



ORGANISATIONS WITH A POWERFUL PURPOSE

BS MARKETING INITIATIVE

AHMEDABAD, BENGALURU, BHOPAL, BHUBANESWAR, CHANDIGARH, CHENNAI, HYDERABAD, KOCHI, KOLKATA, LUCKNOW, MUMBAI, NEW DELHI AND PUNE

DECODING THE PEOPLE PROPOSITION

> A few organisations have demonstrated how to make work truly 'work', creating a success blueprint for others to follow

If you were to perchance speak a business leader from any industry, you will likely find a few 'P's' thrown your way if you ask what's the single most important factor for success. Profit. Purpose. Paisa. But equally, another 'P' will pop out. People.

That's because people form the beating heart of an organisation, and the 4th edition of Team Marksmen's Most Preferred Workplace recognised those that have embraced this truth fully.

These are the workplaces that have evolved rapidly to meet the diverse needs of the day, embracing innovative models

to serve both customers and employees effectively. Right from prioritising employee wellbeing and fostering a culture of diversity, equity, and inclusion to engaging talent, and adapting to evolving needs are key drivers of growth, these are the organisations that understand better than most what it takes to succeed in the modern-day milieu.



ENCOURAGING INNOVATION AT ALL LEVELS

> Chandan Chattaraj, President - Human Resources (India and Global), UFlex Limited, lays bare the organisational blueprint for encouraging entrepreneurship within the organization

At UFlex, we promote a culture that values and encourages innovation and creativity among our employees. Innovation is a core part of our value proposition, fostering an environment where new ideas are welcomed, and employees are empowered to take initiative.

We believe in creating an environment that encourages employees to pursue projects aligned with the organization's vision and business goals, allowing them to take ownership of their initiatives. Successful employee-led initiatives and innovations are recognized, rewarded, and celebrated.

To support company-wide innovation, we align employees with mentors or coaches to provide guidance and support throughout their project journey. These mentors help employees navigate organizational challenges and tap into company resources. Additionally, we promote collaboration among employees working on similar projects or those who possess complementary skills, boosting creativity and enhancing problem-solving capabilities.

Innovation is deeply ingrained in our business and product development strategies. We invest significantly in research and development and collaborate with



industry experts and technical advisors to incubate innovation. Our management provides substantial monetary and other resources to foster a culture of innovation and product development.

We take pride in our pioneering efforts in product innovation, as demonstrated by initiatives such as our packaging films with up to 100% recycled content, technology enabling the recycling of aseptic packaging and multi-layer mixed plastic waste, and water-based inks and adhesives, amongst others. These advancements push the boundaries of sustainability within our industry and align with our commitment to environmental responsibility.

By nurturing a creative and collaborative environment, we continue to lead the way in developing innovative solutions that meet market demands while promoting a sustainable future.

INVESTING IN HUMAN CAPITAL

> Kallol Chakraborty Head (Group Corporate Human Resources), INOXGFL, details the organisation's strategic approach to employee development

GFL values investing in its employees as crucial for the company's success. We focus on fostering a culture of continuous learning and growth that is sustainable and advantageous for the organization. We are dedicated to continually developing our employees through gradual steps as follows:

Setting a Clear Vision

We understand that learning experiences vary in different workplaces, so it is crucial to use effective strategies to encourage ongoing learning within the company. To accomplish this, we developed a structured process that includes gathering inputs from our stakeholders, determining training needs, evaluating our training programs, and aligning them with business objectives.

Investment in diverse Learning Opportunities

By evaluating individual skills & competencies against our competency framework, we identify areas where employees may lack necessary skills and knowledge. We then focus on improving these areas by creating individual training plans.

Additionally, we annually identify high potential candidates using our HiPo Identification and Development framework and provide them with extended learning opportunities & executive

programs. These individuals are also nominated for flagship program, which supports their personal & professional growth.

Creating suitable Learning Environments, Everywhere

GFL prioritizes creating a supportive learning environment by incorporating various learning methods & utilizing technologies to facilitate continuous learning and knowledge sharing amongst employees.

