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HR BEST PRACTICES 2017

Transforming the Thinking

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**HR BEST
PRACTICES
2017**

Transforming the Thinking



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HR BEST PRACTICES 2017

Transforming the Thinking

HR Best Practices 2017

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HR Best Practices 2017

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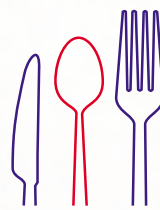
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Introduction

Be it managing human capital, building partnerships, or improving competitiveness, organizations globally are experiencing transformation in business activities. More employers have begun to realize that their overall success is directly proportional to hiring good qualified employees. The changing global business dynamics have changed the way organizations set their goals. This highlights the need for 'Human Resource Planning' and 'Management' at different stages of an employee's corporate life cycle. Proficient recruitment and retention practices become the key drivers for employee growth and satisfaction.

India's workforce today is highly diverse, robust, and tech-savvy. Job satisfaction of such a dynamic work force becomes imperative since it has a direct impact on productivity and organization's success. Historically, satisfied employees are more likely to produce good quality work and optimized performance while demonstrating more creativity. Thus, organizations globally need to emphasize on creating a highly conducive work environment to improve employee engagement, employee satisfaction, and profit maximization. This has led to greater emphasis on talent management, strengthening of performance improvement tools, and managing work-life balance. Thus, the HR function has transformed from an operational function to a business enabler. Organizations that have embraced this change have seen lower employee turnover, higher customer satisfaction, and stronger employee commitment.

In a highly-diversified country such as India, adopting globally successful HR practices might be challenging. It is encouraging to observe that Indian Inc has realized that it needs to transition from conventional HR practices to innovative modern HR strategies for improving employee engagement.

To gain the all-important global competitive edge, it is crucial to highlight the achievements of Indian organizations that have embraced 'HR Best Practices' successfully.

Given this background, '**HR Best Practices 2017**' provides India Inc with a good platform to share the HR best practices, which can help transform the thinking of all the key stakeholders. This publication is a knowledge bank comprising case studies pertaining to key HR areas such as employee retention, employee engagement, talent acquisition & management, rewards & benefits, and training & development. This publication will help bridge the employee-employer gap, leading to transformation of the internal workplace.

Traditional as well as new-age enterprises have shared their experiences in this publication. Each organization featured in this publication has its unique culture and set of challenges and solutions. Each organization's initiatives should be seen as scientific learning tools for improving current HR policies while overcoming different challenges. These shared perspectives will help organizations largely in comprehending the need for transforming in terms of HR practices since it is an important step for accomplishing business goals.

The '**HR Best Practices 2017**' publication would serve as a ready reckoner for facilitating the smooth evolution process of human resource policies of India Inc for building a better and stronger future.



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Preface



Kaushal Sampat
President & Managing Director - India
Dun & Bradstreet

Dun & Bradstreet India, in association with Sodexo India, is pleased to announce the launch of the second edition of '**HR Best Practices**', a first-of-its-kind initiative. This publication features some of the country's finest HR best practices implemented in core areas of human resource management such as recruitment, employee engagement, talent management, and performance improvement among others.

Over the past two decades, human resources have emerged as the most vital element for all industries. Moreover, owing to a high demographic dividend, India has emerged as a human resource power house. Prudent management of human resources becomes pivotal in a country such as India for smooth and efficient progress of the nation. Diverse cultures, young working age population, and growing businesses just add to the significance of HR management in India.

Human resource management in India has evolved over the years from a supporting function to a strategic function. India Inc acknowledges the fact that a strong human resources base holds the key to long-term sustainability. The theme '**Transforming the Thinking**' is a perfect representation of the changing conditions and the increasing significance of HR management. The theme highlights the fact that today's companies frame policies in key HR areas such as retention, performance, employee

engagement, talent management, and training & development based on long-term business objectives.

Maximizing individual and organizational efficiency is a major objective of any organization. Sharing of HR Best Practices is one of the most prominent areas, which organizations could implement, especially in developing countries. Moreover, organization must adopt new and innovative techniques of HR management to keep pace with the changing business and employment dynamics of an economy while increasing global competency. This would play a significant role in helping the Indian government achieve its vision of equipping 500 million youth with the requisite skills by 2020.

This publication is a ready reckoner for India Inc on HR Best Practices. Companies can use this publication as an effective platform to share their Best Practices. This would enable India Inc to revisit existing policies or adopt innovative tools to manage human resources. I hope you enjoy reading this issue of '**HR Best Practices 2017**' and look forward to receive your valuable feedback and suggestions.



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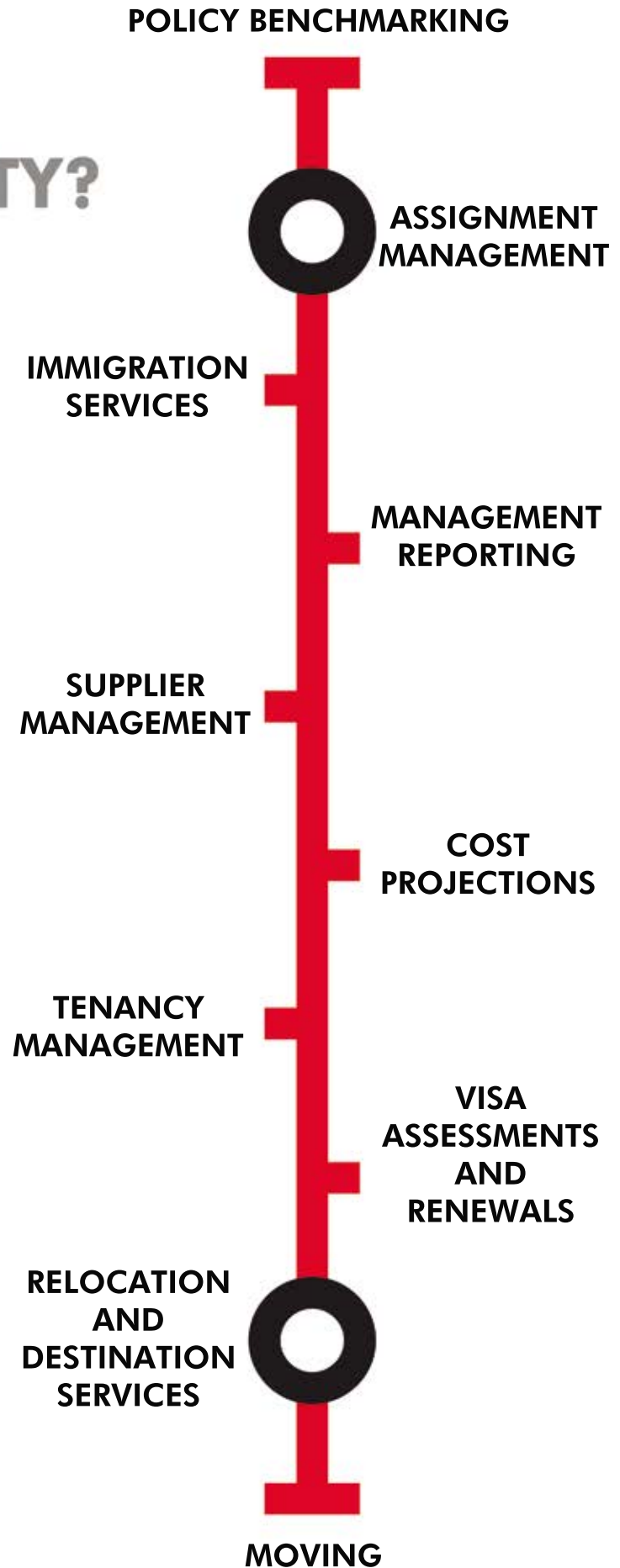
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Foreword



Rajiv Warriar
Managing Director
Sodexo SVC India

The global business environment has seen a major transformation over the past couple of decades. Rapidly changing global business dynamics have led to a major shift in the way the human resources function works, especially in organizations in developing economies. From a major support function to a strategic business partner, the role of human resources in an organization has seen a steady evolution. In the current business environment, sharing of HR best practices is fast emerging as a core element of the corporate HR ecosystem. Given the consistently evolving role of the HR function and the growing importance of sharing HR best practices, Sodexo India and Dun & Bradstreet India have collaborated to launch the second edition of **'HR Best Practices'**.

Today's organizations of all sizes acknowledge the significance of developing a human capital base. They adopt various HR strategies to create inclusive policies, which help inculcate a culture that encourages cohesiveness between all the key stakeholders. Organizations are more open to adopt different trends pertaining to employee engagement, talent management, and performance improvement to face up to challenges posed by a dynamic business environment. Over the past two decades, increasing use of technology has transformed the way employees collaborate, organize, and learn. Moreover, organizations are increasingly adopting technology on a large scale to leverage their value-added activities for the HR function.

The theme **'Transforming the Thinking'** perfectly describes the modern role of the HR function

in complementing the organizational business strategy. Moreover, the theme very clearly highlights the growing need to share knowledge in terms of various trends pertaining to human resources management.

In India, Sodexo has been partnering with the human resource community for past 18 years. Our close association with them has helped us to understand that it is time for India Inc. to look beyond the conventional HR approaches. This is the right time to adopt innovative HR approaches for achieving individual development coupled with organizational goal accomplishment. Sharing of HR best practices can directly improve organizational performance and sustainability, leading to long-term benefits. With demographic dividend on its side, India is set to regain its robust growth trajectory. Thus, sharing of universal HR best practices becomes more significant than ever before.

Given this background, we have created the India CHRO forum; a first of its kind curated community in India for senior HR professionals focusing on strategic themes and topics of current relevance and with the aim of fostering peer discussion and mentoring. This would serve as a benchmark for India Inc. for setting high standards in terms of human resource management. We are confident that **'HR Best Practices 2017'** will become a trendsetter, helping India Inc become more competitive by strengthening human capital through sharing of HR best practices. We look forward to your comments and suggestions.

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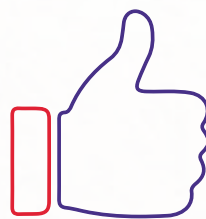
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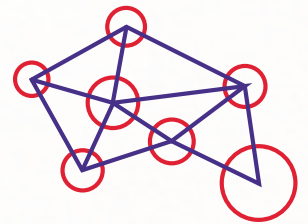
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Multi-channel
Multi-brand

Executive Summary



Naina R Acharya
Deputy Leader - Operations
Learning & Economic Insights Group
Dun & Bradstreet India

The publication, '**HR Best Practices 2017**', a joint initiative of Dun and Bradstreet and Sodexo India, captures and showcases some of the excellent and impactful human resource initiatives and programs adopted and implemented by organisations across India Inc. Organisations are often faced with a plethora of talent-related challenges ranging from engaging employees, optimizing performance, identifying and nurturing of future leaders, retention and many more. In the modern age, an organisation's ability to come up with and implement new-age and innovative human capital strategies can help it successfully deal with its talent-related issues. This publication represents interesting and effective human resource initiatives undertaken by Indian corporates pertaining to multiple aspects including recruitment, retention, talent acquisition, leadership & talent management, employee welfare, performance improvement and managing diversity among others.

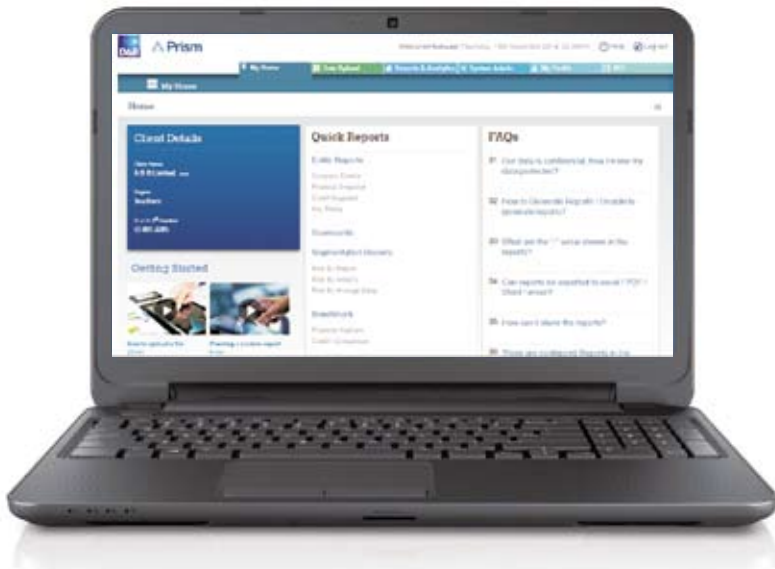
Dun & Bradstreet conducted a primary study which covered 77 organisations comprising human resource senior personnel to analyze key human resource trends pertaining to challenges, skill shortage, talent management, employee engagement and managing diversity, among others. Some of the key findings of this survey are as follows:—

- Although the role of HR has expanded to go beyond merely hiring employees, talent acquisition continues to remain a major challenge. About 60% of the respondent companies cited talent acquisition to be a very significant challenge. Identification and nurturing of future leaders and talent management for long terms prospects emerged as other major challenges, with about 61% and 56% of the respondents, respectively, stating these challenges to be very significant. Maximizing productivity with limited human

capital and managing costs while retaining top performers also emerged as other major challenges.

- Approximately 93% of the respondents agreed that shortage of skill was an area of concern in India. The major reasons cited for shortage of skills were difficulty in attracting candidates with suitable skill sets and the dearth of effective models to track, measure and manage skills in the existing employee base.
- Organisations across India have recognised the fact that a diverse and inclusive workforce fosters innovation, creativity and out-of-the-box thinking, and can help attract top talent and capture new clients. Our survey findings reveal that more than 60% of the respondent companies have made use of programs to promote diversity at the workplace. These include professional development programs, mentoring programs focusing on diversity, employee networking programs and other internal communications focussing on diversity.

The publication has also captured the views of experts on the existing role of HR functions for an organisation's growth. These experts have dwelt on the essence of the constantly evolving organisational needs and shared their views on how they expect the role of HR to evolve. Dun & Bradstreet reiterates its commitment to continue tracking the rapidly changing organisational objectives and the constantly evolving role of Human Resource functions aimed at helping align individual goals to those of the organisation.



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Methodology

Background

'HR Best Practices 2017' is a compendium of selected notable human resource initiatives. Companies with annual turnover of more than ₹ 1,000 mn in FY16 were eligible for participation.

Research Design

Best practices in various critical areas of human resource management were collated through a detailed nomination form.

The key areas were identified after discussions with the following industry experts:

| | |
|------------------------------|---------------------------|
| Recruitment | Retention |
| Performance Improvement | Training & Development |
| Compensation & Benefits | Career Prospects |
| Industrial Relations | Managing Diversity |
| Talent Acquisition | Talent Management |
| Team Management & Leadership | Employee Engagement |
| Records Management | Information Dissemination |
| CSR & Employee Welfare | Future Workplace Trends |

Inviting Nominations

Questionnaires were sent as mailers to a large universe of companies for inviting nominations. Multiple communication channels were used to ensure higher response rate to the questionnaires by companies. A self-nomination process was followed where companies sent nominations in a particular HR segment/s providing case studies pertaining to their HR Best Practices. Moreover, companies could send nominations in multiple segments by simply sending a Best Practice case study for each of the chosen segment.

Three Stage Approach

The best HR case studies, which have been featured prominently in this publication, were selected using a three-stage approach. In the first stage, an internal team of analysts, with more than five years' experience of shortlisting nominations, scrutinized each case study thoroughly. Various parameters, such as challenges and objectives, solutions available, strategy adopted, stakeholder involvement and outcomes were used to shortlist nominations. In the second stage, an Advisory Committee, consisting of experts with vast experience in HR management assigned scores to the shortlisted nominations on the basis of parameters like innovation, sustainability

and application in terms of size and scale. In the third and last stage, all the scores assigned were collated and used to determine the Best HR Case Studies.

Representation of HR Best Practices

Based on various lifecycle stages, HR Best Practices can be broadly classified into the following five broad segments, as follows:–

| | | |
|------------|---------------------------------|-----------------------------------|
| Recruiting | • Talent Acquisition | • Hiring and On-Boarding |
| | • Career Prospects | |
| Welcoming | • Knowledge Sharing | • Induction and Orientation |
| Living | • Employee Engagement | • Diversity and Inclusion |
| | • Retention | |
| | • Change Management | |
| Growing | • Performance Management System | • Compensation and Benefits |
| | • Talent Management | |
| | • Learning and Development | |
| Rewarding | • Performance Linked Incentive | • Rewards and Recognition Program |
| | • Long Term Incentive Plan | |
| | • CSR and Employee Welfare | |
| | | • Future Workplace Trends |

The best HR case studies as determined by the Advisory Committee have been featured prominently in an exclusive section named 'Best HR Case Studies'. The rest of the case studies have been featured under separate sections thereafter, based on the broad segments mentioned above. Details related to all HR Best Practices/case studies have been obtained from the information provided by respondents to Dun & Bradstreet in the nomination forms.

Survey Findings

Dun & Bradstreet also attempted to identify the prominent trends in various areas of human resource management by analyzing quantitative information included in the nomination form.

Experts' Views

Dun & Bradstreet conducted interviews of HR professionals to gain deeper insights into key trends of human resource management based on their experience and expertise.



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- Turnkey Project

Permanent Recruitment

- One time placement
- Project based hiring
- Recruitment Process Outsourcing

Government Staffing

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- National Informatics Centre Services
- Unique Identification (UID) project (Andhra Pradesh, Punjab, Gujarat, Odisha and Delhi)
- State Resident Data Hub (SRDH)
- IGRS
- National Population Register

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- Pharma and Biotechnology
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**Survey
Findings**

Conventionally speaking, Human Resource Management (HRM) is a function within an organisation that deals with the recruitment, management, retention and with providing direction to the people who work within that organisation. The HR team facilitates the flow of knowledge, tools, training, coaching, legal and management advice, administrative services and talent management that members of an organisation require for the seamless conduct of operations.

Modern HR and the evolution of new people management practices started with the Industrial Revolution in Britain in the 18th century, when many large factories were set up. As a result there was increasing demand for workers. Over the course of time, entrepreneurs who hired thousands of workers for up to 16 hours a day realised that the performance and productivity of workers hinged heavily on their satisfaction levels. Consequently, many factories began introducing voluntary programs to improve employees' wellbeing and satisfaction levels, and the government also began to intervene by introducing fundamental human rights and work safety legislations. Other HR concepts developed from this foundation.

In most organisations, largely all HRM functions are performed by line managers who are directly responsible for the engagement, contribution and productivity of their reporting staff members. However, these days, certain HRM functions and components such as payroll functions, background checks and certain training modules that take time and energy away from HR activities that are of more strategic importance are being outsourced to external vendors.

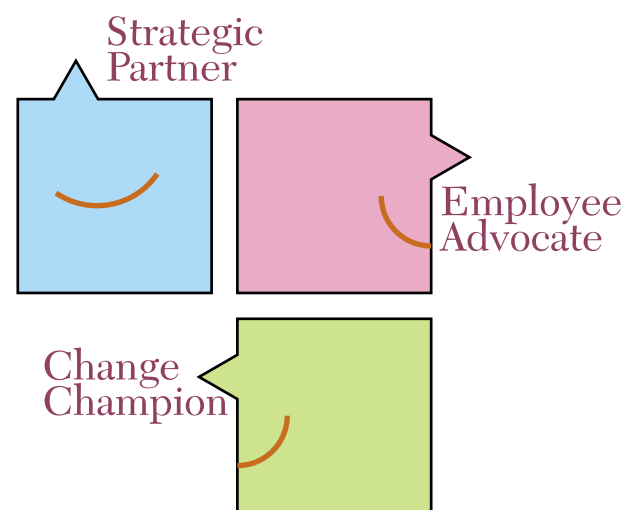
Traditionally, the HR function acted on directions received from an organisation's executive team. The role of the HRM function has evolved significantly over the years. From a unit whose role was previously deemed to be restricted to sourcing of talent, it is now considered as a strategic partner contributing not just in terms of development in the value of employees, but also in crucial business decisions and advice on critical transitions and transformations. HR is now expected to recommend processes, approaches and business solutions that would improve the ability of the organisation's employees to contribute effectively. The role of the HR function now encompasses diverse objectives and tasks, including engagement and retention of employees, identification and nurturing of high-potential employees and future leaders, talent management, training & development, and others. HR is now expected to deliver services that meet the needs of both employees and employers and to actively contribute to organisational success. The new

role of HRM pertains to strategic direction and HRM metrics and measurements to demonstrate their value. The HR team is now expected to play a balancing act to serve all of an organization's stakeholders, namely customers, executives, owners, managers, employees, and stockholders. In a nutshell, HRM has adopted a more holistic approach.

New roles of HR

One of the best thinkers and authors in the field of HR, Dr. Dave Ulrich, discussed and recommended the new roles of HR in his book, *Human Resources Champions*. The three New HR Roles as discussed in his book are those of a Strategic Partner, an Employee Advocate and a Change Mentor.

New Roles of HR



As a Strategic Partner, HR is expected to contribute to the development and the accomplishment of organisational plans and objectives. To be successful business partners, HR is required to think like business people, know finance and accounting and be accountable and responsible for matters like cost reduction and the measurement of HR programs and processes.

As an Employee Advocate, HR needs to have expertise on how to create a work environment in which people feel motivated, contributing and happy. This role involves fostering effective methods of goal setting, communication and empowerment, and establishing an organisational culture and climate in which employees have the competency, concern and commitment to serve customers well. In this role, HR provides talent management strategies, employee development opportunities,

employee assistance programs, profit-sharing strategies, organisation development interventions, addresses employee complaints and facilitates problem solving, and regularly provides opportunities and forums for communication and feedback.

As a Change Champion, HR needs to have the knowledge and the ability to execute change strategies. It requires linking change with the strategic needs of the organisation so as to minimise employee dissatisfaction and resistance to change. It involves helping to create the right organisation culture, monitoring employee satisfaction and measuring the results of programs and initiatives. The role involves constantly assessing the effectiveness of the HR function, while also effecting a change in other departments and work practices. Identification of the organisational mission, vision, values, goals and action plans goes a long way in promoting the overall success of the organisation. Determining the measures that will help the organisation how to improve and succeed is also a crucial aspect of this role.

As in 2015, Dun & Bradstreet and Sodexo India have once again come together to compile '**HR Best Practices 2017**'

from companies across India. Companies were invited to share their HR practices and case studies related to HR initiatives and programs which have made a positive impact on their business, and which could serve as a good example for other organisations. We managed to receive an overwhelming response of more than 170 nominations. These case studies have been summarised in this publication. These case studies revolve around an array of HR functions such as recruitment, retention, talent acquisition and management, employee welfare, performance management, training & development, industrial relations, employee engagement, identification and nurturing of leaders and managing diversity, among many others. The Best HR case studies among these have been elaborately profiled in this publication as 'Best HR Practices'.

We adopted a two stage approach to select the Best HR case studies. The first stage involved intense scrutiny by an internal team of HR professionals with over five years of experience. This team shortlisted nominations based on a set of parameters, which were Challenges, Objectives, Available Solutions, Strategy Chosen, Action Taken, Stakeholder Involvement, Results/Outcomes

Responsibilities of an HR Professional



Survey Findings

(both measurable as well as non-measurable), Time Frame (period needed for the entire activity) and the Way Forward. The second stage involved evaluation and assessment of the shortlisted nominations by an esteemed panel of experts with years of experience in the field of HR. Some of the parameters used in evaluating these case studies were innovation, impact of the initiative/program, sustainability of the initiative, its replicability, and its application in terms of scale and size resulting in tangible business growth. The Best HR Practices as adjudicated by the esteemed Jury have been elaborately profiled in the publication. It is worth noting that although the Best HR Practices have been featured as two page write-ups, the rest of them have also been featured, albeit as half page summaries.

Insights from survey on HR policies and initiatives

Dun & Bradstreet conducted a survey of companies across India with respect to their HR policies and initiatives. The survey was designed to capture information on aspects like areas requiring immediate attention in terms of adoption of HR best practices, challenges faced by HR leaders, reasons for shortage of skill in the organisation, effectiveness of various HR initiatives, managing diversity at the workplace, etc.

Some of the key findings from our survey are as follows:-

1) Talent management requires immediate attention in current volatile economic environment

The survey revealed that about 53% of the companies viewed Talent Management as an HR best practice area requiring immediate attention. Organisation recognise the fact that their ability to recruit, retain and develop the most talented and superior employees available in the job market is crucial to achieving their business objectives. The survey asked companies to list the benefits of Talent Management.

Accordingly, the points that emerged included retention of skilled manpower, keeping up with the changing business environment and meeting long term business priorities.

Benefits of Talent Management

Retention of skilled manpower



Meeting long term business prospects



Keeping up with changing business environment

Likewise, 31% of the companies stated employee engagement as a focus area. A highly engaged workforce gives its best each day and is committed to the organisation's goals and values. Research shows that a whopping two-thirds of employees worldwide are not engaged at work. Also, although many companies are experiencing a crisis of engagement, they are not aware of it. Another 31% companies recognised training & development as a focus area. Indeed, investment in training & development (T&D) helps companies maintain a competitive edge in the marketplace. T&D focuses on training employees for their current jobs and developing their skills for future roles and responsibilities. Other areas requiring attention that emerged from the survey include Future Workplace Trends (eg. greater flexibility at work, flatter, open and transparent workplaces, Bring Your Own Devices, etc.) as stated by about 29% of the respondent companies and talent retention (27% respondents).

2) Talent acquisition, talent management and leaders of the future are major challenges

Although the role of HR has expanded to go beyond merely hiring employees, talent acquisition continues to remain a major challenge.



About 60% of the respondent companies cited talent acquisition to be a very significant challenge. Identification and nurturing of future leaders and talent management for long terms prospects emerged as other major challenges, with about 61% and 56% of the respondents, respectively, stating the challenge to be very significant. Maximising productivity with limited human capital and managing costs while retaining top performers also emerged as major challenges.

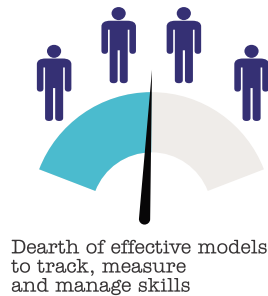
More than 60% companies have begun promoting diversity at the workplace



3) About 93% of respondents recognise skill shortage to be an issue in India

About 93% of the respondents agreed that shortage of skill was an area of concern in India. The major reasons cited for shortage of skills were difficulty in attracting candidates with suitable skill sets and the dearth of effective models to track, measure and manage the skills in the existing employee base.

Reasons for Skill Shortage



The evolution of management theory and technology has positively impacted HR policy formulations. As a result, an increasing number of organisations are realigning the roles of HR to enable better management of business operations and in order to foster growth in a cost effective manner.

4) Diversity and inclusive workforce is critical for success

In today's age, a business can only succeed if it is able to continually come up with new products and services. A diverse and inclusive workforce is the best way to ensure development of new ideas and innovations. Diversity fosters innovation, creativity and out-of-the-box thinking. Organisations have realised that a diverse workforce can help attract top talent and capture new clients.

Our survey findings reveal that more than 60% of the respondent companies have made use of programs to promote diversity at the workplace. These include professional development programs, mentoring programs focusing on diversity, employee networking programs and other internal communications focussing on diversity.

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**Experts'
View**



Sandeep Pandey
Vice President, Human Resources
EPCOS India Private Limited

Experts' View

Has the role of HR within an organisation evolved from that of a business function to that of a business partner?

Yes. Over the past few years, the role of HR has shifted from the executional level to a strategic business partner creating value and alignment in the dynamic business environment.

With respect to employee engagement and retention, what are employees' expectations in the current business environment?

Fulfilment of the career aspirations and want to be a partner of long term business strategy. Stake in the decision making process which influences the key objectives of the organization. Effective reward and recognition process.

Which aspects of training are companies currently investing in? What core aspects of Learning & Development do companies need to focus on?

Primarily mentoring and coaching are the key tools which are being used for the development purpose. Building in-depth technical / functional capabilities is default need. Leadership and proper succession planning through assessment center MDPs of high potential for future development.

What are the major people-related challenges faced by your industry today? How do you plan to respond to these challenges?

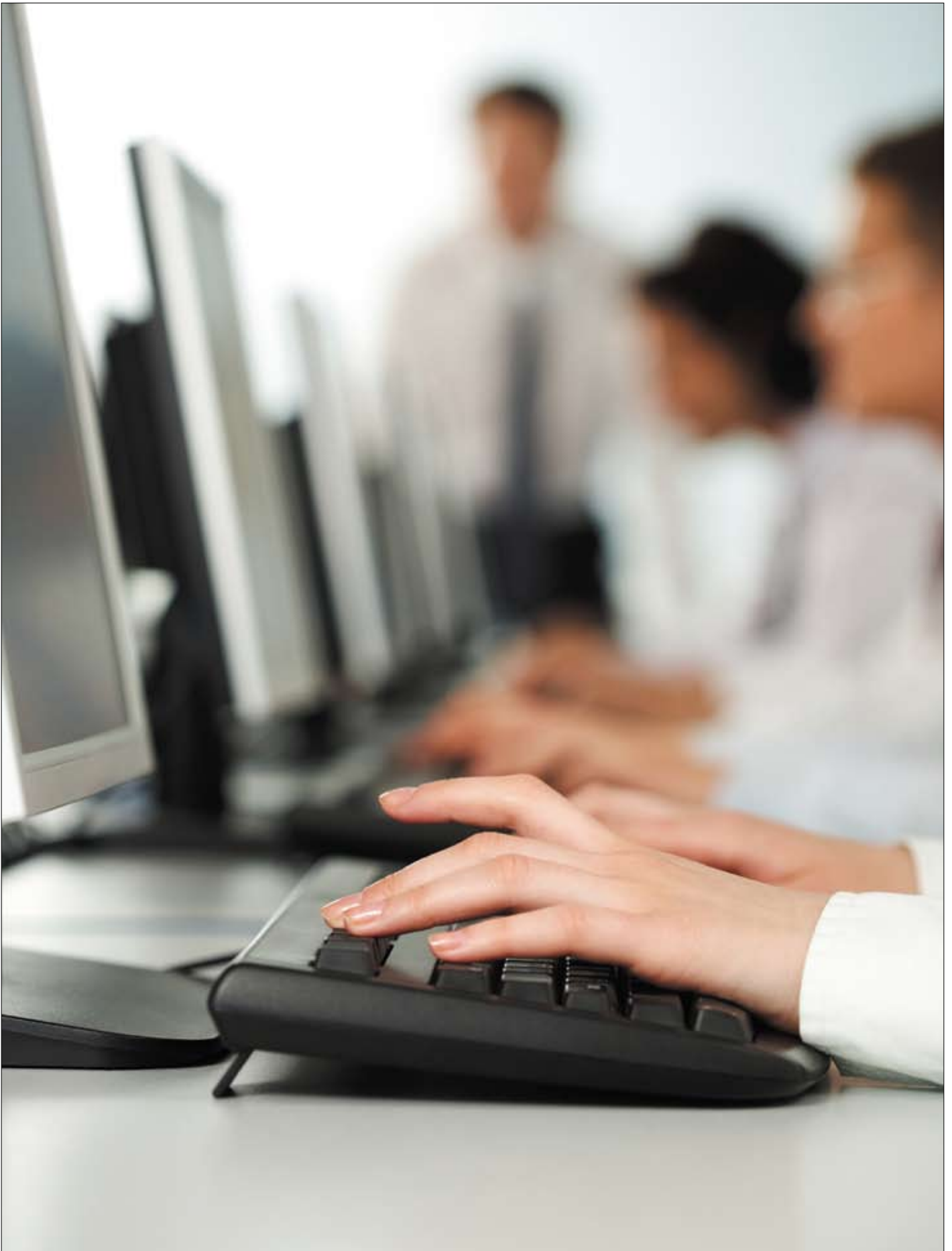
Breaking down the silos and building team work is the key challenge for any industry. This is being dealt by aligning

the priorities, creating the culture of transparent communication between the departments, Involvement of employees in decision making process. Well defined and focused career development plan for high performers.

What do you see to be the future of the focus of People Management teams moving forward?

People Management teams will have more focus on skill/knowledge upgradation which could match to state of art level and respond to the fast changing business environment.







Chandan Chattaraj

President – HR (India & Global)
Uflex Limited

How would you describe the work culture at Uflex?

The work culture of Uflex is aptly described by our values i.e. Trust & Respect, Customer Value creation, Innovation, Global Perspective, Speed in all Directions and Socio–Environmental Sustainability. These are the values which have brought us till here and are embedded in our DNA. We live, breathe and have our being in these values.

Our CMD, who founded this company in 1983, embodies these values; his conviction on Trust & Respect for his employees has contributed to the fact that at his direct reportee's level we have not seen any attrition. I will view our organization as a unique organization in terms of complete empowerment of our business leaders, and this has not come as a result of professional CEO trend of the last few years; it has always been like that. The value percolates down in the organization and is instrumental in creating an engaged organization where people work with passion and commitment, one indicator of this is our negligible attrition rate.

Our value of Customer Centricity and Innovation has resulted in creating pioneering concepts to provide unique flexible packaging solutions to our customers. In fact, as a part of our work culture, all our key leaders believe in one thing only, that's creating new products to fulfill unique customer requirements, though we do have structured innovation cells working across businesses but this passion for product development comes naturally to our employees and is in fact part of life at Uflex.

Our quest for Global footprints has resulted in the creation of 10 state-of-the-art manufacturing facilities across seven countries in the last 10 years, with our products getting sold across the globe. We have always encouraged our employees to travel across the globe to meet customers, seek business avenues, attend conferences and exhibitions and look for newer pastures. Another value which has deep impact on our work culture is the speed at which we move. Our leaders believe in keeping things simple and going for it in the first instance.

How has the role of HR within an organisation evolved from that of a business function to that of a business partner?

The HR function at Uflex as it exists today is truly aligned

to business and is partnering the business units in an effective way to achieve its vision. This evolution of human resources is the result of our sustained efforts put in the past 5 years to constantly position HR as a business partner. All the HR processes have been conceptualized and are being deployed fully attuned with core business objectives. To achieve this, HRM team ensures that it has regular indepth and meaningful meetings with the business teams on a regular basis. As a part of our HR capability building initiative we have done many interventions to train each of our HR member to understand and be aligned to the organizations' vision and mission. The HR teams have been actively involved and infact driven the business processes like Operational Excellence, S&M interventions, CRM interventions, Data Analytics, Visioning Workshops and various Leadership Development programs.

How are organisations ensuring rapid and effective onboarding of new talent?

It was around 5-6 years back that the organization recognized that succession planning needs to be a core focus area if the organization has to grow as envisioned. As a result, in addition to the normal hiring, we have been doing a lot of strategic hiring at the leadership level. This has effectively led to inclusion of new talent as a focus area. We have made it a point to hire Hi-Pro leaders from global companies. These new leaders have been seamlessly inducted into the system through a structured induction process and the focus has been not only functional & organizational onboarding but also a cultural fitment within the organization. The induction process comprises of an orientation to all businesses & functions, visit to various manufacturing sites and also ensuring that the new incumbent gets a structured handover, a clear job description and the KRAs within the first fortnight.

How are you introducing innovation in the field of learning and development of employees?

Learning needs to evolve continuously to meet the rapidly changing business needs and as such we necessarily need to innovate newer ways of learning interventions.

Our Learning vision is to establish 'a Learning Culture through impacting every individual by helping them and the organization in the journey of their growth' and to ensure

the same we have identified focus areas for all category of employees right from Associates to Top leadership.

We at Uflex put great emphasis on the process i.e clearly laying down the objective, ensuring actions are directed on the desired objective followed by flawless execution and then a special emphasis is laid on evaluation effectiveness of evolution. This emphasis on evaluation gives us constructive feedback to do innovation. Many of our programs are undergoing lot of creative change based upon this feedback.

We have further clustered them under 4 categories i.e. Flagship programs, TNI based, Business Specific and through external nominations.

Some of our Flagship programs includes: Next Gen Manager, Super-wise, Personal Effectiveness, Train the Trainer etc.

What are the challenges and solutions to dealing with Generation Y employees?

In an organization like Uflex, the main challenge to deal with Gen Y is how to align them with existing leaders to create a win-win situation for the organization.

Talking about millennials, organizations these days are putting a lot of focus on Gen Y which is changing dramatically the workforce composition and the way work gets done. Looking after the trend, we at Uflex have launched a program called 'Takshila' to hire trainees (ITI, GET, MT, ST etc.) across the spectrum.

While hiring Hi-Pot millennials we are pitched against modern era service sector companies, start-ups, consulting companies etc. which offer higher compensation and a glamorous lifestyle but still through our structured campus hiring we have been able to attract good talent.

Can you elaborate on the kind of initiatives, which Uflex has taken to initiate change in the organization?

The moment we embarked on the journey of HR transformation, we were fully conscious of the fact that we have to focus on the classical way of putting HR tools and techniques in place in a sequential manner. We knew that we have to be bespoke & work as per requirements and acceptance of our business leader. We have 7 different

businesses and each business has its own vision which is linked to the overall vision of the organization. The HR team based out at different businesses are independent enough to run certain people initiatives based on the HR vision of the particular business and the overall HR strategy which in turn is linked to the business strategy. We started off with the way performance was being managed and then went on to introduce a slew of initiatives across job analytics, talent acquisition, employee engagement, training & development, designing of competency framework and reward & recognition areas across businesses. All along we put a specific focus on constantly aligning our work with businesses and showcasing the impact on businesses.

What are the most significant trends you see on the HR front, across sectors and in your sector, in particular?

Three key factors which are going to impact HR in the coming times are – globalization, digitization and storming of talent market by millennials. With regard to our industry sector, in addition to all the above mentioned factors we need to have sharp focus on productivity, skill development, automation and manpower cost optimization.

We are developing HR operating models that are flexible enough to allow for local implementation and agile enough to adapt to global business needs. The ultimate goal is to combine scale and agility to optimize talent management in every sphere where the company does business.

How do you enhance teamwork in the organization?

Effective teamwork is developed through shared experiences and practice. We execute some programs such as Team Outbound, Employee Engagement, Effective Collaboration, Visioning Exercise etc that addresses teamwork and collaboration.

At Uflex Team-building exercises are targeted to improve particular aspects of team performance such as communication, problem-solving or creativity. We ensure employees goes through games and drills as they are an effective way to bring people together to build relationships, boost morale and promote mutual understanding of interests, personalities, strengths and weaknesses.



Harish K Gandhi

Group Head HR,
InterGlobe Enterprises Limited

Has the role of HR within an organisation evolved from that of a business function to that of a business partner?

At InterGlobe, HR has always occupied a role that goes beyond business partnering and is involved in decisions pertaining to the future of the organization and driving business results. This is manifested by our presence in the Executive Council for the Group Companies and other critical decision making bodies. We have contributed towards making informed decisions about people and the organization, while maintaining a balance between business decisions and employee needs.

How are organisations ensuring rapid and effective on-boarding of new talent? What are the new and innovative methods/tools being used to determine ideal candidates?

The onboarding in an organization is the most ideal means to create a lasting positive impression on a new hire and also helps to attract the right talent. At InterGlobe, onboarding is viewed from a strategic standpoint that directly impacts business. It is no longer an HR initiative, but a business imperative. Our business leaders play an important role in giving a sense of belongingness and ownership to our new employees. By using a participatory hiring approach and involving employees in selecting their team members, we not only have a transparent system for selection, but also get a 360° view of candidates. This, along with time tested tools like Hogan and similar psychometric assessments ensures we get the right hire for the right role. We have leveraged technology to a great extent by introducing gamification and e-induction modules that are in line with the business requirements and deliver the goals of reduced time to productivity, increased job knowledge and faster and higher levels of engagement for new hires.

With respect to employee engagement and retention, what are employees' expectations from the organizations in the current business environment? How are the organisations responding to the employees' expectations?

When we hire an employee to do a particular job, there is already a level of trust that is stated in their ability to get the job done. As an organization, what we need to ensure is that our employees have all the tools that they require

to be productive. We provide emotional stability and cross functional learning for our employees. By providing them with a wide exposure of experiences and enriched learning, we are able to increase their employability and retain the right talent.

What are the major people-related challenges faced by your industry today? How do you plan to respond to these challenges?

We operate in an extremely volatile service driven industry that is impacted directly by global head winds. Attracting the best talent, giving them the same varied experiences at pace with the current organizational technical disruptions, and satiating their large appetite for learning is the biggest challenge that not just ours, but all industries face today. Having said that, enriching employee skills and helping them to stay employable by raising the bar with respect to organizational offerings and expectations, according to me is the most effective means to respond to these challenges.

What do you see to be the future of the focus of People Management teams moving forward?

Technology, demographics and diversity are all factors that will impact the future of people management teams. Employees must be engaged by keeping them productive whilst appealing to their emotional and intellectual sensibilities. A sense of entrepreneurship, ownership and accountability at all levels must be created, by permitting employees to proactively explore opportunities and challenges beyond their domains and seek appropriate solutions to be prepared for the future.



Vishal Agarwal

Director - Sales & Marketing
Santa Fe Moving Services Pvt Ltd

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How has the role of HR changed over the last 5 years?

HR has moved from focusing on administrative functions to creating value in the talent arena. In Santa Fe's own research (2016 Global Mobility Survey), we asked C-Suite leadership their views on the mobility/HR function and their expectations from their teams. The results showed that 60% CEOs want their HR teams to align with business strategies and also to help maximise revenue and profitability. HR has followed a path of segmentation: specialists in Centres of Excellence, HR Business Partners – driving strategic business engagement and process excellence from Shared Service Centres or specialist outsourcing partners with global scale and scope to create a stable HR operating platform. Technology has changed the way HR delivers value; the self-service aspect of HR has increased employee empowerment. Employees can now tailor their work/lifestyles to suit their needs. The key focus of HR moving forward will be on Talent Management from the perspective of engagement and employee branding.

With respect to employee engagement and retention, what are employees' expectations in the current business environment?

Employees seek a relationship with their organisation that enables them to: 1) feel empowered 2) own their own careers, and 3) feel connected. Millennials are having an enormous impact on Talent Management, and they want the freedom to contribute in their own unique way. Accordingly, a large number of companies are now allowing employees to spend more time working outside of the traditional office structure. The best organisations understand and embrace differences and diversity amongst employees, while ensuring alignment with core values. Such an approach fosters innovation and creativity.

Which aspects of training are companies currently investing in? What core aspects of L&D do companies need to focus on?

Organisations are using virtual training to optimise their return from learning interventions. Companies also want to ensure that their employees are trained in areas of governance and compliance. Organisations, especially in financial and professional services sector, recognise the importance of mitigating risks and costs associated with non-compliance. With the millennial workforce wanting

more global experience, many companies are using 6-month global 'seat' rotations for cultural integration and intercultural development. Smart organisations build talent ladder programmes combining technical and global working/learning experiences.

What are the challenges and solutions with respect to dealing with a multi-generational workforce?

There are wide differences in expectations between generations. The level of impact of technology has influenced behaviours and expectations. For example, the younger workforce largely prefers official communication via non-human interventions like chat spaces and apps, while the older workers prefer one to one communications. The fundamental challenge is still acquiring the right talent. Hence, the adoption over the past ten years of talent systems, sometimes referred to as 'nine box grid talent systems'. HR is also thinking more in terms of engagement through policies, work practices and career opportunities to align and reflect multigenerational expectations. The complications are higher between differing professional functions due to varying cultural traits – look at how lawyers and IT professionals differ in their interests and expectations. It's a matter of Projects versus Strategies. The matrices of academic, age and professional ladderings have to be managed with workforce practices that create virtuous, not vicious places to work.

How do you see the focus of People Management teams moving forward in the near future?

The focus will be around Talent Management and hiring into an organization on the basis of behaviour, not only skill, in order to reflect the culture desired by that organisation. The focus of people teams will be to become more embedded as business thought leaders in how to maximize employee contribution to organizational growth. Of course, having a seat at the top table should be a meritocratic process and not just power-based through organisation structure. In addition, to demonstrate such innovation, HR leaders need to be analytically driven. It is imperative for them to have the ability to not only collect data but to provide predictive analyses that translate into fresh ideas and initiatives to catalyse organisational development. The uncertainties and volatility in today's global economies are forcing leaderships to re-think the future. As industries continue to evolve, HR and People Management teams must be the weathervanes of change.



Y.K. Bhushan

Senior Advisor & Head
IBS Business School, Mumbai

How has the role of HR changed in the organisations over the last 5 years?

Starting from a lowly function of managing labour welfare, HR has travelled a long way to come to its present critical role in the organization. Though, some organizations are still stuck with the basic functions of establishment and IR, progressive organizations have moved on to play the roles of employee champions and strategic partners. Whatever may be the position the fact remains that HR has become a force to reckon, with whether it is recruitment or separation depending on the situation or nurturing of talent through appraisals and development. Even, IR has by and large assumed a constructive role from the earlier role of fire-fighting function from an adversary position. The focus is much more on the developmental role of HR.

According to you, what should be the core objectives of the People Management team in an organisation?

The core objective of the People Management team in an organization (another name for HR team) may be set forth as follows;

- To develop a culture of commitment and identification with the organization
- To monitor the pulse of the organization and suggest the right remedies if things appear to go awry
- To suggest measures by which the right amount of talent is inducted, rewarded and retained .
- To provide measures of collaboration and space management to promote employee happiness, well-being and maximization of productive work.
- To give employees a feeling that the organization is sensitive enough to their basic needs like health and well-being and relationship with the family
- To make work a pleasant and worthwhile experience leading towards self actualization and not just a load tied to the pay packet

In the current scenario, which aspects of HR should organisations focus on investing in?

The aspects of HR which deserve greater attention and investment of time and effort relate to employers

brand building to sub-serve organization growth. A strong employee orientation favoring high productivity and morale should be the focus of employers' efforts. Investment in employee bonding measures and well-designed workplace which creates a sense of pride and also the opportunities to associate with each other and refresh themselves.

Conditions of working including, flexibility of hours and more liberal benefits for high performers should also get the attention.

What are the challenges and solutions for dealing with Generation X and Generation Y employees within the same organisation?

Given the time scale over which the organizations have been functioning there is bound to be a mix of Gen -Y and Gen X staff including millennials. The management has to recognize that the so called externally enforced discipline and sense of traditional values by which Gen-X swears will no longer attract Gen-Y. The management style has to change from direct management to more participant centered open style management. When the two generations come together it does give rise to divergence in perception and values creating conflicts. Given the fact that the younger generation (Gen-Y) believe that obedience with minimum questioning and enforcement of discipline with the direction and control may be met by indifferent or even hostile responses from Gen-Y. The Gen-Y including millennials believe in being much more open and expect more inclusive and participative styles of management. Gen-X will need to be reoriented to new management styles through learning and development programs which focus on theory Y as against theory X.

HR will have a definite role in deepening the reorientation and creating change through meeting of minds.



Naresh Kumar Piniseti

President – Human Resources
Deepak Fertilisers and Petrochemicals Corporation Limited

How has the role of HR in an organisation evolved?

HR, over a period of time moved from a pure transactional and industrial relations role to act as one of a “Business Enabler”. Though HR function is still expected to deliver seamless services in payroll and other administrative processes, business leaders demand HR to act as a strategic business partner enabling business to achieve the set goals. HR business partners are expected to master the language of business and help business leaders make talent decisions based on data and metrics. The biggest challenge of HR function today is moving the “HR competency to the Leaders/Managers”. Managers are the face of the organization to the employees and thus CHROs today are investing on developing the people management capabilities of their business leaders and line managers. HR must act as a facilitator and develop processes and tools that would support Managers to ensure better engagement, development, retention and high performance of their employees with minimum intervention from the HR function.

How are organizations ensuring rapid and effective onboarding of new talent?

Attracting and retaining the right talent is a challenge and thus it has become very crucial to ensure smooth transition of the new employee in a workplace. These days, many organizations start the onboarding process even before the employee joins the organization and provide support in relocation, frequently interact with them to understand and address their needs/ challenges, help hassle free joining formalities. Engaging them before the joining creates a positive image and makes them feel valued. To orient them towards businesses, culture, processes and policies, use of technology and interactive gamified solutions have come to play a key role. While handholding, mentoring and formal training are provided to the new talents to make them productive quickly at work, frequent one-on-one meetings are practiced to proactively address the issues that may arise during the initial days of their tenure.

With respect to employee engagement and retention, what are employees' expectations in the current business environment?

The new multigenerational workforce demands meaningful work and wants to contribute towards the “Purpose” of the organization. Employees seek constant communication from top business leaders and their managers. Organizations should build a strong communication strategy that eliminates the grape-vine and keeps the workforce updated with the information about the latest happening in the business and in the organization. Leadership Communication across levels is also very important. Managers should conduct frequent one-on-one meetings with employees to share and receive information, provide continuous feedback and should work on building strong relationships and trust with their direct reports to keep them motivated, inspired and engaged. Appreciation and recognition of achievements make employees feel valued and encourages them to contribute and go extra mile to achieve results. To keep the top talent engaged, a strong focus on career development and continuous feedback is required.

What are the major people-related challenges faced by your industry today? How do you plan to respond to these challenges?

Attracting and retaining talent especially in sales function is a major challenge faced. To this end, we should continuously strive to build an employer brand by clearly articulating and living the Employee Value Proposition (EVP), focus on developing competitive compensation and reward strategy, provide monetary and non-monetary benefits and also develop and sustain an environment that provide challenging assignments to foster accelerated learning besides fast track career development opportunities.

What do you see to be the future of the focus of People Management teams moving forward?

HR has already moved far away from a transitional role to act as strategic partner. HR would now need to collaborate with leaders and facilitate data driven key talent decisions. We also need to focus on developing the people / talent management skills of managers across the organization helping them manage their teams effectively.



Pallavi Dhawan Gupte

Director – People Team
Dun & Bradstreet India

What are Dun & Bradstreet's driving principles during times of uncertainties, complexities?

Dun & Bradstreet is committed to creating a forward-leaning culture to accelerate its transformation and growth. We deeply value our employees and support them through:

- 1. Commitment to our Values:** Core among our philosophy to navigating uncertainties and complexities is to live our company values being:
 - a. Data Inspired
 - b. Relentlessly Curious
 - c. Inherently Generous
- 2. Sustainable High Performance:** In a demanding world, high performance is a must - however, sustaining that high performance is a competitive advantage. We have partnered with Tignum, a leading world expert in sustainable high performance (SHP). We are transforming our global workforce to live the SHP principles - being their best selves during peak performances. We live into the SHP pillars of Mindset, Movement, Nutrition and Recovery. Mindset encompasses aspects of visualizing outcomes, building resilience, and reframing situations. Movement builds upon the neuroscience of how functional movement can activate the brain, create possibilities, and strengthen our physical life vehicle. Nutrition is centered on how to strategically fuel our bodies in preparation for peak performances. And recovery is viewed as a critical element in boosting productivity and effectiveness.
- 3. Employees First:** We are dedicated to communicating with our employees first – consistently and transparently. We use Chatter, a global platform that enables our employees to connect, share and comment on topics on their minds. Our hope is to share with our employees, hear their thoughts and views, and continuously adapt our approaches and programs to best support and advance their impact.

According to you, how does future workplace trends likely impact different areas of human resource?

- **Talent Acquisition:** Attracting high quality talent and ensuring the hiring experience is memorable to both

the leader and the candidate will be the biggest need of the future. Social media based hiring will take the center stage.

