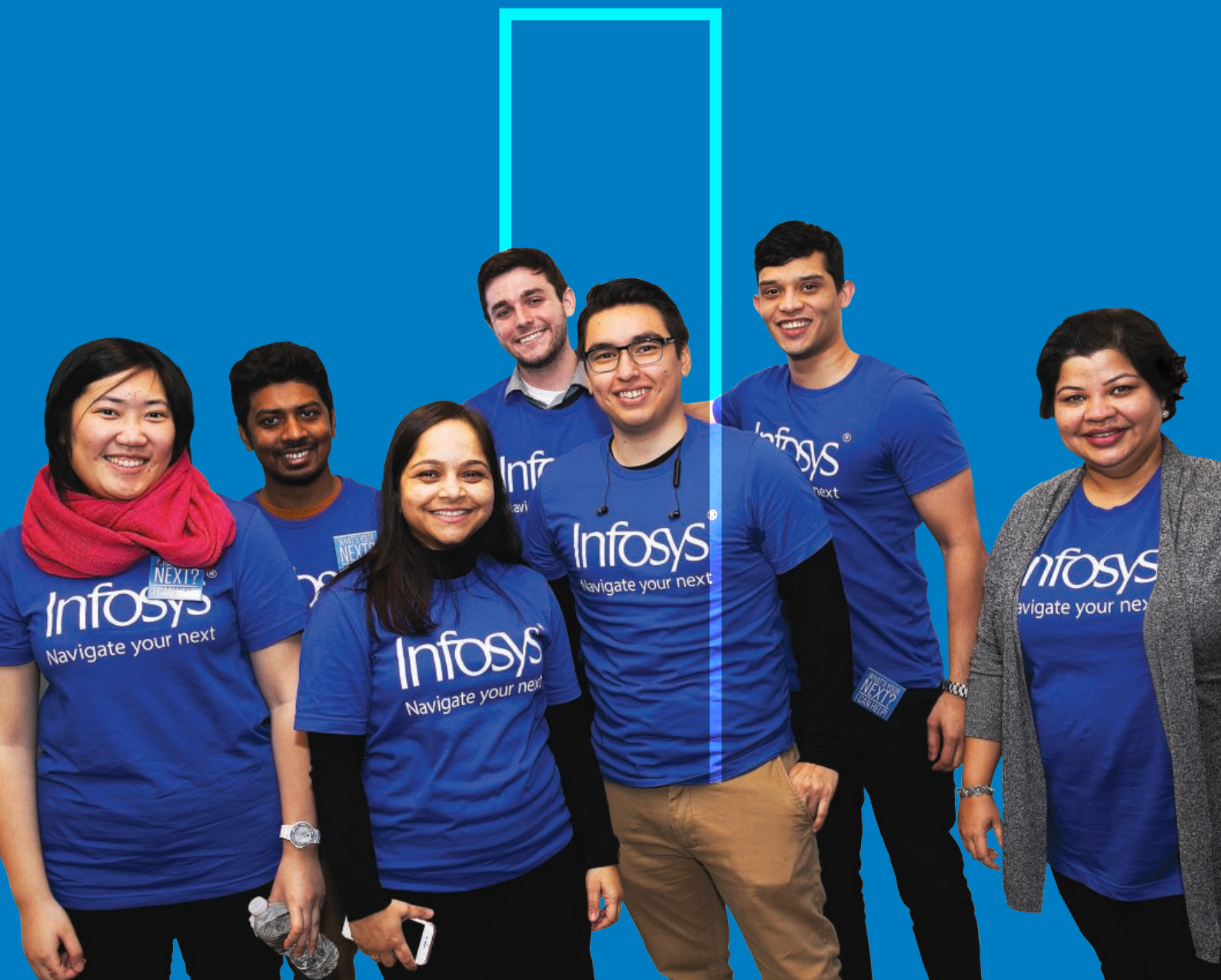


# INFOSYS TALENT PULSE REPORT 2021



# WHERE PEOPLE ARE THE BEST VERSION OF THEMSELVES

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At Infosys, we are not a technology company full of people, but a people company that understands the immense potential of technology. Our people, with a little help from all things digital, move our clients forward and the world forward with them too. That is why it is our constant endeavor to make Infosys a place where people can be their best selves.

Talent transformation at Infosys is serious business. It begins with sensing employee needs and responding with an employee value proposition that delivers meaning, purpose and value for them. It builds synergy between how we look to differentiate ourselves as Infosys and deliver on the expectations of our employees.

We have a three-pronged strategy to deliver on this promise:

1. Inspiring our people with meaningful work and passionate teams, enabling them to find their purpose and make an impact. It is all about finding and then building what is next for the industries that we serve.
2. Ensuring that our people, as a result of their endeavors, are continuously learning and progressing in their careers, and shaping our collective future.
3. Making it possible for every employee to navigate further, powered by our culture and partnered by dozens of other Infoscions with shared aspirations.

At the core of our promise lies our company values – CLIFE – defining our approach to everything. CLIFE stands for Client value, Leadership by example, Integrity & transparency, Fairness, and Excellence.

We are implementing programs, policies, and ways of working that are helping us execute this strategy. This report is an invitation for you to be a part of our journey and discover what makes Infosys – **Infosys**.

# FEEL INSPIRED TO BUILD WHAT'S NEXT

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## WHAT WE SAY

*“Working at Infosys is about devoting your energy to something that discernibly improves the world around us and the lives of those living in it – it means having a career that matters.”*

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## What We Mean

The role of technology is inherently human. At Infosys, we believe that charting the path to what's next, using technology, should improve the lives of people around us and be sustainable. This thinking inspires every Infoscion and taps into their innate need to leave a positive mark on the world. This means challenging our people to think beyond today – and beyond the obvious. The outcomes, naturally, are success stories that we are proud of.



# THE OUTCOMES OF OUR INSPIRATION



A patient monitoring system that leverages wearable devices to capture real-time data and provide life-saving post-op proactive care.

Improved healthcare facilities in Malawi by leveraging satellite data to ascertain the best locations for 900 health posts that would benefit maximum people.



A rapid response service system to mobilize doctors, nurses, and therapists more efficiently to support the UK's pandemic response.

An agri-business tech platform for farmers to predict conditions impacting their crop, monitor their fields remotely and optimize produce.



Rapid digitalization of banking processes across several American banks to enable timely disbursement of funds through the Paycheck Protection Program for small businesses.

Process reengineering for a waste management company so that they can embrace circular economy practices and reduce waste by up to 50%.



A mobile app that tracks and alerts company systems providing emergency support to employees working in mines.

We are carbon neutral this year, thirty years ahead of the timeline set by the Paris Agreement. We generate 44% of the electricity we use through renewable sources.



An app that uses Location Based Services helps an insurer ensure driving safety and improve teenage driving behavior.



