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**HR** BEST  
PRACTICES  
2019

# HR Best Practices 2019

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## HR Best Practices 2019

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# Introduction

In today's VUCA business environment, organizations need to be resilient, adaptive, customer-centric and agile in order to succeed. In such a scenario, strategy and organizational goals need a periodic review of working assumptions and the ability to quickly adapt to change. Accordingly, employers realize that the organization's success depends not just on hiring the right people, but also on other factors such as retaining talent and capability enhancement of existing talent, among others. This highlights the need for effective Human Resource Planning and Management.

Working in a VUCA environment requires additional effort on the part of employees, and is likely to create pressure that will result in stress and fatigue. In such a scenario, a workforce that is not optimally productive and capable of delivery in demanding environments could hamper a company's performance in terms of quality, output, return on investment, and the bottom line, besides hurting the morale at the workplace. Satisfied employees are more likely to produce good quality work, optimized performance and demonstrate more creativity. Hence, organizations need to focus on creating a conducive work environment for employee satisfaction and maximization of productivity. It is no surprise, therefore, that the HR function has evolved from being just an enabler to becoming a key driver of business outcomes.

India is a highly-diversified country. Therefore, adopting globally-successful HR practices might not be an effective solution to local challenges. On a positive note, Indian organizations are increasingly moving away from traditional HR practices and are adopting modern and innovative strategies to improve employee engagement. The success stories of such strategies could possibly help organizations devise suitable strategies to gain a competitive edge.

With this intent, Dun & Bradstreet's '**HR Best Practices 2019**' seeks to provide a good platform to Indian organizations for sharing their Human Resource best practices. The publication, now in its third edition, is a compendium comprising case studies in key HR areas such as recruitment, employee engagement, retention, talent acquisition & management, rewards & benefits, training & development and Change Management, among others. It is an endeavor to help bridge the gap between employees and employers, which in turn could lead to positive and beneficial transformation of workplaces.

Both, traditional as well as new-age enterprises have shared their experiences in this publication. Each organization featured in this publication has its own unique culture and its own set of challenges and possible solutions. Their initiatives are meant to be viewed as scientific learning tools to help improve existing HR policies and alleviate challenges. These shared perspectives can help organizations revisit their existing policies and adopt new and innovative tools towards managing their human resources, which in turn could make an impact in accomplishing business goals.

'**HR Best Practices 2019**' will certainly serve as a ready reckoner of best HR practices that will contribute to the smooth evolution of Corporate India's People policies, to build a better and stronger future.

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# Preface



**Pankaj Khanna**

Head – Learning & Economic Insights Group  
Dun & Bradstreet India

Dun & Bradstreet is pleased to announce the launch of its publication, '**HR Best Practices 2019**'. The publication, now in its third edition, features some of the country's finest practices pertaining to the Human Resources Management or 'People' function. It not only covers traditional core areas of human resources management, but also relatively newer concepts such as Future Workplace Trends and HR Innovation through Technology.

Over the years, the role of the HR function in organizations has evolved significantly. From merely sourcing talent, it is now considered 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 contribute to the development and accomplishment of organizational plans and objectives. Needless to say, HR continues to focus on creating a work environment where employees feel motivated and highly engaged. HR is also playing a critical role of championing change and has the knowledge and ability to execute change strategies while minimizing employee dissatisfaction and resistance to change.

Organizations today are dealing with multiple challenges that have emerged in the wake of a business landscape that is extremely uncertain and volatile. Organizations would do well to exploit this uncertainty to innovate and develop new competitive advantages. Furthermore, digitization

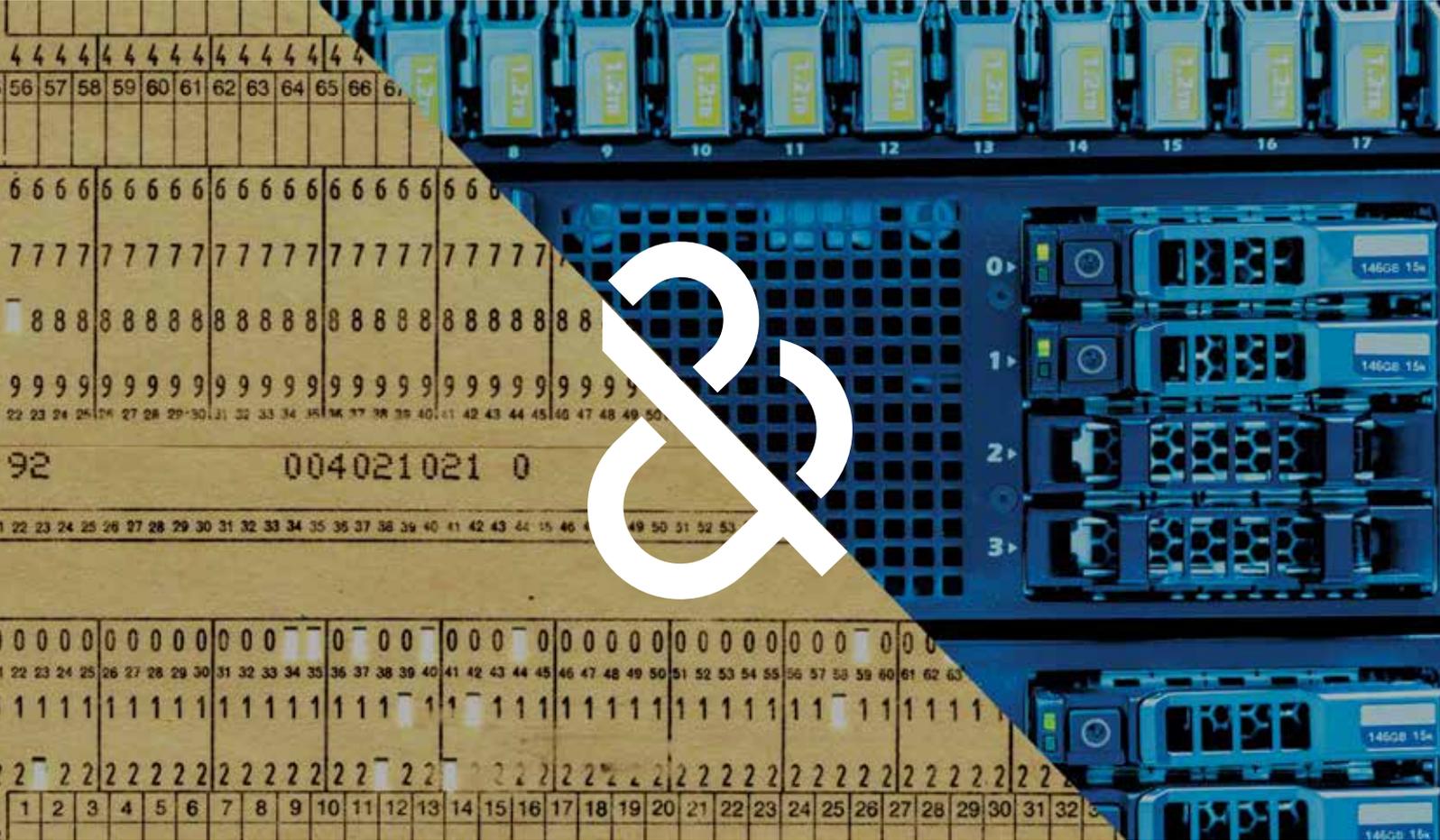
and automation are rapidly transforming businesses, and therefore, the traditional approach to Human Resource Management. In such a scenario, new and unique skills have become critical to success. People Leaders, therefore, need to focus on enhancing employee experiences to attract and retain the best talent. Organizations will also need to realign their workforces to bring about a collaboration between employees and Artificial Intelligence.

Although this publication is a ready reckoner on HR best practices in the Indian context, it can serve as a source of useful information for people leaders on a much wider scale. Organizations can use this publication as a means to revisit their existing policies or gain insights into new innovative tools that they could adopt to manage their human resources effectively. I hope you enjoy reading **HR Best Practices 2019** and look forward to your valuable feedback and suggestions.

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# Executive Summary



**Naina R Acharya**

Leader

Learning & Economic Insights Group  
Dun & Bradstreet India

Dun & Bradstreet's 'HR Best Practices 2019', now in its third edition, captures and showcases impactful human resource initiatives and programs adopted and implemented by organizations across India. The publication represents interesting and effective human resource initiatives undertaken by Indian corporates across various focus areas, including employee engagement, recruitment, retention, talent acquisition, leadership development, talent management, employee welfare, performance management and diversity & inclusion, among others.

Based on a primary study of approximately 65 organizations, comprising human resource senior personnel, Dun & Bradstreet analyzed the key human resource trends pertaining to focus areas requiring immediate attention, HR-related challenges, skills shortage, employee engagement, diversity & inclusion and measures to foster a culture of innovation at the workplace, among others. Some of the key findings of this survey are as follows: –

- The role of HR might have evolved to go beyond merely hiring employees. However, talent acquisition continues to remain a major challenge for organizations, with about 54% of the respondent companies citing talent acquisition to be a very significant challenge.
- About 92% of the respondents agreed that there was a general shortage of skills in their respective industries. The major reasons cited for shortage of skills were difficulty in attracting candidates with suitable skill sets and dearth of effective models to enable the tracking, measurement and management of skills in the existing workforce.

- Rewards & Recognition (R&R) initiatives were perceived to be the most effective means of driving employee engagement. About 88% of the respondents considering R&R as a major influencer of employee engagement. Other factors considered as effective tools of employee engagement were providing flexible working arrangements (71% respondents) and employee coaching (65%) respondents.
- Organizations across India now understand that a diverse and inclusive workforce fosters innovation, out-of-the box thinking and creativity at the workplace and can help attract and retain top talent. Accordingly, our survey findings reveal that 91% of the respondent companies have made use of programs/interventions addressing the need for Diversity & Inclusion at the workplace.
- There were also some positive findings with respect to organizations' efforts to foster a culture of innovation at the workplace. About 72% of the respondents had conducted internal training on creativity and innovative practices. Likewise, 72% of the respondents had included innovation as an important component of their leadership development plan. About 70% of the organizations had a formal idea/innovation review process in place.

Dun & Bradstreet reiterates its commitment to continue tracking the rapidly-changing organizational objectives and the constantly evolving role of the HR function. We hope you will enjoy reading this publication and look forward to receiving your valuable feedback and suggestions.

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# Methodology

## Background

'HR Best Practices 2019' is a compendium of selected notable human resource initiatives implemented by Indian organizations. Organizations with an annual turnover of more than ₹ 250 mn in FY18 were eligible for participation.

## Research Design

HR best practices and initiatives in various focus areas of human resource management were sought and collated by way of a detailed nomination form.

Some of the key areas identified after discussions with functional experts were as follows: -

Recruitment	Retention
Performance Management	Training & Development
Compensation & Benefits	Career Prospects
Industrial Relations	Diversity & Inclusion
Transformational Change	Future Workplace Trends
Talent Acquisition	Talent Management
Team Management & Leadership	Employee Engagement
HR Innovation through Technology	Records Management
CSR & Employee Welfare	Information Dissemination

## Inviting Nominations

Questionnaires were sent out as mailers to a large universe of companies for inviting nominations. Various channels of communication were used to ensure a higher rate of response to the questionnaires. A self-nomination process was followed, wherein organizations were invited to send nominations in a one or more HR focus areas, providing case studies pertaining to their HR Best Practices and initiatives. Moreover, companies were allowed to send nominations in multiple segments by simply sending a Best Practice case study for each HR focus area they chose.

## Three-Stage Approach

The Best HR case studies, which have been featured prominently in the publication, were selected by way of a three-stage approach. In the first stage, an internal team of analysts, with more than five years' experience of shortlisting nominations for this publication were selected using a three-stage approach. In the first stage, an internal team of analysts scrutinized each case study thoroughly. The case studies were evaluated for shortlisting on the basis of various parameters, including challenges, objectives, solutions available, strategy adopted, stakeholder involvement, and outcomes. In the second stage, an esteemed panel of experts with decades of experience in HR management assigned scores to the

shortlisted nominations on the basis of parameters like impact, innovation and sustainability. 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 are classified into the following five broad segments –

<b>Employing</b>	• Talent Acquisition	• Induction
	• Hiring	• Orientation
	• Onboarding	• Promotions
<b>Developing</b>	• Training & Development	• Talent Management
	• Performance Management	• Leadership Development
	• Career Prospects	• Knowledge Sharing
<b>Compensating</b>	• Compensation & Benefits	• Incentives
<b>Motivating</b>	• Employee Engagement	• CSR & Employee Welfare
	• Retention	• Diversity & Inclusion
	• Rewards & Recognition	
<b>Resolving</b>	• Industrial Relations	• HR Innovation through Technology
	• Future Workplace Trends	

The best HR case studies as determined by the panel of experts 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 sourced from the nomination forms and other documents provided by respondents specifically for the purpose of the publication.

## Survey Findings

Dun & Bradstreet has also attempted to identify the prominent trends in various People areas amongst Indian organizations, by analyzing quantitative information sourced through the nomination form.

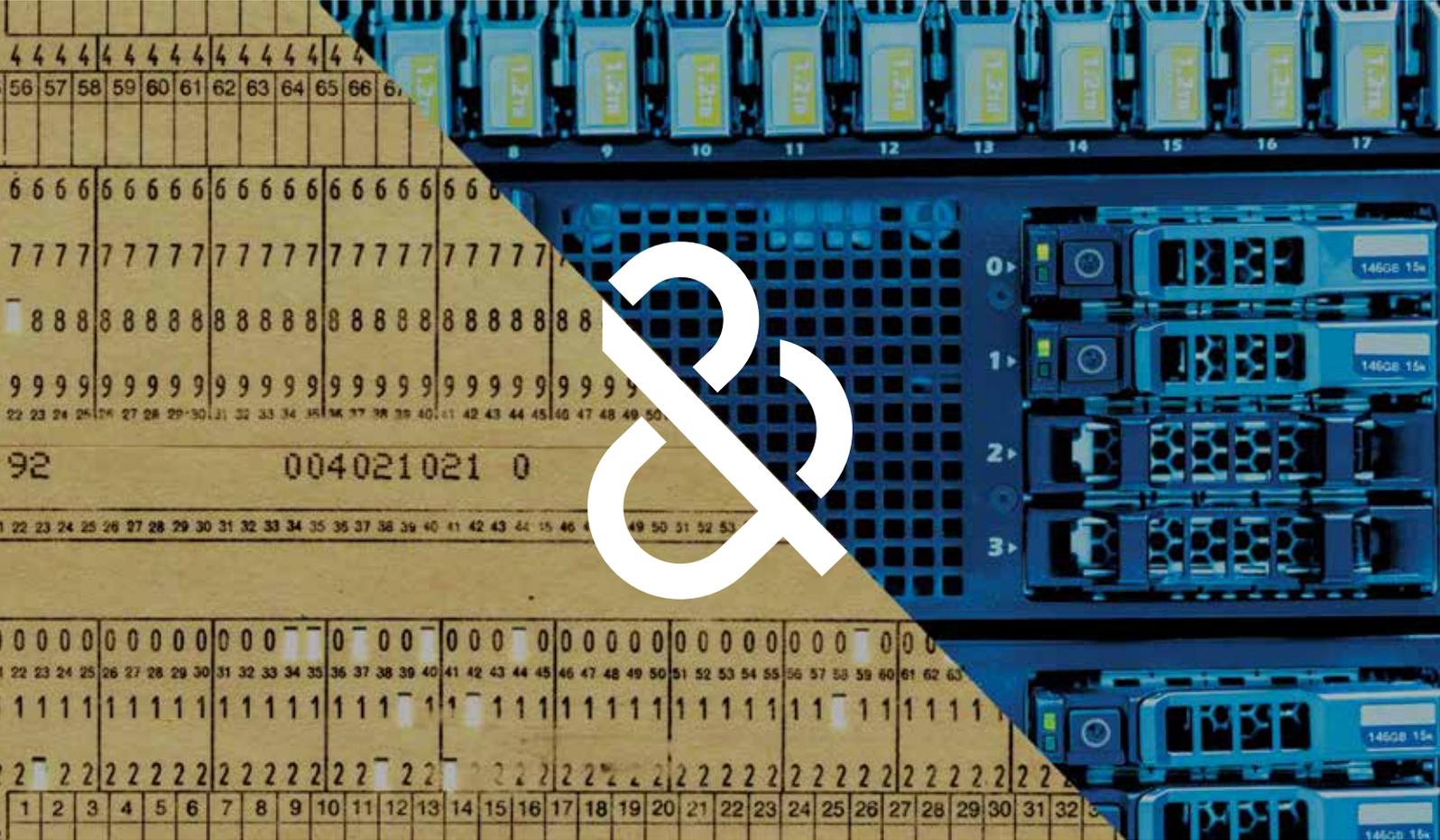
## Experts' Views

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

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## **Survey Findings**

# Survey Findings

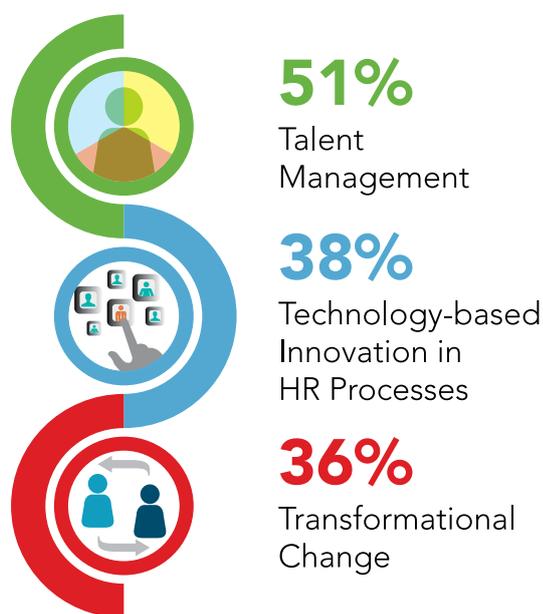
Dun & Bradstreet conducted a survey of organizations across India, with respect to their people-related policies and initiatives. The survey was designed to capture information on aspects such as areas that required immediate attention in an increasingly digital workplace, reasons for skill shortage in India, benefits of talent management, initiatives that could enhance employee engagement, programs to enhance diversity at the workplace, and ways to foster a culture of innovation at the workplace, among others.

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

**Talent Management, Technology-based Innovation and Transformational Change are focus areas amidst current volatile environment and increasingly digital workplaces**

The survey revealed that about 50.9% of the companies saw Talent Management as an HR Best practice area that required immediate attention. Organizations' ability to recruit, retain and develop talented and high potential employees is considered critical to meet business objectives.

## HR Best Practice Areas Requiring Immediate Attention



Technology-based innovation in HR processes emerged as a focus area in the case of 37.7% of the respondents. HR functions are undergoing a high degree of digital progression. Technology is being leveraged to automate and streamline processes such as hiring, onboarding, training, payroll processes, performance management systems, compliance and information dissemination, among many other functions. Transformational change was revealed to be a focus area for another 35.9% of the

organizations. This is not surprising, considering the fact that strategies and processes are constantly changing in a volatile business environment, and this necessitates a change in the business culture.

## Talent Acquisition and Leadership Development are major challenges

About 54.1% of the respondent companies cited Talent Acquisition as a significant challenge that they faced. Likewise, Leadership Development emerged as a significant challenge for about 50.8% of the organizations. These findings indicate that organizations could focus on training & development programs to develop talent in-house. Other major challenges that emerged were managing attrition and retaining talent at optimum cost.

## Challenge Areas for HR Leaders



**54%**  
Talent Acquisition



**51%**  
Leadership Development

## About 91.5% respondents feel there is a general shortage of skills

A whopping 91.5% of the respondents agreed that shortage of skill was an area of concern in the industry in which they operated. The major reasons for this challenge, in their opinion, were difficulty in identifying candidates with suitable skill sets and dearth of effective models to track, measure and manage skills in the employee base.

## Skills Shortage



**92%**  
organizations feel that there is a general shortage of skills in their industry

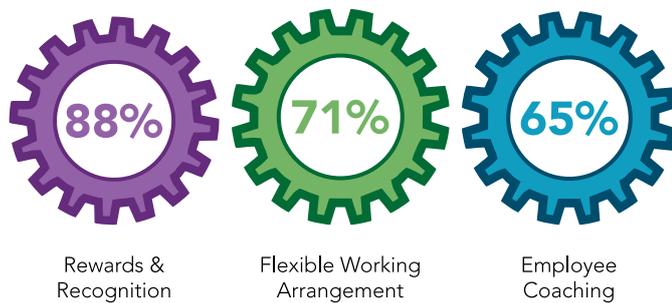
## Rewards & Recognition perceived to be most effective tool for employee engagement

Employee engagement reflects the level of enthusiasm and

# Survey Findings

connection employees have with the organization. It is the outcome of actions driven by leadership, managers and HR teams. Our survey reveals that Rewards & Recognition (R&R) initiatives are thought of as the most effective means of driving employee engagement. As many as 87.5% of the respondents considered R&R as a major influencer of employee engagement. Other factors considered as effective tools of employee engagement were providing flexible working arrangements (71.4% respondents) and employee coaching (65.1%) respondents.

## Effective Tools for Employee Engagement



## Organizations not yet holistically implementing diversity & inclusion programs

Studies show that organizations with inclusive work cultures and diverse workforces have lower levels of employee turnover and have teams with higher job satisfaction and knowledge sharing. Diverse teams are also critical for innovation. Accordingly, organizations are undertaking various initiatives and programs to foster diversity and inclusion at the workplace.

## Diversity & Inclusion



**91%** organizations have implemented programs/interventions addressing the need for Diversity & Inclusion at the workplace

Our survey reveals that about 90.6% of the respondent organizations have conducted professional development programs. Some of the common topics dealt with in these programs are managing change, effective communication, conflict resolution, cultural awareness and dealing with gender issues, among other useful topics. About 87.3% of the respondents have leveraged internal communication systems to promote a diverse culture. Other popular

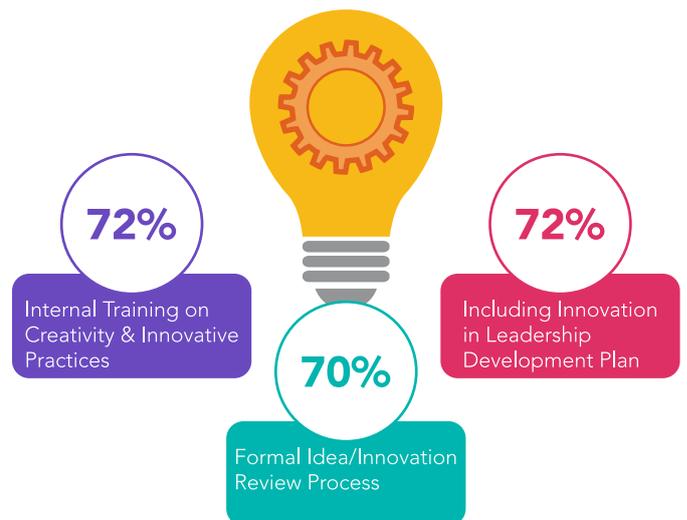
initiatives include networking and mentoring programs.

A culture of diversity and inclusion ought to cover aspects other than gender (such as age and physical capability). Almost all the organizations' programs dealt with gender. About 62.7% organizations gave attention to age. Only about 20-30% of the respondents paid attention to aspects like physical capability, nationality/ethnicity and sexual orientation.

## About 70% organizations have formal idea/innovation review process in place

Every organization acknowledges the importance of innovation. Innovation helps improve the efficiency of an organization's internal processes. Companies that put innovation at the forefront create and sustain work cultures that encourage participation and keep employees at all levels highly motivated.

## Measures to Foster Culture of Innovation at the Workplace



There are many ways of promoting a culture of innovation at the workplace. Our survey revealed that all respondent organizations showed a willingness to reward innovation. However, mere willingness to reward innovation is not necessarily a proactive effort to promote a culture of innovation. However, there were many positive findings from the survey. About 71.7% of the respondents conducted internal training on creativity and innovative practices. Likewise, 71.7% of the respondents included innovation as an important component of their leadership development plan. About 70% of the organizations had a formal idea/innovation review process in place. About 65% of these organizations even had the budget to fund innovation projects.

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## **Experts' View**



## Joel Paul

General Manager - India  
RiseSmart India Private Limited

### **When did RiseSmart commence its Indian operations? How has the company's Indian journey been thus far?**

Since its inception in 2008, RiseSmart India is proud to bring its award-winning services and thought leadership to more organizations within the country. RiseSmart's unique 3:1 service model is high touch and ensures that every participant receives the most attention and support during their transition period. Leveraging cutting-edge technology, we are also able to ensure the fastest delivery mechanism in the country today. In a bid to better understand Indian employees, we surveyed over 1,100 employees across mid-sized and large businesses to gauge the awareness of outplacement and to understand their thoughts on employer brand titled Brave the Change. Among the findings, 97 per cent of the employees surveyed felt that the brand or reputation of the organization they worked for was of primary importance when they chose where to work. Most respondents wanted to only work with those companies that had a great brand name and positive employee engagement sentiments. While outplacement isn't a new concept, its popularity has grown from being offered mostly by multinational companies with staff in India, to emerging as a best practice among Indian companies of all sizes. We are now the fastest-growing outplacement company in India and are proud to count some of India's largest organizations as our customers.

### **RiseSmart is considered a leader in global Talent Mobility Solutions. What kind of services and solutions does the company offer with respect to talent mobility?**

Talent mobility is at the core of all the solutions we offer at RiseSmart. Our solutions focus on:

**Redeployment:** Companies should consider redeployment as a standard practice to establish an internal culture of mobility. A redeployment policy goes a long way in showing employees that the organization is invested in their growth and will try all avenues to help them realize their career aspirations and potential. This will considerably elevate an

employee's experience within the organization, leading to greater retention and stronger branding. For organizations, this helps retain institutional knowledge and provides a healthy saving on recruitment cost.

RiseSmart Redeployment facilitates the movement of talent from one role or business area to a different, suitable position within the organization. It combines advanced proprietary job search and career management software with a dedicated team of experts in coaching, branding and job sourcing for every participant, helping them move faster through the program and saving time and money.

**Outplacement:** Outplacement is a key element of talent mobility. Where there may not be an opportunity to redeploy, outplacement is the next natural progression. Layoffs or restructuring are usually cyclical, and organizations who focus on helping and supporting their employees enjoy better brand protection; this also ensures hiring success in the future, once the company/economy turns around. RiseSmart's unique 3:1 support model, with our award-winning technology ensures each participating employee receives dedicated support and guidance in their career transition. Our technology for HR, RiseSmart Insight - the only one of its kind in the world - allows HR leaders to gauge instant insights from the employee population that has been impacted, impacted employee landing rates, and employee engagement metrics, all in real time.

### **Outplacement has emerged as a new industry. How has it gained significance? What is the right approach to outplacement?**

Reductions in the workforce are a reality of today's inter-connected world. Volatile economic situations and business scenarios create an impact on all the stakeholders involved. As reported, India's US\$160 bn IT industry saw a lot of reduction in 2017. During these difficult times, many organisations made the news for their hasty and unprepared notification practices. In some cases, the manner in which companies let employees go and the

lack of support and compassion for impacted employees led to public displays of anger and sparked criticism from the press and the community. Business decisions aimed at improving profitability and meeting business goals ended up hurting the corporate brand of those organizations that experienced layoffs and led to loss of trust.

Over the years, businesses have evolved and started partnering with outplacement services providers to instill the best practices for handling layoffs and providing support to impacted employees. As part of a developing business strategy, businesses have now realized the importance of being perceived as a good employer. As a result of this new trend toward offering outplacement to all impacted employees, organizations are creating goodwill among past, present and future employees, the community, the press, and their customers and future customers.

As part of the evolution of companies in India, the role of HR has also changed in the last decade and evolved from an administrative function to a strategic business partner within the organization. Now, HR leaders are also the employer brand builders and protectors of the company's image. Positive brand initiatives -- like redeployment and outplacement -- have helped human resource teams to protect employer brands while helping guide employees at every level with coaching and mentoring support to realize their aspirations.

### **What are the key benefits in terms of ROI that organizations can derive from leveraging an outplacement program?**

Due to technological advancements and other workplace trends, workforce reduction still poses a challenge for managers. It's an unfortunate but inevitable part of today's business ecosystem, which can have long-term effects on future business success. Even as downsizing has become commonplace, an employee-centric approach is a growing trend that makes offering severance benefits, such as outplacement services, a focus for employers hoping to be empathetic and supportive during the exit process.

The reasons companies should embrace investing in exiting employees instead of letting them go without help would include: -

**Invest in employee relations:** Even though they have been laid off, displaced employees have also contributed in the success of your business. Outplacement services help you in maintaining healthy relationships with impacted employees by offering them the guidance and coaching they need to land a new job.

**Reduce Unemployment:** While downsizing, providing only severance pay may not be enough to create new opportunities for impacted employees. Outplacement

providers can bridge this gap by connecting employees to their personal career coach, helping them better understand and prepare for the job market as well as guiding them on how to apply their core skills to the next phase of their careers.

**Increased productivity from current employees:** A lot of times, it happens that during layoffs the focus on non-impacted employees are minimum. You need to send out the right messages to help them stay engaged with the organization. As a partner, we recommend honest conversations with employees who have not been impacted, aligned with specific training programs to help them cope.

**Better brand:** Layoffs can bring lot of negativity to a brand. Supporting exiting employees demonstrates your commitment to current and former staff and showcases your ability to provide the solutions modern professionals need. This reinforces the message that you deeply care about your employees, which will also resonate with future hires. When the market turns around, this becomes a strong point for boomerang employees to come back home, generating a strong brand image.

Impacted employees need much more than a severance package. They need guidance and support that can help them in finding their new beginnings. Outplacement service is a great way to support your employees in the transition period while protecting your brand.

### **How has RiseSmart leveraged Innovation and Technology to enhance its capabilities and solutions to customers?**

RiseSmart has taken the market lead in India because of our ability to enhance the career transition experience at each juncture. Our unique high touch model, supported by the latest technology, allows us to reach our program participants where they are, thereby increasing their engagement with us, and most importantly, accelerating results. For ease of use, every participant can access their service through our app, ensuring on-demand service on the go from any part of the country.

An intuitive, visual dashboard gives job searchers the ability to see their individual journey at a glance, and quickly and easily access the tools and resources that match their individual needs. The ability to schedule an appointment with a career coach at any time and from anywhere ensures greater accessibility and responsiveness for transitioning employees. We make investments in innovations that matter and create contemporary solutions to meet today's workforce challenges. Our blended delivery model provides better results and experiences for our customers and their employees.



## Prof. (Dr.) Monica Khanna

Director and Marketing Professor  
K. J. Somaiya Institute of Management Studies and Research  
(SIMSR)

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

The role of HR is not just maintaining a system but preparing the organization for future challenges through appropriate manpower planning. HR function has changed from sustenance mode to predictive and analytical mode. The traditional organization structure will not be helpful in handling the speed of change. Today organizations have become very vulnerable to disruptive forces leading to job obsolescence and job redundancy. The HR has to create strategies that will help an organization to quickly align with disruptive changes and challenges happening in the external environment. The HR should prepare the organization to face such challenges in the future. The role of HR becomes even more critical in new forms of organizations like virtual, hollow and global organizations.

### In your view, what is the outlook for the HR function in the current age of automation?

Just as automation has impacted other functions of an organizations like logistics, finance, marketing etc, similarly the HR function has also got impacted and the lower order activities are being taken over by technology. The higher order activities like strategic planning and analytics will be the main domain function for the HR in the future. HR should be driving the automation function through the organization and not vice versa.

### What differentiates SIMSR from other business schools? What kind of programs do you offer with respect to HRM?

The use of innovative pedagogical tools for delivering the curriculum is what differentiates SIMSR from other B schools. Our pedagogy is a very good blend of case studies, chalk and talk, projects, live projects, experiential learning initiatives, simulation games, field visits and international immersions.

We have an HR specialization in the PGDM Core and MMS programme and Part Time programme. Apart from this we have the HR subjects throughout other programmes conducted at the institute. The curriculum consists of a blend of traditional and contemporary subjects. All this make our students into industry ready employable graduates.

### What are the challenges and opportunities with respect to having a multi-generational workforce?

Every generation of workforce brings in unique traits along with them. Respect is an important aspect for multi-generational workforce integration. The senior workforce acknowledges the unbiased inputs of the youngsters whereas the youngsters learn to appreciate experience and wisdom of the senior workforce. If a multi-generational workforce is handled effectively, it could be a boon for any organisation. Age does not matter as long as people come in with an open-mind and there are willing to listen to the other side. Disruptive innovations can happen at the intersection of experience and fresh ideas. Insecurity could be a challenge for smooth working. Trust and patience are the key to ensure that multi-generational workforce blend harmoniously with each other.

### What are some of the most critical skills required by HR Managers in the current business scenario? What kind of skills are your HR programs designed to inculcate?

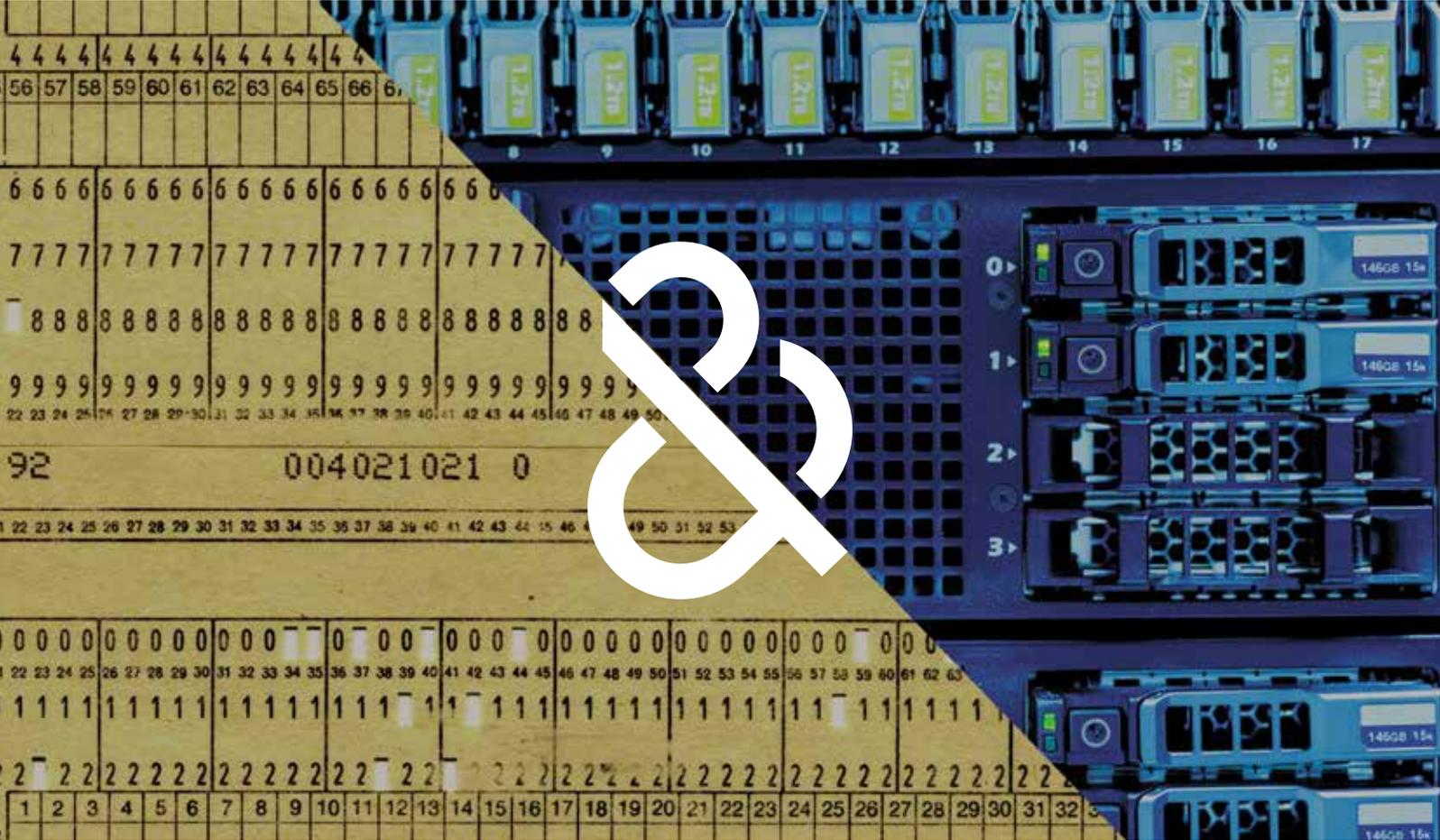
In the current business scenario, some of the critical skills required by the HR managers are empathy, team orientation, vision of the future, forward looking with the ability to inspire and motivate people. Apart from technology skills and other skills, the human skills are very important today. It's all about, "holding people's hopes", together and moving them forward together. Our HR programmes are designed to inculcate leadership, entrepreneurial spirit, strategy and analytical thinking.



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# Listings

## Alphabetical Listings

Sr No	Company Name	City	State
1	A.T.E. Enterprises Private Limited	Mumbai	Maharashtra
2	ACG Group	Mumbai	Maharashtra
3	Amway India Enterprises Private Limited	Gurugram	Haryana
4	Apco Infratech Private Limited	Lucknow	UP
5	Apeejay Surrendra Park Hotels Limited	Kolkata	WB
6	Bayer Vapi Private Limited	Vapi	Gujarat
7	Beumer India Private Limited	New Delhi	Delhi
8	Brigade Enterprises Limited	Bengaluru	Karnataka
9	BS Abdur Rahman Crescent Institute of Science and Technology	Chennai	TN
10	C&S Electric Limited	New Delhi	Delhi
11	Clover Infotech Private Limited	Mumbai	Maharashtra
12	CMS IT Services Private Limited	Bengaluru	Karnataka
13	Cosmo Films Limited	New Delhi	Delhi
14	Cotmac Electronics Private Limited	Pune	Maharashtra
15	DCB Bank Limited	Mumbai	Maharashtra
16	Edelweiss Tokio Life Insurance Company Limited	Mumbai	Maharashtra
17	ELANTAS Beck India Limited	Pune	Maharashtra
18	Exdion Solutions Private Limited	Bengaluru	Karnataka
19	F5 Networks Innovation Private Limited	Hyderabad	Telangana
20	Firstsource Solutions Limited	Mumbai	Maharashtra
21	FIS Global Business Solutions Private Limited	Gurugram	Haryana
22	GCS Medical College, Hospital & Research Centre	Ahmedabad	Gujarat
23	Gold Star Jewellery Private Limited	Mumbai	Maharashtra
24	Gujarat Fluorochemicals Limited	Noida	UP
25	Gulf Oil Lubricants India Limited	Mumbai	Maharashtra
26	Happiest Minds Technologies Private Limited	Bengaluru	Karnataka
27	Havmor Ice Cream Private Limited	Ahmedabad	Gujarat
28	Hilti India Private Limited	Gurugram	Haryana
29	Hitachi Hi-Rel Power Electronics Private Limited	Ahmedabad	Gujarat
30	Indian Oil Corporation Limited	New Delhi	Delhi
31	Indian Renewable Energy Development Agency Limited	New Delhi	Delhi
32	Infiniti Retail Limited	Mumbai	Maharashtra
33	ITC Infotech India Limited	Bengaluru	Karnataka



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34	ITC Limited	Kolkata	WB
35	JM Financial Limited	Mumbai	Maharashtra
36	Kirloskar Pneumatic Company Limited	Pune	Maharashtra
37	Larsen & Toubro – Electrical & Automation	Mumbai	Maharashtra
38	Life Insurance Corporation of India	Mumbai	Maharashtra
39	Lokmat Media Private Limited	Aurangabad	Maharashtra
40	Maya Digital Studios Private Limited	Mumbai	Maharashtra
41	Meerut Institute of Engineering & Technology	Meerut	UP
42	Motilal Oswal Financial Services Limited	Mumbai	Maharashtra
43	Navigant BPM India Private Limited	Trivandrum	Kerala
44	NCC Limited	Hyderabad	Telangana
45	Nestlé Skin Health India Private Limited	Mumbai	Maharashtra
46	Piramal Realty Private Limited	Mumbai	Maharashtra
47	Plastiblends India Limited	Daman	Daman & Diu
48	Prism Johnson Limited	Mumbai	Maharashtra
49	Randstad India Private Limited	Bengaluru	Karnataka
50	Saraswat Co-operative Bank Limited	Mumbai	Maharashtra
51	Shriram Bioseed Genetics	Hyderabad	Telangana
52	Sigma Electric Manufacturing Corporation Private Limited	Pune	Maharashtra
53	SMC Global Securities Limited	New Delhi	Delhi
54	Sodexo Onsite Service Solutions	Mumbai	Maharashtra
55	Sodexo SVC India Private Limited	Mumbai	Maharashtra
56	Somany Ceramics Limited	Noida	UP
57	SREI Equipment Finance Limited	Kolkata	WB
58	Takshi Auto Components Private Limited	Pune	Maharashtra
59	Tata Capital Financial Services Limited	Mumbai	Maharashtra
60	Tilda Hain India Private Limited	Gurugram	Haryana
61	Trident Automobiles Private Limited	Bengaluru	Karnataka
62	Unisys India Private Limited	Bengaluru	Karnataka
63	UST Global Information Technology Parks Private Limited	Trivandrum	Kerala
64	Visible Alpha Solutions India Private Limited	Mumbai	Maharashtra
65	Vodafone Idea Business Services	Mumbai	Maharashtra



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## IIS (Deemed to be University), Jaipur



**Key Management**  
**Dr. Ashok Gupta**  
Founder Director & Vice Chancellor

“The ignited mind of the youth is the most powerful resource, on the Earth, above the Earth and under the Earth”, so said Dr. APJ Abdul Kalam, the legendary late President of India. This quote highlights the power vested in the young people of today. Seeking to tap this segment, and with an unflinching faith in the potential of the youth, Dr. Ashok Gupta, Founder Director & Vice Chancellor, IIS (Deemed to be University) founded the International College for Girls (ICG), affiliated to the University of Rajasthan, in 1995. It was recognized as one among 50 institutions that were accorded the ‘Colleges with Potential for Excellence’ (CPE) status by the University Grants Commission, during phase-II of the CPE scheme. Thereafter, ICG went on to be accorded with the status of a ‘Deemed University’ by the Ministry of Human Resource Development, Govt. of India. Today, the IIS University stands as a temple of learning, where quality education is a commitment and enabling learning is a mission.

Towards this end, the IIS University provides a platform that recognizes ‘Unique’ as its tradition. The resourceful campus has a conducive environment, offering industry-based curricular models, well-equipped classrooms and research labs, state-of-the-art centralized and department libraries and auditoriums, alongside ample opportunities for extra-curricular growth. The University also has collaborations with renowned national and international academic institutions, as well as advanced research facilities and centres. Dr. Gupta states, “IIS is an institution committed to providing its students academic programmes which will make a difference to their lives. We, as the stewards of learning, are dedicated to grooming and nurturing young girls into world-ready women, to work with people of all cultures, and to equip them for the careers of the future. This is our world, where learning has no limits.”

### **IIS (Deemed to be University): The Abode of Gen Z Learners**

For Gen Z, learning is a continuous, multi-faceted experience, and this experience is considered the best when it is hands-

on. The University aligns itself with the aspirations of students and educates them in a very creative way, by encouraging them to think out-of-the-box. It offers a range of opportunities to them, so as to broaden their knowledge base beyond academics. It has a very well-defined character through a set of goals which bear ample testimony to its commitment towards enriching the academic fabric of all its programmes. The institutional vision and mission are reflected in all its programmes, as well as in its underlying philosophy to be a model institution.

“Our goal is to develop a suitable combination of skills, knowledge and application, and thus provide an education which focusses on employability, innovative entrepreneurial skills and research”, maintains Dr. Gupta. Facilitating the move from skill-building to employability-actualization is a crucial step that is ably undertaken by the University’s full-fledged Training and Placement Cell, which looks into the overall planning and execution of career guidance, career counselling and employment opportunities. Moreover, the provision of training programmes as well as educational tie-ups and linkages with national and international institutions, has made the University an institution of choice, so much so that more and more students from other states are seeking admission to it every year, in addition to several foreign students.

Over the years, the University has driven steadily towards an outcome that provides for and facilitates equal opportunities and has successfully built a name as a thriving community that pushes, urges and aides its faculty members and students alike, towards the common goal of self-improvement and to help them step out with confidence into an ever-changing world. The University’s shining stars are its bright alumnae, who have done it proud by bringing laurels in their roles and capacities as bureaucrats, defence officers, researchers, academicians and scientists, as also those in the hotel, hospitality and the aviation industry.

Dr. Ashok Gupta is an eminent educationist and administrator, who has gained a prominent position in society for his exemplary work in the field of education. He has made a significant contribution towards restoring the richness of educational culture and making it more vibrant. His far-sighted leadership, commitment to work, penchant for perfection, strong will power and breadth of vision have elevated the institutions that he has founded to function as centres of learning and excellence.

Dr. Gupta hails from a humble background. Son of a disciplinarian father, he nurtures a sense of pride in his roots. He began his career as a school teacher and has risen to become one of the pioneering educational administrators of Rajasthan. He is presently the Vice Chancellor of the IIS University, one of the premier institutions in Rajasthan. A well-known academician, he laid the foundation of Maheshwari Public School in 1977 and worked incessantly towards make it one of the best schools of the state. He is the Founder Director of several institutions, viz. India International School, International College for Girls, International School of Informatics and Management and ICG Institute of Educational Research and Development. He has been a member of the Syndicate of the University of Rajasthan, CBSE, Board of Governors, International Schools Association, Geneva and, a member of the European Council of International Schools, UK. Dr. Gupta has also been marshalling his energies for Rotary for over four decades now and has served the international organization in India as a District Governor, Rotary International President’s Representative, Chair - Rotary Zone Institute 2015 and a Trustee of the Rotary India Water Conservation Trust.

Dr. Ashok Gupta has to his credit a number of achievements in diverse areas, including prestigious awards at national and international levels. He was awarded the ‘Service above Self Award’ by Rotary International (US) and the ‘Udyog Ratna Award’ from the PHD Chamber of Commerce and Industry, New Delhi in 2005, by Vasundhara Raje, Chief Minister of Rajasthan, to name a few.

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## **HR Best Practices**



## DCB Bank Limited

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### DCB Bank's Employee Engagement and Organizational Development Initiatives

Being part of the banking industry with a fairly young workforce, it becomes crucial for DCB Bank to keep employees highly engaged and chart their development in line with organizational goals. The Bank has a series of unique and interesting people practices, some of which are as follows: -

- a) **Orientation Program** - New hires undergo a mandatory orientation program where employees are welcomed with a corporate kit. We welcome our Management Trainees with a card, and a box of chocolates is sent to their parents upon joining. Also, mid to senior level joiners get goodies. The orientation program provides company-related information, describes the Bank's culture and serves as a mode of training and development.
- b) **Competency Based Interview Training** - This hiring skills workshop helps supervisors identify and hire competent resources; it helps improve the accuracy in recognizing high performing and talented resources based on the competency framework of our Bank.
- c) **Ascend** - This supervisory skills development program seeks to enhance people and team management competencies. It focuses on individual performance, team management, communication skills and coaching.
- d) **Empathy-Speed-Quality (ESQ)** - This is a transformational training program conducted to inculcate the 'ESQ' culture in employees. It engages employees to deliver quality service to internal and external customers.
- e) **'Grow with Us' and Internal Job watch** - These initiatives enable employees to chart a career path into different roles. They help create an internal talent pool, boost employee morale, retention and close mid-level vacancies from within the Bank.
- f) **LEAP, RISE & ASPIRE programs** - The objective of the LEAP program is to groom middle management for challenging roles and responsibilities, and to prepare them for the next level. LEAP assesses candidates on parameters like resilience, grit, out-of-the-box thinking and presence of mind and grooms second line leadership. RISE is an advanced banking program which builds cross function functional capabilities. ASPIRE is a program meant for employees focusing on building process orientation, soft skills, regulatory aspects, product knowledge, risk management, sales and service skills.
- g) **S-PEAK** - This survey evaluates feedback on supervisors on parameters like communication, rewards & recognition, values, delegation, training and mentorship, among others. A strong correlation has been found between a high S-PEAK score and high team performance and low attrition.
- h) **ACE** - This is an online-based career development program, aimed at retaining and developing talent and rewarding high performing and potential employees.

