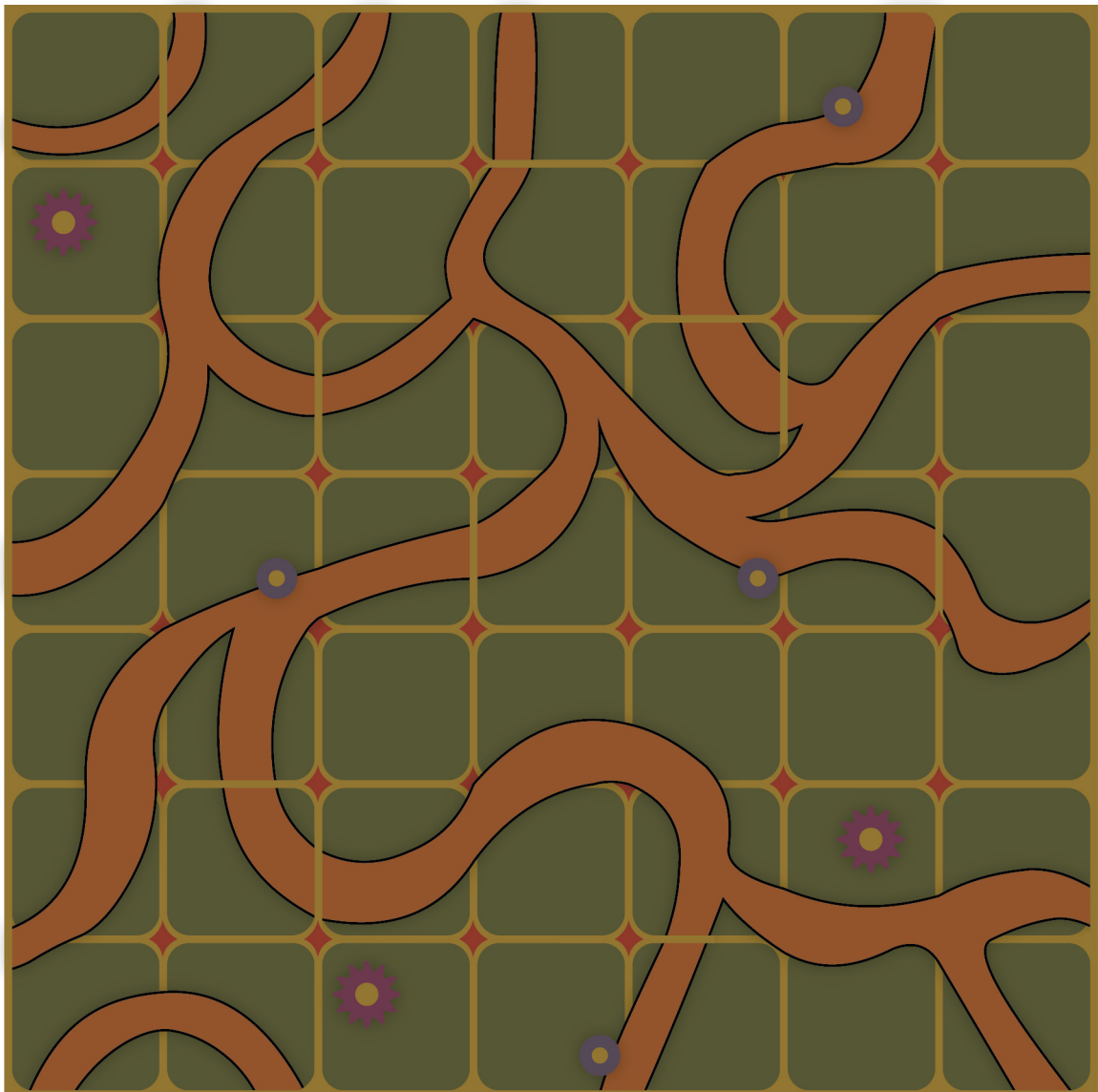
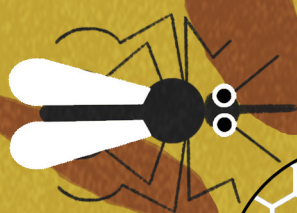
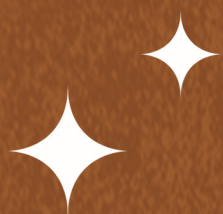




# REPORT

2024-25







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# THE GODREJ INDUSTRIES GROUP DEI STATEMENT

Godrej was founded in 1897 in an India aspiring to freedom. We were forged in the years of our independence and swadeshi movements, and draw our values from independent India's constitutional ideals of liberty, equality, freedom and justice. These ideals shape our philosophy of diversity, equity and inclusion (DEI).

We do not tolerate any form of discrimination on the basis of nationality, race, colour, religion, caste, gender identity or expression, sexual orientation, disability, age, or marital status and allow for equal opportunities for all our team members. We subscribe to the CII-ASSOCHAM Code of Conduct for Affirmative Action.

We focus on diverse cohorts among women, LGBTQIA+ people, and people with disabilities. We aim to be intersectional in how we engage with these groups, as well as other historically excluded groups. Through our policies, our public communications, and our social responsibility endeavours, we strive to uphold the Godrej values of trust and respect at all our workplaces. We commit to ensuring that everyone at the Godrej Industries group is confident about bringing their whole selves to work.

At the Godrej DEI Lab, we work on empowering inclusion within the group, help build DEI ecosystems across corporate India, and aim to bring ideas and innovation related to DEI to the mainstream. In addition, every company within the group has a DEI team with specific goals to enhance representation and inclusion. At all companies, employee-led groups create safe spaces for diverse cohorts, and enable them to thrive. A group DEI Council mentors and advises the Lab as well as business teams.

We understand that we are only as good as what we do next. Through our ongoing efforts, and those we will undertake in the future, we strive to constantly improve how we do business, and how we live in the world.

# WELCOME NOTE

Dear colleagues and allies,

Welcome to our second DEI Annual Report! It's been a year and a half since the launch of the Godrej DEI Lab - a tremendous 18 months, both in terms of what we've learned, and how much they've deepened our commitment to diversity, equity, and inclusion across the Godrej Industries Group and beyond. Perhaps our biggest collective achievement is that our leadership teams have embraced DEI wholeheartedly, both in their goals and in our workplace culture. Congratulations, and thank you so very much.

As you've had ample evidence to conclude already, inclusion has long been a priority at our Group. We exist because Godrej's foundational values include trust, fairness, and accountability: to ourselves, to each other, and to the societies to which we belong. I'm humbled every day at the thought of how consistently we have supported progress and fairness over our 128-year old legacy.

The Lab's contribution to this commitment is two-fold. First, we work in parallel with our business teams to deepen the impact of DEI initiatives across the group. Second, we want to create spaces and platforms for others to advance their own inclusion journeys.

Internally this year, we collaborated across our businesses and teams within Godrej. We've developed a comprehensive DEI scorecard to measure key metrics across the group. We also launched experimental pilots, such as the Women Veterans Programme, which welcomes women







from India's armed forces into Godrej. This initiative is something we're particularly proud of.

We supported teams across the Group in enhancing our caregiving policies for self-care, child care, and elder care. We now offer enhanced medical benefits for self-care. We've introduced elder care support for colleagues who're caring for family elders. And we've expanded childcare support, with daycare and caregiver leave benefits that Godrejites across India have used and loved.

We were proud and excited to open the doors at Godrej One to the public for four full-house events over the year, and to tell the Godrej story through four documentaries produced in collaboration with our businesses. Our monthly DEI newsletter now reaches over 40,000 readers across the world. We also launched a first-of-its-kind DEI Directory, a curated repository featuring over 700 resources on workplace inclusion, fully free and open to the public. And we launched our podcast, India Included, where we interview DEI changemakers about their work.

We are proud to contribute to building a workplace where people feel safe, valued, and cared for - a workplace built on mutual trust and respect. We hope to continue doing our part in building a world where this is true for all people. Whether you're part of the Godrej leadership team, a member of our extended workplace family, a student, a DEI professional, or someone who simply cares - we want you with us on this journey. Tell us what you think about our DEI efforts. We're listening at [godrejdeilab@godrejinds.com](mailto:godrejdeilab@godrejinds.com): and yes, our DMs are open too. Let's build a better, more inclusive world together.

Parmesh Shahani and the DEI Lab team







# DEI: WHAT YOU NEED TO KNOW

In the context of the modern workplace, 'diversity' refers to the presence of historically underrepresented groups in the workforce. 'Equity' means ensuring fair treatment for all, taking different needs into account. 'Inclusion' is the measure of how well multiple perspectives and contributions are engaged, to allow everyone in the workforce to belong, participate, and thrive.

At the Godrej DEI Lab, we further find the thinker and DEI practitioner Lily Zheng's definitions of these broad principles precise and purposeful. Zheng writes that:

Diversity refers to "the workforce demographic composition in an organisational body that all stakeholder populations trust as representative and accountable."

Equity refers to "the measured experience of an individual, interpersonal and organisational success and well-being across all stakeholder populations."

Inclusion refers to "the felt and perceived environment in an organisational body that all stakeholder populations trust as respectful and accountable."

The idea of doing good business, and doing good, is tied to these purposes.

DEI work may include changes to policies to make work, and life, better for employees. It may also include enhancing products and services to serve underrepresented groups of customers, or communicating messages of inclusion through the Group's various media channels.

# DEI IN INDIA AND THE WORLD

## 2024-25

This year, the socio-political backlash to DEI, brewing over the last couple of years, gathered momentum in many countries around the world. In countries such as the United States, a judicial ruling against affirmative action in universities had a chilling effect on inclusion efforts across industries, and political hostility to DEI increased sharply. Global tech firms, formerly known for setting standards in DEI reporting and policy, began to retreat from their commitments.

The situation on ground may be less bleak than the headlines, though. The consulting firm McKinsey estimates that two-thirds of companies with DEI commitments are holding the line. For every Silicon Valley giant that appears to toe the political line, lighthouses like Apple have said they do not intend to change their stance. And elsewhere, the business case for DEI continues to grow.

The Toshiba corporation in Japan notably scaled up their efforts, formulating a Diversity, Equity, Inclusion and Belonging (DEIB) policy to build on previous efforts. Canada plans to mandate that banks and insurers must disclose diversity membership for Boards for directors and within their senior management ranks. In both Hong Kong and Australia, new alliances and policies attempted to make business more friendly to LGBTQIA+ people.

