



# PANORAMA

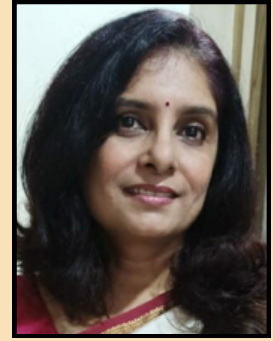
## THE HR CIRCLE



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# **From the Director's desk**



**“The energy of ITM lies in the diversity of our students”.**

**Congratulations to the HR Editorial Team for releasing this newsletter which is truly a mind opener on DEI.**

**ITM has been in the education space for 32 years and has been an epitome of the values of Diversity-Equity-Inclusion and this has laid the foundation for innovation.**

**We encourage different perspectives through Dialogue and Brainstorming. Students from different streams and diverse backgrounds bring unique experiences which forms the peer learning on campus. The cognitive and functional diversity at ITM is a lesson for students to carry to their workplace in future. We are known for our demographic diversity, the potential to attract students from almost 26 states and different socio-economic backgrounds.**

**Involving every employee and student regardless of their differences is the best form of inclusion and the open culture at ITM can vouch for this ambience in every ITM campus. A sense of belonging, respect and equity for all members builds a progressive and productive workplace. Education is the keystone of ITM and DEI its cornerstone!**

**Thrive on Diversity, Make Equity a Choice & Act on Inclusion**

**Best Wishes**

**Dr Lakshmi Mohan**

**Pro Vice Chancellor-ITM Skills University**

**Director- ITM Business School**

# **From the Dean's desk**



**HR Newsletter panorama as the name suggests is a wide angle view or representation of data with support of relevant images which is usually inclusive view of the subject matter. It is a planned and coherent effort of HR department which provides the budding HR professional alumni to put their intellectual thoughts such as HR issues, such as skills gap, employability and other related matters which are of high importance and implications from the HR point of view.**

**Students editorial team under the guidance of faculty in-charge keep on working consistently to make this newsletter vibrant, useful and contemporary.**

**Compliments to editorial team of faculty & students to bring in this edition.**

**All the Best !!!**

**Dr. Saritprava Das  
(Dean Academics)  
ITM Business School**

# **From the HOD's desk**



## **“Unlocking Potential: Navigating the HR Landscape of Tomorrow”**

**Dear Readers,**

**Welcome to the latest edition of our E-Magazine Panorama - The HR Circle. In this issue, we delve into the dynamic world of Human Resources, where innovation, diversity, Wellness, Inclusion, transformation, and adaptability are shaping the future of work.**

**As students, you stand at the threshold of a rapidly evolving job market. Your journey in the world of business and management is an exciting one, filled with opportunities to learn, innovate, and lead. From AI-powered recruitment processes to remote work strategies, the HR landscape is undergoing unprecedented transformations. Join us as we explore the latest trends, challenges, and opportunities in Businesses that await you.**

**In our featured articles, corporate experts share insights on cultivating a growth mindset and the journey of corporate leaders, we also showcase stories of young HR professionals (our very own alumni) who are making their mark in this exciting field, Opportunity to showcase students' talent is a unique and interesting feature.**

**Congratulations to the editorial team of Faculty & and students for coming up with a wonderful theme Diversity Equity Inclusion (DEI) which many companies are now actively working to incorporate into their organizational strategies for overall employee satisfaction and organizational success.**

**“Happy Reading”**

**Dr. Preeti Narendra  
(HOD - HRM)  
ITM Business School**

# Editorial team



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## Can anyone please explain WHAT IS DEI?



**Diversity:** Diversity refers to the presence of a variety of individuals from different backgrounds, ethnicity, gender, sexual orientation, age, disability, religion, and socioeconomic status.

**Equity:** Equity focuses on ensuring that everyone has fair and equal access to opportunities, resources, and benefits. It acknowledges that people have different starting points and aims to level the playing field by addressing systemic barriers and biases that may lead to unequal outcomes.

**Inclusion:** Inclusion is about creating an environment where all individuals, regardless of their backgrounds, feel valued, respected, and included. It's not just about diversity in numbers but also about fostering a culture where diverse perspectives are heard, valued, and integrated into decision-making processes.



