

People



Building a culture of excellence

Our people are the greatest contributors to our unstinted growth and success over the years. We strive to create for them a great workplace and inspire them continuously to innovate and bring greater value to our customers and the environment.

Material issues addressed

- Leadership in wires and cables
- Diversity and inclusion
- Health and safety
- Employee training and development
- Labour management
- Corporate Governance
- Ethics and integrity

Key risks considered

- COVID-19 disruptions
- Customer service and after-sales management
- Distribution network
- Quality assurance threats
- Succession planning
- Contractual liability

SDGs impacted



Our goal is to create a meritocratic organisation that empowers employees to take the right business decisions. We provide our employees an open, safe and motivating work environment. We commit to encouraging them learn and grow, thus enabling us to build a next-generation organisation focused on promoting innovation, delivering business value and driving thought leadership.

Our ambition is to create a work environment that:

- Values and cares for its people, with safety and well-being our priority
- Has inspirational leaders who inspire others to emulate them
- A workplace that is team-oriented, inclusive and diverse
- Fosters a unique culture that balances innovation, knowledge sharing and risk management

To support these ambitions, our people strategy has focused on developing leadership excellence, sharing knowledge globally, creating a consistently positive employee experience, and developing and deploying our talent globally.

Employee (break-up by age-group, gender and type)

Category	Age group				Gender		Grand Total
	<= 30	31-40	41-50	>50	Female	Male	
Senior Management	1	7	34	57	8	91	99
Middle Management	6	128	195	78	28	379	407
Junior Management	519	957	400	99	133	1,842	1,975
Factory employees	95	1,121	612	122	1	1,949	1,950
Grand Total	621	2,213	1,241	356	170	4,261	4,431

Out of total on roll employees ~4% are female employees.



Bettering employee experience

Listening to our people helps us create an environment and experiences that enrich and encourage our employees. At Polycab, we recognise the efforts of our people, and reward them for living our values and reinforcing the organisation culture of honesty and integrity.

We continuously communicate and engage with our people in designing and evolving the way we work to foster enterprise-wide collaboration, continuous learning and open and transparent dialogue.

Your Voice Matters

As we change gears to accelerate growth and transform into a great organisation, we encourage our employees to give their feedback that will enable us to change and become a partner of choice for our customers and our people. 'Your Voice' is the foundation on which we nurture a culture of caring, sharing and growing together. We support an open office culture, promote work-life balance, mental and physical well-being, complete transparency in rewards and recognition, and ensure capability building. These, in fact, are our unceasing endeavour.

Talent management

Our philosophy of building leaders from within continues to guide our actions towards identifying, developing, and nurturing talent. With greater emphasis on futuristic thinking, digital mindset and customer-first approach, we have made some major shifts towards developing our people for the future.

Xplore internship programme

We established a structured and engaging internship programme to attract young minds from reputed B Schools. This will help us gain fresh and diverse perspectives and solutions to real-time business problems/opportunities and position the Polycab brand more robustly through campus engagement. It will also provide opportunities and learnings for young professionals.

People

Investing in skills and development

Our success and market leadership can be attributed largely to the skills and capacity of our talented workforce. The leadership consistently provides effective skill development opportunities for employees through various training and development programmes.

Leadership Development Programme

We are deeply committed to investing in our leaders by providing them developmental inputs critical for their growth. As part of this effort, we have crafted a Leadership Development Programme relevant to our context. The key objectives of this programme are to:

- Receive an outside-in perspective
- Challenge assumptions on how business is done
- Appreciate and leverage innate strengths
- Recognise what new strategic capabilities are required
- Identify and avail of relevant development opportunities



The programme includes the following:

- Span™ questionnaires, a set of online personality questionnaires designed to enhance the understanding of the employee's approach to work and leadership style
- Reference exercise (qualitative 1:1 dialogue with manager, reportee and peer)
- Panel interaction with an industry expert and leadership specialist

The programme outcomes will be aligned to our leadership behaviours and will result in the creation of an individual development plan facilitated by the external partner supported by the manager and the Company.

We successfully concluded a pilot with one of our leaders and basis the encouraging feedback, we have decided to extend the programme to all Business Unit and Function Unit heads who have completed at least one year in the organisation.

Quality Management System

We partnered with the Quality Management System (QMS) team to conduct an awareness session and training on 'IMS-QMS Awareness'. This was a hybrid session (virtual + in person) for all Mumbai-based employees. The session also included assessment of the participants. On the basis of this, qualified employees were identified as the leads for QMS activities for their respective departments.



Health and safety

Safety is at the core of facilitating enhanced workforce productivity, which culminates in improved operational efficiencies. We are dedicated towards building a zero harm mindset in our workforce given that the success of our management systems and capacity building programmes hinges on our employees translating this mindset into action in their daily operational activities.

Safety Week

During the year, we observed the 51st Annual National Safety Week under the theme 'Nurture Young Minds – Develop Safety Culture'. The week from March 4-10 was observed across our factories, which organised various activities to raise awareness and reaffirm our commitment to ensure workplace safety. This was followed by the setting up of a firefighting training workshop for employees, a session on health, focusing on their overall well-being, and poster-making competitions to spark creativity. Other fun activities included fun photo opportunities and shop floor quizzes where winners were awarded a special prize.

Key highlights



Human rights

We are committed to protecting the fundamental rights of all individuals across our global operations. As stated in our Code of Business Conduct and Ethics, we practice zero tolerance regarding illegal and immoral practices such as child labour, forced labour and modern slavery, including human trafficking.

We believe it is important to explicitly identify human rights as a part of our policies, procedures, and ethics training to help us keep the topic top-of-mind and make sure it does not become an issue in the future.

During the year, we recorded zero incidents of discrimination and did not receive any complaints pertaining to child labour, forced labour and involuntary labour.

