



# WORKFORCE

Being inclusive is becoming increasingly important for us. We are building diversity in different ways, such as through the businesses we acquire in new geographies, our open stance on issues, such as gender and LGBT rights, and the new skills and backgrounds that we are hiring.

# Workforce

At GCPL, we have policies in place to protect the rights of our employees and uphold their dignity. Our human rights policy amended in June 2017 is guided by international covenants such as the International Bill of Human Rights (i.e. the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights) and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. We adhere to all applicable human rights laws wherever we operate. However, due to the global nature of our business, where those laws and international human rights standards vary, we follow the higher standard. Wherever they differ, we adhere to the law of the land while seeking ways to respect international human rights to the greatest extent possible. We support the rights of our employees to voice their opinion and raise their concerns in a collective manner. As on date, 78 per cent of our employees in India are covered by collective bargaining agreements.

## Our Workforce

We are a global organisation, and our workforce is spread across several countries, including India, Indonesia, Argentina, Nigeria, the United Kingdom, and Kenya.

Country	Global Leadership (level 4)	AVP and GM (level 3)	DGM and Managers (level 2)	AM and Below (level 1)	Supervisor	Contractual staff	Total	Female	Male
Indonesia	6	15	111	124	368	1435	2059	744	1315
UAE	1	0	3	7	0	1	12	1	11
Argentina	2	3	20	140	0	43	208	83	125
Chile	0	2	16	88	0	25	131	78	53
UK	1	7	32	18	0	0	58	29	29
South Africa	1	4	32	42	0	35	114	51	63
Nigeria	1	3	9	40	0	116	169	73	96
Ghana	0	1	6	11	0	64	82	27	55
Mozambique	0	1	10	11	0	39	61	19	42
Kenya	3	8	22	142	0	102	277	130	147
Tanzania	0	0	5	4	0	74	83	48	35
India	32	83	222	1083	238	728	2386	238	2152
Total	47	127	488	1710	606	2662	5640	1521	4123

G4-10, G4-11, G4-15, G4-DMA, G4-LA1

## India

### New hires as per age

Sr. No.	Age Group (in years)	Number of new hires
1	Up to 30	137
2	Between 31 to 50	103
3	50 and above	1
4	Total	241

### New hires as per gender

Sr. No.	Gender	Number of new hires
1	Male	183
4	Female	58



Sunil Kataria, Business Head – India & SAARC, ideating with our young managers

### Attrition as per gender during fiscal year 2017

	Female	Male	Grand Total
Global Leadership	0	2	2
GM & AVP	2	9	11
Manager to DGM	11	30	41
Officer to AM	16	160	176
Grand Total	29	201	230

The new hires and attrition in our global operations are as follows:

## NIGERIA

### Workforce turnover by gender (Fiscal year 2016-17)

Category	Male	Female
AVP and GM	2	1
DGM and Managers	3	1
AM and Below	10	7
Supervisor	12	12
Contractual staff	10	2
Total	37	23

### Workforce turnover by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
AVP and GM	0	3	0
DGM and Managers	0	3	1
AM and Below	0	17	0
Supervisor	5	19	0
Contractual staff	1	11	0
Total	6	53	1



Our Darling Nigeria team members

### New hires by gender (Fiscal year 2016-17)

Category	Male	Female
AM and Below	7	10
Contractual staff	6	5
Total	13	15

### New hires by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years
AM and Below	6	11
Contractual staff	3	8
Total	9	19

## SOUTH AFRICA

### Workforce turnover by gender (Fiscal year 2016-17)

Category	Male	Female
DGM and Managers	2	0
AM and Below	4	1
Supervisor	2	1
Blue collar	220	422
Total	228	424

### Workforce turnover by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years
DGM and Managers	0	2
AM and Below	0	5
Supervisor	0	1
Blue collar	592	51
Total	592	59



Our South Africa team members celebrating the Nelson Mandela Day

### New hires by gender (Fiscal year 2016-17)

Category	Male	Female
Blue collar	219	653

### New hires by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	more than 50 years
Blue collar	824	46	1

## INDONESIA

### Workforce turnover by gender (Fiscal year 2016-17)

Category	Male	Female
Global Leadership	1	0
AVP and GM	1	1
DGM and Managers	13	10
AM and Below	17	5
Supervisor	49	11
Contractual staff	132	80
Total	213	107

