



Nomination Form For BW 2nd HR Excellence Awards 2016

Section 1: Participant Details:

Company Details

Name of Company	YASH Technologies Pvt. Ltd.
Corporate Office Address	
201-205 Bansi Trade Center, 581/5 M. G. Road Indore - MP 452001 Phone: 91-731-4261100 Fax: 91-731-4261234	
Phone No.	9676008393
Company Website	www.yash.com
Type of Company	Private Company

Chief Executive

Name of the CEO/Chairman/MD	Manoj Baheti
Email of the CEO/Chairman/MD	manoj@yash.com

HR Contact

Name of the HR Head	Dharmendra Jain
Email of the HR Head	dharmaraj@yash.comnd
Contact no. of the HR Head	9993531066

Please list the one point of contact for any queries

Full Name	Mohnish Makode
Designation	Assistant Manager - HR
Email Id	mohnish.makode@yash.com
Contact No.	9676008393

Financial Details

2010 is expected to see increased sales growth as we expand into other countries.

Kindly provide the financial figures in INR crore	No
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	2015-16	2014-15	2013-14
Financial Year End Revenue	100-300 Million USD	100-300 Million USD	50-100 Million USD
Total Employees	3000	2450	2100

Details on HR Department

No. of employees in HR	56
No. of locations in which HR is present	10
Distribution of HR employees by sub functions	200
Organogram of the HR function/dept	No

Section 2: Questionnaire:

Please enter factual and specific information for the jury to evaluate.

Please provide up to 3 supporting documents wherever applicable, to support your entry details.

Category:

1. What are the key objectives/ outcomes defined and/ or achieved for the chosen category given the current business context?

Employee Engagement is about checking levels of commitment to shared goals, vision and mission. It is about taking whatever steps necessary to gain the highest levels of motivation which is the ultimate goal for business-driven Human Resources Management function in a company.

At YASH, we have a vision to imbibe YASH's values and its integrity; which is why, our people practices carry a sustained, collaborative, effective, and efficient culture across the organization while focusing on our associates, a core value we strongly believe in. Our diversified platform empowers our associates to translate their thought processes into meaningful contributions that help open up a multitude of perspectives to our lives here. The immense value that YASH renders to propagating the expression of individual opinions is further reinforced by a strong back-up from the senior management. We believe that it is imperative for us to ensure that our associates are driven plentiful to perform to the fullest ensuring seamless individual & organisational growth in the evolving dynamics.

The YASH management also executes a conscious and substantially significant effort to remain connected with associates across. We experience an environment to traverse hierarchical barriers. No qualms fashion communication where information flows in from all dimensions on various programs and topics, encouraging a healthy & constructive feedback mechanism. We also render employee communication on a strong foundation of Structural, Functional, Transactional, and Interpretive clarity. This approach helps us build a very high mutual trust and foster high levels of ownership in everybody's work.

We conduct regular fun activities, celebrate our successes, share our triumphs and make sure that we recognize our associates. These give our associates a sense of belonging which has in turn elevated our performance to exceed our customers' expectations and also won the hearts of our associates and their families. It has also attracted large number of talent by word of mouth through referrals as our associates spread the word whenever an opportunity arises. Our value driven culture and employee focused approach has been helpful in managing attrition by centring on the retention of our workforce. Today, more than 16% of our current headcount in India has been working with us for more than 5 years. We manage these high retention numbers by treating our workforce as individuals and not just resources, giving earnest regards to their personal enrichment and have therefore been able to manage a consistently low rate of attrition in comparison to the industry.

Our career development initiatives are designed to align workforce, develop people, and elevate performance to exceed emerging customer expectations. With our focused approach, our Learning & Development function helps make us Innovative, Agile & Flexible by developing competencies and skills across the organization that will exceed evolving customer expectations through acquiring domain expertise and transferring it effectively and efficiently, because our focus on our customer is a core value at the heart centre of our business. A leading factor as to why our customers consider us a trust worthy partner of choice.

2. Please describe the key initiatives undertaken in the chosen category that have led to the efficiency and effectiveness of the select category as well as the overall HR strategy.

Engaged associates feel a sense of attachment towards their organisation, investing themselves not only in their role, but in the organisation as a whole through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organisation's goals and values.

At YASH we recognize that we are only as good as our associates, which is why our policies are built around harnessing talent, aligning the workforce developing competencies and skill and above all focusing on fun & celebrations, rewards & recognitions, employee & family care and contributing toward the society.

These policies ensure that engagement is not just an attribute of our culture but the soul of our business. Hence, the engagement quotient of a team becomes the responsibility of everyone at YASH and not just the HR department. To stress on the importance of employee engagement, we also rate our managers' performances explicitly by the engagement score of their respective teams which are evaluated through a number of regularly run internal and external employee engagement studies. The results of which are openly to every member of the organization, as that, together as a team, we can work on improving any areas that are lacking.

