

Accelerating Access to Talent

Apparao V.V.
Chief Human Resources Officer

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Certain statements in this release are forward-looking statements, which involve a number of risks, uncertainties, assumptions and other factors that could cause actual results to differ materially from those in such forward-looking statements. All statements, other than statements of historical fact are statements that could be deemed forward looking statements, including but not limited to the statements containing the words 'planned', 'expects', 'believes', 'strategy', 'opportunity', 'anticipates', 'hopes' or other similar words. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding impact of pending regulatory proceedings, fluctuations in earnings, our ability to manage growth, intense competition in IT services, Business Process Outsourcing and consulting services including those factors which may affect our cost advantage, wage increases in India, customer acceptances of our services, products and fee structures, our ability to attract and retain highly skilled professionals, our ability to integrate acquired assets in a cost effective and timely manner, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks, our ability to successfully complete and integrate potential acquisitions, the success of our brand development efforts, liability for damages on our service contracts, the success of the companies / entities in which we have made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property, other risks, uncertainties and general economic conditions affecting our industry. There can be no assurance that the forward-looking statements made herein will prove to be accurate, and issuance of such forward looking statements should not be regarded as a representation by the Company or any other person that the objective and plans of the Company will be achieved. All forward-looking statements made herein are based on information presently available to the management of the Company and the Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the Company.

Agenda

- **Employee Engagement**

- **Awards/Recognitions**

- **Talent Acquisition/Retention**

- **Digitalized Recruitment**

- **New Vistas**

- **Sharpening our focus**

- **Leadership Retention**

- **Hybrid Operating Model**

Employee Engagement

Creating programs that focus on engagement at every step of Employee Lifecycle

Hire-to-Retire (and Alumni)

Engagement through curiosity and continuous learning

Become an Employer of Choice

Engagement Drivers and Outcomes

Engagement Drivers



Wellness

Initiatives & avenues that keep a check on the employee's wellness quotient in a virtual world



Employee Passion

Initiatives that encourage employees to pursue their passions, so they may remain connected and positive



Family Connect

Various initiatives that encourage families to come together with employees



Celebrations

Encouraging employees to spread positivity through co-creating experiences

Engagement Outcomes

"ABC" of Engagement Outcomes

Attract

Belong

Collaborate

Attract: helps to attract talent

Belong: makes employees feel valued

Collaborate: building a motivating environment that encourages employees to go the extra mile

Business Outcomes



Talent

- Retention
- Absenteeism
- Wellness



Operational

- Productivity
- Employee Collaboration



Customer

- Satisfaction

Wellness Initiatives

By prioritizing wellbeing and wellness, employees are likely to be happier, more productive and engaged

Our health care benefits and initiatives

Physical Wellbeing Sessions

- Yoga
- Zumba
- Gym
- Pilates
- Ergonomics

Mental Wellbeing Sessions

- Psychological Wellness
- Stress Management
- Work Life Balance
- Coping Anxiety
- Addiction Issues
- Parenting Issues

Financial Wellness Sessions

- Investment Strategies
- Financial Counselling
- Budgeting & Spending

Doctor Sessions on Critical Diseases and Protective Measures

- Diabetes
- Fatty Liver
- Covid-19
- Flu
- Influenza
- Oral Diseases

Emotional Wellbeing Sessions with Life Coaches

- Meditation
- Yoga
- Mindfulness
- Interpersonal relationship
- Happy Minds

Gender Focused Wellness Sessions

- Women centric Wellness Sessions
- Men centric Wellness Session

Clinical Health Support

- Annual Health Check
- Dental Care
- Specialist Doctor Consultation
- Vaccination Facility
- Home Care Services
- Life Coach Services

Digital Health Challenge

Fun-filled digital health challenge with daily tasks, weekly contests, and rewards

Awards/External Recognitions



Recognized as a Top Employer 2021 in **17 countries**



HCL recognized in **2022 Gender-Equality Index** by Bloomberg



India's **Best workplaces for Women 2021**

HCL America certified



Won the **LinkedIn Talent Insights Pioneer Award**- above **10,000 employees** category



HCL Technologies joins **WEF's Global Parity Alliance on DE&I** as a **founding member**



The Economic Times Best Workplaces for Women - 2021



2022 Excellence in Practice award for Diversity & Inclusion (Incl cultural competence)



Won **7 out of 8 DivHERsity Awards** in the **Top 5 & Top 20 category** of Diversity Programs & policies



