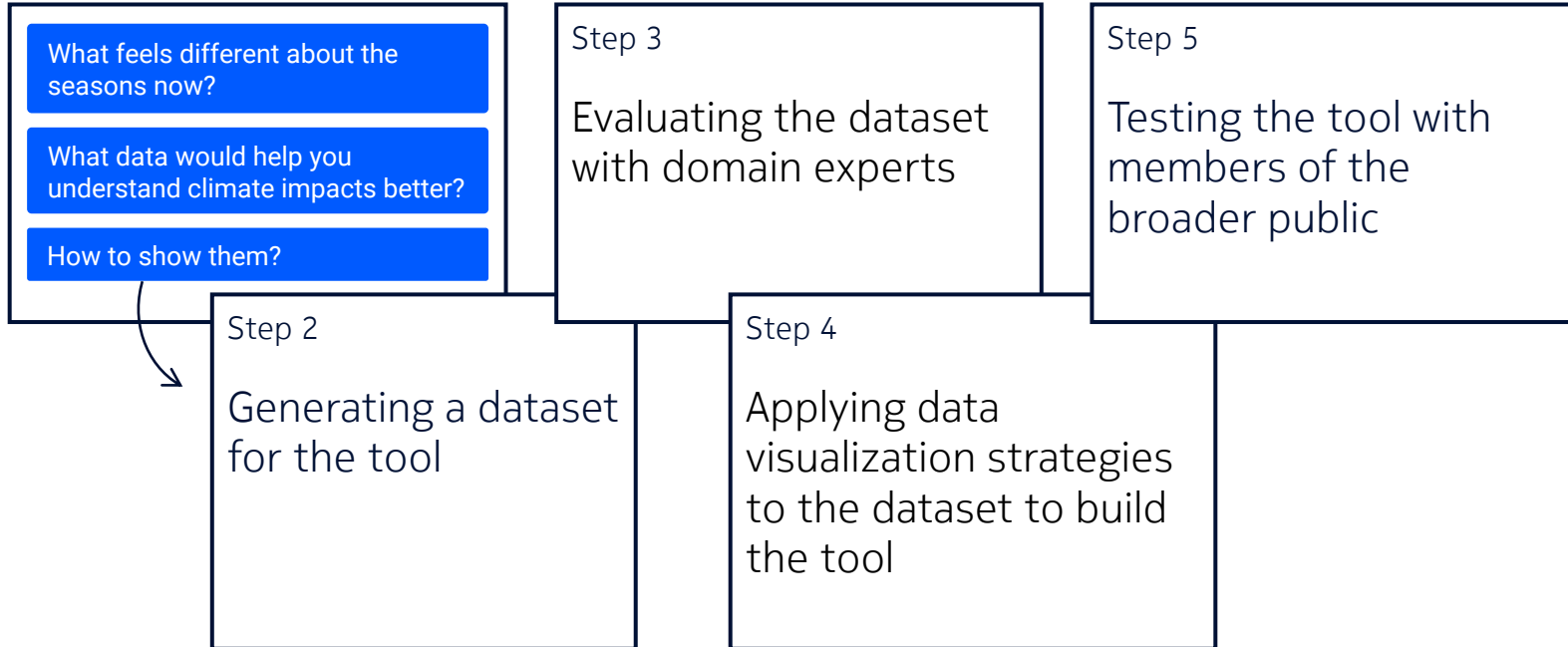
Crowdsourcing
design requirements
for the tool

What feels different about the
seasons now?

What data would help you
understand climate impacts better?

How to show them?

From AI risks to wicked problems: a generalizable methodology



Atlas of AI Risks

Enhancing Public Understanding of AI Risks

www.social-dynamics.net/atlas

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@edytapbogucka, @miki7s, @danielequercia



Tips & Tricks for Great Charts in Your Climate Perception Report

A large blue chevron graphic pointing left, which serves as a background for the Nokia Bell Labs logo.

