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INDIA

EMPLOYERS OF THE FUTURE

The needs and aspirations of millennials and Gen Z joining the workforce are widely divergent from earlier generation of employees. How have human resources practices in India Inc. changed to meet the needs of the future?



TATA POWER

Aiding Transition Push With Tata Power 2.0

WHEN N. Chandrasekaran took over as chairman of Tata Sons in February 2007, Tata Power

Company Ltd (TPCL) was going through a rough patch. In order to change the way the power utility functions and lead its transition to B2B and B2C (it was largely in the business-to-government or B2G mode), Chandrasekaran roped in Praveer Sinha, who was heading Delhi Distribution Ltd., as CEO and MD, Hasit Kaji from TCS as chief digital and information officer, and Himel Tewari from Tata Sons as chief human resources officer. The transformation that began with the new leadership team continued until recently, when Sanjeev Churiwala from Diageo joined as chief financial officer in February.

TPCL is betting on its transformation programme, Tata Power 2.0, which focuses on sustainability, digital and customer-centricity, to become the 'utility of the future' — in short, transform itself into an energy solutions provider. The HR strategy seeks to support the transition in terms of creating in-house designed interventions, along with the senior leadership, as solutions to business problems that have had a high impact, says Tewari. "We will transform into a products and services firm, which will reach consumers directly. We will also give digital

interface and tools to empower customers who can produce power," he adds. The company has launched products for rooftop solar, electric vehicle charging and home automation. There is also a big push for building a sizable renewable

What They Did Right

- ▶ Talent NXT and 'Entrepreneur in Residence Policy' programmes identify high-potential managers and fast-track their careers.
- ▶ 'Daksh' helps reskill employees in the thermal power business, and redeploys them in new growth businesses.



Himel Tewari, CHRO, Tata Power

energy company.

TPCL plans to build a future-ready workforce to achieve these goals. It trains around 400 employees in digital and data analytics every year through in-house functional academies, and runs structured leadership development programmes. Its 'Talent NXT' and 'Entrepreneur in Residence Policy' programmes identify high-potential managers and fast-track their careers. "If someone has a bright idea in any area, they can be part of start-ups within the company, and help in conceptualising and commercialising the idea," says Tewari.

With plans to phase out coal-fired power generation and expand green capacity to 80% by FY30, the firm is looking to future proof the careers of its employees in the thermal power business. Through a programme called 'Daksh', it reskills those employees and redeploys them in new growth businesses.

TPCL is also executing an organisation renewal process through business clusters — generation, transmission and distribution, renewables and new business services — with HR, finance and IT providing support, while being centrally managed. "We are leveraging cross-functional teams to create value for the future. To leverage specialised skills, we are collaborating with academia, tapping in the start-up ecosystem and engaging SMEs," says Tewari.

Over the years, the company has institutionalised several policies and programmes to maintain gender diversity. It mandatorily hires at least 30% women candidates during campus placements. Senior leaders mentor women employees through its Women's Mentoring Programme, while the Returning Mother's Coaching programme focuses on addressing concerns around childcare/support, work-life balance and confidence for new mothers. The company also allows women to choose flexible work timings till the child turns one-year-old.

— Nevin John



Employers Of The Future

A Fortune India-Work Universe Study of Future-Oriented Workplaces

(In alphabetical order)

COMPANY	HR PRACTICES THAT MAKE THEM EMPLOYERS OF THE FUTURE
ADITYA BIRLA CAPITAL	Talent management an integrated part of an employee's life-cycle; key talent deployed into new roles periodically; leadership talent development programmes across functions.
BENNETT, COLEMAN & CO	Learning content focused on futuristic editorial competencies; Behaviourally Anchored Rating System (Bars) for self-assessment of employees; individuals can co-own their learning and thereby growth.
CACTUS COMMUNICATIONS	Moved from office-first to remote-first model; gig workers account for bulk of workforce; evaluates performance every 3-6 months.
CHOLA MS GENERAL INSURANCE	Leverages diversity of the Murugappa group to offer non-linear career paths; cross-functional exposure; employee safety first during Covid
DISNEY STAR	Hires people from smaller towns to address cultural nuances; professionals from outside media industry help in questioning the status-quo, add to the company's strength; culture of employee centricity
FRACTAL	Has had an unlimited work from home policy even earlier; talent mobility policy allows employees to apply for internal openings; leadership addresses town hall every Tuesday.
GENPACT	Online learning platform for industry skills across domains; working moms can choose shift timings, work location; AI-chatbot analyses employee sentiment, allowing the company to address them purposefully.
HDFC BANK	Four-pronged listening architecture — listen for organisation sentiment, development, initiatives and concerns; focus-group discussions with employees; concerns of team members shared for corrective action.
HINDUSTAN UNILEVER	Inclusivity is key, plans to hire people with disabilities; gender-balanced salesforce; digital algorithm enables it to tap the top 1,000 B-school aspirants.
JINDAL STAINLESS	Learning programmes focus on 'Learning-Action-Behaviour-Results' model; open feedback culture; engaged in reducing carbon footprint
LEAD SCHOOL	Flexible work environment; diversity in leadership team; leadership development a part of training charter.
MAKEMYTRIP.COM	Opportunities to develop new skills; encourages agility; managers invest in goal setting, training processes.
MPHASIS	Skilling platform to train employees; training programme provides gamified learning quotient to illustrate where employees stand; 'Hybrid-first' work model with work from anywhere as the core.
ONE97 COMMUNICATIONS	Hires people from different backgrounds; teams can decide when to work from home or office; encourages upskilling of employees.
PUBLICIS SAPIENT	Digital learning programmes; hires people from various cultural backgrounds and beyond major cities; trains employees as 'mental-wellbeing ambassadors'.
RENTOMOJO	Employees retain ESOPs even after quitting; no daily attendance; grooms internal talent for big roles.
SAP LABS INDIA	No meetings on Fridays; two-year entrepreneurial sabbatical for employees; pay transparency mechanism
SILA GROUP	'Open door' policy to address employee complaints; hybrid model with 50:50 work from home and office; opportunity to engage in projects apart from regular line of work.
SRF	Redefines HR strategy every 4 years; periodically assesses 'agility' of employees; inclusive, diversive strategy.
TATA POWER	Programmes to train high-potential managers; cross-functional teams; Annual trainings in digital, data analytics.
TATA STEEL	Collaborative ecosystem in place; simplified processes; agile organisation model