



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

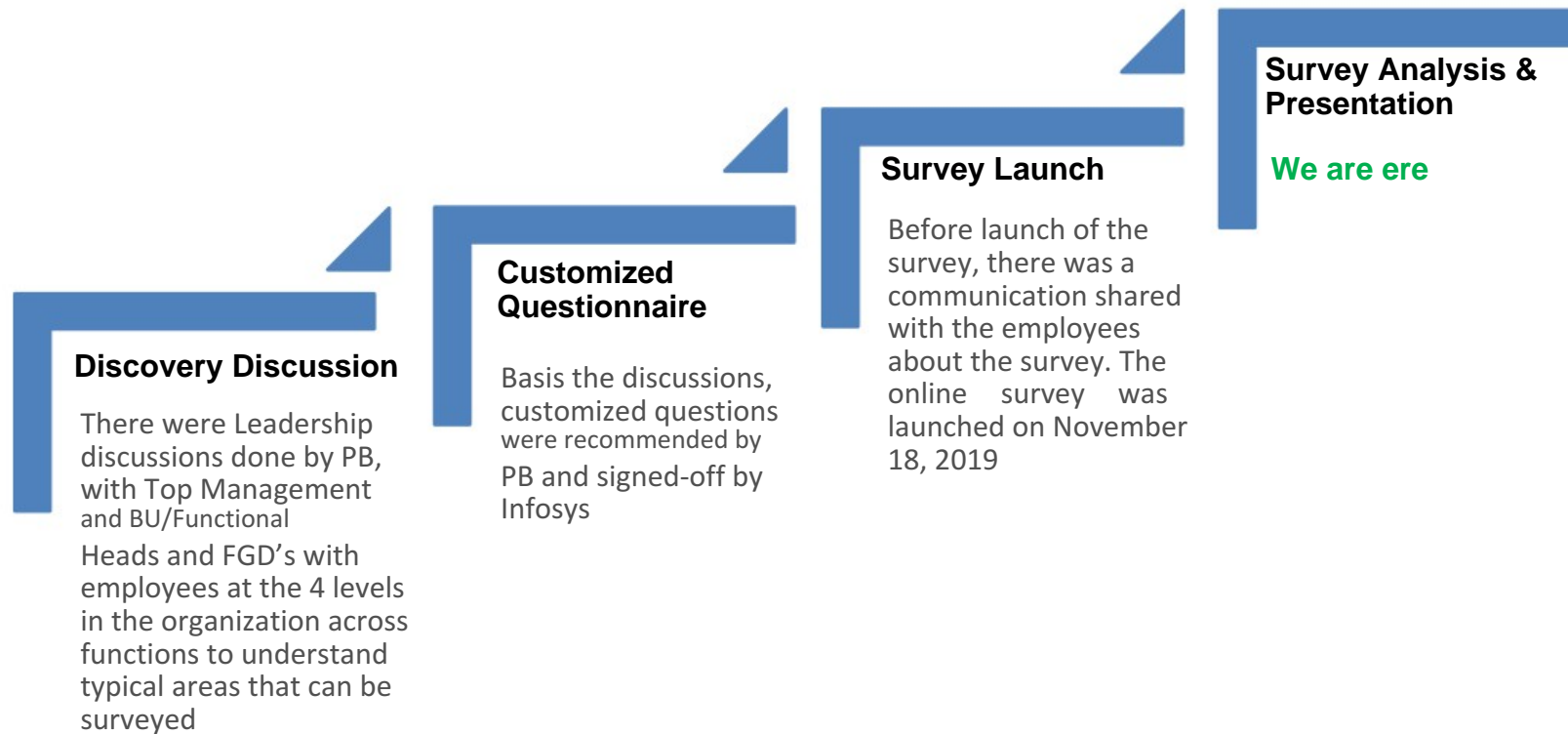


The Infosys has engaged People Business to conduct an employee engagement survey

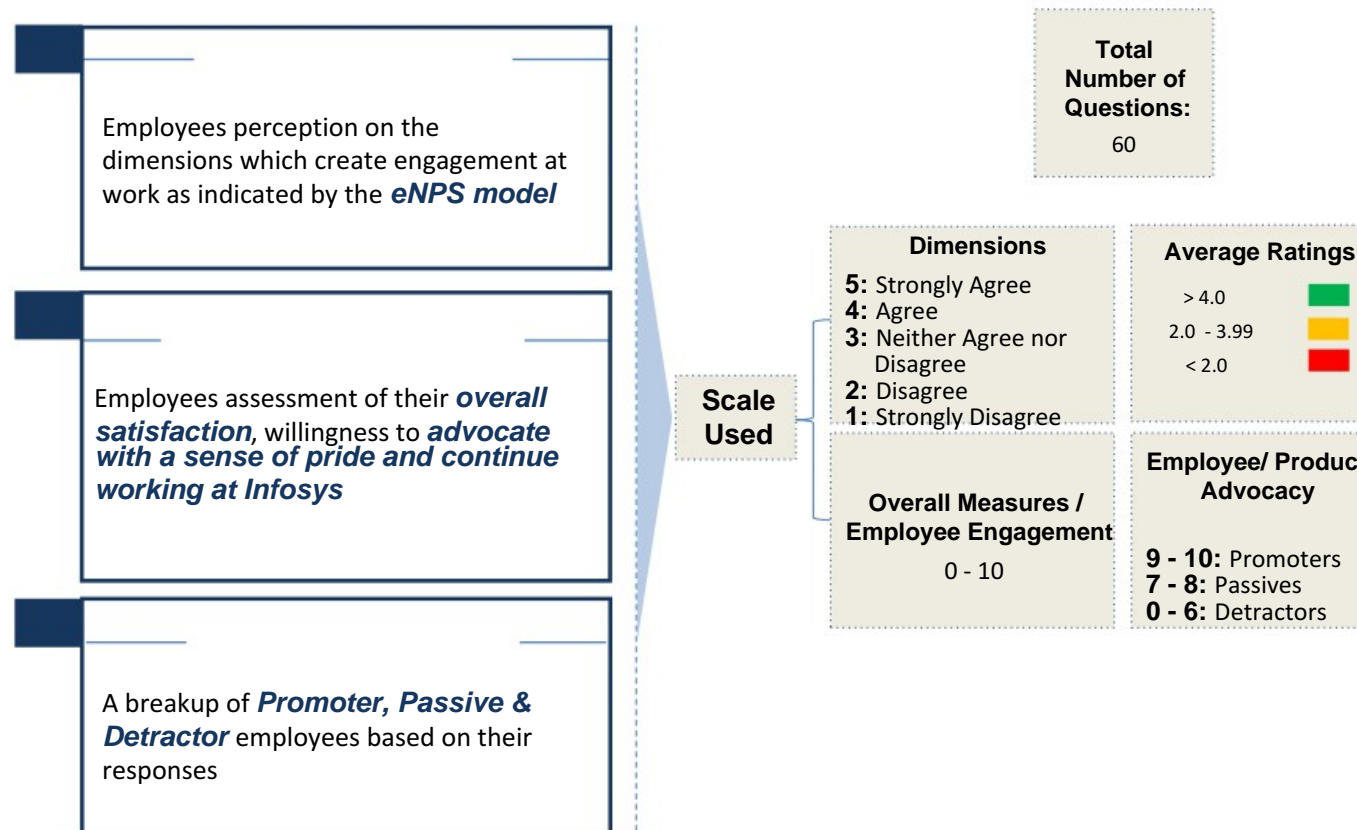
The model for engagement measurement comprises **NPS and eNPS with Overall Factors of Pride-Advocacy-Loyalty-Overall Satisfaction** and 10 distinct aspects of **workplace realities** (Workplace Dimensions) that has been measured through an online administered survey

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 Engagement Survey 2021



Survey Instrument Design & Scale



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-Advocacy-Loyalty-Overall Satisfaction

- Out of the 36 questions, the following questions measure - **Pride, Advocacy, Loyalty, Overall 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: Workplace Dimensions

Workplace Dimensions

Details	
Communication	Managing Performance
Diversity & Inclusion	Work Conditions
Growth & Development	Innovation
Leadership	Quality Focus
Leadership of Business Ethics	Team Work

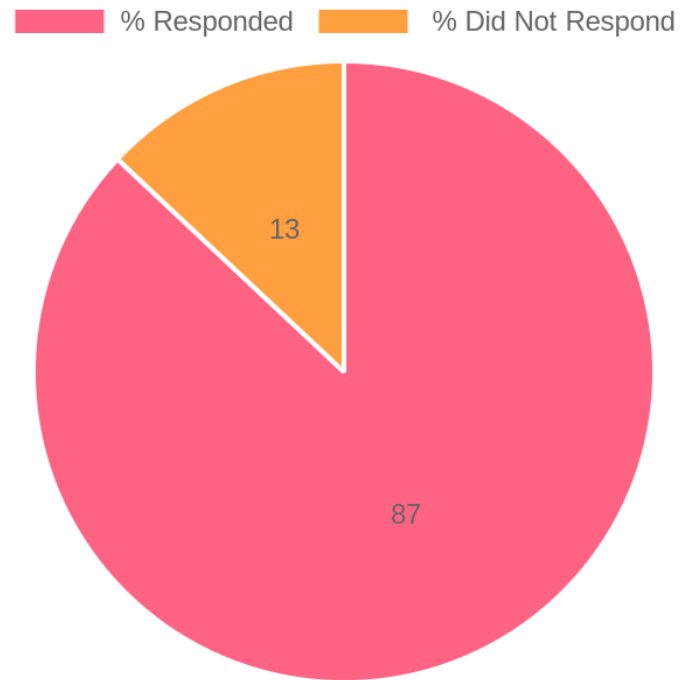
Qualitative Questions

Questions
What is the one thing you would want to change about your organization?
What is the one thing you would not want to change about your organization?

Infosys Survey Participation

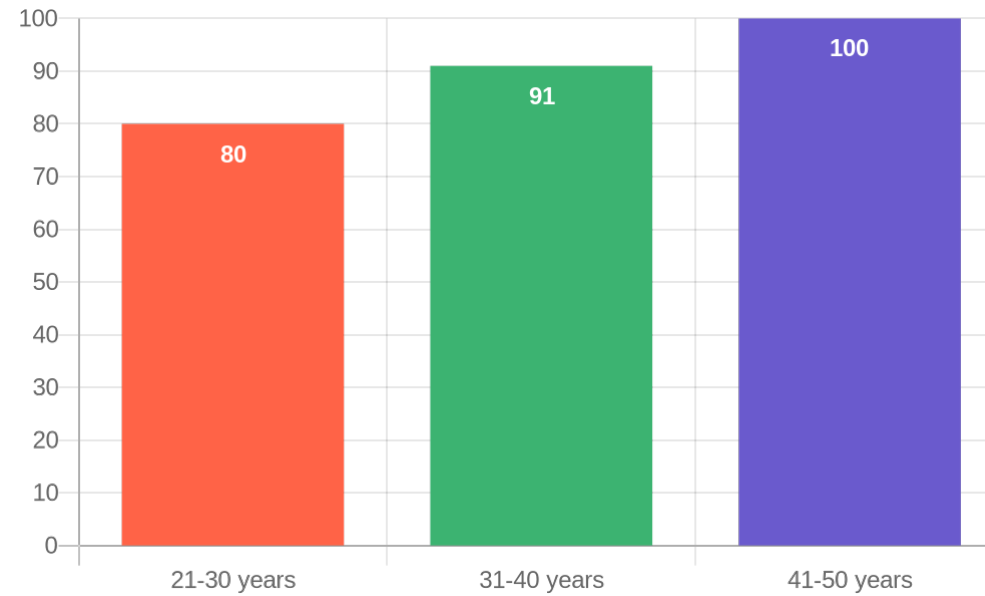
Survey Participation of Infosys - Overall

Infosys Overall Participation



	Target Sample Size	Survey Response	Response Rate
Infosys Overall	142	124	87.00%

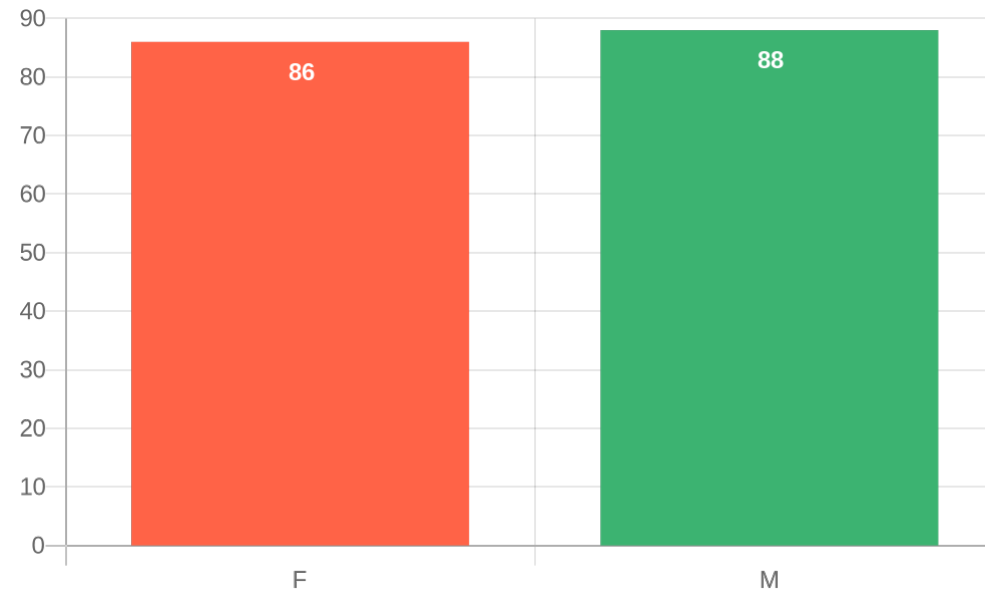
Survey Participation of Infosys



21-30 years	43
31-40 years	70
41-50 years	11

Fig: Participation rate for different Age Groups

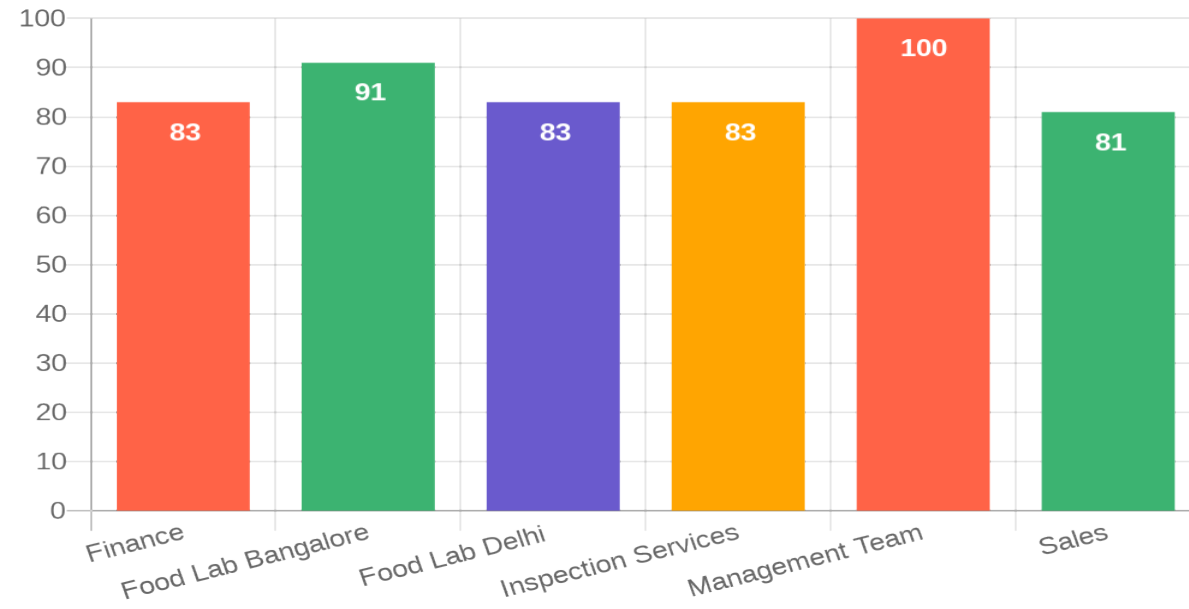
Survey Participation of Infosys



F	25
M	99

Fig: Participation rate for Gender

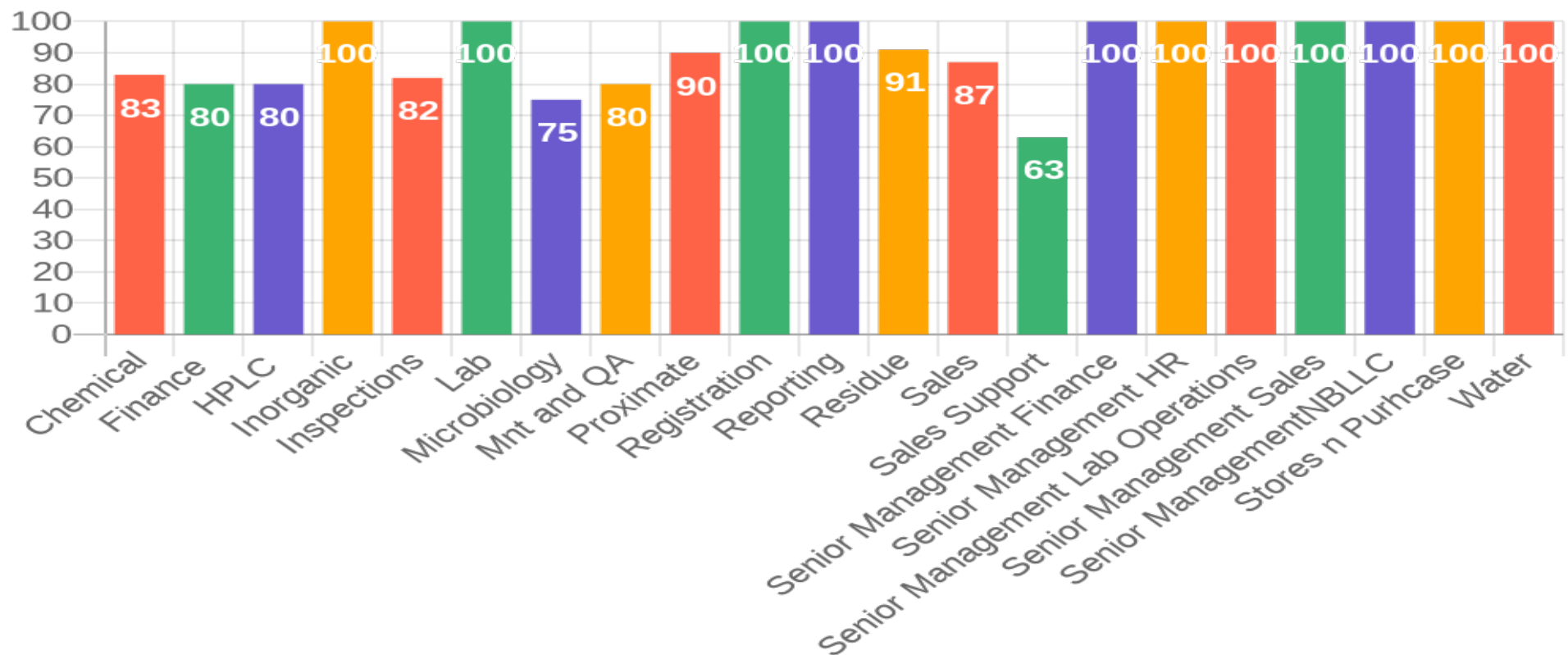
Survey Participation of Infosys



Finance	5
Food Lab Bangalore	72
Food Lab Delhi	10
Inspection Services	10
Management Team	2
Sales	25

Fig: Participation rate for different Business Unit

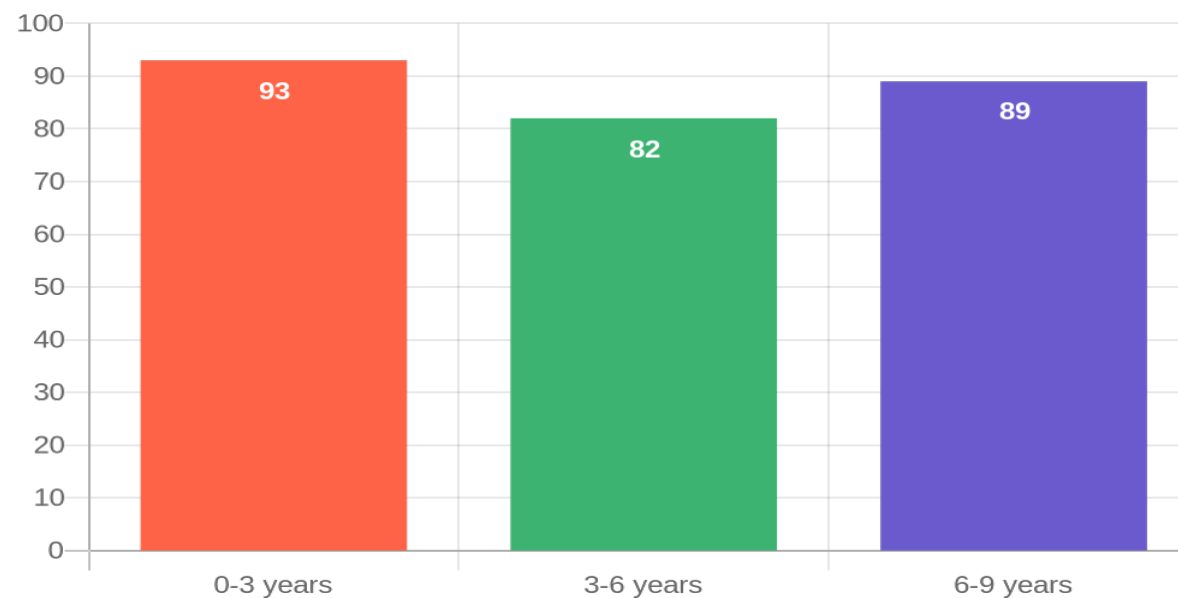
Survey Participation of Infosys



Chemical	5	Lab	1	Reporting	9	Senior Management HR	1
Finance	4	Microbiology	6	Residue	21	Senior Management Lab Operations	1
HPLC	8	Mnt and QA	4	Sales	20	Senior Management Sales	1
Inorganic	5	Proximate	9	Sales Support	5	Senior ManagementNBLLC	1
Inspections	9	Registration	7	Senior Management Finance	1	Stores n Purhcase	1
				Water			
				5			

