Employee Engagement Survey
Infosys -

Agenda

- **Context and Survey Objectives**
- **Our Approach**
- **Survey Design**
- **Survey Participation**
- **Key Findings**
- **Survey Analysis**
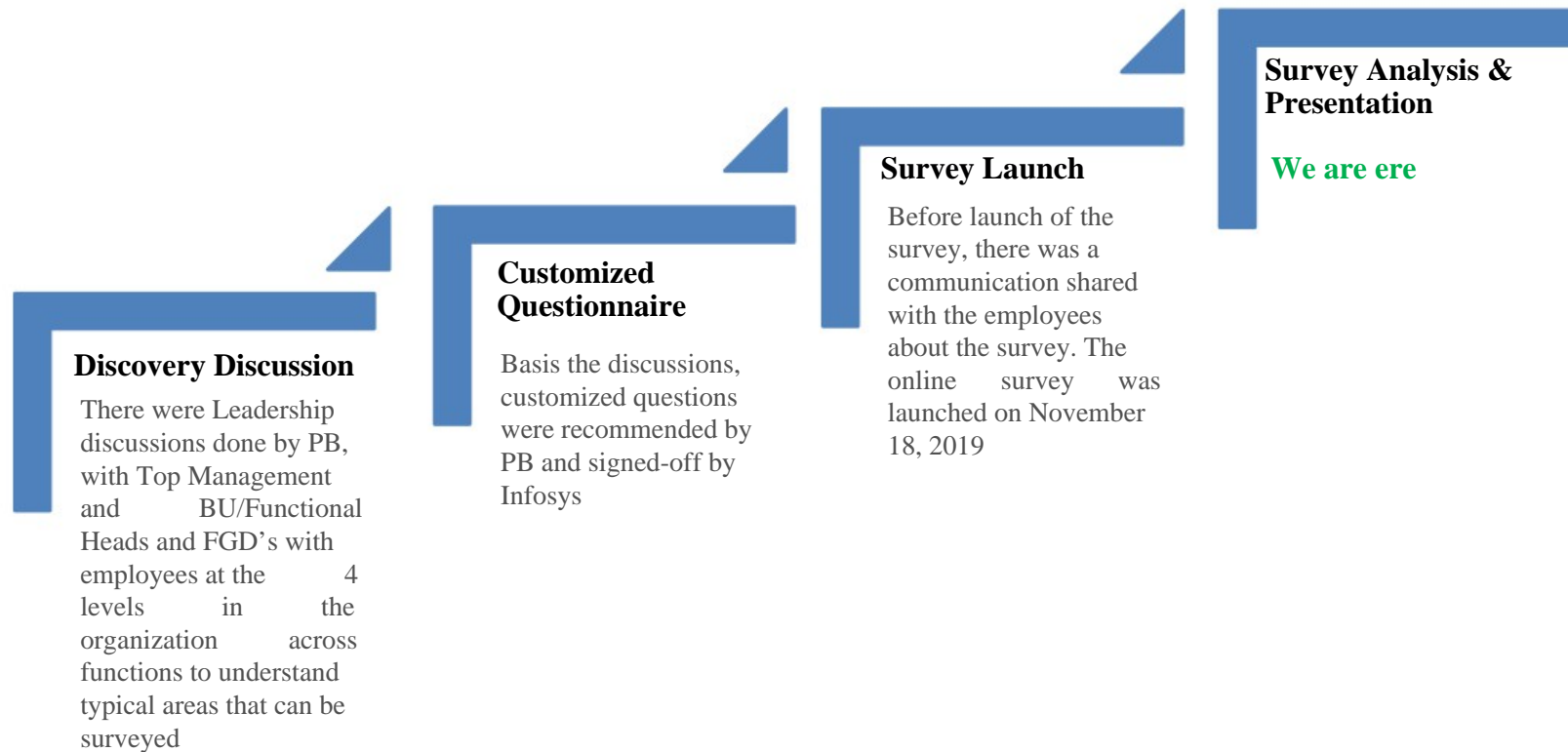- **Recommendations & Next Steps**
- **Appendix**

Survey Objective

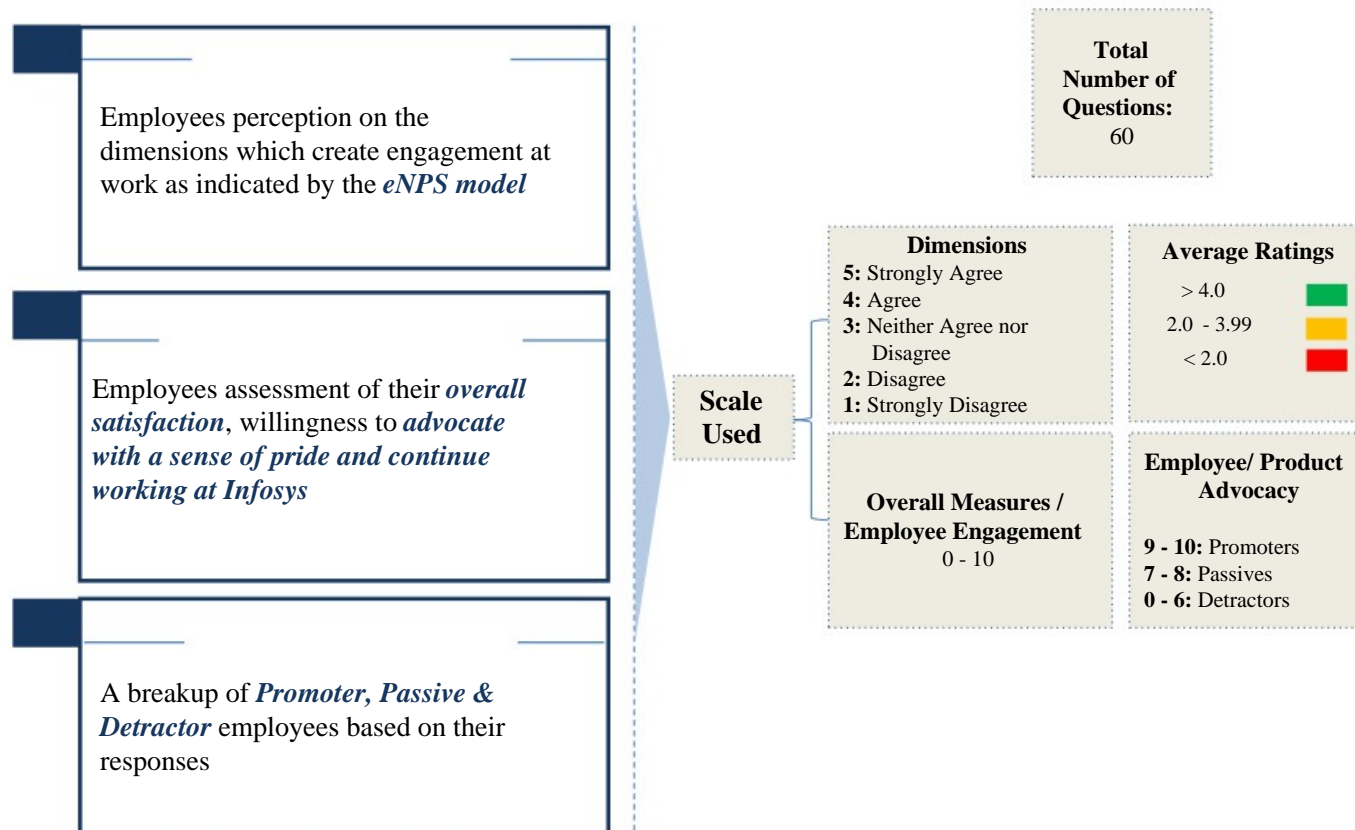The Infosys has engaged People Business to conduct an employee engagement survey

The model for engagement measurement comprises **NPS and eNPS with Overall Factors of Pride-Loyalty-Advocacy-Satisfaction** and 14   distinct aspects of **workplace realities** (Workplace Dimensions) that has been measured through an online administered survey

Based on the feedback collected from the survey, set of actions will be taken by the organization to further improve **Employee Engagement** at the workplace.

Approach taken for Eurofins Advinus Employee Engagement Survey 2021

Survey Analysis & Presentation

We are ere

Survey Launch

Before launch of the survey, there was a communication shared with the employees about the survey. The online survey was launched on November 18, 2019

Customized Questionnaire

Basis the discussions, customized questions were recommended by PB and signed-off by Infosys

Discovery Discussion

There were Leadership discussions done by PB, with Top Management and BU/Functional Heads and FGD's with employees at the 4 levels in the organization across functions to understand typical areas that can be surveyed

Survey Instrument Design & Scale

Employees perception on the dimensions which create engagement at work as indicated by the *eNPS model*

Employees assessment of their *overall satisfaction*, willingness to *advocate with a sense of pride and continue working at Infosys*

A breakup of *Promoter, Passive & Detractor* employees based on their responses

Total Number of Questions: 60

Scale Used

Dimensions
5: Strongly Agree
4: Agree
3: Neither Agree nor Disagree
2: Disagree
1: Strongly Disagree

Average Ratings
> 4.0
2.0 - 3.99
< 2.0

Overall Measures / Employee Engagement
0 - 10

Employee/ Product Advocacy

9 - 10: Promoters
7 - 8: Passives
0 - 6: Detractors

Survey Design: NPS and eNPS

Net Product Advocacy Score (NPS) is a '*employee as a customer*' measurement taken from employees, asking them, how likely are they to recommend the organization's product or service to others on a scale of 0-10.

eNPS stands for employee Net Promoter Score and is a way for organizations to measure employee loyalty. It measures the likelihood of whether an employee would be willing to recommend the organization as a place to work.

How likely would you be to recommend Infosys 's products / offerings and services to a friend or relative?

NPS

How likely would you recommend your organization as a place to work to a friend or relative?

eNPS

A good NPS score is 10 to 50, while the range is from -100 to 100

Survey Design: Pride-Loyalty-Advocacy-Satisfaction

- Out of the 60 questions, the following questions measure - **Pride, Loyalty, Advocacy** and **Satisfaction** for employees. These questions pertain to aspects of employee experience, which are important to drive engagement at Infosys .

I feel proud to be a part of Infosys	**I would recommend Infosys to my family and friends, for work**
Two years from now, I see myself continuing to work for Infosys	**I am extremely satisfied with Infosys as a place to work**

Survey Design: Manager Effectiveness Index

- Out of the 60 questions, the following questions define the **Manager Effectiveness Index**. These questions pertain to aspects of manager experience, which are important to drive engagement at Infosys .

Manager here are open to my ideas / opinions	My manager sets clear expectations and goals with me.
My managers responds to my concerns and. suggestions.	My manager provides adequate and timely feedback for improving my performance
My manager encourages collaboration and team work	My manager helps me to build my skills

Survey Design: Workplace Dimensions

Workplace Dimensions	

| Details	
Culture	Leadership
Customer Focus	Team Work
Manager Effectiveness	Trust
Performance Management	Learning and Growth
Support	HR Policies and Processes
Communication	Compensation

Qualitative Questions	

Questions
One thing you would want to change about your organization
One HR policy change that you want, what would that be

Infosys Survey Participation

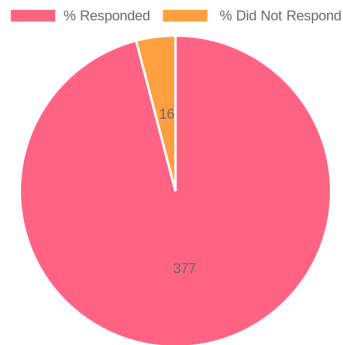# Survey Participation of Infosys - Overall

Infosys Overall Participation
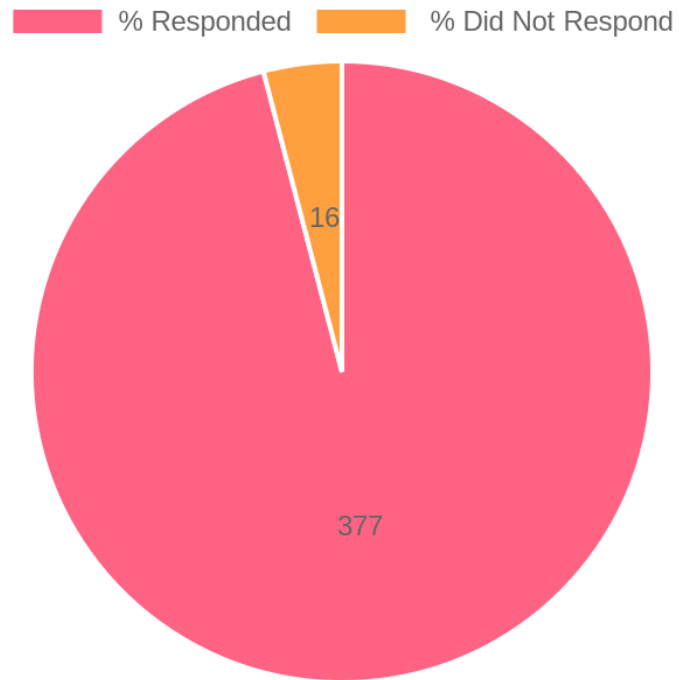
	Target Sample Size	Survey Response	Response Rate
Infosys Overall	393	377	95.93%

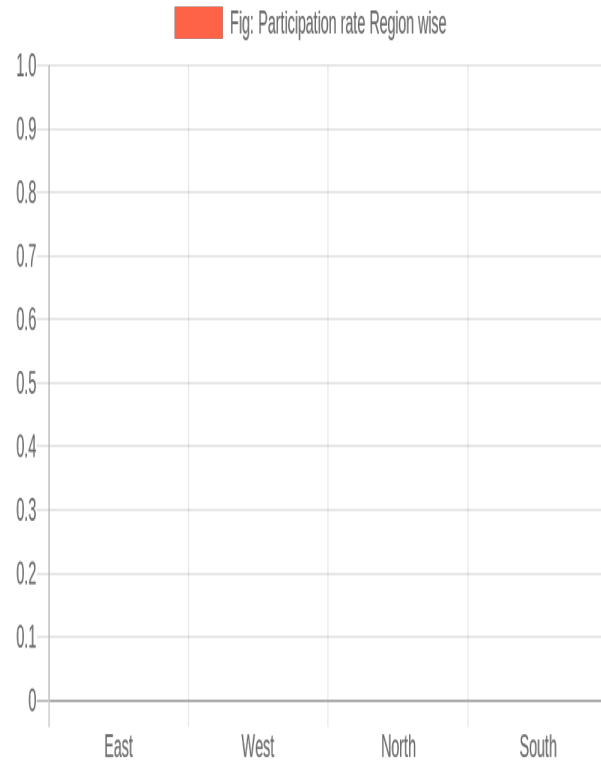# Survey Participation of Infosys

- Employee participation upbeat- more than 9 in 10 employees voicing their views, clearly showing confidence on the initiative
- This also reflects the Culture of Openness in the organization

Legend: % Responded, % Did Not Respond

	Target Sample Size	Survey Response	Response Rate
Infosys Overall	393	377	95.93%

Region	Survey Response	Target Sample Size	Response Rate
East	393	377	95.93%
West	393	377	95.93%
North	393	377	95.93%
South	393	377	95.93%

Survey Participation - Region

Fig: Participation rate Region wise

- We saw highest participation from the East, South region followed by North region