### Workforce turnover by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
Global Leadership	0	1	0
AVP and GM	0	1	1
DGM and Managers	1	20	2
AM and Below	9	9	4
Supervisor	17	41	2
Contractual staff	128	83	1
Total	155	155	10



Our Indonesia team members celebrating Serko Day, when Godrejites from across teams become salespersons for a day

### New hires by gender (Fiscal year 2016-17)

Category	Male	Female
Global Leadership	1	0
AVP and GM	2	1
DGM and Managers	14	13
AM and Below	7	2
Supervisor	39	10
Contractual staff	107	105
Total	170	131

### New hires by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
Global Leadership	0	1	0
AVP and GM	0	3	0
DGM and Managers	4	22	1
AM and Below	4	5	0
Supervisor	27	21	1
Contractual staff	160	52	0
Total	195	104	2

## GHANA

### Workforce turnover by gender (Fiscal year 2016-17)

Category	Male	Female
DGM and Managers	2	0
AM and Below	20	25
Total	22	25

### Workforce turnover by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
DGM and Managers	0	2	0
AM and Below	34	13	0
Total	34	15	0



Our Ghana team members after completing their run at the Accra International Marathon

### New hires by gender (Fiscal year 2016-17)

Category	Male	Female
DGM and Managers	1	1
AM and Below	57	40
Total	58	41

### New hires by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
DGM and Managers	0	2	0
AM and Below	0	42	1
Total	0	44	1

## ARGENTINA & URUGUAY

### Workforce turnover by gender (Fiscal year 2016-17)

Category	Male	Female
Global Leadership	0	0
AVP and GM	1	0
DGM and Managers	2	4
AM and Below	6	6
Supervisor	8	5
Blue Collars	24	11
Total	41	26

### Workforce turnover by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
Global Leadership	0	0	0
AVP and GM	0	1	0
DGM and Managers	0	5	1
AM and Below	3	6	3
Supervisor	0	11	2
Blue Collars	8	24	3
Total	11	47	9



Our Argentina team members at the opening of the new cafeteria at our Buenos Aires office

### New hires by gender (Fiscal year 2016-17)

Category	Male	Female
Global Leadership	0	0
AVP and GM	0	0
DGM and Managers	1	0
AM and Below	12	20
Supervisor	3	1
Blue Collars	7	0
Total	23	21

### New hires by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
Global Leadership	0	0	0
AVP and GM	0	0	0
DGM and Managers	0	1	0
AM and Below	13	29	0
Supervisor	1	3	0
Blue Collars	0	0	0
Total	14	33	0



## UK

### Workforce turnover by gender (Fiscal year 2016-17)

Category	Male	Female
DGM and Managers	2	7
AM and Below	7	7
Total	9	14

### Workforce turnover by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
DGM and Managers	2	7	0
AM and Below	6	7	1
Total	8	14	1



Our UK team members at the annual company offsite

### New hires by gender (Fiscal year 2016-17)

Category	Male	Female
AVP and GM	0	2
DGM and Managers	8	3
AM and Below	5	4
Contractual staff	0	2
Total	13	11

### New hires by age (Fiscal year 2016-17)

Category	Less than 30 years	30 to 50 years	Above 50 years
AVP and GM	0	1	1
DGM and Managers	2	5	4
AM and Below	5	5	0
Contractual staff	1	1	0
Total	0	12	5

## Diversity in the workplace

27%

Of our team members are females

At GCPL, we believe that all individuals have different viewpoints and ideas, and their approach to problems differ. It is this diversity in thought that enables better problem solving, leading to superior decision-making, which consequently leads to better performance. We celebrate gender diversity across our global locations, and 27 per cent of our global workforce is female. There were no incidents of discrimination reported in the fiscal year, and we are committed to maintain our stand on antidiscrimination policies.

We emphasise on strict adherence to human rights policies and include training on human rights in online modules. The total number of training hours through these e-learning modules in the reporting year was 55 with approximately 30 minutes invested by each employee. We have trained 7.6 per cent of our employees through this medium.

Some of the novel initiatives we have in place for our employees are as follows:

### Careers 2.0

The Careers 2.0 programme is targeted towards women professionals in an attempt to ease their transition back into the workforce post a break in their career. This programme is available for women having an experience of at least two years and have taken a continuous career break of six or more months. We recognise the difficulty in re-joining the workforce post a lengthy break and offer various live business projects on a flexi/part-time basis to aid employees in re-finding their footing in the organisation. In doing so, we hope to retain skilled talent while also being considerate of their personal needs and responsibilities.

