

# HR Connect

Volume 02 (2025-26)

## DIVERSITY & INCLUSION



A MAGAZINE BY MET PGDM HR CLUB

**MET**

**Bhujbal Knowledge City**

**MET INSTITUTE OF  
POST GRADUATE DIPLOMA IN MANAGEMENT**

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# MUMBAI EDUCATIONAL TRUST

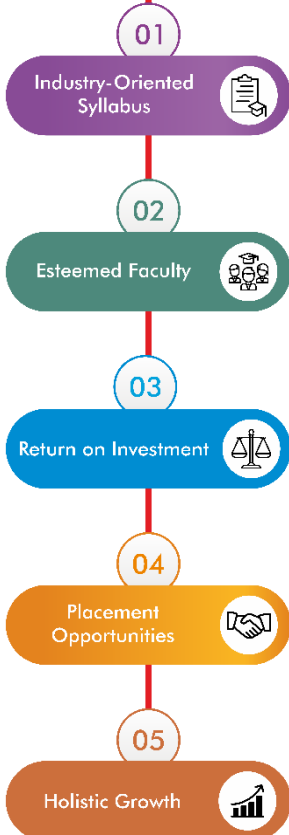
Mumbai Educational Trust (MET) is a conglomerate of premiere educational institutions, driven by a single-minded focus on imparting quality education, to make students sharp. Training is imparted round - the-clock, seven days a week. Projects and assignments are given utmost importance and students learn on the job. Application-oriented knowledge, garnered in the lecture halls, is applied to industry assignments. The faculty spares no effort to make the students razor sharp, so that they make their mark in the corporate world. No effort has been spared, to create an environment that encourages students, to push the limits of their minds. All this, to help young professionals face the challenges of life and make their mark in the corporate world.



- Bhujbal Knowledge City, Mumbai
- Institute of Management
- Institute of Post Graduate Diploma in Management
- Institute of Mass Media
- Asian Management Development Centre
- Centre for Insurance Training, Research & Development
- Institute of Pharmacy
- Institute of Information Technology
- Institute of Software Development & Research
- Institute of Computer Science
- Institute of International Studies
- Rishikul Vidyalyaya (IGCSE)
- Bhujbal Knowledge City, Govardhan, Nashik
- School of Architecture & Interior Designing
- Bhujbal Knowledge City, Adgaon, Nashik
- Institute of Management
- Institute of Pharmacy
- Institute of Engineering
- Institute of Technology (Polytechnic)
- Institute of Information Technology
- Institute of D. Pharmacy
- Bhujbal Academy of Science & Commerce (Jr College)
- Meena Bhujbal School of Excellence (CBSE Board)

# ABOUT MET PGDM PROGRAMME

## WHY PGDM COURSE



Mumbai Educational Trust (MET) had launched a multidimensional approach in providing professional education in the field of management and had set up both the MMS and autonomous Management Programmes way back in the 1990s. However, in order to offer the structured learning systems under the aegis of AICTE it set up the autonomous PGDM programme which was primarily styled on the lines of the prestigious IIMs and other best B-Schools in India and overseas. Recently the AICTE in its wisdom decided to promote higher educational institutions of eminence under the stand-alone programme in management, and thus, was born the MET Institute of Post Graduate Diploma in Management (MET Institute of PGDM) under the direct affiliation of AICTE.

PGDM program at MET, ranked as a top PGDM course in Mumbai was launched in the year 2007. Since then, desire to get into one of the best B-school in India has been driving Engineering, BBA, BMS, BCom, BMM & Pharma graduates alike from all over the country to MET. PGDM at MET is more than an MBA since its content and pedagogy empower budding managers with technological tools and understanding besides honing their managerial prowess. It is evident by the fact that a few thousand MET PGDM alumni are gainfully employed in senior positions in leading corporate Houses, making their presence felt, many being successful entrepreneurs too.

Since the world and Indian environment are continuously changing; business and society are changing along. The pandemic has changed the way of life and business practices. A new world order has emerged post pandemic. Hence PGDM at MET is being continuously updated to meet its original purpose of providing trained managers well versed with latest management techniques to the Corporate World.

### Unique Specializations

Along with Conventional Specifications offered in Trimester III & IV in Marketing, Finance, HR, Operation and Systems PGDM at MET has also introduced following additional NEW AGE specializations in Trimester V.



# Vision & Mission of MET Institute of PGDM

## **Vision:**

To produce global management professionals & entrepreneurs embedded with strong value system & conscience who create wealth for the society at large.

## **Mission:**

To impart value-based quality management education that nurtures global competencies, entrepreneurial acumen, and a strong commitment to social responsibility.

## **Mission statements:**

1. Empower aspiring management professionals with contemporary global management concepts, skills, and theories through experiential learning.
2. Develop leadership and entrepreneurial capabilities by fostering innovation, providing support systems to create sustainable and socially responsible businesses.
3. Nurture social responsibility and sustainability through value based, community-focused, and environmentally conscious management education.

## CHAIRMAN'S ADDRESS



### Dear Readers,

It gives me immense pleasure to pen this address for the **second edition of Human Resource Management Magazine – HR Connect**, a magazine that stands as a testament to the vision, intellect, and social consciousness of our student community. As we unveil this edition centered on Diversity and Inclusion (D&I), we are not merely presenting a collection of articles, but a thoughtful and forward-looking narrative shaped by young minds committed to building equitable and inclusive spaces.

We live in an era defined by rapid transformation and evolving societal expectations. Conversations around diversity, equity, belonging, and representation are no longer optional—they are fundamental to the way organizations function and grow. In such times, true leadership lies not only in achieving excellence, but in fostering environments where every individual feels valued, respected, and empowered to contribute. This magazine embodies that spirit.

This edition explores how organizations are embracing diversity as a strategic advantage, promoting inclusive cultures, and ensuring equitable opportunities across all levels. It

highlights the role of empathetic leadership, unbiased decision-making, and inclusive policies in driving innovation and organizational success. Our students have critically examined how future leaders can bridge differences, challenge biases, and create workplaces that celebrate individuality while fostering unity.

More than a platform for academic and creative expression, this magazine reflects the future-ready and values-driven mindset we strive to nurture at our institution. I applaud every student, faculty mentor, and member of the editorial team who contributed to this exceptional endeavor. Your commitment reinforces the belief that inclusion is not just an initiative—it is a continuous journey that requires awareness, action, and accountability.

Let us continue to listen, learn, and lead with empathy. The future is inclusive, and it begins with each one of you

With best wishes,

**Shri Chhagan Bhujbal**

Hon. Founder Chairman – MET Trust

## TRUSTEE'S ADDRESS



**Dear Readers,**

The **second edition of HR Connect**, the Human Resource Management magazine of our institution, presents a thoughtful and forward-looking perspective on the evolving responsibilities of modern organizations. Centered on Diversity and Inclusion (D&I), this student-curated publication emphasizes the growing need for equitable leadership, inclusive cultures, and conscious decision-making in an increasingly diverse and interconnected world.

The thematic sections of this edition explore how organizations can embed inclusion into strategy, operations, and organizational culture. From representation and equitable opportunities to inclusive leadership and a sense of belonging, the articles highlight how businesses can harness diversity as a driver of innovation and sustainable growth. The magazine showcases how future managers can build resilient organizations that value differences and create environments where every individual can thrive and contribute meaningfully.

HR Connect reflects the diligence, insight, and socially aware mindset of its contributors. By encouraging critical thinking, diverse perspectives, and inclusive ideas, this magazine aims to inspire readers to lead with empathy, fairness, and responsibility in shaping workplaces that are not only successful, but truly inclusive.

With best wishes,

**Shri Pankaj Bhujbal**  
Hon. Trustee – MET Trust



**Dear Readers,**

The Second edition of HR Connect, the Human Resource Management magazine of our institution, presents a purpose-driven narrative built around its central theme: Diversity and Inclusion (D&I). It highlights the importance of not only responding to the evolving dynamics of diverse workplaces and societies, but also proactively shaping environments that are equitable, inclusive, and empowering for all.

This magazine serves as a vibrant platform for students to share their perspectives on the role of management in fostering inclusive excellence and belonging. The D&I theme captures critical issues such as representation, equity, unconscious bias, inclusive leadership, and equal opportunities. It reflects how future leaders across all management domains will be called upon to embrace diversity as a strength and ensure that organizational growth is rooted in fairness, respect, and inclusivity.

This edition stands as a testament to thoughtful leadership, inclusive innovation, and a commitment to building organizations where every voice is valued and every individual has the opportunity to thrive.

With best wishes,

**Shri Samir Bhujbal**  
Hon. Trustee – MET Trust

## DIRECTOR'S ADDRESS



**Dear Readers,**

It is with great pride, hope, and confidence that I present this edition of **HR Connect: Diversity & Inclusion**, a celebration of young minds that dare to think deeply, question thoughtfully, and champion inclusivity in all its forms.

Within these pages lie ideas shaped by curiosity, awareness, and empathy—ideas that extend far beyond classrooms, examinations, and career aspirations. Our students explore themes such as diversity, equity, inclusion, ethics, technology, and social responsibility not merely as academic subjects, but as real-world imperatives. This magazine stands as a powerful reminder that true management education begins with understanding people, valuing differences, and fostering environments where everyone feels seen, heard, and respected.

What makes this edition truly special is the clarity of thought and sincerity reflected in every contribution. The voices you will read belong to a generation that recognizes that progress must be inclusive and equitable. They remind us that leadership is not defined by authority or position, but by the ability to create spaces of

belonging, challenge biases, and act with fairness and integrity in an increasingly diverse world.

At MET Institute of PGDM, we strive to nurture professionals who are not only skilled managers, but also inclusive leaders and empathetic citizens. This magazine reflects that vision beautifully. It showcases our students' readiness to engage with diverse perspectives and their commitment to leading with sensitivity, respect, and purpose in a dynamic global environment.

I extend my heartfelt appreciation to the editorial team and all contributors for their dedication, discipline, and creativity in bringing this publication to life. May this edition inspire reflection, encourage dialogue, and drive meaningful action toward building workplaces and communities that celebrate diversity and uphold inclusion at every step.

Warm regards,

**CA Dr Das Shyamsundar,**

Director

MET Institute of PGDM

## DEAN'S ADDRESS



### Dear Readers,

In today's rapidly evolving business landscape, success can no longer be measured by financial performance alone. Organizations are increasingly evaluated by how well they foster inclusive environments, embrace diverse perspectives, and create equitable opportunities for all. This is where Diversity and Inclusion (D&I) moves from being an initiative to becoming a fundamental necessity.

At its core, D&I reflects a commitment to fairness, respect, and belonging. Businesses have immense power to shape workplace cultures, influence societal norms, and create opportunities across communities. With this power comes responsibility—the responsibility to challenge biases, ensure representation, and build systems that empower individuals from all backgrounds to thrive.

As a business school, our mission goes beyond imparting technical knowledge and managerial skills. We strive to nurture responsible leaders—individuals who understand that long-term success is built on empathy, inclusivity, and the ability to value diverse voices and experiences.

