

A Publication on

DIVERSITY & INCLUSION

PRACTICES AT WORKPLACE

2024





Foreword



Deepak Sood

Secretary General, ASSOCHAM

Diversity and inclusion (D&I), as a structural part of business, has been gaining momentum in recent times. Organizations across the globe are discovering that embracing D&I is not just a matter of fairness—it's a key to business success.

In India, the spotlight on D&I is now taking the centre stage, especially as the workforce becomes more diverse. Sectors like technology, financial services, FMCG and healthcare are leading the way in implementing progressive and thoughtful D&I policies, but there is still a long journey ahead to achieve true inclusiveness across all sectors.

The Indian Constitution encapsulates DEI principles as part of the fundamental rights of a person. There are a multitude of legislations like The Protection of Women from Sexual Harassment Act 2013, Maternity Benefit (Amendment) Act 2017, The Rights of Persons with Disabilities Act, 2016, The Transgender Persons Act, 2019 and others which recognise and address concepts of DEI in the workplace.

However, fostering an inclusive workplace requires more than just a policy on paper. It demands the integration of D&I into the DNA of the cultural fabric and consistent action—whether it's ensuring bias-free hiring practices, creating equal opportunities for career advancement, or establishing support systems for marginalized communities such as LGBTQ+ individuals and Persons with Disabilities (PWDs). Inclusive companies are not just more innovative; they are also more resilient, especially in times of crisis.

At ASSOCHAM, we believe that diversity and inclusion are key drivers of sustainable growth. For over 100 years, we have been committed to creating a business ecosystem that promotes equal opportunities for all. Our efforts have supported gender equality, advocated for the inclusion of PWDs, and created platforms for LGBTQ+ voices to be heard. We are proud to witness a growing number of organizations in India embracing these values and working towards a more equitable future.

I extend my best wishes to all our partners, participating organizations, and stakeholders who have championed the cause of D&I. This year's publication, Diversity and Inclusion Practices at Workplace 2024, offers insights into the tangible benefits of D&I and showcases how businesses can turn these principles into powerful growth strategies.

As we launch the 5th edition of ASSOCHAM's Diversity & Inclusion Excellence Awards & Conclave, I hope that more companies are inspired to prioritize D&I—not just as a business strategy, but as a commitment to building a more inclusive and sustainable future for all.





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The Power of Diversity, Equity and Inclusion in Driving Success at the Workplace



Anil Rajput

*Chairperson, ASSOCHAM National CSR Council
& President- Corporate Affairs, ITC Ltd.*



Diversity, equity, and inclusion, or DEI, in the workplace refers to policies and procedures that encourage representation and participation of people of different genders, races, ethnicities, religions, age, sexual orientations, disabilities, and classes. However, it's not enough to simply hire a diverse workforce- it's also important that all employees have equitable access to salary and benefits, resources, and advancement opportunities, and to have a voice within their teams and organizations at large. The great thing about creating diverse, equitable, and inclusive work cultures and environments is that they are mutually beneficial to both employees and employers. Creating a diverse and inclusive workplace culture is important because it has a positive impact on everything from employee recruitment and loyalty to innovation and performance.

We all witnessed the stellar performance by the Indian team in the recently concluded Paralympic Games, a great testimony to the fortitude, unshakeable self-belief and determination to succeed despite physical constraints. Ultimately it underpins the fact that it's the mind that reigns supreme and can trump just about every comprehensible and perceived obstacle. India is showing a positive trend in this regard and I am confident that just like in the movie 'Chandu Champion' there will be millions of other examples where opportunities will eventually be given and the

We all witnessed the stellar performance by the Indian team in the recently concluded Paralympic Games, a great testimony to the fortitude, unshakeable self-belief and determination to succeed despite physical constraints.

feisty spirit that is buttressed by an insatiable desire to excel in whatever field the individual chooses will prevail despite the odds and difficulties- making the organizations and our country proud.

According to a report by McKinsey & Company, there are three fundamental indicators of inclusion in the workplace: equality, openness, and belonging. Equality refers to fairness and transparency in pay, recruitment, promotion, and access to resources. Openness refers to a workplace culture where people are treated with respect and without bias, discrimination, or microaggressions. And belonging refers to a sense of community that encourages people of all backgrounds to feel free to share their insights and talents—and to know that their





input is valued by co-workers, managers, and their organization.

Companies that become known for embracing a diverse, equitable, and inclusive work culture not only open their potential talent pool—and their ability to attract the best of the best—they also benefit from the potential to better relate to and win over diverse customers. It's easy to understand why diverse teams may see a competitive advantage when they share similar perspectives and cultural touchpoints with their client bases. Consequently, it may also be easier for these employees to appeal to and promote their products or services to potential clients that also come from diverse backgrounds more effectively.

A critical benefit of a diverse, equitable, and inclusive work culture is that it creates an environment that empowers employees. When companies embolden their employees, it helps to nurture connection, build loyalty, and support workers in giving feedback that fosters positive change within the workplace. According to data from a Deloitte survey, Gen Zs want to work for companies with less rigid hierarchies, where they can voice their ideas openly and participate in shaping a more inclusive work environment. It was also

found that of the workers surveyed who felt empowered by their organizations, close to 90% reported feeling a sense of belonging with their employers.

Research also supports the premise that a diverse and inclusive workforce can have a positive impact on performance and profitability. According to multiple reports, companies that had the most gender-diverse executive teams were 25% more likely to see above-average profitability than peer companies with the least gender-diverse management teams- and the higher the representation of women, the higher the likelihood of greater performance.

Belief in the abilities of employees and our human resources is the cornerstone for the success of DE&I. Impressions formed because of a particular shortfall need to be balanced with the hard-work, self-belief and determination of the individuals. There's a strong case to be made for diverse and inclusive work environments that empower employees, this ultimately results in companies that achieve success—whether that's in profitability, employee loyalty, a work culture that gives everyone equal opportunity to flourish, or all the above.





Pride Month Initiatives undertaken by Reckitt to foster Diversity and Inclusion

Ravi Bhatnagar

Co-Chairperson, ASSOCHAM National CSR & Empowerment Councils and Director External Affairs & Partnerships, South Asia, Reckitt



India in the past decade has seen a radical change in how large corporates are promoting diversity, equity and inclusivity at the workplace. Companies are becoming more informed and sensitised towards the needs of their employees and are adopting suitable HR practices to make them feel comfortable regardless of gender, race, ethnicity or sexual preferences.

In line with its commitment to making the world a better place, Reckitt has always been at the forefront of promoting inclusive practices both inside and outside the workplace. This year, Reckitt undertook several initiatives to celebrate Pride Month 2024 as part of its push to recognise and promote the LGBTQ+ community at the workplace.

Unleash the Rainbow Educating



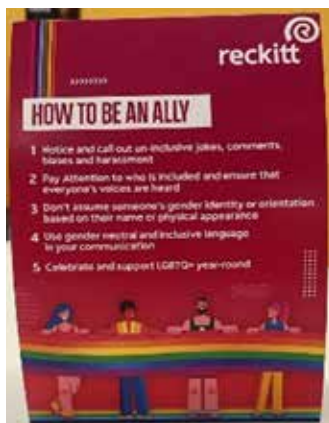
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stakeholders is the foundation of promoting diversity and inclusion at the workplace. With its 'Unleash the Rainbow' initiative, Reckitt through a series of posters, tent cards and lanyards sensitised its employees on how to treat colleagues from the LGBTQ community in a proper manner.





The tent cards placed on the desk of each, and every employee helped teach the proper language to use while address people from the community. This was further extended to the Talent Acquisition team who were shown a special module on questions to ask and not ask to ensure a fair selection process while hiring.



Stronger Together Panel Discussion



To show support for the LGBTQ+ community, a panel discussion was conducted at the Reckitt office focused on how to be allies for the LGBTQ+ community. With Ravi Bhatnagar, Director External Affairs & Partnerships, SOA, Reckitt, Harish Iyer, DEI Head, Axis Bank and Asha Gopalakrishnan, Finance Director, Reckitt as panellists, the discussion helped employees understand how to support their colleagues from the community in making a major change in their professional journey.

Culmination with Human Library and Flea Market

Reckitt India culminated Pride Month 2024 with a human library and flea market in its offices.



The Human Library organized in partnership with Naz Foundation provided employees an opportunity to learn from life stories of the community members. It witnessed esteemed speakers including Anjali Gopalan, Founder, Naz Foundation India and LGBTQIA+ advocate, Chandra Ji, a proud advocate of LGBTQIA+ rights and Bobby Ji, a resilient LGBTQIA+ advocate.

Human Library was followed by a Queer Flea Market where entrepreneurs from the LGBTQIA+ community set up stalls for the employees to engage and buy their products.





Collaboration with Outlook India



The company also showed its support for the LGBTQ+ community by partnering with Outlook Magazine for a special Pride Month edition of their magazine under its program The Birds and The Bees Talk. The magazine focused on a variety of issues with a focus

on comprehensive education, legislative protection and cultural shifts.

Ravi Bhatnagar, Director, External Affairs and Partnerships, SOA, Reckitt said, “We, at Reckitt, are proud to be one of the strongest allies for the LGBTQIA+ community members in India and are committed to fostering a culture of equality that supports every individual. We have been paving the path for a world where inclusivity and equality takes the center stage with our initiatives such as Durex The Birds & Bees Talk (TBBT).”

With these initiatives, Reckitt cemented its place as an inclusive, equal and diverse workplace that aims to provide opportunities to all people without any bias or discrimination of any kind. However, the initiatives are not just limited to Pride Month as the company has several activities planned to promote diversity and inclusion at Reckitt.







Nurturing an Inclusive Organization: A (Somewhat) Humorous Guide

Srimathi Shivashankar

Chairperson, ASSOCHAM National Empowerment Council & Corporate Vice President and Global Head, EdTech Business, HCL Technologies



Technology knows no gender; I reached out to AI and asked for support to frame this essay. I reviewed and changed 47 words, deleted 13 and added 26 new lines. In the world of AI, it is pity (yes, surely) that we continue to be worried about diversity and inclusion scores. I am confident our EI (Emotional Intelligence) and collective wisdom in the organisations will surely help us find an accelerated path to bridge the gaps!

Inclusion in the workplace—it sounds serious, right? That's because it is. But who says we can't have a little fun while creating an environment where everyone feels like they belong? After all, nothing says "you're valued here" like a good laugh shared over how confusing company acronyms can be.

Let's start with the basics. Inclusion isn't just inviting everyone to the company picnic, although that's a great start (if you're providing free food, count me in). It's about ensuring that everyone has a voice, a space to thrive, and isn't left scratching their heads thinking, "Wait, did they forget about me?"

Step 1: Ditch the Tokenism

No one wants to be the office's "diversity hire," paraded around like a human mascot during company events. True inclusion means

I am confident our EI (Emotional Intelligence) and collective wisdom in the organisations will surely help us find an accelerated path to bridge the gaps!

moving beyond tokenism. Make sure everyone feels heard, empowered, and valued for their unique contributions, not just because they tick a box.

Step 2: Communication is Key (But Keep it Real)

Let's face it—communication is the glue that holds an inclusive culture together. But have you ever sat through a "diversity training" where everyone speaks in HR-approved lingo and no one actually knows what's going on? You know the ones: "We value cross-cultural synergies in this high-performing environment." Translation: We just googled how to sound inclusive.

Here's the deal. Encourage open conversations where people can be themselves.





Step 3: Celebrate Differences (But Not Like You're Checking a Calendar)

We've all seen it: the obligatory, once-a-year "Celebrate Insert Culture Here Month." You put up some posters, maybe send out an email, and pat yourself on the back for your cultural awareness. Instead, creating an inclusive workplace is an ongoing journey. It's about valuing different perspectives, encouraging open dialogue, and maybe, just maybe, throwing in a well-timed office prank or two

Step 4: Leadership—Less Dictatorship, More Fellowship

If your boss is still barking orders from a tower like they're auditioning for "Game of Thrones,"

it might be time to rethink the leadership style. Inclusive leadership is all about collaboration, empathy, and understanding that not everyone works (or thinks) the same way. It's less about who gets to sit on the Iron Throne and more about how we can all build the kingdom together—without burning bridges, or, you know, entire cities.

Step 5: Affinity Networks —Don't exclude to include!

Policies and Advocacy have to stay neutral. By making policies purely to promote one section of the employees actually excludes them from mainstream, and also may throw unnecessary pressure on them to prove with the rest that "indeed, we deserve this special status"





Corporate India's DEI Challenge: Are We Doing Enough?



