



# MAXIMISING THE POWER OF HUMAN CAPITAL

BS MARKETING INITIATIVE  
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## SHAPING A 'NEW POSSIBLE' THROUGH EXCEPTIONAL WORKPLACES

> *The 3<sup>rd</sup> Edition of Most Preferred Workplace 2023-24 lauded brands that pursued a greater purpose, and inspired in challenging times*

Making sense of jigsaw puzzles is no mean task; it calls for seeing the big picture, and understanding how everything pieces together. It's all a bit complex and challenging, and it is the same task facing organisations and leaders today. Like puzzle enthusiasts, they too must examine each piece before them, experiment with new configurations, and find innovative ways to connect talent, technology, and strategy to reveal a complete and compelling picture of success.

In this changing workplace characterised by agility, flexibility, and constant innovation, it is crucial to embrace change and equip ourselves with the tools necessary to thrive. Our traditional ideas of work are being redefined by trends such as remote workplaces, gig workers, and AI. This calls for a re-understanding of our professional lives if we are to enjoy sustained success.

The changing workplace demands that we become perpetual students, constantly seeking new knowledge, acquiring new skills, and adapting to emerging trends. A new wave of organisations are doing exactly this. Recognised as a **Most Preferred Workplace 2023-24** at a gala function in Mumbai by Team Marksmen, these are the changemakers that have a growth mindset and changed for the better as they charted a course forward in this evolving professional landscape, helping maximise the power and potential of their human capital in the process.

The changing workplace rewards those who are proactive, creative, and willing to take calculated risks. By turning challenges into opportunities, and continuously innovating to stay ahead of the curve, these organisations have served as an example for all to aspire for.

*The organisations recognised as part of this research-driven initiative included:*



- NTPC Limited
- Danfoss Industries Pvt. Ltd.
- Andaz Delhi
- Baxter Healthcare (India)
- Bharat Heavy Electricals Limited
- Boston Consulting Group
- Burns & McDonnell Engineering India Private Limited
- BUSINESSNEXT
- Cadila Pharmaceuticals Limited
- Campus Activewear Ltd
- Clear
- Coforge Ltd.
- Cyble
- DryChem India Pvt. Ltd.
- EY Global Delivery Services
- Fleetguard Filters Pvt. Ltd.
- GRT Jewellers (India) Private Limited
- H.K.Designs (India) LLP
- IDFC FIRST Bank Limited
- J.K.Fenner (India) Limited
- JMS Mining Private Limited
- Johnson Controls India
- Kirtilal Kalidas Jewellers Pvt. Ltd.
- Larsen & Toubro

- Lixil India Pvt. Ltd.
- Lumina Datamatics Ltd
- Moglix
- P. D. Hinduja Hospital & Medical Research Center
- Poonawalla Fincorp Limited
- Procter & Gamble India
- Randstad India
- Safexpress Private Limited
- Sanghvi Movers Limited
- Shirdi Sai Electricals Ltd
- Shree Ramkrishna Exports Pvt. Ltd.
- Sir H.N Reliance Foundation Hospital and Research Centre
- State Bank of India
- Syrma SGS Technology Limited
- Tavant
- Teleperformance
- Tenova Technologies Pvt. Ltd.
- VA Tech Wabag Limited
- Vandana Global Ltd
- Vijaya Diagnostic Centre Limited
- Welspun India limited
- Westin Garden City
- Xebia
- Zydus Wellness Limited



## THE EVOLVING NATURE OF THE MODERN WORKPLACE

> *Sh. Dillip Kumar Patel, Director (HR) - NTPC Ltd, reflects on the major trends reshaping the future of work, and how NTPC is poised to address them*

There are many trends reshaping the work landscape, bringing both opportunities and challenges for individuals and organisations alike. Some of the major trends that come to mind are given below, as well as the approach adopted by NTPC for addressing them.

**ORGANIZATIONS NEED TO BE PROACTIVE IN THEIR TALENT ACQUISITION AND TALENT MANAGEMENT STRATEGIES TO HAVE THE NECESSARY SKILLS THEY NEED TO THRIVE IN THE FAST-CHANGING BUSINESS ENVIRONMENT.**

NTPC endeavours to have the right induction strategy and has brought about a change in its approach aligned with the change in business realities. Our manpower planning and recruitment efforts are geared towards enabling us to reach the right talent (internal or external) through effective recruitment channels and creation of Internal Talent Marketplace. The lead time of Recruitment cycles is being shortened to meet business needs by leveraging technology.

A well-established talent management system is in place to ensure that NTPC fulfils its promise of meaningful growth for its employees. These include a contemporary Performance Management System, a fair and transparent Career Development & Succession Planning System, and a holistic Leadership Development System.

**CREATING A FUTURE READY WORKFORCE BY BUILDING CRITICAL SKILLS**

The competencies of NTPC's workforce are continuously being enhanced by focusing on delivering need based interventions for current and future roles, besides providing suggested IDPs based on ADCs and Competency, Potential, and Value (CPV) assessments. Internal and external e-learning modules ensure time and location agnostic learning in the flow of work. Job-Rotation preceded by Samarth (job-rotation facilitation training), Simulators and VR modules provide experiential learning. Learning paths based on work area and posting location on the GPiLearn + platform for Operation and Maintenance executives (around 6000) is unique in terms of both scale of customization and coverage.

Considering the future of work and to ensure future readiness, courses on AI&ML, Big Data Analytics, IoT, Block Chain, Cloud Computing, Cybersecurity, Digital Leadership and Innovation and Design Thinking etc. have been made available on the NASSCOM-MeITY FutureSkills Prime platform. Customised courses on Energy Storage, Solar Thermal Technology, Carbon Capture and Wind energy Technology have been started in association with IIT Bombay/ NIWE in response to the emerging business opportunities, GoI thrust areas and the company's expansion and diversification plans.

