Infosys®
Navigate your next

THE INFOSYS ADVANTAGE:
PUTTING OUR PURPOSE TO WORK FOR OUR PEOPLE

OUR PURPOSE LIVES IN OUR HEARTS, OUR DECISIONS, AND OUR ACTIONS.

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.

Now, as our world and work become increasingly complex, we find ourselves at the gateway to the next exciting phase of our growth.

With over 346,845 people in more than 120 locations on four continents, we recognize, more than ever, our extraordinary potential to be a force for good, and let our purpose guide us. This will revitalize how we relate with our current and future employees: inspiring and uniting talent, guiding our team leads in their decision-making, and providing more value to our clients and communities.

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, our 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 Striving for Excellence. These principles permeate everything we do. They are deeply embedded in all our teams, upheld by leaders across the organization, and readily recognized by every colleague.

We call our people "Infoscions" because they are not just employees but 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 to life more powerfully than ever, inspiring Infoscions to carry it into every client engagement and individual interaction. This Talent Pulse Report is an invitation to be part of our journey and to join us in fulfilling our purpose.

CREATING THE NEXT OPPORTUNITY FOR OUR PEOPLE

Since our last **Talent Pulse Report**, the world has faced continuous dramatic changes and uncertainties amid war, political upheaval, inflation, and more. Closer home, we saw a massive demand for digital talent over the last couple of years, which fueled high attrition across the industry and created challenges on many fronts.

Yet, Infosys has grown from 259,619 people at the end of FY21 to 346,845 at the end of Q3, FY23. Our revenue has increased by 21% year-on-year as of the end of FY22. This was possible because we are committed to pursuing sustainable growth by enabling our people to be their absolute best amid perpetual disruption and uncertainty.

We never cease working to reinforce the pillars of our employer value proposition (EVP):

OUR EVP CONTINUES TO BUILD ON THE THREE PILLARS OF

Inspiring you to build what's next

Inspiring our people with meaningful work and passionate teams, enabling them to find their purpose and make an impact

Makes sure your career never stands still

Enabling our people with learning and progress in their careers while shaping our collective future

And navigating further, together

Ensuring our people experience Infosys in a creative, dynamic, rewarding, and inclusive environment

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AWARD:

LINKEDIN TOP COMPANIES 2022

Recognized for our industry-leading employee practices, we are ranked among the Top Five Employers in India for the second year in a row.

Linked**in**
TOP
COMPANIES
India
2022

GLOBAL TOP EMPLOYER 2022

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.

Nurturing talent for the future is essential for our continued success. Enabling our people to grow professionally and enriching their capabilities for the future has been our constant endeavor. We have long-established paths for employee upskilling and reskilling, and our efforts have been well rewarded, providing value to our people and us.

We start by identifying the necessary skills for the future and determining their value to our clients. Next, we make plans for inculcating these skills in our people and ensure that the learning path is easily accessible to all.

ALWAYS-ON LEARNING:
15,000 courses, 30,000 participants, seven days a week
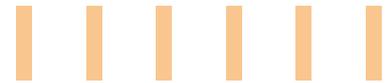
Lex, our in-house learning platform, continues to be a significant driver of talent development at Infosys. With remote work firmly established, Lex has evolved to engage Infoscions through hybrid learning models with features such as nano-learning, immersive assessments, and a comprehensive reference library available to all. Also, we are currently experimenting with adaptive learning and virtual classrooms in the metaverse. Lex now offers over 15,000 curated courses, including materials procured from carefully selected partners.

No less than 30,000 employees – nearly a tenth of our global workforce – use Lex on weekdays with an average learning time of 40 minutes, and 14,000 use it on weekends with an average learning time of 50 minutes. The most popular courses are in cloud computing, programming languages (Java, Python), secured development lifecycle, and agile technologies. There is also keen interest among Infoscions in advancing their business communication skills and design thinking.

In FY22, Infoscions clocked over 39.5 million hours of learning.

INFOSYS ACADEMIC PARTNERSHIPS:
Smart learning for inquisitive people
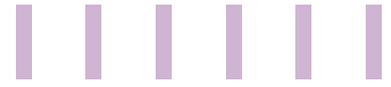
We work continuously and actively with academic institutions to create new learning materials to meet our colleagues' growing demand for digitally accessible courses.

In addition to providing job-readiness training, Infosys has established several academic partnerships in the USA.

Trinity College, Connecticut, and Infosys have developed an eight-week business analysis curriculum. This program aims to accelerate the understanding of design and critical thinking, business analysis, and leadership.

Cornell University and Infosys have developed a new model for Infosys-Cornell certification and funding of interesting research projects.

With the help of institutions such as Dallas College, IVY Tech – Community College of Indiana, Community College of Rhode Island, and Wake Tech Community College, we aim to understand prospective colleagues better to align our learning programs more closely with their career goals.

For our sales teams, specifically, we collaborate with Cornell University to offer sales certification programs. This is in addition to learning from our flagship SAIL2SALES program for executives in charge of business development. It helps our sales leaders to be more effective and articulate our unique ability to deliver cutting-edge, tailored digital solutions.

These partnerships also allow us to tap into new and local talent pools.

TALENT MANAGEMENT PRACTICES TO HELP OUR PEOPLE ACHIEVE THEIR POTENTIAL

We understand that building skills alone isn't sufficient for the future. We need a more holistic approach that includes talent development, retention, growth, and mobility.

We introduced the **Digital Quotient** and **Skill Tags**. The Digital Quotient (DQ) helps colleagues track their digital skills and compare themselves to their peers and Skill Tags are badges that identify colleagues' proficiency in various technologies.

> We've seen over 15% YOY increase in the number of employees attaining Skill Tags in the last three years. In the last year alone, more than 80% of employees increased their DQ.

We are becoming a skill-based organization where skills are the currency for talent development coupled with new career experiences. We are enabling Infoscions to make significant career shifts within Infosys and gain hands-on experience in their areas of choice.

PLATINUM CLUB

Platinum Club is a niche experience created for our top performers. It is an exclusive group of highly skilled (having high DQ) and high-performing individuals. The program's structure ensures differentiated career experiences for those who qualify. Participants advance personally and professionally through access to coveted opportunities within Infosys, fast-tracked promotions, opportunities in new and exciting technology, coaching intervention, career roundtables, and bespoke career guidance through interactions with company leaders.

INTERNAL MARKETPLACE

Our **Internal Marketplace** serves as a vehicle to match colleagues with opportunities within Infosys and to provide job rotation in work areas of their choice and capability. **Bridge** programs help employees to develop new skills and shift to new careers that typically require higher qualifications out of the box: An example is our Bridge from Software Engineering to Consulting.

