Exhibit 57

# Guidelines for H1 nominations

**H1 nomination rationale**

- Extremely high domain skills – our dependency is on local hiring; the nominations are clustered around roles like track leads, tech / test leads, project managers, senior developers etc

- We have crunched down the number of roles and at each LoB level, ~90% of nominations are on 20 or less roles and skills

- These nominations have been carefully constructed along with the delivery teams focusing on

    - skills with low external fulfilment % and long lead times to fulfil

    - Cost of local hiring significantly higher than landed / margin impact on specific customers

    - Key accounts across business as seed / growth talent

    - Project specific requirements in large engagements which have significant offshore presence

    - Visa expiry / attrition replacements in large managed services accounts for lead roles

- Using the following parameters,  input has incorporated to arrive at final visa number:

    - Last year travel on H1B

    - Expected headcount growth in US

    - Existing H1B petition approved/visa stamped available in India

    - Expected improvement in utilization of existing H1B visas

    - Reducing H1B dependency further with increase in local hiring basis role / skill

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# 2016 H1 - Nomination Summary

## Current US Headcount  & Visa Dependency

| | Citizen | Landed – Visa Dependent | Local – Visa dependent | Third Party | Total Headcount | Visa dependency % | | 2016 Nomination | Acceptances expected |
|---|---|---|---|---|---|---|---|---|---|
| APPS&SI | 766 | 1851 | 526 | 1615 | 4758 | 76% | | 1770 | 620 |
| ERS | 857 | 1156 | 193 | 556 | 2762 | 61% | | 961 | 336 |
| Infra | 2827 | 819 | 145 | 1239 | 5030 | 25% | | 438 | 153 |
| BSERV | 300 | 9 | 13 | | 322 | | | | |
| Enabling | 107 | 53 | 6 | | 166 | | | | |
| Sales | 87 | 52 | 25 | | 164 | | | | |
| | 4944 | 3826 | 864 | 3410 | 13044 | 47.60% | | | |

- *Market View: Among Indian IT players HCL is the only one to have less than 50% dependency on visa's.*
- *Our projections basis projected US growth % + attrition + local hiring + 2016 fresh visas indicate we will continue to be in the 48% dependency for the next 18 months*

| Parameters | Infosys | TCS | Wipro | CTS | HCL |
|---|---|---|---|---|---|
| US headcount | 21617 | ~45000 | 23,239 | ~37,000 | ~10,000 |
| % on Visas | 63% | ~70% - 72% | ~54% - 55% | ~60% - 62% | 48% |
| Fresher addition (Per Annum in US) | ~300 | ~500 | ~100 | ~300 | <50 |
| % of Local Hiring | 25% | ~22% | ~30% | ~40% | ~40% |

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# H1 nominations for 2016 - Cost Projection

| | SI & APPS | ERS | INFRA | BSERV | Total |
|---|---|---|---|---|---|
| 2015 H1B Budgeted numbers - Approved by Anant | 622 | 386 | 243 | 3 | 1254 |
| 2015 - No. of Applications filed | 1780 | 1063 | 694 | 9 | 3546 |
| 2015 - No. of Applications Accepted by USCIS | 639 | 370 | 222 | 2 | 1233 |
| 2016 - Net demand basis demand and supply calibration | 590 | 324 | 147 | 3 | 1064 |
| 2016 - Recommended H1B applications for 2015 filing - 3 times as | 1770 | 972 | 441 | 9 | 3192 |
| Recommended numbers - increase over 2015 approved numbers | -5% | -16% | -40% | 0% | -15.15% |
| Application cost factoring 1:3 Ratio (in US$K) | 5,434 | 2,980 | 1,356 | 28 | 9,797 |
| Refund by USCIS for return cases (considering 2/3rd return) (in US | 2,739 | 1,502 | 684 | 14 | 4,938 |
| Required Budget for FY-16 H1 B Filing (1:3) | 2,695 | 1,478 | 673 | 14 | 4,859 |
| FY-16 Budget Approval on Stamping Cost (in US$K) | 168 | 92 | 42 | 1 | 303 |
| Budget approval required for H1-B Filing for FY-156 | 2,863 | 1,570 | 714 | 15 | 5,161 |
| 2015 - Approved Budget (in US$) | 4,159 | 2,764 | 1,740 | 21 | 8,684 |
| Budget increase in % | -31% | -43% | -59% | -32% | -41% |

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# View of nominations across LoBs

| | ERS | Apps & SI | Infra |
|---|---|---|---|
| Visa dependency | 61% | 76% | 21% |
| Nomination # | 972 | 1770 | 441 |
| Nomination acceptance as a % of HC | 12% | 13% | 3% |
| TP dependency | 20% | 34% | 25% |

| # of Roles in nomination list | 90% nominations across 17 roles | 90% nominations across 20 roles | 90% nominations across 26 roles (70% across 10 roles) |
|---|---|---|---|
| # of Skills in nomination list | | 6 skills groups – 70% nominations | 22 skill – 72% of nominations |
| Average external fulfillment % of nominations (role + skill ) | 58% | 67% | 56% |
| ARC difference between Landed and Local hires of nominations (role + skill) | 30% | 58% | 30% |

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# ERS – 2016 H1 nominations

- ERS has indicated total of 972 nominations for 2016 cycle; at a 35% approval ratio the expectation is 340 visas. ERS has a 61% visa dependency in the US. With these nominations and projected hiring over the next 18 months, we expect to hold at ~60%

