EMPLOYEE EXPERIENCE AT THE INTERSECTION OF PEOPLE AND TECHNOLOGY

The Infosys journey

Infosys®
Navigate your next

Remember the moment of receiving the offer letter for the first job, the first day with the project team, that first paycheck, that appreciation from the manager for job well done? Chances are as one goes down the memory lane, one either smiles or frown or feels proud or sad. At Infosys, we believe that the employees' emotions in these and many more moments during their professional journey at a company define employee experience.

At Infosys, we are steadfastly committed to creating a world-class employee experience that enables employees to engage more meaningfully and productively. We truly believe that an exceptional experience for employees inspires them to deliver an outstanding client experience. We are constantly researching the sentiments of our diversified workforce, proactively identifying touchpoints that creates negative or neutral memories, reimagining employee experience using a combination of process busting and automation. Here is the story of our employees experience transformation through technology.

Employee experience – a paradigm shift

For the longest time, employee experience was a byproduct of processes and systems designed with compliance and control in mind. Experience often fell short of employee expectations. With the changing composition of the workforce, the nature of work, advances in technology, and the advent of e-commerce grade user experience (UX) in personal lives, we realized that to create an engaged, agile, collaborative workforce that is distributed across the globe, we have to consider employee experience as a key design criteria in all our people-related practices and processes.
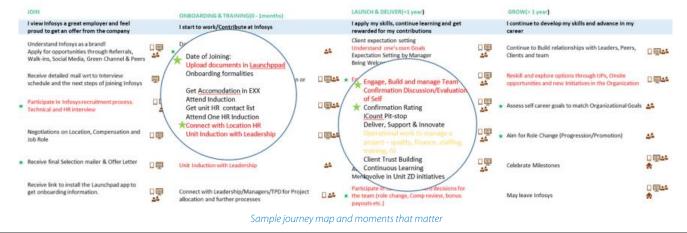
This realization led to a few significant changes. First, it led to a shift in how we created and reviewed our processes and systems. We started by capturing employee needs and expectations. Second, we included employee experience as part of our employer brand promise to ensure we stay committed to it. And third, we embarked on an ambitious implementation plan to bring to life employees' expectations and our brand promise for our employees.

Placing employees at the center of all action

To understand our employees better, we began with classifying and modeling them into various personas. We grouped them by geographies and then by categories, such as new hires, trainees, tenured employees, employees at client locations, managers, etc. We realized early that each persona would have a different expectation at each touchpoint and event in the organization.

To understand the current employee experience, we held a series of workshops with each employee segment. We divided their journey into a series of interactions and identified key touchpoints or moments that matter. We analyzed the good and bad memories and emotions associated with these moments that matter. Infosys is one of the early adopters in drawing out the journey map, identifying moments that matter, and redefining employee experience.

Sample journey map and moments that matter

At the end of this mammoth exercise, we had a series of touchpoints and corresponding good or bad emotions. We also captured how good memories can be further reinforced and bad memories neutralized.

> At Infosys, reimagining employee expereince involves being aware of every step of every employee's journey and crafting solutions for their moments that matter.

In our research with different employee segments, we found that the common factors underpinning emotions around the moments that matter were:

- **Culture imprint** that is empathetic, collaborative, and inclusive is appreciated by employees.

- **Display of trust** by the company and its processes makes employees feel valued.

- **Agility is critical for** employees as they want to spend less time on non-core processes. Simple, fast, integrated processes and self-service platforms that can free up their time are the cornerstones of a great everyday experience.

- **Flexibility** to operate from anywhere anytime adds convenience and establishes trust with employees.

- **Recommendations,** insights, and nudges that aid decision-making or enable problem-solving skills are appreciated by employees.

These findings set the stage for redefining our brand promise on experience to our employees.

Making employee experience an integral part of our employee value proposition

Employee experience needs to be calibrated against the company's strategic positioning as an employer. We developed and articulated our employee value proposition (EVP) with a vision to achieve synergy between what we wish to be differentiated for and our employees' expectations from the company.