ACCELERATE

Accelerate helps Infoscions gain exposure to various roles and practical experience with new skills through involvement in short-term internal projects. Powered by an intelligent platform, it allows job creators to publish independent job modules (with client approvals) that their job-seeking colleagues can volunteer to execute. Both job creators and seekers are incentivized for work well done. We continue to deconstruct large work projects into modular packets to be offered as separate gigs.

These offerings help our talented employees to grow and advance their careers seamlessly into the digital realm.

ACCELERATE:
1 million+ sign-ups | 200,000+ employees benefitted | 86,250+ gigs created to date
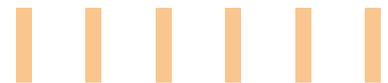
We have received great feedback from our internal gig participants on the benefits of Accelerate. The biggest learning for gig creators is the ability to deconstruct work into separate job packets.

Hands-on Experience *Flexibility*
ENHANCE KNOWLEDGE
TIME-MANAGEMENT TEAM ENVIRONMENT
UPSKILL Exposure to Real Projects
Improved Confidence MULTI-TASKING

MEETING PEOPLE'S ASPIRATIONS

The talent programs we have created are being harnessed effectively to meet the aspirations of our employees. Understanding and helping them to achieve their personal and career goals is critical to our value proposition. We've strengthened our current framework through an enhanced platform – **Infy Aspirations and Me** – to record, track, and help fulfill the professional aspirations of our employees. Our continued focus is to nurture meaningful and purposeful careers for all.

The framework operates on four levels: Connect, Converse, Converge, and Close. These steps enable managers to mentor their teams, initiate career conversations, and zero in on appropriate career opportunities for their team members. The result has been greater employee satisfaction and reduced attrition across our organization.

Employee satisfaction regarding careers at Infosys is currently at a high 82%, a 6% increase from the previous year.
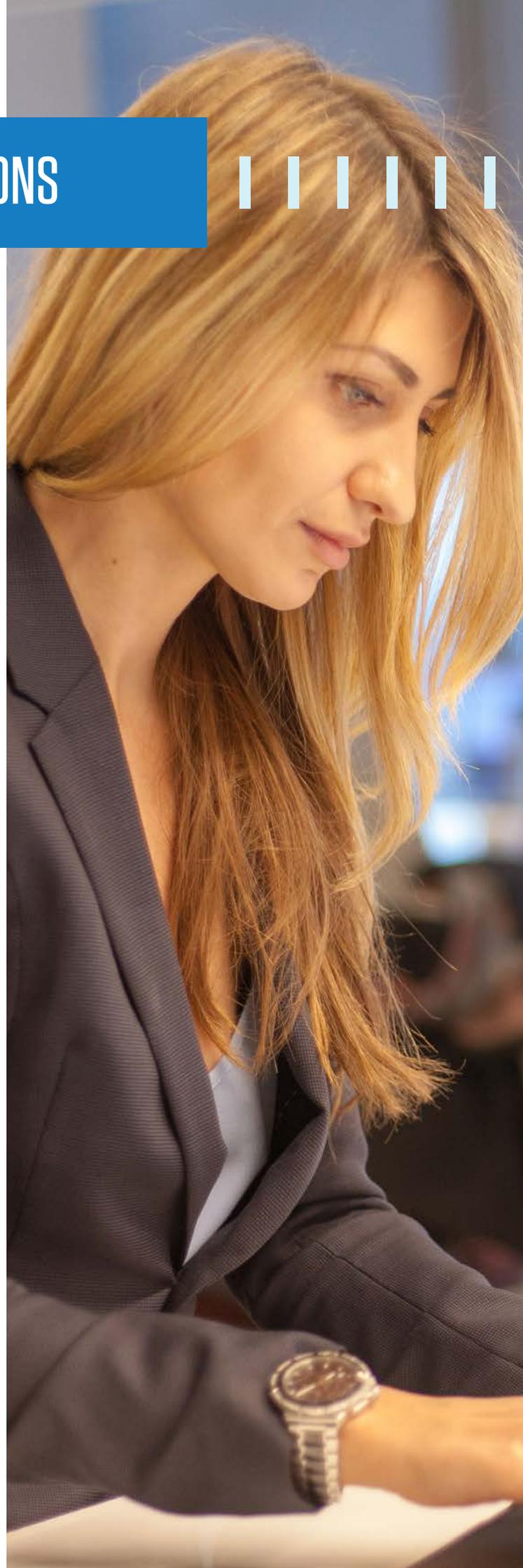
NURTURING GREAT MANAGERS WHO SUPPORT OUR CULTURE

It's our managers that 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.

> Teams led by high-performing managers have more recognition, collaboration, and development

We launched our flagship management initiative, the **Infosys Great Manager Program**, to help prepare all our managers for a 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. Within the program, the courses most sought-after are:

1. Framing complex problems with systems thinking

2. Building innovation competencies

3. Transforming groups into teams

4. Change, disruption, and growth

Additionally, our **Infosys Managerial Code** provides behavioral guidance to our managers and leaders. We keep the code continuously relevant. For example, we recently introduced empathy as one of the valued behavioral habits to be nurtured in our managers.

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.

We work closely with our managers, fostering a culture that trains, supports, engages, enables, and cares for them. We ensure that no one is left out.

The Infosys Best Managers & People Champions awards are designed to recognize our most effective managers. Nominations are data-driven and include metrics that measure people engagement, digital readiness, attrition management, and learning. This standardized approach helps us to identify managers who excel in their ability to nurture productive teams.

RECOGNITION TO DRIVE DESIRED CULTURE

At Infosys, we promote a culture of client-centricity, inclusivity, innovation, curiosity, and more, all continually fueled by various forms of encouragement.

Our **stock incentives** program covers an increasing number of employees, creating wealth for them and a greater sense of ownership. We use it as a reward mechanism for our high-performing talent.

Our **early careers and rewards** program motivates new team members through milestone-based career progress and compensation increments. This topic is detailed in the previous edition of the **Infosys Talent Pulse Report.**

We believe people may work for money but go the extra mile for recognition. Non-cash-based awards can drive behavior in alignment with our culture and EVP.

INFOSYS REWARDS AND RECOGNITION
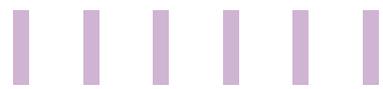
Infosys **Rise** (iRise – Real. Instant. Specific. Excite.) underlines the importance of a single platform to meet all the company's reward and recognition needs. It allows managers to tailor incentives that align with their team member's unique skills and personal circumstances.

Accolades are recorded over time to provide a comprehensive view of an employee's rewards while showcasing genuinely transformational progress in recognition and value.

Notably, the iRise program has helped to deliver meaningful rewards and recognition, even in a hybrid work model.

In times of increased pressure, uncertainty, and isolation from colleagues, the program has facilitated the expression of gratitude and appreciation, motivated our employees, and fueled their personal and professional development.

