

# Kerala PERSONNEL



National Institute of Personnel Management - Kerala Chapter

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## Beyond Superficial HR

Why Legal Competence is  
Essential for Human Resource  
Professionals in India

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## Message from CHAIRMAN



# Message

Dear NIPM Members / HR Professionals,

The role of HR today is being redefined by increasing complexity - of laws, of workforce expectations, and of organisational accountability. In this environment, HR leadership can no longer remain superficial, reactive, or narrowly transactional. It must be grounded in legal clarity, ethical judgment, and institutional maturity. These are no longer optional skills; they are core to professional credibility.

Legal compliance has emerged as one of the most critical leadership responsibilities within HR. Regulatory changes, heightened employee awareness, and stricter enforcement demand that HR professionals move beyond procedural knowledge to develop deep statutory understanding and sound judgment. When compliance is weak, organisations face not just penalties, but erosion of trust, culture, and long-term sustainability. Strong HR leadership ensures that compliance becomes a foundation for fairness and stability - not a source of fear or friction.

Equally vital is the ability to nurture healthy industrial relations. Mature IR is built on trust, transparency, and continuous dialogue. It requires HR leaders who can balance organisational objectives with employee dignity, discipline with empathy, and policy with practical wisdom. In organisations where industrial relations are handled thoughtfully, productivity improves, conflicts reduce, and the workforce aligns more naturally with business goals. HR stands at the centre of this delicate equilibrium.

NIPM exists to strengthen precisely these dimensions of the profession. It is a platform where statutory awareness meets lived experience, where professionals learn not only what the law requires, but how it should be applied responsibly and humanely. The true strength of NIPM lies in collective learning through shared experiences, peer dialogue, and the wisdom that emerges when professionals learn from one another.

I encourage our members to actively leverage this institution. Participate with intent, contribute your insights, mentor younger professionals, and engage in conversations that raise professional standards. When members move from passive participation to meaningful involvement, NIPM becomes more than an association, it becomes a custodian of credibility and a force for responsible HR leadership.

To HR professionals who are yet to engage with NIPM, this is an open invitation. If you believe HR must stand firmly on the pillars of compliance, credibility, and constructive employee relations, NIPM offers a respected national forum to grow, contribute, and belong.

As the world of work continues to evolve, organisations will increasingly depend on HR leaders who combine legal strength with human sensitivity. NIPM Kerala Chapter remains committed to nurturing such leadership for the profession and for society at large.

Warm regards and Happy New Year 2026 to all

**Anilkumar G**

Chairman, NIPM Kerala Chapter

Message from  
**SECRETARY**



## Message

Dear Members,

As we step into a New Year, it gives me great pleasure to extend my warm greetings and best wishes to each one of you. May the year ahead bring renewed energy, professional fulfilment, and personal well-being to you and your families.

The release of our second magazine also marks the completion of the first half of the tenure of the newly elected Executive Committee. This period has been both encouraging and energising. Building on the strong foundation laid by our previous Committee, we have been able to initiate and roll out several meaningful programmes and engagements aimed at strengthening professional learning, member interaction, and institutional visibility of the Kerala Chapter.

Under the able leadership of our Chairman, Mr. Anilkumar, and with the enthusiastic support of all Executive Committee members, we have focussed on initiatives that reflect contemporary HR challenges and opportunities, while staying true to NIPM's core values of professionalism, ethics, and continuous learning. The active involvement and encouragement from our members have been a key source of motivation in taking these initiatives forward.

As we move into the second half of the year, we look forward to deepening our engagement with members, expanding collaborations with industry and academic institutions, and introducing more platforms for knowledge sharing and networking. We are confident that, with your continued support and participation, the Kerala Chapter will further strengthen its position as one of the most vibrant and impactful chapters in the NIPM fraternity.

I take this opportunity to thank every Executive Committee member and our members at large for their trust, cooperation, and commitment. Let us together make this New Year and the months ahead meaningful, purposeful, and professionally enriching.

With warm regards and New Year wishes,

**Saji V. Mathew**

Hon. Secretary

NIPM – Kerala Chapter

Message from  
EDITOR'S DESK



## Message

Dear Readers,

I am pleased to present this edition of the NIPM Kerala Chapter Newsletter, which highlights the wide range of professional, academic, and networking initiatives conducted during the quarter.

This issue captures our continued focus on knowledge sharing, student engagement, and strengthening the HR fraternity through workshops, quizzes, conclaves, and cluster activities. The featured articles and event reports reinforce the importance of sound HR practices anchored in legal awareness, professional ethics, and continuous learning.

I thank the Chairman, Executive Committee members, contributors, all members and NIPM KC Secretariat for their active support and participation. I hope this newsletter informs, inspires, and adds value to our readers.

Happy Reading!

**Dr. Ranjana Mary Varghese**

Editor

## EXECUTIVE COMMITTEE MEETING

The Monthly Executive Committee Meetings No. 05 for the month of October 2025 was held on 24th October 2025 through Zoom Online from 6.30 pm onwards

The Monthly Executive Committee Meetings No. 06 for the month of November 2025 was held on 28th November 2025 through Zoom from 8.15 pm onwards.

The Monthly Executive Committee Meetings No. 07 for the month of December 2025 was held on 29th December 2025 through Zoom from 7.45 pm onwards.

- a) Collected 58 Student Memberships from following two Colleges:
- I) Xavier Institute of Management & Entrepreneurship (XIME), Kochi – 30 Nos.
  - II) Jai Bharath College of Arts & Science / Jai Bharath College of Management – 28 Nos.

## NIPM Business Quiz 2025 (Chapter Level)

Sl No	Item Description	Category	Qty	Batch	Exp	MRP	Rate	Amount	Track	Div%
1	Chloridogel 75+ Aspirin 75	CLOPIDAL	15	50878	12/28	2.857	2.580	37.50	OFF	
2	HOGUASITATIN 20 MG	BPP	15	RVST-103	05/27	2.860	2.681	40.22	OFF	
3	EZETIMBE 10MG TAB	EZENTIB	15	JVT-25021	06/27	13.000	4.680	70.31	OFF	
4	Upogipiloon 10+sitagliptin100+metformin 1000	JOHNLEE	30	SBP25275	04/27	23.100	11.719	351.56		
5	Steroglinear Ring	LUPIN	25	MARSIBRA	10/27	48.595	37.500	937.50		
6	FLANOLAZINE 500	BPP	30	DRE08174	05/27	5.500	5.156	154.68	OFF	
7	Palmiters	PALMGET	15	DN12406	04/27	36.467	30.333	455.00		
8	GABAPENTIN 100 + METHYCODALAMINE	BPP	25	TMG-014	01/27	3.630	3.403	85.00	OFF	
9	ATORVASTATIN 10MG + ASPIRIN 75MG TAB	BPP	25	AACS026	01/27	1.600	1.800	40.00	OFF	
10	Mefenem Psychologed Fofesene Tab500	BPP	15	TS0130	01/27	1.100	1.100	16.50	OFF	
11	TELMESARTAN 40 MG	BPP	25	TEP25106	03/27	1.200	1.125	28.13	OFF	
12	TELMESARTAN 20MG	BPP	17	TT124013	09/26	1.100	1.031	17.53	OFF	
13	inocovit tab	ZINCOVIT	25	ZVT25174	11/26	6.822	6.000	150.00	OFF	
14										



NIPM Kerala Chapter organized Business Quiz 2025 (Chapter Level) as part of NIPM National Business Quiz 2025 through Online on 4th Oct 2025. 39 Teams from various Colleges registered / attended the quiz competition. The Quiz Masters were Mr. Jithin Chakkalakkal, Ms. Jismie Jose and Ms. Amrutha U, all E C Members. The Chairman inaugurated the event. The Winners are as under:

- Winner : Team from XIME Kochi consisting of team members Swathi Gopan and Abdul Ahad.
- 1st Runner-up : Team from Farook Institute of Management Studies, Calicut consisting of team members Heena Sheri V.P. and Minsha Sabar Dasla.
- 2nd Runner-up : Team from XIME Kochi consisting of team members Vivek B and Victor Varghese
- Jointly shared by : Team from SCMS Cochin School of Business consisting of team members  
 " Rishikesh Prakash and Vishal V Abraham.

The winning team from XIME Kochi qualified for participating in the Regional Level Online Quiz on 11th October 2025. They also won in Regional Quiz and qualified for the National Quiz 2025 which was held in Delhi on 29th October 2025

## One day Workshop & Knowledge Sharing Sessions

You are cordially invited for a Knowledge Sharing Session

27th OCT 2025  
MONDAY  
6.30 pm -7.30 pm

Resource Person:

**Krishnan Ravishankar**  
Solutions Partner-Harrison Assessment  
(Principal Architect - Behaviours & Performance Optimisation)



Topic

### HUMAN POTENTIAL PARADOX

Your **STRONGEST** behaviour is not your **STRENGTH**,  
But, It's your **WEAKNESS!**

27-10-2025 – NIPM Kerala Chapter organized an Evening Knowledge Sharing Session through Zoom Online –on the topic **Human Potential Paradox** ("Your **STRONGEST** behavior is not your **STRENGTH**, But, It's your **WEAKNESS!**) and the Resource Person is Mr. Krishnan Ravishankar, Solutions Partner-Harrison Assessment (Principal Architect-Behaviours & Performance Optimization)

**NIPM**  
KOTTAYAM CLUSTER  
(KERALA CHAPTER)

**HR + BUSINESS: THE LEADERSHIP VOYAGE OF  
GEORGE VERGHES**

Mr. George Varghese  
Managing Director, Kirloskar Industries Ltd

JOIN US FOR AN INSPIRING EXPERIENCE  
SHARING SESSION ON

**Friday**  
21 November 2025  
**Time**  
7 PM  
**Platform**  
Google Meet

Suresh Varghese  
**Chairman**

Dweepu Davis Thattil  
**Secretary**

21-11-2025 – NIPM Kottayam Cluster organized an Online Knowledge Sharing Session on the topic **HR + Business: The Leadership Voyage of George Varghese**. The Resource person was Mr. George Varghese, Managing Director, Kirloskar Industries Ltd.

**NIPM**  
KERALA CHAPTER

**Digital Credibility in HR" Training**  
26<sup>th</sup> November 2025

Dear Members,

We are delighted to invite you to an exclusive training session on "Digital Credibility in HR", aimed at strengthening our digital readiness and enhancing the HRBP role in a rapidly evolving work environment.

This session will be conducted by our esteemed trainer Mr. Benny John, Head HR - India, DSM-Firmenich, who will share valuable insights on building trust, influence, and effectiveness in today's digital HR landscape.

**November**  
**26**  
6:00 PM TO  
7:00 PM

Platform:  
Microsoft Teams

Mr. Benny John  
Head HR - India

We encourage all members to participate and take advantage of this opportunity to learn, engage, and enhance your digital HR capabilities.

