

**Great
Place
To
Work®**

Best Workplaces™
among NGOs

INDIA

2019

ENGAGING THE PURPOSE DRIVEN MILLENNIAL

Learnings from the Best NGOs

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ABOUT THE REPORT

Our study shows that employee experience at the Best NGOs mirrors the trends observed in mid-size organizations of similar workforce strength (employee strength between 100 and 500). When it comes to creating a work culture that engages employees and nurtures them to give their best, these NGOs have adopted some best in class practices especially around performance management and development, attractive benefits, and deploying technology in various aspects of their day-to-day working. The young, educated, professionally qualified talent desiring to make a social impact, find the raison d'être of these organizations, coupled with the work culture that would match any other corporate, an irresistible combination. But is this enough to retain the much sought after young talent of today? Could the commonly held belief of NGOs not offering attractive salaries like the for-profit organizations be a deterrent for today's youth? This report reveals the answers to these questions and more while throwing light on the top employee engagement trends in the NGO sector today.

FROM THE LEADER'S DESK

Basuri Dutta
Vice President, Great Place to Work® India

India has all the ingredients of being a successful and prosperous nation and yet it is a third-world country with huge economic disparity characterized by large masses of impoverished population, significantly unequal distribution of income and resources, vast unemployment, an inadequate education system and a broken public healthcare system.

While on the one hand we are among the Top few countries in the world with advanced space programmes (Mangalyaan – Mission to Mars), and 20 of the top 500 Billionaires of the World are Indians, globally India ranks 130th out of 189 countries, in the Human Development Index Report of the United Nations Development Programme (UNDP) and 112th out of 189 countries in SDG (UN's Global Sustainable Development Goals).

NGOs as a constituency are a very critical participant in India's growth story. As an important arbiter of change, there is a significant responsibility on the NGOs to envision the future of the country and focus their efforts in giving it a concrete shape. While the 'for profit' enterprise or industry is predominantly driven by motives of profit and economic gains,

the NGOs are primarily driven by a superordinate goal and are therefore engaged in mission-oriented, socially relevant work.

While NGOs in India today are very focused on their mission and their beneficiaries, they are grappling with two significant challenges among many others – assured and continued funding for the projects and enterprises undertaken by them and their own organizational development.

In the current scenario, more than ever before, NGOs need to attract and retain the best quality talent that is available, to fuel their mission. With competition in the talent market being intense, NGOs now compete with the 'for profit sector'. And because NGOs are unable to remunerate as competitively as the 'for profit' sector, there is a very strong need for the employee value proposition to be premised on 'workplace culture premium'.

This study has the dual objective of showcasing the 'Best' NGOs to Corporate India and at the same time, support the participating NGOs with some inputs towards their organizational development.

Happy reading!



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UNITED NATION'S SUSTAINABLE DEVELOPMENT, INDIA'S KEY ROLE IN IT

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

The SDGs advocate for bold, sustainable development that focuses on the 5 Ps – People, Planet, Peace, Partnership and Prosperity. The SDGs identify 17 fields across 163 interconnected indicators pushing for alignment and collaborative action among development stakeholders. The SDGs have high ambitions: elimination, not just reduction, of problems like poverty and malnutrition. While India is growing into an emerging world power, this framework challenges India to redesign its development narrative such that no one is left behind. And thus, the role of NGOs (Non-governmental organizations), is even more critical than ever before, in our country's journey of SDGs implementation.

India today has at least 31 lakh NGOs - more than double the number of schools and 250 times the number of government hospitals in the country, as per a study



“We can master it only if we face it together. And that, is why we have the United Nations”

conducted by Central Bureau of Investigation and as reported in the Indian Express. The past two decades have witnessed dramatic growth in the number, nature, reach, influence and diversity of voluntary organizations.

With such a broad base of entities, diversity of their functions and overarching purpose, they also hire very diverse talent, bringing us to the question of how they attract, retain, motivate and develop this talent to reach its maximum potential. And all this while dealing with their own external challenges of coping with the issue of fragmented efforts of the sector.

“We rise by lifting others” as quoted by Robert Ingersoll, while we selflessly put the needs of others before our own, we do so to support the dreams, goals and aspirations of others. In the meanwhile, the rest take notice of us and begin to respond by helping us with our needs.

Our team at Great Place to Work®, this year has studied employee engagement levels for 29 Indian and Global Non-Government organizations. We have compared Non-Government Organizations to the Small and Medium-sized enterprises, to understand the subtle differences and find similarities in these 2 wide talent markets. Out of the current NGO strength, about 60% are millennials which strengthens our findings that more Millennials and Gen Y are attracted and captivated to pioneer their career by giving back to the society.

INDIA'S BEST NGOs TO WORK FOR



EnAble India
To empower people with disabilities



THE KESHAVAL V. BODANI EDUCATION FOUNDATION



Room to Read® A CHILD IN SCHOOL HAS A FUTURE



A loving home for every child



St. Jude India ChildCare Centres

The winners have
been recognized in
alphabetical order

Diversity makes for a rich tapestry. We must understand that all the threads of the tapestry are equal in value, no matter their color; equal in importance no matter their texture.

- Maya Angelou

OUR METHODOLOGY

FOR SELECTING THE BEST WORKPLACES:

Every year, more than 10,000 organizations from over 58 countries partner Great Place to Work® Institute for assessment, benchmarking and planning actions to strengthen their workplace culture. Great Place to Work® Institute's methodology is recognised as rigorous and objective and is considered as the gold standard for defining great workplaces across business, academia and government organizations.

All organizations that nominate themselves for India's Best NGO's to Work For list undergo a rigorous assessment. This year 29 NGOs applied for this Study. As part of this assessment, all organizations were evaluated through two lenses. The first lens measures the quality of employee experience through our globally validated survey instrument known as Trust Index®. The survey helps in seeking anonymous feedback from employees and carries 2/3rd weightage. The second lens is called Culture Audit® is a proprietary tool of the Institute that evaluates the quality of people practices in an organization, covering the entire employee lifecycle. This carries 1/3rd weightage. The Institute undertakes a robust validation process on the data gathered through the assessment process. The cumulative score of Trust Index® and Culture Audit® determines an organization's inclusion in 'India's 10 Best NGO's to Work For'. No individual or jury has a say in who makes it to the Top 10 list - only employee feedback and quality of people practice determine if an organization is a great workplace.

