

A Publication on

DIVERSITY and Inclusion Practices at WORKPLACE

2022



IFFDC

Preserving Nature . Nurturing Lives

Indian Farm Forestry Development Co-operative Ltd. (IFFDC) promoted by Indian Farmers Fertiliser Cooperative Ltd. (IFFCO) was registered on 22nd October, 1993 under the Multi-State Co-operative Societies Act, 1984.

IFFDC is working in the five core areas - Green Cushion Development, Ecological Resilience and Climate Change, Nutritional Security for Rural Poor, Agricultural Inputs and Corporate Social Responsibility with the Special emphasis on five components viz; Jal (water), Jangal (forest), Jameen (land), Janwar (livestock) and Jan (human).

IFFDC has become a unique model for large scale adoption in the field of afforestation on wasteland and integrated rural development for socio-economic upliftment of the farmers. IFFDC is presently working in 19 states of India. It has covered 29,421 ha. wasteland for afforestation and total existing trees are 109 lakh by promoting 172 village level Primary Farm Forestry Cooperative Societies (PFFCS) with a membership base of 21,119. (38% women members)

For Climate Change Resilience Development, IFFDC is implementing Watershed Development Programme. 17,740 hectares land treated with soil-water conservation measures, constructed 272 Check Dams, 1159 ponds, 1293 wells and 326 LDPE Tanks. It resulted into increased 15,171 hectares area under irrigation, helped in bringing crop diversification, reduction in erosion upto 0.86 lakh ton every year, the crop yield of these farmers increased upto 1.5 times and generated 1.04 lakh mandays employment

IFFDC is the main implementing agency for "IFFCO-TOKIO Integrated Rural Development Project" of IFFCO Tokio General Insurance's CSR Initiative in Rajasthan and Odisha. The Project is being implement under eight segments viz; 1. Community Health and Sanitation, 2. Safe Drinking Water, 3. Agriculture Production, 4. Livestock Development, 5. Women Empowerment, 6. Skill Development and Employment Generation, 7. Institutional Development, 8. Environment Up-gradation.

IFFDC has undertaken Seed Production and Marketing in the states of Uttar Pradesh, Haryana, Punjab, Rajasthan, Madhya Pradesh, Himachal Pradesh, Bihar and West Bengal to increase availability of quality seed and thus enhance agricultural productivity.

IFFDC has been selected for The Times of India "Social Impact Award" under the Livelihood category in 2011 and also in the year 2015, Environment Sector under Corporate Category for its outstanding performance in environment protection and development. IFFDC has also bagged the Prestigious national award "Indira Priyadarshni Vrikshamitra Award".



INDIAN FARM FORESTRY DEVELOPMENT COOPERATIVE LIMITED

(An initiative of IFFCO)

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"Challenging Poverty Through Enhancing Rural Livelihood"

Foreward



Mr. Deepak Sood

Secretary General, ASSOCHAM

Diversity and Inclusion (D&I) in the workplace encompass many positive aspects of life. It is all about acknowledging the diverse skills and perspectives people may bring to the workplace because of their different backgrounds. It also involves recognizing the value of individual differences and embracing them to create a successful workplace. Inclusion is a 'win-win' situation for all - Government, employers, and employees.

The D&I philosophy is based on inclusive talent culture with respect for all, gender balance advancement, LGBT inclusion, and disability support, which enables and empowers every employee to thrive in the workplace.

Ample studies establish a positive correlation between D&I practises and healthy work culture, increased competitiveness, innovations, and improved human development indicators.

Hon'ble Prime Minister Shri Narendra Modi is focusing on flexible workplaces, working from home and flexible work hours as the future needs that can help increase women's labour force participation in the country.

As a responsible business entity, ASSOCHAM and its members continuously promote workplace diversity. We have been facilitating interventions to encourage gender equality and stand in solidarity with the PwDs, LGBTQ+ and other vulnerable communities for their rights and to celebrate and shine together on their professional growth journey.

I am pleased to extend my heartiest congratulations and best wishes to all the partners, participating organizations, broader fraternity and key for their highly commendable contributions to diversity and inclusion.

This publication, 'Diversity and Inclusion Practices at Workplace', is a collection of work that provides an insightful and comprehensive understanding of the inherent benefits and transforms the challenges into opportunities by adopting D&I practices in the workplace.

I hope that ASSOCHAM's 3rd Diversity & Inclusion Excellence Awards & Conclave 2022 will motivate many organizations to adopt best practices and new workplace initiatives.

“

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A Publication on: Diversity and Inclusion Practices at Workplace 2022

Diversity & Inclusion: Random Thoughts

Ms. Preeti Sudan

Former Union Health & Family Welfare Secretary, GoI



Nature is the best example of diversity & inclusion: A symbol of balance and sustainability. If we want balance and sustainability in work-places then diversity and inclusion is the key.

In the context of our country, we are defined by diversity in topography, culture and customs, traditions, language, facial features, costumes, cuisine, festivals et al. Yet there is underlying value system of Indianess that binds us. The foundation of this value system is inclusion. We all implicitly understand that diversity enriches us, it defines us, gives us our unique identity, our expanded sense of belonging makes us tolerant and capable of appreciating and embracing the differences.

It is therefore imperative that to make a business entity successful, acceptable and relevant pan India, diversity and inclusion is at its core. And this makes “business sense” too, for the following reasons:

- Ensuring diversity in recruitment at all levels, especially in leadership roles will help shape policies and implementation strategies that are relevant and adaptable to the whole country. The understanding and wisdom of a diverse

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work force will definitely enrich decision making.

- A business entity with diversity and inclusion at its core will find it easier to expand client base not only pan India but also abroad.
- Trouble shooting for a diverse and inclusive workforce is easier for the sheer reason that understanding of issues will be more comprehensive.

For diversity to enrich the organization, it is important to institutionalize inclusion. Some ways that this can be done are the following:

- Induction training should have a module on diversity & inclusion.
- Regular (could be weekly/fortnightly or even monthly) dialogue of middle level/
- top leadership with workforce inspires confidence, sense of belonging and fosters inclusion.
- Grievance redressal mechanism for workforce should be in place...this could be both confidential drop box arrangement or defined feedback mechanism.



Diversity and inclusion can be achieved through gender transformative approaches!

Dr. Ravi K Verma

Regional Director, (Asia) International Centre for Research on Women (ICRW)



Diversity and inclusion are not ‘yet another’ bunch of words or ideas. They reflect how we as part of an organized social system think, value and relate to one another. There is an increasing body of evidence to suggest that at the root of the sustainable development goals lie diversity and inclusion. Besides ensuring human rights they also make tremendous business sense. Diversified and inclusive work force brings together multiple skill-sets, ideas and perspectives and enriches the culture of cross-learning and growth.

These terms are however distinct and must be recognized so if we have to address them meaningfully. For example, one who recognizes diversity may not necessarily be inclusive or promote equity. Most would agree that while diversity is often easy to accept and adapt, inclusion is difficult. ‘Inclusion’ is determined by complex sets of attitudes, beliefs and norms entrenched into the institutional practices which invariably sustain hierarchies and unequal social order. Therefore diversity and inclusion policies and practices must be supported institutionally and must be planned, implemented and monitored carefully.

Besides ensuring human rights they also make tremendous business sense. Diversified and inclusive work force brings together multiple skill-sets, ideas and perspectives and enriches the culture of cross-learning and growth.

ICRW's commitment to diversity, equity and inclusion (DEI) has been a longstanding one. Engaging deeply on issues of gender diversity with individuals, communities, institutions and corporates and companies through advisory services, we have learnt that 'diversity and inclusion' is an on-going journey and that an explicit commitment towards sustainable diversity and inclusion requires research, preparedness and close monitoring within a larger gender transformative framework.

Why gender is a fulcrum of diversity and inclusion? We believe that gender intersects with many other axes of identity- caste/ class/religion etc and amplifies inequalities and exclusion in most visible and ironically 'normalized' manner. There is plenty of evidence and data to suggest this. Consistently declining female labour force participation despite rise in education or justification of domestic violence even among those with education or lack of women in leadership positions are only few of these examples. Power and patriarchy lie at the root of gender inequality and defeat the objectives of achieving diversity and inclusion at every level from the individual to family to the institutions.

Our experience with gender transformative research and programs suggest that one must try and achieve diversity and inclusive goals proactively. A transformative approach must

- Assess, recognize, and address intersectionality of marginalization and exclusion.
- Create policies and programs for the affirmative actions in recruitments, talent pool creation, promotions and in the governance structures.
- Conduct regular training and orientations on D & I that go beyond being politically correct. One must recognize that having policy is just not enough.
- Carry out affirmative actions carefully so that the individuals are not stigmatized.
- Encourage critical thinking and reflections in safe spaces on every-day behaviors
- Create evidence and generate learning on an on-going basis to inform programs; and
- Reinforce the principles of human rights

One must recognize that ensuring gender diversity and inclusion is a long-drawn commitment and that there is no short-cut to the equity. A transformative journey must begin now!



Enabling Diversity & Inclusion

Mr. Anil Rajput

*Chairperson, ASSOCHAM CSR Council &
Sr. VP, Corporate Affairs, ITC*



A diverse and inclusive workplace which recognizes each individuals' strengths and potential is an important asset to any organisation. Diversity describes a wide variety of differences that may exist amongst people in any setting, including race, ethnicity, nationality, gender, sexual identity, disability and others. Inclusion on the other hand is to ensure that those who fall under the title of 'diverse' genuinely feel safe, welcome, and included.

Multiple studies have found that diversity and inclusion (D&I) at workplace has strong interlinkages with an organization's business performance. Openness to diversity widens access to the best talent while inclusion engages talent effectively. Together, this results in heightened innovation, creativity and output.

Global institutions are taking steps to integrate D&I in their standard practices. The trend is now making its place in India as well. India stands as one of the most diverse countries in the world. It is home to many different groups of people who share their own distinct characteristics. Moreover, the percentage of the female population in India is about 48% while women employees only

Our hon'ble Prime Minister Shri Narendra Modi while addressing the nation on Independence Day this year hailed 'Nari Shakti and said that women will play a critical role in India's growth in the coming years.

constitute 26% of India Inc. workforce across sectors. These factors add a completely new dimension to the concept by posing a different set of challenges.

While we may have made some strides in building a diverse and inclusive workplace, we are sure that sustained efforts would

result in building a more inclusive society sooner than later. As per the National Statistics Office report on disability released in 2019, about 2.2% of India's population lives with some kind of physical or mental disability. According to a report by market intelligence firm, Unearthinsight, India has almost 3 crore people with disability of which around 1.3 crore is employable but only 34 lakh of them have been employed across the organised sector, unorganised sector, government-led schemes or are self-employed.

Therefore, it is critical that right policies are made that can enhance employment opportunities for people with disabilities who have the potential to be employed.

ITC is always been at the forefront of creating an inclusive workplace. A non-discrimination policy & practice is embedded across the company as it engages with persons with disabilities in its diverse operations spread across data entry, engineering to customer support. Celebrating the unique aptitudes and talents of differently abled members, ITC's Agarbatti business (Mangaldeep) recently introduced the 'Sixth Sense Panel' panel having 60 Visually Challenged Fragrance Testers.

Our hon'ble Prime Minister Shri Narendra Modi while addressing the nation on Independence Day this year hailed 'Nari Shakti' and said that women will play a critical role in India's growth in the coming years. While on one hand, ITC's Women Empowerment Programme is enabling economically disadvantaged women to earn

higher or have independent incomes through multi-stakeholder partnerships, on the other hand, the organisation has developed schemes to support its workers to fulfil their family and professional obligations. Flexible work entitlements such as extended maternity/paternity support, work from home options, extended child care leave & support along with wellness programmes and facilitating capacity and leadership development opportunities are to name a few.

ITC has been encouraging participation of women in manufacturing sector. ITC's Pudukkottai (Trichy) unit in Tamil Nadu is the largest women-run FMCG Factory with a daily workforce of 1400+ women. As a policy, ITC encourages greater participation of women in all its business verticals, be it Hotels, Agriculture, Foods, Personal Care or Paperboards.

India is currently at a stage of a demographic transition with a substantial percentage of youth population. Moreover, it is adding approximately 12 million people to the working population each year. This large adult cohort prioritises issues on diversity and inclusion and have strong preferences for a workplace where everyone feels valued, engaged and motivated to work and perform.

Going forward, stronger commitments and continued focus towards creating a superior environment, one that builds a society on the foundation of equality without any bias and is inclusive will be the most effective tool in the hands of organizations.

