



Diversity, Equity and inclusion for employees of Oerlikon Balzers Coating (India) Co., Ltd (Indo-Thai Prospective)

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Abstract: In an effort to minimise the implications of sexism, racism, and other systematic biases, organisations must develop plans towards their diversity, equity, and inclusion (DEI) conditions. The aims of these summative assessments are to analyse the various stages of Oerlikon Balzers Coating (India) Co., Ltd. employees' attitudes towards a proposed department DEI strategy, as well as to study the outcomes from diversity and occupational subgroups. One of the main elements of the strategy is a monitoring process to keep track of leaders' participation in diversity and inclusion, along with training for all workers and supervisors and hiring and assisting different candidates. One of the extra duties is to incorporate inclusive "nudges" into the present effectiveness assessments. We polled attendees at a divisional employee gathering in June 2020 to find out how they felt about certain plan components before execution. Overall, (n = 165) participants gave the most support to a blind advancement check procedure and DEI coaching to every worker, in addition to management. On the other hand, respondents expressed less assistance on behalf of "nudges"-related preparation measures. Businesses are now having difficulty drawing clear conclusions about the relationships that exist between organisational activities and outcomes in terms of diversity, equality, and inclusion (DEI) initiatives. Context ambiguity is prevalent and can serve as a barrier to action and the implementation of DEI strategies in business settings. It is becoming more and more obvious how the occupational environments of suppliers, worker commitment, and organisational performance are related.

Key Words: Diversity, Equity, Inclusion, Nudges, Qualitative, Potential Future, Employee Commitment.

1. INTRODUCTION:

The culture is rife with racism, sexism, and other types of systematic discrimination, which is mirrored in the jobs. In addition to representation, there are still significant gaps in financing, job satisfaction, formal remuneration, and other opportunities. In spite of this, management and staff cadre positions at Oerlikon Balzers Coating (India) Co., Ltd. were adjusted to the academic atmosphere, research output, as well as corporate aspects are 10% less likely to be offered to brown employees than white ones [1]. According to nationwide surveys of the gender pay gap, women staff/managerial cadre employees—who make up over 21% of the total—are paid somewhat lower than their male colleagues. The demand for change is evident for individuals of those and other traditionally disadvantaged identity groups, including non-binary people, people from various countries, and those who have physical or mental health concerns. It is crucial to make organizational-level improvements to culture in a structured sector like Oerlikon, which crosses numerous disciplines. The climate of diversity and inclusion within an organisation can be influenced by the leadership, mission, and goals of the organization; the initiatives and concerns it funds internally and hierarchically; the official and informal policies that by mistake weaken certain groups; as well as the personal preferences as well as approach of its representatives. Such personal prejudices and attitudes are probably affected by power disparities that are present in the public or in the management's culture, such as junior vs. senior personnel, female vs. male, whether they are aware of it or not. All of these elements play a part in a person's psychological safety inside an organization, or how much they feel like they can be themselves and be accepted and respected without worrying about being discriminated against. People who are confident in their identities are more effective and satisfied at work [2].

Companies must create methods to assess and improve the atmosphere of inclusion and assortment inside their company or division if they want to make sure that employees feel secure, appreciated, and capable of being productive. At Oerlikon Balzers Coating (India) Co., Ltd., a special team was formed in 2018 to develop a division and undertake comprehensive planning for DEI activities. This huge Oerlikon operation employs a management cadre and employee members. The association for Oerlikon disciplines' planned goal to expand a diverse and inclusive channel of future staff leaders is consistent with the Oerlikon Balzers Coating (India) Co., Ltd. DEI planning's emphasis on improving overall as well as subgroup acceptance intelligence as well as overall diversification within the organisation [3].



