

Issue 33, January 2021

# BLOG

**Balmer Lawrie**  
Organisational Gazette



## EDITORIAL

I would like to begin this Editorial by quoting Hilary Hinton “Zig” Ziglar, an American author, salesman, and motivational speaker - *“You don’t build a business. You build people, and people build the business.”*, as this issue of Balmer Lawrie Organisational Gazette (BLOG) is a People’s Edition covering HR initiatives and achievements. The theme of the issue is “Curating the BL DNA – thriving in the Post-Pandemic World”. We believe that Business Competencies and People Excellence are like two strands of the BL DNA. Owing to COVID-19, the need for change and transformation confronted both our Businesses and us – the People. All of us at Balmer Lawrie fought the pandemic together and did our own bit to keep the Company going. Though the pandemic affected us hugely, in no way could it deter our resilience and fighting spirit.

The HR function along with the Businesses proactively took many steps to contain the spread of the virus and keep the employees engaged. The lockdown was a great opportunity for Balmer Lawriens to take advantage of the various Learning & Development programs initiated by HR, learn the nuances of new technology to adapt to the ‘New Normal’ and adopt healthy ways of living promoted by our HSE Department. The Company invested in training, reskilling and upskilling People across levels, again testifying what Ziglar said - *“The only thing worse than training your people and losing them is not training them and keeping them.”* So, the journey of development continued even during the pandemic. To remain viable and future ready, HR is continuing to implement various people initiatives in partnership with the businesses.

All of us are aware that the virus is here to stay and we have to deal with a future that is constantly evolving. Team HR will have to continue to handhold employees through the future changes, foster the performance driven culture and enhance people excellence. We wouldn’t have done justice to the issue if an editorial team comprising members from the HR function was not formed. As an editorial team, Sourish, Mrigashikha, Siddhartha and I attempted to cover various facets of initiatives that had helped to deal with COVID-19 and post-pandemic, how we need to prepare ourselves to take charge of the ever-dynamic future. We spoke to the Leadership, COOs / SVPs and Regional HR Heads. We have featured HR COVID Heroes, who went beyond the call of duty to stand by colleagues and ensure business continuity during the lockdown and we interviewed young team members of the HR function across regions for the Know Your Fellow Balmer Lawrien column. We would like to thank all the Regional HR Heads and everyone who helped us in bringing out this special edition of the house journal. We know that the issue has missed to name many more employees who have made a difference, but we are sure that their contributions were just equally valuable. Our gratitude to them!

This issue of BLOG, which is the last issue of the financial year 2020-21, will also not be printed, and will be available in soft form only. We plan to resume the earlier practice of publishing printed copies of four quarterly issues from the next financial year. Please share with us your feedback and suggestions and contribute for the Talent Unlimited section as well. You may email me at [mukhopadhyay.mohar@balmerlawrie.com](mailto:mukhopadhyay.mohar@balmerlawrie.com). Stay healthy, stay safe!





## LEADERSHIP SPEAKS



**Adika Ratna Sekhar**  
**Director [HR&CA] and**  
**C&MD [Additional**  
**Charge]**

I feel that as an organisation we are at crossroads. COVID-19 has been an unprecedented challenge to the entire humanity. It has also brought into sharper focus, our competencies, as also our limitations as an organisation. I can see signs of recovery in many of our businesses. I would say that some of our businesses have actually surpassed the expectations in the course of the last one year, given the huge impact of the pandemic on the industry segments that we operate in. Our business leaders have kept their operations going, even through the strict lockdown, by adopting innovative strategies and by leveraging technology and I am glad that HR provided due support at every juncture.

I feel, what we can rely on in today's VUCA world, is our culture that has kept us going strong beyond 150 years and on our ability to seize opportunities in change. Brian Chesky, Co-Founder & CEO, Airbnb says, "Culture is simply a shared way of doing something with a passion." The Balmer Lawrie (BL)

culture encompasses shared passion and intrapreneurship owing to our presence in diverse businesses and the strength of togetherness. The building block of this culture is none other than our 'People'. The core values of Integrity, Fairness, Transparency, Discipline, Openness and Trustworthiness are the pillars of our culture and an integral part of the BL DNA. The HR Department is the custodian of the BL culture and needs to curate that culture to make it more enabling and functional for our businesses and our People. The strategy of the Company has been to remain nimble footed, agile and bottomline focused. We should never forget our rich legacy of adapting to changing times and thereby establishing our leadership in the chosen fields of operation.

On a personal note, during the COVID-19 pandemic I found myself confronted with some profound questions on life and the way we are used to living it. What should be my priorities, given the challenge of taking the businesses forward through these uncertain times? What could I do to be of use to our People even though economic realities called for pragmatic decision making? What is right and what is wrong? What can individuals expect from society and what can society expect from them? What can employees expect from their organisations and what can the organisation expect from them?

I am sure we have not found all the answers to our satisfaction but my inner self prompts me to try hard as I could, give my undistracted attention to my business leaders and People, listen and understand their real needs, co-create and implement together a dynamic strategy for achieving business excellence and building competencies as we go. In doing so, we need to take our decisions fast but also ensure that they are taken in the best interest of the future of our organisation, that decisions are optimal in the situation and are based on evidences that we have today.

Faced with this VUCA world, it is important for us to re-build ourselves from inside. Let's get our bodies and minds in better shape. HR along with HSE Department would be with you in your efforts and would present you with a basket of opportunities – online as also otherwise. We would nudge you to get in shape but it is up to you to get going for that morning run or yoga. At the same time, we need to establish behavioural safety across our establishments to stay safe from the pandemic as also from occupational hazards and accidents.

Let's also get our competencies sharpened razor-like, so that it cuts through the veil of imagined weaknesses and threats. The Company has already bet on you with this development agenda. HR has already nominated a huge number of colleagues for high quality Management Development and other training programmes organised through premier institutes such as the IIM and XLRI. I continue to exhort

my HR team to work intimately with our business leaders and units to understand the development needs of their businesses and their colleagues. We would not leave any stone unturned to get the development plans implemented. But again, you need to seize the opportunities, make use of the training so that your success gives the ROI for the next training opportunity.

Finally, let's please realise that we are in this together. My childhood memories can never be same as yours. Your strengths would be unique as compared to mine. Don't we all feel proud and connected when we sing our national anthem? Why? Because there is a bigger purpose that calls from the depth of our hearts. Today the uncertainties facing us have already given an unprecedented call for action and we need to answer it together. We need to do it to survive and thrive, we need to do it for ourselves, families, associates, customers, for Balmer Lawrie.

My best wishes to all of you!



**Adhip Nath Palchaudhuri**  
**Director [Service Business]**

As Director [Service Businesses] I oversee the Logistics and Travel business portfolios and in both these businesses, 'our People's strengths are our greatest asset'. Our People play a significant role in carrying the brand image of the business while liaising and interacting with customer and all external stakeholders. It is important that they reflect the Balmer Lawrie values of reliability, trust, transparency and resilience while servicing customers. Customer centricity is key in sustaining performance and growth and not only external customers but internal customers are also equally important. We are packaging a set of services procured from suppliers for example hotels, cabs, airlines etc. in the Travel business or airfreight and ocean freight for Logistics business. We have to rely on our suppliers to service our customers and supplier centricity is equally important as customer centricity. Customers and stakeholders in the network are demanding and relationship building with all stakeholders is the mantra for success in the Service businesses. And, this is where our People make a difference.

Unfortunately, COVID-19 brought with itself umpteen challenges, which nobody was prepared for. Owing to the national lockdown, the Services businesses of Balmer Lawrie, which include Logistics and Travel & Vacations were impacted severely. We tried to bounce back at the earliest. Business continuity along with safety of employees was our top priority and we continued to service our customers even during the lockdown. Our teams walked the extra mile, with a never say die attitude, to support customers at every juncture. Our Container Freight Stations (CFS), Integrated Check Posts (ICP) and some other units did not down its shutters even for a single day. Logistics Services proposed alternate solutions to customers for cargo movement, which was highly appreciated. We used digital tools and technology for reducing inefficiencies and optimising delivery at every level of the supply chain. The Logistics team was committed to safe and hygienic cargo storage and movement. All necessary precautions were taken at our CFSs, Warehouses, Temperature Controlled Warehouses (TCW) and Temperature Controlled Vehicles, the ICPS and the Multi Modal Logistics Hub. All protocols were followed at all the offices pan India. And, in the recent past TCW, Hyderabad supported Bharat Biotech in the world's largest vaccination drive. It is a matter of great pride that we are the sole storage and logistics partner for Covaxin.

Despite the hospitality industry being the most affected owing to the pandemic, our Travel and Vacations teams have demonstrated extreme fortitude and gone about their jobs calmly and without fuss. We played a significant role in the Vande Bharat mission during lockdowns, by assisting customers and their relatives



with their travel and to reach their destinations, while adhering to all safety norms and policies. Team Vacations Exotica addressed the issues of its customers by re-scheduling their travel and in most cases providing near to full refunds, which is unheard of travel companies in the industry during the pandemic. I would like to compliment each and every employee who held fort and exhibited immense resilience for the show to go on. During the lockdown, we took enormous strides in Travel with immense help from HR. We did a restructuring exercise and now we have four travel hubs, which subsequently will become a single hub in future. We made ourselves leaner, became technologically better and did some tremendous work in reskilling. FlyLikeKing improved its performance and the SBT is now available on mobile. A lot of good work was done to get future ready. In Vacations, we focussed on Domestic and the MICE segment. Institutional group travel is something that we are aggressively pursuing. We developed around 200 packages to strengthen the domestic footprint, which could lead to great inbound sales in future.