- 545 nominations are for the same customer the resources are currently working on, 320 are for new customers and 107 nominations are unmapped to customers

- **90% of the nominations are against 17 roles; Tech lead and Senior Developer roles alone account for 40% of total nominations. Local hiring is 30% more expensive than landed for these roles + skills**

- Average external fulfillment % of the Role + Skill (of nominations) is 58% against a ERS onsite fulfillment average of 70%

| Skill track | ERS - US FTE HC | ERS – US TP FTE | ERS – Total US HC | % | Nominations | % | |
|---|---|---|---|---|---|---|---|
| ECH | 534 | 127 | 662 | 22% | 252 | 27% | 48 % fulfillment % for local hiring<br>Local / TP hiring is on an average 40% more expensive than landed |
| AAIM | 556 | 129 | 684 | 23% | 221 | 23% | 57% of AAIM headcount in the US today is landed<br>44% external fulfillment % for local hiring, hence dependence on landed |
| PTS | 335 | 56 | 392 | 14% | 198 | 21% | 55% of PTS headcount in the US today is landed<br>While FF% is at 78%, given the generic skills and relatively lower sell rates, higher landed % helps maintain project margins |
| SDES | 703 | 218 | 921 | 29% | 188 | 20% | The SDES primary customers include Microsoft, AT&T, WU; the skills involved are different from the rest of ERS and has higher local fulfilment |
| XMS | 263 | 26 | 286 | 11% | 83 | 9% | 64% of XMS headcount in the US is landed |
| | 2391 | 556 | 2945 | | 942 | | |

- The nominations are centered on major customers and focused on business growth, current billing loss / fulfilment gap, rotation / visa expiry, attrition replacements, project specific requirements for large offshore engagements (business visa is not suitable),

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# ERS – 2016 H1 B nomination

| Project Category | Citizen | | | Landed - Visa Dependent | | | Local - Visa dependant | | | TP | | | | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | # | Average ARC | % HC | # | Average ARC | % HC | # | Average ARC | % HC | | # | Acceptance |
| RFB | 414 | 106,514 | 64% | 124 | 80,086 | 19% | 19 | 97,912 | 3% | 86 | 102,201 | 13% | | 133 | 47 |
| T&M CAP | 273 | 88,572 | 27% | 399 | 78,049 | 39% | 104 | 92,589 | 10% | 254 | 113,292 | 25% | | 247 | 86 |
| T&M | 108 | 89,254 | 13% | 509 | 75,649 | 62% | 51 | 89,756 | 6% | 153 | 117,472 | 19% | | 375 | 131 |
| FPP | 23 | 103,432 | 23% | 48 | 79,501 | 48% | 5 | 96,851 | 5% | 24 | 109,692 | 24% | | 61 | 21 |
| Others | 39 | 116,755 | 23% | 76 | 80,720 | 45% | 14 | 78,502 | 8% | 39 | 121,009 | 23% | | 145 | 53 |
| **Grand Total** | **857** | **99,007** | 31% | **1,156** | **77,446** | 42% | **193** | **91,453** | 7% | **556** | **113,113** | 20% | | **961** | **339** |

- 42% of ERS headcount in the US is landed and 49% is visa dependent;  Local hiring is ~30 % more expensive than landed and TP hiring is 46% more expensive than landed
- External fulfillment % is 54% (overall fulfillment 70%) – requiring the landed influx to meet billing gap.

| Skill | Citizen | | | | Landed - Visa Dependent | | | Local - Visa dependant | | | | TP | | | | External Fulfillment | Avg Lead time | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | Citizen Vs Landed ARC | # | Average ARC | % HC | # | Average ARC | % HC | Local Vs Landed ARC | # | Average ARC | % HC | TP Vs Landed ARC | | | # | Acceptance |
| SDES | 358 | 95,333 | 40% | 9% | 241 | 87,162 | 27% | 76 | 99,165 | 9% | 14% | 218 | 118,360 | 24% | 36% | 60% | 26 | 188 | 66 |
| ECH | 279 | 116,763 | 43% | 48% | 212 | 78,798 | 33% | 30 | 99,926 | 5% | 27% | 127 | 107,288 | 20% | 36% | 48% | 28 | 252 | 88 |
| AAIM | 103 | 86,583 | 15% | 18% | 378 | 73,290 | 57% | 56 | 81,534 | 8% | 11% | 129 | 115,267 | 19% | 57% | 44% | 24 | 221 | 77 |
| PTS | 90 | 74,911 | 24% | 4% | 211 | 71,979 | 55% | 25 | 78,951 | 7% | 10% | 56 | 99,288 | 15% | 38% | 78% | 17 | 198 | 69 |
| XMS | 27 | 91,947 | 17% | 18% | 104 | 77,918 | 64% | 6 | 96,089 | 4% | 23% | 26 | 116,653 | 16% | 50% | 38% | 51 | 83 | 29 |
| **Grand Total** | **857** | **99,007** | 31% | **28%** | **1,156** | **77,446** | **42%** | **193** | **91,453** | 7% | **18%** | **556** | **113,113** | 20% | **46%** | **54%** | **26** | **961** | **339** |

