

Indian manufacturing industry - BUILDING A GREAT PLACE TO WORK FOR ALL

Great Place to Work® Institute conducted a comprehensive study covering 108 manufacturing companies in India representing the voice of 234,826 employees. Our study revealed that for the 1st time in 5 years, employee engagement in manufacturing has gone up!

MORE THAN 39,000 EMPLOYEES WERE SURVEYED FOR THE STUDY
Top positive areas for manufacturing industry continue to be the pride in corporate brand, business ethics and honesty along with physical safety at the workplace. So, which are the additional areas of workplace culture that have led to the increase this year?

Higher perception of Fairness



*Overriding Sentiment (Taking everything into account, I would say this is a great place to work.). **Trust Index® Grand Mean (Positive Responses of scores across the core 56 statements of the Trust Index® Survey)

at workplace: The employee feedback reflects that the perception of fairness, which has been an area of challenge for the past 5 years, has gone up in the industry this year.
Did you know, executives and above at **Marico Limited** have a say in how they want to design their salary? They can choose from the options available and within the tax

framework of the country. **Siemens globally** keeps aside a part of the profit for 'Siemens Profit Sharing' every year which is distributed amongst the employees worldwide in the ratio of their Total Target Pay when the funds reach a pre-defined minimum amount.

What is common between these organisations mentioned above? They are in the list of India's 25 Best Workplaces in Manufacturing - 2019! Our research indicates that the best workplaces focus on ensuring consistent and positive experience to all the employees in the organisation, irrespective of their age, tenure, role and gender.

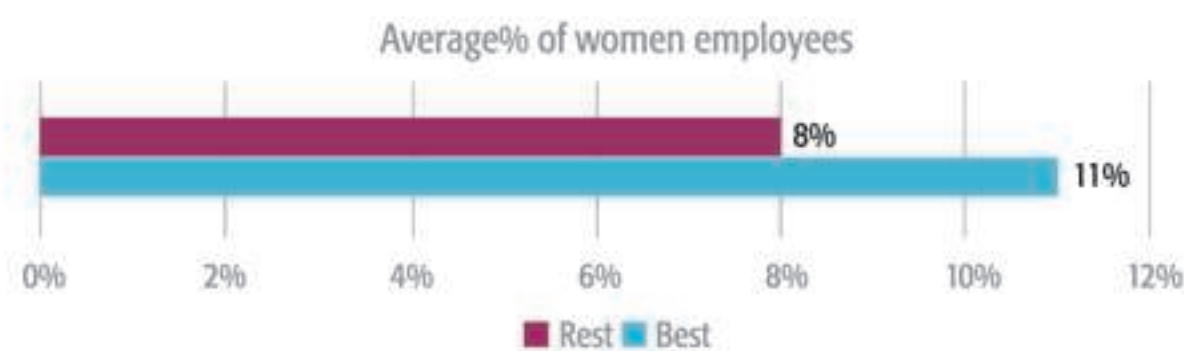
a) **Workmen:** On an average, the manufacturing companies' workforce consists of 36% salaried workmen. **NTPC Limited** has a 'Fast Track Career Growth System' for



b) **Women:** Compared to other major industries, women employees in manufacturing are under represented in the workforce. The best workplaces are striving to make their workplaces inclusive for women by implementing policies aimed at hiring more female candidates, making platforms available for raising concerns, organising health awareness training and self-defense classes and even providing hostel facilities.

Mahindra & Mahindra Automotive & Farm Equipment Sectors has the 'Mahindra Igniters Scheme' aligned to improving gender diversity by identifying engineering campuses that would ensure a higher percentage of female engineers. The division also extends empowerment to non-employees by initiating tractor driving classes for women in villages. **Spicer India Private Limited** has a policy of at least 30 % women on the shop floor.

c) **Gen Y (below 35 years of age):** Our study shows that while at



best workplaces, 54% of the workforce consists of Gen Y vs 58% at the rest; Gen Y at best workplaces have better experience at their organisations. **Godrej Consumer Products Ltd** has Learning Café - a platform which enables informal interactions between the senior leadership and the young managers. As a part of the sessions, young managers across functions and the India Business head come together and solve business challenges. It helps them get better understanding of the business and facilitates team building.