DCB Bank's interventions also help achieve organizational development under the following broadly-classified functions:

#### Recruitment & Onboarding

LINK is an employee referral program that encourages existing employees to refer candidates for monetary rewards. Further, The Top Recruit, a campus branding initiative is one where students undergo activities to test their Decision making, Negotiation, Selling skills and Teamwork, conducted with the help of social networking sites to source B-School candidates.

To enhance the onboarding experience a welcome call is made to new joiners on date of joining, their feedback is captured via internal HRIS on 15th, 45th and 60th day of joining, WhatsApp groups are created for engagement and they also receive e-visiting cards on date of joining.

Company Details		Management Details	
HR Segment	HR Initiatives	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



## **Employee Engagement**

The Bank's initiatives to engage and retain employees include DCB Movers & Shakers (Annual Reward Program), the Great Place to Work (GPTW) survey to understand employee satisfaction levels, sports activities and regional talent contests.

Apart from engaging employees, interventions such as CEO Audio Bridge (CEO addresses and conducts discussions with employees), DCB Chaupal (employees share feedback on initiatives within region), Hour HR (innovative employee communication method), HR Help Desk, LUMOS (online learning platform) also help employees and disseminate information within the organization. For proper information and knowledge

flow, High Decibel (a quarterly newsletter); Prayaas (continual learning process for staff on RBI released circulars) and Adarsh (a communication tool) have been deployed.

CSR activities such as waste management and planting of trees were conducted. Two days of additional leave is allowed to employees for volunteering for CSR activities.

## **Training & Development**

To ensure a trained and engaged workforce, trainings are regularly conducted on building compliance skills, improving account discrepancies, mentoring programs, programs on hiring, selling and communications skills, team and performance management and ethics.

Further, Pathbreakers, a buddy-cum-mentoring program has been introduced for all newly-joined employees, for examples, in front line sales units, wherein the buddy is responsible to handhold and drive the performance of the new joinee. Firebolt is an extensive 6-month mentorship program in which new employees are thoroughly groomed and mentored towards achieving the Bank's goals and trained to efficiently overcome issues. Additionally, the SPRINT program was designed to equip and enhance supervisors specifically on aspects of sales management, team and performance management and people development skills. These initiatives have collectively improved employee retention.

## **Performance & Talent Management**

For a holistic improvement in performance, employees undergo a performance improvement process. DCB Movers & Shakers and the Monthly DCB Roll of Honour keep performers motivated. Employees can apply for promotion with the help of the Promotion Eligibility Calculator. To enhance performance with focus on employee retention, Lead Generation Program was introduced to promote the bank's flagship culture, CREW – Collaborate – Respect – Encourage – Win, which ultimately led in achieving huge leads for the bank and surpassing the target by a big margin. Performance Management Grievance Redressal Process, PACE (developmental program for employees in the sales function) and Selling Skills Workshops are also conducted.

Through succession planning, the Bank identifies trains and develops personnel who are most likely to fit in key roles. An employer branding initiative is designed based on Employee Value Proposition for internal & potential employees.

## **Other initiatives towards employees and organization welfare:-**

- Each One Reach One - HR team conducts discussions over job satisfaction & work environment
- Employee Assistance Program - Confidential counselling services to help employees deal with psychological issues
- Benevolent Policy - Volunteering employees contribute a day's basic salary along in case of death of a fellow member; this contribution is matched by the management
- Mandatory leave policy to ensure work-life balance.

## **Company Background**

DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, co-operative banks and non-banking finance companies.



## Firstsource Solutions Limited

Paradigm 'B' Wing, Mindspace, Link Road, Malad (West), Mumbai - 400064, Maharashtra  
 Website: www.firstsource.com

Dun & Bradstreet D-U-N-S® No 91-853-2073

### FirstInnovate - Innovating through Ideas

#### Objective

Firstsource Solutions Ltd (Firstsource) felt a requirement for a centralised framework to distil existing ideas, generate new ones and implement those ideas to achieve desirable outcomes. Hence, Firstsource intended to mobilize employees towards developing an innovative mind-set along with strengthening a culture of innovation. The company also wanted to create and strengthen a system for idea support on a consistent basis and encourage cross-functional collaboration on projects along with people-engagement.

In order to drive a culture of innovation, the company had the following two options: -

- Kaizen – An idea generation program which was effectively used by only a certain line of business
- Root Cause Problem Solver – An idea generation program which was used, however did not have a global presence due to lack of a common tool and unified approach

#### 'FirstInnovate' Process

Following are the steps involved in the process: -

- Employee generates an idea. The Supervisor performs a hygiene check for the first level evaluation. If the idea meets the criteria, it is sent to the appropriate team for implementation. On the other hand, the Supervisor approves the idea provided it can be implemented by the individual generating the idea
- The Supervisor approves and passes the idea to the Process Quality Function Team (QFT) for review on the basis of requirement of a cross-functional team
- The Process QFT sends the approved submissions to the relevant teams for implementation and is also responsible for tracking the entire process of idea submissions to closure. If they have an idea submission that has to be implemented across the location with the need of a locational team's intervention; the idea/s are passed to the Locational QFT
- All rejected ideas are thoroughly checked and accordingly the feedback is provided to the Idea Generator
- The Locational QFT evaluates ideas submissions flowing in from the Process QFT and support teams. The approved ideas for location wise implementation is passed to the relevant teams
- The Locational QFT approves and rejects ideas as per guidelines and transfers breakthrough ideas for global intervention. The breakthrough ideas are taken via Project Charters to the relevant Senior Management and are moved out of the tool to the Global Working Committee

#### Action Taken

Following were the steps taken to implement the strategy:

- A centralised in-house technology platform was designed for employees to submit their ideas and consequently employees had to undergo a mandatory training on Kaizen framework with self-assessment
- A global campaign was launched citing idea generation examples across different industries and social settings
- A dedicated microsite on FirstInnovate was launched on the company's Intranet, FirstWorld, which showcased the idea generators and a brief on their approved ideas
- A dashboard was designed to provide a complete view of ideas generated, implemented or closed across levels in the organization

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director & CEO	Rajesh Subramaniam
Industry	Business Process Mgmt	CHRO	Soma Pandey

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

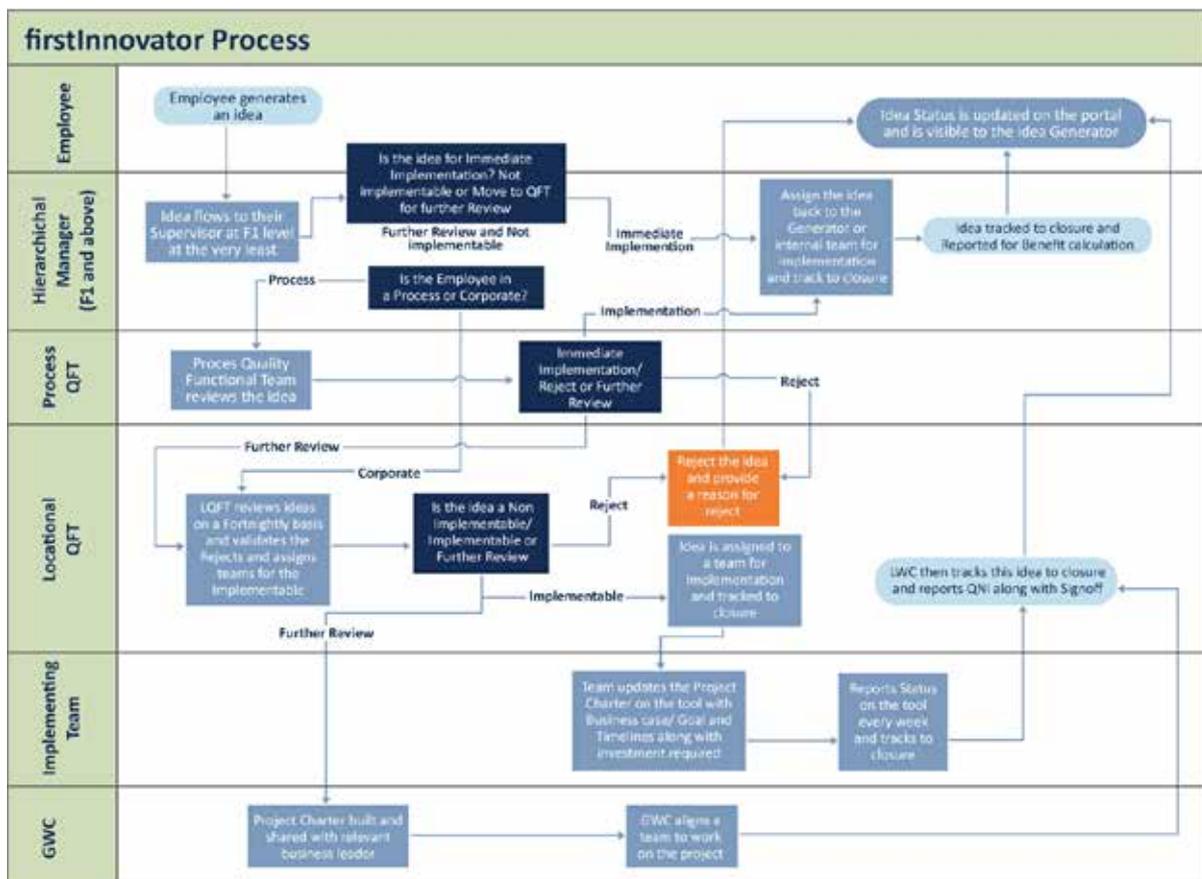
- Rewards and recognitions were introduced to motivate employees submitting innovative ideas

## Results

- The company witnessed employee participation across levels, businesses and geographies as approximately more than 1,040 ideas were submitted on the tool, with more than 1,700 unique logins on the tool.
- An idea on invoice description mismatch and a system on reducing the search time for verification details was expected to save approximately USD 7,000 pa. An idea submission on the audit process for the business, focusing on creating excel macros that highlights mismatch fields was expected to save USD 1,500 pa with the process being automated.
- Further, adding a small step of mistake proofing helped to reduce time taken to process work items. The proactive enhancement of the internal validation tool with a new business rule led to a smooth flow of process, by avoiding unnecessary delays.
- An 'Excel Based Automation' was introduced to identify fields where data was missing. This automation ensured 100% quality check along with improved process accuracy and avoided manual efforts. A glossary of commonly used terms in the mortgage business helped associates to process documents on a faster pace while creating standard templates improved efficiency among the associates.

## Way forward

Firstsource intends to create employee awareness with the help of FirstInnovate awareness video, road show slides and new joiner's induction module. Along with a goal of one idea per employee per year, the company intends to implement rewards and recognition to employees involved through the idea generation, idea review and idea implementation process. Firstsource also aims to complete first level review and response to idea generator within 48 hours.



## Company Background

Firstsource Solutions Ltd (Firstsource) provides customized business process management services to more than 100 clients in India, US, UK, Philippines. The company's service offerings include solutions covering complete customer lifecycle across healthcare, telecommunications & media and banking, financial services and insurance verticals.



## Hilti India Private Limited

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Dun & Bradstreet D-U-N-S® No 86-219-7373

### Hilti India's Strategy Approach to Training & Development

Hilti India believes that sourcing the right talent is a challenging task, followed by retaining and keeping them engaged. Employees in the corporate world constantly look for opportunities that could help them enhance their work profile which will develop them professionally. Constantly training & developing employees is one of Hilti India's main leadership strategies. Hilti India has adapted the following approaches to provide learning opportunities to the employees:

- a. **Harvard @ Hilti** - Hilti India has partnered with Harvard Business School to offer 40 online courses at a certain cost. The modules, a blend of different learning styles, are accessible to all employees and are based on learning, performance support, critical management skills and long term self-growth strategy.
- b. **Field Trip Reports** - Hilti India has approximately more than 50% of its workforce engaged in sales and on-field activities. Every Account Manager is accompanied by their Team leaders on the field few times a month. A detailed 'Field Trip report' is generated by the Team Leader entailing feedback and highlights from the field visit with the employee. The review is based on the 6 Red Thread Dimension competencies, ensuring complete feedback to the employees.
- c. **The Outperformer** - A Global Management Development Program that provides extensive exposure, varied learning opportunities, mentoring from top management of the company and business management training to handle a leadership role in the future.
- d. **Women Advisory Council (WAC) Committee** - Hilti India launched WAC representing the female fraternity of Hilti India. WAC is a diverse group of women belonging to varied tenure, functions, experience, education and personality types. This group was formulated with the following objectives:
  - Bringing the concerns of female team members to the leadership in order to voice their opinions with courage
  - Mentoring, encouraging & developing female talent through special development programs towards leadership positions in the organization
  - Making Hilti India an attractive place to work for women
- e. **Segment-Business Improvement Teams** - Dedicated teams of Business Developers and Account Managers focus on building respective segments along with knowledge sharing, scaling up application successes and segment strategy steering calls.
- f. **I-TAP (International-Talent Advancement Program)** - The program involves a business project using an actual business case at Hilti India through which employees are challenged to analyze, develop and present a realizable and value-adding solution to the organization.
- g. **Shadowing a member** of a different team for an aspirational role has helped employees to understand the particulars of a job without making the commitment to the role. This has also helped Hilti India to accordingly match right people to the right job.

Company Details		Management Details	
HR Segment	Training & Development	General Manager	Jayant Kumar
Industry	Electric & Electronic Products	Director - HR	Sanjay Chaturvedi

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

Hilti India has also designed following initiatives through various mediums and learning experiences including online, classroom, peer learning, coaching and blended approaches.

- Gateway to Success, a six-month long integration program to integrate new hires into the system and familiarize them with relevant stakeholders and company product
- Emerging Leadership Program and Development Centre are opportunities created to develop top identified talent for leadership roles within the organization
- Fast Leap Journey is an initiative providing feedback to new team leaders to improve their skills and efficiency as a team leader
- A position of a Process Expert allows the incumbent to achieve a high level of exposure across all functions and high level of interaction with the senior management
- Fuse, an online learning platform has training material and information on company's products, policies, soft skills, compliance matters and competency building
- The company also operates a functional and stocked L&D house which offers variety of soft skills and competencies for employees
- Individual Development Plan serves as a document that captures developmental plans, employee transition to the next role and strengths, mobility and aspirations of the individual
- Peer Council is a platform that connects employees with their skip level managers to discuss real life challenges while being mentored and coached by top management



### Company Background:

Hilti India Private Limited (Hilti India), a subsidiary of Hilti Group, commenced its direct operations in India in 1997. The company provides wide solutions in the fields of software for design, products and tools for work, onsite training, repairs and consultancy. Hilti India is the exclusive importer and distributor in India of all Hilti products manufactured all over the world.



## Indian Oil Corporation Limited

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Dun & Bradstreet D-U-N-S® No 65-004-9216

### IndianOil's Prison Retail Outlet Run by Women Ex-Inmates

IOCL joined hands with the Special Jail for Women at Chanchalguda Central Prison, Hyderabad to set up IOCL's first Retail Outlets (RO) operated by women former inmates. The RO is operated by select released woman prisoners and managed by prison authorities of Special Prison for Women.

Women prisoners, once released, face difficulties in gaining societal acceptance which leads to unemployment and survival issues. In order to help them regain pride, dignity and responsibility, IOCL along with Telangana State Prison Department designed the new initiative of deploying released women prisoners in Ros. This would assist these women in taking care of themselves and their dependent family members. Many such women have managed to support their households from the wages they earn along with financing their children's further education. The wages earned in the ROs are reported to be higher than any other petrol pump, ensuring a comfortable living for their families.

#### Process

The Special Jail for Women at Chanchalguda Central Prison has been operated by Prison Department, Telangana State. Released women prisoners are selected as Customer Attendants and are sent for On the Job Training (OJT) for two weeks at the nearby outlet Superintendent of Jail (Hyderabad), Chanchalguda, which is operated by the inmates of the men prisoners.

The following OJT knowledge is imparted to these attendants:

- Functioning of various dispensing units - preset of volume, amount for delivery; zero & amount display
- Customer Services - guiding customers to correct island, greeting customers & asking for fuel requirement; providing automated printed bill and thanking customers
- Knowledge on product, quality and quantity parameters
- Training on safety measures - types of fire extinguishers in petroleum installations, use of dispensing unit's emergency shutdown button, dos & don'ts in the driveway
- Imparting the knowledge about the underground storage tanks and water finding methods
- Automation process pertaining to transaction records; auto DSR, entry of receipts, various interlocks and Auto Tank Gauges
- Daily records like DSR and density record
- Accounting procedure such as opening and closing of dispensing units meter reading; stock reconciliation, shift-wise and nozzle-wise stock and amount reconciliation

#### Placement of Customer Attendants

During the OJT, the jailor, warder and other supervisors interact with the trainers. After completion of OJT, the CAs are put on job at M/s Superintendent, Special Jail for Women as a helper to existing main Customer Attendants for 2-3 days. During the period, psychologist/counselor interacts, motivates and guides the helpers. Post the interaction sessions, they are placed as Customer Attendants at particular dispensing units according to their choices.

Constant feedback is received by counselor/jail staff pertaining to the job satisfaction and difficulties of the attendants. Women who are unhappy with the task will be shifted to another job such as tailoring, book binding or bakery, according to their skills and eligibility.

Company Details		Management Details	
HR Segment	Social Impact	Chairman	Sanjiv Singh
Industry	Oil & Gas	Director - HR	Ranjan Kumar Mohapatra

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

An IOCL field officer imparts on the field training to attendants and prison staff during his quarterly visits. The field officer also provides training to all attendants pertaining to safety, operation and customer services with help of standardized videos and presentation.

### **Impact**

The motto behind establishing these ROs was to provide a chance to the deserving released prisoners who received a monthly salary of ₹ 15,000. According to the state, this focus serves as a social rehabilitation initiative for those released from prison.

This initiative has boosted the morale of the released prisoners especially women who face social isolation and disregard. The All Women-Run RO has helped released women prisoners to blend with the society and lead a normal life.

The business proposition has created a win-win situation for the following stakeholders:

- A revenue generation model for the Prisons department through fuel sales and monthly lease rentals from IOCL for the land
- Fuel earnings help in minimizing the financial burden of the Prison Department on the shoulder of the Government
- The inmates operating at the pump, acquire new skills, thereby enabling them to interact with the general public and gaining social acceptance
- This social rehabilitation effort of IOCL helps the released prisoners to create a mindset of not being prisoners of their past
- Prison outlets have served as an avenue to sell items like notebooks, towels and other articles produced by prison inmates which have been made available to customers at a competitive price

Presently, there are 15 such IOCL outlets in Telangana, generating a net profit of approximately ₹ 100 million per annum. Apart from the 15 outlets in Telangana, three outlets have been opened in the neighboring state, Andhra Pradesh.

With the positive impact of the initiative, the Telangana government expressed its plans to open approximately 100 retail outlets in the following years on State highways and other major roads, as a part of the state's plan.



### **Company Background**

Indian Oil Corporation Limited (IOCL) is involved in the business of refining, transportation and marketing of petroleum products. The company has also expanded its operations across hydrocarbons value chain – upstream into oil & gas exploration & production and downstream into petrochemicals. The company has also diversified its operations into natural gas and alternative energy resources. IOCL has a network of approximately over 47,800 customer touch points.



Employee Engagement

## Infiniti Retail Limited

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

### Ensuring High Employee Engagement at Infiniti Retail (Croma)

One of the biggest challenges for Infiniti (Croma) was to engage retail shop floor employees during working hours. Moreover, having a two-way communication with front-end employees was a hurdle as most of them do not have direct access to Corporate emails. The company needed to design a focused employee engagement plan that would lead to reduction in employee turnover and higher productivity, which could in turn translate to positive customer experience. This would also provide a roadmap for individual growth and development through various interventions which drives a culture towards organizational values.

To build an engaging workforce that would drive the growth of the organization, Infiniti introduced new initiatives along with the focus on ongoing activities, which are as follows:

- a. **Engagement Activities** - Infiniti conducted a survey which helped organise theme activities for employees to participate across regions. Special days such as Store Anniversaries, festivals, traditional days, Independence Day, Retail Employee's Day, Women's Day etc are celebrated in the stores. Moreover, competitions, potlucks, cricket matches and talent hunts are organised across all stores.

To mitigate the challenge of communication, the organisation introduced Base Station App, where employees could access digital content along with other engaging interventions on a single platform.

- b. **Rewards & Recognition** - CHEERS (Croma Happy Employees Engagement & Recognition System) is a platform which recognises and rewards employees on performance and behavioural parameters. This motivates the employees and reinforces their positive actions to an overall improvement in service standards and customer interception. The annual awards function also recognises employees across stores, support offices and regional offices, who have excelled in their performances.

- c. **CSR activities** - Activities undertaken to engage the employees towards social consciousness includes:

- Creating awareness on the importance of safe disposal & recycling of electronic waste with the impact on the environment
- Engaging youth through the National Apprenticeship Promotion Scheme across stores with an objective to put them through an in-depth training, imparting skills and knowledge thus making them employable for the retail industry
- To create a more inclusive workplace, the organisation is in the process of recruiting people with disabilities (orthopedically challenged) and mapping them to the respective stores with proper training
- Volunteering initiatives such as distribution of basic necessities to the under privileged sections of society; conducting sapling plantation, cleanliness, road safety and environment conservation, blood donation drives along with mentoring, engaging and conducting learning sessions at NGOs
- Contributions from customers and employees towards Tata Medical Center & disaster relief fund are accepted

- d. **Health, Wellness & Safety Initiatives** - Health & dental check-ups, ergonomics session, yoga sessions, fire drills and safety audits are conducted for employees. The team members of the Safety team are trained and certified on the Basic Safety, Emergency Response Techniques and First Aid. Infiniti has partnered with the Tata Group Safety Excellence Team and Chola MS Risk Services to identify potential risk areas related to health and safety at the sites.

Company Details		Management Details	
HR Segment	Employee Engagement	Chief Executive Officer	Avijit Mitra
Industry	Retail	Assistant Manager- HR	Sarita Mukhopadhyay

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

### e. Communication mediums -

- CEO / Leadership team addresses the employees/support staff through various platforms such as Well forums, open sessions/well sessions, interactions during store visits, email communications and video broadcasts
- Daily briefings are conducted by Managers across stores
- Shikshan, conducted once a month, is a platform for managers/ trainers/HR to address the entire store pertaining to topics such as process changes, new product arrivals, schemes & promotions. It is also a platform where the managers/ trainers/HR conduct motivational and development activities which encourage learning and growth
- Heartbeat, a newsletter circulated every alternate month includes updates pertaining to customer appreciation, employee experiences, CSR, rewards & recognitions, HR & learning, health & safety and updates on group companies
- HR Desk, Open House & Let's Catch Up sessions are held to discuss issues or grievances and provide suggestions and ideas in the organisation
- Share with Us, a platform which allows the employees to communicate any concerns which conflicts the Company's values and culture
- Different mediums are used to capture the Voice of the Employee pertaining to areas of engagement, learning, safety and driving a healthy organization culture by revisiting employee policies, if required
- Channels such as the whistle-blower and TCoC (Tata Code of Conduct) reporting are mainly used to report any deviations from the prescribed Code of Conduct and policies
- 30 – 60 – 90 Review is done by HR with new joinees in the stores on completion of 30 days, 60 days and 90 days in the system

### **Impact**

- There was a consistent increase in the Employee Satisfaction Survey (ESS) Loyalty Score and Employee Net Promoters Score (eNPS). These scores are generated through regular surveys conducted across all grades, units and Croma stores. These surveys help to understand the employees' perception of work environment, culture, identify job satisfaction levels, loyalty index and accordingly identify areas of strength and opportunities for improvement in the organisation.
- The attrition rate of Infiniti almost halved from 35.3% in FY15 to 15.73% in FY18, indicating the positive impact of the initiatives.
- Increase in the Customer Net Promoter Score and positive trend in the mystery audit scores (generated through surveys) highlighted the satisfaction level of customers which reaffirmed the consistency and improvement in the engagement of the employees

### **Company Background**

Infiniti Retail Limited (Infiniti), a wholly-owned subsidiary of Tata Sons, operates under the brand name of Croma. 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. The company has over 120 consumer durables and electronic stores across 25 cities and also operates through its webstore.



## ITC Infotech India Limited

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**Dun & Bradstreet D-U-N-S® No 91-643-7759**

### ITC Infotech's Technological Approach to HR Practices

In order to optimize HR operations with technology, ITC Infotech adapted two innovative approaches:

1. Maya - The HR Chatbox
2. HIRE Alchemy using Artificial Intelligence (AI)

#### A) MAYA - THE HR CHATBOT

Most organizations assign personal assistants to C-level executives. However, ITC Infotech aimed at providing a personal assistant to all employees with the help of a digital HR buddy called Maya. Maya was conceptualized as chatbot application, having a distinct personality with an overall understanding and knowledge of the organization. Maya was made available through interactive chat/voice interfaces on desktop browser and mobile application with the following capabilities:

- Possesses adequate knowledge on the organization's policies as it immediately answers queries pertaining to policy or procedure
- Can search the enterprise knowledge repositories (over 850 sites containing thousands of documents of various file types) in a short period of time
- Provides generic information, understands user's query and provides specific information pertaining to the user's location, grade, department or other parameters
- Looks into back-end systems (such as ERP, CRM, Planning system) and performs task or fetches details for the user based on access rights
- Answers queries about different functions and SPOCs such as reimbursements, training etc
- Acquires new skills & knowledge on a daily basis

#### Benefits of Maya

- This is an interactive interface available on desktop browser and mobile application, which not only saves time but enriches employees' experiences.
- Maya is aware of the SPOC for certain departments/activities along with the changes in the latest organization structure. Further, Maya provides information with contact details including the presence of the person in office.
- Maya undertakes surveys pertaining to employee satisfaction, joining & training experience for new employees and feedback of services received from support functions.
- Maya provides updated information on Enterprise Performance KPIs such as Revenue, Growth, Margins and Headcount.

One challenge faced is the requirement of timely intervention whenever Maya is unable to answer queries. However, the company is adding more skills/knowledge to Maya's existing capabilities. The company intends to focus on building prediction models and improving prediction accuracies with the integration of business intelligence and actionable insights capabilities seamlessly through voice and chat interface.

#### B) HIRE ALCHEMY USING AI

With the talent acquisition function undergoing a transformation with changing demand and technology, there was a need to realign the team towards adapting new technologies with a sustainable positive impact

Company Details		Management Details	
HR Segment	HR Innovation	Managing Director & CEO	Sudip Singh
Industry	IT / ITeS	CHRO	Anand Talwar

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

on the function. The changing industry trends largely emphasis on specialized hiring, proactive sourcing, use of technology and candidate engagement. The company's challenges in recruitment were as follows:

- There were different application tracking systems for recruitment in India and US. Tracking facilities for other geographies including Europe were absent
- The resume database was outdated and was impacting recruiter productivity. Further the search function in the Applicant Tracking System (ATS) was inaccurate which was leading to irrelevant results impacting recruiter productivity and TAT to resume submissions
- Traditional job postings in Career Portal were not yielding enough inbound applications leading to higher dependency on agencies with increased hiring costs
- User experience in a traditional ATS was sub optimal

The company wanted to have an end-to-end global ATS on the cloud in order to bring in transparency and scalability. There was the need to have an updated resume database and to standardize search function (through use of AI) to improve submission time, recruiter productivity, sourcing effectiveness and user experience. There was also a need to have automated assessments

The company eventually chose to implement a cloud-based ATS globally and plug in platforms which offered features to automate the key challenge areas faced by the company.

Following were the initiatives undertaken: -

- **Kenexa Brassring Implementation** - Implemented Kenexa Brassring as the Global cloud based ATS and integrated with an inhouse ERP system for a seamless data transfer.
- **Database Refresh** - The company synched up with a Job Board database to compare and update database records through a middleware. Approximately 30% of the company's database was updated.
- **Automated Search & Match, Auto Sourcing and Analytics** - AI techniques like Machine Learning, Pattern Learning and Deep Learning reduces hiring time, recruiter & hiring manager efforts and improves use of internal database with reduced cost. This platform also helps in auto sourcing, JD recommendation and reaching out to candidates in an automated manner.
- **Inbound and Outbound Sourcing** - Inbound hiring offers a platform which automatically posts company's open jobs to multiple job boards & networking sites thereby attracting applications. The AI powered platform screens the applications and provides recommendation which are suitable to the job within the existing ATS. Outbound recruitment helps to source candidates who are passive through social network platforms, online forums and professional networks. Leveraging AI, the platform converts available data into meaningful insights and designs personalized reach-outs to candidates.
- **Automated Interviews/Assessments** - Online & video assessments and digitalized assessment platforms improves lead time to assess candidates effectively, eliminates assessment bias, improves quality of hire and creates enhanced candidate experience.
- **Employee Referral Gamification** - Gamification of entire employee referral was held with leaderboards, loyalty points, redemption of points and integration with Kenexa Brassring.

These initiatives led to the improvement in - company's brand in talent market, quality of hire, recruiters' productivity, sourcing effectiveness, enhanced decision making and candidate/employee experience & engagement. Going forward, the company intends to adapt digital signatures for appointment letters. Also, automated follow ups and documentation for onboarding have been initiated. Further, an onboarding chatbox application will be developed to improve candidate experience during application and onboarding process.

## Company Background

ITC Infotech India Limited is a technology services provider led by business and technology consulting. The company provides solutions to enterprises in supply chain based sector (CPG, retail, manufacturing, Hi-Tech) and services (banking, financial services, insurance, healthcare, airline, hospitality) with an infusion of traditional and newer business models. Some of the solutions include trade marketing & distribution, supply chain optimization, data engineering & analytics and digital banking solutions.



## ITC Limited

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### Living Well – ITC Limited’s Employee Wellness Program

As ITC rapidly expanded its FMCG businesses, it sought to create distributed leadership, developed talent and focused management teams. The business division of ITC felt the need to design interventions which were able to assist managers to address challenges pertaining to their personal and professional lives. An organization-wide engagement survey indicated the requirement to reassess the approach of work-life harmony among the employees. The company also felt the need to realign the value proposition to make it contemporary and attractive in order to retain and engage the diverse set of employees.

#### Actions Taken: -

The company classified the employee base into different segments based on patterns with their current life-stages along with their needs. The company also studied the latest research in the area and combined its findings with the insights offered by the renowned thinkers of the world in the area. While designing programs, the organization focused on needs rather than availability of resources.

On the basis of a seminal article in the area of wellbeing titled ‘Mange Your Energy, Not Your Time’, ITC formulated a 3-dimensional approach under a unified umbrella called ‘**Living Well**’. This included structured and targeted interventions under three dimensions:

- Providing Psychological Support
- Addressing Life-stage Specific Concerns
- Enhancing Health Awareness

These approaches were designed to strengthen the employee value proposition by reinforcing the company’s image of being a ‘caring organization’, thereby attracting and retaining superior talent across diverse segments. It was also designed to enable individuals to effectively address challenges in their professional as well as personal lives. ITC further segmented the interventions to cater to the needs of various critical talent segments by life stage specific support mechanisms designed to address their specific concerns.

#### A) Providing Psychological Support

Psychological wellbeing was identified as a focused area to assist the employees dealing with stress at home & workplace, anxiety and role-ambiguity in a dynamic workplace environment. A holistic ‘Employee Assistance Program’ was introduced across all our locations. Counselling, Self-help and Wellness services were provided to the employees over multiple channels on a voluntary basis, while maintaining complete anonymity from the employer.

#### B) Addressing Life-stage Specific Concerns

This dimension serves the following needs of individual as well as family members of employees across specific life stages:

##### i) **Bright Horizons**

The intervention was designed to assist managers deal with challenges pertaining to their children’s future career and education decisions. This would result in reduced investment of time and effort made towards arriving at the right options. Customized online platforms are provided to assess the stream & career suitability for manager’s children.

Company Details		Management Details	
HR Segment	Employee Engagement	Divisional Chief Exec. ITD	Sandeep Kaul
Industry	FMCG	Executive VP - HR, ITD	Swarup Panda

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

## ii) STEP (Support Towards Effective Parenting)

S.T.E.P. was initiated with the intention to provide working parents with ongoing support & inputs related to parenting. This would help them address the challenges associated with balancing & fulfilling their role effectively as parents and professionals. ProEves, a parental support services agency, provides expert led parenting workshops, parenting newsletters and childcare concierge services.

## iii) D.E.C.S (Dependent & Elder Care Support)

The organization proposed to develop a life stage specific support mechanisms for employees with elderly parents with respect to providing critical support services such as hospitalization, emergency response, medicine management; sharing information through magazines, workshops, qualified experts and creating avenues for engagement of elderly people such as meet ups, opportunities for community contribution etc.

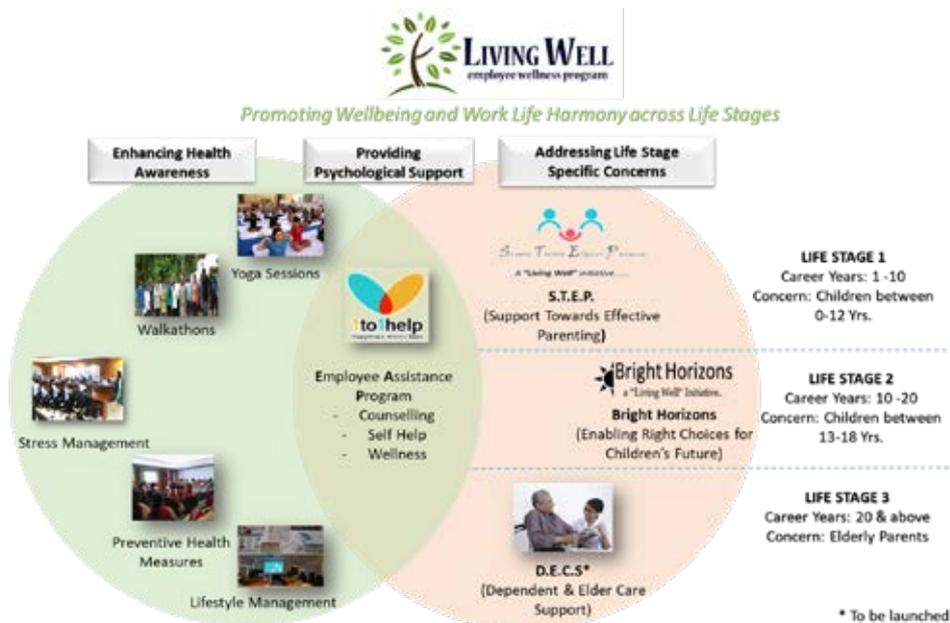
## C) Enhancing Health Awareness

Physical well-being has always been a vital aspect across all units of the company. Interventions, programs and workshops are organized in order to reinforce the importance of adapting a healthy lifestyle. A series of year-round programs were designed to promote awareness towards aspects of individual wellbeing, consisting of knowledge sharing sessions pertaining to sleep & diet management and preventive measures against various chronic diseases. Experiential events such as fitness classes and walkathons were also organized. These interventions witnessed an increase in employee participation by over 70% as compared to the previous year.

### Impact

The delivery of specific interventions was carried out with the help of service providers possessing expertise in the area. The organization designed regular communication and cascades of the programs to the managers, including one-to-one explanation pertaining to the life-stage specific services.

The organization witnessed a rise in the engagement index scores of the managerial and administrative employees, decrease in attrition rate and increase in the participation of the managers in the interventions. For instance, the positive impact of the interventions could be gauged from that fact that 80% of the target population benefited from 'Bright Horizons' initiative.



### Company Background

ITC Limited (ITC), incorporated in 1910, is engaged in the business of FMCG, Hotels, Packaging, Paperboards & Specialty Papers and Agri-Business. ITC has approximately 200 manufacturing units, 100 hotels across 70 locations, 25 FMCG Mother Brands and 32,000 ITC Group direct employees. Some of the brands under ITC include Aashirvaad, Sunfeast, Fabelle, Sunbean, Essenza Di Wills, Fiama, Vivel & Wills Lifestyle.



## Nestlé Skin Health India Private Limited

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 Dun & Bradstreet D-U-N-S® No 91-845-2439

### Developing Internal Talent for Key Sales Roles at Nestle Skin Health

Being an inwardly focused sector, Nestle Skin Health faced challenges in terms of tough competition for the same talent pool, high cost of hiring external talent and onboarding & training costs, early exits among new hires and attrition of high-performing employees and unsuccessful transitions within the organization.

Accordingly, the company sought to do the following: -

- Build an engaging sales workforce who are ready to take the big leap in the organization
- Realign structures along with focus on efficient processes
- Create and share best practices across businesses
- Focus on open & collaborative environment
- Balance the workforce at all levels in the organization and reduce attrition

### The People First Strategy

Nestlé Skin conducted conversations with experts, leaders & field force, studied the best practices to gain insights and accordingly designed strategies for developing & nurturing right talent in the organization.



Subsequently, it designed the following two strategies towards capacity building:

- GEMS
- iLEAD (Interactive Learning Engagement and Development)

### A) GEMS

GEMS is the foundation of a lifecycle-based development program designed for a future-ready salesforce. This program facilitates transition from an individual contributor to a managerial role, builds a strong pipeline for sales organization and increases internal growth opportunity. This program is conducted in partnership with premier training companies/universities. The program, conducted through e-learnings, on-the-job projects and coaching sessions, is spread over a span of 12 months with nine of days of classroom trainings. It is a three-staged intervention focused on Self-Management, Team Management and Customer/Business Management and categorized into three waves, namely:

Company Details		Management Details	
HR Segment	Talent Management	MD – South Asia	G. Sathya Narayanan
Industry	Pharmaceuticals	Head - HR (India)	Dr. Harshad Jadhav

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

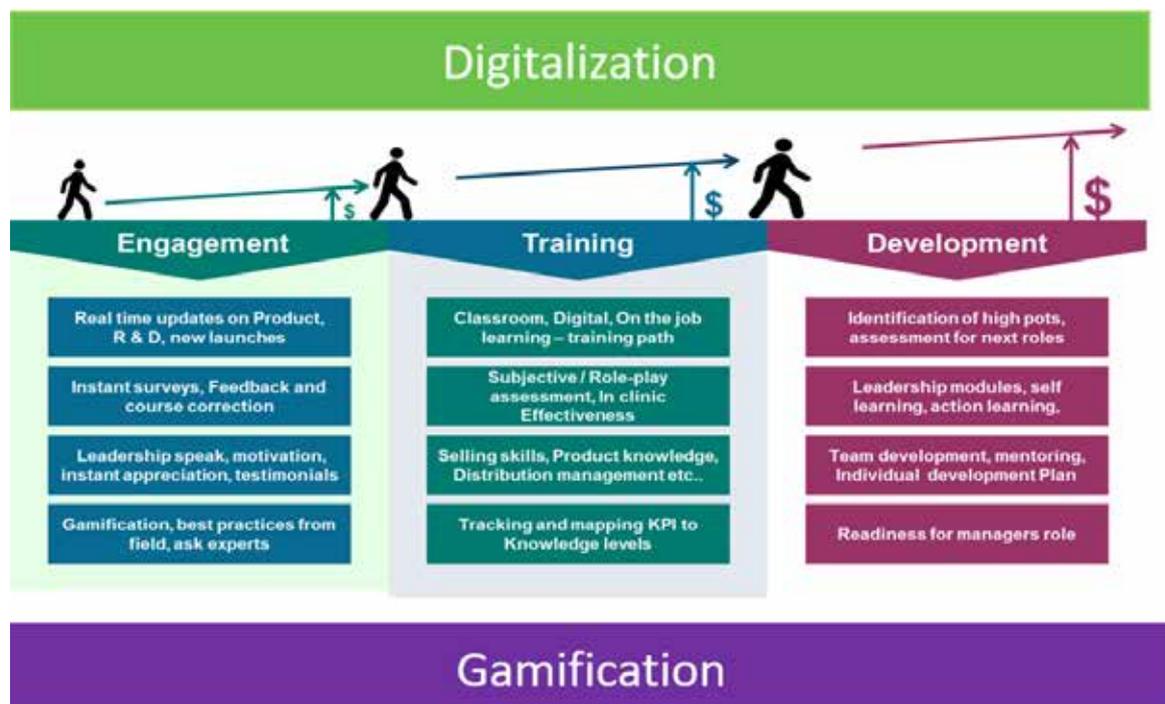
- Wave 1 - Building individual effectiveness
- Wave 2 - Building team effectiveness
- Wave 3 - Building business & customer centricity

The participants attend program prior to assuming the role. However, the company develops the internal talent through a holistic assessment of performance and potential. The employee undergoes internal and external assessments. Meanwhile, the company looks for qualities such as aspiration to rise to senior roles, ability to be effective in undertaking responsible & senior roles and engagement to commit to the organization during challenging roles.

## B) iLEAD

iLEAD is a digitalized solution created for employee engagement, training and development activities. iLEAD is a 24/7 app, where important updates reach employees at the click of a button. Approximately, 95% of the employees downloaded the app during the first month of launch. This digitalized solution caters to:

- **Communication/Engagement** - Leaders engage with the teams through videos, while employees watch and react to the videos and earn points. This drives competition amongst employees to share best ideas and practices.
- **Induction/Building Foundation** - Recruited candidates download the mobile app and access the pre-joining training programs containing knowledge and sessions of the company. Interactive digital content is published which helps in enhancing learning experience of learners.
- **Capacity Building** - Leaderboards are created for participation and assessment of capability building exercises. The app enables employees to remotely avail behavioral training programs



### Impact

These initiatives have positively resulted in reduced attrition, junior & mid-level positions being filled through internal high potential employees, enhanced employee engagement, higher productivity levels and improved business results thereby helping Nestlé Skin build a better workplace.

### Company Background

Nestlé Skin Health India Private Limited (Nestlé Skin), formerly known as Galderma India Private Limited, is a part of Nestlé's global business portfolio. Nestlé Skin offers a wide range of leading medical and consumer skin health brands, through three business units: prescription, aesthetics (both under the Galderma brand) and consumer care.



## Piramal Realty Private Limited

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**Dun & Bradstreet D-U-N-S® No 87-400-2650**

### Sales Transformation at Piramal Realty

Following private equity investment in Piramal Realty to the tune of US\$ 434 mn, the annual target of the organization was increased by 3.5 times vis-à-vis the previous year’s achievement. In order to meet this target, it was necessary to increase productivity, boost team morale, hire a talented workforce and develop an employee-centric engagement strategy. However, the company began to observe challenges when it came to employee engagement and lack of buy-ins from the business as well as stakeholders.

The organization’s vision for the financial year was to increase its annual operating plan by 3.5x of its current portfolio along with:

- Improving quality of hires and increasing employee engagement
- Capability building of sales team by improving productivity of the team by two-fold
- All the luxury projects and high-budget clients are required to be handled with special attention
- Retaining the Piramal Culture and Piramal Way of selling
- Restructuring sales incentive and leadership development

### Action taken

In order to build a robust sales team, Piramal Realty focused on evaluating competition and observing market trends along with the following approaches:

- Recruitment** - The main task was to on board candidates. With the requirement of workforce, Piramal Realty aimed on sourcing candidates from other sectors and focus on the following:
  - **Cross Talent Hiring** - As per the National Skill Development Council (NSDC), real estate and construction sector is expected to require over 66 million people by 2022. Additionally, the industry is facing the challenge of training the existing workforce with the right skillset for the right job. Real estate industry hiring managers have been witnessing candidates from hotels, retail, premium luxury products and automobile segment moving towards the real estate industry for real estate sales.
  - **Diversity Hiring** - Recruiting women employees encouraged diversity hiring in the salesforce of the company. As per past records of the company, the average productivity of women employees was twice as that of their male counterparts.
  - **Campus Hiring** - Piramal Realty has a robust Management Trainee program, where individuals are hired from various B-schools. The trainees undergo on the job training with gradually increase in targets.



Company Details		Management Details	
HR Segment	Transformational Change	Chief Executive Officer	Naaman Atallah
Industry	Real Estate	Head - HR	Aditya Adyar

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

## b) Learning & Development

- **Sales Capability Training** - Piramal Realty partnered with REMI (Real Estate Management Institute) to provide customized workshops with certifications designed for the real estate industry. The objectives of the workshop were - to help employees understanding the 'Piramal Way of Selling', revive their understanding on key sales and develop techniques which are linked to the 'Piramal Success Factors'.
- **Sales Induction Boot Camp** - The induction boot camp helps the new hires to be well-versed with the legal aspects of real estate along with various terminologies and accordingly conduct role plays to enhance sales skills. A comprehensive training module is being developed with the help of Piramal Learning University.
- **Luxury Training** - The projects at Piramal Realty are premium projects and the potential buyers are ultra-High Net Individuals. Hence, there was a need to train and groom the employees with proper corporate etiquettes as they interact with customers on a regular basis.
- **Leadership Development Centre** - A leadership development centre was conducted to gauge the skills possessed by an individual. Piramal Leadership Series are the courses designed to help individuals develop their leadership skills.
- **Grooming individuals** - New hires are assigned buddies at the site, who help them during the initial days of joining the organization. Various trainings and knowledge sessions are imparted to the new recruits.

## Cultural Shift

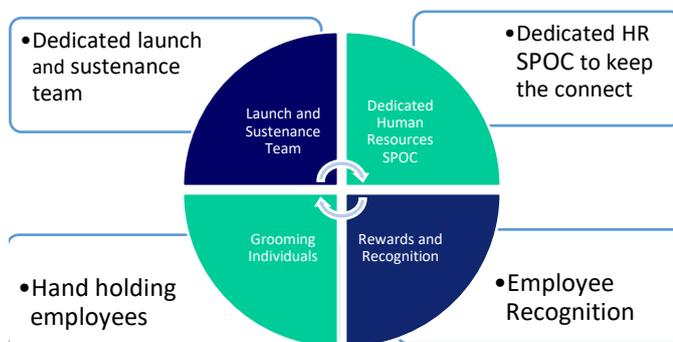
c) **Bifurcating the teams** - The sales team was bifurcated into launch and sustenance teams. While the former would conduct the launches, the latter would contribute towards their individual sites sales.

d) **Compulsory Week Off & Block Leaves** - Post a busy week at work, the sales team could take a compulsory week off on Monday, as there are minimal client visits at the site. To provide a much-needed breather with time to rest, block leaves have been introduced, so that sales managers return with the zeal and enthusiasm post the break taken.

e) **Dedicated Human Resource Team** - A SPOC (single point of contact) from HR team was assigned to help employees with queries and grievances, resulting in timely response and resolution of employee concerns.

f) **Rewards & Recognition** - The recognitions are provided to the salesforce team for performance as well as displaying values. Two sales managers were awarded Chairman's Award and many were nominated for displaying dedication towards work and the values.

g) **Restructuring sales incentive** - The need of restructuring was identified post conducting the benchmarking survey. Sales managers with higher productivity were rewarded. The new incentive scheme increased the earning potential of sales executives.



## Impact

The sales capability building training helped the sales managers to sharpen their skills and have a better conversion on the deals. The corporate etiquette and grooming training module provided sales managers a finesse in dealing with the clients. The cross talent hiring brought managers from luxury brands to be a part of the real estate industry. The restructuring of sales incentive scheme and provisions of non-monetary benefits for generating business, boosted the morale of the managers. These interventions helped the organization to achieve 3.5x targets with a 2x increase in productivity of sales managers.

## Company Background

Piramal Realty Private Limited (Piramal Realty), founded in 2012, is the real estate development division of the Piramal Group. The company has commercial & residential projects in Maharashtra, with more than 15 million sq ft of land under development. The company's partners include architectural innovators KPF, Fosters, Make, HOK, KPF and Callison, international structural consultants BuroHappold, security and transportation experts Max Security and vertical transportation experts Lerch Bates.



## Sigma Electric Manufacturing Corporation Private Limited

154/1, 155/1, Post Mahalunge Village, Chakan - Talegaon Road, Pune - 410501, Maharashtra  
Tel: 91-2135-307100

Email: amusale@sigmaelectric.com; Website: www.sigmaelectric.com

Dun & Bradstreet D-U-N-S® No 86-217-2889

### Sigma Electric's Paperless HR Processes

Manual intervention in the HR processes in Sigma Electric resulted in time consumption, inconsistency and non-accuracy of data towards external audit with delayed processes. The organization's HR processes and services were not up to the mark, with delay in paperwork causing concerns in coordination. Also, maintaining an MIS was a challenging task due to huge data entry records. There was an outdated HR system for recording attendance, which was not contributing to the overall process.