- **Work Culture:** Organizations are already looking at redefining their company culture and values to reflect the future work force. Organizations need to focus their energies in creating a forward leaning and High trust culture. Human Resources function will play a key role in driving the company's culture through its leadership team. The changing demands and complexities in business, customer needs and team expectations will force the organizations to build a strong foundation of a value based culture that binds everyone together.
- **Employee Engagement:** Organizations need to make engagement pervasive and a part of BAU (Business As Usual). Having an engaged workforce is core to the success of any business. We have enough research and data to support how the two are interlinked. Employee engagement will become a priority for all business leaders and they would look at human resources function to create tools and platform that will help build employee employment.
- **Performance Management:** Performance ratings, bell curve, annual performance reviews and annual goal setting based performance management system will no more be a reality. The need will be to create a work environment that fosters the right mindset for the employees to leverage their strengths with the help of tools and resources to enable employees to own their personal and professional development. Leaders need to be seen as coaches and enabling performance by removing road blocks & simplifying processes.
- **Rewards & Recognition:** More than the rewards what will be more important is creating a culture of recognition. Rewards will have to be a mix of monetary and experiential offerings. Growth based awards will be more preferred than a onetime gain. Rewarding high performance will be a continuum. Creating a menu based approach to incorporate flexibility and individual preferences rather than one size fit all approach.



Dr Shibani Belwalkar

Organisational Behavioural Consultant

How has the role of HR changed in the organizations over the last 5 years?

HR has moved from being just an enabler to becoming a key driver of organizational outcomes. Moving from looking at HR as a resource manager, organizations are opening up the fact that the function of HR is to create a 'Human Operating System' that actually propels the organization towards its goals. Erstwhile roles included the typical functional HR roles, but across the last five years, HR has become a key differentiator and enabler of mindsets, unleashing potential for performance by embedding and strengthening values-based leadership.

Which aspects of training are companies currently investing in? What core aspects of Learning & Development do companies need to focus on?

Companies are investing in training on behaviors, values, mindsets and cultures. No change is going to be permanent if we do not attempt a change in mindset first. The incorporation of newer ideas will be possible when we enable the environment to encourage dialogue, collaboration and the pursuit of shared goals. Learning and Development needs to largely focus on unearthing passion in individuals by surfacing purpose, articulating that purpose and finding the right platform for a match of the purpose and organizations vision.

With respect to employee engagement and retention, what are employees' expectations in the current business environment?

Employees are seeing a larger picture. They are participating in organization building, connecting with the vision and mission of the organization. Employees see themselves as enablers of outcomes and desire organizational cultures which support the surfacing of their passion in the context of their work. They are looking at being inspired, over and above being engaged, through Human operating systems which recognize and reward empowered behaviors, seizing of opportunity, collaboration, driving significance and impacting innovative solutions. Gone are the mandated forms of engagement and reward/ recognition patterns. Today, employees are appreciating the connect through purpose and values, and looking for engagement drivers which allow them to thrive as passionate employees.

Surfacing purpose and connecting with the mission and vision of the organization, is both at individual as well as the collective level. A balanced approach to this can actually work in itself as a sustainable retainer.

How can HR leverage Data Analytics & IT to determine ideal candidates for a given project/team?

Data Analytics and IT have a big role to play in hiring. Not only can behaviors be mapped, but attitudes, leadership behaviors, conflict management styles, team dynamics and emotional intelligence can all be measured and assessed. These are important traits to determine ideal candidates for given projects and teams. HR can utilize these as key indicators for team formations. Data can indicate the direction of group dynamics as a result of certain types of people coming together for projects. IT can facilitate remote work groups and the seamless exchange of ideas over virtual networks.

What are the major people-related challenges faced by your industry today? How do you plan to respond to these challenges?

The most important people related challenges include fostering of cultures of values based behaviors and the unleashing of human potential in the face of ambiguity. As more and more employees are clear about what it is that they wish to pursue, they seek the right triggers to offer them the freedom to innovate and create and become 'intrapreneurs'. The blind obedience hierarchy driven structures are giving way to more open, learning systems which foster self-governance. In order to get employees to feel ownership and demonstrate differentiating behaviors, the culture of the organization must provide the right enablers through transparent sharing of information, ways of leading, inspiring, directing and pursuing.



Shriram Darbha

Head-Human Resources
BSE Limited

How has the role of HR changed in the organisations over the last 5 years?

Though there has been buzz around HR being a strategic partner/business partner for over a decade now, many new age/progressive/MNC organisations seem to be relying more now on HR analytics/Predictive analytics to plan HR imperatives and deliverables in the areas of manpower planning/recruitment/deployment/engagement/assessment and development.

Traditional administrative tasks of HR are increasingly being outsourced/automated/digitized with more and more self-help kiosks being set up for employees to do their own thing at their own pace rather than depending on HR Dept. for clearance of several erstwhile administrative employee services. The Industrial Relations (IR) function has also undergone a lot of change, where neither employees nor management have time or the energy to enter into long drawn disputes and legal tangles.

HR now needs to be a proactive service function than a reactive quick fix for issues ranging from daily grievances to longer term disputes. New age HR functional leaders are expected to be strategic business partners with a comprehensive understanding of business and effective interpersonal skills to work in a highly collaborative mode with all the business leaders and operational peers in the organisation. Some business leaders are also employing professional coaches to work closely with them, while many organisations have added new positions like Chief Beliefs Officer/Chief Ethics/Values Officer/Chief Culture Officer, etc. Increased sensitivity, crisp communication and prompt service delivery on all HR related service matters and sustained initiatives on effective employee engagement and longer term enthused culture building based on organisational vision and values are some of the imperatives for new age HR professionals now and going forward.

Which aspects of training are companies currently investing in? What core aspects of Learning & Development do companies need to focus on?

Many companies seem to be focusing on competency based skills training that is directly in line with the business

objectives, which could be in terms of operational/technical/business acumen, sales, customer service and employee delight. Quick employee readiness to be able to meet business challenges, volatility and rapid changes in the business environment seem to be the focus areas aimed at equipping talented employees further with training inputs and exposure to deliver quality service and to resolve issues faster than ever.

Traditional pedagogy and class room training via talk therapy seem to have given way to more of on-line training, self-paced learning based on complete understanding of business imperatives and one's own operational and developmental needs based on self-assessment as well as feedback. There has been an increased focus on succession planning and creating a talent pool to quickly move into next level/leadership positions, and also to effectively engage and retain talent as a developmental initiative.

With respect to employee engagement and retention, what are employees' expectations in the current business environment?

While a lot of literature and research data is available on the concept of employee engagement, most of it relates to what the employer needs to do rather than what employees expect with respect to their effective engagement and retention. That way, this is a good question that you are asking here. Most of the organisations typically seek feedback and inputs from employees in a survey mode and incorporate those inputs in developing engagement and retention strategies.

My experience of social interaction with a cross section of employees across various industries has been that many employees seem to expect more flexibility in time and place of work, work-life balance, respect for an individual, scope and freedom to use their talents and recognition for their contribution. Organisations that are working towards such 'mindful engagement' by providing more meaning and purpose at work and for employees seem to keep employees happy and happy employees.

How can HR leverage Data Analytics & IT to determine ideal candidates for a given project/team?

As I said above, this has emerged as the most important aspect of the HR function - to take stock of the available talent and also to plan the required talent. Managers can take informed decisions with the data and information available through these analytics for strategic HR-related decisions for effective recruitment, deployment and development. The details could vary from company to company, ranging from quantitative data analytics to qualitative data analytics sought from the resources/infrastructure/strategic intent and business plans. HR professionals need to quickly hone up their skills and become data-friendly rather than just being people-friendly to provide timely information to the management and to be able to play the role of a strategic business partner.

What are the major people-related challenges faced by your industry today? How do you plan to respond to these challenges?

BSE being a 140 year old organisation, but in the most happening financial services space, has a challenge of managing multi-generational work force. The HR policies/practices had to be relooked to suit the changing expectations of the Gen-Y and the millennials fast entering the organisations going forward.

We have invested heavily and adopted technological advancements in a big way, and today we are the world's fastest exchange with the speed of 6 micro seconds wherein millions of trading transactions can be carried out on-line in a jiffy.



Sujatha Sudheendra

Head – Human Resource
Aditya Birla Finance Limited

Has the role of HR within an organization evolved from that of a business function to that of a business partner?

To manage the innumerable challenges in today's corporate world, HR needs to enhance its real and perceived value by being strategic oriented. At Aditya Birla Finance Ltd, HR strives to partner in BRIM: Building Knowledge, Reducing Attrition, Improving Productivity and Managing Talent. In the course of delivering BRIM, HR at ABFL strives each day, to align to the business strategy (Mission Q360). Our state of the art Talent Management, On-Boarding processes etc. facilitate the same.

Some steps mentioned below, have facilitated the transition of ABFL into being a strategic business partner:

- **Strong Leadership**
- **Acute future orientation:** Regular monitoring of Q12 scores, and **DISCOVER – an attrition risk management program** aimed at reducing attrition by identifying and managing the employees who are identified as attrition risk by leveraging predictive analytics on multiple data points
- **Alignment:** Propel an in-house competency assessment tool helps us keep aligned to developmental needs periodically and build a work environment that encourages success.
- **Delivering Value:** Leadership Talent Development Program under our Talent Management process enables us to develop Talent and assign key projects of Organizational importance to be driven by the Talent Pool and mentored by Talent Council Members.
- **Consulting Model:** HR is encouraged to view internal customers as clients, learn consulting skills, and take their client satisfaction as a measure of their success.

Sooner than not, we have moved from the 58th position as per NBFC ranking to the 8th position. This has been possible with linear extrapolation as well as building capabilities for sustaining success at the same time.

How are organizations ensuring rapid and effective on-boarding of new talent? What are the new and innovative methods / tools being used to determine ideal candidates?

Accelerate is the ABFL's on-boarding program which spans across 6 months to ensure a thorough and seamless internalization, controlling infant mortality and enabling productivity. Some of the key focuses of this program are:

- Providing **clarity of role**
- Ensuring **seamless transition** into the culture
- Aligning training needs identified in the 120th day feedback from Manager
- **Highlighting critical cases** and controlling early attrition
- In an 80-day feedback collected from among 207 employees, **51% rated their experience with the company as 5 star while 42% rated it as 4 star.**
- ABFL wherein the overall **attrition reduced from 25% to 19.5% in 2015 – 16** (the activity was started a year in advance).
- Sorting Hygiene issues

Which aspects of training are companies currently investing in? What core aspects of Learning & Development do companies need to focus on?

ABFL encourages and enables employees to own their learning through an array of structured tools and processes.

- **Leadership Talent Development Program:** About **25% of the population being part of the Talent Pool**
- **Talent Council** - The Leadership Board / Governance Body for talent management decisions, provides opportunities for Inter and Intra Business Unit movements in the group.
- **Fast Tracker** – Being high on performance and potential, **67% of the Talent Pool has experienced Job enhancements / Job Enrichments within the organization**
- **Succession Plans** – 100% Leadership Bench strength identified for the CXO positions and critical positions across the organization
- **Propel** is a reflection of the present skill sets and gaps, with future growth, thus enabling employees to

know their learning needs by mapping competencies.
ABFL is the only NBFC to have conceptualized and effectively implemented an extensive Functional Competency Framework.

What are some key factors that are impacting the way people are managed in organizations today?

At Aditya Birla, we are governed by the 10X Idea laid down by the Business Director, Aditya Birla Financial Services Group, Mr. Ajay Srinivasan. 10X is an attitude that recognizes the importance of thinking and doing bigger than what has ever been done in the past, or ever conceived. It may lead us to disruptive results in a very short span of time. But this is our Mantra, strategy and weapon, to challenge the status quo, differentiate and succeed.

Aditya Birla Finance has recently incubated a 10X idea into the lending business. For the first time in India, we introduce digital lending to apply loans online, to be assessed online, disbursed online and also serviced online. This will help us cut down the time lag of decision making by almost 90% of industry average. Our business model is a paradigm shift in the experience of borrowing in the MSME segment.

We are introducing initiatives focused on achieving a better work- life balance for employees through Flexi Timing, Mandatory / Compensatory Leaves, Week leave before Std X and XII exams of kids, Concierge service to manage your home tasks efficiently, Group wide hobby clubs, development of women talent through a program called IRA, enabling opportunities for women within the network in case of spouse transfers, sabbaticals upto a year etc.

Sectoral Risk Outlook (SRO)

Understand the "POTENTIAL" of sectors with our SRO reports

Sectoral Risk Outlook (SRO) reports enable end-users to understand the performance of sectors under coverage by providing the latest available data along with comprehensive analysis. The report also provides our short to medium term outlook on sectors and factors leading to the outlook.

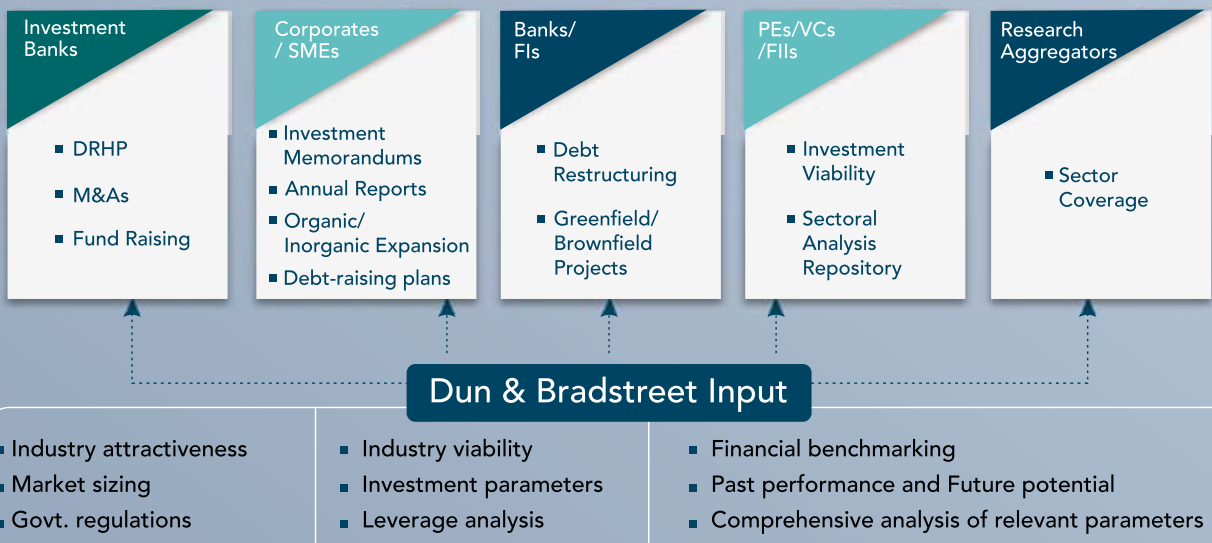
Comprehensive Sectoral Coverage

>70 Sectors

>200 Sub-sectors

Key Benefits

- Understand the **market size** of the sector alongside potential for future growth.
- Analyzing **Government regulations** and their impact on the sector.
- **Foreign trade** growth scenario and reasons for the trend.
- Comprehensive analysis of **demand and supply drivers** likely to impact the sector in the medium term.
- **Macroeconomic scenario** and its impact on the sector.
- Future growth **forecast** and **analyst outlook** on the sector.
- **Financial Analysis** of the industry including margins, profitability, leverage and key ratios.
- **Industry risk score** on a 8 point scale based on validated and authenticated parameters.
- Reports can be **customized** as per regional and product specifications and requirements of the end-user.





Listings

Alphabetical Listings

| Sr No | Company Name | City | State |
|-------|---|-------------|--------------|
| 1 | A.T.E. Enterprises Private Limited | Mumbai | Maharashtra |
| 2 | Accelya Kale Solutions Limited | Pune | Maharashtra |
| 3 | Aculife Healthcare Private Limited | Ahmedabad | Gujarat |
| 4 | Aditya Birla Finance Limited | Mumbai | Maharashtra |
| 5 | Ador Welding Limited | Mumbai | Maharashtra |
| 6 | Ajuba Solutions India Private Limited | Chennai | Tamil Nadu |
| 7 | Apeejay Surrendra Park Hotels Limited | Kolkata | West Bengal |
| 8 | ARKRAY Healthcare Private Limited | Surat | Gujarat |
| 9 | Asahi India Glass Limited | Gurugram | Haryana |
| 10 | AT&T Global Business Services India Private Limited | Bengaluru | Karnataka |
| 11 | Atria Convergence Technologies Private Limited | Bengaluru | Karnataka |
| 12 | Atul Limited | Valsad | Gujarat |
| 13 | Bajaj Allianz Life Insurance Company Limited | Pune | Maharashtra |
| 14 | Bajaj Corp Limited | Mumbai | Maharashtra |
| 15 | Bajaj Energy Limited | Noida | Uttarpradesh |
| 16 | Benetton India Private Limited | Gurugram | Haryana |
| 17 | Bharat Bijlee Limited | Navi Mumbai | Maharashtra |
| 18 | BVC Logistics Private Limited | Mumbai | Maharashtra |
| 19 | Cigna TTK Health Insurance Company Limited | Mumbai | Maharashtra |
| 20 | DBS Bank Limited | Mumbai | Maharashtra |
| 21 | Deepak Fertilisers and Petrochemicals Corporation Limited | Pune | Maharashtra |
| 22 | DHL Express India Private Limited | Mumbai | Maharashtra |
| 23 | Drive India Enterprise Solutions Limited | Mumbai | Maharashtra |
| 24 | Edelweiss Financial Services Limited | Mumbai | Maharashtra |
| 25 | Encore Capital Group | Gurugram | Haryana |
| 26 | EPAM Systems India Private Limited | Hyderabad | Telangana |
| 27 | Exdion Solutions Private Limited | Bengaluru | Karnataka |
| 28 | Fortis Escorts Heart Institute | New Delhi | Delhi |
| 29 | Future Generali India Insurance Company Limited | Mumbai | Maharashtra |
| 30 | Go Go International Private Limited | Bengaluru | Karnataka |
| 31 | Gujarat Fluorochemicals Limited | Noida | Uttarpradesh |
| 32 | HDFC Standard Life Insurance Company Limited | Mumbai | Maharashtra |
| 33 | Hindustan Petroleum Corporation Limited | Mumbai | Maharashtra |
| 34 | Idea Cellular Limited | Mumbai | Maharashtra |
| 35 | IIC Technologies Limited | Hyderabad | Telangana |
| 36 | Infiniti Retail Limited | Mumbai | Maharashtra |
| 37 | Infosys BPO Limited | Bengaluru | Karnataka |
| 38 | Inox Wind Limited | Noida | Uttarpradesh |
| 39 | InterGlobe Enterprises Limited | Gurugram | Haryana |

#ActionLearning

Grooming managers who are ready to "act", ready to "do" and ready to "tackle" any challenge

MBA/PGPM

IBS

ICFAI BUSINESS SCHOOL

| Sr No | Company Name | City | State |
|-------|---|-------------|--------------|
| 40 | JK Paper Limited | New Delhi | Delhi |
| 41 | JK Tyre & Industries Limited | New Delhi | Delhi |
| 42 | JM Financial Limited | Mumbai | Maharashtra |
| 43 | Kirloskar Pneumatic Company Limited | Pune | Maharashtra |
| 44 | L'oreal India Private Limited | Mumbai | Maharashtra |
| 45 | Liberty Videocon General Insurance Company Limited | Mumbai | Maharashtra |
| 46 | Lokmat Media Private Limited | Aurangabad | Maharashtra |
| 47 | Mafatlal Industries Limited | Mumbai | Maharashtra |
| 48 | Mahindra Insurance Brokers Limited | Mumbai | Maharashtra |
| 49 | Manipal Global Education Services Private Limited | Bengaluru | Karnataka |
| 50 | Manipal Health Enterprises Private Limited | Bengaluru | Karnataka |
| 51 | Motilal Oswal Financial Services Limited | Mumbai | Maharashtra |
| 52 | National Commodity & Derivative Exchange Limited | Mumbai | Maharashtra |
| 53 | NCC Limited | Hyderabad | Telangana |
| 54 | Netafim Irrigation India Private Limited | Vadodara | Gujarat |
| 55 | Nous Infosystems Private Limited | Bengaluru | Karnataka |
| 56 | Omega Healthcare Management Services Private Limited | Bengaluru | Karnataka |
| 57 | Paayas Milk Producer Company Limited | Jaipur | Rajasthan |
| 58 | Piramal Glass Limited | Mumbai | Maharashtra |
| 59 | Prabhat Dairy Limited | Navi Mumbai | Maharashtra |
| 60 | Religare Finvest Limited | New Delhi | Delhi |
| 61 | Signode India Limited | Hyderabad | Telangana |
| 62 | SMC Global Securities Limited | New Delhi | Delhi |
| 63 | Sodexo Food Solutions India Private Limited | Mumbai | Maharashtra |
| 64 | Somany Ceramics Limited | Noida | Uttarpradesh |
| 65 | SREI Equipment Finance Limited | Kolkata | West Bengal |
| 66 | Steel Authority of India Limited | New Delhi | Delhi |
| 67 | Synthite Industries Limited | Kolenchery | Kerala |
| 68 | Tata Chemicals Limited | Mumbai | Maharashtra |
| 69 | The Indian Hotels Company Limited - Taj Lands End | Mumbai | Maharashtra |
| 70 | The Tata Power Company Limited - Startegic Engineering Division | Mumbai | Maharashtra |
| 71 | TRL Krosaki Refractories Limited | Jharsuguda | Odisha |
| 72 | Uflex Limited | Noida | Uttarpradesh |
| 73 | United Breweries Limited | Bengaluru | Karnataka |
| 74 | Universal Sompo General Insurance Company Limited | Mumbai | Maharashtra |
| 75 | Videocon d2h Limited | Mumbai | Maharashtra |
| 76 | Videocon Telecommunications Limited | Gurugram | Haryana |
| 77 | WNS Global Services Private Limited | Mumbai | Maharashtra |

#ActionLearning

Grooming managers who are ready to "act", ready to "do" and ready to "tackle" any challenge

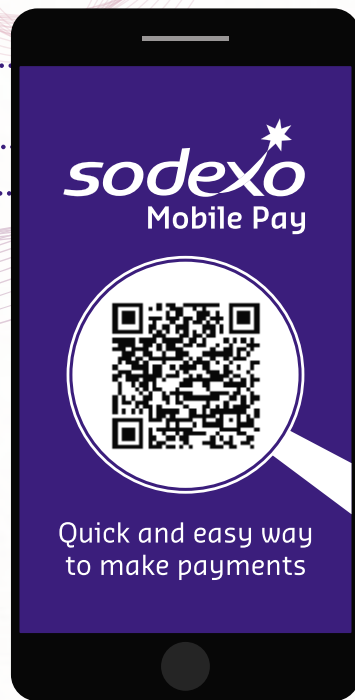
MBA/PGPM

IBS

ICFAI BUSINESS SCHOOL

Introducing the all-new Sodexo Mobile Pay

A smarter and secure way to make payments
on-the-go.





HR Best Practices



Benetton India Private Limited

B-25, Sector 34, Infocity, Gurugram - 122002, Haryana
 Tel: 91-124-4323333
 Email: hr@benetton.co.in; Website: www.benetton.com
Dun & Bradstreet D-U-N-S® No 65-039-8308

Benetton's CSR and Employee Welfare Policy - #BenettonCares

Objective

Benetton India Private Limited (Benetton India) wanted to create and develop a sustainable CSR model for the organization that would help take communities forward. Accordingly, the company supported various programs and partnerships that were aimed at making the communities better, stronger, and increasingly vibrant places to live, work and do business. The organisation encouraged its employees, whenever opportunities arose, to invest their time and skills towards such philanthropic initiatives. The company was keen on making known its commitment to community and on deepening employee loyalty through the various welfare programs. Overall, it sought to uphold the Benetton brand equity, both internally as well as externally.

Available Solutions

For setting up an effective CSR and employee welfare policy, the company had the following options:-

- Creating a CSR model relevant for our communities
- Developing a value proposition for the welfare of internal employees
- Creating a brand connect for the external employees through campaigns

Strategy chosen

The company chose to create a separate CSR department, in order to streamline its CSR initiatives. It also decided to launch multiple campaigns in order to make its activities known to the general public and to design it in such a way that lets them know about the uniqueness of the brand.

Employee Welfare Actions

- **Employee Benefit Policies** - The company introduced multiple employee benefit schemes, some among the best in the industry
- **Health and Wellness Program** - A preventive health check-up program was organized at Max Hospital, Gurgaon, which has helped employees learn more about their current health status and help them work towards improving their health. It was a completely company sponsored exhaustive coverage with full body check-ups, preventive tests and doctors consultations.
- **Health Camps for Employees** - Benetton organizes dental checkups, eye checkups, bone mass density tests, heart and diabetes tests all the year round for its employees.
- **Distribution of Anti-Pollution Mask** - As a part of its Benetton Cares philosophy, the company distributed PMO.3 Nano Fiber anti-pollution mask to all of its employees based out of Delhi / NCR in order to be safe and protected from the hazardous smog.

CSR Action Taken

Some of the CSR activities conducted by the company were as follows:-

- Drought Relief – The company raised ₹ 3.75 lakh as support for drought-affected regions
- Food Drive – Through a drive, the company was able to secure 422 kg of food and donate it to the food bank
- The company marked Blood Donors Day by organizing a blood donation camp
- The company also organised Diwali Celebrations with Underprivileged children

SAKHI: A "WE" Program

Benetton Group's single largest objective under Sustainability is Women Empowerment (WE). Under that umbrella, Benetton India runs a program SAKHI to provide women a Sustainable Livelihood by learning new skills and educate them on issues of Health and

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-----------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Sundeep Chugh |
| Industry | Textiles | Head - HR | Vivek Mukherjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Hygiene.

The program aims at engaging with its women workforce at the factory with the sole intent of caring for them. Although an emphasis is on providing those hard skills for a sustainable livelihood, many initiatives on building their life skills are also run. Programs addressing basic financial acumen like banking, personal savings, managing loans are also conducted.

Benetton India Campaigns

United Colors of Benetton came up with strong campaigns which defied the ordinary. In their campaigns, it talked about the issues that people don't really want to talk about or deal with like HIV, wars and even hunger. This is done with the objective that it wants to see the world be united someday regardless of your race, caste, creed, gender, color or background.

- **#UnitedByDonts:** The first ever campaign of Benetton INDIA picked up a burning issue in the country – Women Empowerment. The campaign connects back to the WE campaign launched by global team which highlights five areas to be worked upon for women empowerment. They decided to pick one of the causes, which are the biggest issue in India - Non-discrimination and equal opportunities.
- **#UnitedByPlay:** Products are made in the Factory but Brands are created in the Minds!
BENETTON vocally stood up against communal stereotypes and celebrated ONE FAITH this Independence Day!
- **#United By Her:** #UnitedbyHer was launched under the umbrella of Women Empowerment (WE) Campaign. With this, it tried to explore the brand pillar of being SOCIAL with the strength of WE program. It gave a different dimension to Women's Health-talk about it & act for it.

Results Achieved

Benetton is well-known to break stereotypes through its Campaigns; one such notable campaign was #United By Donts. United By Donts was recognized & awarded by National Awards for Marketing Excellence (under CMO Asia) in two categories-

- Best Digital Integrated Campaign
- Best Use of Social Media in Cause Marketing

Company Background

The Benetton Group is one of the best-known fashion companies in the world. It has a presence in the most important markets in the world, through a network of about 5,000 stores. It aims to be a responsible group that plans for the future and lives in the present, with focus on the environment, human dignity, and on transforming society. *United Colors of Benetton* is a clothing brand renowned worldwide for its colors, knitwear expertise and social commitment. A blend of Italian style and global research, UCB collections present on trend, quality outfits, in the respect of the environment and with the goal of creating a brighter future for all humans.



Benetton India Private Limited

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Benetton's Employee Value Proposition

Challenge

One of the biggest challenges last year for Benetton India Private Limited (Benetton India) was the exit of its Managing Director, who had spent more than a decade with the organization. He had been instrumental in building the business brick by brick including creating a strong core team. With his exit, the company anticipated that it would not only be a huge setback for the organization internally as well as externally, but could also potentially impact the speed of decision making and the execution of business strategies. Therefore, the company needed time to reflect back on their strategies, to strengthen and develop their internal workforce and sustain the winning model in developing a stronger vision for the future.

Objective

The company now needed to make the transition smooth and seamless. This would help keep the morale of the employees high and sustain the winning culture by deploying the right people engagement strategy, while adopting new measures to increase the speed of execution.

Available Solutions

To deal with this challenge, the company had to consider revising its people initiatives, which in turn would have provided a sense of security to the employees and further lead to boosting their morale. With the increase in stiff competition in the industry, it was also important for the company to sustain its focus on developing multiple channels for sales and innovative styles, designs and trends in its fashion range which would help create a positive impact in customers' minds.

Strategy Chosen

#Connect #Co-create #Cascade #Collaborate #Communicate

The leadership team at Benetton India decided to follow a 5-pronged strategy of Connect - Co Create – Cascade – Collaborate – Communicate, with the belief that it would help the organization thrive if they were able to Connect together as a team, Co-create plans to ward off challenges that posed risks for them, Cascade working plans by drilling it further to the last man standing, Collaborating through cross functional engagement to achieve the set objectives and Communicating the outcomes of initiatives.

Action Taken – Creation of Benetton EVP (Employee Value Proposition)

The Employee Value proposition was based out of 5C's – Cost, Connect, capacity, Compliance & Capability.

Valuing employees and their contributions is at the heart of the Benetton culture. Accordingly, the company presented the following practices and beliefs that defined its culture and the way they work:-

Benetton Unlimited:

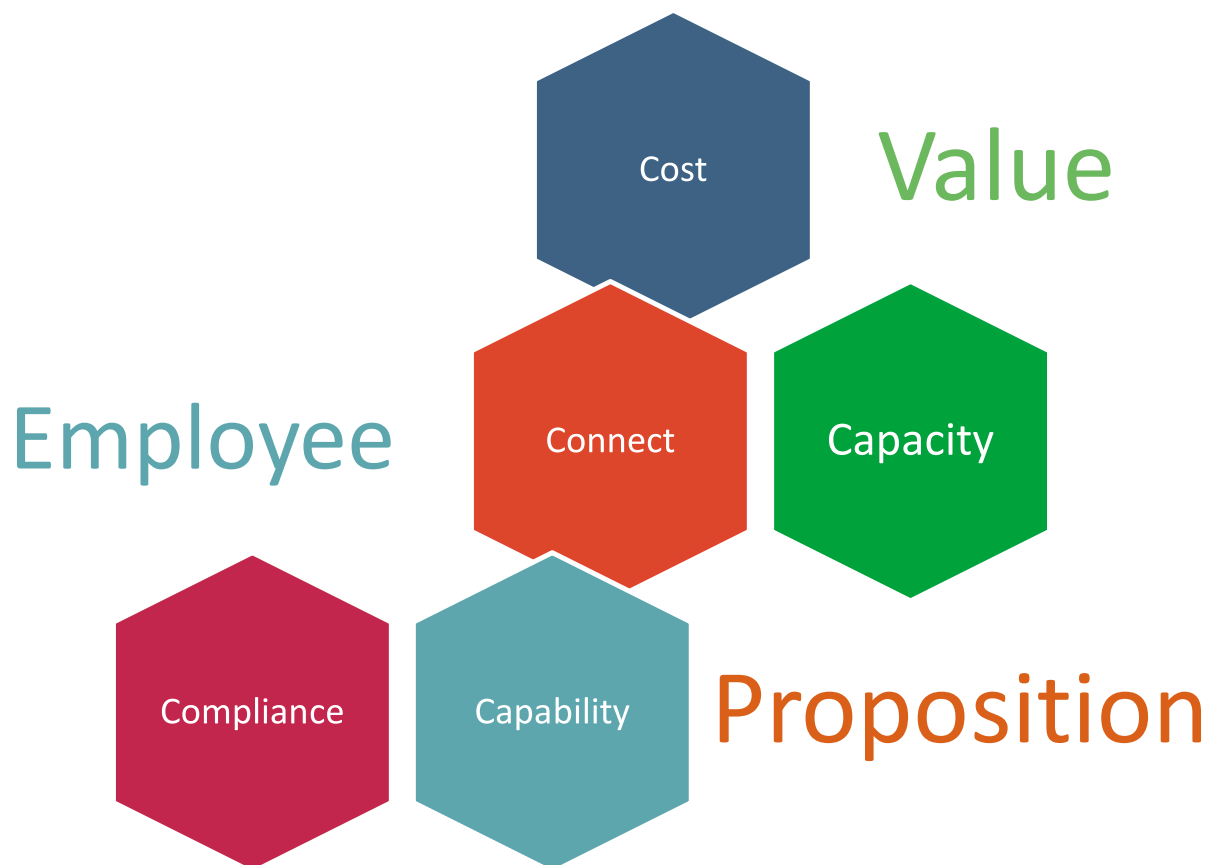
- **Smile Unlimited** - stands for the recognition and appreciation that we provide for the special contributions of Benetton-ians who have gone beyond the call of their duty to achieve important organizational goals while living our Core Values.
- **Love Unlimited** - signifies the care and love we offer to our employees as an employer.
- **Play Unlimited** - In short, it's the less serious side to working at Benetton, a time for fun and celebration.
- **Heart Unlimited** - signifies living with a purpose of life beyond just professional goals.
- **Reach Unlimited** - stands for the freedom to reach out
- **Shine Unlimited** - signifies development of our employees, enabling them to grow in their careers at Benetton India

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|-----------------|
| HR Segment | Employee Engagement | Managing Director | Sundeep Chugh |
| Industry | Textiles | Head - HR | Vivek Mukherjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Results

- Employee Satisfaction Survey – Benetton rolled out an employee satisfaction survey to gauge the Employee Engagement Levels; they were able to secure about 91.5% participation from all their employees. The overall Employee Satisfaction Score stood at 4.02 (out of 5) i.e. 80.4% across all stores/counters.
- In their constant endeavor to create opportunities / platforms for people development and to sustain its culture of fair practices, honesty and open communication, they launched a 360-degree feedback called Insight@Benetton. The overall organization average score stood at around 8.0, which gave an indication that Benetton's leadership was trusted and the company was seen to be in safe hands.



Way forward

Benetton considers its mission to be to place its people before profits and community before company, and all their future initiatives revolve around the same philosophy. Accordingly, the company strives to continue to launch and drive all its initiatives to continue being among the top employers in the country.

Company Background

The Benetton Group is one of the best-known fashion companies in the world. It has a presence in the most important markets in the world, through a network of about 5,000 stores. It aims to be a responsible group that plans for the future and lives in the present, with focus on the environment, human dignity, and on transforming society. *United Colors of Benetton* is a clothing brand renowned worldwide for its colors, knitwear expertise and social commitment. A blend of Italian style and global research, UCB collections present on trend, quality outfits, in the respect of the environment and with the goal of creating a brighter future for all humans.



Deepak Fertilisers and Petrochemicals Corporation Limited

Sai Hira, Survey No. 93, Mundhwa, Pune - 411036, Maharashtra
 Tel: 91-20-66458000; Fax: 91-20-26683727
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Dun & Bradstreet D-U-N-S® No 65-006-0833

Team Management and Leadership Practices at DFPCL

Challenge

DFPCL sought to triple its revenues over a 5-year period. However, the senior leadership in the organization was aware of the fact that no business strategy could be executed without the right set of people who would strive to achieve the strategic business goals. It understood that expedition of growth plans necessitated the creation of a work environment where every employee felt aligned to the business vision, was engaged and was inspired to achieve results. Organization diagnostic studies carried out revealed that the company needed to focus on following key aspects of culture to achieve success:

1. Creating ownership among all sections of employees
2. Clear focus on results rather on activities
3. Develop a sense of urgency
4. Moving from a commodity business to value added holistic services
5. Shift from customer focus to consumer focus

Leaders are responsible and play a significant role in steering people through challenging environment and times. With millennials joining the workforce, it is crucial to redefine the leadership style and build a work culture that inspires all sections of employees. As these set of people look for purpose and meaningful work, positive relationships and culture, more communication and feedback from their managers, it is important for leaders to cultivate new leadership behaviors that would help them manage their people effectively. As the organisation braces itself for an exponential leap, managers and leaders are required to play a key role in developing the required mind-set and build a positive culture in the organization to help achieve the desired goals. The company needed to work around such a challenge.

Action Taken

To build an engaged workforce and work environment that drives rapid growth, it is imperative to develop leaders through a systematic leadership development approach. Accordingly, the company followed the following approach:-

1. **Manager-led Development (Leading our Teams):** With the purpose of shaping the work environment with the help of managers, the company initiated a **Manager Led Development Intervention** called “**Leading our Teams**”. This intervention focused on providing tools and techniques to managers to identify and understand the people management challenges and to adopt a leadership style that would help them improve team effectiveness.

The company has developed and rolled out 5 modules under Manager Led Development.

- a. **Accentuate the Positive:** This module aimed to the leverage the ability of leaders to influence people through day-to-day interactions. This module focused on creating awareness among managers on building trust based relationships with their team members by focusing on “catching people doing right” and redirect when mistakes occur through a systematic approach of giving feedback. This module focused on creating a culture of appreciation in the organisation.
- b. **Situational Leadership:** Based on the model by Paul Hersey and Ken Blanchard, this module is all about four different leadership style and four development levels. This tool enables managers to flex the leadership style depending upon the situation and development level of the employee.



Figure: Manager-Led Development

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-----------------|
| HR Segment | Team Mgmt & Leadership | CMD | Sailesh Mehta |
| Industry | Chemicals | President - HR | Naresh Piniseti |

Case study details as provided by the company; Tabular details as provided by the company and from its website

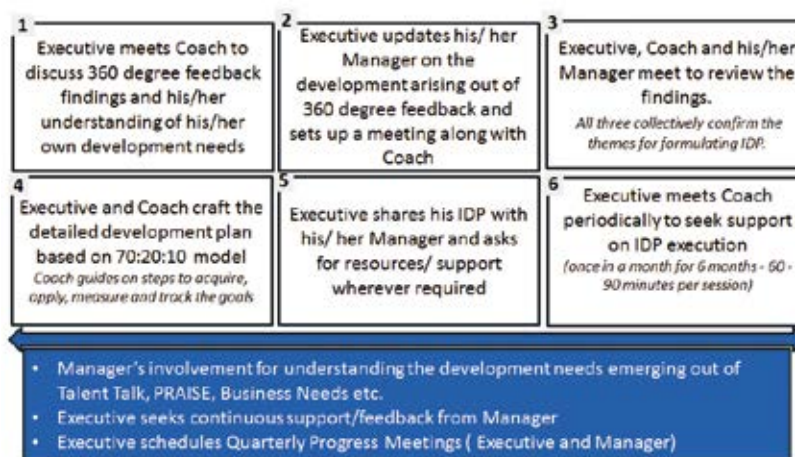
- c. **Manager as Coach:** Coaching has proven to be a highly effective tool to improve individual performance by unlocking capabilities and modify behaviors that deliver results. At DFPCL, coaching is used as a key leadership development tool that helps managers improve performance, boost employee engagement and build high performing teams.
 - d. **Engaging your Employees:** Based upon the finding of the employee engagement survey conducted with the support from AonHewitt, the company has adopted another module on employee engagement known as SCARF (Status, Certainty, Autonomy, relatedness and Fairness) Model developed by David Rock.
 - e. **Coffee with Candor:** It is a fundamental rule of leadership that to lead others you need to practice frequent and open communication. For managers, this can be best accomplished through holding regular **one-on-one meetings with direct reports**. As one of the employee engagement initiatives, the company has introduced one-on-one meeting at DFPCL. **Coffee with Candor focused on frequent and dedicated interactions between** the Manager-Employee to strengthen working relationships, support performance and improve engagement.
- 2. Udaan, the Leadership Development Initiative:** While the Manager Led Development initiatives would help build a high performing and engaged teams, Udaan is a leadership development initiative aimed at senior levels focusing on developing the leadership capabilities for ensuring business continuity and sustaining the growth of the organization. The initiative involves helping senior leaders arrive at an Individual Development Plan for the year and then using a variety of methodologies – coaching, mentoring, counselling, follow-up, tracking, etc., to ensure implementation of the same.

Sources of Inputs for crafting Individual Development Plan:

- a. PRAISE (the performance management process):
- b. Talent Talk (the talent management process): T
- c. 360 Degree feedback:
- d. Hogan Assessments:
- e. Organisation Needs:

Role of the Executive Coach: An external coach is assigned to all the 45 senior leaders to support them in implementation of the Individual Development Plan.

Process of Leadership Development Initiative: The ownership of implementation lies on the leaders whereas Manager, Coach and HR acts as a facilitator. Based on the inputs from the above sources, each manager would arrive at his IDP and finalise the same with his Manager and Coach.



Outcome

The company continuously introduces new modules under our Manager Led Development Intervention. The time to execute each module is normally 2- 3 months to design and deliver the workshops across all the levels. On the other hand, Leadership Development Intervention is a continuous learning cycle, the time frame to achieve development goals may vary depending upon the nature of the goals but is usually between 6 – 12 months.

Company Background

Deepak Fertilisers and Petrochemicals Corporation Ltd (DFPCL) was incorporated in 1979 as an ammonia manufacturer. DFPCL has wide range of products portfolio ranging from industrial chemicals, bulk and specialty fertilisers, farming diagnostics and solutions, technical ammonium nitrate etc.



DHL Express India Private Limited

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Initiatives taken by DHL to develop people managers

DHL believes that developing people managers as 21st century leaders is the key to achieving their strategic ambitions of being an Employer of Choice, Provider of Choice and Investment of Choice.

The company adopted a well-defined framework: the 70-20-10 which states that 10% of their people development comes through formal training; 20% through line manager coaching and feedback and 70% through challenging assignments back at work. This ensures a holistic approach to developing their people managers.

DHL has various development programs such as “**The CIM (Certified International Program)**” which is their flagship program for developing people managers.

The objective of CIM is to develop their people managers across the business to have both the commercial acumen and understand and embrace the ‘softer’ skills to drive their FOCUS Strategy forward; developing a culture of RESPECT and RESULT

DHL developed this CIM program for all its people managers. Currently there are 3 such programs as follows

- **CIM 1 : THE SUCCESSFUL 21st CENTURY MANAGER –**

This 3 day module explores 21st Century Leadership and how this approach in DHL contributes to the delivery of the FOCUS strategy. Using the guiding principle of Respect & Results the module focuses on what 21st Century DHL Managers need to do think, feel, say & do through motivational & developmental feedback.

- **CIM 2: LIVING FOCUS**

CIM 2 which is also 3 days consists of 3 sessions designed to ensure that DHL management and their teams have the skills, knowledge and motivation to deliver on:

- Being Insanely Customer Centric.
- Having the Best Day Every day.
- Driving Great Results.

Post completion of CIM 1 & CIM 2 all managers go through CIM 3

- **CIM 3 - COACHING FOR SUCCESS, a Journey from Good to GREAT**

This is also a 3 day module which helps its managers to understand their responsibilities as a performance Coach and create a more enabling organization. It also helps managers to explore different styles of performance coaching aiming to make the most of their personal coaching styles. Techniques that is focused upon include sharing motivation and developmental performance feedback and embracing challenging conversations

CIM SUPERVISORY EXCELLENCE PROGRAM

DHL also has **CIM Supervisory program** which focus only on supervisors for an 18-24 month development program that consist of a number of classroom, on-job and near job learning activities. After completion of these activities and meeting assessment criteria participants graduate as a Certified International Supervisor.

The program consists of 2 levels:

- CIM SUPERVISORY FUNDAMENTALS
- CIM SUPERVISORY ADVANCED (LEADERSHIP EXCELLENCE)

| Company Details | | Management Details | |
|-----------------|----------------------------|---------------------|-----------------|
| HR Segment | Training & Development | SVP Express India | R S Subramanian |
| Industry | Logistics and Supply Chain | Vice President - HR | Sunjoy Dhaawan |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Key Initiatives under 70% learning framework are

a) RAPID - Role Advancing Program through Internal Development

RAPID is a development opportunity for an employee to receive exposure outside one's comfort zone. It involves stretch assignments arising out of vacancies or leave replacements. The programme duration spans 3 to 12 weeks is done on-the-job without guarantee of promotion, automatic selection to the job, and change in grade, increment or bonus.

b) The International Exchange Programme (IE)

It provides next generation leaders with the opportunity to expand their skillset and gain international management experience. As part of this programme, participants are given stretch assignments to meet the stated objectives. Eligible employees work either on a short-term project or in a non-permanent position for durations between 3 to 6 months in another country.

c) First Choice: 6 Sigma Approach

It enables employees to work with cross-functional teams or to manage teams of people with diverse backgrounds working together to achieve common goals. The First Choice programme is based on the DHL philosophy of building customer loyalty through process excellence.

Key Initiatives under 20% learning from people are

a) **360 PROFILOR:** It provides individuals with insight on a variety of perceptions regarding his/her capabilities within the context of the DPDHL Core Competency model. It collects and consolidates feedback from a variety of sources (self, managers, peers, direct reports, internal customers and others), in the form of a questionnaire that is based on the 'fully meets behaviours' component of the DPDHL Core Competencies for executives.

b) **Employee Opinion Survey Action Planning:** The Employee Opinion Survey (EOS) action planning initiative aims to gauge the employee perceptions of their people managers. This provides the managers with inputs to formulate their own developmental plans.

Key initiatives under '10%': learning through training

a) **E-learning (my Talent World):** The classroom training sessions are complemented with e-learning modules. DHL has a robust e-learning platform called my Talent World, which contains over 1,000 modules covering a vast spectrum of functional, business and self-development skills.

b) **Initiatives for future people managers:** The DHL philosophy is to groom and develop employees from within the organisation and to help them successfully transition into leadership roles.

SUSTAINING THE EFFORTS

DHL follows the two guiding principles of 'Respect' and 'Results', which focus on delivering great results without compromising on respect (for people, the environment and regulations).

All the managers maintain a People Managers Goals sheet and are evaluated on parameters such as employee engagement, active leadership, strategy and learning and development. Results are also measured using DHL's core competency framework for people managers.

EFFECTIVENESS

DHL uses different performance metrics to measure the effectiveness of each of the initiatives/programmes implemented such as:

1. Pre- and post-assessments of the leadership programmes:
2. Facility Scorecard:
3. People metrics to help assess the effectiveness of the people development initiatives:

OUTCOME

As a result of these initiatives, DHL has seen tremendous growth in all areas of the business. Revenues have gone up and market share has increased. One of the major challenges that most of organizations face is attrition. But DHL has successfully beaten this problem. Between 2012 and 2015, the attrition rate reached at an all-time low of 6 % as compared to the industry rate of 17-18%. There have also been clear changes in the way managers are communicating with the employees. Employees have even become more open to feedback and discuss it willingly; conversations are not emotionally driven or biased.

Company Background

DHL Express India Private Limited (DHL) was incorporated in 1979 to provide solutions for logistics needs such as Air Freight, Project Cargo, Sea Freight, Contract Logistics etc. DHL is present in over 220 countries across the globe with a workforce exceeding 340,000 employees. DHL is part of the world's leading postal and logistics company Deutsche Post DHL Group.



Encore Capital Group

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Encore Talent Management Framework

Encore follows an 'Inside-Out' approach to leadership development philosophy for holistic development of people. The company has created unique practices for leader development which include Executive coaching, Internal mentoring programs, cognitive workshops, and 360 degree feedback; in addition to skill based trainings.

An outcome of this philosophy is a unique program called **Management Development Program (MDP)**. It is a series of cognitive workshops that enable people to realize their true potential while helping them to be authentic and vulnerable with their feeling while interacting with each other.

The program has **three dimensions - Personal Excellence, Interpersonal Excellence and Leadership Excellence**. It focuses on the softer elements of human psyche – **Emotions**, and manifests in many ways:

- **Personal** – Personal experiences shared by people; decrease in anger levels, able to work on their fears – fear of public speaking, fear of authority figures, etc.
- **Professional** – People have shared how the workshop helped them increase their managerial courage, their ability to call out issues with colleagues and peers, challenge seniors and supervisors in large meetings/ forums.
- **Spiritual** – During the course of follow-up sessions, people have shared how they have started practicing meditation and breathing techniques to stay calm, composed, 'centered'. Also running, swimming, talking a walk - helped them in their quest to become spiritually better
- **Social** – People have been able to resolve long standing issues with friends, relatives and have shed past baggage to move on.
- **Gift of Feedback** – It encourage the gift of feedback. In a Hot Seat session, an employee as the recipient, while his/her peers, colleagues, seniors and juniors give him candid and authentic feedback in a non-threatening environment.

Encore Talent Management Framework

Talent Management Framework centers around nine leadership competencies that it believes are critical to its success in the changing business environment. The 4 key pillars of Encore Talent Management Framework are:

ENCORE TALENT MANAGEMENT FRAMEWORK



Encore Leadership Competency Framework

Encore Leadership Competency Framework is the foundation of entire Talent management framework and it establishes a common understanding about excellence and expected leadership standards among people. The 9 Encore Leadership competencies are:

| Company Details | | Management Details | |
|-----------------|--------------------|---------------------|-------------|
| HR Segment | Talent Management | CEO | Manu Rikhye |
| Industry | Financial Services | Vice President - HR | Ajit Singh |

Case study details as provided by the company; Tabular details as provided by the company and from its website

| | | |
|-------------------------|-------------------------------|----------------------|
| • Connect with consumer | • Strategic agility | • Leading change |
| • Innovation | • Global business perspective | • Developing others |
| • Drive for results | • Winning with inclusion | • Influencing others |

Encore Talent Development Architecture: Encore strongly believes in empowering people to discover their true potential to help them develop in their current roles and to meet emerging and existing organizational needs.

Portfolio Approach to Development: Encore believes in 70:20:10 principles for talent development, wherein 70% of development happens through experience and exposure, while 20% happens through learning from others through feedback and relationships and while 10% happens through formal classroom education. In 2016, it has made significant progress on a number of Talent Development initiatives under the campaign “**Plan > Learn > Succeed**”, created in support of broadening our leadership capabilities.

Learning Through Experience and Exposure: The company has introduced two programs viz., Encore Emerging Managers Program (EEM) and Project Horizon. EEM helps people effectively progress on their career path. This is a significant program that focuses on developing the tenured workforce in operations for various leadership roles in the organization. The participants get exposure to various functions of the organization - L&D, HR, Quality, MIS, etc. to gain deeper insights of the working of these departments. The Horizon program provides a platform for talent to move laterally across functions in secondment roles ranging from 9 months to 18 months. The employee on secondment also brings in diverse perspective to the host function and contributes with ideas for improvement and innovation. People who successfully complete their Horizon roadmap are typically given growth opportunities in higher level roles.

Learning Through Feedback and Relationships: This consists of Global Mentoring Program, The Global Women Mentoring Program, and Executive Coaching. The Global Mentoring Program is to establish a mentoring relationship that will provide one with an opportunity to realize both professional and personal development goals, as well as enable our organization as a whole to internally develop successors for critical risk roles. The Global Women Mentoring Program is designed to provide women managers a platform to reach out to women leaders globally for guidance and rich mentoring conversations. Executive Coaching is an intense high touch program where the mentee receives regular developmental feedback and seeks counsel on professional as well as personal issues that may be causing challenges to him/her.

Learning through Education: In 2016, Encore offered Global Leadership Development programs on leadership and managerial skills to its employees through in-classroom sessions, webinars and online learning modules.

1. Leadership Development

- **Principles of Leading Performance (PLP):** It is a foundational leadership course at Encore for all people managers and is based on Situational Leadership. It enables managers to maneuver through various situations at work to groom their team members as per their competencies and skills.
- **Continuous Improvement Plan (CIP):** Under this program, it periodically assesses and certifies its frontline managers on their technical and functional knowledge along with their coaching skills.
- **Synergy People Manager Workshops:** Synergy is an annual event that places 350+ people, including all frontline managers and the leadership team, under one roof to reflect on the year gone by and discuss the organizational priorities for the upcoming year.

