People Engagement

Krishnamurthy Shankar
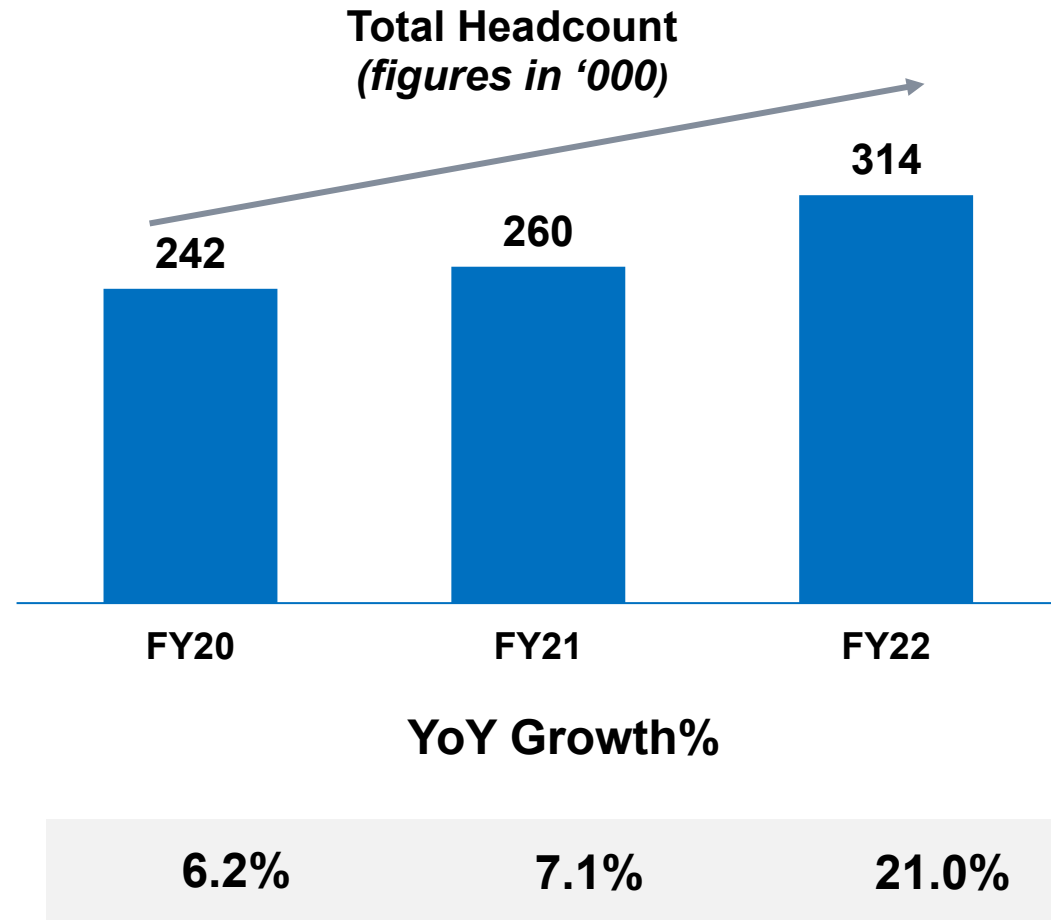
Group Head – Human Resources and ILI

