

4 BUILDING IMPACTFUL BRANDS AND ORGANISATIONS

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NURTURING GREEN GROWTH

> **Sunitha Lal, CHRO, Ather Energy**, outlines how the organisation is embedding sustainability across the manufacturing process



As an organisation, we always need to innovate and adopt sustainable practices to preserve the environment while addressing the scale and breadth of challenges we face. Among the areas in which we have significantly altered our practices are:

On-site Solar Panel Installation: Our Hosur battery factory has installed a 200kWp solar plant. This plant produces enough power to cover twenty-five percent of the factory's energy needs from the grid.

ESP emission control device: Ather's diesel generator has installed an ESP (electrostatic precipitator) emission control system. This technology reduces exhaust air emission particle levels by 80%.

Sustainable packaging: At Ather, we've replaced single-use plastic packaging with environmentally friendly alternatives. We have swapped out plastic tapes for water-activated paper tapes, foam sheets for paper cushions and bubbles, zip-lock bags for paper pouches, and PP straps that were meant to be used once for reusable velour straps.

At Ather, sustainable practices go beyond simply checking boxes on the EHSS (Environmental, Health, Safety, and Social) checklist. It is deeply embedded in our behaviour and daily decisions, even in the little things like using glass bottles in our meetings and events, and steel stirrers and reusable cups in the cafeteria.

ATHER

BUILDING A PROGRESSIVE ORGANISATIONAL CULTURE

> **Harshbeena Zaveri, Vice Chairman and Managing Director, NRB Bearings Limited**, outlines how the organisation thoughtfully creates an environment that helps diverse individuals thrive as a collective

The real competitive advantage in any business in one word is PEOPLE. I believe an organisation sustains because there are people in it who believe in the vision and that it can be achieved, and are collectively inspired by creating a better world through the products they make and their service. Their collective behaviour, their 'culture', showcases this endeavour.

If culture is like personality and character, then it matters a great deal what the company culture is; if it's not adaptive, it affects the future negatively, in the same sense, personality only matters when things aren't right for you. Otherwise, it's just there. It's part of you. But when you face difficulty - your flexibility and your character strengths really come out into the open. It's the same for a company, and Covid -like situations show your true strengths and resilience and flexibility.

NRB moved away from monolithic cultures that once promoted consistency and conformity, to a culture that celebrates and draws on employees' signature strengths and quirks. Culture change pushes one to define future legacies.

Disruptions and crisis situations showcase the strengths of NRB's culture at its best.

I also believe that innovation is fostered in a collaborative culture where ideas are shared and out of the box thinking is appreciated. Youngest people in the organisation should be encouraged to lead the most critical initiatives. Passion and experimentation are as important as experience. This culture is rare within manufacturing and is what attracts exceptional young talent to NRB. A significant proportion of our team is under the age of 33, and we measure this. Our strength is the successful pairing of the experience of our older team members with the complementary, entrepreneurial, more risk-taking, and inclusive approach of our younger team members. This creates an environment where the sharing and mentoring takes place not just between these two groups, and our senior leadership is actively engaged and evaluated for this.

Equality or "fairness" is one of the



most powerful shared beliefs in NRB culture. These hinge on the principle that "everyone should have a fair shot at life - that each person must have the power to make a difference and not be defined by hierarchy."

CRAFTING WORKPLACE EXPERIENCES THAT AMAZE

> **Manisha Kelkar, Chief Human Resources Officer, Nuvoco Vistas Corporation Limited**, reveals the organisational playbook for creating workplaces that amaze and delight

I firmly believe that today's generation is driven by a sense of purpose. It is all about the MAD Factor - Making A Difference. In today's talent landscape, delighting employees isn't a perk; it's a strategic imperative. We need to craft workplaces that amaze, inspire, and ignite passion. This involves a multifaceted approach centred around transparency, mutual respect and inclusivity. It's crucial to recognise that exceptional workplaces aren't solely built on financial incentives, but rather on cultivating a culture where employees get a sense of individual accomplishment along with contribution towards organisational growth.

At Nuvoco, we firmly believe that the Employee Value Proposition (EVP) is the cornerstone of creating delightful workplaces. It encompasses the unique blend of benefits, culture, and opportunities that makes an employer stand out. Our EVP, 'Enabling You To

Be Future-Ready', not just defines a canvas of opportunity but also fosters a culture of belonging, understanding, and shared success.