Diversity & Inclusion Should not be Limited to Gender Diversity or Diversity Hiring

Mr. Vishal Kedia

*Founder and Director, Complykaro Services
Private Limited*



It is undeniable that discrimination continues to exist in corporates, although constitutional provisions and a number of other laws explicitly prohibit such actions. Several factors such as gender, physical and mental abilities, sexual orientation and identity, age, medical condition etc., are used to make distinctions between people that lead to various hiring decisions.

India too has in the recent years enacted several progressive legislations namely the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 (“POSH”), The Rights of Persons with Disabilities Act, 2016 (“RPWD”), The Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome (Prevention and Control) Act, 2017 (“HIV”), The Transgender Persons (Protection of Rights) Act, 2019 (“Transgender”) amongst others

The Government has in fact going beyond the traditional D&I portfolio and is emphasising that Inclusiveness is also about being open and inclusive for people in specific situations i.e. people having HIV/AIDS.

In India, we must acknowledge that considerable strides have been done by

In India, we must acknowledge that considerable strides have been done by corporates with respect to gender diversity & inclusion. But we are still considerably lagging behind with respect to other constituents of workplace diversity and have merely taken baby steps, if at all.

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As per National Statistics Office report for

2018, about 2.2% of India's population lives with some kind of physical or mental disability; though I believe the actual number is much higher. Last year, in one of the landmark judgments by the Supreme Court of India with respect to RPWD, Justice Dr. D. Y. Chandrachud had aptly articulated that in order to enable persons with disabilities to lead a life of equal dignity and worth, it is not enough to mandate that discrimination against them is impermissible. That is necessary, but not sufficient. Corporates must equally ensure, as a society, that they provide them the additional support and facilities that are necessary for them to offset the impact of their disability. The cornerstone of this reasonable accommodation principle is making adjustments that enable a disabled person to effectively counter the barriers posed by their disability. In fact, a failure to provide reasonable accommodation itself constitutes discrimination. We as society need to shift from a "charity-based" to a "rights-based" perspective.

Most of the corporates are not aware that all our physical and virtual infrastructure too need to be mandatorily disabled friendly. In fact, recently Court of Chief Commissioner for Persons with Disabilities, New Delhi directed a well-known technology platform to comply with the Guidelines for Indian Government Websites ("GIGW") and notification issued by Bureau of Indian Standards, which has notified IS17801 Parts I and 2 in relation to Accessibility of Information & Communication Technology Products and Services within 6 months as mandated by RPWD.

Reasonable accommodation determinations must be made on a case-by-case basis, in consultation with the disabled person concerned. Instead of making assumptions about how the relevant barriers can be tackled, the principle of reasonable accommodation requires dialogue with the individual concerned to determine how to tackle the barrier. The relevant question, under the reasonable accommodation analysis, is not whether complications will be caused by

the grant of a reasonable accommodation. By definition, reasonable accommodation demands departure from the status quo and hence 'avoidable complications' are inevitable. The relevant question is whether such accommodations would give rise to a disproportionate or undue burden on the company.

I believe that the aforesaid principle would equally apply to other types of diversity. In fact, people sometimes use the terms diversity & inclusion interchangeably, but they are quite distinct. More often, corporates focus on increasing diversity without focusing on the necessary foundation that enables diversity. You can certainly hire in diversity — whether it's more women or LGBTQ+, more people with disability but if your work culture does not embrace different perspectives and not provide a support framework, you will not be able to retain diversity.

In this direction, importance of diversity training program and redressal mechanism cannot be overstated. In fact, all Indian legislation mandatorily provide for it. When employees become aware of concepts like unconscious bias in the workplace, they can realize how these concepts show up in real-world situations. Raising awareness about diversity and inclusion is important to create a happy and positive work environment. Diversity training helps employees to understand different perspectives of their colleagues and encourage them to think about how their actions could unintentionally offend someone. Increased workplace sensitivity is a strong step against discrimination and harassment. Diversity training further allows employees to think about inclusion and how they can make conscious efforts to make everyone feel comfortable and valued.

Vishal Kedia is Founder of Complykaro and specialise in D&I training and compliances. You can reach him on 98200 99696 or vishal@complykaro.com

Promoting diversity and inclusion is the right and smart thing

Ms. Suhela Khan

Country Programme Manager, Women's Economic Empowerment, UN Women



The business case for gender equality, diversity, and inclusion is strong and growing stronger. Evidence states that diversity and inclusion drives innovation as well as financial performance. When companies commit themselves to diverse leadership, they are successful. More diverse companies are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, contributing towards increasing returns. Diversity makes business sense because it opens up access to new talent pools.

Diversity and inclusion have taken on greater prominence for companies in India in recent years, with more and more of them striving for creating equal workplace.

In my last three years of work with corporates, through EU funded WeEmpowerAsia programme that deploys Women's Empowerment Principles (WEPs) framework, the number of CEOs signing WEPs have increased sixfold. Currently at 326 companies in India and over 6000 in the world, CEOs are increasingly committing to promote gender equality, diversity and inclusion. This is of course a positive and encouraging trend, however, the efforts are

Diversity in the workplace means having a workforce inclusive of different backgrounds and national origins. It means gender, socioeconomic, and cultural diversity — and beyond.

piecemeal. Many companies are initiating and sustaining progressive interventions to promote diversity, equity, and inclusion; more coordinated efforts are required at the industry /sector level to challenge and change the status quo.

As per National CSR portal, USD 43 million approx. were spent on Gender Equality,

which is only 1.6% of cumulative CSR Spend in FY 2021 indicative of the need to step up investments towards promoting gender diversity.

The conversation on diversity and inclusion needs more focus on people who are differently abled and represent diverse religions, ethnicity, and sexual orientation. There is a need to take concrete steps to enable their equal access to opportunities including addressing conscious and unconscious bias.

Recognition through awards like this, provide an impetus to the companies to perform better and is one of the excellent ways to share good practices.

When we aim for gender diversity, then we would end up ticking a few check boxes, but we would not achieve the fundamental objective of creating real diversity of thought. However, companies in India are still falling short on the most common diversity metric: gender.

It's also not enough that companies hire employees from diverse backgrounds; these workers must also feel welcome and included. To be more inclusive, organizations need to listen to their employees more and build a culture in which each employee has a voice. They must be invited to decision-making processes and involved in multiple projects, in multiple initiatives. To drive this agenda, organizations have started appointing a chief diversity and inclusion officer.

Overcoming Stereotyping and Biases: Key to Diversity & Inclusion

There's also a need to educate employees across all levels, addressing any biases they may have toward others who are not like them. Companies should get the perspectives of their employees to understand what biases they typically face in order to address them. Women, who make it to the top, also have these biases and operate with the same principles and mind-set. The fact is that it's

not just men but also women at the top who are inhibiting the re-entry of women into the workplace and their movement to senior roles and positions.

To understand stereotyping, it is necessary to pay attention to its triangular nature. A stereotype is closely related to prejudice, which is closely related to discrimination, reinforcing a stereotype. The problem with an educated mind is that it traverses this triangle with misappropriated confidence. Therefore, unless we consciously look at our long learned stereotypes as individuals, the companies will continue to discriminate consciously or subconsciously. Companies must develop an appetite to recognize these stereotypes, accept them and work together to change them.

Diversity & Inclusion beyond Gender:

Essentially, diversity and inclusion is a conversation about rewriting implicit bias — rooting it out wherever it exists and challenging the idea that different means inferior. Diversity in the workplace means having a workforce inclusive of different backgrounds and national origins. It means gender, socioeconomic, and cultural diversity — and beyond. It also means that the organization fosters a sense of belonging that makes everyone feel like they are part of the team.

For companies presently facing a talent crunch, there is an urgent need to focus on including the disabled into the mainstream. To make these possible, companies must encourage the use of technology to provide solutions for enabling the disabled who may not otherwise fit into traditional jobs. It is essential to create an environment that will allow traditional organizations to include a diverse workforce — those who are diverse in terms of gender, ability and sexual inclination

Acuver's Commitment to Diversity and Inclusion

Mr. Sunny Nandwani

*Founder & Managing Director,
Acuver Consulting Pvt. Ltd.*



Employment policies that seek to encourage diversity and inclusion should take into account the vast array of one-of-a-kind talents and interests that prettier employees carry with them. It is of the utmost importance to recognise and value the wide range of important life experiences, perspectives and skills that employees bring to the table on an individual basis, as well as to make good use of them. A company needs to be willing to accept this necessary, positive and constructive disruption in order to grow healthily. A welcoming environment at work, where different people with their different points of view are valued, is beneficial to everyone. Employees and employer alike. Simply recognising that one of the most admirable features of human beings is their diversity, and acknowledging that our employees are not an exception to this rule, is one of the important things that can help us go with the flow and reap the benefits to the best extent possible.

Since we are convinced that diversity and inclusion are two of the most effective ways to help employees achieve their full potential in the modern workplace, we at Acuver always value and encourage this kind of heterogeneity, and are committed

A company needs to be willing to accept this necessary, positive and constructive disruption in order to grow healthily. A welcoming environment at work, where different people with their different points of view are valued, is beneficial to everyone.

to providing assistance to each individual member of our team by motivating them to perform to the best they are capable of. We emphasise that we appreciate the fact that what each of them brings to the table is as valuable as a jigsaw puzzle piece

in the overall picture of the company's success. When people are kept interested and motivated, and their thoughts, ideas, suggestions and skills are absorbed and tested, the workplace becomes a highly fertile ground for constant innovation. This healthy work environment inspires our employees to never put a brake on thinking of new ways to improve upon established procedures, which ultimately benefits the company as a whole. It is essential for employees to experience a level of comfort that allows them to freely and easily share their opinions in order for the inclusion of their diversity to bear fruit. This is a critical component of a thriving workplace culture. In order to put our money where our mouth is, we make it a priority to make the organisation a friendly place where people feel comfortable communicating

and sharing their ideas. Organisational growth can only be sustained through the unrestricted inclusion of new processes. Any human being is capable of coming up with new and better ways to approach things in life. All that is required is room for them to grow. It is all about constantly absorbing new thoughts, debating them with others through brainstorming sessions, doing experiments, learning from setbacks, and making more effective judgments at each stage. Finding new ways to improve processes on a regular basis is a tried-and-tested way to grow in the market in a sustainable way.

Has our diversion and inclusion approach been successful? As evidenced by the graph of our company's performance, it has.



DE&I is beyond Women's Participation

Ms. Shobha Swarup

Executive Director HR

Diversey | Emerging Markets & India, South Asia



As a casteless organisation, Diversey nurtures a humane culture - keeping our people's stance and needs as our utmost priority.

The values that individuals carry blends into the working culture of organisations and are often their strengths, rather than limitations. And as a close-knit organisation, Diversey India makes every effort to harness an individuals' strengths and capabilities.

In our efforts to create an environment that attracts and grows diversity, we are constantly developing initiatives that promote employee representation and development. We launched a recruitment program with the sole purpose to attract diversity in our workforce. Reboot - Career Return Program was a good example that focused on attracting women coming back from sabbaticals. Beginning a campaign like such, at the very least, dissolves the taboo associated with career breaks. We have cohort based learning and sharing programs facilitated through an external host who focuses on shaping perspective, inspiring and coaching employees at Diversey. This has proven great at nudging empathy based mental shifts within the organisation.

Our overall Impact reflected through a movement in our overall Gender Diversity from 7% to 14% from 2021 to 2022 June YTD. Our overall Leadership Diversity has moved from 11% 2021 to 21% 2022 YTD.

At a Leadership level, it is well embedded in our goal to keep our focus on talent succession plans. We have curated a Women in Leadership Acceleration program to enable a stronger succession. When it comes to nurturing talent, we are agnostic to an individual's industry experience or background. It works in our favour as

Diversey is a brand that serves customers from every industry.

We are committed to Engage and Connect - creating a sense of community for sharing, allyship and support at Diversey. We are employing innovative methods of listening other than town halls, we have proactive skip-level coffee sessions that keeps the leadership aligned with ground reality and the voice of the millenials. We also have automated virtually chatbots to gather anonymous feedback. These various mediums suit different personality types when it comes to how an individual expresses.

We are periodically reshaping our Parenting, Wellness, POSH and Safety Benefits to suit the evolving generation of workforce. To generate diversity in thoughts, sits at the heart of our DEI committee. And our growth reflects in the people survey that we engage in twice, annually. Our overall Impact reflected through a movement in our overall Gender Diversity from 7% to 14% from 2021 to 2022 June YTD. Our overall Leadership Diversity has moved from 11% 2021 to 21% 2022 YTD.



