

**GROUP-2
COMPANY
NAME : Nike**

Module Title: Human Capital
Management

Module Code: LCMB7023

Group Presentation

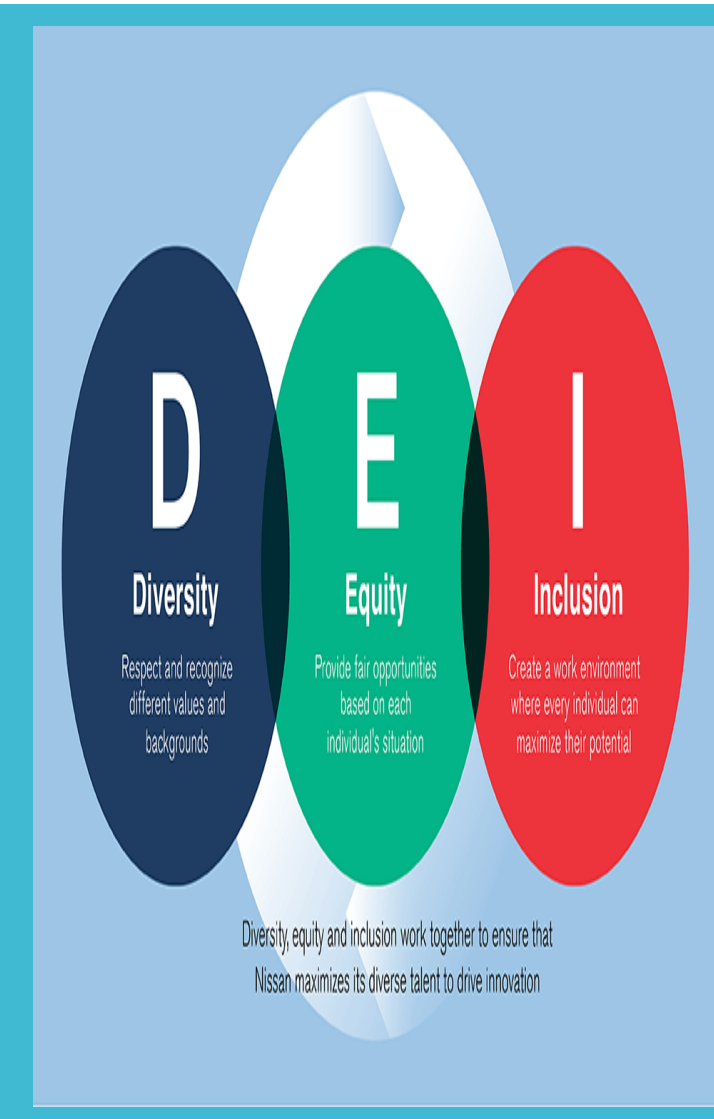
PRESENTATION TOPIC

STUDENT NAME	STUDENT ID	TOPIC
Abdulsamad Malek	2432626	Diversity, equity, and inclusion (DEI)
Kaif Mansuri	2321459	Recruitment and Selection
Shaan aboobacker	2503771	Performance management
Md Ranu Miah	2505486	Training and development



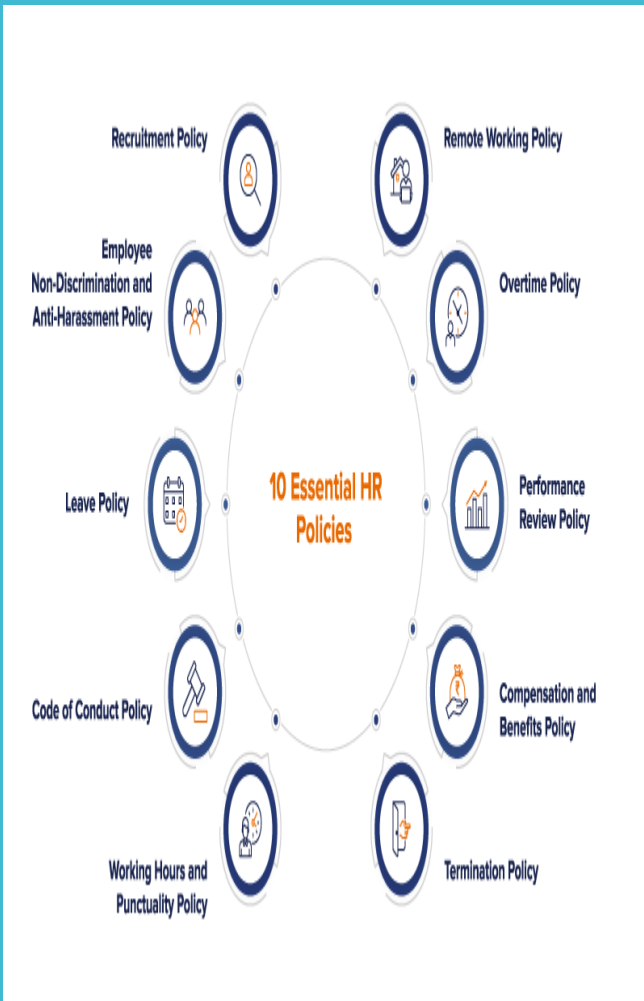
- **Student Name: Abdulsamad Malek**
- **Student ID: 2432626**
- **Topic: Diversity, equity, and inclusion (DEI) at Nike Inc**