In addition to traditional classroom training, GFL offers experiential learning opportunities through special projects & on-the-job training. The company invests in upgrading its training infrastructure & programs, including a Learning Management System (LMS) for accessing video-based training, anytime, anywhere. Various learning platforms such as an online library, movie-bioscope, and online learning videos are available to promote continuous learning in a fun and accessible way.

We believe that by establishing a learning organization, performance will follow. This is why our LMS incorporates Training Effectiveness Measurement to enhance data management, and link training to knowledge transfer.



UPLIFTING COMMUNITIES THROUGH HEALTHCARE

> Kinjal Choudhary, Global President HR, Cadila Pharmaceuticals Limited, details the organisations commitment to being an upstanding corporate citizen and giving back to the community



Corporate Social Responsibility runs in the DNA of the organisation, and we have taken it to the next level with the adoption of underdeveloped villages along with providing free healthcare to the needy through our arm Kaka-Ba Hospital. Apart from this, we are firm believers in societal good and non-negotiability with individual health, and this belief has led to the starting of free regular health check-ups for individuals residing in the adjoining areas where the pharma major operates.

Here are some of the key initiatives undertaken.

Model village initiatives carried out

Health and Hygiene

7040 treatments and 803 surgeries were done in 21 health check-up camps, 4500+ women and children educated for anaemia and 479 anaemic patients treated under anaemia elimination drive, 1950+ sanitary pads distributed, above 3200 dustbins distributed, 90 toilets constructed, 770 units blood donated and 2 Swatchta Campaigns were held in Rajpur and Bhetawada villages.

Agriculture and Animal Husbandry

7445 cattle treated and mass deworming drive held in 10 villages and 580+ farmers benefitted

through seminars/field visits.

Education

3 smart classrooms constructed in Bhat, 15.32 lakhs mid-day meals served in 34 govt. schools, eye check-up camps held in 8 schools, 1900+ notebooks donated in 350 primary schools and 4 financial literacy programmes held for underprivileged students.

Livelihood

438 community women/girls provided livelihood training through National Board for Workers' Education and 25+ sewing machines provided to women.

Environment

1.31 lakhs saplings planted, 4 on grid roof top solar panels, 100 solar street and 295 LED lights installed in 5 villages.

Project SAAHAS

Project Saahas has been working in the Bharuch District region to revive essential health programmes that protect child and adolescent health and nutrition. For the past year, GHSI and Kaka-Ba has worked closely with Gujarat government to improve the health and wellbeing



of people of Hansot. Here are some of the ways in which this is being done.

SEWA Shakti Kendras

SEWA Shakti Kendra (SSK) is a collaborative initiative of Cadila Pharmaceuticals and Lok Sewa Swasthy Trust (LSST - A charitable trust promoted by SEWA) to carry out activities for empowering woman, young girls and underprivileged communities of Bhat, Transad, Bhetawada and Hirapur villages.

LSST started working through SEWA Shakti Kendras (SSKs) by creating awareness on health issues, enhancing vocational skills, improving access and services for governmental programmes and increasing their overall participation in local governance system.

TRUST, ETHICS, AND ACCOUNTABILITY: KEY ORGANIZATIONAL GROWTH PILLARS

> How do you cultivate a culture of trust, accountability, and ethical conduct within the organization? An NTPC spokesperson sheds light on this

At NTPC, we place paramount importance on creating value for all our stakeholders across the entire value chain. We actively strive to establish, nurture, and maintain meaningful connections with our stakeholders, which encompass a wide range of individuals and groups, including our employees, valued suppliers, customers, and local communities. By engaging with and involving these stakeholders, we aim to foster trust, mutual understanding and collaboration, thereby building strong social relationships that contribute to the overall success and sustainability of our operations.

We undertake materiality assessment to capture and integrate stakeholder issues into our decision-making and business strategy. With a rich history spanning nearly five decades, we have diligently cultivated a positive and constructive relationship with our stakeholders, built upon the foundations of mutual trust, transparency, ethics, and accountability.

