

SHRM INDIA
ANNUAL'18
CONFERENCE & EXPO
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SHRM INDIA ANNUAL CONFERENCE 2018

HR EXCELLENCE AWARDS 2018

AWARD WINNERS' CASE STUDIES



SHRM
EXCELLENCE
— AWARDS —



INDEX

• About SHRM India	01
• Acknowledgements	03
• SHRM India Knowledge Center	05
• About SHRM India Annual Conference & Expo 2018	07
a. SHRM India HR Excellence Awards 2018	07
b. Awards Jury Members	08
c. SHRM Awards Team	09
• Executive Summary	10
• Bringing Smiles to the Underserved Children @ Brillio <i>Excellence in Community Impact</i>	14
• Reinventing Behaviors to enhance the Talent Fabric @ Wipro <i>Excellence in Developing Leaders of Tomorrow</i>	23
• Grade, Groom and Grow @Schneider Electric <i>Excellence in Developing Leaders of Tomorrow</i>	31
• The Voyage of Diversity & Inclusion @ Startek - Aegis <i>Excellence in Diversity & Inclusion</i>	35
• Big 5 Goals that cover all aspects of Diversity and Inclusion @ RBS <i>Excellence in Diversity & Inclusion</i>	43

- Shaping the Future of Business Through Intelligent HR Analytics @ Concentrix 54
Excellence in HR Analytics
- The Inclusive Learning Pyramid @ TCS 60
Excellence in Learning and Development
- Effectiveness through Efficiency @ Piramal Glass 65
Excellence in Learning and Development
- Disrupting the Learning Process to Future Proof Employees @ DBS Bank 74
Excellence in Learning and Development
- Integrated Digital Experience across Employee Life Cycle @ Wipro 81
Excellence in Leveraging HR Technology
- Overhauling HR to Enhance Employee Experience @ L&T Construction 86
Excellence in Leveraging HR Technology
- Digitizing Talent Acquisition Outside-in @ L&T Construction 90
Excellence in Talent Acquisition
- Balancing Agility and Experience in Talent Acquisition @ Adobe 97
Excellence in Talent Acquisition
- A Culture that Supports Wellbeing; Programs that Foster Community at Work @ Adobe Systems 104
Employer with Best Health and Wellness Initiatives



ABOUT SHRM INDIA

SHRM India is a part of the world's largest professional, not-for-profit Human Resource association, SHRM – the Society for Human Resource Management. It has 3,02,000 members in 165 countries. Its mission is to empower people and workplaces by advancing HR practices and by maximizing human potential through globally recognized certifications, collaborative communities, comprehensive resources, research, professional development opportunities, academic alliances and advisory services. SHRM India provides a platform for thought leadership, sharing of best practices and professional networking within the Indian and global HR communities, in order to take the profession higher through continuous and collaborative learning.

The SHRM India Knowledge Center brings together knowledge and expertise in every aspect of HR in one place, for the convenience of the practitioner. Together, the SHRM India Knowledge Center resources enable and equip the HR professional of today to deliver in the current work context as well as meet future challenges. Supported by a bank of over 50 Subject Matter Experts and internal expertise, the SHRM India Knowledge Center offers cutting-edge resources, across all key and emerging HR disciplines. These include thought leadership, advisory panels, tools and templates, virtual events and research.

SHRM's comprehensive online resources provide rich content on www.shrm.org website. This huge repository of articles, research papers, case studies and related material on every aspect of HR within the Indian and global contexts constitutes the most current and comprehensive body of knowledge in HR. The two websites also link to social media, provide up-to-date information on events and are the gateway to the Knowledge Center, virtual events and advisory panels.

SHRM India also offers Professional Development programs, customized learning frameworks and skill-building workshops, with a focus on strengthening the core competencies among HR professionals. These include focused programs in each of the HR

sub-functions like Total Rewards, Staffing and Recruitment, Performance Management, and Business Alignment across all career levels. Our Advisory Services offer consulting and customized solutions for corporate and academic institutions, based upon their business challenges and developmental needs. The core areas of advisory services are Leadership and Culture, Learning and Development, Performance and Rewards, Organization Structuring, Talent Management and Employee Engagement, HR and People Manager Development.

The University Alliance practice of SHRM India provides high quality standards of HR knowledge across universities in India and supports the HR curriculum with the world-renowned SHRM Body of Competency and Knowledge™ (SHRM BoCK™) built over the course of the past 66 years. The purpose of this initiative is to develop a broad and consistent channel of HR talent in India.

The SHRM India Forums held in various locations across India are local learning stations, which enable professional development, networking, exchange of knowledge resources and practices within the Indian and global HR communities.

SHRM India continuously strives to release the latent potential of worldwide knowledge exchange in the space of business HR, by constantly expanding and redefining the profession and practice of HR in India and around the world.

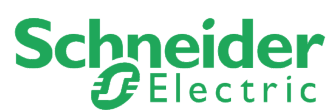
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ACKNOWLEDGEMENTS

We would like to thank the following organizations for their participation in the case studies:







SHRM INDIA KNOWLEDGE CENTER

The SHRM India Knowledge Center brings together knowledge and expertise in every aspect of HR in one place, for the convenience of the practitioner. Together, the SHRM India Knowledge Center resources enable and equip the HR professional of today, to deliver in the current work context as well as meet future challenges. The purpose of the SHRM India Knowledge Center is two-fold – to support and advance the Human Resource profession. In line with its philosophy 'Knowledge is not enough, application counts,' it offers HR professionals a unique platform to sharpen and build their HR competencies while on the job. Our cutting-edge resources, across all the key and emerging HR disciplines include:

HR Disciplines

Our repository of global and India based articles and research on our knowledge portal provide a go-to resource for HR professionals to update themselves on current and emerging workplace issues and their implications for HR.

Subject Matter Experts

The SHRM India Knowledge Center has a bank of over 50 Subject Matter Experts (SMEs). These leading lights in the field of HR have extensive and diverse experience in the industry, consulting and academics both, within the country and around the world. Our SME Advisory Panels are sources of real time advice and knowledge on all aspects of HR. SMEs also contribute towards SHRM's mission of supporting and advancing the profession by participating in Virtual Events, providing expertise to the 'Ask an HR Advisor' Service, partnering Capability Building, Thought Leadership and Advocacy.

Ask an HR Advisor

HR professionals can receive assistance from our full-time HR Advisors, on any HR issues or questions via e-mail. The HR Advisors draw on the SHRM body of knowledge and research, advice from a bank of over 50 Subject Matter Experts and their own professional expertise.

Tools and Templates

The SHRM India Knowledge Center regularly develops reference content on our website for members. This encompasses a collection of step-by-step instructional 'How-To-Guides' designed to walk an HR Professional through the practical process of how to complete a particular HR process, Toolkits, Sample HR Forms and Policies and other resources across all the disciplines to help HR practitioners address day today tasks, leaving them with more time to focus on their strategic objectives.

Virtual Events

Our Virtual Events, such as online Chats and Webinars, leverage technology to provide expertise to HR professionals across locations at minimal cost. All past Virtual Events are archived on our knowledge portal for easy access.

Research

The SHRM India knowledge portal provides a repository of in-depth and ground-breaking global and India specific research conducted either in-house or in collaboration with external Subject Matter Experts. Our research papers provide HR practitioners with valuable insights on current challenges as well as help identify and anticipate emerging areas, future challenges and NEXT practices – keeping them ahead of the curve at all times.



ABOUT SHRM INDIA ANNUAL CONFERENCE & EXPO 2018

Asia's most premium conference, The SHRM India Annual Conference is the genesis of groundbreaking HR practices which brings together eminent thought leaders and HR professionals from around the globe. SHRM IAC is a crucible of learning where valuable insights are shared and smarter HR systems are pioneered.

The SHRM India Annual Conference 2018, held at New Delhi titled "THRIVE" witnessed around 1600 + delegates, 100+ world class speakers and 76+ organizations associating with us as Partners. The conference also saw a large number of exhibitors offering an unmatched networking and engagement platform for CEOs and HR Executives. In this two-day event spread across 44 knowledge sessions, eminent HR practitioners gathering from all parts of the globe discussed the traits to THRIVE - Trust, Innovation, Vision and Evolution. Several internationally renowned experts such as Ajay Srinivasan, CEO Aditya Birla Capital, Sonam Wangchuk, Social Entrepreneur, Founder SECMOL etc. spoke at the conference. The conference also included a number of panel discussions and concurrent sessions along with the SHRM India HR Excellence Awards 2018, for organizations doing exemplary work in HR.

SHRM India HR Excellence Awards 2018

The SHRM India HR Excellence Awards were instituted as an exemplary platform to recognize organizations that put people first, deliver future focused excellence in the field of People Management and understand the importance of human capital as a key contributor to business outcomes.

For 69 years, the Society for Human Resource Management has followed its core ideology of supporting the professional and advancing the profession. It recognizes the pioneering and innovative people management practices that impact not just organizations but also business, society and the profession as a whole.

SHRM India HR Excellence Awards focused primarily on HR practices that would impact the enterprise of tomorrow. The aim was to recognize organizations that have excelled in bringing NEXT into their people practices and empowered HR to become a strategic business partner. In essence, these Awards celebrated and acknowledged organizations that work passionately towards raising the bar for the profession through constant innovation in India as well as in South Asia (excluding India).

A brief description of the various Award categories is as follows:

1. *Excellence in Community Impact*

To recognize organizations that have effectively leveraged their human resources to undertake initiatives for the betterment of the environment, or the upliftment of underserved sections of society.

2. *Excellence in Developing Leaders of Tomorrow*

To recognize organizations that conduct programs and/or follow best practices to identify, from within the organization, & develop leaders of tomorrow to take on the new and challenging organizational roles that they will play in the future.

3. *Excellence in Diversity and Inclusion*

To recognize organizations that have a “culture of inclusion” and thus have adopted and implemented such policies and practices, such as non-discrimination on the grounds of gender, religion, work location etc., that build in and promote - diversity and inclusion.

4. *Employer with Best Health and Wellness Initiatives*

To recognize organizations that understand the linkage of employee health to business productivity and have therefore proactively identified or designed specific health and wellness programs which can support the needs of their employee segments.

5. *Excellence in HR Analytics*

To recognize organizations that have effectively used HR analytics, such as technology tools, HR Metrics etc. to measure and improve the overall performance of the organization.

6. *Excellence in Learning and Development*

To recognize organizations with demonstrated success in learning initiatives that include training, development and knowledge management. Learning includes acquisition of knowledge (tacit & explicit), skills, behaviors or competencies which are critical for organizational success.

7. *Excellence in Leveraging HR Technology*

To recognize organizations that understand the importance of digitizing HR processes with the aim of Leveraging HR Technology for competitive advantage, and have therefore proactively identified areas for automation in order to improve HR deliverables and help strengthen the strategic role of HR.

8. *Excellence in Talent Acquisition*

To recognize organizations with demonstrated success in Talent Acquisition and integration of new staff as a result of their policies and practices in sourcing, hiring and onboarding.

Award Jury Members

As a part of this rigorous awards selection process, the initial screening was done by our in-house experts:

Screening Jury:

- ♦ Nishith Upadhyaya - Head, Advisory Services
- ♦ Dedu Ajith-John - GM - South, & Associate Director - Knowledge & Advisory, SHRM
- ♦ Perzine Dadyburjor - Associate Director, Knowledge and Advisory
- ♦ Nida Shahid - Associate Director, Advisory
- ♦ Drashti Desai - Knowledge Advisor
- ♦ Swati Thakur - Advisor



The following eminent industry experts, academicians and consultants constituted our Final Jury

Final Jury:

- ♦ Aditya Kohli – CHRO, Clix Capital
- ♦ Anil Tandon – Trustee & Founder President, IIMPACT; President, Zipper Association of India
- ♦ Arjya Chakravarthy – Program Chair, PGP-HRL, School Of Inspired Leadership
- ♦ Bimal Rath – Founder & MD, Think Talent Services
- ♦ Gagan Singh – Independent Director, Timex Group; Consultant, Anarock Property Services Pvt. Ltd.
- ♦ Premarajan R. K. – Associate Professor, XLRI Jamshedpur
- ♦ Prithvi Shergill – Co Founder, Smarten Spaces, and Tomorrow
- ♦ Rohit Thakur – Head of HR, India, Accenture
- ♦ Smriti Ahuja – Global Head of Organization Effectiveness and Performance Management
- ♦ Snehal Shah – Professor and Chairperson Fellow Programme in Management, SPJIMR
- ♦ Vivek Paranjpe - Independent consultant and an executive coach

SHRM Awards Team

- ♦ Perzine Dadyburjor - Associate Director, Knowledge & Advisory
- ♦ Drashti Desai - Knowledge Advisor
- ♦ Jasnaz Boga – SHRM Consultant

Project Lead for Case Study Publication

- ♦ Neha Pant – Senior Knowledge Advisor

EXECUTIVE SUMMARY

In keeping with its mission to empower people and workplaces by advancing HR practices and by maximizing human potential, the SHRM India Knowledge Center has developed in-depth case studies to share the best and next HR practices of winning organizations to facilitate learning amongst Human Resource professionals.

SHRM India has compiled the case studies on the best practices of ten winners, three runners-up and one special recognition awardees of the SHRM India Annual HR Excellence Awards 2018.

The case studies of the winning organizations showcase best practices that have had a demonstrated impact on the strategic outcomes of the organization. The HR practices and unique initiatives highlighted through the case studies on the runners-up demonstrate their progress on the journey towards excellence.

These case studies, in the order of the Award category, are summarized below:

Excellence in Community Impact

Winner: Brillio

Bringing Smiles to the underserved children @ Brillio

The primary focus of the CSR initiative 'Bringing Smiles' is to help underserved children develop conceptual understanding and acquire skills which will assist in increasing their employment opportunities. Brillio aims to enable over 100,000 young minds globally to thrive in a new digital economy through e-learning projects, innovation workshops, science experiments, interactive self-learning initiatives and productive skill-sharing. Brillio is looking at a future in which, STEM education/ digital technology will be a great enabler in delivering education and growth so that the gap between private and government schools is bridged.

Excellence in Developing Leaders of Tomorrow

Winner: Wipro Ltd.


Reinventing Behaviors to enhance the Talent Fabric @ Wipro

To deal with customers that focus on driving transformation with technology at the center stage Wipro needed to ace new age delivery engagements while maintaining high standards of execution excellence. For this, they required empowered and agile leadership which was future oriented and could groom, develop, and manage high impact teams. Wipro had to devise leadership programs which would identify leaders who were comfortable with ambiguity, could adapt to emerging roles and were able to accomplish goals at a rapid pace. They had to keep in mind a multi-dimensional transformation approach that involved reskilling, reorientation or new ways of working, cultural change & digitizing Wipro's systems and processes. Hence, it was a leadership and business imperative for a bold paradigm shift within the organization.

Runner-Up: Schneider Electric

Grade, Groom and Grow @ Schneider Electric

Schneider Electric is a core engineering firm but is aspiring to be a technology company considering the emerging technologies and open markets. Any transformation effort should hence find the golden mean between these two extremes and require a smooth transition. With having a



multi-generational workforce (from baby boomers to Gen Z interns) SE felt the need to ensure that any transformation that is undertaken, is highly inclusive and is equally relevant to all stakeholders concerned and therefore manage the change effectively. This required a change in mindset and putting in place new systems, processes & programs. SE realized that their leaders will need to role model this transformation and hence set out to consciously work on creating technology leaders for the future who will lead this transformation from the front. This meant a complete transformation in the way the company used to look at leaders – SE now needed to reinvent the ways in which they used to traditionally address the situations hence they adopted the Grade, Groom and Grow philosophy.

Excellence in Diversity & Inclusion

Winner: Aegis Customer Support Services Private Limited

The Voyage of Diversity & Inclusion @ Startek-Aegis

For Aegis, Diversity goes beyond the traditional concept of Equal Employment Opportunity. Being a responsible organization, the company has the intent to serve, value and make the fullest possible use of the diverse backgrounds, skills, talents and perspectives of all its people, which is the main driving factor. In line with this, the company follows a six dimensional model of diversity which includes Persons with Disabilities, Gender Inclusivity, Socially & Economically Disadvantaged People, Culturally & Linguistically Diverse People, Mature Age People and Indigenous People.

The company believes that only when people of different backgrounds and beliefs work together as a team that a company can hope to progress and grow. By creating and successfully managing a diverse workforce, an organization can improve employee satisfaction, productivity and retention not to mention the benefits reaped by the community and the world at large

Winner: RBS Services India Pvt. Ltd.

Big 5 Goals that cover all aspects of Diversity and Inclusion @ RBS

RBS India is strongly committed towards the bank-wide ambition to build a great reputation by, "Relentlessly breaking down barriers to make sure everyone can bring the best of themselves to work every day through creating a culture where our people feel comfortable being their true selves, knowing we'll support them." The Indian D&I council at RBS mirrors the UK structure to take the diversity and inclusion agenda forward.

Excellence in HR Analytics

Winner: Concentrix Daksh Services India Pvt. Ltd.

Shaping the future of business through intelligent HR Analytics

Concentrix Daksh has effectively used data, HR metrics and analytics to introduce critical thinking and address many issues in the organization, leading to better decisions and improved performance. It has taken this effort to the next level by leveraging analytics as a revenue line to serve clients. With a firm plan in place to invest in technology upgradation in the coming year, it aims to provide better support to internal stakeholders and stay ahead of the competition.

Excellence in Learning and Development

Winner: TCS

The Inclusive Learning Pyramid @TCS

The rapid change in digital technologies and their network effect led to reshaping industries. Business had to be integrated to reap the benefits of this change and the world entered into the Business 4.0 era. This dramatic scale and pace of change had impacted the leadership in organizations and resulted in an urgent transformation of business. In response, TCS adopted an organic approach to talent. The Inclusive Learning Pyramid was designed for learners at every level with programs across technology, leadership, domain and languages. This helped every employee in applying their learnings and grow, while playing diverse roles. The digital learning platform encompassed virtual, physical and experiential learning infrastructure with high quality content. Learning programs were divided across: New Hires, First Time Managers, Middle Managers and Senior Leaders.

Winner: Piramal Glass Private Limited

Effectiveness through Efficiency @ Piramal Glass

The organization has made significant strides towards integrating the business and people-centric agendas across the Piramal Growth story. It has successfully been able to fill in the gaps by providing the workforce a portfolio of diverse Learning and Development experiences which are integrated both vertically and horizontally. Keeping up with the technological advances the company has introduced cutting edge technology to make the learning experiences world-class. This has made Piramal Glass a front runner when it comes to being a Learning organization.

Runner-Up: DBS Bank

Disrupting the Learning Process to Future Proof Employees @DBS Bank

DBS has always been one of the first banks to match pace with evolving technology. While they are making banking simple for their customers, they are also preparing their employees for the 4th industrial revolution called "The Digital Age". They have been recognized for being Asia's best digital bank. They are now aiming to be the best bank in the world in the year 2020 (#BBIW2020). To achieve this, employees need to upskill and stay relevant with a continuous learning mindset to acquire these new digital skills. The intent was very crisply put across by Yan Hong Lee, Global Head of Human Resources, "I don't want to save jobs I want to save our employees".

Excellence in Leveraging HR Technology

Winner: Wipro Limited

Integrated Digital Experience across employee life cycle @ Wipro

Due to its vast employee-base spread all across the world, and complex business processes, Wipro had built several exceptions in system/application and procedures to accommodate various business requirements resulting in increase in turnaround time for internal processes having several manual hand offs, resulting in large number of support personnel and high cost of operations. This impacted employee productivity and user experience. Wipro's HR Shared Service Center (HRSS) was co-created to address all employee issues pertaining to processes in the Hire to Retire cycle. To achieve the desired results, the HR Team collaborated with Wipro's CIO, Digital and AI Teams to leverage state of the art technology like Machine learning, AI, Chat bots etc. to reimagine all the internal processes.

Special Recognition: L&T Construction

Overhauling HR to enhance Employee Experience @ L&T Construction

In line with management's vision to become a pioneer in the construction segment to offer digital experience for internal and external stakeholders, HR function at L&T Construction has accepted the need to be more technology savvy to stay ahead of the competition through efficiency in talent attraction, quality of engagement and productivity enhancement. The rapidly reducing differentiation in processes and systems in most of the functional areas of HR calls for standardization. L&T Construction needs to provide a user-friendly technology environment at work which allows the user to access information across devices and platforms, with the standard look and feel. The new standardized system is envisaged to simplify the routine HR tasks and bring in process efficiency across various stages of HR Life Cycle of an employee.

Excellence in Talent Acquisition

Winner: L&T Construction

Digitizing Talent Acquisition Outside in @ L&T Construction

L&T Construction as a brand was perceived as a traditional engineering company by the new-age tech driven companies. While reaching out to talent community, they expressed reservations with regard to compensation parity/culture/technology interventions etc. As a result, L&T Construction set out on a Digital Transformation Journey a year ago and the HR team was mandated for leadership hiring, lateral (Niche) hiring, entry level hiring from premier Institutes & global talent pool and making talent acquisition process digital. L&T Construction effectively used platforms like LinkedIn and Facebook for engaging with talent communities and involved their senior management in employer branding exercise, enhanced candidate experience by leveraging technology to streamline candidate work-flows.

Runner Up: Adobe Systems India Private Limited

Balancing Agility and Experience in Talent Acquisition at Adobe

Adobe understands the focus is on talent rather than candidates. Talent Relationship Management (TRM) goes beyond just candidates to encompass contingent workers (external talent networks) and current employees (internal talent pools) in a holistic approach to identifying, engaging and building talent networks. The Talent Selection team recognizes the need for their recruiting strategy to be much more proactive to thrive in today's hiring ecosystem as the organization continues to overcome some big challenges.

Excellence in Health and Wellness Initiatives

Winner: Adobe Systems India Pvt. Ltd.

A culture that supports Wellbeing; programs that foster community at work

Due to substantial number of new hires every year and its ever-expanding kitty of benefit offerings Adobe found awareness to be a challenge. The dynamic nature of work also left less time for employees to proactively search for benefits related information. Adobe introduced initiatives to address these issues. The company also found that it was important to educate employees on how to be smart consumers of health products. It focused on the perils of emotional and stress induced issues and attempted to remove the social stigma around these giving voice to those lurking in the shadows and encouraging them to come out and seek help.

BRINGING SMILES TO THE UNDERSERVED CHILDREN @ BRILLIO

EXCELLENCE IN COMMUNITY IMPACT

Content Curated by Keerthana Vardhini

Associate SHRM India

Inputs by Abhishek Ranjan

Marketing and CSR

Brillio



ORGANIZATION OVERVIEW:

Brillio is a leader in global digital business transformation, applying technology with a human touch. It helps businesses define internal and external transformation objectives and translates those objectives into actionable market strategies using proprietary technologies.

Since its inception in 2014, Brillio has built a full suite of digital-focused services that enterprises need as they embark on their digital journeys and transform their front office, developing and deploying disruptive solutions which have helped their clients compete more effectively and capture business value faster.

They are supported by a best-in-class partner ecosystem through alliances with Microsoft, Amazon Web Services and Salesforce and have been recognized by their customers and industry analysts like Forrester and Gartner for their work.

With 2600+ experts and 12 offices worldwide, Brillio is an ideal partner for enterprises that want to quickly increase their core business productivity, and achieve a competitive edge, with the latest digital solutions, capabilities and ecosystems out there.

BRILLIO AND CSR:

Most companies wait to be profitable to start their social responsibility program. At Brillio, it was part of the agenda from the very first year of their operations. CSR was built-into the corporate strategy, pledged in the year 2015 to help 100,000 underserved young minds by 2020. Brillio recognised that there is a significant gap in quality and access to education between government and private schools. Consequently, there is a lack of motivation to learn amongst students from underserved backgrounds. Government schools generally do not have the necessary facilities, such as science labs and computer labs.

Brillio's vision was to build an organization of not just talented technology-leaders but also informed and responsible individuals. Their "Bringing Smiles" initiative is the all-round theme for the global corporate citizenship programs. Brillio's "Corporate Sustainability Policy" expresses their commitment to incorporating a robust social and environmental agenda into their business beyond just legal or regulatory compliance.

In 2016, they began expanding their current agenda to incorporate environmental impact as well in addition to community empowerment through education. Their strategies, risk management practices and internal policies are undergoing a transformation to reflect this thinking.

Brillio has a five-year roadmap for the sustainable development of 100,000 children and their mantra is "Think Sustainable – Act Responsible."

Brillio profoundly believes that technology is a powerful enabler for people to expand their horizons and participate more fully in the digital world. It also reflects the conviction of Brillio's CEO, Raj Mamodia, "that to build a great company, it is not enough just to develop great products and solutions but also to contribute to society." The CEO says, "Bringing Smiles is the soul of our organization." By exposing children to today's disruptive technologies - particularly children for whom technology is either a luxury or non-existent – Brillio can nurture the imaginations of young people and democratize the ideas of innovation and entrepreneurship.

KEY INITIATIVES:

Launched in 2015, Bringing Smiles combines financial resources from Brillio, employee engagement around the world, and partnership with schools and non-profit organizations. More than 750 of

Brillio's 2,600-plus workforce have volunteered 17,335 hours of their time to the effort.

Brillio's 'Bringing Smiles' aims to spread joy and knowledge. Through this initiative, the employees empower children to be self-sufficient, independent and happy citizens.

The Brillio "Bringing Smiles" initiative has touched 30,000 lives and is on its way to impacting 100,000 children. Bringing Smiles fosters career development and STEM skills in underserved communities around the world.