Personal Development

Encore offer variety of trainings on personal development such as:

- **Self-Motivation:** The program focuses on exploring and identifying your inner power and makes it work for you in every sphere of life
- **Elements of SOUND:** It provides training on voice modulations. It had a score of 90% on post training implementation on calls.
- **Business English Classes:** It focuses on professionals who need the linguistic tools to interact effectively in a business environment.
- **Back to School - Education Assistance Program:** Encore supports people who wish to pursue further education. The program offers reimbursement of tuition fees up to 50% or ₹ 100,000/-

Company Background

Encore Capital Group (Encore) was incorporated in 2005 in India to provide debt management and recovery solutions for consumers across a broad range of assets. It purchases portfolios of consumer receivables from major banks, credit unions, and utility providers and work toward financial recovery.



HDFC Standard Life Insurance Company Limited

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HDFC Standard Life leaning forward to the future through talent management

Challenge

Since the opening up of the insurance sector in 2001, the industry has become a competitive market from a monopolistic one. There is enhanced penetration, increased coverage of lives/property, more customer-friendly products, and rapid growth of multiple channels (agency, bancassurance, broking, direct, corporate agency, etc.), broader reach and continuous entry of new players.

The massive boom in the insurance sector, coupled with cut-throat competition and ample opportunities made it tough to attract talented individuals leading to erratic attrition trends. It is therefore, imperative to have a well-defined talent management strategy focused on keeping critical people engaged and prepared to evolve the size, composition, deployment, and focus of the workforce quickly and effectively.

On the leadership development front, the key challenges being faced by the company are include identifying future leaders, preparing identified leaders for the future and lack of competency based leadership development.

Assessing the talent for future leadership

To develop an understanding of talent requirement to support future growth while still engaging existing talent today, the Talent Management team collected insights through in-depth interviews with the executive committee to determine the current state of affairs and future talent requirements. The team also studied best practices for high potential development and retention across industries.

The results revealed the following:-

- Business direction and requirements for HDFC Life.
- Desired future state and talent requirements.
- Create a long-term plan to help create a talent pipeline.
- Identification of monetary and non-monetary rewards and programs to develop, engage and retain talent.

Adopting the most robust approach

HDFC Life adopted a **2 step approach** for identifying, reviewing & developing senior leaders:

- Talent Identification & Review
- Talent Development

It focused on aligning leadership development with organizational strategy and growth plans by identifying behaviors needed to execute the strategy. In order to identify the behaviors, data was gathered through various sources like interviews with leadership at various levels like MD, Head HR, Senior Management, VPs and AVPs.

It adopted a formal high potential identification process where 200 senior leaders are reviewed and categorized into different talent segments with a differentiated reward and retention strategy for each talent segment.

It launched Potential Review Program as an approach to succession planning for AVP & above levels where individual assessment and feedback process is done by Managing Director and CEO. It involves around 15 Man-days of our Managing Director and Executive committee.

High potentials identified through the process undergo a holistic development programme which involves education through leadership development programmes at world class management institute, exposure through a mentor mentee programme and experience through stretched goals.

The retention strategy of high potential employees includes a combination of monetary and non-monetary rewards like ESOPs, vertical growth, cross functional exposure and active interaction with senior management.

| Company Details | | Management Details | |
|-----------------|-------------------|-------------------------|------------------|
| HR Segment | Talent Management | Managing Director & CEO | Amitabh Chaudhry |
| Industry | Insurance | Sr. EVP & Chief HRO | Rajendra Ghag |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Illustration of how senior leadership is placed in the 9 box Performance and Potential Grid:

| Talent Category | What do the categories mean? |
|------------------------|---|
| Step Up | High potential, significant contributors, higher role consideration, structured intervention for career development |
| Broaden Laterally | Extremely valuable in current role, new and challenging opportunities will be offered |
| Continue Consolidation | Employees in this talent category can be provided larger roles over a period of 12 to 24 months. In the meanwhile they are expected to further consolidate / strengthen themselves in their existing roles (which may have been recently broadened) |
| Stay in the Job | Relevant contributor, key performers and are expected to further augment their performance |
| Too Soon to be Rated | Not enough time spent in the role for them to be rated and will be observed for potential and performance in future |
| Review Fit | Action plan for bridging performance issues, demonstration of performance improvement necessary |

Actions Taken

Talent Identification and Review

The leadership development programme in HDFC Life was developed through a continuum of steps which include:

- Identifying critical leadership competencies.
- Identify current and potential leaders within the company.
- Developmental interventions for different talent segments.
- Evaluation of effectiveness of interventions through reviews.

HDFC Life uses the **Potential Review Process (PRP)** to assess and develop the current leadership bench strength in alignment of the business needs of the organization. It has identified high potential leaders within the band of VPs and AVPs.

Under this process, each employee is reviewed by a Panel consisting of members of the executive committee. The review outcomes are in the form of a Talent Rating and individual developmental feedback for the employee. Since July 2011, HDFC Life has completed 5 cycles of PRP process.

The key steps involved in the potential review process are as follows:

- Self – Evaluation
- Superior Review
- HOD Signoff
- CXO Forum
- Creation of individual feedback report
- Communication of potential rating

Talent Development

Subsequent to the Potential Review Process, a selected group of senior leaders are sent for Leadership Development program –**Zenith**. The programme is customized to address individual development need and also covers business context. The design of these workshops is in alignment with best in class learning practices and key principles of Andragogy. Principle of 70:20:10 are adhered to provide a perfect blend of Experience, Exposure and Education.

Post the workshop; the leaders are encouraged to translate their learning to performance through action learning projects or stretched goals / assignments.

PRP and Zenith is a year long process with the action learning process/stretched goals in place.

Outcome

In the FY 2015-16, 200 employees were evaluated

- Out of which 17 i.e. (8.5% of the total Senior Leadership population) were categorized as step-ups who were promoted and were given higher roles and responsibilities.
- In last 24 months there has been 0% attrition of senior leaders who were identified as high potentials through Zenith.

Company Background

HDFC Standard Life Insurance Company Limited (HDFC Life), incorporated in 2000, offers a range of individual and group insurance solutions. It is a joint venture between Housing Development Finance Corporation Limited (HDFC) and Standard Life PLC.

Its product portfolio comprises solutions, which meet various customer needs such as Protection, Pension, Savings, Investment and Health. The company currently has 37 retail and 8 group products in its portfolio, along with 9 optional riders catering to the savings, investment, protection and retirement needs of customers.



Infiniti Retail Limited

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Infiniti's strategy towards Training & Development

Challenge

Infiniti faced the issue of competent sales workforce to cater to the growing requirements of personalized services to the customer. It was found that the customers expected the sales personnel to know the technical details about the product, comparison of the product with its competitors, products in best quality at best price, market update about the products among various other things. In order to convert the potential customer into a winning proposition, it was essential for the sales personnel to have sound and updated knowledge on the products and categories augmented with flawless service to enrich customer experience. To meet with the changing dimensions to become a 'service' retailer, it was critical to bridge the existing competency gaps.

Strategy adopted

Infiniti held meetings with various stakeholders to come up with a strategy of developing a comprehensive program to equip the sales associate with all the required skills to have an impact on overall sales experience.

The comprehensive program design which includes enhancing the selling skills like need identification, suggesting relevant solutions, closing techniques, etc. which would impact not only customer experience but also conversations i.e. higher sales, was crucial in creating a stronger buy in from the stakeholders.

The program designed is immersive three day sales process training - SALES STAR - around Croma's 'GUEST' philosophy. This is developed and deployed covering more than 3200 (till date) of the front line staff across zones.

The program is designed in close coordination with the Operations team to ensure that the key stakeholder inputs were catered too.

Actions Taken

The entire initiative had a three pronged approach –

- Development and dissemination of new Sales Process Training
- On the Job Training and Monitoring
- Ongoing Review and Feedback

The objectives of sales training was defined according to the role of the executives:

- Customer Service Specialist (CSS) and Assistant Department Manager (ADM):
 - o Define the Sales Process at CROMA
 - o Demonstrate the complete sales cycle by using the Sales Process
 - o Customer profiling basis types defined on the sales process
 - o Suggest relevant products to customers basis identified customer types
 - o Suggest appropriate accessories to provide a complete solution
 - o Effectively close sales
- Store Manager (SM) and Assistant Store Manager (ASM):
 - o Define the Sales Process at CROMA
 - o Support the CSS by using the Sales Process as required
 - o Supervise the sales process-cycle and evaluate effectiveness of the CSS / ADM

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------------|---------------|
| HR Segment | Training & Development | CEO | Avjit Mitra |
| Industry | Retail | Chief – HR & Org Learning | Shalini Vohra |

Case study details as provided by the company; Tabular details as provided by the company and from its website

- o Proved remedial feedback to employees faltering on the sales process
- o Conduct training sessions to refresh the Sales Process for their store staff

The training was imparted to the personnel through:

- Scenarios – Video based learning (reflective)
- Role Plays
- Narratives
- Case Study
- Learner Hand outs
- Written assessment on the sales process

The program ended with a mandatory certification assessment (after 1 month for existing staff and 2 months for new hires). It gave 60% weightage on Product Knowledge and 40% on service attitude. The company contracted with the vendor to conduct a 5 day training for its Learning & Development team so as to up-skill them to deliver the program to the company staff.

Till date the L&D team has trained and completed certifications for more than 3000 staff from the stores. This is an ongoing process as new hires keep joining as per business need. However, the program ensures the new hires are able to deliver consistent in store experience to its customers.

Outcome

The impact of the intervention was clearly evident in its Net Promoter Score (NPS), which moved from a score of 20% at the beginning of the year to 42% in March for FY 15-16.

Another indicator of the intervention having an impact was the mystery audit scores on 'Welcome' and 'Product Selection Experience' which moved from 47% to 68% in FY 15-16.

Apart from these, the company received several e-mails from the customers as positive feedback appreciating the in-store experience.

Even the stakeholders appreciated the impact as it proved the conversions of potential customers in FY 15-16 even in the face of stiff competition from the digital channels and credited this to the enhanced in store experience.

Company Background

Infiniti Retail Limited (Infiniti) was incorporated as a 100% subsidiary of Tata Sons in 2005. It is a chain of electronic retail megastores that deals in categories like Digital Gadgets, Entertainment Solutions, Cameras & Accessories, Home Appliances, Cooking & Kitchen Appliances, etc.



Mahindra Insurance Brokers Limited

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Mahindra Insurance Brokers' 'Magnificent Comeback' Initiative

Challenge

MIBL firmly believes that employees are its most valuable assets. The consistent high performance of its employees plays a vital part in helping the company achieve its ambitious growth targets. The employees of the company are constantly met with stretched targets in a challenging business environment. In recent years, however, the company observed a small dip in the performance of its newly hired employees and witnessed an increase in variation of performance levels of all employees in general. This was a cause of concern which demanded immediate and significant attention.

Objective

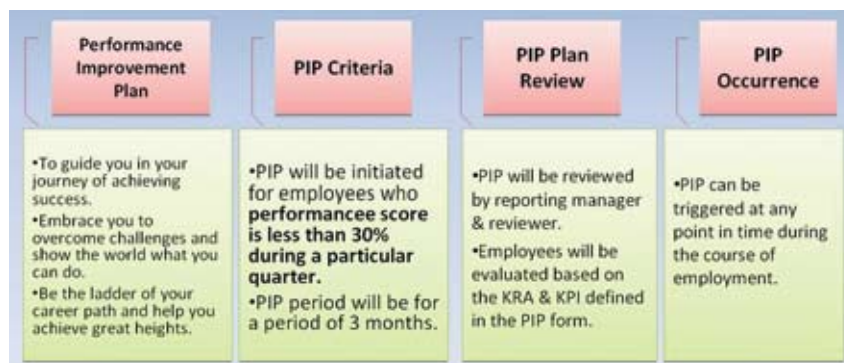
The company needed to come up with an initiative which would improve the performance and productivity level of underperformers by providing them with the resources, guidance and incentives that could motivate them to make a good comeback. Also, it was important for the company to let its employees know that it had faith and stood by its employees, even in times of failure.

Available Solutions & Strategy Chosen

The management brainstormed and deliberated on various possible solutions. It decided to adopt a multi-pronged approach which involved a performance improvement plan (PIP) and that encouraged performance feedback and dialogue on a regular basis. There also needed to be a rewards & recognition. In order to address this issue, the company developed the 'Magnificent Comeback' initiative. This initiative aimed to improve the performance and productivity levels of the selected under-performers by providing them the necessary resources and guidance. In addition, the company incentivized them by rewarding these employees.

Action Taken

Given the general view of the society to focus only on the survival of the fittest, the company decided to adopt a contrarian stance. They believed that the underperformers too can be transformed into high performing employees. The company believed in their employees and continued to stand by them in times of their failures. In this manner, the company displayed their faith and confidence in their employees. The company embedded a culture of providing second chances to its underperformers, in order to enable them to perform better.



In order to enable underperformers to transform themselves, the company developed a multi-prong approach i.e. Implement Performance Improvement Plan (PIP) and encourage Performance Feedback & Dialogue on quarterly basis. This was implemented in addition to the reward and recognition strategy. The development of these programs developed and implemented a unique practice focused on improving performance, and the initiative was recognized as 'The Magnificent Comeback'.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------------|----------------|
| HR Segment | Performance Management | Managing Director | Jaideep Devare |
| Industry | Insurance | Head - People Development | Nikhil Save |

Case study details as provided by the company; Tabular details as provided by the company and from its website

The company formally published the Standard Operating Procedure for this initiative to MIBL world in order to institutionalize the initiative. During quarterly performance reviews, team leaders were responsible for identifying employees who were unable to perform at their expected levels. Post a series of reviews, the team leaders identified the three factors that directly influenced an individual's performance. They were people, processes, and technological support. The employees scoring below 30% in their defined key responsibility areas were put on a Performance Improvement Programme (PIP). This program was spread across 3-months aimed to arm employees with resources and management support, as per the need of the hour. Through this, the teams and the organization as a whole are able to ensure that employees that are unable to perform during a particular quarter did not feel left out or overlooked. The programme consisted of rewards that played as performance improvement incentives.

Outcomes

This process saw the involvement of internal stakeholders committed for employees' performance improvement, the respective reporting manager, team leader and HR process owner played a critical role to create a supportive environment to enable the selected employees.

The practice of giving the underperforming employees a second chance and helping them was rewarding for both, the employees and the organization. Mahindra Insurance Brokers employs more than 800 employees. The company has supported 24 employees through the programme out of which 15 of employees were reported to have made comeback and improved their performance and recorded a spike in productivity by up to 125%.

Company Background

Mahindra Insurance Brokers Limited (MIBL) is an 85% subsidiary company of Mahindra & Mahindra Financial Services Ltd. The company provides direct insurance broking for Corporate and Retail customers and offers a range of products for the Non-Life and Life segments. In addition, MIBL also offers value-added services like Risk Management / Audit which include risk inspection and gap analysis, and portfolio management which includes claims handling. Its Life Insurance retail products cover Children's Plans, Endowment, Money Back, Retirement Plans, Term, Unit Linked Plans and Whole-Life Plans. The Group Policies include Credit Cover, Employees Term Cover, Gratuity and Superannuation. Under the Non-life Insurance category, Personal, Industrial, Commercial, Social and Liability products are available.



Piramal Glass Limited

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Dun & Bradstreet D-U-N-S® No 87-177-5822

Piramal Glass' Key CSR Initiatives

Challenge

Piramal Glass believes in contributing to and working with the society in devising ways to create sustainable opportunities for growth and employment. Accordingly, the company gives a lot of importance to its CSR initiatives. However, the company began to observe several challenges when it came to monitoring and executing its CSR initiatives, such as:-

- Inadequate clarity on government schemes and projects, resulting in duplication of initiatives
- Apprehension and resistance of communities towards company's initiatives
- Over-expectation of communities
- Lack of participation of youth and women community members in employment programs
- Dearth of good and suitable NGOs with accreditation
- Dearth of skilled volunteers to work at grassroots levels for project implementation
- Delays in securing NOCs from competent authorities
- Lack of effective and transparent monitoring mechanisms
- Inadequate engagement and skill development of women groups
- Lack of availability of trainers and resources in remote villages, etc.

Action Taken

Piramal Glass has first assessed the requirements of the community residing around the Jambusar plant. The company then considered multiple options to support local communities, underprivileged, workmen and their families. The options considered include construction of roads, farming, providing employment and providing of quality food. Broadly, following steps were followed for undertaking CSR initiatives:

- Regular interactions and detailed discussions with community and village panchayats were held to understand specific needs and the concerns of the community
- The company engaged professional consultancy firm to conduct need assessment survey
- CSR initiatives were identified with the help of NGOs and local government authorities. CSR Projects were identified and undertaken taking into accounts their impact, sustainability and scalability

Government Course for Empowering Women

The company started a 6 months government certified stitching course in collaboration with MS University of Baroda for women in nearby villages of the plant. The objective of this was to empower women as an individual wage earner and improve standard of living in general. Piramal Glass, in addition to arranging for the venue of classes in the village, also provided drinking water facilities, machine facilities, notebooks, etc. to women who have enrolled for this program. Through this initiative, the company has trained 230 women of different villages from Below the Poverty Line (BPL) level with a 6 months government certified course. The initiative resulted in 75% of these women buying sewing machines on loan and taking orders for garment making, 5% have got jobs in Small Scale Industry and 2% have got employment in tailoring units. The company also organized exhibition after the completion of course in the Jambusar plant where many employees of the company bought self-made handcrafted products made by these women.

Skill development program for 'school drop outs'

Piramal Glass also initiated a skill development program for 'school drop outs' in collaboration with the M.S. University of Baroda, scheme of MHRD- Government of India, New Delhi. The team of employees participated in this initiative to provide employment

| Company Details | | Management Details | |
|-----------------|------------------------|-----------------------------------|-------------|
| HR Segment | CSR & Employee Welfare | Director | Vijay Shah |
| Industry | Glass & Ceramics | President Corporate HR & Group IR | S K Rajjada |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Best HR Case Studies

to local youth and satisfy manpower needs of the organization for the next 2 years. Various experts from the glass industry have trained 143 school drop-outs in 4 batches. Employees who participated in the initiative were rewarded with the appreciation certificate by the M.S.University of Baroda.

Besides several other initiatives, the company also assists differently-abled children by providing primary education to them. Piramal Glass also supported these children to participate in the 'Khel Mela' organized by the Gujarat Government.

| Education | Women Empowerment | Special Projects |
|---|---|--|
| <ul style="list-style-type: none">• Government certification course for stitching• Skill development program for 'School drop outs'• Computer literacy, Donating Computers to the local schools | <ul style="list-style-type: none">• Tailoring/ embroidery classes, Khattawork ,Zardosi work• Diya & Candle Making & Decoration• Rakhi Making, Jewelry Making• Pickle making and Sharbat Making• Parlor Classes, Hair Style classes, Mahendi Training• Fabric painting, Sand Painting | <ul style="list-style-type: none">• Adoption of 3 anganwadis• Adoption of differently abled children• Project for Specially abled children• Joy of Giving Celebration |

Outcome

The company associated with different NGOs and involved many employees for participating in various CSR initiatives for ensuring sustainability of these activities. This has helped company reaching out to far more villages for its community supporting activities. Total number of beneficiaries through CSR initiatives of company has increased from 290 in 24 projects in 2009 to 1850 beneficiaries in more than 40 projects in 2015-16.

Company Background

Piramal Glass Ltd (Piramal Glass), formerly known as Gujarat Glass Pvt Ltd, was formed in 1984 when Piramal Group acquired the company. In 1990, it became a division of the Nicholas Piramal India Ltd. In 2008, Gujarat Glass Ltd was re-listed and during the same period it acquired its present name. Presently, the company is a part of the diversified Piramal Group and is engaged in delivering glass packaging solutions for the pharmaceuticals, specialty foods & beverages (F&B) and cosmetics & perfumery (C&P) industries & services. The company operates manufacturing plants across India, US and Sri Lanka.



The Tata Power Company Limited - Strategic Engineering Division

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Dun & Bradstreet D-U-N-S® No 86-024-7906

Tata Power SED's DISHA program

Challenge

Tata Power SED has traditionally focused on turnkey solutions by organically building defense sub-systems products in-house and then integrating all such subsystems to provide integrated systems to Indian defense. However, the recent developments by the Government of India's reforms such as over 50% foreign direct investment (FDI) in defense meant that foreign competitors such as Raytheon, SAAB, Lockheed Martin and other defense players are keen in entering the Indian market. In addition, the government's push to increase manufacturing in India through its 'Make in India' campaign, coupled with the increasing drive to open up the defense sector to private investments has witnessed array of Indian power houses such as Reliance Defense, Mahindra Defense Systems, and Bharat Forge among others are all in the race to set up defense design centres in India and address India's defense needs. These developments pose a threat to Tata Power SED as their skilled manpower could be poached with ease by these competitors and lead to potential brain drain in the company.

The defense products and systems life cycle extends over fifteen years which include the product development life cycle of three years, followed by two years of field testing, warranty support for another five years and then technology refresh of seven years to protect the system from going obsolete. These products involve the applications of multi-disciplinary competencies such as power system, embedded applications, hardware design, mechanical packaging etc. which are all integrated into one system.

An estimated 69% of Tata Power SED's employee strength (total Employee Strength for SED is 874 officers) are GEN-Y and 63% of this population have recorded a tenure of 0-5 years at Tata Power SED.

The results of these employee engagement surveys brought to light that GEN-Y engineers desired purpose in the work that is allocated to them and also wished to have quick deployment of their designs through products. They further indicated that the decision making process in the organization was slow and the eight year cycle time from design to manufacturing to deployment was demotivating for them.

The discontentment among the employees was evident two-fold. The attrition rate of employees in the critical department such telecom products, electronic hardware, software, mechanical design etc. which in excess of 25% and the retention of HI-POTS (high potential employees) had dropped to 90%. This was an alarming cause of concern. The failure to address this pressing concern was estimated to have catastrophic impact on the growth of the company.

Strategy Adopted

The company developed DISHA to address the pressing challenges faced by them. DISHA is a Human Process Lab where in simulated activities are conducted to help employees reflect and realize that strong will and not just skill is more important to arouse the emotional motivation and to seek actions to align activities considering the achievement imagery, thereby performing effective execution of functional activities aligned to the business strategy. It is also linked to action item aimed to bring about mind-set change as perceived in the business strategy workshop to drive the cultural transformation at Tata Power SED.

Objectives of the DISHA program are:

1. To enable the participants to internalize the concept and process of achievement motivation and there by adapt to varying audience and ambiguous situation.
2. To internalize the concept of achievement syndrome and its application with performance.
3. To raise the ability for motivational intervention for growth.

The company aims to enable its employees achieve internal success by harnessing DISHA and create a culture of excellence in the company. Achievement motivating training has been one of the most important inputs in developing individuals as an enterprising person. The experience delivered through conducting a human process lab to drive culture of achievement motivation, besides

| Company Details | | Management Details | |
|-----------------|-------------------------|--------------------|----------------|
| HR Segment | Cultural Transformation | CEO | Rahul Chaudhry |
| Industry | Defence | Head – HR | Shyam V Iyer |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Best HR Case Studies

increasing need for achievement in execution also helped them develop coping ability, tolerance to ambiguity and influencing capability.

The positive factors which are critical for demonstration of achievement motivation drive are:

- The Achievement Theme is to help employees perform an activity and then reflect on their individual goal setting in that activity.
- Assess if they have considered moderate risks in defining the measures where the hope of success is more than fear of failure and the results can be attributed to skilled efforts that is actually demonstrated in the activity.
- Reflect on whether the goal setting considered the following:-
 - o The skill level of the individuals
 - o The strengths of teams
 - o Dominant need for seeking stretched targets considering past data points of both self and the competitor's with suitable assumptions, risks and constraints.

The mindset change was most vital requirement for Tata Power SED. The changing competitive landscape and changes in policies have demanded a need to evolve. The company would evolve from a turnkey one stop solution provider (earlier practiced in Tata Power SED) for over a decade with focus on specialized system and products, to deploying a platform strategy where by the company and other innovators co-create products leveraging on competencies of multiple service providers as well as partners to build the business eco-system at large. The proposed internal development would enable the company to diversify into new markets like railways, solar and renewable energy solution by leveraging its multi-use competencies and using platform as strategy, co-developed with its innovators.



The pilot batch of DISHA was conducted with fourteen employees which included senior leaders and cross functional groups of employees. Since then, the company has conducted three batches of DISHA in Mumbai and the company has chalked out plans to introduce DISHA to its other locations as well.

Outcomes

The DISHA program helped the company achieve the following outcomes:-

- Decline in attrition rate from 17% in FY15 to 8% in FY16.
- Retention of HI-POTS improved from 90% to 96%.
- Improvement in the satisfaction scores in employee engagement surveys.
- Improvement in execution of project delivery.
- Patents filed increased from 5 to 12 over the last 12 months.

Tata Power SED has ambitious plans to retain its position in the increasingly competitive Indian defense space and foray into new industries. The company aspires to transform itself into a 15,000 crore company by 2022. Therefore, it is vital for the company to retain its diverse talent in order to drive growth. The introduction of DISHA is expected to enable the company to achieve its goals and continue to be an exemplary institution.

Company Background

The Tata Power Company Limited - Strategic Engineering Division (Tata Power SED) is engaged in the design, development, production, integration, supply and life-cycle support of mission critical defense systems of strategic importance. The company has a dedicated R&D center in Mumbai and a production center in Bengaluru.



Diversity and Inclusion

The Tata Power Company Limited - Strategic Engineering Division

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Tata Power SED Women Employees Empowerment Program

Challenge

Tata Power SED has traditionally focused on turnkey solutions by organically building defense sub-systems products in-house and then integrating all such subsystems to provide integrated systems to Indian defense. However, the recent developments by the Government of India's reforms such as over 50% Foreign Direct Investment in Defense meant that foreign competitors such as Raytheon, SAAB, Lockheed Martin and other defense players are keen in entering the Indian market. In addition, the government's push to increase manufacturing in India through its 'Make in India' campaign, coupled with the increasing drive to open up the defense sector to private investments has witnessed array of Indian power houses such as Reliance Defense, Mahindra Defense Systems, and Bharat Forge among others are all in the race to set up defense design centres in India and address India's defense needs.

Additionally, employee engagement surveys at Tata Power SED brought to light the fact that women employees wanted to see purpose in the work being allocated to them and desired to have quick deployment of their designs through products. They felt that decision making process in the organization was slow and the eight year cycle time from design to manufacturing to deployment demotivated them. The high attrition rate was a cause of concern for the organization critical department such as telecom products, electronic hardware, software, mechanical design, etc.

Options Available & Strategy Adopted

The senior management at Tata Power SED expressed their desire to groom 17% of the women work force to play a significant role in driving business results by being change agents. They wanted the women in the organization to move out of their comfort zone and embrace the change to drive the business imperatives.

Women are emotionally well balanced, have high drive of achievement, and motivation to handle uncertainty with ease were attributed as some of the strengths by the company. The desire to watch women excel was also aligned with the objectives set forth by the Chairman of Tata Group.

Tata Power SED's has a head count of over 800 employees. Around 17% of the total workforce of the company comprises women. Therefore, it is critical for the company to manage this significant portion of talent. Reducing the attrition and increasing the retention of critical talent is a major challenge faced by the HR team of Tata Power SED. The failure to arrest attrition and improve retention would result in reduce organic growth, operational delays, and brain drain in the company. Thus, the company devised plans to enable the women in the company realize their full potential and not be discriminated.

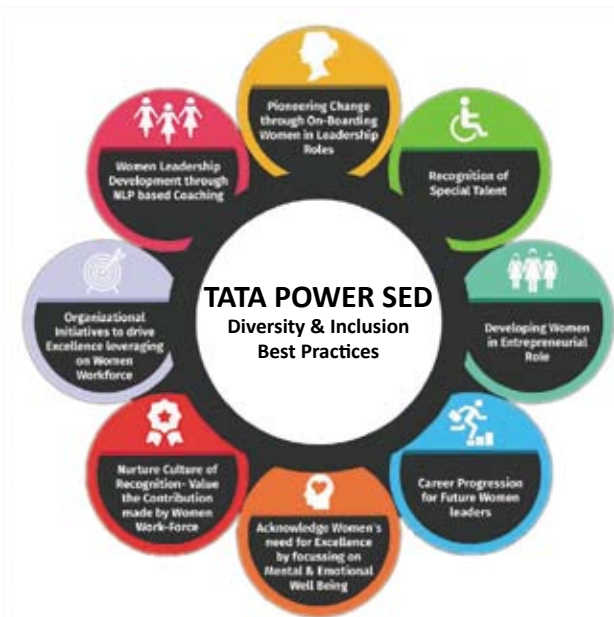
The company has undertaken several measures to empower its women employees. The company introduced Peak Performance Leadership Program designed especially for their women employees. The company envisions an increased women participation in its new leadership batches. The company has arranged training sessions for women employees using Neuro-Linguistic Programming Techniques. The company has introduced special recruitment drives organized for specifically hiring women candidates. The company supports employee efforts to become an entrepreneur. The company has in-house programs aimed at developing entrepreneurship amongst women. The selected women employees in the company were given training on NABL certification to leverage on competency required for setting up EMI/EMC Lab. Furthermore, a list of high potential employees were identified during the annual appraisal and were given training in the Advance Development Centre to prepare them for taking up challenging roles. In order to increase the human capital of the company and build leadership competency, the company also sponsors select women employees to pursue Executive MBA from prestigious business schools.

In addition, to having programs aimed for women development, the company also provided intangibles aimed to empower the women in the organization and enable them to have a work life balance. The company brought professional counselors on board

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|----------------|
| HR Segment | Managing Diversity | CEO | Rahul Chaudhry |
| Industry | Defence | Head – HR | Shyam V Iyer |

Case study details as provided by the company; Tabular details as provided by the company and from its website

to aid women employees with their professional and personal issues. The company has a Placement Recommendation Policy to support women grows on their job. The company has flexible work hours and work from home policies in place. Personalized notes of appreciation are sent to women employee recognizing their outstanding performance.



Outcome

The successful implementation of programs catered for women has paid high dividends for the company. The strength of women workforce has increased from 17% to 20% now in FY16-17. The retention of high potential women employees dropped to 90% in FY16 and is steadily improving towards 100% in FY17. Furthermore, the number of women employees promoted to managerial work level was 6% of the total women workforce population.

Tata Power SED has ambitions to transform itself into a 15,000 crore company by 2022 and retain its position in the increasingly competitive Indian defense space whilst foraying into new industries. Retention of talent is critical for a company with such huge aspirations. The introduction of programs aimed at educating, empowering, and strengthening its women workfare will prove as an asset for the company in the way forward.

Company Background

The Tata Power Company Limited - Strategic Engineering Division (Tata Power SED) is engaged in the design, development, production, integration, supply and life-cycle support of mission critical defense systems of strategic importance. The company has a dedicated R&D center in Mumbai and a production center in Bengaluru.



Videocon d2h Limited

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Videocon d2h's Talent Management Program

Challenge

Many of the company's employees have been with them since inception. With business achievements, there were many personal achievements for employees. They have grown professionally and personally at a fast pace, however, with the stabilization of the business and the industry the growth rate has also slowed down. This has made Talent Management a major challenge.

The company needed to create an employee customer connect to keep a tab on the pulse of their customer's needs. As the business is driven through sales channels, keeping and maintaining this connect became increasingly critical and difficult. The company places a lot of emphasis on engaging employees, making their work fun, trying to create interesting elements, and adding motivational dimensions to day-to-day activities.

As the company continued its journey of sustainable growth, it sought to hire, retain and develop its leadership bench and a highly skilled and diverse workforce.

The company's talent base is spread across the following:-

1. Corporate Function
2. Technical and R&D Functions
3. Manufacturing Facilities
4. Sales & Distribution Function
5. Customer Service Function

As the company expanded, it sought the need to create and maintain an inclusive environment and to facilitate career growth of its employees. The objective was to build a pool of employees that could take the organisation towards a brighter future.

Objective

Videocon d2h follows a six stage HR framework, with each supporting a distinct business objective with suitable interventions having a direct correlation with organisational outcomes. The HR framework is based on an underlying philosophy that the most important aspect of engaging employees is work satisfaction and in order to do this, the job in itself should be both interesting and challenging, while at the same time giving an opportunity to employees to develop themselves professionally as well as personally.

Step 1: Acquiring

Since it puts a lot of emphasis on talent acquisition, Videocon d2h follows a very stringent hiring process right from manpower planning to recruitment. Talent Acquisition is conducted in a way that meets the following objectives:-

| | |
|--|--|
| • Manpower Planning and Recruitment | • Involvement of functional teams for the right fit |
| • Comprehensive manpower planning to ensure proper planning of roles | • Employee referral for cultural fit |
| • Competency-based selection for the right role fit | • Regular trainee hiring for custom-trained manpower |

Step 2: Directing & Connecting

The company believes in a smooth transitioning for new joiners, who arrive with lot of enthusiasm and positivity. The endeavour is to ensure that the positive vibes are sustained throughout the employee's journey in the organisation. Accordingly, the following initiatives were rolled out:-

- a. **HR Operational Excellence:** The "HR Operational Excellence" initiative covers two aspects, on-time completion of all operational activities as per pre-defined schedule and fulfilment of all HR services as per certain set standards defined as "Excellence

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------|-------------|
| HR Segment | Talent Management | CEO | Anil Khera |
| Industry | Media | Head HR | Ajaya Kumar |

Case study details as provided by the company; Tabular details as provided by the company and from its website

Quotient" (EQ).

- b. HR Induction and Orientation:** When a new employee joins an organisation, he comes with a lot of excitement, enthusiasm, energy and ideas. Through the orientation program, the company works at helping the employee maintain his level of excitement, enthusiasm and energy. The company also sought to provide a platform for new employees to share new ideas and suggestions in their areas of expertise. Based on the feasibility and business impact of such ideas, best ideas are implemented post business validation.

Step 3: Engaging

A lot of credit for the company's talent retention goes to its employee engagement and development initiatives. The company follows a very unique engagement philosophy in which the endeavour is to make day-to-day work interesting and exciting by understanding and tapping the following aspects.

- What makes employees tick?
- What are the factors/elements that get them going?

The following initiatives were implemented to engage employees at the psychological level:-

- 1. HR MITR:** "HR MITR" endeavours to make work interesting and challenging for the employees by helping them identify interesting dimensions of work. It aims to promote more involvement in work, identifying opportunities for experimentation and creating & implementing innovative ideas.
- 2. HR SAMPARK:** The company rolled out an innovative initiative called HR SAMPARK, which is a combination of acclimatisation, training and engagement of frontline employees towards achieving customer delight and improving NPS scores.

Step 4: Developing

Learning & Development identifies areas where employees can be engaged through interesting, engaging and exciting knowledge sharing, enhancement and interactive initiatives that cater to the functional, attitudinal and behavioural aspects of employees' work areas.

L&D Goals: Innovation, Elevation and Improving Net Promoter Score (NPS)

L&D Strategy: Innovatively using work content for Engaging and developing employee, helping employees to implement element of experimentation.

Step 5: Enhancing

Ever-increasing competition and market pressures made it critical for the company to address the requirement of leadership talent to take the organisation towards a brighter future. As a result, the company introduced initiatives to create and maintain an inclusive environment and to facilitate career growth of its employees. The objective was to build a pool of employees that could take the organisation towards a brighter future. One of the key initiatives to address this was called "Next Up", which was designed to facilitate succession planning. It is a key leadership development initiative to help identify key talent/potential employees in the organisation who could be trained, groomed and monitored for future leadership roles.

Results

The company's programs and initiatives yielded favourable results. It was able to reduce non-productive gestation period in processes. An atmosphere of new idea generation was promoted. Higher goal achievements began to be seen. The employee turnover level was also seen to have improved. SLAs were reduced.

Way forward

Through these employee engagement initiatives, different insights were gathered that led to keen interest being taken by the management as is evident from the following

- Investment of ₹ 45 lakh in the e-learning platform; development of LMS (Learning Management System) and e-learning modules
- Training for sales and service capability building across all the four zones covering 23 circles in India in order to improve the employee –customer connect and thus customer referrals (Net Promoter Score); taking the per day cost to ₹ 8,000.

Company Background

Videocon d2h Limited (Videocon d2h) is one of the fastest growing DTH service providers in India. It offers over 570 channels and services, including 45 HD channels and services. It has also launched India's first 4K Ultra HD DTH channel. Other offerings include wireless DTH headphones, radio frequency DTH remote and a 1,000 GB HD DVR, constantly redefining the TV viewing experience.

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Talent Acquisition

Hiring and On-boarding

Career Prospects



Somany Ceramics Limited

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 Website: www.somanyceramics.com; Email: hr@somanytiles.co.in
Dun & Bradstreet D-U-N-S® No 87-178-9531

Career Development through IJPs

Career development and overall progress are amongst the key targets for any employee and modern day organisations make sure that they offer growth prospects to its employees. Somany Ceramics too undertakes such initiatives through Internal Job Posting (IJP). Under this initiative, the required vacancies are analysed and talent from within the organisation is given preference. The HR invites internal applications on open job positions from growth seeking employees of Somany, who are aspiring for a challenging role to prove their potential and passion.

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. Additionally, it also operates six units of associates/subsidiary companies and some more contract manufacturing units. These units have are generating a production capacity of 41 mn sq. mtrs annually. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-----------------|------------------|---------------------|-------------|
| HR Segment | Career Prospects | Executive Director | GG Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Aditya Birla Finance Limited

One Indiabulls Center, Jupiter Mill Compound, 841, Senapati Bapat Marg, Elphinstone Road, Mumbai - 400013
 Tel: 91-22-43567000
 Email: shweta.honagudi@adityabirla.com; Website: www.abfl.com
Dun & Bradstreet D-U-N-S® No 87-180-0093

Accelerating the Newbies

On-Boarding program is the key for employee engagement, attraction and retention, which in turn leads to enhanced productivity and efficiency. Aditya Birla Finance has an extended hand-holding program for the new comers in a program called 'Accelerate', which is a detailed and documented program with specific action triggers from 0-180 days of the employees joining. Instead of a three-month long induction program, the company observes it for a total of six months to ensure the employee's seamless transition into his job role. Periodic feedback from the new recruit and the immediate line manager is also taken during the period so that any issues being faced by them can be discussed and ironed out. Results on key milestones achieved by the new recruits are collated, which helps the HR to set right any process lapses / inefficiencies.

Company Background

Aditya Birla Finance Ltd. (ABFL) is a non banking financial company, which provides specialized solutions in the fields of capital market, corporate finance, mortgages, and infrastructure finance in India. Capital market solutions include finance for investments in primary and secondary markets, and for liquidity requirements. Corporate solutions offered include finance for working capital needs of SMEs, and mid-corporate and large corporate clients. Other than this, the company offers mortgage solutions, and project and structured finance solutions to infrastructure, core, and emerging sectors.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|--------------------|
| HR Segment | On-boarding process | CEO | Rakesh Singh |
| Industry | Financial Services | Head - HR | Sujatha Sudheendra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



InterGlobe Enterprises Limited

InterGlobe Enterprises, Block 2B, Ground Floor, DLF Corporate Park, Phase III, Gurugram - 122002, Haryana
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Dun & Bradstreet D-U-N-S® No 86-225-7693

InterGlobe's innovative recruitment process empowers employees

InterGlobe is a well-established and fast growing Indian conglomerate with a strong focus on the travel industry. The company has been in operation for close to three decades and has a strong culture. It is vital for the company to have new employees who are well assimilated with the culture. The lack of acceptability of new hires in the company was a challenge faced by InterGlobe. Therefore, InterGlobe developed a system wherein the inputs of the employees are considered in recruitment process for external hires. In this process, the candidate would be interviewed by his potential reporting manager, reportees, and team members, in addition to the HR team. The candidates selected through this process are reported to receive quicker and higher acceptance. In addition, this process has translated to employees feeling empowered as they have a say in the recruitment process. The company has experienced increased productivity and improved work environment post the implementation of this new process.

Company Background

Established in 1989 and headquartered in Gurugram, InterGlobe Enterprises Ltd (InterGlobe) is a conglomerate with 126 offices across 59 cities globally. The company has over 20,000 professionals across businesses. The company has presence in the civil aviation, airline management, travel commerce solutions, IT and BPM services, hospitality, advanced pilot training and aircraft maintenance engineering.

| Company Details | | Management Details | |
|-----------------|------------------|--------------------|---------------|
| HR Segment | Recruitment | Managing Director | Rahul Bhatia |
| Industry | Travel & Tourism | Head – HR | Harish Gandhi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Liberty Videocon General Insurance Company Limited

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Dun & Bradstreet D-U-N-S® No 65-066-0975

Liberty Videocon has a special focus to ensure they recruit only the right candidate

Liberty Videocon firmly believes that the strength of an organization lies in its employees. In addition to the necessary qualifications and experiences, the company places importance on the attitude and value of candidate while recruiting. Other competencies that are sought in an ideal candidate are leadership, commitment, solution orientedness, and enthusiasm. The company can be competitive and maintain a lean and flat organization provided they are selective in their recruitment. To demonstrate unadulterated passion, being technology oriented, willing to voice their opinion, willing to take ownership of their role, are collaborative, performance driven, and process oriented are the factors which form the recruitment philosophy of Liberty Videocon General Insurance. The recruiters of the company are focused in evaluating job fitment i.e. to evaluate whether the intersection between an employee's strengths, experience and the requirements of the particular job and work environment - match or not. In addition to job fitment, importance is placed on assessing whether the candidate will fit well within the culture of the organization. Personality assessment tests are conducted to evaluate the candidate and their fitment.

Company Background

Liberty Videocon General Insurance Co Ltd (Liberty Videocon) is a joint venture between the Videocon Industries Ltd and Liberty City-State Holdings PTE Ltd, a group Company of US headquartered Liberty Mutual Insurance Group. The company started its operations in India in 2013.

| Company Details | | Management Details | |
|-----------------|-------------|--------------------------------|----------------|
| HR Segment | Recruitment | CEO | Roopam Asthana |
| Industry | Insurance | Country Head - HR & Operations | Jayesh Sampat |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Motilal Oswal Financial Services Limited

Motilal Oswal Tower, Junction Of Gokhale & Sayani Road, Prabhadevi, Mumbai - 400025, Maharashtra
 Tel: 91-8879670895
 Website: www.motilaloswalgroup.com
Dun & Bradstreet D-U-N-S® No 67-592-8567

Competency based hiring

With a view to hire the right employees for the right role, MotilalOswal introduced a competency framework for the organization, which defines competency required for every role in the organization. The candidates are assessed based on these competencies. The company has defined behavioural competency for individual contributors, managers and manager of managers at different levels. Both the behavioural and technical competency of a candidate is assessed during the interview on the basis of which they are hired. To enable the assessment of competency the company has introduced various tools like online interview assessment and Behavioral interviewing (BEI) training.

Company Background

Motilal Oswal Financial Services Ltd (Motilal Oswal) was incorporated as a stock broking company but has evolved into well diversified firm offering a range of financial products and services. The group comprises of companies providing services such as Private Wealth Management, Retail Broking and Distribution, Institutional Broking, Asset Management, Investment Banking, Private Equity, Commodity Broking, Currency Broking, Principal Strategies and Home Finance. The company's diversified client base includes retail customers (including High Net worth Individuals), mutual funds, foreign institutional investors, financial institutions and corporate clients.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|---------------|
| HR Segment | Recruitment | Chairman & MD | Motilal Oswal |
| Industry | Financial Services | CHRO | Sudhir Dhar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@nccltd.in; Website: www.nccltd.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC's multi pronged approach focusing on team leadership, special recruitment drives and converting sub-staff into regular rolls

Recruitment is a major challenge for any organization especially in the infrastructure industry as it directly impacts the successful execution of projects. NCC also faced a similar issue when it was awarded with Defense Projects of Government of India in Arunachal Pradesh and it was difficult to mobilize the right manpower for such remote projects as these places lack connectivity in terms of transportation, communication, market area etc. To fight this challenge, NCC adopted a multi pronged approach under which it chose project managers with proven track record of excellent people management skills to lead such projects and also converted some sub-staff with desired qualifications & experience into regular rolls. Further, NCC also conducted recruitment drives at various locations of north & north eastern parts of India to select candidates with desired qualifications, experience & capabilities especially for these projects. Other initiatives taken by the company were employee referral, special allowances to employees, special project leaves and flight tickets for employees amongst others. By adopting the multi pronged approach of recruiting the right talent, NCC was able to timely complete the prestigious defense projects of Government of India.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|--------------|--------------------|----------------|
| HR Segment | Recruitment | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Omega Healthcare Management Services Private Limited

No; 33, NAL Wind Tunnel Road, Murugeshpalya, Bengaluru – 560017, Karnataka
 Tel: 91-80-41557333
 Email: Guruvayurappan.V@omegahms.com; Website: www.Omegahms.com
Dun & Bradstreet D-U-N-S® No 67-636-8486

Omega's 'Bring In Buddy' Initiative for recruitment

Employees are the foundation of a successful business, but identifying them is challenging in the current competitive business environment. An employee referral program will always help the cause with a higher strike rate. An employee referral program (ERP), whereby employees recommend qualified friends, relatives or colleagues, can be an excellent source of candidates. Thus Omega used the initiative "Bring in Buddy" offering access to passive job seekers — qualified talents who have not signaled willingness to move. The company has seen and maintained a healthy strike rate in hiring through 'Bring in Buddy', ERP of Omega. There has been consistent increase in the hiring through ERP for the company.

Company Background

Omega Healthcare Management Services Pvt Ltd (Omega), an offshore provider of healthcare outsourcing services, was incorporated in 2004. They specialize in medical billing, coding, accounts receivable management, and other healthcare related services.

| Company Details | | Management Details | |
|-----------------|-------------|---------------------|--------------------|
| HR Segment | Recruitment | CEO & Co-Founder | Gopi Natarajan |
| Industry | IT / ITeS | Vice President - HR | Guruvayurappan P V |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Paayas Milk Producer Company Limited

4th Floor, Atlantis Tower, Near Amrapali Circle, Vaishali Nagar, Jaipur – 302021, Rajasthan
 Tel: 91-141-4202101
 Email: jayendrachaturvedi@paayasmilk.com; Website: www.paayasmilk.com
Dun & Bradstreet D-U-N-S® No 87-310-2430

Paayas' recruitment initiatives helped in closing 145 open positions within 3 months with healthy source mix of 90 % non cost hiring and 10% cost hiring

The biggest challenge faced by a farmer owned start up especially dairy sector is attracting right talent. Paayas also faced the similar issue and tried to create effective rural sourcing channel for massive field hiring as initially the company required 3,000 people to commence operations with a massive procurement target of collecting 5 lakh litres per day. To deal with the recruitment issue, Paayas considered solutions like walk-in advertisements, social sites, professional sites, consultancy recruitments, pamphlet distributions, posters, banners, road shows, employee mapping, and campus placements amongst others. Paayas implemented these solutions by dividing positions in three categories viz. regular employment, contractual employment and advisory role. Further, 85% hiring was performed through non cost sources, 5% of technically qualified candidates through consultant recruitment and naukri sourcing and 10% hiring of fixed term candidates through consultants and posting of job on Naukri portal. These recruitment and talent acquisition initiatives helped in closing 145 open positions within 3 months with healthy source mix of 90 % non cost hiring and 10% cost hiring.

Company Background

Established in 2012, Paayas Milk Producer Co Ltd (Paayas) is producer owned, professionally managed enterprise which provides its members round-the-year access to the marketplace. The company procures milk only from its members, process it and then provide animal nutrition products and milk & milk products. Presently, the company has its operations in 8 districts of Rajasthan.

| Company Details | | Management Details | |
|-----------------|----------------|-------------------------|---------------------|
| HR Segment | Recruitment | Chief Executive Officer | Ratan Kumar Singh |
| Industry | Dairy Products | Head - HR | Jayendra Chaturvedi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Asahi India Glass Limited

5th Floor, Tower B, Global Business Park, Gurugram – 122002, Haryana
 Tel: 91-124-4062212; Fax: 91-124-4062244
 Email: naveen.yadav@aisglass.com; Website: www.aisglass.com
Dun & Bradstreet D-U-N-S® No 91-843-3129

Asahi India focus on campus hiring in Talent Acquisition Process

The biggest challenge for a company is hiring appropriate skilled manpower on time for a particular job profile. Asahi India faced a similar issue of hiring right talents within a stipulated timeframe. The company also faced challenges of meeting the critical requirements within a short span of time with exclusion of the companies present in the No Poaching list. To deal with the issue, the company focused on campus hiring to fill up the junior and mid positions which may arise in the near future. Further, Asahi India also took great care in properly defining KPIs and KRAs and following a systematic process of hiring to improve the outcome of the process. To increase the quality of hire index, several levels of screening like aptitude test, psychometric analysis, and personal interaction with heads were being conducted. To make this process effective, weekly discussions were held with every hiring manager for ongoing positions to bridge the communication gap. Further, Asahi India adopted recruitment methods like headhunting, mapping, etc to hire best talent. With the help of this talent acquisition process, the company is able to close the positions in the required time without risking critical positions.

Company Background

Established in 1984, Asahi India Glass Ltd (Asahi India) is amongst the leading integrated glass solutions company with a significant presence in automotive glass and architectural glass segments. AIS provide end to end solutions right from manufacturing of glass, processing, fabrication and installation services.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|--------------|
| HR Segment | Talent Acquisition | CHRO | Devarshi Deb |
| Industry | Glass & Ceramics | | |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Atria Convergence Technologies Private Limited

1, 2nd Floor, Indian Express Building, Queens Road, Bengaluru – 560001, Karnataka
 Tel: 91-80-42884288; Fax: 91-80-42884200
 Email: shefali.mohapatra@actcorp.in; Website: www.acttv.in
Dun & Bradstreet D-U-N-S® No 67-731-9897

ACT's Train, Develop and Build a Pool of Manpower Strategy

Being an Internet Service Provider, ACT is required to provide high quality services in quick time. Hence, there was a need for highly skilled network engineers, which was a challenge due to non-availability of technically trained manpower with high customer focus and right behavioral skills, and high turnaround time for hiring. ACT, therefore, adopted a strategy of “Train, Develop and Build a Pool of Manpower”, for which a Skill development Center was set up in FY15. Course content was developed with help of functional managers and functional trainers were hired. Trainable candidates were identified at colleges, training institutes, etc., assessed for their communication, technical and certain behavioral skills and sent for on-the-job training along with existing network engineers. Candidates meeting certain criteria were finally on-boarded. Through the program, the number of network engineers on-boarded stood at 216 in FY16 and at 181 in a span of 7 months in FY17.

Company Background

Atria Convergence Technologies Pvt Ltd (ACT) was incorporated in 2000 and deals with in-home entertainment, education, and interactive services provider in India. Based in Bengaluru, the company has a presence in Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Delhi. The company provides Triple Play Service catering to nearly 1.9 million homes, which includes Fibernet (internet over fiber optics) Digital TV and HDTV. ACT also offers broadband on optic fiber and Fiber-To-The-Home technology that can carry vast amount of information at speeds of up to 1 Gbps.

| Company Details | | Management Details | |
|-----------------|--------------------|----------------------------------|-------------------|
| HR Segment | Talent Acquisition | Managing Director | Sundar Raju |
| Industry | Telecommunication | Chief People Officer (Head – HR) | Shefali Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Corp Limited

221 Solitaire Corporate Park, 151 M VasANJI Road, Chakala Andheri (East), Mumbai – 400093, Maharashtra
 Tel: 91-22-66919477; Fax: 91-22-66919476
 Email:Rahul.jhingan@bajajcorp.com; Website: www.bajajcorp.com
Dun & Bradstreet D-U-N-S® No 86-429-6902

Acquiring the Right Talent

Bajaj Corp expends a lot of effort to ensure the right candidate is hired for the right job, for which it implements a meticulous and systematic process. The potential candidate is assessed on a number of parameters to ensure fitment and smooth integration in the job role and responsibilities. Apart from core competencies and skills, the company also looks for traits of commitment and longevity in potential candidates. The company also seeks to provide career progression and job enrichment opportunities to its top and valued employees. Bajaj Corp Ltd. is dedicated to assisting employees to achieve their professional goals through internal promotions and cross business opportunities, in a fair and transparent manner. Through internal job postings, employees can apply for any open job across the organization. The employee referral scheme also helps in sourcing suitable talent through references. In addition to this, the company undertakes a management trainee program intended to enrich the pool of middle managers who have the potential to become future leaders. The company also conducts campus recruitment from premier colleges.