In March 2025, former governor of the Reserve Bank of India, Raghuram Rajan provided perspective in the Financial Times about the sweeping change in our conceptions of corporate responsibility, and urged businesses to consider “defensible ways to deliver on social responsibilities.” He cited the business case for expanding talent pools, making access to jobs and skills widely available, and recognising that we need holistic measures to assess a corporation’s success.

There have been unfortunate ripple effects to the backlash – loudly in the media, softly and more brutally in the impact on grassroots organisations around the world as funding and advocacy dries up. Yet many countries across the globe including India have been building on their efforts,







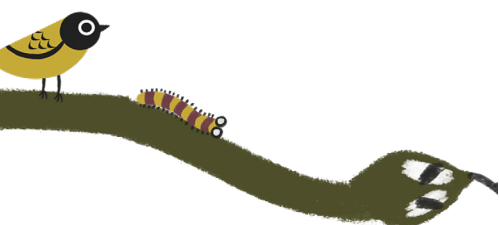
relying on our own unique history and movements centering marginalised communities' rights.

Greece became the first Orthodox Christian country to legalise same-sex marriage and allow same-sex couples to adopt children, and Thailand became the first Southeast Asian country to legalise same-sex marriage, an historic milestone that followed years of activism. From Belgium, where a new law provided unprecedented new protections to sex workers; to Italy, where Down syndrome associations produced a fiery ad featuring people with Down syndrome that became a viral global hit and made our hearts dance, the green shoots of inclusivity sprang up despite a hostile climate. Having said that, there's never too little to do. A reminder of this is this one statistic – as per the Gender Gap Index 2024 by the World Economic Forum, India is ranked 129th out of 146 countries.

### **Our Focus Cohorts**

In 2024, conversation around sexual violence in the workplace became a significant aspect of workplace safety. The rape and murder of a postgraduate medical student at Kolkata's R.G. Kar Medical College prompted the Indian Medical Association to demand better safety and working conditions, and the Supreme Court established a national task force to improve protections for healthcare workers. The Justice Hema Committee Report documented systemic sexual harassment and unequal treatment in the Malayalam film industry in an electrifying wake-up call for creative and entertainment industries everywhere. Crucial additional perspectives on the Prevention of Sexual Harassment (PoSH) included an article by the Centre for Law and Policy Research, Bangalore; and the Centre for Economic Data and Analysis's report on a decade of PoSH governance in Indian workplaces.

An analysis of annual reports of the Nifty50 companies showed that complaints filed by employees on internal platforms as a percentage of total headcount ranges between just 0.01 and 7.4 per cent in FY 2024 – meaning that fewer than 10% of Nifty50 employees file internal complaints related to workplace harassment. While the raw number of PoSH complaints increased in FY 2024, the overall situation appears to be unrepresentative. As our colleague in Godrej Consumer Products, Sandhya Ramesh, wrote in the Economic Times, it's important to move beyond seeing PoSH as compliance, and understand its importance to



culture.

The unrecognised care work and the unpaid work of women became an important point of discussion. Research by the International Institute for Population Sciences (IIPS), Mumbai, and Tata Institute of Social Sciences (TISS), Mumbai showed that women worldwide spend three times more time on unpaid domestic and care work than men, but in India, women spend almost ten times more time than men. A 'Mind the Gender Gap' showed that women directors constitute only 18.4% of board director positions in India. While women's participation in the labour force has increased sharply since COVID, overall, women make up only 20% of the workforce.

Returnship was also a crucial theme when it came to inclusion at work. Pooja Nanda wrote about the impact and results of Unnati, a project piloted for women returning to the workforce after a career break, by the Lodha Foundation in collaboration with Tech Mahindra. Our report *The Returnship Road*, produced in collaboration with the Centre for Economic Data and Analysis (CEDA), Ashoka University analysed the success of returnship programmes, which enable women to return to their careers after a break, typically for household and care responsibilities. Amongst some positive steps, as part of its 'Women@Mines' initiative, Tata Steel employed an all-women shift in one of their mines in Jharkhand's Naomandi, the first of its kind in India.

The Lemon Tree hotels group, a pioneer in spearheading disability inclusion in workspaces, celebrated their twentieth anniversary in 2024. They currently have over 13% representation of persons with disabilities in their workforce. One parameter, the new Disability Equality Index Report, revealed that just 0.4% of Indian employees are persons with disabilities based on their data from over 35 Indian companies. An important caveat here is that disability demographics always suffer from undercounting – so the actual numbers may indicate how even more work needs to be done. As part of the Paralympics in Paris, we saw many success stories of athletes with disabilities. Post the worldwide event, Abhishek Anicca wrote a beautiful essay about shifting the gaze of non-disabled society on people with disabilities, making an argument about the need for a culture that shares the vocabulary of one's disabled body, its aspirations, and imperfections.

Accessibility and employment for disabled folks in manufacturing industries also took off this year. For instance, Nivea welcomed employees with disabilities at their plant in Sanand, Gujarat. An emerging







theme in disability inclusion has been the role of assistive technology in disability inclusion and the role of AI (Artificial Intelligence) in advancing disability inclusion. One such initiative, The SensATe Digital Lab, a collaborative initiative by Tech Mahindra Foundation, AssisTech Foundation (ATF) and the Deaf Enabled Foundation, officially opened its doors to the public in Ahmedabad this year. This innovative experience zone is dedicated to providing Assistive Technology (AT) solutions for individuals with speech and hearing impairments.

There were several firsts for queer workplace inclusion in India, which we hope will serve the community better and show that change is possible. IRS officer M Anukathir Surya made history by being the first transperson to have his gender and name change reflected on the rolls of the Indian Administrative Services; Bihar got its first transgender sub-inspector; K N Renuka Pujar became the first transgender person to be appointed as a guest lecturer at a university in Karnataka; the Bengaluru Regional Passport Office issued a passport to the son of transgender human rights activist Akkai Padmashali, without listing the father's name; and students started a Permanent Anti-Discrimination Cell for Transgender Students (PADCTS) in Panjab University, Chandigarh.

Tata Steel has reportedly hired 113 trans persons in facilities all over India in recent months, some of whom are working across shifts in heavy earth-moving machinery roles. And in September 2024, the Telangana government introduced India's first government recruitment and social welfare initiative specifically for transgender individuals. All of these are welcome changes, but there are challenges as well. This year saw a significant cut in the Garimah Greh programme, which provides shelter for trans persons in need of housing in the Union Budget.

Metro cities remain major hubs of business in India. This brings forth the question of the specific needs of marginalised communities in the context of expensive, and inaccessible spaces. One crucial study that came out this year is Housing and Land Rights Network (HLRN)'s work on access to housing for trans persons, a qualitative study on housing challenges for trans persons in big Indian cities.

### **Mental Wellbeing and Workplace Safety**

Another significant theme was an emerging discussion on employees' mental well-being. Part of the solution to meeting this need already ties in with the prevention and redressal mechanism of the PoSH Act.

The public conversation around work stressors in Indian industry gained



force after the death of Anna Sebastian Perayil, a young employee at EY. The Hindu also reported worrying news from International Labour Organisation data: young Indian professional women are working more than 55 hours a week, the highest globally. It's a concerning data point, and connects to the care economy of unpaid labour in India, which is steadily gaining greater sustained attention. The economist Shrayana Bhattacharya argued that we need to care about encouraging and rewarding women's unhistoric, hidden acts of care. On mental wellbeing in the workplace, Arjun Kapoor and Soumitra Pathare from Centre for Mental Health Law & Policy, Pune wrote that an organisational culture that respects and values the dignity of employees is critical to foster a sense of belonging and well-being.

### **Civil Society, Judiciary, and the Government**

Courts in India made several affirmative judgements and remarks, particularly on inclusive initiatives for persons with disabilities and women, this year. In February 2024, the Calcutta High Court ordered the Reserve Bank of India to compensate an executive intern for maternity benefits, and held it impermissible to differentiate between contractual and permanent employees for the purpose of maternity leave. In April 2024, the Supreme Court of India upheld a mandate that grants working mothers two years of childcare leave in addition to mandatory maternity leave. The Supreme Court of India issued guidelines regarding the portrayal of persons with disabilities in visual media, upholding the right to dignity that the Indian Constitution seeks for all citizens. The Court also released a handbook on terms to be avoided while referring to persons with disabilities.

In December, the Karnataka High Court directed the National Law School of India University (NLSIU) to provide a reservation of 0.5% to transgender persons (half the percentage of reservation provided for transpersons in employment in the State), with a fee waiver. A different bench of the court also asked the Tamil Nadu Director of Medical Education to include speakers from the LGBTQIA+ community in an important medical programme, in order to raise awareness among medical students on issues faced by queer communities. The Madras High Court asked the Tamil Nadu government to formulate a consolidated policy for the state's entire LGBTQIA+ community, rather than having separate policies for transpersons and intersex people.

As for many communities, healthcare remains an urgent concern. Dr Aqsa Shaikh argued that India, with its legislative commitments to transgender health, can show leadership and hope to the world right



now by providing quality, affordable, and dignified transgender healthcare services.

At the time of going into print in April 2025, the world is celebrating Dalit History Month. The World Inequality Lab numbers showed that over 85% of India's billionaire wealth is held in upper caste communities, while people from scheduled castes hold only 2.6%. But as always, there are also pioneers doing exemplary work around caste in India. One of them, historian Shailaja Paik, whose scholarship illuminates the invisibilised lives of Dalit women, was a recipient of a 2024 MacArthur "genius grant." Her work inspires us, as does the work of India's many intellectuals, activists and advocates for change whose concerns animate the spirit of justice and fairness, which we seek to serve.