Vishal Kedia

Founder & Director
Complykaro Services Pvt. Ltd.



In today's rapidly evolving business environment, the significance of Diversity, Equity, and Inclusion (DEI) in the workplace is undeniable. Yet, despite the growing recognition of DEI as essential for long-term success, many companies in India are still falling short in translating these ideals into actionable strategies. The 5th edition of the Diversity & Inclusion Excellence Awards and Conclave, hosted by ASSOCHAM on September 25th, 2024, in New Delhi, is a testament to the increasing focus on DEI in Corporate India—but it also highlights the urgent need for more concrete actions.

While conversations and dialogues around DEI has become more prominent, the reality on the ground tells a different story. Many organizations continue to struggle with the practical implementation of DEI initiatives, often treating them as mere compliance requirements rather than as integral components of their corporate culture. This disconnect raises a critical question: Are we doing enough to create truly inclusive workplaces in India?

Diversity, Equity, and Inclusion are not just checkboxes on a compliance form; they are the foundation of a thriving, innovative workplace. DEI involves creating an environment where every employee, regardless of their background, feels respected, valued, and

Diversity, Equity, and Inclusion are not just checkboxes on a compliance form; they are the foundation of a thriving, innovative workplace.

empowered. This goes beyond gender and ethnicity—it includes age, sexual orientation, disability, and more. However, the slow pace of change suggests that many organizations are not fully embracing these principles.

Complykaro is doing its bit towards making Corporate India compliant with various DE&I regulations through its training solutions on various DEI laws. As part of the larger DE&I umbrella, companies are mandated to comply with several key laws listed below that support DEI initiatives.

1. **The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (PoSH Act):**
This act mandates the creation of a safe and respectful workplace for women, requiring organizations to establish mechanisms to prevent and address sexual harassment





2. **The Rights of Persons with Disabilities**

Act, 2016: This act ensures equal opportunities for individuals with disabilities, mandating accessibility and reasonable accommodations in the workplace.

3. **The Transgender Persons (Protection**

of Rights) Act, 2019: This act prohibits discrimination against transgender individuals in employment and other areas, requiring employers to create a supportive and inclusive environment.

4. **The HIV and AIDS (Prevention and**

Control) Act, 2017: This legislation prohibits discrimination against individuals based on their HIV status, ensuring equal treatment in employment and healthcare.

5. **The Maternity Benefit Act, 1961:**

Amended in 2017, this act mandates that women are entitled to maternity leave and benefits, ensuring that they can take time off for childbirth without losing their jobs. The act also requires employers to provide crèche facilities for working mothers, further supporting gender equity in the workplace.

The said acts are pivotal in ensuring a diverse and inclusive workplace, but their impact is often diluted by ignorance or a lack of enforcement by the companies to implement the same possibly due low or manageable (“We’ll deal with the problem when it arises” mindset) repercussions for non-compliance.

Moving forward from rhetoric to reality, The ASSOCHAM conclave offers a crucial platform for industry leaders, policymakers, and diversity advocates to share insights and strategies for advancing DEI in the workplace. But as the spotlight on DEI grows, so does the responsibility of organizations to move beyond rhetoric and into meaningful action. To truly embed DEI into the fabric of corporate India, organizations must adopt a proactive approach—going beyond mere compliance to actively challenging biases, educating employees, and fostering a culture of inclusion. This is not just about legal requirements; it’s about creating workplaces where everyone can thrive.

As we celebrate the progress made in promoting DEI, we must also confront the challenges that remain. Corporate India is at a crossroads—either we take the necessary steps to fully realize the promise of DEI, or we risk falling behind in an increasingly competitive global market. The choice is clear, but the question remains: Are we doing enough?





Diversity and Inclusion (DE&I) in Auto Ignition Limited



Bhawna Chauhan

Central Head- HR
Auto Ignition Limited



Auto Ignition Limited are an integral component of the company's culture and strategic vision. In today's era we understand that fostering a diverse and inclusive workplace is a key to drive innovation, enhancing employee engagement and ensure the development and growth of business. We aim to achieve 20% -30% in next 3 years diversity which targets to reflect the community representation.

Diversity Commitment-

We believe to create a workforce that reflects the diverse communities it serves. This commitment is an evident in the company's hiring practices which emphasizes the recruitment of an individual from different cultures and backgrounds which includes different genders, ethnicities and experiences. This regional spread is managed from all states and regions across the country. The company believes that a diverse workforce brings a variety of perspectives which are crucial for driving creativity and innovation.

Inclusion Commitment-

Our company aims to create an environment where all employees feel valued, respected and empowered to contribute to their best.

Auto-Lek philosophy of diversity and inclusion reflects the Universal concept of "VASUDHAIVA KUTUMBAKAM – THE WORLD IS ONE FAMILY".

Auto Ignition Limited place a strong emphasis on learning and development across levels. All employees regardless their designations undergo various trainings participating in online sessions, mentorship coaching programmes enriching role by role enlargement and assigning more responsibilities to learn and grow.

Influence of Diversity & Inclusion-

The element of inclusion at Auto Ignition Limited reflects the culture of fairness and partnership for its people. Auto-Lek philosophy of diversity and inclusion reflects the Universal concept of "VASUDHAIVA KUTUMBAKAM – THE WORLD IS ONE FAMILY".





This implies promoting culture of acceptance, respect, nurture and grow without any discrimination of caste, creed, colour, sex, language and disability.

Creating a morale culture and environment which is progressive, futuristic and innovative by way of respect different perceptiveness is in the DNA of the company. Right from

recruitment to the exit, Auto Ignition Limited is endeavour to provide a life-time experience of learning and growth without discrimination.

The diversity is the way to contribute towards recognising females to be economically independent. On focussed CSR projects made AESEP aims at promoting, educating at schools and University levels for females.





Diversity and Inclusion Initiatives at Baba Farid University of Health

Sciences

Rajeev Sood

Vice Chancellor, Baba Farid University of Health Sciences, Faridkot, Punjab



Baba Farid University of Health Sciences (BFUHS) in Faridkot, Punjab, India, is committed to fostering an environment that promotes diversity and inclusion within its academic and administrative spheres. Recognizing the importance of these principles in creating a vibrant, equitable, and innovative educational environment, the university has undertaken several initiatives aimed at enhancing diversity and inclusion.

1. Affirmative Action Policies

BFUHS implements affirmative action policies to support underrepresented and marginalized groups. This includes reservations for Scheduled Castes (SC), Scheduled Tribes (ST), Other Backward Classes (OBC), and economically weaker sections (EWS) in admissions and faculty recruitment. These policies are designed to ensure equitable access to educational and professional opportunities.

2. Scholarships and Financial Aid

To support students from economically disadvantaged backgrounds, BFUHS offers various scholarships and financial aid programs. These initiatives aim to reduce financial barriers to education and ensure that talented students from diverse socio-economic backgrounds have the opportunity to pursue their academic and professional goals.

The university is committed to incorporating diverse perspectives into its curriculum.

3. Inclusive Curriculum and Pedagogy

The university is committed to incorporating diverse perspectives into its curriculum. This includes integrating content that reflects various cultural, social, and historical viewpoints, ensuring that all students can see their experiences and identities represented in their education. Additionally, faculty members are encouraged to adopt inclusive teaching practices that accommodate different learning styles and needs.

4. Gender Equity Initiatives

BFUHS actively promotes gender equity through policies and programs designed to support both female and male students and staff. This includes providing equal opportunities in recruitment, career development, and leadership positions. The university also addresses issues related to gender-based discrimination and harassment, ensuring a safe and respectful environment for all individuals.





5. Accessibility Services

The university is committed to ensuring that students with disabilities have equal access to educational resources and facilities. BFUHS provides various accessibility services, including special accommodations, assistive technologies, and physical modifications to campus infrastructure. These efforts are aimed at removing barriers and creating an inclusive academic environment for students with disabilities.

6. Cultural and Awareness Programs

BFUHS organizes cultural events, workshops, and seminars to celebrate diversity and promote intercultural understanding. These programs provide opportunities for students and staff to learn about different cultures, traditions, and perspectives, fostering a more inclusive and harmonious campus community.

7. Support Services and Counseling

Recognizing the importance of mental health and well-being, BFUHS offers counseling and support services to help students navigate personal and academic challenges. These services are designed to be accessible and inclusive, providing support tailored to the diverse needs of the student body.

8. Training and Development

The university invests in training and professional development programs for faculty and staff to enhance their understanding of diversity and inclusion. These programs aim to build skills in managing diverse classrooms,

addressing unconscious biases, and promoting an inclusive workplace culture.

9. Student Representation and Participation

BFUHS encourages student participation in decision-making processes related to diversity and inclusion. Student bodies and committees provide a platform for students to voice their concerns, propose initiatives, and contribute to shaping an inclusive university environment.

10. Monitoring and Evaluation

The university regularly monitors and evaluates its diversity and inclusion initiatives to ensure their effectiveness and make necessary improvements. This includes collecting data on representation and participation, assessing the impact of policies and programs, and engaging in continuous dialogue with stakeholders to address emerging issues.

Conclusion

Baba Farid University of Health Sciences is dedicated to building a diverse and inclusive academic community. Through a range of initiatives, including affirmative action, financial aid, inclusive curricula, and accessibility services, the university aims to create an environment where all students and staff can thrive. By fostering diversity and inclusion, BFUHS not only enhances the educational experience but also contributes to the development of a more equitable and just society.





Driving success through Diversity: BUSINESSNEXT's Ongoing Commitment to DEI

Lipika Mohanty

Director People and Development, BUSINESSNEXT



As we continue to grow and evolve as an organization, our commitment to Diversity, Equity, and Inclusion (DEI) at BUSINESSNEXT is not just an initiative or a checkbox for us—it's a fundamental part of who we are and how we operate. It aligns deeply with our core values of "Happy People, Learning & Growth, We Care, Happy Customers, and Innovation". By embracing DEI, we attempt to not only create a more positive and engaging workplace but also to enhance our ability to serve our diverse customers more effectively. We believe that diversity is an essential aspect of our organizational DNA and our strength there contributes to higher levels of employee engagement, better problem-solving, and stronger overall business performance.

Our perspective on DEI is dynamic and ever-evolving. So, though we have made significant strides in our DEI journey, we view our DEI journey as a continuous one rather than a one-time achievement.

In our strategies around DEI, we try and ensure that our organizational practices are not only inclusive but actively dismantle biases and inequalities. We have embedded our DEI values into various strategies and activities that have helped us maintain focus on this important aspect of our organizational culture:

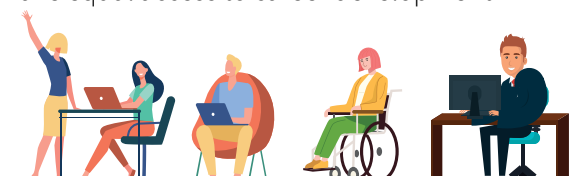
 **Inclusive Hiring Practices:** We are continuously refining our recruitment processes to attract and retain diverse talent. We ensure our recruitment process

It aligns deeply with our core values of "Happy People, Learning & Growth, We Care, Happy Customers, and Innovation".

is designed to attract, evaluate, and hire candidates from diverse backgrounds, providing equitable opportunities for all. We ensure that our hiring practices are free from bias by diversifying candidate pools, interviewer pool, anonymizing resumes during the initial screening process, and conducting structured interviews to focus on skills and potential over background.

 **Support space, Education and Awareness:** We have formed several ERGs, through this we bring together individuals from different backgrounds, provide a supportive space for sharing experiences, conduct workshops, training sessions, and open dialogues for discussing challenges faced etc. Through these groups, we aim to build a deeper understanding of DEI among all employees and drive change.

 **Equity in Opportunities:** We are committed to ensuring that all employees have equal access to career development





and advancement opportunities. Opportunities here ensures that all employees have access to professional development resources such as training, mentoring, and leadership programs across organization, gender, bands and groups. Equitable performance reviews are designed to level the productivity, motivational field and ensure that everyone has the fair chance to succeed.



Mentorship & Sponsorship Programs:

We have initiated mentorship and sponsorship programs that focus on supporting underrepresented groups (e.g. socio-economic weak categories) within the organization. These programs are designed to provide professional guidance, open new opportunities, and promote career growth for employees of these group.



Leadership Commitment: Our leadership team is deeply committed to DEI and have ensured that our DEI goals are well built into our business strategy and reflect as one of the key components in the leadership performance parameter. They lead by example, actively participating in DEI training programs and ensuring that they model inclusive behaviors and understand the importance of psychological safety.



