9th HR SHOWCASE 2020

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CORPORATE HR BEST PRACTICES

Compendium of Corporate HR Best Practices & CSR Best Practice at
HR Showcase 2020

November 27th and 28th 2020

HRD Network, Bangalore Chapter

Unit 308, 3rd floor, Sakti Statesman, Green Glen Layout, Bellandur, Bengaluru – 560103

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Contents

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Foreword

Smita Saha,
Hon President, NHRD Bangalore Chapter, NHRDN Board Member
Area HR Director, Middle East & Africa at AstraZeneca

While the world has been fighting the pandemic and responding to the unprecedented health crisis, there have been some interesting lessons that all of us have learnt. These unusual times have forced us to become creative and innovative. Faced with new situations at work has forced us to think beyond the usual solutions.

Faced with these new challenges, the 9th HR Showcase, in collaboration with National Chapter, is being held in a virtual format this year, on 27th and 28th November 2020. Bringing such a large and multi-faceted learning event to a virtual format has been an interesting journey. I don't believe we fully appreciated the challenges when as the Executive Committee at Bangalore, we decided that we would not cancel, delay or scale down the HR Showcase in 2020. Instead we decided to go right ahead with it, build it up bigger, more contemporary, innovative and simply pivot to digital. Audacious indeed!

Our enthusiastic Young Advisory Board, the NHRD Ambassadors, seniors, advisors and volunteers came forward to help us conceptualize and implement the HR Showcase in this new avatar. And, we had the constant support of the NHRDN Board Members and our National Secretariat too.

With all their support & active volunteering, we are proud to present to you the 9th HR Showcase, with many exciting offerings. This is an opportunity to share and learn from industry peers, experts and academia to get inspired with new thoughts and ideas for value creation.

This year the Knowledge Sessions include several keynotes, learning sessions, research presentation & discussions themed on- Reimagining HR: Pivoting to the New Normal. A new feature at the 9th HR Showcase is the exhibition segment. These are booths which showcase the significant relief work done by several CSOs & corporates during the ensuing pandemic.

And finally, in the HR Showcase competitive segments, there are virtual booths for showcasing Corporate HR Best Practices, HR Startups, Innovation in Academia & CSR Practice by Corporates in collaboration with CSO. This year, we received over 120 entries in the competitive segments highlighting interesting practices that were developed & delivered to address business problems. After the preliminary rounds of assessment, there are about 70 booths on display in the finals.

In this compendium, we have captured these interesting entries, and hope that this will trigger innovative ideas and solutions that can be applied back at your organization or academic program.

Thank you for coming to the 9th HR Showcase and I congratulate you for investing this time in your self development and learning!

PREFACE– BEST CSR PRACTICES

Rupande Padaki,
Trustee, India Cares Foundation

We are happy to put together best CSR practices in this compendium. Out of 22 entries submitted we short listed 11 entries. These entries were presented to the jury consisted of experts from the social Sector.

There are 10 entries from companies and 1 from nonprofit. The projects reported here are in the areas of education, empowerment, livelihood, skill building, health, application of Artificial Intelligence (AI) for development work, etc. The duration of projects is ranging from few years to over 5 years. The CSR spending on these projects too has wide range from few lakhs to few crores.

The location for project implementation is across pan India. It is interesting to note the pivotal role of partners like Civil Society Organizations, Government (state and/or Central level) educational institutions, surrounding communities, etc. It shows collaborative efforts of multiple stakeholders is very important. This collaboration is seen in all stages of project- from design with baseline data, framework for intervention, continuous monitoring to overall impact assessment.

We have tried to include all possible facets of these best practices. However, there are many facets which are not reported here. Hence this compendium should provide a springboard for further discussions between CSR heads and readers on what, how, why of practices reported here.

We thank all participating companies and non-profits in taking keen interest in this event and sharing their best CSR practices through this compendium.

EMPLOYEE ENGAGEMENT

Name of the Organization: Metro Cash and Carry India Pvt Ltd.

Name of the Case Study/Program: BEST IN CLASS PEOPLE PRACTICES DURING COVID19

Problem Statement:

Enhancing the Policies and Processes has ensured the needs of our employees are taken care of leading to better collaboration and increased engagement scores.

- Better collaboration
    - Head Office Teams are working better together under the remote working setup
    - Store employees are demonstrating increased levels of ownership and camaraderie
- Increased Employee Engagement scores (Internal Survey from Aon -VoiceIT)
    - Metro India qualified in the Top 5 of 24 countries worldwide with one the highest engagement scores (within Metro group - with a 3% increase)
    - High engagement score (above 90%) across all METRO Guiding Principles like Leadership by example, entrepreneurship, Customer success and Power of relationships
    - Customer NPS saw a 5% increase from the last survey
- No salary cuts and layoffs imposed during Lockdown (April-October: 7months).

Objective of the Program

With over 3.3 million cases in July, India was the 3rd most affected country in the world with one of the harshest lockdowns that lasted 75 days (March 25th to June 7th), severely restricting people movement, shutting down all commercial establishments except essential service like Hospitals, Food Stores (sale of non-food and liquor banned), closure of all restaurants, ban on all flights and public transport, etc. This severely impacted economic activity.

Given this situation, Metro India had proactively worked to ensure Employee Health and Safety remains the #1 priority. Several initiatives and measures were put in place to ensure employees well-being was addressed and they are kept engaged and motivated. These measures led to better collaboration and increased engagement scores.

Program Framework

- With the COVID situation gaining momentum across the country, MCCIN had proactively taken necessary steps to build awareness through rigorous communication, drive holistic well-being, ensure a safe and high hygiene work environment and keep our employees engaged.
- Communication and awareness
    - This was done through Building Employee Awareness on COVID, Remote working policies with virtual team connects. Further, Employee Awareness was also built through the launch of the COVID Newsletter & COVID e-book detailing out engaging information on COVID-19 and the guidelines and protocols that are required to be followed.
    - Promoting employee brand on our company's social pages
    - Several safety campaigns were setup
    - Focus on Mental, Physical & Financial Well-being through webinars organized on a fortnightly basis
    - Virtual connect & engagement through Fun Team meetings and Virtual Talent shows
- Reward and Recognition
    - Organised Virtual Townhalls to recognize #MetroHeroes and reward employees with Exemplary Bonus for those who were going above and beyond
- Enhancing policy and benefit

- o Flexible Working policy with clear guidelines and protocols to work effectively, report travel, care to be taken when employees exhibit symptoms etc
- o Enhanced Medical Insurance cover for COVID for store and on-roll employees (included home/hotel quarantine expenses for self and families)
- o Launch of the Salary Advance policy to cover for all Medical and Financial exigencies arising from the COVID situation
- o Exercising the METRO Employee Benevolent Trust to offer grant to cover basic living expenses of the family of the deceased and MCCIN to offer employment opportunity to wife of the deceased
- o Sponsorship of primary and secondary education expenses for children of deceased employees until they attain the age of 18yrs
- o Extension of Annual Leaves avail date by a quarter to encourage employees to take necessary time-off and unplug from work, by spending quality time with family, connecting with friends virtually or even picking up a new hobby.

Challenges faced in implementation

- Ensuring utmost safety and engagement of teams at all times given the rising cases
- Flexible working arrangements for a retail brick and mortar organisation; split teams
- Ensure business can tide through the crisis and operate safety and effectively
- Emotional state of employees

Describe any external factors which may have impacted implementation

- Copying with fluctuations and unpredictability (VUCA environment)

Impact of the Program

- Increased collaboration
  - o Head Office Teams are working better together under the remote working setup
  - o Use of collaborative tools
  - o Store employees are demonstrating increased levels of ownership and camaraderie
- Increased Employee Engagement scores (Internal Survey from Aon -VoiceIT)
  - o Metro India qualified in the Top 5 of 24 countries worldwide with one the highest engagement scores (within Metro group - with a 3% increase)
  - o High engagement score (above 90%) across all METRO Guiding Principles like Leadership by example, entrepreneurship, Customer success and Power of relationships
  - o Customer NPS saw a 5% increase from the last survey

Lessons learnt during the course

- The future of work requires more of a focus on employee wellbeing. Invest more time and resources to improving health and wellbeing.
- Get creative to drive engagement
- Need for 'Comprehensive Working at Home' Policies
- Need for technology and more collaborative tools to communicate virtually

Name of the Organization: Ashok Leyland Ltd – Foundry Division

Name of the Case Study/Program: Improving Employee Morale and its Business Impact

Problem Statement:

Employee Morale were found to be low due to various reason which has started contributing on low performance of the company.

Objective of the Program:

To improve the morale by employee engagement, wellness initiative, changing R & R pattern and completion of LTS.

Program Framework:

Strategically approach to motivate the employee, encourage them through rewards and recognition and 100% support on Wellness aspect and how these initiatives contribute on the performance of the organisation.

Challenges faced in implementation:

Cost, People participation and ER issues.

Impact of the Program:

Employee performance started increasing and started contributing on the organisational performance, where production level increased, and quality rejection got decreased.

Lessons learnt during the course:

Employee connect is the major influential parameter for growth of organisation.

Name of the Organization: Collins Aerospace

Name of the Case Study/Program: Quarantine Chronicles

Problem Statement:

Each of us are adjusting to a new normal at home and at work and working from home has become a new reality for many employees – providing its own set of unique challenges. To ensure that employees are staying focused and keeping their spirits high, Collins Aerospace India introduced a fun, virtual engagement program called "Quarantine Chronicles." which is now considered a global best practice.

This bi-weekly program launched in April and was an instant hit among employees with overwhelming positive response and enthusiastic participation. Quarantine Chronicles have provided a unique way for employees and their families to connect and engage in ways they have never done before, from yoga to podcasting to crossword puzzles and more.

Objective of the Program:

The objective of Quarantine Chronicles was to help employees to emerge out of this global pandemic smarter and stronger and to leverage this time to connect with the workforce and build a strong sense of camaraderie among your employees in a completely cost effective manner.

This intervention was the first completely virtual employee engagement program ideated and executed in-house for over 3000+ employees across Operations, Engineering and Digital Technology conducted over 8 weeks while we were still adopting to WFH.

Program Framework:

1. Extensively Studied about Employee Engagement in WFH
2. Benchmarked against other world class companies to create a culture of actively engaged employees
3. Explored and examined cost-effective options available
4. Evaluated feasibility of ideas

Quarantine Chronicles

Week 1
- **MONDAY** Collins Covid Heroes
- **TUESDAY** Home Like Office
- **WEDNESDAY** Mental Health Webinars
- **THURSDAY** Crossword Puzzles
- **FRIDAY** Live Yoga Session

Week 2
- **MONDAY** "Anybody Can Cook!"
- **TUESDAY** Bollywood Fitness Session
- **WEDNESDAY** Collins Covid Heroes
- **THURSDAY** Virtual Training Sessions
- **FRIDAY** Sudoku Puzzle

Week 3
- **MONDAY** Creative Campaign for Employees' Kids
- **TUESDAY** Sound Meditation Session
- **WEDNESDAY** Virtual Team Engagement
- **THURSDAY** Unique Quarantine Activity
- **FRIDAY** Virtual Training

Week 4
- **MONDAY** Shutter Up! (Photos)
- **TUESDAY** Word Finder Puzzle
- **WEDNESDAY** Virtual Training
- **THURSDAY** Live Folk Fitness Session
- **FRIDAY** Guess The Personality Quiz

Collins Covid Heroes: The program kick-started with a unique activity called "Collins Covid Heroes" where employees were the flag bearers of the Collins spirit and engaged through helping the poor and marginalized in these testing times.

Home Like Office: One such activity was "Home like Office" where employees sent pictures of their 'new normal' workstations along with their children or pets. Wearing the Collins spirit on their sleeves, this activity received a healthy participation from the leadership team as well.

E-Learning: Work from Home entails a critical parameter i.e. time management which is often blurred because of work & home both being at the same place. Hence great e-learning opportunities were made available through webcasts to boost performance, prioritize work and manage time.

Creative Campaign for Employee Kids: There were activities that included family which was a refreshing change. A poetry, writing, painting competition was launched to keep employees' kids engaged and learning

Sound Meditation: a unique type of focused awareness meditation through sound as a tool to reach a deep relaxed state came up in Week 3 of Quarantine Chronicles. Employees had an amazing opportunity to beat stress and recharge for the upcoming weeks with new vigor and energy.

Folk Fitness: online fitness sessions were a great way to engage employees by promoting physical fitness. The participation was overwhelming as it included fitness blended with a tinge of ethnicity that celebrates the zest of traditional India and it became a run-away hit.

Online yoga & Bollywood dance fitness session: These were a good catalyst for employees to break free from monotony, counter stress and cope up with uncertain times and to stay fit and maintain a healthy lifestyle.

Virtual Team Engagement planned in the third week of the program was aimed to connect and bond employees online. Teams sent in entries about how uniquely they connected with their team-mates and what they did as a team to keep spirits high during the lockdown.

Shutter Up, a photography contest gave vent to the creative side of Collins employees. This activity was in tandem with the Collins logo where employees had to send Black-White pictures with a caption in Terracotta

Unique Quarantine Activity which asked employees to showcase a skill that they had learnt during the lockdown was also aimed at expressing creativity to keep employees engaged and strike a work life balance

Puzzles like Sudoko, Word finder, Crossword including mental wellness and COVID 19 themes tickled employees' grey cells and helped spread awareness and promote standard social operating norms

"Anybody Can Cook" challenges encouraged employees to share unique quarantine recipes to beat lockdown blues and hone their inner MasterChef.

Challenges faced in implementation:

1. Slow adoption of all employees to WFH balancing work and home activities
2. Creating an all virtual plan with low cost impact on the company
3. Inclusion of employee family members and pets in the process of engagement
4. Lockdown prohibiting employees to de-stress socially and no sign of any cure and social distancing being the only viable measure

External factors which may have impacted implementation:

1. Response of other organizations to the COVID situation.
2. 1st phase of lockdown in the entire country during the launch of this program

Impact of the Program:

1. Safe, reliable access to employee engagement channel and wellness, remote mental health resources, and consistent communications kept our organization united in both their support of employees and their business goals
2. Why employees loved Quarantine Chronicles:
   a. Employees were encouraged to find work-life balance.
   b. Great learning opportunities were made available through e-learning & webcasts.
   c. All activities were online & quarantine friendly.
   d. Some activities included family, which was a new and welcome change
   e. Bi-weekly programming kept morale high and employees engaged
3. 1700+ employees participated across the 8 weeks of engagement (Maximum participation in a single activity, Guess the Personality : 408 submissions | Maximum participation in a live session, Yoga session : 198 registrations)
4. Total Cost Incurred is Rs. 15000/- for 8 weeks of engagement
5. The Global HR team recognized this as a best practice and ran a survey to extend the program globally

Lessons learnt during the course:

1. Agile approach in HR was important to react and recover from the pandemic
2. HR function must support the organization in becoming more responsive and adaptive during a crisis
3. Even in times of cost containment, through innovative approach, employee engagement can continue.

If you were to launch the program again, what would you do differently?

1. Introduce more unique engagement activities for a longer duration
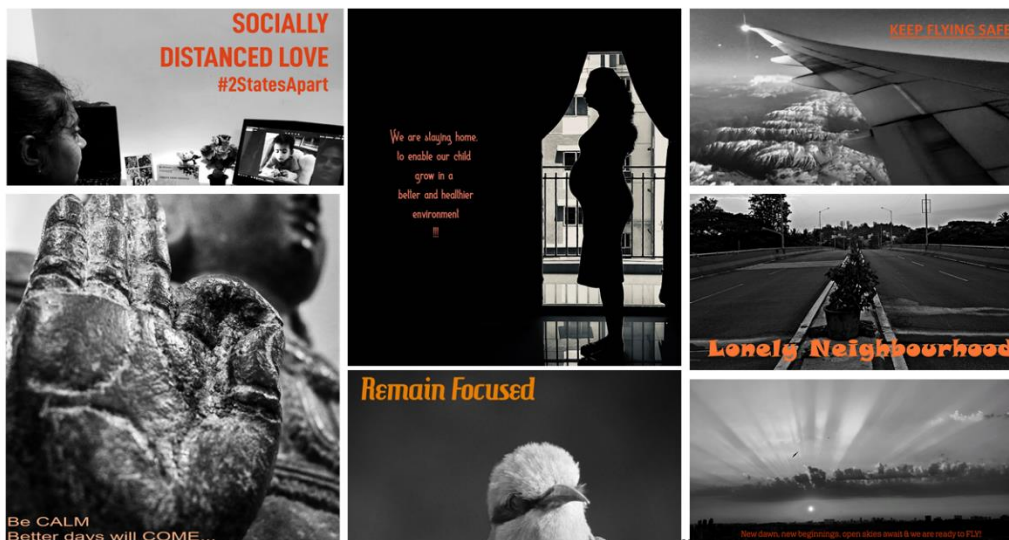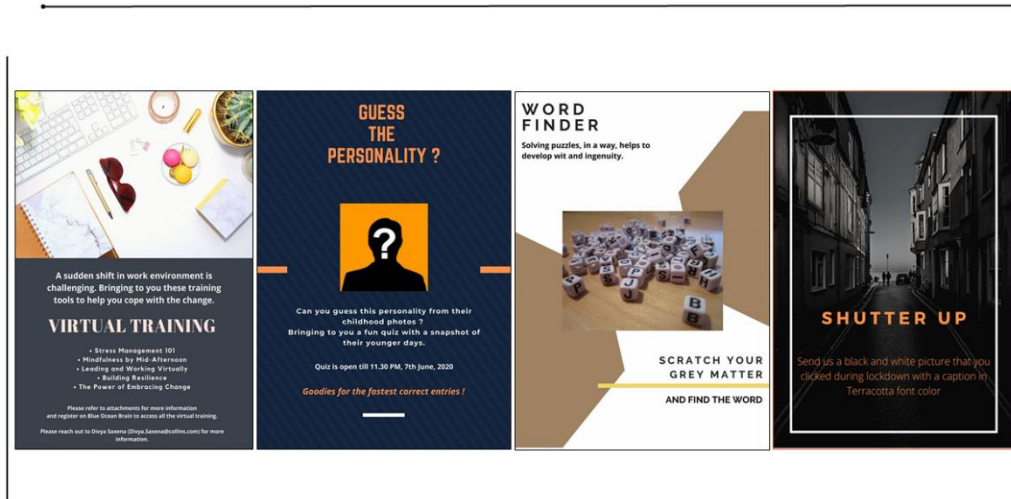2. Encourage more participation through gamification and leader board

HOME LIKE OFFICE

WHY EMPLOYEES LOVED QUARANTINE CHRONICLES

Name of the Organization: EdgeVerve Systems Ltd.

Name of the Case Study/Program: Persona Based Engagement

Problem Statement:

Considering the new workplace models (like remote/hybrid working spaces) is the way ahead, it becomes imperative to explore new ways of ensuring association with an organization beyond catering to traditional learning and career needs of employees.

EdgeVerve wanted to ensure employee morale and motivation are not affected by the unprecedented changes in our new ways of working. While traditional methods of engagement focused on leveraging the employee's professional (and to an extent personal) needs to impact lag indicators like attrition or pride of association, the situation demanded for a deeper mapping of customized employee motivation factors that can positively addressed.

Objective of the Program:

Engagement philosophies have essentially been focused on ensuring maximum reach to all employees. The objective is to have the right conditions that motivate employees to contribute to organizational success, with an enhanced sense of their own well-being.

To take this association to the next level our program focuses on positively impacting employees who have similar needs and desires (personal and professional) in their professional and personal lives or say 'personas'. This helps set up an ecosystem where "mass customization" of employee focused initiatives is not only feasible but also helps the employee associate better with the organization.

Program Framework:

We have identified 5 such personas which are relevant to our employee base:

➤ Explorer - Single, mobile and establishing careers

➤ Gatherer - Married without children and single/dual incomes, and stabilizing their careers

➤ Nestor - Married with young children, looking for short term work-life stability and long terms careers

➤ Nurturer - Married with older, school going children, with focus on scaling their careers for future leadership roles

➤ Provider - Married with older college children and dependent parents, and planning the next stage of their lives and leisure

Their mapped hygiene and delight needs are addressed via our three pillars of engagement via-a-vis Energize (caters to their personal needs and aspirations), Enrich (provide adequate support for employees to plan their careers) and Enhance (provides the skillset and toolset to enhance their learning journey).
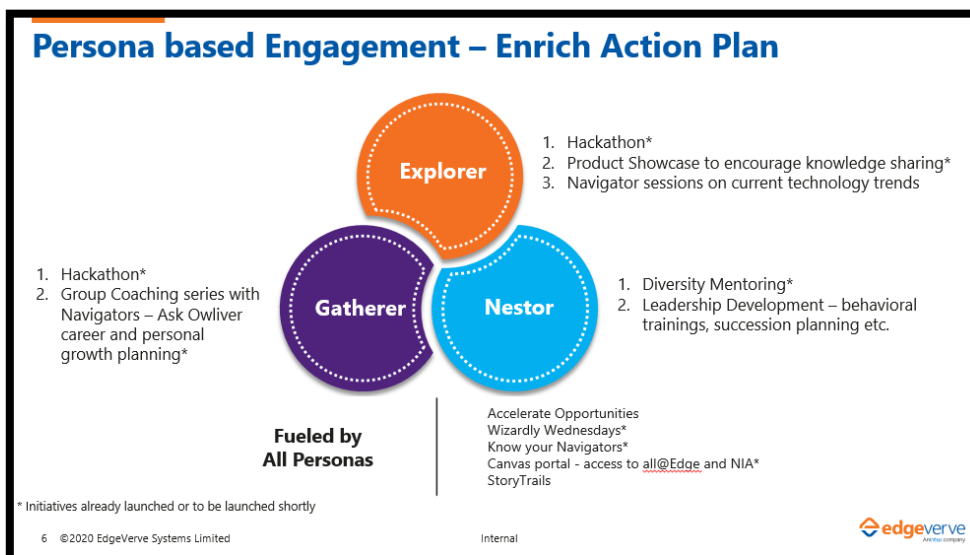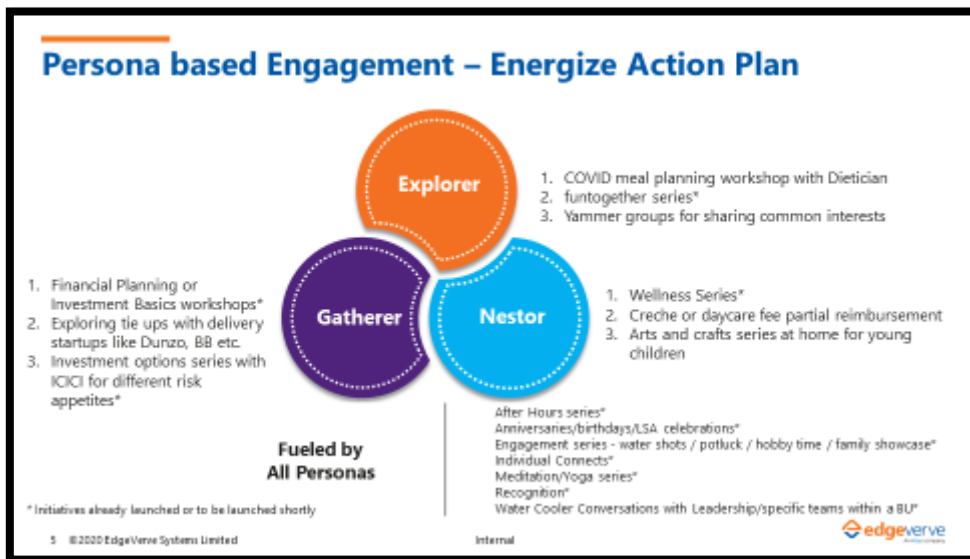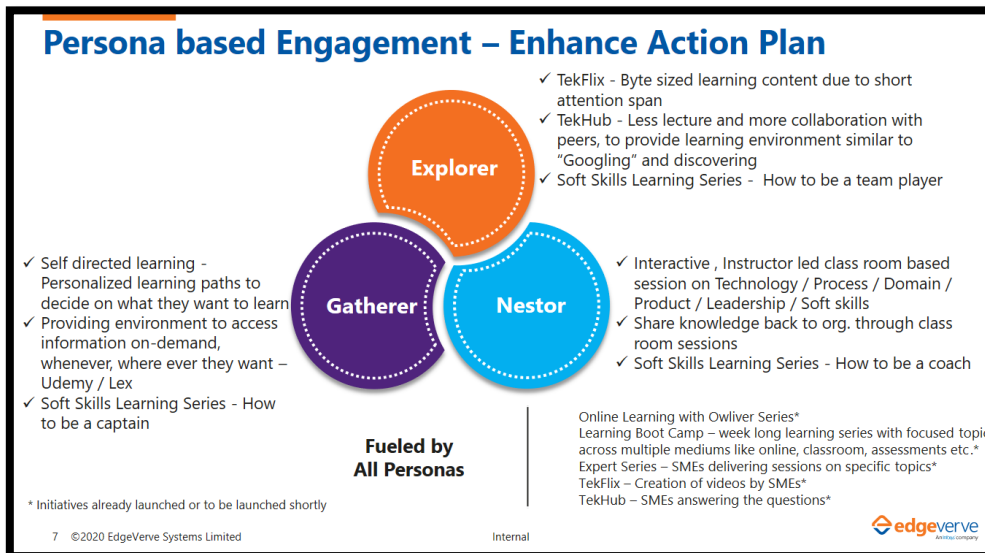
Challenges faced in implementation:

Employee Mind-space: while the programs were intended to resonate with employee needs, we had an initial teething trouble where the mode of working itself was not stabilized and employees were acclimatising themselves to working with a completely virtual team. The primitive goal in the first few weeks became ensuring business continuity and everything else was secondary.

It became important to understand the primary motivation for employees across personas was adapting to the new normal, and ensuring they were able to balance their professional and personal lives. The initial focus was thus towards mental wellbeing of employees irrespective of their persona and once things settled down, to focus more on the mass customization needs.

Location Constraints – Since the employee base spread from singular locations to multiple and diverse areas, keeping a focus and driving engagement programs consistently was a challenge. The online medium of connect generally had low traction and with the onset of the pandemic, this was the only channel used for any initiative which made it a crowded channel.

External factors which may have impacted implementation:

The transition phase: the change from working together in physical workspace to a remote one was drastic and the impact of complete virtual teams especially with teething issues of connectivity/infrastructure set up/time management was a big influence on employees.

Employee engagement was no longer based on a physical connect which could drive peer influence. There was no longer a team connect that could draw participation.

Impact of the Program:

> Pride of Association - employees relate better to the organization and strengthens association with the organization as the personalized approach addresses specific needs of personas. There is a prevalent sense of organization caring for the employees.

> Maximum Return on Investment - focused spend towards desirable results. For ex, enabling work from home fuelled by needs of the Nestor group with young children ensures we enhance productivity by giving them the flexibility to manage their professional and personal needs.

> Reduced Talent Loss - multi dimensional approach of ensuring the personal aspirations of employees are taken care of as well as the business needs are met ensures a mutual benefit set up that motivates employees to continue their association with the organization
All these result in indoctrination of Org Citizenship Behaviour, where employees are willing to go above and beyond the call of duty as they believe the organization truly is invested in their welfare.

Also the appeal of the programs was vastly amplified due to it addressing a basic need of the employee persona and we have increased engagement in initiatives across the quarter.
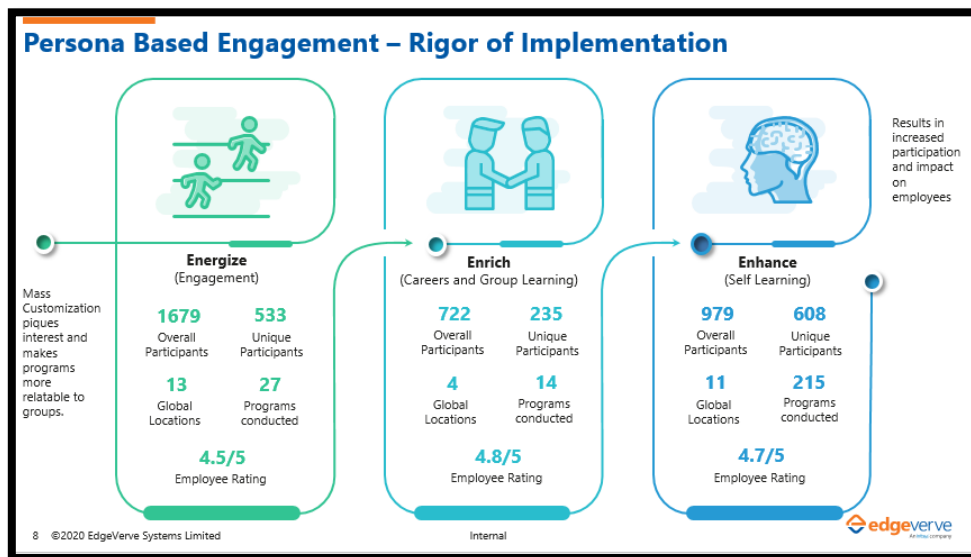
Lessons learnt during the course:

End User Experience and Empathy (based on Design Thinking framework) becomes the single most important factor for the success or failure of any program or philosophy. The more an organization can relate to an employee's perspectives, align their needs with the business outcomes, the close we are to achieving the desirable outcomes.

If you were to launch the program again, what would you do differently?

Based on the current approach, the differential aspect could have been involving more of managers to provide additional bandwidth for employees. The employee's workload had increased, and employees were finding it difficult to be consistently be a part of programs even if they were interested in them.

As a part of the next phase we plan to have more programs on empowering managers to plan team level activities. The idea is to have an engagement marketplace to choose what works for the team and with the timing of their choice

Name of the Organization: Eli Lilly Services India Pvt. Ltd.

Name of the Case Study/Program: Robust Virtual On boarding Plan

Problem Statement:

With LCCI growing at a rapid pace, it becomes very important to On board the employees effectively to help them understand and assimilate well into the organisation. Research suggests that it takes 90 days for most employees to decide their future with the organisation. Hence, there is a need to look at a robust virtual On boarding plan for all workforce joining.

Objective of the Program:

With a large number of millennial population joining the workforce, and the feedback from the current onboarding program design from new joiners, there is a need to look at digitizing some of the programs and content we have as part of the onboarding and induction program.

The end intention was to achieve complete assimilation of the employees into the organization.

Program Framework:

 LCCI currently uses a face to face and instructor led approach for first 2 days of onboarding as well as induction spread over 2 half days between days 30 and 90 of a new joiner's journey. From an employee perspective, there is a high level of face to face 'connect' and 'touch', however employees find the content overwhelming and have requested a gamified, interactive onboarding journey, which allows them to consume content at their own pace. Also, they would like to engage with other new employee and explore shared learnings as well. The current process of employee onboarding is as follows:

New employee joins and attend the LEO (Lilly Employee Onboarding) program on Day 1 and Day 2 which is instructor led and covers the following:
  a. LCCI overview
  b. Access card
  c. IT and laptops
  d. Joining formalities and HR policies
  e. Mandatory training completion on success factors

The total time spent by the employee in classroom is around 16-18 hours, apart from the functional trainings to be completed on success factors as well as instructor led courses.
It is a challenge to quantify the impact of retention of all the information that is being shared with the employee.

For the rest 90 days, the employees have to attend the sessions including Leadership Address, Compliance etc. with multiple touch points with the Onboarding team.

Challenges faced in implementation:

Challenges	Mitigation
IT Assets Delivery	Dedicated team was set up to mitigate this
Tracking Compliance Trainings	Created an automated dashboard to track the training assignments from Compliance perspective
Tracking attendance	Attendance has been self-regulated

External factors which may have impacted implementation

Covid-19 has had an impact on the process, due to which we have moved the entire process to move to a virtual   environment.

Impact of the Program:

Average On boarding feedback is 4.7 and we have been consistently rated above 4.5 on a NPS scale of 1-5. The qualitative feedback from the new joiners also calls out the many check points that we have as a part of the On boarding process.

Lessons learnt during the course:

More focus on leveraging technology is required. Although it seemed impossible at the start, we were able to launch the virtual On boarding program with the available tools & technology. A very important lesson learned here is – all the tools and tech we could need to carry the processes more efficiently are here, we only need to leverage the same.

If you were to launch the program again, what would you do differently?

We would focus on more innovation, gamification & automation as those are highly appreciated areas through the year's feedback.

Name of the Organization: Luminous Power Technologies Pvt. Ltd.

Name of the Case Study/Program: Well Being Program (2020)

Problem Statement:

As one of the priority of our organization is to take care of wellbeing of the employees.
So Due to the sudden shift from office premises to work from home, due to Covid-19 has taken its toll on employees in terms of their wellbeing, to take care of their mental, physical, emotional and social wellbeing we have started this program which have ultimately helped us to increase the Employee engagement and productivity of our employees.

	2020	2019
Employee Engagement Index	75%	67%

Objective of the Program:

The success of any company depends heavily on the performance of its employees. The ability to function and perform at a consistently high level is dependent upon employee wellness. The main objective of implementing the wellbeing program is to encourage employees' health and safety by taking into consideration there physical, mental, social and emotional wellbeing through the digital medium and enable the "New ways of working" to meet the organizational goals.

Program Framework:

The Wellbeing framework at Luminous synthesizes inclusive culture built in collaboration with leaders and supported by continuous communication on its impact.

- *Culture:* Our cultural pillar majorly focuses on building the work life balance, inclusive culture and health and safety environment through various initiatives such as :
- *Yoga and Meditation (Physical Pillar)*: Yoga and meditation sessions will continue on a thrice a week frequency. This will induce relaxation, stress reduction and development of inner strength.
- *Counselling Services (Emotional Pillar)*: In case any employee feels stress and anxiety and needs help, they can call and refer a specialist counsellor to seek help. Counselling facility will be available on a daily basis with seven dedicated lines.
- *Webinars (Social & Mental Pillars)*: Sessions on self-help and lifestyle related problems will be conducted, not just for employees, but for extended families as well. This will help manage anxiety and provide emotional wellness.
- *Luminous Super Heroes (Social Pillar)*: Appreciation and recognition fosters positive behavior in humans. The plan is to recognize and reward employees who have displayed exemplary behavior and exhibited Luminous Core values in the times of ongoing crisis.

- *==Leadership:==* At Luminous, our Leadership team also plays the role of Well-Being champions and ensures effective and timely communication. From sharing updates on business and new company strategies in various forums to exhibiting Care in all their actions and decisions, the leaders at Luminous have really led by example in these tough times. Our leaders also took out time to share their own personal stories of perseverance in the rough times through digital means, with employees, helping them replicate the spirit of resilience in their lives.

- *==Communication:==* Effective and timely communication helps in creating the transparency and during this pandemic where all the employees do not have any physical interaction with anyone, it is important to keep them updated about the organizations as well as about their physical, mental, emotional and social wellbeing. So the initiatives which are covered under this pillar are as follows:

- Messages from leaders desk
- Information about Ergonomics

Challenges faced in implementation:

As we came up with this digital wellbeing program, when there was a major shift from office premises to work from home set up.
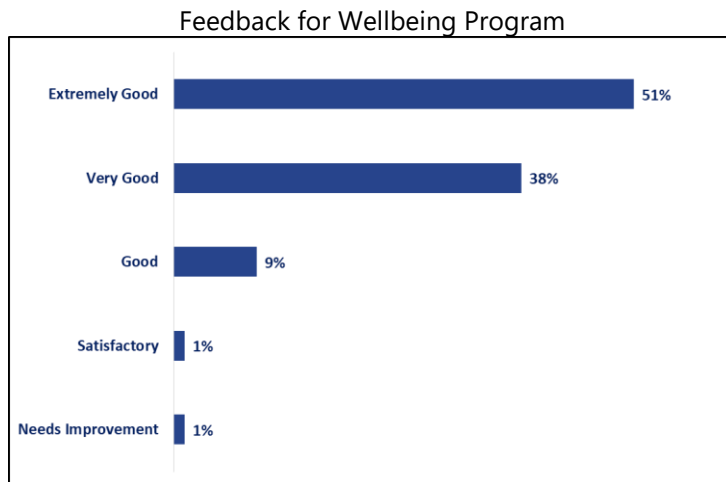
- So the *resistance to use technology was one of the challenges* which we have faced while implementing our wellbeing program, as some employees didn't had the proper understanding regarding how to get equipped with the technology and to provide their full engagement during these initiatives. So in order to cope up with this situation we had the one to one interaction with the employees who were facing these issues and made them understood regarding how to get enrolled for a particular program without any Hassel, proper communications were circulated with proper directions in order to provide them with the clear understanding about the program.

- The another challenge which *we faced while implementing the wellbeing program was the engagement level,* as every employee in the organization have different need with respect to their wellbeing. So we captured the feedback of the employees regarding the programs which we were driving, at the same time were obtaining there inputs that what all programs they would like us to come up in order to cater their needs.

External factors which may have impacted implementation:

- Technology was one of the major factors which have impacted the wellbeing programs. As sometimes due to the connectivity issues employees were not able to join the session even when they wanted to. In order to avoid this situation we provided with the incentive so that they can have a proper set up and can have a good connectivity.
- As everyone is working from home so they have a responsibility to balance between their professional and personal life. Before the pandemic there was the division between the office set up and personal set up. But now as everyone is working from home so there official and personal set up is one in the same. So sometimes due to their family responsibilities they were not able to get that much engaged during the sessions. In order to avoid this situation we come up with the programs (Family Wlfie, Fish philosophy for children) in which families were also able to take part, which ultimately helped in engaging everyone.

Impact of the Program:

Through our wellbeing programs for the year 2020 we were able to increase the overall engagement score followed by a jump in the productivity of the organization. 89 % of the employees were satisfied with the wellbeing initiatives which were launched and they wanted us to continue with the same.

Feedback for Wellbeing Program

Category	Percentage
Extremely Good	51%
Very Good	38%
Good	9%
Satisfactory	1%
Needs Improvement	1%

Lessons learnt during the course:

One of the lessons which we have learned while driving the wellbeing program for the organization is that by full _utilization of the digital platforms we can still enhance the wellbeing of our employees_ at good level , it is not compulsory that the physical presence is required. Yes, there are challenges but by full collaboration, we were able to launch our wellbeing program during this pandemic and where able to improve physical, mental, social and emotional wellbeing.

If you were to launch the program again, what would you do differently?

1) Can provide gym membership to our employees, so that they can remain fit and healthy.
2) Will launch "Triple Threat challenge" In this innovative health challenge, employees are given one healthy habit to adopt per week. This wellness program allows employees and dependents to monitor their progress online, develop teams and rivalries for competition, and can earn special wellness related incentives.

Any additional comments from the Program Manager/Subject Matter Expert:

We at Luminous are happy to see the outcomes of wellbeing programs which are run across length and breadth of the businesses. Today our employees are safe and following healthy practices and are being productive at work resulting it meeting organisational goals.

Name of the Organization: Mindtree Ltd

Name of the Case Study/Program: Virtual Talent Engagement

Problem Statement:

Employee engagement is one of the most important factors that contribute to the success of an organization. It not only helps in increasing productivity, improving the quality of work, building an emotional connect with the organization, retaining the best Talent but also supports in reinforcing culture into the DNA of an organization which are its Talents. At Mindtree our culture can be experienced across four different infrastructures:

➢ Emotional
➢ Physical
➢ Intellectual
➢ Financial

Our engagement strategy is also focused on these towers to ensure that Mindtree Minds can leverage holistic wellness. (At Mindtree, we proudly call ourselves Mindtree Minds and not employees, resources or staff. When we refer to ourselves as Mindtree Minds it gives us uniqueness, a proud identity and respect as beings and not things). These initiatives have been the backbone for us to achieve the objectives

mentioned above. With the global pandemic of COVID-19 hitting us early this year and the dawn of social distancing upon us, we had to completely re-strategize our engagement plan and introduce new initiatives as well.

Over a prolonged period of time working remotely brings its own unique challenges. Workplaces have been substituted with virtual ones, triggering anxiety and emotional isolation for many. At Mindtree, we immediately identified that digital engagement is key.

Objective of the Program:

The primary objective of engagement revolves around holistic development, through which Mindtree's culture was able to be experienced by Mindtree Minds digitally as well.

With the loss of social capital because of the global pandemic of COVID-19 hitting us, the primary objective was to create social osmosis digitally through Yammer. Bringing together Mindtree Minds with different views, skills and backgrounds to create our vision – 'expertise led, culture backed' was the foundation. We focused on creating communities for like-minded Mindtree Minds to digitally unwind and to connect with each other.

Program Framework:

Keeping holistic wellness as the foundation we created communities on Yammer based on - Emotional, Physical and Intellectual wellness of Mindtree Minds.

Digital Platform : Yammer Communities
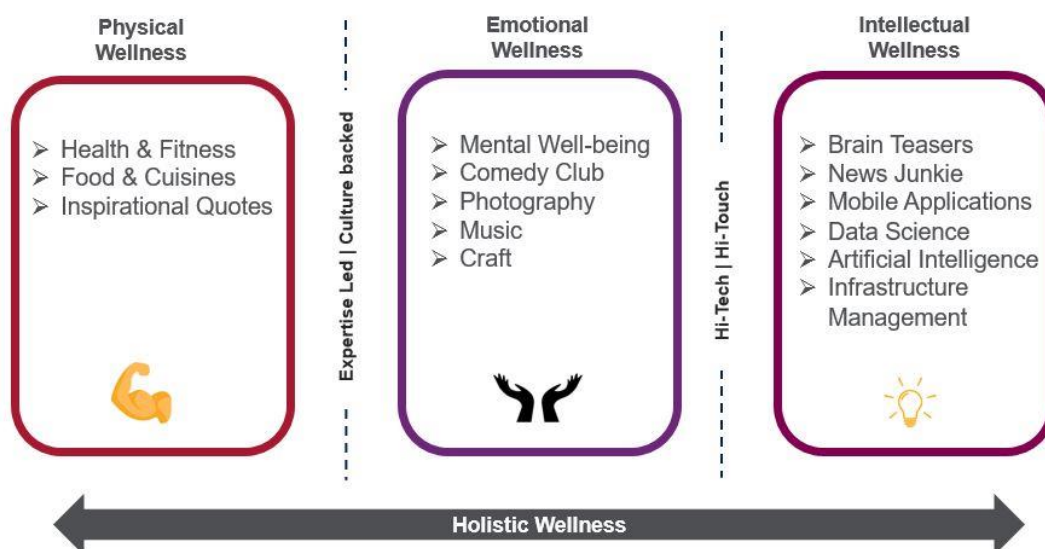
- Emotional Wellness: With anxiety and social isolation creeping in with remote working, emotional wellness played a very important role. Communities such as mental well-being, Comedy, Photography, Music and Crafts were created with the intent of letting Mindtree Minds seeks comfort through their passion. From sharing breath-taking travel pictures, wonderful art and craft, to sharing nostalgic childhood memories, these Communities have left no stone unturned!

➤ Physical Wellness: Through the Communities created for physical wellness like Health & Fitness, Food and Inspirational quotes, Mindtree Minds were able to challenge each other with exercises and fitness goals. It was truly inspiring to see Mindtree Minds encouraging each other to meet their health goals.

➤ Intellectual Wellness: Around 9 Communities were created based on the latest technologies including Artificial Intelligence, Mobile Applications, Azure Cloud, Databricks, Virtualization and Infrastructure Management Communities on Cloud and Data Ops. It was targeted to ensure that Mindtree Minds were up to date with the latest in the technology and also allowed them to connect with the SMEs directly. Mindtree Minds were able to have a 'Hi-Tech and Hi-Touch' experience through the communities created based on - Emotional, Physical and Intellectual wellness of Mindtree Minds. Though working remotely led to loss of social capital with digital engagement through Yammer we were able to reinforce Mindtree Culture as well.