# THE DEI CALENDAR 2025-26

## DAYS OF COMMEMORATION

**02 April**

2025

World Autism  
Awareness Day

**14 April**

2025

Ambedkar Jayanti

**1 May**

2025

Labour Day

**15 May**

2025

Global Accessibility  
Awareness Day (GAAD)

**17 May**

2025

International Day Against  
Homophobia, Transphobia,  
and Biphobia

**14 July**

2025

International Non-Binary  
People's Day

**09 August**

2025

International Day of the  
World's Indigenous People

**18 September**

2025

International Equal  
Pay Day

**23 September**

2025

International Day of  
Sign Languages

**15 October**

2025

International  
Pronouns Day

**20 November**

2025

Transgender Day of  
Remembrance

**25 November**

2025

International Day for the  
Elimination of Violence  
Against Women

**26 November**

2025

Constitution Day  
(India)

**01 December**

2025

World AIDS Day

**03 December**

2025

International Day of  
Persons with Disabilities

**04 January**

2026

UN Braille Day

**08 March**

2026

International Working  
Women's Day

## MONTHS OF LEARNING

### **APRIL 2025**

Dalit History Month + Autism Awareness Month

### **MAY 2025**

Mental Health Awareness Month

### **JUNE 2025**

LGBTQIA+ Pride Month

### **JULY 2025**

Disability Pride Month

### **AUGUST 2025**

Intersectionality Awareness Month

### **SEPTEMBER 2025**

Hispanic Heritage Month

### **DECEMBER 2025**

Universal Human Rights Month

### **FEBRUARY 2026**

Black History Month

### **MARCH 2026**

Women's History Month







The power of experimentation is what drives us forward. As we spend the time ahead in debate, as we spend the time ahead in reflection, one of my earnest requests is to think about little things that we can learn, little insights that we have, little problems that strike us and can be experimented with and shared. We may have success sometimes, and failure at others. The question is: does it push our learning? I keep saying there are two areas where I'm absolutely open to share and build communities: one is sustainability, because we're all learning; none of us has answers. We're facing a problem that is much bigger than each of our companies. And the second is diversity and inclusion, where again the journey cannot happen with just one company or one person or one unit leading it. It needs a collaborative space.

**Sumit Mitra**

Head, Group HR and Corporate Services,  
Godrej Industries Group

in his opening remarks at "Women at Work," organised by DEI Lab, Godrej Fund Management, and the Centre for Economic Data and Analysis, Ashoka University, 7th March 2025

# Godrej Industries Group

## DEI Scorecard FY25

### Women

16K Women  
(All types of employment)

Total

30%

1 pp ↓

White collar

25%

4 pp ↑

Blue collar

32%

9 pp ↑

Contract

30%

7 pp ↓

FY24 comparison adjusted for business restructuring

# Godrej Industries Group

## DEI Scorecard FY25

### Women Representation in White Collar

(~3.3K Women / 13K Total Headcount)



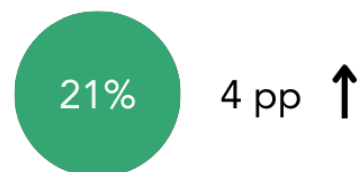
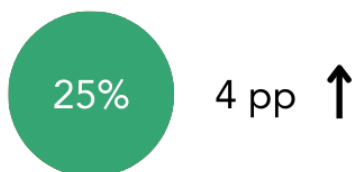
#### WOMEN REPRESENTATION IN

#### All levels

#### L3 & L4\*

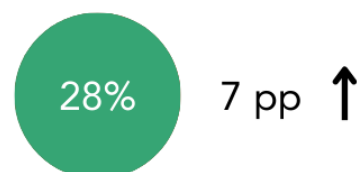
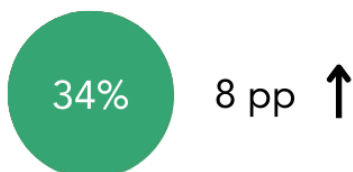
##### Headcount

$\frac{\text{Women headcount}}{\text{Total headcount}}$



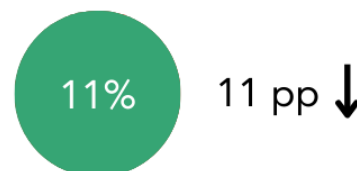
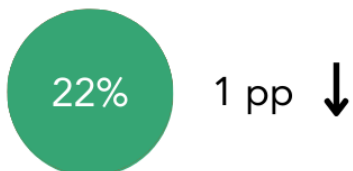
##### Hiring

$\frac{\text{Women hired}}{\text{Total hires}}$



##### Attrition

$\frac{\text{Women exits}}{\text{Total exits}}$



#### COMPARISON OF

#### WOMEN

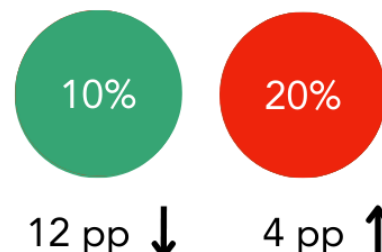
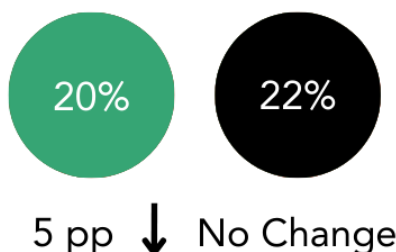
#### MEN

#### WOMEN

#### MEN

##### Annualised Attrition

$\frac{\text{Exits}}{\text{Avg headcount}}$



↑↓ Increase or decrease in percentage points over FY24

\*General Manager, Associate Vice President, Godrej Leadership Forum



# Godrej Industries Group

## DEI Scorecard FY25

### Fair Share Analysis

WOMEN

MEN

#### Performance

4 & 5 ratings

31%

33%

People with top 2  
& bottom 2 ratings

1 & 2 ratings

5%

7%

Total eligible people

*A lesser proportion of women made it to the top 2 and bottom 2 ratings than men.*

### Promotions

People promoted

14%

13%

Total eligible people

*More women were promoted than men, as a proportion of their respective head count.*

### Talent

High Potential

15%

17%

People categorised as  
Hi-Po / Needs Imp

Needs  
Improvement

5%

5%

Total eligible people

*A lesser proportion of women have been tagged as High Potential. Equal proportions of women and men have been tagged as Needs Improvement.*

### Engagement

Score

81

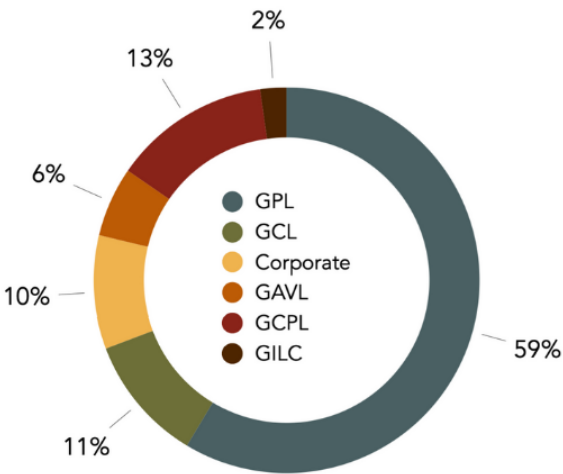
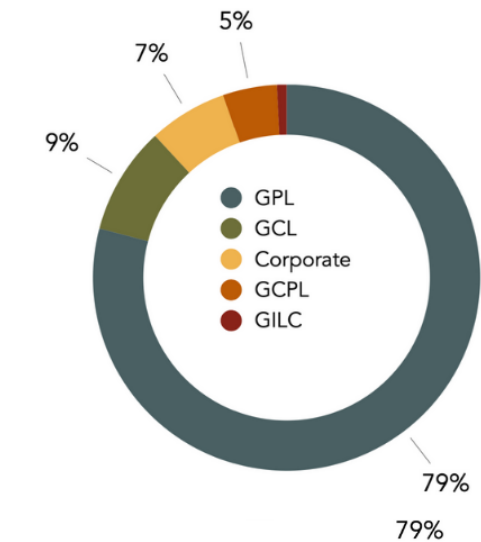
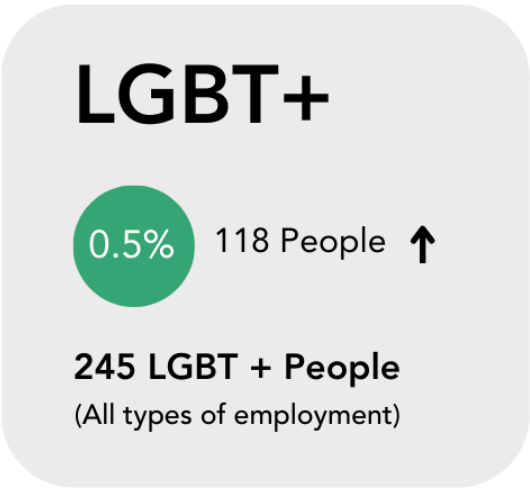
85