### Sustenance allowance

We provide financial support in the form of sustenance allowance to employees with special needs or requirements along with need-specific infrastructure and safe travel options to and from the workplace. Our policy on sustenance allowance is applicable to all the members of GCPL, and it is our aim to maintain a workplace that is accessible and approachable to all our employees.

### Feedback 30-60-90

A smooth transition for all our new Godrejites is a priority at GCPL, and Feedback 30-60-90 engages with them to ensure this. Under this feedback, we gauge the employee's on-boarding experience, areas for improvement, experience of the employee in the first three months, and the feedback on the entire transition in a new organisation and or role.

### 360 Degree Feedback

At GCPL, all managers and above are appraised through the 360 Degree Feedback Process. This feedback process enhances leadership behaviour by providing a tool to define and communicate key leadership traits that the company values and to directly link employee behaviour with the values of the organisation. It helps an employee assess his/her strengths and weaknesses so that developmental plans can be identified to address the gaps in leadership behaviour.

### Our Speaking Philosophy

Apart from the feedback mechanism, we engage with Godrejites on multiple forums under Our Speaking Philosophy. These forums align our employees towards GCPL's vision and objectives and highlights expectations from the employees.

G4-HR2, G4-LA12, G4-DMA

### **InTUNE employee engagement study**

Employee engagement is assessed by a third party annually to improve employee engagement practices. As a part of the InTUNE study, select focus group discussions are also conducted organisation wide with various homogeneous demographic groups. This is a great opportunity for employees to voice their views, provide feedback, share concerns, and encourage initiatives, which are doing well.

### **VOTE**

We conduct open-ended discussions with individuals at the factory through the factory HR team to garner feedback of our team members working in the manufacturing plants.

### **Grievance Redressal Committee at factories**

At GCPL factories, we encourage our employees to highlight issues to their immediate supervisor, who in turn discusses the issues raised with the 'Grievance Redressal Committee'. Members are also made aware that they can share their concerns directly with any member of the committee in case of sensitive issues that they would not want to share with their supervisor.

### **GCPL PULSE**

This is an employee vulnerability tracker where the HR Partner predicts employee vulnerability through a one-on-one meeting. The interventions are prioritised for talent retention, listing future talent, and driving engagement.

### **Quality Circles at GCPL**

Quality Circle (QC) and the way it is practiced at GCPL have been one of the most significant initiatives that has



Employee engagement activities carried out in Argentina

given employees a platform to showcase their ideas and solutions to the management and has brought about a transformation across our factories. At Malanpur, approximately 400 employees (93 per cent) of the total strength are part of QC. A total of 40 QC's

are working continuously, and an annual saving of approximately ₹ 1.74 Cr was achieved from the same. Fourteen QC's have also participated and won various regional and national awards.

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## Rewards and recognition

Godrejites personify our core values, and at GCPL, we believe in instilling confidence in our people and thanking our team members for their tireless efforts.

Positive employee recognition is exercised through a gamut of awarding schemes such as Team Awards, Godrej Awards, How Wow Now Superstar Awards,

GCPL Awards, Brighter Bank-Spot recognition, and Functional Awards (manufacturing and sales).

### Team Awards

Top performing teams are recognised for their teamwork and collaboration and awarded annually.

### Godrej Awards

The Godrej awards are conducted to award and recognise outstanding performances across the group companies.

### How Wow Now Superstar Awards

It serves to highlight the excellence that exists in all functions across the organisation. This is the highest level of award that exists at GCPL, making it most exclusive, elite, and aspirational for our members.

### GCPL Awards

GCPL Awards is a common reward and recognition platform across all GCPL businesses globally.

### Brighter Bank - Spot Recognition

Brighter bank is an internal and online rewarding system. Here, employees are allotted bank accounts, wherein the currency is in the form of icons representing the Brighter Godrej Values – Expression, Progression, Empathy, and Experience.

## Building Capability

True to our brand, we not only acquire the best from the talent pool in the country but also provide an intellectually stimulating environment to our employees. We create long-duration leadership development programmes under the Talent Conversation Programme for our people managers to equip them to lead and manage large teams to consistently deliver results. The 100 leaders programme integrates leadership development framework, builds leadership and functional capabilities, and develops a pool of engaged leaders with global skills and mindsets, relevant in a business environment with increasing complexity.

