

# Top 25

# Best Employers IN INDIA 2003



The third BT-Hewitt study is replete with surprises: a new No. 1, a clutch of public sector companies that make the list, and several stars that have suddenly gone missing.

RANK	BEST EMPLOYERS IN INDIA 2003	TOTAL NO. OF EMPLOYEES	AVERAGE TRAINING HOURS /YEAR	TRAINING BUDGET AS A % OF GROSS REVENUE	ATTRITION RATE (%)	GROSS REVENUE IN RS CRORE	KEY DRIVERS FOR ATTRACTION & RETENTION OF TALENT AS PERCEIVED BY THE COMPANY
1	Procter & Gamble India	650	60 hours	.0005	.05	809	<ul style="list-style-type: none"> <li>• Early responsibility in careers</li> <li>• Flexible and transparent organisation culture</li> <li>• Global opportunities through variety of exposure and diverse experiences</li> <li>• Performance recognition</li> </ul>
2	American Express (India)	914	90 hours	.25	13	129.4	<ul style="list-style-type: none"> <li>• Strong global brand</li> <li>• Value-based environment</li> <li>• Pioneers in many people practices</li> </ul>
3	National Thermal Power Corporation	23,555	50 hours	0.25	1.12	18,584	<ul style="list-style-type: none"> <li>• Learning &amp; growth opportunities</li> <li>• Competitive rewards</li> <li>• Opportunity to grow, learn, and implement</li> <li>• Strong social security and employee welfare</li> <li>• Performance-oriented culture</li> </ul>
4	Johnson & Johnson	492	95 hours	0.5	5.03	n.a.	<ul style="list-style-type: none"> <li>• Strong values of trust, caring, fairness, and respect within the organisation.</li> <li>• Freedom to operate at work</li> <li>• Early responsibility in career</li> <li>• Training and learning opportunities.</li> <li>• Visible, transparent, and accessible leaders</li> <li>• Competitive rewards</li> <li>• Innovative HR programmes and practices</li> </ul>

OTHER ACHIEVERS OF NOTE

- Nestle India for a long-term approach to talent management
- Dr. Reddy's for creating value to society through its philosophy, products and services

All revenue figures for 2001-02; the survey was conducted in March-April 2003

RANK	BEST EMPLOYERS IN INDIA 2003	TOTAL NO. OF EMPLOYEES	AVERAGE TRAINING HOURS /YEAR	TRAINING BUDGET AS A % OF GROSS REVENUE	ATTRITION RATE (%)	GROSS REVENUE IN RS CRORE	KEY DRIVERS FOR ATTRACTION & RETENTION OF TALENT AS PERCEIVED BY THE COMPANY
5	GlaxoSmithKline Consumer Healthcare	2,863	96-224 hours	.02	7.26	992	<ul style="list-style-type: none"> <li>• Performance-driven rewards</li> <li>• Organisation that believes in “growing our own timber”</li> <li>• Comprehensive development and learning programmes</li> <li>• Flat organisation, where performance could lead to very quick career progression</li> <li>• Challenging work content</li> <li>• Exhaustive induction and orientation programme</li> <li>• Competitive rewards</li> </ul>
6	Tata Steel	44,235	77 hours	0.2	3.4	9,843.66	<ul style="list-style-type: none"> <li>• Organisation philosophy and culture</li> <li>• Job stability</li> <li>• Freedom to work and innovate</li> </ul>
7	Colgate-Palmolive India	1,171	16-24 hours	1	4.8	1,057	<ul style="list-style-type: none"> <li>• Company brand</li> <li>• Open, transparent &amp; caring organisation</li> <li>• Management according to the managing with respect guiding principles.</li> <li>• Training and development programmes</li> <li>• Structured career planning process</li> <li>• Global career opportunities</li> </ul>
8	Wipro	21,561	100 hours	2.5	7	3,467.7	<ul style="list-style-type: none"> <li>• Company’s brand as an employer</li> <li>• Early opportunities for growth</li> <li>• High degree of autonomy</li> <li>• Value compatibility</li> <li>• Innovative people programmes</li> </ul>
9	Indian Oil Corporation	31,647	40 hours	.04	0.48	1,14,864	<ul style="list-style-type: none"> <li>• Company brand image</li> <li>• Work culture</li> <li>• Learning and growth opportunities</li> <li>• Challenging work assignments</li> <li>• Growing organisation</li> </ul>
10	Tata Consultancy Services	22,416	105 hours	7.5	3.67	5,012	<ul style="list-style-type: none"> <li>• The group brand equity</li> <li>• Strong corporate governance and citizenship</li> <li>• Commitment to learning and development</li> <li>• Best in class people practices</li> <li>• Challenging assignments</li> <li>• Opportunity to work with Fortune 500 clients.</li> </ul>
11	MindTree Consulting	595	80 hours	1	7.1	28.45	<ul style="list-style-type: none"> <li>• Work content</li> <li>• Work culture</li> <li>• Competence development &amp; growth opportunities</li> </ul>
12	STMicroelectronics	1,016	45 hours	n.a.	4	n.a.	<ul style="list-style-type: none"> <li>• International brand recognition and equity</li> <li>• Unique &amp; open work culture</li> <li>• Promotion of empowerment and initiative</li> <li>• Recognition of achievements</li> <li>• Need based &amp; focused training in both technical &amp; soft skills</li> <li>• Competitive compensation &amp; benefits policies</li> <li>• Opportunity to work on challenging projects.</li> </ul>
13	Philips India	2,943	24 hours	1	13	1,618.7	<ul style="list-style-type: none"> <li>• The company brand</li> <li>• Freedom of working</li> <li>• Recognition of performance</li> <li>• Open and transparent culture</li> <li>• Fair and equal opportunity employer</li> </ul>
14	Bharti Tele-Ventures	4,968	91 hours	0.5	12.81	1,486.2	<ul style="list-style-type: none"> <li>• Leadership position in the market</li> <li>• Strong employer brand</li> <li>• Robust people practices</li> <li>• Opportunity for individual growth</li> <li>• Strong career development process</li> </ul>

