

MARKSMEN DAILY

MOST
PREFERRED
WORKPLACE
2026-27

CERTIFIED™

6TH EDITION

THE HUMAN DIVIDEND

Capitalizing on Culture

BS MARKETING INITIATIVE

CULTURE EMERGES AS KEY COMPETITIVE DIFFERENTIATOR



> Indian organizations now recognise that belonging drives sustainable competitive advantage

As India's economy accelerates toward becoming the world's third-largest, a quiet revolution is reshaping corporate India. At the 6th edition of Most Preferred Workplace, held in Mumbai this July, 37 organizations spanning pharma, manufacturing, IT, finance, and energy gathered to celebrate a counterintuitive insight:

competitive advantage no longer flows primarily from strategy or capital, but from culture.

The theme, 'The Human Dividend: Capitalizing on Culture,' reflects a seismic shift in how India's leaders think about talent. For decades, Indian companies competed on

cost and operations. Now, as global corporations and domestic startups vie for the same engineers, doctors, and visionaries, belonging, purpose, and psychological safety have become the battleground.

The recognition honors organizations that have moved

beyond engagement surveys and diversity checkboxes to build workplaces where people genuinely feel valued, trusted, and invested in. In a nation where 82% of employees report engagement compared to 75% globally, this recognition affirms that culture, when intentional, becomes the ultimate business strategy.

ELITE ORGANISATIONS HONoured FOR WORKPLACE EXCELLENCE



People are the intangible capital powering growth, and culture is invisible DNA that goes into their making. The 6th edition of Most Preferred Workplace recognised this, and recognised organisations across pharma, manufacturing, IT, finance, insurance, energy, and real estate for demonstrated excellence in building inclusive, high-performance, employee-centric workplace cultures.

Honoured organizations included:

- ABB India Limited

• AbbVie

• Amway India Enterprises Pvt. Ltd.

• Andaz Delhi, by Hyatt

• Cadila Pharmaceuticals Limited

• Central Bank of India

• CMR Green Technologies Limited

• Consero Global

• Cyble Inc.
- Hexaware Technologies

• Hinduja Group

• IL&FS Tamil Nadu Power Company Limited

• Intas Pharmaceuticals Limited

• KYOCERA Document Solutions India Private Limited

• Lohia Corp Limited

• LTM Limited

• Lumax Group

• Lumina Datamatics Limited
- Marico

• Muthoot FinCorp Ltd.

• National Stock Exchange of India Ltd.

• NRB Bearings Ltd.

• NTPC Limited

• Persistent Systems

• Prism Johnson Limited

• RSI

• Serum Institute of India Pvt. Ltd.

• Suzuki R&D Center India
- TAVANT

• The New India Assurance Company Ltd.

• UFlex Limited

• Unison Insurance Broking Services Pvt. Ltd.

• VA TECH WABAG LIMITED

• VFS Global

• Vijaya Diagnostic Centre

• WTW India Global Delivery Center

• Yubi

Each recognition acknowledges commitments to employee well-being, psychological safety, continuous learning, diversity and inclusion, innovation, and sustainable people practices. These organizations represent India's commitment to building workplaces where culture becomes the primary driver of long-term competitive success and sustainable business growth.

FROM THE MANAGEMENT'S DESK



When we launched Most Preferred Workplace, it was to address a critical gap: nobody was celebrating the unglamorous, essential work of building culture at scale. Organizations pouring resources into creating psychologically safe spaces, reskilling workforces, building genuine inclusion; these stories were invisible. We created this platform because India's business ecosystem needed permission to talk about culture as seriously as it talks about capital. The 6th edition proves the appetite exists. Organizations now compete fiercely for this recognition, elevating the entire conversation around what matters most: the people inside.

◀ Rajesh Khubchandani



I am convinced that organisational culture will become the primary differentiator in India's next growth phase. Companies competing on the same talent pool, in the same markets, using similar technologies will see culture as the intangible separating winners from the rest. The rigorous parameters of Most Preferred Workplace gives credence to culture as business strategy at every scale. The ecosystem impact of a platform such as this is profound: younger organizations feel emboldened to invest in culture because established giants validate it. This recognition is permission for ambition.