**CHANGES IN STRUCTURE AND SYSTEMS TO PROMOTE EFFICIENCY AND COLLABORATION**

Reorganization of various functions has been done to ensure better use of resources by leveraging technology/digital platforms. For functions like HR, Finance, and C&M, Unified Service Centres have been introduced which have ensured consistency of employee experience. NTPC has implemented PRADIP (PRo-Active and Digital Initiatives to become Paperless), which has transformed the way of working by bringing speed and transparency.



**REIMAGINING PERFORMANCE MANAGEMENT SYSTEM TO MAKE IT MORE AGILE**

NTPC has introduced continuous assessments (in the form of Weekly Planners and Monthly Assessments), which together with Individual KPAs, IDPs and real-time feedback make it a contemporary PMS aligned to business needs.

**IDENTIFY AND ADDRESS THE UNMET NEEDS OF THE WORKFORCE THROUGH PROPER LISTENING AND COMMUNICATION FOR ENHANCING ENGAGEMENT**

A structured Communication Matrix is in place to facilitate upward/downward/horizontal communication, last mile connectivity, and an inclusive approach to decision-making. Feedback is taken from employees through annual surveys in order to understand their changing requirements. NTPC is also leveraging digital tools (Apps like SAMVAAD) and social media for engaging with its employees and stakeholders.

**PURPOSE, FAIRNESS AND EQUITY SHALL BE CRITICAL**

The major learning during the COVID-19 Pandemic has been that "Purpose" can enable individuals and organizations to overcome their fears and limitations and work for the greater good. This was displayed by our employees, who acted like "Power Warriors" and ensured that our sites provided uninterrupted electricity during the Pandemic.

**"WELLBEING" - THE GAME-CHANGER**

Holistic wellbeing of employees is NTPC's top priority. Besides attractive compensation, benefits like lucrative loans, unlimited medical facility for self and family, Study Leave, Sabbatical, Maternity Leave, paid Child Care Leave, Post-retirement Medical benefit, Family Economic Rehabilitation, etc. are extended to meet requirements that may arise in their lives. Counselling Services is available under SNEHAL (24 X7 Online Employee Assistance Programme) for employees and family members. Welfare and recreation facilities including schools, hospitals, and clubs are provided at Townships to enhance their quality of life. The company encourages employees and families to engage in Yoga and Mindfulness through programs and awareness sessions.

**EQUIPPING MANAGERS TO ESTABLISH AND DEVELOP MORE HUMAN RELATIONSHIPS WITH THEIR TEAMS**

In order to further strengthen the implementation of its HR Policies, NTPC has focussed on Team Leaders, who are the crucial link for translating great people practices into positive employee experience, and has rolled out customised interventions for People Managers.

**THE INCREASING IMPORTANCE OF DIVERSITY, EQUITY, AND INCLUSION**

At NTPC, we recognize the value of a diverse workforce. NTPC is committed to providing equal opportunities and creating an inclusive workplace and work culture in which all employees are treated equally with respect and dignity.

Our workforce operating across Indian geographies clearly demonstrates NTPC's commitment to diversity in the workplace and equal opportunities for all employees based solely on merit and ability. We have policies in place to ensure that the work environment across NTPC is free from discrimination on the grounds of caste, religion, disability, gender, age, sexual orientation, race, colour, ancestry, marital status, or affiliation with a Union, political/religious organisation, or majority/minority group. The compensation and benefit structure and learning opportunities are fair and inclusive.

NTPC's status as a preferred workplace is an outcome of such an approach, which is helping us to grow and expand our business.

## FROM THE CO-FOUNDER'S DESK



**RAJESH KHUBCHANDANI**

At the heart of every successful organisation lies its people, and crafting exceptional workplace experiences is the key to unlocking their full potential. We believe that when employees feel valued, inspired, and empowered, they become catalysts for innovation, collaboration, and growth. The organisations recognised as a **Most Preferred Workplace 2023-24** epitomise this philosophy, creating an environment that nurtures talent, fosters well-being, and encourages personal and professional development.



**AKASH TIWARI**

Exceptional workplace experiences not only attract and retain top talent but also drive organizational success, fuelling creativity, and building a culture of excellence. By investing in our people, we lay the foundation for a thriving organisation that is future-ready and poised for greatness, and none embody this better than those recognised as a **Most Preferred Workplace 2023-24**. We are certain their example will inspire others to do likewise, and strive for excellence.



**SHARAD GUPTA**

Building resilient organisations is a modern-day imperative, essential to create a forward momentum that allows turning shocks into surging opportunities. Those recognised as being a **Most Preferred Workplace 2023-24** have embodied this spirit, swiftly pivoting to reorient themselves by discarding what doesn't work, and doubling down on everything that does, in the process creating a business paradigm that will surely stand the test of time.



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# GUIDING THE SHIFT TO FUTURE-READY WORKPLACES

> **Glory Nelson, Chief People Officer, Xebia,** sketches out how organisations can embark on remarkable growth journeys

Xebia provides an ideal work culture to support the holistic development of its people, so that they thrive and attain their potential. Our core values combine to make us a preferred organization and help people to be the authority in the field of their choice, while giving them the freedom to explore growth opportunities across the globe.

We believe in putting People First, encouraging collaboration, and achieving transparency through a liberal communication system. Our teams work together across geographies to solve our customer problems through the latest technologies, and continuously utilize the internal knowledge exchange platforms to learn and grow. The culture of Knowledge Sharing prompts Xebians to disseminate their learnings and experiences with people outside the organisation also through blogs, podcasts, and conferences.

Recognition and appreciation have enabled us to build high performing teams, with people who are extremely passionate to experiment, build and deliver. We have created several platforms to hear their thoughts and ideas. We have designed programs based on what they want, which has helped them to enjoy a safety net while trying some new ideas. Our commitment to the well-being of our people is also reflected through various mindfulness activities we organize to allow them to be both physically and mentally fit.

We strive to create a diverse work environment and have elevated the cultural diversity in the teams. Our utmost attention is on being a truly inclusive workplace that respects the opinion of every member of the community and gives equal opportunity for expression. This has allowed us to build a commendable workplace that is a second home for 50+ nationalities across the globe.



