



BUILDING A FAIR ORGANIZATION

GPTW, July 2010



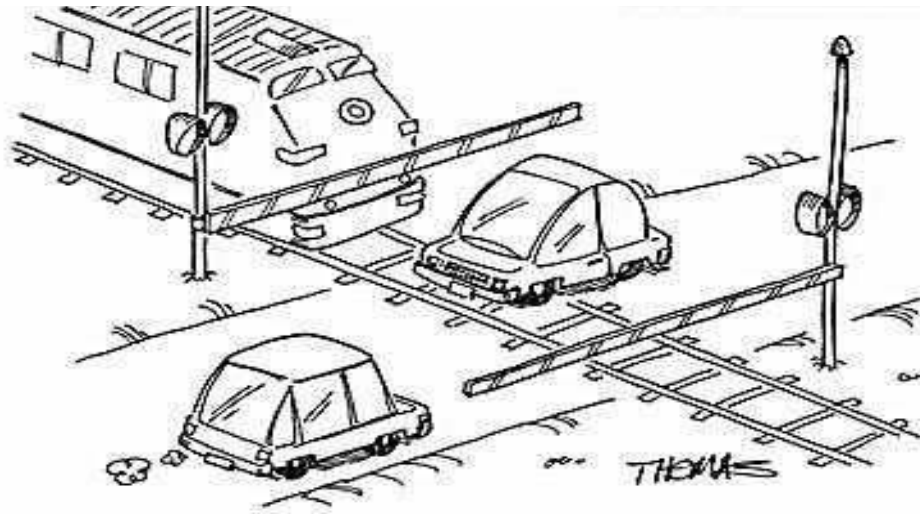
Nandita Gurjar
SVP and Head – HR
Infosys Group of Companies

Safe Harbor

Certain statements made in this Meet concerning our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in the industry including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry.

All the statements made in this presentation are the views and opinions of the speaker and is in no way a representation of the views of the organization.

PERCEPTION



The Willingness to make **personal sacrifices** helps make Fairness the Norm & increases perception of Fairness

REALITY

If life was fair.



The **Oxford Dictionary** defines Fairness as – ‘The extent to which conditions are just, equitable & impartial’

What is a Fair Organization?

Processes

Vs

Outcomes



Fairness

Vs

Populism

Built to Last Organizations have the basic tenets of fairness, honesty & integrity in their core ideologies



The Five Pillars of Fairness...



