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## TEAM ET FUTURE READY ORGANIZATIONS 2022-2023

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## FOREWORD

What are the attributes of a future-ready organization? What makes some organizations stay ahead of the curve while others struggle to find the right approach? How much of an organizational language is future-focused?

Changing expectations and definitions have upended how we define the organizations of the future. In an increasingly winner-takes-all business environment in which McKinsey research finds that up to 95 percent of economic profit is earned by the top 20 percent of companies, any organization that isn't seeking new approaches is on borrowed time. And that entails that such organizations need to review and rethink what success looks like in the future of work. What has worked before successfully, probably doesn't work anymore. While no organization has yet cracked the code, they definitely need to conceptualize this transition and the experimentation underway suggests that future-ready companies share three characteristics: they know who they are and what they stand for; they operate with a fixation on speed and simplicity; and they grow by scaling up their ability to learn, innovate, and seek good ideas regardless of their origin.

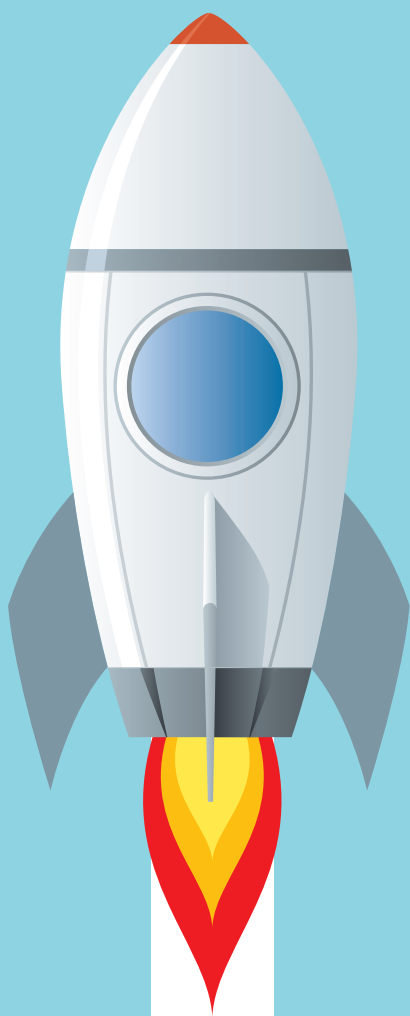
Now, to improve the odds of thriving in the future of work, organizations need to clutch these audaciously bold reinventions. To acknowledge and celebrate organizations that have done an admirable job at becoming ready for the future, ETHRWorld's Future-ready Organizations has honored companies that have progressed from a mindset of coping to one of competing. The list has featured the best companies that have seized the unique unfreezing opportunity before them to imagine and create new systems and modes of organization that are more flexible, integrated, resilient, and ultimately, more human.

The organizations listed have carefully re-designed jobs for the future and re-imagined their operating models effectively. In a quest to make revolutionary changes in the people-operations, they have accelerated the employee development agenda, created an employee experience that empowers talent to thrive, and re-engineered their talent attraction strategy to win the great war for talent. With technology being the core of driving consistent digital transformation, these enterprises have turbocharged decision-making with data-rich platforms. On the other hand, the strength of a strong and diverse organization cannot be understated. Therefore, these organizations have carefully embedded diversity, inclusion, and equity to lead the future of their work.

Here's the most coveted list of Future-ready Organizations brought to you by ETHRWorld, an initiative by The Economic Times. Hope you enjoy reading it!

Team ETHRWorld

# Start-ups







# 21K School

World Class Education  
For Your World

## Brand mission/vision

The 21K School envisions imparting holistic, lifelong learning, which empowers children worldwide to be an architect of their journey and produce good citizenship.

## Your journey to becoming a future-ready organization

Technology is the only solution to the problems plaguing our education system. With technology, we can improve learning outcomes and help scores of learners from every nook and corner of the world to access quality schooling. The founders of 21K School were clear that the parents and students need (a) live classes, not class recordings, (b) student engagement, (c) improved learning outcomes, (d) lower cost of education per year, (e) be ready for the uncertain future.

Based on the above, we thought that the best way is to use technology to improve learning outcomes and enable anytime, anywhere learning using immersive technologies for a better schooling experience and at a lower cost. Online school was prevalent in many developed countries. Still, we have reinvented the model of online classes with live instruction replicating the physical school experience over the one-to-many session to make it a success.

Today, we have a highly scalable model of school that can cater to millions of students. This would not have been possible without a diverse, experienced team from various sectors and functions.

As the world around us changes, organizations must change to stay relevant. Our journey to becoming a future-ready organization constantly evolves as we pursue innovation, re-imagination and inspiration. We need to be agile and learn to keep up with the changing future. This means adapting quickly to new situations and being efficient in our operations. It is part of our commitment to making the world a better place. As the future keeps changing, we will also stay constantly evolving to remain a leading organization.

## Message to other organizations aspiring to be future-ready

As any business owner knows, it is essential to always be thinking about the future. Trends change, new technologies emerge, and what was once popular can quickly become outdated. As a result, organizations must keep an eye on future trends and anticipate changes in the marketplace. One easy way to do this is to think of variables unlikely to change anytime soon. For example, people will always ask for better quality at lower prices. While this may seem like a no-brainer, it is easy for leadership teams to get caught up in day-to-day operations and lose sight of future trends. By thinking about what is likely to stay the same, organizations can be better prepared for whatever changes come their way.



**Yeshwanth Raj  
Parasmal**  
Co-Founder and COO  
21K School

## Word of wisdom

It is widely accepted that the competitive advantage of the generations to come will be defined by the quality of the schooling they have had. Keeping this in mind, 21K School is committed to building the school of the future - one that prepares the young minds to be adroit in their vocation with an attitude that is inclusive and global in mindset. We thank the Economic Times for recognizing our work and including us in the final list of The Economic Times Future Ready Organisations 2022 in the "Start-Up" category. Our inclusion in this list strongly validates our efforts to provide a quality education that helps shape future-ready citizens. We remain firmly committed to our cause and will continue to work toward setting new benchmarks in the educational space.



# Airmeet

## Brand mission/vision

Vision- To accelerate the progress of humanity through effective collective collaborations and connections

Mission- To empower individuals and organizations to break boundaries, voice out thoughts, and ascend to newer heights.

## Your journey to becoming a future-ready organization

- Digital transformation for long-term sustainability
- Going paperless, all our work is digital, and absolutely zero usage of paper
- Democratize remote work to build diversity, equity, and inclusion
- We were one of the first to go completely remote in 2019 before the pandemic - Being location agnostic has enabled us to hire suitable talent across the globe, improve the diversity of talent and generate employment without having them go through the burden of relocating or commuting to the workplace
- Scale business globally without having to spend enormous funds on travel
- Enable businesses across the world to continue to function and conduct events and expand business virtually through: Immersive virtual offices, end-to-end virtual events, customer attraction through these events, and even enabling talent attraction on a virtual platform
- Build & promote an inclusive and sustainable workforce that fosters Innovation
- Stakeholders and large event-driven communities benefited from Airmeet when the pandemic struck to redefine the way of working and continuity of business using virtual platforms
- Ensure well-being for all
- Our digital and remote first approach is influencing the communities around us to create a more sustainable living environment that prioritizes wellbeing over work stress

## Other than these:

1. Collaboration on Airmeet Platform: Being our customer zero, leveraging an in-house virtual platform as an efficient collaboration and transformation tool allows employees to connect, solve problems and stay ahead of the technology curve
2. Bring your own device: With a fully integrated yet distributed team, BYOD has benefited the digital age workforce with agility to use gadgets of their choice and the flexibility for organizations to continue with business with a lower operating cost and this integration also aids in an overall reduction of electronic waste in the planet

## Message to other organizations aspiring to be future-ready

Today most young professionals prefer to have work-life balance, flexibility, and transparency in the workforce. It's time for businesses to create more inclusive pathways for the world's susceptible and spirited professionals. In addition, companies must invest in new ideas and techniques to prepare people for work in the future. Various factors over the years and the Covid-19 pandemic have contributed to a shift in workplace expectations regarding employee responsibility.

Investing in fresh ideas and approaches to prepare the youth for the future workforce is vital and thus a priority for most organizations. The functionality of a workforce depends on numerous factors. However, something that can and should never be forgotten is that the PEOPLE make the workforce. They are the heart of any company's functioning. Therefore, any decisions, or changes in systems, need to be made by keeping in mind- the PEOPLE.

A recent survey published in the public domain revealed that only 14% of employees feel connected to the purpose, vision, and goal their workplace wishes to imbibe. The monotonous lifestyle that people have integrated, where they come to work, do what is expected of them, and leave, necessitates a change. Aligning the goals of the workforce with the organization's is pivotal to its growth. Opportunities need to be created where employees willingly stay connected, build relationships, and tangibly see their ideas heard. The power that human connection convenes should not be taken for granted.

## Word of wisdom



**Lalit Mangal**  
CEO  
Airmeet

First of all, I would like to thank the ETHR jury for recognizing Airmeet as one of the future-ready organizations for 2022. At this moment, I would like to acknowledge and thank each and everyone from my team who has joined me and my co-founders on this mission of creating a fully remote organization out of India. We are fully committed to this cause and innovating for the future of work. This has not been a very easy journey but nonetheless, we have learned a lot of lessons and we are very happy to share all these lessons with the world out there. Thank you so much once again.



**Meena**  
Global HR Head  
Airmeet

It's an immense pleasure to receive this award for what we truly stand for at Airmeet. As we move ahead revolutionizing the way the world looks at remote collaboration such recognition is definitely a feather in the cap. Thank you so much ET HR and the amazing jury who listened to me patiently and resonated with our true cause. Hoping to see the progress of humanity through effective collective collaborations and connections through Airmeet!



### **Brand mission/vision**

Bidgely's core mission is to accelerate a clean energy future by enabling energy retailers and consumers to make smarter, data-driven energy decisions. Through patented technology and sophisticated energy algorithms, Bidgely's UtilityAI™ Platform transforms multiple dimensions of consumer energy usage data into personalized energy experiences that promote energy efficiency and customer satisfaction while simultaneously improving utility grid management worldwide. Bidgely aims to equip every energy retailer, home, and business with the tools and resources to be as energy efficient as possible, in turn enabling energy users to not only save money on electricity but also reduce the impact of carbon emissions on the planet. Bidgely also encourages and incentivizes new climate technology, such as solar and electric vehicles while simultaneously helping utilities work in concert with emerging renewable energy providers.

### **Your journey to becoming a future-ready organization**

Our company is in the business of creating virtual solutions for better power and energy management. The ultimate goal for any energy utility organization is to embark on a journey of sustainability and unlock renewable energy sources for the future. In order for the world to become future-ready, it is imperative to save, sustain and reinvent energy. Bidgely is committed to this cause. Our philosophy also percolates into our employees and work culture. The global health crisis has made businesses realize the true value of their human capital. Bidgely on its part has adopted the hybrid mode of working where employees are armed with the right technology resources to work from a location of their choice, even though they are part of a larger team. Over the past few weeks, some of our workforces operated from the office premises while others continue in hybrid mode. In order for the business to unlock insights for the future, we have made investments in hybrid work solutions that provide a smooth and future-proof compute experience to the workforce while providing business-critical data to decision-makers.

### **Message to other organizations aspiring to be future-ready**

Businesses, especially startups need to overcome the typical paradox of operating in innovative, futuristic spaces but failing to inculcate the same innovation in their workforce management. In other words, organizations often fail because they choose to operate in a more traditional manner without realizing the true potential of human capital.

The best way to leverage the right results from your workforce is to enable them with the same innovative and forward-looking technology tools that the organization offers to its customers. One, this makes your workforce live and breathe the same culture that it promotes to its customers, and two, it enables your organization to embrace state-of-the-art technology to unlock insights from the business, for the business. The pandemic has changed the way we work, and organizations must roll up their sleeves and provide flexibility to their workforce while focussing on changing market dynamics of business, irrespective of the industry vertical you serve.



### **Word of wisdom**

Your biggest asset is your human capital. First and foremost, you must enable your workforce with the most innovative technologies to leverage the most out of your human capital. With rapidly changing market dynamics, it is important to make your workforce realize the criticality and long-term gains of operating in innovative technology spheres. The new-generation employee seeks challenges and the ability to change the world. Giving them the ability to own this change can go a long way in unlocking organizational growth and profits while ensuring higher levels of commitment and long-term engagements.

**Pradeep Kumar**  
Director HR  
Bidgely Technologies Pvt. Ltd





Efficacy. Inclusivity. Sustainability.

### **Brand mission/vision**

We at Earth Rhythm believe in smart and safe skin and hair care, that is also safe for our environment. Our well-researched products help to solve multiple skin and hair issues such as pigmentation, fine lines, dehydrated skin, hair fall, dandruff, and much more while keeping in line with sustainability as one of our ethos. Being aware of what we consume has become one of the pillars for those who want to improve their quality of life. Self-care and pampering are becoming the top priorities for an audience that is increasing year to year, which is what Earth Rhythm aims to tap into and provide suitable solutions for. The vision for the growth of the organization is to continue maximizing brand goodwill, listening to the customer's experience and their feedback, taking it into account wherever possible, and turning our internal employees & customers into influencers through various reward programs. As a company, it has been our continuous aim to stand for our ethos – efficacy, sustainability, and inclusivity. We are working towards having a deeper presence at the country level and shall continue to do so.

### **Your journey to becoming a future-ready organization**

For a homegrown brand like ours, the pressure to change had been building for years and it was a process rather than a goal. However, we were able to get there with a clear roadmap and plan. We got clear on the purpose, understanding how we created value and why we're unique; and finally, we created strong and distinct cultures that help attract and retain the best people.

### **Message to other organizations aspiring to be future-ready**

Focus on identity. People long to belong, and they want to be part of something bigger than themselves. Companies that fixate only on profits will lose ground to organizations that create a strong identity that meets employees' needs for affiliation, social cohesion, purpose, and meaning.



### **Word of wisdom**

It's always better to say "Oh no" rather than saying "I missed it". Don't be scared to do new things.

**Harini Sivakumar**  
CEO & Founder  
Earth Rhythm



### **Brand mission/vision**

GoKwik is a tech-centric organization with a vision to create a full stack of enablement solutions for e-commerce brands throughout the shopping funnel. Helping partner D2C brands, eCommerce marketplaces, Omnichannel platforms, and other digitally native businesses unlock significant growth in Gross Merchandising Value (GMV) without having to face the risk of Return to Origin (RTO) forms the center of GoKwik's mission.

GoKwik is aimed at using deep technological expertise backed by safe, secure, and simplified data science models to create e-commerce enablement solutions for hard-hitting problems in this industry. GoKwik will also add to end shoppers' delight by enhancing customer experience, helping them at each stage of the checkout, reducing load time, and creating a frictionless environment for them to shop in.

### **Your journey to becoming a future-ready organization**

Our journey has been quite interesting. When the pandemic struck, the world was plagued with a lot of uncertainty. We launched this company in the middle of the pandemic to solve hard-hitting problems that customers were facing in the e-commerce and online shopping space.

That in itself was future-ready. We had envisioned that online shopping would be undergoing a major revolution and we wanted to be one of the true contributors to that revolution. We built this organization completely remotely. We offer immense flexibility to our workforce that is spread across 50+ cities and towns in India.

Work from anywhere with flexibility is the future and we are committed to building best-in-class culture along the same lines using open communication, promoting accountability and ownership, providing liberty, and ensuring automation of processes using high-end technology.

### **Message to other organizations aspiring to be future-ready**

Being future-ready starts with a long-term vision of how you perceive your organization should look and what kind of culture do you want to build? As an organization, you should strive to give your employees the best of both worlds.

At the end of the day, an organization is the product of the kind of vision it has, the leadership that drives that vision, and the team that complements that vision. When you offer the liberty of working from anywhere, wealth creation, flexibility, a voice, and an open no judgment ground for your people to share their views, the organization takes the future-ready path.

This is what we try to follow and we believe that's the advice we'd like to extend to other organizations as well.