Survey Participation of Infosys

Fig: Participation rate for different Age Groups

	>=51 Years	41-50 Years	31-40 Years	<=30 years
Value	100	100	100	100

Fig: Participation rate for Gender

	M	F
Value	95.94	95.9
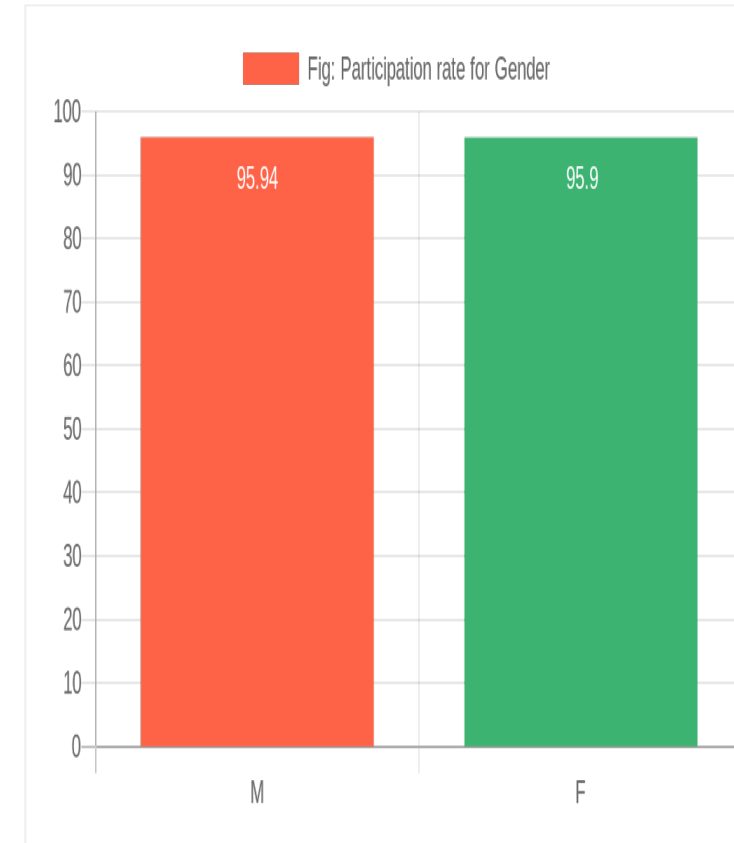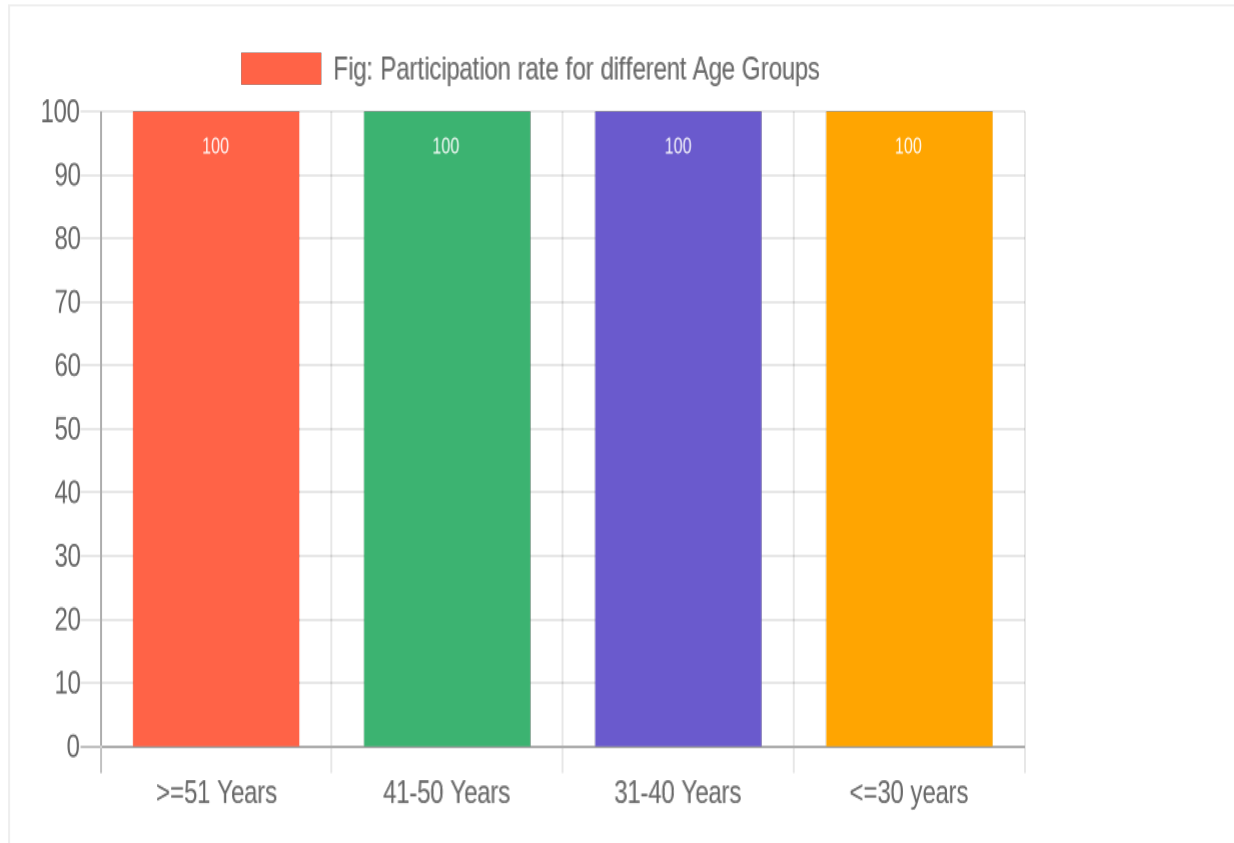
- Participation is approximately 100% across age groups except for senior employees in age group 56-60years
- More Female employees responded to the survey as compared to their male colleagues

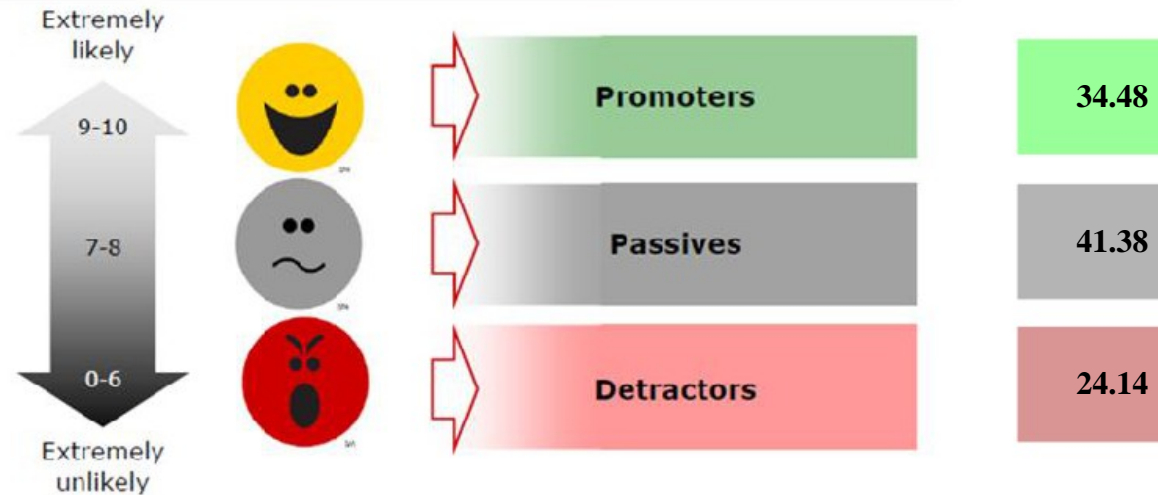Fig: Participation rate according to Tenure
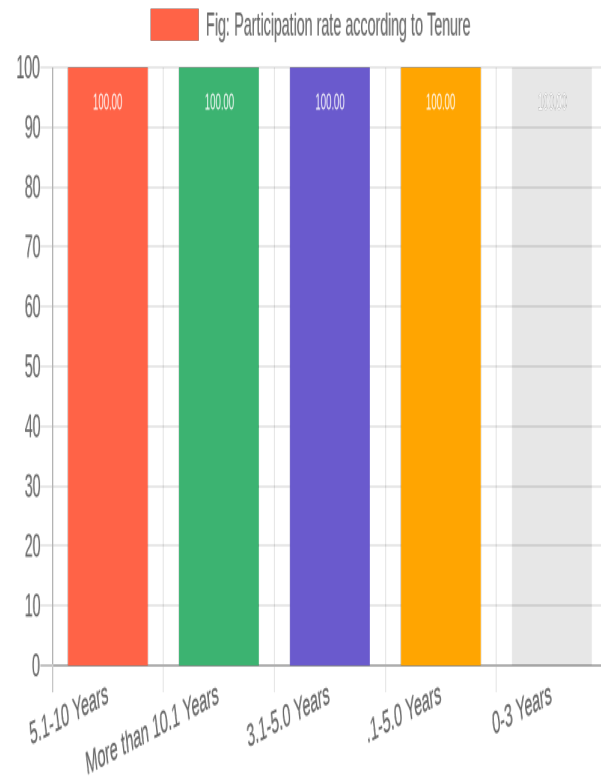
- Participation is 100% from employee who have been with the company for 7+ years

Infosys Product Advocacy Analysis

Reference Question: How likely would you be to recommend Eurofins Advinus as a great place to work to a friend or relative?

How likely would you be to recommend Eurofins Advinus as a great place to work to a friend or relative

How likely would you be to recommend Eurofins Advinus products / offering and services to a friend or relative?   % Recommended

	% Recommended
Promoters	34.48
Passives	41.38
Detractors	24.14

Net Promoter Score = % Promoters - % Detractors

Net Product Advocacy Score(NPS) = 10

Key Findings

Net Product Advocacy Score (NPS) is the degree of likelihood an employee would recommend company's products / offering **and services to a friend or relative**

NPS

+10

Infosys has a Positive NPS score on scale of (-100 -100). This shows the company has scope for improvement*

Passives indicates a disconnect and lack of product advocacy in employees about the company's products and services. It can be due to multiple factors

41%

+31

Employees with Tenure(5-7yrs)in the company are recommending products/ services of Infosys **the most**

Approximately 50% of the young employees in the age group of (26-40)yrs are passives indicate the disconnect and lack of product knowledge among the young employees.

50%
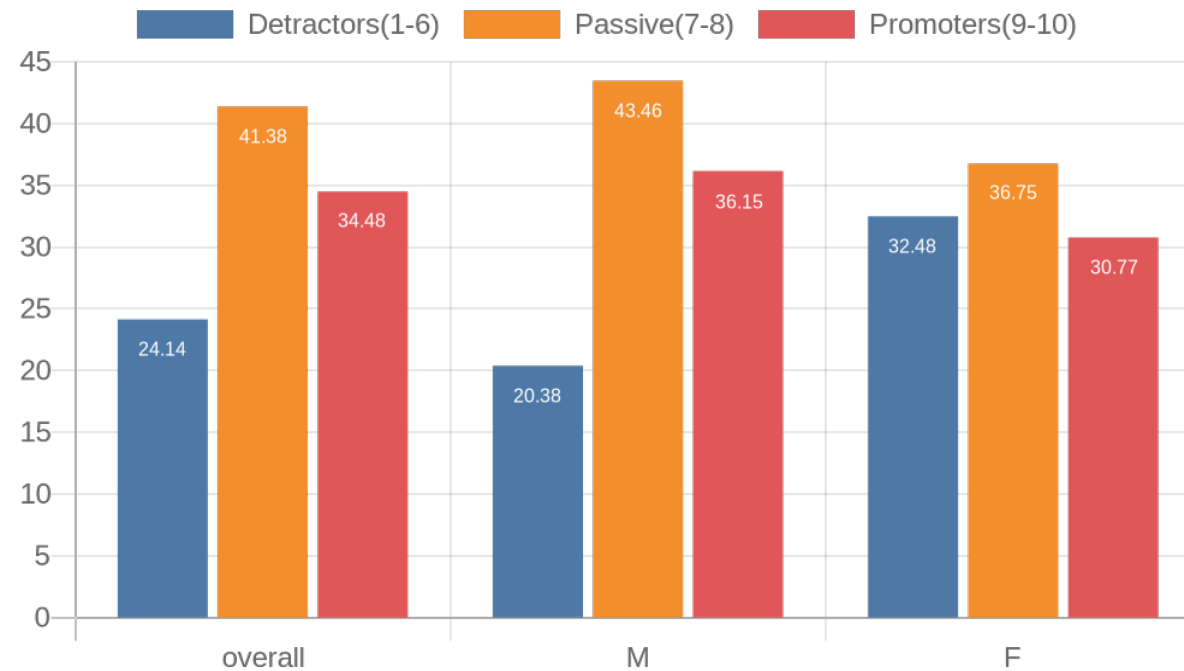
*NPS score higher than 30 would indicate that the company has far more engaged employees than disengaged ones on products and services

An NPS over 50 means your internal/external customers love you and your company is generating a lot of positive word-of-mouth from their referrals. The higher your NPS is, the more likely it is that your referrals will convert into new leads and more revenue for your company
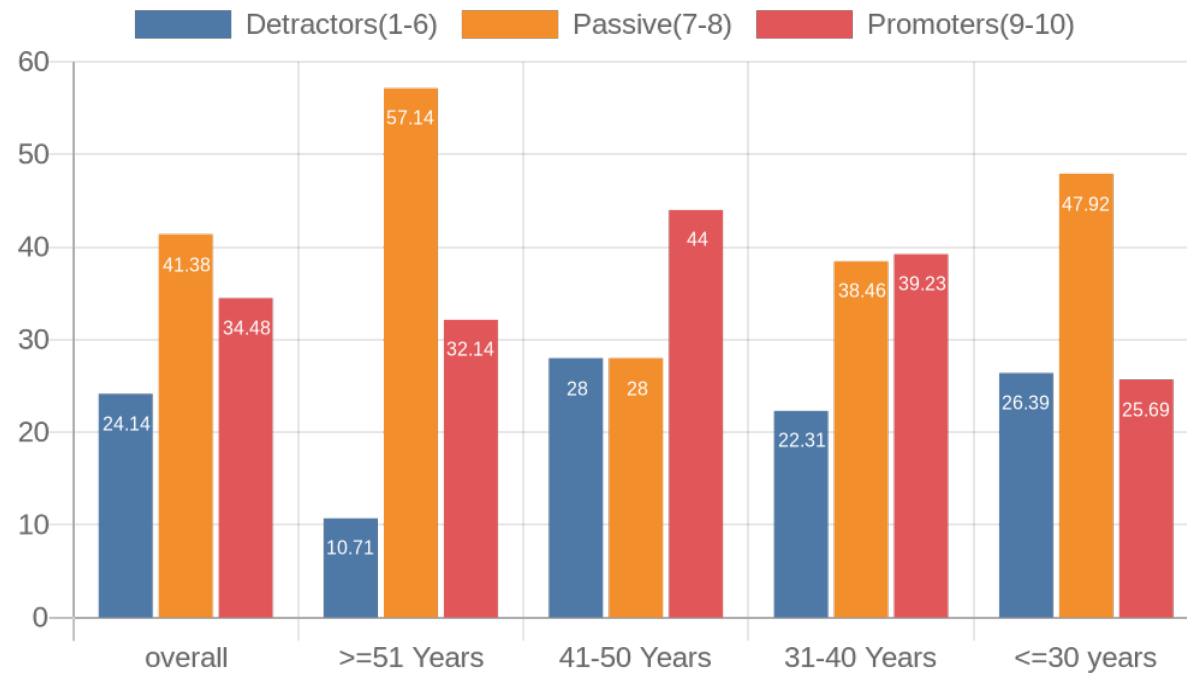
Employee Product Advocacy Scores - By Gender

	overall	M	F
Base	377	260	117
Scores	10.34	15.77	-1.71
Average Scores	5.17	7.89	-0.85

Key Highlights:
- Product Advocacy scores of male employees are higher than that of female employees.
- Approximately 60% of the female employees are passives

Employee Product Advocacy Scores - By Age

Legend: Detractors(1-6) | Passive(7-8) | Promoters(9-10)

	overall	>=51 Years	41-50 Years	31-40 Years	<=30 years
Base	377	28	75	130	144
Scores	10.34	21.43	16	16.92	-0.7
Average Scores	5.17	10.72	8.00	8.46	-0.35

Key Highlights:
- Percentage of passives in the age group 26-40 year old employees is the highest.