The best workplaces go beyond the boundary of their workplaces to contribute to the society. At

Tasty Bite Eatables Limited, a major portion of the energy requirement is fulfilled by energy generation from agricultural waste and compacted food. Another inspiring example is **Tata Steel India Ltd** which undertakes employee volunteerism activities and contributes to their Corporate Social Responsibility under the 'Tata Engage Banner'. The employees take up societal causes and even contribute grocery and other utilities to villages in need.

The research findings this year, reinforce our belief of seeing a future where the best workplaces in the sector are committed to creating a High-Trust, High-Performance Culture™, and in turn contributing to both, the missions - 'Make in India' and 'Making India a Great Place to Work For All'.

—**Asmita Dube** (asmita.dube@greatplacetowork.com) is a Senior Analyst at Great Place to Work® Institute, India. **Neelima Gulavani** (neelima.gulavani@greatplacetowork.com) is a Senior Project Manager at Great Place to Work® Institute, India.

ADANI WILMAR LIMITED

In order to ensure that while employees are busy with their work, their personal work or exigencies do not get affected or delayed, the company has introduced concierge service. It offers employees virtual assistance for activities like maintenance and repairs at residence, purchase of movie tickets, bill payments, managing a personal party and many more such activities. The charges to the service providers are borne by the company.

"We're committed towards our people's well-being by implementing people-friendly practices to ensure fulfillment and satisfaction in work-life. We empower them to excel in their career by leveraging the best of their capabilities."

—T K Kannan, Chief Executive Officer

APOLLO TYRES LIMITED

A custom made programme titled Apollo Global Citizen Certification has been designed to equip key people in maneuvering the new global reality of Apollo Tyres. This programme trains people in being cross culturally competent. This includes establishing and leveraging business rapport with people from different cultures.

"The organisation's focus on people as part of its 'One Family' culture, has helped us in being ranked highly by Great Place to Work® Institute. Our constantly improving people policies, along with specific business strategies have helped us grow into an Indian Multinational and has resulted in high performing individuals growing within ranks and work across geographies."

—Satish Sharma, President, Asia Pacific, Middle East & Africa

CEAT LIMITED

Through their lens of caring for their people, they also recognise the contribution family members make for the success of their people at work. For example, in digital age, a hard copy letter is posted to individual employees' spouses/parents thanking them for their contribution on the achievement of 1 billion market capitalisation.

"We enable a conducive environment for our employees so that they make their own choices. The progressive policies which we have adopted solely work on the foundation of trust. We focus extensively on our employees and ensure that they get the necessary support towards leading a balanced life."

—Mr. Anant Goenka, MD

CLASSIC STRIPES PRIVATE LIMITED

In addition to PMS, CSPL provides a Management Succession and Development process. Every manager has highest weight-age on KRA of developing a second and third line of managers in their function. This is monitored in every quarterly review meeting.

"Congratulations Team CSPL!! We have been recognised amongst India's Best Workplaces in Manufacturing - 2019. It is truly a great achievement to be featured in this list. This has been possible because of the loyalty and unmatched commitment of all our associates!"

—Salil Musale, Managing Director

EBRO INDIA PRIVATE LIMITED

At Ebro, a whistleblower policy with a clear reporting channel has been established. This policy aims to provide an avenue for employees to report to the management instances of unethical behaviour, actual or suspected fraud or violation of the Company's code of conduct.

"We are a people-centric learning organisation. Ebro India is built on the value that the best work of your life can take shape here. A work that makes you feel proud of yourself."