Inspiring you to build what's next

Driving higher purpose and engagement

Making sure your career never stands still

Enabling employee to chart their own career path

Navigating further, together

Driving world class exprience and culture

The key elements of our employee value proposition

A key element of our EVP was creating a world-class employee experience by reimagining our workplace. This helped us to stay on the course and allowed a series of interventions. In our employee experience transformation journey, here are a few examples of the unique shifts we have embarked on leveraging technology.
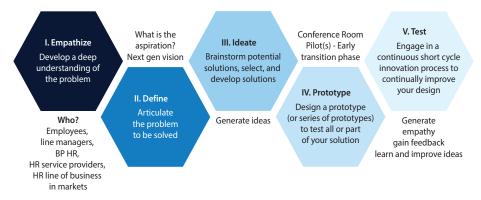
Improving employee experience through digitization

Transformation of employee experience at scale while retaining individual connect, in a company with over 240,000 employees spread across 46 countries, is only possible through technology. The seamless digital experience that we have become accustomed to in our personal lives has created an expectation for a similar work experience. If we want our employees to develop a digital future for our clients, they need to experience the same in their work lives. Hence, the digitization of HR processes and practices became a critical lever to create a great workplace experience.

We sought to achieve the following through digitization:

1. Simplified processes, eliminating unnecessary approval steps and leading straight through processing.

2. Mobile-first, self-service platform that will bring all HR services to our employees' fingertips anytime, anywhere. This requires the platform and services to be intuitive and contextual, aiding networking and collaboration.

3. Extreme automation of backend, administrative activities that could free up HR personnel to concentrate on enhancing employee experience and forming strategic partnerships with business.

Our approach to digitize and recreate experiences for different 'moments that matter' followed the below model

In 2019, we embarked on our Live Enterprise journey using technology solutions that help enterprises accelerate their digital innovation journey and reimagine experiences for employees, reimagine business processes, and reimagine the ecosystem. We endeavored to create an organization that could feel, sense, and respond like any living organism. The fundamental principles of this new technology-led transformation were:
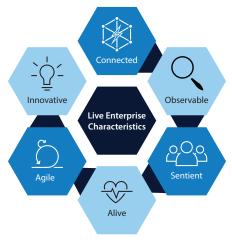
- Retain and build on existing systems investments.

- Hyper-focus on enhancing employee experience, and measuring it using experience index.

- Optimize and standardize processes.

- Adopt platform-based transformation approach.

The Human Resources (HR) team of Infosys also applied Live Enterprise technologies to meet its digitization needs.

Launchpad for the paperless onboarding experience

They say the first impression is the last. We thus started at the beginning of an employee's journey at Infosys and recreated the experience to have brand ambassadors for life.

Launchpad is one of the first app-based self-service platforms created for new joiners. The platform is designed to connect and engage with candidates between the time they receive offer of employment and till they join the company. This mobile-based app provides a guided flow that helps employees accept their offer, initiate their onboarding process, and complete all the necessary

Characteristics of Live Enterprise

documentation and data updates before their date of joining.

Prior to Infosys Launchpad, onboarding was a paper-intensive process in the company, requiring employees to bring in multiple documents on the date of joining with multiple wet signatures and often involving long waiting hours for physical document verification and submission. Obviously, Day 1 was a blur of operational activities.

We eliminated the need for physical documents, allowed soft copies and digital acceptances. This set the stage for a digital onboarding experience. The Launchpad app made the first day enriching by allowing meaningful engagement with leaders and Business Partner HR. With all operational processes taken care of prior to joining, employees were engaged in a more meaningful and immersive experience with managers, teams, and HR from Day 1.

> *Launchpad app made uploading the documents so easy. Team contacted immedicatley when I requested call back for my query regarding rejection of docuemnts. This entire process is impressive*

> *Extremely smooth and easy. The launchpad app is perfectly compatiable to record the documents even through mobile app and that's what makes the overall experience convenient and really easy. It was an amazing and really smooth onboarding experience*

Launchpad played a crucial role in onboarding our new hires, particularly in 2020, during the COVID-19 pandemic.

InfyMe app for accessing Infosys on the fingertips

Infosys Intranet-based ecosystem, called Sparsh, is one of the most comprehensive in the industry. With the focus on enabling a better experience and anywhere, anytime access to company's policies and processes, we successfully transitioned a plethora of browser-based applications to a single mobile-based app, called InfyMe, which allows employees to search and access any service or information on-the-go.
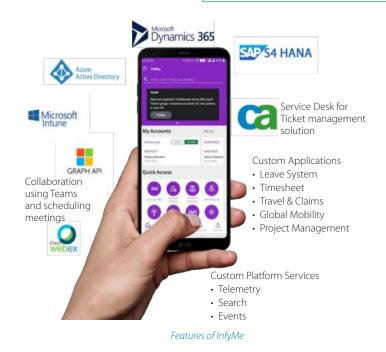
InfyMe made the world of Infosys accessible for all employees at their fingertips, especially as they worked remotely and increasingly relied on mobile phones. InfyMe is a self-service platform for our employees worldwide to conduct all transactions and access company processes and information anywhere, anytime.