**Chirag Taneja**  
Co-Founder & CEO  
GoKwik

### **Word of wisdom**

We started this organization with an aim for it to be one of the best future-ready companies of the generation, and making it to this list ensures us that we are going in the right direction. Truly want to thank the jury and all of the people who are a big part of the GoKwik team and working tirelessly every day across 50+ cities to build products that are shaping the e-commerce sector. Thank you and hope we meet again right here with another vision to fulfill!





# तो *Life* बनी

## **Brand mission/vision**

To be the largest digital financial services platform for 1 billion Bharat consumers. Our mission is to digitally & financially empower 10 million rural entrepreneurs.

## **Your journey to becoming a future-ready organization**

At Spice Money, we are dedicated to bridging the rural-urban divide and taking essential services to the last mile of the hinterlands of the country, thereby revolutionizing the way Bharat banks. In order to achieve this, it was important for us to be future-ready since, with the advent of technology, the world around us undergoes a constant churn. We have invested heavily in technology and have an ever-growing tech workforce with the best minds in the country who share our vision of touching the lives of millions of people across rural India.

Our million-strong, diverse and inclusive network of nanopreneurs, called Spice Money Adhikaris, share this vision as well and form an essential part of the Open Network for Assisted Digital Distribution (ONADD) that we have created. With a cutting-edge phygital super app, our Adhikaris provide essential financial services to residents in their communities, across 95 percent of the rural pin codes in the country. On-ground insights from every corner of the geography, a deep understanding of the problems of rural India, the latest technology that we use to solve these problems, and the brightest minds who work with the technology, have all helped us in our journey towards creating a future-ready organization. When individuals join the Spice Money family, they become a part of our collective goal and social cause to bridge the divide between India and Bharat by offering livelihood opportunities to our Adhikaris as well as financial inclusion to the underserved.

## **Message to other organizations aspiring to be future-ready**

It is essential to develop a deep understanding of the market that a brand wants to cater to, so that products, tangible or otherwise, are developed to address the need gaps. Along with this, it is imperative that the brand invests in technology, in human resources who can wield that technology to develop relevant products, and in creating a conducive environment the resources can work in. All of these factors together can make a brand truly future-ready.



**Atul Tiwari**  
CHRO  
Spice Money

## **Word of wisdom**

Behind a truly successful organization, there's always the untiring effort and dedication of a cohesive and engaged workforce. At Spice Money, we strive to create an environment that brings out the best in our employees, with a plethora of initiatives to ensure a great work-life balance. We are an equal opportunities employer, building an inclusive and dedicated team of resources who share our vision of making a difference in millions of lives across rural India. Together with our million-strong network of Adhikaris, who are treated as local bankers in their communities, we aim to solve the problem of access by bringing essential financial services to the doorsteps of Bharat.



### Brand mission/vision

Making education affordable and accessible for all. Our vision is transforming lives one education loan at a time and thereby contributing to nation-building.

### Your journey to becoming a future-ready organization

Credenc.com started in 2017 to solve the problem of the lack of organizational lending options for deserving students in the country looking to pursue higher education. Right from the early days of our journey, we realized the importance of identifying and answering the questions – ‘who are we?’ as an organization, ‘how do we operate?’, and ‘how will we grow?’. We have worked towards identifying our purpose and creating a value agenda that defined Credenc.com’s ambitions and targets into tangible organizational elements such as product lines, key capabilities, and a future roadmap. To solve this issue, we started offering education loans for study abroad as well as study in India courses and over time have added education loans for upskilling courses.

In the past few years, we understood that the problem of lack of funds also impacted K12 students, so we introduced lending options that cover K12 fees. This core planning along with constant technology adoption and upgradation across operations helped us scale up from disbursing five loans/month in 2017 to 5000 loans/month in 2022. This substantial jump is a testament to the hard work put in by our employees as well as constant listening and learning from our customer base. Our mission at Credenc.com is to make education affordable and accessible to all, which is also aligned with the aspirations of our customers who are the future workforce. The more we can facilitate to upskill and educate India, the greater the impact on our progress as a nation. The only way forward for us is to constantly upgrade our internal practices both from a technological and human capital standpoint to deliver excellence to our customers and become a truly ‘future-ready organization’.

### Message to other organizations aspiring to be future-ready

An organization looking to be future-ready must be dynamic in essence and adapt to more agile ways of functioning, provide their workforce with opportunities to upgrade and upskill and offer them greater decision-making authority for speedy turn-around on projects.

Adopting and transitioning into this type of organization won’t be easy and won’t certainly be an overnight exercise. Especially as this will impact the company’s business model and require a major cultural shift. The ideal approach will be to look at this transition as an ongoing exercise where you keep tweaking the existing practices and policies and implementing new best practices along the way. A good place to start this journey will be identifying where you’re headed and who you plan to be as an organization and working further from there by doing. Remember there will never be the right time, so it’s much better to simply get started today rather than waiting for the right time to get it right.



### Word of wisdom

As a forward-thinking organization, we are continuously creating new systems that are antifragile, more flexible, more organic, more interconnected, more purposeful—and simply more human. We aim to #UnlockPotential through creativity, speed, and accountability. We will constantly undertake digital transformation initiatives, deploy adaptable engagement models and offer upskilling and upgrading opportunities to our workforce. Being recognized by ETHR on its 2022-2023 list of Future-Ready Organizations reinforces confidence and trust in our approach.

**Mayanka Uppal**  
CMO  
Credenc.com



### **Brand mission/vision**

To empower all players of the healthcare ecosystem with AI / ML-enabled data infrastructure to improve healthcare and make the Indian healthcare system better, efficient, and accessible.

### **Your journey to becoming a future-ready organization**

From the time IHX was founded, we strived to have a strong focus on the present and remain ready for the future. This was driven by establishing an organizational culture driven by the purpose of improving healthcare in India, investing in our people, and focusing on the societal impact of our products.

Our future-ready journey has been built on two pillars: business execution and human capital development. The strong execution of our business goals has ensured that our flagship AI-enabled credit management platform is used by over 11,000 hospitals today and our future-focused products are ready for rollout. Our initiatives in establishing a strong culture and investments in human capital resulted in employees with a high degree of accountability, driven by the purpose to improve healthcare in India. This also helped us achieve an attrition rate of less than 5%.

We have also been able to contribute to making the entire healthcare ecosystem 'Future Ready' through the direct impact of our products on the healthcare ecosystem and our collaboration with the ABDM initiative of the government. We are creating open standards for a health claim exchange platform and defining the standards and API anybody can use.

All these have been important milestones in our journey to become future-ready along with making the entire healthcare ecosystem future ready.

### **Message to other organizations aspiring to be future-ready**

One can get distracted by the multitude of opportunities, and it is very important to keep the focus on doing the core principle the organization stands for in the most efficient manner. The most critical driver is to ensure the right empowered talent is in place for the organization. Organizations must create a culture where the employees are driven by the purpose of the company and believe that they would make a difference through their actions. It is important for the leadership to develop an organizational culture that drives growth sustainably and be in touch with evolving market dynamics.



**Mahesh Nagaraj**  
CEO  
IHX

### **Word of wisdom**

We have been successful in ensuring the building blocks for the organization are in place which will sustain the organization over a very long time. We believe that the culture we have evolved will ensure that our mission of building an innovation platform will be realized at a very quick pace. Our current solutions of data exchange and AI / ML-led advanced analytics are already solving several problems and we will continue to work with our customers and partners to deliver more advanced solutions.



### **Brand mission/vision**

To offer a one-stop solution to all needs in your real estate journey! Our mission is to become India's leading PropTech company by providing innovative solutions across the entire Real Estate spectrum using high-end technology and saving money for the customers by removing the information asymmetry in the existing market.

### **Your journey to becoming a future-ready organization**

We started in the year 2014 with the sole purpose of removing information asymmetry in the real estate market and saving thousands of crores of brokerage in the hands of the common man. Being a Prop-tech company, we have always invested heavily in technology. Using state-of-the-art algorithms with the aid of Artificial Intelligence, we have been trying to solve real problems faced by customers in their real estate journey.

At NoBroker, we have always believed in hiring the best talent, investing heavily in their upskilling, and giving them immense freedom to experiment, and run business their own way aligning to the overall vision, mission, and values of the organization. Every business idea is evaluated on its complexity and scalability aspects. This has helped us enter into multiple yet related businesses with an aim to simplify a complex ecosystem for our customers. We strive to solve real customer problems, hence, making business a byproduct. Mindful spending, long-term thinking, proactiveness, and clarity of vision aided by a huge focus on people development and technology help us create value for all stakeholders making us future-ready.

### **Message to other organizations aspiring to be future-ready**

There is no secret sauce, nor can there be one size fits all approach. However, a few things have worked really well for us and I would definitely like other organizations to give it a thought.

- Identify like-minded people, highly passionate, intelligent, equally inquisitive, and curious, who can think long-term, strategically, and run with you shoulder-to-shoulder contributing to the organization's growth
- Invest heavily in technology and upskilling your employees and the earlier the better
- Make your processes and policies flexible, in a way that they can be tweaked, and changed as per business/external environmental needs. Don't be too rigid
- Be proactive in terms of hiring, raising capital, and adding features to your product. Spending a lot of time understanding people will create wonders
- Mindful spending is quite important if you want to make your business future ready. You have to balance between growth (short-term) and profitability (long-term). This is a difficult trade-off, however, it rewards you in the long run
- Have clear environmental, social, and governance goals and chase them just like you monitor revenue and profitability. Contributing back to society is a clear indication that you are building a future-ready organization



### **Word of wisdom**

If you want to scale up really fast, then doing everything on your own and trying to control everything is a very bad idea. You have to hire smart people and give them a lot of autonomy and accountability to make it really big. You have to transition yourself from playing the role of a founder who is micromanaging to playing the role of an investor who would want to see business leaders take the role of founders. This sounds simple but is not easy. In fact, it is extremely difficult. However, we have been able to do this really well and this is the secret to our success.

**Amit Kumar Aggarwal**  
Founder & CEO  
NoBroker.com





### **Brand mission/vision**

To create dependable software products, and versatile cutting-edge technology solutions for all industries, while providing personalized services and unparalleled support. We identify, support, and encourage employability to build the next platform for businesses to grow. Improving businesses through meaningful and technology innovation. We aim to create impactful products and experiences that give a sense of value in what it means to enhance the resource's engagement and enrichment.

### **Your journey to becoming a future-ready organization**

We have been focused on creating a future-proof workforce. Future readiness is based on agility, resilience, standardization, and leveraging digitization tools to develop solutions that predict the requirement of a ready workforce.

### **Message to other organizations aspiring to be future-ready**

To future-proof your business, you'll want to foster a culture that embraces innovation and creates an environment where your employees feel that they're free to offer suggestions.



### **Word of wisdom**

Stay hungry, stay foolish! Keep Otomeyting.

**Christopher Raju**  
Co-founder & CEO  
Otomeyt

# BigMint

Technologies Pvt Ltd

## **Brand mission/vision**

We have a vision where everyone in the world makes informed and considered decisions driven by reliable and trusted data, information, and insights derived through robust, evolved, and globally benchmarked processes at SteelMint. Better decisions by everyone enables the creation of a better economy. Mission: To be the most trusted source for credible market intelligence, transparent price assessments, and actionable insights across commodities and regions.

## **Your journey to becoming a future-ready organization**

One of the best ways that business leaders can help their teams and businesses rise above the changes brought by disruptions is to ensure alignment around a common purpose. A Center of Excellence (CoE) can help companies do just that. We started the process of setting up our CoE earlier this year and its sole purpose is to drive innovation and efficiency.

The introduction of the training & meeting calendars has been one such move where we are preparing ourselves to be future-ready. The concept of various review meetings such as weekly, monthly & leadership review meetings, etc., and the process of documenting meeting minutes is a step in that direction. Documentation, and discipline with time & focus on details is what will enable us to scale up.

Thousands of people depend on our prices and data, both to stay informed and as the main source of decision-making for their businesses. Since BigMint's inception, our efforts have centered around redefining price discovery in India by breaking new ground and setting new standards in customer experience. We have always strived to make SteelMint as the most trusted source for price discovery.

With improved synergies between all our teams, we are confident that we're building a stronger, and more resilient organization whose entire ethos is understanding customer needs through data, prices, insights & our other value-added services. We will develop effective and affordable solutions that will direct us towards our journey of becoming the first IOSCO compiled Price Reporting Agency (PRA) in India.

## **Message to other organizations aspiring to be future-ready**

You need to set high standards and to do this you need to be dissatisfied with the current level of performance. Change is almost always disruptive, and at times, traumatic. Nevertheless, change is part of organizational life and essential for progress. None of these change programs are easy, nor is success ever assured. It is also a given that implementation will not necessarily be smooth.

Mistakes might be made at your (founders & leadership) end, but your intent should be clear and well communicated with the team at large.

As per a report prepared by a change management expert agency, 20 percent of employees tend to support a change from the start, another 50 percent are fence-sitters, and the remaining 30 percent tend to oppose the change. It should be your endeavor to convert those fence-sitters and resisters and involve them in realizing the vision. Identifying the leadership will also be a challenge as you undertake this exercise.

I will end my message with a thought that resonated with me to a great extent. The origin story of every great company reveals a common theme: The path to success is never a straight line. It's not about having the single, brilliant, lightning flash insight that suddenly wins the game. Instead, it's about consistent planning and execution.





**Dhruv Goel**  
CEO  
BigMint Technologies Private Limited

#### **Word of wisdom**

We are striving to have an STF (SteelMint Talent Factory) in place in a few years' time. Talent development is a top priority area for us, the CEO directly oversees the L&D (Abhyas-SM) initiative. Such initiatives are helping us reskill and stay future-ready as we continue to invest in top talent. Overall, the average learning hours per SteelMint was 57.45 hours in FY22 and we hope to go up in the coming year. We need to develop cross-skill ability. We have to have job rotation and role changes frequently to build a talent pool with an eye to business continuity.

# Small & Mid Size





### **Brand mission/vision**

Our vision is - Every customer to be our brand ambassador. Our mission is - One stop shop for all travel use cases and related ancillary products for Indian travelers, with delightful end-to-end experience & taking our playbook to select International markets!

### **Your journey to becoming a future-ready organization**

To be a future-ready organization, we adopted a two-pronged strategy. First, to manage our profit and loss statement and balance sheet. We went back to the drawing board in order to rationalize our costs and that is what we ended up doing. Secondly, we identified that it was very important to build new verticals in the down cycle so that we are absolutely ready when business returns. We also expanded the operations of our primary business.

We invested heavily in automation and artificial intelligence technology and automated our after-sales service processes. We also consolidated Infrastructure and converted our retail shops from an on-center model to a franchise model.

### **Message to other organizations aspiring to be future-ready**

Be agile - To enhance productivity and profitability, organizations must adopt more agile ways of working and build a culture conducive to constant experimentation, testing, and reiteration.

Take the first step - To succeed, you're going to have to start, then put in a lot of time and effort to make it work. You will need to be consistent and focused in your execution.

Build for scale and sustainably - Establish common standards for scalability and support across all dimensions of your transformation effort in a sustainable manner.

While you do this, do remember to include and manage everyone from the organization. There would be employees who may have reservations, plan for their response, and strive to establish buy-in and consensus from all of them.



**Deep Kalra**  
Founder & Chairman  
MakeMyTrip

### **Word of wisdom**

To be future-ready, one needs to build resilience. The kind of resilience that is needed is the stamina of a marathon runner who still reserves enough in the tank to sprint when required.



### **Brand mission/vision**

Our vision statement is “To be recognized in the markets, we serve as a leading global provider of technology and business solutions through innovation, commitment, and talent. “As an organization, we are on a mission to help our customers revamp their business models, transform business processes, and bring a technology revolution.

### **Your journey to becoming a future-ready organization**

Today AgreeYa is well-positioned to succeed in the new economy. We feel confident that we can evolve and thrive in any situation and continue to serve our customers most effectively. It is years of well-thought-out preparation, strategy and robust implementation. We are happy to share the secret sauce that helped us be future-ready.

Prioritize consumer experience– Build a customer-centric strategy, overcome technical debt, and anticipate future digital needs. Prioritize customer requirements, which demands a change in the organization’s focus. Spend your energy creating a customer success program focusing on customer satisfaction and technology adoption.