NOKIA
BELL
LABS

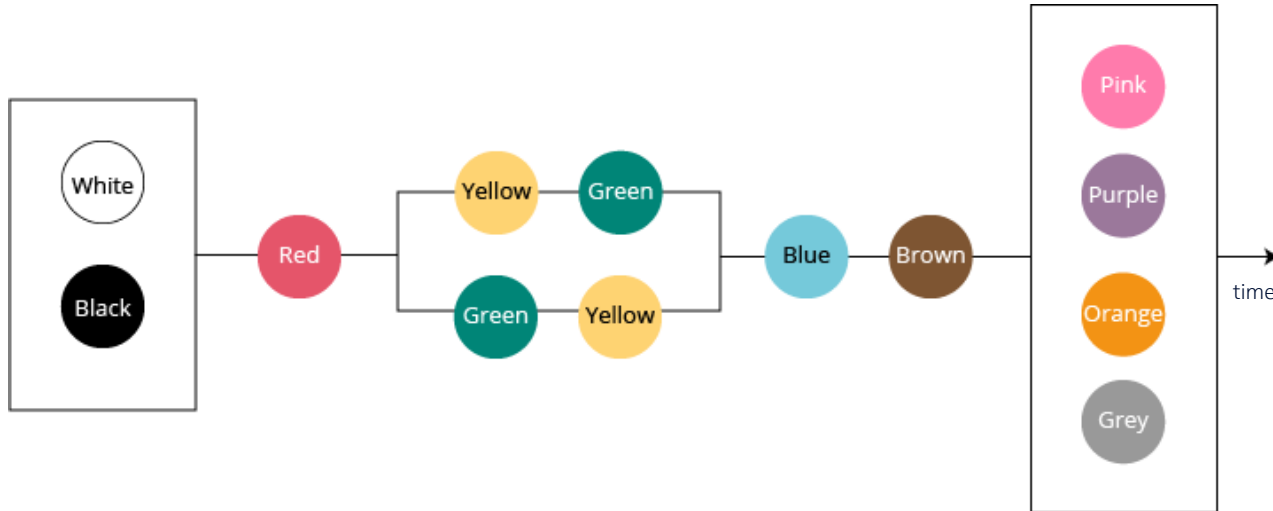
1. Chart organization

- **Prioritize quality over quantity:** 2–3 well-designed, relevant charts per research question are better than ten random ones straight from Matplotlib.
- **Keep it skimmable:** readers should be able to skim [just your figures and their captions](#) and grasp the flow and main results of your research.
- **Focus each chart on one idea:** ensure every chart answers one specific research question or illustrates one key insight.
- **Split when needed:** if a chart must cover multiple related insights, use panels instead of crowding everything into one image.
- **Run the Aha-test:** ask yourself, “What’s the one ‘Aha!’ this chart should deliver?” Design everything - layout, labels, annotations - around that insight.
- **Place charts strategically:** position each chart as close as possible to its first mention in the text, ideally at the top or bottom of the page for easy reference.

2. Chart design principles (1)

Don't use too many colors!

The order of appearance of colour names in languages around the world is fixed and far away from rainbow ;-)