Employee Product Advocacy Scores - By Tenure

Legend: Detractors(1-6) | Passive(7-8) | Promoters(9-10)
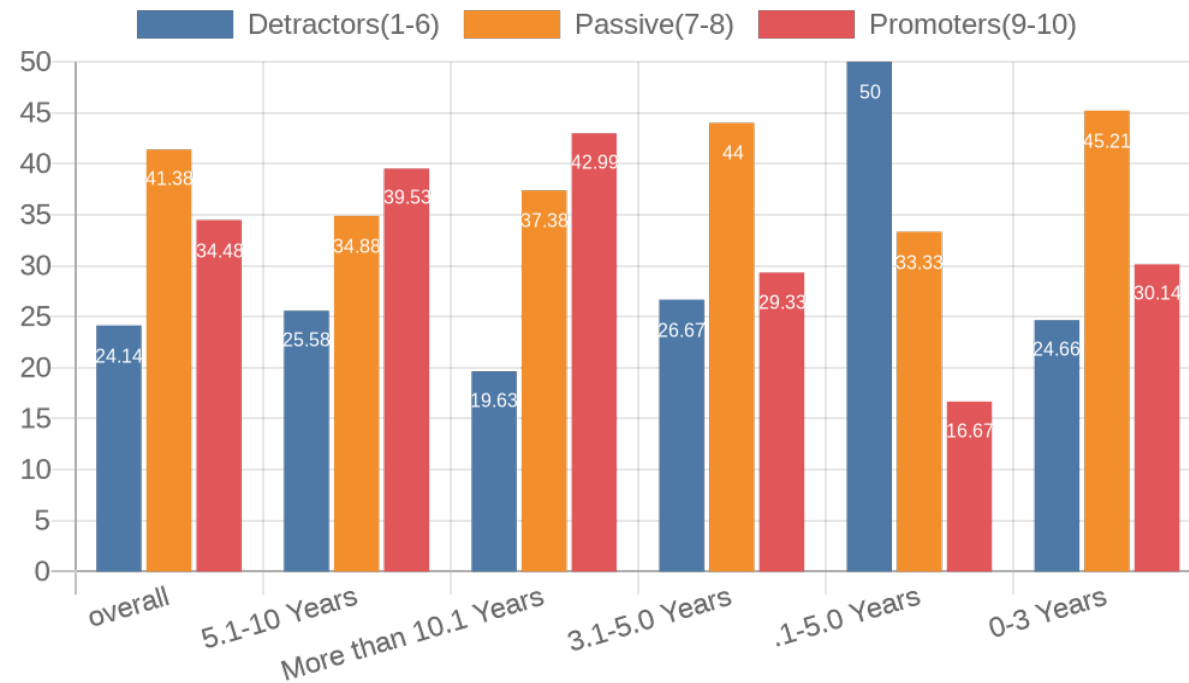
	overall	5.1-10 Years	More than 10.1 Years	3.1-5.0 Years	.1-5.0 Years	0-3 Years
Base	377	43	107	75	6	146
Scores	10.34	13.95	23.36	2.66	-33.33	5.48
Average Scores	5.17	6.98	11.68	1.33	-16.67	2.74

Key Highlights:
- Percentage of passives in the age group 26-40 year old employees is the highest.

Employee Product Advocacy Scores - By Grade

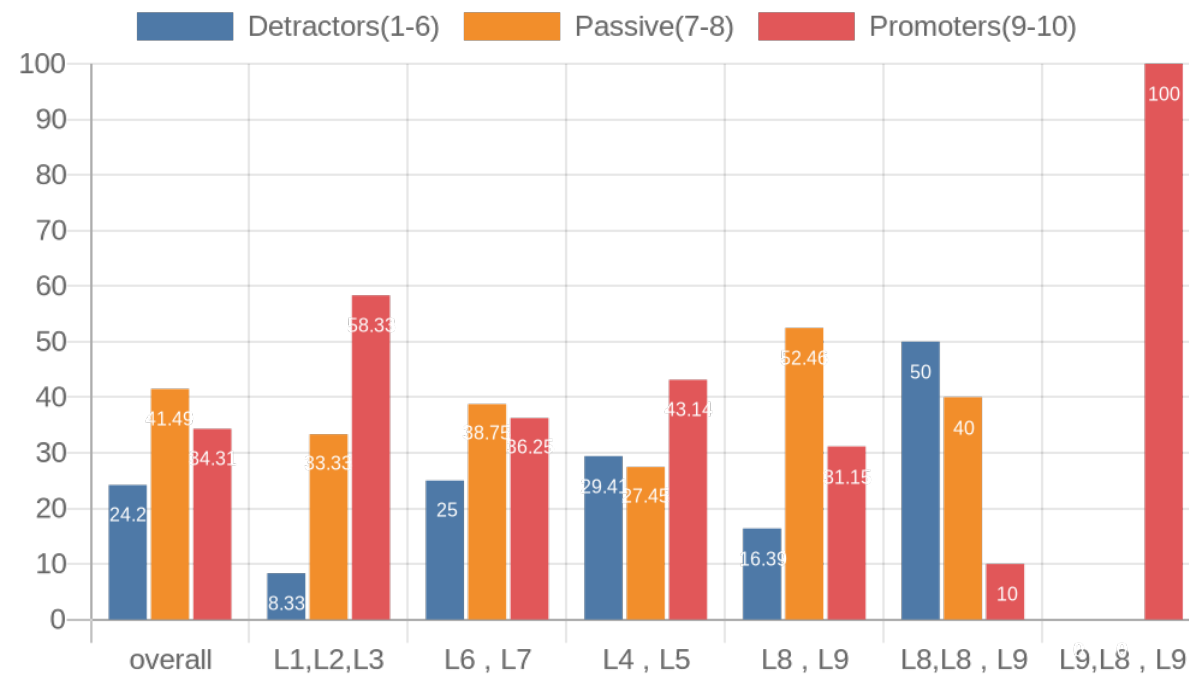

Legend: Detractors(1-6) | Passive(7-8) | Promoters(9-10)

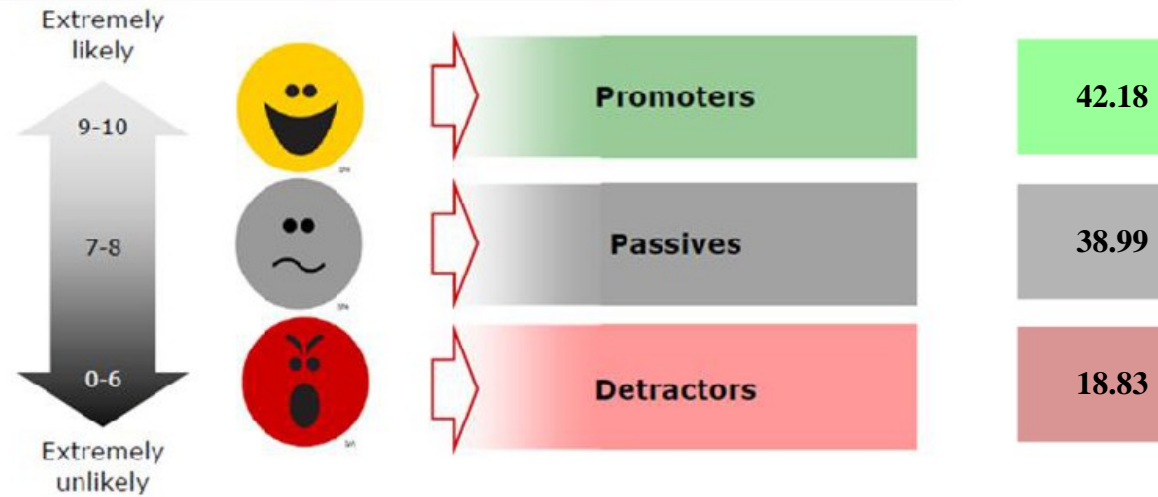|	overall	L1,L2,L3	L6 , L7	L4 , L5	L8 , L9	L8,L8 , L9	L9,L8 , L9
Base	376	12	160	51	122	30	1
Scores	10.11	50	11.25	13.73	14.76	-40	100
Average Scores	5.06	25.00	5.63	6.87	7.38	-20.00	50.00

Key Highlights:
- Percentage of passives in the age group 26-40 year old employees is the highest.

Infosys Product Advocacy Analysis

Reference Question: How likely would you be to recommend Eurofins Advinus offering and services?
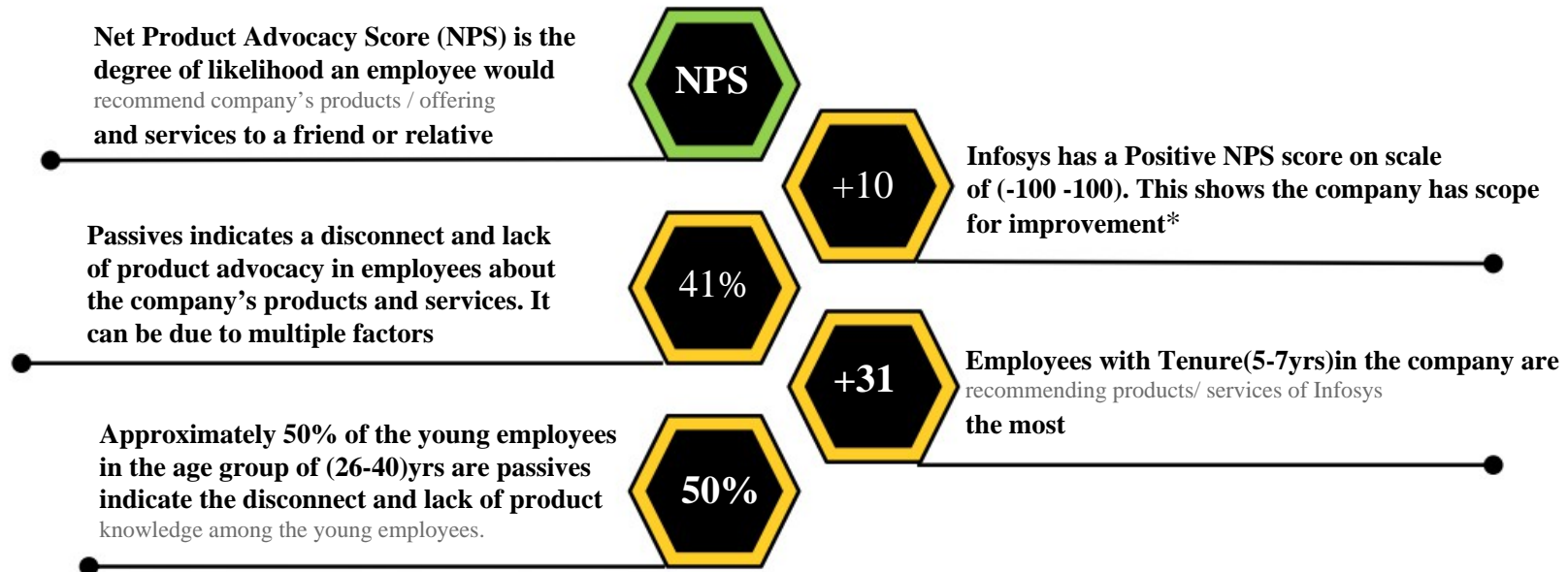
How likely would you be to recommend Eurofins Advinus offering and services products / offering and services to a friend or relative?

% Recommended

	% Recommended
Promoters (9-10)	42.18
Passives (7-8)	38.99
Detractors (0-6)	18.83

Net Promoter Score = % Promoters - % Detractors

Net Product Advocacy Score(NPS) = 10

Key Findings

Net Product Advocacy Score (NPS) is the degree of likelihood an employee would recommend company's products / offering **and services to a friend or relative**

NPS

+10

Infosys has a Positive NPS score on scale of (-100 -100). This shows the company has scope for improvement*

Passives indicates a disconnect and lack of product advocacy in employees about the company's products and services. It can be due to multiple factors

41%

+31

Employees with Tenure(5-7yrs)in the company are recommending products/ services of Infosys **the most**

Approximately 50% of the young employees in the age group of (26-40)yrs are passives indicate the disconnect and lack of product knowledge among the young employees.

50%
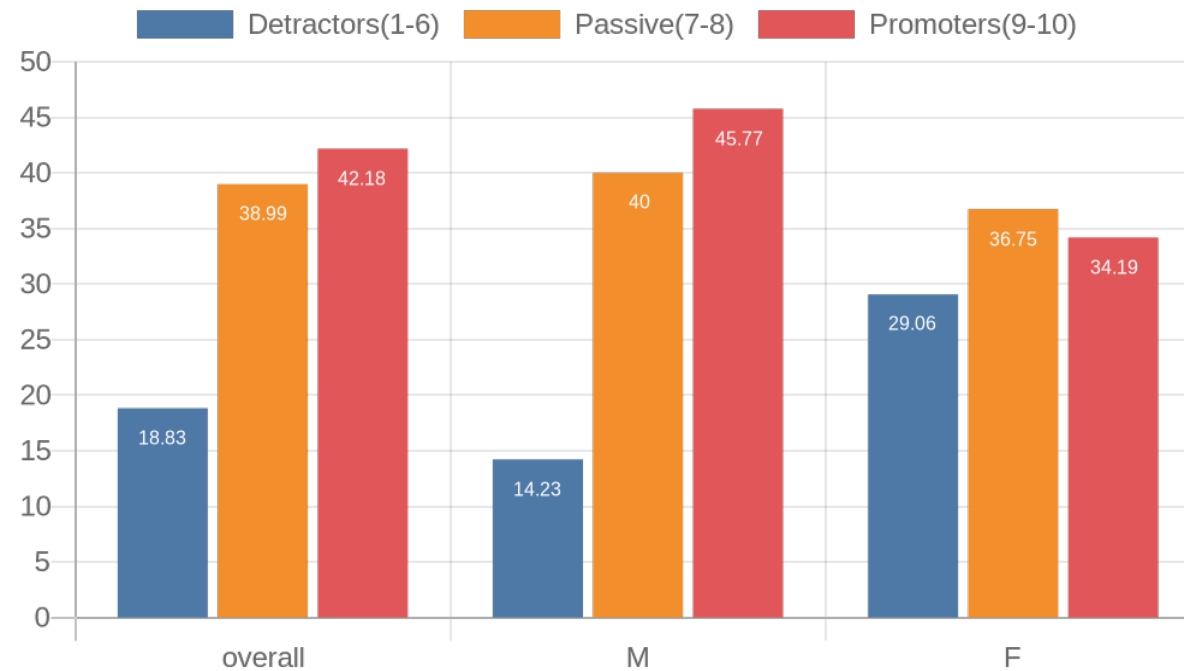
*NPS score higher than 30 would indicate that the company has far more engaged employees than disengaged ones on products and services

An NPS over 50 means your internal/external customers love you and your company is generating a lot of positive word-of-mouth from their referrals. The higher your NPS is, the more likely it is that your referrals will convert into new leads and more revenue for your company
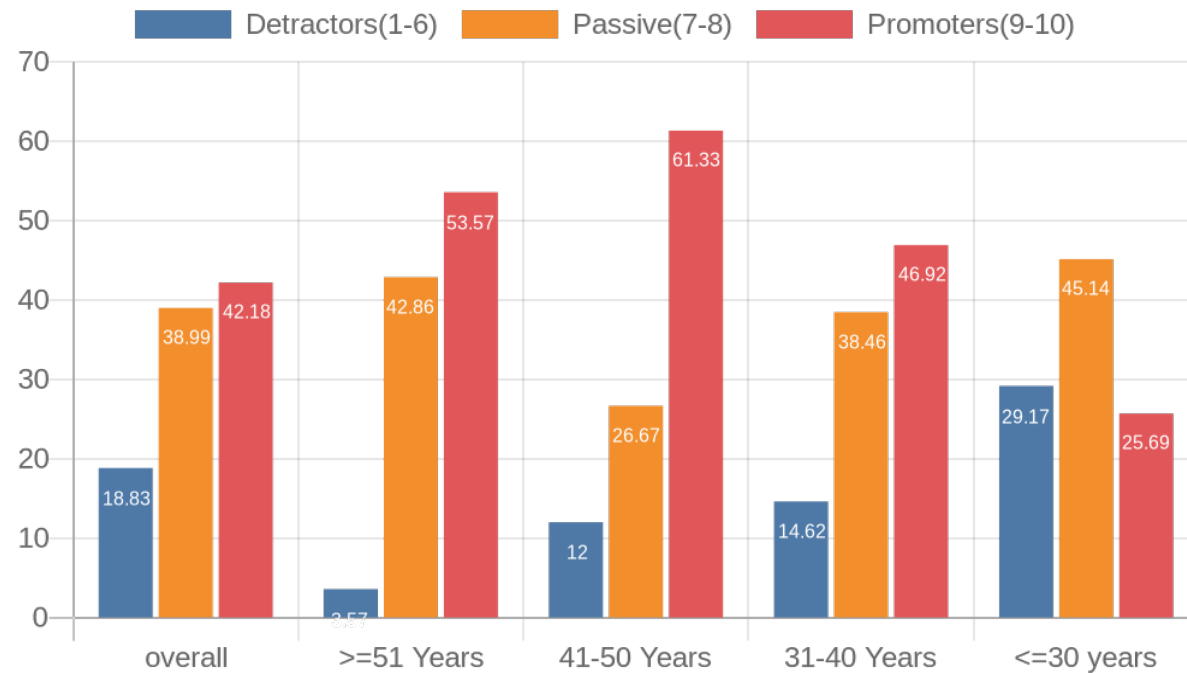
Employee Product Advocacy Scores - By Gender

Legend: Detractors(1-6) | Passive(7-8) | Promoters(9-10)

	overall	M	F
Detractors(1-6)	18.83	14.23	29.06
Passive(7-8)	38.99	40	36.75
Promoters(9-10)	42.18	45.77	34.19