Great Place to Work® funds this study and a detailed report on the feedback by employees is shared back with all the participating NGOs.

Criteria for selecting the Best Workplaces

TRUST
INDEX®

2/3rd
weightage

An EMPLOYEE SURVEY
seeking anonymous
feedback

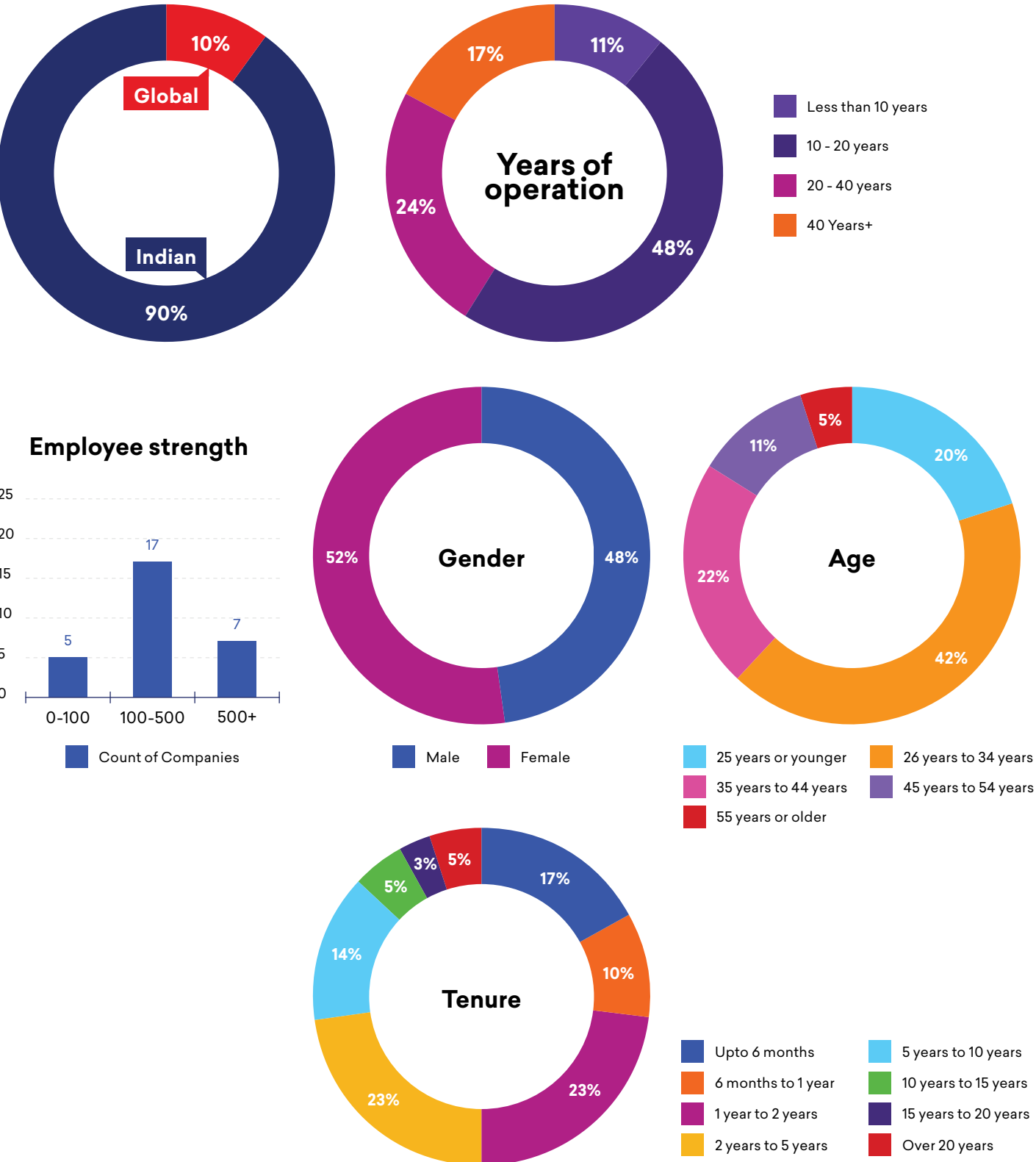
+

CULTURE
AUDIT®

1/3rd
weightage

A study of the
PEOPLE PRACTICES

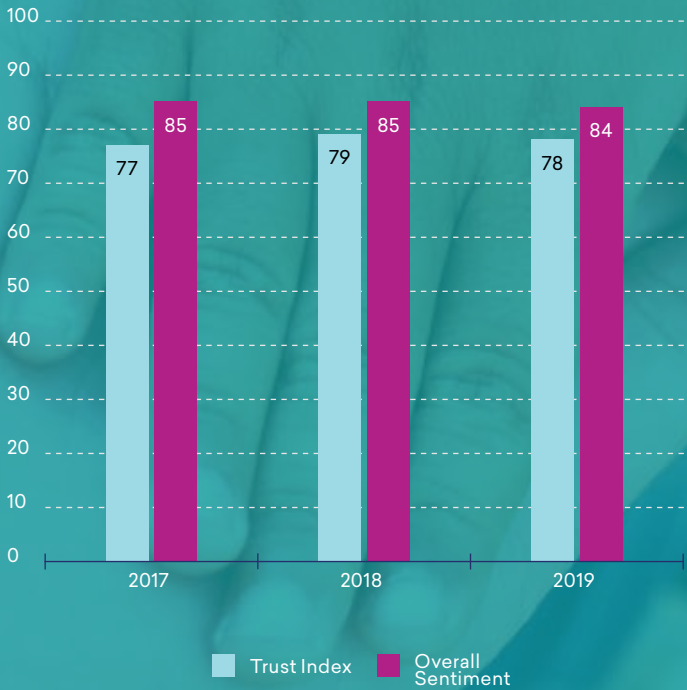
PARTICIPANT PROFILE



THE BIG PICTURE

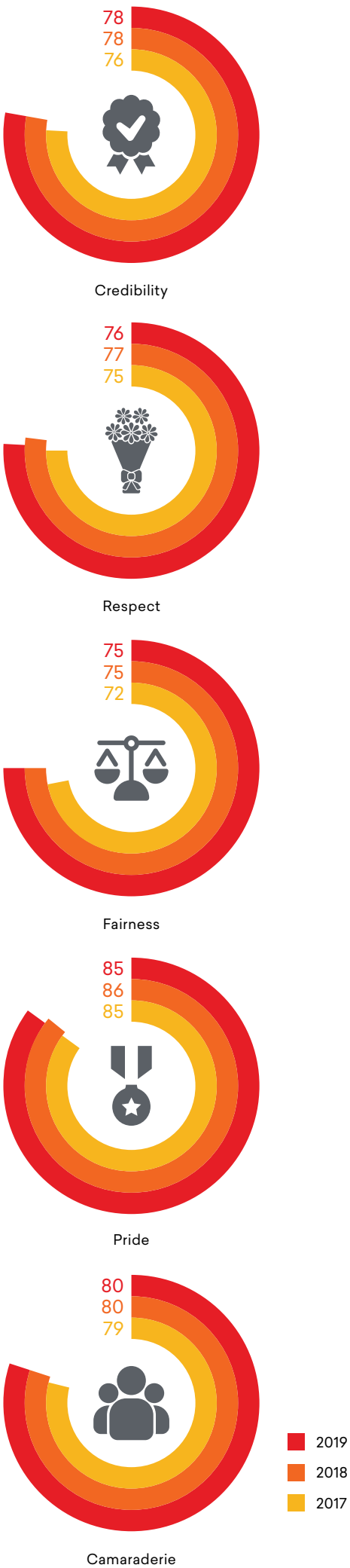
The NGOs have been able to provide consistently positive work experience to their people over the past three years, as evident in the trend. NGOs have not only contributed to this nation by the work they do but also by creating and delivering a wonderful work culture to their employees.

Year wise trend



Overall Sentiment: Taking everything into account, I would say this is a great place to work.

Trust Index® score represents the average of percentage of positive responses (a score of 4 or 5 on a five-point scale) of the other 55 statements (excluding the overriding and the profit sharing statement – ‘I feel I receive a fair share of the profits made by this organization’.)



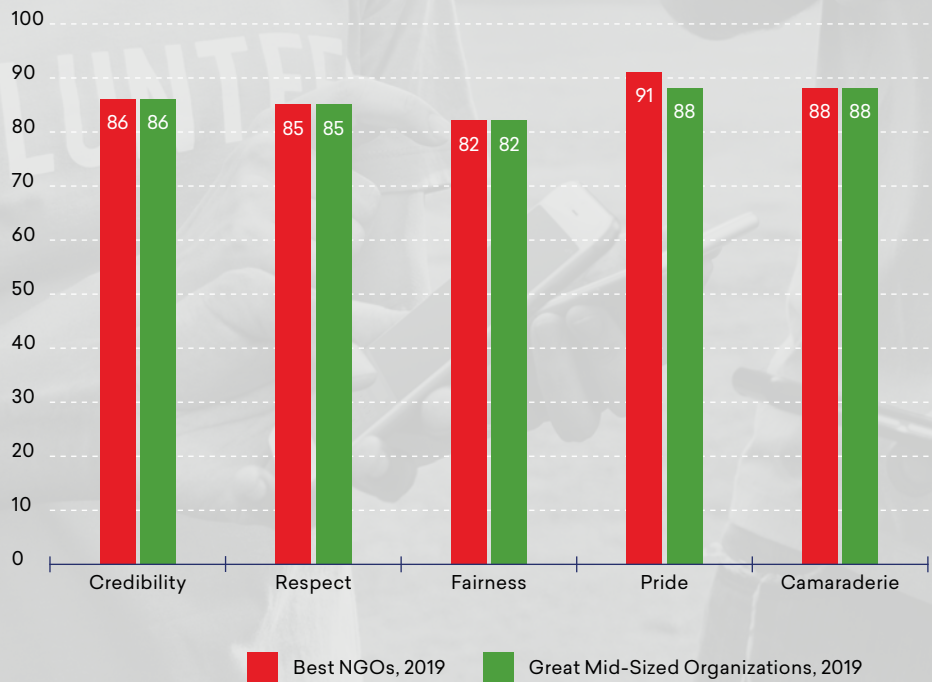
WITNESSING A SIMILARITY BETWEEN BEST IN NGOS & GREAT MID-SIZE WORKPLACES

Our research shows that the participating NGOs are not only competing in the same talent market as mid-size workplaces (of similar size) but are also able to create the same level of employee engagements as those by for-profit corporates. The Best NGOs to Work For in India are able to create and deliver a very similar employee experience as that by Great Mid-size Workplaces the very same group of companies recognized by us earlier this year.