Enriching the employee experience on multiple fronts, InfyMe provides services for leaves, travel requests, claim reimbursements, timesheets, and so on. It also offers chatbot for faster query resolution on policies, and processes, allows goal setting and performance evaluation, take employee satisfaction surveys and many more. With its many integrations, it enables seamless workflow and data integrity.

> InfyMe brings the world of Infosys at the fingertips of our employees.

> *InfyMe app has made life so easy. Everything is avaialable on the run, no need to login to the laptop and wait for lan connectivity. Checking daily attendance records, leave tracking, salary slips, apply work from home, perfronal info, finances, tech support and what not.*

> *This app is awesome! Half of the Infy site is in our pockets now. No need to power on the laptop or every small thing. Great work by Infy.*

Microsoft Dynamics 365

Azure Active Directory

Microsoft Intune

GRAPH API

Collaboration using Teams and scheduling meetings

Cisco webex

SAP S4 HANA

ca
Service Desk for Ticket management solution

Custom Applications
- Leave System
- Timesheet
- Travel & Claims
- Global Mobility
- Project Management

Custom Platform Services
- Telemetry
- Search
- Events

Features of InfyMe
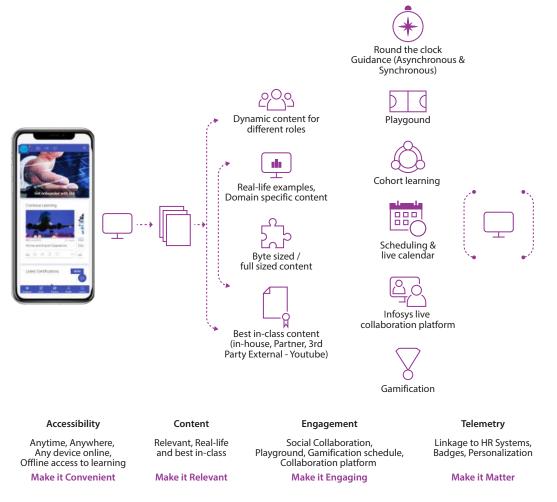
Always-on learning

Training at the Infosys Global Education Center at Mysuru is an experience in learning, dreaming, doing, and being. Inaugurated in 2005 to train and mentor professionals from all over the world, today it is the largest corporate training facility in the world. It is home to our hallmark Foundation Program for graduates, our internship programs for students, and to the Infosys Leadership Institute that prepares C-suite leaders from within the organization to take charge. Therefore, it was only natural that when we started on our digitization journey, we wanted to create an equally rich and extravagant digital learning ecosystem that would make learning and sharing knowledge among our employees easy.

Lex, a learning transformation platform, has been created to take care of our global employees' learning needs internally.

Lex currently has 1,000+ courses, accessed by an average of 15,000 employees per day. The platform's recommendation engine suggests the appropriate learning path and content to employees based on their interests, skills, and job profile. On Lex, managers can create their learning path and goals while also sharing with their teams. It has enabled employees to become mentors and upload their learning modules.

Today, Lex is our primary tool for employee engagement and competency development, and it is convenient, fun, and rewarding.

Round the clock
Guidance (Asynchronous &
Synchronous)

Dynamic content for
different roles

Playgound

Cohort learning

Real-life examples,
Domain specific content

Scheduling &
live calendar

Byte sized /
full sized content

Infosys live
collaboration platform

Best in-class content
(in-house, Partner, 3rd
Party External - Youtube)

Gamification

Accessibility	Content	Engagement	Telemetry
Anytime, Anywhere, Any device online, Offline access to learning	Relevant, Real-life and best in-class	Social Collaboration, Playground, Gamification schedule, Collaboration platform	Linkage to HR Systems, Badges, Personalization
Make it Convenient	**Make it Relevant**	**Make it Engaging**	**Make it Matter**

Key features of Lex

> *Lex is a very good platform for learning where you will find 'n' number of topics. It helped me to understand on various topics and complete courses on the same for which I was rewarded through Compass for completing a particular learning path. And the best thing is that I can access it through app which makes learning unrestricted so that I can learn anytime and anywhere*

> *Lex is my biggest companion for refreshing my knowledge and to reskill myself. The way the contents are designed makes it very interesting and interactive to learn, especially with all the examples and quizzes. That being said, Lex is playing a vital role in getting abreast to the technology post to my maternity break. Happy learning!*

Navigating a career

Digitization at Infosys is helping all our employees navigate their careers. We have several interventions that provide uniform opportunities for our people.