The company, therefore wanted to meet the following objectives:-

- Simplifying the routine HR work while enhancing productivity and performance
- Digitalizing HR system with focus on paperless processes
- Making HR processes user friendly with cost effective solutions
- Designing HR solutions/applications with inputs from the employees/managers/stakeholders
- Reducing process and administrative time thereby eliminating errors and improving accuracy
- Optimizing HR processes through technology

### Action Taken

The company chose to adopt a mix model comprising internal IT with the intervention of external vendors. It created a cross-functional team (CFT) of HR and IT, thereby setting an agenda for three years to complete the HR automation. The organization chose scalable technology for in-house development and identified consultants. Trainings were provided to the respective teams on the required HR Process design. HR & IT CFT met key stakeholders from businesses including managers/HODs/employees to understand their expectations pertaining to HR systems & processes. Accordingly, the HR process was redesigned with the required information.

The CFT of HR and IT developed and launched 29 applications in span of three years, some of which are:

- **My Sigma Portal** - Announcements of new hires, confirmations, birthdays & service anniversary celebrations, events, personal data Information could be sourced from the portal.
- **Attendance Recording System** - Manages time and attendance of work force with integration of payroll. The system helps the managers in leave and time management in the organization.
- **Interview Assessment** - Online Assessment of candidates and approval flow based on grades, roles
- **Internal Job Posting** - Tool for employees to apply for Sigma's internal jobs
- **I Refer** - Employees can refer their friends, acquaintances through I Refer portal, an end to end employee referral management tool.
- **'Aarambh' Onboarding Portal** - Guides new hires, connects them to buddies, managers and peers and helps them to gain productivity in the organization.
- **Performance Management System (PMS)** - Portal containing online mid-year review/annual year review of goals/competencies & individual development plan. Also, real time feedback can be provided to managers/reviewers.
- **ASK HR** - A one stop shop for all HR transactional services pertaining to online requests, raising queries, raising call logs for HR Application, providing suggestions on HR Policies/HR Applications
- **Employee Portfolio** - A one-page view on the employee's entire professional movement in the company

Company Details		Management Details	
HR Segment	HR Innovation	CEO & President	Viren Joshi
Industry	Engineering	EVP – Global HR	Umesh Joshi

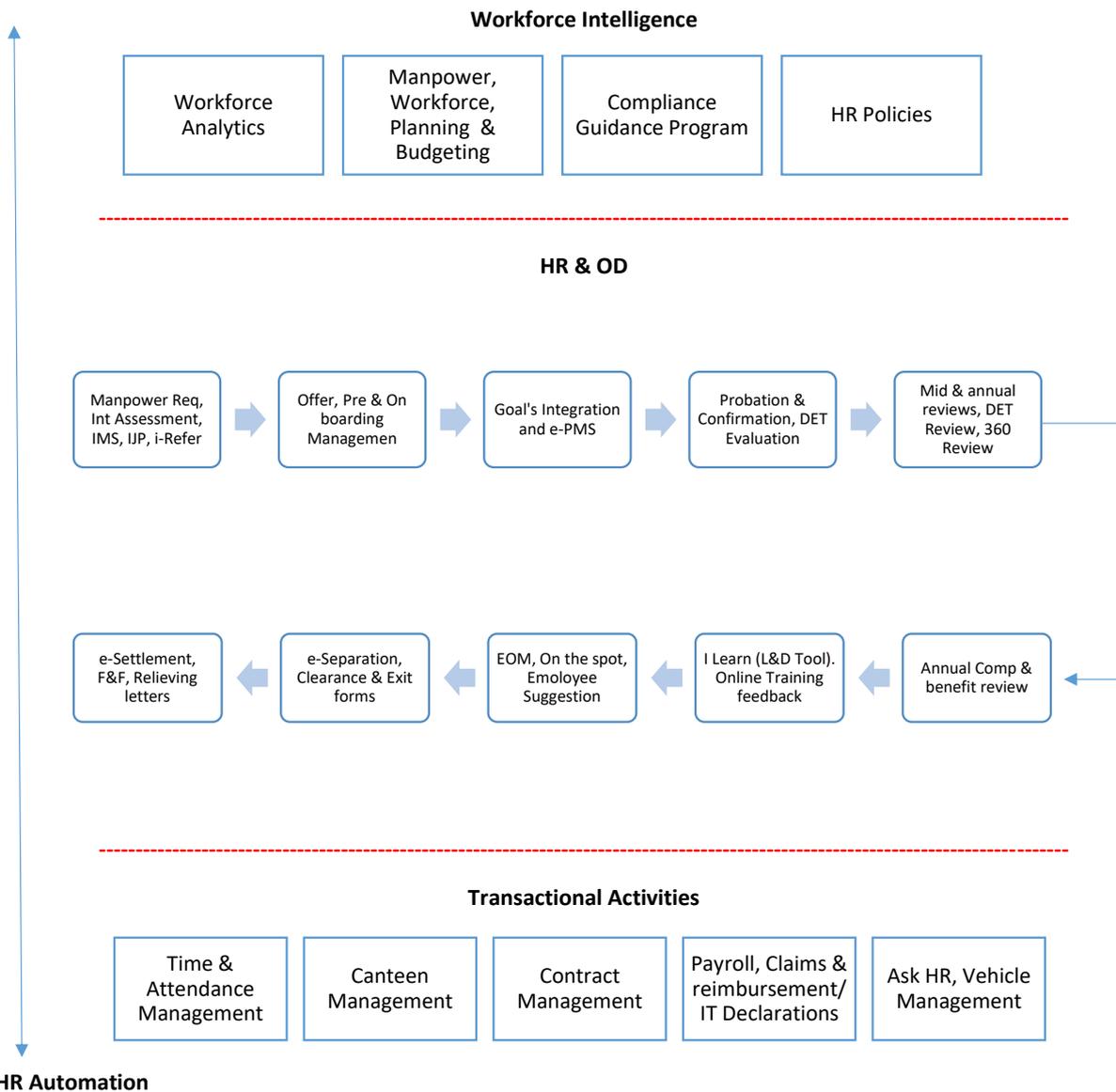
Case study details as provided by the company; Tabular details as provided by the company and from its website

## Impact

HR Automation helped Sigma Electric design an efficient HR process system with value added services for employees, managers & HR. It also created a smart workforce in Sigma by eliminating the burden of day-to-day administration to a large extent. Moving to a paperless office has helped the organization to focus on strategic and value added activities, thereby achieving better reporting and governance. Moreover, automation has helped the HR team in gaining confidence of the business leadership as an agile partner, who can efficiently deliver as per the business needs.

## Overall HR Infrastructure

### HR Business Partnering



## Company Background

Sigma Electric is a vertically-integrated manufacturer of electrical fittings and other precision engineered solutions. It manufactures and sells metal castings and injection-molded products and accessories used in a variety of industries including commercial, industrial and residential construction, and power transmission.



## Tata Capital Financial Services Limited

12th Floor, Peninsula Business Park Tower A, Lower Parel, Mumbai - 40013, Maharashtra  
 Tel: 022-66069000  
 Email: Website: [www.tatacapitalfinancialservices.com](http://www.tatacapitalfinancialservices.com)  
**Dun & Bradstreet D-U-N-S® No 86-009-7272**

### Tata Capital's 'Prarambh' to Bridge the Talent Gap

The multiple product offerings by players in the financial services industry have enhanced talent requirements in all possible domains and geographies, in turn leading to scarcity of talent. Tata Capital Financial Services was also confronted with the issue of a talent crunch in its front-end sales team.

The available solutions to this problem were outsourcing to a manpower vendor, developing a benefits program to retain the existing manpower or hiring, training and deploying fresh talent from campuses. Although the first two solutions could have helped in addressing the talent crunch problem, they had some limitations. Hence, the company chose the option of hire, train and deploy from tier-II and tier-III campuses. The talent acquisition model adopted by the company was named as 'Prarambh'. Under this programme, candidates are identified from various sources, subsequent to which they are put through a stringent and customised training programme. This was followed by deployment of candidates through a hiring process. Thus, at the time of hiring the candidates are equipped with sales skills/ business development capabilities and require less time to settle once onboard.

The company launched 'Prarambh' in FY16 as a pilot project and launched it full-fledged in FY17 and FY18. The company approached tier III & IV management institutes once in a year and recruited interested and eligible candidates through a structured selection process. The selected candidates were issued a conditional offer letter enrolling them for relevant Finitatives Learning India Pvt Ltd (FLIP) programme. Under FLIP programme, the candidates undergo 45 days online training with webinars, quizzes and practice tests. The candidates are required to take assessment and score a minimum of 50% in the FLIP training programme subsequent to which they receive certification. The candidates with FLIP certification are ready to join TCL at J3 grade.

Once the candidates are onboarded, regional managers ensure that the candidates are in line with the business and organization's goals. Constant communication and handholding are provided by regional managers to ensure new employees deliver the desired business results. The appreciation mails are also sent on real time bases by the respective line managers to highlight performance of new employees. This not only motivates new employees but also encourages others to optimise their performance, thereby creating healthy competitive environment in the organisation. Apart from regional managers, HR team is part of the review process of new joiners. The candidates who are inducted at J3 Grade through 'Prarambh', are eventually groomed to be future managers who would be given the responsibility of individually managing a portfolio at their respective locations.

The 'Prarambh' initiative has benefitted the company in many ways. The company has been able to reduce attrition in the team leader category by around 50%. 'Prarambh' enabled the company to hire resources at less than 50% cost of his/ her experienced counterpart. Moreover, hiring fresh candidates from management institutes has benefitted the company in terms of better value and cultural alignment. Further, interacting with a large pool of students at management institutes has allowed the company to portray itself as Employer of their choice when they want to switch their first job post campus placements.

'Prarambh' has benefitted new joiners as well. 'Prarambh' equips the candidates with functional skills before onboarding. It also gives fair idea to candidates on what to expect on the job and is able to connect them better with business. 'Prarambh' offers customised, branded e-learning programme specific to TCL. Moreover, it helps in constant engagement of new hires till they actually joint the company.

Company Details		Management Details	
<b>HR Segment</b>	Talent Acquisition	<b>Managing Director - TCFSL</b>	Kusal Roy
<b>Industry</b>	Financial Services	<b>CHRO</b>	Avijit Bhattacharya

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

## Key benefits of 'Prarambh' to TCL



Currently the company is seeking to build a cadre base and front-end sales workforce across locations with the helped of 'Prarambh'. It has also endeavoured to achieve gender diversity by hiring around 35% female students. In FY17-18 batch, the company visited 72 campuses where over 1,300 candidates applied for the company's recruitment process. Out of these, 119 candidates were finalised and appeared for FLIP certification and 115 of them cleared the FLIP certification. Almost 59% of these certified candidates were placed in Tata Capital Financial Services Ltd, while 41% were placed in Tat Capital Housing Finance Ltd.

### Company Background

Tata Capital Financial Service Ltd (TCFSL) is a subsidiary of Tata Capital Ltd. TCFSL offers fund and fee-based financial services to its customers under the Tata Capital brand. The company is registered with the RBI as a systematically important non-deposit accepting NBFC. The company caters to the diverse needs of retail, corporate and institutional customers. It offers commercial finance, infrastructure finance, wealth management, consumer loans and distribution & marketing of Tata Cards.



## Unisys India Private Limited

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 Tel: 91-80-40323400; Fax: 91-80-40323850  
 Email: unisysindia@unisys.com; Website: www.unisys.com  
**Dun & Bradstreet D-U-N-S® No 91-858-0127**

### Building a Positive Work Culture at Unisys India

To empower the organization with positive energy, Unisys India launched the 'Amazing Unisys' campaign which showcased the culture of the company. Building communities with common interest, efficiently managing the organization and preparing second-line leaders were the prime objectives of the initiative. With the focus of constantly engaging employees, Unisys India launched the following pan-India councils:

#### A) Diversity Council - Melange

Melange was established with the following objectives:

- To strengthen the culture of diversity and inclusion in Unisys India
- To focus on retention and development of the women associates in the organization

In order to focus on diversity, recruitment for women is conducted through social media platforms, employee referrals and campus hiring in women's-only college. Women returning from career breaks are also hired. Sensitization sessions on hiring and managing gender diversity are conducted in the organization. In 2018, Unisys India hired 26% women as against the target of 25%.

For the development of women employees, the organization has designed initiatives such as specific targeted succession & development plans, coaching sessions, flexible working hours, mentor-mentee programs for mid-career women and exclusive maternity benefits with provision of child crèche fee. Additionally, exit discussions are arranged to identify opportunities for retaining women employees. An Exclusive Internal portal (Know Your Benefits) is designed for all women associates to understand and utilize the benefits provided by the organization.

#### B) CSR Council - Unicare

The main objective of the council is to empower the culture of services in the organization along with serving the society. Unisys India has more than 100 employees volunteering in various CSR activities conducted by the company. Some of the activities organized by the company were:

- Vocational training sessions for the housekeeping & security staff
- Winter donation drive in association with Need Base India & Nudge Foundation
- Nudge foundation hosted a graduation ceremony for 125 Students of their Gurukul program at the RGA Facility of Unisys India
- 17 volunteers from Unisys India were a part of event conducted by Nudge Foundation

The 2018 milestones under this council were as follows:

- Harnessing the associates' enthusiasm pertaining to education area through partnerships
- Increase in the number of volunteering hours as to be a part of more than one activity
- Focus on engagement model for Hyderabad teams

#### C) Grey Cells Council

The Grey Cells Council constantly aims on fostering an environment which brings out creativity and innovation among the employees in the organization. The council not only focuses on providing a platform to challenge the associate's intellectual prowess but also harnesses their collective intellect for the initiative, Amazing Unisys. Activities conducted by the council include dumb charades, the Knight of Unisys among others.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director	Sumed Marwaha
Industry	IT / ITeS	HR Senior Director	Subhashini Sriram

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

Some of the initiatives of the Council include:

- Decamindathlon - the brain decathlon, that you will love to conquer
- Mastermind - search for the brightest Quiz brain in Unisys India
- UniTED - your idea, our stage – our own version of Ted
- UniFight - the debate that was made for you

## D) Talent Council

The talent council focuses on creating a platform in the organization which helps the employees to display their talent through various activities conducted in the work environment. The main message of the council is to focus on work and have fun. Other objectives are:

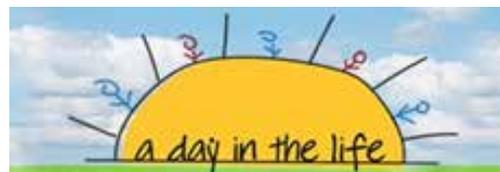
- To create a culture of inclusivity in the organization along with developing leadership traits
- To focus on talent retention by creating a vibrant and an engaging workforce

The activities are mainly focused towards creating an informal work atmosphere at Unisys India. The council conducted a business unit video contest, called UniShots, which witnessed an active participation of eight business units. Further, Unisys Idol, a competition was held for the employees to showcase their talent. Approximately more than 70 associates auditioned for the event, of which 20 were shortlisted and eventually a winner was declared of Unisys Idol. Cultural events such as Unisys Dancing Star and Unisys Talent pertaining to performing, media, visual arts & dramatics are a part of the council.

## E) Sports Council

The sports council was established with the focus of highlighting the importance of sports in view of achieving a healthy and active lifestyle. The initiatives were designed towards developing leadership skills thereby encouraging qualities of co-operation, tolerance, trust and responsibility within the employees.

To achieve the objectives, the council conducts sports activities such as badminton, football, cricket, table tennis, volleyball, throwball, marathon, cycling among others. Some of the events such as Unisys India Premier League, Manipal Corporate Cricket Championship 2017, RCB Corporate Cricket Championship 2017 and Hyderabad Corporate Cricket League 2017 were conducted by the council.



Additionally, Unisys India has organized the following campaigns:

- Amazing Unisys** - to establish the organization as an 'amazing place to work' thereby signifying a culture towards diversity
- A Day in the Life** - a program illustrating various roles & functions offered by the company and creating internal brand ambassadors
- City2surf campaign** - a fitness engagement activity of Unisys India. This campaign resulted in creating a Unisys Runners Club entailing 300 Unisys India runners. Six runners were shortlisted to travel to Australia for the City2surf race held in August 2017.

## Company Background

Unisys India Private Limited (Unisys India), established in 2004, focusses on delivering a portfolio of technological products and services to government, financial services and commercial markets including aviation, life sciences and healthcare. With approximately 4,500 associates, Unisys India also specializes in transportation, security, mobility, Microsoft technologies, services management platform, enterprise command center, application packaging, unified messaging & database management and virtualization.



Employee Engagement

## UST Global

UST Global Campus, Technopark Phase 2, Kulathur PO, Trivandrum - 695 583, Kerala  
Email: sravan.malavathu@ust-global.com; Website: www.ust-global.com

Dun & Bradstreet D-U-N-S® No 87-125-9258

### Colors of UST – Comprehensive Framework for Employee Engagement

UST Global believes in constantly addressing social, economic and environmental issues along with actively fulfilling responsibilities towards employees, organization and communities. With the expanding employee base, UST Global felt the need to keep the employees connected and engaged, in order to enable them to contribute towards the growth and success of the company.

UST Global conceptualized and implemented an employee engagement framework during the company's early growth stages. The organization's initiatives are carried out through 'Colors', an employee engagement framework that provides an opportunity for employees to develop their personalities and leadership skills by pursuing aspirations outside their functional requirements.

Along with employee participation, Colors was conceptualized to meet the following objectives:

- Employee engagement along with creating a democratic and participatory work culture
- Commitment towards the growth of the organization
- Selflessly giving back to the community



The Colors framework acts as an umbrella encompassing each and every employee engagement initiative of the company. This framework connects the associates of the company across all global locations with a sense of purpose and belongingness.

### The Seven Colors of UST Global

The selection of Colors with the level of involvement can be decided by every associate. Associates can enroll and move up/down in the Colors hierarchy based on his/her passion and contribution. They can select the Color and even change at any point in time. The objectives of the seven Colors when combined together covers the key strategic priorities of the organization and interests of the associates. Following is the description of these seven colors:

- Purple (People)** - This Color focuses on people. Any initiative directed towards this area will be owned and executed by the Purple team. The main focus areas of Purple team are fun, family and health. Programs organized by the team includes adventure trips, wellness programs, family get together, music concerts, yoga classes etc.
- Indigo (Innovation)** - Indigo is aligned with innovation, which is one of the vital strategic priorities of UST Global. Initiatives are directed towards business as well non-business environment innovation. For instance, the team conducted a hackathon to solve the traffic congestion within the city in partnership with the city corporation.
- Quartz (Quality & Speed)** - Quartz focuses on Quality & Speed, which aims to achieve quality standards across the company. This is the only Color with two objectives identified under a single color. Programs organized by the team includes quality trainings/certifications, training on defensive driving, gaming contests, reusable assets creation, automation initiatives etc.
- Green (Growth)** - Green stands for the growth of people as well as organization. The team conducts events pertaining to personal finances planning, time management, work-life balance initiatives, certification drives, career planning sessions among others.

Company Details		Management Details	
HR Segment	Employee Engagement	Chief Executive Officer	Sajan Pillai
Industry	IT / ITeS	Global Head of HR	Manu Gopinath

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

- e) **Gold (Global Branding)** - The objective of this color is to focus on Global branding. The Color Gold helps in branding UST Global within the company, clients and communities. The initiatives are focused on personal branding and providing visibility to outstanding associates of the company.
- f) **Orange (Digital Organization)** - The color Orange is aligned with achieving Digital goals of the company and its mission in becoming a Digital organization. Some of the initiatives under this color include Digital speaker series, tech talks, gamification in digital upskilling, creating digital IP assets and Digital Mentoring programs.
- g) **Rose (Relationship)** - This color focuses on CSR activities through employee engagement. The key focus areas of Rose include health & education of women and children and care for environment. Some initiatives lead by this Color include adopt a school, adopt a village, blood donation drives and orphanage visits.

## Execution

At the beginning of each quarter of the year, the Colors core team, Executive Sponsor and the Color lead members, collectively decide the activity calendar for each color. The Executive Sponsors provide guidance to the Color Leads in identifying programs which meets the overall objective of the Colors Framework. Volunteers from each Color along with the Leads accordingly design and conduct the program. The program is managed by a Color Sponsor. All new hires in the company undergo an orientation program during which they are introduced to the Colors framework along with the various programs conducted during the year. New recruits are also encouraged to join multiple teams.

A sustaining culture of employee empowerment was witnessed through an employee engaging rescue mission in Kerala, a state in India that witnessed heavy floods in 2018. The associates had created a control room and coordinated the rescue and relief operations. A few associates who were part of the rescue mission had their own families in relief camps and hotel rooms, as their houses were flooded. In spite of this, they came forward and selflessly contributed towards the mission. The associates, without prior disaster management experience or training were able to apply their leadership expertise in conducting Color specific events and initiatives during the rescue mission.

## Impact

UST Global witnessed a steady improvement in the employee engagement scores over the past few years, owing to the impact of Colors framework. In 2018, UST Global scored significantly higher than the global and industry benchmarks in terms of overall engagement. The Colors of UST is constantly adapting to stay connected and engaged with employees belonging to various generations of workforce.



## Company Background

UST Global is a digital technology services company that provides solutions to organizations. The company caters to industries such as banking & financial, manufacturing, retail, energy & utilities, media & entertainment, public sector, telecommunication, healthcare and semi-conductors.



## UST Global

UST Global Campus, Technopark Phase 2, Kulathur PO, Trivandrum - 695 583, Kerala  
 Email: sravan.malavathu@ust-global.com; Website: www.ust-global.com

Dun & Bradstreet D-U-N-S® No 87-125-9258

### Diversity & Inclusion Initiatives at UST Global

UST Global recognized a challenge of continuously reinforcing employee awareness and commitment towards diversity and inclusion, as it plays a vital role in achieving business excellence. UST Global wanted to emerge as one of the leading technology companies that values its employees without any reservations towards gender, ethnicity, thought, sexual orientation or other protected biases.

Accordingly, the company had to meet the following objectives: -

- To continuously educate and reinforce employees on the importance of diversity and inclusion
- To create a workplace where employees feel welcomed, heard, respected and valued
- To conduct an annual survey to measure employee perception on diversity, safety, trust and fairness in the organization and to further launch least two inclusion programs
- To host at least five talent retention activities, employee climate improvement programs and at least one employee campaign in a year
- To develop innovative solutions for company's stakeholders through diverse thinking and ideas
- To leverage a broader talent pool of diverse workforce

#### Action Taken

The company chose to embrace diversity as a strategic core value, and to increasing stakeholder engagement in Diversity & Inclusion.

The company adopted the following approaches: -

#### a) Gender Diversity

- Established Women's Mentoring program for 17 hi-potential employees across regions in India to improve representation of women in management
- Enhanced maternity benefits are provided to associates such as transportation, parking facilities etc
- Conceptualized and produced Women leader video testimonials to celebrate achievements of women leaders of UST Global in order to provide inspiration
- Women Unlimited is a monthly virtual forum, where women executives from various customer companies are invited to share insights and industry knowledge during interactive sessions. The forum has featured highly accomplished women leaders from UST Global's customer organization
- NOWU, Network of Women Associates, organizes various ongoing initiatives such as brown bag lunch and learn sessions, adopt a school etc
- SHEROES organization is a connector platform that brings together diverse women technology professionals from all over India. UST Global hosted the SHEROES Summit 2018 in Kerala.
- Showcase 2019 is an award function that celebrates work ethic demonstrated by women employees

#### b) Ethnic Diversity, Inclusion of differently-abled employees

- UST Global celebrates festivals across nine centers pan-India
- Campaigns such as 'I LOVE UST' and 'Balance for better' are provided to employees to express their views
- 60 seconds is a sign language video created by the company that highlights the organizational events of the week

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Chief Executive Officer	Sajan Pillai
Industry	IT / ITeS	Global Head of HR	Manu Gopinath

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

## c) Thought Diversity

- COLORS of UST is a program celebrating and encouraging diversity with associates joining different 'color' teams, engaged in volunteering and community development projects
- D3 (Dream-Develop-Disrupt) is developer conference in India which attracts 2200 diverse technologists across the world
- Facebook@Work UST is an exclusive channel to celebrate inclusion and encourage diverse views from employees
- UST Garage Ventures is an intrapreneurship program encouraging employees to explore their passion for technology and ideas
- Safety and D&I surveys are conducted to gather employee views with critical feedback

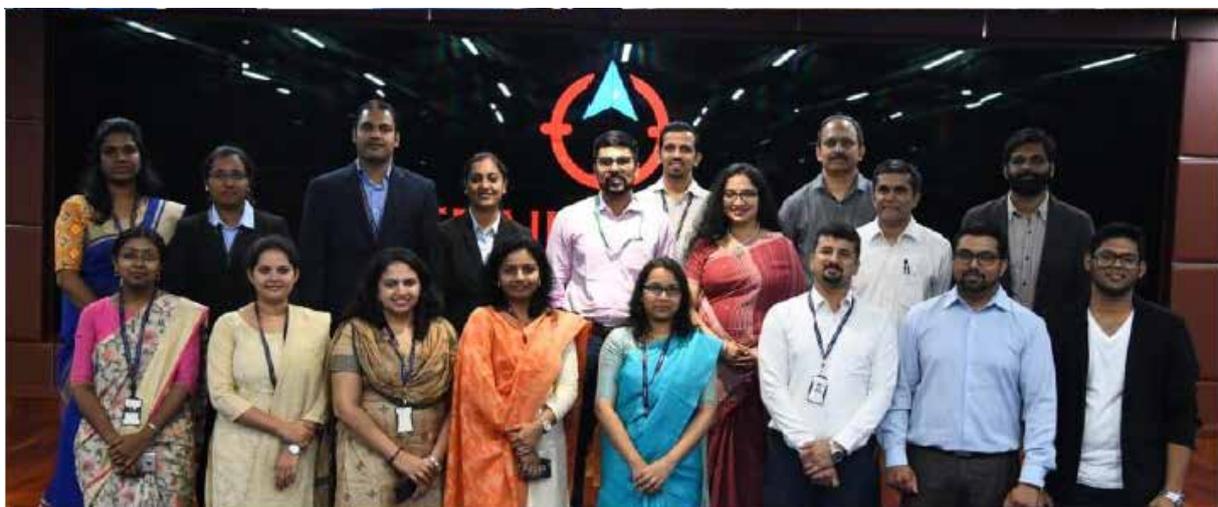
## d) Awareness/D&I initiatives

- ELearning courses in modules are conducted to improve awareness and achieve inclusive workforce
- A diverse hiring pipeline is ensured through partnerships with agencies representing diverse groups
- New Joiner Leader Orientation is a retention initiative which helps the new talent to feel welcomed and engaged towards the organization

## Impact

With the active involvement of key stakeholders across all regions through different initiatives, UST Global witnessed improvement in the following D&I metrics:

- Continuous education and reinforcement for employees on the importance of D&I through various mediums, resulted in 30% of employees completing diversity related training
- Results of the annual survey indicated that employees felt welcomed, heard, respected and valued
- Completed eight retention activities, employee climate improvement programs and programs which were directed towards inclusive workforce with two employee campaigns in the year
- Three new products were initiated through UST Garage Ventures program
- Leveraged a broader talent pool with job boards in India and USA and rolled out company-wide program directed at attracting a diverse workforce



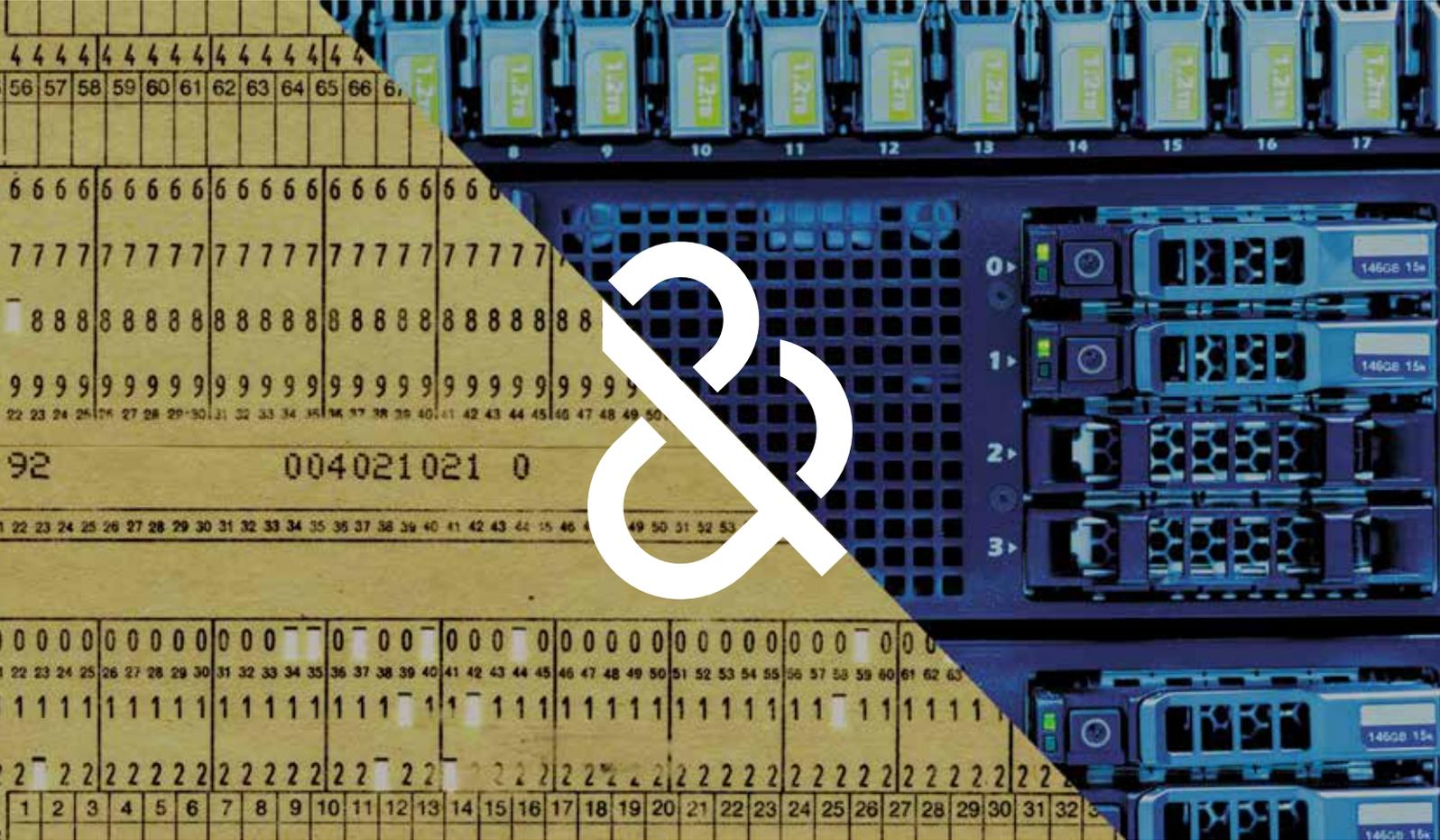
## Company Background

UST Global is a digital technology services company that provides solutions to organizations. The company caters to industries such as banking & financial, manufacturing, retail, energy & utilities, media & entertainment, public sector, telecommunication, healthcare and semi-conductors.

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Recruitment

## Apco Infratech Private Limited

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 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: ajit@apcoinfra.com; Website: www.apcoinfra.com

**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Recruitment Strategy

Since Apco Infratech is a part of the infrastructure sector, it selects candidates on the basis of abilities, knowledge, skills and experience. The company faced challenges in terms of talent sourcing, lack of understanding between the recruiters and hiring managers, talent retention and attrition. To combat this, it focused on developing an efficient recruitment process to balance the speed and quality in hiring. It chose external sources such as advertisement and campus placement drives and internal sources such as employee referrals. Campus drives were conducted at well-established institutes such as NICMAR and the ICAI. Candidates from institutes were put through a three-stage process including a written test, group discussion and a personal interview. Likewise, the company also sought candidates through job portals and social media platforms. Employee referral schemes were also leveraged. Prospective candidates applying through other mediums (apart from campus placement) were screened, interviewed and accordingly hired by Apco Infratech. The company also provided training to those employees who were found to be lacking in certain desired skills.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the construction of infrastructure pertaining to highways, energy, tunnels, irrigation, urban infrastructure and industrial development, and also offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	Recruitment	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



Talent Acquisition

## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, Uttar Pradesh  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
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**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Building the Talent Pool at Apco

In order to cater to the growing business demand, Apco Infratech is always in search of potential talent to fulfil upcoming projects. However, the company faces challenges in its talent acquisition strategy in terms of external competition, poor job descriptions available online, lack of effective branding, location issues among others. Talent acquisition in the organization is an on-going process indulging in employment branding, outreach, networking and relationship building with potential candidates to continually build and enhance the talent pool in the organization. Recognizing this fact, Apco Infratech has a dedicated team for talent acquisition which constantly focuses on attracting, recruiting and inducting the right talent. While the recruitment team reaches out to eligible candidates for existing vacancies, the talent acquisition team directs its interventions towards designing an effective onboarding program, workforce planning, company branding and effective training program (both on-the-job training and otherwise).

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Company Details		Management Details	
HR Segment	Talent Acquisition	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apeejay Surrendra Park Hotels Limited

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

### W.A.B.O.W. - Taking the Onboarding Experience to the Next Level

The Park Hotels sought to create a workplace with an environment that would engage new joiners and align them with the organizational culture. In order to facilitate this process, the company introduced a programme named 'Welcome to Our Anything But Ordinary World (W.A.B.O.W)'. This programme was aimed at promoting a workplace built on fun, happiness, result-orientation, speed, technology, empowerment, respect and excellence. The onboarding involved a six-day orientation; besides joining formalities, the programme includes introduction & orientation to the organisation through presentations & videos, icebreaking sessions, introduction to all departments & teams and orientation lunch at a designated restaurant, among other initiatives. There were sessions on topics like communication, protocols, guidelines, grooming & presentation, fire safety & emergency handling, handling of grievances/complaints as well as entry point skill training for new employees. It also provided access to the Park Connect on social media. With the objective of fostering its Culture Code, the company designed activities designed to promote a positive aspects like fun, camaraderie, wellness & health, CSR, education & learning, rewards & recognition and caring.

**Company Background:** Apeejay Surrendra Park Hotels Ltd (The Park Hotels), part of the Apeejay Surendra Group, was incorporated in 1967. The company operates a chain of luxury boutique hotels in various metropolitan cities across India. The Park Hotels has a presence in Bengaluru, Hyderabad, New Delhi, Visakhapatnam, Mumbai, Chennai, Kolkata, Navi Mumbai and Goa.

Company Details		Management Details	
HR Segment	Talent Acquisition	Managing Director	Vijay Dewan
Industry	Hotels	Vice President - HR	Ms. Sujata Guin

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



## Apeejay Surrendra Park Hotels Limited

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

### The Park Hotels' Welcome Back Program

Being a part of the hospitality industry, The Park Hotels attached significant importance to proven skills & competencies, and familiarity with their culture. They faced a dearth of talent with the right skills and competencies, wanted to arrest the existing attrition rate and wanted to boost the morale of existing team members. Moreover, while it was possible to recruit, it would be helpful to have a strategy that could help reduce onboarding time, would entail less time for training and would be cost-effective. Therefore, it introduced the Welcome Back Programme, which was aimed at welcoming back former employees with a positive performance record, and who had demonstrated commitment at work during their previous stint with the company. The company was able to reach out to such ex-employees since it was connected with them through various channels such as social media, the company's refer-a-buddy program and through word of mouth. However, the company considers multiple aspects before re-hiring - the ex-employee's exit circumstances are reviewed, their track record is taken into consideration, their competency and fit-factor are assessed and it is ensured that their former peers are not disturbed by their re-appointment. Around 2% of the company's recruitment is currently done through the Welcome Back Program.

**Company Background:** Apeejay Surrendra Park Hotels Ltd (The Park Hotels), part of the Apeejay Surendra Group, was incorporated in 1967. The company operates a chain of luxury boutique hotels in various metropolitan cities across India. The Park Hotels has a presence in Bengaluru, Hyderabad, New Delhi, Visakhapatnam, Mumbai, Chennai, Kolkata, Navi Mumbai and Goa.

Company Details		Management Details	
HR Segment	Recruitment	Managing Director	Vijay Dewan
Industry	Hotel / Hospitality	Vice President - HR	Ms. Sujata Guin

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



## Brigade Enterprises Limited

26/1, Dr Rajkumar Road, Malleswaram, Rajajinagar, Bengaluru – 560055, Karnataka  
 Tel: 080-41379200; Fax: 080-22210784  
 Email: jaganmohan@brigadegroup.com; Website: www.brigadegroup.com  
**Dun & Bradstreet D-U-N-S® No 91-520-2782**

### Brigade Enterprises' 'Brick-by-Brick' (B3) Recruitment Process

Brigade Enterprises designed its talent acquisition strategy to help recruit technically competent personnel who were culturally attuned to its core values. The newly-introduced recruitment program, 'Brick-By-Brick' (B3) had three aspects - having a rigorously-trained panel of interviewers across different departments to carefully assess every resume/candidate, incorporating technical and psychometric assessment to identify right candidates, and carrying out a robust background verification process through an independent agency to verify the credentials of all prospective candidates. It helped the company assess traits that it considered critical, namely 'Attitude & Passion' and 'Cultural Fitment'. In order to position itself as a good employer, the company focussed on communicating what it wanted in new jobs, flexible working environments, encouraging employees to be brand ambassadors, leveraging social media, scholarships and internship programs. Apart from conventional modes of recruiting, the company also leveraged employee referral programs and campus recruitments to attract the right talent. The new recruitment philosophy made it easy for Brigade to assess and compare candidates, and to identify those that were suited to their requirements.

**Company Background:** Brigade Enterprises Ltd (Brigade) was incorporated in 1986. Brigade is engaged in the development of properties across residential, retail, hospitality and education sectors. The company has constructed properties like penthouses, villas, premium residences, luxury apartments, value homes, townships, malls software & IT parks, hotels, recreation clubs and convention centres, amongst others. Its projects are located in Bengaluru, Mysore, Mangalore, Hyderabad, Chennai and Kochi.

Company Details		Management Details	
HR Segment	Recruitment	Executive Director & President	Roshin Mathew
Industry	Construction	Sr. Vice President - HR	Jagan Mohan WP

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



## DCB Bank Limited

6th Floor, A Wing, Peninsula Business Park, Senapati Bapat Marg, Lower Parel, Mumbai - 400013, Maharashtra  
 Tel: 91-22-66187000 / 1800-209-5363 / 1800-123-5363  
 Email: customercare@dcbbank.com; Website: www.dcbbank.com  
**Dun & Bradstreet D-U-N-S® No 65-064-3752**

### DCB Bank's Candidate Experience during Onboarding

DCB Bank's induction program is designed to enhance the 'Wow' factor experience of candidates. New hires undergo a mandatory induction program within 20 days of joining, during which they are introduced to the bank, its service philosophy, business units and their functions. They receive a corporate kit; banking recruits receive a welcome card and a box of chocolates are sent to their parents. There are other activities to enhance the candidate experience. For instance, new joinees receive a call to share their feedback. They are added to WhatsApp groups that focus on processes and other essentials. New joinees in frontline sales teams receive e-visiting cards early on. DCB Bank has a Top Recruit Program - a campus hiring activity conducted with help of social networking sites to target B-School candidates. It also encourages internal staff to seek new roles within the bank to boost employee morale and create a talent pool. LINK is an employee referral program that allows employees to participate and win monetary rewards and additional benefits. Hiring Skills workshops are conducted to help supervisors identify and hire productive and specific resources. The bank has also designed an employer branding initiative based on Employee Value Proposition for internal and potential employees.

**Company Background:** DCB Bank Ltd (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the RBI. The private sector bank has 331 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, etc.

Company Details		Management Details	
HR Segment	Recruitment	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



## Hilti India Private Limited

Building 8, Tower C, 6th Floor, DLF Cyber City Phase 2, Gurgaon - 122008, Haryana  
Tel: 91-124-4139913  
Website: www.hilti.in

**Dun & Bradstreet D-U-N-S® No 86-219-7373**

### Hilti's Personal Approach to Talent Acquisition

Hilti India sought to make their hiring & onboarding processes more candidate-centric, so as to reflect their core values and performance standards. Its hiring process called Source and Select, commences in the preceding year when business planning is done. At a functional level, Hilti projects the addition to headcount, including organization structure changes and arrives at a month-wise availability of resources for the following year. It adopts the Red Thread procedure for selecting, developing and coaching team members and understanding the factors influencing the selection decisions. Some of the company's key initiatives for talent acquisition include the Hilti Handshake (hiring through references), Strong Internal Vacancy Notification (internal employee movement), Hilti e-Recruitment and Onboarding Portal, Campus Hiring, External job portals, remote hiring, the Hilti Outperformer Program (hiring global talent through an extensive evaluation process), Alumni Connect, Sourcing from Best Employers, and Leveraging Women's Advisory Council to encourage women referrals, among others. Further, Strategic & Operational workforce planning is conducted to align the company's business with the HR. Employee Background Verification Process and due diligence is strictly followed before confirming candidates.

**Company Background:** Hilti India Private Limited (Hilti India), a subsidiary of Hilti Group, commenced its direct operations in India in 1997. The company provides wide solutions in the fields of software for design, products and tools for work, onsite training, repairs and consultancy. Hilti India is the exclusive importer and distributor in India of all Hilti products manufactured all over the world.

Company Details		Management Details	
HR Segment	Talent Acquisition	General Manager	Jayant Kumar
Industry	Electric & Electronic Products	Director – HR	Sanjay Chaturvedi

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



## Indian Renewable Energy Development Agency Limited

3rd Floor, August Kranti Bhawan, Bhikaiji Cama Place, New Delhi - 110066, Delhi  
Tel: 91-11-26717400; Fax: 91-11-24682202  
Email: cmd@ireda.in; Website: www.ireda.in

**Dun & Bradstreet D-U-N-S® No 65-064-7332**

### IREDA's Talent Acquisition Strategy to Source the Right Talent

IREDA wanted a long term, strategic effort to source qualified people with unique skills. Some of the major challenges faced by the company in this regard were inadequate manpower planning vis-a-vis growth projections, need to follow a stipulated and time-consuming recruitment process, less flexible compensation & benefits structure vis-a-vis private sector counterparts and job descriptions and job specifications that were not up-to-date. To counter these problems, IREDA raised its sanctioned manpower by 19% across all departments, after a detailed analysis of its business growth projection. The company reviewed its existing job descriptions and specifications focusing on education, work experience, skills and abilities; it also focussed on becoming an executive-oriented organization and one with good leadership by hiring at executive and senior levels through direct recruitment and campus selection at premiere institutes like IIMs & IITs. This is also supported by internal movements for job diversification and timely promotions, and an effective succession planning policy. IREDA also nurtures talent through practices such as executive coaching, leadership training programmes and incentives for higher education. Compensation and benefits provided to new recruits and employees were made transparent and competent as per market standards.

**Company Background:** Indian Renewable Energy Development Agency Limited (IREDA), a mini Ratna Government of India Enterprise, is under the administrative control of Ministry of New and Renewable Energy. IREDA, established in 1987, is engaged in promoting, developing and extending financial assistance towards setting up projects relating to new and renewable sources of energy and energy efficiency/conservation.

Company Details		Management Details	
HR Segment	Talent Acquisition	Chairman & MD	Praveen Kumar
Industry	NBFCs	General Manager - HR	Dr. P Sreenivasan

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: 91-22-67332000  
 Email: sarita.mukhopadhyay@infinitiretail.com; Website: www.croma.com  
**Dun & Bradstreet D-U-N-S® No 67-559-6844**

### Infiniti Retail's Hiring of Candidate with Right Attitude and Aptitude

Infiniti integrates its human resource strategies to provide enhanced customer experience and satisfaction by hiring candidates with the right attitude and aptitude. The key initiatives used to achieve this were the standardization of its hiring process, creation of a dedicated recruitment team, introduction of online test in the selection criteria, behavioural event interviews to identify candidates with attributes of enthusiasm, social adeptness, rationality, values, attitude and behaviour, identification and training of line managers in interviewing skills and background verification and pre-employment medical check-ups of new hires. An employee satisfaction survey is conducted across all grades, units and locations including the stores, zonal office and support office, to gauge employees' perception of the work environment & culture, job satisfaction levels, the loyalty index thereby identifying areas of strength and opportunities for improvement. Employee & Customer Net Promoter Scores, generated through surveys and mystery audits are some of the other parameters used as feedback tools. While some of the former employees have expressed a desire to re-join the company, the company has recorded a fall in attrition from 35.3% in FY15 to 15.73% in FY18.

**Company Background:** Infiniti Retail Limited (Infiniti), a wholly-owned subsidiary of Tata Sons, operates under the brand name of Croma. 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. The company has over 120 consumer durables and electronic stores across 25 cities and also operates through its webstore.

Company Details		Management Details	
HR Segment	Talent Acquisition	Chief Executive Officer	Avijit Mitra
Industry	Retail	Assistant Manager- HR	Sarita Mukhopadhyay

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



## Meerut Institute of Engineering & Technology

NH-58, Bypass Road, Baghpat Crossing, Meerut - 250005, UP  
 Tel: 91-121-2439057; Fax: 91-121-2439058  
 Email: contact@miet.ac.in; Website: www.miet.ac.in  
**Dun & Bradstreet D-U-N-S® No 72-597-0813**

### MIET's Focus on Sourcing Qualified Candidates

As is the case with a lot of education institutions, MIET was falling short of its sanctioned strength of qualified and trained faculty. It faced an uphill task in terms of creating a differentiation in the private education space which is largely perceived to have a sub-standard working environment, and the identification of an effective medium for recruitment for varying levels and skill sets. MIET sought to focus on sourcing faculties with domain knowledge, who can provide students with practical industry exposure, technical knowledge and rightful skills. In this direction, it conducted campus drives, leveraged word-of-mouth publicity, published advertisements and organized programs across various universities. It focused on hiring candidates of diverse culture who were interested in R&D and industrial consultancy. It upgraded the skills and the methods of hiring on a periodic basis. It visited campuses of premiere technical institutions like IITs and NITs to source fresh and qualified candidates. The institute has also been engaging in reference schemes with the existing staff. These helped it source quality staff and receive applications at entry level with a better understanding of academics and motivation to work on R&D assignments.

**Company Background:** Meerut Institute of Engineering & Technology (MIET) was established in 1997 in Meerut. The institute caters to undergraduate and post-graduation courses in engineering and technology. The courses involve MBA, PGDM, MCA, M. Tech in Biotechnology; Computer Science & Engineering and Digital Communications; B. Tech in Biotechnology; Chemical, Computer Science and Civil Engineering; Electronics & Communication Engineering among others.