2. RESOURCES AND APPROACHES:

Oerlikon manages its business in two divisions: Surface Solutions and Polymer Processing Solutions, and has a worldwide footprint of more than 11,800 workers at 207 locations in 38 countries. Oerlikon is a major global technology company with its headquarters in Pfäffikon, Switzerland. The Oerlikon Balzers Coating chair gathered a task force of seven people on diversity and inclusion in 2018 to create a suggestion on behalf of an official departmental DEI agenda. The assignment's effectiveness utilised anonymous, free-of-charge manuscript replies from initial organisation personnel who had encountered DEI issues over the course of a year-long method. Based on these comments and the study literature, the assignment group developed an initial multi-pronged method, which served as the basis for the strategy outlined below. The strategy must be completely developed and put into action inside the department. The search for the next Associate Chair for DEI was managed in 2019 by the department chair (leading supervisory cadre) and the new DEI staff head following their appointment in 2020

3. DEI STRATEGY MECHANISMS:

The Oerlikon department's two primary goals under the DEI strategy are as follows: To improve both general diversity and a subgroup sense of belonging, see also (1). While several organisational strategies for boosting DEI in the Oerlikon industry have been reported, many of them put a special emphasis on interventions for female and underrepresented minority national and cultural personnel [4]. A representative of the Oerlikon DEI plan committee approached the plan's creation from a wider employee "life course" viewpoint, seeking to pinpoint key turning points where employees and personnel from different varied grounds are frequently hampered by biases in support and reconsideration procedures, a shortage of suitable advisers, and mainstream cultures that may appear aggressive to some people [5].

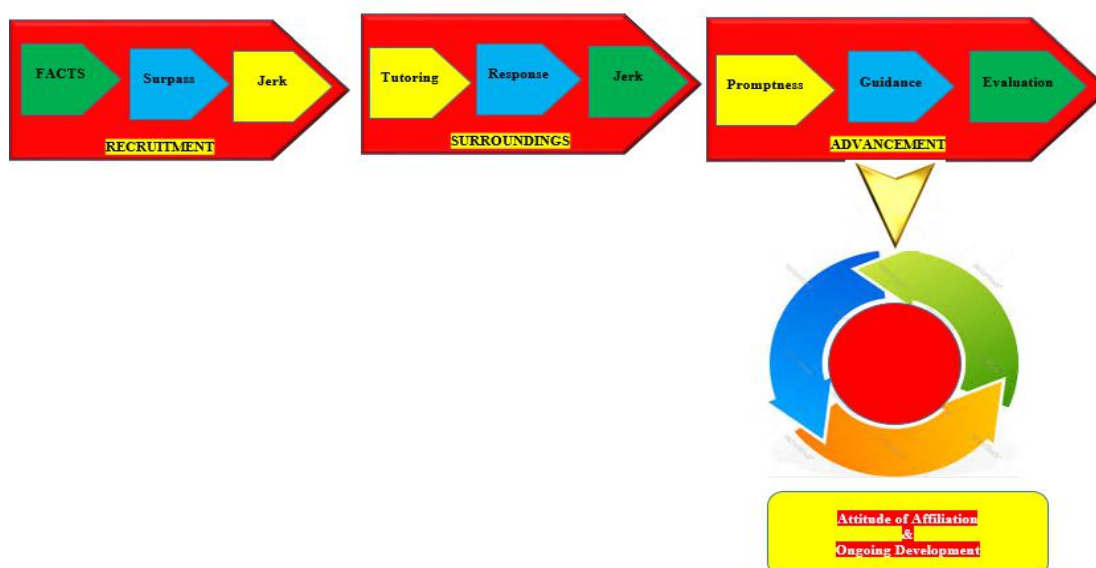
Talent Acquisition:

As part of the manpower recruitment process, we will emphasise expanding our reach to a varied candidate group on behalf of job openings in addition to evaluating various younger Oerlikon employees' suitability for advancement to more senior roles. Additionally, members of minority communities that struggle to fit into the Oerlikon culture or interact with the organization's major population will be entitled to get training to assist them in improving their handling of difficult circumstances. We realise that this shifts the burden of transformation from the organisation or the majority of the folks to the employees and staff from diverse groups.