Safe harbor

Certain statements in this presentation concerning our future growth prospects, financial expectations and plans for navigating the COVID-19 impact on our employees, clients and stakeholders are forward-looking statements intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding COVID-19 and the effects of government and other measures seeking to contain its spread, risks related to an economic downturn or recession in India, the United States and other countries around the world, changes in political, business, and economic conditions, fluctuations in earnings, fluctuations in foreign exchange rates, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal or expiration of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry and the outcome of pending litigation and government investigation. Additional risks that could affect our future operating results are more fully described in our United States Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2021. These filings are available at www.sec.gov. Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Securities and Exchange Commission and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company unless it is required by law.
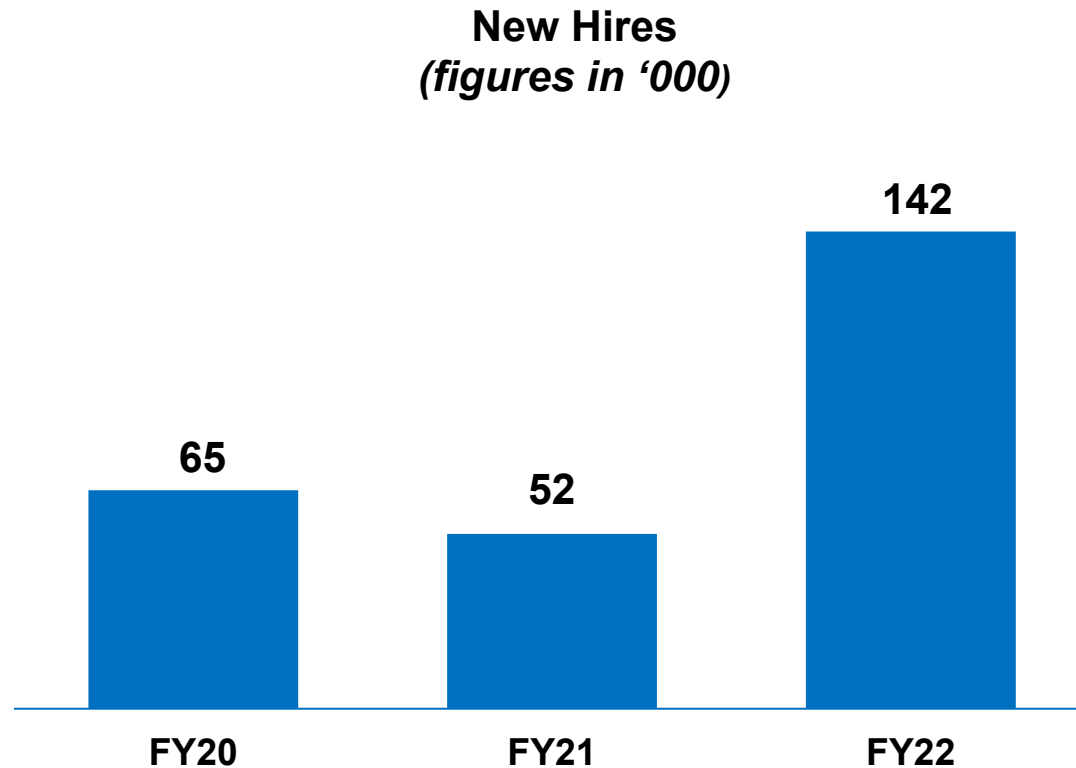
Headcount growing consistently over the last 3 years

Total Headcount
(figures in '000)

242	260	314
FY20	FY21	FY22

YoY Growth%

6.2%	7.1%	21.0%

Figures as on 31st March of each year

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Hiring numbers growing impressively

New Hires
(figures in '000)