Unconscious Bias Training: To foster a truly inclusive environment, we provide regular unconscious bias training to all employees. This helps them recognize, challenge, and mitigate biases that may unintentionally influence decision-making or interactions within the workplace.

To ensure that our DEI initiatives have a lasting impact, we have adopted “Data Driven Approach” to it. By leveraging data, we have tried to move forward beyond surface-level commitments to create measurable,

actionable strategies for fostering inclusion. Analytics have allowed us to track diversity metrics across various dimensions—such as gender, race, age, and more—highlighting disparities in recruitment, promotions, and pay equity. With real-time insights, we have been able to pinpoint specific areas where systemic barriers exist and address them with targeted interventions. For example, data has in the past helped us to identify unconscious bias in hiring processes and revealed gaps in representation at leadership levels; thus, enabling us to identify specific areas for intervention and take necessary steps. Through various employee feedback processes, we also track our progress and measure the impact of our various DEI initiatives.

At Businessnext, we have always acknowledged that the most important of all and an enabler in the DEI direction is ensuring the availability of a Safe Space at work. Safe spaces allow employees to express themselves freely, raise concerns, and share their perspectives without fear of judgment or retaliation. In our organization, leaders have been instrumental in this process by promoting open communication, encouraging transparency, and actively listening to employee feedback. We’ve have forums, such as town halls and focus groups, where employees voice their thoughts and experiences freely. Our zero-tolerance policy on harassment and discrimination further solidifies our commitment to maintaining a secure, inclusive environment.

Our commitment to DEI is not just about doing what’s right—it’s about leveraging the strengths of our diverse workforce to drive business success. We are on mission creating an inclusive environment where everyone can perform at their best without fear. Through our efforts, we’ve tried to cultivate a workplace culture where employees feel valued and supported, enabling them to contribute authentically and thrive professionally.





Embracing Diversity: Bata India's Path to Inclusive Excellence



Pooja Minocha

*Vice - President Human Resources and CHRO
Bata India Limited*



At Bata India, diversity isn't just a value - it's our strength. We believe that embracing diverse perspectives, fostering equity, and cultivating an inclusive environment are essential to both employee well-being and business success. Our commitment to Diversity, Equity, and Inclusion (DEI) is embedded in every aspect of our workplace, driving us to create a culture where every individual can thrive and contribute their best.

DEI Initiatives at Bata India

Comprehensive Policy Framework

Bata India supports its DEI goals with a robust framework, including the Whistle Blower Policy, Code of Ethics, and the Prevention of Sexual Harassment (POSH) policy. These policies ensure a safe and respectful workplace for all.

Workshops and Training Programs

Education is crucial to fostering an inclusive culture. Bata India conducts workshops on unconscious bias, inclusive language, and gender sensitivity. Our Cultural Competence Training promotes a deeper understanding of different cultures and communication styles.

We are committed to empowering women in the workplace. Our Leaders of Tomorrow (LOT) program provides leadership training and support to help women advance their careers.

Leadership Development for Women

We are committed to empowering women in the workplace. Our Leaders of Tomorrow (LOT) program provides leadership training and support to help women advance their careers. Additionally, mentorship and sponsorship programs connect women employees with senior leaders who guide and advocate for their success.

Employee Resource Groups (ERGs)

WINGS, our Women's Employee Resource Group, is integral to our DEI strategy. It provides networking opportunities, leadership development, and a platform for women to share experiences and support each other.





Ongoing Education and Awareness Campaigns

Bata India keeps DEI at the forefront with continuous education and awareness campaigns, including newsletters, intranet resources, and guest speaker events. These initiatives ensure DEI remains a priority across the organization.

Outcomes and Impact

Bata India's DEI initiatives have led to significant positive outcomes. We've increased the representation of women in leadership, improved employee satisfaction, and fostered a more inclusive workplace culture. Our leadership's active involvement ensures that DEI is not just a policy but a core part of our business.

Our targeted recruitment efforts have expanded the diversity of our talent pool, bringing fresh perspectives that fuel innovation. By setting clear goals and tracking progress, we hold ourselves accountable for advancing our DEI objectives and ensuring continuous improvement.

At Bata India, DEI is more than just a corporate responsibility but a strategic imperative. By fostering a culture where diversity is celebrated, equity is ensured, and inclusion is the norm, we are enhancing the employee experience and driving long-term success. Through our comprehensive DEI practices, we are building a stronger, more resilient organization that reflects the diverse world we operate in.





A Case Study: Dana TM-4's Global Diversity & Inclusion Initiative



Yogita S.

Head HR-Admin, AHS
DANA TM4 India Pvt. Ltd.



Dana TM-4 Chakan Pune is recognized as a leader in the automotive and powertrain technology industry, not just for its engineering innovations but also for its commitment to fostering a diverse and inclusive work environment. Its D&I success story demonstrates how large-scale, purpose-driven initiatives can lead to transformative results.

The Problem: In the automotive and engineering sectors, there has historically been an underrepresentation of women, ethnic minorities, and people with disabilities. Dana TM-4 faced challenges related to creating an inclusive culture and ensuring that its workforce reflected the diversity of its global client base.

The Solution: Dana TM-4 boarded on a comprehensive D&I strategy, anchored in four key pillars:

1. Inclusive Hiring Practices: Dana TM-4 redesigned its hiring process to mitigate unconscious bias and ensure diverse representation across teams. They implemented specific programs to bring people from underrepresented groups into technical and leadership roles, offering pathways to successful careers even for those without traditional backgrounds in engineering.

Dana TM-4 has been consistently ranked as a top company for diversity and inclusion by industry organizations.

- 2. Accessibility for All:** Dana TM-4 invested in developing accessible products and workplace solutions for people with infirmities, making inclusion part of its core business strategy. Internally, the company created support systems for employees with infirmities, ensuring they could thrive within the company's innovation-driven environment.
- 3. Employee Resource Groups (ERGs):** Dana TM-4 actively supported employee-led groups, such as Women in Engineering, Ethnic Diversity Networks, and LGBTQ+ Allies. These ERGs foster a sense of belonging and provide platforms for addressing the unique challenges faced by each group.
- 4. Data-Driven Accountability:** Dana TM-4 committed to transparency by tracking and reporting key metrics related to gender, ethnicity, and other dimensions of diversity across its workforce. This data-





driven approach ensured accountability and continuous improvement.

The Impact: Dana TM-4's D&I initiatives resulted in significant improvements:

-  **Gender Diversity:** The company increased the representation of women across its workforce, particularly in technical and leadership roles. Women now play a larger role in engineering and decision-making processes than ever before.
-  **Ethnic Representation:** In various regions, the percentage of employees from underrepresented racial and ethnic groups increased significantly. The company actively promotes diverse talent pipelines, ensuring equal opportunities for all.
-  **Innovation through Inclusion:** Dana TM-4's commitment to diversity contributed to enhanced innovation. By embracing diverse perspectives, the company's

R&D teams developed breakthrough technologies that cater to a broader range of customer needs, driving both social impact and business success.

Recognition: Dana TM-4 has been consistently ranked as a top company for diversity and inclusion by industry organizations. The company's leadership in D&I has made it a role model in the powertrain and engineering sectors.

As of 2024, Dana TM-4 Chakan Pune, have received a total of five awards for our contributions to Diversity, Equity, and Inclusion (DEI).

Conclusion: Dana TM-4's D&I success shows how embedding inclusivity into a company's DNA can drive not only workforce diversity but also innovation, customer engagement, and business performance. This case shows how a large organization can leverage D&I to foster a culture of belonging while achieving tangible results.





The Guidewire Culture of Empowerment, Diversity, and Belonging

 **Mohammed Anzy**
VP, Engineering and Managing
Director - Guidewire, India



The Guidewire work culture prioritizes trust, empowerment, and freedom, allowing employees to innovate and succeed. Our dedication to Diversity, Equity, Inclusion, and Belonging (DEIB) ensures that every member of the Guidewire family feels respected, appreciated, and supported.

We are proud that our cohesive teams consist of individuals from diverse backgrounds, each bringing their unique story and perspective. We attribute our ability to innovate rapidly because of our diverse and inclusive workplace, where everyone feels welcomed and supported and gains equitable access to resources, opportunities, information, and benefits.

Our voluntary employee-led Employee Resource Groups (ERGs) facilitate free-flowing discussions, knowledge and ideas exchange, connection building, and learning. They foster our DEIB strategy. We have several ERGs, including NextGen, ABLEguide, and ASIAPACguide. Among these, GROW (Guidewire's Recognition of Women) and Girls of Guidewire hold special significance for us from a DEIB perspective as they are dedicated to bringing women into technology and helping them advance their career and professional growth.

We are proud that our cohesive teams consist of individuals from diverse backgrounds, each bringing their unique story and perspective.

ElevatEd by Guidewire: This transformative initiative, launched in August 2024, is a testament to our passion for education and women's empowerment. It supports female college students from underprivileged backgrounds who want to pursue engineering and become qualified engineers. This initiative profoundly impacts selected students by offering scholarships, mentorship, upskilling, internships, and career opportunities.

Team 4 Tech: Guidewire volunteers have formed a robust partnership with the non-profit Ek Tara school to address the digital divide in education. Together, we are enhancing educational opportunities for roughly 1,500 underprivileged girls in Kolkata. This partnership is a testament to our commitment to bridging the digital





divide to create an equitable society. We have developed systems for tracking student performance and managing curriculum and provided training in the latest technology trends like artificial intelligence. Our vision is to replicate this success in other regions across the country.

At Guidewire, DEIB is more than just a commitment—it's the foundation of how we do business. By embedding the DEIB principles across our workforce, workplace, and marketplace, and through impactful programs like ElevatEd and Team 4 Tech,

we are shaping a future where diversity is celebrated and leveraged to create meaningful change.

Not just in India but globally, Guidewire's inclusive culture is much talked about and has garnered numerous awards and accolades, including Best Global Culture, Best Company Outlook, Best Product & Design Teams, Best Engineering Teams, and Best HR Teams. This global recognition underscores our ongoing dedication to driving business success through diversity, equity, and inclusion.





Fostering a Culture of Inclusion: Hexagon's Support for Women



Suresh Kadambari

Vice President

Hexagon R&D India



At Hexagon R&D India, we make things intelligent—but our true brilliance comes from our people and the rich diversity of perspectives they bring. Our strength lies in the unique backgrounds, experiences, and abilities of our team, proving that innovation thrives when we embrace and celebrate differences.

Women in Tech

Diversity, Equity, and Inclusion are foundational pillars. One of our key priorities is empowering women leaders and fostering a supportive environment for women in technology. Women are still underrepresented in IT, and Hexagon R&D India is working to change that by fostering an inclusive environment where women not only belong but thrive.

Women Leading at Hexagon R&D India

HxGN WILL (Women's Initiative for Learning and Leadership) team is at the heart of our efforts to drive change. WILL is more than just a program; it's a movement empowering our women to advance in their careers. One of the most transformative initiatives under WILL is MentHer, a mentorship program that pairs rising women leaders with experienced mentors. This personalized mentorship helps women navigate career challenges, unlock

Hexagon R&D India is working to change that by fostering an inclusive environment where women not only belong but thrive.

their full potential, and set ambitious goals for the future.

WILL also builds a strong, supportive community through engagement activities like guest speaker events, discussion panels, and career workshops. These initiatives spark inspiration and connection, ensuring women at every level feel empowered to make their mark on the tech world.

Begin Again: Rebuilding Careers, Reclaiming Confidence

Recognizing that the journey to inclusion goes beyond supporting current employees, we launched Begin Again, a return-to-work program specifically designed for women in technical and leadership roles. Begin Again helps women who've taken career breaks seamlessly re-enter the workforce, providing paid internships that rebuild skills





and confidence. These internships, paired with mentoring and support, lead to full-time positions and success stories that showcase the strength of women reclaiming their professional paths.

Empowering Mothers and Families

At Hexagon, we understand that flexibility and family-friendly policies are essential to truly supporting women in the workplace. Our in-house creche has been a game-changer for working mothers who face the tough choice between career advancement and family. By offering on-site daycare, we enable mothers to continue their professional journey while knowing their children are cared for, close by, and happy.

Shaping the Future of Women in Tech

By fostering a culture that values DE&I, we not only strengthen our organization but also contribute to the overall growth of the tech industry. Hexagon R&D India is at the forefront of this movement, demonstrating that when we empower women, we unlock a world of limitless potential.