YASH is an assimilation of great talent that represents the diversity as well as the integrity of our country. Our associates not just exceptional at the roles they carryout they also possess immense talent in other fields as well. A dedicated engagement team works relentlessly to keep the level of energy high at YASH by means of celebrations that highlight these talents throughout the year giving our associates an opportunity and a platform to exhibit their potential and creativity at the same time focusing to reinforce camaraderie collaboration and learning.

We boost engagement by focusing on employee groups as well, with the representation of a HR representative, to ensure every associate gets to participate, express and enjoy the balanced work life. This is a great means to give rise to organisational cultures and traditions that lead to a sense of respect and admiration for the company. For a new joiner, this helps them interact with other associates, other than team mates, who share the same interests and helps them understand the company values closely thus developing a feeling of belongingness.

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3. What were the people and financial resources required to undertake the above mentioned journey? How did you build business buy-in for your initiatives?

High performance culture is not dependent on one simple factor. It includes the culture of the company â€“ how things get done, how decisions get made, what works and does not work as far as behaviors and what gets rewarded and how. As mentioned previously, at YASH we make it a goal to ensure everyone's participation in making engagement a part of our ecosystem. With highly-motivated and highly-engaged associates, who are focused on sharing YASH's common vision and goals, it becomes comparatively easier to take a business buy-in.

However, to make the process of planning and overseeing the arduous task of employee engagement we have established a full-fledged engagements team that deals specifically with the nitty-gritties. They plan each and every event that will be conducted and prepare well in

advance to ensure meticulous execution. This specific wing overlooks the internal communications, talent engagement, Corporate Social Responsibility and internal social media to consistently drive efforts towards enriching employee engagement at YASH. Though these functions are not seen in companies our size, we execute and accomplish employee engagement through these various aspects because we know the value they bring in terms of employee happiness and in turn business growth.

The team conducts more than 20 company-wide 20 programs a year including outreach programs, cultural festivals, sport tournaments and fun activities. At a business unit specific level, they conduct town halls, multiple reward ceremonies and ongoing learning programs. So focused is our team toward employee engagement that we go down all the way to celebrating even the smaller achievements of an associate, including personal milestones like birthdays, anniversaries, weddings and even child birth. For all these activities, a strong financial sponsorship is definitely required from a leadership that understands the worth of the expenditure contributed towards these events, at YASH, we are fortuitous to have a board that not only increased the per employee engagement budget by 100% every year for the last 2 financial years, but who also understands the value behind the investment.

With the growth of the happiness quotient and learning possibilities for associates, the growth of our workforce has also doubled. In order to maximize our workforce and prepare them to quickly adapt to and adopt the technology of tomorrow, while helping us live up to our core values of agility and innovation, we brought in a world class Human Resource Management System – SuccessFactors. The cloud-based human capital management (HCM) solutions provider allows YASH to produce, measure, and continuously improve our business results through people, thus driving YASH's business execution to our peak performance. It also enables us to close the gap between our strategy and execution, aligning our workforce and thus optimizing our performance, greatly helping us focus on the "Employee Satisfaction" intent.

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4. Please describe the success metrics/ results achieved through your interventions.

As part of YASH's involvement in various employee engagement surveys and programs, we received detailed reports that outlined our results. The results are based on the differences examined by the various organizations between results of previous surveys and other organizations surveyed during the same period in the same market. Below is a list of few key factors where we scored to make it onto the list of AON Best Employer and GPTW:

Aon Hewitt Findings:

Placed in Top 25 Best Workplaces in India (2016)

Key Factors:

• High employee engagement:

- Our associates consistently speak positively about the organisation to co-workers, potential associates and customers
- Our associates have an intense Stay desire to be a member of the organisation
- Our associates exert extra effort and engage in work that contributes to business success

â€¢ A compelling employer brand

- YASH is well-known and has a good reputation in the market, especially for those target groups which are critical for the organisationâ€™s business success
- Associates are proud to be part of YASH, and can explain what makes working here different from other organisations
- Associates believe that the organisation delivers on its promises it makes to associates
- Social and environmental responsibility are part of the corporate culture

â€¢ Effective leadership

- Leaders show clear and compelling future vision to the members of the organisation
- Associates experience that leaders are appropriately visible and accessible; treat them as YASHâ€™s most valued asset
- Associates trust their senior leaders to be open and honest; and believe they make good business decisions to drive the organisation to success.

â€¢ A high performance culture

- Managers set clear goals and expectations, and associates know how they can best contribute to realize their business strategy.
- Rewards and recognition for high performance are clearly understood and transparent to associates.
- The organisation prepares for future challenges by offering interesting careers for high potential associates and learning opportunities for all associates.