Compass serves as a one-stop digital platform for all career-related needs of our employees. It is also a key lever for reskilling. The platform empowers our workforce to keep pace with the latest digital skills, build their expertise, and explore relevant career opportunities through an internal marketplace.

We are making the career journey exciting by enabling employees to select an aspired role and the platform suggesting learning paths to achieve that particular role's desired competency. Compass then nudges employees to take action on their careers. To provide a seamless experience, Compass is on InfyMe and hence, easily accessible to our entire workforce.

In line with our company strategy to scale digital, we have also created a framework that helps quantify and track an employee's digital readiness. Digital Quotient (DQ) is a single, simple metric representing our people's digital readiness. It takes a data-driven approach to view where our employees stand in their digital journey based on the skills they possess, their expertise in those skills, their digital exposure in adjacent skill areas, and their expertise in working on actual digital projects. The framework uses gamified approach to encourage our employees to traverse the digital skill continuum where they increase their score by learning new digital skills, building skill depth and breadth, venturing into adjacent digital areas, applying the skills to deliver high-quality digital solutions, and creating a disproportionate value for the organization and the industry.

We are making the adoption of this framework easy and exciting for our employees by making the DQ score easily available on InfyMe. Employees can find personalized recommendations to improve their DQ and grow into a well-rounded professional specializing in multiple areas.

1.
Exploring Alternate Careers

2.
Internal Marketplace

3.
Building Skill Profile

4.
Networking and Mentoring Platform

Features enabled in Compass

Accessing Compass on InfyMe

Frameworks and platforms for better teamwork and experience

The soul of Infosys resides in its employees and teams. Employee experience is shaped by team interactions and manager connect sessions that drive employee engagement and motivate people to do their job well and follow their commitment to the organization.

In the new normal, we have re-examined ways to engage with our virtual teams, create a shared vision and purpose, build psychological safety and trust, and focus on individual development. We strongly believe that managers have a significant influence on their teams and, therefore, we have equipped them with a playbook to manage engagement with their virtual teams. We have formalized our engagement with the five Cs engagement model. We expect managers to connect with teams in a formal and an informal set up, share project vision, conduct frequent check-ins on progress, and understand career aspirations. Managers are expected to drive collaboration through knowledge sharing sessions, encouraging participation in ideathon, hackathon, and be a coach. Teams are expected to celebrate team and individual successes, milestones, value champions, and appreciate each other for good deeds. Managers are expected to build strong personal relationships, create a mutual trust culture, and be more considerate and empathetic. Finally, managers are expected to drive inclusive and diverse thinking, encourage a healthy work lifestyle and drive the company values of CLIFE (client value, leadership by example, integrity and transparency, fairness, and excellence).
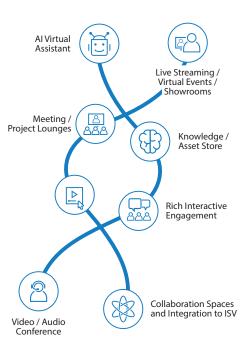
To drive more collaboration, we have invested in multiple collaboration tools and engagement platforms.

Infosys Meridian enables a remote-first, hyper-productive anywhere workplace that helps enhance workforce productivity and deepen stakeholder engagement. With its event management platform and the ability to allow breakout sessions, it is a platform for all employee engagement events and is becoming a part of our engagement DNA.

Employee engagement model

To ensure that the connect between managers and teams happen in a structured manner and all actions are easily captured and then insights are drawn from them, we also have the iEngage platform. It helps plan engagement events, keeps track of the minutes and actions, nudges actors to close actions and provides an update to all. iEngage connects the dots across meetings and bubbles up the most expressed concerns and sentiments. iEngage is one of the latest tools on InfyMe that drives vertical engagement between employees and business leaders.

Features of Infosys Meridian

Intelligent services for better experience

In our effort to deliver a better employee experience, we are incorporating artificial intelligence (AI), machine learning, and natural language processing as core elements of our digital transformation strategy. AI-powered bots personalize the HR service offerings across various employee life cycle processes and different employee personas. These bots maintain regular, proactive contact with each employee throughout the year to detect any issues that need escalation or remind employees to take specific actions.

