

2022

The year of breaking workplace biases

In 2022, leaders are set to break draconian workplace biases to accelerate the DEI agenda. Read on about which workplace biases are leaders striving to eliminate this year.

In an article, business journalist and editor, Kathryn Newbery, describes the roots and consequences of bias. She says, "Influences such as our background, experiences and environmental conditions can all play a part in shaping our choices, whether we realise it or not. For the most part, this is not a major issue. But we display unconscious bias when we favour or discriminate against people because of these influences without even realising it."

GCCs: Leading the tech game in India

By Express Company Last updated Apr 6, 2022



Dr. Vishnupriya Raghavan, Head, Products and Solutions, StackRoute, an NIIT venture
Around two decades after the first captive centre was set up in Bangalore, India is now home to more than 1500 GCCs. Most of these are headquartered in the US but there are quite a few GCCs of companies from the EU, UK, South America, Chile, Indonesia, Australia, New Zealand, and the Middle East as well. With an adaptable talent pool, strong IT infrastructure, a conducive business ecosystem and existing tax breaks – as is the case with the Software Technology Parks of India (STPI) – it is no doubt that India has become a preferred destination for GCCs.

However, as GCCs move up the value chain within their organisations, they are also looked at globally to source quality talent, drive innovation and ensure great delivery and profitability. To achieve this, GCCs in India have developed a comprehensive digital strategy and are leading their way towards practical implementation of the same.

Representing the driving modes

This digital penetration across verticals has also led corporations to rethink and reduce their footprint by converting working spaces into collaboration hubs, shrinking floors through hot-desking, and adopting to other modern practices of efficiency. In the recent virtually held fourth edition of NIIT's India Confluence, an esteemed panel discussed at length how transformation and organisational capability plays a major role in boosting the growth of the Global Capability Centres. The discussion had several takeaways for those wanting to understand how to leverage digital innovation and transformation and most importantly, in skilling the workforce for the present and the future.

Training for the next

As GCCs continue to build and shape the services economy and turn into Technology Centers of Excellence (CoE), the need for hiring fresh talent as well as skilling the existing ones has only increased manifold. Meanwhile, as the pace of change keeps overtaking the pace of learning, it is important to bear in mind that the shelf-life of technical skills is only fast depleting. Besides, new-age skills are not only limited to the technical domain but also expand into creativity, analytical and critical thinking and problem solving. That's why most GCCs have shifted their focus to hiring as well as building hybrid skills capabilities into their workforces and are creating a culture of continuous learning to remain competitive.

Over the years, there has been a spotlight on the importance of organisations to invest in career path design and learning and development. With a constantly evolving ecosystem, it is the collective duty of stakeholders across levels to ensure the

Global capability centres drive transformation for parent companies

October 18 Oct 2022, 11:32 AM IST



Global capability centres (GCCs) in India have come a long way, supported by an enabling environment of talent, policy support and robust infrastructure. From their humble beginnings as process hubs, GCCs today are driving the transformation agenda of their parent organizations.

Increasingly tested with delivering innovations and fresh ideas, GCCs in India can be expected to become epicentres of efficiency, innovation, and modern practices in the coming years.

Today, their presence spans across sectors, including banking and financial services, healthcare, electronics, and energy. As GCCs take on new roles to support their parent organizations, their unique differentiator remains their workforce. Talent will define how well equipped GCCs are when it comes to delivering on their transformation agenda.

From process centres to transformation hubs, it wasn't always like this. GCCs started in India as operative process hubs, given India's cost arbitrage advantage. As India presented opportunities for growth and investment, GCCs were on the forefront of one of the world's biggest markets. This led to a change in role as GCCs were uniquely positioned to spot early trends and conceptualize new products and services. When deployed as solutions to substantiating business challenges, the work delivered by GCCs in India makes for global impact and strategic advantages.

What had initially started as an idea for operative process hubs has evolved into centres of excellence driving innovation and ideas from India for global companies. Given the nature of the industry, this called for investment in talent and their reskilling and upskilling.

To understand this, the transformation of the GCC must be considered. From providing simple back-office support, GCCs today are true "business partners" to their

New Year 2022: In Photos, 10 Educational Events From Last Year

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NIIT posts 32% jump in net profit to Rs 55 crore for December quarter

The company had registered a net profit of Rs 41.5 crore in the October-December 2020 quarter. Its revenues grew 51 per cent to Rs 383.6 crore in the December 2021 quarter from Rs 253.4 crore in the year-ago period.

Talent development company NIIT Ltd on Friday reported a 32 per cent jump in net profit to Rs 55 crore for the December 2021 quarter, and said its Corporate Learning Group (CLG) and Skills and Careers Group (SCG) businesses will be reorganised as separate publicly listed companies.

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"Quarter three was a robust quarter for NIIT. Both CLG and SCG businesses recorded robust growth. CLG grew at 36 per cent year-on-year... SCG group grew 144 per cent y-o-y... Overall, a very satisfying and high growth quarter for us," NIIT Ltd CEO and Executive Director Suresh Lalla told PTI.

He added that two key factors contributed to the growth, the first being the acquisition of RPS that was consummated in October that contributed to some of the growth.

GCCs: Talent is key to establishing paradigms of excellence

By Lionel Alva

The past two years have brought into sharp focus the pivotal importance of GCCs in ensuring business continuity. The steady confluence of unprecedented occurrences meant businesses had to espouse a greater dependence on GCCs while consequentially expanding the scope of the latter.

NIIT's Talent Leadership Board Room series delves deeper into the finer nuances of GCCs. It offers a 360-degree perspective of the key facets of the changing dynamics of GCCs and their significance in establishing a talent hegemony.

Rajendra Pawar, Chairman and Co-Founder, NIIT Ltd opened the session highlighting that it is the GCCs that are pushing the boundaries of dimensions of the products and services as well as the service life. For many organizations, GCCs will be about establishing the leadership right from the product conceptualization through service.

The leader panel discussion was then commenced by NIIT limited, who observed, "It is hard to be all of our lives. Over the past 40 years, we have shaped talent from what is to deeply engaged with talent and upskilling."

NIIT Confluence 2022: The Woodstock of Learning

By Lionel Alva

The advancements that we have seen in the past 18 months, in terms of technology and skills have been epoch-making. The NIIT India Confluence 2022 was an exclusive event that offered a panoramic view of how learning is driving performance across industries. The theme for this year was "Transformative Learning for Achieving Business Outcomes" – which takes forward the discussions held during last year's Confluence. Professionals took away some key learnings from the various industry leader address sessions and power-packed CXO, GCC, and Fintech panel discussions.

"NIIT India Confluence 2022 was bigger, better, and richer than the previous ones. We had over 600 Business, HR and Learning leaders participating in this year's Confluence from over 300 organizations", said Bimaljeet Singh Bhasin, President, Skills and Careers Business, NIIT Ltd. The pandemic has impeded new frameworks to achieve an organizational balance. Rajendra S Pawar, Chairman & Co-Founder, NIIT Group said, "Organizations need to introduce SACRED – Sensitivity, Agility, Connectivity, Readiness, Empathy, and Discipline." He elucidated upon tried and tested strategies to remain productive in such times. He further added that COVID has put everyone in the crucible of learn and adapt or perish.

Shedding light on the role of organizations as enablers of learning, Amitabh Chaudhry, Managing Director & Chief Executive Officer, NIIT Ltd, said,

NIIT has announced the launch of its campaign #AbPlacementPakki. The campaign introduces online courses in new age fields that NIIT offers along with the rigorous training and grooming that is available to its addition, the campaign can be seen on prominent media platforms such as Inshorts and Humans of Bombay.

The campaign introduces NIIT's programs on Full Stack Digital Marketing, Full Stack Product Engineering, Data Science & Machine Learning, Digital Marketing, Cybersecurity, Cloud, and 5G Project Management among others. It also highlights certification programs on Game Development, and on 5G, the latter being in collaboration with Nokia Bell Labs. All courses are available online and will provide students with skills that will augment their graduate courses with skills in new age fields.

The campaign addresses concern of students and parents and advises on career development. The campaign also talks of other benefits like flexible payment options, guidance on selection of courses and career opportunities besides interaction with mentors at NIIT to resolve queries. Given that students receive individualized attention with real time resolution of doubts, they are better able to utilize the online learning platform and contribute to the creation of a

NIIT's software engineering programme can now be taken up part time to suit flexibility needs of learners.

Source: NIIT Ltd



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The programme on cybersecurity is designed to prepare learners for industry-leading certifications. NIIT also announced that its software engineering programme can now be taken up part time to suit flexibility needs of learners. These online programmes, delivered in a live and interactive manner, will help bridge the gap between the requirements of the tech industry and the job readiness of new diploma holders, engineering and science graduates and the existing workforce.

NIIT also offers programmes in the new age fields of digital marketing, product engineering, data science & machine learning and 5G certification programme.

Assured job outcome for learners

Speaking on the launch of the programmes, Abhishek Arora, Business Head, Skills and Career Business, NIIT Ltd, said "We launched the NIIT Digital platform as an avenue for new age online learning with assured job outcomes for learners and professionals. The programmes are designed to provide learners with industry-specific and hands-on training as well as assured placements."

The programmes are inclusive of multiple benefits such as flexible payment options, no cost EMIs for fee payment, guidance on selection of programmes and career opportunities besides interaction with mentors at NIIT to resolve queries. The company also provides a "try before you buy" option for learners, allowing them to get a firsthand experience of how the programme will pan out allowing for more informed professional development decisions.

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NIIT Ltd. announces initiatives to strengthen the future ready talent pool in India

New Delhi [India], February 16 (ANI/BusinessWire India): NIIT Limited, a leading global talent development organisation, today announced initiatives to widen India's talent pool in support of the Government of India's plans for skilling and digital education in the country.

In a significant initiative to broaden the tech talent pool in the country, diploma holders too will now be eligible for NIIT's programs on Cybersecurity and Cloud (these programs were earlier restricted to only engineering graduates).

While the program on Cybersecurity is designed to prepare learners for industry-leading certifications like Red-Hat system administration (EX-200), CompTIA A+ and Certified Ethical Hacker (Eo-council), the one on cloud computing prepares learners for Red-Hat system administration (EX-200), CompTIA A+ and AWS Certified SysOps Administrator - Associate (SOA-C02) certification.

NIIT also announced that its popular Software Engineering program can now be availed part-time to suit the flexibility needs of learners.

These online programs, delivered in a live and interactive manner, will help bridge the gap between the requirements of the tech industry and the job readiness of new diploma holders, engineering and science graduates and the existing workforce.

Other programs on offer from NIIT include those in the new age fields of Digital Marketing, Product Engineering, Data Science & Machine Learning, and 5G Certification Program, Game Development among others.

NIIT has been consistently contributing to the Government of India's goal

TIMES NOW

Updated Mar 24, 2022 | 11:23 PM IST

NIIT Reorganises CLG Business | Vijay Thadani, VC and MD, NIIT



Corporate training company NIIT is undergoing a restructuring, wherein its Corporate Learning and Skills business will be demerged. The demerger is expected to create value and scale individual businesses. The company's Q3 revenue was at Rs 296 cr, up 36% YoY. It added 4 MTS customers. Vijay Thadani, VC and MD, NIIT speaks to ET Now about the company's reorganization timeline and strategies and also shares his revenue guidance going ahead. NIIT has seen strong client addition over the last 2 to 3 quarters. Thadani gives an outlook on the momentum in this quarter and which kind of industries are driving growth - is it new-age tech companies, gaming, etc. *Watch.*

<https://www.timesnownews.com/videos/et-now/news/niit-reorganises-clg-business-vijay-thadani-vc-and-md-niit-video-90435332>

Business Standard

NIIT Ltd. announces initiatives to strengthen the future ready talent pool in India

February 16, 2022 23:30 IST | ANI Press Release

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NIIT has been consistently contributing to the Government of India's goal of creating a more digitally inclusive India for learning by developing and delivering unique teaching solutions through NIIT Digital. As part of this, NIIT hosts a free weekly webinar with subject matter experts from various industries, during which learners can ask live questions.

Speaking on the launch of these programs, Abhishek Arora, EVP and Business Head, Skills and Career Business, NIIT Ltd., said "At NIIT, disruption, learning, and transformation have been the watchwords. We launched the NIIT Digital platform as an avenue for new age online learning with assured job outcomes for learners and professionals. The innovative online programs offered by NIIT are designed to provide learners with industry-specific and hands-on training, as well as assured placements. Our new-age technology programs, along with the new initiatives we have announced, will play a pivotal role in the larger story of transforming India digitally."