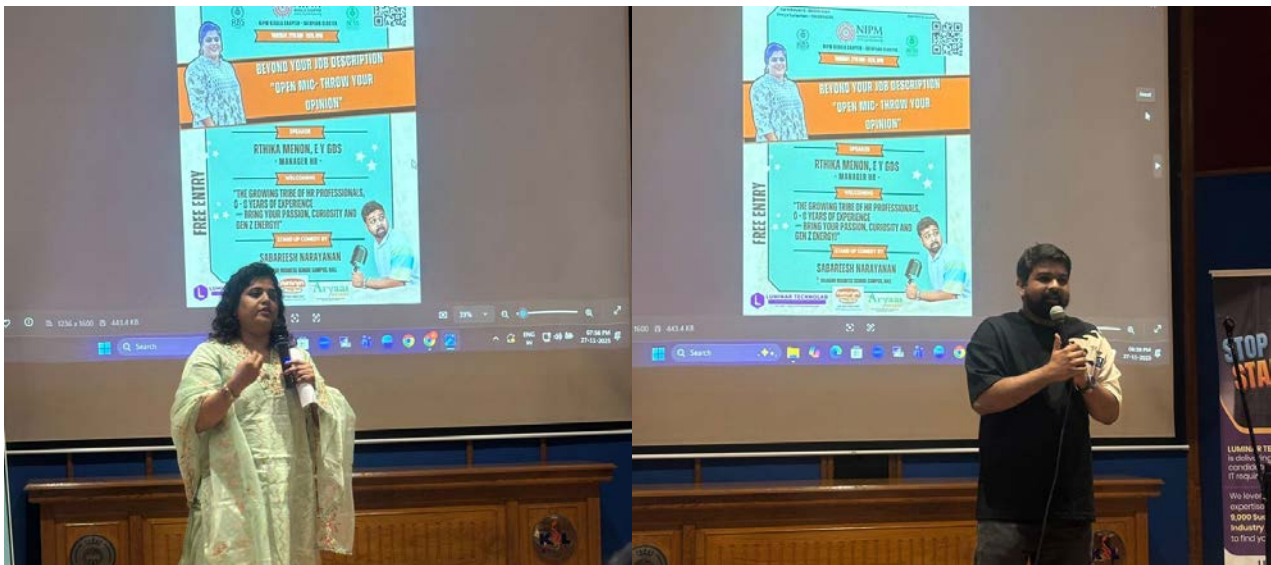
Warm regards,  
Sudesh Dinakaran  
Secretary

26-11-2025 – NIPM Alappuzha Cluster organized a Knowledge Sharing Session through Microsoft Teams on the topic **Digital Credibility in HR** aimed at strengthening our digital readiness and enhancing the HRBP role in a rapidly evolving work environment. The Resource Person was Mr. Benny John, Head HR – India, DSM-Firmenich and Chairman, NIPM Alappuzha Cluster.

## One day Workshop & Knowledge Sharing Sessions



08-11-2025 – NIPM Kerala Chapter in association with Rajagiri School of Social Sciences (RCSS) & Rajagiri OutReach organized a One Day Session on POSH ACT 2013 (Rules and Responsibilities of ICs) at Chakolas Pavilion, Kalamassery, Kochi. The Resource Persons for the program were Mr. Varkiachan Pettah, Adv. Benny P Thomas and Ms. Seema Sunil. 103 delegates from all over Kerala attended this most relevant Program.



27-11-2025 – NIPM Infopark Cluster in association with Rajagiri Group of Institutions, Luminar Technolab Pvt. Ltd., Aryaas Restaurant & Catering LLP and Navya Bakeshop organized the first lively networking event titled “Beyond Your Job Description – Open Mic – Throw Your Opinion for the Growing Tribe of HR professionals 0 – 8 years of experience - Bring your Passion, Curiosity and GenZ Energy at Rajagiri Business School premises. The Resource Person was Ms. Rithika Menon, Manager-HR, EY GDS and the Standup Comedy show presented by Mr. Sabareesh Narayanan. Mr. Anilkumar G, Chairman, Mr. Saji V Mathew, Hon. Secretary, Ms. Sarika C K, Hon. Addl. Secretary, other Members and Infopark Cluster representatives were also present during the function.

## One day Workshop & Knowledge Sharing Sessions



You are cordially invited for a Knowledge Sharing Session

Topic

### REDEFINING TOTAL REWARDS: BEYOND PAY AND PERKS



Resource Person:  
**George Thomas**  
Total Rewards and HR Strategy Leader

28-11-2025 – NIPM Kerala Chapter organized a Knowledge Sharing Session through Zoom on the topic “Redefining Total Rewards: Beyond Pay and Perks”. The resource person was Mr. George Thomas, Total Reward and HR Strategy Leader.

Topic

### BHOOMI'S NIPM AWARD WINNING PRACTICE

Resource Person

**Mr. Sebastian Joseph**  
Advisor  
Bhoomi Natural Products & Exports (P) Ltd



28-12-2025 – There was an Evening Knowledge Sharing Session on the topic “Bhoomi's NIPM Award Winning Practice” by Mr. Sebastian Joseph, Advisor Bhoomi Natural Products & Exports (P) Ltd. Bhoomi Natural Products implemented some innovative HR practices to their growth plan and same has won NIPM National HR Excellence Award 2025.

## NIPM Mega Sports Fest 2025



23-11-2025 – NIPM Kerala Chapter in association with Boxer Apparels, V Guard Industries Ltd, APTIV Connection Systems & AOF Media organized a Full Day NIPM Sports Fest consisting of NIPM Women's corporate Cricket & HR Badminton Tournament at United Sports Centre, Infopark, Kakkanad, Kochi.

For Corporate Women's Cricket 9 teams from different Organizations participated and there were total 13 matches conducted to decide the winners. The Winner of the Women's Cricket Tournament is Team from EY GDS LLP and the Runner-up Team is from APTIV Connection Systems Ltd

For Badminton there were 33 teams for Corporate Men Doubles, 21 Teams for Corporate Mixed Doubles, 12 Teams for Corporate Women's Doubles, 9 Teams for HR Men Doubles, 12 Teams for HR Mixed Doubles (Total 87 Teams). Overall, the program was another Success Story of NIPM Kerala Chapter. The Winners are as under:

Event	Winner	Runner-up
HR Men's Doubles	Arun Sasi & Bejoy Augustine	Vinil & Partner
HR Mixed Doubles	Bejoy & Partner	Arun Sasi & Kshama Sandeep
Men's Doubles	Unni Varghese & Bosco(EY)	Krishnakumar & Vishnu
Mixed Doubles	Unni Varghese & Ashly P Elias (EY)	Nithish & Aarathi Varma
Women's Doubles	Amrutha K B & Devika V R	Ashly P Elias & Partner

## B School Activities & Student Chapter Inaugurations

**HRuday Presents**  
**Panel Discussion**  
 Corporate Ready : What Employers Expect Beyond the CV

**MEET OUR SPEAKERS**

<b>RTHIKA MENON</b> GDS-HRBP, E&Y Young & Life Member, NIPM Kerala Chapter	<b>ANILKUMAR G.</b> Managing Director, ArtisTech Business Solutions India Pvt. Ltd. & Chairman, NIPM Kerala Chapter	<b>K.K. RAMACHANDRAN</b> Vice President(HR), AVT McCormick Ingredients Ltd. & Executive Committee Member, NIPM Kerala Chapter	<b>POORNIMA SHEELA</b> Manager(HR), Orion Innovation & Executive Committee Member, NIPM Kerala Chapter
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+ Launch of the NIPM Student Chapter at XIME Kochi  
 Opening opportunities for student networking and professional growth.

**28<sup>TH</sup> OCTOBER**  
 2:45 - 4:30 PM

**ACTIVITY HALL**



28-10-2025 – NIPM Kerala Chapter Inaugurated Student Chapter at Xavier Institute of Management & Entrepreneurship (XIME), Kochi followed by a Panel Discussion Session at the College premises. The Student Chapter was inaugurated by Mr. Anilkumar G, Chairman, Kerala Chapter. The other Resource Persons for inauguration / panel discussion session from NIPM were Mr. K.K. Ramachandran (VP-HR, AVT McCormick Ingredients), Ms. Poornima Viswanathan, (Manager-HR, Orion Innovation), & Ms. Rthika Menon (GDS-HRBP, E&Y). The Moderator of the Panel Discussion was Dr A V Jose of XIME. Prof. Alok Krishna, Director, XIME delivered felicitation speech. Dr. Anjali John (XIME) welcomed the Guests/participants.

**Saintgits** College of Applied Sciences  
 Kottayam, Kerala | www.saintgits.org  
 (Accredited with 'A' Grade by NAAC)

DEPARTMENT OF BUSINESS ADMINISTRATION  
 NIPM KERALA CHAPTER KOTTAYAM GROUP  
 in association with IQAC  
 presents

**SUITS**  
 THE FOURTH VERDICT : Intercollegiate Zonal HR Game

EVENT SPONSORED BY  
**akay**

**PRELIMS**  
 28th November 2025

**MAIN EVENT**  
 29th November 2025

STUDENT COORDINATORS  
 Aswin TS  
 Anakha Manoj  
 Harsha Susan Joseph

PRIZE  
 1st Prize- ₹5000  
 2nd Prize- ₹3000

DEPARTMENT IN CHARGE  
 Asst. Prof. Pallavi Abraham

PRINCIPAL  
 Dr. Mathew Jacob

IQAC COORDINATOR  
 Dr Anu Zacharia

**LEARN. GROW. EXCEL**

28/29-11-2025 – Saintgits College of Applied Sciences (Department of Business Administration), Kottayam in association with NIPM Kottayam Cluster & IQAC organized a 2 days event titled SUITS – The Fourth Verdict : Intercollegiate Zonal HR Game at the College premises. The Event was Sponsored by Akay Natural Ingredients Ltd. The prelims was held on 28th and the Main event will be on 29th Nov. 2025.