◀ Akash Tiwari



Our research partner revealed a troubling paradox: engagement scores were rising while belonging was declining. Organizations had optimised measurement without optimising reality. They were excellent at surveying employees, but poor at listening. Most Preferred Workplace was born from a need to reset that conversation, and to measure not just satisfaction but genuine meaning, psychological safety, and investment in growth. The 6th edition demonstrates that when you create a rigorous framework that recognizes authentic culture work, organizations rise to meet it.

◀ Sharad Gupta

“TRUST MUST BE EARNED EVERY DAY”

> If trust is a currency, it must be earned at all times, as Kushal Pal, CGM - HCM, Central Bank of India, tells us

Trust is the foundation of banking. Every day, our customers place their savings, aspirations and financial futures in our hands. At Central Bank of India, we believe that trust our customers place in us must begin with the trust we build with our employees. When our people feel respected, empowered and confident, they are better equipped to listen to customers, understand their needs and deliver service with empathy.

Started as India's first commercial bank wholly owned and managed by Indians, our people have always been central to our journey. Transparent & unbiased recruitment, promotions, continuous learning and career development create a workforce that is capable and confident. For customers, this translates into knowledgeable employees who can provide better advice, quicker solutions and more consistent service.

We also recognise that employees perform at their best when their personal well-being is supported.

Initiatives such as employee assistant programme, childcare support, transfer provisions for women employees with young children and sabbatical opportunities help employees manage different life stages. A supported employee can remain more focused, resilient and responsive to customer needs. Our 115 All-Women Staff Branches across all 91 Regional Offices also strengthen gender equality and help us serve diverse communities with greater understanding.

Technology is another important part of this journey. Our integrated HRMS has simplified recruitment, digital onboarding, leave management, reimbursements, training and other HR services. By reducing routine administrative effort, employees have more time and energy to focus on customers and business development. And our CENT EZZ app is helping our customers and fulfilling their financial needs through end to end digital journey.



Ultimately, trust cannot be mandated; it must be earned every day, as employee trust translates directly into customer trust. When our people have the right support, skills and tools, they can take greater ownership of every customer interaction. For us, sustaining that culture of trust is not only an HR priority, it is central to preserving the values that have defined Central Bank of India for more than a century.

NEW INDIA ASSURANCE: A LEGACY THAT INSPIRES INNOVATION

> The rich legacy of New India Assurance serves as its compass



Founded by Sir Dorabji Tata in 1919, New India Assurance has served the country through Independence, nationalisation, economic liberalisation, natural catastrophes, a pandemic and rapid technological change.

We encourage our teams to view this legacy not as a museum, but as a compass. Integrity in underwriting, fairness and empathy in claims, financial prudence, accessibility and service to the nation remain non-negotiable. The processes through which we deliver them, however, must continuously evolve. Legacy should provide direction—not create resistance to change.

Learning across generations

Our experienced professionals carry decades of underwriting, claims and field-level judgement that cannot simply be coded into a system. Younger employees bring digital fluency, new ideas and fresh expectations of how work and customer service should operate.

Through mentoring, structured learning and cross-functional collaboration, we bring these strengths together. This allows institutional knowledge to remain alive while ensuring that innovation is grounded in sound insurance principles.

Innovation as an everyday practice

Innovation cannot be confined to one department. Employees closest to customers often understand operational friction better than anyone else. We therefore encourage teams across branches, underwriting, claims, operations and technology to identify problems, test practical solutions and learn from the results.

Digital tools, analytics and artificial intelligence should reduce repetitive work, improve risk assessment and make customer and claims journeys faster and more transparent. More importantly, they should give employees additional time for empathy, advice and complex

decision-making—areas where human judgement remains indispensable.

Preparing our people for the future

Insurance is being reshaped by technology, climate risk, cybersecurity, regulation and changing customer expectations. Our capability-building efforts must therefore go beyond conventional insurance knowledge to include data literacy, customer experience, technology, risk management and leadership.

The objective is not to turn every employee into a technologist, but to help every employee use technology confidently, responsibly and with informed human oversight.

Innovation anchored in trust

At our scale, more than 10,000 employees translate New India's purpose into thousands of decisions every day. A diverse workforce—across generations, regions, languages, disciplines, abilities and

gender—helps us understand the varied risks and protection needs of India.

However, speed can never come at the cost of trust. As the use of data and AI expands, privacy, cybersecurity, governance, accountability and human oversight must remain central. In insurance, any innovation that weakens customer confidence cannot be considered progress.