I am particularly proud of the initiatives undertaken by our students, who consistently demonstrate that inclusion and innovation can go hand in hand.

From diversity-focused projects and community engagement programs to initiatives promoting equal opportunities and awareness, these experiences reinforce the idea that meaningful leadership begins with openness and action.

This edition of the student magazine is a timely reminder that the future of management lies in creating workplaces that are inclusive, equitable, and respectful. I commend the editorial team for choosing Diversity and Inclusion as the theme and for encouraging conversations that challenge traditional notions of leadership and success.

As you read through these pages, I encourage each of you to reflect on the role you wish to play as future managers, entrepreneurs, and change-makers. May you lead with empathy, act with fairness, and build organizations where every individual feels valued and empowered.

I wish the team every success for this edition and congratulate our students for their thoughtful and impactful contributions.

With best wishes,

**Dr. Vaishali Kulkarni**  
Dean  
MET Institute of PGDM



## ABOUT MET PGDM HUMAN RESOURCE CLUB

**MET PGDM HR Club** is a platform typically established in academic institutions, professional organizations, or companies to provide a collaborative and engaging environment for individuals interested in Human Resources Management. It serves as a hub for HR-related activities, knowledge sharing, skill development, and networking opportunities

### KEY ACTIVITIES OF HR CLUB

- **Workshops & Seminar:** Topics like employee engagement, talent acquisition, and performance management.
- **Panel Discussions:** Industry experts sharing insights on HR challenges and innovations.
- **Case Studies and Competitions:** Solving real-world HR problems to foster critical thinking.
- **Role-Playing Activities:** Practicing negotiation, interviews, and conflict resolution scenarios.
- **HR Research Projects:** Exploring new HR technologies, policies, and strategies,
- **Social Responsibility Initiatives:** HR driven activities like diversity programs and community outreach.

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### BENEFITS TO STUDENTS

- **Practical Experience:** Exposure to real-world HR scenarios Better understanding of production systems, logistics, procurement, and quality management.
- **Professional Development:** Opportunities to learn from HR practitioners and experts.
- **Enhanced Employability:** Improved skills and better preparation for HR roles.
- **Networking Opportunities:** Access to HR professionals, mentors, and peers.
- **Leadership Opportunities:** Managing events, leading teams, and strategizing club activities

## Message from the Editorial Committee

### Message from Editor

Dear Readers,

I am thrilled to present the second edition of “**HR Connect**”, **MET Institute of PGDM’s HR Department magazine**, thoughtfully curated by the Editorial Committee. This edition marks a proud milestone as we step into the dynamic world of Human Resources, sharing fresh perspectives and insights on shaping the future of work and people management.

My heartfelt gratitude goes to our Director, CA Dr. Das, Dr. Harshada Mulay and advisors for their invaluable support and guidance. A special thanks to my amazing team for their efforts in refining the magazine’s design and layout with constant feedback and attention to detail.

We look forward to publishing more editions, exploring various aspects of Human Resources. I hope this magazine inspires and adds value to our peers and the community.

Happy reading!

Warm regards,

**Srishti Gupta**  
Editor-in-Chief, HR Connect

### Message from the Editorial Team

Dear Readers,

We, the members of the HR Connect Editorial Committee, Batch of 2025–27, are proud to present the Second edition of our HR magazine titled, “HR Connect”.

This magazine stands as a testament to the innovation, empathy, and strategic thinking that define our HR community

Through these pages, we explore the evolving world of Human Resources from upskilling and reskilling to preparing for the future, to the growing emphasis on mental health and sustainability at work.

We dive into the impact of digital transformation, the balance between automation and the human touch, and the need for psychological safety in the workplace

We extend our heartfelt gratitude to our Director, CA Dr. Das & Dr. Harshada Mulay for their invaluable support and encouragement. We also thank all student contributors, faculty members, and peers for their continuous guidance and for sharing their insights so generously. Your participation has been instrumental in transforming this vision into reality.

As you journey through these pages, we hope you discover inspiration, learning, and a sense of belonging. Wishing you an enlightening and engaging reading experience!

Warm regards,

**The Editorial Committee, HR Connect**

# The Pink-Collar Profession: Understanding the Female Majority in Human Resources

BY AASHI SIDDHAPURA

The future of the working environment is being defined in a very feminine tone. The epithet of a pink-collar profession, however, represents a complicated history. It documents great representation that faces a long-standing glass ceiling; it remembers a profession based on compassion that is now in high-level strategic interaction. In order to understand the contemporary HR world, it is necessary to take the path of women that have formed it.

Their name is linked to pink-collar which is a term used to describe the jobs or jobs mostly worked by women and are often related to interpersonal, service-based or caregiving duties. The nursing, teaching, and human resource professions are often termed as being under this label since it focuses on communication, relationship-building and emotional intelligence. Unlike blue-collar jobs that focus on manual labor, and traditional white-collar jobs that focus on technical or managerial jobs, pink-collar jobs are people-centric in nature. The Human Resources, specifically, fits within this classification since it focuses on those aspects of employee relations, talent management and organizational culture. Traditionally, these positions have been influenced by social ideas of women being associated with nurturing and supportive potential, and thus, with the high extent of female domination in the HR practice today.

Recent reports in the industry show that women make a huge majority in the HR profession. As it has been reported by McKinsey and Society of Human Resource Management (SHRM), the number of women in HR labor force is about 70-72 per cent globally and in India. However, this strong presence on entry level and mid-management does not automatically result in equality at the top level. It is found that the female representation reduces significantly where female representation is lower in top HR positions with an average of 27-35% in senior HR positions. This difference points to an interesting trend in the corporate systems in which women are fairly represented in the working sectors but not in the strategic departments.

The historical background of gender representation in the HR profession is traced back to the period of the Industrial Revolution. It is also in this age that a lot of organizations started employing welfare officers to be in charge of employee welfare, working conditions and relations. Women were often employed to occupy these positions since employers thought they had an inbuilt talent in care giving and resolving conflicts. Gradually, these welfare-oriented functions developed to the present-day Human Resources role. The development of HR as a profession has been accelerated in the Indian context due to the economic liberalization reforms in the 1990s as multinational corporations and the service sectors increased the need to have organized forms of recruitment, training, and employee engagement systems. This development created new chances of women joining and defining the HR career.

Even though women predominate in the HR workforce, the shift towards the leadership position is not balanced. The phenomenon of broken rung is common in many organizations where women face obstacles in their way to the next ranks of higher ranks after serving in the middle positions but are unable to ascend to the top leadership positions like Chief Human Resources Officer (CHRO). Therefore, women often serve as the foundation of the HR activities but are not always represented in the top position of making decisions. Also, women in the workforce can have greater attrition rates within the mid-career years because of career interruptions, work-life pressures, and the motherhood penalty, when career advancement reduces after maternity leave.

Firms are taking action to enhance the issue of gender equity in HR leadership. Programs like organized mentorship programs, career progression opportunities, and bias-free promotion schemes are currently being introduced to assist women in attaining senior positions. The other key plan is to create HR analytics and data-driven

decision-making that supplements the strategic value of HR professionals. Using analytical/technological skills in combination with traditional people-management capabilities, HR professionals will be able to prove more business impact. There are already examples of firms that have been moving in this direction; such as, it has been reported that Tata Consultancy Services (TCS) have raised the ratio of women in the leadership of the HR to about 42% meaning that the organization has embraced gender inclusive leadership.

The gender trend of the HR profession is also present in the academic institutions in terms of teaching Human Resource Management. A large percentage of female students in the HR specialization courses are often represented in most of the management colleges and universities than the male students. According to the observations made by various management institutes in India, it is always observed that women make over half the number of students who make HR their specialization. This trend can be affected by social ideas according to which HR is connected to communication, empathy, relationship management, and by professional advice, peer pressure, and personal interest in

people-oriented job. Historically, a number of male students of management programs were lured to more technical or quantitative forms of specialization like finance, operations, analytics, or marketing. But this trend is slowly shifting and more and more male students are opting to pursue HR as their major. As a result of this change, female dominant presence in HR classrooms is also evident in a majority of institutions which reflects the larger gender representation that is evident in the HR field as well.

The development of Human Resources as a welfare-driven and pink-collar profession into a data-driven and business need becomes a turning point in the career. Although women have been the backbone of an HR activity, the future of the sphere lies in the ways to fill the existing gap between the middle-level representation and the C-suite leadership. The following generation of HR professionals of any gender can easily surmount the old stereotypes by destroying the so-called broken rung and adopting emotional intelligence and technical analytics. Finally, the pink-collar is being redefined, and HR is turning into a source of power where leadership is characterized by impact rather than gender beliefs.

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### **AUTHOR'S BIO: AASHI SIDDHAPURA**

I am Aashi Siddhapura, a PGDM (HR) student, and my journey into the world of Human Resources has been shaped by my curiosity about people and their potential. Starting from actively participating in creative and team-based activities to taking up leadership roles, each experience has helped me understand the importance of collaboration, communication, and empathy in a professional setting. Over time, I have developed a deeper interest in how individuals contribute to organizational growth and how the right environment can bring out their best. These experiences have gradually shaped my perspective towards building inclusive, engaging, and growth-oriented workplaces. As I continue to learn and evolve, I aim to build a career that reflects my belief in creating meaningful connections between people and organizations.



BY ADITI BORUDE

Building a Culture Where Everyone Belongs. There is an important difference between diversity and inclusion. An organization can gather people from different backgrounds, identities, and experiences, yet still make them feel unseen, unheard, or undervalued. Diversity refers to who is present in a room; inclusion refers to whether those people are truly welcomed, respected, and empowered to contribute. Without inclusion, diversity becomes mostly symbolic. Inclusion in the workplace is a deliberate and ongoing effort to make sure that every employee, regardless of their background, identity, ability, or perspective, feels a genuine sense of belonging. It's not about appearances or meeting quotas. It's about the quality of a person's experience within an organization. When people feel included, they engage fully at work. When they don't, they hold back, and so does the organization.

The case for inclusion goes beyond moral obligation, though that foundation is still important. Organizations that genuinely invest in inclusive cultures often find themselves better equipped to adapt, innovate, and perform. When people from different backgrounds collaborate in a respectful environment, the variety of ideas, perspectives, and problem-solving methods naturally increases. Decisions become more thoughtful. Teams grow more resilient. Creativity thrives in ways that uniformity cannot produce. For HR professionals and organizational leaders, recognizing the link between authentic inclusion and sustainable business strength is essential. This shift makes inclusion a central strategic priority rather than a side initiative.

No inclusion effort can succeed without psychological safety. This means employees should feel free to speak up, ask questions, share unconventional ideas, or admit mistakes without fearing judgment, ridicule, or negative consequences. Without psychological safety, people self-censor. They conform. They disengage. HR professionals play a crucial role in fostering this environment, not just through policies but also by modeling and encouraging everyday

behaviors. It's equally important to ensure that the systems governing talent decisions such as hiring, promotions, and recognition are as free from bias as possible. Even well-meaning organizations can unintentionally undermine inclusion through processes that favor certain groups over others.