Unleashing the Power of the Diverse Workforce

Ms. Harita Gupta

*SVP, Head APAC & Global Head,
Enterprise Services, Sutherland*



When we started our adventure in the area of PWD and LGBTQ+ Inclusion, Sutherland was a prime example of the adage that it takes a village to raise a kid. For our employees who have disabilities, we formally launched PwD Champions in August 2021. For our employees who are members of the LGBTQ+ Community, we formally launched Friends of Pride. To our surprise, only 3–4 people joined, leaving us unsure of how to move this along. How can we help? How can we add value?

Despite numerous discussions, we lacked confidence in any initiatives that would offer value. At that point, we depended heavily on the power of our own workforce. We made the decision to get in touch with all of our openly out LGBTQ+ employees as well as those with disabilities. We asked if they would be interested in joining an employee resource group and introduced the concept. It was a ground-breaking idea, and about 20 people joined us. The group was asked what they would like the organisation to do for them. Where do they require our assistance? And a lot of input was provided by our employees!

Our Visually impaired employees enlightened us on the importance of making our internal

For our employees who are members of the LGBTQ+ Community, we formally launched Friends of Pride. To our surprise, only 3–4 people joined, leaving us unsure of how to move this along.

communications accessible to screen reading software. Not just did they highlight the challenges, they also educated us on the solution of using alt text feature and making screen reader friendly mailers. Break through ideas like enabling Webex assistant closed captioning and using the live subtitles feature in Microsoft PowerPoint were discussed. Our team also highlighted about the career progression need of the group.

While we thought it was a perception that the employees were not seeing any career progression, we were alarmed by the data regarding their last promotion date. The data did reflect a dose of unconscious bias amongst the managers while promoting the employees with disabilities. This discussion gave us wings to launch our inhouse mentoring program, Project PAL (PersonsWithDisabilities Acceleration with Leaders). A similar program was launched for our employees from the LGBTQ+ Community as Project LEAD (LGBTQ Enablement And Development) As part of these projects, we mapped our high performing employees with disabilities with senior leaders. The program was designed to have 8 mentoring sessions of 60 minutes each. The 60 minutes was further spilt into 50mins mentoring by the leader and 10 minutes reverse mentoring by the employee educating the leaders about the day-to-day challenges of these diverse cohorts and how leaders can apply an inclusion lens when making people or process decisions.

The batch began in Jan 2022 with an orientation session for the Mentors, Mentees and Managers, briefing each of them about their roles and responsibilities. Team DEI oversaw the complete project management

of this mentoring program. Regular pulse check connects were done with the Mentees, Mentors and Managers to identify what's going well and what needs to be addressed. The leaders were super thrilled and excited as it was the first of its kind reverse mentoring opportunity for them. The Business HRs also added their bit by holding regular 1:1 sessions with their employees. Mid feedback survey was launched to see the progress of the mentoring program. The Mid survey feedback score was 4.9/5. There were few challenges with respect to change of managers, uneven shift timings of Mentor and Mentees, Mentees not turning up and so on and so forth. For each of these issues Team DEI pitched in, had 1:1 connect with the Mentors and Mentees and offered solutions. This ensured the smooth flow of the program.

The batch recently celebrated their graduation ceremony, and it was a moment of achievement and self-fulfillment for our participants as well as the leaders. 3 of our employees got promoted and many got opportunities to take on additional roles and responsibilities. This project is a testimony of how Inclusion plays a vital role in leveraging the potential of our diverse workforce.



Neurodiversity at Thomson Reuters

Ms. Neha Sathish

Lead, CSR & D&I - India, Thomson Reuters



At Thomson Reuters, we celebrate all facets of diversity and are committed to creating an inclusive workplace in which everyone can thrive. In the workplace, programs promoting neurodiversity can often be overlooked due to the perception that additional effort is required to build and sustain these initiatives. Additionally, in India many young people on the autism spectrum drop out of mainstream school around the age of twelve as the educational system is unable to provide tailored support and development for neurodiverse children. As a result, this can lead to limitations in future career and employment opportunities.

It is widely recognized that neurodiverse individuals often have exceptional abilities and viewpoints that can positively impact businesses and teams. In November 2020, a pilot internship for individuals on the autism spectrum was introduced in Thomson Reuters India. The goal of this new Autism Spectrum Internship Program was to give neurodiverse individuals hands-on work experience and provide them with the technical and interpersonal skills, mentorship, and experiences to set themselves up for future success. The success of the pilot led to two successful

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batches of interns and a third batch all set to begin.

Our experience with working with neurodivergent talent has certainly been eye opening and although it may seem like a tall goal in the beginning, once you dive in, it isn't that challenging. As part of the program, we also wanted to empower people managers to learn more about neurodiversity and the

different skills and abilities that individuals on the autism spectrum can bring to the workplace. In India, Thomson Reuters is one company - within a small group of pioneers - to introduce an Autism Spectrum Internship Program to their business.

Sharing some stats from the impact study completed with hiring managers – 75% felt that they have become more aware of various communication needs of individuals. 65% became more learner centric in their approach. 80% leaders felt that work ethics of interns has had a positive impact on their team. Value derived by interns through the process – 99% felt that they have learned to apply employability skills – time management, meeting targets etc. 80% felt that they have been able to build social skills.

Some of the other impact included,

- Branding TR India as an equal opportunity employer

- Making a difference to the communities we serve aligning to Thomson Reuters vision of serving customers
- Helping our people managers understand the virtue of diversity and inclusion and help see the business value and the impact they create in an employee's life.
- Enabling people management skills of all project stakeholders
- Increased engagement within the team and helping employees think innovatively, to challenge and to embody TR vision of D&I

Celebrating diversity and embracing inclusion cannot just be part of the vision for an organization but must translate into the action and reflect in the day to day work.



Don't be on the sidelines- Fast Track Your Way to Diverse & Inclusive Development

Mr. Farhat Ali Khan

Managing Partner, Century Maxim International



Introduction

Diversity and Inclusion (D&I) are two sides of the same coin. Creating a diverse and inclusive environment at the workplace requires an integrated approach, from defining the tone at the top to developing strategies, allocating resources for training, and awareness to fostering a sense of belonging. D&I is no magic solution, but a continuous journey that requires a collective commitment. To put it in a simple manner, diversity is being invited to a party, while inclusion is being asked to dance! The objective is to champion a culture that drives thought leadership, celebrates differences and encourages an environment free from any form of bias and/ or discrimination.

Reasons Why Adopting D&I is a Global Best Practice

Usually captured under the 'S' component of ESG (Environmental, Social & Governance), implementing a strong D&I framework for the company can help support equal opportunity and create a safe, supportive, and respectful environment. The following illustrates an organizational approach that may be considered part of a company's D&I strategy framework -

The objective is to champion a culture that drives thought leadership, celebrates differences and encourages an environment free from any form of bias and/ or discrimination.

- **Increase in the representation of women in senior roles** - Gender is one of the key aspects of D&I under which bringing women to the forefront in senior roles is now a priority agenda in many industrialized companies. On the regulatory front, the Board of Securities & Commodities Authority (SCA) amended Clause (3) of Article (9) of the Joint Stock Companies Governance Manual, mandating listed companies to comply with the percentage of women's representation on their Boards.

- **Adopt a zero-tolerance approach to harassment & discrimination** – Companies can demonstrate a proactive approach by adopting and/ or committing to zero-tolerance against harassment and discrimination at the workplace. In India, the POSH Act (Protection of women from Sexual Harassment Act, 2013) is in force to ensure safe workplaces.
- **Alignment with Sustainable Development Goals (SDGs)** - While SDGs are not mandatory in most national reporting, it certainly is a global best practice to highlight how the company is striving to achieve sustainability. It enables the company to align its efforts against SDG 5 – Gender Equality and SDG 10 – Reduced Inequalities.
- **Developing & implementing robust policies** – It is encouraged to have formal documentation of the company’s thought leadership on D&I. Under Chapter 18 of the UK Equality Act 2010, the Statutory Code of Practice Employment, companies are recommended to adopt a systematic framework by way of an equality policy. Although it is not a statutory requirement, companies are encouraged to implement the practice as an industry benchmark approach.

Conclusion

Diversity and Inclusion are a priority agenda for businesses and a focal Board topic demonstrating the tone at the top. The objective is to effectively address the disproportionate underrepresentation of individuals, regardless of ethnicity, race, or gender. To be global leaders, companies are encouraged to ensure that, all people associated with the company in one way or the other, feel safe, included, and celebrated for who they are.



Our Model of Work from Home as Independent Consultants-Empowering Women

Dr. Shikha Nehru Sharma

Founder- Nutriwel Health (India) Pvt. Ltd.



Security, safety and certainty were once the main criteria for choosing a career. But, with time, professionals feel the pressing need to do more than one job and follow their passion and hence the gig economy emerged. “Gig economy” is a labour market characterized by the prevalence of short-term contracts or freelance work as opposed to permanent jobs. With flexible hours and the opportunity to work on one’s own terms, freelancing has gained tremendous popularity in recent years.

This profession is gaining significant popularity amongst women on account of the work-life balance it offers. In today’s business world, leaders know the importance of empowering women at work. “Empowering women at the workplace” means that women can have more control over their lives, have freedom to make their own programs, gain new skills and autonomy. Companies are studying and revising their policies regarding women empowerment to strengthen female leadership.

Job losses during & after COVID-19 DATA

Around 2.3 million workers across nine sectors and 66 other establishments

Dr. Shikha’s ONE HEALTH has come up with a unique and innovative model to create a network of healthcare coaches trained and deployed on the ONE HEALTH PLATFORM using Vedic Nutrition as a core philosophy.

have lost jobs during the first wave of the pandemic. During the period, the number of male workers reduced from 21.7 million to 20.1 million while the female workers dropped from 9 million to 8.3 million. (Source:- Economic Times Data).

During and after covid there have been a phenomenal degree of job losses leading to shrinkage of economy and many families

had to pull out their children from school or compromise on many expenditures. Most women suffered more due to loss of economic opportunities. Hence, the ideal solution entailed creating job opportunities at home to engage talented women in the area of preventive health care.

Dr. Shikha's ONE HEALTH has come up with a unique and innovative model to create a network of healthcare coaches trained and deployed on the ONE HEALTH PLATFORM using Vedic Nutrition as a core philosophy.

1700 Vedique coaches & 500+ Vedique professionals will be consulting on ONE HEALTH PLATFORM.

360° Solution From Learning To Earning- Building An Ecosystem Of Health Professionals

At Dr. Shikha's ONE HEALTH- ACADEMY, we also promote the same culture where we believe strongly in women empowerment. Our ultimate mission is to educate and transform lives of millions by spreading awareness about managing their weight and lifestyle disorders through an amalgamation of modern nutrition and ancient Ayurveda through live interactive sessions.

Our courses are CPD accredited & HSSC certified, which helps them to practice not only in India and abroad too. Once the course is completed under the guidance of experts, they are provided with two major elements-

1. **ONE HEALTH Nutrition Software:** A SaaS-based nutrition software-included in the courses where students get to practice all their learnings via ONE HEALTH Platform.
2. **Work From Home consulting opportunity:** The students are provided with an opportunity to join ONE HEALTH network of "Independent Vedique Nutrition Coaches" to spread awareness about nutrition worldwide as "Nutritionists".

Case Study 1: Shyamala Bojja from Hyderabad has chosen to restart her career at late 50s by gaining education from ONE HEALTH & she's operating via our nutrition software to assign diet plans to her existing clients.

Case Study 2: Namita Bakshi from Mumbai, a yoga trainer by profession, 45 years old had enrolled for gaining knowledge regarding Vedique Nutrition and she has implemented her gained learnings to all of her clients which makes them more aligned towards health-care.

Hence, **ONE HEALTH** is focused on building an ecosystem of trained ethical professionals to serve people looking for natural ways to become healthy and in the process empower women to establish their identity, even after huge career breaks by learning and earning from home opportunity.

The Birds and The Bees Talk Programme



Social Return on Investment Study on India's First Growing Up Curriculum in North East India

Key Highlights

- For every ₹1 invested into the programme, The Birds And Bees Talk delivers ₹ 24.40 in social value. The programme's ratio of 1: 24.40 is extremely positive against global and Indian benchmarks.
- The programme has focused on creating essential dialogue around topics that are generally considered uncomfortable or taboo
- It is investing in the capacity building of all its stakeholders so that they are seamlessly able to have conversations with their peers and community members
- It is inculcating adolescents with necessary life skills, values and attitudes to become responsible adults, creating an overall healthy society
- It is challenging and changing gender

TBBT meaningfully engages students, teachers and most importantly parents – the latter being the most important influencers for their children.

norms and stereotypes among adolescents as well as adults

Executive Summary

The Birds and The Bees Talk Programme is playing an active role in imparting critical information on growing up life skills among adolescents in the north eastern region of India. The programme is equipping adolescents with essential knowledge, attitudes and values that will help them grow into responsible and healthy adults.



