

Great Place To Work®

For All™ Magazine

An abstract graphic on the right side of the cover. It features several concentric circles of varying shades of gray, creating a ripple effect. Overlaid on these circles are two interlocking gears, also in gray. A series of thin, red lines radiate from a point on the right edge, passing through the circles and gears, and extending towards the left side of the cover.

**AIM 2023:
Agility,
Innovation &
Maximized Human Potential**

Page 16

Join the workplace
culture - CXO community

**Find
Inside**

Key Workplace
Trends from 2022

Highlights from
For All™ Summit 2023

Best People
Practices

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About Great Place To Work®

Great Place To Work® is the global authority on workplace culture. Our mission is to help every place become a great place to work for all. We give leaders and organizations the recognition and tools to create a consistently and overwhelmingly positive employee experience, fostering cultures that are proven to drive business, improve lives, and better society. Our recognition is the most coveted and respected in the world for elevating employer brands to attract the right people. Our proprietary methodology and platform enables organizations to truly capture, analyze, and understand the experience of all employees. Our groundbreaking research empowers organizations to build cultures that retain talent and unlock the potential of every employee. Our coaches, content, and community connect the boldest leaders, ideas, and innovations in employee experience. Since 1992, our Certification™, Best Workplaces™ Lists, and global benchmarks have become the industry standard, built on data from more than 100 million employees in 150 countries around the world.

The Global Authority on Workplace Culture

30+ Years of Research
150 Countries

100+ million employees surveyed annually

Message from Community Business Heads



Asmita Dube



Adishva Doshi

"For Events & Community, this year has been an exciting one as we moved from purely virtual to hybrid engagement. Under the aegis of our newly launched Community App, we are eagerly looking forward to growth, scale and innovation in the year to come. And we welcome you to join us in this journey. Thank you for your interest in this magazine. We hope it provides valuable insights to build your personal brand and enhance your organization's workplace culture."

Note from the CEO

Yeshasvini Ramaswamy
CEO
Great Place To Work® India



The 15-year journey for us at Great Place To Work® India has been a road filled with creative intelligence and innovative work. Over the years, as industries matured and changed, Great Place To Work India has evolved its approach to addressing the global volatility and changing needs of the workforce. Starting with our first-ever industry recognition in 2014, we now celebrate workplace culture across 20+ industries. From ranking the top 50 mid-sized companies, Great Place To Work India has moved to ranking the top 75 last year, a testament to its commitment to recognizing **workplaces that prioritize employee well-being, growth, and development**. In addition, we have launched new initiatives reflecting the increasing need for emphasis on diversity, equity and inclusion, well-being, people manager capability and measuring culture coherence in today's workplace.

As we move ahead into 2023, it is imperative that we continue to focus on the **needs of the workforce, especially millennials**, who are now a significant part of the workforce. The great resignation has made it clear that companies must pay attention to the needs and desires of their employees, and the Best Workplaces™ for Millennials list reflects companies that are doing just that. The focus on innovation and sustainability is crucial for India's growth, and the recognition of companies that are leading the **movement towards a culture of innovation and ESG** will help us identify those that are contributing to India's growth story.

The 9th of February has left us with a unique perspective that will help us, as industry leaders, create an agile, innovative, and healthy culture for our employees and other communities we serve. Sudhanshu Mani started the day by quoting APJ Abdul Kalam- "Dream is not the thing that you sleep, but what let you not sleep". He stated that pride and ownership can make you do 10 times better than you think you can. Talking about Atamnirbhar Bharat he says- it was with the expectation that the lions in the logo would roar into self-reliance "Atamnirbhar Bharat".

Similarly, Dr. Arunima Sinha's story of achieving the impossible target has left us inspired to overcome obstacles and achieve our dreams, no matter how challenging they may seem. She states how we must focus on setting our

goals high in life, and not stop until we reach there! She is a true testament to the power of determination and resilience.

Kris Gopalakrishnan, Co-founder Infosys and Chairman, Axilor Venture, shared the importance of understanding and focusing on what is essential and what is the **purpose of your role in the organization**. Because if the leader is not focused, the organization will not be focused as well. He pointed out in his rapid-fire chat session that India is yet to develop, we are a 3 trillion economy, expected to go to 30 trillion, and there are so many opportunities to do things. India can create the 21st-century model for the world which is a fair, equitable and affordable society.

As per Great Place To Work India's research, 2022 saw companies **bringing ESG to the core of their business** in response to today's employees' desire to work for firms with a social purpose. This year's sustainability trend is accompanied by rapid technology innovation adoption in workplaces. Over the years, there has been a significant reduction in the Trust Index™ difference, which measures employee engagement and satisfaction. Furthermore, the last five years have seen significant progress in creating a fair workplace for all, with the most significant increase seen in fairness, credibility, respect, pride, and camaraderie.