Culture is shaped from the top down. Leaders who genuinely care about inclusion do more than support diversity statements; they embody inclusion in their daily actions. They actively seek perspectives that differ from their own. They create spaces for quieter or less senior voices in meetings. They identify and challenge microaggressions when they occur. They hold themselves accountable, not just others.

Inclusion-focused leadership requires courage, the willingness to engage in uncomfortable conversations, to reflect on one's assumptions, and to act even when the way forward is unclear. When leaders consistently demonstrate this, they empower others to do the same. Employee Resource Groups offer another valuable opportunity for inclusion. These voluntary, employee-led communities centered around shared identities or experiences create a sense of community and elevate voices that might otherwise go unheard. They also help organizations better understand the diverse needs within their workforce.

Open feedback channels matter too. Employees need real, easy ways to raise concerns and hold leadership accountable. More importantly, organizations must respond to that feedback in ways that show true commitment, not just acknowledgment. Despite growing awareness, many organizations still struggle with genuine inclusion. Unconscious bias—the subtle, often unintentional preferences shaped by stereotypes—can affect hiring, performance reviews, and daily interactions in ways that quietly disadvantage certain groups. Microaggressions, even if unintended, accumulate over time and weaken a person's sense of belonging.

Structural barriers remain deeply ingrained in many industries. Talented individuals from certain groups often find themselves blocked from advancing to senior or executive roles, not because of their abilities, but due to systems and cultures that were not designed with them in mind. Tokenism placing diverse individuals in visible roles without addressing deeper inequities creates an illusion of progress while the root issues stay unaddressed. It also places an unfair burden on those individuals, who may feel pressured to represent their entire community. In global organizations, cultural insensitivity adds another layer of complexity. Differences in communication styles, decision-making norms, and professional expectations can leave employees from certain backgrounds feeling misunderstood or excluded, even without any deliberate intent to harm.

Inclusion must be woven into the everyday fabric of organizational life, not limited to occasional training sessions or policy documents. Onboarding is a natural place to start. When new employees, especially those from underrepresented groups, enter an environment that actively fosters connections, helps them understand the culture, and finds mentors for them, they are much more likely to feel they belong from the beginning. Ongoing professional development should include awareness of bias, allyship, and the effects of microaggressions. These topics cannot be seen as mere checkboxes. They require consistent revisiting, open dialogue, and management accountability.

Mentorship and sponsorship programs that intentionally connect senior leaders with high-potential employees from diverse backgrounds can significantly accelerate career advancement for those often overlooked by traditional networks. Flexible work arrangements demonstrate that the organization respects the various realities of employees' lives, including caregiving

responsibilities, religious observances, health needs, and more. Inclusive meeting practices, such as rotating facilitation, sharing agendas ahead of time, and actively inviting input from all attendees, ensure that engagement isn't limited by seniority or communication style. Finally, what gets measured tends to be taken seriously. Regular surveys assessing employees' sense of inclusion, combined with transparent tracking of promotion and retention rates across different groups, turn inclusion from a vague goal into a specific area of accountability.

India's workplaces illustrate one of the most complex and layered diversity landscapes anywhere. Language, religion, caste, region, and socioeconomic background all intersect in ways that create both rich opportunities and significant challenges. Addressing caste-based discrimination, promoting women into leadership roles, creating safer environments for LGBTQ+ employees, and bridging regional and linguistic divides are among the most urgent inclusion priorities for Indian organizations today. There is no single solution, but there is a shared starting point: a genuine acknowledgment of these realities and a sustained commitment to addressing them.

Building a truly inclusive workplace is not a project with a finish line. It is an ongoing effort that demands humility, honesty, and persistence. It requires leaders willing to confront uncomfortable truths about their organizations and themselves. It requires HR professionals who advocate not just for compliance but for the inherent dignity of every employee. The organizations that will be best prepared to face future challenges are those that grasp this clearly: when every person inside an organization feels fully seen, respected, and empowered, the organization becomes capable of something much greater than the sum of its parts. That is the promise of inclusion, and it is worth every effort to achieve it.

## **AUTHOR'S BIO: ADITI BORUDE**

I am a passionate and people-driven learner who believes that the heart of every thriving organization lies in its people. My journey into PGDM with a specialization in Human Resources reflects my deep curiosity about human behavior, workplace dynamics, and the power of building meaningful connections. I enjoy exploring how empathy, strategy, and culture come together to shape environments where individuals and teams can truly flourish. Driven by a genuine desire to make a difference, I aspire to build a career where understanding people, nurturing talent, and creating inclusive workplaces go hand in hand.



BY ASHIKA RAJPUT

These days, businesses are judged on more than just what they earn or how well they perform commercially. People want to work where employees feel valued, respected, and are free to express themselves. This is where workplace culture and inclusion are essential. When there are positive workplace cultures that are matched with strong inclusion practices, it leads employees to feel inspired, connected, and committed.

The workplace culture of an organization is the 'personality' of that organization. The workplace culture represents the beliefs, values, behaviors, and day-to-day activities that define the ways that employees relate to one another and the ways in which they do their jobs. For example, there are workplaces that have employees who are highly competitive with one another and have poor communication, while there are workplaces that foster mutual support, respect, and open communication. A positive workplace culture creates the kind of environment where employees feel safe, supported, and motivated to produce their best work.

Although inclusion is more concerned with how people are treated in the workplace, it is closely linked to workplace culture. Regardless of their background, gender, age, ethnicity, religion, disability, or personal experiences, an inclusive workplace guarantees that every employee feels valued and accepted. It implies that everyone has an equal chance to participate in conversations, exchange ideas, and advance their careers.

Although they are sometimes used interchangeably, diversity and inclusion are not the same thing. An organization's workplace diversity refers to having a widely varied set of various individual differences among the organization's employees. Examples of these types of differences can include, but are by no means limited to: culture, education, language, life experiences and perspective(s). However, merely having a diverse employee base does not ensure that employees will be appreciated or respected as they must also be included in the organization's

activities. If employees do not feel as if they are valued or heard, having an organization with a diverse employee base is ultimately meaningless. When an organization provides an inclusive work environment, it can convert diversity among its employees into a true asset.

The benefit of increased teamwork is one of the more visible components of a company which has established an inclusive workplace culture. When employees know that they can express their ideas and perspective without fear of being criticized or rejected, then such employees are more likely to become actively involved in the organization. Furthermore, by combining differing perspectives around a topic of concern, the organization can hear a wide range of ideas which might include new and innovative ideas or facilitate the organization's decision-making process. For example, when employees who have different backgrounds work together on a project, each employee may have an idea(s) that other employees had not previously considered when developing an overall conceptualization of what they collectively hope to achieve; thereby, enhancing the creativity and adaptability of the organization through having a variety of perspectives amongst its employees.

In addition, communication is a critical component of building an inclusive workplace. Open and truthful communication between the organization's management and employees assists to avoid misunderstandings between the employees and the organization and helps to create a shared understanding of the actions/activities of the organization. People are more comfortable expressing themselves when they believe that their opinions are valued. Team leaders and managers should promote conversations in which everyone is given the chance to speak and participate.

The culture of the workplace is greatly influenced by leadership. Leaders have an impact on how staff members act and interact with one another. Leaders who exhibit empathy, justice, and respect

set a good example for the entire company. Since workers frequently look to their leaders for direction, inclusive leadership can foster an environment where people are compassionate and understanding of one another.

Effective leaders understand the value of listening as well. Instead of making decisions without taking into account the opinions of their staff, inclusive leaders solicit input and promote involvement. This strategy helps leaders make better decisions while also enhancing trust. Employees are more engaged and driven to contribute to the success of the company when they believe that their opinions are valued.

Employee satisfaction is directly impacted by workplace inclusion as well. People spend a significant portion of their lives at work, so it's critical that they feel valued and at ease there. Employee motivation and productivity may suffer when they feel excluded or treated unfairly. Conversely, inclusive workplaces foster a feeling of community that motivates staff to remain devoted to the company.

Addressing prejudice and discrimination is a crucial component of inclusion. People may occasionally harbor unconscious prejudices that affect how they relate to other people. Hiring choices, promotions, and regular interactions at

work can all be impacted by these biases. By offering training programs that increase awareness of diversity and fairness, organizations can address this problem. These initiatives teach staff members how to be more considerate of their coworkers and help them identify their own presumptions.

The development of an inclusive work culture requires time and continuing support from the organization's management and employees. Organizations must have a policy or policies that explicitly discourage discriminatory practices and promote equal treatment of all employees. However, these policies alone cannot establish such a culture.

In conclusion, workplace inclusion and culture are essential elements of a successful organization. Creating an inclusive workplace culture is critical for improving employee success and health, while at the same time providing long-term benefits to the organization; as our society continues to become increasingly diverse, creating inclusive workplaces will be an essential part of creating a better and more productive future. All workers want to feel valued and respected in their workplace, so an employer who promotes these values will establish a culture of mutual support. In doing so, the company can let employees flourish.

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### **AUTHOR'S BIO: ASHIKA RAJPUT**

Ashika Rajput is a curious learner with a strong interest in human resources and organizational development. She enjoys understanding how people and workplaces evolve. She is particularly drawn to topics around workplace culture and employee behavior. She likes expressing her thoughts through writing and sharing new perspectives.



BY DARSHANA PARDESHI

It's a busy Saturday evening at a café in Mumbai. The coffee machine is buzzing, orders are being called out, and customers are lining up for their favorite drinks. Behind the counter, the team looks like a small reflection of the city outside. One barista is a college student studying psychology, another speaks multiple regional languages, and someone else recently moved to Mumbai in search of better opportunities.

They come from different backgrounds, experiences, and aspirations, yet they work together seamlessly. What connects them is not just the job, but the opportunity they were given.

This everyday scene quietly reflects an important idea in modern workplaces: inclusive recruitment and talent acquisition.

Recruitment today is no longer limited to simply posting a job advertisement and selecting candidates based only on traditional qualifications. Organizations now hire through a variety of channels such as job portals, employee referrals, campus placements, recruitment consultants, and even professional networking platforms. These methods help companies reach a wider pool of applicants, but the real challenge lies in ensuring that the hiring process remains fair, inclusive, and open to diverse talent.

Inclusive recruitment focuses on creating equal opportunities for individuals regardless of their gender, cultural background, socio-economic status, age, or educational pathway. It encourages organizations to move beyond rigid filters and instead focus on qualities such as skills, attitude, and potential. In industries like hospitality and service, for example, qualities such as communication skills, empathy, adaptability, and teamwork often play a far greater role in success than simply having years of formal experience.

This is where talent acquisition becomes especially important. Talent acquisition goes beyond the traditional concept of recruitment. Instead of merely filling a vacancy, it focuses on

identifying individuals who can contribute meaningfully to the organization's growth, culture, and long-term vision. Employees today bring more than just technical skills; they bring perspectives, creativity, and life experiences that enrich the workplace and strengthen collaboration.