TBBT is addressing these concerns by meaningfully engaging adolescents, along with their influencing stakeholders, such as teachers, parents, and community members. It has done so by developing an intensive curriculum around key principles of inclusion, awareness, consent, protection and equity.

For every ₹1 invested into the programme, it delivers ₹ 24.40 in social value. The evaluation has also identified key outcome indicators that have created the most value in the lives of its key stakeholders. Top performing indicators pertain to gender norms and stereotypes. Adolescents are experiencing an increase in their knowledge and acceptance towards different gender identities and roles and an improving ability to recognise and address stereotypes. Adolescents are also experiencing an improvement in their mental health and now understand the importance of communicating and expressing their emotions. Teachers have experienced an increase in technical knowledge in imparting growing up skills to their students.

The North East India Context

North east states are some of the worst performers in the fight against HIV/AIDS nationally, according to National AIDS Control Organisation (NACO) reports. The AIDS-related mortality per 1,00,000 population in India is estimated to be the highest in Manipur (36.86), followed by Mizoram (28.34), and Nagaland (26.20)¹. The

performance of the north east states is more worrying, as contrary to the declining trend of the rates of new HIV infections (37%) at the national level since 2010, rates of new HIV infections have risen in the north east states of Tripura and Arunachal Pradesh². The prevalence of Hepatitis C Virus (HCV) is also found to be high in some states in north east India. It has been noted that unsafe behaviour among Injecting Drug Users (IDUs) is a driving factor behind the HCV epidemic in north eastern India³. The above issues highlight the need to invest in Growing Up as a key component of life-skills education for both in school and out-of-school adolescents and youth in the North Eastern region.

TBBT Programme Evolution

Reckitt and Durex have worked together in geographies across Asia, Africa, Europe and the Americas on driving behavioural change for intimate wellness, from partnering with the (RED) Campaign to fight HIV/AIDS in partnership with The Global Fund to the Keeping Girls in School programme in South Africa. India's north eastern region has several characteristics that make it a unique cultural ecosystem. The region has a heritage that is rich in art, culture and music, tribal traditions which have been preserved and maintained and a matriarchal and matrilineal family system followed in its certain parts. It is this context that inspired Durex's The Birds and Bees Talk programme. While the need for engaging adolescents and youth on growing up life skills has been long recognized, curating a programme that addresses key pillars of Consent, Protection, Equity, Awareness and Inclusion through a unique and engaging format was also necessary for quality implementation. TBBT meaningfully engages students, teachers and most importantly parents – the latter being the most important influencers for their children. Ensuring that the curriculum has a letter to the parents, and engaging teachers as the champions for the programme have

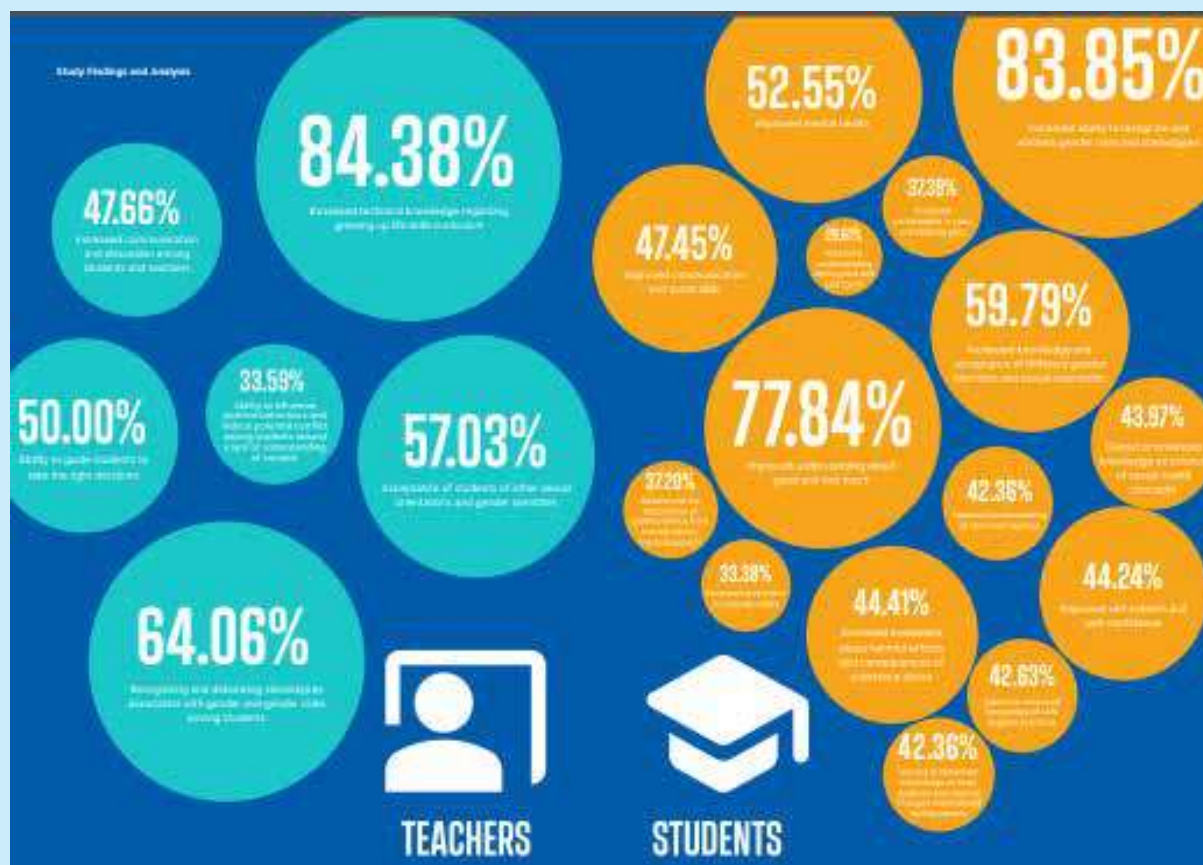
been some of the most important modes of ensuring that parents are aware of and support their children in participating in the numerous activities that the programme runs. The programme has already won various accolades and recognition. It is the recipient of the CSR Health Impact Awards 2022 by IHW Council and has been recognized as the CSR Project of the Year by Healthwire media, collaborated with partners such as Wipro GE HealthCare and has award-winning

initiatives such as the HelloJubi chatbot and the curriculum itself.

Scope of the Assessment

In states of Arunachal Pradesh, Meghalaya, Manipur, Mizoram, Nagaland and Sikkim 1422 teachers were a part of the study along with 8150 students from Manipur, Nagaland and Sikkim.

Study Finding and Analysis



Recommendations and Conclusion

The Birds and The Bees Talk Programme is an innovative and pioneering initiative that has focused on inculcating growing up life skills for adolescents in the north eastern region of India. Through its systematic intervention, the programme is encouraging conversations around sexual and reproductive health among adolescents, teachers, and their community

members. Adolescent girls and boys in the country lack access to information on issues affecting their lives and have limited spaces to develop competencies crucial for their active participation. TBBT programme is addressing these challenges by imparting critical and age-appropriate information, promoting healthy and safe behaviour and practices, as well as equipping adolescents with life skills, values and attitudes to



become responsible adults. The programme has already initiated conversations and challenged perceptions regarding gender norms, gender identity, sexual orientation

mental health among adolescents. Following recommendations can be followed to ensure the sustainability of the program –

- Regular and frequent training and support sessions in order to increase teacher capacities and morale
- Educate and promote adolescents to the TBBT mental health helpline
- Strengthen parent and community involvement into the programme
- Develop curriculum to include adolescents with visual impairments or accessibility challenges
- Ensure completion of additional activities and exercises before moving ahead to another topic.
- Create discussion spaces to continuously explore and challenge mindsets and attitudes of stakeholders.



Celebrating Diversity and Promoting Inclusion

Ms. Dipali Sharma

*Director, Organisational Effectiveness
ActionAid Association India*



India is recognized for its diversities. Do we as organisations, as a society or as a nation celebrate these diversities and leverage the varied wisdoms that they contain. Do we always remember that these diversities are compounded and confounded with hierarchies? Economic class, gender, caste and minority religions lay behind these inequalities, which are perpetuated by discrimination, oppression and violence. The question we also need to ask, as individuals and collectives is whether we do what is needed to break these hierarchies and end the social practices that support them.

The Constitution of India, our laws and numerous schemes provide a robust legal and policy framework within which we can celebrate diversity and promote inclusion. The need is to create a change in social attitudes and practices. ActionAid Association seeks all opportunities to engage with and participate in initiatives to further this cause. Over the years the community-based human rights defenders, community-based organisations and district-level, state-level and at times national level platforms have been able to create great moments of change

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and lasting impact on their status and condition.

As an organisation that seeks to be a valued partner for all who seek to build a better world, ActionAid Association also puts itself

under the scanner. We strive to create an organisational culture that ensures equal opportunity to every person, irrespective of caste, class, race, age, gender, sexual orientation, colour, disability, location and religion. Since the early 1990s, ActionAid Association has had a zero tolerance to instances of sexual harassment. This predates the Supreme Court of India's Vishakha Guidelines of 1997 and the Protection of Women from Sexual Harassment Act promulgated in 2013. Grievance redressal mechanisms and anti-sexual harassment committees are well established, and while confidentiality is ensured, the board, the management and wider leadership of the organisation remains updated of all proceedings of these bodies. ActionAid Association had instituted period leave and maternity leave for six months. It was only in 2017 when the Maternity Benefit Act was amended to increase maternity leave from 12 to 26 weeks.

We have a commitment to create a diverse organisation the path towards achieving maximum diversity among our staff is also regularly monitored and evaluated. Over half of the ActionAiders come from diverse

backgrounds. This is made possible through specific provisions, including affirmative action, in organisational policies, strategies, norms and guidelines. Women and candidates from socially diverse backgrounds get a 10% weightage in recruitment.

As an organisation that nurtures all individuals and promotes a shared value system ActionAid Association is able to respond to people's needs in a more effective manner. This was most clearly seen in the humanitarian response to the COVID-19 pandemic that the organisation rolled in starting in March 2020, which is some ways is still continuing. Colleagues and associated individuals reached out with whatever means they had on their hands to support impacted people and communities. It was this initial effort that gathered momentum through further resource generation so that by 31st July, 2020, we were able to provide more than 68,67,218 individuals with much-needed relief materials.

Thus, celebrating diversity and promoting inclusion is not just the right thing to do, it makes us more effective as collectives, as a society and as a Nation.



Advancement of Women Best Practices

Mr. Raj Khemani

*Head of Global Capability Centres – India & Poland
GlaxoSmithKline Consumer Healthcare Pvt Ltd
(Haleon, India)*



At GlaxoSmithKline Consumer Healthcare (operating as 'Haleon' since July 18, 2022, an independent company following the demerger from GSK), we want to be a place where all our people feel they truly belong and can be their authentic selves. Be their best. We do this by developing an inclusive, respectful environment - one that celebrates our unique perspectives, generates understanding of each other, and promotes fair and equitable outcomes for everyone. Our ambition is to take meaningful action to improve our diversity, equity, and inclusion and better enable us to deliver everyday healthcare with humanity. In my 7+ years with the company, I have truly felt understood and valued, and this is the environment I want every employee checking in to.

Haleon believes that each employee brings something unique to the organization and when the knowledge, experiences and styles are combined, the impact is incredible. We are continuously building further awareness and interest in addressing gender balance. As a global organization operating across multiple legislative and cultural frameworks and contexts, our Diversity, Equity & Inclusion (DEI) agenda is extremely complex with many wide-ranging implications. Employee

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Resource Groups (ERGs) also play a key role alongside other DEI initiatives. They are voluntary, employee-led groups that help foster a diverse and inclusive workplace.