## B School Activities & Student Chapter Inaugurations



05-12-2025 – NIPM Kerala Chapter organized & participated in Two Functions at Jai Bharath School of Management, Ernakulam as under:

Inauguration of NIPM Student Chapter – The Resource Persons were Ms. Kshama Sandeep (Former Hon. Secretary), Mr. Deeya Kuriachan (EC Member) & Mr. Koshy K Ancheril (Life Member)



05-12-2025: HR Conclave 2025 AT Jai Bharat School of Management, Ernakulam on the topic HR Conclave 2K25 On the Topic; HR 5.0: AI Driven Sustainable Workforce for the Future

During the Panel Discussion Sessions, various professionals from different Industrial Sectors took part in the Panel Discussion Sessions and representing NIPM, following officials addressed the gathering:

Panel-1 : Ms. Sarika C.K., Hon. Addl. Secretary, Ms. Prasita Prasad, EC Member, Mr. Karthikeyan Subramanian, Chairman, Infopark Cluster

Panel-2 : Dr. Ranjana Mary Varghese, EC Member and Mr. Vineeth Mathew, Life Member

Panel-3 : Mr. Anish Aravind, EC Member and Mr. Anand A. S., EC Members

# Beyond Superficial HR

## Why Legal Competence is Essential for Human Resource Professionals in India



**Vishakh O T**

Assistant Labour Commissioner  
Andaman & Nicobar Islands

### Introduction

In the fast-evolving landscape of work, Human Resource (HR) professionals in India are expected to play multiple roles—Strategic Partner, Employee Champion, Change Agent, and Administrative Expert, etc. While many gravitate toward the more visible and glamorous aspects of HR, such as talent acquisition, employee engagement, and performance management, the often-overlooked legal dimension remains the bedrock of the profession. The lawful rights and duties of both employees and employers form the very foundation on which HR practices rest. Without sound knowledge of labour laws and legal compliance, even the most innovative HR strategies can collapse, exposing organizations to costly disputes, reputational harm, and regulatory penalties.

As an HR Professional deeply ingrained in the intricacies of Indian Labour Laws, I recognize that the fundamental strength and sustainability of any organization operating within India are directly proportional to the legal acumen demonstrated by its Human Resources professionals. The lawful rights and duties of the employee and employer are the very foundation of the HR profession, a truth that must be acknowledged and mastered for strategic organizational success.

The scenario demands a paradigm shift, urging practitioners to move beyond the visible administrative and engagement tasks toward embracing their role as the custodian of legal compliance. To elaborate on this article with the required depth, we must dissect why legal mastery is not just a regulatory necessity but a core

strategic differentiator in the complex, dynamic landscape of Indian industrial relations.

### 1. The Indispensable Role of Law as the Bedrock of HR

In too many organizations, HR is relegated to handling "soft" issues—such as onboarding, grievance redressal, training, and employee engagement activities. These functions are tangible and often easier to manage, leading to a prevalent, yet dangerous, perception that the role primarily involves administrative or people-centric tasks. However, this focus on the superficial leads to a dangerous vacuum where the most critical function—custodianship of compliance with labour laws, workplace regulations, and industrial relations frameworks—is neglected.

While such functions are indeed important, the neglect of legal responsibilities creates a dangerous vacuum. In reality, HR is the custodian of compliance with labour laws, workplace regulations, and industrial relations frameworks. When this dimension is ignored, organizations are exposed to unnecessary risks.

The foundational premise of the HR function is the management of the employer-employee relationship. In India, this relationship is not merely contractual; it is extensively governed and protected by a sweeping legal framework designed to define rights, duties, benefits, restrictions, and protections. Therefore, Human Resource Management (HRM) cannot, under any circumstance, be separated from strict legal compliance.

The legal dimension is the bedrock upon which all successful HR strategies must be built. If this foundation is weak, even the most innovative talent acquisition or performance management system is vulnerable to collapse, exposing the organization to crippling disputes, irreversible reputational harm, and significant regulatory penalties. The compliance burden in India is particularly heavy due to the workforce's diversity and the sheer volume of existing legislation. Neglecting fundamental responsibilities translates directly into operational risk, resulting in severe penalties, protracted litigations, and long-term damage to the corporate brand.

### 2. Navigating the Complexities of the Indian Legal Ecosystem

Human resource management cannot be separated from legal compliance. Employment relationships are governed by laws that define rights, duties, benefits,

restrictions, and protections. In India, with its diverse workforce and extensive legal framework, the compliance burden is particularly heavy.

For HR professionals in India, the challenge of maintaining legal competency is exacerbated by the sheer magnitude and volatility of the statutory environment. The landscape is defined by continuous study and vigilance due to its inherent complexities:

#### A. The Multiplicity and Depth of Legislation

**Complexity of Indian Labour Laws:** India has more than 40 central labour laws and numerous state-specific legislations. Navigating this complex web requires continuous study and vigilance.

**Frequent Amendments:** Labour laws in India are dynamic. The recent codification into four Labour Codes—the Code on Wages 2019, the Occupational Safety, Health and Working Conditions Code 2020, the Industrial Relations Code 2020, and the Code on Social Security 2020—illustrates how quickly the legal environment can shift.

**Globalization of Work:** Multinational companies operating in India must comply not only with Indian laws but also with global labour standards, necessitating cross-border legal understanding.

**Employee Awareness:** Employees today are more legally aware, especially with access to information online. A single legal misstep by HR can escalate into social media backlash, litigation, or intervention by statutory bodies.

India has historically operated with an exhaustive network of more than 40 central labour laws, supplemented by numerous state-specific legislations that often overlap or present unique compliance requirements depending on the geography of operation. Navigating this complex web requires specialized knowledge that goes far beyond general administrative capability.

#### B. The Dynamic Environment and Codification

Indian labour law is inherently dynamic. The recent and ongoing codification effort, which seeks to consolidate and streamline the existing laws into four Labour Codes, demonstrates the rapid pace at which the legal environment can shift. HR experts must acquire mastery over these new structures immediately. These codes include:

- 1) The Code on Wages, 2019: Consolidating laws relating to wages, bonus payments, and minimum wage standards.
- 2) The Occupational Safety, Health and Working Conditions Code, 2020: Governing safety and working conditions across various sectors.
- 3) The Industrial Relations Code, 2020: Addressing trade unions, conditions of employment, disciplinary matters, and dispute resolution.
- 4) The Code on Social Security, 2020: Unifying and simplifying social security benefits like gratuity, provident fund, and employee insurance. The successful implementation of these Codes hinges entirely on HR's ability to interpret, internalize, and restructure existing organizational policies and procedures to meet the new statutory mandates.

### C. Globalization and Cross-Border Compliance

In the context of multinational companies (MNCs) operating within India, the legal mandate expands further. HR professionals in these entities must not only ensure rigid adherence to all Indian laws but often must also comply with global labour standards and internal corporate governance requirements. This necessitates an understanding of cross-border legal implications, particularly regarding ethics, governance, and data privacy related to employment.

### D. The Rise of Legally Aware Employees

Crucially, the modern workforce is highly informed. Employees today have unprecedented access to legal information and resources online. This heightened awareness means that any single legal misstep by an HR function—whether related to leave policies, termination procedures, or wage calculations—can instantaneously escalate. Such missteps can lead to internal disputes, severe social media backlash that damages the employer's brand, immediate litigation, or direct intervention by statutory bodies like the Labour Department or the judiciary. The stakes are higher than ever before; ignorance is not just an excuse, it is a catastrophic vulnerability.

### 3. The Grave Consequences of Legal Incompetence

When HR professionals fail to acquire legal competence, organizations face serious risks:

**Litigation:** Wrongful termination, non-compliance with

minimum wages, or mishandling of disciplinary procedures can easily lead to lawsuits.

**Regulatory Penalties:** Non-adherence to labour laws attracts fines and penalties, which can be substantial.

**Industrial Unrest:** Poorly handled disputes or ignorance of collective bargaining rights can lead to strikes and lockouts.

**Reputational Harm:** Cases involving harassment, discrimination, or labour violations tarnish an employer's brand in the job market.

**Financial Burden:** Compensation awards, penalties, and settlements can drain company resources.

When HR professionals fail to prioritize or acquire necessary legal competence, the risks transferred to the organization are profound and potentially existential.

### A. Litigation and Court Battles

Wrongful actions arising from a lack of legal knowledge are the most direct path to the courtroom. Instances such as wrongful termination, where statutory procedures for dismissal or retrenchment under the Industrial Disputes Act are ignored, or non-compliance with legislated minimum wages, routinely lead to costly lawsuits. Similarly, mishandling complex disciplinary procedures, especially concerning due process, easily invites judicial scrutiny and intervention. Litigation drains organizational energy, time, and resources, often resulting in unfavorable and mandatory compensation awards.

### B. Regulatory Penalties and Financial Burden

Legal non-adherence invariably attracts substantial fines and penalties imposed by regulatory bodies. For example, failure to maintain updated records required under the Factories Act or late/incorrect deposits under the EPF Act can lead to punitive financial measures. Furthermore, when disputes, such as wage violations, are proven, the company may be compelled to pay arrears and compensation, creating a significant and often unexpected financial burden that directly impacts profitability. The financial strain of settlements, penalties, and compensation awards can rapidly deplete company resources.

### C. Industrial Unrest and Operational Disruption

Ignorance of the established frameworks governing Industrial Relations (IR) can rapidly destabilize the

workplace. Poorly handled disputes, particularly those concerning collective bargaining rights or union negotiations, demonstrate a lack of professional credibility and respect for the law. This can precipitate severe industrial unrest, including authorized or unauthorized strikes and lockouts, leading to complete operational cessation and massive economic loss. HR's role in preventing industrial unrest through informed dialogue and lawful procedures is critically important.

#### D. Reputational Harm and Tarnished 'Brand'

Perhaps the most enduring damage is the erosion of reputation. Cases involving proven labour violations, such as harassment, discrimination in recruitment, or illegal dismissals, irrevocably tarnish the employer's brand in the competitive job market. In an era of heightened transparency, the perception of an organization as an unjust or non-compliant employer makes talent attraction and retention significantly more challenging.

#### 4. Legal Acumen in Day-to-Day HR Operations

Legal knowledge is not merely a tool for crisis management or regulatory audits; it is the essential framework for all routine HR activities. Legal competency empowers HR professionals to move from mere administrators to strategic advisors by integrating compliance into operational policy:

**Recruitment and Selection:** Legal knowledge ensures strict adherence to principles of equal opportunity, preventing discriminatory practices based on protected characteristics throughout the hiring cycle, thus safeguarding the organization against costly discrimination lawsuits.

**Employment Contracts:** Drafting legally compliant appointment letters, detailed contracts, and defining clear probation terms requires specialized contract management skills. HR must ensure that terms related to working hours, confidentiality, intellectual property, and termination clauses align precisely with existing statutes.

**Wages and Benefits Management:** This involves rigorous adherence to statutory benefits. HR must accurately calculate and guarantee benefits such as Gratuity, Bonus payments under the Payment of Bonus Act, 1965, leave entitlements, and timely contribution to PF and ESI, ensuring all calculations align with the acts prevails.

**Working Conditions and Safety:** HR oversees compliance with health, safety, and welfare requirements, often involving coordination with legal and operational teams to implement protocols mandated by the Factories Act, the Mines Act etc.