This year, we rolled out Infosys Stripes.
This one-stop, gamified, points-based system tracks and rewards employee achievements across functions and the organization through "Infy Coins," "Infy Points," badges, and certificates. It allows employees to see their accomplishments, redeem their rewards, and share their achievements with colleagues. Any initiative across the organization can be onboarded to Infosys Stripes and gamified. For example, one could win Infy Points and Coins from Accelerate; gig work badges from iRise, or certificates from reskilling initiatives.

FORMS OF NON-CASH REWARDS

REDEEMABLE / TANGIBLE

Reward Points (Gamified | Redeemable)

Badge or Certificate

Aspirational (Meet with a leader , exclusive course etc)

Wellness and other company exclusive benefits

NON-REDEEMABLE / INTANGIBLE

Leaderboards or showcase

Social Acknowledgement

Infosys **Sales Excellence Awards** have been designed to include award categories in tune with our key sales transformation themes, such as **Titan** (large accounts), **Olympus** (new accounts), and **Atlas** (most innovative major deals), thereby driving successful sales practices.

POWERED BY VALUES: DEVELOPING OUR LEADERS

Infosys Leadership Institute (ILI) continues to work with senior managers to further the company's leadership development objectives. In addition to succession planning, ILI has structured effective development journeys for leaders. The Leadership Powered by Values (LV) is the foundation of all leadership assessments, programs, performance management, and other development resources.

InVarsity is a leadership program intented to enhance business acumen through certificate courses on aspects like Strategy, Finance, People, and Operations rooted in the organizational context.

Designed in partnership with Stanford, the first InVarsity course on Financial Leadership has a cohort of 150 VPs and AVPs going through learning modules, teamwork, and individual assignments.

The leadership development journey for our 950 Title Holders is highly curated and personalized that includes leadership assessments, coaching, mentoring, leadership counseling, and other development programs. The tremendously positive feedback of 97% NPS is a testament to the value of these programs.

ILI's overall leadership development program won the LearningElite Silver award from the Chief Learning Officer and the Brandon Hall Gold award for Best Advancement in Executive Development.

The Leadership Constellation Program focuses on high-potential leaders to strengthen our succession program. In 2022, it won the prestigious ATD award for Excellence in Practice and the Brandon Hall Silver award for Advancing Leadership Development. The program focuses on holistic development through tie-ups with Harvard, Stanford, and Wharton. It offers strategic organizational projects, career conversations with a leadership panel, and more.

The launch of the second phase of the program saw 25% more leaders.

At our subsidiary company, Infosys Business Process Management (IBPM), interventions such as the **CEO Squad**, now in its third season, coach several senior leaders in collaboration with the CEO and the broader C-suite team. It prepares them to take on senior executive roles of the future.

Amigo, another coaching initiative in IBPM, enables leaders to reach out to a network of mentors for guidance. These interventions prepare employees for future challenges in their career.

We are committed to creating a better employee experience and have set up a function within the Human Resources (HR) department to focus on it. The aim is to understand employees' perceptions better, measure their experience objectively, tune processes, continuously improve service delivery, and drive digitization to enhance their overall experience. We now have a mechanism to measure the employee experience and are working towards linking it empirically to business results.

PAPERLESS ONBOARDING – ANYTIME, ANYWHERE

We realized that the day-1 experience for our employees was clunky, with lots of documents changing hands and long waits in lines. We sought to transform our employee onboarding program with a few well-thought-out improvements:

1	Initiate the onboarding process before employees' start date so that their first day can be more seamless, engaging, and purposeful.
2	Simplify the process of submission of documents/information.
3	Bring in a state-of-art mobile digital solution to enable self-service for onboarding formalities.
4	Add extreme automation to the back end to free up HR personnel from doing mundane tasks and allow them and allow them to focus on enhancing employee experience through effective query resolution, information sharing, and assistance on-demand.
5	Given the Hybrid Working Model, create an immersive 100 days on-boarding program called Quickstart.

Employee satisfaction increased above 90% with leverage from onboarding advisors, removal of redundant steps, instituting buddy programs, facilitating faster allocation of work-related assets, and driving speedy project allocation.

ONBOARD EXPERIENCE JOURNEY

OFFER LETTER RELEASED → **LAUNCHPAD** → **RED CARPET**

Q CAFE ← **INDUCTION** ← **JOINING DAY**

BUDDY ALLOCATION → **MEET YOUR HR** → **QUICKSTART LEARNING**

PROJECT ALLOCATION ← **GIG WORK** ← **UNIT INDUCTION**

MEET YOUR MANAGER → **GOAL SETTING** → **QUICKSTART CERTIFICATION**
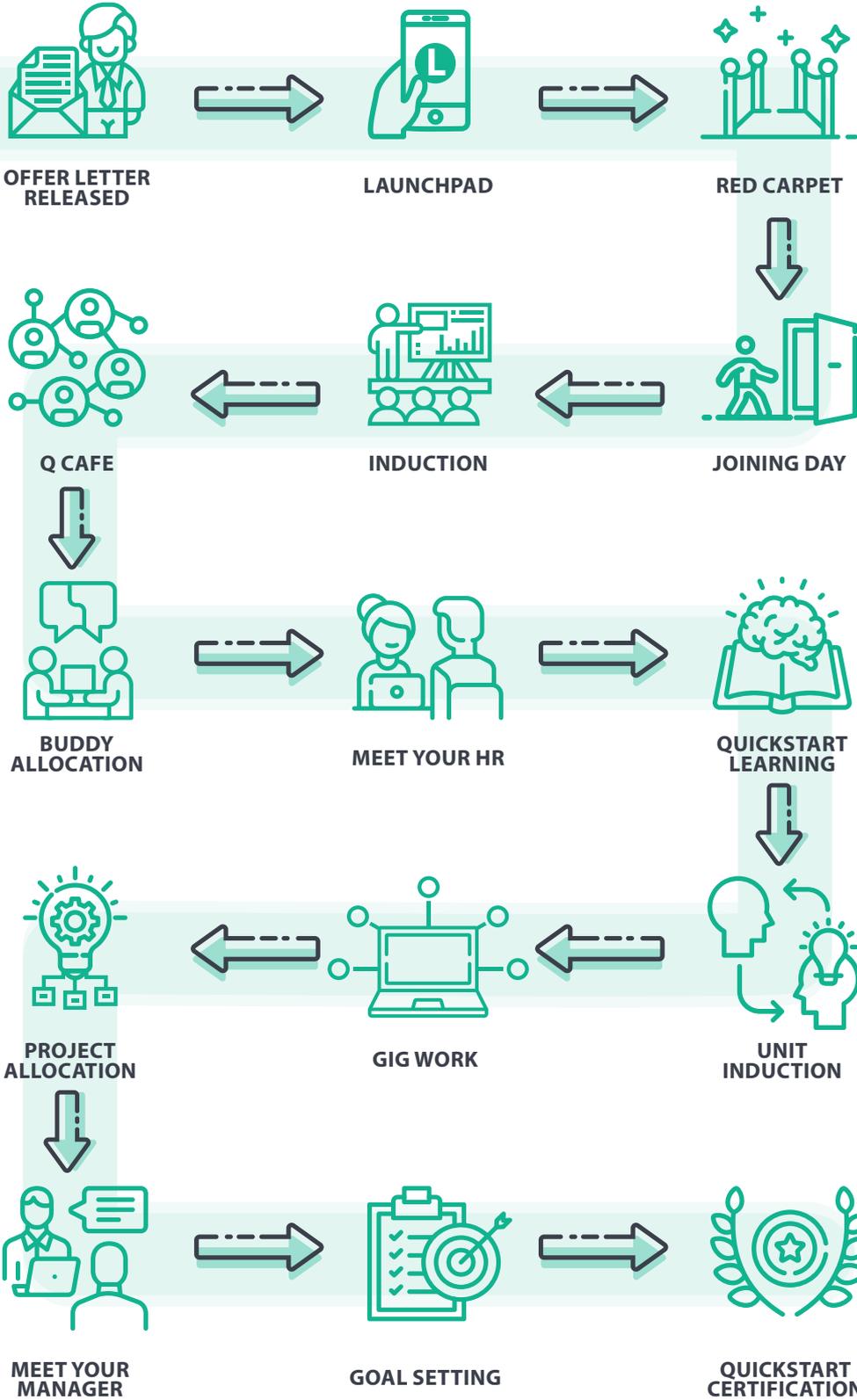
REINVIGORATING CULTURE IN THE HYBRID WORKPLACE