Xebia

# BUILDING A CULTURE OF LEARNING AND GROWTH

> **Dipali Goenka, CEO & MD, Welspun India Ltd.,** outlines the growth pillars that sees the organisation stand tall

At Welspun, learning is a key pillar of our culture, promoting adaptability and the continuous expansion of capabilities and mindsets that benefits all. We have been honoured with the Gold Global Brandon Hall Award for Excellence in Learning in 2021, reflecting our commitment to fostering a learning-oriented environment.

We have implemented initiatives such as DigiSmart for upskilling in Industry 4.0 and digitalisation readiness, as well as WeAspire for high-potential talent development. The Manthan initiative encourages innovation among our employees — with 39 ideas implemented so far, we have been able to see cost savings of over Rs. 25 crore!

We also offer global certifications through platforms like Coursera for leadership development. Additionally, on-the-job training and job rotations play a significant role in embedding learning in the job rather than as a separate activity – which helps us take strides towards becoming an organisation where learning is at the core. By embracing this culture of learning, we empower our employees to embrace challenges, acquire new skills, and foster personal and professional growth.



# PROPELLED BY A PEOPLE-CENTRIC GROWTH STRATEGY

> **Ruchi Kulhari, Chief People Officer, Coforge,** identifies the levers that position the organisation to grow relentlessly in an ever-evolving business landscape

Creating a positive, people-centric culture is key to enhancing employee satisfaction and driving a firm's success, and it requires intentional efforts and consistent actions.

At Coforge, we prioritize valuing and respecting our diverse teams, fostering inclusion, and a sense of belonging, where they realize their true potential by bringing their true self to work. We

encourage open communication at the workplace and provide well-rounded development & career enhancement opportunities.

Coforge is a people-first company believing in respect in the form of praise, trust, candor, feedback, and transparency, and this is engrained in the fabric of our firm's culture. Our commitment extends to supporting employees throughout their careers, offering best-in-class benefits and programs, creating enriching & engaging experiences, ensuring employee well-being, along with a strong focus on giving back to the communities around us.

Our focus on people drives innovation, creativity, collaboration and overall success at Coforge and ensures we live up to our EVP – Coforge is People, Coforge is Growth.



Coforge

# LEADING WITH COMPASSION

> **Amitabh Nandi, MD, Tenova Technologies Private Limited,** outlines how Tenova weaves wellbeing into the workplace to benefit all

Tenova is a worldwide partner for sustainable, innovative, and reliable solutions in the metals and – also through the well-known TAKRAF and DELKOR brands – in the mining industries. The company has always recognised the importance of creating a workplace that values collaboration, respect, and employee well-being.

We firmly believe that creating a positive work environment has always been a fundamental aspect of our company's vision. A happy and motivated workforce is the driving force behind any organisation's success. As we value the incredible team of talented individuals who bring their unique skills, perspectives, and passions to work every day.

At Tenova India, we have implemented a range of initiatives that promote work-life balance, mental and physical wellness, and professional development programs. For example, we have invested in continuous learning and skill development training programs to enhance our employees' skills and capabilities, several health check-ups to prioritise their health, and introduced health insurance which can help achieve financial security for employees and their dependents.

To ensure employee satisfaction at work, Tenova conducted an Employee Opinion Survey at global level, with the aim to identify potential areas of development and improvement. We trust in open communication, where employees are encouraged to voice their opinions, concerns, and ideas freely. Our leadership team takes the time to listen actively and responds with transparency and honesty. One-on-one sessions with managers and suggestion boxes are just some of the ways we ensure that every employee's voice is heard.

We at Tenova India believe that employee engagement extends beyond the workplace, we actively engage in corporate social responsibility initiatives, encouraging our employees to participate and make a difference in their communities, such as team-building exercises, wellness programs, and social events. It not only strengthens the bond but also contributes to the overall development of a happy workplace. Other initiatives at Tenova

India refer to adopting sustainability practices that promotes environmental preservation and catalyses community health and well-being, thus promoting economic growth. We are continuously working to create a sustainable future and strong communities, which can create a positive and lasting impact for themselves and future generations.

Furthermore, Tenova India emphasises recognising and celebrating employee achievements. Therefore, one of our practices is that we have adopted conducting town-hall meetings every quarter to share important updates, initiatives, and changes related to employee benefits. Additionally, recognising

outstanding employee contributions, achievements, and milestones during these meetings further promotes a culture of appreciation and recognition.

None of this could have been achieved without the help of our customers, partners, and stakeholders who have entrusted us as a growth partner and supported our journey. Their faith motivates us to continuously raise the bar and deliver exceptional results.

The incredible team at Tenova India collectively brought our vision to life. Together, we will continue to create new benchmarks and make our organisation an even better place to work.



tenova

# UNLOCKING PERFORMANCE THROUGH PEOPLE

> **A Johnson Controls spokesperson** lays out the organisations recipe for success: a mindset emphasising holistic wellness, adaptable leadership, and cohesive culture

As a world leader in building technologies, Johnson Controls firmly believes it's their people that makes them special. The company has long understood the importance of diversity, equity, and inclusion and that commitment starts with their values. Leading with integrity and purpose, the high-performance culture ensures that talent is engaged and uniqueness is celebrated. Diversity and inclusion is moving from a foundational value to a business imperative, resulting in a rich culture of belonging that drives the right mindset and behaviours, unlocks engagement, accelerates productivity, and fosters innovation leading to exceptional customer outcomes.

A workplace is truly holistic when it is centred around two-way communication between the company and its people, and that is why the company actively seek inputs from employees through regular discussions and encourages them to contribute their ideas and participate in decision-making processes. Career development is also a key focus for which the company provides a wide range of learning and development opportunities tailored to specific roles and transitions to maximise each employee's unique abilities. Their development philosophy is to see the bigger picture, explore possibilities and take ownership and action,

empowering all employees to chart their own one-of-a-kind career paths.

The company also strives to build a safe, inclusive, sustainable, and healthy organization by recognising and rewarding excellence, ensuring that employees feel valued by their peers and leadership. Their high-performance culture and emphasis on recognition encourages collaboration, open dialogue, and idea-sharing at all levels, exploring the spirit of innovation.

