

1ST CE HUMAN CAPITAL SUMMIT

**HUMAN CAPITAL HORIZONS: ELEVATING PEOPLE PROWESS
IN CONSTRUCTION EQUIPMENT (CE) INDUSTRY**

RETROSPECT

SILVER PARTNERS



ASSOCIATE PARTNER

TATA HITACHI

KNOWLEDGE PARTNER

Deloitte.

INSTITUTIONAL PARTNER



**Wednesday, 31 July 2024
New Delhi**

With growing recognition of the transformative role of people priorities for organisations as well as individuals, the contribution of Human Resource (HR) professionals in shaping a skilled, motivated workforce that supports industry advancements is gaining prominence. In view of the facilitative role of the Indian Construction Equipment (CE) industry in infrastructure and other development projects, the inaugural edition of the CE Human Capital Summit organised by ICEMA was a highly topical event in the context of the nation's economic growth.

Held on 31st July 2024 in New Delhi, the Summit was an initiative of the recently constituted ICEMA Human Capital Panel, which works towards promoting collaboration on Human Capital trends within the Construction Equipment sector and facilitating meaningful discussions on matters pertaining to Human Resource Development. Based on the theme, "Human Capital Horizons: Elevating People Prowess in the CE Industry," the Summit aimed to catalyse workforce development by curating rich, comprehensive discussions amongst CE industry stakeholders. The event was well attended by representatives of OEMs, policymakers, industry leaders, CHROs, solution providers, training partners and subject matter experts.

A highlight of the Summit during the Inaugural Session, was the release of the ICEMA Coffee Table Book 2024 - Human Capital Horizons: Elevating People Prowess in the CE Industry', a compendium of HR best practices and insights from member organisations in the CE supply chain.

PROGRAMME OUTLINE	
0930 Hrs	Registration over Tea/Coffee
1100 – 1200 Hrs	Inaugural Session
1200 – 1300 Hrs	Panel Discussion with CHROs & HR Heads: Best Practices on Strategic HR Solutions and Tech driven Talent Development
1300 – 1400 Hrs	Lunch
1400 – 1500 Hrs	Session on Driving a Culture of Innovation and Leadership in the CE Industry
1500 – 1600 Hrs	Session on Fostering Diversity & Excellence through a High-Performing and Inclusive Workforce
1600 – 1700 Hrs	Session on Unlocking Human Potential through robust Training and Skilling ecosystem
1700 – 1715 Hrs	Summary and Closing Remarks

INAUGURAL SESSION



INAUGURAL SESSION: [L To R] Dr. Neelesh Gupta; Ms. Seema Gupta; Mr. Anandorup Ghose; Mr. Dimitrov Krishnan; Mr. Deepak Shetty; Mr. Sanjeet Singh; Mr. V. Vivekanand; Mr. Shalabh Chaturvedi; P. S. Easwaran, Deloitte

KEY SPEAKERS:

- **Moderator: Mr. Anandorup Ghose**, Senior Partner, Deloitte India
- **Keynote Address by Guest of Honour: Mr. Sanjeet Singh**, Program Director, NITI Aayog
- **Panelists:**
 - **Mr. V. Vivekanand**, President, ICEMA and MD, Caterpillar India Pvt. Ltd.
 - **Mr. Deepak Shetty**, President-Designate, ICEMA and CEO & MD, JCB India Ltd.
 - **Mr. Dimitrov Krishnan**, Immediate Past President, ICEMA, Mentor, Human Capital Panel and MD, Volvo Construction Equipment India
 - **Mr. Shalabh Chaturvedi**, Convener, ICEMA Human Capital Panel, MD, India & SAARC, CASE Construction Equipment India Pvt. Ltd.

“



The Inaugural Session commenced with a welcome address by **MR. SHALABH CHATURVEDI**, Convener, ICEMA Human Capital Panel, Managing Director, India & SAARC, CASE Construction Equipment India Pvt. Ltd.

“We all remember the Silkyara tunnel collapse, when the most sophisticated equipment imported for the rescue had to give way to a team of rat hole Miners who used shovels, and even human nails, to get the 41 trapped people out of the collapsed tunnel, unharmed. This is the power of Human Capital.”

”

Mr. Sanjeet Singh, Program Director, NITI Aayog, graced the Inaugural Session as the Guest of Honor and delivered the keynote address. Mr. Shalabh Chaturvedi, in his welcome address, commended the Budget 2024-25 initiatives to promote workforce skilling. The panelists discussed the importance of skilling the informal workforce and the need for better, more focused policy support and sectoral understanding. The deliberations of the session also reiterated the need to identify and skill potential workforce from the hinterlands in addition to mainstream urban centers.