Introduction



- ❑ Nike Inc.. positions Diversity, Equity and Inclusion (DEI) as a strategic priority within its global framework (Nike, 2024).
- ❑ Nike's Purpose strategy emphasises creating an inclusive workplace to fuel creativity, innovation and long-term brand value (Nike, 2024).
- ❑ The organisation embeds DEI to ensure equitable access to opportunities and to reflect the diversity of its consumer base across more than 160 countries (Shore et al., 2018).
- ❑ DEI initiatives align with wider Nike's goals by enhancing employee experience, improving decision-making, and supporting sustainable business growth (Cox & Blake, 1991).
- ❑ My Presentation will highlight key HRM challenges in Nike Inc. and will propose practical solutions to address them

Current HR Policies and Practices of Nike Inc. Plc (DEI Focus)



Gender Diversity Policies

- Nike increases women in leadership through gender-neutral hiring and targeted leadership development (Nike, 2023a; Broadbridge & Simpson, 2019).

Ethnicity and Cultural Diversity Policies

- Expands racial and ethnic minority representation in U.S. leadership through anti-bias training and inclusive career-path support (Mor Barak, 2022).

SOGI Inclusion Policies

- Provides equal partner benefits, gender-neutral facilities, and Pride networks to strengthen inclusion and safety (Human Rights Campaign, 2022).

Disability Inclusion and Accessibility

- **Enable@Nike** promotes accessible workplaces, adaptive tools, and commitments to increased disability representation (Nike, 2023b; Kulkarni & Lengnick-Hall, 2014).

Equity and Fair Recruitment Practices

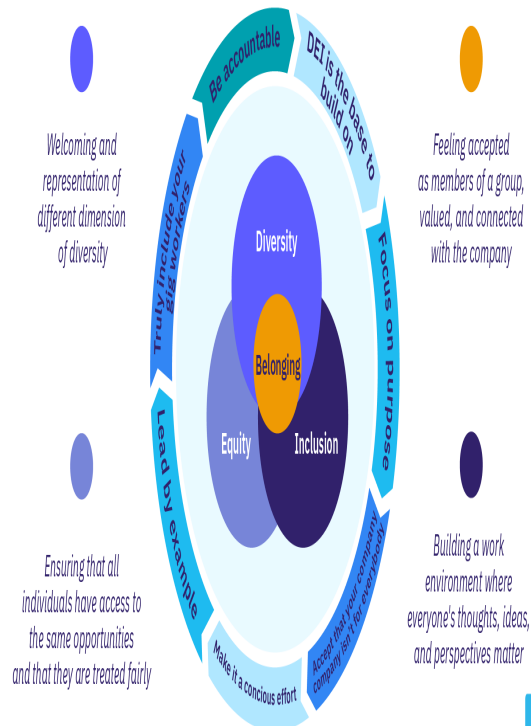
- Uses bias-reducing recruitment tools, structured assessments, and annual pay-equity reviews to ensure fairness (McKinsey & Company, 2023).



Role of Line Managers in Implementing DEI at Unilever



Diversity, Equity, Inclusion and Belonging (DEIB) at Organizations



Strategic Alignment of DEI with Nike's Organisational Goals

Driving Innovation and Consumer Relevance

- Diverse teams enhance creativity, and Nike Inc.. leverages this to create consumer-relevant products globally (McKinsey & Company, 2020).

