

People Excellence

# THE WORKFORCE BEHIND THE NEXT OPERATING MODEL

## When the Industry Transforms, Indegene Leads

For nearly three decades, Indegene has helped life sciences organizations navigate successive waves of industry transformation. Today, as AI reshapes the industry in real time - collapsing skill boundaries and accelerating the path from promise to performance - we see it not as a disruption, but as a natural extension of capabilities we have been building for years. We see this as an opportunity to help clients lead through this transformation while enabling our people to grow alongside it.

As AI becomes embedded across life sciences, human judgment becomes even more valuable. Scientific knowledge, contextual understanding, and responsible decision-making remain fundamental to delivering better outcomes. Our strength has always come from combining life sciences knowledge, modern technology, and disciplined execution. Today, AI amplifies that foundation, positioning us well to help shape the next generation of life sciences operating models.

## Expertise Meets Ownership

Indegene brings together a rare combination of scientific depth, technology capability, and operational excellence. This is reflected most clearly in our people - for example, medical doctors, PhD's, pharmacists, data scientists, software engineers, AI architects, Marketing technology experts, creative designers, art directors, brands managers, Omnichannel orchestrators, brand liaisons, digital specialists and project managers - all working together to solve some of the most complex global life sciences challenges.

This **multidisciplinary approach** brings diverse perspectives to every engagement, creating a **judgment layer** that is difficult to replicate. It accelerates learning, enabling our people to expand their capabilities as the industry evolves.

As of March 31, 2026, our global workforce comprised **5,666** full-time employees across more than **11 countries and 19 offices**. More than **27%** of our people bring deep healthcare expertise that anchors scientific and

regulatory rigor across everything we do.

Our teams combine accountability, collaboration, and execution excellence to help clients make transformation real. This **culture of ownership** enables us to build trusted partnerships while helping clients navigate increasingly complex transformation journeys.

## Building Tomorrow's Capabilities Today

As careers become less linear, people need to learn, adapt, and apply their knowledge in new ways.

We are building exciting, rewarding, and genuinely differentiated careers at the intersection of domain depth, AI fluency, and outcome ownership - equipping our people to lead the new operating models emerging across life sciences.

Our skills architecture distinguishes technical, certifiable skills from behavioral competencies, enabling us to develop both with equal rigor. Today, nearly **90%** of our skill portfolio has an **AI dimension**, with **72%** of skills already **augmented by AI** and a further **18%** evolving towards more **agentic ways of working**.

We are reimagining capability across data analytics, automation, modular content, and clinical intelligence - with governance that keeps these priorities a step ahead of industry demand.





This philosophy also shapes how we develop our leaders. Through coaching, mentoring, experiential learning, and cross-functional exposure, we prepare them to lead through change, develop high-performing teams, and create lasting value for clients and colleagues alike.

Indegene has a rich history of contributing to the industry's larger leadership pipeline. For example, our alumni hold 100+ senior leadership roles across life sciences - including 40+ VP/SVP leader profiles and 20+ C-suite executives - and have founded or led 35+ companies.

Underpinning all of it is one conviction: being AI-native is fundamental to who Indegene is, and enabling AI fluency in our people - in every role and at every level - is foundational to our continued success.

We Bring this Approach to Life by:

- **Future-ready skilling:** We map the skills clients will need 18–24 months out, and build them before demand arrives
- **Learning inside real workflows:** Learning happens inside AI-embedded workflows, where skills compound through working in real client environments - generating insights, automating work, and sharpening decisions as they go
- **Careers that Evolve:** Internal mobility, cross-functional experiences, and global opportunities enable our people to broaden their perspectives while building long-term careers at Indegene. The paths are co-built - shaped by curiosity, opportunity, and the pace of an industry in constant transformation



An Environment Where People Thrive

We invest in initiatives that support both professional growth and personal wellbeing. Our flagship wellness program, **#MyHealthMatters**, together with flexible ways of working, helps ensure that the pace of transformation remains sustainable for the people driving it.

We believe better decisions come from diverse perspectives. Women represent **47%** of our global workforce, and our dedicated development initiatives strengthen leadership pathways across the organization. **Indegene Forward**, our Women-in-Leadership initiative, fosters collective learning and brings together leaders from across the industry to share experiences, perspectives, and ideas. The inaugural edition, Grit and Grace, conducted in partnership with the **Healthcare Businesswomen's Association (HBA)**, brought together more than 200 participants exchanging real stories of impact.



Ultimately, the strongest measure of our culture is the experience of our people. We are proud to be recognized as a Great Place to Work® every year, named among India's Best Workplaces in Health & Wellness, and a gold winner at the Brandon Hall HCM Excellence Awards. These recognitions reflect the environment our people continue to build together.

Building a Future-Ready Workforce

AI will keep reshaping what is possible. What will define the future is people's curiosity to keep learning, the courage to embrace change, and the judgment to apply it responsibly.

Our greatest investment is in helping people shape the future. When the industry transforms, our people lead - turning promise into performance.

People Stories



**Cassidy Zane**  
Project Manager -  
Data and Analytics



Indegene strikes the right balance between driving innovation for clients through technology and investing in the growth and development of its people. I've had the opportunity to connect directly with leaders through their open-door approach, learn from their experiences, and contribute my own ideas to both company initiatives and client engagements. In my role in Data, Analytics and AI, I've collaborated with colleagues across Medical, Commercial, and Clinical teams to help clients make sense of complex data, build a more holistic 360-degree view of their business, and translate insights into strategies that ultimately improve outcomes for patients.



**Cindy Tang**  
Sr. Operations Manager -  
Digital Platforms



What I appreciate most is the trust you're given to take on new challenges and grow. I've had the opportunity to work on global initiatives in scientific communications, build omnichannel capabilities from the ground up, and contribute to industry benchmarking efforts. Just as importantly, the opportunity to collaborate with talented colleagues across teams and geographies has been especially rewarding, as their diverse perspectives continue to challenge and inspire me every day.



**Delmira Parravicini**  
Associate Manager -  
Medical Affairs



I value the trust, autonomy, and collaborative culture that encourages people to take ownership and make an impact. Throughout my journey at Indegene, I've had the opportunity to help expand our global medical review engagements and support the growth of our services into new geographies through language and localization initiatives, delivering solutions tailored to local market needs. What excites me most is being part of an organization that's shaping the future of life sciences while giving me continuous opportunities to learn, grow, and innovate.



**Swetha P**  
Lead -  
Key Accounts



I've had the opportunity to work across client engagement, regional collaboration, and business growth, helping strengthen connections between global and local teams while supporting portfolio expansion across APAC. The trust placed in me to take ownership early in my career accelerated my growth and gave me the confidence to lead high-impact initiatives independently. Every experience has broadened my perspective, strengthened my capabilities, and reinforced my passion for creating meaningful business impact.