# Diversity and Inclusion



**-Arpit Shrivastava (Finance '22-24)**

Diversity and inclusion are three closely linked values held by many organizations that are working to be supportive of different groups of individuals, including people of different races, ethnicities, religions, abilities, genders, and sexual orientations. Diversity—through the lenses of race, ethnicity, ability, gender, sexual orientation, neurodiversity, and beyond—can help to strengthen organizations. Quite simply, diversity, equity, and inclusion (DEI) is used to describe three values that many organizations today strive to embody to help meet the needs of people from all walks of life.

Companies that are diverse and inclusive and are better able to respond to challenges, win top talent, and meet the needs of different customer bases. With DEI in mind, companies are considering how to better support employees. Over the past few years, many organizations have taken strides to build diversity and inclusion into their policies and hiring practices. Diversity refers to who is represented in the workforce. Some examples of diversity in workplaces include- Gender, Age, Ethnic, Physical ability and neurodiversity. Inclusion refers to how the workforce experiences the workplace and the degree to which organizations embrace all employees and enable them to make meaningful contributions.

Benefits of Diversity and inclusion are bigger talent pool, Increased employee engagement and trust, New perspectives and innovation, Better decision-making, Improved performance, Stronger business results and profits

As a result diverse and inclusive workplaces earn deeper trust and more commitment from their employees and are more productive, efficient as well as successful.



# What corporates say about DEI



Citigroup has announced a series of diversity and inclusion initiatives, with a commitment to increase LGBTQ hires from 2.1% to 3.5%. Additionally, the bank plans to elevate the representation of women in senior positions, targeting a rise from the current 40% to 43.5% by 2025. Citigroup aims to enhance Black employee representation in senior roles in North America and plans to hire college students from underrepresented communities in Brazil and the UK to improve ethnic diversity. Currently, only 8.1% of senior positions are held by Black employees, and Citigroup aims to increase this figure to 11.5% in the coming years. In the United States, the bank intends to raise the representation of Hispanic and Latino employees in senior positions from the current 13.7% to 16%. In early 2020, Citigroup had already improved its leave policies, offering at least 16 weeks of paid maternity leave for birthing parents and four weeks of paid parental leave to employees adopting or welcoming a baby via surrogacy, irrespective of gender.

Source - HRKatha article



Amazon has announced a "diversity" grant in India to facilitate aspiring entrepreneurs from underrepresented communities, including women, persons with disabilities (PWD), and LGBTQIA+ individuals, in joining its Delivery Service Partner (DSP) program. This grant aims to provide financial assistance to cover some of the expenses associated with setting up a business. The DSP program offers entrepreneurs access to Amazon's advanced delivery technology, hands-on training, and exclusive deals on services like payroll management, insurance, and recruitment technology. No prior logistics experience is required for eligibility, and Amazon aims to remove barriers hindering entrepreneurs from underrepresented backgrounds. The company plans to invest approximately \$7 million globally in this initiative to support entrepreneurs. Amazon India's DSP program, with over 350 entrepreneurs, has helped small and medium-sized businesses grow, expanded Amazon's delivery network, and reached remote areas in India. This initiative aligns with Amazon's commitment to diversity, equity, and inclusion, and the DSP program has expanded to 14 countries, including recent launch in Saudi Arabia.

Source - HRKatha article

# Alum's Desk



**Jagriti Baranwal (HRM 2015-17)**  
**HR Manager at Reliance Retail**

**Inclusion & Belonging is just not a trend — it is one of our core values and central to our mission to help all people get jobs. It is who we are, embedded in how we operate and here to stay. It is how we work toward the ultimate goal of equality, within both our organization and society. Here, how we describe Diversity, Equity, Inclusion & Belongingness.**

- **Diversity - Hiring for all aspects of representation — from age, gender and ethnicity to less tangible factors like perspectives and work styles — allows your workforce to better reflect the global communities in which we operate.**
- **Equity - Giving everyone the resources needed to thrive and succeed, effectively moving everyone closer to success by “levelling the playing field.”**
- **Inclusion - Actions and behaviors that create a culture in which employees feel valued, trusted and safe to be authentic.**
- **Belonging - A feeling or sense of community with others and the work environment that makes people feel connected.**

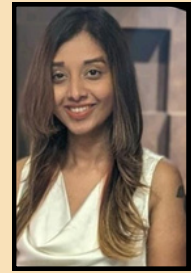
**Companies today are prioritizing diversity and inclusion and corporate diversity and inclusion efforts in India have been gaining prominence across industries. Continuing to invest in and maintain our commitment to continuous learning, operationalizing equity into our workplace policies and processes and being an exemplar in a space that is constantly evolving.**