Strengthening Employer Brand and Talent Attraction

- Nike's inclusive culture strengthens its employer brand, supporting evidence that inclusive organisations attract stronger talent pools (Cox, 2020).

Supporting Sustainability and ESG Goals

- DEI is embedded in the Nike Inc. Compass and ESG reporting, aligning with arguments that DEI drives ethical and sustainable business practices (Shen et al., 2009).

Enhancing Employee Engagement and Performance

- Employees who feel included show higher satisfaction and productivity, supported by internal data and academic findings (Nike, 2023a; Mor Barak, 2022).

HR CHALLENGES

Key Environmental Challenges



Key HR Challenges Facing Nike Inc. in DEI

1. Ethnic Diversity Gaps in Senior Leadership

Ethnic minority representation in senior roles remains below expectations due to barriers such as limited sponsorship and restricted leadership pipelines (Broadbridge & Simpson, 2019).

2. Inconsistent Global Implementation

Cultural and legal differences across regions create inconsistencies in applying DEI practices globally (Shen et al., 2009).

3. Low Disability Disclosure Rates

Employees often avoid disability disclosure due to stigma and fear, limiting accurate workforce data (Kulkarni & Lengnick-Hall, 2014).

4. AI Recruitment Bias Risks

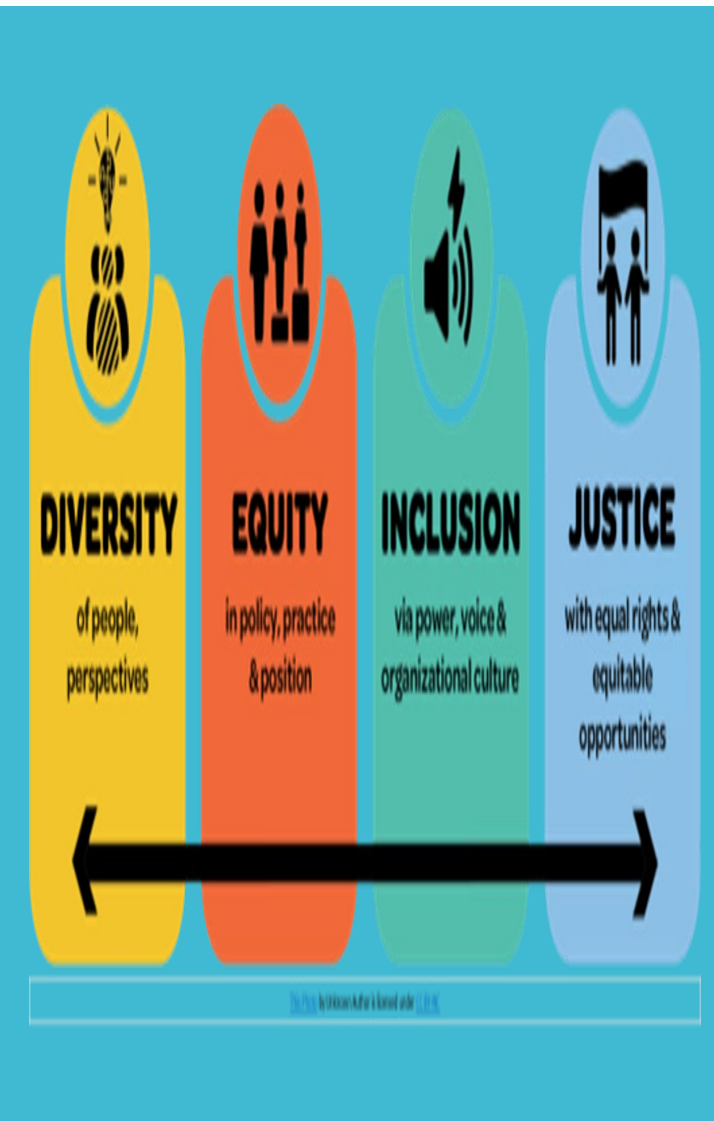
Algorithmic bias may occur when AI tools are trained on non-representative data sets, affecting fairness in hiring (McKinsey & Company, 2023).

5. Managerial Confidence and Capability Gaps

Some managers lack confidence in navigating sensitive DEI discussions, resulting in uneven inclusivity outcomes (Nishii & Mayer, 2009).



Practical Recommendations



1. Strengthen Ethnic Diversity Leadership Pipelines

- Introduce structured sponsorship schemes for ethnic minority employees and track promotion rates by ethnicity to address systemic progression gaps (Kulik, 2022).