*Women are less engaged than men.*

# Godrej Industries Group

## DEI Scorecard FY25

### LGBT + and PwD headcount split across GIG businesses



↑↓ Increase or decrease in percentage points over FY24

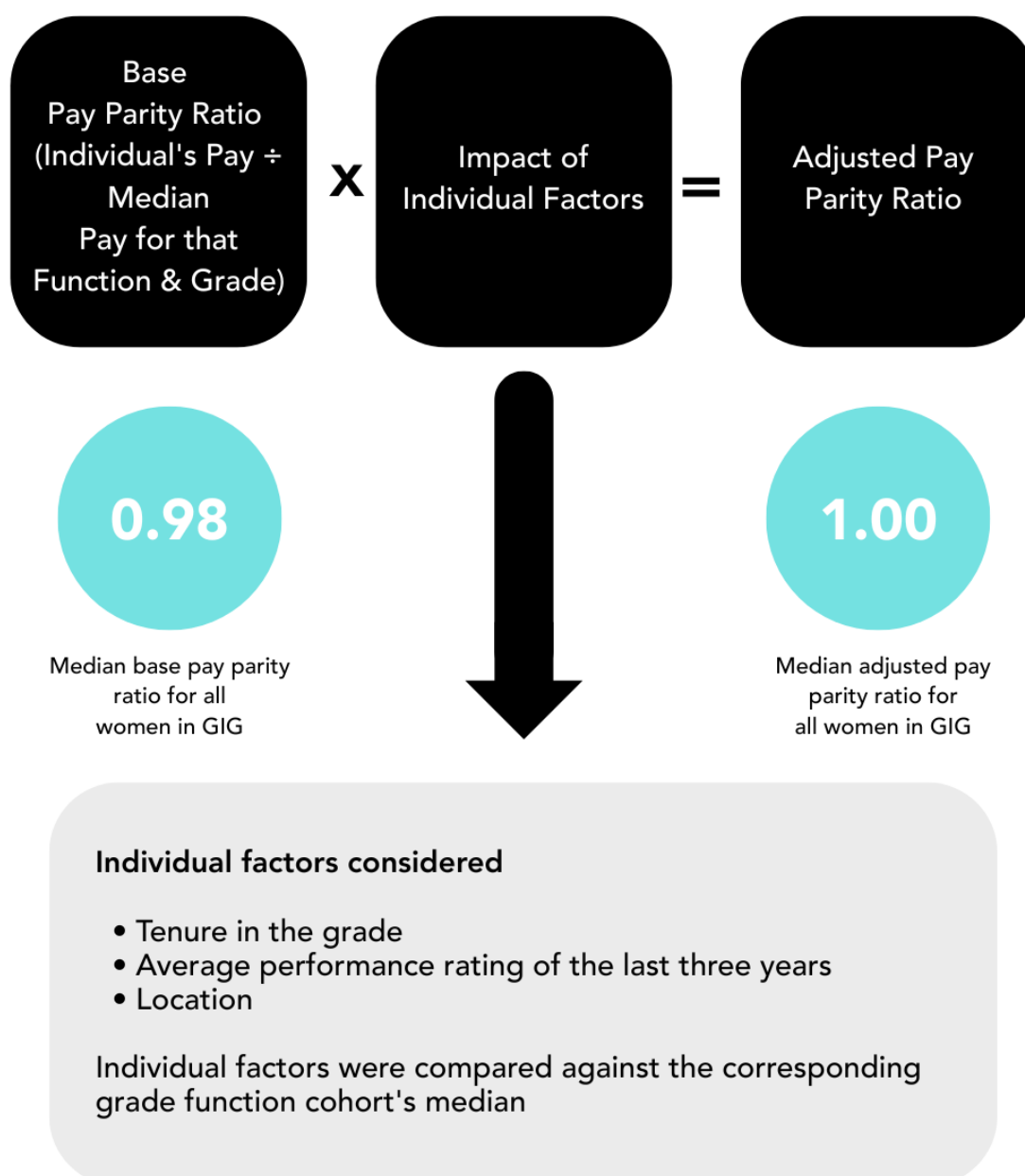
GPL: Godrej Properties Limited  
GCL: Godrej Capital Limited  
GAVL: Godrej Agrovet Limited  
GCPL: Godrej Consumer Products Limited  
GILC: Godrej Industries Limited (Chemicals)  
Coporate: Corporate Centre, Godrej Industries Group

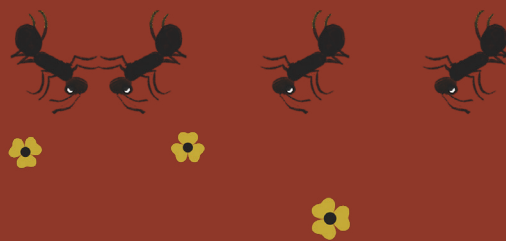
# **SNAPSHOTS FROM OUR PAY PARITY STUDY**



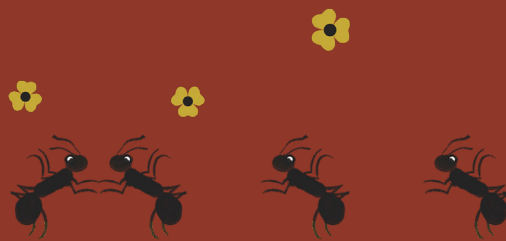
In October 2024, our Corporate Strategic Rewards team ran a pay parity study to compare median salaries of men and women for our workforce in India. The aim was to arrive at actions that can solve for any disparity that came up. They peeled back layers of grade and job function, studying individual factors like tenure, performance, and location to arrive at the final pay parity ratio.

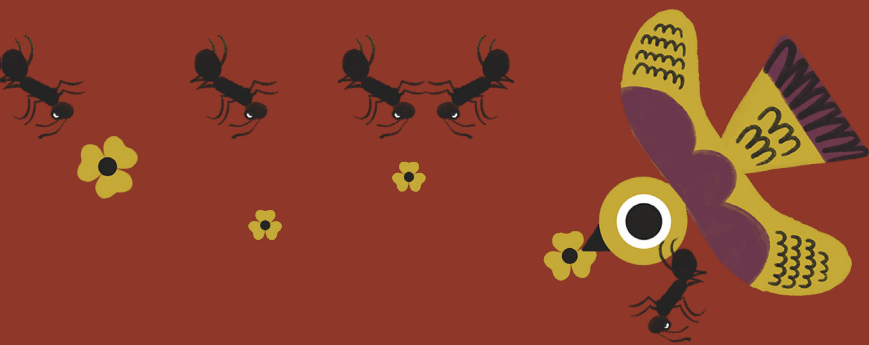
At an overall level, the team found no disparity between median pay for men and women in GIG. For disparity identified at individual levels, the team is working with their counterparts in group businesses to arrive at an action plan to close the gap. They have also suggested using hiring pay ranges by grade and function and tracking pay parity data regularly to keep plugging the gap.



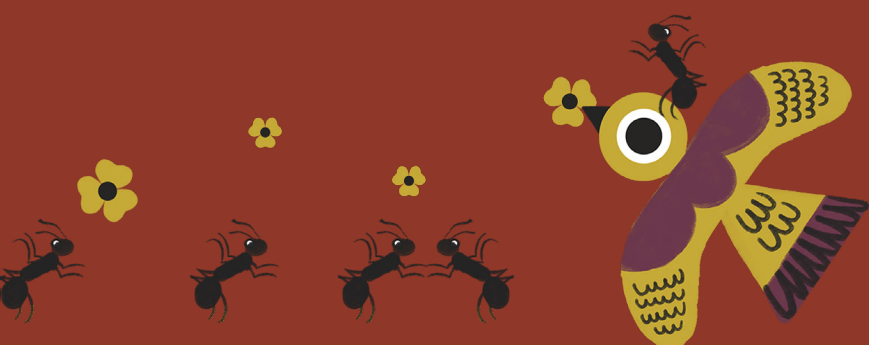


# THE YEAR IN DEI





# THE DEI LAB





## BUSINESS IMPACT LED BY THE LAB

### Data and Governance

Last year, we published an early version of a scorecard tracking progress on DEI with our first report. This year, the scorecard is updated and includes individual business scorecards tracking representation of women, LGBT+ people, and PwD. We also began tracking more metrics around the usage of policies and benefits meant for these cohorts.

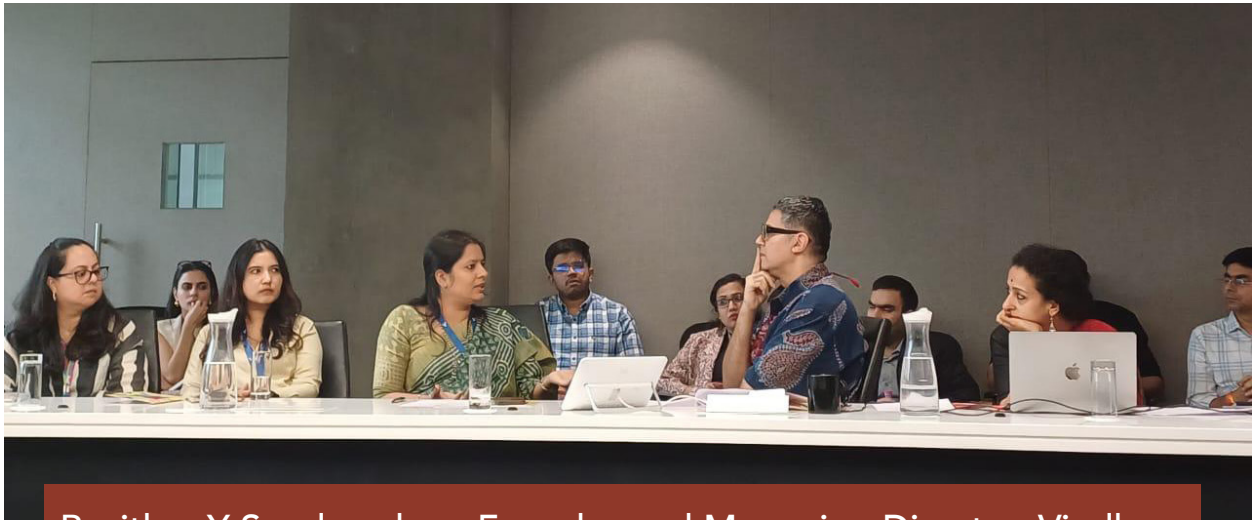
Our experience with using data in DEI helped us contribute to an expert consultation organised by the Office of the Principal Scientific Adviser (PSA) to the Government of India to discuss the conceptualisation of a framework on 'Diversity, Equity, Inclusion and Accessibility (DEIA) in Science, Technology, Engineering, Mathematics and Medicine'. The brainstorming session include experts from academia, think tanks, civil society, industry and government.



Roshni S Iyer at the expert consultation organised by the Office of the Principal Scientific Adviser (PSA) to the Government of India to discuss the conceptualisation of a framework for DEIA in STEMM.

## The DEI Council

We held quarterly meetings with the Group DEI Council in which we discussed progress on DEI goals and experiments within each business. We brought external experts into conversation with our teams, and worked collectively on addressing high-level challenges.



Pavithra Y Sundareshan, Founder and Managing Director, Vindhya e-Infomedia Private Ltd., speaking at a DEI Council meeting

## Policies

We've now begun to offer more support for self-care, substantially increased secondary caregiver leave, nationwide daycare support for primary caregivers and also introduced eldercare benefits, for those of us who are now caring for parents and family elders. Our Lab worked with the Strategic Rewards team on the research and design of these benefits. In addition to this, we did a digital accessibility assessment of all our internal platforms.

