



# Aon Best Employers India 2016 Study

Human Capital Scan

In partnership with

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# Table of Contents

About the Aon Best Employers Study	2
2016 Best Employers: Talent Risk Insights	6
Is India Inc. ready for the Future?	8
Three Emerging Challenges for HR	9
Are Best Employers building for the Future?	11
Case study – IndiGo	13
Case study – Tata Communications	15
Case study – Reliance Capital Asset Management (RCAM)	17

# About the Aon Best Employers Study

## Your journey on enabling business performance through people performance

Aon Hewitt is one of the pre-eminent authorities on measuring and improving employee engagement to drive business performance. Through our research, we know that high engagement not only delivers greater shareholder value, but also helps improve productivity and customer satisfaction.

Aon Hewitt began the Best Employers research in Asia in 2001 to:

- Provide insights into how organizations can create real competitive advantage through people
- Explore what makes a workplace of choice
- Identify a list of Best Employers in India & other geographies

## India 2016 Participation

A total of 113 organizations representing 12 key industries, cumulatively employing approximately 950,000 employees, participated in the Aon Best Employers India 2016 study.

Aon Hewitt believes that every organization has its own unique journey to become a Best Employer. To that disposition, a robust evaluation framework based on the principles of *'Intent-Design-Experience'* was created to identify the Best Employers. Aon Hewitt's research indicates all three are equally important and in alignment to create a real competitive advantage through people.

A rigorous analysis is run on the inputs captured to measure the alignment between Intent-Design-Experience for all participating organizations. A shortlisted set is taken through an intense on-site audit to validate the details provided and look for innovative practices that truly differentiate these organizations. These details are normalized against Aon Hewitt Process Maturity framework and presented to an external panel of an unbiased jury. The jury comprising corporate and academic community arrives at the final list of India Best Employers, with Aon Hewitt playing a facilitator role during this evaluation. Client names are masked during this process, and revealed to the Jury only post final selection.



## Pillars of Best Employers

Our construct for what constitutes a “Best Employer” is based on the following four pillars. In addition, Best Employers differentiate themselves with clear organization alignment between the business strategy, HR programs/practices and their implementation.

### High Employee Engagement

Say	Stay	Strive
The employees consistently speak positively about the organization to co-workers, potential employees and customers.	The employees have an intense desire to be a member of the organization.	The employees exert extra effort and engage in work that contributes to business success.



### Compelling Employer Brand

Reputation	Internal Brand	Credibility
The organization is well-known and has a good reputation in the market, especially for those target groups which are critical for the organization’s business success.	Employees are proud to be part of the organization, and can explain what makes working here different from other organizations.	Employees believe that the organization delivers on the promises it makes to employees.



### Effective Leadership

Future Vision	Valuing People	Business Excellence
Leaders show clear and compelling future vision to the members of the organization.	Employees experience that leaders are appropriately visible and accessible; treat them as organization’s most valued asset.	Employees trust their senior leaders to be open and honest; and believe they make good business decisions to drive the organization to success.



### High Performance Culture

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



## Our Jury for 2016



From Right to Left

**Prof. Rajen Gupta:** Professor at MDI

**Mr. Raman Roy:** BPO Industry pioneer and Chairman & Chief, Quattro

**Mr. Shiv Shivakumar:** PepsiCo India, CEO

**Ms. Renu Sud Karnad:** Managing Director, HDFC Limited

**Dr. Santrupt Misra:** CEO, Carbon Business and Director, Group HR, Aditya Birla Group

**Aon Hewitt study team and partner:**

**Mr. Tarandeep Singh:** Partner, Talent & Performance Consulting, Aon Hewitt India

**Mr. Annurag Batra:** Chairman and Editor-in-Chief, BW Businessworld

**Ms. Yamini Maheshwari Sapra:** Senior Consultant & Best Employer Project Manager, Aon Hewitt India

“As we talk about businesses being capable and we talk about Make in India, it is important that all organizations learn to leverage the best out of their Human Resources.

**Dr. Santrupt Misra**”

“Happy to see that this year other than the IT, ITeS, BFSIs which normally do a lot of Engagement work, lot of mining, and manufacturing companies are coming in and that's where India's growth will pick up. We need to be talking about increasing our manufacturing capabilities and look at the HR aspect considering that we have such a large young population, that needs to be motivated, kept interested, engaged.

**Ms. Renu Sud Karnad**”

“The Study brings out:

- (a) the need to have practices that are focused on employees, check their maturity level for how good they are.
- (b) from our target audience ie; the employees who would be able to hear whether those practices are actually working on ground.

Also deliberations at times were intense, and we didn't know the names of the companies as we deliberated and spoke about some of the nuances and some of the practices and thinking that came out, it's been a very-very fulfilling experience.