65	52	142
FY20	FY21	FY22

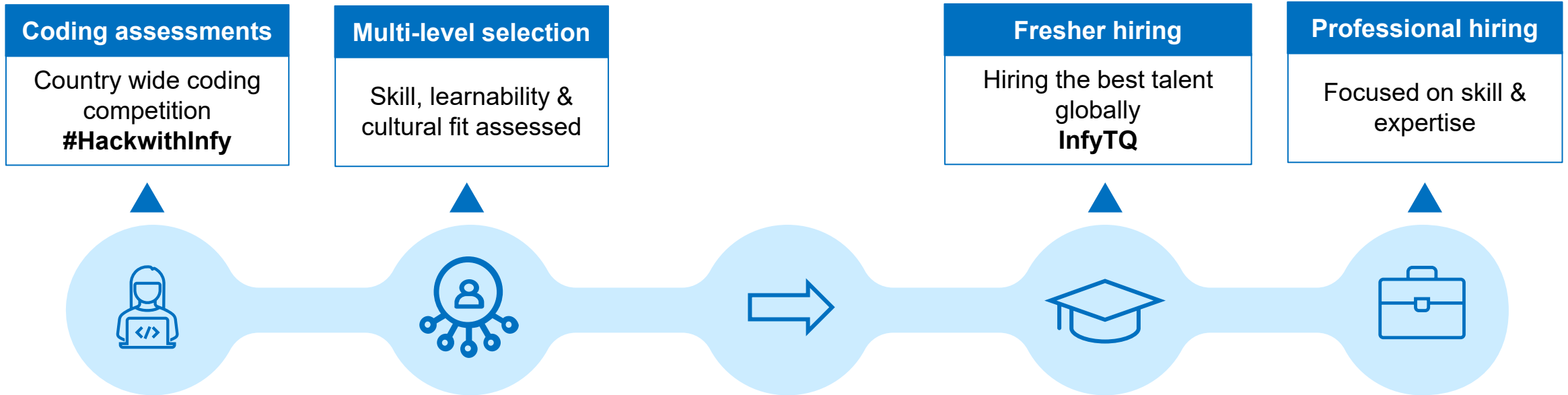**2.2 X**

increase in hiring over FY20

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Accelerated hiring at scale to strengthen our pyramid

85K+ (3X over FY21)
Fresher intake in FY22

57K (2.4X over FY21)
Laterals hired in FY22

Coding assessments	Multi-level selection
Country wide coding competition **#HackwithInfy**	Skill, learnability & cultural fit assessed

Fresher hiring	Professional hiring