Preserving the promise, improving the process

For New India Assurance, the balance is clear: preserve the promise and improve the process. We honour those who built this institution by carrying forward their courage, professionalism and public purpose—not by freezing their methods in time.

The finest tribute we can pay to our legacy of 1919 is to ensure that New India remains trusted, relevant and indispensable in 2047 and beyond.



PIC: ARCHIVE

“CULTURE IS SHAPED THROUGH LIVED, EVERYDAY EXPERIENCE”

> Mussarat Hussain, Head HR, Suzuki R&D Center India (SRDI) Pvt. Ltd., explains how SRDI creates a differentiated Employee Value Proposition to attract talent



Suzuki R&D Center India's position as the youngest Suzuki subsidiary in a global group is not a constraint but a distinct advantage. Unburdened by legacy structures, we have the rare opportunity to deliberately architect the kind of organization we aspire to become. It is this very opportunity that gave rise to our Employee Value Proposition, IGNITE, built not merely to attract talent, but to awaken purpose in it.

At its core, IGNITE is anchored in meaningful work. Our engineers engage with real-world mobility challenges spanning across various domains such as ADAS, VD, Crash Analysis etc. When individuals witness the tangible impact of their contributions on products and customers, it cultivates a profound sense of ownership and purpose, the very spark IGNITE seeks to kindle.

Equally, we recognise that culture is not dictated through policy but shaped through lived everyday experiences. At SRDI, we are cultivating an environment that encourages learning, collaboration, initiative, and continuous improvement. Guided by Suzuki's philosophy, we strive to juxtapose technical excellence with humility, teamwork, and an unwavering customer-first mindset.

These values come alive through the wider Suzuki ecosystem initiatives such as technical training at SMC HQ in Hamamatsu, overseas outbound training programs and cross-cultural exposure that help employees gain a deeper sense of purpose, strengthen collaboration, and build meaningful connections. These experiences broaden perspectives, enhance capabilities, and foster a culture of learning, engagement, and shared growth.

THE HUMAN DIVIDEND CAPITALIZING ON CULTURE

BS MARKETING INITIATIVE

A LEGACY OF INNOVATION

> **Harshbeena Zaveri, Vice Chairperson and Managing Director of NRB Bearings**, talks of how moving the needle on innovation and maintaining financial discipline is key to building a sustainable, profitable future

Pioneering the needle roller bearing in India laid the foundation for our legacy, but it is our continuous evolution that defines us. We keep that pioneering mindset alive today through a deliberate, deeply studied strategic pivot built on exceptional R&D and engineering capabilities.

Our evolution is driven by an R&D backbone leveraging advanced manufacturing processes, proprietary computational analysis software, and simulation capabilities. By combining kinematics, dynamics, light weighting, and domain expertise in materials science, sealing, and lubrication, we deliver breakthrough friction solutions.

We are not just an automotive bearing manufacturer; we are transforming our engineering prowess into new growth verticals beyond our core business. Our future vision redefines our scope entirely—viewing “mobility” as the movement of systems, not just cars.

Our goals include capturing high-margin opportunities across six vital vectors:

- **Aerospace:** We are scaling by acquiring a pre-certified platform to bypass long gestation periods, strategically “buying speed, not scale”.
- **Automotive Adjacencies:** We are shifting from a standalone component supplier to an integrated system partner, focusing on high-precision steering components and spherical roller bearings.
- **“Beyond EV” Electrification:** We are expanding into commercial EV fleets, high-frequency drives, and industrial electrification.
- **Mobility Beyond Vehicles:** We are innovating for robotics, automated guided vehicles (AGVs), and urban air mobility.



**NRB BEARINGS**

- **Heavy Equipment & Mission-Critical Solutions:** We are deepening our footprint in construction machinery, while deploying solutions for data centres and renewable energy drives where operational failure is not an option.

By pairing technological leadership with financial discipline, we ensure our legacy of innovation drives a sustainable and highly profitable future.

“THE WORKPLACE OF TOMORROW WILL BRING PEOPLE AND AI TOGETHER”

> **Sameer L. Kanodia, Vice Chairman and CEO, Lumina Datamatics Limited**, expounds on the philosophy of melding human expertise with intelligent systems

AI is changing the way organizations operate and create value. However, its real potential lies in how effectively it enables people to do their work more efficiently.