In order to remain viable and succeed we would need high quality workforce with niche skills. For the workforce to deliver their best, they need to be motivated as well. I am glad that the HR team proactively partnered with the service businesses to develop innovative Learning & Development solutions. A host of eLearning programs and soft skills training programs were organised for our People. Vacations Exotica rolled out the monthly awards initiative in January 2021 to recognise top performers in Sales (Retail and Corporate business) and promote a healthy spirit of competitiveness. We have to keep the momentum on. Our People have to be equipped with all the necessary knowledge and skills to achieve the highest level of customer delight and take competition head on. We all know the old adage 'survival of the fittest' and this is where HR has to support the businesses to create the 'Fittest' people for making a mark in the industry. In conclusion, I feel that bringing in required innovative and bold strategies, doing things faster and better, replenishing ourselves with new experiences, competencies and energies and finally synergizing across boundaries, are some of the key things that can help us succeed even beyond COVID. I believe we do have seeds of these capabilities in pockets across our organisation. We need HR to help incubate these ideas across all of Balmer Lawrie to make sure that we become a "Supplier of Choice"!



**Sandip Das**  
**Director [Finance]**

I am happy that this issue of BLOG is a People's Edition covering HR initiatives and achievements. The theme of the issue - "Curating the BL DNA – thriving in the Post-Pandemic World" is also apt considering the challenges we are facing today. As Director [Finance] of the Company I oversee the Accounts & Finance and Information Technology functions of the Company. And, I feel that the combination of the rigour of Finance, the mind-boggling possibilities that modern technology opens up and the People's ingenuity that HR represents at its best, can be a game changer for us. Please let me explain as I go on.

The COVID-19 period has been extremely hard on our financial performance. As a practical person, who is not in denial of the fact that outside events do hit us hard sometimes, I was extremely concerned but not perturbed. The Leadership team had full faith that if we have survived as an organisation and done well through one-and-a-half centuries, we have it in us to respond to this unprecedented challenge. However, the COVID-19 challenge surely prompted us to change faster, more radically and take less of life as granted. It is not every day that you see the topline of an entire business vertical of your Company get suddenly wiped out. We have remained resilient all through this with utmost support of the HR function. HR and Information Technology (IT) worked together to streamline the 'New Normal' in the workplace.

Synergy has been our strength at all times and its relevance today, cannot be overstated. We need to make best use of the core competencies of the HR function in shaping our business decisions with cross-domain competencies and the right kind of Business-HR-IT synergy can help us do wonders!

I feel happy that even when the pandemic raged in March 2020 and the country went under restrictive lockdown, our IT Department arranged laptops and VPN connection for large number of employees. What happened in course of our 'Work from Home' over the next few months was truly exceptional. For the first time, employees across levels, from the person taking care of ticketing for a stranded passenger up to our top management team, all of us were operating virtually from our homes. Regular approvals, meetings, trainings... all were being done online. I appreciate the IT Department working with people across businesses to have made that possible. As time went on IT came forward again to create options in the ESS for proper recording of 'Work from Home' and 'Special Pandemic / Quarantine' leaves etc., in line with HR requirements. But these may just be the footnotes in the unfolding Business-HR-IT synergy story that we all should be part of in days to come.

Technology has to be leveraged by every business to stay relevant. We are in a time of hybrid marketing where online and offline efforts need to be blended seamlessly to understand and create value for our customers. We need to be there in the right online networking fora, use the right influencing tools and make it easy for them to associate our business offerings with good things in their mind space, so that our products and services become their automatic choice. Digital and social media marketing along with all their technological backbones and cousins is the key for success in tomorrow's market space. We need immense efforts from both HR and IT, to work closely with the businesses to make the next digital leap. I am happy that HR is upskilling People with relevant MDP / trainings from IIM – Lucknow and also business related topics like Search Engine Optimisation, where IT and HR are collaborating closely for online delivery of L&D initiatives.

Today, we have some sophisticated manufacturing plants with world class technology imported from reputed international organisations. If there is an issue, we need to connect with the OEMs located on the other side of the globe, so that they can actually see the data and give a solution. If this is possible and a normal thing, deployment of Artificial Intelligence, Internet of Things etc. is already unfolding around us. We need to work together between business-HR-IT again to upgrade the technology infrastructure to the optimal level, train wide sections of people in use and awareness of the emerging technology, which may also lead to a change in their roles. If technology is in the process of becoming so pervasive, it can only be expected to be differently useful in management of human resources, in how we organise our work life. Starting from use of digital algorithms for shortlisting potential candidates, to linking business matrices with KPTs and tracking progress of individual efforts on near real time basis, to curating the competency assessment and development offerings, to deploying and working with asynchronous teams across locations and most importantly, making ourselves regularly aware of why we are here in this organisation, what is it that we are doing, i.e. linking organisational matrices with human matrices that may be the ultimate use of technology in our work life.

I think anyone who is aware of how technology is impacting life and businesses across the world would agree that we cannot go on working the way we are used to. To such extent, we would likely need to program and automate most of our regular, routine business transactions and compliances, monitor them as required and dive whole-soul into learning the new rules and tools of the game. It is a huge change, and if we as in Business-IT-HR get together, we can't fail in this!



## SIGNIFICANT HAPPENINGS @ BALMER LAWRIE

■ Balmer Lawrie signed the Memorandum of Understanding (MoU) for 2020-21 with the Ministry of Petroleum & Natural Gas (MoPNG) on 20<sup>th</sup> November, 2020 at New Delhi. The MoU was signed by Mr. Tarun Kapoor, Secretary, MoPNG and Mr. Adika Ratna Sekhar, D[HR & CA] and C&MD [additional charge], Balmer Lawrie & Co. Ltd. in the presence of Senior Officials of the Ministry and Balmer Lawrie. The MoU targets primarily include revenue from operation, operating profit, PAT to average net worth, R&D, innovation and technology upgradation, capital expenditure, Inventory and trade receivable management and enhancing procurement through GeM (Government e-Marketplace) portal.



Bharat Biotech. In the month of January around 36 lakh doses were handled. Balmer Lawrie is the only storage and logistics partner of Bharat Biotech in Hyderabad. The activities included unloading, storage, packaging, loading and despatch of Covaxin to different parts of the country as per the Government of India's directive. Balmer Lawrie will continue to support Bharat Biotech and in turn the Government, in India's mission to drive the world's largest COVID-19 vaccination program.

■ Balmer Lawrie played host to Dr. N M Kothari, Joint Secretary [Marketing], Ministry of Petroleum & Natural Gas, Government of India on 14<sup>th</sup> January 2021. During his visit Mr. Kothari had a meeting with the Functional Directors.

■ Balmer Lawrie's Temperature Controlled Warehouse (TCW) at Hyderabad, handled 2 lakh doses of Covaxin on 21<sup>st</sup> January, 2021, post roll-out from



■ Logistics Services successfully handled movement of very high value Lab Equipment by sea, from USA to Chennai, for a prestigious Central Government Research Institution in the month of November 2020. The consignment was highly sensitive and as per the instructions of the customer, the entire consignment was transported from Chennai to Karaikudi in two air suspension trailers. Balmer Lawrie provided total logistics solution for this shipment.



■ Logistics Services (LS) forayed into an entirely new category of exports during the month of November 2020. For the first time, the LS team at Bengaluru handled export shipment of human hair from Bangalore to Jakarta (220 kgs) and Bangalore to Seoul (990 Kgs) during November 2020. The services were as per the expectations of the customer and the team has been getting repeat orders.





- Vigilance Awareness Week was observed from 27<sup>th</sup> October to 2<sup>nd</sup> November 2020 in all the units and establishments of the Company. The observance of the week commenced with employees taking the vigilance pledge virtually. A series of online competitions like quiz, essay and slogan writing were organized for employees throughout the week to highlight the importance of integrity and iniquities of corruption. Online and in-person awareness sessions for vendors, customers and contractors of Balmer Lawrie were also organized in various units. Virtual outreach programmes were organised for schools and colleges in Kolkata.



- 26<sup>th</sup> November 2020 was observed as Constitution Day across the country to commemorate the adoption of the Constitution of India and to honour the contribution of the founding fathers of the Constitution. On this day the preamble was read out in plants and offices across locations pan India. Various programs were also organised across locations.



- As a part of its CSR initiatives, Balmer Lawrie sponsored and implemented the services of a non-profit Cardiac Ambulance at Silvassa in association with DNH Medico Association, a registered body of medical professionals of Dadra Nagar & Haveli. Mr. A Ratna Sekhar, Director [HR & CA] and C&MD (additional charge), Balmer Lawrie & Co. Ltd. and Mr. Sandeep Kumar Singh, District Collector, Silvassa flagged off the Cardiac Ambulance during the inauguration on 13<sup>th</sup> December 2020. A press meet was also organised on the occasion. Balmer Lawrie has been supporting developmental work in Saily and Khadoli villages at Silvassa on a continuous basis.

- The Delhi Metro Community Toilet at Noida Electronic City Metro Station, funded by Balmer Lawrie & Co. Ltd. and maintained by Sulabh International Social Service Organisation was inaugurated on 13<sup>th</sup> November 2020.