Company Background

Bajaj Corp Ltd (Bajaj Corp) is in the manufacture and sale of hair care, skin care and other personal care products in India. Its product portfolio includes hair oils, soaps, creams, face wash, face scrubs, face packs and tooth powder.

| Company Details | | Management Details | |
|-----------------|--------------------|---------------------|---------------------|
| HR Segment | Talent Acquisition | Managing Director | Sumit Malhotra |
| Industry | FMCG | Vice President – HR | Subhamay Chatterjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Encore Capital Group

Plot no. 28P, Sector 44, Gurugram - 122003, Haryana
 Tel: 91-8774454581
 Email: siddharth.nagpal@mcmcg.com; Website: www.encorecapital.com
Dun & Bradstreet D-U-N-S® No 87-181-2149

Encore's Single Touch Hiring Process in acquiring talent

Like every organisation, Encore also believes that talent is the key factor to drive business results and creates an inclusive & diverse culture across the organization. For talent acquisition, the company follows single-touch hiring process at entry-level driven by the cross-functional experts. Further, to make the process effective, periodic calibration between Talent Acquisition team and Operations takes place which helps the team to update themselves on the changing business needs and adapt to the new environment. This helps the company to reduce the hiring cycle time and improves recruiter efficiency. Encore also encourages referral culture which result in additional earning potential for Encore Capital and 25% contribution to lateral hiring through referral channel. The company follows various pre-joining and post-joining practices for integrating new hires in the organization which includes pre-hire orientation, leadership speak, site tour, engagement plan, buddy program and culture & engagement session. All these talent acquisition measures and process helps the recruiters to deliver better business results and hire twice as much as other organizations with similar talent needs.

Company Background

Encore Capital Group (Encore) was incorporated in 2005 in India to provide debt management and recovery solutions for consumers across a broad range of assets. It purchases portfolios of consumer receivables from major banks, credit unions, and utility providers and work toward financial recovery.

| Company Details | | Management Details | |
|-----------------|--------------------|-------------------------|-------------|
| HR Segment | Talent Acquisition | Chief Executive Officer | Manu Rikhye |
| Industry | Financial Services | Chief Operating Officer | Anupam Arun |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Infiniti Retail Limited

701 & 702, 7th Floor, Kaledonia, Sahar Road, Andheri (East), Mumbai – 400069, Maharashtra
 Tel: 91-22-67613600
 Email: rukhshana.balsara@infiniiretail.com; Website: www.croma.com
Dun & Bradstreet D-U-N-S® No 67-559-6844

Enhancing the customer experience by re-structuring the people strategy.

Infiniti faced the challenge of converting the potential customer into a winning proposition because of lack of knowledge of the product by the front staff. Thus, it became imperative for the organization to hire competent staff at front-line to understand the needs and requirements of the customer. To meet this challenge, entire People Strategy was re-looked to revise the existing competency metrics and introduce a new competency structure which incorporated the service attributes, skills and experience required for all store staff. It formed talent acquisition team to revisit all the processes to make it more robust and effective. This resulted in introduction of new processes like Competency Based Interview, Selection Process, Interview Assessment Sheets, Compensation based on role and city, Hiring Validation process, Tracking & Monitoring hiring numbers on weekly basis, etc. It also introduced online tests and behavioral interview to identify the right candidate for the job. It associated with Skill Development Institutes to impart training in Retail Skills and Customer Service. This resulted in improvements in terms of increase in the Induction Batch scores, Decrease in Attrition % and Increase in “Voice of Customer” and “Mystery Audit”.

Company Background

Infiniti Retail Limited (Infiniti) was incorporated as a 100% subsidiary of Tata Sons in 2005. It is a chain of electronic retail megastores that deals in categories like Digital Gadgets, Entertainment Solutions, Cameras & Accessories, Home Appliances, Cooking & Kitchen Appliances, etc.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|---------------|
| HR Segment | Talent Acquisition | CEO | Avjit Mitra |
| Industry | Retail | Chief – HR & OL | Shalini Vohra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



L’oreal India Private Limited

A – Wing, 8th Floor, Marathon Futurex, N.M Joshi Marg, Lower Parel, Mumbai - 400013, Maharashtra
 Tel: 91-22-67003000; Fax: 91-22-67003160
 Website: www.loreal.co.in
Dun & Bradstreet D-U-N-S® No 65-021-3064

Talent Acquisition Strategies at L’Oreal

Scouting talent for marketing profiles has increasingly become difficult and required a game changing approach. How can the company attract and engage young talent who are digitally savvy and seek new experiences? L’Oreal’s mission was to be the most attractive employer in India for young talent and hire the best millennial minds in marketing from our partner business schools. The company used gamification and leveraged digital mediums for attracting, engaging and spotting talent. It introduced BRANDSTORM in India which is an innovative and strategic real time global marketing case study competition and falls as part of the employer branding and recruitment strategy of the L’Oreal Group. Each year it reaches out to over 6000 students from top business schools and globally around 15000 students register for the competition. India has had a stunning track record at this competition globally. The company has hired a total of 22 young marketing talent since year 2009 with a retention of more than 90%.

Company Background

L’oreal India Pvt Ltd (L’Oréal), has been present in India as a wholly owned subsidiary of L’Oréal S.A. since 1994. L’Oréal has presence in all distribution channels with 15 brands, available in mass market channels, hair and beauty salons, selective distribution and pharmacies. L’Oréal India employs over 1,600 people across four regional offices, including at its two manufacturing facilities in Pune (Maharashtra) and in Baddi (Himachal Pradesh), its Research and Innovation facilities in Mumbai.

| Company Details | | Management Details | |
|-----------------|--------------------|----------------------|---------------------------|
| HR Segment | Talent Acquisition | Managing Director | Jean-Christophe Letellier |
| Industry | Cosmetics | Head Human Resources | Mohit James |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@nccLtd.in; Website: www.nccLtd.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC's focus on team's capacity building, internal references and head hunting to build talent pipeline

Building the talent pipeline both internally & externally is very challenging in the Infrastructure Industry and NCC also faced a similar challenge of hiring and building a talent pipeline especially at the senior management level. To tackle this problem the company planned to hire the new talent in critical positions and make the successor ready for any unforeseen challenges. NCC conducted various Capacity Building Programs for different functional teams to develop the capacity of team members in terms of functional, technical, analytical skills etc which prepares the company with the next level of high performing employees who can man the position if any senior level position is vacant due to resignation, retirement or any other reason for separation. The company also focused on Internal References which reduced the cost of hiring as well as enhanced performance of the employees. For senior level hiring, NCC has a dedicated team which focuses on the head hunting from the same or related industry. By adopting these above approaches, NCC achieved a minimum percentage of attrition at top level and also saved in terms of hiring cost of new talent at that level.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|----------------|
| HR Segment | Talent Acquisition | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Prabhat Dairy Limited

D-37/4, TTC Industrial Area, Turbhe, MIDC Thane Belapur Road, Navi Mumbai - 400705, Maharashtra
 Tel: 91-22-41287700
 Email: tanmay.parikh@prabhatdairy.in; Website: www.prabhatdairy.in
Dun & Bradstreet D-U-N-S® No 91-667-8170

Unique synergy model involving business partners for acquiring right talent

An effective supply chain system, with adequate skilled manpower is amongst the key growth drivers for any food processing company. Prabhat Dairy was looking forward to hire frontline staff with combination of skills set of ready stock & order booking sales channel. The company observed certain specific limitations of acquiring the right talent under options of poaching, approaching consultants and newspaper advertisement. Hence the company designed a 3 point strategy that involved; approaching E-Commerce delivery boys & courier company boys with 2-wheeler license, seeking references from key customers and retailers; and setting internal benchmark. An internal team involving Sales Officers + ASMs + HR Business Partner (HRBP) were made, in addition to pitching loyal customers and training 2 existing salesman and a few other people. The HRBP drove the repo through real time minor successes with larger group and encourage others to have confidence for potential success. The synergy model was run for a period of four months and as a result the company was able to build up the team of 50+ people with on ground actions.

Company Background

Prabhat Dairy Ltd (Prabhat Dairy) was incorporated in 1998 by the Nirmal family. The company is an integrated milk and dairy products company engaged in producing fresh, dry, frozen, cultured and fermented dairy products, including pasteurized milk, flavoured milk, sweetened condensed milk, ultra-pasteurised or ultra-high temperature (UHT) milk, yoghurt, dairy whitener, clarified butter (ghee), milk powder, ingredients for baby foods, lassi and chaas. The company operates two manufacturing units at Shrirampur and Turbhe, Navi Mumbai. It caters to both institutional as well as retail customers.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|----------|
| HR Segment | Talent Acquisition | Joint MD | V Nirmal |
| Industry | Dairy Products | GM-Group HR | I Singh |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Religare Finvest Limited

D3, P3B, District Centre, Saket, New Delhi - 110017, Delhi
 Tel: 91-124-6180326
 Website: www.religarefinvest.com
Dun & Bradstreet D-U-N-S® No 67-736-3766

RFL's renewed recruitment drive enabled it to achieve its growth targets

The company primarily operated via indirect channel sales partners. This was a cause of concern for the company as it led to higher dependency on third party contractors and higher new business acquisition costs. Furthermore, the continued use of indirect channel sales partners resulted in weaker brand awareness and limited opportunities to understand customer needs. Therefore, the company focused on driving growth by intensifying direct sales channels. The challenge presented by the new focus of the company resulted in hiring new direct sales personnels within six months in order to avoid hampering the business targets of the organization. The company perused a balanced mix of sourcing recruits from industry academia, campus hiring, employee referrals, and placement agencies. The company achieved its target of recruiting the planned personnel within the stipulated timeframe and within budget. All these efforts enabled the company achieve its volume acquisition targets.

Company Background

Religare Finvest Limited (RFL), a subsidiary of Religare Enterprises Limited (REL), is a NBFC focused on financing SMEs. With a wide network of branches, RFL is committed to providing capital to power the growth of the SMEs. The diversified suite of lending solutions include: - SME Mortgage Loans, SME Working Capital Loans, and Short Term Trade Finance.

| Company Details | | Management Details | |
|-----------------|--------------------|-------------------------|--------------|
| HR Segment | Talent Acquisition | Managing Director & CEO | Kavi Arora |
| Industry | Financial Services | Director & Head – HR | Ashish Anand |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Somany Ceramics Limited

F-36, Sector-6, Noida - 201301, Uttar Pradesh
 Tel: 91-120-4627900
 Website: www.somanyceramics.com; Email: hr@somanytiles.co.in
Dun & Bradstreet D-U-N-S® No 87-178-9531

Attaining new joiners interest through INFOBITES

Talent acquisition and retention are crucial for an organisations growth and success. It is equally important for any organisation to understand the learning anxieties of any new joiner and to make them comfortable and familiar with the organization culture and practices. Keeping this in mind, Somany Ceramics has a pre-joining learning treat called INFOBITES. INFOBITES is a unique learning experience which starts even before an employee joins the company, and provides an opportunity for new hires to learn as much as they want before formal new hire orientation starts. A copy of INFOBITES is sent to all new recruits which mainly involves, self-learning modules and reflects upon the essential information and facts. This new initiative has helped the new joiners start off with a positive state of mind, and has helped retain their interest and address any related concerns.

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. Additionally, it also operates six units of associates/subsidiary companies and some more contract manufacturing units. These units have are generating a production capacity of 41 mn sq. mtrs annually. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-----------------|--------------------|---------------------|-------------|
| HR Segment | Talent Acquisition | Executive Director | GG Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



The Tata Power Company Limited - Strategic Engineering Division

No: 42, Off Saki - Vihar Road, Andheri (East), Mumbai - 400072, Maharashtra

Tel: 91-22-67513600; Fax: 91-22-67513638

Website: www.TataPowerSED.in

Dun & Bradstreet D-U-N-S® No 86-024-7906

Sourcing Talent through Referrals

Given the nature of the industry the company operates in, procuring talent with the right skill-set is a huge challenge. The company introduced an incentive-based referral system wherein employees refer highly skilled potential candidates, who otherwise would not apply through traditional channels. As a result of this scheme, the company was able to cut down recruitment costs by nearly six times besides cycle time for closure of recruitment positions also declined. Additionally, by sourcing technically competent candidates, the cycle time for advance development projects also improved, which in turn brought about other efficiencies in the operations process.

Company Background

The Tata Power Company Limited - Strategic Engineering Division (Tata Power SED) is engaged in the design, development, production, integration, supply and life-cycle support of mission critical defense systems of strategic importance. The company has a dedicated R&D center in Mumbai and a production center in Bengaluru.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|----------------|
| HR Segment | Talent Acquisition | CEO | Rahul Chaudhry |
| Industry | Defence | Head – HR | Shyam V Iyer |

Case study details as provided by the company; Tabular details as provided by the company and from its website



WNS Global Services Private Limited

Gate no-2, Plant 5, Godrej & Boyce Complex, LBS Marg, Vikhroli (W), Mumbai – 400079, Maharashtra

Tel: 91-22-40473101

Email: ajay.sharma3@wns.com; Website: www.wns.com

Dun & Bradstreet D-U-N-S® No 86-225-3494

Re-engineering the recruitment process at WNS via RAFT (Recruitment Aided by Fresh Technology)

WNS reported hiring numbers as high as 12,000+ employees every year. The company was facing several issues in the existing recruitment process such as time consuming follow up & administrative activities, database management on MS excel tracker and manual intervention, conversion of hard copy resume to soft copy by manual data entry, lack of standard assessment procedure without any feedback capturing mechanism. Thus, it became essential for the company to revisit and re-engineer the entire recruitment process. WNS adopted a 3-tier approach viz., Establishing a Sourcing Center of Excellence (CoE), Revisiting and improving processes / Implementing Technology-based hiring, Leveraging Technology. WNS focused on hiring through cost effective channel and hence technology was leveraged to integrate the recruitment solution with social media platforms like Facebook & LinkedIn helped to contact and hire passive candidates. WNS launched E-Recruit and Tablet hiring app tool. The company also launched Co Cubes Online Assessment test to assess a candidate's aptitude, grammar, analytical skills, openness, emotional stability, conscientiousness, agreeableness and extraversion. This process re-engineering helped the company to improve on its central candidate database, source mix, candidate satisfaction, online assessment, candidate experience, and recruiter efficiency.

Company Background

WNS Global Service Pvt Ltd (WNS) was established in India in 1996 as a subsidiary of WNS (Holdings) Limited. WNS offers BPM services catering to travel, BFSI, manufacturing, healthcare and other industries.

| Company Details | | Management Details | |
|-----------------|--------------------|----------------------|-----------------|
| HR Segment | Talent Acquisition | Group CEO | Keshav Murugesh |
| Industry | IT / ITeS | Chief People Officer | R Swaminathan |

Case study details as provided by the company; Tabular details as provided by the company and from its website



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RELOCATION SERVICES

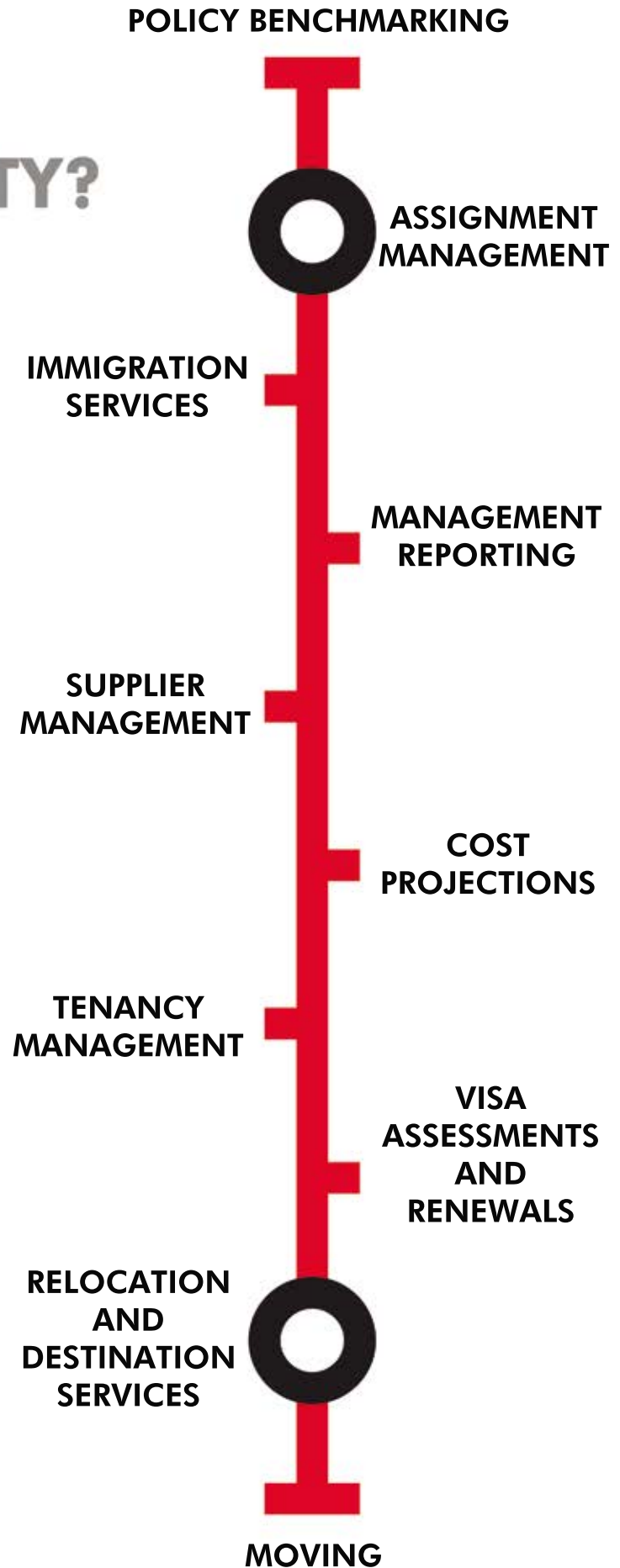
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Employee Engagement
Diversity and Inclusion
Retention
Industrial Relations
Change Management



Employee
Engagement

Accelya Kale Solutions Limited

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Email: vardayini.sharma@accelya.com; Website: www.accelyakale.com

Dun & Bradstreet D-U-N-S® No 72-601-2755

Making the Most of 4Es

Accelya endeavors to make work interesting and exciting for its employees. As a result, the company initiated employee-engagement programs with a view to create a dynamic work environment that provides professional and competitive opportunities with the right mix of play and work. Initially these programs were implemented as a pilot program for a smaller batch of employees and based on the feedback received, changes are made to improve the program every year. The company adopts an employee-centric, E4 approach of Enroll, E-Process, Engage and Enhance. The first step is to enroll or induct a new candidate into the organization; next is to provide efficient support services and online resources and tools to the employee through E-processes. The next step is to Engage through communication, collaboration and rewards & recognition programs. Finally, the employee needs to be given opportunities to learn and develop his skills through various training modules, coaching and mentoring activities. The company conducts a host of fitness and wellness programs as well as sports activities for its employees and their families.

Company Background

Accelya Kale Solutions Limited (Accelya) is part of the Accelya Group, a leading solutions provider to the airlines and travel industry. Formerly known as Kale Consultants Limited, the company became part of the Accelya Group in 2011. The company provides the following financial services – revenue accounting, audit & revenue recovery, card management, miscellaneous billing, F&A processing and decision support. The company has more than 200 airline customers and has presence in 8 countries worldwide.

| Company Details | | Management Details | |
|-----------------|---------------------|-----------------------|---------------------|
| HR Segment | Employee Engagement | Managing Director | Neela Bhattacharjee |
| Industry | IT / ITeS | Head, Human Resources | Rahul Kulkarni |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Ajuba Solutions India Private Limited

12-02, Tidel Park, 4 Canal Bank Road, Chennai – 600113, Tamil Nadu

Tel: 91-44-30640410; Fax: 91-44-30680430

Website: www.ajubanet.net

Dun & Bradstreet D-U-N-S® No 67-563-3434

Ambuja Solutions' C-Strategy in Employee Engagement

Ajuba Solutions believe that employee engagement is a two way commitment and communication between the employee and management. Ajuba Solutions begins employee engagement by carving out a clear job description which helps in actively engaging a potential hire and help converting them into an enthusiastic joiner and then engaged employee. The company follows the C-strategy for engaging the employees. Under First C-Connect, it engages employees in forums such as Svasth, CSR, Shakti, ICONS, ERT, Wonders and Bhojan. Under Second C-Communication, Ajuba Solutions encourages its employees to directly meet the top management to have a chat with them and to share their views. Under Third C-Cheer, the company organizes rewards and recognition programs such as annual day, team outing, team kitty, wall of fame and intranet portal, for recognition of employees. Under Fourth C-Career, the company organises various training and programs for employees such as LEAP, Leadership Development Program, Managers Development Program, Workshops and Seminars. And lastly under Fifth C- Control & Care, it provides work and life balance to employees by providing flexi work hours, extended maternity/ paternity leaves, health insurance etc. All these helped employees of the Ajuba Solutions in believing that they can make a difference in the organization and increased their confidence.

Company Background

Established in 2001, Ajuba Solutions India Pvt Ltd (Ajuba Solutions) is amongst the leading provider of revenue cycle outsourcing services to healthcare systems, hospitals, academic medical centers, durable medical equipment suppliers, and billing and receivables management companies.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------------------|-------------|
| HR Segment | Employee Engagement | Founder & Group CEO | Tony Mira |
| Industry | IT / ITeS | Director – HR & Administration | Hema Parikh |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Apeejay Surrendra Park Hotels Limited

17 Park Street, Kolkata - 700016, West Bengal
Tel: 91-33-40049000; Fax: 91-33-22494000
Email: sguin@theparkhotels.com; Website: www.theparkhotels.com
Dun & Bradstreet D-U-N-S® No 91-913-5475

Celebrating Employees

The Park Hotels launched an exclusive program that dedicates one week of the year to all its team members across all the hotel locations. The program, which was celebrated in October 2016 for the first time, is meant to express gratitude to the hotel employees for their continuous support and contribution, and to cheer them and instill in them a sense of happiness. Named as the 'Get-Set-Go Week', it gives an opportunity to celebrate, appreciate and recognize teams through various fun activities such as quiz competitions, talent shows, selfie/groupie competitions, food festivals, sports and athletics, wellness events like eye camps, health check-ups, etc, and community services. Social media tools like Facebook, Instagram were actively used to publicize the program and create further awareness. The fun-filled week helped employees shed some of their work-related stress, and bond with other team members. It also helped in bolstering the organization culture and boosted team engagement, apart from creating awareness and elevating employer branding.

Company Background

Apeejay Surrendra Park Hotels Ltd (The Park Hotels), a subsidiary of the Apeejay Group, operates a chain of luxury boutique hotels, the Park Group of Hotels. Established in 1967, the hotels are located at prime downtown locations across most metropolitan cities with easy access to commercial and entertainment hubs around town. The Park Hotels has presence in New Delhi, Kolkata, Goa, Bengaluru, Chennai, Navi Mumbai, Vishakhapatnam, Hyderabad and Kerala. New properties are proposed to open soon in the Eastern Metropolitan Bypass in Kolkata, Kochi, Pune as well as in Jaipur.

| Company Details | | Management Details | |
|-----------------|---------------------|------------------------------|-----------------|
| HR Segment | Employee Engagement | Managing Director | Mr. Vijay Dewan |
| Industry | Hotels | Corporate Director & AVP, HR | Ms, Sujata Guin |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Atria Convergence Technologies Private Limited

1, 2nd Floor, Indian Express Building, Queens Road, Bengaluru – 560001, Karnataka
Tel: 91-80-42884288; Fax: 91-80-42884200
Email: shefali.mohapatra@actcorp.in; Website: www.acttv.in
Dun & Bradstreet D-U-N-S® No 67-731-9897

ACT's Kid's Carnival

Over the past few years, significant growth in ACT's employee strength as well as its customer base resulted in a bigger responsibility of catering to over a million customers. Recognising employee engagement as the driving force behind its customer satisfaction and business results, the company sought a highly satisfied and committed workforce and to build a highly sustainable and productive organisation. ACT strongly believes in engaging the family members of its employees because they have a huge influence on how a person feels about his job or company. Accordingly, the company organised a Kid's Carnival, which helped generate a positive response from employees' families. The major aspect of this event is that all employees along with their families are invited for a day out where various games and activities are planned for employees' children, all managed by the employees.

Company Background

Atria Convergence Technologies Pvt Ltd (ACT) was incorporated in 2000 and deals with in-home entertainment, education, and interactive services provider in India. Based in Bengaluru, the company has a presence in Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Delhi. The company provides Triple Play Service catering to nearly 1.9 million homes, which includes Fibernet (internet over fiber optics) Digital TV and HDTV. ACT also offers broadband on optic fiber and Fiber-To-The-Home technology that can carry vast amount of information at speeds of up to 1 Gbps.

| Company Details | | Management Details | |
|-----------------|---------------------|----------------------------------|-------------------|
| HR Segment | Employee Engagement | Managing Director | Sundar Raju |
| Industry | Telecommunication | Chief People Officer (Head – HR) | Shefali Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Bajaj Energy Limited

Bajaj Bhawan, Jamanalal Bajaj Marg, B-10, Sector -3, Noida - 201301, Uttar Pradesh

Tel: 91-120-4045100/555

Email: ajaybhardwaj@bajajenergy.com; Website: www.bajajenergy.com

Dun & Bradstreet D-U-N-S® No 86-379-2744

Making Work More Enjoyable

Bajaj Energy realized its work environment was very ho-hum as employees did not participate in any activity other than their daily job responsibilities. The management intended to build a more healthy and competitive work environment with more scope for productive and development activities. After much thought, the idea was conceptualized along two main areas of employee engagement – development activities and welfare activities. For training and development of skills, the company introduced extensive Quality Circle, Six Sigma and IMS programs for its employees. On the welfare side, activities including sports, cultural events, family get-togethers, outings, festival celebrations, health clubs and other recreational activities like dance, yoga, zumba and aerobics etc. were introduced. Since the time these programs were launched around three years back, the happiness index of the company's employees has ticked up across its all five units and corporate office. This clearly reflects in the rankings of Aon Hewitt Survey for Best Employer as well as in the Great Place to Work survey – Bajaj Energy's ranking in both these surveys has consistently improved over a period of three years.

Company Background

Bajaj Energy Ltd (Bajaj Energy), a subsidiary of Bajaj Hindusthan, is engaged in thermal power generation and operates coal-based power generation plants at Barkhera (Pilibhit), Maqsoodapur (Shahjahanpur), Khambarkhera (Lakhimpur), Kundarkhi (Gonda), Utraula (Balrampur) in Uttar Pradesh. The company's corporate office is situated at Noida.

| Company Details | | Management Details | |
|-----------------|---------------------|-----------------------|---------------|
| HR Segment | Employee Engagement | Managing Director | R S Sharma |
| Industry | Power | President, Operations | V K S Bankoti |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

BVC Logistics Private Limited

1102, Bldg 11, Solitaire Corporate Park, Chakala, Andheri (E), Mumbai – 400093, Maharashtra

Email: mandar.salkade@bvcventures.com; Website: www.bvclogistics.com

Dun & Bradstreet D-U-N-S® No 67-686-2097

BVC's employee engagement is aimed at building a fun work environment

BVC has introduced a series of events aimed at increasing employee engagement among its employees. In March the company celebrated World Happiness Day in its office premises. During the day, the HR team distributed gifts, stress balls, and introduced laughter sessions. On International Yoga Day, the company has a session on the importance of yoga followed by an hour of yoga practice. This event has motivated many of the employees to take up yoga on a long term basis and improve their health and wellbeing. Independence day is grand celebration at BVC. The company encourages its employees to wear their tricolors and parade around the office. Photo day is one of the most popular events amongst the employees. This event enables the employees to view the lighter side of their colleagues as they all accessories and use props to jazz their outfits for a special group picture. The company organized its inaugural chess championship in 2015. The event received wide participation and is has been repeated since then. Similarly the company has in all 26 dedicated days for celebration in a fiscal year aimed at bring out the fun side of its employees and increasing the bonding among them.

Company Background

BVC Logistics Pvt Ltd (BVC) provides integrated solutions within express logistics, contract logistics, project logistics, ocean and air cargo. Over the past five decades, BVC has pioneered critical offerings in niche sectors. BVC's network of 45 agents globally enables it to offer services to over 100 countries. Within India, the BVC's domestic network extends to over 3000 pin codes.

| Company Details | | Management Details | |
|-----------------|---------------------|-----------------------|----------------|
| HR Segment | Employee Engagement | CMD | Uday Chinai |
| Industry | Logistics | National Manager – HR | Mandar Salkade |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Drive India Enterprise Solutions Limited

7, Kamla Executive Park, off Andheri Kurla Road, Andheri East, Mumbai - 400059, Maharashtra

Tel: 91-22-67779000

Email: Sarita.jha@driveindia.co.in; Website: www.diesl.in

Dun & Bradstreet D-U-N-S® No 65-033-9901

DIESL's Employee Engagement Initiatives

DIESL has a presence in all 29 states in India, with almost 210 warehouses covering even remote locations like Leh, Kargil, Baramullah, Pondicherry, Nagaland, Tripura, etc. Therefore, it is a challenge to keep employees engaged at all levels and to meet people's expectations. Employee engagement goes a long way in ensuring employee retention, employee satisfaction, and enhancement in productivity. Accordingly, DIESL implemented the Employee Contact Programme (ECP), Monthly Birthday Friday Meet, 'Prastaav' Suggestion Scheme, Health & Wellness Plan and Pat-on-the-Back initiatives to improve employee engagement. As a result of these measures, the overall employee satisfaction survey (ESS) score improved to 81% in 2015-16 from 76% in 2014-15. Also, the ESS on the question on whether the Employee Contact Program was a good initiative amassed a score of 82%.

Company background

Drive India Enterprise Solutions Ltd (DIESL), subsidiary of TVS Logistics Services Ltd, is a logistics service provider, caters to a wide range of industries like telecom, lubes, consumer durables, FMCG, Hi-tech, engineering, retail, DTH, project logistics and automobiles. One of the leading third party logistics (3PL) companies in India, it offers a complete suite of logistics services to enable supply chain. The company provides services that enable operations to run with fewer resources in terms of people, inventory levels, time and costs.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|-------------------|
| HR Segment | Employee Engagement | Head – 3PLS | Vikram Mansukhani |
| Industry | Logistics | Head – HR & Admin | Mayank Garg |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Future Generali India Insurance Company Limited

6th Floor, Tower 3, Indiabulls Finance Centre, Elphinstone Road (West), Mumbai - 400013, Maharashtra

Tel: 91-22-40976666

Email: akshaya.kashyap@futuregenerali.in; Website: www.futuregenerali.in

Dun & Bradstreet D-U-N-S® No 86-346-1741

Engaging Employees through Head, Heart and Hands

At Future Generali India Insurance, employee engagement essentially encompasses the head (intellectual), heart (emotional) and hands (physical). The program begins from day one when a newcomer is welcomed onboard. A successful on-boarding experience accelerates job performance, enhances affiliation with the company, and positively influences longer term engagement and retention. An organizational authority and responsibility matrix is developed to encourage employee empowerment and effective delegation, which results in lesser transactions and rapid course of action. Besides, Qlikview, a tool to digitize MIS, has been able to empower the company's sales force as employee performance and productivity is available on a real-time basis within a few clicks. The company also actively encourages its employees to connect with the HR to resolve issues and sort problems. Moreover, a host of rewards & recognition initiatives felicitate employee performance at defined intervals and motivate them to set new standards in service delivery.

Company Background

Future Generali India Insurance Co Ltd (Future Generali India Insurance) was incorporated in 2006 and is based in Mumbai. Under life insurance, its products include protection, savings, child, retirement and group insurance plans. In the general category, the company offers health insurance, motor insurance, travel insurance, personal accident cover, home insurance, accident and health, fire, loss of profits policy, industrial all risk, engineering insurance, marine cargo insurance, and liability plans. It also provides micro-insurance products for rural customers.

| Company Details | | Management Details | |
|-----------------|---------------------|-------------------------------|-------------------------|
| HR Segment | Employee Engagement | MD & CEO | K.G. Krishnamoorthy Rao |
| Industry | Insurance | Chief Human Resources Officer | Sunil Warier |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Go Go International Private Limited

Site No. 6, KHB Industrial Area, Yelahanka, Bengaluru – 560064, Karnataka
Email: jitendradugar@gogoindia.com; Website: www.gogoindia.com

Dun & Bradstreet D-U-N-S® No 91-847-4961

Go Go International chose Health Program as the major employee engagement strategy

Employee engagement is one of the critical tools in employee retention and maintaining productivity of the employees. Go Go International believes that the engagement activity should be created from top to bottom and not a mere HR facilitating program. The best strategy followed by Go Go International for engaging employees is making their life healthy by choosing Health program as the major engagement strategy. In 2016, the company conducted Free Health checkup programs for all its 5,000 employees by tying up with the best hospital. Further, employees identified with major health issues were given special attention and were even allowed to change their work profile to help them recover faster.

Other employee engagement initiatives taken by Go Go International include employee birthday celebrations, wedding greetings, surprise gift to the workers at their home, quarterly awards, senior staff retreat program, and recreational activities like chess, carom etc. Further, Go Go International also publishes half yearly magazine Mudita which gives employees inside information of the company along with achievements of various employees. All of these employee engagement initiatives have helped the company in making itself as the best place to work in the garment industry.

Company Background

Established in 2008, Go Go International Pvt Ltd (Go Go International) is engaged in designing, manufacturing, embroiding, and shipping of men, women, and children garments. The company exports its products to Europe, America, Australia and Asia.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|---------------------|
| HR Segment | Employee Engagement | Chairperson | Shyam Sundar Goenka |
| Industry | Textiles | Managing Director | Rajeev Goenka |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Gujarat Fluorochemicals Limited

Inox Towers, 17, Sector 16-A, Noida – 201301, Uttar Pradesh
Tel: 91-120-6149600; Fax: 91-120-6149610
Website: www.gfl.co.in

Dun & Bradstreet D-U-N-S® No 85-805-2354

GFL's emphasis on employee engagement helped in reduction in employee attrition rate

GFL faced with serious employee attrition in recent past along with availability of talent from the market which resulted in hampering the operations of new plants which were being commissioned. To address this problem, the company identified measures to increase the employee engagement & employee enablement. These include clarity of vision & organizational connect, performance management, trustworthy leadership, reward & recognition and quality & customer orientation. GFL implemented these measures by making the Performance Management system more transparent and process oriented followed by the development of Individual Development plans for all Managers and conducting regular training and development sessions. Further, GFL created Executive coaching platform and leaders were encouraged to recognize their team- members spontaneously. GFL also formed Small projects teams and all successful Project teams were being recognized by the Top Management Team regularly. Further to address the grievances of employee, GFL launched an e- mailed based grievance handling system, called HR Buddy. All of these employee engagement initiatives have helped the company in bringing down attrition rate from 1.77 in Sep 2015 to 0.97 in Sep 2016.

Company Background

Established in 1987, Gujarat Fluorochemicals Ltd (GFL) is a part of Inox Group. GFL commenced commercial operations in 1989 by setting up refrigerant plant in Ranjitnagar, Gujarat. Later in 2007, GFL forward integrated into PTFE (Poly Tetra Fluoro Ethylene) by commissioning PTFE facility in Dahej, Gujarat with a total capacity of 16,200 MTPA.

| Company Details | | Management Details | |
|-----------------|---------------------|-------------------------|------------------|
| HR Segment | Employee Engagement | Managing Director | Vivek Kumar Jain |
| Industry | Chemicals | Chief Executive Officer | Satish Kakade |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Idea Cellular Limited

5th Floor, Windsor Building, Kalina, Santacruz – East, Mumbai - 400098, Maharashtra

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Email: vinay.razdan@idea.adityabirla.com; Website: www.ideacellular.com

Dun & Bradstreet D-U-N-S® No 86-223-5256

“Idea Participation Day” to improve employee engagement

To match the pace of development in the telecommunication industry, it was imperative to have right engagement practices for creating a more motivated and high-performing workforce. With rapid expansion, maintaining high engagement scores year on year was crucial to drive business results. The company introduced “Idea Participation Day” to give employees a venue for open feedback - an opportunity to establish two-way communication and involve employees in the development process. By involving employees in the action planning process, it makes them realize that they have a stake in the company and that their opinions are valued. This indeed helps to measure and enhance employee engagement at Idea. It formulated three pronged approach to action planning – Business Level+ Unit level+ Function level to implement this concept. Each Unit /Function works towards fixing a time slot during the day for completing the survey. The result of the program was sustained high participation of 99.63 % and engagement score of 89% in FY16 in comparison to 99.3% and 85% respectively in FY15.

Company Background

Idea Cellular Ltd (Idea Cellular), is an Aditya Birla Group Company, founded in 1995. Idea Cellular is a pan-India integrated GSM operator offering 2G and 3G services, and has its own NLD and ILD operations, and ISP license. Idea Cellular’s robust pan-India coverage is built on a network of over 100,000 2G and 3G cell sites, spread across over 55,000 towns in India.

| Company Details | | Management Details | |
|-----------------|---------------------|------------------------------|------------------|
| HR Segment | Employee Engagement | CEO | Himanshu Kapania |
| Industry | Telecommunication | Chief Human Resource Officer | Vinay Razdan |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Infiniti Retail Limited

701 & 702, 7th Floor, Kaledonia, Sahar Road, Andheri (East), Mumbai – 400069, Maharashtra

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Email: rukshana.balsara@infiniiretail.com; Website: www.croma.com

Dun & Bradstreet D-U-N-S® No 67-559-6844

CHEERing the employee morale to improve employee engagement

Infiniti lacked a platform on a broader level to recognize and reward the staff to motivate the good performers and develop the staff engagement. This resulted in to low motivational levels, dis-engagement and attrition. It introduced a strategy to improve employee motivation, engagement and performance by introducing a standard process of recognizing and rewarding employees on pre-defined performance and behavioral parameters. The HR team launched the “Cheers” (Croma Happy Employees Engagement & Recognition System) program which recognized and rewarded employees who were good performers and those demonstrating positive behaviors. The employees are awarded based on certain pre-defined performance parameters and they are given certificates & cheers points which can be redeemed against various products. Recognition & Rewards for Positive Behavior is driven by using specific cards – IRISE (Integrity, Respect, Pride, Social Responsibility and Excellence), YMMLE (You Made My Life Easier) and ACE (Ace performers delivering exceptional service). The Cheers Program witnessed an overwhelming response and improved employee engagement. It has proved to be a source of motivation and inspiration for many who strive to keep up to the company’s expectations and live by its values resulting into a healthy work environment.

Company Background

Infiniti Retail Limited (Infiniti) was incorporated as a 100% subsidiary of Tata Sons in 2005. It is a chain of electronic retail megastores that deals in categories like Digital Gadgets, Entertainment Solutions, Cameras & Accessories, Home Appliances, Cooking & Kitchen Appliances, etc.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|---------------|
| HR Segment | Employee Engagement | CEO | Avjit Mitra |
| Industry | Retail | Chief – HR & OL | Shalini Vohra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

InterGlobe Enterprises Limited

InterGlobe Enterprises, Block 2B, Ground Floor, DLF Corporate Park, Phase III, Gurugram - 122002, Haryana
Tel: 91-124-4352200

Email: sanjeev.vaid@interglobe.com; Website: www.interglobe.com

Dun & Bradstreet D-U-N-S® No 86-225-7693

InterGlobe leveraged technology and reward strategy to improve employee engagement

InterGlobe has an employee headcount of over 20,000 employees located in 59 cities spread across the globe. This environment resulted in issues concerned with communication, catering to the diverse emotional and functional needs, and disharmony amongst others. The company aimed to overcome this challenge by providing a seamless mechanism of communication and recognition. For achieving this objective the company developed MyGlobe, Wehr, and Mobilegeddon. These applications connected businesses and employees across regions enabling them to share information in real time. The result of all the applications introduced translated to an increase in employee engagement scores from 58% in 2014 to 73% in 2015. The need to attract and retain the right talent is vital for the company to eliminate knowledge erosion, sustain productivity, and have an engaged workforce. In order to address these concerns, a holistic model comprising of five components – competitive compensation, employee well-being, collaboration and inclusivity, recognition for performance, and creating challenging opportunities was created. The successful implementation of these programs resulted in high employee satisfaction scores and increased market share. The development of the model witnessed participation from members in the HR team, business managers, and leaders.

Company Background

Established in 1989 and headquartered in Gurugram, InterGlobe Enterprises Ltd (InterGlobe) is a conglomerate with 126 offices across 59 cities globally. The company has presence in the civil aviation, airline management, travel commerce solutions, IT and BPM services, hospitality, advanced pilot training and aircraft maintenance engineering.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|---------------|
| HR Segment | Employee Engagement | Managing Director | Rahul Bhatia |
| Industry | Travel & Tourism | Head – HR | Harish Gandhi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

JK Tyre & Industries Limited

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Email: vijaydeshpande@jkmail.com; Website : www.jktyre.com

Dun & Bradstreet D-U-N-S® No 65-004-6105

Employee Engagement initiative at JK Tyre

Human resources is the key differentiator for the success of any organization. Highly engaged people deliver the best business results. JK Tyre was facing the problem of low employee morale, enthusiasm and passion, especially in “Field Sales Team “. This resulted in low scores in company’s “Employee Engagement Survey“. The management wanted to improve Employee Engagement Level in the organization and Increase employee commitment and ownership at workplace. The company chose the “ACT” strategy which implies; Action – Changes – Things. The management took three actions to overcome this problem which were:

- Best in class communication channels were launched
- Training Intervention –A series of Motivational training program on “Stop- Look-Go” were designed and conducted across locations.
- UDAAN – Celebrating Employee Innovation – The objective is to unleash Creativity & Innovation, foster Cross Functional Team Working and High Level Employee Engagement.

Company Background

JK Tyre & Industries Ltd (JK Tyre) is a part of the century-old JK Organisation, one of India’s leading private sector conglomerates. The company’s manufacturing operations comprise 12 modern plants strategically located across the country – Mysuru, Banmore, Kankroli, Chennai and Haridwar. The company has 141 JK Tyre selling points Pan-India which services the growing needs of more than 4000 dealers.

| Company Details | | Management Details | |
|-----------------|---------------------|----------------------------|---------------------|
| HR Segment | Employee Engagement | Chief Managing Director | Raghupati Singhania |
| Industry | Tyres | Vice President & Head – HR | Vijay Deshpande |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Kirloskar Pneumatic Company Limited

Hadapsar Industrial Estate, Hadapsar, Pune - 411103, Maharashtra

Tel: 91-20-26727000; Fax: 91-20-26870634/26870297

Website: www.kirloskarkpcl.com

Dun & Bradstreet D-U-N-S® No 65-007-7977

Motivating the employees by recognition

Kirloskar suffered a very low satisfaction score in the Employee Engagement Survey and on interviewing a cross section of employees it found that employees did not feel recognized to their contributions. Hence, it decided to improve the existing recognition programs and introduce new ones to increase satisfaction on recognition parameter in the Employee Engagement Survey and HR Process Survey. It already had four recognition schemes such as Star of the Month, team Reward, Spontaneous reward, and Kaizen reward. It followed 3 step strategy – **Design** the reward scheme with feedback from employees, **Communicate** to create awareness about reward schemes, **Implement** reward function/ felicitate winners and promote winners names/ photos. It gives monetary as well as non-monetary benefits such as cash prize, certificates, trophies, gifts, etc. Some of the initiatives are such as it introduced a non-monetary ‘Thank You’ card to appreciate their colleagues and peers, it created awareness on different recognition schemes among the employees by sending emails every month, trainees were made eligible for rewards, name of all rewardees sent on email every month by HR. This helped Kirloskar to motivate the employees as they look forward to be rewarded and recognized.

Company Background

Kirloskar Pneumatic Company Ltd (Kirloskar) is one of the core Kirloskar Group companies and was founded in 1958. The company started its operations with the manufacture of Air Compressors and Pneumatic Tools. The company is also known for its Systems Engineering and Turnkey Project expertise.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------------|-----------------|
| HR Segment | Employee Engagement | Managing Director | Aditya Kowshik |
| Industry | Engineering | Vice President – HR & IT | Sadashib Padhee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Lokmat Media Private Limited

Lokmat Bhavan, Jalna Road, Aurangabad - 431003, Maharashtra

Tel: 91-240-2485301; Fax: 91-240-2485130

Email: balaji.muley@lokmat.com; Website: www.lokmat.net

Dun & Bradstreet D-U-N-S® No 87-180-5141

Lokmat's employee engagement initiatives has increased productivity and morale of employees

Lokmat considers it vital to understand the issues faced by their employees. Measuring employee satisfaction, understanding their experiences with the management, mapping their strengths and weakness are some of the areas where the company would like to get the views from its employees. In order to get the views from its employees, the company conducted surveys and interviews. The feedback received was used to devise improvements in the company. The company believes in recognizing the achievements of its employees. The company introduced the Lokmat Achiever's Awards aimed at honoring the exceptional performance delivered by its employees. Best Team, Best Head, Best Unit of the year, and Lifetime Achiever's Award are some of the awards given out by the company. This initiative of the company has resulted in increased morale amongst employees and has been proposed to be continued annually. Lokmat has a strong learning culture and believe that learning never halts. The company needed to find ways to improve the productivity of its editorial employees and reduce errors in their operations. In order to address this issue, the company organized training programs. These programs enhanced the skills of the employees and enhanced their productivity and efficiency.

Company Background

Lokmat Media Pvt Ltd (Lokmat) is a leading multi-platform media company with interests in a diversified portfolio of publishing, broadcast, digital, entertainment, community and sports verticals. It has an employee strength of more than 3,000 and has a pan-India network of offices.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|--------------|
| HR Segment | Employee Engagement | Executive Director | Karan Darda |
| Industry | Media | Assistant VP – HR | Balaji Muley |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Mafatlal Industries Limited

Office No 3, 6th Floor, Kaledonia, Sahar Road, Andheri (E), Mumbai - 400069, Maharashtra

Tel: 91-22-67713800/3871; Fax: 91-22-67713924/25

Email: suresh.kumar@mafatlals.com; Website: www.mafatlals.com

Dun & Bradstreet D-U-N-S® No 87-179-4300

Engagement on Air!

With a view to connect all its employees through a single media and to be able to communicate various information about its business and other activities, Mafatlal Industries launched its own in-house radio service, Radio Mafatlal, in April 2016. All information – business, achievements, accolades, local information, family matters etc., are broadcasted on pan India basis, irrespective of where the employees are located. It is ensured that the broadcasting material is such that employees even from the lower rung of the organization get an opportunity to come forward and voice their experiences and ideas. Sales heads, branch heads and unit heads generate a broadcasting plan each month, which is approved by the Corporate HR for final clearance. Radio Mafatlal was an instant hit with employees, and has added to employee engagement and motivation. Through various broadcast programs, employees get firsthand knowledge of all the activities of the company and are able to contribute better. Besides, songs and other recreational programs aired in between as per employee choice are a great stress buster. The popularity of the radio service can be gauged from the fact that employees have put in a request to extend the broadcasting hour from the current one hour.

Company Background

Mafatlal Industries Ltd (Mafatlal) manufactures and sells textiles in India. Its product portfolio comprises a complete range of products consisting of yarn dyed shirtings, suitings, voiles, prints, linens, bleached white fabrics, rubia, value added and fashion denims, corduroys, school uniforms, corporate/ institutional uniforms, bed & bath linen and readymades in cotton, linen, polyester/ cotton, polyester/viscose, cotton/lycra, pv/lycra, terry rayon and polyester wool blends.

| Company Details | | Management Details | |
|-----------------|---------------------|---------------------------|-------------------|
| HR Segment | Employee Engagement | Managing Director | Anirudda Deshmukh |
| Industry | Textiles | Senior Vice President, HR | Suresh Kumar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Motilal Oswal Financial Services Limited

Motilal Oswal Tower, Junction Of Gokhale & Sayani Road, Prabhadevi, Mumbai - 400025, Maharashtra

Tel: 91-8879670895

Website: www.motilaloswalgroup.com

Dun & Bradstreet D-U-N-S® No 67-592-8567

Engaging employees through innovative initiatives

With the firm belief that the needs of employees are different at different levels, Motilal Oswal has different engagement initiatives designed for employees at different levels in the organization. To ensure overall business buy-in and maximum involvement of employees, various initiatives were identified such as building communication channels (through the in-house channel 'Radio Masti', internal newsletter, HR App), employee development (through situational leadership tool, creation of a talent framework that gives a clear growth path to the employees, counseling, workshops and classes) and promoting a work life balance (through leave policies, which include paternity leave, family mediclaim, etc). To further ensure the implementation of the strategy the company aligned its situational leadership tool to PMS and employee participation was encouraged by nominating spocs (single points of contact) in different businesses and creating clubs.

Company Background

Motilal Oswal Financial Services Ltd (Motilal Oswal) was incorporated as a stock broking company but has evolved into well diversified firm offering a range of financial products and services. The group comprises of companies providing services such as Private Wealth Management, Retail Broking and Distribution, Institutional Broking, Asset Management, Investment Banking, Private Equity, Commodity Broking, Currency Broking, Principal Strategies and Home Finance. The company's diversified client base includes retail customers (including High Net worth Individuals), mutual funds, foreign institutional investors, financial institutions and corporate clients.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|---------------|
| HR Segment | Employee Engagement | Chairman & MD | Motilal Oswal |
| Industry | Financial Services | CHRO | Sudhir Dhar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@nccltd.in; Website: www.nccltd.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC's emphasis on employee engagement helped in reduction in employee attrition rate

Employee engagement is one of the critical tool in employee retention and maintaining productivity of the employees. NCC has faced with serious employee attrition in recent past. To address this problem, the company has taken various initiatives to increase employee engagement. The company followed five pillared approach to better engage with employees. One of the pillar was providing better environment and infrastructure at workplace. The company also provides various recreational facilities such as gymnasium, indoor sports etc along with employee accommodation. It also organizes annual sports meet to promote cross functional interaction and collaboration. The company encourages employee to take higher and cross functional responsibilities to move up the ladder. The senior management of the company connects with employee through town hall/open house meetings. The company also connects with the employee through quarterly in-house magazine 'Samashti' and has intranet portal to share knowledge / happenings. Induction program from new employees help them to align with the company's value. The company also provides comprehensive medical insurance for employees and their family. These employee engagement initiatives have helped the company in bringing down attrition rate substantially within a period of three years.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|----------------|
| HR Segment | Employee Engagement | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Nous Infosystems Private Limited

No. 1, I Main, I Block, Koramangala, Bengaluru – 560034, Karnataka
 Tel: 91-80-41939400; Fax: 91-80-25539149
 Website: www.nousinfosystems.com
Dun & Bradstreet D-U-N-S® No 91-532-8269

'Celebrate Life at Nous' initiative to drive employee engagement

Nous Infosystems was facing the challenge wherein the company lacked an employee engagement focus and internal branding under a single umbrella. The company launched 'Celebrate Life at Nous' in Apr 2016 as an initiative to drive employee engagement initiatives across Nous. The objective was to build a sense of common bonding, pride and purpose amongst people while servicing our customers across the globe. The idea was to share and spread the smallest of successes and joy amongst people and their lives and build camaraderie in order to continuously reinforce positivity in the workplace. This has also led to creating forums for employees to showcase their hidden talents and meet their creative pursuits.