**Mr. Raman Roy**”

# Aon Best Employers India 2016 Winners



# 2016 Best Employers: Talent Risk Insights

## What's keeping the CEOs awake?

As a part of the Aon Best Employers study for 2016, when we asked CEOs of the various participant organizations to evaluate their business performance in terms of the business growth, nearly 95% of the CEOs projected their organizations to be either on a fast or steady growth path. Alongside their growth aspirations, we dwelled deep into the talent risks that could derail their plans. This YoY trending of talent risk movement for the India Market is shown below.

The top emerging people risks / challenges impacting organizations include:

**1. Rising salaries:** This continues to be a key challenge being faced by organizations. According to the latest Aon Hewitt Salary Increase Survey(SIS), the market average for salary increase remains the same for 2016 as it was in 2015; however the increase in salary for key talent is expected to be at an average of 14% to 16%.

**2. Inadequate leadership pipeline:** Nearly half of all participant organizations perceive inadequate leadership pipeline to be among the top people risks, that can impact them in the near future. More than a third of all organizations are focusing on Leadership pipeline creation among their top priority items from a people perspective.

**3. Inability to retain employees:** More than half of all participant organizations consider inability to retain talent among their key people risks. With an increasing number of start-ups entering the workspace, the war of talent has intensified. start-ups are attracting talent across industries and it is becoming increasingly difficult for organizations to retain key talent given the steep increase in the market average across industries.

**4. Critical skills shortage:** While the risk of critical skills shortage has reduced over the last year, it is still considered as one of the top people risks in over 3 out of 5 participant organizations. A lot of resources are being spent by organizations to mitigate critical skills shortage as this tends to have a direct and immediate impact on day-to-day functioning.

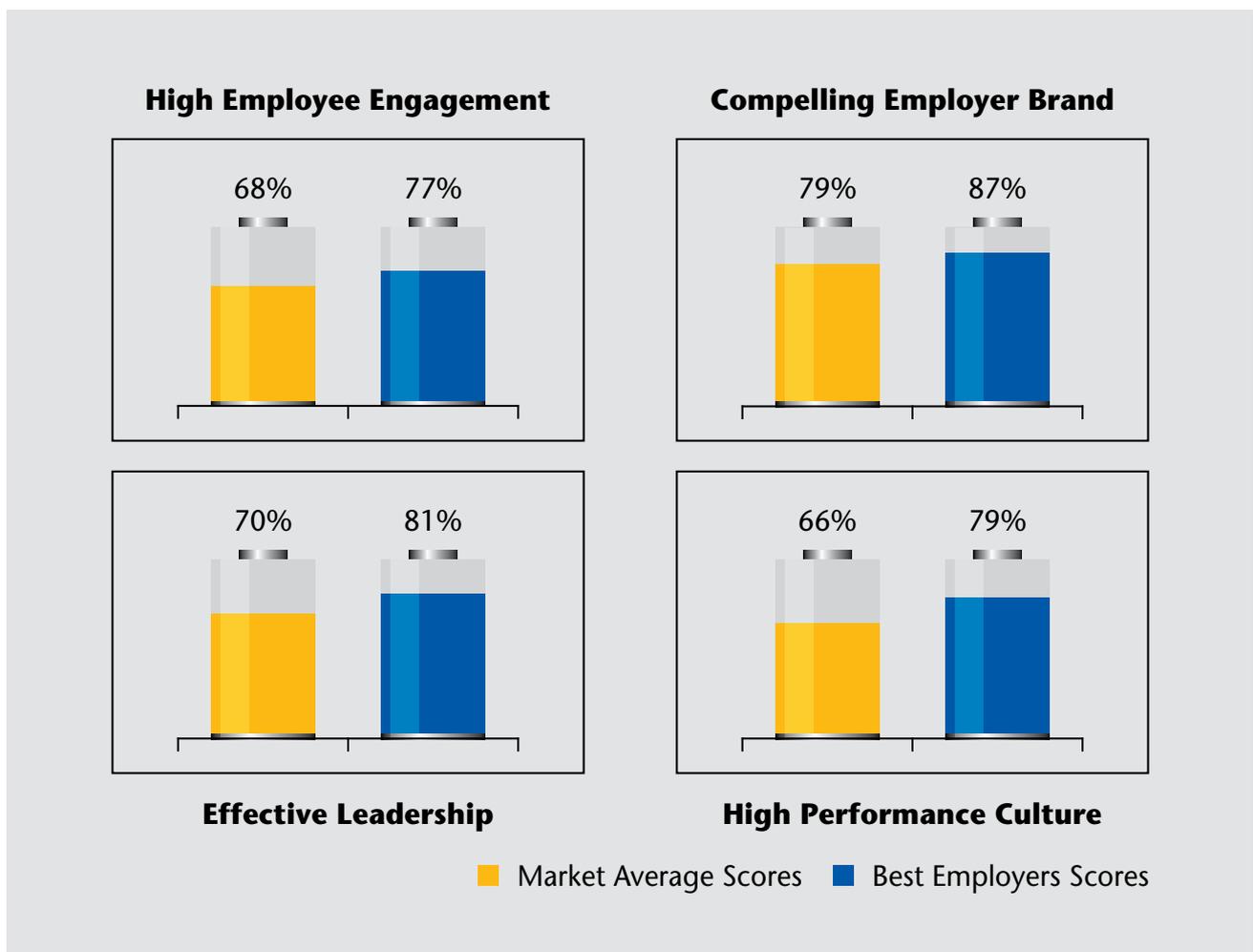


## 2016 Best Employers: Highlights

The 2016 study continues to indicate a commanding position for the Best Employers on these 4 pillars vis-à-vis the market.