This cultural transformation is not exclusive to top leadership; it requires a commitment from every leader in the system. Leaders should help employees understand how their contributions impact the bigger picture and connect their individual goals to the company's mission. Purpose fuels passion, and passion fuels productivity.

When everyone is actively involved and invested "together," the journey becomes not just productive but truly delightful, thus paving the way for an amazing workplace.



CREATING GROWTH PATHWAYS FOR EMPLOYEES

> **Chandan Chattaraj, President - Human Resources (India and Global), UFlex**, reflects on the pillars driving the creation of an inclusive and diverse workforce

UFlex has been a strong proponent of fostering an inclusive culture since its inception, and as a globally diversified group, believes in developing and implementing best practices for its global operations. UFlex's commitment to promoting diversity can be gauged from the practice of hiring locals for operations in different countries. In India, the company fulfils this commitment by hiring from the region or local communities when operating in those areas.

To enhance diversity and provide employees with diverse experiences, UFlex has implemented a transparent transfer policy. This policy allows employees to change work locations and even encourages movement between different business divisions.

Recognizing the traditionally male-dominated nature of the manufacturing industry, UFlex has been at the forefront of addressing this gender

gap. The company actively provides opportunities for female employees in areas that may have been traditionally underrepresented. This proactive approach has helped in shattering growth barriers for women employees in the manufacturing sector and bringing in gender diversity.

A prime example of this approach has been the significant representation of female employees at leadership levels within UFlex. This demonstrates the company's tangible efforts in creating a diverse and inclusive workforce, indicating that diversity is not only encouraged but also recognised and promoted across levels.



HEALTHY WORKPLACE - THE KEY FOR ORGANISATIONAL SUCCESS

> **Yohan Poonawalla, Chairman, Intervale Poonawalla Ltd.**, identifies the factors that separate the highest performing organisations from the rest

Poonawalla Group endeavours to perform and create an ideal work environment for their employees, who they consider their very valuable assets. Believing in inducting young energetic resources has become our mantra of success. Imparting regular professional trainings and timely skill enhancements has resulted in enormous talent development within the organisation. Maintaining diversity and equality has given opportunities to employees for presenting creative ideas, which ultimately led people moving the extra mile for achieving the Company objectives.

The company showing Agility, Independent, and continuous innovative approach redefines a healthy workplace for all category of employees. Appreciating Efforts and giving recognition to deserving resources helped in talent retention and improved belongingness amongst employees.

Employee Opinion surveys and Workforce competencies are closely evaluated and regularly monitored in order to nurture them to have an optimum outlook

towards various creative perspectives.

During Covid-19 Pandemic where there were restrictions for face-to-face interactions, leveraged us in terms of people development, technology advancements, employee well-being through various HR initiatives like Leaves restructuring, all time health Helpline to support any kind of uncertain medical emergencies etc...

Encouraged interdepartmental Collaboration and Seamless Open communication channels with Top management motivated our employees and exhilaration of satisfaction was observed.

We created a space where we empowered our Human Assets to portray their own career paths, identification of HiPOs, and worked towards their Professional developments.

We strongly believe that Transparency and trust building within all sections of Organisation resonates a Healthy Work culture, which leads to Sustainable Organisational growth.



AN EYE ON FUTURE GROWTH HORIZONS

> **Niteen Inamdar, EVP and COO, Global Operations - Sigma Castings, Sigma Engineered Solutions**, brings forth some of the most promising combinations of human capabilities and enabling technologies when it comes to the manufacturing industry

The combination of evolving human capabilities and enabling technologies has been instrumental in the various industrial revolutions of the past. The human brain and generations are ever evolving, making future generations much smarter and advanced.

As we entered the 21st century, we entered the digital world. We call it as digital world because the younger or newer generation is digitally or IT savvy and wants to be like this in all walks of life, be it personal and professional. The human capability of digital savviness is going to be the key. As a result, we witnessed one such revolution in 2012-13 in Germany as Industry 4.0 which has spread across the globe. It is still at an evolutionary stage even after a span of 10 years.

The enabling technologies are going to digitization and very importantly AI for future generations.

Another important enabling or compelling factor apart from human capabilities and

enabling technologies is flexibility of work and ease of doing things. The post COVID scenario has brought the aspect of flexible working and freedom. Nobody, especially newer generations, want to get confined to office walls. This would also give an impetus to newer enabling technologies. I would call this as an outcome of aspirations of new generations.