We also launched the **Great Place To Work India FOR ALL Community App** at our For All Summit 2023, which is a milestone in our journey of making India a Great Place To Work for all. It is going to be a one-stop solution and will provide ample opportunities for all the leaders and high-performing managers to share their organization's best people practices and stories with industry experts, network with peers, access silver bullets through our research reports, learn from global thought leaders across 20+ industries and expand their workplace culture knowledge in building and sustaining a High-Trust, High-Performance Culture. Our story is one of innovation, collaboration, and growth. We are proud to be at the forefront of the workplace culture revolution in India, and **we invite you to join us on this journey through India's first workplace culture community app**.

I would like to express my sincere gratitude to everyone who participated in our recent event, both in person and virtually. Your presence and engagement made it a huge success for all of us at Great Place To Work.

We are thrilled with the positive feedback we have received so far and are excited to continue building on the connections we made during the event. We truly value your support and look forward to staying in touch with you throughout the year. Thank you once again, and we hope to see you all at the next year's event.

A handwritten signature in black ink that reads "Yeshasvini R".

Culture 4D

Building and Sustaining a High-Trust, High-Performance Culture™

Building and sustaining a high-trust, high-performance organization has never been tougher – with global shocks like the pandemic, geopolitics driven war, environmental crisis, stock market instability, mass layoffs and more. With workplace culture challenges like the great resignation, quiet quitting, moonlighting and the burnout crisis hitting numerous countries, company leaders are struggling to meaningfully engage with and retain their top talent.

While the macro-environment is the same, what differentiates the winning organizations from the rest?

Organizations that are winning today and likely to grow exponentially in the coming decade are the ones that have managed to foster a culture of **agility** and **innovation** and have created an environment that helps maximize human potential. At such organizations, **culture is a source of competitive business advantage**. Such organizations recognize aligning the organisational intent to employee value proposition, empowering employee-led growth and building human-centric leadership as the need of the hour.

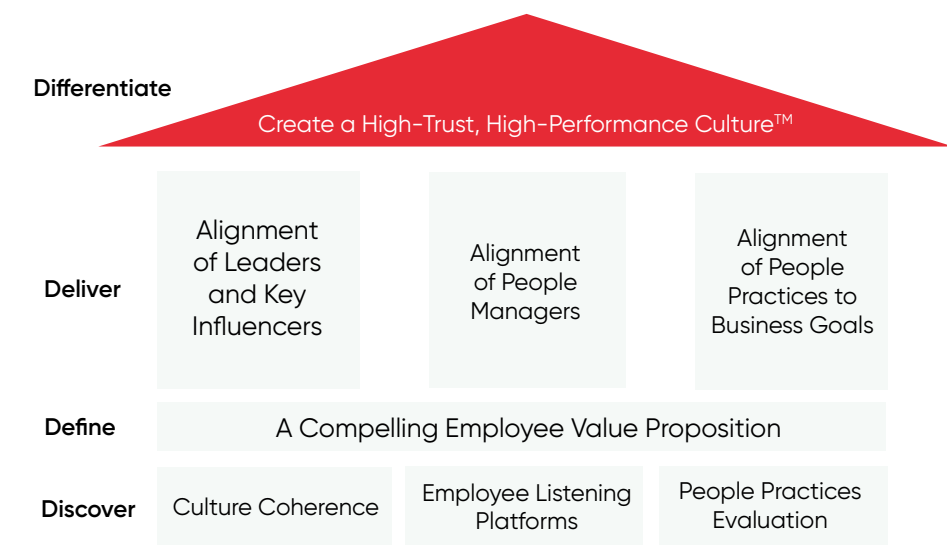
Leaders across industries partner with us to design and deliver **future-ready culture solutions** for sustained business growth. Our proprietary **Culture 4D** model is helping leaders solve the culture puzzle to build and sustain **High-Trust, High-Performance Cultures™** through our multi-year, multi-solutions partnerships.

Want to create an Agile and Innovative culture and Maximize human potential at your organization, but don't know where to start?

Great Place To Work India's Culture 4D offering is an integrated solution to help organizations create a future-ready and high-performing organization. It is the only place to go to for all your workplace culture dilemmas. It will help you answer the following questions and more:

- To what extent is your current culture aligned to the business mandate and what is the financial risk involved?
- What do employees love about your culture and what do you need to do differently to enhance employee experience? How does this compare with industry, national and international benchmarks?
- Is your Employee Value Proposition (EVP) helping you attract and retain the right talent?
- What can you do to align your current people practices to your business goals and people strategy? What can you do to partner with people managers, leadership team and informal networks of influencers to create shared accountability for employee experience?
- What are some of industry best practices in managing employee experience, building an inclusive work environment, providing a psychologically safe workplace, enhancing wellbeing etc.?

Culture 4D model: A comprehensive framework for building and sustaining a High-Trust, High-Performance Culture™



4D

Discover

Discover your current culture baseline, employee voice and effectiveness of your people practices.

Deliver

Deliver a superior employee experience by aligning leaders, key influencers and people managers to your culture goals and maximizing the impact of your people practices.

