

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.



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.

Ambition

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



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

>100,000
employees participate in Pulse each year

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

71%
overall employee satisfaction score

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Tech for good

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 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



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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.

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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.

- | | | |
|--|---|--|
| <p>1. Client value</p> <p>To surpass client expectations consistently</p> | <p>3. Integrity and transparency</p> <p>To be ethical, sincere and open in all our transaction</p> | <p>5. Excellence</p> <p>To strive relentlessly, constantly improve ourselves, our teams, our services and products to become the best</p> |
| <p>2. Leadership by example</p> <p>To set standards in our business and transactions and be an example for the industry and ourselves</p> | <p>4. Fairness</p> <p>To be objective and transaction-oriented, and thereby earn trust and respect</p> | |

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

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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 Infosys. 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:

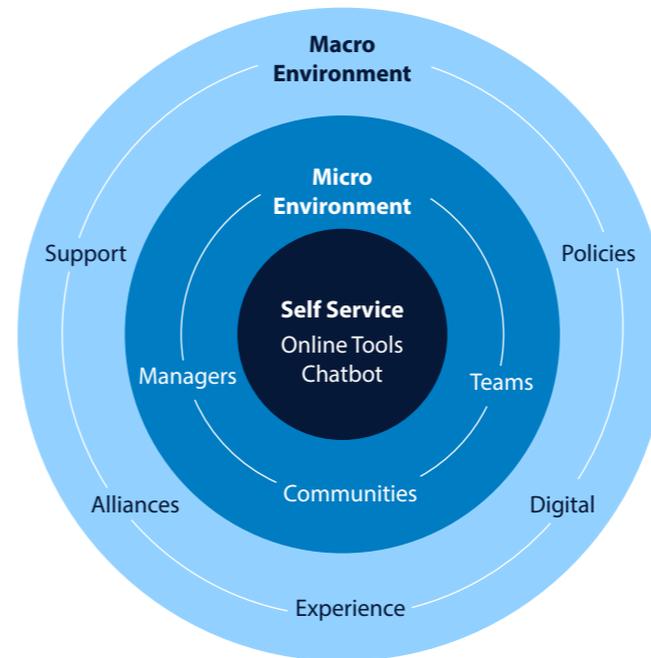
Self-Help: The first circle emphasizes providing our employees the right tools and resources for them to take charge of their well-being. We created an ecosystem that enables our employees to make self-help a way of living.

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

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Occupational Health and Safety

Our Health, Safety and Environmental Management System (HSEMS) is certified to ISO 45001:2018 standard I. 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.

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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.

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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 .

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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** Infoscons 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

Social

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