Consider a situation where two candidates apply for the same role. One may have a strong academic background but limited practical exposure, while another might have developed excellent interpersonal skills through real-world experiences such as internships, part-time jobs, or volunteering. An inclusive hiring mindset allows recruiters to recognize the value that both candidates could bring and evaluate them fairly based on their abilities rather than predefined expectations.

However, building an inclusive recruitment process requires conscious effort. Sometimes hiring decisions are influenced by unconscious bias, where recruiters unknowingly favor candidates who come from similar educational institutions, backgrounds, or social circles. To address this challenge, HR professionals must adopt structured interview processes, transparent evaluation criteria, and inclusive job descriptions that encourage applications from a diverse range of candidates.

Technology has also significantly transformed the way organizations approach talent acquisition. Digital platforms allow companies to connect with candidates across cities, cultures, and career paths. Social media networks, online professional communities, and virtual interviews have made recruitment more accessible than ever before. This expanded reach allows organizations to discover talented individuals who may not have had access to traditional recruitment channels in the past.

Another important shift in modern hiring practices is the growing emphasis on skills over credentials. Many organizations today recognize that qualities such as adaptability, problem-solving ability, and a willingness to learn are often more valuable than

simply having a perfect resume. By focusing on what candidates can bring to the organization rather than only where they come from, companies can build teams that are both capable and diverse.

Ultimately, inclusive recruitment and thoughtful talent acquisition shape the kind of workplace an organization creates. When hiring processes are fair and open, individuals feel respected and valued from the very beginning of their journey with the company. This sense of belonging encourages employees to contribute their ideas, collaborate with confidence, and perform at their best.

In a world where workplaces are becoming increasingly diverse, recruitment practices must evolve accordingly. Inclusive hiring is not just about diversity statistics; it is about creating an environment where people from different backgrounds feel welcomed, heard, and supported. When organizations approach talent acquisition with this mindset, recruitment becomes more than a process of selection; it becomes the foundation for building workplaces where diversity is celebrated and every individual has the opportunity to grow, contribute, and succeed.

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### **AUTHOR'S BIO: DARSHANA PARDESHI**

I am a creative, detail-oriented, and people-focused management student with a strong interest in Human Resources and workplace culture. Passionate about communication and collaboration, I aspire to build inclusive environments that empower individuals and strengthen team engagement. Driven by curiosity and continuous learning, I enjoy blending creativity with strategic thinking to bring fresh perspectives to people management.



BY GAURI NAIK

Imagine a workplace where two employees work for the same organization but both are very different from each other. One employee is energized and pumped-up for the work, gives brilliant ideas in meetings, is highly productive while the other employee is stressed, anxious, doesn't speak up in meetings and doesn't know what to do.

Both the employees work for the same organization and yet both these employees have different experience. What makes the difference? The answer lies in important elements such as employee well-being and psychological inclusion.

### **What is Employee well-being?**

Employees are the greatest asset of the organization in today's fast paced environment. In the ideal scenario, a good employee has it all balanced, he works properly, he gets up well with his co-workers, he is a productive but in real life the employee doesn't work properly, has high level of stress and burnout, hates his coworkers and it affects his overall wellbeing.

But what exactly is well-being? Employee well-being refers to the physical, emotional and mental well-being of the employee. A workplace that promotes well-being of the employees has reduced burnouts, reduced absenteeism, work-life balance and most importantly a healthy working environment.

Traditionally organizations thought that people were happy with their jobs if they got salaries and did not have to worry about losing them. Now we know that is not all that matters. Employee satisfaction is a lot of things. It is about having a workload that's not too much to handle. It is about having managers who care about the people who work for them. Employee satisfaction is also about being able to balance work and life. It is about working in a place. It is about being able to get help when you need it like access, to people who can help with mental health issues.

Companies that let employees have working hours

or that offer things like wellness programs or counseling services usually have employees who are happier and do their jobs better. When a company has a workforce, it means the company will do better overall. This is because a healthy workforce is a part of a company's success. Companies that prioritize the wellbeing of their employees, like companies that provide wellness programs or counseling services are companies that tend to do.

### **What is a Psychological Inclusion?**

Psychological Inclusion means creating an environment where employees are comfortable expressing their ideas without the fear of judgement or discrimination. When employees feel included, they participate more in discussions and contribute better to the overall decision-making process in the organization.

Psychological inclusion is important especially in workplaces where the employees come from diverse backgrounds. Diversity can be a powerful tool if the employees feel respected and well taken care of but if the employees feel marginalized or isolated it can lead to disengagement, reduced performance and workplace conflicts.

Let's understand both with a simple example; An intern in a company may express his ideas freely and instead of ignoring his suggestions due to lack of experience the team welcomes his suggestions.

However, in workplaces lacking psychological inclusion, employees may hesitate to speak up. Imagine an employee who notices a flaw in the project but does not speak up due to past criticism or embarrassment. Organizations may lose valuable ideas and perspectives.

### **How is Employee well-being and Psychological Inclusion related?**

Employee well-being and Psychological Inclusion are closely related. Employees who feel included are less likely to feel anxiety, stress, burnouts and failures. Regular team discussions and one-on-

one meetings can help build trust between employees and leaders.

### **Ways to Promote Employee well-being**

- Encourage work-life balance
- Provide Mental health support
- Promote Physical Incentives
- Create a supportive environment
- Promote Inclusive work culture
- Ensure Job Security and Fair Compensation
- Encourage Breaks and time off

Leadership also plays an important role. When leaders show empathy, actively listen to their employees and are inclusive towards their diverse opinions, employees feel valued, included and appreciated. For example, a manager who appreciates the employee efforts in front of everyone may boost team morale and collaboration.

There should be training programs on diversity

awareness and inclusion policies that can help employees to understand different viewpoints and eventually understand the different viewpoints.

### **Conclusion**

Employee well-being and psychological inclusion are essential for creating workplaces where employees can truly thrive. When employees feel heard, seen, healthy, supported and respected they are more confident, more productive and more engaged in their work. Organizations that prioritize these elements not only improve the overall life of the employees but also have greater employee retention and engagement.

In today's world organizations must understand employee well-being and psychological inclusion are not optional elements but necessary investment. Companies that support their employees encourage innovation and build lasting relationships in the workplace. When employees feel like they belong and their well-being matters they not only work for it but grow with it.

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### **AUTHOR'S BIO: GAURI NAIK**

Gauri Naik is someone who's always curious about how people think, work, and thrive. She has a growing interest in HR and loves exploring workplace trends. She enjoys turning observations into ideas and ideas into words. When she's not overthinking workplace dynamics, she's probably writing about them. A mix of curiosity, creativity, and a lot of questions defines her approach to everything.



BY HARSHITA SADEKAR

If office walls could speak, they would not begin with revenue charts or quarterly targets.

They would speak of people.

They would whisper about the employee who smiles in meetings but cries quietly in the cab ride home. They would talk about the intern who had an idea but swallowed it because the room felt too intimidating. They would remember the manager who wanted to ask for help but feared it would look like weakness.

We often measure workplaces in numbers- productivity percentages, attendance records, payroll accuracy. As HR professionals, we ensure salaries are credited on time, PF and ESIC compliances are met, policies are signed and files are maintained. Everything looks structured. Everything looks efficient.

But if the walls could speak, they would ask a different question: "Do your people feel safe here?"

Employee well-being is not just about gym memberships, medical insurance or annual health check-ups. It is about whether someone feels mentally light walking into work. It is about whether workloads are humane, whether conversations are respectful, whether mistakes are treated as learning rather than humiliation.

Well-being is the quiet assurance that you matter beyond your employee ID.

And then there is something even more delicate- something invisible, yet deeply felt.

The silence in a meeting when someone chooses not to speak. The hesitation before sharing an unpopular opinion. The careful editing of words so they sound "acceptable."

Psychological inclusion lives in these small moments.

It is not loud. It does not announce itself in policy

manuals. It lives in the pause before someone says, "I disagree." It breathes in the courage to admit, "I don't know." It grows when a mistake is met with guidance instead of shame.

When inclusion exists, people stop shrinking themselves to fit into rooms. They stop calculating every sentence. They stop mistaking silence for professionalism.

They begin to belong. And belonging is a quiet revolution.

It is not loud. It does not arrive with announcements or policy circulars. It settles gently- in the way a manager pauses to truly listen, in the way a colleague says, "That's a good point," and means it.

Belonging is the moment when an employee stops scanning the room for approval and starts speaking from conviction. It is when ideas are offered without fear of ridicule. It is when questions are not dismissed, and differences are not merely tolerated but welcomed.

In spaces where belonging exists, performance transforms.

People no longer work only to meet expectations. They work because they feel connected to what they are building.

When well-being is nurtured when mental health is acknowledged, when workloads are humane, when respect becomes habit- something shifts. Energy replaces exhaustion. Collaboration replaces competition. Innovation replaces hesitation.

The truth is, burnout doesn't usually show up in obvious ways. It builds slowly — through constant deadlines, ideas that never quite get acknowledged, and the unspoken expectation to always appear capable. An employee might show up every day, complete the work, attend every meeting — and still feel disconnected from what

they're doing.

From the outside, nothing looks wrong. But internally, something feels off.

Sometimes it starts with small things. Staying back a little longer than usual. Avoiding speaking up in meetings. Choosing silence because it feels easier than explaining yourself. Over time, that silence becomes habit.

Psychological inclusion matters most in these moments.

At its simplest, it is about feeling safe enough to be real at work. To say, "I don't understand," without embarrassment. To admit a mistake without fearing that it will define you. To disagree respectfully and trust that it won't cost you credibility.

When this kind of safety exists, the workplace feels different. There is still structure, still leadership, still accountability — but there is less fear. Conversations feel more open. Feedback becomes constructive instead of intimidating. People listen a little more carefully.

Many organizations, including companies like Google, have recognized that strong teams are built on psychological safety. When employees don't feel the need to constantly protect themselves, they think more clearly. They take initiative. They are more willing to test new ideas because they know mistakes will be handled fairly.

But inclusion is not something that only exists in large corporate strategies. It shows up in everyday behavior.

It's in the way a manager responds when someone struggles. In whether quieter team members are invited into discussions. In whether performance conversations focus on growth instead of blame.

Employee well-being and psychological inclusion are closely connected. One cannot truly exist without the other.

Wellness initiatives lose meaning if employees feel

unheard. Inclusion feels incomplete if people are mentally and emotionally exhausted.

A yoga session cannot compensate for an environment where speaking up feels risky. A diversity campaign cannot replace consistent, everyday respect.

When people begin to feel that sense of belonging, their relationship with work shifts. They stop simply completing assigned tasks. They start thinking about how things can improve. They engage more openly with their teams. They care about outcomes in a deeper way.