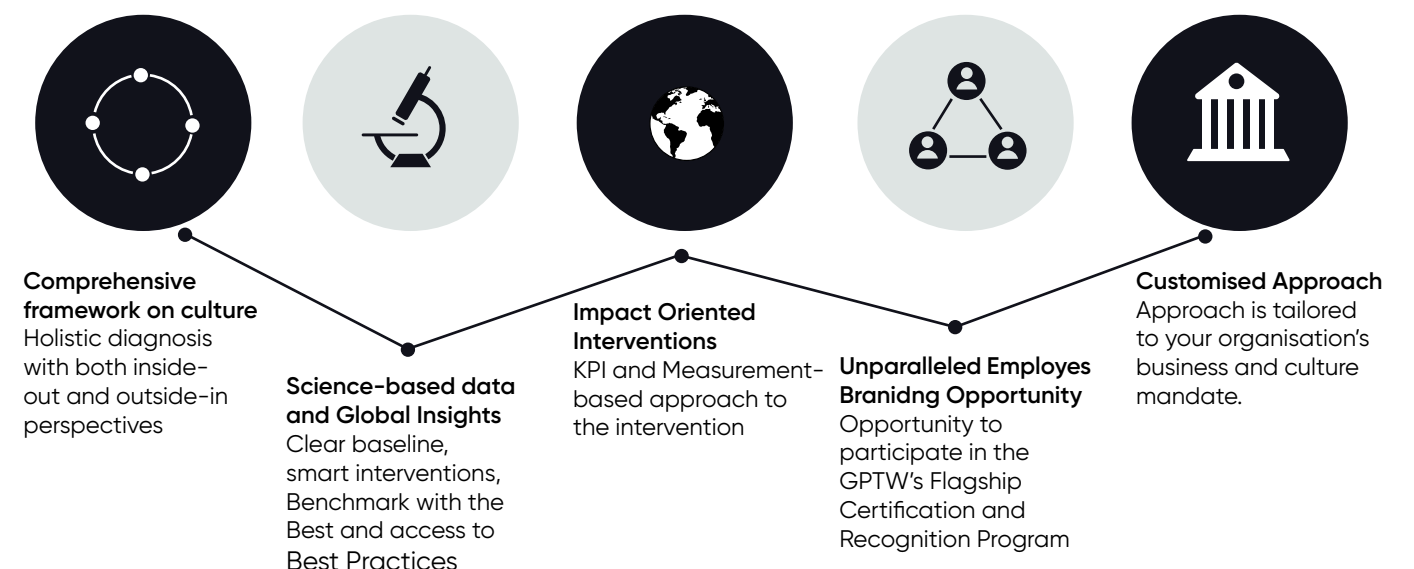
Define

Define a compelling Employee Value Proposition for your employees.

Differentiate

Differentiate your organization in the talent market by getting certified or recognized for creating a High – Trust, High – Performance™ culture.

Why are we the Culture Leaders?



How is AIM crucial to workplaces in India Inc.?

Research and Insights

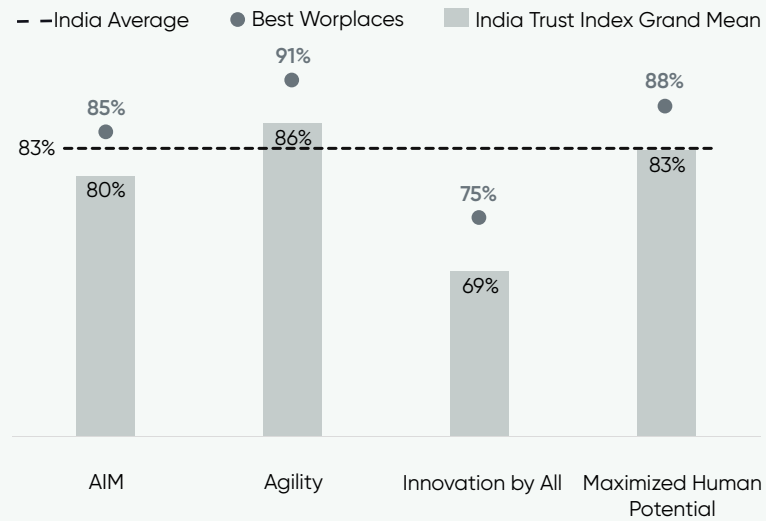


Fig. 4.1: AIM Impacts Workplace Culture

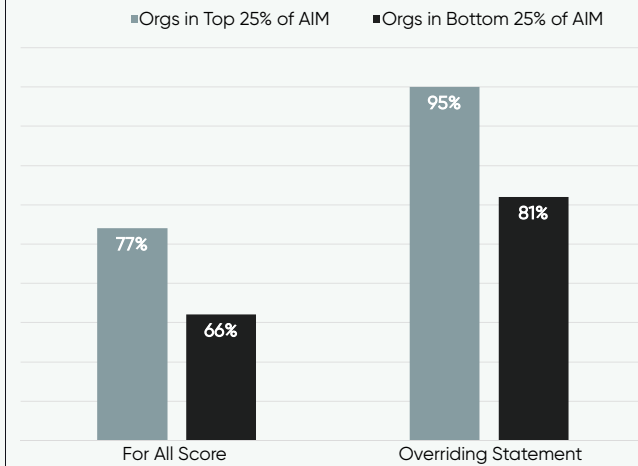


Fig 4.2: Organizations that focus on AIM observe a significant rise (+14%) in the overall workplace sentiment and create a better (+10%) For All workplace experience.