“

MR. SANJEET SINGH, Program Director, NITI Aayog

“India, with its current workforce of 55.6 crore, is fast emerging as the primary source of the world's future workforce. Further, India's workforce has the advantages of a demographic dividend of a young population, a rich and diverse cultural heritage and geographical positioning at the heart of South Asia. To leverage this advantage, the CE industry needs to attract quality workforce and to deepen industry-academia connect for better targeted and more employable curricula in academic and vocational training institutes.”



”

The Construction Equipment (CE) industry is aligning with the Government's Amritkaal vision by setting a clear agenda for growth leading up to 2047. As India prepares to become home to a 92-million-strong workforce, there's a unique opportunity to harness its demographic advantage by leveraging its global diaspora, cultural heritage, and strategic position in South Asia. A key step is bringing more young people into the CE industry. This means engaging with students through academic institutions, offering structured training programs right after school, and creating clear career paths with strong prospects. Additionally, surplus labor from the agricultural sector can be absorbed through targeted skilling initiatives, supported by state governments and village panchayats with localized training and infrastructure.

To build a strong skilling ecosystem within the CE industry, the disconnect between academia, the job market, and industry needs to be addressed. Better coordination between industry sectors and their respective ministries can lead to more focused policies and training programs. Enhancing safety standards is also critical, given the industry's high operational risks. Increasing the share of formal

employment will help attract and retain talent, while technology must be harnessed to skill and reskill a diverse workforce, especially in rural and remote areas.



SESSION – I: Panel Discussion with CHROs & HR Heads: Best Practices on Strategic HR Solutions and Tech driven talent development

Strategies for effectively aligning the workforce with the evolving goals and innovations within the CE industry were discussed, along with the critical role of human capital in driving industry success by addressing challenges, fostering a culture of continuous learning, and leveraging technology to enhance workforce capabilities.



SESSION – 1: [L To R] Dr. Neelesh Gupta; Mr. Biswaroop Mukherjee; Mr. Umesh Hota; Mr. Avijit Bhattacharya; Mr. Nitin Khindria

KEY SPEAKERS:

- **Moderator: Mr. Anandorup Ghose**, Senior Partner, Deloitte India
- **Welcome Address: Mr. Umesh Hota**, Co-Convener, ICEMA Human Capital Panel and Executive Vice President – HR, JCB India Ltd
- **Panelists:**
 - **Mr. Avijit Bhattacharya**, CHRO, TATA Capital Ltd
 - **Mr. Nitin Khindria**, CHRO, Omega Seiki Mobility
 - **Mr. Biswaroop Mukherjee**, Head – HR, Commercial Vehicles Business Unit, Tata Motors Ltd

Human capital formation in the CE industry must adapt to shifting business dynamics, evolving employee aspirations, industry demands, the rise of data and AI, cost pressures, changing product lines, and rapidly evolving end-user needs. To rationalize the workforce and improve retention, the industry must highlight the value and satisfaction of shopfloor and front-end roles. Hiring from ITIs with pathways to company-sponsored diplomas and career progression into white-collar roles can boost motivation. Training fresh graduates across functions helps identify the right fit, while bringing in post-graduate engineer trainees (PGETs) from tier 2 and 3 cities can reduce attrition. Recruitment should prioritize willingness to work over academic scores, and employees should be engaged through clear orientation and role assignments based on capability, not age or seniority.

SESSION –2: SEGMENT 1 –DRIVING A CULTURE OF INNOVATION, LEADERSHIP AND SKILLING IN THE CE INDUSTRY

Initiatives implemented by the CE industry, emphasising the importance of organisational culture and empowering individuals to thrive were discussed across three segments in the context of unlocking human potential through robust training and skilling in their organisations.



SESSION – 2: SEGMENT 1: [L To R] Mr. Yagesh Singhania; Ms. Deepshikha Vanday; Ms. Sweta Singh
Mr. Kasi Viswanath; Ms. Gunjan Badjatiya

KEY SPEAKERS:

- **Moderator: Mr. Yagesh Singhania;** Associate Director, Deloitte India
- **Panelists:**
 - **Mr. Kasi Viswanath,** Head – HR, Larsen & Toubro Ltd.
 - **Ms. Sweta Singh,** Head HR, Volvo Construction Equipment India
 - **Ms. Deepshikha Vanday,** Associate Vice President – Human Capital Development, JCB India Ltd.
 - **Ms. Gunjan Badjatiya,** Human Resource Business Manager, CASE Construction Equipment India Pvt Ltd.