Company Details		Management Details	
HR Segment	Talent Acquisition	Vice Chairman	Puneet Agarwal
Industry	Educations	Director General	Lt. Gen. J M Garga

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



Recruitment

## NCC Limited

NCC House, Survey No 64, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana

Tel: 040-23268888; Fax: 040-23125555

Website: www.nclimited.com; Email: sumit.roy@ncltd.in

**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Recruitment Strategy for Critical Projects

Recruitment is often considered to be a major challenge faced by infrastructure companies. Likewise, NCC Ltd was also confronted with recruitment-related issues while executing critical projects at remote locations. However, the recruitment strategies adopted by the company helped it to recruit competent professionals for such kind of projects. NCC implemented team leadership strategy under which it chose project managers with a proven track record of excellent people management skills to lead critical projects. It conducted recruitment drives at various locations across the country to select candidates with desired qualifications, experience and capabilities. It also focused on employee referral schemes to induct experienced talent. Moreover, the company converted some of its qualified and experienced sub-staff who were earlier on the contractual roll into regular employees. In addition, the company implemented multiple initiatives such as special allowance & flight tickets for employees and special project leaves to help attract as well as retain talent in remote and difficult projects. Frequent visits to project sites by the top management team has also helped in boosting the morale of the employees.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Recruitment	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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



Talent Acquisition

## NCC Limited

NCC House, Survey No 64, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana

Tel: 040-23268888; Fax: 040-23125555

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### NCC's Internal Capacity-Building Programme for Talent Acquisition

Talent acquisition, especially at the senior management level assumes great significance in view of the rapidly changing business environment in recent years. Accordingly, NCC has also focused on hiring and building a talent pipeline at the senior management level in order to make it successor-ready for any unforeseen challenges. As part of its talent acquisition strategy, the company focused on its internal team's capacity-building. It conducted various capacity-building programmes for different functional teams to develop the capacity of team members in terms of functional, technical and analytical skills and to make them ready for any unforeseen future challenges. The 'HR Practice Sharing Forum' is one such example of capacity-building programmes adopted at NCC. Furthermore, the company has focused on internal references and head hunting strategies for talent acquisition at senior management levels. The company has a dedicated team developed for head hunting, and the team majorly focuses on headhunting of talent from the same or related industries. These strategies have helped NCC to reduce the hiring cost of new talent at the senior management level.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Talent Acquisition	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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



## Sodexo Onsite Service Solutions

1st Flr, Gemstar Commercial Complex, Kanchpada, Malad (W), Mumbai - 400064, Maharashtra  
 Tel: 91-22-44214421  
 Email: devjani.sharma@sodexo.com; Website: www.sodexo.com  
**Dun & Bradstreet D-U-N-S® No 85-932-6735**

### Sodexo Onsite's Channel Hiring Framework - Training & Hiring

Sodexo Onsite Channel Hiring framework complements the company's conventional hiring processes (campus placements and job fairs) with Train & Hire channels, with the help of skill development partners and NGOs. In this direction, the company has partnered with about 25 skill development partners across regions. This has helped the company source more than 91% of its hires in FY18 through skill development and training partners. In Jan-19, it signed an MoU with the Adani Skill Development Institute to leverage 53 training centers for hiring and learning requirements. The scope of this MoU entailed training lateral hires, providing the training centres support and conducting training and hiring batches. With skill development centres for women, the company intends to hire female employees. The company also seeks to hire trained female chauffeurs and transgender housekeepers (as per norms) at few identified site locations. Likewise, the company's Project Garima is a Train & Hire initiative with a focus on gender diversity; this project was shortlisted among the Top 8 projects in a Global Innovation contest. Under this program, candidates are trained on chemicals used by the company. About 150+ candidates have been hired till date in this project.

**Company Background:** Sodexo Onsite Service Solutions (Sodexo Onsite) provides a wide range of integrated on-site services along with benefits and rewards services in India. Integrated on-site services are provided to corporate, health care, education, energy & resources and sports & leisure sectors. The benefits & rewards services pertain to employee benefits, incentive and recognition programs.

Company Details		Management Details	
HR Segment	Talent Acquisition	Country President	Rishi Gour
Industry	Facilities Management	Director – HR (India)	Pradeep Chavda

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, UP  
 Tel: 91-120-4627900  
 Website: www.somanyceramics.com; Email: hrservices@somanytiles.co.in  
**Dun & Bradstreet D-U-N-S® No 86-236-7489**

### Somany Ceramics' Infobites Initiative to Reassure New Joinees

When an individual joins an organization, he/she encounters emotions of uncertainty, which in turn leads to feelings of anxiety and doubt. Recognizing this reality, Somany Ceramics sought to ease the onboarding process to help new joinees get acquainted with the organisational culture, values and practices even before the joining date. Keeping this in mind, the company prepared a pre-joining learning material called Infobites. Infobites comprises self-learning modules which provide essential information and facts about the company to new joinees even before their onboarding process starts. It is sent to new joinees in three instalments, with the objective of systematically retaining their interest in the organisation. It provides an opportunity for new employees to learn as much as they want before their formal induction programme. This new initiative has helped the company to build a strong relationship with its new employees. It has also benefited the new joinees by helping them kickstart their journey in Somany Ceramics with a positive state of mind.

**Company Background:** Somany Ceramics Ltd was incorporated in 1969. It is engaged in the manufacture of ceramics and allied products. The company's product portfolio consists of tiles, sanitaryware and bathware. The company operates manufacturing plants in Kadi (Gujarat), Kassar (Haryana) and other JV plants with a total production capacity of 60 mn square meters annually. The company exports to countries in Africa, Middle East and Europe.

Company Details		Management Details	
HR Segment	Talent Acquisition	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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



## Takshi Auto Components Private Limited

292 Nanekarwadi, Khed, Chankan, Pune - 410501, Maharashtra  
 Tel: 91-20-25655506; Fax: 91-21-35308275  
 Email: enquiry@takshiauto.com; Website: www.takshiauto.com  
**Dun & Bradstreet D-U-N-S® No 65-025-2161**

### Takshi Auto's Talent Acquisition Strategy

Takshi Auto believes that talent acquisition is a critical anchor for the growth of the organization. The company wanted to leverage its talent acquisition strategy to meet three objectives - improving culture fit and engagement among employees, introducing fresh blood into the system and developing an effective succession plan for existing critical positions. Accordingly, the company introduced a 'refer and earn' policy to enhance its brand value as an employer. This policy resulted in improved retention levels, reduced recruitment costs and an increase in internal recruitments. Secondly, Takshi leveraged campus placement drives to recruit fresh graduates, thereby managing generational diversity. The company maintained a matrix which helps to comprehend the existing and future needs of the organization; tis matrix suggested that there was a need to introduce fresh engineers. Lastly, the company also developed a succession planning for critical positions. For this, high potential employees were identified and their competency mapping was undertaken to understand the role fitment followed by an execution in the development plan.

**Company Background:** Takshi Auto Components Private Limited (Takshi Auto) was established in 2003. The company is engaged in the manufacture and supply of modular banjo beam, tractor front axle assembly, independent suspension front axle, Salisbury axles and a wide assortment of spindle assembly, M30 differential case, trailing arm, yoke assembly front, flange CV joint, flange assembly, axle assembly, ADI - differential case AWD and axle tube assembly.

Company Details		Management Details	
HR Segment	Talent Acquisition	Managing Director	Amol Patel
Industry	Auto Component	Corporate Head - HR	Jayanthi R S

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



## Visible Alpha Solutions India Private Limited

3rd Floor, B Wing Kohinoor City, Kirol Road, Off LBS Marg, Kurla (West), Mumbai - 400 070, Maharashtra  
 Tel: 91-22-66214600  
 Email: anil.pereira@visiblealpha.com; Website: www.visiblealpha.com  
**Dun & Bradstreet D-U-N-S® No 86-027-8983**

### Visible Alpha's Talent Sourcing through Employee Referrals and Campus Hiring

During the start of 2017, Visible Alpha had significant expansion plans for its Mumbai office with respect to hiring for the Research Operations function. It made great use of a combination of an Employee Referral policy as well as Campus Recruitment to source the required talent. This hiring strategy, which was adopted in 2017, helped the company save 50% on its compensation costs and attain better stability. By 2019, more than 90% of the employees hired through this strategy were successfully retained. Under the referral policy, the company offered double bonus for hiring for critical and niche positions. Employee Referrals accounted for 36% of the company's talent attraction in 2019, as against a much lower 20% in 2017. Likewise, talent acquisition through campus placements increased from merely 11% in 2017 to as high as 55% in 2019. Over the same time, talent attraction through consultants decreased from 48% in 2017 to merely 9% in 2019, while hiring through job portals has completely stopped. The company backed this strategy with support in terms of things like notice period buyout, support for relocation, guest house accommodation and invitations to gatherings to learn about the culture and business. As a result, the company was able to see a turnaround within the product teams timelines. The strategy contributed to an annual savings of US\$ 3.6 mn.

**Company Background:** Visible Alpha Solutions India Private Limited (Visible Alpha) is a subsidiary of Visible Alpha, LLC. The company has been helping investment firms and track and value research for MiFID II compliance. Visible Alpha helps the clients with research reports, analyst models and corporate access events.

Company Details		Management Details	
HR Segment	Recruitment	Associate Vice President	Anil Pereira
Industry	Financial Services	Chief Financial Officer	Scott Puma

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

# Learning & Economic Insights Group

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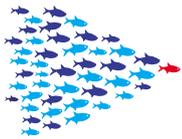
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**Training & Development**  
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**Talent Management**  
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Team Management  
& Leadership

## A.T.E. Enterprises Private Limited

43, Dr. V B Gandhi Marg, Fort, Mumbai - 400023, Maharashtra  
Website: [www.ategroup.com](http://www.ategroup.com)

Dun & Bradstreet D-U-N-S® No 86-218-8851

### Making Future-Ready Leaders at A.T.E. Enterprises

In order to have a structured leadership pipeline, A.T.E. Enterprises conducts assessment and intensive training of its identified high-potential employees. Through one-on-one discussions, psychometric tests and questionnaires, the company identifies future leaders and ascertains their strengths, underlying abilities and personality attributes. The assessment is designed keeping in mind core leadership competencies and ATE Group competencies. Further, the company has designed a 17-month intensive Leadership Excellence Authenticity Pathway (LEAP) program to train and guide the identified second-line leaders and to make them future-ready. This program has four modules, and for each module, ATE has tied up with relevant industry partners and knowledge experts to ensure its effectiveness. Additionally, a leadership succession planning handbook spells out the roadmap on the company's succession planning process as well as ways to fill in positions in case of crisis or planned/unplanned exits from the leadership teams. The handbook, which is reviewed every quarter, also quantifies the company's readiness on the leadership succession with in-built individual development plan for each identified leadership position.

**Company Background:** A.T.E. Enterprises Pvt Ltd is a multifaceted engineering group offering a range of products and solutions that span several segments. The company's businesses encompass manufacturing, industrial sales, distribution, and service. Besides, it has also gained expertise in handling turnkey projects. ATE's business operations include textile engineering, wastewater treatment, flow technology, cooling, solar heating, IoT for industry, print and packaging equipment and value-enhancing solutions.

Company Details		Management Details	
HR Segment	Team Management & Leadership	Managing Director	Anuj A Bhagwati
Industry	Engineering	Sr. VP, Head - HR	Vinod Parur

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



Training &  
Development

## ACG Group

ACG, SciTech Center, 7, Prabhat Nagar, Jogeshwari West, Mumbai - 400102, Maharashtra  
Tel: 022-71862318  
Email: [info@acg-world.com](mailto:info@acg-world.com); Website: <https://www.acg-world.com>

### ACG Group's Salesathlon – Capability Development Intervention for Sales Team

ACG, which provides manufacturing solutions in the global pharmaceuticals industry, sought to gain a lead over their competitors in the US and Europe. With the awareness that sales expertise is one of the key differentiators and can play a significant role in achieving this objective, ACG designed a capability development intervention program named 'Salesathlon', designed to build, nurture and enhance sales capability. Salesathlon aims at shifting the focus from a price & relationship selling approach to a value & consultative-based selling approach. The program covered sales managers, as well as direct sales & sales support teams as participants. Spanning over 12 months, including nine months of classroom-based learning, it was followed by three months of detailed diagnosis. The programme involved interventions like solution value selling, strategic sales negotiation, sales planning & account management and customer centricity. Further, in order to enable impact measurement and evolution in the Salesathlon journey, a three-step approach was adopted which comprised of immediate review, action plan review and effectiveness survey. The Salesathlon initiative has helped the company create the culture of value selling and customer first across the group.

**Company Background:** ACG Group was incorporated in 1964. Its business can be divided into capsules, films & foils, engineering and inspection. Under capsules, it manufactures two-piece hard geletin capsules for customers from pharmaceutical, nutraceutical and dietary supplement industries. Under, films & foils it offers high barrier films, specialty films, anti-counterfeit packaging solutions, PVC films and aluminium foils. The engineering division offers a range of machines including granulation, encapsulation and tablet press amongst others. The inspection systems offered by the company include track & trace verishield and inspection qualishield.

Company Details		Management Details	
HR Segment	Training & Development	Director	Karan Singh
Industry	Pharmaceuticals	Group CHRO	Sunil Jha

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



## Amway India Enterprises Private Limited

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 Tel: 91-124-3058888; Fax: 91-124-3058899  
 Email: shubhangi.mokashi@amway.com; Website: www.amway.in  
**Dun & Bradstreet D-U-N-S® No 91-540-5836**

### Amway's Segmented Onboarding Programs

Amway India's hires can be segregated into three segments - lateral hires, management trainees and technicians. Since these roles are vastly different from each other, the company decided to introduce differentiated onboarding for each segment. Through differentiated onboarding programs, it sought to prevent longer gestation, employees getting on the job before they were ready or without an understanding of the organization, and disengagement of the workforce. The programs were designed to cater to specialized needs of new recruits and efficiently integrate them into the system. The programs designed were 'Parichay' for lateral hires, 'Build Your Own Timber' (BYOT) for campus hires in management trainee roles to help them transition into corporate environment, and Nanban for technicians hired at the manufacturing plant. These differentiated onboarding programs helped Amway India retain new recruits, thereby leading to reduction in talent acquisition cost, shorter gestation period, improved business results on account of better understanding of business model with functional contribution and role clarity. Furthermore, an open door culture helped generate a huge inflow of ideas into the organization's innovation portal - some of these ideas have been implemented and/or are in the process of being implemented. This has infused new energy and agility into the organization.

**Company Background:** Amway India Enterprises Private Limited, a wholly-owned subsidiary of Amway Corporations, is a direct selling FMCG company. It commenced its Indian operations in May-98. Amway India has a pan-India presence with more than 130 sales offices, four regional mother warehouses, three regional hubs and 34 city warehouses. The distribution and home delivery network set up caters to over 8900 zip codes across the country.

Company Details		Management Details	
HR Segment	Training & Development	Chief Executive Officer	Anshu Budhraja
Industry	FMCG	CHRO	Shantanu Das

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



## Amway India Enterprises Private Limited

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 Email: shubhangi.mokashi@amway.com; Website: www.amway.in  
**Dun & Bradstreet D-U-N-S® No 91-540-5836**

### Leadership Development Interventions at Amway India

Being a part of the direct selling FMCG industry, building leadership in both employees as well as the extended sales force, i.e. business owners is critical to Amway India's success. The idea of building and strengthening a future-ready organization, along with enhancing the capability of top talent led to the introduction of differentiated growth platforms and immersive development interventions. A leadership development framework was designed to enable sustainability of the organization and business continuity. Each initiative was designed in line with the organizational objective, such as Amway Leadership Certification Program, collaborations with specialized learning consultants, Leadership Excellence and Development Program (LEAD), Big LEAP (5-month top talent intervention program), Entrepreneurship Program at IIM Kolkata, Performance Driven Coaching Model, ALCP (an 8-month virtual program coached by professors from Davenport University using materials from Harvard Business Publishing), Change Management workshops and Third Perspective (workshop conducted by external speakers). These created a strong peer network from around the world which acted as a platform for support, advice and knowledge. They positively impacted top talent retention owing to a structured succession plan, along with high employment engagement and rise in sales turnover.

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Company Details		Management Details	
HR Segment	Team Management & Leadership	Chief Executive Officer	Anshu Budhraja
Industry	FMCG	CHRO	Shantanu Das

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



## Apco Infratech Private Limited

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 Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Training & Development Program to Deal With Changes

Amidst a rapidly changing and dynamic business environment, training & development is needed on a regular basis in order to keep up with business needs at any given point in time. In order to cater to the constantly changing business environment, Apco Infratech sought to develop training & development strategies at an employee as well as organizational level. The company faced challenges pertaining to employee engagement, dynamic environment, delivering consistent results & upgrading skills of employees. These interventions were designed towards achieving organizational goals. Training programs in the company are conducted in a timely and cost-effective manner. Additionally, cross-functional and cross-departmental training sessions help employees gain additional knowledge and insights about the company and its business. These initiatives have positively helped the organization with improved performance, enhanced learning experiences, improved satisfaction and morale of employees, employee retention and proficiency along with reduced organizational training costs. This has also ensured the availability of human resources in meeting present and future organizational needs, along with aligning corporate goals and business strategies.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL, BPCL among others.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

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### Apco Infratech's Training & Development Program to Deal With Changes

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Company Details		Management Details	
HR Segment	Performance Management	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

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**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Focus on Employee Career Paths

Career development and overall progress are amongst the main focus areas for any employee, which makes organizations attach great importance to offering growth prospects to its employees. Organizations face internal and external challenges in terms of keeping employees constantly engaged, attractive compensation offered by competitors, peer influences and the pressure of deadlines. Recognizing this, Apco Infratech focused on primarily achieving employee's individual targets, so as to motivate employees and make them more dedicated and devoted to the company's progress. The organization absorbs efficient employees by providing them with an opportunity to head the vital projects of the company. Further, Apco Infratech celebrates the progress of the company with the employees. Optimal utilization of man, money and machine have also been the prime focus areas. Apart from conducting motivational seminars in the organization, Apco Infratech arranges meetings on a regular basis with employees to gain more insights about them. This further provides a base for retaining employees. Furthermore, employees are appraised in accordance with the changing market dynamics.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL, BPCL among others.

Company Details		Management Details	
HR Segment	Career Prospects	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

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**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Focus on Effective Transformational Change

Over the years, Apco Infratech has been subjected to transformational changes during critical situations and has accordingly repositioned itself in the market. Organizational's initiatives pertaining to transformational change with respect to business model, technology, company structure, strategies, management or culture were adapted for smooth functioning of business along with achieving organizational growth. Apco Infratech believes that implementation of new ideas, methods and technologies are required to meet the growing demands of the work environment, leading to smooth operations of human resources system and organization. The company projects its future needs and circumstances rather than finding a response to a changing present situation. In this direction, the company has introduced software for a smoothly running business. Apco Infratech constantly invites new ideas for the development of the company. Implementation of payroll software and management information system have also contributed towards optimizing human resources through technology. Moreover, Apco Infratech intends to implement SAP in the near future.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL, BPCL among others.

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

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**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Commitment to Talent Management

Apco Infratech has taken efforts to effectively manage their employees in terms of developing their skills and capabilities in order to retain them. To fulfill the commitment in retaining talented workforce, Apco Infratech focuses towards efficiently training the new hires, nurturing the development of employees, creating internal talent pools and transferring knowledge within the organization. Apco Infratech initiated talent management strategies, towards creating a ready pipeline of human resources. The organization anticipates/projects the requirement of human capital and accordingly plans to meet those needs for the open positions in the company. Moreover, the company has directed its interventions towards designing an effective employee planning, performance management, talent acquisition, compensation & rewards system in the organization. Apco Infratech encourages a formal and informal learning work environment for the benefit of its employees.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL, BPCL among others.

Company Details		Management Details	
HR Segment	Talent Management	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

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**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Team Management & Leadership at Apco Infratech

Being a construction firm, team work plays a vital role during the completion of work involving a wide range of activities. Apco Infratech is working towards addressing challenges such as diverse mindset of employees, employees' acceptance of a new chosen leader and directing employees to work towards achieving goals. Hence, the organization is constantly focusing on building a work culture that ensures effective leadership with team management. The strategies are focused towards maintaining a healthy and positive environment, developing and nurturing every employee thereby achieving company goals. Mentorship programs and motivational meetings are conducted in the organization to make the employees future-ready. Employees work under the guidance of mentors in each project. The company focusses on providing equal opportunity for growth and learnings to all employees. The interventions have positively helped the organization in completing the projects in a timely and efficient manner.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL, BPCL among others.

Company Details		Management Details	
HR Segment	Team Management & Leadership	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Bayer Vapi Private Limited

Plot No. 306/3, II Phase, GIDC, Vapi - 396195, Gujarat  
 Tel: 91-260-2407044  
 Email: indu.nair@bayer.com; Website: www.bayer.in  
**Dun & Bradstreet D-U-N-S® No 86-217-5049**

### Bayer Vapi's 'GyaanVruksh' – Attitudinal / Behavioral Change Therapy

GyaanVruksh is a workshop conducted by Bayer Vapi to bring about transformation in the lives of blue-collared employees. The objective was to provide the employees a platform for attitudinal change, focused behavior, positive mindset, openness and willingness to change. Selective line managers and employees themselves provided inputs towards the creation of the concept. The training was a two-day workshop with 99% employee participation. The first day was focused on personal growth, open self-personality, self-introspection and family budgeting. The second day was targeted towards unleashing organizational energies, enriching performances, motivation, understanding dynamics of perception, blockages, perceptual distortions & remedial techniques, thinking beyond one's success, communication and trust. The bi-lingual program mainly targeted the spiritual & emotional quotient with personal & professional development of employees. The workshop was conducted with help of videos, stories, interactions, group discussions and roleplays. The workshop resulted in transformed behavior & attitude, positivity and improved communication. Moreover, a detailed departmental report was shared by the consultant to understand the various behavioral implications of the staff. Employee assistance programs were provided to employees who required further counselling.

**Company Background:** Bayer Vapi Private Limited (Bayer Vapi), formerly known as Bilag Industries Private Limited, is a 100% owned subsidiary of Bayer SAS France. It is engaged in the manufacture of active ingredients and its intermediates for use in a wide array of agriculture and environment protection products. Bayer AG, Bayer CropScience AG and Bayer CropScience Limited are the affiliates of Bayer Vapi.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director	K Sekhar
Industry	Chemicals	Head - HR	Sushil Patel

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



## BS Abdur Rahman Crescent Institute of Science and Technology

GST Road, Vandalur, Chennai - 600048, TN  
 Website: www.crescent.education

### BSARCIST's Voicing Values

Ethical dilemmas might occur at workplaces, and individuals often do not know how to stand up for their values in a scenario where they might face pressure from colleagues, seniors, customers or subordinates. Moreover, in case of ethical conflicts at the workplace, merely knowing what is right is not enough, one should be able to practically act on his/her values in a result-oriented manner. With this in mind, BS Abdur Rahman Crescent Institute of Science and Technology (BSARCIST) sought to help its employees effectively voice and act upon their values in the face of external pressures surrounding ethical decision making. Accordingly, the institute identified seniors with strong ethics and integrity to provide training to other employees. About 20 batches of employees were imparted training every day for one hour, over a period of six months to effectively handle a wide range of ethical conflicts at the workplace. The trainers were instructed to adopt the Gurukul method of teaching so that employees did not feel being trained or tutored, rather there is effective inculcation of values through practical exercises, case studies, scripts, etc.

**Company Background:** BS Abdur Rahman Crescent Institute of Science and Technology (BSARCIST) is a leading institute offering a wide range of academic courses. It offers 27 undergraduate and 20 post-graduate programs as well as Ph.D, grouped under 12 different schools, namely Mechanical Sciences, Infrastructure, Electrical and Communication Sciences, Computer Information and Mathematical Sciences, Physical and Chemical Sciences, Life Sciences, Law, Pharmacy, Architecture, Arabic & Islamic Studies and Management Studies.

Company Details		Management Details	
HR Segment	Training & Development	Chairman	Abdul Qadir A. Rahman Buhari
Industry	Education	Dr. Nikhat M Hamza	Director HR & FTA

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



## BS Abdur Rahman Crescent Institute of Science and Technology

GST Road, Vandalur, Chennai - 600048, TN  
 Website: www.crescent.education

### BSARCIST's Research Revamp

B.S. Abdur Rahman Crescent Institute of Science and Technology (BSARCIST) introduced innovative methods to boost its research capabilities as traditional methods failed to drive the desired results. Plagued with self-serving rules and bureaucratic policies, the institute was making little progress in producing quality research. To motivate its employees, BSARCIST worked towards building an amicable working environment by forming research teams in a pre-defined generation mix ratio. Accordingly, teams were formed with 50% young employees, 30% middle-aged employees and 20% highly-experienced ones. New employees were engaged with the mandate to change the organizational culture, with workloads designed to minimize political discourses and organizational disfunctions. This way, organizational politics was diverted into positive results. The institute awarded 26 doctoral degrees in 2018 itself as against 40 degrees between 2009-17, while number of research scholars increased to 524 in 2018 from 424 in 2017. The overall quality of publications also improved with 'h-index' climbing to 41 in Feb 2019 from 35 in 2017. The number of Scopus indexed publications enhanced to 227 in 2018 from 1,213 between 1995 and 2017.

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Company Details		Management Details	
HR Segment	Performance Management	Chairman	Abdul Qadir A. Rahman Buhari
Industry	Education	Dr. Nikhat M Hamza	Director HR & FTA

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



## BS Abdur Rahman Crescent Institute of Science and Technology

GST Road, Vandalur, Chennai - 600048, TN  
 Website: www.crescent.education

### BSARCIST's Transforming Practices

B.S. Abdur Rahman Crescent Institute of Science and Technology (BSARCIST) intended to transform its research culture and to increase its research proposals within a short duration. For this, the institute selected two senior professors with good research knowledge and assigned them the task of motivating faculty and research scholars. These professors were also provided with a team of surplus staff for research. As the researchers lacked on core competencies, the senior professors first studied the existing gaps, followed by discussions on how to solve the issue. The professors then formed two teams, one to guide and motivate the researchers while the other trained them on writing proposals for funding agencies. As a result, the institute awarded 26 doctoral degrees in 2018 itself as against 40 degrees between 2009-17, while number of research scholars increased to 524 in 2018 from 424 in 2017. The overall quality of publications also improved with 'h-index' climbing to 41 in Feb 2019 from 35 in 2017. The number of Scopus-indexed publications enhanced to 227 in 2018 from 1,213 between 1995 and 2017.

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Company Details		Management Details	
HR Segment	Transformational Change	Chairman	Abdul Qadir A. Rahman Buhari
Industry	Education	Dr. Nikhat M Hamza	Director HR & FTA

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



## C&S Electric Limited

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**Dun & Bradstreet D-U-N-S® No 65-008-0385**

### C&S Electric's Transformational Change through Incentive Policy

Transformational change is the process of implementing critical changes to an organisation. The HR team of C&S Electric implemented transformational change in the organisation to enhance sales performance. The HR team realised that it needs to change the existing incentive scheme. However, the scheme had legacy and hence was not easy to completely turnaround. Hence, as part of the transformation process, the HR team was required to make some critical changes in the scheme in a step-by-step manner during a time span of five years. The HR team introduced various major changes in the scheme such as changing quarterly payout system to annual payout, introducing incentive payment slabs based on targets instead of CTC and dividing the incentive amount into two components - performance and collection, increasing the incentive slab after bench marking the market and introducing different incentive parameters for retail sales employees, amongst others. With the help of these transformational changes, the company managed to achieve tremendous growth across all business segments.

**Company Background:** C&S Electric Ltd (C&S Electric) was incorporated in 1966. C&S Electric is mainly engaged in the development of power infrastructure in India. The company manufactures low voltage products & solutions, lighting, low voltage switchboards, power busbars, protection & measurement devices, medium voltage products, diesel gensets, solar solutions and electrical EPC. The company exports to over 85 countries and has five international sales offices.

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director	Rishi Nath Khanna
Industry	Electric & Electronic Products	General Manager - HR (CMO)	Devasheesh Kumar

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



## Clower Infotech Private Limited

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Email: rini.nair@clowerinfotech.com; Website: www.clowerinfotech.com

**Dun & Bradstreet D-U-N-S® No 91-819-0799**

### Clower Infotech's Clower Academy

Clower Infotech focuses on aligning the abilities of freshers to the available career options and accordingly trains them to enhance productivity and take up managerial roles. Clower Infotech aims on bridging the gap between academic knowledge and the real world IT requirements along with the overall development of the employees. Center of Excellence is an in-house hub designed to focus on addressing business needs from a technology and strategic business perspective. Clower Academy, the knowledge & training arm of Clower Infotech, exposes trainees to the latest technologies with due application of learning and knowledge in the workplace. Trainings on new-age technologies such as Artificial Intelligence, Internet of Things, Robotic Process Automation, communication skills, classroom & on-the-job trainings and trainings for mid-management are provided. 'Aspire' & 'Emerge' are platforms where Clower Academy Alumni and technology experts interact and share industry experiences and advices on career progression with the trainees. These initiatives have delivered results such as positive feedback from clients, successful implementation of Trainee-Academy model, acceptance of trainees from remote areas, successful career progressions, quicker adaptability to challenging environments amongst others.

**Company Background:** Clower Infotech Private Limited (Clower Infotech) is a comprehensive IT services and solutions provider. It serves more than 150 customers from Fortune 500 companies to start-ups. The clientele includes banks and insurance companies. The company has a pan-India presence and serves customers in Europe, Middle-East and Africa through its Dubai office and caters to the North American market through its office based in New York.

Company Details		Management Details	
HR Segment	Training & Development	Founder & MD	Javed Tapia
Industry	IT / ITeS	Sr. Vice President - HR	Elizabeth Paul

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



## Clover Infotech Private Limited

2nd Floor, Dhana Singh Processors Building, Vazir Glass Lane, JB Nagar, Andheri (E), Mumbai – 400059, Maharashtra  
Tel: 91-22-29261650

Email: rini.nair@cloverinfotech.com; Website: www.cloverinfotech.com

**Dun & Bradstreet D-U-N-S® No 91-819-0799**

### Clover Infotech's Centre of Excellence Innovation Hub

Clover Infotech focuses on aligning the abilities of freshers to the available career options and accordingly trains them to enhance productivity and take up managerial roles. The company has adapted certain approaches towards the overall development of employees. The Center of Excellence is an in-house innovation hub designed to focus on addressing dynamic business needs from a technology and strategic business perspective. This hub also carries out expert research on niche technologies, undertakes capability building and leverages them to create business-critical solutions. Clover Academy, the knowledge & training arm of Clover Infotech, exposes trainees to the latest technologies with due application of learning and knowledge in the workplace. Workshops on communication skills, classroom & on-the-job trainings and trainings for mid-management are provided. 'Aspire' & 'Emerge' are platforms where Clover Academy alumni and technology experts interact and share industry experiences and advices on career progression with trainees. These initiatives have delivered positive results in the form of positive feedback from clients, successful implementation of Trainee-Academy model, acceptance of trainees from remote areas, successful career progressions, and quicker adaptability to challenging environments, amongst others.

**Company Background:** Clover Infotech Private Limited (Clover Infotech) is a comprehensive IT services and solutions provider. It serves more than 150 customers from Fortune 500 companies to start-ups. The clientele includes banks and insurance companies. The company has a pan-India presence and serves customers in Europe, Middle-East and Africa through its Dubai office and caters to the North American market through its office based in New York.

Company Details		Management Details	
HR Segment	Career Prospects	Founder & MD	Javed Tapia
Industry	IT / ITeS	Sr. Vice President - HR	Elizabeth Paul

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



## CMS IT Services Private Limited

No. 236,92/1A, Venkatadri IT Park, Konappa Agrahara, Electronics City -Phase 1, Bangalore- 560100, Karnataka

Tel: 080-30430300/ 400

Email: inquiry@cmsitservices.com; Website: www.cmsitservices.com

**Dun & Bradstreet D-U-N-S® No 65-088-7404**

### CMS IT's Initiatives for Transformational Change

The transformation agenda of CMS IT comprised of three focus areas – learning & development, employee engagement and cultural transformation. For enhancing learning & development, the company instituted a learning programme under the aegis 'Gurukul' that offered customised learning solutions to employees across business lines. The company also introduced Managers Leadership & Development Programme, a training programme for managers. For employee engagement, the company emphasised on process improvement and transformation. It primarily focused on four key themes, namely engage, inspire, competency development and wellness programmes. Further, CMS IT revamped its performance management process by sharing information about the compensation structure and variable pay policy with its employees. In order to address the challenge of talent retention, the company implemented Kaizen project with the objective to control attrition rate within acceptable limits and industry standards.

**Company Background:** CMS IT Services Pvt Ltd (CMS IT) offers IT infrastructure solutions which include managed services, system integration, application services, IT asset management and mobility services. The company has support infrastructure spread across 30 branches and 220 direct support locations in India. It caters to end-use sectors like financial services, telecom, healthcare and manufacturing.

Company Details		Management Details	
HR Segment	Transformational Change	Chief Executive Officer	Anurag Mehrotra
Industry	IT / ITeS	Executive VP & CHRO	Arvind Jonnalagadda

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



## CMS IT Services Private Limited

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### CMS IT's Hire-Train-Deploy Policy for Effective Talent Management

An effective supply chain process is one of the key success factors for an IT services company. CMS IT introduced a 'Hire-Train-Deploy' policy for talent management. Hire-Train-Deploy is an integrated talent management programme, wherein the company hires freshers from colleges, train them extensively and deploys them at projects. In order to increase the likelihood of job-ready employees, the company implemented a strict screening process that involved an aptitude test, technical and HR assessment. Further, as part of training and development, it designed course content with the help of functional and delivery leaders to tailor the business needs. It was made mandatory for new employees to undergo a 20-day training programme which included training on technical and behavioural skills. The training programme is conducted at various locations in tie-up with training institutes across the country. A session by regional or functional leaders was also introduced to give a broader career perspective. The new talent management strategy has helped the company to hire over 1,500 trained and industry ready resources in a year as a replacement to lateral hiring.

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Company Details		Management Details	
HR Segment	Talent Management	Chief Executive Officer	Anurag Mehrotra
Industry	IT / ITeS	Executive VP & CHRO	Arvind Jonnalagadda

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



## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
 Website: www.cosmofilms.com  
**Dun & Bradstreet D-U-N-S® No 65-032-5590**

### Cosmo Films' Learning at Play

The importance of employee training and development cannot be overstated. Classroom training often tends to be monotonous and fails to achieve the desired results. The key is to let employees learn and also enjoy the process. With this in mind, Cosmo Films sought to train its employees in ways that would drive the best learning experience and outcomes for both the company as well as the employees. However, since it was a manufacturing unit, the company had to ensure that the right people were available to do work while others were being trained. With this in mind, the company indulged in manpower planning and organized offsite training camps for its employees. Groups of employees were formed and training sessions were arranged at a hotel resort to encourage 'learning while playing' so that a fully-charged employee returns back to work armed with a new set of skills and knowledge. The initiative worked well for both the company as well as its employees, and reaped benefits in terms of increased employee productivity, satisfaction and enhanced overall performance of the organization.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
HR Segment	Training & Development	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
Website: [www.cosmofilms.com](http://www.cosmofilms.com)

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### Cosmo Films' 'What and How' Performance Management System

Reviewing employee performance is an integral part of talent management, as it sets goals right and enables better working relationships. With a proper appraisal system, organizations can effectively boost employee morale, engagement and productivity. With a view to put in place smart and measurable performance management system, Cosmo Films introduced a unique system of 'What & How', wherein the overall performance of an employee can be gauged through 'What' results or KRAs an individual has achieved and 'How'. Performance measures included in 'What' consist of three parts, namely Team KRAs, special projects and individual contribution areas, while the 'How' component is primarily based on Cosmo's eight global competencies. Team KRAs define the team's desired level of performance on core functional operating parameters and overall department efficiency and performance goals. Individual contribution areas consist of quality focus, special initiatives, learning and development, innovation/ problem solving and safety. The company was able to successfully streamline its performance management process through online system, facilitating more transparent and smoother performance reviews.

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Company Details		Management Details	
HR Segment	Performance Management	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



## Cosmo Films Limited

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Website: [www.cosmofilms.com](http://www.cosmofilms.com)

Dun & Bradstreet D-U-N-S® No 65-032-5590

### Cosmo Films' Talent Management Policy

In a highly competitive business landscape, while finding the right talent is quite challenging, most organizations fail to pay heed to employee retention. Engaging talented employees and motivating them to deliver their best and reach their potential while staying committed to the organization is crucial to the success of any organization. With the belief that talent management is a continuous process, Cosmo Films places great importance on identifying as well as retaining high performers and high potential employees (HiPos) within the organization. In order to meet this objective, the company has formulated a talent management policy, which is implemented across the board with the help of the company's leadership as well as external agencies. Every year, the company's HR team, along with a specially-formed Talent Management Committee, identifies performers and HiPos, and takes the help of external agencies and experts to formulate strategies to keep these employees motivated. They are provided with the right opportunities and this helps ensure a future leadership pipeline.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
HR Segment	Talent Management	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



## DCB Bank Limited

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### DCB Bank's Training, Learning & Development Initiatives

DCB Bank has adapted certain training, learning and development initiatives. ACE, an internal talent program, aims to retain, develop and reward high performing employees. Leadership Excellence & Advancement Program (LEAP) was launched to groom mid-management to accept larger roles and responsibilities and to prepare them for next-level positions. ASPIRE is a program focused on soft skills, banking products & processes and risk management. The Bank has created an induction application, providing vital information pertaining to the organization. 'Grow with Us' is designed for people to move up in different roles, and has helped in talent retention and closure of mid-level positions within the Bank. Some of the other initiatives include RISE (a cross functional banking program), Ascend (supervisory skills development), Budding Banker Programs for Branch Banking, SME, Credit & Operations, induction program for new recruits, DCB Chaupal (sharing feedback on initiatives within region), ingraining of the Empathy-Speed-Quality culture in employees, mentoring programs, training on improving account discrepancies, workshops & programs on hiring, selling & communications skills, team & performance management, ethics, sales function and learning & development.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



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### DCB Bank's Focus on Uplifting Performance

DCB Bank has initiated programs to uplift employee performance. Employees who do not meet the minimum expected levels of performance inspite of on-the-job & classroom trainings and constant mentoring are made to undergo a Performance Improvement Process. The objective of the program is to provide a helping hand in bringing a holistic improvement in employees' performance, rather than discouraging the employees. Likewise, the Lead Generation Program was introduced to increase the Bank's flagship culture, CREW – Collaborate – Respect – Encourage – Win, which ultimately led in achieving huge leads for the bank and surpassing the target by a big margin. Further, employees can apply for promotion with the help of Promotion Eligibility Calculator. This initiative provides fairness and clarity to staff about career progression. Other initiatives include DCB Movers & Shakers (annually rewarding performances), succession planning, Hiring Skills workshop (to hire productive resources), Performance Management Grievance Redressal Process, Ascend (supervisory skills development program), S-Peak Survey (feedback mechanism for supervisors), Monthly DCB Roll of Honour (publishing names of top performers from respective units), PACE (developmental program for employees in the sales function) and Selling Skills Workshops.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Performance Management	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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### Career Progression with DCB Bank

'Grow with Us' is a series of programs designed for people to move up in different roles. Employees have the option to apply for role-based learning program and are selected on the basis of performances. This initiative has helped in talent retention and closure of mid-level positions within the Bank. An employer branding initiative is designed based on Employee Value Proposition for internal & potential employees. DCB Bank also encourages internal staff to accept new roles within the Bank, which will boost employee morale and create a talent pool. Leadership Excellence & Advancement Program (LEAP) was launched to groom mid-management to accept larger roles & responsibilities and prepare them for the next level. This program acts as a learning platform to understand sales, marketing, HR, quality, entrepreneurship and customer services. RISE, a cross-functional banking program, was launched to groom its second line leadership to accept cross-functional assignments pertaining to treasury, advances & lending, operations and technology. Through succession planning, DCB Bank identifies personnel who are most likely to fit in key roles and accordingly selects, trains & develops them.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Career Prospects	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



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### DCB Bank's Approach Towards Cultural Change

DCB Bank adopted various transformational activities in an endeavour to develop a learning environment, positive work culture and good governance. Adarsh is a tool deployed for effective communication from junior level to senior level employees of the bank. Each One Reach One is an initiative wherein the HR team holds discussions over job satisfaction and work environment with a business unit every month. Collaborate-Respect-Encourage-Win (CREW) is a culture building initiative aimed at promoting & inculcating values amongst employees across all levels in the Bank. A Hiring Skills workshop is designed to help supervisors identify & hire productive and specific resources. Through this workshop, the Bank has been successful in educating supervisors to conduct more structured interviews, helping them to improve the accuracy in identifying high performing talent. Other initiatives aimed at bringing a cultural change include ingraining the Empathy, Speed, & Quality (ESQ) culture in employees across levels, Firebolt (extensive mentorship program for customer facing roles), S-Peak Survey (feedback mechanism for supervisors' performances) and ethics strengthening workshop focusing on disciplinary themes.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



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### DCB Bank's Initiatives to Nurture Talent

DCB Bank has adopted various initiatives aimed at managing talent. ACE, an internal talent program, aims to retain, develop and reward high performing and high-potential employees. 'Grow with Us' is a series of programs designed to help employees move up in different roles. Employees have the option to apply for role-based learning programs and are selected on the basis of performances. This initiative has helped in talent retention and closure of mid-level positions within the Bank. DCB Bank also encourages internal staff to accept new roles within the organization, which boosts employee morale and helps create a talent pool. The Leadership Excellence & Advancement Program (LEAP) was launched to groom mid-management to accept larger roles & responsibilities and prepare them for the next level. RISE, a cross-functional banking program, was launched to groom its second line of leadership to accept cross-functional assignments. Employees can apply for promotion with the help of the Promotion Eligibility Calculator, which provides fairness and clarity to staff about career progression. Other initiatives include ASPIRE (combination of LEAP & RISE), succession planning, Hiring Skills workshop, Firebolt (mentorship program), rewarding performances and Budding Banker Programs.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Talent Management	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



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### Team Management & Leadership Development Interventions at DCB Bank

An engaging supervisor helps to reduce staff attrition, thereby ensuring a highly engaged workforce with high retention. Recognizing this, DCB Bank has designed certain interventions and development initiatives. ACE, an internal talent program, aims to retain, develop and reward high performing and high-potential employees. It also focuses on identifying and preparing successors for key roles across the Bank. Leadership Excellence & Advancement Program (LEAP) was launched to groom mid-management to accept larger roles & responsibilities and to prepare them for next-level positions. RISE, a cross-functional banking program, was launched to groom second line of leadership to accept cross-functional assignments. SPRINT is a program designed to equip and enhance participants on aspects of sales, team & performance management and people development skills. ASPIRE (a combination of LEAP & RISE) is a program focused on critical banking and soft skills, banking processes, regulatory aspects, asset and liability products, technology, risk management, sales & service skills. Other initiatives include Ascend (supervisory skills development program aimed at enhancing people management competencies), S-Peak Survey (feedback mechanism for supervisors' performance) and mentoring programs such as Pathbreakers.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Team Management & Leadership	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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### DCB Bank's Robust Information Dissemination System

An organization always seeks to develop an effective channel to disseminate information, and thereby achieve good governance. In this direction, DCB Bank deployed Adarsh as a tool for effective communication from junior to senior level employees. Under the CEO Audio Bridge, the CEO addresses employees every quarter along with conducting healthy discussions. Collaborate-Respect-Encourage-Win (CREW) is the culture building initiative at the Bank. DCB Bank has created an induction application, providing vital information pertaining to the organization. Project First Time Right helps branches achieve key metrics such as Accuracy, Customer Delight & Process Excellence. Prayaas is a training intervention designed to provide structured and continual learning process to the Branch Banking staff on RBI released circulars. Other initiatives include induction program for new recruits, DCB Chaupal (where employees share feedback on initiatives within region), ingraining the Empathy-Speed-Quality culture in employees, Employee Handbook, High Decibel (a quarterly newsletter), Hour HR (DCB Bank's radio station), HR Help desk, an online learning platform LUMOS for learning & development, Performance Management Grievance Redressal Process, Postmaster emails (information on the Bank and branches) and RISE (a cross functional banking program).

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Information Dissemination	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



## Edelweiss Tokio Life Insurance Company Limited

4th Floor, Tower 3, Wing 'B', Kiroil Road, Kurla (W), Mumbai - 400070, Maharashtra  
 Website: [www.gulfoilindia.com](http://www.gulfoilindia.com)

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### Scaling Up Talent at Edelweiss Tokio

Edelweiss Tokio Life Insurance Co Ltd (Edelweiss Tokio), being a young organization, decided to move up the ladder – from a startup to scale up. The company realized the need to create a pipeline of leaders within the organization to take up leadership roles in future through structured education, experience and exposure. The company intended to create a dedicated program to engage, develop and retain high potential employees. A transparent and meritocratic assessment process was established to create a talent brand through the programme. To facilitate the program, a digital platform was established so as to ensure on-job tasks are undertaken and imbued in the leaders. The company took advice of external consultants for proper conception and implementation of the program with experts from IIM, Indore acting as knowledge partners while internally certified coaches govern and nurture leadership talent from within the organization. Although the program is in progress, the results are evident through positive voice of business and end-customer. By helping leaders progress more effectively, the company hopes to create a credible talent stream in the future.

**Company Background:** Edelweiss Tokio is a joint-venture between Edelweiss Financial Services Ltd, one of India's leading diversified financial services companies and Tokio Marine Holdings Inc, one of Japan's oldest and largest insurance companies. The company provides life insurance products and solutions including term, health, investment, child, retirement, group, unit-linked insurance as well as endowment and micro-insurance plans.

Company Details		Management Details	
HR Segment	Talent Management	Chief Executive Officer	Sumit Rai
Industry	Insurance	CHRO	Vikas Bansal

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



## ELANTAS Beck India Limited

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### EBIL's Strategy for Transformational Change

In order to tackle problems in terms of lack of a performance-driven culture and a low engagement score, ELANTAS Beck India Limited (EBIL) introduced the EBIL three pillar people strategy. The three pillars of this strategy were - creation of a working environment that stimulates team spirit, passion, engagement and achievement; expansion of performance culture based on strong leadership; and constant up-gradation of skills and knowledge through a culture of learning. EBIL aimed at building a high performance culture, which helped the company to achieve a higher level of transparency and openness in the system, increased visibility and trust in shareholders and led to the creation of an improved two-way communication in the system. Learning & development activities along with leadership development courses, birthdays and annual day celebrations, sports and team building activities were organized to create an engaging and energized workforce. With this, EBIL's employment engagement score rose to 64.1% in 2017 from 45% in 2014. These initiatives not only enabled the HR to become the business partner of the company but also helped the organizational culture to be in tandem with the vision of the company, with a performance-oriented culture.

**Company Background:** ELANTAS Beck India Limited (EBIL) is part of the ALTANA group, a specialty chemicals unit. The company is engaged in the business of manufacturing and marketing of electrical insulation systems and electronic & engineering materials with applications in the electrical equipment, power and automotive sectors. ELANTAS has completed over 60 years of operations in India.

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director	Ravindra Kumar
Industry	Chemicals	Head - HR	Ashwini Musale

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



## Exdion Solutions Private Limited

7/A, STC Trade Centre, 5th Floor, Nandini Layout, Bengaluru – 560096, Karnataka  
 Tel: 080- 46585000  
 Email: hr@exdion.com; Website: www.exdion.com  
**Dun & Bradstreet D-U-N-S® No 86-039-0320**

### Talent Management through Exdion's Academy

Exdion SOLUTIONS was confronted with the challenge of helping fresh graduate recruits make a smooth transition from college to corporate work culture. It needed a training programme to get the new employees acquainted with the industry and adapt to the corporate culture before they start off. Keeping this in mind, the company launched the Exdion Academy. The academy provides classroom training to trainees on industry knowledge, and assessments are conducted on a regular basis for a period of six months. The first two months of the training programme include sessions on pre-process training, process training and buddy up training. In the remaining four months, the company provides on-the-job training, refresher training, training on language of medicine and internship programmes. The company has formed a team of two trainers and a manager as head of the team to implement the initiative. Exdion Academy has emerged as the main channel of recruitment for the company in the last two years. It has also helped the company reduce the attrition rate amongst freshers.

**Company Background:** Exdion Solutions Pvt Ltd (Exdion) was incorporated in 2016. It is engaged in providing insurance and healthcare business process management services. It serves the US insurance industry, healthcare, property & casualty and general & life insurance sectors. The company also provides domain-led consulting to brokers, management agencies and insurers. In addition, it offers policy lifecycle management services and analytics services.

Company Details		Management Details	
HR Segment	Talent Management	Managing Director & CEO	L S Ram
Industry	IT / ITeS	Senior Manager - HR	Jeevesha Koppam

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



## Firstsource Solutions Limited

5th Floor, Paradigm 'B' wing, Mindspace, Link Road, Malad (West) Mumbai - 400064, Maharashtra  
Website: www.firstsource.com

Dun & Bradstreet D-U-N-S® No 91-853-2073

### Firstsource Solutions' Improved Learning Experience

Firstsource Solutions realized the need to deliver employee learning experiences that are relevant, real-time and accessible to all. The company aimed at enhancing the skill sets of its employees through blended learning methodology. To achieve this goal, it joined hands with its HR business partners, HR leaders, learning consultants in various geographies, SMEs, nominations from business, business heads, leaders from various business units and corporate functions, as well as its corporate communication team to offer best learning experience, both virtual as well as classroom modes, to employees across all four geographies. Through individual development plans, employees were able to select their individual learning needs, relevant to their roles and functions, and in alignment with their managers' expectations. Additionally, targeted workshops, sessions and external courses for particular skill development were also conducted. For impact analysis, the company partnered with learning consultants to drive impact summaries and to follow up with teams and managers. It was found that learning had both direct and indirect impact upon performance, revenue, process health, individual development, and ultimately the organization's performance.