A leading force in digital education in India with its online programs and webinars, NIIT has also exhibited excellent placement rates. As of February 10, 2022, NIIT registered 100% placements for all its new-age technology programs. The company's 40-year legacy in training and relationships with more than 800 hiring partners have contributed to its success in helping its learners land coveted jobs that can transform their lives. For more information on NIIT and its #AbPlacementPakki campaign, please click (https://www.niit.com/india/?utm_source=google&utm_medium=brand-campaign&utm_campaign=niit-generic&gclid=Cj0KCQiAmKiQBhCIARIsAKtSj-m6h2N2m8dwXPBbQKTGu9PiObCcB0N1MjDO91SesgvluiGSdpgwNQaAmKqEALw_wcB) here.

The programs from NIIT are inclusive of multiple benefits such as flexible payment options, no cost EMIs for fee payment, guidance on selection of programs and career opportunities besides interaction with mentors at NIIT to resolve queries. Furthermore, the company provides a "try before you buy" option for learners, allowing them to get a firsthand experience of how the program will pan out allowing for more informed professional development decisions.

Subject to terms and conditions, NIIT will also refund full program fees, in case the assured placement is not delivered to the learner on completion of the program. Additionally, learners are better equipped to use the online learning platform and contribute to the formation of day 1 job ready talent pool in the country.

https://www.business-standard.com/content/press-releases-ani/niit-ltd-announces-initiatives-to-strengthen-the-future-ready-talent-pool-in-india-122021601153_1.html

GCCs: Leading the tech game in India

By Express Computer Last updated Apr 4, 2022



By Dr. Vishnupriya Raghavan, Head, Products and Solutions, Stack-Route, An NIIT venture

Around two decades after the first captive centre was set up in Bengaluru, India is now home to more than 1500 GCCs. Most of these are headquartered in the US but there are quite a few GCCs of companies from the EU, UK, South America, Chile, Indonesia, Australia, New Zealand, and the Middle East as well. With an adaptable talent pool, strong IT infrastructure, a conducive business ecosystem and exciting tax breaks – as is the case with the Software Technology Parks of India (STPI) – it is no doubt that India has become a preferred destination for GCCs.

However, as GCCs move up the value chain within their organisations, they are also looked at globally to source quality talent, drive innovation and ensure great delivery and profitability. To achieve this, GCCs in India have developed a comprehensive digital strategy and are leading their way towards practical implementation of the same.

Reinventing the driving models

This digital penetration across verticals has also led corporations to rethink and reduce their footprint by converting working spaces into collaboration hubs, shrinking floors through hot-desking, and adapting to other modern practices of efficiency. In the recent virtually held fourth edition of NIIT's India Confluence, an esteemed panel discussed at length how transformation and organizational capability plays a major role in boosting the growth of the Global Capability Centres. The discussion had several takeaways for those wanting to understand how to leverage digital innovation and transformation and most importantly, on skilling the workforce for the present and the future.

Training for the next

As GCCs continue to build and shape the services economy and turn into Technology Centers of Excellence (CoE), the need for hiring fresh talent as well as skilling the existing ones has only increased manifold. Meanwhile, as the pace of change keeps overriding the pace of learning, it is important to bear in mind that the shelf-life of technical skills is only fast depleting. Besides, new-age skills are not only limited to the technical domain but also expand into creativity, analytical and critical thinking and problem solving. That's why most GCCs have shifted their focus to hiring as well as building hybrid skills capabilities into their workforces and are creating a culture of continuous learning to remaining competitive.

Over the years, there has been a spotlight on the importance of organisations to invest in career path design and learning and development. With a constantly evolving ecosystem, it is the collective duty of stakeholders across levels to ensure the enabling of an ecosystem which re-imagines future jobs and skills. Organisations need to work on consistently fostering relationships with key universities as well as build capabilities that feed into an environment of high-performing talent. As strategic learning solution providers, NIIT provides custom designed interventions for various roles including data scientists, architects, program managers, engineering managers, and full stack engineers to fill the talent gaps at GCCs. With our services like Talent Pipeline as a Service (TPaaS), we help build a pool of ready-to-deploy talent that organisations can bank on and gain a competitive advantage. In addition to this, at NIIT, we begin the transformation process by performing an in-depth analysis of business needs, and then tailor a learning intervention that meet the needs (IMPACT). At the same time, it also provides the flexibility to architect the learning intervention based on the gap analysis already identified and tracked through to program completion (ACT).

One of the primary goals of strategic learning solution providers like NIIT should be to not limit the goal of any learning design to simply developing the necessary "skills" and "competencies." Programs must be designed to develop capabilities for a specific role, such as the ability to collaborate, face opposing arguments, learn, develop perspectives, reconcile conflicts, take a stand, adapt to change, nurture excellence, create value, and drive change. These characteristics are known as Transformative Competencies, and without them, talent cannot be transformed.

Every change and disruption serves as a wake-up call to each of us about our ability to learn and adapt to new trends in the environment. Building learning designs that focus on building capabilities and foster innovative thinking must be the key for organizations, regardless of the nature of approaches or the types of interventions (reskilling, upskilling, or competence building initiatives).

Talent is a distinctive differentiator for the GCCs, and nurturing talent is and will continue to be one of the most difficult challenges the GCCs face. There is no doubt that the future of the GCCs is bright; but only if we are willing to learn new technologies with an open mind.

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Global capability centres drive transformation for parent companies

Updated: 09 Mar 2022, 11:23 PM IST



Global capability centres (GCCs) in India have come a long way, supported by an enabling environment of talent, policy support and robust infrastructure. From their humble beginnings as process hubs, GCCs today are driving the transformation agenda of their parent organizations.

Increasingly tasked with delivering innovations and fresh ideas, GCCs in India can be expected to become epicentres of efficiency, innovation, and

modern practices in the coming years.

Today, their presence spans across sectors, including banking and financial services, healthcare, electronics, and energy. As GCCs take on new roles to support their parent organizations, their unique differentiator remains their workforce. Talent will define how well equipped GCCs are when it comes to delivering on their transformation agenda.

From process centres to transformation hubs: it wasn't always like this. GCCs started in India as operative process hubs, given India's cost arbitration advantage. As India presented opportunities for growth and investment, GCCs were on the frontlines of one of the world's biggest markets. This led to a change in role as GCCs were uniquely positioned to spot early trends and conceptualize new products and services. When deployed as solutions to outstanding business challenges, the work delivered by GCCs in India makes for global impact and strategic advantages.

What had initially started as an idea for operative process hubs has evolved into centres of excellence driving innovation and ideas from India for global companies. Given the nature of the industry, this called for investment in talent and their reskilling and upskilling.

To understand this, the transformation of the GCC must be considered. From providing simple back-office support, GCCs today are true "business partners" to their parent organizations. The pandemic and the changes that it brought about only brings a sharper focus on GCCs as resilient, innovative, and adaptable organizations delivering efficiency and effectiveness to their organizations. What this essentially means is that GCCs themselves are undergoing digital transformation to evolve into true business partners.

Without the right talent, the digital transformation of GCCs will be in jeopardy.

Learning and development for transformation: For GCCs, the learning and development journey must be inclusive and across the organization. On the one hand, digital skills training—be it in full-stack development, software engineering, cloud, analytics etc.—must be imparted to the entire workforce.

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On the other hand, reskilling and continuous learning through periodic evaluation of individual capabilities to identify gaps in skills will also greatly help. Developing specific focus areas of talent will also help strengthen skill sets and possibly arrest attrition.

While organizational transformation through learning and development is key, middle leadership must be paid special attention. This is because this set of leaders needs to transform from focusing on process compliance to driving innovation and ideas. Here, a change in mindset and inculcation of leadership competencies are critical upskilling components.

Much of this will revolve around taking proactive approaches to problem-solving, having a good understanding of global and local aspects in terms of business viability and the ability to use technology for greater efficiency.

It also calls for a good understanding of what makes for a customer-centric organization.

Overall, there must be a transformation of mindsets with learning and development programmes having a blend of "whys" and "hows". "Why" is about the outcomes, which is not merely a skill imparted but a holistic transformation of the workforce, and the "How" is about the most efficient way to produce those outcomes. This leads to not just building skills and competencies but capabilities for a specific role.

These really are "Transformative Competencies", and without these seminal competencies, talent cannot be transformed. Implemented at either business unit level or at the organizational level, talent transformation programmes implemented using programme charters, change management, and course correction can truly transform the talent of an organization. It is this transformation of talent that will truly power GCCs in their new role as local centres of excellence and innovation for their parent companies.

Bimaljeet Singh Bhasin is president, skills and careers business (India) at NIIT Ltd.

<https://www.livemint.com/opinion/columns/global-capability-centres-drive-transformation-for-parent-companies-11646847944636.html>



23 FEBRUARY 2022 01:27 IST | ENGLISH | MONEY & FINANCES | GENERAL AUDIENCE

Pricing Trends In Education | Vijay Thadani, Vice Chairman and MD, NIIT



"With talent emerging as the top priority for every organisation globally, NIIT with its strong balance sheet and market-leading offerings is uniquely positioned to take advantage of the current environment," NIIT Ltd Vice Chairman and Managing Director Vijay K Thadani said after the company's Q3 results. What is the outlook on margins going ahead? What are the demand trends? What is the roadmap for the company? What do client addition numbers look like?

Watch the full interview here to find out all these details and more.

<https://www.timesnownews.com/videos/et-now/companies/pricing-trends-in-education-vijay-thadani-vice-chairman-and-md-niit/122292>

NIIT University wins the prestigious TERI Water Sustainability Award under Domestic Water Users Category

March 23, 2022 Editorial Team



Established with a vision to bring about innovation in higher education and learning in emerging areas of the knowledge society, the not-for-profit NIIT University (NU) wins the first Water Sustainability Award 2021-2022. The award, which has been instituted by TERI in association with UNDP, to initiate a dialogue to encourage Sustainable Development of Water, was presented on the occasion of the World Water Day. Maj Gen AK Singh, Chief Operations Officer and Dean (Student Affairs), and Mr Gurwinder Singh, Head

Facility & Project, NIIT University received the award on behalf of the University.

The TERI-IWA Water Sustainability Awards actively encourage adopting Sustainable Development Goal on Water by lowering water footprint across diverse stakeholders by using a "water-neutral" approach. The Awards recognise excellence in all types of new water-related ideas, approaches, processes, products, services, technologies, and other types of innovations that can directly address the SDGs. NIIT University has been presented with a Water Sustainability Awards 2021 under Domestic Water Users category.

Vijay K. Thadani, Vice Chairman and Managing Director, NIIT Limited, and one of the founders of NIIT University, said, "This is a proud moment for us and we thank TERI and UNDP for this recognition. NIIT University has been built around nature, and since its inception we have been creating sustainable models keeping the environment in mind, both in our water usage and other green activities that we have initiated at the campus. As a higher education institution, NU has not only been solely focused on academic training, but also on instilling a sense of sustainable living amongst our students. This award is a huge recognition of our efforts that we have been taking in this direction."

Conceptualized as an institution of excellence, NU provides exceptional education based on the Four Core Principles that make learning Industry-linked, Technology-based, Research-driven and Seamless. NU is well poised for meeting the emerging needs of the knowledge economy through its focus on building strong industry linkages and a research-oriented approach.

<https://www.highereducationdigest.com/niit-university-wins-the-prestigious-teri-water-sustainability-award-under-domestic-water-users-category/>



NIIT's software engineering programme can now be taken up part time to suit flexibility needs of learners.

Updated on Feb 16, 2022 14:41 IST



NIIT Limited, a talent development organisation, has announced initiatives to widen India's talent pool in support of the Government of India's plans for skilling and digital education in the country. To broaden the tech talent pool in the country, diploma holders too will now be eligible for NIIT's programmes on cybersecurity and cloud (these programmes were earlier restricted to only engineering graduates).

The programme on cybersecurity is designed to prepare learners for industry-leading certifications. NIIT also announced that its software engineering programme can now be taken up part time to suit flexibility needs of learners. These online programmes, delivered in a live and interactive manner, will help bridge the gap between the requirements of the tech industry and the job readiness of new diploma holders, engineering and science graduates and the existing workforce.

NIIT also offers programmes in the new age fields of digital marketing, product engineering, data science & machine learning and 5G certification programme.

Assured job outcome for learners

Speaking on the launch of the programmes, Abhishek Arora, Business Head, Skills and Career Business, NIIT Ltd, said "We launched the NIIT Digital platform as an avenue for new age online learning with assured job outcomes for learners and professionals. The programmes are designed to provide learners with industry-specific and hands-on training as well as assured placements."