Base	377	260	117
Scores	23.35	31.54	5.13
Average Scores	11.68	15.77	2.57

Key Highlights:
- Product Advocacy scores of male employees are higher than that of female employees.
- Approximately 60% of the female employees are passives
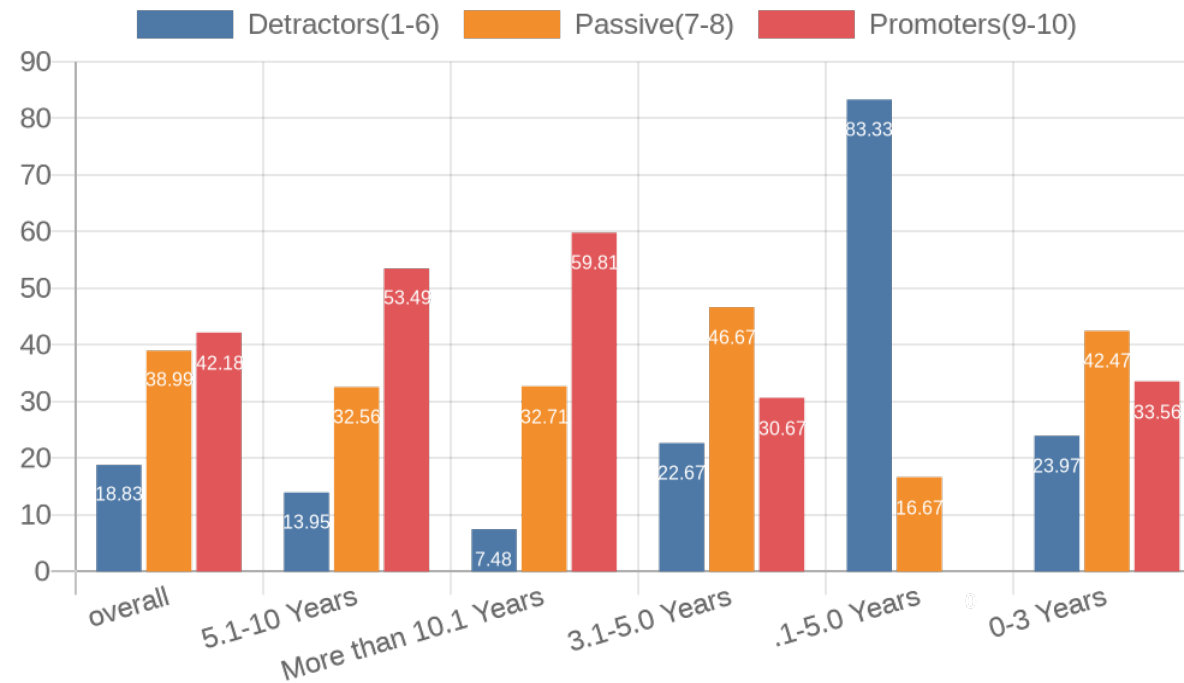
Employee Product Advocacy Scores - By Age

	overall	>=51 Years	41-50 Years	31-40 Years	<=30 years
Base	377	28	75	130	144
Scores	23.35	50	49.33	32.3	-3.48
Average Scores	11.68	25.00	24.67	16.15	-1.74

Key Highlights:
- Percentage of passives in the age group 26-40 year old employees is the highest.

Employee Product Advocacy Scores - By Tenure

Legend: Detractors(1-6) · Passive(7-8) · Promoters(9-10)

	overall	5.1-10 Years	More than 10.1 Years	3.1-5.0 Years	.1-5.0 Years	0-3 Years
Detractors(1-6)	18.83	13.95	7.48	22.67	83.33	23.97
Passive(7-8)	38.99	32.56	32.71	46.67	16.67	42.47
Promoters(9-10)	42.18	53.49	59.81	30.67		33.56

Base	377	43	107	75	6	146
Scores	23.35	39.54	52.33	8	-83.33	9.59
Average Scores	11.68	19.77	26.17	4.00	-41.67	4.80

Key Highlights:
- Percentage of passives in the age group 26-40 year old employees is the highest.
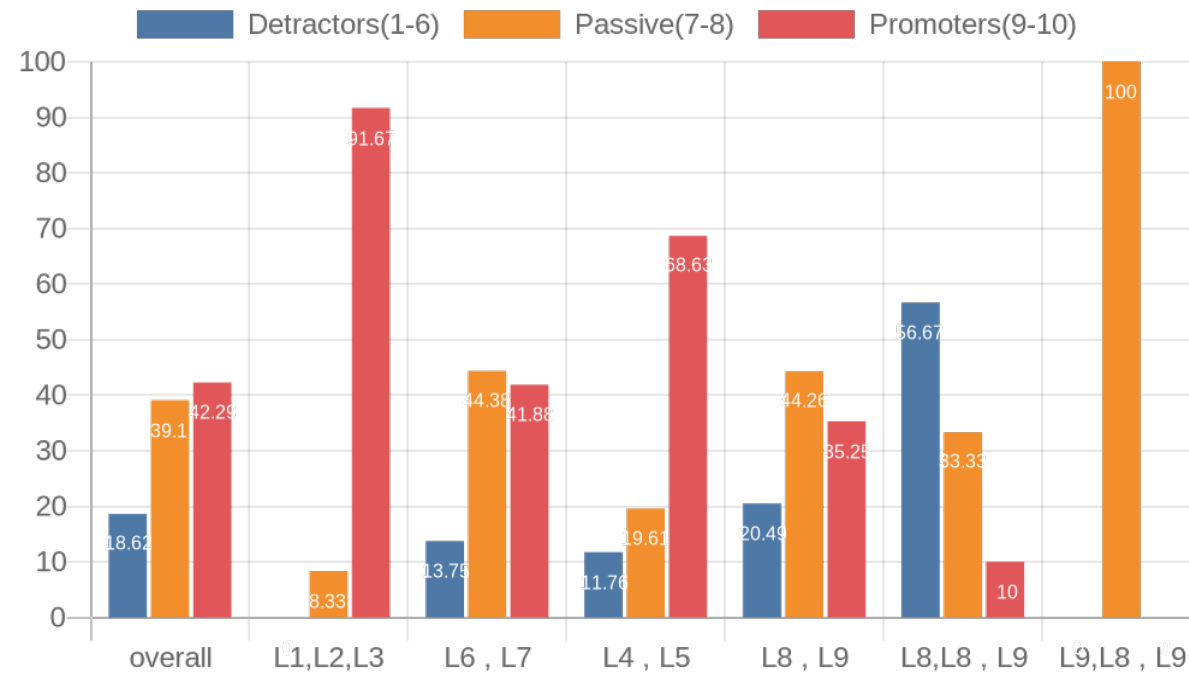
Employee Product Advocacy Scores - By Grade

Base	376	12	160	51	122	30	1
Scores	23.67	91.67	28.13	56.87	14.76	-46.67	0
Average Scores	11.84	45.84	14.07	28.44	7.38	-23.34	0.00

Key Highlights:
- Percentage of passives in the age group 26-40 year old employees is the highest.

Analysis of
Pride-Advocacy-Loyalty-Satisfaction

Key Insights

Pride

- 90% of employees are proud of working with the Company Name . This isorganization

Loyalty

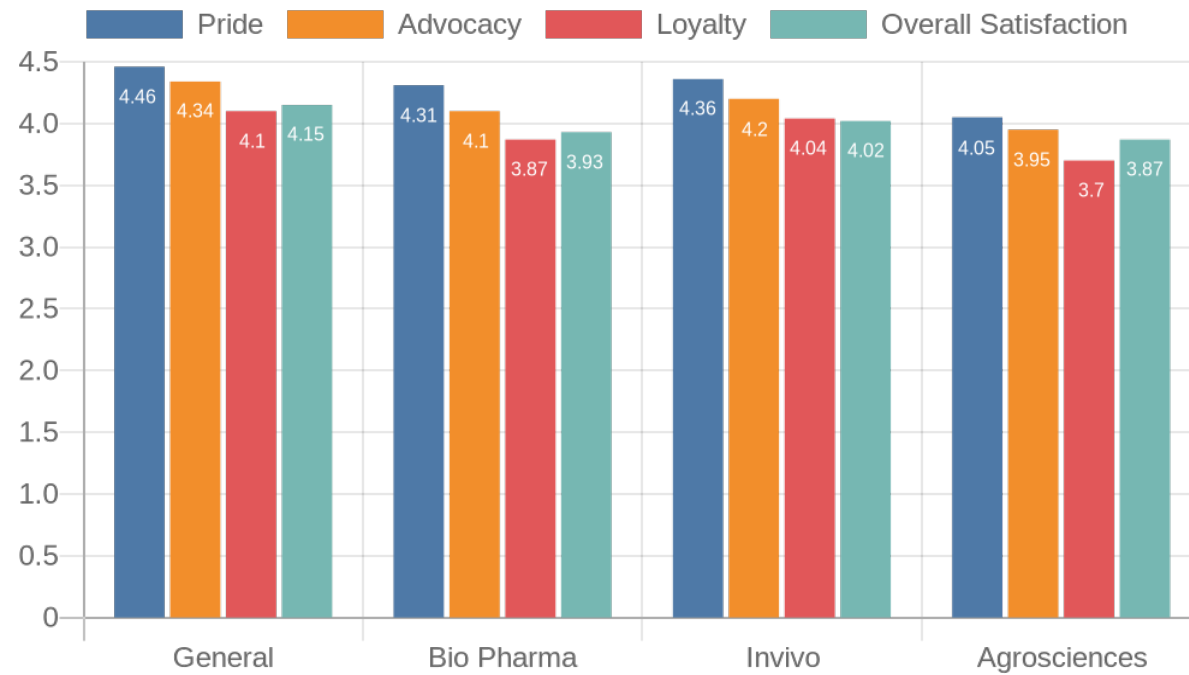- The sense of continuing in the organization for next 2 years is highest in

Advocacy

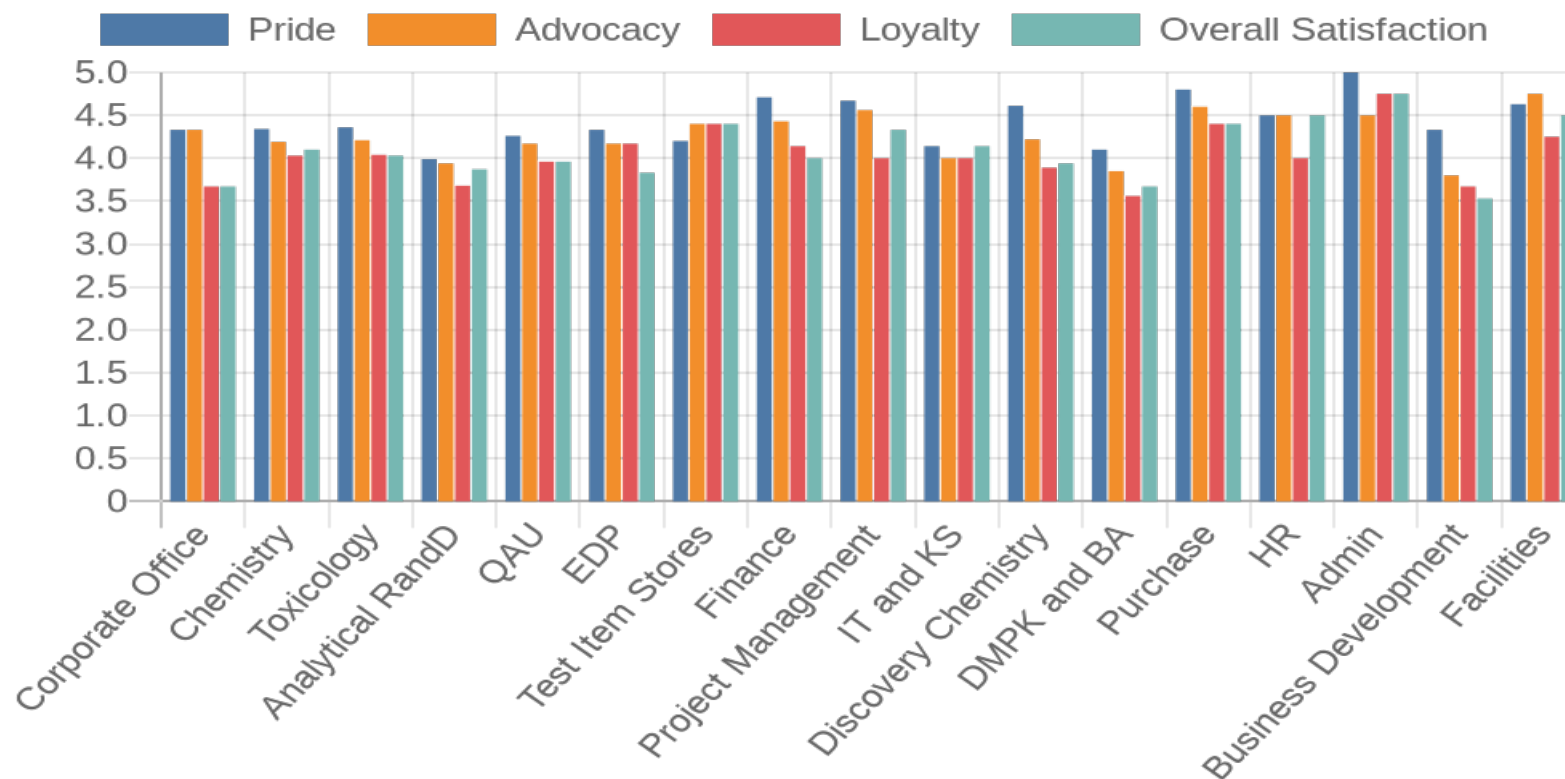- The sense of recommending the organization as a place of work, is highest

Satisfaction

- The

Overall Dimensions – Business Unit

Legend: Pride, Advocacy, Loyalty, Overall Satisfaction

Dimension	General	Bio Pharma	Invivo	Agrosciences
Pride	4.46	4.31	4.36	4.05
Advocacy	4.34	4.1	4.2	3.95
Loyalty	4.1	3.87	4.04	3.7
Overall Satisfaction	4.15	3.93	4.02	3.87

Base

Overall Dimensions – Department

Overall Dimensions – Grade

Legend: Pride | Advocacy | Loyalty | Overall Satisfaction

	Pride	Advocacy	Loyalty	Overall Satisfaction
L1,L2,L3	4.67	4.5	4.33	4.5
L6 and L7	4.29	4.11	3.89	3.9
L4 and L5	4.45	4.29	4.18	4.06
L8 and L9	4.33	4.22	4.01	4.13
L8,L8 and L9	3.77	3.53	3.13	3.4
L9,L8 and L9	4	4	4	4