**Company Background:** Firstsource Solutions Ltd provides customized business process management services to more than 100 clients in India, US, UK and the Phillipines. The company's service offerings include solutions covering complete customer lifecycle across healthcare, telecommunications & media and banking, financial services and insurance verticals.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director & CEO	Rajesh Subramaniam
Industry	Business Process Management	CHRO	Soma Pandey

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



## Firstsource Solutions Limited

5th Floor, Paradigm 'B' wing, Mindspace, Link Road, Malad (West) Mumbai - 400064, Maharashtra  
Website: www.firstsource.com

Dun & Bradstreet D-U-N-S® No 91-853-2073

### Firstsource's ACE Performance Management Process

ACE – Achieve, Collaborate, Enhance – is a performance enhancement process at Firstsource Solutions, which aims at helping individuals perform at their best every single day. The company sought to install a process that would make it easier to measure, enhance and reward performance effectively and to help build a culture of meritocracy and excellence. Consequently, the company introduced a comprehensive process with innovative features such as a holistic performance scorecard, which gives an overall view of employee contribution, competence and potential and moves away from a single rating based system, ongoing development dialogues at the heart of performance enhancement, provision to seek and share feedback with stakeholders, and linkage to individual development and career planning. The process was deployed globally across four different geographies and business units within the first year. The new process has resulted in improved flexibility for decisions related to bonus, increments, promotions, top talent identification, retention and career progression. Moreover, it has allowed the company to strengthen linkages with other HR processes to ensure seamless information flow for more effective decision making.

**Company Background:** Firstsource Solutions Ltd provides customized business process management services to more than 100 clients in India, US, UK and the Phillipines. The company's service offerings include solutions covering complete customer lifecycle across healthcare, telecommunications & media and banking, financial services and insurance verticals.

Company Details		Management Details	
HR Segment	Performance Management	Managing Director & CEO	Rajesh Subramaniam
Industry	Business Process Management	CHRO	Soma Pandey

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



## GCS Medical College, Hospital & Research Centre

Opposite DRM Office, Nr. Chamunda Bridge, Naroda Road, Ahmedabad – 380025, Gujarat  
 Tel: 91-79-6604 8000; Fax: 91-79-2220 1915  
 Email: info@gcsmc.org; Website: www.gcsmc.org

### GCS Medical College's Training Program on Performance, Behavior and Quality of Work

Training is an important component for employee growth, which helps them understand the vision, mission and values of the organization and accordingly motivates them to work. At GCS Medical, induction and on-boarding training programs are interactive and fun-filled sessions aimed at creating enthusiasm in new recruits to perform well. Apart from this, the organization also conducts behavioral, functional and quality training programs for all employees. Concepts are explained to participants with the help of power-point presentations, videos & animation, information graphics, games, case studies and role plays. Behavioral training includes effective communication, team building, inter-personal relationships, self-empowerment, personal effectiveness, problem solving and decision making aspects. Quality training comprises of medical record documentation, NABH policies and forms & formats implementation. Some of the functional training involves dos and don'ts and medication administration, patient safety and spillage management. After implementing this training program, GCS Medical has observed significant improvement in terms of quality of work, performance and behavior.

**Company Background:** GCS Medical College, Hospital & Research Centre (GCS Medical) was established in 2009 in Ahmedabad, Gujarat by the Gujarat Cancer Society (GCS). The departments in the medical college include Anatomy, Physiology, Biochemistry, Community Medicine, Pathology, Pharmacology, Microbiology and Forensic Medicine.

Company Details		Management Details	
HR Segment	Training & Development	Executive Chairman & Trustee	Pankaj Patel
Industry	Hospital	Sr. Gen. Manager (Ops. & HR)	Neha Lal

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



## GCS Medical College, Hospital & Research Centre

Opposite DRM Office, Nr. Chamunda Bridge, Naroda Road, Ahmedabad - 380025, Gujarat  
 Tel: 91-79-6604 8000; Fax: 91-79-2220 1915  
 Email: info@gcsmc.org; Website: www.gcsmc.org

### GCS Medical College's Performance Counselling Initiative

The objective of a performance management system is to evaluate the performance of the staff, provide feedback and accordingly reward the performance. At GCS Medical College, induction and on-boarding training programs are interactive & fun-filled sessions aimed at creating enthusiasm in new recruits to perform well. To enhance the effectiveness in the performance management system, the College focused on introducing performance discussion with feedback to the employee for further improvement. It sought to guide employees whose performance level was below the standard and accordingly implemented performance counseling sessions with feedback. Going forward, the organization intends to conduct performance discussion as a new parameter for appraisals of the staff. Performance evaluation of any employee is conducted by the employee, immediate superior/heads of department and HR. Performance appraisal is converted into healthy conversation as the employee receives constructive feedback on the areas of improvement.

**Company Background:** Gujarat Cancer Society (GCS) established GCS Medical College, Hospital & Research Centre (GCS Medical) in 2009 in Ahmedabad, Gujarat. The departments in the medical college include Anatomy, Physiology, Biochemistry, Community Medicine, Pathology, Pharmacology, Microbiology and Forensic Medicine.

Company Details		Management Details	
HR Segment	Performance Management	Executive Chairman & Trustee	Pankaj Patel
Industry	Hospital	Sr. Gen. Manager (Ops. & HR)	Neha Lal

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



## Gold Star Jewellery Private Limited

Block C, Plot 16(P), 17, 28, 29(P), Seepz, Andheri (East), Mumbai - 400096., Maharashtra  
 Tel: 91-22-6694 7000  
 Email: saumya@goldstarjewellery.com; Website: www.goldstarjewellery.com  
**Dun & Bradstreet D-U-N-S® No 91-852-1816**

### Gold Star's Intervention to Achieve Product Line Consistency

Gold Star Jewellery introduced Computerized Numerical Control (CNC) machines in order to eliminate manual interventions and become technically advanced and up to date with new trends in the industry. These machines would produce bulk quantities of finished goods in minimal time, without losing essence and emotion in the making. To achieve this, the organization provided extensive training to employees on CNC machines, product designing and product development. This would help in achieving good quality products with lesser rejections, supreme finish and high quality. In order to be at par with industry trends, the company also provided new state-of-the-art machinery. Subsequently, the chances of product rejections became minimal on account of automation. This helped the company produce in bulk quantities with better results and higher productivity. The organization focused on hiring a technically-qualified team with the understanding of the engineering process and knowledge of automation. This eventually helped the company expand its product assortment width.

**Company Background:** Gold Star Jewellery Private Limited (Gold Star) is engaged in the business of diamond production and jewellery manufacturing. Gold Star offers a range of patent cuts and designs with normal and fancy cut stones, gents wear, bracelets, neckpieces, bangles and body wears. The company works on BEM and BPP modules.

Company Details		Management Details	
HR Segment	Transformational Change	Vice Chairman	Alkesh Shah
Industry	Gems & Jewellery	GM - Corporate Strategy HR/IR	Dr. Saumya Badgayan

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



## Happiest Minds Technologies Private Limited

53/1-4, Hosur Main Road, Madivala (Next to Madivala Police Stn), Bengaluru - 560068, Karnataka  
 Website: www.happiestminds.com

**Dun & Bradstreet D-U-N-S® No 86-453-6811**

### Happiest Minds' "Mind It"

Happiest Minds adopts mindfulness as an approach towards both its clients as well as team members. The approach works on the principle of 'Happiest People, Happiest Customers' with core values of spreading SMILES - Sharing, Mindful, Integrity, Learning, Excellence and Social responsibility. The company encourages its employees to Be Mindful and to Do Mindful. Employees are persuaded to set aside 60 minutes a week to explore, understand and imbibe the philosophy of mindfulness. Training programs for breath watch, third mind technique, sense walk and body scan are regularly conducted. The company has trained 2,042 employees over the past two years in mindfulness practice. At an individual level, the company's employees have reported health benefits like lower blood pressure, enhanced concentration and elevated levels of empathy for others. At an organizational level, it has helped build teamwork, trust and acceptance of different points of view. Adoption of the mindfulness theme has benefited Happiest Minds both internally through improved employee productivity and operational efficiencies, as well as externally – benefits to brand and increased revenue.

**Company Background:** Happiest Minds Technologies Private Limited enables digital transformation and offers domain-centric solutions, IPs in IT services, product engineering, infrastructure management and security. These services have applicability across industry sectors such as retail, CPG, e-commerce, banking, insurance, hi-tech, engineering R&D, manufacturing, automotive and travel/transportation/hospitality. In addition to India, the company has operations in US, UK, Netherlands, Australia, Middle East and Turkey.

Company Details		Management Details	
HR Segment	Transformational Change	Executive Chairman	Ashok Soota
Industry	IT / ITeS	VP & Chief People Officer	Sachin Khurana

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



## Hilti India Private Limited

Building 8, Tower C, 6th Floor, DLF Cyber City Phase 2, Gurgaon - 122008, Haryana  
 Tel: 91-124-4139913  
 Website: www.hilti.in

**Dun & Bradstreet D-U-N-S® No 86-219-7373**

### Hilti India's Transparent Performance Management Process

Hilti India is focused on following a fair, transparent and streamlined performance management system. Every employee in the organization is trained on setting SMART goals and is provided a thorough understanding on the performance management process. Account Managers are accompanied by their Team leaders on the field and a detailed 'Field Trip report' is generated. The trip review is based on the 6 Red Thread Dimension competencies, ensuring complete feedback to employees. Capacity building workshops, webinars, coaching and exposure activities are provided to team leaders to train them to become capable and effective people managers. Hilti India follows the No Bell Curve Approach as a part of performance evaluation process. Team leaders are free to rate team members in the top most bracket of achievement as long as the employee achieves the set goals and targets. Self-Appraisal and Quarterly Feedback Check-ins are also adapted to monitor performances. As part of the merit process, the company conducts an audit for the internal roles, while ensuring that parity between roles and gender pay is maintained.

**Company Background:** Hilti India Private Limited (Hilti India), a subsidiary of Hilti Group, commenced its direct operations in India in 1997. The company provides wide solutions in the fields of software for design, products and tools for work, onsite training, repairs and consultancy. Hilti India is the exclusive importer and distributor in India of all Hilti products manufactured all over the world.

Company Details		Management Details	
HR Segment	Performance Management	General Manager	Jayant Kumar
Industry	Electric & Electronic Products	Director - HR	Sanjay Chaturvedi

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



## Hilti India Private Limited

Building 8, Tower C, 6th Floor, DLF Cyber City Phase 2, Gurgaon - 122008, Haryana  
 Tel: 91-124-4139913  
 Website: www.hilti.in

**Dun & Bradstreet D-U-N-S® No 86-219-7373**

### Hilti India's Effective Channels of Communication

Hilti India aims at maintaining trust and transparency within the organization through effective means of communication. The mediums adapted by Hilti India towards a focused flow of information are newsletters released by General Managers, trade managers and HR, the Hilti India intranet page, personnel announcements, mobile messaging, display channels through LED screens, Q&A sessions with the management, Human Resource Business Partner Catchups and annual events of the company. Further, town halls are important forums for leaders to share information with employees pertaining to leadership vision, business strategies, products and revenues of the company. Quarterly board meetings provide necessary updates on important changes in the industry and product line or revenues, while monthly review meetings focus on team and sales updates. Such review meetings motivate the team members to work towards engaging customers. AMA (Ask Me Anything) sessions are organized with top management, through podcasts and Yammer (internal communications portal). These live sessions are open for a certain period where employees ask questions to any of the leaders across the globe and the leaders answer them accordingly.

**Company Background:** Hilti India Private Limited (Hilti India), a subsidiary of Hilti Group, commenced its direct operations in India in 1997. The company provides wide solutions in the fields of software for design, products and tools for work, onsite training, repairs and consultancy. Hilti India is the exclusive importer and distributor in India of all Hilti products manufactured all over the world.

Company Details		Management Details	
HR Segment	Information Dissemination	General Manager	Jayant Kumar
Industry	Electric & Electronic Products	Director - HR	Sanjay Chaturvedi

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



## Indian Oil Corporation Limited

3079/3, J B Tito Marg, Sadiq Nagar, New Delhi - 110049, Delhi  
Tel: 91- 11-26260000 / 10  
Website: www.iocl.com

**Dun & Bradstreet D-U-N-S® No 65-004-9216**

### IOCL's Project 'Saksham' - Structured Leadership Development Programme

Leadership Center is one of the main experiments undertaken by IOCL. The organization decided to shift its approach from 'one size fits all' to 'made to fit' for developmental interventions. Its focus on 'Investing in People' led to the introduction of Project 'Saksham'. This project was aimed at strengthening leadership competencies by providing executives with developmental modules, which are co-created by the IOCL's Human Resource Development Group with B-schools, post analysis of the competency assessment results. The learning inputs include movie-based cases, simulation exercises, business games, role-plays and action learning projects among others. The expectation of need-based learning & development at all levels has increased among the employees, leading the organization to embark on a path of carving a succession plan for pivotal roles with emphasis on Individual Development Plan. This project is a major shift from a standardized training model to a need-based developmental mode. IOCL aims at building a performance oriented and competitive culture for the employees. Going forward, IOCL intends to provide an online self-learning platform as a part of its learning & development strategy.

**Company Background:** Indian Oil Corporation Limited (IOCL) is involved in the business of refining, transportation and marketing of petroleum products. The company has also expanded its operations across hydrocarbons value chain – upstream into oil & gas exploration & production and downstream into petrochemicals. The company has also diversified its operations into natural gas and alternative energy resources. IOCL has a network of approximately over 47,800 customer touch points.

Company Details		Management Details	
HR Segment	Training & Development	Chairman	Sanjiv Singh
Industry	Oil & Gas	Director - HR	Ranjan Kumar Mohapatra

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



## ITC Infotech India Limited

No. 18, Banaswadi Main Road, Maruthiseva Nagar, Bengaluru – 560005, Karnataka  
Tel: 91-80-22988304 / 9886439678  
Email: raji.george@itcinfotech.com; Website: www.itcinfotech.com

**Dun & Bradstreet D-U-N-S® No 91-643-7759**

### ITC Infotech Enhanced Reputation as a Skilled Market Place

ITC Infotech focuses on enriching its learning & capability building practices to cater to the changing industry dynamics in the digital era and opening up new avenues for people. 'PROP-EL' and Talent Plus are learning platforms created for skill development. The company's skill development strategy aims at doubling the digital-skilled workforce in the years to come. The organization aims at shaping behavioral aspects by creating a digital mindset for employees. The company designed a three-pronged approach for three different profiles. The first approach was designed for consultants through design thinking workshops & post workshop mentoring targeted at developing competencies as they interface with clients. The second focused on guiding managers to become effective mentors. The third is a series of mini-workshops conducted for technology teams to help them align with the thought processes of clients/customers. By utilizing this mix of techniques, ITC Infotech has witnessed an evolution in thought processes while upgrading skills across a large cross-section in the organization. The digital upskilling programs have helped in increasing internal job movements and enhancing digital skill set among employees.

**Company Background:** ITC Infotech India Limited (ITC Infotech) is a technology services provider led by business and technology consulting. The company provides solutions to enterprises in supply chain based sectors (CPG, retail, manufacturing, Hi-Tech) and services (banking, financial services, insurance, healthcare, airline, hospitality) with an infusion of traditional and newer business models. Some of the solutions include trade marketing & distribution, supply chain optimization, data engineering & analytics and digital banking solutions.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director & CEO	Sudip Singh
Industry	IT / ITes	CHRO	Anand Talwar

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



## JM Financial Limited

7thFloor, Cnergy, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: www.jmfl.com

Dun & Bradstreet D-U-N-S® No 65-064-7829

### JM Financial's Performance Enhancing Initiatives

Through various interventions like team meetings, business reviews and performance management, JM Financial seeks to build an atmosphere of transparency across levels and facilitate two-way communication. The company's performance management process has been designed to enhance employee strengths and to address individual development needs, thereby helping them to succeed. Through goal setting, the employee and his immediate seniors set specific objectives/goals to be achieved (KRA template). These objectives consist of key result areas (KRA), key skill areas (KSA) and franchise building engagements (FBE). KRAs are role and work specific objectives, defining the 'what' aspect of the role while KSAs represent soft skills and behavioral attributes of the role and how employees are aligned to company values. FBEs are initiatives taken by employees towards organization building, brand image, retention, mentoring and team development. Employee performances are reviewed on the basis of the defined performance goals. The process sets clear expectations, ensuring that employees work towards a common vision. Accomplishments and strength are recognized while areas of development are discussed to draw a training plan for the employee.

**Company Background:** JMFL is one of the leading financial services groups and provides a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. It has interests across diverse business segments such as investment banking, equity, debt, commodity sales and trading, wealth management, portfolio management services, asset management, alternative asset management, financing and lending, housing finance and distressed asset financing.

Company Details		Management Details	
HR Segment	Performance Management	MD & Group Head - HR & Admin.	Anil Salvi
Industry	Financial Services	Group Managing Director	Vishal Kampani

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



## JM Financial Limited

7thFloor, Cnergy, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: www.jmfl.com

Dun & Bradstreet D-U-N-S® No 65-064-7829

### JM Financial's Home Grown Talent

At JM Financial, talent acquisition and management as well as succession planning are core focus areas. The company works towards developing a flexible, agile and high-performing workforce to meet its future needs, for which it has chalked out an aggressive growth plan where individuals are groomed to meet specific business requirements. Management trainee and internship programs are undertaken periodically, to build a strong pool of management talent. It aims at developing a culture-aligned and home-grown talent pool, which over time will lead to leadership roles. Entry-level employees are nurtured in the same cultural environment, helping them blend into the organization's culture. They also serve as role models to all new entrants, thereby reducing attrition levels. Besides, in-house talent is tried and tested within the system while internal stakeholders' trust is also ensured. Creating a talent pool from within not only strengthens the current team but also motivates the leader to lead with example. As a result, JMFL enjoys a lower attrition rate as compared with the industry and its regret attrition rate is also relatively lower.

**Company Background:** JMFL is one of the leading financial services groups and provides a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. It has interests across diverse business segments such as investment banking, equity, debt, commodity sales and trading, wealth management, portfolio management services, asset management, alternative asset management, financing and lending, housing finance and distressed asset financing.

Company Details		Management Details	
HR Segment	Career Prospects	MD & Group Head - HR & Admin.	Anil Salvi
Industry	Financial Services	Group Managing Director	Vishal Kampani

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 - 411013, Maharashtra  
Tel: 020-26727000; Fax: 020-26870634 / 26870297  
Email: ; Website: www.kirloskarkpcl.com

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

### Kirloskar Pneumatic's New Appraisal Process for Performance Management

Performance management is the set of activities that help employees as well the organisation in meeting their goals in an effective and efficient manner. Kirloskar Pneumatic aimed at improving its erstwhile performance appraisal system and introducing a new one in order to enhance its performance management. Hence, the company worked on a new performance appraisals process. The new appraisal process involved few changes like online oracle system for appraisals, keeping track of employee's performance history made easy, inclusion of subordinates' development activities in performance appraisal for managers, training on effective performance appraisal for managers, team working made part of performance appraisal, system alerts for pending appraisals and timely completion of performance appraisals. The new appraisal process has helped the company in timely completion of employees' performance appraisals.

**Company Background:** Kirloskar Pneumatic Company Ltd (KPCL), a part of Kirloskar Group, was incorporated in 1958. KPCL commenced its operations with the manufacture of air compressors and pneumatic tools. The company's business can be classified into four key segments namely air compressor division, air conditioning, refrigeration division, process gas system and transmission division. Some of the products manufactured by the company include air conditioning & refrigeration systems, marine HVACR, process gas systems and hydraulic power transmission machinery.

Company Details		Management Details	
HR Segment	Performance Management	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



## Life Insurance Corporation of India

Yogakshema Building, Nariman Point, Mumbai - 400021, Maharashtra  
Website: www.licindia.in

**Dun & Bradstreet D-U-N-S® No 65-005-6716**

### Nurturing Talent at LIC

Life Insurance Corporation of India (LIC) considers employee development a critical lever for creation of a well-trained workforce. The company focuses on honing employee skills and motivating them to enhance performance with thrust on exemplary customer service while ensuring that they remain committed to the organization. The company has developed a well-organized training advisory system wherein training and marketing/operational heads and directors of in-house training centers work in close collaboration at all stages. Based on the training needs identified, an action plan is chalked out for the year and a training calendar prepared. The training activities are also reviewed through a feedback and evaluation system, with improvements done wherever required. In addition to in-house training, officers are encouraged to pursue open as well as customized training programmes conducted by reputed external training institutes. With the help of these initiatives, LIC has been able to enhance its overall performance in terms of customer service, claims, new business and reduced complaints.

**Company Background:** Life Insurance Corporation of India (LIC) provides life insurance products and services, which include insurance plans, special plans, pension plans, unit plans, micro-insurance plans, withdrawn plans, health plans and Aam Admi Bima Yojana. It also provides group schemes for employers, associations, societies etc. In addition to India, LIC has presence in Mauritius, Fiji, United Kingdom, Middle East, Nepal, Sri Lanka, Bangladesh, Singapore and Kenya.

Company Details		Management Details	
HR Segment	Training & Development	Chairman	M R Kumar
Industry	Insurance	Executive Director - HRD/OD	Kiran Sahdev

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



## Maya Digital Studios Private Limited

Communication Centre, Sector II, Film City, Goregaon (E), Mumbai - 400065, Maharashtra  
Website: [www.mayadigital.in](http://www.mayadigital.in)

Dun & Bradstreet D-U-N-S® No 85-904-6223

### Building a Talent Pool at Maya Digital

Given the dearth of skills in the industry, Maya Digital Studios Pvt Ltd (Maya Digital), strategically focuses on developing talent within the organization. The company has collaborated with highly-trained artists with experience on international projects to train its employees. Through the 'Upgrade Your Skills' initiative, employees get an opportunity to hone their skills and gain exposure on international projects. Maya Digital also encourages its team leaders and supervisors to build their own teams, along with sourcing talent through references or social media. Team leaders not only take up higher responsibilities and drive projects but also source talent to build and train their respective teams, thereby contributing to the organizational growth as well as the growth of their teams and their own selves. The company also conducts online competitions, which is open to everyone across the world, irrespective of whether he/she is an employee of Maya Digital. The winner of the competition is offered placement in the company. The company also leverages the power of social media like Facebook, Twitter, Whatsapp and LinkedIn in attracting talented individuals.

**Company Background:** Maya Digital provides business solutions such as website and mobile app development, online advertising and brand building. Its services portfolio includes website application, e-commerce platform, web and mobile applications, social media marketing, Google street view, online advertising, product photography/video making, design-led brand communication and digital innovation. It caters to clients from industries like retail, educational, real estate, telecom infrastructure, hospitality, e-commerce industry, etc.

Company Details		Management Details	
HR Segment	Talent Management	Chief Executive Officer	Anish Mehta
Industry	Animation Industry	Chief Financial Officer	Kalyani Rane

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



## Meerut Institute of Engineering & Technology

NH-58, Bypass Road, Baghpat Crossing, Meerut - 250005, UP  
Tel: 91-121-2439057; Fax: 91-121-2439058  
Email: [contact@miet.ac.in](mailto:contact@miet.ac.in); Website: [www.miet.ac.in](http://www.miet.ac.in)

Dun & Bradstreet D-U-N-S® No 72-597-0813

### MIET's Focus on Training & Skill Upgradation

MIET sought to train its faculty towards emerging technology and research, leading to skill enhancement and improvement in academic environment. Technical educational institutions look up to the industry to provide support in sharing knowledge on latest technological trends. In order to organize learning sessions for academic staff & students, MIET not only encourages participation in webinars and online training sessions, but also sends its faculty to different institutions and government organizations to receive specialized technology based training. MIET closely works with technological companies like SAP, Sales force, Adobe, IBM, Data Analytics among others. Regular workshops/training sessions by industry experts are conducted in the campus. The Center of Excellence was internally established to train the faculty and students. Training & skill upgradation have been incorporated into the Annual Appraisal System to ensure knowledge enhancement to faculty members. These initiatives have led to an improvement in the overall academic environment & results, regular conduct of events, increase in project submissions & assignments under consultancy, faculty retention and increase in faculty productivity in terms of publishing technical paper and articles.

**Company Background:** Meerut Institute of Engineering & Technology (MIET) was established in 1997 in Meerut, Uttar Pradesh. The institute caters to under graduation and post-graduation courses in the field of engineering and technology. The courses involve MBA, PGDM, MCA, M. Tech in Biotechnology; Computer Science & Engineering and Digital Communications; B. Tech in Biotechnology; Chemical, Computer Science and Civil Engineering; Electronics & Communication Engineering, among others.

Company Details		Management Details	
HR Segment	Training & Development	Vice Chairman	Puneet Agarwal
Industry	Educations	Director General	Lt. Gen. J M Garga

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, Rahimtullah Sayani Road, Opp Parel, ST Depot, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: www.motilaloswal.com

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

### Developing Skills at MOFSL

Motilal Oswal Financial Services Ltd (MOFSL) takes efforts to build the skills-set of its workforce. The company encourages its employees to undergo internal training, which covers a host of topics, from soft skills like communication and interpersonal skills, leadership, behavioral and presentation skills, etc., to technical subjects like portfolio management, risk management, investment products, etc. MOFSL also conducts trainings based on competency and need-based training, wherein either the employee undertakes training based on his requirement or his senior's suggestion. To promote a learning culture among its employees, MOFSL introduced an e-learning platform, which is accessible to employees from any branch office. Besides, the company also operates a dynamic learning platform called Pathshala, wherein modules are updated every week to keep abreast of the latest trends. To ensure the effectiveness of its efforts, MOFSL has introduced a 'learnability quotient', which employees receive on a quarterly basis. Employees are required to achieve a score of at least seven for the year for their self-development. Furthermore, the company also conducts thought leadership sessions and other programs for senior leaders.

**Company Background:** MOFSL is a well-diversified financial services company, offering a host of products and services across retail and institutional broking, private wealth management, investment banking, private equity, asset management and home finance. The company has presence in over 600 cities through over 2,400 business locations and has a workforce of over 5,000 employees. The company's clientele includes retail customers (including high net-worth Individuals), mutual funds, foreign institutional investors, financial institutions and corporate clients.

Company Details		Management Details	
HR Segment	Training & Development	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



## Motilal Oswal Financial Services Limited

Motilal Oswal Tower, Rahimtullah Sayani Road, Opp Parel, ST Depot, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: www.motilaloswal.com

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

### Building a Talent Bank at MOFSL

MOFSL works towards identifying and developing high-potential individuals, and creating a leadership pipeline. Through its leadership development program, MOFSL focuses on individual development of employees, in addition to overall group development through special projects, MDP programs, coaching, etc. The company also provides coaching assistance to employees who are undergoing transition in their roles. A competency framework has been established to recruit the right talent, to deploy and maintain right people in right jobs, to assess performance against pre-defined parameters, to retain skilled workforce and to manage workforce and succession planning in an objective manner. In this regard, MOFSL took management trainees on board various business teams and provided them training and guidance about various business operations. Under mentoring sessions, CEOs mentor management trainees, understand their aspirations and guide them to take up leadership opportunities. Additionally, MOFSL initiated a program to support and guide junior Relationship Managers to take on responsibilities individually while seniors are trained to develop people under them and help them build their own businesses.

**Company Background:** MOFSL is a well-diversified financial services company, offering a host of products and services across retail and institutional broking, private wealth management, investment banking, private equity, asset management and home finance. The company has presence in over 600 cities through over 2,400 business locations and has a workforce of over 5,000 employees. The company's clientele includes retail customers (including high net-worth Individuals), 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



## NCC Limited

NCC House, Survey No 64, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccLtd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### Training & Development Programmes at NCC

Training & development plays a vital role in enhancing skills of employees, and also make them future-ready for any unforeseen challenges. NCC witnessed wide skill gaps in employees in terms of what is expected and what the employee actually delivered. This led the company to design and implement various Training & Development (T&D) programmes. The company implemented Technical Competency Enhancement (TCE) program for the technical staff belonging to all the cadres and all the divisions. For supporting departments like EDP, stores, HR, accounts, finance, materials and taxation, the company introduced Functional Competency Enhancement (FCE) program. In addition, the company has introduced T&D programs like Personal & Organizational Effectiveness program, Project Managers' Training program, Future Leaders' Training program, Graduate Engineering Trainees & Diploma Engineering Trainees Training program, Train The Trainer (TTT) program to develop pool of internal trainers as well as special training programs as per the site's needs and industry trends. Further, the company has launched exclusive training program for the children of employees as part of employee's wellness measures.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccLtd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Timely Appraisals for Efficient Performance Management

Performance Management System (PMS) is a tool which managers use to communicate what is expected from employees and to give feedback on how well they are achieving goals. At NCC, the objective was to implement PMS firmly without deviating the process in completing the appraisals, so that the effectiveness and outcomes of the process can improve the performance of the employees. In order to achieve this objective, the company came up with an action plan under which the appraisals are rolled out well in time to give sufficient time for both assessor and the reviewers to measure the employee's performance. After receiving the assessments from across the divisions, the HR team draws a performance bell curve in each business by way of relatively ranking the employees and finally a performance bell curve at the organizational level. This PMS strategy has enabled NCC to retain the talent as well as attract new talent to the company.

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Company Details		Management Details	
HR Segment	Performance Management	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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



## NCC Limited

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 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccltd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Training for Future Leaders

Talent management aims at administering the capability, competency and strengths of employees, so that they are retained within an organization. As part of its talent management practices, the strategy chosen by NCC included identifying future leaders and conducting special programs for them to instil leadership skills, creating better career opportunities for the talented employees and reviewing and standardizing work processes to suit the individual talents of employees. In order to implement these strategies, the company conducted future leaders training programs and project managers training programs as well as sponsored employees to external training programs conducted by professional training institutions. Moreover, site-based performance driven incentives were given to staff where projects were executed well before the scheduled time and with specified quality. The company also gave out of turn promotions and enhanced increments to extraordinary performers. In order to attract best talent from the industry, recruitment process was strengthened and external experts were engaged to conduct recruitment interviews. The revised talent management strategies helped in reducing attrition rates with key positions being held by professionals for a longer time.

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Company Details		Management Details	
HR Segment	Talent Management	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccltd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Team Management & Leadership Through Sports

Team Management & Leadership are the key factors that drive long term growth of the organisation. As part of its team management & leadership strategy, NCC recognizes and rewards long-serving employees through Long Service awards. Those employees who complete 10, 15, 20, 25, 30, 35, 40 years of service in the organization are given two basics as an incentive. Recognizing the role sports plays in bringing in harmony amongst employees with varied skill sets and experiences, the company organises sport events periodically to augment collective participation that mark the working culture of the organization. All employees are encouraged to participate in the sports event. All the Directors, Functional & Business Heads also join in, which shows the excellent team spirit & bonding. At NCC, these sport events are used to make an employee not only a great team player but also a potential team leader.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Team Management & Leadership	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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



## Nestlé Skin Health India Private Limited

Lotus Corporate Park, D Wing, Unit 801 & 802, Goregaon (East), Mumbai - 400063, Maharashtra  
 Tel: 91-22-40331818; Fax: 91-22-40331807  
 Email: harshad.jadhav@galderma.com; Website: www.nestleskinhealth.com  
**Dun & Bradstreet D-U-N-S® No 91-845-2439**

### Nestle Skin Health's GEMS and iLEAD Programs

Nestlé Skin Health focuses on aligning its training & development strategy with the business. And hence adapted learning journeys instead of stand-alone programs consisting of action learning plans. The organization has two unique initiatives for learning & development – GEMS and iLEAD. GEMS is the foundation of the lifecycle based development program designed for the salesforce. This program facilitates transition from an individual contributor to a managerial role, builds a strong pipeline for sales organization and increases internal growth opportunity. The program is spread over 12 months with nine of days of training categorized into three waves - building individual, building team and building business effectiveness. On the other hand, iLEAD is a digitalized solution created for employee engagement, training and development. Leaders engage with teams through videos; employees watch and react to the videos and earn points. Recruited candidates download the mobile app and access the pre-joining training programs containing knowledge and sessions of the company. Leaderboards are created for participation and assessment of capability building exercises. The app also allows employees to remotely access behavioral training programs.

**Company Background:** Nestlé Skin Health India Private Limited (Nestlé Skin Health), formerly known as Galderma India Private Limited, is a part of Nestlé's global business portfolio. Nestlé Skin offers a wide range of leading medical and consumer skin health brands, through three business units - prescription, aesthetics (both under the Galderma brand) and Consumer care.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director – South Asia	G. Sathya Narayanan
Industry	Pharmaceuticals	Head - HR (India)	Dr. Harshad Jadhav

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



## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra  
 Tel: 91-022-26547300  
 Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com  
**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Prism Johnson's Initiatives for Training and Development

With a view to achieving its financial goals, the HR team at Prism Johnson organizes a 'Financial Planning Workshop' for all employees, emphasizing on the importance and types of saving/investment & retirement plans. Additionally, the company has initiated 'Product Knowledge Training' for the sales team with basic, advance and expert modules. Upon successful completion of each module, employees are certified with GREEN, BROWN and BLACK Belts respectively. The BLACK Belt-certified employees are felicitated and rewarded. The company conducts self defence workshops for women to help mitigate the incidence of violence at workplace and personal life, thereby teaching defensive and safety skills. This training improves creative problem solving skills in the organization. The organization also conducts a 45 minutes' session for new recruits, briefing them on salary, deductions, income and tax components. Towards the end of the programme, sweets are distributed to celebrate the first salary of the new recruits. Further, the company focuses on maximizing the leadership potential of existing employees by preparing them for the next level. The company has developed a leadership learning journey based on a scientific, systematic and a skill based structure.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	Training & Development	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra  
 Tel: 91-022-26547300  
 Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com  
**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Enhancing Career Prospects at Prism Johnson

Prism Johnson focuses on maximizing the leadership potential of existing employees by preparing them for next level positions. For this, the company has to develop a leadership learning journey based on a scientific, systematic and a skill based structure. Firstly, a pool of employees is selected to participate in the journey process. This is followed by a 360-degree survey conducted using competencies like driving execution, business savvy, financial accumen, strategic influence and leading change. Hogan Assessment was also conducted to understand the overall personality of the prospects. Feedback based on survey and assessment is shared with the participants and accordingly, an Individual Development Plan is designed. A career path is created for the participant with assigning of new and higher responsibilities. As a result of this designed structure, 50% of the selected group of employees have taken more responsibilities and are being groomed and prepared for the next job level.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	Career Prospects	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra  
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### Prism Johnson's Skip Level Meetings

To focus on improving communication along with building an effective relationship between managers and employees, the organization introduced Skip Level Meetings. A Skip Level Meeting is one in which a manager's manager meets with employees to discuss the department/function's concerns, obstacles and opportunities for improvement. The company seeks to receive feedback and insights to help managers and their teams to bridge gaps within the organization. Managers (who are being skipped) are informed well in advance and told that the skip meetings are meant to focus on improving relations with communication in teams. Employees, through anonymity, are asked to provide feedback from a people and process perspective, which later is collated and discussed with the group and passed on to the skipped manager. Subsequently, a joint follow-up session is conducted with the skipped manager, leader and the team.

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Company Details		Management Details	
HR Segment	Talent Management	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra

Tel: 91-022-26547300

Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com

Dun & Bradstreet D-U-N-S® No 65-074-7033

### Leadership Exploration and Development initiative at Prism Johnson

Prism Johnson focuses on maximizing the leadership potential of existing employees by preparing them for the next level position. For this, the company has to develop a leadership learning journey based on a scientific, systematic and a skill based structure. Firstly, a pool of employees was selected to participate in the journey process. This was followed by a 360-degree survey conducted using competencies like driving execution, business savvy, financial acumen, strategic influence and leading change. Hogan Assessment was also conducted to understand the overall personality of the prospects. Feedback based on survey and assessment is shared with the participants and accordingly an Individual Development Plan is designed. A career path is created for the participant with assigning of new and higher responsibilities. As a result of this designed structure, 50% of the selected group of employees have accepted more responsibilities and are being groomed and prepared for the next job level.

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Company Details		Management Details	
HR Segment	Transformational Change	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Randstad India Private Limited

2nd Floor, Anjaneya Tech Park, #147. Kodihalli, Old Airport Road, Bangalore - 560008, Karnataka

Tel: 91-80-6640 9000

Email: ankita.banerjee@randstad.in; Website: www.randstad.in

Dun & Bradstreet D-U-N-S® No 91-847-6164

### Randstad's EDP Learning Intervention to Nurture Leadership

Randstad strategized, designed and launched an Executive Development Program (EDP), which is a comprehensive talent management program focused on grooming the current talent into leaders. Post identifying the talent through people review exercise, Randstad sought to focus on developing opportunities and elevating to possible leadership or mission-critical roles. EDP, a well-designed four month long module, was developed with the Indian Institute of Management, Bangalore. This program is an immersive learning module, with activities designed through real-time experiments and several other learning capsules. The curriculum consists of topics like strategy and organization, building financial acumen, creating & capturing value in the service industry and the future of work and learning among others. During the first year, 20 highly talented and committed participants were enrolled in the EDP, of which, four were promoted to mission-critical roles and two were elevated to a CXO-level (corporate executive) position. The program has led to a rise in interest among employees, with Randstad providing the stage to groom leaders of the future.

**Company Background:** Randstad India Private Limited (Randstad) is a wholly-owned subsidiary of Randstad Holding NV. The company provides a complete range of HR solutions such as temporary and permanent staffing, outsourcing and other workforce solutions in the areas of engineering, finance & accounting, human resources, IT, manufacturing & logistics, sales and marketing. Randstad has more than 25 years of experience with approximately 800 specialist recruiters spread across 20 office locations.

Company Details		Management Details	
HR Segment	Talent Management	Managing Director & CEO	Paul Dupuis
Industry	HR industry	Chief People Officer	Anjali Raghuvanshi

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



## Saraswat Co-operative Bank Limited

Ekanath Thakur Bhavan, Appasaheb Marathe Marg, Prabhadevi, Mumbai – 400025, Maharashtra  
 Tel: 022-24005555  
 Email: ; Website: www.saraswatbank.com  
**Dun & Bradstreet D-U-N-S® No 65-008-0195**

### Saraswat Bank's Skill Enhancement through In-House Training Programmes

Training & development plays a crucial role in improving the performance of employees in an organisation. It is an educational process which involves skill enhancement, changing of attitude and overall improvement in the performance of employees. Acknowledging the significance of training in improving competency or skills of an employee on the job, Saraswat Bank has designed training & development programme for existing as well as new employees. The Bank has also set up a Staff Learning Centre at Vashi to deliver various in-house training programmes. The Bank offers three phased induction training programme for newly-recruited junior officers. The induction programme spans over seven weeks and includes class room training as well as on the job training at branches. Besides induction programme, the bank has created a job card for various branch operations especially for new recruits. The job card helps new employees get acquainted with product features and process flow which in turn help employees in discharging their job more effectively. The bank has also conducted training programme for branch heads whose performance was not up to the satisfaction level.

**Company Background:** Saraswat Co-operative Bank Ltd (Saraswat Bank) was incorporated as a co-operative credit society in 1918. Saraswat Bank operates through 281 branches and has 260 ATMs. It has correspondent banking relationships with over 125 banks spread across 45 countries and nine currencies. The bank offers services such as personal banking, digital banking, business banking and NRI banking.

Company Details		Management Details	
HR Segment	Training & Development	Managing Director	Smita M.Sandhane
Industry	Banks	CGM - Head HRD & SLC	Pearl R Varghese

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



## Saraswat Co-operative Bank Limited

Ekanath Thakur Bhavan, Appasaheb Marathe Marg, Prabhadevi, Mumbai – 400025, Maharashtra  
 Tel: 022-24005555  
 Email: ; Website: www.saraswatbank.com  
**Dun & Bradstreet D-U-N-S® No 65-008-0195**

### Saraswat Bank's STAR Project for Talent Management

Saraswat Bank sought to motivate its employees towards achievement of their career goals in alignment with the organisational objectives. In order to accomplish this twin objective, the Bank has initiated an exercise named Saraswat Talent Acknowledgement & Reward (STAR) for identifying and grooming talent within the organisation. The Bank hired a specialised HR consultant to identify and train shortlisted participants for leadership roles in the future. Every participant in this programme was counselled regarding his/her strengths, weaknesses and areas of further development and was offered an insight to the inputs required for future-readiness. In addition to this, the Bank has designed programmes like 'Inspiring Leadership' and 'Impactful Leadership'. The Inspiring Leadership programme targets employees at the levels from Deputy Manager to Chief Manager. Likewise, the Impactful Leadership programme is designed for talent group of AGMs, DyGMs and GMs. These programmes have helped in enhancing the vision and skill sets of branch heads and officials from other departments.

### Company Background:

Saraswat Co-operative Bank Ltd (Saraswat Bank) was incorporated as a co-operative credit society in 1918. Saraswat Bank operates through 281 branches and has 260 ATMs. It has correspondent banking relationships with over 125 banks spread across 45 countries and nine currencies. The bank offers services such as personal banking, digital banking, business banking and NRI banking.

Company Details		Management Details	
HR Segment	Talent Management	Managing Director	Smita M.Sandhane
Industry	Banks	CGM - Head HRD & SLC	Pearl R Varghese

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



## Shriram Bioseed Genetics

Plot no: 234, B Block, Kavurihills, Phase II, Hyderabad - 500033, Telangana  
 Tel: 91-40-67066666  
 Email: ranganaath.ivs@bioseed.com; Website: www.bioseed.com  
**Dun & Bradstreet D-U-N-S® No 86-223-6853**

### Shriram Bioseed Genetics' Training & Development Programs

In view of its merger with the DCM Shriram Group, Shriram Bioseed sought to enhance people competency across all functions, along with creating leadership with performance culture and achieving organizational and individual goals. In order to attain this, surveys were conducted and certain processes were considered for revamp. Shriram Bioseed initiated a 'Centre of Learning & Development', set up discussions and prepared individual development plans for high potential employees, identified 'Training Need Analysis' across the organization, conducted training on 'Personal & Professional Trait Identification', adopted leadership development programs along with team building & supervisory development program for product evaluation & agronomy. Further, the company conducted 'Success Factors Road Show' to create awareness on HR Employee Enabling Modules focused on goals, learning, performance and employee self-service. This helped foster a performance culture, with transformation in terms of an agile workforce, positive business transformation, collaborative approach within employees, employer brand enhancement with appreciation of culture, enriched productivity and team work with improved responsibility and ownership. Moreover, cross-functional teams were formed to identify business challenges and root-cause analysis.

**Company Background:** Shriram Bioseed Genetics (Shriram Bioseed) is a division of DCM Shriram Limited. In 2002, DCM Shriram Limited took over the management of Bioseed. Bioseed Research Indian Pvt Ltd, Bioseed Genetics Vietnam and Bioseed Research Philippines, Inc are the affiliates of Shriram Bioseed.

Company Details		Management Details	
HR Segment	Training & Development	President Bioseed - South Asia	Dr.Sharad Sharma
Industry	Bio-Technology	Head - HR	Ranganath IVS

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



## SMC Global Securities Limited

11/6B, Shanti Chamber Pusa Road, New Delhi - 110005, Delhi  
 Tel: 91-11-30111000  
 Email: reemagarg@smcindiaonline.com; Website: www.smcindiaonline.com  
**Dun & Bradstreet D-U-N-S® No 91-944-3502**

### SMC's Focus on Building a High Performance Culture

SMC Global Securities (SMC) sought to design an initiative which would assist in analyzing performance and potential of current workforce and further manage the performance of employees. The company wanted to strengthen the learnings of employees to enhance their skills and boost productivity, which would help achieve the organizational goals. Courses with set deadlines were assigned to the employees. Further, acquisition of LMS enabled SMC to design courses with respect to product, technical and behavioral aspects. Learning through LMS was linked with performance management process and eventually became the critical parameter of employee's performance evaluation. HR actively participated in the performance reviews and evaluation of employees. This practice was directed towards enhancing the performance of employees and embedding the high performance culture within the organization. Revamping of performance management process resulted in building high performance culture and identification of high potential employees, elimination of biasness and employee skill enhancement. Further, standardized parameters for performance evaluation based on profile helped employees understand their job expectations and their key functionalities. SMC also plans to design effective rewards and recognition programs.

**Company Background:** SMC Global Securities Limited (SMC), established in 1994, offers investment solutions in trading & investments. SMC provides advanced broking services across equity, derivative, currency and commodity asset classes, financial analytics, mortgage advisory, investment banking and executions in cash & future equities. The company has a pan-India presence with an overseas office in Dubai.

Company Details		Management Details	
HR Segment	Performance Management	Chairman & MD	S C Aggarwal
Industry	BFSI	CHRO	Reema Garg

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, UP

Tel: 91-120-4627900

Website: www.somanyceramics.com; Email: hrservices@somanytiles.co.in

**Dun & Bradstreet D-U-N-S® No 86-236-7489**

### Somany Ceramics' Training & Development Program to Overcome Lack of Skills

The ceramic industry has been facing the challenge of lack of skilled manpower. Against this backdrop, Somany Ceramics sought to impart skill-based vocational training. The company set up Somany Learning University (SLU), which offers certified vocational courses of six months duration in ceramic operations to unemployed fresh graduates. It also runs Somany e-Campus as part of SLU. Somany e-Campus is an e-learning platform offering online courses, training and assessments to address skill requirements of organisation and employees. Currently, 17 modules are available on Somany e-Campus. Keeping in mind the learning requirements of new joiners, the company has introduced orientation programme at the workstation of every new employee on the very next day of his/her joining. In addition to this, the company conducts a five-day induction programme, 'My First Footprints @ Somany', for all new joiners at the Somany plant. Given that learning is an everlasting process, the company has introduced various training programmes for existing employees as well, which include time-based modules for employees who have completed a specific tenure in the company, requirement-based modules and trainings based on competency assessment.

**Company Background:** Somany Ceramics Ltd (Somany Ceramics) was incorporated in 1969. It is engaged in the manufacture of ceramics and allied products. The company's product portfolio includes tiles, sanitaryware and bathware. It operates manufacturing plants in Kadi (Gujarat), Kassar (Haryana) and other JV plants with a total production capacity of 60 mn square meters annually. It exports to countries in Africa, Middle East and Europe.

Company Details		Management Details	
HR Segment	Training & Development	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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, UP

Tel: 91-120-4627900

Website: www.somanyceramics.com; Email: hrservices@somanytiles.co.in

**Dun & Bradstreet D-U-N-S® No 86-236-7489**

### Somany Ceramics' P-Clinix Assistance for Performance Management

An organisation can be successful only when its employees are performing to the best of their potential and adding positively to the overall productivity. Hence, performance management assumes significance as it aims at creating a work environment that can enable employees to perform to the best of their abilities. Considering employees as the most vital resource of the organisation, Somany Ceramics created an employee service platform named Performance Clinix (P-Clinix). Through P-Clinix, the company analyses an employee's performance related concerns and provides mentoring support to optimize performance. The new service platform offers guidance from an external expert, which ensures un-biased approach to an employee without hindering his/her relationship with the manager and peers. P-Clinix has helped employees realize their career aspirations and overcome performance related obstacles. It has also assisted the company in deploying its employees with their full potential.

**Company Background:** Somany Ceramics Ltd (Somany Ceramics) was incorporated in 1969. It is engaged in the manufacture of ceramics and allied products. The company's product portfolio includes tiles, sanitaryware and bathware. It operates manufacturing plants in Kadi (Gujarat), Kassar (Haryana) and other JV plants with a total production capacity of 60 mn square meters annually. It exports to countries in Africa, Middle East and Europe.

Company Details		Management Details	
HR Segment	Performance Management	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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, UP  
 Tel: 91-120-4627900  
 Website: www.somanyceramics.com; Email: hrservices@somanytiles.co.in  
**Dun & Bradstreet D-U-N-S® No 86-236-7489**

### Career Development through IJPs at Somany Ceramics

Modern-day organisations have recognised the importance of career advancement plans in improving employee’s engagement at work. Hence, they make sure that they offer an attractive career development path to their employees that enhances their overall satisfaction, and in turn improves employee retention. In this direction, Somany Ceramics deployed its Internal Job Posting (IJP) program. Under IJP, the company gives preference to talent from within the organisation by inviting internal applications to fill open job positions. The new process has also benefited the company in terms of saving in time, cost and resources, besides giving employees an opportunity to reassess and successfully re-align their career paths.