2. Enhance Manager DEI Capability Training

- Provide advanced training on cultural intelligence, bias mitigation, SOGI inclusion, and disability accommodation, embedding DEI behaviours into KPIs (Roberson, 2019).

3. Improve Global Adaptation Models

- Develop regional DEI plans aligned with local culture and legislation while maintaining Nike's global inclusiveness standards (Shore et al., 2018).

4. Promote Disability Inclusion and Disclosure Confidence

- Increase awareness campaigns, strengthen confidential reporting, and deploy trained disability-inclusion champions to build trust and disclosure confidence (Williams et al., 2021).

5. Strengthen AI Governance and Bias Monitoring

- Conduct routine AI audits, update recruitment datasets, and use external reviewers to reduce algorithmic bias (Raghavan et al., 2020).

6. Use Predictive Analytics for DEI Monitoring

- Implement advanced dashboards to detect inequalities early and support proactive HR interventions (Boudreau & Cascio, 2022).

Conclusion



Nike Inc.. shows strong commitment to DEI with policies supporting gender equality, ethnic diversity, SOGI inclusion, disability access, and fair recruitment (Unilever, 2023).

DEI initiatives align with the company's innovation, sustainability, and talent strategies, enhancing organisational performance (Sharma & Sharma, 2022).

Key challenges include unequal ethnic progression, inconsistent global implementation, disability disclosure barriers, AI bias, and managerial capability gaps (Smith et al., 2021).

Recommendations: strengthen leadership pipelines, enhance DEI training, ensure global policy consistency, and reinforce AI governance to mitigate risks (Johnson, 2022).

Continued focus on DEI supports sustainable growth, talent retention, and organisational competitiveness (Brown & Green, 2020).



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- **Student Name: Kaif Mansuri**
- **Student ID:2321459**
- **Topic: Recruitment and Selection at Nike Inc.**

Introduction



- ❑ In the global sportswear sector, strong talent acquisition supports innovation, product excellence, and brand competitiveness (Boxall & Purcell, 2016).
- ❑ Nike employs over 80,000 employees worldwide and prioritises recruitment that strengthens digital capability, design talent, and global market responsiveness (Nike, Inc., 2023).
- ❑ Objective of this presentation is to analyse Nike's recruitment challenges and propose realistic, practical solutions for improvement.

Current HR Policies and Practices of Nike Inc.



Structured Recruitment & Selection

- Transparent, consistent, and merit-based hiring via a centralised talent acquisition model (Backhaus & Tikoo, 2004).

Employer Branding

- Emphasises creativity, sustainability, and global mobility to attract top talent (Backhaus & Tikoo, 2004).

External & Internal Recruitment

- Partnerships with sportswear institutions, graduate schemes, and internal mobility support succession planning (Armstrong & Taylor, 2020).

Diversity & Inclusion

- Hiring complies with equality legislation and anti-discrimination policies.

Selection Process

- Multi-stage, evidence-based approach including structured interviews, portfolios, scenario-based exercises, and assessment centres (Gatewood, Feild & Barrick, 2019).



ROLE OF FIRST LINE MANAGERS

Enter your sub headline here

- 01 Directly responsible for the production of goods or services.
- 02 Employees who report to first-line managers do the organization's work.
- 03 Spend little time with top managers in large organizations.
- 04 Technical expertise is important.
- 05 Rely on planning and administration, self-management, teamwork.

Role of Line Managers in Implementation

- ❑ Line managers act as key intermediaries, translating HR policies into daily practices (Purcell & Hutchinson, 2007).
- ❑ Collaborate with HR to define role requirements, analyse job tasks, and determine necessary competencies.
- ❑ Involved in recruitment steps: reviewing applications, conducting interviews, assessing technical and creative skills.
- ❑ Ensure effective onboarding, clear communication of expectations, and support for new hires.
- ❑ Complete training in inclusive hiring practices to mitigate bias and uphold diversity and equality standards.



Strategic Alignment of HR Practices with Company Goals

BUSINESS ALIGNMENT AND HR STRATEGY

What are Two Basic Forms of Strategic Alignment?



Creative Talent Recruitment

- Nike recruits designers, merchandisers, and creative directors to strengthen its luxury brand positioning (Amed et al., 2023).