OTHER ACHIEVERS OF NOTE

- Infosys for providing a world class working environment
- Gillette for effective and aligned employee communication systems

RANK	BEST EMPLOYERS IN INDIA 2003	TOTAL NO. OF EMPLOYEES	AVERAGE TRAINING HOURS /YEAR	TRAINING BUDGET AS A % OF GROSS REVENUE	ATTRITION RATE (%)	GROSS REVENUE IN RS CRORE	KEY DRIVERS FOR ATTRACTION & RETENTION OF TALENT AS PERCEIVED BY THE COMPANY
15	Tata Motors	22,521	88 hours	0.12	3.57	8,918	<ul style="list-style-type: none"> <li>• The company brand</li> <li>• High degree of people orientation</li> <li>• High performance, seamless and customer focused culture</li> <li>• Challenging work content</li> <li>• Opportunity for cross-functional and locational mobility</li> <li>• Focused training designed to meet the needs of high performers</li> </ul>
16	Microsoft India	150	40 hours	n.a.	2	n.a.	<ul style="list-style-type: none"> <li>• Freedom to innovate, develop, adapt, and change products used by people world over</li> <li>• Flexibility at workplace to encourage work life balance</li> <li>• Freedom to choose career paths</li> </ul>
17	Bharat Petroleum Corporation	12,543	24 hours	0.5	1.7	42,294	<ul style="list-style-type: none"> <li>• Organisational culture-</li> <li>• Opportunity for high level of exposure</li> <li>• Job security</li> <li>• Healthy relationships at work</li> </ul>
18	Eureka Forbes	5,918	96 hours	0.25	29	399	<ul style="list-style-type: none"> <li>• Unlimited opportunity for earning and learning</li> <li>• Quick and steady rise of career graph</li> <li>• Fun, excitement and recognition</li> </ul>
19	Wipro Spectramind	4,500	200 hours	1.36	23	52.1	<ul style="list-style-type: none"> <li>• Career progression opportunities</li> <li>• Open and transparent comm. system.</li> <li>• Focus on continuous improvement</li> <li>• High degree of culture consciousness &amp; focus on values</li> <li>• A healthy work life balance</li> </ul>
20	Aditya Birla Group	51,000	33 hours	1	1.14	14,119	<ul style="list-style-type: none"> <li>• Diversified conglomerate providing multiple career opportunities</li> <li>• Clear future directions for growth</li> <li>• Highly empowering culture</li> </ul>
21	E.I. Dupont India	321	56 hours	0.25	2.6	600	<ul style="list-style-type: none"> <li>• The corporate brand &amp; international exposure</li> <li>• Work environment encouraging work and life balance</li> <li>• Competitive rewards</li> </ul>
22	Eli Lilly & Company (I)	530	81 hours	0.5	26	135	<ul style="list-style-type: none"> <li>• Image of the company</li> <li>• Global career opportunities</li> <li>• Competitive rewards</li> </ul>
23	Maruti Udyog	4,600	108 hours	0.5	4	9,410.3	<ul style="list-style-type: none"> <li>• Openness &amp; continuous learning culture</li> <li>• Performance orientation</li> <li>• Customer obsession across levels</li> <li>• International benchmarks</li> <li>• Complete alignment across the organisation</li> </ul>
24	Larsen & Toubro	22,000	19 hours	1.4	9.5	9,869.83	<ul style="list-style-type: none"> <li>• Corporate reputation</li> <li>• Opportunity to learn</li> <li>• Freedom of operation</li> <li>• Fair employment practices</li> </ul>
25	Monsanto India	362	15 hours	1	9.7	333.4	<ul style="list-style-type: none"> <li>• Informal culture-</li> <li>• Empowered workplace</li> <li>• Focus on organisational values</li> <li>• Industry leader</li> <li>• Challenging careers</li> <li>• Employee oriented environment and policies</li> <li>• Learning and development opportunities</li> </ul>

OTHER ACHIEVERS OF NOTE

- MindTree Consulting for having the most admired senior management team.
- Bharti Televentures' HR department for aligning people systems to business needs