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.

In our **last report**, we spoke about our 5C Model for Engagement to:

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

COLLABORATE
We are driving team collaboration through knowledge-sharing sessions, investing in collaboration tools to recreate 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 well-being of Infoscions 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.

Based on results from a comprehensive employee survey, we have identified key focus areas to strengthen our culture and spearhead actions throughout Infosys. Pioneered by leaders from various parts of the organization, we are pursuing local strategies to enhance our focus on empathetic leadership, empowerment, and accountability.

> Certified as a Great Place to Work™ across the U.S.A., Canada, Mexico, Germany, the U.K., India, and Australia

> Mexico's Best HR leaders of 2022

> Infosys China certified as Top Employer in China by the Top Employer Institute.

18 ACQUISITIONS, 30 COUNTRIES, ONE CULTURE

The experience of Infoscions is greatly shaped by fair and equitable treatment of each other. Infosys has seen a surge in acquisitions and the employee integration that follow. Through **18 acquisitions** over the last decade, we have added new employees in more than 30 countries and across different industries.

To enable synergies in business, people, and related practices, we have built an effective **people framework** covering areas such as change management, governance, compliance, collaboration, engagement, and accelerated digitization.

We've instituted a dedicated Post Merger Integration team to work with corporate teams and HR to ensure critical personnel milestones are achieved on time.

RESPECTING EACH OTHER

At Infosys, we work to build and sustain an inclusive, non-discriminatory, and equal-opportunity workplace. Our vision for diversity, equity, and inclusion (DE&I) is an integral part of the Infosys Code of Conduct and Ethics contained in the powerful tenet, "Respecting Each Other."

Within our overarching need to embed the highest environmental, social, and governance (ESG) standards, our ambition motivates us to strengthen DE&I in the corporation, e.g., by aiming to achieve 45% female representation in our workforce by 2030.

DE&I goals are part of the corporate scorecard and flow into our leadership and managerial goals. DE&I councils at the global, business unit, location, and national levels supervise and ensure collaboration on our strategic intent to build inclusion for everyone at Infosys.

> Our efforts have increased female representation in our workforce. There are now almost 125,000 women, making 39.6% of all Infoscions (FY22). Our group's non-executive directorship is 25% female.

The percentage of high performers among women employees has been increasing continuously, and their engagement with their roles is more significant, too. Infosys teams led by women report higher satisfaction and intent to stay.

We continue to focus on creating a pipeline of women leaders and equipping them with relevant leadership skills and digital enablement. As a part of the IamtheFuture Women in Leadership Program, 300+ women leaders completed the ILI-Stanford GSB certificate program in the first cohort. Following this success, a new cohort of women leaders have been invited to the program. The program has an integrated approach focused on development and fostering inclusivity to strengthen the pipeline of women leaders. **IamtheFuture** has won the Women's Icon Asia Award and the Brandon Hall Gold award for Best Advancement in Leadership Development for Women 2022.

In our last **Talent Pulse Report**, we spoke about **Orbit Next**, the Gender Diversity at Leadership Levels Program for our women managers in India. The year-long program aims at building capabilities through reskilling and honing leadership skills to prepare them for next-level roles. Orbit Next Cohort II was launched in July 2022 on a scale five times greater than Cohort, in line with our ambitious goals.

Impact:
62% of Cohort of Orbit Next I have been promoted

RESTART WITH INFOSYS

Restart with Infosys is an unique intervention we relaunched to hire women after career breaks. The program offers flexible working formats, training, skill building, and intense mentoring to give women the support and confidence they need to return to their careers. Significantly, more than 500 women have been hired through this intervention.

Infosys is committed to providing a safe and positive work environment. We are a signatory to the **United Nations Global Compact**, committed to respecting and supporting the fundamental principles of the Universal Declaration of Human Rights.

RESOLUTION OF EMPLOYEE CONCERNS

Infoscions have access to several forums where they can air workplace concerns and grievances and seek fair and speedy resolution. This is achieved through a well-established and effective resolution mechanism that is well-integrated with "resolution hubs."

The Anti-Sexual Harassment Initiative (ASHI) and the Hearing Employees and Resolving (HEAR) networks are redressal forums for sexual harassment and workplace-related complaints, respectively. Resolution hubs adhere to the principles of justice,

confidentiality, sensitivity, non-retaliation, and fairness. Employee concerns are managed with much sensitivity while ensuring timely action and closure. A detailed investigation procedure ensures fairness for all involved, with the opportunity to present facts and material evidence.

Independent surveys conducted in 2017, 2019, 2020, and 2021 ranked Infosys first among more than 350 companies in India for its anti-sexual harassment practices.

WITH INFOSYS, IT'S PERSONAL

Since Infosys's founding over 40 years ago, we have embedded a duty and culture of care for all our employees. Our Health Assessment and Lifestyle Enrichment (HALE) program is crucial to this endeavor. It aims to create greater awareness among our managers about supporting employee well-being. HALE is built on four pillars: health in body, health in mind, social ease, and personal safety.

Even during the pandemic, when in-person support for employee well-being had to be suspended, we adapted HALE for a virtual environment.
HALE is a three-tiered sustainable model:

TIER 1
Self-Help

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

TIER 2
Microenvironment

As the "bottom-up" element, this tier aims to encourage and support our managers, who, in turn, will do the same with the teams for which they are responsible.