Capacity Building

We'll put more effort into reaching out to a varied workforce and candidate pool for personnel positions. During a combination of high rate/period (employment fair, lectures and seminar booth at organizations) and low rate/period (targeted email lists, social media use), we intend to accomplish this.

Figure 1: Plan for Diversity, Equity and Inclusion: An Overview and Participants





Targets for enhancing diversity among tenured workers at Oerlikon include diverse employees and staff who currently work there. All prospective senior workers must, however, satisfy the requirements for admission and show a good cultural fit with Oerlikon. Owing to a multitude of variables, such as societal dissimilarity as well as the mental effects of a setting that could be seen as unfavourable, diverse people nationwide are more at risk for diminished productivity than their majority colleagues. This could be explained by the difficulties in accessing the "hidden curriculum" of engineering firms like Oerlikon, which alludes to embedded variables, standards, and religious arrangements that may not be visible to those who are neither from the dominant society nor the surroundings [6]. As a result, in this section we evaluate various workers and personnel to see if they are qualified to be assigned to more senior positions based on a mix of traditional metrics (like productivity) and our organisational culture.

Preparation

The option of obtaining training will be available to a variety of individuals who are having difficulty integrating into Oerlikon society or interacting with mainstream groups on Oerlikon. This training will help these individuals become better able to deal with challenging situations. Additional targeted mentorship for greater productivity will be offered if necessary.

Perception

Experience is a critical part of the strategy because perception affects all workers and is intended to increase the sense of absorption that all Oerlikon workers feel.

Tutoring

We will start with tutoring, which will include foundational training for all Oerlikon employee members, in addition to a coaching programme tailored to the chief. The leaders' education will include subjects that are likely to come up because of the hierarchical structure of leadership, since individuals who report to a leader are more inclined to think of them as bullies. The course will also include techniques for avoiding undesirable behaviour. Additionally, studies indicate that some issues, like acting in a "masculine" manner when performing, are likely to affect female in chiefs and may be noted on an employee performance appraisal [7]. Instead of incorporating this input into a performance assessment, leaders need to learn when and how to send it back to the source. Although the research exclusively discusses this for women, other diverse groups are likely to face comparable problems.

Response

Our Oerlikon DEI survey includes a revolutionary Management 180 report mechanism that will be used to provide feedback to leaders. In the leadership system, each person who reports to a leader will give that leader quantitative plus possible standard feedback. The Management 180 will contain a reminder that while it's common for women and leaders from racial or ethnic minorities to face general criticism, it's preferable to make specific remarks that might apply to any leader. Before sharing them with leaders, DEI leadership will probably edit the comments. This report discusses the system of the comments given to the head; more is expected, the leadership confers a person report evaluation, personally analyses the results (and how they compare to the standard of every Oerlikon head) and confidentially considers any sector that might want improvement. Every two years, the Oerlikon DEI study will repeat the management system, and it will use data from the previous 12 months to give leaders the opportunity to change their behaviour.

Finally, we will include inclusion nudges in the plan's culture component. While learning is necessary, research on inclusion and diversity demonstrates that the information it imparts is a destitute predictor of attitude change. Our objectives are more likely to be met if we "nudge" proper behaviour at the precise moment it happens. The term "nudging" comes from behavioural economics, and it refers to the use of subtly worded cues or subtle design modifications to encourage or dissuade a particular behaviour. Nudging has been extensively used in a variety of situations, together with inclusion and diversity, whether that might be used towards the improvement of organisational procedures or even enhance awareness of unconscious prejudices [8].

4. OBJECTIVES OF THE STUDY:

- To review and educate oneself on workplace inclusion, equity, and diversity.
- To comprehend the many aspects of workforce diversity.
- To determine the advantages of a diverse and inclusive workforce for the company.
- To research the impact of workplace inclusion and diversity on worker performance.
- To understand how the organization manages worker diversity.