The primary focus of Bringing Smiles is to prepare young people, in the 10 to 16-year age bracket, globally for careers and life in a digital-centric, entrepreneurial, and disruptive world. Brillio has reached 70 schools and impacted about 30,000 children so far.

Brillio's Bringing Smiles efforts are currently focused on schools in India where STEM education is virtually non-existent.

Brillio iMobile Lab (STEM Program):

The iMobile lab fills a major gap in education by providing Science & Tech labs to children in government schools, by providing opportunities for interactive, hands-on learning. The carefully curated design of the iMobile blends traditional, non-traditional and digital approaches to teaching through science and technology experiments.

E-Teaching in Rural Schools (Connecting India with Bharat):

This program aims to empower hundreds of children from schools in rural India by providing them access to quality education. The remote teaching model brings together passionate people from across the globe, leveraging the power of simple modern technology. Brillio Volunteer e-Teachers engage and teach children in five rural schools on a weekly basis, right from their cubicles or living rooms. Currently, they have set-up rural teaching classrooms in Karnataka, Bihar & Jharkhand and our employees also teach in Andhra Pradesh & West Bengal schools.

Empowering the disabled:

They have set-up a digital library to make education accessible for the people with visual disabilities, dyslexia and verbal processing difficulties. The books are being scanned, typed, recorded and edited by Brillio Volunteers and the team at Samarthanam to ensure optimum quality of work to provide easy access to content in a digital audio mode to persons with disabilities.

Tinker Lab – STEM program:

Brillio have set-up tinker labs in two Govt. Schools in Bangalore aimed at fostering curiosity, creativity, and imagination in young minds. At the end of this program students will be able to create software program using Scratch, mobile applications using MIT App Inventor, design & print 3D models and create robots like Colour detector, Obstacle avoider, light detector, etc.

Science Labs:

They set-up science labs in 18 Govt. Schools in Karnataka & Maharashtra which stimulate curiosity, provide practical opportunities to explore a concept in easy ways, develop appropriate hands-on experience in understanding science and its concepts

Bridging Digital Divide: Digital Classrooms in Govt. Schools:

Brillio has set-up 30 digital learning centres in India. They have provided e-learning/digital classrooms to several schools, consisting of content, aligned with the syllabus. These kits also include tools such as

projectors, speakers, etc. that make learning more interactive which will empower them with digital education.

TGIF – Friday Classes: Every Friday Teaching at Govt. Schools:

Another unique employee volunteering program which they introduced is called TGIF (Thank God It's Friday!). Previously, Fridays were associated with long lunches and the fun and leisure that weekends promise. Now, TGIF has a new meaning. Every Friday between 2-3.30 pm, Brillio employees, or 'Brillians' as they are called, get together and immerse in various volunteering programs that make a meaningful impact. As part of the initiative, they visit four government schools in Trivandrum and Bengaluru, to teach English and Mathematics to students. The classes are conducted through a structured syllabus that has been developed by feedback from the school and their internal assessment of the students. This supplements what they learn in the class and helps them improve their grades.

Digital Day and Science Day:

A program launched by Brillio, where children from various government schools are invited to attend half-day workshops every alternate month, either at their schools or even as a field trip to Brillio offices. Providing a real-world context in technology and science, these workshops expose the children to the latest technologies such as Wearables, VR, AR, AI, experience how mobile apps work, among others. The children also get an opportunity to work on exciting science experiments that supplement their daily education.

Partner with T and B-Schools:

They engage with B School in advocating business responsibility, and conducted an idea contest and Case study competition with SIBM, Pune where hundreds of MBA students from Top B School Participated. IIT Delhi invited Brillio to share Digital in CSR program. They also conducted a social analytics challenge with TAPMI, Manipal.

Computer Labs & Libraries:

Computer lab/ Libraries at 6 schools in Karnataka and Kerala.



KEY INITIATIVES AT BRILLIO

SUSTAINING THE MOMENTUM

One Mission, One Vision, One Team:

Brillio has an integrated CSR Strategy: CSR grants, Employees, Partners and other Stakeholders are working on a singular purpose of helping children learn better. From the beginning, the company had a clear charter, according to which three focus areas were identified: technology intervention and education, digital literacy, and skill development with technology. All the projects are planned till 2020 in keeping up with its 5-year road-map. All their NGO partners are tied-up for a minimum of 3 years.

It is also important not to have too much diversification of the program, instead, have a more focused sustainable long-term plan which will have maximum impact on the beneficiary.

Co-opt Employees, Motivate them:

- At Brillio, for any project to sustain and grow the employees/volunteers need to be highly motivated. This is achieved at Brillio in the following ways
- Ask the employees - Conduct survey to understand the interests of the employees. Know their reasons for volunteering
- Customize the program keeping in mind the interests of the employees. This will ensure the volunteers take ownership of the project
- Communicate: Let them know what is expected of them as well listen to their suggestions and feedback.

They also recognize and reward the employees for their work:

- Brillio Hike & Smile program – Employees who clock maximum volunteering hours in a year are taken on an all-expense paid hiking trip
- Bringing Smiles Champions – Every month employees who have contributed to the program are featured on the company's social media handle and are awarded as the 'Bringing Smiles Champions'
- Precious You program – Employees who clock a minimum of 10 hours of volunteering and refer at least one of his/her peer to the program are featured on the company's social media, posters in the office are put up and win goodies like t-shirts, etc.

Make it part of Culture:

Leaders lead the pack- The leadership team closely works with their non-profit partners. Some of these leaders also serve as Board members for some of the non-profits.

Responsible Culture- Not Charity- Brillio believes that Bringing Smiles is the soul of the organization and giving back to society is part of Brillio's culture, and not merely about check book philanthropy.

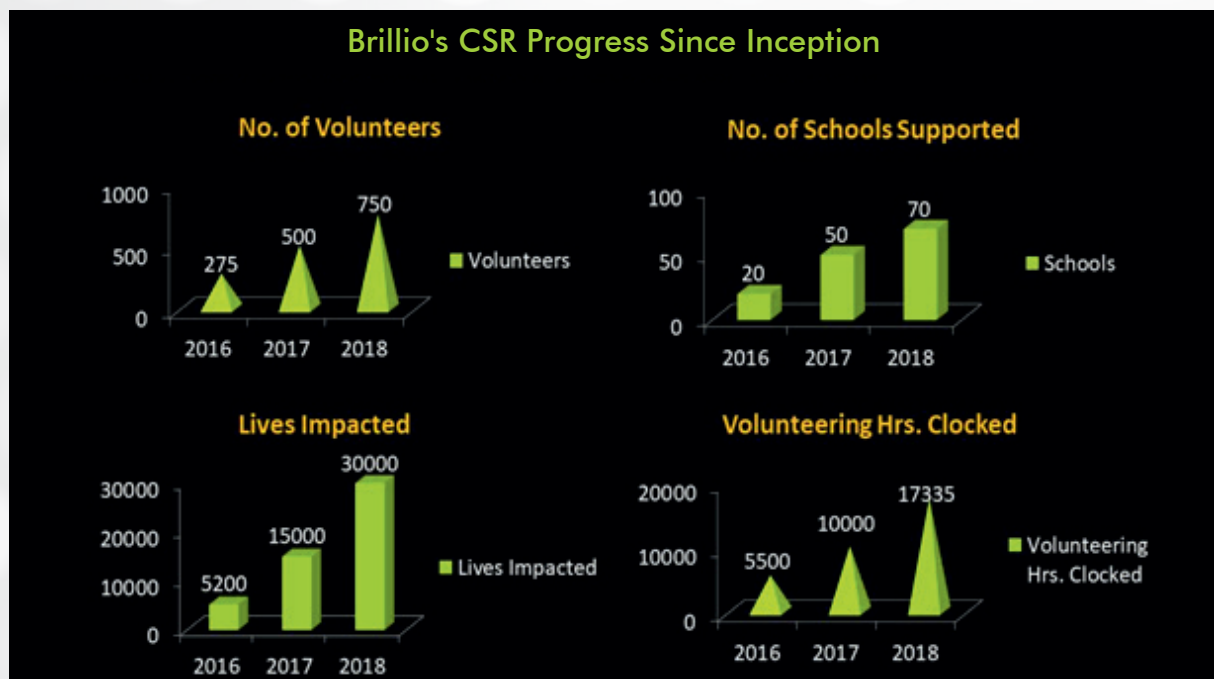
COMMUNITY IMPACT METRICS:

Brillio Bringing Smiles

70 Schools Engaged • 30,000 children Impacted • 17,335 hours of volunteering

Driving Knowledge Growth in STEM Areas:

- Brillio has become an enabler for more than 30,000 young minds, Brillio volunteers have clocked over 17,335 volunteering hours
- Brillio began with just one school in 2015, and now they have scaled up to 70 Govt. Schools.
- Helped 100+ teachers in imparting digital tech know-how and their volunteers contributed 17,335 working hours towards community volunteering.
- Positively Impacted 30,000 young minds globally to thrive in a new digital economy through digital learning, interactive self-learning initiatives, and active skills sharing.
- Brillio iMobile lab helps 12-15 schools in Bangalore, India, providing hands-on learning experience in digital technology and Science. It has impacted 1000 children and trained 13 teachers and 224+ young instructors.
- Peer to peer learning Trained 224 Young Instructors to train the rest of the students
- Their digital library is making education accessible for people with disabilities - In the first year, itself Brillio Digital Library has recorded 1250+ talking books reaching out to 500+ visually impaired students
- Reverse Learning – Students are teaching parents in English communication and digital



AWARDS AND RECOGNITIONS:

For Community Impact Created & Use of Technology:

- Winner “ Excellence in Community Impact” by SHRM, India HR Awards 2018
- Best CSR Project in IT Sector – India International CSR 2017 & 2018
- Special recognition for “ Excellence in Community Impact” by SHRM, India HR Awards 2017
- Best Education Improvement Award – National Awards for Excellence in CSR and Sustainability, 2016
- National CSR Showcase Finalist – NHRD, India, 2016
- Best use of Technology in Education – India CSR Awards, 2017
- Best use of Technology in CSR - India CSR Awards, 2016

CSR for Employee Engagement:

- Winner ‘Leader in Employee Engagement’ at iVolunteer Awards 2018
- Brillio won the ‘Employee Engagement Champion Award’ at the Corporate Volunteering Conclave 2018
- Best Employee Engagement Program – India CSR Awards, 2016

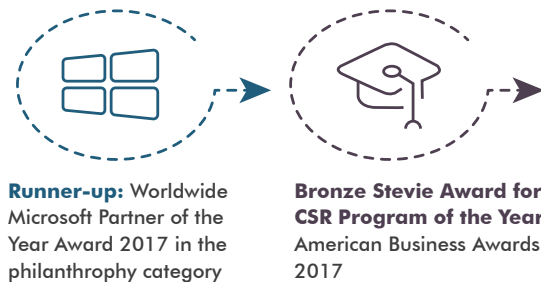
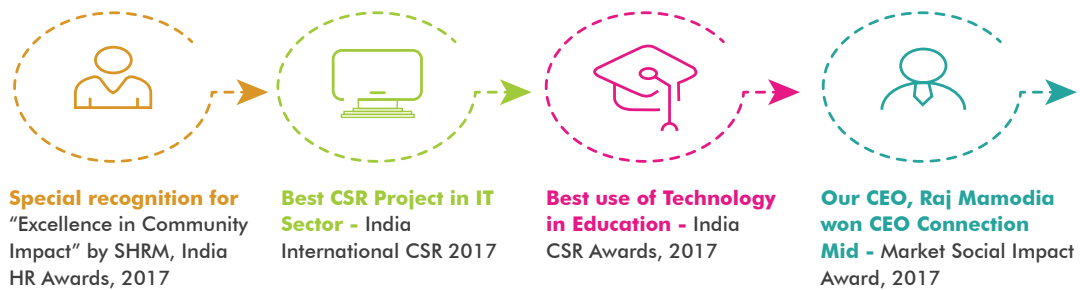
Leadership & Global Recognition:

- Our CEO, Raj Mamodia won CEO Connection Mid-Market Social Impact Award 2017
- Became a member of United Nations Global Compact
- Runner-up: Worldwide Microsoft Partner of the Year Award 2017 in the philanthropies category
- Bronze Stevie Award for CSR Program of the Year – American Business Awards, 2017

2016



2017



2018



CONCLUSION:

The primary focus of the CSR initiative 'Bringing Smiles' is to help underserved children develop conceptual understanding and acquire skills which will assist in increasing their employment opportunities. Brillio aims to enable over 100,000 young minds globally to thrive in a new digital economy through e-learning projects, innovation workshops, science experiments, interactive self-learning initiatives and productive skill-sharing. Brillio is looking at a future in which, STEM education/digital technology will be a great enabler in delivering education and growth so that the gap between private and government schools is bridged.

"Bringing Smiles is one of Brillio's greatest achievements. In four short years, we have engaged over 30,000 young minds and clocked in over 17,000 volunteering hours. One student at a time, we are changing thousands of lives by inspiring these students on what they can achieve in our digital world through digital learning, interactive self-learning and active skills sharing. Today, we are proud to have over 70% of our company actively participating in Bringing Smiles, and together, we will hit our goal reaching 100,000 children in 2020."

Abhishek Ranjan
Global Head – CSR

REINVENTING BEHAVIORS TO ENHANCE THE TALENT FABRIC @ WIPRO

**EXCELLENCE IN DEVELOPING
LEADERS OF TOMORROW**

Curated by Sonakshi Mehrotra

Associate SHRM India

Inputs by Amit Haldar

Senior Manager

Learning & Development

Wipro

THE NEED FOR CHANGE

'Automation', 'Big Data', and 'AI' are the buzzwords of the Digital age. With customers focusing on digital transformation, there is a need for constant experimentation and being open to innovative ideas.

To continue to delight clients, Wipro required leaders who demonstrated adaptability, innovation and collaboration.

The company needed empowered and agile leaders who were future-focused and could groom, develop, and manage high-impact teams. Hence, Wipro devised leadership programs to identify leaders who were comfortable managing ambiguity, could adapt to evolving business requirements and accomplish goals at a rapid pace. They needed a multi-dimensional approach that involved reskilling, re-orientation, cultural change and digitalizing Wipro's systems and processes. The Accelerated Leadership Development Framework (ALDF) was designed to groom delivery, sales and digital leaders to power Wipro's growth. Wipro aimed to bring about organizational agility by –

- Building a truly global pool of future leaders with the ability to embrace change and win in the digital era
- Diversifying their sales talent pool by faster internal deployment from delivery/ presales to sales
- Transforming their delivery leaders into strategic consultants so as to strengthen client relationships
- Coaching senior leadership to adapt to trends of tomorrow so that they became torchbearers of experimentation and innovation

THE FOUR INITIATIVES

Wipro believes in grooming and developing talent that will script the organization's success story, besides institutionalizing a culture of change. Thus, the "reinventing behaviors" initiative was conceptualized. A well-rounded approach covering each aspect of Wipro's talent fabric was designed, consisting of the following four strategic programs:

1. **Global 100** is an initiative in keeping with the long-term vision of grooming gen-next leaders who would shape Wipro's future growth trajectory. This eighteen-month program aims to provide global exposure to participants through four rotational stints across continents. It is an aspirational and accelerated leadership development program for a niche group handpicked from premier B-schools across the globe. The aim is to create a global pool of future Wipro Leaders. It identifies and selects employees who can lead change, have strategic perspective, besides being agile, adaptable, innovative and collaborative.

This program requires participants to work in and gain exposure across multiple areas including sales, digital, consulting, among others before getting into full-time roles.

2. **PRISM** - Creating a Disruptive Sales Force - This is a short term (three months) program to augment the sales talent pipeline and strengthen customer relationships by grooming employees currently in delivery roles and who are passionate about pursuing a long-term career in sales. Aligned with Wipro's business strategy of "Run and Change", the program aims to reinforce the competencies of client-centricity, passion for results, and collaborative working. Participants are deployed in sales/client-facing roles, post the completion of the program.
3. **ADROIT** stands for Account Delivery Readiness for Organizational and Individual Transformation. The program develops and encourages behaviours that are instrumental in achieving Wipro's vision

and strategy. ADORIT enables delivery leaders to become trusted partners in the client's transformation journey, contribute to the growth of the account, drive delivery excellence and build high-performing teams. In short, it is designed to create an internal pool of delivery leaders. The leaders are selected for their strategic perspective, client-centricity, ability to nurture people, and collaborative working styles.

4. **LeadNXT** - This program enables leaders to be future-ready. It gives employees an opportunity to assess themselves on their future readiness and ability to adapt and deliver in new and emerging roles. The program is for senior leaders within the organization who demonstrate competencies such as strategic thinking, learning agility, risk taking ability, resilience, and stakeholder management.



All these four initiatives followed the 70 20 10 learning principle which involved concept building through class and case work followed by peer learning and coaching and finally applying them to live projects or roles.

Through these programs, Wipro ensured that their leaders exceeded their clients' expectations by delivering winning strategies.

The initiatives are promoted internally via multiple channels including blogs from the senior leadership, organization-wide mailers, focused campaigns on Wipro's enterprise social platform (Yammer), and targeted campaigns to relevant internal communities, business conclaves, among others.

ASSESSING THE EFFECTIVENESS OF THE PROGRAMS

Today, learning is an economic imperative. The need of the hour is to strengthen the connect between education and employment.

Wipro fosters a culture of learning by: -

Providing a productive learning environment: Wipro supports learning and development by ensuring shared ownership between learners, their managers and other stakeholders. Periodic communication with employees underscores the need for continuous learning. This is further reinforced through messages from the senior leadership.

Creating an effortless learning experience: Wipro has state-of-the-art Learning Centers, equipped with the latest technology, across various locations to enable employees to have easy access to learning that will help them grow in their career. The company has also made significant investments to enhance its online Learning Management Systems. Wipro also has tie-ups with numerous subject matter experts and content providers (like HBR etc.), besides having libraries across offices with a wide range of reading content and aids including online versions of periodicals, journals & audio-visual content.

Measuring the impact of learning: The impact of the programs is measured via feedback and testimonials from managers, employees and clients. The aim is to make them more effective and relevant for employees.

Enhancing learning capabilities: The leadership initiatives (G100, PRISM, ADROIT & LeadNXT) are focused endeavours to overcome status quo and lead Wipro through radical change. In the long-term, these programs aim to build a pipeline of leadership who can anticipate change and adapt quickly to the rapid shifts in the business and technology landscape.

The following have been the immediate and tangible results of the company's learning interventions–

G100

- Overall: G100 has helped bolster Wipro's campus equity at leading universities, and strengthened its leadership diversity - 60% of the overall G100 batch are global employees and 40% are women
- Business Benefits/Customer Surveys: G100 members have been able to showcase significant growth in accounts they are responsible for and some have even achieved rare Net Promoter Score of 100%
- Implementation of Learning @ Work/ Knowledge Sharing: Wipro' G100 Graduates are spread across geographies and contribute to the company's critical areas of business including Digital, Sales, Consulting, Wipro Ventures, Strategy, COO office, among others.

Participants from various batches collaborate closely through connect sessions, blogs, enterprise social media platforms, etc.

- Employee Morale & Retention: The G100 batch had nil attrition in 2017-18
- Manager / Stakeholder Feedback: Encouraging feedback from managers and clients of G100 employees.



PRISM

- Overall: PRISM has diversified the pipeline for sales talent at Wipro. Deserving talent in delivery and presales, who are passionate about pursuing a career in sales, have been deployed immediately to client-facing roles.

PRISM has strengthened the company's engagements with customers and there has been a significant emphasis on cross-selling and upselling the company's integrated products and solutions.

- Business Results: The sales pipeline has grown as a result of the growing number of employees trained under this program
- On the job performance: A significant number of graduates were rated in the Top Bin (high performing)
- Employee Feedback: Candidate testimonials from the employees who have undergone this training have been positive and encouraging

A PRISM graduate says, *"I believe that this program equipped me with the right skills and approach that helped me convert some of the deal pursuits that I have worked on in the past two months, post the program."*

ADROIT

- Business Results / Customer Feedback: Pulse CSAT average scores were better @ ADROIT "trained" accounts.
- Case Studies: It has case studies that showcase an improvement in customer metrics, operational efficiency, employee retention, cost saving, better utilization etc., as a result of the program
- Stakeholder Feedback: Feedback from clients, managers, teams and employees have been positive and encouraging.

For instance, a Wipro team, trained under the ADROIT program, shared multiple ideas with a client in FY 18. The client, a European investment bank, shortlisted a large number of these ideas for implementation.

LeadNXT

- Validation for high potential employees: The Business Unit Heads received recommendations of high potential employees, once the program was completed. This greatly enabled them to chart the right career path for the individuals.
- High performance on the Job: A significant number of candidates took up more challenging roles within a year of undergoing training via LeadNXT; a number of them were promoted within a year
- Employee Feedback: The overall feedback received was positive.

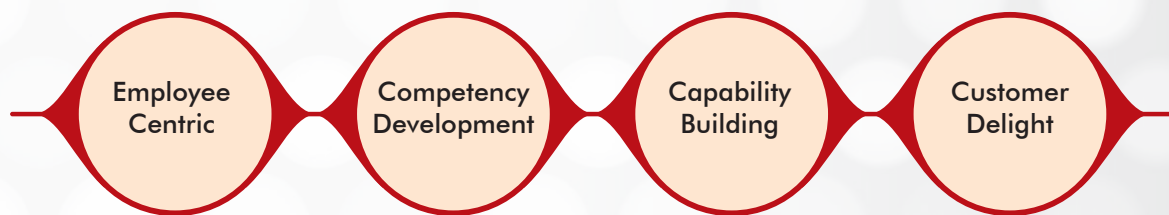
One of the employees said –

"Having spent more than 18 years at Wipro. I have been through several leadership development programs, and I can categorically state that this program has resonated really well with me. While the other programs have focused on skill development and concepts, this has been a unique journey of

self-discovery for me. The several formal and informal sessions helped me reflect on my strengths and areas of development. The unstructured sessions helped me gain a detailed understanding of my potential."

IMPACT ON KEY STAKEHOLDERS

The ability to learn and change has arguably become the most important differentiator in today's context. Keeping clients happy and satisfied is every Wiproite's daily mission. Wipro has been focused on advising, designing and executing its client's technology transformation and other support programs, which can only be achieved if the employees are capable. Capability is the foundation on which great results are achieved. Capability comes from "competency"- some of the finer behaviour and personality traits which makes Wipro what it is. "Competencies" are like fine threads that tightly bind and make capability more effective. The Wipro ALDF journey endeavours to develop those competencies that help customers win every day. Thus, the organization has enabled employees to develop competencies so as to deliver superior results and help clients win. In other words, Wipro's learning initiatives are an important means to an end i.e. to make a significant impact.



The programs created the following impact among s key stakeholders:

♦ Employees -

- Internal leadership role fulfilment increased in FY 17-18. Leadership attrition reduced in FY 17-18. G100 batch of 2017 -8 had NIL attrition
- Learning & Development, which was a "Driver for Engagement" in the Employee Perception Survey (EPS), saw a positive swing in 2017
- Engagement at a leadership level increased in EPS 2017. Leadership, which was one of the lower "Drivers for Engagement" in previous surveys, saw a jump in EPS 2017

♦ Brand Wipro

Brand Wipro has gained significant traction across leading universities in the world through the G100 initiative.

Wipro believes that its efforts are making the right impact in enabling its leaders to think differently, innovate, help clients win and in the process build enduring careers with integrity and pride.

PLAN FORWARD

Wipro's learning initiatives are ably supported by a strong governance mechanism. An effective governance model includes –



i) Structure

- Chairman, Chief Executive Officer, Chief Human Resource Officer, and Chief Strategy Officer at apex level as sponsors
- Senior Vice President – Learning & Development (L&D) Head as management for accountability
- Three L&D Leaders (Vice Presidents & General Manager) for separate tracks which host the four programs for implementation and execution
- Separate Program Owners (Heads and Senior Managers) for each initiative for results and closure
- Large team of faculty, business stakeholders, enabling support for the learning initiatives

(ii) Active Oversight/Responsibilities

- Sponsors have laid out expectations and they review the overall progress; provide executive support for the success of the program and suggest changes/ enhancements for future
- Respective Program Owners ensure implementation of the initiatives on ground- overall candidate experience, faculty management, communication, logistics & IT coordination, gathering feedback & program effectiveness

iii) Policies, Processes and System Enablers

- Mindshare and Buy In - G100, PRISM, ADROIT & LeadNXT are all initiatives endorsed by the CEO. Hence, they have well-articulated policies on implementation, budgets, teams and processes
- Career Growth - High impact programs offer high-potential opportunities for their graduates. The programs also give candidates global exposure for 3-6 months. They are designed to enable career fast tracking. Participants get to work on the latest technologies, and domains as per their expertise and choice.
- Rewards - Commensurate to high standards, these programs have exciting reward mechanisms in terms of salary, band (level at which they are pegged within Wipro), bonuses and incentive structure
- Recognition - ALDF programs are high visibility initiatives, well branded both within and outside Wipro. The programs have been designed to get the best candidates.
- Faculty - Top internal leaders are chosen as faculty. In addition, Wipro also leverages external academia and industry subject matter experts. The efforts of the Wipro L&D team and faculty have been recognized internally across forums like 2017 HR Excellence Awards, CEO appreciation etc.

iv) Other Support and Governance Measures

- Periodic reviews and brainstorming sessions are done with Wipro Management and Sponsors to ensure current effectiveness and future relevance of the programs. Internal as well as external audits on learning initiatives are carried out periodically
- Regular reports on coverage, faculty feedback, candidate dossiers, among others are shared with relevant stakeholders
- L&D as an Engagement Driver is measured through a Perception Survey. This will continue to

be a strong mechanism of capturing feedback and suggestions, to strengthen existing initiatives.