WHERE IS THE NGO SECTOR WINNING?

Through our data, we see that the Best NGOs to Work For in India can be benchmarked against Great Mid-size workplaces (recognized by us earlier this year), as they seem to share similar workplace cultures. What stands out, however, is the sense of Pride expressed by the employees working in the Best NGOs is 3% higher than that of the Great Mid-size Workplaces.



Pride

Data from the assessment of NGOs this year, clearly shows that organizations in this sector have a clear edge over their talent competitors in areas related to Pride and their contribution to the society. NGOs have been able to create a culture of engagement and pride, where employees today experience gratification in serving the society. A lot of contentment also comes naturally to the employees in this sector, accounting to the work they do. NGOs have certainly enabled people



Our organization treats us specially and encourages us to take initiative while performing our role. The most important point is that it never makes us feel that we are subordinates of someone else and everyone is co-operative and approachable.

- A grateful employee of Room to Read India.

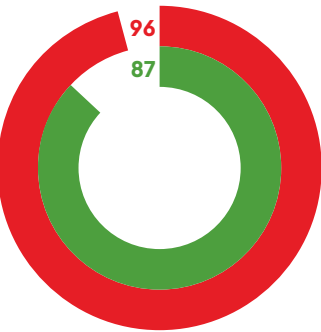


Our organization pioneers an approach of long-term care for orphan and abandoned children. Every child here belongs to a family and grows with love and respect.