5. ANALYSIS:

On the basis of employees' and workers' self-announced survey information on arrangement perception, membership in diversity groups, and skilled categories, we computed descriptive statistics. According to whether a poll participant backed a certain diversity group, plan action, or expert grouping, each variable was dichotomized as a yes/no response. Additionally, we conducted bivariate comparisons to see how each diversity or skilled collection and its matching non-diversity collection saw the DEI plan differently, and we statistically assessed the comparisons using chi-square or Fisher's exact test. Bivariate analyses were either pooled for categories with less than 10 answerers or they were not provided. As an illustration, the variables "any other racial or ethnic minority group" and "under-represented racial or ethnic minority" were combined. Every diversity grouping and its non-diversity grouping had a predetermined correlation established between them for the performance types considered to be the most important, those with the most potential to have an impact on Oerlikon culture, and those that were discouraged. According to our study's agreed-upon investigating personality, which we intend to use for future, more concentrated research endeavours, we purposely did not compensate for testing of many links in these analyses. Additionally, we combed through the qualitative responses to the three open-ended survey questions for common themes and suggestions. Results were declared statistically significant at a P value of 0.045. All quantitative analyses were performed using JMP statistical software.

6. RESEARCH HYPOTHESIS:

From a total of 315 participants, 165 Oerlikon staff members and workers participated in the meeting poll and provided an answer to at least one question (52.34% of meeting attendees). About 60% of respondents ($n = 98$; 59.4%) said they were female, while nearly 40.6% ($n = 67$) said they had kids at home. Compared to 25 (15.2%) people who were identified as "other" ethnic or racial minority starting groups that were not under defined, only 11 (6.7%) people were recognised as an ethnic or cultural underground that was underrepresented in the organization. Of the 28 people surveyed, 17.0% said they could speak English fluently. The following statements were made by around one-fourth of the meeting participants: being overweight or obese ($n = 43$; 26.1%), belonging to a spiritual underground ($n = 38$; 23%), or having a psychological fitness problem ($n = 35$; 21.2%), correspondingly. Staff members made up the majority of attendance ($n = 111$; 67.3%). 14.5% of respondents ($n = 24$) claimed to have held one or more leadership roles. Details about the respondents are shown (Table 1).

Table 1. Participant proficient and subjective physiognomies ($n = 165$) (Section)

Section	N	%
Manufacturing unit	115	69.7
Sales unit	21	12.7
Marketing unit	15	9.1
Admin & Planning unit	14	8.5

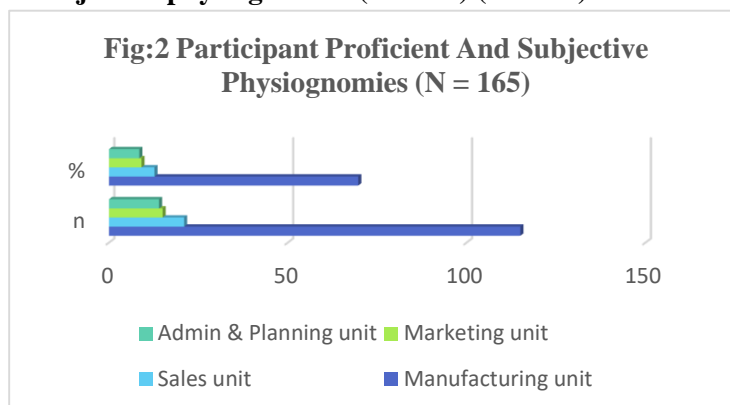


Table 1(A): Occupational Grouping

Occupational Grouping	n	%
Technicians	111	67.3
Managerial Position	30	18.2
Research & Development	24	14.5