**Disciplinary Procedures:** The handling of misconduct requires strict adherence to the principles of natural justice and due process. A legally competent HR professional ensures that all actions, from issuing memos to conducting domestic inquiries, are non-arbitrary and compliant with the Industrial Relations Code and established service rules, thereby preventing successful challenges to dismissal in courts.

**Termination Management:** This is perhaps the highest-risk function. Legal knowledge is indispensable for ensuring that retrenchment, layoffs, or dismissals are carried out precisely according to statutory procedures, particularly those outlined in the Industrial Disputes Act, 1947. Failure to follow specific notice periods, compensation requirements, or government approvals (where applicable) immediately renders the termination wrongful.

**Sexual Harassment Prevention (POSH Act):** The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act), mandates the constitution and monitoring of Internal Committees (ICs). HR is solely responsible for ensuring the IC is formed correctly, trained, and that its procedures adhere to the law, protecting both the complainant and the organization.

#### 5. Elevating HR to a Strategic Cornerstone through Legal Literacy

The younger generation of HR professionals often prioritize engagement strategies, technology-driven solutions, or talent analytics. While these are valuable, legal literacy cannot be relegated to the background.

**Strategic Decision-Making:** Knowledge of labour law strengthens HR's voice at the management table. A legally aware HR leader can advise the board on risks associated with policy decisions.

**Professional Credibility:** Employees and employers alike respect HR professionals who demonstrate mastery of both people and legal dimensions.

**Future-Proofing Careers:** With increasing automation of administrative tasks, legal expertise is a differentiator that

secures long-term employability.

In the competitive Indian corporate environment, the new generation of HR professionals often focuses on engagement strategies, technology, and talent analytics. While valuable, these functions must complement, not replace, legal literacy. Legal expertise acts as a crucial differentiator, transforming HR from a support unit into a strategic cornerstone.

### A. Strategic Decision-Making

Knowledge of labour law provides HR with a powerful voice at the highest management table. A legally aware HR leader is uniquely positioned to advise the board on the legal, financial, and reputational risks associated with major policy decisions—such as organizational restructuring, mergers and acquisitions, large-scale automation, or major policy shifts. This strategic input is invaluable for corporate governance and risk mitigation.

### B. Professional Credibility and Influence

HR professionals who demonstrate mastery over both the “people” dimensions and the legal dimensions command greater respect from both employees and employers. This professional credibility is essential for successful negotiation, compliance enforcement, and establishing trust across the workforce.

### C. Future-Proofing Careers

As technological advancements lead to the automation of many administrative tasks (payroll, scheduling, basic onboarding), skills like legal interpretation, complex dispute resolution, contract management, and compliance system design become premium intellectual assets. Legal expertise is therefore a critical differentiator that secures long-term employability and career advancement in a shifting professional landscape.

## 6. Essential Skill Sets for Legal Mastery

To achieve this level of strategic engagement, HR professionals in India must cultivate specific, indispensable legal competencies:

**Labour Law Knowledge:** This involves deep, comprehensive mastery of the specific central and state laws applicable to the organization, including constant updates on the latest Labour Codes and associated rules.

**Contract Management:** Moving beyond mere form-filling, this skill involves expertly drafting, interpreting, and negotiating sophisticated employment contracts,

service agreements, and vendor management contracts to mitigate risks related to contingent workforce engagement.

**Dispute Resolution:** HR must be familiar with the formal mechanisms available—conciliation procedures before the Labour Commissioner, voluntary or mandated arbitration, and the complexities of potential litigation processes in Labour Courts and Industrial Tribunals.

**Compliance Management:** This involves designing and implementing robust systems and checklists for the continuous monitoring of all statutory obligations, ensuring that all deadlines for filings, returns, and payments are met without fail.

**Documentation Skills:** The ability to maintain meticulous registers, file statutory returns accurately, and ensure proper, auditable record-keeping is vital for defending the organization in case of inspection or litigation.

**Policy Drafting:** Developing internal workplace policies (e.g., Code of Conduct, IT Usage, Leave, Grievance Redressal) that are perfectly aligned with statutory requirements is a core competency, ensuring that internal rules hold up legally.

**Ethics and Governance:** Perhaps the most challenging skill is balancing the commercial interests of the organization with the moral and lawful rights of the employees, ensuring that governance standards remain high and ethical decision-making prevails.

## 7. Paths to Acquiring Legal Competence

Given the critical nature of these skills, HR professionals must be proactive in their development, recognizing that initial academic qualifications are often insufficient to navigate the dynamic legal reality of India. Methods for acquiring and maintaining legal skills include:

**Formal Education and Certifications:** Pursuing specialized diplomas or certifications focused exclusively on Indian labour laws, industrial relations, or advanced employment law.

**Continuous Learning:** Actively participating in structured workshops, webinars, and specialized training sessions conducted by professional bodies, practicing legal experts, focusing on recent amendments and landmark judgments.

**Mentorship and Collaboration:** Working closely with

the in-house legal counsel or retaining external legal advisors provides invaluable real-world perspective and allows HR to learn directly from practitioners.

**Reading Primary Sources:** Developing the discipline to regularly study bare acts (the original text of the statutes), reviewing recent case laws (including seminal judgments passed by the Supreme Court of India and High Courts, which provide binding interpretations), and government notifications that change administrative procedures.

**Networking:** Engaging actively with professional associations in both HR and legal fields ensures that the professional remains constantly updated on best practices and imminent regulatory changes.

**Practical Exposure:** Crucially, HR must seek active involvement in high-stakes legal processes, such as participating in disciplinary proceedings, union negotiations, and external compliance audits, to translate theoretical knowledge into practical, applied skills.

## 8. Moving Towards a Legally Empowered HR Function

To elevate HR as a strategic partner, organizations must invest in developing the legal competencies of their HR teams. This requires:

**Training & Development:** Regular legal training sessions for HR staff.

**Collaboration:** Strong partnerships between HR and legal departments.

**Technology Integration:** Using compliance management tools for monitoring obligations.

**Leadership Support:** Management should recognize legal compliance as a strategic priority.

## Conclusion:

### The Mandate for a Legally Empowered

To fully realize HR's potential as a strategic partner, organizations must fundamentally invest in the legal competencies of their teams. This commitment requires systemic efforts, including regular, high-quality legal training and development, the establishment of robust, collaborative partnerships between the HR and dedicated legal departments, and the judicious integration of technology—specifically compliance management tools—to monitor complex statutory obligations. Crucially, management leadership must recognize and affirm legal compliance not as a burden, but as a core strategic priority.

The future trajectory of Human Resources in India is defined by a necessary balance. It is the balance between empathy for employee needs and legal expertise, between fostering engagement and enforcing statutory compliance, and between driving strategy and ensuring strict adherence to the law. The lawful rights and duties of both the employer and the employee remain the unshakeable foundation. Therefore, legal literacy is not merely an optional add-on; it is the most powerful and essential tool an HR professional operating in the highly regulated Indian environment can acquire to ensure sustainable success and enhance professional credibility. The age of Superficial HR must yield to the necessity of the Legally Empowered HR Expert.



# THE ALL INDIA ORGANIZATION OF EMPLOYERS (AIOE) OUTSTANDING INDUSTRIAL RELATIONS (IR) PRACTICES OF SIX NATIONAL AWARD-WINNING ENTERPRISES 2024 - 25



**Dr. Rajen Mehrotra**

## Introduction

The All-India Organization of Employers' (AIOE), set up in 1932, is an allied body of the Federation of Indian Chambers of Commerce and Industry (FICCI), New Delhi. With a view to promote effective Industrial Relations practices in India, AIOE offers National Awards for Outstanding Industrial Relations (IR) Practices every year to the deserving enterprises, a tradition it has been following since 1982.

AIOE invites applications from enterprises operating in India, to be submitted in a specified format, in any sector. This year the applications were invited under four categories:

- a) Large Enterprises – Manufacturing Sector
- b) Medium Enterprises – Manufacturing Sector
- c) Small Enterprises – Manufacturing Sector.
- d) Large Enterprises – Service Sector

The participating enterprises compete regionally at first and nationally later in New Delhi. The final round for the 2024 - 25 Award was held in New Delhi on Friday 12 December 2025.

Twenty organizations qualified under the four categories to compete at the national level for the 2024 - 25 Award:

### a) Large Enterprises – Manufacturing Sector.

- JSW Steel Limited., Dolvi
- Birla Cellulosic, Kharach (a Unit of Grasim India Ltd.)
- Ashok Leyland Limited, Ennore
- Cochin Ship Yard Limited
- Sundaram Fasteners Limited, Krishnapuram
- Coromandel International Limited
- Flextronics Technologies (India) Private Limited
- Larsen & Toubro Limited, Ranoli
- Maruti Suzuki India Limited
- GAIL (India) Limited
- Subros Limited

### b) Medium Enterprises – Manufacturing Sector.

- Babulal Edible Oils Private Limited
- Valeo India Private Limited, Pune
- ITC Agri Business, Guntur
- Harrisons Malayalam Limited, Kochi
- Bonfiglioli Transmissions (Private) Limited

- c) Small Enterprises – Manufacturing Sector.
- Srimukha Precision Technologies Private Limited
  - Nipha Enterprises LLP

- d) Large Enterprises - Service Sector.
- Central Warehousing Corporation
  - Intel Technology India (Private) Limited

All the twenty enterprises had submitted their write-ups in the prescribed format. The Teams, representing the twenty enterprises, which, in some cases, included Trade Union office-bearers, made presentations to the four - member jury in New Delhi on Friday 12 December 2025. As could be expected, all the twenty enterprises had achievements in respect of effective Industrial Relations practices. The achievements were highlighted both in their writeups and in their presentations to the jury members. Clarifications sought by the jury members were duly provided by the presenting teams.

The following organizations were declared as 'Winners':

- a) Large Enterprises – Manufacturing Sector – Winner Birla Cellulosic, Kharach (a Unit of Grasim India Ltd.), First Runner up J S W Steel Limited., Dolvi, Second Runner up Larsen & Toubro Limited, Ranoli.
- b) Medium Enterprises – Manufacturing Sector - Winner Harrisons Malayalam Limited, Kochi , First Runner up Bonfiglioli Transmissions (Private) Limited.
- c) Small Enterprises – Manufacturing Sector – Winner - Nil  
d) Large Enterprises – Service Sector -- Winner Central Warehousing Corporation

Winners were chosen based on the challenges the enterprises had handled, the write-ups they had submitted and the presentations they made to the jury members on Friday 12 December 2025.

The Winning Teams received their Awards from Mr. Alok Chandra, Senior Labour and Employment Advisor (SLEA), Ministry of Labour & Employment, Government of India, New Delhi during the Annual General Meeting of AIOE held in New Delhi on Friday 12 December 2025.

The attached Annexure contains details of the background, workforce strength, trade unions, approach towards effective Industrial Relations Practices of the Winners under each category, based on their application and presentation to the jury members.