The programmes are inclusive of multiple benefits such as flexible payment options, no cost EMIs for fee payment, guidance on selection of programmes and career opportunities besides interaction with mentors at NIIT to resolve queries. The company also provides a "try before you buy" option for learners, allowing them to get a firsthand experience of how the programme will pan out allowing for more informed professional development decisions.

Fee refund if assured placement not delivered

Subject to terms and conditions, NIIT will also refund full programme fees, in case the assured placement is not delivered to the learner on completion of the programme.

<https://www.shiksha.com/news/niit-introduces-programmes-for-diploma-holders-blogId-83155>

e4m

NIIT launches brand campaign #AbPlacementPakki

The campaign will be live on OTT platforms and on music platforms

by exchange4media Staff Updated: Feb 12, 2022 6:00 PM | 2 MIN READ



NIIT has announced the launch of its campaign #AbPlacementPakki. The campaign introduces online courses in new age fields that NIIT offers along with the rigorous training and grooming that is available to its students.

The campaign will be live on OTT platforms such as Hotstar, Voot, Zee5, MX Player and Airtel Xtreme and on music platforms like Gaana and Spotify. In

addition, the campaign can be seen on prominent media platforms such as Inshorts and Humans of Bombay.

The campaign introduces NIIT's programs on Full Stack Digital Marketing, Full Stack Product Engineering, Data Science & Machine Learning, Digital Marketing, Cybersecurity, Cloud, and 5G Project Management among others. It also highlights certification programs on Game Development, and on 5G, the latter being in collaboration with Nokia Bell Labs. All courses are available online and will provide students with skills that will augment their graduate courses with skills in new age fields.

The campaign addresses concern of students and parents and advises on career development. The campaign also talks of other benefits like flexible payment options, guidance on selection of courses and career opportunities besides interaction with mentors at NIIT to resolve queries. Given that students receive individualized attention with real time resolution of doubts, they are better able to utilize the online learning platform and contribute to the creation of a more informed and educated talent pool in the country.

Commenting on the campaign Archit Shankar, Head – Marketing, Career Education Business, NIIT Limited said: "At NIIT, we are committed to helping students augment their college degrees with job ready skills in new age fields which will help them build a satisfying career. This will have the effect of transforming their lives by helping them land the right job. Our priority has always been to deliver outcome-driven learning interventions that are in line with the constantly changing industry requirements. Our #abplacementpakki campaign is another positive step in that direction, with the goal of continuing capacity building and instilling more skills in the industry to enable a more competent and future-ready workforce."

The campaign has been launched across NIIT's social media and other platforms.

<https://www.exchange4media.com/advertising-news/niit-launches-brand-campaign-abplacementpakki-118439.html>

**ET Now Swadesh in conversation with Vijay Thadani, MD NIIT Ltd.
on Value Unlocking and Demerger**



<https://www.youtube.com/watch?v=Xu41FWydi0U>

**Exclusive Interview with Bimaljeet Singh Bhasin,
President, Skills and Careers Business-India, NIIT Limited**



During the discussion, Bhasin talked about GCCs rapid transformation in India & how the new learning approaches impact staff across levels to drive corporate performance and growth.

<https://vimeo.com/662947905>

THE ECONOMIC TIMES

NIIT Confluence 2022: The Woodstock of Learning

Mediawire Last Updated: Feb 12, 2022, 12:30 PM IST



- By Lionel Alva

The advancements that we have seen in the past 18 months, in terms of technology and skills have been epoch-making. The NIIT India Confluence 2022 was an exclusive event that offered a panoramic view of how learning is driving performance across industries. The theme for this year was 'Transformative Learning for Achieving Business Outcomes' – which takes forward the discussions held during last year's Confluence. Professionals took away some key learnings from the various industry leader address sessions and power-packed CXO, GCC, and Fintech panel discussions.

"NIIT India Confluence 2022 was bigger, better, and richer than the previous ones. We had over 600 Business, HR and Learning leaders participating in this year's Confluence from over 300 organizations", said Bimaljeet Singh Bhasin, President, Skills and Careers Business, NIIT Ltd. The pandemic has impelled new frameworks to achieve an organizational balance. Rajendra S Pawar, Chairman & Co-Founder, NIIT Group said, "Organizations need to Introduce SACRED - Sensitivity, Agility, Connectivity, Readiness, Empathy, and Discipline!" He elucidated upon tried and tested strategies to remain productive in such times. He further added that COVID has put everyone in the crucible of learn and adapt or perish.

Shedding light on the role of organizations as enablers of learning, Amitabh Chaudhry, Managing Director & Chief Executive Officer, Axis Bank, observed, "Constant 360 communication with employees is the key to reaching high levels."

It is here that an active platform helps foster a culture of learning. In some ways, the NIIT Confluence is a #WoodstockOfLearning for L&D professionals. "NIIT Confluence is a platform where like-minded and passionate learning & development professionals come together to share their expertise and learn together in an electric, powerful environment. Akin to what the Woodstock Festival was for musicians," said Vijay K Thadani, Co-Founder, Vice Chairman and MD, NIIT.

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It's not only about learning at an individual level but GCCs have fast established themselves as centres for excellence, innovation, and resilience. "Financial services are changing rapidly. GCCs play a critical role at JP Morgan and Chase. A revolution is seen in GCC. There is a lot of focus on reaching scales and heights coupled with increased complexity," avered Dinesh Chawla, Managing Director, JPMorgan Chase & Co.

Everything from retail to the manufacturing sectors has witnessed the benefits of leveraging GCCs. Sudeep Ralhan, VP – People, Walmart Global Tech India, said, "Today GCCs act as a holistic partner of the organization that they are focussing on."

However, are GCCs a panacea or do they espouse limitations? "Decisions being centralised hinders the aspirations of GCCs. Instead, a focus on the leadership enhances decisive possibilities for the organization," asserted Dr. Yogesh Kumar Bhatt, EVP and Business Head, StackRoute, An NIIT venture.

Sapnesh Lalla, Chief Executive Officer and Executive Director, NIIT, moderated a CXO power panel on navigating the next talent at the heart of strategy which expounded how talent is set to evolve amidst changing business paradigms, and the ongoing war for talent.

In many ways, the pandemic forced us to think outside the box and consider strategies that we otherwise would not for our survival. "Keep learning constantly. Don't be afraid to ask, don't self-restrict yourself. Don't be scared about your dreams," asserted Guneet Monga, Globally acclaimed, Indian film producer.

Another facet to consider is that digitilisation has expanded boundaries. Gary Kirsten, Former international cricketer, International Cricket Coach, Leadership Consultant, Philanthropist and Entrepreneur stated that the environment should be fluid enough so that a good base for talents is created.

Ostensibly, technology experts are in high demand today. "We are currently in an ecosystem where the demand for technology is too high due to the situation," avered Anuj Malhotra, Sr. Partner & Vice President, Service Lines and Operations, IBM.

The trends instilled by the pandemic are certainly here to stay. "COVID-19 has been a catalyst for creating an irreversible era of digital nomads and a highly personalized workforce," said Keshav R Muruges, Group CEO, WNS Global Services.

Even industries deemed to be conservative have not been an exception to the flurry of changes. Chetan Garga, Managing Director, Allstate, said, "There's a lot of stops happening in the industry-changing pattern due to the pandemic. Typically, insurance is considered as a very conservative space but insurance is changing that aspect due to talent. A lot of talents exist in our organization itself but we are critical about their potential." The industrial renaissance that we are seeing today bears the insignia of the adaptability of the human spirit to survive and overcome odds. Click [here](https://economictimes.indiatimes.com/industry/services/education/niit-confluence-2022-the-woodstock-of-learning/articleshow/89521268.cms?from=mdr) to know more about NIIT India Confluence 2022.

THE ECONOMIC TIMES

GCCs: Talent is key to establishing paradigms of excellence

Mediawire Last Updated: Feb 03, 2022, 02:05 PM IST



- By Lionel Alva

The past two years have brought into sharp focus the pivotal importance of GCCs in ensuring business continuity. The steady confluence of unprecedented occurrences meant businesses had to espouse a greater dependence on GCCs while consequentially expanding the scope of the latter.

NIIT's Talent Leadership Board Room series delves deeper into the finer nuances of GCCs. It offers a 360-degree perspective of the key facets of the changing dynamics of GCCs and their significance in establishing a talent hegemony.

Rajendra Pawar, Chairman and Co-Founder, NIIT Ltd opened the session by highlighting that it is the GCCs that are pushing the boundaries of many dimensions of the products and services as well as the service levels offered. For many organizations, GCCs will be about establishing the thought leadership right from the product conceptualization through to the end of service.

The leader panel discussion was then commenced by Sapnesh Lalla, CEO and ED, NIIT limited, who observed, "It is humbling to note how important talent is to all of our lives. Over the past 40 years, NIIT has been part of this journey to shape talent from what is available to what is really useful. In India, we are deeply engaged with the GCC and GCI community to help them onboard early talent and upskill and reskill their workforce.

Being that most businesses are in a period of transition, the role of GCCs too has evolved. "GCCs have transformed since their inception. 23 percent of revenue today is being generated by Indian GCCs. There is no doubt that GCCs have taken centre stage today. "Several jobs that GCCs earlier delivered through their journey have been automated by GCCs themselves as a natural evolutionary process. Today, India has established itself with its GCC strength as the largest country in terms of human resources that are available for Ericsson," avers Amitabh Ray, Managing Director, Ericsson.

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Some critical skills need for the near future are analytics, AI/ML, automation, 5g optimization, design, and tuning, IoT, security, and cloud; India is replete with potential when it comes to talent with technical skills. Rajan Navani, Vice Chairman & Managing Director, JetSynthesys, asserts, "I think that the entire opportunity and positioning of India to build global leadership right from the management to technology to various other aspects is a given. What we have been trying to do is see how Indian products can penetrate global markets using Indian talent in the same manner that global companies have been able to do."

But what about innovation you ask? How are GCCs helping foster innovation and excellence? Vishal Parekh, Head -South Asia & ASEAN, Thomson Reuters, states that when any specialized process is reviewed end to end, 80 percent of that specialized process is fairly generic. With a CoE that is doing 80 percent of that work, product innovation just follows. Which is what we have been observed in the Thomson Reuters GCCs in India.

In many ways, India has an edge when it comes to constantly evolving GCC centres vis-à-vis the rest of the world. "The change of mindset from service to solution is at the heart of the GCC evolution in India. From an ecosystem purview, at an aggregate level or and industry level, the GCC system in India is quite mature," says Balaji Nuthalapadi, Managing Director, Head- Operations & Technology, Citi South Asia.

Highlighting how GCCs help fill the talent need-gaps, Jaya Vaidhyanathan, CEO, BCT Digital states that I have been looking at GCCs from both sides and the GCC journey in terms of talent has been evolutionary. GCCs have traditionally been focussed on looking at the road ahead in terms of gaps, in terms of their ecosystems worldwide, and gone about the journey of building the talent itself.

The session also witnessed the launch of the Learning Reimagined – Catalysing GCC's Transformation, whitepaper by Dr. Vishnupriya Raghavan, Head, Products and Solutions, StackRoute, NIIT Ltd.

India has a golden opportunity to establish itself as a talent and innovation hub with its GCCs acting as a driving force. Gaurav Gupta, Partner, Deloitte India, observes, "India has been a great talent story over the years which has led to the growth of the services sector that is quite large. GCCs which form a very important of the services sector constitute nearly 35 to 40 billion dollars in terms of revenue. You see the impact that they had on the India GDP is far higher at almost 100 plus billion. When we conducted some research recently and estimated that this could scale up to more than 200 billion in terms of GDP impact in the next 4 to 5 years."

In that sense, GCCs in India are well-poised to reimagine its future as an industrial replete with talent that gives it an innovation edge.

<https://economictimes.indiatimes.com/industry/services/education/gccs-talent-is-key-to-establishing-paradigms-of-excellence/articleshow/89319133.cms>

moneycontrol

NIIT posts 32% jump in net profit to Rs 55 crore for December quarter

The company had registered a net profit of Rs 41.5 crore in the October-December 2020 quarter. Its revenues grew 51 per cent to Rs 383.6 crore in the December 2021 quarter from Rs 253.4 crore in the year-ago period.

PTI JANUARY 28, 2022 / 07:50 PM IST



Talent development company NIIT Ltd on Friday reported a 32 per cent jump in net profit to Rs 55 crore for the December 2021 quarter, and said its Corporate Learning Group (CLG) and Skills and Careers Group (SNC) businesses will be reorganised as separate publicly listed companies.