- Infosys recognized as a Global Top Employer 2021 by the Top Employers Institute across 20 countries in Asia Pacific, Europe, Middle East, and North America
- Infosys certified as a Great Place to Work from March 2021 to February 2022 by Great Place to Work® Institute, India
- Infosys recognized among top five in the LinkedIn Top Companies List of 2021, as one of the best workplaces to grow your career
- Infosys positioned as the fourth most attractive employer in India, according to the Randstad Employer Brand Research 2021

# BUILDING NEXT MEANS WORKING WITH NEXT PRACTICES

We are moving  
seamlessly  
towards hybrid  
working

The post-pandemic workplace is hybrid – both in-person and remote working will co-exist. Our Talent Anywhere model enables our people to work from where they want or need to be – office, or home office. We've expanded our remote access infrastructure 10x, and our back-end workplace capacity 4x to support this emerging reality. We were determined to ensure that Infoscions, beyond mere digital infrastructure, feel supported in every way possible. To enable this, we adopted the 5C Model for Engagement to:

## 5C FRAMEWORK

### CONNECT

We have created common engagement platforms that allow us to quickly onboard new employees, connect with employees in formal and informal setups, and facilitate coaching and mentoring.

### COLLABORATE

We are driving collaboration in teams through knowledge sharing sessions, ideathons, hackathons, and coaching from managers. We are investing in collaboration tools to recreate physical workplace experience and providing resources to our managers to lead the teams remotely.

### CELEBRATE

We make it our business to celebrate our people's success by ensuring that our rewards are real, instant, specific, and exciting (RISE framework). Since 1994, our Awards for Excellence have recognized Infoscions who aim for excellence.

### CARE

Infoscions' wellbeing is our top priority and we ensure that by encouraging our managers to build strong personal relationships, create mutual trust, and be more empathetic. In stressful times, we augment managers' efforts by organizing virtual sessions with trained experts on mental health, yoga, mindfulness, and more.

### CULTURE

We encourage inclusive and diverse thinking, ensure healthy work lifestyle, and drive the company values of C-LIFE (Client value, Leadership by example, Integrity and transparency, Fairness, and Excellence) among our people. We've started several virtual initiatives and support managers in helping their teams adjust to trying circumstances like the pandemic.

# BE THE NAVIGATOR

Driving grassroots innovation

We promise our clients that we will help them adapt quickly and respond to digital disruption. This drove us to launch the Be the Navigator (BTN) program. This program fosters grassroots innovation, enhances collaboration, facilitates client engagement, and drives business goals that deliver the most value for our clients. 20,000+ Infoscions in 1,000+ delivery teams are leading the charge.



# POWER TEAMS

Increasing effectiveness on the job

In the world of digital, much of the learning is gained on the job. We have made sure our employees don't miss out on the opportunity by creating Power Teams. These are specific learning modules designed to help employees and managers accelerate their learning while on a project. The learning modules, under the Power Teams program, are customized for every project team.

## RESULTS:

14  
modules

Implemented in  
9,500+  
projects

## GOALS:



Enabling teams to be more effective through enhancing 'psychological safety' among teams



Facilitating leader effectiveness by engendering greater human connection for the leader with the team



Enabling managers to be more effective people leaders






Sparking creativity and innovation in projects to enhance client value

# BEST MANAGER

Extraordinary work.  
From inspired teams

Infosys isn't Infosys without our managers and leaders. They articulate the Infosys vision, passionately own it, and relentlessly drive it to realization. Our endeavor is to help our people wake up every morning knowing they are part of a team with a purpose, and, more importantly, there's their manager to ensure their success. We have designed the Infosys Manager enablement framework to equip our leaders with the skills and capabilities to help their teams build the technical, business and people skills along with a digital mindset to accelerate their development journeys. Managers also have a behavior code that encourages them to live by seven fundamental actions that shape a good manager at Infosys. We've integrated the code into our everyday work lives and measure our managers' efficacy against them. This is now so deeply institutionalized, our managers have made it their way of life at work.

-  **Be the voice of the team**
-  **Be the navigator – Foster grassroots innovation, collaboration, and deliver client delight**
-  **Be a lifelong learner & teacher**
-  **Leave no one out**
-  **Connect. Care. Recognize.**
-  **Collaborate to win**
-  **Live Infosys code of conduct and ethics - CLIFE**



Infosys is recognized as one of the World's Most Ethical Companies 2021 by Ethisphere Institute

# A CAREER THAT NEVER STANDS STILL

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## WHAT WE SAY

*"We ensure you have the tools, support and opportunities you need to navigate your career even further than you first thought."*

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## What We Mean

We have put in place programs, partnerships and initiatives that give our employees several opportunities to learn continuously and be rewarded with faster growth. We know that digital technologies are changing every day, and that skills need to be constantly updated. That is why we make it easy for our people to reskill, upskill, and build new digital muscle, so that they excel. Our plan for our employees is to not just ensure they are gainfully employed, but also guarantee upward mobility for them in their professions.





# INFOSYS CAREER MOSAIC

Professional growth has become a part of our DNA

To us, professional growth matters as much as career growth. In fact, 51% of entry-level Infoscions rank professional growth as their top priority. Our career mosaic stitches together key ways in which we think Infoscions can progress, showing how they can build a truly purposeful career at Infosys and an upward professional trajectory to serve them through a lifetime.

## FUTURE-READINESS



### Master a digital skill

Preparing Infoscions for a career in new technologies by providing a structured training path in the skill each one is passionate about



### Bag a skill tag

Learning new skills gives Infoscions visibility for career progression



### Dive deeper to specialize

Infoscions can deepen their knowledge, become power programmers, and lead digital transformation for our clients

## AGILE CAREERS



### Chart an experience

Infoscions can change projects – after a minimum tenure – and apply their newly acquired skills



### Make the shift

Bridge programs help Infoscions to crossover to a different field of work through training and internships



### Explore the internal marketplace

Vacancies are listed on our internal marketplace first, and employees can take up short-term internships

## ALWAYS-ON LEARNING



### Transforming learning with AI

Our Learning and Career app sends personalized suggestions on career progression



### Learn anywhere, anytime

Infy Me, Lex, and DQ (Digital Quotient) deliver bite-size lessons



### Skill up, step up

We've quantified proficiency and digital exposure, so Infoscions know where they stand at all times

# CAREER MOBILITY

Because at Infosys our aspirations are always soaring

We are finding new ways to help our employees develop their careers. When graduates join Infosys, they undergo a training program. Following this, they are assigned to a project based on their interests and skills. When they start on their projects, there are a number of ways in which they continue their development journey.

## BRIDGE PROGRAMS: ENABLING ROLE CHANGES UP THE VALUE CHAIN

We know that Infosysians have a broad range of interests. We believe in helping them take their interests to a new level, not just by helping them develop new skills, but by facilitating role changes to launch them into entirely new careers. They don't need to go outside Infosys for certification; we bring it to them. We provide e-learning and internships to make the transition smooth.