### Conclusion

In the Large Enterprises – Manufacturing Sector there are three winning enterprises, i.e. Birla Cellulosic, Kharach (a

Unit of Grasim India Ltd.), J S W Steel Limited., Dolvi, and Larsen & Toubro Limited, Ranoli. All three enterprises have quite many manufacturing sites in different parts of the country. All the three enterprises in their entry to the award dealt with the Industrial Relations (IR) practice in one of their plant only. All the three enterprises have a single trade union in their plant. All three enterprises have ensured compliance to safe work practices by all the employees including the contract workers on the manufacturing site. Two of the three enterprises also have a practice of the HR personnel visiting the residence of the workers on certain occasions. These three enterprises also have systems of helping the workers to acquire higher skills and moving up the organizational ladder. All three enterprises have contract workers higher than their permanent workers. These companies also have schemes of rewarding the contract workers through the contractor.

In the Medium Enterprises – Manufacturing Sector there are two winning enterprises, one of which is in the plantation sector. The plantation sector enterprise i.e. Harrisons Malayalam Limited, Cochin has 32 Trade Unions where all workers as well as staff are members of respective Trade Unions. There are no contract workers in the plantation sector enterprise and the enterprise has managed the relationship with workers and 32 trade unions well and achieved substantial productivity improvement. The other winning enterprise

i.e. Bonfiglioli Transmissions (Private) Limited is a Multi-National Corporation (MNC) operating in India. It has two trade unions, though the membership of the second trade union is marginal. The combined strength of the contract labour and National Apprenticeship Promotion Scheme (NAPS) trainees in this enterprise is higher than the permanent workers. The enterprise has mostly applied Japanese techniques towards employee engagement and productivity improvement. A structured growth policy enables NAPS trainees to transition into regular on-roll roles as Junior Engineers (JEs) based on qualification and interview assessment. They have a large number of innovative measures taken by the company in the area of Industrial Relations (IR) which are given in the Annexure.

In the Large Enterprises – Service Sector – there was one winning enterprise i.e. Central Warehousing Corporation (CWC). This is a Navratna Central Public Sector Enterprise under the administrative control of Ministry of Consumer Affairs, Food & Public Distribution, Government of India. CWC operates 699 warehouses in the country. There is one Federation/Union namely Federation of CWC

Employees Union recognized at All India Level and 15 regional Unions recognized at Regional Level. They also hold one meeting annually with the Un-recognised but registered Unions/Federations so that these unions also have an opportunity to present their concerns and suggestions. The enterprise has many e-tools / application systems which has helped the enterprise to upgrade and they have made all out efforts at educating all the employees on it. The enterprise has excellent welfare schemes for all its employees including workers.

All the six enterprises have made all out efforts at improving operating efficiency to ensure that the enterprise continues to be competitive from the market perspective. They have through various schemes /activities involved the workers and also the trade unions.

All six enterprises have an approach of continuous communication with the workers and unions with an effort at improving operating efficiency. All of them have an open policy wherein the top management team interacts with the employees and every employee has an opportunity for his / her grievance to be heard and obtain a response. All enterprises have made efforts at training and upgrading skills of all their employees and also having innovative welfare schemes where the employee's family can be involved.

Each enterprise old or young, large or small, has a history of Industrial Relations. Also, the issues that come up in Industrial Relations in an organization are situation specific. Each enterprise has found its own solution in solving the issues it faced within the frame work of the law of the land and the policies of the enterprise.

In the six prize winning enterprises, each enterprise in Industrial Relations has adopted a strategy based on the demography and size of their workforce, the problem / issues that they encounter at their work situations and the need to effectively solve the same, both in the short term and long term. However, all six prize winning companies have tackled the situation successfully and there are lessons to learn from their practices as outlined by them. The Annexure gives details of the type of business of the six-prize winning enterprise, their location, their work strength including contract labour, number of trade unions and the innovative practices undertaken by the enterprise in the area of Industrial Relations. The six prize-winning enterprises have tackled the situation by continuously communicating with the trade unions, employees, contract workers coupled with employee engagement and development programmes.

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### **Annexure** Industrial Relations Practices of the Award-Winning Enterprises

#### **1. Birla Cellulosic, Kharach (a Unit of Grasim India Ltd.)**

Birla Cellulosic, Kharach in Gujarat State is one of India's leading viscose staple fibre manufacturing units under Grasim Industries Ltd. A brownfield expansion in 2008 further strengthened its capacity and technological capabilities. The unit operates four viscose staple fibre lines with a total capacity of 438 TPD, producing a diverse product range including Textile Grey, Nonwoven (PEFC/FSC certified), Anti-Microbial Fibre, and Bamboo Fibre. It also houses an 80 TPD Excel Fibre Unit and 280 TPD Sodium Sulphate production facility.

Supporting its integrated operations are a 40 MW Captive Power Plant, two Acid Plants (395 TPD total capacity), and a Charcoal-Based CS<sub>2</sub> Plant (57 TPD). The site also features robust water and effluent treatment systems, a 24 km effluent pipeline to the River Kim Estuary, and a 1 million m<sup>3</sup> water reservoir ensuring sustainable resource management.

Spread across 600 acres, the manufacturing facility employs 850 permanent employees and engages over 1,000 contract workforces, contributing significantly to the region's industrial and social ecosystem.

#### **Trade Union & Quarterly meetings**

The company has a union of technicians in the name of "Birla Cellulosic Technician Sangh (BCTS)" and has harmonious Industrial Relations across all 4 units within 1 campus.

Quarterly meetings are held with of Birla Cellulosic Technician Sangh, wherein detailed discussions take place on key focus areas such as achieving the Zero Harm Safety Goal, enhancing Customer Experience and addressing related concerns (if any), ensuring Operational Discipline with strict adherence to Standing Orders, and reviewing Cost Implications in line with the current Business Scenario, along with an assessment of

## Production Targets and Achievements.

### Proactive IR

- (i) Culture of Morning Assembly & Tool Box Talk (TBT)
- (ii) TAKE-2 – A Two-Minute Safety Pause

TAKE 2 principle: Talk – Action – Knowledge – Equipment. Before starting any job, employees pause for two minutes to:

- Discuss the task,
- Identify safe actions,
- Recall key knowledge (Do's & Don'ts), and
- Ensure all required equipment/PPE is in place.

This simple but powerful practice has significantly reduced risk-taking behavior on the shop floor.

- (iii) Proactive Communication Platforms for Transparent & Empowered Workforce

- (iv) VOICE Meetings (Quarterly Department Connect by ER):

- (v) VARTALAP (Leadership–Technician Dialogue):

Proactive Employee Relations (ER) – Industrial Relations (IR) Practices

- ✓ Home Visits – Solidarity & Human Touch
- ✓ Rewards & Recognition - Shram Awards - including nomination for the prestigious Rajya Purushkrut Shram Award Scheme launched by the Government of Gujarat in 2005.

✓ Good works and efforts of CONTRACT LABOUR is also recognized in a timely manner.

✓ Internal Career Growth – Workmen Promotions-UTTAN

Workmen who demonstrate capability, discipline, and eagerness to learn are promoted to the Staff Category. This upward mobility motivates the workforce and strengthens our internal talent pipeline. Additionally, lateral recruitment and institute hiring ensure a strong mix of experience and fresh talent.

- ✓ Family Engagement & Community Connect
- ✓ Spouse Engagement

Spouses are engaged through CSR-linked initiatives, positioning them as ambassadors of the organization. Their involvement builds trust and fosters a stronger bond between the company and families.

- ✓ Children Development Initiatives
- ✓ Community Engagement
- ✓ Festive Celebrations

Major festivals like Navratri, Ganesh Chaturthi, Holi, and

others are celebrated on a large scale with active participation from employees and their families across all categories be it Contract workmen, staff or management. These events foster unity, cultural harmony, and a sense of belonging.

- ✓ Subsidized Canteen Facility

## Cultural Transformation

The journey of cultural transformation involves creating a safe, disciplined, and participative workplace — where safety and human respect are at the heart of operations.

To strengthen proactive safety ownership, every employee now contributes a minimum of 12 Safety Observations per month and reports near-miss incidents digitally on the Enablon platform — enabling predictive action and continuous improvement.

A structured Contractor Engagement Framework further drives this transformation. Monthly Contractor Meets and Half-Yearly Performance Reviews ensure complete alignment with site safety standards and social compliance norms.

A proactive IT-enabled approach underpins this transformation through initiatives like VOICE – a platform that connects leadership directly with the shop floor to capture insights on safety, operations, quality, and cost; and VARTALAP – where senior leaders interact directly with technicians to build trust, transparency, and two-way communication.

There are 10 functional committees such as Contract Safety Management, OHM, PHM, Transport, and OHS. Every employee is part of at least two committees, promoting diversification, ownership, and governance. These committees frame and refine SOPs and monitor their implementation through monthly reviews. One such committee is Safety Training and Competency Development; the purpose of this procedure is to provide a structured approach and guidance for execution and imparting safety training to all employees (Staff and Permanent Workmen) and Contract Workmen with the intent to build Safety competency.

2. JSW Steel Ltd, Dolvi Works The \$20 billion JSW Group, a subsidiary of the O.P. Jindal Group, is one of India's most prominent industrial conglomerates. JSW Steel Dolvi Works, Maharashtra one of its major manufacturing facilities, has an installed capacity of 10 MTPA. Located on the western coast of India, the Dolvi Port supports a handling capacity of 15 MTPA, situated approximately 18 nautical miles from Bombay Port Trust. Spread across a vast 1,350-acre complex, Dolvi Works in Maharashtra

State exemplifies cutting-edge technology seamlessly integrated with the natural surroundings and ecosystem. Its strategic location along the coast provides convenient access to Raw Materials from around the world. The plant primarily produces Hot Rolled Coils (HRC), billets, and TMT bars. The HRCs, produced through CSP (Compact Strip Production) technology, cater to various customer segments. Production of Billets and TMT Bars under Phase 1 began in March 2016. JSW Steel Ltd acquired the 3.3 MTPA Dolvi plant in 2010, and has increased the capacity to 10 MTPA through brownfield expansions Dolvi works manufactures products that meet the needs of companies across sectors: automotive, consumer durables, oil & gas, infrastructure and construction.