Base

Overall Dimensions – Tenure

Overall Dimensions – Age

Legend: Pride | Advocacy | Loyalty | Overall Satisfaction

	>=51 Years	41-50 Years	31-40 Years	<=30 years
Pride	4.54	4.39	4.34	4.16
Advocacy	4.36	4.21	4.15	4.04
Loyalty	4.36	4.12	3.86	3.78
Overall Satisfaction	4.32	4.01	3.95	3.92
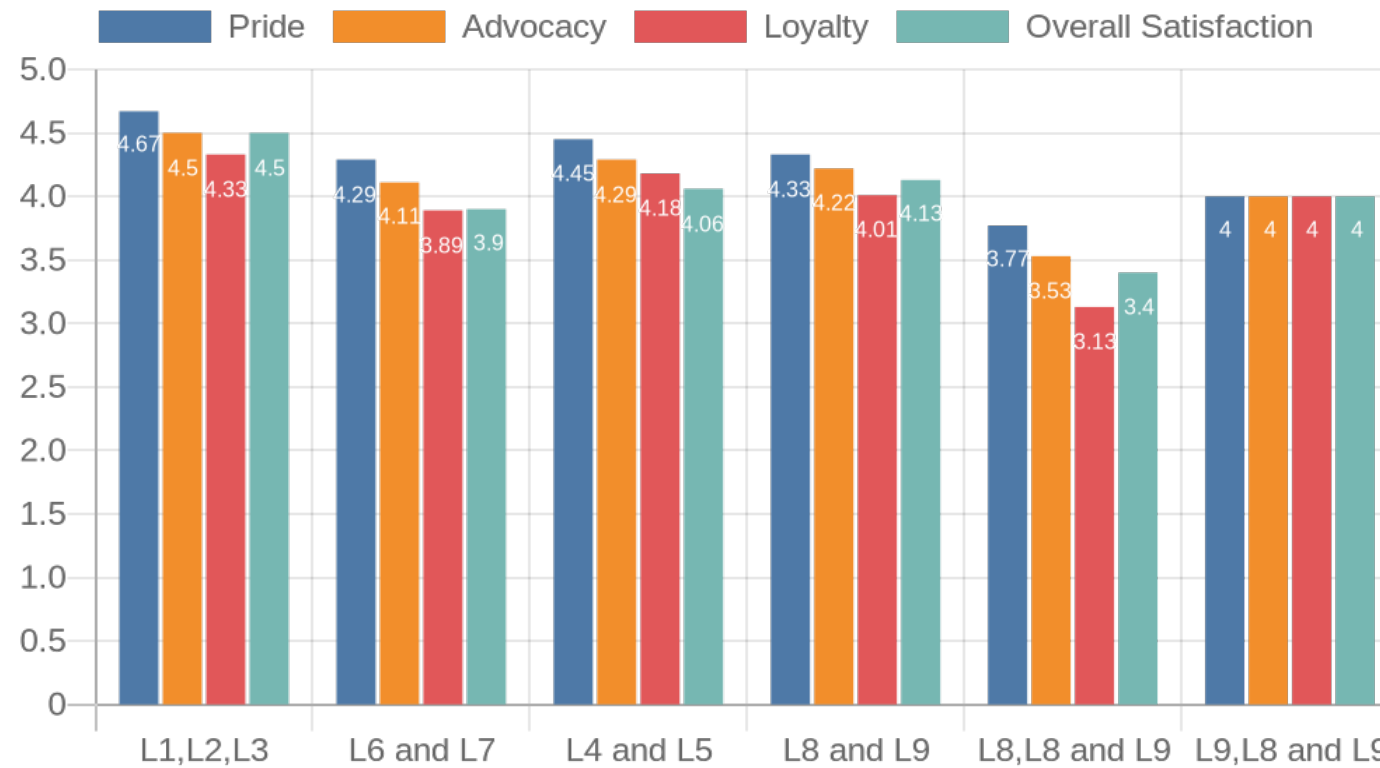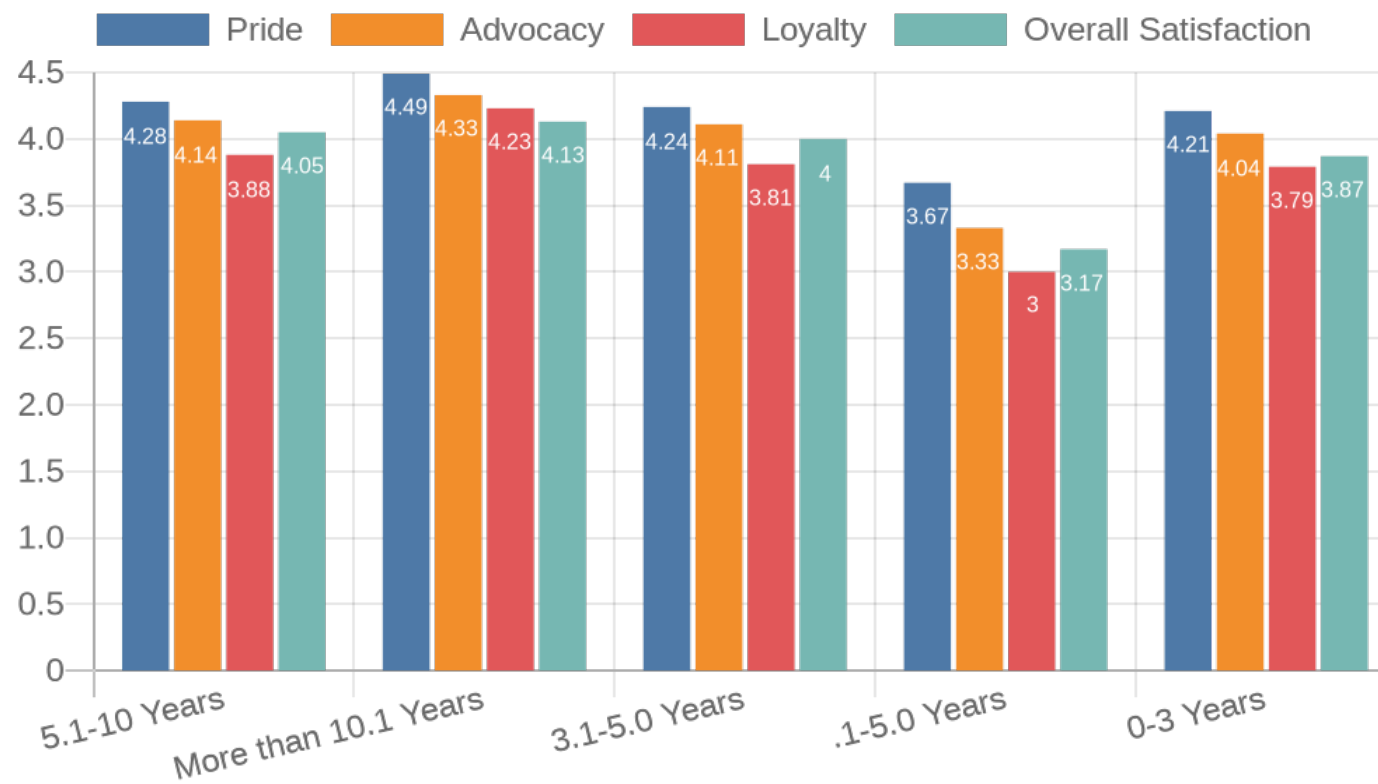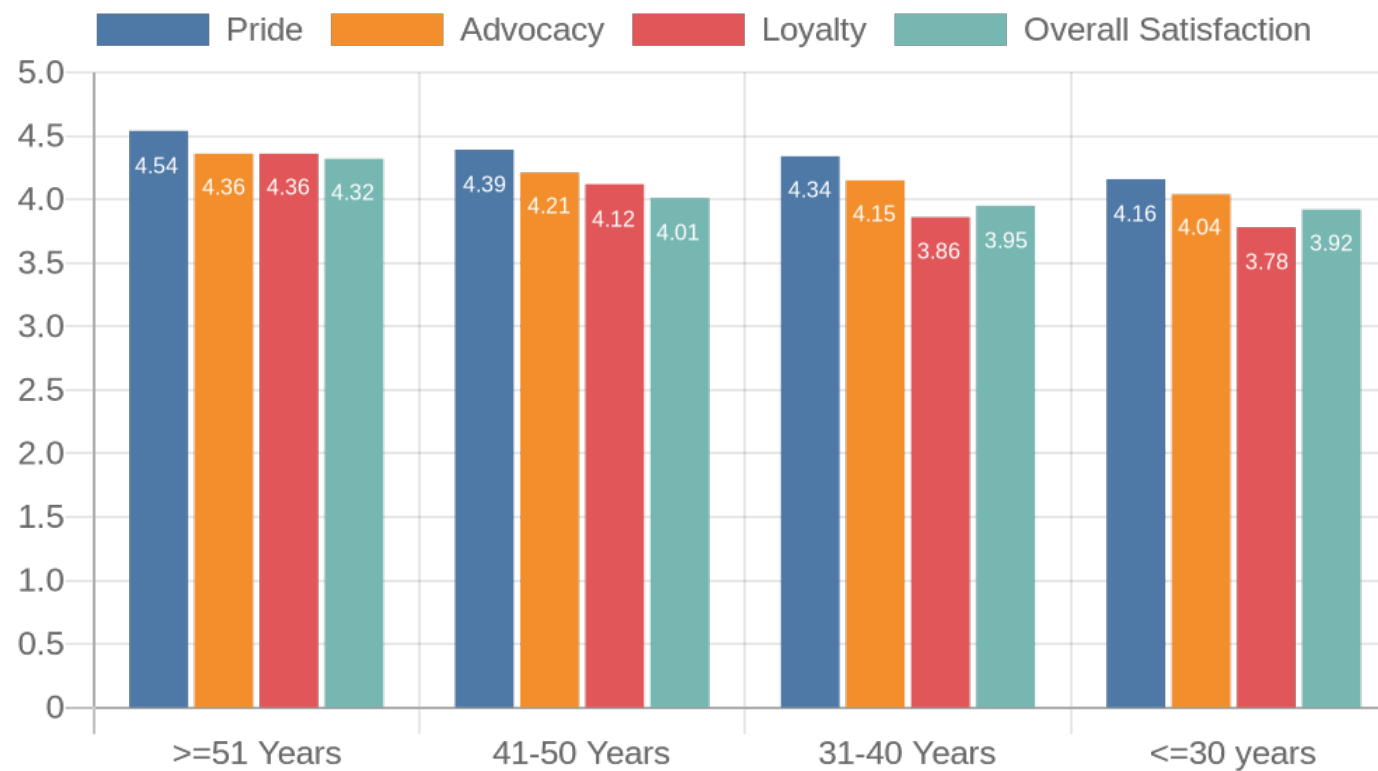
Base

Overall Dimensions – Age
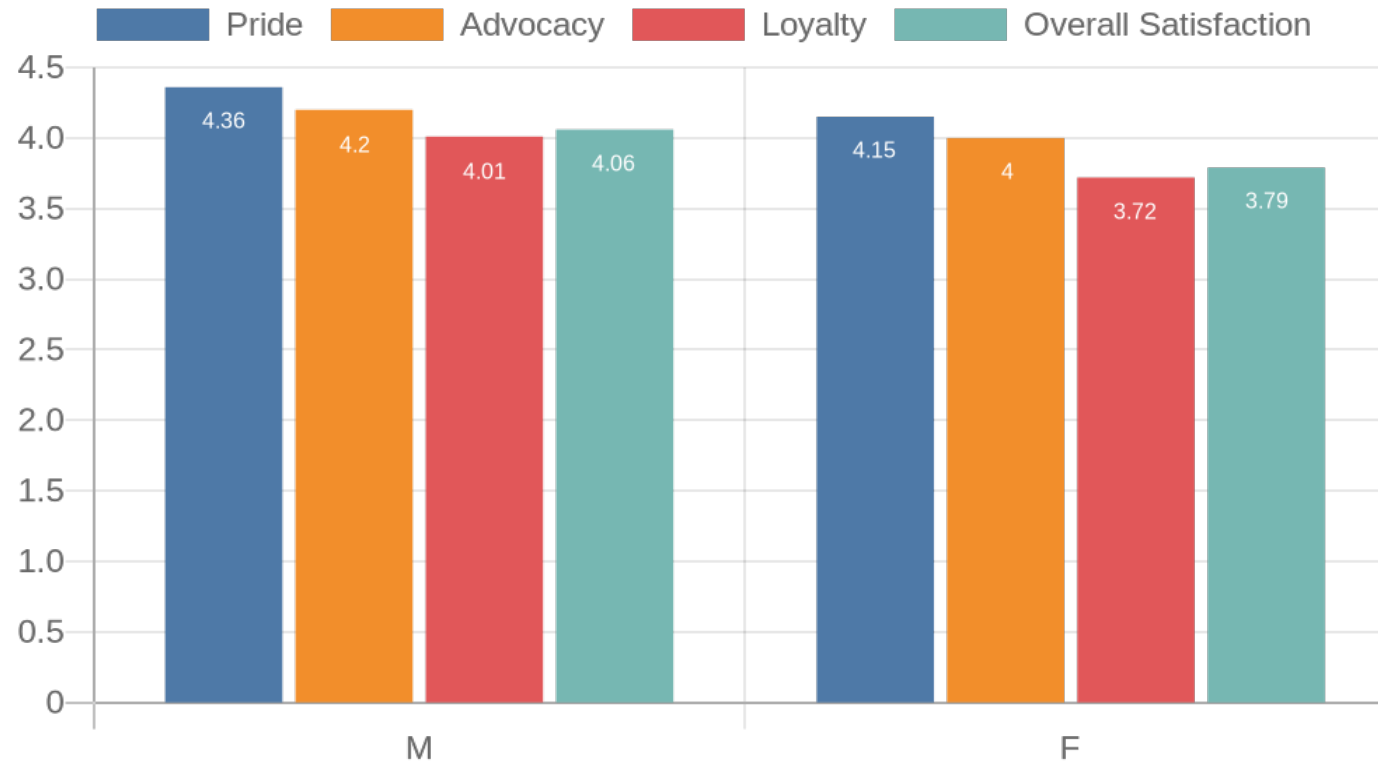
Top 5 and Bottom 5 Questions

Top 5 rated questions

Question	Dimension	Avg. Rating	(Rating 4/5) %	(Rating 2/3) %
I feel I am capable to handle my current job	*Learning and Growth*	**4.53**	**99%**	**0%**
I feel proud to be a part of Infosys	*Pride*	**4.31**	**90%**	**7%**
I am encouraged to take on additional responsibilities in my job to ensure the organization's goals are met	*Culture*	**4.07**	**90%**	**9%**
Two years from now, I see myself continuing to work for Infosys	*Loyalty*	**4.01**	**75%**	**22%**
I know what is expected of me when it comes to my roles and responsibilities	*Performance management*	**3.99**	**83%**	**13%**

Bottom 5 rated questions

Question	Dimension	Avg. Rating	(Rating 4/5) %	(Rating 2/3) %
There is transparency and fairness in promotions and career decisions at Infosys	*Trust/Employee Oriented*	**3.41**	**49%**	**43%**
The performance appraisal at Infosys is fair & transparent	*Performance management*	**3.38**	**53%**	**41%**
I believe that our HR policies and processes are employee oriented	*HR Policies & Processes*	**3.25**	**44%**	**48%**
In Infosys employees at the same level of hierarchy are assigned similar work load	*HR Policies & Processes*	**3.19**	**44%**	**48%**
The decision making process at Infosys is smooth with minimal levels of approval	*Culture*	**2.99**	**44%**	**38%**

Overall Dimension Questions – Q1 to Q6

Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q1) I feel proud to be a part of Eurofins Advinus	Pride	0.53	1.06	4.51	56.23	37.67	93.90	6.10	4.29
Q2) I will recommend Eurofins Advinus as a great place to work	Advocacy	0.80	1.59	9.55	59.42	28.65	88.06	11.94	4.14
Q3) Two years from now, I see myself continuing to work for Eurofins Advinus	Loyalty	1.33	2.65	22.28	50.40	23.34	73.74	26.26	3.92
Q4) I am extremely satisfied with Eurofins Advinus as a place to work	Overall Satisfaction	0.53	3.98	13.53	61.01	20.95	81.96	18.04	3.98
Q5) I have access to all the necessary facilities to work effectively at my office	Work Conditions	1.06	7.43	9.81	64.46	17.24	81.70	18.30	3.89
Q6) Eurofins Advinus ensures healthy and safe working conditions	Work Conditions		2.65	8.75	65.78	22.81	88.59	11.41	4.09

Overall Dimension Questions – Q7 to Q12

Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q7) I feel encouraged to come up with new and better ways of doing things	Innovation	1.06	3.98	11.67	64.99	18.30	83.29	16.71	3.95
Q8) My successes are recognized by my manager and co-workers	Managing Performance	2.12	7.16	17.77	56.50	16.45	72.94	27.06	3.78
Q9) High performance is adequately rewarded at Eurofins Advinus	Managing Performance	2.39	11.67	24.67	52.52	8.75	61.27	38.73	3.54
Q10) My manager gives me feedback on my job performance	Managing Performance	1.06	3.71	14.06	61.01	20.16	81.17	18.83	3.95
Q11) I am given the necessary authority to carry out my work effectively	Managing Performance	1.06	2.12	7.69	67.90	21.22	89.12	10.88	4.06
Q12) There is good teamwork and cooperation between departments/teams at Eurofins Advinus	Team Work	1.33	2.92	16.71	58.09	20.95	79.05	20.95	3.94

Overall Dimension Questions – Q13 to Q18

Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q13) My team helps me operate at my best	Team Work	0.27	2.65	9.28	63.40	24.40	87.80	12.20	4.09
Q14) I believe that the transition to the new ownership (Eurofins) has brought higher growth and better business opportunities	Managing Change	0.27	1.06	15.65	63.40	19.63	83.02	16.98	4.01
Q15) There is no negative impact on my work with the transition of the ownership to Eurofins	Managing Change	0.53	2.39	10.08	65.78	21.22	87.00	13.00	4.05
Q16) I am happy with the transition to new ownership (Eurofins)	Managing Change	0.80	2.39	18.57	58.09	20.16	78.25	21.75	3.94
Q17) Eurofins Advinus is committed to providing high-quality service to its customers	Quality Focus	19.36	7.96	2.39	52.79	17.51	70.29	29.71	3.41
Q18) My manager communicates the organization's goals to me	Communication	1.33	2.65	13.00	62.86	20.16	83.02	16.98	3.98