As a good corporate citizen, our Company is committed to sound corporate practices based on conscience, openness, fairness, professionalism and accountability besides building confidence in its various stakeholders, thereby paving the way for long term success.

NTPC is committed to conducting business in accordance with the highest ethical standards within prescribed rules and applicable laws of the land. Integrity and Trust, which are accepted as the core values of NTPC, form the basis of all the activities towards achieving its Vision.

By prioritizing fairness, transparency, and accountability in our practices, we foster positive relationships with customers, employees, and

stakeholders. We recognize the importance of upholding the trust and confidence placed in us by our stakeholders. By practicing sound governance principles and consistently fostering a culture of integrity, we aim to ensure that our Company operates in a manner that aligns with the best interests of all our stakeholders.

Ethical business conduct not only contributes to our long-term success but also builds a reputable brand, attracts loyal customers, and promotes employee engagement and loyalty.

Role of Leaders: Leaders in NTPC play an important role in the above by nurturing the Core Values of NTPC, translating and clearly demonstrating these values into desired actions and behaviors. Leaders contribute towards a culture of transparency and open communication within NTPC and facilitate the designing and implementation of fair systems and processes. Leaders at NTPC adopt an open-door approach and contribute towards the actualization of the Industrial Relations philosophy of NTPC which involves engaging employee representatives as partners in progress for unleashing and synergizing the full potential of the human resource towards realization of its Vision statement.

Further, Team Leaders in NTPC are required to create and sustain a culture of High-Trust and High Performance in their respective teams. HR Interventions are conducted from time to time for sensitizing Reporting Officers across the company about their important role in creating the required culture in NTPC along with equipping them with the skills to conduct comprehensive Performance and Career dialogues and build trust at the workplace. It is also important for

employees to feel psychologically safe and to address their expectations towards Fairness and Transparency! The first component of the strategy in this direction is the implementation of a fair and transparent Performance Management System. Through SMART (Specific, Measurable, Agreed, Realistic and Time bound) KPAs, Continuous assessment of performance in the form of Weekly Planner & Monthly Assessment System, we have been able to promote objectivity and reduce bias in the workplace.

The Leadership Attributes like Empowerment / Risk Taking require Team Leaders to encourage their teams to initiate bold ideas without them being told first.

The High Trust-High Performance Culture is reflected from NTPC's exceptional performance over the years! The fact that NTPC is a "Most Preferred Workplace" and that Attrition Levels in the company are low, indicates the effectiveness of the initiatives undertaken!

Framework for enhancing integrity, ethics and transparency in governance of the company: To uphold high ethical standards, NTPC has implemented various initiatives that demonstrate our unwavering commitment to ethics. These initiatives are designed to foster transparency, accountability, and responsibility in the workforce, reinforcing our dedication to maintaining an ethical work environment.

We have developed a comprehensive Anti-Bribery and Anti-Corruption (ABAC) Policy to ensure that our business is conducted in accordance with the highest ethical standards within prescribed rules and applicable laws of India.



NTPC has implemented the Integrity Pact since 2009 through which NTPC ensures transparency, fairness, and integrity in the tendering process, fostering an environment of trust and ethical conduct.

To uphold transparency, objectivity, and high-quality decision-making across its operations, NTPC has implemented an ISO-9001:2015 certified Vigilance Mechanism.

In case any employee is involved in any misconduct, appropriate disciplinary measures are taken against such employees, along with the implementation of enhancements in the system to prevent future irregularities.

Vigilance Awareness Week is conducted every year to promote awareness about corruption, encourage ethical practices, and

foster a culture of integrity and transparency within the organization.

Employees are given training in anti-corruption policies and procedures.

The Company has in place Code of Conduct for Directors and Senior Management Personnel (Code) with a view to enhance ethical and transparent process in managing the affairs of the Company.

The Company has a 'Whistle Blower Policy' for employees to report to the management, concerns about unethical behaviour, actual or suspected fraud or violation of the company's code of conduct or ethics policy. It also provides adequate safeguard against victimization of employees, who avail the mechanism.