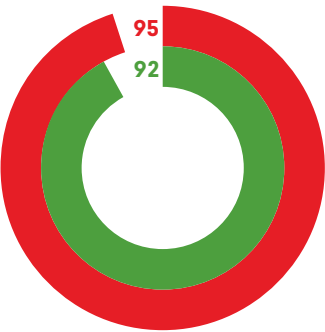
- A content employee of SOS Children's Villages of India



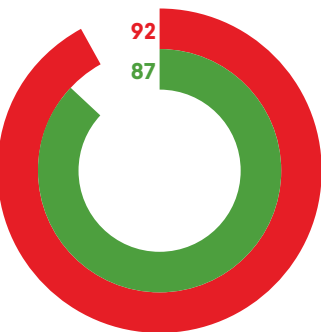
Pride Statements



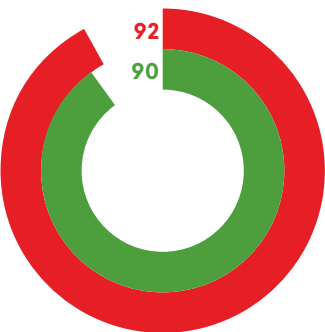
I feel good about the ways we contribute to the society.



I'm proud to tell others I work here.



My work has special meaning: this is not 'just a job'.



When I look at what we accomplish, I feel a sense of pride.

Best NGOs, 2019 Great Mid-Sized Organizations, 2019

UNDERSTANDING WHAT ENGAGES AND RETAINS THE PURPOSE-DRIVEN MILLENNIAL

As per our study this year, we have noticed that almost 60% of the working population in the NGO sector belongs to the age group 34 years and younger. We have done a deep dive analysis into what attracts, motivates and drives this purpose-driven young talent. We will also shed light on what are the key factors that determine their journey with these socially-driven organizations and their shift towards the corporate sector.

Out of this pool of millennials, 85% have a tenure of less than 5 years in their current organization. It is a well-established fact that the average tenure of a millennial at the workplace is about 2 to 3 years. NGOs, however, seem to have more success in retaining this group with quite a few millennials choosing to stay for upwards of 5 years.

To learn how the NGOs are achieving this, we contrasted the employee perception shared by millennials with a tenure of lower than 5 years and more than 5 years.

Millennials with tenure lower than 5 years:

Through our study and basis employee comments, we have noticed that millennials with less than 5 years of work experience at these workplaces are significantly engaged with the quality of work they do and their workplace. They experience freedom while working, and are receptive of the responsibility and accountability that comes with the role.

Millennials with tenure higher than 5 years:

Millennials with more than 5 years of tenure in the organization perceive that they can approach the management easily. They are able to discover growth opportunities in discussion with the management, thereby making it easier to determine their career path in the organization. These employees feel that they are treated as full members regardless of their position and feel valued beyond just being an employee/resource. They perceive their workplace as fun and believe that performance at their organization is fairly evaluated.

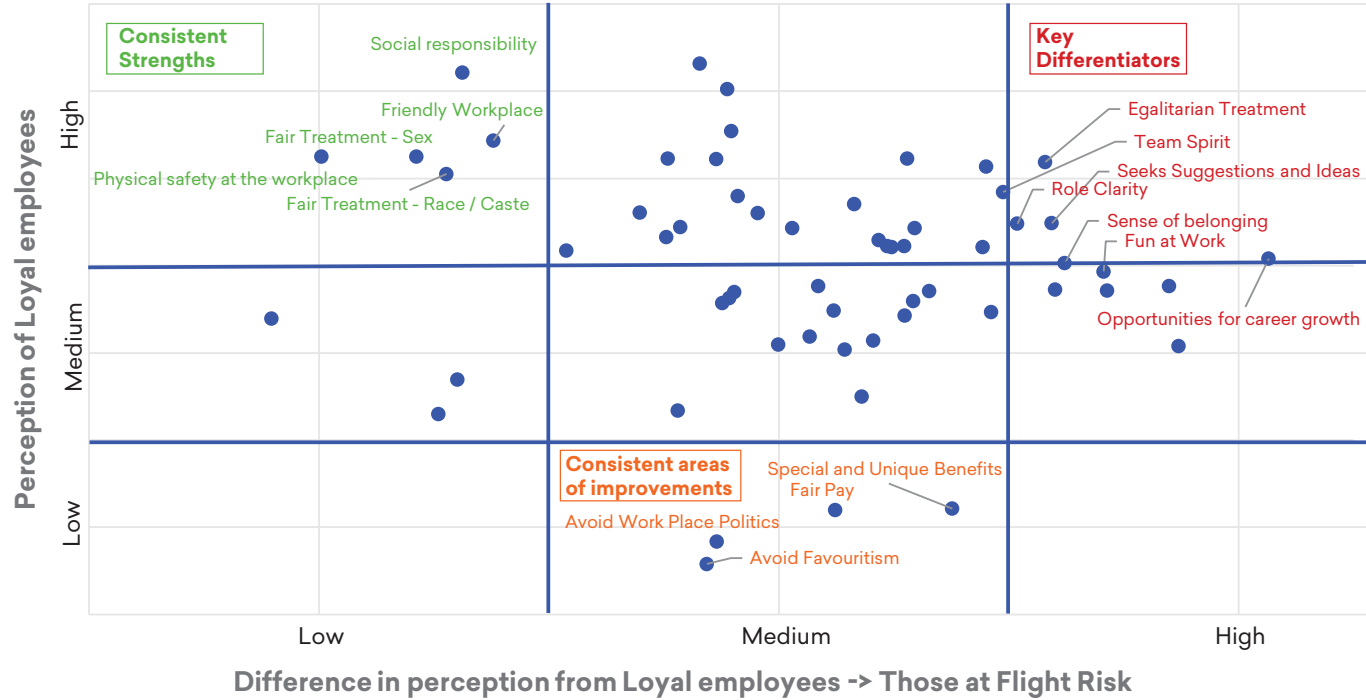
LEADER'S QUOTE

Dr. Pankaj Shah,
Managing Trustee, SEWA Rural

Investment in a series of inhouse "Sanskar Sinchan" workshops that are conducted every year and cover every employee, has helped bring in further mission clarity in our minds. Not only that, it has also contributed significantly towards increasing motivation level, building team spirit, and enhancing pride towards the organization's value-based noble work of serving the society at large.