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## ERS – Landed vs Local / View by Role  with ARC and associated fulfillment %

| Role | Citizen | | | | Landed - Visa Dependent | | | Local - Visa dependant | | | | TP | | | | External Fulfillment | Avg Lead time | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | Citizen Vs Landed ARC | # | Average ARC | % HC | # | Average ARC | % HC | Local Vs Landed ARC | # | Average ARC | % HC | TP Vs Landed ARC | | Avg Lead time | # | Acceptance |
| **Grand Total** | **857** | **99,007** | | | **1,156** | **77,446** | | **193** | **91,453** | | | **556** | **113,113** | | | 54% | 26 | **961** | **336** |
| Technical Lead | 251 | 96,695 | 36% | 28% | 267 | 75,710 | 38% | 59 | 89,448 | 4% | 18% | 157 | 122,103 | 21% | 61% | 66% | 37 | 318 | 111 |
| Developer - Senior | 106 | 91,620 | 33% | 18% | 101 | 77,330 | 32% | 26 | 97,273 | 8% | 26% | 84 | 117,132 | 26% | 51% | 42% | 19 | 153 | 54 |
| Technical Architect | 48 | 130,249 | 36% | 58% | 74 | 82,230 | 56% | 6 | 105,598 | 5% | 28% | 5 | 120,616 | 4% | 47% | 84% | 22 | 67 | 23 |
| Technical Engineering Manager | 39 | 95,484 | 38% | 25% | 53 | 76,667 | 52% | 8 | 92,160 | 8% | 20% | 2 | 87,874 | 2% | 15% | 0% | - | 40 | 14 |
| Test Lead | 38 | 108,544 | 31% | 34% | 42 | 80,959 | 35% | 10 | 93,130 | 8% | 15% | 31 | 104,358 | 26% | 29% | 70% | 18 | 34 | 12 |
| Project Manager - HCL Owned | 20 | 92,571 | 19% | 19% | 64 | 77,600 | 60% | 7 | 89,991 | 7% | 16% | 15 | 120,076 | 14% | 55% | 79% | 28 | 34 | 12 |
| Tester/Verification Engineer - Senior | 17 | 134,965 | 53% | 60% | 10 | 84,203 | 31% | 2 | 102,040 | 6% | 21% | 3 | 123,648 | 9% | 47% | 0% | - | 30 | 11 |
| Tester - Senior | 32 | 90,188 | 52% | 14% | 11 | 79,041 | 18% | 4 | 104,335 | 7% | 32% | 14 | 89,092 | 23% | 13% | 37% | 18 | 29 | 10 |
| Developer - Junior | 14 | 92,651 | 32% | 13% | 17 | 81,853 | 39% | 1 | 85,000 | 2% | 4% | 12 | 84,477 | 27% | 3% | 40% | 35 | 29 | 10 |
| Technical Specialist | 22 | 92,876 | 34% | 20% | 32 | 77,083 | 49% | 10 | 95,653 | 15% | 24% | 1 | 157,248 | 2% | 104% | 66% | 104 | 22 | 8 |
| Test Manager | 14 | 107,008 | 39% | 37% | 18 | 78,096 | 50% | 1 | 95,000 | 3% | 22% | 3 | 113,568 | 8% | 45% | 85% | 21 | 20 | 7 |
| CAD Engineer | 7 | 104,330 | | | 7 | 88,742 | | 2 | 85,750 | | | 4 | 109,961 | | | 100% | 1 | 16 | 6 |
| Hardware Design Engineer | 2 | 146,598 | | | 2 | 78,393 | | | | | | 2 | 87,696 | | | 13% | 0 | 14 | 5 |
| Sr. Technical Architect | 36 | 92,569 | 41% | 28% | 40 | 72,557 | 46% | 9 | 89,515 | 10% | 23% | 2 | 169,344 | 2% | 133% | 79% | 7 | 13 | 5 |
| Project Lead | 6 | 101,225 | | | 8 | 74,119 | | 3 | 77,098 | | | 6 | 135,116 | | | 66% | 1 | 12 | 4 |
| Technical Manager | 8 | 83,614 | 42% | 2% | 9 | 81,954 | 47% | | | 0% | -100% | 2 | 109,580 | 11% | 34% | 0% | - | 11 | 4 |
| Sr. Mechanical Designer | 5 | 111,869 | | | 11 | 68,328 | | 2 | 75,000 | | | 3 | 112,342 | | | 43% | 0 | 10 | 4 |

- **90% of the nominations are against the above 17 roles. On an average the external fulfillment % against these is 46% and local hiring is  36% more expensive than landed**
- In addition to this there are 104 nominations across 37 roles – details in excel

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# Apps & SI  – 2016 H1 nominations

- Apps & SI has indicated total of 1770 nominations for 2016 cycle; at a 35% approval ratio the expectation is 620 visas. Current Visa dependency is at 74% and is expected to continue

- 1202 nominations are for the same customer the resources are currently working on, 466 are for new customers and 101 nominations are unmapped to customers

- **90% of nominations are across 20 roles – local hiring ARC is 58% more expensive compared to landed ARC for these roles. Top 4 roles of Senior Developer, Tech lead, Senior Support Engineer and Project manager – HCL owned projects constitute 50% of total nominations**

- Average external fulfillment % of the Role + Skill (of nominations) is 66% against a Apps & SI onsite fulfillment average of 80%

