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How Triveni Turbines champions cross-functional diversity in manufacturing

The organisation's recruitment spans various domains — including engineering, technology, manufacturing, process planning, supply chain, project management and proposal engineering—and it encourages women to explore diverse roles across these domains

By **Saheba Khatun** | HRKatha - September 6, 2023



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Triveni Turbines, a global player in industrial steam turbine manufacturing, is challenging traditional gender roles in the male-dominated manufacturing industry.

Rather than confining women to specific functions, the company actively encourages them to explore diverse roles throughout the organisation, from manufacturing and assembly to process planning, supply chain management and project management. This approach empowers women to shape their careers without gender-specific constraints.

gender diversity is evident in every function, with the exception of finance, where we had fewer openings. Our journey began in the human resources (HR) department, setting the tone for the rest of the organisation. For instance, in HR, out of the five new hires, three were women, signalling our dedication to fostering a supportive environment.”

The company has women in heavy machinery production and operations as well. Earlier, in some roles, physical strength was a pre-requisite. However, there are now tools and technology to replace the physical strength, which allows more women to join the shop floor.



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R Satyanarayan, CHRO, Triveni Turbines

“Now all employees, irrespective of gender, can contribute effectively,” says Satyanarayan.

Even in challenging roles, such as supervision in the assembly shop, the company now has women employees.

The company strives to ensure that women make up roughly 10 per cent of its new talent intake.

“Achieving this target while ensuring the right fit for each role can be challenging, but we believe in the value of diversity and are committed to this endeavour. The recruitment process is meticulously designed to identify candidates who possess the requisite skills and potential to thrive in their respective roles,” says Satyanarayan.

He shares that for specific sectors such as engineering and technology, as well as roles in finance, HR, commercial and supply chain, the company has set a target of recruiting a minimum of seven per cent women employees from their annual hires. “We aim to scale up our diversity initiatives, with the goal of achieving this target over the next two to three years.”

The skill sets and entry levels at which women typically enter the organisation vary depending on the specific functions. For engineering positions, candidates may start as graduate trainees or with several years of relevant experience, depending on the technical knowledge required. In HR roles, there is a broad spectrum, ranging from entry-level positions to those with extensive experience. Likewise, in departments such as procurement, the skill sets needed align with the specific job requirements and responsibilities.

The company claims to have established robust equal-opportunity and gender-neutral policies to ensure that all employees, regardless of gender, have a level playing field within the organisation. This includes fair treatment in recruitment, promotion and development opportunities. The company is also making efforts in terms of flexible work arrangements, equal pay and opportunities, leadership commitment, recruitment strategies and mentorship programmes.

To achieve compensation parity, the company is ensuring that women receive fair pay for equivalent work. This commitment is strengthened by regular reviews of compensation structures to spot and rectify any gender-based pay disparities.

Next, the company promotes inclusivity by encouraging women to actively participate in various aspects of the company’s operations, not just on topics traditionally considered ‘women centric’. Women are valued members of core groups, contributing diverse perspectives to decision-making processes.

Triveni Turbines also claims to be helping women restart their career. “We understand that some women may take breaks in their careers, often due to family responsibilities. To support them in restarting their careers, we have adopted a flexible approach. Instead of rigid policies, we evaluate each case individually, offering personalised support and opportunities to ease their transition back into the workforce,” reveals Satyanarayan.



“This approach has been well received by our employees, and we have noticed a growing interest from former female employees who wish to return to our organisation. We are committed to providing them with opportunities to re-establish their careers, regain their seniority and contribute to our company’s continued success”

“This approach has been successful, as we have seen women who took career breaks return to the company and achieve senior positions,” he claims.

Satyanarayan mentions that this year alone, the company has successfully facilitated the return of two women employees who had previously taken career breaks due to family commitments.

“Both of them have not only rejoined but have also progressed to senior roles within the company. We do not have a one-size-fits-all policy. Rather, we prioritise practical support tailored to individual needs,” states Satyanarayan.

Arun Mote, executive director and CEO, Triveni Turbines, adds, “This approach has been well received by our employees, and we have noticed a growing interest from former female employees who wish to return to our organisation. We are committed to providing them with opportunities to re-establish their careers, regain their seniority and contribute to our company’s continued success.”

When asked about the impact of having more women in the organisation, Mote says, “It’s too early to quantify the full impact. However, it is believed that the changes have had a positive influence on the overall working culture.”

“Our campus has become more inclusive and sensitive, fostering a better work environment for all employees. Moreover, this has translated into improved interactions with women customers, as our employees have become more accustomed to working alongside female colleagues,” adds Satyanarayan.



To communicate the importance of gender inclusivity and diversity, the company has adopted a multifaceted strategy. "It begins with emphasising equality and inclusivity during the onboarding process for all employees. We stress the notion that everyone is equal within the organisation, and respect for one another is paramount. Regular training sessions, courses and messaging campaigns reinforce these principles and ensure that our employees remain sensitive to the importance of diversity."

The organisation takes pride in fostering a culture where employees, regardless of their gender, treat each other with respect and professionalism.

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