**In today's labor market, platitudes and performative behaviors from companies are no longer enough (not that they ever were). Companies are under an increased level of scrutiny given the rise of commitments during 2023. If an organization does not have a diversity and inclusion policy, 83% of young employees will leave. For Generation Z and millennials, inclusion, diversity, and equity are crucial**

**In India, the percentage of women working in technology is currently at around 25%. Although there will be a slight increase in the number of women in technical areas, the process for hiring, keeping, and promoting them. Also, there is a shockingly low proportion of workers from various societal groups, such as LGBTQ+ populations and persons with physical disabilities. Companies are working to close this talent gap in the workforce by continuously seeking out talent to promote diversity, equity, and inclusion at work.**

**To successfully attract, retain and develop talent in this environment — as well as to improve representation in workforces — it is vital to show how you are taking meaningful action.**

# Alum's Desk



**Ketki Shetty (HRM 2010-12)**  
**HR Advisor at Taliun**

In my opinion, diversity goes beyond visible differences; it encompasses varying backgrounds, experiences, thoughts, and identities. Being into field of Psychological counselling, I recognize the importance of acknowledging and celebrating this diversity to create safe spaces where individuals can explore their challenges and express themselves freely.

Whereas, Equity is the bridge that ensures fairness and justice for all. Be it in the corporate world, where it means ensuring fairness by addressing systemic imbalances and providing equal opportunities for growth and success, irrespective of individual backgrounds. As a counselling psychologist, I am committed to advocating for equitable access to mental health support, ensuring that barriers related to socio-economic status, ethnicity, or gender are dismantled. Throughout my career as an HR professional, I have strived to cultivate workplaces where diverse talents are welcomed, ideas are encouraged, and individuals feel a genuine sense of belonging. Be it by crafting policies that promote diversity recruitment, or designing fair compensation, and career advancement. Inclusion, to me, means nurturing an environment where every voice is not only heard, but valued.

In today's interconnected world, embracing diversity, fostering inclusion, and championing equity has become paramount in both personal and professional spheres. My viewpoint on these critical concepts is anchored in the belief that every individual brings a unique perspective that enriches our collective journey. In synergy, these concepts shape a world where differences are celebrated, opportunities are accessible, and voices are heard.

# Alum's Desk



**Vidya Sheth (HRM 2014-16)**  
**Professional Recruiter at Find Recruiter**

To comply with culture Diversity, equity, and inclusion are important as they bring new meaning, and fresh perspectives and also foster creativity. I have personally along with my CHRO initiated inclusive hiring. It was difficult initially to hire people beyond the basic criteria without unconscious biases but when managers in the different departments were open to the idea of inclusive hiring made our job 50% easier.

We implemented DE &I, for people of different ages and sexual orientations. The environment was getting stronger with each recruitment, other team members felt respected, and valued and regardless of their differences, it led to productivity.

The whole process was no different and was comfortable in the workplace which in the future would be a great contribution to a successful business.

DEI is good for businesses' final suggesting that corporations with racial and ethnic diversity are more innovative, faster problem-solving and successful than the less diverse competitors.

It's time that organizations set the policies and processes by encouraging an inclusive and healthy work culture. Just like each family member feels included if an organization makes the employees feel included it will make the work culture look appealing, engaged, and relatable to the globalized modern world.



# Creatives on DEI



Art work by Srishti Halder  
(HRM '22-24)

Art work by Pratikshya Panda  
(HRM '22-24)



# Students opinion

## MATTERS!!







# Recipe To Cook A Perfect Corporate Biryani



**Shagun Joshi (Marketing '22-24)**

As per bookotrip- “Biryani stands as one of the most famous Indian Dish consumed in America.” Not only this “Biryani stands at top position as most popular rice dish of India”- Tasteatlas. But what makes Biryani stand out from rest of the dishes and how different components of Biryani are just like different departments of an organisation which not only harmonize but also collaborate to strike a perfect balance against each other just like each component in biryani makes it mouth-watering, aromatic amongst all other dishes.

**Oil (CEO/Owner/ Managers)-** Just like as oil forms the base of flavor for biryani, similarly a CEO, Owner, Manager's decisions, activities etc. acts as the base for its employees. Any decisions made by these influential people act as the cushion work for their employees to work upon. Just like biryani where the oil can be used to crackle different spices or to sauté vegetables or roast meat, chicken similarly the employees can use this cushion in their own ways and style.