Company Background

Nous Infosystems Pvt Ltd (Nous Infosystems), one of the leading global IT services providers, is a front runner among global IT services companies delivering quality technology solutions to customers across varied industry domains. With nearly two decades in the technology business, the company has grown into a mature mid-sized IT solutions provider, serving multiple SMEs and Fortune 500 companies. It enables customers to stay ahead of the competition and technology trends with industry-specific solutions. Nous operates in the USA, UK, Germany, Canada, UAE, Australia, South Africa & Nigeria regions. The company has its development centres in USA (New Jersey) and India (Bengaluru and Coimbatore).

| Company Details | | Management Details | |
|-----------------|---------------------|-----------------------|-----------------|
| HR Segment | Employee Engagement | Founder & CEO | Ajith J Pillai |
| Industry | IT / ITeS | AVP Head - HCM and HR | Aji John Joseph |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Signode India Limited

3rd Floor, Jyothi Majestic; 8-2-120/84, Road No. 2, Banjara Hills; Hyderabad - 500034, Telangana

Tel: 91-40-67468900; Fax: 91-40-23353781

Email: info@signodeindia.com; Website: www.signodeindia.com

Dun & Bradstreet D-U-N-S® No 87-178-1706

Signode India's employee engagement programs have create a positive and friendly work environment

Signode India considers employee engagement a vital prerequisite for its growth and development. They define employee engagement as the emotional commitment of employee towards the organization and its goals. They believe that an engaged employee is aware about the business context, and works with colleagues to improve job performance for the benefit of the organization. The company strives to create a workplace where employees trust the people they work for and have pride in what they do. In order to achieve these objectives and create excitement for its employees, the company introduced programs such as Healthy Signode India, Employee connect, Let's Appreciate, and Bringing Energy. Under Healthy Signode India, yoga, safety week, health checkups, marathons etc. were conducted. Under Employee connect, annual sales conferences, and monthly meetings were organized. Under Let's Appreciate, Direct Dil Se and spot recognitions were provided. Under Bringing Energy, family day, sports day, and festival celebrations were observed. The active participation of the employees in these programs has enabled Signode India create a positive and friendly work environment.

Company Background

Signode India Ltd (Signode India) is a leading global manufacturer of strap, stretch, and protective packaging consumables, tools and equipment. The company's products protect goods during manufacturing, transport and warehousing. The company sells products under a broad group of well-known brands and businesses, including Acme Packaging, Angleboard, Fleetwood, Haloila, Kiwiplan, Mima, Muller, Multi-Wall, Orgapack, Shippers Products, Signode and Strapex.

| Company Details | | Management Details | |
|-----------------|-----------------------------|-------------------------|------------|
| HR Segment | Employee Engagement | Chief Operating Officer | N L N Raju |
| Industry | Packaging & Allied Products | Head, Human Resources | Ajit Jain |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Steel Authority of India Limited

Ispat Bhawan, Lodi Road, New Delhi - 110003, Delhi

Tel: 91-11-24367481; Fax: 91-11-24367015

Email: ashok.aharwal@sailex.com; Website: www.sail.co.in

Dun & Bradstreet D-U-N-S® No 91-562-8402

Setting New Standards

The company implements many rewards & recognition schemes like the Daksh Award Scheme with a view to recognize and reward exemplary performance of an employee to reinforce such behavior among others. It is also an attempt towards building a positive work culture in the organization. Other programs aimed at addressing employee problems and concerns are Project Kiran and Samanjasya, wherein experts from various domains like medical, finance, HR, etc provide assistance and guidance to desirous or needy employees to help them resolve problems. These problems could be work-related, financial, health issues or family matters. Prayas is a unique initiative to educate contract laborers of their rights, benefits and responsibilities. They are also made aware of the various statutory provisions, namely child labor, forced labor, safety issues, discrimination etc. Another unique initiative, Veerangana, where women employees are encouraged to undertake traditionally male-dominated jobs; and Karyasthal Par Karmik, a shop floor communication program has been much appreciated.

Company Background

Steel Authority of India Ltd (SAIL) is the largest steel-making company in India and one of the seven Maharatna's of the country's central public sector enterprises. SAIL manufactures and sells a broad range of steel products that include hot and cold rolled sheets and coils, electrical sheets, galvanized sheets, railway products, structural products, plates, bars and rods, stainless steel and other alloy steel. The company produces iron and steel at its five integrated plants and three special steel plants, located principally in the eastern and central regions of India.

| Company Details | | Management Details | |
|-----------------|---------------------|---------------------|-------------|
| HR Segment | Employee Engagement | Chairman | P K Singh |
| Industry | Steel | Director, Personnel | N Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

The Indian Hotels Company Limited - Taj Lands End

Bandstand, Bandra (West), Mumbai - 400050, Maharashtra
Tel: 91-22-66681234/66767161; Fax: 91-22-66994488
Email: marshal.dias@tajhotels.com; Website: www.tajhotels.com
Dun & Bradstreet D-U-N-S® No 91-862-6102

Building a Highly Engaged Workforce

Taj Land Ends understands the importance of employee engagement, which is a key factor to ensure all associates are motivated to do their best. The company realized that there was vast scope for improvement as there were no major recreational events conducted for the staff. In order to build employee engagement, a strategy was formulated to initiate such events and to build team motivation through interdepartmental activities. All employees were informed of the company's intent and innovative ideas were invited. A host of events were launched – open air events including cricket and football tournaments, singing contests, painting competition, women day celebration, festivals, theme farewells etc. Employees were encouraged to promote the events through creative posters, emails, word-of-mouth, etc. All this enhanced staff participation and engagement at all levels and fostered a sense of belonging towards the organization.

Company Background

The Indian Hotels Company Limited - Taj Lands End (Taj Land Ends) was incorporated in 1984. It is one of Asia's largest and finest group of hotels, comprising 100 hotels in 62 locations across the globe, including presence in India, North America, United Kingdom, Africa, Middle East, Malaysia, Sri Lanka, Maldives and Bhutan.

| Company Details | | Management Details | |
|-----------------|---------------------|---------------------------|----------------------|
| HR Segment | Employee Engagement | Director, Human Resources | Marshal Thomas Dias |
| Industry | Hotels | Director, Finance | Nitin Sushil Bengani |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

The Tata Power Company Limited - Strategic Engineering Division

No: 42, Off Saki - Vihar Road, Andheri (East), Mumbai - 400072, Maharashtra
Tel: 91-22-67513600; Fax: 91-22-67513638
Website: www.TataPowerSED.in
Dun & Bradstreet D-U-N-S® No 86-024-7906

Engaging Employees to Create Better Workplaces

Tata Power SED conducts its employee engagement program through a tool called VOICES, which stands for Voice of Internal Customer for Engagement & Satisfaction. This program is held once each year through third party operators such as Hewitt, Gallup, etc. The company has built strong in-house VOICES champions, who are well trained in the facilitation process and other tools. Through these workshops, the champions deal with deeper issues of employee dissatisfaction and other issues in communication, collaboration, facilities and leadership. Once the root cause is known, the champions suggest remedial measures and follow it up. This eventually helps in weeding out employee dissatisfaction, improves productivity and aligns functional activities in line with the company's business strategy. The company also conducts a gamut of collaborative and recreational activities - Chai Time with Seniors, Manager Assimilation Program (MAP, Fun@Work and SED Mela to name a few.

Company Background

The Tata Power Company Limited - Strategic Engineering Division (Tata Power SED) is engaged in the design, development, production, integration, supply and life-cycle support of mission critical defense systems of strategic importance. The company has a dedicated R&D center in Mumbai and a production center in Bengaluru.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|----------------|
| HR Segment | Employee Engagement | CEO | Rahul Chaudhry |
| Industry | Defence | Head – HR | Shyam V Iyer |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Uflex Limited

A - 107 - 108, Sector - IV, Noida - 201301, Uttar Pradesh
Tel: 91-120-4012345; Fax: 91-120-2556040
Email ID: enquiry@uflexltd.com; Website: www.uflexltd.com

Dun & Bradstreet D-U-N-S® No 65-008-4239

Uflex's Employee Engagement activities

Uflex is a 3-decade old group with a group business size of \$ 2 billion and manufacturing facilities across the globe. Significant investment in making Uflex a market leader in flexible packaging has put the focus on human capital and skills development as never before. To realize our potential at a global level, an engaged and productive workforce is essential. This has triggered the need to find out whether our hi-potential employees are committed and how can the organization retain them. To address this business challenge, the company decided to conduct employee engagement survey across businesses. The survey was conducted to identify the 'Key Focus Areas' and develop an action plan to address the same. As a result, on an average there are around 8-10 activities conducted across businesses per month. The programs are designed as per the business needs and have a significant impact on areas such as working environment, performance and growth, wellbeing etc.

Company Background

Uflex Ltd (Uflex) was incorporated in 1983. Headquartered in Noida, it has state-of the-art manufacturing facilities in India, UAE, Mexico, Poland, Egypt and USA. Uflex serves as one stop shop flexible packaging solution provider cutting across varied sectors spanning USA, Canada, South America, UK, Europe, Russia, CIS countries, South Africa and other African countries, Middle East and the South Asian Countries.

| Company Details | | Management Details | |
|-----------------|-----------------------------|--------------------|------------------|
| HR Segment | Employee Engagement | CMD | Ashok Chaturvedi |
| Industry | Packaging & Allied Products | CFO | R K Jain |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Videocon d2h Limited

1st Floor, Tech Web Centre, New Link Road, Oshiwara, Mumbai - 400102, Maharashtra
Tel: 91-22-44555000
Email: siddharth.sawant@d2h.com; Website: www.videocond2h.com

Dun & Bradstreet D-U-N-S® No 86-452-4436

Introducing HR Mitr, HR Sampark for better employee engagement

Videocon d2h was the last entrant in the DTH industry and to establish itself in a difficult, price sensitive and fiercely competitive market, it focused on high quality service delivery. Due to intense competition and high churn rates, it took a toll on the time & quality of service offered and cost of recruitment. It launched programs like HR Sampark which is a combination of acclimatization, training and engagement of the frontline employees and "HR MITR" which engages employees through more involvement in work, identifying opportunities for experimentation and creation & implementation of innovative ideas. It has HR orientation program which provide platform for new employees to share new ideas and suggestion in their area of expertise. It also has "HR Operational Excellence" which covers two aspects of on time completion of all operational activity and fulfilling all HR services with a certain set standard. HR Mitr contributed towards motivating employees to push their limits and thus achieving Market Leadership position. HR Sampark contributed towards customer service orientation. The ideas generated through orientation program contributed towards cost saving, improvement of customer service and reduction in the service level agreements.

Company Background

Videocon d2h Limited (Videocon d2h) is one of the fastest growing DTH service providers in India. It offers over 570 channels and services, including 45 HD channels and services. It has also launched India's first 4K Ultra HD DTH channel. Other offerings include wireless DTH headphones, radio frequency DTH remote and a 1,000 GB HD DVR, constantly redefining the TV viewing experience.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|-------------|
| HR Segment | Employee Engagement | CEO | Anil Khera |
| Industry | Media | Head HR | Ajaya Kumar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Employee
Engagement

Videocon Telecommunications Limited

2nd Floor, 296, Phase II, Udyog Vihar, Gurugram, Haryana.

Tel: 91-9653018500

Website: www.videocon.com

Dun & Bradstreet D-U-N-S® No 67-736-9943

Raising the bar and embracing the employees through attractive retention practices

Videocon Telecom believes in mobilizing its resources to engage them in multitude of disciplines either to make them feel involved or utilize their time and effort in serving the community better. Its engagement programs aim at larger involvement of employees vis-à-vis support its developmental initiatives that help employees extend the balance between work and life. Videocon Telecom has witnessed a good number of participation from the employees in its varied activities organized for them. Videocon Telecom celebrates important events, hold celebrations, mark specific festival/International days such as Holi, Diwali, Christmas, Eid, Guru Purab, Karwa Chauth, Gandhi Jayanti, and Children's Day, Mother's Day, Women's Day etc. Videocon Telecom also undertakes social initiatives like Blood Donation Camps, Langar (free meals) Seva, Seedlings Plantation, etc. where it generate opportunities and/or benefits to the community at large. The company has internal training sessions where an active list of employees provides essential trainings on behavioral, functional, developmental, and technical scale. Besides these, Videocon Telecom also holds Developmental Self & Awareness camps, Sports Competitions and Health Camps.

Company Background

Videocon Telecommunications Ltd (Videocon Telecom), incorporated in 2008, is a Videocon group company that offers GSM mobile services under the brand name Videocon. The services are already up and running in Punjab, Gujarat, Haryana, Madhya Pradesh (includes Chhattisgarh) and are soon going to be operational in Bihar, Jharkhand, and Uttar Pradesh.

| Company Details | | Management Details | |
|-----------------|---------------------|--------------------|-------------|
| HR Segment | Employee Engagement | CEO | Arvind Bali |
| Industry | Telecommunication | Head HR | Rajesh Soni |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Industrial Relations

Aculife Healthcare Private Limited

Commerce House -V, A Wing, Corporate Road, Prahlad Nagar, Ahmedabad - 380051, Gujarat

Tel: 91-79-26839100; Fax: 91-79-26839108

Email: corporate@aculife.co.in; Website: www.aculife.co.in

Dun & Bradstreet D-U-N-S® No 87-368-1232

Managing Industrial Relations Effectively

Industrial relations has a deep relationship with social justice through fair employment practices. It covers issues such as management strategy, employee representation, union-management co-operation, skill development etc. A good human resource strategy facilitates smoothing functioning of the business not only at the senior level but also helps in strategic decision making for better employee-employer relationship. At Aculife Healthcare Pvt Ltd, labour unions among workers/contractual workers were a cause of concern. As a strategic step, the company decided to source and recruit workers from the nearby villages only on pay roll and not on contract. This is beneficial as being on payroll of the company, the company's HR department has a better opportunity to interact directly with the individual employees and resolve their grievances and performance issues. As a result, employees have a sense of satisfaction as well as a sense of belonging with the company to the effect that no major strike or union intervention has occurred in the company's unit since the adoption of this policy.

Company Background

Aculife Healthcare Pvt Ltd. manufactures healthcare products that include hospital care products, medical devices, critical care medicines like anesthesia products, plasma volume expander, total parenteral nutrition, advanced antibiotics, blood related products, pharmaceutical formulations like pain management products, gastric preparations, gynecological preparations, hormones, anti-rheumatoids, anti-allergy, anti-asthmatics, anti-malarials, antivirals, neutraceuticals, growth preparations, vasodilators, diagnostics, steroids and branded Over The Counter (OTC) products.

| Company Details | | Management Details | |
|-----------------|----------------------|-----------------------|-------------------|
| HR Segment | Industrial Relations | Head, Accounts & Cost | Vandana Patel |
| Industry | Healthcare | Head - HR | Ajoy Mohan Dyundi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Industrial Relations

Atul Limited

Atul Limited, Atul 396020, District Valsad, Gujarat
Tel: 91-2632-230398
Website: www.atul.co.in

Dun & Bradstreet D-U-N-S® No 86-217-9848

Resolving the industrial unrest through awareness and communication

The expansion plan of Atul required the company to employ the workforce on a large scale. This impacted the reserves and surplus of the organization resulting into higher manufacturing costs and trimmed contributions. The paying capacity of the organization depleted year by year and led to formation of union demanding higher pay and more welfare facilities for the workmen group. Atul limited faced industrial unrest 8 times through its journey from 1947 till date. It faced several challenges in wage settlement backed by Down trend of the chemical industry and lowered contribution, Cultural backlogs, Concerns - Ageing Workforce, Contract Labour & Disciplinary Issues, and Disagreement between unions across 03 sites among many others. To resolve the issues, the company introduced several successful initiatives such as self-awareness, rapport building, transparency, communication, capitalizing the power of influencers, phase implementation, leading by example, and de-bottlenecking the loopholes. A study on effectiveness of implementation of Wage Settlement revealed Improvement in availability of Workmen, Positive change in the attitude of Workmen, Improvement in productivity of Workmen and Improvement in discipline of Workmen.

Company Background

Atul Ltd (Atul), incorporated in 1947, manufactures chemical complexes of its kind in the world. It operates through seven sub-segments (interchangeably called Businesses), namely Aromatics, Bulk Chemicals and Intermediates, Colors, Crop Protection, Floras, Pharmaceuticals and Polymers. The Company has offices in the USA, the UK, China, Brazil and the UAE to better service its international customers.

| Company Details | | Management Details | |
|-----------------|----------------------|--------------------|-----------------|
| HR Segment | Industrial Relations | Chairman & MD | Sunil Lalbhai |
| Industry | Chemicals | President - HR | Sharat Tripathi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Industrial Relations

The Indian Hotels Company Limited - Taj Lands End

Bandstand, Bandra (West), Mumbai - 400050, Maharashtra
Tel: 91-22-66681234/66767161; Fax: 91-22-66994488
Email: marshal.dias@tajhotels.com; Website: www.tajhotels.com

Dun & Bradstreet D-U-N-S® No 91-862-6102

Boosting Productivity through Incentives

In order to improve productivity among workmen, Taj Lands End started an innovative productivity-linked bonus and introduced a four-year settlement period instead of the existing three-year one. All financial, customer, process and employee linked measures having a direct impact on the business results were identified. After inputs from the General Manager, departmental heads and the Union and after taking into account the budgets, the targets were arrived at and so was the weightage. After trying out various permutations and combinations the company calculated as to what a person would tentatively take home as productivity linked incentive. The idea was to built around the objective that based on one's performance, an individual could take home 125% of his salary as the productivity-linked bonus. The company ensured the parameters chosen for assessment are easy to track and the targets are weren't too steep in the first year. It was also ensured that the variable productivity linked incentive amount is processed every month. Additionally to facilitate some yearly disbursements, the company laid out some parameters so that the worker could take a lump sum amount towards the year-end.

Company Background

The Indian Hotels Company Limited - Taj Lands End (Taj Land Ends) was incorporated in 1984. It is one of Asia's largest and finest group of hotels, comprising 100 hotels in 62 locations across the globe, including presence in India, North America, United Kingdom, Africa, Middle East, Malaysia, Sri Lanka, Maldives and Bhutan.

| Company Details | | Management Details | |
|-----------------|----------------------|---------------------------|----------------------|
| HR Segment | Industrial Relations | Director, Human Resources | Marshal Thomas Dias |
| Industry | Hotels | Director, Finance | Nitin Sushil Bengani |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Diversity and Inclusion

Accelya Kale Solutions Limited

1st Floor, Sharda Arcade, Pune - Satara Road, Pune – 4110377, Maharashtra

Tel: 91-22-67693700; Fax: 91-22-66793717

Email: vardayini.sharma@accelya.com; Website: www.accelyakale.com

Dun & Bradstreet D-U-N-S® No 72-601-2755

Celebrating Womanhood

Accelya launched a gender inclusivity movement in 2010, which apart from increasing women participation in the company's recruitment activities, raises awareness of the capabilities, skills and strengths personified by female employees; and highlights the key issues that hold women back. The company's dedicated women portal raises awareness of gender inclusivity issues and to keep women employees up to date on network/movement issues and provides an opportunity to discuss and provide inputs on the issues and pipeline activities. Accelya organizes open mentoring forums for its women employees to help them excel in their fields. The company is committed to building women leaders and to create a culture where women employees are supported and encouraged to seek/achieve their fullest potential. A gender sensitization program is also conducted for all employees to promote workplace equality and to eliminate gender-based prejudice. Through proper training and awareness, the company seeks to change stereotyped working cultures as regards to the roles and abilities of employees, including attitude towards women leaders. The company also holds various programs to acknowledge and recognize exceptional work done by its women employees.

Company Background

Accelya Kale Solutions Limited (Accelya) is part of the Accelya Group, a leading solutions provider to the airlines and travel industry. Formerly known as Kale Consultants Limited, the company became part of the Accelya Group in 2011. The company provides the following financial services – revenue accounting, audit & revenue recovery, card management, miscellaneous billing, F&A processing and decision support. The company has more than 200 airline customers and has presence in 8 countries worldwide.

| Company Details | | Management Details | |
|-------------------|--------------------|------------------------------|---------------------|
| HR Segment | Managing Diversity | Managing Director | Neela Bhattacharjee |
| Industry | IT / ITeS | Head, Human Resources | Rahul Kulkarni |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Diversity and Inclusion

Aculife Healthcare Private Limited

Commerce House –V, A Wing, Corporate Road, Prahlad Nagar, Ahmedabad - 380051, Gujarat

Tel: 91-79-26839100; Fax: 91-79-26839108

Email: corporate@aculife.co.in; Website: www.aculife.co.in

Dun & Bradstreet D-U-N-S® No 87-368-1232

Making Workplaces More Diverse

Aculife Healthcare Pvt Ltd understands that the most universal quality is diversity. The company proactively seeks ways to diversify its workforce and strives endlessly to improve its people management. However, the location of its manufacturing plant was a major challenge inhibiting its goal to become an equal opportunity employer. Being located in villages distant from the manufacturing unit, women employees were reluctant to join the company. The only options available were to either reduce the intake of female employees or to offer higher pay to lure more women from these distant villages. As a strategic move, the company decided to recruit more women from the near vicinity and place them in the first shift. This move helped the company to not only recruit more women workers at lower cost but also helped it provide employment to deserving candidates in the non- and semi-skilled category. The company now has a 35% women workforce at its manufacturing unit, and it intends to take this figure further up by opening up more roles for them in sales and marketing.

Company Background

Aculife Healthcare Pvt Ltd. manufactures healthcare products that include hospital care products, medical devices, critical care medicines like anesthesia products, plasma volume expander, total parenteral nutrition, advanced antibiotics, blood related products, pharmaceutical formulations like pain management products, gastric preparations, gynecological preparations, hormones, anti-rheumatoids, anti-allergy, anti-asthmatics, anti-malarials, antivirals, neutraceuticals, growth preparations, vasodilators, diagnostics, steroids and branded Over The Counter (OTC) products.

| Company Details | | Management Details | |
|-------------------|--------------------|----------------------------------|-------------------|
| HR Segment | Managing Diversity | Head, Accounts & Cost | Vandana Patel |
| Industry | Healthcare | Head - HR | Ajoy Mohan Dyundi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Diversity and Inclusion

Encore Capital Group

Plot no. 28P, Sector 44, Gurugram - 122003, Haryana

Tel: 91-8774454581

Email: siddharth.nagpal@mcmcg.com; Website: www.encorecapital.com

Dun & Bradstreet D-U-N-S® No 87-181-2149

FBRIC (Fairness, Breakthrough Results, Respect, Integrity and Collaboration) for Diversity & Inclusion

Encore believes that diversity in the workplace is absolutely crucial for an enhanced ability to reach strategic goals and create better organizational outcomes. Its core value is called FBRIC (Fairness, Breakthrough Results, Respect, Integrity and Collaboration). Encore launched Women Leadership Development Program (WLDP) in which workshops were conducted by Harvard faculty for women employees across the globe. Every quarter, the CEO invites a woman leader for a lunch meeting and engages in discussion on topics ranging from their own career path to resolving critical business problems. Encore also launched Global Women Mentoring Network (GWMN) that provides global visibility to women managers and serves as a platform for them to learn from other women role models. It has Women@Encore forum provides a platform for women employees to develop connects across the organization. It has Inclusive Holiday Calendar which recognizes festivals from various regions. Festival celebrations are planned keeping in mind the diverse workforce. Some of the initiative include, setting up additional prayer rooms and arranging special snacks in the holy month of Ramzan, Special Ramzan dinner is organized for all employees, Separate food counters for employees observing the Navratri fast, etc.

Company Background

Encore Capital Group (Encore) was incorporated in 2005 in India to provide debt management and recovery solutions for consumers across a broad range of assets. It purchases portfolios of consumer receivables from major banks, credit unions, and utility providers and work toward financial recovery.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|-------------|
| HR Segment | Managing Diversity | CEO | Manu Rikhye |
| Industry | Financial Services | Vice Presiden - HR | Ajit Singh |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Diversity and Inclusion

L'oreal India Private Limited

A – Wing, 8th Floor, Marathon Futurex, N.M Joshi Marg, Lower Parel, Mumbai - 400013, Maharashtra

Tel: 91-22-67003000; Fax: 91-22-67003160

Website: www.loreal.co.in

Dun & Bradstreet D-U-N-S® No 65-021-3064

Managing Diversity strategy at L'Oreal

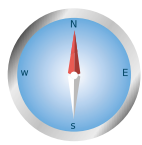
Loreal's ambition is to become the recognized world leader in the management of diversities. The global diversity strategy focuses on three areas: gender, disabilities and, social and ethnic background. Today the company's gender diversity percentage is 28% women on statutory headcount and overall, 85% women are employed on statutory and non-statutory head count, which are higher than market benchmark. The company took a 360-degree approach for attracting women and people with disabilities (PWD). Its recruitment strategy focuses on Direct and Digital medium to attract and hire women talent. The company is leveraging digital sourcing channels such as LinkedIn, Job ability, Enable India etc. and also internal employee referral program 'BRING Your Own Buddy' to attract women and PWD talent and are offering higher rewards to referring employees. As a result, L'Oréal India is the first and the only company in India to receive the prestigious Economic Dividends for Gender Equality certification (EDGE). EDGE is the only business certification for gender equality at work place that is universally applicable across industries and countries.

Company Background

L'oreal India Pvt Ltd (L'Oréal), has been present in India as a wholly owned subsidiary of L'Oréal S.A. since 1994. L'Oréal has presence in all distribution channels with 15 brands, available in mass market channels, hair and beauty salons, selective distribution and pharmacies. L'Oréal India employs over 1,600 people across four regional offices, including at its two manufacturing facilities in Pune (Maharashtra) and in Baddi (Himachal Pradesh), its Research and Innovation facilities in Mumbai.

| Company Details | | Management Details | |
|-----------------|--------------------|----------------------|---------------------------|
| HR Segment | Managing Diversity | Managing Director | Jean-Christophe Letellier |
| Industry | Cosmetics | Head Human Resources | Mohit James |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Organisational
Values

InterGlobe Enterprises Limited

InterGlobe Enterprises, Block 2B, Ground Floor, DLF Corporate Park, Phase III, Gurugram - 122002, Haryana

Tel: 91-124-4352200

Email: sanjeev.void@interglobe.com; Website: www.interglobe.com

Dun & Bradstreet D-U-N-S® No 86-225-7693

InterGlobe's i-Value program helps employee's focus on the company's values

InterGlobe felt the need to create a reward and recognition program that honors positive behaviors associated with our company values of Integrity, Customer Orientation and Future Mindedness. The creation of the program was aimed at reinforcing the positive behaviors of the company's values. In order to achieve this objective the company developed i-Value program. The company leveraged technology and collaborative tools to create and run the recognition program. The program was based on InterGlobe's people philosophy of Co-Creation, Consensus and Common Sense (3Cs). The program received more than 5000 unique nominations for the total employee strength of 6500 in the organisation. Adopting technology ensured the seamless execution of the program. The program allowed employees to share their experiences, memories, and aspirations. The received nominations were screened and vetted by a team of internal judges. The program also resulted in the development of value meter. This value meter will be used to evaluate the company's value on a meter by quantifying it. The location offices in Manila, China and India locally ran the program.

Company Background

Established in 1989 and headquartered in Gurugram, InterGlobe Enterprises Ltd (InterGlobe) is a conglomerate with 126 offices across 59 cities globally. The company has over 20,000 professionals across businesses. The company has presence in the civil aviation, airline management, travel commerce solutions, IT and BPM services, hospitality, advanced pilot training and aircraft maintenance engineering.

| Company Details | | Management Details | |
|-----------------|-----------------------|--------------------|---------------|
| HR Segment | Organisational Values | Managing Director | Rahul Bhatia |
| Industry | Travel & Tourism | Head – HR | Harish Gandhi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Retention

AT&T Global Business Services India Private Limited

Salarpuria Softzone, Bellandur, Bengaluru - 560103, Karnataka

Tel: 91-80-41318286

Email: sb2572@att.com

Dun & Bradstreet D-U-N-S® No 86-025-1457

Stay and Skip to Retain Talent

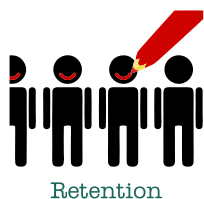
AT&T India regularly conducts stay interviews and skip meetings with its employees in order to spot disgruntled employee before they decide to move on. Stay interviews and skip meetings reveal grievances before the employee is disengaged and several of these cases can be turned around, helping in talent retention. These interactions also provide an opportunity to understand employee concerns, undertake counseling, identify attrition signs early and take proactive action, and resolve conflicts. Employees are also briefed about HR policies, processes and initiatives through these meetings. The company conducts the process as a routine, random HR activity for all teams, and confidentiality is maintained. Specifically for gender-specific issues, women employees are interviewed by women representatives only. Through these initiatives, the company enjoys a low attrition trend, far below the industry average. It has helped in retaining key talent as attrition trends were spotted early on followed by timely restorative measures. Other benefits include improved communication and collaboration between teams and/or their overseas managers, better understanding of cultural issues, enhanced training and development focus, and smoother conflict resolution.

Company Background

AT&T Global Business Services India Pvt Ltd (AT&T) is a subsidiary of AT&T Inc. and provides diverse telecom and technology services in India. The company operates high technology service nodes in New Delhi, Bengaluru, Chennai, Mumbai and Hyderabad.

| Company Details | | Management Details | |
|-----------------|-------------------|-----------------------|------------------|
| HR Segment | Retention | Head, Human Resources | Srinivas Bikkina |
| Industry | Telecommunication | | |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Energy Limited

Bajaj Bhawan, Jamanalal Bajaj Marg, B-10, Sector -3, Noida - 201301, Uttar Pradesh

Tel: 91-120-4045100/555

Email: ajaybhardwaj@bajajenergy.com; Website: www.bajajenergy.com

Dun & Bradstreet D-U-N-S® No 86-379-2744

Better Work Environment for Talent Retention

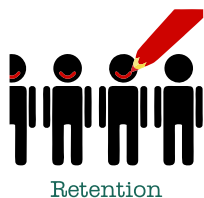
Owing to high attrition levels, the company devised ways to ensure employees stayed with the company for longer terms. To chalk out an effective strategy, a host of measures were undertaken; for instance, employee survey, interaction with employees and open communication with employees to get a better understanding of the underlying factors of higher attrition in the company. The next step was to analyze the data so gathered to get a clear picture of the existing gaps and employee expectations. The company worked on these results and brought about major changes in the organization – the PMS process was revamped, a rewards & recognition program was launched, and certified training programs were introduced for the employees. With the help of these initiatives, the company was able to bring down attrition level from 22% to a meager 5.1% over a period of three years.

Company Background

Bajaj Energy Ltd (Bajaj Energy), a subsidiary of Bajaj Hindusthan, is engaged in thermal power generation and operates coal-based power generation plants at Barkhera (Pilibhit), Maqsoodapur (Shahjahanpur), Khambarkhera (Lakhimpur), Kundarkhi (Gonda), Utraula (Balrampur) in Uttar Pradesh. The company's corporate office is situated at Noida.

| Company Details | | Management Details | |
|-----------------|-----------|-----------------------|---------------|
| HR Segment | Retention | Managing Director | R S Sharma |
| Industry | Power | President, Operations | V K S Bankoti |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Drive India Enterprise Solutions Limited

7, Kamla Executive Park, off Andheri Kurla Road, Andheri East, Mumbai - 400059, Maharashtra

Tel: 91-22-67779000

Email: Sarita.jha@driveindia.co.in; Website: www.diesl.in

Dun & Bradstreet D-U-N-S® No 65-033-9901

DIESL's Strategy for Employee Retention

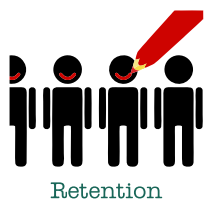
DIESL faced difficulties in acquiring and retaining talent, and in meeting employees' expectations. Since job contractors were initially hired for lower level roles, DIESL found it difficult to meet customers' requirements, especially on jobs like data entry or LOB in-charge. Moreover, the competency structure was adopted from Tata Tele Services Ltd, which was grade-based and not linked with roles and responsibilities. As a remedy, DIESL introduced a concept of Fixed Term Contractual (FTC) Associates, which bound employees for a specific period. The minimum qualification required for an FTC Associate was set as graduation, so as to have suitable candidates to fall back on in case of internal vacancies by way of transfers/promotions. A role based competency matrix was introduced for clarity and transparency. Initiatives like rewards & recognition and flexible working hours were introduced. As a result, the overall retention rate of 'must-keep' employees has been maintained at a healthy rate of 83% in the year 2015-16 and the attrition rate for the year stood at 19%, well within the industry norms.

Company background

Drive India Enterprise Solutions Ltd (DIESL), subsidiary of TVS Logistics Services Ltd, is a logistics service provider, caters to a wide range of industries like telecom, lubes, consumer durables, FMCG, Hi-tech, engineering, retail, DTH, project logistics and automobiles. One of the leading third party logistics (3PL) companies in India, it offers a complete suite of logistics services to enable supply chain. The company provides services that enable operations to run with fewer resources in terms of people, inventory levels, time and costs.

| Company Details | | Management Details | |
|-----------------|-----------|--------------------|-------------------|
| HR Segment | Retention | Head – 3PLS | Vikram Mansukhani |
| Industry | Logistics | Head – HR & Admin | Mayank Garg |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Fortis Escorts Heart Institute

Okhla Road, Opp Holy Family Hospital, Okhla, New Delhi - 110025, Delhi
 Tel: 91-11-4713000; Fax: 91-11-26825013
 Email: balkishan.sharma@fortishealthcare.com; Website: www.fortisesorts.in
Dun & Bradstreet D-U-N-S® No 91-534-3453

Handholding the Novice

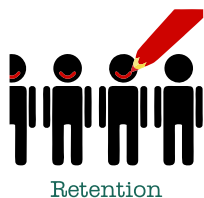
Employee attrition is a major challenge in the healthcare industry. Fortis Escorts Heart Institute noted that attrition is the highest among new recruits owing to work-related stress and lack of proper mentoring. Facing the problem head-on, the company worked towards developing a robust strategy to curb entry-level attrition. A mentoring and peer help program was conceptualized, wherein buddy mentors were assigned to new joiners to guide them during their first three months of employment. Other than providing valuable advice and guidance to the new recruit, the buddy would also help young workers deal with job related stress. As a result, attrition among new recruits declined considerably. The program also helped in reducing work-related inaccuracies, boosted confidence and reduced stress levels among new recruits, and enhanced co-ordination with other employees.

Company Background

Fortis Escorts Heart Institute is a New Delhi-based cardiac care hospital, offering a range of services in cardiac bypass surgery, interventional cardiology, non-invasive cardiology, paediatric cardiology and paediatric cardiac surgery. The hospital also provides services in the domain of general and laparoscopic surgery, ENT, clinical psychology, dentistry diabetology, physiotherapy and plastic and reconstructive surgery. The hospital is backed by the most advanced laboratories performing complete range of investigative tests in the field of nuclear medicine, radiology, biochemistry, haematology, transfusion medicine and microbiology. The institution was established in 1988 as Escorts Heart Institute and Research Centre Ltd. Later in 2005, the hospital was acquired by the Fortis Healthcare Group.

| Company Details | | Management Details | |
|-----------------|------------|--------------------|---------------------|
| HR Segment | Retention | Zonal Director | Somesh Kumar Mittal |
| Industry | Healthcare | Zonal Head, HR | Balkishan Sharma |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@nccld.in; Website: www.nccld.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC's various initiatives for employee retention helped in improving productivity and reducing attrition

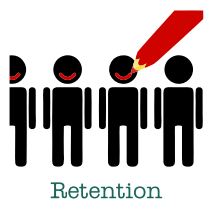
For companies operating in infrastructure development space, retention of employees is a bigger challenge. NCC also faced challenges of employee retention and saw a high attrition rate. The company implemented various schemes to overcome this challenge. The company started various employee recognition measures such as encouraging employees to refer their blood relatives to work in NCC, payment of various annual benefits at interval of 3-4 months, opportunity to work in cross functional area, incentives in the form of project completion bonus, long service appreciation award etc. The company has also started giving financial assistance to its employees in need such as giving loans to employees in emergency, arranging donation to support the treatment of critical illness of employee, one month basic salary as marriage gift, loan to purchase vehicle etc. It also started leave encashment policy, and various amenities on work site to improve the convenience of employees. The company has provided various facilities such as in-house ATMs for employees, gymnasium, recreation room, and cafeteria. The company also provides family accommodation to employees. All the above initiatives helped in increasing employee's productivity and also helped the company in reducing attrition rate.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|--------------|--------------------|----------------|
| HR Segment | Retention | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Paayas Milk Producer Company Limited

4th Floor, Atlantis Tower, Near Amrapali Circle, Vaishali Nagar, Jaipur – 302021, Rajasthan

Tel: 91-141-4202101

Email: jayendrachaturvedi@paayasmilk.com; Website: www.paayasmilk.com

Dun & Bradstreet D-U-N-S® No 87-310-2430

Paayas' initiative of establishing productivity centric culture in the organization helped in reducing attrition

The biggest challenge faced by a farmer owned start up especially dairy sector is motivating and engaging talent. Paayas also faced the similar issue and tried to create an environment in all aspects for producing engaged and motivated manpower, so that retention rate could be increased and attrition rate could be controlled. To deal with the retention issue, Paayas considered solutions like adopting compensation & benefits policies higher than the existing industry benchmarking, creating effective learning and development, giving faster growth prospects, practicing competency based recruitment, utilizing regular reward and recognition programs, establishing productivity centric culture in the organization and concentrating on employee engagement activities. Paayas implemented these solutions by giving more thrust into learning & development exercises such as creating goof up corners in the organization, creating simulation platforms, communicating career prospects and benchmarking of vertical growth, creating talent pool to reward performing employees and establishing communication network in transparent manner. These initiatives helped in reducing the attrition rate to 9% in 2015-16.

Company Background

Established in 2012, Paayas Milk Producer Company Ltd (Paayas) is producer owned, professionally managed enterprise which provides its members round-the-year access to the marketplace. The company procures milk only from its members, process it and then provide animal nutrition products and milk & milk products. Presently, the company has its operations in eight districts of Rajasthan.

| Company Details | | Management Details | |
|-----------------|----------------|-------------------------|---------------------|
| HR Segment | Retention | Chief Executive Officer | Ratan Kumar Singh |
| Industry | Dairy Products | Head - HR | Jayendra Chaturvedi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Prabhat Dairy Limited

D-37/4, TTC Industrial Area, Turbhe, MIDC Thane Belapur Road, Navi Mumbai - 400705, Maharashtra

Tel: 91-22-41287700

Email: tanmay.parikh@prabhatdairy.in; Website: www.prabhatdairy.in

Dun & Bradstreet D-U-N-S® No 91-667-8170

Targeted retention strategy resulting in lower attrition levels

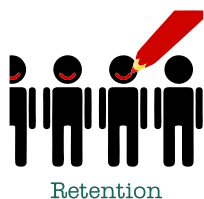
Prabhat Dairy was facing a crucial challenge of rampant attrition in its B2C sales team. The company intended to retain right individuals & have momentum resulting in better productivity. Some of the solutions contemplated involved; increasing salary levels, introducing lucrative or legitimate incentive schemes; and better alignment of people in line with business numbers plans and expected deliverables. The HRBP lead this agenda with the help and support of key stakeholders, and built up action plans for targeted pilot areas/geographies. The HRBP ensured that the right people are hired for frontline sales, selected after a mandatory HR interview followed by line manager interview. A reference check was made mandatory through market references for across team members. The HRBP also conducted counselling sessions for line managers who witnessed highest attrition rates through a dip stick survey. Moreover, transparency was enhanced by tweaking of few C&B policies & actual implementation on ground. These host of measures carried out for a period of six months reduced voluntary attrition rate by almost 18%.

Company Background

Prabhat Dairy Ltd (Prabhat Dairy) was incorporated in 1998 by the Nirmal family. The company is an integrated milk and dairy products company engaged in producing fresh, dry, frozen, cultured and fermented dairy products, including pasteurized milk, flavoured milk, sweetened condensed milk, ultra-pasteurised or ultra-high temperature (UHT) milk, yoghurt, dairy whitener, clarified butter (ghee), milk powder, ingredients for baby foods, lassi and chaas. The company operates two manufacturing units at Shrirampur and Turbhe, Navi Mumbai. It caters to both institutional as well as retail customers.

| Company Details | | Management Details | |
|-----------------|----------------|--------------------|----------|
| HR Segment | Retention | Joint MD | V Nirmal |
| Industry | Dairy Products | GM-Group HR | I Singh |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Somany Ceramics Limited

F-36, Sector-6, Noida - 201301, Uttar Pradesh
 Tel: 91-120-4627900
 Website: www.somanyceramics.com; Email: hr@somanytiles.co.in
Dun & Bradstreet D-U-N-S® No 87-178-9531

Stay Interviews; an important tool for employee retention

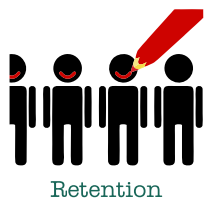
The most crucial aspect of successful HR practices in any organisation is employee retention. It basically shows the ability of the company to retain its employees. Somany Ceramics believes in understanding factors that influence employee retention in its organization, which ultimately is considered as the major driver in employee performance. Last year, Somany Ceramics adopted the Stay Interview practice, which assists in understanding employees' key motivators and concerns during their stay with the organization. This not only helps in knowing the positive factors which motivate employee to stay with the organisation, but also, gives an idea about steps that can make them more productive and engaged with the organization.

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. Additionally, it also operates six units of associates/subsidiary companies and some more contract manufacturing units. These units have are generating a production capacity of 41 mn sq. mtrs annually. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-----------------|------------------|---------------------|-------------|
| HR Segment | Retention | Executive Director | G G Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Universal Sompo General Insurance Company Limited

Unit No 401, 4th Floor, Sangam Complex, 127, Andheri Kurla Road, Andheri (E), Mumbai - 400059, Maharashtra
 Tel: 91-22-29211800; Fax: 91-22-29211844
 Website: www.universalsompo.com
Dun & Bradstreet D-U-N-S® No 65-058-2302

Loyalty Grows With Happiness

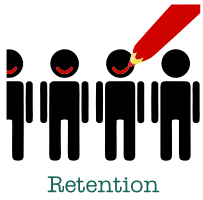
Universal Sompo General Insurance understands that happy employees are more likely to remain loyal to the company for a longer term. Whether it is the job profile or company policies, if an employee is unable to relate to the work environment, frustration is likely to creep in, ultimately leading to unproductively and attrition. The company undertakes a host of measures to ensure employee welfare at all times. The company has a well-defined recruitment process to ensure that the right candidate fills the right post, and that all employees have a cordial work relationship with other teammates. Other than this, it adopts an open door policy, fair performance appraisals and a slew of employee reward and recognition programs and benefits to boost team morale and satisfaction.

Company Background

Universal Sompo General Insurance Company Ltd (Universal Sompo General Insurance) is a JV between Allahabad Bank, Indian Overseas Bank, Karnataka Bank Ltd, Dabur Investment and Sompo Japan Insurance Inc. The company received the licence from IRDA in Nov 2007. Universal Sompo primarily deals in retail, commercial and micro insurance segment.

| Company Details | | Management Details | |
|-----------------|-----------|-----------------------|---------------------|
| HR Segment | Retention | MD & CEO | Rajiv Kumar |
| Industry | Insurance | Head, Human Resources | Tanmaya Kumar Panda |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Videocon Telecommunications Limited

2nd Floor, 296, Phase II, Udyog Vihar, Gurugram, Haryana.

Tel: 91-9653018500

Website: www.videocon.com

Dun & Bradstreet D-U-N-S® No 67-736-9943

Raising the bar and embracing the employees through attractive retention practices

Videocon Telecom has put its best effort to introduce various HR practices for retention of human resources. This is evident from the drop in the attrition rate from 12% in FY15 to 10% in FY16. The company arranged for an overseas destination trip for rewards & recognition for its employees from various departments such as Sales, Customer Service Delivery & Marketing, Technical & Business Support etc. The company has Employee Discount Scheme where it offers a catalogue of products such as Consumer Durables, Home Appliances, Smart Phones, etc. at a discounted price over the MRP to its employees. Besides this, it also has retention policies such as Employee Annual Appraisals & Increments, Special Bonus for Retention, Diverse Career Opportunities for internal transfers in the Videocon Group and Videocon Assessment Center which looks through the succession planning for middle and senior level management. The company also provides Interim Incentives which is basically performance linked incentive. Altogether, it becomes a key retention tool in a manner that employees work with extra zeal and show their loyalty towards the work and the organization.

Company Background

Videocon Telecommunications Ltd (Videocon Telecom), incorporated in 2008, is a Videocon group company that offers GSM mobile services under the brand name Videocon. The services are already up and running in Punjab, Gujarat, Haryana, Madhya Pradesh (includes Chhattisgarh) and are soon going to be operational in Bihar, Jharkhand, and Uttar Pradesh.

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------|-------------|
| HR Segment | Retention | CEO | Arvind Bali |
| Industry | Telecommunication | Head HR | Rajesh Soni |

Case study details as provided by the company; Tabular details as provided by the company and from its website







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North & East: Sunena Jain | Mobile: +91 9818880302 | Email: JainSu@DNB.com



Performance Management System

Compensations & Benefits

Talent Management

Team Management & Leadership

Learning & Development



Bajaj Corp Limited

221 Solitaire Corporate Park, 151 M Vasanji Road, Chakala Andheri (East), Mumbai – 400093, Maharashtra
 Tel: 91-22-66919477; Fax: 91-22-66919476
 Email:Rahul.jhingan@bajajcorp.com; Website: www.bajajcorp.com
Dun & Bradstreet D-U-N-S® No 86-429-6902

Compensating Excellence

In addition to providing competitive compensation to its employees, Bajaj Corp undertakes many initiatives to make its employees feel valued and to recognize and reward his contribution towards the company’s success. The Mentor recognition program gives the management and sales trainees an opportunity to express gratitude to their mentors who have influenced and guided their learning and career roadmap. Apart from this, the company also felicitates top performers in the sales and support functions to motivate them to excel and continue setting higher standards. It also creates a positive influence on others and drives overall performance. Additionally, the company acknowledges the children of its employees, who have excelled in academic performance.

Company Background

Bajaj Corp Ltd (Bajaj Corp) is in the manufacture and sale of hair care, skin care and other personal care products in India. Its product portfolio includes hair oils, soaps, creams, face wash, face scrubs, face packs and tooth powder.

| Company Details | | Management Details | |
|-----------------|-------------------------|---------------------|---------------------|
| HR Segment | Compensation & Benefits | Managing Director | Sumit Malhotra |
| Industry | FMCG | Vice President – HR | Subhamay Chatterjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@nccld.in; Website: www.nccld.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC’s effective compensation & benefits structure provide an edge over competitor

Compensation & benefits played a major role in retaining and attracting employees especially at mid to senior level in any organization. Every organization faces a challenge of rewarding its employees handsomely while maintaining its profitability. NCC has developed an employee friendly compensation structure to attract and retain employees. Even during the difficult time of infrastructure industry, NCC has revamped compensation structure to reward its employees in such a way wherein employees were given long term benefits at regular intervals. With the perfect balance of compensation structure and employee engagement, NCC was able to maintain its employee cost / turnover better than its competitors. In a manpower driven industry, controlling employee cost / turnover is very important to maintain the profitability of the Company. With the efficient compensation structure, the company was able to achieve high turnover per employee.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|-------------------------|--------------------|----------------|
| HR Segment | Compensation & Benefits | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Religare Finvest Limited

D3, P3B, District Centre, Saket, New Delhi -110017, Delhi
 Tel: 91-124-6180326
 Website: www.religareinvest.com
Dun & Bradstreet D-U-N-S® No 67-736-3766

RFL's effective compensation strategy

Compensation is the foundation for driving behavior in any organization. So, the compensation system of an organization plays a major role in efforts to manage employees in a better way. To formulate a comprehensive compensation system that is: Performance linked Differential and Competitive in the market. The company, therefore, chose the strategy to go ahead with Competitive Fixed pay, competitive incentive scheme for frontline sales employees, target bonus based on grade & role and reward employees for retention and performance and link it with the long term results of organization. This helps attract the best of the talent in the organization and also helps in keeping the employees engaged.

Company Background

Religare Finvest Limited (RFL), a subsidiary of Religare Enterprises Limited (REL), is a NBFC focused on financing SMEs. With a wide network of branches, RFL is committed to providing capital to power the growth of the SMEs. The diversified suite of lending solutions include: - SME Mortgage Loans, SME Working Capital Loans, and Short Term Trade Finance.

| Company Details | | Management Details | |
|-----------------|-------------------------|-------------------------|--------------|
| HR Segment | Compensation & Benefits | Managing Director & CEO | Kavi Arora |
| Industry | Financial Services | Director & Head – HR | Ashish Anand |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Ador Welding Limited

Ador House, 6, K. Dubash Marg, Mumbai - 400001, Maharashtra
 Tel: 91-22-66239300/36
 Email: manojpandey@adorians.com; Website: www.adorwelding.com
Dun & Bradstreet D-U-N-S® No 91-747-4863

Measuring performance in a SMART (Specific, Measurable, Achievable, Relevant, Time Bound) way

Ador faced the issue of evaluating performance of the employees to match with the business objectives in order to increase the efficiency and cost effectiveness. Accordingly, it developed the strategies to simplify and align the Performance Management System with the business objectives across the organization. The HOD of human resources developed a step by step model to implement the strategy to introduce new system called "My Performance, My Responsibility". The system was launched in August 2012 and the annual reviews till communication of Performance Results take approximately 2 months. It includes Top to Bottom approach for Goal / KRA Setting process to ensure alignment which is based on Balanced Score Card method and regular feedback process. The newly implemented Performance Management System involves Goal Setting, KRA Evaluation & Feedback, and Rewards & Recognition. The KRA's are set based on a SMART (Specific, Measurable, Achievable, Relevant, Time Bound) model. This resulted in 85% of the employee performance in "Excellent" and "Good" category since last two years. Ador also achieved a score of 4.2 out 5.0 in the employee engagement assessment.

Company Background

Ador Welding Ltd (Ador) was incorporated in 1951 to manufacture Welding Consumables and Equipment. It offers Welding Electrodes, Wires & Fluxes, Welding Automation and Cutting Equipment's, Project Engineering Business, CNC Cutting Machines, Gas cutting products, and Personal Protective Accessories. It also has Welding Academy for skill development.

| Company Details | | Management Details | |
|-----------------|------------------------|-----------------------|--------------|
| HR Segment | Performance Management | Managing Director | Satish Bhat |
| Industry | Industrial Goods | Head – Human Resource | Manoj Pandey |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Atria Convergence Technologies Private Limited

1, 2nd Floor, Indian Express Building, Queens Road, Bengaluru – 560001, Karnataka
 Tel: 91-80-42884288; Fax: 91-80-42884200
 Email: shefali.mohapatra@actcorp.in; Website: www.acttv.in
Dun & Bradstreet D-U-N-S® No 67-731-9897

ACT's Career Management System

Being one of the fastest growing Internet Service Providers in India, rapid growth for ACT led to higher employee expectations. Accordingly, there arose a need to manage employee career growth aspirations and to identify, nurture and manage the talent pool to build the organisation into a consistently high performing unit. The ACT way focuses not just on being a high performer, but also on team work, ethics, and value system and customer centricity. Thus, identifying employees with the correct balance of both was a tough task. The company chose to design and implement a comprehensive performance management system drawing inspiration from Maslow's hierarchy of needs theory. The model aimed at empowering the individual during his stay in the organisation. A number of employees were happy about the process improving each year. More than 85% employees rated the entire process as fair, transparent and as meeting their aspirations.