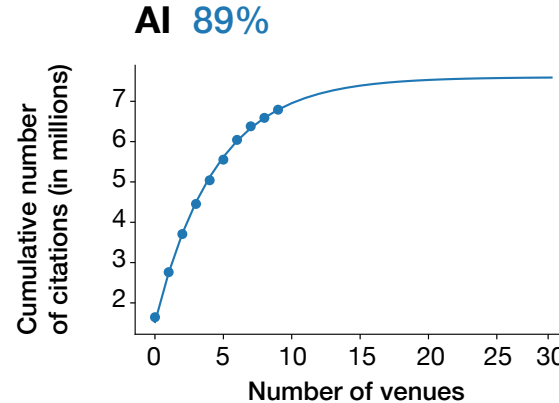
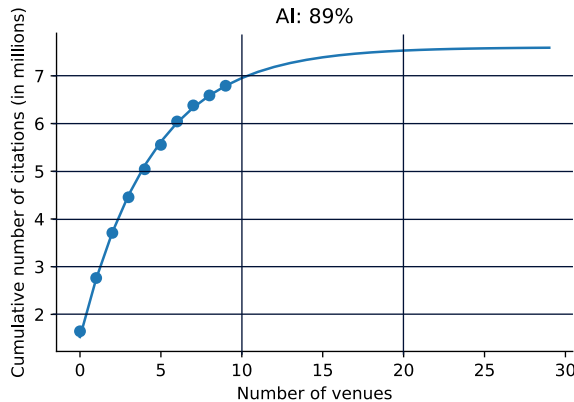


Berlin and Kay (1969); <https://www.eea.europa.eu/data-and-maps/daviz/learn-more/chart-dos-and-donts>

2. Chart design principles (2)

Use less “ink”

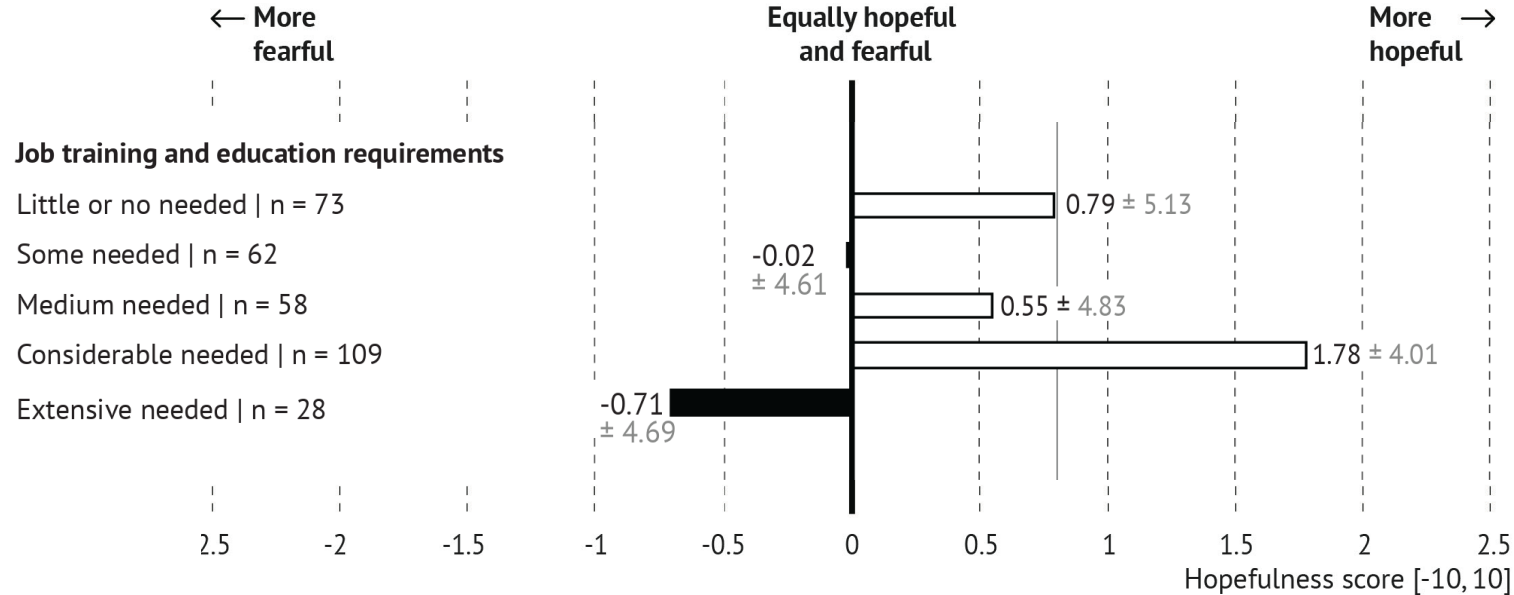
- Remove redundant gridlines, 3D effects, and backgrounds to make your insights pop -> Save your charts as a .pdf and edit them in vector graphic software like Adobe Illustrator, Canvas, or Inkscape
- Use legible fonts: choose a clear sans-serif typeface (e.g., Arial, Helvetica) and set font sizes large enough to remain readable when the chart is resized or printed