- This year for India as a market we have observed a 5% point increase on Employee Engagement and the Employer Brand. Despite this, Best Employers continue to stay ahead
- The focus on employer branding continues to grow in India Inc. as it continues to be among the top improvement drivers for the market

- Effective Leadership gaps have widened across the Best Employers and the Market average since we introduced the 4 pillars. There is no doubt that Best Employers use leaders to drive culture, reinforce organizational values and create an engaging environment
- Within Performance Culture, while the managers' role and career growth aspects are closing in for Best Employers and the market; Best Employers continue to create the highest gap on Rewards & Recognition vis-à-vis the market



# Is India Inc. ready for the Future?

Businesses today are experiencing breakthroughs faster than ever; lifecycles for innovation are shortening, the east is gradually becoming the new west and more importantly, technology is the new fuel disrupting and enabling businesses. Leading firms are leaving behind the traditional models of market access; instead they are creating new markets and controlling consumer experience like never before.

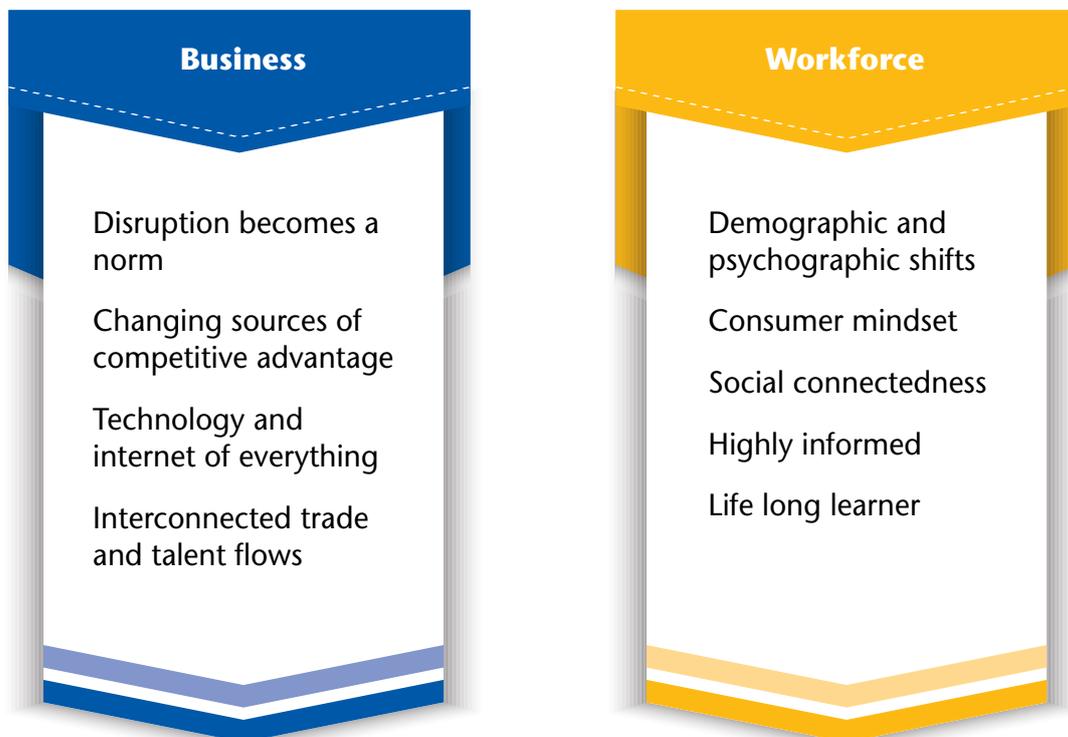
With close to 7 connected devices per human being on earth by 2020 and the average human spending close to 2.5 hours on mobile devices surfing daily, one does not really need to underscore the pace of change both subliminal and actual. Besides increasing connectedness, mobility and social media are also making organizations transparent to the outside world. Current and prospective workforce is impacted by an employer's stated purpose of existence (or rather, lack of it), more so when income inequalities are rising and awareness of social issues are high.

Given the above external and demographic shifts, businesses will have to:

1. Design organizations for Innovation, Agility & Speed
2. Create work culture to deliver 10X impact
3. Manage the young, the old and the connected

The purpose of 2016 Aon Best Employers Learning Conference and enclosed note is to identify emerging trends around the above 3 shifts and visualize a journey that prepares organizations for the future.

Megatrends are redefining the contours of business and the workplace



# Three Emerging Challenges for HR

The future will always remain the future; organizations that acknowledge the fact that they need to be prepared for the same will continue to seize opportunities and create exponential advantages. In our view, HR will face the following 3 critical challenges in the readiness, and their ability to influence and lead change during this journey will determine their success.

