



Employee wellness and experience

For over 40 years, Infosys has set the pace in delivering excellence for clients, valuing employees as our greatest asset, and being a responsible community stakeholder, while embracing best practices in corporate governance and ethics.



Our purpose

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

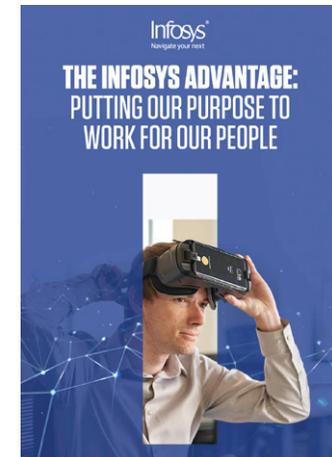
Our people are crucial to our purpose. To meet the challenges that our industry, clients, and society face at large, we need people who function at their best, creating and developing opportunities to move us all forward.

Deeply tied to our purpose are principles that guide our behavior. We express those as C-LIFE: Client value, Leadership by example, Integrity and transparency, Fairness and Excellence. These principles permeate everything we do. They are deeply embedded in our teams, upheld by leaders across the organization, and readily recognized by every employee.

We call our employees 'Infoscions' because they are the true custodians of the culture, legacy, and purpose of Infosys worldwide.

For us at Infosys, the purpose conversation has moved from 'why' to 'how.' We are implementing programs, policies and ways of working that bring our purpose more alive than ever, inspiring employees to carry it into every client engagement and individual interaction.

Read more in our [Talent Pulse Report 2023](#)



Key highlights

Total number of employees
3,43,234

82% employee satisfaction score

1,14,852 new hires in fiscal 2023

91% local hires across geographies

77% senior management personnel hired locally



Creating employee experience through digital transformation

We are committed to creating a world-class experience for our employees. We believe this will inspire employees to deliver their best for our clients. As our employees develop a digital future for our clients, we want them to experience the same in their day-to-day work at Infosys. Hence, the digitization of human resources processes and practices becomes a critical lever to create a great workplace experience.

Transforming the employee experience at scale in a company of more than 3,43,000 people spread across 56 countries is only possible through technology. For us, digitization was the only way forward. We are reimagining experience using a combination of process busting, automation and digital transformation in people practices to create consumer-grade digital experience for our employees. Through digitization, we are simplifying our processes, eliminating unnecessary approval steps and leading straight through processing. An example of this is InfyMe, our mobile-first, self-service platform that brings all services to our employees' fingertips anytime, anywhere. InfyMe is designed to be intuitive and contextual and aids networking and collaboration. We continued to enrich our InfyMe app with more services that enable teams to operate, connect and collaborate easily and it is particularly effective in the hybrid work model. More than 200 touchpoints for activities have been merged into the intuitive interface of InfyMe.

We are making our performance appraisal process light, easy and convenient. As a first step, we have introduced a senior management review interface on InfyMe. Through this, we are enabling an enhanced user experience, faster navigation, seamless data integration

and a unified experience around development, performance and careers. We are leveraging the power of the Live Enterprise platform to enable timely nudges around actions, performance and development.

We are also focused on automation of backend, administrative activities that can free up HR personnel and enable them to focus on enhancing employee experience and forming strategic partnerships with business. An example of this is Launchpad, our onboarding platform, which has enabled us to digitize our onboarding process. This mobile-based app provides a guided flow that helps new hires initiate their onboarding process, complete all the necessary documentation and data updates before their date of joining. With all operational processes taken care of prior to joining, employees are engaged in a more meaningful way with managers, teams and HR from Day 1.