Feedback as Feedforward – These initiatives have received overwhelming feedback from employees, managers and clients. There is a significant improvement in the company's CSAT ratings and EPS scores. Attrition rates at leadership levels have dropped and internal role fulfilment has been enhanced – all leading to the creation of a stronger leadership pipeline.

Learning by Design – The programs are designed to bring about a shift in behaviour by providing multi-dimensional experiences, enabling peer discussions and coaching conversations and building conceptual clarity through learning labs. Wipro sees culture as a strategic lever. These efforts will foster a culture of nurturing talent that is future ready.

Wipro aims to further grow and evolve these leadership initiatives so that they remain a source of competitive advantage that makes the organization resilient.

CONCLUSION

Wipro continues to stay focused and remain steadfast in its leadership journey. Wipro's strategy, anchored in its values, remains focused on building a culture that nurtures strong performance and supports customer centricity.

GRADE, GROOM AND GROW @ SCHNEIDER ELECTRIC

RUNNER-UP

EXCELLENCE IN

DEVELOPING LEADERS OF TOMORROW

Curated by Kedar Dattatray Bhosale

Associate SHRM India

Inputs by Akanksha Purswani

AGM - Talent Management,

Research & Development,

Building & IT Business

Schneider Electric



COMPANY PROFILE

With global presence in over 100 countries, Schneider Electric (SE) is the undisputable leader in Power Management – Medium Voltage, Low Voltage and Secure Power, and in Automation Systems. It is leading the Digital Transformation of Energy Management and Automation in Homes, Buildings, Data Centers, Infrastructure and Industries.

With revenues of about €25.7 billion in 2018, the company employs more than 138000 employees in 100+ countries. SE's EcoStruxure delivers innovation at every level from connected products to edge control, apps and services on six domains of expertise namely Power, IT, Building, Machine, Plant and Grid delivering enhanced value to their customers.

Schneider Electric is an organization that constantly strives to deliver excellent products and services. The organization consistently reinvents itself in line with the changing times. In this regard, the company realized that 'Digital & Technology' is a key trend that is shaping the world of today & tomorrow. It risked becoming obsolete if it did not respond effectively to this and hence, as early as in 2015-16, articulated a Digital Ambition, as well as an Innovate Ambition for themselves.

HUMAN CAPITAL

In a highly competitive environment, it is imperative to review the human capital within the organization constantly through a robust HR framework that is tightly linked to business outcomes. In this regard, Schneider's 'Step Up' Wheel helps set & communicate people priorities to the leaders, managers, employees (in addition to the HR teams).

The key pillars of the 'Step Up' wheel include – Leadership, Performance, Talent, Diversity & Inclusion, Learning & Development and Well Being. Instead of operating in isolation, the 6 pillars work in unison to ensure effective human capital outcomes. Needless to say, 'Digital & Technology' permeates each of these pillars.


TALENT PHILOSOPHY

SE believes in the philosophy of "All Employees are Talent". Reflecting this mindset, there is an annual Talent Review process that covers the entire employee base of Schneider and that involves all the people managers. Strong emphasis is laid on inclusion, transparency and fairness in the Talent Review. This process is also tightly linked to the success planning process of SE.

Likewise, through the Employee Development Process (EDP), all employees in Schneider also are encouraged to have an Individual Development Plan (IDP) that subscribes to the 3E framework of learning (Education, Exposure, Experience)

CHALLENGES

SE is a core engineering firm at heart but is also at the same time, aspiring to be a technology company. Any transformation effort should hence effectively reconcile this dichotomy. With a multi-generational workforce (from baby boomers to Gen Z), SE felt the need to ensure that any transformation that is undertaken, is highly inclusive and is equally relevant to all stakeholders concerned. This required a change in mindset and putting in place new systems, processes & programs.



SE realized that their leaders will need to role model this transformation and hence set out to consciously work on creating technology leaders for the future who will lead this transformation from the front. This meant a complete transformation in the way the company used to look at leaders.

GRADE, GROOM AND GROW PHILOSOPHY

Grade: As part of the annual talent review process, all employees & leaders in SE India are given a Digital Citizenship Rating. The core objective of this assessment is to baseline the population on technology and mindset and then use that to accelerate the workforce on the digital transformation journey. There is both a behavioral as well as a technology factor to this assessment. From among a subset of the digital citizens, Digital disruptors are further identified – those who are also demonstrating SE leadership expectations & core values. These Digital disruptors are those who would be expected to drive strategic digital priorities/projects to support the business.

Groom: SE encourages its employees/leaders to either participate in or organize leadership expeditions to observe how other organizations are performing and responding to the digital advancements in their own industry. This allows leaders at SE to have a highly valuable perspective.

The technology organization also focuses on building a digital mindset among their leaders through an organized eLearning curriculum devised for every employee. The technology organization also has thriving CoPs (Communities of Practice) that seek to future proof the businesses by focusing on emerging technologies. The CoPs also serve as a platform for collaboration across functions and businesses.

Grow: The Edison program at SE is a specially designed program for technical experts which not only helps them specialize in any domain/ component/function or system but also expects the technical expert to drive innovation in the business and be customer oriented. The Individual who is part of this program may be entitled to differentiated rewards. In addition, to promote technical leadership, SE has a technical career path which is equivalent in all aspects to the managerial path in SE.

Moreover, L&D programs focus on digital as a theme not only in the content but also in the medium through which it is delivered. Hence, all action learning projects, reading materials & class room sessions have digital as a common theme ingrained in it. Technology enabled sessions and bite-sized modules are integral to all leadership development programs.

EFFECTIVENESS

Business effectiveness

The technology organization of SE India has been progressing in the value chain from just being a cost centre to being a genuine innovation hub that leads the digital transformation of Schneider globally. Productivity metrics (like Revenue per employee, gross margin ratio etc.) show an upward trend over a period of time

Customer Effectiveness

The Customer Net Promoter Score of SE has been consistently high - one of the reasons that customers attribute this to is the technology leadership demonstrated by their employees & leaders.

Process Effectiveness

SE India also recently won the prestigious Next Generation Employee Experience award constituted by Zinnov that 'seeks to recognize Indian technology centers that have gone above & beyond their mandates to influence the vision & charter for the global organization by setting up CoEs of new technologies, collaborating with the ecosystem, adopting digital and gearing up for the future'

People Effectiveness

SE India has become a net exporter of technology leadership talent to the global SE organization. To enable capability transfer, SE India technical leaders are at times sent on PT (Professional Training) assignments which are typically short term in nature.

IMPACT AND SUSTAINABILITY

The investment in creating technology leaders of the future in India has paid off through industry recognized thought leadership for SE. The focused development of technology leaders has also led to building a strong SE brand in campuses as a technology focused company. SE India now establishes and runs Centers of Excellence (CoE) in prestigious educational institutions in India and is also a member of Board of Syllabus (BoS) in many institutions of higher learning which help set the curriculum of courses in their institutions.

In terms of internal stakeholders, engagement as well as retention of technical talent is visible. Employee commitment has also seen a significant rise.

THE VOYAGE OF DIVERSITY & INCLUSION @ STARTEK-AEGIS

WINNER

**EXCELLENCE IN
DIVERSITY & INCLUSION**

By

Dr. SM Gupta

Global Chief People Officer,
Startek-Aegis

COMPANY PROFILE

Startek-Aegis is a global outsourcing and technology services company committed to impacting clients' business outcomes by focusing on enhancing customer experience across all touch points and channels. The company services over 150 clients from verticals such as Banking and Financial Services, Insurance, Technology, Telecom, Healthcare, Travel & Hospitality, Consumer Goods, Retail, and Energy & Utilities. With the recent merger with STARTEK, now the organization is an enterprise with approximately USD 700 million in revenue and has operations in 66 locations across 13 countries with more than 50,000 employees.

A NEED FOR A D & I OUTLOOK

The company has grown multi-fold to become a significant player in the industry. Through a judicious mix of organic growth and strategic acquisitions, it has expanded its global footprint across onshore, near shore, and offshore locations in India, South Africa, Australia, Saudi Arabia, Argentina, Peru, Malaysia, United States of America, Philippines, Jamaica, Canada, Honduras and Sri Lanka.

This has resulted in increased globalization, enhanced demographic growth and emerging heterogeneity of the workforce. Consequently, diversity management became very important to address the rapidly changing demographic differences and the need to remain competitive in the international markets. It was also crucial for the organization to address the diverse clientele base which in turn would lead to improved organizational performance and enhanced competitive advantage. The objectives were to include different streams of community into the organization mainstream, drive innovation and long term sustainability of the organization, cater to a diverse client base. This will lead to customer satisfaction and loyalty, stimulate social, economic, intellectual and emotional growth of all stakeholders, increase employee motivation and morale, adapt to new market changes and increase organizational flexibility thus leading to enhanced competitive advantage and position the organization as an 'Employer of Choice'.

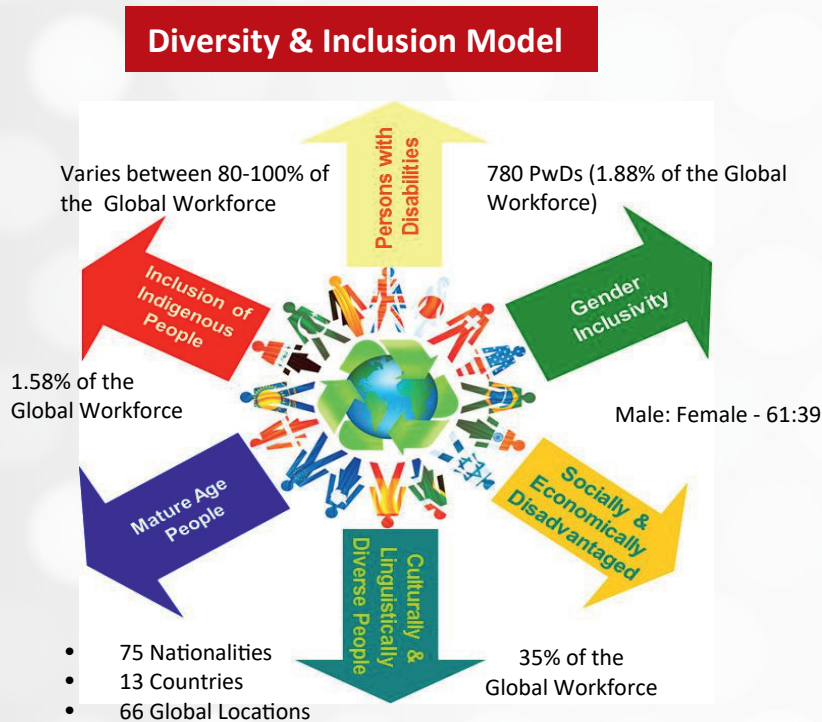
OVERCOMING CHALLENGES

Eliminating unconscious bias, eliminating reluctance, fostering team work and attitude changes, improving accessibility in the workplace, accessibility to the differently-abled candidates, sensitizing employees; all of these are the challenges which the organization is continuously trying to mitigate and strengthen the model further. These challenges are constantly addressed by leadership commitment, organizational policy framework, rigorous hiring learning and development initiatives. Apart from these extensive employee communication, driving focussed engagement initiatives for each facet of diversity, tracking and measuring the success of each initiative are other initiatives taken up to address these challenges.

SIX-DIMENSIONAL DIVERSITY FRAMEWORK

For the organization, Diversity goes beyond the traditional concept of Equal Employment Opportunity. Being a responsible organization, the company has the intent to serve, value and make the fullest possible use of the diverse backgrounds, skills, talents and perspectives of all its people, which is the main driving factor. In line with this, the company follows a six dimensional model of diversity which includes Persons with Disabilities, Gender Inclusivity, Socially & Economically Disadvantaged People, Culturally & Linguistically Diverse People, Mature Age People and Indigenous People.

The six dimensional model of diversity is depicted in the diagram below:



PHILOSOPHY AND COMMITMENTS TO DIVERSITY

DIVERSITY FACET	PHILOSOPHY	COMMITMENT
Persons with Disabilities (PwDs)	The company is committed to provide equal opportunity in all areas of employment, including but not limited to recruitment, hiring, training and promotion of individuals with disabilities.	Employ PwDs equal to 1.5% of global workforce (Target for current year)
Gender Inclusivity	Gender inclusivity is a long-term commitment so as to develop initiatives that lay a strong foundation for employment & career success of less dominant gender at all levels.	Gender mix to be in accordance with the available employable population
Socially & Economically Disadvantaged People	The company is committed to provide gainful employment to socially & economically disadvantaged people in all geographies and businesses.	Mix of socially & economically disadvantaged people to be in accordance with the available employable population
Culturally & Linguistically Diverse People	To understand, embrace and operate in a multi-cultural world both in the market place and in the workplace.	Mix of culturally & linguistically diverse people to be in accordance with the available employable population
Mature Age People	To develop a workplace that provides the tools and support to develop people of mature age and to transition them successfully leaving a legacy of tribal knowledge within the organization.	To employ mature age people equal to 1.5% of global workforce
Inclusion of Indigenous People	The company advocates employing 'People of the Soil' across all geographies of its operations, while keeping in mind the Equal Employment Opportunity.	At least 95% of total workforce in respective country should be indigenous

DIVERSITY ENABLERS

Various initiatives which act as remarkable enablers in building a diverse and inclusive workplace are as follows:

- The Leadership team is fully committed to the framework and supports all initiatives within it
- The company has implemented progressive policies like Human Rights, Equal Employment Opportunity, Prevention of Gender Harassment, Maternity Benefit Schemes, Policy on Affirmative Action and Conflict of Interest Management that truly demonstrate the commitment to rigorously drive diversity and inclusion at workplace
- Dedicated Diversity Champions are nominated at corporate, business and country level, to lead the Diversity and Inclusion initiative
- Extensive communication is done around the initiative which includes Training on diversity and inclusion at Induction, Round Table, Affinity Groups, Policy Refresher Sessions, PwD Employees Communication Series, Sessions on Affirmative Action, Workshops on sensitizing line managers, Cultural Sensitization Workshops and various training and sensitization programs to re-build the acumen of mature age employees
- The infrastructure and facilities ensures that the company stays true to its commitment of making the work environment conducive, by catering to the special needs for accessibility and convenience e.g. placement of wheelchair ramps, elevators with grab handles, wide & glass door ways for better wheelchair movements, handicap restrooms, auxiliary aids, interpreters etc
- Periodic assessment and refinement on initiatives to improve coverage and effectiveness

DIVERSITY INITIATIVES

During the current year the following new initiatives were launched apart from the on-going activities:

DIVERSITY FACET	INITIATIVE
Persons with Disabilities (PwDs)	<p>a) Hiring Initiatives</p> <ul style="list-style-type: none">• Partnering with 27 NGOs globally and 100+ NGOs/ institutions in India including Employment Exchanges & Vocational Rehabilitation Centers (VRC)• Hiring and Skill Orientation & Evaluation Program (SOEP) of Apprentices in India• Hiring from University/ College Campuses, Rehabilitation Institutes, hospitals• Employability Program: An internal job posting program through which employees refer PwDs for job openings. <p>b) Skill Development:</p> <ul style="list-style-type: none">• VRC: Community based Vocational Training and Rehabilitation Program to differently-abled people with a network in 20 cities across India.• SARTHAK: Tied up with SARTHAK, an NGO working towards the training & employment of Persons with Disability.• An elaborate Career Path Framework clearly articulating Learning and Growth opportunities at each level


	<p>c) Pre-Hire Training:</p> <table><tr><th>Language Skills</th><th>Comprehension Skills</th><th>Computer Education</th></tr><tr><td>Identify the key components of fluency & practice the same.</td><td>Understand what is comprehension</td><td>Increase speed & accuracy</td></tr><tr><td>Bring out the co-relation between rate of speech & fluency.</td><td>Understand the significance of comprehension in communication.</td><td>Learn basic computer navigation</td></tr><tr><td>Learn the key parts of speech.</td><td>Learn the key tips to comprehend accurately</td><td>Learn short cut keys on the keyboard for ease of operations</td></tr><tr><td>Organizing thoughts and expressing freely while communication.</td><td>Moving from basic level of comprehension to an intermediate level</td><td></td></tr><tr><td>Switching between languages seamlessly.</td><td></td><td></td></tr><tr><td>Interview preparation</td><td></td><td></td></tr></table> <p>d) Focused employee engagement initiatives</p> <ul style="list-style-type: none">• Rewards & Recognition programs• World Disability Day celebration across all locations worldwide• Affinity Groups for networking opportunities such as mentoring, community outreach, career development and cultural awareness activities• Coffee with HR/ Business Head to discuss concerns, share updates and get feedback• Family Day for special recognition in presence of families• 'SMILE' Campaign where PwDs visit any NGO and engage in various fun activities with children <p>e) Promotion of Accessibility</p> <ul style="list-style-type: none">• Wheelchair ramps strategically located in front of main entry/exit of building.• Elevators feature grab handles and voice notification.• Hallways, as well as the distances between workstations, are wide enough for wheelchairs to pass• Restrooms suitable for PwDs with wide doors and grab bars for better support.	Language Skills	Comprehension Skills	Computer Education	Identify the key components of fluency & practice the same.	Understand what is comprehension	Increase speed & accuracy	Bring out the co-relation between rate of speech & fluency.	Understand the significance of comprehension in communication.	Learn basic computer navigation	Learn the key parts of speech.	Learn the key tips to comprehend accurately	Learn short cut keys on the keyboard for ease of operations	Organizing thoughts and expressing freely while communication.	Moving from basic level of comprehension to an intermediate level		Switching between languages seamlessly.			Interview preparation		
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Switching between languages seamlessly.																						
Interview preparation																						
Gender Inclusivity	<p>a) Pioneered hiring of females in Riyadh (Saudi Arabia): 1033 female employees as against 33, three years back</p> <p>b) Project 2nd Innings program to integrate people back into the ecosystem after a maternity/ paternity break. It has registered with "P.inc: Women Power@Work", an online platform in India to enable female applicants to come back to the work. Gender ratio improved from 81:19 to 66:34 in 5 years in India</p> <p>c) Annual policy refresher sessions aimed at creating awareness about Prevention of Gender Harassment, Human Rights Policy, Equal Employment Opportunity Policy and Maternity Benefits</p> <p>d) Sessions on 'Affirmative Action' to help management team and recruiters understand the law & company commitment for outreach efforts to include females</p>																					

Socially & Economically Disadvantaged People	<ul style="list-style-type: none"> a) 'Let's DEFEAT-Let's COMPETE' is an annual event that includes competitive games like football, cricket, carrom, table tennis, basketball, etc. b) Engagement activities like 'Coffee with HR Head' conducted to seek feedback c) Annual workshops on 'Money Management Skills' to help understand importance of investments and money management. d) Free Medical Health Check-up camps are organized on an annual basis.
Culturally & Linguistically Diverse (CALD) People	<ul style="list-style-type: none"> a) 'Warrior of Words': employees publish self-written poems in different languages b) Multi-lingual singing competitions: employees sing in their own language c) Quarterly 'Let's Chat' sessions in Argentina and Australia d) Annual Diverse Dance Day (D3): employees perform regional dance forms e) Social Inclusion week and International Migrants Day in Australia. f) Celebration of regional/national festivals g) Cultural Sensitization workshops on a bi-annual basis
Mature Age People	<ul style="list-style-type: none"> a) Flexible work options including part-time work, flexible working hours or work from home facility b) 'Let's Chat' roundtable facilitating discussion among mature age employees c) Annual sessions called 'Live Strong' headed by professionals on nutrition plans and being proactive. d) Annual rendezvous sessions to share life experiences e) Training & sensitization programs to re-build acumen of mature age employees. f) 'Money Management' session on retirement planning, tax planning, money management etc.
Inclusion of Indigenous People	Special days as applicable for indigenous groups across countries are celebrated by organizing activities like flag hoisting, country specific 'Clue Cracker' competition, culinary culture competition, etc.

TRACKING MECHANISM

The company has a very strong measurement and accountability mechanism and some of the features are as mentioned below:

- **Diversity Scorecard:** All the facets of diversity are monitored regularly against the commitments laid in the six dimensional Diversity model. Progress on all the facets is reported on monthly basis by all the offices across business and geographies which is then consolidated into a global status and is presented to the Executive Management team
- **Diversity Goals:** The organization has a very well defined outcome based commitment and measurement system against each facet of diversity
- **Employee Engagement Initiatives & Client Feedback:** Two-way communication methods like



formal and informal feedback systems help to capture the effectiveness of the framework. Client feedback is regularly captured and the inputs are given prime importance while strategizing for better breadth of services to be offered in order to have superior business results

- Diversity DNA Scan: Diversity Scan survey is rolled-out on annual basis with an intent to identify the existing diversity mix and understand people perception regarding Diversity and Inclusion initiatives

IMPACT ON BUSINESS METRICS & STAKEHOLDERS

The rigorous focus on implementation, tracking and monitoring of each facet under Diversity & Inclusion initiative has had significant impact on employees, customers and consequently on business metrics.

Company

- 50,000 employees, 75 nationalities, 13 countries, 66 global locations serving a diverse client base
- Seamless integration of all entities with 100% success rate in all M&As
- Numerous awards from esteemed organizations like IAOP, Gartner, Frost & Sullivan, National Award from Govt. of India, NASSCOM, Dataquest, Aon, SHRM, Great Place to Work, CII & People Matters, People First including 34 awards on Diversity & Inclusion thereby positioning the company as an 'Equal Employment Opportunity Provider' & an 'Employer of Choice'.

Employees

- Overall Global Employee Engagement score consistently improved from 65% in 2011 to 77% in 2018.
- Career opportunities for 1400 people from diverse groups through internal recruitment program.
- Reduction in labour litigation cases and costs associated with attrition and absenteeism.

Customers

- Enhanced capability of serving a wide range of clientele
- Indigenous workforce helped serve better to local customers

Society

- Creating job opportunities for people in areas having very high unemployment rates & low literacy levels
- Enhancement of economic status of people from BPL category
- Women empowerment.

WAY FORWARD

Adopting outreach programs to manage diversity, design and implement innovative practices to attract, hire, train, promote and retain the diverse workforce and budget allocation to further promote accessibility to workplace.

CONCLUSION

Diversity in the workplace is no longer a nice to have phenomenon, but a business necessity in order to remain competitive and deliver sustainable business results. A diverse and inclusive organization is able to recognize and fully deploy a wide range of knowledge and skills, reach out to an increasingly diverse clientele, and motivate talented employees from all backgrounds to perform their best. The company believes that only when people of different backgrounds and beliefs work together as a team that a company can hope to progress and grow. By creating and successfully managing a diverse workforce, an organization can improve employee satisfaction, productivity and retention not to mention the benefits reaped by the community and the world at large.

ABOUT THE AUTHOR

Dr. SM Gupta steers the Human Resource function at Startek-Aegis as the Global Chief People Officer. A distinguished speaker and a thought leader at various forums and associations, SM is committed to working towards creating a progressive workplace, and is a true believer in inclusion and diversity.

BIG 5 GOALS THAT COVER ALL ASPECTS OF DIVERSITY AND INCLUSION @ RBS

EXCELLENCE IN DIVERSITY AND INCLUSION

Content curated by Tanmayee Nusetti

Associate SHRM India

Inputs by Srikanth Suvvaru

Talent Attraction Manager &

LGBT Innovative Lead, RBS India

ABOUT THE ORGANIZATION:

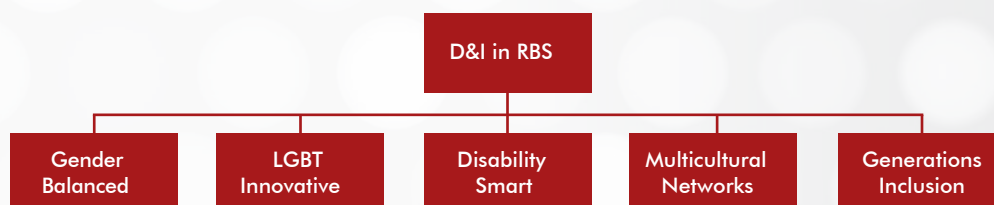
The Royal Bank of Scotland, abbreviated as RBS, is a large international banking and financial services company, headquartered in Edinburgh with over 24 MN customers across 700 branches around the world. RBS believes in inclusive growth and demonstrates it by supporting local communities in the countries in which it operates. RBS was incorporated in India on 4/10/2001 in line with the global objectives towards economic inclusion for those excluded from the mainstream economy.

D&I AT RBS

RBS India is strongly committed towards the bank-wide ambition to build a great reputation by, "Relentlessly breaking down barriers to make sure everyone can bring the best of themselves to work every day through creating a culture where our people feel comfortable being their true selves, knowing we'll support them."

The Indian D&I council mirrors the UK structure to take the diversity and inclusion agenda forward. The structure of the council is agreed upon with the India Executive Committee and communicated with all staff through internal mail and the intranet. Each of the work streams in the D&I Council has a work stream lead and Employee Led Network chair.

Ever since RBS has committed to D&I, it has recognized BIG 5 goals that reflect the strategic priorities and its commitment to address the challenges and opportunities posed by the ever changing and diverse VUCA world. The goals include being Gender Balanced, LGBT Innovative, Disability Smart, having Multicultural Networks and being inclusive in terms of Generations. But all these successes have been observed only post 2007, with the foundation of the bank's global RBS Women Network.