Challenges faced in implementation:

There were few challenges that we faced during the implementation of the Virtual Talent Engagement:

➤ Branding: We always did use Yammer as a platform, though it was not utilised aggressively across Mindtree. Getting Mindtree Minds on to the platform was a challenge. We created a branding charter not just for Yammer as a platform but for all the communities as well.

➤ Participation: With technology and business unit leaders actively participating, it encouraged Mindtree Minds to join the Communities on Yammer. It gave a sneak peek into the lives of our leaders, be it posting a picture of spending time with their kids over the weekend or sharing the latest articles of technology updates our leaders have covered it all! We also encouraged Mindtree Minds to download the Yammer application on their phones for continuous updates and active participation. Today more than 70% of the Mindtree Minds are engaged on Yammer platform.

➤ Content Screening: Yammer being a social networking forum any messages or content posted on the group was automatically public. The owners for each of the community would at regular interval vet the content posted but fortunately till date all Mindtree Minds have maintained the decorum and there has been no need to delete any of the content.

➤ Maintaining Momentum: While we were able to successfully engage 70% of Mindtree Minds on the platform it was important for us to ensure that regular events and activities are taking place in each community. Almost every 2 days the owners of the community ensure that an activity is posted and the Mindtree Minds are actively participating.

External factors which may have impacted implementation:

The whole Virtual Talent Engagement initiative was driven by an external factor. With the global pandemic of COVID-19 hitting us early this year and the dawn of social distancing, we had to completely re-strategize our engagement plan and introduce new initiatives as well.

Over a prolonged period of time working remotely brings its own unique challenges. Workplaces have been substituted with virtual ones, triggering anxiety and emotional isolation for many. At Mindtree, we immediately identified that digital engagement is key and hence adopted Yammer.
While physical distancing was the need of the hour, social isolation was not!

Impact of the Program:

While we did face a few challenges, the positive impact of the digital engagement plan was truly encouraging. Adopting Yammer as a platform for the execution was a perfect fit!

➢ Participation – Before the launch only 5% of Mindtree Minds were using Yammer as a platform, today we are able to actively engage more than 70% of Mindtree Minds across the globe. This was possible as Yammer is completely use friendly and easy to access. The branding charter ensured that Mindtree Minds were able to visit the Community on Yammer easily.

➢ Continuous Engagement – With Yammer app version available for Mindtree Minds, it helped them to stay connected from anywhere. Continuous engagement was made easier as regular updates of all events on the Communities was received on their mobile directly.

➢ Leadership Interaction – With technology and business unit leaders actively participating, it gave Mindtree Minds an opportunity to connect with them. This created easy accessibility and personal connect with the leadership.

➢ Cost Effective – Taking into consideration the current scenario cost effectiveness is a major objective, with Yammer being adopted as the platform for Digital engagement the cost invested was zero.

➢ Positive Feedback – Through the Connects that the People Function Representatives have had with the Mindtree Minds we have received positive feedback on the initiatives run through Yammer. The substantial growth of these Communities on Yammer since April 2020 till date also reflects positively.

Lessons learnt during the course:

The conceptualisation and execution of the Virtual Talent Engagement has definitely been a learning journey. Below are some of the major insights that we have experienced over the past few months:

➢ Exploring the virtual world: While we already had an engagement strategy focusing holistic wellness existing, the fact that we could move it to a digital platform and create the same impact was a huge learning for us. We did our best to explore the virtual world and the impact was definitely much more than what we had expected.

➢ Mindtree Mind Driven – Though the Communities kick started with the People Function Representatives today Mindtree Minds themselves are a part of the core team and few of the initiatives are run by themselves.

➢ Knowledge Sharing – In each of these Communities knowledge sharing among like-minded individuals has been noticed across, Mindtree Minds have been learning from each other and ensuring that they are up to date with the latest technologies.

If you were to launch the program again, what would you do differently?

With the dawn of COVID, we started working remotely in Mar'20. We were able to identify the immediate need of virtual engagement and also able to foresee that in the near future resuming work at office premises would not be reality. And hence by Apr'20 we launched the Virtual Talent Engagement at Mindtree.

The inception of the virtual engagement program was a result of the COVID-19 pandemic. Though we already had Yammer as a platform, it was underutilized and most of our engagement initiatives revolved around the physical presence of Mindtree Minds. In hindsight, had there already been a robust virtual engagement plan in place, couple of the challenges we faced in terms of getting Mindtree Minds on the platform, familiarizing them to yammer, encouraging their participation etc could have been mitigated. This would have ensured a seamless transition from the physical to the digital world and easier acceptance and adoption.

Any additional comments from the Program Manager/Subject Matter Expert:

Now that we have experienced the potential of Virtual Talent Engagement we would continue to explore it even if we were to resume work at office premises. Considering that the positive impact of the digital engagement plan was truly encouraging a combination of both the physical as well as virtual engagement is key.

Name of the Organization: Quess Corp Limited

Quess Corp Limited is India's leading Business Services Provider and is India's largest domestic private employer, employing close to 350k people, with presence across 10 countries. Quess offers a gamut of services encompassing various kinds of staffing, facility management, landscaping, catering, security, technology management and development, etc.

Name of the Case Study/Program: Virtual Employee Engagement Program

Problem Statement:

COVID-19 has resulted in a general atmosphere of fear, stress and anxiety in the personal and professional lives of every employee at Quess. Specifically for those engaged in front of the line industries, supporting critical industries, this resulted in severe fear and stressful situations, while for those confined to work from home, this resulted in perceived disconnection and disengagement. BCP preparedness for partial work from home also resulted in a need for rapid ramp up and redefinition of established plans.

Objective of the Program:

The program focuses on a three-point core agenda –

a. Enablement of ramped up BCP measures to ensure maximized coverage for teams to operate remotely
b. Support employees and their families to manage medical emergency, physical and mental health along with assistance on financial wellness
c. Engage, motivate & energize the employees across the organization through Digital engagements and learning, enabling them to manage their stress and remain 'connected'

Program Framework:

Tied to the objective, the program follows a three-point framework:

a. Enable – Enable employees to continue to perform to the best of their abilities, whether on the front lines or remote
i. Rental laptops - for critical employees to ensure business continuity
ii. Bring your own device policy – for employees without access to a company provided laptop, who were willing to use their personal devices to support work
iii. IT asset movement/relocation services – for those without access to a work laptop or unable to enrol in BYOD, movement/relocation services were enabled to move desktops to their homes
iv. Introduction of Microsoft Teams to enable virtual meetings and connects
v. Introduced new facility management measures like sterifumigation, social distanced seating, awareness programs, reduced common touchpoints through use of digital solutions and regular sterilization measures to improve safety at the workplace

b. Support – Create an environment which allows the employee to feel safe, secure and supported

i. Physical Wellness and Medical emergency management through initiatives including upgrading the group Mediclaim coverage to include Covid-19, partnering with Connect & Heal as an outpatient solution provider, rollout of 24 hours emergency helpline at the touch of button through HRMS mobile application, set up of Core Working Group to support COVID positive tested employees and their families, special Covid-19 leaves to allow for self-care and Covid-19 Caregiver leaves to support employees families and mandatory health check at office premises

ii. Mental Wellness initiatives including collaboration with YourDost-India's first and the largest online mental health and emotional wellness coach, partnership with Cult.Fit for live fitness classes and yoga sessions, Immunity booster sessions and other health care sessions with support of Medi Assist

iii. Financial Wellness initiatives including financial planning sessions by Cleartax, tie ups to financial institutions to enable ease loan option, launch of encircle & MarQet to help employees save by availing huge discounts on various products including essentials.

c. Engage – Invoke a sense of connectedness in a distributed and disrupted environment, engaging not just employees but also their families, led by our leaders and HR teams, through the latest in technology from Microsoft Teams to a dedicated micro-site

i. Weekly employee fun activities like E-Antakshari, Tiranga Tambola, a KBC style quiz show, a digital talent show, Brain Teasers etc. to relax and rejuvenate the individual, while engaging the entire workforce

ii. Weekend fun activities to encourage the entire family to participate, from children to pets, through activities like Rhyme jam, music and dance, introduction to story-telling, etc via tie up with Kathalaya. Enabled learning program for toddlers by collaboration with Kutuki.

iii. CinC (Pronounced 'sync'), Quess' hobbies and common interest groups platform introduced with many of the forums lead by Quess leadership to encourage a breaking of barriers and allow employees to develop beyond their professional ambitions.

iv. Virtual Instructor Led Training Sessions, short learning videos, online platform to access various training modules to enable employee learning even during pandemic

v. QUILL – Quess Ignite Leadership Lessons - the leaders connect with employees and host sessions on important topics

vi. Opportunities are provided to connect with senior leadership often in various formats, from quarterly digital town halls to coaching and Q&A sessions

vii. Business updates and transparent communication to ensure the employees have sufficient information and are prepared

viii. Empower and engage the employees in social welfare opportunities, thus supporting the community, by providing avenues for donating time, materials, money and meals through our Care Works foundation (CWF).

ix. Digital Reward & Recognition via collaborating with Advantage club, Digital Qudos and Social Media Shout-outs to recognise performance excellence and show support of efforts made during difficult times

Challenges faced in implementation

a. With most of the workforce deployed on desktops, the BCP had to be scaled up to hire and purchase new laptops for such employees, however due to a sudden spike in demand across industries, this resulted in an acute shortage of devices. To solve for this inability to scale resources, the solutions explored a)Bring Your Own Device Policy was introduced and b) Movement of desktops to the employee's residence, while ensuring the implementation of data security mechanisms on personal devices and desktops to support business continuity

b. During Pre-Covid times, activities and engagement were largely organized aligning towards physical participation, however due to the lockdown these activities could no longer be pursued in their original formats. Most activities, if not all, through rapid brainstorming were reimagined for a digital virtual format, and this opportunity was recognized to introduce new activities to encourage higher engagement levels

c. With a workforce adapted towards in-person presence, the lockdown created a distinct disadvantage for the employees unfamiliar with remote working applications, thus resulting in a fall in productivity.

Familiarity with such applications was rapidly built through the judicious use of virtual training sessions and hands-on support from line managers.

Describe any external factors which may have impacted implementation

a. Internet bandwidth issues plagued implementation efforts right from the beginning since the majority of the workforce was not prepared for high-speed internet access at home. The lockdown further exacerbated this issue as even those willing and able to upgrade their access received slow response from the service providers due to the prevailing conditions.
b. Supply chain disruptions due to the lockdown and subsequent border closures resulted in an acute shortage of devices and peripherals required to work from home
c. Geographically wide spread across India which include remote and interior areas added constraints in communication

Impact of the Program

a. Over 300 training sessions have been organized virtually since the disruption began due to COVID-19, with over 50,000 employees trained. These numbers are especially important since these trainings allowed many of the employees who could not support any business activity during the lockdown to feel productive and prepared for when they returned to work post the disruption
b. The active participation of families allowed employees to relax in a more supportive and inclusive environment, with active participation in each of the 4 activities organized every month
c. While Q4FY20 and Q1FY21 saw a drop in overall productivity and operational performance, a steady trend of improvement was seen right after, with momentum picking up pace in Q2FY21. We believe this steady state of improvement is the culmination of our various initiatives designed to limit impact of the disruptions and familiarize employees to the new 'normal'
d. Late Q2FY21 and early Q3FY21 saw us move our annual Founder's Day celebration 'Sangam' to a virtual avatar. Our first ever Digital Sangam evolved into a celebration of our global culture, unlike no other before, allowing teams from across multiple countries to come together in a never-before-seen extravaganza, with active participation across the board. Executed with cutting edge technology and active support from across the organization, this event can well be construed to showcase the success of our digital engagement activities through its many competitions and awards ceremonies, which showcased ready participation globally.
e. Retention improved by close to 50%
f. Productivity and engagement metrics improved by almost 30% from the initial days of the program till now

Lessons learnt during the course

a. Stress, anxiety and work spill-over are very real consequences of enforced work from home for an in-office work culture organization
b. It is possible for most of the workforce to function remotely and to contribute productively
c. Technology is an enabler to not just work remotely, but also to create an engaged workforce if used to its potential
d. Adaptability and innovation are a key facet of our organization DNA that can be leveraged to surpass any barriers with the active support of our workforce and leadership

If you were to launch the program again, what would you do differently?

Many of the challenges could have been mitigated by operating in a more fluid work environment which supported more work from home flexibility and allowed for a higher level of BCP preparedness. Also, many of the programs instituted as measures during this period could easily have been instituted prior to COVID-19. Implementing some of these initiatives as practices, prior to the implementation of this plan would have allowed for a smoother transition.

Any additional comments from the Program Manager/Subject Matter Expert.

a. It is said, "Change is the only constant", and this was never more true than during this state of constant evolution that this pandemic has brought us to. Our formula to success has become – plan, execute, adapt, repeat!

b. A people first attitude is key to the success of an organization due to times as trying as these, and we are glad to be able to execute initiatives with this mantra in mind, ensuring our continued resiliency.

randstad
human forward
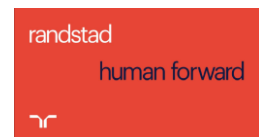
Name of the Organization: Randstad India Pvt Ltd

Name of the Case Study/Program: Be kind to your mind

Problem Statement:

At Randstad India, we wanted to create **meaningful engagement** for our colleagues**.** We realised the importance of **physical well being** along with **psychological safety & mental health of our**

colleagues, making Randstad India a great place to work. We wanted to focus on the holistic well being of our colleagues and enable them to bring their authentic self to work.

Objective of the Program:

We had received comments and suggestions from our colleagues around these themes through pulse check surveys, town-halls, and other forums and it further strengthened our belief of focusing on the mental health and work-life harmony agendas for our colleagues. This precipitated a **culture change** and growth-focused mindset and we started our movement of **Be kind to your mind**.

Program Framework

● It began with a partnership with an India-based mental health professionals support platform, to launch an emotional well-being program that offers our colleagues round-the-clock expert support from mental health specialists, therapists & counselors.
● In every cadence call with our leaders, our CEO, initiated the conversation by emphasizing the significance of mental health. This strong advocacy resulted into ~22% people adapting to the platform which was higher than industry adoption of ~8-10% for an organization of our size.
● Responding to the changing times with agility we extended this benefit to the loved ones of our colleagues and the employed workforce that we are managing for our clients, who are equally part of our growth story.
● We launched a series of mail reminders urging our colleagues to wrap up work by 7.00 PM so that they do not stretch themselves. We also used a mailer campaign to share ideas & tips on working from home, good health practices, etc.
● In addition to the regular pulse check surveys, we also launched a daily health survey for our colleagues for their and their families' well-being.
● To enable our colleagues to be ready for the #newways, we introduced an ergonomic benefit that could be used to reimburse purchases done to make the work from anywhere transition easier.
● We also introduced the philosophy of True Self Forward to empower our colleagues to bring their authentic selves and recognize & embrace each other's differences and create a safe and respectful environment for everyone to succeed.

Challenges faced in implementation

- Since we were connecting remotely with all the colleagues we had to communicate using more innovative and creative modes. Same message had to be sent across through various modes to ensure clarity
- We used multiple platforms for communication- Weekly leadership connects, Town Halls, Webinars, Randstad Radio.
- We created no meeting days and talked about the importance of taking regular breaks
- We introduced be kind to your mind leave where we advised the employees to take a day off and switch off from work completely.
- We conducted open forum ERG discussions to introduce the idea that talking and sharing is a healthy practice.

Describe any external factors which may have impacted implementation

Faced with new realities of working from home, home-schooling of children, and lack of physical contact with other family members, friends and colleagues, people realised the importance of new ways of

engaging with colleagues. Hence employees were more receptive to hearing new steps that the organization was taking to ensure their safety.

Impact of the Program

We are clearly seeing the benefit of **Be Kind to Your Mind** as a culture change movement as evident in our consistently good NPS on pulse survey and of course, sustained productivity of our colleagues. Extending this program to the employed workforce that we managed for the clients spoke volumes about our human forward philosophy. We became pioneers with a bold step like this. And received great feedback from our clients and employed workforce.

Lessons learnt during the course

- Employees are more open to sharing if they see their leaders walk the talk. Having leadership talk about the initiative in a very open and approachable manner helps other colleagues adapt faster.
- Keep the message simple and relevant. Overload of information can confuse the employees hence repeating the message as many times as required to ensure everyone starts talking about it.

UNISYS | Securing Your Tomorrow®

Name of the Organization: Unisys India Private Limited

Name of the Case Study/Program: Improving Associate Engagement via Associate Councils

Problem Statement:

There was a need to build a culture that fosters employee engagement and creates communities of common interests that cuts across departmental silos in the organization. While we focus extensively on the professional growth of every associate through extensive learning platforms, it was also important to create arenas for personal fulfilment leading to better engagement levels overall, thus enhancing associate retention.

Objective of the Program:

The Associate Councils aimed to achieve the objectives listed below:
- Greater employee engagement and connect with the organization, leading to better retention.
- Provide platforms for constructive initiatives outside regular work so associates could experience greater fulfilment in their work life

- Providing an opportunity for associates to network with like-minded communities across the organization, breaking down silos that exist between their work-teams
- Empowerment through council initiatives that are led by the associates and facilitated by the leadership.
- Instilling key themes/values like CSR, inclusion & diversity, health & fitness, curiosity, innovation and all-round development among associates

Program Framework

Associate Councils in Unisys cut across various interest areas viz.,
- Performing arts through Talent Council
- Philanthropy through CSR
- Health & Wellbeing through Sports Council
- Creativity and Lateral Thinking through Grey Cells.
- Inclusion &Diversity through Diversity Council.

Each council has a core committee that comprises of:

- **A Council Lead**: A Business Leader who leads the council and its initiatives by guiding the committee members.
- **A Corporate Sponsor**: A leader from the India Leadership Team who exercises discretion on the council budget and ensures diligence in all council expenditures.
- **Council Members**: A passionate set of associates who embody the essence of the councils and drive council initiatives on the ground in their respective areas of passion.
- **HR Representation**: Every council has HR representation to ensure council activities are in adherence to the company policies and code of conduct.
- **Governance Body**: The MD & the HR Head of the organization form the governance structure to whom the Council Leads periodically present the functioning of the councils in accordance to the Annual Calendar published during the beginning of every year. The Governance Body helps provide organizational level guidance, facilitate effective functioning of the council and remove roadblocks.

Challenges faced in implementation

Following are some of the challenges we experienced during implementation and how we overcame these:
- **Formulating the councils, leadership teams and governance mechanisms for long-term sustainability**: Identifying an efficient, yet dynamic working model for Associate Councils was a key consideration. Passionate leaders were identified for each of the councils through various review sessions post which the core committee was formed. An organization-wide call for volunteers helped identify volunteers who were passionate about the cause and demonstrated strong interest and abilities to drive the councils and their initiatives. Governance mechanisms were set up involving   India leadership team to ensure that the engagements are on track. Through constant communications and well-planned events throughout the year, each council now has a very strong core that ensures long-term sustainability.
- **Driving awareness and participation in the initial stages post the launch**: The councils were one-of-a-kind experience for the associates and creating awareness initially was a challenge. This was eased out seamlessly through multiple campaigns including all-associate communications, stalls, posters and danglers that created a buzz. Above everything- WOM helped. Birds of the same feather were certainly seen flocking together!!
- **Ensuring coverage across all Unisys India facilities and locations**: The councils formed a thumb-rule of ensuring every initiative was emulated across locations and facilities in

parallel. The strong core committee members spread across all locations coherently drove council activities pan-India and ensured coverage across all Unisys locations.

- **Keeping the council leaders motivated and driving meaningful engagements with a moderate budget**: The budget for the councils was decided based on various factors that align to the market and the company practices. The collaborative & periodic governance meetings among the council leads ensure extremely engaging conversations and diligence in the council expenditures & its functioning. Visibility and leadership interactions ensured that the Council Leads are kept motivated and engaged to do their best in their areas.

Describe any external factors which may have impacted implementation

- **Privacy and Copyright Laws**: These laws come into picture when we deal with performing arts. This is especially applicable to the Talent Council. However, Unisys is licensed under PPL and we have stringent guidelines to ensure there is no infringement of any Privacy and Copyright Laws by any participating associate.
- **External Alliances**: Identification and collaboration with external partners is key to the functioning of a few councils such as CSR Council, Sports Council and Talent Council. This is in the form of partners for sports activities, NGOs for CSR activities and inclusion of external judges for performing arts engagements. The success of these engagements depended on effective collaborations with these external organizations.
- **Market Perceptions on Inclusion & Diversity**: The aim of the Diversity Council is to foster Inclusion & Diversity as a holistic approach. However, given that market places a relatively higher emphasis on gender diversity, it is imperative for Diversity Council to focus more on gender diversity to truly reflect market sentiments.
- **COVID-19 Pandemic**: The pandemic has not just transformed the way we operate our businesses or the way we cater to our clients, but also the way we execute the council engagements. Since in-person events were not a possibility, the enthusiastic council teams have now seamlessly moved all council activities to the virtual realm.

Impact of the Program

The councils have created a significant impact in the overall culture of the organization and associate wellbeing that resulted in:
- Greater associate engagement over the years
- Avenue for personal fulfilment, over and above professional growth
- A sense of camaraderie with associates outside immediate teams
- Higher focus on inclusion and diversity
- Opportunities to nurture creativity and innovation
- Greater attention to health and fitness
- A sense of social responsibility
- Firm foundation for a culture of empowerment

Accolades, External Awards & Recognitions that add to our sense of achievement include:
- The CSR Council Unicare won recognition from U&I Trust for 2 consecutive years for our CSR engagements
- Unisys India was recognized for the Best 'Employee Engagement' Practices by Dun & Bradstreet in 2019.
- Unisys India was adjudged one of the Top 5 companies in Most Innovative Hiring Practices and the one of Top 20 companies in Most Innovative (Women friendly) Policies in the #DivHERsity Awards by JobsForHer.

Lessons learnt during the course

Following are some of the lessons learnt in the course of implementing Associate Councils:

- **Leadership Participation Drives Associate Participation:** The functioning of the councils revealed the importance of 'Leading by Example'. The active participation and zeal exhibited by the leaders is contagious and drives participations across organizational hierarchies.
- **Importance of Governance, Accountability and Ownership**: The Associate Councils were operated by the associates and for the associates under the guidance of the respective leads and the governance body. While this structure instilled a sense freedom to plan and conduct activities, the presence of governance mechanisms and clearly delineated roles and responsibilities ensured that they stay aligned to high-level objectives and uphold organization values. Council calendars are prepared on an annual-basis and are periodically tracked through monthly meetings with the leadership to ensure adherence and adequate support.
- **Ripple Effects of Council Engagements**:
  - **Situational Leadership**: Council activities drive accountability at all stages of their execution. The committee members exhibit leadership out of sheer willingness without responsibilities being imposed on them. The councils have certainly brought up leadership capabilities coupled with zeal & enthusiasm.
  - **Collaboration Fosters Collaboration**: Collaboration outside of immediate work circles has helped create networking communities that span beyond organizational limits. The councils have given rise to various clubs comprising of associates who share common interests viz., Runner's club, Photography Club, Cycling Club etc.
- **Creativity, Problem Solving and Decision-Making Skills at All Levels**: Every council has an Annual Calendar of events, to be executed within specified budgets. The planning and implementation of these activities drive creativity, problem solving and decision making on the ground at all levels. This becomes an asset to the associate in their professional lives as well.

If you were to launch the program again, what would you do differently?

Associate councils were created with an intent to build communities of interest that foster associate engagement within India. They were launched years before the pandemic struck and at that point, we believed that engagement and collaboration were possible only if the engagements were executed in-person. This was why these engagements were limited to India. Once pandemic struck, all council engagements moved to the virtual world and we realized that this did not impact participation or engagement. This has opened up new avenues for us. If we were to launch the program again, we will definitely implement Associate Councils across the globe including all Unisys associates. While we do so, we will ensure that we consider cultural sensitivities of people across the globe and design council activities that connect with associates everywhere.

Any additional comments from the Program Manager/Subject Matter Expert.

Our Associate Councils run parallel to our business and help achieve a balanced work life. These councils have opened up arenas and possibilities to nurture and unleash not just talents and abilities, but also natural leadership capabilities across organizational hierarchies. The improving Employee Engagement Survey results reflect the success of Associate Councils, as they are a vital part of associate engagement in Unisys India. These engagements have also helped us develop a solid second line of leadership that delivers results through a non-hierarchical set up. Having witnessed the success and impact created by the councils on the overall organization, it is hard to imagine Unisys without its Associate Councils!

Name of the Organization: Ather Energy

Name of the Case Study/Program: NVH: Internal Communication at Ather energy - Noise, Vibration, and Hoarseness

Problem Statement:

A year-and-a-half after the launch of our culture collective, Think As A Species (TAAS), we initiated a second round of culture conversations in July 2019 with the following questions:

- How are you experiencing Ather?
- How are you experiencing TAAS?
- How are you experiencing the leadership as a collective?
- How do we make decisions based on TAAS?
- What else can we do to keep TAAS in people's minds?

We amassed a wealth of data around emotions, anxieties, cultural levers, and blockers from these conversations. A major theme that emerged was around communication and leadership. There was a feeling that the organization had added more layers of leaders and managers, who weren't setting context (which wasn't aligned with our value Know Your True North), but were only relaying information. This made them look like 'middlemen', which was not appreciated by the teams.

Around this time, we had started implementing feedback on our performance management program, Vector. Transparency and continuous conversations are the bedrock of Vector. But being part of a nascent industry meant the organizational goals changed often. Knowing everyone's goals contributed to positivity and openness, but not understanding the reason for the frequent changes contributed equally to the negativity that team member's experience.

Objective of the Program:

Creating and sustaining information flow in an ever-growing organization like Ather.

Program Framework

We realized that we had to personalize our approach to suit the engagement needs of the organization and the variables imposed by the COVID-19. To foster transparent and exhaustive communication, we took a two-pronged approach:

1. Novelty
2. Rigour & predictability

Novelty

a. Egg-Noodles
- Spontaneous conversations are a thing at Ather, but with us working remotely, the opportunities were few and far between. So we created a virtual 'cafeteria', a chatroom where individuals could 'bump into' and talk to anyone else who joins in.

b. Out-of-Office
- We created a channel for people to post about skills they're learning, passion projects they're pursuing, books they read and liked, etc. The posts ranged from DIY home decor projects to cobbler awls, cooking to Haruki Murakami.

c. Noise, Vibration, and Hoarseness (NVH)
- Our internal podcast (do appreciate the pun in an automotive scenario). We have a host catching up with a team every month (he even says 'good morning' a la Robin Williams!), talking about their current projects, and their life beyond work. We even got the leadership team in the spotlight to answer any questions as part of an AMA session.
d. Bullshit Bingo!
- Effective communication can save a lot of time back and forth. To that end, we created a meeting room game, called 'Bullshit Bingo!'. The game has oft-used ambiguous/vague phrases and words, and the person who crosses all of it off calls a 'bingo' on the speaker.
e. Rumor Has It...
- Putting fake news within the organization to rest can be a challenge. So we put up an internal page where team members can post rumors they've heard. Team members who have the facts with them bust those rumors. We had rumors ranging from anxious questions about our future to whether what passed for Nutella in our cafeteria was really Nutella!

Rigour & predictability:

a. All Hands
- It was essential to have facetime with the CEO regularly. We blocked the organization's calendar for the AH (All Hands) well in advance and aligned it with our sprint cycles. The agenda includes major program updates, screentime for a 'team of the month', and a detailed Q&A session.
b. Team All Hands
- Individual teams have their own AH at a set frequency, hosted by the managers, to ensure information from the org-wide AH is cascaded without distortion. We also cleared the blockages on how information flows. E.g. if a question asked in a functional AH needs organization attention, it gets highlighted in the organization-wide AH.
c. Emails from CEO
- The CEO stepped up his org-wide communications on topics like the actual impact COVID-19 could have on our business, our way of life, or the rationale of any major decision taken at an organizational-level.
d. COVID Communications
- Interstellar (our intranet) has a dedicated page where all COVID-related updates like infections within the office, precautions, next steps, etc. are updated.
e. Starting Over
  The unprecedented nature of the pandemic meant that there were constant changes, especially after the lockdown was lifted. A detailed communication on what to expect,

changes at our facilities, and what each of the team members can do, was designed and shared with the organization.

    f.   Renewed focus on self-managed groups

- We opened up membership to the VANRSS (our culture committee), COVID Response Team, and the Learning committee.

Challenges faced in implementation

March '20 brought unprecedented challenges. Remote working was something we as an organization very quickly discounted as not "our '' way of doing things. As we braced ourselves for the series of lockdowns courtesy the COVID-19, we were worried that the set rhythm for communications would be negotiated out immediately. Moreover, in a remote working scenario, if we didn't innovate and find new ways to communicate and engage, this would be a double whammy for us!
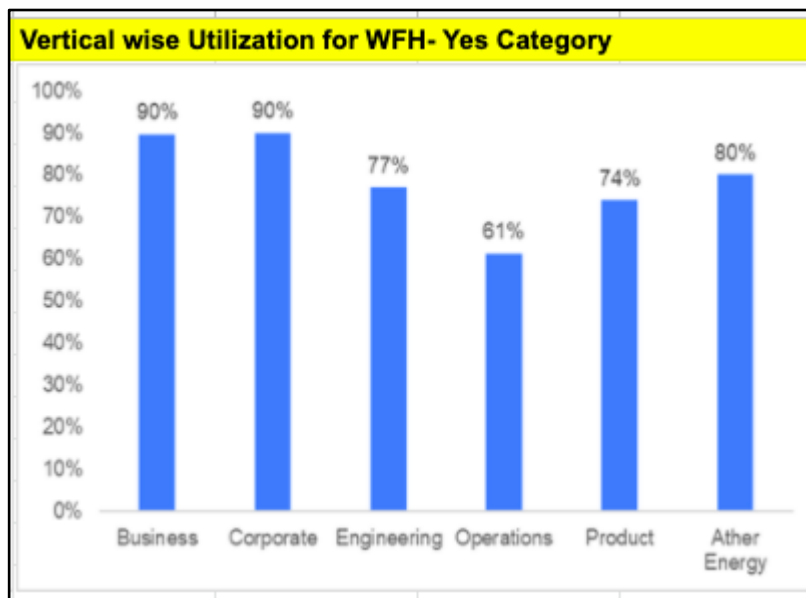
Describe any external factors which may have impacted implementation

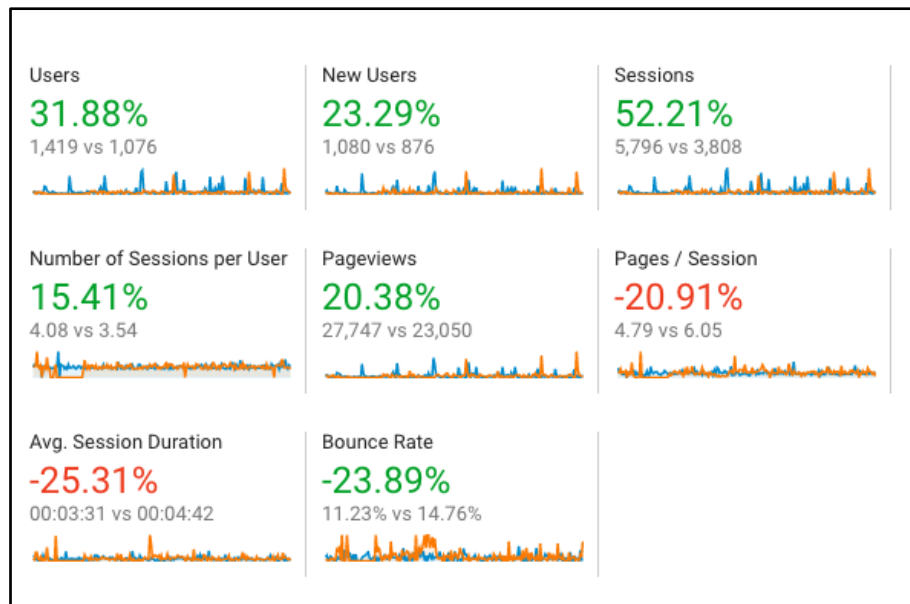The month of March 2020 brought unprecedented challenges in the form of the pandemic.

Impact of the Program

    BCP

    a.   The transition to remote working was seamless. Our teams averaged 80% productivity during the transition period

Vertical wise Utilization for WFH- Yes Category

    b.   There was healthy participation from the top management in AH, NVH, AMA, Egg-Noodles, and 'Rumour has it'. Interstellar was used to measure effectiveness. Here's the Interstellar metrics for the last six months:

Users	New Users	Sessions
31.88%	**23.29%**	**52.21%**
1,419 vs 1,076	1,080 vs 876	5,796 vs 3,808

Number of Sessions per User	Pageviews	Pages / Session
15.41%	**20.38%**	**-20.91%**
4.08 vs 3.54	27,747 vs 23,050	4.79 vs 6.05

Avg. Session Duration	Bounce Rate	
-25.31%	**-23.89%**	
00:03:31 vs 00:04:42	11.23% vs 14.76%	

c. The name for our podcast was zeroed-in on from an org-wide survey.

d. Over 15 posts on Out-of-Office

e. The importance of the intranet was reinforced and we accelerated its revamp, prioritizing engagement and the ease of finding information.

f. 'Bullshit Bingo' allowed for crisp conversations over time.

For the internal communications team, it reinvigorated our mission to enable a cohesive culture and to empower team members to take decisions with Ather's goals in mind.

Lessons learnt during the course

- Two   main   learning
  - Importance of Context - We had taken 'context' for granted. The learning is that 'context' gives purpose for many as they work and it is not easy to figure it out. This becomes even more significant due to remote and distributed work scenarios.
  - Importance of the intranet - not as a medium to merely save and retrieve information, but as a place teams come for recognition, information, and understanding context.

If you were to launch the program again, what would you do differently?

Not doing it at gunpoint (COVID19), would mean we have the luxury of time.

Name of the Organization: 3M India Limited

Name of the Case Study/Program: Employee Engagement & Preventive Wellness during Pandemic

Problem Statement:

The recent global events have no parallel in living memory. 3M is in a unique position to fight the ongoing pandemic with our products and solutions.

The team is putting tireless efforts to meet surging demand from the front-line workers in these tough times for masks, respirators, sanitizing and disinfecting solutions. Yet the most critical element to keep the operation running with Employee Safety and Wellness to be the topmost priority – The most Invaluable assets.

Objective of the Program:

- Topmost Priority is the Safety and Wellbeing of 3Mers
- Reinforce 3M's efforts to ensure continuity of supplies to frontline health workers through increased production of Masks, Respirators, Sanitizing and Disinfecting Solutions and ensure they are directed towards Public Health and Government Response during this Pandemic.
- Continue our Legacy of Applying Science and Expertise of our People to confront the challenges facing the world.

Program Framework

HR team along with the Leadership team have been taking several timely and important steps to ensure the overall wellness, safety, security and convenience of our employees and their families.

The focus is to keep our employees happier, safer and stronger during these times. This has focused on 2 critical pillars

  A. Engagement and Wellness Program
  - As the virus takes a toll, one of the ways that 3M addressed COVID-19, as well as other health issues, is by driving Employee Wellness Program. A cross functional team was formed (Employee Health & Safety, Communications & HR) to create a structured wellness engagement since March 2020 through regular initiatives. This was not only limited to manufacturing employees who are coming to work but also extended to employees working virtually.
  B. Project Zero – Ensure Zero Primary Contacts
  - Project Zero is a new program to help us meet an important safety goal "Zero close contacts"
  - That means if one of our employees or workers is diagnosed with or suspected to have COVID-19 and has been following the standard safety practices, no one would be identified as a close contact.
  - For these initiatives, supervisors, department heads were highly engaged to ensure its success.
  - Basic principles promoted in Project Zero is the 3 Ideal Behaviors
      1. Maintain Personal Hygiene
      2. Maintain Social Distancing of 2 M
      3. Monitor your Health for C19 Symptoms

Challenges faced in implementation

  - Preventive Protocols in workplaces
  - Address Behaviour for Employees and their families

These were imbibed in employees through constant communication not just by HR but also by their direct supervisors.

Initiatives under Employee Engagement and Wellness Program:

Introduction of a communication series **"Being Positive"** & **"Healthier U"**

- **Physical Health:** an application was developed specifically to access online series of home-based exercise sessions during weekends where families could learn and practice together.
  - o Promote mindfulness through online yoga sessions every Wednesdays.
  - o Offered virtual ergonomic and workplace safety assessments for virtual and non-plant employees.

- **Mental Health:** Employee Assistance Program provided access to online counselling services for mental health, financial distress, relationship difficulties open for all the employees.
  - o 3M encouraged employees to take time off during the lockdown, disconnect from work and be present with their families and address personal priorities.
  - o Mental Resilience Sessions on an ongoing basis with EAP service providers.
  - o Preventive and Mitigative actions to prevent worsening of addictions – Tobacco / Alcoholism / Being Online 24/7
  - o FUN Sessions for employees and their families,

- **Health & Nutrition:** Weekly webinars covering balanced diet, healthy eating and stress management under the "**wellness 360"** concept was introduced. To improve motivation of employees- Celebrity Nutritionists, Yoga Teachers facilitated sessions to talk about health, diet and fitness.
  - o Created a space on our intranet where employees could talk and discuss health and fitness goals.
  - o The Wednesday Wellness sessions have been conducted on a weekly basis since April 2020 and have developed a great following amongst employees.
- Additional Special Sunday Sessions are conducted to facilitate participation of employees' families in these sessions.

A Pulse Check Survey has been rolled out in October for feedback on continuing focus areas.

- **HRUday –** HR and Communication quickly pivoted and developed a new weekly communication from HR to all employees highlighting a curated set of learning and development opportunities within the Company focused on behavioural and functional learning. After a Quarter, this has evolved into a fortnightly newsletter continuing with the same focus.

Initiatives under Project Zero:

Project Zero

Project Zero was recently started as an effort to prevent the spread of COVID-19, with a goal of Zero work colleagues identified as close contacts of confirmed COVID-19 cases. We all have a role to play in helping to maintain a safe and healthy workplace – this is a shared commitment and responsibility of all, with leaders as role models.
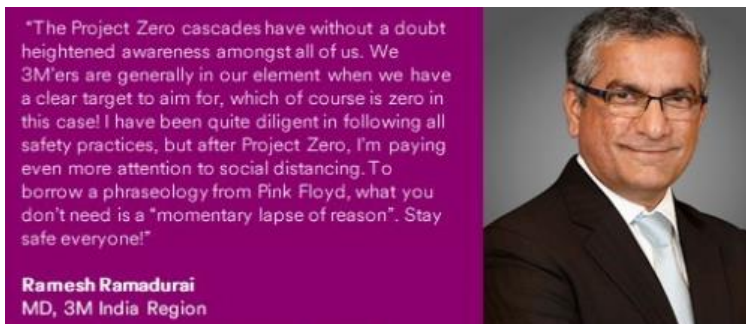
This involves constant awareness and education through regular reminders for safeguarding yourself and your families and loved ones from CoVID-19. **"Be Cautious Be Attentive, Stay safe and Stay Healthy, Aim for Safe at Home and Work"** were the themes of this project.

Behavioral training sessions have been personally conducted by *Leadership team* to emphasize the need of self-discipline and its importance to win the battle against CoVID-19 together. It helps to address the COVID 19 Fatigue which is likely to increase the social pressures of greater interactions during the Festival Season.

Zero signifies – Zero tolerance Close contacts by following the 3 Golden Rules i.e

1. Maintaining 2 meters of social distance at all times
2. Wearing of mask
3. Ensuring personal hygiene- regular handwash, regular shave, cleanliness regime.

Leader's Talk: 3M India Managing Director's Message leading from front during pandemic

"The Project Zero cascades have without a doubt heightened awareness amongst all of us. We 3M'ers are generally in our element when we have a clear target to aim for, which of course is zero in this case! I have been quite diligent in following all safety practices, but after Project Zero, I'm paying even more attention to social distancing. To borrow a phraseology from Pink Floyd, what you don't need is a "momentary lapse of reason". Stay safe everyone!"

Ramesh Ramadurai
MD, 3M India Region

Describe any external factors which may have impacted implementation

The government was declaring several notifications to be followed as per disaster management Act during Pandemic time on time, it was extremely difficult to keep employees engaged and the business operations running with keeping in mind what is permissible and what is not permissible.

Impact of the Program

These initiatives have given us remarkable outcomes:

- Building Confidence: The primary objective of 3M was to install confidence within its employees through continuous engagement. These programs have provided employees incentives, tools, social support, privacy, and strategies to adopt and maintain healthy behaviors.

- COVID Controls:
- Engineering controls put in place with modified workstations, installing barriers, removing furniture, room layout changes, ventilation HVAC system Filtration units upgrade.

- Administrative controls Health and safety policies, communication and education, signage, scheduling shifts or rotating days, closing areas, screening practices, providing hand sanitizer and PPE

- Behavioral controls of Social Distancing, Self- monitoring , personal hygiene.
    - Digital platform for Self-monitoring
    - High risk employee's categorization to ensure they are protected in pandemic
    - Flu Vaccination to employees and their families.
    - Recovery Journey stories and Quarantine experience shared with people

- Productivity: Some of our operations had to continue even during the lockdown given the "Essential" nature of our products. All these initiatives were critical in continuing productivity.

Many of these initiatives helped in uplifting the morale of the employees and enable us to meet the demand in the market even during nationwide lockdown-one which was one of the toughest times to deal with many restrictions in place.

- Sense of Belongingness: Every respectful workplace aims at Employee engagement as one of the objectives. This truly means the feeling of association between the employee and the employer. In these tough times our initiatives helped us keep the employees together, strive and deliver our goals. Every 3Mer is proud of their role in this process. All employees were truly included and engaged through various initiatives. They perceive that 3M cares for them as individuals, their authentic selves. An employee's perception of acceptance provides us a good opportunity to reinvigorate our inclusion approach in difficult times and make them feel a part of one 3M family.

Lessons learnt during the course

- Innovation is key to every initiative and adapting to a pandemic is certainly a learning in all senses we look at our work culture now.
- Virtual collaboration was possible with same zeal with continuous employee engagement.
- Involving 3Mers and their families bought great confidence of employees with increased sense of belongingness.
- Trust shown to the employees led to continuous productivity at workplace.

If you were to launch the program again, what would you do differently?

This is an experience for all of us given the pandemic situation in front of us. Collaboration virtually has now become a new norm after being there for 8 months.
However, as an organization we are content with the efforts dedicated to these initiatives.

Any additional comments from the Program Manager/Subject Matter Expert.

While we care for others, protecting our key asset is main, the 3M employee. 3M India had foresight and devised a pandemic preparedness plan for implantation at all facilities. It all started by engaging various stakeholder with EHS team and forming the incident management team at company level later cascading it to.
Preventive wellness program which includes Pandemic Preparedness plan is part of the 3M India's Business Resilience Plan which was written and uploaded in Jan 2020 specific for Coronavirus (nCOV). Geographical proximity to china made us vulnerable and it needed best protocols in place. Controls like Increasing IT assets for potential Work from home scenario, Alternate Raw material procurement, Business critical employees listing an Business essential services alternatives identification, PPE procurement, disinfection supplies etc., Being prepared and implementing the Control plan helped 3M India to be better prepared to face pandemic and lockdown situation.

How do you run a manufacturing plant with COVID-19?" This is the first question which will come to every leader's mind when the Country went for a lockdown. Ensuring 4 manufacturing facilities in 3 different states doesn't happen overnight. It required, Planning, Focus and Perseverance and efforts. Ensuring the employee safety at the same time being an essential commodity supplier the task was much bigger and responsibility was humongous. Here is the story of 3M India and how we faced COVID-19 Pandemic.