Scan the code below to read more about our policies

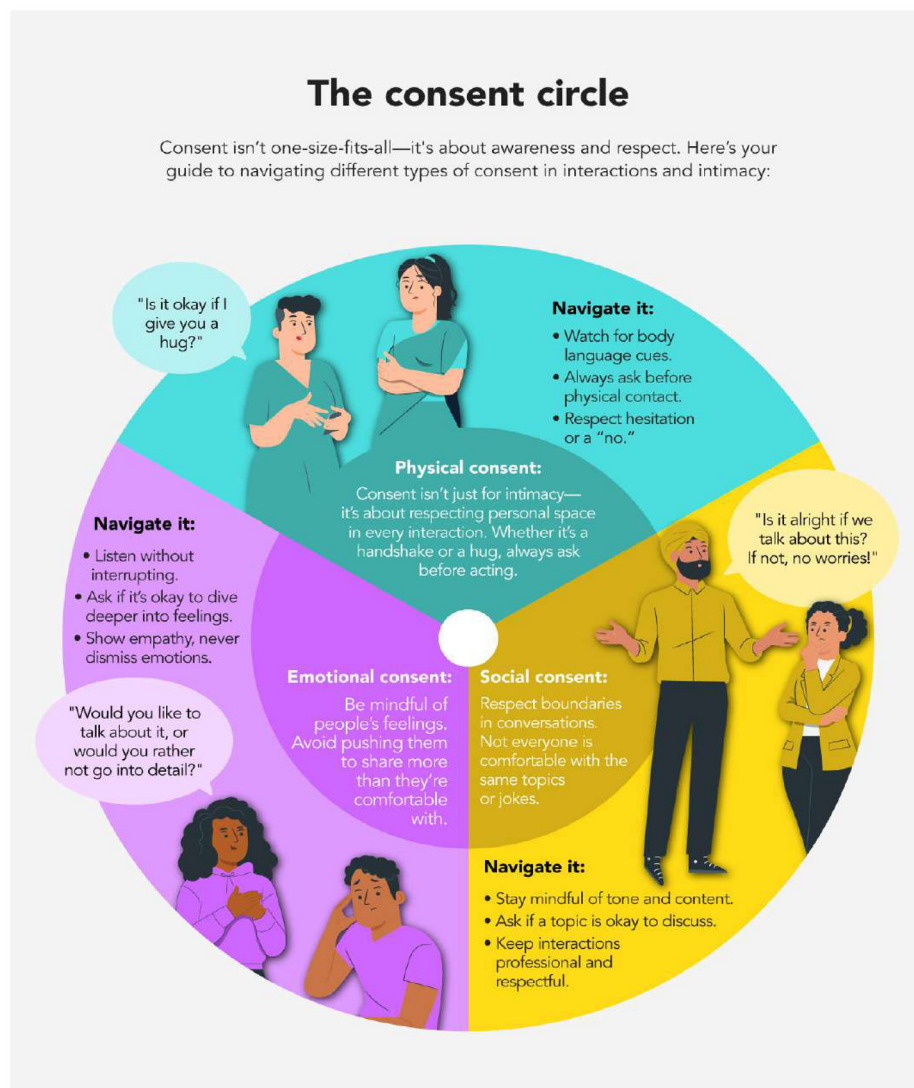


## PoSH

Our business teams led the work on PoSH through awareness sessions and handling cases, and we worked to enhance the group's platforms for complaints and case management. Our monthly communication series on safe and inclusive workplace behaviours, 'Respect @ Godrej' currently reaches 8,000 Godrejites.



### Consent beyond the basics:



Scan the QR code to check out the **Respect @ Godrej** series



## Special project: HSI Inclusion

For our project on Hearing and Speech Impairment (HSI) inclusion, we partnered with Madhu Keny, Indian Sign Language interpreter, to understand the experiences of our hearing and speech-impaired colleagues at Godrej One, and their supervisors. We worked towards enhanced communication and better awareness, co-creating a more cohesive work environment.



Employees at Godrej One in an ISL and sensitisation training





## SANGITA TUKARAM DHAPHLE

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Meet Sangita Tukaram Dhaple, a shining star at Godrej One. Sangita joined Godrej One in 2022 as a Housekeeping Associate, and made herself invaluable to the housekeeping team with her unwavering commitment. Her supervisor admires how assignments given to Sangita are always met with a smile, and the team says her infectious enthusiasm and team spirit set her apart. Her positive attitude and energy are contagious, and she is known for motivating the team.

Sangita's greatest strength lies in her resilience and adaptability. Despite the challenges she faces, she focuses on her abilities, using her unique perspective as a person with a disability to find innovative solutions to problems. She's an integral part of the Godrej One family.

### **Special Project: Hiring Women Veterans**

As part of a pilot project at the Group, we hired veterans from the armed forces from seven business schools. Five veterans joined Godrej Properties Limited in roles in customer centricity, sales, marketing, and project management. Godrej Foods Limited (part of Godrej Agrovet Limited) welcomed their new head of procurement from this cohort. We are now working with other teams in our corporate centre to scale up the pilot into a year-long hiring platform.



## College outreach programme

In early 2025, as part of our college outreach programme, we sponsored case study competitions at top business schools. At Egalité at IIM Lucknow, we invited solutions for a case study on Godrej Properties' work on expanding LGBT+ hiring and inclusion to tier-2 and tier-3 cities. At Stratovate at IIM Mumbai, the competition focused on case studies on enhancing women representation and inclusion in Affordable Housing and Business Loans segments at Godrej Capital.



The GIG jury at IIM Mumbai



## RESEARCH, MEDIA, & EVENTS AT THE LAB

### COHORT FOCUSED EVENTS

We began the year with the goal of hosting three public events over the financial year, each focused on one of our cohorts, led by scholars and advocates from the community. We're grateful for the chance to have hosted four full-house events that hosted some of India's most renowned thinkers and activists at Godrej One, helped us share our message through media coverage, and broadened our own horizons. We're equally grateful to be in community with audiences who share our values, and often our commitments, to a more inclusive world.





## Telling our own Stories, Pride @ Godrej (21st June, 2024)

Our first event of the year coincided with our historic Pride March at Godrej One, attended by hundreds of our colleagues. At the event, our colleagues curated a panel discussion with fabulous queer creators from various business units of the Godrej Industries Group, and screened an excerpt from Rainbow Rishta as well as acclaimed independent film Lailaa Manju, which was co-written by former Lab member Prithvi Vatsalya.

A massive Pride flag set up by Godrej Capital proudly flew at the Godrej One Atrium throughout June 2024. This historical symbol started conversations, made people feel included, and encouraged allies to show support. Many photos were shared and exchanged on social media, garnering affirmations about the Group's commitment to LGBTQIA+ inclusion.





## Workplace Inclusion and Disability Rights in India (3rd December, 2024)

On International Day of Persons with Disabilities (IDPwD), the Godrej DEI Lab collaborated on the second edition of a handbook of Indian disability law, created by the renowned law firm Khaitan and Co. We worked with KCO to launch the handbook at Godrej One, where legal experts argued towards naming and explaining legal frameworks centering the rights of people with disabilities.



Snippets from our IDPwD event, 3rd December, 2024



## India's Queer Futures (4th February, 2025)

We hosted India's Queer Futures in collaboration with our partners, Dasra, a leading strategic philanthropy foundation, and the Keshav Suri Foundation, the philanthropic arm of the Lalit Suri Hospitality Group. It made for an unprecedented celebration. The partners launched the Pride Fund, India's first philanthropic fund dedicated to supporting grassroots civil society organisations working for LGBTQIA+ people. The collaborators launched Dasra's report 'Against All Odds: Advancing equity for India's LGBTQIA+ communities,' an analysis of the critical role of civil society organisations in strengthening India's LGBTQIA+ movements.



Snippets from India's Queer Futures, 4th February, 2025

## Women at Work (7th March, 2025)

We launched *The Returnship Road*, a report by CEDA and the Godrej DEI Lab on women's returnship in corporate India. Ashwini Deshpande, Founding Director of CEDA, highlighted retention challenges, gender biases, and the "motherhood penalty." Akshi Chawla, Director, CEDA, and independent journalist Indulekha Aravind discussed salary disparities and career stagnation for returning women. Godrej leaders, including Sumit Mitra and Megha Goel, explored revising returnship policies and the role of community-building in retention in a closed-door roundtable.



Snippets from Women at Work, 7th March, 2025





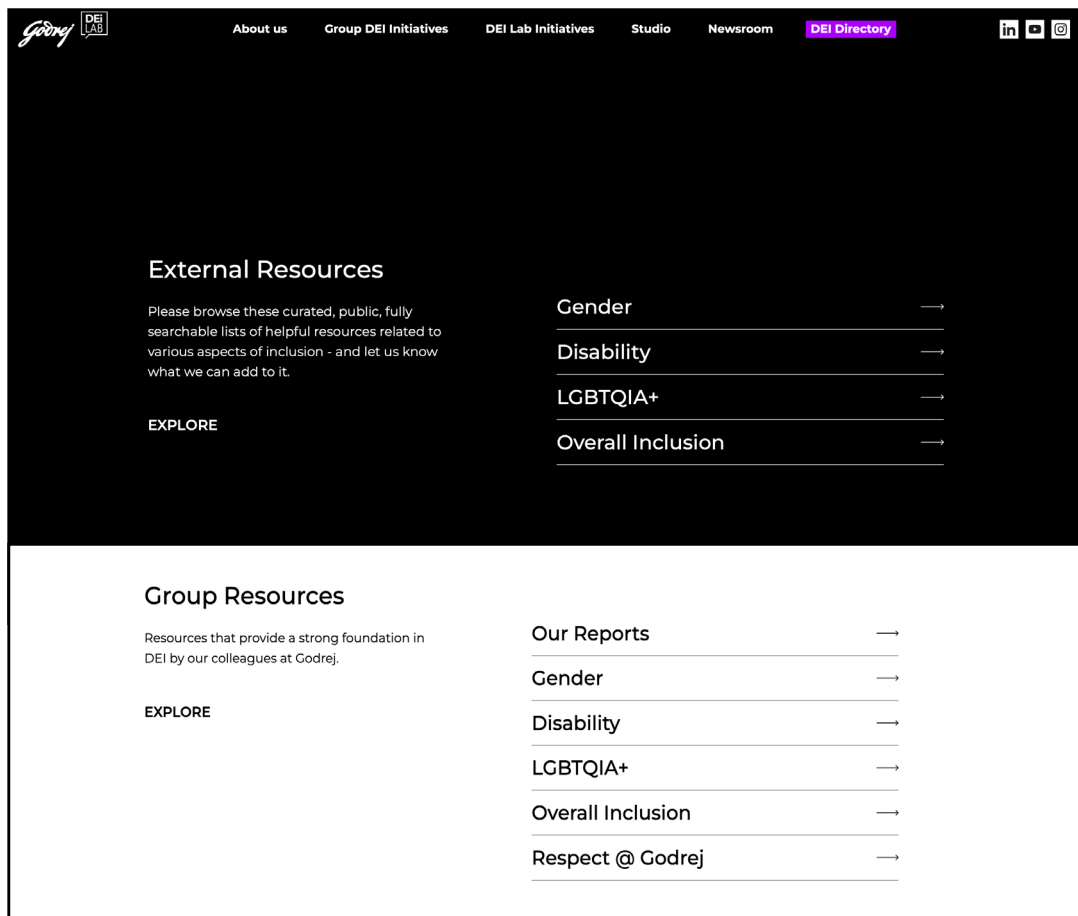




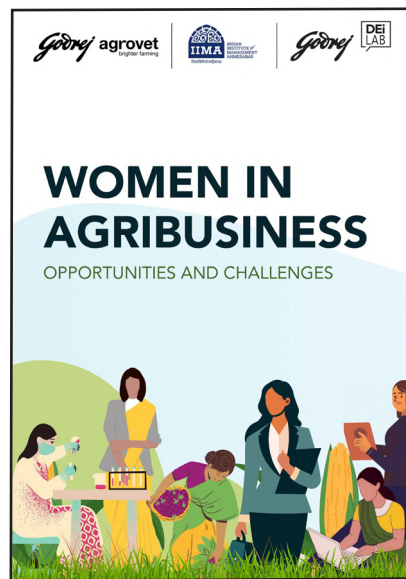
## THE DEI DIRECTORY

In November 2024, we launched the DEI Directory, a growing public repository of resources that will help foster more inclusive and equitable workplaces and work cultures. It is a frequently updated, fully searchable curation of shareable knowledge and recommendations about diversity, equity, and inclusion, and aims to be a comprehensive resource – reflecting our ongoing learning about these subjects, as well as our values and those of the Godrej Industries Group.