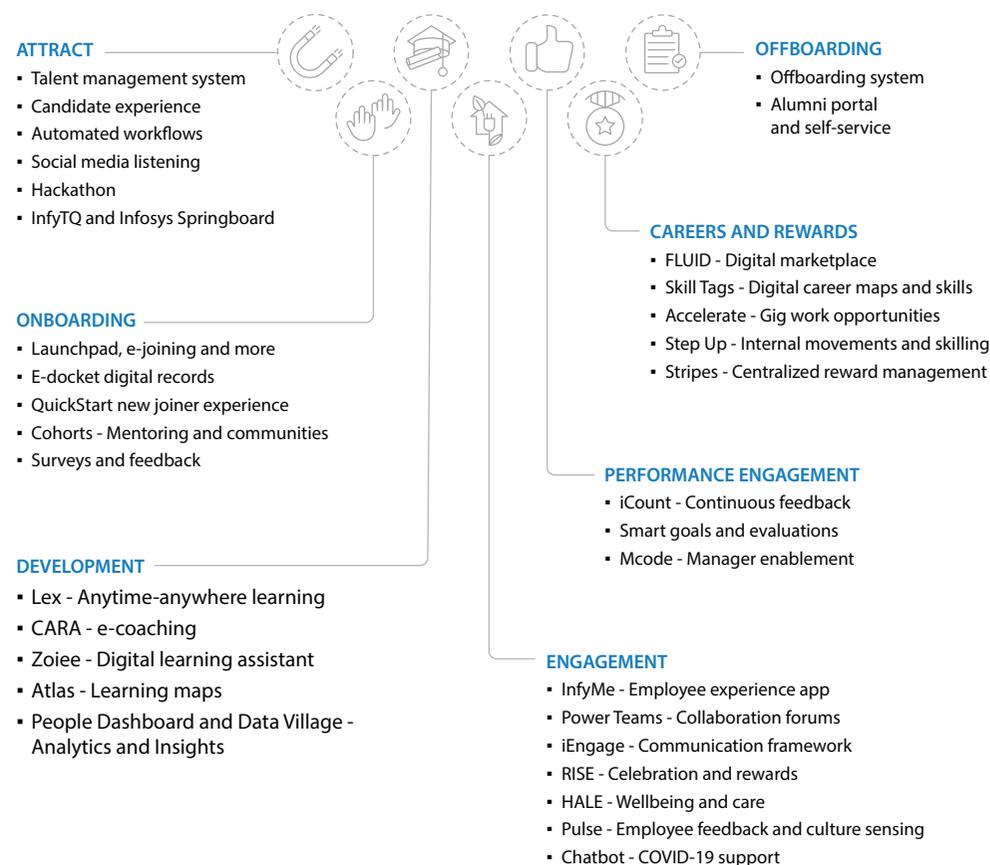
In addition to the above, we are making our systems smarter with:

- Nudges to managers and employees to drive the right behavior on closures and guide managers to take the right decisions in matters like role change, retention, etc.
- Chatbots that provide instant resolutions to queries and transactions
- Omni-channel experience for employees to get on call support using a conversational IVR that uses natural language voice inputs from callers to direct them to the right agents for support
- Self-service portals
- Robotic process automations in people processes to reduce manual work

Digital-first, personalized employee life cycle application

We have transformed ourselves into a Live Enterprise, offering digital-first personalized experience for our employees across life-cycle events. We used our Live Enterprise suite of technologies for this. Some of our offerings that deliver employee experience are listed below:

Employee journey map



Reinvigorating culture in a hybrid workplace

Employee experience is significantly influenced by how they perceive organizational culture. In the hybrid world, it has become increasingly important to strengthen and reinforce our culture so that it is experienced uniformly and positively by employees – remote or in office.

5 C engagement model



CONNECT

We have created common engagement platforms that allow us to onboard new employees quickly.



COLLABORATE

We are driving team collaboration through Power Teams - a knowledge sharing sessions initiative, investing in collaboration tools to recreated the physical workplace experience, and providing resources to our managers to lead teams remotely.



CELEBRATE

We celebrate our people's successes with rewards that are real, instant, specific, and exciting (RISE framework).



CARE

The wellbeing of Infosys is our priority, and we encourage our managers to build strong personal relationships, create mutual trust, and be more empathetic.



CULTURE

We encourage inclusive and diverse thinking, ensure a healthy work lifestyle, and drive the company values of C-LIFE among our people.

Nurturing great managers

It is our managers who develop and mentor teams while making a world of opportunities available to them. Preparing managers to lead amid change and emerging industry challenges is crucial to our success.

We launched our flagship management initiative, the Infosys Great Manager Program, to help prepare all our managers for the rapidly changing work environment. With input from Cornell University, the program facilitates immersive development and nurtures four crucial skills: digital mindset, leadership, business acumen and operational excellence. By mastering these, our managers enhance their technical expertise and acquire soft skills that enable them to have wide-reaching influence.

Infosys Manager Code

For the third consecutive year, Infosys is among the Top 50 Companies with Great Managers 2022 in India, through the Great Manager Awards conducted by People Business and Economic Times.