Fig: Participation rate for different Divisions

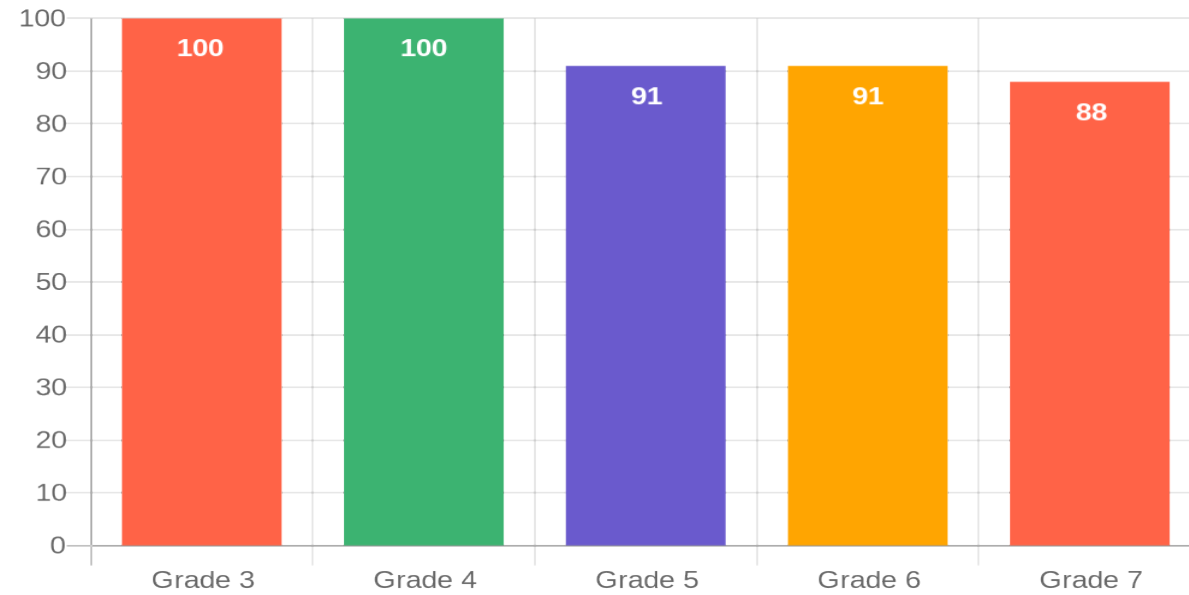
Survey Participation of Infosys



0-3 years	65
3-6 years	51
6-9 years	8

Fig: Participation rate according to Tenure

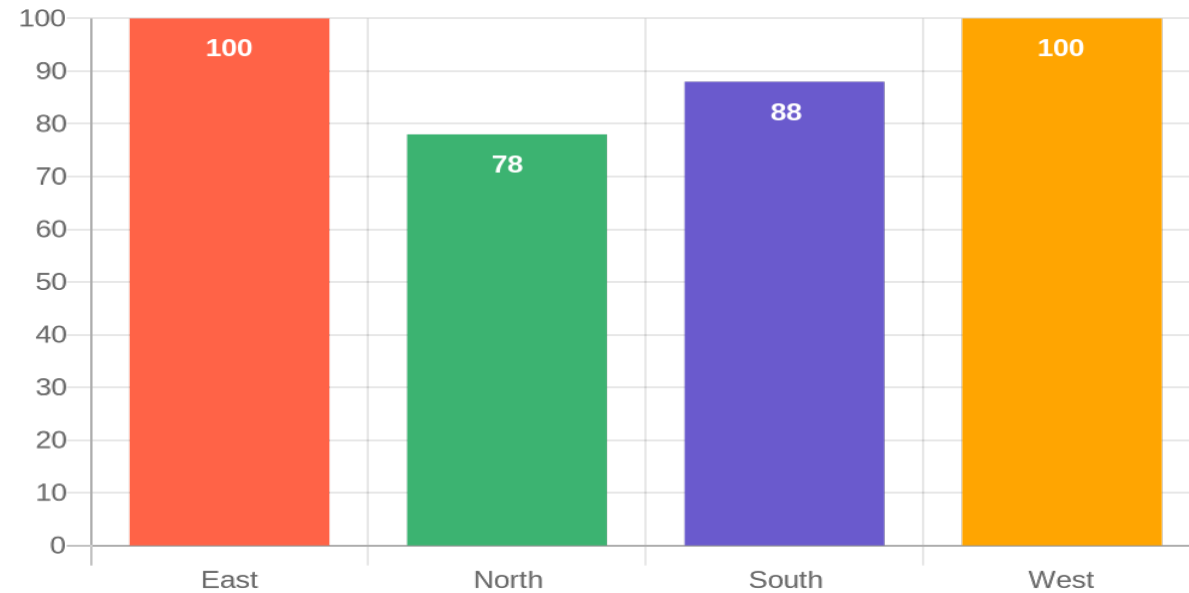
Survey Participation of Infosys



Grade 3	1
Grade 4	3
Grade 5	10
Grade 6	29
Grade 7	81

Fig: Participation rate Grade wise

Survey Participation of Infosys



East	3
North	14
South	103
West	4

Fig: Participation rate Region wise

Analysis of Pride-Advocacy-Loyalty-Overall Satisfaction

Key Insights

Pride

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

Loyalty

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

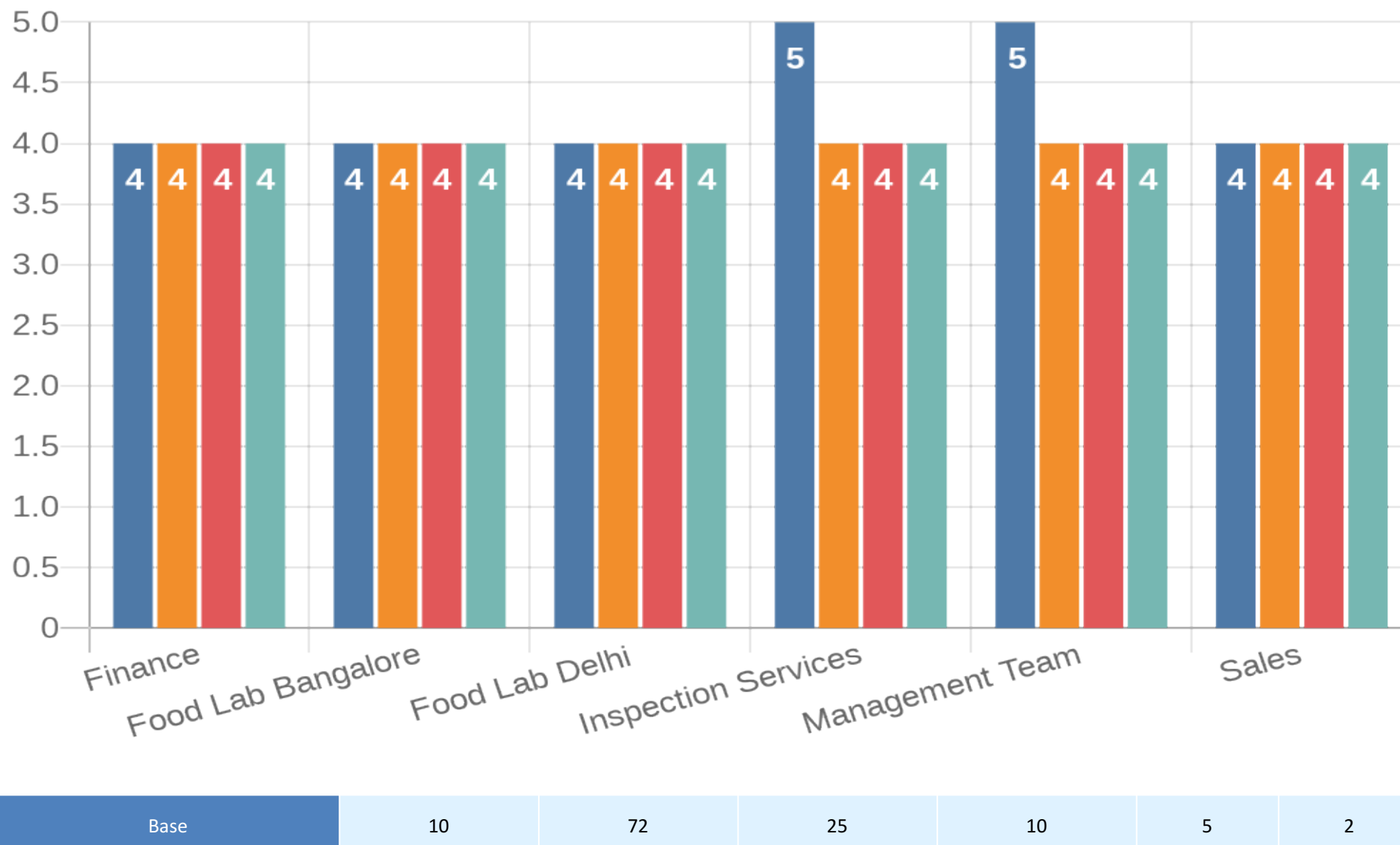
Advocacy

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

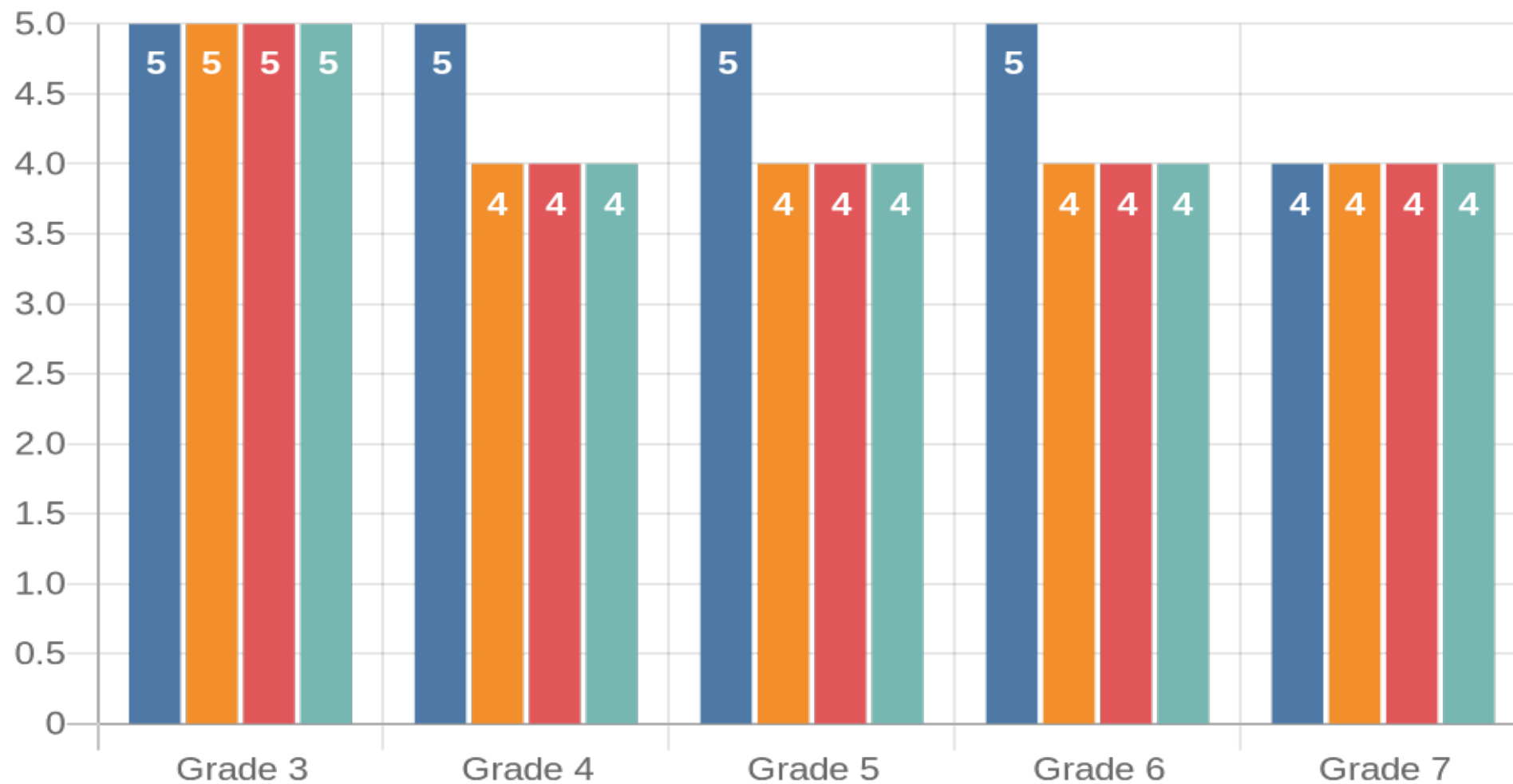
Satisfaction

- The

Overall Dimensions – Business Unit

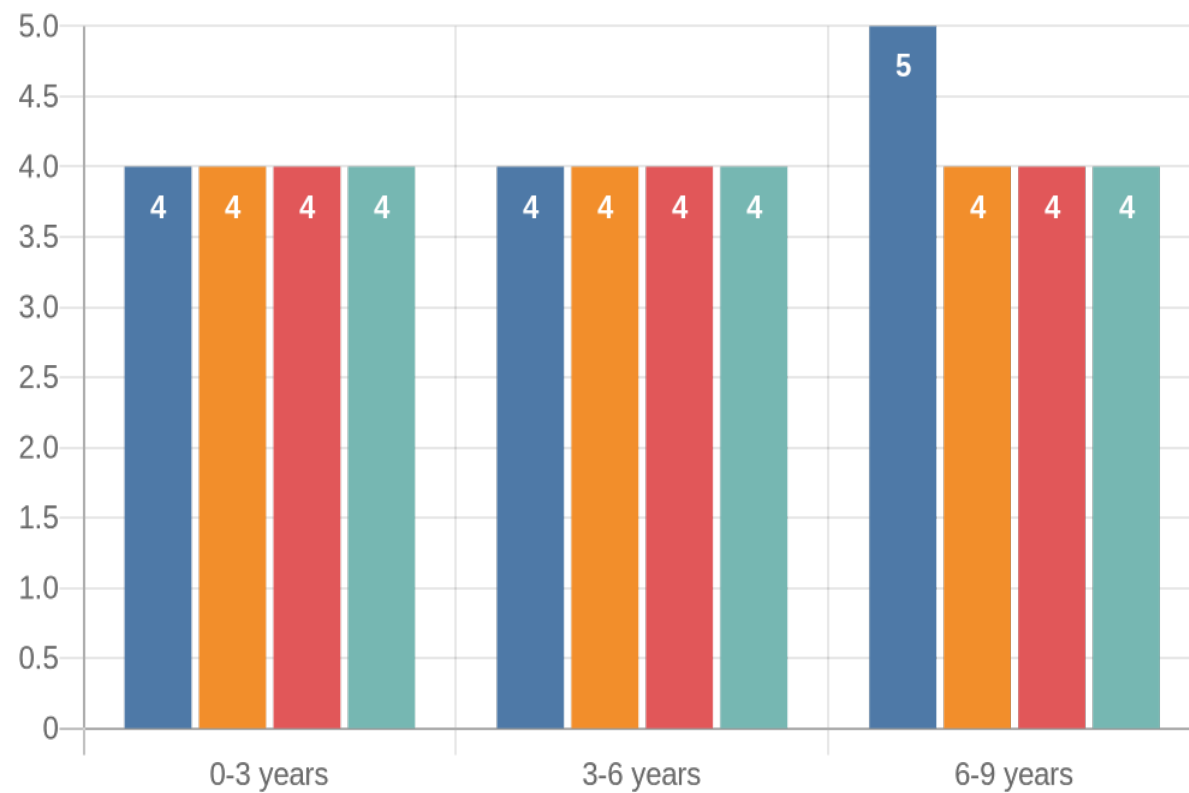


Overall Dimensions – Grade



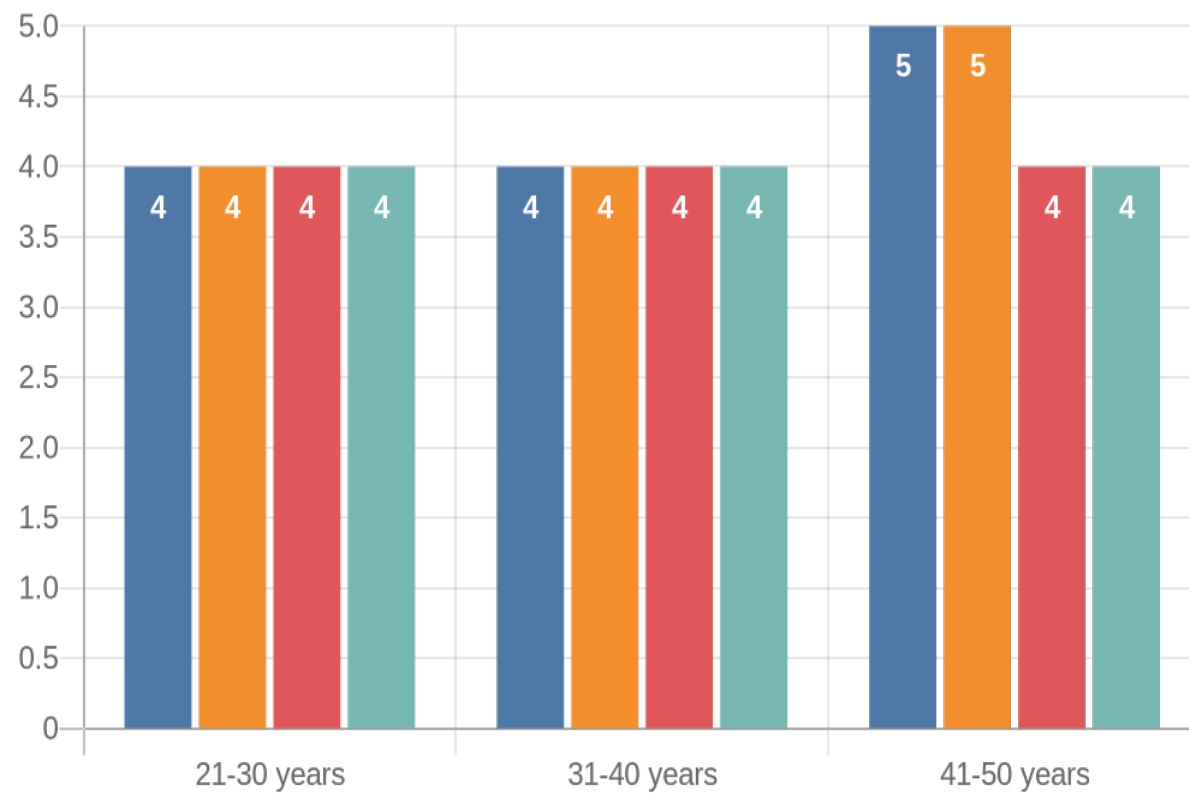
Base	29	10	3	81	1
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Overall Dimensions – Tenure



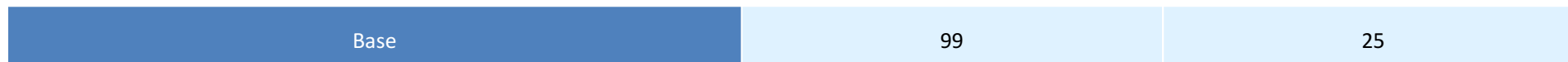
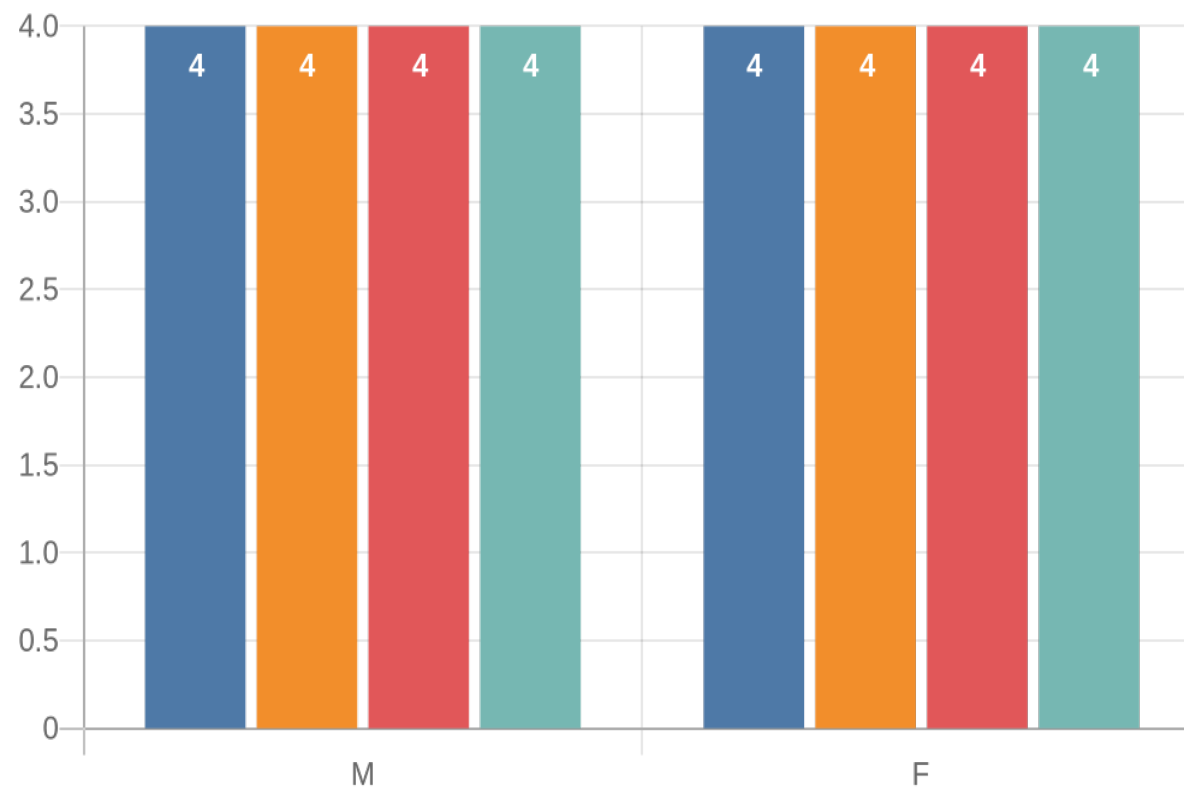
Base	8	51	65
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Overall Dimensions – Age



Base	11	70	43
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Overall Dimensions – Age



Top 5 and Bottom 5 Questions

Question	Dimension	Avg. Rating	(Rating 4/5) %	(Rating 1/2/3) %
<i>I feel proud to be a part of Eurofins</i>	Pride	4.25	95%	5%
<i>At Eurofins people are treated fairly regardless of their race or caste</i>	Diversity & Inclusion	4.13	90%	10%
<i>Integrity of data that I generate is critical for the success of the organization</i>	Leadership of Business Ethics	4.19	92%	8%
<i>Eurofins is committed to providing high-quality service to its customers</i>	Quality Focus	4.24	95%	5%
<i>My team helps me operate at my best</i>	Team Work	4.24	94%	6%

Question	Dimension	Avg. Rating	(Rating 4/5) %	(Rating 1/2/3) %
<i>I believe that the leadership communicates effectively with the rest of the organization</i>	Communication	3.70	70%	30%
<i>At Eurofins, promotions go to those who best deserve them</i>	Growth & Development	3.66	69%	31%
<i>In the past 1 year, there has been positive changes in Eurofins</i>	Leadership	3.13	48%	52%
<i>I am satisfied with the speed of decision making in Eurofins</i>	Leadership	3.44	60%	40%
<i>High performance is adequately rewarded at Eurofins</i>	Managing Performance	3.56	65%	35%

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	Pride	1.61	1.61	1.61	60.48	34.68	95.16	4.84	4.25
Q2) I will recommend Eurofins as a great place to work	Advocacy	3.23	7.26	8.06	61.29	20.16	81.45	18.55	3.88
Q3) Two years from now, I see myself continuing to work for Eurofins	Loyalty	0.81	4.03	16.94	54.84	23.39	78.23	21.77	3.96
Q4) I am extremely satisfied with Eurofins as a place to work	Overall Satisfaction	0.81	12.10	9.68	62.10	15.32	77.42	22.58	3.79
Q5) My manager communicates the organization's goals to me	Communication	1.61	6.45	8.87	60.48	22.58	83.06	16.94	3.96
Q6) My manager listens to my ideas, opinions and concerns	Communication	0.81	8.06	15.32	47.58	28.23	75.81	24.19	3.94

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 believe that the leadership communicates effectively with the rest of the organization	Communication	1.61	8.06	20.16	58.87	11.29	70.16	29.84	3.70
Q8) At Eurofins people are treated fairly regardless of their age	Diversity & Inclusion	0.81	4.03	6.45	70.16	18.55	88.71	11.29	4.02
Q9) At Eurofins people are treated fairly regardless of their race or caste	Diversity & Inclusion		4.03	5.65	63.71	26.61	90.32	9.68	4.13
Q10) At Eurofins people are treated fairly regardless of their sex	Diversity & Inclusion	1.61	4.84	7.26	65.32	20.97	86.29	13.71	3.99
Q11) If I am unfairly treated, I believe I'll be given a fair hearing if I appeal.	Diversity & Inclusion	0.81	4.03	15.32	62.90	16.94	79.84	20.16	3.91
Q12) At Eurofins, I have received adequate training necessary to do my job well	Growth & Development	1.61	8.06	11.29	60.48	18.55	79.03	20.97	3.86

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 manager coaches me to build my skills	Growth & Development	0.81	10.48	8.06	58.06	22.58	80.65	19.35	3.91
Q14) My manager supports my growth and development in my current role	Growth & Development	1.61	6.45	10.48	56.45	25.00	81.45	18.55	3.97
Q15) I believe that I have adequate opportunities for growth in my organization	Growth & Development		10.48	14.52	59.68	15.32	75.00	25.00	3.80
Q16) At Eurofins, promotions go to those who best deserve them	Growth & Development	1.61	10.48	19.35	57.26	11.29	68.55	31.45	3.66
Q17) I have full confidence in our leaders' decisions and direction	Leadership	2.42	6.45	15.32	62.90	12.90	75.81	24.19	3.77
Q18) In the past 1 year, there has been positive changes in Eurofins	Leadership	14.52	16.13	21.77	37.10	10.48	47.58	52.42	3.13

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) I am satisfied with the speed of decision making in Eurofins	Leadership	5.65	17.74	16.13	47.58	12.90	60.48	39.52	3.44
Q20) I feel connected with the vision of my organization	Leadership	2.42	5.65	16.13	60.48	15.32	75.81	24.19	3.81
Q21) The organization has made available policies related to ethics/code of conduct to employees and provided training	Leadership of Business Ethics	0.81	4.03	7.26	62.90	25.00	87.90	12.10	4.07
Q22) Integrity of data that I generate is critical for the success of the organization	Leadership of Business Ethics		0.81	7.26	64.52	27.42	91.94	8.06	4.19
Q23) I strongly believe that the organization encourages everyone to comply with the ethical practices and organizational policies	Leadership of Business Ethics		3.23	7.26	68.55	20.97	89.52	10.48	4.07
Q24) The organization has mechanism to report any actual or possible ethical violations	Leadership of Business Ethics	0.81	4.84	4.84	73.39	16.13	89.52	10.48	3.99

Overall Dimension Questions – Q25 to Q30

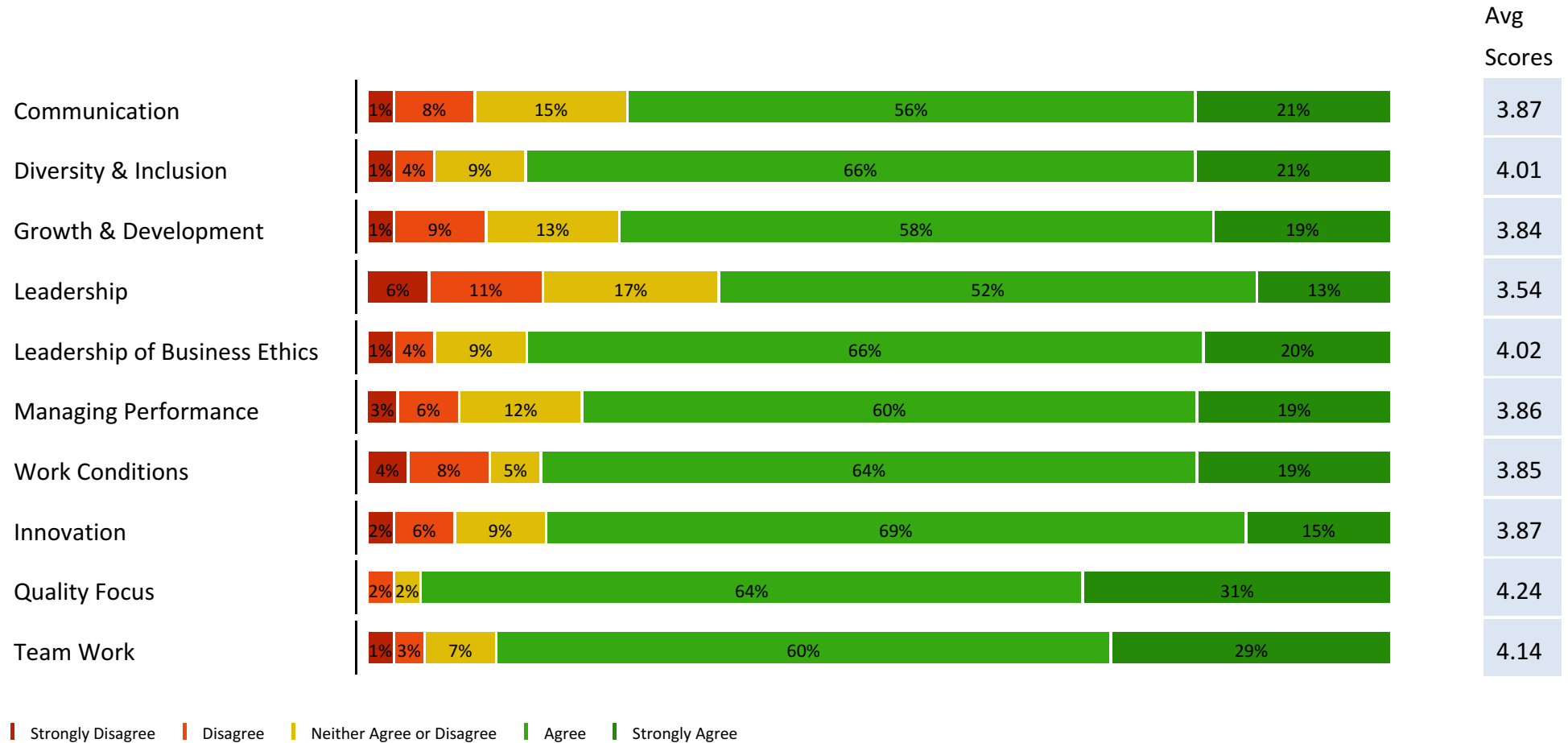
Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q25) Senior leadership is involved in spreading awareness and understanding of the TCoC	Leadership of Business Ethics	1.61	5.65	17.74	62.90	12.10	75.00	25.00	3.78
Q26) My manager gives me feedback on my job performance	Managing Performance	2.42	6.45	6.45	62.90	21.77	84.68	15.32	3.95
Q27) High performance is adequately rewarded at Eurofins	Managing Performance	4.03	9.68	21.77	54.84	9.68	64.52	35.48	3.56
Q28) My successes are recognized by my manager and co-workers	Managing Performance	4.03	8.06	14.52	53.23	20.16	73.39	26.61	3.77
Q29) I am given the necessary authority to carry out my work effectively	Managing Performance	0.81	2.42	5.65	70.97	20.16	91.13	8.87	4.07
Q30) Managers treat all team members equally	Managing Performance	3.23	4.84	12.10	56.45	23.39	79.84	20.16	3.92