- Enterprise track has 53% of nominations, SL Core Apps 43%, - this is a reflection of current Apps & SI business in the US
- Nominations proposed and validated by Business with concurrence from Service Lines/TSC are basis following

    - Niche Skills with fulfillment % and high average lead time for fulfillment – Example. Abinitio, Teradata, OBIEE, CRM, SAP Fico, Guideware, LIMS
    - Skills and Roles where we experienced high attrition in CY'15 and all replacements through TP – Example  TT&BAS skills
    - Skills where the cost differences between Landed and Local hires are over 40% - Example BI, SAP and Oracle skills
    - H1B Utilization commitment of 85% and above from business.
    - All Nominations are mandated with EE/EN mapping with the commitment from business that no visa candidate can be blocked by an account beyond agreed timelines and available for deployment across
    - Managerial roles were excluded for H1B as L1 rejections in this segment is minimal and application cost is 50% low

| | US FTE HC | US TP FTE | Total US HC | % | Nomination | % |
|---|---|---|---|---|---|---|
| Enterprise Systems | 1853 | 1020 | 2874 | 54% | 962 | 54% |
| SL CORE APPS | 1489 | 561 | 2050 | 43% | 747 | 42% |
| SL FCC | 0 | 0 | 0 | 0% | 7 | 0% |
| SLMGMT ESI | 15 | 1 | 16 | 0% | 1 | 0% |
| SLMGMT IAS | 61 | 19 | 80 | 2% | 14 | 1% |
| VSI | 41 | 12 | 53 | 1% | 39 | 2% |
| **Grand Total** | 1853 | 1020 | 2874 | 8 | **1770** | |

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# Apps  – 2016 H1 B nomination / Project Type

| Project Category | Citizen | | | Landed - Visa Dependent | | | Local - Visa dependant | | | TP | | | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | # | Average ARC | % HC | # | Average ARC | % HC | # | Average ARC | % HC | # | Acceptance |
| T&M CAP | 278 | 125,305 | 19% | 357 | 85,387 | 24% | 139 | 102,466 | 9% | 692 | 171,222 | 47% | 351 | 123 |
| RFB | 174 | 105,926 | 15% | 648 | 82,849 | 55% | 159 | 98,972 | 14% | 187 | 154,171 | 16% | 620 | 217 |
| FPP | 142 | 134,845 | 24% | 144 | 86,305 | 24% | 51 | 102,161 | 9% | 256 | 185,417 | 43% | 218 | 76 |
| T&M | 112 | 110,438 | 8% | 635 | 79,267 | 47% | 163 | 91,416 | 12% | 437 | 149,761 | 32% | 476 | 167 |
| Others | 60 | 131,406 | 33% | 67 | 84,158 | 37% | 14 | 85,044 | 8% | 42 | 155,808 | 23% | 105 | 37 |
| **Grand Total** | **766** | **120,976** | **16%** | **1,851** | **82,426** | **39%** | **526** | **97,492** | **11%** | **1,614** | **165,286** | **34%** | **1,770** | **620** |

- 67% of the nominations are for managed services projects
- 39% of Apps & SI headcount in the US is landed and 50% is visa dependent;  Local hiring is ~ 40% more expensive than landed and TP hiring is 100% more expensive than landed
- External fulfillment % is 67% - requiring the landed influx to meet billing gap.

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# Apps – 2016 H1 B nomination / Skill