The Infosys Manager Code are guiding principles on how to become a good manager. It is a comprehensive guide for any manager who would want to set an example for his team members, especially in this rapidly transforming and ever-competitive business landscape. A flipbook with enablement kits, leader blogs, manager enablement sessions, inspiring stories of 'Awesome Bosses', communication toolkits to manage the pandemic were some of our stand-out interventions.



Infosys Manager Code

Be the Voice of the Team

- Encourage PULSE feedback.
- Represent Infosys to your team.
- Celebrate the EVP and Involve the team in the journey.



Be the Navigator

- Provide opportunities and encourage participation.
- Increase the Digital Quotient score.
- Conduct effective career conversation and aspiration management.



Be a Lifelong Learner and Teacher

- Encourage learning and use of platforms.
- Navigate capability development.
- Create opportunities and enable internal mobility.



Leave No One Out

- Create a psychologically safe workplace.
- Support team integration and inclusivity.
- Be open to ideas and opinions.



Connect, Empathize and Recognize

- Intervene based on performance and people.
- Express gratitude.
- Focus on wellbeing and health.



Collaborate to Win

- Contribute to the organization's objective.
- Leverage various platforms for hybrid collaboration.
- Lead the team to get recognition in internal and external awards.



Live CLIFE

- Motivate to go the extra mile for clients.
- Lead by example.
- Be fair and transparent.

Leadership development

The Infosys Leadership Institute (ILI) is dedicated to supporting leaders to embrace larger responsibilities and challenges, grow to be future ready and positively influence their teams, clients and the communities in which we operate. ILI's charter is to enable leaders to be aligned with business, remain agile and continuously explore new and impactful developmental efforts.

[Read more.](#)



The Infosys Leadership Institute centre in Infosys Mysuru

Occupational Health and Safety

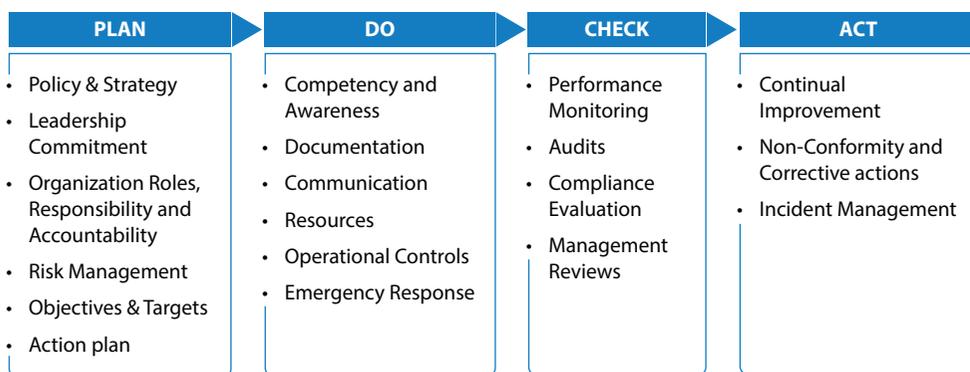
Safety and well-being at the workplace is an important consideration in a responsible business and Infosys accords the highest priority to this aspect. The Health, Safety and Environmental (HSE) Management System at Infosys termed 'Ozone' is driven by the Management commitment, legal requirements and expectations of our stakeholders. Ozone has not only enabled us to obtain assurance on

the processes instituted through certifications but has also fostered a culture of safety and well-being across the organization. We ensure adherence to all applicable regulations in all the regions we operate across the globe. We consciously strive to ensure zero accidents, physical and emotional well-being, and safety of our stakeholders.

Management System

The robust management system has enabled us achieve certification to ISO 45001:2018 and ISO 14001:2015 standards across all India locations, including Infosys Limited and its subsidiaries, in line with our HSE strategy. The management system is implemented across locations globally based on applicable legal requirements and internal benchmarks and are a part of our internal audit coverage. At the helm of our Health, Safety, Environment Management System (HSEMS) is our Executive Vice President-Finance and Chief Risk