—Jean Philippe Laborde, MD

ENRICH ENERGY PRIVATE LIMITED

'One Thing Change a Day' initiative focuses on the individual whereby they motivate employees to at least bring one positive change within themselves

it could be either personal or professional. The main objective of introducing this platform is to make employee think about themselves in their busy schedule.

"A company's culture is the collection of self-sustaining pattern of behaviour, feelings, thinking, and beliefs. It's the pattern that determines the way things are done.' An organisation's culture is an immense source of value and enabler. It enables enhancement of an organisation's performance.."

—Ankit Kanchal, MD & CEO

On a winning streak

of expertise for further development of talent within the organisation.

"It feels great to know that our own members recognise the organisation as a great place to work, which reinforces our belief that 'if we take care of our members, they will take care of the business.'"

—Bobby Kuriakose, Director HR

GABRIEL INDIA LIMITED

In the 'Meet Your Stars' series, they highlight different Gabriel team members who have spent more than five years in the organisation and who have demonstrated exceptional distinction in their performance and growth. These stars are nominated by SBU Head and Plant Heads, and interviewed by the HR team. Each month they interview some of their brightest and most committed

members from their entire pool of outstanding employees. Typically, their stars have spent an average of 9 years in the Group, have worked in multiple functions and locations, and they cut across all levels of management.

"As a manufacturing company spread over multiple locations and touching thousands of lives, we strive to maintain a human touch in everything we do. At Gabriel, our guiding principle has always been 'Business is 90% People'."

—Manoj Kolhatkar, Managing Director, Gabriel India Limited

GENERAL MILLS INDIA

The People and organisation review process is conducted annually across General Mills. This process enables rich, data-driven conversations about talent and organisation capability at General Mills, in order to effectively assess and develop the future leadership and technical capabilities needed by the organisation.

"The ultimate test of being a great place to work is the 'smell of the place' when you walk into office every day. However, it's great to get validation from a prestigious body like the Great Place To Work® Institute. Their process helps us learn how we can continue creating an extraordinary team to unleash extraordinary results."

—Salil Murthy, MD - India and South East Asia

GHCL LIMITED

MILAP (Medium for Interactive, Lateral and Actionable Partnership): To provide a platform for all employees to interact informally, share their thoughts and to come out with relevant suggestions which can add value to the existing working environment and eventually help in building organisational excellence.

"It's the people who make an organisation great, so kudos to the entire team at GHCL who made this possible. Let us keep up the good work and continue to embody our core values of respect, trust, ownership and integrated team work in all that we do."

—R S Jalan, Managing Director

GODREJ CONSUMER PRODUCTS LIMITED

Learning Café is an initiative to encourage senior leadership to connect with their young managers. The forum provides a platform for informal interactions between the India Business Head and young managers to build better connections and accessibility. As a part of the session, managers from across functions and the India Business head come together and solve real business challenges.

"We are delighted to be recognised among the best manufacturing companies to work for in India. Our vision to build an inspiring workplace ties in very closely with our ambition to be an emerging markets FMCG leader. At the heart of all this is our talented team. We take much pride in fostering an inspiring workplace, with an agile and high performance culture."

—Sunil Kataria, CEO, India & SAARC

HELLA INDIA LIGHTING LIMITED

Hella is committed to the highest standards of transparency, integrity and fair employment. The Company believes that employees must have confidence to freely report concerns about legal or ethical violations, and that their concerns will be objectively investigated by subject matter experts, with appropriate individual and remedial action and without fear or favours. To facilitate this approach, Hella has launched 'teliUS!' - an internet-based reporting portal on which Hella employees can report serious misconducts (in principle: non-anonymously or anonymously).

"The entrepreneurial culture at Hella of 'What's in My Hand', fuelled by the #PassionWithPurpose of solving real life problems like arresting road deaths, provides profound meaning to our lives, creates emotionally committed work environment and truly makes us a Great Place To Work."

—Rama Shankar Pandey, Managing Director

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