3M India also deployed the EHS Cultural Excellence program through Project Zero. Leadership interaction and engagement with workers is a critical aspect of enhancing the culture of an organization. Through applying the 3M Execution Model and Manufacturing Excellence Principles in routine interactions with our workers, the intended outcome is a safer, healthier, happier, more trusting workforce. It is strongly believed that listening to our workers, focusing conversations towards suggestion from workers and ensuring appropriate follow-up to concerns raised will ultimately result in reducing the spread of COVID within organization with Zero Close contacts. Safety in 3M is in the DNA.

Name of the Organization: Minda Corporation Limited

Name of the Case Study/Program: Engaging & Navigating Employees with Multidimensional Engagement

Problem Statement

The Problem statement was fear of uncertainty due to covid-19, people were in dilemma whether they would be able to sustain this COVID 19. Loss of job was major fears because of the unforeseen reasons. Last but not least was impact on personal relationship between employees, HODs & stakeholders due to lack of physical connect.

Objective of the Program

a. To make employees comfortable, motivated & positive from management prospective.
b. To educate employees on preventive measures and showcase the path to navigate themselves.
c. To boost the employees morale and establish the coordinal relationship amongst the stakeholders.
d. To utilize the time in upskilling their competencies.
e. Do not hamper the business volumes due to COVID 19.

Program Framework

Engaging & Navigating Employees – The Virtual Intervention "Sankalp Jeet Ka"
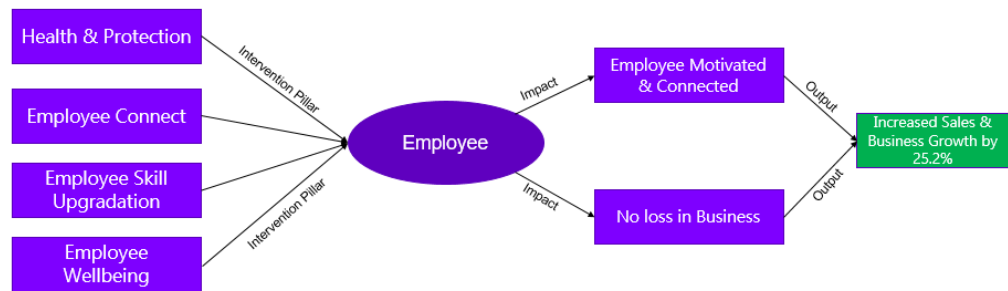
Challenges faced in implementation

a. Due to lack of awareness, there was no preparedness to fight against COVID 19 and sudden lockdown created chaos amongst employees.
b. Employees (specially field staff) started finding it difficult to equip themselves with technology to stay connected.
c. The relationship & connection between HODs & employees started fading.
d. Communication gap increased between company and customers.

Impact of the Program

o No Layoff
o No Single case of COVID 19 recorded in company.
o Boosted employee morale by superior engagement.
o Utilized WFH for technical & behavioral skill upgradation
o Gain Employee trust & confidence.
o Despite of challenges, Business Growth by 22%
o Increased sales by INR 12.5 Cr. (YTD Aug)
o Recognized by CEO for Best intervention during half yearly award.

Lessons learnt during the course

- Digitalization is mandatory to upgrade employees.
- Joint efforts & Team is very important to make any intervention a success.

If you were to launch the program again, what would you do differently?

Involvement of Management in session.

EMPLOYEE RELATIONS

Name of the Organization: ICICI Foundation for Inclusive Growth

Name of the Case Study/Program: Safe and Secured Work Environment

Problem Statement:

Remote management of team, which only aggravated during the lockdown. Managing stress and anxiety of the teams remotely in the pandemic. In addition, a challenge was that they do not feel disconnected, adapt to the new normal digitally, and keep their morale high

Objective of the Program:

Objective: Employee engagement, capacity building and training.

To enhance their skills on the digital platform, facilitate a transition from manual interaction to digital interactions, and ensure that the team feel unified without a sense if disconnection and stays motivated.

Program Framework

      a.   Training - stress management, conflict management, remotely accessing teams
      b.   Engagement – President and the COO addressing the teams and scheduled regular interactions between the leadership team and all the employees
      c.   External engagement – Trough various organisations addressing stress, health, and mind management
      d.   Internal competition driving greater interactions between individuals

Challenges faced in implementation

A shift in mindset of employees and making them believe that it is possible to be impactful while on digital platform

The challenges were met through

      a.   Regular Interactions
      b.   Organising specific trainings
      c.   Reorganised and reoriented the teams to the new normal moving towards digital / phigital platforms, thereby increasing the scope of skill development

Describe any external factors which may have impacted implementation

Lockdown frustration, COVID fatigue, limited network connectivity that needed enhancement

Impact of the Program

Positive impact of the engagements

   a.   The cause of skilling never stopped
   b.   Moved towards Digital and a hub and spoke model in Academies
   c.   Trained and placed over 3000 people in the pandemic
   d.   In rural enhanced connectivity through digital platforms to handhold our farmer beneficiaries and play the role of a guide. Facilitated market linkages to them and ensured their livelihood was not affected

<u>Lessons learnt during the course</u>

Every adversity presents an opportunity. It's up to you to either adapt and exploit the opportunity or battle with the adversity. The sooner you accept and adapt, the faster you will be challenge ready

<u>If you were to launch the program again, what would you do differently?</u>

The mindset of the leadership team to spot an opportunity in adversity led all concerned to adapt to the new normal easily. In these circumstances, we would believe that we left no stone unturned that we may revisit differently

<u>Any additional comments from the Program Manager/Subject Matter Expert.</u>

We had a collective participation from almost all employees in terms of either participation or suggestions and infused a positive acceptance to the change driven by the leadership team. The leadership team was also extremely open to all the suggestions and ushered in the new normal.

LEARNING AND DEVELOPMENT

Name of the Organization: AstraZeneca

**Name of the Case Study/Program:** One AstraZeneca(AZ)Expanding Horizons program

Objective of the Program:

AstraZeneca (AZ) is a global, science-led biopharmaceutical business delivering lifesaving innovative medicine that are used by millions of patients worldwide.

AZ India's four functions:

1. Clinical Research (Part of global R&D)
2. Patient Safety & Regulatory Affairs (Part of global R&D)
3. Medical & Regulatory Affairs
4. Operations- Manufacturing facility

Program Framework:
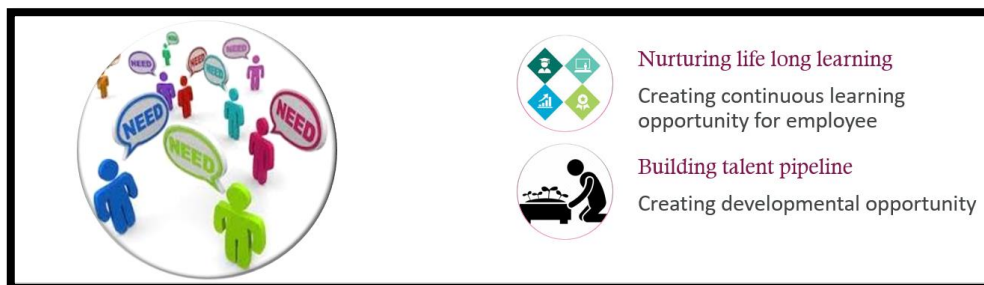
Practice/intervention implemented - "One AZ Expanding Horizon Program"

This is an AZ approach to drive greater collaboration and support lifelong learning through sharing of cross functional experiences amongst four mentioned units operating in India. This journey started in 2019 between R&D and Medical Affairs through **Shadow Program** where we cross pollinated talent. In this

shadow program, employees with Physician/Medical background participated in the shadows stint as '**Explorers**' under the guidance of '**Buddies**'(as coach) to experience different functions and roles as per their interest areas and career aspirations.

It is aligned with our **3 E Learning framework Strategy(Experience, Exposure and Education)** based on 70:20:10 principle.

Challenges faced in implementation

All these businesses work independently towards one common goal of delivering life- saving medicines. Hence, it is imperative for all the businesses to collaborate and support lifelong learning by sharing cross functional experiences with each other.

Isolated experiences
Function works independently towards one common goal

Limited learning opportunity
Limited roles & large employee base

VUCA world
Forward looking capabilities

Lessons learnt during the course

- Extend the program to a larger pool that includes non-physicians.
- Increase duration of the program for higher experiential learning
- Establish network channels to enhance the reach
- Provide development opportunities/projects

Execution Excellence in 2020:

The unexpected pandemic situation provided an opportunity to digitize the platform and extend the reach to all the 4 business operating out of India. Basis feedback/learning from the previous year, we increased the tenure, scope and established channels of communication to provide a higher degree of experiential learning through virtual road shows. In addition, the construct was vitalized by a platform for Opinion sharing by experts which helped participants to work on developmental projects and also added additional

curriculum to the "Shadow Program". The 2020 module had over enthusiastic participants and was acknowledged by the global organization.

Stakeholders Involvement –

Explorers of 2019 shadow program were invited for an open house session. Purpose was to gather first hand feedback and incorporate the inputs in 2020 program. Site Leads of 4 businesses were consulted to bring the business context prevailing in 2020 and how the program can contribute towards our Growth Through Innovation Strategy. Finally, a team of diverse leaders from all 4 businesses were included to finalise program design and communication framework.

Feedback from participants:

- Make the program as a continuous learning session and not confine it to fixed no. of hours
- Make scope to attend more of "Live meetings" to get real time exposure
- Arrange workshops with both the teams
- If the program could be extended to Tapan's team in MC and GMED (physicians) team in R&D Bangalore
- If the Scientists can have opportunity to learn from different teams in Marketing group which needs pharma background but no MBBS degree
- In 2020 two parallel batches can be run - one for 1st timer and second one for previous batches for their deep diving sessions

Feedback from leaders:
- Road show to promote awareness about the functions
- Replicate Plan 100 program to provide stretch assignments

Business Impact:

Enhanced collaboration

Helped in breaking silos and increased opportunities for collaboration and networking across business units

Extended benefits

Creating greater business leadership by strengthening business acumen

Increase the scope from 2 to 4 business units in 2020 covering over 50+ employees in the Shadow Program

Empowered talent

Ready Now   Ready Later

Created talent pools for businesses units to leverage for future growth through developmental projects

Employee Voice Matters/Testimonials:

From: Ramakrishna, Pradeepa <pradeepa.ramakrishna@astrazeneca.com>
Sent: 12 August 2020 11:10
To: Kukreja, Anil <anil.kukreja@astrazeneca.com>
Cc: Sen Gupta, Abhrajit <Abhrajit.SenGupta@astrazeneca.com>
Subject: Expanding Horizons Program_Physician Role

Dear Anil Kukreja Sir,

Thanks for proving your valuable time yesterday to discuss further about the Expanding Horizons Program. The presentation from Medical Affairs in the *Road Show* was excellent.
As mentioned I am interested and express my desire to be a part of this program. I know there are some challenges & constraints existing as of now, but if given an opportunity I will definitely prove it.
I am interested in the launch of new molecules and would like to understand further the activities involved in Medical Affairs.
Coming from a physician background, being associated with AZ since the last 4 years and performing excellently, I feel that Medical Affairs would be the right platform for me to explore further and broaden my skill set.
Please consider if any opportunities exists & do the needful.

BR
Pradeepa Ramakrishna MD, DNB
AstraZeneca India Pvt Ltd

Archita Joshi
Medical Affairs

This has been a pleasant learning journey for me. I was completely unaware about what the operations team does and how they function. This 2 week journey has helped me get a glimpse of what happens at the factory and definitely adds to my understanding of the pharma companies and the manner in which the drugs reach us in the market.
The operations team has been very generous in sparing time out of their schedules and giving me a basic understanding and virtual tours of the factory. It was a pleasure learning from them.

Gunjan Singla
Global Regulatory Affairs

I feel it has definitely added to my learning in following ways:
I have a better visibility and understanding of how AZ, Diagnostics team is linked with HCP's in India and I am learning the ways of working of the Diagnostic team. Looking forward to have more insight in the medical affairs team.

Name of the Organization: Tata Power Company Limited

Name of the Case Study/Program: Success of Implementation of Gyankosh: e-learning platform of Tata Power

Problem Statement:

To provide a contemporary eLearning platform to employees to enable them to unleash their full potential for self & organisation development. Tata Power being an organisation with a rich legacy of over 106 years, the delivery modes for capability development were pre-dominantly Classroom-Training

& On-job Training. With a multigenerational workforce, changes in business strategy, new business models being adopted, a need was felt for developing employee capabilities, at the right time, swiftly, on the move as also democratising learning avenues.

Objective of the Program :

1. Adopting emerging e-learning trend in L&D. This digital revolution has led to remarkable changes in how the content is accessed, consumed, discussed, and shared.
2. Employees should be able to access content unlimited number of times be it before a meeting with client, post any L&D intervention, or self-development
3. Democratizing learning avenues – Buffet and Ala Carte approach. Provide best in class learning experience to all employees, catering to multiple learning styles of multigenerational work force that is spread across multiple locations.
4. Provide just in time, flexible, self-paced learning opportunities to employees while on the move without disturbing work schedules
5. E-learning can be assigned to participants as a primer before getting into a classroom program so that the quality of discussions in the class enhances and basic topics do not require in class discussions. This shall result in cost saving by way of reduction in number of days of classroom training as also reduction of number of days of employees being away from their work.
6. Developing emerging competencies and capabilities such as Sales- B2C, Channel Management, Data Analytics, Project Management, Customer Centricity, since Tata Power it is steadily making progress in new business areas like EV Charging, Home automation, Solar Rooftops & Renewable Micro grids
7. Position capability building as a unique value proposition for Tata Power, thereby strengthening organization's ability to attract, retain and develop high quality talent in complete sync with its business requirements.
8. Fulfilling training needs swiftly, and ability to scale up to cover more employees in less time.

Program Framework:

Power of Curation: Learning journeys curated to meet Individual & Team Development Needs, Emerging competencies, Leadership Programs, Role-based programs, Organizational Programs.

Promotion & Engagement: Gyankosh was launched with an email from CHRO welcoming all the employees to Gyankosh, followed by multiple initiatives such as launch of screensavers, putting out posters, cut-outs across locations, distributing Gyankosh branded coasters on each desk, conducting roadshows, 24 X7 support to each learner, communication & engagement campaigns throughout the year to achieve 100% adoption.

Adoption: Regular tracking & sharing of various indices such as user adoption rate, learning man-days, learning-hours, resources accessed, overall resource completion, resource completion for different resource categories with Apex Leadership Team, HR team members and other concerned stakeholders

Also, quarterly review meeting with Senior Management Team of Skillsoft (our partners) and weekly meeting with Skillsoft customer success manager provides insights on various indices vis-à-vis other clients leading to action points

Business Impact:

Various indices related to learners' assignments tracked with and reported at various levels in Tata Power and with concerned stakeholders. Monthly Gyankosh MIS shared with CEO & MD, CHRO, Business Heads and HR heads, as also monthly/ quarterly/ annual reviews by Apex Leadership team Various indices tracked are cost saving by e-learning on Gyankosh as against class-room session by external trainer, user adoption rate, learning man-days, learning-hours, resources accessed, overall resource completion, resource completion for different resource categories

Challenges faced in implementation:

Tata Power being a 103-year organization, the delivery mode for capability development were pre-dominantly Classroom-Training & On-job Training. With the change in business strategy, need was felt

for developing right skills at the right time and on the move without disturbing work schedules. **The key challenges faced by Tata Power were**-

- Imbibing the culture of adoption of eLearning in the organization.

  A detailed plan was prepared for implementation of Gyankosh. The plan rested on two pronged approach of - **a) Buy-in of Critical Stakeholders and b) Continuous User Engagement through Content Promotion**

  a) **Buy-in of Critical Stakeholders -** A business case was prepared with detailed cost-benefit analysis and business impact, for approval.
     a. Presentation was made MD & Apex Leadership team.
     b. Go Live and launch mail by CHRO welcoming all employees to access Gyankosh.
     c. Periodic reviews and promotion by management. Various indices reviewed are adoption rate, resource completion percentage, cost savings through training on Gyankosh etc.

  b) **Continuous User Engagement through Content Promotion** - Multiple campaigns launched to promote eLearning, adoption, & **Gyankosh brand promotion by sending creative mailers, cut-outs, posters, screen savers, publishing data on adoption & learning** activity.

  Campaign On the Go - What are the benefits for you? - 24X7 access on any devise, Self-paced learning, Saves Time, Increases Productivity
  Learn @ Gyankosh
  o Give wings to your career
  o Riding a cab, stuck in traffic….Use time to learn
  o Take a break from Social Media
  o Got a seat in train today…..Use time to learn
  o Any Time, Anywhere, Any Device
  329 Audio Books Heard, 264 Books Read, 1204 Man-days Clocked, 10882 Course Completed, 139034 Learning Resources Accessed………….. What's Your Score?

  Post launch promotion campaign: Various promotion initiatives include:

  o **Learning Academy:** 'Data & Insights Academy' - Level wise learning journey for foundation course, data analyst, data engineer & data scientist.
  o Other learning academies in progress are Sales Academy, Customer Centricity Academy, Project Management Academy, and Human Resources Academy.
  o **Campus to Corporate Journey:** Curated journey for campus recruits comprising of 14 channels on select areas to enable smooth transition from campus to corporate work environment
  o **InFocus (Theme - Bringing to you what's interesting!):** Some of the topics covered were - Business Continuity Channels, Productivity & Collaboration Suite, Leadership Aspire Journeys, Content by Mayo Clinic for Pandemic & New Normal, Tata Power Custom Courses, Future skills like AI, ML, Blockchain, IoT, and open source content.
  o **Book Bytes (Theme – Nurturing the Reader in You!):** Book summaries shared on every Saturday through Learning Express.
  o **Wisdom Nuggets (Theme - What and By Whom Matters!):** Custom channels curated on wisdom nuggets from the following global experts such as - Dr. Marshall Goldsmith, Dr. John C. Maxwell, Dr. Stephen R. Covey, Daniel H. Pink, ,Simon Sinek, Patrick Lencioni, Liz Wiseman and Herminia Ibarra

- Reaching out to all employees, Tata Power being a multi-location and multigenerational (Ranging from trainees to employees' having 30+ years' work experience) organization.

The pre-launch phase required a lot of activities such as bandwidth upgradation, site configuration, user testing, user training, learning admin training, branding of portal as Gyankosh. Following activities were undertaken to ensure that all employees are able to access Gyankosh on multiple devises

- o Checking compatibility of standard IT requirements for implementation Skillsoft LXP platform across different location of Tata Power and undertaking the necessary upgradations and closing the gaps
- o We have also ensured that all the backend technical requirements were taken care of like single sign-on, access of content on other device tab & mobile, additional bandwidth for flawless video streaming.
- o Pre-launch dry-run within teams comprising employees across all locations and business units
- o Step-wise implementation at one location / region at a time. Learning from the issues reported by employees at a location, resolving those issues before the next phase of implementation.
- o Continuation user engagement through Teaser Campaign, posters, screen savers, cut-outs, preparation of user manual, presentation to senior leaders on usage of Gyankosh, road shows, etc

- Develop competencies like Sales – B2C & B2B, Customer Focus, Data Analytics, Innovation, Agility & Leadership swiftly in less time

  In line with Tata Power 2.0 Growth Story, emerging competencies in the areas of new businesses like EV Charging, Home automation, Solar Rooftops & Renewable Microgrids such as Data Analytics, Sales Excellence, Project Management, and Customer Centricity etc. have been identified. To develop these competencies we have conceptualized e-Academies to be delivered using blended approach comprising live virtual classes, e-learning through Gyankosh, community forums and leader boards. E-learning through Gyankosh pre, during and post the programs is enabling Tata Power to equip target employees from various locations / divisions with requisite skills within lesser time

- Addressing varied learning styles/preference of multi-generational employees and most importantly demand for learning on the move

  Gyankosh is based on Skillsoft LXP which can be accessed on various electronic devices by learners on the move without disturbing work schedules. Additionally, contents in Gyankosh are micro-sized and available in various categories such as courses, videos, eBooks, book summaries, audio books, audio book summaries etc. to suit the learning style / preference of learners.

  Learning journeys curated to meet Individual & Team Development Needs, Emerging competencies, Leadership Programs, Role-based programs, Organizational Programs.

External factors which may have impacted implementation

During evaluation of various potential e-learning partners, we had conducted benchmarking of the e-learning practices in Tata Group companies like Tata Motors, Tata Technologies and Tata Steel on parameters such as key e-learning partners, category of offerings, initiatives adopted for engagement of learners, metrics being used for reporting, experience or insight post introduction of e-learning in the organization. The key inferences from the inputs received which enabled to choose Skillsoft as the partner of choice are as presented below.

1. Skillsoft provides rich, relevant micro-sized off the shelf content developed by in-house SMEs which can be assigned to higher no. of users in lesser time and across locations.
2. ELearning courses are assigned to participants as a primer before getting into a classroom program so that the quality of discussions in the class enhances and basic topics do not require in class discussions. These courses were also assigned for leaning sustenance and recall. This resulted in cost

saving by way of reduction in number of days of classroom training as also reduction of number of days of employees being away from their work.

3. Technical support team of Skillsoft provides prompt support to users through email and chat

Additionally post implementation of Gyankosh in Tata Power, we did comparative analysis of quarter wise user adoption rate of e-learning across companies through Skillsoft. The adoption rate of e-learning in Tata Power was highest across all the quarters and sectors compared to other companies. The insight further boosted our efforts and ability to transform the learning culture and augment employee capability in Tata Power since it is a 106 year old organization with predominantly class-room based and on the job training delivery

Impact of the Program:

Concerted effort to promote Gyankosh content resulted in a record user adoption rate of 99.69%, total 2417 Man-days being clocked, and learning resource completion of 80% in FY20 and user adoption rate of 99.80%, total 3962 man-days being clocked and learning resource completion of 66.62% in FY21 - H1.

Total cost saving of Rs.1.58/- crores, against cost of implementation of Gyankosh of Rs. 92.7 Lakhs. Therefore the net savings was (Rs.1.58/--Rs.92.7/-) = Rs.65.5/- Lakhs.

There Other Tangible & Intangible Benefits of Gyankosh (Tata Power's eLearning Platform).

o As almost all learning modules on Behavioral, Managerial skills are available in the Gyankosh, L&D team could focus on Needs based - Focused Group Programs which were being offered in blended learning format through Gyankosh.
o It also provided an opportunity to scale-up leadership development by facilitating learning sustenance of critical leadership behaviour
o It enhanced on job productivity of learners by providing the right content on time on the go
o A culture of continuous learning was imbied in the organization through Gyankosh which enabled officers to pursue their work & learning priorities and empowered them to choose additional learnings over and above their training needs
o Savings from implementing Gyankosh was utilized for niche customized programs which can help provide solution to specific issues faced by the business.

At the end of FY 20, an internal survey was launched to seek feedback from avid users on their experience while learning on Gyankosh. Key insights are:
a) 100% learners agree that e-learning platform like Gyankosh was very much required at Tata Power
b) 96% learners agree that content provided in Gyankosh is relevant to them.
c) 92% learners agree that learning resources provided shall help them excel in their current role
d) 92% learners agree that readily available content on Gyankosh is helping in developing their capabilities as and when required.
e) 92% learners agree that 'learning at my own pace and time' is helping them achieve dual objective of working & learning simultaneously
f) 96% learners agree that they are hopeful to apply these various learnings at their workplace.
g) 87% learners agree that they enjoy the various creative campaigns about Gyankosh.
h) 96% learners agree that they are overall, happy and satisfied with Gyankosh.

A 2nd survey on Gyankosh has been launched on 21st Oct'20, to seek feedback from organization wide users on their experience while learning on Gyankosh. Key insights are:
i) 96% learners agree that e-learning platform like Gyankosh was very much required at Tata Power
j) 95% learners agree that content provided in Gyankosh is relevant to them.
k) 90% learners agree that learning resources provided shall help them excel in their current role
l) 93% learners agree that readily available content on Gyankosh is helping in developing their capabilities as and when required.

m) 92% learners agree that 'learning at my own pace and time' is helping them achieve dual objective of working & learning simultaneously
n) 95% learners agree that they are hopeful to apply these various learnings at their workplace.
o) 88% learners agree that they enjoy the various creative campaigns about Gyankosh.
p) 92% learners agree that they are overall, happy and satisfied with Gyankosh.

Tata Power has been awarded Skillsoft India Program of the Year at Perspectives 2020, Skillsoft's global event and award function. This award is given to an organization that has developed and implemented a leading-edge program utilizing Skillsoft, is a multifaceted program that enables the organization to unlock full potential of its employees, demonstrates business impact, features innovation that infuses renewed energy across the organization.

Lessons learnt during the course:

a) In the Gyankosh user survey conducted at the end of FY 20, 83% learners have indicated that their preferred mode of learning on Gyankosh is 'Watch'. The finding has been further demented by the response of 73% learners indicating "Watch" as their prefer mode of learning on Gyankosh. Hence while curating journeys for users or promoting content, emphasize is given on having more visual content in the course or journeys to ensure higher learner engagement leading sustenance of user adoption, higher resource completion
b) Also, in the Gyankosh survey, in response to the question, "In the future, I would like Gyankosh to include:", learners have suggested inclusion of technical courses and advanced courses in the areas of emerging competencies like data analytics, AI, blockchain etc.
With respect to technical content, we are partnering with various functions and developing training modules which shall be uploaded in the Gyankosh.
Also we are in the process of launching Gyankosh 2.0 in collaboration with potential leading e-learning partners to provide e-learning content on emerging competencies and fulfil niche training needs

If you were to launch the program again, what would you do differently?

While our program is a huge success and has been appreciated, acknowledged at various internal and external forums, and we are the proud recipient of Skillsoft's Program of the Year award 2020 in our debut year, pitched against some best in class organisations globally, in hindsight, it would have been good to have a repertoire of technical content specific to Tata Power, created and curated for Tata Power by our internal SMEs, to have been part of the initial offering.
Also, it would perhaps have been good if we had another partner (in addition to Skillsoft) to provide enhanced variety of learning to our employees. This would have provided adequate mix of depth and breadth of content.

Any additional comments from the Program Manager/Subject Matter Expert.

The success of Gyankosh at Tata Power reinforces the aspect of anticipating & assessing the needs of employees, partnering with business and offering an appropriate solution. It also shows us that when employees see the **"What's In It for Me"**, interventions see success within a very short span of time. Also, communication is critical in success of HR interventions, it is important to garner the employees' confidence and show them the benefit! Any intervention/ initiative/ program must not be run just for the sake of it, rather must be driven by passion, commitment and belief!

Let's show you a glimpse of our various campaigns

Productivity & Collaboration

- To build capabilities during lockdown, **Productivity & Collaboration Suite' by Skillsoft was launched on Gyankosh**
- Resources accessed – **26363** (as of 30th June 2020)
- Time in content – **172 man-days (1377 man-hours**
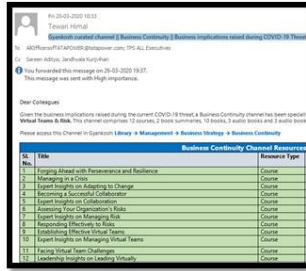
1

Theme – **Nurturing the Reader in You!**

- Book summaries shared on every Saturday through Learning Express

- **25 Book Summaries shared** Some of the books that have been shared include -
  - To Sell is Human: The Surprising Truth About Moving Others
  - Leaders Eat Last: Why Some Teams Pull Together and Others Don't

BOOK BYTES
NURTURING THE READER IN YOU!

The Effective Executive
The Definitive Guide to Getting the Right Things Done
Review by Amy Harris | Book by Peter F. Drucker
Published by HarperBusiness | © 2006

2

gy@nk@sh **Promotion & Engagement**

Theme - What and By Whom Matters !

Custom channels curated on wisdom nuggets from the following global experts such as Dr. Marshall Goldsmith, Dr. John C. Maxwell, Dr. Stephen R. Covey, Daniel H. Pink, ,Simon Sinek, Patrick Lencioni, Liz Wiseman and Herminia Ibarra

WISDOM NUGGETS FROM GLOBAL EXPERTS
What & By Whom – Matters!

Dr. Marshall Goldsmith • Dr. Stephen R. Covey • Simon Sinek • Herminia Ibarra • Liz Wiseman • Patrick Lencioni • Dr. John C. Maxwell • Daniel H. Pink • Peter Bregman

3

gy@nk@sh **Promotion & Engagement**

Theme - Bringing to you what's interesting!

Some of the topics covered were:
• Business Continuity Channels
• Productivity & Collaboration Suite
• Leadership Aspire Journeys
• Content by Mayo Clinic for Pandemic & New Normal
• ISMS Course
• TCoC Learning Course & Assessment Module
• POSH Course

INFOCUS
BRINGING TO YOU WHAT'S INTERSTING

4

Gyankosh Content Promotion through L&D Bulletin

What's new on Gyankosh (Skillsoft content, partner content, custom content, open source content) are promoted through Learning eXpress - C&LD News Bulletin

Prelaunch - Collaterals

Cut-out

Table Coaster

Standee

Prelaunch – Teaser Campaign

Post Launch Campaign – Adoption & Engagement

Post Launch Campaign – Adoption & Engagement

Post Launch Campaign – Adoption & Engagement

Post Launch Campaign – Adoption & Engagement

Post Launch Campaign – Adoption & Engagement

Name of the Organization: TTK Prestige Limited

Name of the Case Study/Program: Ensuring Learning continuum during Covid times

Problem Statement:

E-learning platform "Prestige IASPIRE" was launched in March 2020 with the following goals:
- Provide scalable learning solution to cater to geographically spread learners
- Ensure customisation and hyper personalisation to different cohorts of learners
- Promote self-paced learning solutions to employees to provide flexible learning options

This platform enabled us to recalibrate our learning delivery strategy and helped us to continue with our learning journey despite the challenges posed by Covid situation. Technology adaptation in learning also helped us to prepare our employees to get ready to develop capability in the new normal.

Program Launch Strategy & Learning Framework:

Our E-Learning program implementation had following elements:

🚀	1. Launch & Socialisation	🖼️	2. Learner Engagement
🤝	3. Learning Framework aligned with business	⏱️	4. Monitor Effectiveness

1. *Launch & Socialisation:*

The launch strategy – included the set of actions pre and post launch, so that the learners are continuously engaged & communicated about what is the new way of learning.

- There were announcements by leadership in the town halls & sales meets to create expectation much ahead of launch. There were teaser mails pre-launch, which added to the expectation setting.
- Our MD launched the portal to emphasise on the importance of the initiative.
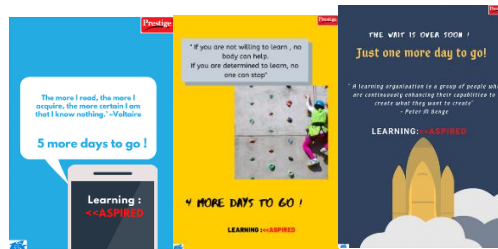
2. *Learner Engagement:*

Improving learner engagement was identified as one of the important aspects to ensure learners focus and invest time in learning which in turn will help in achieving ROI of the initiative. We addressed the learner engagement through the aspects like - Creating Curiosity, Enriching User Experience & Ensuring commitment to Learn. The touch points under each of the aspect is explained below -

Creating Curiosity	Enriching user experience	Ensuring Commitment through perceived value
• *Campaign to Promote use of LMS* • *Regularly add new content* • *Teasers & e mails to introduce new content* • *Use existing communication networks – intranet, department WhatsApp groups*	• *Responsive design, videos, gamification, assessments* • *Variety in content* • *Iterate constantly to improve programs based on feedback* • *Opportunity to share about learning*	• *Certifications* • *Point system, Leader boards* • *Badge System* • *Learning outcomes linked to KRAs* • *Status updates*

3. *Our Learning Framework:*

Our E-Learning framework encompasses the following aspects:

TTK Prestige Way Competencies, Values, Ethics	**Personal Effectiveness**	**Managerial Effectiveness**	**Manufacturing Excellence** Operations, Compliance & process
Sales Force Effectiveness Product, Process & Soft skills	**Immersive Learning Journey for Talent Pool**	**Leadership Learning through linkedin learning**	**New Employee Onboarding**
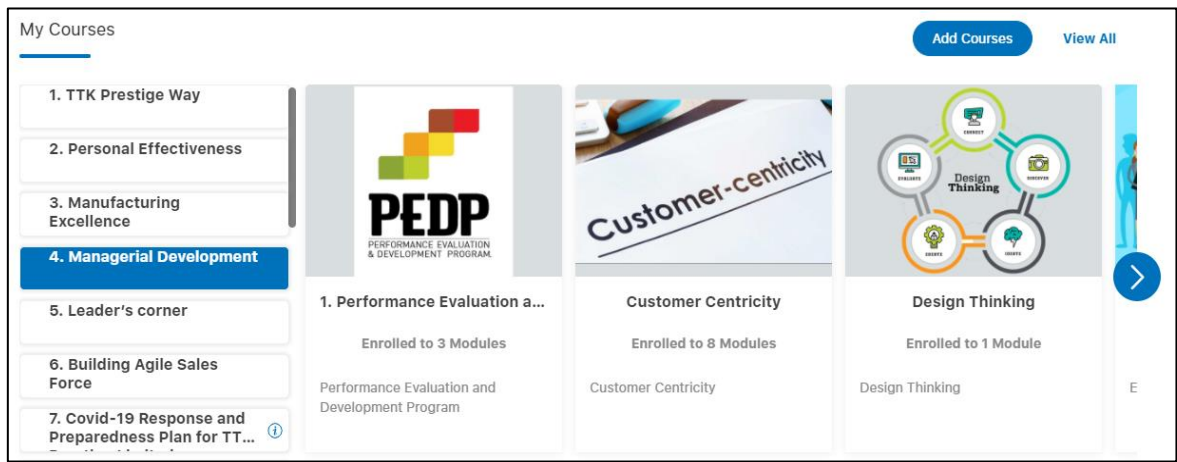
Our Learning Approach includes:

- Online learning enabled through self-paced modules
- Webinars & virtual instructor led learning & blended learning
- Online assessments, quizzes and recognition mechanism based on outcomes
- Publishing Leader boards
- Choice to learn any content - Access to Articles & videos from sources like HBR, McKinsey, Forbes, Ted, Science of People etc

4. *Monitoring the effectiveness:*

Effectiveness measures are interwoven into the learning design. Some of the measures we use are –

Reaction Level
- *Post Program Feedback*
- *Level of peer sharing through social feed*

Learning Level
- *Program completion rates*
- *Proficiency assessments – Product / process knowledge tests*

Behaviour Change Level
- *Measurement of KRA achievement*

Business Impact Level
- *External audit outcomes that are linked to certifications like TPM etc*
- *Productivity improvement of sales force*

2. Challenges faced in implementation- Describe the challenges and how they were met.

An organisation which is not used to "digital"

In order to make the adaptation faster & effective in an organisation, where "digital" is still not a way of life, we devised the following steps.

- Right from the time Digital Learning was an idea, we had <u>engaged with our stakeholders, -</u> leadership team & functional heads. Digital Learning was a latent need, through continuous engagement & communication, it was brought out as a felt need.
- The <u>launch strategy</u> was well implemented to introduce the new way of learning.

Learning in the Covid Times:

Within few days of the E-Learning portal launched, Covid -19 lockdown was announced, which posed a major pressure on adaptation time. Since the platform is both web and app based, we were able to continue the learning though significant number of our workforce did not have laptops. The next challenge was to ramp up training as we wanted to utilise the time available with employees in a productive manner. Following were the key themes for learning during the lockdown -

- Training employees to work from home
- Speeding up of functional training in the areas like sales, retail, manufacturing and service to be ready for post lockdown operations
- Managerial training in areas like Transactional Analysis, Performance Counselling, Coaching, Employee Retention, managing teams virtually
- Educating employees on Standard Operating Procedures that are specific to their own workplace – Factories, Branch Offices, Warehouses, Service Centres, E- Commerce Warehouses
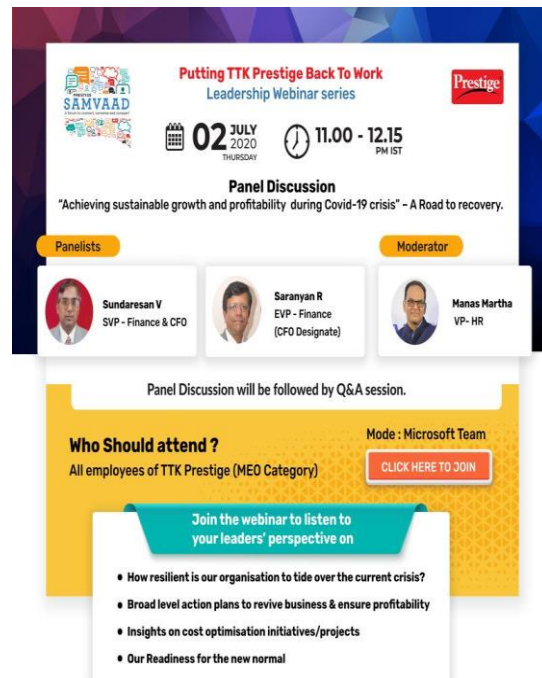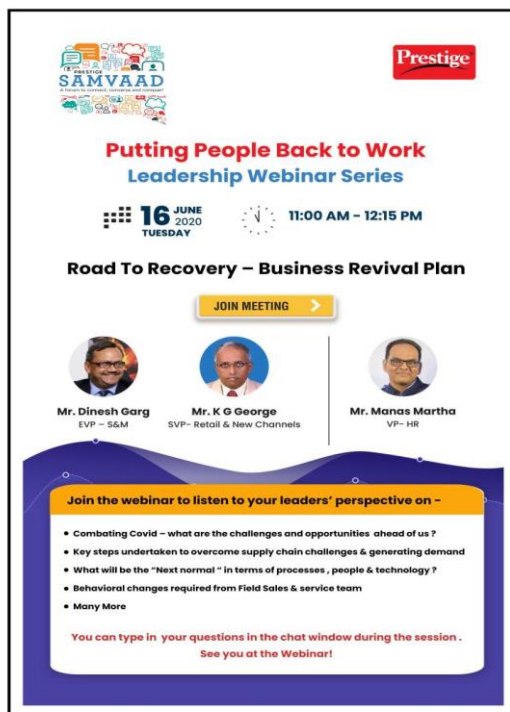
Transitioning to Virtual Mode – in programs that we would have preferred to do in   person:

We considered that some of the behavioural interventions are highly interaction based hence are better conducted in person. Some examples are - new employee corporate induction, Managerial Development program for first time managers, program for our talent pool etc. However, the pandemic has opened up an opportunity to experiment these through virtual means with fairly good outcomes.

Impact of the Program:

We were able to achieve the following outcomes in the last 9 months & rose up to the occasion of the new normal rapidly:

- Facilitated the organisation ready for the post lockdown with all employees trained in SOPs specific to their jobs.
- Over 20000 hours of online learning have been completed
- Over 5000 hours on live sessions through webinars by experts on various fascinating subjects ranging from Innovation, Health & wellness, Parenting, Managerial Skills etc.
- Over 9000 Social feeds in Prestige iASPIRE which is a testimony of learner's engagement in the new LMS during the lock down period and beyond.
- Over 70% of the employees are active users in the new LMS, which is a testimony of user acceptance and commitment to achieve self-development goals.
- Seamless transition of managerial development & HiPO development to virtual platforms.

Lessons learnt during the course:

- Aligning the stakeholders to the cause is a crucial step in introducing a change.
- Learner engagement is critical for achieving outcomes, especially when learning is self-paced. Constantly reinvent the content & methods to engage learners.
- Need for higher autonomy & freedom (in choosing the content, pace & time) is going to be increasingly important.

- Learning programs that are strongly tied business outcomes, garner more buy in & yield better outcomes. Hence, align the learning initiative to business needs and make the linkage visible to learners through effective communication.
- Linking learning objectives to KRAs yields better learning outcomes.
- It is possible to achieve fairly good behavioural training outcomes through virtual means with appropriate learning design & facilitation.

If you were to launch the program again, what would you do differently?

- Capture employee aspirations on learning, which may give insights about learner engagement. These insights could be used to improve learning programs.

Any additional comments from the Program Manager/Subject Matter Expert.

Launching this initiative at the right time helped us in enabling continuous learning through the Covid times. While we have made a beginning, there are more milestones to reach.

Knowledge Partners:

Name of the Organization: AstraZeneca

Name of the Case Study/Program: Netflix of Learning - Journey from Education to EduTainment

Problem Statement:

AstraZeneca, an innovation driven bio pharmaceutical company with operations in more than 100 countries across the Globe, is a market leader in several chronic Therapy Areas like Oncology operating in different verticals alleviating cancer burden in Lungs, Ovary, Breast, Prostate & Pancreas cancer patients.

Our assets, that is Sales Reps' age group ranges from 25 to 51 years with diverse backgrounds & skillsets. In Covid pandemic, our Salesforce fully were loaded with continuous influx of "meetings, webinars, and online workshops", resulting in monotony & boredom in such home bounded unusual environment.

Adding few more skill based webinars was like too unmerciful. A question haunted us again and again "Should we go on like this OR should be think something out of box"? To sum up , the major challenges we identified as "Critical" were -

1. Drastic reduction in attention span of learners
2. Boredom & monotony in webinars & virtual meetings
3. Digital Fatigue
4. Negligible Mindshare
5. Low excitement & enthusiasm after 1st phase of lockdown
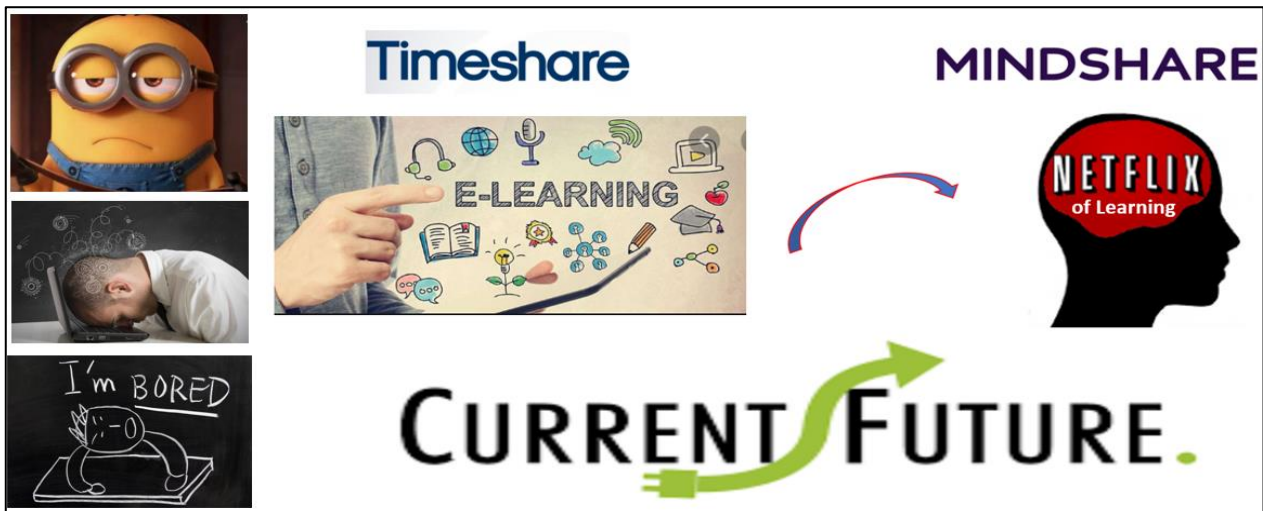
Objective of the Program:

To avoid being "Operationally Reactive" in the later phases , we chose to be "Strategically Proactive" in acquiring EduTainMent approach amongst our industry. We closely followed the emergence of OTT platforms like Netflix & Hotstar in early 2020 and thought of similar solution in L&D to inspire EduTainment was required to keep FF excited for reskilling even in New or Next Normal.