## FOUR CAREER STREAMS AVAILABLE



Bridge to  
Consulting



Bridge to  
Digital Specialist



Bridge to  
Power Programmer

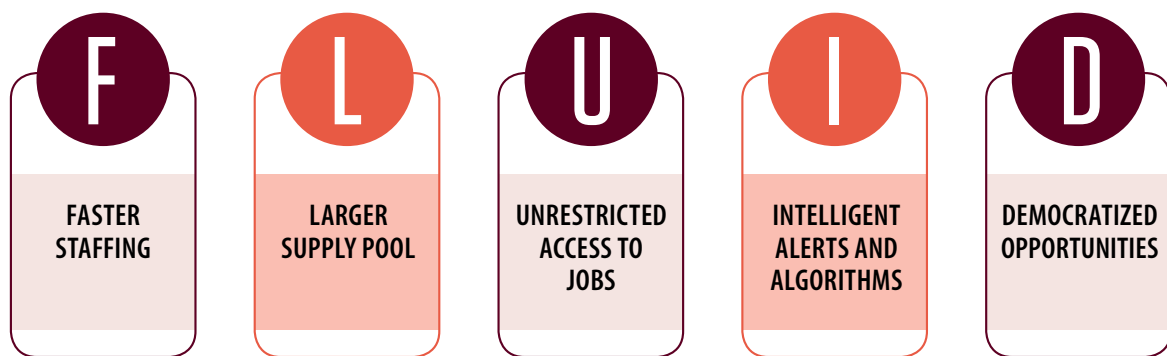


Bridge to  
Technical Architect

# INTERNAL TALENT MARKETPLACE

Encouraging internal mobility

## F.L.U.I.D. STANDS FOR



The world of digital is continuously evolving. With reskilling gaining momentum, more and more Infoscions are acquiring new skills and capabilities. To better manage this agenda, we created F.L.U.I.D., our internal Talent Marketplace. It enables Infoscions to constantly move towards acquiring higher-order skills and experiences.

## IMPACT

**~80%** of our digital project requirements are staffed from within

Internal Job Posting enables talent rotation at Infosys. Through this initiative, our people can explore opportunities across service lines and move to the next level with a job. In our endeavor to give priority to internal talent, all job openings are first made available as internal job postings. Only when they aren't filled internally is when we open them for external talent. Of all job openings in FY21, 20% were fulfilled through Internal Job Postings.

# PREPARING FOR DIGITAL NEXT

Because we all have a role to play in the digital future

## SKILL TAGS:

### SIGNIFYING DIGITAL SPECIALIZATION

In a company where learning is a top priority, we needed a way to identify Infosys' capabilities. Skill Tags function like skill badges that identify proficiency in different technologies. Employees can select a Skill Tag, and then a variant within it, to specialize in. They can then take the suggested learning path on Lex, which outlines all the courses required to be learned for that skill. Once they complete the required courses and gain six months of experience in that technology, they qualify for a Skill Tag. We have 25,000+ Skill Tagged employees today, including premium skill tags in niche skill areas.

We have nearly 125 skill tags available. Here are a few of them from the digital space:

Agile Coach	Data Scientist
AI and Automation Specialist	IoT Specialist
Big Data Developer	Scrum Master
Cloud Developer	Salesforce Professional
Cyber Security Analyst	SDN Professional
Data Professional	Service Now Developer
DevOps Professional	Specialized Testing Professional
Digital Commerce Professional	UX Designer

# LEX

World-class, tailored learning-in-house

*“Lex was launched in April 2018 as a testimony to the Infosys Leadership’s vision of transforming ourselves into a Live Enterprise. Lex is our first on-cloud and on-mobile solution. With Infosys Lex, we have positioned our learners at the center of new and innovative learning experiences. Our mission is to enhance the user experience by opting for progressive pedagogy and understanding the learning needs.”*

*Thirumala Arohi, Vice President and Head – Education, Training, and Assessment, Infosys*

We created Lex to help Infoscions upskill, cross-skill, and reskill themselves. Lex is a mobile app that can be accessed anywhere, on any device. Lex recommends skills and learning paths based on employee interests, skills, and roles. Employees can even mentor others by uploading their own learning modules. Users can create their own learning goals, and measure the time they spend learning, as well as tracking their learning history.

## KEY INFORMATION

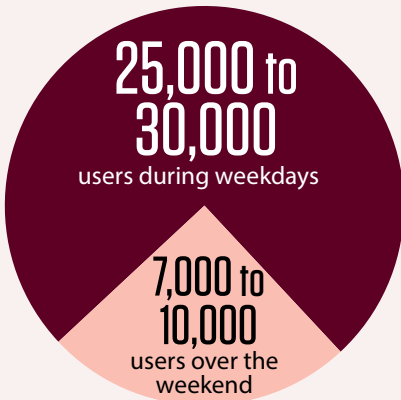
1

**2,700+**

courses featuring Infosys’ in-house courses created by our educators and external partners like

- KNOWLEDGE @ WHARTON
  - HARVARD MANAGE MENTOR
  - E-CORNELL
  - IEEE
  - HMM
  - MICROSOFT LEARN
- and more.

2



3

e-Partnership with

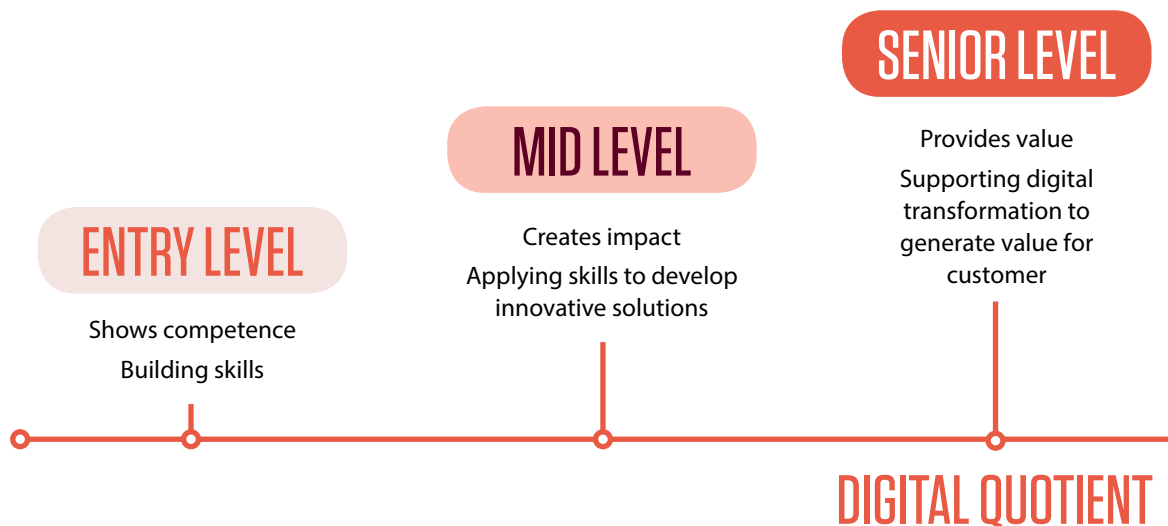
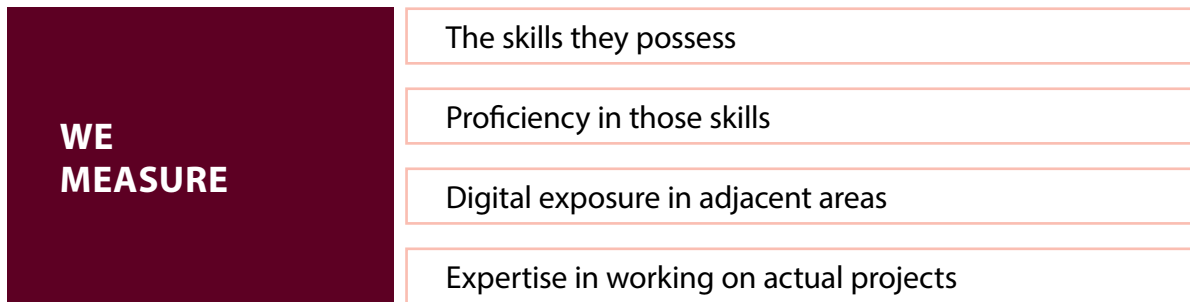
**LEARNSHIP** and  
**GLOBALENGLISH**