The employee value proposition has been established to drive engagement and retention, as well as to attract the industry's best talent by identifying what makes Johnson Controls a vibrant, supportive and rewarding place to work. Fuelling personal growth, thriving in an empowering company culture, tapping into a wide range of wellness benefits, driving innovative solutions, and making a difference are the five pillars at the heart of the company's value proposition.

The company's passion is to build smarter, healthier, and more sustainable tomorrows. Rooted in innovation, Johnson Controls gives importance to finding purpose in their work and is committed to creating inclusive, personalised experiences that enable all employees to be happy, proud, effective, and engaged. For example, Your Voice, an intelligent, modern listening program, empowers

employees to provide continuous, candid feedback that inspires local efforts, real-time action and positive change to enhance the employee experience.

Moreover, various employee connect programs and learning opportunities with monthly training on core competencies for employees helps the company to build employee intimacy. For example, town halls and round table discussions provide platforms for sharing ideas and concerns, and an employee Learning Hub provides resources for technical and soft skill training. The company acknowledges that fulfilling work goes beyond the professional sphere. A variety of employee benefits, well-being programs, and wellness resources are available to promote a harmonious work-life balance and support employees' physical, mental, social, and financial well-being.

By creating a purpose-driven environment, fostering diversity, equity and inclusion, prioritising engagement, and supporting growth and well-being, the company is empowering employees to build their best futures at Johnson Controls. When employees find meaning at their workplace, they too push their professional boundaries and are motivated to contribute towards a shared sense of purpose.



Johnson Controls

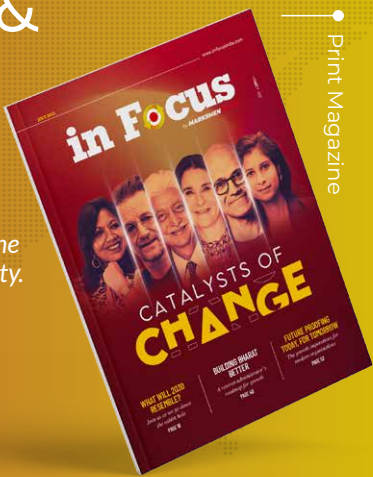
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# PONDERING THE UNKNOWN

> Amid the upheaval of the last few years, **Chetan Walia, Operating Partner, Syрма SGS Technology Limited**, explores the greatest unknowns faced by leaders, and offers a blueprint for how we will work, live, and thrive in the workplaces of tomorrow

## STRANGE, UNFAMILIAR, CONCEALED.

These are some of the meanings attributed to the unknown. Every technological or social transformation over the last few decades have led businesses to ask the same question, “What will change and what does it mean for us?” From the introduction of personal computers in the ‘80s and ‘90s, to the dot-com era in the late ‘90s, to the financial meltdown in the early decade of the 2000s, and now with the emergence of AI. We are obsessed with trying to predict the future and be ready for it.

Yet, the firms who have the most resources and possibly the highest access to information, i.e. the Fortune 500 firms, see a 30% attrition in the list every decade. Clearly, it is not about being future ready. Future readiness in my experience is a mask to not confront present mediocrities. It is the present mediocrities that sink businesses. Nokia wasn’t sunk by Apple; it sank in its own mediocrity and stickiness. Digital didn’t sink Kodak. Kodak sank because it didn’t question its own knowledge evolution. In the same situation, Fuji questioned it and evolved into a company that has been featuring in the lists of top transformations ever since.

Scientifically speaking, an unknown is merely a research problem, where the researcher needs to hypothesise, collect data, and validate the hypothesis. Businesses however rush to adapt the hype as if it’s a race where if they do not adapt they may be crucified.

Take AI for example, every business seems to be asking a question today; “how do we adopt AI, in which areas, and what will it mean for us in the future?” This is a wrong question to ask. It will lead to adoption, but will lead to value creation?

The right question is *how will AI add value to our employees, customers, and other stakeholders?* The right answer to this is I don’t know. And the right response therefore is let’s find out, i.e., begin with defining the problem and find answers to it, rather than following the herd. The herd could be headed for the ditch.

There are three principles that has ensured continuity of organisations regardless of economic and technological changes around them. They remain valid even today.

## EVIDENCE-BASED DECISION-MAKING

Decision-making in organisations, specifically in an Indian context, tends to be top driven, often based on ‘gut-feel’, post which a bunch of consultants gather data to quantify the visionary value of the instinct, and then the entire ecosystem prays heil to the character. 97% of these companies in India do not survive the second generation. That’s evidence.

Evidence based decision-making is about making decisions through explicit and judicious use of the best available evidence from multiple sources such as scientific literature, organisation data, practitioners experiences, all woven together. This is done through critical analysis and by incorporating the evidence into the decision-making process.

The unknown is basically lack of evidence. The lack of evidence is lack of knowledge. The lack of knowledge is often intellectual laziness. Intellectual laziness results in following the herd. The herd doesn’t make it to the top. Minorities do.

## ETHICAL BEHAVIOUR

Panama Papers, collapse of Anderson, Enron, Lehman Brothers, ethics, and the appropriateness of decisions by senior business leaders has become a topic of

real debate. 33% of professionals openly acknowledge that their managers exhibit unethical behaviours repeatedly. This basically means that a third of your managers are always putting you at risk of being the next collapse story. Unfortunately, this is a known, a present day mediocrity screaming to be addressed. More organisations will collapse because of ethical issues than because of their inability to adopt technology.

There is no silver bullet to eradicate unethical behaviour, but by better understanding what influences people’s decision-making and behaviour, businesses can take evidence-based action to tackle it. There are multiple factors at play in unethical behaviour, from personality to social influence. Overall, research suggests that social influence, personality traits, exposure to others’ dishonesty, challenging goals, and time pressure increase unethical behaviour. In contrast, providing moral reminders decreases unethical conduct.

Indian business leaders will often profess about karma. When it comes to ethical governance though, growth takes precedence, as the popular belief is that ethical frameworks can always be fixed later. You know what they say - *karma is a bitch*. Before you know it, you are down and out.