**Rice (Marketing)-** Rice used in Biryani acts just like as the marketing team for the organisation. As the rice helps in giving its biryani a distinct taste so does marketing helps its organisation to have a brand identity. Rice easily penetrates evenly throughout the biryani similarly the marketing team helps the organisation to penetrate the market to its target audience.

**Spice and Herbs (Finance)-** Just as Spices and Herbs add taste, value and specialty to the biryani similarly the finance helps an organisation to attain stability, balance and precision. A perfect combination of Spices and Herbs add balance and precision in taste, just as finance ensure precision balance in financial planning, budgeting, and resource allocation.

**Saffron (Human Resource)-** The most costliest and essential ingredient in biryani is Saffron. It not only grabs attention but also cultivates Excellence just like the HR team attracts candidates by creating a positive work culture and employee experience. The HR team is also responsible for training their employees cultivating its employees towards excellence.

Just as cooking an excellent biryani is an art of careful planning and integrating all its components carefully. Similarly, an organisation needs to be cultivated carefully with planning and precision. By recognising and leveraging each components of a biryani we can also use it as a comparison for an organisation and its departments issues.

# The HR Odyssey: Unravelling the Delights of Diversity, Equality, and Inclusion



-Niharika Khemka (HRM '22-24)

Venturing into the intriguing realm of Human Resources for my 5-month internship at Kansai Nerolac Paints Ltd, little did I know that I was about to embark on a rollercoaster ride, delving deep into the vibrant tapestry of Diversity, Equality, and Inclusion (DEI). From the get-go, I found myself navigating a mosaic of talent, where differences were not just embraced but celebrated, igniting a symphony of fresh perspectives that infused our workplace with creativity and innovation.

As an HR intern, I had the privilege of witnessing the metamorphosis of an organization that prioritized DEI in its core values. One fine day, we were tasked with devising a recruitment strategy for a leadership position, and this is when I saw the magic of inclusive hiring firsthand. The hiring panel was a diverse assembly of minds representing various ethnicities, genders, and age groups, ensuring a comprehensive evaluation that transcended biases and unconscious judgments. The result was a remarkable leader who not only possessed a remarkable skill set but also added a kaleidoscope of experiences to the organization's tapestry.

At Kansai Nerolac Paints Ltd, our HR team didn't just stop at diverse hiring; we actively cultivated an inclusive culture that nurtured each employee's unique growth. I remember one instance where a team member with a disability requested specific accommodations, and the HR team sprang into action, tailoring the workspace to ensure their productivity and comfort. Witnessing their appreciation and gratitude for the company's support reinforced my belief that inclusivity is not just a buzzword—it's the lifeline of a thriving and compassionate workplace.

Furthermore, our HR department regularly conducted diversity and inclusion training sessions that not only educated but also entertained. One session, conducted in the style of a hilarious improv show, tackled unconscious biases in a light-hearted yet impactful manner. As we laughed our way through self-reflection, we realized how essential it was to question our own preconceived notions and assumptions, making us more empathetic and open-minded HR professionals.

Moreover, I had the honor of assisting with an employee resource group that advocated for underrepresented communities. Watching the ERG organize events that brought the entire workforce together, fostering meaningful conversations on diverse experiences, I witnessed the power of unity. The ERG's tireless efforts promoted a sense of belonging and camaraderie, fueling an environment where everyone felt valued and heard.

In my 5-month odyssey through HR, I discovered that DEI is not just an initiative to comply with or a tokenistic checkbox to tick—it is the heartbeat of a truly inclusive and dynamic organization. Embracing diversity, championing equality, and cultivating inclusion breathe life into a company's culture, making it a place where people of all backgrounds thrive, collaborate, and elevate one another. My HR internship at Kansai Nerolac Paints Ltd has left an indelible mark on my understanding of DEI, and armed with this newfound wisdom, I am excited to embark on an HR career that not only embraces diversity but dances to its rhythm, infusing workplaces with laughter, growth, and an unwavering commitment to humanity's beautiful tapestry.

# Leveraging DEI for an Empowered Operations and Supply Chain



**-Dennis Alex (Operations '22-24)**

In the rapidly evolving corporate landscape, embracing Diversity, Equality, and Inclusion (DEI) has become a vital aspect of fostering a robust and successful business. The Operations profession, with its focus on supply chain management and corporate culture, plays a crucial role in ensuring that DEI principles are integrated into the very fabric of an organization. This article delves into the significance of DEI in the context of Operations and Supply Chain and offers practical examples of how embracing diversity can lead to a more empowered and inclusive workplace.