Won the **Gold award for Leadership under crisis, Best advance in Sales training and performance** by Brandon Hall in 2021



Won the **Gold award for Best advance in Employee engagement** by Brandon Hall in 2021



Won the **Silver award for the Best Advance in Leading Diversity, Equity & Inclusion initiatives** by Brandon Hall in 2021



Won the **Bronze award for the Advance in managing a remote workforce and Unique or Innovative HR Program** in 2021

Best practices



Best practice to be published in TD magazine "HCL Technologies drives diversity with inclusion training"



Recognized as **Top 5 Most Innovative practices** – Presented in **AccelHERate'22** event



Inclusion at scale – **Best practice presentation** in **Top Employers 2022 certification celebration**

ASCEND



ASCEND – Our women leadership development program will feature in **UN WEP** as best practice



Talent Opportunity

In today's talent crunched world, HCL is uniquely positioned with its differentiated strategy in acquiring and retaining talent across

- New geographies
- Talent segments
- Skill cohorts
- Training & upskilling
- Retention

Talent Acquisition Strategy



External Hiring Strategy

Direct sourcing, selectively using partners to add capacity whenever and wherever required to scale



Internal Talent Development

Sharp linkages between upskilling and deployment in future skills allows internal talent redeployment



Expanding New Vistas

Taking work to where talent is available globally



Glocalization

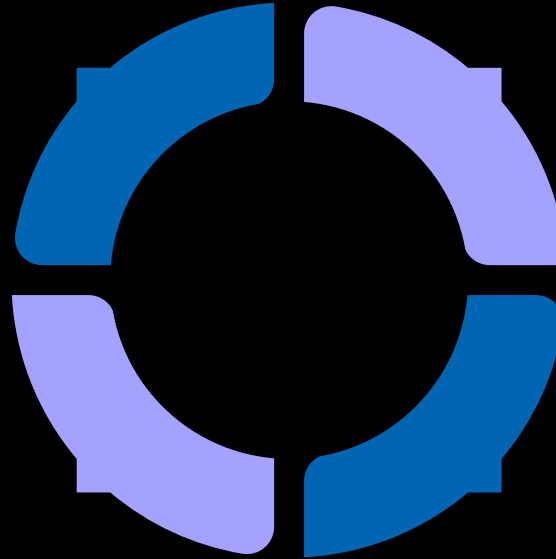
Localization of global approach to acquire local talent



Increased Freshers Talent

Enhanced Strategy: Sharpening our Focus

Reimagined Mode 1 – Mode 2 talent globally: defined skillset matrix from our service offerings across Digital Business, Digital Foundation, ERS



Created skillset definitions aligned to our clients' big bet ecosystem of partners for digital / cloud/ engineering modernization strategy. Curated these as skills to build our talent supply chain.

Ensured our talent and capability strategy allowed us to create, nurture and build talent internally.

In digital transformation, simplified processes, digital UI/UX, modular systems and AI.

Digitalized Recruitment

Our desire-to-hire lifecycle is fully automated



Auto-assignment of demand to recruiter based on highest propensity to be fulfilled



Prompted by AI for the right Boolean search strings for every demand



Integration with job portals and other candidate sourcing channels



Real-time screen and match algorithm of existing resume inventory



Automation of candidate interest, evaluation, scheduling, video interview



Post-offer follow up guided by predictive modeling

Scaling New Frontiers with New Vistas (Back to roots)

Setting up of new delivery centers to create local employment opportunities and to deliver technology solutions to G2000 organizations



Expanded global presence - 20 new global delivery centers / new vista locations



Create local jobs



Invest in Training and Upskilling for next gen skills across all stages of career cycle

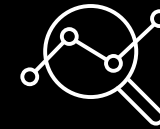


Collaborate with government and customers for new job creation/ hiring and to encourage inclusivity and diversity



Alternate Pool of Local Talent

- Grade XII Students
- College and University Graduates and Under Grads
- Off Campus willing to restart or relaunch their careers (returning moms, veterans)



Research-Backed Target Cities

- Americas (Sacramento, Frisco, San Antonio, Cary, Troy, Horsham, Minneapolis, Hartford, Cincinnati)
- India (Lucknow, Madurai, Nagpur and Vijayawada)
- Other Counties (Canada, Brazil, Mexico, Costa Rica, Guatemala, Poland, Bulgaria, Romania, Lithuania, Portugal, Sri Lanka, Vietnam)