## ANALYSE, DON’T JUST COLLECT DATA

Data and technology are at the very forefront of innovation in so many parts of business today. Companies have a significant amount of data. What they don’t have is the ability to figure whether the data points to

something significant or not. Unfortunately, a bunch of managers look at data presented to them for e.g. *sales are down in XYZ region*, and jump into a series of decisions on renewal. They do not have the ability to statistically analyse the most critical factor for the cause of the decline. So the *gut-feel* takes over.

This is the difference between analytics and data. Companies need to invest in analytics, in people for e.g. PhDs who have solid research ethics and analytics training, to decipher meaning from data.

Scientific studies define five key conditions that need to be in place for analysis to be effective

1. Receiving the analytics on time according to needs
2. Attending to analytics: analytics outputs having utility and value to users
3. Trusting analytics: users must believe the information they receive to apply it
4. Focusing on pivotal decisions using analytics
5. Understanding the implications of decisions and recognising the need to evidence using human capital analytics.

In conclusion, the simplest answer to *how will we thrive in the workplaces of tomorrow*, is by moving away from

- attachments to opinions and beliefs, to facts and principles,
- gut-feel to evidence,
- unprincipled to ethical,
- the herd to analytics.



# DELIVERING IMPACT THROUGH DIVERSITY

> **Dr. C. Jayakumar, Executive Vice President & Head - Corporate Human Resources (CHRO), Larsen & Toubro**, elucidates how an inclusive and equitable work culture can be a transformative force for good

There are several strategies which organisations can adopt and create practices to build an inclusive and equitable work culture. Embracing diversity in all aspects of skills, experience, generation, ethnicity, culture is foremost rather than only looking at one or two aspects such as gender.

Commitment of leadership team is important which sets the tone for practices in DEI to be adopted and managing the shift of mindset. At L&T, our leadership team believes in the power of diversity and the fact that we have people from 52 nationalities, 80+ languages, and more than 60 locations in India and globally, is a testament of this. In fact, DEI forms a critical part of our long-term and short-term strategic plan under Lakshya 2026. We have also taken dedicated efforts in the recent years to increase the % of female employees, we have seen a good rise consistently. I am happy to share that women now constitute 8.37% of our workforce. Two years ago, it was around 6%. Our target is to make it 10% by FY26.

At L&T, we have a defined framework of DEI with pillars to induct, develop, engage, and enable where we have rolled out key initiatives this year such as wellness rooms at sites and offices, ergonomic seating for women on family way, training programs for developing women leaders called Winspire, and encouraging women on career break to apply for open positions through our scheme called RENEW. We are increasing the percentage of women in our workforce by inducting more female engineers as part of campus hiring. Since the last year, we are



consistently 30% of our campus hiring has been women workforce.

Creating a safe space for employees to be themselves at work is equally important to unlock their potential and include their opinion in the workplace. We have established channels through our initiatives such as DEI showcase, forums, and diversity council which seeks ideas and creates awareness through campaigns such as #endthebias rolled out on this women’s day.

Establish metrics and benchmarks to measure diversity and inclusion progress within the organization. Regularly collect and analyse data related to diversity, representation, employee satisfaction, and retention rates to assess the effectiveness of initiatives and identify areas for improvement.

Creating an inclusive and equitable work culture is an ongoing process that requires continuous commitment, education, and adaptation. It’s essential to involve employees at all levels of the organisation and adapt strategies to the specific needs and challenges of your industry and workforce.



# CRAFTING A ‘PEOPLE FIRST’ CULTURE

> **Anjali Raghuvanshi, Chief People Officer, Randstad India**, reflects on the changing organisational contours, and their impact on the workplace and workforce

Over the last few years, especially after the pandemic, workplace and workforce dynamics across India Inc. have drastically changed. The employment market has evolved from being employer-driven to now being talent-driven. Today, the talent community feels empowered with multiple job options, and they have the liberty to associate with an employer that aligns with their purpose at work, and also the one that enables them to enjoy flexibility, career growth, and overall well-being.

Moreover, talent no longer perceives work just as a means to earn money. Instead, they evaluate several factors like work-life balance, learning and development opportunities, reputation of the organisation, non-material benefits, among several others. All these factors play a crucial role in their decision-making process as to which organisation to join and which one to avoid. Hence, it is crucial for organisations to realise that employer branding with a distinct objective of offering a meaningful employee value proposition will contribute a great deal towards emerging as an ‘employer of choice’.

At Randstad, we have developed a ‘people first’ culture, where we position our people and the larger talent community at the core of everything we do. Right from developing flexible workplace policies and competitive compensation and benefits to an inclusive and diverse culture through employee resource groups and a psychologically safe workplace for all. At Randstad, our sole objective is to offer an environment where people can bring their true selves to work.

While we are highly recognised as one of the best places to work in India, we believe that this is an evolving journey and there is always room

for development and setting higher benchmarks for ourselves. It is important to always listen to the ‘voice of talent’ and keep nurturing ourselves as an organisation.



# SUPERCHARGING ORGANISATIONAL PERFORMANCE

> **Beenu Arora, Co-Founder and CEO, Cyble Inc.**, elaborates how marrying purpose and technology can power breakthrough performance

At Cyble, we firmly believe that the true measures of success are the happiness and growth of our employees. Hence, we give utmost importance to their feedback and experiences. We aim to create a safe and receptive environment where our team members feel comfortable expressing their thoughts and suggestions. By actively listening and considering their feedback, we are able to steer our efforts in the right direction and make significant improvements.

We understand that success isn’t just about metrics, but also about the human experience. We strive to foster a sense of belonging, purpose, and fulfillment, creating a workplace where employees can thrive and reach their full potential.

To understand the impact of our initiatives at Cyble, we pay keen attention to the personal stories and experiences shared by our employees. We make it a point to celebrate both their personal and professional milestones, acknowledging their unique growth paths and achievements. By recognising and appreciating their individual journeys, we cultivate a nurturing and inspirational culture.