The effectiveness of human capital development in an organization can be measured by its ability to attract talent, maintain low attrition rates, ensure strong succession planning, and instill company culture and loyalty across all levels. Creating cross-functional talent requires leadership conviction and openness to identify and nurture individuals from diverse domains. In mission-based teams, performance is driven by clear roles—sponsors facilitate support across the organization, leaders drive the mission, and team members execute tasks. Success is measured by the key parameters of Cost, Time, and Quality (CTQ).

SESSION – 2: SEGMENT 2 – FOSTERING DIVERSITY & EXCELLENCE THROUGH A HIGH-PERFORMING AND INCLUSIVE WORKFORCE



SESSION – 2: SEGMENT 2 [L To R] Mr. Yagesh Singhania; Ms. Mandira Roy Choudhry; Mr. E. Moses; Ms. Uma Maheshwari; Mr. Biswaroop Mukherjee

KEY SPEAKERS:

- **Moderator: Mr. Yagesh Singhania**, Associate Director, Deloitte India
- **Welcome Address: Mr. E. Moses**, Director & Executive Vice-President, Kobelco Construction Equipment India Pvt. Ltd.
- **Panelists:**
 - **Ms. Mandira Roy Choudhry**, Vice President – Human Resources, Wipro Infrastructure Engineering
 - **Ms. Uma Maheshwari**, Deputy General Manager – HR, Caterpillar India Pvt Ltd
 - **Mr. Biswaroop Mukherjee**, Head – HR, Commercial Vehicles Business Unit, Tata Motors Ltd

To attract more women into the CE workforce at the entry level, it's essential to raise awareness among girls and their families to shift societal mindsets around women pursuing STEM education. This should be backed by targeted training programs with financial incentives. At the same time, male employees must be sensitized to the importance of diversity and inclusion and encouraged to actively help build a more inclusive workplace culture.

SESSION – 2: SEGMENT 3 – UNLOCKING HUMAN POTENTIAL THROUGH ROBUST TRAINING AND SKILLING ECOSYSTEM



SESSION – 2: SEGMENT 3 [L To R] Dr. Neelesh Gupta; Mr. M. Vijay Kumar; Mr. Baskar Babu; Mr. Dimitrov Krishnan; Mr. Monikut Sharma; Dr. B. Sunil Kumar; Mr. Saurabh Mital

KEY SPEAKERS:

- **Moderator: Dr. Neelesh Gupta**, Partner, Deloitte India
- **Welcome Address: Mr. Dimitrov Krishnan**, Immediate Past President ICEMA, Mentor – Human Capital Panel and Managing Director, Volvo Construction Equipment India
- **Panelists:**
 - **Mr. M. Vijay Kumar**, Chief Executive Officer, Infrastructure Equipment Skill Council
 - **Mr. Baskar Babu**, Sr. Vice President-Training & Marketing, Schwing Stetter
 - **Dr. B. Sunil Kumar**, Director, Indian Institute of Infrastructure and Construction
 - **Mr. Monikut Sharma**, Head Learning & Development, Tata Hitachi
 - **Mr. Saurabh Mital**, Regional Training Head, Larsen & Toubro Ltd.

To adapt to evolving work environments post-pandemic, CEOs must prioritize designing workforces that can thrive in virtual, hybrid, or remote setups. Additionally, there is a growing need for continuous upskilling and reskilling, especially in integrating technical and engineering skills with digital tools—an 80–85% skills blend that is rare but essential. Traditional performance management systems, which focus on past performance, should be replaced by potential management systems that assess employees based on competencies and growth potential. Aligned with the government's push for skilling in the recent budget, IESC is scaling up its skilling initiatives by collaborating with more partners, supported through CSR funding. Efforts are also being made to enhance women's participation in the construction equipment (CE) workforce.

SUMMARY & CLOSING REMARKS

The Summit was, therefore, an important step towards strengthening India's manufacturing industry and enhancing its global competitiveness as it initiated discussions on Best Practices on Strategic HR Solutions and Tech-driven Talent Development. The deliberations of the Summit also explored strategies for effectively aligning the workforce with the evolving goals and innovations within the CE industry, thus making human resource development a critical enabler of the industry's growth.



See you at
**2nd CE HUMAN
CAPITAL SUMMIT**

Thursday, 5th June 2025
Hotel Le Meridien, New Delhi