<https://social-dynamics.net/docs/rai-impact.pdf>

2. Chart design principles (3)

Sort and group by size or relevance - not A to Z!



<https://social-dynamics.net/docs/fears-and-hopes.pdf>

2. Chart design principles (34)

Label like a human

- Use real words, not variable names
- Make axes and legends understandable without reading the full report and twisting your head
- Include sample size (N) when relevant

2. Chart design principles (4)

Label like a human

patient, image, planning

module, robot, machine

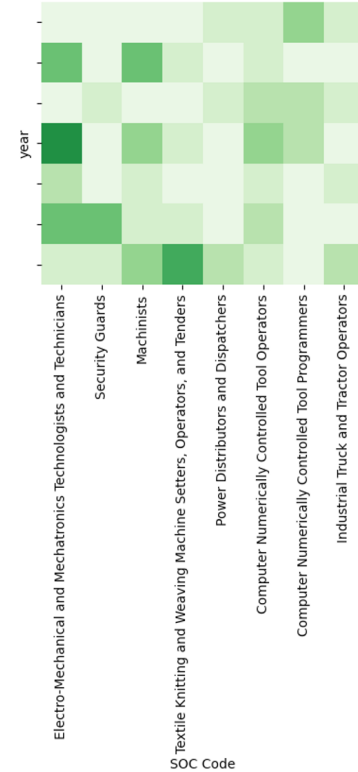
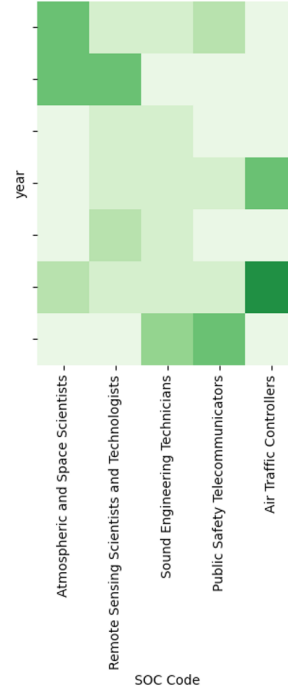
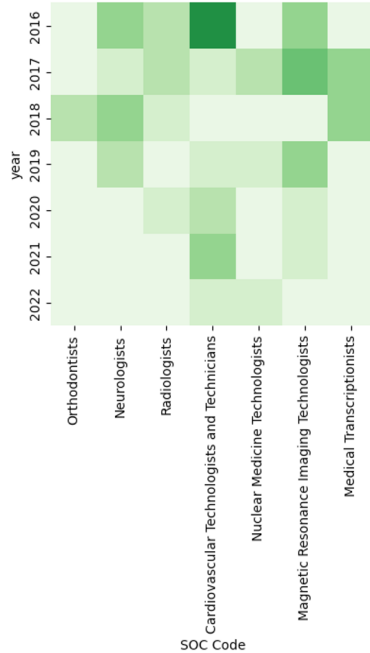
patient, device, medical