The company had registered a net profit of Rs 41.5 crore in the October-December 2020 quarter. Its revenues grew 51 per cent to

Rs 383.6 crore in the December 2021 quarter from Rs 253.4 crore in the year-ago period.

"Quarter three was a robust quarter for NIIT. Both CLG and SNC businesses recorded robust growth CLG grew at 36 per cent year-on-year... SNC group grew 144 per cent y-o-y... Overall, a very satisfying and high growth quarter for us," NIIT Ltd CEO and Executive Director Sapnesh Lalla told PTI.

He added that two key factors contributed to the growth, the first being the acquisition of RPS that was consummated in October that contributed to some of the growth.

"But, the predominant growth came through a significant expansion of the CLG as well as the SNC businesses. Both the businesses grew significantly from a quarter-on-quarter perspective as well as a y-o-y perspective and had robust customer expansion."

"Both businesses have now established themselves and have the right to win across the segments that they serve," he added.

CLG recorded net revenue of Rs 296.1 crore, up 36 per cent y-o-y and 9 per cent q-o-q.

CLG added four new MTS contracts during the quarter, and did three contract expansions and three contract renewals during the quarter.

The number of MTS customers stands at 65. Revenue visibility for CLG, at the end of the quarter, was at USD 326 million, which was higher from USD 294 million last quarter.

SNC recorded net revenue of Rs 87.4 crore during the December 2021 quarter, up 144 per cent y-o-y and 108 per cent q-o-q.

NIIT said the India business is starting to see recovery driven by StackRoute and TPaaS (Talent Pipeline as a Service) that grew 20 per cent sequentially. SNC has transitioned its customers to the NIIT Digital platform.

The company completed the acquisition of RPS Consulting on October 1, 2021, and integrated its financials into SNC performance.

"With talent emerging as the top priority for every organisation globally, NIIT with its strong balance sheet and market-leading offerings is uniquely positioned to take advantage of the current environment," NIIT Ltd Vice-Chairman and Managing Director Vijay K Thadani said.

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Talking about the reorganisation of SNC and CLG businesses, Thadani said: "We believe this is an exciting move, which will create substantial value for customers, employees, shareholders, and all stakeholders of NIIT."

The composite scheme of arrangement is subject to necessary statutory and regulatory approvals, including the approval of the NCLT, market regulator Sebi, stock exchanges and others.

According to a regulatory filing, through this scheme, it is proposed to transfer the CLG business undertaking of the company to NIIT Learning Systems Ltd (formerly known as Mindchampion Learning Systems Ltd), a wholly-owned subsidiary of NIIT Ltd (transferee company).

One share of NIIT will create an entitlement of one share of NLSL.

"As on January 28, 2022, the transferee company has an existing paid-up equity share capital of Rs 115.56 crore. However, ongoing and accumulated losses have substantially wiped off the value represented by the paid-up equity share capital."

"Accordingly, the restructuring of the equity share capital and securities premium of the transferee company by way of reduction of paid-up equity share capital and securities premium will rationalise its capital structure," it added.

Pursuant to the scheme, an issue of fully paid-up equity shares will be made by the transferee company to all the members of the transferor company as per the share entitlement ratio.

For every one equity share of NIIT held, shareholders will be entitled to receive one equity share of the transferee company.

Thadani said the move will potentially pave the way for significant value creation for NIIT's customers, employees and shareholders.

Thadani explained that while both CLG and SNC businesses have strong growth ambitions, they have slightly different characteristics.

"CLG is primarily an outsourcing business, which is serving customers which are Fortune 1000 customers in North America and Europe."

"The SNC is focused on emerging markets, is serving primarily individuals and corporate learners and through a digital learning platform. So the two have different go-to-market strategies, different characteristics, competition and customer sets," he added.

Thadani noted that based on the lifecycle of these businesses, CLG and SNC also have different capital requirements.

"The board felt the company and customers would benefit a lot if there was focused attention given to each one of them by their respective groups."

"Independent management focus, agility and accountability will come in and growth opportunities will be created for NIIT employees," he said.

Also, the allocation of capital that is aligned to the priorities of the organisation and an opportunity for value unlocking will benefit customers and stakeholders of both these businesses, he added.

The company's board, which is celebrating 40th year of foundation, has also declared an interim dividend of Rs 3 per equity share for the financial year 2021-22.

NIIT's headcount stood at 2,832 as on December 31, 2021, with a net addition of 171 people q-o-q.

Shares of the company closed at Rs 394.85 apiece, up 5.34 per cent from the previous close on the BSE.

<https://www.moneycontrol.com/news/business/earnings/niit-posts-32-pc-jump-in-net-profit-to-rs-55-cr-for-dec-quarter-7999471.html>

THE ECONOMIC TIMES | Markets

NIIT Q3 results: Net profit jumps 32% to Rs 55 cr

PTI Last Updated: Jan 28, 2022, 03:09 PM IST

Synopsis

NIIT's revenues grew 51 per cent to Rs 383.6 crore in the reported quarter from Rs 253.4 crore in the October-December 2020 period.



New Delhi: Talent development company NIIT Ltd on Friday reported a 32 per cent jump in net profit to Rs 55 crore for the December 2021 quarter, and said its Corporate Learning Group (CLG) and Skills and Careers Group (SNC) businesses would be reorganised as separate publicly listed companies.

The company had registered a net profit of Rs 41.5 crore in the year-ago period.

Its revenues grew 51 per cent to Rs 383.6 crore in the reported quarter from Rs 253.4 crore in the October-December 2020 period.

"With talent emerging as the top priority for every organisation globally, NIIT with its strong balance sheet and market leading offerings is uniquely positioned to take advantage of the current environment," NIIT Ltd Vice Chairman and Managing Director Vijay K Thadani said.

He added that creating two independently run businesses with significant growth capital will propel both CLG and SNC to realise their true potential and create value for all stakeholders.

<https://economictimes.indiatimes.com/markets/stocks/earnings/niit-q3-results-net-profit-jumps-32-to-rs-55-cr/articleshow/89178069.cms>

ET Now Swadesh in conversation with Sapnesh Lalla, CEO & ED NIIT Ltd
on Q3 FY 21-22 results



<https://www.youtube.com/watch?v=diJPoniYJ1Q>

Vijay Thadani VC & MD, NIIT Ltd in conversation with ET Now
on company outlook and guidance



<https://www.youtube.com/watch?v=VZAFp98gXMs>



JANUARY 28, 2022, 04:36 PM IST

Vijay Thadani Of NIIT Shares His Views On The Firm's Q3 Results | NSE Closing Bell | CNBC TV18



<https://www.youtube.com/watch?v=JioMhc0h-VQ>

Talent development company, NIIT Ltd on Friday reported a 32 percent jump in net profit to Rs 55 crore for the December 2021 quarter. Its revenues grew 51 percent to Rs 383.6 crore in the reported quarter from Rs 253.4 crore in the October-December 2020 period.

Vijay Thadani, Vice Chairman and MD of the company said, "NIIT has a very strong balance sheet and is a very dominant brand. The two businesses are at an inflection point. I think we will look at a few acquisitions as we go along in both these businesses. But other than that, I don't think we are at this point of time looking at any external investors."

On growth, Thadani said, "In the fourth quarter, we would end the year at mid-30s growth. I think we had also guided for margin to be in the mid-20s and that also we are well aligned."

For full management commentary, watch the video.

-With PTI inputs

<https://www.cnbctv18.com/videos/earnings/will-look-at-few-acquisitions-going-ahead-niit-12281442.htm>

FINANCIAL EXPRESS

NIIT posts 32 pc jump in net profit to Rs 55 cr for Dec quarter

Also, the allocation of capital that is aligned to the priorities of the organisation and an opportunity for value unlocking will benefit customers and stakeholders of both these businesses, he added.

Written by PTI January 28, 2022 5:13:43 pm



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<https://www.financialexpress.com/industry/niit-posts-32-pc-jump-in-net-profit-to-rs-55-cr-for-dec-quarter/2418119/>

Business Standard

NIIT surges 14% in two days on board nod for reorganisation of CLG biz

The composite scheme of arrangement which would result in Corporate Learning Group (CLG) Business and Skills & Careers Group (SNC) Business to be reorganized as separate publicly listed companies.

SI Reporter | Mumbai Last Updated at January 31, 2022 10:59 IST

Shares of NIIT surged 8 per cent to Rs 427 in Monday's intra-day trade, thus extending its two-day rally to 14 per cent on on the BSE after the company's board approved the composite scheme of arrangement which would result in Corporate Learning Group (CLG) Business and Skills & Careers Group (SNC) Business to be reorganized as separate publicly listed companies.

At 10:29 am; NIIT was up 7 per cent, as compared to 1.4 per cent rise in the S&P BSE Sensex. The counter witnessed huge trading volumes with a combined 2.06 million equity shares changing hands on the NSE and BSE. The stock had hit a record high of Rs 507 on January 17, 2022.

Through a composite scheme of arrangement, the company would reduce capital in NIIT Learning Systems Limited (NLSL) and cancellation of its entire equity share capital. It would transfer and vesting of CLG Business undertaking from NIIT in to NLSL. NLSL will issue equity shares to share holders of NIIT in the ratio of 1:1 i.e. one share of NLSL for every one share of NIIT. NLSL shares to be listed on the NSE/ BSE.

The appointed date for the demerger would be April 1, 2022 and expected completion in 12-18 months, subject to customary approval process. The proposed scheme is subject to necessary statutory and regulatory approvals including the approval of the NCLT, SEBI, Stock Exchanges, shareholders and creditors.

Meanwhile, for October-December quarter (Q3FY22), NIIT reported 32 per cent year-on-year (YoY) jump in consolidated profit after tax (PAT) of Rs 55 crore. Net revenue grew 51 per cent at Rs 383.6 crore on YoY basis. Earnings before interest tax and depreciation and amortization (EBITDA) margins improved 295 bps at 22 per cent from 19 per cent in a year ago quarter.

The company's CLG business added 4 MTS customers, while 3 existing customer contracts upgraded and 3 renewals. With this total MTS customer tally during the quarter stood at 65, NIIT said.

https://www.business-standard.com/article/markets/niit-surges-14-in-two-days-on-board-nod-for-reorganisation-of-clg-biz-122013100321_1.html

people matters

“Developing a ‘muscle of learning’ will ensure adaptability and resilience”

NIIT’s HR Head Mita Brahma shares her thoughts on data-driven fairness in the hybrid workplace, enabling collaboration across a multigenerational workforce and preparing for the digital challenges that lie ahead.



Mita Brahma is the HR Head, at NIIT Ltd. Her experience of more than 30 years spans the consulting, software, banking, and education sectors.

Mita has worked in different areas of retail, corporate and institutional banking with the State Bank of India. She has headed the Human Resource function at Nucleus Software Exports Ltd, and led large organisational development initiatives with Grow Talent, a consulting services organisation. Some of the areas in which she has led projects are real time strategic change, leadership assess-

ment & development, goal alignment and deployment, organisation design, and workplace technologies.

As a senior member of the leadership team, Mita is responsible for designing and executing the people strategy at NIIT. Her focus areas are talent development, and maintaining organisational agility and resilience, in the current era of digital disruption. She is also an active contributor as a thought leader in the areas of Future of work, Inclusion and Entrepreneurship.

In this exclusive interview with People Matters, Mita talks about enabling collaboration across a multigenerational workforce, balancing business objectives and talent development needs, and the biggest challenges leaders need to be prepared for amid the ongoing digital disruption.

What key shifts do you foresee shaping the talent and workplace landscape in 2022?

The COVID-19 pandemic has brought about fundamental changes at the workplace. It has made employees question and reflect upon their priorities in their jobs and careers. It has made organisations reimagine the workplace and work processes. A few key shifts are under way, because of technology driven innovation, new business models and the human response to the pandemic.

- Remote and hybrid models will stabilize and continue. The teachings of the pandemic will stay with us. Companies are better equipped now to classify roles as remote, hybrid or on-site. Supervisors have learnt to allocate, monitor, and reward work in a remote fashion. Employees have learnt that remote working allows them a greater choice of jobs and organisations to work for, allows greater flexibility to manage all aspects of their lives, and saves the commute time to-and-from a physical work area. Organisations have invested in the required technologies to ensure collaboration, security, and speed of operations.
- Fairness at the workplace will be a focus area. Face-to-face meetings build stronger connects between employees. They make it easier to build workplace friendships, as compared to the remote mode. However, human connects also have their unconscious biases.