Productivity, in those spaces, feels less forced. It becomes a natural result of trust. For HR professionals, this is where our role expands beyond compliance. Policies matter, but culture matters more. The way conversations are handled, the way feedback is delivered, the way concerns are addressed — these shape whether employees grow confident or gradually withdraw.

The walls may never speak, but they hold the atmosphere of a workplace. They reflect how safe or tense a space feels.

And if there were one question worth asking at the end of every quarter, it might not be about numbers at all.

It might simply be: Did our people feel comfortable being themselves here? Because long after targets are achieved, what remains is how individuals experienced the place they spent most of their days.

And when employees begin to belong, the workplace does more than operate.

It becomes somewhere people actually want to be.

Because whether or not employees felt appreciated throughout their time there is all that matters long after deadlines are forgotten and goals are exceeded.

And that might be the most accurate way to gauge success.

## **AUTHOR'S BIO: HARSHITA SADEKAR**

I'm Harshita, someone who writes, dances, studies HR, and explores psychology with equal curiosity. I like capturing small moments and turning them into pieces that feel a little bit like me. At the core of my work and interests is a genuine love for people — their experiences, their behavior, and the stories that make them who they are. This curiosity naturally guides my approach to HR, communication, and everything I create.



# Data-Driven Diversity: Leveraging Workforce Analytics to Build Inclusive & Equitable Organizations.

BY PRATYUSHA ROY

Leaders of organizations across the globe recognize the necessity of providing diversity among their workforce by creating an inclusive environment. This results in new innovation and new ideas from different perspectives. In order for an organization to create a Diverse and inclusive workplace, it requires more than just developing a policy or performing a 'Token act'. It requires an organization to use data analytics to identify where there are gaps within their employee base and to be able to measure their success towards achieving true diversity and inclusion. Analytics has developed into a way for companies to make sure their organization is successfully integrating and providing great diversity and inclusion initiatives within their organization.

One of the key uses of Analytics in Diversity & Inclusion is to identify representation gaps within a company through Workforce Analytics. This allows organizations to analyze demographic data by gender, race or ethnicity, age and level of education by department and by hierarchy to determine if there are groups that are under-represented in certain job functions or at the executive level of an organization. One example is Google, who uses Workforce Analytics to track diversity metrics for its global workforce through annual reports to identify areas where they do not have diversity and especially in the areas of technical and leadership positions. They've achieved recruitment goals through partnerships with several educational institutions serving diverse populations, providing skill development programs for individuals who will assume leadership positions at the Company.

Analytics can help organizations mitigate bias in their recruitment and hiring processes. Unconscious bias has an impact on hiring decisions, even when organizations are working externally to establish fairness in their hiring practices through the use of analytics for recruitment purposes. Recruitment analytics enables organizations to monitor how a candidate progresses through the various stages from

applying for a position through to being hired by an organization. This ability to analyze the behaviors of candidates during the evaluation process will give organizations the opportunity to identify any biases that may exist in their hiring processes. A clear example of an organization that has employed an analytics-based approach to recruitment is Unilever. The company has used AI technology in the recruitment process as well as using other digital platforms such as designed gamified assessments and Using video interview analysis, Unilever can focus on evaluating candidates by evaluating overall skills rather than focusing only on their demographic background. Through the use of analytics to objectively evaluate skills, Unilever is able to eliminate some of the human bias seen in traditional recruitment methods while increasing diversity within its organization.

Identifying pay equity as a critical application of analytics in enhancing diversity and inclusion is fundamental to both equity and diversity solutions across organizations. Most organizations still continue to have concerns about disparities in pay differences based on race or gender, as well as whether or not their compensation practices are equitable. Organizations can use compensation analytics to examine their pay structures and determine if there are any disparities between races and/or genders based on the amount of money they earn in relation to other compensation-related factors, including their length of time in their positions, job titles, and performance levels. For example, every year, Salesforce conducts a pay equity audit using sophisticated analytic methods to analyze whether people who perform the same job but are of different races or genders are paid the same, and Salesforce has allocated millions of dollars to remedy any identified inequities in compensation. Therefore, Salesforce is a model for carrying out compensation reviews through the use of data to create a fair and transparent workplace.

Analytics help organization better understand

employee experience and workplace culture through large datasets that employee engagement surveys or feedback platforms provide. Analytics tools used by business lead to identifying trends in satisfaction levels, feelings of inclusion and workplace engagement for various demographic groups. As an example, Microsoft utilizes advanced analytical tools to analyze employee feedback and workplace experience. Microsoft also relies on internal data dashboards to monitor inclusion indicators (engagement, belonging, etc.) along with diversity program participation of employees. The knowledge gained from these analytical products allow the organization to implement targeted initiatives such as inclusive leadership training, employee resource groups, and mentorship programs focused on diversity.

In addition, analytics are able to evaluate how effective a promotion/advancement opportunity was by tracking, measuring and assessing the promotion rate, participation in training, as well as opportunities for leadership development across various demographic groups in order to achieve an organization's goal of improving the overall employee experience. By tracking promotion rates, training participation, and leadership development by demographic group with HR (Human Resources) analytics, organizations can quickly see where there may be inequities in employees' access to career advancement opportunities. For example, Accenture (professional services firm) uses extensive data analytics to monitor and track gender diversity at different levels of management. Through detailed workforce data analysis, Accenture monitors promotion patterns of employees and the representation of women within leadership roles. To achieve its diversity goal of having a globally balanced gender workforce, Accenture continually tracks and reviews progress against its goals using analytics dash board.

Organizations can use predictive analytics to improve how they approach workforce diversity and inclusion by giving them insight into workforce trends, enabling them to predict trends for their own workforce. Organizations can utilize historical data and use this information to help address potential diversity-related issues for their workforce on a proactive rather than reactive basis. Predictive models can identify the potential

for future representation in leadership positions, or the potential at-risk employee groups with regard to attrition. Predictive analytics provides companies with actionable data to implement targeted employee retention programs, mentorship programs, or succession planning programs to assist them in maintaining diversity at all levels within their organizations.

The ability to leverage analytics for improved accountability and transparency is yet another benefit of analytics in the area of diversity and inclusion. Numerous organizations have established specific diversity-related objectives but lack a means by which they may track their success in achieving those objectives through any form of quantifiable data. With analytics dashboards, leaders are able to monitor various key diversity metrics including employee population by racial/ethnic group, promotion rates by racial/ethnic group, pay equity across all employees regardless of their race/ethnicity and employee engagement scores across all employees, etc. By continuing to review these metrics at regular intervals, organizations may hold themselves accountable for achieving their diversity goals, as well as demonstrate their commitment to achieving continuous improvement in their overall level of diversity. Through publicly reporting on diversity metrics (i.e. aggregate data), organizations may also facilitate their own transparency, thereby provide a stronger employer brand and make themselves more desirable employers to diverse candidates.

While analytics can help improve diversity and inclusion, many organizations also have to think about how they use data for these purposes. Organizations should make sure they have appropriate safeguards for ethics when using data, especially with respect to Data Privacy, Informed Consent and Avoiding Algorithm Bias. If Analytical Models are developed based on Biased Historical Data, then the Models will unintentionally continue to perpetuate Inequality. Therefore, Organizations should regularly implement Audits of their Analytical Systems to ensure Diversity Principles are incorporated into Governance Practices of their Data.

To conclude, analytics play a vital role in assisting organizations with increasing their diversity and

inclusion strategies. By providing actionable, workforce-based data, organizations are able to create data-driven strategies that will identify gaps in representation, eliminate biases in hiring, develop equitable compensation practices, and improve an employee's entire experience. Companies such as Google, Unilever, Salesforce, Microsoft, and Accenture are amongst the many that have taken advantage of data-driven strategies to enhance their diversity & inclusion

programs. When used properly, analytics provides businesses with the ability to move beyond mere statement to develop organizations that truly provide inclusive workplaces where all employees have an opportunity to grow and succeed. As businesses continue to operate in ever-diversifying global markets, leveraging analytics for development of their diversity/inclusion strategies will be integral to achieving sustained growth and success.

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### **AUTHOR'S BIO: PRATYUSHA ROY**

Pratyusha Roy is HR-focused PGDM student with a strong foundation in Business Analytics, Python and Exploratory Data Analysis. Experienced in transforming complex data into actionable insights through statistical modeling across academic and industry projects. Brings proven leadership and project coordination from impactful initiatives and cross-functional roles with a keen interest in integrating analytics and human-centered strategy to drive organizational impact.



# Inclusive Recruitment and Talent Acquisition: Building Diverse and Equitable Workforces

BY SAKSHI NARKAR

In today's rapidly evolving workplace, organizations are increasingly recognizing that diversity and inclusion are not merely ethical responsibilities but strategic necessities. Companies that actively embrace diversity tend to be more innovative, adaptable, and resilient. At the heart of this transformation lies inclusive recruitment and talent acquisition, which focuses on creating hiring practices that attract, evaluate, and retain talent from diverse backgrounds. Inclusive recruitment goes beyond simply hiring individuals from different demographic groups. It involves building systems and processes that ensure equal opportunity, minimize bias, and promote fairness throughout the hiring journey. By doing so, organizations can access a broader talent pool while fostering workplaces that reflect the diversity of society.

## Understanding Inclusive Recruitment:

Inclusive recruitment refers to hiring practices designed to ensure that candidates from all backgrounds including differences in gender, race, age, disability, socioeconomic status, and sexual orientation have equal access to employment opportunities. Traditional recruitment processes often unintentionally favor certain groups due to unconscious bias, limited outreach channels, or rigid job requirements. For instance, organizations might unintentionally exclude talented candidates by emphasizing specific universities, requiring unnecessary years of experience, or relying heavily on employee referrals from similar networks. Inclusive recruitment challenges these practices by focusing on skills, potential, and capability rather than narrow or biased criteria. The goal is to create a hiring process where every qualified individual will be welcomed and fairly evaluated.

## Why Inclusive Recruitment Matters:

The importance of inclusive recruitment goes beyond social responsibility. Research consistently shows that diverse teams perform better than uniform ones in problem solving, innovation, and decision-making. First, diversity brings different perspectives and experiences,

which boosts creativity and innovation. Employees from various backgrounds can tackle challenges from unique angles. This helps organizations create more effective solutions. Second, inclusive recruitment allows organizations to better understand and serve diverse customer bases. In today's global economy, businesses work across cultures and regions. A diverse workforce offers valuable insights into different markets and communities. Third, companies that focus on inclusive hiring often have stronger employer branding. Job seekers, especially younger generations, prefer companies that show a commitment to diversity and equality. Lastly, inclusive workplaces lead to higher employee engagement and retention. Individuals feel respected, valued, and empowered.