## Curating the BL DNA – thriving in the Post-Pandemic World

***A leader is one who knows the way, goes the way, and shows the way. — John Maxwell***

***The Leadership plays a major role in Building sustainable high-performance organizations. The Editorial team spoke to ED, COOs / SVPs and RHR Heads to understand their views on how HR can partner with businesses to combat the challenges in the post pandemic world.***

***You are overseeing two important Manufacturing Businesses of the organisation in which we are market leaders. What are the skills and competencies that you think would be valuable for both the teams in sharpening our competitive edge in these businesses? How do you think HR can help in building such competencies to make these businesses more competitive in this post-pandemic reality?***

*SBU: Industrial Packaging is the major contributor for our company in terms both top line and bottom line. SBU: Chemicals is another business which showcases our technological capabilities. We are the market leader in both the businesses for more than three decades, which shows that we have good products and the customers are very much satisfied with our products and services. Both the teams should be proud to be part of these flourishing businesses. The teams must improve their negotiation skills and be able to project and exhibit our product quality, technological strength, and our legacy while discussing with customers to win the deal. Of course, the current pandemic situation is something we are experiencing for the first time and entirely different from others. The teams should be ready mentally and physically to handle the situation with proper care. We should not panic and at the same time we have to be careful to take care of self, family and business. HR can coordinate with the functional teams to improve their negotiation skills and prepare themselves for handling post pandemic situation.*

***R. M. Uthayaraja, Executive Director [Industrial Packaging & Leather Chemicals]***

***During the lockdown, Logistics Services was one of the businesses that exhibited utmost resilience and operated prudently ensuring business continuity. The challenges posed by the pandemic still loom large and the business has to continue to go the extra mile to achieve desired goals. What kind of support are you expecting from the HR function post pandemic?***

*During the Lockdown, our customers needed us to be out there, supply chain is the backbone of any customer, their projects and movements were on. As a strategy, we were open 24x7 to connect with customers and update them on their consignments – many a times it was about doing it for the Nation. This was the only thought in the minds of our Logistics team as they worked against all odds to ensure business and services continue, winning the fear psychosis of the unheard, unseen, desperate and difficult times. The Logistics business provided services beyond the call of duty, took desperate measures particularly in Mumbai, Delhi, Chennai and Kolkata, to delight our customers and fulfil their demands. Executives on ground went beyond contractual obligation to prepare bank documents and ensure physical submission to shipper's bank to complete the chain of services, while the country was in lockdown. This helped us to secure emotional connect with customers resulting in increase in percentage share of business. Utmost commitment and resilience shown by the team to stay beside our customers and engage in multitasking to ensure seamless service deliveries helped in building entry barriers for competition and in bringing in change in customer outlook towards commitment and trust over cost. We lost few colleagues to COVID-19 and many were affected in different offices across the country. The loss of near and dear ones is inexplicable. Even today we need the same kind of focus and resilience. We cannot sustain it alone, we need contemporary People Practices that would help get us the best talents for the business. We need our talents to be listened to and taken through useful development programs. We need to get better in things like customer focus, problem-solving, creativity and innovation. We need to find out how to celebrate our talents in ways that mean something special*



to them. Through focused action on these areas, HR can really help harness our People Power and in turn drive higher levels of sustained growth and profitability. That's when our customers would truly trust us when we tell them that "Your Cargo is as Important to Us as to You!"

**Manas Kumar Ganguly, COO [Logistics]**

**In the lubricants business the competition is immense. Balmer Lawrie is aggressively trying to enhance its foothold in the retail segment while continuing to cater to the industrial segment and focus on specialty lubricants. How do you think HR can partner with and support SBU: Greases & Lubricants in its endeavour to enhance the competitive edge, especially in these difficult times post the Covid-19 pandemic?**

In any business the need of the hour is to build an emotionally intelligent workforce. Research shows that EI enables us to make effective decisions. Having an emotionally intelligent workforce promotes progress. Improving on your EQ can make you more productive and can build a more productive relationship around you. The Greases & Lubricants business with all its functions starting from Procurement of Raw Material, Production, QA, R&D, Production and finally to Sales & Marketing and Collection makes it quite a complex SBU, and building up an emotionally intelligent workforce can have a tremendous positive impact on the Business. HR can play a very important role in building up an emotionally intelligent workforce.

**Sreejit Banerjee, COO [Greases & Lubricants]**

**The COVID-19 pandemic has posed umpteen challenges for our businesses and the fight is on to come up to speed. Performance of people is critical in running businesses. In this post-pandemic world, the role of HR has become even more important and the function needs to look at things differently while driving people excellence. Let us know your views on this.**

The coronavirus pandemic has caused tremendous disruption in lives of people and the business, and Human Resources (HR) is the key function to support companies and catalyse changes in the workplace. The issues are complex including employee support, leadership development, pay and benefits and shifts and strategic partnership across the organization. Organizations are increasingly focusing on the mental and emotional well-being of its employees, culture assessment and close gaps between current culture and desired culture. HR can facilitate to ensure re-prioritizing of business goals to adapt to shifting customer demands and markets in response to the crisis created by Covid-19.

**Udyan Ghosh, Sr. Vice President [Internal Audit & CRO]**

**It is a matter of great pride that TCW, Hyderabad has supported Bharat Biotech in the world's largest vaccination drive. Balmer Lawrie is striving to make a strong presence in the Cold Chain logistics business besides others. Agility and connectedness is key to addressing the growing demands of this segment. What would be the role of HR in equipping the business to cope with the future demands and challenges?**

The Cold Chain Logistics Business is evolving continuously and hence, the industry requires professionals to have several responsibilities such as long-term planning, inventory program execution, supply quality, delivery, replenishment, finished goods etc. Considering the rapid expansion in cold chain industry, there is lack of adequate and relevant trained manpower to manage and operate these cold chain systems, which pose a big challenge. Addressing the current skill gaps through extensive capacity building and training is necessary to promote the proper functioning of cold chains and hence, the role of HR becomes critical and crucial. HR is expected to ensure that the existing employees are well-equipped to adapt for changes in the industry. HR has been the driving force in keeping the workforce and organization engaged, productive and resilient.

**Romon Sebastian Louis, COO [Logistics Infrastructure]**



**We leveraged technology to ensure business continuity and remain connected during the Covid-19 pandemic. We cannot discount the value addition that AI, IOT, Bots, Big Data, automation and data exchange trends etc. have brought to the workplace. How do you think the HR and IT functions can collaborate to make the organisation future ready considering the impact of digital transformation?**

Today, HR transformed from a human face to a web portal where all HR functions are integrated using technology. Robotic Process Automation (RPA) is one of the latest techniques used to automate the manual processes and reduce process timelines as well as operational errors. A mobile ready HR information system is a powerful technology platform that adds flexibility of access and enables effective and efficient business operations. IoT brings the flexibility to manage the work through mobile and wearable devices and gives the best user experience. Big Data and Data analytics tools and techniques help visualizing useful patterns pertaining to Talent acquisition, Marketing, Training, Performance, Retention, etc. that help in process improvements. Last but not the least, Artificial Intelligence (AI) and Machine Learning (ML) are tools and techniques for predictive analytics that help management in making quick and accurate decisions pertaining to HR functions thereby contributing to the higher performance of the organization.

**Sriram Chavali, CIO [Information Technology]**

**A number of our businesses are facing tough challenges in the post-pandemic market reality. There is still a lot of uncertainty in the air. How do you see HR standing by our Businesses and our People in this hour of need?**

HR is a journey from “I” to “WE”! When all collaborate and help one another, everybody Wins and Success takes care of itself.

HR is a manifestation of “Human Resilience”, “Human Recognition” and “Human Resolve”. It is the only force multiplier which makes ‘Strategies’ a ‘Success’ and ‘Missions’ a ‘Milestone’ with synergy of the 4 Is - Induce, Influence, Inspire and Impact.

**Mr. Abhijit Ghosh, SVP [HR]**

**Our Company and all of us faced unprecedented challenges owing to the pandemic. Business continuity along with safety and well-being of employees have been the topmost priority. What according to you are the key HR interventions required to keep the businesses going and also drive and motivate people to ride the upward surge expected in the new Financial Year?**

We need to realise that People have differing and evolving needs. No two employees would ever be the same. To bring together and harness the energies of such diverse People, we look up to Leaders who are driven by the Greater Good, who infuse their decision making with care & compassion. This is a time when our People are seeking nurturing, guidance and understanding from Leaders. HR as a crucial partner to business in this milieu, needs to prioritize design thinking for People centric innovation. We need to create an atmosphere where our Leaders can spend time with BL Gen Next, as compassionate Coach and Mentors. We need to curate our technologies, policies, practices, rituals, other cultural architecture and artefacts so as to remove the illusion of safety in past achievements and to unleash the real potential of our People. **Let the fear of unknown unsettle us, so that we can fly in lightness of our beings and rise together to glory for ourselves and our beloved BL.**

**Partho Chatterjee, VP [HR] - WR**

We all know that with the current disruption in the industry, traditional ways of working have become a thing past. It is crucial for HR to revamp the policies and processes in accordance with the new normal. Employees have to showcase exemplary agility and resilience to adapt to emerging challenges. This may create a need for some new roles and render some roles redundant. It would require reskilling / upskilling of existing resources. Technical and digital skills, understanding of Artificial Intelligence, have already become essential. Design thinking, entrepreneurship and innovation would be crucial for success in post-pandemic world.



*The pandemic has posed challenges for every business. It is imperative to keep employees motivated and enthused to achieve the organizational goals. HR, in addition to its business partner role, needs to manage concerns and apprehensions of employees, help them with coping skills. The pandemic has taught all of us about the importance of -*

- *Checking in with colleagues and extending support wherever needed and possible*
- *Continuing to recognize and highlight exceptional efforts.*
- *Finding creative ways of staying connected and having fun*

*Now is the time to think creatively and work out together a path for success in the new financial year*

**A K Gupta, AVP [HR] - NR**

*This Pandemic has brought a lot of challenges and obstacles in achieving Business as Usual (BAU). From the perspective of HR Intervention, setting up a remote working environment was the biggest challenge. Whether it be Recruitment, Onboarding, Virtual Trainings, Grievance Handling, Employee Engagement etc., handling them in a Virtual Frame is one of a kind. Implementation of updated Virtual Ecosystems and Systems are the way forward for this pandemic and future adversities. Enforcing a Work from Home (WFH) model not only gives the employees a safer sense of working but also it indirectly provides more family time. For processes having the requirement of a greater manpower presence, proper medical environment to be provided, which we have successfully implemented by introduction of Group Policy – “Corona Kavach” for all our employees across various categories viz. Permanent Employees, Fixed Term Contract Employees & Direct Contract Employees. Such Medical Policies also act as great motivating factors, as well as it gives better peace of mind to the employees. Providing them a WFH set up / allowances will gather more productivity.*

*As the future is uncertain, we need to prepare for almost any contingencies like this pandemic. With interventions mentioned above, we will be able to bounce back harder once the economic recovery starts.*

**Sumit Dhar, Chief Manager [HR] - ER**

*The emergence of Covid-19 and the response by us have fundamentally changed the way we live and work. When People are shifting their values and motivations, HR initiatives should focus on Employee Mental Wellbeing resulting in improved Productivity. The future world may look back at the Covid-19 pandemic as the catalyst for a better way of living. It is crucial for HR to revamp the policies and processes in accordance with new normal. Since, response to the pandemic is over, HR initiatives should now focus towards recovering to ensure that the organization is prepared to thrive.*

*Redesigning and realigning KPIs to match new realities and accommodating the transition towards new normal will help employees gradually upskill and reskill themselves. By regularly analyzing and monitoring employee performance and engagement metrics, HR can determine the strategic talent acquisition, development and management decisions required to prepare the workforce for the challenge they face post Covid-19.*

**Sriraman D, Chief Manager [HR] - SR**



## RESILIENCE

Resilience is not about gritting your teeth, holding your breath and waiting for deliverance. It is all about 'Bouncing Back' from what must be endured by drawing from a shared pool of purpose, meanings, energy and positive emotions, a pool created by compassion, kept alive and thriving by trust.