“ **The remote mode of working tends to be more data-driven. Organisations will use this learning and enhance processes to be more data driven, agile, transparent, fair, and collaborative.**

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- Focus on the well-being of employees will continue. Since the pandemic, the focus on well-being has expanded beyond the individual employee to the entire family. Also, it has expanded beyond physical wellness to include mental wellness. At NIIT, we have made a significant investment last year in well-being programs. We track the engagement and inclusion of NIITians (NIIT employees) in well-being programs, to be able to support them towards their wellness goals.
- Digital transformation will continue to accelerate. Technology led innovation will continue to generate new business models, new ways of working and new jobs. Organisations are doing a rethink about the capabilities that they will require to be successful in the changed future marketplace. There is a great focus on hiring, reskilling and upskilling talent that will enable organisations to be agile, prepared, and competitive.
- Employees will seek a greater alignment to the organisational purpose. The COVID experience was accompanied with a lot of uncertainty and anxiety about the future. Employees are looking forward to stability at the workplace, a clear narrative about the common purpose, and being able to contribute to the greater good that the organisation is striving for.

How has the renewed focus on talent development and wellness impacted your employee experience strategy?

COVID-19 has changed the way employees interact with each other, and how they interact with various policies and systems of an organisation.

“The systems and policies had not been designed for a fully digital organisation. The digital experience of employees needed a review and total rehaul in most organisations.

Hence, one renewed focus area for organisations has been about streamlining processes, and improving the user-experience of people processes, from the time of attracting and hiring employees to exit and beyond.

Another area of focus for employee experience has been the company support for health and wellness. With the pandemic, organisations have been interacting with the employee as a human first, and as a worker second. It was clear that the pandemic period required initiatives to reduce employee stress, to equip the employee with knowledge and resources to combat the pandemic, and to enable the employee to take care of near and dear ones. At NIIT, we had leadership connect sessions, to listen to our fellow NIITians and share their experiences. We arranged for expert webinars to help employees make sense of the evolving data about the pandemic. We helped with special leave, medical assistance, insurance, and financial support.

COVID-19 had other additional implications for the talent force. The technology led acceleration that accompanied the pandemic, brought an array of opportunities. Employees want to have challenging assignments. Also, they want to be involved and be appreciated. At NIIT, we focussed on talent development to build skills in new technology areas, to build a global mindset, and to drive the usage of collaboration and productivity tools.

With a multi-generational workforce working in a hybrid environment, how is NIIT enabling an ecosystem of empathy, inclusion, collaboration?

At NIIT, we have stated in our vision statement, “We, NIIT, believe that our growth is the derivative of the growth of each one of us.” It is a very inclusive statement and guides our processes and actions. During the pandemic, we held regular communication events from the leadership to align with everyone. There was a CEO message every week, giving an organisational update. The Founders held Town Hall sessions and met groups of NIITians, to know about their challenge and concern areas, and to share in their lives. HR leaders, team members, and supervisors had their own regular listening sessions.

Several fun events like playing online games, challenge events, cultural events and competitions were aimed at multiple generations of NIITians and their family members. The health and wellness initiatives too included family members of NIITians. The family was invited for sessions on meditation, exercises, diet, and nutrition. We also included them in the vaccination camps.

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NIITians who had recovered from COVID, related their experience, and shared their stories with the larger group. Their stories of personal challenges and successes resonated with all NIITians. It helped them get to know each other's situation more deeply.

What are some of the biggest challenges leaders need to be prepared for amid the ongoing digital disruption? How can they equip themselves and their workforce to better tackle the uncertainties that lie ahead?

COVID-19 has accelerated a digital disruption and upheaval. It is promising to also accelerate technology led progress in several areas like healthcare, education, and transportation. Organisations are not prepared for the speed and agility of response that this demands. Leaders must manage an internal digital transformation, drive productivity and engagement, as well as be flexible and transparent all at the same time.

“ One focus area is communication and collaboration across boundaries. Leaders must equip the workforce with the necessary tools.

At NIIT, we have installed virtual collaboration tools for each employee. We have held training to ensure organisation-wide adoption of the tools. All learning resources relating to self-management, team management, productivity, organisational processes, and guidelines, have been put in a central repository, accessible to all. We have regular Town Hall sessions to ensure alignment and awareness of organisational priorities, challenges, and initiatives.

Employees need to have clarity on their own career progression paths, and how they can best equip themselves for it. At NIIT, we have defined competency and achievement-based cadres. These give clarity about learning goals and learning paths for individual employees. Having structured learning paths helps supervisors give a structured guidance too.

Another focus area is technology enablement of all people processes, to ensure integrity of data and organizational metrics, to enhance fairness and speed of decision making, and to provide a better employee experience.

Continuous development is something that employees look for in their employers and it is also becoming a strategic priority for leaders. How can talent leaders better balance business needs and talent development objectives?

Continuous development initiatives in organisations will get more focussed on what is required by the environment. Talent leaders will have to be in touch with these changing needs. To give some examples, teams must learn to be productive in an asynchronous setting. This may imply working on shared documents, being able to give explicit directions, and being able to manage a range of tasks and competencies.

“ The pandemic has taught us the importance of the human connect just as it has emphasised the importance of technology.

As managerial tasks get more and more automated, the guiding and inspirational aspects of a manager become more important. In the remote mode of working, it is the human aspect and empathy of a manager that has kept teams together.

Another lesson of the pandemic was that talent leaders must ensure their workforce is able to adapt and learn quickly. Organisations had to make quick decisions during the pandemic, as to what was working and what was not. While dealing with COVID related uncertainties, the teams learnt to look for multiple sources of data, evaluate scenarios, and make shifts in priorities. Talent leaders must ensure technology expertise, domain expertise and agile decision making in their managers. Developing a 'muscle of learning' will ensure adaptability and resilience in the organisation.

What are you most looking forward to in 2022?

We are living through a point of inflexion. The pandemic has brought us closer together as humans, caring for each other, and engaging with each other. It has been a period of transformation in terms of the way we work, live, and connect. Organisations have been reimagining their businesses and work models.

At NIIT, we enabled work-from-home for all NIITians at the start of the pandemic. We expect the future to be a mix of remote and hybrid roles. We expect that people will require flexibility at work, to navigate through a continued pace of change. We have invested substantially in technology tools and applications and made process improvements to make this flexibility possible.

People are waiting to travel and connect with each other, in the post COVID world. We look forward to more company and family get-togethers.

The rapid advances in technological innovation will continue to drive a demand for talent. NIIT has much to contribute to this emerging, exciting world. As we say in our mission statement, "We will seek to play a key role in the directions and deployment of technology and knowhow for the benefit of mankind." I do look forward to each NIITian being able to contribute to this challenging future.

I also look forward to each NIITian being a happier, healthier person in 2022. Our focus on continuous learning and overall wellness will contribute in some small measure, to this goal.

Topics: Leadership, #Outlook2022

<https://www.peoplesmatters.in/article/leadership/developing-a-muscle-of-learning-will-ensure-adaptability-and-resilience-32562>

people matters

2022 | The year of breaking workplace biases

In 2022, leaders are set to break draconian workplace biases to accelerate the DEI agenda. Read on about which workplace biases are leaders striving to eliminate this year.



In an article, business journalist and editor, Cathryn Newbery, describes the roots and consequences of bias. She says:

"Influences such as our background, experiences and environmental conditions can all play a part in shaping our choices, whether we realise it or not. For the most part, this is not a major issue. But we display unconscious bias when we favour or discriminate against people because of these influences without even realising it."

In fact, unconscious bias can have a big impact on people-related decisions at work, especially when it comes to recruitment, promotion, performance management and idea generation. When bias is prevalent, your organisation will struggle to hire diverse teams, and efforts to improve workplace inclusion will be of limited success."

Bias, both unconscious and conscious, has often been a stubborn deterrent to progress in the space of diversity, equity and inclusion. Despite multiple efforts in this direction, workplaces continue experiencing both subtle and significant hindrances to becoming truly diverse, equitable and inclusive.

Although a bias may generate from all forms of mental and observational capacity, it is important for employees and leaders alike to recognise their own internal biases to expand their personal growth in a professional environment. It's not just about progressing in a workplace setting but breaking your mental barriers that may challenge your personal views to shut the shop.

This month, we endeavour to face the challenge head on and uncover those many workplace biases that need to be broken for inclusive advancement. We asked industry leaders which is the one draconian workplace bias they want to break in 2022. Here's what they said:

#BREAKTHEBIAS



We would like to shatter the bias around the notion that Flexibility Hinders Productivity. One of our greatest learnings from the pandemic was the need to adapt with changing work dynamics, while balancing personal responsibilities. And we found our teams not only coping but excelling on the professional front, while donning multiple hats. As an organisation, we recognise that our employees' needs and priorities are diverse. So we always seek to empower them to manage their schedules in a way that enables them to take ownership and give their best on both sides, in-line with our maxim that at AB InBev-GCC, we are all owners.

Runa Dhawan
People Director - GHQ India
Anheuser-Busch InBev

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#BREAKTHEBIAS



There is a draconian bias in workplaces all over, that women will not be able to fully contribute and be 100% productive at the workplace, once they have children. Even though it may not be a conscious decision for many, this bias often negatively impacts women's promotions, increments, bonuses and even new opportunities. This bias needs urgent attention and we need to sensitise people managers and review processes and practices to check and balance this bias. We all need to accept that childbirth is an important life event which needs to be supported.

Madhavi Lall
Head of Human Resources
Deutsche Bank India

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#BREAKTHEBIAS



An 'unconscious' lack of inclusion is the most draconian bias that needs to be broken/taken care of at workplaces today. It is unconscious hence, training, and consistent messaging brings awareness that inclusion is just beyond just gender, orientation, race, disability etc. and hence makes people more inclusive. Implicit bias has existed for years in the trenches. It can be tackled by creating a positive & healthy working environment and enabling inclusive organisational policies & continuous dialogue, training, awareness, practices and more.

Rajesh Rai
Vice President – People Team and
Head Human Resources, India
GlobalLogic

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#BREAKTHEBIAS



There are many harmful biases, and one we want to tackle in 2022 is the indirect bias against women's advancement into leadership positions. Society hinders women from advancing in their careers – for example, due to assumptions about their family obligations. This is harmful to them and to society too. In our industry, we have largely achieved gender equity; we now want gender equality.

Julia Rettig
Director – Marketing
Nagarro

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I think the draconian bias of compensation based primarily on experience needs to be overturned. I have constantly observed that talent, quality of work and performance aren't necessarily only products of experience. I firmly believe that compensation must be based more on an employee's value addition to the organisation rather than purely on the length and frills of their past experiences. And this is something that I believe every fair employer must aim to implement and follow.

Albino Mascarenhas
Head – Global Human Resources
Pixis

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#BREAKTHEBIAS



As the world considers returning to the physical workplace, a bias that must be addressed is the one pertaining to rigid working patterns. The pandemic has clearly demonstrated that workplace flexibility can work wonders in increasing workforce productivity. There should be no reason to change this as employees return to offices. We plan to be receptive to having our employees work in a flexible manner that allows them to deliver their full potential at work.

Babita Karki
HR Head
NIIT Ltd.

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#BREAKTHEBIAS



The prevalent unconscious bias against women under the disguise of special privileges needs to be addressed. Women need equal treatment without any bias. Women need an equal playing field, the same challenges, the same opportunities, and similar treatment as anyone else in their team. If she needs it, she will ask for it, don't assume for her. Over time, we have made significant progress in creating a diverse workplace for women. It's now time to make them feel included!

Sonia Kutty
Head – Global Human Resources
QuEST Global

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#BREAKTHEBIAS



There have been positive changes in organisations due to progressive policies and government regulations towards women at the workplace. Though these policies and regulations attempt to encourage more women at work, (e.g., through amendments in the Maternity Act), the bias still seems to remain pronounced in some sections. One of the stereotypes worth breaking is the age-old bias of domestic or parenting responsibility resting largely on women, which eventually leads to women dropping out of their careers in their prime years.

Jayanthi Jagannath
Chief Human Resources Officer
K&S Partners

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#BREAKTHEBIAS



To accelerate positive change in-line with our I&D vision at Lam Research India, we commit to not limiting our gender diversity to a mere number/percentage. We give preference to women for all open job positions by default instead of assigning a percentage to it. To break this 'percentage' bias, we are creating and reinforcing inclusive behaviors to ensure the right candidates are hired, regardless of gender ratios.

Jeevant Kumar
Senior Director – HR
Lam Research India

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https://www.peoplematters.in/article/diversity/2022-the-year-of-breaking-workplace-biases-32967?media_type=article&subcat=leadership&title=2022-the-year-of-breaking-workplace-biases&id=32967

THE ECONOMIC TIMES

GCCs: Talent is key to establishing paradigms of excellence

Mediawire Last Updated: Feb 03, 2022, 02:05 PM IST



- By Lionel Alva

The past two years have brought into sharp focus the pivotal importance of GCCs in ensuring business continuity. The steady confluence of unprecedented occurrences meant businesses had to espouse a greater dependence on GCCs while consequentially expanding the scope of the latter.