Our initiatives, from WILL and Begin Again to our family-first policies, are more than just programs; they are investments in the future. By creating an environment where women can thrive and lead, we are not just shaping the future of our organization but also paving the way for a more equitable and innovative tech landscape.





Empowering Communities for Equitable Futures

Dr Anjee Prakash
Founder & Trustee
Learning Links Foundation



Every learner deserves an equal opportunity. It is this belief that led to the inception of Learning Links Foundation, an award-winning education non-profit based in India. Under the leadership of its Founder and Trustee, Dr Anjee Prakash, the organization has designed learning pathways aligned with the United Nations Sustainable Development Goals to provide answers to the most pressing challenges in the education ecosystem. Since its founding in 2002, it has empowered more than 17.8 million learners, 2.2 million educators, and 6.9 million youth and adults.

As Chairperson, Dr Anjee Prakash steers countrywide and global collaborations designed to catalyse sustainable, transformative change at scale, guided by the intent of unlocking lifelong learning. Underlying this goal is the idea that learning transforms information into knowledge, skills, and behaviours that empower one for life. Passionate about holistic development and economic upliftment of girls and women, Dr Anjee has been widely recognised for her commitment to the same.

In providing better learning opportunities to all, Learning Links Foundation has maintained a dedicated focus on diversity and inclusion by creating pathways for girls and women to progress. By designing and implementing high-impact programs

Learning Links Foundation is a women-led organization, deeply invested in nurturing strong women leaders. More than 59% of the workforce hired across the country and over 58% of the senior management are women.

that promote access, strengthen learning outcomes, and build economic aspirations in underserved communities, the organization is supporting a shift towards a narrative that reduces disparities of ability and gender. This journey of support for girls and women starts in childhood with holistic education and continues to adulthood with livelihood skills. The programs focus on education and wellness outcomes for girls and enable women to forge a sound economic future. To this end, women are provided with entrepreneurship and employability training, financial literacy and digital literacy training. The social and systemic issues that create challenges in participation of girls and women in education and economy, including cultural barriers,





are identified and addressed by targeted initiatives.

In addition, Learning Links Foundation is a women-led organization, deeply invested in nurturing strong women leaders. More than 59% of the workforce hired across the country and over 58% of the senior management are women. They are given opportunities and platforms to not just shape strategies but also be the voice of the organisation with representation in global seminars and conferences. Over the years, Dr Anjee has nurtured an inclusive culture that respects gender equality, practices humaneness, infuses belongingness, and prioritises safety. An organization-wide gender equality strategy and other employee welfare initiatives such as maternity leave followed by phased

return, confidential grievance mechanisms, flexible working hours, well-being sessions, sabbaticals, and professional development opportunities ensure women continue to progress in their chosen roles.

Operating through 22 States and Union Territories, Learning Links Foundation has empowered over 1 million girl students to improve their learning outcomes, over 7 million women to acquire better financial literacy skills, and built entrepreneurial capacities of over 50,000 women in alignment with UNESCO's vision for gender equality in education. Numerous awards and recognitions are a testimony to the impact that Learning Links Foundation has been creating on the society.





Becoming Future-Ready: Building a Sustainable Workforce Through Diversity and Inclusion

Paneesh Rao

Chief Sustainability Officer
LTIMindtree



At LTIMindtree, diversity is a key driver for success. Fostering an environment of inclusion and safety is helping us accelerate our journey to the future, faster.

As a global organization with a presence in over 33 countries, it is essential that the solutions we create cater to the population we are building it for. Workforce diversity ensures that we bring in a variety of skill sets and experiences that fuel meaningful innovation and aspire for an equitable future.

Technology plays a crucial role in building equity in society. Technological advancements in AI and data provide solutions for Persons with Disabilities (PwD) to function independently in an ableist society.

Similarly, data and insights captured from multiple sources allow us to understand mindsets, unconscious biases, and other issues that significantly impact systemic discrimination or division in our workforce and society. With this awareness, we can take measures to bridge the inequities and create a more equal future for all.

For DEI to thrive, we must take a holistic view that encompasses people, processes, and policies. Understanding our people's needs that are unique to their circumstances is essential. It is equally important to establish systems, processes, and policies that will help us to establish a framework that will:

With inclusion in mind, our facilities and workplaces are designed to include ramps and gender-neutral accessible washrooms, creche facilities, Baby's Day Out, Mother's room, Prayer room, etc.

1. Help measure progress
2. Eliminate subjective biases or perceptions
3. Set precedence and establish best practices
4. Create equity in benefits
5. Clarify organizational stance on core DEI values

At LTI Mindtree, we have taken numerous steps to promote inclusion. Our DEI initiatives include panel discussions, fireside chats, meetups, etc., where individuals from diverse backgrounds share their stories, experiences, and perspectives. These interactions have the power to dispel unconscious biases, stereotypes, and ignorance. We also have





formal learning and sensitization programs that cover areas such as unconscious bias, women's programs, LGBTQ+ sensitization, disability sensitization, etc.

We have Employee Resource Groups such as Athena for women and Together With PRIDE for LGBTQ+ and allies, which provide safe spaces for relevant discussions.

We constantly review our policies to stay abreast of changes. Our policy language is gender-neutral. Our insurance policy is LGBTQ+ friendly and covers partners. We provide reasonable accommodation for Persons with Disabilities.

With inclusion in mind, our facilities and workplaces are designed to include ramps and gender-neutral accessible washrooms, creche facilities, Baby's Day Out, Mother's room, Prayer room, etc. Our digital infrastructure also

integrates DEI needs in all processes, such as making our applications digital and accessible, including 'others' and 'do not wish to disclose' as a gender identity, supporting 'Preferred' or 'Chosen' names, etc.

Our voluntary disclosure or self-identification process provides a view of workforce diversity across multiple intersectionalities, allowing us to make more informed and data-driven decisions.

While we have made significant progress in advocating and championing DEI within the organization, we are mindful that this journey needs sustained efforts and continued support. Inclusion is felt in the day-to-day interactions and person-to-person connections, and that requires each one of us to realise the role we play as an ally. Here, we hope to make the future better for all.





Fostering a Culture of Diversity, Equity, and Inclusion at Myntra

 **Govindraj M K**
CHRO, Myntra



At Myntra, we are committed to creating a diverse, equitable, and inclusive workplace where every individual is empowered to thrive. Our approach to Diversity, Equity, and Inclusion (DEI) is not just a corporate responsibility but a fundamental driver of our business success. Our DEI strategy is anchored in three main pillars: Women, Persons with Disabilities (PwD), and LGBTQ+ Inclusion. Our journey as an employer of choice has been shaped by our continuous evolution toward an inclusive culture, as evident in the numerous awards we've received from esteemed forums such as the Economics Times, Pride Circle, Avtar Best Companies for Women in India, Avtar Most Inclusive Companies Index, and recognition as a Great Place to Work.

Here's how we are making a difference:

Women in E-Commerce, ShE-commerce Initiative

ShE-commerce is an industry-first community designed to empower women aspiring to build careers in e-commerce. Partnering with AspireForHer, this platform connects women leaders in e-commerce with aspirants, offering skills, resources, and insights to overcome challenges.

At Myntra, we are committed to creating a diverse, equitable, and inclusive workplace where every individual is empowered to thrive.

Goals:

Connection: Building a network of inspiring women passionate about e-commerce.

Empowerment: Equipping women with the tools needed to advance their careers.

Inspiration: Transforming the face of e-commerce through women leaders.

Gender Diversity & Recruitment:

-  **Increased female representation in our workforce.**
-  **Phoenix Returnship Program:** Designed for women returning to work after a career break, the program has successfully completed 2 editions, with the third ongoing in 2024.





- ☀ **Gender-neutral job descriptions** and Unconscious Bias workshops ensure inclusive recruitment practices.

Retention & Career Advancement:

- ☀ **Parenthood and Beyond Program:** Comprehensive support for new parents, including flexible work schedules, childcare benefits, leaves, and a supportive work environment.
- ☀ **Leadership Development Programs:** PROPEL, WeEmpowHER, and UpSurge are initiatives focused on advancing women into leadership roles.

Supporting Persons with Disabilities (PwD)

- ☀ **Inclusive Infrastructure**
- ☀ **Accessibility:** Wheelchair ramps, ergonomic workstations, accessible parking, and restrooms tailored for PwD.
- ☀ **PwD-Friendly Facilities:** Braille signage, handrails, and emergency panic alarms in washrooms, along with designated lactation rooms and in-house creche facilities.
- ☀ **Cultural Sensitization:** Regular training and awareness programs to foster empathy and understanding among employees.

LGBTQ+ Inclusion

- ☀ **Colours Collective:** An Employee Resource Group championing LGBTQ+ inclusion and allyship.
- ☀ **Supportive Policies:** Introduction of gender-supportive policies, including same-sex insurance coverage, gender reaffirmation surgery support, and extended parental leaves.
- ☀ **Safe Spaces:** A dedicated platform for LGBTQIA+ employees to connect and share experiences.

Commitment to Continuous Improvement

- ☀ **Awareness & Sensitization:** Regular DEI significance days, like International Women's Day, International Men's Day, and International Day of Persons with Disabilities, are celebrated to highlight the importance of inclusion.
- ☀ **Training & Development:** DEI-focused modules in leadership and manager training programs emphasize the role of managers in creating equitable workplaces.

At Myntra, we believe that fostering a diverse and inclusive environment is essential for innovation and growth. By embracing and celebrating our differences, we create a workplace where every individual feels valued, respected, and empowered to contribute to our collective success.”





Nexus Select Malls: Happyness for Everyone

Rohan Vaswani

 *Chief Human Resources Officer
Nexus Select Malls*



In today's competitive business environment, focusing on Diversity, Equity, Inclusion, and Belongingness (DEI&B) is crucial for corporate success. Organizations are recognizing that an inclusive workplace is vital for enhancing social well-being and reflecting a commitment to supportive and equitable work environments. DEI&B is not merely about increasing representation; it is about ensuring that everyone is respected and feels a sense of belonging. It involves continuous efforts to embed diversity and inclusion into everyday practices and core values.

At Nexus Select Malls, our mission, "Happyness for Everyone," drives our commitment to creating a workplace where every individual feels valued and supported. Our #HappynessProject embodies this mission by advancing DEI&B, guided by our core values of Caring and Excellence, and ensuring that our actions reflect our commitment to inclusion at all levels of our organization.

We are dedicated to fostering diversity, embracing not only gender diversity but also a wide range of ethnicities, cultural backgrounds, ages, and experiences. This commitment is evident in our practices across recruitment, training, retention, engagement, and development.

At Nexus Select Malls, our mission, "Happyness for Everyone," drives our commitment to creating a workplace where every individual feels valued and supported.

Recently, India's female workforce has grown from 21% in 2021 to 26% in 2023. At Nexus Select Malls, we are committed to gender parity by prioritizing the safety, equality, and growth of our women employees. Currently, women make up 26% of our total workforce and 23% of our top five levels of hierarchy. We aim to increase female representation to 30% by 2028. Our initiatives under #HappynessstoEmpowHER (Lead Like a Woman and Rise Like a Woman) are designed to elevate women's leadership potential at different managerial levels. Women are also actively participating in rigorous training programs like the LEAP - Manager Development Program and the LEAD - Leadership Excellence and Development Program.





Our commitment to inclusion extends beyond gender diversity. We are focused on inclusive hiring, employing people with disabilities (PwDs) and individuals with speech and hearing impaired (SHI) in various roles, including housekeeping, leasing, parking, pantry, and administration. They constitute 2% of our total workforce, and our endeavour is to motivate and retain them across the portfolio. Our workforce also includes 80+ from Indian Defence background, bringing a diverse range of experiences and perspectives. We also conduct awareness and sensitisation workshops around LGBTQI community, we have gender neutral policies, and we are committed to provide a safe and a happy ecosystem for all communities.

We are proud to be recognized as a DEI Crusader by ET Now and BCG and named among The Economic Times' Future Ready Organizations. Nexus Select Trust was also listed among the Top 10 Great Places to Work in Retail by RAI and awarded the Best Organization for Women 2023 by ET.

Our commitment to diversity is not just a goal but a fundamental aspect of our culture and success. As we continue to grow, we strive to reflect the diverse communities we serve and ensure that every individual feels truly valued and included.





Creating Spaces where Everyone Belongs

Sanjay Bhatnagar
Vice President, Sony India Pvt Ltd.



At Sony, we believe that true innovation and excellence stem from a culture where every individual feels seen, heard, and valued. Our people philosophy is “Special You, Diverse Sony” resonates with the belief that individual’s distinct background, experiences, and perspectives contribute to our collective growth. This philosophy underpins our approach to DEI, driving us to create a place where diversity is not just accepted but celebrated.