It all started with the Janta Curfew on 22<sup>nd</sup> March 2020 and then the COVID-19 induced lockdown of 21 days, which had to be extended number of times for protecting lives threatened by the dreaded virus. Roads were deserted, shops shuttered, people realised the value of members of our medical fraternity and health workers the hard way. Health workers, became our COVID Heroes. There were others as well. Some of our fellow Balmer Lawriens also put in efforts which were truly heroic. Here are the stories of our own COVID Heroes of HR.



**R Navaneetha Krishnan,  
Manager [HR], RHR - SR,  
Chennai**

***You have been nominated as one of the COVID Heroes of Balmer Lawrie. How does it feel?***

I was surprised and delighted that I have been nominated as one of the COVID Heroes of BL.

***Your story of confronting the COVID challenge can inspire many, so please tell us about it - How did you stand by your colleagues / unit / customers / associates / community against the odds?***

The first pan India lockdown 1.0 was announced from 25.03.2020 to 14.04.2020, on 30.03.2020. It was decided to operate our factories located at Manali Complex, Chennai. Except essential services and few refineries, all others were closed due to the pandemic. When the entire country was under lockdown, Mr. Sriraman, CM (HR & ER) - SR and I stepped out of our homes to find ways for operating the factories. The major challenge was how and where to start, and whom to approach for getting permission for operating the factory. After spending a week knocking at the doors of various authorities, on 07.04.2020 somehow permission was obtained for operating the factories.

Now, bringing back the employees to work and convincing the union was the biggest challenge in a situation, where people were afraid to come out of their homes, employees were extremely worried of being infected by co-workers and whether the organisation would be able to provide sufficient workplace safety. Their biggest worry was to travel to work without being stopped by cops. In order to overcome this, we supported by regularly sanitizing the entire Manali Complex, providing masks, installing sanitizers stations and conducting temperature checks, supplying siddha churan and multi-vitamins for all associates and arranging transport facilities and booking of vehicle E-passes. These activities convinced the employees of our commitment towards their wellbeing and motivated them to come to work.

***What did you find most difficult while dealing with various situations?***

After the resumption of work the most difficult situation arose when some of the employees had tested positive, despite taking precautionary measures and practicing the prescribed sanitation routine, which created panic amongst the employees and unrest in the IR environment. The factory was closed for a day and we arranged for a complete sanitization of the factory and office premises but the number of cases in Chennai were increasing day by day. Making the employees to accept the situation and bringing them to work was the toughest situation of all.

***What was the reaction of your family / colleagues / associates and others on what you did? What did they say?***

My family was highly scared and they were against me going out of home and I had to convince them by explaining the situation and the need for me to step out. Next was convincing my apartment association



and then the cops standing at every other corner of the road, which was the toughest, as I was driving all around the city without any pass or approval for more than a week. When some of our employees tested positive in the factory and at the city office, we took up the challenge to stand by them and protect the wellbeing of the employees. Complete sanitization was arranged and I personally went and looked after the sanitization work for motivating the frontline workers like security and sanitizing workmen.

Unfortunately, my wife and I tested positive and we were in hospital and under quarantine for 21 days. One good thing was that my 10-year-old son didn't get affected. But it was tough finding a caretaker for my son, who was left all alone on my hospitalization and quarantine. Ultimately, we got all kind of support from family, friends, the Company and colleagues. All stood by us in these difficult moments. We crossed all those obstacles and after 21 days I joined back to work with extra energy.

***How do you see yourself giving your best for your colleagues / unit / customers / associates / community as we emerge out of the COVID challenge?***

We knew it was not going to be easy and it would only get tougher but we believed that we will get through. I feel proud for being part of the team fighting throughout the odd and difficult situation. It was great team work; RHR-South lead from the front in coordinating with employees for smooth operating of the factories, and looked after each and every arrangement like transport, getting E-pass for the Company and employee's vehicles, arrangement of food in canteen, managing contract labour and liaison, procurement of masks, sanitizers, multi-vitamin tablets and siddha medicines which were in high demand. Every day we were the first to enter the office and last to leave the factory.

***What would be your message (one liner or a phrase) to fellow Balmer Lawriens?***

It is our moral responsibility to stretch and put extra efforts to meet the demands of the hour. A tough situation is a chance for you to do your best, go that extra mile and eventually you will be recognized and taken care.



**Subhadip Chattaraj,**  
**Deputy Manager [HR], CFS**  
**- Kolkata**

***You have been nominated as one of the COVID Heroes of Balmer Lawrie. How does it feel?***

It gives me immense pleasure and satisfaction that I have been nominated as one of the COVID Heroes of Balmer Lawrie, as it made me feel that, my contributions for the Company during this pandemic period, is duly recognised. It also inculcates a sense of pride and belongingness to the Company and motivates me to contribute in a bigger manner in upcoming days.

***Your story of confronting the COVID challenge can inspire many, so please tell us about it - How did you stand by your colleagues / unit / customers / associates / community against the odds? What did you find most difficult while dealing with various situations? What was the reaction of your family / colleagues / associates and others on what you did? What did they say?***

During the inception of the pandemic my main focus was the wellbeing of my employees / colleagues and other stakeholders. As we were under essential services, the Unit had to function uninterruptedly in accordance with different guidelines issued by Central and State Governments and the Company, time to time. Arrangement of adequate sanitisers, PPEs and regular sanitising of the office and allied installations was the need of the hour. The same was done on war footing basis under the able guidance of my superiors. Once the lockdown was declared, the challenges became bigger as commuting for employees, customs officials and contract workers was a major issue. The same was dealt with cooperation of all and by judicious use of Company hired vehicles, without incurring much additional cost. Further



arrangements of food, tea and other refreshments had to be made considering the hygiene factor, which was also a challenge. This too was also managed with the cooperation of the canteen vendor.

The most challenging part was to deal with the inhibitions of the employees as everybody was scared. Exposing oneself during this situation was not only risking the life of self but also risking the lives of the family members. Therefore, building confidence amongst the employees was very important and this could be done by showing them tangible efforts made from our sides. With the help and cooperation of all, ultimately, we were able to provide seamless service to our customers and also contributed to the profit of the Company in this situation of turmoil.

We also undertook several activities in collaboration with our CSR team for the communities around our unit. Sanitisers and masks were distributed and awareness programmes were also organised to help prevent the spread of the coronavirus. My family was very scared initially as I visited office regularly during this situation. However, the only thing that was under my control was to take proper preventive measures and keep my immunity at its level best. By the grace of almighty, all went well and none of my family members got infected. My superiors and associates were really supportive during this entire period and without that it was not possible for me or my team to perform effectively during such long period.

***How do you see yourself giving your best for your colleagues / unit / customers / associates / community as we emerge out of the COVID challenge?***

What I feel is that, the COVID challenge is still persisting, as some of the other states are showing resurgence of new positive cases and deaths have also been reported. Therefore, we need to be very cautious and continue following the preventive measures. Now the challenge will be to keep the momentum going, for what was achieved during the last 3 months now when the COVID situation has normalised and the vaccination programme has already been started by the Government. Many new initiatives were undertaken during this pandemic to achieve customer excellence, which need to be continued. We need to recognise the fact that the Company has extended all possible support to the employees, their family members, contract workers and customers in these difficult times and it is now our turn to reciprocate in a positive manner and together I feel we can take our Company to greater heights in the post pandemic era.

***What would be your message (one liner or a phrase) to fellow Balmer Lawriens?***

I would like to convey my message to fellow Balmer Lawriens through a quote of Napoleon Hill, an American Author, ***“Don’t worry about darkness, for that is when the stars shine brightest”***. Be the star and shine, this darkness will end eventually.



***Indrani Mukherjee,  
Deputy Manager [HR],  
CHRD, Kolkata***

***You have been nominated as one of the COVID Heroes of Balmer Lawrie. How does it feel?***

I feel proud to be part of the HR Team which had taken up several initiatives during the ongoing Covid-19 pandemic for the wellbeing of the employees. It’s a matter of great honour for me to be nominated as one of the COVID Heroes of Balmer Lawrie.

***Your story of confronting the COVID challenge can inspire many, so please tell us about it – How did you stand by your colleagues / unit / customers / associates / community against the odds?***

We were responsible for implementing the initiatives and practices as advised by our Corporate HR and Regional HR Department [East], to fight the spread of Covid-19 in IP – Kolkata [RHR – East]. Some of the initiatives taken up by us are as mentioned below:

- Distribution of masks and hand gloves to all permanent and contract workers and making masks mandatory for all employees of the Unit



- Putting up “Dos & Don’ts during Covid-19” boards at prominent places of the Unit, emphasizing the importance of wearing masks, washing hands at regular intervals using soap / hand sanitizers and maintaining social distancing
- Installation of foot-operated hand sanitizing machines at the point of entry of the Unit, and foot handles at the doors to minimize the use of hands while opening and closing doors
- Instruction to Security personnel to strictly follow “No Mask No Entry” and mandatory thermal scanning and hand sanitization for all people entering the Unit
- Holding meeting with Union and in Shop Floor (maintaining social distancing) regularly emphasizing the importance of using PPEs and hand sanitizing
- Distribution of homoeopathy medicine to all permanent and contractual workers to boost immunity
- Special sanitization at regular intervals using disinfectants to maintain clean and hygienic workplace as well as disinfection of each vehicle entering our premises

***What did you find most difficult while dealing with various situations? What was the reaction of your family / colleagues / associates and others on what you did? What did they say?***

It was challenging during April – May’20 to convince the workers to come to duty. We convinced them that production could not happen unless they came to work. We kept explaining them the importance of using masks, washing hands at regular intervals and maintaining social distance from their colleagues. As nobody had faced this pandemic situation before, some people were reluctant to take precautions. They were of the idea that COVID-19 could never happen to them.