Build a digital workforce - Top talent is an essential component for the long-term success of your organization. Optimize the current systems. Up-skill and cross-skill your existing employees, automate wherever possible, and continue to recruit and manage talent to fill any existing gaps.

Build personalized learning and development programs for your existing employees and focus on their career growth. Create leaders in your organization who can bring and lead the change the corporate world needs.

Remove outdated procedures – Outdated and legacy systems will suppress your growth and inhibit your organization from achieving its future-ready goals. Replace obsolete systems and processes to bring efficiency and agility to your organization and catch up to your customer’s expectations.

Update technology - Tech implementation that is future-ready not only aims for the latest innovation but also fits with the business strategy and encourages forward-thinking on business needs. Your present investment in technology will reap multi-fold benefits in the future.

Organizations need to get learning right to power their talent engine and create an empowered workforce that is articulated in the practice of “unlearn, learn, and repeat.”

### **Message to other organizations aspiring to be future-ready**

The amalgamation of capability, preparation, and future-forward strategies make us a company moving ahead in creating a future-ready organization for itself and society.

The message that we would like to give to other organizations who aspire to be future-ready is that build a robust, diversified, and resilient business model. We strongly suggest implementing process standardization, and agility in your business operations.

Further, keep the customer at the center of everything you do. Customers in all industries want companies to take a digital approach, and your leadership team should encourage innovation and out-of-the-box thinking to meet the goal. Pursue to meet the unmet and unarticulated requests of your customers, continue to innovate, and transform your offerings to offer the most advanced and unique solutions.

Another essential thing that we would advise organizations to focus on is building a culture and value-driven organization. By embracing these fundamentals, organizations will improve their odds of thriving in the new normal.



**Ajay Kaul**  
Managing Partner  
AgreeYa Solutions

**Word of wisdom**

Our power quote would be, to practice the 3Es. “Envision, Engage, and Execute” - Envision market needs and customer’s expectations, engage with employees to promote a culture of empowerment, learning, and growth, and finally, execute the business plan with efficiency and effectiveness.



### **Brand mission/vision**

Changing the way India banks- simple, accessible, and inclusive.

### **Your journey to becoming a future-ready organization**

There is no secret code or formula to becoming future-ready, the only way to stay ahead of the curve is by experimentation, the ability to learn, innovate and seek good.

Over the years, Airtel Payments Bank has consciously built a design that is thoughtful and gradually evolved its strategy to be future-ready.

### **The composition of the culture**

With time, we have deliberately made our culture, our major strength. The design principle of the organization was built in a distinctive way. The uniqueness of our culture is constructed in such a way that the best-in-class talent was attracted. The composition of talent was divided into three parts – one-third of our talent are bankers, one-third comes from start-ups trail and the rest come with seasoned experience from telco, FMCG, and other industries. Our consistent efforts and empathetic behaviors encouraged our employees to feel more comfortable, supported, and valued. To promote and resonate with our organizational values, we introduced R.A.C.E. (Responsible, Agile, Collaborative, and Entrepreneurial) which essentially captures our spirit well.

### **The culture of experimentation**

It has been rightly saying, “The only real mistake is the one from which we learn nothing.” To amplify the same messaging, we gradually built our culture of psychological safety in which the rewards of learning from failure are fully realized. We profoundly believe that innovation is a trial-and-error process. With the emergence of the whole payments bank industry in the early decade, there were no framed ground rules of right or wrong practices in the industry. With innovative and disruptive methods, we embraced an experimental environment, where failure became an imperative aspect. We never limited our agility and hence increased our exposure to risk and incentivized the outcome.

### **The culture of growth**

We are cognizant of building a culture that can withstand constant change. A culture that values learning, and a willingness to constantly experiment, fail, learn and grow. In the process, we hired young talent who carry, a ‘we’re here to work hard and play hard,’ attitude. We work with a bunch of dreamers, creators, and innovators where our efforts are put to align their passion with their career paths.

### **Message to other organizations aspiring to be future-ready**

Every organization is striving to shape and create a new India and address its new-age needs. Every player in the market is creating a new dimension and building an ecosystem that is vibrant, dynamic, and competitive. All of us are looking beyond the binary and building together a vibrant ecosystem to accommodate the new age and changing needs of people. We as thinkers, leaders, and innovators need to come together and realize that we are a part of the same journey. Keeping the ‘failing and learning’ culture alive and taking the inherent and calculative risks we need to provide a room where transparency and agility are reflected within the organization.

In sum, we should also tailor the complete employee experience across the employee lifecycle to adapt to a hybrid operating model.





**Ganesh Ananthanarayanan**  
Chief Operating Officer  
Airtel Payments Bank

#### **Word of wisdom**

We believe in creating a culture of innovation and transparency – one that both values and rewards risk. We allow our people to experiment, fail and walk ahead of the learning curve. Airtel Payments Bank stands apart in the industry because it is driven by contemporary, innovative, and entrepreneurial values. Our major priorities lie in fueling our employees' passion and we try to equip our employees and provide them more opportunities for purpose in their day-to-day work. Our organization's values are deep-rooted in its vision, mission, and empathetic approach towards our employees.



### **Brand mission/vision**

The A&M Leadership team is biased toward action and tolerates risk for value creation for its clients by leveraging the firm's global leadership position in the restructuring space. Our clients choose us for our deep expertise, our ability to deliver practical solutions which are independent in nature, and the results we achieve for them.

### **Your journey to becoming a future-ready organization**

A&M started in India in 2008 with just one business unit- our restructuring practice. In a span of fewer than 5 years, we expanded and grew to 5 business units growing from 10 people to 100, and now in its 15th year, A&M is an over 300-strong member firm. All these years, we have lived by our 6 core values - integrity, quality, personal reward, objectivity, fun, and inclusive diversity. Our work culture sets us apart from our peers as our teams thrive at finding creative solutions to solve difficult problems. We believe in meritocracy and do not differentiate when it comes to rewarding performance. Our incentive plans are based purely on merit and not driven by factors like seniority or level in the firm. Being entrepreneurial is a skill that is in the DNA of the firm and will never lose its relevance. Hence, we believe we were ahead of our times and it is our culture, mindset, and values that have molded us in a direction that was always future-ready.

### **Message to other organizations aspiring to be future-ready**

An innate sense of trust in their people, helping them find their purpose at work, and empowering them is crucial for the growth of the individual and the organization. They should be forward-looking in their approach. Provide flexibility that gives them a healthy work-life balance and opportunities that aid in their holistic development.

The firm should be known more for its culture and values than the service it offers, as we believe that culture truly sets the firm apart from others. Hence, investing in creating a culture that is conducive to people's growth and holistic well-being is necessary.



### **Word of wisdom**

A&M India is growing at a rapid pace – we are hiring at multiple levels, we are looking to expand across multiple cities in India, and most importantly, we are doing all of this alongside as we build an inclusive and thriving work environment that offers our employees the flexibility to maintain a healthy lifestyle and find a sense of purpose in what they do. Being diverse and agile is what is required from both individuals and organizations today and tomorrow. We would like to thank ETHRWorld for this appreciation.

**Nimisha Rana Pathak**  
HR Country Head  
Alvarez & Marsal

# CommerceIQ

## Brand mission/vision

Empower every brand to win algorithmic retail.

## Your journey to becoming a future-ready organization

We believe in a people-first culture, ethos based on transparency and inclusivity, and initiatives to enable people growth.

## Message to other organizations aspiring to be future-ready

- Establish career growth mechanisms
- Culture of growth from within - If your employees see that they grow with the company. That's reassuring that we are becoming future-ready
- Make diversity a priority and continue to improve on inclusivity

## Word of wisdom

In any fast-growing startup, our ability to hire, develop, and learn from top talent is another huge source of our success—and our future. And at the heart of our ability to succeed is culture. Our culture is summed up by three concepts. IQ, EQ, and LQ. IQ is not just about raw intellectual horsepower, but also about taking ownership of results and having a bias for action. EQ is equally important and no matter the role it is critical to be customer-obsessed, hire and develop top talent, and win together as ONE TEAM. Many companies think about IQ and EQ in some form, but in a hyper-growth startup where we are building a whole new category, I strongly believe that the “LQ” or learning quotient of our team is a real game-changer. Our people are naturally curious, eager to dive deep, and not afraid to take big bets and innovate.



**Jyoti Gouri**  
Director - HR  
CommerceIQ

At CommerceIQ, creating an ‘employer of choice’ culture is more than just lip service. We unleash the brightest minds in eCommerce and AI to solve the most impactful challenges of our time, have a remote-work-first culture for ultimate flexibility, pay generously competitive salaries, and offer other work-life balance features that are hard to match. Our employees are a uniquely passionate group of individuals that form the backbone of CommerceIQ’s future growth.

After all, we are on a mission to transform retail eCommerce management from analog to algorithmic.



### **Brand mission/vision**

Vision: To facilitate financial inclusion of the unbanked and underbanked households in India with the active participation of the more affluent customer segments. Mission: To build a best-in-class digital bank delivering value to all stakeholders.

### **Your journey to becoming a future-ready organization**

Over the years, the Fincare Small Finance Bank has been at the forefront in adopting cutting-edge digital initiatives and solutions. The 'digital first' approach has become the bank's default go-to-market strategy and for building products and processes at the Bank. Digital is also now in the DNA of all front-end and back-end operations of the Bank. Digital has become the default mode of building products and processes at the bank. The bank has embraced the 3A philosophy - Automation, Analytics, and Algorithms, which is rooted and committed to enhancing customer experience, people efficiency, and process controls.

The bank has built a strong in-house digital capability over the last few years with 100+ engineers, designers, and product managers fully dedicated to digital transformation. This dedicated in-house digital team focused on the design, development, and maintenance of core digital applications, ensures that the bank continues to remain best-in-class in a rapidly evolving banking technology landscape. In FY22, the bank continued to tread its digital journey by launching solutions that are not only designed to enhance customer convenience and delight but also to digitally transform internal operations like audit and compliance. Customer-centric solutions have become the motto of the bank.

### **Message to other organizations aspiring to be future-ready**

Take a stance on purpose, and use culture as your 'secret sauce.'



### **Word of wisdom**

I express my deep sense of gratitude to all the jury members. Fincare Bank is at the cusp of growth in a big way and with the theme of people, performance, and culture, we are extremely confident of scaling new heights in the times to come. Wish for more.

**Sai Suryanarayana**  
Chief People Officer  
Fincare Small Finance Bank



### **Brand mission/vision**

DMI's vision is to be the leading long-term credit business in New India, using technology, creativity, and innovative partnerships to bridge the credit gap. Mission Statement: DMI's mission is to lead the Indian digital revolution journey by enabling digitally native financial services to be fundamentally reimaged. By investing in our strong technology backbone and unparalleled digital capabilities, we are well on the path to building the financial institution of the future.

### **Your journey to becoming a future-ready organization**

With a lean workforce and a keen eye for technology and innovation, DMI's journey to becoming a future-ready organization has been that of adaptation, disruption & responsiveness to challenges with an unwavering focus on increasing financial inclusion across the country. Embracing innovation and entrepreneurial thinking has become ingrained in the organization. We believe putting our people first will increase engagement and productivity, which is why our culture provides all employees with growth, learning, and a sense of purpose.

A critical element of our journey has been the ability of our leadership team to identify opportunities and possible challenges much before the industry recognized them. We formed the Consumer Lending business with a 'o' branch model even before the lending industry moved to start work on the digitization of processes. Being acutely sensitive to unmet customer needs in a dynamic environment, DMI has re-designed the lending process to be a fully digital, sustainable, and scalable model that provides a superior customer experience.

Finally, this journey has been made possible by continuing to focus on developing leaders who can drive digital transformation and keep DMI competitive by embracing digital technologies and enabling real-time decision making.

### **Message to other organizations aspiring to be future-ready**

Solve for the future, not today. Organizations aspiring to be future-ready should identify the problem they want to solve and leverage new tools and technology to build the solution. They should identify and eliminate redundancies, build teams, aim to be people and technology agnostic, and reduce dependencies. The customer of tomorrow will have very different needs from the customer of today, and any future-ready organization should be ready and waiting to serve them, anywhere, anytime.



### **Word of wisdom**

To thrive in the age of innovation and disruption, the need to be future-ready is crucial for both individuals and organizations. Nobody can predict the future, but DMI aims at having a firm grasp of the present to anticipate the possibilities or challenges the future can throw at us. Our accolades are as much a recognition of the agility and passion of our team as it is of the platform that DMI provides.

### **Shivashish Chatterjee**

Joint Managing Director & Co-Founder  
DMI Finance





### **Brand mission/vision**

Our vision is to revolutionize the way traditional outsourcing works. Not to be restricted by borders or cultures, but to be a truly globally interconnected solutions provider.

### **Your journey to becoming a future-ready organization**

GI has always been at the forefront of customer centricity; however, our task became even more challenging during the volatile times in the last couple of years. There was a need to think about problems and hence opportunities, which we can get due to the changes in the external world dynamics and envision how we can make a difference to the customers and the way everyone will work in these challenging times.

We are always focused on creating a robust roadmap and strategy for laying the foundation of a future-ready organization. We took a multi-pronged approach; by complementing customer needs and quality obsession with significant expansion of our service offerings for nimbly addressing the customer's evolving business needs. We laid strong emphasis on innovation, harnessing technology, and geographical expansion to gain access to talent pools for building a healthy pipeline of resources. Also, as an organization, we have ensured that we build an inclusive organizational culture that creates future-ready talent and capabilities along with value-driven leadership. GI under its new leadership has transformed into a trusted strategic and valuable partner to its stakeholders including customers, partners, and people.

Our deep understanding of our client's unique needs ensured that employees develop more agile, adaptive ways of working to meet the requirements by leveraging technology. Increasing the attractiveness of our offering and keeping our price competitive, ensured excellent value to all our customers. We channelized our energies on creating a breakthrough portfolio pipeline. This unique approach has helped us immensely, which could be seen through strong client referrals, as nearly 65% of our turnover was based on referrals - a reflection of the high esteem within which we are held. We increased our geographical footprint in India and set up offices in Ahmedabad, Delhi NCR, and Mumbai. We have nearly doubled our workforce and added talent to new lines of business.

### **Message to other organizations aspiring to be future-ready**

From our experience and success earned, we would say that the imperatives for any organization to be future-ready should include:

**Re-visiting the purpose of your organization:** Future-ready companies need to understand what they stand for and why they exist as it is a must-have and their differentiator. It helps them to attract, retain and grow the right talent. Employees aspire further when they channel their energies to a purpose. Investors are also keen to factor in a company's purpose, which plays a pivotal role in their decision-making.

**Crafting a value map for your organization and customers:** Future-ready companies create a value map that clearly defines their firm's ambitions and goals, capabilities, offerings, and even organizational elements such as business units, and regions. Equipped with the minutest details, they can identify what sets them apart from their competition. Powered by deep intelligence, they can steer their company to success.

**Leveraging company culture as an engine of growth:** Culture has emerged as the backbone for future-ready companies. The employees don't get inspired by mission statements; they like to follow real people. They need to feel they are doing something worthwhile. They also want a positive environment to thrive. A strong culture of performance backed by inspirational leadership that continuously drives the behavior the company aspires to, and innovative approaches can certainly turbocharge performance.





**Vikas Chadha**  
Managing Director  
Global Infotech

#### **Word of wisdom**

Success is an attitude and state of mind, where the happiness of knowing that you made a difference for many and did this, doing what you love while experiencing many things in this extraordinary world. Future-ready is something that is imperative for all walks of life, be it students, business, governments, and administration. Having a vision and working on achieving the same, through evolving external environments, at the same time translating the vision to a collective reality, where not only the CEO but every member of the organization feels connected and enthusiastic and happy about the work and his contribution to the vision will ensure success.

# Magic EdTech

## **Brand mission/vision**

Our vision is to provide digital learning to everyone. Our vision is to make lifelong digital learning accessible, affordable, and sustainable.

## **Your journey to becoming a future-ready organization**

Magic EdTech helps build and distribute digital learning products and solutions for education and corporate markets. Our solutions help make digital learning more accessible, immersive, mobile, and analytics-driven. We bring content engineering, technology services, and platforms to help our clients with their digital learning products. As an organization, we have invested a lot in building human capital and upskilling them for the future. As a part of our talent strategy, we introduced various programs that encourage our employees to upskill and fast-track their growth in the organization.