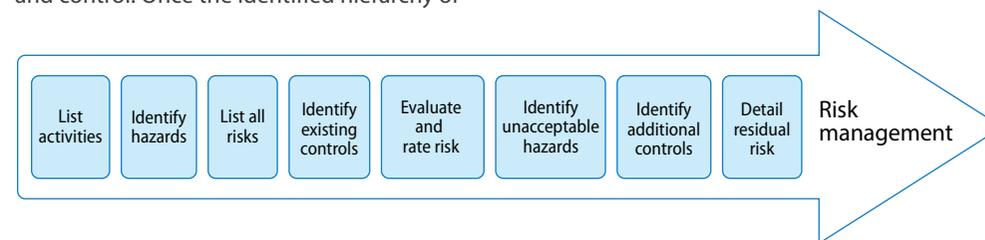
Officer. The effectiveness and adequacy of the HSE framework, its execution and HSE performance are evaluated through periodic management reviews. The internal-external issues and opportunities for the organizational context are identified. Interested parties (including all our stakeholders), their needs and expectations, our expectations, legal requirements, owners and mode of communication are also documented. Some of the elements of the management system are listed below:



a. Risk management

Ozone is based on the Demings cycle and has a focused risk-based approach in ensuring identification and implementation of operational controls in line with hierarchy and effective mitigation of hazards. Risk assessment is proactively conducted to identify hazards for all existing / new / modified activities, processes, products or services and the implementation of measures to minimize or control impacts and monitor them in a structured manner. Risk assessment is proactively conducted on a yearly basis or at the beginning of a new process or activity. Reactive risk assessments are also carried out at least once every quarter based on incidents that have occurred during the period. Hazardous conditions present are identified and prioritized for elimination and control. Once the identified hierarchy of

controls are implemented, the document is revisited to assess the residual risks. A ranking is done based on the severity and probability of the risk. The Occupational Health and Safety (OH&S) hazards in the workplace are communicated to all concerned stakeholders who are also consulted when there are changes in operations. Relevant OH&S hazards are identified, and appropriate operational controls are implemented. During training, the hazards are shared along with directions on ways to reduce the risk. Employees are also consulted during development and review of policies and procedures to manage risks. Emergency response procedures for different scenarios are established and mock drills are conducted to evaluate our preparedness, response and learnings.



b. Incident management

Incidents which include near misses / potential hazards / accidents are reported through internal applications, supervisors, or mails. Root causes of incidents are identified, analyzed and appropriate corrective actions are taken to avoid recurrence or occurrence of incidents leading to injuries / losses.

chair the safety committee meetings at their respective locations in India. In our overseas offices, these committees are formed based on the local legislations. The representation of employees in safety committees is 100%. The committee ensures the establishment, implementation, maintenance, and continual improvement of processes needed for the elimination of hazards and minimization of risks. Contract workers are also an intrinsic part of the committee, which is one of the ways to ensure participation and consultation.

c. Occupational Health and Safety (OH&S) Committees

OH&S Committees comprising cross-functional teams are established at each of our campuses and offices. The Development Center Heads

d. Training and awareness

Embedding HSE culture in the organization necessitates competency development. Training needs are identified based on the nature of jobs, which may have a significant impact on the environment or may pose occupational health and safety risks. Training includes awareness building, mock drills, classroom sessions and periodic demonstrations. HSEMS training is also a part of our employee induction program. To enable continuous learning, a HSE awareness module is available on Lex, our internal learning platform. Job-specific and generic trainings are conducted for contractual staff during induction and later through refresher training.

e. Health and safety interventions

We have always focused on building a culture of safety at Infosys. Individual responsibility for safety is always emphasized. Safety in the workplace is one of the highest priorities. Systems have been established to ensure the same, including work permits, trainings, Lock out, Tag out (LOTO), safety inspections, audits, operational controls and monitoring. Policies and processes, which cover various aspects of safety, have been established. These include women's safety, lone working, transport, travel and construction, among others. Gaps, learnings, deviations and findings, if any, are identified, controls implemented and tracked for effective closure. As Infosys is an IT / ITES company, there are no product risks but there are risks including those related to provision of services like ergonomics, emotional well-being, risks associated with operation of utilities, commute. We have established numerous initiatives, interventions, virtual sessions, and process controls to address them. Awareness sessions are conducted for ergonomics across locations. Workstations and furniture are designed and procured after considering their ergonomic advantages. We have also taken

care to procure systems which have inbuilt features that help avoid glare and hence reduce such instances. Sessions on ergonomics help address work-related conditions such as myalgia. Ergonomic incidents reported are treated and exercise regimens suggested. During fiscal 2023, 39 occupational ergonomics issues were reported.