Company Background

Atria Convergence Technologies Pvt Ltd (ACT) was incorporated in 2000 and deals with in-home entertainment, education, and interactive services provider in India. Based in Bengaluru, the company has a presence in Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Delhi. The company provides Triple Play Service catering to nearly 1.9 million homes, which includes Fibernet (internet over fiber optics) Digital TV and HDTV. ACT also offers broadband on optic fiber and Fiber-To-The-Home technology that can carry vast amount of information at speeds of up to 1 Gbps.

| Company Details | | Management Details | |
|-----------------|------------------------|----------------------------------|-------------------|
| HR Segment | Performance Management | Managing Director | Sundar Raju |
| Industry | Telecommunication | Chief People Officer (Head – HR) | Shefali Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Cigna TTK Health Insurance Company Limited

401 / 402 Titanium, Western Express Highway, Goregaon (East), Mumbai - 400063, Maharashtra
 Tel: 91-22-61703600 Fax: 91-22-61703689
 Email: customercare@cignatkk.in; Website: www.cignattkiinsurance.in
Dun & Bradstreet D-U-N-S® No 65-078-6275

Connecting for Better Performance

At Cigna TTK Health Insurance Company, the performance management system is that of 'Connect for Growth'. The core philosophy of 'Connect for Growth' is to make connections, energize employees and help each one grow. To improve everyday interaction, the philosophy follows the SCARF@ Model by David Rock. It operates on the growth mindset, with the key focus of the activity being on the "Towards State". It helps maintain an informal environment and facilitates quick and better conversation between the Manager and the subordinate. The company follows a culture of rewarding performance. The objective is threefold – to improve individual performance, to improve organizational performance and to continue to differentiate rewards

Company Background

CignaTTK Health Insurance Company Ltd (CignaTTK Health Insurance Company) is a joint venture between U.S. based global health services leader, Cigna Corporation and Indian conglomerate, TTK Group. It is a stand-alone health insurance company, headquartered in Mumbai having a pan India presence spread across 15 cities of the country. Cigna offers health, dental, supplemental insurance and Medicare plans to individuals, families and businesses.

| Company Details | | Management Details | |
|-----------------|------------------------|-------------------------|---------------|
| HR Segment | Performance Management | Managing Director & CEO | Sandeep Patel |
| Industry | Insurance | Deputy CEO | Jyoti Punja |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Drive India Enterprise Solutions Limited

7, Kamla Executive Park, off Andheri Kurla Road, Andheri East, Mumbai - 400059, Maharashtra
 Tel: 91-22-67779000
 Email: Sarita.jha@driveindia.co.in; Website: www.diesl.in
Dun & Bradstreet D-U-N-S® No 65-033-9901

DIESL's Role Based Competency & CTC Matrix

DIESL's competency structure, adopted from Tata Tele Services Ltd (TTSL), was based on grades but not on roles. Key Result Areas (KRAs) were neither standard nor aligned with the company's goals. The compensation structure did not factor in roles and educational qualifications, but was based on the last CTC drawn instead. There was a 6-point rating scale, yet poor performers could not be identified. The PMS was not linked to any career progression plan. Also, high potential employees could not be identified. Hence, DIESL revamped its PMS to address the aforementioned concerns, by incorporating a role-based competency matrix and CTC matrix. Consequently, there was more clarity for the hiring process, and also for functional/zonal heads to recommend role changes for team members. Role-based competencies were included in the Career Planning exercise, served as inputs for training needs and for designing a training calendar; the rating process became more stringent and there was uniformity in measuring the performance of those in similar roles.

Company background

Drive India Enterprise Solutions Ltd (DIESL), subsidiary of TVS Logistics Services Ltd, is a logistics service provider, caters to a wide range of industries like telecom, lubes, consumer durables, FMCG, Hi-tech, engineering, retail, DTH, project logistics and automobiles. One of the leading third party logistics (3PL) companies in India, it offers a complete suite of logistics services to enable supply chain. The company provides services that enable operations to run with fewer resources in terms of people, inventory levels, time and costs.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-------------------|
| HR Segment | Performance Management | Head – 3PLS | Vikram Mansukhani |
| Industry | Logistics | Head – HR & Admin | Mayank Garg |

Case study details as provided by the company; Tabular details as provided by the company and from its website



EPAM Systems India Private Limited

3rd & 4th Floor, JVP Building, Plot No. 5, Software Units Layout, Madhapur, Hyderabad – 500081, Telangana
 Tel: 91-40-39111700; Fax: 91-40-39111777
 Email: Dileep_Narayan@epam.com; Website: www.epam.com
Dun & Bradstreet D-U-N-S® No 87-140-7189

EPAM's Unified Global Performance Management System

With EPAM expanding rapidly, it needed a more consistent performance management system (PMS). The change in business context and movement towards Agile processes in software engineering demanded a change in its engagement paradigm. Moreover, the existing Traditional Rating Based culture and Bell Curve methodology did not help in recognizing individual performance. Accordingly, EPAM needed to move away from a PMS that was manager-driven to one that was self-driven, that enabled continuous reviews and that captured feedback from teammates, managers and customers. The system also needed to accord individuals more control over their careers. EPAM chose to create a unified global PMS based on a global competency framework that built standardised capabilities, offered a 360 degree view on individual performance, and introduced a career planning portal named Grow. EPAM also introduced a record management system (Talk) to capture communication on feedback, performance review and career planning, and a Unified Assessment system to record all assessment for career progression. Consequently, the new PMS was more transparent and unbiased, was not force-fitted with the Bell Curve model, enabled measurement of absolute rather than relative performance and resulted in a more engaged and satisfied workforce.

Company Background

EPAM Systems India Pvt Ltd (EPAM) is the Indian subsidiary of the US-based EPAM Systems Inc., a leading global provider of product development and software engineering solutions. EPAM has a presence in 25 countries with workforce strength of more than 19,000 associates globally. In India, the company has bases in Hyderabad and Pune.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-----------------------------|
| HR Segment | Performance Management | CEO & President | Arkadiy Dobkin |
| Industry | Software | India HR Head | Shashikanth Reddy Bondugula |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Exdion Solutions Private Limited

STC Trade Centre, Nandini Layout, Bengaluru - 560096, Karnataka

Tel: 91-80-46585000,

Email: Jeevesha_k@exdion.com; Website www.exdion.com

Dun & Bradstreet D-U-N-S® No 87-140-7188

Exdion's Competency Assessment Framework Traits (CAFT) Methodology

The performance of an employee is generally assessed based on Technical / operational parameters. However, the behavioural aspects of an employee play a very vital role in the employee executing the assigned goals. There is a general sense among the working population that the behavioural aspects tend to be relegated to the background. There is a need to measure and assess the behaviour of employees. This will ensure a well-rounded assessment of an individual. Exdion wanted to clearly communicate organization's expectation from various roles and to provide clarity on competencies required for career progression. To serve all these measures, the management decided to devise a Competency Assessment Framework Traits (CAFT) methodology to assess and grade the impact of the behavioural aspect of an employee. Competency based assessment gives a more objective way of assessing an individual. As a result, Competencies & fundamental traits formed the basis for career progression of employees apart from production & quality; Employees perceived the approach as fair & transparent and improvised the Training Need Analysis & enabled the holistic development of the employees.

Company Background

Established in 2000, Exdion Solutions Pvt Ltd (Exdion) is an insurance & healthcare business process management services company based in Bengaluru. It caters to the healthcare billing industry in North America, European insurance companies, brokers and TPAs. It has expertise in demographic solutions, ICD and CPT coding, charge entry solutions, pre-submission claim verification, payment posting solutions, reconciliation and secondary payer billing, accounts receivable management and denial posting solutions.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-----------------|
| HR Segment | Performance Management | CEO | L S Ram |
| Industry | IT / ITeS | HR Manager | Jeevesha Koppam |

Case study details as provided by the company; Tabular details as provided by the company and from its website



InterGlobe Enterprises Limited

InterGlobe Enterprises, Block 2B, Ground Floor, DLF Corporate Park, Phase III, Gurugram - 122002, Haryana

Tel: 91-124-4352200

Email: sanjeev.void@interglobe.com; Website: www.interglobe.com

Dun & Bradstreet D-U-N-S® No 86-225-7693

InterGlobe's performance management initiatives resulted in improved employee and organizational performance

Growth is good and inevitable, however unpreparedness for growth could spell disaster for individuals and organisations. InterGlobe had an absence of a structured change management, which lead to chaos across organisation. To address the issue, the company developed an Organization Performance Enhancement process. This process provided a methodology for individuals and for workgroups to elevate organization performance whilst achieving business objectives. The stakeholder involvement in the process witnessed the involvement of the top management and the lower ranked employees. The process improvements were implemented at both at unit level and functional level. The experiences and ideas of the employees were solicited during this process. The development of the process was highly sensitive to a wide array of aspects of the company. Client needs, business needs, functional priorities of departments, and company's strategic plans are some of the major aspects taken into consideration in the development of the process. The successful implementation of the process has resulted in enhanced collaboration amongst leadership teams, development of leadership readiness programs, and skills development program.

Company Background

Established in 1989 and headquartered in Gurugram, InterGlobe Enterprises Ltd (InterGlobe) is a conglomerate with 126 offices across 59 cities globally. The company has over 20,000 professionals across businesses. The company has presence in the civil aviation, airline management, travel commerce solutions, IT and BPM services, hospitality, advanced pilot training and aircraft maintenance engineering.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|---------------|
| HR Segment | Performance Management | Managing Director | Rahul Bhatia |
| Industry | Travel & Tourism | Head – HR | Harish Gandhi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Netafim Irrigation India Private Limited

268-270 & 271B, GIDC, Manjusar, Taluka- Savli, Vadodara - 391775, Gujarat

Tel: 91-2667-264601-4

Website: www.netafimindia.com

Dun & Bradstreet D-U-N-S® No 91-963-2448

Using Technology to Manage Performance

At Netafim Irrigation India, performance management system is known as performance, review and reward process, and takes care of the performance review of the current year, objective setting for the subsequent year, training needs identification for the employee, developmental objectives for the employee for the next three years and manager's feedback. In the previous year, the company switched to the online version of the system and has included value-based parameters for the purpose of performance evaluation in addition to functional parameters. The company partnered with top leadership team through sensitization exercises that involves extensive data sharing on past practices, current challenges, possible solutions and expected outcome. In-house performance management portal was developed, which resulted in operational efficiency, transparency, confidentiality and multi-location accessibility and continuous monitoring. Train the trainer approach was adopted to create more facilitators to help employees navigate through online global and local portals, while multi-layered workshops across strategic business units helped create awareness of the online module. A step-by-step guide was prepared and telephonic helpdesks activated to resolve queries of employees.

Company Background

Netafim Irrigation India Private Limited (Netafim Irrigation India) is a wholly-owned subsidiary of Netafim Israel, established in 1997. It offers a wide range of micro-irrigation, greenhouse and field automation solutions. With three manufacturing plants and more than 1500 dealers, Netafim India's operations span throughout the subcontinent.

| Company Details | | Management Details | |
|-------------------|------------------------|----------------------------|-----------------|
| HR Segment | Performance Management | Managing Director | Randhir Chauhan |
| Industry | Irrigation Systems | General Manager, HR | Amit Karandikar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Piramal Glass Limited

Piramal Tower Annexe, 6th Floor, Peninsula Corporate Park, Lower Parel (W), Mumbai - 400013, Maharashtra

Tel: 91-22-30466980

Website: www.piramalglass.com

Dun & Bradstreet D-U-N-S® No 87-177-5822

Reinforcing Values through Competencies

To monitor and encourage talent and create a culture of coaching and mentoring across the glass business, Piramal Glass initiated mass communication across the organization so that each employee clearly understood the performance parameters and conversations to expect during each phase of the performance cycle. It also re-aligned the performance parameters from an EBITDA-based approach to a Total Value Added approach. Further, there was a shift in focus from tangible current year's performance to developing people, designing meaningful careers for them and having conversations around talent performance and development around the Piramal Success Factors – The leadership behaviors. And last but not the least, behavioral strands were linked with tangible outcomes and there was a renewed focus on top talent through multiple talent identification and development processes.

Company Background

Piramal Glass Ltd (Piramal Glass), formerly known as Gujarat Glass Pvt Ltd, was formed in 1984 when Piramal Group acquired the company. In 1990, it became a division of the Nicholas Piramal India Ltd. In 2008, Gujarat Glass Ltd was re-listed and during the same period it acquired its present name. Presently, the company is a part of the diversified Piramal Group and is engaged in delivering glass packaging solutions for the pharmaceuticals, specialty foods & beverages (F&B) and cosmetics & perfumery (C&P) industries & services. The company operates manufacturing plants across India, US and Sri Lanka.

| Company Details | | Management Details | |
|-------------------|------------------------|--|-------------|
| HR Segment | Performance Management | Director | Vijay Shah |
| Industry | Glass & Ceramics | President Corp. HR & Group IR | S K Rajjada |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Religare Finvest Limited

D3, P3B, District Centre, Saket, New Delhi - 110017, Delhi

Tel: 91-124-6180326

Website: www.religarefinvest.com

Dun & Bradstreet D-U-N-S® No 67-736-3766

Performance Management System at Religare Finvest

The Performance Management System of today mostly doesn't have "Single Digit" or a "Single letter" Performance Rating system that used to define employees' effort in the past. The objective of any Performance Management System should be to provide employees and managers a platform to not only communicate but also to connect. Therefore, Religare used the strategy of Balanced Scorecard (to make sure the organization's goals are in line with the goals of each employee), Continuous Feedback mechanism (to ensure that timely feedback at various checkpoints during an appraisal cycle gives an employee to do a course correction), Promote for potential (to ensure that meritocracy is upheld and deserving employees get better roles ahead of time), 360 degree feedback (to make an employee at a team handling role aware of the views of his subordinated, superiors and peers on how he/she is shaping up in his/her current role) to overcome the issue of performance management. The system has become the backbone of various other processes which have performance inputs.

Company Background

Religare Finvest Limited (RFL), a subsidiary of Religare Enterprises Limited (REL), is a NBFC focused on financing SMEs. With a wide network of branches, RFL is committed to providing capital to power the growth of the SMEs. The diversified suite of lending solutions include: - SME Mortgage Loans, SME Working Capital Loans, and Short Term Trade Finance.

| Company Details | | Management Details | |
|-----------------|------------------------|-------------------------|--------------|
| HR Segment | Performance Management | Managing Director & CEO | Kavi Arora |
| Industry | Financial Services | Director & Head – HR | Ashish Anand |

Case study details as provided by the company; Tabular details as provided by the company and from its website



SMC Global Securities Limited

11/6 B Shanti Chamber, Pusa Road, New Delhi - 110005, Delhi

Tel: 91-11-30111000

Website: www.smcindiaonline.com

Dun & Bradstreet D-U-N-S® No 85-835-9949

Optimizing Performance Management with Technology

SMC Global Securities adopted the Human Resource Information System (HRIS) for performance evaluation in order to have a consistent and organized review process and to help employees in their goal-setting objectives. HRIS helped in optimizing the company's performance tracking and management processes. The new system also eliminated any bias and brought about a consistency in the process. Additionally, standardized parameters for performance evaluation based on sales and support roles helped employees better understand their job expectations and key functionalities. Based on the data stored on the system, it became possible to give employee feedback on a regular basis, thereby improving productivity and quality of work. It has also helped in bringing about employee satisfaction.

Company Background

Established in 1994, SMC Global Securities Limited (SMC Global Securities) is a well-diversified financial services company in India. It provides equity, commodity and currency broking services, investment banking, wealth management, distribution of third party financial products, research, financing, depository services, insurance broking and clearing services and real estate advisory services to corporate, institutional, high net worth individuals and other retail clients.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|------------------------|
| HR Segment | Performance Management | CMD | Subhash Chand Aggarwal |
| Industry | Financial Services | Vice CMD | Mahesh Chand Aggarwal |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Somany Ceramics Limited

F-36, Sector-6, Noida - 201301, Uttar Pradesh
 Tel: 91-120-4627900
 Email: hr@somanytiles.co.in; Website: www.somanyceramics.com
Dun & Bradstreet D-U-N-S® No 87-178-9531

P Clinix; a crucial platform for performance management

Post recruitment, managing employee performance is the next crucial step for any growing organisation. Somany Ceramics considers human resource as the most vital resource of the organization and utilising them with their best potential drives overall performance. Hence, it believes in understanding the hindrances and treating/curing the gaps that get sensed well on time. Hence, it devised a tool known as Performance Clinix, a specialized employee service platform where performance concerns of employees are given utmost concentration and efforts are made to help employee overcome the performance related obstacles. This gets accomplished by realizing their career aspirations, and providing expert guidance and mentoring support for maximizing their performance and utilizing their potential well.

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. Additionally, it also operates six units of associates/subsidiary companies and some more contract manufacturing units. These units have are generating a production capacity of 41 mn sq. mtrs annually. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------|-------------|
| HR Segment | Performance Management | Executive Director | GG Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



WNS Global Services Private Limited

Gate no-2, Plant 5, Godrej & Boyce Complex, LBS Marg, Vikhroli (W), Mumbai – 400079, Maharashtra
 Tel: 91-22-40473101
 Email: ajay.sharma3@wns.com; Website: www.wns.com
Dun & Bradstreet D-U-N-S® No 86-225-3494

WNS's revised appraisal process has resulted in improved employee satisfaction

WNS's 'WiNS', is a talent management program created with an aim to enable employees outperform. It is an end-to-end comprehensive automated talent management framework. It operates on the tenets of recognizing performance, understanding potential, creating more structured career paths, and establishing systematic succession planning initiatives. The program is primarily developed for associate employees and front line managers. Since the launch of the program in 2011, it has evolved. The changing environment inside and outside the company demanded an adaptive WiNS program. This led to the introduction of the 360 degree approach to rethinking the process involving stakeholders with employee at the core. The development of the new WiNS program was developed based on surveys and focus groups conducted. The alignment of performance management system to the compensation cycle of employees. The new WiNS has the appraisal process is staggered across 4 quarterly cycles, making performance management real time, engaging seniors in the development journey of their employees, and availability of apps to manage them are some of the revisions on the new WiNS. These developments have improved WNS's employee satisfaction scores.

Company Background

WNS Global Service Pvt Ltd (WNS) was established in India in 1996 as a subsidiary of WNS (Holdings) Limited. WNS offers BPM services catering to travel, BFSI, manufacturing, healthcare and other industries.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-----------------|
| HR Segment | Performance Management | CEO | Keshav Murugesh |
| Industry | IT / ITes | VP & Head – HR | R. Swaminathan |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Hindustan Petroleum Corporation Limited

Petroleum House, 17 Jamshedji Tata Road, Mumbai - 400020, Maharashtra
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 Email: www.mktghqo@hpcl.in; Website: www.hindustanpetroleum.com
Dun & Bradstreet D-U-N-S® No 65-005-4943

HPCL's Project Utkarsh for improving productivity through increased engagement of employees

The Oil & Gas industry in India is institutionalized in such a way that for some petroleum products like LPG the prices are controlled by the government. Therefore, the companies operating in this industry have to focus on leveraging cost effectiveness, operational efficiency and productivity improvement. HPCL also faced the similar challenge of reorientation of employees to the new technology and their re-alignment on the basis of their competence. To address this problem, it launched Project-Utkarsh, a joint initiative of LPG SBU and HR (Marketing) to enable HPCL's LPG Plant Operating staff and floor officers to jointly enhance productivity levels of the Plant. The project aimed to utilize the power of team work and employee engagement through deployment of scientifically proven methods like 'Kaizen', '5-S', 'TPM', Six Sigma, etc., at every level of hierarchy in achieving excellence at the shop floor level. Team HR (Marketing) designed the initiative such that its multiple levels involved all the employees. Various programs and workshops conducted under Project-Utkarsh include Competency Development Workshop, Engagement Workshop, Awareness Programs, Technical Training, and Quality Circle teams. Project-Utkarsh impacted over 2,500 employees and over 4,800 contract workmen and developed strong bonding and a very sound relationship between management and non-management workforce. HPCL saw tremendous improvement in its productivity, production rate and Safety Index through these initiatives.

Company Background

Hindustan Petroleum Corporation Limited (HPCL) is a Navaratna PSU under Ministry of Petroleum & Natural Gas, GoI. HPCL is engaged in refining and marketing various petroleum products.

| Company Details | | Management Details | |
|-----------------|----------------------------|------------------------------|-------------------|
| HR Segment | Productivity Enhancement | Chairmen & Managing Director | MK Surana |
| Industry | Oil - Refining & Marketing | Director - HR | Pushp Kumar Joshi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Ador Welding Limited

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Dun & Bradstreet D-U-N-S® No 91-747-4863

Talent Well Nurtured

With a view to ensure a robust pipeline of skilled manpower, Ador decided to develop a customized talent management framework that would not only address the requirement of skilled talent at senior levels in the immediate run but also build a talent bank for the company's long-term business requirements. At the onset, a talent pool was formed based on the identification of critical roles and a competency framework within the organization. Employees were then assessed based on these competencies and classified as critical talent. These employees were then provided a host of incentives to keep them motivated and boost loyalty; while other employees were put on a development plan to build the requisite skill sets. With these initiatives, Ador was able to arrest the attrition of critical talent, even as performance of these employees also enhanced consistently over a period of time. Furthermore, the company's talent management initiatives resulted into highly engaged employees.

Company Background

Ador Welding Ltd (Ador) was incorporated in 1951 to manufacture Welding Consumables and Equipment. It offers Welding Electrodes, Wires & Fluxes, Welding Automation and Cutting Equipment's, Project Engineering Business, CNC Cutting Machines, Gas cutting products, and Personal Protective Accessories. It also has Welding Academy for skill development.

| Company Details | | Management Details | |
|-----------------|-------------------|------------------------|---------------|
| HR Segment | Talent Management | Managing Director | Satish M Bhat |
| Industry | Industrial Goods | Head - Human Resources | Manoj Pandey |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Asahi India Glass Limited

5th Floor, Tower B, Global Business Park, Gurugram – 122002, Haryana
 Tel: 91-124-4062212; Fax: 91-124-4062244
 Email: naveen.yadav@aisglass.com; Website: www.aisglass.com
Dun & Bradstreet D-U-N-S® No 91-843-3129

Asahi India focus on talent acquisition and development interventions as a part of risk mitigation strategy

Asahi India has the objective of ensuring talent availability for current and future critical positions arising out of future expansion plan without de-risking business. However, Asahi India faced the challenges of delay in coaching and reviewing talent along with delay in committed timelines and slow improvement in the critical readiness index. To overcome these challenges, the company took appropriate steps to retain and grow critical personnel to the position in a structured way. Asahi India focused on talent acquisition and development interventions as a part of risk mitigation strategy. Further, Asahi India also started to organize one to one meeting on a monthly basis with the stakeholders to track their development plan and have a plan B successor for critical technical positions. For managing talent, the company set up development centers, cross functional trainings, leadership training, executive coaching, performance vs potential matrix, 360 degree feedback and stays interviews. Further, Asahi India used external resources to be involved for functional assessment, executive coaching, leadership training and higher education while the rest programs conducted internally. With the help of these talent management initiatives, the company is able to make talent pipeline with internal movement and promotions without risking critical positions.

Company Background

Established in 1984, Asahi India Glass Ltd (Asahi India) is amongst the leading integrated glass solutions company with a significant presence in automotive glass and architectural glass segments. AIS provide end to end solutions right from manufacturing of glass, processing, fabrication and installation services.

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------|--------------|
| HR Segment | Talent Management | CHRO | Devarshi Deb |
| Industry | Glass & Ceramics | | |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Atria Convergence Technologies Private Limited

1, 2nd Floor, Indian Express Building, Queens Road, Bengaluru – 560001, Karnataka
 Tel: 91-80-42884288; Fax: 91-80-42884200
 Email: shefali.mohapatra@actcorp.in; Website: www.acttv.in
Dun & Bradstreet D-U-N-S® No 67-731-9897

With the growing market and fast paced environment, talent Shortage and lack of qualified staff emerged to be the biggest worry for the lateral & critical positions. Businesses fretted about the capabilities of talent pool available in the market. It was thus important for Atria Convergence Technologies Private Ltd to design a more engaging and productive workplace to attract and retain employees in the new always-on, hyper-connected world of work. The management at Atria designed an approach to identify potential talent within the organisation for Team Leader positions. ACT's Development Centre laid down a detailed research plan and structured model of Talent Management. As a result, the magnitude of gap between existing and desired workforce was reviewed and studied and performance gap, competence gap and size gap was identified. The final step resulted in the creation of a robust talent management strategy with primacies and strategies owned by the business.

Company Background

Atria Convergence Technologies Pvt Ltd (ACT) was incorporated in 2000 and deals with in-home entertainment, education, and interactive services provider in India. Based in Bengaluru, the company has a presence in Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Delhi. The company provides Triple Play Service catering to nearly 1.9 million homes, which includes Fibernet (internet over fiber optics) Digital TV and HDTV. ACT also offers broadband on optic fiber and Fiber-To-The-Home technology that can carry vast amount of information at speeds of up to 1 Gbps.

| Company Details | | Management Details | |
|-----------------|-------------------|----------------------------------|-------------------|
| HR Segment | Talent Management | Managing Director | Sundar Raju |
| Industry | Telecommunication | Chief People Officer (Head – HR) | Shefali Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Corp Limited

221 Solitaire Corporate Park, 151 M VasANJI Road, Chakala Andheri (East), Mumbai – 400093, Maharashtra
 Tel: 91-22-66919477; Fax: 91-22-66919476
 Email:Rahul.jhingan@bajajcorp.com; Website: www.bajajcorp.com
Dun & Bradstreet D-U-N-S® No 86-429-6902

Managing Talent for Success

Bajaj Corp runs a host of initiatives aimed at equipping its employees with right skillset and also to ensure a steady and robust pipeline of talent for the longer term. These initiatives begin right from the employee’s first day in office. Each new joinee is assigned a buddy/mentor for a period of three to six months, during which the buddy provides valuable assistance, mentoring and guidance to the new joinee. The buddy is also responsible for educating and equipping the new joinees for smooth transition of the on-boarding process. Apart from this, the company provides a platform to all its employees to provide suggestions or ideas for new projects in their line of work or organization. This motivates employees to think out of the box and implement projects and practices for continuous improvement. The company conducts a gamut of training and development programs to put employees on a higher career path and to ensure a strong pipeline of talented leaders to take up senior roles in the future. Besides, through rewards & recognition, the company has been able to attract, retain and motivate high performers.

Company Background

Bajaj Corp Ltd (Bajaj Corp) is in the manufacture and sale of hair care, skin care and other personal care products in India. Its product portfolio includes hair oils, soaps, creams, face wash, face scrubs, face packs and tooth powder.

| Company Details | | Management Details | |
|-----------------|-------------------|---------------------|---------------------|
| HR Segment | Talent Management | Managing Director | Sumit Malhotra |
| Industry | FMCG | Vice President – HR | Subhamay Chatterjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bharat Bijlee Limited

No.2, MIDC, Thane-Belapur Road, Airoli, Navi Mumbai - 400708, Maharashtra
 Tel: 91-22-27637500
 Email: aarti.madhankar@bharatbijlee.com; Website: www.bharatbijlee.com
Dun & Bradstreet D-U-N-S® No 86-453-2236

Making Way for Longer Stay

In a highly competitive market scenario, retention of critical talent, prevention of poaching of high performers by competition and prevention of attrition was a challenge faced by Bharat Bijlee. Especially, attrition of employees within one to four years of employment was a cause of concern. The company realized employee feedback on positive points was important and their reinforcement could impact engagement levels, thereby reducing attrition. As such, a multi-pronged strategy comprising of reward and recognition, open house sessions, salary corrections, succession planning and stay interviews etc was implemented. Stay interviews were conducted for all confirmed employees who had completed 6 - 24 months. An extensive analysis of the interview outcomes and feedback given by employees helped the organization to understand its strengths and weakness, where it is doing well and aspects that need improvement, what employees like most and what they want seen changed. Stay interviews have helped the company to understand employee’s thoughts on job and role clarity, resource availability, equation with reporting manager, cultural fit/mismatch, teamwork, pay and benefits, concerns on accommodation, cost of living, life away from home town etc, and life goals.

Company Background

Bharat Bijlee Ltd (Bharat Bijlee) is one of the leading electrical engineering company in India. Established in 1946, the company is a multi-product, multi-divisional organization, its main business segments are transformers, projects, electric motors, elevator systems and drives & automation.

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------|-----------------|
| HR Segment | Talent Management | Executive Director | Shome Danani |
| Industry | Engineering | Vice President, HR | Pravin Gharlute |

Case study details as provided by the company; Tabular details as provided by the company and from its website



DBS Bank Limited

Fort House, 221 DN Road, Fort, Mumbai - 400001, Maharashtra
 Tel: 1800209455
 Website: www.dbs.co.in
Dun & Bradstreet D-U-N-S® No 91-860-4492

Nurturing Talent In-House

With a view to build robust leadership capability within the organization, DBS Bank has established a multi-layered talent management framework. The talent identification process is aligned to the AAE model – Ability, Aspiration and Engagement. Employees are assessed based on their talent and how well they demonstrate the bank’s corporate values. Not more than 5% of the eligible employees are taken on board for a talent program initiative, which is based on the EEE model of Education, Experience and Exposure. Employees thus selected are imparted training to boost their skill set or knowledge base. They are then offered opportunities to work on projects to enhance their work-experience and instill leadership qualities. They also get a chance to network with senior leaders from within the organization as well as outside. As a result of these initiatives, the bank is able to nurture leaders from within the organization and also save costs of procuring talent externally,

Company Background

DBS Bank Ltd (DBS Bank) started its operations in India in 1994, in the same year DBS opened its representative office in Mumbai, which was upgraded to full-fledged branch in 1995. In 2005, DBS bank was granted license to open its second branch in New Delhi. The banks product portfolio include; personal banking, wealth management and business banking services. Accounts such as savings plus, savings power plus; deposits like fixed, recurring, flexi fixed and basic savings bank deposits are offered by the bank under personal banking. Under business banking, it caters to SMEs and corporate clients.

| Company Details | | Management Details | |
|-----------------|-------------------|-----------------------|----------------|
| HR Segment | Talent Management | GM & Head, DBS India | Surojit Shome |
| Industry | Banks | Head, Human Resources | Kishore Podure |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Drive India Enterprise Solutions Limited

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 Tel: 91-22-67779000
 Email: Sarita.jha@driveindia.co.in; Website: www.diesl.in
Dun & Bradstreet D-U-N-S® No 65-033-9901

DIESL’s Career Plan for High Potential Employees

DIESL faced problems in terms of meeting its employees’ career aspirations, controlling attrition, and identifying and grooming its high potential employees for higher level roles. As a result it was not able to create a sense of job satisfaction. Talent retention, Job satisfaction, and enhancement in productivity are the motives behind having a strong talent management strategy. The company thus chose to implement strategies like career planning, succession planning and training & development to overcome to problem of talent management. The Career Planning program helped the company with a systematic mechanism to identify high potential employees. Succession Planning gave it a strategy to come up with a pool of successors ready to meet contingencies. Also, they introduced a Training & Development program. Through Career Planning, about 10% of total employees were identified as A Rank holders. Succession Planning discussion helped identify 38 critical positions and through the Individual Development Plan, 33 IDPs were made.

Company background

Drive India Enterprise Solutions Ltd (DIESL), subsidiary of TVS Logistics Services Ltd, is a logistics service provider, caters to a wide range of industries like telecom, lubes, consumer durables, FMCG, Hi-tech, engineering, retail, DTH, project logistics and automobiles. One of the leading third party logistics (3PL) companies in India, it offers a complete suite of logistics services to enable supply chain. The company provides services that enable operations to run with fewer resources in terms of people, inventory levels, time and costs.

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------|-------------------|
| HR Segment | Talent Management | Head – 3PLS | Vikram Mansukhani |
| Industry | Logistics | Head – HR & Admin | Mayank Garg |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Edelweiss Financial Services Limited

Edelweiss House, Off. C.S.T. Road, Kalina, Mumbai - 400098, Maharashtra

Tel: 91-22-40635445

Website: www.edelweissfin.com

Dun & Bradstreet D-U-N-S® No 91-843-5413

“iLEAP”

Edelweiss group operates across almost the entire gamut of financial services. Factors such as the nature of business, the industry and the organization’s aspiration to be known as an industry leader ensure that the organization remains dynamic in its business operations. In this context, the challenge was the absence of a structured, aspirational leadership intervention for developing high potential employees and the need to have a leadership pipeline for succession planning. The objective was to create leadership pipeline and enable succession planning by developing high potential employees in the areas of identified enterprise wide competencies. Thus the company chose to use comprehensive, long-term intervention that focused on a two pronged approach – group learning (from experts, peers and key stakeholders) and individual learning (self-paced learning and reflection). The intervention was named as ‘iLEAP’, signifying the quantum leap that the participants were expected to achieve after undergoing this intervention. As a result, the participants felt that the program adds value to their professional and personal life. There is lot of knowledge sharing during the classroom sessions and online lessons. The iLEAP program has given the participants an exposure to leadership tenets. Mentoring, interaction of the participants with senior leaders of Edelweiss is also aiding their holistic development.

Company Background

Edelweiss Financial Services Ltd (Edelweiss) was founded in 1995 as Edelweiss Capital Ltd. In Aug 2011, the company acquired its present name. The company’s business verticals are broadly divided into credit including retail finance, financial markets including asset management, commodities and life insurance.

| Company Details | | Management Details | |
|-----------------|--------------------|-------------------------|----------------|
| HR Segment | Talent Management | Managing Director & CEO | Rashesh Shah |
| Industry | Financial Services | Executive Director | Rujan Panjwani |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Future Generali India Insurance Company Limited

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Dun & Bradstreet D-U-N-S® No 86-346-1741

Building a robust talent pipeline

At Future Generali India Insurance, talent management processes encompass recruiting, developing and retaining people with the required skills and aptitude to help the company meet current and future needs. The company’s talent philosophy revolves around five factors – performance, behavior, differentiation, transparency and accountability. As a first step towards building a strong talent pipeline, the company identifies key and critical talent, which is followed by an assessment of the potential of these employees to identify high potential employees. All high potential employees are given training and their progress is regularly reviewed. Leadership excellence workshops are conducted to develop a robust leadership pipeline. High performers are also assigned live projects, which is beneficial to both the organization and the employee as well. The company invests in the development of its employees and as such finds it easier to source talent from within the organization in case of a vacancy.

Company Background

Future Generali India Insurance Co Ltd (Future Generali India Insurance) was incorporated in 2006 and is based in Mumbai. Under life insurance, its products include protection, savings, child, retirement and group insurance plans. In the general category, the company offers health insurance, motor insurance, travel insurance, personal accident cover, home insurance, accident and health, fire, loss of profits policy, industrial all risk, engineering insurance, marine cargo insurance, and liability plans. It also provides micro-insurance products for rural customers.

| Company Details | | Management Details | |
|-----------------|-------------------|-------------------------------|-------------------------|
| HR Segment | Talent Management | MD & CEO | K.G. Krishnamoorthy Rao |
| Industry | Insurance | Chief Human Resources Officer | Sunil Warier |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Idea Cellular Limited

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Dun & Bradstreet D-U-N-S® No 86-223-5256

Preparing leaders of the future through learning & development

Idea Cellular’s sales force comprises of 48% of the total employee base. With 30 Sales Function Heads and 184 Zonal Business Managers operating in a performance intensive environment, it was imperative to grow leaders internally to fuel business growth while maintaining the employee friendly work culture. The company developed the strategy to build assessment capability internally and have a robust mechanism to assess talent and grow them to cater to future leadership requirement of Business. In a phased manner, few leaders were trained and certified on “Designing and Implementing Development and Assessment Centers” through T.V. Rao Learning Systems. The company identified functional Heads across Functions and trained internally as Assessors for the DAC process. It also developed Competency Tool Matrix, based on the competency matrix a basket of in-house assessment tools identified and developed internally. It rolled out !Aspire process for career movements in other functions like Marketing, Service Delivery, Commercial, Finance, Network Services & HR. This resulted in success profiles (movement to higher roles) : in Sales 30% of Function Heads, 37% of Zonal Business Managers and 18% of Area Sales Managers have grown through !Aspire

Company Background

Idea Cellular Ltd (Idea Cellular), is an Aditya Birla Group Company, founded in 1995. Idea Cellular is a pan-India integrated GSM operator offering 2G and 3G services, and has its own NLD and ILD operations, and ISP license. Idea Cellular’s robust pan-India coverage is built on a network of over 100,000 2G and 3G cell sites, spread across over 55,000 towns in India.

| Company Details | | Management Details | |
|-----------------|-------------------|------------------------------|------------------|
| HR Segment | Talent Management | CEO | Himanshu Kapania |
| Industry | Telecommunication | Chief Human Resource Officer | Vinay Razdan |

Case study details as provided by the company; Tabular details as provided by the company and from its website



InterGlobe Enterprises Limited

InterGlobe Enterprises, Block 2B, Ground Floor, DLF Corporate Park, Phase III, Gurugram - 122002, Haryana
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 Email: sanjeev.void@interglobe.com; Website: www.interglobe.com
Dun & Bradstreet D-U-N-S® No 86-225-7693

InterGlobe inculcates “Innovation” as a tool to drive business excellence.

In 2013, InterGlobe witnessed the departure of key leadership personnel including their CEO. This development fueled chaos and uncertainties across the organization. The prevalence of a leadership vacuum gave birth to a culture of silo mentality, turf protection, lack of clarity on organization’s goals and a huge trust deficit in the hierarchy. The impact of this development resulted in decline in employee engagement scores, decline in productivity, surge in cost of construction and unbound delays to complete the projects. In order to improve the situation and prevent loss of talent in the organization, InterGlobe resorted to implementing a cultural change driven through innovation. The idea developed was - Innovation as a catalyst for Culture Change. The company embarked on this journey by building models, introducing innovation caricatures, developing new channels of communication, improving work processes, and adoption of new technology in hotel construction amongst others. The Innovation Intervention had multiple phases and was spread across eighteen months. This process also involved various department’s communicating and coordinating with one another. The innovation program resulted in an improvement in the employee engagement scores, better productivity, lower build cost, faster delivery schedules, and restored the faith of employees in the organization.

Company Background

Established in 1989 and headquartered in Gurugram, InterGlobe Enterprises Ltd (InterGlobe) is a conglomerate with 126 offices across 59 cities globally. The company has presence in the civil aviation, airline management, travel commerce solutions, IT and BPM services, hospitality, advanced pilot training and aircraft maintenance engineering.

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------|---------------|
| HR Segment | Talent Management | Managing Director | Rahul Bhatia |
| Industry | Travel & Tourism | Head – HR | Harish Gandhi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



JM Financial Limited

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 Email: samantha.santiago@jmfl.com Website: www.jmfl.com
Dun & Bradstreet D-U-N-S® No 65-064-7829

JM Financial's Rewards and Recognition program continues to motivate employees

JM Financial is one of the prominent players in the financial services industry. The highly competitive nature of this industry demands the need for strong leadership at the helm at all times whilst allowing no margin for errors. Therefore, it is vital for JM Financial to build and develop strong leaders who can drive the growth of the company. The company addresses the need to develop leadership through its Management Analyst Program. The nine month program provides chosen candidates the opportunity to be a part of business verticals such as Investment Banking, Institutional Equities, Retail Broking, Asset Management, Asset Reconstruction, Fixed Income, Real Estate Fund and Private Equity Fund. The duration and sequence of each program is predefined. The candidates are provided mentors and project guides who play a vital role in nurturing the talent of the candidates. Feedback and in depth performance evaluation process are considered to rate candidate performance. This structured approach has enabled the company to identify and groom future leaders.

Company Background

JM Financial Ltd (JM Financial) specializes in providing a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. The diverse businesses areas of the company comprises of Investment Banking, Equity, Debt, Commodity Sales and Trading, Wealth Management, Portfolio Management Services, Asset Management, Alternative Asset Management, Financing and Lending and Distressed Asset Management.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|----------------|
| HR Segment | Talent Management | Managing Director | Vishal Kampani |
| Industry | Financial Services | Head – HR | Anil Salvi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



JK Paper Limited

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Dun & Bradstreet D-U-N-S® No 91-844-1320

Efficient Practices for Successful Performance

To boost efficiency, JK Paper focuses on right talent management practices – a) Identifying Right Talent for Right Job i.e. Talent Assessment, b) Building leadership bench strength, c) engagement and sustaining morale of the employees. JK Paper follows a system of investing in identifying top performers in objective way, and moving them to new positions and enhanced roles. The company adopts a differentiated workforce strategy, encompassing work design, selection and staffing, performance management, rewards and compensation, and development. Through a unique initiative called the Krishna Arjuna Initiative, the company recognizes talented junior employees and motivates them to develop further. The direct boss of a junior employee plays the role of Krishna, being the mentor or teacher. Under the Krishna-Arjuna scheme, individual high performers formulate individual development plan under the guidance of their superior (Arjuna) and support from HR facilitators. The company invests in skill development of its employees through various talent development programs. It also has dedicated programs to develop leadership pipeline called 'LIFE' (Leadership development Initiative through Fire of Experience). The company also undertakes a host of engagement events that stimulate the working environment and enthuse employees to deliver their best for the Organization.

Company Background

JK Paper Ltd (JK Paper) is one of the leading paper manufacturing company in India, offering a wide array of paper products and premium packaging board. It has a wide product portfolio of office papers, packaging boards, printing & writing papers and speciality papers.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|------------|
| HR Segment | Talent Management | President | A S Mehta |
| Industry | Paper & Paper Products | Vice President | T K Mandal |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Mahindra Insurance Brokers Limited

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 Email: kumar.ashwini2@mahindra.com; Website: www.mahindrainsurance.com
Dun & Bradstreet D-U-N-S® No 85-821-3778

Developing through Self Help

Being committed to employee development, MIBL develops various training programs to boost employee capabilities and help them achieve their career aspirations. Talent management strategies were designed with the aim of enhancing organizational competency and also to ensure inclusivity of all employees, empowering them to grow and excel. To achieve this, the company decided to mandate self development for all employees. Thus, besides business goals, employees are bound to focus on self-development goals too. As a first step, goals are set based on the competency gaps and career aspirations of each individual. The respective team leaders act as career guides and help in the preparation of individual skill development plan and also keeps track of the performance. Based on these goals, the company provides training interventions and also sponsors higher education through education assistance policy. As a result, while the organization’s competency profile enhanced considerably, employee satisfaction also improved. Moreover, employees are well motivated to implement the acquired skills on the job. This has helped in curbing attrition issues and also to create a strong talent bank for the future.

Company Background

Mahindra Insurance Brokers Limited (MIBL) is an 85% subsidiary company of Mahindra & Mahindra Financial Services Ltd. The company provides direct insurance broking for Corporate and Retail customers and offers a range of products for the Non-Life and Life segments. In addition, MIBL also offers value-added services like Risk Management / Audit which include risk inspection and gap analysis, and portfolio management which includes claims handling.

| Company Details | | Management Details | |
|-----------------|-------------------|--------------------------|----------------|
| HR Segment | Talent Management | Managing Director | Jaideep Devare |
| Industry | Insurance | Head, People Development | Nikhil Save |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Manipal Global Education Services Private Limited

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 Email: contactus@manipalglobal.com; Website www.manipalglobal.com
Dun & Bradstreet D-U-N-S® No 67-563-6977

Talent Management Program at Manipal Global Education

Different organisations have different resourcing challenges and operate on different timeframes. Therefore they may well need different types of focus for their talent management efforts. Manipal Global Education is in a niche market and has employees from diverse backgrounds. It is therefore difficult to set up a precise road-map for developing and retaining talent. Keeping this challenge in mind, the company has come up with its in-house ‘Talent Management Program-Game Changers’. The program aims to farm the in-house talent already present in the organization rather than hunting talent from outside. The program was a huge success and had a significant impact on the incumbent and on the business as a whole. For employees, there were behavioural changes and for organization, there were a ready pool of global leaders for retention at high designation.

Company Background

Manipal Global Education Services Private Limited (Manipal Global Education), also known as Manipal Education, helps young minds across the world dare to dream and achieve their true potential. Drawing from its expertise and experience of owning and managing several high class institutions, Manipal Global Education offers a host of tested and proven education services to enable Universities and Educational Institutions across the world to focus on their core competencies. Their partners include industry leaders like IBM, Deloitte, Aditya Birla Group, Tata Group, Mahindra Group, Federal Bank, BPCL, BHEL, among others.

| Company Details | | Management Details | |
|-----------------|-------------------|-------------------------|-------------------|
| HR Segment | Talent Management | Managing Director & CEO | Vaitheeswaran S |
| Industry | Education | Global HR Head and CHRO | Nishith K Mohanty |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Motilal Oswal Financial Services Limited

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 Tel: 91-8879670895
 Website: www.motilalosalgroup.com
Dun & Bradstreet D-U-N-S® No 67-592-8567

Framework for Talent Management

Towards creating a ready pipeline of human resources for all key roles, Motilal Oswal initiated a talent management strategy. The first step entails identifying Hi-Potential (Hi-Po) and Hi-Performer (Hi-Per) employees, based on feedback from managers. These Hi-Po and Hi-Pers are then bucketed as per roles which could be either 'individual contributor (IC)', 'manager (M)' or 'manager of managers (MOM)'. The Hi-Po are categorized as 'to develop' resources and are put through the MOLD (Motilal Oswal Leadership development) program, PACE (Professional and career enhancement), talent development program and managerial trainings, based on their role, i.e. IC, M or MOM. Similarly, the Hi-Pers are categorized as 'to maintain' and undergo leadership development trainings, managerial capability, projects and self-development programs based on their role. The progress/ development of these talents are tracked through monthly, quarterly and annual reviews. This framework has helped in identifying talent that is scalable over 0-2 years and 3-5 years and serves as a pipeline of resources.

Company Background

Motilal Oswal Financial Services Ltd (Motilal Oswal) was incorporated as a stock broking company but has evolved into well diversified firm offering a range of financial products and services. The group comprises of companies providing services such as Private Wealth Management, Retail Broking and Distribution, Institutional Broking, Asset Management, Investment Banking, Private Equity, Commodity Broking, Currency Broking, Principal Strategies and Home Finance. The company's diversified client base includes retail customers (including HNI), mutual funds, foreign institutional investors, financial institutions and corporate clients.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|---------------|
| HR Segment | Talent Management | Chairman & MD | Motilal Oswal |
| Industry | Financial Services | CHRO | Sudhir Dhar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Omega Healthcare Management Services Private Limited

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Dun & Bradstreet D-U-N-S® No 67-636-8486

"Parivathan & Roshini" – Talent Management Initiatives at Omega Healthcare

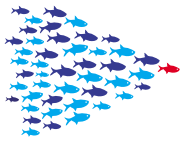
Employees often face difficulties to open up with their problems especially if it's personal problem. If they don't open up with anyone, it may cause distress which ultimately leads to imbalance in their life. This imbalance has impact on professional as well as personal life and it also spreads negative energy around them. To tackle this problem, Omega Healthcare Pvt. Ltd started a very unique program "Parivathan – Transform your life" to help employees come out of stressful situation so that positivity is intact within the employees as well as organization. "Parivathan" – Transform your life, is one of the unique employee welfare programs launched by company a year ago, for free counseling and wellness in partnership with professional service provider. This program is also extended to immediate family members of the company's employees. Omega also launched another programme, "Roshni" which is the Omega Women's forum dedicated to all women employees across the organization to showcase talent and focuses to conduct Women oriented workshop and sessions and talks from experts on health, career, finance, work life balance and many more. This initiative helped the company to gain more employee referrals from the women employees and enhanced the confidence of women employees to speak up / participate actively, thus enhancing productivity.

Company Background

Omega Healthcare Management Services Pvt Ltd (Omega), an offshore provider of healthcare outsourcing services, was incorporated in 2004. They specialize in medical billing, coding, accounts receivable management, and other healthcare related services.

| Company Details | | Management Details | |
|-----------------|-------------------|---------------------|--------------------|
| HR Segment | Talent Management | CEO & Co-Founder | Gopi Natarajan |
| Industry | IT / ITeS | Vice President - HR | Guruvayurappan P V |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Team Management
& Leadership

InterGlobe Enterprises Limited

InterGlobe Enterprises, Block 2B, Ground Floor, DLF Corporate Park, Phase III, Gurugram - 122002, Haryana
Tel: 91-124-4352200
Email: sanjeev.void@interglobe.com; Website: www.interglobe.com

Dun & Bradstreet D-U-N-S® No 86-225-7693

InterGlobe's Espirit de Corps program engaged employees in fun non-work related activities

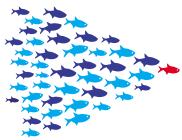
Being an Indian conglomerate with wide geographic presence and being part of the ever competitive travel industry, takes a toll on the company. Increased work pressure have been correlated with fall in camaraderie and team spirit at the workplace. The company was unhappy to observe camaraderie and team spirit take a back seat. This development also witnessed lower engagements and higher attrition among employees. In order to address this issue the company introduced Espirit de Corps. Espirit de Corps was aimed at developing and sustaining cohesion amongst its employees. The company organized non-work related activities. These activities were developed based on inputs from the employees. This event had 360 degree involvement, it included employees, leaders from group companies, and the support staff. In addition to the activities, the Espirit de Corps also had a platform for employees to share their talents. The success of Espirit de Corps was measured by improvement in survey scores and post event interviews conducted by the HR team.

Company Background

Established in 1989 and headquartered in Gurugram, InterGlobe Enterprises Ltd (InterGlobe) is a conglomerate with 126 offices across 59 cities globally. The company has over 20,000 professionals across businesses. The company has presence in the civil aviation, airline management, travel commerce solutions, IT and BPM services, hospitality, advanced pilot training and aircraft maintenance engineering.

| Company Details | | Management Details | |
|-----------------|------------------------------|--------------------|---------------|
| HR Segment | Team Management & Leadership | Managing Director | Rahul Bhatia |
| Industry | Travel & Tourism | Head – HR | Harish Gandhi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Team Management
& Leadership

Piramal Glass Limited

Piramal Tower Annexe, 6th Floor, Peninsula Corporate Park, Lower Parel (W), Mumbai - 400013, Maharashtra
Tel: 91-22-30466980
Website: www.piramalglass.com

Dun & Bradstreet D-U-N-S® No 87-177-5822

Supervisory Development Program and MYLES Program

Through an analysis of year-end performance reviews and feedback, as well as a pre-program assessment of participants by reporting managers, competencies – such as entrepreneurship spirit, faster decision making, and innovation capability - and areas where employees needed more support were identified. Business leaders and the HR together designed the content of a module for a re-training initiative, along with a trainer, and a 6-day long program was finalized, which would be delivered in two phases. The participants were encouraged to take up improvement projects on personal and professional fronts. Feedback was continuously taken from both the participants and their managers during and after the program to gauge the program's effectiveness. Another initiative, Mentoring Young Leaders (MYLES), is a unique program launched at Piramal Glass, wherein all mentees are allocated a dedicated Mentor. The program is intended to provide learning and growth opportunities through individual and focused intervention.