**Company Background:** Somany Ceramics Ltd (Somany Ceramics) was incorporated in 1969. It is engaged in the manufacture of ceramics and allied products. The company’s product portfolio includes tiles, sanitaryware and bathware. It operates manufacturing plants in Kadi (Gujarat), Kassar (Haryana) and other JV plants with a total production capacity of 60 mn square meters annually. It exports to countries in Africa, Middle East and Europe.

Company Details		Management Details	
HR Segment	Career Prospects	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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, WB  
 Tel: 91-033-61607734; Fax: 91-033-22857542  
 Website: www.srei.com  
**Dun & Bradstreet D-U-N-S® No 91-520-0199**

### SREI Equipment Finance’s Performance Management System Revamp

Based on feedback received from a survey, SREI Equipment Finance found out that its employees were unhappy with the existing Performance Management System (PMS). Hence revamping of PMS was prioritized. The People Council, senior management, HR team, external consultants & experts and a sample of employees worked towards making the PMS framework robust, fair and transparent. The highlights of the new PMS Framework included a well-defined PMS Calendar at the beginning of the year, objective KRA setting, standardized goal sheet template, introduction of a formal mid-year appraisal process, training to people manager’s for conducting appraisal, anchoring of targets at a rating, declaration of variable pay matrix and introduction of retention bonus plan. Intensive PMS awareness sessions were conducted by the HR team across the country, to ensure that the employees were aware of the new PMS framework. Further, the organization also announced a variable pay matrix based on individual and organizational ratings for all employees.

**Company Background:** SREI Equipment Finance Limited (SREI Equipment Finance) are equipment financiers in India. The company enjoys a Pan-India presence with offices in 89 locations. It finances construction and mining equipment, earth moving & material handling equipment, road construction, concrete & material processing equipment and various other application specific equipment.

Company Details		Management Details	
HR Segment	Performance Management	Chairman	Hemant Kanoria
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



## Tilda Hain India Private Limited

6th Floor, IFFCO Building, Plot No. 3, Sector 32, Gurugram - 122022, Haryana  
Website: www.hain.com

Dun & Bradstreet D-U-N-S® No 65-095-3859

### Growing Together at Tilda Hain

Tilda Hain India Pvt Ltd (Tilda Hain) sought to move from typical rice distribution to consumer-led business across multi-categories/ brands and multi-channel distribution. For this, it needed to consolidate all its operations, both domestic and overseas, scale up its businesses through introduction of more categories, and create a sustainable back-end support system. The company knew that its employees were integral to the kind of transformational change it was looking at. Through extensive organizational restructuring, Tilda Hain built leadership teams of experienced individuals from different functional domains, offering them an opportunity to grow with the organization. Existing employees, who were earlier restricted to single product, were eventually seen handling a multi-brands, multi-product portfolio. Throughout the process, the company kept connected with its employees, communicating the why, what and how of the change. Employees were briefed about the new HR policies, work processes and performance parameters, which were re-designed keeping employees at the centre. As a result of these initiatives, Tilda Hain recorded tremendous growth across all areas of its business and attrition rates far below the industry average.

**Company Background:** Tilda Hain India Private Limited is a subsidiary of the US-based Hain Celestial Group, which manufactures, markets, distributes and sells organic and natural products under brand names that are sold as “better-for-you” products, providing consumers with the opportunity to lead ‘A Healthier Way of Life’. The company is headquartered in Gurugram and offers a wide range of healthy, better-for-you food and personal care products such as rice, rice bran oil, tea, snacks, plant-based drinks and food, and baby care.

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director	Rajnish Ohri
Industry	FMCG	HR Manager	Kavita Rana

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



## Unisys India Private Limited

4-11, RGA Tech Park, Block-3, Wing B, Sarjapur Road, Bengaluru - 560035, Karnataka  
Tel: 91-80-40323400; Fax: 91-80-40323850  
Email: unisysindia@unisys.com; Website: www.unisys.com

Dun & Bradstreet D-U-N-S® No 91-858-0127

### Unisys India's Career Progression Portal

Career development is an important aspect that every employee aspires for in an organization. Hence, Unisys India aims to help associates by providing knowledge on their service lines thereby providing guidance, responsibilities, data and skills required to perform roles. The company supports employees with a range of resources to help plan and implement employees' career decisions with a career plan. The training program is a competency framework with employees accessing information through an enterprise tool. The career progression portal encompasses a designed framework for a long term career development and progression within Unisys India. This has helped the organization achieve lower attrition, higher employee morale, and business continuity with cost advantage due to internal hiring and training.

### Company Background:

Unisys India Private Limited (Unisys India), established in 2004, focusses on delivering a portfolio of technological products and services to government, financial services and commercial markets including aviation, life sciences and healthcare. Unisys India also specializes in transportation, security, mobility, Microsoft technologies, services management platform, enterprise command center, application packaging, unified messaging & database management and virtualization.

Company Details		Management Details	
HR Segment	Career Prospects	Managing Director	Sumed Marwaha
Industry	IT / ITeS	HR Senior Director	Subhashini Sriram

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



## Unisys India Private Limited

4-11, RGA Tech Park, Block-3, Wing B, Sarjapur Road, Bengaluru - 560035, Karnataka  
 Tel: 91-80-40323400; Fax: 91-80-40323850  
 Email: unisysindia@unisys.com; Website: www.unisys.com  
**Dun & Bradstreet D-U-N-S® No 91-858-0127**

### Unisys India's Integrated Talent Management Framework

Any business leader struggles over the issue of maintaining costs with a motivated and productive workforce. The Integrated Talent Management (ITM) framework was developed in India in 2013 to address the challenge of cost with talent management. Every employee in the organization is rated annually on their performance and their potential to lead the next role. The ITM 6-box framework considers employees' performance over the last two years with potential rating. Potential rating of high, medium or low is calculated on the basis of eight questions on ability, aspiration and engagement. The 6-box ITM framework maps and categorizes each employee in the organization as Top, Rising, Solid, New, Needs Development and Bottom talent. The talent management process in the organization is mapped with the outcome of this framework, such as salary budget with proportionate raise, development actions on associates and promotional guidelines ensuring fairness to employees. The success stories of this initiative has propelled the company to implement this management tool globally across Unisys Corporation. The company intends to take ITM global in 2019.

**Company Background:** Unisys India Private Limited (Unisys India), established in 2004, focusses on delivering a portfolio of technological products and services to government, financial services and commercial markets including aviation, life sciences and healthcare. Unisys India also specializes in transportation, security, mobility, Microsoft technologies, services management platform, enterprise command center, application packaging, unified messaging & database management and virtualization.

Company Details		Management Details	
HR Segment	Transformational Change	Managing Director	Sumed Marwaha
Industry	IT / ITeS	HR Senior Director	Subhashini Sriram

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



## Visible Alpha Solutions India Private Limited

3rd Floor, B Wing Kohinoor City, Kirol Road, Off LBS Marg, Kurla (West), Mumbai - 400 070, Maharashtra  
 Tel: 91-22-66214600  
 Email: anil.pereira@visiblealpha.com; Website: www.visiblealpha.com  
**Dun & Bradstreet D-U-N-S® No 86-027-8983**

### Visible Alpha's Solution-Focused & Customized Approach to Learning

Visible Alpha sought to shift from a traditional approach of being a skills enhancer to being a real time problem solver. The organization invests on various learning & development initiatives to harness the potential towards business adaptability and empowering employees to skillfully navigate the potential challenge. The company focuses on all round development of employees through multi-disciplinary learning strategies. Field trips such as visits to vineyards are organized to understand the value chain, business processes and connecting the processes to the line items on financial statements & business drivers. This enables employees to imagine the functioning business behind the numbers that they analyse and process daily on their computer screens. Team building activities are conducted to involve people in an engaging task, post which they share their learning outcomes followed by summarization of learning outcomes by a facilitator. Technical & book presentation sessions are conducted by allowing employees to share their learnings with participants during sessions. Further, the trainings at Visible Alpha are emphasized on having a solutionbased approach from technology and operations perspective.

**Company Background:** Visible Alpha Solutions India Private Limited (Visible Alpha) is a subsidiary of Visible Alpha LLC. The company has been helping investment firms and track and value research for MiFID II compliance. Visible Alpha helps clients with research reports, analyst models and corporate access events.

Company Details		Management Details	
HR Segment	Training & Development	Associate Vice President	Anil Pereira
Industry	Financial Services	Chief Financial Officer	Scott Puma

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



## Vodafone Idea Business Services

Peninsula Corporate Park, Ganpatarao Kadam Marg, Lower Parel, Mumbai - 400 013, Maharashtra

Tel: 91-22-71715000

Email: [geetanjali.wheeler@vodafoneidea.com](mailto:geetanjali.wheeler@vodafoneidea.com); Website: [www.vodafoneidea.com](http://www.vodafoneidea.com)

Dun & Bradstreet D-U-N-S® No 65-065-1016

### Vodafone Idea Business Services' Account Directors Program

Vodafone Idea Business Services (VIBS) aims to be the most trusted and valued partner in helping businesses succeed in a digital world. Hence, the company felt the need to design a structure for Account Directors (AD) to manage top accounts and co-create value with the customer instead of product based conversations. ADs are expected to transform customer's business challenges through thought leadership, industry insights and a design thinking approach. The AD program includes capability development followed by development center and confirmation. The capability development program is focused on knowledge, sales capability pertaining to aspects of customer market- competition, leadership skills and personal gravitas. The program, delivered on the 70:20:10 learning principle, uses a blended approach of conducting interventions in-person, on digital platform and on-the-job projects/tasks to apply learnings. The results of the program were measured using Kirkpatrick's evaluation model with a correlation of reaction, knowledge, behavior and results. The team displayed a positive impact on their business (with respect to incremental pipeline, forecast accuracy & corporate executives' engagement), thereby acknowledging the improvement in the quality of customer conversations and confidence in connect with the accounts.

**Company Background:** Vodafone Idea Business Services (VIBS) the enterprise arm of Vodafone Idea Limited, provides total telecommunications solutions to Global Enterprises, Large Accounts, Government, SMEs, SoHo & Start-up through Enterprise Mobility, Fixed Line, Internet of Things, Cloud and converged communication solutions.

Company Details		Management Details	
HR Segment	Training & Development	Chief Business Officer	Nick Gliddon
Industry	Telecommunications	HRBP – SVP	Sandeep Batra

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





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**Compensation & Benefits**  
**Incentives**  
**Employee Welfare**



## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, Uttar Pradesh  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)

**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Effective Compensation Strategy

With an objective of attracting and retaining efficient employees in the organization, Apco Infratech offers structured & well-defined compensation benefits and performance appraisals to the workforce. The company faced challenges pertaining to stringent budget constraints and market pay range with structure differentiation. Hence, Apco Infratech's solutions entailed benefit plan design, compensation audits with defined structure & design, conducting customized salary surveys and evaluating external market pricing. This helped to focus on better performance of the employees leading to organizational growth. Increased morale & motivation of employees with enhanced trust and higher commitment towards goals & objectives helps the organization achieve desired results. The company's strategy was mainly focused on devising a benefit package program with an explicit performance management system.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL, BPCL among others.

Company Details		Management Details	
HR Segment	Compensation & Benefits	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
 Website: [www.cosmofilms.com](http://www.cosmofilms.com)

**Dun & Bradstreet D-U-N-S® No 65-032-5590**

### Cosmo Films' Revised Compensation Structure

Cosmo Films sought to make its employee compensation structure simple, tax-efficient and user-friendly. The new compensation structure consists of three components – fixed, flexible (choice pay) and variable pay. Under the choice pay component, employees can choose different components up to an amount of their choice subject to certain predefined limits. The flexible components are in accordance with the prevalent income tax provisions and tax benefits are extended accordingly to employees. Some of the components under the Flexi Benefit Plan include HRA, Superannuation, NPS, medical reimbursement, transport allowance, education allowance, fixed allowance, mobile reimbursement, car depreciation/allowance, vehicle lease rental, fuel, maintenance and driver allowance, and canteen allowance. Some new allowances like food coupons, gift coupons, uniform allowance, gadget allowance and special allowance were also included. The entire structure was revamped, with employees having direct access to their pay structure through the company's online HR portal. Individuals can easily view their flexi benefit (choice pay) amount of their CTC and can divide it into various heads under the flexi benefit scheme.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
HR Segment	Compensation & Benefits	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



Compensation  
& Benefits

## DCB Bank Limited

6th Floor, A Wing, Peninsula Business Park, Senapati Bapat Marg, Lower Parel, Mumbai - 400013, Maharashtra  
Tel: 91-22-66187000 / 1800-209-5363 / 1800-123-5363  
Email: [customercare@dcbbank.com](mailto:customercare@dcbbank.com); Website: [www.dcbbank.com](http://www.dcbbank.com)

**Dun & Bradstreet D-U-N-S® No 65-064-3752**

### DCB Bank's Compensation & Benefits

DCB Bank offers various monetary benefits besides its employee compensation packages. It offers a series of loans to help them in times of emergency. For instance, the Bank offers emergency staff loans (interest-free loans to meet personal emergencies), education loans (for employees and their children at concessional rates), home loans at concessional rates (employees are eligible for the same from the day they join) and personal loans. All employees across the organization, irrespective of grade and designation, are eligible for insurance benefits like Group Term Insurance & Critical Illness, Group Mediclaim & Group Personal Accident Policies. There is also an employee referral program called LINK, which allows existing employees to participate and win rewards. The Bank managed to source upto 45% of its internal requirements through LINK.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Compensation & Benefits	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



Compensation  
& Benefits

## Lokmat Media Private Limited

Lokmat Bhavan, Jalna Road, Aurangabad – 431003, Maharashtra  
Tel: 0240-2485301-04, 3021500; Fax: 0240-2484130  
Email: [balaji.muley@lokmat.com](mailto:balaji.muley@lokmat.com); Website: [www.lokmat.com](http://www.lokmat.com)

**Dun & Bradstreet D-U-N-S® No 86-220-0623**

### Lokmat Media's Employee Welfare Programmes

Employee welfare programmes are critical for maintaining a healthy & safe environment in the company. Lokmat has also initiated various welfare programmes for its employees. These include social security programmes like arranging medical health check-up once in two years, offering medical insurance cover, group personal accident insurance policy, group term insurance and group saving linked insurance covers. The company also provides facilities like maternity leave, canteen facility, transportation facility and employee co-operative credit society. The company has introduced employee felicitation programmes such as felicitation of employees with more than 25-year service, scholarship to wards of employees and felicitation of employees at the time of send-off, amongst other. For women employees, the company has launched a policy on prevention of sexual harassment at the workplace. Lokmat has also formed a loan policy for its employees.

**Company Background:** Lokmat Media Pvt Ltd (Lokmat) was incorporated in 1971. It has diversified businesses, including publishing, broadcasting, digital media, entertainment, community and sports. The company has an employee strength of more than 3,000 people and has offices spread across India. The company publishes a regional language newspaper with a total readership of more than 18 mn. It entered the digital media business through multilingual news portals and mobile news application. It also co-owns a 24-hour news and current affairs TV channel.

Company Details		Management Details	
HR Segment	Compensation & Benefits	Jt. Managing Director	Rishi Darda
Industry	Media	Asst. Vice President - HR	Balaji Muley

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, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccltd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Compensation & Benefits Policy Revamp to Boost Employee Satisfaction

Compensation & benefits play a major role in employee motivation, engagement and retention which in turn drives organization's growth. NCC sought to build a compensation structure which was attractive, comparatively better than its competitors and that met employees' expectations. As part of the improvement in compensation & benefits policy, the company revamped its compensation structure. Under the new compensation structure, employees were given long term benefits like LTA, Bonus, Performance Pay and Project Incentive (Early Completion Bonus) at periodic intervals. A perfect balance of the company's practices of compensation & benefits structure, periodic payment of certain benefits like LTA, Bonus, Project Performance Incentives and other engagement initiatives helped the company keep the ratio of employee cost to total turnover low at 4.74%. The restructuring of compensation & benefits policy at NCC has resulted in increase in the satisfaction levels of existing employees, Moreover, it has helped the company in attracting new talent.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Compensation & Benefits	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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





**Employee Engagement**

**Retention**

**Rewards & Recognition**

**CSR & Employee Welfare**

**Diversity & Inclusion**



## A.T.E. Enterprises Private Limited

43, Dr. V B Gandhi Marg, Fort, Mumbai - 400023, Maharashtra  
Website: www.ategroup.com

Dun & Bradstreet D-U-N-S® No 86-218-8851

### Fostering Inclusivity at A.T.E. Enterprises

With a view to building an inclusive workplace, A.T.E. Enterprises Pvt Ltd (ATE) conducted an intensive study to gain insights on the trends regarding its women employees. The company analyzed the various causes around these trends and took appropriate action to address the issues. Recruitment strategies were built exclusively to include more women employees. These include replacing female exits with female recruits, preferring women candidates over males for certain positions, presence of female employees on the interview panel, etc. The company aligned its entire annual resource budget to hire a diversified workforce. Under its referral program, employees who refer competent women candidates gain additional bonus besides the normal referral bonus. ATE also encourages women to resume work post-maternity through flexible options like work-from-home, part-time facilities and job transfers. Special grooming and training is conducted for women employees to help them take up greater responsibilities and leadership positions. ATE also partnered with external consultants to build more inclusive and diverse workforce. A taskforce of employees from cross-functional teams has been established to assess every month the progress of the policies.

**Company Background:** A.T.E. Enterprises Pvt Ltd is a multifaceted engineering group offering a range of products and solutions that span several segments. The company's businesses encompass manufacturing, industrial sales, distribution, and service. It also has expertise in handling turnkey projects. ATE's business operations include textile engineering, wastewater treatment, flow technology, cooling, solar heating, IoT for industry, print and packaging equipment and value-enhancing solutions.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Managing Director	Anuj A Bhagwati
Industry	Engineering	Sr. VP, Head - HR	Vinod Parur

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



## Amway India Enterprises Private Limited

Plot 84, Sector 32, Gurgaon - 120021, Haryana  
Tel: 91-124-3058888; Fax: 91-124-3058899  
Email: shubhangi.mokashi@amway.com; Website: www.amway.in

Dun & Bradstreet D-U-N-S® No 91-540-5836

### Amway's CSR Activity to Make Visually-Impaired Economically Independent

Amway India took up the cause of creating opportunities for education of the visually-impaired. The objective was to provide them quality education by offering braille textbooks (an educational tool used by visually challenged), computer training & IT skills thereby enhancing their employability. The company decided to address the cause in partnership with social service organizations. Amway's National Project for the Visually Impaired since 1999 has created opportunities for visually impaired to get educated, avail braille books, seek computer education and acquire basic literacy and skills. The company also developed an Android-based application 'Accessible Reader', which leverages available text-to-speech engines and makes it convenient for the visually impaired to read digital documents with complete navigation. Over 33,000 visually impaired students have been imparted quality computer education at the company's centers. BPO Training is undertaken to support them with job opportunity. The digitization of educational material project has resulted into translating over 2.50 lakh pages into accessible format. Moving ahead, Amway India continues to scale up and replicate the programs based on the need and success.

**Company Background:** Amway India Enterprises Private Limited (Amway India), a wholly owned subsidiary of Amway Corporations, is a direct selling FMCG company. It commenced its operations in May 1998 in India. Amway India has a pan-India presence with more than 130 sales offices, four regional mother warehouses, three regional hubs and 34 city warehouses. The distribution and home delivery network set up caters to over 8900 zip codes across the country.

Company Details		Management Details	
HR Segment	CSR	Chief Executive Officer	Anshu Budhreja
Industry	FMCG	CHRO	Shantanu Das

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



## Amway India Enterprises Private Limited

Plot 84, Sector 32, Gurgaon - 120021, Haryana  
 Tel: 91-124-3058888; Fax: 91-124-3058899  
 Email: shubhangi.mokashi@amway.com; Website: www.amway.in  
**Dun & Bradstreet D-U-N-S® No 91-540-5836**

### Creating a Women-Friendly Workplace at Amway

Amway India intended to create an inclusive culture with policies supporting and providing a readily-acceptable workplace for both genders. The organization aimed at creating an environment which made women employees feel safe, secure and engaged. Various studies were conducted on attracting and retaining women employees in manufacturing facilities, which led to the implementation of various initiatives. The manufacturing unit of Amway India started offering doorstep pickup/drop facility for all women employees who travel after 19:00 hours. Provisions and facilities in support of expecting mothers and mothers with their new born kids have been included in the plant. Optimal U, a wellness program is regularly arranged where women can access important nutritional supplements free of cost. Women employees have to undergo an online module on prevention of sexual harassment and a redressal committee has been set up to address the issue. Additional initiatives include sponsored annual executive health check-up in hospitals, women's day celebrations, personal hygiene facilities, accommodating requests to move to a non-manufacturing line-based work during pregnancy period and request for extending leave post six months of maternity leave.

**Company Background:** Amway India Enterprises Private Limited (Amway India), a wholly owned subsidiary of Amway Corporations, is a direct selling FMCG company. It commenced its operations in May 1998 in India. Amway India has a pan-India presence with more than 130 sales offices, four regional mother warehouses, three regional hubs and 34 city warehouses. The distribution and home delivery network set up caters to over 8900 zip codes across the country.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Chief Executive Officer	Anshu Budhraja
Industry	FMCG	CHRO	Shantanu Das

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



## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, Uttar Pradesh  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: ajit@apcoinfra.com; Website: www.apcoinfra.com  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

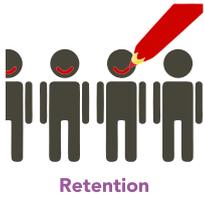
### Apco Infratech's Employee Engagement Initiatives

Lack of communication, trust and feedback were the major impediments to employee engagement at Apco Infratech. To combat these, the organization sought to design an effective communication system and to provide an equal platform for learning, development & growth to employees thereby rewarding achievers. Apco Infratech's actions were directed towards maintaining a non-biased and non-partial work culture. Subsequently, employees at Apco Infratech stayed associated with the company for a longer tenure due to employment engagement schemes provided by the company. Some of the company's interventions include imparting knowledge & information, job rotation, yearly increments & appraisals, soft skills training, special day celebrations, regular feedback from employees, picnics & outdoor games and providing leaves for birthdays and anniversaries. Reduced gender pay gap & gender differentiation has helped Apco Infratech to achieve a competitive & healthy environment thereby promoting inclusion and diversity in the organization.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, Uttar Pradesh  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Employee Retention at Apco Infratech

Apco Infratech constantly aims at retaining talented and vastly experienced employees. However, the company faced high attrition due to factors like job opportunities available in the market, unrealistic expectations of employees, unattractive compensation & growth opportunities and uncordial relationship with peers within the organization. To combat employee turnover, the company came up with the following strategies - efficiently sourcing talent that matched job profiles, recognizing employees for their achievements, maintaining a healthy & positive work environment, boosting the morale of employees thereby building trust & respect. The company's actions were directed towards maintaining a non-biased and non-partial work culture. The company also adopted initiatives such as job rotation, yearly increments & appraisals, soft skills training, imparting knowledge & information, mentorship programs, team celebrations, regular feedback from employees, picnics & outdoor games and providing leaves for birthdays and anniversaries. Additionally, it celebrates special days such as yoga day, independence day, women's day and new year. All these contributed to improving employee retention.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	Retention	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, Uttar Pradesh  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### CSR at Apco Infratech

Apco Infratech constantly aims at economic, social and environmental contribution, that go a long way in creating a positive impact on the society. The organization felt the need to shoulder the responsibility of the society. Accordingly, it conducted various activities which have a focus of beyond earning profits. Over a span of three years, Apco Infratech has been contributing towards the education and development of the underprivileged children, as a part of its corporate social responsibility initiative. Further, the organization also contributes approximately 2% the company's net average profit (of three years) towards the social initiative. These interventions have helped the company to gain positive branding among customers and peers, but also helped it gain positive reputation as a great employer. Since the activities saw active participation from employees, it also served as a great tool for employee engagement.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the business of highways, energy, tunnel, irrigation, urban infrastructure and industrial development and offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	CSR	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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;  
 Email: sguin@theparkhotels.com; Website: www.theparkhotels.com  
**Dun & Bradstreet D-U-N-S® No 91-913-5475**

### Park Hotels' Enhancing Employee Engagement Through Fun at Work

The Park Hotels believes that teamwork, commitment and integrity are the core values that will help in achieving success. Hence, the company focuses on enhancing employee engagement through various initiatives. The company has divided its employee-related activities under various segments like fun & camaraderie, wellness & health, social responsibility, education & learning, recognition & reward and care & concern. Under these segments, the company conducts various activities like its six-day orientation programme named 'Welcome to Anything But Ordinary World' programme, national & international learning programmes, Wish Tree and the Get Set Go week. The Get Set Go week is a week to express gratitude to the employees for their support, commitment and contribution. The company organises various fun activities like quiz competitions, sports, food fests, music and other little pleasures during this week. In addition to this, the company arranges annual family picnics, team parties, birthday celebrations, department lunches and evening socials to improve employee engagement. Fun @ Work is the motto of The Park Hotels and the company believes on creating a work culture that fosters happiness, creativity and teamwork.

**Company Background:** Apeejay Surrendra Park Hotels Ltd (The Park Hotels), part of the Apeejay Surendra Group, was incorporated in 1967. The company operates a chain of luxury boutique hotels in various metropolitan cities across India. The Park Hotels has a presence in Bengaluru, Hyderabad, New Delhi, Visakhapatnam, Mumbai, Chennai, Kolkata, Navi Mumbai and Goa.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director	Vijay Dewan
Industry	Hotels	Vice President - HR	Ms. Sujata Guin

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



CSR

## Apeejay Surrendra Park Hotels Limited

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

### Park Hotels' Wish Tree, Community Cupboard and other CSR Initiatives

The Park Hotels encourages its employees to actively participate in various CSR initiatives. It has identified five core area for strategic action under CSR which include community engagement, arts, design, culture & heritage, gender equity and empowering women & girls, environment & sustainability and skills & education. The company supports initiatives like World Environment Day, Hand Hygiene Day, Breast Cancer Awareness, World Heart Day and Swacch Bharat. The Wish Tree initiative of the company fulfils the needs of an NGO. Through the Wish Tree, employees donate items according to the 'Wishes' that are listed on leaves hanging from the branches of the Wish Tree. The company has also developed a community cupboard, a place where employees can anonymously contribute various items like clothes, toys, books and others. As part of employee welfare initiatives, the company conducts annual occupational health examination for its employees. It also offers inhouse doctor on call, in-house employee gym and has tied up with various medical institutes to conduct workshops and camps on various health-related topics.

**Company Background:** Apeejay Surrendra Park Hotels Ltd (The Park Hotels), part of the Apeejay Surendra Group, was incorporated in 1967. The company operates a chain of luxury boutique hotels in various metropolitan cities across India. The Park Hotels has a presence in Bengaluru, Hyderabad, New Delhi, Visakhapatnam, Mumbai, Chennai, Kolkata, Navi Mumbai and Goa.

Company Details		Management Details	
HR Segment	CSR	Managing Director	Vijay Dewan
Industry	Hotels	Vice President - 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

## Beumer India Private Limited

C-451 Chittaranjan Park New Delhi South Delhi - 110019  
www.beumergroup.com

Dun & Bradstreet D-U-N-S® No 65-064-4578

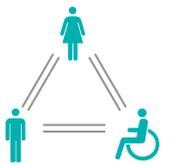
### Employee Engagement Strategy at Beumer India

In order to improve employee engagement, Beumer India undertook an employee engagement survey with the help of external consultants. Based on the survey findings, an employee engagement calendar was designed and various committees were formed to help implement these activities. Finally, various knowledge sharing organizations were created within the company. This strategy ensured that initiatives were focused towards making each employee understand the company's vision and its strategic direction as well as what his/her individual role should be in achieving the goal. Besides, managers were also encouraged to hone their leadership skills, to live the organization's values on a day-to-day basis and to engage in open, two-way communication with the employees. As a result of these efforts, BIL was able to improve cross functional coordination between departments and also increase productivity and reduce absenteeism. The company has successfully inculcated a sense of belonging amongst in employees through various engagement activities to the effect that attrition level stands restricted at a meagre 4.3%.

**Company Background:** Beumer India Private Limited is part of the Germany-based Beumer Group and provides value-added solutions for the cement industry. The company serves all of its parent group's business segments with a main focus on supplying complete cement plants, grinding units, packing plant machines and material handling equipment along with regular processing equipment for the cement industry, such as silos, bucket elevators and clinker conveyors. The company also provides airport BHS high-speed sortation systems operated at three major airports in India.

Company Details		Management Details	
HR Segment	Employee Engagement	Chief Financial Officer	Rajnish Magan
Industry	Cement	Corp Head - HR	Promila Panda

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



Diversity & Inclusion

## Brigade Enterprises Limited

26/1, Dr Rajkumar Road, Malleswaram, Rajajinagar, Bengaluru – 560055, Karnataka  
Tel: 080-41379200; Fax: 080-22210784  
Email: jaganmohan@brigadegroup.com; Website: www.brigadegroup.com

Dun & Bradstreet D-U-N-S® No 91-520-2782

### Inclusion & Diversity Initiatives at Brigade Enterprises

With the belief that 'Diversity of Thought' can boost innovation, improve decision making and improve productivity of its workforce, Brigade Enterprises employs people from every stratum of the society, irrespective of caste, colour, race, creed, gender and religion. In order to promote gender parity, one out of every five of its employees is a woman. Many of the consultants have been associated with the company since its inception, resulting in age diversity in the workplace. Further, the company has encouraged employees to participate in cross-functional teams and strategy meets to capitalize on the diverse ideas and thinking. This has helped the company to cater to diverse requirements of its customers. The company also emphasises on bringing in diversity at senior team and board levels. At Brigade, 40% of Board of Directors are women. As part of inclusion practices, the company has introduced programmes like buddies for expectant mothers, Policy Against Sexual Harassment, grievance redressal system and employee assistance programme, to name a few.

**Company Background:** Brigade Enterprises Ltd (Brigade) was incorporated in 1986. Brigade is engaged in the development of properties across residential, retail, hospitality and education sectors. The company has constructed properties like penthouses, villas, premium residences, luxury apartments, value homes, townships, malls software & IT parks, hotels, recreation clubs and convention centres, amongst others. Its projects are located in cities like Bengaluru, Mysore, Mangalore, Hyderabad, Chennai and Kochi.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Executive Director & President	Roshin Mathew
Industry	Construction	Sr. Vice President - HR	Jagan Mohan WP

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



Employee Engagement

## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
Website: www.cosmofilms.com

Dun & Bradstreet D-U-N-S® No 65-032-5590

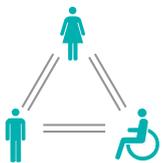
### Cosmo Films' Employee Engagement Initiatives

Keeping employees engaged can go a long way in improving productivity and bottom-lines while reducing staff turnover. Employees who are happy at work are more likely to contribute more, both in professional and personal lives. At Cosmo Films, the focus has been to provide a conducive environment to all its employees. The idea was to build a work environment that lags a sense of monotony. Based on findings of its engagement survey, the company designed a robust and comprehensive engagement model. Cosmo also undertakes engagement by way of capability building, innovative methods of resourcing, culture change etc. With this systemic and strategic approach, various activities are carried out at Cosmo. One of them is the e-Idea Boxonline idea generation tool, which encourages employees to give innovative models with inputs to improve productivity, efficiency, quality and business processes. Another initiative is the identification and elimination of NVAs through brainstorming sessions, group discussions and department meetings. The company has also introduced an online employee health checkup portal to enhance employee healthcare.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
HR Segment	Employee Engagement	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



Diversity & Inclusion

## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
Website: www.cosmofilms.com

Dun & Bradstreet D-U-N-S® No 65-032-5590

### Strengthening Gender Inclusion & Diversity at Cosmo Films

In order to bring about diversity in its workforce and to bridge the gender gap, Cosmo Films decided to hire more women employees in technical roles and encourage them to occupy positions that are traditionally considered male-dominated. One such industry is the biaxially oriented polypropylene films segment, and the company decided to bring on board talented women workforce and inculcate a progressive mindset among its employees. In line with its strategy, the company employed female employees for shop floor as well as techno-commercial roles at entry level. For this, Cosmo hired seven graduate engineer learners (GELs) for its Aurangabad plants and six GELs for the Baroda plant. These GELs are the first set of girls placed and are successfully working at the shop floor with utmost guidance and safety measures through regular interactions with management. Inspired by this initiative, more women employees are being hired by other departments at the company's Karjan plant, which would further boost the company's gender inclusion and diversity objectives.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



Employee Engagement

## Cotmac Electronics Private Limited

S-168, MIDC, Bhosari, Pune – 411026, Maharashtra  
 Tel: 020-30687120/ 200/ 137; Fax: 020-27119870  
 Email: hr1.cepl@cotmac.io; Website: www.cotmac.io

**Dun & Bradstreet D-U-N-S® No 91-534-2661**

### New employee engagement strategy led to enhanced employee satisfaction

Employee engagement is critical for the growth of any organisation. The lack of which not only affects productivity but also results in upsurge in attrition rate. Cotmac Electronics also needed improvement in employee engagement to achieve better service, quality and productivity. The company hence focused on initiating activities that will have maximum employee participation. It started organising events such as sports carnival, women’s day, fun week, inter-department competitions and festival celebration, amongst others. The company witnessed maximum participation of the employees for all these events. It also launched initiatives like employee referral policy, flexi time for employees, open door policy, avoiding late sitting in office beyond working hours and allowing children to brought to office in case of emergency. In addition, it introduced a scheme of rewarding and recognising exceptional performance and good work of employees through ‘Employee of the Month’ award. These initiatives helped the company to create a conducive workplace for its employees. The new employee engagement policy also brought work life balance, in turn enhancing employee satisfaction.

**Company Background:** Cotmac Electronics Pvt Ltd (Cotmac Electronics), a part of Cotmac Group was incorporated in 1992. Cotmac Electronics is engaged in the field of industrial automation. The company offers a range of automation solutions such as factory automation, process automation, engineering & software services, control panels, electrical & instrumentation, machine retrofit & repair, vision systems & tracking solutions and industrial products distribution. The company caters to various industries like automotive, chemical, energy, metals, mining, packaging, paper and textiles.

Company Details		Management Details	
HR Segment	Employee Engagement	Executive Chairman	S M Sirur
Industry	Industrial automation	Vice President - HR	A Kumar

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



Employee Engagement

## DCB Bank Limited

6th Floor, A Wing, Peninsula Business Park, Senapati Bapat Marg, Lower Parel, Mumbai - 400013, Maharashtra  
 Tel: 91-22-66187000 / 1800-209-5363 / 1800-123-5363  
 Email: customercare@dcbbank.com; Website: www.dcbbank.com

**Dun & Bradstreet D-U-N-S® No 65-064-3752**

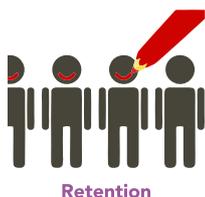
### DCB Bank’s Employee Engagement Activities

DCB Bank has various strategies/activities to engage its workforce across all levels. Under the CEO Audio Bridge, the CEO addresses and conducts discussions with employees every quarter. CSR activities for waste management, blood donation drives, visit to old age homes & orphanages, donations to the underprivileged, waterless toilets and planting of trees were conducted. Each One Reach One is an initiative where the HR holds discussions over job satisfaction and work environment with a business unit every month. The Bank provides emergency staff, personal, educational & home loans to employees. To enrich the onboarding experience, new joinees receive a call to share their feedback, join WhatsApp groups and receive e-visiting cards. Other initiatives include DCB Chaupal (where employees share feedback on initiatives within region), ingraining the Empathy-Speed-Quality (ESQ) culture within employees, DCB Movers & Shakers (annually rewarding performances), an online learning platform LUMOS for learning & development, Hour HR (DCB Bank’s radio station), HR Help desk, GPTW survey to understand employee satisfaction levels, sports activities, regional talent competition, Grievance Redressal Process and the S-Peak Survey (feedback mechanism for supervisors’ performances), to name some.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank’s business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



## DCB Bank Limited

6th Floor, A Wing, Peninsula Business Park, Senapati Bapat Marg, Lower Parel, Mumbai - 400013, Maharashtra  
 Tel: 91-22-66187000 / 1800-209-5363 / 1800-123-5363  
 Email: [customercare@dcbbank.com](mailto:customercare@dcbbank.com); Website: [www.dcbbank.com](http://www.dcbbank.com)  
**Dun & Bradstreet D-U-N-S® No 65-064-3752**

### Talent Retention Practices at DCB Bank

DCB Bank has designed various initiatives towards talent retention. ACE, an internal talent program, is aimed at retaining, developing and rewarding high-performing and high-potential employees. Each One Reach One is an initiative where the HR holds discussions over job satisfaction & work environment with a business unit every month. 'Grow with Us' are programs designed for people to move up in different roles; this initiative has helped in talent retention and closure of mid-level positions within the Bank. DCB Bank encourages internal staff to accept new roles within the bank, enabling a talent pool. Leadership Excellence & Advancement Program (LEAP) was launched to groom mid-management to accept larger roles & responsibilities, thereby preparing them for the next level. RISE, a cross functional banking program, was launched to groom its second line leadership to accept cross functional assignments. Other initiatives include ASPIRE (combination of LEAP and RISE), DCB Movers & Shakers (rewarding performances), Performance Management Grievance Redressal Process, Ascend (supervisory skills development program), Roll of Honor, S-Peak Survey (feedback mechanism for supervisors), succession planning & mentoring programs like Pathbreakers and Firebolt.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	Retention	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



## DCB Bank Limited

6th Floor, A Wing, Peninsula Business Park, Senapati Bapat Marg, Lower Parel, Mumbai - 400013, Maharashtra  
 Tel: 91-22-66187000 / 1800-209-5363 / 1800-123-5363  
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**Dun & Bradstreet D-U-N-S® No 65-064-3752**

### DCB Bank's CSR Initiatives

DCB Bank believes in repaying the society and creating a sustainable environment through various initiatives. Every year, DCB Bank identifies certain thrust areas to conduct CSR activities during the Financial Year. During FY19, the bank's thrust areas were waste management, recycling and protection of water. The bank provided two days of leave, apart from the annual leave policy, which is solely dedicated to conduct CSR activities. There were activities for planting trees and installing waterless toilets. The Bank aims on saving 100 acres of rain forests in the Western Ghats of India. Employees across regions participate in blood donations drives and pays visit to old age homes and orphanages. The organization donates books, clothes and toys to the under privileged section. NGO's host exhibitions in the bank's premises during the Daan Utsav (Joy of Giving) week. Additionally, DCB Bank runs polls on HRIS system to raise funds for social causes. Also, gifts received by employees are auctioned for charity. Moreover, funds for social causes are raised during food fest. By providing leaves for CSR to encourage employees to participate in CSR, the Bank has also made CSR an effective tool for employee engagement.

**Company Background:** DCB Bank Limited (DCB Bank), incorporated in 1935, is a scheduled commercial bank regulated by the Reserve Bank of India. The private sector bank has 333 branches spread across 19 states and 3 union territories. The bank's business segments include retail, micro-SME, SME, mid-corporate, agriculture, commodities, government, public sector, Indian banks, cooperative banks and non-banking finance companies.

Company Details		Management Details	
HR Segment	CSR	Managing Director & CEO	Murali Natarajan
Industry	Banks	Vice President - HR	Pooja Mulchandani

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



Employee Engagement

## F5 Networks Innovation Private Limited

Kala Jyothi, Survey No. 185, Kondapur, Hyderabad – 500133, Telangana  
 Tel: 91-040-46126731  
 Email: m.joshi@f5.com; Website: www.f5.com

**Dun & Bradstreet D-U-N-S® No 86-118-1562**

### Creating a Highly Engaging Work Environment at F5 Networks

F5 Networks believes in creating an encouraging and favorable work environment with talent and career growth and a highly engaged workforce. Employees are provided with Assistance Program, Insurance Helpdesk, referral program, sessions with HR and management to discuss issues, coaching, buddy programs with practice of 555, ESPP & wellness benefits and MBO programs. Quarterly team outings, sports activities, birthday celebrations, family events, knowledge sessions, rewards & recognition programs with shout outs and community services are organized in order to build employee engagement. Every quarter, the company conducts pulse surveys to understand the mood of the employees. Managers use happiness wall to comprehend the overall mood of their team mates. ‘Fundoo Fridays’ are celebrated every Friday with fun activities, games and music which acts as an energy booster for the following week of work. Employees receive tuition reimbursement for higher education. Freedom to Flex is a policy designed for employees enabling them to work for flexible hours. Such employment engaging activities have developed an open culture of trust and transparency within the employees in the organization, thereby discouraging attrition.

**Company Background:** F5 Networks Innovation Private Limited (F5 Networks) started its operations in Hyderabad, AP in Feb 2018. It is a Global Captive Centre (GCC) of F5 Networks Inc., USA which is based in Seattle.

Company Details		Management Details	
HR Segment	Employee Engagement	Senior Director	Malviika Joshi
Industry	IT / ITes	Vice President	Ravi Kasinadhuni

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



Diversity & Inclusion

## FIS Global Business Solutions Private Limited

402, I Park, Plot No. 15, Phase IV, Gurugram - 122016, Haryana  
 Website: www.fisglobal.com

**Dun & Bradstreet D-U-N-S® No 91-566-7642**

### Enriching Workplace Diversity at FIS Global

FIS Global understands that diversity in workplace is crucial to innovation, creativity and productivity. The company adopts a meticulous approach to achieve cultural excellence. Through regular surveys that not only target skills metrics but also capture workplace diversity, the company tries to gain an understanding of its employee demographic mix. Accordingly, regular training and awareness programs are held on different global cultures and the changing landscapes. FIS Global also conducts various activities to celebrate festivals, traditions and cultures in India and abroad to sensitize its employees and to create a sense of tolerance and respect for people belonging to other cultural or ethnic backgrounds. With a view to enhance inclusivity, the company implements a four-point program that targets inclusivity in business goals at the grass-root level. In 2018, the company paid special attention in fostering LGBTQIA equality and gender diversity, taking on board six transgender/aspirant transgender resources. FIS Global also hosts a 24x7 employee assistance program, offering emotional support to employees along with an ethics hotline to report any violation.

**Company Background:** FIS Global Business Solutions Pvt Ltd (FIS Global) is an international provider of financial technology solutions, which include software, services, consulting and outsourcing solutions focused on retail and institutional banking, payments, asset and wealth management, risk and compliance, trade enablement, transaction processing and record-keeping. Headquartered in Jacksonville, Florida, FIS serves over 20,000 clients across 130 countries.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Head - Training & Compliance	Manish Bijlani
Industry	IT / ITes	HR Group Exe. - People Direct Lead	Mamta Wasan

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



Employee Engagement

## GCS Medical College, Hospital & Research Centre

Opposite DRM Office, Nr. Chamunda Bridge, Naroda Road, Ahmedabad – 380025, Gujarat  
 Tel: 91-79-6604 8000; Fax: 91-79-2220 1915  
 Email: info@gcsmc.org; Website: www.gcsmc.org

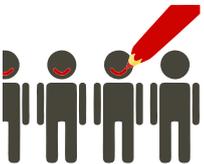
### Enhancing employee engagement at GCS Medical College

An employee’s engagement, commitment and dedication is important for the success of the organization. Employees’ individual performances contribute towards the organization’s performance. At GCS Medical College, induction and on-boarding training programs are interactive & fun-filled sessions, aimed at creating enthusiasm in new recruits to perform well. A senior employee known as ‘GCS Ambassador’ shares learning and experiences with new recruits. An HR activity calendar is prepared every month, focusing on employee involvement and engagement. Engaging activities are conducted at regular intervals, which helps in sustaining motivation among employees. GCS Medical College also organizes events, festivals, special days like Doctors’ day and Friendship day. E-Greeting cards are prepared and sent to all employees across the organization. Moreover, counseling sessions and exit interviews are conducted for exiting employees. The HR department has received positive responses from the employees for conducting such engaging activities.

**Company Background:** GCS Medical College, Hospital & Research Centre was established in 2009 in Ahmedabad, Gujarat by the Gujarat Cancer Society (GCS) . The departments in the medical college include Anatomy, Physiology, Biochemistry, Community Medicine, Pathology, Pharmacology, Microbiology and Forensic Medicine.

Company Details		Management Details	
HR Segment	Employee Engagement	Executive Chairman & Trustee	Pankaj Patel
Industry	Hospital	Sr. Gen. Manager (Ops. & HR)	Neha Lal

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



Retention

## GCS Medical College, Hospital & Research Centre

Opposite DRM Office, Nr. Chamunda Bridge, Naroda Road, Ahmedabad - 380025, Gujarat  
 Tel: 91-79-6604 8000; Fax: 91-79-2220 1915  
 Email: info@gcsmc.org; Website: www.gcsmc.org

### GCS Medical College’s Employee Retention Initiatives

GCS Medical College firmly believes that employees are its most valuable assets. The institute directs its best efforts towards hiring, training, developing, retaining and nurturing staff. However, GCS Medical College faces competition from other hospitals providing attractive monetary and other benefits to nursing candidates. Not only are new hospitals being developed, but existing hospitals are expanding their scope of work thereby creating opportunities for nursing staff. However, GCS continues to focus on motivating its staff, ensuring a proper work-life balance. In order to achieve this, it offers opportunities for change of department, job rotation, monetary benefits, job enrichment, promotion and rewards for promising performance. Further, favorable working conditions with new opportunities are created in an attempt to motivate and retain staff. Moreover, GCS conducts pre-exit interviews during resignations to understand the cause of departure and accordingly prepares reports. Based on the review of report, management initiates suitable measures to retain departing employees. The organization intends to focus on strengthening employee engagement programs and hold regular interactions & discussions between the employee and the head of department.

**Company Background:** GCS Medical College, Hospital & Research Centre was established in 2009 in Ahmedabad, Gujarat by the Gujarat Cancer Society (GCS) . The departments in the medical college include Anatomy, Physiology, Biochemistry, Community Medicine, Pathology, Pharmacology, Microbiology and Forensic Medicine.

Company Details		Management Details	
HR Segment	Retention	Executive Chairman & Trustee	Pankaj Patel
Industry	Hospital	Sr. Gen. Manager (Ops. & HR)	Neha Lal

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 -16A, Noida - 201301, UP  
 Tel: +91-0120-6149640  
 Email: chandni.mehta@gfl.co.in; Website: www.gfl.co.in  
**Dun & Bradstreet D-U-N-S® No 65-018-0508**

### GFL's Team Magic to Uplift Team Spirit

Gujarat Fluorochemicals (GFL) gives significant importance to team work in the success of an organisation. Hence, uplifting the team spirit among employees was a priority area for the company. In order to promote the culture of team spirit amongst employees, the company launched an initiative called Team Magic. The Team Magic initiative involves employees from junior and middle levels, and is a fun-based learning experience. It divides them into teams and each team has to perform a task consisting of planning, preparation and execution. The Last Friday of every month is dedicated for Team Magic sessions, where employees can enroll themselves for enhancing their team building skills. Team Magic sessions have laid emphasis on team building traits like creating trust, commitment and collaboration while performing any task.

**Corporate Background:** Gujarat Fluorochemicals Ltd (GFL), a part of the Inox Group of Companies, was incorporated in 1987. It primarily manufactures refrigerants. GFL's business can be classified into three key segments, namely fluoropolymers, refrigerants and chemicals. The company has also diversified into other businesses like carbon trading and family entertainment (multiplexes).

Company Details		Management Details	
HR Segment	Employee Engagement	Chief Executive Officer	Satish Kakade
Industry	Chemicals	Kallol Chakraborty	Head - GCHR

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



Reward & Recognition

## Gujarat Fluorochemicals Limited

INOX Towers , 17, Sector -16A, Noida - 201301, UP  
 Tel: +91-0120-6149640  
 Email: chandni.mehta@gfl.co.in; Website: www.gfl.co.in  
**Dun & Bradstreet D-U-N-S® No 65-018-0508**

### GFL's 'SPOTON' to Reward Employees Instantaneously

Reward & recognition is one of the key strategies of an organisation to motivate employees to give their best performance. GFL believes that appreciating employees for their achievements is motivating only if it is done instantly. Hence, the company initiated a new reward & recognition programme named 'SPOTON', which focuses on rewarding and recognising employees on-the-spot. The programme has identified 15 employee behaviours such as team work, out-of-the-box thinking, workplace safety, initiative & resilience, customer orientation, initiative beyond his/her assigned work, environmental concern and appreciation to colleagues, amongst others. The new programme is implemented via a digital platform. Under SPOTON, recognition certificate and appreciation is given while the employee is working on the task and not after the task is completed. The new R&R programme has helped the company develop a new culture of appreciation and increase employee engagement and retention.