Gender Balanced	Have at least 30% women in the top three layers of our organisation by 2020 (in each of our business area, not just overall) - and to be fully 50/50 by 2030. Maintain its Platinum Rating for Business in the Community (BiTC) and its Times Top 50 ranking as a best employer for women.
LGBT Innovative	We want to be the first choice bank for LGBT customers and colleagues and continue to be one of Stonewall's Top Global Employers.
Disability Smart	It want to continue the journey to be a fully 'disability smart' bank and retain its Business Disability Forum Gold Standard.
Multicultural Networks	It want to pull more leaders from the ethnic minorities into senior roles. It also want to hold on to its Gold ranking from Business in the Community (BiTC)
Generations	Becoming a more inclusive bank is key to building a Great Place to Work and Essential if it is to offer products and services that meet ALL its customer's and colleagues needs. The bank is moving closer towards achieving its ambition of creating a fully inclusive culture by 2020.



CHALLENGES:

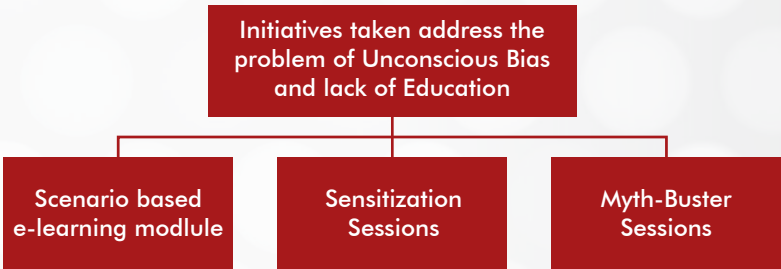
1. **Tackling Unconscious Bias and lack of Education:** The biggest challenge the bank faced was unconscious attitudes, reactions, stereotypes, and categories that affect the behaviour and understanding of the employees. For them to achieve their diversity goals, the bank required an explicit pivot from the current state across the employee lifecycle, be it in recruitment, talent management, career progression etc. as existing biases tended to persist and perpetuate the current state. The bank realised that getting diversity without inclusion was meaningless - and to make the diverse groups feel included at all times was a big challenge. It became critical to continuously reiterate to the employees the biases and the means to overcome them.
2. **Addressing low representation of various kinds of diversity groups at all levels including management and leadership:** Lack of strategies to address diversity in hiring and promoting talent from diverse groups was seen to be a constant challenge. The gap expanded as one went higher up in the hierarchy.
3. **Convincing employees that gender diversity does not dilute meritocracy, but instead promotes it:** Some of the diverse group employees preferred not to be treated as "special" and hence, were not completely supportive of the need to address diversity outside of the normal course of business.
4. **Balancing grassroots with a holistic approach was crucial to sustaining success:** Some individual businesses were driving various initiatives around diversity in silos and they got limited success.
5. **Lack of sufficient candidates in the pool externally:** This continues to be a challenge for all industries as this is the highest barrier to recruiting a diverse workforce. RBS also struggled with lingering assumptions and stereotypes in the recruitment process (e.g. female candidates will have more family demands than male candidates/men are more committed to their careers than women, etc.)
6. **Workplace readiness and infrastructure support:**
 - It was difficult getting people from diverse groups to open up and share the challenges they faced and specific support they required. Some progress was made as more people approached colleagues or managers, but there was still work to do
 - Another challenge was faced in creating customized development and confidence building programs to cater to employees from the diverse groups. There weren't enough candidates from the diverse groups at different levels in the organisation, as most of them were at entry levels
 - The bank lacked readiness from the standpoint of physical infrastructure support as well as its policies. While the bank had the right intention to make all its policies inclusive but various challenges were encountered in the journey in relation to data privacy, dependencies on external agencies and their readiness to cater to the specific support required for the diverse groups, etc.
7. **Managing a multi-generational work-force:** This meant responding to vast numbers of millennials entering and reshaping the workforce; managing a workforce spanning multiple age groups which had varied expectations of benefits from the organization and evolving responsibilities for dependents (including care for both, children and elderly parents).

The bank’s spokesperson with respect to all these challenges said “We are committed to turning these challenges to opportunities. However, we do acknowledge that there is no ‘quick-fix’ to this. Attracting, advancing, developing, engaging and retaining a diversity of talent while fostering an inclusive culture – one where difference is valued and embraced – is not easy.”

KEY INITIATIVES TAKEN:

♦ Unconscious Bias and Lack of Education

To address the problem of Unconscious Bias and lack of Education, a three-pronged approach was used:

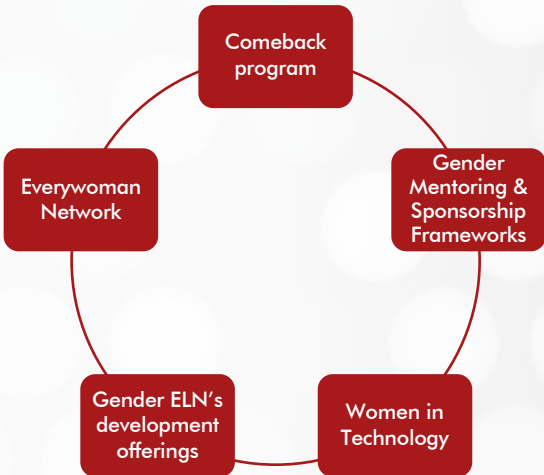



Firstly, the masses and the message to be communicated were identified. Then, a scenario-based e-learning module was created and rolled out to all staff through their quarterly trainings. These scenarios were real life issues that people had highlighted around inclusion. With the consent of their leaders, they created lookalike avatars of their leaders as the characters in the scenario-based learning module. This made some of the characters more real for the people. The uptake of this training has been 100% so far.

Secondly, primary touch points that drive employee experience – line managers, hiring managers, and HR/Resourcing teams, were identified. Then, separate sensitization sessions were run for them which covered the requirements they were supposed to adhere to as per the compliances levied by the government, the RBS code of conduct and values, and how they could support the diverse mix of people they came in touch with, in their roles.

Thirdly, the bank ran a myth-buster session twice across the organization to address some of the myths associated with diversity strands. One session focused specifically on Section 377 and myths associated with the LGBTQIA+ community. The other one covered all diversity strands: disability, culture, generation and gender. This ran as a communication campaign with the leaders sharing their personal messages.

♦ Gender Balance





Diversity hiring targets were set to further enhance gender balance in the organization. The target was to have at least 30% women in the top three leadership layers (c.800 roles) by 2020. This target was by business area and not an aggregate, recognizing that every part of RBS needed to change. Targets varied by area, with some aiming for excess of 30%. This was done through various channels – for female hiring, the bank rolled out Comeback program to reappoint women returnees into the workforce and participation in external initiatives to tap talent such as Indiahacks 2017, Women Changemakers. Development programs were offered for women at all levels - talent development programs, skills learning, online tools/ frameworks, networking, professional memberships, enabled the bank to reach 4x as many women as they have ever trained before annually. As a result, 18% have been promoted and 26% have moved to a new role.

Targets were to be reviewed annually and supporting plans adjusted as required to build traction. By making diversity hiring targets a part of the ExCo's common objectives, these targets link to performance outcomes that drive senior leadership pay.

Launch of Women in Technology, a Pan-India Industry wide forum that promotes STEM as a key career choice for women by bringing industry leaders, NGOs, academicians, technology leaders together to create and execute an industrywide plan. It promotes and encourages women to pursue careers in STEM and widens the talent base thereby eliminating the causes due to which women in India drop out from a career in STEM. The forum is working under four work-streams to positively impact 100,000 people (students, parents, teachers, working women at different stages of their career/life). These are- Schools/Colleges; Scholarships; Mentoring; Second Careers. This has helped in making a broader impact through industry partnerships.

OTHER WOMEN ORIENTED PROGRAMS:

- **Gender Mentoring & Sponsorship Frameworks (Champions)**

Gender Mentoring & Sponsorship frameworks helps women identify suitable mentors/sponsors (providing clarity on the benefits/ differences of each relationship) aimed at helping women to maximize the opportunity. These can be accessed via the Inclusion Champions framework.

- **Everywoman Network**

Online development resource which includes: webinars, interactive workbooks, bite sized articles, across a range of subjects from self-confidence to practical skills. The personal development tools provide insight into a huge range of subjects and cater to a variety of learning styles.

- **Gender ELN's development offerings**

Supports the development and career advancement of all RBS employees by giving them opportunities to network internally and externally, to get involved in activities that will enable them excel and challenge themselves, and to gain access to additional personal development. This also include access to online tools/development.

- ♦ **LGBT Innovative**

Taking a big step towards creating an inclusive workplace, the Royal Bank of Scotland (RBS) in India extended medical hospitalisation benefits to same-sex partners of its employees. In India, since Section 377 of the penal code criminalised homosexuality, lesbian, gay, bisexual & transgender partners are

Same-sex partners in RBS get med cover

Namrata.Singh
@timesgroup.com

Mumbai: Taking a big step towards creating an inclusive workplace, the Royal Bank of Scotland (RBS) in India has extended medical hospitalisation benefits to same-sex partners of its employees.

In India, since Section 377 of the penal code criminalises homosexuality, lesbian, gay, bisexual & transgender (LGBT) partners are not covered under any insurance scheme. So, RBS India has decided to bear the cost of its liberal move from its profit and loss (P&L) account. The policy comes into effect from April 1 this year, making RBS one of the first companies to take the progressive step.

L'Oréal India too offers benefits such as adoption leave or maternity/paternity leave irrespective of gender of its employees or their partners. The company recently introduced surrogacy leave, again given irrespective of the partner's gender. **P 14**

RBS India extends medical cover to LGBT employees' partners

Namrata.Singh@timesgroup.com

Mumbai: In a breakthrough towards creating an inclusive workplace, the Royal Bank of Scotland (RBS) in India has extended medical hospitalisation benefits to same-sex partners of its employees.

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L'Oréal India offers benefits such as adoption leave or maternity/paternity leave and relocation benefits irrespective of gender of its employees or their partners. The company recently introduced surrogacy leave, which is again given irrespective of the gender of the



partner. Companies usually do not extend medical hospitalisation benefits to same-sex partners, but progressive corporate organisations have strongly expressed their intent towards having inclusive workplace policies. Some organisations have extended spousal benefits like adoption leave, maternity leave and relocation to same-sex partners of their employees.

The challenge, however, is to ensure such initiatives are well within the ambit of the Indian law, which does not recognise same-sex marriage. In 2009, the Delhi high court had decriminalised same-sex relationships. In 2013, that ru-

ling was overturned by the Supreme Court. Spousal benefits like insurance are thus restricted to opposite-sex spouses.

However, there are UN standards on LGBT which prod companies to extend the same benefits to partners, spouses, children or other dependants of staff members, regardless of sexual orientation, gender identity and expression, or sex characteristics. So, while Google has an LGBT community of employees called Gaylars, RBS has established the RBS Rainbow Network India. Salesforce India recently launched Outforce, which brings together employees who are allies of equality in sexual orientation and gender identity.

According to Vikas Goel, lead (diversity & inclusion LGBT stream) and head of engineering transformation, core banking & payments, RBS India, the objective behind their move is to mainstream the LGBT community and to protect them from the various challenges they face in society. More such initiatives

are in the pipeline, he added.

"We are all aware of the social issues that the LGBT community faces. The attempt is to make them inclusive. We want to encourage our employees to come out freely on their orientation with no reason for fear, judgement or reservation. At the same time, we will ensure that privacy and confidentiality is maintained. Our endeavour is to ensure that we do the right thing and that all our policies treat all our employees equally and give them a fair opportunity to grow," said Goel.

Employees at RBS India get a health insurance of Rs 8 lakh, which covers his/her spouse, children and aged parents. The new policy expands the definition of family to cover the partners of LGBT employees as well.


Jnanesh Kumar, director employee success, Salesforce India, said: "We promote an open and inclusive culture that empowers employees to bring their whole, authentic selves to work every day."

not covered under any insurance scheme. Hence RBS India decided to bear the cost of its liberal move from its profit and loss account. However, the insurance provider agreed to provide the needed insurance cover for all same-sex couples. The policy came into effect from April 2018, making RBS one of the first companies to take the progressive step.

According to Vikas Goel, Lead (Diversity & Inclusion LGBT stream) and Head of Engineering Transformation, Core Banking & Payments, RBS India, the objective behind the move was to mainstream the LGBT community and to protect them from the various challenges they face in society. More such initiatives are in the pipeline, he added. "We are all aware of the social issues that the LGBT community faces. The attempt is to make them inclusive. We welcome employees who want to come out and be their authentic selves to do so freely, with no fear, judgement or reservation. At the same time, we will ensure that privacy and confidentiality is maintained. Our endeavour is to ensure that we do the right thing and that all our policies treat all our employees equally and give them a fair opportunity to grow," said Mr. Goel.

RBS's LGBT+ inclusion strategy is multi-pronged:





1. **Workplace Policies** – RBS took a look at all employee policies to ensure that they protected the rights and provided the following benefits to all its employees irrespective of their gender, sexual orientation and family composition:

- LGBTQIA+ Partner Medical Benefits
- Prevention of Sexual Harassment (POSH)
- Accident Cover
- Life Insurance
- Leave cover for Adoption, Surrogacy, Bereavement, Compassionate, Paternity, Maternity
- Domestic Relocation
- Gender Confirmation Surgery (In Progress)
- Gender Neutral Restrooms (In Progress)

2. **Education & Sensitization** – The reality in India is that most people are unaware and ignorant about the LGBTQIA+ community, their challenges and in fact, anything about them. The initiatives taken by RBS included:

- Myth busting sessions for Senior Leadership and their reporting teams (Executive Committee, their reporting Heads of Business Lines and their reporting teams)
- Inviting people from the community to come in and talk to the teams
- Designing more robust and inclusive Unconscious Bias trainings to be run company wide
- Having strategic interventions with high impact employee facing teams like Security, Housekeeping, Facilities, IT, etc.

3. **External Support & Industry Participation** – Srikant Suvvaru says “You cannot be an ally from the shadows.” RBS believed that if taking a stance to say that it supports the LGBTQIA+ community because it’s the right thing to do, it should do so publicly and proudly through

- Actively participating in Pride Marches wearing RBS colours
- Participating and being advocates for change at Industry Forums and Events

4. **Support & outreach for the Transgender Community through recruitment & hiring** – The Transgender community faces many challenges, one of which is seeking gainful employment in the corporate space. RBS is working on building a robust and sustainable hiring strategy to ensure it works with community based organizations to identify, train and hire transgender people into RBS.

Ever since RBS began its Rainbow journey, it has had positive impact at the workplace:

- **Rainbow Network (ERG) membership** – The Rainbow Network had a membership of 20 people in mid 2017. Today, the membership stands at 150+ employees across the organization
- **Community Self-declaration** – In a recent anonymous Employee Satisfaction Survey, in the demographics, over 250 people have self-identified as either Lesbian, Gay, Transgender, Bi-sexual or Other for the first time. This shows a trend that people are willing to declare their identity (albeit anonymously) at the workplace

- **Out Members** – Several members of the community have come out (privately) within the Rainbow Network and have shared their experiences in coming out. While not ready to declare themselves openly, they do indicate that they'd like to, at a later point
- **Colleague in Transition** – A colleague who was about to leave to begin her transition journey has opted to stay at RBS due to the changes currently happening with regard to Rainbow and complete her transition journey with the bank. She recently came out to her manager and team member and was met with support and compassion. This shows a shift in attitudes and awareness amongst the employee body on all things LGBTQ
- **Corporate Mentoring** – A number of corporates, just starting in the space, have reached out to RBS for advice and information on how best they can start their journey, asking for information on policies and approach with insurers, low-hanging fruit, long term objectives, etc.

✦ Disability Smart

The launch of pan India **Disability Smart Forum** was a unique initiative to bring together a group of industry leaders to create an environment that engaged, enabled and empowered persons with disabilities. The purpose of the forum was to collectively approach common challenges faced in hiring, engaging and developing persons with disabilities. RBS also organized specific hiring drives for candidates with disabilities and set a target number of persons with disability to be hired.

✦ Generations Inclusion

Progressive policies were introduced one of which was the Enhanced Professional Education Policy. Additionally, a survey was conducted to understand the generations employed and their expectations better. It helped to bust some stereotypes around generations. An online platform called 'R.Chat' to debate, discuss and share uninitiated topics by the younger generations was also introduced. Topics covered ranged from 'Cryptocurrencies and Block Chain', 'Entrepreneurship & generations' to 'Music & Creativity'. This helped manage the multi-generational workforce issues.

RBS India sets up a forum for inclusiveness

CHENNAI: RBS India, the innovation & operation hub of The Royal Bank of Scotland, has set up an industry forum titled 'Disability Smart', to mainstream the disability inclusion agenda in organisations. Anuranjita Kumar, MD, HR, International Hubs, (Royal Bank of Scotland) said, "Globally, more than a billion people live with a disability and the number is growing each passing day. Data indicates that their potential to contribute effectively at work is often impacted, not by their disability, but by the impediments around them. Being Disability Smart means supporting our colleagues with disabilities with workplace adjustments, so they can do their job to the best of their abilities."



ADDRESSING OTHER CHALLENGES

Balancing grassroots with a holistic approach was crucial to sustaining success. This was achieved in part by establishing a central diversity office. It provided multiple benefits, including taking ideas from each of the businesses and effectively scaling them across the organization (Female leaders' development program), identifying policy challenges that needed to be tackled centrally (maternity leave policy: RBS had a 6-month maternity leave policy in place well ahead of this becoming a regulation) while at the same time promoting activities happening within each business (Female hackathon).

RBS enhanced workplace readiness and infrastructure support through progressive policies:

- The RBS Inclusion Policy states a commitment to valuing and promoting Diversity in all areas
- Resolving Issues at work policy ensures that all staff has the right to be treated with consideration and respect at work
- Launched insurance cover for same sex partner
- 6 months of paid Maternity Leave
- Flexible working: It was a personal choice of many employees to work on a flexible working arrangement and the bank recognised the importance and value of flexible working for both the organisation as well as individual employees
- Health & Wellbeing: Women specific health camps; Pinkathons; Corporate contracts with Apollo Hospitals that provide discounts on preventive health check-ups
- Launch of WeConnect – Informal Networking opportunity for women to navigate through some of life's challenges
- Networking opportunities with Senior Leadership/External speakers
- Crèche facility at select locations

ESSENTIAL KEY FACTORS TO SUSTAIN AND GROW INITIATIVES:

RBS believed that the certain key factors were essential to ensure that the initiatives sustain and grow over the next few years:

- RBS believes that all employees irrespective of the diverse group they belong to, need to appreciate that diversity gives them a competitive advantage. RBS has a male ExCo sponsor leading the Gender Balanced agenda both for the Bank and in India. Also, it recognises Male advocates through the yearly RBS Women Awards process
- The right role models are visual metaphors of progress – e.g. While having adequate representation of women at senior levels within the organization is critical, it is equally crucial to celebrate the success and stories of how these women achieved their success. Helping all employees identify with successful role models reinforces the notion that there is a path towards success they may not have identified previously
- Tone from the top can make a big difference - Leadership needs to be upfront, transparent and consistent around diversity and inclusion goals and ensure that all processes and practices are promoting that goal, be it recruitment, talent management, career progression, compensation etc.

The organisation takes its cues from leadership and visibly promoting diversity goals goes a long way in breaking through organisational inertia

- Leverage the power of employee networks - employee networks form the first line of support and provide an effective avenue for conversations to happen at the ground level. Having a network for each diverse group which amplifies the voice of the community, provides mentorship and peer support around overcoming challenges and allows colleagues to take strength from each other has proven to be an effective bulwark and platform for policy and process changes in the organisation
- Diverse groups need support, not a handout- having development programs that objectively identify and allow diverse groups to embrace their individual strengths and effectively coach them to handle increasing levels of responsibility while balancing inevitable challenges in life go a long way in boosting the confidence and visibility of diverse talent within the organisation
- Employee Led networks can be an effective ally if leveraged appropriately - Previously, there were a number of employee groups around gender diversity (Women in Tech, Focused Women's Network, COMPASS network, Everywoman network) that had overlapping offerings, inevitably creating confusion in the minds of colleagues who were a part of the group and those who were interested in contributing. Consolidating all the different ELN's under a single umbrella called RBS Women has largely simplified the focus allowing for much greater participation and support from both leadership and colleagues at all levels

OUTCOMES OF INITIATIVES:

The result of these initiatives? There was a positive correlation between improvement in diversity and the revenues, from FY 16 to FY 18. Also, the attrition rate for the same years has come down considerably from 22.2 to 17.4%. RBS has more than 250 employees belonging to the LGBT community, and a large number of women in the Indian workforce. And now, RBS is a 'Times Top 50' employer for women, rated Platinum with Opportunity Now, been placed in the Bloomberg Gender Equality Index (top 5 globally).

The Diversity and Inclusion targets form a part of each ExCO member and manager's performance objectives. Through all efforts, RBS does a monthly monitoring of the gender diversity data and takes specific actions to improve them. Also, equity is ensured in all the processes whether it is hiring, talent management, career progression or succession planning. RBS's half yearly internal online survey 'Our View' has a separate category to monitor the Inclusion index and gives real time feedback based on different demographics on what the employees are saying. 'Our View' results saw a hike by 4 and 2 points in 2017 and 2018 respectively. A score of 88 was captured, which makes it evident that a large majority of the employees feel inclusive in the workplace.

AWARDS AND RECOGNITION:

Currently, RBS has 36% women on board, is a "Times Top 50" and is Disability Smart which has earned it the Silver Rating at the Business Disability Forum 2016, has been one of the Stonewall's Top 10 Global Employers since 2014 and amongst the Top 10 UK Employer for working families since 2014. In India, RBS has received the FICCI CSR award for women empowerment for inclusion and won the Inspire Leadership Award 2017 in Diversity. With 36% women on board, RBS exceeded the Davies and Hampton-Alexander requirements, and met the Hampton-Alexander pipeline (CEO-2) requirements at 33%.



CONCLUSION:

Achieving the right diversity is a marathon, and patience and stamina are key. While diversity targets tend to focus and drive attention in the short term, experience at RBS suggests that a broader approach beyond short term targets is important to sustain progress. The successful pilot of hiring women who took a career break told RBS that while there is immense talent to be found with such asymmetric population, the gestation period before they are fully assimilated is much longer and having sponsorship from the top and effective support on the ground is crucial to making such programs work.

Building a diverse and inclusive workforce is part of changing the culture and will help achieve RBS's 2020 ambition of being #1 for customer service, trust and advocacy. Creating diverse teams ensured that RBS developed products, services and a culture that worked for all RBS's employees and customers. Diversity & Inclusion at RBS is about making sure everyone can bring the best of themselves to work every day. It's about celebrating the differences and finding ways to turn them to RBS's advantage and it's about giving everyone the same opportunities to grow and get ahead.

SHAPING THE FUTURE OF BUSINESS THROUGH INTELLIGENT HR ANALYTICS @ CONCENTRIX

EXCELLENCE IN HR ANALYTICS

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INTRODUCTION

Founded in the year 1999 as an IT service management company, Concentrix Services India Pvt. Ltd. has used HR Analytics effectively and been successful in measuring and improving the overall performance of the organization. With a team of 8, who are dedicated to workforce analytics, it has been able to improve HR practices by analysing HR Metrics and using the outcomes for introducing new initiatives.

COMPANY BACKGROUND

Concentrix Services India Pvt. Ltd. is a foreign-owned multinational corporation. In India, it offers business process outsourcing services, providing a range of inbound and outbound outsourced voice-based services, and back-office transaction processing services. It also offers solutions in customer relationship management, finance and administration, and back-office processes for multiple industry verticals.

HR ANALYTICS AT CONCENTRIX SERVICES INDIA PVT. LTD.

The workforce analytics team at Concentrix Services India Pvt. Ltd. comprises a team of 8 members reporting to the head of HR. Over the past 3 financial years, the company has used HR analytics to measure and analyse organizational performance. The company also introduced new initiatives that helped collect and analyse relevant data to overcome the challenges of high employee turnover, employee engagement, etc.

HR METRICS

HR Metrics were used to provide a data-driven approach to managing HR, which forms the basis of HR Analytics. HR Metrics help to make better decisions on the people side of the business.

Metrics used were:

Revenue Growth, Profit Growth, Employee Headcount Growth, Total Contractual Employee Headcount, Total HR Employee Strength, HR to Employee Strength, Gender Diversity Ratio (females to males), Average Employee Age, EBIDTA per employee, Voluntary Attrition Rate (Annual), Employment Offer Conversion Rate, Mandatory Training Conducted (both for technical as well as soft skills), Employee Engagement Scores, External Customer Satisfaction Scores, and Total People Investments.

QUANTITATIVE MEASUREMENTS

The quantitative measurements give a better insight into the investments made and their financial implications.

Metrics used were:

- Cost of Human Capital (all direct and indirect spent on Human Capital) to the total operating cost
- Net profit (net profit after taxes) per employee (full-time employees)
- ROI on Human Capital Investment (revenue less total expenses less human capital expense)/human capital)
- Ratio of HR professionals to all employees
- Cost of total annual employee attrition

- Annual employee attrition rate
- Average cost per hire
- Average benefit cost per employee
- Employee absentee rate
- Cost of employee absenteeism
- Expenditure on HR technology and tools
- Average training spend per employee
- Average number of successors identified for CXOs

Observations

The organization identified metrics that would form a part of HR dashboard to be presented to the management.

Current practices

At Concentrix, all HR processes with the exception of career/ succession planning are technology enabled.