## **Message to other organizations aspiring to be future-ready?**

The future is built by what we do in the present. For an organization to be future-ready, one needs to invest in human capital as that is the only differentiator in the knowledge industry. The focus should be to build talent from within and provide the necessary ecosystem for growth.



**Sanjay Kabra**  
Chief Operating Officer  
Magic EdTech

## **Word of wisdom**

It is an honor and a matter of pride that Magic EdTech has been recognized as a future-ready organization. I would like to extend my thanks to the jury members and the Economic Times team for making this platform available to us.

From contributing toward digital transformation in the EdTech industry to promoting inclusivity by making digital content accessible, it has been an exciting journey for us. At Magic EdTech, we are incubating a growth mindset to nurture a passion for innovation through career accelerator programs like Future Disruptors which help young minds drive technology-led innovations. It is humbling, yet strengthening to be able to impact the future of education, through Magic EdTech.

### **Brand mission/vision**

To become the trusted and premium partner of the energy industry for their technology needs.

### **Your journey to becoming a future-ready organization**

Value Creed has always focused on creating an employee experience for its employees, which paves the way for the talent to thrive and achieve a perfect work-life balance. An agile and flexible work environment where the employees are provided with various opportunities to scale up their ability to learn, innovate and adapt. We have continuously worked towards developing various initiatives for our employees such as -

1. Structured career paths under 'LearnSmart' to provide opportunities for growth
2. Wellness initiatives including - VC GoHome, VC Eats, VC Care, and VC Fit
3. Well-established talent attraction and talent retention strategies
4. Having a well-embedded work culture with diversity, inclusion, and equity
5. Maintaining transparent communication channels

### **Message to other organizations aspiring to be future-ready**

In today's dynamically changing environment it is important to seize every opportunity and use them to create new systems and new modes of organization that will be more flexible and integrated. Your employee development strategies should focus on re-engineering talent attraction strategies and re-design the jobs for the future.



**Nitesh Raj**  
Managing Director  
Value Creed

### **Word of wisdom**

We at Value Creed have always believed in learning and innovating with speed and agility and I think that's what it takes to be a future-ready organization. We work on creating a culture where our employees not just feel valued but also feel empowered to achieve faster.



### **Brand mission/vision**

Transforming billions of lives through digital networks.

### **Your journey to becoming a future-ready organization**

At STL, our global expansion has been driven by our mission to transform billions of lives by building smarter digital networks. This has been made possible by our agile customer-centric operating models, unlocking value through automation and operational efficiency, our future-ready highly vibrant best-in-class talent, and our next-generation tech academy initiatives. We continue to foster inclusive growth in the environment we operate. We believe in high levels of trust and mutual dependence in all that we do. We have an empowered workforce that is skilled in the practice of 'fail fast, learn, repeat.' As a high-performing company, we promote a culture of continuous learning so our people keep reinventing themselves to meet this dynamic industry's needs. We strive to revive and re-energize our teams and organization by modeling empathy and compassion in our leadership.

### **Message to other organizations aspiring to be future-ready**

Companies that are future-ready have three things in common: they know who they are and what they stand for; they focus on speed and simplicity; and they expand their capacity for learning, innovation, and idea generation. We have a special chance to revive as the Covid-19 crisis has inevitably given way to the next normal. By taking charge, companies should find organizational 'unlocks' and develop new systems that are more adaptable, agile, spontaneous, unified, meaningful, and certainly more human. Companies should build an organizational culture that encourages employees to be capable of leading under any and all market conditions and working, innovating, and continuously learning. Organizations must adopt more flexible working practices, enable team members to be empowered to take decisions, and build an environment that encourages ongoing experimenting.



**Anjali Byce**  
CHRO  
STL

### **Word of wisdom**

At STL, being future-ready has meant delivering 'purpose-driven' global growth. We have consistently reviewed our operating models to drive customer centricity, innovation, and agility. Unlocking value is at the heart of building 'beyond tomorrow'. This has been achieved through relentless alignment of talent to maximize value - focus on skills, accelerated career growth, talent mobility, automation, and leadership development. STL is committed to building an inclusive future-ready ecosystem through our ESG programs and next-gen skilling initiatives. We are happy our efforts have been lauded which led us to receive recognition as a future-ready organization.



### **Brand mission/vision**

We want to be the leading programmatic media partner for agencies and advertisers. We also aspire to create an environment where our people get to work with the best minds in the industry, solve the best problems, and earn the best!

### **Your journey to becoming a future-ready organization**

Our journey toward becoming a future-ready organization has been incredible. For us, it's about building capabilities, enhancing our agility, and resiliency, and finding new sources of business growth. Our defined vectors of growth building on a strong track record consist of organic and in-organic streams that entail, sustained diverse commercial strategy, accelerated growth drivers, leveraging our global delivery platform, and focussing on mergers and acquisitions. We believe finding that direction requires a culture shift, where employees get the freedom to experiment, explore, adopt or discard a multitude of opportunities.

### **Message to other organizations aspiring to be future-ready**

Mobility does not mean progress, it takes the right culture, mindset, and processes to make an organization future-ready and believing in breaking those barriers and creating headway is paramount!



### **Word of wisdom**

Companies in motion, stay in motion. History tells us this.

**Sean Reardon**  
Global CEO & US CEO  
MiQ





## Trust. Value. Velocity

### **Brand mission/vision**

Our mission is to enable success for our clients, employees, & societies we live in. Our vision is to be at \$1 billion in the early part of the second half of this decade, top three in terms of growth among mid-cap IT services, and benchmark for best places to work & customer delight.

### **Your journey to becoming a future-ready organization**

Mastek is a 40+ year midcap IT company with the mindset of a start-up with customers in 40+ countries. When we talk about future-ready organizations - Mastek is just the right organization as we have some of India's first in our cap! One of the first IT Services Companies to get publicly listed in 1992 and the first company in India to start a Design Thinking School and Innovation group. Mastek's mission is to deliver innovative digital solutions & business outcomes for its clients and the vision are to become the most trusted and valuable transformation partner.

We have multiple initiatives for career progression, wellness, and engagement – self-nomination for promotions, grade mapping, career development, and salary benchmarking. Mastek also has adequate rewards and recognition programs to ensure everyone feels valued for their efforts and contributions. We actively work on the focus areas with a multi-pronged approach and involve stakeholders across the organization. We have 4 pillars of wellness covering physical, emotional, financial, and social. Mastekeers health, work-life balance, personal wellness, and continuous professional development are at the heart of our four initiatives – Mastek Unplugged, Time Ninja, Employee Assistance Program (EAP), and Learn Anytime, Anywhere. We are piloting another initiative - a 4-day work week to allow Mastekeers greater flexibility and control over their time. We have some very well-thought-out and inclusive benefits that are also futuristic – like the egg freezing program, gender reassignment surgery, specially-abled child cover, home isolation cover for covid in addition to the sabbatical, health check-up plan, company car scheme, digital learning licenses, and external certifications program, etc.

We know we would need future skills to enable this large-scale success for us and this is where our learning and development team is helping our workforce upskill for the future. We are building leaders within Mastek and have several programs running that are supporting and enabling them in becoming effective leaders, and also helping the organization create synchronicity and cross-pollination of ideas with the next generation of leaders.

### **Message to other organizations aspiring to be future-ready**

To become a future-ready organization, it is important to reimagine the future, to build for the future while being realistic enough to provide for your customers, investors, and employees the best-in-class service. It is also important to understand that to be a future-ready organization, you will need diverse talent, a gen-mix workforce, and innovation as a strong pillar of operations. All forward-looking organizations should tie up their goals with ESG and CSR, and do more than the bare minimum in the ESG and CSR space.



### **Word of wisdom**

As we continue to focus on growth amid rapid transitions within the industry, providing a suite of future-ready, smart solutions and customer-centric advanced capabilities will continue to form the core of our ongoing strategies at Mastek. Inherently, as we continue to keep our people and shared knowledge at the center of every strategy, we are proud to be a resilient and forward-thinking organization that is focused on scaling and unlocking value while meeting and exceeding the expectations of our consumers and employees alike.

**Maninder Kapoor Puri**  
Global CHRO & Diversity Officer  
Mastek



### **Brand mission/vision**

- Own our core European market through an indisputable leadership position. We are the first choice for entrepreneurs and private customers to build their fast, reliable, secure online presence at a reasonable price and with great service
- Nurture our customers as digital enablers to maximize their online potential and provide them with a seamless experience when connecting to their audience
- Excel with an easy-to-use and highly effective product ecosystem covering the full spectrum of needs

### **Your journey to becoming a future-ready organization**

The key to us “to be a Future Ready Organization (FRO)” has been our consistent actions to energize our people and organization. Synergized work by every team at one.com has been transparently aligned with the following three key characteristics –

- Our identity (we know who we are and what we stand for) – Driving impact with the mission and vision, value system, and culture of the organization
- How we function (we operate with a fixation on speed and simplicity) – Structure, decision making, talent management
- How we plan to grow further (we aim at growth by scaling up our learnability, innovation, and building on good ideas) – Workplace environment, technology, continuous development

We have been wearing these characteristics for more than 2 decades now and through these, we have attained great organizational potential; created new systems; new roles; developed flexible, organic, and purposeful practices; and most importantly more humanity (empathy). Each of the characteristics involves the following dimensions to bring a lot of transparency and trust.

We are a ‘Great Place To Work’ certified organization it was a delight to get the jury assessment from the Times Group for ‘Future-ready organization.’ This recognition comes as approval to our belief that when ‘trust’ is at the center of business values, talent achieves extraordinary accountability.

We are thrilled to be on the list of The Economic Times Future Ready Organizations.

### **Message to other organizations aspiring to be future-ready**

Refresh, rewire, rebuild and optimize.



**Alok Tiwari**  
Country Head & Director  
One.Com

### **Word of wisdom**

Every transaction is an opportunity to build mutual trust. Let values be the criteria for decision-making in business.



### **Brand mission/vision**

Our vision is to be the most respected consulting organization for the industrial automation & industrial engineering field. Our mission is to simplify the industrial world with technology & human intelligence. We want to make progress easier for industrial enterprises by enabling them to use digital technologies, so that their systems & equipment become more intelligent, thereby making things better, faster, safer & economical for everyone who uses them. We do it by creating & implementing customized software that supports industrial systems running our planet's core things. Be it machines running the motors, engines, and airplanes, or equipment powering the wind farms and power plants, or instruments supporting smart cities, agriculture, and energy distribution.

### **Your journey to becoming a future-ready organization**

Being future-ready is an aspiration, as well as an unavoidable need for any business. For us, being a future-ready journey started in 2019, when we decided to focus on product-market fit for Saviant in terms of - who we are, who we are for, and why we are special - to our customers, as well as our employees. For Saviant to be future-ready in a disruptive post-Covid world, we consciously invested a lot of efforts over the last 2-3 years to build a 'culture-first, employee-first organization. It was a high-risk, never-before scenario, as not many companies as young as Saviant have been documented to successfully implement a 'culture-first' strategy for business continuity & sustainability.

It included creating our in-house powerful process automation and analytics platform – 'eaglvu' - our own IP, built with a combination of 80+ frameworks across business areas. We used digital technologies to encode our processes & values, with 1000s of algorithms running on the Cloud, that drive our people processes & value-delivery day in and out. Along the same lines, we updated our org structure to align with the next three years' business goals. Now, we have a Matrix structure, driven by independent business units, driving the mission of Saviant. Over the last 12 months, these initiatives have allowed us to achieve more than 90% retention of our key people, 9+ CSAT ratings, and above 80% NPS scores.

### **Message to other organizations aspiring to be future-ready**

Based on our journey & experience of the last two to three years of becoming a future-ready organization, it is clear to us now that this journey is not of a few months, and it is not something driven by a few people in the management team.

This journey would need clarity of the business vision & plan for the coming 3-years, and how the organization plans to get there. And then, getting everyone who matters, to get busy preparing the organization in a few key areas that are really important for future readiness, like - clarity of mission & purpose, culture & growth mindset, leadership strength, and technology platforms to drive operational excellence, governance & how well you treat your employees, customers, and suppliers. The journey also requires focused efforts on creating a team of key people and carefully drafting their Roles built into the growth plans.



### **Word of wisdom**

Continuously scaling up our capabilities relevant to future growth in all 3 organizational imperatives - 'who we are' as an organization, 'how we operate' and 'how we grow' helps us to become future-ready. We are glad to be recognized as one of the future-ready organizations in India and we will continue to replace, reinvent, innovate, and learn everything that is required to ensure the collective growth of our people and the organization.

### **Rajat Khare**

VP – Operations Excellence  
Saviant Consulting



### **Brand mission/vision**

Our vision is to be the preferred platform for hardcore sports fans worldwide. Our mission is to produce the most engaging sports content in the world.

### **Your journey to becoming a future-ready organization**

Sportskeeda has witnessed phenomenal growth over the last three years with highly motivated teams and engaged sports fans worldwide. Here are a few strategic moves that shaped our journey toward being a future-ready organization:

**Tech-enabled processes** - One of our success mantras has been tech-enabled processes that help us replicate our winning playbook across new sports verticals. Unlike other media companies that only depend on their journalists to lead their content vertical, our core team of content and sports business leads have built our own CMS and systems to enable decentralized journalists working 24/7 from across the globe to contribute to Sportskeeda.

**Global footprint** - We now cater to sports fans of over 50+ countries like the USA, Canada, Australia, the UK, SEA countries, and Africa. With our entry into the NBA, NFL, and MLB, we are confident of reaching new heights with our well-honed growth playbook to create and distribute the most engaging content for sports fans anywhere in the world.

**User first** - All teams have kept the user in mind, changes are implemented only to make the life/experience of the end-user simpler and better to cater to the sports fan first in the most engaging and relevant ways.

**Investing in our people** - Our core growth drivers have been our workforce. We are constantly devising strategies and programs to enable, empower and upskill our employees as we know these initiatives will benefit us eventually. Therefore, we are continually looking to invest heavily in training our employees to be the best and continue building a culture of experimentation and Intrapreneurship that has led to the fast growth of over 100% Y-O-Y over the last three years.

### **Message to other organizations aspiring to be future-ready**

As a digital-first business in a rapidly changing environment, we pride ourselves on building a culture of experimentation and calculated risk-taking that have helped us carve a niche in the sports media business. We believe that the core of a future-ready organization is to decentralize decision-making to bring varied intelligence and speed to our decisions. Mistakes are made, and new processes are built and broken at breakneck speeds to help us keep learning and evolving. Empowering our people with complete ownership has helped us stay ahead of the curve and build faster than the competition.



**Ajay Pratap Singh**  
COO  
Sportskeeda

### **Word of wisdom**

We are extremely confident that Sportskeeda has the right mojo to win. Over 40% of our users now come from the US, and we are competing neck-to-neck with the leading sports media houses on their turf. The company has grown more than 100% Y-o-Y in the last two years, and we expect this trend to continue for at least the next 4-5 years. Our goal is to become the number one destination for sports fans worldwide. I consider us not only ready for the future but also poised to disrupt the market as we're building a culture of ownership, freedom, continuous learning, and trying new things without fear. We invest in building scalable processes using tools and technology that help us execute our decisions faster than the competition and stay nimble in this dynamic world of digital content. This has helped our 100% remote teams bring excitement to fans and themselves every single day to bring value not only to the business but also to the millions of sports fans.





### **Brand mission/vision**

To identify and empower meaningful interaction (s) between enterprise marketing assets and brand customers with the help of data & technology, people, and processes. Mission: To make data talk to every enterprise decision maker and improve future-ready customer experiences.

### **Your journey to becoming a future-ready organization**

Our business is made of our people and processes and therefore, we had to make sure that both these are ready and aligned to the future growth plans. To ensure this, we focused on:

**Robust talent acquisition:** To make it robust, we automated all the entrance tests and screening systems. We trained our teams to conduct interviews and set up a strong competency matrix for conducting interviews. We also developed different resources to source candidates that come with the right skills and mindsets.