| Skill | Citizen | | | | Landed - Visa Dependent | | | Local - Visa dependant | | | | TP | | | | External Fulfillment | Avg Lead time | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | Citizen Vs Landed ARC | # | Average ARC | % HC | # | Average ARC | % HC | Local Vs Landed ARC | # | Average ARC | % HC | TP Vs Landed ARC | | | # | Acceptance |
| Grand Total | 766 | 120,976 | 16% | 47% | 1,851 | 82,426 | 39% | 526 | 97,492 | 11% | 18% | 1,614 | 165,286 | 34% | 101% | 67% | 32 | 1,770 | 620 |
| TT | 70 | 109,097 | 8% | 27% | 395 | 85,676 | 45% | 92 | 101,368 | 10% | 18% | 320 | 167,473 | 36% | 95% | 77% | 27 | 420 | 147 |
| BAS | 34 | 114,521 | 7% | 35% | 157 | 84,983 | 30% | 83 | 97,580 | 16% | 15% | 247 | 162,675 | 47% | 91% | 65% | 38 | 186 | 65 |
| JAVA OS | 19 | 81,619 | 5% | 13% | 180 | 72,160 | 45% | 55 | 86,708 | 14% | 20% | 146 | 138,942 | 37% | 93% | 76% | 28 | 174 | 61 |
| SAP | 318 | 134,700 | 37% | 47% | 181 | 91,872 | 21% | 71 | 113,265 | 8% | 23% | 287 | 223,773 | 33% | 144% | 52% | 48 | 172 | 60 |
| Oracle | 65 | 140,240 | 20% | 64% | 94 | 85,459 | 29% | 43 | 111,431 | 13% | 30% | 124 | 179,960 | 38% | 111% | 63% | 24 | 154 | 54 |
| Testing | 34 | 89,628 | 10% | 24% | 155 | 72,559 | 44% | 40 | 79,576 | 11% | 10% | 123 | 124,418 | 35% | 71% | 38% | 6 | 136 | 48 |
| Internal / Suppor | 74 | 134,869 | 27% | 48% | 110 | 91,281 | 40% | 29 | 94,937 | 11% | 4% | 62 | 157,441 | 23% | 72% | 67% | 39 | 99 | 35 |
| MMS | 32 | 95,357 | 15% | 28% | 137 | 74,602 | 63% | 21 | 77,248 | 10% | 4% | 26 | 134,145 | 12% | 80% | 78% | 26 | 92 | 32 |
| Microsoft | 18 | 86,272 | 8% | 17% | 102 | 73,667 | 47% | 30 | 92,818 | 14% | 26% | 66 | 129,816 | 31% | 76% | 81% | 20 | 91 | 32 |
| Database | 10 | 111,233 | 10% | 45% | 58 | 76,567 | 60% | 9 | 99,351 | 9% | 30% | 19 | 139,400 | 20% | 82% | 78% | 25 | 75 | 26 |
| PM | 26 | 112,093 | 19% | 21% | 85 | 92,351 | 62% | 10 | 107,444 | 7% | 16% | 17 | 165,312 | 12% | 79% | 75% | 19 | 55 | 19 |
| UNIX & C | 10 | 79,104 | 14% | 12% | 29 | 70,584 | 40% | 9 | 93,228 | 13% | 32% | 24 | 142,449 | 33% | 102% | 82% | 51 | 24 | 8 |
| Diversified Skills | 34 | 90,269 | 19% | 16% | 43 | 77,715 | 24% | 17 | 92,025 | 9% | 18% | 85 | 127,260 | 47% | 64% | 81% | 32 | 19 | 7 |
| Tier II | | | 0% | 0% | | | 0% | | | 0% | 0% | | | 0% | 0% | | | 19 | 7 |
| Domain Banking | | | 0% | -100% | 11 | 85,957 | 92% | 1 | 69,000 | 8% | -20% | | | 0% | -100% | | | 14 | 5 |
| ARCH | 5 | 88,298 | 12% | -9% | 23 | 97,189 | 56% | 2 | 81,832 | 5% | -16% | 11 | 152,006 | 27% | 56% | 74% | 19 | 12 | 4 |
| Domain CMS | 4 | 75,335 | 12% | -13% | 22 | 86,438 | 67% | 2 | 88,909 | 6% | 3% | 5 | 136,080 | 15% | 57% | 100% | 32 | 12 | 4 |
| CRM | 1 | 75,000 | 3% | -14% | 10 | 87,607 | 32% | 2 | 105,000 | 6% | 20% | 18 | 134,762 | 58% | 54% | 25% | 9 | 11 | 4 |
| Domain Insuranc | 5 | 80,385 | 13% | 0% | 21 | 80,169 | 53% | 5 | 75,700 | 13% | -6% | 9 | 111,888 | 23% | 40% | 87% | 25 | 5 | 2 |
| Tier II ERP | 6 | 131,167 | 8% | 50% | 36 | 87,164 | 50% | 5 | 107,896 | 7% | 24% | 25 | 143,040 | 35% | 64% | 81% | 17 | | - |
| CS | 1 | 110,000 | 33% | -13% | 2 | 126,838 | 67% | | | 0% | -100% | | | 0% | -100% | | | | - |

- **70% of nominations are across 6 skill groups, which have an average of 62% fulfillment and where local hiring is 70% more expensive than landed**

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## Apps & SI – Landed vs Local / View by Role  with ARC and associated fulfillment %