to help Infoscions develop better business English.

# DIGITAL QUOTIENT

Objectively assessing our digital readiness

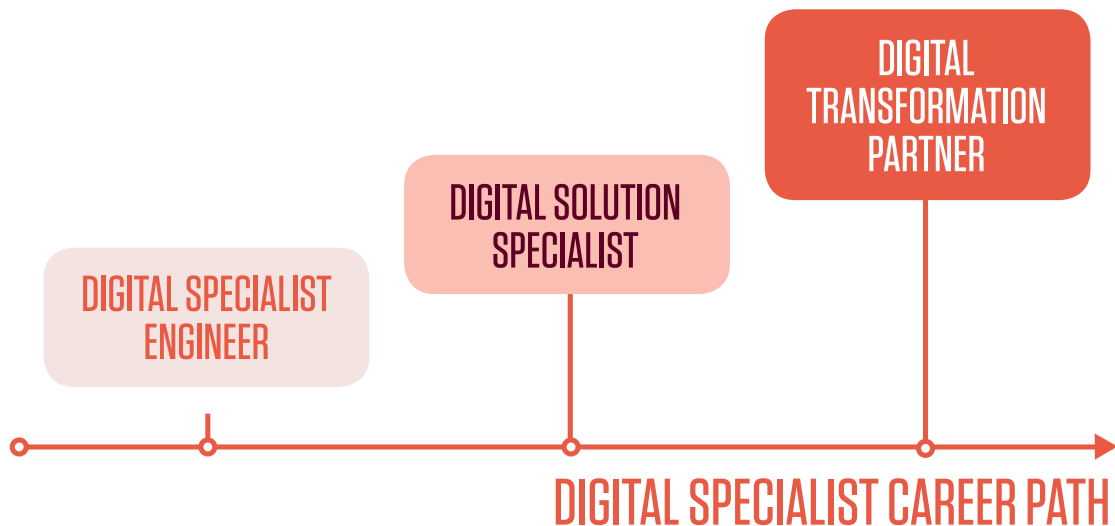
Our Digital Quotient is a comprehensive score that helps Infosys employees keep track of their digital capabilities. Using the score, Infosys employees can understand how their skills compare to others, and enables them to realize new opportunities. Those with a higher Digital Quotient have greater access to new opportunities and interesting projects. Almost 80,000 Infosys employees have increased their Digital Quotient.



# DIGITAL SPECIALIST CAREERS

Advancing the digital transformation agenda

We launched a new talent group of Digital Solution Specialists who have multi-disciplinary skills and knowledge of business, technology, domain, process, and industry. To start on this career path, employees need to gain relevant skills, have the required Digital Quotient score, and complete a problem-solving assessment. Over 2,000 Digital Solution Specialists have already been onboarded to this journey. As of Q1 FY22, digital revenues of the company are at 53.9% of the total revenues with year-on-year growth (CC) of 42.1%.



- Infosys won a Stevie® Silver in Achievement in Competencies and Skill Development category at 2021 Stevie Awards for Great Employers
- Infosys won a Silver in the Best Program for Upskilling Employees category at 2021 Brandon Hall Group Excellence in Talent Acquisition Awards

# PLATINUM CLUB

Rewarding high  
potential talent



Platinum Club is designed to offer targeted growth opportunities to high-potential talent at different career stages. High-potential talent has one or more of the following characteristics:

- Consistent performance
- Excellent coding skills
- A high Digital Quotient (DQ) score compared to peers.

Each quarter, high-potential talent are onboarded into the program and provided avenues that help them either grow in their current role or move into a role of their choice.

We are helping these talents to accelerate in their learning and career journeys by offering them wider opportunities vis-a-vis their peers. Personalized career guidance, support through career round tables, and conversations with assigned mentors are also offered to help them make informed decisions and move ahead in their career journey.

In addition to career advancements, this program provides a differentiated experience to high-potential talent by offering enriching rewards and recognition at different milestones.





# UNIVERSITY CONNECTS

Enabling continuous  
learning while  
partnering with  
the best

To allow Infosys to grow by continuously learning, we've partnered with some of the best universities in the world.

**Rhode Island School  
of Design:**

Design skills training  
for our employees

**Purdue University:**

Training for our  
employees on  
cybersecurity

**Trinity College,  
Hartford:**

Business analysis skills

**Cornell University:**

Program  
management skills

**University of North  
Carolina:**

Data analytics

These university collaborations are managed by the Global Academic Relations (GAR) team at Infosys. GAR was formed by Mr. Narayana Murthy, our Founder, back in 1999.

# PARTNERSHIPS WITH ACADEMIA:

1

Active network of over  
**18,500**  
academic influencers

5

**24** RESEARCH  
COLLABORATIONS

with some of the best  
minds in research like at  
University of Cambridge,  
Stanford University, MIT,  
RWTH Aachen

2

**MORE THAN**  
**3,100**  
academic visits to  
Infosys campuses  
worldwide

6

Faculty exchanges of over

**140** PROFESSORS

from prestigious global  
universities to our Corporate  
University in Mysore

3

**OVER**  
**52** University Events on  
Infosys campuses  
worldwide

7

**SIGNED 16** MOUs  
IN 2019-20

with universities such as  
University of Bucharest,  
King's College London,  
Kellogg School of  
Management, The Wharton  
School, RMIT Australia

4

**100+**  
CASE STUDY COMPETITIONS  
AND HACKATHONS

in over **60 universities**  
in **22 countries** such  
as MakeHarvard 2020,  
MakeMIT 2020 and  
Stanford Tree Hacks 2020

8

**74** CASE STUDIES &  
PUBLICATIONS

about Infosys in renowned  
academic journals, such  
as INSEAD Knowledge,  
Knowledge@Wharton,  
Harvard Business Review

# HACKWITHINFY

Creating a culture of problem-solving and innovative thinking

To discover the top programmers in India, we created HackWithInfy – a coding competition where final-year engineering students compete for cash prizes and a job opportunity at Infosys. Participants can win pre-placement interviews for the roles of Specialist Programmer and Digital Specialist Engineer. These roles are part of our Strategic Technology Group (STG), which works on some of the top technology projects at Infosys. These niche technical roles are hard to fill – yes, even for a large and well-respected business like ours. In the past three years, through HackWithInfy, we've welcomed 3,650 new colleagues.