- For **Talent Acquisition and People Flows**, the metrics tracked include on-time delivery, direct hiring channel contribution, cost per hire, training throughput, training ageing, and various other performance management metrics for better informed hiring decisions and planning.
- For **Learning and Development**, the Concentrix University is supported by two LMS systems – Cornerstone on Demand and Litmos. Development software that is used includes Captivate, Articulate, GoAnimate, and the Adobe Creative Suite. Content sources include in-house developed and owned content, Client Account-specific content, and third-party content – primarily Skillsoft. The metrics that are tracked for this process include unique coverage, and the total hours spent in various learning interventions.
- For **Performance Management**, the metrics tracked include performance goal setting, mid-year results submission, mid-year performance reviews, annual results submission, annual performance ratings submission, and PIP closure.
- The metrics that are tracked for Compensation and Rewards process include wage/headcount and support ratio.
- For **Career/Succession Planning**, though currently not technology enabled, specific metrics are tracked. These include 9-box grid, successor skills, experience and performance readiness, risk of loss, impact of loss, average number of successors, and number of critical roles.
- For **Payroll**, currently the RAMCO application is used to track SLA, accuracy, and statutory compliance.
- The process of **Attendance and Leave Administration** is now automated through biometrics, which was deployed across Concentrix last year. The metrics that are tracked include 'attendance percentage,' 'attendance not marked percentage,' 'absenteeism percentage,' and all leave.
- For **Diversity and Inclusion**, the metrics tracked include diversity percentage, participation in engagement activities, VOC of employees, and employee progression.



QUALITATIVE MEASUREMENTS

The company faced several issues that warranted digitization to collect meaningful data and use relevant HR metrics and analytics to interpret it and help resolve the issues.

These issues related to:

- High employee turnover due to the dynamic nature of the company's business and millennials forming a majority of the workforce.
- Transaction-intensive HR due to lack of availability of analytical tools; hence, HR managers and leaders spent a large part of their time in routine activities, leaving little time to partner with business at a strategic level.
- Tracking & Resolving Employee Concerns due to Concentrix's geographical spread and nature of manpower.
- Difficulty in maximizing engagement and keeping the workforce happy due to traditional ways of employee engagement, and reward and recognition.
- Distributed and Diverse Operations due to large number of employees and presence in multiple geographies.
- Mergers and acquisitions due to acquisition of IBM's customer relationship management, acquisition of the Minacs Group in 2016, and the acquisition of Tigerspike; all these have necessitated the need for more effective integration of processes and practices.
- Decision support system to meet increasing complexity due to the dynamic nature of business, which requires data and its correct interpretation to help leaders take decisions proactively.

Various Initiatives undertaken to address the challenges were:

- **HR Dashboard:** It was created to track the health of various accounts and derive insights for informed decision making. It consists of input parameters like attendance, average Team Lead span size, HR monthly connects, transport no-shows, and Early Warning System accuracy. Output metrics include attrition, Abandonment on Duty contribution on attrition, Customer satisfaction scores, Employee satisfaction scores, executive escalations, and revenue growth for each account. A correlation was made between the input and output metrics by defining critical parameters to view and monitor the performance of the accounts. This was measured periodically, and with comparisons between accounts to identify improvement areas and cross-leverage best practices. A trend analysis at the account, location, and zonal level was conducted based on input and output metrics to further help business and HR in decision making for future action.
- **Hot Account Reviews:** It is a systematic and periodic review of accounts where attrition was found to be higher than the defined threshold. Accounts are classified based on profiles/LOBs, and thresholds are defined based on actual attrition target. Hot accounts were identified with the express aim to control attrition at the organizational level. The reviews were done on a monthly basis, and involved the leadership team and key stakeholders.
- **O8 Density Dashboard:** It is published for pan-India CRM accounts to track an account's health in terms of engagement, attrition/AOD, environment, learning, and MIV penetration.
- **HAC Report:** It is a complete attrition scorecard for competency in the employee-level report,

which includes leader-wise, location-wise, profile (agent and support), profile drill down, reason-wise, band data, tenure-wise, education-level data, account-level data, and employee raw data.

- **Insights:** This is a monthly analytics report, which covers updates of all HC, retention, career movements, and rewards & recognition, query management, transfers, diversity etc.
- **Special Initiatives Report:** Regular dashboards on the progress of initiatives at all stages.

IMPACT METRICS

The effectiveness of the initiatives undertaken were assessed in the following ways:

- **Retention Management:** There has been a constant reduction in voluntary attrition over the last three years.
- **Diversity Planning:** The gender diversity ratios have improved over the years, including having several women in leadership roles.
- **Cost savings:** For example, the attendance and leave management application has helped in saving not only the administrative time of TL / Managers, but it has also helped in capturing leakages across the organization, yielding approximately \$2 million in the full-year cost savings. (Actual hours delivered by the employees increased, thereby resulting in higher productivity.)
- **On-time employee onboarding and induction:** Data and feedback from various sources within the organization indicate that post the launch of Swagatam, the company's digital onboarding platform, it has been able to effectively enhance the onboarding new hires resulting in high levels of engagement. The satisfaction scores on the first day of onboarding have also gone up.
- **Business Continuity Planning:** As key factors impacting business continuity were periodically analysed and shared across the company, business leaders were better equipped to face emergency situations thus ensuring that business continuity was not impacted.
- **Employee feedback:** The engagement scores have been steadily increasing.
- **Rewards and Recognition:** The company's digitally available platforms for reward and recognition enabled the employees to utilize the rewards program to the maximum and in the most appropriate manner. It also enabled more visible social recognition.
- **Decision making:** Workforce analytics has provided insights to make appropriate decisions.
- **High visibility across demographics and locations:** Data analytics has made it possible to deep dive into any aspect of people or business and access data, and take appropriate action as necessary.

SUSTAINABILITY MEASURES

- Investment in infrastructure for improved qualitative and quantitative data collection
- Investment in appropriate analytics tools or unified data tools for broad scope HR analytics usage
- Investment in acquiring analytics talent and developing cross-functional talent between the analytics and internal HR team
- Investment in training and upskilling of Analytics team in terms of specialised tools and software
- Creating more awareness among stakeholders about the relevance of data and HR Analytics in decision making and improved performance



THE ROAD AHEAD

- For **Talent Acquisition and People Flows**, there is a plan to enable technology through remote video interview and sourcing in the next one year. A web-based application (ATS) will be developed in-house and implemented.
- For **Learning and Development**, the plan is to evaluate and deploy viable additional features of Litmos (such as boosts, video tests, integration with Workday and other software, etc.), and integration with ConcentrixOne, which is the in-house mobile application.
- For **Performance Management**, there is a plan to introduce Workday in the next one year.
- For **Compensation and Rewards**, the HRMS tool is to be deployed globally.
- **Career/Succession Planning** is to be enabled on an HCM platform next year.
- For **Payroll**, there is a plan to introduce a new/upgraded payroll application in the next year.
- For **Attendance and Leave Administration**, biometrics process is to be upgraded with the following new features: personalisation of greetings for birthdays / work anniversaries, important updates, attendance of part-timers, in the next year. A further refinement of the system will follow tracking actual time spent in office, capturing the information in real time, and optimization of the system for a better employee experience.

CONCLUSION

Concentrix has effectively used data, HR metrics, and analytics to introduce critical thinking and address many issues in the organization, leading to better decisions and improved performance. It has taken this effort to the next level by leveraging analytics as a revenue line to serve clients. With a firm plan in place to invest in technology upgradation in the coming year, it aims to provide better support to internal stakeholders and stay ahead of the competition.

THE INCLUSIVE LEARNING PYRAMID @TCS

WINNER

EXCELLENCE IN

LEARNING AND DEVELOPMENT

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ABOUT TCS

Tata Consultancy Services is an IT services, consulting and business solutions organisation that has been partnering with many of the world's largest businesses in their transformation journeys for the last fifty years. TCS offers a consulting-led, cognitive powered, integrated portfolio of business, technology and engineering services and solutions. This is delivered through its unique Location Independent Agile delivery model, recognised as a benchmark of excellence in software development.

LEARNING NEEDS

The rapid change in digital technologies and their network effect led to reshaping industries. Business had to be integrated to reap the benefits of this change and the world entered into the Business 4.0 era. This dramatic scale and pace of change had impacted the leadership in organizations and resulted in an urgent transformation of business. In response, TCS adopted an organic approach to talent.

- **Business needs (speed, scale, spread)-** The rapidly changing business scenario and technological changes led to a need of upskilling/reskilling the 394,000+ employees, as of FY2017-18 spread across 46 countries
- **Talent Development Imperatives-** The need was to personalise the learning experience, build and strengthen the leadership pipeline and bench for every level of the leadership pyramid, to address the needs for speed, scale and spread

INITIATIVES AND SOLUTIONS

The Inclusive Learning Pyramid was designed for learners at every level with programs across technology, leadership, domain and languages. This helped every employee in applying their learnings and grow, while playing diverse roles. The digital learning platform encompassed virtual, physical and experiential learning infrastructure with high quality content. Learning program was divided across:

- ♦ **New Hires:** New Hire training primarily consists of the 3 phases of Pre-ILP, ILP and Post ILP, with both technological as well business knowledge to be productive from day one in projects. Total of 20,042 associates were released to projects after successfully completing ILP and 1.4 Million learning days were recorded for ILP Training.
- ♦ **First Time Managers:** Learning program for employees with 2+ years of experience and first-time managers focused on strengthening leadership skills and building technology depth and domain expertise mainly through:
 - ASCENT- to coach and equip first time managers in PL/PM roles, to effectively and efficiently delivering results and building high performing teams.
 - Metamorph - a Domain Business Analysis program
 - Tech Learning nuggets gave them a complete insight on the latest conventional technology trends, thereby making them future ready
- ♦ **Middle Managers** (For managers with 10+ years of experience):

The Sales Induction Program and Transcend- A leadership program for middle managers to develop an intrapreneurial mind set and in-depth specialisation.

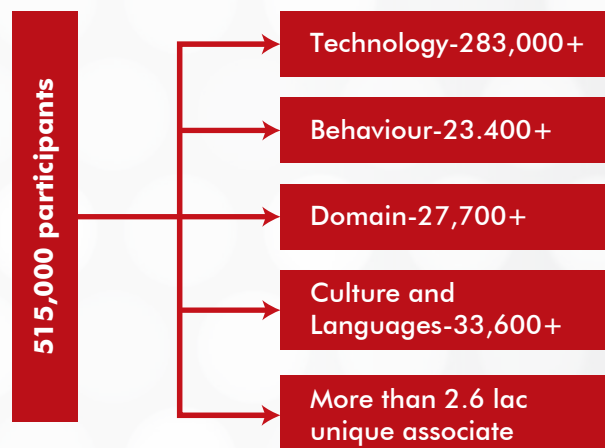
♦ Senior Leaders:

Strategy development and leadership programs from Harvard, INSEAD and other International Business Schools. Executive Coaching and Executive Leadership Development Programs, with renowned coaches from Harvard, Michigan, Wharton, Kellogg and Centre for Creative Leadership.

EFFECTIVENESS OF LEARNING & DEVELOPMENT INITIATIVES

Inclusive Learning Programs Coverage:

- 89% moved to higher roles
- 25,000 hours of 100% digitized and interactive in-house business English, resulting in 19,755 competency movements
- 508 hours of digital learning content created against 205 hours in FY17
- Classification of participants as per TD focus areas:



Outcomes:

- 354,824 out of the 394,990+ employees have been engaged in 13,874 learning programs with 6,500 faculty resulting in 5.5 million learning days.
- 247,400+ unique associates acquired at least one digital competency with a total of 861,480+ digital competencies.
- 93.5% of learning in FY18 was tech-enabled, compared to 40% in FY15.

IMPACT METRICS

The ILP was really helpful in building an organizational structure that was highly empowered and decentralized. It equipped them with soft skills, design skills, multi-technology skills, and domain skills.

The talent development approaches were recognized globally with 40+ awards which included 9 times ATD BEST award, 15+ Brandon Hall Gold Awards, the CIPD, CLO magazine's Learning Elite and Learning in Practice Awards, got featured in case studies and books by ATD. Also, the vision of the CLO for transforming learning was recognized with the prestigious Best CLO of the Year 2017 by the CLO magazine.



ORGANIZATIONAL RESULTS

- Digital demand fulfilment through TCSers up from 80% in FY17 to 85% in FY18
- Lateral hiring for Digital competencies came down from 13% in FY17 to 5% in FY18
- Efficiency reached 17666 days of learning per TD staff member in FY18.
- 830 Digital external certifications.

TCS was yet again the industry benchmark for Talent Retention and was named as one of the Best and Brightest Companies to work for in the US in terms of Excellence in Employee Enrichment and worksite Health.

KEY FACTORS TO SUSTAIN THE SUCCESS AND THE INITIATIVES

The initiatives were a comprehensive solution for every segment of employees to ensure holistic development. Programs were available for everyone-irrespective of their roles and experience. This ensured the breadth is scaled along with the depth of knowledge.

TCS has always focused on developing inclusive programs internally to cover 100% employee base across geographies. The training programs were being implemented at a point when the rate of change was extremely fast and the model adopted was extremely agile and re-aligned continuously with changing business needs. The initial learning program was able to adapt the needs of the organization in catering to business attaining digital mastery and also incorporating a blend of basic and advanced training methodologies. Thus, the 60 days training program was revamped into 20:40, 30:30, 40:20 days of basic and advanced training respectively.

Inclusive Learning led to greater employee engagement and experience with employees from 131 nationalities across 46 countries. TCS also became the largest employers of women, with 35.3% of their global workforce.

A ONE-TCS APPROACH

TCS followed an integrated approach to talent acquisition, development, deployment and management. The robust mechanism to identify Hi-Potential employees and succession planning led to leveraging capabilities for all key positions- CEO, CHRO, TO and the CFO. The talent journey started with engagement of employees in the pre-boarding periods itself, through gamified social e-learning platform, which helped organization instil values even before they joined the organization.

TCS moved towards being a role-based organization to attract, build, develop and retain talent. Succession planning was practiced at every level and leaders were prepared for future positions.

The Chief Learning Officer introduced 5A learning- for Anyone to learn Anytime Anywhere using Any Content on Any device.

THE LEARNING CULTURE

The Global Learning Week - GLW 2018, provided a platform for inclusive learning through a single platform. Global Learning Week was introduced with the objective to:

- Bring together learners globally
- Make learning a key EVP

- Create engagement by providing formal and informal learning opportunities
- Create a unique learning platform to bring experience, expertise and business perspective to global audience

TDex and Resonance: Virtual Interactions with the CEO, a plethora of activities like know Thyself-Personality Assessments and The Road Taken- Leaders' Podcasts were lined up for learners across time zones.

WAY FORWARD

"Continuous learning and applying learning to make life better every passing day is key to personal and professional growth. Talent Development enables this through the Inclusive Learning Pyramid, where every associate will find something to learn irrespective of their role or the level of expertise. Our learning programs address all segments of the workforce, starting from the Initial Learning Program for trainees, to more advanced programs covering technology, processes, domain, leadership, culture and language programs for experienced associates.

TCS creates a sense of hunger for growth, avenues to learn, and apply learning to new opportunities."

Damodar Padhi

VP & Global Head

Talent Development, TCS

EFFECTIVENESS THROUGH EFFICIENCY @ PIRAMAL GLASS

WINNER

EXCELLENCE IN

LEARNING AND DEVELOPMENT

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BUSINESS CONTEXT

Piramal Group is a global business conglomerate with business interests in Pharma, Information Management, Financial Services, Glass Packaging, Real Estate and Social Enterprise. The offices span over 30 countries with a strong brand presence in over 100 markets. The Group has a global team of over 10,000 people from 21 diverse nationalities. Today, the Group is valued at USD 9.5 billion, with over 60% of the revenue being generated from international markets.

ORIGINS OF THE PIRAMAL GROUP

Over the past 30 years, the Piramal Group has evolved into a well-diversified group – fuelled by a good balance of organic and inorganic growth (over 50 mergers/acquisitions in the past 3 decades). Since 1984, the Group has overcome headwinds, from one of the longest trade union strikes, to fluctuating political and socio-economic trends. The Group has since emerged to be a business with an annual revenue of Rs. 1260 Crores (as of 2018) thereby giving all the stakeholders (Employees, Customers, Investors) the value for their investment. Throughout this impressive growth journey it has faced tremendous challenges and has come out with innovative initiatives to be the market leader. It has stayed ahead of the curve by striving for success by building strong global partnerships and strategic investments in core businesses of the group. The Group has always gone hand-in-hand with serving people and making a positive difference to society.

VISION 2020

The ambitious 2020 Vision for the Piramal Group was set in the year 2014. To reach a market capitalization of USD 20 Billion by 2020, the Group needed to grow at over 49% CAGR, while delivering >20% ROCE. Along with organic growth, the Group's focus is also to grow inorganically and through geographic expansion.

MISSION


- To be a globally preferred supplier of glass flaconnage
- Value addition
- Superior quality
- Unmatched customer service

VALUE SYSTEM

The Group's Values of Knowledge, Action, Care and Impact are its guiding principles and are non-negotiable. They constitute the foundation of its culture which is further augmented by the Piramal Success Factors (PSFs), the competency framework of the Group.

THE CHALLENGE

In the past few years the cost of Raw Material and Energy have increased. High customer expectations as well as fierce competition from other players in the market and alternate solutions (like PET bottles), have prompted them to foster and nurture a culture of innovation across the organization, in every aspect from New Product Development to Batch formulation through Improvement projects driven through Kaizen, Skill Pillar, Employees motivation through Ownership, Entrepreneurship, Leadership Development, Rewards and Recognitions. These challenges need people in the business to adopt a different lens, lead and be a part of agile teams and acquire a holistic view of the business and



customer needs across the globe. This assisted them to initiate a series of programs to upgrade the capabilities of their employees to think business, think customer and think future, thereby ensuring sustainable gain in the market share. To address the untapped market of high premium quality fetching bottles, they had to adapt to the fast-changing technologies. Their leadership team had developed the vision of making Piramal Glass an insights-driven organization focusing on smart manufacturing, connected customers, integrated end to end supply chain management and digital workplace.

Innovation in manufacturing process comes with a huge capex and the business needed to save cost and therefore they decided on Margin Improvement through innovation in areas of Energy Conservation, Efficiency Improvement and Cost Reduction with the buy in and involvement from all their stakeholders. Therefore, their goal was to provide endless learning opportunities for their employees, so they could continuously learn new skills and hone old ones, imbibe new knowledge, and be on top of industry-specific trends and developments.

ROADMAP

1. Be a reliable partner for primary glass packaging
2. Adopt cutting-edge business processes
3. Have engaged employees in top 5 percentile globally
4. Be a global leader in terms of market share by 2020

KEY AREAS OF IMPROVEMENT

Various diagnostics were conducted internally around specific behaviours that are aligned with the Piramal Success Factors and the values that are modelled around customer expectations. Some of the discoveries of this process were as follows:

- Understanding of Glass processes and its implication on overall profitability is a key
- People need to develop their overall leadership capabilities to be able to collaborate better as a team and anticipate market trends ahead of time
- They needed more coaches across the organisation to be able to facilitate people transformation that went in hand with the business transformation
- The organisation needed to create a culture where high performers are given an opportunity to dream big, innovate and own their solutions
- A greater appetite for experimentation and risk had to be built in the overall process of business transformation and growth.

LEARNING AND DEVELOPMENT @ PIRAMAL

Piramal Glass Private Ltd strongly believes in the quote, *'Smooth Seas do not make skilful sailors'*.

There were different initiatives that were conceptualised to address the above-mentioned challenges. The result of these initiatives was a tremendous victory for the business and its stakeholders. It has divided initiatives into Talent Transformation Initiatives (Supervisory Development programs, Workmen development programs etc.) & Business Transformation Initiatives (Innohub, Myles etc.)

Efficiency is doing things right; effectiveness is doing right things. "At Piramal Glass, they showcase Effectiveness through Efficiency". Below are the measures through which they capture the effectiveness of the Learning & Development initiatives.

As the business footprint grows, it is important to preserve the culture as well as usher in employees and leaders who can appreciate and deliver the entrepreneurial employee experience that Piramal is known for. To infuse the right talent into the organization, the workforce learning needs have been categorized into two types,

- Corporate level Learning & Development
- Plant level Learning & Development

CORPORATE LEVEL LEARNING & DEVELOPMENT

- Academies as part of Piramal Learning University

An Academy is a learning entity within the Piramal Learning University that is accountable for building identified behavioural, functional or technical capabilities of employees. The Academy delivery architecture is modelled on the philosophy of 'Continuous Learning' and provides learning solutions to meet the following needs of employees:

- Immediate – What employees need to support their success currently (Point of need learning)
- Intermediate – What employees need to grow in their current role (skill expansion)
- Transitional – What employees need to grow in their career (Skill and relationship development to meet long term business goals)
- Elements of Learning at Piramal Glass

These elements service the diverse learning needs of employees through one or more of the four methods of Education, Experience, Exposure and Environment.

1. Classroom Programs

Customized cohort-based sessions that are facilitated by internal / external SME's. Classroom programs are supplemented by robust pre-program and post training interventions to strengthen the learning process. This translates into a three to six month 'Learning journey' for each learner. The Piramal Learning University believes in the concept of the "flipped classroom" i.e. a bulk of knowledge and concept related education happens outside of the classroom through pre-work, pre-reads and e-learning; the classroom becomes a hub for peer learning, experience sharing, practice and reflection.

2. Knowledge Sharing Forums

- *External Leader Connects*

Eminent functional experts from different industries are invited to learn best practices from as well as build networks.

- *Internal Leader Connects*

Enables the learners to gain in-depth understanding of the business drivers of the present and future for different businesses of Piramal from key internal business leaders. The objective is to sharpen business acumen and align long term plans of the function with the business requirements.

- *Peer Learning Connects*

Forums are created for learners to come together and share their learnings, on-ground application and experiences and perspectives with their fellow learners.

3. Self-driven Learning

- *Massive Open Online Courses (MOOCs):*

MOOCs provide a publicly shared curriculum along with course materials and offer certification on successful completion. Additionally, many MOOC providers offer interactive user forums to support community interaction among participants. The Piramal Group's MOOC Reimbursement Policy provides a reimbursement benefit to employees who avail courses from the centrally published list of MOOCs.

- *E-Learning:*

The e-learning courses hosted on the Piramal Learning University Virtual Campus provide an enabling platform to upgrade knowledge and skills at one's own pace. The learner is presented with a wide range of learning offerings that end with a short assessment to provide a quick assessment and feedback to the learner.

4. Certifications

- *Internal Certification:*

The Academy powered by the Piramal Learning University offers internal certificate programs throughout the year.

- *External Certification:*

The Academy could partner with external partners for various certificate programs. These programs will involve classroom learning followed by action learning projects/post program assignments.

5. Action Learning Projects (ALPs)

ALPs are stretch projects that have a clear impact on business.

THE LEADERSHIP ACADEMY

The Leadership Academy caters to the behavioural and managerial needs of employees across the Group and delivers world-class leadership development solutions. The functional and business academies on the other hand focus on creating world class functional / business specialists who are at the cutting edge of their profession.

Piramal Leadership Series (PLS)

The Piramal Leadership Series is a set of flagship role-based leadership programs designed for a targeted profile of future leaders at different career stages. The emphasis is on developing critical leadership skills through a blended approach.

The elements of PLS are: Leading self, others, managers and strategic leadership programs.

PLANT LEVEL LEARNING & DEVELOPMENT

Elements of Technical Training Centre

The company faced tremendous challenges in training and developing workmen. To achieve this objective, they offered varied learning opportunities to existing employees. They chose to build and develop their workforce by training them, as against buying new talent in the job market.

Implementation & Execution

The e-learnings were deployed through the LMS - Learning Management System. Due to LMS, they

could assign the courses to many employees at a time. This LMS gives them online, real time tracking of the employee's progress and completion status at the click of a button. For providing flexibility and Access-From-Anywhere, Computer Kiosks at shop floor & at Training centres have been installed.

Way Forward & Sustainability

To make this transformational journey more robust and sustainable, based on feedback from various stakeholders an impact study was conducted. The following Corrective steps have been taken to ensure Sustainability of the learning & development initiatives.

LEARNING INITIATIVES ACROSS PIRAMAL GLASS

- **INNOHUB**

Innohub was introduced as a gamified platform to seek more and more ideas from their employees on themes launched by Innohub champion, evaluating the ideas and developing projects with timelines to be met

- **MYLES (Mentoring Young Leaders)**

MYLES is a flagship mentoring program offered to the employees of Piramal Glass. Through this program the group seeks to develop employees by sharpening their business acumen and helping them appreciate the lens with which the customer looks at their business, building trust, and transformational relationships within the organization, which promote sharing of personal experience and the transmission of knowledge and insight. The objective was to create a developmental learning environment with opportunities for both mentor and mentee to stretch beyond his or her boundaries. Each Mentee takes up a Business Impact Project, which is evaluated by the respective Plant Head.

- **SDP - Supervisory Development Program**

Effective Supervision is the prime requirement of any organization. Hands-on experienced people can be effective supervisors and hence most of the supervisors are promoted internally. They conceptualize, design, get buy-in from key stakeholders and Plant Heads to execute a 6-Day Program for the new supervisors.

- **WDP - Workmen Development Program**

This is a customized 1-day program exclusively for the workmen cadre conducted by an external coach. The e-learning launched also encouraged workmen to use technology. The same set of employees who were earlier reluctant to use the computers now showed readiness to learn basic computer skills and complete the e-learning courses.

- **Lakshya**

A full day in-house program is designed on Piramal Values and Piramal Success Factors to help employee model behaviours that demonstrate the organization's values.

- **WE Initiative**

An Employee Engagement Survey known as the "Bandhan" survey is conducted every two years throughout the Piramal Group. A periodic bulletin is rolled out to keep all employees informed about various activities taking place/ upcoming timelines, success stories etc.