We also acknowledge the fact that industry standards and benchmarks only paint part of the picture. Our focus is on fostering an environment where every employee feels valued, supported, and empowered. We use empathy and compassion to adapt and improve our workplace in line with our team’s needs and aspirations.

At Cyble, we do not see continuous improvement as a one-time effort, but rather a never-ending cycle of learning, adapting, and evolving. We champion a culture that fosters collaboration and teamwork, welcoming diverse perspectives, and encouraging the free flow of ideas. Together, we strive to create an increasingly inclusive, flexible, and fulfilling workplace environment for all of our employees.



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# DECODING THE WORKPLACE OF THE FUTURE

> **Arun Batra, Client Service and Consulting Leader, EY Global Delivery Services, peers into the crystal ball, and envision what will go into the making of tomorrow's workplaces**

In the workplace of the future, we can expect significant shifts in organisational structures and leadership dynamics. While matrix structures often characterise today's organizations, **the future will move toward flattened structures**, prioritising agility, adaptability, and speed in response to dynamic market challenges. Leadership will transform as well. Rather than micromanagers focused on control and top-down decision-making, future leaders will adopt the role of coaches and enablers. They will empower their teams, providing guidance, support, and resources while fostering a culture of autonomy, innovation, and continuous learning.

**SKILLS WILL CARRY MORE WEIGHT THAN DEGREES**

In the future workplace, the emphasis will shift from traditional metrics such as experience, degrees, and tenure to skills and continuous learning. The ever-evolving business landscape and dynamic markets will demand a workforce that can rapidly adapt and reskill themselves to meet emerging challenges and opportunities. Companies will recognise the importance of fostering a continuous learning environment and learning will become an integral part of the daily routine, and organisations will actively promote a culture of curiosity and upskilling. Employees will be encouraged to acquire new knowledge, embrace emerging technologies, and develop relevant skills that align with the evolving demands of their roles and industries. In this context, the ability to learn quickly and apply acquired knowledge with speed and agility will become a highly valued asset. Individuals who can adapt, reskill, and stay ahead of the curve will be sought after and promoted within organisations.



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**AI WILL BE YOUR OFFICE BUDDY**

Digital dexterity will be the ultimate differentiator for future workplaces. People will learn to use AI smartly to be more productive and automate redundant tasks. Smart apps will help the future workforce pick high-value strategic projects which will help them focus on more satisfying aspects of work. Integrating AI and humans will create innovation and new opportunities where employees will stay longer with an organization and bring unique skills to organizations that won't be replaceable.

When envisioning an ideal workplace, several key characteristics come to mind.

Firstly, a preferred workplace is driven by a clear purpose. Employees are drawn to organisations with a vision and that can connect with larger societal objectives. An organisation sets itself apart by having a purpose for clients, employees, and the communities they serve.

Secondly, an ideal workplace is characterised by open and barrier-free communication. It fosters an environment where authentic, two-way conversations occur, and employees appreciate transparency in decision-making processes. This openness promotes collaboration and ensures every team member feels heard and valued.

Furthermore, a preferred workplace prioritises the wellbeing and safety of its employees. It creates an ecosystem that supports the growth and development of its people, investing in their skills, and nurturing outstanding leaders. By doing so, organisations fulfill their promises to stakeholders and create a positive work environment. A preferred workplace also offers rewarding work experiences. Employees feel that their contributions align with their passions

and interests. Engaging in meaningful and fulfilling tasks helps employees connect with the organisation and motivates them to perform at their best.

In conclusion, a preferred workplace encompasses a clear purpose, open communication, employee wellbeing, and rewarding work experiences. By embodying these characteristics, organisations can attract and retain talented individuals motivated to contribute to the company's success.



# FOSTERING WELL-BEING: KEY FACTORS IN TODAY'S WORK ENVIRONMENT

> **Tarun Arora, CEO, Zydus Wellness, pinpoints the factors most impacting wellbeing in today's organisational landscape**

instill a sense of purpose and fulfillment, significantly impacting their overall wellbeing.

Physical and mental health are crucial components of employee well-being, and we take a holistic approach in offering various initiatives to support our employees' health journey. We provide access to state-of-the-art fitness facilities, organize various such programs to encourage employees to focus on their health. By this endeavour, we enable them to perform at their best and lead healthier, more fulfilling lives.

Effective leadership is the final piece of the well-being puzzle. As leaders at Zydus Wellness, we understand the significance of leading by example and demonstrating empathy towards our team's needs and concerns. We foster transparent communication, provide guidance and support, and cultivate a culture of trust.

Through these efforts, we contribute to the overall well-being of our employees, by nurturing an inclusive organisational culture, promoting work-life balance, fostering employee engagement, prioritising physical and mental health, and practising effective leadership, thereby enabling our employees to lead fulfilling lives while contributing to organisational success.



**Zydus Wellness**

In today's rapidly evolving work environment, the wellbeing of employees has become a paramount concern for organisations worldwide. At Zydus Wellness, we recognise the pivotal factors that significantly influence employee well-being, shaping a harmonious and productive workplace.

Organisational culture stands as the cornerstone of a thriving workforce. Hence, we place immense importance on fostering a positive and inclusive culture that embraces open communication, collaboration, and mutual respect. By nurturing an environment where every individual feels valued and supported, we enhance overall wellbeing and bolster job satisfaction.

Employee engagement plays a vital role in shaping a positive work environment. This is why we actively involve our employees in decision-making processes and provide ample opportunities for professional growth. By fostering an environment that encourages active participation and acknowledges their accomplishments, we

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# DECODING THE RULES OF THE NEW-AGE WORKPLACE

> **Niranjan Kirloskar, Managing Director, Fleetguard Filters, reflects on the challenges and opportunities inherent to managing new-age workplaces**

Managing new-age workplaces at Fleetguard Filters presents a plethora of opportunities and challenges. Embracing a new-age workplace offers the potential to enhance employee engagement through the implementation of flexible work options, personalised development plans, and comprehensive wellness programmes. By providing these benefits, we have successfully attracted and retained top-tier talent who value our progressive practices and commitment to innovation. We are dedicated to cultivating agility and adaptability, allowing us to swiftly respond to evolving market dynamics and fulfill our customer needs, thus maintaining a competitive edge within the industry.