CONSISTENCY



INTEGRITY



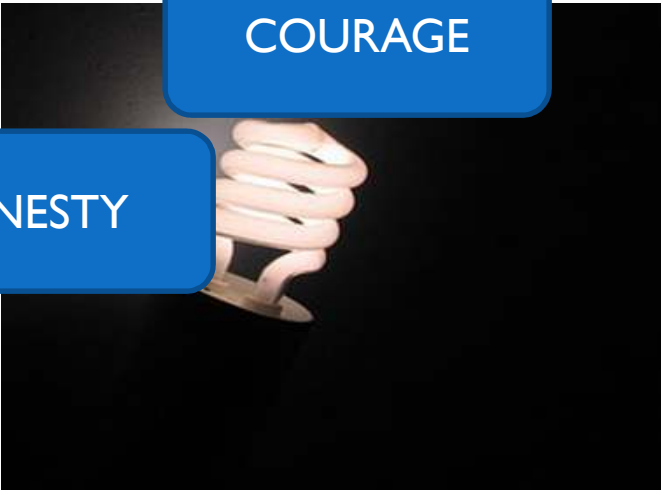
TRUST



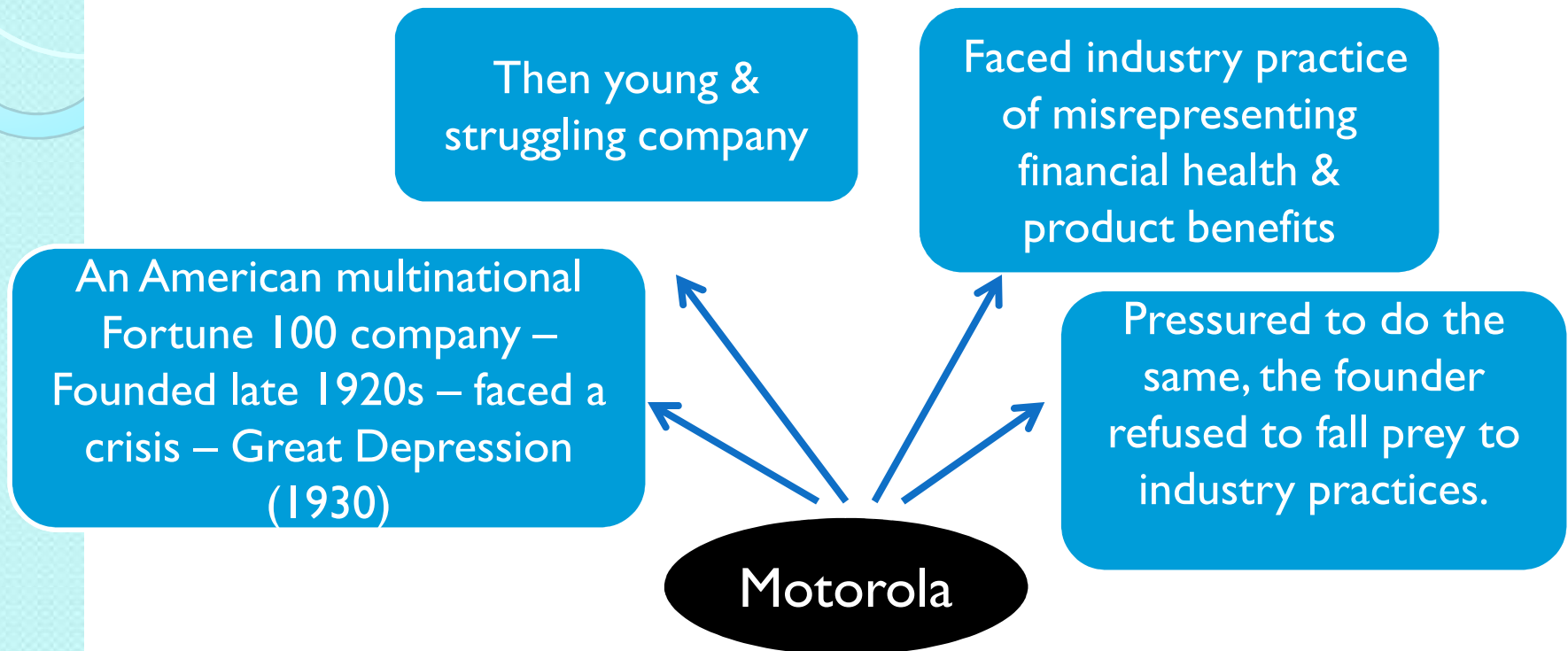
COURAGE



HONESTY



A Fair organization emphasizes and adheres to its values even in the toughest of times...



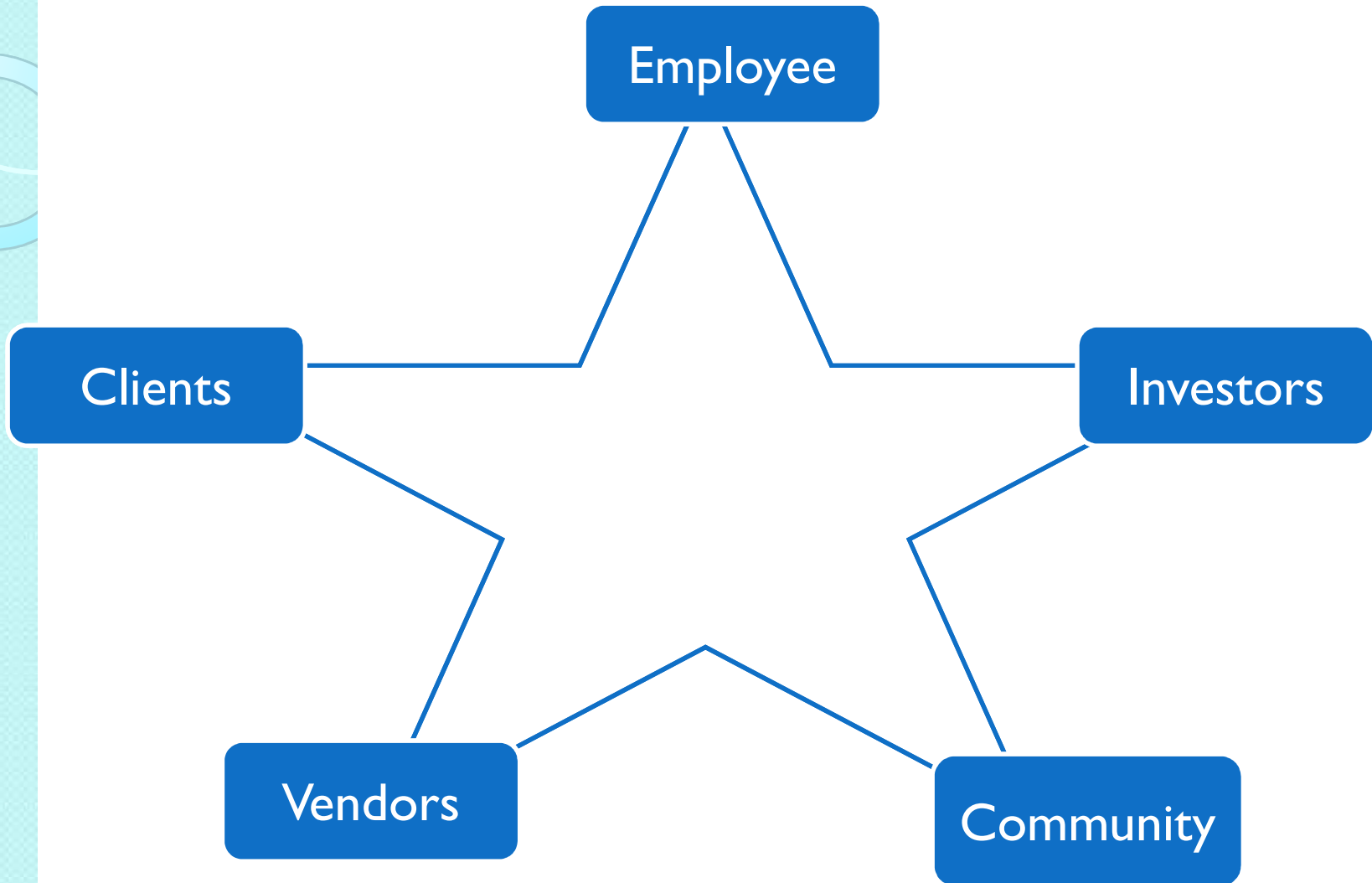
“Tell them the truth,” he said. “First because it is the right thing to do and second they’ll find out anyway.”