***How do you see yourself giving your best for your colleagues / unit / customers / associates / community as we emerge out of the COVID challenge?***

Presently people have become much aware of the importance of using masks, washing hands at regular intervals, boosting immunity and maintaining social distance to combat the COVID-19 pandemic. Online training and webinars have gained much popularity in the wake of this global pandemic. We have to continue doing the good work we have been doing so far.

***What would be your message (one liner or a phrase) to fellow Balmer Lawriens?***

We have already completed 154 years of existence. Together We Can! We can overcome the COVID-19 pandemic and any other challenges that might come up, and always emerge victorious.



***Kartik Varun Chadha,  
Deputy Manager [HR &  
Admin], RHR - NR***

***You have been nominated as one of the COVID Heroes of Balmer Lawrie. How does it feel?***

This is my first opportunity to be a nominated as a COVID warrior for Balmer Lawrie. It actually feels great. I feel valued and honoured to be considered worthy of helping people at the hour of need.

***Your story of confronting the COVID challenge can inspire many, so please tell us about it – How did you stand by your colleagues/unit/customers/associates/community against the odds? What did you find most difficult while dealing with various situations? What was the reaction of your family/colleagues/associates and others to what you did? What did they say?***

When the pandemic crisis started on 24 March 2020, the Government of India ordered a nationwide lockdown for 21 days. Personally the initial Euphoria was about getting paid holidays which would entail additional hours of sleep, fun, binge-watching movies but the reality was very different



from what I had imagined. Our lack of knowledge and the problem in general of following rules which were forced upon us and the general public too was something we had to come to terms with. But when the dust settled and the emergence of the new normal became a reality, we became socially more aware than usual.

### **PERSONAL CHALLENGES:**

I stay in South Delhi, Green Park, one of the busiest localities and roads in Delhi. My mother is diabetic; she has to go to dialysis thrice a week which is a mandatory treatment for her. We were advised to get a letter made from the hospital for travelling to the hospital for the treatment, which had to be approved by the local police station during the lockdown. Though we got the letter, most of the hospitals were converted into a COVID hospital, which raised chances of infection for my mother.

### **PROFESSIONAL CHALLENGES:**

We constantly and consciously had to be one step ahead of the situation. We had to get special security passes made for all the senior / middle management people, who were travelling to the office during the lockdown and extended lockdown on a regular basis from within Delhi and the NCR because the office was functional on a daily basis post the initial lockdown.

We had to get checks and measures in place before the office opened. From an administrative standpoint the support staff coming to office were residing in the areas where the chances of infections were high (Red Zones, Orange Zones) but we constantly monitored them and provided them with gloves and masks for security and safety. We had to be sure that the employees were healthy enough to operate in the office environment; we brought digital thermometers for checking the temperature of employees coming to the office premises as well as checking the spo2 levels with the pulse-oximeter for people in distress due to health issues because of COVID. We were getting the workstation sanitized for the people who were coming to the office. The contactless sanitizer machine was installed in our Okhla office plus regular announcements were made on the PA systems at least twice a day. If anyone did not follow the specific guidelines mentioned by us, if accidentally or deliberately they did not follow the guidelines mentioned post the warning given to them, and if there was no corrective action taken, their photographs was taken and put up on the notice board. None of this would have been possible if we did not have support from the HR team and guidance from the reporting manager.

Everyone in BL office premises was very candid about their health and wellbeing. Hence, they were open to discussion on the issues at-hand with respect to the pandemic. We had one employee, who was detected COVID positive. We had arranged an ambulance and isolation stay with the help of the health workers.

The 50% occupancy rule in the office was very helpful in maintaining social distancing along with keeping regular checks for people wearing masks in the office at all times. All necessary meetings were done online using net meeting software, which in turn helped us in adapting to new technologies and getting comfortable with the new normal. It was really necessary for us to maintain cleanliness; every weekend before the office closed we got cleanliness drives done in our office with the help of disinfectants and sanitizers. There were constant checks on reports of the people who were suspected to have cough, cold and other symptoms related to COVID. Arogya Setu app was installed on all phones and the employees living in highly affected areas were allowed to work from home depending upon the colour of the zone in which the employee was residing.

### ***How do you see yourself giving your best for your colleagues/unit/customers/associates/community as we emerge out of the COVID challenge?***

Human resources and administration have always been treated as a support function and the need for the support function has never been higher than the current situation. The right knowledge transfer and awareness has to be given to people, if that is done properly half the battle is won. I have a very



simple philosophy in life that if you can get a good night's sleep and there is nothing keeping you up that means that you have done your job well. I try to achieve that every day. Thus, my team and I have been giving our best every day.

***What would be your message (one-liner or a phrase) to fellow Balmer Lawriens?***

Be a COVID Warrior, not a COVID idiot!



**Mr. Prakash Kesare,**  
**Executive [HR], RHR-West,**  
**Mumbai**

***You have been nominated as one of the COVID Heroes of Balmer Lawrie. How does it feel?***

This is a surprise! I feel happy and honoured that the Company chose to nominate me as a COVID Hero.

***Your story of confronting the COVID challenge can inspire many, so please tell us about it – How did you stand by your colleagues / unit / customers / associates / community against the odds? What did you find most difficult while dealing with various situations? What was the reaction of your family / colleagues / associates and others on what you did? What did they say?***

My doctor advised me to get tested for COVID-19 after a spell of cough and fever refusing to go away even after medication. My spouse was also down with similar symptoms. This happened in early January 2021.

After my COVID-19 positive report and few more tests indicating some mild infection in the lungs, the doctor insisted that I get hospitalised. Our COVID insurance helped and soon I was admitted to Apollo Hospital, Belapur. By then my wife and both of my daughters also tested COVID positive.

The greatest difficulty, apart from the physical discomforts of the disease, was that I could do nothing for my affected family from my isolation ward bed. In these times of contagion, asking for anyone's physical help for my family, was not an option. I was happy for the assurances that my HR colleagues gave me over phone but it was actually my 'Betis' who saved the day for me. They assured me that they would take care of themselves, the home and their mother - whom they actually got safely hospitalized at a different facility.

While on the hospital bed, between doses of Remdesivir and calls from near ones, I was feeling lonely, anxious and bored. It was then that I decided to resume my work, right there from the hospital bed. There were emails to be sent, processing to be done, and if I didn't initiate, things would get delayed. Number of things related to employee payment would get delayed. Our ex-employees needing the reimbursement towards their medical costs as per PRMBS – could face difficulties. Salary processing was also around the corner.

I couldn't stay idle. I opened my laptop right there at the hospital and started calling up colleagues and other employees for inputs and coordination. They helped me on things out of my reach but I kept working each day whenever I did not feel too fatigued. That way we ensured that even though I was not at office, nothing much in my area had got delayed. I also took part in our Regional HR department's online meetings. Only issue was that initially, as soon as I tried to speak, I was having uncontrollable bouts of cough. My colleagues were concerned but I did not let that deter me from staying active. Once discharged from hospital, my doctor advised me to take bed rest for some more days. By that time I had become seasoned in managing work and rehabilitation all at once.

After returning from the hospital, my family was not too happy at seeing me work for hours from my bed. But before I needed to explain why I needed to work, they understood that I feel better that way. Finally, on 10<sup>th</sup> January, I was happy and relieved to return to office amidst warm welcome from my



colleagues. Meantime, with help of all colleagues, we ensured that salary was processed on time and there was no delay at all.

***How do you see yourself giving your best for your colleagues / unit / customers / associates / community as we emerge out of the COVID challenge?***

I would continue giving my best. I know that some of our businesses are finding it difficult in current market situations and that anything can happen. But I am hopeful. I am ready to take more challenges and responsibilities.

***What would be your message (one liner or a phrase) to fellow Balmer Lawriens?***

You can Conquer COVID, don't let the fear of COVID Conquer You!

## AGILITY



### DID YOU KNOW?

A CHEETAH IS PERHAPS THE FASTEST OF ANIMALS, GOING FROM 0 TO 60 MPH IN LESS THAN 3 SECONDS BUT IT CAN MAINTAIN THAT TOP SPEED ONLY FOR HALF-A-MILE OR SO. WHEREAS THE PRONGHORN ANTELOPE RUNS AROUND 55 MPH MAX BUT IT CAN CONTINUE RUNNING AT AROUND 30 MPH SPEED EVEN FOR 20 MILES.

SO WHICH ONE IS YOUR BEAST FOR THE CHASE?

For a Company having a product branded almost exclusively as “Best in the Long Run”, till few years ago, becoming Agile is like coming the full circle. But there we were, when the entire world stood still under the grip of the COVID-19 lockdown, many Balmer Lawriens, duly supported by the business leaders, were out there on the streets, braving the virus, mindfully ignoring the concerned “do you have to...” of their near and dear ones, chasing their only goal: how to resume their plant and operations.

From Subhash Agawane, Susanta Bhattacharya and Jitendra Rohit of West, to Navaneetha Krishnan of South, to Kartik Varun Chadha and Manish Sood of North, Ashish Chakraborty and Subhadip Chattaraj of East and their team members, ably led in synchrony by their HR & Unit Heads; all of HR was on One Mission. And before the competitors could even imagine, we were back in business, we were back for our valued customers, for lives and livelihoods, we were back for the Nation. It was not easy to get things back on track in those days and you can experience some of the stories of our HR Warriors in the COVID Hero section.

Still unthinkable as it may sound, some of our businesses never paused at all, they pulled on through the strictest of lockdowns. Such was the steadfastness of our team members in the Logistics businesses, Mr. Prasant Basu, Raju and Bimalda of CFS Kolkata, Mr. R Raghupati, S Palani, Y Udaykumar of CFS Chennai, Mr. Kamlesh Goyal – CFS Mumbai, Mr. Abhishek Singh – TCW Rai, Mr. Rakesh Ranjan Choudhary of TCW Patalganga, Mr. Rajesh Raghavan at MMLH and finally Mr. Vamsi Addagiri, Pankaj Nagarkar,



A Raju of TCW Hyderabad – day & night in service to the Nation as associated with the Vaccination drive, duly supported by the associated HR resources, showed exemplary courage, presence of mind and perseverance in being useful to the customers and the industry when they really needed our service.