TIER 3
Macroenvironment

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 wellbeing

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

Emotional wellbeing

- 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 be a strong support to their project teams
- Enabling the enablers: Connects and workshops with counselors and experts
- Grief counseling

Physical wellbeing

- Nationwide Covid-19 testing labs
- Collaboration with emergency ambulance services
- Teleconsultations and a helpline

Social wellbeing

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

Infosys Compaz, a joint venture between Infosys Limited and Temasek Holdings in Singapore, implemented Project Qi, a wellness program, in mid-2021 to drive the wellness agenda at different levels - the leadership, people managers, teams, and individuals. Senior leaders and customers actively participated in the initiative. We believe leadership wellness is essential in ensuring the impact is felt across the chain. People managers are empowered to take an active part in driving wellness, and this is a significant KRA to measure people manager effectiveness Infosys Compaz was awarded the Silver Award for Excellence for Corporate Wellness at the HR Excellence Awards, Singapore, 2022.

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

FLEXIBILITY THROUGH HYBRID WORK

Our resilience in challenging times is driven by our uncanny ability to keep learning, adapting, and incorporating best practices. Our hybrid work model is a telling example. It is based on the premise that the future workplace is hybrid, with some employees working from the office regularly, some from home, and the rest applying a mix of both approaches. It has ensured employee well-being, client satisfaction, and success as an organization. We work with our clients to agree on what is best suited to their needs, as well as those of our people and Infosys itself.

Our hybrid working model is people-focused: while keeping client needs in mind, it offers many benefits for employees. Its flexibility puts into practice our emphasis on a good work-life balance, enables better engagement with the organization, and improves productivity.

We also encourage our people to come to our offices and work with their teams on agreed days in a week to help with engagement and learning.

The model provides a phased approach to the return to offices, keeping in mind varying employee contexts: those in the same city as their office, those in other locations, and other situations. We have also set up DCs across India, close to where our remote employees are present in large numbers: Hubli, Indore, Navi Mumbai and Nagpur. In addition to this the new offices that would be opened up soon are Kolkata, Noida, Vishakapatnam and Coimbatore. Among the model's features is an app that enables the on-demand workspace access for employees and teams while providing a seamless, on-demand connection with clients. It has enabled the successful transition from a hardwired and predetermined way of working to a more resilient and work-from-anywhere setup.

CREATING THE NEXT OPPORTUNITY FOR OUR CLIENTS

Our work at Infosys goes beyond what we create today. We're not building just for the current generation. We are building a legacy to create a better future for the world. To do this, we are consistently partnering with our clients to bring us closer to a better tomorrow.

When we're not partnering with a healthcare service provider to leverage innovative gamification toward health improvement or a multinational biotechnology and pharmaceutical cooperation to increase productivity through AI, we're working with a government to achieve digitization for citizen registration and transportation or with another government to accelerate the modernization of their city's new tax system.

Our constant partnership with our clients is one of the cornerstones of the Infosys advantage. Together, we strive to offer new pathways to achieve growth, and we are able to empower the world and deliver a better future.

Here are some stories from our clients about how partnering with Infosys and Infoscions has helped them achieve their aspirations.

PUTTING PEOPLE BEFORE TECHNOLOGY

**"How do we help leaders to lead?"
This question, asked by an Infosys employee, helps our client, a global manufacturer, reimagine how the digital transformation of their business operating system could empower 19,000 users.**

Picture this: A supply chain manager in Wisconsin makes a presentation to colleagues across the world, outlining the challenges of sourcing spare parts for heating, ventilation, and air-conditioning systems. The numbers seem accurate, and the recommendations sensible.

The supply chain manager concludes their presentation and is followed by a colleague from Singapore. Suddenly, the metrics look different, and the benchmarking methods vary, as do the standard operating procedures (SOPs). Everyone debates which metrics to use, and decision-making is delayed.

Now picture this. Both supply chain managers have a standard set of metrics, the same SOPs, and even the same dashboard to present their findings.

And it's not just these two managers in Wisconsin and Singapore; it's every supply chain manager in every region. They all speak the same language; of efficiency enabled by a digital business operating system (BOS).

That's the difference between the BOS-less and the BOS-empowered, and Infosys sees it. Where others might see data as the technological foundation of the business, the Infosys team sees it as the cultural foundation. So, we decided to help our client pool all their "data puddles" and make the outcome of their enterprise resource planning (ERP) consolidation exercise a BOS project with an Azure "data lake" as the target repository.

Nearly 30 data sources now drive 400 KPIs and 1,200 SOPs for 19,000 users, all with the same tools to work toward the same goal. The risks and the opportunities are now in plain sight for them, along with an action plan for greater efficiency. What's ahead is even more exciting. They can use the KPIs to predict future outcomes.

Everyone can spot the next opportunity. For Infosys, that's what matters the most.

CENTER COURT BELONGS TO EVERYONE

Tennis Australia believes it. Infosys agrees.

Sam, a young tennis enthusiast, has always dreamed of playing with the champions on one of the tennis world's grandest stages. And this year, he will — virtually. Tennis Australia is making it happen with a little help from Infosys.

After watching one particular match when he was five, Sam Harris was inspired to master tennis. Now 10 years old, his parents have bought him a pass to the Australian Open.

It's Day 1 of the Open. As Sam walks through the park with his mother, his eyes land on a bold sign that reads: "Experience the Next." As he gets closer, the words "Infosys Virtual Reality Tennis" come into view, driving his curiosity further. He joins the line of waiting fans.

When it's his turn, an Infosys tennis ambassador helps him put on the VR headset while explaining how the game is played. He finds himself standing on the court, and as he looks around, he sees thousands of fans cheering him on at Rod Laver Arena. It's center court — and it feels so real. Sam swings back as the first serve comes in and steps closer to the net to return.

The stats pop up on the screen: his speed, his spin, his heart rate. There's even a module to help him train like the stars, analyzing where he can place his shots to win.

Next up inside his virtual universe, Sam takes his controller and chooses Moon Tennis. Moments later, he is jolted into hyperspace and lands beside a lunar rover. Across the crater is the Australian Open court on the moon, and over the horizon is Earth.

Data, 3D, VR (virtual reality), and AR (augmented reality) are helping Infosys bring the tennis experience to life alongside other innovations that are reimagining the sport. From artificial intelligence (AI) video highlights and AI-assisted journalism to virtual museums and 3D analytics, Infosys is changing the game.