Hiring the best talent globally **InfyTQ**	Focused on skill & expertise

HackwithInfy –Coding competition for engineering students
Infy TQ - Platform with technical and professional skills courses aimed at making engineering students become industry-ready

Attrition is tapering down

Q4 attrition was 27.7% LTM* | **Q4 annualized attrition down by 5% from Q3**

Key Interventions:

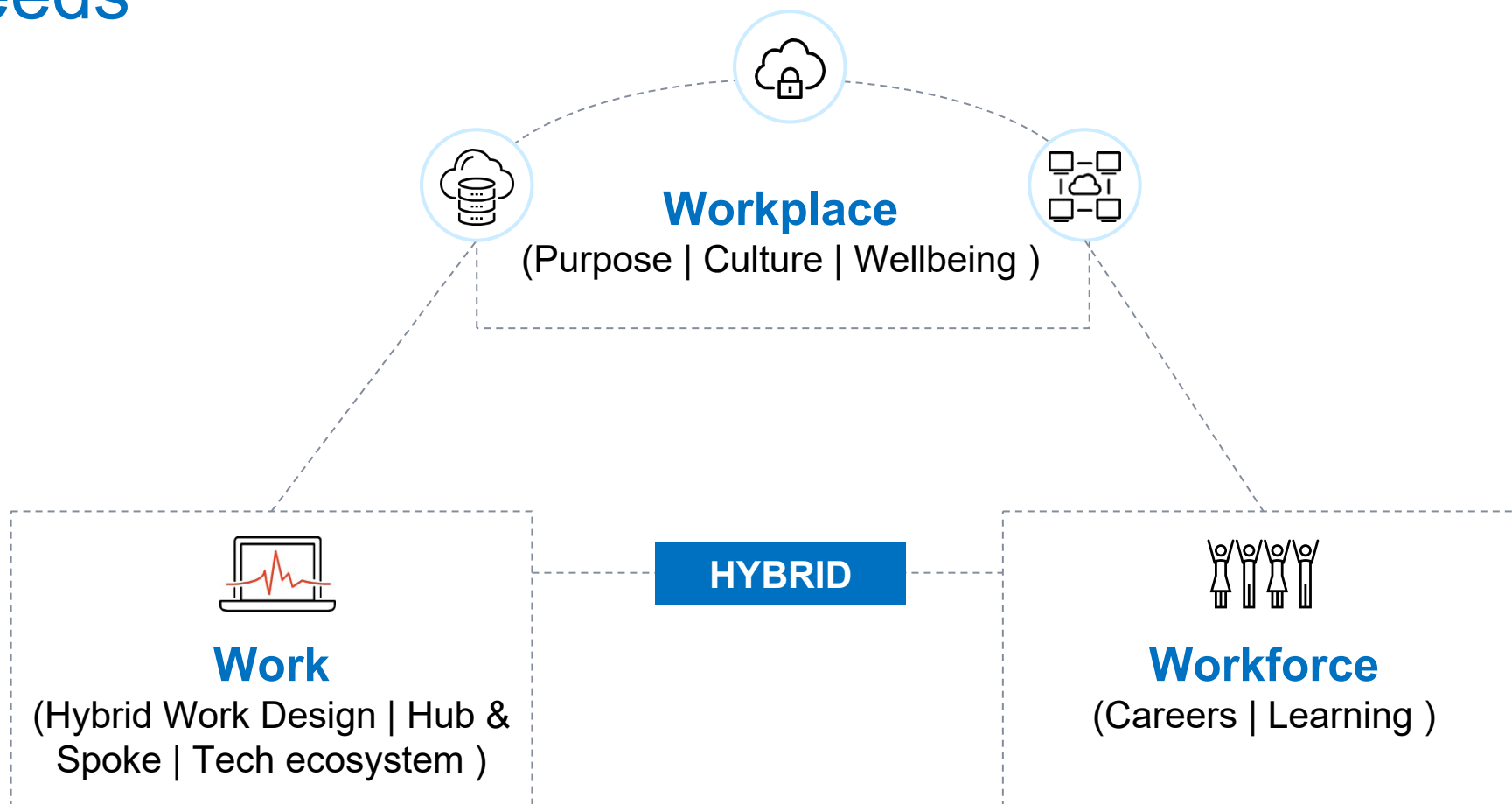| Compensation corrections | Faster career growth | Skill development programs | Greater engagement |