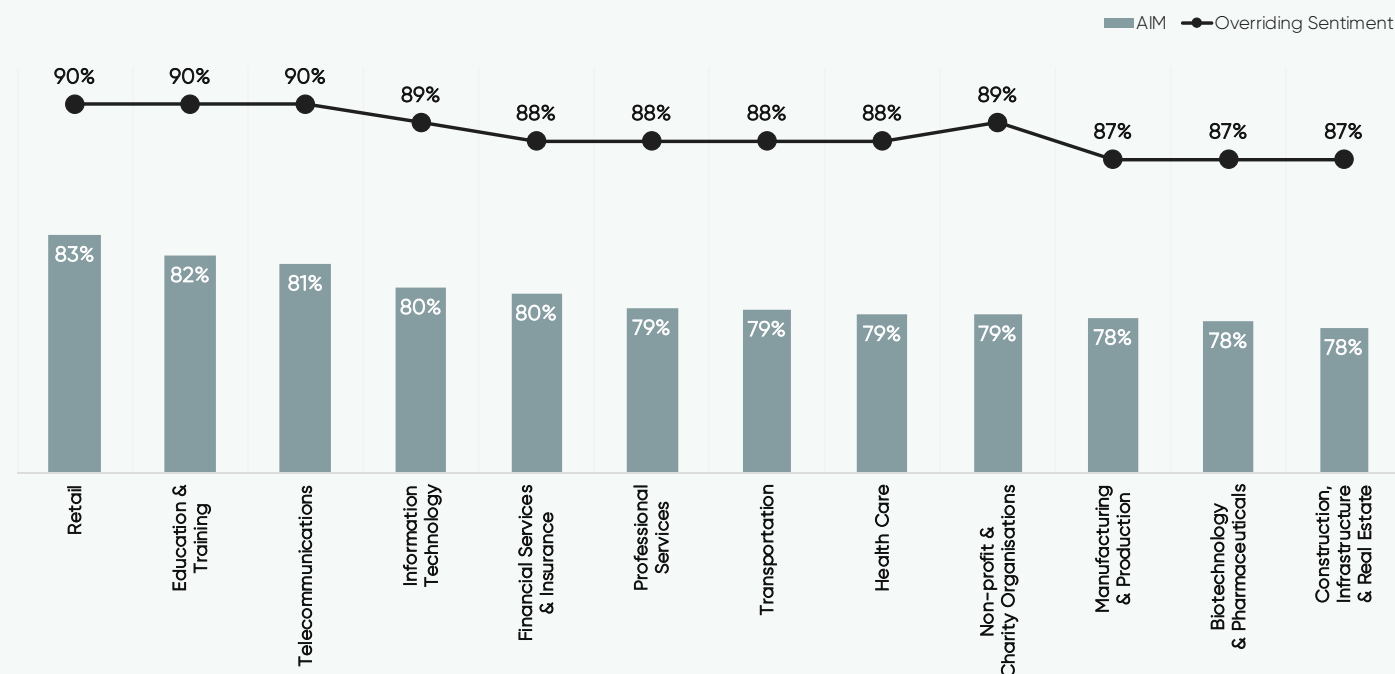


Fig. 4.3: AIM varies 5% across industry

How are Different Industries in India Inc. using AIM to define the way ahead?



Fig 4.4: Biotechnology, Pharmaceuticals & Healthcare – Pharmaceuticals, healthcare, and biotechnology workplace equation specifies that people are twice as important as leadership or innovation.by Agility, Maximizing Human Potential and Innovation.

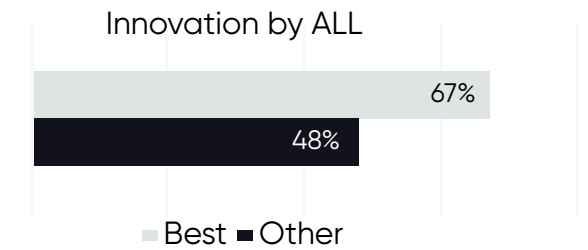


Fig 4.5: BFSI - Innovation & Agility: the game changer for the future.

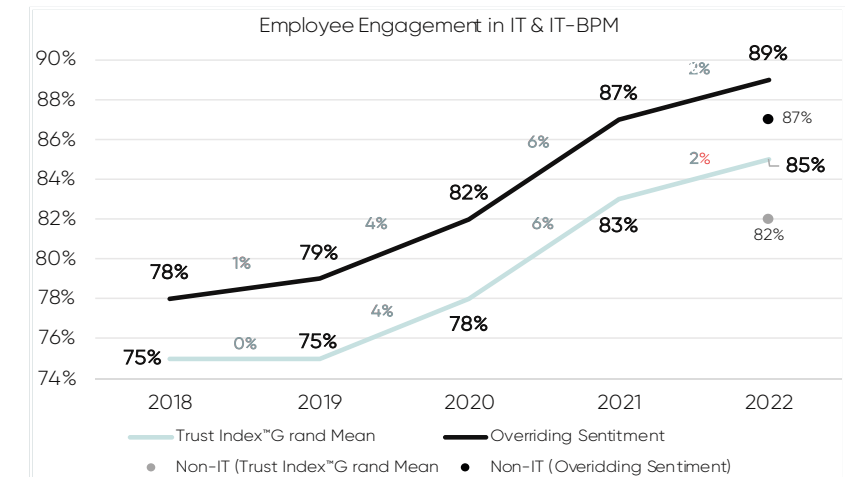


Fig 4.6: Fig IT - Industry forefront of workplace culture with 3% higher perception than any other industry.