This is happening across the globe with tournaments including Roland-Garros, 60+ tournaments on the ATP Tour, and the Infosys Hall of Fame Open.
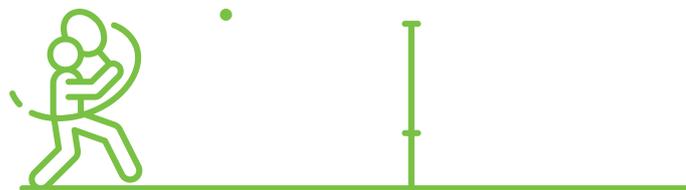
Like Sam, so many people can now harness technology to see the next opportunity. That's the Infosys game plan.

PREPARING FOR THE FUTURE BECAUSE NO ONE CAN PREDICT IT

This American bank always has — and Infosys is an enabling partner.

"Our client needs to be there for all their customers, no matter what." With this aspiration, Infosys sparked the creation of a resilient, future-proof system that enabled one American bank to become one of the top 15 lenders to small businesses during the pandemic.

One of our clients is an American bank with a multi-year, next-generation technology strategy to take their organization into the future. The bank's Chief Information Officer (CIO) sees Infosys as a capable partner who can help navigate this journey. The dedicated team at Infosys worked with the bank to develop more than 100 application programming interfaces (APIs), set up a landing zone in the cloud, migrate existing applications, and build new cloud-first applications while taking advantage of deep automation for both applications and infrastructure. The bank was

geared toward the promising future that lies ahead. Then the pandemic hit, and many businesses were forced to stop operations indefinitely. Noah, a restauranteur, is one of the thousands of small business owners who had to close shop; going under is a real possibility. He needed to find a way to support his employees.

The digital transformation was timely. The US government's Small Business Administration (SBA) unit had stepped up with its Paycheck Protection Program (PPP), designed to give small businesses the capital they needed to support payroll and other expenses. When those businesses called on the American bank, their team could adapt to the needs of the hour because of the new digital solutions that Infosys helped to integrate. Within days, they were able to reconfigure their building blocks, providing applications on the cloud to enable small businesses to apply for the scheme.

Noah is one of their many recipients. As the bank's customer, he could find all the information he needed on its website. Armed with that directly accessible knowledge, he easily applies for the PPP funding. His application is processed within days, and the timely cash intervention helps Noah keep his doors open.

Today, Noah's business is regaining the traction it had pre-pandemic. And the bank emerges among the top 15 lenders over this period, processing 48,000 loan applications and disbursing about five billion dollars to the small businesses it serves.

Creating the next opportunity for customers begins with enabling our talent to rise to the occasion and proffer solutions to challenges we're presented with. This is the firm conviction that drives every Infoscion.
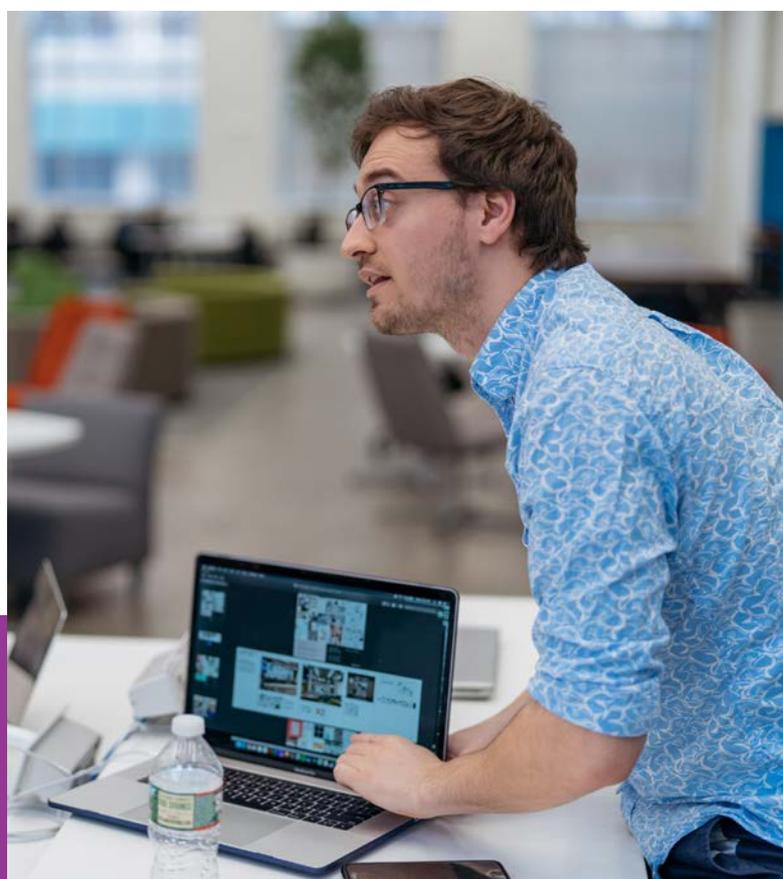
SUSTAINABILITY COMES FROM SYNERGY

This leading European utility is powering it with Infosys.

One of the world's largest utility groups is in the middle of a once-in-a-generation energy transition. They have acquired one of Europe's leading utilities and are embarking on a digital transformation to transfer 5.5 million customers to their new systems. Then, the pandemic breaks out. Infosys is helping them navigate the way ahead.

News of the acquisition is big, and the expectations are even bigger. Starting with migrating customers to a new customer service platform that modernized the company's heritage systems, there is much to be done. This was no ordinary project: migrating not just to a new technology platform but to a more efficient way of working together.

The utility company was looking for solutions that would allow the group to remain competitive while equipping its systems to handle the challenges of the current market.

Powering the transformation drive is Infosys, where our team explores solutions to support the system transfer of 5.5 million homes and 300,000 small and medium-sized enterprises to a new service platform with minimal disruption to customers and business operations.

Facing the challenge head-on, the Infoscions are as creative as they are collaborative. They develop technical APIs to break down the effort into plug-and-play processes. They also embrace deep automation. An end-to-end migration playbook is drafted, and the first pilot is ready in less than nine months. It's time to see if all the work will pay off.

The release management oversees 1,600 test cases and over 100 automated checks on completion and quality every day. The result is a runtime of over 15 hours daily, reduced cost, and high accuracy. Our client is on track to deliver over 4,000,000 meter points in 2021 alone.

Our client's customers gained confidence in the service, as do their employees, now operating as one across both entities. Our innovative and forward-thinking team helped build a robust digital foundation that unifies the newly conjoined businesses.

For the utility giant, this collaboration is just the first step in the transformation. Decarbonizing the energy sector to improve sustainability is the next opportunity. Our specialists are at the helm of this project, too.

THE FUTURE OF ENERGY IS SMART

An energy leader is partnering with Infosys to bring its no-carbon vision to life.

Across 114 acres in Pune, India, is a microcosm of what the world could be like. It is the Infosys campus, housing 35,000 employees, where sensors, solar panels, and data are at work to create energy-as-a-service. Working to make it happen is the ingenuity and passion of a worldwide energy leader – with Infosys by their side.