Company Background

Piramal Glass Ltd (Piramal Glass), formerly known as Gujarat Glass Pvt Ltd, was formed in 1984 when Piramal Group acquired the company. In 1990, it became a division of the Nicholas Piramal India Ltd. In 2008, Gujarat Glass Ltd was re-listed and during the same period it acquired its present name. Presently, the company is a part of the diversified Piramal Group and is engaged in delivering glass packaging solutions for the pharmaceuticals, specialty foods & beverages (F&B) and cosmetics & perfumery (C&P) industries & services. The company operates manufacturing plants across India, US and Sri Lanka.

| Company Details | | Management Details | |
|-----------------|------------------------------|-------------------------------|-------------|
| HR Segment | Team Management & Leadership | Director | Vijay Shah |
| Industry | Glass & Ceramics | President Corp. HR & Group IR | S K Rajjada |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Religare Finvest Limited

D3, P3B, District Centre, Saket, New Delhi -110017, Delhi
 Tel: 91-124-6180326
 Website: www.religareinvest.com
Dun & Bradstreet D-U-N-S® No 67-736-3766

Team Management and Learning at Religare Finvest

The key challenges that Religare Finvest Limited (Religare) faced were to make team more collaborative, more effective; to ensure effective leadership and to identify next layer of leadership.

The company therefore chose the path of Experiential Learning (to make the employees understand, through live situations & activities, the effects of a change and how to effectively embrace the change) and Individual Development Plans (to let the employee himself/ herself identify the areas he/she wants to improve upon basis the assessment report) to solve these challenges. As a result, all the High Potential employees of the organization have a development coach assigned to them. The development coach is fully committed to the development of employees tagged to him/her; the High Potential Employees went through Management Development Programs on areas that were identified as areas of development for the group/ their Individual Development Plan. Now this set of employees has a different perspective when talked about the different areas of the organization.

Company Background

Religare Finvest Limited (RFL), a subsidiary of Religare Enterprises Limited (REL), is a NBFC focused on financing SMEs. With a wide network of branches, RFL is committed to providing capital to power the growth of the SMEs. The diversified suite of lending solutions include: - SME Mortgage Loans, SME Working Capital Loans, and Short Term Trade Finance.

| Company Details | | Management Details | |
|-----------------|------------------------------|-------------------------|--------------|
| HR Segment | Team Management & Leadership | Managing Director & CEO | Kavi Arora |
| Industry | Financial Services | Director & Head – HR | Ashish Anand |

Case study details as provided by the company; Tabular details as provided by the company and from its website



The Tata Power Company Limited - Strategic Engineering Division

No: 42, Off Saki - Vihar Road, Andheri (East), Mumbai - 400072, Maharashtra
 Tel: 91-22-67513600; Fax: 91-22-67513638
 Website: www.TataPowerSED.in
Dun & Bradstreet D-U-N-S® No 86-024-7906

Leading the way through facilitation

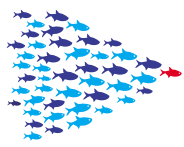
With time to competence being crucial for new employees, Tata Power Company devised innovative ways of learning using process facilitation, helping new joinees not only in identifying the challenges but also think of ways of overcome them and drive business excellence. Various simu-real activities for the facilitative processes were designed in-house under the aegis of the Head of the Human Resources Department, Shyam Iyer, and the Head of Learning & Development, Amith Pai. A pilot batch of one set of employees underwent the program, and subsequently small cross functional groups of these employees were made. These employees would then coordinate the facilitative process for subsequent batches. With the help of this initiative, the company was able to reduce relationship-based conflicts and improve cross functional collaborations. Consequently, project delivery and re-work efforts in the projects also showed stark improvement.

Company Background

The Tata Power Company Limited - Strategic Engineering Division (Tata Power SED) is engaged in the design, development, production, integration, supply and life-cycle support of mission critical defense systems of strategic importance. The company has a dedicated R&D center in Mumbai and a production center in Bengaluru.

| Company Details | | Management Details | |
|-----------------|------------------------------|--------------------|----------------|
| HR Segment | Team Management & Leadership | CEO | Rahul Chaudhry |
| Industry | Defence | Head – HR | Shyam V Iyer |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Team Management
& Leadership

Videocon Telecommunications Limited

2nd Floor, 296, Phase II, Udyog Vihar, Gurugram, Haryana

Tel: 91-9653018500

Website: www.videocon.com

Dun & Bradstreet D-U-N-S® No 67-736-9943

Employing the Best for Team Management

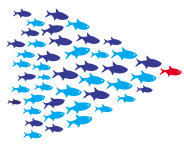
Videocon Telecom follows proven best practices to embrace the operational and strategic challenges of modern business. Team management at Videocon Telecom refers to various activities that bind team members by bringing them closer to achieve set targets. Team members come together to accomplish the task with priority and focus to achieve the desired goal. The team leader acts like a mentor to his team members rather than just being a manager / boss. Therefore, understanding the team members is very important. Deliberations and debates are conducted; suggestions are invited from all instead of private discussions between individuals. The leader ensures that everyone participates in an open forum and formulates strategies keeping in mind these inputs. Team objectives are clearly set and circulated amongst all the team members. Communication among team members being of prime importance, Videocon Telecom ensures every team member has access to information and is able to communicate freely with the seniors to ensure smooth interaction and exchange of thoughts.

Company Background

Videocon Telecommunications Ltd (Videocon Telecom), incorporated in 2008, is a Videocon group company that offers GSM mobile services under the brand name Videocon. The services are already up and running in Punjab, Gujarat, Haryana, Madhya Pradesh (includes Chhattisgarh) and are soon going to be operational in Bihar, Jharkhand, and Uttar Pradesh.

| Company Details | | Management Details | |
|-----------------|------------------------------|-------------------------|-------------|
| HR Segment | Team Management & Leadership | CEO | Arvind Bali |
| Industry | Telecommunication | Head, HR-Training-Admin | Rajesh Soni |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Team Management
& Leadership

WNS Global Services Private Limited

Gate no-2, Plant 5, Godrej & Boyce Complex, LBS Marg, Vikhroli (W), Mumbai - 400079, Maharashtra

Tel: 91-22-40473101

Email: ajay.sharma3@wns.com; Website: www.wns.com

Dun & Bradstreet D-U-N-S® No 86-225-3494

The Capability Building Program of WNS has resulted in increased retention amongst its front line managers

For the companies like WNS, Front line managers were considered as an asset as they are entrusted with the responsibilities to make decisions, anticipate problems and coach their direct reportees amongst others. Empowering these front line managers would result in higher productivity. The failure in retaining the talent (front managers) would hinder the growth prospects of the company. In addition, the process of getting an external hire results in higher costs and is time consuming. To address the attrition of front line managers, WNS initiated the Front Line Manager (FLM) – Capability Building Program in 2013. This program is designed for building competencies required for the front line leaders. The competencies were decided through focus group discussions and structured interview of their seniors. The program comprised of a series of coaching sessions made available for the front line managers and interactive discussions with senior leaders for experience sharing sessions. In addition to these, this will also help to improve their operational expertise. Till date, 1800 out of 2700 front line managers have participated in the program. This resulted in reducing the attrition from 45% in FY13 to 34.5% of overall employees in FY16 and for front line managers from 24% in FY15 to 21.2% in FY16.

Company Background

WNS Global Service Pvt Ltd (WNS) was established in India in 1996 as a subsidiary of WNS (Holdings) Limited. WNS offers BPM services catering to travel, BFSI, manufacturing, healthcare and other industries.

| Company Details | | Management Details | |
|-----------------|------------------------------|--------------------|-----------------|
| HR Segment | Team Management & Leadership | CEO | Keshav Murugesh |
| Industry | IT / ITeS | VP & Head – HR | R. Swaminathan |

Case study details as provided by the company; Tabular details as provided by the company and from its website



ARKRAY Healthcare Private Limited

Plot 336, 338, 340, Road No 3, GIDC, Sachin, Surat - 394230, Gujarat

Tel: 91-261-2397712 to 15 Fax: 91-261-2397719

Email: hr.training@arkray.co.in; Website: arkray.co.in

Dun & Bradstreet D-U-N-S® No 87-140-8242

Training to Boost Efficiency

ARKRAY Healthcare considers training and development as an essential tool that not only boosts productivity and quality but also helps in identifying training needs to meet future job expectations. The company focused on improving the existing training and development processes, and correlated the same with the performance management system, skill mapping and job expectations. Skill mapping helped in identifying gaps between the desired and actual performance, which was fixed with appropriate training and development. The company also revamped its training methodology and also introduced continuous mentoring and coaching for its employees. As a result of these initiatives, within a period of 5 months, ARKRAY Healthcare was able to ring in a host of efficiencies – there were lesser batch failures and accidents, product quality improved, production time reduced and optimum utilization of resources.

Company Background

ARKRAY Healthcare Pvt Ltd (ARKRAY Healthcare) is a wholly-owned subsidiary of Japan-based ARKRAY Inc, which started its sales and marketing office in Mumbai in 2007. The Japanese company had then collaborated with Indian healthcare giant Piramal Healthcare to form ARKRAY PIRAMAL Medical Pvt. Ltd., which was renamed as ARKRAY Healthcare Pvt. Ltd in 2010. The company manufactures and sells medical devices, namely blood glucose monitors, blood pressure monitors, laboratory products and other point of care products like urine test strips, electrolyte analysis systems; and caters to healthcare professionals, hospitals and other customers across India.

| Company Details | | Management Details | |
|-------------------|------------------------|----------------------------|--------------|
| HR Segment | Training & Development | CFO | Paras Desai |
| Industry | Healthcare | General Manager, HR | Hemant Patel |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Atria Convergence Technologies Private Limited

1, 2nd Floor, Indian Express Building, Queens Road, Bengaluru – 560001, Karnataka

Tel: 91-80-42884288; Fax: 91-80-42884200

Email: shefali.mohapatra@actcorp.in; Website: www.acttv.in

Dun & Bradstreet D-U-N-S® No 67-731-9897

ACT's Certification Program for Training & Development

ACT focuses heavily on the training & development of employees so as to groom and nurture talent. However, it was facing a challenge in terms of linking and tracking training effectiveness to improvement in business efficiency. ACT implemented a program to certify all customer facing employees on certain parameters which are key to their deliverables. All the field operations, collections, sales and call center team members were trained and certified after detailed training conducted over a course of 1–3 days depending upon the role, and rigorous written and practical assessments. The content of training program was developed in-house by the training & development team. Functional subject matter experts played an instrumental role in providing inputs. The program included functional, behavioral and application training. The immediate outcome of the initiative was in the form of appreciation from functions, considerable improvement in customer satisfaction scores and positive upward trend in employees' efficiency levels.

Company Background

Atria Convergence Technologies Pvt Ltd (ACT) was incorporated in 2000 and deals with in-home entertainment, education, and interactive services provider in India. Based in Bengaluru, the company has a presence in Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Delhi. The company provides Triple Play Service catering to nearly 1.9 million homes, which includes Fibernet (internet over fiber optics) Digital TV and HDTV. ACT also offers broadband on optic fiber and Fiber-To-The-Home technology that can carry vast amount of information at speeds of up to 1 Gbps.

| Company Details | | Management Details | |
|-------------------|------------------------|---|-------------------|
| HR Segment | Training & Development | Managing Director | Sundar Raju |
| Industry | Telecommunication | Chief People Officer (Head – HR) | Shefali Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Allianz Life Insurance Company Limited

GE Plaza, Airport Road, Yerawada, Pune - 411006, Maharashtra
 Tel: 91-22-66089773; Fax: 91-20-30587237
 Email: customercare@bajajallianz.co.in; Website: www.bajajallianz.com
Dun & Bradstreet D-U-N-S® No 91-823-6019

Ensuring Wholesome Employee Development

At Bajaj Allianz Life Insurance, learning and development strategy and initiatives were aligned with the overall objectives of the organization as it helped establish a win-win in terms of overcoming inefficiencies and to achieve a long term direction in the way the company wished to develop its talent pipeline. The company's strategy was built along the belief that real learning takes place when a learner is able to develop a new skill/competency/behavior and is able to internalize and apply consistently to relevant work-life situations. The company divided its learning & development interventions into two categories – instructor-led training and web-based learning. The instructor led training programs encapsulate a wide range of training modules including culture building, competency building, professional development and leadership development. Each of these focuses on different aspects of employee skill development and engagement. Web-based training, on the other hand, is aimed at providing learning and development path (IDP) that suits employees' job titles, wherein a comprehensive library of courses, books, articles and tools is provided for self-paced learning.

Company Background

Bajaj Allianz Life Insurance Co Ltd (Bajaj Allianz Life Insurance) provides life insurance products to customers in India. The company, based in Pune, Maharashtra, was incorporated in 2001 and is a subsidiary of Bajaj Finserve Limited.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-----------------|
| HR Segment | Learning & Development | MD & CEO | Anuj Agarwal |
| Industry | Insurance | Head, HR | Rajneesh Mishra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Corp Limited

221 Solitaire Corporate Park, 151 M VasANJI Road, Chakala Andheri (East), Mumbai – 400093, Maharashtra
 Tel: 91-22-66919477; Fax: 91-22-66919476
 Email: Rahul.jhingan@bajajcorp.com; Website: www.bajajcorp.com
Dun & Bradstreet D-U-N-S® No 86-429-6902

Training to Succeed

Bajaj Corp's learning and development strategy is meant to empower its employees with the requisite skills and expertise to facilitate the company's strategic objectives. The company regularly conducts training programs for its sales and marketing personnel as well as other departments. The company's development center forms part of its structured activities used individually or in combination by the members to improve their social or task performance. It uses assessment techniques like simulation, psychometrics, experiential exercises and questionnaires etc to assess potential, identify strengths and development needs and the end result is a well-documented individual development plan for each participant. The company's management trainee program is designed to enrich the pool of middle managers who have the potential to become future leaders. The company has also built a competency framework for the sales organization based on critical success factor in order to ensure stability of performance platforms for evaluation and further development.

Company Background

Bajaj Corp Ltd (Bajaj Corp) is in the manufacture and sale of hair care, skin care and other personal care products in India. Its product portfolio includes hair oils, soaps, creams, face wash, face scrubs, face packs and tooth powder.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------|---------------------|
| HR Segment | Training & Development | Managing Director | Sumit Malhotra |
| Industry | FMCG | Vice President – HR | Subhamay Chatterjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



DBS Bank Limited

Fort House, 221 DN Road, Fort, Mumbai - 400001, Maharashtra
 Tel: 1800209455
 Website: www.dbs.co.in
Dun & Bradstreet D-U-N-S® No 91-860-4492

Learning Through Innovative Ways

DBS Bank provides opportunities to its employees to develop themselves through a number of initiatives. The bank has set up a learning council that includes senior members of each department to boost collaboration and foster better learning. In addition to it, the bank has leveraged modern technology to improvise the learning experiences. It introduced a slew of mobile learning and gamification techniques to help employees learn anytime, anywhere, at their own pace and leisure. Several key training interventions have been captured in the form of succinct e-modules readily accessible through hand-held devices such as mobiles and tablets. The bank hosted a 'Learning Premier League', an online learning based game, which saw overwhelming participation by its employees and has won many accolades. Besides, 'Leaders as Teachers' is another program where leaders within DBS as well as other companies share their wide expanse of knowledge with DBS employees.

Company Background

DBS Bank Ltd (DBS Bank) started its operations in India in 1994, in the same year DBS opened its representative office in Mumbai, which was upgraded to full-fledged branch in 1995. In 2005, DBS bank was granted license to open its second branch in New Delhi. The banks product portfolio include; personal banking, wealth management and business banking services. Accounts such as savings plus, savings power plus; deposits like fixed, recurring, flexi fixed and basic savings bank deposits are offered by the bank under personal banking. Under business banking, it caters to SMEs and corporate clients.

| Company Details | | Management Details | |
|-----------------|------------------------|-----------------------|----------------|
| HR Segment | Training & Development | GM & Head, DBS India | Surojit Shome |
| Industry | Banks | Head, Human Resources | Kishore Podure |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Drive India Enterprise Solutions Limited

7, Kamla Executive Park, off Andheri Kurla Road, Andheri (East), Mumbai - 400059, Maharashtra
 Tel: 91-22-67779000
 Email: Sarita.jha@driveindia.co.in; Website: www.diesl.in
Dun & Bradstreet D-U-N-S® No 65-033-9901

DIESL's Improved Training & Development Program

Today's market and intense competition demands skilled practitioners to support the management of complex supply chains. However, DIESL found it hard to attract highly qualified professionals, largely due to a cost mismatch in the industry. In order to sustain growth and earn greater market share within the organized sector, it was vital to have meticulously designed training programs. Accordingly, the training process was revamped and designed in a more structured manner, involving the identification of training needs through a systematic process, imparting training through internal trainers, tracking of training effectiveness scores and also having a minimum recommended level of training man days. As a result, the score earned by the company for Training & Development in the Internal Customer Satisfaction Survey in the year 2015-16 was 79%, which is healthy; the training Feedback score in 2015-16 was 4.2 on a 5 point scale, as against 3.49 in the last year and the score for training coverage stood at 80% as against 40% last year.

Company background

Drive India Enterprise Solutions Ltd (DIESL), subsidiary of TVS Logistics Services Ltd, is a logistics service provider, caters to a wide range of industries like telecom, lubes, consumer durables, FMCG, Hi-tech, engineering, retail, DTH, project logistics and automobiles. One of the leading third party logistics (3PL) companies in India, it offers a complete suite of logistics services to enable supply chain. The company provides services that enable operations to run with fewer resources in terms of people, inventory levels, time and costs.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-------------------|
| HR Segment | Training & Development | Head – 3PLS | Vikram Mansukhani |
| Industry | Logistics | Head – HR & Admin | Mayank Garg |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Future Generali India Insurance Company Limited

6th Floor, Tower 3, Indiabulls Finance Centre, Elphinstone Road (West), Mumbai - 400013, Maharashtra
Tel: 91-22-40976666

Email: akshaya.kashyap@futuregenerali.in; Website: www.futuregenerali.in

Dun & Bradstreet D-U-N-S® No 86-346-1741

Investing and Growing Talent In-House

To deal with the dearth of skilled manpower in the industry, Future Generali India Insurance developed a learning and development strategy to train its employees. With this, the company aimed at creating a continual learning culture and to motivate employees to enhance their skills and capabilities as they move up the corporate ladder. Level-based behaviors across the organization were created, and employee behaviors were mapped against the desired levels. Based on these results, a training plan was developed. A differential learning plan was devised for different levels and identified talent. Zonal trainers were appointed at each zone to ensure product knowledge, operational excellence and technical knowhow is cascaded to the last mile while subject matter experts contributed efficiently as in-house Trainers. A central talent management and learning development team manages the overall functioning. The company also introduced online and gaming modules to provide learning-on-the-go experience. As a result of these initiatives, the company was able to increase productivity by 5%.

Company Background

Future Generali India Insurance Co Ltd (Future Generali India Insurance) was incorporated in 2006 and is based in Mumbai. Under life insurance, its products include protection, savings, child, retirement and group insurance plans. In the general category, the company offers health insurance, motor insurance, travel insurance, personal accident cover, home insurance, accident and health, fire, loss of profits policy, industrial all risk, engineering insurance, marine cargo insurance, and liability plans. It also provides micro-insurance products for rural customers.

| Company Details | | Management Details | |
|-----------------|------------------------|-------------------------------|-------------------------|
| HR Segment | Training & Development | MD & CEO | K.G. Krishnamoorthy Rao |
| Industry | Insurance | Chief Human Resources Officer | Sunil Warier |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Go Go International Private Limited

Site No. 6, KHB Industrial Area, Yelahanka, Bengaluru – 560064, Karnataka

Email: jitendradugar@gogoindia.com; Website: www.gogoindia.com

Dun & Bradstreet D-U-N-S® No 91-847-4961

Go Go International focuses on early stage high potentials rather than investing heavily in late-stage high potentials

In every organization, there exists the wide gap between the demand and supply of skilled workforce. The shrinking pool of workforce necessitates availability of highly effective and efficient manpower, which in turn demands highly comprehensive, end-to-end, sustainable training solutions. Go Go International focuses on early stage high potential managers as they are at the beginning of their career and are identified more by their talent and record. After identifying the need of trainings for high potential employees, the company performs at least two soft skill trainings sessions on weekly basis, which includes leadership skills, managerial skills, communication skills, creativity, influencing skills etc. Go Go International also organize monthly scheduled calendared training focusing the problem existing in each and every department like Co-ordination, Co-operation, product understanding, Time management, etc. The company also gives opportunities to the existing employees to leap forward to the next position through the vigorous training program. Go Go International is also a part of Integrated Skill Development Scheme initiated by Ministry of Textiles, GoI, for Skill Development in the Apparel Industry. It has partnered with the Ministry of Textiles as an Implementing Agency to provide training and enhance the skill among people of India.

Company Background

Established in 2008, Go Go International Pvt Ltd (Go Go International) is engaged in designing, manufacturing, embroiding, and shipping of men, women, and children garments. The company exports its products to Europe, America, Australia and Asia.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|---------------------|
| HR Segment | Training & Development | Chairperson | Shyam Sundar Goenka |
| Industry | Textiles | Managing Director | Rajeev Goenka |

Case study details as provided by the company; Tabular details as provided by the company and from its website



IIC Technologies Limited

8-2-350/5/B-22, Road Number 3, Banjara Hills, Hyderabad - 500034, Telangana
 Tel: 91 40 39144494
 Email: shekar.murthy@iictechnologies.com; Website: www.iictechnologies.com
Dun & Bradstreet D-U-N-S® No 91-510-1497

IIC Technologies revises its training methodology to make its fresh recruits job ready

The employability of graduating students from universities was considered to be poor. Only 10-30% of the graduating class was considered employable. Lack of ownership of work and lack of collaboration in the team were the major shortcomings observed amongst graduating students. These factors contributed to lack of motivation, increased project costs, and hampered the quality of delivery. It was vital for the company to improve the skills of its fresh recruits and get them job ready. To address this issue, the company introduced the concept of 'Academagogy'. Academagogy offers a new approach to learning and development. The company through the ICC Academy conducts industry focused programs related to geospatial sciences (land and marine), professional management, and behavioral skills program. Over 5000 participants have received training from the program in the past six years. A two month photogrammetry course specific for graduating students from Indian universities is one of the major programs offered by the company. The implementation of the training programs embedded in the concept of Academagogy has resulted in significant performance improvements and employee delight.

About the company

IIC Technologies Ltd (IIC Technologies) provides solutions and services for the acquisition, management, integration and dissemination of geospatial data. The company provides end-to-end geospatial solutions to the Aeronautics, Defense, Government, Infrastructure, Marine, Oil & Gas, Transportation and Utility sectors.

| Company Details | | Management Details | |
|-----------------|--------------------------|--------------------|-------------------|
| HR Segment | Training and Development | CMD | Rajesh Alla |
| Industry | IT / ITeS | VP & Head, HR | ANV Radhakrishnan |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Infosys BPO Limited

Plot No. 44, Hosur Road, Electricity City, Bengaluru – 560100, Karnataka
 Website: www.infosysbpo.com
Dun & Bradstreet D-U-N-S® No 91-845-7065

Infosys BPO's iLEAP Academia lead to reduction in attrition rate and improve productivity of employees

Imparting regular training and development is essential for any organization to keep the employees' morale and productivity boosted. Infosys BPO also dealt with the challenge of retaining & building capability of the internal talent pool and realized that due to lack of trainings to enhance skill/subject knowledge, employees were de-motivated which resulted in attrition. To tackle this problem, Infosys BPO designed iLEAP (Infosys Learn Excel Aspire and Perform) Academia, an online learning platform to enhance scalability, create a collaborative learning community and to facilitate autonomous learning. This program spanned over a period of 6 months and aims to enhance continuous employee learning and engagement consequently increase retention. The training program has a well-rounded curriculum including behavioral, domain, quality and risk management modules to ensure holistic development. iLEAP led to change in learning culture of the organization along with cost saving and reduction in attrition rate. The attrition percentage for the employees who completed the program was between 18- 20% which is 20% lesser than the organization wide attrition of entry level employees of the same tenure. iLEAP also saved cost of replacement – including hiring cost and training cost valued at US\$ 1.66 mn.

Company Background

Established in 2002, Infosys BPO Ltd (Infosys BPO) is the business process outsourcing subsidiary of Infosys Ltd. Infosys BPO provides integrated end-to-end outsourcing and delivers transformational benefits to its clients through reduced costs, ongoing productivity improvements, and process reengineering.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------------------|--------------|
| HR Segment | Training & Development | Senior Vice President & Head HR | Raghvendra K |
| Industry | IT / ITeS | | |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@ncltd.in; Website: www.ncltd.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC adopted diverse training programs to improve productivity of employees

Imparting regular training and development is essential for any organization to keep the employees' morale and productivity boosted. NCC realized that due to lack of trainings to enhance skill / subject knowledge, employees of the Company were de-motivated which resulted in attrition. To tackle this problem, NCC designed various training programs for its employees to provide trainings in various areas such as technical, functional, softer skills, managerial etc. It has separate training programs for technical and functional staff. For softer skills such as communication, time management, leadership, emotional intelligence, motivation etc, NCC has designed behavioral training program. There is special training program for project managers with focus on imparting skills in managing team and maximize output within tight time schedule. To develop in-house trainers, NCC has "Train The Trainer" program which trains staff of NCC to provide further training to other employees of NCC. NCC also takes help of external faculty / industry experts in providing training to its employees. Above various approaches adopted by NCC has helped in improved productivity and interests of employees. This also helped in improving quality of execution and customer satisfaction.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|----------------|
| HR Segment | Training & Development | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Omega Healthcare Management Services Private Limited

No; 33, NAL Wind Tunnel Road, Murugeshpalya, Bengaluru – 560017, Karnataka
 Tel: 91-80-41557333
 Email: Guruvayurappan.V@omegahms.com; Website: www.Omegahms.com
Dun & Bradstreet D-U-N-S® No 67-636-8486

"First Time Leaders" and "Parivarthan" to transform and enhance the workforce

Omega encourages the workforce for internal growth opportunities; it has promoted a good number of its frontline leaders from within the ranks. The company launched "First Time Leader" program to help the first time leaders transition in to their new role. The "First Time Leader" program is run over a period of 13 weeks; it is facilitated in three phases: Connect Phase, Lead Phase and Transform Phase. In Connect phase, it deals with the "Emotional Change" (The Mind-Set) that the leader undergoes while transitioning from being an individual contributor to leading the team. In Lead phase, it focuses on how to manage and lead the team (Tool-Set) towards growth. In Transform phase, the focus is on developing a team (Skill-Set) where a high-performance culture is the norm and on developing a pipeline of potential successors. The program has successfully completed 313 transformations. First Time Leader" program has had a positive impact on areas like taking ownership, client expectation management, etc. The company also has counseling & wellness program called "Parivarthan – Transform your life" by providing counseling, self-assessment tests, wellness program, legal assistance etc. This program is also extended to immediate family members of our employees. This helped employees to enhance their personal and professional life.

Company Background

Omega Healthcare Management Services Pvt Ltd (Omega), an offshore provider of healthcare outsourcing services, was incorporated in 2004. They specialize in medical billing, coding, accounts receivable management, and other healthcare related services.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------|--------------------|
| HR Segment | Training & Development | CEO & Co-founder | Gopi Natarajan |
| Industry | IT / ITeS | Vice President - HR | Guruvayurappan P V |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Paayas Milk Producer Company Limited

4th Floor, Atlantis Tower, Near Amrapali Circle, Vaishali Nagar, Jaipur – 302021, Rajasthan
 Tel: 91-141-4202101
 Email: jayendrachaturvedi@paayasmilk.com; Website: www.paayasmilk.com
Dun & Bradstreet D-U-N-S® No 87-310-2430

Paayas' training & development programs targeting the rural audience helped in increasing company's turnover

Training & development is necessary to bridge the cultural and skill gap of the employees. Paayas faced the challenge of creating the environment of learning & development in the target audience which in the company's case belongs to rural background and are not accustomed to technology or learning & development aids. To deal with the challenge, Paayas considered solutions like traditional class room trainings, creating goof up corners in the organization, creating simulation platforms, training through visual aids, online trainings, training through social media platforms, external trainings and on job trainings. Paayas implemented these solutions by covering and educating rural mass regarding producer company concept; covering and educating producers regarding clean milk production and MRG and VCG concept; educating and training local resource persons regarding RBP and AI operations; creating a learning platform for employees which can cater the diversified group within the company at minimum cost and linking the entire training and development exercise with employee productivity. All the trainings irrespective of large numbers and cost limitation together led to an increase in the company's turnover by 20% per annum in 2015-2016.

Company Background

Established in 2012, Paayas Milk Producer Company Ltd (Paayas) is producer owned, professionally managed enterprise which provides its members round-the-year access to the marketplace. The company procures milk only from its members, process it and then provide animal nutrition products and milk & milk products. Presently, the company has its operations in eight districts of Rajasthan.

| Company Details | | Management Details | |
|-----------------|------------------------|-------------------------|---------------------|
| HR Segment | Training & Development | Chief Executive Officer | Ratan Kumar Singh |
| Industry | Dairy Products | Head - HR | Jayendra Chaturvedi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Sodexo Food Solutions India Private Limited

1st Floor, Gemstar Commercial Complex, Ramchandra Lane Extn., Kanchpada, Malad (W), Mumbai – 400064
 Tel: 91-22-44214421
 Email: mallika.dsouza@sodexo.com; Website: www.sodexo.com
Dun & Bradstreet D-U-N-S® No 86-286-3781

Developing Skills for Competitive Edge

Given the dearth of trained manpower, Sodexo Food Solutions is compelled to hire employees with low skill sets or with little or no work-experience. As a result, the company spends a lot of effort on skilling employees through pre-deployment and on-the-job training; but its attrition rate was quite high. To counter this, the company decided to develop in-house strategic training of employees. The company partnered with the Indian government in its initiative of imparting skill-based training to the country's youth. A curriculum accredited with NSDC (National Skill Development Council) for industry best content was developed. After the idea was conceptualized, a project plan with clear objectives and ways to achieve the objectives was drawn. Role-specific curriculum was designed with multiple training interventions to be delivered over a period of one year. After successful completion of the pilot project at 16 sites, the program was launched at the company's other sites. As a direct impact of this initiative, the company reported improved client feedback and improvement in health of services at its sites. It also helped build internal talent pipeline of certified trainers and improved the quality of trained frontline employees.

Company Background

Founded in 2005, Sodexo Food Solutions India Pvt Ltd (Sodexo Food Solutions) provides a wide range of integrated on-site Services, and benefits and rewards services in India. The company is a subsidiary of Sodexo S.A. and was formed in 1966. Earlier known as Radhakrishna Hospitality Services Pvt. Ltd, the company was renamed in April 2009.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|--------------|
| HR Segment | Training & Development | Country President | Rishi Gour |
| Industry | Hospitality services | CFO | Rohit Bahety |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Somany Ceramics Limited

F-36, Sector-6, Noida - 201301, Uttar Pradesh
 Tel: 91-120-4627900
 Email: hr@somanytiles.co.in; Website: www.somanyceramics.com
Dun & Bradstreet D-U-N-S® No 87-178-9531

Imparts training through certifications and learning platforms assisting the overall ceramic industry

The ceramic industry has been facing the challenge of availability of skilled manpower resources on account of lack of awareness among job seekers about opportunities in this industry. Somany Ceramics understands its responsibility towards creating employment opportunities and imparting skill based vocational trainings that can bridge the talent requirement gap in this industry. Hence, the company institutionalized Somany Learning Industry and trained unemployed fresh graduates in ceramic operations through certified vocational courses of 6 months, all free of cost. This whole initiative was planned and run by Somany Learning University (SLU). These courses focus on learning based on practical exposure supported by theory, where in experienced ceramic professionals train participants in different ceramic operational areas. In addition to this, the company also launched Somany E-Campus under the SLU umbrella. This offers an online e-learning platform, trainings and assessments to address skill requirements of organization and employees. This e learning initiative has provided ease and speed of learning to employees, irrespective of their job locations.

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------|-------------|
| HR Segment | Training & Development | Executive Director | GG Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



SREI Equipment Finance Limited

Vishwakarma, 86c Topsia Road (South), Kolkata - 700046, West Bengal
 Website: www.srei.com
Dun & Bradstreet D-U-N-S® No 67-796-5342

Joining Hands with Experts to Nurture Talent

With advances in modern technology having a cascading effect on how businesses are conducted, SREI Equipment Finance was quick to realize that learning & development tools need to be revamped too in order to weed out operational inefficiencies. The company decided to install an internet-based learning portal for its employees, and entrusted the task to the experts. With the help of the external provider, the company put in place a learning platform for all of its employees. The course curriculum, designed in-house, is role-based, learner-friendly and is reflective of the company's best practices. These modules are available virtually anytime, anywhere being accessible on hand-held devices such as mobiles and tablets. With the help of the online learning portal, the company successfully improved its productivity and compliance besides other benefits like reduction in time to onboard new employees and to upgrade skill-set of existing teams. The company has also realized exponential gains in terms of knowledge management. Besides a larger pool of people who have extensive domain knowledge are now available for the company's leadership pipeline.

Company Background

SREI Equipment Finance Ltd (SREI Equipment Finance) is one of the major equipment financiers in India. The company enjoys a Pan-India presence with offices in 89 locations.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-------------|
| HR Segment | Training & Development | CEO | D.K. Vyas |
| Industry | Financial Services | Head, HR | Rajesh Jain |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Synthite Industries Limited

Synthite Valley, Corporate House, Kadayiruppu, Kolenchery - 682311, Kerala
 Tel: 91-484-2889041; Fax: 91-484-2889050
 Website: www.synthite.com

Dun & Bradstreet D-U-N-S® No 65-013-1857

Engaging for Better Learning

With a view to facilitate structured learning and to customize learning to individual needs, Synthite Industries conceptualized the Synthite Centre for Learning and Development. In the early stages, employees who were willing to share and support peers in learning were identified and were imparted training to build competence. Training is provided to employees based on his/her individual learning needs and skills. The entire training process is managed by an online program called 'NGAGE', which helps the company to identify, schedule and track the employees training programs. Additionally, a dedicated training centre is available to meet the needs of employees in the manufacturing department. The technical training centre is equipped with a simulation lab, training hall, technical library and a discussion room. The company has also introduced collaborative training methods instead of the traditional modes. So small groups of employees work as teams and discuss issues in real time to resolve problems. Employees can also access learning modules anytime, anywhere.

Company Background

Synthite Industries Ltd (Synthite Industries) is a manufacturer and exporter of spice oleoresins and essential oils. The company was incorporated in 1972 and is based in Kerala. Its portfolio includes a wide range of spice products, essential oils, oleoresins, food colors, herb extracts, organic extracts, floral concretes, etc.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|------------|
| HR Segment | Training & Development | Chairman | C V Jacob |
| Industry | Food Products | MD | Viju Jacob |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Tata Chemicals Limited

Bombay House, 24, Homi Mody Street, Fort, Mumbai - 400001, Maharashtra
 Tel: 91-22-66657833; Fax: 91-22-66658143
 Website: www.tatachemicals.com

Dun & Bradstreet D-U-N-S® No 65-005-2418

TCL's initiatives for training and development

In response to competitive challenges of the business environment in 2002, TCL crafted a strategy for its sustainability and growth that involved a major organizational transformation exercise. This meant that employees shift from working in traditional hierarchical, production oriented, siloed inward-looking environment with inefficient processes to an open, market-oriented, collaborative and achievement orientated mindset. Developing a competent team of leaders equipped with managerial competencies has been a crucial element to meet their business aspirations in VUCA world. Management Development Programme (MDP) is designed to develop junior and middle management employees to managers who can take on greater cross-functional responsibilities. So far TCL has conducted ten editions of its MDP Programme. This program has helped Tata Chemicals in developing and deploying a pool of 300 trained managers as the company entered new segments and expanded geographically. Today around 70 % of critical positions in the company are manned by MDP graduates.

Company background

Tata Chemicals Ltd (TCL) was incorporated in the year 1939. In 1943, Tata Chemicals commenced production of caustic soda, liquid chlorine, bleaching powder & other chemicals and the following year commenced production of soda ash. Tata Chemicals classifies its products under three divisions viz. living essentials, industry essentials and farm essentials.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|---------|
| HR Segment | Training & Development | CHRO | R Nanda |
| Industry | Chemicals | | |

Case study details as provided by the company; Tabular details as provided by the company and from its website



The Indian Hotels Company Limited - Taj Lands End

Bandstand, Bandra (West), Mumbai - 400050, Maharashtra
 Tel: 91-22-66681234/66767161; Fax: 91-22-66994488
 Email: marshal.dias@tajhotels.com; Website: www.tajhotels.com
Dun & Bradstreet D-U-N-S® No 91-862-6102

Training the New

Taj Land Ends implements a buddy mentor system for its new joiners, wherein the seniors handhold the new comers, guiding and assisting them into their new roles and to help them better understand their roles and responsibilities. Senior level executives are asked to nominate themselves for the program well in advance. Whenever a new recruit joins, a mentor is assigned to he/him. A welcome kit that includes a welcome letter signed by the buddy name and the department head is provided to the employee. The buddy is assigned with the task of providing regular guidance and helping the new joiner deal with the stress and other issues relating to her/his job. The buddy is also required to post regular feedback about the employee's progress. The program continues for a period of six month, which facilitates the new joiner's smooth transition into the company.

Company Background

The Indian Hotels Company Limited - Taj Lands End (Taj Land Ends) was incorporated in 1984. It is one of Asia's largest and finest group of hotels, comprising 100 hotels in 62 locations across the globe, including presence in India, North America, United Kingdom, Africa, Middle East, Malaysia, Sri Lanka, Maldives and Bhutan.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------------|----------------------|
| HR Segment | Training & Development | Director, Human Resources | Marshal Thomas Dias |
| Industry | Hotels | Director, Finance | Nitin Sushil Bengani |

Case study details as provided by the company; Tabular details as provided by the company and from its website



TRL Krosaki Refractories Limited

Belpahar - 768218, Dist. Jharsuguda, Odisha
 Tel: 91-6645-258310; Fax: 91-6645-250243
 Email: hr@trlkrosaki.com ; Website: www.trlkrosaki.com
Dun & Bradstreet D-U-N-S® No 91-510-5373

Developing Skills through Training

TRL Krosaki conducts a unique skill development program for its employees in the workmen category to equip them with multi-skills at its learning centre, J. Irani Centre of Learning. The program covers both theoretical as well as practical aspects of the curriculum, where the employees get enough hands-on experience in simulation and real-life environment. It also includes activities that explore and activate leadership qualities in the participants, leading to a holistic development of the employee. Training is provided by the company's own pool of experts and experienced personnel, to ensure there is a comfort level between both the learner and the tutor. This also ensures that the knowledge and skills possessed by seniors are passed on to the next level. To reinforce learning positively, promotion, personal growth and recognition is attached with this unique program. After completion of the training, the company promotes the employees to a higher rank, where they get an opportunity to utilize their new skills and knowledge; and it also evokes interest in others and motivates them to take up the learning program.

Company Background

Established in 1958, TRL Krosaki Refractories Ltd (TRL Krosaki) operates in the field of refractory production in India. The company was formerly known as Tata Refractories Ltd. It offers a wide range of products like basic, dolomite, high alumina, monolithic, silica, flow control and tap hole clay refractories. Its key customers are the steel, cement, glass, copper and aluminium industries. Its main unit is located at Belpahar in the district of Jharsuguda in the State of Odisha, India.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------------|------------------|
| HR Segment | Training & Development | Managing Director | Priyabrata Panda |
| Industry | Refractories | Vice President (HR, S&E) | Tarapada Dash |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Uflex Limited

A - 107 - 108, Sector - IV, Noida - 201301, Uttar Pradesh
 Tel: 91-120-4012345; Fax: 91-120-2556040
 Email ID: enquiry@uflexltd.com; Website: www.uflexltd.com
Dun & Bradstreet D-U-N-S® No 65-008-4239

Training & Development Initiatives at Uflex

Uflex is a 3-decade old group with a group business size of \$ 2 billion and manufacturing facilities across the globe. The group identified the business challenge of training and developing its employees in a structured way without which the group would not be able to meet its vision of a truly global organization. The company consciously developed a multi- pronged strategy to meet their end objective of creating a learning organization. It started with a 5 cross divisional flagship programs based upon the diagnosis of the organizational training need. The company did a structured individual training need identification of all their 'Officer & Above' employees and unleashed a number of TNI (Training Need Identification) based programs. Uflex also initiated a series of programs under 'Sales & Marketing Excellence', 'Operation Excellence', 'Business Visioning', 'Team Bonding', 'CRM' etc. Uflex has till date conducted 447 programs covering 5851 employees across levels, businesses and locations.

Company Background

Uflex Ltd (Uflex) was incorporated in 1983. Headquartered in Noida, it has state-of the-art manufacturing facilities in India, UAE, Mexico, Poland, Egypt and USA. Uflex serves as one stop shop flexible packaging solution provider cutting across varied sectors spanning USA, Canada, South America, UK, Europe, Russia, CIS countries, South Africa and other African countries, Middle East and the South Asian Countries.

| Company Details | | Management Details | |
|-----------------|-----------------------------|--------------------|------------------|
| HR Segment | Training & Development | Founder & CEO | Ashok Chaturvedi |
| Industry | Packaging & Allied Products | CHRO | R K Jain |

Case study details as provided by the company; Tabular details as provided by the company and from its website



United Breweries Limited

UB Towers, Level 3-5, #24 Vittal Mallya Road, Bengaluru - 560001, Karnataka
 Tel: 91-80-39866020
 Website: www.unitedbreweries.com
Dun & Bradstreet D-U-N-S® No 65-007-1087

Revamping Learning Tools

United Breweries realized that learning and development was a key area of improvement as its learning initiatives under the UBL-University brand were not being utilized efficiently. With a view to create a uniform training platform for its widely-distributed employee population to meet the identified training needs and to evolve as a learning organization, the company launched an e-learning platform and an app-based learning tool. The company also simultaneously utilized combined training through the UBL University to drive results. Initially, one-course training was assigned to employees based on their training needs. Later, this was extended to role-based catalogue where learners need to complete one asset by each month-end. Lessons were enriched with videos and animated graphics to enhance learner experience and assimilation. The module also has a playlist of the various courses available that the learners can go through. A newsletter updates employees about the various online courses available, while a learning app facilitates learning on-the-go, anytime, anywhere.

Company Background

United Breweries Ltd (United Breweries) is part of the United Breweries Holdings Ltd. or UB Group and engages in the production of alcoholic beverages in India. It is the country's largest beer making company with 79 distilleries and bottling units across the world.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|--------------------|
| HR Segment | Training & Development | Managing Director | Shekhar Ramamurthy |
| Industry | Liquor | EVP, HR | Manmohan S Kalsy |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Universal Sampo General Insurance Company Limited

Unit No 401, 4th Floor, Sangam Complex, 127, Andheri Kurla Road, Andheri (E), Mumbai - 400059, Maharashtra
 Tel: 91-22-29211800; Fax: 91-22-29211844
 Website: www.universalsampo.com

Dun & Bradstreet D-U-N-S® No 65-058-2302

Leveraging Training to Boost Growth

Universal Sampo General Insurance employs the Kirkpatrick four-level training evaluation model to measure the effectiveness of its training modules and to ensure a consistent and equitable way of meeting the training and professional development needs of its employees. On the basis of the results, the company would be able to formulate better training and development opportunities to facilitate continual development of its employees. The process also helps the company foster stronger relationship with its insurance agents and to identify the reasons for their inactivity. The company hopes to increase agent engagement in the future by incorporating more training variants in the domain of soft skills and cross selling skills.

Company Background

Universal Sampo General Insurance Company Ltd (Universal Sampo General Insurance) is a JV between Allahabad Bank, Indian Overseas Bank, Karnataka Bank Ltd, Dabur Investment and Sampo Japan Insurance Inc. The company received the licence from IRDA in Nov 2007. Universal Sampo primarily deals in retail, commercial and micro insurance segment.

| Company Details | | Management Details | |
|-----------------|------------------------|-----------------------|---------------------|
| HR Segment | Training & Development | MD & CEO | Rajiv Kumar |
| Industry | Insurance | Head, Human Resources | Tanmaya Kumar Panda |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Revolutionize the way you appreciate your employees' efforts

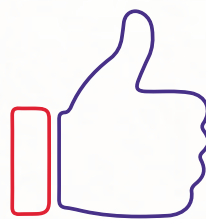
The joy of gifting is endless and Sodexo empowers your employees to experience a digitally smart way of gifting.



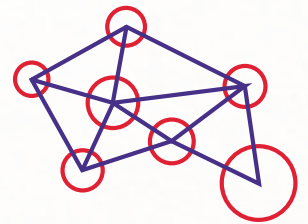
Wide range of choices



Tax benefits



Hassle-free gifting



Multi-channel
Multi-brand



Performance Linked Incentive

Rewards and Recognitions Program

Long Term Incentive Plan

Future Workplace Trends

CSR & Employee Welfare



A.T.E. Enterprises Private Limited

43, Dr. VB Gandhi Marg, Fort, Mumbai 400023, Maharashtra
Tel: 91-22-22872245; Fax: 91-22-22041690
Email: v_pasur@ateindia.com, Website: www.ateindia.com
Dun & Bradstreet D-U-N-S® No 87-178-9252

Initiatives of the company have resulted in improving their employees' welfare

A.T.E. Enterprises considers its employees the biggest asset for the organization. The modern day hectic life style and work pressures have contributed to health issues and distortion in work life balance of employees. In order to address these concerns, the company introduced a series of programs and policies. Flexi-reporting time policy, early leaving or late coming, mandatory availing of privilege leave, facility of working from home, and employee health check-ups are some of the policies and programs to improve the welfare of its employees.

The company believes in contributing to the society and being a responsible citizen. The CSR policy encourages each employee to invest 5 working days or 40 working hours in a given financial year to undertake any CSR activity. Through Give India Payroll program, the employees of the company have supported over 10 NGOs across 5 states. The causes supported range from welfare of the children, disabled, elderly, education and women. In addition, employees have volunteered their time to teach at under privileged schools as well.

Company Background

Established in 1939, A.T.E. Enterprises Pvt Ltd (A.T.E. Enterprises) is a multifaceted engineering group offering world-class products and solutions spanning several segments. A.T.E.'s businesses encompass manufacturing, industrial sales, distribution, service and projects.

| Company Details | | Management Details | |
|-----------------|------------------------|----------------------|---------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Anuj Bhagwati |
| Industry | Engineering | Senior VP & Head, HR | Vinod Parur |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Aculife Healthcare Private Limited

Commerce House -V, A Wing, Corporate Road, Prahlad Nagar, Ahmedabad - 380051, Gujarat
Tel: 91-79-26839100; Fax: 91-79-26839108
Email: corporate@aculife.co.in; Website: www.aculife.co.in
Dun & Bradstreet D-U-N-S® No 87-368-1232

More Benefits Moneywise

Aculife Healthcare Pvt Ltd. understands that compensation and benefits can go a long way in motivating employees and help them retain in your organization. With a view to provide additional benefits to its employees over and above the salary and other perks, the company decided to introduce some form of monetary benefit. The employees were given an option to encash their pending leaves instead of carrying it forward to the next year. The plan was successfully implemented across teams, and added to the various benefits available to the employees.

Company Background

Aculife Healthcare Pvt Ltd. manufactures healthcare products that include hospital care products, medical devices, critical care medicines like anesthesia products, plasma volume expander, total parenteral nutrition, advanced antibiotics, blood related products, pharmaceutical formulations like pain management products, gastric preparations, gynecological preparations, hormones, anti-rheumatoids, anti-allergy, anti-asthmatics, anti-malarials, antivirals, neutraceuticals, growth preparations, vasodilators, diagnostics, steroids and branded Over The Counter (OTC) products.

| Company Details | | Management Details | |
|-----------------|------------------------|-----------------------|-------------------|
| HR Segment | CSR & Employee Welfare | Head, Accounts & Cost | Vandana Patel |
| Industry | Healthcare | Head - HR | Ajoy Mohan Dyundi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Corp Limited

221 Solitaire Corporate Park, 151 M VasANJI Road, Chakala Andheri (East), Mumbai – 400093, Maharashtra
 Tel: 91-22-66919477; Fax: 91-22-66919476
 Email:Rahul.jhingan@bajajcorp.com; Website: www.bajajcorp.com
Dun & Bradstreet D-U-N-S® No 86-429-6902

Ensuring Employee Welfare

At Bajaj Corp, employee welfare is a comprehensive term including various services, benefits and facilities offered to its employees. These initiatives help the company in keeping up morale and motivation of the employees, and include non-monetary benefits like monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. The company provides financial assistance other than salary/perks to meet basic needs like child's education, higher education, medical assistance, vehicle or home loan repayments etc. Other benefits include different managerial skill development programs, post-graduate diploma programs. The company also rewards retiring employees and those who have stayed with it for long tenures.

Company Background

Bajaj Corp Ltd (Bajaj Corp) is in the manufacture and sale of hair care, skin care and other personal care products in India. Its product portfolio includes hair oils, soaps, creams, face wash, face scrubs, face packs and tooth powder.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------|---------------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Sumit Malhotra |
| Industry | FMCG | Vice President – HR | Subhamay Chatterjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Encore Capital Group

Plot no. 28P, Sector 44, Gurugram - 122003, Haryana
 Tel: 91-8774454581
 Email: siddharth.nagpal@mcmcg.com; Website: www.encorecapital.com
Dun & Bradstreet D-U-N-S® No 87-181-2149

Encore's CSR programs along with Payroll giving program for employee and society welfare

In the current business scenario, CSR and employee welfare are becoming a highly significant and integral part of various organisations. Encore created CSR program with the objective of creating a path to self-sufficiency and dignity for the underprivileged sections in the society. The company works in association with CSR partner Literacy India through which it has supported education of 400 children and empowered nearly 600 women by providing support for their livelihood projects. Some of the SCR projects undertaken by Encore include Project Paathshala under which the company sponsored education for 400 children with 70% girls; and Project Gurukul under which it sponsored higher education to nearly 250 students across Delhi NCR, Rajasthan and West Bengal. The company also has Payroll giving program under which it matches the employees' contribution. It also encourages participation from employees along with appreciating them with maximum contributions. Encore also organizes employee volunteering activities including Tree Plantation under which nearly 100 volunteers and children together planted 150 saplings in the Literacy India school campus.

Company Background

Encore Capital Group (Encore) was incorporated in 2005 in India to provide debt management and recovery solutions for consumers across a broad range of assets. It purchases portfolios of consumer receivables from major banks, credit unions, and utility providers and work toward financial recovery.

| Company Details | | Management Details | |
|-----------------|------------------------|-------------------------|-------------|
| HR Segment | CSR & Employee Welfare | Chief Executive Officer | Manu Rikhye |
| Industry | Financial Services | Chief Operating Officer | Anupam Arun |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Go Go International Private Limited

#6, KHB Industrial Area, Yelahanka, Bengaluru, Karnataka
 Tel: 91-80-28562478
 Email: jitendradugar@gogoindia.com; Website: www.gogoindia.com
Dun & Bradstreet D-U-N-S® No 91-847-4961

Sustainable development and upholding social justice through CSR and welfare activities

Go Go International not only strives for statutory welfare but also non-statutory welfare like Stress Management, Peace, Work-life balance & healthy life. The company got an exclusive Sewage Treatment Plant (SWP) for recycling the water for non-drinking purpose. It converts the sludge/ waste to the manure/ compost and reuse it for its garden to reduce waste pollution. The company arranged for a free meditation class at its office on 22nd International Yoga Day to help relieve day-to-day pressures. The company provides interest free loan facility to sponsor education of kids of poor employees. The company has its own NGO called “Kamala Goenka Foundation (KGF)” through which the company donated land to construct high schools “Shaskiya Gopiram Goenka Senior Secondary School” for Rajasthan Government where thousands of students are getting educated today. In addition to above, Go Go International is also involved in Integrated Skill Development Program (“ISDP”) to empower women by providing them free vocational training in tailoring, stitching, ironing, packing related to apparel industry and enhance their skill set through experts who shall be appointed by the company as a part of its CSR initiative.