Various interventions on physical and emotional well-being were enabled under the aegis of our HALE / SAFE initiatives during the year. Well-equipped occupational health centers / physiotherapy facilities are available on our campuses in India. The telemedicine portal through which employees can consult our occupational health center doctors online was operational in India during the year. Behavior-Based Safety (BBS) programs include BBS observation for contract staff, periodic inspections, trainings, observations from mock drills and employee engagement programs.

f. Participation and consultation

The process includes:

- Employee consultation in development and review of policies and procedures to manage risks
- Consultation where there are any changes that affect workplace health and safety; a management of change procedure is in place to address health and safety issues before a change occurs
- Representation of employees in health and safety matters; the Safety Committee includes employee and contract workmen representatives
- The OH&S hazards in the workplace are communicated to all concerned including contractors and visitors. They are also consulted when there are changes in operations and the relevant OH&S hazards are identified, appropriate operational

controls implemented and the same is communicated to all concerned

- Health promotion programs are conducted to encourage employee involvement in health and safety. A Safety Week and Health Week are conducted annually.
- Employees, including contract workmen, are entrusted with the responsibility of participation in the ongoing HSE activities. Employees are encouraged to participate in the process of reviewing risks in their respective areas of operations from time to

time, and developing and sharing strategies to eliminate, mitigate or reduce those risks.

- Employees are required to report all incidents to the HSE team to establish and implement operational controls to avoid the recurrence of the incidents and aid in elimination of unsafe behavior and conditions.
- The expectation from employees is to participate in the emergency mock drills and report or identify learnings which need to be addressed.

Various employee engagement activities are conducted to enhance awareness on HSE:

Road Safety Week (India locations):

In January, programs were conducted as part of the Road Safety Week, which included

- Sessions articulating the importance of road safety
- Communication to employees on defensive driving



National Safety Week (India locations):

During March, the National Safety Week was observed with the following programs:

- Communication and endorsement of the safety pledge by employees
- Quiz competitions designed to test the knowledge of employees about safety measures and to create awareness on safety practices
- Poster competitions aimed at encouraging people to express their creativity while promoting safety
- Safety slogan competition where participants came up with creative and impactful slogans
- Medical camps covering general health check-up, eye checks, blood sugar monitoring etc., to promote physical well-being of employees
- In-house training sessions by the HSE teams on topics such as first aid, fire safety, ergonomics, construction safety, road safety and electrical safety
- Safety mailers to employees
- Exhibitions on Personal Protective Equipments (PPE) and safety equipment, including unique exhibits like seat belt convincer, alcohol impairment vision goggles and driving simulations
- Mock drills, safety inspection and safety skit

**Health Assessment and Lifestyle Enrichment (HALE)**

We continuously strive towards enhancing the well-being experience for our employees through our HALE program that is aimed at increased awareness and overall well-being resulting in good health, reduced stress levels, safe work environment and improved productivity levels.

Striking a balance between work and life, our multi-faceted approach to addressing corporate and individual needs helps us achieve conclusive results for the organization, while embracing a diverse workforce. At Infosys, we strive to improve every day in the life of every employee, and wellness is an important element.

HALE has a three-tiered sustainable model to help employees in their journey to wellness.

TIER 1 - Self-help

Aims to increase employee awareness and access to self-help tools.

TIER 2 - Micro environment

This tier aims to encourage and support our managers, who, in turn, will do the same with their teams.

TIER 3 - Macro environment

This is the top-down part of the model, focused on building alliances and partnerships with the most effective third parties, implementing appropriate policies, and providing ready access to vaccination programs.

We have tailored HALE with high-touch and high-tech elements to provide the best working experience for our employees.

Digital well-being

- Holistic Wellness Platform
- Expert talks from professionals
- Round-the-clock access to qualified counselors

Emotional well-being

- HALE Heal-A-thon: A series of masterclasses dedicated to help employees get through some of the most challenging times
- POSITRONS: An intervention to train peers to offer strong support to their project teams
- Enabling the enablers: Connects sessions and workshops with counselors and experts
- Grief counseling

Physical well-being

- Collaborations with nationwide COVID-19 testing labs
- Collaborations with emergency ambulance services
- Teleconsultations and helpline

Social well-being

- Promoting work-life balance
- Help in navigating the new normal working environment
- Organizing leisure events



Our employee well-being rates reached an all-time high of 91% across locations. The sense of connectedness measured at 91% because of the ability of different teams to collaborate and connect with each other emotionally. HALE successfully touched the lives of 1,50,000 employees through 431 initiatives, where we witnessed a three-fold increase in employee participation. The key focus for us was mental health. We conducted 150 interventions on mental health-related topic this year.