Fig 4.7: Manufacturing & Production -Increased importance of care, integrity & competence in workplace culture.

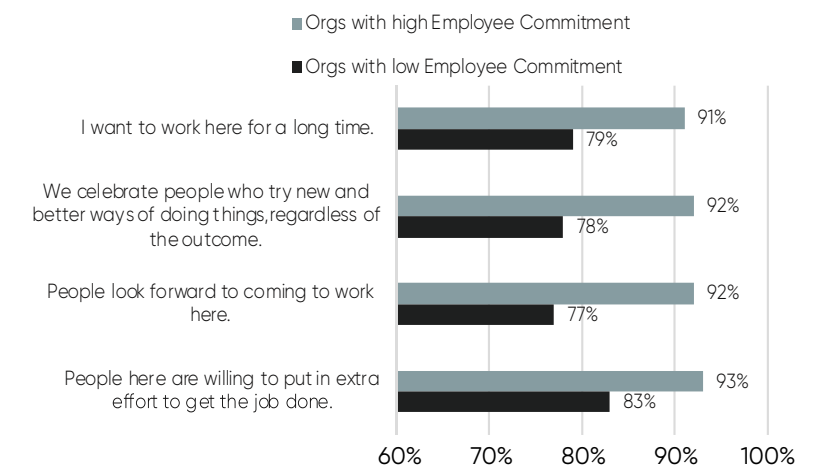


Fig 4.8: Retail- Employee commitment amplifies trust with 15% higher motivation.

AIM 2023

Agility, Innovation and Maximized Human Potential

The Great Place to Work® Annual FOR ALL Conference attracts CEOs, CHROs, and other business executives from more than 20 different industries, making it the biggest and most sought-after networking hub in India focused on workplace culture. The Summit aims to bring leaders from across borders on one platform to share their success stories of building a sustainable High-Trust, High-Performance Cultures™ in their organizations. These leaders have not only persevered through these tough times, but they have also built innovative work environments!

[Click here to view the complete agenda for the Summit!](#)

The current environment of almost all workplaces across the nation rises from a common aim: the \$5 Trillion Indian economy. The pandemic has allowed organizations to introspect and realize the true value of their biggest assets: their people. To realise the AIM of India's transition from a 'developing' to a 'developed' country, great workplaces are gradually but surely harnessing the power of being agile workplaces that build a culture of innovation through maximized human potential.

FOR ALL leaders are the catalysts for this change; they must venture beyond the team and organizational territories. These leaders realize that fast-changing competitive landscapes are putting a premium on agility and redefining how organizations can change from

incumbency to being their own disruptors through innovation. And for Innovation by All, organizations need to maximize human potential. Thus, the common way for effective leaders is through achieving AIM 2023 – Agility, Innovation, and Maximized human potential.

★★★★★
overall delegate experience

900+ physical 250+ virtual
delegates participated

20+
industries represented

18+
speakers



#ForAllSummit

Click above to see what the delegates have to say!



Beautiful Illustrations by MFPA Artists



The 360° Photobooth



Delegates getting their digital caricatures created



Delegates at the Cricket VR Booth



Quick Energisers for the Delegates



Special Evening Performance by Kabir Cafe

Top 5 Sessions from Summit 2023

Click the picture to view a snippet of their session

What does it take to be a For All leader?



"Layoffs are part and parcel of the business life and professional"

Kris Gopalakrishnan
Co-founder Infosys and
Chairman, Axilor Venture

Leveraging Disruptive Innovation in Organizations Built to Last



"Diversity is a way to solve problems and scale"

Srikanth Velamkanni
Group CEO and
Co-founder, Fractal Analytics

Highest Rated Session

Rewards of Being Resilient



"अगर आपके अंदर जीतने का जज़्बा है, तो आप परस्थितियों को मोड़ देते हैं। करके देखिए परस्थितियाँ खुद मुड़ जाती हैं।"

("If you have the determination to win, your will influences situations and circumstances. Try it, and you will see situations turning in your favour.")

Arunima Sinha
World's First Female Amputee
to Climb Mount Everest



AIM in India: Case Study on Vande Bharat Express



"As a leader you have to manufacture love, you have to contrive to love everyone, make it a habit."

Sudhanshu Mani
Creator of the Vande Bharat
Express

Science Behind People Management



"Caring is not at the cost of results, caring leads to business result."