Manpower distribution under various categories:  
Total Manpower = 11,424

Permanent Workers	2,282
Contractual Workers	5,634
Contingent Workers	608
NAPS Trainees	268
Fixed term Workers	12
Other Workers (Executive)	2,620

Recognized unions and unionized workforce Bhartiya Kamgar Karmachari Mahasangh Registration No – BY/II/8587 An ISO 9001:2000 Certified Union Unionized workforce: 2,282

### Development / Education of Workers

- (i) A structured training program conducted by engaging Fr. Agnel Institute to enhance the technical competencies and behavioural skills of workers, aimed at improving productivity, communication, and workplace discipline.
- (ii) B Tech and M Tech Sponsorship Program for Workers. An opportunity to Workers to upgrade their qualification. Sponsoring Workers for full time in B Tech and M tech in Steel Technology in collaboration with prestigious Institute
- (iii) Business Excellence Award. This award is presented to Workers who come up with new and smarter ways of doing work.
- (iv) Recognition and Celebration of Excellence (RACE) Awards. This award is given to Workers who have applied TQM methodologies to improve existing processes through QCC and QIP initiatives

### Employee Connect

(i) SPARSH: Visiting Workers' homes in cases of prolonged absence due to ill health or in the event of a bereavement, as well as extending personal visits on their weddings or other special occasions.

(ii) Open House Session: An Open House Session is a forum where Workers can directly interact with management in an open and transparent manner involving

- Share their concerns, suggestions, or issues
- Ask questions related to workplace policies, facilities, or processes
- Receive updates from management on company plans, changes, or initiatives
- Engage in open dialogue without formal barriers

It helps build trust, improves communication, and strengthens the relationship between Workers and leadership.

(iii) Provident Fund (PF) Help Desk at Shop Floor: Support service to assist Workers with all matters related to the PF. Checking PF balance or passbook, KYC updates (Aadhaar, PAN, bank details), PF withdrawal, transfer, or claim status, Grievance resolution, Guidance on PF rules and procedures.

(iv) Company's Medclaim Insurance Help Desk at Shop Floor. A dedicated support point set up on the shop floor to help workers with all matters related to their Medclaim/health insurance.

(v) LAMHE Awards (Long Association of Motivation, Harmony & Excellence) refers to a sustained and ongoing relationship built on three key values: Motivation – continuously encouraging and inspiring employees to perform their best. Harmony – maintaining a peaceful, collaborative, and positive work environment. Excellence – consistently achieving high standards in work quality, performance, and behaviour.

Innovative measures taken by the company in the area of Industrial Relations (IR):

- ✓ Open House session for all workers
- ✓ Fortnightly meeting with Workers representative
- ✓ Health and Hygiene monthly Audit for all welfare measures
- ✓ Onsite Counselling for emotional wellbeing
- ✓ Pre-retirement workshop for retiring Workers for Financial, Emotional and Mental Well being
- ✓ Cancer awareness program for all workers
- ✓ Women empowerment program and session by engaging leading female in India from different sectors
- ✓ Conduct dedicated counselling sessions for female

Workers to promote awareness, address concerns, and encourage participation while ensuring all safety protocols and support arrangements are clearly communicated.

- ✓ Visiting Workers' homes in cases of prolonged absence due to ill health or in the event of a bereavement, as well as extending personal visits on their weddings or other special occasions.
- ✓ Health awareness session at Shop floor
- ✓ Inviting Government officials to create awareness regarding compliance and its importance for contractors.
- ✓ Speak up help line to register online complaint confidentially
- ✓ Digitalization for Leave and Attendance system and financial support
- ✓ Subsidized canteen facility for workers
- ✓ Free transportation for workers by engaging EV AC buses.
- ✓ Monthly salary to family of deceased employee during COVID 19 along with coverage under medical benefits up to the date of retirement of deceased
- ✓ Providing Financial and employment support to the family member of the deceased Worker who met with Fatal Accident.
- ✓ Company provides continuous, long-term assistance to workers who have become temporarily or permanently disabled. The support includes:
  - Helping with artificial limb replacement
  - Providing medical assistance for any organ-related needs
  - Ensuring workers receive the necessary treatment, devices, or rehabilitation
  - Offering emotional and logistical support during recovery
- ✓ Providing Mediclaim facility to all Workers
- ✓ Family Get together: Organising family get together where employees and their families are invited to spend time together in a relaxed and enjoyable environment.
- ✓ Rakshak Card: Connected Worker Solution "RAKSHAK" Project for real-time monitoring and emergency response.
- ✓ Aparajita Consultancy (Labour Compliance Management): professional consultancy service that provides support and guidance on labour laws, statutory compliance, and workforce management.
- ✓ Protsahan Initiative: appreciates and honours workers' children who have performed exceptionally well in

their 10th (SSC) and 12th (HSC) board exams. It helps Motivate students to excel, encourage workers and families, Strengthen the company's bond with employees through educational

- ✓ HR Hridayam In house Magazine: Publishing monthly HR&IR Hridayam in House Magazine to Update workers on HR and IR initiatives, Workers success stories, Policy updates and important announcements, Articles on workplace culture, safety, and wellbeing, Achievements, events, and upcoming programs
- ✓ Samruddhi – ESOP
- ✓ LLCS Portal – Laser Legal Compliance Portal (Compliance Dashboard)

A compliance portal provides a centralized repository for storing, organizing, and managing compliance-related documents, such as policies, procedures, standards, guidelines, and legal requirements. It allows for easy access, version control, and collaboration among stakeholders.

Auditing with reference to Safety:

- External JSW Safety Assurance Plan (JSAP) audit conducted once in six months by the Group Safety to check the effective implementation of the standards
- Pool of certified auditors for Safety Standard developed to conduct the internal audit of the standard compliance.
- Cross-functional Audit of High-risk standard by pool of certified auditors.

Training Initiatives

- Preretirement Workshop for retiring Workers for Physical, emotional and Financial wellbeing.
- POSH Awareness Session
- A Cervical Cancer Awareness Session
- A special awareness session for contractors
- PF Awareness session by Regional PF commissioner and Enforcement Officer

Committees at various levels for redressal of grievances of workers: a. Health & Hygiene Committee b. POSH Committee: c. Works Committee/ Grievance Handling committee d. Speak Up Help Line. e. Open House Session: f. Suggestion Boxes g. Canteen Committee h. DIC (Divisional Implementation Committee) i. Sports committee j. On Site Counselling by engaging external expert counsellor:

Details of company initiatives towards workers participation in decision making process: A. Human

### Rights Due Diligence Assessment

B. HR and IR Services Level Survey C. Great Place to Work Survey D. Tool Box Talk Unique scheme with relation to contract labour: JSW Steel Dolvi management recognizes the dedication and hard work of its contract workforce and, as a result, has introduced four outstanding incentive schemes to be paid through respective contractors to its Workers. Scheme -1: ₹2000 Per Month for 25 Days attendance Bonus-1: ₹5000 bonus for 75 days full attendance in 3 Months over and above scheme-1 benefit Bonus -2: ₹7500 Puja Bonus for the period from Sept 25 to Nov 25 over and above scheme-1 and Bonus-1 benefit -- If workmen remain present on duty for full 75 days within a period of continuous three months.

### 3. Larsen & Toubro (L&T) Limited, Ranoli.

L&T Heavy Engineering, the manufacturing arm of Larsen & Toubro Ltd., is a global leader in engineered-to-order hi-tech equipment for Refinery, Oil & Gas, Fertilizer, Petrochemicals and Nuclear power plants. With over 8 decades of experience, the business has been at the forefront of introducing digital Industry 4.0 techniques and products in the manufacturing sector.

L&T's Heavy Engineering business manufactures critical equipment & systems across sectors including Refinery, Cracker, Oil & Gas, Fertilizer, Petrochemicals and Power. The company has a state-of-the-art manufacturing facility located at Ranoli (Vadodara) in the Gujarat State. The Ranoli (Vadodara) Heavy Engineering Works, a facility that handles stainless steels, non-ferrous, exotic materials, and process plant internals.

Permanent Workers	212
Contractual Workers	416
Contingent Workers	00
NAPS Trainees	61
Fixed term Employees	00
Other Employees	116 staff

Number of recognized unions and unionized workforce (if any):

One Union (L&T Niro Kamdar Union) Ranoli (Vadodara)

Productivity improvement initiatives through employee's cooperation

- IR helpdesk
- Participative management
- Multiskilling of workmen
- Performance appraisal of Workmen
- Incentive schemes (Monthly & Annual)

- One man one machine
- New technology adoption
- Develop workmen for supervisor role
- Benchmark
- Manthan
- Quality control circle

Innovative measures taken by the company in the area of Industrial Relations (IR):

- Innovative Wage & Bonus Agreements
- Digital Transformation in IR
- Proactive Negotiation
- Participation to International competition
- Female welder hiring
- No Tobacco drives
- Training centre in shop area
- Inhouse video of safety awareness
- Equal treatment for all employees

Safety standards adopted by the company (statutory compliances and non-statutory initiatives):

- Inhouse video of safety awareness
- 100% PPE compliance
- Night shift roaster
- Safety day celebration
- Zero Harm policy
- Involve in Awards for Excellence in Safety Systems
- ISO 14001 & 45001 certification

Initiatives taken by the company for employees' training/skill development:

- Dedicated Training Centre
- Develop welding lab in ITI
- Skill Upgradation Program
- Skill wise incentive scheme
- Soft skill training
- Culture transformation program for workmen

Details of grievance machinery at various levels for redressal of grievances of workers:

- Joint Management Council
- Internal grievance handling Team
- Weekly meeting with union
- POSH committee

Details of company initiatives towards workers participation in decision making process:

- Joint Management Council
- Canteen Committee
- Environment, Health, and Safety (EHS) Committee
- Grievance Redressal committee
- Engagement committee
- Internal complain committee (POSH)
- Productivity committee

Systems adopted for effective communication and creating awareness regarding goals, targets, company performance:

- Monthly meeting with union representatives & various committee members explaining them company goals, targets & achievements.
- Mass mails & updates related to new orders, new achievements & business scenarios.

#### 4 Harrisons Malayalam Limited, Kochi .

Harrisons Malayalam Limited (HML) is India's largest integrated plantation company and one of the oldest in the country's organized agriculture sector, with a distinguished heritage of over 150 years. The company is based in Kochi in the state of Kerala. As a pioneer in corporate farming, HML has built a diversified portfolio across Tea, Rubber, Cocoa, Coffee, and Spices in South India. Its scale, heritage, and operational expertise make it a resilient player in the agribusiness sector, offering long-term value and sustainable growth potential. HML currently manages approximately 14,000 hectares of cultivated area, in addition to processing agricultural produce sourced from its surrounding regions. Its primary crops Rubber, Tea, and Pineapple are cultivated over 7,400 hectares, 6,000 hectares, and 1,000 hectares, respectively. With an annual output of approximately 13,000 metric tonnes of Rubber, 20,000 metric tonnes of Tea, and 25,000 metric tonnes of Pineapple, the company stands as South India's largest agricultural operation.

Beyond its core crops, HML also produces a diverse portfolio of high-value plantation and horticultural crops—including Cardamom, Cocoa, Coffee, Pepper, and Vanilla along with select volumes of organic teas and spices, catering to niche and specialty markets.