**Talent retention:** It is not worth it if we only recruit good candidates and leave them without care. This is the reason, bad hiring cost is a shared KPI between HR and the functions. Now to make it possible, we designed a robust induction and orientation plan, buddy system, and production-ready training modules. Our initial engagement activities were not well taken hence, we started conducting surveys and meetings to receive feedback. Those are the voices that helped us make robust engagement plans. We still do the Employer Net Promoter Score survey every quarter and GPTW survey annually to monitor our strengths with reference to employee engagement.

**Talent nurturing and leadership pipeline:** This is the third important part. Our clients pay us and retain us for the quality deliverables. These deliverables are possible only if our talent is highly skilled in understanding and managing our client's requirements. Hence, we invest in upskilling our talent. Followed by this, we provide faster growth opportunities at all levels and leaders do grow through coaching initiatives.

**Right process:** Setting up an organization is one thing and retaining the momentum when it becomes bigger is a different thing. So, right from the beginning, the CEO writes the growth doc that is available to all, which addresses most of the goals and processes. Additionally, we use automation and digitization for most of the processes hence, we could keep transparency with pace.

So, overall the journey was well planned. Of course, the huddle of Covid-19 disturbed us for some time, but because of our clear vision and proactive plans, we could manage our business even during these difficult times, and not only that but we grew.

### **Message to other organizations aspiring to be future-ready**

There are three characteristics that we believe will help an enterprise to be future-ready:

Ability to define and build a well-thought culture. A culture of constant innovation; and dependency on systems and frameworks rather than individuals.

Second is technology adoption which helps in better operational efficiency and measurement practices at every opportunity.

All strategic decisions have to clear the litmus test of scalability as a filter.

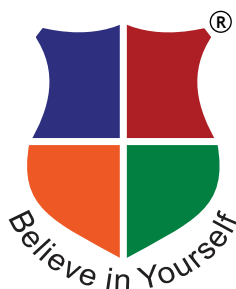




**Parag Bhatt**  
Group HR Head  
Tatvic Group

#### **Word of wisdom**

The future-ready workplace recognition has helped us recognize Tatvic's strengths in cultivating people for processes and frameworks. Finding the right talent and aligning each of our employees with our vision is the key. We highly value the ability to co-create a shared belief! In order to succeed, we work aggressively to create a scalable organization that clients want us to be!



# The Lexicon Group of Institutes

## Brand mission/vision

Our vision is to be a globally admired group of diverse educational institutions enabling students to become valued citizens of the world. Our mission is to become a household brand that is synonymous with genuine quality and care, keeping in mind the brand's values.

## Your journey to becoming a future-ready organization

We at The Lexicon Group have always acknowledged the value of being prepared for the future. The same is evident throughout our various divisions. Being future-ready has always meant investing in our people, plans, and infrastructure for us.

With a continuous emphasis on encouraging our team to pursue learning as a lifelong goal and by investing in measures that help them add to their skill set, our focus is sustainable progress. The Lexicon Group has created a community of happy and healthy individuals by inspiring the team to prioritize their health and wellness.

Our plans for the future have been motivated by the purpose of fostering inclusivity in every aspect of life, working to positively impact the community, country, stakeholders, and our organization. We are conscious of our responsibilities as leaders and have adopted a progressive approach to technology and innovation, cultivating a culture and people that thrive on creativity and ingenuity.

To support a robust team and dynamic plans, we have prioritized investing in advanced infrastructure that is in step with the future. As early adopters of technology, it is now a vital part of our operations. With three of our companies having foundations on tech platforms and others technologically enhanced, we have striven to develop our products and services, so we are ready to complement a technologically advanced world.

## Message to other organizations aspiring to be future-ready

The future depends on our actions today, and therefore, it is crucial to understand that the result of every move you make today will be reflected in your organization's position tomorrow.

As an organization that believes in sustainable progress, we at The Lexicon Group urge all aspiring organizations to invest in the right mindset, the right people, and clearly defined goals in their quest to become future-ready. While technology is the future, it is imperative that they also value their team and take responsibility for their growth when moving towards success. It is wise to remember that you are not building an organization for today but one that will thrive for years to come. So, giving back to the community and contributing to the welfare of the society and country cannot be neglected while you prepare to create a lasting legacy.



## Word of wisdom

It gives me great pleasure to acknowledge that The Lexicon Group has grown from humble beginnings and moved on to become a thriving organization. With businesses in various sectors like FMCG, ED-Tech, Law Aggregator Platform, Media, Fitness, and Special Needs education we are on the right track to achieving our goal of positively impacting society at large and helping lay the foundation for a bright future with one individual at a time. I believe our journey as an organization has just begun and though we have many miles to go, we will use the victory of our first few steps as motivation to achieve even greater milestones for our stakeholders, the community, and the country.

**Pankaj Sharma**  
President  
The Lexicon Group of Institutes

# truecaller

## Brand mission/vision

Our vision is to make communication smarter, safer, and more efficient today and tomorrow. We not only strive to be a force for good in society, but we also strive to be the best employer for all.

## Your journey to becoming a future-ready organization

2020 presented some of the most challenging times for all of us. The pandemic forced companies to address technology challenges to enable remote work. It was no different for us at Truecaller. Like any organization, we saw our fair share of ups and downs. But, interestingly, this was an opportunity for us to truly reflect on our ways of working and the culture we have built as a company. The challenge of maintaining a uniform yet diverse company culture with a dispersed workforce is not trivial. We tackled this problem with bold and decisive actions and inclusive and people-friendly policies while ensuring we do the right things at the right time. Our priority has always been - enriching our employees' lives, which in turn helps grow our business while having a sustainable impact on society.

## Message to other organizations aspiring to be future-ready

Like our mission statement, "we are on a mission to build trust in communication" - so is our culture! People are at the heart of everything; companies should be able to understand employees while highlighting the specific and distinct needs of each to succeed. Businesses will need to adopt an intersectional lens to craft an inclusive workplace effectively to create an environment where everyone feels safe and supported to express their opinion and can add value as their authentic/whole self. When our people believe we are invested in them, they will be engaged and walk along the company's journey towards success" - **Humera Iffath**, India HR Director, Truecaller

## Word of wisdom



**Alan Mamedi**  
Co-founder & CEO  
Truecaller

We are a young company, and our organization is characterized by transparency, strong drive, and determination to constantly develop and improve. Our people are the most significant source of inspiration and strength in enabling us to achieve phenomenal growth and being resilient as an organization.



**Rishit Jhunhunwala**  
CPO & MD  
Truecaller

A future-ready organization is built by future-ready people. So my message would be to invest heavily in your people and ensure you are constantly working to keep them happy. Check-in with them often and proactively take steps before they even feel a certain need themselves. Happy people build an organization that can ride any adversity and disruption in the future. This is something we strongly believe in at Truecaller.

# Large Enterprises





### **Brand mission/vision**

We envision to emerge as a 'Global Partner of Choice' for leading consumers of specialty chemicals and intermediates. Our mission is to have 'Delighted Stakeholders'.

### **Your journey to becoming a future-ready organization**

AIL's journey of becoming a future-ready organization has been marked by identifying the industry growth index, export opportunities, risks, trends, demand drivers, and new chemistries, and further chalking a strategic direction for investing in these areas, enabling our purpose of creating the right chemistry for a brighter tomorrow. Right product selection, focus on productivity, efficient use of technology, sustainable solutions, investment in research & development, and our people have enabled us to emerge to this position. Our readiness and agility drive our purpose and we rank first to fourth for 75% of our product portfolio.

### **Message to other organizations aspiring to be future-ready**

The foundation of an organization's success is laid on the attributes, culture, and practices followed by its people to achieve the vision of the organization. An organization becomes future-ready when it succeeds in identifying a core competency, envisaging future uncertainties, preparing to deal with the challenges, and carving out a successful path to prosperity.



**Manoj Sharma**  
CHRO  
Aarti Industries

### **Word of wisdom**

At AIL, we always endeavor to stay ahead of the curve by living our values of care, integrity, and excellence. We do this by consistently investing in the different growth avenues coupled with trends, technology, and innovation that will define the future landscape of the industry.

Fostering our legacy of designing future-ready solutions for the global chemical market, we plan to invest INR 100 Cr+ for Research & Development. Our CAPEX target for FY 21-24 has been INR 4500-5000 crore. We are exploring opportunities in sunrise sectors such as battery and electronic chemicals and plan to add 90 plus products in the chemical and pharma segment. Our investments in human capital are the major drivers of our growth journey.





### Brand mission/vision

To become a world-class cement entity by leading through excellence and cultivating a culture of mutual trust and respect.

### Your journey to becoming a future-ready organization

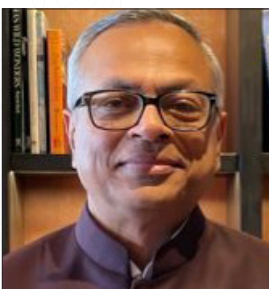
Being future-ready is the need of the hour. The two focus points that the company looks forward to becoming future ready are imbibing digitalization ( industrialization 4.0) and change management. Both combined make a strong path for tomorrow. Being ready for the future has been a roller coaster ride. The world itself has gone through a crisis. Change management was a very big part of us being ready for the future. The previous years have seen a new hybrid generation working together. Gen X's to Gen Z's have to now make a robust culture to amicably fit into each other's world. Becoming paperless and people doing work has been the new lingo. Let machines do the duplicate and mundane work. All of these changes are not easy. However, the company has spearheaded this with a lot of back work. The company has tied with different intelligent solutions to ensure work is fast, efficient, and error-less. More than anything else, it has allowed employees to get into strategy, new projects, etc. No one knows the future, but we do all get hints of what might be coming next. The company has geared itself into quick management, and change advocacy and with a few blockades, moves strongly forward – every day!

Right product selection, focus on productivity, efficient use of technology, sustainable solutions, investment in R&D, and our people have enabled us to emerge to this position. Our readiness and agility drive our purpose and we rank first to fourth for 75% of our product portfolio.

### Message to other organizations aspiring to be future-ready

Every organization needs to be thinking of the future and not just thinking, understanding what difficulties, challenges and the coming time will hold. Being up-to-date with the latest in industry, economy, and workplaces leads us to understand what might be coming. The organizations all must work together to be agile, quick-stepped, and have an extremely good change management strategy. The change strategy is what will lead any organization into the future. Every day new things get developed, and AI has become a large part of this development. Organizations must think about how to be up-to-speed with what's happening in the industry and try to imbibe the same. Culture development is equally important – getting the right mix of all generations to work cohesively is the need of the hour. This will only get tighter as we move along. It's also extremely important to understand that the future is unknown, and many things need to change but it's important to have fun along the way!

### Word of wisdom



**Pradeep Bagla**  
MD  
AMRIT Cement

Karma Parmo Dharma



**Shrija Chandak**  
Chief of Strategy & Digitization  
AMRIT Cement

Aspire to Inspire



### **Brand mission/vision**

Our vision is to leverage technology and design a sustainable learning & development ecosystem to drive the mindset of learn-unlearn-relearn. We are driven by our purpose of unleashing human energy through technology for an inclusive and sustainable future. We are guided by our seven values of honesty, boldness, trust, freedom, fun, modesty, and team spirit, and, inspired by our vision of helping our clients and our people to get the future they want. Our core business areas that will be the strategic focus areas for 2022 and forward are sustainability, talent & innovation.

### **Your journey to becoming a future-ready organization**

Across the world, and in all types of organizations – irrespective of the size and scope, the pandemic triggered & presented compelling seismic shifts in the way things were. These shifts, therefore, mandated changes in workforce composition, skills, approaches, methodologies, and technologies. In order for organizations to even survive in the ‘next normal’, companies need to be able to reinvent the way they look at the people, process, and technology aspects of the business – with an unrelenting focus on global ESG goals.

Driven by research from our own Capgemini Research Institute, and further validation from the likes of McKinsey, Capgemini has been an early adapter and focused on building a sustainable digital- and future-ready workforce in the past few years.

### **Message to other organizations aspiring to be future-ready**

Define a strong organizational purpose, EVP, and ESG focus – Continuous top to bottom communication on the ‘why’ – to the point of over-communication! The purpose should be seen, heard, read, and discussed ‘everywhere’.

Drive a strong culture – Consistency in behaviors across the organizational structures and cohesion in the way we work – increased stickiness and intrinsic to the natural behavior exhibited by individuals/teams/businesses and ultimately the organization.

Adopt an ‘agile’ approach – Simplify structure/s with an intention towards the achievement of goals and clear, strong performance management mechanisms. Focus on models that are designed, nurtured, and grown around people and activities.

Create more value through talent – Manage talent in the same way as financial capital to gain a competitive advantage.

Invest in the right ecosystems, supporting tech, and platforms to accelerate learning as an organization.



### **Word of wisdom**

To be future-ready today, an organization must be both nimble and flexible with a firm ear planted on the ground. It's critical to understand the pulse of business & employees and invest time in the ‘outside-in approach’ for information flow into decision making. This amplifies the ability to take action based on both informed bets and gut instinct based on a strong and robust foundation of the organization's values and priorities. Strategic collaboration across internal stakeholders of diverse capabilities is very critical for sustainable innovation to be future resilient.

**Gayathri Ramamurthy**  
Vice President & India L&D Leader  
Capgemini



### **Brand mission/vision**

Enhance the health and well-being of people and the planet.

### **Your journey to becoming a future-ready organization**

In times of changing consumer landscape, an exceptionally dynamic business environment with unprecedented challenges, Dabur HR has been agile; worked on 360-degree support to enable this transformation via swift and contextual changes in business structure, performance management, talent acquisition, technology, and other aspects of the business HR function has been dedicatedly focused on supporting the innovation and new digital initiatives are driven by business from a gamut of interventions like specialized virtual training programs, digital training, gamified assessments, virtual learning assessment centers, and providing on-the-go processes for travel, expenses, etc. leveraging technology to constantly innovate our people practices.

Taking Ayurveda to the global level for a home-grown company with rich history & culture and now a presence in more than 13+ countries speaks volumes about how the company is envisioned to expand and help even more lives. With high operational excellence, and a vision for a robust improvement in business hygiene we believe to be on course to build a younger organization with a prime focus to deliver a high-end employee experience.

### **Message to other organizations aspiring to be future-ready**

The business dynamics in today's world are such that for every organization it's important to have an entrepreneurial approach and agility in its practices. Ingenuity and superlative efforts from leadership even in face of adversity will enable growing organizations to achieve excellence in the marketplace.



**Devender Gupta**  
Vice President - HR  
Dabur

### **Word of wisdom**

You can't do today's job with yesterday's methods and be in the business tomorrow. We as an organization believe in a strategic vision towards robust and constant improvement in providing high-end employee experience through technology enablement and integrations across the value chain. Our organization is focused on creating an agile and younger workforce, driving operational excellence through sustainable ESG practices.



### **Brand mission/vision**

Our purpose is to create world-changing technology that enriches the lives of every person on earth. We are inspired to:

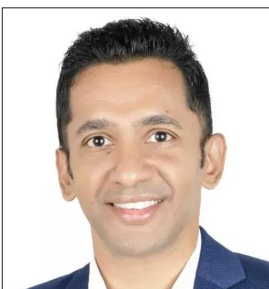
- Drive innovation that makes the world safer, builds healthy and vibrant communities, and increases productivity
- Harness our reach around the globe to better society, business, and the planet
- Push ourselves and our industry peers to be more responsible, inclusive, and sustainable

### **Your journey to becoming a future-ready organization**

Intel India plays a strategic role in Intel's growth, with significant contributions to Intel's technology and product leadership. With cutting-edge engineering work such as SoC design, 5G networks, graphics, IPs, software, and platform for the data center, client, and IoT markets involving advanced technology areas like AI, 5G, and Autonomous Systems, the India ecosystem aims to grow and double itself in the next two years. Our continued focus on human capital, sustainability and technology adaptation over the years, has helped us become future-ready and be ahead of the curve.