Prasenjit Bhattacharya
Founder-Director,
Great Place To Work® India
and CEO, Great Manager
Institute

Hear from our delegates

Click the picture to know more about their experience



"Enjoyed all the sessions- all breakout session topics seemed equally interesting and relevant."

Akshita Jain
Atria Convergence Technologies

"Great experience at the Summit - also got to learn about great workplaces and their Best People Practices."

Rithvik Vijay
Natixis India

"Thank you for such an amazing event, got opportunity to interact with so many amazing speakers under the same roof"

Vijaya Chatterjee
Tega Industries

"The Summit was a great platform to listen to many inspiring stories and re-connect with industry peers!"

Prasoon Misra
Ericsson Global Services India

"Enriching sessions - powerful stories by Arunima and Sudhanshu."

Sheetal Kaul Khosa
Vestian Global

What is your organization's focus in year 2023?

A. Agility

B. Innovation

C. Maximized Human Potential

To view session highlights,
navigate to Page 16!

An Exclusive Club for the CXOs of the Great Workplaces

Become a part of the exclusive club for leaders of the organizations certified™ by Great Place To Work® India. Members of this club learn from, ideate, share and network with each other in the strategy meetings and beyond.

The club also offer an opportunity to experience Great Place To Work® India Study Missions. These are uniquely designed for the members to lern directly from the Best Workplace by visiting their headquarters, interacting with a cross-section of employess and leaders of the host organization, and gaining an in-depth understanding of their workplace journey.

The club has been established on the objectives of:



Learning From Each Other

Coming together and not competing; Networking, meeting new people, learning more perspectives.



Learning From the Best In the World

Learn from globally known experts and thought leaders for the strategy meetings.



Contributing to the Larger Community

Be a catalyst for expanding the community of leaders who are committed to make India a Great Place to Work For All, beyond business.

Which of the following factors primarily contributes towards organizational growth under stress?

- A. Employee Innovation
- B. Agile Processes
- C. Leadership Effectiveness
- D. Speed of Decision-making



Scan the code to know more.

Immersive Learning: Study Mission

Meeting Theme:
3P – Purpose, People and Place

Member Experience:



A unique aspect of the communities at Great Place To Work® India, is the Study Mission. A Study Mission is an immersive learning meeting where the members are invited to one of the Best Workplaces to experience their workplace culture first-hand. This enables them to understand the unique elements and practices implemented by the host organization that help them to attract, engage and retain employees. It also involves an interaction with a cross-section of their employees and a extensive campus tour of the host organization to understand the blend between physical elements and best practices to influence employee productivity.

Our latest Study Mission was held at the Cisco headquarters in Bengaluru, India.



Our next Study Mission will be held in association with Mahindra Holidays and Resorts at their Assonora, Goa property. The theme of this meeting would be "Making Every Moment Magical".

Click here to know about our next study mission.

To be a part of this magical experience, reach out to us at: in_events@greatplacetowork.com

Some of our Speakers



Jurgen Appelo
Author and Creator
of The Unfix Model

“Manage the system, not
the people.”
Future-proofing Your
Organization



Ravi Venkatesan
Chairman, Global Energy
Alliance for People and Planet

“Leadership is an act not a title.
It is a verb and not a noun.”

Lead to Win – Lessons from Global
Thought Leaders of India



Arundhati Bhattacharya
Chairperson and CEO
Salesforce India

“Transformational Leadership truly
emerges in times of crisis, when
a leader is responsible for a big
change.”
The Power of Transformational
Leadership

Click the
picture
to view a
snippet of
their session

Authentic Leadership Humanocracy
Gamifying Ex Purpose Disruptive Innovation
Employee Engagement Employee Wellbeing
Unconscious Bias Trust Antifragility
Employee Centricity Inclusion
Future-proofing Purposeful Business
Rethinking Processes Talent Management
Credibility Fairness

Some of our Past
Speakers:

Ashok Soota
Executive Chairman
Happiest Minds Technologies

Marshall Goldsmith
Author, Leadership Thinker and
Executive Coach

Apurva Purohit
Businesswoman, Author
& Co-founder, Aazol

Divyanshu Ganatra
India's First Blind Solo Paraglider

Amitabh Ray
Former MD
Ericsson Global Services India

An Answer to “Navigate to Page 16”