## PARTICIPATION STATS

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542,000+

participants from 3,500+ colleges in India



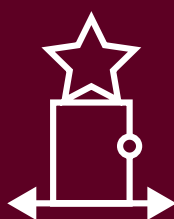
192,000+

registrations in 2021



3,650

new infoscions hired through HackWithInfy



- HackWithInfy won a Gold in Best Candidate Experience category at 2021 Brandon Hall Group Excellence in Talent Acquisition Awards
- HackWithInfy won a Stevie® Silver for Best Youth Employment Strategy at Stevie Awards for Great Employers 2021






# INFYTQ

## How we're helping close the engineering skills gap

InfyTQ is a learning and engagement platform for engineering students in India that allows them to gain crucial skills and become industry-ready. It is entirely free, is fully mobile-responsive, and helps graduates upskill themselves before applying for tech jobs at Infosys and the rest of the IT industry. The Infosys Certification program, powered by InfyTQ, allows engineering graduates to get technology accreditations and endorsement for their skills.

### INFYTQ IN BRIEF

- 1** **60+** FREE TO USE  
Infosys proprietary courses
- 2**  **1,414,000+**  
users registered as of May 2021  
**120,000+**  
users actively learning everyday
- 3**  Users can become  
**AN INFOSYS CERTIFIED**  
Software Programmer
- 4** **624,000** graduates registered  
between 2019-2021
- 4**  **5,000** certifications awarded  
as of March 2021

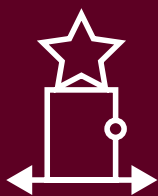
### WHAT COURSES ARE ON OFFER ON INFYTQ?

#### TECHNICAL

- Programming fundamentals using Python
- Programming using Java
- Database Management
- Networking fundamentals
- Software Engineering

#### BEHAVIORAL AND BUSINESS

- Business English
- Basics of Business Communication
- Email writing skills
- Presentation Skills
- Interactive Skills



- InfyTQ won a Silver in Best Sourcing & Assessment Strategy category at 2021 Brandon Hall Group Excellence in Talent Acquisition Awards
- InfyTQ won a Stevie® Bronze for Most Innovative Talent Acquisition Program at Stevie Awards for Great Employers 2021

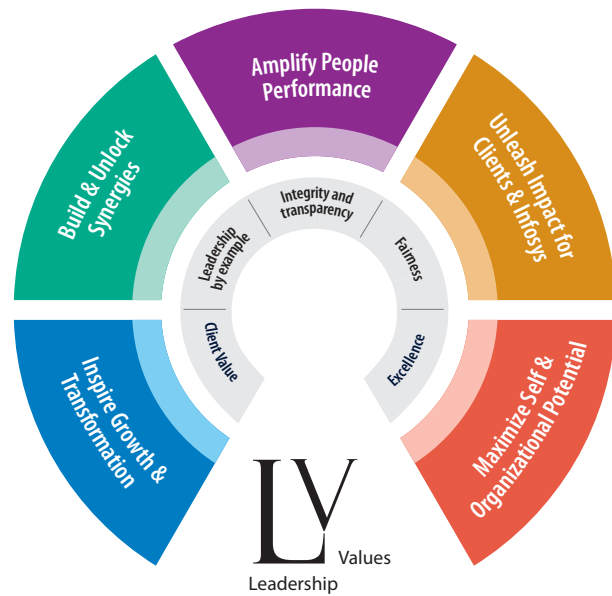
# LEADERSHIP DEVELOPMENT

## Identifying future leaders

Leadership development is a key strategic imperative for the organization and the Infosys Leadership Institute (ILI) works closely with senior leaders on realizing this organizational objective. The focus of leadership development is on organizational succession planning and strategic leadership programs. Interventions from senior leaders are curated to ensure the impactful development of other leaders and crafting development journeys for identified leaders in the organization.

The Leadership powered by Values (LV) framework underpins all the leadership development interventions and has been institutionalized across leadership assessments, leadership 360 degrees, leadership performance management, and leadership development programs. The five leadership dimensions (shown below) and their underlying competencies and behaviors are defined to further our business objectives.

One of the key programs launched by ILI is the Constellation program to identify high-potential leaders for the future. Bringing together a variety of highly contextual, hyper-personalized interventions, the program in its first phase has already helped the organization add around 20% early and emerging leaders to the organizational succession pool, thus strengthening our successor pipeline.



Adverse Behaviors	Cynicism & Negativity	Discrimination & Exclusion	Conflict Avoidance	Arrogance	Indecisiveness
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*“The Constellation program has not just helped with individual leader development but also helped elevate the collective capability as a leadership system. This has been enabled with the program being rooted in the organizational context, a focus on organizational outcomes, and mentorship from executive leaders.”*

*Sushanth Tharappan, SVP & Head - Infosys Leadership Institute*

# CONSTELLATION PROGRAM MEMBERS BENEFIT FROM:

---

1

Opportunity to be included in the leadership succession pipeline

2

Access to external coaching and an ILI leadership counsellor to progress on their leadership Personal Development Plan

3

The opportunity to be a part of a cross-functional team working on strategic projects

4

The opportunity to be part of development programs offered by Ivy League institutions

5

Career and development conversations with a senior leadership panel and feedback from multiple sources

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Infosys BPM launched the **Authentic Leadership** program for all its 1,000+ senior leaders. The end goal is to influence ideal behaviors among leaders where they practice the tenets of being grounded, empathetic and influence behaviors that can improve the overall leadership impact. This concept of service leadership and authenticity gained popularity during the COVID-19 pandemic when more than 40,000 employees started working from home, resulting in exceptional demands for leaders to guide and motivate their teams. This initiative has won the Silver Award for Best Unique and Innovative Leadership Development Program at the 2021 Brandon Hall Group Excellence in Leadership Development Awards.

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# WE NAVIGATE FURTHER TOGETHER

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## WHAT WE SAY

*“Experience a culture of inclusiveness and openness. Share in our mindset of exploration and innovation.”*

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## What We Mean

At Infosys, we define employee experience as an aggregate of emotions associated with moments that matter during their professional journey in the company. We believe that an exceptional experience for employees inspires them to deliver an outstanding client experience. We are steadfastly committed to creating a world-class employee experience that enables employees to engage more meaningfully and productively.