| Skill | Citizen | | | | Landed - Visa Dependent | | | Local - Visa dependant | | | | TP | | | | External Fulfillment | Avg Lead time | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | Citizen Vs Landed ARC | # | Average ARC | % HC | # | Average ARC | % HC | Local Vs Landed ARC | # | Average ARC | % HC | TP Vs Landed ARC | | | # | Acceptance |
| Grand Total | 766 | 120,976 | | | 1,851 | 82,426 | | 526 | 97,492 | | | 1,614 | 165,286 | | | 67% | 32 | 1,770 | 620 |
| Developer - Senio | 92 | 115,713 | 22% | 43% | 169 | 81,070 | 41% | 61 | 97,614 | 15% | 20% | 93 | 141,878 | 22% | 75% | 42% | 19 | 404 | 141 |
| Technical Lead | 132 | 122,661 | 14% | 51% | 343 | 81,023 | 36% | 100 | 98,944 | 10% | 22% | 391 | 154,923 | 40% | 91% | 66% | 37 | 295 | 103 |
| Support Engineer | 35 | 119,933 | 19% | 52% | 91 | 79,036 | 50% | 27 | 100,299 | 15% | 27% | 30 | 158,000 | 16% | 100% | 94% | 19 | 128 | 45 |
| Project Manager | 45 | 131,147 | 16% | 56% | 122 | 83,866 | 44% | 22 | 105,375 | 8% | 26% | 89 | 186,181 | 32% | 122% | 79% | 28 | 109 | 38 |
| Track Lead | 41 | 126,362 | 17% | 52% | 127 | 82,878 | 54% | 33 | 102,311 | 14% | 23% | 35 | 152,554 | 15% | 84% | 54% | 60 | 90 | 32 |
| Technical Consul | 19 | 122,768 | 15% | 58% | 35 | 77,927 | 27% | 14 | 92,910 | 11% | 19% | 61 | 163,604 | 47% | 110% | 73% | 22 | 74 | 26 |
| Developer - Junio | 21 | 110,796 | 32% | 26% | 27 | 87,769 | 41% | 14 | 99,330 | 21% | 13% | 4 | 138,096 | 6% | 57% | 40% | 35 | 71 | 25 |
| Project Lead | 30 | 128,656 | 13% | 62% | 73 | 79,231 | 31% | 19 | 91,500 | 8% | 15% | 113 | 160,805 | 48% | 103% | 67% | 32 | 56 | 20 |
| Lead Consultant | 17 | 117,250 | 17% | 42% | 52 | 82,843 | 52% | 14 | 100,513 | 14% | 21% | 17 | 177,164 | 17% | 114% | 66% | 11 | 40 | 14 |
| Support Engineer | 5 | 91,955 | 21% | 7% | 9 | 85,883 | 38% | 5 | 91,429 | 21% | 6% | 5 | 116,122 | 21% | 35% | 100% | 12 | 39 | 14 |
| Test Lead | 19 | 127,740 | 13% | 52% | 60 | 83,918 | 41% | 18 | 94,015 | 12% | 12% | 48 | 120,732 | 33% | 44% | 70% | 18 | 35 | 12 |
| Project Manager | 14 | 131,522 | 15% | 46% | 64 | 89,782 | 68% | 7 | 99,219 | 7% | 11% | 9 | 183,936 | 10% | 105% | 97% | 16 | 34 | 12 |
| Tester - Senior | 7 | 119,443 | 10% | 50% | 29 | 79,476 | 42% | 8 | 91,810 | 12% | 16% | 25 | 116,123 | 36% | 46% | 37% | 18 | 34 | 12 |
| Consultant - Seni | 4 | 107,000 | 17% | 37% | 6 | 77,920 | 26% | 2 | 96,500 | 9% | 24% | 11 | 151,021 | 48% | 94% | 62% | 20 | 33 | 12 |
| Business Analyst | 15 | 133,040 | 16% | 74% | 26 | 76,616 | 28% | 15 | 91,240 | 16% | 19% | 36 | 138,237 | 39% | 80% | 45% | 16 | 32 | 11 |
| Technical Archite | 25 | 119,442 | 22% | 43% | 48 | 83,438 | 43% | 11 | 96,278 | 10% | 15% | 28 | 181,380 | 25% | 117% | 84% | 22 | 25 | 9 |
| Program Manage | 15 | 130,054 | 19% | 53% | 47 | 85,127 | 59% | 15 | 100,674 | 19% | 18% | 2 | 147,564 | 3% | 73% | 75% | 66 | 22 | 8 |
| Test Manager | 11 | 142,177 | 19% | 67% | 28 | 84,939 | 49% | 4 | 97,562 | 7% | 15% | 14 | 153,288 | 25% | 80% | 85% | 21 | 21 | 7 |
| SDM | 8 | 124,919 | 13% | 46% | 42 | 85,434 | 67% | 7 | 90,923 | 11% | 6% | 6 | 211,008 | 10% | 147% | 92% | 59 | 19 | 7 |
| Functional Consu | 3 | 120,800 | 10% | 54% | 11 | 78,242 | 37% | 2 | 92,500 | 7% | 18% | 14 | 154,303 | 47% | 97% | 43% | 20 | 19 | 7 |

- **90% of nominations are across 20 roles – local hiring ARC is 58% more expensive compared to landed ARC for these roles**
- In addition to this there are 228 nominations across 41 roles – details in excel

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# INFRA – 2016 H1 nominations

- INFRA has indicated total of 437 nominations for 2016 cycle; at a 35% approval ratio the expectation is 153 visas

- **341** nominations are for the same customer the resources are currently working on, **96 are** nominations either new customers or unmapped to customers

- **72% of nominations are against 10 roles, where local hiring is 30% more expensive than landed and external fulfillment % is at 56%**

| Project Category | Citizen | | | Landed - Visa Dependent | | | Local - Visa dependant | | | TP | | | External Fulfillment | Avg Lead time | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | # | Average ARC | % HC | # | Average ARC | % HC | # | Average ARC | % HC | | | # | Acceptance |
| RFB | 2,288 | 65,267 | 60% | 588 | 93,262 | 15% | 121 | 95,632 | 3% | 844 | 101,633 | 22% | 74% | 35 | 334 | 117 |
| T&M | 235 | 73,007 | 41% | 100 | 88,426 | 18% | 14 | 100,012 | 2% | 220 | 123,055 | 39% | 68% | 37 | 51 | 18 |
| Others | 223 | 88,631 | 66% | 45 | 122,223 | 13% | 7 | 102,531 | 2% | 63 | 79,548 | 19% | 74% | 33 | 28 | 10 |
| T&M CAP | 55 | 63,704 | 30% | 25 | 88,875 | 14% | 1 | 85,000 | 1% | 101 | 126,996 | 55% | 69% | 39 | 12 | 4 |
| FPP | 25 | 104,003 | 34% | 35 | 97,480 | 48% | 2 | 107,142 | 3% | 11 | 153,028 | 15% | 66% | 35 | 12 | 4 |
| Grand Total | 2,826 | 68,066 | 56% | 793 | 94,344 | 16% | 145 | 96,473 | 3% | 1,239 | 106,838 | 25% | 73% | 36 | 437 | 153 |