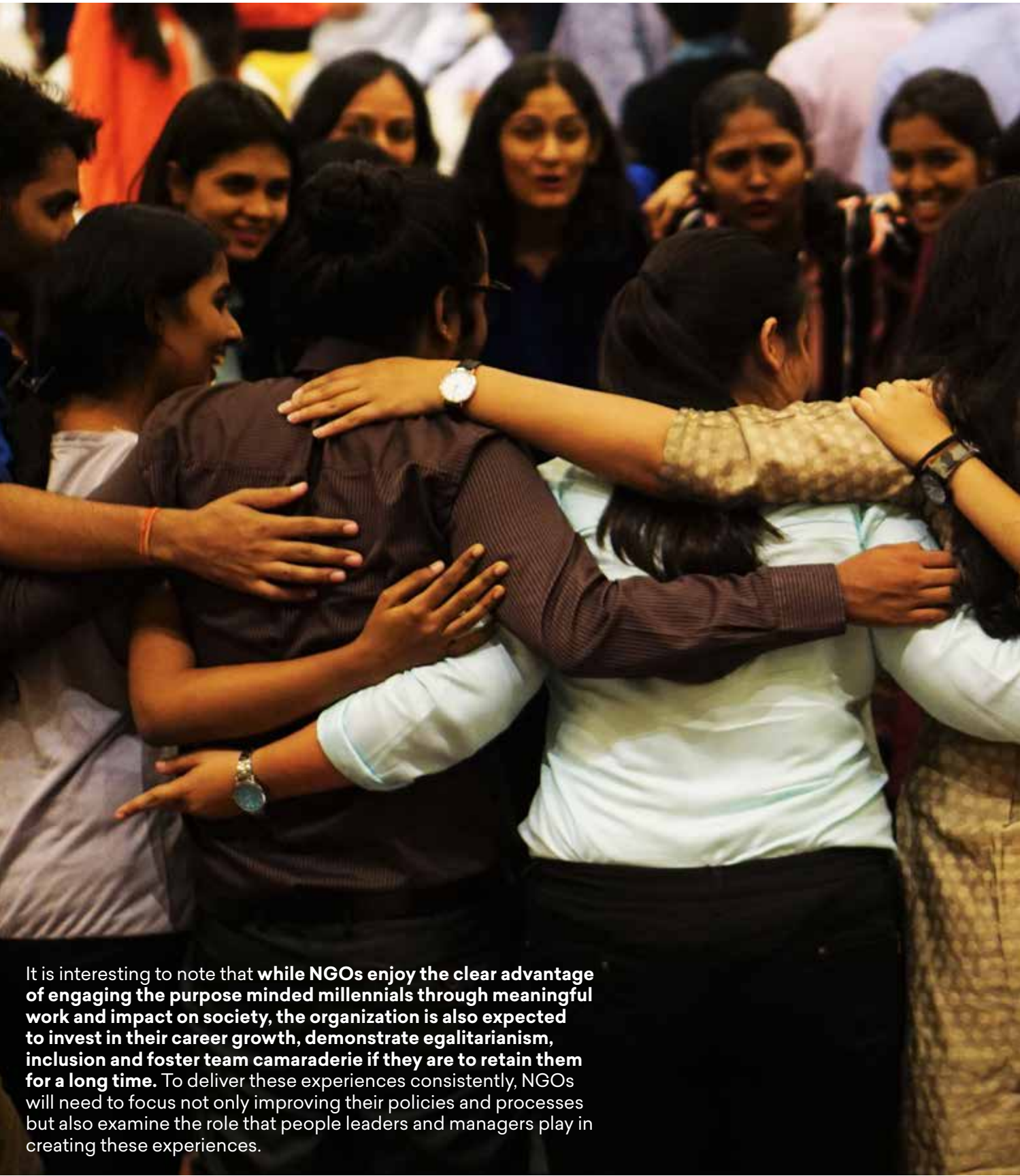
WHAT IS THE SECRET TO RETAINING THE PURPOSE MINDED MILLENNIAL?

The graph below captures the employee perception of the Loyalists on each of the 55 Trust Index® statements on the vertical axis and the corresponding difference in perception as expressed by those at 'Flight Risk' on the horizontal axis.



The following 3 aspects stand out:

- Both groups agree that in general, they experience their workplace as being **Socially Responsible, Friendly, Physically Safe and Fair in terms of non-discrimination basis gender, race and caste**. These areas are represented in the top left corner of the graph and coloured in green to signify them as **common areas of strength**.
- Both groups also agree on **common areas of improvement** (bottom of the graph highlighted in orange). Both groups have shared lower positive feedback on the areas of **avoiding favouritism and workplace politics, fair pay and special and unique benefits**.
- The two groups, however, report a **significantly differentiated experience** on a few areas (represented in the top right corner of the graph and coloured in red). The analysis reveals that the difference between millennials who plan to stay (the Loyalists) vis-à-vis those that are at 'Flight Risk' may be driven by how they experience **feeling valued** (treated as an equal, seeking their suggestions and ideas), **positive group dynamics** (team spirit, fun at work and sense of belonging) and **nurturing career ambitions** (role clarity and opportunities for growth).



It is interesting to note that while NGOs enjoy the clear advantage of engaging the purpose minded millennials through meaningful work and impact on society, the organization is also expected to invest in their career growth, demonstrate egalitarianism, inclusion and foster team camaraderie if they are to retain them for a long time. To deliver these experiences consistently, NGOs will need to focus not only improving their policies and processes but also examine the role that people leaders and managers play in creating these experiences.

NGOs - BEST VS REST

Deep diving into what helps the **Best** stand out from the **Rest**

The **'key differentiators'** and also the **'areas of opportunity'**, as identified by the millennials, are exactly the ones where the **Best stand out from the Rest**. The Best NGOs to work for in India have created workplaces that provide benefits to their employees, build interpersonal meaningful relationships based on trust, and establish fairness through various mechanisms to promote fair pay & appraisals, equality in recognition etc. which is above and beyond of what is usually witnessed in this sector and clearly sets them apart from the rest of the organizations working in this space.



86 68

CREDIBILITY

Management's actions match its words.



85 69

CREDIBILITY

I can ask management any reasonable question and get a straight answer.



87 71

CREDIBILITY

Management makes its expectations clear.



80 64

RESPECT

Management involves people in decisions that affect their jobs or work environment.



75 55

RESPECT

We have special and unique benefits here



92 76

CAMARADERIE

People celebrate special events around here.



72 58

FAIRNESS

People here are paid fairly for the work they do.



80 65

FAIRNESS

Performance of employees here is fairly evaluated.



73 59

FAIRNESS

People avoid politicking and backstabbing as ways to get things done.



83 66

FAIRNESS

Everyone has an opportunity to get special recognition.