## Important Techniques for Hiring Inclusive Talent

- **Creating Job Descriptions That Are Inclusive**  
Job advertisements are the first step in the recruitment process. Descriptions have a big impact on who is motivated to apply. Capable candidates may be deterred by language that suggests gender bias or too strict requirements. Instead of emphasizing pointless certificates, organizations should concentrate on precise, skill-based requirements. A larger pool of candidates can be drawn in by using inclusive language and highlighting a dedication to diversity.
- **Increasing the Channels for Talent Sourcing**  
Due to their reliance on narrow recruitment channels, many businesses may inadvertently overlook diverse applicants. Reaching out to larger networks, such as neighborhood organizations, diverse professional associations, colleges in various locations, and platforms that assist underrepresented communities, is necessary for inclusive recruitment. Businesses can greatly increase the size of their talent pool by broadening their procurement tactics.
- **Putting Structured Interviews into Practice**  
Hiring judgments are frequently influenced by unconscious prejudices during unstructured

interviews. Fairness and uniformity in evaluation are ensured by structured interviews in which all candidates are asked the same set of standard questions. Diverse interview panels can also lessen prejudice and offer a range of viewpoints during the selection process.

- **Carefully Using Technology**

When used appropriately, technology like applicant tracking systems and AI-powered screening tools can promote inclusive hiring. An anonymous resume, for instance during preliminary assessments, screening that eliminates names, images, or demographic information might assist avoid prejudice. Organizations must, however, also make sure that automated tools do not reproduce preexisting biases in recruiting data.

- **Training Recruiters and Hiring Managers**

Awareness is a critical component of inclusive hiring. Training programs that address unconscious bias can help recruiters recognize and mitigate their own assumptions during candidate evaluation. Such training encourages hiring managers to focus on skills, potential, and cultural contribution rather than cultural similarity.

### **Difficulties with Inclusive Hiring:**

Implementing inclusive recruitment can be difficult, despite its advantages. Organizations may encounter difficulties evaluating diverse outcomes, opposition to change, or a lack of knowledge of prejudices. Furthermore, diversity initiatives must refrain from becoming tokenistic or superficial. Hiring people from different origins without

creating inclusive workplace cultures could result in high turnover and discontent. Therefore, inclusive organizational strategies including fair professional development opportunities, mentorship programs, and encouraging workplace policies must go hand in hand with inclusive recruitment.

### **The Leadership Role**

In order to promote inclusive hiring, leadership is essential. Senior leaders demonstrate corporate commitment and accountability when they aggressively pursue diversity and inclusion. Leaders can set specific diversity objectives, provide funds to inclusive recruiting programs, and monitor advancement on a regular basis using quantifiable indicators. Employee and candidate trust is further strengthened by open communication regarding diversity initiatives.

### **Conclusion**

Building egalitarian, creative, and high-performing organizations requires inclusive hiring and talent acquisition. Companies can recruit diverse talent and open new perspectives by revamping hiring methods to remove bias and expand opportunity. However, inclusive hiring is a constant commitment that calls for continuing assessment, learning, and development rather than a one-time event.

In addition to strengthening their personnel, companies that genuinely embrace inclusive recruitment help to create more equal workplaces and societies.

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### **AUTHOR'S BIO: SAKSHI NARKAR**

Sakshi Narkar is a PGDM-HR student at the early stages of her journey in talent acquisition. Still exploring the field, she's eager to learn more about fostering inclusive workplaces. Her recent article focuses on embracing diversity, reflecting her growing commitment to building equitable spaces in the workplace.



# The Office Multiverse: Why Your Boss Thinks a "Thumb Up" Emoji is Passive Aggressive

BY SHWETA SAWANT

One generation wants stability, another wants a "vibe check," and I'm just here trying to figure out how to draft a LinkedIn post that doesn't use the word "passionate" for the 400th time. This article is my attempt to make sense of the generational soup we're all swimming in. Read it before my next lecture starts or before I decide to pivot my career to a full-time skincare influencer.

Walk into any modern office today, and you're not just entering a workplace; you're entering a collision of timelines. In one corner, you have the **Baby Boomers**, the original architects of the 9 to 5, who remember a world where "cc-ing" someone involved actual carbon paper. In the next pod sit the **Gen Xers**, the skeptical middle children of history who survived the transition from floppy disks to the Cloud without losing their dry sense of humor.

Then, there are the **Millennials**, who were told they could be anything and ended up being "exhausted," and finally, **Gen Z**, the digital natives who can edit a 4K video on their phones while simultaneously "quiet quitting" a Zoom meeting that should have been an email.

This is the beautiful, chaotic, and often hilarious reality of **Generational Diversity**. But beneath the jokes about "avocado toast" and "side parts" lies a serious HR challenge: How do we get four distinct "species" of humans to agree on anything, let alone a corporate strategy?

## The Communication Gap: To Call or Not to Call?

The biggest battlefield in the generational war isn't the boardroom; it's the **notification bar**.

To a **Boomer or Gen Xer**, a phone call is a sign of efficiency. If there's a problem, you pick up the receiver and hash it out. To a **Millennial**, an unscheduled phone call is an act of psychological warfare. "Who died? Am I fired? Is the building on fire?" they wonder as the phone vibrates.

**Gen Z**, meanwhile, has evolved beyond the phone call entirely. If it's not a voice note or a Slack message with a very specific set of emojis, did it even happen? Speaking of emojis, the generational "translation" guide is a mess.

- **The Boomer:** Uses "..." to mean a pause in thought.
- **The Gen Z-er:** Interprets "..." as "I am incredibly disappointed in your soul."
- **The Boomer:** Uses the "Thumbs Up" emoji (👍) to mean "Understood."
- **The Gen Z-er:** Sees (👍) and feels like they've just been slapped in the face with a sarcasm brick.

**The Fix:** Diversity isn't just about age; it's about **Communication Literacy**. A high-performing HR culture doesn't force everyone into one lane. It creates a "Manual of Me," where team members openly state: *"I prefer emails for data, Slack for quick wins, and please, for the love of all that is holy, do not call me unless it's an emergency."*

## The "Grind" vs. The "Boundary"

Let's talk about the **"Work Ethic" Myth**. There is a common trope that older generations "live to work" while younger generations "work to live."

**The Veterans** (Boomers/Xers) often value "Face Time." To them, staying late shows commitment. If the boss is there, you're there. They built the infrastructure we stand on, often at the cost of their own work-life balance.

**The New Guard** (Gen Z/Millennials) is looking at that infrastructure and asking, "Why?" They've seen the "Great Resignation" and "The Great Exhaustion." For them, productivity isn't measured by how long your chair was warm, but by the quality of the output. If a Gen Z-er finishes their work by 3 PM, they don't want a "gold star" for

staring at a spreadsheet until 6 PM; they want to go to the gym or start their skincare routine.

**The Human Side:** We have to stop labeling "boundaries" as "laziness." Conversely, younger employees need to realize that the "Old Guard's" desire for structure comes from a place of reliability and hard-won experience. When we bridge this, we get a workplace that is both **disciplined and sustainable**.

### The "Feedback" Friction

If you want to see a Millennial sweat, tell them: *"We need to have a quick chat in my office."* Millennials grew up in the era of participation trophies and constant feedback. They want to know they're doing a good job constantly. **Gen X**, having been largely "latchkey kids" who raised themselves, often prefers to be left alone. Their motto is: *"If I haven't heard from you, I assume I'm doing fine."*

**Gen Z** takes it a step further. They want **radical transparency**. They don't just want to know *if* they are doing well; they want to know *why* the company is doing what it's doing. They want to know if the brand's values align with their own.

**The Strategy:** HR needs to move away from the "Annual Performance Review" which is essentially the corporate equivalent of a jump-scare and toward **"Micro-Feedback."** Keep it casual, keep it frequent, and for heaven's sake, keep it human.

### The Secret Weapon: Reverse Mentoring

Usually, we think of mentoring as the "Wise Elder" passing down scrolls of knowledge to the "Naive Youth." But in 2026, the scrolls are digital, and the "Naive Youth" knows how to automate half the

department's workload using AI tools.

**Reverse Mentoring** is where the magic happens. Imagine a 55-year-old Director learning about personal branding and TikTok trends from a 22-year-old intern, while that same intern learns the nuances of high-stakes negotiation and "political capital" from the Director.

When we stop looking at age as a hierarchy and start looking at it as a **skill set**, the "Diversity" problem solves itself.

### Conclusion: One Big, Weird Family

At the end of the day, whether you're a student in a PGDM program or a CEO with thirty years of experience, everyone wants the same three things: **Respect, Purpose, and a paycheck that doesn't disappear the moment it hits the bank account.**

Generational diversity shouldn't be a source of friction; it should be our greatest strength. The Boomer provides the **anchor** (stability), the Gen Xer provides the **engine** (resilience), the Millennial provides the **map** (innovation), and Gen Z provides the **fuel** (authenticity).

So, the next time your coworker sends an emoji you don't understand, or asks for a "mental health day" after a tough Tuesday, take a breath. Don't judge. Just ask them what it means to them. After all, in about twenty years, we'll all be complaining together about whatever "Gen Gamma and Gen Beta" is doing with their holographic office pods.

Welcome to the Multiverse. Let's bridge the gap before the next deadline does.

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## AUTHOR'S BIO: SHWETA SAWANT

I am Shweta Sawant, a PGDM student specializing in Human Resources with a dedicated focus on Strategic HRM and Organizational Behavior. I am passionate about understanding the evolving dynamics of the modern workplace and contributing to effective talent management strategies.



What comes to mind when you hear the word – **Diversity?**

Interesting right, it seems like something very different and has variety. And so does it mean the differences we see among the people on the way they look, or how they speak or talk, the different ways of one expressing their thoughts and it can also tell the individual person's personality, the way they like to present their values, the different ideas each one contributes and also one's life Journey can be included.

When a group of random people is having a session which include a diverse range of people which we can say of different Age groups, Gender, Culture , Region, family backgrounds and they following different Ethnicity and talking to a particular topic - what a wonderful group discussion it would turn out as many different answers new ideas would be brought on to the table which will be new to each one rather than just having a talk with the same set of known people. In this way, diversity can play a very important role in today's world. It not only tells us about the differences in people but the way we accept them and come together as a community to build a rich culture.

Coming up to the nations in the world, the first country that always comes to our mind when we hear the term "Diversity" is always "India". As our Country is known for its richness depicting the diversity in terms of State wise Regions, the Culture they follow and the Ethnicity each one of the States holds.

Speaking of Regional Diversity in India, it consists of 28 states and each state represents its own areas where different cultures can be seen and followed. Each state has their own Language as can be said as their main or local language. Whereas if we take Maharashtra state as an example which includes people from all parts of India. And diversity can be seen in people as there are many people who have migrated from other states for Job purposes or a student studying or

many have business here and have settled down.

Food cuisine also includes diversity in India. As each state has their own unique item or famous dish and is loved by people all across the country. So, as we say if we are travelling to any location the first search goes to the famous food that city or the state has so that we can enjoy the new flavors. Some have Sweet then the other might be having savory dishes and snacks, some are famous for their Spices. Also, our tea and coffee beans are exported all over the world.