Same was the story of members of our Logistics Services team. Even if the offices were closed for a few days, they were there over phone, laptops and internet for their customers. No consignment of our valued customers should remain stranded, that was their motto.

Thanks to committed Balmer Lawriens, most of BL Operations were back in business within a fortnight after Lockdown. And some like Logistics, never went offline at all!

As days bore on, HR's focus shifted swiftly from getting our establishments open to ensuring they remained open even as the virus raged on. SOPs were implemented, associates were engaged on war footing for regular and effective sanitization of work places, alien practices viz. checking and recording temperature and oxygen levels were implemented overnight. Where and when possible and necessary, vehicles were hired quickly for taking employees to and fro the offices and factories, even through deserted streets.

At the Corporate HR level, it was not just about monitoring the entire unfathomable COVID reality and mobilizing the HR resources to support the businesses, it was about predicting, sensing the businesses' requirements and curving out a niche for keeping the operations safely on while maneuvering suavely through the various Governments' disposition and strictures on the Lockdown.

This meant detailed but realistic policies, communications and practices being rolled out on various aspects from those on review of workforces to SOPs for sanitization, through WFH practices, to provision of office vehicles, to protocols for times when an employee was down with COVID, special COVID leave and insurance, so on and forth.

Thanks to the unstoppable CHRD team led by our current C&MD and D(HR&CA) Mr. Adika Ratna Sekhar, all this became possible within such a short while.

In Corporate HR the mission was to making course-corrections and aiding businesses; RHR Teams to act with deft and discretion as much as it can while being within the PSU framework; Act fast to implement COVID Kavach to bolster morale of employees risking their selves for the Company.

Figuring out opportunities amidst the red flags of pandemic, Corporate HR duly supported by Regional / Unit / SBU HRs took a special drive for better and timelier implementation of the appraisal & KPT setting process. The discipline established in process, was also reflected later, on a better completion rate of mid-year appraisals. This was possible through clear communication on the calendar and consequences, intensive handholding, synchronous sessions held online, how-to videos even hosted on YouTube as also regular nudges and encouragements, all done with due sensitivity that all of our employees and families were passing through a hard time. Kudos to HR Team and thanks to all Balmer Lawriens – You Did It!

As HR started re-imagining itself in the changing, challenging times, our People in the businesses took to equally agile actions. In a forced paperless scenario, approval notes flew thick and fast over scan and emails. Client, Vendor, Dealer / Distributor meetings even business reviews started happening online. HR organised its own set of meetings and trainings online, perhaps with greater reach. Orders were won, awarded and distributors were appointed even without a single face-to-face meeting. Through the stringent lockdown, when competitors were unable to, our SBUs like Logistics Infrastructure, Logistics Services and Industrial Packaging went out of the way to service customers.



The times facing us are challenging and uncertain, the pandemic has trained us on being agile to survive, it is time for us to keep us agile to continue beating the competition and staying ready for the next sharp turn.

When we would accelerate and pounce like a Cheetah or when we would run a marathon like an Antelope - would depend on the situation but let's commit one thing together – that we would not hesitate in face of challenge, we would move swift and win our deals even before the world comes to know.

## SHARPENING THE EDGE



Professor: Class, how do you think we can convert Learning into Earning in the business world?

Last Bencher: Just drop your "L" Ma'am!

Jokes apart, many of us would have noticed a host of initiatives for development of people potential being taken in our Company over past couple of years. In a world increasingly Volatile-Uncertain-Complex-Ambiguous, the only option is to calibrate our own capabilities to navigate the storm of changes. Here we recollect some of the initiatives and future plans in this space.

### Management Development Programmes through IIM Lucknow





Driven by the purpose of continuously developing people capabilities, our Company has committed to taking group of Executives across levels through one-week Management Development Programme at no less an institution than IIM Lucknow. The standard MDP curriculum was curated based on inputs from the Top Management and three modules targeted at each of the levels – E1/E2; E3/E4 and E5/E6 were finalized. Six batches of Executives have been covered by the programme already and even COVID could not halt the project as the entire MDP was delivered online in the COVID months.

While the benefits of the programme as reflected through business and individual performance may take time to be established, the first hand reports are that the programs have given a moral boost to the participants. Some of the participant feedback are shared here.

**“The IIML training program was very different from the earlier trainings that I have attended in the Company. I am sure we would have enjoyed this more if we had visited the campus but that said, this was indeed enriching. As participants, many of us were already aware of the concepts being discussed but even with those basics, the sessions have given keen insights that can help all of us in our areas of responsibility.**

**Apart from the programme, being a part of such cross-functional groups gives all of us visibility into each other’s work areas which is also very important. I just hope that this sets the benchmark for future training programmes in BL. This is a truly great initiative by the HR team. Thanks again 😊”**

- **Hermeet Kaur Bhangu, Corporate IT, Kolkata**

**“Discussing with and getting to learn from erudite faculty members of IIM Lucknow, made me understand that a problem can be approached in multiple ways. And there is always a possibility that there can be a better, swifter and more effective way, than the tried and tested methods of problem solving.”**

- **Rohan Nag, SBU: LS, Kolkata**

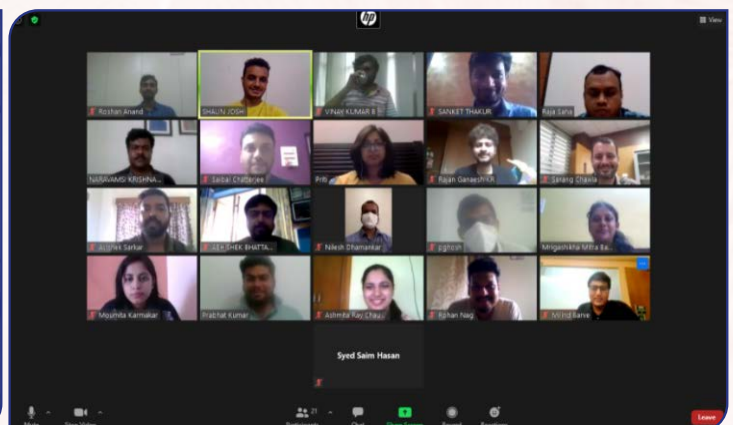
**“The MDP Module, conducted at IIM Lucknow in March 2020, allowed us the opportunity to step back from our daily schedules and relive our Campus Days in a very refreshing, yet informative way. The customized program enabled us to analyze management theories from the practical perspective relevant to our job roles.**

**Being part of a learning group, consisting of BL employees from various domains, SBUs and locations enabled a rich learning experience, fostered peer-to-peer knowledge sharing and team building at the same time. Overall, the MDP was one of the most refreshing and memorable chapters of my career at Balmer Lawrie.”**

- **Ranotosh Banerjee, SBU: ROFS, Kolkata**



MDP Batch 2019-2020



MDP BATCH 2020-21



### E-Learning Micro-Modules: *Munchies for your Mind*

To cover learning needs of every employee it was important to develop content that would be easy to understand including presentations or audio-visual inputs on topics widely sought after. Thus, the Company procured content with a plan to host on SAP. It is at this time that the Lockdown hit us. As an agile response the content was converted in web-enabled format and the ‘*Munchies for your Mind*’ series was launched to provide learning opportunities to every single employee who had a BL e-mail ID at a time when confinement was in force. Hundreds of employees across levels have gone through the modules already. The success of the series has already been established by the response it received during the COVID months.

This was a ‘First of its kind’ learning initiative in BL and much work is needed still to make this more useful and a regular phenomenon. However, it’s heartening to find support for the initiative from employees such as shared below.

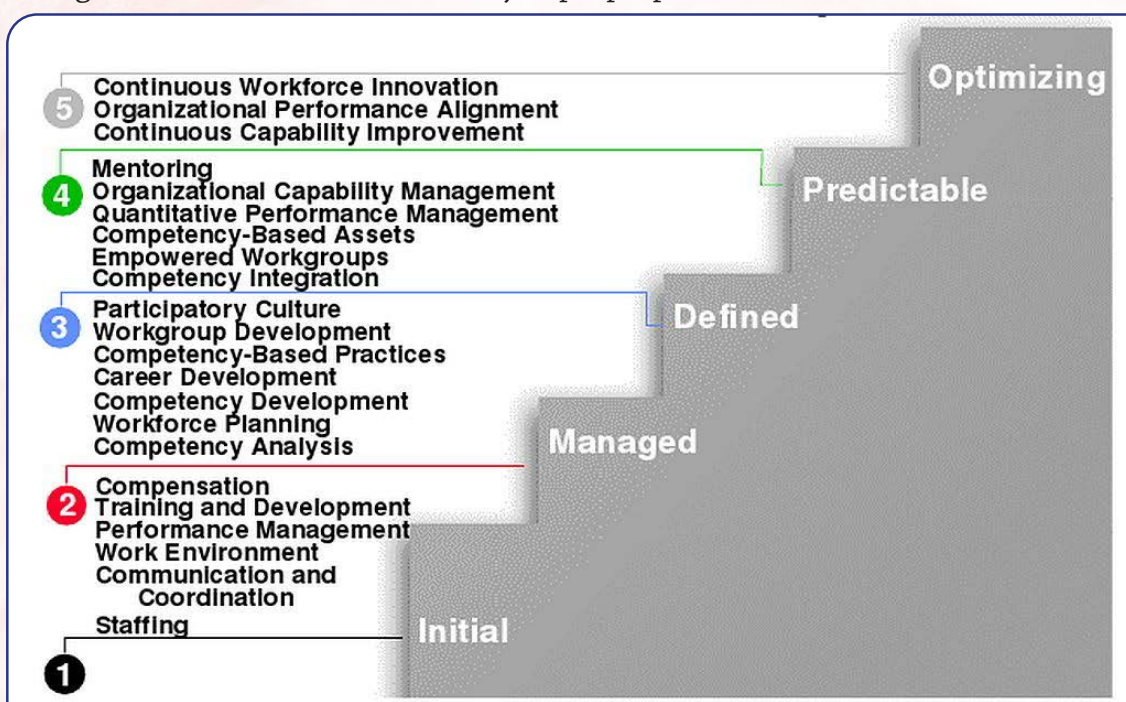
**“Modules are very productive and designed to ignite minds which may be utilised at respective work place. More such modules covering wide management topics/subjects may be designed for learning. I suggest modules may be split to parts in case of large topics for individual’s convenience, connectivity and compatibility.”**

- **Biswa Mohan Behari, SBU: G&L, Vadodora**

**“A good initiative - Enjoying reading this series, enjoyed more in the COVID-19 lockdown time. Even though it is mentioned only for Balmer Lawriens, my family members also went through this series, as it is universally applicable for all categories of people and all ages.”**

- **Jayakumar V, SBU: Logistics Services, Chennai**

The MDPs and the Munchies may represent two very different approaches to learning, however for linking enrichment of individual competencies with organizational competitiveness an integrated conceptual basis was required. Competency centric people management processes provide one such framework, widely known as PCMM. PCMM stands for People Capability Maturity Model which is a model administered by the CMMI institute, developed by the Carnegie Mellon University, USA. CMMI is one of the coveted gold standards at the heart of the model and establishes a Competency based management framework for the variety of people processes.