Overall Dimension Questions – Q19 to Q24

Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q19) My manager listens to my ideas, opinions and concerns	Communication	1.59	3.45	13.00	58.89	23.08	81.96	18.04	3.98
Q20) I believe that the leadership communicates effectively with the rest of the organization	Communication	0.27	5.04	15.92	66.31	12.47	78.78	21.22	3.86
Q21) My manager supports my growth and development in my current role	Growth & Development	2.39	4.51	12.73	57.56	22.81	80.37	19.63	3.94
Q22) At Eurofins Advinus, I have received adequate training necessary to do my job well	Growth & Development	0.80	6.63	14.59	63.13	14.85	77.98	22.02	3.85
Q23) I believe that I have adequate opportunities for growth in my organization	Growth & Development	2.12	5.04	20.42	62.33	10.08	72.41	27.59	3.73
Q24) My manager coaches me to build my skills	Growth & Development	2.12	6.63	14.32	58.89	18.04	76.92	23.08	3.84

Overall Dimension Questions – Q25 to Q30

Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q25) The organization has mechanism to report any actual or possible ethical violations	Leadership of Business Ethics		1.86	7.96	69.76	20.42	90.19	9.81	4.09
Q26) I strongly believe that the organization encourages everyone to comply with the ethical practices and organizational policies	Leadership of Business Ethics		1.59	4.51	69.23	24.67	93.90	6.10	4.17
Q27) Integrity of data that I generate is critical for the success of the organization	Leadership of Business Ethics	0.27	1.33	3.71	54.11	40.58	94.69	5.31	4.33
Q28) The organization has made available policies related to ethics/code of conduct to employees and provided training	Leadership of Business Ethics	0.53	0.80	3.98	68.44	26.26	94.69	5.31	4.19
Q29) In the past 2 years, there has been positive changes at Eurofins Advinus	Leadership	1.86	4.77	19.10	53.05	21.22	74.27	25.73	3.87
Q30) I have full confidence in our leaders' decisions and direction	Leadership	1.33	2.12	17.51	60.21	18.83	79.05	20.95	3.93

Overall Dimension Questions – Q31 to Q36

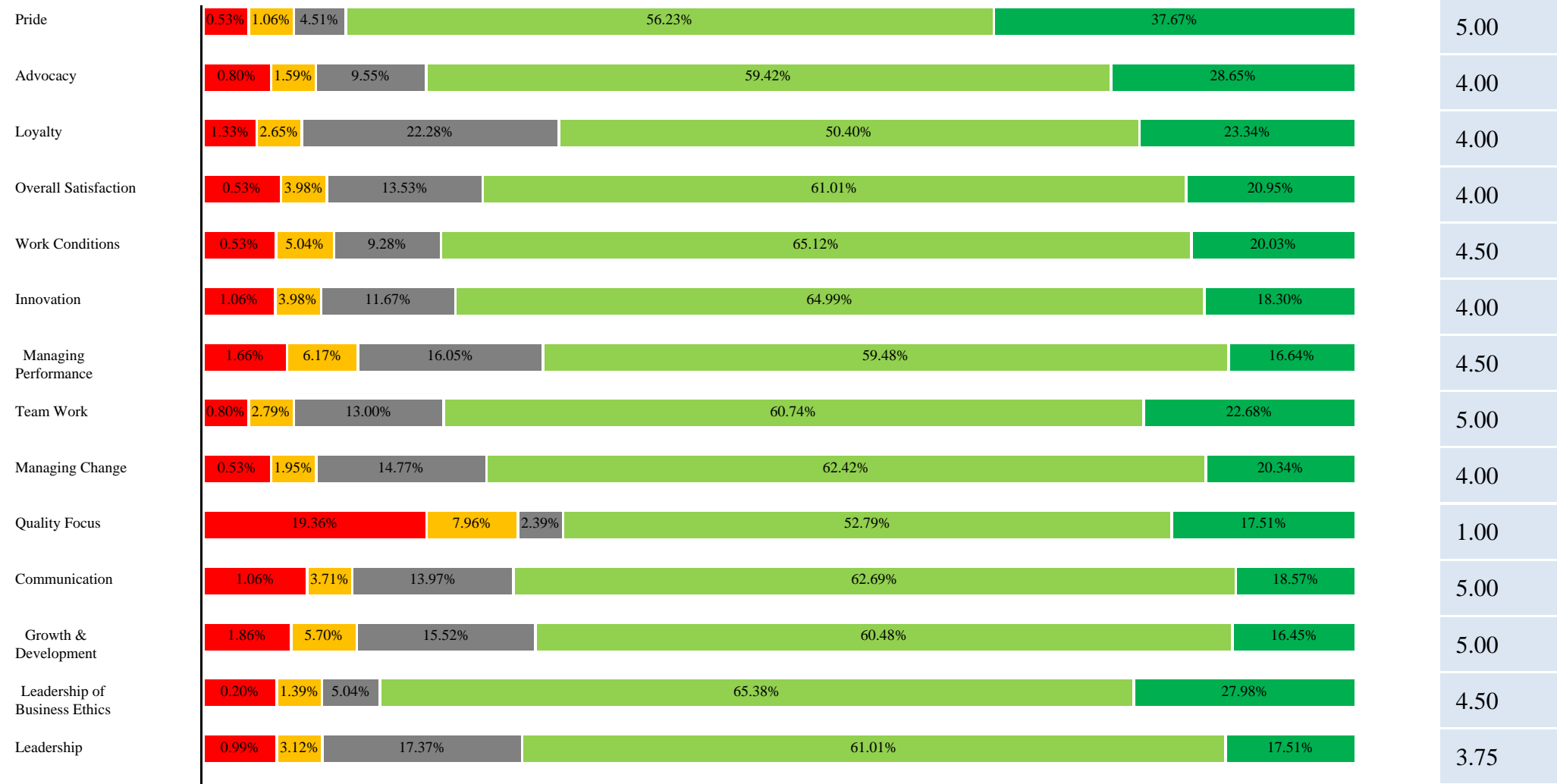| Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q31) I feel connected with the vision of my organization	Leadership	0.53	1.86	10.34	70.29	16.98	87.27	12.73	4.01
Q32) I am satisfied with the speed of decision making in Eurofins Advinus	Leadership	0.27	3.71	22.55	60.48	13.00	73.47	26.53	3.82

Manager Effectiveness Index

Manager Effectiveness Insights

? **84% of the surveyed employees** feel that their manager provide timely and adequate to improve their performance .

? **29% of the employees** are concerned that their managers are not open to their ideas/opinions

? Female employees feel less supported by their managers **(69%)** as compared to their **male counterparts (89%)**

? **40%** of the employees in Age group of (31-40) years have scored low in area of managers setting clear expectations/goals with them and being not open to their ideas/opinions

? There are **lot of fence-sitters (Neither Agree or Disagree = 22%),** when it comes to whether their 'Managers are Open to Ideas'.
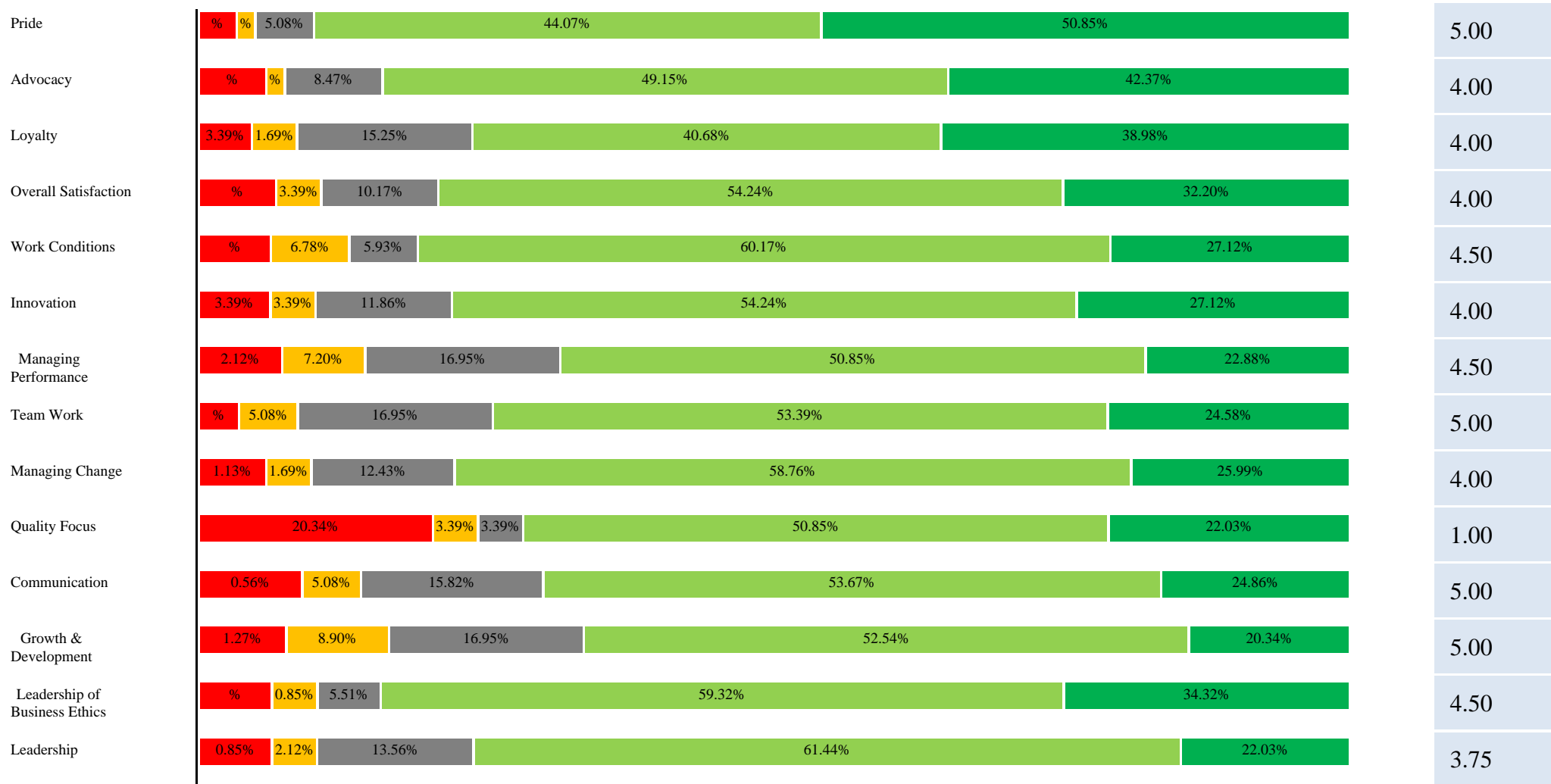
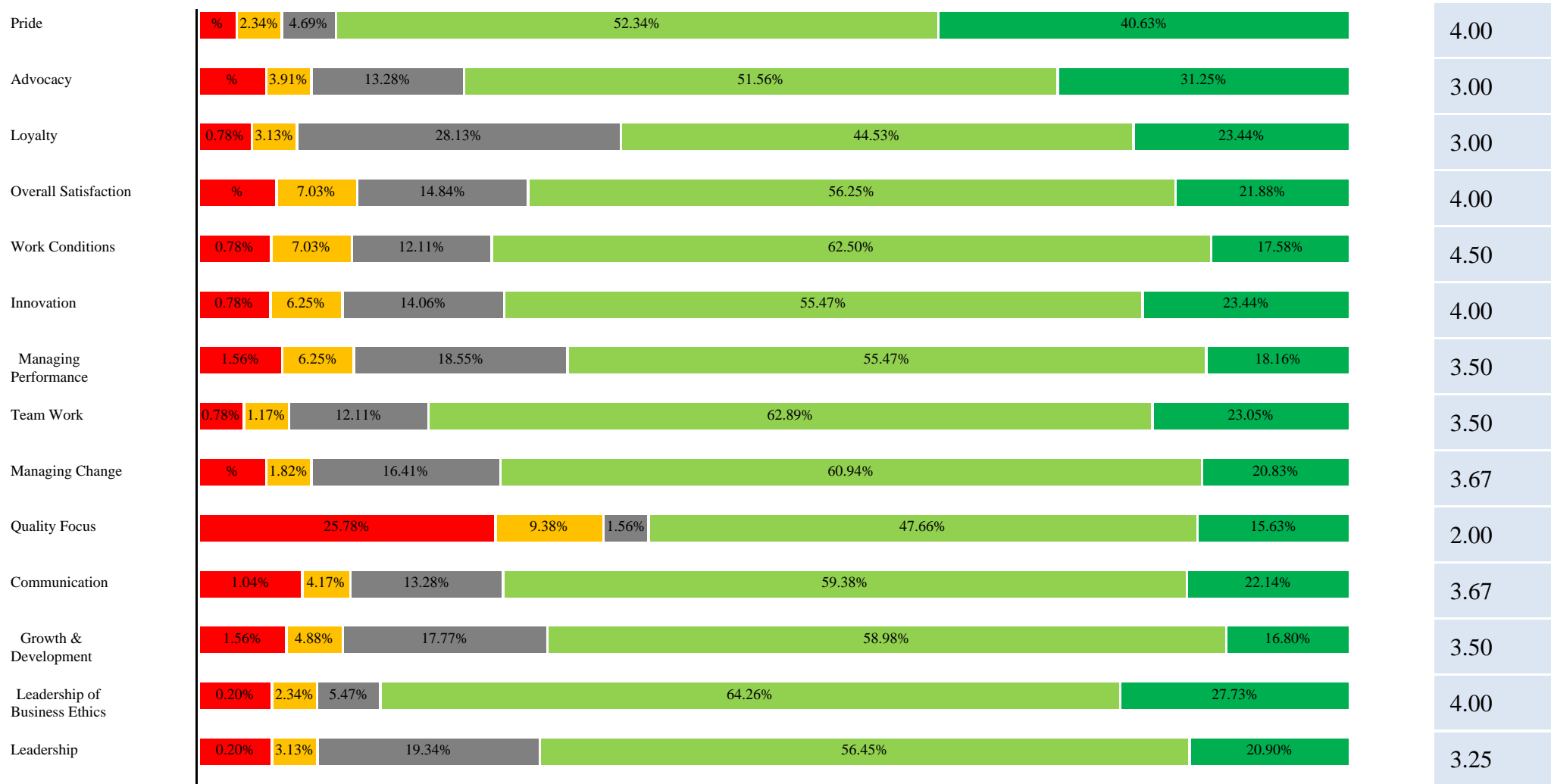# Infosys Workplace Dimensions

Workplace Dimensions - Overall

Dimension	Average Scores
Pride — 0.53% / 1.06% / 4.51% / 56.23% / 37.67%	5.00
Advocacy — 0.80% / 1.59% / 9.55% / 59.42% / 28.65%	4.00
Loyalty — 1.33% / 2.65% / 22.28% / 50.40% / 23.34%	4.00
Overall Satisfaction — 0.53% / 3.98% / 13.53% / 61.01% / 20.95%	4.00
Work Conditions — 0.53% / 5.04% / 9.28% / 65.12% / 20.03%	4.50
Innovation — 1.06% / 3.98% / 11.67% / 64.99% / 18.30%	4.00
Managing Performance — 1.66% / 6.17% / 16.05% / 59.48% / 16.64%	4.50
Team Work — 0.80% / 2.79% / 13.00% / 60.74% / 22.68%	5.00
Managing Change — 0.53% / 1.95% / 14.77% / 62.42% / 20.34%	4.00
Quality Focus — 19.36% / 7.96% / 2.39% / 52.79% / 17.51%	1.00
Communication — 1.06% / 3.71% / 13.97% / 62.69% / 18.57%	5.00
Growth & Development — 1.86% / 5.70% / 15.52% / 60.48% / 16.45%	5.00
Leadership of Business Ethics — 0.20% / 1.39% / 5.04% / 65.38% / 27.98%	4.50
Leadership — 0.99% / 3.12% / 17.37% / 61.01% / 17.51%	3.75

Workplace Dimensions
Business Unit 0 - General

Average Scores

Dimension						Average Score
Pride	%	%	5.08%	44.07%	50.85%	5.00
Advocacy	%	%	8.47%	49.15%	42.37%	4.00
Loyalty	3.39%	1.69%	15.25%	40.68%	38.98%	4.00
Overall Satisfaction	%	3.39%	10.17%	54.24%	32.20%	4.00
Work Conditions	%	6.78%	5.93%	60.17%	27.12%	4.50
Innovation	3.39%	3.39%	11.86%	54.24%	27.12%	4.00
Managing Performance	2.12%	7.20%	16.95%	50.85%	22.88%	4.50
Team Work	%	5.08%	16.95%	53.39%	24.58%	5.00
Managing Change	1.13%	1.69%	12.43%	58.76%	25.99%	4.00
Quality Focus	20.34%	3.39%	3.39%	50.85%	22.03%	1.00
Communication	0.56%	5.08%	15.82%	53.67%	24.86%	5.00
Growth & Development	1.27%	8.90%	16.95%	52.54%	20.34%	5.00
Leadership of Business Ethics	%	0.85%	5.51%	59.32%	34.32%	4.50
Leadership	0.85%	2.12%	13.56%	61.44%	22.03%	3.75