79 64

FAIRNESS

Promotions go to those who best deserve them.

LEADER'S QUOTE

Varsha Makhija,
Co-Principal, The Gateway
School of Mumbai

The Gateway School of Mumbai functions on these foundational beliefs:

1. every individual's role is unique and based on strengths,
2. a flat organizational structure promotes transparency and collaboration, and
3. a shared vision fosters a sense of belonging and community.

Well-defined shared goals, multiple opportunities for professional growth, democratic decision-making and open and explicit appreciation of community members inspires every single member to put in their 100%.

Additionally, a supportive and approachable management team ensures that all voices are heard, inspiring every member of the Gateway team to go above and beyond, every single day.

HOW DO THE BEST STAY AHEAD OF THE REST?

Employee perception about their workplace is a reflection of the efforts made by management to create and sustain High-Trust, High-Performance Culture™. In order to evaluate these efforts, Great Place to Work® assess the People Practices of these organizations. The Best NGOs are not only doing more compared to their counterparts to impact employee experience but are also adopting best-in-class practices comparable with the Great Mid-size Workplaces.

In addition to a lot of practices like job evaluations, competency-based hiring and culture fitment, benchmarking, performance management systems, individual development plans and career conversations, work from home

options etc. inherited from the global parent and through market (NGO sector) benchmarking, most of the non-profits are imbibing a culture of professionalism and empowerment, brought in from the senior leadership, many of whom carry a prior experience of working in the corporates before moving to the NGO sector. The CSR Foundations set up by Indian corporates have been an influencer to this trend too, where the people practices of the parent corporate company have been replicated for the employees of the Foundation.

The Best organizations have also made a note of the fact that one size may not fit all when it comes to policies for the young millennial talent, which forms the bulk of their current and potential

talent pool. Hence, innovative ideas around providing flexibility at work, a support mechanism to take care of young children or ailing parents, and other such benefits have been provided to employees, which have found much appreciation. These organizations also realize their limitations in offering financial rewards and bonuses, and hence tap the intrinsic motivators of their employees to keep them motivated like focus on personal growth, upskilling, empowerment on the job, etc.

CULTURE InShorts

Read Best People Practices of Great Workplaces on the go!

Ipas Development Foundation

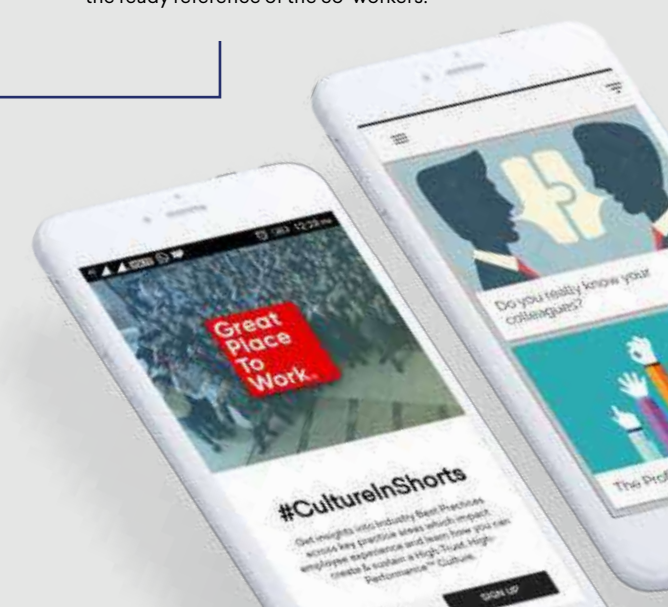
Family Care Leave: IDF thrives on an environment that offers kindness, flexibility, support, and empowerment. To enable employees to attend extraordinary exigencies, IDF provides different leave options including family care leave for absence related to sick dependents or immediate family members, bereavement leave for a loss of a relative or immediate family member and leave without pay when all are exhausted.

SOS Children's Villages of India

At SOS India, they ensure that their salary structure is fair and transparent across all geographies and demographics. Every year, salary bench-marking is done by comparing salaries of related profiles with other social sector organizations. All the circulars and policies are uploaded on the HR eConnect portal for the ready reference of the co-workers.



Subscribe to our e-newsletter,
write to Tvisha.Tandon@greatplacetowork.com.



Learning from the PEOPLE PRACTICES OF BEST NGOs

Some of the Best NGOs have already put mechanisms in place to retain their Purpose driven Millennials.

SEWA Rural - Promoting Fairness & Equality in Compensation

SEWA RURAL is a not-for-profit organization largely sustaining its operations from Government grants and donations from individuals and corporate. This creates limitations in so far as compensation structure is concerned.

Compensation structure consists grades for all employees. For Medical Professionals, grades have been created linked to Medical Qualification. Grades also link to Qualification and length of experience. Salary for all consists of Fixed Basic Pay in the grade and Fixed Allowances which are also linked to Grades. When they join, they are offered salaries considering the two factors and internal consistency. This enhances in providing a sense of organization's fairness and consistency in compensation related practices. The grades are developed taking minimum wages into consideration as declared by the State Government.

Employees are provided cash and non-cash benefits without discrimination of level or grade. These are provided to ensure that they attract necessary resources to relatively remote and small towns. Details of all the benefits that employees are eligible are provided in the Employee Handbook (Karmachari Margdarshika). This helps in creating a sense of equity between various categories and levels of employees.

Raise in salary is discussed openly in staff meeting encompassing all employees across levels and functions. An employee in a similar category with alike years of experience expects an equivalent raise in the salary, they are at liberty to ask questions and expect the trustee to answer these questions in the staff meeting.

The Gateway School Of Mumbai - Supporting during emergencies

The organization assists their employees in times of emergencies. Their team members are granted additional paid leave and are waived off loans. Internally they divide the responsibility of the team member and delegate the duties. Team members have shared that these practices have been a significant support for them during emergencies.

Empowering leaders! - Equitas Development Initiatives Trust

It's the 8th year, since inception of their first Gurukul. While looking at the financial statistics, the F & A team stated that they need to look into fee collection a bit more seriously as it will be more challenging to run the institution.

As always, financial team drew up the budgets for each expense head as required for the schools. While they were discussing the budgets with the Correspondent, a thought came up that why not the school leaders be invited to know the clear status of income and running costs. This way each one of them would contribute by utilising the budgets allocated more judiciously and also ensuring that fees are collected.