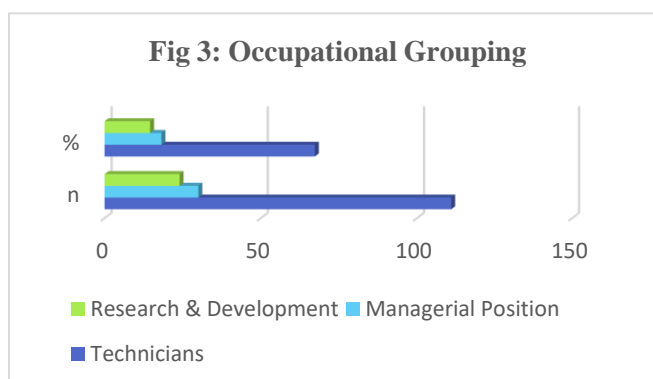
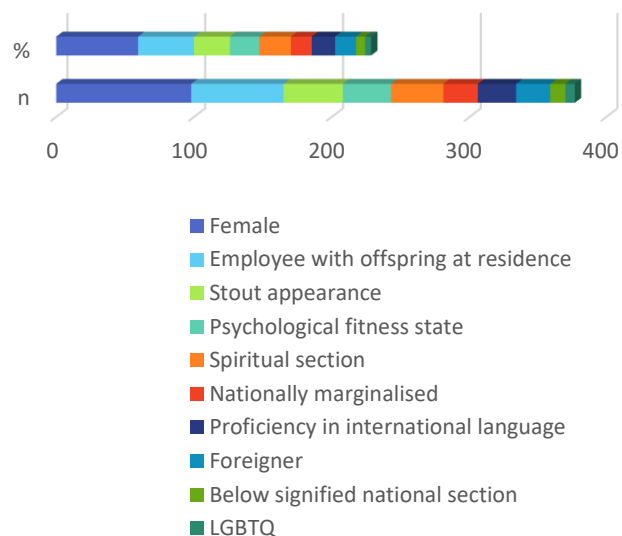




Table 1(B): Additional specialized physiognomies

Additional specialized physiognomies	n	%
Female	98	59.4
Employee with offspring at residence	67	40.6
Stout appearance	43	26.1
Psychological fitness state	35	21.2
Spiritual section	38	23.0
Nationally marginalised	25	15.2
Proficiency in international language	28	17.0
Foreigner	25	15.2
Below signified national section	11	6.7
LGBTQ	7	4.2

Fig 4: Additional Specialized Physiognomies



Insights of DEI Strategy & Events:

All respondents agreed that training on DEI subjects for all workers (49.9%), teaching leaders on DEI issues unique to leadership (42.1%), and blinded promotion reviews (64.2%) were the "most significant" DEI plan activities. The training for leaders on DEI leadership subjects (41.9%) and DEI training for all workers (58.7%) were deemed to have the greatest potential to influence Oerlikon culture, followed by recruiting (38.7%). Finally, when asked that 3 tasks must not be included in the DEI arrangement, the responders chose yearly review addition nudges (46.3%) and addition nudges (55.5%). When asked which DEI activities they thought should not be done, around one-fourth of the workers (26.6%) did not choose any of the options. See Fig. 5.

Diversity Clusters:

See Table 5, which displays bivariate comparisons for the pursuits deemed "most significant" by particular diversity groups. Women (56.8%) were more likely than males (42.1%) to support training for all Oerlikon employees as the "most essential" plan action ($P = 0.045$). However, fewer spiritual minority participants—51.5% of social minority respondents compared to 56.9% of non-spiritual minority respondents—selected teaching as a "very essential" activity for all Oerlikon employees ($P = 0.13$). A higher percentage of participants who identified as cultural minorities than those who did not (19.8% of minority responders vs. 6.1% of non-minority responders, $P = 0.032$) backed "other" inclusive nudges as one of the more crucial DEI actions. The yearly assessment inclusivity urge was rated as the "most essential" activity by parents who had children at home ($P = 0.013$; 31.3% of families vs. 11.6% of non-parents). The Leadership 180 response method was rated as "most essential" by considerably fewer non-native English speakers ($P = 0.031$; 18.9% of non-native speakers against 28% of normal English speakers) than by local English speakers. Further inclusion nudges were chosen as the activity that responders thought would have the greatest impact on OERLIKON culture (data not shown), and a larger percentage of religiously minority (13.9%) than non-minority or Christian responders (2.7%) did so ($P = 0.035$). Families who had kids at residence were substantially more inclined to support recruiting (57.6% of nonparents **against 27.2% of parents; $P = 0.001$**) and the yearly assessment inclusive **nudge** ($P = 0.025$ comparing 22.4% of parents to 3.4% of nonparents.) **while** their actions will change Oerlikon society the most.

Subjective Reactions:

In general, responses to open-ended queries showed respondent acceptance of current DEI problems and support for the necessity of DEI efforts like those suggested in the OERLIKON plan. The participants provided descriptions of what the DEI actually seems like in reality, as well as the particular organisational and individual measures required to enhance the DEI atmosphere around the department. A few individuals voiced their worries about possible negative repercussions of DEI activities.



Table 2: Specified ethnic clusters have approved the "extremely significant" DEI planning process compared to non-diverse entities.

(a)	Female (b)	Male (c)	Nationall y marginal ise (d)	Not Nationally marginalis ed (e)	Less Internatio nal Language Proficienc y (f)	Internatio nal Language Proficienc y (g)	Employee with offspring at residence (h)	Not (h) (i)	Spiritu al section (j)	Not (j) (k)
n	95	38	39	99	25	111	64	69	33	103
Blinded Promotion Review	64	33	19	69	15	78	44	46	22	64
	67.4	86.8	48.7	69.7	60.0	70.3	68.8	66.7	66.7	62.1
Train on employees on DEI Topics	54	16	3	52	15	67	32	31	17	53
	56.8	42.1	7.7	52.5	60.0	60.4	50.0	44.9	51.5	56.9
Train Managerial cadre on DEI leadership Topics	39	19	12	42	16	44	33	32	19	44
	41.1	50.0	30.8	42.4	64.0	39.6	51.6	46.4	57.6	42.7
Leadership feedback to leaders	29	19	8	44	6	43	25	23	17	31
	30.5	76.3	74.4	29.3	116.0	26.1	45.3	42.0	87.9	28.2
Annual review inclusion nudge	18	9	12	17	7	21	20	8	5	21
	18.9	23.7	30.8	17.2	28.0	18.9	31.3	11.6	15.2	20.4
Other inclusion nudges	8	2	8	9	3	6	8	5	4	8
	8.4	5.3	20.5	9.1	12.0	5.4	12.5	7.2	12.1	7.8



Fig 5: "extremely significant" DEI planning process compared to non-diverse entities.