Workplace Dimensions
Business Unit 1 - Bio Pharma

Dimension	Red	Amber	Grey	Light Green	Dark Green	Average Scores
Pride	%	2.34%	4.69%	52.34%	40.63%	4.00
Advocacy	%	3.91%	13.28%	51.56%	31.25%	3.00
Loyalty	0.78%	3.13%	28.13%	44.53%	23.44%	3.00
Overall Satisfaction	%	7.03%	14.84%	56.25%	21.88%	4.00
Work Conditions	0.78%	7.03%	12.11%	62.50%	17.58%	4.50
Innovation	0.78%	6.25%	14.06%	55.47%	23.44%	4.00
Managing Performance	1.56%	6.25%	18.55%	55.47%	18.16%	3.50
Team Work	0.78%	1.17%	12.11%	62.89%	23.05%	3.50
Managing Change	%	1.82%	16.41%	60.94%	20.83%	3.67
Quality Focus	25.78%	9.38%	1.56%	47.66%	15.63%	2.00
Communication	1.04%	4.17%	13.28%	59.38%	22.14%	3.67
Growth & Development	1.56%	4.88%	17.77%	58.98%	16.80%	3.50
Leadership of Business Ethics	0.20%	2.34%	5.47%	64.26%	27.73%	4.00
Leadership	0.20%	3.13%	19.34%	56.45%	20.90%	3.25

Workplace Dimensions
Business Unit 2 - Invivo

Average Scores

Dimension	Chart	Average Score
Pride	% / 0.90% / 3.60% / 54.05% / 41.44%	4.00
Advocacy	0.90% / 0.90% / 5.41% / 63.06% / 29.73%	4.00
Loyalty	% / 2.70% / 17.12% / 54.05% / 26.13%	3.00
Overall Satisfaction	% / 2.70% / 13.51% / 63.06% / 20.72%	4.00
Work Conditions	0.45% / 2.25% / 8.56% / 65.77% / 22.97%	4.00
Innovation	0.90% / 1.80% / 9.91% / 74.77% / 12.61%	5.00
Managing Performance	1.13% / 5.41% / 15.09% / 64.19% / 14.19%	3.50
Team Work	0.90% / 2.25% / 13.51% / 56.76% / 26.58%	4.00
Managing Change	% / 0.90% / 16.22% / 61.56% / 21.32%	3.33
Quality Focus	18.02% / 3.60% / 1.80% / 56.76% / 19.82%	4.00
Communication	0.60% / 3.30% / 16.22% / 63.96% / 15.92%	4.00
Growth & Development	2.93% / 4.05% / 14.19% / 61.49% / 17.34%	4.75
Leadership of Business Ethics	0.23% / 0.90% / 4.05% / 61.71% / 33.11%	4.00
Leadership	0.45% / 2.03% / 18.02% / 60.81% / 18.69%	3.75

Workplace Dimensions
Business Unit 3 - Agrosciences

Dimension	Red	Orange	Grey	Light Green	Green	Average Scores
Pride	2.53%	%	5.06%	74.68%	17.72%	4.00
Advocacy	2.53%	%	10.13%	74.68%	12.66%	1.00
Loyalty	2.53%	2.53%	25.32%	62.03%	7.59%	3.00
Overall Satisfaction	2.53%	1.27%	13.92%	70.89%	11.39%	1.00
Work Conditions	0.63%	4.43%	8.23%	72.15%	14.56%	1.50
Innovation	%	3.80%	10.13%	74.68%	11.39%	3.00
Managing Performance	2.22%	6.33%	12.66%	65.82%	12.97%	2.75
Team Work	1.27%	4.43%	10.76%	68.35%	15.19%	2.00
Managing Change	1.69%	3.80%	11.81%	68.78%	13.92%	4.00
Quality Focus	10.13%	15.19%	3.80%	56.96%	13.92%	4.00
Communication	2.11%	2.53%	10.55%	73.00%	11.81%	3.00
Growth & Development	1.27%	6.96%	12.66%	67.41%	11.71%	2.00
Leadership of Business Ethics	0.32%	0.95%	5.38%	76.90%	16.46%	4.00
Leadership	3.16%	5.38%	16.14%	68.35%	6.96%	2.25

Average Scores

Workplace Dimensions

Workplace Dimensions: Pride

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q1) I feel proud to be a part of Eurofins Advinus	93.90	6.10	4.29

Workplace Dimensions: Advocacy

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q2) I will recommend Eurofins Advinus as a great place to work	88.06	11.94	4.14

Workplace Dimensions: Loyalty

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q3) Two years from now, I see myself continuing to work for Eurofins Advinus	73.74	26.26	3.92

Workplace Dimensions: Overall Satisfaction

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q4) I am extremely satisfied with Eurofins Advinus as a place to work	81.96	18.04	3.98

Workplace Dimensions
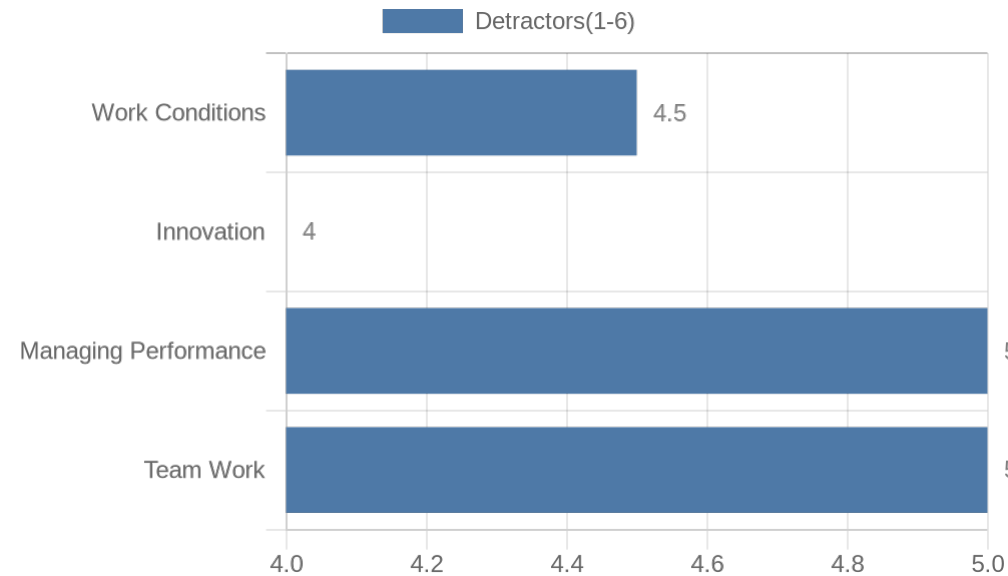
Detractors(1-6)

Dimension	Value
Work Conditions	4.5
Innovation	4
Managing Performance	5
Team Work	5

Key Highlights:
- There is a degree of confidence in Leadership across the teams. Employees feel that the leadership is approachable and they have confidence in their decisions.
- However, there is a scope for improvement in overall Trust perception. Employee feel there is lack of transparency in decisions related to promotions

Workplace Dimensions: Work Conditions

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q5) I have access to all the necessary facilities to work effectively at my office	81.70	18.30	3.89
Q6) Eurofins Advinus ensures healthy and safe working conditions	88.59	11.41	4.09

Workplace Dimensions: Innovation

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q7) I feel encouraged to come up with new and better ways of doing things	83.29	16.71	3.95

Workplace Dimensions: Managing Performance

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q8) My successes are recognized by my manager and co-workers	72.94	27.06	3.78
Q9) High performance is adequately rewarded at Eurofins Advinus	61.27	38.73	3.54
Q10) My manager gives me feedback on my job performance	81.17	18.83	3.95
Q11) I am given the necessary authority to carry out my work effectively	89.12	10.88	4.06

Workplace Dimensions: Team Work

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q12) There is good teamwork and cooperation between departments/teams at Eurofins Advinus	79.05	20.95	3.94
Q13) My team helps me operate at my best	87.80	12.20	4.09

Workplace Dimensions
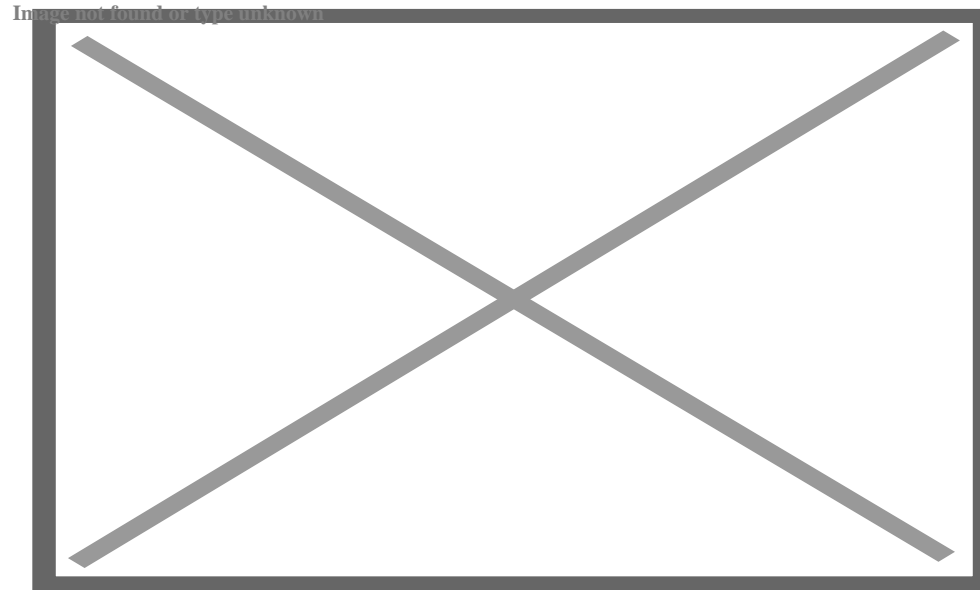
Image not found or type unknown

Key Highlights:
- There is a degree of confidence in Leadership across the teams. Employees feel that the leadership is approachable and they have confidence in their decisions.
- However, there is a scope for improvement in overall Trust perception. Employee feel there is lack of transparency in decisions related to promotions

Workplace Dimensions: Managing Change

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q14) I believe that the transition to the new ownership (Eurofins) has brought higher growth and better business opportunities	83.02	16.98	4.01
Q15) There is no negative impact on my work with the transition of the ownership to Eurofins	87.00	13.00	4.05
Q16) I am happy with the transition to new ownership (Eurofins)	78.25	21.75	3.94

Workplace Dimensions: Quality Focus

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q17) Eurofins Advinus is committed to providing high-quality service to its customers	70.29	29.71	3.41

Workplace Dimensions: Communication

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q18) My manager communicates the organization's goals to me	83.02	16.98	3.98
Q19) My manager listens to my ideas, opinions and concerns	81.96	18.04	3.98
Q20) I believe that the leadership communicates effectively with the rest of the organization	78.78	21.22	3.86

Workplace Dimensions: Growth & Development

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q21) My manager supports my growth and development in my current role	80.37	19.63	3.94
Q22) At Eurofins Advinus, I have received adequate training necessary to do my job well	77.98	22.02	3.85
Q23) I believe that I have adequate opportunities for growth in my organization	72.41	27.59	3.73
Q24) My manager coaches me to build my skills	76.92	23.08	3.84

Workplace Dimensions
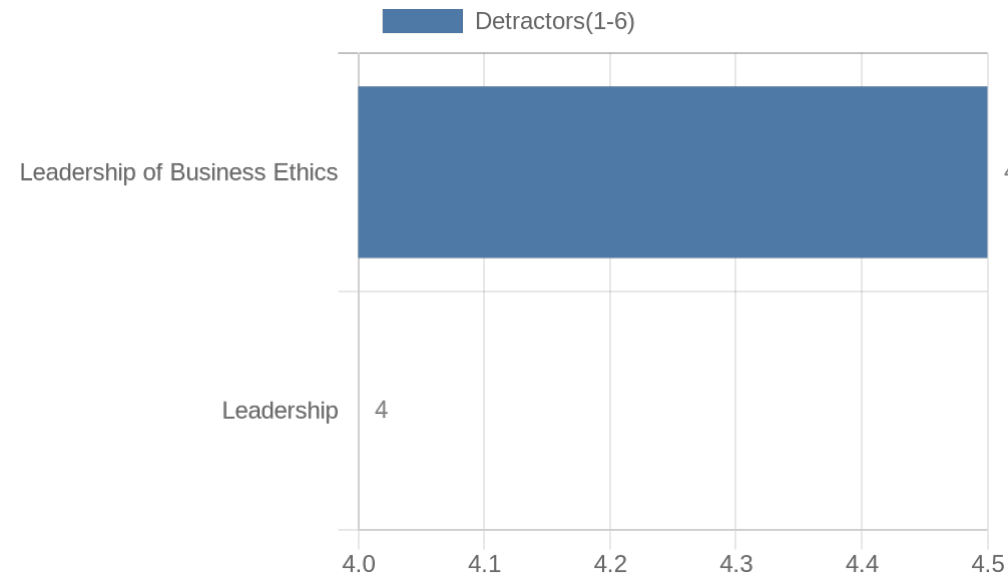
Legend: Detractors(1-6)

Dimension	Value
Leadership of Business Ethics	4
Leadership	4

X-axis: 4.0, 4.1, 4.2, 4.3, 4.4, 4.5

Key Highlights:
- There is a degree of confidence in Leadership across the teams. Employees feel that the leadership is approachable and they have confidence in their decisions.
- However, there is a scope for improvement in overall Trust perception. Employee feel there is lack of transparency in decisions related to promotions

Workplace Dimensions: Leadership of Business Ethics

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q25) The organization has mechanism to report any actual or possible ethical violations	90.19	9.81	4.09
Q26) I strongly believe that the organization encourages everyone to comply with the ethical practices and organizational policies	93.90	6.10	4.17
Q27) Integrity of data that I generate is critical for the success of the organization	94.69	5.31	4.33
Q28) The organization has made available policies related to ethics/code of conduct to employees and provided training	94.69	5.31	4.19

Workplace Dimensions: Leadership

Dimension Questions	Agreeing %	Not Agreeing %	Average Score
Q29) In the past 2 years, there has been positive changes at Eurofins Advinus	74.27	25.73	3.87
Q30) I have full confidence in our leaders' decisions and direction	79.05	20.95	3.93
Q31) I feel connected with the vision of my organization	87.27	12.73	4.01
Q32) I am satisfied with the speed of decision making in Eurofins Advinus	73.47	26.53	3.82

Workplace Dimensional Insights

Performance Management

- Role-clarity score among the employees is 83%. This indicates that the expected level of performance is clearly articulated to them. Employees have commitment to drive team & function goals.

- 78% of the employees feel that their KPTs are effectively aligned to their role with company's performance goals

- Only 47% employees feel that during performance dialogues, their contributions are noticed and recognized and their appraisal is fair.

Learning & Growth

- 99% Employees feel they are capable to handle their current job.

- Only 64% of the employees feel that they have adequate opportunities for career growth in the organization

Compensation

- Less than 50% of the Employees feel they are paid as per market standards.

- Only 48% of the employees feel that there is parity and fairness in the benefits and allowances for employees

Workplace Dimensional Insights

Customer Orientation

- Overall, employees (53%) feel that their teams are highly responsive and walk an extra mile to ensure customer delight

- Only 42% feel that Infosys uses latest technology to meet the customer needs in the market

HR policies & Processes

- Only (44%)resonate with the notion that employees at same level/hierarchy are assigned similar work

- Less than (45%) of the employees are aware of the HR polices related to work. This suggests a need for better communication planning to educate employees about HR polices and processes.