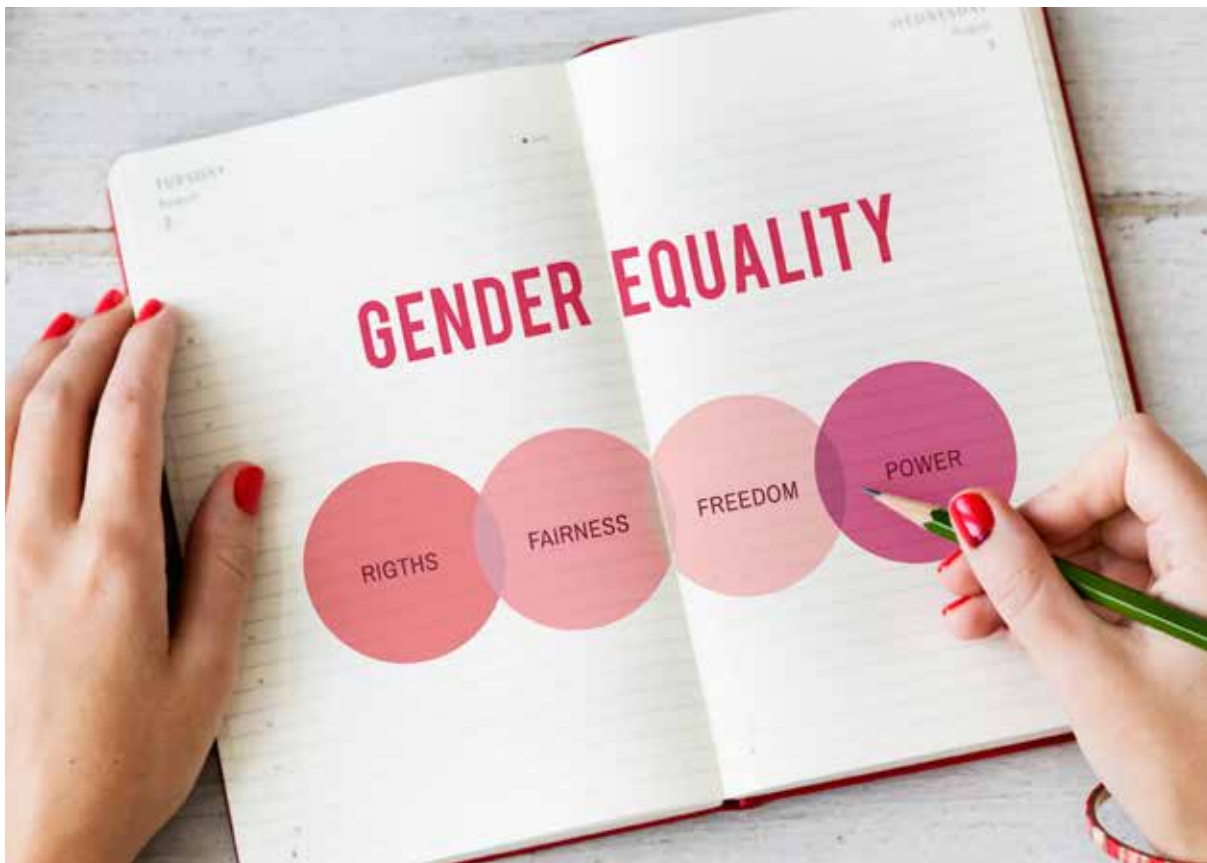
One such ERG is the Global Gender Council - Women's Leadership Initiative (WLI). WLI aspires to achieve and maintain gender equality at all levels of the organization globally by 2025. The WLI India Chapter's key purpose is to be the voice of people which shapes the organizational agenda around gender balance and creates an equitable workplace, that is focused on building advocacy, engaging and developing women at every level & creating greater allyship between men and women. Learning & Development is a key strategic pillar for this ERG.

Learning and Development

Learning is of course a lifelong process. Whatever role you're in, we encourage people to set aside regular time to focus on development; every day on the job, through learning programs, following industry trends on blogs, newsletters, or social media, and talking to our colleagues to learn about a new project, there are so many ways to keep learning and growing.

We launched the Mentor Buddy Program to support women employees at work as part of our WLI India chapter. Workshops on Allyship were planned based on employee needs, ascertained via an analysis of the employee satisfaction survey conducted internally in the organization. We have first-class digital learning content from the world's best learning providers which can be accessed on the go – anytime, anywhere.

Haleon in India has also established competitive employment policies, practices and benefits reflecting its status as a leading healthcare company and its desire to attract develop and retain the best people. The ability to achieve its full potential depends on the spirit and dedication of its people. In the coming months, we look forward to creating a stronger network for women employees that supports career development in technical fields and helps them build eminence outside the organization.



Community Inclusion and Need Based Diversity In Climate Action of IFFDC

Mr. S.P. Singh

*Managing Director,
Indian Farm Forestry Development Cooperative Ltd (IFFDC)*

Indian Farm Forestry Development Cooperative Ltd (IFFDC) an initiative of Indian Farmers Fertiliser Cooperative Limited (IFFCO) since its inception has undertaken eco-restoration and wasteland development through social forestry in the states of Uttar Pradesh, Uttarakhand, Madhya Pradesh and Rajasthan.

1.0 Need Based Diversity of Developmental Programmers of IFFDC: -

As per the time change and needs of the rural community emerged, IFFDC has diversified its portfolio and has broadened its focus to include in addition to Farm Forestry, activities such as Climate Action, Watershed Management, Nutritional and Economic Security, Rural Livelihood Development, FPO Promotion and strengthen, CSR initiative, Women Empowerment, Community Institutions Development, Skill and Capacity Building and Seed Production, Agri-Input Supply, etc. This has been done by adopting approaches that are participatory in nature and designed to cater to the emerging and evolving needs of the community.

The developmental programmers of IFFDC has also been diversified in other states such as Himachal Pradesh, Haryana, Punjab, Chhattisgarh, Maharashtra, Odisha, Jharkhand, Bihar, West Bengal, Telangana, Andhra Pradesh, Karnataka, Tamilnadu, Kerala and Assam.

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Jharkhand, Bihar, West Bengal, Telangana, Andhra Pradesh, Karnataka, Tamilnadu, Kerala and Assam.

The Farm Forestry & Climate Action is the flagship programme of IFFDC. The wastelands have been developed into forest by planting long gestation plant species. As per the emerging needs, the plantation on wastelands diversified to agricultural land under agro-forestry system and agro-horticulture system by planting short gestation commercial value trees like Burma Neem (*Melia composite*), Bamboo (*Bambusa bambos*, *Bambusa tulda*, *Bambusa Palida*) Drumstick (*Moringa oleifera*), *Carica papaya*, *Musa acuminate*, etc. It also contributed in Govt of India mission “Doubling Farmers Income”.

2.0 Inclusion of Disadvantaged Segment of the Community: -

IFFDC has the approach in its rural development programme which reflects systemic positive changes in rural areas, which are initiated “from bottom” and supported “from top”. In this concept of rural development, inclusiveness is inherent.

To create space for women, IFFDC has established and nurturing community owned institutions such as 1,896 Self Help Groups with 19,403 members, of which 94% Women

members, 152 Primary Farm Forestry Cooperative Societies (PFFCS) with total members 19,331, of which 34% Women members), 11 Livelihood Collectives with total members 6,044 (Chairperson of all these Livelihood Collectives are women). The 89% of members of the PFFCS are belongs to landless, small & marginal farmers and about 25 PFFCS are having women chairperson. These community institutions are proved appropriate examples of inclusive development of the rural community and providing back- stopping support to the development initiatives.

3.0 Awards and Recognition:

- The Times of India “Social Impact Award-2011” under the livelihood category for its remarkable work in sustainable livelihood enhancement of poor tribal community. IFFDC also selected for The Times of India “Social Impact Award 2015 for environment conservation category.
- “Indira Priyadarshini Vrikashamitra Puruskar 1999” conferred by the Ministry of Environment and Forest, Govt. of India for excellence in afforestation and wasteland development to IFFDC and its promoted five PFFCS.



Diversity & Inclusion

Mr. Abhishek Agarwal

*President, Judge India & Global Delivery,
The Judge Group
Judge India Solutions Pvt. Ltd.*



The fundamental shift in the market, due to the pandemic, has generated the existing yet newfound power of the people. The focus is being shifted towards the aspects that matter the most, the People! And on top of that, The Great Resignation has magnified organizational challenges. Yet, in this era of adversity and awareness, Judge India Solutions has garnered 65% growth in headcount by nurturing an organizational culture of “Diversity, Equity, and Inclusion (DEI)”.

Judge India Solutions is a people-powered business and for us, people come first! We all are working collaboratively to build our company for the future; a big part of that is our organizational culture. We strongly believe that our today will set the tone for tomorrow’s organizational culture and for that, we, the people of the company, initiate the change NOW!

We believe that the change should start with our mindset and approach toward the people. To accelerate DEI culture, we are constantly on our toes to celebrate diversity on any occasion we can. We achieve this not only by training our employees with the tools they need but by encouraging and supporting them along the way.

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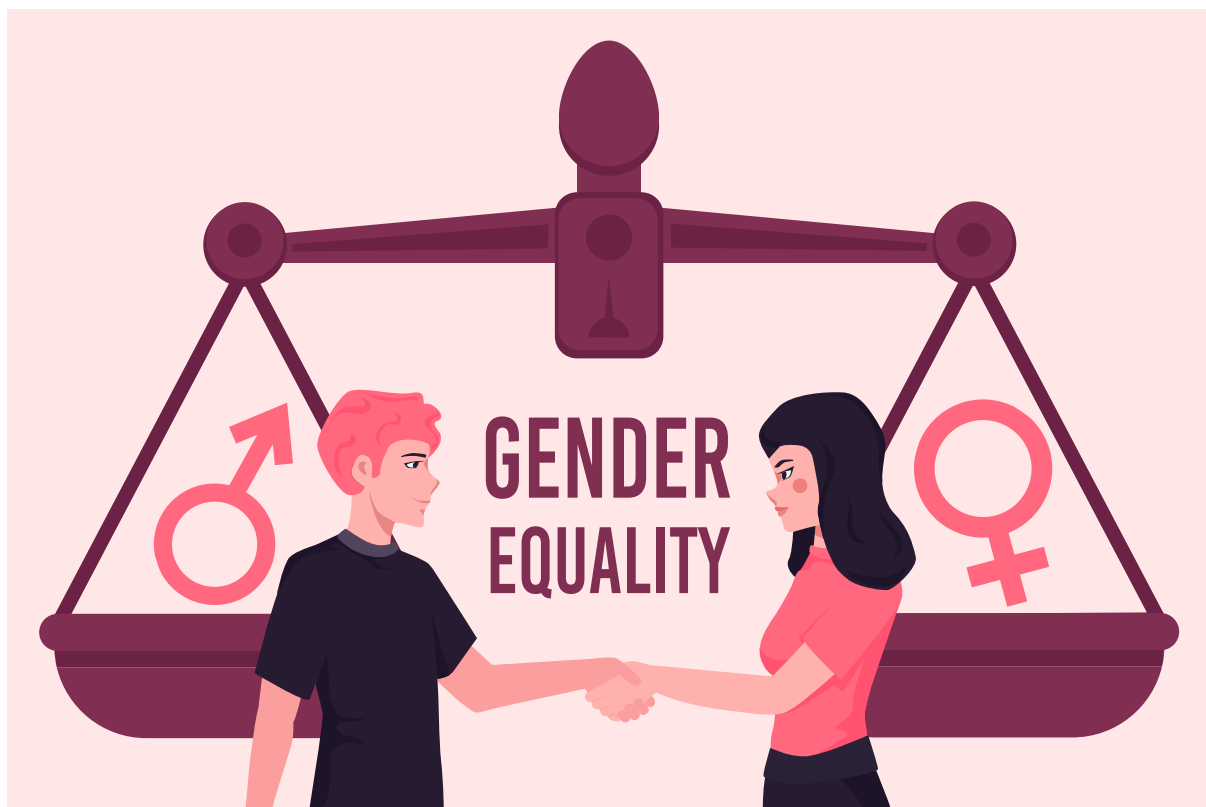
We have proudly driven DEI culture in our company by introducing:

- DEI Wall – A wall dedicated to our organizational culture to showcase our unwavering commitment to integrating these values in our day-to-day conduct.
- #PrideInBeingYou – Introducing Colors of Pride and collaboration in the workplace during Pride Month.
- Inclusion Week - A step toward creating a nurturing culture at the workplace with webinars by eminent speakers and leaders who shared their expertise and experiences to enlighten us on ways

to create more employee-inclusive workplaces and a painting activity that helped us find the true essence of inclusivity.

- #JudgeLife – An initiative to give the best of the talent platform to voice their opinions and talk candidly about their journey.

So, in addition to giving the people of our company constant reminders of our organizational culture through various employee engagement activities, we focus on creating a collaborative culture where everyone feels equal, included, and respected.



Realizing the benefits of D&I: Adding ‘equity’ to the equation

Mr. Paneesh Rao

Advisor, Sustainability at Mindtree



In the past, great pay, association with a reputed brand and unmatched perks and benefits, in addition to challenging growth opportunities defined an ideal job. In the new world order, an employer of choice is one that has a rich work culture and delivers diversity and inclusion in letter and spirit, in addition to the aforementioned.