## **Embracing Diversity in the Supply Chain:**

In the world of Operations and Supply Chain, diversity takes on multiple dimensions. From sourcing suppliers and vendors to building teams, inclusivity in the supply chain can yield numerous benefits. Companies that embrace diversity in supplier selection can tap into unique products and services from a broader pool of vendors. This not only promotes innovation but also fosters competition, leading to improved efficiency and cost savings. Furthermore, diverse supplier partnerships strengthen relationships with customers who value DEI initiatives, thereby enhancing the company's reputation.

## **Equality and Corporate Culture:**

A culture of equality within an organization's operations can have a significant impact on employee morale, productivity, and retention. By promoting equal opportunities for career growth and advancement, Operations professionals can create a work environment where individuals from diverse backgrounds feel valued and empowered. For example, implementing mentorship programs that pair seasoned employees with newcomers from underrepresented groups can accelerate professional development and encourage long-term commitment to the organization.

## **Inclusive Workforce for Enhanced Performance:**

Studies have shown that inclusive workplaces lead to higher employee satisfaction and improved performance. In Operations, fostering an inclusive environment enables teams to collaborate more effectively, as diverse perspectives bring forth innovative solutions to complex challenges. By actively promoting inclusivity in team-building exercises and decision-making processes, Operations professionals can harness the collective strengths of their workforce, resulting in better operational efficiency and problem-solving.



## Advancing Corporate Social Responsibility (CSR) through DEI:

Operations professionals are uniquely positioned to integrate DEI principles into their organization's corporate social responsibility initiatives. By partnering with community organizations that champion diversity and inclusion, companies can contribute positively to society while also bolstering their reputation. For instance, supporting minority-owned businesses or participating in events that promote equality can align the organization's values with the larger social fabric, strengthening its brand image.

### Conclusion:

Incorporating Diversity, Equality, and Inclusion into the heart of Operations and Supply Chain practices can lead to a thriving and empowered workplace. By embracing diversity in the supply chain, promoting equality in corporate culture, and fostering an inclusive workforce, Operations professionals can drive innovation, enhance performance, and contribute to a positive social impact. By weaving DEI principles into every aspect of their operations, organizations can position themselves as leaders in the journey towards a more inclusive and equitable business landscape.





## **DEI @ Volvo Eicher Commercial Vehicles**

**-Suprab Sen (IB '22-24)**

At VE Commercial Vehicles, my experience with diversity and inclusion has been enriching and transformative. The company's commitment to fostering a diverse workforce is evident through various initiatives and practices that promote a sense of belonging for everyone. From the very beginning, I noticed a strong emphasis on creating an inclusive environment where individuals from different backgrounds are valued and respected.

One of the standout aspects of this experience was the diversity in the workforce itself. Colleagues came from various cultural, ethnic, and professional backgrounds, creating a dynamic and vibrant atmosphere. This diversity extended to leadership positions as well, showcasing the company's dedication to providing equal opportunities for growth.

Regular workshops and training sessions were organized to sensitize employees about the importance of diversity and how it contributes to innovation and creativity. These sessions not only raised awareness but also provided practical strategies for fostering an inclusive workplace. In addition, affinity groups and employee resource networks were established, offering a platform for individuals to connect and share their unique perspectives.

VE Commercial Vehicles also actively supported work-life balance, which was crucial for employees from different walks of life. Flexible work arrangements and parental leave policies were implemented, recognizing the diverse needs and responsibilities of the workforce.

The Inclusive atmosphere was evident in daily interactions as well. Teams collaborated seamlessly, leveraging the diverse skills and viewpoints to solve challenges. Leadership encouraged open discussions, ensuring that all voices were heard and respected.

In conclusion, my experience with diversity and inclusion at VE Commercial Vehicles has been both eye-opening and inspiring. The company's commitment to creating a welcoming and equitable environment has not only enhanced the workplace culture but has also positively impacted the overall success of the organization.





# **DEI the New Corporate Normal**

**-Swayam Shekhawat (Marketing '22-24)**

In today's dynamic business landscape, where change is constant, our workspace stands as a testament to the power of embracing diversity, equality, and inclusion. As an MBA marketing student, I have been fortunate to be part of an organization that has not only recognized the importance of DEI but also integrated it deeply into its core values.