However, managing a new-age workplace also entails significant challenges. Ensuring work-life balance within flexible arrangements is crucial to mitigate the risk of employee disengagement and sustain optimal productivity levels. Furthermore, embracing new-age workplaces necessitates a mindset of continuous learning and adaptability to keep up with technological advancements and industry trends.

Understanding and addressing these factors are crucial for successful implementation and optimisation of the modern workplace. Here are the key challenges and opportunities to be considered:

**OPPORTUNITIES**

**DATA-DRIVEN DECISION MAKING**

New-age workplaces generate vast amounts of data. By leveraging data analytics and insights, companies can make informed decisions, optimise operations, and gain a competitive advantage. Utilizing data-driven decision making improves efficiency, identifies trends, and enhances overall business performance.

**FLEXIBILITY AND SCALABILITY**

New-age workplaces offer the flexibility to scale operations up or down quickly, aligning resources with business needs. This flexibility enables companies to respond swiftly to market fluctuations, project demands, and evolving customer preferences, ensuring operational efficiency and cost-effectiveness.

**ATTRACTING AND RETAINING TOP TALENT**

Creating a modern work environment positions companies like Fleetguard Filters as attractive employers, especially to top talent who value progressive work practices. Embracing new-age workplaces allows organisations to differentiate themselves from competitors, while attracting high-caliber employees who seek innovative and flexible work environments.

**CHALLENGES:**

**TECHNOLOGY INTEGRATION**

Integrating new technologies into the workplace requires the installation of modern infrastructure, software, and hardware. Ensuring compatibility and seamless integration can be a challenge, as well as managing cybersecurity risks and protecting sensitive data.

**WORK-LIFE BALANCE**

With flexible work arrangements and remote options, maintaining work-life balance becomes crucial. Employees may struggle to set boundaries and separate their personal and professional lives, leading to potential burnout.



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Balancing work and personal responsibilities calls for proactive measures and a culture that values work-life balance.

**CONTINUOUS LEARNING AND ADAPTABILITY**

Rapid technological advancements require employees to continuously learn new skills and adapt to changing work environments. Managing this ongoing learning process and upskilling employees can be a challenge. Providing training programmes and opportunities for professional development helps employees stay relevant and engaged.

By capitalising on opportunities and addressing challenges, Fleetguard Filters Pvt. Ltd. (FFPL) has already created an exceptional new-age workplace, setting us apart as an industry leader. We have embraced the power of a diverse remote workforce, enabling us to tap into a vast talent pool, fostering creativity, innovation, and fresh perspectives. Our commitment to data-driven decision making has allowed us to gain valuable insights, optimise processes, and stay ahead of market trends. Through achieving scalability and flexibility, we have been able to adapt swiftly to changing business needs, seize growth opportunities, and maintain a competitive edge.

Going forward, we remain dedicated to continuing these practices, ensuring that FFPL remains at the forefront of the industry, providing an empowering and forward-looking workplace for our employees. Moreover, FFPL's commitment to a no layoff policy, which is rare in today's new-age workplace, showcases our dedication to employee welfare, stability, and loyalty, instilling confidence and trust among employees and reinforcing our reputation as an employer of choice.

With a strategic mindset, continuous improvement initiatives, and commitment to fostering a positive work environment, we can establish FFPL as a trailblazer in the dynamic landscape of new-age workplaces. Prioritising employee well-being, leveraging technology, and embracing a forward-thinking approach has positively contributed to our growth and we are assured that the company will continue to unlock its full potential and drive sustainable success in the modern business world.

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# RETHINKING THE WORKPLACE THROUGH THE LENS OF WELLBEING

> **Chad Hotovec, CEO, Burns & McDonnell India**, proffers a roadmap for making holistic wellbeing a reality in the workplace

The goal of wellness at work has traditionally focused on the benefits package and physical health. But the pandemic taught us that is not enough. Organisations need to support the holistic well-being of employees. Supporting holistic wellbeing means integrating health into all aspects of the business, including physical workplace, culture, engagement, policies, practices, training, and mentoring.

Employees are multifaceted individuals with diverse needs. It's important for organisations to recognize the importance of emotional and cognitive health just as much as they do physical health. Mental wellbeing begins with establishing a feeling of trust and care. Managers need to support the mental health of their staff by responding to their mental needs with sensitivity, empathy, and compassion. Employees can support their own well-being by being vocal about their concerns and needs and being proactive in suggesting improvements to the work environment.

At Burns & McDonnell India, we are committed to creating a work environment where people feel safe, included, trusted, and respected. We see that everyone's voice is heard, regardless of their background or level in the organisation. Safety is the first of our principles because it drives everything that we do. We realise a safe and healthy work environment impacts every aspect of our firm's success. But most importantly, because we care about the people who contribute to our success, we want our people to stay safe and healthy.



# BUILDING THE OFFICE OF THE FUTURE

> **Shalini Naagar, HR Sr. Director, India, and Shared Services, Kuala Lumpur, Baxter**, elaborates on the multi-pronged approach taken to building a modern workplace

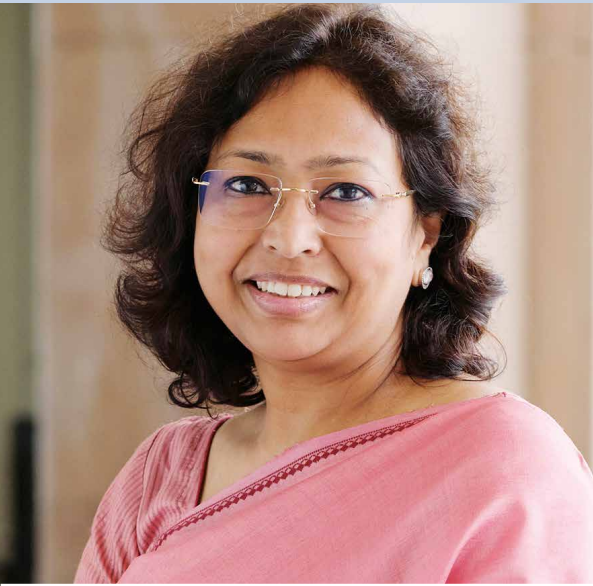
Given the ever-changing challenges posed by the recent pandemic, emerging trends, shifting consumer expectations, and disruptive technologies, Baxter has proactively implemented several strategies and approaches to adapt and thrive in the dynamic business environment and advance its mission to save and sustain lives.