BL partnered with QAI, for the assessment in 2018 and it was noted that we needed to refine and update our competency framework and then start integrating the same to people decision matrices.

In taking the process forward our Company has refined the Competency Framework in association with People in Business and integrated the same into the PMS process effective 20-21.

Further with an idea to integrate the Competency Framework to the selection process, all HR team members who are part of interview panels have been trained on the Behavioural Event / Critical Incidence Interview skills during FY 2021 as well.

In the coming years effort will be to integrate the Competency framework to every aspect of people management in BL.

The above learning initiatives, which form a good part of HR Initiatives of the Company, have been possible because of the support received from the business leaders. All the Learning initiatives are fast bringing BL to a position where it can boast of having an integrated Learning & Development strategy for a better tomorrow, that is comparable to the best in industry. However, one should always remember Learning is a personal initiative and Development is a consequence of it which is important to both individual and the Organisation.

## CONNECTEDNESS – THE WORK FROM HOME DEBATE

Voice of BL: WFH – a balanced score card

One of the work-life changes that has taken the world by storm is the pervasive implementation of Work From Home (WFH) practices. While it has opened possibilities of better utilization of collective energies, it can easily go very wrong unless we arrive at a shared understanding of the practice with compassion and effectiveness in mind.

We collected and recollected many of the opinions that we found floating around in Balmer Lawrie around WFH as a concept and how we fared when we were on it in the earlier phases of the lockdown. We share the dramatized points and counterpoints in the form of a debate in this Section. Which side would you like to join?



### For WFH

“Covid is just one scenario!

There were the Chennai floods. Every year Mumbai has to declare off-days for heavy rains and now cyclones which were rare earlier.

In Kolkata we had Amphan hitting us hard.

Faced which such calamities how else to keep things moving so much as possible? Provided there is power and net connectivity, WFH is the only way.”

### Against WFH

Don't be pessimistic and absurd!

People come to office not just to earn money but more for the social touch.

If we continue at home like that for months we and our family, all would go mad.

WFH may be OK in few situations viz. in IT or in some Sales roles but in our kind of milieu? Impossible!



<b>For WFH</b>	<b>Against WFH</b>
<p>“I have two children – one 4 years and another 8 years old.</p> <p>My wife is also working and was on WFH.</p> <p>The children had online classes. Due to restrictions imposed by our Housing Society, domestic helps were not allowed to come for months.</p> <p>In this scenario, the family remained functional only because I had WFH.</p> <p>It was still not easy for me when I had to resume office. I am still not able to explain to my wife why I need to get back to office, at a time when so many professionals we knew were fully on WFH.</p> <p>It is very hard on her to manage the entire household, children’s online classes and her own work online, while I am off to office.”</p>	<p>“I was at home in the WFH period, my 5-year-old son had occasional online classes but for the rest of the day he was free with nowhere to go.</p> <p>Naturally he thought he should spend time playing and watching YouTube with me.</p> <p>But I was on WFH.</p> <p>In WFH sometimes the work pressure would be too much. So, I was obliged to answer calls of my seniors, other HoDs and outside business associates before and after normal work hours.</p> <p>The working hours got inevitably stretched.</p> <p>I could never make my son understand fully why is it that he cannot play with me at least during the morning or late hours, without being bothered by some calls from work. He was not happy, but he had a point, right?”</p>
<p>“As Sales professionals I find WFH is a huge enabler.</p> <p>It allows to save commute time and effort, keeps us safe and offers better scope for work-life balance, helps save on real-estate and admin costs.</p> <p>Because of its advantages many MNCs have been practicing this for a long time now. I would say that at least in some sections especiality in Sales &amp; Mktg, we need to emphasize closer and more fruitful interactions with our clients and business partners, focus on results as to how we are doing and go a little lite on showing our faces compulsorily at office.</p> <p>Once we build a relationship with someone, in today’s world work from home and social media are great ways of connecting with many trusted partners within a short time”</p>	<p>“WFH was not so much a choice, it was a predicament.</p> <p>As employees of an instrumentality of the Govt. we are expected to be seen discharging our duties from our offices. It gives everyone a feeling that things are getting back to normal post pandemic.</p> <p>Further, as a senior executive, how do I ensure that my subordinates are really stretching and delivering while being away at their homes?</p> <p>Things are much easier when we are operating from office, we can check subordinates’ work, talk to them to correct any aberrations.</p> <p>Without face-to-face meetings, that impact is just not there. Also, we have not come to that level of maturity in IT so that we can practice such WFH over long periods of time.”</p>
<p>“WFH really helped hasten our decision-making process.</p> <p>Earlier we were debating whether signing on scanned copies were ok or not. Some of us trying to buy time, also used to also say: document not received, even when.....</p> <p>Those people lost their excuses big time with documents flying through emails and scans during WFH.”</p>	<p>“It was difficult to put together, read through, and approve copious amounts of data and documents as are routinely required for TCRs.</p> <p>Doing this while being on WFH was not at all easy for many of our SCM professionals and Business Managers.</p> <p>Many times, the approvers would need additional information, documents, references, bringing all that together and taking decision was not easy in many cases.”</p>
<p>Work from home can really Work but you need trust.</p>	<p>Work from home doesn’t work for us, how do we manufacture sitting at home! How do you justify some enjoying WFH while others are forced to be at work site?</p>

And the argument continues. No conclusion seems to be RIGHT.

But many a times we do not know what is right or wrong.

Whatever comes of the WFH debate tomorrow, at least we in BL know now that WFH is possible at times. However, in days to come we will require to identify steps that are needed to address the critiques’ points and move on. WFH will evolve around technology, productivity management and most importantly transformation in workplace behaviours, practices, rules, even laws (the Code on Social Security has



legitimised the concept). However, one thing is for sure that WFH is a great tool for increasing Diversity and Inclusivity [DI] at workplace and in times to come we will see people strategy evolving around leveraging this practice.

## MENTAL WELLBEING

*The Common Cold Project is a series of prospective viral-challenge studies that were conducted from 1986 to 2011. Psychologist Sheldon Cohen and colleagues (Cohen, Miller, & Rabin, 2001; Cohen et al., 2013) placed viruses into the noses of healthy adults, including a coronavirus linked to the common cold, and observed who developed respiratory infections. Five studies revealed that a virus is not a sufficient cause. Chronic stress, affect and emotion, social isolation, social and economic disadvantage, childhood adversity, or other psychosocial factors may also confer risk. Social integration, social support, positive affect, and a high-quality relationship with parents in childhood may confer resilience.*

- From Presidential Column of Dr. Lisa Feldman Barrett, President- Association for Psychological Science

### What then are the things we can do to be mentally resilient, faced with the stubborn virus that refuses to go for good?

According to Dr. Barrett and her colleagues, the brain is what runs the budget for our bodies and it is in our abilities to do our bit for this process in order to do well mentally as also physically. Here are some of the things we can do:

- ✓ Get 7 to 9 hours of sleep on daily basis
- ✓ Regular vigorous exercise for 30 mins
- ✓ Yoga, which gives a combination of physical activity, mindful breathing and more, can be especially beneficial
- ✓ Eat your veggies, minimise refined sugars, flours and caffeine
- ✓ Enjoy sunlight and greenery; if nothing then at least adopt an indoor plant
- ✓ Treat colleagues, friends, family to lunch
- ✓ Adopt a pet
- ✓ **Collect stories** and concepts to learn and experience emotions new to you
- ✓ Learn a new language and marinate in its culture
- ✓ Start a new hobby
- ✓ Journal your good experiences
- ✓ Familiarize kids with variety of emotions

Check out these videos on mindfulness:

[https://youtu.be/6p\\_yaNFSYao](https://youtu.be/6p_yaNFSYao)

<https://youtu.be/1viNYM7WPAg>





## BOTTOMLINE

Our legacy of 154 years is a matter of great pride! But the lineage should not make us feel pompous. Withering and wellbeing are equally true realities but what happens in future is a consequence of choices we make and actions we take. Our Company has survived for 154 years because it successfully transformed time and again, from a partnership firm to a diversified PSE. The credit goes to our predecessors, who at every league steered the Company forward through its multiple evolutions. Balmer Lawrie was not born as a PSU and if future merits prediction, it is not going to go down as one.

We are at the cusp of a change! In today's organisation, change is the responsibility of leadership and HR as a function. The function of HR will be held accountable in days to come for our acts of commission and /or omission. It is a fact that we have been on the move, making decisions, taking actions etcetera but are we reflecting honestly? thinking enough? and most importantly connecting deeply?