Energy-as-a-service is a game changer that goes beyond innovating novel technology. It is about pooling combined energy and technology knowledge to become a force for good. The energy sector is racing against the clock as the focus shifts to decarbonization and clean power.

Our client – an energy group – is a key player in the race, and Infosys, having achieved carbon neutrality in 2020, knows how to apply digital tools to effect a successful energy transition. With the collaboration between the two organizations, the energy company sees better management of power consumption as a potential key to decarbonization across the board. Could energy-as-a-service be the solution to this complicated, multilayered challenge? Infosys is convinced that it is.

Team Infosys knows exactly how to realize this vision. A cloud-based platform allows real-time data collection from multiple smart Internet of Things (IoT) devices, gathering information on energy supply and consumption, asset usage, and future needs.

Powered by AI and machine learning, with the ability to analyze the data fed into it and arrive at the optimal consumption pattern, the platform is envisioned as a monthly energy subscription service with little-to-no capital expenditure. Ambitious? Yes. Do-able? A resounding yes.

The pilot is tested at the Pune campus. Infoscions work on extending the solution's capabilities to include the infrastructure for solar, wind, and other green energy sources, as well as EV charging, energy storage, and intelligent electronic devices to control power equipment and smart meters.

Imagine optimizing power generation and storage by rotating solar panels using real-time meteorological data or optimizing the energy consumption of an area – a school campus, a residential complex, or an office building – based on the number of people currently occupying the space. The savings from these initiatives can be passed to the customer to fuel more carbon-zero initiatives. It is a mission of great urgency and a worldwide canvas for carbon zero.

With energy-as-a-service, the next opportunities are limitless. Infosys is set to put the power of sustainable action in everyone's hands.
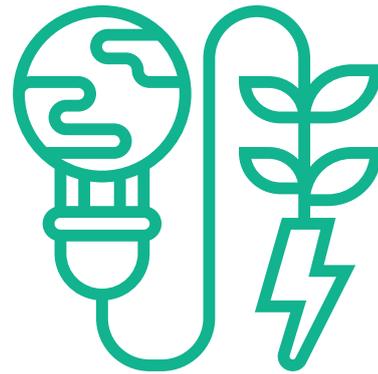
CREATING THE NEXT OPPORTUNITY FOR COMMUNITIES

Infosys is committed to fostering technology for good in our communities across education, healthcare, and e-governance while partnering with larger societal stakeholders and helping them harness the power of technology.

Through continuous, constructive, and responsible engagement, we can intensify our efforts to actualize a sustainable future for ourselves and our stakeholders.

We present the experiences of some of our community partners on how we make the world better together.

FIGHTING A PANDEMIC AND FINDING PURPOSE

A government health services provider partners with Infosys.

Infosys knew the pandemic would have hospitals overburdened and understaffed. Urgently marshaling as many healthcare workers as possible seemed like a valuable intervention. Infosys identified a solution that would truly help: It was to simplify the recruitment and onboarding process of caregivers for healthcare service providers to quickly meet their needs.

The checklist went like this: One, a registration portal for application and documentation. Two, a verification module for screening. Three, an engine to process agreements. Four, a module for the completion of compliance tasks. And five, an on-demand training module. Then, it would tie all these moving parts together.

In three weeks, the prototype was up and running. Team Infosys raced to make it happen quickly, ensuring it was intuitive, comprehensive, easy to use, and effective. Perseverance and hard work, coupled with a streamlined user experience, resulted in a system that helps government health services providers recruit volunteers across roles and locations.

By the end of the first month, we saw astounding results: 4,700 volunteers, 28,000 shifts covered, and 17,000 qualified and verified medical professionals on standby. Our people had used their skills to make a real difference.

Nancy is at the other end of this system and experienced this transformation in her recruitment.

She's a retired nurse whose passion for saving lives never faded. While scrolling through the news one morning, she saw an advert from the government health service calling for volunteers. She visited the link and was surprised at how easily she could register and upload the required documents. In less than 24 hours, she received verification of her application and a digital agreement. She completed the training module, selected a convenient location, and eagerly awaited her second "first day at work."

On deployment day, Nancy was excited to see familiar faces, meet new ones and, most importantly, serve the patients she cares about deeply. She knew they needed more than just medical attention. As she moved from patient to patient, she took the time to connect with each of them.

Infoscions were able to create a technology platform to quickly connect the right people to the right purposes in a time of need, making a difference in people's lives since the pandemic.

TAKING LICENSING FROM CUMBERSOME TO CONVENIENT

A US state government body revamps administration with Infosys.

"How long will my renewal take this time?" Government processes, while essential, are often prolonged and complicated. Infosys helped simplify and streamline the administration for one state's citizens. And Earl, a small business owner, experienced a smooth change when he renewed his Certified Public Accountant (CPA) license.

Earl expects queues, delays, and endless form-filing when he goes to renew his license. While he dreads the process of submitting proof of educational credentials, exam results, work experience, and identity verification, he knows he can't put it off any longer.

An Infosys employee is at the heart of this experience. She's part of the team that works with a US state government to help streamline the process of opening a new business. The game changer: blockchain. She knew that an identity blockchain network would transform the experience, not just for users who access government services but also for many government agencies. The first step was showing that this system can work for the CPA verification process.

She and her team got to work. They built a solution that delivered a simple and seamless user experience and integrated the scalability and authentication factors required by the state's other agencies when exchanging data. They created a super identity network where different documents have shared attributes, simplifying new identity creation and access to services.

Now, when Earl logs on to the portal, his process is entirely digital. He only needs to contact the agency he works with and authorize them to share his details. In just 30 minutes, his verification is complete. Even the digital license he receives is easily accessible in a mobile wallet on his phone.

All of this demonstrates that the actual value of a solution goes beyond its current purpose to many potential applications. From streamlining processes to optimizing experiences, Infosys helps create the next opportunity, not just for Earl but for anybody. Our work is making a real difference, and this gives our teams a more profound sense of purpose and pride.

DIGITAL PROTOCOLS THAT PROTECT

Infosys steps up for the Government of Karnataka, India.

"Is it a common cold or Covid?"
That was the question the Government of Karnataka wanted to answer for 64 million citizens across the state, mid-pandemic. The country was in lockdown, and thousands of migrant workers were rushing home. The size of the population, alongside the surge of expatriates returning, made Karnataka particularly vulnerable. The challenge was to contain and control the spread of Covid-19.

A senior health official approached Infosys BPM to help create an app that could digitize data collection, simplify record-keeping, and infuse intelligence into reporting. From diagnosing to counseling and training to treatment, they wanted to build a citizen-facing application that does it all.

Infosys put together an A-team to design, develop, and deploy a system to help monitor and manage cases while serving the community. This system became the Apthamitra app. Apthamitra is a Kannada word that means soulmate, alter ego, or very close friend. And that's what this application became to millions of people in Karnataka. People like Rizwan, a non-resident Indian returning from Doha.