Catching Them Young: HCL TechBee and Apprentice Programs



Hiring Class XII as TechBee / Apprentices: Over 7300 onboarded globally



Hiring College Graduates in New Vistas locations: Over 11,000 onboarded globally



Funding College Tuition Fees for TechBee/Apprentice students for longer retention and skills upgradation



Enabling Training and On-the-job Learning



Higher Education Partnerships

- BITS Pilani
- SASTRA University
- Amity University
- Purdue Global University
- Southern New Hampshire University (SNHU)
- McQuarrie University
- Horizon Campus
- IIIT



► TBR SPECIAL REPORT



HCLT'S GROUNDBREAKING APPRENTICESHIP INITIATIVE: LONG-TERM VISION, NEAR-TERM EFFECTS

Authors: Patrick M. Heffernan (patrick.heffernan@tbri.com), Principal Analyst
Kelly Lesiczka (kelly.lesiczka@tbri.com), Senior Analyst

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▮ IN THE BATTLE FOR TALENT, PREPARE FOR THE LONG WAR

Recruit, retain and train. Every IT services vendor over the past couple of years has been pulling every lever to find, manage and reward talent in a chaotic market in which new competitors and newly empowered professionals have spiked attrition across the board and strained HR staffs as never seen before. The pandemic brought about a new appreciation for employee well-being while proving virtual engagements and delivery could work for IT services vendors. As 2022 starts, filling talent gaps in the near term will continue to challenge every vendor. Notably, HCL Technologies (HCLT) has begun investing in the long term with a program that is perhaps unique among IT services vendors and certainly, in TBR's view, timely, a little risky and genuinely good for society.

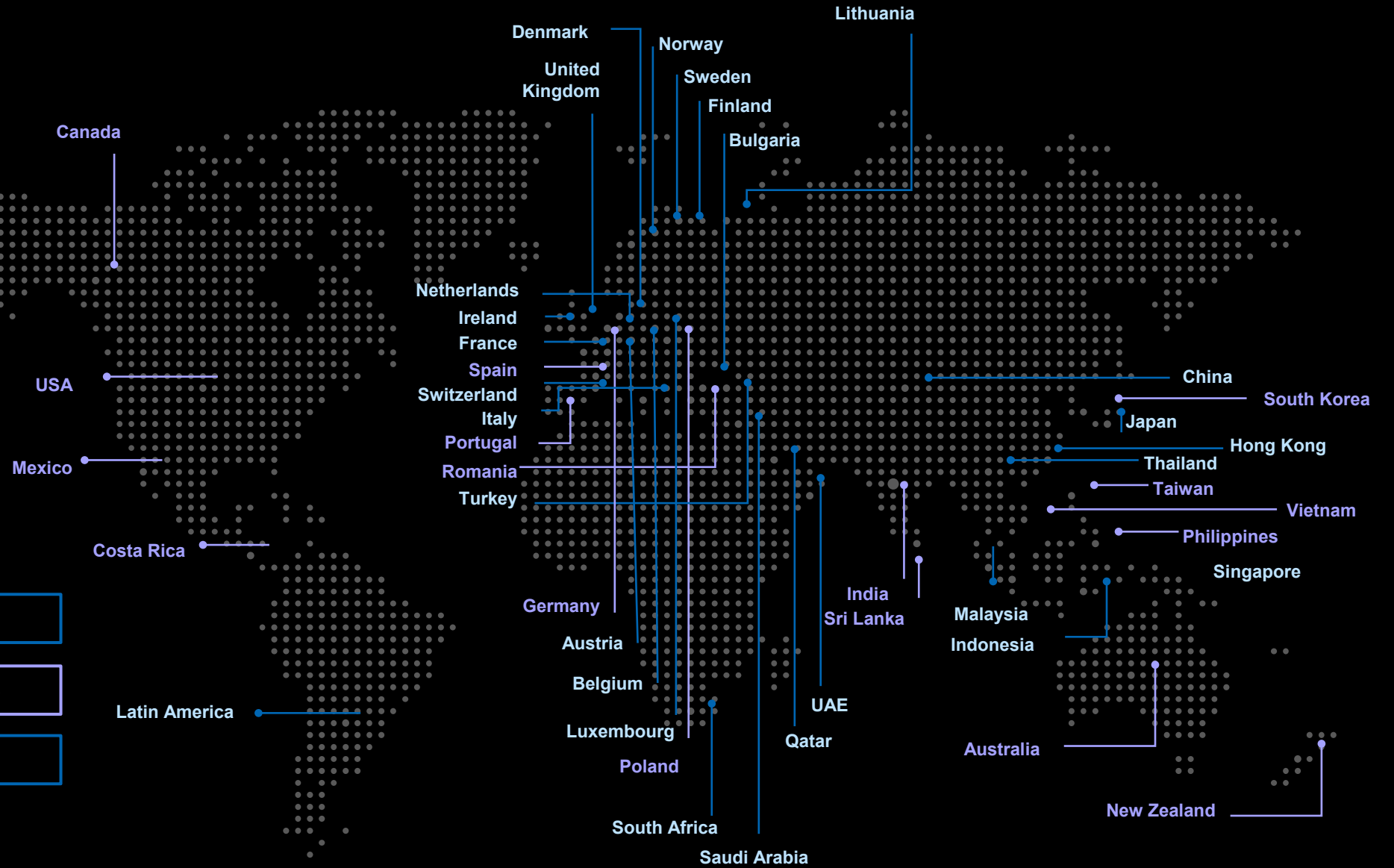
On Dec. 9, TBR spoke with Ramachandran Sundararajan, HCLT's EVP of Human Resources at HCL America, and Rohan Varghese, HCLT's VP and global head of Analyst Relations and Customer Advisory Board, both of whom provided details on the new apprenticeship program. The following reflects that discussion and TBR's ongoing analysis of HCLT.