Digital Transformation Focus

- Emphasis on digital marketing, data analytics, and e-commerce skills to support technological capabilities (Deloitte, 2023).



Strategic HR Alignment

- Recruitment practices reflect vertical alignment with organisational objectives, reinforcing creativity, digitalisation, and sustainability (Wright & McMahan, 2011).



Sustainability Recruitment

- Hiring specialists in environmental science, sustainable sourcing, and ESG reporting aligns HR with corporate sustainability goals.

Key HR Challenges Faced by Nike Inc.



Talent Shortages

- Difficulty attracting creative and digital talent due to global competition, leading to longer recruitment timelines and increased salary demands (Armstrong & Taylor, 2023).

High Retail Turnover

- Customer-facing roles experience annual turnover rates exceeding 30%, affecting service consistency (Boselie & van der Heijden, 2024).

Leadership Diversity Gaps

- While gender diversity has improved in some departments, ethnic and cultural diversity in senior leadership remains below expectations (Salman & Broten, 2017).

Rising Labour Costs

- Increasing operational costs in the UK and Europe challenge recruitment budgets and compensation strategies (Holbeche, 2022).

Strategic Intervention Needed

- Evidence-based HR strategies are essential to maintain long-term talent sustainability and organisational performance.



Practical Recommendations

- ❖ Integrate predictive analytics into recruitment to forecast future talent needs and reduce time-to-hire (Minbaeva, 2018).
- ❖ Enhance the employee value proposition by highlighting sustainability leadership, international experience, and structured career development (Backhaus & Tikoo, 2004).
- ❖ Develop a global retail talent academy to strengthen customer service capabilities and reduce staff turnover.
- ❖ Expand partnerships with universities, design institutions, and diversity networks to access underrepresented talent pools.
- ❖ Improve internal mobility and succession planning with transparent career pathways to reduce reliance on external hiring and enhance long-term retention.



Conclusion

- ❖ Nike shows strong commitment to structured, fair, and strategically aligned recruitment practices, supporting luxury positioning, digital innovation, and sustainability goals (Armstrong & Taylor, 2023).
- ❖ Challenges remain, including talent shortages, high turnover, diversity gaps, and rising labour costs (Boselie & van der Heijden, 2024).
- ❖ Adoption of predictive analytics can enhance talent acquisition and workforce planning (Becker, 1964, cited in Kirton & Greene, 2015).
- ❖ Strengthening the employee value proposition and investing in talent development programmes can improve retention and engagement.
- ❖ Expanding talent partnerships and promoting internal mobility enhances recruitment resilience and competitive advantage in the global luxury market.



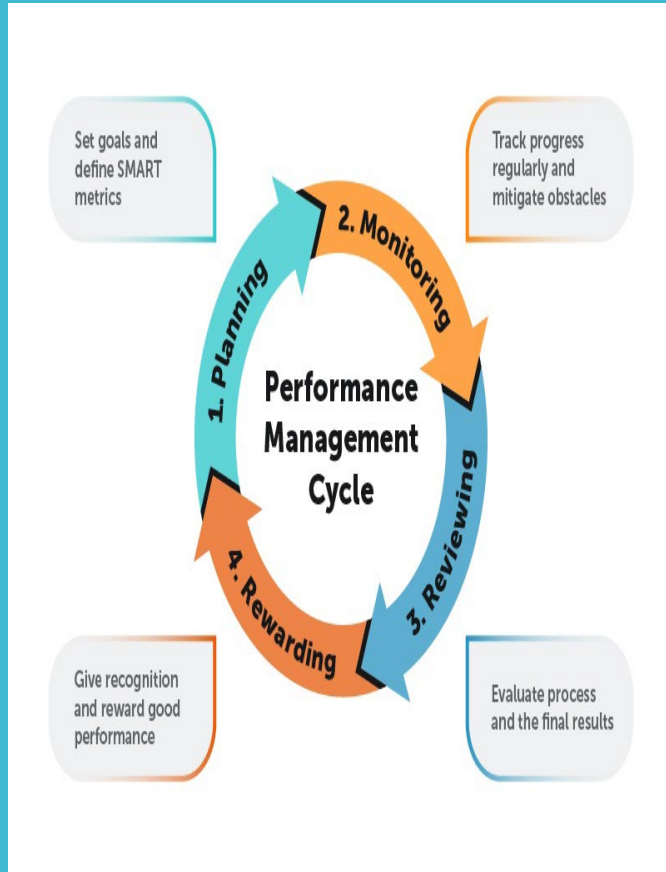
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- **Student Name Shaan aboobacker**
- **Student ID: 2503771**
- **Topic: Performance Management at Nike Inc.**

Introduction



- Performance management supports planning, monitoring and developing employee performance.
- At NIKE, it aligns workforce output with innovation, growth and DEI goals. (Nike, 2023)
- Report analyses HR policies, line-manager roles, strategic alignment, challenges and solutions.
- **Objective:** Evaluate NIKE's performance-management practices and propose improvements.