On arriving at Mangalore airport, Rizwan noticed that he was running a slight fever and had an itchy throat. However, he was skeptical about visiting a hospital to get tested. Questions like "What if it's nothing?" "What if I catch Covid-19 on the way?" "Will I be putting my mother at risk if I go?" and other concerns flooded his mind.

While searching online for the best course of action, Rizwan downloaded the Apthamitra app and entered the symptoms he had been experiencing. Dry cough? Check. Fever? Sometimes. A rash? No. The easy-to-use system gave him the answers he sought. While Rizwan's symptoms weren't too severe, they indicate that he might have caught the virus. He received a call from a doctor, who advised him on the next step. And if he needed help again, Apthamitra would be by his side.

This intuitive, user-friendly app was, and still is, an efficient track-trace-test-treat protocol for not just the 64 million citizens of the state but expats too.

Infosys sees the challenge but can envision the solution and knows how to pave the way for the next opportunity: fighting disease with data.

FROM INCLUSIVITY TO EQUITABILITY

Infosys is accelerating digital accessibility across Australia and New Zealand.

Access to information and communication technologies is no longer a privilege but a human right. This right is something businesses must fulfill, and Infosys is driving digital access across Australia and New Zealand. There are three phases: inform, incentivize, and inspire.

Inform:

Infosys is commissioning a first-of-its-kind study that explores digital accessibility priorities and investments in Australian and New Zealand organizations. Have organizations begun their accessibility journey? What are the routes they are taking? What are the barriers they face? How can their experiences inform and educate others? These, and many other questions, help assess the progress of 670 firms across various industries in the two countries.

Incentivize:

Infosys reached out to Australia's Centre for Accessibility to help shape a more inclusive community. Together, they have partnered for the Australian Access Awards. The initiative recognizes organizations and individuals committed to optimizing digital access in their campaigns, services, or resources.

Inspire:

Infosys is Tennis Australia's Digital Innovation Partner. Infosys Springboard, which the two partners are applying to drive change, could have a positive impact on Tennis Australia's leadership programs.

Meet Zack, a visually impaired 18-year-old with big dreams. He signs up for the program to build the skills he needs. With accessibility embedded in digital learning and mentors to guide him on his journey, Zack is well on his path to becoming one of the leaders of tomorrow.

Even incremental efforts toward digital accessibility and inclusion can make a big difference. Infosys is committed to the cause because we are convinced that's where so many next opportunities lie – perhaps unseen.

NO DREAM IS TOO BIG

Graduate with honors. Create a digital platform that will take his parents' old-established grocery store into the current century. Secure the future of the family business and make it profitable. These are Anand's goals as he comes to the end of his first year in engineering college. Infosys Springboard can help him achieve it all.

Anand is 19 and from Hosur, Karnataka. He's also the first person in his family to go to college. His parents, Sai and Prabha, who run a small grocery store close to their home, are bursting with pride. Anand is attending an engineering college on the outskirts of the town he's lived in all his life, which offers him the advantage of being closer to home.

Having helped at his family's grocery store throughout his childhood, Anand knows that bookkeeping is one of the many challenges that his parents face, especially with their system of allowing customers to buy on credit and pay later.

His first order of business will be to create a mobile app that will make this easier. He also wants to set up a system that allows them to keep track of their inventory and enable them to bring in more business. He knows it's an ambitious idea, but he's determined to bring it to fruition. He just needs the right training and tools. A classmate mentions Infosys Springboard. Anand looks it up and realizes he's found what he needs to start working on his idea.

Infosys Springboard provides youth entrepreneurs like Anand with the knowledge and skills they need to succeed in the 21st century, free of charge.

It leverages Infosys' rich legacy in skills development and its collaborations with organizations, such as Harvard Business Publishing and Coursera, to offer a rich curriculum to its users.

Delivered through Infosys' commitment to corporate social responsibility (CSR), Springboard will enable over 10 million people to acquire digital skills by 2025. It provides comprehensive courses that are fully aligned with India's National Education Policy 2020. The platform offers a gamut of courses and training for those aged 10 years and above, including college graduates and lifelong learners.

Today, Anand is working on his communication skills while simultaneously honing his coding skills using Infosys Springboard. The course he does on mobile app basics gets him started on learning jQuery. He is learning all about cloud hosting and user experience design.

Across the world, Infosys Springboard has over 3.5 million learners and partners with over 500 educational institutions in India alone, including government education departments in the states of Karnataka, Maharashtra, and Uttar Pradesh. Infosys is creating the next opportunity for Anand and for a nation full of people with aspirations.

THE GIFT OF SIGHT CAN REACH EVERYONE

An Indian eye institute and Infosys are making a difference in eye care.

For many in the developing world, blindness can be avoidable if only they are tested, diagnosed early enough, and have access to donors. The question is how to make quality eye care accessible to the underprivileged. This question led the Government of Odisha in Eastern India, along with a local eye institute, to join forces with Infosys and the Infosys Foundation to help tens of thousands.

Manisha is a daily wage worker in the Odisha state capital. She lives with her family, including her aging parents and her elderly grandmother. She is desperate to get her family the care they need, particularly her father, who is all but blind in one eye, but it seems out of reach. That is, until the launch of the Urban Slum Eye Screening Program and Home Care Service at the eye institute's local campus in Bhubaneswar.

Manisha's family is among the first to get their eyes tested. Her grandmother gets a prescription for new glasses, medication to improve her eyesight and a follow-up date. Her father will need a corneal transplant. The hitch, however, is a lack of a centralized registry that offers details about recipients and registered donors.

This is where the Infosys team steps in. Within days, they will have the blueprints for a universal organ donor registry that streamlines and simplifies the process of organ donation. The platform will support an organ donor registry, the harvesting

process, evaluation of donors and recipients, donor matching, distribution, and shipping, as well as a transplant and cornea network across the country. Within weeks, the registry is up and running.

Around 40,000 people from the urban slums in Bhubaneswar benefit from this program in the space of one year, with a special focus on women, children, the elderly, and people living with disabilities. Families like Manisha's now have the means to access better care. The program, the platform, the people, and the technology, all working together, will go a long way towards making quality eye care affordable to all.

And that's the Infosys objective: uniting technology and community in the pursuit of the next opportunity to do good.

THE ROAD AHEAD

We have gone into considerable detail about Infosys and its end-to-end immersion in the well-being, aspirations, and careers of its people, its clients, and the communities in which it operates.

As with all things in our business, it's a process that will never stop developing because we cannot advance unless our people, clients, and communities are encouraged to lead, move forward, and move the world forward with them.

We hope you have enjoyed reading about this purposeful journey for us at Infosys. Come, strengthen us with your ideas, too; join us. You and your ideas are welcome – always.

For more information, contact askus@infosys.com

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