Research clearly shows that diverse and inclusive teams display higher productivity and better problem-solving abilities, and companies that nurture a conducive D&I culture power innovation, better financial performance, improved resilience in times of crisis, and a more engaged workforce. Besides, it is only fitting that organizations mirror the diversity in the societies that they operate in.

Here's how organizations can move the needle on D&I beyond a business agenda and normalize it as a way of life.

Embed D&I in all aspects of employee experience

D&I must start from the first touchpoint of hiring and continue all the way through an employee's lifecycle. The manner in which

In the new world order, an employer of choice is one that has a rich work culture and delivers diversity and inclusion in letter and spirit, in addition to the aforementioned.

job descriptions are worded, hiring manager connects with candidates, and individuals are assimilated into the organization's culture must cumulatively aim to deliver an inclusive experience. Sustaining a culture of inclusion also requires organizations to normalize healthy conversations around D&I, and organize sensitization workshops for greater awareness and education – all of which help to create a psychological safe space where inclusion translates into respect, belongingness, empowerment and progress for all.

Weave inclusive practices into policies and programs

This is where the crucial element of equity comes into play. Take, for instance, roles involving night shift. Typically, women professionals would shy away from applying for such roles because of safety concerns. People-first organizations must allay their apprehensions by assuring candidates of safe and secure facilities and infrastructure. Another example is the returnship program for professionals to revive their careers after a career break on account of various life events. Typically, the program provides an avenue for women professionals to rejoin the corporate workforce. Extend the eligibility to male professionals as well. Take steps to amend archaic policies and processes, and make it more diversity-friendly and inclusive. For instance, ensure that the company's insurance policy accommodates medical needs of same-sex partners, have parental benefits applied to same-sex partners planning to adopt children, and deploy gender-neutral language.

Use technology as an enabler and equalizer

Unconscious bias remains one of the main impediments to D&I. Making technology and automation pervasive abates this instinct and creates a level-playing field where meritocracy thrives, irrespective of ethnicity, gender or disability. AI-based HR technologies help organizations make data-driven decisions, narrowing traditional prejudices.

For organizations and communities to harness value and thrive in a dispersed yet globally connected hybrid environment, diversity, equity and inclusion will need to be inextricably linked. It will require ongoing efforts with clear metrics and must evolve in keeping with market dynamics, organizational sentiment, and laws of the land. The good news is that progressive organizations are well on their way to making D&I a competitive differentiator for themselves and their stakeholders.



From Roadblocks to Roadmaps Championing Diversity, Equity, and Inclusion at the new age workplace

Mr. Samir Modi

Managing Director, Modi Enterprises



Living in an era of an ever-evolving organizational culture, one needs to dig deep to gauge the pulse of the new age employee. Today, the crux of the employee-employer relation relies heavily on flexibility, adaptability, and inclusivity. However, at the core of all of this is empathy and understanding and employers that are able to strike the right balance often command an edge with employees.

Modi Enterprises was established in 1933 with the sole vision of bringing meaningful change into the lives of everyday Indians. The new-age stakeholders seek collaboration and representation in their workplaces, and they measure their individual growth through various barometers other than pay package. From an inspiring work culture to a safe inclusive space that fosters and nurtures equal opportunities and respect for all is what the new age employee strikes a strong chord with.

Taking inspiration from the age-old legacy of the Modi family, the umbrella companies under Modi Enterprises have been built on the premise of Meraki. A Greek expression

From an inspiring work culture to a safe inclusive space that fosters and nurtures equal opportunities and respect for all is what the new age employee strikes a strong chord with.

that is built on the promise – whatever you do, do it with soul, love, and creativity as you put something of yourself into what you create. We have crafted our workplace policies to ensure that we offer a level playing field, which enables and empowers the employees and lets them celebrate their individual selves.

The idea is to envisage and initiate a chain of ideas, whether professional or personal, that allow people across the nation to let-

go of all limitations. And so, it becomes paramount to follow a 'Soch Badlo' mantra that creates an ecosystem of receptivity for all and one that powers transformation. With empathy and purpose, leading from the front, people-oriented leadership, DEI sensitisation, and championing the cause of women empowerment are no longer theoretical practices, but they remain well embedded in everything we do.

Self-sufficiency is always the first step towards empowerment. We need to be committed towards instilling that much-needed confidence in the diverse individualistic capabilities. Small policy changes that offer equal opportunities can go a long way in ensuring equity and bring in the desired work-life balance across genders, and they will also catalyse creating conducive growth environments. The change here has to stem from one's 'Soch' and I say this with great pride that Colorbar, 24Seven, Modicare and the Modicare Foundation are my truest examples within the space.

The cause of women empowerment has always been a defining area for me. And it

must be an intrinsic part of the company mission and work culture DNA. One should look at fostering an environment of true freedom to empower women. With 70% of our workforce as women at Modicare along with most beauty advisors at Colorbar, we have constantly modified our policies to accommodate our women employees much better. As an organisation, we have made our hiring processes inclusivity enablers and empowering. We are a great place to work because of these women in our companies. And it is no surprise that Modicare and Colorbar rank among the top 10 and top 50 respectively in the Great Places to Work for Women in 2021.

An active practice of these policies results in building empowering work models of representation across genders and identities. An effective organizational culture is the best possible practice to employee retention and leaders need to drive company goals by channelling employee wellbeing. It is imperative that we all adopt a mentor culture model as neo leaders and navigate an ever-evolving workplace culture.



On our Journey to a Diverse & Inclusive Workforce

Mr. Ashish Banga

Vice President, Human Resources, Paytm

Ms. Smita Rajan

Associate Vice President, Internal Communication, Paytm



Paytm believes diversity in the workplace is essential to create a thriving business. We are firm believers of the fact that workplace diversity encourages creativity and innovation because every team member, from leadership to frontline employees and mobile workers, brings their own unique backgrounds, experiences, and perspectives to the table.

Paytm has been setting an example in hiring. The company's talent acquisition team plays a major role here. A big focus is on recruiting talent not only from the tier 1 cities but also from tier 2, 3 cities, bringing people of diverse backgrounds under one umbrella.

To ramp up our agenda of hiring more women in our workforce, we host internal campaigns and drives from time to time. An example of this campaign is when we drove hard the message of the need of improvement of our gender ratio by showcasing team wise gender ratio to the HODs and gently nudging them to ensure at a minimum % of women hires in their teams. This campaign reported an org wide increase in women hirings & got adopted as a best practice. We also launched several focused drives to hire women in Tech.

Apart from other facilities and benefits, the company provides Creche facilities, flexible working hours, hybrid working models to approach diversity at the workplace. This also gives confidence to female employees to stay long and work hard.

Besides this, we have a tie-up with a women centric organization which helps us with need based counselling for our women. Through this organization, we have hired several women recruiters in our hiring team, most of whom were returning mothers/ women resuming careers after a break.

The HR team conducts regular review meetings with leaders and head of departments (HOD), where the current talent landscape on diversity ratio, succession plan and future talent needs are evaluated every month.

We offer crèche services to our employees, thereby enabling our women employees to attend work stress-free on that front. As a company we have taken the decision of a hybrid work model, in which many women employees are able to balance their home front needs alongside work easily. We also educate our women on health topics through webinars by our partner hospitals.

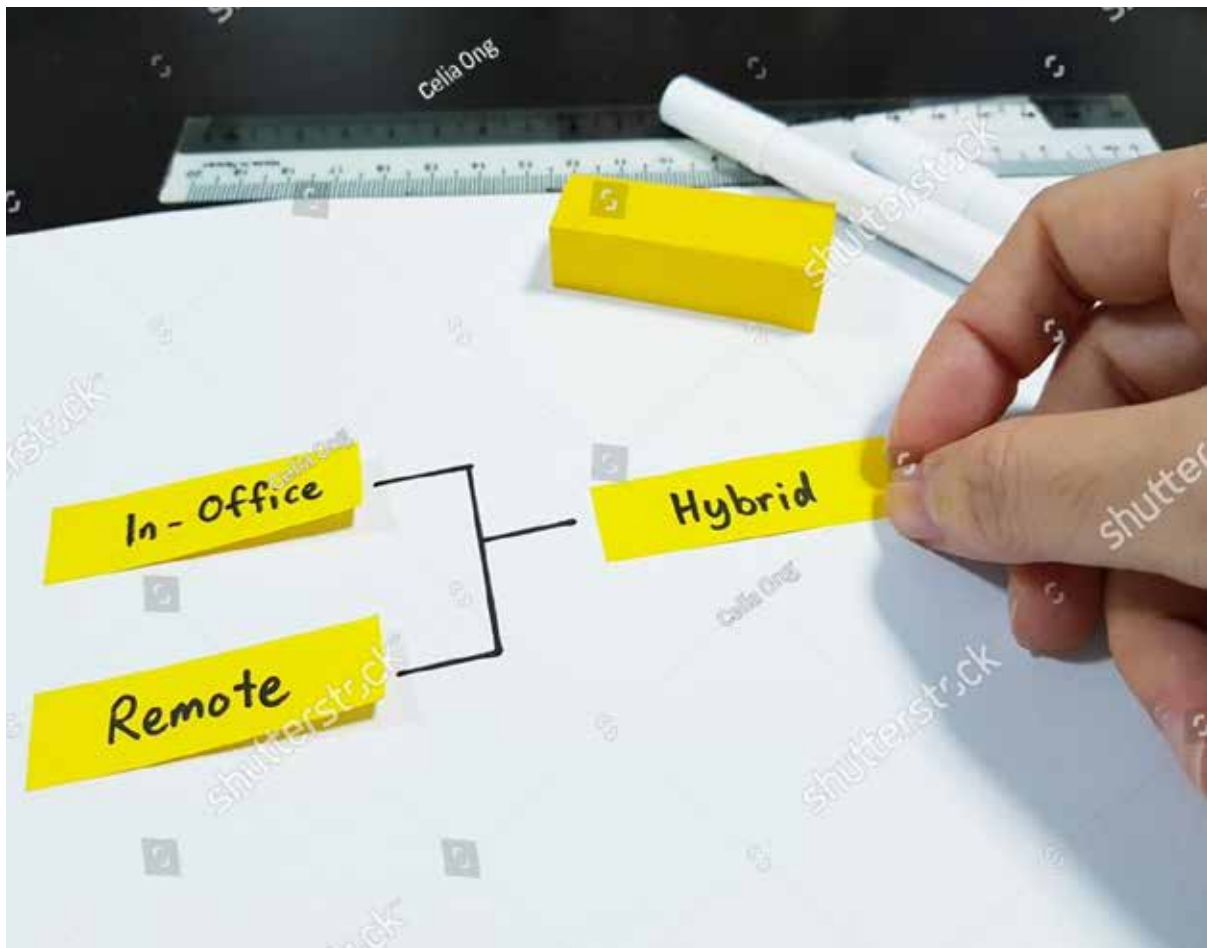
Another focussed initiative for our women employees include “EmpowHer” series for Women in Tech to drive motivation. This series encourages women by sharing

the stories and tips from other women professionals.

Paytm encourages women in leadership roles. The company provides equal opportunity to individuals’ talents regardless of their background, class or any other limiting factor.

Apart from other facilities and benefits, the company provides Creche facilities, flexible working hours, hybrid working models to approach diversity at the workplace. This also gives confidence to female employees to stay long and work hard.

Paytm launched campaigns and webinars to promote financial equality and wellness, respectively. It also started a training programme to help women manage their financial health in a more planned way.



Our Journey of Implementing A DEAI Focused Culture...So Far

Mr. David Ford

*SVP – Global Human Services, Quattrro Business
Support Services*



As we are on this journey of creating a culture of workplace belonging, we have specifically worked to ensure that we are not just checking off a list of To-Do's needed to be in compliance with certain laws and regulations, or doing things because everyone else is doing it, or because it makes us "look good". From the first time we started talking about implementing any sort of Diversity, Equity, Accessibility, and Inclusion (DEAI) initiatives, we have always sought to be very intentional in our actions to create a culture of inclusion that lives out our stated company values of "Value and Respect Differences" and "Act with Transparency and Integrity". As a global organization that is a melting pot of race, color, religion, age, natural origin, abilities, sexual orientation and other characteristics that make each of us unique, we wanted to embrace them in ways that let each person know they are respected and valued exactly as they are.