The Directory is a reflection of the work we have been doing over the last year, and includes some of the Lab's work with our external collaborators. We've divided the directory in the following four categories: Women, PwD (persons with disabilities), LGBTQIA+, and Overall Inclusion.



Scan this QR Code to access the Directory



Over FY 2024-25, the Godrej DEI Lab released these four reports that focus on different aspects of our cohorts. We worked on these reports with different collaborators and stakeholders. You can also scan the QR code of the DEI Directory and access the digital version of the reports on your phones. We would like you to find all these useful items in one place. When we say 'you,' we mean everyone including DEI practitioners, human resource professionals, business students, academics, policy researchers, and anyone interested in cultivating a workplace that embodies the principles of inclusion.

## SPOTLIGHT

We also started a new publication called “Spotlight.” Here, you’ll find the DEI Lab’s stories about ideas, people, and projects outside the Group whom we’re observing and learning from. One of the things we’ve learned from our own colleagues as well as the DEI ecosystem in India and around the world is that there’s no way to put inclusion in the past tense: every step we take towards building a better workplace is a work in progress. Here are a few excerpts from some of our stories so far:

### How Tata Steel is Redefining Trans Workplace Inclusion



“

Over the past five years, we have learned that it’s not just about making policies, but also understanding their effect. Now, it’s our responsibility to share the lessons that we have learned with other organisations and the wider corporate world. Our policies at Tata Steel are increasingly shaped by the voices of those living them - people who actually face the real challenges and provide invaluable feedback. This helps us continuously improve.

**Anubhuti Banerjee**

EA to CIO at Tata Steel

### How Yash Charitable Trust Mentors To Empower



“

It’s a hidden talent pool. While people like you and me – neurotypicals – get bored of predictable routines, people with IDD (Intellectual and Developmental Disabilities) seek this predictable lifestyle.

**Ketki Sanghavi**

Hiring Coordinator and Manager of Arpan’s Adult Support Kendra



## Beyond The Data: Kantar's Impact On Inclusive Advertising In India



“

We can say from the Brand Inclusion Index, we know that 85% or 86% of Indians actually want brands to be more inclusive, which is ahead of the global 75%. That's a data point that we are putting out there. Now brands need to act upon it.

**Soumya Mohanty**

MD of Kantar India

## How Chennai's Gender and Policy Lab is Making Cities Safer



“

We feel that security in a city makes it possible for women to access better opportunities. With good security, women can go to good schools, colleges, and workplaces. They don't necessarily have to settle for what's close to their homes. While “protection” can feel imprisoning, being in a safe city means you can go out, have fun, study, work, and earn money.

**Meera Sundararajan**

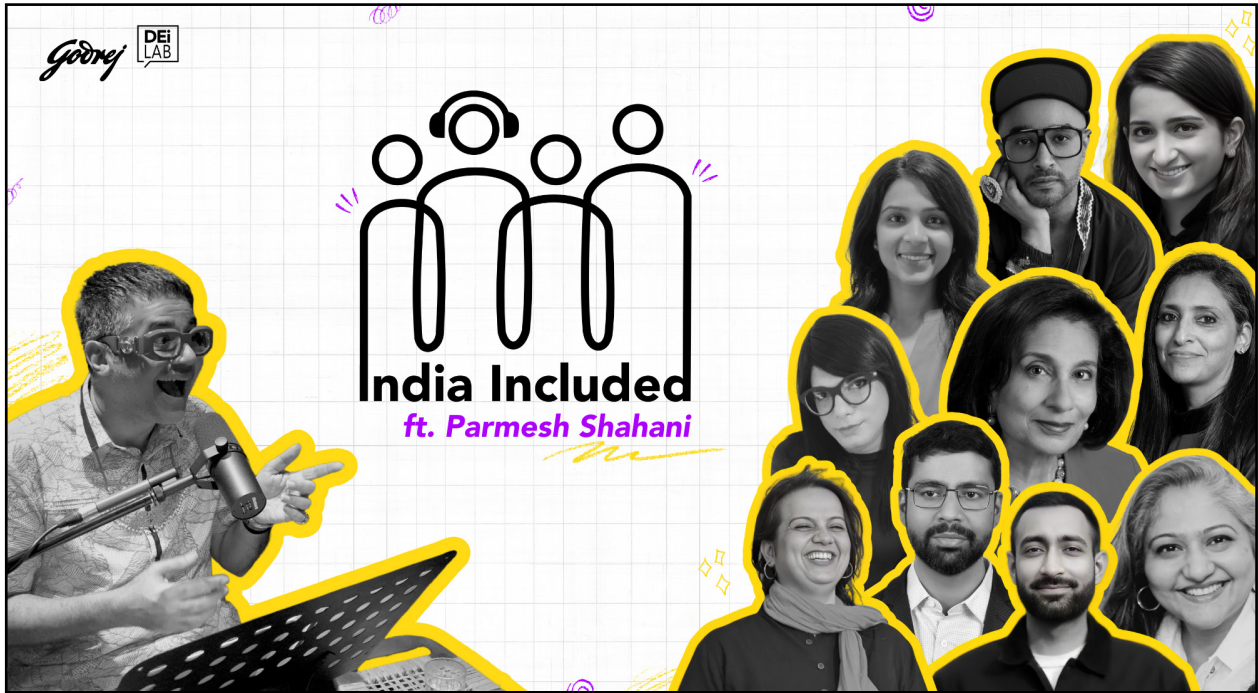
Gender and M&E expert, and former Team Lead at the Gender and Policy Lab, Greater Chennai Corporation



Scan this QR Code to access Spotlight



## INDIA INCLUDED PODCAST



In March 2025, we launched India Included, the lab's first podcast! The show focuses on how diversity, equity and inclusion is helping us reimagine work and workplaces in India. Hosted by Parmesh Shahani, each episode features changemakers transforming corporate spaces, redefining accessibility, challenging cultural narratives, and advocating for inclusivity in business and work.

They talk about the daily work of overcoming structural barriers, the future of doing better business, creating space for yourself and others, viewing accessibility as innovation, and harnessing cultural representation for real change. We're striving for an India where everyone can prosper, because everyone belongs – and we want you to join us.



Scan this QR Code to  
access the podcast



## SOCIAL MEDIA

Last year, we decided to try a number of experiments to amplify inclusivity and diversity through visual storytelling and digital engagement, to tell our DEI story to other professionals, as well as allies and employees across corporate India, and students curious about life in a workplace like ours.

It helped us get some of the Group's key initiatives out to a wide audience. With the 'Care @ Godrej' video series, for example, we passed the mic to employees who opened up about how our revitalised approach to care supported their own efforts to prioritise health and happiness for themselves and their loved ones. Similarly, the Godrej One Project focused on documenting the stories of employees from the Group's three core cohorts. This initiative served to deepen understanding of diverse experiences within the organisation, and has laid the foundations for a rich oral history of our workplace.

Lest you think it was all serious, our collaborative weekly comics, memes and snackable videos brought our message to a broader audience than we'd initially imagined. We hope to continue to deepen our engagement, and our relationships, through our work on social channels. (And we're happy to help you learn to make a reel if you'd like.)



# A GLIMPSE OF OUR YEAR

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## IN NUMBERS



**4**

Documentaries



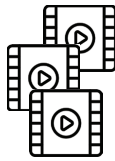
**12**

Reported features



**12**

Newsletters



**100**

Reels



**700+**

Resources in our DEI Directory

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**Scan these QR codes to visit  
our social media pages**