The intent includes here was to bring immersive viewer's experience to consume outside of work with their own will, and building their peers' communities (like in You Tube & Facebook) all through the learning process. The scope multiplies from personal experience to larger groups , teams, BU & finally to overall organisation.

Program Framework

Netflix of Learning is a OTT Avtar of L&D to EVOLVE training initiatives by infusing Interest & Excitement in AZ learners (like we see in Netflix viewers) to acquire New Science, Evolving Skills, Breakthrough Technologies & Out of Box Methods in the form of Netflix SERIES which have a Continuity, Connection & Linkage to each other which never goes down on viewership but provokes the viewers to Watch them willingly, voluntarily & happily.

While building on the series, we stuck to our good old guiding principle i.e. *Content is the King no matter what technology or delivery mechanism we might adopt*. Hence the following filters were deployed to ensure we deliver to what we are promising:

- Creative Catchy Names
- Attraction to Log In
- Connectivity b/w episodes
- MicroBytes learning content i.e. each episode ranging from 3- 5 mins
- Provocative Trailers
- Blogging Embedded
- Disclaimer Enabled
- IMDb Certification

The Choice of Content/relevance of Topics: As period films or movies targets the contemporary change in the society, so as "Netflix of Learning" Web Series did to us i.e. addressing the real issues people (sales force) facing -

- The Code: This Web Series addressed "Need of This Hour" i.e. Personal Safety & Defensive mechanism to Fight against Covid-19
- The Inception : This web Series addressed New Way of Selling i.e. Virtual selling in Now Normal
- The Interdependence: This Web Series fosters importance of Accelerating Collaborations in Next Normal

Keeping in mind the above mentioned, we deployed "Design thinking" in an informal way and following steps were implemented -

- R&D - Research done was mainly around 2 aspects, most popular OTT platform & quality of content , and found out Netflix rules these parameters.
- Prototyping - Pilot done with a focus group of L&D experts to check the hypothesis.
- Launch - The launch event was organized as "World Premier for Web Series - The Code"
- Adoption - Number of campaigns, adboards & leadership involvement was utilized to foster adoption.
- Advocacy - Grand success at 1 BU & Share of Voice utilized to propose Web Series to all BUs & thus adopted at Org level.
- Scaling Up - Once the strategy & execution succeeded , the plan scaled up to 2nd Web Series creation & launch.

- Reflect - 90 days with 3 Web Series success given us a chance to reflect back before we curate new content for Q4.

Challenges faced in implementation

Challenges	Solutions
• Sales Reps' age group ranges from 25 to 51 years with diverse backgrounds & skillsets, will they accept OTT in L&D as they relate OTT with entertainment always. • Can OTT based web series will provide value to salesforce to influence intense knowledge driven customers. • How do we maintain/uplift the initial adoption to the next level without dropping the excitement quotient of the learners • Importantly, How do we operate the platform with the current resources without adding to overall expenses and investment, but still to be innovative & fresh ?	• Involvement of diverse thinking of key stakeholders n decision makers. Our eLearning partner (MindTickle) was collaborated to translate current LMS format into OTT format by introducing new UIs, Digital Maps & Blogging Features. • Both internal n external stakeholders were present at Launch event to inspire salesforce. BU Head unveiled the 1st Web Series at Oncology world Premier Launch of "The Code" • Continuous sharing periodic success rate of each series & building enough confidence among all that's we are leading this transformational journey not only in AZ, but at larger level at L&D space. • Our LMS admin actively implemented the newer version on periodic basis just to keep the look n feel of the series fresh n appealing. • L&D team's expertise leveraged the tools n resources available within organization to curate, review & improvised the fresh content as per the need. • Medical & Compliance team collaborated to signoff scientific content as AZ's protocol. • Formation of internal Ad board by involving the stake holders for better alignment n buy-in. Ad board & other CFT members watched the series, shared their reviews n TRPs as the voice of people & participated in premiering. • Capitalizing on internal social media (Workplace) to share the best practices pf the learners , their instant response to series, publishing their certificates as part of their recognition etc.

Describe any external factors which may have impacted implementation

- Copyright of content & getting it approved from externally then internally, hence we involved medical n compliance team at every step to seek their guidance for approvals.
- Compatibility of platform & features with MindTickle digital solutions. This was more of blessing in disguise as our external partners rose to the occasion and took the task along with us as common goal i.e. enriching the experience of learners & building excitement around the content.
- Uncertainty of few OTT media platforms & their underperformance (Liv, MX etc) had given us some thoughts on sustainability of our initiative. One has to have larger repository of content (Netflix, amazon) to sustain it for wider audience, therefore as a team we have build a good internal task force to continues curating the relevant content.

3. Impact of the Program – Detail out Proud moments/successes and the overall impact the program has had on the organization. Factors which has a positive impact on implementation.

- Voice of Viewers
- Experience & Engagement
- Personal Development
- Recognition - Internal & External
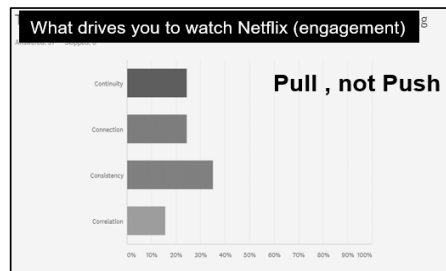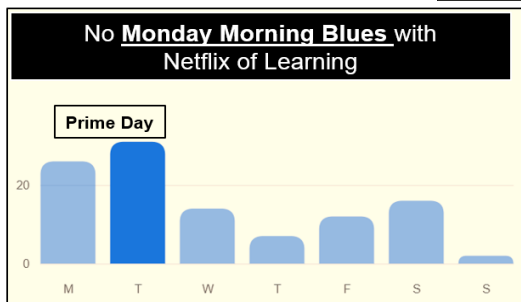
Personal Development

79%	81%	86%	85%
Personal development and growth	Quality development discussions	Improved my existing/learned new skills, or development opportunity	Regular Feedback

Recognitions - Netflix of Learning

Internal

- Top Simplifications Ideas 2020 at AZ India Oncology

- AZ Franchise Head referred & advocated to AZ Global team
- Nominated for Global Oncology Biz Unit Excellence Awards

External

- **MindTickle Inc Company** Digital Solutions proposed refer " Netflix of Learning" to their clients

- Netflix of Learning at **NHRD** grand finale

Lessons learnt during the course

- Never stop trying something New and take risks being an entrepreneurs even under uncertain circumstances.
- More Look-out than look-in for inspiration & fresh ideas to innovate; case in point here is to gain inspiration from Media & entertainment Industry
- Innovation is NOT always costly or expensive. Here we did not incurred a single penny as everything was done internally by leveraging upon the strength of cross functional team & utilizing the available tools.
- Content is the king , platform is just a gateway.

If you were to launch the program again, what would you do differently?

- Involve some OTT rising star in AZ World Premier. Having said that this question has given us good stimulus to implement it in subsequent series.

Any additional comments from the Program Manager/Subject Matter Expert.

- Soon OTT & New Streaming Devices will be new modes of Learning, no wonders we will come out with a L&D tool like Skill Firestick or Coaching Alexa which deliver learning content.
- Some of the future series for rest of 2020 & 2021 are currently undergoing production

The BigBiz - Season 1   Nov'20

- The Arthshastra of Business
- Have you updated your KYC ?
- The KAM Shastra of Business
- Ethos, Pathos & Logos
- Sales - Art OR Science OR Both ?
- The Triple Charged Batteries

THE CODE   Dec'20

Now LIVE STREAMING on MindTickle

Web Series - Season 2

The Return of DaViral Code

Independent Solo Movies - M1 to M6 - 2021

My Life – My Day – My Movie
A VSS
Virtual
A Day in the Life of a Sales Representative

DNA Sequencing for Performance
DNA PERFORMANCE

My Life – My Day – My Movie
A Virtual Coach
day in the life of a Virtual coach.

SPARK Plug of Success
SUCCESS
SPARK

My Life – My Story – My Journey
DRUG STORY THEATER

The BRAND FACTORY

Name of the Organization: Collins Aerospace

Name of the Case Study/Program: Creating a best in class learning culture at Collins - Push to pull

Problem Statement: State the problem that was addressed by the actions taken, providing some elaboration.

Problem Statement:

Learning at Collins Aerospace is not effective, not in line with org goals, leading to dissatisfaction & to a Push training culture.

There was a dip in the employee survey scores and one of the main theme was training & development. We have also received feedback from the leadership team, HR partners, and employees on various forums that learnings are not effective, and training are not meeting the need of our organization. A focused approach was needed in this area. This feedback has helped us to identify the need to inculcate a strong culture of learning.

Based this strong negative feedback, which we have conducted a risk analysis and identified top three risk areas to focus on

- ✓ Linking learning to business needs
- ✓ Retention of learning
- ✓ Sustainability of a learning culture
- ✓ Last minute drop outs (PUSH Culture)

We have mitigated these Risk and actions taken are mentioned below

- ✓ Retention of learning: Action Taken - We have incorporated action learning project for critical & key programs, Mobile byte size learning for easy accessibility, For MDP: implemented Lessons per week (Learn) , Action Learning Micro-Activities per week, Monthly Quiz, Peer Interactions & a virtual Practice Coach.
- ✓ Sustainability of a learning culture in a high matrix organization: Action Taken - Linked learning projects to employee's development and career growth opportunity, forums for managers to act as mentors for their employees, Metrics are aligned to business which percolates down to employees, leaders board, introductions of engaging and new methodologies like theatre, gamification, simulations etc have helped embed and for people to pursue learning.
- ✓ Training Need Analysis: Action taken - We have implemented an extensive exercise of training need analysis to understand the gaps and how to bridge these gaps by aligning it to business goals.

- ✓ Last minute drop outs : Action taken - Due to the sheer focus on needs and thereby curating the calendar of programs, drop out rates have seen a steady decline over the years. In fact, some of the programs are now waitlisted due to the impact of the learning.

Objective of the Program: Describe the intent and end result the program was looking to achieve

Objective of the program is to build a strong learning culture at Collins Aerospace and to transform our learning culture from push to pull.

All these efforts have resulted into –

- ✓ Increase in number of participants, most of the programs are now on waiting list due to the positive impact of the learning.
- ✓ Demand of the programs have increased due to the positive impact of the learning.
- ✓ Increase in the feedback score & positive employees testimonials
- ✓ Training has received Collins' quality GOLD certification in terms of meeting the customer requirement and continues improvement
- ✓ No audit observations in past 3 years and it has been identified as one of the strongest processes in HR by aerospace auditors
- ✓ Implemented Kirkpatrick's 3-Level Training Evaluation Model For our leadership programs, all metrics are above benchmarking, for example -
  - ✓ 96 percent of the learners found it useful to achieve goals
  - ✓ 95 percent felt that their confidence increased to deal with team
  - ✓ 85 percent were able to do work of better quality
  - ✓ 80 percent of the employees improved their relationship with their managers and peers
- ✓ Metrics which follow as part of dashboard are all met and on track
  - o Total employees trained
  - o Unique employees trained
  - o Days of learning
  - o Total programs conducted
  - o Unique programs conducted
  - o Training Feedback
  - o On time delivery
  - o Planned vs Actual
  - o Drop outs
  - o Man-days
  - o Engagement level
  - o Completion level

Program Framework – Detail out the framework of the program

Business Context of the practice

- ✓ For soft skills & behavioral training : Implemented an extensive training need analysis process which includes conducting multiple focus groups with 100% of

business managers/ focals with a target of seeking the needs and inputs of 90% of individual employees. Based on business critical demands training needs are analyzed and a list of annual programs (encompassing the theme of competencies , topics , number of batches & days of training, etc.) are published in the first week of April (Financial year). The Annual calendar is not a standard calendar published every year but changes based on this needs analyses every year.

- ✓ Implemented Department Specific Model (DSM), which is specially curated for a particular department with an intention to improve behavioral soft skill set of employees. Program is designed based on critical business needs, Collins competencies, inputs from HR partner & quarterly employee surveys report. These programs are spread over 6 months and include but not limited to Pre & Post assessments from Participants & their managers, Action learning projects, linking learning actions to employee performance connection, mentoring & coaching at regular intervals.
- ✓ Our DSM & The Management Development Programs for new managers, mid-level managers, first line managers are linked to business objectives & metrics, level 3 ROI is calculated based on the feedback from managers in terms of change in the behavior and competencies, multiple analysis on learning curve & employee engagements are calculated weekly. Forums are also created for managers to act as mentors, analytics are published to prove the change in the behavior of employees after the program.
- ✓ Collins Aerospace provides many career enhancing avenues for leadership development through programs like ENTER, MOTAR, FUEL , DELTAV. It is through exposure to the engineering products and services in our various business units around the world. The participants develop expertise about the aerospace industry, gain a global understanding of how we do business, enhance their engineering skills, and build relationships throughout the organization.
- ✓ Implemented learning council , where we have selected focals from each function to help us derive at the actual training needs & learning strategies -through first hand feedback and information.
- ✓ Implemented Learning on the go, courses which are relevant to new normal.
  - We immediately adapted to a new culture of virtual learning and self-learning.
  - Curriculums are curated based on the need of the hour - Work life balance, Stress management , Resilient, virtual working, virtual engagement ,pandemic skills, mindfulness, power of embracing change, etc.
  - Implemented online Management development programs for First time managers, mid managers & Manager's managers
- ✓ All programs are not just one or two day(s) (effective 2021) – culmination of focus group, pre/prost assessments , nudge call, self-reading. 3 months of learning per topic , will result into skills enhancement
- ✓ Effective utilization of internal resources – Reduced cost and more relevancy to Collins specific case scenarios.
- ✓ Virtual Best practice sharing session | Peer to peer learning

- ✓ Series of virtual bytes – Monthly , weekly & speakers bytes are launched. Learning is not stopped due to Covid , Process adaptability during Covid – Zero Budget
- ✓ Training is connected with Succession planning , performance connection, budget , Org goals, skill gap matrix, competencies (Leaders Success Profile) feedback & pulse scores .
- ✓ Implemented Innovative solutions : Various new age Teaching techniques ; real life scenarios ; gamification & recognition ; nudge calls, virtual practice coach, follow up calls with mentors; focus group with mangers to real life business scenarios; Mobile byte size learning; self-paced online programs; platform to share best practices
- ✓ ROI Model : Training effectiveness , analytics like learning & engagement curve of key programs, Evaluations in the training are conducted. pre and post assessments from participants & their managers to assess participant's current & after training knowledge gain.
- ✓ Women development programs launching soon: A Journey program for women in leadership. Branding , career development, mentoring, networking, work life balance are the key highlights of the program
- ✓ Leadership workshop focused on socializing the attributes that make for a good leader in UTC was conducted in Aug 2019. This was for over top 50 senior leaders and included various methodologies like shark tank, theatre based, external speakers, team building exercises, such as virtual role play, skits and storytelling sessions. The objective was to put the success accelerators into practice and to strengthen positive leadership skills.
- ✓ We have introduced a platform to recognize best learners
  - THE CHEERLEADERS
  - MOST CONSISTENT
  - THE COURAGEOUS CAT
  - LEADER BOARD

Challenges faced in implementation- Describe the challenges and how they were met.

- ✓ Challenge faced was related to budget, we could able to sale our idea based on the outcome of these programs and linking it to org goals and expectations.
- ✓ LMS did not support customization, we handled the process manually.
- ✓ Adaptability to self-pace learning, through branding and series of communication, we could able to overcome it.

Describe any external factors which may have impacted implementation

- ✓ Learning mode, technology, cost involved & buying of licenses due to various compliance related aspects.

Impact of the Program – Detail out Proud moments/successes and the overall impact the program has had on the organization. Factors which has a positive impact on implementation.

- ✓ Our business case for annual learning for soft skills trainings are strictly in line with strategic business objectives, critical needs & financial projections and focuses on the outcomes.
- ✓ Business case are designed to maintain a competitive advantage, justifications how the learning opportunities to employees will increase their skills and knowledge so they can get better at their jobs, drive team performance, and foster leadership development.
- ✓ A strong justification is based on data analysis - impact on key metrics, ROI , employee's testimonials, training methodology, targeted competencies, budget & solution Strategy.
- ✓ Quality and delivery metrics have been on an increasing trend.
- ✓ Introduced a 2.5 days of exclusive induction program for our new hires, which includes leadership meet on day 1 , followed by networking lunch with the Leadership team. This has increased the new hire experience. The feedback metric has increased by 10% above the target.
- ✓ No off the shelf programs, all programs are curated based on business needs and Collins competences
- ✓ Candid feedback from Business, and their confidence in learning dept , which can be shown in term of increase in number of participants, programs, feedback in various forums.
- ✓ New Learning methodologies implemented:
    - ✓ Experiential learning using Gamified Business Simulations & Mobile Learning.
    - ✓ Online/mobile self-paced journey program (duration of 1 to 3 months).
    - ✓ Activity driven theatre based learning; involves fun-challenging way to address organizational issues; non-PPT driven ; Feedback given instantly
    - ✓ Mobile bytes
    - ✓ Assessments / Action learning projects / marque speakers
    - ✓ Facilitators observations
- ✓ Our Metrics
    - ✓ 100% partnering with business for training
    - ✓ 100% alignment with business metrics & goals
    - ✓ We have 17 + learning analytics , which are on track
    - ✓ Increase in training target / KRA by 3 to 5 % every year and reduction in budget by 40%
    - ✓ Applied lean tool to Training process , resulted into customer satisfaction & cost reduction
    - ✓ Kirkpatrick's Training Evaluation Model for soft skills training program (for DSM & MDP) : Reaction, Learning, Behavior, and Results

Lessons learnt during the course.

- ✓ One program won't fit all
- ✓ Internal resources can be utilised more effectively

✓ Learning evolution is needed to know effectiveness of our programs

If you were to launch the program again, what would you do differently?

✓ A detailed benchmarking with other companies to understand their L&D model.

Any additional comments from the Program Manager/Subject Matter Expert.

Further steps to improve the process

✓ We conduct Kaizen event for process improvement to make the process robust & customer friendly – includes lean sigma tools, Metrics are defined based on Quality & delivery. Feedback analysis are done on Collins lean sigma criteria – Relationship, responsiveness, quality, delivery & overall.
  - Taking voice of customer - first hand info from employees
  - Root cause analysis if at all there is any miss in terms of business expectations
  - To align programs to next near revised competencies
  - To conduct a benchmarking survey and implement top best practices
  - Enhance communication & branding
  - forums to share best practices

✓ We offer two seats to NGO employees at free of cost to develop their skills, this way we have linked our learning to CSR.
✓ Branding : Introduced Quarterly newsletter : Learning Bulletin encompassing the highlight of previous quarterly programs, upcoming programs, etc
✓ HR Communique : A series of communication to bring awareness on learning available for employees

Name of the Organization: Titan Company Limited

Name of the Case Study/Program: Learning Champions Program - A Journey Towards Excellence

Problem Statement:

a) Every year on an average, we have over 1000 new employees joining us for Tanishq. While we have hiring and joining details for Company stores, this data is unavailable for franchisee stores. The date of joining and employee details was never accurate which would result in training gaps for new hires. The new hire orientation/induction was conducted through an orientation handbook deployed via the store manager. However, there was limited control over standardization of training. Given the above, having an accurate measure of who is trained and retail ready was a huge challenge.

b) New Product/Process Training: Training coverage for all store staff when a new product launch or new process is initiated would take 3-4 months. This influenced initial sell through. In addition, there was limited differentiation in capability building for tenured and experienced store staff.

These sometimes led to early attrition of new hires, low productivity and with franchisee staff a feeling of not being inclusive in comparison to company staff. In order to resolve the above challenges, we understood that we required more retail trainers that would have led to an increase in costs. In order to cater to the number of people across all our stores we calculated a need for 70 trainers if they were mapped to Area managers and cluster stores. The approximate cost for this would have been 6 crs including travel and salaries.

The LC program was launched with the objective of having in-store certified trainers and formalise the whole process which will address these challenges.

Objective of the Program

The objective of the program was:
1. To develop In- Store trainers, called "Learning Champions" who are training resources and enable peer to peer learning at every store and also work on a cost effective but result oriented process.

2. Retain & motivate high performing & tenured RSOs by engaging them as LCs and also create a platform for them to share best practices with all RSOs.

3. Capture accurate new hire details for all stores and induct them within 2 days from their date of joining.

4. Bring in standardization in product & process knowledge at stores and increase response time & effectiveness of training.

5. Increase productivity of all RSOs at the store.

Program Framework

A detailed process document from identification of learning champions to deployment and measurement was outlined and discussed with key stakeholders including Retail Head, SMR Head and regions. Criteria to select LCs was set and vetted with all the stakeholders before their certification journey. The program process docket was shared with the region teams and orientations were conducted across the country to ensure everyone understood the program and their role in it.

Conviction was built during these interactions to initiate the program across the country. A LC Vs RSO ration was created to have the required number of LCs at every store. The store teams were briefed about this program and that brought in a lot of excitement at the frontend. Nominations were sought from the regions and 1:1 interactions were held for any exceptions.

The first rollout had over 500 nominations and post validation the final list was 416. A core team was formed across the regions and factory to ensure seamless execution of the program. The entire program calendar was made and rolled out to regions to follow a batch process. Batches were formed and logistic arrangements were confirmed.

Existing and new vendors were evaluated to meet the requirements of the program and negotiations were done to get the best cost. The vendors were oriented on the flow and mock runs were done to identify the gaps and mitigate any challenges before we went live with the program. Collaterals were planned and designed for each stage of the program. Budget sheets were created and required approvals were sought prior to implementation.

Certification was done for all the 43 batches which was 2 days of training & evaluation at their base location/region hub, followed by 2 days of factory visit, SMT interaction, Corporate team interaction and a local city sightseeing. This helped them put a face to the name that they had only heard of and build a stronger connect with corporate stake holders. They also visited the Karigar park and met all the process owners which strengthened their conviction in the 10 promises of Tanishq and Titan values.

Challenges faced in implementation

During implementation, we realised that operational accountability had to be built at the store level. While we saw some of our company store LCs being promoted, we also saw an attrition in the franchisee store LCs. One of the key changes was the introduction of a LC Mentor Program - The LC Enabler Program for Store Managers and Floor Managers. This resulted in enabling all the SMs & FMs to own the program and retain our LCs.

Post completion of each batch, the learnings were consolidated and reviewed. Changes to the process were made real time and new approvals/permissions were sought wherever required. Feedback from the LC participants was taken and shared with relevant stakeholders. Feedback from relevant stakeholders was also taken and actioned upon immediately.

An orientation was done again, for internal stakeholders and franchisee stakeholders to ensure that the objective of the program was reiterated and the participants were engaged as per the process.

Plan B for any contingencies was also prepared as we transitioned from one batch to another and that strengthened the program.

Describe any external factors which may have impacted implementation

During their 2 days visit to the Factory & Corporate office at Bangalore the LCs spent time together. It was a big group from different locations and a mix of company stores and franchisee store staff. This time together helped them socialise and work together as a team. WhatsApp groups for LCs of cluster stores were created and they started sharing their best practices and got doubts cleared within their

peer group. This continues to function, Regional Training Managers share updates, and monthly calendars on this group too.

Impact of the Program

a) Cost savings of more than 5.78 crs for each year by upskilling and using existing resources.
b) Each store has around 20 – 30 staff. There has been a huge save in travel/Boarding/Lodging of store staff as now only LCs travel to training hubs for Train The Trainers.
c) Real time and accurate data available for new & existing employees of company and franchisee stores. Training journey is mapped for every employee across the country and training dashboard for 6000+ employees is published every month.
d) Induction gets initiated within 2 days of joining by the LCs and the Region Training Manager completes it along with a 30-60-90 day evaluation.
e) E Learning completion moved from 40% to 90% in the last 3 years
f) New Product/process training time completed 15 days prior to launch as against training continuing months after the launch in the past.
g) 100% coverage of store staff for training as against training for select staff in each store
h) More than 65% of the LCs in company stores have been promoted.
i) Every SM and FM is mandatorily trained as a LC to ensure that learning continues despite any manpower challenges in the store.

Lessons learnt during the course

a) Peer to peer learning within the stores is highly impactful and creates an aspiration amongst the team. The role of an LC has become very ambitious among the store RSOs.
b) Learning does not necessarily have to be monetarized. Staff like to be recognised and motivated to perform. Our highly productive staff in the store around all business metrics are LCs. They strive to stay ahead as they do not want to lose this position. We have had very few instances where LCs have been moved out of this role for behavioural issues.
c) A larger part of our business is that of Franchisee stores. While we oriented our internal stakeholders we realised that it was equally important to orient the Franchisee about the program and how it impacts his store team productivity. We have now built a process to orient every new store Franchisee on the LC program.

If you were to launch the program again, what would you do differently?

Conducting the LC Mentor Program - The LC Enabler Program for Store Managers and Floor Managers before the LC Certification. Though now for every new store, we conduct the LC Enabler program first before the store LCs are certified.

Any additional comments from the Program Manager/Subject Matter Expert

Mohit Rodeja - RBM West

"I would like to congratulate the L&D Team on the successful championing, implementation and execution of one of their most powerful initiatives till date - the Learning Champion Program. This program has helped in scaling up the learning capabilities immensely as trainings can be delivered in a classroom setting even with the Regional Trainer not being available. The Train-The-Trainer kickoffs and

subsequent LC-led trainings at the stores not only enable trainings with no loss of quality or focus, but also enable the region in horizontally deploying learning uniformly. This has been most useful in the West Region with the high number of new stores that have come up due to Business Expansion - this program has been nothing short of pivotal in driving learning across the new stores. In addition to this, this program has been helpful to stores with a high-churn. One of the biggest fringe benefits of this program is the identification of the next-in-line managers as the Learning-Champions also scale up to make good Floor Managers! Well done team and wish you all the best!

Munish Chawla - RBM North 1

"Learning Champion program is pioneer in industry and very well carved out by **Learning and Development team. It** not only cuts short the training time of a new joinees, it also helps them to get immense knowledge from an experienced learning champion in the store. We have also experienced immense benefit to the **Learning champions** themselves. As a result of the program, most of them have grown within their store or taken up positions at the next level. With Jewellery division growing leaps and bounds, the program has delivered training to frontline team on quick timelines and improvement in performance of individuals as well as teams"

Anirban Banerjee - RBM East 1

The LC programme as per me is one of the finest programme we have today , over the years we used to struggle when we used to welcome new joinees across geographies and formats without much idea how to train them with limited resources in the region, yet delivering best of class customer experience. Once the LC came on board, we can train the new joinees immediately when they join. All info about all employees is available with us today and through the LCs proper and continuous trainings are imparted. Associates are super happy and they keep talking about it, For them it made their life easy and also ensured better return in terms of performance and retention of customers.
As we keep expanding our footprint this programme will only further strengthen our hands in all markets / stores and we can command a leadership position in all markets.

3M

Name of the Organization: 3M India Limited

Name of the Case Study/Program: TEJ: The Energy Journey

Problem Statement:

a. Our biggest plant in Ranjangaon falls under the Essential Services Category. Our technical associates in the plant had to work through the pandemic and through the lockdown to ensure deliveries to our customers. The program helped us reiterate the importance we place on employee wellbeing in a challenging time, using the lever of Learning

b. The program helped us reinforce our Employee Relations strategy of direct and continuous communication -which was most useful as employees worked through the lockdown

4. Objective of the Program: Describe the intent and result the program was looking to achieve

a. Engage and reinforce trust with employees working through the pandemic using the learning lever

b. Help employees make efforts to own and enhance their own energy levels during times of challenge and change

c. Reinforce our Employee Relations philosophy of open and direct engagement with technical associates

Program Framework

a. The framework was designed around 3 aspects
   a. Competency Vs. Capacity
   b. Energy dimensions and enhancing Energy Dimensions: Physical Energy which is about health, Emotional Energy, which is about Happiness, Mental Energy, which is about the ability to focus and Spiritual Energy, which is about purpose.
   c. Taking onus for improving personal energy levels

This framework is based on the work of the Energy Project. This company partners with organizations and individuals to create workplaces that are healthier and happier. 3M has used their services globally and for staff employees worldwide. TEJ was an adaptation for shopfloor employees.

b. The delivery framework used the approach of i. Design & Train the Trainer by L&D ii. Facilitation by Cross plant HR (a plant HR leader facilitates the program in a plant different from her /his own)

Challenges faced in implementation

a. As plants were expected to deliver to customers and were working with lean teams, sparing time for learning was a challenge. Early stakeholder partnerships helped them

b. see the benefits of the program. Our plant leaders and supervisors in turn advocated for technical associate participation and also participated themselves!

c. We had initially hoped that we could do a classroom version of the workshop, considering that large plant campuses / cafeterias permit social distancing. We however moved this to a virtual mode, keeping EHS protocols in mind.

d. This program was the first time we brough virtual learning to our shopfloor colleagues. We were not sure how this would work. After a small pilot batch that went well, we took the help of

shopfloor employees who were able to connect to the platform easily, to teach and bring other technical associates on board this learning opportunity.

Describe any external factors which may have impacted implementation

The challenges posed by the pandemic helped us prioritize learning around personal energy. Employees and plant leaders immediately resonated with the content and advocated for it as well being was topmost on everyone's mind in 2020.

Impact of the Program

- 3M India is a non-unionized company and when employees are required to deliver amidst a pandemic, there is natural anxiousness about employee reactions. In a situation of this nature, a program like TEJ, reinforced care for the employee. TEJ has been a significant contributor to employee engagement and healthy employee relations in 2020.
- This program reinforced a sense of reciprocity- Where we helped employees learn about their own energy dimensions which in turn supported their willingness to deliver to customers amidst a pandemic.
- This program built the brand of HR before employees and leaders. What started out in one plant was also taken to 2 other 3M plants (Pimpri, Ahmedabad)
- Cross plant facilitation through virtual technology was new learning for our plant HR colleagues.
- The program brought the benefits of virtual technologies to our shopfloor and to the plant HR team. We were able to bridge the gaps of social distance, enable learning and connections, virtually.

- True impact is when a stakeholder experiences a difference and advocates for the program, Below are stakeholder views:

  In the words of Daljinder Singh, Plant Manager, Ranjangaon Factory
  " I would like to appreciate the " Tej" Program which was the need of the hour in a difficult time we are going through. The pandemic caused a lot of pressure on our employee specially working during the lockdown. Uncertainty, fear, curiosity, suspicion were a few of the thoughts which were bringing the motivation of employee down along with their energy. We were spending lot of time to motivate and bring back their energy along with managing other challenges of this pandemic.

- *In the words of, Amrapali Suryawanshi, production employee from our Pimpri Plant, "Iska bahut bada faida personally hua, professionally hua. Ek positive energy aayi hamari life mein. Main ab doosron ke energy aur confidence bhi badane ki koshish karti hoon"*

An Excerpt from an email from the 3M India India Managing Director, Ramesh Ramadurai:

From: Ramesh Ramadurai
Sent: Sunday, June 14, 2020 7:38 PM
Subject: RE: TEJ The Energy Journey

Shreya and team,

> *Very well done. It's great to see that the TA's were able to access the program on their mobile devices and have great engagement.*
> *Best wishes for the future programs as well.*
> *Ramesh*

Lessons learnt during the course

Technical associates being ready for virtual learning was an important learning for us. We were unsure when we started this journey and were pleasantly surprised at the way our associates took to learning through the cell phone

If you were to launch the program again, what would you do differently?

a. We had designed 2 iterations of the program – classroom and virtual. In the interest of time and the environment, a direct virtual plan would have been saved effort
b. Have at least a couple facilitators from amongst the line supervisors. They did participate to set the context or learn this content themselves, but perhaps they could also facilitate.

Any additional comments from the Program Manager/Subject Matter Expert.

It is encouraging to see how learning can continue to connect to important organizational priorities in times of change and challenge.

TALENT MANAGEMENT

Name of the Organization: Infosys BPM Ltd.

Name of the Case Study/Program: 200 Days Augment, a strategic Management Trainee (MT) development program

Problem Statement:

The opportunities for leveraging management trainee (MT) pool were based on what's in it for me (WIIFM) of key stakeholders – business leaders, MTs, hiring managers, organization as a whole. Some of key opportunities identified were —

- To capture revolutionary and transformational ideas to reinvigorate organization's service offerings
- Energizing the core of the organization by infusing fresh thoughts to reinvent and adapt to future industry trends
- Create MT readiness to take on multi-functional and higher roles in an increasingly complex and a growing organization.

In 2020, with COVID19, the VUCA trends in industry have surmounted business and talent challenges for organizations in better engagement of key and strategic talent while upholding the growth momentum.

Objective of the Program:

The program objectives for 200 Days Augment are —

- To provide the best organization induction and role induction experience to MTs
- Equip MTs with vital organizational, functional and domain content above the regular joinees
- Engage MTs at a deeper level by providing experiences with the core of the organization

Program Framework:

Phase 1	Phase 2	Phase 3	Phase 4
Solid foundation Induct and train on basic tenets of organization and our business	**Engage with the core** Experience the client delivery organization and digital, domain service lines	**Unleash Potential** Journey of self-transformation and intern with leaders on live projects	**Blend-In** Performance on the job with acquired capabilities and deliver value

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Challenges faced in implementation

Acquiring right fit of skills for organization vision

Mounting costs due to skill shortages

Pressure on higher retention

Establishing ROI linkages to strategic objectives

Challenges Faced

Increasing techno-fluency and hybrid

Home-grown talent with total

Reskilling & Development plans linked to organization growth

Linking learning outcomes to project-based business

Challenges Met by

Describe any external factors which may have impacted implementation:

- The talent wars only hot-up every year during the B-School hiring in India, and gunning for the best talent while balancing the person-job-organization fit is a new challenge every year with every single institution.
- Enter 2020, the COVID19 added a new dimension to the VUCA trends in industry and further surmounted business and talent challenges for organizations in better engagement of key and strategic talent while upholding the growth momentum.

Impact of the Program:

The program has had an immense impact on all stakeholders involved, viz., Hiring managers, unit leaders, MTs among others.

- *1000+ hours of formal learning* (self-led and instructor-led) investment per batch
- **Hard savings of at least half a million in US dollars.**
- **93% user and stakeholders' advocacy for the program** as **Must-Do**

200 Days Augment is not just about work, but also play and having fun while learning and delivering on the job. With lighter leader connect programs viz., GuruCool, Senior MT Buddies, BeyondWork Series – MTs have experienced and testified about their ease of experience at large organization navigation and being more than what their role titles read.

Some testimonials below:

- **Hiring manager experience**: The program is good... She had come up the **learning curve well** and has god problem solving skills. She has been able to **have independent conversations** with relevant team to deliver as per requirement.

Lessons learnt during the course

a. Capturing 'value' for every stakeholder involved ensures bottom-line ownership by all stakeholders and not just PMO/ HRD
b. Co-creation of the solution for business and organizational outcomes ensures sustainability
c. Creating community-mindset – for learning, practice, fun, care and a leadership-community ensures amplified learning

If you were to launch the program again, what would you do differently?

200 Days Augment is designed mindfully as an action-research OD intervention. The program has seen only 10% of adjustments over last 2 years. Change is part of fundamental design based on stakeholder feedback.

Any additional comments from the Program Manager/Subject Matter Expert

The journey continues with advances in 2020 toward a fully-virtual and mature design, for unparalleled experiences in industry, which can contribute towards creating more value for individuals and enterprise alike creating authentic and value-driven leaders and businesses.

Name of the Organization: TTK Prestige Limited

Name of the Case Study/Program: HR Best Practice – Talent Management Strategy at TTK Prestige

Problem Statement:

It is imperative for TTK Prestige Limited to be talent ready to achieve our 2025 goals of doubling the sales turnover. Developing Leadership capital through a well-defined Talent Strategy has been identified as one of the 6 strategic intents to achieve this growth. Secondly, as an aging organisation nearly 30 % of our key leadership talent are in the process of superannuating in next 3-5 years. Hence, there is an immediate need to build leadership capital and do an effective succession planning. In this context, Our Talent Management program was introduced in the year 2018 to identify & develop key talent across various career stages who can take up the future leadership roles.

Objective of the Program:

To prepare organization by proactively identifying & developing critical talent to drive mid to long term business growth through a differentiated talent strategy.

Program Framework

Our Talent strategy caters to different levels of the organisational hierarchy with clearly defined programs for each level. The program for individual contributors is called as **UDAAN**. Junior to Mid Management level program is called **Emerging Leaders Program (ELP)** and for the senior leaders is called as **LEAP (Leadership Accelerated Program**).
Implementation Steps of our Talent Strategy:

Implementation Steps of our Talent Strategy:

The implementation roadmap of our talent strategy is detailed as under.

1. Define Competencies:

TTK Prestige Behavioral Competency Framework was developed in association with AON, which is firmly rooted on our values i.e. **Trust, Transparency & knowledge (TTK)**. Our competency framework is also aligned with our Vision & long-term business goals. The following 6 competencies are further defined with competency strands & proficiencies for various levels of organizational hierarchy.

Strategic Orientation	Execution Excellence	Entrepreneurial Drive
• Thinks Systemically • Translates Vision into Reality • Maintains Industry Awareness	• Drives Results • Focuses on Process and Quality • Makes Sound Decisions • Solves Problems	• Takes Prudent Risks • Fosters Innovation • Champions Change
Creating Customer Delight	**Leading People**	**Managing Self**
• Understands Customer Needs • Creates Value for Customers • Builds Customer Relationships	• Collaborates and Fosters Synergy • Influences Others • Develops People • Delegates Authority	• Demonstrates Resilience • Takes Accountability • Builds Trust with People

2. Defining Talent:

Consistent high performance, minimum tenure in the organization and mobility are the basic criteria considered for talent evaluation. Talent is defined as Functional Specialists & Business Leaders. The specialists are functional experts & people with niche skills. The business leaders are the employees with potential to lead future growth.

3. Evaluating Talent/Potential:

Talent Identification is done based on variety of methods including cognitive assessment, competency assessment through Development Centre (DC) conducted by AON, Managerial Feedback, Personality Assessment and 360-degree feedback survey based on the level of the employee being assessed. The talent classification is done based on 9 box method. All the participants are given detailed DC report with one on one feedback through trained assessors.

Illustration of the Assessment Centre process to identify talent is as follows:
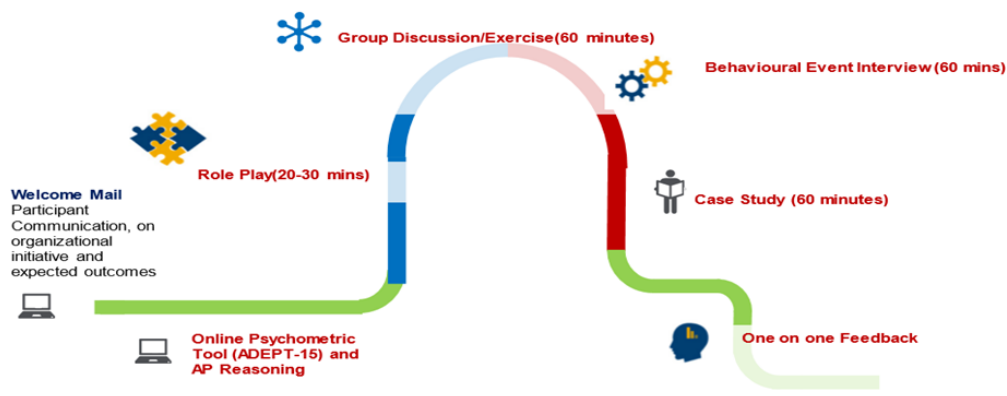
4. Talent Reviews Process:

- **Talent Review board (TRB)** has been constituted consisting of Managing Director, HR head and departmental heads. TRB plays a crucial role in the developmental roadmap of each member of talent pool. The key objectives of TRB are –
    - Overseeing the developmental road map for the talent pool
    - Debate and decide on accelerated career growth plans & career paths
    - Decisions on investments

5. Talent Development Process:

Talent Development at TTK Prestige is a combination of aspects like feedback, immersive learning journeys, coaching engagement, career movements & many more which is depicted in the following figure.
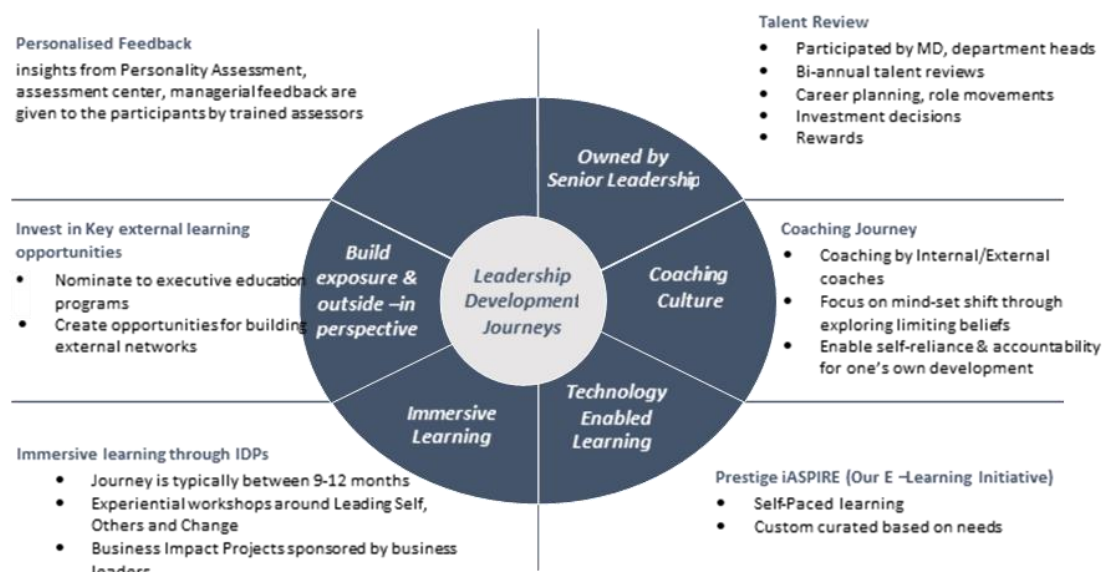
Challenges faced in implementation

- *Creating a pipeline adequate enough to meet the talent requirement of growing organisation.* As there is a lead time involved in developing internal talent, there is always a greater demand than the available talent we groom internally- at mid to senior managerial levels. Keeping this in mind, we have made the talent identification & development an ongoing process rather than a onetime activity. We have also strengthened our hiring practices at entry levels to ensure seamless inflow of the talent from reputed B- schools and engineering colleges.

Impact of the Program

- **Nearly 10% of the employee** population at the level of Manager & above have been identified as High Potential Talent through the **Prestige Emerging Leaders program (PELP)** and the **LEAP** program.
- **75% of the identified High Potential** Talent have been provided with career advancement opportunities in last one year.

- **Nearly 60% of the Managerial positions** have been recruited from the internal talent pool in the last two years while the remaining have been hired externally.
- Successors for almost **50% of key leadership positions** including CXOs have been identified through the LEAP program.
- Leadership Capability development programs are currently underway for all the identified Talent pool members.