## Challenge 1: Pre-empt and solve the TEAM conundrum!

In an increasingly networked and complex world, organizations of the future will work in smaller and diverse teams (“if a team couldn’t be fed with 2 pizzas, it is too big” – Jeff Bezos Rule). These teams will be more multi-faceted and cross-functional, though not necessarily the most effective in solving problems. Team’s inability to work cohesively will impact the desired business outcomes of Speed, Agility and Innovation.

Teams will hence have to learn how to include everyone’s views and voice in the solution. Ability to manage diversity of thought supported by an art of effective collaboration will be critical success levers. “Willing” team members will increasingly work on shorter assignments to create higher learning impact and build new career compacts that allow for a wider and enriching experience.

## Challenge 2: Enable the new-age WORK & LEARNING techniques!

Future of work revolves around one’s ability to learn and adapt as one creates. Depth of solving every small part of the problem will be bartered with quicker decision-making and iterative learning techniques. Technology will be omnipresent, and work processes will undergo significant shift due to automation and artificial intelligence. Man & machine will look for confluence; learning will be on-demand and just-in-time to deliver 10X impact.

Best talent will work on the best job (agnostic of the employer). Temporary workforce that enables on-demand access to skills will increasingly become a norm; imagine how an Uber creates value and experience for its extended enterprise, seamlessly and with precision. Employees will expect organizations to enable jobs everywhere, and provide them the latitude on “how” it is delivered.

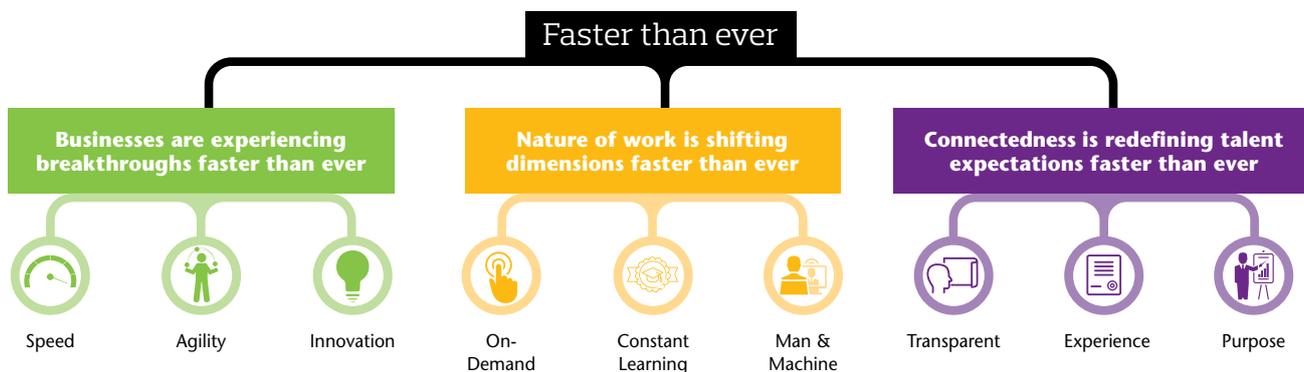
## Challenge 3: Relearn the art of MANAGING Brand and People!

Future of managing talent will be driven by individual choices, and traditional control & command practices will be abhorred. People managers will have to learn to be “coaches” since fewer people will work directly with them in a networked organization. Critical talent will expect deeper and differentiated methods to receive rewards and recognition.

Given the advent of technology-enabled transparency and rising social inequalities, talent will demand stronger alignment of organization’s purpose to theirs. They will expect organizations to live and deliver the brand in thought, speech and action. Employee experiences will be paramount, and leadership style will need to be inspirational (mind you, many leaders will struggle at this) to draw positive energy.

HR’s quest for co-creating business results will need to inculcate design level thinking into organization structure, people processes and systems. Never before has this function been faced with such a challenge, never before has this function been faced with such an opportunity. The aspiration to guide the CEO in building the future-ready workplace and creating a differentiated learning culture is here and now.

Aon Hewitt has taken its deep domain knowledge and combined it with learnings from the Best Employers’ connected brilliance to theme the 2020 Imagineering Best Employers; there are signs of an early shift emerging...how they will pan out in 2020 the Best will know!