The Learning Management System is the latest addition to our learning architecture and serves as a platform that follows the philosophy of on-demand, self-paced learning. The purpose of the platform is to provide any-time access to relevant information and training on behaviour or functional aspects to employees across levels and functions.

The leadership pyramid is dispersed across just four levels. We have a rigorous and structured selection process for vertical movement. While we carefully select our future team leaders, we ensure we equip them with the required knowledge, skills, and capabilities to excel in their roles as they grow within the organisation.



TQM training carried out in Indonesia every month for around 800 personnel

### Trainings per year per employee by gender

Gender	Average No. of Hours
Male	6.0
Female	7.0

### Trainings per year per employee by employee category

Employee Category:	Average No. of Hours
AM and Below	5.2
DGM and Managers	7.9
AVP and GM	14.9
Global Leadership	2.9

G4-DMA

## Effectiveness of learning interventions

It is imperative to show a return on investment when it comes to understanding the effectiveness of learning interventions. The ROI is in terms of an engaged workforce and future-ready pipeline for critical roles within the organisation. The effectiveness metrics for every intervention are defined during the design phase of the intervention itself. We follow the Kirk Patrick model for measuring effectiveness, where the levels of effectiveness are reaction, learning, and change in behaviour.

## Employee benefits

- Part-time work
- Support post maternity/adoption
- Work from home and flexible working
- Uncapped sick leave
- Maternity/adoption and paternity scheme
- Day care centre
- Health and wellness facilities
- Medical benefits



Our trade marketing team in Chile at one of their training sessions at a popular retail chain.

## Health and Safety

All Godrejites are at the centre of our performance and commitments. We value their efforts, and their safety is of prime importance to us. We have established a comprehensive health and safety monitoring system in all our operating locations. On a monthly basis, we have been monitoring health and safety indicators, and we intend to extend these practices to our contractual employees as well. In the reporting period, there were no cases of workers with a high incidence or a high risk of diseases related to their occupation.

### Quality, Environment & Occupational Health and Safety Policy

Our policy at various global facilities serves as a constant reminder to conduct work in a manner that causes minimal harm to self and the environment. Through a culture of proactive and preventive behaviour, we ensure that smart performance targets are set with respect to resource utilisation, waste minimisation, training and skill upgradations, and zero injury at the workplace. We continuously review our policy from time to time to keep them in line with current requirements and local needs.



Training our team members on safety in the India South cluster.

Percentage of total workforce represented in formal joint management: worker health and safety committee

Safety committee name	Level of the safety committee	Units	Number of members for FY16-17		Percentage of total workforce
			Non-Management	Management	
<b>Central</b>					
Safety Committee	Plant level	7	230	5	51%
<b>North-East</b>					
Safety Committee	Plant level		95	95	8%
<b>North Cluster</b>					
Safety Committee	Plant level		39	40	20%

G4-LA5, G4-LA6, G4-LA7, G4-DMA

# Zero

Fatalities during the reporting year

### Indicators for measuring safety performance

Lagging indicators are some of the traditional safety metrics we use to indicate progress towards compliance with safety rules. These are the bottom-line

numbers that evaluate the overall effectiveness of safety at our facilities. Our metrics across lagging indicators are as below.

### Type of injury and rates of injury, occupational diseases, lost days, absenteeism, and total number of work-related fatalities (as recorded based on IS-3786 guidelines):

Category	Indonesia	Kenya	Chile	India
Fatality [Nos]	0	0	0	0
Disabling Incident [Nos]	0	4	1	0
Away from Duty [day]	1	10	0	4
First Aid/Medical Only [Nos]	11	147	1	173
Man-hours Lost [hours]	136	320	16	2,256
Injury Rate [%]	0.38	2.94	2.22	1.47
Man-hours Worked [hours]	5,461,116	1,082,526	8,293,824	17,780,209

### Our initiatives in Indonesia

In our factory in Indonesia, we provided exhaust systems on the shop floor area where electric machines were employed for making HIT Magic liquid. This has significantly improved the removal of fumes generated during soldering activities, resulting in a comfortable and safer working environment.



Exhaust systems on the shop floor area in our Indonesia factory