

Infosys Limited Investor AI Day 2026

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Good afternoon, everyone. Through the day today, we heard how AI is transforming the industry, how it is reshaping the work all of us do. That necessitates a complete transformation in our workforce as well. I believe in the saying that it is not the organizations, which has got the best technology that will win, but those are the organizations which prepare their workforce to embrace that technology that is going to win.

Our AI transformation strategy is built on three pillars. We have seen today in the map that there are AI-first services, there are AI augmented services. So we need to augment everybody in the organization with AI. At the same time, we also have to create the deep engineering and domain skills, which are required to execute the AI-first services. And this duality is what we call the ambidextrous organization.

So the first pillar is, therefore, a new talent operating model. Once we have this dual architecture, it is important to have a career architecture, which can hold this talent. Therefore, the need to create a new career model as well. And of course, the most important part, in my mind, is how do we develop the talent to have an AI-first mindset. So what we will do now is to double-click on each one of this very quickly.

In an ambidextrous organization, we need to enable all the people in the organization. We also need to create the deep engineering and the domain expertise. So here, what we will talk about is how we are going to create this deep expertise. That is through channels. One is by external hiring. Recently, you would have seen an advertisement where Infosys is now recruiting fresh engineers up to INR21 lakh salary per annum.

And that is really towards developing this deep engineering talent. We go to some of the best engineering colleges in the country, the IITs and NITs. We have a differentiated assessment to get these people in. We are also doubling down on our full stack engineers. We are doubling down on getting domain experts from the market.

But all of us know that this technology is changing at such a rapid pace, and we do not have enough AI experts in the market. Therefore, the success of the organization will lie on who are able to develop this talent internally. So we have created the bridge programs, and these are real hands-on training programs, working on sandbox environments. And once someone has gone to this bridge program, we would do the assessment.

The assessment center of excellence that we have does the assessment on a 5-point scale all the way up to AI-led simulations. And we also know that, in a new AI world, the skill is the new currency, not necessarily the jobs and the roles. So the CQ, which is our Capability Quotient, which really assess the skill of the employee has got four dimensions. It assesses people on technology, it assess

people on domain, looks at people on the foundational skills as well as on societal skills. It is a comprehensive framework that we have to assess people on their skill.

And the business incubator series is a new way of identifying the best of the best ideas, AI-focused ideas from the company. Last time when we ran this, we had 1,000 ideas and the selected ideas will get funding from the organization. They will also get mentorship. And this is a way to develop entrepreneurial skill within the organization as well as to develop deep AI engineering talents within the organization, which will culminate in certain platforms and systems.

Now coming to the next part of the pillar, the strategy, the second pillar, which is the career track. Once we have an ambidextrous organization, it is important to have a career model, which can encapsulate this new organization. Traditionally, we have a unidimensional career architecture. We will have people joining us as software engineers at the bottom of the spectrum. They will go through the career trajectory and become all the way till the Executive Vice President.

In the new career model that we are working on now, people actually branch out in this Y architecture. The one on the left side are all the people in the company who are enabled on the AI. But on the right side are the people who once take the bridge program and when they get assessed and then they get moved to the specialist frame. And these are the deep engineering or the domain experts that we have, we are creating within the organization. Also on the far right, what you see is the expert-led organization. This is a flat organization structure that we have. They bring in really deep engineering expertise to the organization. They act as the catalyst of the accelerators around which the larger specialist ecosystem work around them. And it has got roles like distinguished technology, engineers and so on and so forth.

This career architecture also looks at another angle that is in a human plus AI paradigm, humans will do some part of the work, AI agents will do some part of the work. Therefore, there is a need for us to look at our job roles to redesign, so that it works in the new human plus AI paradigm. Also, the career architecture enablement looks at introducing some of these new roles, which are not existing earlier, like the ones that we heard earlier, AI strategists, responsible AI engineers and so on and so forth.

Now coming to the third pillar, which, like I said, is probably the most critical and the most difficult one to do. We look at our talent from multiple spectrum. At the bottom that we see, these are the consumers of AI. Everybody in the organization are consumers of AI, whether they are from the software engineering discipline or they are from HR, from legal, everyone are consumers of AI. And therefore, we are enabling everybody in the organization on AI. Today, about 90% of the organization is enabled on AI.

Then we have a set of people who work on AI models, who are developing the AI agents and so on and so forth, these are the AI builders. Obviously, they are trained and developed in a different way. They have more deeper expertise. Then at the top of the spectrum are the AI masters. These are the people who work with the large language models, who create our own small language models and so on and so forth, who set the vision, who sets the direction. And they obviously have quite a much-differentiated enablement program.

Now the forward deployed engineers are the ones who are embedded in the client's organization. They are at the intersection of consulting, technology as well as the client context. Now there is a much more deeper program to enable them as well as to assess them. The 5-point assessment mechanism that I spoke about, which culminates with AI-led simulation and case study-based assessment, that complete spectrum is used to assess the forward deployed engineers.

So this is for the larger cross-section of the company, in fact, pretty much for everybody. But the picture is complete when we look at the entry-level folks as well as the senior most leaders in the company. Now you must be familiar with the Global Education Center that we have set up in Mysore, where all the fresh engineers from the campuses come and get their training done. The complete foundation program has been revamped now to enable AI, to make AI-based training program, so that every engineer who comes to the doors of Infosys from day one, they all get enabled on AI.

On the other side, the leaders, it is critical that leaders lead from the front with this entire AI vision that we are talking about. As we speak, this week, we have a program that is going on in our Mysore campus in collaboration with Harvard Business University, where most of our executive vice presidents are going through an AI immersion program.

We also had a similar program last month for all our senior vice presidents in Mysore campus again, and that was in collaboration with MIT. So that kind of completes the entire breadth and length of the talent that we have in the organization. And like I said, we have a differentiated program for everyone in the organization, and that is how we are preparing for the future.

So in summary, from an AI transformation perspective, we are doing three things. First, we are building deep engineering and domain expertise. Second, we are redesigning our career architecture to future-proof the company for the years to come. And third, we are developing a future-ready workforce, leveraging the best-in-class training infrastructure that we have, both from a physical perspective as well as from a digital perspective.

So I will summarize by saying that this AI transformation is bringing a lot of challenges in front of all of us. But I think we are very confident with the transformation that we are doing within the organization, we are ready to embrace this challenge as well as to leverage all the opportunities that is lying ahead of us. Thank you.