### **Message to other organizations aspiring to be future-ready**

The post-pandemic world is a world of flexibility, choices, and empowerment. At Intel, we are a flexibility-first organization, empowering the employees and their managers to decide what works best for them based on customer and business imperatives. Collaboration, Brainstorming and Creative-thinking spaces are changing the nature of physical offices and are challenging the frontiers of imagination. Industries that can provide such spaces will win the war of innovation and talent retention. Employee communication and connection in a hybrid-first world need a lot of creativity to keep employees engaged. We believe in empowering our employee-resource groups to lead the way on engagement, focused on key pillars that are close to our values and vision. It is time to embrace change and radicalize the work environment using technology & employee creativity with a focus on collaboration and connection.



**Vijay Colaco**  
HR Head  
Intel India

### **Word of wisdom**

We at Intel aim at creating world-changing technology that improves the life of every person on the planet and Intel India plays a pivotal role in significantly contributing towards Intel's growth through its technology and product leadership. For all of this to happen, it is extremely important that we have a workplace where our employees feel psychologically safe and can fly with Intel. Our constant endeavour has been to provide a workplace environment that is dynamic, that is flexible and that is one where people feel inclusive and are empowered to do and bring their best to the organization and at the same time can actually foster a result-driven organization for us. Being future-ready is our number one priority and we constantly focus on that aspect of it and is always going to be our key strength. So, I want to thank The Economic Times team and the jury for this honor.





### **Brand mission/vision**

Our vision is to build “Cimpress” as an employer brand or preferred employer of choice in India market for technology and design talent. Our mission is to build best-in-class talent management capabilities and productize diverse offerings to support the talent needs of various Cimpress Businesses. Build an operating framework to provide a uniform, seamless, collaborative experience to the Cimpress stakeholders, that also provides autonomy/flexibility in decision making which impacts their teams in India.

### **Your journey to becoming a future-ready organization**

We are in an extremely dynamic industry that dictates that the foundation of our business is not the business model or a fixed mindset. As we evolve through our own journey, there are some foundations to what helped us adapt and continue to do that under economic pressure and looming uncertainties of the industry itself.

**Investment in human capital** - Making culture our towering strength has been a key to our success. Trust and autonomy are key ingredients to what makes our culture stand out, focusing on inclusion, and well-being, and enabling growth & development have been some ways to build this culture. Another major move that has truly transformed the way we work, is the transformation to the remote-first approach, creating more flexibility in way of working and empowering people with more control over their lives.

**Decentralization of businesses** - We often compare Cimpress to an anatomy of a Piranha, with self-directed, focused, innovative, fast, flexible, and customer-centric as its key qualities. We started as one Piranha, but even post 2012, as we expanded and grew across the globe, primarily led by inorganic expansions through some key acquisitions, we continue to keep all our 15+ businesses across 22 countries as a group of Piranhas becoming this one giant centralized body. This not only ensured we had the agility to adapt to the uncertainties but the ability to thrive by leveraging the essential synergies. With this decentralization, we have been able to pivot our business strategy, driven by local leaders of the respective companies within Cimpress.

### **Message to other organizations aspiring to be future-ready**

There are too many variables to build a successful organization and there definitely cannot be a prescription or manual to make one and be future-ready. With all this unpredictability, it's very ideal to preach to look for the long term. There can only be a working hypothesis of a future state basis the current reality. However, the pandemic is a testimony that it is not enough. There is definitely a need to pick up a broader lens to how we perceive and project organizational growth even as we define success in the current state. Becoming future-ready is also another way to look at sustainability. While making our people & culture as our towering strength and decentralization is core to our success, we are also focused on pushing for our triple bottom line. And that's one thing, that may seem less lucrative in the short run, but essentially if there is any way to influence the future is to build that future. At least for the scope of your industry and the external factors that immediately impact the organization. In the context of our business, empowering the small business community and ensuring responsible forestry has been a key to our own sustainability. As organizations, using your specific context, given your own organizational evolution, broaden your impact on your own triple bottom line.





**Ameya Sane**  
Director HR  
Cimpres

### **Word of wisdom**

The degree of future readiness indicates the level of resilience and its ability to adapt and thrive in an uncertain environment. For us, investing in our human capital and building our culture as our towering strength has been key to this future readiness. And with that, we would continue to learn and unfold the future of work through our remote-first strategy. Cimpres is a great place made by great people and great leaders with their progressive outlook. I dedicate this recognition to each member of the Cimpres family that has made this place what it is!



### **Brand mission/vision**

Our vision is to be the most admired insurance company that enables the continued progress of customers by being responsive to their needs. Our mission statement for FY 23 is to emerge as a customer experience-focused digital insurer operating at scale.

### **Your journey to becoming a future-ready organization**

The journey towards being a future-ready organization at HDFC ERGO starts with the quote 'The future is now.' This is not about creating a workplace for tomorrow but about living the workplace that is needed for tomorrow, today.

We recognize that the future of the workforce will be a collaborative ecosystem with human beings and humanoids. Testament to HDFC ERGO's preparedness for the future is the 5 AI-enabled bots inducted as part of our workforce, a first of its kind in the industry. Our core values of sensitivity, excellence, ethics, and dynamism put across as SEED enable us to design a customer-centric workforce. We are a human-capital intensive business with an undeterred focus on customer-centricity. We understand that we are in the business of selling promises with the reality that the customer never wants to be in a situation to experience a moment of truth in the transaction by claiming the policy.

Whether it is taking strides in implementing an AI-enabled customer-service framework or collaborating with leading universities to incubate path-breaking projects, the focus has been on building systems and processes to emphasize that the future transcends beyond employees and customers. It is about creating a presence in the minds of people, whether they become a customer or not is an eventuality.

### **Message to other organizations aspiring to be future-ready**

Every organization has a unique path to be ready for the future and it organically creates the pivots that help them to sustain the journey. It is important to keep track of the emerging competencies for the organization to sustain, and integrate these competencies as part of the culture. For example, in culture, being future-ready is about giving the human experience in the workspace. The world is moving towards creating communities so future-ready organizations will also focus on building communities based on diversity, and an ecosystem where people bring their whole selves to the workplace. These will be some of the defining factors of what the future workplace will look like. It is brilliant because it brings out the softer elements of the workplace.

This also means that the policies and the process that create the customer and the employee experience will integrate work priorities, and personal interests of people into the framework and are inclusive enough to include communities and societies at large. If your organization is asking the fundamental questions of whether your organization is looked at as just an employer or a workplace that fosters community, then a big step towards being future-ready has been made.



### **Word of wisdom**

Being future-ready is recognizing the future is now and doing what is needed as if tomorrow is today.

**Sudakshina Bhattacharya**  
CHRO  
HDFC ERGO



### **Brand mission/vision**

To be a leading stainless steel company in the world. Forging reliable relationships with customers, suppliers, employees, and all other stakeholders. Building strong capabilities driving innovative practices, high quality, and competitive solutions.

### **Your journey to becoming a future-ready organization**

JSL's odyssey began a little before the arrival of the pandemic. It left the old shore when our Managing Director, Mr. Abhyuday Jindal, anticipated the pressing priority of a crucial culture transformation. The decision was to brace up for future challenges. Battle the unpredictability. And stand undefeated in the face of the hurdles time throws at us. Even in the disastrous weather, JSL's boat unwaveringly sailed forward. All AGM/ DGMs were dedicatedly trained on a 'Digitalisation Course' by SHRM. As the senior leaders of the organization took the oars into their hands, the employees felt ready to adapt to the changing times. The culture smoothly flowed from above since the leaders walked the talk. With this, a growth mindset was slowly institutionalized as risk-taking abilities were respected and celebrated.

The leadership went ahead to implant agile strategies to manage changes in the market, customer focus, technology, and human capital. Our brand identity is crafted to reflect both modern tastes and trends to stand the test of time. For instance, an SAP-based model for the replenishment of stock to happen in auto mode was installed. On the other hand, L&D strategies were reformed with the inculcation of blended learning, e-learning, and gamification. At JSL, we believe, this transformation for any organization is like the turning of a slow-moving elephant into an army of nimble jaguars.

### **Message to other organizations aspiring to be future-read**

Where learning makes the heart and soul of the organization's strategy, future readiness comes as an inevitable corollary. Living in times of uncertainty, with Covid-19 turning the world upside down, digitalization occupies a significant royal seat. Although a huge transition, every investment in weaponizing the workforce with technological advancements is equivalent to building an ageless kingdom.

Nobody can fully anticipate the future. Our extraordinaire lies in our determination to work today while contemplating future possibilities. We give rise to this magic solely through learning, through knowledge. As Mahatma Gandhi said, "Live as if you were to die tomorrow. Learn as if you were to live forever." Hence, considering the needs of the hour, learning needs to be made compliant. Learning should be the core strategy and the culture of the organization. For any organization that aspires to be future-ready, it is vital for them to prepare the leaders through and through. For when the leaders walk the talk, the company thrives!

The future is complex. Uncertainty and ambiguity will appear to be hanging in the air. Then, the only way to gear ourselves for the era is to embrace business agility wholeheartedly. History is evident creatures without adapting are as good as dead.



**Word of wisdom**  
Elephants can dance.

**Abhyuday Jindal**  
MD  
Jindal Stainless



### **Brand mission/vision**

Our vision is to be the preferred manufacturer of cement and cement-based products that partner in nation-building, engages with its community, and care for its people and all stakeholders. JKCement aims to deliver innovative products and solutions that meet the needs of its customers. Together, with our exceptional people and strong stakeholder relationships, we commit to the highest standards of quality, productivity, sustainability, and performance that drive shareholder value and long-term success.

### **Your journey to becoming a future-ready organization**

The journey to becoming a future-ready organization started five to six years back when certain conscious strategic decisions were taken to imbibe best practices and processes in the organization. We decided to leverage technology that enabled us to bring speed and efficiency to our business and day-to-day operations. To this effect, we adopted many digital and tech initiatives across all functions within the organization, including our manufacturing Plants.

As we look back at our journey so far, we are proud to say that despite the pandemic and some of the other macro-environmental factors, our business performance has been good and we have surpassed the industry growth rate. Against the odds, we delivered strong overall financial results while accelerating our plans to expand, diversify, digitize and innovate. What makes us a future-ready organization is our adaptability combined with a sharp focus on faster delivery, enhancing customer experience, and leveraging technology.

### **Message to other organizations aspiring to be future-ready**

For organizations who want to become future-ready, the simple message is to be 'change ready' and that should never stop. The future is uncertain, and more so now, so we have to keep innovating and keep evolving our ways of working. There is no destination, but only a journey to embark on.

Adapting to the new normal sooner is essential. But in doing so, we must not compromise on our culture and values. Being relevant at all points of time is important and that's the driver of being future-ready. It's better to try and fail, rather than not try at all.



**Andleeb Jain**  
Group President,  
Human Capital  
& Corporate  
Communication  
JK Cement

### **Word of wisdom**

It's a great honor for us to receive "The Economic Times Future Ready Organisations 2022 in the "Large Scale" category award. Receiving this recognition highlights the dedication of our top leadership team – Dr. Raghavpat Singhania, MD, JK Cement Ltd., and our CEO Mr. Madhavkrishna Singhania who believes only the best has to be adopted by us as an organization. Building on a solid foundation of trust, they have strived to create value for all our stakeholders backed by a higher purpose of giving back selflessly to the communities we operate in. This award is also a testimony of our customer-centric approach and focuses on new technologies, new talent, and new ways of working. We have all the key ingredients - the talent, brands, technology, strategy, and purpose in place to capture the fast-evolving opportunities in the market and to further build on our already strong foundation.

We would like to thank the jury members for recognizing our contribution and also thank our people for their unwavering commitment to the organization. We believe that our customer is our priority and endeavor to provide them the best possible service and value addition and are therefore a preferred brand of choice for cement and cement-based products.





Delivering Value. Scientifically.

### **Brand mission/vision**

We aim to deliver value scientifically with our three-pronged value proposition - Execution Excellence, Software at Center, Engage the Future. We understand the pulse of engineering and drive digital transformation by bringing together the capabilities needed to help organizations grow and thrive in the digital age. We optimize operations, fuel digital growth, create spectacular experiences, and scientifically build an explicit link to value.

### **Your journey to becoming a future-ready organization**

Cybage has been in the product engineering business for over 27 years. Since then, we have evolved by nurturing key success factors to emerge as a future-ready organization. As a pioneer in product engineering, Cybage has always believed that the first key step for any technology company is to consume technology itself. Moreover, we envisioned that the only way to be future-ready in this human-intensive business is to be a data-driven organization. Our decisions in running out company and our large to small client projects are driven intensely by on-field data points. In the process, we mitigate most risk parameters for our clients and add a direct tangible ROI value to our customers. Our productivity, efficiency, and control have been of high standards since business data guide us at every step.

Our journey to becoming a future-ready organization is about our core belief to invest in technology and people that drive the foundation over which our business is built. Our systems and models have always been flexible, integrated, resilient, and ultimately, more human. Our year-on-year growth and strengthening employee satisfaction reflect our significant referral and repeat business. If we continue to drive our foundation and core and be future-ready, we can effectively drive our top line.

### **Message to other organizations aspiring to be future-ready**

As an organization that has perfected the core of our business, we could only advise other businesses in our sector to concentrate on first getting their organization in order. If you have that in place, you are all set to take on any future dynamics. In our industry, adding tangible value to clients' businesses is a key parameter to strengthening internal efficiency and growth, ensuring that you remain "relevant" with changing times. You could add a tangible value only when your own ecosystem exudes efficiency. Focusing on nuts and bolts at the foundation also allows for innovation since effective innovation stands at the core of efficiency. Your ability to help your clients win in the marketplace and your ability to innovate are the core facts to help you commence and sustain an interesting journey towards being future-ready.

Lastly, when you begin an organization-wide drive toward efficiency, you must take all your teams together through something like the management concept of objectives. With your teams on board with your goals, your drive towards internal efficiency, operational excellence, and eventually a journey towards being future-ready gets a turbo charge. In the whole process, not only do you win, but your clients win as well, which ensures a sustainable growth-led business.



**Arun Nathani**  
CEO and MD  
CYBAGE

### **Word of wisdom**

Our focus on operational excellence itself has been our business strategy of success. Our drive keeps us focused and helps us define how Cybage makes a difference in this world. We are a global leader in the Product Engineering Services space, and thus we have a key role to play in defining how this business exists today and how it is likely to be in the future. When we remain agile about efficiency, we are equally aware of how customer experience is shaping and how market expectations are changing as the industry evolves into an interesting future. In the age of digital transformation, Industry 4.0, and Web 3.0, we are poised for near predictable growth. Our employees are happy, our productivity is higher, and our customers are smiling.





### **Brand mission/vision**

Our customers will enjoy the benefits of dealing with a global Indian brand that best understands their needs and delivers customized pragmatic solutions across multiple platforms.

A culture of empowerment and a spirit of enterprise attracts bright minds with an entrepreneurial streak to join us and build long-term careers with us. Working with a homegrown professionally managed company, which has benefited from partnerships with international leaders, gives our people a perspective that is universal as well as unique.

We have created an ethos of trust across all our constituents. Adhering to high standards of compliance and corporate governance is an integral part of building trust. Value creation rather than size alone will be our business driver.

### **Your journey to becoming a future-ready organization**

At Kotak Mahindra Bank, we believe that one of the keys to our success in becoming a future-ready organization is our ability to recruit, retain, motivate and develop talented and experienced professionals in line with the changing business landscape and digital advancements. We intend to continue our focus on recruitment and cultivation of a high-quality, professional and empowered workforce through initiatives such as:

- Creating an encouraging work atmosphere
- Enhancing employee engagement and experience with digital tools to make work-life easy for employees
- Training and development programs for employees to enhance professional knowledge and upskilling of capabilities and digital quotient
- Enhancing management and employee incentive programs to align compensation with performance;
- Investing in employee wellbeing

### **We aim to continue to design an organization for the future by:**

- Aligning, equipping, and enabling our leadership to bring out a higher focus on technology orientation and customer orientation
- Creating an agile structure with
  - Younger talented employees on faster growth paths
  - Fewer and flatter reporting structures
- Improving diversity in the workforce to have a variety of perspectives
- Embracing the digital workplace driving employee collaboration, productivity, and innovation

### **Message to other organizations aspiring to be future-ready**

Building a future-ready organization is a continuous learning journey. In our experience, being agile, sensing changes in the business landscape, collaborating and experimenting, and continuously upskilling ourselves as an organization has helped us.