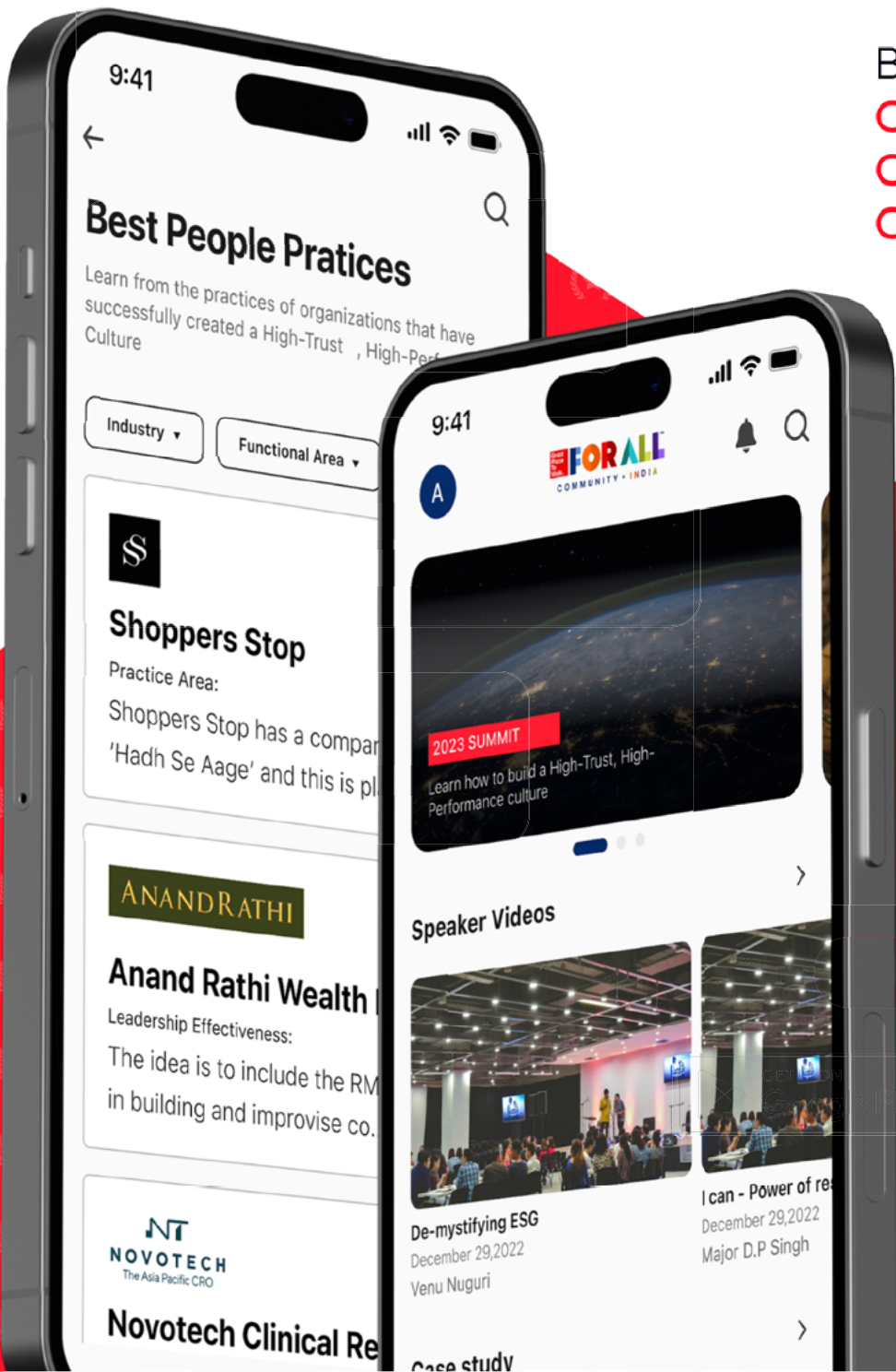
It was an idea last year.
It’s in your palm this year.

The FOR ALL Community App is LIVE!



- PERSONALIZE YOUR USER JOURNEY
AS PER YOUR INTERESTS
- LEARN FROM INDUSTRY
EXPERTS & BEST WORKPLACE LEADERS
- ACCESS LATEST RESEARCH PAPERS,
CASE STUDIES & BEST PEOPLE PRACTICES
- NETWORK WITH
PEERS AND INDUSTRY LEADERS
- ATTEND
WORLD CLASS EVENTS

Be a Catalyst for
Change by
Contributing to the
Community



Scan the code
to know more



Fig. 7.1: Some of the themes covered in our community
strategy meetings

Assessment, Certification and Recognition



Our mission is to help every place become a great place to work for all. The Great Place To Work® Certification™ recognition recognises employers who create an outstanding employee experience. The Certification is a two-step process that includes surveying your employees and completing a short questionnaire about your workforce

Why Get Great Place To Work Certified?

Measure and Validate Your Employee Experience	Attract and Regain the Right Talent	Identify your culture strengths and opportunities and benchmark yourself against the best Workplaces
Elevate your Status as an Employer	Grow Your Bottom Line	Get an opportunity to be recognised in the best workplaces lists.

We follow the **For All Model & Methodology**. Great workplaces for all maximize their human potential through effective leadership, meaningful values, and a deep foundation of trust with all employees, regardless of who they are or what they do. When those are in place, these workplaces benefit from improved innovation and financial growth.

Best Companies Laureates

Organizations that have been recognized as great workplaces for 10 or more years
Since 2007, every year we have been celebrating Best Workplaces that make it to India's Best Companies to Work for List. We are truly inspired by these organizations as they set the benchmarks and lead the path for hundreds of organizations that aspire to learn from the best on their journey of creating and sustaining great workplace cultures. Hence, Great Place to Work® India celebrates these heroes by recognizing organizations that have been a part of this coveted List for 10 years or more.

Is it tougher to deliver a FOR ALL experience in a hybrid work environment?