During the second quarterly meet in Jan 2019, all Principals were intimated about the budgets and the objectives of sharing the same. The positive response received from each one of them was quite rewarding, making it a right decision to share budgets.

Participative and collaborative leadership is what Equitas Development Initiatives Trust believes in, and has always practiced it. This has enabled a WIN WIN situation even at very challenging times.

Room to Read India - Creating a culture of Fairness

"Room to Read India" – which has been acknowledged as a "Fair" organization by its employees, with highest score on Fairness amongst the participating NGOs, has policies such as:

Grade/level wise salary structure:
This organization follows a level wise salary structure which ensures that each staff at the same level is paid a similar salary. This structure leaves no room for biasness and promotes sense of fairness.

To ensure fairness in processes and actions, they have a whistle blower policy that allows an employee to raise issues to Global Office level which are either not resolved at Country level or where an employee does not feel comfortable escalating it to his manager or Human Resources. Department.

Open-Door Policy: One of the objectives of an open-door policy is to ensure that employee voices are heard, and there is a sense of fairness. Open Door policy is an avenue for employees wherein they can talk to HR Head, Country Head for their issues/concerns.



Though the area of operation of the organization is in non-profit sector, but the monetary benefits and other policies such as maternity leaves, health benefits and work from home options make it highly progressive and competitive with any for profit organization.

- A happy employee at
Room to Read India Trust



The organization cares about team members and everyone is very passionate and enthusiastic about the work. Everyone, no matter how junior or senior, is trusted fully and given freedom to experiment.

- An empowered employee at
The Gateway School of Mumbai



Welcome Home! @ Equitas Development Initiatives Trust

The struggle for identity, the quest for job satisfaction, apt compensation & benefits and right growth prospects comes to an end as one steps over the threshold of Equitas Gurukul. They continually put themselves in the shoes of the candidate and rediscover ways and means to enhance work culture, teacher engagement and benefits that will make one's career more meaningful.

On the day of joining, all new employees are greeted with this simple phrase, "Welcome home". It is a purposeful phrase that is used to communicate with their new members that they have reached home. The Principal welcomes the new employee just as one welcomes a most cherished friend or family member who is visiting after a long time.

This message from the Principal communicates and instils security in the teachers and it helps them to be more creative as there is no fear of rejection or reprimand. The teachers are able to perform well, are open to suggestions and new practices.



Equitas Development Initiatives is fair and transparent, ready to answer our questions and clarify our doubts at any point in time.

- An assured employee at
Equitas Development Initiatives



The unique feature is the fairness and unbiased attitude of senior management which makes this organization a great place to work.

- An employee's faith in
Ipas Development Foundation



EnAble India, Performance Management (resolving career growth issues & ensuring fair performance evaluation)

The MyGrowth Plan at EnAble India is an integral part of the people culture of the organization. This is arrived at by going through a **S.P.I.C.E** session - stands for **Self-development Performance Image and Inclusion Career Competency Exposure**. SPICE provides the space for an employee to showcase their achievements, plans for career growth and their aspirations. This is an avenue for employees to "talk their hearts out" with their managers towards taking ownership for their own careers.

The SPICE framework takes the employee's personal well-being needs as much into account as it does professional learning and development. SPICE also provides a space for the teams to provide feedback to their line managers. What sets SPICE apart from other appraisal systems is that it focuses on the individual's needs and provides a path for the individual to grow at his/her own pace keeping personal ambition in mind. The Short-term output of SPICE in the quarter is the I WILL, which summarizes the top three or four actions each individual has planned for the quarter which could be for personal wellbeing, professional skills or any other self-development goal. This is updated every quarter after the MyGrowth discussion.

In the medium and long-term the MyGrowth serves as a career progression tool at EnAble India.

Director Freeze Sunday - Make a Difference (Celebrating)

The last Sunday/Monday of every month is dedicated towards team bonding. Day long activities are planned for employees where they get to interact with each other, unwind together, celebrate team successes/birthdays/farewells. The activities range from Sunday brunches to movies and team games and activities. This open forum and interactions have enabled new employees to get to know the team, everyone to get personal bonding time and the conversations during such events always leads to the emergence of new friendship and support system amongst each other.



It's the people in Make A Difference that make it the best place to work. There is always positive energy around me when I meet a set of MADsters and it is overwhelming, every single time. Everyone is kind and they always greet each other with a smile, which makes one's day even ten times better just by being in their company.



- An overwhelmed employee at Make a Difference



The culture here of welcoming ideas and respecting people makes it a great place to work. The well-structured approach towards reaching a goal along with building the safe space makes it a great place to work.



- A thankful employee at Make a Difference

Salaam Bombay Foundation - Making Transparency and Integrity their hallmark

This best workplace takes pride in claiming that Transparency & Integrity is their honor & hallmark. They have various opportunities & platforms for their employees to share what they feel.

This best workplace conducts 'Stay in interviews' to interact with employees to understand their feedback on their work, culture, team. Any issues that arise from these interactions are addressed. The HR head personally conducts these interviews. The Founder, CEO & Senior Management follow an 'Open-door policy' and ensure transparency in work. Everyone is involved in the decision-making process, and that is how they have an established an 'Open Office culture'. The CEO addressees all town hall sessions & announcements are made in presence of the organization at regular intervals. The Founder Director addressees the entire team during annual project reviews. The vertical heads conduct monthly & weekly review meetings. 360-degree performance appraisals mechanisms are hosted for the senior management using an online external platform to ensure anonymity. On completion of probation period for an employee a discussion is scheduled between the team member, the reporting head and Human Resources team to confirm employment.



We get immense opportunities to learn in this organization. There is affection in the team & environment is very friendly. Everyone is treated here equally, and we do not just treat this as a work place.



- An employee with immense admiration for Salaam Bombay Foundation

St. Jude India ChildCare Centres - Benefits related to flexibility and Emotional support

Work From Home is an option wherein a co-worker can work from home due to a personal exigency, with prior approval.

Staff can choose the public holiday that they wish to take from the list of these holidays. The organization does not maintain a fixed list of holidays that all staff have to avail at the same time, it's up to them to decide as per their festivities, to avail these holidays. All festivals are celebrated in-house where staff and beneficiaries participate.