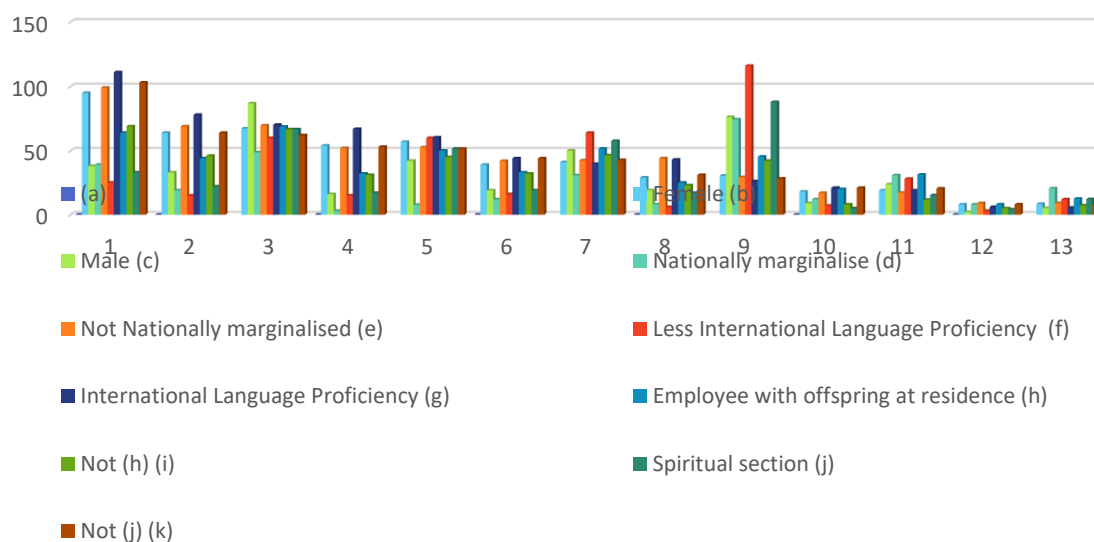
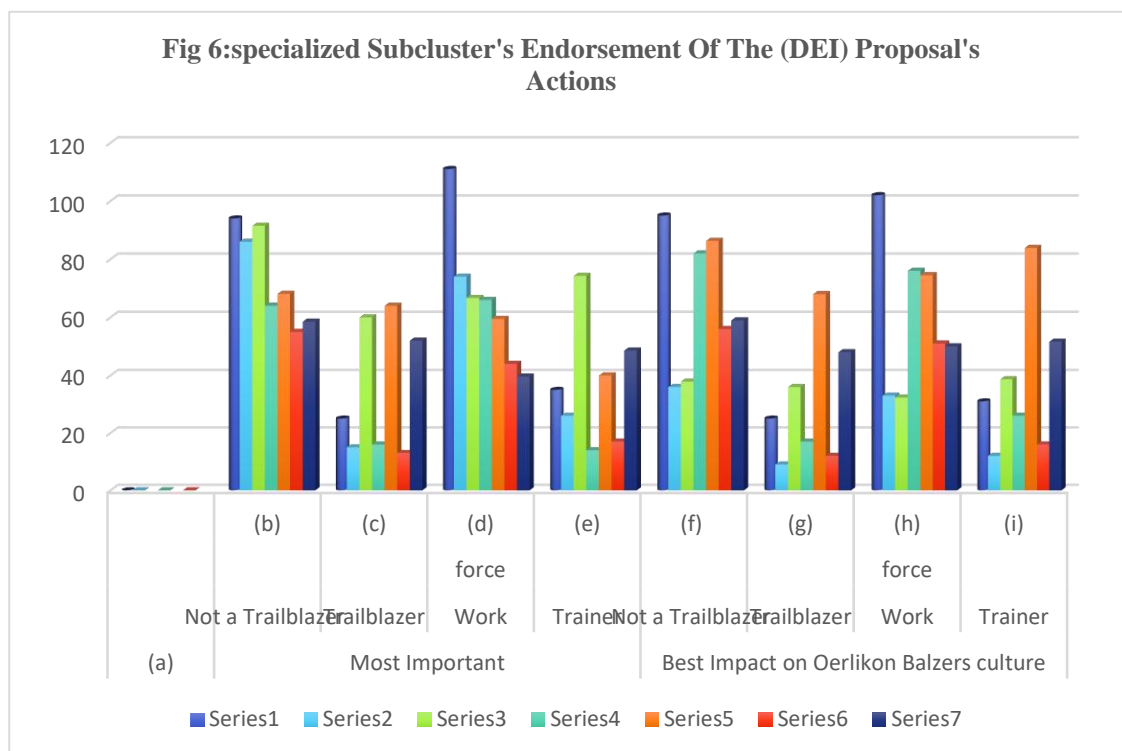