- A. Yes, it's tougher
- B. No, it's not tougher
- C. Does not impact the delivery of a FOR ALL experience

Case Studies

Mahindra and Mahindra Automotive and From Sector



At the core, Mahindra AFS believes that trust is at the foundation of any successful organization. The organization believes in providing psychological safety through multiple listening and engagement platforms like townhalls and shadow boards. Leaders create an environment of trust by demonstrating care, empathy and walking the talk on commitments. Numerous support systems are provided for employees to voice grievances, suggest improvements, and have candid conversations with our leaders. Finally, the organization has a comprehensive ethics and governance mechanism which reinforces the culture of Trust & Fairness amongst the employees.

Focus on People Centricity has assisted Mahindra AFS in becoming one of the best manufacturing workplaces in India and Asia. Great Place To Work® Institute India has partnered with Mahindra AFS on their cultural journey since 2012. Over the last four years, there has been a significant improvement in aspects such as fair promotions, respect, and credibility. The Trust Index™ Grand Mean has shown a 10% increase during the previous four years. Trust among employees is attributable to the increase in fairness in the organization. As a result, there is higher employee perception and higher sentiment, which has resulted in an average 5% increase in key engagement indicators like "Motivation" and "Intent to stay."

Lifestyle International Private Limited



The Laureate winner, Lifestyle International Private Limited places employee engagement and collaboration at the heart of their work and their initiative—House Concept—reflects it the best.

The essence of this shines through when we look at their journey from 2013 to 2022. Over the years, consistently 9 out of 10 employees have said that Landmark Group is a great place to work.

The belief that engaged employees pave the way for an engaging customer experience is embedded in House Concept. This initiative is democratic as it comprises a cross- functional council run by employees for employees. Employees from across functions are grouped into four Houses named after the seasons – Autumn, Winter, Summer, and Spring. Each House has a captain, vice-captain, and leads assigned, and all the teams are responsible for driving engagement activities.

The outcome of this initiative has been increased engagement and cross-functional collaboration. Landmark Group witnessed improvement in Camaraderie, specifically with respect to support during internal role transfers. The impact of these initiatives can be seen via employee feedback again. In the Great Place to Work® Workplace Assessment, on aspects related to cooperation and mutual caring, there has been an increase of 21% and 14% respectively over the last two years.

To continue reading about these case studies, navigate to Page 16.

About Our Partners



Help shape the
future of energy



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- @ bp
- @ bp

Learn more:



About Our Partners



Over 2700 brands trust Pinnacle for designing and making thoughtful awards, trophies & lapel pins. For 23 years customers keep coming back for they get everything from one place. Design, Manufacturing, Logistics, Reporting.

+91-9810505171
connect@pinnacleworks.com
www.pinnacleworks.com



Refyne is Asia’s leading **holistic financial wellness suite** empowering employees with a well-rounded approach to financial wellness. With **over 200 clients** and **3 million+ employees** on board, Refyne’s mission is to make financial wellness a reality.



Sodexo Benefits and Rewards Services India is a **100% Digital Employee Experience partner** with **11,000+ Clients**, serving **3 Mn+ Consumers** across **1,700+ Cities** pan-India through **5 Mn+ Merchant Partners** for last twenty five years.



Calendar 2023-24

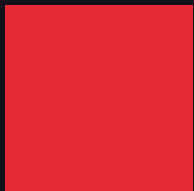
March 23	India's Best Workplaces in Health & Wellness
April 23	India's Most Trusted Leaders India's Best Workplaces™ in BSFI
June 23	India's Best Companies To Work For India's Best Employers among Nation's Builders India's Great Mid-Size Workplaces™
August 23	India's Best Workplaces to Work For Millenials
September 23	Asia's Best Workplaces™ India's Best Workplaces™ for Women India's Best Workplaces in Diversity, Equity & Inclusion Great Place Diversity, Equity & Inclusion Summit, India
October 23	India's Best NGO's to Work For World's Best Workplaces
November 23	India's Best Workplaces™ in IT & IT-BPM The Wellness Confluence
December 23	India's Best Workplaces™ in Pharmaceuticals, Healthcare and Biotech Commitment towards Sustainability (ESG)
January 24	India's Best Workplaces™ in Manufacturing 2024
February 24	India's Best Workplaces™ in Retail India's Best Workplaces™ Building a Culture of Innovation by All For All™ Summit 2024

The future of work is progress.
The future of work is fair pay.
The future of work is representation.
The future of work is well-being.
The future of work is equity.
The future of work is opportunity.
The future of work is for all.

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Book your Survey Slot now!	Visit www.greatplacetowork.in/get-certified/ or write to IN_campaign@greatplacetowork.com

Note: Since the lists are announced throughout the year, there are process deadlines for each. Please reach out to us to know more.

For Research Collaborations or Feedback: In_Reasearch@greatplacetowork.com For Certification or Business enquiries:	Connect with us at:
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International Ms. Delnaz Elavia +91 983 396 6812 Delnaz.Elavia@greatplacetowork.com	



Become Great.

Great Place To Work®