Counsellors who are available for the beneficiaries, also support the staff during any difficult episode at work by listening and ensuring that the staff are not overburdening themselves by feeling over-responsible for the children who are critically ill. For staff well-being, it is important for them to understand the boundaries of their role, as caring for the beneficiaries is stressful. For example, considering the job role of the Centre staff that they have to work for children who are critically ill, it becomes really stressful for them and there are times that they have to carry the same emotions back to their families. Continuous counselling helps them manage their emotions better.



Our organization has a very friendly place to work. Everyone here is very supportive and cooperative. Our seniors encourage us to do our best. Our team also organizes lot of capability training sessions which encourages learning.



- A satisfied employee at St. Jude India ChildCare Centres

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CONCLUSION

By blending both passion & profession, NGOs have been able to create opportunities for employees where irrespective of their designation or years of experience, they feel empowered to make unique contributions to the ecosystem. NGOs recognize this uniqueness and create an experience which depicts how crucial they are to the entire machinery of bringing about the social impact, which in turn builds in a sense of pride and brings joy to their work.

The NGOs are definitely competing with the corporate segment for talent today, and they are aware that the success in attracting talent won't be achieved from loyalty or association with the 'higher cause' alone. Providing a nurturing culture which has space for one's personal and professional development; a culture promoting transparency and room for open and honest conversations; providing flexibility at work to bring about the right balance and having fun along the way to achieve the common objectives are the key ingredients of this culture.

Although today, the best NGOs are already far ahead than their counterparts in creating the right work culture in this sector, they have also taken cognizance of the fact that People Practices play an important role in supporting this culture, and hence are upping the game – by adopting robust and innovative practices in multiple areas.

To be able to stand up to the challenge of delivering on the Sustainable Development Goals and making it a reality, what would be of utmost importance is the consolidation of the fragmented efforts across the country. This would mean more alignment and collaborative efforts of the various development stakeholders - not just within the organization and the NGO sector but also with the Corporate / For-Profit organizations and crossborder. With the right environment, culture, talent and leaders – the Best NGOs are geared up to lead the development narrative of our country.

LEADER'S QUOTE

Dipesh Sutariya,
Co-Founder and CEO, EnAble India

“We truly believe in the potential of every individual and celebrate the human spirit.”

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	India's Best Workplaces in IT & IT-BPM 2019	NOVEMBER 2019
	India's Best Workplaces in Manufacturing 2020	JANUARY 2020
	India's Best Workplaces in Retail 2020	FEBRUARY 2020
	Annual Conference 2020	FEBRUARY 2020, MUMBAI
	India's Best Workplaces in BFSI 2020	MARCH 2020
	Asia's Best Workplaces 2020	APRIL 2020
	India's Best Companies to Work For 2020	JUNE 2020
	India's Great Mid-size Workplaces 2020	JULY 2020
	India's Best Workplaces for Women 2020	SEPTEMBER 2020
	India's Best NGOs to Work For 2020	OCTOBER 2020
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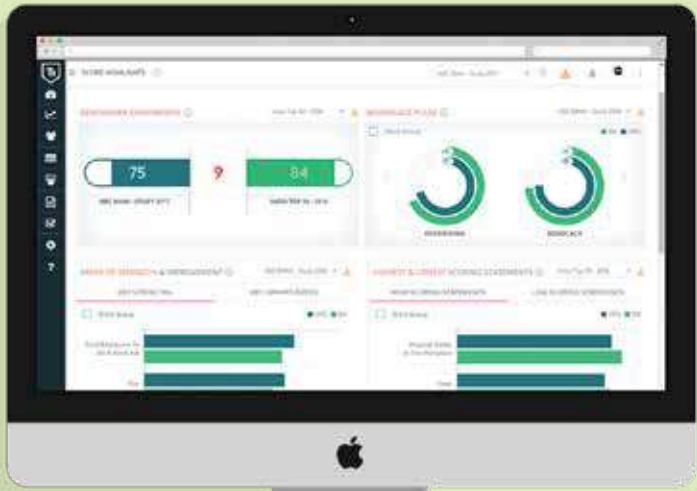
Visit www.greatplacetowork.in/getcertified or write to Bhavishya.Sharma@greatplacetowork.com

Note: Since the lists are announced throughout the year, there are process deadlines for each. Please reach out to us to know more.



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An integrated platform that enables leaders and people managers **leverage actionable insights to craft impactful actions plans and measure employee pulse on the go.**



“

Trust Impact has been a great help for our managers to create Action Plans to focus on their improvement areas and reaffirm their strengths. The reference to best practices available on the tool that are helpful to design activities customized to our needs.

Sterlite Technologies Limited

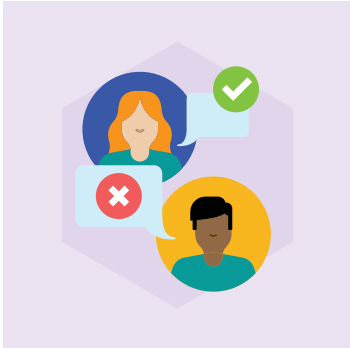
In the journey to become a great workplace, listening to the employee voice is critical and many organizations have started doing it in a regular and structured manner. However, a major challenge comes later - **how to interpret the employee voice and how to take action in a comprehensive manner.**



Reporting Platform



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Platform to Launch Micro Surveys

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Go beyond data.

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About Great Place to Work® Institute

Great Place to Work® Institute is a global research and consulting firm that helps organizations identify, create and sustain High-Trust, High-Performance Culture™. The institute has crafted its perspective by learning from great leaders, surveying millions of employees, and examining thousands of the best workplaces around the globe. Great Place to Work® believes that all organizations can become great workplaces and hence, highly productive organizations, by fostering trust within the ethos of their culture. This is called a High-Trust, High-Performance Culture™. The institute serves businesses, non-profits and government agencies in more than 58 countries across six continents and have conducted pioneering research on the characteristics of great workplaces for over 30 years.

Every year, Great Place to Work® Institute partners with more than 10,000 organizations around the world to help create and sustain a High-Trust, High-Performance Culture™. In India, the institute partners with over 900 organizations and their leaders annually, to work toward their mission of 'Making India a Great Place to Work'.

The institute's research shows that great workplaces are characterised by great leadership, consistent employee experience, and sustainable financial performance. These organizations are able to deliver a consistent experience to all their employees irrespective of their role, gender, tenure or level in the organization. Their leaders role model to build and sustain a Great Place to Work FOR ALL.



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