While this is easy to say, it can be so hard to implement because we have found in the course of our journey that 'enough' really is never enough. It can feel discouraging to look at a company like Microsoft and see all that they have done to embrace different facets of Diversity, Equity, Accessibility and Inclusion in

From the first time we started talking about implementing any sort of Diversity, Equity, Accessibility, and Inclusion (DEAI) initiatives, we have always sought to be very intentional in our actions to create a culture of inclusion that lives out our stated company values of "Value and Respect Differences" and "Act with Transparency and Integrity".

their organization and realize that for as hard as we have worked, we are still nowhere near that benchmark. But then we stop and look back at all that we have implemented so far and realize that with DEAI there will never be a finish line to reach. Rather, success will be gauged by whether we continue our diligence to identify where we can do more, or where we can do better, and then taking the steps to continue moving forward. It's about building a community and a culture where we show up for each other – not because of a program or an initiative implemented by the company leadership team, but because we each personally know it is the right thing to do to let others know they matter. As a growing

organization, we always communicate about having a “growth mindset” and that can mean different things to different companies. For us that means being willing to fail, acknowledging and evaluating that failure, and then adjusting appropriately to continue moving forward. Our DEAI journey has, and will continue to, follow that same pattern. We know we will make mistakes along the way or that the steps we take won't go far enough, but we continue to believe as long as we keep leaning into the work that needs to be done, we know we will build a culture that truly embraces and leverages our diversity as our greatest strength to bring about innovations previously only dreamed of.



Refex Believes in Women Empowerment

Ms. Srividya. N

*Vice President, Corporate Communications
Refex Group*



At Refex, women constitute 10% of the workforce. The management is very keen to build women leadership in Refex. The leadership believes in providing ample professional growth opportunities for women while also supporting them to have a good work-life balance. We focus on 3 key areas – Professional, Safety and Security, and Health & Wellness.

We have created an internal networking forum called ‘Vamika’ to provide career, physical and mental wellness support. Women are provided exciting opportunities on their career front. There is ample opportunity for professional growth through several internal platforms made available to women. On the safety and security aspect, we conduct Krav Maga, an Israeli self-defence workshop for all women to address their safety needs. We also ensure that women have a safe and secure environment to work in. At Refex there is zero tolerance for POSH violations. We provide training for all employees and in fact, is a part of the new joiner induction program. Periodically we also do internal campaigns to create and reiterate awareness of POSH.

We have created an internal networking forum called ‘Vamika’ to provide career, physical and mental wellness support. Women are provided exciting opportunities on their career front.

At Refex, the management provides the utmost care and focuses on both the physical and mental health of women. We have a Wellness Work From Home policy to enable women to work from home during their monthly menstrual cycle. This has been well received by our women colleagues. We also plan to do gynecological sessions, mental wellness and counseling sessions

by therapists, career mentoring etc. Reflex believes that empowering women is the need of the hour to build a strong nation. We have women colleagues from different age groups

and demographics. It is imperative to cater to their needs and ensure they have a fine work-life balance with an outstanding career in Reflex.



Mr. Gaurav Jain

(Trustee), Roop VK Jain Foundation



“Roop VK Jain Foundation” founded in the year 2018, is the CSR arm of “Roop Automotives Limited.” The foundation is registered under Indian Trust Act 1882 & is operational in the districts Nuh, Gurugram & Manesar of Haryana and district Kancheepuram in Tamil Nadu. As an organization, we are always conscious about the programs and its impact in the community thus our interventions range from providing quality education and infrastructure facility at govt. schools to ensuring empowerment of women, health and hygiene and environment sustainability. As we believe in quality over quantity, these programs are executed in partnerships with the Civil Society Organizations having vast experience in the respective thematic domain.

Roop VK Jain Foundation has been instrumental in solving key issues pertaining to the area of operation and ensures that a larger section in the society is benefitted through the well curated project designs. With the interventions at grassroot level, the foundation has been able to touch lives of more than ten thousand people.

At schools, the foundation has provided infra. Support through development of Computer

Roop VK Jain Foundation has also partnered with SRF Foundation to implement school support program through its workbook & teacher training model along with physical transformation of 2 anganwadi's and trainings to the AWWs.

Lab with 5KW rooftop solar panel facility. Roop VK Jain Foundation has also partnered with SRF Foundation to implement school support program through its workbook & teacher training model along with physical transformation of 2 anganwadi's and trainings to the AWWs. The interventions has impacted more than 1000 students. Roop VK Jain Foundation recently partnered with Utsav Foundation to support education of

100 children who come from marginalized community and currently live in the slums of Gurgaon. These students are studying in std.1st to 12th. Their curriculum is based on NIOS.

To ensure health and hygiene, the volunteers and employees of the foundation worked tirelessly during COVID-19 to distribute of PPE Kits to government administration, setup of COVID center in partnership with 'M3M Foundation' and 'Sri Vishwakarma Skill University', awareness and vaccination drives benefitting more than 2000 community members. Regular health check-ups and mammography camps for women in the villages nearby factory areas are organized at different intervals throughout the year. We also support 'Rehoboth' and 'Little Drops' NGOs in Chennai to ensure a better life for women with mental illness and senior citizens.

Women empowerment has always been a center of foundation's pillars, hence, through like minded CSOs such as 'CEQUIN' and 'Radio Mewat', radio programs are broadcasted on domestic violence & narrowcasting of same is being done in different villages. Different discussion forums such as Nari Ki Choupal, Mahila Panchayat are organized every year where women get opportunities to share their woes, issues and take mutual decisions for benefit of the women community. Not only this, to build basic skills, functional literacy programs are also organized. Apart from regular field level interventions, foundation also organizes employee engagement activities such as blood donation camps with 'Rotary Club of Gurgaon' and Clothes donation drive with 'Goonj' covering more than 800 people.

RVKJF firmly believes that anyone who is privileged enough must contribute towards upliftment of those who don't have the same.



You don't lead by lip service, you lead by example

Ms. Shweta Mohanty

*Vice President, Human Resources
SAP, India*



Ace baseball player Jim Leyland's words hold true in various aspects, but are particularly pertinent to a cause that touches every formal congregation of human beings, regardless of the context they are in.

The truth that each of carries immense diversity within us, which deserves to be celebrated, surpasses all else, and forms the core of engaging humans with empathy, kindness, fairness, and justice.

At SAP, we believe this to be one of the cornerstones of our DNA as an organization. SAP aims to be “one of the most diverse and inclusive software companies in the world” and our actions speak for themselves.

Whether it is promoting diversity and inclusion at a global level, both at the workplace and in the marketplace and industry, or spearheading effective campaigns, initiatives, and policies here at SAP Labs India, we take diversity along every step of the way.

We have incorporated aspects of inclusion through the employee lifecycle. Be it equal opportunity hiring, a diverse learning and development ecosystem within the

We believe this to be one of the cornerstones of our DNA as an organization. SAP aims to be “one of the most diverse and inclusive software companies in the world” and our actions speak for themselves.

organization, or our focus on accessibility and business beyond bias, SAP Labs India proves to be a consistent thought leader in the arena of D&I.

And we have much to show for it!

D&I is sponsored by a dedicated Global Diversity and Inclusion Office (GDIO), with regional sponsors focusing on locational

requirements and initiatives. And along with this management focus, employees play an equal role in driving the cause, through ERGs such as Business Women's Network, Women-in-Tech, Pride@SAP, and Early Talent Ambassadors. Additionally, back in 2013, SAP started a first of its kind program, called Autism@Work, with an intentional emphasis on hiring people on the autism spectrum, and it has been a tremendous success story.

Diverse hiring is also a strategic area for us, and we liaison with various agencies and organizations that support PwD, neurodivergent, and LGBTQ+ hiring. And talking of suppliers, we perform well in partner diversity, involving organizations run by diverse, minority, and/or marginalized groups, ensuring meaningful community engagement.

All these initiatives are further bolstered by a wide range of HR policies, ranging for maternity and paternity leaves and benefits,

insurance coverage for same sex partners, reimbursement for gender affirmation surgery, company sponsored Employee Assistance Program (Sahyog) for colleagues and their families, and various others.

And in addition to policies and processes, accessibility in products and on campus is also a major focus area for us.

Our consistent efforts have been rewarded through various recognitions, the most recent being India's Best Workplaces for Women 2022 by ET Edge and Femina and D&I in India Best Practice Award by Community Business, 2021.

Our work and our position as an industry thought leader on topics of diversity and inclusion makes us proud of the progress we have made. But we have a long way to go to make the world a kinder, safer, and fairer place, and we keep trudging forward with a passion for embracing differences.



Diversity & Inclusion Initiatives

Ms. Sarika Minda

Chairperson, Spark Minda Foundation



Diversity & Inclusion Initiatives Saksham – the program for the empowerment of people with disabilities (PwDs) initiated by Spark Minda Foundation provides a holistic approach to the sustenance of the lives of the PwDs. From the provision of accessible aids to assistance in skilling, from pledging employment opportunities at the Group or partner companies to assistance for UDID registrations; the organization actively attempts to cover all necessary aspects. The journey of reaching this level has been possible through our management which has been a backbone to us and drives the inclusivity agenda at the Group level. They have constantly made it a point to compare with the best practices in the industry.

A major help to implement the idea has been the creation of a deployment matrix. This matrix helps us outline our various job roles and place them against the different impairments or disabilities, and gauge which roles would be appropriate for which kind of disability. This practice is done at the unit level, involving participation from the HR, the Production unit, the Safety In-charge, and the CSR Coordinator and is verified by the Operation Head who in most cases is the Unit Head for the location. This has immensely

A major help to implement the idea has been the creation of a deployment matrix. This matrix helps us outline our various job roles and place them against the different impairments or disabilities, and gauge which roles would be appropriate for which kind of disability.

helped us to identify the roles and simply the placement of PwDs at our factories. Further to their employment and their work exposure with the Group, there are several activities planned and scheduled to ensure

the ease of working for and alongside the people. A monthly meeting of all the PwDs at the unit is scheduled with the HR head and their respective supervisors to understand and resolve any concerns or grievances at their end, if any. We understand that we are learning and there will be gaps in our understanding and even capabilities that we would like to work upon and bridge. In our understanding, these interactions actively act as a step in our learning curve. Sensitization of employees and the management interacting with the PwDs is also catered to at the Group level. Acceptance and the will to mould ourselves for the benefit of the people working with and around us play an important role in the growth of an organization. Organizing and having all our employees participate in the various activities at inter and intra-plant levels is encouraged

and motivated. A lot of our PwD employees participate in the cultural and sports events planned at the units. Inclusion at the Group level is evolving and we are getting better with each passing day. Our liaisons with the NGOs help us to further strengthen this bond and assist the PwDs in their development. To further improve the agenda of D&I, we aspire to have at least 1500 PwDs working with us in both blue and white-collar jobs by 2025. With the management driving the agenda, the implementation at the units is faster and more visible. There are challenges, but we strive to arrive at solutions to overcome these hurdles. With the hope to achieve the target by leveraging the strengths of our esteemed partners like CII-IBDN, ASSOCHAM, Vishwa Yuva Kendra, and SCPwD, to name a few, we wish to emerge as a better organization and drive the agenda for D&I across the industry.



Square Panda India: Putting Diversity and Inclusion Front and Center

Ms. Amitha Rajendran

HR Manager, Square Panda India



In recent years, we have seen leaders and organisations put increasing emphasis on fostering greater diversity and inclusion in the workplace. While many recognise that it is the right approach to take as a responsible corporate citizen, research backs up the business case too. It is a strategic imperative for winning over top talent, or even simply showcasing your brand to clients and customers. But it is critical that diversity, equity, and inclusion be embraced holistically, which is why the conversation must focus on getting all these organisational pillars right.

At Square Panda India, we pride ourselves on our approach to building a more inclusive, diverse, and welcoming workplace. This was best embodied at the KelpHR PoSH Awards 2021, where we were recognised as one of the safest places for women to work. Creating safe, happy, and inclusive workplaces that reflect best-in-class HR practices is an ongoing commitment for all of our teams, and we do all we can to ensure our teams are embraced, supported, and enabled to make meaningful contributions.

Square Panda India is one of the youngest companies to receive the award, and will

While many recognise that it is the right approach to take as a responsible corporate citizen, research backs up the business case too. It is a strategic imperative for winning over top talent, or even simply showcasing your brand to clients and customers.

continue to build a better workplace through thoughtful measures, such as undertaking gamification based seminars and role-playing to educate employees, or on-boarding women across India who wanted to return

to the workforce after a career break, and openly communicating with employees on an ongoing basis. We are always committed to putting women front and center, with 40% of our workforce comprising women, a number that grows further still to 60% at the middle management level, and an even 50:50 at the senior management level. As we continue to nurture diversity and inclusion across the organisational spectrum, our understanding of how we can meet the employee needs of a diverse workforce is growing every day, and thereby help them realise their every aspiration and full potential.