### Need to Imagineer

**Organizations designed for the future**

- Networked in structure
- High performing nimble teams
- Collaboration of the multi-faceted

**Create work culture to deliver 10X impact**

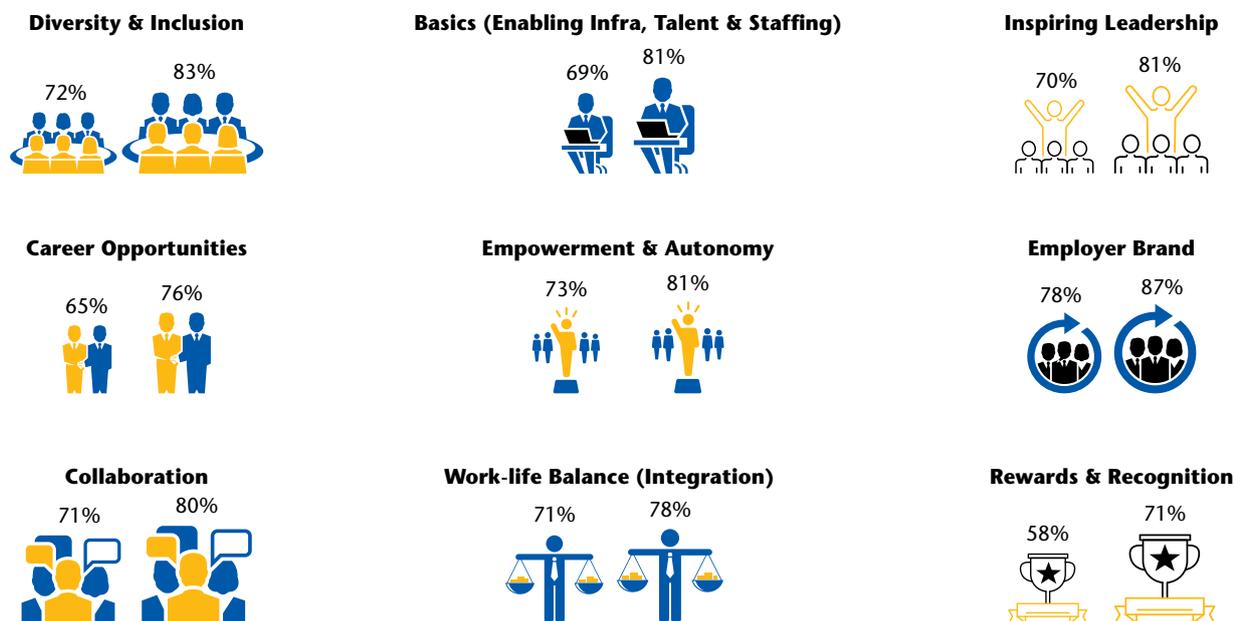
- Adaptation to quicker actions
- Enabling "Omni-present" technology
- User anchored learning

**Manage the young, the old and the connected**

- Transparency in thought and action
- Engaging Leaders that inspire and connect
- Living the brand beyond talent attraction

## Future Building Blocks of Best Employers

Employee opinion scores comparing Best Employers and India Market Average



# Are Best Employers building for the Future?

Last year we concluded the 2015 edition of the study by indicating that the stepping stones for Best Employers' success in building a compelling workplace included:

1. Protecting work related basics and creating meaningful work
2. Commitment towards living the organization promise through behaviors which are encouraged through performance expectations and recognition; and
3. Having leaders who embody and foster a culture that is energizing and engaging

This year, our research concludes that beyond the above 3 criteria, Best Employers are indeed focusing on future-proofing their organizations against possible talent risks, as demonstrated by the absolute scores on the infographic in the previous section.

Given the improvement and sustenance drivers of Best Employers vis-à-vis the Market, following key insights show us the path to future, and where even Best Employers need to step-up:

## Dimensions to Imagineering 2020

- 1) **Collaboration takes center-stage**  
Collaboration at the workplace is amongst Top 3 sustenance drivers for Best Employers. However, it is not the top most, which points towards the future journey for Best Employers.
- 2) **Balance Work/Life**  
Work/Life Balance is an improvement driver for Best Employers despite its high scores. This represents employees' rising expectations towards better work-life integration enabled through omnipresent technology. Given Best Employers' existing high scores on Enabling Infrastructure, Resources, Talent and Staffing, preparations for the same have been in the works.
- 3) **Inspirational Leaders and Stellar Reputation Count**  
Brand and Senior Leadership are amongst Top 4



IMPROVEMENT DRIVERS



Rewards & Recognition



Career Opportunities



Work/Life Balance



Rewards & Recognition



Career Opportunities



Brand



SUSTAIN DRIVERS



Health & Well Being



Supervision



Collaboration



Supervision



Learning & Development



Performance Management

improvement drivers for the Market. Incidentally, Senior Leadership was a sustenance driver for Best Employers last year, but no longer now. This corroborates our hypothesis of the task cut-out for inspiring leaders and organization's reputation.

#### **4) Rewards & Recognition Matters**

Best Employers have created the highest gap against the Market Average on Rewards & Recognition (13%) validating the positive experience created for the employee. The same however is still their top most improvement driver, which signifies hurdles of the journey yet to be traveled. Best Employers are seemingly more prepared for this.

#### **5) Raise the Bar of 'Delivery of Promise'**

Market Average scores have interestingly improved across all engagement drivers, with the maximum increase on Brand and Career Opportunities. This indicates market is catching up with key differentiators of the past. Hence, Best Employers need to raise their "delivery of promise" and focus on creation of purposeful organizations.