Overall Dimension Questions – Q31 to Q36

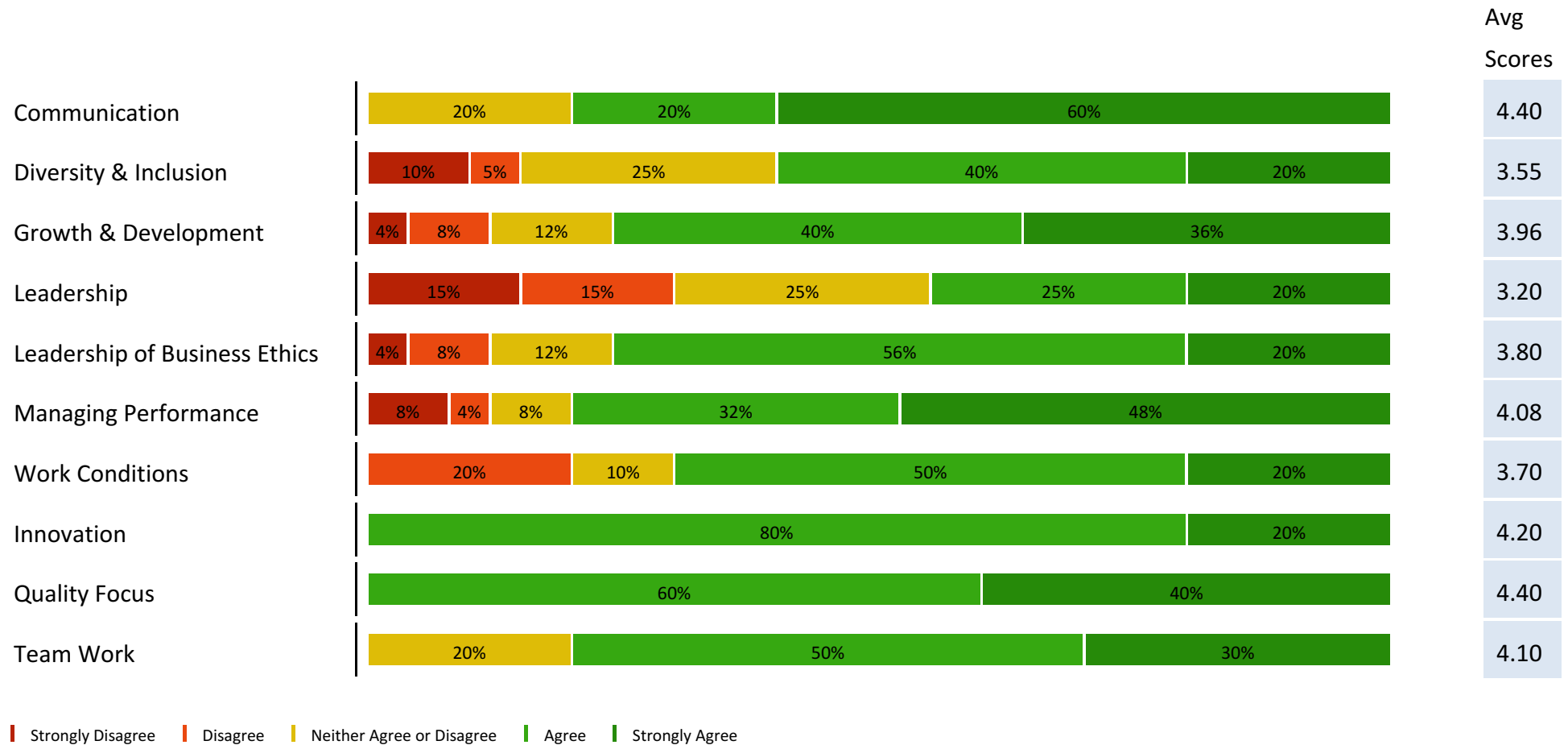
Dimension Questions	Dimension	Strongly Disagree %	Disagree %	Neither Agree nor Disagree %	Agree %	Strongly Agree %	Agreeing %	Not Agreeing %	Infosys Overall
Q31) Eurofins ensures healthy and safe working conditions	Work Conditions	4.84	8.87	4.84	62.90	18.55	81.45	18.55	3.81
Q32) I have access to all the necessary facilities to work effectively at my office	Work Conditions	4.03	6.45	4.84	65.32	19.35	84.68	15.32	3.90
Q33) I feel encouraged to come up with new and better ways of doing things	Innovation	2.42	5.65	8.87	68.55	14.52	83.06	16.94	3.87
Q34) Eurofins is committed to providing high-quality service to its customers	Quality Focus		2.42	2.42	63.71	31.45	95.16	4.84	4.24
Q35) My team helps me operate at my best	Team Work		0.81	5.65	62.10	31.45	93.55	6.45	4.24
Q36) There is good teamwork and cooperation between departments/teams at Eurofins	Team Work	1.61	5.65	8.06	57.26	27.42	84.68	15.32	4.03

Infosys Workplace Dimensions

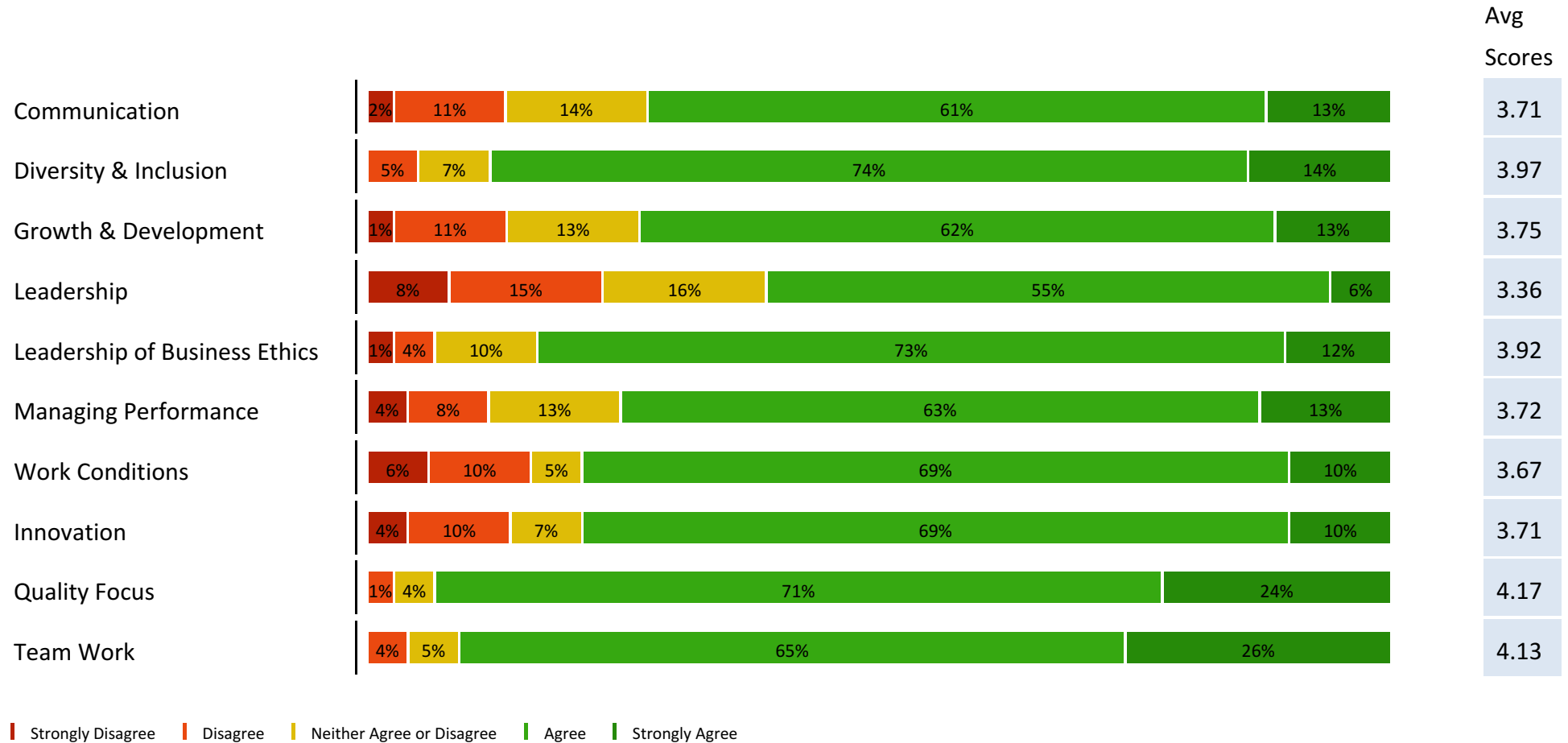
Workplace Dimensions Business Unit - Overall (N = 124)



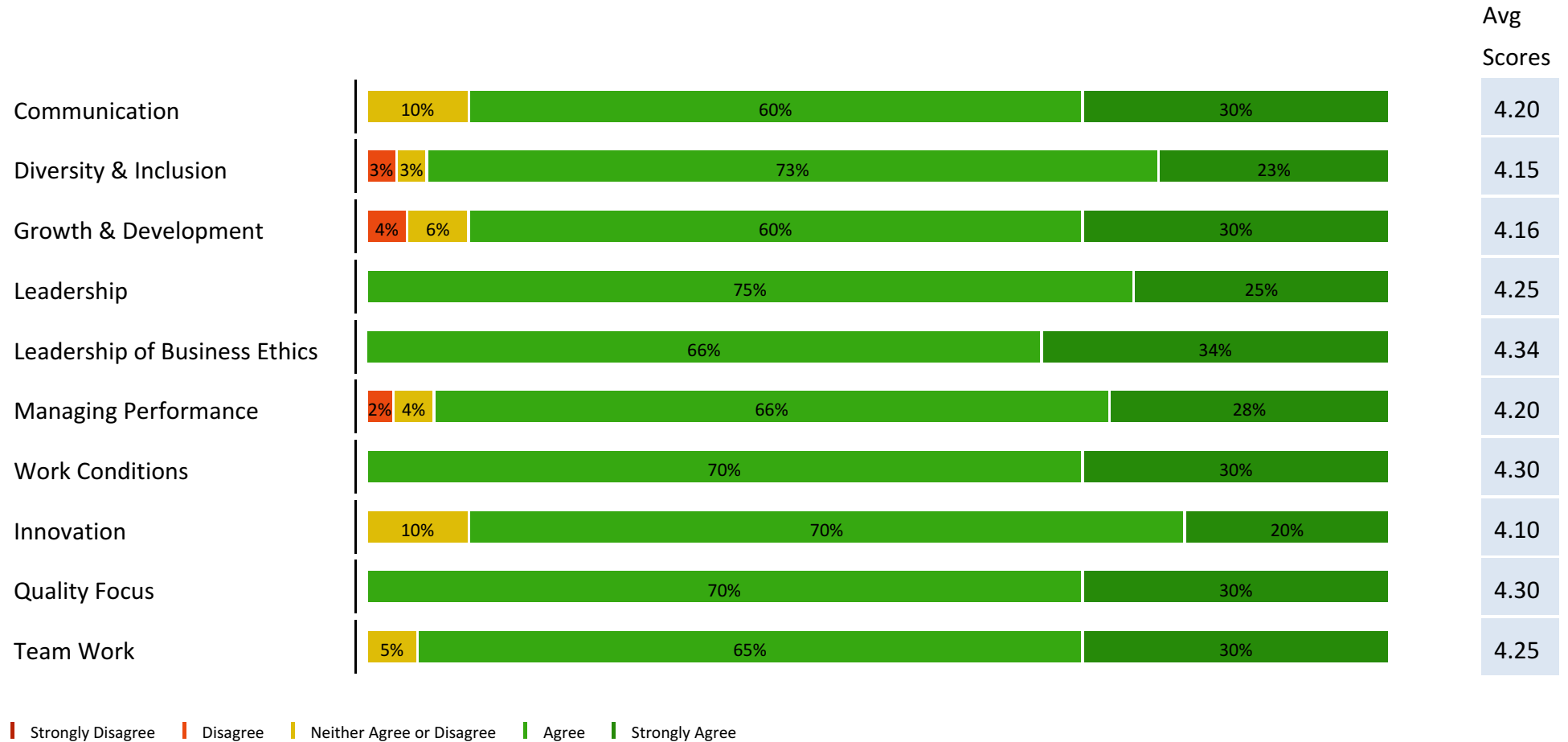
Workplace Dimensions Business Unit 1 - Finance (N = 5)



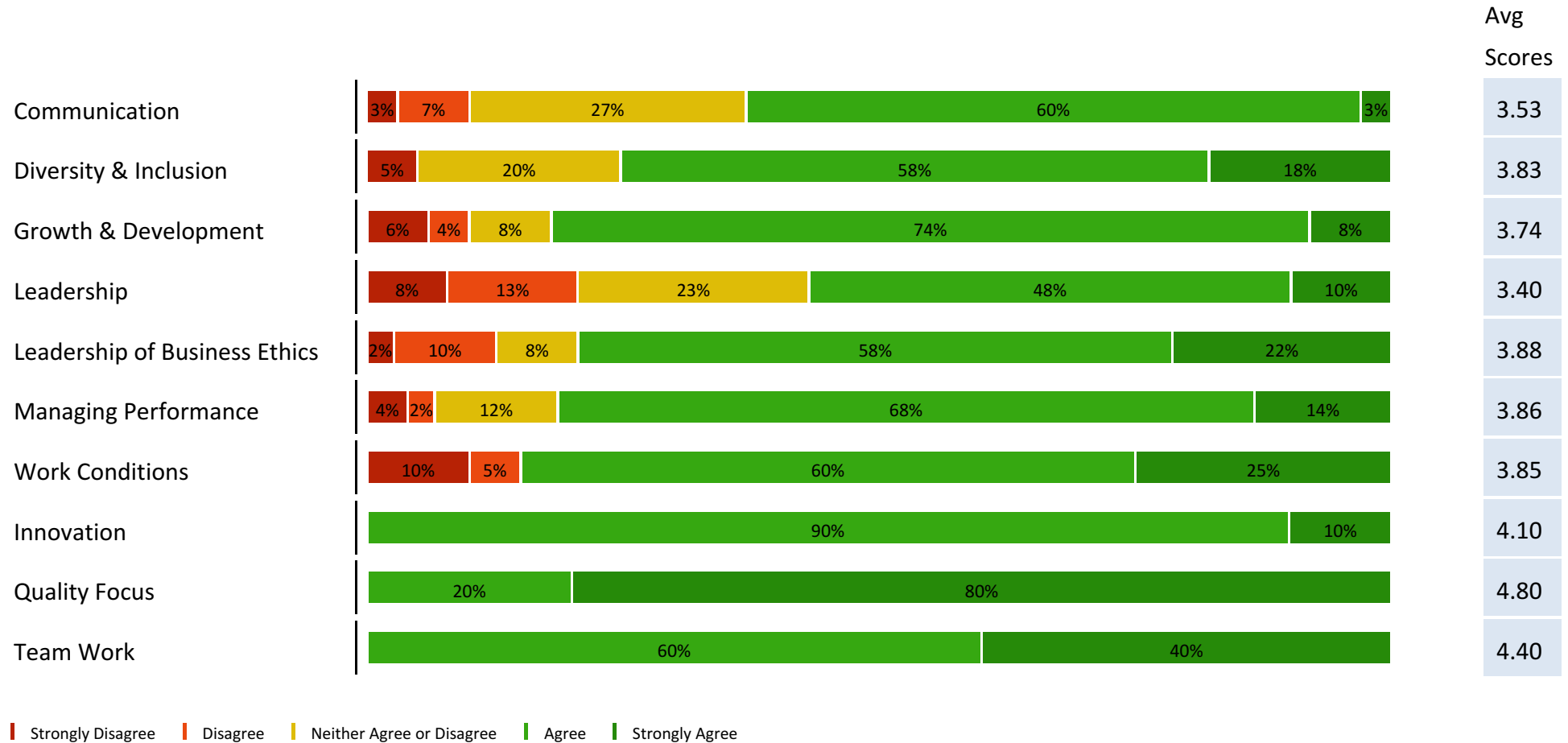
Workplace Dimensions Business Unit 2 - Food Lab Bangalore (N = 72)



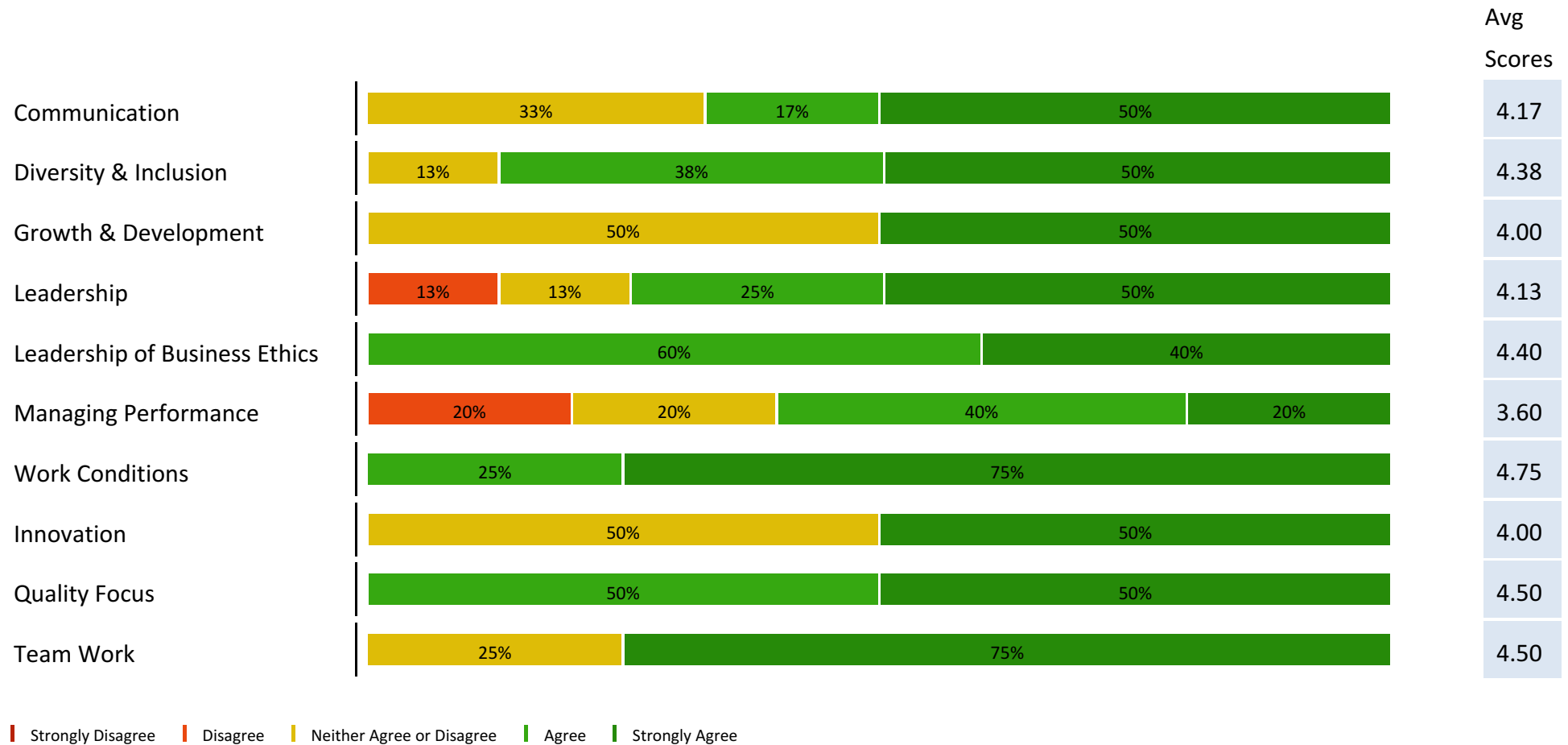
Workplace Dimensions Business Unit 3 - Food Lab Delhi (N = 10)



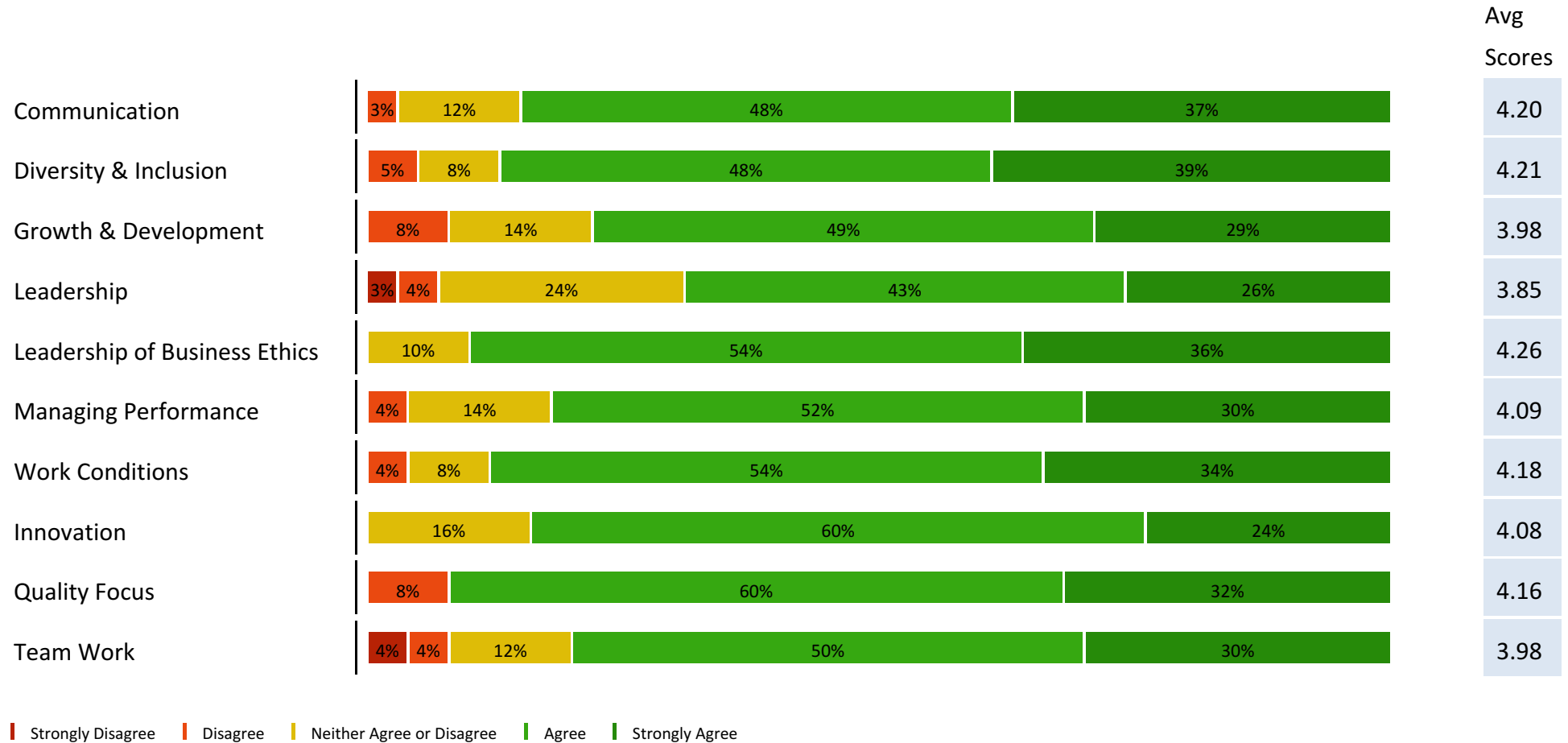
Workplace Dimensions Business Unit 4 - Inspection Services (N = 10)