Diversity brings a wealth of perspectives and ideas, enabling us to innovate and adapt in ways a homogenous team cannot. Equity ensures that every employee, regardless of their background, has the resources and opportunities they need to thrive. Inclusion fosters an environment where everyone feels valued, respected, and empowered to contribute their best.

Sony is deeply committed to embedding DEI into every facet of our organization.

Inclusive Hiring Practices:

We have implemented robust hiring practices designed to attract and retain talent from diverse backgrounds. Our recruitment teams

We have implemented robust hiring practices designed to attract and retain talent from diverse backgrounds.

actively seek to reach underrepresented groups, and we are committed to eliminating unconscious bias in our hiring processes through diverse hiring panels, standardized interviews, and training focused on inclusivity.

Our policies Like Menstrual leaves, paternity leave and maternity leaves, return to work programme for females are comprehensive, focusing on creating an environment that upholds equity, provides equal opportunities, and supports the growth of all employees. We continuously refine these policies to align with evolving societal expectations.

We invest in continuous learning to ensure all employees understand the importance of DEI. Through workshops, seminars, and training on unconscious bias, cultural competency, and inclusive leadership, we equip our workforce with the tools needed to contribute to an inclusive workplace.





Equitable Opportunities for Advancement:

Equity is central to our talent development strategies. We strive to ensure that all employees have access to mentorship, sponsorship, and career advancement opportunities. Our leadership programs are designed to identify and nurture diverse talent, helping them grow into the leaders of tomorrow.

Sony's commitment to DEI goes beyond our internal operations. We actively engage and support diverse communities "Jaipur Foot" and "Hole in the wall" and many more partnerships, sponsorships, and charitable initiatives. Whether through educational programs, scholarships, or community

outreach, we are dedicated to making a positive impact on society.

While we are proud of the progress we've made, there is always more work and regular contributions to be done. DEI is an ongoing journey that requires constant reflection, learning, and action. At Sony, we are committed to listening to our employees, learning from our experiences, and continuously evolving our strategies to ensure inclusion remains at the forefront of everything we do.

As we move forward, I encourage all of you to join us in this mission. Let's continue to push boundaries, challenge the status quo, and work together to create a better, more inclusive future for all.





We Need Champions

Anuradha Gandhi

Managing Associate Advocate

 **S.S. Rana & Co.**



The norm is the overbearing female boss, the anomaly is a supportive one. When the dominant workplace culture reeks of masculinity, the feminine gender is compelled to follow suit. When the dominant culture makes place and allows the identities with low social capital exist, grow and thrive, then femininity shines. In a farewell speech for Hon'ble Hima Kohli, Chief Justice Chandrachud spoke glowingly about how the former has left this great legacy that "Women needn't forsake femininity to succeed in legal profession" "Such a powerful statement!!

The glass cliffs and ceilings are powerful enough to hold back women and more often than quit the workforce. Legal profession like so many other professions for eons has sketched that mental picture of man in a black coat and tails, arguing and wining accolades. While the women have had a token backseat to complete the requirement for diversity.

When the organisations analyse the reasons why women quit they come out with a long list one of them are the bad behaviours they encounter at workplaces. Those behaviours or aggressions could be verbal or non-verbal. They may not strictly fall under the definition of harassment but would fall under the definition of lack of support. Support

The norm is the overbearing female boss, the anomaly is a supportive one. When the dominant workplace culture reeks of masculinity, the feminine gender is compelled to follow suit.

may have many definitions but under the workplace realm that would translate into values and the policies that the organisations hold dear. An organisation may highlight policies on its manifesto but would be greatly lacking in their implementation.

When the metrics for growth are based on historical data when a single gender dominated the aspirants list then the minorities will be judged on those metrics. When a particular networking style wins accolades and is recognised in the organisation, the minorities who find it impossible to adhere will suffer, will feel left out and eventually quit.





When the organisations are becoming more global the international values of equal opportunity as acceptable in the western world are being adapted. Question is that India is a unique country with its own unique problems for example in adopting the menstrual policies how many companies look at the cultural sensitivities of our extremely spread-out country. What the organisations

need that instead of blindly plagiarising the west paraphrase those ideologies to fit our pluralism. Create champions who recognize the difficulties and hurdles faced by minorities and help them prosper. Along with asking for educational qualifications from position aspirants ask for specific values, otherwise organisations will continue to struggle with tokenism and quitting workforces.





Power of DE&I: How diversity and inclusion cultivate a flourishing workplace



Ruhie Pande

Group Chief Human Resources Officer and Head of Marketing and Communications - Sterlite Power



The business world is evolving rapidly. In recent years, traditional workspaces have been replaced by more flexible working arrangements. As organizations adapt to these evolving needs, they are laying more emphasis on Diversity, Equality and Inclusion today more than ever. From team building to upskilling a workforce, DE&I's potential is now widely recognized – even in the most traditional workplaces, making it impossible to oversee its critical role in business success.

As businesses expand globally, the ability to work effectively across cultures is critical. DE&I initiatives ensure that companies are culturally competent and can navigate the complexities of a global marketplace. Consumers are increasingly conscious of a company's values and practices. A strong commitment to DE&I enhances a company's reputation in the long run, making it more attractive to customers, investors, and top talent.

Effective DEI planning is not just about meeting quotas or ticking boxes. It's about embedding diversity, equity, and inclusion into the fabric of an organization. Today's workforces are composed of individuals from various backgrounds, ethnicities, genders, and experiences. A diverse workforce brings a broader range of perspectives, ideas, and approaches. Companies that embrace these

Effective DEI planning is not just about meeting quotas or ticking boxes. It's about embedding diversity, equity, and inclusion into the fabric of an organization.

differences can drive innovation, creativity, and ultimately, business growth. DE&I planning helps businesses tap into this potential by creating an environment where all employees can thrive.

Employees want to feel valued and included. DEI planning fosters a sense of belonging, which can lead to higher levels of engagement, productivity, and retention. When employees believe they are part of an inclusive culture, they are more likely to stay with the company and contribute to its success. Diverse teams bring different perspectives, which can lead to more creative solutions and ideas. DEI planning ensures that all voices are heard, encouraging the kind of innovation that can give companies a competitive edge.

To be effective, DE&I planning must be intentional and strategic. Companies should





begin by assessing where their organization currently stands in terms of diversity, equity, and inclusion. This involves collecting and analyzing data on workforce demographics, employee satisfaction, and any existing DE&I initiatives. Based on the assessment, clear and specific goals should be set for improving DE&I within the organization. These goals should align with the overall business strategy and be communicated clearly to all employees.

Once goals are established, it's crucial to develop and implement strategies to achieve them. This may include initiatives such as training programs, mentorship opportunities, and changes to recruitment and promotion practices. Regularly tracking progress towards DE&I goals and being prepared to adjust strategies as needed is also essential. DE&I planning is an ongoing process, and it's important to remain flexible and responsive to changes in the workforce and the broader business environment.

Diversity in leadership is one of the most effective strategies for DE&I implementation. Having a diverse group of people in positions of authority sets an example for the entire organization to be more inclusive. Administering programs and resources like leadership development and inclusive succession planning are great initiatives to build a more diverse and inclusive workforce. Sterlite Power's EmpowerHer is a great example of this, empowering women talent to learn and hone leadership skills. We are constantly looking for ways to actualize our values and vision and EmpowerHer is an initiative heading in that direction. It is a 6-month learning program that equips our members to assume leadership roles.

Driving real-time changes with policies that offer equal opportunities is another way of fostering an inclusive workforce. Understanding and educating employees about the importance of employing diversity in professional capacities. For example, our program, Project Pragati is a step towards cultivating diverse and inclusive teams who are well-equipped to the demands of their prospective job roles. The initiative aims to promote social and economic development in various underprivileged communities. It is a year-long apprentice program with 21 female apprentices at the Silvassa plant currently set to undergo a structured learning experience – preparing them for more formal responsibilities in the future. The expansion of this project at Jharsuguda and Haridwar locations is also underway.

Acknowledging and preventing bias and discrimination helps existing employees get fair treatment. This strategy emphasizes offering mandatory workshops and sessions on complaint mechanisms, unconscious bias training and creating a safe space for employees to voice their concerns against any form of discrimination.

We are rapidly progressing towards a future where Diversity, Equity and Inclusion are not just seemingly feel-good initiatives, but a well-thought and plausible resolution made in favor of business development. The importance of DE&I in organizations is paramount. From offering varied benefits and enhancements for the employees and corporations, to creating an inclusive and positive work environment, DE&I strategies can help organizations curate a dynamic workplace.





Teleperformance: Championing a Culture of Diversity, Equity, and Inclusion

Anish Mukker

CEO - Teleperformance in India



Despite a rapidly changing business landscape, the business case for Diversity, Equity, and Inclusion (DEI) not only holds, but grows ever stronger, proving cultural diversity to be a powerful tool that helps build a healthy, successful business enterprise.

At Teleperformance, our work involves several million customer connects and interactions daily, and we believe that true value is created by displaying empathy, tolerance and accepting differences. As a people-first organization, we passionately drive an inclusive, diverse, and engaging work culture with Diversity, Equity, and Inclusion (DEI) an essential facet of our DNA, encompassing Respect, Trust, and Dignity.

It's About Belonging: Teleperformance Welcomes Everyone

Teleperformance is a staunch advocate of inclusive employment with presence in over 100 countries across the globe. As we strive to become a 150,000 strong workforce in India, we recognize the immense value in leveraging the diverse talent pool, strengthening our ability to meet the evolving needs of our clients and customers. As an Equal Opportunity Employer, we welcome people of all genders, people with disabilities, people with career breaks, new mothers, veterans and LGBTQIA+ communities through our various

Teleperformance is a staunch advocate of inclusive employment with presence in over 100 countries across the globe.

Impact Sourcing initiatives. This not only offers thriving career opportunities to aspirants to develop new skills and succeed, but also paves the way to leverage the power and proficiency of a diverse workforce.

Delivering through Diversity: Boosting Creativity and Innovation

At Teleperformance, we perceive a diverse and multi-skilled workforce as the very engine that propels our business growth, driving a positive impact on employee recruitment, loyalty, innovation and performance. People of different cultural backgrounds, their unique experiences, perspectives, and knowledge bring more pioneering ideas to the table than homogenous groups, boosting innovation and creativity. There is a growing body of empirical evidence showing workplace diversity leads to better ROI and profitability, mutually benefiting both employees and employers, and Teleperformance truly believes in it.





#Proud2beTP #TPIndia #InspiredToBeTheBest #HighTechHighTouch

Teleperformance DEI Initiatives

Teleperformance in India has been spearheading numerous transformative DEI initiatives that set us apart from others, including the creation of inclusive, safe and compliant workspaces for all employees, and Impact Sourcing & Social Partnerships with institutions and other community sources.

- ☀ ChampionsOfTP initiative promotes job opportunities for people with disabilities with 1,100+ employees with declared disabilities including 200+ DHH (Deaf & Hard of Hearing) at Teleperformance in India, servicing customers of multinational companies.
- ☀ TP Women is our global initiative highlighting women's achievements, supporting equal opportunity and women empowerment at all levels.

Teleperformance today stands at 54% of women employees as part of the global TP family.

- ☀ #MenAsAllies initiative encourages men within our organization to actively participate in and advocate for gender equality by being an ally and contributing to the advancement of a #GenderSmart workforce.

We foster a work culture where everyone's potential can shine, ably supported by training opportunities, mentorship programs, and access to cutting-edge resources, helping our people thrive, while optimizing talent retention and engagement.

The Teleperformance DNA will continue to remain rooted in a culture of Diversity, Equity, and Inclusion, endeavouring to make our workplaces, communities, and the world a better place for all. Because, each interaction matters





DEIB is a Catalyst for change at Varroc

Kavita Kulkarni
CHRO, Varroc



In today's rapidly evolving corporate landscape, diversity, equity, inclusion and Belonging (DEIB) have become more than mere buzzwords; they are essential pillars for driving sustainable growth. For us at Varroc, DEIB is not just a moral imperative but also a strategic one. Our commitment to fostering an inclusive environment where every employee feels valued, respected, and empowered is reshaping our culture.

While diversity focuses on representation, inclusion ensures that all employees, regardless of their background, feel valued and respected. Varroc has implemented numerous initiatives to create an inclusive workplace where every employee has the opportunity to thrive.