The company's product offering encompasses CTC, Orthodox and Green teas, as well as a comprehensive range of rubber products such as Centrifuge Latex, Pale Latex Crepe, Block Rubber, and Sheet Rubber. In addition, Fresh Pineapple, Coffee, and multiple spice varieties form an integral part of its commercial produce.

Manpower distribution under various categories (Executives, permanent workers, contractual, contingent, NEEM Trainees, fixed term employees etc.): 178 Executives, 310 Staff, 8300 Permanent workers, 1600 Temporaries and casual workers.

Number of recognized unions and unionized workforce (if any): 32 Trade Unions. Except Executives all other employees including staff are members of respective Trade Unions.

Productivity improvement initiatives through employee's cooperation, results achieved:

- (i) Battery operated Harvesting Machines
- (ii) Drone based Aerial spraying, pest and disease control
- (iii) Staggered weekly holiday in estates.
- (iv) Head light Tapping in Rubber estates.
- (v) Introduction of D7 tapping system in rubber estates.

- (vi) Segment system and incentivisation
- (vii) Change agents

#### Welfare measures for employees:

The Comprehensive Labour Welfare Scheme (CLWS) of HML provides structured support for workers and their families in the areas of childcare, nutrition, education, maternal and child healthcare, family welfare, sanitation, environmental hygiene, and recreational development

Innovative measures taken by the company in the area of Industrial Relations (IR):

The Company has established a robust framework of communication and engagement platforms to foster industrial harmony and employee wellbeing. Key initiatives include the Joint Labour Management Committee (JLMC), a Grievance Redressed Forum aimed at proactively addressing workplace concerns, and "Tea with the Manager," an open dialogue forum where estate managers and workers collaboratively discuss issues and explore solutions.

The open-door policy allows employees direct access to the Chief Executive for grievances of any nature. By actively involving all union members in discussions, the company nurtures a sense of inclusion and belonging, which significantly reduces potential conflicts. Regular meetings with union leaders and the implementation of technological advancements with their full support have further strengthened trust and transparency, resulting in sustained industrial peace and a collaborative workplace culture.

Details of grievance machinery at various levels for Redressal of grievances of workers.

- a. Joint labour Management Committee (Estate Level). A structured forum at each estate to foster dialogue and resolve workplace matters collaboratively.
- b. Open Door Policy: Employees may raise grievances related to work or estate management directly under this policy, and such issues will be addressed by the Management Committee.
- c. POSH Committees: Unrestricted and confidential access for all women employees to the Internal Committees constituted under the POSH framework.
- d. Access to Top Management: employees are provided the opportunity to directly approach top management for grievance redressed or to raise any serious concerns.

Details of company initiatives towards workers'

participation in decision making process.

Joint Labour Management Committee (JLMC) is a collaborative body comprising representatives from both the workforce and the management, established to foster dialogue and cooperation on key workplace matters. Its primary purpose is to create a non-controversial platform where issues related to production, efficiency, employee well-being, and grievance redressal can be discussed openly and constructively. By involving both parties in regular consultations, the JLMC helps build mutual trust, improve communication, and promote industrial harmony. It encourages participative decision-making, allowing employees to voice concerns and contribute to initiatives that enhance working conditions, safety, and morale.

Assess and Address committee. A dedicated committee formed to identify, evaluate, and resolve workplace-related issues in a timely and effective manner. The committee's primary objective is to ensure a fair and transparent process for addressing employee concerns, fostering a safe, harmonious, and productive work environment. It serves as a platform for employees to voice their grievances or suggestions and ensures that each matter is assessed objectively and addressed with appropriate corrective or preventive measures.

### 5 Bonfiglioli Transmissions (Private) Limited

Bonfiglioli Transmissions Ltd. is the Indian subsidiary of the Bonfiglioli Group, a global leader in power transmission and drive solutions.

Established in 1998, the company has manufacturing facilities in Chennai the state of Tamil Nadu, producing gearboxes and gearmotors for various industrial, mobile, and renewable energy applications. Bonfiglioli India also has an assembly plant in Pune and a network of offices, including one in Bangalore, to serve a wide range of industries. The company is manufacturing power transmission components - gearboxes, gearmotors, inverters, slew drives, hydraulic motors, and drive systems

The company focuses on solutions for three main areas:

- Industry & Automation: Products for a wide range of sectors such as food, packaging, steel, and material handling.
- Mobile Machinery: Solutions for construction, agricultural, and earth-moving machinery.
- Wind Energy: Components for wind turbines.

Permanent Workers	600
Contractual Workers	460
Contingent Workers	00
NAPS Trainees	278
Fixed term Employees	00
Other Employees	00

Number of recognised unions and unionised workforce		
1.	Bonfiglioli Thozhilalargal Sangam (BTS)	176
2.	Indian National trade union congress	14

Productivity improvement initiatives through employees' cooperation.

- Total Productive Maintenance (TPM): Employees are encouraged to actively identify and rectify minor issues on the shop floor, promoting ownership and reducing machine downtime. TPM meetings, conducted twice a week with the guidance of an external trainer, helping employees improve their skills, follow best practices, and strengthen the preventive maintenance culture within the organization.

- "My Machine My Care" Initiative: Under this initiative, employees take complete ownership of the machines they operate. Every Friday at 3:30 p.m., they dedicate time to clean, inspect, and refresh their respective machines. This routine activity ensures machine health, enhances operational efficiency, instills workplace discipline, and supports continuous improvement through consistent monitoring and upkeep.

- Kaizen – Implementation of New Ideas: Continuous small improvements are encouraged through employee-driven Kaizen initiatives, leading to enhanced efficiency, quality, and process optimization.

- Continuous Improvement & Technology Upgradation: Focused on continuous improvement through the adoption of advanced technologies. The recent setter software upgradation has significantly enhanced precision, reduced setup time, and improved overall productivity.

- Open Suggestion Scheme: A structured Suggestion Scheme has been established to encourage employees to share innovative ideas and improvement initiatives directly with the management. All suggestions received through the Suggestion

Kiosk System are systematically reviewed, evaluated, and shortlisted for implementation and recognition.

Innovative measures taken by the company in the area of Industrial Relations (IR)

#### 1. Seamless Long-Term Settlement (LTS) Transition (2025–2029)

The LTS 2025–2029 was successfully signed and implemented on schedule after a structured six-month negotiation process.

2. Career Growth for NAPS Trainees and Technicians A structured growth policy enables NAPS trainees to transition into regular on-roll roles as Junior Engineers (JEs) based on qualification and interview assessment. This initiative strengthens internal career pathways, promotes skill retention, and enhances workforce motivation.

3. Continuous Skill Development –The Skill Development Program includes sessions on Spoken English, Soft Skills, and Technical Competencies, helping employees strengthen their capabilities.

4. Anglophone – Spoken Communication Enhancement: The Anglophone App, an online live learning platform, enables employees to improve spoken English and workplace communication through daily interactive sessions and activities.

5. Digitalization of IR and Support Processes: A comprehensive digital transformation has been implemented across all IR functions to improve transparency and accessibility:

- QR-coded E-Ticketing System for grievance redressal, maintenance requests, and employee queries, ensuring faster resolution and accountability.
- Digital attendance and communication dashboards provide real-time data visibility, improving process accuracy and employee experience.

**6. Regular Union–Management Engagement:** Structured Union–Management Connect Meetings are conducted every Friday from 2:00 p.m. to 4:00 p.m. These scheduled discussions cover production performance, issue resolution, and improvement actions aligned with LTS norms. This consistent engagement promotes industrial harmony and trust-based collaboration.

**7. Recognition and Reward System:** The organization follows a well-structured Recognition and Reward System to appreciate employee performance,

dedication, and long-term service. Under this system, the Star of the Month program recognizes exceptional performers with a certificate, T-shirt, and a reward of ₹5,000. The Employee Appreciation initiative acknowledges consistent contributions by awarding employees a Certificate of Appreciation along with a T-shirt. For long-term dedication, the Long Service Award formally honours employees' commitment to the organization through monetary rewards, trophies, and certificates. In addition, a comprehensive Recognition and Incentive Framework supports employee motivation by implementing department-wise appreciation programs that reward excellence in productivity, quality, and safety, as well as incentive schemes that promote healthy competition and help employees achieve operational targets.

**8. Employee Engagement and Cultural Integration:** To strengthen unity and cultural inclusiveness, the company celebrates Pongal, Diwali, Ayudha Pooja, Holi, and International Women's Day with active participation from employees: Special festive lunches during Ayudha Pooja and Pongal enhance togetherness and appreciation.

**9. Monthly Birthday Celebrations:** Monthly celebrations featuring cake-cutting and sapling distribution foster employee recognition and environmental awareness.

**10. Health and Wellness Initiatives:** Regular medical camps and health check-ups are organized half-yearly to encourage preventive healthcare and promote overall well-being. In addition, blood donation drives are conducted periodically to support community health and social responsibility.

**11. "We Care" – Mental Health and Emotional Well-being Program:** The initiative focuses on building mental health awareness and providing emotional support to employees. A qualified psychologist visits the organisation on the first Friday of every month to offer confidential counselling and well-being sessions. Employees can freely discuss stress, anxiety, or personal challenges in a safe and supportive environment. Tele-support is also provided, where the psychologist's contact number is shared with employees so they can reach out anytime for guidance or emotional support.

**12. Help Desk – Daily Employee Support System:** A dedicated Employee Help Desk is operated by the HR team to assist employees with day-to-day administrative and HR-related matters. Employees can seek assistance regarding attendance, overtime (OT) hours, wage disputes, insurance and bonus-related queries.

**13. Enhanced Shop floor Discipline** – Mobile-Free Zone & Vendor Compliance: The enforcement of a mobile-free policy on the shop floor has significantly improved employee concentration, safety, and overall work quality. In addition, all third-party vendors are required to adhere to statutory and organisational disciplines.

**14. Grievance Redressal and Continuous Feedback Mechanism:** The multi-channel grievance redressal system allows employees to share feedback through both physical forms and QR-based digital escalation channels.

**15. Work-Life Balance Initiatives:** The organization strongly encourages a healthy work-life balance by promoting a “come on time, leave on time” culture. Through consistent monitoring, employee awareness, and streamlined work practices, the initiative has shown significant success. As a result, late sitting has reduced from 44% to 24%, helping employees maintain better personal well-being and overall productivity.

**16. Employee Bonus and Performance Incentives:** The company’s Bonus and Performance Incentive Scheme recognizes employees’ contributions to productivity, quality, and efficiency:

**17. Digital Visitor Entry System – Adda App:** The earlier manual visitor entry process has been fully replaced by the Adda digital visitor management system.