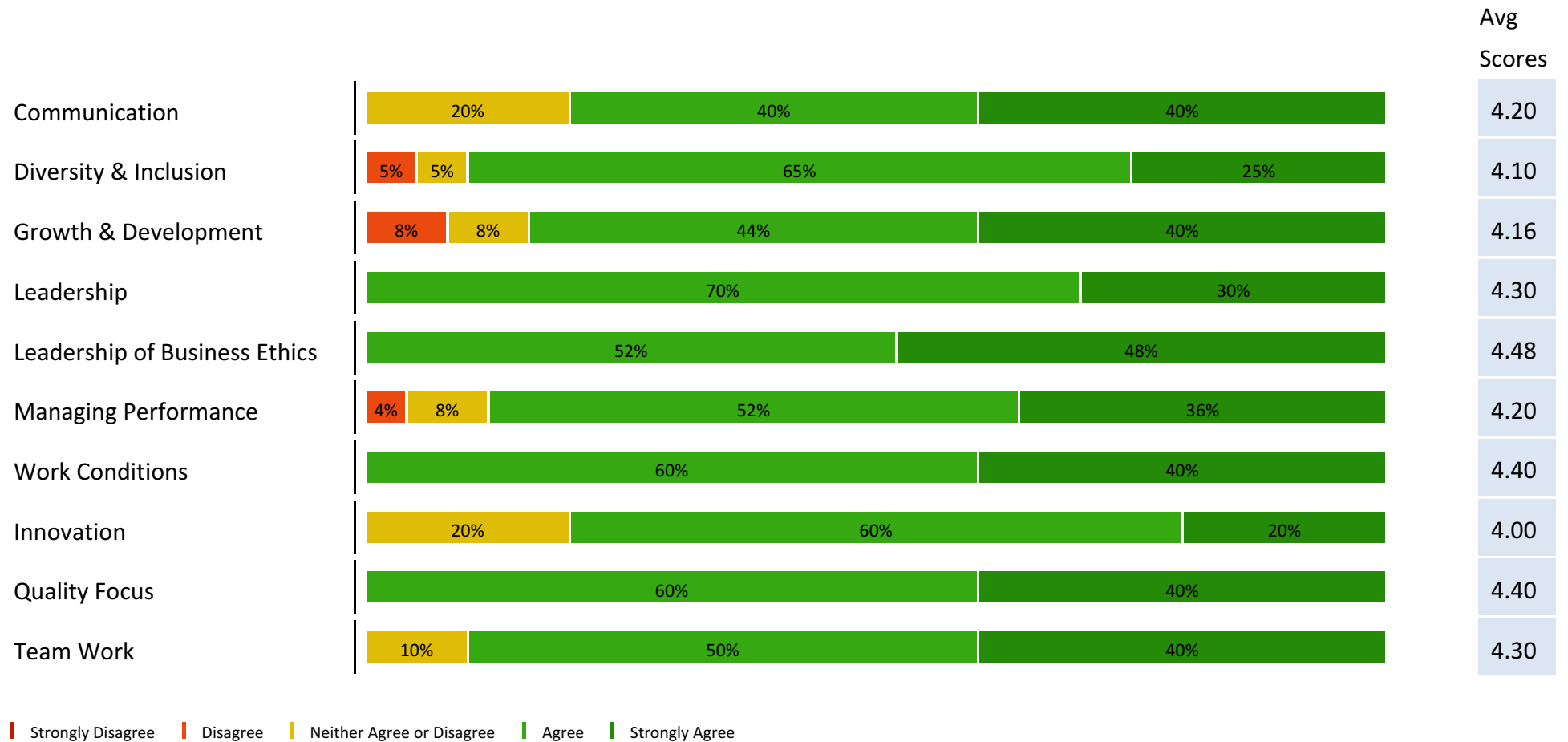
Workplace Dimensions Business Unit 5 - Management Team (N = 2)



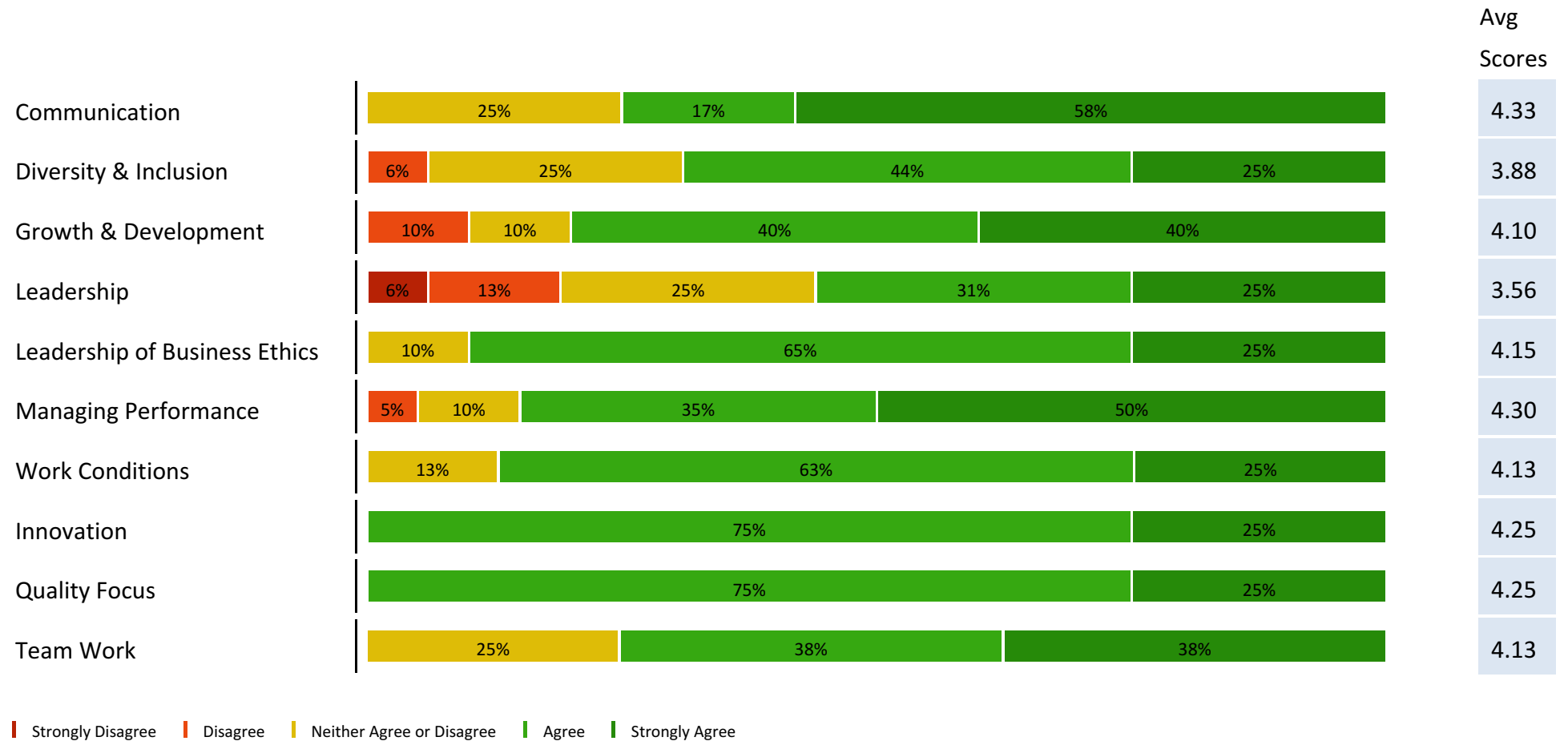
Workplace Dimensions Business Unit 6 - Sales (N = 25)



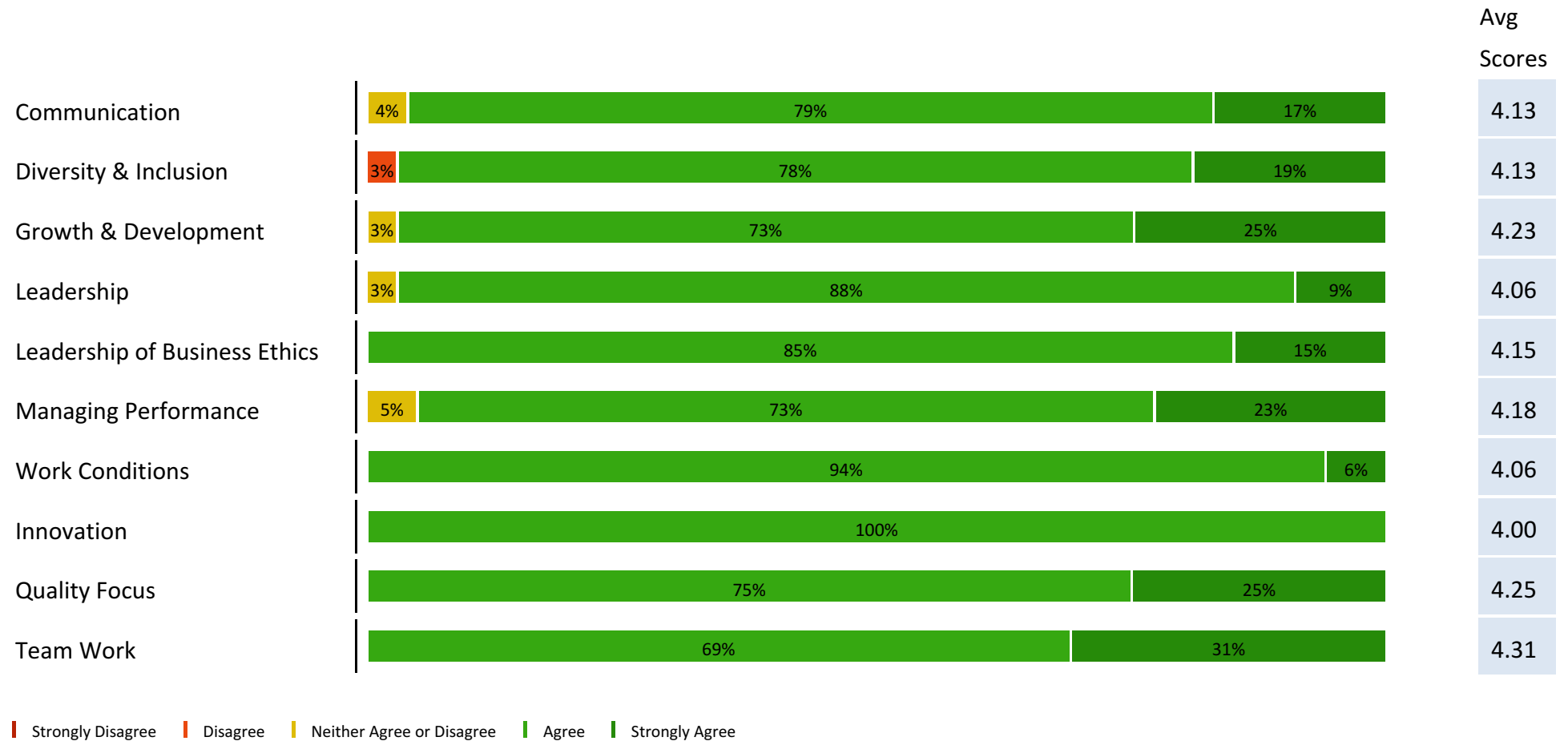
Workplace Dimensions Division 1 - Chemical (N = 5)



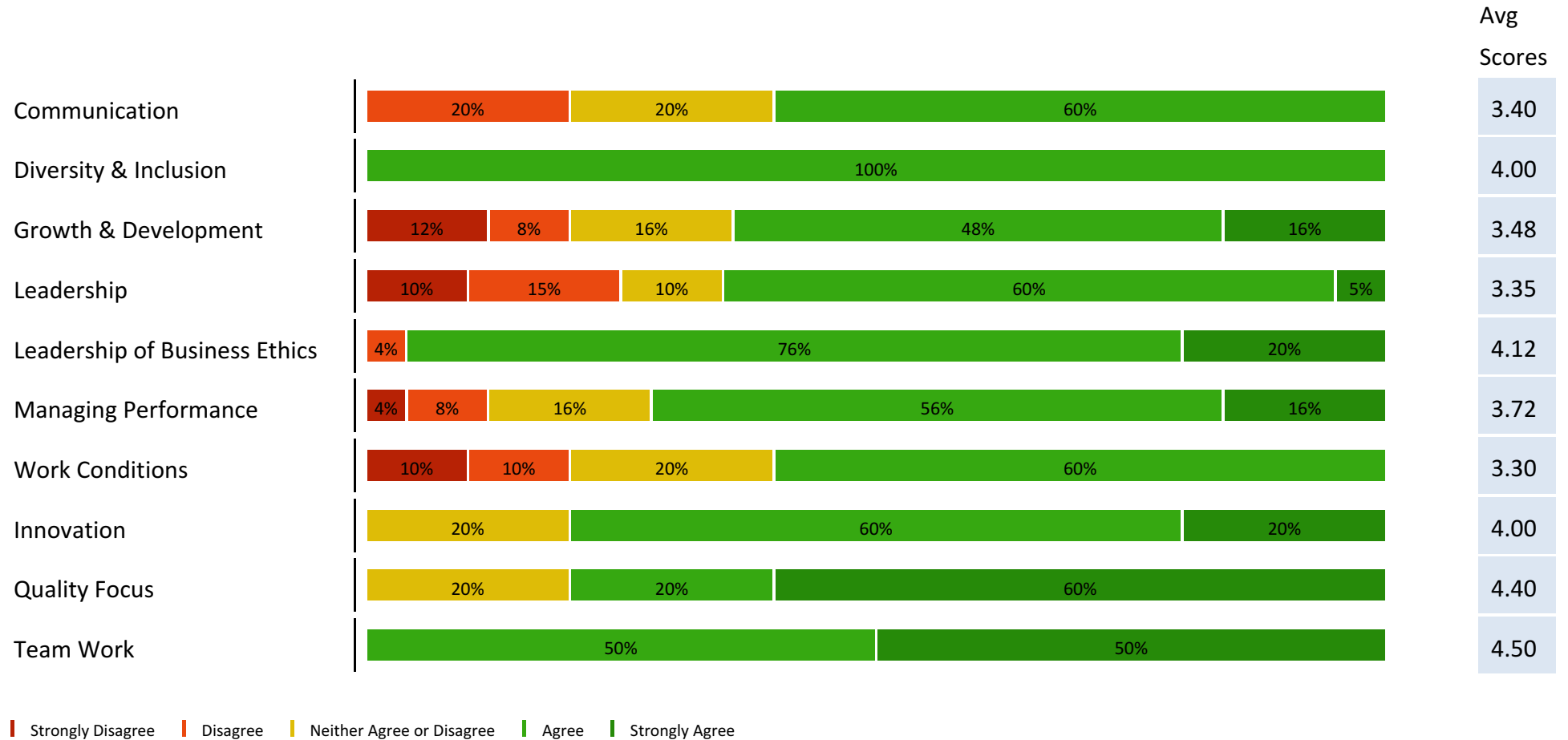
Workplace Dimensions Division 2 - Finance (N = 4)



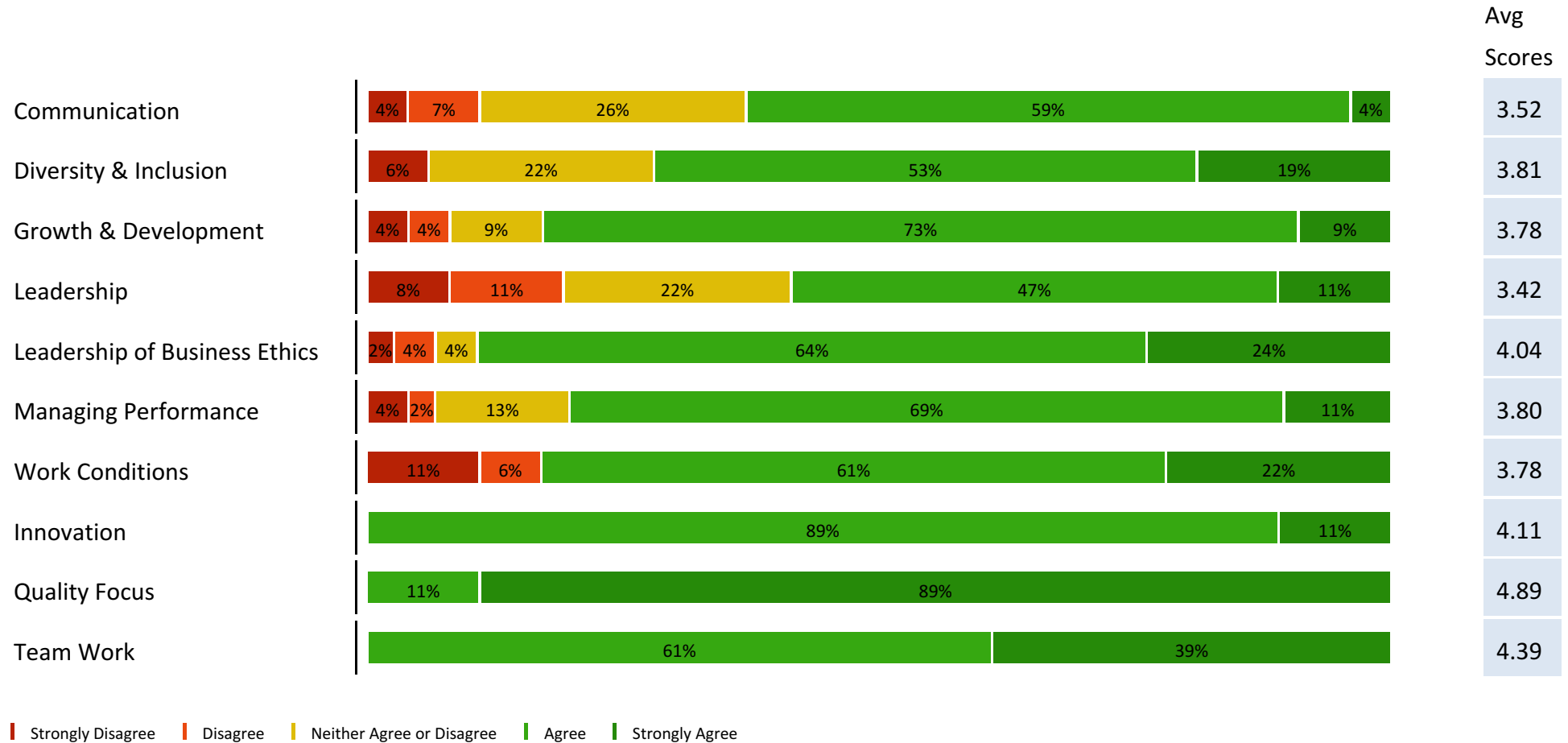
Workplace Dimensions Division 3 - HPLC (N = 8)



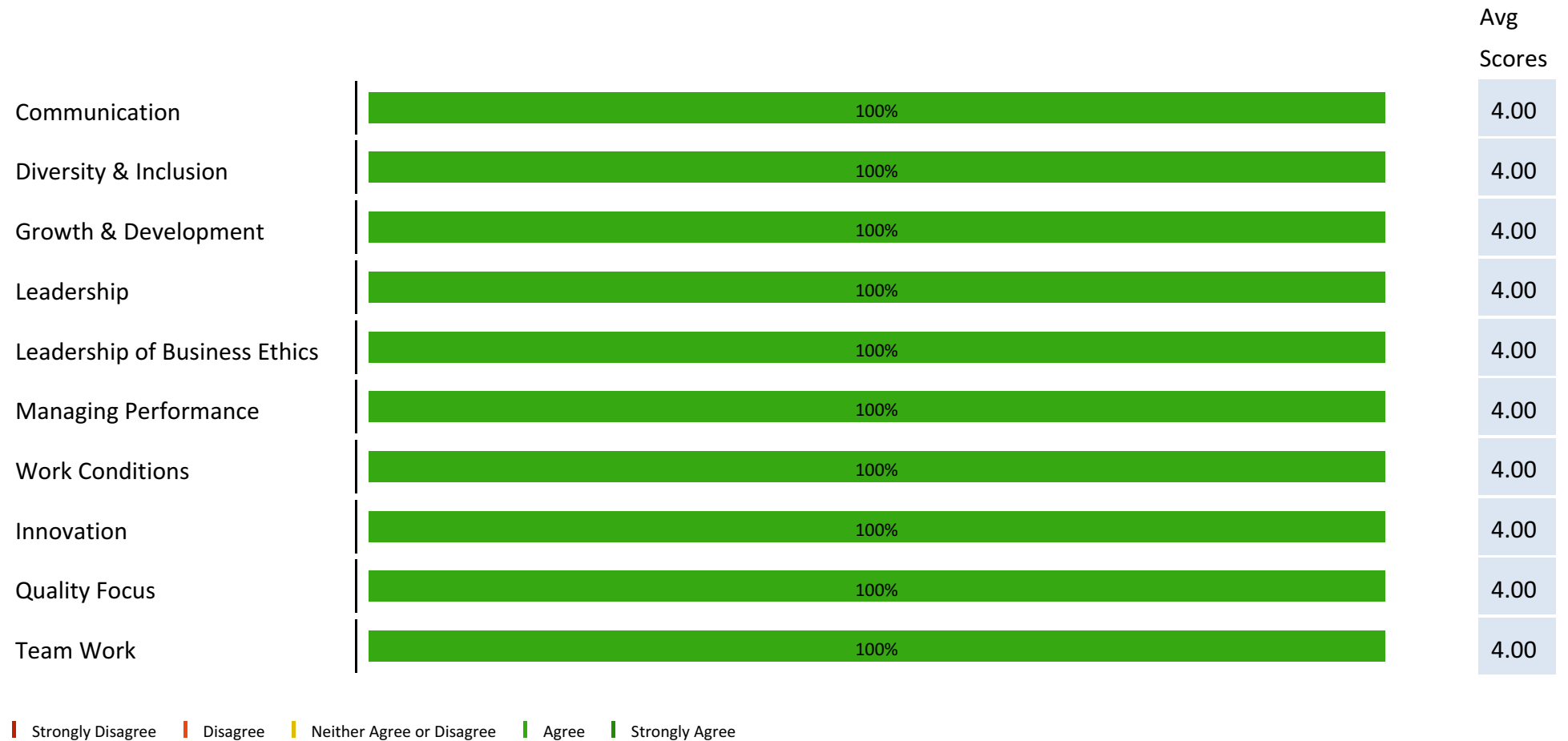
Workplace Dimensions Division 4 - Inorganic (N = 5)



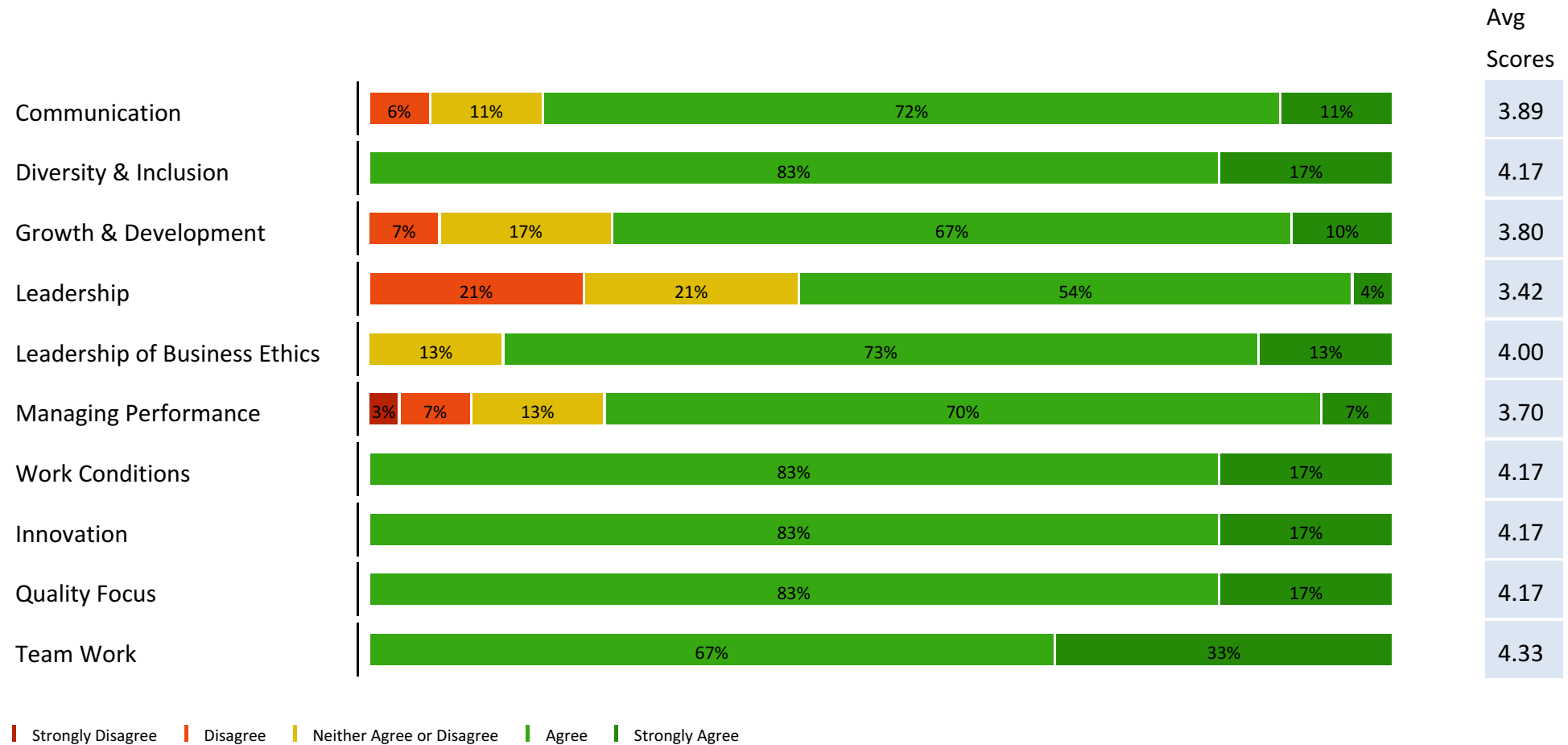
Workplace Dimensions Division 5 - Inspections (N = 9)



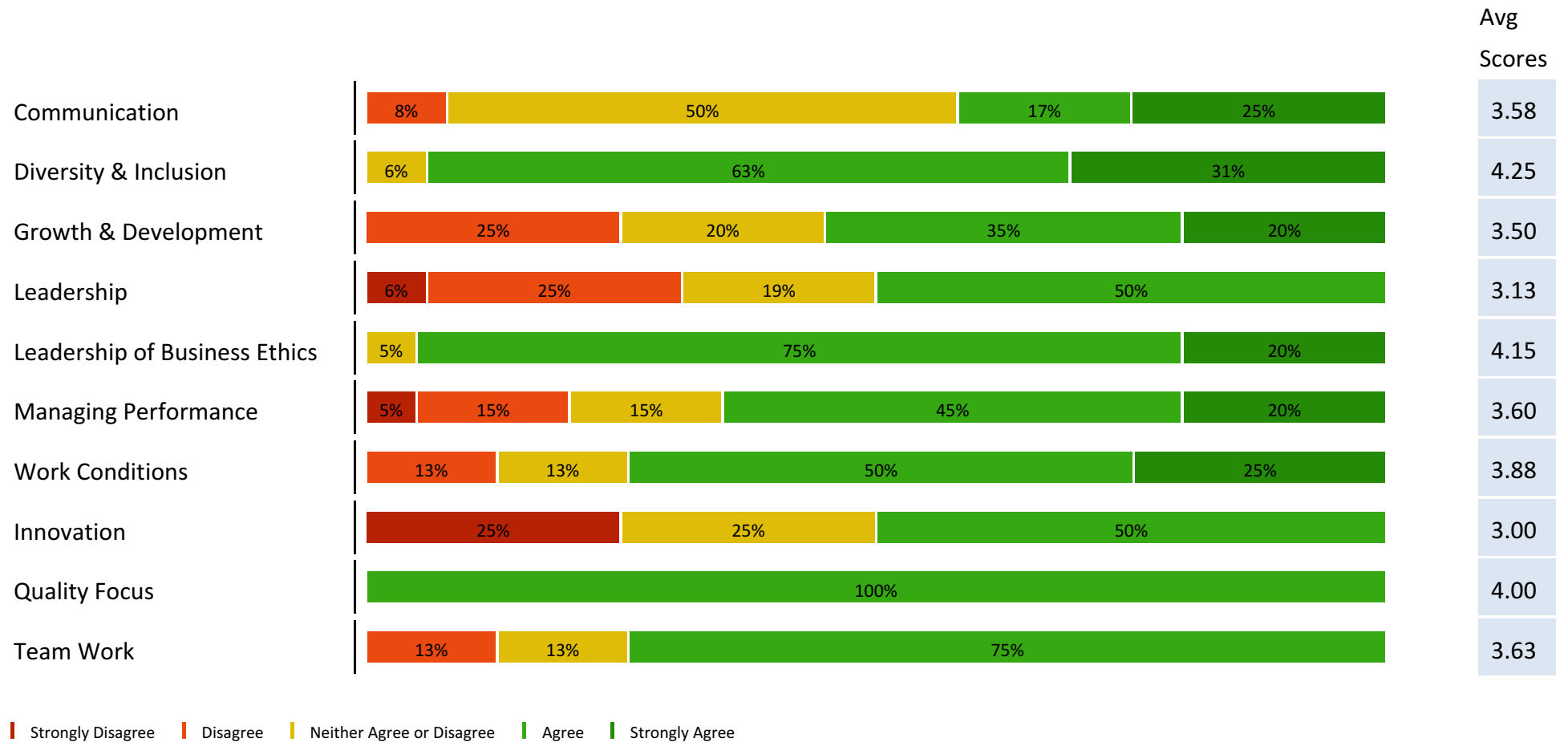
Workplace Dimensions Division 6 - Lab (N = 1)