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## Infra– Landed vs Local / View by Role  with ARC and associated fulfillment %

| Role | Citizen | | | | Landed - Visa Dependent | | | Local - Visa dependant | | | | TP | | | | External Fulfillment | Avg Lead time | Nomination | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | Average ARC | % HC | Citizen Vs Landed ARC | # | Average ARC | % HC | # | Average ARC | % HC | Local Vs Landed ARC | # | Average ARC | % HC | TP Vs Landed ARC | | | # | Acceptance |
| Grand Total | 2,826 | 68,066 | 56% | -28% | 793 | 94,344 | 16% | 145 | 96,473 | 3% | 2% | 1,239 | 106,838 | 25% | 13% | 73% | 36 | 437 | 153 |
| Associate | 63 | 94,418 | 19% | 39% | 20 | 67,955 | 6% | 13 | 84,173 | 4% | 24% | 231 | 133,994 | 71% | 97% | 54% | 44 | 73 | 26 |
| Consultant - Junio | 101 | 100,914 | 35% | 7% | 50 | 94,351 | 17% | 16 | 106,360 | 6% | 13% | 123 | 138,577 | 42% | 47% | 66% | 51 | 52 | 18 |
| Administrator | 221 | 53,574 | 80% | -23% | 28 | 70,030 | 10% | 7 | 89,743 | 3% | 28% | 21 | 120,287 | 8% | 72% | 59% | 19 | 40 | 14 |
| Senior Administra | 74 | 66,289 | 54% | -9% | 34 | 72,596 | 25% | 10 | 79,452 | 7% | 9% | 20 | 106,091 | 14% | 46% | 88% | 47 | 36 | 13 |
| Tower Lead | 44 | 102,069 | 29% | 10% | 99 | 92,408 | 64% | 10 | 95,438 | 6% | 3% | 1 | 106,836 | 1% | 16% | 100% | 32 | 23 | 8 |
| Track Lead | 64 | 92,010 | 42% | -2% | 67 | 94,351 | 44% | 8 | 93,690 | 5% | -1% | 14 | 118,079 | 9% | 25% | 84% | 41 | 22 | 8 |
| SDM | 39 | 142,671 | 30% | 54% | 82 | 92,595 | 63% | 6 | 145,481 | 5% | 57% | 3 | 153,216 | 2% | 65% | 83% | 31 | 20 | 7 |
| Sr. Functional Con | 22 | 132,283 | 41% | 71% | 31 | 77,350 | 57% | 1 | 88,008 | 2% | 14% | | | 0% | -100% | 0% | - | 13 | 5 |
| Functional Consul | 21 | 90,788 | 51% | 2% | 16 | 89,171 | 39% | 4 | 84,275 | 10% | -5% | | | 0% | -100% | 0% | - | 13 | 5 |
| Vertical Head | 39 | 52,015 | 91% | -42% | 2 | 89,198 | 5% | 1 | 85,000 | 2% | -5% | 1 | 161,280 | 2% | 81% | 0% | - | 11 | 4 |
| Technical Lead | 22 | 103,352 | 49% | 7% | 20 | 96,618 | 44% | 1 | 103,000 | 2% | 7% | 2 | 169,344 | 4% | 75% | 80% | 17 | 11 | 4 |

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# H-1B Dependency

Among Indian IT players HCL is the only one to have less than 50% dependency on visa's. TCS, Infosys & Cognizant have a huge % of landed resources and hence are gradually increasing % of local hiring however higher % of Apps & SI and Digital services demands is putting pressure on costs their by margins so all the 3 competitors have moved very slow on local hiring. To combat or normalize the cost pressure competitors have stepped up fresher hiring through brand building in US.

| Parameters | Infosys | TCS | Wipro | CTS | HCL |
|---|---|---|---|---|---|
| US headcount | 21617 | ~45000 | 23,239 | ~37,000 | ~10,000 |
| % on Visas | 63% | ~70% - 72% | ~54% - 55% | ~60% - 62% | 48% |
| Fresher addition (Per Annum in US) | ~300 | ~500 | ~100 | ~300 | <50 |
| % of Local Hiring | 25% | ~22% | ~30% | ~40% | ~40% |

