

Power of talent

“Our core corporate assets walk out every evening. It is our duty to make sure that these assets return the next morning, mentally and physically enthusiastic and energetic.”

– N. R. Narayana Murthy, *Chairman and Chief Mentor*



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Eugenie Rosenthal
InStep intern in 2007

Mardava Rajugopal
Catch Them Young participant in 2007

Deepak Gopinath
Catch Them Young participant in 2007

Connect

In 2007, an impressive 66% of 350 colleges surveyed opined that our Campus Connect program has helped make their students more employable.



Development Center, Bangalore, India

By 2010, the Indian IT industry will need 2.3 million software engineers, says a NASSCOM study. The estimated shortfall is 22%. This shortfall is one of the key reasons we think it is imperative to connect the academic world with the industry. To build a quality talent pool in line with our sustainability practices, we have to start where it all begins: schools and colleges.

Campus Connect

Started in May 2004, Campus Connect is an industry-academia partnership program, designed to enhance the quality of education in the Information Technology space. Today, more than 490 engineering colleges, primarily from India and select overseas universities in Malaysia and China, are part of the program. Campus Connect has been extremely successful in keeping college faculty and students abreast with the latest trends and best practices in the IT industry. To date, 1,891 faculty members and more than 26,000 students have benefited from the program.

InStep

InStep, our global internship program, provides a platform for students from top academic institutions across the world to work on live technical and business projects ranging from application development to business consulting at our offices worldwide. The program has

significantly contributed to our cultural and intellectual diversity. In the last nine years, we have had over 600 interns from 85 premier universities such as Harvard, Stanford, MIT and Oxford. InStep has become a sought-after program globally, with over 4,000 applications received for 126 positions in fiscal 2008.

Catch Them Young (CTY)

CTY is a two-week program that gives school students across India a head start in understanding Information Technology. Top performers in the program get an opportunity to work with our experienced professionals on exciting projects. Since its inception in 1997, CTY has introduced more than 1,000 school students to various facets of IT.

Project Genesis

Project Genesis is aimed at addressing the talent requirements of the business process outsourcing industry, by making youth from Tier 2 and Tier 3 towns employable in the IT-enabled Services (ITeS) industry. Genesis includes programs like *Train the Trainer* and *Principal's Conclave* to align curriculum and teaching methodologies at colleges with industry requirements. Started in 2005, Project Genesis has now spread to 407 colleges across five states in India.

"CTY was an enriching experience. The courses were conducted in an encouraging, open atmosphere which helped us think out of the box and make a lot of new friends too."

— Mardava Rajugopal
Catch Them Young participant in 2007

"Through my internship at Infosys, I have come to understand and appreciate first-hand the power of a company to change the world – to transform the ambitions of a nation and to reconfigure the world's understanding of business in a global economy."

— Eugenie Rosenthal
InStep intern in 2007

"The whole Infosys experience was refreshing. CTY enhanced my ability to observe things from a different perspective. It gave me a short but memorable opportunity to be an Infoscion and share the pride of being associated with this esteemed organization."

— Deepak Gopinath
Catch Them Young participant in 2007

Attract

On an average, we receive close to 1 million job applications in a year. Just 2.3% of the applicants get selected.



On July 9, 2007, we welcomed 1,198 trainees at our Global Education Center, Mysore, India. To date, this has been the largest trainee batch on a single day at Infosys.



Development Center, Mysore, India

Consider this. More than 91,187 people from 70 nationalities across 26 countries bring their varied and unique perspectives and skills to the world of Infosys. What makes us a global talent magnet? Impressive brand recall, pioneering efforts in the IT industry, exemplary people practices, a well-defined value system, leadership, or meritocracy? Perhaps, it is a combination of all.

Global talent

We focus on attracting the best and the brightest from across the world, and currently have offices in 63 cities worldwide. Our Global Talent Program (GTP) is a successful initiative to assimilate talent from diverse geographies like the United States, the United Kingdom, China, Australia, Mexico, Mauritius, and Japan. We recruit talent from premier universities in these countries to work on projects. These employees are trained at the Infosys Global Education Center in Mysore, India.

