



ANALYST MEET

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CORPORATE PARTICIPANTS

Pravin Rao
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Thank you, Nari. Good evening. We have seen exponential increase in embrace or adoption of new technologies. This consequently is creating a wide talent skill gap. It is therefore an opportunity for us to leverage. So in the last year or so we have looked at all aspects of our people supply chain, right from hiring, training and deployment. We have revamped our entry level hiring, earlier we used to hire only in campuses in India, we have now extended it to US. We are also diversifying our talent mix, we are moving beyond stem graduates. In India we have started looking at graduates from design schools. In US we have started recruiting graduates with liberal arts, economics, humanities background. We are also trying to attract top talent from IITs and RECs into a new stream called power programmer. The selection is through very intense tests and hackathon. We are also entering into strategic partnership with third party players to source talent who are fresh graduates and actually trained on skills that we need. So there are multiple things we are doing from an entry level perspective.

From experienced hires, obviously we would like to recruit people with the skills that we need. But given the talent gap, it is not always possible to recruit all people with the right skills. So we have started recruiting people from adjacent skills and then up-skilling them on newer technologies.

So as we continue to work on expanding our hiring, becoming more creative, doing things differently, a large part of our talent pool, large part of our talent needs can come only through skilling. So re-skilling is therefore a very critical imperative for us.

As a company, learning and education has always been core to us. Our investment in global education center, our investment in several learning interventions for our employees over the years to help them keep abreast of the latest technologies has helped pay dividend for us. In the last year also we have completely transformed not only what we teach but how we teach as well. We have designed new programs to train people focused on newer technologies, emerging technologies. We have also designed these programs in such a way that they are very experiential and immersive through real life case studies in a large environment. We have also moved beyond traditional learning models, class room learning models. We have now made it much more agile, much more flexible, leveraging digital learning platforms. We have created our own learning platform called LEX which can be accessed anytime anywhere which leverages world-class, best in class content from both internal and external sources. We have also strengthened partnerships with academic institutions globally to help us create and co-create learning interventions in areas of design, digital, big data analytics, block chain, cyber security and so on. Our partnership with Rhode Island School of Design to create digital skills, to create design skills is one example in that direction. We are also increasingly collaborating with world-class content providers like Udacity, Coursera, etc. We have created a nano-degree on autonomous technology with Udacity. We have created courses around machine learning, Google cloud with Coursera and so on.

I talked about how we tried to amplify and enable our learning and re-skilling thorough our investment in our own platform called LEX, it is our own proprietary platform. It makes learning very convenient and seamless, it is available as I said earlier anytime, anyplace on any device, it supports general learning models, classroom training, instructor lead trainings, self-based trainings. It makes learning very relevant. It creates world-class best-in-class information both from internal and external sources. Content can be viewed online, can be downloaded for later viewing. The contents can be personalized based on individual needs, based on individual projects and domain. We have several learning models for sales leaders, for consultants, for architects, for developers and so on. As we use the platform you can also synchronously connect with your trainers in a defined window or you can synchronously connect with trainers through mails and other mechanisms. You have can have bite size learnings, understanding the concept or if you prefer you can dig deep, go through the entire course certification and assessment at the end. It

also makes learning very fun through gamification and cohort learning. It gives you an insight into who are the other people in the organization who are learning on the same topic. You can collaborate with them, you can co-learn with them and make it fun. You can also take lot of assignments with us, you get some cool badges and certificates and so on. There is also a leader board as well. So, these are some of the things that we have done to enable learning within the organization.

I talked about why re-skilling is important, I have also talked about the kind of investment and ecosystem we have helped to enable re-skilling. We also wanted to talk a little bit about a couple of minutes on how we go on about doing re-skilling. So we have organization wide skill repository. We look at skill in three broad buckets- Horizon-1 skills which addresses our core services, Horizon-2 skills which addresses the design skills that we need in today's world, Horizon-3 skill are those which addresses emerging future skills. We also have a skill proficiency matrix. There are five levels of competencies or capabilities, at the lowest level is someone who is capable on a particular skill or technology, at the highest level it is someone who is an expert. We are able to classify someone's level of proficiency based on experience, the knowledge of that particular individual and on expertise, these are the three things. By knowledge we mean whether someone has taken a course or something, by experience it is about someone having worked on a particular project. Using those technologies and by expertise it is someone who has done some research paper on this particular technology. Based on these factors we are able to categorize a particular skill level and level of proficiency.

So for every Infoscion we have based on past history of working on project we have a skill repository, and for every skill we have level of expertise. At the same time we know what the demands are for Horizon-2 and Horizon-3 services. We also know the aspiration of every individual on what is the kind of new skills he or she needs to enable on. We also have a learning map which, given a particular skill, says what are the adjacent skills that you can learn in the Horizon-2 or Horizon-3 areas. It is a recommendation engine which tells each individual given current skill profile, these are the appropriate skills that you can learn to up-skill yourself into Horizon-2 and Horizon-3 technologies. For example, if someone with a Java background can be trained on angular and given some training around cloud and DevOps they can become expert in front-end technologies. So there are several such examples.

So basically, for every individual we know what are their skills, we know where the demand for newer skills are and this visibility is available to the individual and through the recommendation every individual knows what are the adjacent skills that we need to train on. We have our learning platform LEX which helps people in enabling this training. So this is how we go about doing re-skilling. We have extended this re-skilling to our clients as well, because we have invested a lot in this. Recently for example for one of our large banking clients we have trained 500 of such people on big data. We have also started investing in our US hubs which Ravi will talk about in the next session. Now, we know that some of our clients are also going to the same Universities to recruit their own graduates for scaling their digital agendas. We are also going to the similar Universities. So in future we can perhaps anticipate in one of our hubs a cohort comprising of people from our client's organizations and people from Infosys working together and getting re-trained. So that is an art of possibility and that is a future mission that we are envisaging.

So net, net, lot of effort, lot of opportunities for us, given the digital skill gap. There is a lot of effort, we are transforming not only the way we teach but what we teach. We have created lot of enablers to help employees in re-skilling. With this I will end my speech by showing a small video of our learning platform LEX which we launched recently.

Thank you. I will pass on back to Ravi for talking on the localization.