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# H1B Utilisation YoY

| Row Labels | FY 13 | | | | | | FY14 | | | | | | FY15 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Total Filed | Quit | Available for use | Not Util | Utilised | Util % | Total Filed | Quit | Available for use | Not Util | Utilised | Util % | Total Filed | Quit | Available for use | Not Util | Utilised | Util % |
| APPS & SI | 460 | 121 | 339 | 54 | 305 | 90% | 326 | 38 | 288 | 38 | 249 | 86% | 673 | 38 | 635 | 526 | 109 | 17% |
| BSERV | 8 | 5 | 3 | 3 | 2 | 67% | 11 | 4 | 7 | 2 | 5 | 71% | 2 | 0 | 2 | 2 | 0 | 0% |
| ERS | 326 | 71 | 255 | 31 | 237 | 93% | 240 | 25 | 215 | 38 | 175 | 81% | 425 | 15 | 410 | 310 | 100 | 24% |
| INFRA | 238 | 36 | 202 | 17 | 195 | 97% | 199 | 11 | 188 | 43 | 143 | 76% | 242 | 2 | 240 | 193 | 47 | 20% |
| Sales & Others | 15 | 5 | 10 | 1 | 9 | 90% | 28 | 3 | 25 | 6 | 18 | 72% | 15 | 2 | 13 | 12 | 1 | 8% |
| Grand Total | 1047 | 238 | 809 | 107 | 748 | 92% | 804 | 80 | 724 | 127 | 590 | 81% | 1357 | 57 | 1300 | 1043 | 257 | 20% |
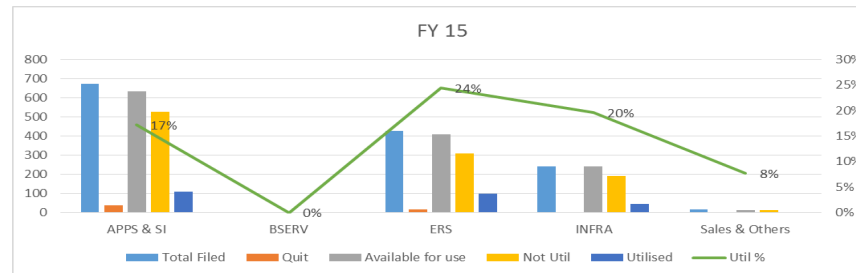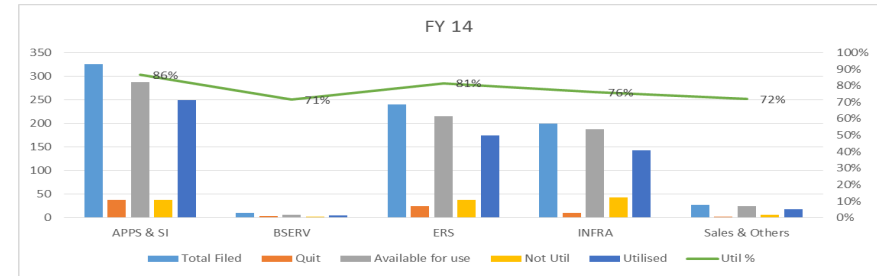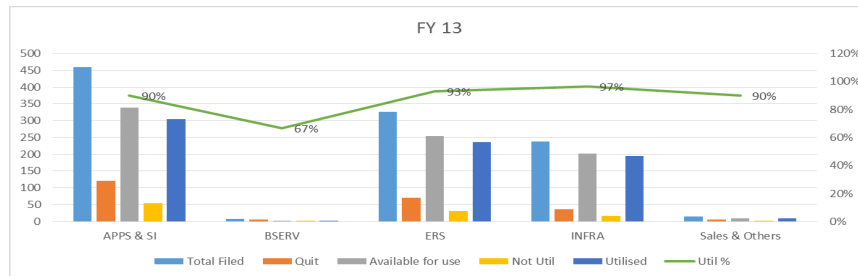


*N.B. - Utilisation calculated based on available for use – excl Quits*

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# Addition of New H-1B Workers – Competitor Data

| Employer | H-1B Dependent | 2013 H-1B Rank | Total New H-1Bs approved in 2013 Cap | 2014 H-1B Rank | Total New H-1Bs approved in 2014 Cap | New H-1B Workers added from 2005 to 2014 |
|---|---|---|---|---|---|---|
| Tata | Y | 1 | 6,822 | 1 | 5,650 | 27,193 |
| Infosys | Y | 2 | 6,269 | 3 | 3,454 | 31,861 |
| Cognizant | Y | 3 | 4,155 | 2 | 4,293 | 29,676 |
| Accenture | | 4 | 3,187 | 5 | 2,275 | 13,653 |
| Wipro | Y | 5 | 2,318 | 4 | 3,048 | 26,540 |
| Deloitte | | 6 | 1,514 | 17 | 559 | 7,927 |
| IBM | | 7 | 1,488 | 7 | 1,462 | 9,524 |
| Larsen & Toubro | Y | 8 | 1,454 | 8 | 1,298 | 8,489 |
| Tech Mahindra | Y | 9 | 1,362 | 6 | 1,781 | 12,372 |
| Syntel | Y | 10 | 1,031 | 9 | 1,080 | 4,915 |
| HCL America | Y | 11 | 1,024 | 13 | 855 | 5,897 |
| Microsoft | | 12 | 1,017 | 14 | 850 | 12,335 |
| iGate | Y | 13 | 980 | 10 | 886 | 6,312 |
| Amazon | | 14 | 829 | 11 | 877 | 3,669 |
| Intel Corp | | 15 | 762 | 16 | 700 | 5,953 |
| Google | | 16 | 743 | 15 | 728 | 3,929 |
| CapGemini | Y | 17 | 474 | 18 | 536 | 2,035 |
| Mindtree | Y | 18 | 263 | 19 | 487 | 1,446 |
| Apple | | 19 | 262 | 20 | 443 | 1,873 |
| CSC | | 20 | 227 | 12 | 873 | 2,166 |

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# L-1 Usage by Competitors FY02 to FY11

| Employer | L-1 Use Rank | L-1s Obtained FY02-11 |
|---|---|---|
| Tata | 1 | 25,908 |
| Infosys | 5 | 4,015 |
| Cognizant | 2 | 19,719 |
| Accenture | | |
| Wipro | 4 | 5,507 |
| Deloitte | | |
| IBM | 3 | 5,722 |
| Larsen & Toubro | | |
| Tech Mahindra | 6 | 3,274 |
| Syntel | | |
| HCL America | 7 | 1,974 |

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