Flexibility, STEM and a 5-year apprentice journey

With the company's new apprenticeship program, announced in November, HCLT has crafted an expansive, flexible, multiyear journey for students intent on joining the IT services and science, technology, engineering and math (STEM) ecosystem. The core program begins with a year spent at HCLT as a salaried employee, including a three-month "boot camp" that introduces apprentices to various aspects of HCLT's IT services, consulting and technology businesses. The second phase focuses on practice-based learning. Sundararajan emphasized the "practice" part, noting that apprentices would have exposure to and gain experience working across many of HCLT's core areas, such as SaaS, cloud, security and networking services. Over the final three months of the first year, apprentices join a live project environment, supporting and providing help at an appropriate proficiency level and putting to use skills learned from working in sandbox

Technology
Business &
Research

New Vistas Presence



Global Presence

New Vistas Presence

New Vistas India

Changes from FY19 to FY22

New Vistas Headcount **7.8% to 15.8%**

Change in Glocalization

- APAC & Rest of World (w/o India) **70% to 89%**
- Europe **60% to 81%**
- USA **67% to 71%**

Train & Deploy **28% to 42%**

Freshers Hiring **5900 to 22850**

Strong External Talent Hiring Strategy

Enhanced **direct sourcing strategy**: Maximizing recruitment capacity coupled with **selective partner strategy** to support high growth when required and keeping our hiring costs optimal over the years.

Location (New Vistas, Global Delivery Strategy) driven over last 4-5 years



External hiring strategy has two dimensions

Change in Talent Acquisition Process strategy (which included hiring through hackathons, driving more by train and deploy, changing our talent staffing partnerships)

Pivoting to “Virtual First Hybrid Operating Model”



- Primary Approach
 - Country / State / Province Guidelines
 - Client Issued Guidelines (at their centers / ODCs at our locations)



- All Roles are being categorized into three
 - Work From Office Only
 - Work from Office as required
 - Work From Home Permanently



- Role categorization based on 20 parameters such as
 - Nature of interaction with client / other team members
 - Sensitivity / Privacy of Data & Information being handled
 - Infrastructure requirement
 - Collaboration with client

Leadership Succession Plans and Employee Retention

Leadership - Retention & Pipeline



Long-term incentives for key personnel: 3,000 people covered with RSU plans to anchor their retention



Talent Management, Engagement & Development Models for

- Stable Top Team (30): Only one exit in the last 3 years
- 500 Current Generation Leaders - Risk & Succession Management
 - Attrition: 5.9% - 7.7% over the past 4 years
- 600 Next Generation Leaders: Readiness for medium-term succession through opportunities and structured inputs

HCL

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