Only for IT Services

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Compensation a key lever

3 compensation increases rolled out in last 15 months

January 2021	July 2021	Now rolled out effective April 2022

➡ Special skill based compensation correction

➡ Significant geo based retention budgets

➡ Rolled out retention bonus, higher promotions, higher stock grants

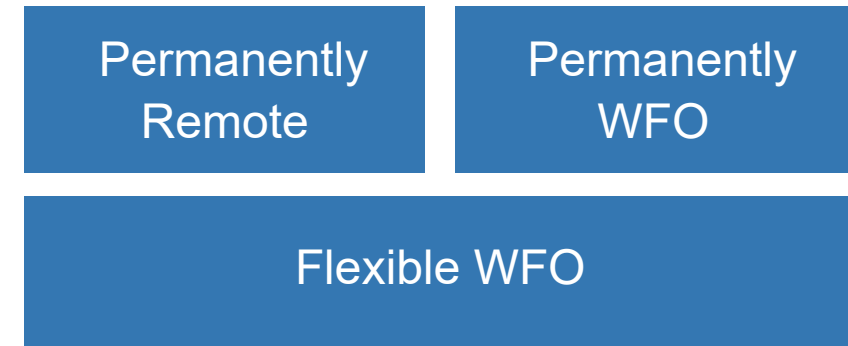# Reimagining Work, Workplace & Workforce to address the future needs

Workplace
(Purpose | Culture | Wellbeing)

HYBRID

Work
(Hybrid Work Design | Hub & Spoke | Tech ecosystem)

Workforce
(Careers | Learning)

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Work: Enabling the future hybrid work model