- **WEB Series**

This initiative facilitates cross pollination of knowledge between other businesses/industries and equips

the teams to learn best practices through their internal experts as well as external SMEs in the country. The managers needed support to do things creatively. They found that organizing guest lectures and visits to non-flaconnage industries would be useful to overcome this challenge. Therefore, “WEB Series” was introduced whereby the key objective was to facilitate “Wisdom Exchange between Businesses”.

IMPACT METRICS

Employee Satisfaction Scores in Bandhan survey by Towers Watson – Among all the other Piramal group companies, Piramal Glass has the best engagement score of 9 on a scale of 10. This survey is administered once in two years to their full-time employees. The WE (Work on Engagement) initiative provides them the platform to constantly keep engaging their workforce.

NPS (Net Promoter Score) – To track the participant’s likeliness to recommend a program to others, the survey is administered at the end of the programs to the learners for their feedback. Their average NPS for all the learning & development initiatives has been 68 on a scale of 100.

Customer Satisfaction scores – The Customer satisfaction scores are closely linked to Quality improvement and On Time in Full (OTIF) parameters. Every year this survey is administered to 100+ customers of Piramal Glass by the Marketing team, QA & QC team along with Manufacturing Excellence team. On an average their customers have rated them 9 on a scale of 1-10.

Continuous Feedback – The managers of all participants are met with, once every 2 months to understand the changes that are being observed during the program and if additional support is required to facilitate the learnings effectively. The 360-degree feedback method is used to capture the impact on the learner.

Pipeline of High Potential and High Performing Employees – Through its leadership development programs such as PLS, Ignite, Ascend, Summit and MYLES it has identified and trained HiPe’s & HiPo’s as future ready leaders who can drive themselves and the organization to Zenith

Business RoI – Employees’ growth is considered to be the biggest return on Investment for all the learning initiatives. A huge capital Investment has been allocated to make the workforce agile. Platforms such as Innohub and Dream Projects have resulted in consolidated financial savings for the organization.


Talent Transformation Impact (FY ‘16 – FY ‘18)

Initiative	Investment	Employees Benefitted	Return on Investment	Impact Areas
Digital Learning	Rs. 2.5 Crores	6500+	Rs. 14 Crores	Increased Productivity, Decreased Defects, Ease of doing work with Improved Technology increased.
Supervisory Development Program	Rs. 10 Lakhs	1500+	Rs. 1 Crore	Succession Planning with Pipeline of emerging leaders, Decrease in Recruitment Cost
Workmen Development Program	Rs. 3 Lakhs	4800+	-	Good behaviour imparted, pledged to give up bad habits, Promoted safe workplace
Work on Engagement	Rs. 2 Lakhs	3500+	-	Motivated & Engaged talents across the business, Engagement score improved from 8 to 9 on a scale of 10
Lakshya	Rs. 2 Lakhs	300+	-	Imbibing the importance of Values & Piramal Success factors, helped them to build their values in Personal & Professional life

Employee Engagement – Through their Work on Engagement initiative, Piramal Glass has been able to drive their employee engagement score through the roof when compared to other group companies. Piramal Glass scored 94% Sustainable Engagement in 2016 Bandhan Survey.

Initiative	Investment	Projects Undertaken	Employees Involved	Return on Investment	Impact Areas
Innohub	Rs. 5.8 Crores	78	550	Rs. 10.4 Crores	Employee Ownership, Promoting Entrepreneurial culture, High Return on Investment, Improved Manufacturing setup
Piramal Leadership Series	Rs. 3 Lakhs	28	32	Rs. 24 Lakhs	Pipeline of emerging leaders, Motivated employees, Increase in Employee Retention, High Return on Investment
Mentoring Young Leader	Rs. 6 Lakhs	35	40	Rs. 48 Lakhs	Increased Interdepartment collaboration, Promoting mentoring activities, Promoting Entrepreneurial culture
Dream Projects	Rs. 50 Lakhs	96	76	Rs. 2+ Crores	Employee Ownership, Increased Retention, Pipeline of emerging leaders, High Return on Investment for the business

- ♦ **Embracing the Change:** Through the e-learning initiatives, Piramal has been able to skill, reskill and upskill their workforce by emphasizing the need to change to embrace technology and the digital medium. The classroom training sessions have been reduced by 50% and the E-learning sessions have been increased by 50%.
- ♦ **Business Learning Councils:** A council comprising of Subject Matter Experts, line managers as the panel members and the Plant head as the Chairperson has been created. This council identifies the learning needs, steers the culture changes required from time to time and assists in the development of more gamified e-learning modules.
- ♦ **Leader boards:** Presently their gamified initiatives such as Innohub and E-learning have leader boards and the top performers are awarded periodically, their upcoming plan is to integrate all the learning initiatives such as SDP, WDP, Lakshya, PLS, MYLES and WE to identify, recognize and reward the leader board toppers. This initiative will promote a healthy learning competition among the employees of Piramal Glass.

- 
- ♦ **Mobile Learning Application:** EdCast is a gamified mobile application developed to create bite sized learning. Presently it is on a pilot phase with the HR team. Through this application, a learner can post articles, videos and create tutorials to educate fellow learners. Post its success, this app will be scaled across their business to make learning an everyday routine and contagious.
 - ♦ **Talent Review (Individual Development Plans):** Talent review is presently being done for the HiPo's and HiPe's. They are in the proposal stage to make this process available for every talent in Piramal Glass. Through this process implementation the managers will play a pivotal role in the growth of an employee.

Vision 2020: Learning & Development

- Digitizing 80 modules into the gamified LMS platform and providing them in English, Gujarati and Hindi
- Building the talent capabilities of Piramal Glass Sri Lanka & USA.
- Striking the right balance between employee and business needs due to High Touch Digital and High Touch Human aspects

CONCLUSION

The organization has made significant strides towards integrating the business and people-centric agendas across the Piramal Growth story. It has successfully been able to fill in the gaps by providing the workforce a portfolio of diverse Learning and Development experiences which are integrated both vertically and horizontally. Keeping up with the technological advances the company has introduced cutting edge technology to make the learning experiences world-class. This has made Piramal Glass a front runner when it comes to being a Learning organization.

DISRUPTING THE LEARNING PROCESS TO FUTURE PROOF EMPLOYEES @ DBS BANK

RUNNER-UP

EXCELLENCE IN

LEARNING AND DEVELOPMENT

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INTRODUCTION:

The process of continuous technological evolution and disruptions presents opportunities and challenges in equal measures. An innovation lead dynamic learning process is the answer to overcoming the challenges and realizing the opportunities.

Digitization is one such disruptive trend that has taken the market by storm and has been spoken at length in this report. With the steep rise in the number of breakthrough technologies, it is now the responsibility of the organizations to educate their staff to be adept at using these new technologies in a meaningful way. Many circumstances may be sighted where new technologies like social media platforms, cryptocurrencies, Big Data analytics have been misused, resulting to huge losses to the general public, governmental organizations and other stakeholder.

The BFSI sector has seen some rather fundamental changes as a result of this constant evolution process. Money, currency, payments, investment, and even banks as we have known them have undergone a radical change over the last few years. Agility and adaptability have become essential to ensures the sustainability of an individual or organization in the market.

Technology has rendered archaic procedures redundant, at the same time bringing in new players who have affected the market in ways unimagined. The old institutions either had to shut down or change for the better. The story of DBS bank belongs to the latter category.

DBS BANK:

DBS Bank Ltd, is a financial services powerhouse principally based out of Singapore and operating across markets in Asia. DBS bank is a frontrunner in digital transformation, with a vision to deliver a form of banking that is powered by a seamless digital integration, bringing in a completely paperless interface to the customer.

Living Breathing Asia had been the slogan of the bank for more than five decades. In order to appeal to a larger and modern audience the bank adopted the new slogan – ‘Live more Bank less’. It is more than just a phrase that you will find on every DBS banner. It is what they call the DBS way of life, which transcends above leadership, management, employees and customers, and touches every individual associated with the institution.

In India DBS bank operates in 12 cities with its headquarters in Mumbai. Even before establishing its presence in India, DBS had been recognized as the safest bank in Asia for 10 consecutive years apart from named The Best Digital Bank in Asia and Best Bank in Asia from acclaimed institutions. In 2018 DBS has been recognized as the Best Bank in the World (#BBIW) by Euromoney and Global Finance.

Digitization has been at the forefront of the DBS agenda for some time and has brought about a structural change across verticals, having cascaded onto both the customer experience as well as the employee value proposition.

The employees at DBS are part of a continuous learning process, which oversee their upskilling thus keeping them relevant in the market context. “I don’t want to save jobs I want to save our employees”, is how Yan Hong Lee, Global Head of Human Resources puts down the intent of the bank in simple words.

The employees are the key drivers to achieve organizational goals. This is the reason every organization needs to create a robust and relevant learning intervention that will equip their people

to be future ready. Therefore, in alignment to their #BBIW policy, it is important for the employees of DBS to take charge of their career. One such step taken by DBS is “DigiFY”, a paradigm shift in learning in the classroom to learn anywhere, anytime; from seeking permission to autonomy to learn, from the concept of experts to a basic concept of everyone is a learner and teacher, from fixed learning paths to personalized learning.

Disruption of the Learning Process:

A dynamic learning experience is key to the employee value proposition for any company. A dynamic knowledge setup is developed through a 3-stage procedure that includes constant knowledge acquisition, effective transferring of knowledge, and implemented changes to reflect new knowledge and insights. The three building blocks for an effective learning organization are:

- Robust Content
- Effective platform
- Culture of continuous learning



The problem Statement:

‘How can a future proof environment be created for the staff to stay relevant in the present, and for the organization to stay aligned with its #BBIW objectives?’

The initiatives that emerged to address the above-mentioned issues/challenges can be discussed as follows:

New Learning Management Platform:

In order to overcome the challenges spoken about in the above section, DBS came out with its own, cloud-based learning management platform - “HORIZON”. It offers up to 6000 courses to the employees and is featured to fulfil the following three main criteria:

1. **Learn Smart:** This platform is a one-stop knowledge management platform. It is equipped with a smart search engine and has a recommended personalised learning powered by AI.
2. **Learn Fast:** It is created in the form of a virtual university; therefore, it gives a wide range of contents. It is an on-demand bite sized learning experience. It’s the employee’s choice what

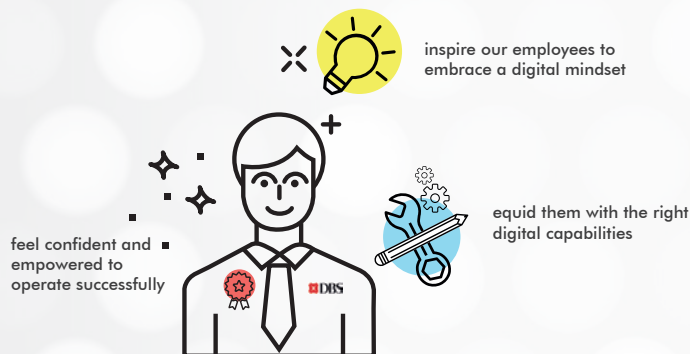
he/she wants to learn. There is a continuous cross-pollination of knowledge through varied channels.

3. **Learn with the Best:** The employees can choose who they want to learn from. They can choose their inspirational thought leaders to follow. Everyone can be a teacher and capture learning from external experts.

Vision of Creating Digital Banker:

DBS is a recognized name for its digital transformation, because innovation is part of the institutional DNA.

THE VISION OF CREATING DBS DIGITAL BANKER



The new age digital bankers at DBS, are conversant with the latest relevant technological advancement. The vision of the digital banker at DBS touches upon the following points:

- To ensure that the employees feel confident and empowered to operate successfully
- To inspire the employees to embrace a digital mind-set.
- To equip the employees with the right digital capabilities.

The digital banker at DBS is encouraged to:

- Embrace digital biz models and eco systems
- Master journey thinking
- Adopt agile way of working
- Understand data analytics
- Build tech savviness

DBS as a 22k start-up culture provides the perfect platform for the new age digital banker in the form of:

- Empowerment and agility
- Customer obsession
- Nimble/speed to market
- Data driven
- Challenge status quo

DigiFY- Designing the Future You:

2017 saw the launch of DigiFY at DBS. A simple 4 step approach based on the 4D principles (*Discover, Design, Develop & Deliver*) and a Human Centric Design (HCD) was worked upon by HR L&D team at DBS.

The need for the hour was a learning proposition that was easy to understand, relatable to the people for them to garner interest, and most importantly identify the key skills that impact the job. The unique proposition thus created would enable them to take the digital age in their stride.

Personas of the various learner categories from Gen X to Millennials and respective roles were created using brain storming, interviews, focus group discussions etc. Insights were gathered on learning preferences, and design of the curriculum was based on insights given by in-house and industry experts. 7 core skills were shortlisted with 3 levels of certification - novice, intermediate and master. The 7 core skills that were shortlisted were:



- Digital Technologies
- Journey Thinking
- Data Driven
- Digital Communication
- Risk and control
- Digital Business Models
- Agile

The program went live together with a microsite/portal and a concept video, explaining how an employee may embark on their learning experience towards future proofing themselves. About 1600 users took part in the UX (user experience) test and provide their first-hand feedback on the portal, content and the learning experience. Cross functional collaboration among various teams was elemental in the successful launch of DigiFY.



Effectiveness of DigiFY:

DigiFY has pushed employees to start thinking digital. The idea of how to stay relevant to their job has become a part of their work life. DBS has taken up the challenge to get all staff to attain the novice track by Dec 2018. They have 20000 plus people registered on all skills.

- 2900 employees across the regions who have already acquired the Novice certification
- 600 plus hours clocked in learning hours
- Agile and Data Driven are the most popular skills

Looking at the various metrics like employee satisfaction scores, client/employee feedback, manager feedback, improved skills/knowledge base, overall performance ratings etc., one can infer the following conclusions:

- There has been extensive participation across all departments.
- There has been a high adoption rate of the acquired skills into the daily workings of various departments.
- The skill that received the highest preference in learning is Digital Technologies, followed by Journey thinking, Data Driven, Digital communication, Risk and Control, and digital business models.

Effect on the Key Stakeholders:

- Employees:

There are many ways in which this initiative has touched the lives of the employees - employee engagement, employee empowerment, employee loyalty, openness to change, ability to manage change etc. This self-learning, self-paced initiative brought employees pan India together. Since it is a digital platform, it has overcome the locational challenge, bringing in a renewed enthusiasm across all branches to complete DigiFY. The team spirit and competitiveness are seen in the branch-wise participation and adoption of listed metrics. The introduction of the DigiFY Wall of fame has seen staff across India competing to feature on it. The overall digital footprint in the company increased from 42% to 79%.

- Branches:

The top 3 branches ranked according to the level of digitization are:

- Chennai (Salem and Cuddalore)
- Pune (Nasik, Surat, Kolhapur)
- Delhi (includes Moradabad)

Future Sustenance and Growth:

From a sustenance viewpoint, the bank initially launched only the Novice Level. The Intermediate level was launched q4 2018. By then the staff completed the Novice level and based on the skill that they found most relevant, they could enrol for the next level (intermediate) and build their expertise. (The next level includes mentoring as well as some classroom programs.)

The program has also leveraged leadership endorsements and built on it by creating skill sponsors at the executive level which has seen traction to sustain momentum. Frequent messages are sent out

by the skill sponsors along with 'meet the skill sponsor sessions' which also helps in building and sustaining the #DigiFY adoption. The various factors that would be responsible for the successful growth of the initiative in the future would be:

- Budget Allocation
- Team Expansion
- Employee Involvement Audit
- Process Audit and Formal Stakeholder Feedback
- Formal Policy on initiative.

The various elements that would be measured to understand the adaptability of the initiative would be:

- Unique Views: How many employees have actually viewed the content on eDM, Banners, Horizon and DBS learn.
- Click-thru: How many employees have actually clicked through from channels like eDM, Banners etc.
- Engage: How many employees have started a course.
- Learn: How many employees have completed the course.
- Recall: How many employees have participated in MCQs.

CONCLUSION:

The successful implementation and adoption of DigiFY at DBS bank clearly states the intention of the organization to be recognized among top players in the field of technology. An important element of the digitization process is employee inclusion, which DBS is achieving through a pan organization, dynamic learning platform aimed at making the employees future ready. The initiation, implementation and adoption of the campaign into business procedures is carried out based on comprehensive feedbacks, in-depth mentor insights and a body of over-arching principles that are in alignment to the #BBIW objectives.

INTEGRATED DIGITAL EXPERIENCE ACROSS EMPLOYEE LIFE CYCLE @ WIPRO

WINNER -

EXCELLENCE IN

LEVERAGING HR TECHNOLOGY

**Content curated by
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ABOUT THE COMPANY

Wipro Limited is a leading global information technology, consulting and business process services company. The company harnesses the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help clients adapt to the digital world and make them successful. Recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, Wipro has over 170,000 dedicated employees serving clients across six continents.

HR TECHNOLOGY TEAM AT WIPRO

Today, organizations leverage technology to improve efficiency and enhance employee experience. Wipro has a dedicated HR Technology team comprising of highly skilled technology and design experts that leverages new-age technology to simplify and digitize HR processes across the company's Hire-to-Retire employee life cycle.

CHALLENGES

Wipro's internal systems had increasingly become complex given the large number of policies, controls and processes applicable to an employee base spread across the globe. This led to increased turnaround time for issue resolution, and high cost of operations, thereby impacting productivity and employee satisfaction:



SOLUTION

Wipro launched the HR Shared Services Center (HRSS) to address all employee concerns pertaining to processes in the Hire-to-Retire lifecycle. Based on feedback gathered through internal employee surveys and open forums, the HRSS leverages state-of-the-art technology such as machine learning, artificial intelligence (AI), and chatbots to reimagine all the internal HR processes. They include the following:

Digital Onboarding Platform

- Wipro Embark, a cloud-based, app-centric, intuitive platform was designed to provide a simplified, seamless onboarding process. This app-centric system provides easy access to users and real-time information through updates.
- **67% Improved turnaround time**

Faster Background Verification

- iVerify, Wipro's online Background Verification (BGV) tool simplified and digitalized the BGV process. The tool completely re-engineered the background verification workflow, making BGV operations available online and exacting higher accountability from service providers.
- **Upto 41% increase in service level performance**

Cognitive Intelligent Platform

- Wipro HOLMES, the Cognitive Intelligent (AI) platform was leveraged to design an in-house cognitive product to help route employees to correct categories while raising queries via HRSS Helpline, Wipro's integrated service desk. This pilot project also introduced chatbots to respond to policy-related queries.
- **50% queries closed satisfactorily by Chatbots**
- **33% overall reduction in queries with the Wipro HOLMES cognitive platform**

Robotic Process Automation

- Robotic Process Automation was utilized to follow HR-as-a-Service. With the robotics tools, the service completion documentation, claims processing for medical, furniture & equipment and Wipro Benefits Plan (WBP) were automated.
- **80% reduction in manual efforts**

Employee Self Service Time Management System

- The Time Management System (TMS) was redesigned to be a self-service module, with built-in workflows to ensure compliance. The module enabled employees to apply for leave reversals, without having to raise queries via the HR helpline.
- **15% overall volume reduction on leave-related queries**

Employee Separation and Alumni Portals

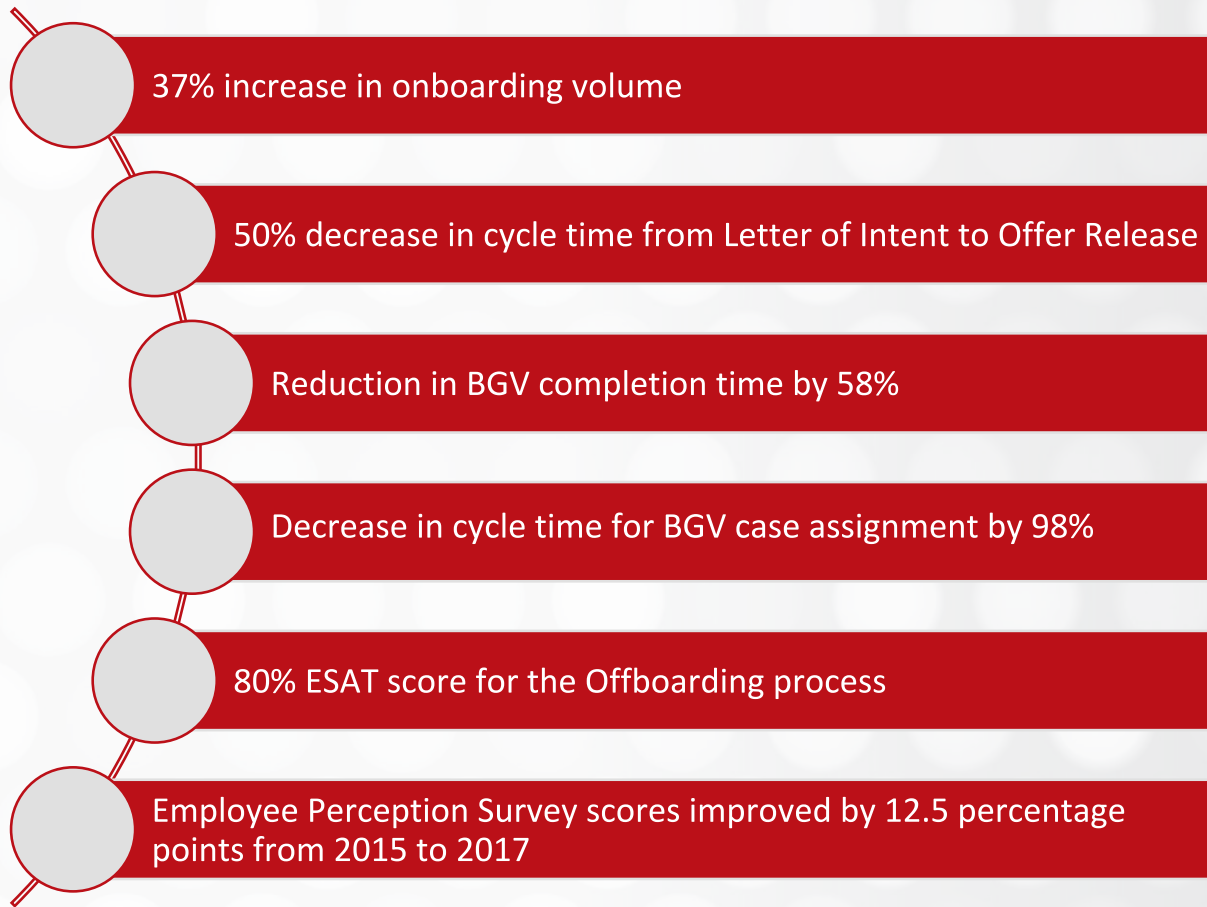
- Wipro's global employee separation portal is a cloud-based online platform with an inbuilt workflow to track employee exit requests from initiation till final settlement, ensuring transparency for the employee and availability of data on attrition for the HR.
- Wipro Alumni Portal enables former employees to view their salary slips and statutory documents and keep abreast with the latest updates such as career opportunities, job referrals, etc.
- **SLA improved by 70% for Final Settlement IT business**

BENEFITS

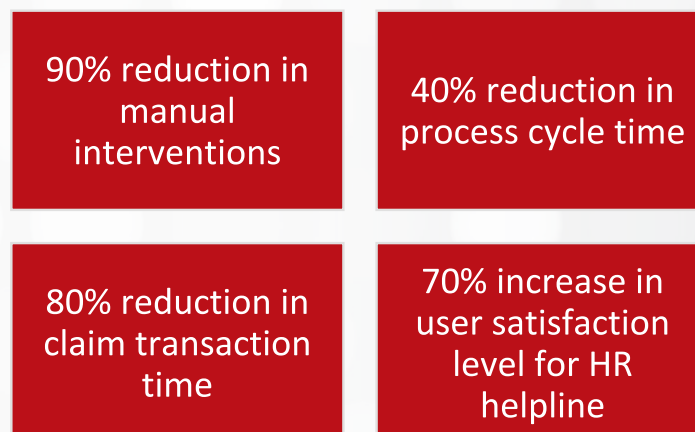
The transformation of Wipro's HR processes has ushered in an end-to-end digital experience for employees and process owners alike. The digitalized platforms have simplified and streamlined the process to provide:

- Improved user interface
- Improved quality
- Reduced turnaround time
- Improved employee experience

The Wipro HR Technology team's approach to reimagine their legacy HR processes to business-intelligent, cost-effective, digital-native processes has resulted in the following:



At an organizational-level, these tech enablement initiatives have brought in significant productivity, cost effectiveness and quality improvements.



Access to integrated, accurate, and relevant data has made the decision-making process quicker for all stakeholders, thereby increasing transparency and strengthening trust.

Wipro's transformed HR processes have received both internal and external recognition, including Wipro's Annual CEO Award, as well as awards by the National Institute of Quality & Reliability and World Quality Congress.



THE ROAD AHEAD

The HR Technologies team is a partner in Wipro's digital journey. A steering committee led by HR and the CIO function reviews and explores implementation opportunities. The initiatives that touch employees are regularly monitored for user-driven qualitative feedback. The aim is to further improvise and customize them.

The key future priorities of Wipro HR's digital transformation journey include the following:

AI and RPA Implementation	Identified multiple saces for implementation of RPA and Artificial Ingelligence
Alumni Circle	Platform for connecting and engaging with Wipro Alumni
WIPRO EMBARK	Integration of pre-hiring module, gamification of onboarding process
Transformation Projects	Design thinking approach for transforming administrative process to platform-based processes e.g. Incentives, Benefits, ADS/RSUs

Wipro will continue to make efforts to create a unified 'One Wipro' experience for all its employees across the globe by utilizing digital technologies across HR processes. The key for Wipro is to leverage technology to remain agile and relevant.