**Corporate Background:** Gujarat Fluorochemicals Ltd (GFL), a part of the Inox Group of Companies, was incorporated in 1987. It primarily manufactures refrigerants. GFL's business can be classified into three key segments, namely fluoropolymers, refrigerants and chemicals. The company has also diversified into other businesses like carbon trading and family entertainment (multiplexes).

Company Details		Management Details	
HR Segment	Reward & Recognition	Chief Executive Officer	Satish Kakade
Industry	Chemicals	Kallol Chakraborty	Head - GCHR

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



## Happiest Minds Technologies Private Limited

53/1-4, Hosur Main Road, Madivala (Next to Madivala Police Stn), Bengaluru - 560068, Karnataka  
Website: [www.happiestminds.com](http://www.happiestminds.com)

Dun & Bradstreet D-U-N-S® No 86-453-6811

### Happiest Minds' Mindful Inclusivity

In order to encourage cross-cultural diversity and promote gender diversity, Happiest Minds has designed special programs to create a high-performing workplace and to provide an enriched personal life to all its employees. Happiest Minds encourages male employees to play a critical role in promoting and championing the true spirit of inclusion, creating inclusive leaders, stronger businesses and more fulfilling lives. The company formed a Diversity & Inclusion (D&I) Council with leadership representation of both men and women from each business unit. Specific programs for women care, women development, hiring women in technical roles, and other special programs to engage and bring in differently- and specially-abled persons are conducted. The (D&I) council undertakes focused programs crafted to the needs of women, for eg medical rooms for pregnant and other women, feminine hygiene care units, counseling programs, women networking/mentoring programs, special mentoring programs for new moms, child-care and crèche facilities, pick-up/drop, etc. Other programs aimed at retaining women employees include extended maternity leave, leave without pay, sabbatical leave, work-from-home and flexi-working hours.

**Company Background:** Happiest Minds Technologies Private Limited enables digital transformation and offers domain-centric solutions, IPs in IT services, product engineering, infrastructure management and security. These services have applicability across industry sectors such as retail, CPG, e-commerce, banking, insurance, hi-tech, engineering R&D, manufacturing, automotive and travel/transportation/hospitality. In addition to India, the company has operations in US, UK, Netherlands, Australia, Middle East and Turkey.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Executive Chairman	Ashok Soota
Industry	IT / ITeS	VP & Chief People Officer	Sachin Khurana

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



## Hilti India Private Limited

Building 8, Tower C, 6th Floor, DLF Cyber City Phase 2, Gurgaon - 122008, Haryana  
Tel: 91-124-4139913  
Website: [www.hilti.in](http://www.hilti.in)

Dun & Bradstreet D-U-N-S® No 86-219-7373

### Hilti India's CSR and Employee Welfare Initiatives

Hilti India focuses on projects with an objective of not only offering direct support, but also making a sustainable contribution towards the development of the society. The company has partnered with Construction Industry Development Council (CIDC) of India for resource donation and skill development programs for CIDC workers. The employees of Hilti India completed a project on creating awareness on STI/HIV/AIDS & TB for construction workers on the DLF site of Larsen & Toubro. The project also tested workers for haemoglobin levels and provided first aid boxes. Employees have also donated clothes to an NGO called Goonj. New hires and trainers voluntarily contribute during the initial training period, the proceeds of which are donated to various non-profit organizations. Blood donation drives, visit to orphanages and restoration of Humayun's Tomb monument are some of the CSR initiatives of the company. Hilti India has helped in refurbishing government school in Gurgaon by contributing towards essential repairs, landscaping and sanitary facilities. It has issued an anti-discrimination directive for a harassment-free workplace as a part of its employee welfare program.

**Company Background:** Hilti India Private Limited (Hilti India), a subsidiary of Hilti Group, commenced its direct operations in India in 1997. The company provides wide solutions in the fields of software for design, products and tools for work, onsite training, repairs and consultancy. Hilti India is the exclusive importer and distributor in India of all Hilti products manufactured all over the world.

Company Details		Management Details	
HR Segment	CSR	General Manager	Jayant Kumar
Industry	Electric & Electronic Products	Director - HR	Sanjay Chaturvedi

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



## Hilti India Private Limited

Building 8, Tower C, 6th Floor, DLF Cyber City Phase 2, Gurgaon - 122008, Haryana  
Tel: 91-124-4139913  
Website: www.hilti.in

**Dun & Bradstreet D-U-N-S® No 86-219-7373**

### Hilti India's Inclusion and Diversity initiatives

With enhanced focus on Inclusion and Diversity, Hilti India believes in promoting a positive work environment with higher employee satisfaction. Some of the initiatives designed to encourage inclusion and diversity in the organization are Women's Advisory Council (committee representing women belonging from varied tenure, functions, experience, education and personality type), Women Referrals, attaching Inclusion as a parameter in the company's business strategy of Champion 2020, providing employees cross-functional projects with global stakeholders, D&I Intranet Page and Yammer group, campus hiring from diverse backgrounds, gender sensitization workshops, celebrating festivals and Internal Complaint Committee. The company has dedicated pages on its three focused diversity parameters - gender, global and generation. These pages contain information on the diversity parameters, material from consultancies and knowledge from company's leadership team. Further, Employees Resource Groups are formal affinity groups where team members from different regions provide forums pertaining to awareness building and networking opportunities for people with different backgrounds. Moreover, the ability of a person to work inclusively with others is one of the dimensions of the company's Red Thread model.

**Company Background:** Hilti India Private Limited (Hilti India), a subsidiary of Hilti Group, commenced its direct operations in India in 1997. The company provides wide solutions in the fields of software for design, products and tools for work, onsite training, repairs and consultancy. Hilti India is the exclusive importer and distributor in India of all Hilti products manufactured all over the world.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	General Manager	Jayant Kumar
Industry	Electric & Electronic Products	Director - HR	Sanjay Chaturvedi

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



## Hitachi Hi-Rel Power Electronics Private Limited

B-62, Corporate House, Judges Bungalow Road, Bodakdev, Ahmedabad – 380054, Gujarat  
Tel: 91-79-66046200; Fax: 91-79-66046201  
Email: kapil\_bijani@hitachi-hirel.com; Website: www.hitachi-hirel.com

**Dun & Bradstreet D-U-N-S® No 65-063-1914**

### Creating a Productively Engaging Workforce at Hitachi Hi-Rel

Hitachi Hi-Rel Power Electronics considers sought to create a nurturing and protective environment for employees from all genders, castes, religions, communities, age-groups and states. It is committed to matching right people at the right place at the right time. A well-structured equal opportunity recruitment policy, smooth on-boarding, 3-D induction system is designed to support new joinees in familiarizing with the organization and responsibilities. Some of the practices adopted towards engaging employees include talent engagement, Fun Friday activities to increase bonding & team building, structured leave policies, regular health checkups, special site allowances, rewards & recognitions such as spot awards, long term service awards, Employee of the Quarter & Year, insurance & wellness policies, grievance handling & gender harassment committee, learning & development, higher education, diversified & inclusive work environment. Employees' role as HR partners has been realized and various platforms are provided for employees' contribution. Further, to maintain employee engagement, the company participates in a Hitachi Group-driven Employee Satisfaction Survey called Hitachi Insights, conducted in collaboration with Perceptyx.com.

**Company Background:** Hitachi Hi-Rel Power Electronics Private Limited offers power electronic products and is a part of the industrial products business unit of Hitachi Limited. The company deals in products such as UPS, drives, solar inverters and customized power electronics products.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director	Shintaro Oku
Industry	Electric & Electronic Products	CHRO & President IT	Kapil Bijani

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



## Indian Oil Corporation Limited

3079/3, J B Tito Marg, Sadiq Nagar, New Delhi - 110049, Delhi  
Tel: 91- 11-26260000 / 10  
Website: www.iocl.com

Dun & Bradstreet D-U-N-S® No 65-004-9216

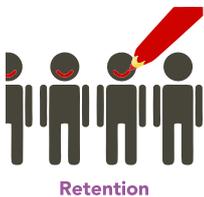
### Empowering Women at IOCL

Women Leadership Development is a unique initiative by IOCL which aims at long term development of women at the mid-level management. This program focuses on building self-confidence with passion to grow and developing an action plan for performance excellence and goal achievement. The Special Jail for Women at Chanchalguda Central Prison, Hyderabad, along with IOCL, has set up IOCL's first retail outlet (RO) operated by released women prisoners and managed by prison authorities of Special Prison for Women. 'Everyone deserves a chance' is the motto of this establishment. The initiative enables women to survive in the society with dignity. Women undergo on the job training covering accounting procedures, operations, customer service and product knowledge. Constant feedback is received by counselor/jail staff pertaining to their job satisfaction and difficulties. Unhappy women in the job are shifted to another job as per their skills and eligibility. Women empowerment is also encouraged through equal employment opportunities, leave policies on maternity, child care & adoption, gender sensitization programs, coaching, learning & development assignments and supporting forum of Women in Public Sector.

**Company Background:** Indian Oil Corporation Limited (IOCL) is involved in the business of refining, transportation and marketing of petroleum products. The company has also expanded its operations across hydrocarbons value chain – upstream into oil & gas exploration & production and downstream into petrochemicals. The company has also diversified its operations into natural gas and alternative energy resources. IOCL has a network of approximately over 47,800 customer touch points.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Chairman	Sanjiv Singh
Industry	Oil & Gas	Director - HR	Ranjan Kumar Mohapatra

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



## Indian Renewable Energy Development Agency Limited

3rd Floor, August Kranti Bhawan, Bhikaiji Cama Place, New Delhi – 110066, Delhi  
Tel: 91-11-26717400; Fax: 91-11-24682202  
Email: cmd@ireda.in; Website: www.ireda.in

Dun & Bradstreet D-U-N-S® No 65-064-7332

### Creating Favorable Environment to Retain Employees at IREDA

IREDA believes that employees require reinforcement, direction, recognition and job satisfaction in order to be retained. For this, the company needs to understand the reasons of demotivation and dissatisfaction, attrition, job change and accordingly design strategies to resolve them. Policies are designed to receive regular feedback from employees where their opinions and grievances are discussed. Flexi-time option helps employees to meet their personal obligations with resuming work in the latter part of the day. Online Happiness Index, an online feedback mechanism is provided to employees to define their mindset on the job for the day in terms of their feelings. Various training & development programs, employment development council and lecture series, job rotation, succession planning policy, post-retirement benefits are provided to the employees. These initiatives have helped IREDA reduce attrition, thereby branding a strong image of a pro-employee organization. Also, employees at IREDA are of the opinion of receiving salaries at par or higher than competitors, receiving high level of encouragement from superiors with higher probabilities of promotion and working with employee friendly policies and procedures.

**Company Background:** Indian Renewable Energy Development Agency Limited (IREDA), a Miniratna Government of India Enterprise, is under the administrative control of Ministry of New and Renewable Energy. Established in 1987, it is engaged in promoting, developing and extending financial assistance towards setting up projects relating to new and renewable sources of energy and energy efficiency/conservation.

Company Details		Management Details	
HR Segment	Retention	Chairman & MD	Praveen Kumar
Industry	NBFCs	General Manager - HR	Dr. P Sreenivasan

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



## Indian Renewable Energy Development Agency Limited

3rd Floor, August Kranti Bhawan, Bhikaiji Cama Place, New Delhi – 110066, Delhi  
 Tel: 91-11-26717400; Fax: 91-11-24682202  
 Email: cmd@ireda.in; Website: www.ireda.in

**Dun & Bradstreet D-U-N-S® No 65-064-7332**

### IREDA's CSR Initiatives for Sustainable Development

The CSR policy of IREDA commits to operate in a socio-economical, ethical and environmental sustainable manner with an integration of mission and vision of the company. IREDA aims at value creation in society through self-sustaining investment in projects pertaining to renewable energy, energy efficiency and clean technologies for sustainable development. During FY19, IREDA undertook various projects such as the installation of solar street lights/solar lanterns/solar water pumping systems and solar PV plant in hard-to reach areas, contribution towards the Swachh Bharat Kosh and rehabilitation of muscular dystrophy/other deformities patients, providing vocational skills training & development centers in rural areas and developing districts. Under the Aspirational District Development Program of Govt, IREDA provided 2,200 Solar PV Street Lights and installed RO based water vending machines in schools. Further, in order to generate a sustainable income in the rural areas, IREDA sanctioned provisions of mobile medical vans, smart classes and skill development centers. With right initiatives, funding, expertise, innovation and collaboration, IREDA intends to focus on CSR activities having a long term impact on local communities thereby creating sustainable changes with clean energy revolution.

**Company Background:** Indian Renewable Energy Development Agency Limited (IREDA), a Miniratna Government of India Enterprise, is under the administrative control of Ministry of New and Renewable Energy. Established in 1987, it is engaged in promoting, developing and extending financial assistance towards setting up projects relating to new and renewable sources of energy and energy efficiency/conservation.

Company Details		Management Details	
HR Segment	CSR	Chairman & MD	Praveen Kumar
Industry	NBFCs	General Manager - HR	Dr. P Sreenivasan

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



## JM Financial Limited

7thFloor, Cnergy, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400025, Maharashtra  
 Website: www.jmfl.com

**Dun & Bradstreet D-U-N-S® No 65-064-7829**

### JM Financial's Engage to Inspire

JM Financial sought to making employees feel empowered to get their work done, trusted to accomplish what has been assigned, and provide necessary feedback mechanisms and proper support network as well as learning and development opportunities. The company is connected with its employees through various platforms like online interfaces, open feedback sessions, wherein employees are encouraged to share their views, opinions and suggestions, and action is taken accordingly. The company also provides high quality training to its employees through professional training companies and qualified staff. Technical as well as behavioural training programs are arranged on a quarterly basis. Employees are also sent for seminars and job-related trainings arranged by specialized centres. In other engagement activities, the company regularly celebrates festivals and other special events. Stress busting activities such as yoga, music and photography sessions as well as picnics, sports activities and contests are also organized from time to time to promote not only healthy work-life balance but also interest, excitement and camaraderie among employees.

**Company Background:** JMFL is one of the leading financial services groups and provides a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. It has interests across diverse business segments such as investment banking, equity, debt, commodity sales and trading, wealth management, portfolio management services, asset management, alternative asset management, financing and lending, housing finance and distressed asset financing.

Company Details		Management Details	
HR Segment	Employee Engagement	MD & Group Head - HR & Admin.	Anil Salvi
Industry	Financial Services	Group Managing Director	Vishal Kampani

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



## JM Financial Limited

7thFloor, Cnergy, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: www.jmfl.com

Dun & Bradstreet D-U-N-S® No 65-064-7829

### Promoting Employee Welfare at JM Financial

JM Financial keeps up-to-date with emerging workplace trends to ensure its human resources practices are relevant and are able to meet the current and future needs its employees. The company undertakes various measures to maintain a healthy and safe work environment, which is conducive to employee motivation and productivity. Apart from celebrating various festivals, the company also felicitates special occasions in an employee's life – birth of a child and other achievements like completing an educational goal, getting a driver's license, walking a marathon or an adventure tour, etc. Other than this, various programmes for stress management are regularly conducted. These include yoga sessions, musical evenings, photography sessions, picnics, team lunches, get-togethers, cricket matches, award functions, etc., which not only help reduce stress, but also encourage competitiveness and camaraderie among employees. The company has its own sports centre, which organizes events like cricket, soccer and bowling championships. Further, to promote a healthy lifestyle, the company has joined hands with various entities offering special discounts for gym memberships.

**Company Background:** JMFL is one of the leading financial services groups and provides a spectrum of businesses to corporations, financial institutions, high net-worth individuals and retail investors. It has interests across diverse business segments such as investment banking, equity, debt, commodity sales and trading, wealth management, portfolio management services, asset management, alternative asset management, financing and lending, housing finance and distressed asset financing.

Company Details		Management Details	
HR Segment	CSR	MD & Group Head - HR & Admin.	Anil Salvi
Industry	Financial Services	Group Managing Director	Vishal Kampani

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 - 411013, Maharashtra  
Tel: 020-26727000; Fax: 020-26870634 / 26870297  
Email: ; Website: www.kirloskarkpcl.com

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

### Kirloskar Pneumatic's Rewards & Recognition Programme

Rewards and Recognitions (R&R) have a significant impact on employee engagement. Keeping this in mind, KPCL sought to improve its existing employee recognition programmes and to introduce new ones. The company implemented its new reward & recognition strategy in three steps - design, communicate and implement. Under design, the company prepared reward scheme posters and displayed them at key locations and on the intranet to create awareness among employees. It also introduced a non-monetary 'Thank You' card. Under communicate, the company created an R&R logo for branding and recall. The company also initiated a few changes in its R&R policy, such as making trainees eligible for R&R, same reward amount irrespective of designation, standardization of trophies and sending names of all awardees via email and also on the intranet every month. The new R&R policy also recognises CSR volunteers by awarding them certificates and gifts.

**Company Background:** Kirloskar Pneumatic Company Ltd (KPCL), a part of Kirloskar Group, was incorporated in 1958. KPCL commenced its operations with the manufacture of air compressors and pneumatic tools. The company's business can be classified into four key segments namely air compressor division, air conditioning, refrigeration division, process gas system and transmission division. Some of the products manufactured by the company include air conditioning & refrigeration systems, marine HVACR, process gas systems and hydraulic power transmission machinery.

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



Employee Engagement

## Larsen & Toubro – Electrical & Automation

L&T Business Park, TC-2, Tower B, 7th Floor, Gate No 5, Saki Vihar Road, Powai, Mumbai – 400072, Maharashtra  
Tel: 022-67050505; Fax: 022-67051746  
Website: [www.larsentoubro.com/electrical-automation](http://www.larsentoubro.com/electrical-automation)

**Dun & Bradstreet D-U-N-S® No 87-212-8386**

### L&T's Employee Engagement Through Lunch with Senior Leadership

L&T – E&A believes that the growth in workforce can lead to poor connection between young talent and senior leadership. Though there were few avenues available for connecting young talent with senior leaders like official communications and business meetings, they provided limited opportunity for open communication. The company hence came up with meeting over lunch strategy. The level of employees for this initiative was decided as Executive to Senior Manager level to target the young executives and frontline managers. This initiative has helped the company to retain almost 85% of the talent. In addition, Meeting over Lunch with senior leaders has provided beneficial learning opportunity for young talent. The initiative also led to a more open and transparent interaction between young employees and senior leaders. The cumulative effect of this was rise in respect, pride and trust in the leadership. Besides, inputs received from employees during such informal meetings have been considered for important business decisions. The meeting over lunch initiative has been implemented at company's Powai and Ahmednagar campuses.

**Company Background:** Larsen & Toubro – Electrical & Automation (L&T – E&A) business offers a wide range of products and solutions such as low & medium voltage switchgear, electrical systems, marine switchgear, industrial and building automation solutions, energy management systems and metering solutions. L&T – E&A caters to end-use segments like utilities, infrastructure, construction, marine and agriculture. It has manufacturing facilities located at Navi Mumbai, Ahmednagar, Vadodara, Coimbatore and Mysore in India as well as in Saudi Arabia, UAE, Malaysia, Indonesia and the UK.

Company Details		Management Details	
HR Segment	Employee Engagement	Senior VP & Head – E&A	Dr H Joshipura
Industry	Electrical & Automation	VP & Head – HR & Personnel	D Mohapatra

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



Employee Engagement

## Larsen & Toubro – Electrical & Automation

L&T Business Park, TC-2, Tower B, 7th Floor, Gate No 5, Saki Vihar Road, Powai, Mumbai – 400072, Maharashtra  
Tel: 022-67050505; Fax: 022-67051746  
Website: [www.larsentoubro.com/electrical-automation](http://www.larsentoubro.com/electrical-automation)

**Dun & Bradstreet D-U-N-S® No 87-212-8386**

### L&T's My Day My Way

In L&T – E&A, there was increased demand from young employees for changing the number of working days from 5.5 to 5. However, 5 days working was not a feasible alternative considering the nature of industry L&T is part of. At this backdrop, the company came up with a new initiative - 'My Day My Way'. Under this new initiative, it was decided that no new assignments or meetings will be scheduled for employees on all second and fourth Saturdays. Instead they will be free to choose any activity like networking with their own team or other teams; sit down with friends to discuss the new idea; listen to motivational speakers or even to clean up their desks. The employees can also decide to organise any event/ game/ competitions/ workshops for their colleagues on these days or be a part of such events. Meet the CEO initiative was also launched as part of My Day My Way initiative. Under this initiative, every My Day My Way Saturday, all employees at Powai have a chance to meet and interact with the CEO irrespective of their grade/ cadre.

**Company Background:** Larsen & Toubro – Electrical & Automation (L&T – E&A) business offers a wide range of products and solutions such as low & medium voltage switchgear, electrical systems, marine switchgear, industrial and building automation solutions, energy management systems and metering solutions. L&T – E&A caters to end-use segments like utilities, infrastructure, construction, marine and agriculture. It has manufacturing facilities located at Navi Mumbai, Ahmednagar, Vadodara, Coimbatore and Mysore in India as well as in Saudi Arabia, UAE, Malaysia, Indonesia and the UK.

Company Details		Management Details	
HR Segment	Employee Engagement	Senior VP & Head – E&A	Dr H Joshipura
Industry	Electrical & Automation	VP & Head – HR & Personnel	D Mohapatra

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



Employee Engagement

## Life Insurance Corporation of India

Yogakshema Building, Nariman Point, Mumbai - 400021, Maharashtra  
Website: www.licindia.in

Dun & Bradstreet D-U-N-S® No 65-005-6716

### Engaging Employees Initiatives at LIC

Realizing the importance of employee engagement, LIC conducts regular workshops for its workforce throughout the country. The idea is to create a sense of belonging within the organization, to motivate employees to work towards the organizational goal with the spirit of robust collaboration and to provide quality customer service with a difference. LIC utilizes employee engagement programs (EEP) as a platform to share its corporate vision as well as achievements on various business parameters, corporate concerns and new initiatives undertaken by different departments to enhance business performance and servicing standards. The company believes that employee engagement is a major contributor in achieving both organizational and individual wellbeing. Apart from improving performance and productivity, employee engagement boosts retention, innovation, customer centricity and other key outcomes. Every year, EEPs are conducted with a particular theme; for instance 'Journey of Trust' in FY17 and 'Towards New Horizon' in FY18. Over 92,000 employees across all cadres were trained with the help of 2,311 EEP sessions in FY18. The overall impact was assessed through questionnaires, which showed that employee perception changed positively following EEPs.

**Company Background:** Life Insurance Corporation of India (LIC) provides life insurance products and services, which include insurance plans, special plans, pension plans, unit plans, micro-insurance plans, withdrawn plans, health plans and Aam Admi Bima Yojana. It also provides group schemes for employers, associations, societies etc. In addition to India, LIC has presence in Mauritius, Fiji, United Kingdom, Middle East, Nepal, Sri Lanka, Bangladesh, Singapore and Kenya.

Company Details		Management Details	
HR Segment	Employee Engagement	Chairman	M R Kumar
Industry	Insurance	Executive Director - HRD/OD	Kiran Sahdev

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



Employee Engagement

## Lokmat Media Private Limited

Lokmat Bhavan, Jalna Road, Aurangabad – 431003, Maharashtra  
Tel: 0240-2485301-04, 3021500; Fax: 0240-2484130  
Email: balaji.muley@lokmat.com; Website: www.lokmat.com

Dun & Bradstreet D-U-N-S® No 86-220-0623

### Lokmat's Employee Engagement Initiatives

Lokmat believes that employee engagement is of utmost importance for its growth. In order to enhance employee engagement, the company has launched various initiatives like employee satisfaction survey twice in a year, performance awards, training programmes, communication programmes and social engagement. The performance recognition awards given by the company include Lokmat Achiever's Awards and Star Performer Awards, among others. The company conducts 40 days residential editorial training workshops, Art of Living course at all centres and training of leadership techniques to all heads. Besides, Lokmat has initiated communication programmes like monthly in-house magazine and annual town hall meetings. Under its social engagement initiatives, the company has introduced programmes like family get-together once in a year, birthday & wedding anniversary celebration, celebration of various religious and national festivals, organising indoor & outdoor games, to name a few.

**Company Background:** Lokmat Media Pvt Ltd (Lokmat) was incorporated in 1971. It has diversified businesses, including publishing, broadcasting, digital media, entertainment, community and sports. The company has an employee strength of more than 3,000 people and has offices spread across India. The company publishes a regional language newspaper with a total readership of more than 18 mn. It entered the digital media business through multilingual news portals and mobile news application. It also co-owns a 24-hour news and current affairs TV channel.

Company Details		Management Details	
HR Segment	Employee Engagement	Jt. Managing Director	Rishi Darda
Industry	Media	Asst. Vice President - HR	Balaji Muley

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, Rahimtullah Sayani Road, Opp Parel, ST Depot, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: [www.motilaloswal.com](http://www.motilaloswal.com)

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

### Building Engaged Workforce at MOFSL

To ensure employees feel at home in the organization, Motilal Oswal Financial Services Ltd (MOFSL) makes it a point to celebrate all festivals and special occasions with deep fervor, interest and enthusiasm. Elaborate decorations and numerous engagement activities like competitions, parties and workshops are conducted to help employees take time off from work and enjoy, while promoting bonding among associates. Apart from festivals, MOFSL also organizes sporting events on a large scale. Tournaments for table-tennis, carom, badminton and cricket are carried out every year while picnics are regularly organized to promote strong camaraderie. The company also sends out complimentary mails and appreciation notes for achieving targets and/or performing well. These are minor gestures that help in keeping the team's morale high and to motivate them to perform better. Through engagement feeds, all employees are kept updated about the latest developments in the company and it also carries articles, trivia, recipes, teasers and other interesting information.

**Company Background:** MOFSL is a well-diversified financial services company, offering a host of products and services across retail and institutional broking, private wealth management, investment banking, private equity, asset management and home finance. The company has presence in over 600 cities through over 2,400 business locations and has a workforce of over 5,000 employees. The company's clientele 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



CSR

## Motilal Oswal Financial Services Limited

Motilal Oswal Tower, Rahimtullah Sayani Road, Opp Parel, ST Depot, Prabhadevi, Mumbai - 400025, Maharashtra  
Website: [www.motilaloswal.com](http://www.motilaloswal.com)

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

### Inspiring Lives at MOFSL

Motilal Oswal Financial Services Ltd (MOFSL) believes in inspiring its associates through its own activities. The company has been making notable contribution towards the welfare of the society. Through various social welfare engagements, the company motivates its employees to take active participation in driving a positive change in the society and to cultivate tolerance and compassion for fellow beings. The company invites NGOs to directly interact with the employees on various occasions. On Children's Day, the company invited under-privileged children to spend a joyous evening at the office and interact with associates. The 'Joy of Giving' week is organized across all offices of MOFSL, wherein associates contribute notebooks and stationary for under-privileged children and also sponsor aids for children with special needs. MOFSL has recently started an associate volunteering program called 'Gyan Daan' at a school for underprivileged children in Mumbai. The program, which aims to enhance the quality of education at the school, build confidence, intellectual curiosity and ability to communicate in English among the children, has a dedicated set of volunteers from various departments of the company.

**Company Background:** MOFSL is a well-diversified financial services company, offering a host of products and services across retail and institutional broking, private wealth management, investment banking, private equity, asset management and home finance. The company has presence in over 600 cities through over 2,400 business locations and has a workforce of over 5,000 employees. The company's clientele includes retail customers (including high net-worth Individuals), mutual funds, foreign institutional investors, financial institutions and corporate clients.

Company Details		Management Details	
HR Segment	CSR	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



## Navigant BPM India Private Limited

3rd Floor, Bhavani Building, Technopark, Trivandrum - 695581, Kerala  
Website: [www.navigant.com](http://www.navigant.com)

Dun & Bradstreet D-U-N-S® No 91-502-7013

### Navigant BPM's Feel Good Factor

Navigant BPM believes in building citizenship into its workplace culture, which helps in empowering employees, improves productivity and delivers breakthrough value in communities on a sustainable basis. In the end, ongoing prioritization of CSR and citizenship programs ensures that every employee has the opportunity to make a difference where it matters most to them. And this promotes a 'feel-good' factor among employees. The company has dedicated a month called Service Month as its Community Connections Service Month, wherein employees get an opportunity to work hand-in-hand with local charitable organizations. Navigant BPM aims to positively impact the lives of one million youth over the next few years. In addition, it regularly organizes campaigns and donation/aid drives, encouraging employees to make a positive contribution not just monetarily, but also by volunteering for social causes. Some of these initiatives include collection of sanitary napkins for needy women in Kerala, hair donation drive to help cancer patients, Kerala flood relief and rehabilitation drive, carnival for differently-abled children, extending support to educational institutions for girls and other less fortunate ones, etc.

**Company Background:** Navigant BPM is a wholly-owned subsidiary of Navigant Consulting Inc. The company assists healthcare, life sciences and financial services clients in designing, developing, and implementing integrated, technology-enabled solutions that create high-performing organizations.

Company Details		Management Details	
HR Segment	CSR	Country Head	Mahendra Singh Rawat
Industry	Software & BPM	Director- HR	Jeena Peter

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, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
Tel: 040-23268888; Fax: 040-23125555  
Website: [www.ncclimited.com](http://www.ncclimited.com); Email: [sumit.roy@nccltd.in](mailto:sumit.roy@nccltd.in)

Dun & Bradstreet D-U-N-S® No 65-065-2100

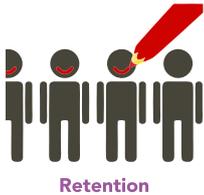
### Employee Engagement for Higher Employee Tenure at NCC

Employee engagement was identified as a crucial factor by the HR team at NCC for reducing the attrition rate. Hence, multi-directional employee engagement activities were planned for a long term impact. The company sought to create an environment of openness and trust. It also provided various facilities like gymnasium, indoor sports facilities, parking, bank ATM within office premises, canteen and family accommodation. NCC also focused on rewards & recognition strategy, which includes giving functional & cross-functional opportunities for career growth, training initiatives, long service awards/rewards and employee connect initiatives. Under its internal communication strategy, it conducted town-hall/open house meetings as well as launched internet portal and a quarterly in-house magazine 'Samashti'. The company also introduced a special induction program for new joiners as part of its employee engagement activities. Under employee benefits, medical insurance benefits were extended to family members to overcome any medical financial risks. These initiatives helped NCC improve employee engagement, with average employee tenure being reported as almost six years.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccltd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### Employee Retention Strategies at NCC

In view of the volatile nature of the infrastructure industry and geographical distribution of projects, retaining employees for a long duration is a challenge. NCC also had to deal with increased rate of attrition which led to delay in project execution, increase in client's complaints and low-quality work. Hence, to improve employee retention, the company adopted an employee recognition strategy, under which various initiatives like open door policy for employees to meet the Business Directors in case of any grievances, employee referral policy, operating autonomy, improved compensation structure, long service appreciation, project completion bonus and birthday & long service mailer tool were adopted. The company also provides financial assistance to employees in the form of loan, donation, Mediclaim, marriage gift, and leave encashment. In addition, the company provides site amenities like mess allowance & family accommodation as well as workplace conveniences like staff cafeteria, employee health club and recreation room. These employee retention strategies have helped the company to reduce attrition rate from 14.9% in FY17 to 10% in FY18.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Retention	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana  
 Tel: 040-23268888; Fax: 040-23125555  
 Website: www.ncclimited.com; Email: sumit.roy@nccltd.in  
**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Focus on Swachh Bharat for CSR

As part of CSR initiatives, NCC focused on construction of toilets cum bathrooms for the villagers of Antarvedi Pallepalem in Andhra Pradesh. The company constructed 332 toilets cum bathrooms in the village. With the construction of toilets cum bathrooms in the village, instances of malaria and other viral fevers have drastically reduced. The company was also engaged in the construction of free housing for economically weaker section. It constructed 104 houses to provide housing for the families belonging to the economically weaker section. Besides, the company donated ₹ 5 mn to CRPF Welfare Fund and ₹ 5 mn to Army Welfare Association. The company also installed 24 CC cameras at four police stations located in the Cyberabad Police Commissioner's office- Hyderabad to support the cause of the police in arresting the crimes in the city. In FY18, expenditure on CSR activities by NCC stood at ₹ 47 mn.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	CSR	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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



Employee Engagement

## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra

Tel: 91-022-26547300

Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com

**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Prism Johnson's Employee Engagement Initiatives

Prism Johnson focusses on employee engagement activities as they instill sense of belonging. Birthday celebration is considered as an important parameter to value an employee. In order to make them feel special, lights are placed on their desks, along with a birthday wish email from the corporate HR and standardized birthday card personally signed by head HR. Further, the company invites family members of five workmen every month to the plant, in order to understand the working environment of the staff. Tea and lunch is served to the family. The supervisor takes the family around the plant explaining the processes and activities conducted by the concerned workman. The organization conducts a 45 minutes' session for new recruits, briefing them on salary, deductions, income and tax components. Towards the end of the programme, sweets are distributed to celebrate the first salary of the new recruits. The company also presents long service awards to its workers in office/plant which recognizes & appreciates their commitment, achievements and loyalty. Such engaging initiatives leads to low attrition, high employee's morale and positive relationships in workplace.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	Employee Engagement	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



Reward & Recognition

## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra

Tel: 91-022-26547300

Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com

**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Recognition and Appreciation to Motivate Employees at Prism Johnson

Prism Johnson has a WALL OF FAME - a big wall (board) - dedicated to display the photographs and experiences of the achievers in the company. This helps to set a positive example and motivates other employees to perform well. Positive results are witnessed as employees feel proud and motivated when they see their photos on the WALL OF FAME. It has created a healthy competition amongst all employees, leading to a positive work environment and productivity. Instant appreciation also provides a mechanism to acknowledge employees at periodic intervals, irrespective of the magnitude of the achievement. Hence, the company has created small 'Thumbs Up' cards with appreciation notes such as 'You Rock', 'We Truly Care' and 'Way to Go'. Additionally, the company also presents long service awards to its workers in office/plant which recognizes & appreciates their commitment, achievements and loyalty of 10 years and above in the company. My Child My Pride is a policy designed to reward children of the employees who have obtained excellent academic results. Certificates/rewards are presented to children followed by cake cutting and distribution of chocolates.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	Reward & Recognition	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra  
 Tel: 91-022-26547300  
 Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com  
**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Prism Johnson's Initiative for Employee Welfare

Prism Johnson aims on being a part of every employee's journey. Being a part of the company, an employee expects something from the company on his/her special day. As a part of the employee welfare initiative, a cheque is arranged on behalf of the company to gift the employee on his wedding day. After receiving the wedding card from the employee, the company HR coordinates with the accounts team, zonal HR and corporate HR and arranges for a bouquet of flowers, congratulatory letter and cheque which will be gifted on the day of the marriage. It is advised that the Zonal/Immediate Superior attends the wedding along with other invitees. This initiative has resulted in increase in employee's morale, improved relationships in workplace and enhanced bond with the employee's family.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	CSR	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Randstad India Private Limited

2nd Floor, Anjaneya Tech Park, #147 Kodihalli, Old Airport Road, Bengaluru - 560008, Karnataka  
 Tel: 91-80-6640 9000  
 Email: ankita.banerjee@randstad.in; Website: www.randstad.in  
**Dun & Bradstreet D-U-N-S® No 91-847-6164**

### Randstad's 'CEO for A Day' – An Exclusive Mentoring Platform

Randstad gained national attention in the media through its unique employee engagement initiative called 'CEO for A Day'. The initiative is in line with Randstad's robust Rewards & Recognition framework, which emphasises on performance, attitude and core values. This idea originated during a town hall session organized by Randstad, where an employee suggested having a program where employees could shadow the CEO, Paul Dupuis. Subsequently, this idea was put into action. Employees outperforming their annual targets were given a chance to interact with the CEO and the senior leadership. Post a selection process, seven employees emerged as winners in 2018 and were given a chance to work with the company's CEO for an entire day. The winners were allowed to walk into the CEO's room and join him and be a part of his thought process. Each day was filled with real-world decisions, client meetings, employee interactions and participation in events. The winners gained insight and enriched their knowledge on the value of company's goals & vision, decision making, leadership, strategic discussion and change management process.

**Company Background:** Randstad India Private Limited (Randstad) is a wholly-owned subsidiary of Randstad Holding NV. Randstad provides a complete range of HR solutions such as temporary and permanent staffing, outsourcing and other workforce solutions in the areas of engineering, finance & accounting, human resources, IT, manufacturing & logistics, sales & marketing. Randstad has more than 25 years of experience with approximately 800 specialist recruiters spread across 20 office locations.

Company Details		Management Details	
HR Segment	Reward & Recognition	Managing Director & CEO	Paul Dupuis
Industry	HR industry	Chief People Officer	Anjali Raghuvanshi

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



Employee Engagement

## Saraswat Co-operative Bank Limited

Ekanath Thakur Bhavan, Appasaheb Marathe Marg, Prabhadevi, Mumbai – 400025, Maharashtra

Tel: 022-24005555

Website: [www.saraswatbank.com](http://www.saraswatbank.com)

Dun & Bradstreet D-U-N-S® No 65-008-0195

### Saraswat Bank's 'Madhusattva' Magazine for Strengthening Relationship with Employees

Saraswat Bank believes that in order to establish a strong bond with employees, they should feel connected with the organisation. In order to augment its relationship with the employees, the Bank publishes a fortnightly in-house magazine named 'Madhusattva'. The magazine contains articles written by staff members, as well as details regarding important events and celebrations at the Bank. The magazine is delivered at the residence of employees to ensure that their family members also feel connected to the organisation. In addition to this, the Bank arranges cultural activities such as annual day celebrations, haldi kumkum for women employees and cricket matches. Employees are encouraged to participate in all such events organised by the Bank.

**Company Background:** Saraswat Co-operative Bank Ltd (Saraswat Bank) was incorporated as a co-operative credit society in 1918. Saraswat Bank operates through 281 branches and has 260 ATMs. It has correspondent banking relationships with over 125 banks spread across 45 countries and nine currencies. The bank offers services such as personal banking, digital banking, business banking and NRI banking.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director	Smita M.Sandhane
Industry	Banks	CGM - Head HRD & SLC	Pearl R Varghese

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



Employee Engagement

## SMC Global Securities Limited

11/6B, Shanti Chamber Pusa Road, New Delhi - 110005, Delhi

Tel: 91-11-30111000

Email: [reemagarg@smcindiaonline.com](mailto:reemagarg@smcindiaonline.com); Website: [www.smcindiaonline.com](http://www.smcindiaonline.com)

Dun & Bradstreet D-U-N-S® No 91-944-3502

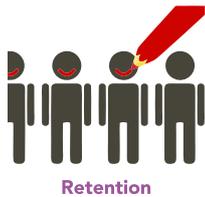
### Culture that Connects and Celebrates Employees at SMC Global

SMC Global realized that employees wanted to feel part of the larger community and hence created and reinforced a culture where they felt accepted, supported and appreciated. The company attempted to develop stronger relationships between colleagues by encouraging them to provide positive work-related feedback to each other. Hence, SMC started redesigning processes which looked at different touch point people experience throughout their employment. This allowed the company to evaluate the processes and technologies at each stage that could be improvised, for instance the annual performance review. Analyzing and implementing technology and technique was completed in a year timeframe, involving the views of stakeholders, management and external research. Revamping of employee engagement process resulted in uniformity in process, non-bias, employee satisfaction and sense of accomplishment amongst others. SMC also sought to create an Employee Wellness Program, where employees could visit a corporate dietitian in the office premises along with provisions of specialized coaches for issues like depression, stress, anxiety and diabetes management. The company also set-up extra-curricular clubs and include Corporate Tie ups in every sector for its employees.

**Company Background:** SMC Global Securities Limited (SMC), established in 1994, offers investment solutions in trading & investments. SMC provides advanced broking services across equity, derivative, currency and commodity asset classes, financial analytics, mortgage advisory, investment banking and executions in cash & future equities. The company has a pan-India presence with an overseas office in Dubai.

Company Details		Management Details	
HR Segment	Employee Engagement	Chairman & MD	S C Aggarwal
Industry	Broking	CHRO	Reema Garg

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



## Sodexo Onsite Service Solutions

1st Flr, Gemstar Commercial Complex, Kanchpada, Malad (W), Mumbai - 400064, Maharashtra  
 Tel: 91-22-44214421  
 Email: devjani.sharma@sodexo.com; Website: www.sodexo.com  
**Dun & Bradstreet D-U-N-S® No 85-932-6735**

### Sodexo Onsite's Win Back Employee Retention Program

Around 67% of Sodexo Onsite's employees are migrants from different states. The company faced a challenge of high attrition rates. The HR team cited reasons for resignation as employees' personal needs like marriage, examination, harvesting, land-related legal issues at their villages, festivals, election, role mismatches, among others. Hence, HR Automation tool was designed to map every employee to a retention office. Post resignation intimation, the concerned employee is offered options to change the decision. The employee is provided an option of re-joining after a certain period of time. Upon agreement, his/her name is added to the list of 'win-back' employees and is considered for re-hiring after the lapse of the desired period. The employee is also granted an option of paid long leave/LOP, depending on leave balance. In the case of retirement, the company attempts to retain them as consultant or advisory to the organization, depending on the skill set/potential of the employee. These initiatives have helped in reducing attrition & training costs along with retention of skill set thereby reducing the burden on the talent acquisition team.

**Company Background:** Sodexo Onsite Service Solutions (Sodexo Onsite) provides a wide range of integrated on-site services along with benefits and rewards services in India. Integrated on-site services are provided to corporate, health care, education, energy & resources and sports & leisure sectors. The benefits & rewards services pertain to employee benefits, incentive and recognition programs.

Company Details		Management Details	
HR Segment	Retention	Country President	Rishi Gour
Industry	Facility Management	Director – HR (India)	Pradeep Chavda

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



## Sodexo Onsite Service Solutions

1st Flr, Gemstar Commercial Complex, Kanchpada, Malad (W), Mumbai - 400064, Maharashtra  
 Tel: 91-22-44214421  
 Email: devjani.sharma@sodexo.com; Website: www.sodexo.com  
**Dun & Bradstreet D-U-N-S® No 85-932-6735**

### Building an Inclusive Workplace at Sodexo Onsite

In line with its commitment of promoting inclusion and diversity, Sodexo Onsite initiated higher referrals for women candidates, gender-neutral titles and sponsored development programs. The company tracks resignations and encourages employees to re-join. Diversity & Inclusion sessions are conducted during induction for new hires, along with one-day mandatory workshop for the management. The organization has initiated projects with key clients to create employment opportunities for differently-abled people, women who are victims of violence, members of the transgender community apart from bringing in women in management roles. This collaboration is also intended to create inclusive workplaces at client sites. Project Pragati is a project targeted towards hiring women, at over 350 sites. Site targets are set at the beginning of the year, with business heads being accountable for every site. These targets are reviewed by the country president during business review and accordingly 10% annual bonus is rewarded for achieving these targets. In 2018, the company hosted 'Empowering Women in the Workplace - Improving Quality of Life', an event focused on achieving gender balance and equity.

**Company Background:** Sodexo Onsite Service Solutions (Sodexo Onsite) provides a wide range of integrated on-site services along with benefits and rewards services in India. Integrated on-site services are provided to corporate, health care, education, energy & resources and sports & leisure sectors. The benefits & rewards services pertain to employee benefits, incentive and recognition programs.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Country President	Rishi Gour
Industry	Facility Management	Director – HR (India)	Pradeep Chavda

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



## Sodexo SVC India Private Limited

503/ 504, B Wing, Hiranandani Fulcrum, Sahar Road, Andheri (E), Mumbai - 400099, Maharashtra  
 Tel: 91-22-43214321; Fax: 91-22-43214372  
 Email: hr.in@sodexo.com; Website: www.sodexobenefitsindia.com

Dun & Bradstreet D-U-N-S® No 65-045-9022

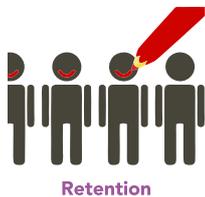
### Maintaining a Balanced Gender Diversity Ratio at Sodexo SVC

Sodexo SVC intends to focus on increasing internal awareness and understanding diversity & inclusion, thereby ascertaining a healthy gender diversity ratio. Therefore, strategic hiring encourages women to focus on recruitment and retention of women employees along with understanding and addressing the reasons for an employee's departure from the company. In 2014, Sodexo SVC launched an internal study to explore and understand the correlation between gender-balanced management and performance. The second part was released in 2018. Focus Group Discussions were conducted with women employees to understand their expectations and aspirations on growth, safety and recognition. Women friendly initiatives pertaining to working hours, external maternity leaves, child care benefits, work from home and need based sabbaticals were launched. In 2019, the company achieved 31% of women staff strength as against 21% in 2016. The company continues to focus on gender diversity culture. An employee referral program and a program for women returning from career breaks is being proposed. It has also been proposed to hire differently abled and candidates from the LGBT community.

**Company Background:** Sodexo SVC India Private Limited (Sodexo SVC) provides Sodexo Meal / Resto Pass Cards, an electronic prepaid (PIN-based) card issued by the company that may be used for purchasing food and non-alcoholic beverages from its defined merchant network. Meal / Resto Pass Cards are issued for the exclusive use of employees and business associates.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Chief Executive Officer	Anish Sarkar
Industry	Facility Management	Head - HR	Suvarna Mishra

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, UP  
 Tel: 91-120-4627900  
 Website: www.somanyceramics.com; Email: hrservices@somanytiles.co.in

Dun & Bradstreet D-U-N-S® No 86-236-7489

### Somany Ceramics' Stay Interviews and Samwad for Employee Retention

Given that companies are competing to secure talent, retention of productive employees has become a critical aspect of HR practices in every organisation. Accordingly, employee satisfaction is a high priority area for Somany Ceramics and to achieve that, the company seeks to understand factors that influence employee retention in its organisation. The company has undertaken two key initiatives, namely Stay Interviews and Samwad as part of its employee retention practices. Stay Interviews has enabled the company to enhance its relationship with employees, understand their concerns and to streamline the processes to increase efficiency and contentment. On the other hand, Samwad has been introduced to build a relationship with new recruits. It is a new joiner connect programme which helps in reducing anxiety amongst new employees with respect to the organisation, the work environment and their new roles. It also assists in understanding whether the new joiners receive right guidance from their seniors and peers to improve their performance. The company's employee retention initiatives have enabled it to reduce the attrition rate to 15.6% in FY18 from 16.6% in FY17.

**Company Background:** Somany Ceramics Limited (Somany Ceramics) was incorporated in 1969. It is engaged in the manufacture of ceramics and allied products. The company's product portfolio includes tiles, sanitaryware and bathware. It operates manufacturing plants in Kadi (Gujarat), Kassar (Haryana) and other JV plants with a total production capacity of 60 mn square meters annually. It exports to countries in Africa, Middle East and Europe.

Company Details		Management Details	
HR Segment	Retention	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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, UP

Tel: 91-120-4627900

Website: [www.somanyceramics.com](http://www.somanyceramics.com); Email: [hrservices@somanytiles.co.in](mailto:hrservices@somanytiles.co.in)

Dun & Bradstreet D-U-N-S® No 86-236-7489

### Somany Ceramics' Suraksha Employee Fund for Employee Welfare

Corporate Social Responsibility and employee welfare activities have gained significance in the corporate world. As part of its employee welfare initiatives, Somany Ceramics introduced the Suraksha Employee Fund, which is a contributory employee fund. It is designed to provide limited financial assistance to employees who are experiencing economic hardships due to certain emergency situations like unexpected medical expenses, death and natural disasters. So far, the organisation has assisted 27 employees with over ₹ 2.2 mn. Under CSR, the company is engaged in providing 'Tile Master' training programme to enhance tile laying skills and productivity of tile masons and in turn improving their chances at livelihood. The 'Tile Master' programme is free of cost and is conducted for masons working in diverse business segments like architecture firms, interior designing and construction. The programme has so far helped train more than 5,000 mason workers on tile laying techniques. The programme is authorized as a 'Certified Training Provider' for construction sector under the 'Pradhan Mantri Kaushal Vikas Yojana'.