NIIT's Talent Leadership Board Room series delves deeper into the finer nuances of GCCs. It offers a 360-degree perspective of the key facets of the changing dynamics of GCCs and their significance in establishing a talent hegemony.

Rajendra Pawar, Chairman and Co-Founder, NIIT Ltd opened the session by highlighting that it is the GCCs that are pushing the boundaries of many dimensions of the products and services as well as the service levels offered. For many organizations, GCCs will be about establishing the thought leadership right from the product conceptualization through to the end of service.

The leader panel discussion was then commenced by Sapnesh Lalla, CEO and ED, NIIT limited, who observed, "It is humbling to note how important talent is to all of our lives. Over the past 40 years, NIIT has been part of this journey to shape talent from what is available to what is really useful. In India, we are deeply engaged with the GCC and GCI community to help them onboard early talent and upskill and reskill their workforce.

Being that most businesses are in a period of transition, the role of GCCs too has evolved. "GCCs have transformed since their inception. 23 percent of revenue today is being generated by Indian GCCs. There is no doubt that GCCs have taken centre stage today. "Several jobs that GCCs earlier delivered through their journey have been automated by GCCs themselves as a natural

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evolutionary process. Today, India has established itself with its GCC strength as the largest country in terms of human resources that are available for Ericsson,” avers Amitabh Ray, Managing Director, Ericsson.

Some critical skills need for the near future are analytics, AI/ML, automation, 5g optimization, design, and tuning, IoT, security, and cloud; India is replete with potential when it comes to talent with technical skills. Rajan Navani, Vice Chairman & Managing Director, JetSynthesys, asserts, “I think that the entire opportunity and positioning of India to build global leadership right from the management to technology to various other aspects is a given. What we have been trying to do is see how Indian products can penetrate global markets using Indian talent in the same manner that global companies have been able to do.”

But what about innovation you ask? How are GCCs helping foster innovation and excellence? Vishal Parekh, Head -South Asia & ASEAN, Thomson Reuters, states that when any specialized process is reviewed end to end, 80 percent of that specialized process is fairly generic. With a CoE that is doing 80 percent of that work, product innovation just follows. Which is what we have been observed in the Thomson Reuters GCCs in India.

In many ways, India has an edge when it comes to constantly evolving GCC centres vis-à-vis the rest of the world. “The change of mindset from service to solution is at the heart of the GCC evolution in India. From an ecosystem purview, at an aggregate level or and industry level, the GCC system in India is quite mature,” says Balaji Nuthalapadi, Managing Director, Head- Operations & Technology, Citi South Asia.

Highlighting how GCCs help fill the talent need-gaps, Jaya Vaidhyathan, CEO, BCT Digital states that I have been looking at GCCs from both sides and the GCC journey in terms of talent has been evolutionary. GCCs have traditionally been focussed on looking at the road ahead in terms of gaps, in terms of their ecosystems worldwide, and gone about the journey of building the talent itself.

The session also witnessed the launch of the Learning Reimagined – Catalysing GCC’s Transformation, whitepaper by Dr. Vishnupriya Raghavan, Head, Products and Solutions, StackRoute, NIIT Ltd.

India has a golden opportunity to establish itself as a talent and innovation hub with its GCCs acting as a driving force. Gaurav Gupta, Partner, Deloitte India, observes, “India has been a great talent story over the years which has led to the growth of the services sector that is quite large. GCCs which form a very important of the services sector constitute nearly 35 to 40 billion dollars in terms of revenue. You see the impact that they had on the India GDP is far higher at almost 100 plus billion. When we conducted some research recently and estimated that this could scale up to more than 200 billion in terms of GDP impact in the next 4 to 5 years.”

In that sense, GCCs in India are well-poised to reimagine its future as an industrial replete with talent that gives it an innovation edge.

Message from the Guest Editor

Women make up half the population but less than 14% of the entrepreneurs. Since as many as 20% of MSMEs are run by women entrepreneurs, it is clear that women are severely underrepresented in the promotion and management of large businesses. This is not right and needs to change if India has to realize its true economic potential. Luckily there are signs of some of that happening. The percentage of women entrepreneurs in the country is all set to increase rapidly over the next five years, aided by technology driven innovation and communication.

We talked to several women entrepreneurs and have shared some of their exciting journeys in this issue. Jo Aggarwal is one of them. She is solving one of the most pressing issues of contemporary times, using AI-guided listening along with domain expertise. Her story has been captured by Dhruti Shah, an author and leadership coach.

The anti-viral NSafe mask is washable and reusable up to 50 times. We bring you the story of Dr. Anasuya Roy, a material scientist, Founder and CEO of Nanosafe solutions, the team that developed this mask.

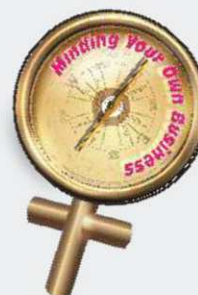
An inspiring story by Jyoti Kakkar Singh talks about her own incredible journey of overcoming personal challenges, to establish her media firm.

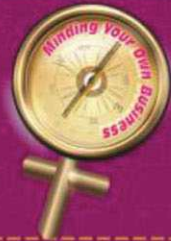
What drives these super achievers to start and manage their own businesses? What adds to their sense of accomplishment? What makes



Dr. Mita Brahma

Chairperson Human Capital Committee
DMA &
Advisor, Strategic HR, NIIT Ltd.





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them so determined and committed? We asked some CXOs and bring you some of their perspectives.

Bala talks about one of the most powerful woman global business leaders, Indra Nooyi, and her achievement drivers, as captured in her autobiography. Indra Nooyi currently sits on the board of Amazon.com and runs several public service and philanthropic initiatives.

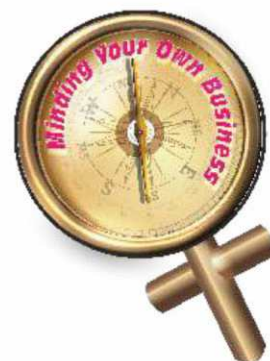
Maria Pontes talked to a few women entrepreneurs in the small and medium scale sector, to uncover their key challenges. Some of these challenges were common to all entrepreneurs like access to finance. Some of the challenges were unique to women. Some of the constraints that the women mentioned seem to be self-imposed, like having a low self-esteem. It was heartening to note however that the women were acknowledging their challenges and talking about means to meet them.

The article by Pooja Dawra talks precisely about this: acknowledging one's limiting beliefs, and committing to managing oneself, towards one's life goals.

The adoption of digital technologies, a changing ecosystem, and a growing list of successful women entrepreneurs as role models are all helping women overcome their challenges by leveraging their own innate strength.

One sector we have not covered in this issue is agriculture, where women are increasingly taking up roles as entrepreneurs, cultivators, and labourers. Several government initiatives are providing them training on aspects of agriculture, business management, marketing, entrepreneurship, and skill development. This will serve to make the women more self-reliant.

Welcome to this new more inclusive world! Happy reading!





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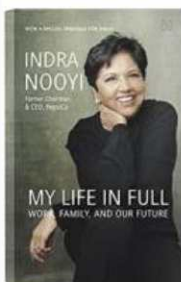


Book Review

My Life in Full by *Indra Nooyi*: A Book Review

'My life in full' is a beautiful autobiography of an iconic Global business leader, visionary thinker, daughter of two countries, and a quintessential South Indian Brahmin girl at heart.

The picture you see is a painting of Indra Nooyi. In November 2019, a year after she retired as CEO of PepsiCo, she was inducted, along with Amazon Chairman Jeff Bezos, into the national portrait gallery of the Smithsonian Institution, one of the hallowed cultural and heritage institutions in the US. A very rare honor for an Indian American. This portrait was painted by John Freeman. Behind Indra, there is a picture of her parents, a picture of her husband and kids, a picture of a PepsiCo annual report, and a souvenir from her alma mater – a Yale University hat. The four most important things in her life.



her autobiography. Generally, I refrain from buying a book the day it is released. In the past few years, I recall doing so only once, and that was last year when the first volume of Barack Obama's autobiography "The promised land" came out in November. Indra Nooyi's personal memoir is the second such buy. Amazon delivered the book last Friday evening. I came home after my swim, and picked the package near the door, opened it to take a quick peek at the cover. It had an



Balasubramaniam

Heads – Technical Center
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Bala is based out of Atlanta, USA and heads the Technical center of excellence for NIIT. He specializes in Data sciences. He is a passionate technical evangelist and mentor who strongly believes that along with necessary job skills, it is equally important to have an open and curious mind about the world around us. He regularly writes for his blog streamsofthought.net which covers a wide spectrum of topics ranging from books, movies, software and profiles.

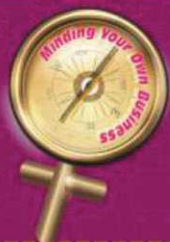
impressive photo of Indra, dressed in a black outfit, looking half her age, and sporting her trademark beaming smile. I continued to read a few paragraphs from the introduction without even bothering to sit down. I instinctively knew this was going to be an engaging read. I quickly jumped into the shower, warmed up a decent dinner, and curled into my

The book is more about her steady growth to freedom and responsibilities in a business world that is predominantly male driven. It is a story of curiosity, grit, perseverance, and willingness to listen and learn.

recliner with the book at around 10 PM, hoping to finish at least a few chapters, if not more. That was not how it turned out to be. In a marathon reading stretch of six hours, I finished the whole book at 4 AM. I couldn't believe that I hadn't moved from my sitting position, except perhaps once or twice for a sip of water. The book was clearly "unputdownable" — pardon me for this clichéd word of praise, but that's what it was. When I closed the book, rubbed my eyes, a clear essential picture of Indra's phenomenal life story emerged. In clear, succinct prose, written in collaboration with a writing partner, she managed to bring out the core aspects of her growth, education, and upbringing, and the forces that molded her into what she eventually became. I have read somewhere that "an autobiography is usually honest, but never truthful". I cannot agree more; but Indra's autobiography 'Life in full', is an exception; in this volume, there is an irresistible blend of honesty and truthfulness flowing

from each page, giving the book a rare authenticity among similar memoirs, that are often vindictive, superficial, or full of self-praise.

For long, I have been a great admirer of Indra Nooyi for what she has become and achieved in the last few decades. Her entire life has been a journey of learning, growing, and flowering, reaching its crescendo in 2006. For twelve long years, between 2006 and 2018, the longest tenure of any CEO at PepsiCo, Indra held and steered the gargantuan business ship, one of the largest and most widely recognized brands in the world. Responsible for the welfare of a quarter-million employees, managed revenues upwards of 65 billion dollars and changed the very perception of how a food & beverage industry should function, Indra's performance, her uncomplicated demeanor, astounding candor, inner strength, well-thought-out views, and initiatives on gender equality and family care, has left an indelible mark on the business landscape across the globe, especially in corporate America, which traditionally has been a bastion of male leaders. I was surprised, that she had written a memoir only 300 pages long. For a life as distinguished as hers, it should have been longer. But then you realize, her autobiography reflects the kind of lady she is: always grounded and clear about what is important and what is not. Her memoir is not one long list of corporate achievements, or business intrigues, except a few, that are essential and crucial to understanding her work. The book is more about her steady growth to freedom and responsibilities in a business world that is predominantly male driven. It is a story of curiosity, grit, perseverance, and willingness to listen and learn.



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In the first fifty pages of the book, Indra sketches a beautiful picture of her childhood in Chennai. It is a typical brahmin household, and I could relate to most of it: A comfortable home in a predominant brahmin locality, the sweltering heat of Chennai summers, the constant buzz of family and people around, the inevitable gossip, the nonchalant discipline, the emotional scaffolding and the unassuming love that is ever-present, memories of the cozy dinners eaten directly from the mother's hand, the strict rules of do's and don'ts impartially applied to all children, the constant presence of siblings, the intense focus on learning and books, and many more such nuances of daily life. Indra particularly remembers her grandfather, her well-wisher, and source of strength. It was him who encouraged both Indra and her sister Chandrika to open their wings and dream big. Those initial seeds are important. Indra lists her grandfather (Thaatha) in the list of dedications on the front page. Throughout the book, Indra never forgets the numerous instances of grace, support, mentorship, and direction she received from both within the family and at work. Her managers have always supported her, sometimes going out of the way. She recalls with emotion how two male managers from Metturbearseal, a textile company that gave her the first break after her MBA at IIM, were so thoughtful and kind to bring her tea and breakfast as she stood in the long line to get a visa token at the US embassy in Chennai, much to the amazement of others in the line. Those days (even today, perhaps) standing in those long queues was a nightly ritual, for anyone seeking a US visa. At every step in Indra's growth, there are managers and friends who have given her the necessary counsel, strength, and courage. But Indra's singular strength has been her willingness to listen and apply her intelligence to the situation at hand. Without this beautiful quality, no help could have been of any consequence.