Lessons learnt during the course

- Talent Management is one of our 6 strategic drivers. Making it a part of strategy helped in greater buy in & smoother implementation.
- Our Talent Management Program is owned by business Leaders – be it talent identification, talent reviews or succession planning. This ownership had been crucial for successful implementation.
- Building a coaching culture enabled us to create an eco-system for developing and nurturing talent from a long-term perspective.
- We adopted a full-pipeline view of potential and scout for potential across hierarchies, rather than implementing for pockets of employees. This is in line with our company's belief on success of home-grown talent at all levels, who can understand our cultural nuances better. Through this, we are able to nurture talent & leverage it at all levels.
- Our talent management program is themed around development though rewards & career movements are an integral part of it. This helped us in not overwhelm the talent pool as well as others in the organization.

If you were to launch the program again, what would you do differently?

- Leverage technology in various steps involved in the implementation of talent strategy – Talent Identification, Talent Development & tracking the metrices. This will make the Talent Management Program much more efficient.
- Differentiate the approach for strengthening the pipeline of specialists.

Any additional comments from the Program Manager/Subject Matter Expert

TTK Prestige believes strongly in its people capabilities. We have a tradition of more than 5 decades of home-grown leaders, taking the organisation to greater heights steadily. Our Talent Strategy reflects this belief & tradition and it is a way of standardising the talent management practices.

Our Knowledge Partners:

Name of the Organization: TVS Motor Company Ltd

Name of the Case Study/Program: Focused development for future readiness

Problem Statement:

At TVS Motor Company, for years, we have believed in spotting young talent early on and then providing all opportunities to young talent to grow and find their way to the very top. 'Focused development for future readiness' is yet another continuous improvement in this endeavour.

Start of the decade is going to be punctuated with new business models and technological advancements. Innovation is going to be an integral part of this journey and creating engaging customer experiences is going to be of utmost importance. Towards this we have started working on various initiatives in order to equip ourselves with new skills. And developing young talent in the organization is a very important part of this journey in rising up to every demand brought on by fast changing environment. This goes to reinforce how we need to align our energies to business challenges and convert them into opportunities. This program specifically addresses below issues –

- Imperative need for building talent pool for future business domains
- Lack of well-defined career paths
- Limited career development options and taking into account individual career aspirations

Objective of the Program:

This program is a specifically designed career development process for young employees at TVSM and is an attempt to streamline our talent development efforts to meet upcoming business needs. On one hand, this process enables the organization to spot bright talent early and on the other hand an employee gains insight into his/her abilities and aspirations which will help to develop him/herself to play vital role in the future organization and lead the change.

Key objectives are -

- Creating a talent pool for competent managers and specialists
- Mapping future business requirements to target roles
- Identifying the employees suitable for career paths considering their demonstrated ability and individual aspirations
- Providing career development inputs/opportunity to every participant

Program Framework

Major steps in the process are as below –

I. Continuous identification and mapping of future business requirements to target roles and major career paths.
II. Design of development centre based on empirical data and annual PDCA of the framework

III.   Capturing individual aspirations and diversifying development opportunities
IV.   Opportunity to engage with senior line managers in understanding career opportunities and clarifying aspirations through coaching conversations
V.   Identification of appropriate career development opportunities for every young engineer aligned to upcoming business talent need
VI.   Involvement of function heads in the process and buy-in

Communication to employees
•Setting context and familiarising with the process

→

CDQ & Development Center
•Capture individual career aspiration
•Identification of career streams

↓

Application for career development opportunities
•Career preference with supporting reasons

←

Career coaching conversation
•Scheduled coaching conversations for every participant - with trained senior line managers

↓

Panel discussion
•Recommendation on basis of assessment of individual aspiration, demonstrated ability

→

Approval and implementation
•Career Development action for each participant aligned to target role

Challenges faced in implementation

#	Challenge	Action taken
1	Getting buy in from key stakeholders regarding revised process and breaking away from the old mindset regarding the CDW process	a. Involvement of key stakeholders especially the business leadership team at all major stages from the beginning of process design. b. Involvement of line managers, HR business partners and entire HR team as assessors and coaching panellists to create deep understanding and comfort with the process.

		c.	Consistent communication to all participants about process, measurable and with clear focus on 'what is in it for them'.
		d.	In plan by next cycle – accessibility of the process and all related content online for all to create clarity and transparency.
2	Huge numbers in second cycles – coaching format	a.	Consistent huge number of participants for last two cycles especially for individual sessions like coaching was addressed by introducing group coaching for the year 2020-21.
		b.	All processes have been facilitated and linked online to create easy retrieval of data.

Describe any external factors which may have impacted implementation

While rolling out the second cycle some of the external factors that impacted implementation are as below –

I. COVID 19 – Lockdown due to COVID-19 created virtual office for all employees which was a sudden change. Due to this, we had to migrate some of the assessment tools that needed to be administered in physical presence of participants to virtual mode. This led to some delay in timeline as well as efforts in finding the appropriate assessment tools for virtual mode.
Due to COVID-19, some participants identified from 2019-20 cycle for educational courses were hesitant to travel and take up the development opportunity this year.

II. Limited virtual assessment options for assessing group / interpersonal behaviours

Impact of the Program

- Meeting all key deliverables successfully
- High concurrence between development centre report findings and assessment of HOD panel
- Feedback from key stakeholders (assessors/coaches/participants)

Lessons learnt during the course

It took the team two complete cycles to establish the process through continuous improvement.
Major learnings are -
- Consistent communication & buy in of key stakeholders is critical to success of process
- To keep to the cycle timeline to avoid overlap in cycles of two consecutive years

If you were to launch the program again, what would you do differently?

We would work on the online system from day one of design which would have made system much easier to use. We are in process of doing the same now.

Name of the Organization: Kyyba India Pvt.Ltd.

Name of the Case Study/Program: Technology driven HR

Problem Statement:

Pandemic led crisis was sudden and it impacted business and lives in more than one way. This opaque situation for most of the business, it was imperative to find ways to stabilize. The volume of the business reduced to about 40% and thus creating a gap for volume for the existing team. Objective was to minimize and address the risks we got exposed to like reduction in headcount, low employee morale and revenue for the business.

To mitigate this loss HR came up with Innovative ideas and with the help of technology made positive impact to business.

K-Mentor and Automated pricing system were two innovative tools which were developed with the help of AI and ML to manage the skilled training and efficient negotiation.

Objective of the Program

We are a continuous improvement organization and with the help of technology HR team was able to address the needs of the employee as well as the client to automate the skill management and pricing calculation.

The intent of implementing was to Increase productivity, better project alignment, resource utilization, client management, employee engagement.
By ensuring the above quoted activities we helped the organization to create a special place for our internal and external stakeholders.

We could win the complete trust of both employees and clients.

Program Framework

K-Mentor – A Virtual Coach:

- Identified niche skills, created a database of employees who were underutilized or were on bench due to loss & downsizing of projects.
- HR proactively reached out to client program managers to understand if they need any support and that support won't be charged.
- HR had historical data of employee's skills and their performance.
- Meetings were set with HR and delivery heads to understand the skillset availability and scalability.
- HR and development team worked together to develop a virtual coach (K-Mentor) using AI & ML to identify and upskill.
- K-Mentor identifies the set metrics such as delivered defects, code correctness, planned vs actual schedule and will arrive at a ranking to identify training needs
- Training department receive a notification from K-Mentor to upskill employees.
- Evaluation is conducted at the end of the training to complete the process.

- Depending on the demand for skill from clients, employees were deployed in various projects.

Rate Calculator - Automated pricing tool:

Staffing is a very competitive business and negotiation is the key step to seal a deal. We have to respond rapidly to opportunities and get the pricing right, in order to remain competitive in the marketplace. HR reimagined the way we price and respond to deals.

We built a simple, workflow based decision support engine in Salesforce to automate rate calculation, margins analysis and deal price. This engine takes key input parameters such as role, location and engagement model and arrives at the best fit rate/hour to enable conversion of the opportunity. This is all done automatically on a rules engine, taking on board over 35 variables and permutations which typically is done manually by a set of human resources.

The platform also triggers automated downstream processes such as background checks, paper work and onboarding protocols.

<u>Challenges faced in implementation</u>

Given this initiative was time critical, we faced multiple challenges in execution but overcame them with strong collaboration and diligence. The table below summarizes this information.

Challenge	Steps taken to meet them
Unclear scope given the nature of initiatives	Leveraged design thinking to arrive at a 'Minimal viable product' and channelized delivery to achieve the same
Timeline for execution of the project	Released incremental product build every week to make sure system started to generate value, and rapidly made changes that were needed

Business change and user adoption	We leveraged a proven change management process involving 'train the trainer' as a concept. We collaborated with users through the development lifecycle and prepared easy to consume training packs. This made them feel more engaged and participative.
Remote working: Given all our stakeholders were working remote, there was a huge challenge in communication and connecting with each other	We had several satellite meetings with different stakeholders
	We had a short and efficient daily standup with decision makers and whoever were able to communicate and used Slack and WhatsApp as an efficient communication tool.
Engagement Model	Engagement model being different, we had different parameters to be waived in, reluctance to change as parameters were stringent which meant that recruiters had to do a good negotiation.

Describe any external factors which may have impacted implementation

Constantly changing client dynamics in our existing engagements and the direction of pandemic response were two of our biggest external factors which impacted our implementation. We had to continuously juggle between day to day operations and unplanned asks from our clients, at the same time keeping these initiatives on track.

Our pricing system which was innovated was our internal tool hence implementation was not difficult but during the initial phase of pricing system it was time taking as negotiation had to be accurate. Due to stringent parameters that recruiters had to follow, it took longer time to close the deal with the candidate.

Impact of the Program

Please find below the proud moments/successes

- Clients started to recognize Kyyba as a strategic partner rather than delivery partner
- It was a high innovative idea and our clients started an 'Art of the possible' culture with our partnership
- Employee morale and engagement improved
- Employee satisfaction significantly improved as we had converted crisis into opportunity
- Employees were happy as they were given an opportunity to upskill and learn new skills
- Employee efficiency increased by eliminating paper work as they had bandwidth to attend to all opportunities
- Within a short duration we were able to connect our thoughts in 3 to 4 weeks and created a new solution
- Increase in employee referrals which helped us in closing 50 – 60% of our requirements through referrals
- Recruiters were able to close the deal with the right pricing which in turn increased the revenue

Lessons learnt during the course

Although from the performance reviews we know that resources were aligned as per their skillset but after developing K-Mentor we realized that resource utilization was not optimal and there was room for betterment.

Attrition was high due to bad deals which was not realized until we developed the automated pricing system, lot of time was wasted in manual calculation and approvals hence pricing automation helped to reduce the time and paperwork.

If you were to launch the program again, what would you do differently?

The program was well conceived and implemented, there was not much to do coherently.

Any additional comments from the Program Manager/Subject Matter Expert

Every process in an organization has to evolve and acquire multiple roles, think out of the box to find solutions to all problems which comes our way. Like any other organization we had to take of employees with care, empathy and efficacy and at the same time shoulder business responsibilities more like a partner than an enabler. From striving to achieve productivity from a slashed headcount to keeping employee's morale high during such low times has been a challenging affair.

The overall initiative had positive impact on the organization as with these initiatives, we were able to establish a culture of innovation and agile delivery which has caught on as a movement within the business and our clients. We are constantly evolving our program management and project execution strategy based on all lessons we learnt in this exercise.

Name of the Organization: Hinduja Global Solutions (HGS) Limited

Name of the Case Study/Program: Adapting to Uncertainty-HR enabling business continuity

Problem Statement:

The last few months, from March 2020, the world and India awoke to a pandemic as not seen in the last 100 years. As everyone was grappling with the situation which was disruptive, destructive and developing into something unimaginable, it was pertinent for organizations like ours to be able to respond appropriately and take affirmative actions. Apart from the fear of the pandemic in people, we also had to ensure we worked with our clients to create business contingency plans with least impact to the end delivery.

To get Work from Home (Work@Home) operational, as well as hire new talent during the lockdown period, some challenges we faced were:

- Our most impacted profile of employees are associates who were desktop users – the equipment had to be sent or taken to their homes/place of stay

- Technical, Statutory and administrative, logistical requirements for the transition

- Modifying and inventing new processes to address hiring challenges, engagement and retention of talent working from home

- To address a sense of panic and the added emotional impact in the face of uncertainty

Objective of the Program

Prime objective of the program was business continuity while ensuring the safety and well-being of our employees. This was done through 'Transitioning to the virtual workplace'.

It was not just transitioning employees to work@home, we also needed to look at different categories of employees. It was imperative that the employee experience & safety, customer mandates, legal and statutory requirements were planned for in each of the scenarios below. All of these were to also ensure we would be ready to deal with any uncertainty or ambiguity that this current or any future situations would bring.

Program Framework

    A) Transition from B&M to W@H

Set against the backdrop of an unprecedented global crisis, it was important to take relevant actions to ensure business continuity basis both client and government mandates.

Employee base was bifurcated into 5 major categories to plan: this was done with an endeavour to enable associates to get productive at the earliest

BIFURCATION	DESCRIPTION
Category 1	Employees who were sent desk-tops to work from home
Category 2	Employees who were sent desk-tops but are not working as they left for their native after receiving the equipment
Category 3	Employees in the HGS office location but did not have equipment to work
Category 4	Employees who left the HGS office location for native/ home
Category 5	Maternity/ Sabbatical/ Absconded/ Resigned/Notice Period

B) Hired to work@Home – Project W@H (working at Home)

Today, the work environment needs to be aligned to respond with agility and efficiency to any exigencies/client/geo- political/health or any other exigencies. What this means for organizations such as ours is that we are able to address these unexpected situations with least impact on business deliverables as well as with highest focus on employee safety and welfare.

Due to emergency/exigency situations such as the current pandemic, we have had to transition a majority of our employees from regular Brick and Mortar (B&M) to work at home to ensure business continuity on the basis of both client requirements as well as to comply with government mandates.

While we did successfully transition to work@home in a relatively short period of time, it is important that we learn lessons from this transition that was unplanned and more reactive, to design relevant and robust plans that can be implemented across geographies.

C) Seamless Return to Work

Apart from working on creating a CoE and workstream working on this, it was also imperative that we created a ready reckoner/COVID Playbook that would address policies, procedures, guidelines on working at home, travelling to work as well as working in office keeping in mind all the safety precautions. We worked very closely with our Admin teams to ensure:

1. All our office premises are sanitised –professional deep cleaning twice a week with the carpets and equipment being cleaned four times a day by the housekeeping staff
2. Social distanced seating on the floor (clearly marked), near the lift areas, cafeteria,restrooms, training rooms and while interacting
3. Developed an app for health status for self declaration before coming in to office
4. Ensured the Arogya Setu and Apamitra apps are downloaded on phones of all employees
5. Sanitising stands at regular frequency in all office premises
6. No entry without masks
7. All housekeeping and support staff to don gloves and masks

8. Safety guideline posters across the floor
9. All cabs sanitised twice a day and after every trip – with drivers wearing masks
10. Social distanced seats in cabs

Challenges faced in implementation

Set against the backdrop of an unprecedented global crisis, it was important to take relevant actions to ensure business continuity basis both client and government mandates.

To get Work@Home (WFH) operational, some challenges we faced were:

- Our most impacted profile of employees are associates who were desktop users
- Technical, Statutory and administrative, logistical challenges/requirements for the transition
- Sense of panic and emotional impact in the face of uncertainty

Describe any external factors which may have impacted implementation

During the initial days of the lockdown, as part of the workplace transition, we were shifted laptops, desktops and other logistics to our employee residences. Our team had to go through a lot of permissions from different government authorities in order to travel and deliver logistics.

Additionally, providing the required IT infrastructure to all the employees in their homes and ensuring necessary continuity in operations with stable internet connectivity are one of the biggest challenges

Impact of the Program

Most of our employees were moved to work from home model within a two weeks' time; currently, 90%+ of our regular employees in India are working from home.

- Client testimonials and appreciation for stellar transition and delivery- has gone a long way in strengthening confidence in HGS's ability to deliver seamlessly. Resultant to this there are five LOBs where we have seen a ramp as well new business lines being offshored to us.
- People metrics show steady improvement with positive employee sentiments. This has enabled productivity numbers to go up as well other allied metrics to show an uptick.

Month on Month	Productivity (%)	Attrition (%)	ESAT (Employee Satisfaction Score)	EX- Score
April	96	1.35	FY- 17-18	63.1
May	99	1.01	FY- 18-19	66.5
June	102	0.92	FY- 19-20	72.6
Jul	105	0.82		
Aug	110	0.83		

Sept	118	0.71	▮		

Lessons learnt during the course

- It has taught us that our processes, systems and other enablers should be in place and tested to ensure rigor
- Collaboration and the ability to work as one team is critical- working towards a shared vision
  - To always ensure employee safety and meet customer expectations.
- Sustained, accurate, relevant and timely communication is critical

If you were to launch the program again, what would you do differently?

- Preparedness in terms of infra-structure – 98% of our employees were desktop users- moving these assets to home or place of stay was cumbersome. Look internally for better tech assets and also be able to enable Bring your Own Devise (BYOD) asap.
- Hubs/nodal structure for support so dependence on HQ is reduced.
- Develop /Adapt Risk mitigation measures to ensure compliance in the virtual environment.
- BCP SOP with clients (SOPs are created and available but such a situation was unprecedented) – with regular update for future readiness.

Employee policies to cater to work@home environment

Name of the Organization: Tata Power

Name of the Case Study/Program: Talent NXT: Maximizing Potential

Problem Statement:

Ready Leadership Talent for future growth plans: Tata Power is currently transitioning from steady state to high growth (2x growth in capacity and 3x profitability) business scenario in both current (Generation, Transmission & Distribution) and new businesses (Solar energy, EV charging, Home Automation, etc.) In order to translate business strategy into Talent needs and to fuel ambitious future growth plans in all its business clusters, Tata Power maintains an internal and steady talent pipeline across various levels of the organisation while following the talent philosophy of "Promote from Within". Identifying and developing talent for this pipeline will create an attractive value proposition for its high performing resources and to assure talent availability for its growth plans and projects

Objective of the Program:

Talent NXT programme focuses on creating next generation leaders by identifying high performing and high potential talent to be groomed for CXO level positions in a defined time frame.

Program Framework

The Talent NXT Program is a High Potential Talent Programme that focuses on pushing top talent at certain work levels (front line and middle management) with promotion followed by significant enhancement of responsibilities either in current/related domain and facilitating their journey in becoming CXOs.

Overview of Talent NXT process:

- **Identify:** Candidates identified as per eligibility criteria (Performance rating)
- **Design:** Assessment tools contextualised to work level competencies. Internal assessor training. Framework for talent discussions at apex, cluster & business unit level.
- **Deploy:** Candidates undergo a rigorous process - aptitude tests, business awareness test, Assessment Development Centres (ADCs) and interview with top

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management. 1-1 ADC feedback is provided to candidates to enhance individual managerial effectiveness.

- **Develop:** Once top talent is selected, Individual Development Plans are created & implemented (70% job exposure, 20% coaching, 10% formal learning) includes vertical/ horizontal movement, 2x2x2 domain/ cluster/ location, career planning discussions, career development, business mentors, formal certification/training). They are invited to participate in management initiatives and also partner with start-ups in power sector to build their entrepreneurial/commercial/technical skills.
- **Track:** Performance and Progress of the Hi-Pot programme is closely monitored and tracked by leadership. Engagement levels and performance of High Potential Officers are monitored annually.
- Programme **Success Measures have been defined**
  o Efficiency - No. of Hi-Pots identified (0.5% of the total grade population.)
  o Effectiveness – No. of Hi-Pots available for critical challenges/ higher roles
  o Percentage of critical positions where Hi-Pots are either incumbents or successors.
  o Time taken by Hi-Pots to take up critical roles/responsibilities in each band (10 years at first line level, 7 years at middle level and 5 years at senior level)
  o Utilizing high performing talent who participated in ADCs but not shortlisted further, as part of a Secondary Talent Pool (total 84 nos.)
- **Linkage with other Talent Systems:**
  o Organisation modelling exercise will provide enhanced visibility on Talent Supply and Demand Gap situation and thus determine target numbers
  o Data-based talent decisions can be taken on promotions, top talent push, talent transfers and mobility, succession management through an integrated talent management framework

The Talent NXT process consists of the following phases:

APTITUDE & BUSINESS AWARENESS TEST	ASSESSMENT DEVELOPMENT CENTRE	INTERVIEW WITH TOP MANAGEMENT	FINAL SELECTION	DEVELOPMENT JOURNEY
Aptitude , Business/sector knowledge, Cross functional awareness	Psychometric testing and in-house Assessment Centres	Meeting apex leadership team	Promotion followed by role enhancement/ new role allotment	Career development tracking by Leadership
PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5

One of the unique features of the Talent NXT Process is the customised Assessment Development Centre (ADC). ADCs evaluate participants by observing their behaviours in exercises that simulate the activities executed/ challenges faced in the target job (same/next level). ADCs have been tailored to its AMP leadership competencies model & work levels, designed in-house in collaboration with business leaders and based on realistic power business scenarios:-

- **Case Study Presentation** – Strategic/ tactical considerations of i) Metering/ Billing Services contract of State Discom ii) Micro grid plant setup iii) power tariff and cost optimisation strategies of thermal power plant
- **Role Play** – i) As Head/Manager of EV charging business for electric utility, sell solution a national level brand/ mall owner/fleet operator ii) As business head/ sales manager of Solar panel EPC/ O&M co., resolve issues of customer (Role player) who is MD of a client (SME co.) iii) Team handling role play where manager

counsels a under performer in Distribution O&M iv) Manager encourages team member to take part in cross selling programme despite stiff own business targets v) Peer counsels colleague on handling millennial problems in department

- **Group Discussion** - Contemporary topics of i) Decarbonisation ii) Decentralisation iii) Digitalisation iv) Service business model v) EV charging setup plan in specific territory vi) digital priorities

Irrespective of background, all candidates experience all scenarios. Their domain expertise is not tested, rather it is their approach to the situation that they adopt, based on AMP model.

The ADC selection process is a rigorous one with 5 ADCs across work levels spread roughly over a period of 10 days. The ADC tools are designed in house with business leaders, based on research and benchmarking of best practices. Each tool is mapped to the organisation's AMP Leadership Competency Model which is a blueprint for business success. The candidates are evaluated by combined panel of trained senior internal assessors and experienced external assessors. Glimpse at last year's numbers: 60 Candidates, 12 Candidates Per day, 60 ADC exercises per day, 10 Days of ADC exercises & calibration, 20 Assessors (Internal & External), 300 ADC exercises, 60 1 – 1 Feedback sessions, 60 Hours of 1 – 1 ADC Feedback

Process enhancement: As a process enhancement towards resource optimisation and also to cater to the current COVID-19 situation, a virtual platform was designed this year to conduct Assessment Development Centre exercises and interaction. The Virtual Assessment Development Centre simulated all the features of a physical ADC.

Candidates also undertake a psychometric assessment. The combination of ADC exercises and psychometric assessment serves as a powerful method in accurate predictions about an individual's future behaviour and this aspect is incorporate in the ADC individual report.

Based on ADC scores, a group level analysis is conducted for 3 management levels, which provides inputs for theme-based development interventions for this group of high-performance individuals.

Glimpse of Talent NXT FY21: Virtual Assessment Development Centre (Process Enablement)
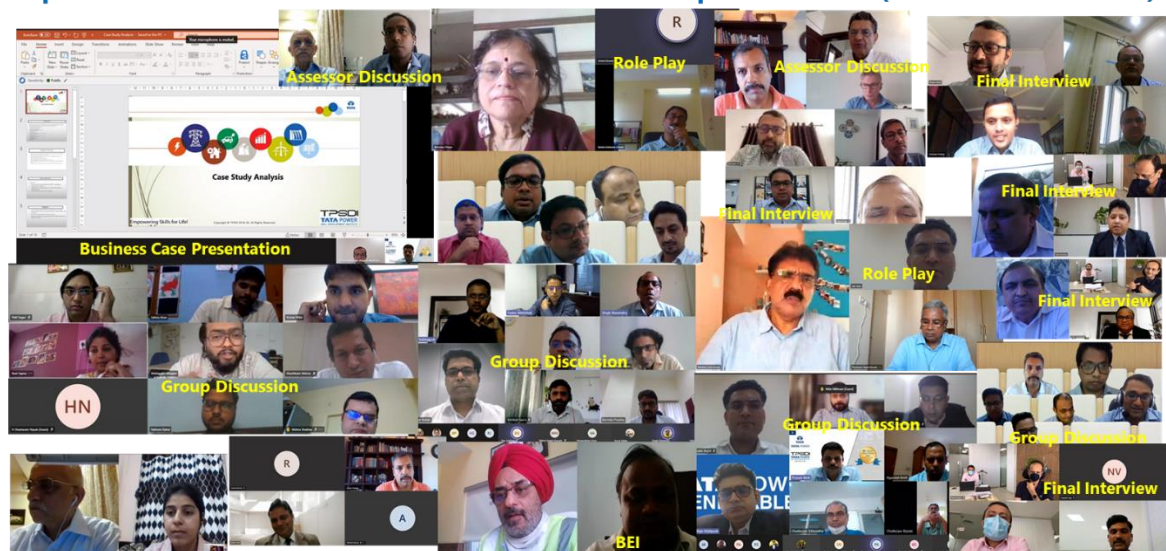
Challenges faced in implementation

The first edition of Talent NXT programme was launched in Jan 2020. It has been conceptualised with rigorous design and selection methodologies. Phase II was conducted in person at Mumbai and the only challenge was in terms of travel of assessors and candidates from remote locations to the city. The second edition was conducted on a virtual platform for the first time. Assessors and participants were initially hesitant about being able to adapt to the new platform. This challenge was met by training the assessors for the virtual ADC by an external ADC Expert and by providing ADC portal navigation guidelines manual and platform walkthrough sessions for the participants. The program management team monitored the session progress, communicated constantly with assessors and candidates and ensure a seamless experience for all.

Post identification of top talent, career tracking and focused career development needs to be ensured, as the programme outlook is long term in nature. Success measures to evaluate programme effectiveness are long term. These are addressed through management buy-in and ownership, inclusion in short/medium/long term succession plans and quarterly reviews.

Describe any external factors which may have impacted implementation

Since the ADC process was virtual for the first time, some technical glitches like network connectivity issues were unavoidable but overall could coordinate with all the stakeholders in a timely and efficient manner.

Slowdown in the power sector had caused career progression issues in the past. However, currently the sector is expected to experience high growth, particularly, in Renewable energy, Transmission & Distribution and New Business Services (EV charging, Home Automation, Battery Storage, ESCO). This provides adequate scope for career planning of Talent NXTers to rapidly take up higher roles and responsibility.

Impact of the Program

The program saw two successful editions. This section focuses on the critical evaluation component of ADC:-
- The first edition (FY20) had 60 participants competing in over 300 ADC exercises assessed by 20 assessors. There were 1-1 feedback session for one hour per candidate thus amounting to 60 hours of feedback. Finally, 6 participants were identified as Hi-Pot Talent and were assigned special responsibilities along with projects in emerging power start-ups.
- The second edition (FY21) has been completed and 10 participants have been selected. It was conducted virtually and saw interactions between 54 high performing talent and 18 assessors in 270 exercises.

Participants provided an overall participant feedback score of 4.5/5. They found ADC exercises to be well designed, simulating real business scenarios which also helped them understand their capabilities and improvement areas. They were also comfortable with the virtual platform and appreciated the efforts of the Program Management Team in ensuring a seamless experience.

Within less than a year, the programme has become successful and much sought. Senior leaders contribute in terms of ADC design, their time as internal assessors (after training) and interview panellists. For the high-performance level candidates for whom this is a powerful tool for self-awareness on organisation's competencies which provides inputs to enhance their managerial effectiveness. Talent NXTers (final selection) experience a career development journey from day one in terms of job exposure,

mentoring and training inputs. FY20 batch has been assigned high priority roles including becoming team leads for the first time in their career and feature in succession plans.

Lessons learnt during the course:

Adapting to a new platform can come with its own set of challenges, sufficient time and guidance should be given to the stakeholders for getting themselves familiarized to the platform.
Rigorous monitoring of the programme is essential to ensure adequate development of the identified Hi-Pot and readiness for leadership positions.

If you were to launch the program again, what would you do differently?

The current programme was launched with academic and conceptual rigour and implemented with planned processes and interventions. Feedback is taken at different stages to course-correct and adopt step changes if required.

Any additional comments from the Program Manager/Subject Matter Expert.

The key aspect of Talent NXT is in developing in-house expertise in designing content for selection/development, training our own senior leaders in assessing potential for future leadership positions and creating a high impact programme that is monitored by the top management. The virtual ADC format can also be utilised in other processes like Campus hiring (video interviewing and assessment, case study), Training (case study) and Leadership development (video interviewing and assessment, case study) and hence has the scope to be applied in a wider context.

TALENT ACQUISITION

Name of the Organization: Mphasis Limited

Name of the Case Study/Program: Mphasis grew its top line by identifying and onboarding next-gen talent harnessing the power of social hiring.

Problem Statement:

Mphasis applies next-generation technology to help enterprises transform businesses globally. Customer centricity is foundational to Mphasis and is reflected in the Mphasis' Front2Back™ Transformation approach. Mphasis' core reference architecture and tools, speed and innovation with domain expertise and specialization are key to building strong relationships with marquee clients.

Mphasis Global Strategic Resourcing group is a unified team focused on attracting and onboarding the best in class future ready talent. This group emphases on three core questions as a guiding light to help the organization succeed

- How can this group impact organization's top line?

- How does this group impact organization's bottom line?

- How to deliver a premium experience to the two key stakeholders – Hiring managers and External candidates?

Business conditions affecting organization top line:

- Impacting top line in IT services sector is a function of staffing. Every single day that a resource is not on a project drives revenue loss. Less qualified candidates cause poor customer experience. In this environment, hiring managers demand high quality candidates who can perform on the project from the first day.

- Additionally, high degree of variability on sales closures, provides low lead times to staff projects. This drives the need for attracting high quality talent and converting them in short lead times.

- Moreover, rapid advancements in technology stacks has led to unprecedented number of hiring combinations across technology. In a bid to delight clients, hiring managers emphasize and demand ready talent with a combination of several technologies.

- In addition to this, there is a shortage of engineering talent in the major markets namely US, Europe and India. It is a candidate driven market. The best talent is always sought after and usually seeks multiple offers before deciding on their next career choice.

- Cultural nuances in developing markets like India and South East Asia imply that candidates do not often notify the employer of their decisions well in time. This results in high degree of ghosting on the date of joining leading to "Joining no-shows" which further

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leads to revenue loss, hiring manager's discontent and eventually project delivery disruption.

Business conditions affecting organization bottom line:

- Candidates usually expect a 30% hike in their compensation when they switch organizations. 50% of the candidates seek multiple offers thus drawing a competitive landscape between the hiring organizations driving up to 50% to 70% increments over a candidate's current compensation. As a result, attracting the right passive talent first becomes critical to keep the costs low and margins higher. Attracting candidates who are focused on holistic career development beyond mere compensation also remains the key focus areas.

- Maintaining a great culture and retaining employees becomes key to ensuring continued client satisfaction, revenue assurance and customer upsells. Every single employee retained, drives reduction in hiring spend.

- Finding talent from vendors who have relationships with candidates helps attract candidates who are available for immediate joining or with lesser wait time. However, this channel of hiring is the most expensive one. Reaching out to the right candidate pool without incurring this spend on every hire, helps drive down costs and improve bottom line.

Delivering a premium experience to the key stakeholders – Hiring managers and External candidates:

- Hiring managers often juggles between handling project pressure and the goal of delivering customer delight. Enabling this audience to be successful, involves building high trustworthy relationships, providing them the comfort that the delivery will be supported with high quality candidates in a timely manner. The trust and partnership form a key role in organization success.

- High quality candidates are always sought after. They often receive calls from headhunters, Talent Business Partners and are always bombarded with an information deluge. In a social age with dwindling attention spans, the challenge is to grab their attention and get them interested in the career opportunity at Mphasis.

Objective of the Program

The Mphasis Strategic Resourcing Strategy

Mphasis realizes the need to be innovative and proactive in connecting with talent. Given the landscape of how both jobs and candidates have changed, there was a compelling reason to be creative to change the status quo. At Mphasis, there's one hiring channel that has consistently been exceptional — employee referrals. Mphasis employees have access to a talent pool in the form of friends, extended family, and former colleagues helping penetrate WhatsApp, Twitter, Facebook, LinkedIn and other social mediums. By having employees contribute, the company managed to reach passive talent where they existed.

Another important aspect is that employees are well aware and intelligible of the organization culture and will be able to bring in the right culture fit. Employees tend to work better when they're working with familiar people, especially those they know from outside the workspace.

Given that referrals have historically delivered high quality hires at speed that stay, it made sense to explore and improve this channel as a primary focus.

Referrals are also cost effective and drive greater retention among referrer and referred candidate.

Program Framework

Mphasis Global Strategic Resourcing group formulated the **iRefer** Program Office. The team first ran an employee survey to understand the current sentiment of the existing referral program and employee challenges. The results of the program helped identify that employees wished for greater transparency, effortless referral process and were willing to contribute in helping beyond just a resume drop. Plus, starting afresh and launching with a new brand name would override existing sentiments.

The brand name of iRefer was chosen for recall and simplicity. The team has constantly experimented with different referral processes and collaborated with the business to quickly adapt to the dynamic work environment. The key focus has constantly been on employee engagement and cost optimization while maintaining focus on the quality of hire which is time critical for many ramp-ups.

Mphasis boosts referrals through effectively communicating and motivating employees to take part in the referral program. All communication channels such as emails, SMS, Whatsapp, digital promotions on our intranet, TV screens, Internal Radio system, print materials such as standees, display banners clearly focuses on 'Call to Action' of sharing jobs on employee's social handles for the right candidate to submit their resumes against relevant requirements. Other than the referral rewards credited to the employee's salary account, Mphasis provides some great incentives based on the hiring needs. Sharing few special campaigns:

- o **Double the reward** – early joiners for a set of requirements, rewards are doubled for each referral

- o **Attractive Goodies as Reward** – Go Pro Cameras, iPhone, Royal Enfield, Holiday Trips, Woohoo gift cards are few rewards given away as goodies for successful hires based on campaigns

- o **Serving for a social cause** – Partnering with our CSR initiative

Candidates who hold an active offer with Mphasis are invited to experience the process of referrals at this stage and they are also eligible for referral rewards for their joiners.

Mphasis also saw the opportunity to capture the craze around cricket in their largest hiring market – India. They conceptualized and hosted a referral program called the **iRPL – iRefer Premier League** to coincide with the cricket Indian Premier League season. The iRPL is a gamified program that captures the competitive spirit of cricket. They used an innovative reward system which includes awards like Legends XI (for the top 11 employees with the maximum hirees) and Purple Cap (for the employee with

the highest number of women referrals). The rewards were creatively designed to appeal to young employees' tastes and range from IPL cricket match tickets to spa pampering days.

The focus has always been on the most important skills that were the need of the hour. Our Concept 'S20-20' includes 20 different skills in three buckets — Skills for Applications (Java, CloudOps, DevOps etc), Skills for Infrastructure Services (Wintel, Unix, Database, etc), and Skills for Business Process Services (Voice, Non-voice, Service Desk).

The program doesn't stop at engaging and rewarding employees, they also have similar rewards for Talent Business Partners and the Resourcing Leads who passionately drive referrals and have good employee referral joiners as source of hire.

In the process, they were able to rope in **four thousand employees** from across the organization actively participating in referring to current requirements. They were able to shortcut the hiring process and found candidates who were able to join in 30 days or less (Average is usually 50 days. Goal is 45 days for referrals).

The exercise also helped Mphasis build a decent pipeline of candidates who were willing to join the next month. This helped the Strategic Resourcing team predict the outcomes and improve the hiring rate, impacting the top line.

Not just that, referrals helped them improve both the joining conversion and retention. In a short span of time, employees became the advocates of the brand and were influencing peers across their communities about the great culture and career opportunities present at Mphasis.

Another Flagship program is the **iRefer Education program**. To keep the rigger stronger, the iRefer Program Office collaborated with the Corporate Social Responsibility (CSR) wing – The Mphasis F1 Foundation. Employees that are achievers and bring us top talent are also contributing to the organization and to their friends by gifting them careers. In a bid to marry the two, iRefer Champs were given the opportunity to participate in contributing to social cause. This helped build employee morale and greater employee engagement, converting these employees into positive role models for other employees.

Mphasis also ran several campaigns continuously for walk-in drives, niche skill roles, project-based roles and engaged the workforce using recognition, competition and experiential rewards.

Challenges faced in implementation

The Mphasis Strategic Resourcing team formed a rapid action force (RAF) that identified and recommended modifications and new ideas to tackle hiring goals.

This team analyzed different facets –

- The shift in talent communities and how to reach them?

- Past performance of all hiring channels in the backdrop of prevailing market/customer challenges

- Top line/bottom line metrics that should be measured for impact across each of the hiring channels and ideas we evaluate

- Driving stakeholder delight and delivering a premium experience as a consistent theme in our hiring channels.

Mphasis, as a large IT organization, has an existing community across different skill combinations. Leveraging a niche skill employee community to reach out to their social networks to attract talent could drive significant reach and relevance. The key question that emerged was – **Can the workforce be leveraged to reach talent where they existed? – On social mediums like WhatsApp, Telegram, Twitter, Facebook and LinkedIn.**

Program Success and key reasons:

Success and program improvement to 35% contributions happened by a series of systematic interventions.

- Identifying the right community of employees to refer to open requirements.

- Engaging the right communities and driving participation through intrinsic rewards (competition, recognition, cause through CSR) and extrinsic rewards (experiential rewards, special bonuses, goodies).

- Measuring the social distribution in terms of brand clicks.

- Every resume submitted was being spoken too and status updated on the Application Tracking System.

- Reviewing candidate applications against current open requirements.

- Engaging Strategic Resourcing teams to continuously process and deliver offers.

- Leveraging employees to engage with candidates through the journey.

- Deliver a premium experience from a journey of candidate to joiner to onboarded to be an employee.

- Early introduction of referral concept and seeking referrals from offered candidates and new joiners to repeat the loop.

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Candidates sourced from iRefer had to seamlessly flow into our application processing by Talent Resourcing teams. Through the entire recruiting process, Mphasis kept the employee engaged through the candidate journey by giving 'karma' points (currency for contributions, higher the stage a candidate reached, more the points), medals and badges. They leveraged the employee as a key stakeholder and involved the employee in keeping the candidate warm and excited about opportunities. The tool enabled employees to communicate with their friends at key stages – interview selection, offer stage and once joining was confirmed. Bringing employees to contribute through the entire process helped employees achieve status updates and transparency. They also took on additional ownership in delivering a personalized experience for their candidates building comfort in candidates to make Mphasis as a preferred choice for their career.

The hires through the channel were quickly onboarded through personalized onboarding process which educates all candidates on their career experience. The high degree of comfort with hiring managers in the referral source meant a higher adoption for projects among candidates through this channel driving more revenue realization. The cycle of referrals continues with every new hire joining us.

Describe any external factors which may have impacted implementation

- Supply and demand is the greatest factor impacting the recruitment process in which jobs are plentiful, competition for employees intensifies and recruitment becomes more difficult and time-consuming. Finding the right resource with a balanced cost to the company is what we intend to focus through iRefer, Employee Referral program.
- Use of Technology & Employee Interest – The iRefer platform involves employees to make the best use of their social / networking forums. Attracting employees to actively participate in sharing our jobs in their networking platforms also impacts the quality of leads applying to us.
- Environmental Issues, Economic Downturn & Catastrophic Event - The current situation of pandemic has compelled us to transform the recruitment process. From the messaging and communication to the selection process, the entire journey had to be relooked at and improvise on.

Impact of the Program

- Mphasis, a leader in innovative cloud and cognitive IT solutions, won a coveted Brandon Hall Group Gold award for excellence in the Talent Acquisition category this year.

- Rejuvenating the brand helped, since employees shed their baggage and gave the innovative program a fresh start. It helped Mphasis deliver a 4.7 candidate experience and a 4.8 employee rating.

- Retention rate is 91% through Employee Referrals.

- We have improved our offer to joining ratio from 10% to 12%.

- Consistently achieving 35% Employee Referral joiners in few business entities.

<u>**Lessons learnt during the course**</u>

To deliver great results, it is critical to spend more time understanding the problem space before devising the solution. Looking at the sales challenges, candidate driven markets and the ever-changing tech stacks meant that challenges were plenty. However, before delving into solutioning, Mphasis Talent Resourcing team started with fundamental questions on what their goals and impact were – Impacting top line/bottom-line while driving a premium experience.

Additionally, understanding where talent communities exist and their fundamental shift from social mediums to micro social media like WhatsApp meant that it was imperative to find new ways to penetrate this medium. Employees existed in the same communities on WhatsApp as the candidates they sought to target.

Historic analysis of the data showcased that Employee referrals performed well on top line/bottom line metrics. And, the channel provided the ability to leverage employees at a scale of over 10000 roles in a year.

Rejuvenating the brand also helped, since employees shed their baggage and gave the innovative program a fresh start. It helped Mphasis deliver a 4.7 candidate experience and a 4.8 employee rating.

<u>**Key lessons learned during the program:**</u>

- It wasn't enough to engage the employees to contribute but specifically Talent Business Partners process candidates from the particular channel. Getting right employees to engage basis open demand was integral to drive proactive referrals towards current open positions/pipeline efforts versus reactive referrals

- Employees engaging through the entire candidate journey drives higher offer acceptance rates (12% improvement)

- Most candidates didn't ghost on the date of joining through this channel because they respected their friend's reputation.

- Measuring the program quarterly and getting leadership buy-in with quarterly business review is key to identifying bottlenecks and improving them **Program Success and key reasons:**

<u>**If you were to launch the program again, what would you do differently?**</u>

The pandemic has driven an increased focus on bottom line and removing any inefficiencies in Mphasis. While the candidate scenario will change with plenty of folks being available through layoffs/reduced hiring at organization, Mphasis expects the supply demand curve to change with supply being available. Identifying quality joiners in an increased supply will become imperative to reduce organizational effort/bandwidth.

Additionally, performers will prefer to stay in their current organizations making them passive for the job search process. And, high trust references will work well in attracting and convincing passive talent to explore in an anxiety driven world.

Given that the cost per hire benefits and retention of iRefer have both been significant, Mphasis plans to continue the program for their hiring needs.

A lot of organizations that Mphasis competes with do not brand on WhatsApp through their workforce. Leveraging their employees to brand about open requirements and build pipelines will drive two purposes in the future –

- Helping employees see that Mphasis is hiring and growing, marrying employee engagement with hiring

- Position Mphasis as a brand for high caliber talent to develop a competitive advantage post recovery.

As a result of these factors, the social referral program of iRefer will continue to drive with a 10% improvement in contributions.

Any additional comments from the Program Manager/Subject Matter Expert.

"Talent Acquisition for Mphasis is beyond validating credentials and a straight-line JD mapping. Close attention is paid to personality attributes such as ability to:
- Learn, unlearn and relearn
- Apply technology to solve higher order problems and
- Collaborate seamlessly with diverse global teams across culture, backgrounds, ethnicities and domains.

A standard templatized model for a diverse portfolio like Mphasis' would never get the best specialized talent. Also, most of the organization's hiring is just-in-time, based on client demand. So, speed is of the essence.

Mphasis leverage a wide array of innovative technology solutions including social hiring, hackathons with skill community-based hiring capabilities, big data analytics as well as a strong partner ecosystems and robust employee referrals.