It is in our DNA to be #DigitALL, the future is about digital convergence. Harnessing the best technologies, we are constantly innovating and re-engineering our processes to provide superlative customer and employee experiences.



**Shanti Ekambaram**  
Whole Time Director - Designate  
Kotak Mahindra Bank

#### **Word of wisdom**

We are focussing on leveraging a future-ready strategy and nurturing Kotakites to help us transform the customer experience. In the age of digital advancements, we recognize the importance of digital and technology capabilities for scaling up, hence we are prioritizing our efforts towards on-boarding tech talent and upskilling our workforce with future skills.



**Sukhjit S Pasricha**  
President & Group CHRO  
Kotak Mahindra Bank

It is indeed a proud moment for all of us at Kotak Mahindra Bank to be featured among The Economic Times Future Ready Organisations 2022 in the Large Scale category. Achieving this milestone has been possible due to the efforts of our leadership team in enabling future-ready people practices and our Kotak people managers who help Kotakites in performing to their best potential and creating value for our customers. Each day, we are transforming ourselves in the age of digital advancements by enhancing the digital quotient of our Kotakites.



### **Brand mission/vision**

We envision a world where every person & business has access to the technology that allows them to achieve their own intelligent transformation.

### **Your journey to becoming a future-ready organization**

Lenovo has evolved through four decades of innovation, with new transformations for the company in each phase. Lenovo acquired IBM's PC division, including the ThinkPad and tablet brands, in 2005, becoming the world's third-largest computer manufacturer by volume. We are now one of the top PC brands. Lenovo has developed joint ventures with NEC in Japan for PCs and NetApp for servers, and acquired Medion in Germany, Stoneware for cloud and software services, Motorola's smartphone business, and IBM's System X Servers. Lenovo's unique heritage gives it smart products, infrastructure, and data centers for intelligent transformation.

Lenovo's growth strategy for the next decade leverages all of the company's strong building blocks and combines them into end-to-end solutions that align with tech market trends and solve customer business problems. Lenovo announced a new organizational structure in April 2021 to capitalize on opportunities in emerging business areas. As a result, Lenovo's businesses are divided into three major business groups that are aligned with the company's 3S strategy:

- IDG (Intelligent Devices Group) – focused on Smart IoT
- ISG (Infrastructure Solutions Group) – focused on Smart Infrastructure
- SSG (Solutions & Services Group) – focused on Smart Verticals & Services

Now, as Lenovo transitions towards being a global leader in integrated IT solutions and services, we will offer a full range of devices in each segment, as well as new form factors, 5G connectivity, extended reality exploration, and new collaboration tools. Apart from this, we are actively taking steps to become an inclusive organization in a growth-oriented and culturally driven work atmosphere. Our workforce and workplace initiatives are progressive with the aim to provide flexibility and cater to employee interest and well-being.

### **Message to other organizations aspiring to be future-ready**

For organizations to become future-ready they must build resilience to external factors and adapt quickly to thrive in new situations. Becoming future-ready means scaling up capabilities relevant to future competition and being competent in utilizing advancing technologies. This means scaling up in terms of technology, innovation, infrastructure, and workforce. Organizations must empower their workforce to be future-ready by cultivating their mastery of skills and knowledge. Being future-ready reflects how companies can adapt, the robustness of their internal capabilities, and how capable of finding new sources of growth they really are.



### **Word of wisdom**

Focused on a bold vision to deliver 'smarter technology for all, Lenovo is developing world-changing technologies that create a more inclusive, trustworthy, and sustainable digital society. We are emphasizing the importance of an integrated business approach and transforming Lenovo from a devices and infrastructure company into a global leader in IT solutions and services.

**Bhavya Misra**  
Head HR  
Lenovo India

# L'ORÉAL INDIA

## **Brand mission/vision**

We speak up for beauty without borders or barriers. We believe in the beauty that gives everyone a space for self-expression and that is enriched by differences, reflecting the diversity of our world. At L'Oréal, we share a common purpose to create the beauty that moves the world.

## **Your journey to becoming a future-ready organization**

L'Oréal is a digital-first and consumer-centric company, leading innovation in a very dynamic market. We are reinventing and innovating the entire beauty experience of our customers, steered by beauty tech. Our talent drives the engine of innovation to enhance the personalization and customization of the beauty experience for our customers. Our aim has been to upskill and re-skill our teams on digital capabilities to support this transformation. With beauty tech, we are creating beauty that is more inclusive and personalized for everyone and going beyond the boundaries of typical beauty to create new products, services, and partnerships.

## **Message to other organizations aspiring to be future-ready**

Organizations should just focus on elevating the most important asset they have: their people. By focusing on the fundamentals of people strategy, companies can be more agile, more innovative, and better able to respond to an ever-changing environment. Just the kind of world we find ourselves in.



## **Word of wisdom**

We at L'Oréal India are delighted to be featured in The Economic Times' Future-Ready Organization list. At L'Oréal India, we are on a mission to 'Create the Beauty that moves the world, not only for our consumers but also for our colleagues and the planet. I'd like to take the opportunity to thank the jury members for this recognition and every L'Oréalian to make this possible. This is truly a testament to all our collective passion and commitment.

## **Roshni Wadhwa**

Director - Human Resources  
L'Oréal India



### **Brand mission/vision**

Myntra's vision is to make the world a more stylish, colorful, and happier place. Our mission is to leverage technology to democratize fashion and lifestyle to help people look and feel good. Our value proposition is to create the best experience in the fashion and lifestyle space and is India's leading platform for fashion brands and pioneers in m-commerce play.

### **Your journey to becoming a future-ready organization**

Defining the fashion and beauty landscape in India - Myntra has evolved to become one of the leading fashion, beauty, and lifestyle destinations of the country today. With the vision of democratizing fashion, over the years, we have enabled brands to connect with millions of customers to offer lakhs of styles across menswear, womenswear, kids wear, beauty and personal care, and home, and furnishing, among others.

Constant quest to innovate and go deep in our pursuit to solve for the customers - With the aim of providing a superior and seamless shopping experience while also catering to the evolving needs of new age customers, we are in a constant quest to innovate. Using deep tech, our in-house teams have developed one-of-a-kind customer service offerings like Style Exchange (open-ended exchange for products across categories) and M-Express (within 48-hour delivery promise) that differentiate Myntra in fashion e-commerce industry. Some of our industry-defining customer experience properties like Myntra Insider (our loyalty program) and content our foray into Social Commerce through Myntra Studio, MLive (India's first fashion and beauty live commerce platform at scale) have taken the fashion landscape in India a notch higher. Our pioneering move to a partnership with influencers, who drive content on our Social Commerce channels, has played an integral role in creating income opportunities for them.

### **Message to other organizations aspiring to be future-ready**

Defining the ethos of your organization that is a reflection of the culture, business goals, long-term vision, and growth prospects of your organization as well as employees is critical.

Culture plays an important role in shaping the future of an organization. Being an employer of choice helps build a strong team of passionate employees to take the company's vision forward. Building a culture of support, encouraging teams to think outside the box, and encouraging a culture where failure is treated as a stepping stone. Being the growth enablers for employees helps in winning their trust. Every company should try to create a workspace and culture that encourages innovations and takes a keen interest in charting out the growth paths of employees.

Additionally, external stakeholders value their presence when an organization focuses on issues that have a more significant societal and future impact. For example, commitment to the environment and the progress of the positive impact that's being created through either its product offerings or the conscious steps it is taking.



### **Word of wisdom**

Future-ready for me is being able to create an organization where people feel they belong to something bigger than themselves. They accomplish the same by being clear on their purpose, creating value that is unique, and having a strong and distinct culture that helps to attract and retain the best talent. Myntra is an organization that creates a strong identity that meets employees' needs for affiliation, purpose, and meaning.

**Nupur Nagpal**  
CHRO  
Myntra





### **Brand mission/vision**

PGP Glass Private Limited (A Blackstone Portfolio Company, erstwhile Piramal Glass Private Limited, hereafter mentioned as PGP Glass) with a legacy of 45 years has recently realigned the vision statement incorporating the principles of Sustainability: “Enhance the value of the customer brands by providing specialty glass packaging produced in an increasingly sustainable environment.”

### **Your journey to becoming a future-ready organization**

Our purpose keeps us focused on becoming reliable partners for glass packaging, adopting cutting-edge innovative business processes & technology, having highly engaged people, and sustaining a global cost leadership position.

We regularly invest in the right infrastructure and processes to scale up sustainability and help us reduce emission footprints and waste production and we regularly recharge the groundwater. We maximize the intake of cullet in our furnace and enhance our cullet-sorting capabilities.

To remain relevant, and competitive and fuel the next level of growth, we give exposure to employees to enhance their capability through DnA Academy consisting of self-paced courses for exposure to new age skills in partnership with reputed certifying institutes. ‘SARTHI’ Program gives employees seamless experiential learnings from reputed industry coaches/consultants to shift their mindset towards new skills. LEAP is a leadership intervention aimed at developing managers and enhancing competencies for leading and managing, people, results & tasks.

### **Message to other organizations aspiring to be future-ready**

Remain humble and stay committed to the purpose. In today’s environment, agility is the buzzword. An organization that is agile and proactively enhances customer experience will survive and excel.

At PGP Glass, listening to employee feedback is an integral part of the culture as we believe that there is a strong link between employee engagement and workplace future readiness. When they feel empowered, they are more willing to contribute and stay ahead of the curve, and working on the inputs will make you stay future-ready.

We recognize our people as the primary source of competitiveness who needs to be upskilled and empowered to stay relevant. We have added a talent pipeline. With their support, we make greater strides in surpassing our own victories and keep raising the bar going ahead in our journey of building a strong and resilient organization.



**Vijay Shah**  
Vice Chairman  
PGP Glass

### **Word of wisdom**

We are indeed very grateful for being in the prestigious listing of ‘Future Ready Organizations’ which I owe to my people who have been an integral part of our success journey. We have not only sustained but grown through greenfield and brownfield expansions that increased employment opportunities. Initiatives like the in-house Digital & Analytics (DnA) Academy constantly focus on upskilling our people to the fullest of their potential and meeting their aspirations kept us focused and future ready.

This platform helped us showcase our future-ready best practices and share the experiences of employees with the larger world.



### **Brand mission/vision**

We aim to improve the lives of 2.5 billion people by 2030.

### **Your journey to becoming a future-ready organization**

We at Philips believe that what brought us here will not get us there. The key to shifting gears is our leadership behavior. We push the boundaries every day to bring technology adaptation to life like never before. We convert our challenges into opportunities.

### **Your journey to becoming a future-ready organization**

- Be innovative and take bold decisions
- Create purpose-driven organization
- Foster diversity across



**Frans Van Houten**  
CEO  
Royal Philips

### **Word of wisdom**

Put a face to everything we do” Imagine the products and solutions, you deliver to customers are used by your family members, make it personal.



### **Brand mission/vision**

PwC's purpose is to build trust in society and solve important problems. Our purpose helps us realize our potential and create greater client impact. Our values define who we are, what we stand for, and how we behave. Our values came from our people. Over 130,000 individuals across the global network had a voice in articulating what it should feel like to work with PwC, now and into the future.

Our purpose is reiterated in our new global strategy - The New Equation, which is our roadmap to the future. It aims at helping our clients address two urgent and interdependent realities – the need to build trust with all their stakeholders and the need to deliver sustained outcomes through new business and delivery models by bringing together our integrated capabilities at scale.

### **Your journey to becoming a future-ready organization**

In 2021, PwC worldwide announced its refreshed strategy - The New Equation, which lends itself to the transforming needs of clients, our people, and the society at large. If the last couple of years has taught us anything, it is that we simply cannot go on doing things the way they've always been done — and for us, that includes how we help our clients achieve sustained outcomes. This strategy was also our way to respond to these flexing needs so that we can align to our North Star - our Purpose - to build trust in society and solve important problems. The tenets of the initiatives under this are:

- Building trust and delivering sustained outcomes
- Our approach to Integrated capabilities
- Net zero and ESG
- Corporate responsibility

### **Message to other organizations aspiring to be future-ready**

There are profound changes in the world today and it's pivotal for every organization to create a virtuous circle between earning trust and delivering sustained outcomes for their clients and society. This is not the time to work in silos, and organizations looking to be future-ready should endeavor to combine their capabilities to unlock continuous value for their stakeholders.



### **Word of wisdom**

Our efforts and investments over the years have been towards becoming a fit for future organisations, both for our clients and people, who are the drivers of our success. We have made concerted efforts to build a resilient, equitable, growth-oriented, and purpose-led organization that builds trust and drives sustained outcomes for all our stakeholders. This recognition from ET is an acknowledgment of these efforts and a proud moment for all of us at PwC India.

**Padmaja Alaganandan**  
Chief People Officer  
PwC India



### **Brand mission/vision**

Our vision is to be the most admired and successful retail company in India that enhances the quality of life of every Indian.

Our mission is to provide millions of customers with unlimited choice, outstanding value proposition, superior quality, and unmatched experience across the full spectrum of products and services. Serve the entire spectrum of Indian society i.e. from households, kiranas, and merchants, to small and medium enterprises and institutions. Reach the length and breadth of the country through our physical and digital distribution platforms.

### **Your journey to becoming a future-ready organization**

Reliance Retail continuously invests in strengthening its core building blocks of high-performance, agility, scalability, human-centric culture, and an inclusive ecosystem of growth. We develop our human capital to enable individual growth, which in turn facilitates organizational growth.

- Strengthening the kirana ecosystem through JioMart - JioMart, our New Commerce platform, was launched across India to offer consumers online shopping with great savings along with WhatsApp ordering for consumers through our partnership with Meta (formerly, Facebook).
- Focus on Talent Pipeline – Reliance Retail is building a very strong talent pipeline across all the functions so as to liberate our internal talent to fulfill their aspirations by developing their capabilities across a breadth of functions and skills.
- Building capabilities for Future Leaders – Reliance Retail has designed the Reliance Leadership Academy, an archetype-based progressive leadership program spanning 9 to 12 months to develop ideal “Reliance Retail Leaders” through a set of robust selection, assessment, and development processes across 4 levels of leadership.
- Academy of Future Skills – We prepare the workforce to be future-ready by imparting the skills required to remain agile, and resilient, and manage the unprecedented demand for new skills and expertise to facilitate organizational growth.

### **Message to other organizations aspiring to be future-ready**

- Focus on diversity and inclusion - A diverse organization is far more resilient to volatility, uncertainty, complexity, and ambiguity. Diverse people and skill-sets lead to agility and speed in adaptation. It also strengthens cohesiveness within teams and the organization, which leads to stickiness and loyalty amongst people and the organization. Creating a workplace culture of safety and inclusion for women, people with disabilities, members of the LGBTQ communities, people from diverse cultural backgrounds, and other diverse groups is critical.
- Focus on employee development - In a highly volatile world, it is important to focus on capability-building and up-skilling of employees, which leads to horizontal and vertical career growth. Even colleagues who may be at the early stages of their career path are eager to learn and grow. It is important to enabling multiple opportunities and avenues to learn. Also, career growth needs to be provided across functions, businesses, and geographies.
- Focus on employee well-being – Being genuinely invested in the well-being of employees will result in rich dividends, high performance, loyalty, and ambassadorship. Constantly connecting with employees and their families is critical in the era of ‘the great resignation’.
- Focus on business results - Without business growth, no organization can survive. Hence, human resources have to deliver an organization that can win in the marketplace.



**GR Venkatesh**  
CHRO  
Reliance Retail

#### **Word of wisdom**

We are delighted that Reliance Retail has made it to the final list of The Economic Times Future Ready Organisations 2022 in the “Large Scale” category.

This award is a testimony to the efforts we have put in to create and sustain a future-ready organization for our people, our customers, our communities, and all our stakeholders. The award belongs to each one of us at Reliance, our business leaders, managers, and all colleagues, who have worked tirelessly to build a robust and future-ready organization. This is truly a glorious moment for the whole Reliance Retail family.