There is irrefutable data supporting Best Employers' financial performance against the market index. As we gaze our eyes into the future, we need to identify those who will continue to hold their heads above rising tides, and stand tall to whatever the ever-changing dimensions of business breakthroughs, talent shifts and nature of work have to offer.

# Case study – IndiGo

## About the organization

IndiGo commenced operations in August 2006, as a low-cost airline in a competitive and highly regulated Indian aviation space and today, is the largest airline in India with highest market share and a fleet of 104 aircrafts. In August 2015, IndiGo placed an order of 250 Airbus 320 aircrafts worth USD 27 billion, making it the largest single order ever in Airbus history. It operates close to 700+ flights daily and is now regarded as the second largest low-cost carrier in Asia.

## Responding to changing times

As industry estimates peg India to be the world's largest aviation market by 2030, there is a greater need for the business to be agile and for the HR function to be a partner at every step in the journey. Instead of being dragged down by environmental challenges around a changing market scenario, volatile rupee, fuel prices and talent crunch, the mantra for the leadership team and HR has been about constantly looking to "be better than who we were yesterday". This urge to stay humble and strive to be better permeates throughout the organization and the guiding principles continue to centre around "on time", "courteous service/hassle free", and "low fare"

In a recent press interaction Mr. Aditya Ghosh (President, IndiGo) highlighted "IndiGo stands for "on time", "courteous service/hassle free", and "low fare" and for our customers, every touch point at every level is what creates this experience. Customers will rarely meet anybody from the corporate office, they will not meet me, and so I do not have much influence on their experience. Their brand experience is sum total of their interaction with our employees, be it on the ground, at the check-in counter, at boarding, during the flight, when collecting their luggage, when interacting with our customer support, etc. Thus, it becomes all the more important that each and every employee in the company abides by the three guiding principles."

## Journey of becoming a winning workplace through creating a differentiated employee experience

The urge to create a winning workplace translated

into drawing from key marketing principles to create a differentiated employee experience. The focus on enlivening 5 P's of Product, Place, Promotion, Price and People, in light of the guiding principles of being "on time", "courteous service/hassle free", and "low fare" was enabled by:

- Ensuring alignment of practices with business product and services
- Effective implementation at the right place and right time
- Promoting its practices to the target audience to encourage participation and involvement
- Showcasing business impact (talk in terms of numbers)
- Segmenting employee population and adapting to each segment

A closer scrutiny of employee experience, leadership's vision and design of people programs, practices and policies brought to light certain organization actions that showcase how the organization is focusing on bringing alive a customer grade experience for its employees across all touch points.

### IndiGo Heroes

IndiGo Heroes was a campaign that was launched with the intent to showcase aspects of the organization culture of helping people maximize their potential at work and in their personal lives. IndiGo operates with the belief that the most powerful employer branding tool is to showcase personal and professional success stories of organization colleagues. These inspiring stories are featured in the Inflight 'Hello 6E' magazine, corporate website, intranet 'My 6E World', social media, as well as display boards 'Rendezvous Corners' at offices.

In addition to IndiGo Heroes, IndiGo has created another internal platform for employees to showcase their personal achievements, branded as 'We are Winners'. Through this platform select success stories' employees are invited for a special high-tea session with Mr. Aditya Ghosh & the Leadership team to share their story. They are also felicitated with a certificate & a gift voucher.

All recruitment specialists at IndiGo wear "Come fly with me" t-shirts at all the recruitment drives which marks them as a specialized IndiGo team on the hunt for best talent. The t-shirts have the caption "Get the power to

make a change” on the reverse side which is a call for all talented people to build their careers with IndiGo and unleash their full potential.

Underlying this initiative is the organization focus on making sure that the employee successes outside of work are celebrated, encouraging greater participation and involvement.



### Hassle free and high performance rewards

#### *Flexi-Flying Options*

While the organization focuses on being “courteous and hassle free” for its customers the same experience is extended to the employees through the “Flexi Flying” program. Flexi-flying option is a first of its kind initiative in the history of Indian aviation. The flexible flying contracts for pilots include a total of 8 types of flying patterns and associated work contracts. This gives them a flexibility to opt for the rewards pattern they like the best and either choose for more monetary compensation or more time-off. The crew can earn up to 15% more by selecting a flying pattern over and above the standard flying pattern. This flexibility helps drive performance and at the same time offers convenience to choose what is best suited to individual needs.

#### *Sector Pay*

Sector Pay is an incentive program for pilots and cabin crew which helps them maximize their earnings by choosing to fly additional hours. The program works on increasing incentive for every additional range of hours they fly over and above the standard hours of flying as per their contract. The concept of sector pay gives them a potential to earn compounded incentive up to 20% on the average base pay.

#### *Efficiency and Longevity Bonus*

Organization focus on offering an “on time” experience to customer is driven by encouraging employees across various front line roles including airport operations and crew to minimize their unplanned leave and reward them for improved efficiency. Employees get a fixed amount as efficiency bonus if they do not take unplanned leave for 6 months. This has in turn helped in bringing a lot of predictability in operations by drastic reduction in no-shows of staff on duty. The longevity bonus also helps to underline the organization commitment towards efficiency by rewarding eligible employees to renew their flying contracts and be rewarded with up to 3 times their total pay for the month in lieu of their continued faith and commitment to the organization.