We know that our people are the heart and soul of Infosys. We believe in investing seriously to ensure that they enjoy what they do, that they are able to bring their best selves to work, and that they are duly rewarded for their hard work. We’ve put in place many programs that help with this. We’ve adjusted rapidly to the current business environment – ensuring that Infosys can work remotely in a seamless way, reinforcing our culture of openness and innovation



even when it isn’t possible for us to work closely together in person.

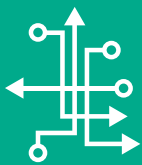
The hybrid workplace of tomorrow will create opportunities for diverse and alternate talent models. We are investing heavily in localization to help our clients and further our business strategy. We are encouraging flexibilities like part-time working, gig working, and many more. There will be a greater need to create a more inclusive and equitable workplace for our talent in the future. Our Diversity and Inclusion initiatives show how we are investing in making real changes to improve the workplace for all Infosysians. We also believe in giving back and developing the communities where we have got great opportunities to thrive. Our corporate social responsibility efforts include creating frameworks to strengthen and upgrade peoples’ capabilities to match the evolving needs of the economy and society.

# THE CANDIDATE AND EMPLOYEE EXPERIENCE

Transformation at scale

Transforming the employee experience at scale in a company of over 260,000 people spread across 50+ countries is only possible through technology. For us, digitization was the only way forward.

## WHAT DID WE WANT TO ACHIEVE THROUGH DIGITIZATION?



**Simplified processes**

Eliminate unnecessary approval steps



**Perceptive, intuitive and simplified processes**

A mobile-first, contextually relevant self-service platform that brings all HR services to our employees' fingertips anytime, anywhere



**Extreme automation of backend administrative activities**

To free up HR personnel to concentrate on enhancing employee experience and forming strategic partnerships with business units



We used our own Live Enterprise suite of technologies for this. Some of these technologies include:

### Launchpad

Our mobile app-based self-service platform provides a guided flow, remotely, seamlessly, and entirely digitally, for new hires during the onboarding process. The platform is designed to connect and engage with new joiners even before they join the company. It makes the experience of first day at work very enriching. Launchpad along with QuickStart provides an immersive onboarding experience that facilitates coaching, mentoring, and buddy interactions.

### Infosys Meridian

Infosys Meridian enables a remote-first workplace that mirrors the offline experience. With its event management platform and the ability to allow breakout sessions, employees use Meridian to connect at a large scale. This is rapidly becoming a primary way in which we engage Infoscons.

### InfyMe

Our mobile-enabled self-service platform allows employees to conduct all transactions and access company processes and information anywhere, anytime. Infoscons working from remote locations can access our systems securely. More than 200 touchpoints for various activities were merged into the single intuitive interface of the InfyMe app.

### iRise

iRise brings our Rewards and Recognitions philosophy to life. This platform celebrates Infoscons' key achievements. Managers can create reward categories and nominate employees for these awards. In a virtual world, it's a great way to acknowledge the hard work of our employees.

### iEngage

We use iEngage to inform, inspire, and build a happier workplace. It helps us drive vertical engagement between employee and unit leadership. Managers can use this to schedule events, invite employees and track actions identified during such events. It also captures employee aspirations and provides a platform to track and achieve them.

### People Dashboard and Data Village

We're creating a dashboard to provide immediate, relevant insights that will allow us to make thoughtful decisions on key areas such as performance management, bonus recommendations, role changes, and more.

### Accelerate

The platform enables hiring managers to list gig work jobs and internal talent across the organization to pick up these jobs for execution. Accelerate also allows skill-based job matches to recommend right gigs and incentivizes gig workers and hiring managers. The platform helps us provide richer job variety and more immersive learning.



Infosys won a Gold in the Best New Hire Onboarding Program category at 2021 Brandon Hall Group Excellence in Talent Acquisition Awards

# EMPLOYEE WELLNESS

Ensuring Infosys stay HALE and healthy during the pandemic

Burnout is a real issue in our industry. That's why we created the Health Assessment and Lifestyle Enrichment (HALE) program to help Infosys stay healthy. HALE was created to increase awareness, build overall wellbeing as well as to reduce stress.

## 4 PILLARS OF HALE:



## We're implementing HALE using a three-step model:

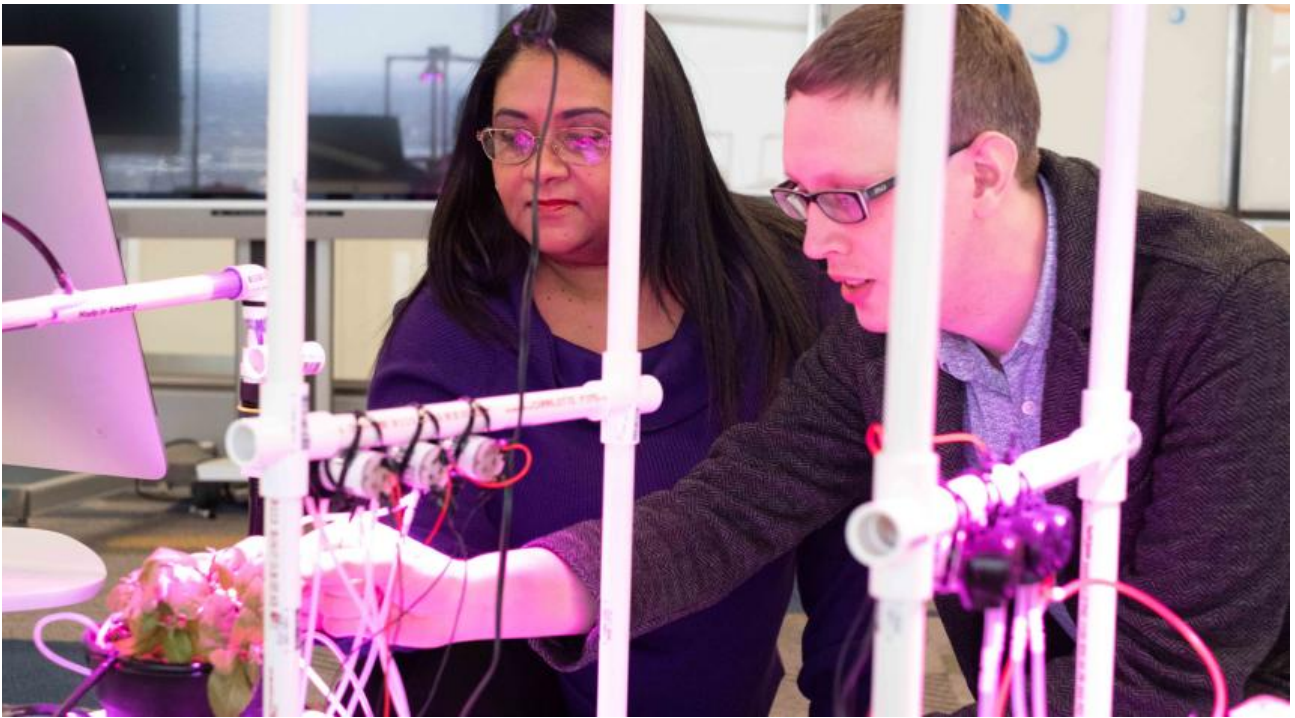


# INFY IKIGAI

Our Employee Survey post-pandemic showed a big decline in work-life balance, and higher stress due to meetings, and the dual responsibilities of managing work and household. This is why we came up with Infy Ikigai. We want to help Infoscions step away from the physical and mental demands of life and focus on taking care of themselves. This includes:



- Creating a culture where leaders lead by example when it comes to focusing on mental health and prioritizing work-life balance
- Designating days when calls or meetings are discouraged, allowing Infoscions to focus on taking care of themselves
- Deploying even more automation to reduce mundane operational tasks
- Weekly calls with experts on mental health, underscoring the importance of drawing digital boundaries, coping with stress, building resilience, and more
- Creating dialogue around these topics to emphasize their importance



# THE RESILIENCE/CULTURE INDEX

A way forward in measuring engagement

Instead of measuring employee engagement like we've always done – once a year – we've created a system of continuous measurement. So managers get a real-time feedback on how their teams are doing. Moreover, in addition to the elements of engagement, we look for feedback on resilience and culture index and then managers work on the feedback received.

## WHAT WE WANT TO ACHIEVE:

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- Create more value through real-time and better-quality insights.
- Build sensitivity towards areas that really matter.
- Increase relevance through personalized dashboards for personas and experiences.
- Make the user experience engaging and easy to administer.
- Capture perceptions over and above the usual – so we can be responsive in a more meaningful way.

# REWARDS PHILOSOPHY

## Rewarding Infoscions

At Infosys, rewards are a mixture of both monetary and non-monetary rewards. For a global and diverse workforce, it also ensures the inclusion of localized benefits plans. Skill bonuses, for people with niche skills, is a new concept we have introduced. Our key objectives are enabling financial stability and ensuring that our pay is competitive, in order to drive high performance and right behaviors.

### STOCK INCENTIVES

The purpose of our stock incentive plan is to expand employee ownership of the company, in order to incentivize, retain, and attract key talent. Through this incentive plan, we promote increased participation in the company's growth and encourage employees to align individual performances with the company objectives. We are constantly expanding this plan across employee segments to maximize incentives for our employees. More than 20,000 employees are currently covered under the stock incentive plans.

### EARLY CAREER AND REWARDS

Attracting and retaining early talent (campus hires) is a key enabler for talent growth and localization. The Early Career and Rewards (ECR) program for campus hires at Infosys



aims to provide visibility on career and pay growth in the company over three years since joining.

The program allows employees to see a milestone-based career progression as well as pay increments during the program duration and then move to a career stream of their choice. Over 40,000 employees are covered under ECR program across Australia, Germany, India, Japan, New Zealand, the UK, and the US.



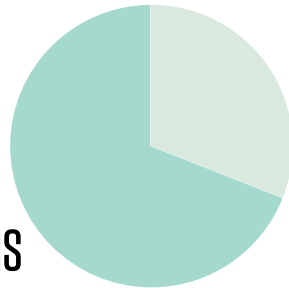
# BUILDING A GLOBAL INCLUSIVE CULTURE

## LOCALIZATION

TOWARDS A GLOBAL NETWORK MODEL

**69%**

OF US INFOSCIONS  
HIRED LOCALLY



**6,000**



NEW EMPLOYEES HIRED IN FISCAL  
YEAR 2021

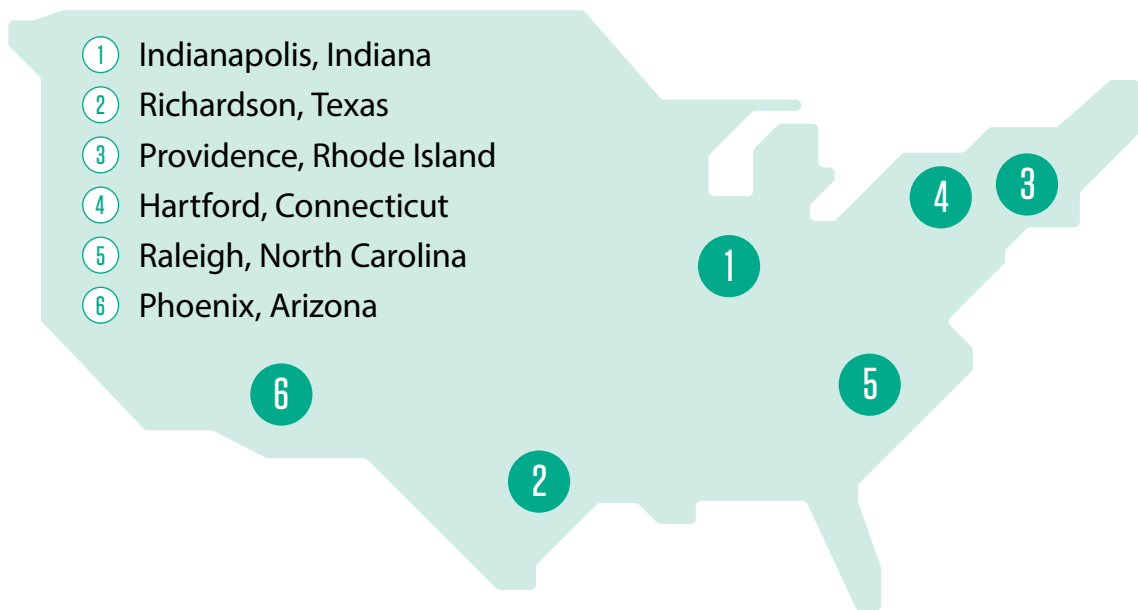
We're moving away from our hub-and-spoke model, with hubs anchored in India, to a network model that spans the globe. We believe that being physically close to our clients benefits everyone – especially our Infoscons. We hire where Infoscons live, which means we don't have to transfer them elsewhere. We hire from both two-year and four-year colleges. We also work with displaced and furloughed workers to help them get employed. We recruit many liberal arts graduates and UX designers – people without formal technical training – if they have the drive to succeed. We train them through 12-week immersion courses that help them – and us – scale together.

# DEVELOPING ACROSS THE GLOBE

We are opening technology and innovation centers, nearshore centers, digital design studios and development centers across the globe.

## Technology and innovation centers

In the US, we set up six technology and innovation centers in the following areas: Indianapolis IN, Richardson TX, Providence RI, Hartford CT, Raleigh NC, and Phoenix AZ



## Nearshore centers

These centers are set up in Dusseldorf in Germany, Brno in the Czech Republic and Bucharest in Romania. We have also set up a strategic Center of Excellence in Baden, Switzerland.



# REBADGING TO INFOSYS CULTURE

We regularly integrate people into Infosys as a part of mergers and acquisitions or large deals with our clients. All these endeavors have a structured approach of induction, hyper care and support, leadership connections, and policy support that ensures a smooth transition to Infosys norms and culture.