computer, test, state

neural network, data, analysis

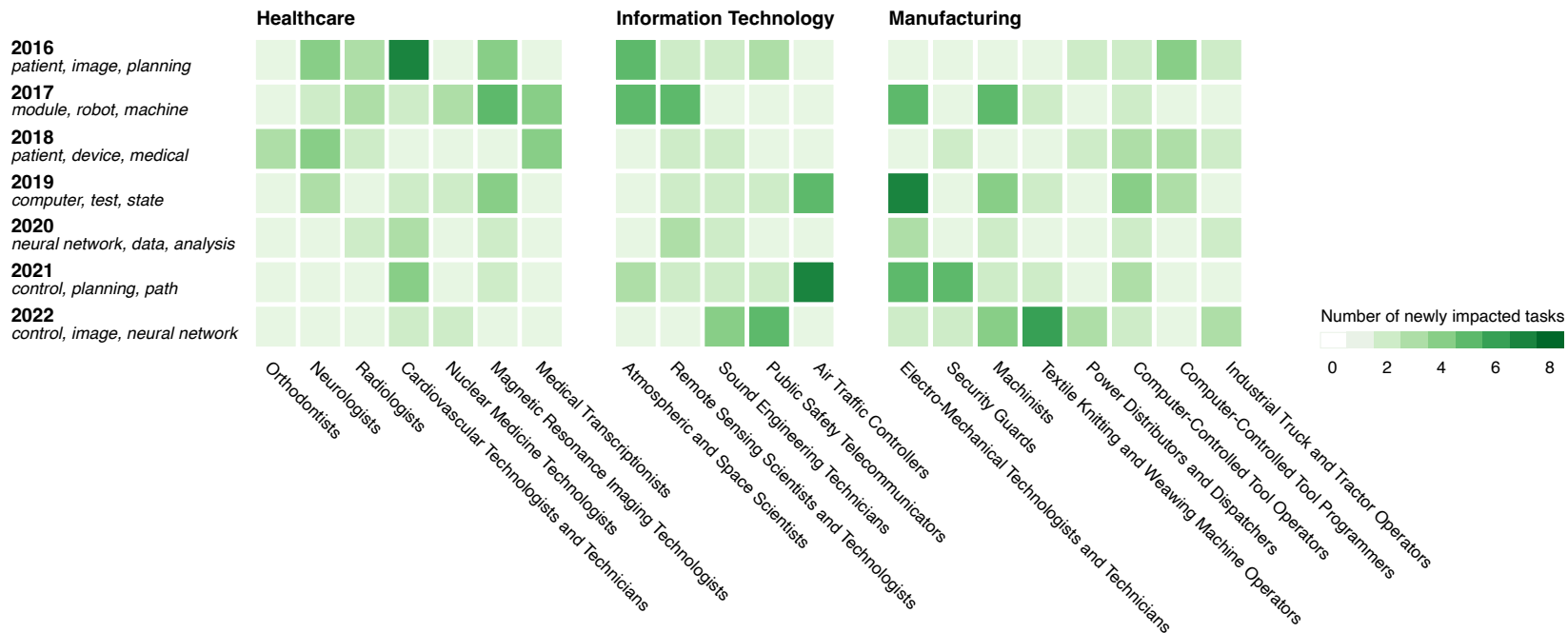
control, planning, path

control, image, neural network



2. Chart design principles (4)

Label like a human



<https://social-dynamics.net/docs/aii.pdf>

2. Chart design principles (5)

Write captions that do more than just name the chart

State what is being measured and what the reader should notice - highlight the pattern or anomaly.