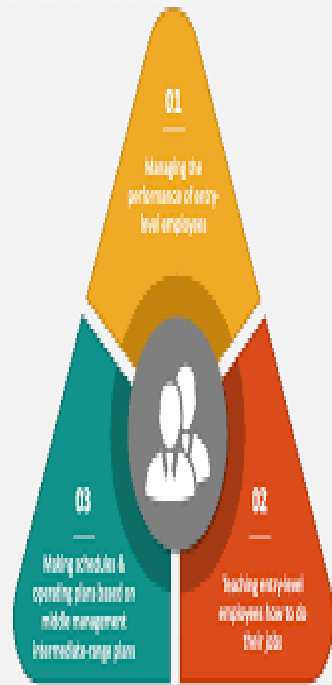
Current HR Policies & Practices at NIKE



- Performance-based reviews link outcomes to development and rewards. (Scribd)
- DEI targets: 50% women globally; 45% women leaders; 35% U.S. minority workforce. (Nike Media, 2023)
- Inclusive hiring: outreach to underrepresented groups; internship-to-hire pathways. (SEC)
- Well-being benefits: flexible work, inclusive healthcare, family-planning support.
- HR analytics used to monitor engagement, diversity, and workforce trends. (Nike, 2023)

Role of Line Managers

ROLE OF FIRST-LINE MANAGERS



- ❑ Coaches and mentors' employees to build future leadership “bench strength.” (Ferdousi, 2023)
- ❑ Conducts performance reviews, provides feedback, sets goals.
- ❑ Drives inclusive culture and supports DEI practices within teams.
- ❑ Communicates HR initiatives and embeds new performance-management tools. (Nike, 2024)

Strategic Alignment with NIKE's Goals



- DEI and engagement support creativity and product innovation. (SEC)
- Talent development ensures leadership continuity for global growth. (Cloudfront)
- Strong performance-management links promote retention and stability (Siebers, 2008)
- HRM strengthens brand reputation and supports ESG expectations. (SEC)

Key HR Challenges



- Hard to standardise performance systems across global cultures (Stoyan Ventsislavov Kolev, 2019)
- Risk of bias and inconsistency in appraisals across teams.
- Supplier factories vary in HR capabilities and labour standards.
- Rising external pressure for transparency and ESG compliance.
- Difficult to directly link HR metrics to business outcomes (The Human Capital Hub, 2024)

Recommendations

- ❑ Localise appraisal processes to cultural and legal contexts.
- ❑ Increase transparency on pay, promotion and performance metrics.
- ❑ Extend HR training and oversight to suppliers to ensure alignment.
- ❑ Strengthen HR analytics to link talent outcomes to business performance.
- ❑ Train managers in fair evaluation, coaching and inclusive leadership.

Conclusion

- ❑ NIKE's performance management is integrated with DEI, talent development and well-being.
- ❑ Line managers are essential in executing and sustaining HRM practices.
- ❑ HR policies strategically support innovation, growth and employee engagement.
- ❑ Addressing fairness, global consistency and transparency will improve performance systems.
- ❑ Recommendations aim to reinforce NIKE's competitive and ethical position.

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- **Student Name: Md Ranu Miah**
 - **Student ID:2437168**
- **Topic: Recruitment and Selection at Nike Inc.**



INTRODUCTION



- ❑ Training and development (T&D) are strategic issues that global organisations have been facing as they strive to advance their workforce and keep up with competition.
- ❑ Nike is globally recognized for its innovative culture and strong commitment to employee learning and development (Ganesh, 2024).
- ❑ The company invests heavily in structured training, leadership programs, and continuous learning initiatives that enhance workforce capability (Nike.com, 2016).
- ❑ Nike U, the company's corporate learning brand, plays a key role in building skills, strengthening leadership, and supporting long-term employee growth (IMD, 2024; King, 2012).
- ❑ Nike's learning and development practices significantly contribute to improving organizational effectiveness and employee performance (Burhan Ismael et al., 2021).