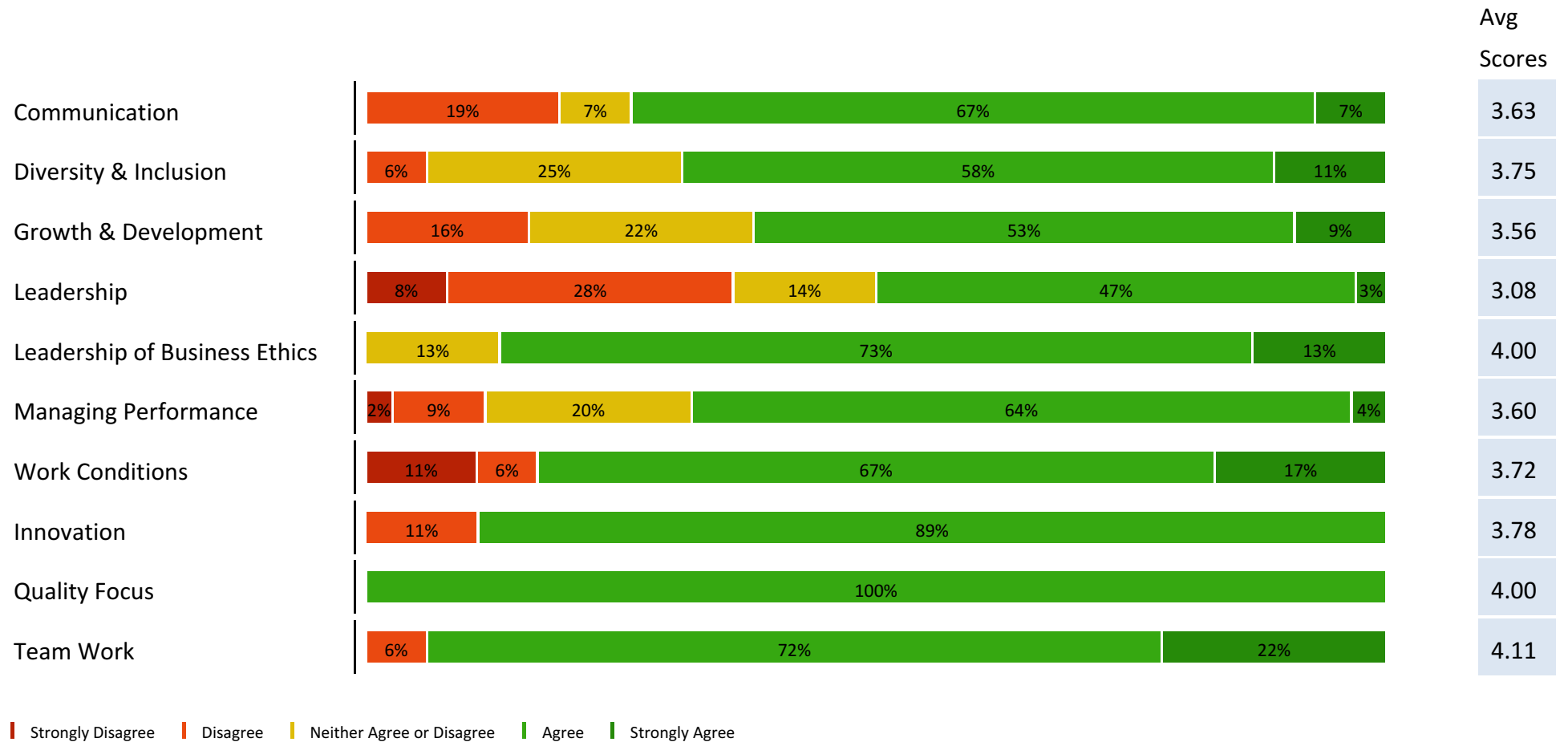
Workplace Dimensions Division 7 - Microbiology (N = 6)



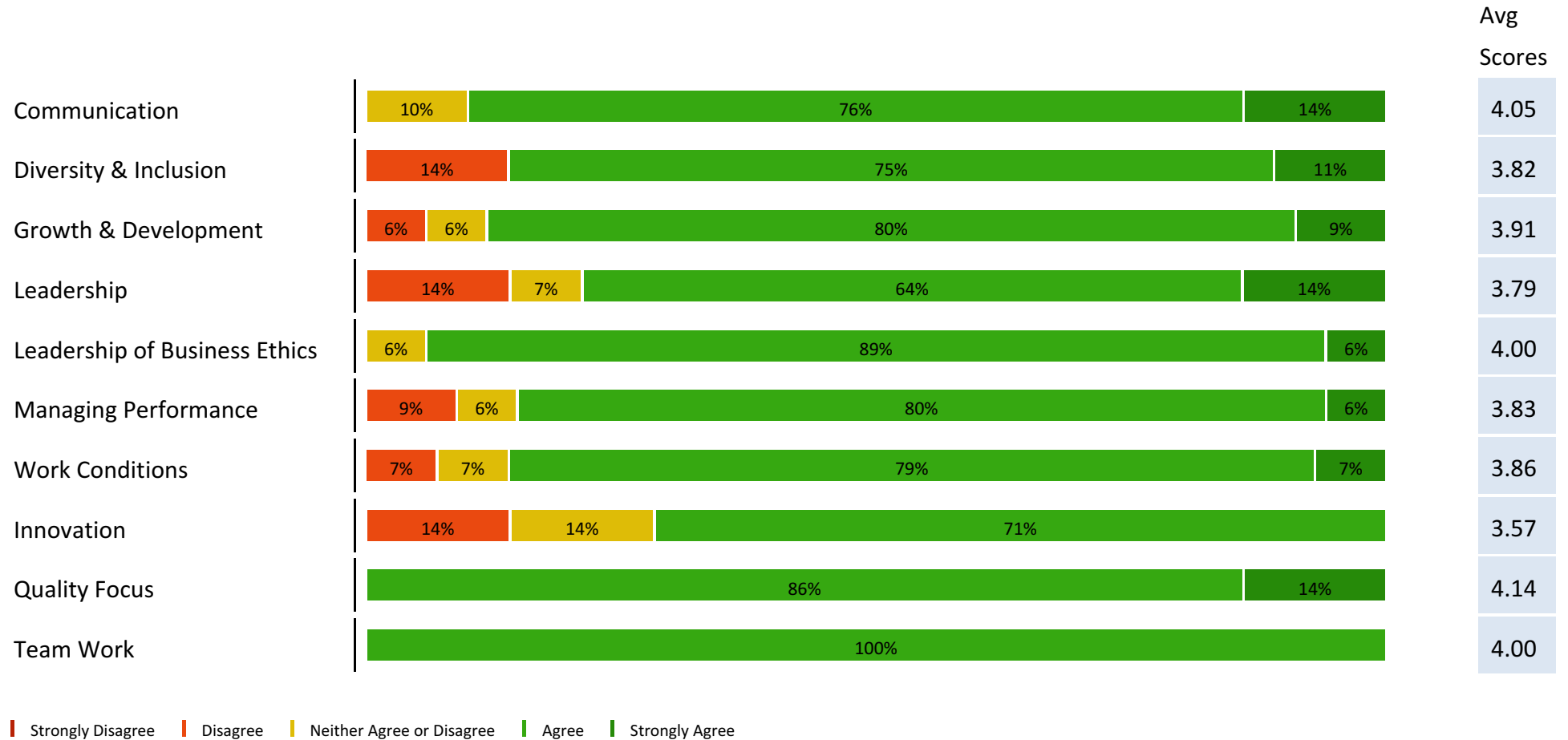
Workplace Dimensions Division 8 - Mnt & QA (N = 4)



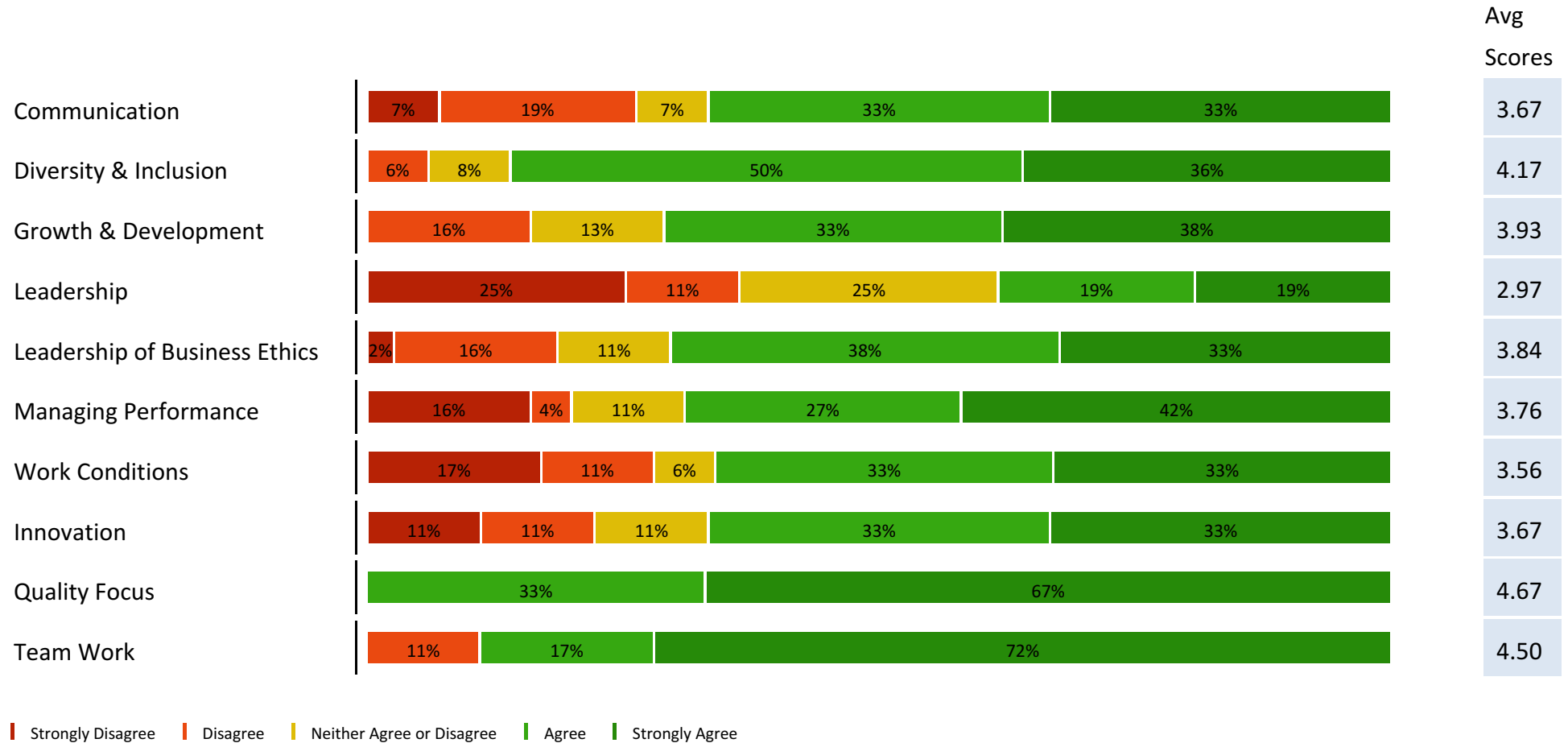
Workplace Dimensions Division 9 - Proximate (N = 9)



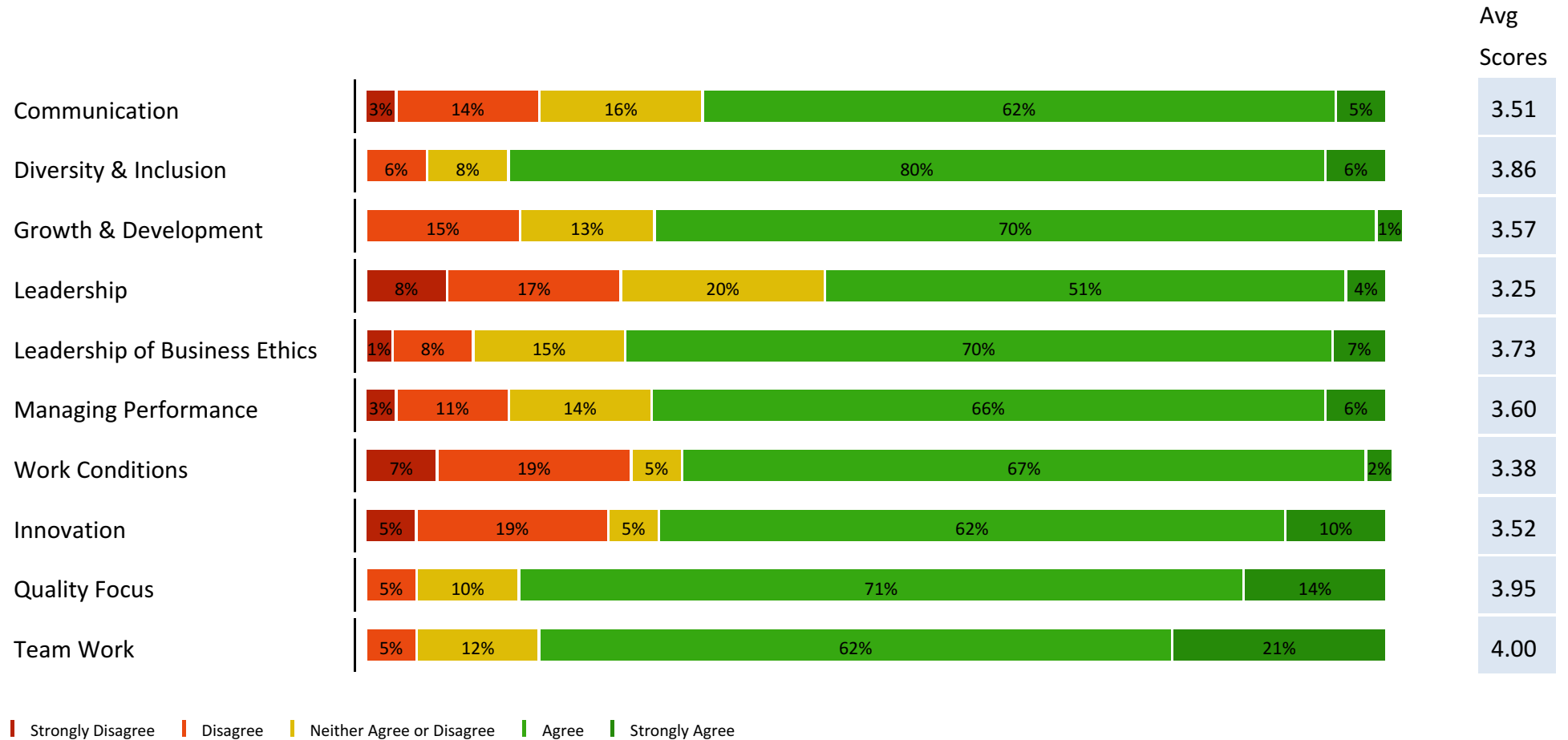
Workplace Dimensions Division 10 - Registration (N = 7)



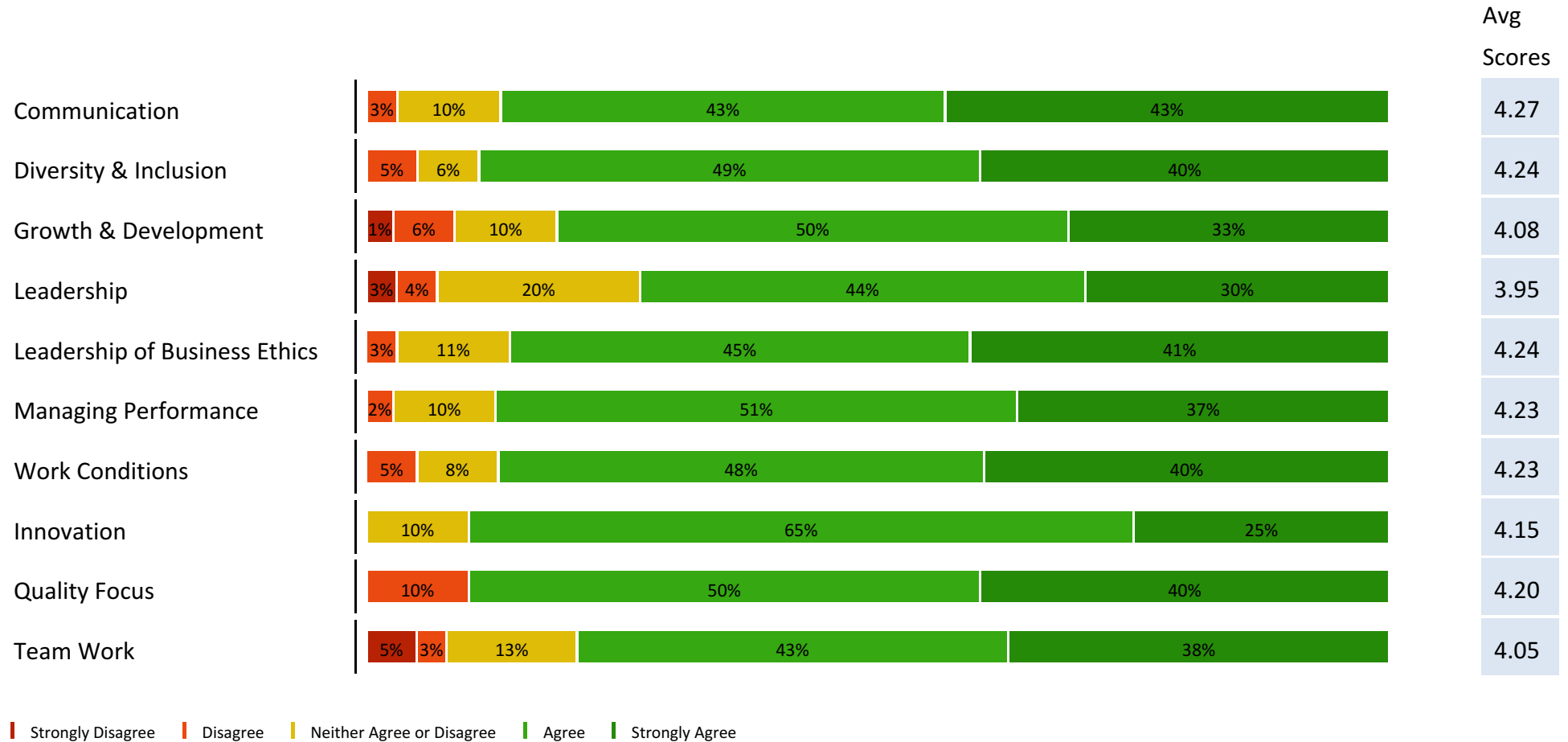
Workplace Dimensions Division 11 - Reporting (N = 9)



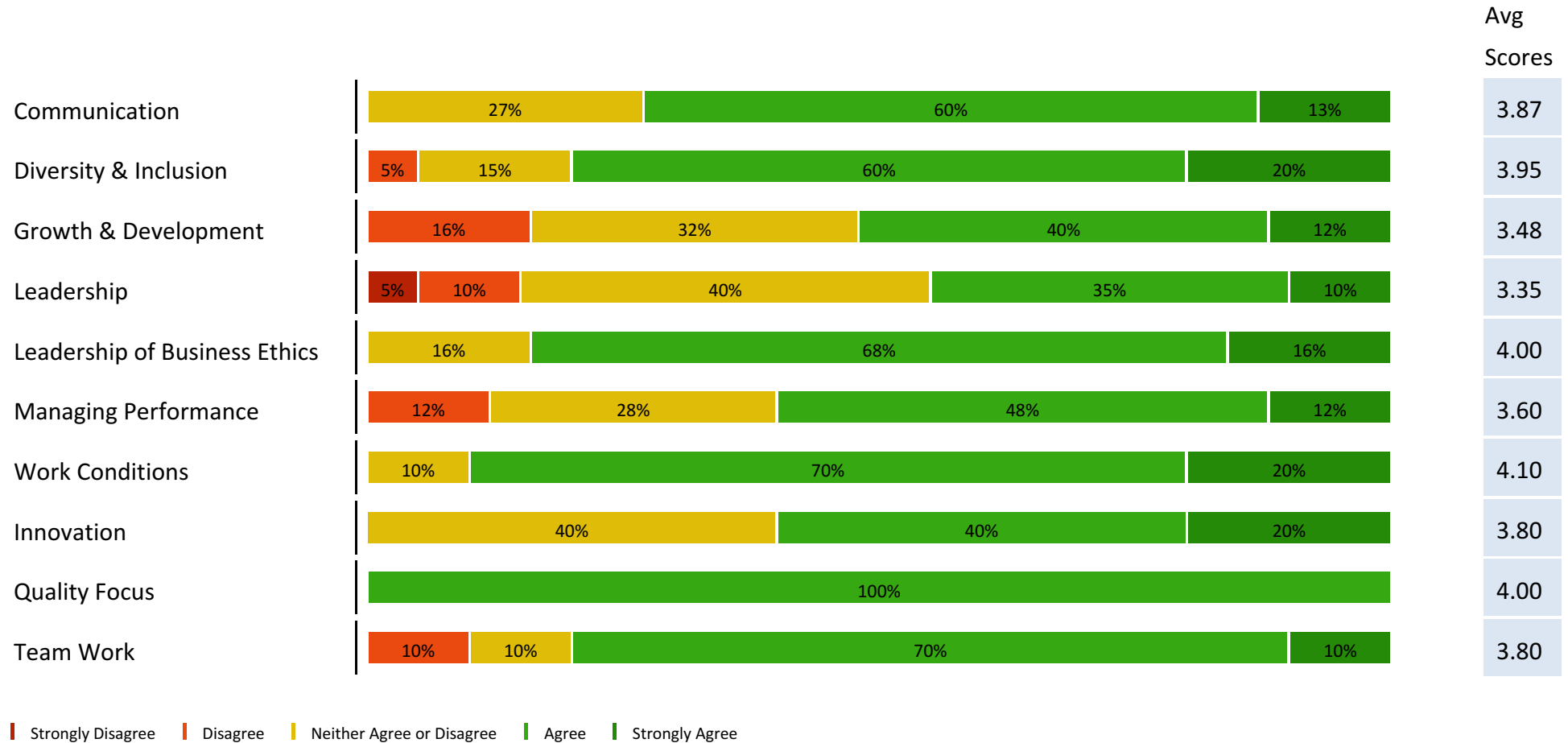
Workplace Dimensions Division 12 - Residue (N = 21)



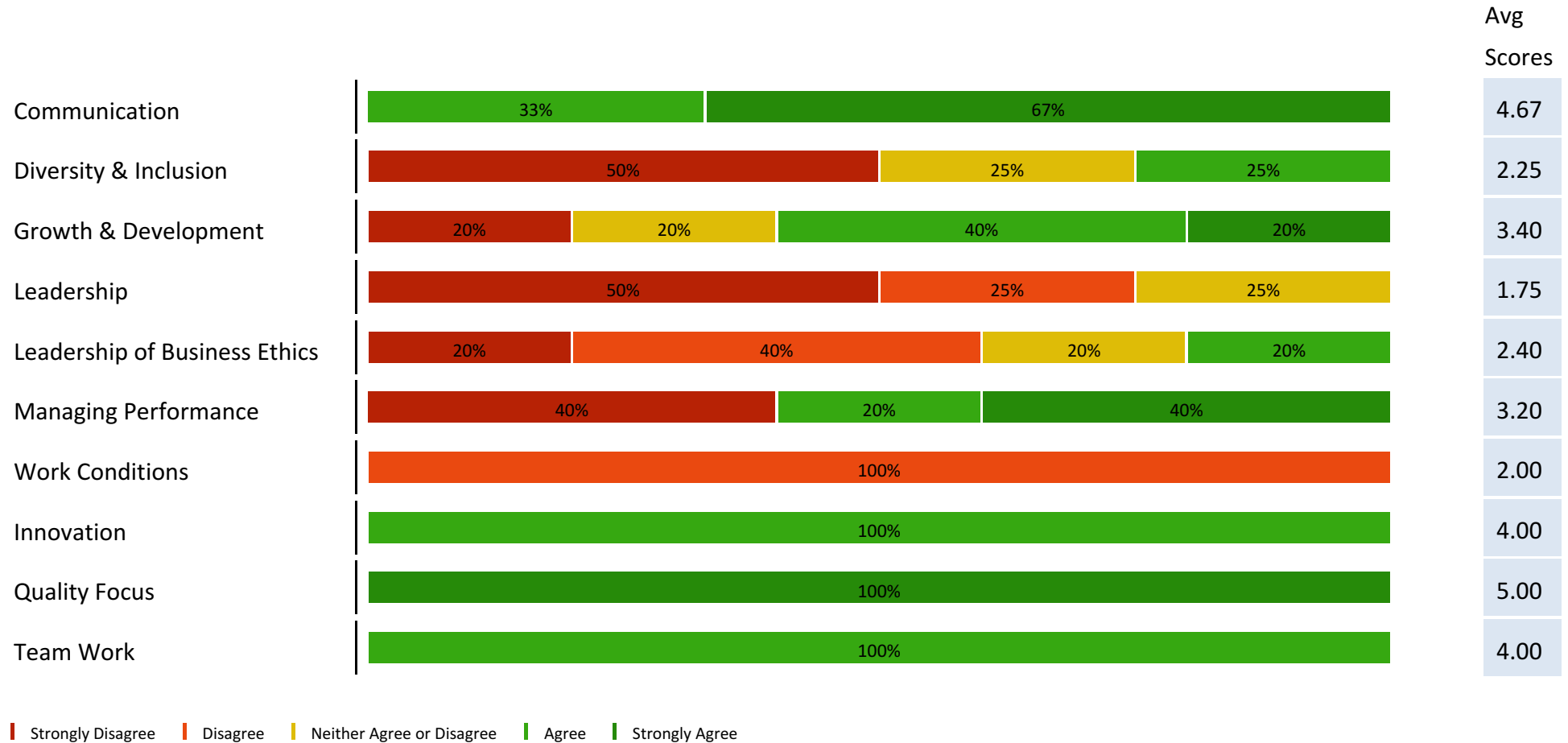
Workplace Dimensions Division 13 - Sales (N = 20)