### 6E Fly High and Family Fly Programs

With the intention of bringing consistency in the organization’s promise with each new hire, the airline decided to leverage their existing brand ambassadors (i.e. their existing employees) to invite their friends and families to build a career in flying. 6E Fly High and Family Fly Programs were conceptualized to give a platform to the employees and even their families for an opportunity to build a career in flying. Over the years, many IndiGo employees had expressed that it was a dream for them to become a pilot. However, since the pilot training programs are expensive and there was no guarantee of getting employment post training, most of these employees never attempted to realize their dream.

With this feedback and Mr. Aditya Ghosh’s focus on creating an organization to nurture dreams and careers, these programs were launched. IndiGo today sponsors 75% of the training fees for the top 3 students and 25% for rest of the selected candidates under the 6E Fly High program. The program also ensures that all the successful employees are given a role as a full-time pilot with IndiGo.

The Family Fly Program on the other hand helps nurture the dream of the family members of the employees. Qualified family members can apply for pilot training and on successful completion of the training, they are assured of induction into the IndiGo pilot team. This program is unique in the industry and helps reinforce IndiGo’s culture by giving dream career paths to employees and their family members and at the same time maintaining consistency around the organization’s guiding beliefs.

# Case study – Tata Communications

## About the organization

Tata Communications Limited (TCL) is a global telecommunications company. As the sixth largest mobile service provider in India, TCL is renowned for its cutting-edge, one-of-a-kind innovation - including the world's only, wholly-owned fibre ring around the world and Ethernet ring serving the Middle East. With a focus on making their customers more efficient, agile and competitive in today's global economy, TCL embarked on a unique journey to align its Strategy, Culture and Employee experience.

TCL Strategy 2.0 hinges on two key criteria – (1) Innovation and (2) Teamwork. Innovation is defined as new products and services, and operational excellence while Teamwork on the other hand refers to cross-functional collaboration which is mandatory to enable the same. In an increasingly networked organization the Culture 2.0 intends to create self-forming accountability driven teams to enable Strategy 2.0.

## Leading Change through Culture

HR is defining the “how” of this changing landscape and influencing culture through enabling infrastructure,

people programs and practices and inculcating time-relevant leadership and managerial behaviours.

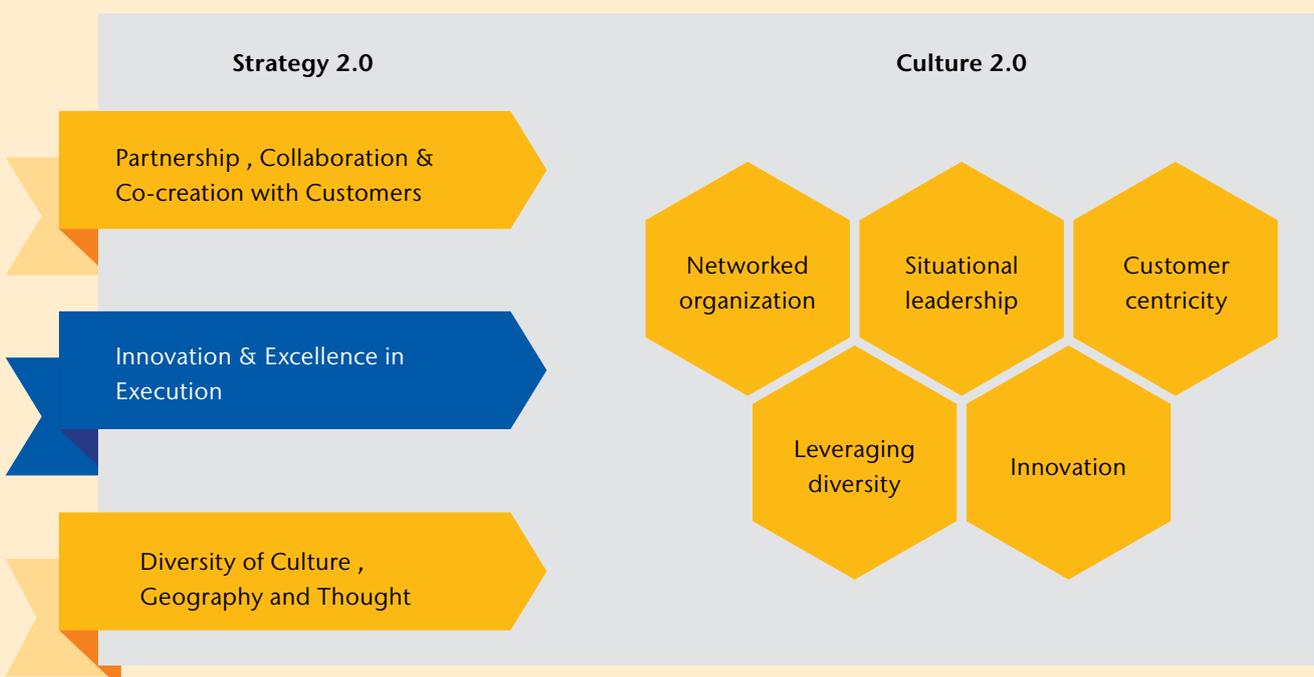
Enclosed are few examples on how TCL is enabling Culture 2.0.