"That idea of yours has saved the company millions. And I'm going to see to it that you get £1.00 a week raise!"

Differentiation & Consequence Mgt.—
Rewarding high performers; Being quick to deal with poor performers increases Perceptions of fairness

Fairness...



...The Infosys Way

From our clients...



Client confidentiality always comes first
Transparency and fairness in all dealings

Financial transparency – annual report
published according to multiple
international standards



Board members and CSR activities
Policies supporting Community work
Sustainability is serious work

Partners more than vendors
Relationships more than transactions



...and our Investors

To our employees



1. Recruitment transparency
2. Honoring offers
3. Training investment
4. Differentiated but consistent Performance Mgt.
5. Standardized Policies & processes
6. Rewards – tied to performance

...the Infosys way all the way...

Striking a balance in large organizations...

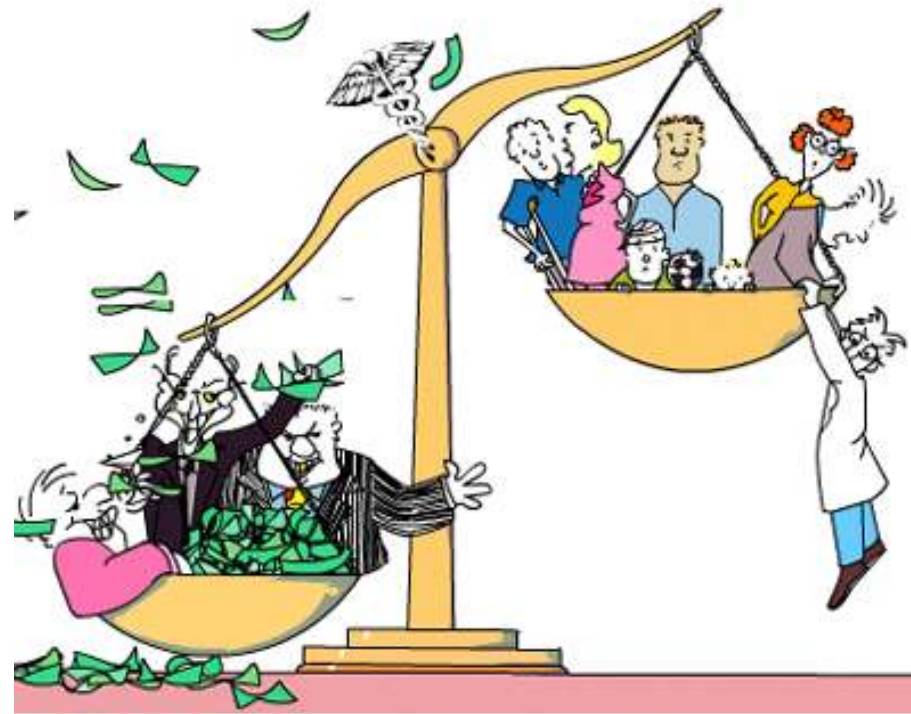
Size

Formalization

Centralization

- ❖ Role modeling leads to increased perceptions of fairness – Leaders must walk the talk
- ❖ Belief in leadership continues to be one of the highest scoring ESAT questions

... is not always easy



Thank You!