Instagram



YouTube



LinkedIn

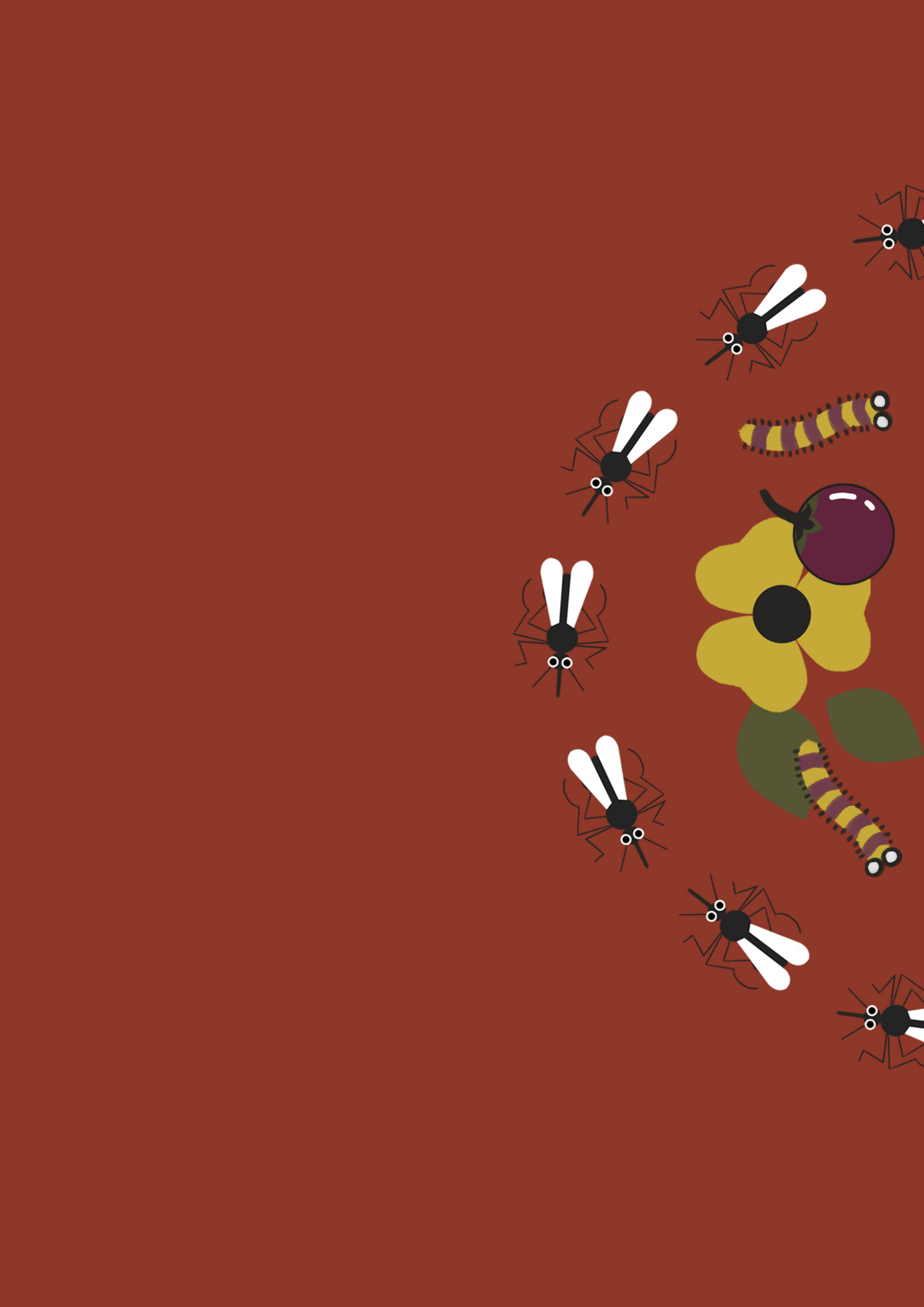


Mailchimp



Website

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## FILM: PRIDE @ GODREJ



September 6th, 2024 marked the sixth anniversary of the decriminalisation of Section 377 in India—a monumental move forward in the fight for equality. At the Godrej Industries Group, we marked it with the premiere of our film "Pride @ Godrej." We went viral almost instantly: Over a million people have watched and loved it. If you haven't seen it yet, please watch it, and join us in keeping the spirit of pride alive all around the year.



Scan this QR code to watch the film



## GODREJ ONE BOOK CLUB

The Godrej One Book Club is an ongoing attempt to learn more about the world, ourselves, and others who share a mission with us. As we go along, we're chronicling our reading through reviews, recommendations, summaries and more. If you're looking for a book to better understand the principles and practices of inclusion, check out our book reviews and if you'd like to contribute, email us at [godrejdeilab@godrejinds.com](mailto:godrejdeilab@godrejinds.com).



Scan this QR Code to access Bookclub



## Prizes, External Advocacy, and Visits



Lab member Roshni S Iyer was presented with an award for re-imagining Godrej policies at the HR Conclave 2025



Lab member Surabhi Debnath was presented with an award for 'Outstanding Commitment to Leading Self' at the Godrej Industries Limited's Corporate Awards 2024





Images from Godrej Consumer Products Investor's Meet, May 2024



Lab member Rajeev Anand Kushwah attended the Sexuality and Mental Health Institute (SAMHI) residency 2024-25 in Kolkata





Supriya Nair in conversation with Ramachandra Guha in Mumbai, November 2024



Meeting with Prateek Madhav from ATF Labs, November 2024



Meeting with Dr. Ari Shaw from UCLA Williams Institute, October 2024

Advanced Centre for Women's Studies

**ALUMNI OUTREACH TEAM**  
Presents

**ALUMNI TALK SERIES:**  
*A Conversation with Rajeev Kushwah*

Saturday, 16th December 2023

11 am to 1 pm

B2 Classroom, Acad. Building 2,  
TISS Naoraji Campus, Mumbai

**Contact Us**  
WS Alumni Outreach Cell:  
Amana Rafeeq - 83300 55723  
Ektha Harthi - 82175 10365

**Rajeev Anand Kushwah**  
WS (Batch 20-22)  
DEI Catalyst at  
Godrej Industries Ltd.

**Empowerment Through Knowledge: Q+ Webinar**

**Rajeev Anand Kushwah**

**About The Speaker**  
Rajeev is a researcher-writer at Godrej DEI Lab. They hold a Master's in Women's Studies from TISS, Mumbai, and a Political Science degree from University of Delhi. They participated in the International Writing Program at the University of Iowa and their work is featured in EPW, Shuddhashar, Gaysi, and more.

The webinar explores LGBTQIA+ experiences in India, focusing on discrimination, queer collectivisation, support for queer students in campus spaces, and allyship.

Online via Zoom  
 Thursday 18th July, 5PM  
 Duration- 60-75 minutes

**REGISTER NOW**  
Exclusive Interactive Webinar- Limited Seats  
First Come, First Serve!

Lab member Rajeev Kushwah's external speaking engagements at TISS Mumbai, and with Sukhad NGO





Godrejites with Arman Ali from NCPEDP, November 2024



The Lab team at a discussion on assistive technology, October 2024

## ...AND WE HAD FUN TOO!

Lab members Paavan, Pulakita, and Anmol went to a production of the musical “Mughal-e-Azam” and were impressed with the accessibility of the venue, the Nita Mukesh Ambani Cultural Centre in Mumbai. When Paavan reached out to the team requesting an audio description on account of his visual impairment, the team at the NMACC worked with the play’s director Feroz Abbas Khan to develop audio descriptions for the musical.

Our colleagues also used or got insights into other accessible features provided by the theatre like elevators, wheelchair availability, and headphones for enhanced sound quality.

During the event’s intermission, the staff kindly escorted our Lab members to the lounge – a comfortable space for relaxation with an accessible washroom – where they were offered refreshments, and organised a meeting with director Feroz Abbas Khan, with whom they shared a conversation on inclusivity and the importance of representation in the arts.



Lab members Paavan, Pulakita and Anmol with Feroz Abbas Khan (second from left)







## THE YEAR IN DEI

# GODREJ AGROVET LIMITED

In March 2024, with the launch of the first Women in Agriculture Summit, GAVL made a bold commitment to shaping the industry for women in agriculture. Over the next three years, our vision is to drive meaningful progress in building a more diverse and inclusive workforce, with a strong focus on increasing the representation of women in leadership and operational roles. By 2028, we aim to achieve 32% representation of diverse cohorts, a milestone that will fuel innovation and growth across our organisation. This ambition is reinforced by key initiatives such as the WINGS Sales Trainee Program, the RISE leadership development journey for women, and our community outreach programs designed to empower women farmers and students in agriculture. Through these efforts, we are fostering a culture that values diversity and provides equal opportunities for all to succeed.

At GAVL, our DEI commitment goes beyond internal recruitment and training to drive meaningful societal impact. During the second Women in Agriculture Summit, we reaffirmed our pledge to empower one lakh women in the agriculture sector in the coming years. Additionally, we launched pioneering research in collaboration with IIM Ahmedabad to identify and address the structural barriers women face in agriculture. Through initiatives such as the Women in Agriculture community, career orientation programmes, and scholarships, we are equipping women with the resources they need to thrive in agribusiness. Moreover, through our Good & Green initiatives, we are focused on uplifting the economic status of women farmers by enhancing their access to sustainable agricultural practices, market linkages, and financial empowerment programmes.


**Balram Singh Yadav**

Managing Director,  
Godrej Agrovvet Limited


## OUR APPROACH TO DIVERSITY, EQUITY AND INCLUSION

At Godrej Agrovet Limited (GAVL), diversity isn't just a buzzword; it is a commitment we uphold. As a leading agribusiness conglomerate, we acknowledge our employees for who they are irrespective of their background, and we value the diverse perspectives they bring with them to our operations and functions.

### Women in Agriculture Summit (WIAS)



**In India as of 2022, 80% of economically active women work in agriculture but encounter limited access to resources, skewed ownership rights, and inadequate financial and training support.**



These challenges perpetuate their exclusion from opportunities in the food and agribusiness sectors. GAVL is committed to countering these barriers.

During the 2024 WIAS Summit, we unpacked how we might enhance employability, promote women to leadership roles, and identify strategies to bridge skill gaps. The summit provided a platform for networking and collaboration, with industry leaders such as Nadir Godrej, Chairman and Managing Director of Godrej Industries Limited, and Angshuman Bhattacharya, Partner at EY, as well as experts and advocates who attended and helped underscore the collective responsibility we share in building a more equitable agricultural landscape.

We believe initiatives for mainstreaming women's participation in economic activities could work as catalysts in generating an agricultural landscape that recognises women as indispensable stakeholders.

Internally, we are aiming to exponentially increase the percentage of women representation across the organisation over the next three to four years.

**As of 2024, we have committed to supporting 1 lakh women and students in the agricultural sector by FY28.**



Glimpses from the Women in Agribusiness Summit 2024



## Women in Agribusiness Report (WIAS)

At WIAS 2025 on March 21, 2025, we continued our work of supporting one lakh women and students in the sector. We also launched a report entitled "Women In Agribusiness," in collaboration with the Indian Institute of Management, Ahmedabad, that extensively explains and discusses the structural barriers women encounter in India's agricultural landscape.



Launch of the Women in Agribusiness Report at WIAS 2025



Recipients of the Godrej Agrovet Women in Agriculture Scholarship

## Godrej Agroveta Women in Agriculture Scholarship(WIAS)

Recognising that education plays a pivotal role in creating lasting change, the summit honoured five outstanding young women with the Godrej Agroveta Women in Agriculture Scholarship. The recipients, selected for their academic excellence, extracurricular involvement, and passion for agriculture, represent the next generation of changemakers in the field.