Great Places to Work® Institute Findings:

Featured in Top 50 Great Places to Work in India â€“ IT ITeS

Consecutively for 2 years (2015 & 2016)

â€¢ YASH relies on team effort to get work done. Working at YASH is like being a part of a team. YASH believes in horizontal control and coordination than hierarchy to get work done

â€¢ YASH understands and reacts to the customer needs & anticipates future needs. At YASH every individual have a deep understanding of customer needs & wants

â€¢ Associates at YASH have the authority, initiative & ability to manage their own work

â€¢ Business planning is ongoing and involves everyone to some extent. Information is widely shared and is accessible upon need

â€¢ Most associates in the organization are involved & take pride in their work

â€¢ YASH as an organization receives, translates & interprets upcoming opportunities for encouraging innovation, gaining knowledge & developing capabilities

â€¢ YASH encourages innovation and reward those who take risk

â€¢ YASH has adaptive ways to meet the changing needs of the customer. It responds well to the competitors and other changes in the

external business environment

• YASH adapts continually to new and improved ways to work

• When disagreements occur, we work hard to achieve “win-win” Solutions

• There is a clear agreement about the right way & the wrong way to do things.

As seen by the results, our associates are at the center of the 3 key relationships - Between Management, Other associates and Job. Our associates display a high level of trust, pride, and camaraderie within a workplace and Credibility, Respect and Fairness form the cornerstones of trust between managers and associates.

5. Given the continuously evolving business needs, please illustrate if you have achieved any innovation/ breakthrough in the said category during this journey.

With evolving business and growth we found a need to re-establish our brand identity internally and externally to fit both our workforce and our customers. In this exercise we ran an exclusive program to discover our core values and redraft our new vision and mission statements.

The change gave new customers a better idea of who we are and what we do thus attracting more business (most of our customers are based on word of mouth). More visible opportunities also attracted a larger workforce that brings with them knowledge and ideas that are in turn filling the gaps that were majorly unknown. As for our associates, the change brought about a closer sense belonging to YASH helping us increase the brand awareness of the organization and transferring the brand promise to our customers.

This branding not only motivated our associates to elevate their performance to exceed our customers’™ expectations, it also built a connection with the families of our associates, who are now, more than ever, looking forward to know more about and get connected to YASH.

Though the study was supervised by a world class branding agency, each and every member of YASH got a chance to participate in it and share their ideas perspectives and opinions/views to bring in a much more refined relevant and attractive brand identity for YASH, the result is a brand that signifies the purpose, the people, and the values of the organization.

Section 3: Additional Details:

1. Have you received any award for the category in the recent past (last 3 years)? Please provide details.

Employee Engagement has always been one of our top priorities; however, only since the inception of our engagement team, have we dutifully participated in engagement surveys. Yet in the two years since the team was established, we have received a number of awards in various categories. Our most commendable are mentioned below:

â€¢ Winner of the Great Place to Work award, 2 years in a row:

The Great Place to Work Institute is a global research, consulting and training firm that helps organisations identify, create and sustain great workplaces through the development of high-trust workplace cultures. We participated in their survey and won the Great Place to Work award two years in a row.

Recognized as one of Indiaâ€™s top 50 IT & ITES companies to work for in India, in 2015 and again in 2016, not only solidified our stand as a trusted partner for our customers but also reinforced our stand that we are a great place to work for our associates.

â€¢ Winner of the Aon Hewitt Best Employer award 2015-16, India, on our first attempt:

The Aon Hewitt Best employer program compares organizations to identify those that strive to create competitive advantage through their people and become employers of choice. It recognizes organizations that are driving high employee engagement, effective leadership, high performance culture and a compelling employer brand strategy.

Being recognized as an Aon Hewitt Best Employer proved that:

1. We inspire strong commitment and superior performance from our associates
2. We drives business results through effective people practices; and
3. We manage our business in ways that build long-term success and sustainability

â€¢ Winner of Indian Development Foundationâ€™s Excellence Award for Best Partner:

The Indian Development Foundation Award recognizes contributions to the areas of Health & Safety, Education, Disaster Relief, etc. By granting the Award every year, the IDF wishes to pay tribute to corporates for their extensive contribution towards CSR.

In 2014 and again in 2016, we were recognized for our contributions toward many social welfare programs. We were presented with the award of excellence as Best Partner for our contribution and participation in Resource Mobilization for Humanitarian Causes.

In this regard, we would like to say, we are proud of our efforts toward society, and will continue to Drive Impact to make the world a better place to live in for everyone.

On one hand, these awards have elated our customers at the knowledge of working with a company that not only delivers on its IT solutions but takes equal care of its associates. The knowledge of our various wins even had one client post the news on all their internal forums, letting their associates know that they were working with a client that leaves no stone un-turned. On the other hand, our associates are content to be working with a company that not only takes care of its associates work life balance but also their professional growth.

upload documents to support your entry details.

Yes