### Shape the Future Program

Employees are invited to participate (in cross-functional teams of 2-4 members) for a challenge, related to work or outside of it. Each team generates ideas for overcoming the challenge, and a jury comprising the leadership selects the winners. Short-listed teams have the opportunity to visit Silicon Valley for one week to meet Venture Capitalists and thought-leaders to exchange views on their ideas. TCL funds the winning team's idea, and allows them time to pilot and run field demonstrations. One in works now is around Internet of Things!

### Project Market Place

On this free-for-all innovation platform, employees have the opportunity to build, launch, and get involved with any idea or pet project—beyond the requirements of their daily jobs. Employees can voluntarily assist a colleague on any project, build their skill profiles and get ratings for their work. Apart from leveraging latent employee



aspirations, this platform promotes career mobility and encourages employees to build a network across various functions, practices, and locations.

### **Analytics-driven Career Portal**

Employee feedback indicated that, around 52% of TCL employees were looking for internal career change. Akin to Google Maps approach, TCL's Career Portal allows employees to identify where they are and where they could go in future, before showing them a route to get there. Employees can also view colleagues who have taken the similar routes, and reach out to them for advice.

### **Winning Mix**

TCL's commitment and belief towards creating a workplace that reaps the benefits of diversity makes it the preferred workplace for women. An active Steering Committee comprising top management, and supported by Regional Diversity Leads, work together to socialise, ideate, frame, and implement initiatives in the Diversity & Inclusion ambit.

As part of the talent acquisition strategy, TCL has guidelines for a 60:40 (Men:Women) diversity slate for any open position or replacement, as well as the global Graduate Hire Program where TCL hires fresh talent from the best global universities. At senior management level, there are goals to hire at least 1 woman at General Manager level or above in the current financial year.

Furthermore, TCL has created an inclusive culture with gender-agnostic flexi-work policies including adoption, maternity, and paternity leave policies and support assets (phone, laptop, VPN, etc.) that make work-life integration easier during significant life events.

# Case study – Reliance Capital Asset Management (RCAM)

## About the organization

Reliance Capital Asset Management Limited (RCAM) is the asset manager of Reliance Mutual Fund (RMF) and subsidiary of Reliance Capital Limited (RCL). As a leading and fast-growing company in India, RCAM has 902 employees, 703 of whom are home-grown talent.

## Responding to Changing times through a strong EVP

With each employee staying for an average of five years, career development and progression has been a key area of focus for RCAM leaders. To deliver impact on business, RCAM has aligned their HR strategy with business strategy and set HR KPIs against this.

One of these KPIs was to build a strong Employee Value Proposition (EVP) to enhance the internal employee experience, and develop an employer brand that strengthens RCAM's credibility to attract high-quality talent.

RCAM evolved its people practices around a clearly defined EVP that focused on 4 pillars:

- **Empowerment and Entrepreneurship**  
Enable employees to learn and develop on the job in an open, transparent, and empowering culture; making them entrepreneurs of their own careers
- **Challenging assignments**  
Drive employees to meet their potential with tasks that challenge, yet not overwhelm, them
- **Career advancement and growth**  
Implement career development processes, including a fast-track program for high potential

- **Enabling Culture**

Create a working environment that supports employee wellness such as the 'PANKH' program designed for women to develop both professionally and personally; and 'Life Begins at 40' program, providing extensive health benefits for employees over the age of 40 years

Imbued in its EVP, RCAM's innovative initiative on talent sourcing from diverse industries to promote learning and innovation sets it apart.

### Innovative and Strong mix of relevant talent sourced from diverse industries

70% of RCAM's talent comes from outside the AMC (Asset Management Company) industry and 38% from outside BFSI (Banking, Financial Services, and Insurance). These include a diverse range of industries such as Telecommunications, e-Commerce, and FMCG, which are not random sector picks but carefully identified basis the business challenge or opportunity at hand. For example, to penetrate India's hinterland and rural markets, RCAM sourced a Chief Marketing Officer with an FMCG background. Similarly, to address a digital foray, it sourced the lead of this business from Digital Banking.

This distinctive hiring strategy has brought about fresh thinking, and innovative processes and practices to RCAM. It has also ensured there are continuous learning opportunities for employees. With these innovative hiring practices, RCAM has built a high-quality talent pool. This has also enabled them to keep the key employee attrition rate at a low 5%, while fast-tracking high-potential talent to significant roles in the organization. 90% of CXO talent is grown in-house & 75% of next-in-line leaders are also developed in-house.



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## About Aon

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