At Varroc, we aim to foster a culture that embraces both similarities and differences, ensuring that every individual is valued, respected, and supported. By providing fair opportunities tailored to individual needs, we create a workplace where everyone can thrive and contribute authentically.

We believe that companies should promote diversity and fostering an inclusive culture to navigate the complexities of the global marketplace, attract top talent, and drive

At Varroc, we aim to foster a culture that embraces both similarities and differences, ensuring that every individual is valued, respected, and supported.

innovation. We prioritize diversity in recruitment, focusing on talent and skills while embracing differences in gender, race, ethnicity, age, ability, and sexual orientation. We believe in investing in employees from all backgrounds to foster a healthy, engaged, and vibrant workforce.

Our goal has always been to enhance gender diversity and provide equal opportunities for everyone, particularly in our manufacturing sites, where some production lines are entirely staffed by women. Despite societal stigmas associated with women in manufacturing, we are committed to engaging them through programs like Neem and Apprenticeships, hiring local female Neem students, and offering higher referral payouts for women candidates.





Furthermore, Inclusiveness is one of our core values, and we actively promote it by offering mentorship, training, and opportunities for our employees. Investing in the learning and development of employees is crucial for building an inclusive workplace. We provide continuous training for all employees to raise awareness, challenge biases, and equip them with essential skills. Specifically for our female employees, we offer specialized learning and development programs, including Kaizen competitions for women, sessions tailored for female employees, and nudges to enhance career and leadership development skills.

I personally believe, an inclusive workplace is characterized by employee-friendly practices that support the well-being and development of all employees. At Varroc, we offer such practices, including flexible

working arrangements, mental health support, maternity and paternity leave, and other family-friendly policies.

We understand that in a global market, the ability to innovate and compete effectively depends on harnessing the full range of talent and perspectives within the workforce. Prioritizing diversity and inclusion is critical for sustained growth and success. By embedding DEIB into our core business strategy, we can contribute to individual success while positioning ourselves as a standout equal opportunity employer. With this approach, I believe Varroc is better equipped to anticipate and respond to the needs of its diverse customer base, adapt to shifting market dynamics, and drive long-term business growth.





The Growing Imperative for DE&I: Vega's Commitment to a Thriving, Inclusive Workplace

Satender Vashisht
AVP-HR & Administration
Vega Industries Pvt. Ltd.



In today's dynamic work environment, fostering a culture of Diversity, Equity and Inclusion (DE&I) has become more than a moral imperative; it is a strategic advantage. At Vega, we are deeply committed to nurturing an inclusive workplace that not only values diverse perspectives but actively promotes a supportive environment where creativity and productivity can flourish. Here's a closer look at how we're advancing our DE&I goals and the impact of our initiatives.

At Vega, our approach to DE&I is multi-faceted, encompassing a variety of practices and policies designed to create a more equitable and welcoming environment for all employees. Central to our efforts is our Culture Committee, which spearheads initiatives aimed at fostering inclusivity and addressing any disparities within our workplace. This committee plays a crucial role in promoting a sense of respect and belonging, thereby stimulating innovation and continuous improvement.

Our commitment to DE&I begins with our hiring practices. We actively work to build a diverse talent pool by engaging in campus recruitment and partnering with specialized consultants. To ensure fairness and minimize interviewer bias, we use a standardized

Our commitment to DE&I begins with our hiring practices. We actively work to build a diverse talent pool by engaging in campus recruitment and partnering with specialized consultants. To ensure fairness and minimize interviewer bias, we use a standardized

interview process with well-structured questionnaire and scoring systems. At Vega, we are dedicated to fostering a diverse and inclusive workforce. We provide equal opportunities to all employees, regardless of sex, marital status, disability, race, nationality, religion, age, or any other characteristic. Our commitment extends beyond mere compliance, we actively support and empower individuals through goal setting KPI's to thrive in their roles, ensuring that everyone has the resources and encouragement needed to succeed.





Recognizing and celebrating employee achievements is integral to our culture. Our Quarterly Recognition Program “Best Employee”, “Vega Superstar’s” & “Monthly & Quarterly Achiever’s Program” highlights outstanding performance across all levels, ensuring that both blue-collar and white-collar employees feel valued. We also offer annual formal communication to acknowledge exceptional contributions, reinforcing our appreciation for every team member’s hard work.

At Vega, we ensure that our workplace policies are gender-neutral and support a healthy work-life balance. Our POSH Committee enforces a zero-tolerance policy for discrimination and harassment, making sure that all employees feel safe to report incidents and that appropriate actions are taken swiftly. Additionally, we promote hygiene and equality on the shop floor, with provisions such as colorful uniforms for women and access to sanitary items, clean drinking water, and medication.

We believe that employee wellbeing is fundamental to a productive and positive work environment. Our Vega Titan Talk Journey initiative allows employees to share their personal and professional journeys, celebrating their unique talents and aspirations. To further support our team, we offer yoga sessions and health checkups and further for mental & wellness we invest our second Friday as wellness day that cater an external session through Bramha Kumari’s Association.

We regularly update our team through internal newsletters such as the Udaan Magazine & frequent feedback surveys. This ensures that all employees are informed about changes and progress, fostering a culture of trust and engagement. Ongoing development is a cornerstone of our approach. We offer continuous on-the-job training tailored to technical, soft and product-related skills, guided by our Training Needs Identification process. Our “Train the Trainer” program prepares key team members to mentor new hires, facilitating a smooth onboarding process. Additionally, our “Buddy Program” connects experienced staff with new employees to promote knowledge sharing and career growth.

Vega Social Trust Fund assists with children’s education and family health needs, while our skill development centers offer training in areas such as computer skills, stretching, and knitting. These efforts demonstrate our dedication to supporting our employees both professionally and personally.

Samvad is a leadership initiative focused on fostering open communication and providing a platform for everyone to express themselves. This approach can significantly enhance engagement and commitment among team members.





Diversity and Inclusion – Moving Forward, Together



Sunil Gupta

*Co-founder, Managing Director & CEO
Yotta Data Services Private Limited*



Diversity and inclusion are more than just buzzwords. They are essential components of a modern, dynamic, and successful organisation. As the world and businesses evolve, so does the need to build environments where differences are not only acknowledged but celebrated.

The variety of differences among people within an organisation, including factors like race, gender, age, sexual orientation, disability, religion, culture, and socioeconomic background is Diversity. This diversity needs to be complemented by inclusion. Inclusion is about creating an environment where all the employees feel valued, respected, and supported, regardless of their differences. It is the practice of ensuring that everyone, regardless of their background or identity, has equal opportunities to contribute and succeed.

A 2020 McKinsey & Company study, 'Diversity Wins' found that companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability. Similarly, companies with ethnically and culturally diverse executive teams were 36% more likely to outperform their peers. Inclusive workplaces also promote psychological safety, where employees feel safe to express their ideas and opinions, driving innovation and creativity.

Yotta Data Services Private Limited, having its presence in more than 6 cities across India and being the fastest growing data transformer in our country attracts people from diverse backgrounds.

Yotta Data Services Private Limited, having its presence in more than 6 cities across India and being the fastest growing data transformer in our country attracts people from diverse backgrounds. We celebrate this diversity by offering optional holidays for celebrating regional festivals (and festivals of minorities). These optional holidays are in addition to the holidays and celebrations we have for our major holidays. Our celebrations, across locations, sees strong participation and it is immensely beautiful to see everyone joining in the festivities and celebrating each other.

Hiring at Yotta is inclusive of industry and age. We actively work towards achieving a balanced male to female ratio even in our Campus Hiring programme which aims at metro as





well as non-metro cities. 'Rise Again' a special programme at Yotta, is for women who had to take a sabbatical from their professional life and are now looking to resume their career. Our flexible work timings are something which we do to help our employees balance their diverse personal and professional responsibilities, fostering an inclusive environment that respects unique needs, backgrounds, and circumstances.

When we foster an inclusive environment, it helps Yotta attract and retain top talent. At Yotta, we understand that today's workforce, especially millennials and Gen Z, are seeking employers who value diversity and inclusion. They want to work for an organisation that reflects their values and prioritises equity and fairness, so they would feel more connected and valued in an inclusive environment.

However, building a diverse and inclusive organisation requires a conscious effort and commitment from leadership and employees at all levels. At Yotta, we invest in diversity and inclusion trainings, create policies that promote equality, and regularly review their progress. Our leadership sets the tone by modelling inclusive behaviours.

We understand that diversity and inclusion are moral imperatives and are also critical to business success. Yotta invests in creating a diverse and inclusive environment which results in us gaining in terms of performance, innovation, and employee satisfaction. As the workforce continues to evolve, Yotta prioritises these values which will help us be better equipped to thrive in an increasingly competitive and globalised world.





Draping our World of Confidence

Deepak Singh
Head- HR, Protiviti



At Protiviti, we have a strong focus on DEI (Diversity, Equity, and Inclusion), which means we wish to continue strengthening our workforce by selecting and developing diverse people and talent. We nurture and address equity, inclusion, and belonging by providing continuous learning and development opportunities as our goal is to develop our employees, leaders, and partners to expand our impact on our communities and clients by serving them enhanced engagement and purposeful strategies.

I have always been inspired by the confidence with which our great Indian women leaders across the globe are gracing us with their beautiful, elegant sarees. I am certain that most Indian women, no matter where they come from, have this beautiful garment in their wardrobe. With this in focus and comparing our Story of iGroww to the nine-yards saree, our journey with women empowerment in Protiviti has been no different. From the very process of making a saree which is from collecting, dyeing, spinning, warping, wefting, designing, and adding the finishing touches, we have been through it all. However, we wish to elevate to the next level with sustainable strategies, put together for a long-lasting impact.

At Protiviti, we have a strong focus on DEI (Diversity, Equity, and Inclusion), which means we wish to continue strengthening our workforce by selecting and developing diverse people and talent.

Collection & Reeling

Just like collecting all the silk threads for a saree, in 2019, with the buying support of our leaders, we threw ourselves into a planned event, collaborating with clients and partners as a start point. This delicate process required a lot of buying which, led to the establishment of our iGroww Women's Network in India in March 2020.

Dyeing

The network created a buzz which encouraging many of our aspiring women consultants to come forward, share vibrant stories, and participate in various learning and people





engagement sessions. This process, like the dyeing process, added vibrant colors and built our strength, as we focused on health and well-being pre- and post-COVID with our sessions on mindfulness and breast cancer awareness campaigns, further strengthening our weaves.

Spinning

As we began to recruit more women leaders across levels which led to a dynamic spinning process, which required a delicate touch, a keen eye for specific solutions/ industry needs, and balancing career aspirations with empathy and care. This would not have been possible without exceptional leadership and HR collaboration.

Warping & Wefting

With a solid foundation, our women have ventured lives outside the work. We seized the opportunity to congratulate their milestones, whether in cyber security, IT Audits or new solutions like ESG. We also celebrated their achievements outside work, such as running for breast cancer research, hosting social events for the Mums network, or receiving special awards from the President of India for academic excellence.

Design Creation

What was once created with excitement and focus is now being formalized with a strategic approach and design. We aim to include aspects such as women-centered learning and leadership programs, mentoring, flexible policies for women, support for women post maternity leave or returning from long breaks, and continued delivery of important programs such as Posh Awareness and Financial Independence.

Finishing Touches

Our women's accomplishments across various fields of consulting, our engagements, and monthly celebrations are true testaments to our finishing touches on social media, which we celebrate each day and continue to do so. However, unlike the creation of a saree, our iGroww Network leaps into more challenging areas of diversity. We need more threads and stories to weave a stronger and better journey. Our nine yards of creating and growing the iGroww Network, with a continuous focus on inclusion, builds and rebuilds great stories of beautiful weaves from across the country. We aim to inspire many aspiring women dreamers across India.





Championing Gender Diversity as a Way of Life

Usha Rosanna Chirayil



Senior Director – HR
Reflections Info Systems Pvt. Ltd.



In the dynamic landscape of India's technology sector, Reflections Info Systems (Deloitte Technology Fast 50 company) stands out as a beacon of innovation and workplace inclusivity. Reflections has established itself not only as a technology leader but as a pioneer in creating an enabling work environment.

Our commitment to diversity extends beyond gender and age, encompassing a global workforce across 9 countries and 13 Indian states.

Female Leadership: Inspiring and Impactful

Led by CEO Deepa Sarojammal, who is the Chairperson of the Board, the company's leadership exemplifies the principle of 'walking the talk' making gender equality a lived reality.