Hybrid well-being

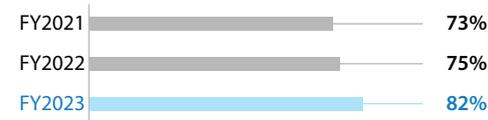
The hybrid work model urged us to consider a hybrid well-being awareness and engagement approach. We created a page on hybrid well-being on our HALE portal and launched a hybrid wellness toolkit for employees and managers, and a Hello Hybrid widget which provided HALE counsellor contacts. Initiatives across development centers such as habit-forming campaigns, Bring Your Kids to Work days and story-sharing forums strengthened awareness and engagement among employees.

Employee satisfaction

Infosys has robust mechanisms to gauge employee sentiments and feedback. Up until fiscal 2020, employee engagement at Infosys was measured through the annual LITMUS survey. When the pandemic struck, the team quickly reimagined this tool for the new remote way of work and introduced a periodic feedback mechanism called Pulse. Pulse collects ongoing and real-time feedback from employees anonymously on key organization-wide themes that shape an employee's experience at Infosys such as work, learning and careers. We poll the entire organization through a micro survey every month. In addition to this, we also poll our employees on select tenure-based milestones and specific events including onboarding, job rotation and appraisals. This cumulative understanding of employee perception, and feedback from actual events and milestones have strengthened our sensing architecture to obtain richer insights of employee experiences. To drive change across the

organization, all managers have access to a real-time customized dashboard with feedback from their respective teams, which enable them to engage with their teams better and address any concerns. This dashboard has multiple views and advanced analytics such as heatmaps, trendlines, sentiment analytics to enable the managers to prioritize focus areas according to their teams. Managers along with their respective units HR executives and leadership work on making changes or improvements at the Unit / team level on the ground. Over 50,000 employees participated in Q4 with insights gathered around various themes of the organization. These insights have led us to create focus areas for actionizing on a quarterly basis which is socialized with the leadership team.

Employee satisfaction



Performance management

Infosys has established a high-performance culture and our employee breathe this each day. Our performance management process drives a 'meritocracy culture' yet stays individual employee focused and development oriented. We focus on identifying the best performers against standards of performance instead of relative comparison of individuals. This mechanism helps us to identify our best performers through well-defined goals that are always relevant, continuous feedback and a strong focus on employee development. Aligning with this performance management philosophy, we have the defined performance review and assessment process.

Continuous feedback is an essential element of the process with regular reviews, culminating into a rating based holistic view of the employee's performance. Performance conversations between employee and manager happens on an ongoing basis, given the continuous performance process that we have in Infosys. The continuous feedback process

helps managers provide instant feedback for necessary improvements in the work that is being done.

Infosys performance management puts equal focus on the future development of the employee and the introduction of Individual Development Plan (IDP) is a testament to the same. IDPs are created by employees under the guidance of the manager and are a perfect blend of theory and application. Managers coach and mentor the employee to set career and professional aspirations and reach them in a structured manner. Employees are also encouraged to take up training to upskill / reskill themselves to meet the needs of the projects.

In case of continued lack of expected performance, employees are identified for a structured performance improvement plan where they are given goals and the managers support them in achieving these goals.

At the end of the performance cycle employees receive a performance rating. To support the process, we have our web and mobile app called iCount, where employees can add their goals and are encouraged to update progress against the same on a regular basis. Managers can provide feedback to employees on these goals and support them in achieving the objectives. Feedback from client stakeholder (although not mandated by the process) is also a key input that the manager uses during performance and development conversations.

Along with this, employees can seek and share feedback with all the colleagues they work with. Thus, iCount goes a long way in providing a holistic view of the employees performance.

Resolution hubs

A safe and positive work environment is what we want to be associated with. 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) forums are designated as redressal forums for sexual harassment and workplace related complaints, respectively. Resolution hubs adhere to the principles of natural justice, ensure confidentiality, and non-retaliation while addressing concerns. The concerns are handled with utmost sensitivity and are redressed and closed in a timebound manner. A detailed investigation process ensures fairness and provides an opportunity to present facts and any material evidence pertaining to the grievance.