Table 3: The specialized subcluster's endorsement of the (DEI) proposal's actions as the a) utmost crucial and b) more influential on individual departments environment

(a)	Highest Essential				Finest Influence on Oerlikon Balzers values			
	Not a Trailblazer (b)	Trailblazer (c)	Work force (d)	Trainer (e)	Not a Trailblazer (f)	Trailblazer (g)	Work force (h)	Trainer (i)
n	94	25	111	35	95	25	102	31
Blinded Promotion Review	86	15	74	26	36	9	33	12
	91.5	60.0	66.7	74.3	37.9	36.0	32.4	38.7
Train on employees on DEI Topics	64	16	66	14	82	17	76	26
	68.1	64.0	59.5	40.0	86.3	68.0	74.5	83.9
Train Managerial cadre on DEI leadership Topics	55	13	44	17	56	12	51	16
	58.5	52.0	39.6	48.6	58.9	48.0	50.0	51.6
Leadership feedback to leaders	31	6	33	14	32	6	31	16
	33.0	24.0	29.7	40.0	33.7	24.0	30.4	51.6
Annual review inclusion nudge	15	11	17	19	35	9	38	12
	16.0	44.0	15.3	54.3	36.8	36.0	37.3	38.7
Other inclusion nudges	12	4	15	5	6	3	9	3
	12.8	16.0	13.5	14.3	6.3	12.0	8.8	9.7



7. ANALYSIS AND DISCUSSION:

The objectives of this formative evaluation were to examine the results from many diverse and professional subgroups within the organisation and determine how Oerlikon staff and employees felt about various elements of a planned management DEI plan. It is noteworthy that more than a quarter of respondents do not object to certain elements of the sketch. Executives and personnel from Oerlikon generally supported the idea. Regarding particular plan actions, blinded advancement assessment procedures and associated DEI teaching programmes received the greatest support as being significant and/or possibly influential. Indirect measures, such as tactfully worded "nudges" or cautions inserted into checks and encouragement procedures on prejudices in show comments to commonly present themselves against people of different associations, were requested in order to increase participant happiness. It's important to note that employees from specific vocational or diversity categories had different opinions about some particular plan activities than their majority counterparts. [25].

We are more confident that these results may be applied to the sector as a whole due to the distribution of women (56.6% of meeting participants vs. 57.4% of all Oerlikon workers) and underrepresented minorities (5.9% vs. 5.2% of all employees). Notably, this approach was partly motivated by the low percentage of underrepresented minority departmental members. Even though the DEI plan included in this article is still in its initial phases, we believed it was important to get the structure, suggested activities, and staff members' early comments out there. Racism, sexism, and numerous other systemic forms of discrimination against historically marginalised groups have long been present in the engineering industry, but recent occurrences (such as numerous accounts of police brutality and a growing awareness of racial and socioeconomic disparities in morbidity and mortality related to the COVID-19 pandemic) have brought to light how important it is to address racism and discrimination in all of its forms. Numerous corporations, like Oerlikon, have made an explicit commitment to act to combat and abolish racism as a result of its prominence on the national agenda. We thus provide our DEI plan as a preliminary structure for activity within certain organisational and departmental contexts, as well as the first responses of personnel to the framework.

8. CONCLUSIONS:

The impression of influence will be crucial to gauging success as corporate diversity programmes grow. The DEI is one straightforward indicator of observed effect, which correlates favourably with indicators of a healthy culture and forecasts personnel engagement. It involves all staff members in evaluating the status of cultural change and is one of several metrics used to evaluate how well Oerlikon is carrying out the DEI mission. We will continue to ask concerning the DEI plan as part of routine institutional surveys so that we can get an accurate picture of how all



workers think regarding DEI programmes and use that information to guide strategy. An inclusive workplace and a stronger business case for diversity can only come from motivated staff who believes in the benefits of the organization's dedication to diversity.

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