From the moment I stepped into the office, I felt a sense of belonging. The use of inclusive pronouns during introductions made it evident that everyone's identity was respected. The company's commitment to gender neutrality was exemplified by the presence of gender-neutral washrooms, which were more than just physical spaces; they symbolized a safe haven where all employees could be their authentic selves.

The organization took a holistic approach to DEI through its well-designed training and educational seminars. These sessions were not just mandatory checkboxes but genuinely transformative experiences. We learned to challenge our unconscious biases and understand the importance of diverse perspectives in marketing campaigns. Witnessing the impact of our work on different communities allowed us to connect with our customers on a deeper, more human level.

The real beauty of our workspace lies in the shared emotional journey we embark upon every day. We celebrate cultural festivals together, acknowledging each other's traditions and histories. The open dialogue nurtures empathy and compassion, fostering a sense of unity that transcends our diverse backgrounds.

Personally, this culture of DEI has had a profound impact on my growth as a marketing professional. I now see the world through a more inclusive lens, enabling me to craft campaigns that resonate with a broader audience. The emotional connections we forge with our customers emanate from our collective experiences within the workspace.

In a world that often feels divided, our workspace stands as an oasis of unity. We embrace diversity because we recognize that it enriches our ideas and perspectives. We promote equality because it is the foundation of a fair and just society. We practice inclusion because it breeds innovation, creativity, and love.

In conclusion, our workspace is more than just a place of employment; it is a haven where DEI is not a buzzword but a way of life. Through pronouns, gender-neutral washrooms, training seminars, and most importantly, a deep sense of humanism, we have woven together a tapestry of empathy and inclusivity. As an MBA marketing student, I am proud to be part of an organization that dares to dream of a world where diversity is celebrated, equality is cherished, and inclusion is not just a policy but a heartfelt commitment. Together, we are making a difference, one marketing campaign at a time.



# **Diversity and Inclusion in the World of Travel**



**-Shivam Mishra (Marketing '22-24)**

Diversity and inclusion are important words that can affect how our society works, in good ways and sometimes not-so-good ways. These words are like best buddies, and they depend on the situation. Imagine in a smaller picture two friends who really care about each other, even if they like different things and dream different dreams. Now, when it come to larger picture think about different groups of people living in different places with different weather. They still talk to each other through business, the internet, and stuff like that.

In both cases, diversity and inclusion make things stronger. They help make life easier and more peaceful. This shows that these ideas are super important.

Extending our talk, being a part of the “Odati Adventures crew” has been quite the adventure. We’ve had the chance to explore amazing places in India and beyond. This journey has really shown me what diversity and inclusion are all about. Think of a patchwork quilt made up of different cultures, languages, and ways of life – that’s where we do our thing. And guess what? Even with all these differences, we’re still going strong, welcoming tourists, and making things like everyday essentials and international cuisine available in the local area. It’s a super cool example of how diversity and inclusion totally rock!

# New age perspective:- Diversity for Career Advancement



**-Nilay Avasthi (Finance '22-24)**

Modern day Workplaces place a strong emphasis on diversity and inclusion. People from various origins, viewpoints, and experiences come together because of diversity. By promoting inclusion, everyone will have a sense of worth and empowerment. Keep in mind, as a fresher, that diversity fosters innovation, creativity, and problem-solving. Be willing to pick up knowledge from coworkers who have different perspectives. Without hesitation, provide your ideas. We foster a welcoming environment where various voices can flourish by working together. Take advantage of the diversity that exists and allow inclusion guide you on your path to success inside the organization.

Businesses are becoming more and more aware of diversity's benefits. Freshmen that participate actively in diversity efforts show their dedication to the company's beliefs and objectives. Their career trajectory may be accelerated by involvement in high impact projects and special assignments as result of this involvement. Finally, accepting inclusivity and diversity gives freshmen a competitive advantage. Young people can create a successful career path that is not only individually rewarding but also positively affects the organizations they work for by encouraging innovation, enhancing interpersonal skills, and aligning with company values.



# All in

Why diversity, equity and inclusion  
have gained central  
importance



# Exploring Current Challenges in Recruiting Female Talent for Automotive Manufacturing Shop floor



**-Neha Rudresh (HRM '22-24)**

## **Current Scenario of female workforce in Automotive Manufacturing Industry**

Recruiting females in the automotive manufacturing sector is a critical initiative for promoting diversity and inclusion within the industry. One of the main challenges in recruiting females in this sector is changing the perception that it is a male-only industry. Companies actively seek female candidates for all levels of positions, from assembly line workers to engineers and managers.