Speaking on the Ethnic Diversity, it includes the language the community speaks. Also, the different kinds of traditions and festivals the people celebrate. Then it can be subdivided into different religions and the caste they follow. Different cultures respect each other, and the importance of how to live together even if differences are there and including each other. That defines the beauty of diversity in India. Festivals celebrated are also very diverse in nature as the same festival is celebrated in different religions just having a different name. Even if you belong to a particular religion or region, you can celebrate all the festivals as your own and enjoy the food you want to have.

If you want to witness the different cultures state-wise one must watch the 26<sup>th</sup> January parade which is held each year and also is broadcasted on the national television where we can see the beauty and culture each state represents. Each state has their own ethnic style which can be shown from the clothes they wear and express the richness of it.

Work Culture also comes when talking about diversity. In an organization each employee working comes from a different culture, region and family. And they speak different languages and have their own working style and thinking power and bring out their creativity while working on tasks. In a group Project we can see all are working together to achieve common business goals and functions. Where all have their own

different opinions follow different practices and these differences are what I can say to define the team is diverse.

While working if the team is having a discussion for the project requirement, then each member comes up with their own ideas such as seniors will give suggestions based on their experience or freshers will suggest their own different new ideas with the help of which they can be implemented. And it is when the group works Effectively and collaboratively with the different set of perspectives from each member. This helps the team to think innovatively and have come up with excellent results for the work.

For example, someone from one location may suggest an idea based on the market, place or environment they live in, and the same problem will be seen by other employees with a different thinking style.

To understand the diversity while working in the team it is very important that each one should feel comfortable and safe so that their differences are not blocking them from connecting with each other. This is where engagement activities play a very

crucial role. Different activities should be practiced such as team building games, team outings once in a month, brainstorming group discussions so that ideas are exchanged, informal discussions for knowing each other better and encouraging them to celebrate the festivals which will showcase about their culture and traditions and the stories from their regional locations.

Such engagement activities not only build trust among each other but also creates a sense of belonging in and part of the team. When employees feel respected and valued for who they are, they are more open to sharing their ideas and participating actively in the project. It also reduces misunderstandings that might come because of cultural differences.

In this way, diversity is not just about having people from different places in a team. It is about recognizing, respecting, and appreciating those differences of each other while working together to achieve a shared goal. When diversity is supported with meaningful engagement, it strengthens teamwork, encourages creativity, and creates a positive work environment where everyone can contribute their best.

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### **AUTHOR'S BIO: SONAL MOWADE**

I come from a tech background and am now aspiring to build my journey in HR, where people and purpose matter most to me. I enjoy connecting with like-minded individuals, exchanging ideas, and growing through meaningful interactions. I believe the best workplaces are built when technology and human values come together.



BY SRISHTI GUPTA

Gender, identity, pronouns, and sexual orientation – are some of the current buzzwords in today's corporate ecosystem. In recent years, Diversity, Equity, and Inclusion (DEI) have become the cornerstone of successful organisations. Individuals and communities have begun shattering stereotypes and stigma that regarded queer identities, culture and expression as a taboo. With a newer, more open-minded, and conscious workforce entering the market, it is important for organisations to be well-versed with and inclusive of the queer community in addition to other minorities.

So, what does "Queer" even mean? Queer is an umbrella term for the individuals belonging to gender and sexual identities that go beyond their prior conventional perception of being binary, cisgender and heterosexual. With growing awareness, global connectivity and empathy towards the community, queer individuals feel empowered to speak out, embrace their identities, and seek an accepting and inclusive work environment.

Diversity brings in new voices, ideas, ideals, and drives innovation by combining unique perspectives, experiences, and backgrounds to solve problems. With that being said, it is imperative for organisations to embrace and incorporate diversity if they want to sustain themselves, maintain competitiveness, and remain relevant in the market. However, as essential as the fact may seem, it doesn't seem to be omnipresent – as can be observed in most organisations and workplaces.

Historically, workplaces, equipment, processes, and infrastructure have been designed for and from the perspective of male personnel. With more women entering the workplace in great numbers since the 1960s, there was a great need for change in rigid practices. Although it took decades to create an inclusive environment for the female personnel; transgender employees still face obstructions and inconveniences to this day.

While "Pride Flags" find their places on company logos, banners and walls every June in celebration of Pride Month, the ground reality couldn't be more contradictory. The rainbow has become a token representation that is promptly ripped off with the advent of July. More often than not, corporate celebrations and inclusivity initiatives reek of insincerity rather than allyship. Companies such as Amazon, Lowe's, Meta, Toyota Motor Corp., and Walmart are continually scaling back their DEI policies and LGBTQ funding programs.

Individuals belonging to the community are met with obstacles both, while finding a job and while on the job. According to a survey conducted by Center for American Progress, 23 percent of LGBTQ+ adults experienced discrimination in the workplace in 2023. Lack of employment opportunities, fair pay and promotions, separate restrooms, empathy, effective grievance redressal, and support from colleagues and superiors – coupled with discrimination, harassment, and hostility create a toxic work environment. Beside the explicit discrimination and prejudice, there is also invisible bias and insensitivity. These issues are not taken as seriously as others, and individuals risk facing poor complaint resolution and harsh retaliation when reporting unfair treatment.

This brings in the question – what can organizations do to address and curb these issues? To start with, they can conduct market research on LGBTQ+ candidates through focus groups and surveys to better understand them and their preferences. Using gender-neutral language in documents and applications along with pronoun options will provide for a welcoming attitude towards the job candidates and employees. For other employees and managers, the management can conduct LGBTQ workshops, training them on gender awareness and sensitivity to help address implicit bias.

Additionally, launching LGBTQ inclusion programs such as Employee Resource Groups (ERGs) for LGBTQ+ employees along with a robust DEI policy

that provides employees with explicit protections for sexual orientation and gender identity can also help to create a safe space. Partnering with LGBTQ organizations or attending pride events can further signal allyship and lead to better understanding of the community and their needs. These initiatives will not only be of help to organizations in fostering a better and more inclusive working environment, but also lower the legal costs arising from discrimination by designing proactive policies that prevent lawsuits.

In India, several organizations have already taken a step towards these measures. Tata, Godrej, Mahindra & Mahindra and Reliance Industries have found their places on the global list of LGBT Inclusive Companies. Tata Consultancy Services (TCS) has implemented non-discrimination policies, sensitization programs, equal employment opportunities, and ERGs. Boston Consulting Group (India) offers confidentiality, a mentorship program, access to networking events, and Pride conferences. In addition, their comprehensive policies provide for LGBTQ healthcare benefits, access to mental health practitioners, gender-neutral dress codes and infrastructure, and many more supportive initiatives.

Furthermore, Accenture India focuses on holistic inclusion through their gender-neutral benefits, policies, ERGs, community partnerships with LGBTQ organizations, and skill enhancement programs. Infosys Limited provides equal benefits to same-sex partners, has a Diversity and

Inclusion Council as well as supportive leadership. IBM India and Capgemini provide healthcare benefits to members of the community in addition to their inclusive policies. Institutions such as GLAD Foundation, Pride Circle, and TWEET Foundation help in upskilling and educating individuals and organizations, thus, creating better job opportunities and competencies.

There has also been a rise in LGBTQIA+ owned businesses and start-ups. Aravani Art Project, founded by Poornima Sukumar uses art as a medium to spread awareness and self-expression for women and queer people. CTRL+P by Puji Avuthu, seeks to create an ethical, sustainable, and gender-neutral streetwear brand. The Trans Cafe in Mumbai is a transgender community-led business catering to both queer as well as other folk. The Birdcage Boutique Hotel in Nanital provides lodging for travelers belonging to different backgrounds, orientations, identities.

To summarize, as we approach a new corporate era, with a more diverse workforce, we must remain informed and competitive in order to incorporate and encourage an environment that fosters inclusion and acceptance. These initiatives should be backed by willingness, empathy and genuinity – not surface level sympathy and formalities. While a few Indian corporations have extended a hand towards these communities and issues, the general reality remains unchanged. To quote Mahatma Gandhi, “Where there is love, there is life” – and where there is acceptance, there is sustenance.

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### **AUTHOR'S BIO: SRISHTI GUPTA**

Srishti Gupta is a PGDM (HR) student with a strong learning mindset and interest in people and organizational behavior. She is curious, creative, adaptable, driven to grow while making meaningful contributions, and has experience working in diverse teams.



BY URVI MANGRULKAR

Many entrepreneurs aim to build and grow a successful business and scale it into a global or international business. Globalizing a successful local business is not easy. However, when businesses start to expand into other countries, they often encounter cultural differences, different working practices and employment laws, and numerous market dynamics that they may never have encountered before. Managing a global business becomes a far more complicated and therefore more difficult business. To succeed in this new global environment, organizations need to have a globally capable workforce that is able to navigate and support the globalization of their operations and manage a global diverse workforce.

## Understanding the Workforce

A workforce is a collection of employees that work for an organization and contribute to its work. As a company's human capital, employees bring their knowledge, skills and experiences to help the company achieve its objective. In many ways, an employee is the most valuable resource for a company. They are instrumental to achieving the productivity, innovations and overall performance of the company.

By taking Microsoft as an example, it is shown that the number of workers required for a global high-tech company amounts to thousands. This includes engineers, software developers, designers and managers, who work together on projects such as software applications or cloud services for global use. The skilled workforce is therefore a key element of global competition and successful economic innovation.

## Workforce Management

Workforce management refers to the process of managing workers. Workforce management ensures that the staff of a company are being utilized efficiently to achieve organizational objectives. It involves a number of key activities, including determining staffing requirements, allocating employees to specific jobs and activities,

providing guidance on work and its performance.

The primary objective of Workforce Management is to ensure that the right person is doing the right work at the right time. Effective Workforce Management leads to improved resource utilization and productivity, maintaining operational efficiency and enabling an organization to achieve its objectives.

## Evolution of Workforce Management

In today's fast evolving world, the term workforce management is changing over time. As Forbes states, the term workforce management was widely used for the first time in call centers in the 1980s. This was because the centers needed planning systems for efficient management of employees so that they can serve the customers accordingly. Today, the term is not limited to the call centers only and has developed into a management strategy that is highly sought after in the present-day management.

Today, every business uses technology, workforce analytics and data-driven forecasting to manage their workforce and operations more effectively.

## Workforce Planning and Forecasting

Forecasting the workforce needed is a key part of workforce management. Many businesses have to forecast future workload and future staff numbers needed to deliver work. Workforce planning involves processes for scheduling staff, tracking working hours and measuring performance.

Workforce forecasting in action One example of workforce forecasting in practice can be seen with the online retail giant, Amazon. During the busy period of festive sales and special shopping days such as Black Friday and Cyber Monday, Amazon anticipates that it will receive a large volume of orders. In order to maintain high levels of customer satisfaction, during this peak period, temporary employees are recruited to work in Amazon's warehouses and customer service centers.

Their work helps to ensure that customer expectations are met and that goods are delivered to the required standard and to the customer in a timely fashion.