Mphasis is proud of iRefer - Employee Referral Program that accounts for over one-third of the organization's total hiring. This is a great validation from the employees, that they enjoy being part of the Mphasis family, and would like to bring in more like-minded people to join the organization," **Srikanth Karra, Chief Human Resources Officer, Mphasis**

Empowering the organization with high quality talent and Impacting top line is what we continuously strive for as a talent resourcing team. Employee referral is the magic bullet for hiring quality talent quickly. Kudos to iRefer Program Office and RippleHire for helping Mphasis innovate in this area and help enable business growth. Mphasis today deliver a premium hiring manager, employee and candidate experience consistently.

Satish Rajarathnam
Global Talent Acquisition Head
Mphasis

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Name of the Organization: LAPP India Private Limited

Name of the Case Study/Program: Induction and On-boarding

Problem Statement:

The Talent acquisition process starts with the sourcing activity and ends with the confirmation of the employee. To have a program that covers this entire duration of six months plus needs a detailed and elaborate on-boarding program that provides value addition to a new employee in terms of him settling down effectively within the organization.

State the problem that was addressed by the actions taken, providing some elaboration.

The on-boarding program conceptualized and implemented covered the entire duration of probation of an employee with continuous follow-up and monitoring of the various stages through which a new employee goes through. The entire cycle covers initial orientation to the new employee for him/her to prepare, learn, converse, have early wins, diagnose; build, assess and align with partnerships within the company.

Objective of the Program:

We at LAPP India believe that induction of a new employee is not limited to the first few weeks alone; it extends till the end of probation period of 180 days. This is what makes our Induction & On-boarding Program unique. This enables our new employees to seamlessly integrate into our Company's culture & processes.

The singular objective of the program is - *"Settle to Perform".* Strengthen our induction, such that the new employee is provided a platform that fosters better understanding of the organization, its business & processes; imbibe and adapt to the new environment, culture & people.

Program Framework

The program is broadly classified to 3 stages spread across a period of 180 days. The new employee is constantly supported & trained as required during this phase. They are also periodically reviewed to evaluate gaps and determine focus areas.

Challenges faced in implementation

A. The biggest challenge we had was to ensure the "ball is not dropped" at any stage by any of the stake holders involved in the implementation.
B. Consistency in implementation for every single new employee / batch of new employees.
C. The challenges were overcome by monthly reporting of the progress of on-boarding of all new employees to the management team.

Impact of the Program

The single largest impact we've had post implementation of this process has been Zero "infant mortality rate". No attrition in the category of <12months
The most powerful & valued impact has been, with the business, with their new team member armed with rounded knowledge on the business, specific market & people dynamics.

Lessons learnt during the course

Put your heart into doing something you believe is very right, the results will speak for itself

If you were to launch the program again, what would you do differently?

Automation of the process through a HR tool with an objective to put the onus of the on-boarding program equally with the employee.

DIVERSITY AND INCLUSION

AIRBUS

Name of the Organization: Airbus Group India Pvt Ltd

Name of the Case Study/Program: FLY AGAIN

Problem Statement:

The problem statement for us is - Lack of gender diversity talent pool. One needs to work at all levels of the talent pipeline to ensure we are able to make a significant change in the diversity portfolio we would dream to have someday.

Airbus is in the aerospace sector. As an organization we understand the value of bringing more women back to the workplace and know that this not only contributes to the country's GDP in the long run but also helps in diversity at work and business growth. Women in corporate settings can translate to increased productivity, greater innovation, better products, better decision- making, and higher employee retention and satisfaction.

And to give wings to the gender diversity initiative Airbus launched the FLY Again- Women Returnee program during the occasion of Women's day in the year 2019 with full support and participation of our Leadership team members.

Objective of the Program:

1. To provide equal opportunities for all.
2. Through the FLY Again program we aim to provide a right platform and support to have an effective second innings at work.
3. The intent of the program is to tap into the talent pool of women, which in turn supports increasing diversity and inclusion at the workplace, contributing to long-term business success and responsibility to improve the lives of families, communities.

Program Framework

The Aim of FLY Again program is to support women to relaunch their career. With this objective Airbus offers **full time employment** to the qualified women selected under this program.

Some of the key structures and process followed under this program are:

Internal Ecosystem and Culture building:

- FLY Again guidelines published internally.
- Gender sensitization sessions conducted for Managers, recruitment teams, HRBPs and all rest of the HR members.

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- A focused workshop for managers to address unconscious bias with role plays as example.
- Existing women returnees shared their experiences.
- Workshop in a box session conducted for the teams on topic – Unconscious bias, mix that matters and Include.
- Panel discussion with Managers on topic Rise, Gender bias and support.
- Create awareness on stereotypes and micro-aggressions during Inclusion & Diversity market place.

Support to Returnees

- Speed Mentoring from Airbus employee to the returnee candidates prior to the interview process to build confidence.
- Day one access to all the necessary resources.
- Competencies to be upskilled for the role to be identified during the Interview assessments for the returnees.
- On Job & off Job training calendar planned and shared with the returnee on onboarding day.
- Dedicated buddy support provided.
- Connected to Internal communities (like Balance for Business, WIN –Women India Network, I&D employee resource groups …) to help them reintegrate at work.
- Focused Mentoring program.
- Unleash my potential training provided to support their development.
- Feedback and HRBP support as follow on.
- Managers connect with returnees to support and guide on a frequent basis.

Describe any external factors which may have impacted implementation

Airbus is in support of hiring Women returnees as full time employees. There were both external and internal factors to be addressed and driven to make this event successful. Some of the challenges are:

- Talent pool scarcity in STEM education.
- Mindset changes in the internal ecosystem preparation.
- Integrating the returnees after a career gap ranging from 2 to over more than 10 years.
- Well-structured training and development programs to make them incorporate in the technical landscape of the jobs.

To address these Airbus is driving recruitment initiatives and Diver-thons as a focused approach to tap on to the talents who would fit into the bill of opportunities available across levels matching to the competencies in technical expertise roles. Also have partnered with external experts like Jobs for Her to reach out to the communities. And to build the culture of inclusion and diversity many initiatives have been driven as listed above to mention a few.

Impact of the Program

- Successfully onboarded full time returnee employees in the last one year under FLY again in diverse roles and functions and they are in their take off journey.

- The program is well appreciated by the onboarded and existing employees. This has opened up another avenue to add on to the diverse and gender parity that we want to bring in. This has supported in contributing to raising our diversity percentage up by 30% for our new hires.

- Received positive feedbacks from the returnee applicants to recruitment drives conducted for FLY Again. They appreciated the fact that though some of them could not make it to the opportunities, they got immense learning from the leadership Talks & experience sharing, Mentoring and networking and this in turn built in their confidence.

- Managers act as Ambassadors and Champions for the initiative after witnessing the success of the initiative.

- The women returnee employees also add in to the team dynamics by bringing in their past work experience and emotional maturity gained during career breaks.

- It's a joy of success to see the onboarded returnees performing well.

- Our leadership members' involvement and participation has supported in creating the pulse of inclusive culture. This feedback is fully visible in my working environment survey conducted internally.

- Airbus is working proactively with schools and institutions to enhance opportunities and encourage women to discover the world of STEM and also in specific to aeronautical.

- Recognised internally and externally - Benchmarking for Airbus globally.

- Airbus India was honoured to receive the awards at AccelHERate 2020, held in Bengaluru. It was recognized as one of the top five companies in the Most Innovative DivHERsity Practices & Policies at AccelHERate 2020 category. Airbus India was also placed in the top 20 for Most Innovative Practices in six other categories: Large Enterprises, Hiring, Women Returnee Programmes, Leadership and Development Programmes, Women Leadership Development and DivHERsity Programmes.

Lessons learnt during the course

Since the launch of the program until now, we are proud of our preparations that the program not only provided opportunities for the returnees to come back to work, but also supported them in their upskilling journey on job and off job which led to the success for both returnees and the organisation.

Airbus wants to now consistently drive this program to take it to the next level by nurturing the culture of the organisation and employee experiences across.

If you were to launch the program again, what would you do differently?

To strengthen the program further there are plans to introduce:

- International exposure and learning for the returnees as extended support in their fast tract development.
- Create a community of women in technology networks internally and also connect to external industry learning and practices.
- Launch exclusive Fly Again programs for leadership roles.
- Introduce interview preparation & guide committee members, who could support the returnee candidates in boosting up their confidence, provide job description clarity and

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other details of the opportunities and organisation. This could help the candidate to pitch in for the right role in lines with their aspirations.

Any additional comments from the Program Manager/Subject Matter Expert

Even though we have concluded the first part of our journey, we want to take it where no one has dreamt before in the industry. And with the existing support, plus more importantly the active engagement and involvement of batch 1 of our FLY Again champions.

The journey has begun and we are sure will live up to building difference to the individuals and communities at large.

Name of the Organization: SAP Labs India Pvt Ltd

Name of the Case Study/Program: SAP's Diversity Story

OBJECTIVE

We, at SAP, have created a culture where innovation thrives, new ideas foster and challenging the status quo is the norm. One of our core behaviors is Embracing Difference and we strive to achieve this through our three focus areas of Inclusive Culture, Inclusive Career Journeys and a Diverse Ecosystem. Our culture of inclusion safeguards that everyone, regardless of culture, race, ethnicity, age, gender, sexual orientation, gender identity or expression, physical or mental ability, and work-life situations, feel included and in turn, run at their best.

CHALLENGES

To thrive as an intelligent enterprise, we need an inclusive culture that empowers people to run at their best – therefore we needed personalized & customized interventions to meet the needs to move the needle in areas of gender balance (in the workforce as well as in leadership roles), generational intelligence, inclusion of differently abled colleagues and the LGBTQIA+ community

STRATEGY ADOPTED

When we first started our journey towards building a diverse workforce at SAP in India, our programs and initiatives only focused on women – having the right balance of women in the workforce, setting KPI's for women in leadership and pay parity. In creating experiences and programs for the women in our workforce, we realized that this was a very narrow view on diversity. We needed to broaden our view from just diversity to inclusion to understand the strength diversity bring not just with gender but also with culture, age, sexual orientation, gender identity, expression, physical or mental ability, and so much more. Our diversity and inclusion strategy focus expanded to four key areas – Gender intelligence, Cross Generational diversity, Culture and Identity and Differently Abled people. To address the business challenges of a diverse talent pool, leadership diversity, and inclusive collaboration, the D&I strategy evolved from the 4 pillars to integrating D&I as the foundation of core processes like hiring, talent management, learning and progression, as well as, aligning incentives and rewards to ensure manager accountability are key to making real lasting cultural change. The new strategy included focus areas of inclusive career journeys, inclusive culture and a diverse eco system.

Gender Intelligence: Over the years, along with setting targets to hire more women into the organization, we invested in understanding their unique needs and challenges and design programs

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and initiatives to support them and create a work environment where they can thrive. We introduced women friendly policies like work from home, part-time work, sabbatical and, an onsite childcare Centre among others. Beyond inclusive policies & benefits, we are committed to accelerate their careers by providing customized development opportunities at each phase of their career. We follow a seamless approach right from hiring to talent management through carefully designed interventions. **2x Lead** focuses on gender balanced hiring for leadership roles where each stage of the hiring process, right from the resume screening to the final interview mandates a female candidate and that the interview panel is gender balanced. Providing an opportunity for leadership is important however, this is incomplete if we do not invest in developing women to be ready for the position. Therefore, we have designed **iLead** to accelerate the development of women who wish to take up people leadership career path through learning curriculum focusing on 5 themes – Impactful Communication, Technical Upskilling, Personal Branding, Strategy Awareness and Authentic Leadership. The immersive learning experience provides the participants with classroom sessions, peer-learning assignments and networking opportunities along with 1:1 mentoring with senior women leaders. Similar to iLead, we have **Headway** for women in earlier career stages to build foundational leadership skills such as self-confidence, risk taking and influencing beyond authority to help them establish a strong network with peers from different business areas and foster a sense of community. We believe that representation of women in expert roles is as important as in leadership. We introduced **ACE (Aspire, Connect, Excel) Sponsorship Program,** through which senior leaders are identified to sponsor, mentor, coach & advocate for the participants to become effective experts in the future.

In addition to the development programs, we feel strong networks and connections are extremely important to provide the opportunity for peer learning. Our **Business Women Network (BWN) Group**, **Employee Resource Groups (ERGs)**, **Learn from the Leader Program**, **Speed Mentoring Sessions**, and many others to help provide opportunities for women across all levels. We play to our strengths, leveraging our own technology in ensuring business beyond bias – right from using ML to detect & correct gender biases in job postings to photo less calibrations in promotion cycles. We understand that gender diversity is not a women's issue only, and its needs everyone to come together to address this. Thus, we have in place strong foundations of men as allies in driving the diversity agenda and ensuring that inclusive benefits for our male colleagues as well.

Generational diversity plays an important role in our inclusion strategy as we believe people at different stages of life bring a variety of perspectives and experiences to SAP, helping to fuel our innovation. We frequently conduct programs like **Breaking Generational Myth Workshops** and **Cross-Generational Mentorship** to create awareness and sensitization across generations and address stereotypes in an open and interactive format. Challenges of retention and engagement of the Early Talent segment of workforce are addressed by uniquely designed interventions that enables integrating them culturally with other employees and the organization, fostering collaboration, as well as equipping our managers to manage this segment effectively. Some of these include **Career Canvas** that uses the methodology of Reflect-Consult-Explore to find suitable career development opportunities for them within the organization, we conduct regular **Speed Mentoring Sessions**, **Live-Casts of Career over Coffee Sessions** and **Career Coaching Sessions**. This month, we are set to launch **FLEx@SAP and Nascent Leadership Programs (NLP),** which are designed to develop leadership skills in young employees and groom them to take up significant roles in the organization.

True inclusion is about embracing differences and nurturing the uniqueness of every individual. At SAP we believe in welcoming everyone equally and provide them with the best facilities. Our **Autism @ Work** initiative embraces neurodiversity and therefore recently launched our **SAP Autism Inclusion Pledge** which aims to re-shape notions of employment possibilities for individuals in the autism

spectrum. We believe that there are **no designated 'jobs for people with autism'** – instead, talented individuals with autism are hired according to their skills, abilities, education and capabilities, just like any other employee. Once hired, their unique requirements are integrated at each stage of the employee lifecycle. This program which started small in 2011 is now run successfully across 14 countries and 31 locations of SAP, employing 175+ people across 27 roles. We have more than 90% retention of employees in this program. In the light of some of these achievements Harvard Business School published a case study on SAP's Autism at Work in 2016. We have also been recognized as a Thought Leader for our extensive work in using technology for autism education in the form of Project Prayas, and for our employability through Autism at Work.

We also have employees with physical disabilities, and we conduct sensitization sessions for our employees to be more aware of inclusion aspects for this segment of our employee base. We have conducted an accessibility audit and made the necessary infrastructural changes to ensure an accessible and Inclusive Environment. We also provide a range of facilities to make day to day functioning seamless for differently abled people. We also have an **Accessibility Guide** for SAP, intended to provide support and advice ensuring all SAP documents, presentations, videos, learning assets and solutions are accessible & inclusive.

Pride@SAP: The mission for Culture & Identity is to empower the many voices at SAP to create a greater sense of community and inspire our innovation. The three pillars of this area are the Employee Network Groups, Culture & Ethnicity, and the LGBT Community (Sexual Orientation, Gender Identity and Expression). The Pride@SAP campaign spread over a month is focused on sensitizing employees in India about the LGBTQ community. With Pride Campaigns and awareness sessions, we provide employees with a renewed sense of understanding and appreciation for the beauty in diversity. We also have an active Pride Ally Group with employees voicing out support for the community. The Pride@SAP initiatives played a big role in standing by our employees even before section 377 was read down. In 2018, we introduced health insurance cover for same sex partners to support all our employees irrespective of their identities and in 2020 added gender affirmation surgery to our insurance coverage. Our adoption assistance policy also covers child adoption for same sex partners.

Personal Matters Matter: We recognize and acknowledge that our employees cannot give their best at work in the midst of a personal crisis. That's why, as an organization, we lead with empathy and that forms the basis of our people practices. We introduced 5 additional days of leave for employees under a new **Family Care Leave** to care for their family members (spouse, partner, children, parents, parent-In-laws, siblings, grandparents and even pets) in times of their illness and hospitalization. The unforeseen situations of the pandemic threw greater challenges that has adversely affected people's lives, like a steep increase in the domestic violence cases. Another proactive steps we took was to address this sensitive topic and crafting a new **policy against Domestic Violence** where our primary focus was to enable our managers through awareness and sensitization sessions. We also established a strong support channel for anyone in distress, including seasoned EAP partners and an **Employee Support Group** so that as an organization, we stand united with our peers to fight this violence.

Intelligent Solutions: We all have unconscious bias; it doesn't make us bad, it makes us human. But we have to combat it. Therefore we use SAP SuccessFactors Business Beyond Bias solutions that provide decision makers with the tools they need to identify and reduce unconscious bias where it occurs, creating change not just in how they see and understand diversity, but also in how they make decisions that cultivate a diverse and inclusive workforce. For example, our job profile builder helps ensure only job-critical information is associated with a role and to help eliminate details that could introduce bias,

such as gender, age, physical location, etc. The calibration tool in SAP SuccessFactors Compensation can also uncover unconscious bias in calibration and compensation decisions

Focus on Insight: This is a learning experience specifically designed to introduce all employees to the mindset, behaviors and strategies that promote a more inclusive culture throughout SAP.

The learning experience is a combination of infographics, animated video, e-learning, team discussion guide and additional resources. Through these bite size, interactive experiences, employees learn how to foster a culture of greater respect, appreciation and belonging throughout SAP.

Infrastructure: We have also improved on our infrastructure to make it inclusive. SAP was also among the first companies to offer braille-enabled visiting cards to employees. Additionally, we undertake a periodic audit of facilities to ensure that all our facilities are up to date. While SAP has always welcomed all employees without any discrimination, we recognize that we need to make our campus all-inclusive and accessible as well. In adherence to the UN conventions, we have wheelchairs and helpers on call, make lunch and beverages available to the differently enabled employees at their desk, and customize equipment and devices to suit their needs. In addition, we also have:

- All gender washrooms
- Reserved car parking for expecting mothers
- Buttons in lifts moved down for easy access to people in wheelchairs
- Sanitary napkins available for free in every washroom.
- Constructing and enhancing existing ramps across the main and common areas.
- Braille signage at all common areas and meeting rooms
- Guide strips for stairs
- Sufficient outdoor and indoor lighting for the night
- Adopting Inclusive evacuation procedures with staff training
- Mothers' room
- Prayer room for employees to pray and or meditate

STAKEHOLDER INVOLVEMENT AND OUTCOME

Diversity & Inclusion is not a medication that we can prescribe. It's a mindset and it's a team assignment. HR is not a standalone fraternity when it comes to building & executing our inclusion strategy. Our key differentiator here is that the business plays an important role in defining and developing out people strategy. We **co-create with our leadership** and each initiative or program has a top-level leader as a business sponsor and is accountable in driving the success of the topic in helping us foster a truly diverse & inclusive workforce.

Our Diversity and Inclusion framework has proven to be the key strategic enablers for staying innovative to ensure continued business success. Over the last years, we have continued to make progress in the organization to build awareness of the importance of diversity and the need to incorporate it into our everyday work. Be it in :

- a stronger representation of women in the workforce, assuming leadership role and also in expert roles
- cross-generational intelligence
- Seamless integration of persons with disabilities in the workplace
- A psychologically safe environment where everyone feels comfortable expressing their authentic self

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MERGERS AND ACQUISITION

Name of the Organization: Infosys BPM Ltd.

Name of the Case Study/Program: **Merger & Acquisition** - Human Resources Acquisition and Integration plan

Problem Statement:

With ever-increasing focus on enhancing stakeholder experience and anticipated strategic and financial objectives to serve our clients in the European region, Infosys BPM made a strategic partnership to demonstrate growth in Europe and ensured hiring and training talent locally across the region.

The target company established in 2011, employing 1,400 people across Ireland in cities like Waterford, Wexford, Clonmel, and Craigavon and continued with their current leadership

When two corporate cultures integrate, it is the responsibility of human resources to enable a smooth transition by assisting the employees to comprehend and embrace a new organizational culture and enhance their professional careers within Infosys. Integrate the HR practices and policies to comply with compensation and Benefits as per the law of the land ensuring the best interests of the employees and the wider organization

Objective of the Program:

Ensuring seamless integration of the acquired entity, within a short duration of 2 months, onboarding of vendors and run error free fortnightly payroll. Understanding the employment law of Ireland along with understanding the organization culture for aligning and integrating the process/policies by playing a strategic role for companywide integrations and supporting business unit transaction.

Describe the intent and end result the program was looking to achieve:

Growth and expansion to serve client better is the primary objective for any M&A, with Project Shamrock our intent was to minimize the risks and play a catalyst role to make the deal successful.

With various communication channels, proactive approach on alignment of policies and timely empanelment of various vendors for Payroll, insurance for a smooth transfer of all 1400 employees with zero errors. First payroll was processed within 2 weeks, with zero errors.

Program Framework

The **Project Shamrock** is one of our successful M&A project, which occurred in Q3 FY20. The team included healthy mix of representation from various HR functions, present at each of the offices to the acquired entity in order to ensure every aspect of people transfer covered, making sure that the two companies and cultures synchronized to achieve business objectives.

- **Understanding various aspects and key HR practices/policies of the Organization** with due diligence right through the pre-integration process and post deal activities, the team ensured regular/periodic calls on understanding the various policies and ensuring smooth integration of the policies.

  Some of the Key people practices included were;
    - Organization Culture
    - Local Presence and Corporate Social Responsibility
    - On-site Counselling Support
    - Educational And Training Sponsorships
    - Engagement Budgets
    - Wellbeing Events
    - Visas
    - Maternity/Paternity/Adoption Leave policy
    - Performance Appraisals process
    - Recruitment Process

  This also included the client's existing framework, career levels, reporting structure and span details – Various exercise, review discussion were done to ensure we draw base mapping and finalise the as-is and to-be structures for job mapping into Infosys career architecture and various other policies.

- **Integration of payroll benefits** - Creation of a comprehensive employee benefits and Wellness programs such as insurance, pensions, counselling support and engagement budgets ensuring compliance with the labour laws. The study on salary comparison was done with current IBPM employees within Europe in order to ensure fair compensation offers to be rolled out post the transfer. Maintaining the payroll processes, which is run bi-monthly (every two weeks) which was also linked to commission and extra work hours for overtime. Considering this would have high impact in case of any change in the process it required highest level of consultation and appropriate counselling. All known terms and conditions are statutory but further Due Diligence was required to establish and terms and conditions which need to be matched under TUPE/ARD.

- **Cultural amalgamation of two companies:** With pre-orientation programs and various communication channels to address employee queries and ensure to we align with the organization culture and its core values.

There were various communication channels and programs like pre-orientation sessions with leads, managers, HR Helpdesk for 1:1 conversation with employees and showcasing videos to understand the organization culture and leadership influence. These communication channels helped us to communicate clearly and enabled us to build strong connection with all the employees at the ground level and collaborative relation with the management team.

Challenges faced in implementation

a) Cultural amalgamation ensuring employees embrace the culture and core values of the organization

Strategy Adopted-

- Pre-Merger study – Understanding the company culture, its core values and keen interest in CSR and in-depth study of labor laws, policies and benefits to ensure compliance of the local laws
- Integration of process/policies and payroll benefits, such as: Hiring process, Performance appraisal process, Maternity/Paternity/Adoption Leave policy, Employee Wellbeing and Engagement plan
- Creating a robust communication and collaboration plan, which included various communication channels periodically with employee, support teams and management. Focused group connects, HR helpdesk, playing videos on the production floors and cafeterias were the communication channels before the transfer. Thus ensuring employees are well equipped with necessary information

b) To align the Partner organisation's structure, roles, career architecture & employees to Infosys Career framework in order to develop employee integration plan

Strategy Adopted:
- Understanding the client's existing structures/framework, career levels, reporting/span details in order to provide accurate and appropriate mapping for their roles.
- Draw-up base mapping and review discussions to finalize the as-is and to-be structures for job mapping for all functions in client organization into Infosys career architecture
- To finalize and approve employee mapping as per approved structures & to manage any contingencies

- To provide information to all leaders, managers about the finalized job mapping structures and way forward and capture concerns from leaders, potential employees concerns to work back on support and solutions

c) To align the payroll & benefits

Strategy Adopted:
- A specific team was given ownership to cover end to end aspects – this included onshore spocs from the acquired entity, payroll team offshore and program coordinators
- Conducted daily calls in order to ensure clear understanding of existing payroll process, various linkages, applications used etc..,
- Communicating with vendors in order to align the process
- Ensuring empanelment process goes through seamlessly
- Continuation of pension, insurance schemes
- Dummy 1 cent transaction to employees, in order to ensure we have captured correct bank account details for salary processing

Describe any external factors which may have impacted implementation

External factors which may have impacted the merger can be:

- **Regulatory Environment**- Acquiring an Irish firm spread across 4 centres; three in Republic of Ireland and one in Northern Ireland involves compliance to a lot of regulatory environment of the land. Increase in regulations or shifting regulation creates risk and uncertainty, which may have affected the deal

- **Global Economic Concerns**- The Partner Company is spread in EU Region (Ireland) and UK (Northern Ireland). Brexit may have contributed to geopolitical risk related to merger and acquisition

Impact of the Program

- By extending communication channels and interventions, the team was able to facilitate and execute a successful M&A
- We transferred 1,400 people across Ireland in cities like Waterford, Wexford, Clonmel, and Craigavon in a short duration of 2 months
- This deal helped Infosys BPM to increase footprints in a matured market like Europe
- Attrition reduced by over 20% by Sep 2020

Lessons learnt during the course
- Understanding various aspects and key HR practices/policies of the Organization with due diligence right through the pre-integration process and post deal activities helped align and ensure smooth transition
- Amalgamation of best of two cultures helped the employees to integrate with us more effectively from all 4 sites
- Communication is the key and our local presence helped leverage and interact with all employees of the organization

If you were to launch the program again, what would you do differently?

- Enable the presence of representatives from the acquired entity to visit the nearest IBPM office to understand the process/systems and culture for cross collaboration.

Any additional comments from the Program Manager/Subject Matter Expert

- Value creation is the prime feature for any M&A, growth and development is an aspect not just for the organisation but also for the employees who are in the process of transfer – hence it is very important to have proactive approach and transparency in the communication to address all the concerns of the employees and retain top talent.
- Each step in the process and every transaction requires utmost due-diligence from start to end.
- The success of Project Shamrock is also because of each of the team members were prepared as subject matter expert and had a collaborative approach even before the transfer date.
- By extending the communication channels and various intervention on floors starting from the period of collective consultation to the transfer process, the team was able to facilitate a successful M&A.

OTHERS

Name of the Organization: Gokaldas Exports Ltd

Name of the Case Study/Program: Organizational Transformation

Problem Statement:

a) Apparel manufacturing industry in India is currently grappling with deep rooted problems which needs to be addressed with long -term sustainable solutions. The major challenge is to maintain the international standards of labor and compliance

b) Transformation of employee experience from amorphous processes to structured onboarding, on the job training, skill evaluation, maintaining of records and deriving trend analytics for decision is critical in a people intensive business.

c) With strength of over 26,000 employees, spread over 21 units, we needed to migrate to online solutions to power this transformation agenda.

d) Prior to 2019, the employee life cycle and people process were not standardized across the organization, as each unit had its own way of managing the people process. The policies and processes followed were distinct to each unit, which necessitated standardization, for scalability and speed.

e) We embarked on a mission to standardize policies and processes from onboarding to separation, using an HRMS platform. This was also aimed at empowering women in frontline operations to get easy online access to all their information.

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f) As a result, the HR organization became very responsive and HR processes in the organization became seamless. Today we have an error free process that ably support business decisions with speed and accuracy.

The major steps introduced were:

a) Established common people processes across all the Units.
b) The HRMS system "Samruddhi" was implemented as a common platform across all Units to track the entire life cycle of employee.
c) Mobile App was introduced for staff category to facilitate HR transactions on the go
d) HRMS Kiosk was piloted in manufacturing units for Workmen to access HR information and to perform all HR transactions
e) Unit-wise analysis of people data in real time supported business planning and strategic management decisions.

Objective of the Program:

To reduce the transactional focus and complexity, by implementing Standard Processes, Robust Technology and a Unified Culture:

- Which can bring delightful experience to employees
- Transform HR role from transactional to being a Business Partner
- Derive trends from the transactions to enable strategic decisions.

Program Framework

a) With an aim to bring in Standard Processes, Robust Technology and Unified Culture to a four-decade old organization, below framework was designed:

b) Joint meetings were conducted with all the HR team members across the units of Gokaldas Exports (GE) to identify best practices that exist at the unit level and among the Industry players.

c) Policies were redefined with mutual consent from all stakeholders. Processes were standardized using an online platform and implemented across all the Units.

d) Implementation of Samruddhi (HRMS), standardized policies and processes such as onboarding, attendance, leave, separation, etc. in a uniform way. Automation of processes that were manually driven increased speed, accuracy, cost and manual effort.

e) The common platform and database enabled reports and MIS on manpower, absenteeism, attrition, overtime, productivity, wage trends etc. These reports helped Management to take strategic actions and corrective measures.

Challenges faced in implementation

a) Acceptance of change – People resist change not because they do not want the change. The reality is that people do not want to go through the pain associated with the psychological process of transition. When the people processes were standardized, in the short term it increased workload of unit HR Team members as they had to streamline employee information

on the tool, carry out their day to day work and get used to a new tool and new ways of working. A lot of employee communication, education of employees using various communication channels on HRMS features & functionalities, a collaborative approach and quick resolution of issues raised by the Business HR Team helped us address the implementation challenges.

b) Technology Adaptation – Apparel industry has not yet witnessed HR process automation in any significant way as formal education is not a requirement for employment. With the increasing penetration of smart phones and social media, we found an opportunity to make a difference to the life and work experience of our employees by empowering our workforce with basic employment information and day today people transactions through HR Kiosk in the form of Employee Self Service and Manager Self Service.

c) System compatibility – While implementing technology compatibility, an operating system suitable for computers and smart phone was a key factor. Also we had to work with our implementation partner to make the system compatible with the industry environment. In the process we were able to come up with an HRMS System that could integrate various local language options (Kannada, Telugu, English), customized to address specific requirement of the industry.

Describe any external factors which may have impacted implementation

a) COVID-19 Pandemic which impacted businesses and operations across the globe temporarily slowed the implementation as we deactivated all finger print based transactions temporarily. We have been using finger print based biometric devices to capture attendance and leave. Suspension of finger print based attendance and leave temporarily slowed down the implementation as we had to go back to manual methods to calculate overtime, productivity absence etc.

b) As unit HR teams had already experienced the benefit of HRMS, a successful local experimentation by one unit to capture attendance through bar code scanner was adopted by all and was integrated into HRMS. This enabled us to overcome the challenges and complete the pilot phase of employee kiosk, despite the challenges.

Impact of the Program

In January 2019 HRMS was launched for all the units, which provided a common platform for the organization to bring in unified policies and processes. The system (HRMS) was named as Samruddhi meaning "Prosperity". It was aimed to bring in efficiency, accuracy, transparency and speed in all our people transactions.

In a very people intensive industry, the immediate tangible benefits for business teams started trickling in when HR teams started acting daily on actionable data on late coming, absenteeism and attrition of employees. Timely availability of accurate business reports like Man Machine Ratio (MMR) in the morning from HRMS gained support of business stakeholders for the project. Soon we started

integrating HRMS data with production reports and other IT Tools in the organization. Daily MIS on leave, overtime, hiring etc., started supporting planning, management and strategic business decisions.

Refining the MIS further helped in tracking key workforce metric like Late Coming, Absenteeism, Attrition, Overtime and link it to business and cost metrics for immediate corrective action.

It is a cluster of people practices that supported the organizational transformation. Besides tracking employee attrition through data, we implemented a buddy system viz 'Sakhi', meaning "Friend at Workplace" to handle new hire absenteeism and attrition related concerns. HRMS tool facilitated mapping of new hires to Sakhi. HRMS also supported tracking of performance of Sakhis and the trend of new hire retention.

For employees and Managers Samruddhi comes as a very handy tool to complete their people related actions on the go. For staff category, we introduced a mobile app where they can view and update their employment details, regularize attendance and apply leave approve leave and attendance for their team members etc. For workmen we successfully piloted Self Service Kiosk, which is a user-friendly system, in local language to support self-service on attendance, leave and to view their pay slip. There is also an E-exit feature that promotes transparency and seamless offboarding process for employees with care, without compromising personal touch as HR Managers complete the separation process in interaction with employees.

Kiosk also has a feature to capture employee pulse daily. An employee communicate 'How I feel Today?' by a simple click of Happy, Normal or Unhappy emoji. Auto approval feature with specified SLA for a number of transactions like leave approval, probation confirmation, long absence, separation, coupled with sms alerts etc, keep the manager, HR and employees informed without the requirement of logging in to the system

For HR team also the way they experience work has changed drastically. The effort involved in maintaining manual records like leave card, muster roll, leave register, overtime records, etc. have all moved to automated system generated ones at click of a button. The current focus is on refining the MIS capability to support decisions by analysis of trends and patterns. Relieving HR folks of transaction time has enabled the function to play a more strategic partner role, alongside business operations team, in their day to day activities.

A standardized, system driven employee life cycle approach has helped us to capture data at every point. It has helped us to understand trends and practices in many critical areas. The team is coming up with various dashboards and MIS on a regular basis to drive strategic decisions.

As we move ahead in this digital journey, we would soon implement Kiosk in all the units to enhance speed, accuracy, transparency, efficiency and employee experience to make this organization a preferred workplace.

Lessons learnt during the course

Below are a few diligent steps followed prior to and during implementation:

    a. Stakeholders involvement: - As a key element, we adopted a very inclusive approach to elicit whole hearted participation from Business and Busines HR team members before we went live at every stage of the initiative. This has brought in a strong buy-in and support for the project

b. Management Support: Management sponsorship is extremely critical for any change initiative. The project was visibly supported by the top management by review and unit level review of employee feedback by the top management.

c. Leave no other option: We completely removed a manual option to ensure that employees do not go back to manual ways or deviate from the process.

d. Competent Partner: We thoroughly examined the capability of the vendor in terms of his platform, functional understanding and technology capability to deliver the promise.

If you were to launch the program again, what would you do differently?

There is always the benefit of experience that come to aid effectiveness, whenever something is done for a second time. Below are some of the things one could look at in case they have to launch a change initiative of this kind:

a. Have all policies and processes at one place including the definition of desired end state. Getting policies standardized in advance can fast track implementation and avoid some amount of re-work in the process automation phase.

b. While it involves a cost, using videos to create awareness can have greater impact.

c. While prioritising the modules, assigning priority to HR Analytics and Dashboards can provide more early benefits from the project.

d. Bringing in a face recognition interface would have allowed the project to move without interruption, even during the pandemic phase where we had to temporarily suspend finger print based biometric system. Voice recognition software can also be an enhancement to the current system.

Any additional comments from the Program Manager/Subject Matter Expert

Organizational Transformation refers to a situation where one action triggered by the organization cascade into a series of improvements, further leading to results in a number of allied areas impacting the culture, structure, processes and business results. Incidentally, this implementation happened during a phase where business teams were also innovating in business processes. We are happy to state that from 2018 Gokaldas Exports Ltd as an organization has started registering year on year growth and profit after a decade of poor performance.

The success of this project is the combined result of relentless process focus, detail orientation, management sponsorship, vendor partnership and above all employee and management commitment to a change management process all influenced by top class business leadership.

Name of the Organization: Collins Aerospace

Name of the Case Study/Program: MechAura (Contest Recruitment)

Problem Statement:

MechAura (https://mechaura.mettl.com/) was an idea to use contest recruiting to maximize the pool of talented female mechanical engineers in the recruitment pipeline. This contest was open to women graduate engineers in pre-final year pursuing a four-year accredited engineering course specializing in Mechanical and their allied courses

Objective of the Program:

1. To inspire the next generation of leaders in STEM Careers by encouraging girls to pursue opportunities in STEM and engaging with them at an early age to close the gender gaps in technology and drive progress toward parity
2. To reach out to the pool of talented female Mechanical Engineers across pan India and increase gender diversity in Mechanical Engineering in Collins Aerospace India
3. To institute excellent brand recall and establish Collins Aerospace as an employer of choice among women engineers in early phases of their career in line with Collins Aerospace D&I Mission and Vision

Program Framework

1. Creating in-house teams of SMEs and young talent to create the content of the competition creating an elimination section as we proceed
   a. THE FIRST FLIGHT: An online test of 90 minutes which tested both technical ability in Mechanical Engineering and Logical reasoning
   b. CRACK THE CODE: A technical challenge on mechanical engineering conceptual understanding and practical applications
   c. THE FACE OFF: One-on-one meeting of the Jury with the finalists to identify the MechAuras of 2019-20
2. Partnering with a service provider to automate the entire process on a virtual platform. Design a website which will give easy access to users to register and take part in the competition
3. Introduction of cash prize and millennial gifts like smart speakers for the finalists and an opportunity to do a summer internship with Collins Aerospace
4. Using the alumni network of our employees extensively to promote and market the event through social media, mailers, in house sessions etc.
5. Proper communication channels and constant messaging with participants to ensure involvement
6. Curating a final day agenda which ensures they interact with the India Leadership Team and experience a day in a life of a Collins Aerospace Employee. Women Leaders and Engineers also spoke to them on their experience of their journey as a mechanical engineer.
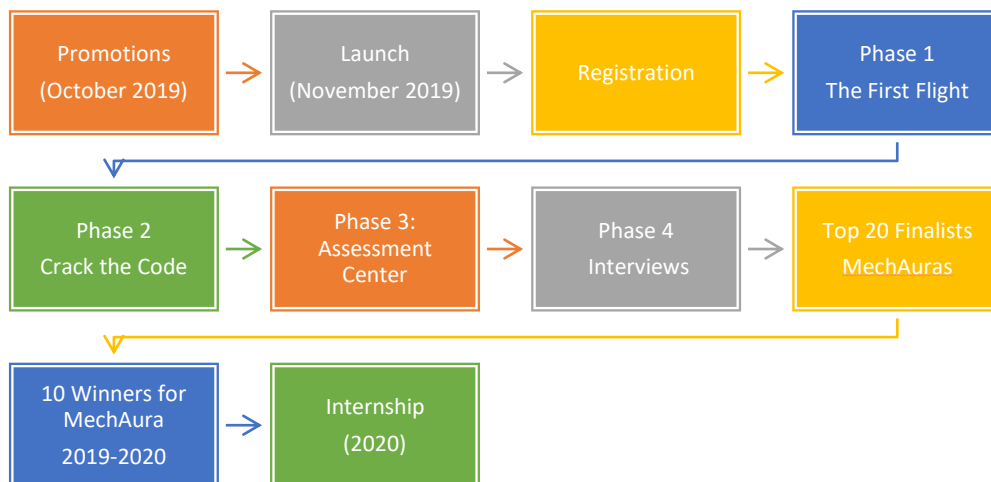
Challenges faced in implementation

- Designing a contest relevant to the pre final year curriculum which tests on technical ability relevant to the work in Collins Aerospace
- Designing and Marketing the event to ensure outreach to pan India Colleges.
- Coordination and management of every stage of the competition ensuring proper channel of communication of elimination at every stage
- Conducting the final face to face round for the top finalists in our office premises and ensuring that they experience a "Day in Collins Aerospace"

Describe any external factors which may have impacted implementation

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- Reaching out to colleges across India and ensuring registrations during the festive season
- Reluctance and fear of parents to let their daughters travel to Bangalore alone for a contest
- Ensuring safety of the girls who had travelled for the F2F round in Bangalore.

Impact of the Program

- MechAura received over 400+ registrations from 20+ states of India over 145 colleges. This outreach helped us to tap talent from nook and corner of India
- 20 finalists were invited for the final round of interview and were offered PPOs based on internship performance.
- 10 winners were selected based on the F2F interviews and offered cash prize along with job opportunities to join Collins Aerospace in July 2021.
- 20 finalists joined us as interns virtually in July 2020 and we received extremely good feedback from managers regarding the rigor of the selection procedure and the quality of students. The interns were able to make an impact in the 2-month internship.
- The entire process was reviewed by the Global Team and declared as a best practice to include more women in Collins Aerospace and in STEM. The process is sponsored and advocated by the Global Leadership Team

Lessons learnt during the course

- Thinking out of the box solutions is extremely necessary for business problems
- Contest Recruitment is one of the most cost-effective mechanisms for identifying the very best
- Technology should be leveraged in all aspects of HR

If you were to launch the program again, what would you do differently?

- Appoint past MechAura Winners as brand ambassadors of the program
- Introduce a "LIVE" round in the contest which will help in real time selection or elimination

Any additional comments from the Program Manager/Subject Matter Expert

https://mechaura.mettl.com/

https://www.aircraftnerds.com/2019/11/mechaura-opportunity-for-women-in-aerospace.html
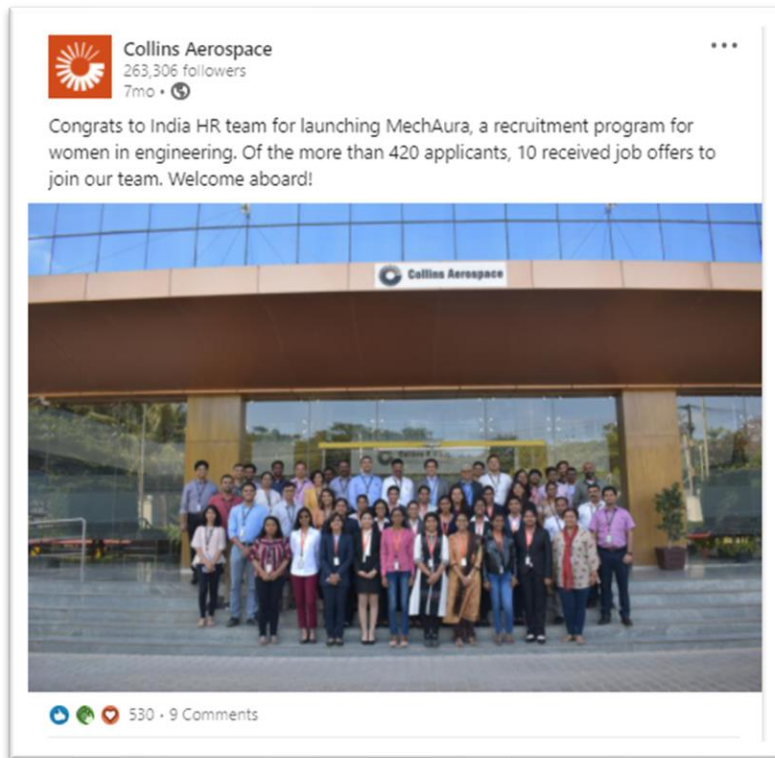
Name of the Organization: Bayer Shared Services Bangalore

Name of the Case Study/Program: Bayer's Shared Service Centre Inclusion Journey

Problem Statement:

Great workplaces are those that create a work environment where all employees feel welcomed and can bring the best version of themselves to work. A workplace that combines the perfect balance of a diverse talent base with an inclusive culture is known to thrive and deliver transformative performance.

The journey of Bayer's Shared Service Center embodies diversity through inclusion. It has been identified as an investment and expansion hub within the Bayer world in large measure due to its impressive performance track record and vibrant workplace that allows employees to express their opinions, feel valued and empowered to grow and develop.

Objective of the Program:

In an increasingly competitive segment where talent is crucial to improving the bottom line, tapping into pools from the largest and most diverse set of candidates was increasingly necessary to succeed in the market. We realised early that accessing latent & diverse talent pools would help us stay ahead of the curve in terms of attraction & retention and made strong business sense.