Company Background

Established in 2008, Go Go International Pvt Ltd (Go Go International) is engaged in designing, manufacturing, embroiding, and shipping of men, women, and children garments. The company exports its products to Europe, America, Australia and Asia.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------------|----------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Rajeev Goenka |
| Industry | Textiles | Executive Director & CEO | Jitendra Dugar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Inox Wind Limited

Inox Towers, 17, Sector 16-A, Noida - 201301, Uttar Pradesh
 Tel: 91-120-6149600; Fax: 91-120-6149610
 Website: www.inoxwind.com
Dun & Bradstreet D-U-N-S® No 91-583-7948

Inox Wind joins hands with Government of Gujarat for i-KVK

The manufacturing of rotor blade which requires highly skilled manpower. No training program / certification course were easily available in Gujarat. The Government of Gujarat (GoG) has launched Industrial Kaushalya Vardhan Kendra (i-KVK) through department of Employment and Training where government and industries are partnered together for developing industry specific skills. Inox Wind signed MoU with the GoG for i-KVK initiative for industry specific courses. Expert members from the company and members from ITI / department of employment and training jointly developed the syllabus for “Rotor Blade Technician” which was approved by GCVT, Gandhinagar. The duration of the course was of 90 days (3 months). The company developed training center with Air Conditioner, multimedia projector, course material with pictorial presentation, mock-up moulds for blade manufacturing and experienced trainer having engineering background with 5 years experience. Successful candidates may be absorbed by the company as “Junior Technician”. The company also provide the transport service, daily refreshment / meal, uniform, safety shoes and stipend of ₹ 1500 per month to i-KVK candidates to manage their daily expenses. The first batch of 40 candidates was launched formally on Oct 1, 2014. Till now 7 batches have been completed and 8th batch is in progress.

Company Background

Inox Wind Ltd (Inox Wind) is a fully integrated company in the wind energy market with state-of-the-art manufacturing plants near Ahmedabad (Gujarat) and near Indore (Madhya Pradesh) for blades & tubular towers and at Una (Himachal Pradesh) for hubs & nacelles.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------------|--------------------------|
| HR Segment | CSR & Employee Welfare | CEO | Kailash Lal Tarachandani |
| Industry | Energy | Head - Group Corporate HR | Kallol Chakraborty |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Kirloskar Pneumatic Company Limited

Hadapsar Industrial Estate, Hadapsar, Pune – 411103, Maharashtra
 Tel: 91-20-26727000; Fax: 91-20-26870634/26870297
 Website: www.kirloskarkpcl.com

Dun & Bradstreet D-U-N-S® No 65-007-7977

Kirloskars approach towards giving back to the society

Kirloskar has always been committed to be a 'Responsible Citizen' since its inception in 1958. Kirloskar has planned and budgeted initiatives with focus on Education, Environment and Health. It drives its CSR initiatives by collaborating with iVolunteers (employee volunteers) and NGO partners. The company also contributes by way of donation to corpus fund of Kirloskar Institute of Advanced Management Studies to create facilities for education. It serves the community health by organizing health camp for employees and their family. It provides preventive health care to 15000 school children from nearby schools by offering them annual health checkup. It organizes HIV awareness campaign for its awareness and prevention reaching out to about 3000 people. It started Kirloskar Wash initiative to create awareness about water, sanitation and hygiene among school children from nearby schools. Kirloskar collects employee feedback from various sources to understand the welfare schemes to be introduced or revise. It has introduced policies like Flexi working hours, mediclaim and accident insurance policy, annual cricket carnival, annual get together with families. This resulted to increase in satisfaction level from 65% in FY15 to 71% in FY16.

Company Background

Kirloskar Pneumatic Company Ltd (Kirloskar) is one of the core Kirloskar Group companies and was founded in 1958. The company started its operations with the manufacture of Air Compressors and Pneumatic Tools. The company is also known for its Systems Engineering and Turnkey Project expertise.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------------|-----------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Aditya Kowshik |
| Industry | Engineering | Vice President – HR & IT | Sadashib Padhee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Lokmat Media Private Limited

Lokmat Bhavan, Jalna Road, Aurangabad - 431003, Maharashtra
 Tel: 91-240-2485301; Fax: 91-240-2485130
 Email: balaji.muley@lokmat.com; Website: www.lokmat.net

Dun & Bradstreet D-U-N-S® No 87-180-5141

Lokmat has a strong focus on its employees' health and well being

The company considers the health of its employees as a vital asset. It considers it a responsibility to aid its employees in having a proactive approach to healthcare. Therefore, the company has promoted preventive care amongst its employees. The company has tied up with premier hospitals in the city for offering periodic health checkups for its employees. The efforts of the company resulted in early diagnosis of diseases such as cancer, heart disease, hernia etc among its employees. These diagnosed employees have immensely benefitted due to the early detection. The financial burden of healthcare costs can be overwhelming for employees. The company desired to reduce this burden on its employees. To address this issue the company has a mediclaim policy in place. The company has tied with prominent insurance company. The company conducts sessions on insurance to educate its employees on the various schemes offered by their providers and their benefits. The presence of mediclaim has enabled its employees sudden and high healthcare costs and receive quality treatment from prominent hospitals.

Company Background

Lokmat Media Pvt Ltd (Lokmat) is a leading multi-platform media company with interests in a diversified portfolio of publishing, broadcast, digital, entertainment, community and sports verticals. It has an employee strength of more than 3,000 and has a pan-India network of offices.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|--------------|
| HR Segment | CSR & Employee Welfare | Executive Director | Karan Darda |
| Industry | Media | Assistant VP – HR | Balaji Muley |

Case study details as provided by the company; Tabular details as provided by the company and from its website



L'oreal India Private Limited

A – Wing, 8th Floor, Marathon Futurex, N.M Joshi Marg, Lower Parel, Mumbai - 400013, Maharashtra
 Tel: 91-22-67003000; Fax: 91-22-67003160
 Website: www.loreal.co.in
Dun & Bradstreet D-U-N-S® No 65-021-3064

Vocational Training and Science Scholarship at L'oreal

In India, providing people with access to employment is of particular importance. India lags far behind in imparting skill training as compared to other countries, specifically for women. L'Oréal India has therefore decided to focus on the education and up skilling of women as a focus area for its CSR activities. **Beautiful Beginnings:** L'Oréal India has been providing beauty and hair care training in association with our training partner Labournet, an organization that specializes in vocational training. **For Young Women in Science scholarships:** The scholarship is a pan India initiative and encourages Standard 12 girls to pursue their graduation in a scientific field. They are interviewed by a jury of eminent scientists, academicians & journalists who also mentor and advice the students on their course of study. As a result, 4000 under privileged women have been enabled to find employment by being trained in beauty skills. Over 60% of them have found employment in salons or by setting up their own salons and 300 young women have been awarded the scholarship to date.

Company Background

L'oreal India Pvt Ltd (L'Oréal), has been present in India as a wholly owned subsidiary of L'Oréal S.A. since 1994. L'Oréal has presence in all distribution channels with 15 brands, available in mass market channels, hair and beauty salons, selective distribution and pharmacies. L'Oréal India employs over 1,600 people across four regional offices, including at its two manufacturing facilities in Pune (Maharashtra) and in Baddi (Himachal Pradesh), its Research and Innovation facilities in Mumbai.

| Company Details | | Management Details | |
|-----------------|------------------------|----------------------|---------------------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Jean-Christophe Letellier |
| Industry | Cosmetics | Head Human Resources | Mohit James |

Case study details as provided by the company; Tabular details as provided by the company and from its website



NCC Limited

NCC House, Survey No. 64, Near Durgam Cheruvu, Madhapur, Hyderabad – 500089, Telangana
 Tel: 91-40-23268888; Fax: 91-40-23125555
 Email: mukesh.senapati@nccLtd.in; Website: www.nccLtd.com
Dun & Bradstreet D-U-N-S® No 65-065-2100

NCC runs two important programs under its CSR initiative

Giving back to community is very important. NCC has also undertaken two projects as a part of its CSR activities – Building toilets for village under swachh bharat initiative and providing hostel facility for under privileged children. NCC undertook to construct toilet cum bathroom for villagers of Antarvedi Pallepalem in East Godavari District of Andhra Pradesh State. Initially the project has faced resistance from local residents as they were not used to have toilets in their homes. The company through various small meetings and showcasing the benefits of toilet by building sample toilets was able to convince the villagers. The company has built 277 toilets cum bathrooms for the village and entire cost was born by the company. With these toilets the village has observed decline in instances of malaria and other viral fevers. Under Sirisha Memorial Charitable Trust, the company runs a residential hostel in a village near Hyderabad. The hostel can accommodate 72 students. The hostel provides all the facilities to students such as books, computer, stationery etc. It also has facilities for various sports. It also has provision to grow paddy, fruits, vegetables in the hostel compound to supply healthy diet to students. Trust also provides for tuition fees and uniform of the students. The students are encouraged to pursue courses in civil engineering so that they can be employed in NCC after completion of their course.

Company Background

NCC Ltd (NCC) is engaged in the infrastructure sector and undertakes turnkey EPC contracts along with BOT projects on PPP basis. The company undertakes these projects in the areas of building & housing, roads, water & environment, electrical, irrigation, power, metal and mining.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|----------------|
| HR Segment | CSR & Employee Welfare | Managing Director | AAV Ranga Raju |
| Industry | Construction | Executive Director | AGK Raju |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Somany Ceramics Limited

F-36, Sector-6, Noida - 201301, Uttar Pradesh
 Tel: 91-120-4627900
 Email: hr@somanytiles.co.in; Website: www.somanyceramics.com
Dun & Bradstreet D-U-N-S® No 87-178-9531

Financial Assistance to employees through Suraksha Fund

Corporate Social Responsibility (CSR) & employee welfare are taken up actively by most of the organisations. These initiatives not only act as key differentiators but also help built reputation in the long run. One such initiative introduced by Somany Ceramics include; the Suraksha Employee Fund. This is a contributory employee fund, designed to provide limited financial assistance to employees who are experiencing economic hardships due to certain emergency situations

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. Additionally, it also operates six units of associates/subsidiary companies and some more contract manufacturing units. These units have are generating a production capacity of 41 mn sq. mtrs annually. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------|-------------|
| HR Segment | CSR & Employee Welfare | Executive Director | GG Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



The Indian Hotels Company Limited - Taj Lands End

Bandstand, Bandra (West), Mumbai - 400050, Maharashtra
 Tel: 91-22-66681234/66767161; Fax: 91-22-66994488
 Email: marshal.dias@tajhotels.com; Website: www.tajhotels.com
Dun & Bradstreet D-U-N-S® No 91-862-6102

Initiatives for Social and Employee Welfare

As part of its corporate social responsibility, the company has set up a skill certification centre at the hotel premises in association with Tata Strive, with the aim of 'creating sustainable livelihoods'. The initiative helps build bridges between the organized job market and rural, less educated youth seeking long-term livelihood options. The Hotel also provided voluntary services to impart training to differently abled and other less privileged individuals, in spoken English, healthy nutrition, cooking hygiene, personality traits, and impart training on laundry skills, etiquettes and grooming. The Hotel sends across food on a daily basis to 250 relatives of cancer patients at Tata Memorial & Borges Home. It has adopted a municipal corporation garden and maintains it. Initiatives undertaken towards employee welfare include the Shop-n-Shop initiative, which pass on the benefits of subsidized essential items procured in bulk by the Hotel. Besides, all surplus buffet items that remain fresh for over 5 hours are distributed among the employees. The hotel has a helpdesk to report their grievances to the General Manager. There is a daycare centre for children of employees can leave their children aged 2-5 years.

Company Background

The Indian Hotels Company Limited - Taj Lands End (Taj Land Ends) was incorporated in 1984. It is one of Asia's largest and finest group of hotels, comprising 100 hotels in 62 locations across the globe, including presence in India, North America, United Kingdom, Africa, Middle East, Malaysia, Sri Lanka, Maldives and Bhutan.

| Company Details | | Management Details | |
|-----------------|------------------------|---------------------------|----------------------|
| HR Segment | CSR & Employee Welfare | Director, Human Resources | Marshal Thomas Dias |
| Industry | Hotels | Director, Finance | Nitin Sushil Bengani |

Case study details as provided by the company; Tabular details as provided by the company and from its website



TRL Krosaki Refractories Limited

Belpahar - 768218, Dist. Jharsuguda, Odisha
 Tel: 91-6645-258310; Fax: 91-6645-250243
 Email: hr@trlkrosaki.com ; Website: www.trlkrosaki.com
Dun & Bradstreet D-U-N-S® No 91-510-5373

Youth Empowerment for a Better Tomorrow

In line with its commitment to corporate social responsibility (CSR), TRL Krosaki Refractories has been undertaking various community development and social welfare activities. With a view to undertake a long-term and sustainable CSR project, the company established a self-employment training centre in the Lakhanpur Block of Jharsuguda District. A full-fledged training centre with class rooms, workshop sheds, boarding and lodging facilities was started in 2009 in collaboration with the State Bank of India. The training centre serves as a free, unique and intensive short-term residential self-employment training program with free food and accommodation, designed specifically for rural youth. Through this initiative, the company has been able to transform unemployed youth to become self-reliant through skill development and entrepreneurship. The training centre is also tied up with different agencies viz., NABARD, DRDA, etc. for financial assistance and for organizing either wage or self-employment to the passed out trainees. It also partners with District Agriculture Department, Employment Exchange, OREDA and other Govt. Agencies for technical support. This initiative has been successfully building the morale of the youth and has empowered them to set up self-employment ventures in their own places.

Company Background

Established in 1958, TRL Krosaki Refractories Ltd (TRL Krosaki) operates in the field of refractory production in India. The company was formerly known as Tata Refractories Ltd. It offers a wide range of products like basic, dolomite, high alumina, monolithic, silica, flow control and tap hole clay refractories. Its key customers are the steel, cement, glass, copper and aluminium industries.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------------|------------------|
| HR Segment | CSR & Employee Welfare | Managing Director | Priyabrata Panda |
| Industry | Refractories | Vice President (HR, S&E) | Tarapada Dash |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Universal Sompo General Insurance Company Limited

Unit No 401, 4th Floor, Sangam Complex, 127, Andheri Kurla Road, Andheri (E), Mumbai - 400059, Maharashtra
 Tel: 91-22-29211800; Fax: 91-22-29211844
 Website: www.universalsompo.com
Dun & Bradstreet D-U-N-S® No 65-058-2302

Maintaining a Healthy Work-Life Balance

Universal Sompo General Insurance implements a host of employee-centric activities to ensure a healthy, motivated, satisfied and loyal workforce. The company has developed a culture that lets employees look beyond work to create perfect work-life balance. It follows a participative model by actively involving employees, soliciting new ideas and encouraging employee involvement at all levels. Some of the employee welfare incentives include health check-up camps, discounts at diagnostic centers and pharmacy; picnics and sports activities; birthday, anniversary, festival, farewell promotions celebrations etc. The company also takes due care that all the workplaces are safe and secure, with employee safety and health being of paramount importance. With respect to corporate social responsibility, the company takes proactive steps to safeguard the environment for future generations.

Company Background

Universal Sompo General Insurance Company Ltd (Universal Sompo General Insurance) is a JV between Allahabad Bank, Indian Overseas Bank, Karnataka Bank Ltd, Dabur Investment and Sompo Japan Insurance Inc. The company received the licence from IRDA in Nov 2007. Universal Sompo primarily deals in retail, commercial and micro insurance segment.

| Company Details | | Management Details | |
|-----------------|------------------------|-----------------------|---------------------|
| HR Segment | CSR & Employee Welfare | MD & CEO | Rajiv Kumar |
| Industry | Insurance | Head, Human Resources | Tanmaya Kumar Panda |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Videocon d2h Limited

1st Floor, Tech Web Centre, New Link Road, Oshiwara, Mumbai - 400102, Maharashtra
 Tel: 91-22-44555000
 Email: siddharth.sawant@d2h.com; Website: www.videocond2h.com
Dun & Bradstreet D-U-N-S® No 86-452-4436

Uplifting skills through rural youth entrepreneurship and social welfare activities.

Videocon d2h started an initiative called Entrepreneur Development Program to contribute towards Community development by way of providing opportunities to the rural communities in India. To address to these communities, it developed unemployed educated rural youth as Entrepreneurs by providing them with technical and soft skills training and thus creating a platform for them to earn livelihood and become self-sufficient. Currently, the program has helped more than 5000 rural youths across various states of the country and its planning to add 1000 more every month. It puts a lot of emphasis on the holistic welfare activities right from health & fitness, sports & recreation, medicine & healthcare, festival celebrations & gifting, success parties & seminars to team bonding picnics and out bounds. To facilitate and encourage employees to be more active & fit, it set up a training facility where employees get trained on fitness activities like Yoga, kickboxing, aerobics, free body exercises etc. through professional trainers. It provides its employees with sports facilities that include basketball court, badminton court, and complete cricket gear kit along with ground arrangements for practice. It provides its employees with annual health check-up initiatives and other medical check-ups like dental, eye and blood etc.

Company Background

Videocon d2h Limited (Videocon d2h) is one of the fastest growing DTH service providers in India. It offers over 570 channels and services, including 45 HD channels and services. It has also launched India's first 4K Ultra HD DTH channel. Other offerings include wireless DTH headphones, radio frequency DTH remote and a 1,000 GB HD DVR, constantly redefining the TV viewing experience.

| Company Details | | Management Details | |
|-----------------|------------------------|--------------------|-------------|
| HR Segment | CSR & Employee Welfare | CEO | Anil Khera |
| Industry | Media | Head HR | Ajaya Kumar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Bajaj Corp Limited

221 Solitaire Corporate Park, 151 M VasANJI Road, Chakala Andheri (East), Mumbai – 400093, Maharashtra
 Tel: 91-22-66919477; Fax: 91-22-66919476
 Email:Rahul.jhingan@bajajcorp.com; Website: www.bajajcorp.com
Dun & Bradstreet D-U-N-S® No 86-429-6902

Gearing up for the Future

As workplaces turn into multi-cultural, multi-generational workstations and with advancement in technology changing the way people work and play, it will have a cascading effect on how businesses will be conducted in the future. It is only imperative that companies take note of this megatrend and align their activities accordingly to remain afloat. Bajaj Corp understands that the future workplaces will be dominated by members of Generation-Y and Millennials, and understanding their aspirations, attitudes about work, and knowledge of technology is essential to keep them motivated and interested as employees. Future workplace policies may have to be made keeping in mind the millennials and their choice of work – workplace flexibility, work-life balance, strong learning & development modules, quick feedback systems, freelancers or other forms of short-term contractual employees, flat office structures, social networking, acceptance of boomerang employees etc. are some of the key factors where companies need to focus in the future.

Company Background

Bajaj Corp Ltd (Bajaj Corp) is in the manufacture and sale of hair care, skin care and other personal care products in India. Its product portfolio includes hair oils, soaps, creams, face wash, face scrubs, face packs and tooth powder.

| Company Details | | Management Details | |
|-----------------|-------------------------|---------------------|---------------------|
| HR Segment | Future Workplace Trends | Managing Director | Sumit Malhotra |
| Industry | FMCG | Vice President – HR | Subhamay Chatterjee |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Future Workplace Trends

L'oreal India Private Limited

A – Wing, 8th Floor, Marathon Futurex, N.M Joshi Marg, Lower Parel, Mumbai - 400013, Maharashtra

Tel: 91-22-67003000; Fax: 91-22-67003160

Website: www.loreal.co.in

Dun & Bradstreet D-U-N-S® No 65-021-3064

'Youth Voice' Initiative at L'Oreal

Every year L'Oreal sends a contingent of its brightest young talent to a youth conference called, "One Young World". The conference was founded in 2009. 'One Young World' gathers together the brightest young leaders from around the world, empowering them to make lasting connections to create positive change. In 2014, one employee from India office attended the conference and came back with the idea of creating a Youth Board and this formed the foundation of what then became "Youth Voice". Youth Voice is an initiative to identify bright young minds from across the organization that will inspire, act and contribute to a more sustainable, digital and purpose driven L'Oreal. Loreal thus selected people from the age group of 30 & below through a democratic & rigorous selection process as it was important that the selection of Youth Voice ambassadors was carried out in a transparent and fair manner. Each YV ambassador is working on their individual projects along with the support of their mentor. These projects are conceived by each YV ambassador with a lot of conviction and passion to make them a success.

Company Background

L'oreal India Pvt Ltd (L'Oréal), has been present in India as a wholly owned subsidiary of L'Oréal S.A. since 1994. L'Oréal has presence in all distribution channels with 15 brands, available in mass market channels, hair and beauty salons, selective distribution and pharmacies. L'Oréal India employs over 1,600 people across four regional offices, including at its two manufacturing facilities in Pune (Maharashtra) and in Baddi (Himachal Pradesh), its Research and Innovation facilities in Mumbai.

| Company Details | | Management Details | |
|-------------------|-------------------------|-----------------------------|---------------------------|
| HR Segment | Future Workplace Trends | Managing Director | Jean-Christophe Letellier |
| Industry | Cosmetics | Head Human Resources | Mohit James |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Future Workplace Trends

Somany Ceramics Limited

F-36, Sector-6, Noida - 201301, Uttar Pradesh

Tel: 91-120-4627900

Email: hr@somanytiles.co.in; Website: www.somanyceramics.com

Dun & Bradstreet D-U-N-S® No 87-178-9531

Bringing about behavioural changes through leave donation scheme and PACE Dashboard

Somany Ceramics undertakes a host of forward looking initiatives. Some of these include; the Leave Donation Scheme and PACE dashboard. Under the leave donation scheme, employees can voluntarily donate leaves to any employee whose leave pool is finished and he/she is in serious need of more leaves. This not only supports fellow colleagues but also build a culture of togetherness. Under the PACE initiative, Somany Ceramics focuses on encouraging employees to speed up their responses to internal and external customers' requirements. In order to develop quick response behaviour in the organization and teams, the company publishes monthly Pace dashboards which highlight critical delays in the organization, which have impacted team or functional productivity. The dashboard highlights key delays or late responses on monthly basis, and grabs quick attention of respective departments and employees towards these delays and related losses, thereby instilling a behavioural change in their response styles.

Company Background

Somany Ceramics Ltd (Somany Ceramics) was incorporated in the year 1969. The company is engaged in the manufacturing and marketing of tiles. It's a complete solutions provider in the home interior segment offering wide selection of tiles including; ceramic wall and floor, polished vitrified tiles, glazed vitrified tiles, digital tiles & sanitary ware and bath fittings as well as tile laying solution. The company operates two manufacturing units in Kadi, Gujarat and Kassar, Haryana. It markets its products under the brand Somany, and also exports to countries across Europe, Middle East, Asia and Africa.

| Company Details | | Management Details | |
|-------------------|-------------------------|----------------------------|-------------|
| HR Segment | Future Workplace Trends | Executive Director | GG Trivedi |
| Industry | Glass & Ceramics | Vice President - HR | B Sebastian |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Rewards & Recognitions Program

Ador Welding Limited

Ador House, 6, K. Dubash Marg, Mumbai - 400001, Maharashtra
 Tel: 91-22-66239300/36
 Email: manojpandey@adorians.com; Website: www.adorwelding.com
Dun & Bradstreet D-U-N-S® No 91-747-4863

Paying Back Hard Work

Ador aimed to develop a work environment that only reinforces good performance but also appreciates and recognizes employees' contribution and motivates them to do better. The company's rewards & recognition policy was built along these lines and the reward criteria was communicated to all its employees beforehand so as to give fair opportunity to all. It would also instill healthy competition within teams. Based on the performances, several awards along various categories are awarded – the most prominent of which are the 'Adorable Employee of the Quarter/Year', the 'Long Service Award' and the 'Meritorious Marquee', which is the highest honor in the rewards & recognition program. The names of all awardees in the marquee are listed at all its office locations. It was observed that employee performance and engagement increased considerably, while there was a steady decline in the overall attrition rate as a result of these initiatives.

Company Background

Ador Welding Ltd (Ador) was incorporated in 1951 to manufacture Welding Consumables and Equipment. It offers Welding Electrodes, Wires & Fluxes, Welding Automation and Cutting Equipment's, Project Engineering Business, CNC Cutting Machines, Gas cutting products, and Personal Protective Accessories. It also has Welding Academy for skill development.

| Company Details | | Management Details | |
|-----------------|-----------------------|------------------------|---------------|
| HR Segment | Rewards & Recognition | Managing Director | Satish M Bhat |
| Industry | Industrial Goods | Head - Human Resources | Manoj Pandey |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Rewards & Recognitions Program

JM Financial Limited

7th Floor, Cnergy, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400025, Maharashtra
 Tel: 91-22-66303030
 Email: samantha.santiago@jmfl.com Website: www.jmfl.com
Dun & Bradstreet D-U-N-S® No 65-064-7829

JM Financial's Rewards and Recognition program continues to motivate employees

JM Financial takes immense pride in themselves and their achievements and considers it vital to motivate, recognize & reward talent. This process is also expected to facilitate retention and enhance performance. The company identifies the need to go beyond the traditional promotions and bonuses. In order to encourage and recognize employees, the company conducts its Reward and Recognition Program annually. The reward and recognition policy of the company is classified into various categories. The Long Service Awards acknowledges and rewards employees who have served for a long tenure. Service Excellence Awards recognize individuals with outstanding contributions in their work area. Champions League recognizes the top performers from all regions are felicitated in a companywide email. The efforts Support functions such as Admin, IT, Finance, HR, and Compliance are recognized in a 2 days offsite. JM Financial Awards Nite recognizes employees with awards such as Individual Business Excellence Award, Outstanding Wealth Manager Award, and Outstanding IFD Manager Award. The implementation of the Rewards & Recognition program has enhanced the performances of employees and positively impacted retention and motivation.

Company Background

JM Financial Ltd (JM Financial) specializes in providing a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. The diverse businesses areas of the company comprises of Investment Banking, Equity, Debt, Commodity Sales and Trading, Wealth Management, Portfolio Management Services, Asset Management, Alternative Asset Management, Financing and Lending and Distressed Asset Management.

| Company Details | | Management Details | |
|-----------------|-----------------------|--------------------|----------------|
| HR Segment | Rewards & Recognition | Managing Director | Vishal Kampani |
| Industry | Financial Services | Head – HR | Anil Salvi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Rewards & Recognitions Program

Religare Finvest Limited

D3, P3B, District Centre, Saket, New Delhi - 110017, Delhi

Tel: 91-124-6180326

Website: www.religareinvest.com

Dun & Bradstreet D-U-N-S® No 67-736-3766

Market updated compensation & benefits to attract best of talents.

Compensation is the foundation for driving behavior of the workforce in an organization, behaviors directed towards the Business strategy of the organization. A comprehensive compensation system is Performance linked, Differential i.e. based on achievements against set goals for each individual, Competitive in the market, In line with the Business Strategy of the Organization, and Drives High Performance Culture. Religare has always operated on the philosophy of building a high-performance culture. Fixed pay and Variable pay form the pillars of the organization's compensation philosophy. The variable pay includes bonus plan, short term incentive plan for sales employees, and long term incentive plan in terms of ESOP for middle to senior management employees. The company also provides car lease, relocation benefits, health insurance, accident insurance, life insurance, communication benefits and emergency loans and salary advance facilities. The compensation and benefits for employees are regularly visited and updated according to the market conditions. This has helped the organization to attract the best of the talent from the industry.

Company Background

Religare Finvest Limited (RFL), incorporated in 2006, is a subsidiary of Religare Enterprises Limited, a non-deposit taking systemically important Non-Banking Finance Company. Its solutions include SME Mortgage Loan, SME Working Capital Loan, and Short Term Trade Finance. The company also runs a retail capital markets financing business which includes Loan against Marketable Securities.

| Company Details | | Management Details | |
|-----------------|-----------------------|-------------------------|--------------|
| HR Segment | Rewards & Recognition | Managing Director & CEO | Kavi Arora |
| Industry | Financial Services | Director & Head – HR | Ashish Anand |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Women Empowerment

Steel Authority of India Limited

Ispat Bhawan, Lodi Road, New Delhi - 110003, Delhi

Tel: 91-11-24367481; Fax: 91-11-24367015

Email: ashok.aharwal@sailex.com; Website: www.sail.co.in

Dun & Bradstreet D-U-N-S® No 91-562-8402

A new renaissance of women empowerment in the steel industry

SAIL started a project called "Veerangana" at its Rourkela Steel Plant during September 2015. The initiative was started to overcome all psychological barriers, prejudices and social beliefs and undertake traditionally male-dominated jobs like Crane operation on the shop floor. The first and most challenging step in this direction was to identify the willing women employees who wanted to take up the challenge and simultaneously mould the mindsets of those who were actually willing, but feared external cynicism. However, the challenges were out rightly addressed by the lady personnel officer of Rolling Mills who counseled them to explain the difference between home and the workplace. Overcoming all the challenges, the most important factor was the safety of these women employees while operating cranes. This was however resolved by providing specific inputs related to safety on the shop floor with special emphasis on crane-related safety aspects. With these developments, the women employees are now confidently operating cranes in tough conditions, voluntarily opting to take up challenging roles, earn the money and respect, while redefining the traditional mindsets.

Company Background

Steel Authority of India (SAIL), incorporated on 24th January 1973, is the largest steel maker PSU of Central Govt. of India. SAIL is a fully integrated iron and steel maker, producing both basic and special steels for domestic construction, engineering, power, railway, automotive and defense industries and for sale in export markets.

| Company Details | | Management Details | |
|-----------------|-------------------|----------------------|-------------|
| HR Segment | Women Empowerment | Chairman | P K Singh |
| Industry | Steel | Director (Personnel) | N Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website





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Telangana, India Ph : 040-44446000
Email: siva.prasad@ecentrichr.com, indranil.ghosh@ecentrichr.com



Others



Atria Convergence Technologies Private Limited

1, 2nd Floor, Indian Express Building, Queens Road, Bengaluru – 560001, Karnataka
 Tel: 91-80-42884288; Fax: 91-80-42884200
 Email: shefali.mohapatra@actcorp.in; Website: www.acttv.in
Dun & Bradstreet D-U-N-S® No 67-731-9897

ACT's initiative on information dissemination

In any organization, there is a huge need for the employees to be aware of all the organizational aspects – information ranging from safe work practices to significant milestone achievements. Atria Convergence Technologies Private Limited had to choose from the most effective means to reach out to the employees. The company thus chose to use the Digital Signage: A unique mode of communication where huge TV screens were deployed in every single location (main offices, branch offices, and the remotest of the locations), Insights: The Annual Employee Opinion Survey and Video Conferencing to reach out to the employees to discuss each and every detail of business in an effective and efficient manner. As a result of the above initiatives the overall Trust Quotient of the employees went up significantly. There is more pride and increased connect built with every single employee of the workforce at the company. The company have also started a series of communication under “Proud ACTian” series which highlights the culture of the organization that they stand for.

Company Background

Atria Convergence Technologies Pvt Ltd (ACT) was incorporated in 2000 and deals with in-home entertainment, education, and interactive services provider in India. Based in Bengaluru, the company has a presence in Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Delhi. The company provides Triple Play Service catering to nearly 1.9 million homes, which includes Fibernet (internet over fiber optics) Digital TV and HDTV. ACT also offers broadband on optic fiber and Fiber-To-The-Home technology that can carry vast amount of information at speeds of up to 1 Gbps.

| Company Details | | Management Details | |
|-----------------|---------------------------|----------------------------------|-------------------|
| HR Segment | Information Dissemination | Managing Director | Sundar Raju |
| Industry | Telecommunication | Chief People Officer (Head – HR) | Shefali Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Prabhat Dairy Limited

D-37/4, TTC Industrial Area, Turbhe, MIDC Thane Belapur Road, Navi Mumbai - 400705, Maharashtra
 Tel: 91-22-41287700
 Email: tanmay.parikh@prabhatdairy.in; Website: www.prabhatdairy.in
Dun & Bradstreet D-U-N-S® No 91-667-8170

Efficient planning and execution of corporate plan through balanced communication

A growing organisation puts forward certain operational challenges. For achieving required level of efficiency in operations, Prabhat Dairy decided to merge two of its divisions, resulting in synergy with right people at right places. In order to ensure chaos-free transition of employees, the company decided to build up a detailed communication plan and achieve confidence of key stakeholders & also chart out the customized plan considering the cultural point of view. In Phase 1, the company did not make it a formal management change and decided to take this process as - Business Need of Hour call for 1st line of Managers from HRBP side. In Phase 2, the plan was cascaded across the targeted employees through informal discussions with detailed future action plans. It also involved Remapping exercise with calibration based on skill sets; cross selling & range selling training interventions; OJT certification by HRBP with right fitment of people; and resizing of team members with logical co-relation with performance. The HRBP played a key role in smooth execution of the merger process which took close to three months.

Company Background

Prabhat Dairy Ltd (Prabhat Dairy) was incorporated in 1998 by the Nirmal family. The company is an integrated milk and dairy products company engaged in producing fresh, dry, frozen, cultured and fermented dairy products, including pasteurized milk, flavoured milk, sweetened condensed milk, ultra-pasteurised or ultra-high temperature (UHT) milk, yoghurt, dairy whitener, clarified butter (ghee), milk powder, ingredients for baby foods, lassi and chaas. The company operates two manufacturing units at Shrirampur and Turbhe, Navi Mumbai. It caters to both institutional as well as retail customers.

| Company Details | | Management Details | |
|-----------------|---------------------------|--------------------|----------|
| HR Segment | Information Dissemination | Joint MD | V Nirmal |
| Industry | Dairy Products | GM-Group HR | I Singh |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Steel Authority of India Limited

Ispat Bhawan, Lodi Road, New Delhi - 110003, Delhi
 Tel: 91-11-24367481; Fax: 91-11-24367015
 Email: ashok.aharwal@sailex.com; Website: www.sail.co.in
Dun & Bradstreet D-U-N-S® No 91-562-8402

Creating an Informed Workforce

Proper communication of workplace policies and processes is essential for efficient performance of employees. SAIL regularly conducts communication and information dissemination programs for its workers and employees. Prayas is one such exercise, which the company conducts for its contract laborers to make them aware of the various statutory provisions, namely provident fund, pension, ESI benefits, medical facilities, etc. They are also informed about their wage structure, bank payment system, payslips etc. Other topics include safety at work, child labour, forced labour, discrimination at workplace, etc. The presentations are followed by interactive sessions where doubts are cleared. Exclusive sessions for female employees are held on gender-sensitive issues. 'Karyasthal par Karmik', is a shop floor communication conducted by shop personnel executives. Through this program, personnel policies and procedures are communicated to the employees at the shop floor, covering various aspects like leave rules, pension, workmen's compensation etc. It also acts as informal platform to address employee grievances.

Company Background

Steel Authority of India Ltd (SAIL) is the largest steel-making company in India and one of the seven Maharatna's of the country's central public sector enterprises. SAIL manufactures and sells a broad range of steel products that include hot and cold rolled sheets and coils, electrical sheets, galvanized sheets, railway products, structural products, plates, bars and rods, stainless steel and other alloy steel. The company produces iron and steel at its five integrated plants and three special steel plants, located principally in the eastern and central regions of India.

| Company Details | | Management Details | |
|-----------------|---------------------------|---------------------|-------------|
| HR Segment | Information Dissemination | Chairman | P K Singh |
| Industry | Steel | Director, Personnel | N Mohapatra |

Case study details as provided by the company; Tabular details as provided by the company and from its website



JM Financial Limited

7th Floor, Cnergy, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400025, Maharashtra
 Tel: 91-22-66303030
 Email: samantha.santiago@jmfl.com Website: www.jmfl.com
Dun & Bradstreet D-U-N-S® No 65-064-7829

JM Financial's medical assistance efforts have proven beneficial for their employees

JM Financial considers its employees the most valuable asset and the health of its employees as a priceless commodity. In order to address the health concerns of its employees, the company designed a comprehensive medical policy aimed to aptly address the medical needs of their employees. The medical benefits offered by the company provide employees and their families valuable protection during employment. Medical insurance offered cover the employee, their spouse, and children for any hospitalization expenses. JM Financial's responsibility towards employee's health concern goes beyond providing insurance. The JM Financial Trust established by the company aids employees, support staff (off payroll), and their families during medical emergencies. The admitted and ill employees are paid a visit by the company's top management, team members, and the HR team. The company also conducts annual health check-ups for their employees and offers the same for the families of employees at a discounted rate. These measures undertaken have proven beneficial for the employees and established JM Financial as an employer of choice.

Company Background

JM Financial Ltd (JM Financial) specializes in providing a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. The diverse businesses areas of the company comprises of Investment Banking, Equity, Debt, Commodity Sales and Trading, Wealth Management, Portfolio Management Services, Asset Management, Alternative Asset Management, Financing and Lending and Distressed Asset Management.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|----------------|
| HR Segment | Others | Managing Director | Vishal Kampani |
| Industry | Financial Services | Head – HR | Anil Salvi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Long
Term
Incentive
Plan

Manipal Health Enterprises Private Limited

The Annexe, 2ndFloor, Rustam Bagh Road, Bengaluru - 560008, Karnataka
Tel: 91-80-30501800; Fax: 91-80-30501860
Email: ganesh.s@manipalhospitals.com; Website: www.manipalhospitals.com

Dun & Bradstreet D-U-N-S® No 86-026-0514

A Healthy Start to Ensure Retention

With a view to retain employees and boost their productivity along with facilitating improved clinical outcomes and greater internal and external customer satisfaction, a certified formal induction and orientation process, called MANIP, for all new staff across MANIPAL units was initiated. MANIP was a result of through brainstorming, tremendous innovation, in-depth and methodical planning and intense forecasting and analyzing. As per the program, induction is carried out at a centralized location for all new recruits by trained preceptors. These preceptors provide mentoring to the new joiners and assist, guide and support them in their initial days of employment. The employees are provided with continuous nursing education and on-job trainings to bridge the gap between theory and practices and also to update them on current advancements in healthcare. They are also briefed about safe intravenous (IV) infusion practices. Training modules are made interesting through the use of gamification and simulations for better assimilation and understanding. As a result of these efforts, the company was able to reduce attrition levels among fresh employees and also significantly increased their knowledge levels.

Company Background

Manipal Health Enterprise Pvt Ltd (Manipal Health Enterprise) is a part of the Manipal Education and Medical Group (MEMG), which pioneers in the field of education and healthcare delivery. It was incorporated in 1990 and is based in Bengaluru. The hospitals are present in Bengaluru,Goa, Jaipur, Mangalore, Salem, Vijayawada as well as overseas in Klang, Malaysia.

| Company Details | | Management Details | |
|-----------------|------------|--------------------|------------------|
| HR Segment | Others | Chairman | Sudarshan Ballal |
| Industry | Healthcare | CEO & MD | Ajay Bakshi |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Records
Management

EPAM Systems India Private Limited

3rd and 4th Floor, JVP Building, Plot No. 5, Software Units Layout, Madhapur, Hyderabad – 500081, Telangana
Tel: 91-40-39111700; Fax: 91-40-39111777
Email: Dileep_Narayan@epam.com; Website: www.epam.com

Dun & Bradstreet D-U-N-S® No 87-140-7189

EPAM's Unified Intelligent Record Management System

EPAM witnessed rapid growth over a span of four years, with 11 acquisitions taking place since 2012. With presence in several countries, the number of laws and severity of punishment governing records management has increased. Accordingly, EPAM needed to have the best practices of records management in place. The challenge was that data was being stored at various delivery offices in separate formats and there was no unified system in place. The company rectified the situation by creating a Unified Intelligent Record Management System (UIRMS). The new system provided for onboarding & resource management, record management for associates' learnings and courses being conducted, records for performance management and assessment, records of career development program, knowledge and information sharing, details of events, records of employees, repository of reports, communication on feedback, performance reviews, etc., information and records on rewards & recognition, records on compensation, vacation tracking and expense tracking, among others. As a result of this, all locations eventually gained access to an effective records management system.

Company Background

EPAM Systems India Pvt Ltd (EPAM) is the Indian subsidiary of the US-based EPAM Systems Inc., a leading global provider of product development and software engineering solutions. EPAM has a presence in 25 countries with workforce strength of more than 19,000 associates globally. In India, the company has bases in Hyderabad and Pune.

| Company Details | | Management Details | |
|-----------------|--------------------|--------------------|-----------------------------|
| HR Segment | Records Management | CEO & President | Arkadiy Dobkin |
| Industry | Software | India HR Head | Shashikanth Reddy Bondugula |

Case study details as provided by the company; Tabular details as provided by the company and from its website



The Indian Hotels Company Limited - Taj Lands End

Bandstand, Bandra (West), Mumbai - 400050, Maharashtra
 Tel: 91-22-66681234/66767161; Fax: 91-22-66994488
 Email: marshal.dias@tajhotels.com; Website: www.tajhotels.com
Dun & Bradstreet D-U-N-S® No 91-862-6102

Data recording and maintenance to ensure smooth operations and tight financial control

Taj hires vendors on the contract basis frequently and in the context of its operating environment, it becomes a challenge to track detailed data of contracted vendors on account of high attrition. Considering the operation of business in a hotel industry, financial control is of utmost importance. Data recording and maintenance had become a challenge in order to generate various reports to be presented to the corporate office. Taj implemented a lot of processes to ensure all the data related to contract vendors is recorded and maintained to control cost and maintain sustainability in hotel operations. Taj maintains manual registers such as daily trackers, grievance register, disciplinary register, joining & separation register to ensure the processes are followed and data is recorded properly. This enables the company to generate various reports like headcount, weekly off/ average time, attrition, payroll cost, recruitment tracker, etc. to cross check for any exceptional deviation and take correct measures accordingly. This has resulted into maintaining streamlined process, accurate data for external audit and necessary financial control.

Company Background

The Indian Hotels Company Limited - Taj Lands End (Taj Land Ends) was incorporated in 1984. It is one of Asia's largest and finest group of hotels, comprising 100 hotels in 62 locations across the globe, including presence in India, North America, United Kingdom, Africa, Middle East, Malaysia, Sri Lanka, Maldives and Bhutan.

| Company Details | | Management Details | |
|-----------------|--------------------|------------------------------|-----------------|
| HR Segment | Records Management | Director of Human Resource | Marshal Dias |
| Industry | Hotels | Director of Public Relations | Rajveer Panglia |

Case study details as provided by the company; Tabular details as provided by the company and from its website



Future Generali India Insurance Company Limited

6th Floor, Tower 3, Indiabulls Finance Centre, Elphinstone Road (West), Mumbai - 400013, Maharashtra
 Tel: 91-22-40976666
 Email: akshaya.kashyap@futuregenerali.in; Website: www.futuregenerali.in
Dun & Bradstreet D-U-N-S® No 86-346-1741

Tech's the Way to Optimize HR

With advancements in technology, the old methods of working seem obsolete. The need to provide quick and reliable access to data and the desire to have a presence on social media made it imperative to digitize all HR and employer branding activities at Future Generali India Insurance. All business processes including sales, operations and finance are linked to the company's core HR information system. Within a few clicks, one can gain access to employee performance data in real-time. The company also leveraged technology to build online learning modules for easy, fast access whenever, wherever required. Gaming modules have made the learning process easy and interesting. Health apps have been extended to employee families. The use of technology in HR has streamlined processes, thereby increasing the efficiency of HR management.

Company Background

Future Generali India Insurance Co Ltd (Future Generali India Insurance) was incorporated in 2006 and is based in Mumbai. Under life insurance, its products include protection, savings, child, retirement and group insurance plans. In the general category, the company offers health insurance, motor insurance, travel insurance, personal accident cover, home insurance, accident and health, fire, loss of profits policy, industrial all risk, engineering insurance, marine cargo insurance, and liability plans. It also provides micro-insurance products for rural customers.

| Company Details | | Management Details | |
|-----------------|------------------------------|-------------------------------|------------------------|
| HR Segment | Technology & Analytics in HR | MD & CEO | K G Krishnamoorthy Rao |
| Industry | Insurance | Chief Human Resources Officer | Sunil Wariar |

Case study details as provided by the company; Tabular details as provided by the company and from its website



National Commodity & Derivative Exchange Limited

1st Ackruti Corporate Park, LBS Marg, Kanjurmarg (West), Mumbai - 400078, Maharashtra
 Tel: 91-22-66406789; Fax: 91-22-66406899
 Email: askus@ncdex.com; Website: www.ncdex.com

Dun & Bradstreet D-U-N-S® No 91-562-8636

Introduction of a new HRMS has enabled NCDEX improve organizational productivity

The company aimed to significantly reduce the manual intervention in the HR processes, enhance accuracy and mitigate the cumbersome manual process being followed in the company. Therefore, the company transformed from its existing manual process to an automated process aimed to increase and enhance the productivity and employee experience. However, the change from traditional to on-line process was faced by significant headwinds. The employees faced challenges in adopting and following the new system. To address these concerns, the HR team conducted training and workshops for its employees.

The introduction of Human Resource Information Systems - SAATHI has improved the HR services delivered and managed by the company. The HR functions have become more efficient. Furthermore, the introduction of the new system has enabled the HR professionals to focus on organizational effectiveness and one-on-one coaching with managers whilst undertaking other high level organizational development initiatives. The continued use of the system is expected to aid in improving organisational productivity.

Company Background

National Commodity & Derivatives Exchange Limited (NCDEX) is a professionally managed on-line multi commodity exchange. As of March 31, 2015, the exchange offered trading in 26 commodities, which included 21 agricultural commodities, 2 bullion commodities, 2 metals and 1 commodity in energy & polymer sector.

| Company Details | | Management Details | |
|-----------------|------------------------------|----------------------|--------------|
| HR Segment | Technology & Analytics in HR | MD & CEO | Samir Shah |
| Industry | Stock Exchange | VP – Human Resources | Abhishek Rai |

Case study details as provided by the company; Tabular details as provided by the company and from its website





Product & Non Product Abbreviations

Product & Non Product

Three-Dimensional Conformal Radiation Therapy
 4 Disciplines of Execution
 Accounts Receivable Management
 Anil Dhirubhai Ambani Group
 Asset Management Company
 Automated Teller Machine
 Average Assets Under Management
 Banking, Financial services and Institutions
 Business intelligence
 Billion
 Built-Own-Operate and Transfer
 Build, Operate and Transfer
 Business Process Management
 Business Process Outsourcing
 Branch Recruitment and Development Manager
 Bombay Stock Exchange Limited
 Cosmetics & Perfumery
 Connect, Authenticate, Recongnize and Engage
 Central Depository Services of India Limited
 Chief Executive Officer
 Carbon Dioxide
 Center of Excellence
 Center of Excellence - Domain Excellence
 Center of Excellence - Leadership Excellence
 Communities of Practice
 Community Outreach Programs
 Continuing Professional Education
 Corporate Social Responsibility
 Design-Build-Finance-Operate-Transfer
 Department
 Divisional Managers
 Exploration and Production
 Engineering, Procurement, Construction
 Employee's State Insurance
 Employee Stock Ownership Plan
 Empathy, Speed & Quality
 Executive Support System
 Foods & Beverages

Abbreviation

3D-CRT
 4DX
 A/R Management
 ADAG
 AMC
 ATM
 AUM
 BFSI
 BI
 bn
 BOOT
 BOT
 BPM
 BPO
 BRDMs
 BSE
 C&P
 CARE
 CDSL
 CEO
 CO2
 COE
 COE - DE
 COE - LE
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 CSR
 DBFOT
 dept
 DMs
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 ESI
 ESOP
 ESQ
 ESS
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Product & Non Product Abbreviations

Product & Non Product

Federation of Indian Export Organisations
 Flame Retardant Low Smoke Low Halogen
 Financial Year
 Giga Byte
 Get Ready for Opportunity Within
 Head of Department
 High Performing Organisation
 Human Resource
 Human Resource Development
 Human Resource Information System
 Information and Communications Technology
 Identity Document
 Individual Development Plan
 Intelligence Gathering by Netting Information to Transform Environment
 Image-Guided Radiation Therapy
 Indian Institute of Management
 Intensity-Modulated Radiation Therapy
 Information Technology
 Information Technology Enabled Service
 Industrial Training Institutes
 Joint Venture
 Key Result Area
 Learning & Development
 Larsen & Toubro Limited
 Leadership Excellence and Advancement Program
 Labor & Employment Law Advanced Practices
 Leadership, Integrity, Flexibility, Efficiency
 Linear Accelerator
 Lump Sum Turn Key
 Manager Assimilation Process
 Master of Business Administration
 Multi Commodity Exchange of India Limited
 Managing Director
 Management Information Systems
 Million Metric Tonne Per Annum
 Micro, Small and Medium Enterprises
 Must Win Battles
 National Commodity & Derivatives Exchange Limited

Abbreviation

FIEO
 FR-LSH
 FY
 GB
 GROW
 HOD
 HPO
 HR
 HRD
 HRIS
 ICT
 ID
 IDP
 IGNITE
 IGRT
 IIM
 IMRT
 IT
 ITeS
 ITI
 JV
 KRA
 L&D
 L&T
 LEAP
 LEAP
 LIFE
 LINAC
 LSTK
 MAP
 MBA
 MCX
 MD
 MIS
 MMTPA
 MSME
 MWBs
 NCDEX

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Product & Non Product Abbreviations

Product & Non Product

Non Governmental Organization
 National Institute of Securities Markets
 National Pension Scheme
 Non-Resident Indian
 National Security Depository Limited
 National Stock Exchange Limited
 Organization Development
 Original Equipment Manufacturer
 Performance Accelerator & Capability Enhancement
 Provident Fund
 Practice Incentives Program
 Performance Management System
 Public Private Partnership
 Questions and Answers
 Quality Control Circle
 Research and Development
 Reliance Capital Limited
 Reliance Mutual Fund
 System Application Products
 Scheduled Commercial Bank
 Sundaram-Clayton Ltd
 Strategic Engineering Division
 Small and Medium Enterprises
 Standard Operating Procedure
 Summer Program to Acquire and Redefine Knowledge
 Training & Development
 Turn Around Time
 Total Employee Involvement
 Training Needs Identification
 Total Quality Management
 US Polo Association
 Volatile Organic Compound
 Voice of Internal Customer Engagement & Satisfaction
 Variable Pay Policy
 World Health Organisation
 Xavier Labor Relations Institute
 Year to Date

Abbreviation

NGO
 NISM
 NPS
 NRI
 NSDL
 NSE
 OD
 OEM
 PACE
 PF
 PIP
 PMS
 PPP
 Q&A
 QCC
 R&D
 RCAP
 RMF
 SAP
 SCB
 SCL
 SED
 SME
 SOP
 SPARK
 T&D
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 TEI
 TNI
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Region / State / Country Abbreviations

| Regions / States / Countries | Abbreviation |
|--|---------------------|
| Andhra Pradesh | AP |
| Europe, Middle East and Africa | EMEA |
| Himachal Pradesh | HP |
| Jammu & Kashmir | J&K |
| Saudi Arabia | KSA |
| Middle East | ME |
| Michigan | MI |
| Madhya Pradesh | MP |
| North America | NA |
| National Capital Region | NCR |
| North East | NE |
| Reunion Islands | RI |
| South Asian Association for Regional Cooperation | SAARC |
| Sri Lanka | SL |
| Tamil Nadu | TN |
| United Arab Emirates | UAE |
| United Kingdom | UK |
| Uttar Pradesh | UP |
| United States | US |
| Union Territories | UT |
| West Bengal | WB |
| West Indies | WI |

| Month | Abbreviation |
|--------------|---------------------|
| January | Jan |
| February | Feb |
| March | Mar |
| April | Apr |
| May | May |
| June | Jun |
| July | Jul |
| August | Aug |
| September | Sep |
| October | Oct |
| November | Nov |
| December | Dec |

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