OVERHAULING HR TO ENHANCE EMPLOYEE EXPERIENCE @ L&T CONSTRUCTION

***SPECIAL RECOGNITION - EXCELLENCE IN
LEVERAGING HR TECHNOLOGY***

Content Curated by Neha Setia

Associate SHRM India

Inputs by Soujanya Sandesh

Senior Manager - Talent Acquisition

L&T Construction

Bikram Nayak

Head - Talent Acquisition

COMPANY INFORMATION

L&T Construction is a major technology, engineering, construction, manufacturing and financial services conglomerate, with global operations. L&T Construction addresses critical needs in key sectors - Hydrocarbon, Infrastructure, Power, Process Industries and Defence - for customers in over 30 countries around the world.

L&T Construction is engaged in core, high impact sectors of the economy and its integrated capabilities span the entire spectrum of 'design to deliver'. With 8 decades of a strong, customer focused approach and a continuous quest for world-class quality, the Group has unmatched expertise across Technology, Engineering, Construction, Infrastructure Projects and Manufacturing, and maintains a leadership in all its major lines of business.

Every aspect of L&T Construction's businesses are characterised by professionalism and high standards of corporate governance. Sustainability is embedded into its long-term strategy for growth. The Company's manufacturing footprint extends across eight countries in addition to India. L&T Construction has several international offices and a supply chain that extends around the globe.

"There cannot be an India for the rich, and another India for the rest. Unity between extremes is inherently fragile, and even if it were to hold, would be unacceptable to any organization with a social conscience." - A. M. Naik, Group Chairman.

Corporate Vision

"L&T Construction shall be a professionally managed Indian multinational committed to total customer satisfaction and enhancing shareholder value. L&T Construction-ites shall be an innovative, entrepreneurial and empowered team constantly creating value and attaining global benchmarks. L&T Construction shall foster a culture of care, trust and continuous learning while meeting expectations of employees, stakeholders and society."

THE CASE AT L&T Construction

In line with management's vision to become a pioneer in the construction segment to offer digital experience for internal and external stakeholders, the HR function at L&T Construction has accepted the need to be more technology savvy to stay ahead of the competition through efficiency in talent attraction, quality of engagement and productivity enhancement. The rapidly reducing differentiation in processes and systems in most of the functional areas of HR calls for standardization. L&T Construction needs to provide a user-friendly technology environment at work which allows the user to access information across devices and platforms, with the standard look and feel. The new standardized system is envisaged to simplify the routine HR tasks and bring in process efficiency across various stages of the Life Cycle of an employee.

Without a common platform to retrieve data to cater to the business demand, the existing process was leading to inaccuracy of data and data redundancy, with no real time visibility into the status thus having its effect on business decisions. Integrating HR ERP with other functional modules helped to gain insights into various cross-departmental data for taking various business decisions thereby

preventing organizational scalability issues. Since a large number of the staff were based on project sites, there was an increased need felt for developing the Mobile Apps for Attendance, Leave Management, Mobility and Redeployment, Benefits Administration and Performance Feedback. Due to the increased focus on cost and resource optimization within the organization owing to the VUCA market environment, there was an increased need to have a technology framework which would help process transactions faster, provide consistency for hiring managers, candidates and recruitment teams besides other HR ops as well as create significant cost savings.



Image Makeover & Digital Experience:

- A new enhanced career portal was launched for employer branding among millennials
- Branding through technology platform like Facebook@ work, social job portals like LinkedIn, Naukri etc.
- Digital onboarding among trainees and laterals to improve engagement levels through better candidate experience Gamification and use of
- Augmented Reality in enhancing Employee Engagement
- Mobile app for HR functions and chat bots to handle employee queries

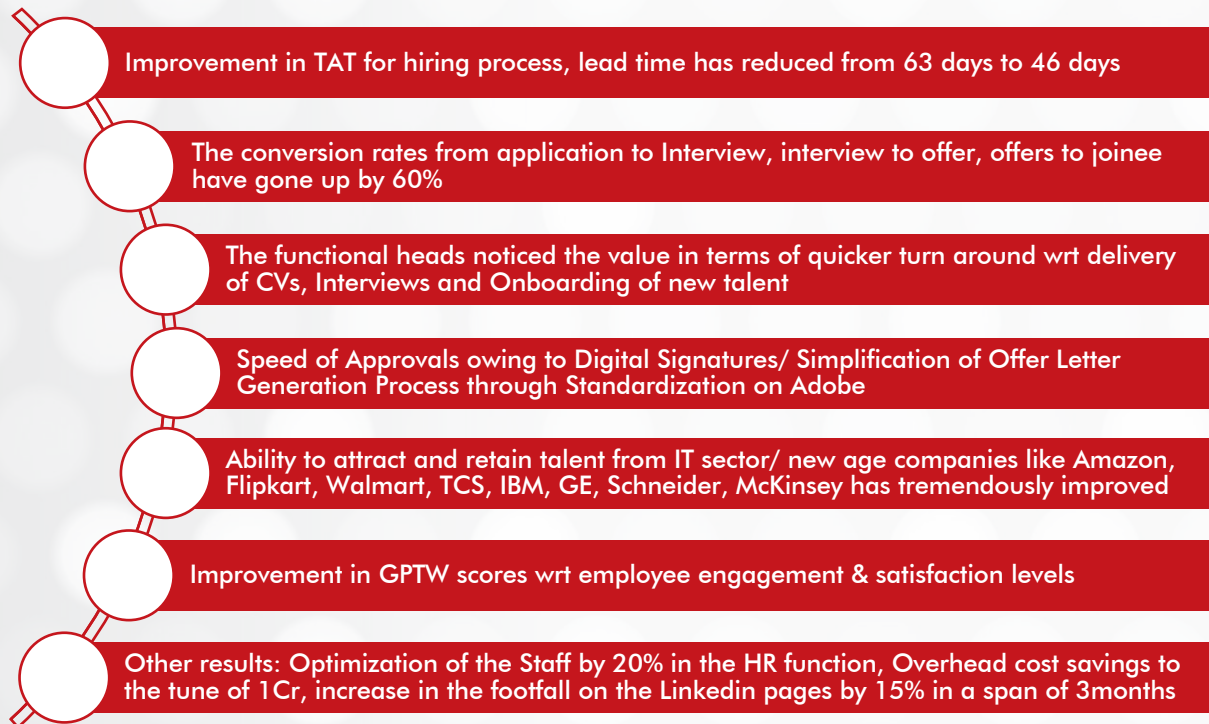
Process Standardization:

- TA - End-to-end recruitment modules which were integrated to social job portals, usage of parsing technology for resumes, Artificial Intelligence and machine learning for shortlisting and best fit ratings, real time CTC modules, automated notification to stakeholders and e-signature provision with automated workflow and digital tracking of offers
- PMS-Online modules for goal setting, MTR review, with auto reminders and tracking mechanism, online RFID- critical incident diary/continuous feedback module, availability of bell curve and online moderation statistics, PMS integrated to training module to identify training needs
- L&D-Customized training modules fully automated, integrated with an ATL- any time learning module, e-learning platform, usage of NITTIO – Content creation platform with gamification option etc.
- P&A – Developed the integrated Mobile apps for administering various benefits related to Leave, Travel and Employee Reimbursement Claims

Creation of HR-SSC:

- Creation of new centralized HR-SSC team for handling the post recruitment processes such as Onboarding formalities, BGV process, Vendor payment process and maintaining the employee data, which is updated real-time throughout the employee lifecycle

IMPACT AND RESULTS



Improvement in Recruitment Metrics

- The conversion rates from interview to offer, offers to joiner have gone up by 60%. Hiring Managers noticed the value in terms of quicker turn around wrt delivery of CVs, Interviews and Onboarding of the candidates well within the stipulated time
- The ATS and Recruitment module in the L&T Construction portal was built using Machine Learning and Artificial Intelligence which helped them in getting back with quick responses and sharing the feedback with the candidates on the shortlisting status
- By offering a good candidate experience, they have managed to attract and retain best of talent from new age companies
- L&T Construction saved approx. INR 60 Lacs from the HR budgets as the team had largely done the hiring in-house because of an advanced career portal integrated with their recruitment module enabled with AI and ML

Better Employee Engagement:

- A strong on-boarding program and post recruitment process undertaken by the SSC team has reduced the orientation time required for the new employee by almost 7 days thus helping him/her to settle down soon and concentrate on his/her deliverables/KRAs.
- Regular Feedback System for an individual (RFID) introduced in the form of a Genie-App for the employees and as a result the real time feedback of the employee gets captured thus helping him/her to course correct wherever required. This system has become a forward-looking tool rather than a retrospective mechanism to measure performance. It also simplifies the attendance tracking and leave approvals.
- This in turn has created an impact on the employee morale and performance thus leading to higher engagement levels and improved employee satisfaction. This has resulted in garnering better employee engagement scores in their GPTW survey.

DIGITIZING TALENT ACQUISITION OUTSIDE-IN @ L&T CONSTRUCTION

WINNER

EXCELLENCE IN

TALENT ACQUISITION

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L&T Construction

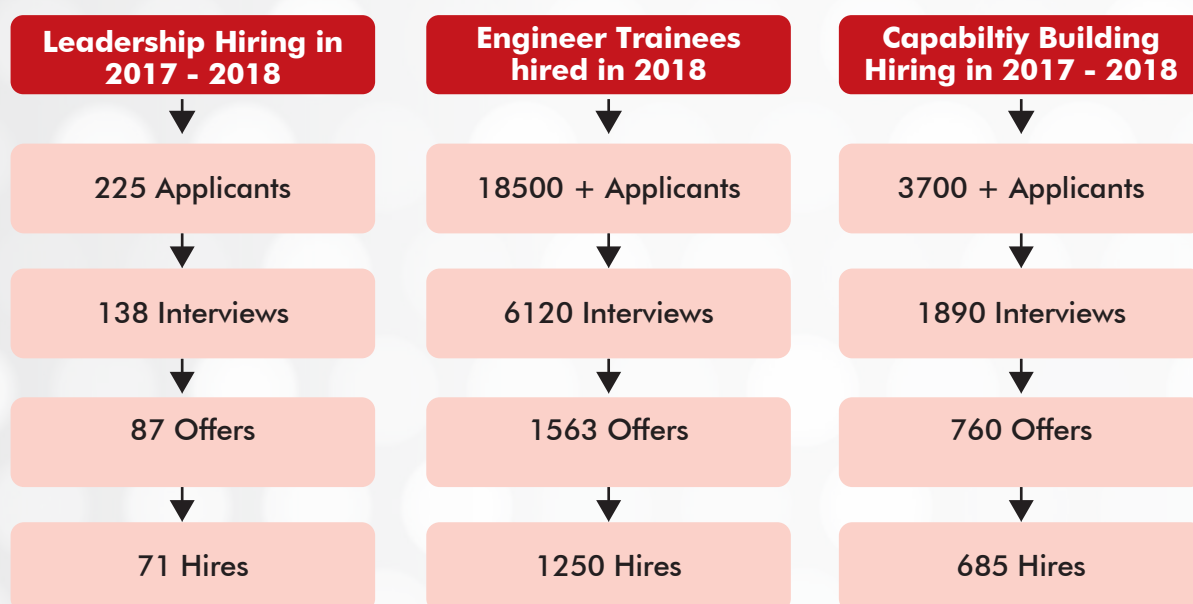
Bikram Nayak

Head - Talent Acquisition

ABOUT L&T CONSTRUCTION:

L&T Construction, India's largest construction organization and ranked among the world's top 30 contractors, has been over the past seven decades transforming cityscapes and landscapes with structures of immense size and grandeur. The company's capabilities span the entire gamut of construction - civil, mechanical, and electrical and instrumentation engineering - and its services extend to all core sector industries and infrastructure projects. L&T Construction is one of India's largest multinational firms with **a revenue of more than INR 500 crore in FY 2017-2018 and is listed on both BSE and NSE.**

TALENT ACQUISITION IN 2017 – 2018



In the year 2017 – 2018, an increase was observed in L&T Construction's leadership hiring across the domains of HR, Supply Chain Management & Business Ops. The leadership that was hired was from organizations such as Jindal Steel Works, Bluedart, Reliance Jio, Aditya Birla, Atkins, Alstom etc.

MEDIA USED FOR TALENT ACQUISITION

Traditional	Non - Traditional	Social
<ul style="list-style-type: none"> • Cold Calling and Networking • Alumni Association : NICMAR, IITs, NITs etc. • Amantran Scheme • Job Portals • Campus Recruitment • Job Posting on Company's website • Walk In Interview 	<ul style="list-style-type: none"> • Sponsored Programmes : Build India Scholar • Talent Communities • Employer Branding Campaigns • Train and Hire : CSTI 	<ul style="list-style-type: none"> • Facebook • LinkedIn • WhatsApp • Twitter • MySpace • Friendster

THE JOURNEY OF DIGITAL TRANSFORMATION AND TALENT ACQUISITION

L&T Construction has set out on a Digital Transformation Journey a year ago and the HR team was mandated for

1. Leadership Hiring: To attract and hire top notch Talent from best in class companies for succession plan & leadership roles.
2. Lateral (Niche) hiring to build capability: To bring in Global talent for enabling the organization to venture into new domains and areas such as Smart Cities, Digital & IT and Business Information Modelling (BIM) & Analytics in 14-18 months' time frame.
3. Entry level hiring from premier Institutes & Global Talent Pool: To increase IIT & NIT candidates' intake and hire future leaders, again hire Engineering Trainees from various Universities of Middle East & Africa for diversity, best in class quality and inclusiveness.
4. Making Talent Acquisition Process digital: To enhance candidate experience and seamless onboarding and bring on efficiency, accuracy in selection/best in quality hiring. Also to reduce hiring cost, Turn Around Time (TAT) and optimize HR resources.

CHALLENGES

- Market mapping, quick hiring within 60 days, feedback and competitive salary were challenging
- L&T Construction as a brand was perceived as a traditional engineering company by the new-age tech driven companies. While reaching out to talent community, they expressed reservations with regard to compensation parity/culture/technology interventions etc.
- Attracting IIT & NIT candidates in terms of paying more salary and convincing millennials that L&T Construction a great place to work was a challenge
- Making recruitment process uniform across the group
- Slow and marginal adoption of Digital HR Technologies

INITIATIVES UNDERTAKEN TO ACQUIRE GLOBAL TALENT

Apart from hiring from within the country, trainees were hired from across the globe as well. Saudi Arabia, Sri Lanka, Kenya, UK and Egypt are some of the countries from where talent was acquired. Acquiring this talent meant adopting certain practices that would result in the hiring of competent people who would be a part of L&T Construction's culture.

- **Scanning the Global Market** - Project sites across the globe were visited and talent landscape and work culture was closely studied. Seminars and Conferences were attended so that the talent communities could be observed and networking could be done through Talent Networks. This helped in getting an idea about the industry in the targeted geographies.
- **Skill Mapping and Competitor Mapping** was done exclusively for Smart World Business Communication. Social Media such as LinkedIn, Facebook and Twitter was also used to a fair extent. Consulting agencies like Quadrangle, Search Global UK, Trans Search were employed to provide their expertise.

- **AMANTRAN SCHEME**

Most of the Leadership hiring was done with the help of referrals. L&T Construction has a unique referral process called the Amantran Scheme. It provides scope for employees to share the challenge of acquiring talent from outside and while doing so, gain a financial incentive as well. The incentive can go up to INR 50,000 per hire.

For the role of Engineering Trainees, NITs were the major choice of sourcing with more than 78% hired from the NITs. The IITs also were a talent source but only provided 7% of the Engineers while the rest came from Private Colleges across the country. Of all the engineer trainees hired, 12% were females. A rise from last year's 3%. Although this may not be a significant number but it does show a spike in the number of women hires from previous year.

THE PATH TO SUCCESS

- **Employer Branding**

L&T Construction has effectively used platforms like LinkedIn and Facebook for engaging with talent communities and had the senior management addresses posted online to update on various ongoing and upcoming projects. This created a lot of interest in the market place and the industry and grabbed visibility in the targeted talent pool. Campus Outreach programs were organized at premier engineering colleges to ensure they got the first choice candidates.

The team participated in seminars organized by SHRM, NHRD, FICCI, CII, NASSCOM and used these forums to network and headhunt. LinkedIn is a powerful medium to get engaged with both Passive & active job seekers and L&T Construction followers count has grown by 55% in last one year due to constant news feed and messages from CEO & MD S N Subrahmanyam.

There is a specific framework for Employer Branding at L&T Construction with the various channels being:

- **Mass Coverage:** Case study challenges were held for Technical Colleges. L&T Construction also sponsored Techfests, online quizzes and Out Think- a Case Study competition for MBA students from across the country
- **Social Media & Technology Edge** – Facebook, LinkedIn are used for engaging with talent. L&T Construction is also a part of the facebook@work initiative. Tech talks, Technical Lecture series, Flagship Campus Tie-ups and Programs are other ways used by L&T Construction to increase engagement
- **Career Support** – Apart from their career page, regular meetings with the Training and Placement Officers of Technical and MBA Colleges, connecting with company alumni and holding panel discussions with other industry veterans.
- **Candidate Experience**

L&T Construction undertook a whole lot of activities to ensure that candidates had a good experience in interacting with the company in spite of their selection or rejection.
- Visits to L&T's Digitalized L&T Museum and 3D Centre was facilitated for 800 lateral & 12000 fresh candidates show-casing the pride associated with the brand and its in-house capabilities.

- L&T Construction also communicated the company's mission and values accurately before candidates interacted with the senior management and maintained openness and transparency about what it's going to be like to work for the company
- During the time of personal interviews, candidates have also been offered an opportunity to find out if the organization is right for them by allowing them to meet with a few of the employees in the peer group within the function and cross-functions, in order to help them get a first-hand understanding of their role and eco-system that comes with it.
- Regret mails & system generated Birthday wishes sent out to the candidates who were not selected.
- Faster feedback system brought in to obtain candidate's experiences on interview process and further improvement
- Made the salary structure flexible and enhanced monthly take home for IT & ITES Candidates.
- Revised salary for IIT/NIT students with an additional cost of INR 4Cr per year and scrapped the Trainee's Bond system.
- Introduced Buddy scheme and Mentoring programs and a 30:60:90 days on boarding module and made their journey fascinating by using Gamification & various on boarding engagement tools.

MEDIA USED FOR TALENT ACQUISITION

ADOBE PDF and Echosign	Offer Generation	Offer Acceptance	Workflow Status
What is it?	Offer Letter Generation and Online Dispatch	Offer Acceptance by Digital Signature	Workflow status readily available
How does it work?	Improved coordination with business	No courier and printing required	Reduction in errors per transaction

ZOOM	Gamification	Online On-Boarding	On Spot Offers
What is it?	Gamified content uploaded online	Digital experience by online verification of documents	Same day offer
How does it work?	Reduced drop out ratio	Smoother onboarding and more time for actual training	Reduced drop out ratio and retention of top ranked candidates

- Used Zoom & Adobe technology to reduce number of interview rounds to become nimble and ensure a faster selection process & helped in reducing Turnaround Time(TAT)
- Revamped career page and it was made User-Friendly and appealing. Shortlisting in career page using AI/ML resulted in faster feedback
- Building a well-rounded career page, mobile-optimized sites and mobile-friendly job posts as a part of digital recruitment and candidate engagement strategy
- Investment made for new career page design and buying various recruitment software (ATS, AI/ML, Zoom etc.)

IMPACT METRICS

Performance Metrics	Before Initiatives	After Initiatives
1 Process Improvements & Cost Savings thru Digital & COE initiatives	20 Cr	270Cr
2 Retention of new hires	80%	88%
3. Improvement in TAT	63 Days	46 Days
4. Intake of Trainees from Top IITs & NITs	74%	85%
5. Hiring numbers thru employee referral	12%	27%
5. Offer to hire conversion from Global Cos.	46%	70%
7. Overall Satisfaction by new joiners (In-house survey in a scale of 5)	4.2%	4.6%

- L&T Construction, has seen a steady growth in referral candidates (70% leadership hiring is through referrals). Footfalls on the LinkedIn page grew by 55%. L&T Construction could also build the Analytics, BIM & Digital team from scratch
- L&T Construction conducts all interviews through Zoom resulting in savings of 10Cr annually. With entire offer letter generation and on boarding done through Adobe, the company is also able to save 1Cr on recruitment administration cost
- Candidates particularly millennials found L&T's methods of engaging with talent quite innovative. Lots of creativity was involved in establishing the HR connect using gamification modules like Quizzes, Know your Management, Policies etc.

ORGANIZATIONAL & FUNCTIONAL IMPACT

Growth and Sustainability



- L&T Construction has received a 'Special Recognition Award' in the Employer Brand Research Survey - 2018, conducted in India by the global HR services provider, Randstad in the Infrastructure & Construction sector. A GPTW survey was initiated in order to identify how to position the brand more strongly in the market to be able to attract millennials and managers alike
- Mindshare of the management in making the HR digitalization dream a reality. Building mobile-optimized career sites and mobile-friendly job posts is therefore essential to a digital recruitment. Usage of Chatbots / AI for further improvement of metrics as well digitalizing the standardized talent acquisition practices. Further sanction of INR 8Cr for these initiatives. A strong on-boarding program/Policy that would reinforce the company's brand and culture, directly influencing the employee morale and performance
- Capability Enhancement of the existing set of people to gear up for the next phase of growth with sanction to hire talents in Analytics & Additive Mfg. L&T Construction has demonstrated paperless recruitment process, with digitalization a formal no paper and environmentally clean and sustainable policy is in store for the coming years

BALANCING AGILITY AND EXPERIENCE IN TALENT ACQUISITION @ ADOBE

RUNNER-UP
EXCELLENCE IN
TALENT ACQUISITION

Content curated by Subhra Subhadarsani Patra

Associate SHRM India

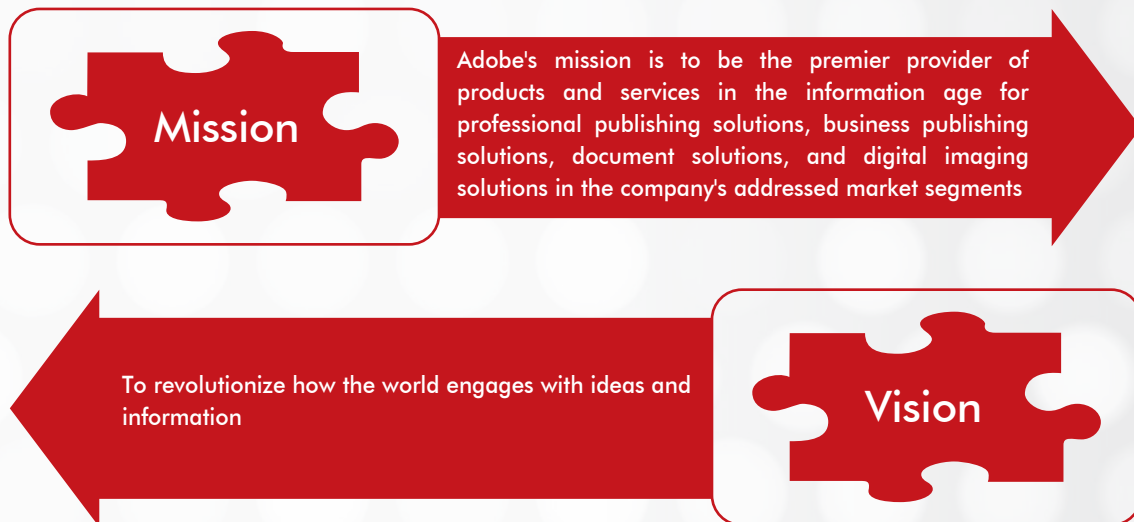
Inputs by Prasad Kuchoor Rao

Director Talent Acquisition

Adobe Systems India

COMPANY PROFILE

In December 1982, John Warnock and Charles Geschke started their own company in Warnock's garage and named it Adobe after Adobe Creek in Los Altos, California which ran behind his house. Initially they focused on creation of multimedia and creative software products. Today, Adobe Inc. is a multinational computer software company with its head office in San Jose, California, United States. They are recognised by their products such as Photoshop, an image editing software, Adobe Reader, a PDF reader and Adobe Creative Suite.



Core Values:

- **Genuine:** Sincere, trustworthy and reliable,
- **Exceptional:** Committed to creating exceptional experiences that delight our employees and customers
- **Innovative:** Highly creative, always striving to connect new ideas with business realities
- **Involved:** Inclusive, open and actively engaged with customers, partners, employees and communities they serve


With the help of these strong beliefs along with directive thinking ability, the tiny company which started in Warnock's garage picked up pace and grew rapidly. By 2017, Adobe had around 18000 employees worldwide and a total revenue of US\$ 7.3 billion.

Adobe incorporated its Indian operations on 30th July 1997 after 15 years and as of now it has over INR 500 crore revenue and over 5469 employees across all over India.

KEY ISSUES AND MITIGATION STRATEGIES

• COMPETITION FOR TALENT

Recruiting landscape for technology skills in India is increasingly facing a professional deficit when it comes to specialized roles like Senior Developers, PhD Researchers in the field of Computer Science, Developers with proficiency in developing Artificial Intelligence & Machine Learning models etc. An internal diagnostic at Adobe revealed, more than 75% of the roles face



fierce competition for talent. At the same time, the biggest challenge in hiring quality talent is the lack of skilled or qualified workers.