### **Talent Acquisition in a Global Workforce**

For international companies, workforce management is a crucial issue. Many businesses need staff with highly-specialized skills who are able to work in a multicultural environment. To meet this need, companies often utilize a “build, buy or borrow” model.

Build refers to training existing employees and developing their skills.

Buy refers to hiring experienced professionals from the external job market.

Borrow refers to working with freelancers, consultants, or contractors for specific projects.

The evolution of global recruitment has also been driven by the rise of professional networking sites such as LinkedIn and Glassdoor. Companies are now able to reach talent from all corners of the globe and source key skills from around the world.

### **Diversity and Inclusion**

Diversity and Inclusion is another key element of global workforce management. Diversity refers to the variety of attributes that make up a diverse pool of employees. These attributes may include cultural background, gender, ethnicity, age, religion or other characteristics. Inclusion is the process of including these individuals in the work place and ensuring that the organization values and leverages the diverse perspectives and skills of these employees.

Organizations that practice diversity and inclusion have diverse teams which are believed to have better creativity, collaboration and hence decisions. There are several benefits that comes with being an inclusive employer. Google has workers from many different countries and cultures.

Their employees have backgrounds which provide them with many ideas to incorporate when designing products which would appeal to the rest

of the world.

### **Challenges in Global Workforce Management**

Although having a global workforce can have many benefits, it also has its drawbacks. One of the main disadvantages is dealing with varying employment laws and regulations. In different countries there are different employment laws, tax requirements and practices that must be complied with.

In a report released by the Economist Intelligence Unit and sponsored by Mercer, the challenges that multinational companies face when managing local workforces have been examined in depth. The report found that the ability of organizations to adjust their management practices to fit local conditions is often severely constrained. Some 46% of the 522 senior human resources executives interviewed worldwide for the report said they had encountered serious difficulties in adapting their human resource practices in different countries to local customs and conditions — and that included things as simple as modifying their recruitment and promotion practices to suit local markets and cultures.

HR is also a significant concern in a global organization. Issues to be dealt with include salary process, expatriate employment and staff communication. Salary processes differ from one country to another. Certain wages and benefits are not permitted in particular countries and salaries have to be paid in compliance with local wage controls. Employees working in different time zones also require efficient communication processes to be in place to deal with diverse local working hours.

### **Conclusion**

Global Workforce Management is a critical business function today. As companies expand globally into numerous foreign markets and countries, managing employees in a global setting has become a key concern. Managing global teams is not without its challenges, but it can also provide businesses with many benefits if the workforce is effectively managed.

The purpose of this paper is to investigate how high-performance organizations use information

technology, diversity and inclusion human resource practices and strategic talent management to manage global talent and gain successful performance abroad.

With the increase in global competition and the growth of multinational corporations, it has become extremely challenging for organizations

to compete successfully at the global level. In such a competitive scenario, organizations must proactively and strategically manage their global talent in order to sustain their international operations. This requires the organizations to harness the benefits of technology, celebrate diversity and be inclusive as well as practice talent management in a strategically integrated manner.

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**AUTHOR'S BIO: URVI MANGRULKAR**

I am Urvi Mangrulkar, a driven and people-focused HR enthusiast who views Human Resources as a powerful tool for shaping organizational success. I am passionate about bringing in the right talent and creating an environment where individuals can thrive, grow, and perform at their best. My key interest lies in understanding people, recognizing their core strengths, and aligning them with organizational goals to create meaningful impact.



## Case Study: Google and the Psychological Safety and Wellbeing of employees: Project Aristotle.

BY TANISHA GALANDE

Imagine that you are employed in an area where you can openly present your ideas, pose questions and even make mistakes without fear of being condemned. Within this kind of atmosphere, workers are respected, appreciated and will not be afraid to express themselves. This feeling of safety and openness in the work place is referred to as psychological safety. In the modern competitive world of work, companies are starting to realize that employee welfare and psychological diversity form critical elements of the general success. Feeling psychologically safe, the employees will become more open to discussions, exchange innovative ideas, and work with their teams. Google organized one of the most famous programs that led to the realization of the significance of psychological safety through their research project dubbed, Project Aristotle. This project was meant to find out why certain teams do better than others and also find out the main variables that lead to team effectiveness and employee welfare.

Google is a multinational technology firm that is well known due to its innovation, high technology and employee-centric culture. As the company was growing at a high speed all over the world, it started to hire thousands of employees with different educational, cultural, and professional backgrounds. Although Google has very talented and well experienced employees, the leadership discovered that not every team was performing equally. There were very productive, creative, and collaborative teams and there were others who could not communicate and coordinate. This disparity in the performance of the teams posed a critical question in the organization and that is, what does it take to have a successful team? To determine the solution, Google initiated Project Aristotle in 2012. The researchers analyzed close to 180 teams in the firm and gathered information using surveys on employees, interviews, and performance appraisals. This was intended to understand the way the teams worked and the factors that brought about success in teams.

In the early days researchers used to think that the most effective teams would be made up of the most intelligent individuals, those with the best education level or with the best technical skills. Nevertheless, having studied the gathered data, they found out that these factors could not be considered the most significant factors causing the effectiveness of a team. Rather, the research found that psychological safety was the most important aspect. Psychological safety describes a workplace where associates feel at ease risking, question, giving ideas, and making mistakes without fear of being embarrassed and reprimand. The results of the Project Aristotle revealed that high psychological safety teams worked better since the employees trusted each other and could comfortably express their ideas in the discussions. Such teams showed that they were more collaborative, more communicative and shared common problem-solving skills. The free environment promoted creativity and enabled the employees to put their utmost contribution to the success of the team.

Conversely, low psychological safety teams did experience a number of difficulties. The meetings in these teams were not very active as employees were reluctant to present their thoughts or recommendations. Most of the employees were afraid of being criticized or blamed by their co-workers or supervisors and this made them not say anything at all. This was a cause of poor communication that lessened innovativeness and adversely impacted productivity. Following the assessment of the significance of psychological safety, Google developed a number of programs to make the workplace more conducive and welcoming. The managers were also trained to promote open communication in order to make employees feel free to express their ideas and issues. The participation in the discussions was also encouraged equally so that all team members get a chance to be involved. Moreover, the managers were advised to develop trust and empathy listening to employees, comprehending their opinions. Another notion advocated by the

company is that errors were to be seen as learning experiences instead of a source of blame. This strategy made it easier to eliminate fear and made employees more willing to make risks often that were creative.

Besides enhancing psychological safety, Google also aimed at promoting the well-being of the employees. The company came up with flexible work schedules and workplace accommodating practices that assisted the employees to maintain good work life balance. The outcomes of the Project Aristotle were very favorable to the organization. The more psychologically safe the teams, the better collaborating, communicating,

and team relationships. Employees were more open to offering their ideas and being involved in the discussions which enhanced creativity and innovation. Employee motivation and engagement also enhanced to a great extent. The other positive effect was that the rate of employee retention improved since when employees feel respected, valued, and psychologically safe then they tend to stick with the organization. As evidenced by the example of Google and Project Aristotle, effective organizations are not only based on talent and technology but trust, respect, and supportive relationships, which allow the employee to give their best and be useful to the success of the organization.

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### **AUTHOR'S BIO: TANISHA GALANDE**

Tanisha Galande, an HR enthusiast believes that when people feel safe, valued, and included, they don't just succeed - they thrive, creating more meaningful and impactful workplaces.



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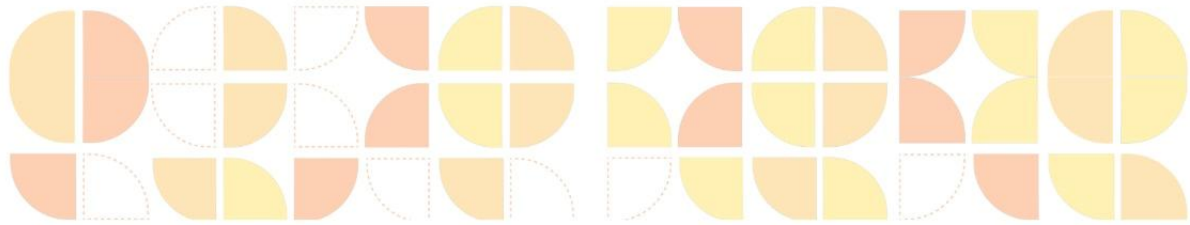
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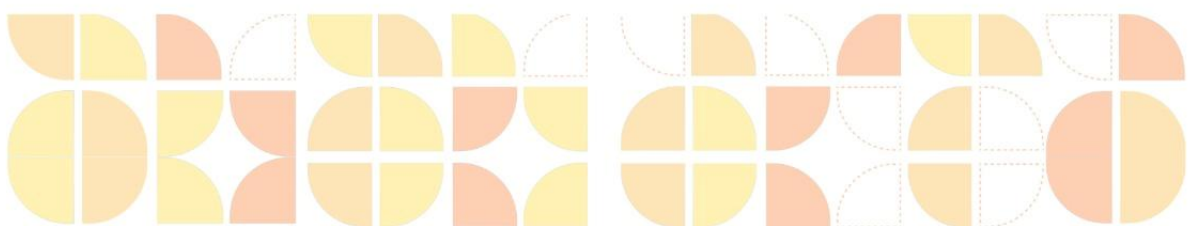
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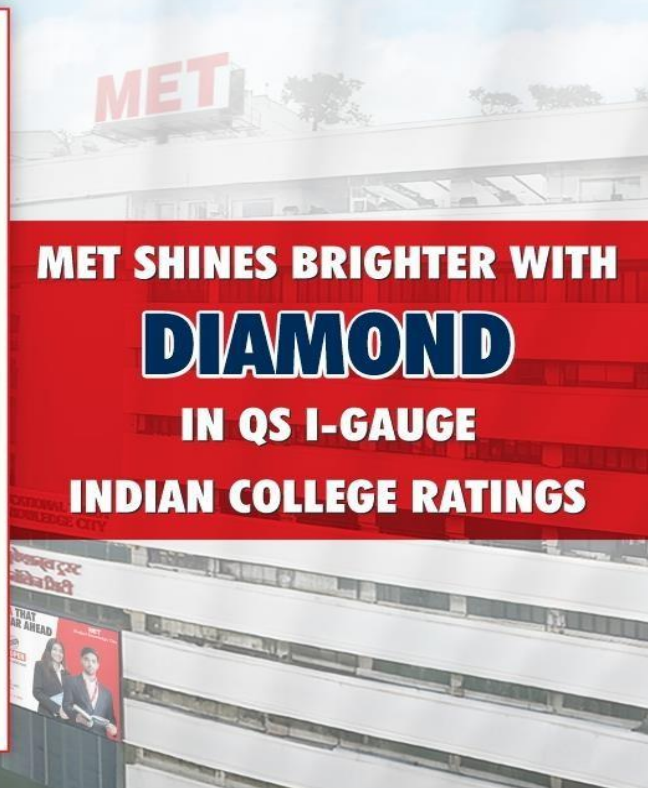
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