### **Talent Acquisition Channels: Sources of Manpower for the company**

- **Skilled Labor Force** - machinists, welders, electricians, and assembly line workers who have the technical expertise required for manufacturing processes.
- **Engineers and Technicians** - mechanical engineers, electrical engineers, automotive engineers, chemical engineers and industrial technicians.
- **Universities and ITI colleges**
- **Leadership opportunities** after 1 year of apprenticeship
- **Recruitment agencies**
- **Employee referrals**
- **Retraining and re-skilling programs**

### **Challenges encountered while recruiting females**

#### **Imbalance in ITI Enrollments**

The disparity between female and male enrollment in ITI programs in Karnataka presents a significant challenge. As of July 2023, the approximate alarming ratio of 1:3000 in female-to-male enrolment highlights the underrepresentation of females in technical and vocational training. This directly impacts the efforts in recruiting females for the shop floor. When automotive manufacturing industries engage with both government and private ITIs for campus recruitment, they encounter a notably low number of female candidates participating in the interview process. This glaring gender imbalance in ITI enrolment underscores the need for targeted initiatives to encourage and empower females to consider technical education and careers on the shop floor. Without a substantial number of female candidates in the pool, recruitment process is constrained, limiting the ability to diversify workforce and tap into the full potential of female talent.



## Rural Urban Divide

The disparity between female and male enrollment in ITI programs in Karnataka presents a significant challenge. As of July 2023, the approximate alarming ratio of 1:3000 in female-to-male enrolment highlights the underrepresentation of females in technical and vocational training. This directly impacts the efforts in recruiting females for the shop floor. When automotive manufacturing industries engage with both government and private ITIs for campus recruitment, they encounter a notably low number of female candidates participating in the interview process. This glaring gender imbalance in ITI enrolment underscores the need for targeted initiatives to encourage and empower females to consider technical education and careers on the shop floor. Without a substantial number of female candidates in the pool, recruitment process is constrained, limiting the ability to diversify workforce and tap into the full potential of female talent.

## Psychological Factors Impacting Parental Decision-Making and Female Aspirations:

The intricate web of psychological factors influencing parents' decisions regarding their daughters' education and employment choices presents a formidable challenge in recruiting females for the shop floor. The deeply ingrained societal norms and beliefs rooted in gender roles contribute significantly to this complex landscape.

## Gender Dynamics and Stereotypes:

The intricate web of psychological factors influencing parents' decisions regarding their daughters' education and employment choices presents a formidable challenge in recruiting females for the shop floor. The deeply ingrained societal norms and beliefs rooted in gender roles contribute significantly to this complex landscape.

## Concerns for Safety and Security:

The fear of compromising their daughters' safety and security when working with males is a genuine concern for parents. The perception that the workplace may not provide a conducive environment for female employees can lead parents to discourage such career choices.

## Traditional Gender Roles and Responsibilities:

Societal expectations often dictate that females assume specific roles such as caring for siblings, getting married early, and fulfilling domestic duties. The apprehension that pursuing a career might disrupt these conventional roles can dissuade parents from supporting their daughters' career choices.

## **Unutilized Potential Post 10th Standard:**

A substantial number of young females remain unengaged and idle after completing their 10th standard due to a variety of factors. This cohort represents a potential source of talent that could contribute to our shop floor workforce. However, the lack of factual data on this group makes it difficult to tap into their potential effectively. Without accurate data on the number and reasons behind post-10th standard female inactivity, our recruitment strategies are hampered. Efforts to understand and engage this demographic require targeted research and data collection to uncover the underlying barriers, be they societal, familial, or logistical, and tailor solutions that address these issues head-on.

## **Strategic Insights: Navigating Shop Floor Challenges**

From a meticulous recruitment perspective, it is crucial to delve into the challenges that emanate from the vantage point of our company's shop floor. These challenges encompass both the physical requisites of the processes and the psychological dynamics that manifest when fostering a gender-diverse work environment.

### **Process Design and Height Disparity:**

The current shop floor processes are tailored to accommodate the average height of male employees. However, the allocation of only ~27% of processes in every shop to females necessitates an average height of more than 5'0" or 5'2". This poses a substantial challenge as the market scenario and available talent pool predominantly feature females with an average height of 5'0".