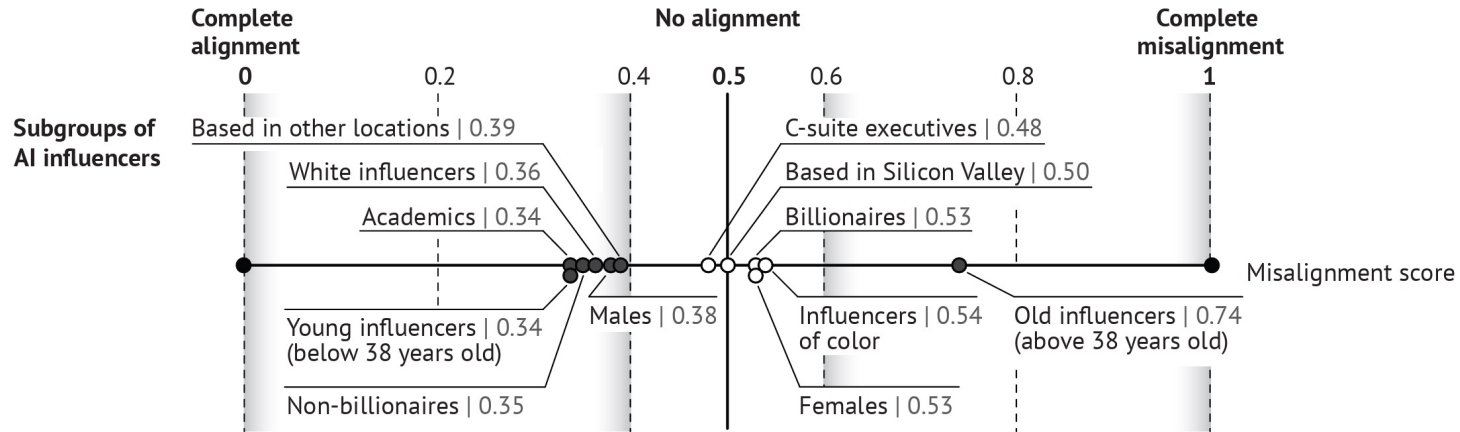


Figure 6: Misalignment scores between subgroups of AI influencers and participants representative of the U.S. population. Young influencers' views are most closely aligned with those of our participants, followed by academics and non-billionaires.

<https://social-dynamics.net/docs/fears-and-hopes.pdf>

2. Chart design principles (5)

Write captions that do more than just name the chart

Include extra details for more complex charts:

- Any transformations or scales used
- Statistical notes (e.g., error bars show 95% CI)

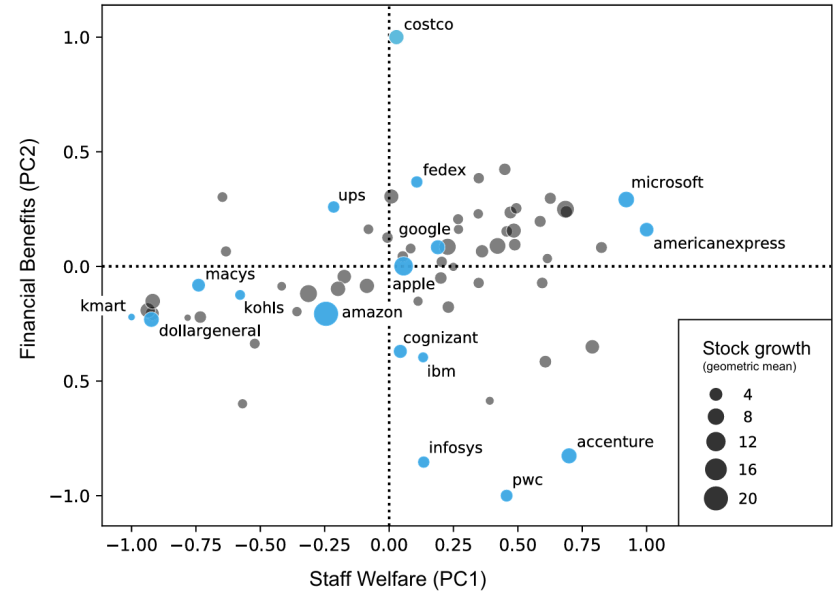


Fig. 7 Scatterplot of the scores of each company's staff welfare vs. financial benefits. The size of a company's dot represents its stock growth. We highlighted in blue some of the companies to assess them qualitatively. Consumer staples and discretionary companies like Kmart, Macy's, and Kohl's scored low for both types of sustainability. Traditional IT companies like Infosys, IBM, and Accenture scored high for staff welfare sustainability but not for financial benefits sustainability.

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