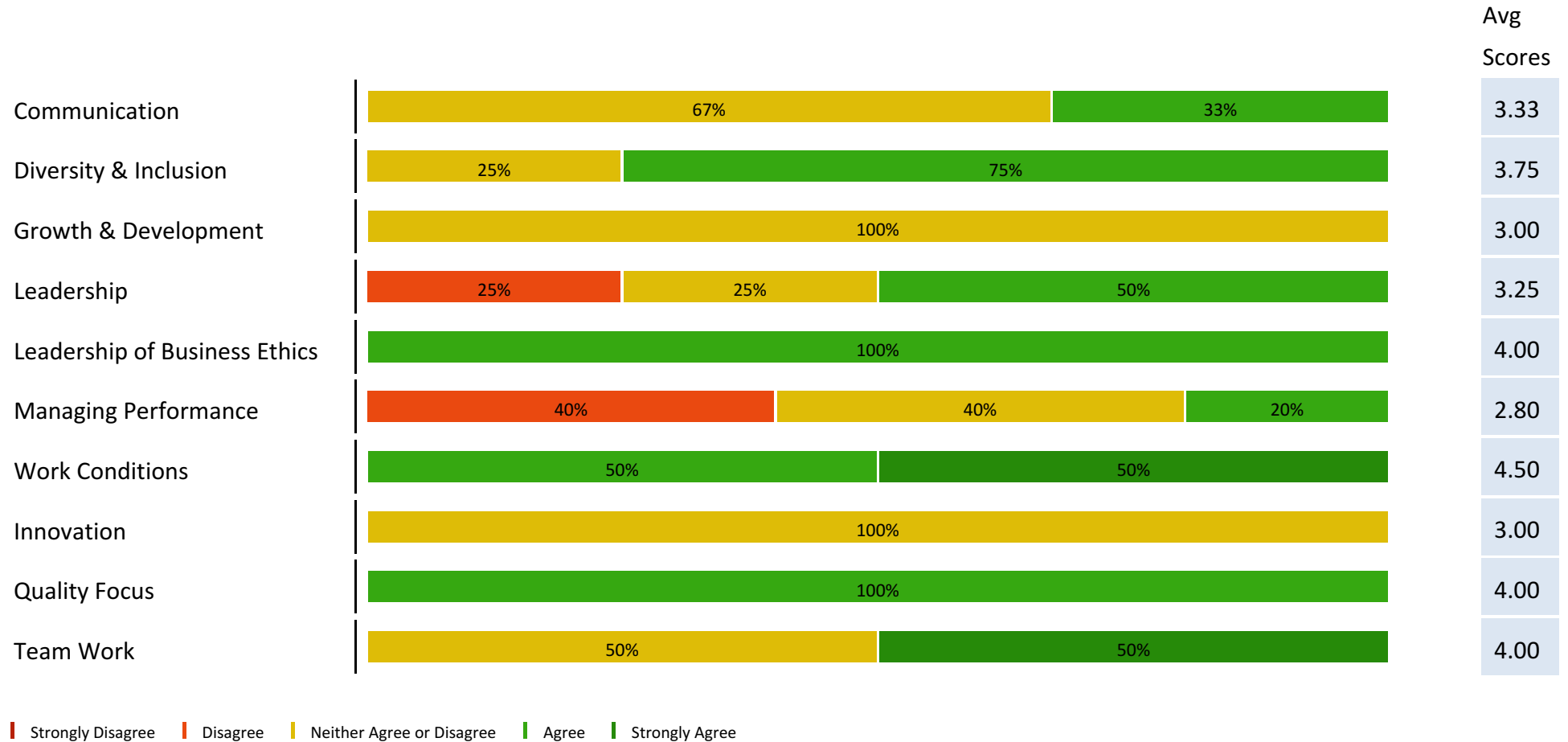
Workplace Dimensions Division 14 - Sales Support (N = 5)



Workplace Dimensions Division 15 - Senior Management Finance (N = 1)



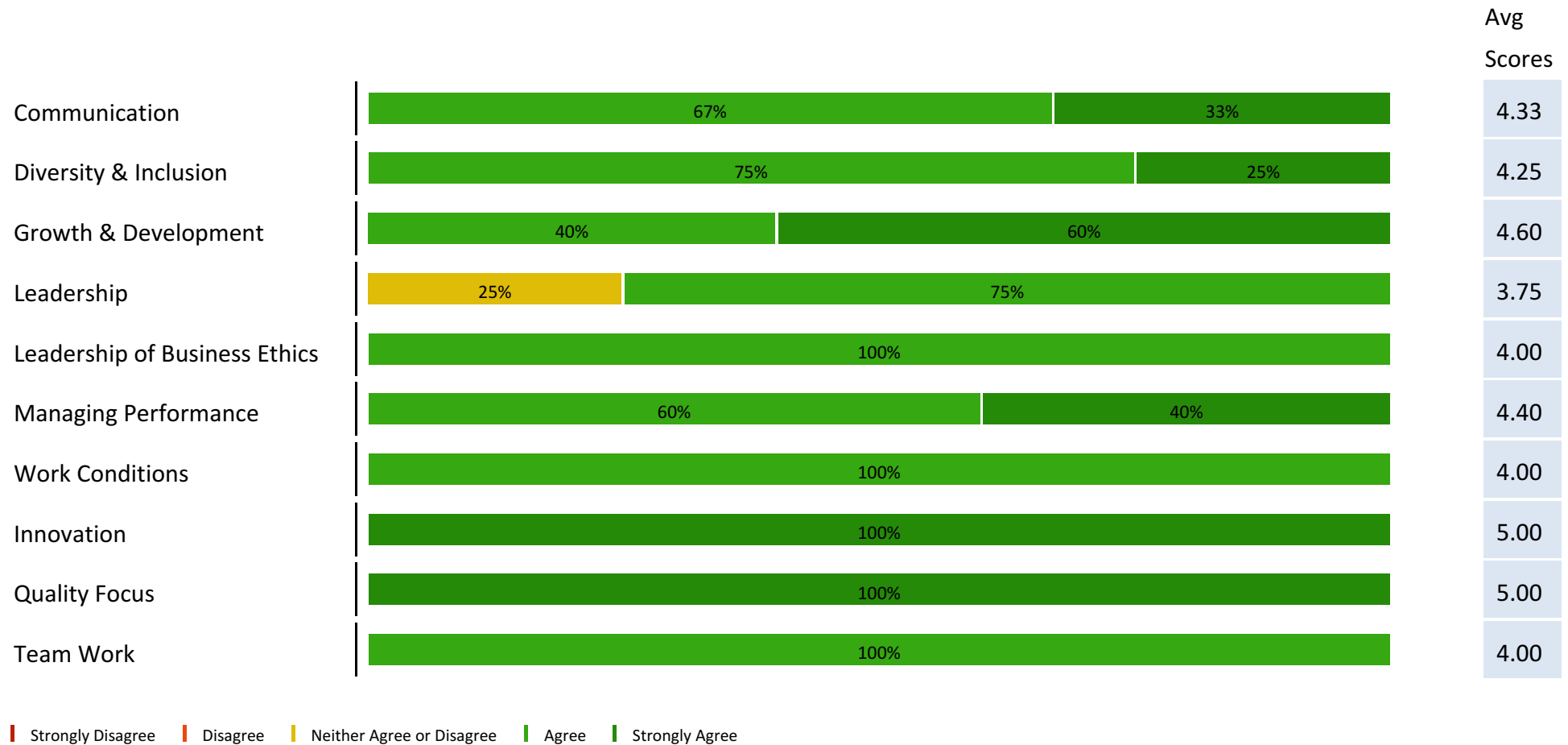
Workplace Dimensions Division 16 - Senior Management HR (N = 1)



Workplace Dimensions

Division 17 - Senior Management Lab Operations

(N = 1)



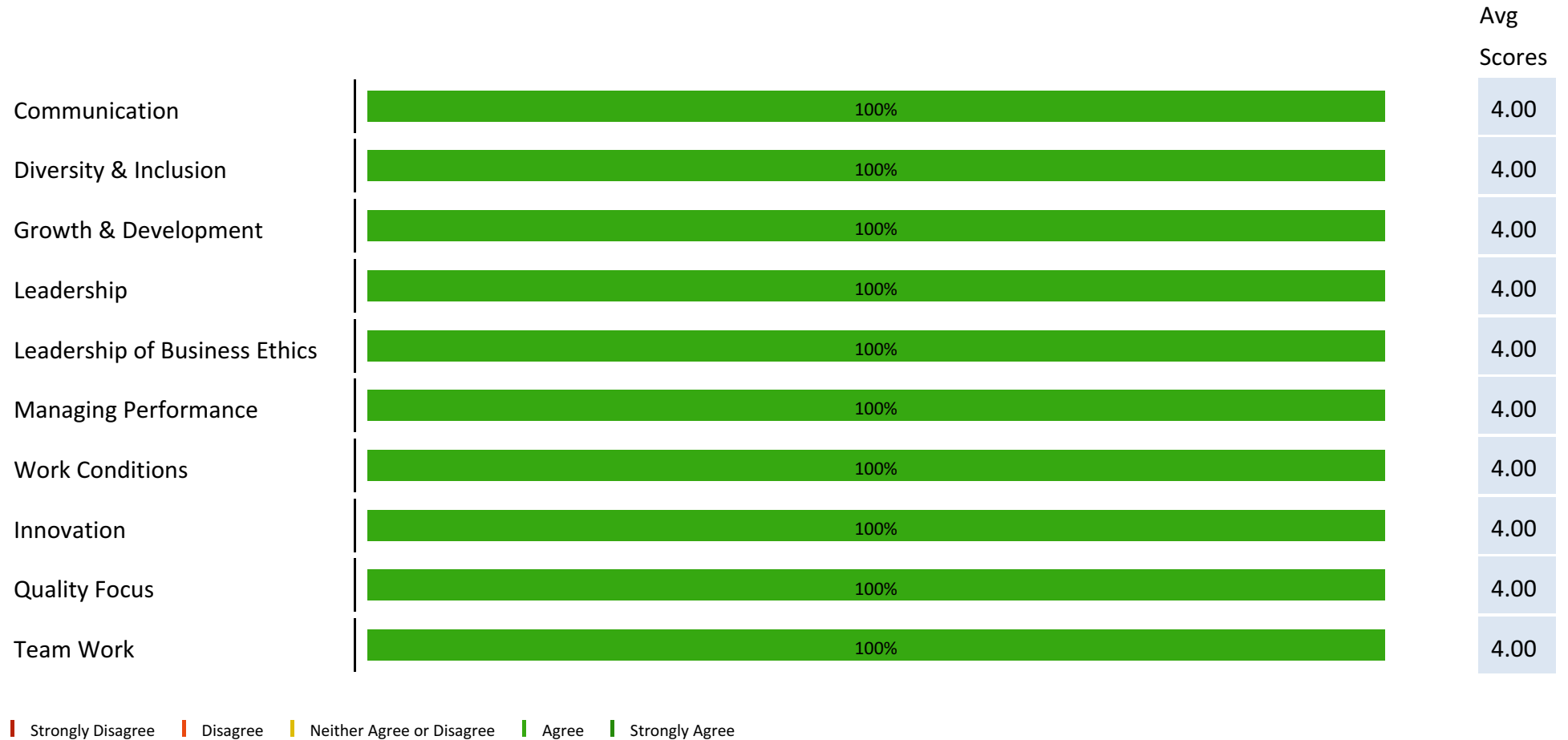
Workplace Dimensions Division 18 - Senior Management Sales (N = 1)



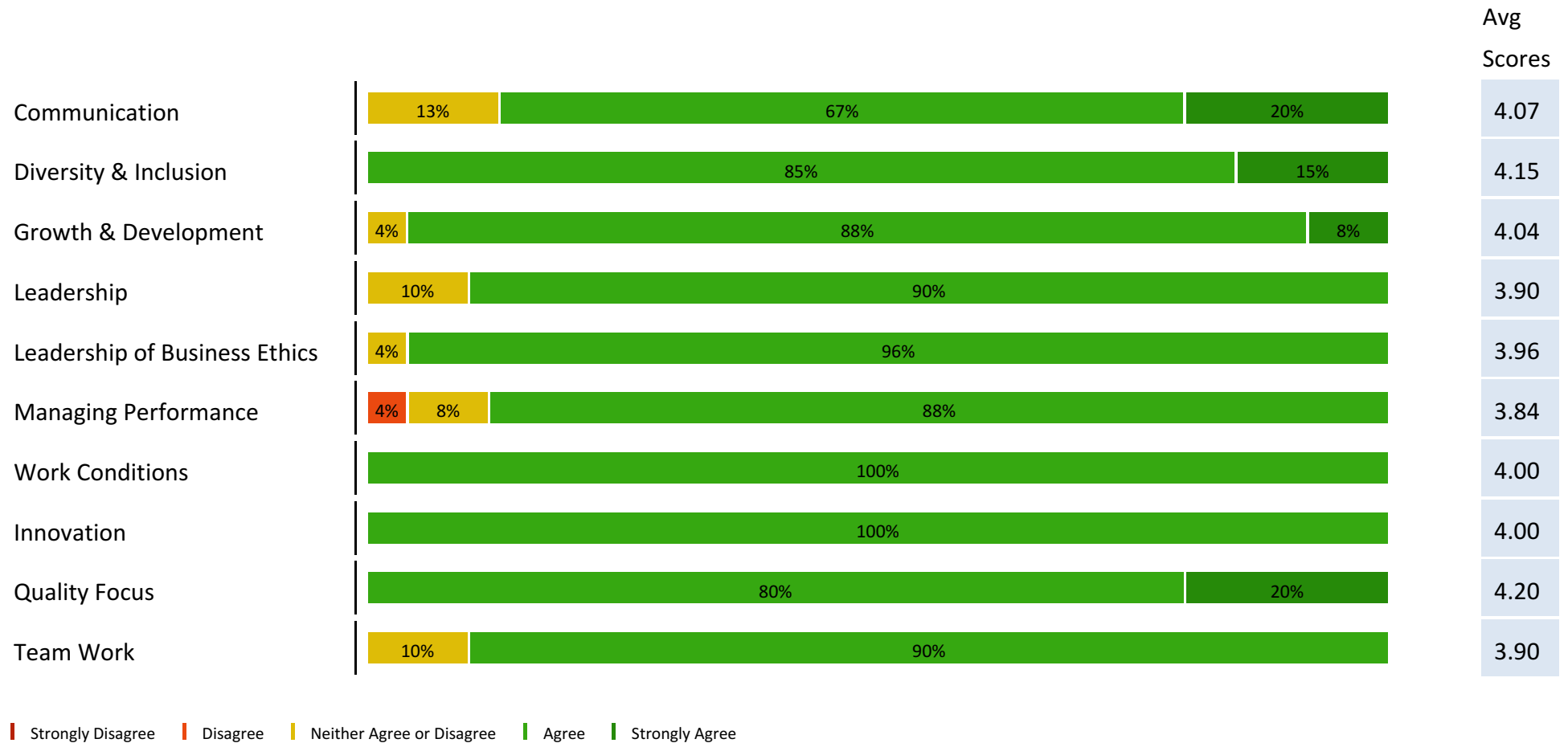
Workplace Dimensions Division 19 - Senior ManagementNBLLC (N = 1)



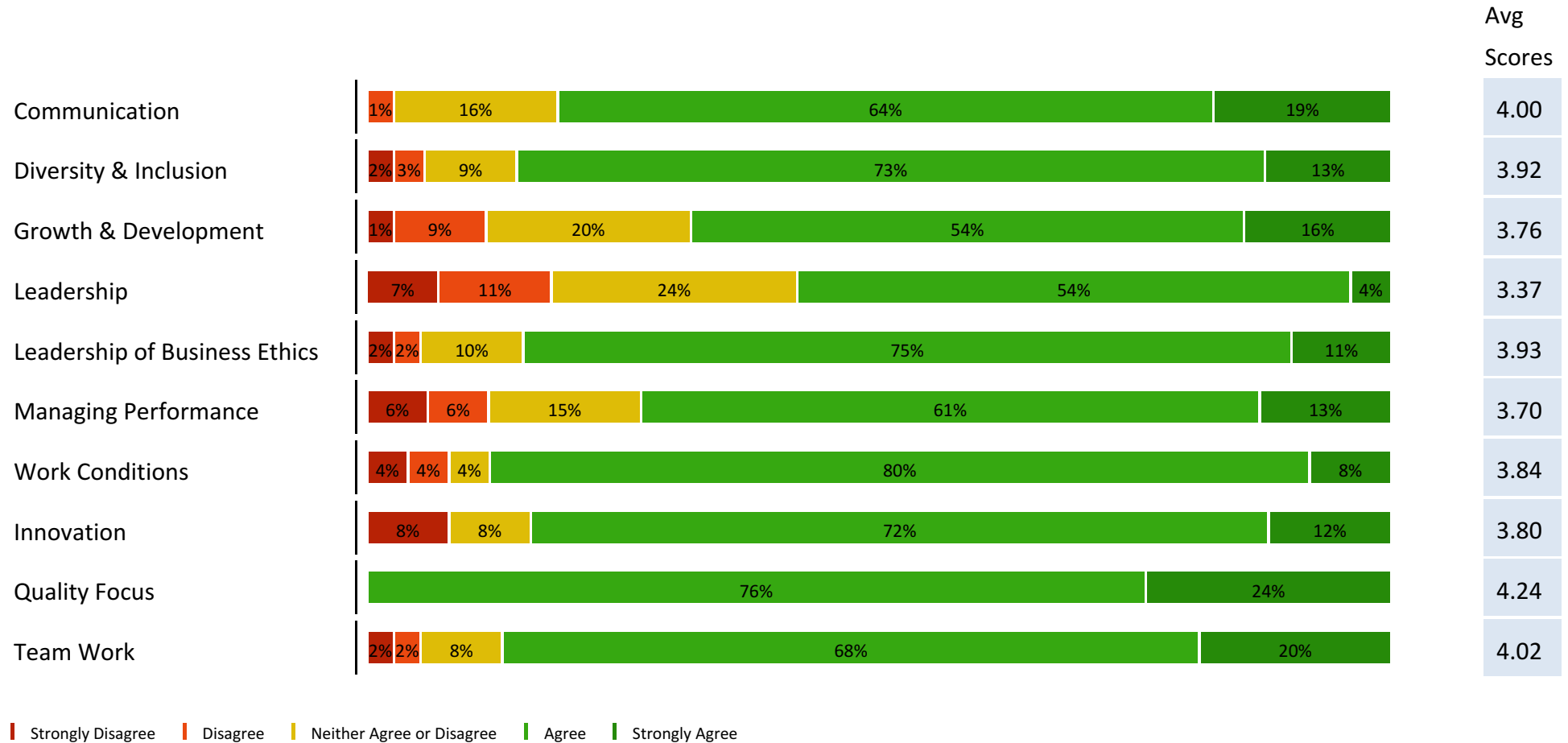
Workplace Dimensions Division 20 - Stores n Purhcase (N = 1)



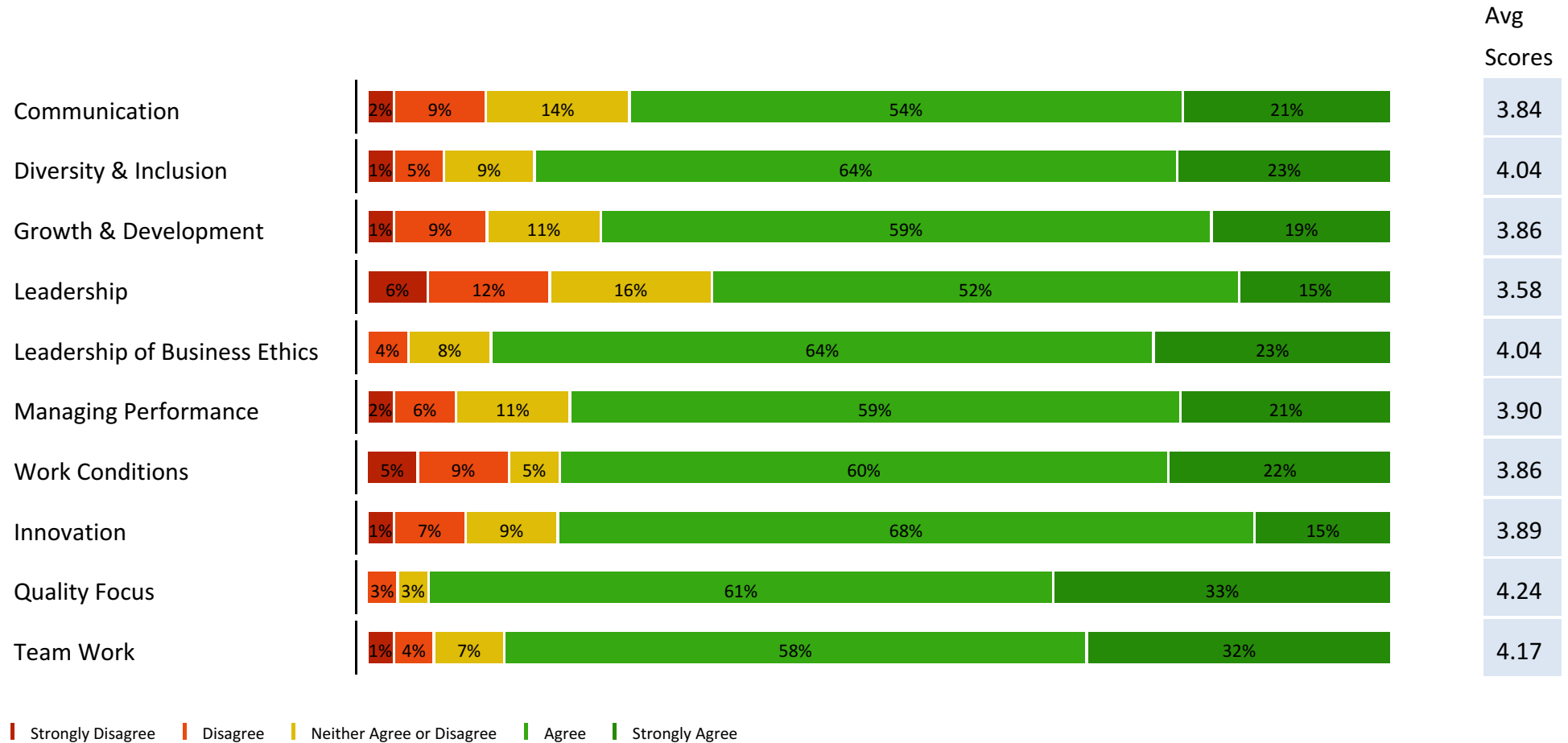
Workplace Dimensions Division 21 - Water (N = 5)



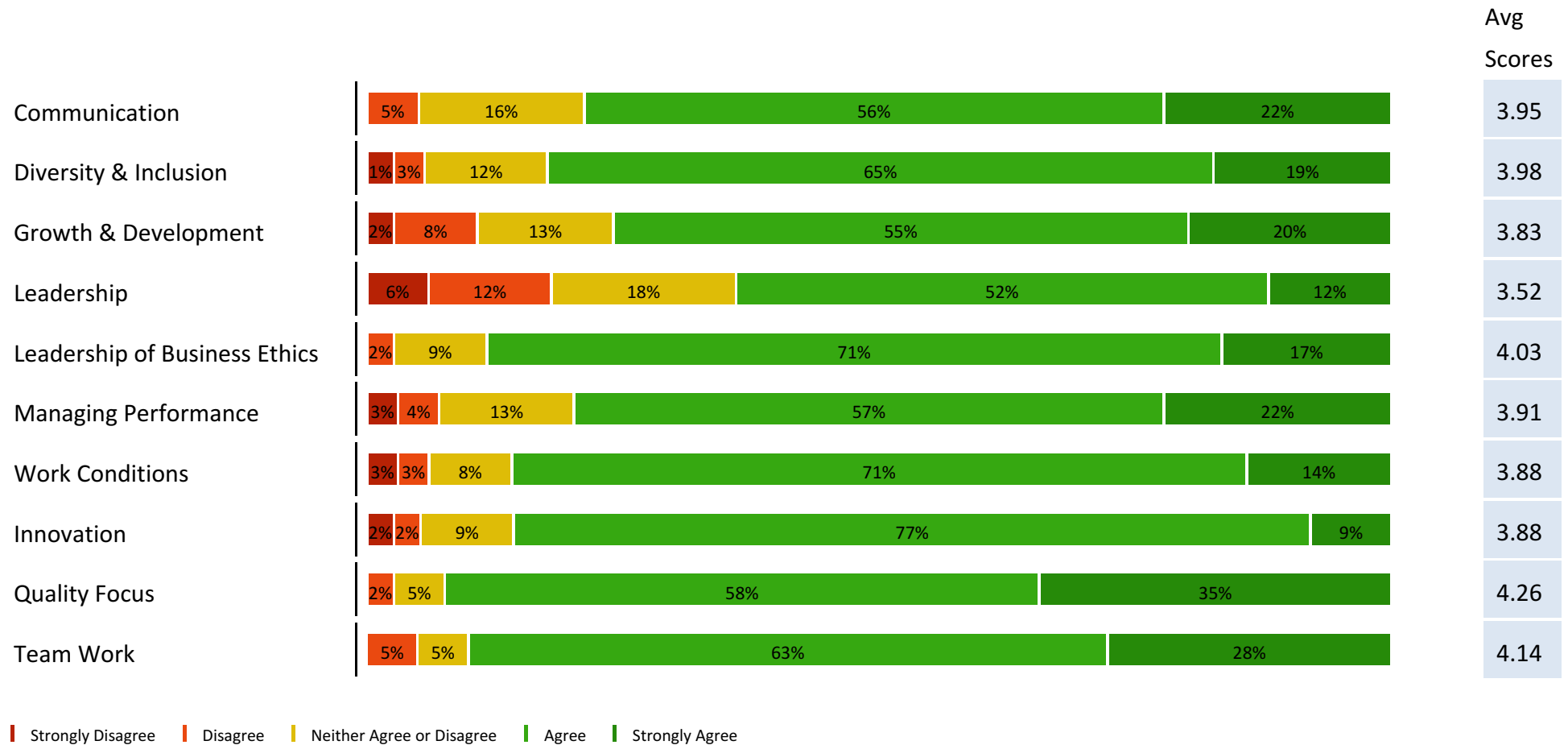
Workplace Dimensions Gender 1 - F (N = 25)