Beyond the HR group, we seek to involve the core business leaders and managers in our diversity and inclusion initiatives. This helps strengthen inclusive leadership capabilities across the organisation, and helps drive a

participative and accountable approach to tracking progress on the diversity, equity, and inclusivity front.

These thoughts are mirrored by Ashish Jhalani, MD, Square Panda India, who opines that, “Our quest to create a safe, diverse, and inclusive workplace is never-ending. This is a continuous process to create a progressive and transformational culture, and we will continue to embrace innovative practices, strategies, and ideas that helps deepen diversity and inclusion in the workplace.”

We envision fostering a diverse and inclusive culture as a critical ingredient for organisational success, enabling individuals to shine and teams to work together cohesively, for the greater good. Because people matter.



Women Mentees are not Damsels in Distress

Ms. Gunjan Khandelwal

Head of Enterprise Modernization, Platform and Cloud Service Line for Thoughtworks in India



I have been a mentor and mentee at different phases in my career and have seen how mentorship benefits the career of ambitious and motivated women in the workplace. Women in tech have a big calling ahead of them – to be visible, active and engaging role models, and mentors for the next generation of women technologists. Here are my suggestions on how to provide effective mentorship for women:

Focus on strengths - We have been groomed, for generations, to uniformly excel at everything. This thinking extends itself to how people, especially women, conduct themselves at work and home. Mediocrity in both house and office work is far more acceptable than excelling in only one area and leaving the other to be handled by the project team or the rest of the family.

Mentors should maneuver a mentee's career in a direction that leverages their interests, and encourages the latter to continuously improve until the mentee is simply the best at doing what she loves.

Acknowledge limitations - In my experience, it's particularly hard for women to acknowledge their very human limitations.

We have been groomed, for generations, to uniformly excel at everything. This thinking extends itself to how people, especially women, conduct themselves at work and home.

A mentor should be mindful of this and help mentees recognize that such an acknowledgement is not accepting defeat. Mentors would do well to share their own personal experiences of failures, setbacks and learnings.

Thoughtworks has a Network of Women (N.O.W) that's a growing and connected community of women. The N.O.W forum is

designed for curious women from all walks of life who come together to learn from each other and be inspired.

Multitask in bouts - I'd advise mentors to not congratulate women on their multitasking abilities. Multitasking will need to occur from time to time but indefinite multitasking is not sustainable and is unhealthy.

There is perpetual stress that a multitasker is under. The guilt of not doing everything perfectly affects many career women and a mentor must be sensitive when discussing this theme.

The pressure of being a multitasking career woman and new wife or new mother is often the reason for women to take a career break. Thoughtworks runs programs like Vapasi that's designed to help experienced women technologists, currently on a career break, resume their tech journeys with the help of short term technical bootcamps.

Evolve a risk appetite - Constructive mentoring encourages women out of their comfort zone to achieve the phenomenal. It's from experience that I say - career progression benefits from reasonable risks over conventional and incremental small steps.

Mentors should give their mentees space and encourage a pace that they are comfortable with. A conversation where the mentor listens more and speaks less is important in meaningful mentorships.

A word of caution for mentors who are not women but are actively mentoring women at the workplace - cultivate a trust-based relationship but don't try to 'rescue the damsel in distress.' Enter the relationship with humility and try to shun hierarchy when mentoring.



United Way: Creating more equitable Organizations and Communities in India Advancing Diversity and Inclusion at United Ways and beyond

Ms. Jayanti Shukla

CEO, United Way India



United Way and its seven local chapters in India have intentionally focused inward as well as outward in the diversity and inclusion journey in order to make impact equitable. By adopting Gender, Equity, Diversity, and Inclusion, as the national agenda for change, all chapters have a dual focus on operationalizing DI and equity internally and in our community work.

United Ways in India strive to be a model of diversity and inclusion, with the Board of Trustees, staff and volunteers reflecting the many faces, cultures and walks of life that make up the communities we serve. Bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities. Therefore, our strategies, employees, support partners, on ground implementation partners and our work in our communities reflect these core values.

Our Model of Diversity, Equity and Inclusion:

We focus on “getting our own house in order”—building our understanding of the core issues; building our organizational capacity to focus on equity and inclusion; and

By adopting Gender, Equity, Diversity, and Inclusion, as the national agenda for change, all chapters have a dual focus on operationalizing DI and equity internally and in our community work.

creating supportive and thriving workplaces for our staff so that we can mirror an inclusive culture as we go out into the community.

Creating Equitable United Way Organizations

We strive for outcomes that reflect a more inclusive global society, we: Include and prioritize voices of those most affected, ensure that decision making is transparent and involves staff who are most affected, be informed by history and data, are creative and non-linear, provide continuous training to refine knowledge, skills, acknowledge that successful outcomes manifests in different forms, include better internal policies, and involve our entire staff, CEOs, board leadership. Our internal policies and practices promote and support diverse individuals, views, cultures, and practices.

Creating More Equitable Communities

Under all our thematic areas of work, we build core values of DI, including operations

within the organisation and execution in the communities we serve. DI is the core criteria in making community investments and incorporating DI in social development projects has been our priority for outreach within our communities. We support inclusive access to services and support partners who serve diverse population groups. Under DI, our network impact beneficiaries from 2019-2022 stood at 808,440+.

About United Way India

India's leading philanthropy network driving social change by mobilizing communities and helping individuals achieve their human potential through education, income stability and healthy lives. United Way India is affiliated to the global United Way Worldwide network — the world's largest privately funded, non-profit organization, and a 135-year-old volunteer led global movement of 1200+ community chapters across 40+ countries, engaging over 1.5 million volunteers.



Diversity & Inclusion

Ms. Nitika Nayyar Tayal

DGM/HR, Delhi Metro Rail Corporation



DMRC is an equal opportunity employer with a deeper purpose to create an organisation where everyone has equal rights, equitable pay, equal access to learning and development and equal opportunities to succeed. This value embedded in the culture of DMRC, has enhanced the brand image of the company and has attracted talent across the country. DMRC's code of Ethics and value clearly communicate that DMRC shall not discriminate on the basis of race, caste, religion, colour, ancestry, marital status, gender, sexual orientation, age, nationality or disability.

DMRC has taken numerous steps to make it an inclusive space and cultivate equality for all at work place. DMRC organises a lot of inter/intra department activities involving cooperation and multifarious interactions, on regular intervals for its employees from diverse background to enhance the feeling of inclusion for everybody. Apart from the mandatory compliances towards reservation for backward communities like SC/ST/OBC, DMRC has taken a lot of steps to bring women workforce on board. DMRC has conducted recruitment for identified posts with PwBD (People with Benchmark

DMRC organises a lot of inter/intra department activities involving cooperation and multifarious interactions, on regular intervals for its employees from diverse background to enhance the feeling of inclusion for everybody.

Disability) and Ex Servicemen to create a deeper sense of inclusivity and maintain diversity at workplace.

DMRC is appreciative of its women workforce and recognises their contribution towards the organization. Every year, International Women's Day is celebrated to honour the achievements of its female employees.

On the same day, Managing Director, DMRC announces the Metro Woman of the Year Award, which is the highest award for honouring any female employee in DMRC. Apart from the mandatory Maternity leaves to female employees, many additional benefits are extended to its female employees, a Two (02) - years paid Child Care Leave (CCL) is being provided to all the female employees of DMRC till their children attain an age of 18 years (CCL is not a compulsory leave in Govt/PSU sector, however, DMRC's is duly sensitized to the need of a mother, accordingly, the provision of such leave in DMRC was incorporated). DMRC has also fifteen (15) days of Paternity leave which is provided to all male employees, for upto two children. There is a crèche facility for the working mothers of DMRC in almost all residential complexes of DMRC. For single working woman of DMRC, working women hostel is also provided by the organisation. A Ladies Rest Room to assist the needs of the women workforce in office is also provided wherein they can relax comfortably. Numerous special leaves for Miscarriage, Tubectomy, Sterilization etc. are also provided. Gender Sensitization Training is a compulsory training in Induction process in DMRC.

All PwBD employees are entitled for four days special casual leave, apart from casual leave. An additional 10 days special casual leave can be granted to all Persons with disabilities who are employees of DMRC in a calendar year for the purpose of attending seminars, conferences and workshops, for which prior sanction shall be required. DMRC also has a policy on compassionate appointment wherein any member of the family of deceased employee is provided with an employment opportunity after the death of employee.

DMRC's efforts towards diversity and inclusion, which is observed in letter as well as spirit, has helped DMRC to attain happier employees and innovative workplace environment. This diversity has assisted in recruitment from a more qualified workforce, selected through competitive market and fosters a sense of employee engagement. The inclusivity has also helped inculcating the value of respect, wherein the culture of DMRC has strengthened it by encouragement and embracing every employee's unique contribution.



Encouraging Diversity, Equity and Inclusion

Mrs. Suman Minda

Chairperson

Suman Nirmal Minda Foundation



We at Uno Minda Group believe in supporting people and promoting inclusion across our to make the world a better place for all. We're committed to creating a diverse and inclusive culture that helps employees know they are valued, respected & empowered to bring their best ideas forward. We celebrate diversity because we believe that the rich, varied perspectives generate the best ideas, which in turn brings positive impact in communities & workplaces.

Our organization believes in gender diversity and equal opportunity to its employees without any gender discrimination. We endeavour to provide a safe, positive, secure, happy, and healthy work environment in which both the employer as well as its employees can realize their maximum potential and enhance their growth. We celebrate differences and ensure that people can succeed regardless of their personal identity. Our organization is an Equal Employment Opportunity Company (EEOC) and is committed to creating a healthy working environment that enables employees to work without fear or prejudice, gender bias, and a harassment-free workplace to all employees without regard to race, caste, religion, colour, ancestry, marital

We believe that the company attributes its success only by promoting inclusive behaviour, inculcating a “speak up” culture and encouraging employees to “lead from where they stand,” thereby giving everyone a voice and a platform to endorse change.

status, gender, sexual orientation, age, nationality, ethnic origin or disability. As an organization, we have a target to achieve a 70% female workforce at Shop Floor. We conduct a gender diversity workshop every year to create awareness among employees covering the various topics like importance

of Gender Diversity; How it will be benefited to organization Challenges and solutions, etc.

Going beyond our business and workplace, we also create an impact in the community through our corporate social responsibility initiatives. We operate through Samarth - Jyoti project across various locations in India to encourage women force to help them to live life with dignity and happiness. We provide skills-based training to equip them with required skill sets to perform their job in more efficient manner. We facilitate with Self Help Group (SHGs) formation and its functioning for women by creating livelihood opportunities. We conduct multiple programs like Women's day celebrations, POSH awareness,

Mensuration Hygiene management, Gender Biasness, self-awareness, and many more to empower our rural community adolescent girls and women.

We believe that the company attributes its success only by promoting inclusive behaviour, inculcating a "speak up" culture and encouraging employees to "lead from where they stand," thereby giving everyone a voice and a platform to endorse change. Diverse and inclusive environment establishes a sense of belonging among people and make them feel more connected at work which results in huge gains in the form of business, innovation, and decision-making.



Diversity and Inclusion at Varuna Group

Mr. Bhuwan Talreja

*AGM - Talent Management Consultant
Varuna Integrated Logistics Pvt. Ltd.*



At Varuna Group, we firmly believe that our employees are our greatest asset. We understand that true diversity and inclusion lead to an increased quality of our general work environment, individual work-life experience, and relevant customer solutions.

Promoting diversity and inclusion across all company activities is an important aspect of Varuna's strategic plan. We believe that diversity, equity, and inclusion are achieved by ensuring that our policies, procedures, programs, and initiatives are inclusive and led by diverse leadership.

We foster a culture that promotes and celebrates a diverse, inclusive, and multicultural workforce.

From the lowest rung to our Board of Directors, we have maintained diversity in Varuna. Following the measures, we take:

- Equal pay for work of equal value
- Prevention and elimination of violence and harassment
- Creating a harmonious work-life balance for both women and men

**We firmly believe
& experienced that
differently-abled
people can add a lot of
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and make a positive
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they are placed in
appropriate jobs in the
organization.**

- Equal representation of women in business operations and management roles
- Investment in a future of work that works for women

Beyond the above-stated measures, our HR policies include other special arrangements and benefits for women to work comfortably

and confidently with us. Following are some examples:

- Maternity leave
- Counseling sessions on parenting matters
- Mental wellness programs
- No-cost point pick-up and drop facility

- PoSH Sensitization training sessions for all employees

- PoSH Internal Committee

We firmly believe & experienced that differently-abled people can add a lot of value to the business and make a positive contribution wherever they are placed in appropriate jobs in the organization.



[illegible]

[illegible]

[illegible]



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