Key Considerations

Client Expectations

Employee Need

Team & Org Culture Need

Regulatory Requirements

Will evolve to a Future work model

Permanently Remote

Permanently WFO

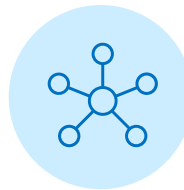Flexible WFO

Hybrid Work Design

- Toggle seamlessly across work modes – Home / Office
- Flexibility – location & time
- Staggered approach for return to office
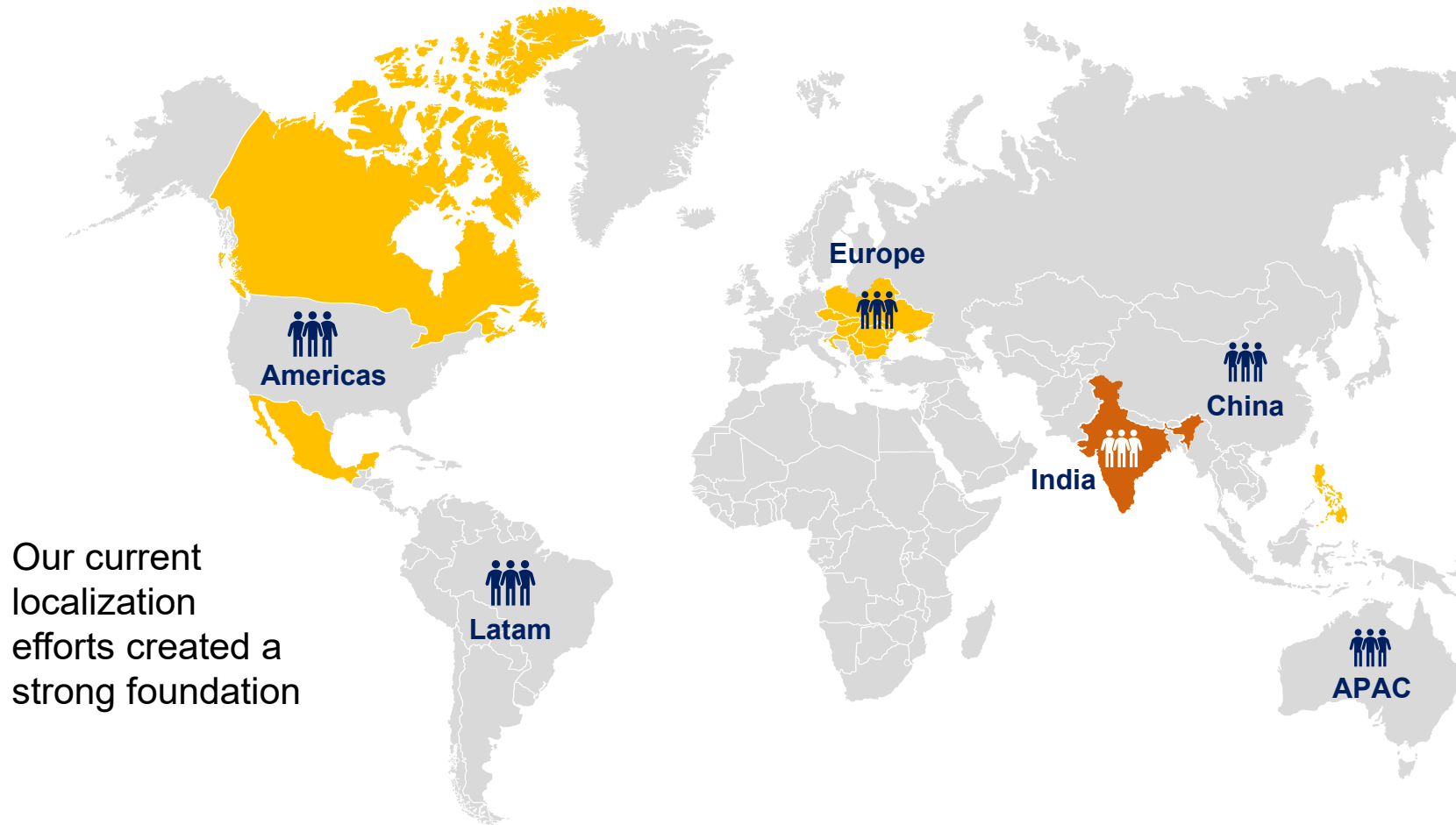
Hub & Spoke

- New centers in Noida, Vizag, Kolkata, Coimbatore in addition to Indore, Nagpur, Mohali
- 6 Regional Hubs in US

Tech Ecosystem

- Communication & Collaboration solutions

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Scaling distributed talent and work

Our current localization efforts created a strong foundation

Europe

Americas

Latam

China

India

APAC

🟡 **Nearshore Focus Areas**
Bulgaria, Romania, Poland, Slovakia, Croatia, Lithuania, Mexico, Canada, Philippines

🟠 **India Locations**
Coimbatore, Kolkata, Vishakhapatnam, Noida

Lending Human Capital
Reskilling as a service | Captives | Rebadging | Dedicated Client hubs | BOT models

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Workplace: Led by our Purpose, Values and Culture

Our Values
- Client Value
- Leadership by Example
- Integrity
- Excellence
- Fairness

Our Purpose
To amplify human potential and create the next opportunity for people, businesses and communities

Our Culture
- Collaborative
- Adaptable
- Customer-Centric
- Results-Oriented
- Ethical

With a greater focus on flexibility, wellbeing & diversity in a hybrid work model

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Continued focus on employee wellness

Four pillars of employee wellness at Infosys

| PHYSICAL WELLNESS | EMOTIONAL WELLNESS | SOCIAL WELLNESS | SAFETY |

Covid Support

- Vaccination center in Infosys campuses
- Hospital tie-ups
- Dedicated Covid Care Centers
- Over 96% vaccinated in India