People practices

Our employee value proposition is to provide a 'Learning, Emotional and Financial' value-add to every Infoscon. We have always striven to provide the best for our employees, be it world-class campuses or an engaging work culture. Our robust people practices have continued to win national and international accolades.

Campus hiring

We have one of the largest campus hiring programs in India. In fiscal 2008 alone, we recruited students from 1,079 engineering colleges. Around 1,17,303 candidates appeared for a test across campuses, 26,235 were interviewed and 18,146 were given job offers.

Brand with a conscience

We were one of seven global companies recognized as a *Brand with a Conscience* by the Medinge Group of Sweden, an international think tank of brand experts, in 2004. The list was based on principles of ethics and humanity rather than just financial strength. Companies were rated on the evidence of ethical programs, human implications of the brand, and the ability of the brand to take risks in line with its beliefs.

"There is tremendous competition for talent in India. We need to continuously demonstrate that Infosys is the place to be, to make a career and develop one's capabilities."

— T. V. Mohandas Pai


Director and Head – Administration,
Education & Research, Finacle,
Human Resources Development, and
Infosys Leadership Institute

"In today's competitive talent market, HR has to take the lead in differentiating the Infosys employee value proposition.

We have always been a great employer. We must become the best employer in every jurisdiction that we operate in. Unless we have the confidence that we can attract and retain the best, we will not be able to delight our customer."

— Nandita Gurjar

Group Head – Human Resources Development



Swarna Sankaran
Project Manager,
New Market Services

Sunil Jose Gregory
Project Manager,
Communications Media and Entertainment

Enable

For the second consecutive year in 2007, we won the BEST award from the American Society for Training and Development (ASTD). The award recognizes an organization's efforts to *Build talent, Enterprise-wide, Supported by the organization's leaders while fostering a Thorough learning culture (BEST).*



Infosys Leadership Institute and Global Education Center, Mysore, India

At Infosys, you are never too experienced to stop learning. From a rigorous 14-week foundation program for new recruits to round-the-year technical and managerial training across roles, there is something for everyone. We encourage the free flow of creative ideas, regardless of hierarchy. We were ranked 32nd in the world and 10th in Asia-Pacific in innovation in a 2006 *BusinessWeek*-BCG survey, an indication of how intrinsic innovation is to our culture.

Continuous learning

While academic records and test scores do matter, people are hired not just for their degrees, but for their potential and ability to constantly learn and adapt to change. Our Education and Research function offers 178 courses round-the-year, of which 91 are instructor-led and 87 are e-learning programs. The Infosys Leadership Institute offers 16 instructor-led training programs and 59 e-learning programs. In fiscal 2008, Infosys spent 6,51,448 training person-days in learning new ideas and concepts. An important learning incentive at Infosys is a unique certification program that prepares employees to undertake greater responsibilities. In fiscal 2008, we conducted over 1,28,000 certification exams in various technology and business domains as well as in process and project management. More than 27,000 employees were awarded technical certifications this fiscal year.

Knowledge management

Our Knowledge Management program has provided employees with a powerful interactive knowledge database that

enables them to create and share knowledge assets, participate in discussion forums, and network through blogs and wikis. We have a repository of over 30,000 knowledge components, of which 5,600 are downloaded, on an average, every workday. We have won four Global Most Admired Knowledge Enterprise (MAKE) awards, the most recent one in 2007. We are the first Indian company to be inducted into the Global MAKE Hall of Fame.

Innovation and research

Software Engineering and Technology Labs (SETLabs), our research arm, is at the forefront of research in software architecture, design and performance modeling. As an innovation driver at Infosys, SETLabs focuses on three key aspects: targeted research to address customers' business problems, Centers of Excellence to extend technology competence in specific areas, and a co-creation process through which it partners with customers in anticipating, creating and leveraging exciting new technologies. SETLabs also encourages global interns to work on live technical and business projects. An Intellectual Property (IP) Cell was formed in 2004 to guide our employees to leverage the power of IP for our growth. In fiscal 2008 alone, we generated over 102 invention disclosures and filed an aggregate of 10 patents in India and the US. To date, we have filed an aggregate of 119 patent applications (pending) in both countries, and have been granted two patents by the United States Patent and Trademark Office (USPTO).