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Company Details		Management Details	
HR Segment	CSR	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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, WB

Tel: 91-033-61607734; Fax: 91-033-22857542

Website: [www.srei.com](http://www.srei.com)

Dun & Bradstreet D-U-N-S® No 91-520-0199

### Employee Engagement Initiatives at SREI Equipment Finance

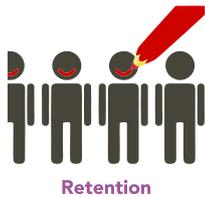
SREI Equipment Finance considers people to be the biggest asset of the organization. Hence, helping employees to connect & bond with the organization was expected lead to a healthy and engaging work environment. The organization introduced an open door culture, grievance redressal committees and hobby clubs for sports & culture. Swasth SREI, a health wellness program was designed to create a culture of wellness, thereby promoting long term commitment to healthy lifestyles and reduction of stress & health risks amongst employees. Leave and attendance management (part of HRIS) is being operated by cloud based and mobile application, adding flexibility in terms of location and time. Further, Chatbot, an Artificial Intelligence chat & machine learning facility is developed to provide quick guidance to employees. This is a widely used on-the-go application for query resolution and can be accessed through

HRIS Mobile application and HRIS portal. SREI Sampark is a social platform to interact, greet and appreciate the employees of SREI Equipment Finance. My-Mitra is a query resolution, feedback and idea centre developed for employees.

**Company Background:** SREI Equipment Finance Limited (SREI Equipment Finance) is an equipment financiers in India. The company enjoys a Pan-India presence with offices in 89 locations. The company finances construction and mining equipment, earth moving & material handling equipment, road construction, concrete & material processing equipment and various other application specific equipment.

Company Details		Management Details	
HR Segment	Employee Engagement	Chairman	Hemant Kanoria
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



## SREI Equipment Finance Limited

Vishwakarma, 86C Topsia Road (South), Kolkata - 700046, WB  
 Tel: 91-033-61607734; Fax: 91-033-22857542  
 Website: www.srei.com

**Dun & Bradstreet D-U-N-S® No 91-520-0199**

### SREI Equipment Finance's Employee Retention Strategies

Compensation is one of the major techniques adopted by the company to retain employees. The organization conducts compensation parity checks and devise strategies to reduce the gap between the role worth and the current compensation. Based on criteria such as past performance, potential and qualification, market corrections are undertaken in compensation. Further, performance-linked incentive plans helps retain high performing employees. For external hiring, the company strictly follows internal parity before rolling out an offer. The recruitment, compensation & benefit teams considers compensation of employees with similar experience and qualification; other employees in the department; employees in similar role and immediate supervisor and direct team. Further, retention bonus is introduced for deserving employees based on three year's performance and potential rating. A sense of equity is maintained in the organizational system such that existing employees do not have any adverse feeling about the new hiring in the system. Moreover, each offer is scrutinized at multiple levels before finalization ensuring that the internal compensation parity is maintained.

**Company Background:** SREI Equipment Finance Limited (SREI Equipment Finance) is an equipment financiers in India. The company enjoys a Pan-India presence with offices in 89 locations. The company finances construction and mining equipment, earth moving & material handling equipment, road construction, concrete & material processing equipment and various other application specific equipment.

Company Details		Management Details	
HR Segment	Retention	Chairman	Hemant Kanoria
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



## Tata Capital Financial Services Limited

12th Floor, Peninsula Business Park, Tower A, Lower Parel, Mumbai - 400013, Maharashtra  
 Tel: 022-66069000  
 Email: ; Website: www.tatacapitalfinancialservices.com

**Dun & Bradstreet D-U-N-S® No 86-009-7272**

### Tata Capital Financial Services' Unplugged Conversation Programme

The communication between senior leadership and employees is significantly important for the smooth functioning of the organisation. There are various communication methods like townhalls, dinner or lunch engagements post business reviews and conference calls. However, the company sought to have a more structured and multi-level platform for communication with its employees. Hence, it introduced the 'Unplugged Conversation' programme wherein it could connect with employees beyond business reviews and address the local and situational challenges. The new communication programme was designed to have an action mechanism, feedback mechanism, branding & reporting mechanism and holistic coverage. The programme was also intended to provide geographical reach, connect beyond hierarchy, insights for talent & succession planning, recognition as well as improving bonding with employees. The new communication programme comprises of location wise open house discussion, talent talks, luncheon meet with reward and recognition recipients, luncheon meeting with cadre employees and a video message by the Managing Director on the intranet.

**Company Background:** Tata Capital Financial Services Limited (TCFSL) is a subsidiary of Tata Capital Ltd. TCFSL offers fund and fee-based financial services to its customers under the Tata Capital brand. The company is registered with the RBI as a systematically important non-deposit accepting NBFC. The company caters to the diverse needs of retail, corporate and institutional customers. It offers commercial finance, infrastructure finance, wealth management, consumer loans and distribution & marketing of Tata Cards.

Company Details		Management Details	
HR Segment	Employee Engagement	Managing Director - TCFSL	Kusal Roy
Industry	Financial Services	CHRO	Avijit Bhattacharya

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



Reward & Recognition

## Tata Capital Financial Services Limited

12th Floor, Peninsula Business Park, Tower A, Lower Parel, Mumbai - 400013, Maharashtra

Tel: 022-66069000

Email: ; Website: www.tatacapitalfinancialservices.com

Dun & Bradstreet D-U-N-S® No 86-009-7272

### Tata Capital Financial Services' Consolidated R&R Programme

Tata Capital Financial Services needed a common, equitable, yet balanced Reward & Recognition (R&R) programme for the entire company. It also intended to bring in transparency in the R&R mechanism. Hence, the company conducted a survey with all national managers to gather their expectations from the new R&R framework. Based on the survey responses, it designed a new R&R framework. The new comprehensive R&R framework has features like detailed coverage across functions and verticals, fair & equitable recognition opportunities, framework for personal achievements & family connect, tech-involvement and annual feedback mechanism. In order to reward & recognize functional achievements, the company introduced 'Star' awards at monthly and quarterly frequency. 'Star' award comprises of a certificate, monetary reward & e-mailer to all TCFSL employees. In addition, the company introduced 'Hatsoff' award to recognize & appreciate exceptional achievements, 'Milestone' award for exemplary achievement in the field of sports, academics, arts & culture and personal goals, 'Rising Star' for employees' children for their extraordinary achievement in sports, academic & fine arts and 'Inspire' award for functional heads.

**Company Background:** Tata Capital Financial Services Limited (TCFSL) is a subsidiary of Tata Capital Ltd. TCFSL offers fund and fee-based financial services to its customers under the Tata Capital brand. The company is registered with the RBI as a systematically important non-deposit accepting NBFC. The company caters to the diverse needs of retail, corporate and institutional customers. It offers commercial finance, infrastructure finance, wealth management, consumer loans and distribution & marketing of Tata Cards.

Company Details		Management Details	
HR Segment	Reward & Recognition	Managing Director - TCFSL	Kusal Roy
Industry	Financial Services	CHRO	Avijit Bhattacharya

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



Employee Engagement

## Trident Automobiles Private Limited

#1, Lower Palace Orchards, Sankey Road, Bengaluru - 560003, Karnataka

Tel: 91-80-43433333

Email: lancy@trident-group.in; Website: www.tridentautomobiles.com

Dun & Bradstreet D-U-N-S® No 91-638-2021

### Trident Automobiles' Employment Engagement Initiatives

With a view to creating a positive competitive environment based on productivity and performance, Trident Automobiles hosts an 'Annual Awards Night' celebration every year. Best performers from all brands of the group under different categories are identified using different methods under certain parameters. The senior and mid-level management along with the awardees from all verticals are invited for this event. Distribution of awards is followed by cultural activities and dinner. The process of recognitions and rewards have led to an improved co-ordination between the support and operations team. Recognitions are provided to the children of the employees who have excelled in education. The Awards program is one of the practices through which Trident Automobiles rewards, recognizes and reinforces values and behaviours within the company. Other activities include daily morning prayers, daily market updates on the automobile sector provided by the branch manager to the employees, festivals, women's day celebrations, cultural activities, sports day, annual grand lunch day, picnics with team bonding exercises, outbound training to assistant managers to enhance their leadership skills. The company also conducts periodical employee satisfaction survey once in four years. Employees who have performed well are sent on a company-sponsored trip to an international destination.

**Company Background:** Trident Automobiles Private Limited was incorporated in 1998 and commissioned its first Hyundai dealership in Sep 1998. The company delivered its first Santro vehicle on 18 Oct 1998 and later forayed its operations into automobile dealership. Trident Automobiles has 19 showrooms and 19 service centres. It deals with Renault, Bharat Benz, Honda and ISUZU automobiles.

Company Details		Management Details	
HR Segment	Employee Engagement	Director HR & Training	Arjun Muttanna
Industry	Trading	Sr. Vice President - HR	Lancy Gonsalves

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



## Unisys India Private Limited

4-11, RGA Tech Park, Block-3, Wing B, Sarjapur Road, Bengaluru - 560035, Karnataka  
 Tel: 91-80-40323400; Fax: 91-80-40323850  
 Email: unisysindia@unisis.com; Website: www.unisis.com  
**Dun & Bradstreet D-U-N-S® No 91-858-0127**

### Supporting and Celebrating Diversity at Unisys India

In order to manage gender diversity in the organization, Unisys India conducts sensitization sessions on hiring. A survey for all women associates was conducted to understand their thoughts and feedback for diversity initiatives. Hence, a specific targeted succession and development plan was designed for women employees. Know Your Benefits, an exclusive internal portal was created in 2018 for women associates to understand and utilize the benefits provided by the organization. First time working moms in the company were coached. Internal and external workshops/sessions pertaining to work life balance, health and fitness along with mentor-mentee programs for mid-career women were conducted. Melange is a diversity council focused on strengthening the culture of diversity and inclusion in Unisys India along with retention and development of women associates. The company has also created exclusive maternity benefits for women such as six months of paid leave with advanced salary for the duration, claiming child crèche fee and organizing buddy program for women going on maternity leave. In 2018, the company hired 26% women as against a 25% target.

**Company Background:** Unisys India Private Limited (Unisys India), established in 2004, focusses on delivering a portfolio of technological products and services to government, financial services and commercial markets including aviation, life sciences and healthcare. With approximately 4,500 associates, Unisys India also specializes in transportation, security, mobility, Microsoft technologies, services management platform, enterprise command center, application packaging, unified messaging & database management and virtualization.

Company Details		Management Details	
HR Segment	Diversity & Inclusion	Managing Director	Sumed Marwaha
Industry	IT / ITeS	HR Senior Director	Subhashini Sriram

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



## UST Global

UST Global Campus, Technopark Phase 2, Kulathur PO, Trivandrum - 695583, Kerala  
 Email: sravan.malavathu@ust-global.com; Website: www.ust-global.com

**Dun & Bradstreet D-U-N-S® No 87-125-9258**

### Transforming Lives at UST Global

UST Global's CSR activities are primarily focused towards women and children in the healthcare and education divisions. The organization's initiatives are carried out through 'Colors', an employee engagement framework that provides an opportunity for employees to develop their personalities and leadership skills by pursuing aspirations outside their functional requirements. 'Adopt a School' is an initiative wherein an employee group with the school authorities works towards the school's focus areas identified during each educational year. Accordingly, approximately 4,000 students have been benefitted. Activities executed during the educational year 2018-19 consists of Vidhyadhan (sponsoring education of 100 Engineering students annually), kids' day out with Malayalam literary legends, support to school library, celebrating harvesting festivals & environment day, conducting communication skills workshops with yoga and sports activities. The company extended Donate-a-Computer program to the inmates of Nirbhaya, an initiative to combat sexual violence against women and children. About 100 differently-abled individuals have been empowered by the company's social transformation program. The organization arranged flood relief, rehabilitation and rebuild activities in Kerala, a state that witnessed heavy floods in 2018.

**Company Background:** UST Global Information Technology Parks Private Limited (UST Global) is a digital technology services company that provides solutions to organizations. The company caters to industries such as banking & financial, manufacturing, retail, energy & utilities, media & entertainment, public sector, telecommunication, healthcare and semi-conductors.

Company Details		Management Details	
HR Segment	CSR	Chief Executive Officer	Sajan Pillai
Industry	IT / ITeS	Global Head of HR	Manu Gopinath

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



Employee Engagement

## Visible Alpha Solutions India Private Limited

3rd Floor, B Wing Kohinoor City, Kirol Road, Off LBS Marg, Kurla (West), Mumbai - 400 070, Maharashtra  
Tel: 91-22-66214600

Email: anil.pereira@visiblealpha.com; Website: www.visiblealpha.com

Dun & Bradstreet D-U-N-S® No 86-027-8983

### Visible Alpha's People-Driven HR initiatives

At Visible Alpha, employee engagement strategies have succeeded in reducing attrition, improving productivity and efficiency, enhancing team building with trust, creativity, leadership skills, organizational citizenship, work life balance and thereby aligning employees to organizational goals. Recognition is instant at Visible Alpha with spot awards, annual day awards, recognition badges, talent night awards and team outings for celebrating wins. Managers personally present a confirmation letter and a box of sweets to employees at their workstations. At Visible Alpha, the coverage and benefits are the same across all levels. Gender diversity is encouraged. On Women's Day, male staff organizes team building activities followed by flash mob and gifts to female employees. VA Imperium, a forum where female employees are given a platform to connect internationally to pursue avenues of collaboration, knowledge and inspiration with the support of internal network and greater business community. To celebrate employees' joy, gifts are presented on occasions like marriage and child birth. Other initiatives include sports activities, town halls addressed by CEO, employee exchange programs, buddy lunch and Hackathon (platform to present ideas & creativity).

**Company Background:** Visible Alpha Solutions India Private Limited (Visible Alpha) is a subsidiary of Visible Alpha, LLC. The company has been helping investment firms and track and value research for MiFID II compliance. Visible Alpha helps the clients with research reports, analyst models and corporate access events.

Company Details		Management Details	
HR Segment	Employee Engagement	Associate Vice President	Anil Pereira
Industry	Financial Services	Chief Financial Officer	Scott Puma

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



CSR

## Visible Alpha Solutions India Private Limited

3rd Floor, B Wing Kohinoor City, Kirol Road, Off LBS Marg, Kurla (West), Mumbai - 400 070, Maharashtra  
Tel: 91-22-66214600

Email: anil.pereira@visiblealpha.com; Website: www.visiblealpha.com

Dun & Bradstreet D-U-N-S® No 86-027-8983

### Visible Alpha's CSR and Employee Welfare Initiatives

Visible Alpha takes undertakes CSR initiatives to help mitigate the social and environmental impact of business on the society. It donated materials to meet the educational needs of Shigaon Zilla Parishad School, Maharashtra. Moreover, funds were raised for NGOs, 'Missionaries of Charity' and 'Muskan Foundation in Noida & Mumbai, respectively. CSR initiatives are also extended to international geographies. Visible Alpha visited an orphanage & children school located near Bwindi Impenetrable Rainforest, Uganda. The team raised money to build a new kitchen at the school and fundraised for Phase 1 of the kitchen including store room and dining hall. The company believes that work life balance results in productivity and retention, thereby impacting the profitability of the organization. Visible Alpha has undertaken initiatives such as covering medical & accidental insurance expenses, crèche services for employees' children, assisting staff in their financial troubles, shuttle services for employees for convenient transportation to nearest railway station, initial accommodation support to assist with the relocation/transfer, club house with recreational facilities, health checkup camps, provision of air-pollution masks to prevent air pollution infection and personalized birthday greeting notification.

**Company Background:** Visible Alpha Solutions India Private Limited (Visible Alpha) is a subsidiary of Visible Alpha, LLC. The company has been helping investment firms and track and value research for MiFID II compliance. Visible Alpha helps the clients with research reports, analyst models and corporate access events.

Company Details		Management Details	
HR Segment	CSR	Associate Vice President	Anil Pereira
Industry	Financial Services	Chief Financial Officer	Scott Puma

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



**Industrial Relations**

**Future Workplace Trends**

**HR Innovation through Technology**

**Records Management**



Industrial Relations

## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, UP  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Managing Industrial Relations Effectively at Apco Infratech

Apco Infratech values its employees and hence always believes in maintaining healthy and positive relations with them in order to achieve growth. Industrial relations are the interactions among the employers, employees and the government and the institutions & associations through which such interactions are mediated. The main objective of Apco Infratech is to maintain peace in the company by cultivating healthy relations with employees and avoiding conflicts. In order to tackle challenges pertaining to engaging workers towards specified job, safety and security concerns of the workers. Apco Infratech attempts to provide quick solutions to resolve raised issues. The company has designed initiatives towards attaining employee satisfaction and enhancing growth of employees along with their families.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the construction of infrastructure pertaining to highways, energy, tunnels, irrigation, urban infrastructure and industrial development, and also offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	Industrial Relations	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



Future Workplace Trends

## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, UP  
 Tel: 91-522-4036111; Fax: 91-522-4036100  
 Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Gearing up for the Future at Apco Infratech

Apco Infratech is focused on making the members of the organization future-ready, so that they can continue to nurture and develop their workforce. According to the organization, this is expected to contribute towards the informed, timely and better professional decisions. Apco Infratech believes that an organization with a clear purpose is expected to source the best talent by offering employees a deeper reason for being. While the future of work is constantly evolving, the only constant is change. Keeping this in mind, Apco Infratech's interventions are directed towards centralizing the organization's communication system, emphasizing on an effective & positive work-life balance, increasing the pace of the work environment and implementing mentorship practices in the organization.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the construction of infrastructure pertaining to highways, energy, tunnels, irrigation, urban infrastructure and industrial development, and also offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	Future Workplace Trends	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



Records  
Management

## Apco Infratech Private Limited

B-9 Vibhuti Khand, Gomti Nagar, Lucknow - 226010, UP  
Tel: 91-522-4036111; Fax: 91-522-4036100  
Email: [ajit@apcoinfra.com](mailto:ajit@apcoinfra.com); Website: [www.apcoinfra.com](http://www.apcoinfra.com)  
**Dun & Bradstreet D-U-N-S® No 86-264-8422**

### Apco Infratech's Effective Records Management System

Apco Infratech sought to accurately document and manage its activities and decisions. Accordingly, its records are retained or appropriately disposed off in accordance with relevant legislation. This documentation has helped the company access information in an orderly manner along with enhancing and improving its business operations. However, the organization faces difficulties pertaining to data management, data transfer from manual records to computer based system, multiple users, maintenance and wear & tear costs. Apco Infratech aims on fulfilling its obligation towards protecting the rights and interests of the organization, employees, clients and the community. Hence the organization's objectives are focused towards digitalization of documents, easy accessibility of information to every user and proper maintenance and security of project data. Some of the initiatives of the company include introducing payroll software, management information system and installation of bio-metric punching machine at every project site. Further, the company has appointed documentation officers for control and supervision at every site.

**Company Background:** Apco Infratech Private Limited (Apco Infratech), incorporated in 1992, is an infrastructure development company in India. The company is engaged in the construction of infrastructure pertaining to highways, energy, tunnels, irrigation, urban infrastructure and industrial development, and also offers services such as design, engineering, procurement, construction and DBFOT projects. The clientele of Apco Infratech includes NHAI, UPPWD, Power Grid, IOCL, HPCL and BPCL, among others.

Company Details		Management Details	
HR Segment	Records Management	Managing Director	Anil Kumar Singh
Industry	Construction	AGM, Human Resources	Ajit Choudhary

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



Industrial Relations

## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
Website: [www.cosmofilms.com](http://www.cosmofilms.com)

**Dun & Bradstreet D-U-N-S® No 65-032-5590**

### Cosmo Films' Initiatives for Workmen

To have a productive and conducive work environment, it is important to ensure good union-management relationship. A healthy workplace free of conflict, grievances and problems will ultimately boost employee morale, productivity and quality. Cosmo Films, in a bid to improve its relationship with workers, signed an agreement with the internal workers union for a period of nine years, which is the first time in the history of Maharashtra. The long duration of mutual agreement has been done in view of the company's upcoming expansion. The main purpose of this agreement is to secure peaceful industrial relations (IR), focus on workers' development and to pursue other development activities. Cosmo ensures it adheres to all applicable laws pertaining to industrial relations and environment. Besides, the company extends festive bonus to workers in terms of ex-gratia. Cosmo has adopted a one family approach for all – workers participate in all company events while HR and IR teams remain present during any critical emergency in the workers' family. Cosmo also provides regular training to its workers to ensure its workmen are up-to-date and up-skilled.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
HR Segment	Industrial Relations	Chief Executive Officer	Pankaj Podar
Industry	Packaging & Allied Products	Head - HR & IR	Vipul Dave

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



## Cosmo Films Limited

1008, DLF Tower A, Jasola Distt. Centre, New Delhi – 110025,  
Website: www.cosmofilms.com

**Dun & Bradstreet D-U-N-S® No 65-032-5590**

### Innovating through Technology at Cosmo Films

In today's competitive landscape, the role of the human resources department goes beyond attracting and hiring talent. The HR department is faced with the challenge of keeping employees engaged and motivated to stay with the organization for a longer tenure. In fact, delivering positive experience to employees is as important as positive customer experience and can in many ways, improve a company's bottom lines. With a view to provide seamless employee experience, Cosmo Films decided to implement digitization of its HR processes and practices. Automation of HR activities covered areas of recruitment and selection, performance management, employee central, learning and development, talent management and succession planning. In addition, the company introduced other interesting programs like E-Idea Box to encourage innovative ideas, and Employee Health Meter for enhancing employee healthcare. The health meter helps employees get easy access to his/her medical reports on a real time basis on the computer or through mobile app. E-Mom is another unique application that enables online creation and recording of minutes of meeting and help employees retrieve the exact outcome of a particular meeting.

**Company Background:** Cosmo Films is leading manufacturer of specialty films for flexible packaging, lamination, labeling and industrial applications, including films such as high barrier films, velvet lamination films, direct thermal printable films, synthetic paper. The company's product offerings include biaxially oriented polypropylene (BOPP) films, cast polypropylene (CPP) films and upcoming biaxially oriented polyethylene terephthalate (BOPET) films. In addition to domestic market, the company exports its products to over 80 countries.

Company Details		Management Details	
<b>HR Segment</b>	HR Innovation	<b>Chief Executive Officer</b>	Pankaj Podar
<b>Industry</b>	Packaging & Allied Products	<b>Head - HR &amp; IR</b>	Vipul Dave

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



## Exdion Solutions Private Limited

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Tel: 080- 46585000  
Email: hr@exdion.com; Website: www.exdion.com

**Dun & Bradstreet D-U-N-S® No 86-039-0320**

### Exdion Solutions' eGurukool – A New Dimension to Learning

Given that a majority of Exdion's employees belong to Gen Y, the company decided to launch eGurukool, an e-learning platform. eGurukool offers behavioural training programs with the added advantage of taking online training programs at one's own pace and taking up the assessments at one's convenience. This has enabled the company to provide learning opportunities to its employees without disturbing daily deliverables. Under eGurukool, every training module is open in the Knowledge Cloud for a duration which is deemed appropriate by the Learning & Development Team at Exdion. At the end of the specified time period, the link to the training module is disabled and the content cannot be accessed. A participant willing to accumulate credit points is required to take up assessment in Learning Cloud (LC) by following a link made available by the Learning & Development team. Once a participant clears an assessment successfully, HR receives a report which is used to add credits. The company has developed modules like Stress Management, Climbing the Ladder, Business Communication, Succession Planning and Managing the two Worlds amongst others.

**Company Background:** Exdion Solutions Private Limited (Exdion) was incorporated in 2016. Exdion is engaged in providing insurance and healthcare business process management services. It serves US insurance industry, healthcare, property & casualty and general & life insurance sectors. The company also provides domain-led consulting to brokers, management agencies and insurers. In addition, it offers policy lifecycle management services and analytics services.

Company Details		Management Details	
<b>HR Segment</b>	HR Innovation	<b>Managing Director &amp; CEO</b>	L S Ram
<b>Industry</b>	IT / ITeS	<b>Senior Manager - HR</b>	Jeevesha Koppam

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



## Gulf Oil Lubricants India Limited

IN Centre 49/50, 12th Road, M.I.D.C., Andheri - East, Mumbai - 400093, Maharashtra  
Website: www.gulfoilindia.com

**Dun & Bradstreet D-U-N-S® No 65-080-1017**

### Gulf Oil's Learning E-volved

Gulf Oil Lubricants realized the need for effective learning delivery methods, away from traditional modes. The need to have specific and measurable outcomes for learning investments was also felt. In this regard, the company decided to have an 'inside-out' approach to hone the talent and skills of its employee base. To achieve this, Gulf Oil developed its own learning academy - The Gulf Oil Learning & Development (GOLD) Academy. Given the company's niche requirement, a SAAS-based, customized learning management system was built along with an academy framework for proper execution and management. Various outcomes, content and mode of delivery were identified and differentiated in order to achieve different levels of effectiveness. The company's competency framework was deployed on the academy platform and mapped with the learning content to facilitate competency-enabled learning using employee life-cycle approach. The company also identified function-wise subject matter experts to help in content creation and effectiveness measurement. Gulf Oil was able to achieve both tangible and intangible returns on its efforts, in terms of cost reduction and increased efficiency and productivity.

**Company Background:** Gulf Oil Lubricants India Limited, a part of the Hinduja Group, is an established player in the Indian lubricants industry. With operations primarily in automotive and industrial segments, and a leading presence in the open market through pan-India distributor network, the company supplies directly to OEMs and other B2B customers (industries, infrastructure, mining & fleet customers, state transport and government undertakings).

Company Details		Management Details	
HR Segment	HR Innovation	Managing Director	Ravi Chawla
Industry	Lubricants & Allied products	Head HR	Anand Sathaye

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



## Havmor Ice Cream Private Limited

Commerce House 4, 2nd Floor, Prahladnagar Road, Ahmedabad - 380051, Gujarat  
Tel: 079-30909000  
Email: rajesh.shah@havmor.com; Website: www.havmor.com

**Dun & Bradstreet D-U-N-S® No 67-772-9091**

### Havmor Ice Cream's Industrial Relations Initiatives

Labour unrest is one of the key challenges faced by the manufacturing industry. Havmor Ice Cream has dealt with this issue with a humanitarian approach. The company believes that workers are the vital aspect of the organisation and needs to be treated with desired respect and dignity. Havmor ensures that its workers receive all the support on personal and professional front in times of need. This support ranges from providing financial assistance to ensuring medical treatment. The company has set up a structured cell to resolve any complaints or unrest. The company also organises events like festival celebration, sports day and women's day to bring all its employees together. This has helped the company to achieve harmony and belongingness amongst employees. In order to provide safe and secure environment for its women employees, Havmor has ensured training of POSHA at all levels in the organisation. The company also seeks an expert's help or guidance in certain grievances and technical matters.

**Company Background:** Havmor Ice Cream Private Limited (Havmor) was incorporated in 1944 on a handcart in Ahmedabad, Gujarat. Havmor is engaged in the manufacture of ice creams in variants like Choco Nutty, Blockbuster ice cream, sandwich ice cream, ice cream pastry and ice cream cakes. The company manufactures and markets over 160 different flavours and varieties. The company's manufacturing plant is located in Ahmedabad, Gujarat.

Company Details		Management Details	
HR Segment	Industrial Relations	Managing Director	Anindya Datta
Industry	FMCG	Rajesh Shah	Vice President - HR

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



## Indian Renewable Energy Development Agency Limited

3rd Floor, August Kranti Bhawan, Bhikaiji Cama Place, New Delhi – 110066, Delhi  
 Tel: 91-11-26717400; Fax: 91-11-24682202  
 Email: cmd@ireda.in; Website: www.ireda.in  
**Dun & Bradstreet D-U-N-S® No 65-064-7332**

### Optimizing HR Practices with Technology at IREDA

The manpower of IREDA is categorized in terms of Gen X & Gen Y with 49% of employees being below the age of 40 years. The remaining 51% of the workforce aged above 40 years has encountered various phases of technological advancements over a span of time. The dynamic environment led IREDA to think out of the box in order to pace up with the employee expectations of Gen X & Y. A technology-based work system will help the employees of the organization to complete their tasks efficiently and accurately with reduced conflicts and errors. With this, IREDA planned to shift most of its manual HR procedures to an online system which involved tasks such as recruitment, performance management system, training assessment surveys and HR policies. Employees' personal details, leave applications, loans & advances, compensation, attendance and reimbursements records are operated on online basis. Moreover, Central Filing Systems assists employees in tracking the physical files with their movements. ODYSSEY, a monthly e-bulletin, is hosted on IREDA's intranet portal to develop internal communication and knowledge sharing.

**Company Background:** Indian Renewable Energy Development Agency Limited (IREDA), a Miniratna Government of India Enterprise, is under the administrative control of Ministry of New and Renewable Energy. IREDA, established in 1987, is engaged in promoting, developing and extending financial assistance towards setting up projects relating to new and renewable sources of energy and energy efficiency/conservation.

Company Details		Management Details	
HR Segment	HR Innovation	Chairman & MD	Praveen Kumar
Industry	NBFCs	General Manager - HR	Dr. P Sreenivasan

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



## ITC Limited

India Tobacco Division, 37, J. L. Nehru Road, Kolkata - 700071, WB  
 Tel: 91-33-22889371; Fax: 91-33-22880655  
 Email: pranav.keddia@itc.in; Website: www.itcportal.com  
**Dun & Bradstreet D-U-N-S® No 86-216-7769**

### Revitalizing Employee Relations at ITC Limited

The strength of the manufacturing and supply chain system helps an organization in achieving a competitive advantage. ITC Ltd focused on repositioning Employee Relations (ER) in order to reduce attrition, tackle reduction in interest for ER-related positions and sourcing managers for ER roles. A bi-pronged strategy, Inside-Out and Outside-In was introduced. The inside-out framework rendered a strong academic and professional skill quotient in every work that ER managers did, thereby challenging professionals to harness their mind in work with a well-defined structure. The focus was also on enhancing the feel of belongingness within everyone involved in the ecosystem. The outside-in framework focused on strengthening industry-academia interface between the units and campuses. ITC received the 'National Award for Excellence in Employee Relations 2017 - Significant Achievement in Employee Relations' by the Employers Federation of India. ITC is also in the process of planning and establishing an 'ITC ER Academy' with an objective to promote superior education & learning towards developing a strong internal pipeline for ER talent, driving ER practices with an effective management of ER.

**Company Background:** ITC Limited (ITC), incorporated in 1910, is engaged in the business of FMCG, Hotels, Packaging, Paperboards & Specialty Papers and Agri-Business. ITC has approximately 200 manufacturing units, 100 hotels across 70 locations, 25 FMCG Mother Brands and 32,000 ITC Group direct employees. Some of the brands under ITC include Aashirvaad, Sunfeast, Fabelle, Sunbean, Essenza Di Wills, Fiamma, Vivel & Wills Lifestyle.

Company Details		Management Details	
HR Segment	Industrial Relations	Divisional Chief Executive ITD	Sandeep Kaul
Industry	FMCG	Executive Vice President - HR, ITD	Swarup Panda

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



Industrial Relations

## NCC Limited

NCC House, Survey No 64, Inorbit Mall Road, Madhapur, Hyderabad - 500081, Telangana

Tel: 040-23268888; Fax: 040-23125555

Website: www.ncclimited.com; Email: sumit.roy@nccld.in

**Dun & Bradstreet D-U-N-S® No 65-065-2100**

### NCC's Smooth Industrial Relations

Industrial peace plays a vital role in ensuring smooth workflow and productivity enhancement. NCC has undertaken various initiatives to improve industrial relations. One of the key initiatives has been providing mess facilities at project sites. The company has hired professional cooks from across the country to locate them at guest houses and messes wherever their services are required. Further, mess committees have been formed at each site to take care of purchases and fixing the menu items. In addition, in order to provide better living & working conditions, the company has set standards with regards to providing furniture and other facilities to the staff members who work on project sites. Employees working in adverse climate conditions or remote areas are provided with special facilities like free air trip to hometown, special leaves, extra pay over regular monthly salary, climate-proof residential facilities and suitable clothing. Besides, providing accommodation & transportation facilities, paying bonus or ex-gratia and handling civilian issues arising on project site carefully are other measures that have helped in maintaining smooth industrial relations.

**Company Background:** NCC Ltd (NCC) was incorporated in 1978 as a partnership firm and was converted into a public limited company in 1990. NCC is mainly engaged in the construction and civil engineering business. The company operates through nine business divisions namely buildings & housing, water & environment, roads, electrical, irrigation, railways, power, metals and mining. It executes construction projects across India and at two international locations namely Sultanate of Oman and Sri Lanka.

Company Details		Management Details	
HR Segment	Industrial Relations	Managing Director	AAV Ranga Raju
Industry	Construction	Vice President - HR	KVSS NarayanRao

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



HR Innovation through Technology

## Nestlé Skin Health India Private Limited

Lotus Corporate Park, D Wing, Unit 801 & 802, Goregaon (East), Mumbai - 400063, Maharashtra

Tel: 91-22-40331818; Fax: 91-22-40331807

Email: harshad.jadhav@galderma.com; Website: www.nestleskinhealth.com

**Dun & Bradstreet D-U-N-S® No 91-845-2439**

### iLEAD – Nestle Skin Health's Unified Platform for Communication, Learning & Engagement

Nestlé Skin Health felt the need to own a common platform to conduct communication, learning & engagement activities. The HR team, along with some cross-functional teams, ideated a concept and tested its features. Being an iterative process, the team further suggested newer ideas to enhance the features before the unveiling of the product. iLEAD is a 24/7 app created to provide employee engagement, training and development solutions. 95% of the employees downloaded the app during the first month of launch. Important updates reach employees at the click of a button. Leaders engage with the teams through videos and employees watch and react to the videos and earn points. Recruited candidates download the mobile app and access the pre-joining training programs containing knowledge and sessions of the company. Leaderboards are created for participation and assessment of capability building exercises. The app also enables the employees to remotely avail behavioral training program. This has positively resulted in reduced attrition, focused talent movement, enhanced employee engagement, higher productivity levels, improved business results thereby helping Nestlé Skin build a better workplace.

**Company Background:** Nestlé Skin Health India Private Limited (Nestlé Skin), formerly known as Galderma India Private Limited, is a part of Nestlé's global business portfolio. Nestlé Skin offers a wide range of leading medical and consumer skin health brands, through three business units: prescription, aesthetics (both under the Galderma brand) and Consumer care.

Company Details		Management Details	
HR Segment	HR Innovation	Managing Director – South Asia	G. Sathya Narayanan
Industry	Pharmaceuticals	Head - HR (India)	Dr. Harshad Jadhav

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



Industrial Relations

## Plastiblends India Limited

74/1, 74/2, 74/3, Kadaiya Village, Daman Industrial Estate, Kadaiya Village, Daman - 396210, Daman & Diu

Tel: 91-26022 21772

Email: vilas.bhalerao@kolsitegroup.com Website: www.plastiblends.com

**Dun & Bradstreet D-U-N-S® No 65-012-8432**

### Plastiblends' Initiatives to Control Absenteeism

Absenteeism to a minimal extent is accepted by organizations; however uncontrolled absenteeism can hamper productivity, morale and company finances. At Plastiblends, absenteeism adversely affects the activities with production taking a major setback, as this unit accounts for highest percentage of blue collared workforce. According to the study conducted, the major causes for the issue were religious or social ceremonies, family problems, false reasons, unfavourable climate conditions. Moreover, workers would still proceed with unsanctioned leaves. Most of these workers belonged to Bihar, UP and Gujarat. In order to counter absenteeism, the company adopted a four-pillar strategy including discipline management, rewards & recognitions, learning & development and working conditions. Certain measures were put into action under every pillar directed towards solving the issue. Further, contractors were hired during a certain period, ensuring required manpower was always available with the production team. These helped reduce absenteeism, with production not being affected during period. Plastiblends strives to improvise the parameters under the four pillars to reduce dependency on external contractors.

**Company Background:** Plastiblends India Limited (Plastiblends) is engaged in the manufacture and export of colour & additive master batches and thermoplastic compounds for the plastic processing industry. The registered office is in Mumbai, Maharashtra. The manufacturing, product development and application facilities are located in Daman, Daman & Diu. Two manufacturing units are located in Roorkee in Uttarakhand and Palsana in Gujarat with an annual manufacturing capacity of over 110,000 MTPA.

Company Details		Management Details	
HR Segment	Industrial Relations	Chairman	Shreevallabh G. Kabra
Industry	Plastic & Plastic Products	Vice President-HR & Admin	Vilas Bhalerao

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



Industrial Relations

## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra

Tel: 91-022-26547300

Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com

**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Prism Johnson's Initiatives to Enhance Industrial Relations

Long term settlements took place once in three years at Prism Johnson with the absence of productivity mapping. Hence, the company aimed at linking productivity with the wage settlement. In order to achieve this, the long term settlements across four plants of the company were linked to productivity. The company's long term settlements are now signed for a period of five years instead of three years. As a result, the workforce carries a positive mindset towards production and efficiency. Further, management has a longer window to proceed towards the up-coming wage settlement. Additionally, the plant has gained productivity and quality standard of production. Further, the company invites the family members of five workmen every month to the plant, in order to understand the working environment of the staff. Tea and lunch is served to the family. The supervisor takes the family around the plant explaining the processes and the activities conducted by the concerned workman. The company also presents long service awards to its workers in plant which appreciates their commitment, achievements and loyalty of 10 years and above in the company.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	Industrial Relations	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Prism Johnson Limited

Building No. 02, Windsor, 7th Floor, Kalina, Santacruz (East), Mumbai - 400098, Maharashtra  
 Tel: 91-022-26547300  
 Email: banerjee.sandeep@hrjohnsonindia.com; Website: www.hrjohnsonindia.com  
**Dun & Bradstreet D-U-N-S® No 65-074-7033**

### Automation to Boost Efficiency at Prism Johnson

Prism Johnson intended to transform its HR culture from regular manual processes to a digitalized platform. The organization adopted a four-point digitization strategy to streamline the HR processes. This included HR Automation tool (success factor); Expense Management automation tool (SAP Concur); travel related processes through travel portal (Quest2Travel) and automation of leave management, payroll, compliance and IT. User Acceptance Training was provided to the HR before introducing the concept to the employees. Power point presentations and test scripts are provided for guidance. Further, super admin team is appointed to address the queries. Automation has resulted in positive time management and improved efficiency.

**Company Background:** Prism Johnson Limited (Prism Johnson), formerly known as Prism Cement Limited, is an integrated building materials company providing a wide range of products such as cement, ready-mixed concrete, tiles and bathroom products, engineered marble and quartz. The company has three divisions, viz. Cement, H & R Johnson (India), and Prism RMC (India).

Company Details		Management Details	
HR Segment	HR Innovation	Sr. General Manager	Anuradha Sawant
Industry	Cement	Sr. VP, Head HR	Sandeep Banerjee

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



## Randstad India Private Limited

2nd Floor, Anjaneya Tech Park, #147 Kodihalli, Old Airport Road, Bengaluru - 560008, Karnataka  
 Tel: 91-80-6640 9000  
 Email: ankita.banerjee@randstad.in; Website: www.randstad.in  
**Dun & Bradstreet D-U-N-S® No 91-847-6164**

### Randstad's Remrev - A Unique Tool to Enhance Remuneration Reviews

Remrev is a new age HR solution focused on people with the support of technology. It was introduced to alter the typical remuneration cycle which involved endless manual work on spreadsheets, exchanging mails and data management. With the introduction of Remrev, budgets are effectively handled in real time. The intelligence built-in to the tool enables to improve the organization's remuneration decisions by automating time consuming tasks, gaining credibility and transparency across the entire process thereby empowering line managers. HR team can provide necessary consultation along with monitoring the process in real time. Some of the built in factors include budget allocation linked to business performance, performance classification of employees who are auto-picked from performance system module, salary increase grid, annual promotion & grade changes, multiple stages of approvals for thorough review of process, view of overall process to the department heads for their respective line of business and built in reports to download live data.

**Company Background:** Randstad India Private Limited (Randstad) is a wholly owned subsidiary of Randstad Holding NV. Randstad provides a complete range of HR solutions such as temporary and permanent staffing, outsourcing and other workforce solutions in the areas of engineering, finance & accounting, human resources, IT, manufacturing & logistics, sales and marketing. Randstad has more than 25 years of experience with approximately 800 specialist recruiters spread across 20 office locations.

Company Details		Management Details	
HR Segment	HR Innovation	Managing Director & CEO	Paul Dupuis
Industry	HR industry	Chief People Officer	Anjali Raghuvanshi

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



## SMC Global Securities Limited

11/6B, Shanti Chamber Pusa Road, New Delhi - 110005, Delhi  
 Tel: 91-11-30111000  
 Email: reemagarg@smcindiaonline.com; Website: www.smcindiaonline.com  
**Dun & Bradstreet D-U-N-S® No 91-944-3502**

### SMC Global's HRIS – One Stop Solution to HR Processes

In order to strategize and assist the business for maximizing productivity, SMC sought to introduce effective backend processes. Hence, the company deployed an HR Information System (HRIS) to use solutions including omni-channel access, quick integration, automated alerts and dynamic workflow. The introduction of artificial intelligence resulted in reducing the time the recruiter spent on preparing excel sheets or sending the interview schedule to prospects. Potential employees could now easily complete the documentation process through an online link. This ensured the onboarding time is spent meaningfully in discussion and creating an experience rather than routine filling up of forms. The system not only helped the company in an automated processing of appraisal forms but also enabled an effective implementation of compensation management and HR analytics. Analyzing and implementing technology and technique was completed in one-year time frame, involving the views of stakeholders, management and external research. SMC intends to integrate different processes with HRIS for seamless data movement and further improve on paperless concept through automation. The company also aims to minimize follow ups and eliminate transactional time loss, thereby automating the compliance-related documents.

**Company Background:** SMC Global Securities Limited (SMC), established in 1994, offers investment solutions in trading & investments. SMC provides advanced broking services across equity, derivative, currency and commodity asset classes, financial analytics, mortgage advisory, investment banking and executions in cash & future equities. SMC has approximately over 1,700 employees. The company has a pan-India presence with an overseas office in Dubai.

Company Details		Management Details	
HR Segment	HR Innovation	Chairman & MD	S C Aggarwal
Industry	Broking	CHRO	Reema Garg

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



## Sodexo Onsite Service Solutions

1st Flr, Gemstar Commercial Complex, Kanchpada, Malad (W), Mumbai - 400064, Maharashtra  
 Tel: 91-22-44214421  
 Email: devjani.sharma@sodexo.com; Website: www.sodexo.com  
**Dun & Bradstreet D-U-N-S® No 85-932-6735**

### Prompt and Simplified HR Process at Sodexo Onsite

Sodexo Onsite sought an in-house recruiting tool in tandem with business growth, thereby simplifying process towards large scale front-line hiring. This would empower hiring managers with intuitive self-service and decision making. Hence, the company proposed end-to-end applicant tracking system with candidate shortlisting, offer generation and onboarding. Site managers raised requisitions in less than 30 seconds with quick offer rollouts. Real-time reports and dashboards were created for all the stakeholders. With this, site & operations managers and other leads would be on the same page pertaining to requisition status. This automation is a value addition to HR system by means of proactive hiring, ease of tracking for hiring managers, sustainability, payroll integration and timely disbursement of salaries to new joiners. accessHRHelpline Version 2.1 was introduced to address 24x7 query/complaint of employees. Employees would raise queries by giving a missed call which gets integrated with the accessHR portal. This is tracked by respective site manager with help of dashboard. On every missed call, the HR buddy contacts the employee in their preferred regional language to resolve the query.

**Company Background:** Sodexo Onsite Service Solutions (Sodexo Onsite) provides a wide range of integrated on-site services along with benefits and rewards services in India. Integrated on-site services are provided to corporate, health care, education, energy & resources and sports & leisure sectors. The benefits & rewards services pertain to employee benefits, incentive and recognition programs.

Company Details		Management Details	
HR Segment	HR Innovation	Country President	Rishi Gour
Industry	Facility Management	Director – HR (India)	Pradeep Chavda

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, UP  
 Tel: 91-120-4627900  
 Website: www.somanyceramics.com; Email: hrservices@somanytiles.co.in  
**Dun & Bradstreet D-U-N-S® No 86-236-7489**

### Somany Ceramics' PACE Dashboard

Somany Ceramics believes that business success depends on two primary factors, namely the actions it takes and the speed at which the actions are taken. Recognising the significance attached to the quick response, the company has come up with an initiative 'PACE'. PACE focuses on encouraging employees to be prompt with their responses to internal and external customers' requirements. The company has sensitised its employees on importance of prompt response and its impact on operational effectiveness of employees, team and the entire organisation. In order to develop quick response behaviour amongst the employees, the company publishes monthly PACE dashboards. These dashboards highlight critical delays in the organisation, which have impacted team or functional productivity. This practice has helped to grab quick attention of respective departments and employees towards the delays and related losses, thereby imparting a behavioural change in their response styles.

**Company Background:** Somany Ceramics Ltd (Somany Ceramics) was incorporated in 1969. Somany Ceramics is engaged in the manufacture of ceramics and allied products. The company's product portfolio consists of tiles, sanitaryware and bathware. The company operates manufacturing plants in Kadi (Gujarat), Kassar (Haryana) and other JV plants with a total production capacity of 60 mn square meters annually. The company exports to countries in Africa, Middle East and Europe.

Company Details		Management Details	
HR Segment	Future Workplace Trends	Vice President - HR	Biju Sebastian
Industry	Glass & Ceramics	Sr. Manager - HR	Archana Phogat

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, WB  
 Tel: 91-033-61607734; Fax: 91-033-22857542  
 Website: www.srei.com  
**Dun & Bradstreet D-U-N-S® No 91-520-0199**

### SREI Equipment Finance's Effective Record Management System

With the increase in number of people associated with the company, SREI Equipment Finance found it challenging to maintain physical records of employees, along with documents related to employment, personal information & employment life cycle. The company also witnessed issues pertaining to space management, manual work and cost-maintenance. Hence, with the help of technology, the organization converted the existing physical records & files of the employee into an online format. The software was developed internally by the company and was also made user-friendly. This initiative has helped the entire records management process of the organization to be cost effective, secured and confidential.

**Company Background:** SREI Equipment Finance Limited (SREI Equipment Finance) is an equipment financiers in India. The company enjoys a Pan-India presence with offices in 89 locations. The company finances construction and mining equipment, earth moving & material handling equipment, road construction, concrete & material processing equipment and various other application specific equipment.

Company Details		Management Details	
HR Segment	Records Management	Chairman	Hemant Kanoria
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



## Unisys India Private Limited

4-11, RGA Tech Park, Block-3, Wing B, Sarjapur Road, Bengaluru - 560035, Karnataka  
 Tel: 91-80-40323400; Fax: 91-80-40323850  
 Email: unisysindia@unisys.com; Website: www.unisys.com  
**Dun & Bradstreet D-U-N-S® No 91-858-0127**

### Unisys India's 'CHOTU'

In order to cater to a technologically-advanced, informative and location-agnostic onboarding experience, Unisys India launched 'Chat BOT Help for Onboarding Tech Savvy newbies into Unisys' (CHOTU). CHOTU is a chatbot/BOT using Artificial Intelligence (AI). Unisys India sought to create a unique onboarding experience with a mix of human touch and BOT intelligence. Being a technology-driven organization, the company adopted AI and machine learning for consistent, current and accurate information. New recruits have their business/market queries redirected to CHOTU. CHOTU has been implemented as a stand-alone KIOSK, BOT and CHAT agent on the organization's network which can be accessed through laptops and desktops. It can converse, answer FAQs and also learn to answer new questions. This concept is expected to reduce people dependency, increase in company's' turnaround time & productivity, improved efficiency and reduction in errors from a regular organizational process.

**Company Background:** Unisys India Private Limited (Unisys India), established in 2004, focusses on delivering a portfolio of technological products and services to government, financial services and commercial markets including aviation, life sciences and healthcare. With approximately 4,500 associates, Unisys India also specializes in transportation, security, mobility, Microsoft technologies, services management platform, enterprise command center, application packaging, unified messaging & database management and virtualization.

Company Details		Management Details	
HR Segment	HR Innovation	Managing Director	Sumed Marwaha
Industry	IT / ITeS	HR Senior Director	Subhashini Sriram

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



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