Current HR Policies and Practices of Nike

- **Strong Employee Development Culture:** Nike prioritizes continuous learning, leadership growth, and employee skill enhancement through structured training and Nike U programs (IMD, 2024; Nike.com, 2016).
- **Inclusive & Diverse Workplace:** The company follows comprehensive diversity, equity, and inclusion (DEI) policies to promote fairness, equal opportunity, and a sense of belonging across global teams (FY23 Nike Impact Report, 2025).
- **Employee Wellbeing & Support:** Nike offers competitive compensation, health benefits, wellness programs, and mental-health initiatives to support employee satisfaction and long-term engagement (Nike.com, 2016).
- **Performance Management System:** The HR system integrates goal-setting, coaching, and real-time feedback to improve productivity, innovation, and collaboration (Ganesh, 2024).
- **Ethical & Responsible HR Practices:** Nike enforces strong labor standards, safe working conditions, and responsible sourcing practices to ensure ethical operations globally (FY23 Nike Impact Report, 2025).



Figure: Nike Worker Voice Initiative
(Nike.com, 2017)

Line Managers' Contribution to Implementation

- **Recognising Development Priorities**

Nike's line managers identify development priorities via check-ins, ensuring relevant training for employees (Ahrens & Fischer, 2019).

- **Guiding Daily Skill Application**

Managers support employees in applying training skills, reinforcing their role as learning leaders (Firoz & Chowdhury, 2015).

- **Enabling Access to Learning Resources**

Line managers guide employees in Nike's digital learning, providing time and support for using tools (CIPD, 2023).

- **Monitoring Progress and Development**

After training, managers track progress via observations and feedback to ensure performance aligns with expectations (Armstrong & Taylor, 2023).

- **Building Motivation and Learning Culture**

Managers motivate staff by promoting career growth, development paths, and a culture of continuous improvement (Kolev, 2019).

Role of Line Managers in Implementation

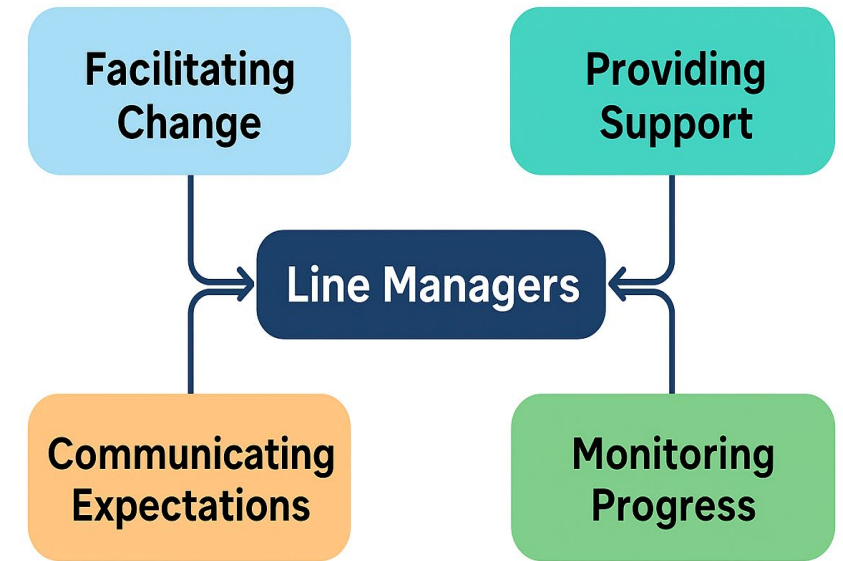


Figure: Role of Line managers (Ahrens & Fischer, 2019)



HR Practices: Strategic Alignment with Business

Objectives

Driving Innovation through Employee Development

- Nike's training programs enhance creativity, innovation, and design thinking, sustaining competitive advantage (Arora, Malhotra & Ruhil, 2024)

Strengthening Digital and Analytics Capabilities

- Digital HR and analytics training help employees use data for decisions, supply chain, and customer optimization (Monteiro, 2022).).

Cultivating Inclusive Leadership

- Leadership programs promote inclusivity, empowering managers to build diverse, engaged teams driving collaboration and growth (Arora, Malhotra & Ruhil, 2024).