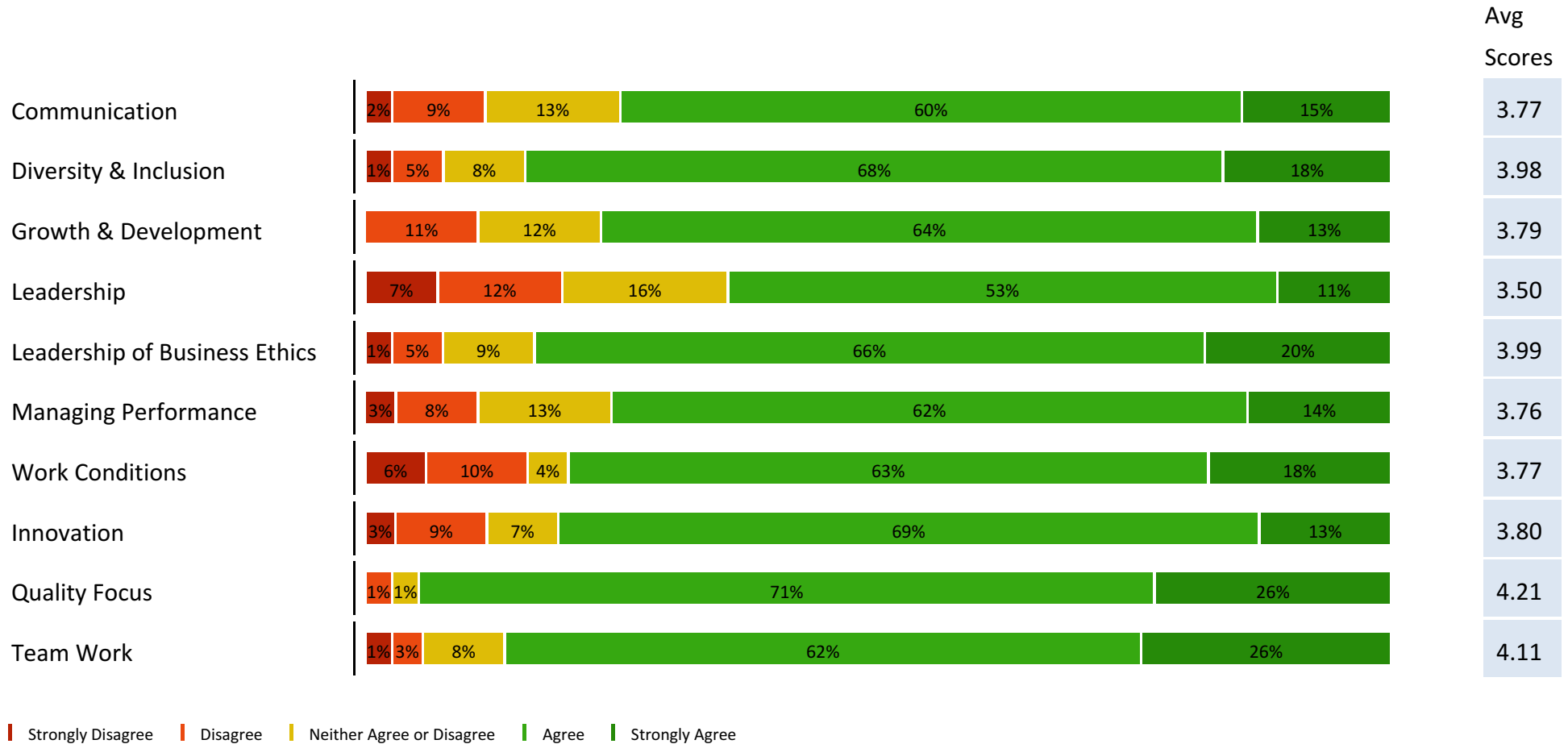
Workplace Dimensions Gender 2 - M (N = 99)



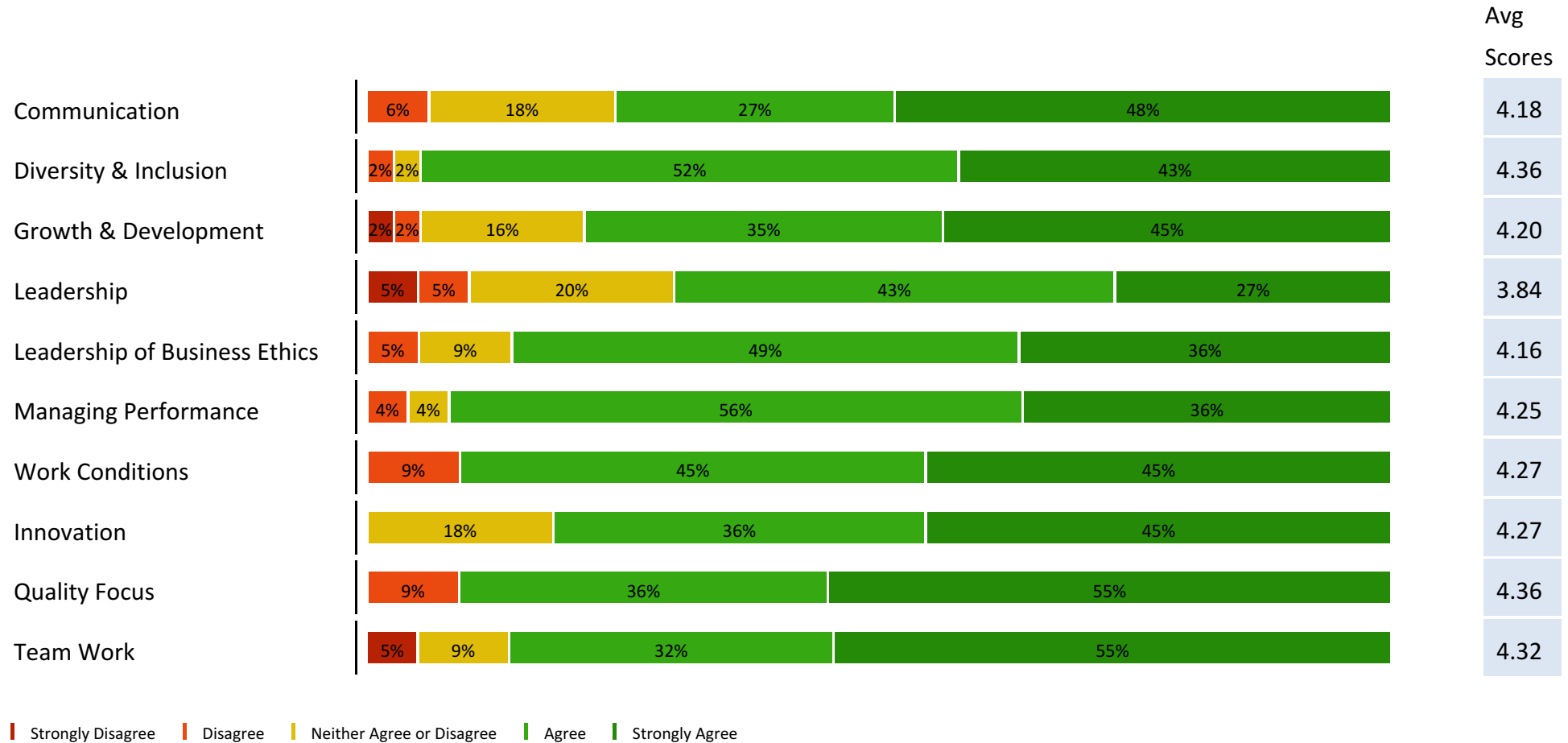
Workplace Dimensions Age Clubbed 1 - 21-30 years (N = 43)



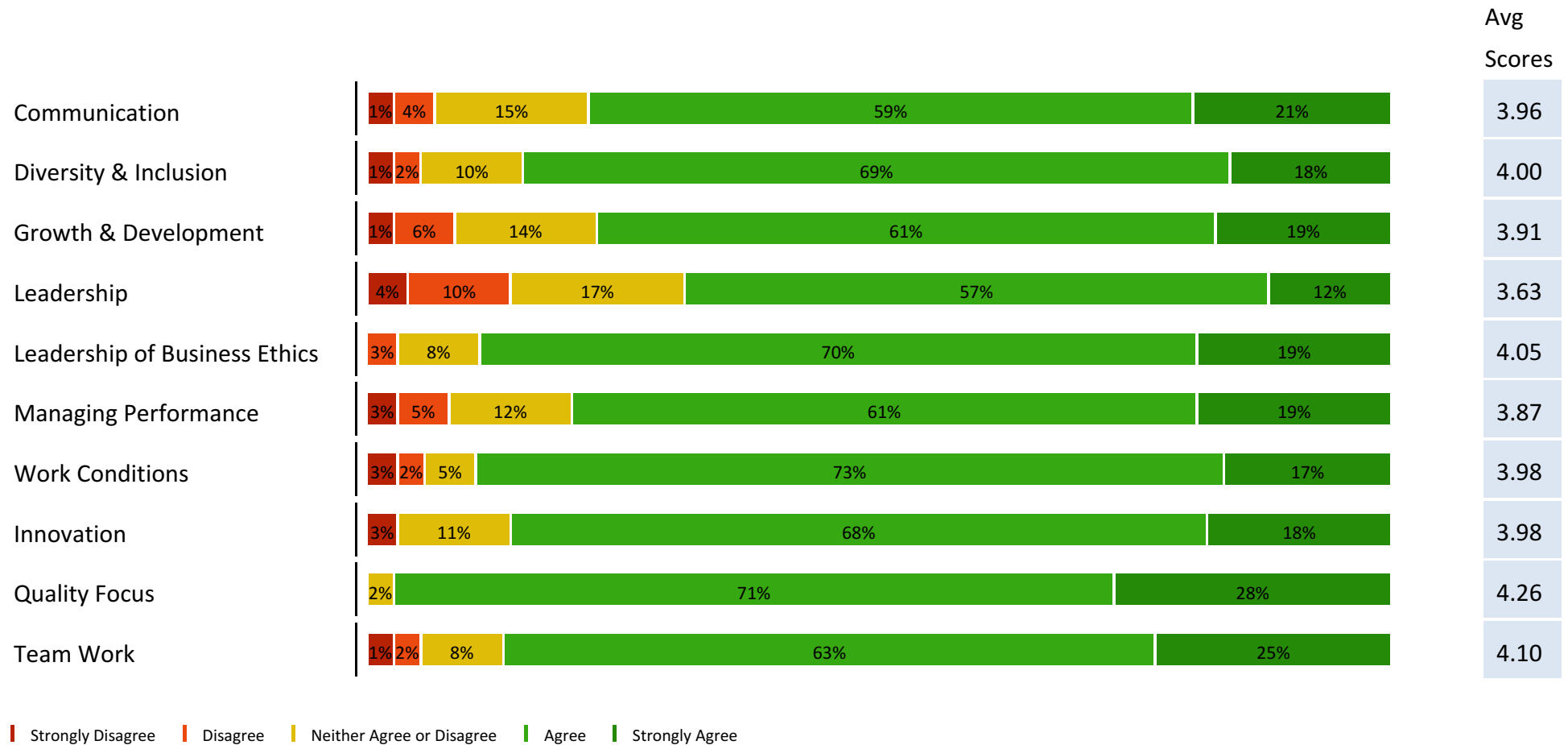
Workplace Dimensions Age Clubbed 2 - 31-40 years (N = 70)



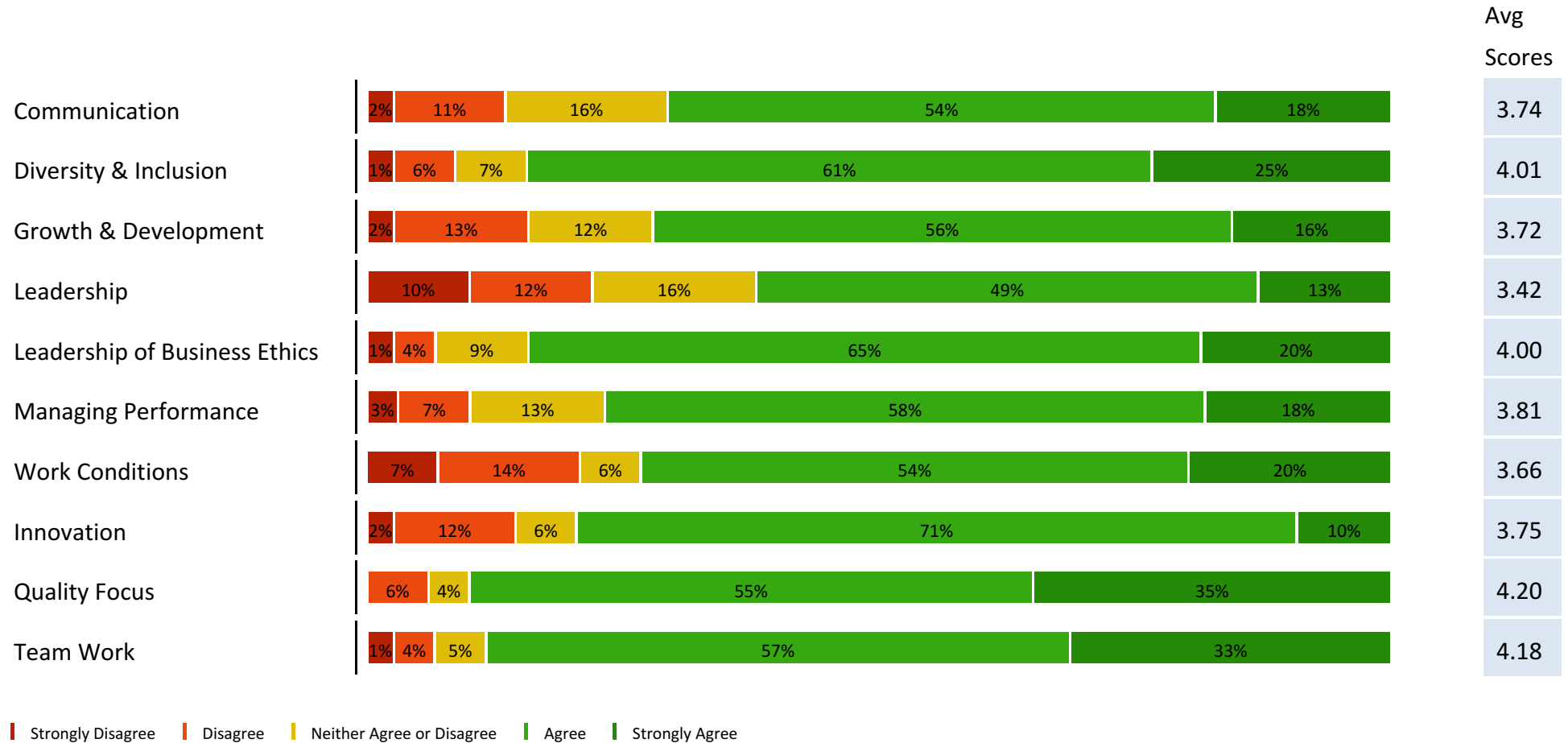
Workplace Dimensions Age Clubbed 3 - 41-50 years (N = 11)



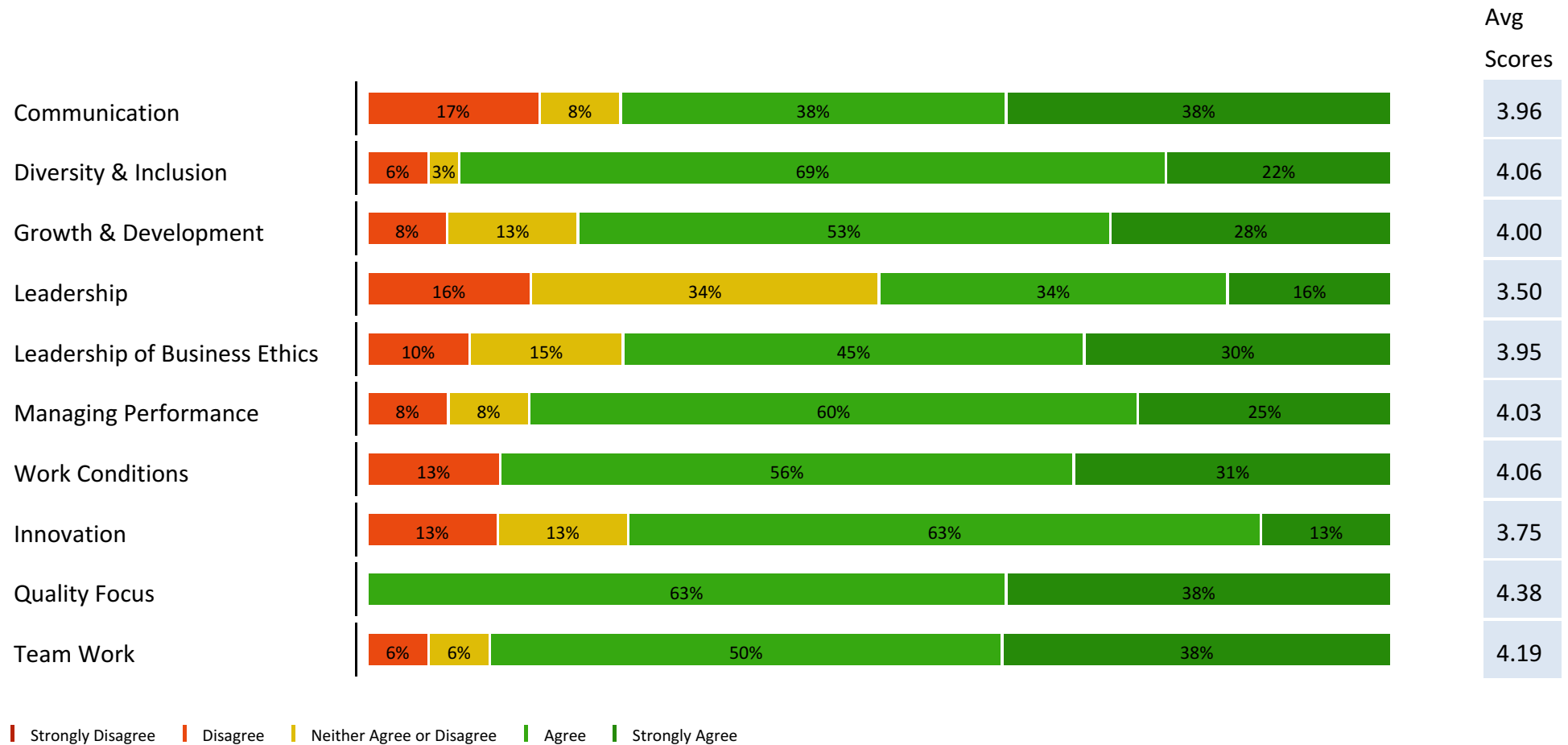
Workplace Dimensions Tenure Clubbed 1 - 0-3 years (N = 65)



Workplace Dimensions Tenure Clubbed 2 - 3-6 years (N = 51)



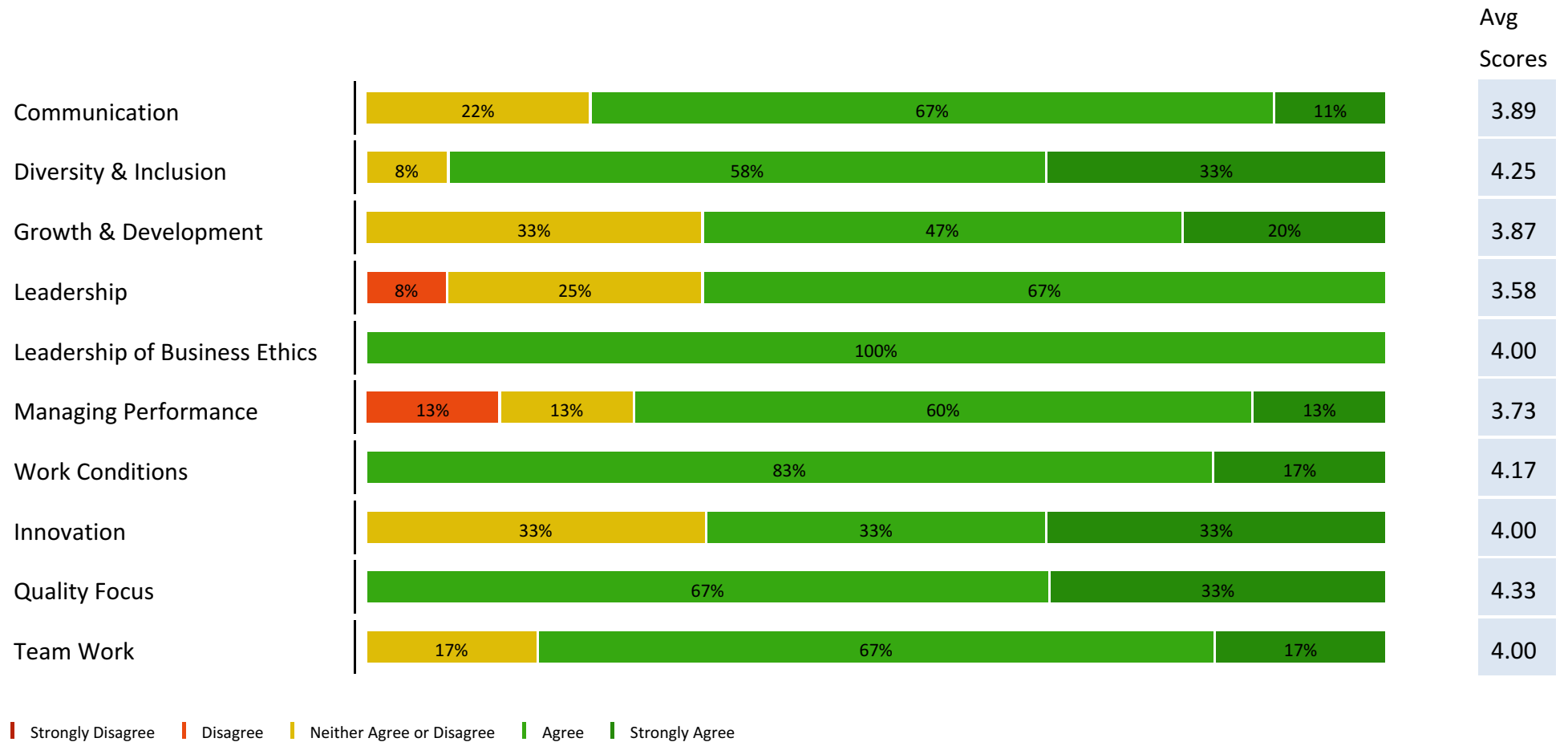
Workplace Dimensions Tenure Clubbed 3 - 6-9 years (N = 8)



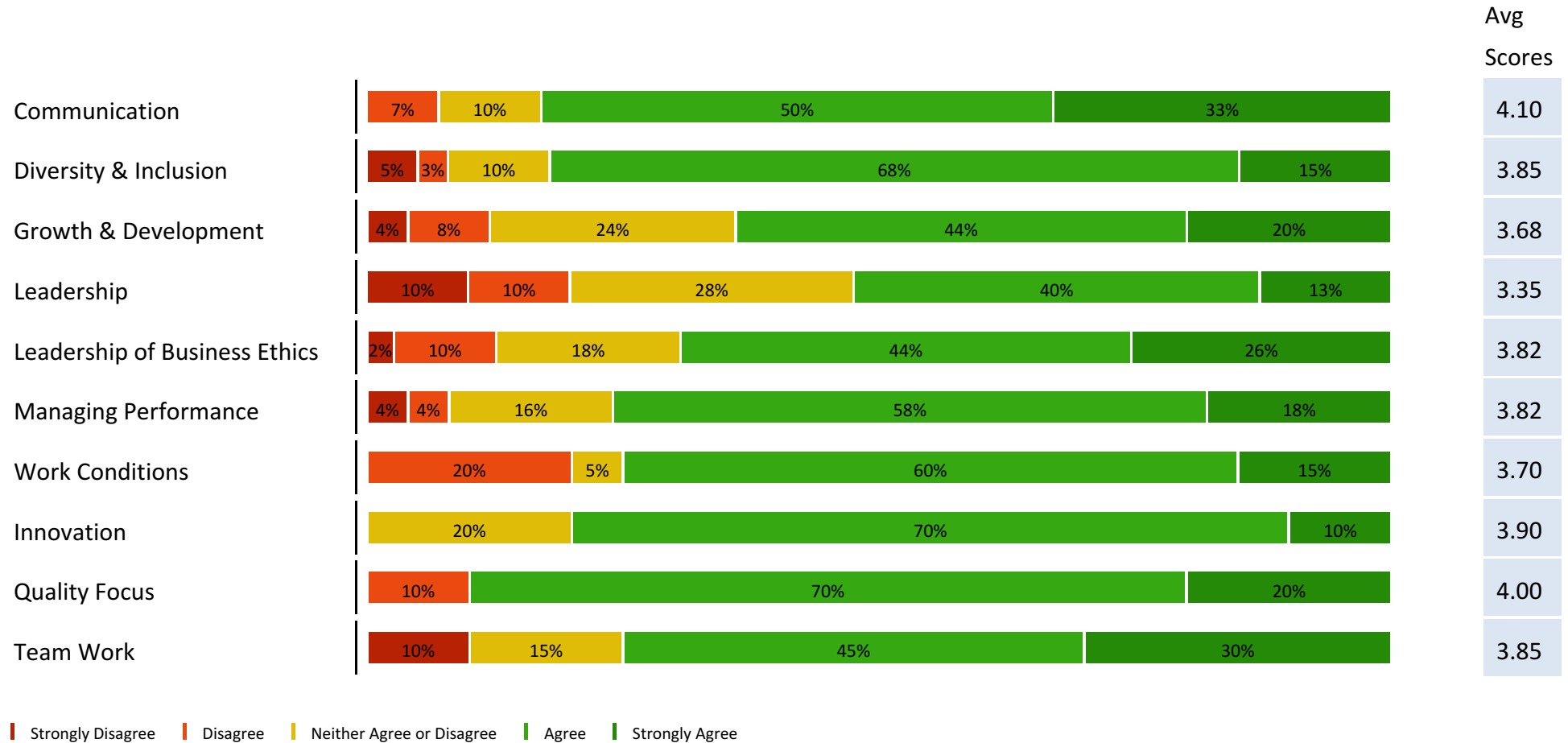
Workplace Dimensions Grade Clubbed 1 - Grade 3 (N = 1)