**Strategy:** To resolve this challenge, it's prudent to recalibrate our approach. Rather than limiting process allocation based on height, we should prioritize diversification and efficiency. By benchmarking and adjusting processes to accommodate the maximum height range of the available female talent pool, we ensure equitable opportunities for all qualified candidates, transcending the confines of physical attributes

### **Psychology of Gender Integration on the Shop Floor:**

The integration of females into a predominantly male-dominated shop floor environment brings to the forefront various psychological nuances. Men working alongside and in proximity to females can experience hindrances stemming from skepticism, unease, and preconceived notions about female capabilities and interactions.

**Strategy:** Addressing this challenge necessitates fostering a culture of inclusivity, respect, and education. Initiatives such as awareness campaigns, diversity training, and open dialogues can help bridge the gap between genders, dispelling skepticism and misconceptions. By displaying the mutual benefits of a gender-diverse workforce, we can alleviate discomfort and create a collaborative environment that encourages everyone's success.

### **Infrastructure and Facilities:**

The existing infrastructure on the shop floor, including restrooms, changing rooms, and workstations, has not yet been designed to cater to the specific needs of female employees. Inadequate facilities will create discomfort and hinder the seamless integration of female team members.

*To navigate these shop floor challenges, the recruitment strategy should exhibit adaptability, forward thinking, and a commitment to fostering an environment that values all employees regardless of gender, while simultaneously redesigning processes based on the broadest pool available.*

### **Optimizing Recruitment Strategy for Female Workforce Engagement:**

In our pursuit of fostering a diverse and inclusive workforce, it is imperative to address the intricate considerations that arise from a recruitment standpoint. When evaluating the recruitment of female candidates for shop floor positions at a reputed automotive manufactures, several key factors come into play, encompassing geographical considerations, familial ties, robust policies, and competitive remuneration.

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### **Geographical Challenges and Familial Ties:**

For female candidates hailing from distant areas, the prospect of maintaining strong familial ties while staying at the company presents a notable challenge. The complexities introduced by societal norms, familial responsibilities, and personal relationships can affect their decision to relocate.

**Strategy:** Focus on candidates residing in and around Bangalore to alleviate the strain of long-distance relocation. By targeting local talent, we can facilitate a smoother integration of work and personal life, allowing candidates to preserve their familial ties and lifestyle choices. This approach not only streamlines their work-life balance but also enhances their overall job satisfaction.

### **Transportation Policies and Recruitment Barriers:**

The absence of well-defined and robust transportation policies specifically tailored to female employees during their shifts poses a considerable barrier to recruitment efforts. The lack of convenient and safe commuting options can deter interested female candidates, particularly those who reside in and around the company.

**Strategy:** Establish comprehensive transportation policies that prioritize the safety and convenience of female employees during their commutes. We can encourage the participation of talented female candidates who may have otherwise been dissuaded by commuting concerns by providing reliable and secure transport arrangements.

### **Compensation and Competing Offers:**

The disparity between our remuneration packages and those offered by other organizations in the vicinity creates a challenge in attracting female candidates who seek higher compensation and job opportunities closer to their place of residence.

**Strategy:** By offering competitive remuneration packages, we can position TKM as an attractive and rewarding employment destination for female candidates. This strategic adjustment can bolster our ability to draw in top talent and offset the pull of rival offers.

### **Career Progression and Mentorship:**

Female employees often encounter obstacles when seeking career advancement and mentorship due to prevailing gender dynamics and educational prerequisites, such as a bachelor's degree. However, mandating education for promotion can inadvertently impede career progression, inhibiting their access to leadership roles and mentorship opportunities

### **Flexible Work Arrangements:**

Balancing work and personal commitments can be particularly challenging for female employees, especially those with family responsibilities. Offering flexible work arrangements can help alleviate this challenge.

### **Representation in Leadership:**

The lack of female representation in leadership positions on the shop floor can hinder the sense of inclusivity and discourage aspiring female employees from pursuing long-term careers within the organization.

*Companies should tailor its recruitment strategy for engaging female talent to address the multifaceted challenges arising from geographical, familial, policy-related, and compensation factors. By adopting proactive measures, a commitment to inclusivity and a strategic approach that encompasses local talent, transportation solutions, competitive compensation, and holistic policy enhancement, we can create an environment where female candidates feel empowered, valued, and eager to contribute to the success of a company.*