Female leaders at Reflections are not just figureheads; they are active participants in shaping the company's culture. To achieve this, we have implemented a range of innovative programs through our Women Enablement (WE)-Pride & Power initiative:

 **Next-Level Leaders (NLL):** A program that provides mentorship and leadership training to develop future female leaders.

Reflections has established itself not only as a technology leader but as a pioneer in creating an enabling work environment.



Emerging Leader Training Program:

Comprehensive leadership development programs that combine action learning over a period that address both professional and personal growth.



WOMEN ON FIRE: One-on-one mentorship sessions by seniors that offers tailored development opportunities.



HerStory: A unique platform where women share personal experiences, fostering a culture of openness and mutual support.



Let's Talk Sessions: Discussions aimed at building confidence and fostering personal and professional growth.





A Supportive Environment for All Women

Reflections workforce includes women from various backgrounds, including those who identify as queer or disabled. By offering flexible work arrangements, including work from home, reduced hours and flexitime, Reflections ensures that women employee (more than 50% who are working mothers) can succeed both personally and professionally.

Commitment to a Safe Workplace

The company's Internal Committee (IC) organises awareness sessions on zero tolerance for the Sexual Harassment of Women at Workplace and more than 50 sessions of DEIB workshops including awareness on Unconscious Bias. Reflections reported zero instances of sexual harassment in the AON survey.

Supporting Women Through Life's Challenges: Beyond the Rulebook

Reflections goes beyond standard company policies to support women in challenging situations. Whether adjusting work schedules, or providing extended support during maternity leave, the company ensures that women can continue their careers without compromising their personal lives

Women Reflectors engage in career discussions before maternity leave, ensuring

their confidence and security in their roles. We provide new mothers with extended WFH options over a year post-return to the workforce, promoting smooth transitions, higher retention rates, and increased job satisfaction.

Reflections' dedication to fostering a supportive ecosystem for women has garnered notable accolades:

- Great Place to Work Certified for building and sustaining a high-trust, high-performance culture
- Celebrated in the AON Voice of Women Survey 2024, the largest study of women in the Indian workforce. The survey that women at Reflections consistently rate the company above industry benchmarks in crucial areas such as Career progression, Work-life balance, Flexible work options, Mentorship opportunities and training programs
- A place among Fortune India "Top 30 Future Ready Workplaces" conducted by CEIL HR where there was mention of 'adapting to the ever-evolving dynamics & keeping the ground ready for sustained Success'

These achievements underscore Reflections Info Systems' unwavering commitment to Diversity, Equity, Inclusion & Belonging (DEIB), setting a new standard for workplace excellence in India's corporate landscape.





D&I is in the DNA of Jio

Rahul Mukherjee

 *Sr. Vice President & Head HR
Reliance Jio Infocomm Limited*



At Jio, Diversity and Inclusion (D&I) is not just a priority—it is embedded in the very DNA of our organization. Our commitment to fostering a workplace that values and celebrates differences aligns with our vision of empowering India digitally.

Our D&I initiatives reflect our brand ethos, recognizing that diversity leads to better outcomes for both individuals and the organization. Through our 5E D&I Framework, we are cultivating a more inclusive workplace and making measurable impacts across business functions and communities.

Our D&I Philosophy

At Jio, our D&I strategy is grounded in three pillars: Business Case, Legal Compliance, and Social Responsibility. These guide our efforts to foster a diverse and inclusive workplace through the 5E D&I Framework:

1. **Educate:** Raise awareness and build capabilities for inclusivity
2. **Enable:** Provide supportive infrastructure, policies, and practices
3. **Encourage:** Strengthen support from internal and external stakeholders
4. **Experience:** Ensure an inclusive experience for all employees
5. **Effectiveness:** Measure, monitor, and report progress

At Jio, Diversity and Inclusion (D&I) is intricately tied to our business. Our D&I practices are designed to enhance both workforce diversity and business impact.

We focus on five key dimensions of diversity: Gender, Ability, Social, Generations, and Sexual Identity, recognizing the intersectionality among them. Jio's commitment to equal opportunity is embedded in our Code of Conduct, prohibiting discrimination based on race, religion, gender, disability, and other dimensions of diversity.

Jio's Key D&I Initiatives

At Jio, Diversity and Inclusion (D&I) is intricately tied to our business. Our D&I practices are designed to enhance both workforce diversity and business impact.

1. **D&I in Jio's DNA:** Digital inclusion has been a core philosophy since Jio's inception, focusing on providing digital access to underserved sections of society. Our brand's multi-colored identity symbolizes India's rich multicultural diversity.





2. **Persons of Soil Hiring:** Jio's local hiring initiative ensures we recruit talent from the communities where we operate. This approach supports geographical, socio-cultural, and economic diversity, enabling better customer service through a workforce that reflects India's diversity.
3. **JioFiber Shakti:** A groundbreaking initiative to hire women in frontline sales roles, specifically for JioFiber's Direct-to-Consumer sales. This program focuses on empowering women through diversity hiring.
4. **Jio Customer Associate (JCA):** A women-only, gig employment program enabling women across India to work remotely. It offers flexibility and inclusivity, allowing them to contribute on their own terms.
5. **Enabling Technologies:** Jio's HOT platform uses patented skill-based pre-assessments to reduce hiring bias. New hires benefit from Jio Buds, a digital assimilation program, and GPS-enabled reimbursement for local travel ensures seamless operations.
6. **Linguistic Diversity:** Jio delivers training in 11 languages to cater to the linguistic needs of our diverse workforce, supporting day-to-day business operations and customer interactions in local languages.

7. **Customized Holidays:** Our holiday calendar is tailored to each State/UT, offering employees three optional paid holidays to celebrate cultural or religious festivals of their choice.

Major Impacts:

-  300+ Women Home Sales Officers outperform male counterparts in productivity.
-  40,000+ Jio Customer Associates help sustain our 400+ million customers, contributing to recurring business growth.
-  25% of Women in Technology are driving innovation, holding patents in cutting-edge technologies.
-  100% of frontline and 55% overall employees are hired locally through the Persons of Soil program, providing opportunities to disadvantaged communities.

Jio's D&I initiatives not only foster inclusion but also deliver measurable business results.

Key Learning:

Entrusting diverse groups with critical responsibilities and investing in their training has shown us that they can outperform and contribute to business growth in terms of topline as well as bottom-line.





Reignite Your Career: Capgemini's Solutions for Women Returning to the Workforce

Aarti Srivastava
CHRO - Capgemini India



According to World Bank data from 2021, approximately 31 percent of women in India drop out of the workforce or take career breaks for various reasons, specifically, within STEM (Science, Technology, Engineering, and Mathematics) and financial services occupations in the formal sector.

Even with the technology boom and high demands for skilled IT professionals, many women face significant challenges when trying to return to the workforce, despite their expertise and proficiency. Major life events, such as marriage and pregnancy, are often cited as reasons for career breaks. In response, many organizations are now developing programs specifically designed to support women re-entering the workforce, including initiatives aimed at returning mothers and those seeking to rejoin their careers after a hiatus.

Capgemini has gone above and beyond by launching several initiatives designed to enhance the experience of women returning to the workforce. One such program is FareWelcome, a comprehensive parental support program that assists both women and men throughout the pre maternity, maternity and post-maternity phases.

Capgemini has gone above and beyond by launching several initiatives designed to enhance the experience of women returning to the workforce.

Female employees have the option to apply for remote work starting in the third trimester, and they can continue working remotely for up to 12 months after returning to work. Male employees can also opt for remote work from a period of 6 months. In addition to flexible work arrangements, we provide a repository of informative resources and offer in-house creches as well as partnerships with external creches and play schools.

Women remain underrepresented in business and one major factor contributing to this disparity is the challenge of returning to the workforce after a career break. Anticipating an increase in professionals taking career breaks, Capgemini developed the Captivate program to support women re-entering the workforce. The program is tailored for professionals looking to relaunch their careers after a hiatus,





providing crucial training and upskilling opportunities. It has become a leading initiative for experienced individuals who have been out of the workforce for a year or more. In 2023 alone, Captivate successfully reintegrated over 1,000 women into our workforce.

With the rise of AI technologies designed to simplify and enhance our lives, organizations should strive to create a more equitable workplace through AI. From hiring to career advancement, AI can play a crucial role in improving the employee experience. By reducing human biases in recruitment, promotions, and other talent management

processes, AI can help ensure fairness. Additionally, implementing an AI-driven skills framework can offer personalized and targeted reskilling and upskilling opportunities for every employee.

Moreover, AI-driven solutions should support women in seamlessly re-entering the workforce after career breaks, promoting greater gender diversity and inclusion. By addressing these critical aspects of the employee lifecycle, organizations can leverage AI to set a new standard for equitable workplaces.





From Disabilities to Abilities

Sarika Minda

Chairperson

Spark Minda Foundation



As the Chairperson of Spark Minda Foundation, I am immensely proud of the transformative work we are doing through our diversity and inclusion initiatives. Our journey has been one of empowerment, inclusivity and breaking down barriers that have traditionally marginalised certain communities. Among our many initiatives, the Saksham programme, which focuses on the empowerment of People with Disabilities (PwDs), holds a special place in my heart.

Saksham: Empowerment of People with Disabilities (PwDs)

Saksham is more than just a programme; it is a movement that embodies our commitment to creating a more inclusive society. Through Saksham, we aim to provide PwDs with artificial limbs and assistive aids, offering skill development, UDID registration and employment and entrepreneurship opportunities both within Spark Minda Group and with our partner companies which they need to lead fulfilling lives. Till FY 2023-24, we have reached to more than 21,000 PwDs.

A critical component of Saksham's success is our deployment matrix, which has enabled us to employ over 1,000 PwDs in our factories over the years. This matrix helps us map

Our commitment to inclusion is unwavering and we continually strive to improve and adapt our practices to better serve our PwD employees.

various job roles to PwDs with different impairments, ensuring they are placed in roles best suited to their abilities. We provide extensive on-the-job training, along with leadership, life skills and emergency response training, to ensure our PwD employees are equipped to succeed both professionally and personally.

We have also made significant strides in creating a supportive and inclusive work environment. This includes regular meetings where PwDs can voice their concerns, infrastructure upgrades to accommodate their needs and sign language training for all employees to foster better communication. Our commitment to inclusion is unwavering and we continually strive to improve and adapt our practices to better serve our PwD employees.





Shakti: Strengthening Menstrual Hygiene Management

Another cornerstone of our Foundation's work is the Shakti programme, which focuses on menstrual hygiene management and empowering women, especially those in underserved communities, including prisons of India. Menstrual hygiene is a fundamental issue that has often been neglected. Through Shakti, we are addressing this issue head-on by providing access to sanitary products and conducting awareness workshops. We have made a positive impact on more than 5,000 women across various states, including Haryana, Uttarakhand, Uttar Pradesh, Maharashtra and Tamil Nadu, by installing sanitary napkin vending machines in prisons and fostering open discussions about menstrual health.

Aakarshan: Skill Development for Women

Through our Aakarshan initiative, we are providing skill development opportunities to women, enabling them to gain employment and achieve economic independence. Aakarshan aligns with our broader commitment to reducing inequalities and fostering holistic development within communities. By equipping women with vocational skills, we are helping them become self-reliant and financially stable.

“Empowering lives, transforming communities” is not just a motto—it is the guiding principle of Spark Minda Foundation's CSR journey. From Saksham to Shakti to Aakarshan, we are dedicated to fostering inclusivity, reducing inequalities and contributing to the achievement of key Sustainable Development Goals. Together along with our partners and stakeholders, we are building a brighter, more inclusive tomorrow, one where every individual has the opportunity to thrive, regardless of their circumstances. Our journey is far from over, we are committed to continuing our work through collective efforts to create a society where diversity is celebrated and inclusion is the norm.





Key to next Gen Governance - Diversity & Inclusion

Ashok Panjwani

*Executive Director, UPL Limited,
Director, BEIL Group Companies,
President, UPL University of Sustainable Technology*



Diversity and inclusion are vital in today's workplace, influencing culture and success. As organizations evolve, the importance of diverse perspectives and inclusive practices becomes evident. This discussion will cover the significance of diversity, its business benefits, effective strategies, common challenges, and success stories from industry leaders. Join us to understand why valuing differences is increasingly essential.

Understanding Diversity and Inclusion

Diversity and inclusion are interconnected yet distinct concepts. Diversity refers to the variety of backgrounds and perspectives within a group, including race, gender, age, and more, reflecting society's complexity. Inclusion focuses on creating an environment where everyone feels valued and heard. Emphasizing both fosters creativity and innovation, as diverse teams approach challenges from multiple angles. Recognizing their importance enhances collaboration and respect, leading to workplaces that attract and retain talent by promoting a sense of belonging.