"What you are at the office, you will leave at the garage, when you come home, you are a wife, mother, and a daughter"

The anchor in Indra's life is her mom. She remembers the day in 2005 when she went home to announce she had become the President of PepsiCo, the second top position in the company. Her Mom stopped Indra midway through her excitement and sent her to the grocery store to buy milk. An irritated and fuming, Indra, did what was asked, but later confronted her mom for being so insensitive to her achievement. Her mom's spontaneous response reverberated and became the touchstone of Indra's professional life for a long time: "What you are at the office, you will leave at the garage, when you come home, you are a wife, mother, and a daughter". It was only after Indra's retirement, in 2019, and watching her daughter courted by Presidents and prime minister's, her mom one day quietly came into Indra's room, and said: "you know what, you are better off helping the world. Don't worry about home". To Indra, that completed a circle — a sign of approval and acknowledgment from the woman she loved, admired, and respected the most.

As CEO, Indra's business achievements with PepsiCo are legendary and widely known. The mergers, the acquisitions, the disinvestments, the redefinition of the corporate motto from mere performance to "performance with a purpose", the realignment of snack portfolio towards more nutritional and safer alternatives, the initiatives on diversity and equality, the complete overhaul of the IT systems, and many more have helped PepsiCo virtually reinvent itself in the new millennium. But underlying all these achievements were a few core values that Indra passionately believed in. First, she was a people person and refused to consider employees merely as resources to a profitable end. The word resource itself is demeaning because it indicates that the person is a dispensable cog in the wheel and not a real person. She believed that every employee should be able to bring their whole selves to work, and not just a disgruntled, half-attentive professional self. This is especially true for women, who often must juggle between motherhood, family, and work, and sacrifice work to balance out the other two. Indra focused her employee initiatives at PepsiCo on removing the barriers between different compartments in life. She succeeded to a large extent. Indra, herself, was a beneficiary of such generous corporate support during crucial times in her life. When her father was ill and dying in Chennai, the company gave her six months of paid time to nurture her father, a gesture she remembers with gratitude and deep respect because it not only saved her career but also gave her the freedom and personal satisfaction of having taken care of her father, which was supremely important to her sense of well-being.

Secondly, Indra believed that for any initiative to succeed, one must have emotional buy-in from the stakeholders. And this is applicable to everything and everyone. If an employee initiative is to succeed, it must touch the emotional core of the employees first and only then be scaffolded by policies and rules. If the former is not present, then no amount of the latter will work out as planned. When Indra rethought PepsiCo's goal to become Performance with Purpose (PwP), she had a tough time convincing different stakeholders of the company on why she believed that such an emotional investment in purpose is the way forward for a company of PepsiCo's size and reach. PwP was an emotional commitment as far as the financial stakeholders were concerned, and it was Indra's prerogative to show them that without such a commitment, future profitability will be at stake. Initially, there was tremendous pushback, but slowly, as she describes in the book, her own passion for the idea, value systems, and pitch-perfect articulation of the why and what of PwP, turned the wheels of the massive PepsiCo juggernaut rolling towards this new goal. Once the emotions were managed, the rest happened. This is an important CEO lesson and to all of us, who wish to bring about change in some manner.

The word resource itself is demeaning because it indicates that the person is a dispensable cog in the wheel and not a real person.



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Thirdly, stemming from her focus on work-life balance mentioned above, Indra believed that a company's success is closely tied with the success of the society in which it does its business. If the environment is polluted, if hygiene and nutrition are sacrificed, if people don't get to engage more with the family and kids, then it is essentially a No-Win situation for all. Therefore, Indra's business decisions, though focused on the profits and shareholder stakes, were always driven by the greater good of society, exemplified by the motto — Performance with a Purpose. she created a new position within PepsiCo called the Chief Scientific Officer to discover ways of bringing down the content of salt, sugar, and other ingredients which is proven to have deleterious effects on health. She scouted

PepsiCo had snack and Beverage contracts with over thirty-four hundred Bowling centers, a big deal indeed. But Indra knew nothing about bowling.

for the right person to lead this effort and found Dr. Mehmood Khan, who was then leading the R&D effort for a Japanese Pharma company, to head it. Dr. Khan's charter was to retain the same great taste that consumers have come to expect out of PepsiCo's products but find means to reduce or substitute the ingredients which can cause potential harm. This was a bold initiative, especially since the company was good well and had no compelling reason to change focus, but Indra went ahead with it nonetheless. It proved to be a turning point in PepsiCo's history. The reinvention of healthy snacks proved to be a game-changer, the consumer base increased, and profits soared. No one else before Indra's time had the vision and

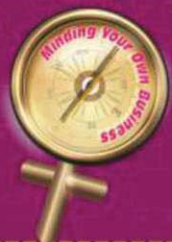
the drive to do this. Dr. Khan brought in the necessary innovations, and Indra was able to realize her vision of creating a healthier PepsiCo.

The fourth aspect of Indra's core principles is the focus on continuous learning. There is a wonderful anecdote that illustrates this quality. During her tenure as CEO, Indra was once invited to address a trade expo organized by the Bowling proprietor's association of America. PepsiCo had snack and Beverage contracts with over thirty-four hundred Bowling centers, a big deal indeed. But Indra knew nothing about bowling. During the next two weeks, she went out bowling a few times, read about the game, talked to staff and players — all this to get a good sense of what moves the group she was about to address. At her level, she could have just walked up to the podium and made some perfunctory remarks on the good Pepsi's association with the bowling centers, and so on and got away with the speech; but no, she put in the learning effort to understand the domain, before, she could honestly and efficiently speak in front of a bowling audience. This commitment to continuous learning is vital for everyone. Furthermore, each day she went to work at the headquarters, or during travel, Indra would carry two or three bags full of reading material, things that she needs to review, read, or catch up on. There was a running joke in PepsiCo that Indra was "Bag lady". Rarely would she travel without bags

full of material to read and think about? She demonstrated that learning never stops, no matter what level you reach. From her first job at Beardsell, through Motorola, ABB, and then to PepsiCo, she never took the role for granted. At each step, she learned about the industry in-depth, often spending weeks talking to ground-level engineers, asking questions, making notes, and employing experts to teach her the science behind the products she was dealing with. Knowledge is power in business, the more hands-on one is, the better grasp of where the business is heading.

When I closed the book, I felt a sense of deep satisfaction and pride in Indra's achievements, as though someone in my family has achieved all this. I realized that her journey, as an Indian, as a young girl from a conservative south Indian brahmin family, and the story of the path to learning, freedom, success, and fulfillment, isn't just about timing or luck. It was more about the ability to harness her tremendous self-confidence, determination, and drive combined with an open mind, willingness to listen, and a generous heart, that led to where she is today. And of course, there was this mysterious quality in Indra that everyone who mentored her sensed, liked, and supported. Perhaps, it was her honesty, work ethic, curiosity; or her passion, and commitment to everything she did; or her unassuming and unpretentious demeanor; or her vision; we don't know what exactly it was, but it was there, that elusive quality of excellence and trust which distinguishes the best from the rest. No school or education can tap that potential, it must flower from within — one's individuality, as we call it. What is even more surprising is that most of her mentors were men in power. Indra unconditionally acknowledges her gratitude to all the men who mentored her at the right time. There is not a trace of bitterness in her writing. Indra has absorbed and learned from everything life has had to offer. If at all there is any regret, it is not spending as much time as she would have liked with her two daughters Preeta and Tara, and husband — Raj Nooyi, of whom she writes with immense respect and love. But then, she is wise to realize that you cannot lead a 65-billion-dollar company and remain a mother twenty-four hours a day. Indra is retired now, but her days are still full of positive work. She is on the board of Amazon and few other companies; she works with federal and state governments on various initiatives, and she is the only female member of the ICC (International cricket council) — which is a game she loves and has played in her youth. And what's more, she still sings the songs of the Beatles. It is a whole and full life.

I highly recommend this autobiography to everyone, especially youngsters. It is a book one can gift. Indra Nooyi's life is a story that is at once elevating and grounded, and it vindicates the virtues of hard work, focus, and persistence with a touch of luck, not as a factor to be relied upon, but as a benediction that comes unasked like a spring breeze to wipe the sweat of our brows after having exercised our whole being in the effort at hand.



e-Newsletter

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Insights

Challenges Women Entrepreneurs Face

Conversations with women entrepreneurs

Mental /Emotional Challenges

Nothing comes in a golden plate than learning it the hard way says one Social Entrepreneur of Madhubhani Art. According to her people are more inclined and influenced towards the western culture. **The knowledge and support are moving away from the artisans.** But she chooses to grow stronger towards her journey. **Sustainability** has been another challenge during the lock down. She decided to re-strategize and took up the cause on social media.

Perfectionism coming in the way while taking the baby steps towards their businesses. Rather prioritize progress over perfection. Striving for total perfection can stifle productivity.

Owning my accomplishments - we are only allowed to own our failures, not accomplishments. Unwillingness to embrace failures, learn and move on.

Experiencing emotional turmoil from within related to money. She was doing free programs for Rotary and Lions club and friends. Got lot of appreciation but was not able to monetize it found it extremely difficult asking for money.

There were moments where she prayed that money discussion should never come up. **Labelling herself as a financial fool** because that is what her friend told her.

Transition from employee to entrepreneur mindset: A retired teacher good at writing text books and a corporate trainer, She carried her employee mindset of just serving and the salary will come in the account on the fixed day like it happened for so many years at school, which was not so any more. It took time to realise that she was stepping into the space of being an entrepreneur from being an employee.



Maria Pontes

Arfeen Khan Certified Career Coach & Author of book "Realms of Dreams". Worked in the corporate world for 40 years (retired from NIIT after 39 yrs (handled Secretarial & HR functions)).



Business Related Challenges

Lack of skills as self-education to grow is not into main stream. It is ignored by a lot of people. Skills such as Creating a Personal & Product Branding, Marketing (how to **show casing the product, pricing the product and making an offer** on her product such that others will want to buy. **Negotiating** and getting the value of the services.

Competition – Some clients, when they do want pay more, they will start criticizing the product thereby forcing them to sell it at a lower cost.

Lack of Innovation

Fomo (fear of missing out)

Funding the business with limited resource at the beginning of the startup

Choosing the amount of **time to dedicate**

Practical **problems if tech know how**

One man (or woma 😊) show, if wanting to take a break

Stopping, starting, stopping, starting, phase

Looking for more income but end up putting in more time

Technology Updates/ Upgrades

Lack of social media knowledge of running the business online and making her presence on social media to **finding the right client avatar**.

Loosing internet when challenges come

Societal Challenges

Lack of support from parents or in-laws: Marriage and relocation from one city to another, to continue their entrepreneurship journey is a challenge. She has to strike a fine balance between her business and family. Total involvement in family leaves little or no energy and time to devote for business.



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Struggle to be taken Seriously. Negative comments. Earning respect is also a struggle. Getting acknowledgement is a struggle – All due to male dominated society. They cannot accept a female can be equal or even better than them.

Taking more time than male counterparts to gain trust and recognition. Especially if you going to make deals with men.

Men have a big ego problem taking instructions from women

Being **gender biased in attitude, criticism** (if they want to get goods at lower rates) and sometimes even **passively threatened in emergency handling**. Most responses are sarcastically appreciated than genuine.

High Expectation From Others



New Year 2022: In Photos, 10 Educational Events From Last Year

New Year 2022: Although the year 2021 was extremely challenging for the nation, several education-related stories made the rounds during the year. As we begin 2022 today, let us look at 10 photos from last year and the stories behind them.

Education | Edited by Mridusmita Deka | Updated: Jan 1, 2022 4:46 pm IST

New Delhi: Although the year 2021 was extremely challenging for the nation, several education-related stories made the rounds during the year. In 2021, there was also the cabinet reshuffle wherein the Union Education Minister and ministers of state for education were changed. Schools, colleges and other educational institutions continued the teaching-learning process online almost all the year.