At Lumina Datamatics, we work in environments where accuracy, quality, domain knowledge and scalability are extremely important. AI and automation are helping our teams improve efficiency, manage complexity, and make faster, more informed decisions. However, technology adoption alone does not create transformation. The larger challenge is preparing people to work differently. We focus on building a culture where teams continue to learn, adapt, and understand how technology can strengthen their capabilities.

The workplace of tomorrow will not be about choosing between people and AI. It will be about bringing the two together. Technology can process information, identify patterns, and support decision-making, while people bring experience, creativity, judgement, and business understanding.

Our role as leaders is to ensure that technology expands human potential. The objective is not simply to automate activities, but to enable our teams to focus on solving meaningful problems, creating better experiences, and driving innovation.



**LUMINA DATAMATICS®**
WE MANAGE KNOWLEDGE™

Long-term value belongs to organizations that successfully bring together technology, people, and processes. When the right culture supports innovation, technology becomes a true enabler of growth.

“INNOVATION IS FUNDAMENTALLY A PEOPLE AGENDA”

> **Madhavi Golash, Chief People Officer of Lohia Corp.**, outlines how breakthrough ideas emerge when an enabling structure for innovation is created

At Lohia Corp, our four decades of pioneering industry firsts have taught us that innovation is impossible without experimentation, and experimentation inevitably involves failure. Our patents and engineering breakthroughs are the outcome of curiosity, perseverance, and the courage to try again.

As a Chief People Officer, I believe innovation is fundamentally a people agenda. Technology, processes, and investments can accelerate innovation, but breakthrough ideas emerge only when people feel trusted, empowered, and safe to experiment.

Creating such a culture starts with psychological safety. Employees must feel confident to question established practices, share unconventional ideas, and challenge the status quo without fear of failure. Equally important is encouraging intelligent risk-taking. We distinguish between reckless decisions and well-informed experimentation by ensuring every initiative is backed by a clear purpose, customer insight, collaboration, and data-driven thinking. Cross-functional teams, knowledge sharing, and strong technical capabilities ensure that risks are well-informed, measured, and aligned with organisational objectives.

Recognition is another critical enabler. We celebrate not only successful outcomes but also the learning that comes from thoughtful experimentation. When leaders openly acknowledge lessons from setbacks and appreciate the courage to innovate, they reinforce that progress is built through continuous learning rather than perfection.

For me, innovation is not confined to R&D or product development - it is a mindset that should infuse every function and every individual.



**LohiaCorp**

As leaders, our role is to create an ecosystem where curiosity is encouraged, diverse perspectives are valued, and people have the confidence to turn ideas into impact.

The future belongs to organisations that not only manage talent but also unleash human potential by creating the confidence to experiment, the resilience to learn, and the courage to redefine what is possible.

“BUILDING FUTURE-READY CAPABILITIES IS IMPORTANT”

> **Chandan Chattaraj, President - Human Resources (India and Global), UFlex**, sheds light on how a shared sense of purpose inspires ownership, collaboration, and innovation across the talent pool

Packaging may not be the first thing consumers notice, but it plays a vital role in protecting products, preserving quality, and enabling more sustainable choices. At UFlex, we ensure our employees understand that while the packaging may remain behind the scenes, the impact of their work is experienced by millions every day.

Creating this sense of purpose goes beyond communication—it is embedded in how we engage, learn, and collaborate. Through **Flex-U Planet**, **Flex-U Newsletters**, and our digital communication platforms, we regularly share stories of innovation, sustainability, customer partnerships, and operational excellence, helping employees connect their everyday contributions with the larger business purpose.

Building future-ready capabilities is equally important. The **UFlex Learning Academy** equips employees with technical, behavioural, and leadership skills while also creating awareness of emerging technologies, including AI and digital transformation, that are reshaping manufacturing. Complementing this, engagement platforms such as **Symposium** bring together colleagues from different functions to exchange ideas, share best practices, and strengthen cross-functional collaboration. Alongside our focus on Good Manufacturing Practices, continuous improvement, and innovation, these initiatives foster a culture where learning never stops.