- Visitors receive a unique digital entry code, verified at the gate for seamless access.
- Eliminates manual registers, enhances security, and improves traceability.
- Ensures faster processing and better gate-level control.

**18. Digital Security Patrolling & Monitoring:** MyGate also enables real-time tracking of security patrols.

- Each checkpoint has a unique QR code.
- ASO patrolling teams scan the code upon reaching the point, instantly marking it as completed.

This system provides accurate patrolling records, improved accountability, and reliable audit trails, strengthening overall security governance.

**19. Career Guidance Program for Employees’ Children:** A structured Career Guidance Program supports the academic futures of employees’ children.

- A qualified academic/career counsellor visits the company to guide students who have completed high school or higher secondary education.

- Students receive guidance on educational streams, vocational paths, competitive exams, and long-term career planning.

**20. Support for Employees’ Children’s Education Post-COVID:** In the aftermath of COVID-19, the organisation extended educational support till graduation to the children of employees who had unfortunately passed away. This initiative ensures continuity in their education and reinforces the company’s commitment to family welfare and social responsibility.

**21. Family Factory Visits (Quarterly):** Every three months, employees are encouraged to bring their families, including spouses and children, to visit the factory. This initiative strengthens employee engagement, promotes transparency about workplace operations, and fosters family connection with the organization.

**22. International Job Posting Opportunities:** The organisation facilitates global career opportunities for eligible employees. Recruitment, administrative processes, and onboarding for international postings are managed through the respective departments, enabling talent mobility and global exposure.

**23. Marathon & Walkathon Events:** The company organises annual marathons and walkathons in which employees actively participate. These events encourage fitness, teamwork, and community engagement.

**24. Annual Sports Events:** Sports tournaments including Chess, Carrom, Cricket, and Volleyball are conducted every year to promote wellness, healthy competition, and sportsmanship among employees.

**25. Departmental Outings & Dinner Meetings:** Department-wise outings and dinner meetings are organised to strengthen inter-team bonding, enhance collaboration, and provide informal platforms for discussion and networking.

6 Central Warehousing Corporation

Central Warehousing Corporation (CWC) is a Navratna Central Public Sector Enterprise under the administrative control of Ministry of Consumer Affairs, Food & Public Distribution, Government of India. CWC is a statutory body which was established under The Warehousing Corporations Act, 1962 headquartered in New Delhi. As on date, there are 19 State Warehousing Corporations. CWC holds 50% equity in these 19 State Warehousing Corporations (SWCs) with the respective State Governments holding the remaining 50% of the equity.

CWC operates 699 warehouses with a total storage capacity of 136.20 lakh MT across its 17 Regional Offices. The network includes 633 general warehouses, 19 ICDs/CFSSs, 25 RWC units, 1 Accompanied Baggage Warehouse (ABW), 18 bonded warehouses, and 3 cold storage facilities.

#### Workforce Distribution Under Various Categories

Executives	879
Non-Executives	994
NAPS Trainee	100
Advisors (contractual)	08
Consultants (contractual)	15
Young Professionals (contractual)	23

CWC Empowering Diversity: With women constituting nearly 30% of our workforce, we are dedicated to initiatives that prioritize their participation and professional growth.

#### Number of Recognized Unions

There is one Federation/Union namely Federation of CWC Employees Union recognized at All India Level and 15 regional Unions recognized at Regional Level. As on date, there are total 994 Unionized workforce in CWC.

Policy on meetings with representatives of both recognized and un-recognized unions/federations:

Recognized Unions/Federations are invited for two periodical meetings every year, providing a formal platform to discuss policy matters, service conditions, and issues concerning workmen.

Un-recognised but registered Unions/Federations are engaged through one meeting annually, ensuring that all employee groups have an opportunity to present their concerns and suggestions.

In addition to these scheduled interactions, regular meetings are also convened with Union/Federation representatives, as and when required, to address grievances, operational issues, and staff welfare matters.

Productivity Improvement Initiatives Through Employee Cooperation.

Digital Transformation has been a key enabler in enhancing the ease of doing business for all stakeholders of Central Warehousing Corporation. Corporation, realizing the potential of digitalization and cloud-based technologies, as an IT roadmap, had adopted

implementation of module-wise automation of entire business processes and activities of the Corporation. CWC has been automating all the business and functional processes, aiming towards Zero Paper Usage (ZPU) policy and enabled in easing the process of doing business.

A brief description of other key e-tools / application systems along with recent developments and upgradations are as under:

1. CCIV Surveillance System has been installed in the warehouses of the Corporation across PAN India to strengthen the security of the premises, and monitor to deter theft, fraudulent activities, monitor operations and other warehousing aspects.
2. Bill Tracking System (BTS) has been implemented to track the bills raised, movement of bills and status of payment online through one platform. BTS has been integrated with Contract Management System (CMS) so that whenever any invoice is uploaded, the same can be linked with the relevant work order in
3. Tally Prime, the upgraded version of Tally ERP 9 along with the Audit trail feature and enabling compliance with the Ind-AS accounting standard, has been implemented.
4. E-office application implemented pan organization is extensively used by all officials.
5. Risk Management System: The tool enables users at Warehouses, Regional Offices and Corporate Office to record various identified risks and maintain Risk Register as per Risk Management Policy.
6. Corporate Social Responsibility management (CSR e-tool) enables identification, evaluation and monitoring of CSR project proposals.
7. CWC is the first PSU to implement and use Entity-Locker application developed under Digital India Programme of the MeITy. Account has been created for Engineering Division for safe storage of land & property records.
8. E-Litigation portal has been implemented for online monitoring of pending court cases/ arbitration cases. Detailing on contingent assets and liability due to litigations has been provisioned in the portal.
9. Vigilance Information System has been implemented to digitize the processes undertaken by Vigilance Division, enabled with e-file movement.
10. Internal Audit Application automates the processes undertaken by the Internal Audit Division. The portal has been provisioned with uploading of samples

drawn during audit has been made part of the audit report.

11. Visitor Management System has been implemented till across PAN India for recording details of visitor entries.
12. Integration of CFS System with Railways' FOIS (Freight Operations Information System) enabling rail-rake operations of CWC owned rakes.
13. CWC has been certified with ISO 27001:2013 for implementing necessary controls & assuring security standards as stipulated therein.

### Welfare Measures for Employees

- i. Enhancement of Ex-Gratia Amount: To ensure the social security and safeguard the financial destitution, lump-sum ex-gratia amount in lieu of compassionate appointment has been increased from 7.5 lakhs & 10 lakhs to 3.5 times of Annual Basic Pay of the employee subject to a minimum of Rs.30 lakhs and maximum of Rs. 70 lakhs for all employees of the Corporation.
- ii. Flexi timing Policy: Flexi Timing policy introduced at Corporate Office and Regional offices for the convenience of employees.
- iii. Grievance Redressal Policy: for managing grievances lodged online and to make Grievance Redressal system more transparent and efficient.
- iv. Reorganization of pay scales for Executives of CWC: In order to remove anomaly in pay scales, reorganized pay scales for Executives of CWC up to E-6 grade have been implemented in the Corporation w.e.f. 01 February 2023.
- v. Transfer policy for employees of the Corporation: To provide transparency and fairness in transfer decisions considering employee tenure, preferences, and organizational needs, transfer policy of the Corporation has been revised.
- vi. Medical Attendance Rules: Reimbursement of OPD in Medical Attendance Scheme increased to one month basic + DA amount instead of Rs.6,400/- per quarter to Non-Managerial employees.
- vii. Mobile Phone Policy: Provide mobile phones and CUG connections to all employees.
- viii. Variable Pay introduced for Non-Managerial employees of the Corporation:
- ix. Increase in retention period of Staff Quarters: The retention period of a residence/quarter allotted to employee in case of retirement/voluntary retirement/retirement on medical ground or compulsory retirement has been extended up to six (06) months on normal license fee and next four (04) months on payment of four (04) times the normal license fee only on compelling grounds to be decided on case to case basis by the Managing Director.

Innovative Measures taken by the Corporation in the area of Industrial Relations (IR).

- 1) The Corporation has adopted a two-tier representation system, ensuring that the voices of employees are heard both at the Regional Level and the Pan-India Level. To ensure fairness, transparency, and legitimacy in the recognition of unions and federations, membership verification is conducted at both tiers. Verification at the Regional Level enables representation of local workforce interests, while verification at the All-India Level ensures that broader organizational issues are addressed through nationally recognized federations.
- 2) To promote fairness and uniformity in employee welfare, the Corporation has aligned the reimbursement provisions for IPD (In-Patient Department) and OPD (Out-Patient Department) treatments for all workmen with those applicable to executives.
- 3) Variable Pay scheme for workmen, aligning it with the Performance Related Pay (PRP) system already in place for executives.
- 4) To enhance operational efficiency and improve employee well-being, the Corporation has extended air travel entitlement to workmen for journeys exceeding 500 km. This measure not only improves productivity-by ensuring employees remain energized and focused-but also boosts morale, strengthens engagement, and fosters a more inclusive and supportive organisational culture.
- 5) Managing Director personally interacts with employees to hear their concerns and suggestions. These sessions, held on the 3rd Thursday of every month and open both in person and virtually, provides a consistent platform for staff across all locations to communicate directly with top management.

Employees Training & Skill Development.

1. Digital Transformation & Technology-Driven Skill Upgradation:
  - a) SAP S/4 HANA Implementation Training: Three batches

of training were conducted exclusively for Finance officials to facilitate Corporation-wide implementation of SAP S/4 HANA enterprise resource planning (ERP) system

- b) e-Procurement Training: Two dedicated training sessions were organized on the GePNIC Portal to enhance digital procurement capability among officials
- c) Mandatory Digital Learning Through iGOT: All employees to complete two courses per month on the iGOT portal, enabling continuous, self-paced development in diverse functional and behavioural domains.

#### **Details of Grievance Redressal Machinery of Workers.**

CWC has a well-defined and multi-layered grievance redressal mechanism to address the concerns of workers in a timely and transparent manner. A dedicated Grievance Redressal Portal is available on the CWC website, through which employees and workers can submit their grievances online. All grievances received through this portal are processed and disposed of strictly in accordance with the Grievance Redressal Policy of the Corporation.

In addition, CWC regularly receives grievances through the Centralized Public Grievance Redress and Monitoring System (CPGRAMS / PG Portal), which are also promptly examined and resolved by the concerned offices as per established procedures.

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## About the Author

Past President of Industrial Relations Institute of India (IRII), Former Senior Employers' Specialist for South Asian Region with International Labour Organization (ILO) and Former Corporate Head of HR with ACC Ltd. and Former Corporate Head of Manufacturing and HR with Novartis India Ltd. Continues to maintain close links with the academic world as a visiting faculty with some of the IIMs.

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