Program Framework

In order to create a diverse pool of talent our efforts had to be consistent across the following categories :

- ➢ Talent Acquisition
- ➢ Talent Integration
- ➢ Engagement
- ➢ Growth & Development

A. Talent Acquisition Effort
- Open hiring avenues for returning mothers using a combination of social media channels, job sites and references.
- Tied up with NGO's for hiring differently abled and acid attack survivors. These NGO's tap differently abled candidates from locations across the country and conduct short term employability training.
- University connect program across the country to hire diverse millennial talent pool
- LGBTQI job Fair – to understand the talent segment and related opportunities

Over a period of 2-3 years we created a gender diversity of 1:1 and hired 8 differently abled resources. The efforts in the last 2 years have resulted in further expanding our diversity to add Acid attack survivors and people from the LGBTQI community. Our 2020 focus is talent from rural communities which is in progress.

B. Talent Integration
Simple yet multipronged strategies were adopted, to integrate our diverse talent into the organization and ensure they were enabled for succeed.

- Job Mapping: Job mapping was done to identify the most suitable jobs for a people with disabilities based on their abilities.
- Infrastructure Support: Infrastructure support for the differently abled like creation of ramps and automatic sliding doors, wide doors and broad corridors to render wheelchair movement easy, toilet modifications & signage were put in place.

- Individual Workplace Assistance: Work assignments to the hearing impaired were given in electronic format, Interpreters services were employed and use of real time captions were enabled.
- Education and Awareness: Sensitivity workshops to create a culture of inclusiveness, encouraging group and team work to foster equality. Over the last 3 years we have been having annual refresher sensitivity workshops to cover new employees on all aspects of inclusion.
- The multitude of workshops, roleplays and human library sessions have helped teams view diversity and inclusion in a new light. These include have external experts address our teams and our leadership walk the talk in terms of role modeling inclusion.

- Creation of a flexible work environment and promoting safety at work and outside office. Favorable shift timings and working environment allow employees to contribute their best.
- Facilities like Creche and Day care close to workplace and extended maternity /paternity leave to support early childcare are well appreciated. Paternity leave allows fathers to spend over 3 weeks with their kids in the early stage of their lives over a period of a year. Mediclaim Coverage of dependent parents through a shared premium contribution by the employer & employee provide a safety net for employees.

C. *Engagement, Growth & Development:*
We adopted the following practices to ensure continuous focus on growth & development:

- Regular functional and technical trainings (sign language used)
- All communication sessions shared in sign language so that colleagues are included and able to understand & contribute
- Sign language training for people managers to ensure that 1:1's and development dialogue happens seamlessly.
- Periodic Business overview, townhalls presentations and sessions to foster engagement & collaboration
- Feedback based performance tools based on regular check ins, leadership pulse surveys and agile goal setting.
- Development conversations followed through with individual development plans targeted to grow colleagues
- Job mapping for people who transferred to new roles to ensure right person for the right role.
- Stringent merit based internal job board process for all
- Flexibility and freedom to operate with mentoring support for women talent.
- A special women's network to create a common platform and community to share, inspire, grow and develop women.

Bayer Shared Services has a remarkable inclusion story. It not only represents a strong gender diversity ratio of 1:1 (F:M) but also represents diversity through ethnicity, geography, culture and differently abled resources. Our gender diversity at leadership level is at 60: 40 (F: M), we have 8 differently abled associates. Over the last 2 years we have also created opportunities for 2 people from LGBTQI community and 2 Acid Attack survivors.

Challenges faced in implementation

Any change that you want to bring into the organization requires a change in mindset of the people involved . You can start small and with a group of people who see value in it but if you want this change to sustain you need to bring more people onboard .

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For us, some of the internal challenges were about :

- Influencing and showing the value to people beyond a certain team.
- Truly practicing flexibility when it was needed the most to support our women colleagues .
  - Creating leaders who championed the thought process
  - Opportunities based on a fair process
- Identifying infrastructure requirements –
  - Gender Neutral restrooms
  - Ramps , parking place ,investment in the right software
- We started absorbing talent in more rule based roles which eventually evolved into people taking on more complex roles. This required :
  - Job mapping – Finding right roles that match the individual's capabilities
  - Translation to understand development needs and have career conversations with differently abled colleagues
- Creating Gender Sensitization programs for the transgender colleagues joining our workspace.
  - Answering difficult questions addressing Transphobia and breaking perceptions.
  - Inviting Human library sessions to see how similar our lives are and yet how different it feels.
  - Acknowledging that it is difficult for some to access basic education or dream of a basic needs like food & shelter. And the role we can play in creating a more inclusive environment.

Describe any external factors which may have impacted implementation

As we looked outside for the right talent there were many factors that we had to consider:

- Availability of talent with the required skillsets
- Identifying the right source of talent – returning mothers, language institutions. Reaching where the talent is available.
- Identifying the NGO's who invest in up skilling the available talent and making them job ready.
- Joining forums/ virtual platforms where we could participate in discussions and understand what are the best practices in the industry.
- Learning from large MNC's on their journey

Impact of the Program

Creating a diverse and inclusive organization has brought in a lot of benefits for us an organization:

- ➢ **Improved stakeholder engagement** – When customers see representation, we are able to connect better with customers from diverse geographies, countries and teams.
- ➢ **Creates a USP in Attracting Talent**: 50 % of graduates are women, but the % drops as they move up, 11% of the talent pool are people with disabilities, so when we compete with the larger companies for talent, we have the entire pool vs a shrunk pool.
- ➢ **Engagement –** Our engagement has been the highest in surveys over the last few year's .And higher engagement leads to higher productivity, ideas and interaction and lower attrition. We have seen our attrition come down from 36 % to 4 %.
- ➢ **Greater innovation and creativity:** In an environment of openness and trust, innovation thrives- we have an average of $0.2 M savings due to ideas being implemented. 157 ideas came when we launched an idea contest.

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> - **Employer branding –** Bayer if as an employer of Choice offering equal opportunity to all. This has helped us in attracting the right talent (especially from universities) as well as in retention efforts.

Proud Moment – We won the Karnataka State award – 2 years in a row for having the highest % of differently abled employees at SCBg Bangalore.

Lessons learnt during the course

After a 8 year long journey, one important lesson for us is that start small but be consistent. A change need to be big, if it is creating value it will becomes a movement. What is important is that you START!

If you were to launch the program again, what would you do differently?

The journey has been filled with a lot of learnings. At this stage we are able to talk about how having a Diverse and Inclusive team has created a differentiated value for us.

One thing that we could do more of would be talking about our journey in external and internal forums Create examples for others to follow and bring change in more teams across the organization.

Any additional comments from the Program Manager/Subject Matter Expert

Creating culture change does not happen in a day, a month or a quarter. It's an ongoing effort that needs passionate people who can advocate and influence, be there when an issue occurs and drive a mindset revolution. Bringing in change is hard, it's not a step by step process, nor is it a list of activities that one can tick off, it is having a dream, selling that dream and making other's see its value and then taking steps to make it a reality. It takes a village- from the NGOs that we work with, the conferences we attended, leaders who hired the colleagues in their teams and try their best to ensure everyone feels safe and heard to team members and allies who look after their colleagues, to our security, housekeeping and support staff who make an effort.

Lastly,

Inclusion is not bringing people into what already exists; It's making new space and a better space for everyone! - George Die

Preethi

Name of the Organization: Preethi Kitchen Appliances Pvt Ltd

Name of the Case Study/Program: Internal Customer Satisfaction Survey

Problem Statement:

Preethi doubled in business value in 3 years (2015-2018). As an organization we have the whole range of processes starting from Research and Development, Manufacturing, Sales and Customer Service which is Company Owned and Company Operated. Given our three focus pillars in business are Innovation, Quality and Service we strive to maintain our value proposition even with rapid growth in business. Also, post Philips acquisition we have been transforming Preethi from being a proprietary business to a professional setup which has led to the continuous evolution of processes and ways of working in different functions.

Considering the complexity of our business model and the pace of growth, it became paramount for us to get all teams to work as One Preethi towards the single agenda – "Delight our customers and consumers".

There are multiple enabling functions supporting the needs of customer facing teams on a daily basis. Certain gaps were identified in the way enabling teams were working together to meet these needs. While Preethi as an organization is known for its family culture and collaboration, there were several pockets identified where collaboration could be improved to leverage the organization's strength in delighting our customers and consumers. The Sales and Service team members were impacted by the missing handshake between internal teams like Finance and HR, Marketing and Finance, Administration and HR, etc. While all the teams were working together to meet the goal of delighting customers, administratively there were differences and this called for a program to bring all the enabling teams together.

Objective of the Program:

Our key objective was to become more agile as an organization and strengthen collaboration amongst different functions to meet customer and consumer requirements more proactively. This was non-negotiable for us to retain our leadership position and to continue staying ahead of our competition in the market.

The Internal Customer Satisfaction Survey gives us an understanding of how satisfied any team is working with another team in the organization. This gave a platform to give feedback to all functions at different levels. It helps us resolve any differences that may exist between teams and proactively take course corrective measures rather than wait for the teams to hit a snag.

Program Framework:

The ICS survey was designed to take feedback from all the functions that were serviced by the said function. For instance HR is scored by all the functions since HR provides service to all other functions in the organization. A function-wise matrix was prepared where the ten enabling functions were mapped to their internal customer teams and the survey was deployed on a half-yearly basis. The survey has both quantitative and qualitative questions to capture open and honest feedback. The scores are consolidated and all the ten enabling teams are ranked to showcase the most 'Customer Centric Team'.

The entire organization participates in the ICS digital survey right from the Leadership Team to the field employees. Every individual shares his/her rating and feedback for all the teams that service them on a half-yearly basis.

The survey measures perceptions and impressions of enabling teams' Responsiveness, Ability to deliver as per commitments, Quality and Accuracy of inputs, Communication adequacy and timeliness, Approachability and in essence the Ability to Collaborate with other teams to deliver a business goal. This not only helps us drive individuals to improve customer centricity but also enables them to support other team members, which in turn improves the overall function's ICS score.

Once the scores are published and the feedback shared with the teams, FGDs are organized with internal customer teams to get a deeper understanding of problems before an action plan is implemented. They are also supported in coming up with the action plan to address the identified issues/ concerns. There is a periodic Review Mechanism put in place to ensure complete implementation of the action plan and program sustenance. ICS scores are also directly linked to R&R and it carries 60% weightage in our annual awards which is another factor that has inspired teams to drive this initiative.

Challenges faced in implementation:

One of the bottle necks that we were faced with at the time of design was the mapping of internal functions in the system to ensure that the right teams gave feedback. Our internal IT team came up with a great solution to ensure that we got the customer team mapping right making the online survey feedback extremely meaningful and relevant.

For Preethi to achieve its goals there are some teams that will have overlapping/ conflicting KPIs. During the initial implementation of the survey, some of the feedback received was reflective of those KPIs that were meant to be conflicting by design. But through the FGDs and interactions with leaders of the servicing teams clarity on these areas emerged thus setting more relevant expectations from the teams.

As is the case with most new initiatives, communicating the intent and importance of the survey especially to the large distributed team in the market was a big challenge which we mitigated by coming up with communication measures that were inclusive and effective. We had our leaders become the ambassadors for the program which assured us the reach to the last mile individual in every team and also encouraged participants to share candid feedback to all servicing teams with zero fear of consequences.

Impact of the Program:

The rigorous implementation of ICS has yielded some great results in both Internal and external metrics. Internally, we have seen a consistent increase in response rate to the survey from 86%-100% in the last 3 years. As a result of the sustained feedback collection and action plan implementation we have also seen a growth in perception scores for functions across the chart.

We gather feedback from our employees as part of the annual Employee Engagement Survey on Preethi's Five Behaviours. Since 2018-2020 we have seen the score for 'Collaboration' as a behaviour increase from 84% to 89%. Also, Collaboration is our highest scoring behaviour in the 2020 survey.

Externally, the result of this practice has led to benefit several business functions that can be evidently seen through some of our key metrics. FCR (Field Call Rate) of a product is the number of accepted claims as a percentage of sales which are still in warranty period. While Quality Assurance(QA) is the team that is mainly responsible for reducing FCR, other functions like Customer Service, Sales and Production play a significant role in working with QA in improving product quality and thus reducing FCR. With both internal and field facing teams collaborating strongly we have seen a 30% reduction in FCR since 2018.

Forecast Accuracy is a metric that is used to measure the accuracy of sales forecast. Functions that play a role in improving forecast accuracy are Sales, Supply Chain Management (SCM), Marketing and Production. The collaboration amongst these teams have improved significantly and the actions taken by SCM who plays a pivotal role in servicing the Sales team, has led to SCM being ranked the most Customer Centric team as per ICS for 4 consecutive survey periods. Forecast Accuracy has also risen from 70% in 2017-18 to 72% in 2020. There are several such metrics that have directly supported Preethi's ability to service our customer better through improved collaboration amongst cross-functional teams. ICS process has also evolved over every survey period becoming more robust and meaningful than ever before.

Consumer Preference is a measure of a consumer's satisfaction with products that they have purchased. Our In Shop Promoters and Field Sales Team gather information from continuous engagement with customers and consumers and share valuable insights and feedback to the upstream and downstream marketing teams for taking concrete actions to improve consumer preference. With Sales and Marketing working hand in hand, feedback shared by Sales to Marketing has influenced the Consumer Preference indicator by 4% from 2019-2020.

Lessons learnt during the course:

A key lesson learnt from this exercise is that for ICS to become meaningful, it is not enough if the leader of the team takes ownership to drive actions. It is essential that all the team members come together to discuss solutions and act on them. Taking ownership to act on the feedback was pivotal which made a significant difference in the outcome of the survey. The program is sustainable only when teams act on feedback and close the loop with the customer teams.

When the department ranks were published for the first time, we had some emotions that had to be managed but eventually this turned out to be a factor that attributed to the success of the program. The survey is not just a reflection of the team's ability to collaborate but the ranking has made this a relative experience making it equally important for any team to understand how other teams work and to implement some of those learnings in becoming more and more customer centric.

If you were to launch the program again, what would you do differently?

ICS is an ongoing initiative and with every survey rollout, we identify continuous improvement opportunities.

But if we were to launch the program all over again, we will look at making the customer department mapping more robust where the mapping will not stop at the department level but will be drilled down further to an individual level. This will make the feedback received more accurate and ready to act on. This will also give us the opportunity to make a stronger case to link the scores directly to the goals of individuals.

Any additional comments from the Program Manager/Subject Matter Expert:

The success of this initiative can be directly attributed to the culture of the organization. Across levels and teams we strongly believe in collaborating to deliver results. We do not penalize our people for failures, rather encourage them to come up with new ideas. Also, the level of openness and transparency

in communication has led to getting candid feedback on every one of these surveys. This and the fact that teams are keen to reach the top of the ICS Scoreboard have made the program more a pull from business than a push from the HR function.

Name of the Organization: Bennett, Coleman & Co. Ltd. (The Times Group)

Name of the Case Study/Program:

Driving Total Wellness Quotient through focused and Innovative Health & Well-Being practices for employees & all stakeholders

Objective of the Program

Context: Research demonstrates that a positive work environment leads to better health & well-being of employees and all stakeholders that positively impacts the bottom line.

Problem Statement:

•A health crisis that snowballed into an economic crisis resulting in disruption of emotional, mental and physical well-being of employees & stakeholders, posing challenges to business continuity.
•A complete lockdown mandated by the Government posed challenges on Business Continuity & Employee Well-Being –work from home was never perceived to be a possibility with print media.
•Disruptions caused to Work, Workplace & Workforce.

People

>•60%to 80% of workplace accidents and more than 80% of doctor visits are attributed to stress, leading to health problems ranging from metabolic syndrome to cardiovascular disease and mortality. Health care expenditures at high-pressure companies are nearly 50%greaterthan at other organizations.
>•COVID brought in additional stress thereby, a need to adapt to the remote working environment while assuring and aligning all stakeholders. Added need to ensure their safety, good health & well-being.
>•Need to align, equip and empower workforce to work remotely and ensure compliance with safety measures while inspiring them to be responsible individuals& contain spread within their ecosystem
>•Deployment of appropriate Technology to enable Learning & Engagement initiatives, Supporting Workplace policies & practices to include a wider spectrum of Talent (both direct& in-direct).

BUSINESS

>•Research shows, stress leads to disengagement over the long term which results in 37% higher absenteeism, 49% more accidents, and 60% more errors and defects, 18% lower productivity, 16% lower profitability, 37% lower job growth, and 65% lower share price over time. (ref: Gallup Survey). Employee movement results in higher associated costs of recruiting and training.

Intent: the intent was to resume business continuity with revenue and circulation recovery. More importantly drive the **Drive the Total Wellness Quotient through focused and Innovative Health & Well-Being practices for employees & all stakeholders**

Program Framework

As a caring and compassionate organization, we have always believed in driving the *total wellness quotient for our employees and their families*. Representing an industry that experiences high-stress levels every single day, our employees work at odd shifts (against their biological clock) to ensure that the product is delivered to the Reader at 7 in the morning, else it loses its value.

With the lockdown, while most of the industries put brakes on their functioning, we were classified as an essential service, a source of credible news. We were reeling under additional stress, as there were many external challenges like access to societies, drop in circulation and revenue etc. This accelerated disruption contributed to anxiety and apprehension for each individual and the organization as a whole. But as always, we believe in a proactive approach. The existence of Chief Spiritual Officer, Psychologists on call, Medical apps for doctor on call or emergency services amongst other aspects, speak volumes of **our intent and belief.**

Since years we have been designing and implementing our health and wellness programs in a "phygital" (physical 70% and digital 30%) way. With COVID-19 and lockdown, while on one hand we were working towards business continuity, at the same time we took a leap of faith to create 100% virtual interventions to ensure a **balance of mind, body and soul** based on **LEAP framework** (Learn, Engage, Aware, Praise).

More importantly, we ramped up our efforts and slowly, our health and well-being interventions **catapulted into a Movement**. I am sure all of you would have gone through the presentation in detail, which elaborates on our overall belief and ideology. We succeeded in making this transition, navigate the crisis, create opportunities for employees and drive their Total Wellness Quotient, which created significant value for the organization and the individual. Our innovative policies like Recharge day, happy hours etc are ways to ensure offscreen and onscreen balance for our employees. Extra "Suraksha Kavach" insurance for our employees is another way to show how people are critical for us.

Challenges faced in implementation- Describe the challenges and how they were met

We represent an industry that experiences high-stress levels every single day, our employees work at odd shifts (against their biological clock) to ensure that the product is delivered to the Reader at 7 in the morning, else it loses its value. We have been designing and implementing our health and wellness programs proactively in a "phygital" (physical 70% and digital 30%) way.

The pandemic has treated everyone in an "unbiased manner", forcing every individual to re-evaluate, re-haul and re-engineer their lives. With COVID-19 and lockdown, while on one hand we were working towards business continuity, at the same time we took a leap of faith to create 100% virtual interventions.

We created a unique LEAP framework to align and adapt to the "new ways of working and driving Total wellness quotient" across our ecosystem while additionally ensuring that we
· Build trust; employee connect with authenticity
· Communicate with transparency
· Enhance Total Wellness Quotient

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Impact of the Program

We ramped up our efforts and slowly, our health and well-being interventions **catapulted into a Movement**. We succeeded in making the transition, navigate the crisis, create opportunities for employees and drive their Total Wellness Quotient, which created significant value for the organization and the individual. Our innovative policies like Recharge day, happy hours etc are ways to ensure offscreen and onscreen balance for our employees. Extra "Suraksha Kavach" insurance for our employees is another way to show how people are critical for us.

The internal impact of our programs has been significant with engagement rate **being 61% learning, 92% engagement, 100% awareness and 25% praise of individuals.**

Lessons learnt during the course

As a caring and compassionate organization, we have always put our people first and have thought proactively for the health and well-being of all our stakeholders. That has surely emerged as a strength and we will continue to build on this so that we are ready for any challenge.

If you were to launch the program again, what would you do differently?

We would do it the same way ☺

Any additional comments from the Program Manager/Subject Matter Expert

Amit Das, Director HR & CHRO Bennett Coleman & Co. Ltd. (The Times Group) guides his team and says, "The business world today has to focus not just on recovery, but also on building anti-fragility and future readiness." That is the premise with which each of the team member works.

Compendiums Journal - CSR

SUGAMYA SHIKSHA

A Comprehensive School development Program

'Sugamya Shiksha' is among the collective efforts of ideologies that intend in bringing about success, filling certain areas in the public education system. The program takes a holistic approach with new initiatives for strengthening government programs/activities in the schools. This program emphasizes on preparing and constructing illustrative models in conceptualizing the strength of public schools.

The project aims at strengthening the public education system by complementing resources to ensure comprehensive learning and development of children. Sugamya Shiksha envisions to empower the students of Government schools

across various primary dimensions like skill development, health, resource management and school development. It evolves an individual as ideal citizen of India, and thus 'comprehensive school development program'.

The nine sub-projects of Sugamya Shiksha are well twined that the action of each initiative is reflected in the other leading to overall reaction in children mindset. The crucial crisis witnessed by any one of the programs is resolved by other program. The comprehensive assessment of the engaged children is seamlessly imbibed to the whole process at every juncture.

Project	Objectives
Sandhya Shale	Prohibition of Vandalization of School premises after school hours and accountability of students productivity after school hours until parents come back home from work.
Skill labs *(Life//Language(spoken English)/Computer)*	To bridge the skill-education gaps in the existing learning system at school. Skill lab provides these three critical skills to the children to ensure they are all well equipped for their future.

Education support program for high school children	To conduct supplementary classes to equip children to perform well in examinations and support them to continue their education. Scholarships to support continuation of higher education.
CHIRAYU *Children's health Program*	To provide health education and awareness to the children Assistive aids and services for children with disability
Fit Children Program *Physical education and sports*	To enhance the health and physical fitness of children and to develop their interest in sports and create opportunities for them to play and channelize their potential in a positive direction
My Country, My Pride	To create awareness and inculcate the spirit of nationalism and encourage children to participate in nation building activities.
WASH-E *(Water Sanitation Hygiene and Energy)*	To develop and strengthen the health & hygiene concept among teachers and students and to create models of sanitation at the school level. To find alternative and integrated solutions for addressing resource deficiency at the school level
School development Project	To facilitate the strengthening of School Development and Monitoring Committees (SDMCs) to ensure community participation in school development activities

Inspiring Programs – Augmented Opportunities

Swachhata Rayabhari – Cleanliness ambassador" This concept is basically formulated to inculcate the sense of responsibility about cleanliness of the school environment to our children. This role moves on in a cyclic manner to every child in a classroom with the objective to enlighten every child's perspective on cleanliness. These kids technically have a badge as a matter of identification.	**Makkala Santhe (children Fair)** Students in this activity are encouraged to perform and exhibit their marketing skills. The activity is designed to empower Financial Literacy among students. Students put up various stalls and sell self-prepared eatables and veggies
Shala Mantri Mandala (Student Cabinet) A Student Cabinet is a representative structure through which students in school can become involved in the affairs of the school, working in partnership with school management, school staff and parents for the benefit of the school and its students.	**Makkala Samsath (Children assembly)** The student parliament session provides an opportunity to discuss openly the problems which the students observe at school and regional level, with eminent persons, knowledgeable on same at higher level; to provide an understanding about the plans and policies pertaining to development programs at provincial and regional levels; and to build an open dialogue with policy makers and planners who decide on programs, policies and plans.
Third State Level Teacher Conference The teacher Conference is conducted by GRAAM with an overall objective of providing a	**School Mapping for Stakeholder Participation and Sustainability**

common platform to the teachers, educationists, academicians and the administrators to discuss and exchange their views and experiences and bring out an implementation strategy for overall development of education in the state. Besides, the teachers got an opportunity to highlight and discuss the positive aspects of the advocacy movement being implemented by GRAAM.

A program that bought together all the well wishers of the school. An exposure to the parents and supportive systems about the problems and challenges in the school. And thus provide an opportunity to help in school development.

Achievement : *The team Sugamya Shiksha is able to achieve some significant milestones through its journey.*

Sugamya Shiksha was initiated in 2016 with 3 schools and one district. By the end of 2020 it was expanded to 36 schools in 6 districts reaching to 10478 children.

CHILDREN ENGAGED IN TOTAL - PROJECT WISE

	Children Engaged	Sandhya Shale Children	Spoken English	Computer Literacy	Life Skill	Sports	MCMP
2016-17	1705	218	1698	1174	921	0	921
2017-18	3263	894	1997	2248	1733	439	2417
2018-19	5049	1542	3481	3481	2773	924	4723
2019-20	10478	3757	5399	5928	5849	1815	9000

(Y-axis: Children Engaged in Numbers)
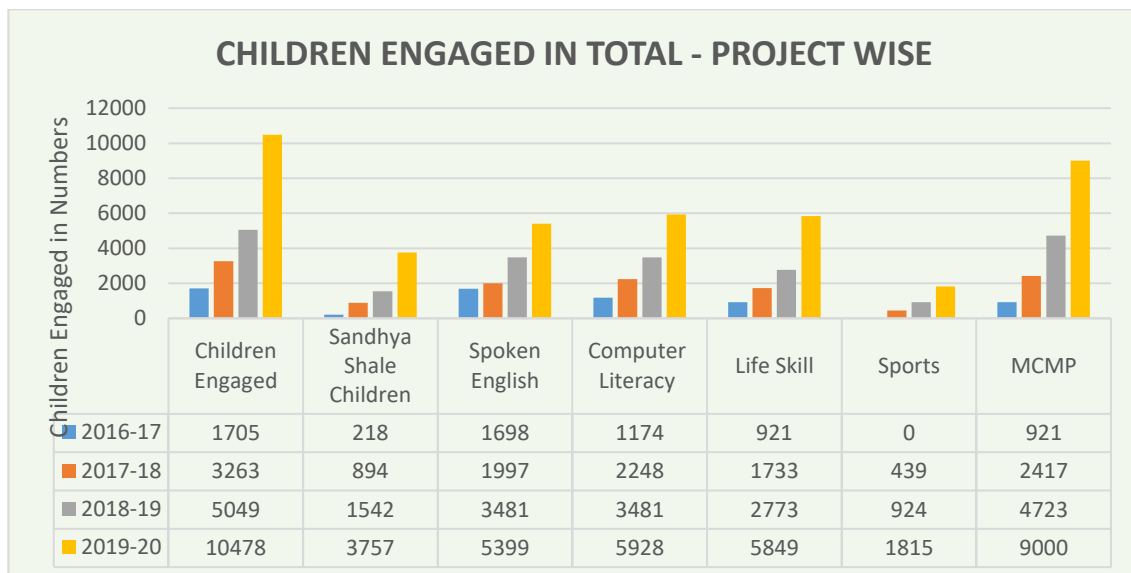
➢ Conducting 'Sandhya Shale' after school hours has bought down the cases of Vandalization of School premises after school hours and accountability of student's productivity after school hours until parents come back home from work.

➢ An advanced computer lab is established in 36 government schools with an average 15 computers to each schools. The Computer lab is equipped with batteries for 4 hours, projectors and screens. Children are now well trained to work with computers and online networks.

➢ 'Chirayu' is a project to Support the children with special need by assistive aids and services. 5000 Children were screened for hearing loss and 32 children were provided with hearing aids.

➢ 40 different professionals were invited to schools to interact with children. Doctors, Army officials, Agriculturists, police officers interacted with children providing them with information about their filed. This was conducted under 'My country My pride' project, a plat form for interaction with prominent achievers to inspire the children and build passion toward the country.

- Activities like school mapping, Visit to best SDMC schools, compulsory participation of community in planning activities of different program at school make the community to be part of the school. In the year 2020 through community participation an amount of 68lakh was raised for school development for 36 schools.
- To make the government schools attractive and safe – painting was done to schools, CCTVs were installed, 176 Study tables and benches were provided considering the requirement, 7 libraries were established as per the space availability, Waste compost pits were installed in 20 schools, 100 toilet seats were refurbished, The bathrooms and toilets of all the schools were revived and managed for cleanliness.

Outcome of the Implementation

The Government of Karnataka recognized the program and signed an MoU, thus facilitating the implementation in more number of schools.

The No School Bag Day is the program dear to the current education minister, officially announced by the honorable chief minister of Karnataka. GRAAM had the opportunity to provide a concept note and pilot the program in two of Sugamya Shiksha Schools.

The voices of children in Makkala Samsath (Children assembly) have successfully reached the various line departments of the Government. The problems persisted since years, resolved in days! power to the children's voice.

As the aim of the program is to provide a scalable and replicable model, the development of intellectual materials and innovative activities continued through the years of implementation. The SDMC training module, Standard Operating Procedures for some activities, the launch of Hygiene Ambassador Activity in the school, research studies on participation of SDMC and wellness among children taken up besides program implementation.

Experiences

"The English Fest at GHPS, Mandakalli was very well organized. There was ample number of Opportunities for the students to use English through various program and those programs helped in enhancing the linguistic abilities among students. The anchoring by students in English was appreciable. I thoroughly enjoyed the event"

–Ms. Komala, CRP, Kadakola Cluster

Ms.Jyothi, a 9th standard girl from Udbur school, Mysuru, took the risk to participate in the annual sports meet 'Sugamya Kreedotsava' in Mysuru, daring her menstruation. For a moment, she thought she should not take part. The episode of 'Mytri' video showed in the life skills class gave her the strength. She diligently explained her parents, took a drop to the stadium as the bus carrying students left already. She not only took part, but won four medals. Jyothi tells "if I had stepped back on that day, I would not have gained the confidence on myself. Now, I want to lead the way as my fellow girls can also confront their inhibition.

HEALTH ENRICH

A RURAL SOCIAL BUSINESS INTIATIVE

PROJECT BRIEF

Production of Ragi based food supplements products by the members of Prakruthi Food Products in HD Kote of Mysuru District

Health Enrich: A Social Business Project

This project is conceptualised with the concept of "Rural Wealth Creation" to support the rural women to develop a sustainable livelihood source and also address the nutritional deficiency in the local area. The project improved the local economy in various ways such as additional income to women entrepreneurs, an assured market for millet farmers, additional employment to the rural people in the form of support service, etc. It also checked the labor migration to the other states in the lean seasons. The project improved the health condition of the local community and the enterprise supplies un adulterated food to the end consumers.

GRAAM undertook the social business project with the assistance of NABARD Financial Service Ltd (NABFINS) to facilitate a group of Ragi (A small millet) producers from Janganakote Haadi in HD Kote taluk of Mysuru District. We helped to develop value added products from Ragi to sustain its production, and create perennial employment. The aim of the project was to use Ragi-based food products and nutritional supplements to address the nutritional deficiency in children and also aid economic empowerment of women along with local sourcing to help farmers. GRAAM helped to develop a system for producing ragi based food products in a cost effective and hygienic manner. Local markets for ragi products were created as a supplementary solution for nutritional problems faced by local communities. GRAAM advocated for the introduction of millets in the Government programs to tackle malnutrition.

The project promoted the institution owned by the local women by handholding them to improve their entrepreneurial skills to establish their own initiative. GRAAM helped the women to register a social business and avail all the legal compliances. The products were branded as "Health Enrich" and marketed to all major retail stores in Bangalore & Mysuru. After one-year successful operation the unit was handed over to its members and Swami Vivekananda Youth Movement (SVYM) continues to guide and mentor them.

Project Objective:
1. To develop a system and processes for producing ragi based food products in a cost effective, professional and hygiene manner
2. To create a local market for ragi products which would be a supplementary solution for nutritional problem being faced by local community, especially the tribal children
3. To advocate for using ragi based nutrition supplement in the schools and hostels for tribal children run by Government and other institutions in the H D Kote taluk
4. To develop an additional food product based on the market understanding and the demand
5. To facilitate the group to have an effective marketing linkage that reaches the product beyond HD Kote area and provide them a sustainable livelihood opportunity.

Project Interventions: The key interventions are described in the below flowchart.

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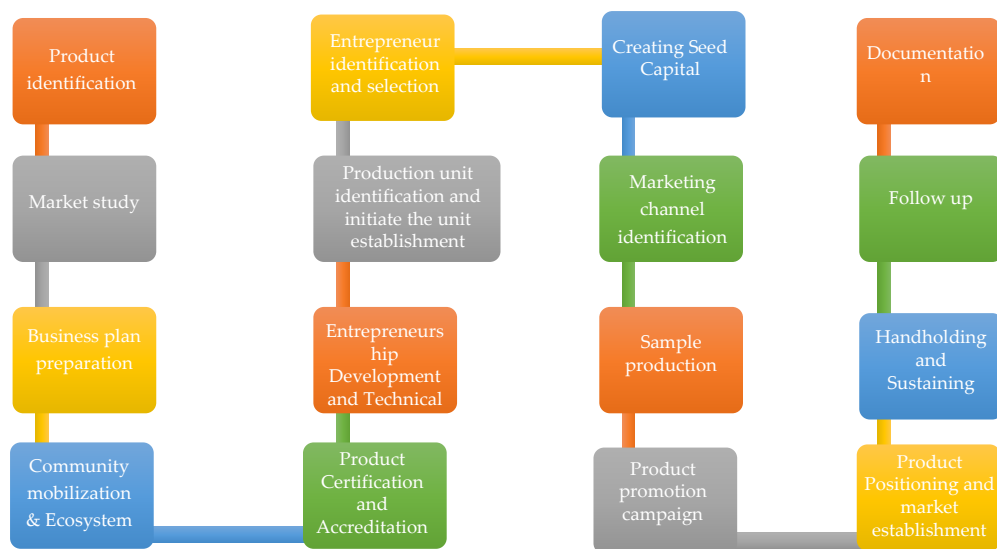
Important Partnerships

The project was witnessed important partnerships with reputed institutions such as NABFINS, CFTRI, Rotary club of Mysuru, Wurth Elektroniks, Swami Vivekananda Youth Movement, local panchayat etc. and each institution has made significant contribution to the project to make it successful. It emerged as a model project of Public, private and civil society partnership.

Project Output

- The production unit established on May 2017 at H.D. Kote and Mysure Market.
- 20 Women entrepreneurs selected and 15 are still continuing and the monthly income increased from 1500 to 5000/- per person.
- Sales revenue was reached Rs. 2.25 L as on Mar 2018.
- Women are running the enterprise by their own. The additional income from the social enterprise improved the living condition of fifteen families.
- The unit started with 13 products and looking at the market movement it is trimmed down to 6 products. (Raggi flour, Raggi chikki, Raggi mixture, Raggi Muruku (Chakli), Raggi pappad, Raggi uri-hittu)
- More than 50 farmers are getting regular market for their farm products.
- Additional manufacturing unit has been planned to open for manufacturing Ragi Chikki. Unit is waiting for the machinery arrival.
- It became as a viable, dependable and sustainable livelihood model for the tribal women.
- A model project has been developed with all documents, SoP, reports, papers, etc. which can be replicable in any rural context.

Challenges Faced During Implementation

- Procurement of valid IDs: Non-availability of documents like birth certificates, educational certificates, etc. caused delays to procure mandatory identity proofs like PAN, Aadhar etc.
- **Lack of regular power:** Non- availability of assured power in the area lead to increased costs. Also, time spent on follow-ups and communication with officials of the Electricity Department consumed a great amount of time and caused delay.

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- **Delay in approval:** Transfer of officials in Graam Panchayat delayed the process to obtain general license for the production unit and NOC for electrification. The building usage license was needed from Zilla Panchayat. This was delayed due to their irregular general body meetings. The impending elections to the Zilla Panchayat also meant delays in the processing of the files.

Future Prospectus: Health Enrich is a remarkable project with all the successes and impacts. GRAAM plan to expand the existing social business as well as to replicate the same to similar geographies in Karnataka and PAN India.

ICICI Foundation for Inclusive Growth

Budget: INR 1 billion annually

Focus areas: Education/Livelihood/Disability- Sustainable Livelihood

NGO Partners: None, all programmes of ICICI Foundation are directly implemented by staff of the Foundation

Website: https://icicifoundation.org

Funding: ICICI Foundation is entirely funded through CSR of ICICI Bank and Group companies

Purpose:

At ICICI Foundation, promoting inclusive growth of all Indians is the primary objective. Our goal is to pro-actively support and catalyse meaningful socio-economic development in India. We endeavor to build our villages as self-sustaining ecosystems and to enable a large number of people from underprivileged and marginalised sections of society, across the country, to participate in and benefit from India's economic progress. ICICI Foundation is built on the idea of sustainable growth. While the Indian economy has grown rapidly in the past few years, the job market has not witnessed a similar growth. The skills that the youth possess simply does match the job description offered by the recruiter. The Foundation has identified this gap and is working on sustainable livelihood through skill development, enabling the youth to explore several new opportunities and contribute to the economy. ICICI Foundation has now become a leading institution in the field of promoting inclusive growth and has transformed several lives through its initiatives. It strives to help India take advantage of its demographic dividend and leverage its strong working population. ICICI Foundation for Inclusive Growth has significantly contributed towards enabling sustainable livelihood to over half a million individuals.

Skill Development:

ICICI Foundation has three major initiatives for skill development:

ICICI Academy for Skills

ICICI Academy for Skills acts as a bridge between youth who are seeking employment and recruiters, by providing industry relevant, job-oriented vocational training courses. With 11 industry leaders as our Knowledge Partners, industry relevant curriculum, state of the art technical labs, practitioners as trainers and corporate discipline we ensure the highest quality of training. This has resulted in over 1300 placement partners ensuring 100% placement for our trainees.

ICICI Rural Livelihood

Our comprehensive rural livelihood interventions focus on skill development of villagers in locally relevant skills and facilitation of market linkages with regional and national markets to enable supplemental livelihood opportunities to them.

Rural Self Employment Training Institutes (RSETIS)

On behalf of ICICI Bank, ICICI Foundation manages two residential ICICI RSETIs in Rajasthan at Udaipur and Jodhpur, and their 20 satellite centers in these two districts, since March 2011. ICICI RSETIs are focused on promoting entrepreneurship.

All training and development for the beneficiaries are provided on a pro bono basis.

Financial literacy

ICICI Foundation undertakes financial literacy camps on a large scale. Beneficiaries are taken through various financial concepts, benefits of formal banking channels, various welfare schemes of the Government, importance of credit history, risk of frauds etc. depending on the background of the audience.

Social and environmental projects

We have a notable contribution towards Environment conversation through tree plantation, watershed management, addressing human-wildlife conflict, etc. We also work on other socially relevant causes through initiatives like Health camps, blood donation drives, Supporting Nutrition for Children's Ailing with Cancer, etc.

Outcome

Sustainable Livelihoods:

Transformed over 5, 21,000 lives through Sustainable Livelihood. 55% of the trainees were women.

ICICI Academy for Skills

Skill training across 10 technical and 3 non-technical courses, we maintain a record of accomplishment of 100% placements. Enabling sustainable livelihood for over 1, 45,000 lesser-privileged youth across India till date. 42% of them being women. ICICI Academy for Skills becomes the first Platinum rated building in the Union Territory of Jammu and Kashmir certified by the Indian Green Building Council (IGBC).

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ICICI Rural Livelihood

Skill enhancement of / imparting supplementary skills to over 2,75,000 lesser privileged trained across 115 clusters covering over 2,100 villages across the country. 61% of them being women.

ICICI RSETI

Over 1, 01,000 lesser privileged youth have been trained at the two RSETIs and their satellite centers. 57% of them being women. ICICI RSETI Jodhpur has the unique distinction of being India's first IGBC Platinum Rated Net Zero Energy New Building.

Financial literacy

Sensitized over 1.1 Million individuals to the concepts of basic financial planning

Environment

Planted over 500,000 trees, Policy of no use of single-use plastic, Practice of Felicitating guests with a tree certificate – A sapling is planted to back every certificate.

Growth over the years:

2008 – Formation of ICICI Foundation for Inclusive Growth

2011 – ICICI Foundation starts managing ICICI RSETI's in Jodhpur and Udaipur

2013 – ICICI Academy for Skills launches its first center in Jaipur

2014 – ICICI Academy for Skills signs its first MOU with a state Government

2015 – First all women center of ICICI Academy for Skills launched in Delhi

2017 – ICICI Foundation Rural Livelihood Program launched across 100 villages

As on March 31, 2020

ICICI Academy for Skills Present across 19 States/Union Territories with 27 centers

ICICI Rural Livelihood Program presence over 2100 villages in rural India

ICICI RSETI present across 33 blocks of Rajasthan with 2 residential centers and 20 satellite centers

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Quantitative Outcomes:

• Provision of job opportunities to over 1, 45,000 lesser privileged youth

• Enabling supplemental income through skill enhancement for over 275,000 villagers with 84 % of them being linked to the market.

• Promoting micro-entrepreneurship for over 101,000 beneficiaries of ICICI RSETIs with 77% settlement

Qualitative Outcomes:

• Water conservation through watershed management, encouraging farmers to move away from water guzzling crops, promoting sustainable irrigation practices like direct seeding of rice, systematic rice intensification, alternate wet and dry irrigation, etc.

• Working with tribal population for mainstreaming through sustainable livelihood along with forest conservation

• Inclusion of the specially abled individuals into the main workforce

• Inclusion of the transgender community through alternate means of livelihood

• Enabling sustainable livelihood to the landless farmers through interventions like mushroom cultivation, goatery etc.

Awards/Recognition:

The Porter Prize 2019 for Enabling Social Progress for Inclusive Growth.

Runner up at the CII awards 2019 for promoting gender equality & women empowerment

ICICI RSETI Jodhpur awarded the best RSETI and ICICI RSETI Udaipur was awarded as the second-best among the 587 operational RSETIs in the country.

CHEMISTRY THAT MATTERS™

SABIC CSR PROGRAMS IN INDIA

SABIC AT-A-GLANCE

1976	**33,000**	**50**	**3rd**	**122nd**	**4.334**
Company established	Employees around the world	Countries of operations	Largest global chemical company*	Largest public company in the world*	US$ bn Estimated Brand Value**
82.6	**1.5**	**37.3**	**≈ 150**	**12,540**	**68**
US$ bn Total assets	US$ bn Net income	US$ bn Annual revenue	New products each year	Global patent filings	World-class plants worldwide

*Forbes 2019   **Brand Finance, 2020

ABOUT SABIC'S FLAGSHIP CSRPROGRAMS

| SABIC Global Initiatives | Global Back to School Initiative | Global Science Caravan | Global Initiative For Education & Innovation | Global Environmental Protection Initiative | Global Social Initiative | Global Health Initiative |

	School Renovation & Upgradation Program	**They See, They Learn (Eye Check Camps)**
SABIC Regional Flagship Programs	SABIC has renovated and upgraded more than 30 Government schools across Karnataka & Gujarat	SABIC has screen more than 3, 00, 000 students in Government schools for vision challenges
Partners	Bengaluru South Rotary SVADES	Mission for Vision United Way of Baroda

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BACKGROUND & IMPACT
SABIC BELIEVES IN CREATING IMPACT AT THE GRASS ROOTLEVEL

SABIC, a global leader in diversified chemicals has come forward to support children from underprivileged backgrounds through its Corporate Social Responsibility (CSR) efforts in the areas of Education and Healthcare. These flagship programs aim to provide vision treatment for children unable to pursue education due to vision challenges. The programs have been running successfully across Bengaluru, Karnataka and Vadodara, Gujarat.

School Upgradation & Renovation Program: Children in rural areas attend schools, which are in need for upgradation in terms of teaching as well as physical infrastructure. SABIC has been working towards equipping the schools with modern infrastructure - equipped to cater the evolving needs. These efforts have helped in renovating and restoring school infrastructure in communities around SABIC site and attracting children back to the classroom. So far SABIC has carried out renovation and upgradation in more than 30 Government schools in two states – directly benefiting more than 15, 000 students and 85000 people indirectly residing in the communities these children belong to.