**UFLEX**
'A part of your daily life'

When people understand that they are not simply producing packaging but helping protect food, medicines, brands, and the environment, their work gains deeper meaning. That shared sense of purpose inspires ownership, collaboration, and innovation—ensuring that every employee contributes to creating value for our customers, our communities, and a more sustainable future.

LEADERSHIP PERSPECTIVES

Co-creation at scale works when people feel they belong to one team, even when they sit in different cities. With 22 delivery centers across the globe, collaboration means keeping the One R Systems spirit alive while enabling every center to bring its own local flavor. That balance allows room for organic collaboration, builds trust and makes it sustainable.



Nitesh Bansal, CEO, R Systems

Outcreating the market begins from within. At LTM, we believe innovation thrives in a culture built on trust, empowerment and a shared sense of purpose. We have created an environment where people feel safe to experiment, challenge ideas and learn continuously. Initiatives like AI 1000 reflect this commitment. Through the programme, we are developing over 1,000 Forward Deployed Engineers who combine deep technical expertise with business creativity to turn bold ideas into measurable outcomes. Our BlueVerse™ ecosystem gives teams the tools and platforms they need to collaborate and innovate faster. Today, 90% of our workforce has already been upskilled in AI. This makes innovation a part of how we work every day. When people are encouraged to stay curious and are equipped with the right skills and resources, they do more than keep pace with the market. They help Outcreate it.



Chetana Patnaik, Chief Human Resources Officer, LTM Limited

The most powerful motivator is knowing that your work matters to someone beyond the workplace. We make patient impact visible by sharing real stories of resilience, hope, and transformation, helping employees understand the difference their contributions make every day. From discovery to delivery, every function is part of a larger purpose-driven ecosystem dedicated to improving lives.



Natasha Tiwary
Director - Human Resources, AbbVie India

At VA TECH WABAG, our century-long legacy in water management is founded on innovation, engineering excellence and an unwavering commitment to sustainability. We believe that this legacy can only continue if our people are empowered to think differently, challenge convention and create solutions that address the world's evolving water needs.



Venkatesan K
Sr. General Manager & Head – Facilities, Administration & CSR, VA TECH WABAG LIMITED

*At CMR Green Technologies, **People First** is more than a core value—it is the foundation of every people decision we make. We believe that when our people grow, our organization grows.*

Our commitment to career development is reflected through structured learning and leadership initiatives such as our Leadership Development Programs, Continuous Education Policy, and internal career progression opportunities. We encourage employees to continuously enhance their skills, embrace new challenges, and build meaningful careers within the organization.



Sanjay Singh, Chief Human Resources Officer, CMR Green Technologies



***Baat Bharat Ki** is an exclusive video series that sees academicians, policymakers, bureaucrats, and thought leaders share their expertise and insights. The conversation revolves around the broader discourse of India's development journey.*

SOME OF THE NOTABLE NAMES WE HAVE SAT DOWN WITH INCLUDE:



For more information visit our website www.marksmendaily.com

...and many more.

As a result, our people see themselves not simply as technology professionals, but as contributors to meaningful business transformation. That understanding creates a stronger sense of purpose, ownership, and engagement in solving some of the most complex challenges facing organizations today.

wtw

LEADERSHIP PERSPECTIVES

ct when
ss

ing
urpose

A portrait of a man with a beard and mustache, wearing a dark suit, white shirt, and a red tie. He is looking directly at the camera with a slight smile. The background is plain white.

and

A portrait of Dr. Ravi K. S. Murthy, a man with glasses and a mustache, wearing a dark suit, white shirt, and red tie. He is smiling.

Dr. Ravi K. Sankar



Dr. Rakesh Kumar

NTPC helps employees understand their responsibility through its Vision of becoming the world's leading power company, accelerating India's growth & energy transition. NTPC's Mission (Provide reliable power and energy transition solutions in an economical, efficient and environment friendly manner, driven by innovation and agility) along with the NTPC Brighter Plan 2032, gives employees a clear sense of purpose, pride, and ownership, and enables them to see their work as that of nation-building - enhancing lives and powering India's progress every day.

By MARKSMEN **ONLY**

SPOTLIGHTING
STORIES THAT MATTER

A premium business, leadership & lifestyle magazine

LATEST EDITION

GET YOUR
FREE
SUBSCRIPTION
TODAY



SCAN
THE QR
CODE

For more information, contact us

 hello@marksmendaily.com