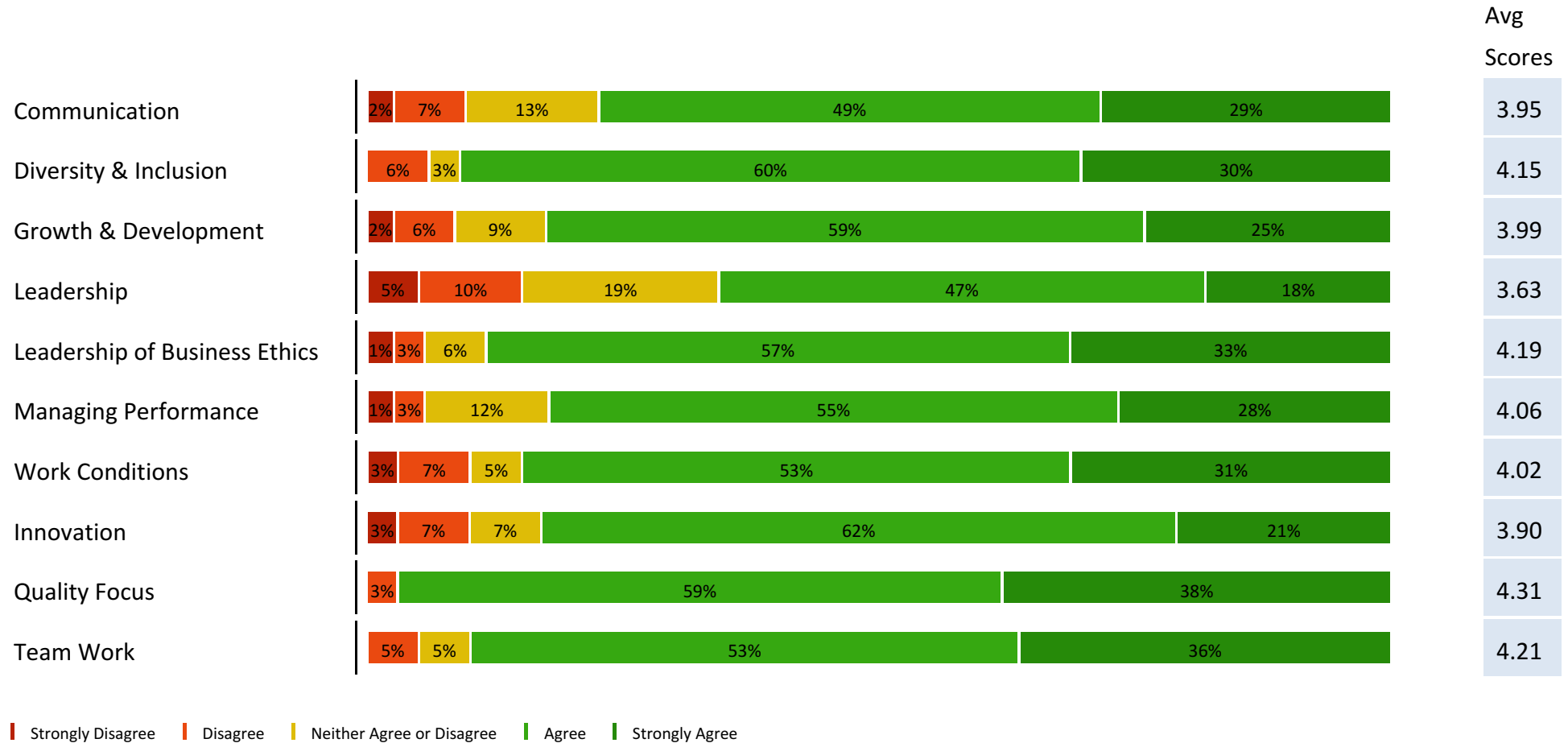
Workplace Dimensions Grade Clubbed 2 - Grade 4 (N = 3)



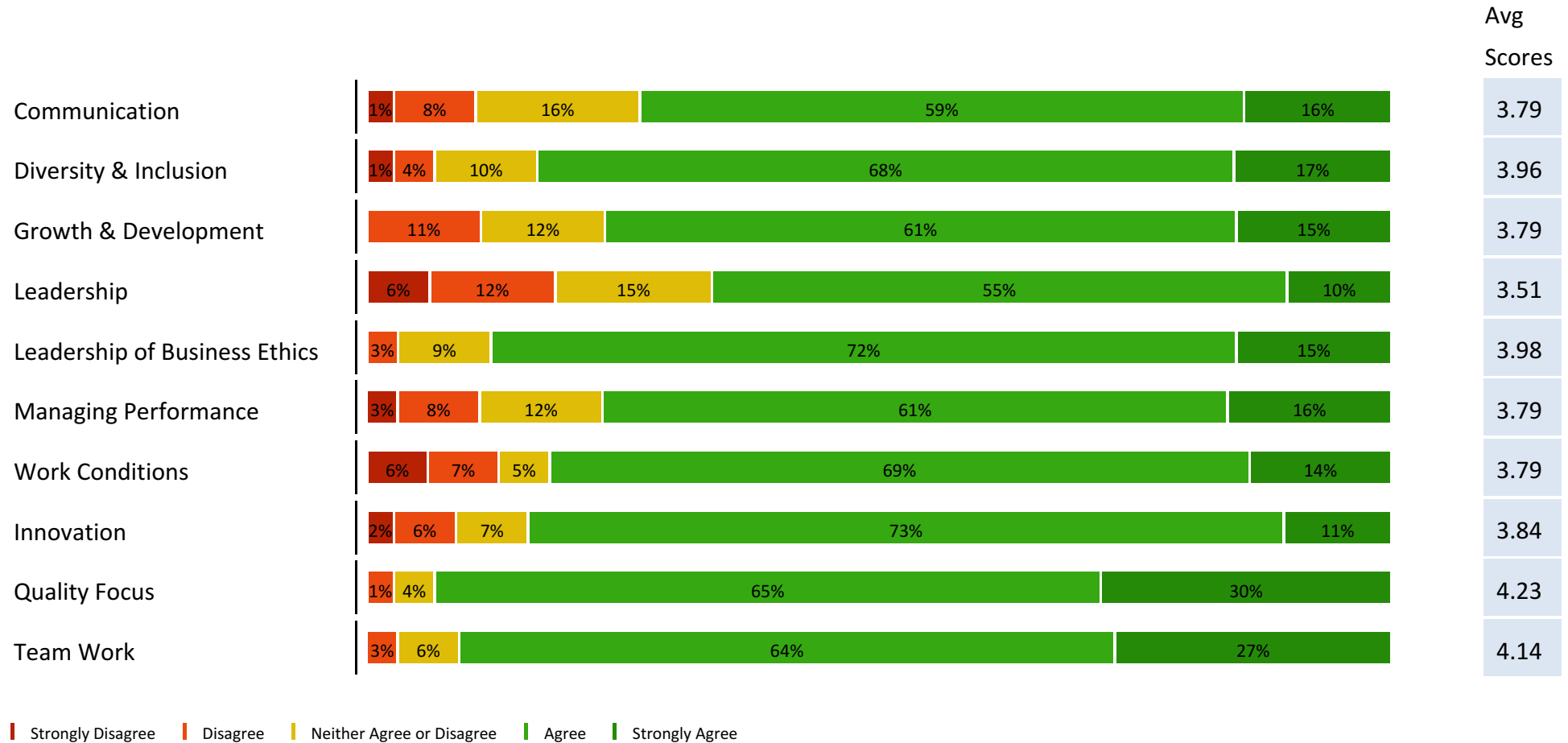
Workplace Dimensions Grade Clubbed 3 - Grade 5 (N = 10)



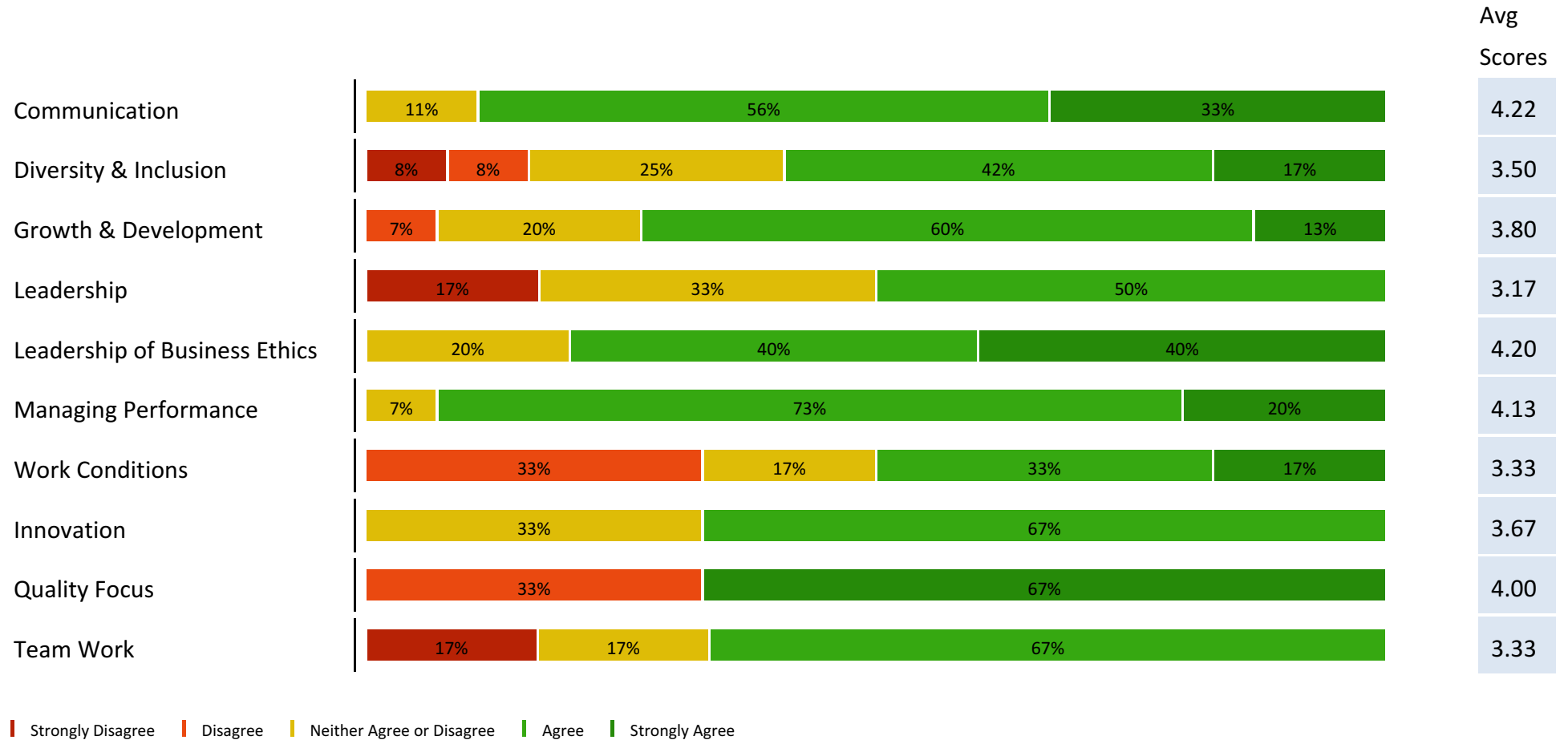
Workplace Dimensions Grade Clubbed 4 - Grade 6 (N = 29)



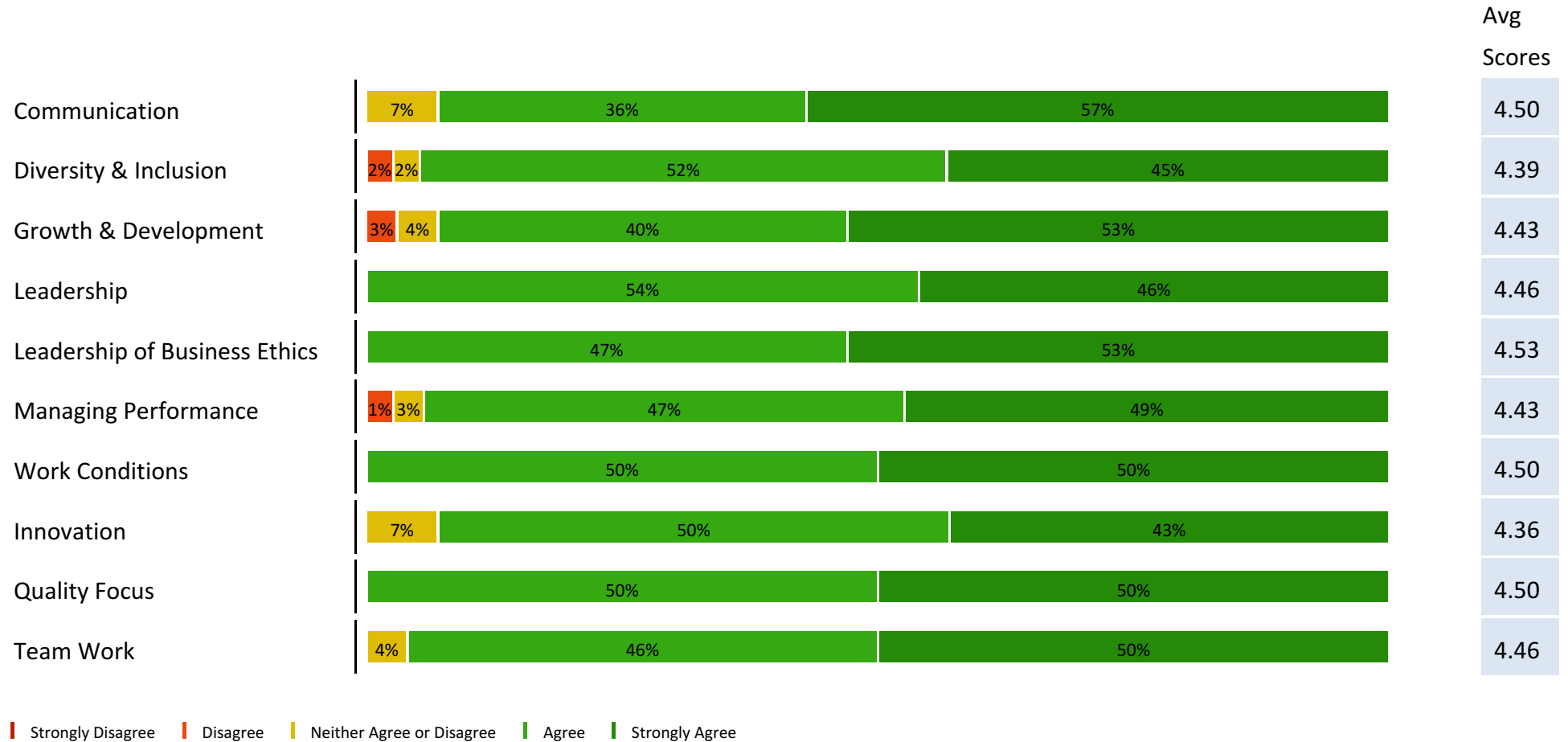
Workplace Dimensions Grade Clubbed 5 - Grade 7 (N = 81)



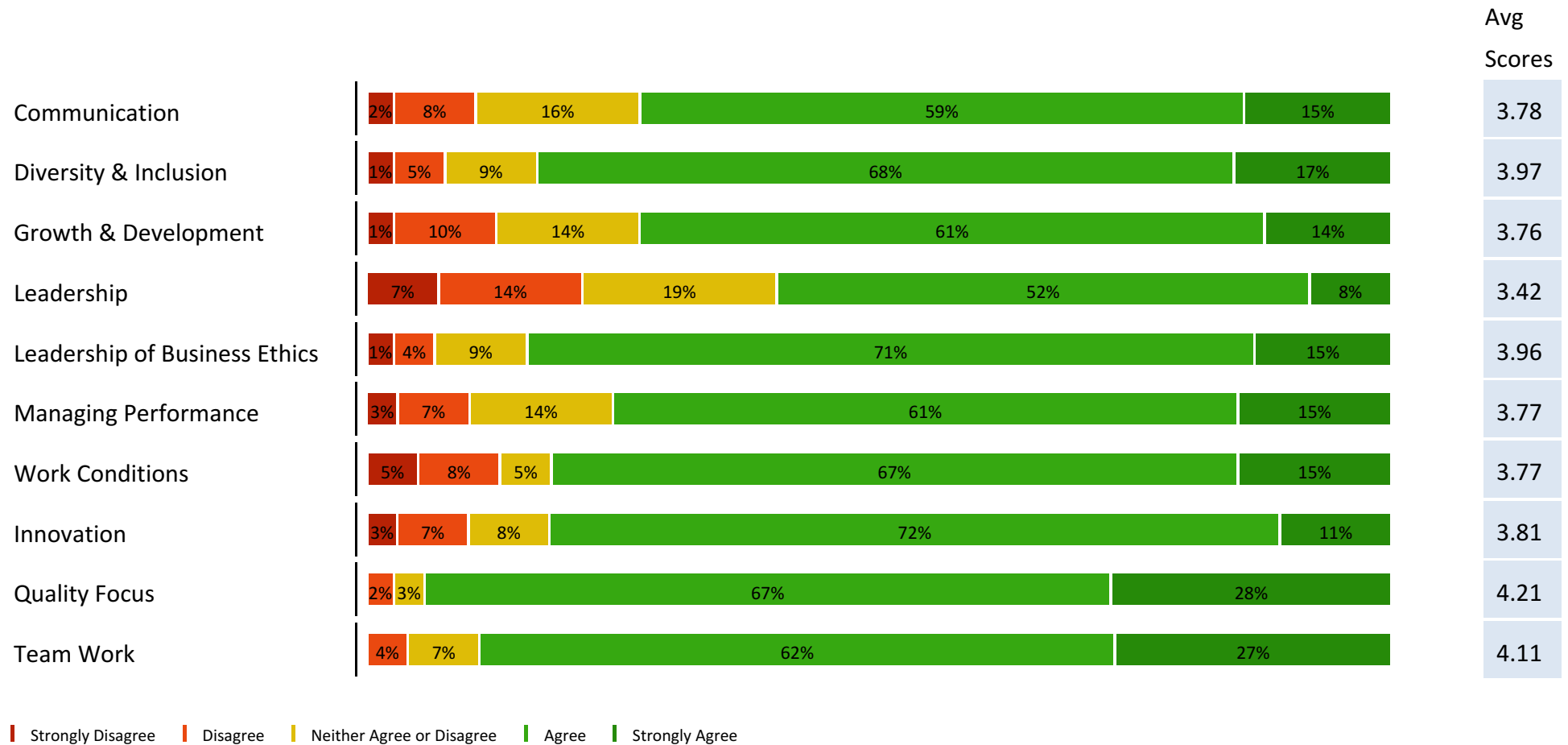
Workplace Dimensions Region 1 - East (N = 3)



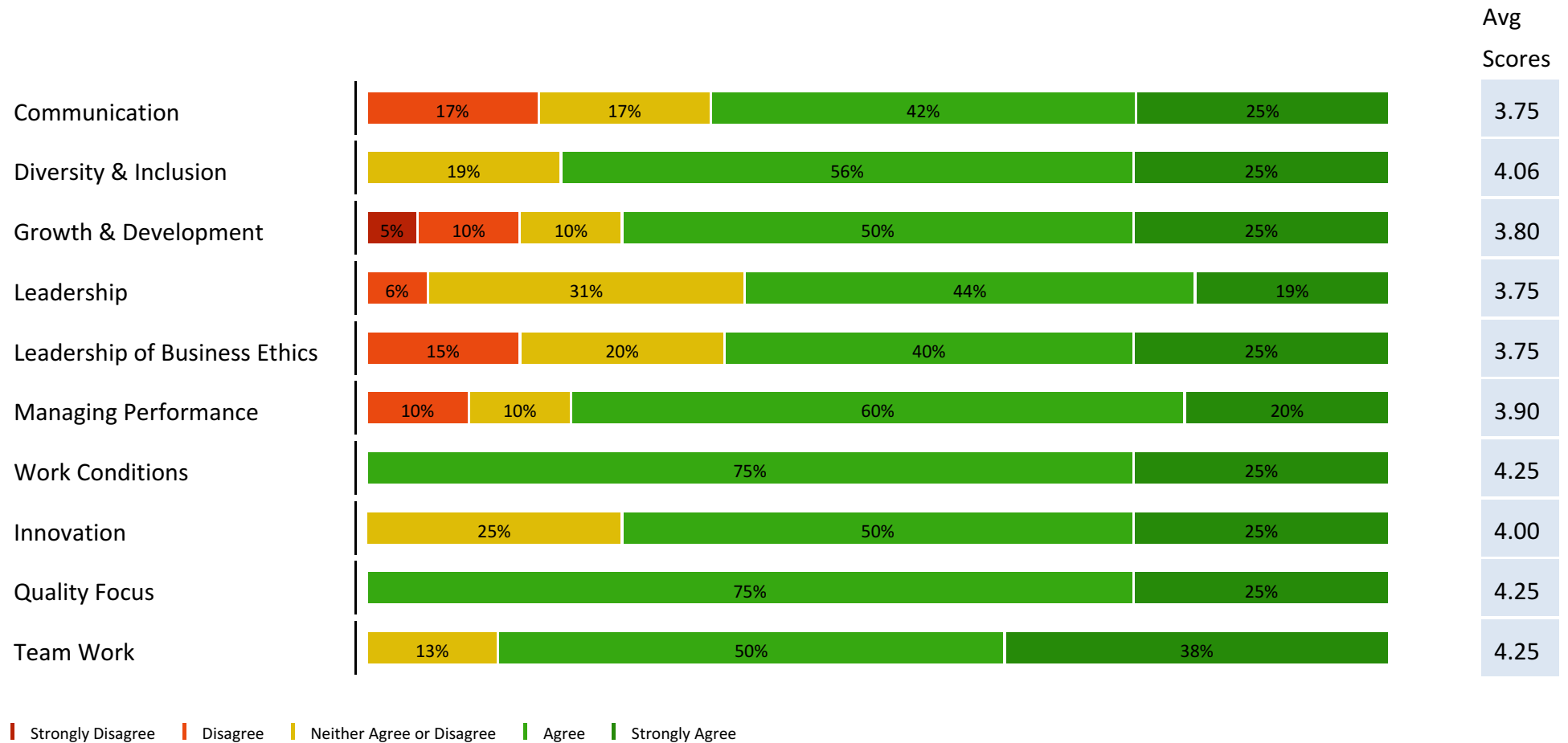
Workplace Dimensions Region 2 - North (N = 14)



Workplace Dimensions Region 3 - South (N = 103)



Workplace Dimensions Region 4 - West (N = 4)



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 policies related to work. This suggests a need for better communication planning to educate employees about HR policies 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 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

Infosys Question Wise Analysis

Overall Dimensions – Gender

Dimensions	All	M	F
Communication	4	4	4
Diversity and Inclusion	4	4	4
Growth and Development	4	4	4
Leadership	4	4	3
Leadership of Business Ethics	4	4	4
Managing Performance	4	4	4
Work Conditions	4	4	4
Innovation	4	4	4
Quality Focus	4	4	4
Team Work	4	4	4

> 4.0
 2.0 - 3.99
 < =2.0

Overall Dimensions – Age

Dimensions	All	41-50 Years	31-40 Years	21-30 Years
Communication	4	4	4	4
Diversity and Inclusion	4	4	4	4
Growth and Development	4	4	4	4
Leadership	4	4	4	4
Leadership of Business Ethics	4	4	4	4
Managing Performance	4	4	4	4
Work Conditions	4	4	4	4
Innovation	4	4	4	4
Quality Focus	4	4	4	4
Team Work	4	4	4	4

> 4.0
 2.0 - 3.99
 < =2.0

Overall Dimensions – Tenure


Dimensions	All	6-9 Years	3-6 Years	0-3 Years
Communication	4	4	4	4
Diversity and Inclusion	4	4	4	4
Growth and Development	4	4	4	4
Leadership	4	4	3	4
Leadership of Business Ethics	4	4	4	4
Managing Performance	4	4	4	4
Work Conditions	4	4	4	4
Innovation	4	4	4	4
Quality Focus	4	4	4	4
Team Work	4	4	4	4

■ > 4.0
 ■ 2.0 - 3.99
 ■ < =2.0

Overall Dimensions – Region

Dimensions	All	South	North	West	East
Communication	4	4	5	4	4
Diversity and Inclusion	4	4	4	4	4
Growth and Development	4	4	4	4	4
Leadership	4	3	4	4	3
Leadership of Business Ethics	4	4	5	4	4
Managing Performance	4	4	4	4	4
Work Conditions	4	4	5	4	3
Innovation	4	4	4	4	4
Quality Focus	4	4	5	4	4
Team Work	4	4	4	4	3

 > 4.0

 2.0 - 3.99

 <=2.0

Overall Dimensions – Grade

Dimensions	All	Grade 6	Grade 5	Grade 4	Grade 7	Grade 3
Communication	4	4	4	4	4	5
Diversity and Inclusion	4	4	4	4	4	5
Growth and Development	4	4	4	4	4	5
Leadership	4	4	3	4	4	5
Leadership of Business Ethics	4	4	4	4	4	5
Managing Performance	4	4	4	4	4	4
Work Conditions	4	4	4	4	4	5
Innovation	4	4	4	4	4	5
Quality Focus	4	4	4	4	4	5
Team Work	4	4	4	4	4	5

> 4.0
 2.0 - 3.99
 < =2.0

Thank You