We are making rapid advances in this area and expect our bots to have document comprehension abilities to read large tomes of HR policies and respond intelligently to employees.

Reminds employees of pending actions and nudges them to complete them on time - complete evaluation of their team, approving a travel request etc.

Responds to employee queries. They are part of InfyMe, Lex and answers process specific queries

We are also investing heavily in people analytics to transform the employee experience.

Imagine a manager trying to approve leave and getting information on the leave schedule of other team members for the same period to see leave conflicts. Or imagine a manager trying to recommend a promotion for an employee and getting deep insight on top performers in the team based on parameters like client

"Our focus is to use analytics at two key levels. First, to ensure that the right set of analytics is at the fingertips of managers and HR as they make decisions in the flow of work. Second is to ensure that key strategic and policy decisions are facilitated by analytics and well thought out scenario modelling. And to enable these, we need to ensure that all our data and analytics are connected and seamless."

- Krish Shankar
Executive Vice President and Head, Human Resources, Infosys

appreciation, external event participation, internal gigs performed, and so on. We have many such embedded analytics built into our performance management and bonus recommendation systems. We are now working to embed data analytics at all points to not only enable better decision-making, but also to create a delightful experience.

Using a shared services model to drive digitization and employee experience

At Infosys, we have sustained our focus on process busting and digitization through the HR Shared Services function. Over the years, the function has become robust and today manages most of the operations from hire to retire. Managing processes centrally ensures a uniform employee experience. It ensures that changes in processes and automation are applied uniformly across the organization. It further frees up the rest of the HR to design new policies and practices for employees.

The outcome

The journey that we have embarked upon in 2016-2017 has started showing great results.

Employee satisfaction is at 85 percent on the experience index.

The satisfaction score of new joiners on Launchpad is consistently above 95 percent.

The digital journey we had embarked on has helped us sustain a great employee experience even during the pandemic.

All our applications and platforms were widely used and helped connect people and support their productivity during the pandemic.

The high client satisfaction score this year is a manifestation of the employee experience and engagement we are creating internally.

Apart from these internal metrics, we have also been recognized in external forums for enhancing employee experience.

2020

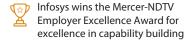- Infosys ranks 5th in the HfS Top 10 Employee Experience Services

- Infosys wins ATD Excellence in Practice Awards for its Compass, Skill Up-Step Up programs
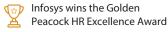
2019

- Infosys Lex wins Gold Medal in Brandon Hall Excellence award in the category Best Advance in Learning Management Technology

- Infosys wins ATD Excellence in Practice Awards for enabling performance through iCount

2018

- Infosys wins the Mercer-NDTV Employer Excellence Award for excellence in capability building

2017

- Infosys wins the Golden Peacock HR Excellence Award

- Infosys wins SHRM India HR Excellence Award for the Excellence in Leveraging HR Technology category

> *Infosys is breakng the mold for IT services firms delivering highly effective employee experience capabilities in this work-from-anywhere economy. Its Live Enterprise platform and data-rich Experience Configurator are examples of knowledge solutions that are empowering enterprises to unleash their human potential.*

Phil Fersht
CEO and Chief Analyst, HFS Research

> *Enabling operationally resilient organizations*

Mukesh Dialani
IDC

Big bets for the next normal

As we get ready for a new world of work beyond the pandemic, with the possibility of hybrid remote working, we foresee shifts in the workforce that will affect the employee experience:

- New types of employees will enter the workforce, including part-timers, gig workers, and location-agnostic talent.
- The need for seamless experience working from office and home will increase.
- More virtual collaboration spaces that mimic the physical world will emerge.
- Greater need to embed culture imprints in all digital touchpoints will be required.

To account for the above changes, we are fine-tuning our digitization plan in the following ways:

- Creating a collaboration workspace for our hybrid remote workforce that will recreate the physical world in terms of employees working together, celebrating and learning together.
- Digitizing health and wellness initiative and integrating with wellness partners.
- Using more intelligent automation tools to enhance productivity in terms of distributed project management, coworking, whiteboarding, testing, etc.
- Revisiting our performance management process to make it more aligned to the new ways of working and engaging.

As we stride ahead into the future that is still unfolding, we are preparing for it by building a resilient, engaged workforce and is always learning. We are curating experiences that amplify individual potential and inspire our people to deliver at the highest level and have an enjoyable experience in the process.

For more information, contact askus@infosys.com

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