- **Flexible work models:** We have been focusing on work models that enable employees to balance days in the office with days working from home, helping them to care for dependents and their own mental health and well-being. The BaxFlex policy offers the flexibility of time to suit employees' individual needs.
- **Employee well-being and mental health support** are prioritized at Baxter. We provide comprehensive medical insurance benefits that can be tailored to employees' specific needs. Our Employee Assistance Programs include counselling support to promote emotional well-being and financial and legal advice as required.
- **Digital transformation:** We are leveraging technology for various human resources (HR) functions, including recruitment, onboarding, performance management, payroll, and benefits. By adopting data-driven decision-making and improving employee experiences, Baxter has been enhancing the overall employee journey.
- **Diversity, equity, and inclusion (DE&I):** We work to enhance our company's culture of belonging and to

embed DE&I across all aspects of our business. We focus on four strategic pillars: workforce, workplace, communities, and marketplace. We embed DE&I across our workplace through inclusive leadership, accountability measures, and engagement with employees who advocate for inclusion throughout our company.

- **Agile and lean approaches:** We have embraced agile and lean methodologies to enhance adaptability and responsiveness. These approaches promote iterative development, cross-functional collaboration, continuous improvement, and quick decision-making, enabling us to navigate rapidly changing market conditions and customer demands.

At Baxter, we continue to create a work environment where employees can experience meaningful work, develop successful careers, and make valuable contributions to society. The company's holistic approach to employee well-being fosters a vibrant work environment while enriching employees' lives with their families and communities. We believe that our unique strategies enhance collaboration, creativity, and engagement as our teams work to advance our mission of saving and sustaining lives.



# AN OPPORTUNITY TO MOVE THE NEEDLE FORWARD

> **Lipika Mohanty, Director – People & Development, BUSINESSNEXT**, highlights the organisational levers that can help drive momentum and create a winning workplace culture

In today's VUCA world, organisations univocally recognize employees' immense value and the importance of fostering a winning workplace culture that permeates every aspect of an organisation, impacting employee engagement, innovation, productivity, and business revenue. Such workplace culture is not built by chance; it requires deliberate efforts and strategic thought processes to drive momentum, shape behaviour, and create a positive work environment. There are multiple organisational levers that make it possible, some are briefly stated below.

1. **A clear vision and a set of core values** that serve as guiding principles providing a shared sense of purpose and creating a space where employees feel valued and have equal opportunity to learn, grow, and succeed; they are well-informed, engaged, and have a voice within the organisation, thus enabling a culture of trust and mutual respect.
2. **Employee centricity with a focus on** both the physical and the emotional wellbeing of people is a major differentiator. Employee wellness programs and flexible work arrangements supporting work-life balance make employees feel cared for.
3. **Leadership** that enables success and encourages peer collaboration instead of peer competition, fostering innovation, strong interpersonal bonds, and enhancing overall performance.
4. **Actively engaging employees** form a crucial component for a winning workplace culture; and comprises involving them in decision-making processes, seeking their input and ideas, and providing opportunities for growth and development.
5. **Continuous learning and development programs** focused on individual aspirations, but aligned to business goals, foster a culture of ownership, innovation, and growth. Complementing this, a comprehensive **recognition and rewards program** that celebrates employees' contributions and fosters a sense of appreciation also reinforces desired behaviour for a positive and conducive ecosystem.

When employees feel valued, respected, and individuals from diverse backgrounds feel included with equal opportunities for growth, the organisation becomes the hotbed of breakthrough thinking and continuous innovation.



# CHARTING OUT A GROWTH JOURNEY

> **Ravichandran Purushothaman, President, Danfoss India Region**, elucidates how the organisation has pivoted to meet the challenges of the present-day

## Re-engaging the workforce for a higher purpose

Besides engineering excellence, Danfoss has created one of the happiest workplaces for its employees, with the highest employee engagement. We could develop a positive work culture based on safety, mutual respect, and trust. The innovative ideas of our people are nurtured and supported that develop a strong intrapreneurial ecosystem conducive to our organizational purpose of engineering a better tomorrow. As a result of our contributions to India's NZE (Net Zero Emissions) ambition, our employees have been able to make a sustainable impact. We believe alignment with a greater purpose enhances employee motivation and engagement levels.

With the support of organisational policy, and the right alignment of tools and technology to optimise productivity, we encourage our employees to optimise their job performance, leaving them more satisfied, motivated, and creative – exactly the sort of professionals needed to deliver high performance. We firmly believe that all the companies should provide their employees with life satisfaction as opposed to just job satisfaction alone. A healthy work culture is very important, as when companies invest in people, benefits go far beyond minimum wage and generations prosper.

## Focusing on employee health and well-being for a better employee experience

In a world where 360-degree employee wellness is becoming increasingly important, we are committed to helping our employees achieve work-life balance through an employee-centric approach in everything we do. To bring out the best in each employee, we provide a sustainable working environment, flexible work schedules, nutritious meals & daycare in the office, upskilling opportunities, and global career development opportunities.

## Pushing ahead with Diversity, Equity, & Inclusion

Danfoss' foundation is built on high performing, diverse teams ensuring Diversity, Equity & Inclusion. The efforts of multi-generations, genders, abilities, nations and cultures in shaping and developing Danfoss is recognized and rewarded. Our Employee Resource Groups (ERG's) initiative has helped us in diversifying process of identifying, nurturing, retaining the much-needed diverse talents in the organisation.