Supporting Mental Health

- 24*7 Wellness coaches for distress counselling
- Samaritan – peer to peer counselling
- Online self-help tools
- Mindfulness workshops

Work-Life Balance

- Leisure events
- Virtual communities
- Influencing fitness
- 'No Meeting' hours

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Diversity has been a key priority in line with our ESG vision

Gender diversity %

FY20: 37.8%
FY21: 38.6%
FY22: 39.6%
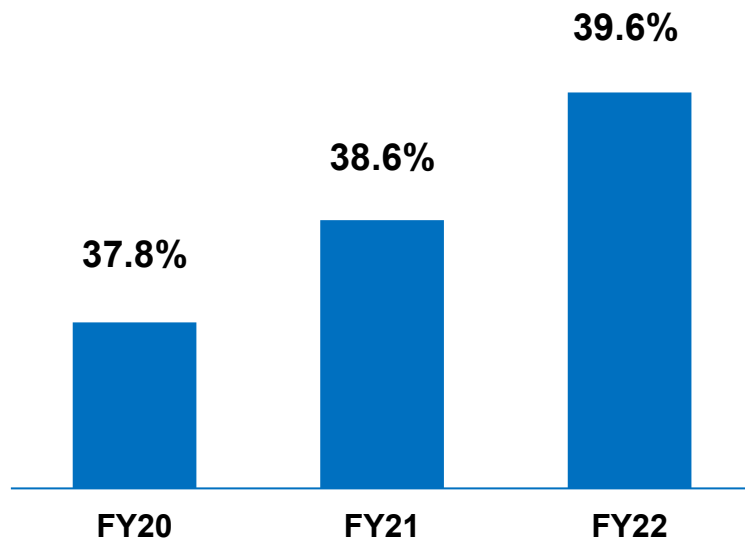
Significant programs to improve diversity

- Return to work after maternity

- 'Restart' with Infosys

- Orbit Next- to build our pipeline into managers

- Diverse hiring at leadership

- Strong LGBTQ network

- Active Employee Resource Groups

- 156 nationalities

Workforce: Deep emphasis on Lifelong learning leveraging Lex

300K +
Learning Resources on Lex

295K +
Infoscions on Lex

22K +
Learners access Lex everyday
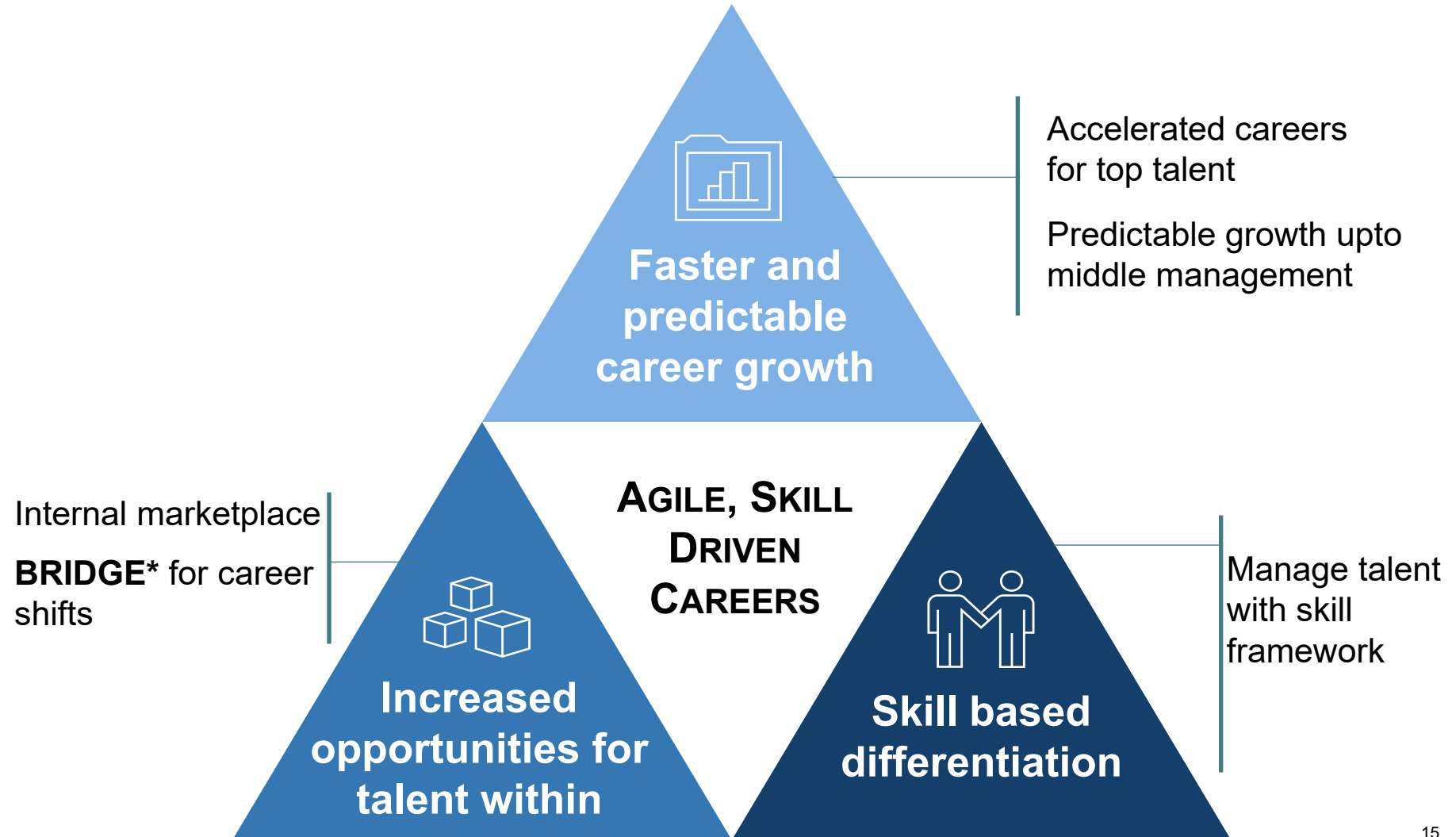
34 + mins
Average Learning time