Reiterating the fact that the sudden, unprepared shift towards virtual classes had an effect on the learning patterns, productivity and results of students, Abhishek Arora, EVP and Business Head, Skills and Careers Business, NIIT Ltd said: "The pandemic has had a significant impact in the operation and conduct of education in India. Schools, colleges and other educational institutes were nudged to shut down their physical operations and suddenly shift to a medium which they were not really prepared for, i.e. the online mode of education."

"They were forced to accustom themselves to using technology as a tool to learn and were challenged to modify the conventional classroom learning that they were earlier used to. While it took students some time to adjust to the process of online learning, the adaptation has been on a positive trajectory," Mr Arora said adding that to address the growing requirement of online modes of learning, more and more educational institutions shifted to a virtual classroom setting and in fact, many even developed specific courses to meet the demands of online education.

As we begin 2022 today, let us look at 10 photos from last year and the stories behind them.

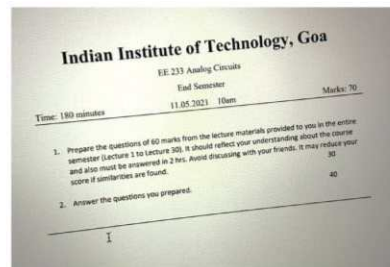
A Maharashtra teacher, Khurshid Sheikh, has been conferred with the National Teachers Award 2021 for going beyond his call of duty and make learning fun and easy. When Covid and its associated lockdown have made teaching and learning go online, this Maharashtra teacher took education to the remotest hamlet of Gadchiroli. Mr Sheikh is a teacher at Asaralli ZP Upper Primary School Sironcha.



On July 7, 2021, Dharmendra Pradhan was appointed the new Union Education Minister as part of the cabinet reshuffle, the first in Prime Minister Narendra Modi's second term from May 2019. Annpurna Devi, Subhas Sarkar and Rajkumar Ranjan Singh have been appointed as the new Ministers of State for Education.

The Indian Institute of Technology Goa (IIT Goa) had, in May last year asked a section of students to frame questions on their own and answer them for the end-semester exam. A screenshot of the question paper viral on social media is drawing both jokes and admiration of students.

This is one of the exam centres of National Eligibility cum Entrance Test



Undergraduate (NEET UG). The exam was held for more than 16 lakh students on September 12. The NTA increased the number of NEET examination centres to ensure there are fewer candidates per room and social distancing is possible.

A school in Maharashtra's Wai town has given an artistic makeover to a dead 'silver oak'. Instead of uprooting and removing, the school has given it the shape of a pencil, which is also the logo of the Sarva Shiksha Abhiyan, a flagship programme of the central government for universal elementary education.



The Delhi government on August 11 last year had signed an agreement with the International Baccalaureate (IB) board. "IB Board shall be the knowledge partner of DBSE(Delhi School Edu. Board) to provide support in curriculum, assessment & teachers training. This is a big step to ensure world-class education for every child including the kids coming from the poorest families," Manish Sisodia, who is also Delhi's Education Minister, tweeted.



At 104 years of age, Kuttiamma, a resident of Thiruvanchoor Ayarkunnam panchayat of Kottayam, Kerala, appeared for the Kerala State Literacy Mission's test and passed with flying colours. Ms Kuttiamma scored a total of 89 marks out of 100.



The Central Board of Secondary Education (CBSE) had shared a meme in response to the queries on Class 10th, 12th result date. The board which was yet to announce an update on the Class 10 and Class 12 result date, in the meme, used two personalities from Amazon Prime show Family Man.

Researchers from the Environmental Biotechnology Lab at Indian Institute of Technology (IIT) Jodhpur have demonstrated that plant-based microbial fuel cells can generate power more profitably from wastewater, compared to algae-based systems.



Valayanchirangara Government Lower Primary School, near Perumbavoor in Ernakulam district, which has a strength of 754 students has taken the first step towards gender neutrality and introduced a new uniform for their students-- a 3/4th shorts



and shirt, irrespective of the gender.

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Presents
TALENT LEADERSHIP BOARDROOM SERIES
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“COVID HAS FORCED EVERY HUMAN TO EMBRACE TECHNOLOGY FOR SURVIVAL AND THEREFORE NO RESISTANCE TO ESCAPE.”

RAJENDRA PAWAR
Chairman and Co-Founder
NIIT

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“IT IS HUMBLING TO NOTE HOW IMPORTANT TALENT IS TO ALL OF OUR LIVES. OVER THE PAST 40 YEARS, NIIT HAS BEEN PART OF THIS JOURNEY TO SHAPE TALENT FROM WHAT IS AVAILABLE TO WHAT IS REALLY USEFUL. IN INDIA, WE ARE DEEPLY ENGAGED WITH THE GCC AND GCI COMMUNITY TO HELP THEM ONBOARD EARLY TALENT AND UPSKILL AND RESKILL THEIR WORKFORCE.”

SAPNESH LALLA
CEO and ED
NIIT

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“SEVERAL JOBS THAT GCCS EARLIER DELIVERED THROUGH THEIR JOURNEY HAVE BEEN AUTOMATED BY GCCS THEMSELVES AS A NATURAL EVOLUTIONARY PROCESS. TODAY, INDIA HAS ESTABLISHED ITSELF WITH ITS GCC STRENGTH AS THE LARGEST COUNTRY IN TERMS OF HUMAN RESOURCES THAT ARE AVAILABLE FOR ERICSSON.”

AMITABH RAY
Managing Director
Ericsson

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“INDIA HAS BEEN A GREAT TALENT SUPPLY OVER THE YEARS WHICH HAS LED TO THE GROWTH OF THE SERVICES SECTOR THAT SQUARE EARTH, GCCS WHICH FORM A VERY IMPORTANT OF THE SERVICES SECTOR CONTRIBUTING HEAVILY AS TO \$8 BILLION DOLLARS IN TERMS OF REVENUE. YOU SEE THE PACE THAT THEY HAVE ON THE INDIA GDP IS HAS MOVED AT ALMOST THE PACE BELUCHI. WHEN WE CONDUCTED SCALE RESEARCH RECENTLY AND ESTIMATED THAT THIS COULD SCALE UP TO FASTER THAN 200 BILLION IN TERMS OF OUR IMPACT IN THE NEXT 4 TO 5 YEARS.”

GAURAV GUPTA
Partner
Deloitte India

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“WE HAVE BEEN TRYING TO SEE HOW INDIAN PRODUCTS CAN PENETRATE GLOBAL MARKETS USING INDIAN TALENT IN THE SAME MANNER THAT GLOBAL COMPANIES HAVE BEEN ABLE TO DO.”

RAJAN NAVANI
Vice Chairman & Managing Director
AirtelXplore

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“GCCS HAVE TRADITIONALLY BEEN FOCUSED ON LOOKING AT THE ROAD AHEAD IN TERMS OF GAPS, IN TERMS OF THEIR ECOSYSTEMS WORLDWIDE AND HAVE GONE ABOUT THE JOURNEY OF BUILDING THE TALENT ITSELF.”

JAYA VAIDHYANATHAN
CIO
KCT Digital

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“WITH A COE THAT IS DOING 80 PERCENT OF THAT WORK, PRODUCT INNOVATION JUST FOLLOWS, WHICH IS WHAT WE HAVE BEEN OBSERVED IN THE THOMSON REUTERS GCCS IN INDIA.”

VISHAL PAREKH
Head, South Asia & ASEAN
Thomson Reuters

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“THE CHANGE OF MINDSET FROM SERVICE TO SOLUTION IS AT THE HEART OF THE GCC EVOLUTION IN INDIA. FROM AN ECOSYSTEM PERSPECTIVE, AT AN AGGREGATE LEVEL OR AND INDUSTRY LEVEL, THE GCC SYSTEM IN INDIA IS QUITE MATURE.”



BALAJI NUTHALAPADI
Managing Director, Head- Operations & Technology
CIB South Asia

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"The percentage of women entrepreneurs in the country is all set to increase rapidly over the next five years, aided by technology driven innovation and communication."

Dr. Mita Brahma
Strategic HR, NIIT Ltd.

Balasubramaniam, Head - Technical Center of Excellence, NIIT Alpharetta, Georgia United States, talks about one of the most powerful women global business leaders, Indra Nooyi, and her achievement drivers, as captured in her autobiography.

Maria Pontes has worked in the corporate world for 40 years. She spoke to a few women entrepreneurs in the small and medium scale sector. In this article, she wrote about the challenges that these women faced. These challenges were not only mental and emotional, but also, business-related, technological, and societal!




“Both the Corporate Learning Group (CLG) and the Skills and Careers Group (SNC) have witnessed robust growth and acceleration in customer addition during Q3. The integration of RPS Consulting into the NIIT family is proceeding as per plan and creating opportunities for expanding share of wallet with our customers”.

Sapnesh Lalla
CEO & Executive Director,
NIIT Ltd.



“With talent emerging as the top priority for every organisation globally, NIIT with its strong balance sheet and market-leading offerings, is uniquely positioned to take advantage of the current environment. Creating two independently run businesses with significant growth capital will propel both CLG and SNC to realize their true potential and create value for all stakeholders”.

Vijay K Thadani
Vice Chairman & Managing Director,
NIIT Ltd.



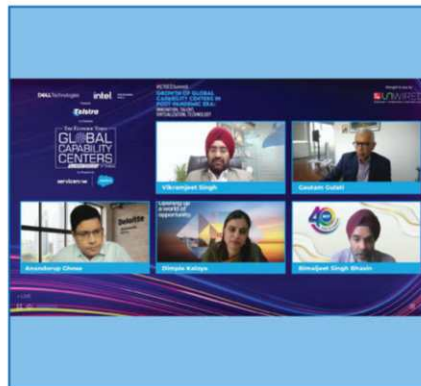
“Learners have become very conscious of choosing interventions where they can demonstrate their learning because they know that once they can demonstrate, they will be able to move up the career ladder.”

Bimaljeet Singh Bhasin
President, Skills and Careers Business, NIIT




Dr. Vishnupriya Raghavan
Head, Products and Solutions, StackRoute

As strategic learning solution providers, NIIT provides custom designed interventions for various roles including data scientists, architects, program managers, engineering managers, and full stack engineers to fill the talent gaps at GCCs. With our services like Talent Pipeline as a Service (TPaaS), we help build a pool of ready-to-deploy talent that organizations can bank on and gain a competitive advantage.




NIIT

**There is no path to peace.
Peace is the Path.**
- Mahatma Gandhi



LIMITED
announces
Quarter 3 FY 21-22 results

- Q3 Revenue at Rs. 383.8 Cr. up 51% YoY
- Records EBITDA at Rs 82.7 Cr. up 75% YoY; EBITDA margin at 21.6%, up 235 Bps YoY
- Records Profit After Tax of Rs. 55 Cr. EPS at Rs 4.1
- Corporate Learning Group (CLG) revenue grows 35% YoY; EBITDA grows 47% YoY
- Skills & Careers Group (SNC) revenue grows 144% YoY with 8.81% margin of 1%
- Proposed reorganization to result in two separately listed companies for CLG and SNC respectively
- Board approves Interim dividend of Rs. 3 per share

Tune in to

Women's Day Podcast Series

to listen to
Sapnesh Lalla,
CEO and Executive Director of NIIT Ltd,
hosted by **Michele Tucker.**



#WOMEN'S DAY

To the emblem of
**unconditional love,
strength and
resilience!**

**Happy International
Women's Day**



PANEL DISCUSSION: CELEBRATING WOMEN LEARNING LEADERS

From Glass Slippers to Glass Ceilings

WEDNESDAY, MARCH 30, 2022 | 10 AM EDT




Panelists: Jani Shrestha (Biosgen), Caroline Linkerow (BMS), Barbara Lee (HP Enterprise), Penny Shuck (Anglo American), Donna Venable (Ricoh), Jina Samant (Bank of America), Karen Powell (QVIA), Kathy Escarpita (Baxter), Nanda Borka (Shell), Rose Sheldon (KeyBank), Shona Mayhew (BP), Vicki Seiber (UnitedHealth Group)

Tune in to

Women's Day Podcast Series

to listen to
Babita Karki
Head - Human Resources, NIIT Ltd.
Hosted by **Michele Tucker.**



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programs!


Exclusively for women!
Offer valid till
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Let's stop the discrimination and raise the
**VOICES FOR ACTION
AGAINST RACISM**

***** on this International *****
Day For The Elimination of Racial Discrimination




Women comprise
30%
of the science and
engineering workforce.

Open the door to your happiness by choosing
to pursue the career you always dreamt of on this
"International day of Happiness"




Build the bricks of
immunity to attain a
strong and healthy home
known as body on this
**NATIONAL
VACCINATION
DAY**



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