We have rebadged around 12,000+ employees from 2010 onwards. A vast majority of these employees continue their growth journey with us.



- Great Place to Work® and Fortune name Infosys one of the 2021 Best Big Companies to Work For™ in the US
- Infosys has been honored with a Glassdoor Employees' Choice Award, recognizing the Best Places to Work in 2021 in Canada
- Our Rebadge Bot received the Stevie® Silver for Achievement in HR Technology at Stevie Awards for Great Employers 2021



# WORKFORCE DIVERSITY

Codifying respect for one another

We stand for equal employment opportunity. We don't discriminate based on race, color, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status, or any other legally protected status.



## ACCESSIBILITY FOR THE DISABLED

We're creating an equal opportunity workplace for all. We launched the Accessibility Lab, which contains learning resources contributed by digital accessibility experts. This was conceptualized as a physical space that allows software engineers to experience the inclusion challenges of the disabled. In 2020, we turned this into a virtual space. Today, a digital accessibility certification program and hundred learning resources are available. The goal is to create deep understanding and empathy for the challenges of the disabled.

# EQUAL OPPORTUNITY FOR THE LGBTQIA+ COMMUNITY

We signed the UN Standard of Conduct for Businesses on tracking discrimination against LGBTQIA+ people. Our health insurance plan covers same-sex, domestic, and civil partners of Infosys besides gender confirmation surgeries, amongst others. We also cover surrogacy, egg freezing, and mental health therapy.

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## WOMEN IN LEADERSHIP

We signed the UN's Women's Empowerment Principles (WEP) and have designed specific programs to help women develop in their careers and rise through the ranks at Infosys.



### **IamtheFuture: Women in leadership**

Infosys Leadership Institute launched this program to increase the representation of women in senior leadership roles. The program aims to achieve this by enhancing the capacity of women leaders, with a focus on:

1. Accelerating the readiness of women leaders
2. Strengthening the culture of inclusion and support
3. Boosting the pipeline of women leaders

About 350 women leaders are a part of this program that brings together a combination of leadership assessments, multi-rater feedback, coaching and mentoring, and talent review with business heads to create an impact for each woman leader. The program has a combination of internal sessions for context and certification in partnership with Stanford to enhance expertise around key leadership skills.

The program has had some deep personal impact on the participants and is helping the organization develop, nurture, and retain women leaders.

## Women Wizards Rule Technology (W<sup>2</sup>RT)

We partnered with NASSCOM, India's tech industry trade association, on a program to skill 10,000 women on new and emerging technologies in India.



## Orbit Next


We curated this program to focus on developing women leaders. Orbit Next is a year-long program that helps the participants succeed through a combination of competency development, coaching, content expertise, and collaborative leadership. Under the program, every potential woman leader gets a personalized career plan with milestone-based assessments, opportunities to create thought-leadership, and avenues to network with peers.



- Infosys recognised as a Disability Confident Recruiter by the Australian Network on Disability
- Infosys recognized among Best Workplaces for Women 2021 by Great Place to Work Institute, India
- Infosys was the 1st Runner up in Excellence in Diversity & Inclusion category in SHRM HR Excellence Awards

# EMPLOYEE RESOURCE GROUPS

Infoscions are leading the effort, from the ground up, in changing our culture to be a more inclusive one. Employee Resource Groups help in creating workplace policies that ensure everyone can bring their best self to work:

Resource Group	For?	Achievement
<b>iPRIDE</b>	LGBTQIA+ employees and their allies	Spread awareness about the creation and launch of the Enhanced Medical Insurance policy (India) at Infosys. They also lent their support and feedback on the gender-neutral washrooms initiative across Infosys India campuses.
<b>InfyAbility</b>	Employees with disabilities and their allies	Informed the creation of the Accessibility Lab, a virtual space with a host of resources, simulations, and expertise to help advance digital accessibility competencies.
<b>Infosys Women's Inclusivity Network (IWIN)</b>	Women and their allies	Supported the launch of the Maternity Amendment Act 2016.
<b>Multicultural ERG</b>	Celebrating a multicultural workforce	
<b>Family Matters</b>	For employees and their families	Led many sessions on children's health, education, parenting, relationships and more for Infoscions and their families.
<b>YEN - Young Employee Network</b>	Celebrating a multicultural workforce	
<b>iBELIEVE - Infosys Black Employees, Leading in Excellence, Vision and Equity</b>	For our black employees	
<b>InfyVets</b>	For Infoscions who are military veterans, and their Allies	

# SERVING THE DEVELOPMENT OF PEOPLE AND COMMUNITY

**Paying it forward  
for a better future  
for everyone**

At Infosys, we put sustainability at the heart of our approach to business. As a proponent of responsible business, we have readily integrated environmental, social, and governance considerations into everything we do. Our ESG 2030 vision reflects how this is integral to Infosys' sustainable business performance. Read more about our ESG 2030 vision [here](#).

Our CSR efforts are broad and numerous. They include:

## **AAROHAN INNOVATION AWARDS**

The Aarohan Innovation Awards support scalable social innovations.

## **INFOSYS SCIENCE FOUNDATION AWARDS**

Our goal is to inspire young Indians to pursue a career in research. To support this, the Infosys Science Foundation awards the Infosys Prize for stellar contributions in the fields of Engineering and Computer Science, Humanities, Life Sciences, Mathematical Sciences, Physical Sciences, and Social Sciences.

## **INFOSYS SCIENCE FOUNDATION USA**

In 2015, we established the Infosys Science Foundation USA. The Foundation expands access to Computer Science and Maker Education for American students and teachers in underserved communities.

## **INFOSYS SPRINGBOARD**

We have launched a free and open-to-all learning platform for students from class 6 to lifelong learners in India that will help them gain digital and life skills. The platform has already engaged over 450,000 learners who have access to more than 3,000 learning resources.

## **NATIONAL DIGITAL LITERACY**

We want everyone to be able to participate in progress. The Infosys Foundation's support of India's National Digital Literacy mission has helped 15,000+ people, of which 1,800-2,000 are persons with disabilities.

## **RESKILL AND RESTART**

This free-of-cost online platform has been created to enable radical reskilling for job seekers. We've partnered with Pymetrics, Merit America, Per Scholas, Revature, and Woz U to provide training and connect American workers with potential employers.



# ROAD AHEAD

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We truly believe our employees are our greatest asset we continue to actively invest in helping our people grow. Infosys has been able to do a great deal of good for themselves and for our clients, especially considering the difficult months we have endured.

As we stride into the future, we are preparing ourselves for the shifts in the work, workplace, and workforce that are still unfolding. We realize that a hybrid model of working is the future. To embrace this new reality, the company is already investing in several areas that include culture, employee wellness, making our talent future-ready, enabling our managers, and ensuring superior employee experience in the phygital world.

We will continue to strive for a better workplace that helps Infosys move forward and take the world with them.

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For more information, contact [askus@infosys.com](mailto:askus@infosys.com)



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