BEIL Group recruits diverse talent, establishes employee resource groups, and shares diversity metrics publicly to build trust.

The Importance of Diversity and Inclusion in the Workplace

Diversity and inclusion are vital for a successful workplace, fostering innovation and creativity through varied perspectives. Diverse teams develop unique solutions and better engage with the global marketplace, enhancing customer relations and product offerings.

An inclusive environment increases employee satisfaction and retention, reducing turnover costs. Research indicates that companies prioritizing diversity often outperform competitors in revenue growth and profitability, maximizing team potential and overall business success.





Benefits of Diversity and Inclusion for Companies

Promoting workplace diversity and inclusion enhances innovative thinking by combining diverse viewpoints, leading to creativity and new ideas. Organizations that prioritize diversity often experience higher employee satisfaction, as an inclusive culture makes individuals feel valued, resulting in happier, more productive employees.

Diverse teams also boost financial performance, with studies indicating that these organizations often outperform competitors and attract a broader customer base. Effective diversity initiatives improve a company's reputation, fostering trust and brand loyalty.

In summary, an inclusive atmosphere enriches organizational culture and drives overall business success.

Common Practices for Promoting Diversity and Inclusion in the Workplace

Fostering a culture of diversity and inclusion requires intentional actions, such as bias training for staff, mentoring programs for diverse individuals, and employee resource groups (ERGs) for support. Regularly assessing company policies for inclusivity is essential, and leadership must actively support diversity initiatives. Celebrating cultural events also enhances the workplace experience for all employees.

Challenges to Achieving Diversity and Inclusion in the Workplace

Achieving workplace diversity and inclusion faces several challenges. Unconscious biases among employees can impact hiring and team dynamics. Resistance to change may lead some to view inclusivity initiatives as threats, complicating their implementation.

Additionally, a lack of diverse leadership can limit perspectives and stifle innovation. Finally, measuring progress in diversity efforts is difficult without clear metrics, which can render initiatives ambiguous and ineffective.

Success Stories: Companies with Outstanding Diversity and Inclusion Initiatives

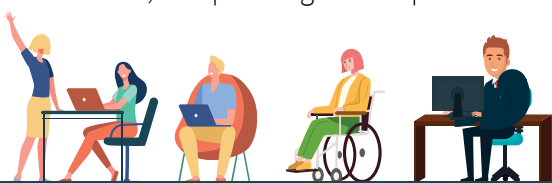
BEIL Group has integrated diversity and inclusion into its corporate culture. BEIL Group recruits diverse talent, establishes employee resource groups, and shares diversity metrics publicly to build trust. Salesforce promotes equal pay and inclusivity through bias training workshops. Both companies empower underrepresented groups and address societal issues, showcasing how effective diversity strategies can enhance organizational success and workplace culture.

Conclusion

Diversity and inclusion are vital in today's corporate environment, fostering a workplace where everyone feels valued. Embracing diverse perspectives boosts innovation, creativity, and teamwork, helping organizations tackle challenges and serve a wider client base.

Companies that prioritize diversity often experience higher employee morale and productivity, leading to better financial outcomes. To promote diversity, organizations should adopt practices like unconscious bias training and mentorship for underrepresented groups.

Despite challenges like resistance to change, leaders can address these through education and open dialogue. Many companies have successfully enhanced their culture through diversity initiatives, proving that a diverse workforce is both a moral obligation and a strategic advantage.





Incedo's Commitment to Diversity and Inclusion: Fostering Equal Opportunity and Growth

Esha Gulati

Vice President & India HR Lead, Incedo Inc.



At Incedo, we believe diversity goes beyond representation; it's about creating a truly inclusive environment where everyone can thrive. Our Diversity and Inclusion (D&I) strategy is rooted in fairness, meritocracy, and a commitment to supporting employees at every stage of their journey. A particular focus is on empowering women in leadership, recognizing that they serve as role models for future generations of women leaders.

One of the pillars of our D&I efforts is ensuring that our women colleagues feel valued and equal in every aspect—whether it's work allocation, performance appraisals, or progression opportunities. We are committed to achieving parity in pay and promoting a meritocratic culture, where all individuals are evaluated based on their contributions and capabilities, regardless of gender. Our dedication to equal pay for equal work fosters a culture where merit and performance are the true drivers of career advancement, creating a more inclusive workforce.

At Incedo, we also recognize the importance of supporting women during pivotal life stages. We have taken proactive steps to ease their

One of the pillars of our D&I efforts is ensuring that our women colleagues feel valued and equal in every aspect—whether it's work allocation, performance appraisals, or progression opportunities.

transition back to work after maternity leave. Our flexible return-to-work policy allows women colleagues to gradually increase their in-office presence over a stipulated period. For those with additional needs, we offer work-from-home options and creche reimbursements to help balance their professional and personal responsibilities. These initiatives underscore our commitment to creating a supportive environment for working mothers, empowering them to resume their careers with confidence and without compromise.





Recently, we launched a Women Leadership Coaching program, where our CEO personally sponsors senior women leaders, offering them strategic guidance and support. This program also provides the opportunity to work closely with expert leadership coaches, helping them further enhance their leadership capabilities and navigate challenges with greater confidence and impact. Through this initiative, we aim to equip women with the confidence and tools they need to succeed in senior roles, ensuring better representation at the leadership level.

At Incedo, diversity and inclusion are not just initiatives—they are essential to who we are, how we succeed, and are an integral part of the Incedo Way. By promoting equal opportunities, offering tailored support to women colleagues, and investing in their growth, we are fostering a workplace where everyone can thrive, contribute, and lead with impact.





CSG's Journey to Disability Inclusion & Empowerment

- CSG Systems International (India) Private Limited

At CSG, we are committed to a people-first, culture-first approach that makes it easy for our employees to bring their authentic selves to work. Our diversity, equity and inclusion (DEI) initiatives are designed around education and action; auditing, assessing and affirming our commitment to disability inclusion helps us drive meaningful action to address needs and ensure continuous improvement

Fostering an inclusive environment means we prioritize the employee experience. As a flexible first company, we give choice to our employees about when, where and how they work. This flexibility benefits those with disabilities by, for example, minimizing the challenges of commuting, navigating mobility barriers while remote work offers assistive technology in the comfort of their own home and added convenience for therapies and appointments.

Accessibility & Accommodations Audits

An audit of our systems, websites and physical spaces to identify barriers has led to targeted improvements, including achieving 80% accessibility of our website and a DEOC1 Accessibility Certification for our office entry

In 2023, our Disabilities Employee Belonging Group worked tirelessly to simplify the accommodation process for applicants through a standard email address and global contact options for requests.

ramps, wheelchair access, Braille-enabled lifts and accessible toilets. We collaborate with WebFX, a web agency that conducts regular audits and supports corrective actions.

In 2023, our Disabilities Employee Belonging Group worked tirelessly to simplify the accommodation process for applicants through a standard email address and global contact options for requests. This information is posted prominently on our Careers site and in all job posts. An easy-to-read visual guide was also created and shared in all onboarding sessions. These improvements have already increased the number of accommodation requests.





Conducting Assessments & Affirming our Commitment Publicly

CSG's participation in Disability:IN's annual Disability Equality Index, a rigorous review of our policies and practices, has led to target enhancements on how we recruit, retain and develop people with disabilities. A collaborative effort between our Disabilities Employee Resource Group and our DEI and HR teams led to an increase of 30 points between our first and second assessment submissions. CSG USA and India are now a certified Best Place to Work for those with disabilities.

Our ongoing efforts are championed from the top, with CEO Brian Shepherd signing Disability:IN's commitment to disability inclusion -- "I am fully committed to making CSG a truly inclusive environment and am excited to be partnering with the Disability

Equality Index for guidance and support in making CSG a better place for those with disabilities. I am proud to sign this pledge to support the hiring and development of fantastic CSG employees with disabilities. I see this as part of CSG's journey to be a more inclusive and equitable company in everything we do."

In a commitment to the broader community, CSG partnered with Vision Empower, an NGO that facilitates access to STEM education for visually impaired students. Our employees volunteered to create tactile boards that help introduce the concept of numeracy to them. This year, we assembled 150 boards, providing these students with the tools they need to explore careers in STEM fields.

This approach is just the start of our journey as we aspire to create a company where everyone can succeed and build a workplace that reflects the power of all our people.





Diversity, Equity and Inclusion (DEI) are core to what we do

- EY India

At EY, diversity, equity and inclusiveness (DEI) are core to who we are and how we work. We are dedicated to creating a workplace where differences are embraced, practices are fair and everyone feels they belong.

DEI is not just a principle—it is woven into our culture and driven by leaders at every level. Our DEI Steering Committee, which consists of executive sponsors, business partners and DEI champions, is responsible for strategizing DEI priorities, driving DEI metrics and representing diverse voices in decision-making.

The DEI framework at EY is based on three key principles:

- ☀ Fair representation of our talent in growth and development such as in hiring, promotion, upskilling opportunities, etc.
- ☀ No dilution of our talent at any level; our hiring efforts reflect elevated diversity efforts
- ☀ No regression in promoting the growth of diverse talent by providing an equitable environment.



'The growing number of women in leadership is a true testament to our commitment to building a strong women's leadership pipeline and investing in their growth and development. This inclusive culture not only strengthens our team but also drives innovation and creates a more equitable workplace.' **Arti Dua, Partner and Talent Leader, EY India**

Our DEI strategy is built on four core pillars: gender diversity, disability inclusion, LGBT+ inclusion and generational diversity. We are committed to raising awareness, engaging and empowering diverse identities across these pillars to ensure our DEI approach is both inclusive and effective.





Gender diversity

Women make up over 40% of our workforce and our curated interventions around career sponsorship and mentoring enable us to invest in our women at the early stages of their careers:

- ☀ **Career Watch:** Our flagship career sponsorship program for women directors and senior managers extends structured sponsorship by senior partners and helps them strengthen their business and personal case.
- ☀ **Pay equity:** We prioritize pay equity by systematically reviewing and addressing gender pay gaps to ensure fairness across all levels.
- ☀ **RecruitHER:** A targeted hiring initiative aimed at building a strong pipeline of women talent across all levels and allowing women to experience EY to make a conscious decision about joining EY's legacy.

Disability inclusion

Our approach to disability inclusion centers around mainstreaming opportunities across all roles rather than confining them to specific positions. The strategy focuses on creating an accessible, inclusive and equitable environment through key initiatives:

- ☀ **Pledge One:** A commitment by our leaders to accelerate disability hiring in their teams, facilitate adjustments to accessibility accommodations, providing an equitable work environment for the individual to thrive.

- ☀ **Workplace accessibility:** We go beyond compliance to create truly accessible workspaces. This includes physical accommodations such as ramps, ergonomic furniture, accessible restrooms and auditory/visual features in elevators as well as digital accessibility. We also provide disability-inclusive training and in-office assistance. Our focus is on educating staff on inclusive behaviors to ensure individuals with disabilities are fully supported and integrated, reinforcing our 'people first' culture.

- ☀ **Established the 'Neurodiverse Centre of Excellence (NCoE)'** to hire candidates with autism and ADHD, providing an immersive experience that results in the successful hiring of exceptional talent

- ☀ **We launched 'Inclusive workshops'** targeted to our leaders focussed on normalizing disability inclusion, educating them on technology advancements to enable inclusion and enhance awareness on their role.

"We are proud to build an organization that values and accommodates all forms of disabilities. Through our strategic intervention like Pledge One, we are growing our hiring numbers year on year, demonstrating our unwavering commitment to advancing disability inclusion."

- Amarpal Chadha, Disability Inclusion Partner Sponsor, EY India





LGBT+ inclusion

Creating a safe and inclusive workplace for LGBT+ employees allows them to be their authentic selves and thrive. In India, we are advancing LGBT+ inclusion through:

 **Unity chapter:** A network for LGBT+ employees to express their true selves and reinforce that every voice matters.

 **Allies network:** Provides dedicated space to educate allies on supporting LGBT+ colleagues and fostering a culture of inclusion.

 **Inclusive talent policies:** Equal insurance benefits for all employees, regardless of sexual orientation or gender identity.

 **Sensitization sessions:** Encourages active allyship, conducts regular awareness workshops to challenge biases and promotes inclusivity.

As we advance in our journey, we remain committed to fostering a supportive, inclusive environment where our diverse workforce is empowered to contribute to our purpose of 'Building a Better Working World'.





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