Mitigation Strategy

- Innovative AI methodologies were deployed to take on the challenge of helping improve talent acquisition efficiency and effectiveness
- Outbound Hiring is a targeted, candidate-focused approach that coordinates personalized talent acquisition and business efforts to hire people who succeed at Adobe. Outbound strategy helped Recruiters target candidates who are open to new opportunities and account for passive candidature. It also provided engagement at a personal level as well as efficiency in overall hiring strategy by creating & managing a diverse talent pool
- Algorithms for candidate rediscovery helps mine existing database like LinkedIn or other social media platforms like Github, StackOverflow, Behance, Dribbble, Quora, Twitter etc using an algorithm to match previous candidates to current reqs. Candidate rediscovery using an algorithm works similarly to automated resume screening using machine learning
- Content Personalization for Recruiting - When it comes to recruiting technology, the most important factor is the degree of candidate engagement. Adobe leverages the information collected about the candidates in a way that allows them to send very targeted communications over the short, mid and long-term.

RELATIONSHIP WITH THE HIRING MANAGER

Several issues were identified between recruiters and hiring managers in an internal survey

- Hiring managers said that recruiters have, at best, a 'low' to 'moderate' understanding of the jobs for which they recruit
- Many of the hiring managers said recruiter capability to screen relevant candidates is 'inadequate'. Most recruiters said hiring managers 'should do a better job communicating what they are looking for in a candidate' and 'provide relatable examples'
- Often recruiters complained that hiring managers expect recruiters to place candidates into hard-to-fill positions more quickly than is feasible
- Almost all hiring managers wished recruiters would build a pool of talent for positions so the company doesn't always need to start from scratch and rush to fill vacancies

Mitigation Strategy

- Generated Talent Maps with candidate specific Insights - At its most basic level talent mapping gives Hiring Managers a unique overview of the talent pool - a visual atlas of where talent is available, and where there is a shortage
- Consistent Hiring Practices – Search Kick off documenting every detail of the ideal candidate profile and setting expectations with the panellists for seamless execution of the search. Every hire has to be approved by the Interview panel through a 'Selection Meet'
- Regular Cadence on Progress – Weekly sync up on progress through reports & Check Ins.

RETAINING MILLENNIALS & INTERNAL TALENT

Millennials possess significantly different characteristics from previous generations – they have close affinity with the latest technology, they tend to favour their personal needs more than that of the organization they work for, they want open communication & regular feedback and are more comfortable with a fluid career. The last point is a particular challenge for the recruiters as hiring a candidate who leaves their post quickly reflects badly on the recruiter (and hiring manager).

Mitigation Strategy

- Targeted sourcing from tech savvy platforms like Github, StackOverflow, Behance, Dribbble, Quora, Twitter etc
- Informal weekly or monthly one-on-one Check Ins to yield better results than annual performance reviews
- Prioritizing Open roles for Internal Top Talent
- Inclusive hiring Practices

EMPLOYER BRANDING

When the candidates are engaged for opportunities at Adobe, one of the most important things that sets them apart from competition is the brand recall. Cold-calling, mass emails, and even personalized emails simply do not make the cut when it comes to great candidate conversions. A weak social media presence consistently prevented candidates from applying for positions.

Mitigation Strategy

Building a compelling employer brand was time-consuming and expensive, but the leadership team collectively acknowledged that this is an investment that is well worth the effort.

- Creating a workplace culture that's genuinely diverse, and organically maintained to harness an environment ripe for innovation
- Integrating a dedicated diversity recruitment strategy into the talent acquisition process
- Content marketing to create a community around brand Adobe - Creating appealing and engaging content in the form of an eBook, video, e-learning platform live events
- Omni-channel campaigns to engage with candidates – including events, websites, career pages, job portals & social media
- Candidate engagement on mobile platforms – Every requisition accessed at the push of a button on hand held devices
- Dynamically evolving Career sites/Career page

DEVELOPING SKILLS IN ANALYTICS

The recruiters have the capabilities to use technological tools to their advantage but lack the ability to effectively crunch data. They lacked skills to use data to make better decisions and improve their processes. Considering the rapid evolution of Recruiting technologies in recent years, it was increasingly becoming difficult for Adobe's Recruiters to set themselves apart from competitors. It, therefore became crucial to integrate innovative technologies with the hiring practices.

Mitigation Strategy

- Predictive analytics to suggest the right hiring channels, based on the specific role

- Optimization of hiring strategies, removing poor or ineffective sources - Job boards, 3rd party-recruiting firms, in-house recruiters
- Faster & efficient candidate assessments through psychometric & technical evaluations
- Analyse and measure quality of candidate being hired into the organization

BEST PRACTICES

Referrals: By providing lucrative referral bonus, business unit specific target mailers, employee referral helpdesks and special referral program for women called RefHer they have actually boosted their referral program from 22% of 2016 to 29% of 2017 and they are anticipating to improve it to 30% by end of 2018. Adobe also manages a talent community of over 1500 alumni through social media and other recruitment related sites.

Boomerangs: In most companies, the way one categorizes employees is quite straightforward: the current and the former. But at Adobe, there's a third category: the ones who left and came back-called the Boomerangs! At Adobe, ex-employees are valued, not only during their tenure, but even during their exiting period from Adobe. Adobe manages a talent community of over 1500 Adobe Alumni through social media & other recruiting channels

Talent Mobility: Internal and International: If an employee has spent a minimum of 1 year in their current role, they are eligible to apply for any other role within Adobe, irrespective of their function, Business Unit etc. The increased internal mobility or internal transfers helped company reduce the total cost per hire as 30% of requirements were filled through internal transfer compared to only 19% in 2016. The short/medium term rotation programs of Adobe Global Services also helped to improve employee engagement and satisfaction as employees were able to work from the location of their choice.

Adobe has 67 offices now, in 39 countries, there are employees whose careers at Adobe pre-date their time in that location. They might start in India, move to San Francisco. Start in Boston, move to Munich. And they get to have both: career aspirations and wanderlust fulfilled.

Diversity Hiring: Adobe strongly emphasizes on maintaining diversity and it is evident from its constantly increasing percentage of women hires. In 2018, the company also hired 10 physically challenged students. A lot of new processes and ideas for attracting women employees such as, women in technology sponsorship where Adobe provides top 4 applicants internship opportunities, fund their final year education and sponsor their participation on GraceHopper conference in association with Adobe India Research Labs, Adobe Codiva Hackathon, which is a one day contest comprising of 4 challenges and top 20 contestants are offered internship or full time opportunities depending upon their eligibility.

Adobe markets its culture, people, fashion, values through Adobe life blog and Adobe digital magazines. It has helped the company realise their positioning and convey it to the prospective talent pool.

Robust Hiring Process: A rigorous hiring process was developed to ensure that they get the best fit candidates for their organisation. The hiring process included three core areas of selection (attracting and selecting top talents, building an internal and external pipeline for talent and promoting diversity) and a five step process:

1. **Kick off** - To discuss strategy and role requirements and every candidate has to be interviewed by a panel with a right mix of peers, senior interviewers & the reporting manager
2. **Calibrate** - The candidate's criteria needs to be calibrated and one assignment form has to be created.
3. **Investigate** - A re-usable interview question guide is created based on Adobe's Leadership Capabilities.
4. **Validate** - The hiring decision needs to be validated by connecting with each of the Interview panellists and the offer is made on the agreement upon the same.
5. **Integrate** - A 90-day integration plan has to be designed to help the new hire settle down.


Adobe has always given importance to hiring new college Graduates. Adobe Technology Lab has collaborated with IIITs/IISC and various guest lectures, Tech talks, Conferences and internship programs have been conducted.

IMPACT METRICS

- Adobe over the last two years is ranked in top 10 Great places to Work by GPTW institute. Great Place to Work® is the global authority on building, sustaining and recognizing High-Trust, High-Performance Culture™ at workplaces. Additionally, Adobe is also ranked one of top 15 employers to work in India by LinkedIn
- Internal mobility has helped the company reduce attrition rate by affecting 25% of the existing employees and a new avenue to build their skills and capabilities
- Adobe has institutionalized stakeholder assessments through Quarterly Check-In surveys with Hiring Managers & Candidates. Recruiters need to accomplish a minimum of 80% satisfaction score across various parameters to ensure they are recognized and rewarded for delivering the required quality on stakeholder experience
- Opening up their campus recruitment to over 100 colleges against the traditional 25 through #shecodes campaign also helped to create an impact among the girls to take computer science as an option and join Adobe or other similar organizations. Adopting new technologies like video JDs and resumes have helped to save a lot of execution time and cost for the recruitment team
- In 2018, Adobe hosted 140 Interns, 2017 they hired 133 interns and 109 in 2016. Women hires are upwards of 40% as compared to less than 20% before 2016. The women interns were sourced from Grace Hopper Conference, Women in Technology Scholarship and Codiva (women only hackathon). The increased women numbers directly helped the company increase the percentage of women in the Pre-Placement Offers (PPO). In 2017 Adobe made PPOs to 25 women against 7 in 2016 an increase of 357%.
- In 2018, 34% of overall hires have been Women as compared to 2017 which was 30% and 26% in 2016.
- Amongst the New College Grads percentage of women in 2018 was 58%, 2017 was 56% and 24% in 2016. An increase of 250% from 2016
- Internship for Physically disabled – Adobe India for the first launched this program in 2018 and offered Internship to 10 physically disabled students after mapping & evaluating over 150.
- Adobe piloted an inclusive interviewing strategy in 2017 & 2018. Every onsite interview panel for University hiring has a minimum 20% representation of women on the panel.

SUSTAINABILITY

With Adobe invested to continuously grow in India, it becomes imperative to constantly evolve & streamline existing recruiting strategies.



Adobe understands the focus is on talent rather than candidates. Talent Relationship Management (TRM) goes beyond just candidates to encompass contingent workers (external talent networks) and current employees (internal talent pools) in a holistic approach to identifying, engaging and building talent networks.

- **Evolving Social Media Strategies** - Strengthening its employer brand is a top priority for Adobe. An average job seeker reads multiple reviews in the process of forming an opinion on a company. Few new investments would be actively managing the Glassdoor ratings. With Candidates turning to social media in droves, providing free access to millions of candidates. Astute recruiters at Adobe are going beyond Facebook, LinkedIn and Twitter to Instagram, Pinterest and Snapchat in a bid to link to all demographics
- **Balancing Agility & experience** – Adobe is focussed on conceptualizing talent acquisition strategies for building future workforce capability. To build a sustainable high-performance culture of engaged, innovative and creative people, requires a shift in emphasis beyond hard skills to learning agility where new hires will be recruited based on capabilities such as learning agility, innovation and collaboration
- **There are now more mobile devices on the planet than people.** Need of the hour is to have fully mobile-optimized career sites. Adobe will adopt a mobile-enabled application process to catch up to candidate expectations
- **Augmented and virtual reality** – As Video continues to remain important for various types of recruitment, Adobe is exploring external tools for augmented and virtual reality to get air time candidates in. Candidate attraction and experience will see early innovation with examples including VR workplace experiences, VR assessments, and interactive job advertisements – using AR apps like Blippar, and Wallame
- **Adobe is planning to set aside certain budget globally for investments around analytical tools for robust analytics that measure the effectiveness of talent acquisition**

CONCLUSION

From the moment Adobe reaches out to potential candidates for opportunities and all the way up to joining the organization, it strives to provide wonderful experience to candidates. The hiring process is detailed, comprehensive and rigorous. Leaders from different facets of the organization like Technology & Customer facing functions have an uncompromising motto to transparently share Adobe's culture, work methods, change it is bringing to the digital world, the potential and very importantly the values that define Adobe.

Hiring Manager & panellists show a high level of empathy towards candidate's career aspirations. At the end of the process, it is ensured that a world class experience is served to all stakeholders involved in the process in keeping up with its mission of 'changing the world through digital experiences.'

The Talent Selection team recognizes the need for their recruiting strategy to be much more proactive to thrive in today's hiring ecosystem as the organization continues to overcome some big challenges.

A CULTURE THAT SUPPORTS WELLBEING; PROGRAMS THAT FOSTER COMMUNITY AT WORK @ ADOBE SYSTEMS

WINNER

**EMPLOYER WITH BEST HEALTH AND
WELLNESS INITIATIVES**

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Head Total Rewards

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ADOBE WORLDWIDE

Adobe Inc. is an American multinational computer software company headquartered in San Jose, California. Its revenue crossed USD 9 billion in the financial year 2018. More than 4,500 patents have been issued to the organization.

As of 2018, Adobe has about 19,000 employees worldwide, about 40% of whom work in San Jose

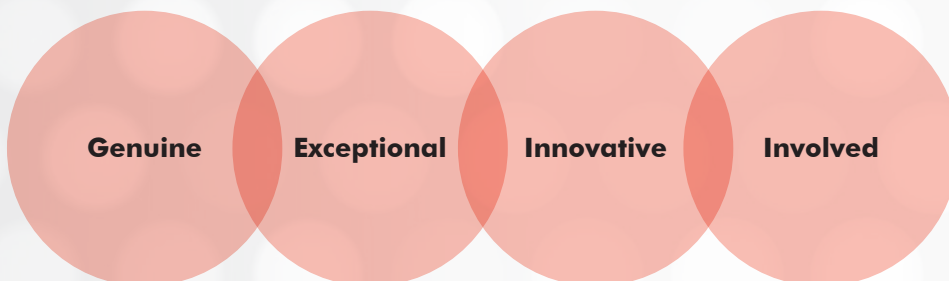
Adobe also has major development operations in Newton, Massachusetts; New York City, New York; Minneapolis, Minnesota; Lehi, Utah; Seattle, Washington; and San Francisco, California in the United States. It also has sizable development operations in Noida and Bangalore in India.

ADOBE INDIA

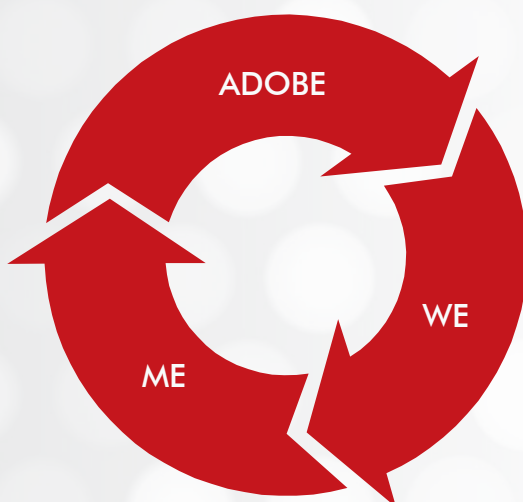
Adobe has been in operation for 21 years in India. With over 6000 employees based out of the country, India is the second largest establishment for Adobe. More than 100 patents are granted annually to the company.

Over a third of Adobe's overall research and development takes place out of the India labs, which contribute significantly to creating, developing and supporting Adobe products and innovations worldwide. From a market opportunity standpoint, India is one of the fastest growing regions for Adobe across APAC, and many of the country's leading brands across sectors are its customers, including Idea Cellular, SpiceJet Airlines, MakeMyTrip, Flipkart & IDFC Bank, among others.

CORE VALUES



ADOBE'S WELLBEING STRATEGY



BEST PRACTICES

1. AdobeProud

Adobe has a thriving Proud Network to extend support to their employees who identify as LGBTQ+ and provide them a safe place to grow

- Launched with 19 members; increased to 120+ within 6 months
- 33% of Noida & Bangalore network members underwent a series of 6 webinars conducted by Interweave Consulting Ltd. where industry experts shared best practices and inclusion stories
- LGBT+ sensitization at workplace took place through the interactive medium of theater by partnering with Steps - a drama learning & development event, visual signages such as stickers and badges, safe zone markers, etc. were distributed; 200+ employees and the senior leadership team were engaged
- Senior leaders David Lauder Walker and Donna Kelly addressed the AdobeProud India network employees on LGBT+ equality at workplace, being out & proud and authentic in bringing their whole selves to work.

2. Education Reimbursement

Under Adobe's Learning Fund program, each employee is entitled to USD10,000 a year to pursue a relevant course from an accredited university in India or US. An additional allowance of USD1000 is given to each employee to seek small term courses/certifications/attend conferences, etc. for professional development.

3. Wellness Reimbursement

Each employee is entitled to USD550 to spend on activities/equipment/membership in the pursuit of holistic wellbeing.

4. CSR Initiatives – Satiating the “Higher needs” of employees

PARTICIPATION – 1275 EMPLOYEES (25% OF THE HEAD COUNT)

GRANT AMOUNT - \$203711

NON-PROFIT SUPPORTED IN INDIA – 109

Technovation Program

140 Adobe Mentors | 180 girls mentored | Man Days spent – 281.25

- Eedo app developed by Cantavis team (Indian school children) for easy disposal of e-waste

Meal Packing for underprivileged

- 450 employees 60000 meals, benefitted 1000 orphaned children for 3 months
- Man Days spent – 225

Virtual Mentorship

- 137 Schools | 600 Mentors | 8000 Children
- Man Days spent – 495

Tree Plantation

- 300 Volunteers | 900 saplings planted
- Man days spent – 150

Pro-Bono Projects

- \$2.86 million worth donated services to address critical social issues

INITIATIVES/PROGRAMS

1. **Club or Gym Memberships** – All the employees can use Gym facilities with company sponsored memberships. There is a significant increase in the no. of employees with sponsored memberships. FY2016 – 4694 | FY2017 – 5367 | FY2018 – 5470
2. **Wellness programs/workshops** – Adobe now has 18 Communities with close to 1500 members and around 18 workshop programs which have doubled over the past two years.

Wellness Reimbursement Program | Floor awareness sessions | Ergonomist and Doctor on campus on Campus | Chair Yoga | Zumba | Meditation | Project Breathe | Headspace Meditation App | Artificial Wall Climbing Workshop | Community Gardening (Organic Vegetables) | Marathon | Sports activities under Escape and Road Safety

- **Preventive Health Checks** – Adobe offers onsite and offsite health check-ups which are free for employees and at discounted rates for dependents. Due to increased participation, the onsite health check-up frequency has been raised from once to thrice a year.
3. **Employee Friendly Leave Plan** – Adobe values and cares for employees and continues its practice of employee friendly leave plans.
 - Bereavement leave of 20 days for all employees globally
 - Adobe provides equal leave for all new mothers – whether commissioning surrogacy, becoming a surrogate, adopting, or bearing a 3rd child – providing 26 weeks against the law mandated 12 weeks

4. **Promoting Time off program** – Adobe offers a generous time off including paid sabbatical leave ranging from 4 to 6 weeks.
5. **Recreational activities** – Garbage to Garden Program – 252 compost generating machines were provided at a heavily discounted price of INR 5000 (Actual Cost – INR 47000).
6. **Music/Art Initiatives** – The ESCAPE Committee at Adobe focuses on social interaction among Adobe talent, with the goal of improving morale, promoting work-life balance, and fostering fellowship. It organized amazing events like quiz competitions, flash mob performances, etc.
7. **Employee Assistance Programs** – There are a total of 19 assistance programs.

4 Mother's rooms in each location | Welcome Back Program | Introduced Flexi Work Hours | New Born Baby Gift Program | Laundry services | Dietician/ Nutritionist at site | Vehicle emission check program | Concierge services | Day Care tie-ups | Educational Reimbursement | Professional Reimbursement | Medical Insurance | TPA health desk | Late night cab service with escort for women employees | Cab for shift employees | Special parking for differentially abled and pregnant employees | New external vendor 1:1 Help for dedicated Adobe EAP | Launched Headspace (Meditation) App free subscription for all employee base and Wellness Reimbursement (\$550 per employee).

8. Emotional health campaign version 2.0

Corporate Stress relieving sessions
(24.75-man days spent)

Meditational Yoga Session
(150-man days spent)

Project Breathe
(1 in each location)

Expert Session
importance of sleep, pursuit of happiness, etc.
(75.9 Man Days spent)

9. Sports and Cultural events

Cricket | Basketball | Chess | Badminton | Table Tennis | Festivals | Quizzes | Karaoke | Fashion | Show | Dance

CHALLENGES AND SOLUTIONS

- **Awareness** – Due to a substantial number of new hires every year (average 1069 per year between FY16 to FY18) and ever-expanding benefit offerings, awareness remains a challenge. It is further compounded by the dynamic nature of work which leaves less time for employees to proactively search for benefits related information. In keeping with the way employees are consuming information, Adobe launched the following:

Benefits Website

Portals for
inhouse facilities

Digital displays

Cellphones apps
(Medibuddy &
Headspace)

- **Optimum Utilization of offerings** – While Adobe made substantial improvements from last year, they find that it is important to educate employees how to be smart consumers of health product.

Top up
Voluntary medical

Minimum cover of
life term insurance

Onsite health
checkup

Self-funded Day care
with discount option

- **Perils of Emotional and Stress induced issues** - these issues arising out of external environment and lifestyle choices often go unaddressed. There is also a social stigma around it and so remain lurking in the shadows with no voice seeking help for same. Adobe offers a variety of ways for employees to relax and recharge and stress relieving sessions.

SUCCESS METRICS

Adobe is proud to say that all the initiatives have had a positive impact on stakeholders which include employees, company and internal management along with competitors.

Fourth Great Place to work in

As per annual GPTW survey, Adobe climbed from 6th to 4th position

4.3 rating on Glassdoor for Benefits offered by Adobe

Which was higher than the Overall rating of 4.2 for Adobe as a company

Total Sessions – 3116 | User – 2101 | Pageview – 9,198 (Unique pageviews – 7757) | Average session duration – 3 min 15 sec | Pages per session – 2.95

These are the monthly average number of hits on the benefits portal. The usage sees a spike when a new initiative is announced.

Cost per employee went down from INR 2130.4 in FY'16 to INR 1863.2 in FY'17 and increased to INR 2742.2 in 2018

In 2017 Adobe did not change its benefit offerings from 2016, but was able to negotiate better rates with vendors, while in 2018 it introduced a plethora of new offerings, hence the increase in per employee cost.

Emotional Wellness week/ campaign participants increased to 3499 in 2018 from 1400 compared to last year

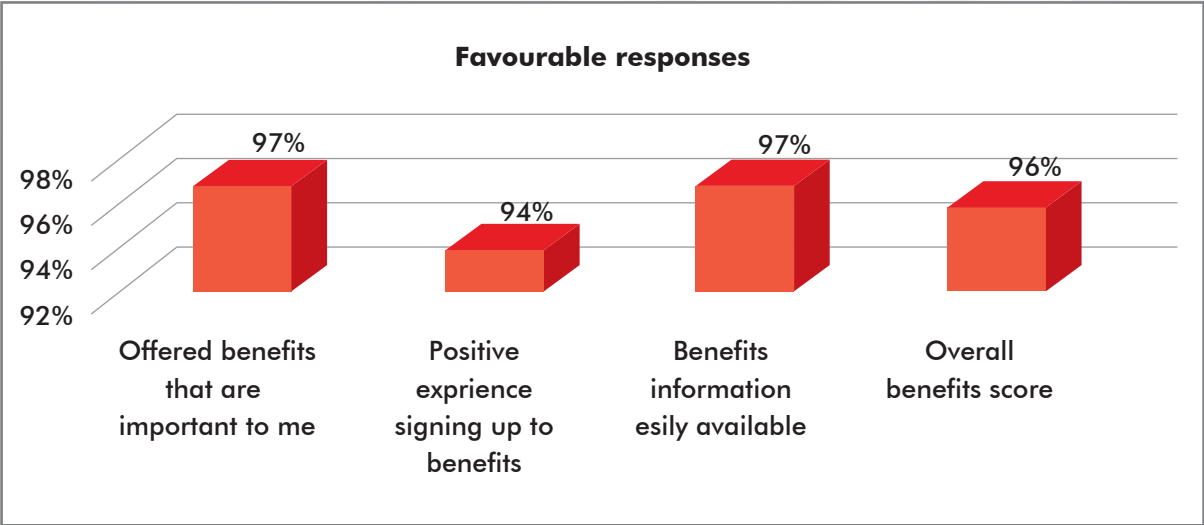
This year, company had couple of unique programs which were appreciated by all e.g. : Webinars, Music wellness, Laughter therapy, Express Stress-Relief Therapies

The app-based initiative for Mental wellness called Headspace has 1425 active users (26% of total employees)

The app-based initiative for Mental wellness called Headspace integrates with the work-life of employees and allows them to seek mental wellness in pint sized chunks.

Survey on new Hires which is conducted on the 16th day after their joining date to assess the impact of benefits

The sample size was 666 for FY17-18. The new hires survey results were as follows:



FUTURE GROWTH: SUSTAINABILITY PLANNING

Over the next 2-3 years Adobe plans to focus on the following areas:

Prevention <ul style="list-style-type: none">Continued focus on providing high quality preventive services	Emotional Wellbeing <ul style="list-style-type: none">Wellness Program to provide early attention to individuals at riskLeadership culture, process model and healthy environment	Diversity and Inclusion <ul style="list-style-type: none">Believes in equal respect and treatmentFollows democratic approach to plan benefit offeringFamily care benefits to all family pattern	Leadership Evangelism <ul style="list-style-type: none">Leaders need to role model the importance of overall wellbeing to achieve personal and professional success
Strategic and Budget planning <ul style="list-style-type: none">plan benefit offerings to reflect the Adobe way of lifeaccommodate employee requests while designing benefits	Cross Functional Engagement <ul style="list-style-type: none">Adobe believes that well-being is part of its culture and it needs to continue to work cross functionally to bring a holistic approach to the programs	Employee Involvement <ul style="list-style-type: none">Communities @Adobe - informal group making the message go the last mile and enhance the overall utilization of offerings.	

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