The Industry 4.0 is going to be evolving further with Artificial Intelligence as an enabling technology. This would result into massive automation drive across the globe. The combination of digitisation and AI would give impetus to Industry 4.0. The human effort and brain would not be engaged in laborious and mundane work. It would be engaged in solving more intricate and critical problems, which at present we are unable to solve.

In manufacturing Industry there are some processes which are inward



processes like continuous processes, chemical reactions which we cannot see happening. In future, we should be able to simulate them. There are many such situations in manufacturing industry, which today we are just able to visualise. These situations we should be able to simulate by using newer software's and should be able to find answers to any intricate problem by using artificial intelligence.

In summary, the higher aspirations of younger generations, changed ecosystem post COVID, the evolving new generation with IT/digital savviness coupled with new enabling technologies like digitization, analytics and artificial intelligence are going to create a new revolution in manufacturing industry.

CULTIVATING AN EMPOWERING WORKPLACE

> **Amol Shah, Managing Director, MJ Group**, underlines how the 5C approach resides at the heart of organisational employee welfare initiatives

MJ Biopharm is a global player in the biopharmaceutical industry and has established a firm foothold, marketing rDNA based Human insulin in diverse regions, including Asia Pacific, Africa, Eurasia, and Latin America. MJ now plans to expand its presence to stringent regulatory markets such as US and EU, offering quality life saving products at affordable prices. MJ has two state-of-the-art manufacturing facilities in India, located in Talaja and Pune in the state of Maharashtra. The Talaja site, near Mumbai, produces tablets, Dry Powder

injections and liquid injectables (in vials and cartridges) with global quality certifications. Meanwhile, the Pune site has a modern fully operational Biotech API facility and a brand-new injectable formulations unit currently under installation. Both facilities are designed adhering to EMEA and US FDA standards, highlighting MJ

Biopharm's commitment to quality and global regulatory compliance.

At MJ Biopharm, it is believed that employees are the greatest asset, embodying the company's core values known as the 5Cs: Commitment, Candour, Continuous Improvement, Collaboration, and Compliance.

These core values foster a collaborative environment where innovative ideas thrive due to open-minded candid discussions and brainstorming sessions become a norm, leading to inspirational breakthroughs, as part of Continuous Improvement. This culture resonates deeply with MJ's employees, who share the company's vision of contributing to global well-being, driven by a strong sense of Commitment and Compliance.

We encourage an environment where Leaders act as mentors for young talent, and we facilitate internal mobility that allows employees to



explore different roles within the organisation. Testimonials from team members reflect a workplace that values freedom, challenges, and growth opportunities. The management's supportive and family-like approach, infused with these 5Cs, has created a sense of belonging and unity, propelling MJ Biopharm to new heights.

LEVERAGING TWIN DRIVERS OF SUCCESS

> **Rakesh Chauhan, Deputy Managing Director, Viraj Profiles Pvt.Ltd.** elaborates how the organisation acts to holistically embed diversity and gender parity

In an era where diversity and gender balance are recognized as key drivers of success, Viraj Profiles Pvt. Limited makes consistent efforts to create an inclusive environment, particularly in operational roles.

We foster an inclusive workplace culture where our employees, irrespective of gender, religion or region, feel welcome and a part of the Viraj family.

To address gender imbalances in operational roles, Viraj Profiles has taken proactive steps to hire and retain women professionals. The company has implemented targeted recruitment strategies, ensuring that the candidate pool for operational roles includes a diverse range of qualified individuals. We believe in providing equal opportunities for both men and women to excel, and hence sensitise our hiring managers to avoid unconscious gender bias and promote upward growth based on a candidate's merit and not on gender stereotypes.

Our leadership recognises the importance of providing women with the tools and support needed to advance

their careers in operational roles. Through mentorship initiatives and leadership development programs, we empower women to take on challenging roles at Viraj and contribute to key operational roles.

We invest in the overall development of our workforce, including facilitating a better work-life balance and conducting training and wellness programs for both men and women.

Besides this, we are particular about the safety and convenience of our women employees. All workplace rules and regulations are strictly followed to prevent any form of misbehaviour or harassment. At Viraj Profiles Pvt. Limited, we recognise gender equality as an essential SDG goal and also respect the Preamble of the Constitution of India where gender equality is a Directive Principle under the state policy. Through a combination of inclusive culture, targeted recruitment efforts, and mentorship programs, we are redefining the workplace and creating a more equitable and inclusive business environment.