- 50% of the employees at organization feel that company is able to attract and recruit the right talent indicating that organization should transform the recruitment policy

Communication

- Only 64% employees feel that that the leadership communicates relevant information effectively with the rest of the organization

Workplace Dimensional Insights

Trust	
	• 51% of the employees feel that there is lack transparency and fairness in promotions at work.
	• Less than 50% of employees have positive view towards the leaderships ability to design employee policies based on the feedback
	• 70% of employees feel secure and stable in their job at Blamer Lawrie

Team Work	
	• **79% of alignment (on outcomes/ tasks) between functions/ departments (inter-team).**
	• Approximately 80% of the employees feel that they work well as a team across departments

Culture	
	• 85% employees feel that (open door policy) of leaders and managers make them more approachable.
	• Only 44% of the employee feel that the decision making process at Infosys is smooth and require minimum approvals

Qualitative Analysis

Qualitative Question Analysis
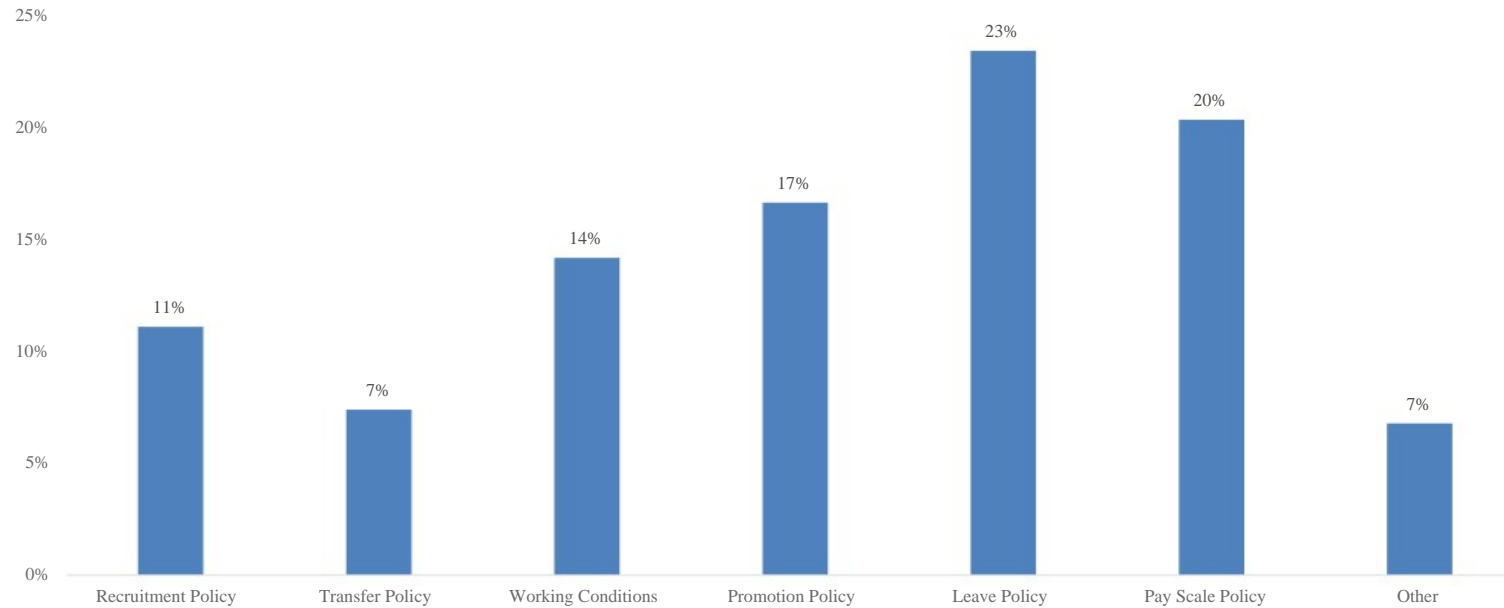
- **Question**

Select Comments

Flexibility in office timing, one has to consider the number of hours an individual has put in at the office, and not go as per what time the person has come to office, working hours to be considered which is very important

Please provide equal facilities to regular employee and FTC employee, because we both are having same work responsibility but we are not getting what they are getting and also change the pay scale its a huge differences between all employees,

Leave structure. Sick leaves are not there. During unavoidable circumstances like heavy rains local transport issue it has been observed leaves gets deducted from the CLs ... such situations leave to be considered with special leave with special approval.

Kindly restrict PL to 2 or 3 max and not 4 days, as taking 4 days PL is actually very difficult and the work suffers.

For Higher level position first internal candidate should consider if that person is not eligible then an outside candidate can be selected

It has been noticed that under new recruitment process, the salary given to the new joinee is more than the existing employee which demoralize and demotivates a person.

HR staff do not interact with us . If anything is conveyed it is only individually for eg We do not come to know what is happening unless we face a particular situation . Some of the HR are unapproachable due to their rude ,

FTC staff are eligible of 20 PL in a year which are given quarterly and then once the contract is over we are forced to en cash the leave and the PL cannot be carried over to the next contract year. we should be allowed to carry forward the leaves o the next contract year as we are continuing employment.

Qualitative Question Analysis

- **Question**
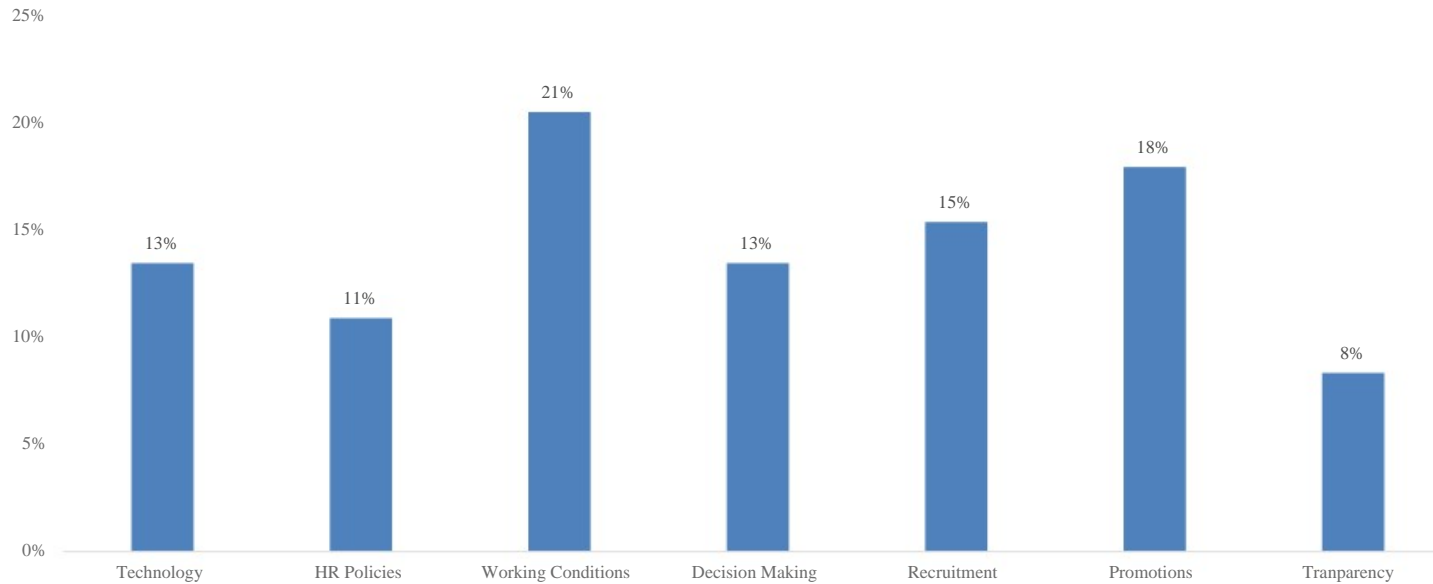
Observations
- Working conditions is one of the major areas in which the employees want improvement as 21% of the surveyed employees have made comments about improving it
- Employees want changes in policies related to recruitment (15% special weightage to FTC employee when recruiting for Permanent roles) and promotions (18% to be eligible for permanent roles)

Select Comments

In the world of high technology we are wasting our precious time in loads of paper work. Technology will enhance standard of organization , work will be less time consuming, quality will be enhanced and errors will minimize

Please maintain cleanliness in the work environment that you are working there are so many clients visiting the office as well and if they see such cleanliness it creates a bad impression on the organization

A better workplace starts with a better employee experience, the one thing I would want to change about organization are Communication and appreciation of workers

To be fair in appraisal and recognize the hard work done by individuals. Processes to be more simple and getting approvals to be faster

I would like to change the HR, IT and finance department. Also the mindset of the organization towards FTC staff, the organization is outdated and it needs to be dragged into the 21st century.

IT and billing systems can be provided with better facilities and with more friendly features which will reduce time and help us to concentrate more on productivity for company

Change policy of appraisal and increment as there is partiality in salary calculations. Always you will hire candidate from outside and put them on high rank with high earning without thinking of existing employee.

There is a big gap between permanent and FTC employees in terms of preferences, PRPs, LTC and other benefits which we want to change as we are working as hard as permanent employees even in some case working

Key Concern Areas

Customer Focus

- Not using latest technology for customer experience
- Colleagues are not working for customer delight
- Not developing innovative products

HR Processes & Policies

- HR Policies need to be employee friendly
- Similar workload at same level of hierarchy
- Not able to attract the right talent

Learning & Growth

- Lack of career growth

Compensation & Benefits

- Not satisfied with the package
- Package not in line with Industry Benchmark
- Lack of fairness and parity in benefits and allowances

Trust & Employee Oriented

- Concerns related to Transparency and Fairness in promotions
- Employee lack confidence related to action taken based on feedback
- Leadership not making employee

Performance Management

- Transparency in appraisal system
- Employee recognition beyond financial rewards

Support & Culture

- Lack of support from the IT/HR Shared service
- Procedural delays are leading to poor decision making
- Lack of office functional facilities like washrooms/canteens

Suggested Recommendations

Product Advocacy	To enhance Product Advocacy among the employees company should : • Conduct a customer survey and seek business wise feedback of products from the employees and customers in comparison with market competition to check whether the internal employee sentiments are aligned with market or not • Employees should be educated on the product/services of the organisation available in the market. It should train/educate the employees about the USP of the products to increase the connect/awareness among the employees. • More information/feedback should be gathered from the key customer facing employees, what do they feel about the services
Manager Effectiveness	• There should be actionizing based on the individual manager scorecard, each of the managers will look at their own scores and see what are areas of improvement. Managers should be supported in actionizing on those areas • Managers should be encouraged to develop coaching skills, so that they spend their time not just on the tasks but also support the employees in terms of learning on the job • A culture around openness should be build, a platform can be provided were employees can give their ideas e.g. Open house/Idea forums where they an voice their views directly to the CMD/Leadership
Culture	• Organization should look at the reasons behind the procedural delays, these delay might lead to poor decision making • Where are the major loops in the decisions making, which decisions are operational in nature but have proper delegation mechanism in place and which doesn't have such a mechanism • Operational Vs Strategic decisions need to be bifurcated and 80/20 rule should be applied to see how they can be aligned for making faster decisions
Trust	• To improve Trust in the appraisal and promotion related processes, strict adherence to the policies and procedures should be there • Leadership communication should be based on the feedback taken from the employees • Employees should be made aware of all career paths available across grades in the organisation.

Suggested Recommendations

Performance Management	• Quarterly discussions between managers and subordinates should be encouraged to understand the gaps and give feedback to the employees on their KPT's. This will create a better employee buy-in the performance evaluation process. • Managers should be encouraged to inculcate a culture of appreciation by a 'pat on the back' and informally celebrating small successes
Learning & Growth	• To develop managers, they can be rotated between various business units/processes as a part of a Leadership Development Program to prepare a pool of talented employees to assume leadership role in future. • Job shadowing could also be looked at for developing Hi-Po managers for key roles. • A mentorship program in which new hires work closely with a seasoned employee within their department can also be considered. Such initiatives will get new employees on the right track sooner
Customer Focus	• Specific training for all front line employees to explain shift in power between buyers and sellers and the importance of customer experience. • Feedback should be taken from the customers to gauge what are the gaps in ensuring customer delight and improve on the same • Create/adopt standardization metrics in terms of customer experience
HR Policies & Processes	• To improve the communication of HR polices, theme based dissemination through- Newsletters (organizational or departmental), Emails from the MD, Posters or displays in public areas, Senior management information cascade, Departmental communication relays can be adopted.
Compensation	• To improve the employee perception related to compensation organization can consider including non monetary aids in the overall benefits package

Appendix

Infosys Question Wise Analysis

Overall Dimensions – Gender

Dimensions	all	M	F
Pride	4.29	4.36	4.15
Advocacy	4.14	4.20	4.00
Loyalty	3.92	4.01	3.72
Overall Satisfaction	3.98	4.06	3.79
Work Conditions	3.99	4.04	3.89
Innovation	3.95	4.00	3.85
Managing Performance	3.83	3.90	3.68
Team Work	4.02	4.06	3.92
Managing Change	4.00	4.07	3.85
Quality Focus	3.41	3.33	3.58
Communication	3.94	3.99	3.83
Growth & Development	3.84	3.90	3.72
Leadership of Business Ethics	4.20	4.24	4.09
Leadership	3.91	4.00	3.70

■ > 4.0   ■ 2.0 - 3.99   ■ < =2.0

Overall Dimensions – Age

Dimensions	all	>=51 Years	41-50 Years	31-40 Years	<=30 years
Pride	4.29	4.54	4.39	4.34	4.16
Advocacy	4.14	4.36	4.21	4.15	4.04
Loyalty	3.92	4.36	4.12	3.86	3.78
Overall Satisfaction	3.98	4.32	4.01	3.95	3.92
Work Conditions	3.99	4.29	4.06	3.99	3.90
Innovation	3.95	4.07	4.04	3.90	3.94
Managing Performance	3.83	4.03	3.88	3.82	3.78
Team Work	4.02	4.29	4.15	3.94	3.97
Managing Change	4.00	4.25	4.16	3.99	3.88
Quality Focus	3.41	2.64	3.35	3.49	3.52
Communication	3.94	4.08	3.97	3.93	3.91
Growth & Development	3.84	3.98	3.77	3.76	3.92
Leadership of Business Ethics	4.20	4.40	4.35	4.25	4.02
Leadership	3.91	4.18	4.02	3.96	3.75

■ > 4.0 ■ 2.0 - 3.99 ■ < =2.0

Overall Dimensions – Tenure

Dimensions	all	5.1-10 Years	More than 10.1 Years	3.1-5.0 Years	.1-5.0 Years	0-3 Years
Pride	4.29	4.28	4.49	4.24	3.67	4.21
Advocacy	4.14	4.14	4.33	4.11	3.33	4.04
Loyalty	3.92	3.88	4.23	3.81	3.00	3.79
Overall Satisfaction	3.98	4.05	4.13	4.00	3.17	3.87
Work Conditions	3.99	4.12	4.17	3.98	2.92	3.87
Innovation	3.95	3.98	4.09	3.96	3.33	3.87
Managing Performance	3.83	3.97	3.89	3.78	2.71	3.82
Team Work	4.02	4.07	4.16	3.89	3.42	3.99
Managing Change	4.00	4.09	4.14	3.93	3.17	3.94
Quality Focus	3.41	3.58	3.29	3.47	3.50	3.42
Communication	3.94	4.02	3.97	3.84	3.17	3.98
Growth & Development	3.84	3.88	3.83	3.82	3.13	3.87
Leadership of Business Ethics	4.20	4.34	4.38	4.10	4.08	4.08
Leadership	3.91	4.07	4.07	3.77	3.17	3.85

Legend:
- 🟩 > 4.0
- 🟧 2.0 - 3.99
- 🟥 < =2.0

Overall Dimensions – Region

Dimensions	all
Pride	4.29
Advocacy	4.14
Loyalty	3.92
Overall Satisfaction	3.98
Work Conditions	3.99
Innovation	3.95
Managing Performance	3.83
Team Work	4.02
Managing Change	4.00
Quality Focus	3.41
Communication	3.94
Growth & Development	3.84
Leadership of Business Ethics	4.20
Leadership	3.91

■ > 4.0   ■ 2.0 - 3.99   ■ < =2.0

Overall Dimensions – Grade

Dimensions	all	L1,L2,L3	L6 & L7	L4 & L5	L8 & L9	L8,L8 & L9	L9,L8 & L9
Pride	4.29	4.67	4.29	4.45	4.33	3.77	4.00
Advocacy	4.14	4.50	4.11	4.29	4.22	3.53	4.00
Loyalty	3.92	4.33	3.89	4.18	4.01	3.13	4.00
Overall Satisfaction	3.98	4.50	3.90	4.06	4.13	3.40	4.00
Work Conditions	3.99	4.38	3.95	4.11	4.06	3.57	3.50
Innovation	3.95	4.50	3.87	4.04	4.10	3.47	4.00
Managing Performance	3.83	4.40	3.78	3.93	3.98	3.14	3.25
Team Work	4.02	4.58	3.96	4.15	4.07	3.65	4.50
Managing Change	4.00	4.42	4.02	4.16	3.99	3.53	3.33
Quality Focus	3.41	2.00	3.53	3.29	3.49	3.27	4.00
Communication	3.94	4.39	3.91	4.02	4.00	3.53	3.67
Growth & Development	3.84	4.17	3.75	3.79	4.05	3.50	2.50
Leadership of Business Ethics	4.20	4.81	4.24	4.36	4.07	4.01	3.50
Leadership	3.91	4.38	3.94	3.99	3.91	3.46	2.75

> 4.0   2.0 - 3.99   < =2.0

Thank You