"Every employee in Infosys is enabled to succeed by hard and soft levers – the hard levers being various ILI and E&R courses, and the soft lever being the experiential learning environment. These allow me to thrive and explore opportunities that I could only dream about."

– Sunil Jose Gregory

*Project Manager,
Communications Media and Entertainment*

"I take pride in enabling my team to view every challenge as an opportunity to learn and work together, and achieve greater heights of customer delight."

– Swarna Sankaran

Project Manager, New Market Services

A black and white photograph of two business professionals in an office hallway. On the left, a man in a suit is smiling and looking at a woman on the right. The woman is also smiling and looking at the man. They are both holding papers. A large, semi-transparent watermark for 'Report Junction.com' is overlaid across the center of the image.

Peter Norlander
*Associate Manager,
Human Resources Development*

Han Zhang
InStep intern in 2007

Empower

Fortune magazine listed us among the Top 10 Companies for Leaders in 2007 for developing leaders in a global economy.



Development Center, Pune, India

Driven by a diverse, global workforce, the need for effective talent deployment and engagement is vital to us. We have empowered our employees by creating a gender-sensitive, equal-opportunity, performance-driven workplace. In fact, we are the first Indian IT company to set up a Diversity Office for promoting diversity and inclusivity.

Leadership

The Infosys Leadership Institute ensures that talent is optimally harnessed to stay ahead of the innovation curve. Its dedicated campus in Mysore, India, offers courses on leadership and management. We groom high potential candidates under a three-tier mentoring process. Tier 1 includes business leaders and leaders of business enabler functions, Tier 2 has people who can take on Tier 1 responsibility in three to five years, and Tier 3 consists of Infoscions expected to reach Tier 1 category in six to ten years. Every selectee in the leadership program has a mentor. A Tier 1 leader is mentored by a member of the Board of Directors, and Tier 2 and Tier 3 leaders are mentored by Tier 1 and Tier 2 leaders respectively. At present, we have 51 leaders in Tier 1, 184 in Tier 2, and 427 in Tier 3. Other ILI initiatives are *Pravesh*, a program for first-time project managers, and the Global Business Finishing School.

Diversity and inclusivity

As a global corporation operating in multiple geographies, we are committed to creating a workplace in which every employee has the opportunity to participate, contribute and develop.

The approach to women's advancement and gender diversity is proactive. Our gender inclusivity model is an individually-tailored combination of support systems, company practices, and management policies under the umbrella of IWIN – Infosys Women's Inclusivity Network. IWIN is devoted to creating a gender-sensitive work environment and making us the Employer of Choice for women. The initiative has received wide acclaim and won us the first-ever NASSCOM-India Today Woman Corporate Award for Excellence in Gender Inclusivity at the NASSCOM-IT Women Leadership Summit 2007. Infosys BPO is one of the largest employers of disabled individuals, 239 at present, in the Indian corporate sector. In 2007, Infosys BPO was recognized by the Indian Ministry of Social Justice and Empowerment as the best employer of disabled individuals.

Special Training Program

Started in 2007, the Special Training Program (STP) enables engineering graduates from a disadvantaged socio-economic background, to compete on an equal footing in the job market. STP has been a great success in Andhra Pradesh, Karnataka and Orissa, and will soon be rolled out to two more states in India. The high impact of STP can be measured by the fact that the first program, conducted at IIT-Bangalore with a trainee batch of 89, had close to 100% placements this year. At present, more than 450 graduates are undergoing the six-month training program.

"Infosys provided me with an opportunity to think beyond my day-to-day job, and put forward business ideas that are debated and decided on their merit."