### **Brand mission/vision**

Our vision is to build the best renewable energy company in the world. Our mission is to build a world-class portfolio of renewable energy assets and be in the top globally, lead the energy transition by providing innovative solutions to our customers, build a culture of excellence by efficient and safe execution of all our projects, maintain the highest standards of quality and sustainability and act responsibly at all times, foster a culture of trust, collaboration, and performance to achieve our business goals and be an employer of choice, be a responsible corporate citizen and uphold the highest standards of corporate governance, ethics, and integrity.

### **Your journey to becoming a future-ready organization**

We at ReNew believe human capital is our biggest leverage towards navigating the challenges of the future. ReNew under the leadership of Sumant has always had the clarity of purpose in creating a carbon-free world, imbibing digital as a way of work, and building a workplace where diversity acts as a competitive advantage. In the quest to achieve these visions, we have always re-imagined our operating models, made the best use of available data, and re-purposed people to thrive in the next normal. This recognition is a testament to the fact that ReNew has accelerated its employee development agenda and transitioned from the mindset of coping to competing.

### **Message to other organizations aspiring to be future-ready**

As organizations prepare themselves to be future-ready, they need to be conscious of a few fundamental changes in the way they go about conducting their business. In this journey organizations will need to focus on the following:

#### **What do we stand for?**

The problem the organization is solving through its products and services.

#### **What is our purpose?**

Clarity of purpose and direction will help in navigating the 'winner takes all future.

#### **How do we align stakeholders and partners better?**

No organization today grows in isolation, the effect of the ecosystem is immense on the growth driver. Leaders need to accept that the traditional understanding of organizational boundaries is being rapidly upended. As organizations tread on the path of becoming future-ready, the key focus should be placed on the culture & environment. This will involve navigating three aspects:

- Ready talent is a myth, it needs to be developed & retained methodically
- Creating an inclusive work environment is not optional
- Distributed work environment is here to stay



**Ajay Tripathi**  
CHRO  
ReNew Power

#### **Word of wisdom**

We at ReNew believe human capital is our biggest leverage towards navigating the challenges of the future. ReNew possess clarity of purpose in creating a carbon-free world by accelerating the energy transition, imbibing digital as a way of work, and building a workplace where diversity acts as a competitive advantage. The recognition is a testament to the fact that ReNew has accelerated its employee development agenda and transitioned from the mindset of coping to competing.



# Samunnati

## **Brand mission/vision**

We make markets work for the smallholder farmers and agri value chains operate at a higher equilibrium.

## **Your journey to becoming a future-ready organization**

It's a journey of shared vision, futuristic thinking, and agility that is getting reflected in every process, every customer interaction, and with every employee. Despite all the challenges that every organization will face when it is growing at an exponential pace, we strongly emphasize our core values, mission, and our genetic code to ensure alignment of the employees to the idea of how they can contribute towards shaping a better future and fostering greater social impacts. Our journey is about commitment, being nimble yet impactful to create a better tomorrow for the smallholder farmers and bring value to our stakeholders in everything we do.

## **Message to other organizations aspiring to be future-ready?**

Learning from our experiences, a future-ready organization must be driven by the vision and values in everything - big or small - that the organization does. Without losing sight of the larger vision, it is essential to embrace diversity, nurture an open culture of sharing ideas, and importantly, ensure policies evolve with its growth. Encouraging foresight, appreciating new and innovative ideas, and removing various kinds of biases and blockades for mutual sharing of learning are other most critical prerequisites of a future-ready organization. Future workplaces are not about material things or a place called an office. It's the people and their ideas that would help them achieve their maximum potential as individuals and greater synergy as an organization.



## **Word of wisdom**

It's a great privilege for us to be recognized as a Future Ready Organisation by Economic Times. Samunnati serves as an open agri network for the entire agri ecosystem and this recognition further strengthens our resolve to make markets work for smallholder farmers.

**Anilkumar SG**  
Founder & Group CEO  
Samunnati



### **Brand mission/vision**

Our vision is “We craft the datasphere” and our mission is “We help maximize humanity’s potential by delivering precision-engineered data solutions developed through sustainable and profitable partnerships.” Integrity, Innovation, and Inclusivity - these three simple yet powerful words define our values here at Seagate. They inspire the level of excellence we work towards every day for our customers, business partners, shareholders, communities, and each other. They are how we measure today’s aspirations. They lay the groundwork for tomorrow’s achievements. Together, they make a difference. And together, so do we.

### **Your journey to becoming a future-ready organization**

When COVID-19 hit the world, Seagate, like many other organizations, had to pivot to hybrid work, adjust to changes in demand, and shift its operations. This created a need to build more agility and scalability into how we prioritize emerging areas of growth. With this, Seagate recognized a need to uplevel its global talent development and hiring initiatives. We identified the areas of growth and where we need to lift and shift our talent. Career discovery, our internal talent marketplace, was developed to mobilize our internal talent and provide skill-building opportunities via the internal gig economy, networking, and mentorships. We used the talent marketplace data to identify gaps between the supply and demand of skills and launch the “Talent Acceleration Program” (TAP) to bridge skill gaps in various growth areas. With these initiatives, we have been able to reach and maintain a rate of redeployment of 1 person per day.

As an industry leader, Seagate is committed to developing and maintaining sustainable responsible practices in our global operations. Key areas of emphasis include human resources, green-enabling storage products, health and safety, governance, the highest degree of ethical conduct, the environment, community involvement, and much more. Our initiatives have led to 210,000MWH of electricity saved since the start of our energy conservation program in FY2014, a 17% decrease in hazardous waste generated per Exabyte in FY2021, and a 9% increase in water recycling in CY2020.

### **Message to other organizations aspiring to be future-ready**

- Reinvent, Reimagine, and take bold actions - legacy operating models do not work anymore and must be disrupted. Adopt an agile operating model that prioritizes creativity, agility, and accountability. Our talent mobility platform named “Career Discovery” is one such disruption that changed the way our talent is discovered and moved internally.
- Be crystal clear about the purpose of the organization and how it creates value for customers, employees, partners, and society. This clarity helped us quickly adapt our business in the face of pandemics to ensure continuity without losing focus on new areas of operations.
- Put your people first and build a strong culture that can become your unique identity and a differentiating factor to help attract, retain, and grow your talent. Our HR vision of “Mission First, People Always” every single day.
- Use data as the oil to run your decision-making machinery and develop a bias for action. As per McKinsey, the organizations that decide faster and well, are 2X as likely to make high-quality decisions compared to those that don’t.



### **Word of wisdom**

I am extremely proud of our company and our employees. We have shown time and again that we can innovate, remain inclusive, and continue to display acts of integrity. Seagate is full of strong performers and has proven that it can thrive under intense conditions. We still have work to do... we will continue to learn and adjust. We might make a few mistakes on this journey, but we will continue to progress together. I see endless possibilities for our global team, and I hope to make the most out of it in this new normal. Together, we are ‘Mission First, People Always!’

**Patricia Frost**  
CHRO, Seagate Technology



### **Brand mission/vision**

Straive's vision statement is categorized for its clientele, employees, community, and shareholders. This defines our roadmap for the next five years. Clientele: To develop Straive as the preferred partner of our clients, to reimagine their digital transformation journey in Content & Data through an unstinted focus on a) Technology, b) domain expertise, c) delivery excellence, and global network. Employees: To create an engaging workspace for our employees, helping them grow professionally and personally through our core values of respect, meritocracy, and motivation, innovation, accountability, and client focus. Community: To make a difference in the communities we operate in by championing the cause of learning for all and healthcare for all. Shareholders: To achieve industry-leading financial metrics that deliver strong ROI to our shareholders.

### **Your journey to becoming a future-ready organization**

As the first step on our journey towards a future-ready organization, we relied on our values. Our company culture reflects our core values, ethos, and principles that govern how we accomplish our goals and interact with each other, as well as with customers and the community. Our cultural values celebrate the diverse workforce and at the same time also bring all of our employees together in achieving business outcomes that propel growth.

We renew our focus and bring new programs that will help these values thrive in an ever-changing environment. Future-proofing the business by building diverse teams across the globe, technology-driven by thought leadership is what helps Straive conduct our business for a sustainable future. Our governance structure helps us focus on our goals and helps us reflect on these objectives while guiding our strategic approach.

### **Message to other organizations aspiring to be future-ready**

- Reimagine your value proposition for a future-ready workforce - Your organization's values need to be examined to understand their impact on it today and in the future. What is true more than ever is these fundamental transformations in people, processes and technology will help organizations become more efficient to compete in the current global environment.
- Invest in technology to support all your administrative tasks - Many IT services organizations provide the best in class support to their client, however when it comes to their support functions, most of their internal processes are manually run. Such digital investments set the stage for the change that we want to achieve.
- Invest in people - Investing in its employees is one of the most important things an organization can do. Investment can be in terms of Upskilling, making an engaging workspace, and helping them grow professionally and personally through your organization's core values.

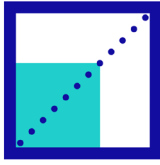


**Manju Bharadwaj**  
Chief People Officer  
Straive

### **Word of wisdom**

It's humbling to be recognized in ETHRWorld's coveted list of Future Ready Organizations. Post the pandemic, our attitude toward life has changed and so did our perspectives and priorities. Organizations must acknowledge this change. And create a culture that recognizes the new age priorities and is inclusive. The environment we create must be agile. We thank the Jury again for their time in judging our internal practices and awarding us to be in the list of the future-ready organization.





# INDIQUBE®

## **Brand mission/vision**

Our vision is 'Think Workspaces, Think IndiQube.' We aim to make IndiQube synonymous with office spaces for start-ups & large enterprises alike. Our mission is to offer personalized, technology-driven, sustainable, and delightful workspace solutions catering to the entire spectrum of workspace needs.

## **Your journey to becoming a future-ready organization**

Starting with a single property in Bangalore, IndiQube today has spread its wings across 12 cities with over 5.5 million sq. ft. of office space in 75+ properties. We have built a strong in-house technology stack with MiQube Community App, Tenant Admin Portal & ServiQube Service Delivery App which together cater to the entire ecosystem of workspaces addressing current and future needs of all stakeholders including Landlords, Tenants, and their employees.

Since the inception of IndiQube in 2015, we have always strived to ensure that we align our employees to IndiQube's vision and mission. We have provided our employees a clear sense of purpose and direction and have been successful in inculcating a growth mindset that's coupled with risk-taking ability. Our emphasis on technology and ESG, keeping Employee delight at the heart made sure that we create an agile organization that is future-ready and can balance 'Speed with Scale.'

We have ventured into Tier II cities like Coimbatore, Madurai, Cochin, Jaipur & Lucknow and have had great results. and we now plan to have 15-20 Tier II cities in our portfolio over the next two years. In the new normal, there is a never-before opportunity to live, study and work in the same city & we at IndiQube embrace this new normal in our journey to be future-ready.

## **Message to other organizations aspiring to be future-read**

India in 2030 will be very different from today. The most populous nation, the most college graduates, the largest middle-class, and the most Internet users; all coexist in the world's largest democracy. The opportunity is here, the opportunity is now and we as entrepreneurs, as corporates, and as individuals must be future ready to embrace opportunities, that a new India creates.

Aspirations are fast converging across urban and rural India & we will witness growth, infrastructure development, and job creation from smaller cities, in addition to metros. We will truly witness technology transforming our day-to-day lives on a larger scale. Sustainability & ESG will take the center stage and will act as enablers for the entire ecosystem.

To all the other organizations aspiring to be future-ready, be cognizant of your human capital, emphasize creating a resilient organization that can withstand downturns, focus on digital innovation and technology adoption, keep sustainability at the heart, and most importantly align your employees with your vision and witness the magic unfold.





**Rishi Das**  
Cofounder  
INDIQUBE

#### **Word of wisdom**

We are delighted that IndiQube has been recognized as a Future Ready Organization, This recognition is a testimony to the fact that our investment in technology, entry into emerging markets, and diversification of product portfolio is yielding results and making our workspaces future ready



**Meghna Agarwal**  
Cofounder  
INDIQUBE

Thank you, ET, for this recognition. This achievement would not have been possible without the efforts & contributions of our 400+ employees, who innovate every single day at IndiQube. Kudos to the entire team.



### **Brand mission/vision**

Tata Power is committed to its vision and mission as we prioritize long-term value creation to deliver sustainable outcomes and equitable benefits to all our stakeholders. Our vision is to empower a billion lives through sustainable, affordable, and innovative energy solutions. Our mission is keeping the customer at the center of all we do operating assets and executing projects at a benchmark level through technology & innovation, sustainable growth with a focus on profitability and market leadership, and creating an empowered workforce driven by passion & purpose 'leadership with care' for all stakeholders.

### **Your journey to becoming a future-ready organization**

More than a century ago, our founder, Shri Jamshetji Nusserwanji Tata, created Tata Power with a vision to provide a foundation for affordable and clean power for the city of Bombay, a city that was choking on the fumes of the boilers of textile mills. Tata Power 2.0, a Utility of the Future, is an exciting journey of transformation and change; one that has constantly pushed our boundaries, building on the 106-year-old strong legacy of operational excellence and customer excellence.

We have been working on converting our predominantly fossil fuel-based generation portfolio into a current 34% share of clean, non-carbon-based energy, with a firm objective of becoming a carbon net zero by the year 2045.

Powered by technology, we are enhancing customer lifestyles through smart technology and home automation. And by deploying smart grids, we are reimagining India's electric utility landscape. One of the driving forces behind this transformation is the determination to become the 'Utility of the Future, which stands on the four pillars of solving key issues and securing financial fitness; delivering growth at scale; becoming a sustainability benchmark, and creating shareholder value.

The other factor driving the transformation is our diverse and talented workforce which is capable of steering the organization through these disruptions and rapid growth. Focused talent development interventions further equip the workforce, whether in developing future skills like customer centricity, sales, project management & data analytics, 3 tier leadership development programs, Talent NXT fast track careers, or "Entrepreneurs-in-Residence" programs.

Diversity & Inclusion is also embedded in our plans for the future. We will necessarily anchor the required business shifts in terms of our talent strategy and adapt the transition architecture in terms of both "hard" components (models, structures, processes, competencies, frameworks, etc.) and "soft" components (culture, engagement, wellbeing, etc).

### **Message to other organizations aspiring to be future-ready**

Being future-ready is to anticipate the future well in advance and prepare for it and at Tata Power, we are facing key disruptions in the energy industry, and other than technical aspects, the people's perspectives are more challenging to achieve with regard to:-

- Sustainability and green jobs: New paradigm in light of global decarbonization intent and move towards new energy businesses
- Energy transition & new job corridors: Energy transition is creating new technologies that have an impact on future people skills and leading to new roles/ redundancy of current roles. There is also retirement expected of the current workforce.
- Digitalization & human factors: Increased digital workplaces that are human-centered by design wherein there are 'Matrix Models' of working/ cross-functional teams.

Our strategic responses toward building preparedness to deal with the anticipated disruptions have been to focus on the following:

- Develop an attractive employee value proposition, retention/ employee experience/ employee wellbeing strategies, diversity & inclusion, and improving performance on sustainability.
- Build agile employment models that would bring in on-demand skills without cost pressure
- Optimised staffing/ resourcing, enhancement of transferable skills, cross-pollination between/ within firms through reskilling & upskilling, and use of flexible career pathways
- Invest in future skilling of employees through in-house functional academies (Digital Academy, Project Management Academy, Sales Academy, Customer Academy)
- Creating an in-house leadership pipeline and future-ready talent pool
- Encourage innovation and creativity through entrepreneurs-in-residence programs
- Undertake work on first principles basis to create real solutions to business problems
- Lastly, just don't be a follower but a game changer



**Dr. Praveer Sinha**  
CEO & MD  
TATA Power

#### **Word of wisdom**

Tata Power has transitioned in the last few years from being a pure energy supply company to a coming energy solutions and services company. Tata Power is shifting, and shifting very fast to provide all the solutions, whether it is Rooftop Solar, EV charging, solar pumps, or home automation, and this journey of sustainability will continue in the future.



**Himal Tewari**  
CHRO  
TATA Power

At Tata Power 2.0, HR transformation is the heart of it, we are looking at being a customer-centric company and we now provide customer end-to-end solutions. The company is also looking at inducting future-ready talent and becoming a future-ready organization.