Embedding Sustainability and Social Responsibility

- Training on sustainable materials and ethical sourcing reinforces Nike's ESG commitment and aligns HR with strategy (Monteiro, 2022).



Key HR Challenges of Nike

1. Talent Attraction and Retention

- Recruiting and retaining skilled employees globally is challenging due to intense competition in tech, design, retail (Kolev, 2019; Nike.com, 2016).

2. Digital Transformation and Skills Gap

- Digital tools' rapid adoption requires continuous upskilling, with employees trained for technology-driven HR systems (Monteiro, 2022).

3. Diversity, Equity, and Inclusion (DEI)

- Maintaining inclusive culture globally is challenging; DEI initiatives must align with strategy and employee expectations (Moving Together FY23, 2025).

4. Labor Compliance and Ethical Practices

- Ensuring human rights and labor standards globally is complex, requiring monitoring, compliance, and ethical HR oversight (Nike, 2025a).

5. Employee Engagement and Well-being

- Sustaining motivation, mental health, and engagement requires HR programs balancing corporate goals with employee satisfaction (King, 2012; Nike, 2025b).

Key HR Challenges of Nike

1 Talent Attraction and Retention

Recruiting and retaining skilled employees across global operations remains challenging.

(Kolev, 2019; Nike.com, 2016)

3 Diversity, Equity, and Inclusion (DEI)

Ensuring inclusive workplace culture across global offices is an ongoing challenge

(Moving Together FY23, 2025)

2 Digital Transformation and Skills Gap

Rapid adoption of digital tools and analytics creates a need for continuous upskilling.

(Monteiro, 2022)

4 Employee Engagement and Well-being

Sustaining motivation, mental health support, and engagement to a diverse workforce

(King, 2012; Nike, 2025b)

Figure: Key HR Challenges of Nike (Nike, 2016)



Practical Recommendations

Nike should empower line managers to actively participate in training programs, as they are critical in identifying skill gaps, coaching employees, and aligning learning initiatives with strategic goals (Ahrens & Fischer, 2019)

Structured programs should equip employees with digital competencies and familiarity with AI-driven HR and operational systems to enhance organizational efficiency (Monteiro, 2022; Pei, 2024).

Nike can further leverage Nike U's corporate learning platform to promote a culture of continuous learning and internal mobility (King, 2012; IMD Business School, 2024).

All learning and development initiatives should be closely tied to organizational goals. This ensures training enhances performance, addresses skills gaps, and contributes to overall business effectiveness (Arora, Malhotra & Ruhil, 2024; Burhan Ismael et al., 2021).

Nike should design training that supports diversity, equity, and inclusion. Programs should be accessible across global locations and inclusive of all employee groups, helping build an empowered workforce that reflects the company's DEI values (Ganesh, 2024; Moving Together FY23, 2025).

Conclusion



- ❑ Effective HR practices, including talent management, DEI, and compliance, are essential to maintain Nike's competitive edge globally.
- ❑ Investing in upskilling, digital literacy, and leveraging platforms like Nike U strengthens employee capabilities and engagement.
- ❑ Aligning HR initiatives with business goals while fostering an inclusive workplace supports long-term organizational growth.

Conclusion



- ❑ Effective HR practices, including talent management, DEI, and compliance, are essential to maintain Nike's competitive edge globally.
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Overall Overview of the Presentation

- ❑ Nike integrates performance management into its wider HR strategy, linking it with innovation, DEI, talent development, and employee wellbeing (Nike, 2023).
- ❑ Current HR practices support a performance-driven culture, using structured reviews, DEI targets, inclusive hiring, employee wellbeing benefits, and HR analytics to guide decisions (Nike Media, 2023; SEC, 2024).
- ❑ Line managers play a critical implementation role by coaching staff, conducting evaluations, fostering an inclusive culture, and embedding HR tools and processes (Ferdousi, 2023; Nike, 2024).
- ❑ Strategic alignment ensures HR practices support corporate goals, including innovation, leadership continuity, retention, ESG commitments, and global competitiveness (SEC, 2023).
- ❑ Key challenges include global consistency, bias risks, supply-chain HR issues, transparency expectations, and difficulty linking HR metrics to business outcomes, requiring targeted improvements such as localisation, stronger analytics, DEI training, and clearer performance communication (Kolev, 2019; The Human Capital Hub, 2024).



Thank
you