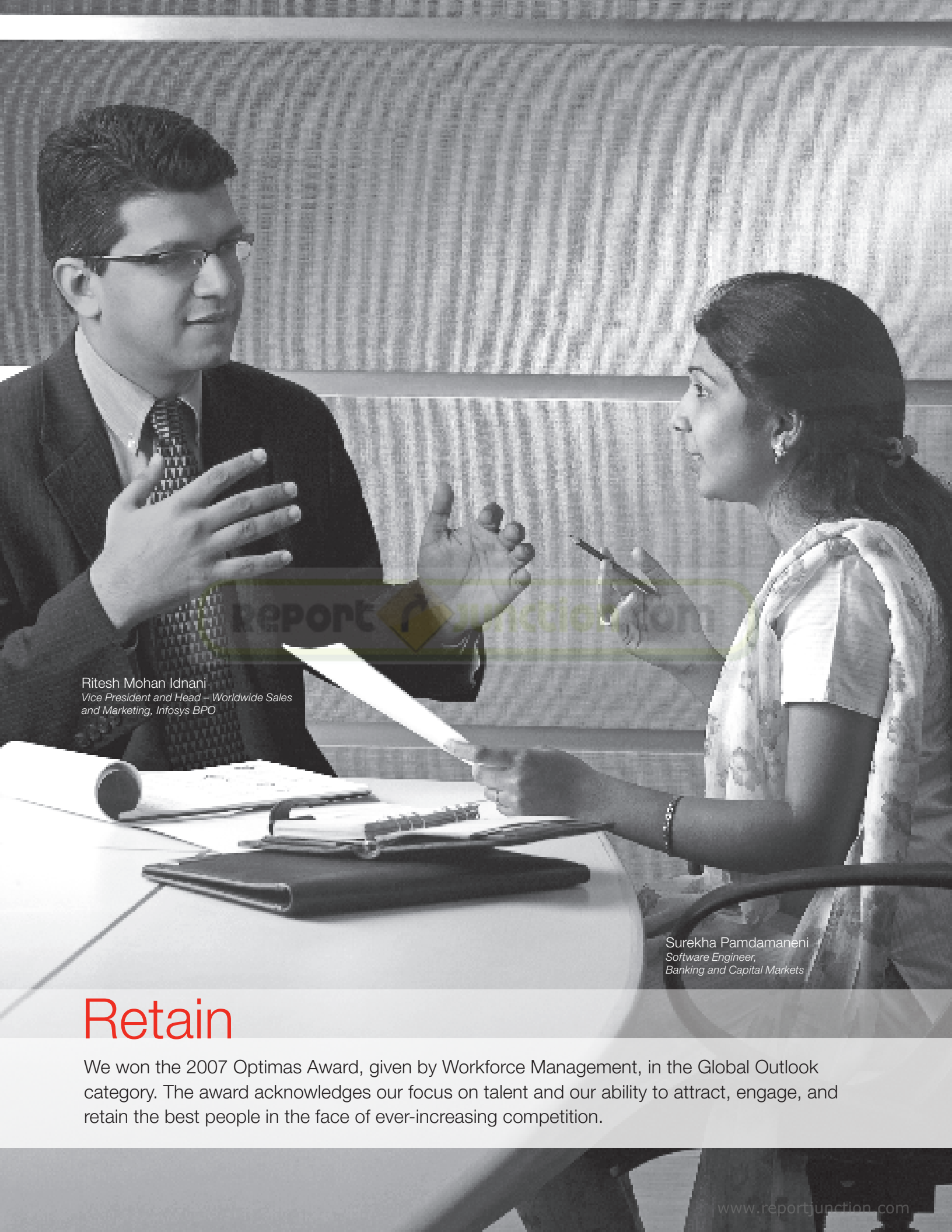
– Peter Norlander

Associate Manager,
Human Resources Development

"Infosys liberated my potential to empower others as a summer intern. Its diverse and inclusive work culture has opened up the gate to success for every employee."

– Han Zhang

InStep intern in 2007



Ritesh Mohan Idnani
*Vice President and Head – Worldwide Sales
and Marketing, Infosys BPO*

Surekha Pamdamaneni
*Software Engineer,
Banking and Capital Markets*

Retain

We won the 2007 Optimas Award, given by Workforce Management, in the Global Outlook category. The award acknowledges our focus on talent and our ability to attract, engage, and retain the best people in the face of ever-increasing competition.