40K +
Employees certified every month on Lex

- Anytime, Anywhere Learning with Lex

- Enables reskilling employees faster at scale

- Focusing on building depth & breadth of skills

- Exclusive for Managers - Infosys Great Manager Program - tie-up with Cornell

Agile careers with increased internal fulfillment

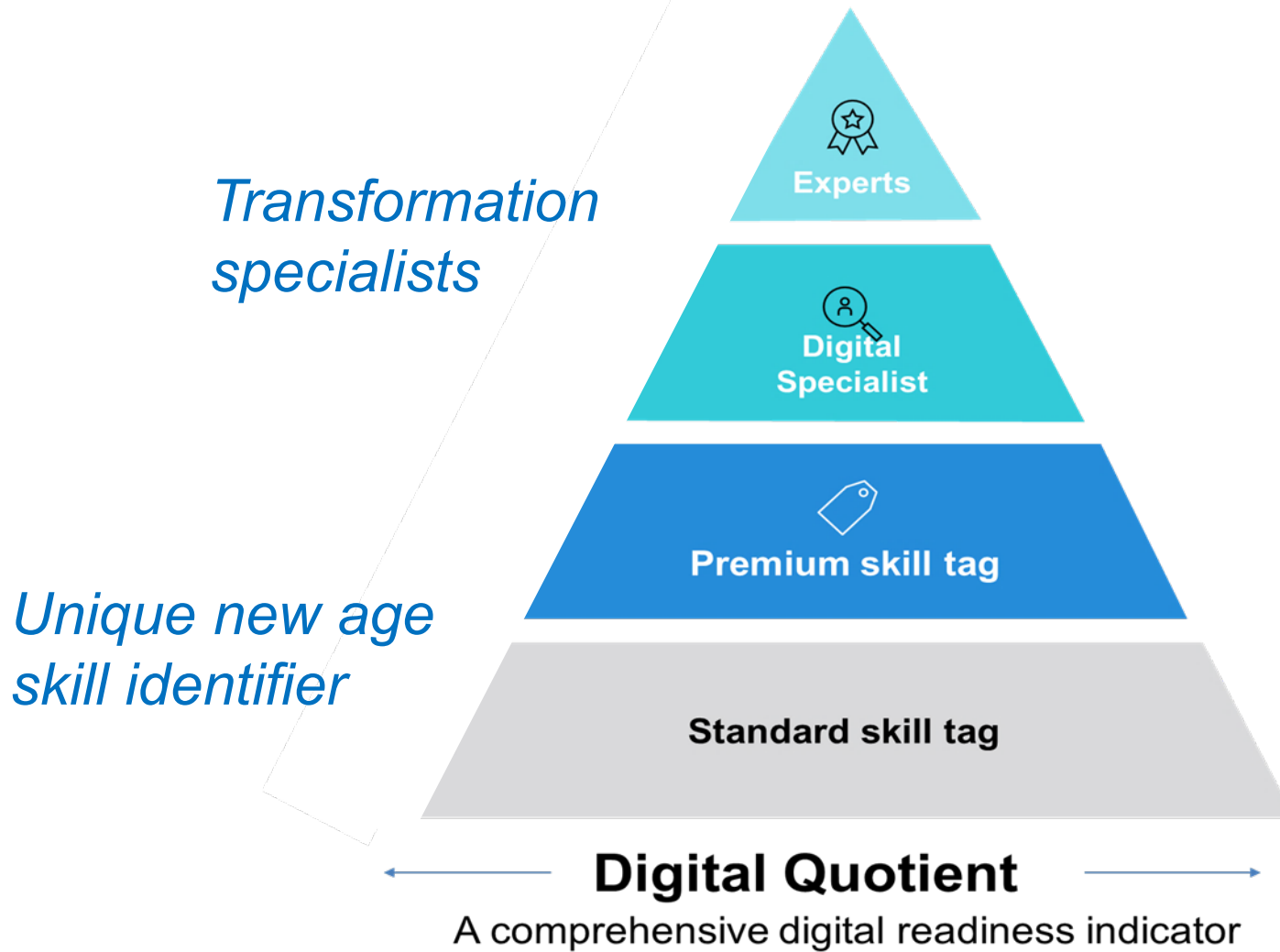## 3.4X ↑
Promotions in FY22 over FY21

1.4X ↑
Internal Movements in FY22 over FY21

Accelerated careers for top talent

Predictable growth upto middle management

Faster and predictable career growth

AGILE, SKILL DRIVEN CAREERS

Internal marketplace

BRIDGE* for career shifts

Increased opportunities for talent within

Skill based differentiation

Manage talent with skill framework

*Bridge programs facilitate career shifts from Project management to Technology / Consulting / Deep Programming

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Augmented by a strong focus on skills

Transformation specialists

Unique new age skill identifier

Experts

Digital Specialist

Premium skill tag

Standard skill tag

Digital Quotient
A comprehensive digital readiness indicator

Leadership development and succession planning a key priority

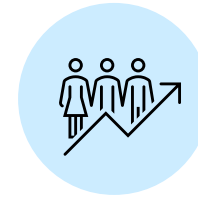Stable, energized 'One-Infosys' leadership

Seamlessly managed transition of COO

Succession Planning

- Strong succession bench strength

- Led by assessments, career conversations

- Coaching

- Retention- 95%

Leadership Development

- Partnership with Stanford and Harvard

- On the job projects by leaders

- ATD Award for Excellence in Practice

Women in Leadership

- Over 350 Women Leaders enrolled in the ILI-Stanford Program

- Leaders as Mentors

- Women Icons Asia D&I Champion Award 2022

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Our Employee Value Proposition sums it all….

Move Forward, Take the world with you!

Inspiring you to build what's next

Making sure your career never stands still

Navigating further, together

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Global recognition for our Talent practices

- **ATD Excellence in Practice** Award 2022 - for Leadership & Managerial Development

- **Brandon Hall Group's** HCM Excellence 2021-22 - Best-in-class Talent Acquisition & New-hire Onboarding Program

- **SHRM HR Excellence Awards 2021** – Excellence in HR Analytics, D&I, Wellness & Hybrid Workspaces

- **Stevie® Awards** 2021 - Career and workforce readiness and COVID-19 response management

- **Forbes'** The Best Employers for Diversity in 2021

- **AVTAR** Best Company for Women

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In conclusion

➡ Increase in headcount

➡ All time high recruitment

➡ Strong training and reskilling

➡ Diversity in focus

➡ High Employee Engagement

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THANK YOU

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