We need to reflect on the meanings we have given to our roles. The function of people management starts with caring and comforting, we are responsible for hygiene in the organisation, but that is not the end of it. Contextually, Maintenance is critical but one has to now think in terms of Sustenance, Maintenance plus Improvement. For some of us it will be continuous (small) improvements and for the rest and most, it needs to be quantum improvements. Our reflections must help us see how do we add more value to the organisation, its processes and performance and of course we need to reflect at all levels be it individual, region or corporate. Reflections will provide the insights that in turn would need refinement through a collaborative thinking process in which members of the HR function need to participate together. The ideas generated in reflection must translate to affirmative action. It is our actions that will drive employee experience. In BL all of us in the HR fraternity need to lead the employee experience management process and accept it as our *raison d'être*.

Our reflections and thoughts interestingly are highly influenced by the depth of our connections. Connectedness has a direct impact on depth of awareness. Simply put, we in HR need to foster deep connect at three levels, individual employee, leadership and the outside world. The HR team members connected to employees in general enjoy confidence of others and those connected to the outside world can bring in insights and leverage relationships when the organisation needs to maneuver deftly. Finally, HR managers connected to the leadership in the organisation are great levers in management of change. I have come across several young colleagues of mine who have developed themselves as the 'go to person' for their respective leaders. These members of the team are the real asset to businesses, not that they are 'yesmen' but because they have invested to appreciate the lingo of the business and its leaders. Undoubtedly, if BL has to prosper, we need more members in the HR team with deep connect with leadership to help steer Units / Branches and SBUs at large.

In 2016, McKinsey reported that the average life span of companies listed in the Standard & Poor's 500 list has come down from 61 years, in 1958, to 18 years. Balmer Lawrie, happily has been an exception at least in terms of its longevity, one reason could be that the organisation has successfully meandered in time. For any and all of us who have even around 10 years of service left, we must work with ourselves to stay relevant and to contribute in the journey of this great organisation. I firmly believe that the virtuous cycle of reflection, thoughts, deep connect and affirmative action is necessary for all. However, being a member of the HR team, I feel it's my responsibility to invite attention of my fellow colleagues for immediate initiative. Godspeed!

**Siddhartha Das Barman, AVP [HR], Corporate HR Department, Kolkata**



## KNOW YOUR FELLOW BALMER LAWRIEN...



**Shikha Sharma, Asst.  
Manager [HR]  
Corporate HR Department,  
Kolkata**

### **How long have you been working with Balmer Lawrie and currently what is your role/dept?**

It has been 1.5 years since I got associated with Balmer Lawrie. Presently I am posted in Corporate Human Resource Department – Kolkata and hold the responsibility of Learning & Development and Recruitment.

### **What do you like about Balmer Lawrie?**

The diversified businesses of Balmer Lawrie with differently sectorised SBUs is the strength of the Company. There are numbers of policies / rules, which are beneficial for the employees in Balmer Lawrie. Personally, the best thing which I like here is the learning opportunities as well as the flexibility and freedom given to any employee to perform their task. I also like the way in which ideas are heard by the superiors. The Company has a good environment and the seniors give immense support to their subordinates.

### **What is your most memorable moment in Balmer Lawrie?**

In last 1.5 years there are few cherished moments when I had been given responsibilities, appreciation and suggestions to improve and learn about my work, but being accepted as a team member within this reputed organisation and the department gives me a sense of contentment and pride.

### **Who is your inspiration in life and why?**

I am fortunate enough to come across many inspirational people in my journey but my maternal aunt, who is a retired teacher, is a constant source of inspiration for me. During the times when things didn't work in my favour, she ensured that I focus on my studies and never deviate from achieving my goals. She made me understand the meaning of relationships, selflessness, being independent, being self-rooted and also to keep smiling no matter what life throws at you. I can never forget her inputs in my life.

### **Place you belong to and who all are there in your family?**

I belong to Varanasi and had completed my education from there itself. My family consists of my father, mother and a younger brother, who is currently studying Management in Mysuru.

### **What are your hobbies?**

I love to listen to songs, reading fictional novels and capturing random moments.

### **How does it feel to be part of an organisation that has a rich legacy of 150 years?**

I feel immensely proud and happy to be a part of Balmer Lawrie which has a rich legacy and employee friendly culture. Being associated with a conglomerate, which is a market leader in both manufacturing and services businesses makes me proud.





**Sebastian Nadar, Asst. Manager [HR]**

**Industrial Packaging – Vadodara**

Chembur, Mumbai. Her first priority for us was studies. She has faced tough times in her life and taught us the values of how to face problems boldly and keep calm during difficult phase of life.

**Place you belong to and who all are there in your family?**

I was born and brought up in Mumbai. My native place is Tirunelveli, Tamil Nadu and my family comprises of my spouse, elder sister and father.

**What are your hobbies?**

Playing cricket and volleyball, listening to music and helping the needy.

**How does it feel to be part of an organisation that has a rich legacy of 150 years?**

There are very few organisations that have sustained over 150 years and I really feel very proud and happy that I am a part of an organisation which has such a rich legacy.



**Babu Parthiban, Asst. Manager [HR]**

**Logistics Services, Bengaluru**

**How long have you been working with Balmer Lawrie and currently what is your role/dept?**

I have been working since last 1.5 years with Balmer Lawrie. I joined on 13<sup>th</sup> September 2019 and currently my role is that of Unit - HR at Industrial Packaging (IP) - Vadodara Factory and I am also responsible for the Travel Office at Vadodara.

**What do you like about Balmer Lawrie?**

The Company provides support during tough times in both the professional and personal fronts. It provides many opportunities for learning through various training programs offline and online as well. Taking new initiatives at the departmental level is encouraged and this helps subordinates to develop their technical skills.

**What is your most memorable moment in Balmer Lawrie?**

My first HR meet 2020 at Ffort Raichak, Kolkata with all HR team members.

**Who is your inspiration in life and why?**

My mother is my inspiration and the reason is that it was she who brought us up with well manners, good culture and behaviour from a slum area in Chembur, Mumbai. Her first priority for us was studies. She has faced tough times in her life and taught us the values of how to face problems boldly and keep calm during difficult phase of life.

**How long have you been working with Balmer Lawrie and currently what is your role/dept?**

I joined our organisation on 10<sup>th</sup> February 2020 as Assistant Manager in the Human Resources Department.

**What do you like about Balmer Lawrie?**

There are so many wonderful things about working in Balmer Lawrie. However, my favourite is probably the company culture and I enjoy working with everyone. The Company provides many opportunities for individual improvement and I am confident that I will be able to value add to this organisation.

**What is your most memorable moment in Balmer Lawrie?**

We had a HR meet at Kolkata during the month of March 2020. It was a great opportunity to meet all members of the HR team and I had good conversations with all my colleagues. It was the most memorable moment in Balmer Lawrie since my joining.



### Who is your inspiration in life and why?

I find inspiration in a variety of people and things. I will have to admit that the person who has inspired me the most is the great Master Blaster Mr. Sachin Ramesh Tendulkar. His approach towards the game of cricket as well as his personal life has inspired me a lot. He has changed and proved that there is nothing called impossible. There are very few persons who can be calm and down to the earth in spite of achieving unlimited success and he is one of them.

### Place you belong to and who all are there in your family?

Basically, I am from Chennai but currently posted at Bangalore. In my family I have my mom, dad, wife and two sons.

### What are your hobbies?

I like playing cricket.

### How does it feel to be part of an organisation that has a rich legacy of 150 years?

I feel very proud and privileged to being part of Balmer Lawrie that has a rich legacy of over 150 years.



**Priyam Saha, Asst.  
Manager [HR]  
Regional HR – North,  
New Delhi**

### How long have you been working with Balmer Lawrie and currently what is your role/dept?

I joined Balmer Lawrie on 29<sup>th</sup> June 2020 as Asst. Manager [HR & ADMIN] and I'm currently working with Regional HR Department North. My key roles and responsibilities include HR and administration functions under RHR Department.

### What do you like about Balmer Lawrie?

Well, first and foremost, I would say the Company's overall reputation and its rich legacy drew me in. I must appreciate the office infrastructure provided to all employees in the Northern Region office, which is of excellent category. Moreover, the work culture & environment, Company policies, and peer relations are things which I like most in Balmer Lawrie.

### What is your most memorable moment in Balmer Lawrie?

I have joined only seven months ago, and when I was selected for the 2<sup>nd</sup> position in painting competition, in the cultural event organised on 1<sup>st</sup> February 2021, during the foundation day celebrations, it was the most memorable moment for me.

### Who is your inspiration in life and why?

My inspiration is my mother as her sacrifices for the family, support and teaching help me to understand life lessons at every moment.

### Place you belong to and who all are there in your family?

I belong to Khardaha in Kolkata, West Bengal. I am the only son of my parents so, there are three members i.e. my father, mother and me in my family.

### What are your hobbies?

Painting, travelling and photography.

### How does it feel to be part of an organisation that has a rich legacy of 150 years?

I am really very fortunate that I got the chance to work with such a great organisation which has a rich legacy of 150 years.



## TALENT UNLIMITED



*Paintings by Sridatri d/o Mr. S D Barman, CHRD - Kolkata*

*Edited by Mohar Mukhopadhyay, Head - Corporate Communications, Balmer Lawrie & Co. Ltd.  
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Times are changing and challenging! In such times, we should not only be mindful of our inner and collective strengths but also let go of old unhelpful habits and immerse in what is new and precious, like the values of Agility, Resilience, Sharpening the Edge, Connectedness and Wellbeing.

**Individuals and interactions over processes and tools**  
**Inspire and engage over manage and retain**  
**Adding value over administrative efficiency**  
**Collaborative networks over hierarchical structures**  
**Transparency over necessary confidentiality**

**There is no passion  
to be found in  
settling for a life  
that is less than  
the one you are  
capable of living.**

*Nelson Mandela*

**Transformation isn't  
a future event, it's a  
present day activity.**

*Jillian Michaels*

**Whatever you do, do it well. Do it so well that  
when people see you do it they will want to come  
back and see you do it again and they will want  
to bring others and show them how well you do  
what you do.**

*Walt Disney*

**It is not the strongest or the most intelligent who  
will survive but those who can best manage  
change.**

*Charles Darwin*

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