[Read more on Infosys resolution hub](#)

Human rights

Infosys is a signatory to the UNGC. Our human rights stand is contained in our Code of Conduct and Ethics in an important tenet, 'Respecting Each Other.' The Infosys Human Rights Statement articulates our philosophy to provide a discrimination-free workplace for all employees and contractors. All our employees and contractors undergo a mandatory Smart Awareness Quiz (SAQ), every year, which includes questions on human rights and the Infosys Code of Conduct and Ethics. The SAQ is a comprehensive tool which also includes 'self-study' tutorials, allowing employees to learn and then take up the assessments.

In fiscal 2023, we conducted an independent Human Rights Impact Assessment of our operations across India. India comprises >80% of our employee base. The assessment protocol was created based on the Articles contained in the Universal Declaration of Human Rights (UDHR), ILO, UNGC Principles, the GRI Standards, the Business Responsibility and Sustainability Reporting (BRSR) parameters, as well as Health and Safety criteria and environment management systems.

It is our constant endeavor to make Infosys a place where people can be the best version of themselves. The Talent Pulse Report 2022, provides a glimpse into our Employee wellness and experience practices. Employee wellness and experience is an important ambition

as a part of Infosys' ESG Vision 2030. The suggestions from the independent human rights impact assessment allowed us to accelerate our part time and remote work policies and inform our hybrid model further.

The minimum notice period for significant operational changes are included in the collective bargaining agreements (CBA) wherever mandated by law. In countries where there is no such mandate to include them in the CBA or in countries where CBA is not mandated, we abide by the local laws prevailing in the land. In all other scenarios, Infosys prescribes the notice period based on the type of change.

All our security personnel are trained on human rights related topics. The Infosys Supplier Code of Conduct (SCoC) has reference to human rights and it states, 'Infosys expects its suppliers to support and respect the protection of internationally proclaimed human rights and to ensure that they are not complicit in human rights abuses.' As part of the onboarding process the vendors have to accept the SCoC. The procurement team ensures that SCoC acceptance is done by vendors and maintains a tracker for the same. In fiscal 2022, we committed to an independent responsible supplier assessment for our top 100 suppliers over the next 4 years. As on fiscal 2023, 46 supplier ESG assessments have been completed.

[Read more.](#)

Awards and Recognition

- **Global Top Employer 2023** - Recognized as a Top Employer in 22 countries across Europe, Middle East, Asia Pacific, and North America for best-in-class HR practices and processes.
- **World's Most Ethical Companies in 2023 by Ethisphere** - Recognized for values and ethics across people and business for the third consecutive year.
- **Great Place to Work® 2022** - Recognized for value driven culture and trust, across India, US, Canada, Mexico, Australia, UK, Germany in 2022.
- **LinkedIn Top Companies 2022** - Among Top 5 employers in India for the second year in a row, recognized for industry leading employee practices.
- **ATD Excellence in Practice Award 2022** - Infosys Leadership Institute recognized for Leadership and Management Development.
- **Best Internship Program by Vault** - Infosys InStep ranked No. 1 in the 'Best Overall Internship Program' category for the fifth year in a row.
- **SHRM HR Excellence Awards 2022** - Excellence in HR Analytics, Wellness and Hybrid Workspaces, D&I.
- **Great Manager Awards** - Companies with Great Managers 2022 third time in a row by Economic Times.
- **Brandon Hall Group's HCM Excellence** - Best Recruitment Marketing and Employer Branding Program, Best-in-class talent acquisition and Best Social Talent Acquisition Strategy, Best Unique or Innovative Talent Acquisition Program.
- **Stevie® Awards** - Infosys honored with Five Stevie® Awards at the 20th Annual American and Asia Pacific Business Awards.
- **Best Recruitment Marketing and Employer Branding Program** - HR Risk Management
- **Randstad Employer Brand Research (REBR)** - Most attractive employer in India.
- **AVTAR Best Company for Women 2022** - Forbes' The Best Employers for Diversity in 2021, Diversity Inc.'s Top 50 Companies for Diversity.

Also recognized as **Fortune Best Big Companies**, **India's Best Employers Among Nation Builders**, Top 50 Companies for Women to Work for, Top IT Companies of India.



India's
Best Employers
Among Nation-Builders
2022