They See, They Learn (Eye Care): Through this initiative SABIC has worked towards addressing vision related issues among less privileged children. Vision related challenges often prompt a number of students specifically girl child to drop out of schools. SABIC has been reaching out to the less privileged students across Government schools to conduct regular eye checks and distribute free of cost spectacles to children in need. In addition, the company also directs children to partner eye hospitals in case they require further treatment. Combined with SABIC's school upgradation & restoration program, it has led to an increase in retention rate in Government schools, leading to more children pursuing education.

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GLIMPSES

Restoration of 150 year old heritage Govt. school	Representative school for construction	Eye Check Camps

CASE STUDY

SCHOOL RENOVATION AND UPGRADATION PROGRAM

Before   After

THEY SEE, THEY LEARN (EYE CARE INITIATIVE)

Eye Screening   Children waiting for their turn

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CASE STUDY 1-SCHOOL RENOVATION & UPGRADATION PROGRAM

SABIC in School Infrastructure Program under Sector of Education for Underprivileged Kids at Bengaluru, Anekal Taluk along with Bangalore South Rotary & Government of Karnataka

Objective:

The government schools are meant to provide a chance and environment to be educated for the underprivileged children in these villages. With this modernization and restoration program of these schools, in the proximity of within 10-15km radius to SABIC Technology Center (STC), Sarjapura, SABIC aims to provide equal access to education with conducive learning environment and better facilities to less privileged children. Education is important; it is SABIC's commitment to continually reach out to and improve the lives of the communities, especially in places where we operate in.

Challenges:

These government schools cater mainly to underprivileged children living in the rural areas of the country, located at Anekal Taluk. But the conditions of the buildings made them non-conducive, resulting in less number of teachers and students in these schools. These buildings are more than 60 years old and needed a complete renovation/reconstruction to bring it up to modern standards providing a conducive environment for education and hygiene.

CASE STUDY 1

Strategy:

SABIC undertook the reconstruction and restoration of the schools infrastructure along with the Government of Karnataka's and Rotary Bangalore South.

Stakeholder involvement and outcome:

SABIC completed 13 Schools with 5 under progress. This included reconstruction of classroom, kitchens, principals' rooms and separate toilets for boys and girls. The development also included adding new assembly areas for morning assemblies, new safe structures for the playground, drinking water facilities, and most importantly, installed CCTV security cameras within the compound and surroundings. The schools were freshly painted to give them a new life and look. After the completion, more children returned to study, in fact, there is reverse flow from private schools to these schools. SABIC has invested more than Rs.2.5 crore on these programs in Karnataka.

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CASE STUDY 1-PHOTOGRAPHS

Before & After for HALASAHALLI GOVT. SCHOOL

Before & After for KOMMASANDRA GOVT. SCHOOL

Before & After for KOMMASANDRA GOVT. SCHOOL

Before & After for TC HALLI GOVT. SCHOOL

The number of children attending schools has increased by approximately ~20-25% in each facility

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CASE STUDY 2 – THEY SEE THEY LEARN

Objective:
SABIC as part of its "They See, They Learn" initiative has also worked towards addressing vision related issues among less privileged children.

Challenges:

Vision related challenges often prompt a number of students specifically girl child to drop out of schools.

Strategy adopted:

SABIC, in partnership with Mission for Vision has been reaching out to less privileged students across Government schools to conduct regular eye checks and distribute free of cost spectacles to children in need. In addition, the company also directs children to partner eye hospitals in case they require further treatment.

Stakeholder involvement and outcome:

- Better quality of life in students by early identification and referral of eye ailments.
- Knowledge generation about eye health thereby leading to greater access to services amongst students, teachers, parents and other community members.
- Reduced economic burden on family and nation.
- SABIC increasingly viewed as a leader towards community development, towards the eradication of avoidable blindness.
- The project helped towards national development goals for elimination of avoidable blindness caused due to refractive error.

SABIC has covered 70, 000 kids in Bengaluru South and 3, 00, 000 at all India level.

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CASE STUDY 2 – THEY SEE THEY LEARN

A Back Bencher Experience

14-year-old Keerthana d/o Nagaraj, studying in 9th Standard of Government High School, Chikkatirupati, Karnataka. Keerthana was having difficulty in seeing the classroom board clearly; so much so that at times she used to copy notes from her friends sitting beside and would land up being scolded by her teachers for talking and disturbing.

Thankful to the program, They See, They Learn, her condition was identified with high uncorrected refractive error in both the eyes, hence to get it confirmed they had referred her to the base hospital for complete dilatation and refraction.

After treatment, the spectacles, which were provided through the initiative (international quality certified frames and lenses made of polycarbonate material) were efficient and light. Moreover Keerthana got a choice to choose her own spectacle frame and color and now she feels not only happy at been able to see the board (and her friends clearly) but also mentioned how she doesn't feel that she is wearing anything as her new appendages are lightweight (and stylish).Now with spectacles, she is very happy that she can see the board clearly from far and read books without any issues.

Dropping Prospects to Shining Hope

G. S. Vandhana of 14 years from Malur Town was studying in 9th standard of Government Junior college Girls high school, Malur. During the scheduled examination, she was identified with a Ptosis (Drooping eyelid condition) in the Right eye. Due to Ptosis, she could not see normally and had to lift her face to see the things in front of her.

After being identified with Ptosis, her parents were very reluctant to perform surgery thinking what if things may worsen and she may not get a proper groom for marriage. However, after much counselling by the health worker, her parents agreed to visit Mission for Vision's hospital partner - Sankara Eye hospital, Bangalore for further investigation and treatment. The parents visited the hospital and there post detailed examination Vandhana was advised to undergo Oculoplasty surgery.

Post operation her drooping eyelid has been corrected and she is feeling a lot better now. Like all other children, she is also able to see normally again. Her Parents are happy to see that her daughter does not need to strain to see and observe things like other normal children do

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CORPORATE SOCIAL RESPONSIBILITY – SABIC

Education/Infrastructure: Impacted 30 Schools with reconstruction/renovation

Eye Care – Screened 3,00,000 children

Blood Donation – Collected 16000 Units

"Teach"–New Initiative- 50 classes

Health Care – Healthy child, healthy mind; Screened 11500 Children

Contributions towards COVID- PM and CM Fund, distribution of food and groceries for needy people

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Name of the Organization: IBM

Name/title of the Program/project: Education (AI Curriculum for High Schools)

Problem Statement:

1 Million For 1 Billion (1M1B), is a social innovation and future skills initiative aligned to the United Nations Sustainable Development Goals (SDGs). Established in 2014, 1M1B is a United Nations accredited 501c3 non-profit organization with special consultative status to the UN Economic and Social Council (ECOSOC) and associated with the United Nations Department of Global Communications.
1M1B exists to activate 1 million young leaders who will impact 1 billion people to create a sustainable planet.

Objective of the Program:

The program was looking to achieve 1M1B Foundation is the student training partner for the IBM-CBSE AI Enabled SEWA Program for students which aims to impart AI skills to grade XI students and inspire them to work on AI powered ideas for a better India. The curriculum designed by 1M1B integrates Artificial Intelligence as part of CBSE's SEWA (Social Empowerment through Work Action) thus enabling students to learn AI from the perspective of using AI to build solutions to solve challenges. The unique program can be considered as the first program in the world that excites & engages students to learn AI to solve community challenges and help achieve the UN SDGs, fuelling India's vision to become a global AI leader. 1M1B has enabled the IBM CSR to be directed in the right direction with clear outcomes.

Program Framework:

Through the program, 1M1B has developed the AI High School Curriculum which is now extensively used by CBSE while offering Artificial Intelligence as an elective subject for students in Grade XI & XII. Through this program the aim is to train over 15,000 students from 250+ schools on AI Foundation skills. And encourage them to come up with AI powered solutions to solve challenges faced by India. The students then participate in the AI for Better India challenge where top projects are mentored by experts from IBM to create prototypes. Winners of the challenge win an internship with IBM.
Over 450 project ideas have been received from students which use AI solve key challenges in the community. The collaboration shows how by igniting students incredible results can be achieved.

Implementation strategy

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In the first year, the program explored how students could be introduced to AI and taught AI in a fun and exciting manner which is not just theoretical but gives students a hands-on experience with AI. It involved spending time with the stakeholders, Principals, Teachers, Students and CBSE and creating a curriculum.

In the last 2 years, the curriculum has been tested and implemented across CBSE schools in India. In year 2, 5000 students were trained through the program. In year 3, an additional 10,000 are being trained.

Total number of students trained in AI: 10,000+ (15,000 by end of 2020)

Number of AI project ideas received till date: 650+

AI Prototypes created: 220+

Teachers trained: 1,000+

Number of schools trained: 180 (250 by end of 2020)

Number of hours of trainings: 1080 hours

Geographical location- Across India

Duration- Ongoing

Budget
Rs.15,00,00,000

Impact of the Program

- Total number of students trained in AI: 10,000+ (15,000 by end of 2020)
- Number of AI project ideas received till date: 650+
- AI Prototypes created: 220+
- Teachers trained: 1,000+
- Number of schools trained: 180 (250 by end of 2020)
- Number of hours of trainings: 1080 hours

Name of the Organization: IBM India Pvt. Ltd.

Name/title of the Program/project: IBM STEM for Girls (SFG) Program

Problem Statement:

IBM in collaboration with the government is enabling girl's empowerment through 21st-century skills building, STEM learning, computational thinking, and self-actualization, to increase their chances of employment and careers.

Objective of the Program:

Stem for Girls India program, is a unique program aimed at empowering girls' student through 21st-century skills building, STEM learning, computational thinking, and self-actualization, to increase their chances of employment and career.

Program Framework:

IBM has partnered with The American India Foundation (AIF) as a national partner to implement the Stem for Girls India program. The target is to reach out to 65,000 students which include 45,000 girls studying in Class VIII to XI over three years (FY 2020-2023). AIF has already impacted 20,219 students in Year 1.

Implementation strategy:

The IBM STEM for Girls program was initiated in 2019 with a clear focus to empower and prepare 3 lakhs high school students (this includes 2 lakhs girls and 1 lakh boys) by 2022, across multiple states in India to pursue new collar careers.

IBM has contributed in the following aspects:

- Leveraging coding as a tool to build critical 21st-century skills and agency in girls across the country.
- The program has a special focuses on career skills, life skills, gender.
- Work with state governments and education departments to not just support but advocate for the program in government schools.
- Build capacity of the education ecosystem - teachers and principals as key players in the program and who will eventually own and run the program in their respective schools
- Role models virtual engagement with students so as to inspire them towards STEM
- SFGI program has contributed to generating employment opportunities for youth as facilitators and build their capacities for achieving the desired objectives/
- Capacity building and upskilling of facilitators on futuristic technology on IBM Open P-TECH platform.

During COVID pandemic the program was able to reach-out and train government school teachers on digital and virtual teaching skills to engage effectively with students, thus addressing the learning loss and possible drop-out of students specially girls.

American India Foundation is committed to improving the lives of India's underprivileged, with a special focus on women, children, and youth. AIF does this through high impact interventions in education, health, and livelihoods, because poverty is multidimensional. AIF's unique value proposition is its broad engagement between communities, civil society, and expertise thereby building a lasting bridge between the United States and India. Working closely with local communities, AIF partners with NGOs to develop and test innovative solutions and with governments to create and scale sustainable impact. Founded in 2001in the aftermath of the devastating Gujarat earthquake by the Indian Diaspora in the USA, AIF has impacted the lives of 6.7 million of India's poor. With offices in New York and California, twelve chapters across the U.S., and India operations headquartered in Delhi NCR, AIF is transforming lives across 26 states of India while addressing these issues on a regional, country, and international scale. Learn more at www.AIF.org

Due to the spread of the Novel Corona Virus, schools were closed for a considerable amount of time. The team traced the details of students and parents and knit them together on a platform to promote

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seamless learning. The team engaged in collating the data of students who have access to smartphones or other devices.

The SFGI Program succeeded in using virtual platforms efficiently to impart training for STEM subjects and interact with students. The virtual platforms including WhatsApp and Google Meet were used, while other software applications were used to train students in technological skills. Teachers and facilitators were also trained virtually. Students were engaged on these platforms by our facilitators through continuous interactions, training, as well as activities that promoted creativity and artistic and technological skills.

Budget: Rs.31,50,000,00 crore for 2020-21

Geographical locations:

The program covers ten states across India: **Punjab, Haryana, Rajasthan, Gujarat, Andhra Pradesh, Telangana, Karnataka, Bihar, Odisha & Assam**

Impact through the Program:

- The key outcomes defined for the overall project over 03 years (2019-22) include:
- 200,000 girls skilled with access to digital fluency, coding, 21st-century skills curriculum which help build girls agency
- 50,000 girls display improved learning outcomes w.r.t agency and understanding of career development
- 30,000 girls pursue STEM in higher education/vocational/ technical degrees post 10th/12th class
- 20% of the schools run the program led by school teachers by Year 3 Between 2019-22, the program intent is to reach out to nearly 3 lac students which include 2 lac girls and 1 Lacs boys in classes VIII to XI studying in approximately 2000+ schools across 10 states of the country.

In 2019-20 the first year of the program, IBM SFGI has impacted 1.17 lakhs students including 78000 girls across 10 intervention states. The program in the current (second) year has reached out to 75,000 students which includes 50,000 girls so far.

The IBM SFGI Program equips girls with digital fluency, life, career and coding skills, provide access to knowledge and tools, build agency among adolescent girls and help to build strong pathway to careers. With STEM learning, effective mentorship and career opportunities, girls can thrive and become a stronger participant in the digital economy.

Link to video

https://www.youtube.com/watch?v=YdmUET2bM_0&authuser=1

Name of the Organization: Bosch India

Name/title of the Program/project: Train the Trainer

Problem Statement:

Trainers play a critical role in vocational training delivery mechanism. They need to ensure effective training delivery on domain skills and soft skills based on the expectations of industry. Improving the confidence, self-esteem and achievement of young trainees, especially of those from NEET (not in education, employment or training) is a key performance indicator of a vocational trainer.

Objective of the Program:

Trainers also need to understand the big picture of India's skilling ecosystem, which has rapidly improved in the recent years – thanks to the various Government initiatives such as 'Skill India'. Effective vocational training thus largely depends on the trainer because it is the trainer who can inspire, train and enable trainees to open a new chapter in their lives called "job".

Program Framework

Bosch started a unique Train the Trainer (TTT) program through which prospective and experienced trainers have been trained on content delivery, counselling skills, student mobilisation and Leadership Development

Implementation strategy, including partner CSO/NGO
Bosch did the entire program themselves identifying the people who would help for this program.

Geographical location – Across India

Duration It was started in 2017

Budget : Rs.31 lakhs

Impact of the Program

Trainers play a critical role in vocational training delivery mechanism. They need to ensure effective training delivery on domain skills and soft skills based on the expectations of industry. Improving the confidence, self-esteem and achievement of young trainees, especially of those from NEET (not in education, employment or training) is a key performance indicator of a vocational trainer.

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Bosch started a unique Train the Trainer (TTT) program through which prospective and experienced

trainers have been trained on content delivery, counseling skills, student mobilization and Leadership Development.

Name of the Organization: ASTRAZENECA PHARMA INDIA LTD.

Name/title of the Program/project: Ganga Godavari

Problem Statement:

Ganga Godavari program is a nationwide CSR initiative of AstraZeneca Pharma India Limited, a leading global science-driven biopharmaceutical company. The key component of the program is awareness generation around cancer screening at community level, capacity building of healthcare professional for screening methods and early screening of women aged 15 to 49 years for breast, cervical and oral cancer at community level.

Objective of the Program:

Ganga Godavari program intend to supplement government's population based cancer screening program. The objective of the program is

1. **To create awareness and detect Oral, Breast and Cervical Cancers at early stages among women.**
2. **To conduct specialized cancer screening camps for women in the defined population.**

Budget:

Rs.75 lakhs

Duration:

Started in 2019-Present

Program Framework

In association with Indian Cancer Society, and Charities Aid Foundation India. It is specialized cancer-screening for women from underprivileged families is being conducted across the country in phases. These camps, in defined population, focused on screening of prevalent cancers such as oral, cervical, breast and followed by a meticulous process to associate the identified candidates with health care facilities for further management.

Rationale and significance of the proposed program:

Cancer is one of the leading causes of mortality among adults in India. Prevalence of cancer in India is estimated to be 3.9 million people with reported incidence of 1.1 million in 2015. This is however a conservative, as the real incidence of cancer is expected to be at least 1.5 to 2.2 as suggested by data from large screening studies and low coverage of Indian Cancer Registries. Among these recorded cases, it is more of women than men, who have been diagnosed with cancer, with the most common forms being breast, lung and cervical cancer. In 2015, reported incidence was 0.7 million (third highest after

China and the US), growing at a CAGR of 4.5%-5%, but the real incidence is estimated at 1-1.4 million per year. In 2015, cancers of the breast (19%), cervix uteri (14%) and ovary (7%) contributed to 40% of all cancer incidence among women states such as Kerala, Tamil Nadu and Delhi having the highest crude incidence for these cancers.

This challenge of high incidence is further compounded by the unfortunate situation of late detection and low awareness among the general population, and even paramedic professionals. The situation gets aggravated by poor care seeking for female members due to societal beliefs and norms. In addition, despite the established benefits of screening, coverage in India is low for women. It has been estimated that percentage of women in India (aged 15 to 49 years) who have undergone examination of breast, cervix and oral cavity are only 10%, 22% and 12% respectively. A recent study shows that India has the highest mortality for breast and cervical cancers and second highest for ovarian cancer after China. Realising the benefits of early screening, Government of India launched an operational framework for the country's first national cancer screening program in November 2016. Under this, there will be mandatory screening for oral, breast, and cervical cancer in women over the age of 30.

Ganga Godavari program aims to supplement Government of India's initiative of Ayushman Bharat Health and Wellness Centre program of early screening and diagnosis of cancer patients

Geographical location

The first phase of the program was implemented in the states of Maharashtra, Tamil Nadu, Karnataka and Kerala which are states with highest crude incidence for these cancer. In the second phase, the program will be initiated in the state of Uttar Pradesh and further expansion would be done in consensus with the Ministry Of Health and Family Welfare, Indian Cancer Society and Banaras Hindu Univeristy, Uttar Pradesh.

Program Implementation

The key partners for this phase were Indian Cancer Society and Charities Aid Foundation India. The second phase will be started from Varanasi in the state of Uttar Pradesh (highest with highest population). The partners for second phase are Indian Cancer Society and Banaras Hindu University. The Department of Community Medicine, IMS BHU will act as a nodal agency for this program. It will provide expert team of medical professional for provision of screening services at the Community Health Centre. ICS would act as executing agency and will supervise and ensure effective implementation at ground level. ICS would coordinate closely with AZIPL to get engage with the external key stakeholders such Department of Medical Health & Family Welfare and National Health Mission for ensuring sustainability of this program in the long run.

With an aim to increase awareness about the cancer in women and screening, the program was designed in three parts (Figure 1). ICS partnered with local NGOs and CBOs (Community Based Organizations) for implementation of the program.

Execution and Implementation of Phase 1 program: ICS in association with the local NGO partners implemented the program in three parts as mentioned below:
1. Localized on ground communication through community meetings and pre-camp registration booth.
2. Healthcare camps along with mobile vans and doctor consultation.
3. Reminder and enabler through toll free number, SMS/IVR based interactions in addition to rigorous follow up by the field supervisors.

Implementation strategy, including partner CSO/NGO

Indian Cancer Society was established in 1951 by Dr. D.J. Jussawalla and Mr. Naval Tata as India's first voluntary, non-profit, National Organization for Awareness, Detection, Cure and Survivorship of those affected with this disease.

Indian Cancer Society has been doing sterling work in fighting cancer across India. It has been and continues to be the beacon of hope for thousands of underprivileged cancer patients. ICS has a national footprint with branches across the country with Headquarters located in Mumbai.

Indian Cancer Society (ICS) has the onerous responsibility of managing the cancer spectrum to cover the end to end activities of Prevention i.e Cancer Awareness activities to spread the message and create awareness about Cancer and encourage people to undergo Cancer Screening where ICS conducts various Cancer Screening camps all over India and provide financial support for underprivileged patients Cancer Treatment through Cancer Cure Fund and support the Cancer Survivors live life fully through our Survivorship and Rehabilitation Programs. ICS also has one of the first Cancer Registries in India to obtain reliable cancer related incidence data from a defined urban population. ICS publishes the Indian Journal of Cancer, the only globally recognized Indian publication.

Impact of the Program

Till now more than 76 camps has been conducted under Ganga Godavari Program and   more than 4200 plus beneficiaries have been registered. All the positive cases have been referred for further treatment. The key hospitals engage in this program are:

- Adyar Cancer Institute in Tamil Nadu
- Tata Memorial Hospital in Mumbai, Varanasi and PHCs in Maharashtra
- Bangalore Baptist Hospital, PD Hinduja Hospital and Vadehi Institute of Medical Sciences and Research Centre in Bangalore
- CMC Vellore
- Regional Cancer Centre in Trivandrum

Name of the Organization: Unisys India Pvt Ltd.

Name/title of the Program/project:

Performing Arts Beyond Barriers – Deep Expressions through Art

Problem Statement:

Sunadha, an initiative by Samarthanam Trust for Disabled, was created with a vision of tapping into the creative and expressive abilities of the differently abled. The concept of promoting performing arts to those who are differently abled transcends imagination and is even more complex to realize. Naturally, it has been an extremely complex initiative to promote for Samarthanam. Moreover, the challenge of scaling the program has been a problem that they grappled with due to lack of sponsorship. This program specifically had no takers. The challenge and opportunity for Unisys was to build the program and enable sustainability and growth.

To enable sustainability, we focused on the ecosystem needed to nurture and develop talent. During these three years of our association, we are pleased to have established a sound proof studio for continuous talent development, purchased musical instruments needed for practices and performances and arranged top class professional trainers willing to adapt to undertake this unique challenge – train the differently abled artists in performing arts. The foundation for growth has thus been established.

Objective of the Program

It is difficult to accept a person with disability as one among us. They are often considered a burden to the society and inferior in abilities. When we see artists from Sunadha perform, the experience strikes a chord in your heart. We realize that after all, there are no differences, only diversity in human manifestations. This is the underlying philosophy of our journey in this initiative.

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Sunadha as a platform prepares and promotes these diverse aspirants and launches them in international careers as artists in the field of music and dance. Besides opening up avenues to express their artistic talent, the program aimed to help them become financially independent as well.

Program Framework

The key project streams are ecosystem development, talent acquisition and talent deployment through global events.

Beginning of every financial year, Unisys and Samarthanam Trust review the progress of the program and determine the plan for the year.

During the year, the plans are executed and Unisys participates in different activities to promote the initiative. At the end of the year, an audit report is reviewed independently by Unisys.

Implementation strategy, including partner CSO/NGO

Unisys closely collaborates with Samarthanam Trust and the artists of Sunadha.
Efforts related to infrastructure activities are funded by Unisys and implemented by Samarthanam Trust.

Samarthanam Trust ideates and organizes talent scouting programs and Unisys participates though volunteering effort in these events.

Talent deployment through performances is marketed and implemented completely by Samarthanam Trust. Unisys also provides a platform for Sunadha to perform at Unisys events.

Geographical location

The primary centre of excellence is located in Bangalore. Talent hunt has primarily been focussed on the state of Karnataka. For the first time, the talent hunt was extended to Mumbai/Maharashtra. Artists have performances around the globe throughout the year.

Some of the proud moments we can recount include the inauguration of the Sunadha Studio by our leadership team. This picture was clicked during the inauguration of the sound proof recording studio.	
Presence of our leaders as Chief Guests in the Talent Hunt for people with disabilities - another amazing event and lot of memories.	

The marvellous performance of the team in Cloud 20/20™ year 10, Unisys India's flagship event. Unisys was also able to provide an opportunity for them to perform at some of our key events such as Cloud 20/20™. Their performance received a huge round of applause and was remembered long after.

Duration: Unisys India has been engaged with Sunadha group since 2018.

Budget: The budget varies each year based on the needs of the group. So far it is Rs.17.5 lacs

Impact of the Program

Our contributions helped the differently abled members of Sunadha group hone their skills and improve their performance. At a very personal level, this helped raise their confidence and motivation levels. They were able to leverage the opportunities they received to the best of their abilities. At a financial level, their improved skill sets helped them earn a living with dignity.

Future Plans:

Unisys plans to help Sunadha program sustain and scale up. The program plan of Samarthanam Trust for Sunadha includes taking the Talent Hunt contest to a pan India level. We believe this will open up avenues for other individuals in similar challenging circumstances and significantly improve the quality of artists. New forms of performance such as classical, semi-classical, folk, contemporary and ballet are in the works.

Name of the Organization: Brillio Technologies Pvt Ltd

Name/title of the Program/project: Bringing Smiles

Problem Statement:

Brillio recognized 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.

Objective of the Program:

Bringing Smile's primary focus 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's Bringing Smiles efforts are currently focused on schools in India where STEM education is virtually non-existent. We are 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. We pledged in the year 2015 to help 100,000 underserved young minds.

Program Framework

We have a 5-year road map, and our mantra is "Think Sustainable – Act Responsible." Our programs do not have too much diversification; instead, we have a more focused sustainable long-term plan which

will have maximum impact on the beneficiary. Our programs are designed to enable children to thrive in a new digital economy through e-learning projects, innovation workshops, science experiments, interactive self-learning initiatives, and productive skill-sharing

- Access to Knowledge: Computer Labs, Libraries, Digital Classrooms, TGIF, Audio Book Recording
- Fostering Curiosity: iMobile Labs, Tinker Labs, Science and Math Labs
- View into the Future: National STEM program, Digital Day, Science Day, Miss and Master Maker competitions, Chota-Scientists Chota-Engineers Program
- Bridging the Divide: Reaching the underserved in Rural India (via Skype based e-teaching outreach)

Implementation strategy, including partner CSO/NGO

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 our operations. CSR was built-into the corporate strategy. One mission, One Vision, One Team: CSR grants, Employees, NGO Partners, and other stakeholders are working on a singular purpose. All our NGO partners are tied-up for a minimum of 3 years. We work as partners with high involvement from both sides. Our volunteers are an integral part of our programs 900+ volunteers clocked around 30000+ volunteering hours.

Geographical location (e,g.villages covered in x districts)/cover

375+ schools across 20 states in India reached through our program.

Duration: 5 years since 2015. Our strategy is to make existing schools self-sustaining model schools add new schools every year

Budget: 1 crore+

Impact of the Program

Programs	Impact
Digital Classrooms in Govt. Schools	5000 students, 40 Schools
Science, Math, and Tinker Labs	16524 students, 37 Schools
Brillio iMobile Lab	1000 students, 12 – 15 Schools
Prerana program: Integrated 21st Century learning and Customized Learning achievement path	9000 Students, 75 schools
Brillio Tablet-Based Learning Program	Donated 360 Tablets for self-learning and online classes
Empowering the disabled	1275+ books recorded; benefitting 850+ Divyangs; 500+ hours of Audio Book recording
E-Teaching in Rural Schools (Connecting India with Bharat)	700 students, 9 Schools
Capacity building programs for teachers	1000+ Teachers trained on Microsoft Digital Literacy, regularly trained teachers on integrating technologies into classroom teaching
National STEM Program (2019,20)	India's only STEM challenge for under-served Government and Govt. aided schools. 2000+ Students from 20 states across 200 schools participated

Our Scholarship awardee in 2019 is the Karnataka State topper in 2020:

Mahesh B, the topper in the Karnataka SSLC exam (2020), is one of the recipients of the Brillio Digital Education program.
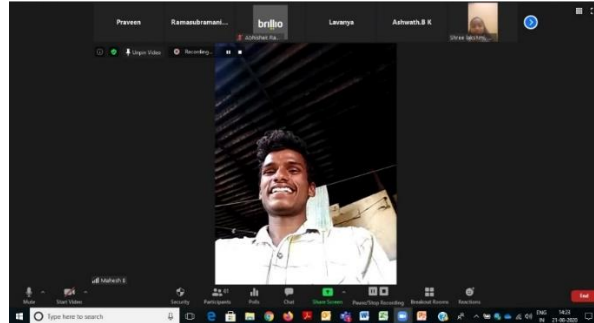
Empowering Teachers for a Digital Tomorrow:

Ms. Udaya Jothi, who have attended our 60 days Microsoft digital literacy program and got certified, was selected to take an online session in Doordarshan.

AWARDS AND RECOGNITIONS

- ASSOCHAM awards 2020 for "Excellence in Employee volunteering efforts in the fight against COVID-19."
- ASSOCHAM Community Impact Award 2020
- Brillio won the SHRM Excellence Awards in the 'Community Impact' category, 2018.
- Brillio won the i-volunteer Awards for "Engagement in Employee Volunteer" in 2018.

Name of the Organization: InterGlobe Aviation Ltd (IndiGo)

Name/title of the Program/project: IndiGo School Adoption Program

Problem Statement

'IndiGo School Adoption Program' aims at holistic (academic, physical and digital) transformation of 75 Government schools

Objective of the Program:

i. To ensure age appropriate student learning levels
ii. To ensure 0% 'out of school' children in project location
iii. To engage 80 - 100% school children through offline and online learning platforms during Covid-19 pandemic
iv. To develop leadership & ownership among schools, communities, Head Masters/teachers, students and School Management Committees (SMCs) on sustainability – Online and Offline
v. Basic computer literacy to students, community members, raising public awareness & reducing digital divide

Program Framework:

- **Physical Transformation**
  i. Construction/Renovation of functional toilets for boys and girls, drinking water facilities etc.

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ii. Whitewash and making 'Building As Learning Aid' (BaLA) paintings.
iii. Installation of play equipment and sports facilities.

- **Academic Transformation**

  i. Development of library-cum-resource centers.
  ii. Setting up of mini-science laboratories.
  iii. Monthly headmaster leadership training and orientation.
  iv. Teaching Learning Material (TLM) workshops and co-curricular activities

- **Digital Transformation**

  i. Access to digital infrastructure by way of introducing 'IndiGo Get Smart'.
 ii. Digital literacy among students, youth and members of the communit

Implementation strategy, including partner CSO/NGO:

i. Capacity building of field team, HMs, Teachers, students & community members on online education.
ii. Academic Resource Center (ARC)
iii. Reading level enhancement through libraries, worksheets and Get Smart program.
iv. SMC and Community engagement on school and learning development
v. Student mobilization and parent's awareness on use of Digital Platform for active participation in online education
vi. Access to citizen based services among youth

- **Execution – Implementation Steps**

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i. Stakeholder engagement- orientation and planning meet with stakeholders, such as district/State Government education department, local schools and community
ii. Training- Head Masters and teachers' training.
iii. Teaching Process- Design language specific academic teaching learning processes and Teaching Learning Materials (TLM)
iv. Monitoring- Tracking students' learning assessment through pre-tests and post-tests.
v. Community Engagement and Mobilization

Figure 1 Strategy – Corporate-Non-profit Partnership
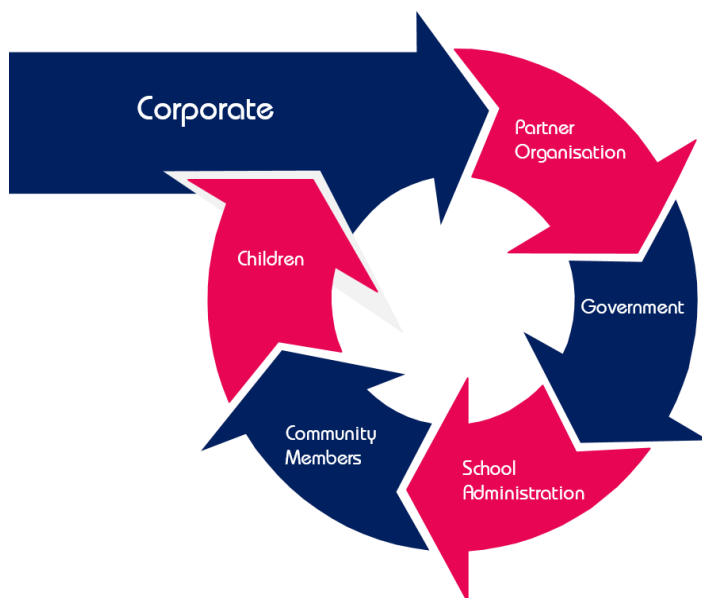
Geographical location:

S.N.O	State	City	Government Schools	Total Beneficiaries
1	Gujarat	Vadodara	15	
2	Madhya Pradesh	Indore	15	
3	Uttarakhand	Dehradun	15	12,000
4	Uttar Pradesh	Gautam Buddh Nagar	15	
5	Assam	Dibrugarh	15	
	5 States	**5 Cities**	**75 Schools**	

Duration:

i. 3 years (March 2018 to March 2021) for 1st, 2nd, 3rd and 4th location
ii. 3 years (March 2019 to March 2022) for 5th location

Impact of the Program:

- **Achievements – Outcomes**

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Components	Outcomes
Academic	• Headmasters leadership workshops – 12 workshops for all 75 HMs • Teachers Trainings – 10 trainings for 581 teachers • Workbooks–15,620 students accessing workbooks (monthly syllabus wise workbooks distributed across four project locations) • Science Labs– 53 mini science labs developed • Library – 63 libraries developed • Academic Resource Center (ARC) – 2 ARC conceptualized & developed in Dibrugarh & Indore
Physical	• Drinking water station – 59 drinking water stations developed • Toilets renovation – 60 toilets (boys/girls) • BaLA (Building as a learning aid) Paintings & School Beautification – 65 schools developed with fully print rich learning environment • Classroom furniture – Classroom furniture distributed in 45 schools • Play equipment's – 55 sets of play equipment's installed • Swachh Vidalaya materials – 75 kits of Swachh Vidalaya materials distributed in 75 schools • Green Board, Pin Board & Notice Board – 60 sets of wall boards distributed in 60 schools
Digital	• Students in academic at schools – Enhancing conceptual clarities on complex academic topic of 17,511 students in five locations. • Basic Computer Literacy Course –709 youth were trained • Access to citizen based services for 33,893 community members

- **Achievements – Impact**

   i. 43% Students in Hindi, 34.5% students in English are demonstrating good reading and language skills
   ii. 74.8% (17,945) of 24,000 students & 581 teachers developed the practices of WASH
   iii. 15% increase in student attendance & regularity.
   iv. 100% students are accessing child friendly print rich learning environment
   v. 81% students are attending school regularly
   vi. 67% of SMC members actively engaged in outcome oriented school development exercises
   vii. 73% (17,511) of 24,000 students accessing the computer aided learning through GetSmart
   viii. Access to citizen services through GetSmart

- **Achievements – Sustainability**

   i. Collaborative engagement of communities, panchayats and Government departments have led resource mobilization of INR. 6 Crores + (in kind)
   ii. Capacity building
   iii. Networking and Leveraging other donors

iv.   Knowledge sharing (media, academic institution and other interested stakeholders)

Name of the Organization: InterGlobe Aviation Ltd (IndiGo)

Location Assam-Meghalaya border

Name/title of the Program/project:

Livelihood improvement of tribal communities from Assam-Meghalaya border area through multiplication of spices

Problem Statement

Project is envisaged for ensuring livelihoods improvement of tribal communities from Assam-Meghalaya border areas through multiplication of spices

Objective of the Program:

i.   Production of quality planting materials of black pepper, turmeric, ginger and king chili by setting up 5 central nurseries for the enhancement of production
ii.   Organizing women farmers into producers' collectives;
iii. Building a pool of local resource persons from among the women participating in the Project;
iv.   Promoting federation and community enterprise; and
v.   Linking the producers to the market.
vi.   Sustainability of the livelihood of the beneficiaries of the Project with sustained income while conserving the ecology

Program Framework:

i.   Increase in average gross annual household income by INR 1,50,000
ii.   90% Decrease in distress migration of the targeted women households
iii. Year round food security
iv.   100 % targeted women are aware about their entitlements & services available from the Government

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Implementation strategy, including partner CSO/NGO:

i. Accessing Entitlements - PMUY, PMJDY, AAY etc.
ii. Niche program involving tribal communities in the region through agri-horticultural activities
iii. Involves cultivation of highly remunerative spices like Black Pepper, Turmeric, Ginger and King Chili
iv. Establishment of key central nurseries for expansion of the spice cultivation
v. Creation of pool of resource persons for supporting women farmers
vi. Women farmers are federated in a common platform that functions as a catalyst in establishing backward and forward linkages

Execution – Implementation Steps

i. Capacity building of VOs (village organisations) and PGs (producer groups)
ii. Facilitation for collective actions for backward integration & forward linkages
iii. Collective marketing of produce
iv. Farmer field schools
v. Demonstration on Package of Practice (POP)
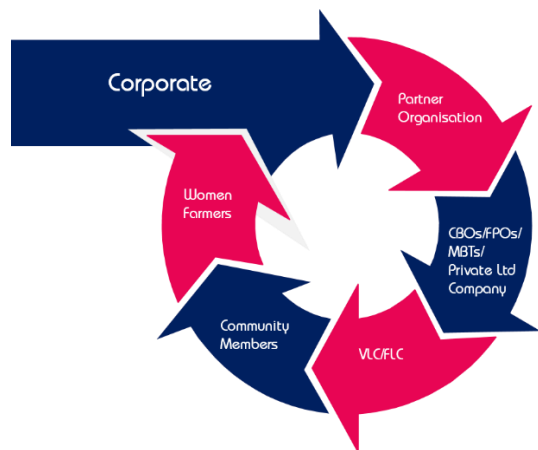vi. Focus on enhancing quality of basic livelihoods resources contributing to environmental sustainability

Figure 2 Strategy – Corporate-Non-profit Partnership

Geographical location:

#	State	District	Block	No of Villages	Total Beneficiaries
1.	Assam	Kamrup	Chayani Barduar	6	
			Chhaygaon	7	
			Bangaon	3	**1,500**
			Boko	2	
2	Meghalaya	Ri-Bhoi	Jirang	6	
	2 States	2 Districts	5 Blocks	24 Villages	

Duration: 2+years (April 2018 to June 2020)

Impact of the Program:

- **Achievements – Outcomes**

Sr. No	Deliverables	Achievements
1	Number of villages	24
2	Number of Blocks	5
3	Number of Households	1,670
4	Number of FPGs	151
5	Number of Farmer Producer Organization Formed	2
6	Number of Turmeric farmers	1,101
7	Number of Ginger farmers	917
8	Number of Black Pepper farmers	1,130
9	Number of King Chill farmer (Rabi)	769
10	Number of King Chill farmer (Kharif)	1,000
11	Number Compost Production unit	1,670
12	Number Vermi Compost unit	1,670
13	Number of water lifting devices/irrigation support	100

- **Achievements – Impact**

i. Increased income from INR 42,000 approx. to INR 70,000 approx. p.a. (66.67% increase) *
ii. 3495.36 Bighas of lands been brought under integrated cropping practices
iii. Established 5 central nurseries in all the 5 Blocks
iv. Farm demonstrations for soil enrichment, plant nutrition and plant protection with emphasize on local techniques through 100 vermin-compost units and 1,670 nos. of compost pits

v.   100 vermi-composting units as farm demonstrations processes for soil and plant nutrition
vi.   The project capacitated:

- 24 Community Resource Persons to support the community institutions in production and market linkages.
- 1,670 farmers to profitably link up to the market.

- **Achievements – Sustainability**

v.   Building of community institutions such as
vi.   Women farmers Producers Groups (FPG)
vii.   Mutually Benefit Trust (MBT)
viii.   Private Company
ix.   Capacity building
x.   Central nursery
xi.   Advocacy with Government
xii.   Networking and Leveraging other donors
xiii.   Knowledge sharing (media, academic institution and other interested stakeholders)

Name of the Organization: InterGlobe Aviation Ltd (IndiGo)

Location - Maharashtra

Name/title of the Program/project:

Enhancing Livelihoods Security for the Rural Women in Maharashtra through Sustainable Agriculture and Entrepreneurship Development

Problem Statement

Project is envisaged for ensuring livelihoods security for the small, marginal and landless women farmers and women headed families through sustainable agriculture & entrepreneurship development

Objective of the Program:

- vi.   Improve the income of poor households
- vii.   Promote and empower the community institutions of rural women
- viii.   Address the issue of food security and introduce resilient farming systems
- ix.   Secure entitlements for the poor households

Program Framework:

- i.   Increase in average gross annual household income by INR 1,20,000
- ii.   75% Decrease in distress migration of the targeted women households
- iii.   At Least 9,600 (80%) of project households achieve food security

iv.   100 % targeted women are aware about their entitlements & services available from the Government
v.   At least 75 % of the targeted women households secure entitlements & services from the Government

Implementation strategy, including partner CSO/NGO:

i.   Community mobilization
ii.   Thrust on local knowledge/resources
iii.   Capacity Building
iv.   Value addition and marketing linkages
v.   Enterprise promotion
vi.   Institution development
vii.   Sustainability

Execution – Implementation Steps

i.   Capacity building of VOs (village organisations) and PGs (producer groups)
ii.   Facilitation for collective actions for backward integration & forward linkages
iii.   Collective marketing of produce
iv.   Farmer field schools
v.   Demonstration on Package of Practice (POP)
vi.   Focus on enhancing quality of basic livelihoods resources contributing to environmental sustainability
vii.   Focus on developing Micro Enterprises

Strategy – Area of Intervention

i.   Accessing Entitlements - NREGS, PDS, APY, Crop & Health insurance
ii.   Accessing Government Programs- Agriculture department, land & water resources, minor irrigation, animal husbandry, farm mechanism
iii.   Micro Enterprise Promotion- Training and handholding on entrepreneurship development, digital financial literacy and financial assistance
iv.   Sustainable Agriculture Promotion- Farmer field schools, trainings and exposures

Geographical location:

S.N.O	Districts	Total Benefciaires
1.	Pune	
2.	Ahmednagar	**12,000**
3.	Nashik	
4.	Thane	

Duration: 5 years (April 2018 to March 2023)

Impact of the Program:

- **Achievements – Outcomes**

S.N.O	Deliverables	Achievements
1	No of Households covered	10,107
2	No of villages covered	50
3	No of Village Organizations of Producer Groups formed & nurtured	50
4	No of Producer Groups formed & nurtured	10,107
5	No of Community Resource Person's capacitated	55
6	No of members of Producer Groups trained on Sustainable Agriculture	6,388
7	No of households cultivating kitchen gardens	9,393
8	No of member of producer groups capacitated in Dairy, Goatary, Poultry	9,691
9	No of members of Producer Groups trained on entrepreneurship development.	9,058
10	No of members of Producer Group engaged in individual micro enterprise	1,408

- **Achievements – Impact**

No of beneficiaries impacted	Baseline	Tangible Impact (31st March 2020)	
1. Agriculture – 3,511 HHs Increase in crop yields, decrease in cost of inputs, increase in agriculture income due to adoption of different LEISA techniques.	Baseline Assessment Gross Average annual household Income- INR 48,165	Midline Assessment Gross Average Annual Household Income INR 93,941	Increased Gross Average Annual household income by INR 45,776
2. Livestock (Dairy, Goatary, Poultry) – 3,629 HHs. Availability of local employment, reduced migration & increase in income			
3. Individual enterprise (Farm & Non-Farm base) – 2,333 HHs. Availability of local employment, reduced migration & increase in income			
4. Collective Enterprise – 2,953 HHs Increased access in the village, increased local employment & increase in income			

- **Achievements – Sustainability**

i.   Formation of community institutions
ii. Capacity building
iii. Advocacy with Government
iv. Networking and Leveraging other grass root organisations/donors
v.   Knowledge sharing (media, academic institution and other interested stakeholders)
vi. Availability of services of CRPs (community resource persons) after project period.