**"As a first-generation learner in my family, this scholarship is not just financial aid – it is a belief in my potential and a step towards my dream of working in agricultural extension."**

**- Sanika Kolekar, student**

## Campus Initiatives

As an organisation, we are committed to enhancing the representation of women in frontline roles – a sector traditionally dominated by cisgender men. Women in these positions have consistently demonstrated strong professional skills while engaging with customers.

To support the skills that our women employees bring with them, we launched "WINGS – Where Dreams Take Flight" and "Her Canvas" which are both programmes designed to facilitate their career growth within our organisation.

**Over the last three years, through our targeted recruitment initiatives within our flagship programmes, our representation of women and people with disabilities has reached 48% in the Gallop programme and 49% in the Gurukul programme, the Group's major campus hiring initiatives.**

## **WINGS at Godrej Foods Limited (GFL)**

As first movers in the frozen food industry, we welcomed our inaugural WINGS batch at GFL in April 2024. Our journey with this team has generated for us valuable business insights, enhanced sales performances, and a stronger market presence. Building on this success, we recently welcomed the second batch with 12 enthusiastic sales trainees from across India.

We also organised a WINGS power workshop which included classroom sessions, market visits, and on-the-job training to prepare trainees for their future roles. Balram Singh Yadav, MD, Godrej Agrovet addressed and offered valuable career guidance to the trainees. Parmesh Shahani, Head, Godrej DEI Lab and Megha Goel, CHRO, Godrej Properties Limited shared their insights on DEI in the workplace and the work that must be done to build on it. Ahana Gautam, CEO, Open Secret vividly shared how she navigated her entrepreneurial journey as a woman in the industry and further discussed why career ownership matters and must be a priority for any woman.

Through WINGS, GFL remains keen on making our workplace conducive for women to flourish in.

## **WINGS at our Animal Feed division**

On 9th December, 2024, we welcomed our first cohort of WINGS trainees at the Animal Feed division. This group of 10 talented women, all recent graduates with a B.Sc. in Agriculture, have joined us from diverse regions including Maharashtra, Madhya Pradesh, Chhattisgarh, Karnataka, Tamil Nadu, Andhra Pradesh, and Telangana. They even successfully completed an intensive fifteen day in-house training program at our Tumkur unit, gaining valuable insights about the animal feed sector.

The trainees are now undertaking a 30-day shadowing experience with seasoned sales team leads. Upon completing their shadowing stint, they will take up on-the-job assignments which will culminate in a final review. Based on their competence, these trainees will be formally appointed as Sales Officers, marking a significant moment in their professional journey. From one cohort, 7 trainees converted to Sales Officers, and by February 2025, 11 more were appointed as Sales Officers. Further, 9 were shadowing and are now undergoing individual stints at Animal Feed.



## WINGS at Creamline Dairy Products Limited (CDPL)

On 14th October, 2024, Creamline Dairy Products Limited proudly launched the WINGS programme at Godrej Jersey.

**At CDPL, WINGS began with an extensive search – from over 400 students across 17 college campuses.**



Inauguration of the second batch of WINGS at Godrej One

Only the most talented made the cut, marking the start of an exciting chapter.

The first cohort of 12 dynamic sales trainees embarked on a two-week induction which included leadership interactions, classroom learning, and workshops. They were also introduced to field operations and manufacturing processes through on-site sessions. Building on this success, a second batch of 13 trainees joined shortly after, bringing fresh perspectives and enthusiasm to the programme.

**Today, 22 ambitious sales trainees are on the ground, actively learning and training through a well-structured framework.**

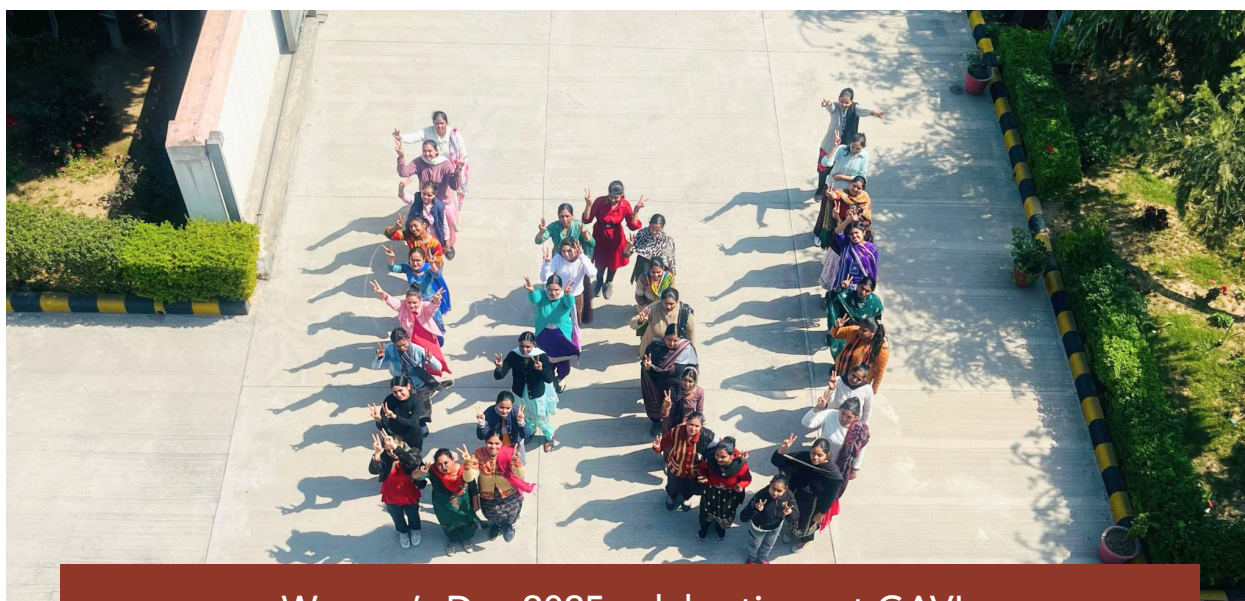
Their journey includes one month of shadowing seasoned professionals, followed by two to three months of real-world projects to prepare them for their future roles. With frequent touchpoints, such as leadership interactions and regular project discussions, we work for their continuous growth and alignment with organisational goals.

### **WINGS at GAVL - Oil Palm Plantations (OPP)**

At GAVL-OPP, we are committed to empowering the next generation of agri-business leaders through real-world training and mentorship, and the WINGS Agri-business Traineeship Program at GAVL-OPP is one such initiative through which we are making it happen.

We recently onboarded 14 women with a background in BSc, including Agriculture and Horticulture students from YSR Horticulture University, KL University, and Nuzvid Horticulture Diploma College. These trainees are gaining valuable on-site experience at the extension department. They are predominantly focusing on extension and nursery activities at our GAVL-OPP locations in Andhra Pradesh and Telangana.

Through WINGS, our trainees are immersing themselves in the agri-business industry and acquiring essential skills that will shape their future careers. They are already making an impact, and we are prouder than ever to support their growth and career development.



Women's Day 2025 celebrations at GAVL





## Her Canvas in Crop Protection Business

Her Canvas is aimed at breaking barriers for women in the agrochemical sector, which has especially low women representation in functions like sales. The challenges faced by women on-ground in remote locations in rural India are real and the team at the Crop Protection Business were determined to facilitate inclusive hiring of women at a large scale, to set an example in the industry. The team toured 27 campuses across all Indian geographies. After a rigorous search, 57 women candidates joined various teams across Sales, Trade Marketing, and our farmer contact centre, Hello Godrej.

They were selected after a detailed screening process involving technical tests and panel interviews. We invited them all to our head office for a thorough induction programme that acquainted them with all the business functions. We also arranged a special interaction for them with our MD and CEO. This was joined by inductions and market visits at regional offices, and a closely defined six-month-long learning journey towards on-roll positions. We worked closely with our National Sales Manager and Unit Managers to identify the right territories across India where women could be hired in sales roles for learning and safety mapping.

Starting 2025, we've also tried to ensure safer commutes by assigning cars with verified drivers, as needed, to HerCanvas women hires residing in remote locations. Our regional HR team connects with all HerCanvas hires once a week to address any issues that are brought to our attention. We also conducted two sensitisation sessions for the Crop Protection Business (CPB) Leadership Team and Sales team leads on Inclusive Leadership and Managing Diverse Teams to address some real concerns on ground, such as balancing performance with empathy, questions of safety, and being meaningful allies. We've also hired in functions like Hello Godrej, an initiative for establishing a Farmer Contact Centre consisting of an all-women team including the supervisor (a first in the industry!) and Trade Marketing.

**Through the WINGS sales trainee programme, we have been able to impact 124 women from 50+ campuses across 20 locations and 5 Godrej Agrovet businesses, addressing the shortage of women in agri-sector roles.**



## Our Success Stories: Veteran Interview - Juhi Kashyap



"I had to complete two tests as part of the interview to join GFL," Juhi recalls of her hiring process "I was given a day time slot. But as a mother of a young child, with my husband in the armed forces posted in another city, mornings meant taking care of my daughter. I made a request for a night slot and also suggested that I was open to do it on a Saturday or Sunday, since my mother-in-law would be around to help. Roshni S Iyer, who was handling my interview, was very accommodating of my request. Concerned about my well-being if I spent the night doing these tests, she made space for me to do them on Saturday. That's it! On Saturday morning I handed over my baby and sat in front of the computer, made it through the interview, and landed the job."

Juhi Kashyap is currently the Deputy General Manager for large-scale procurement at GFL and has been working at Godrej One since September 2024. She is a retired Lieutenant Commander who served in the Indian Navy for a decade, where she was the only woman at her posting. She is also the first veteran from the Indian Navy joining Godrej.

She shared with us an account of her experience as a woman serving the Indian Navy.

"It was a challenging time for me to navigate the armed forces when I first joined but neither did I hold myself back from it nor was I held back from my superiors. While it was a transitional phase for me to enter the armed forces it was also a transitional time for my superiors, of having a woman officer for the first time. But at no point did they resist me being there. The companionship in the armed forces is very strong.

We can speak our mind freely to each other and even though I was a woman officer, my opinions relating to the career development and health management of the officers I was leading was always heard and respected. I did not have to fight my way through.

It was different with the 100 officers I was managing who were men coming from different backgrounds, some of them not used to seeing a woman in command, and many of them didn't respect me simply because I was a woman. So, in that sense I had to put in more effort than my counterparts who were men. But when I showed up with my professionalism, the system was very respectful of me."

While Juhi deeply misses the uniform and serving in the armed forces, she has grown to like working at GFL too. Even though she still operates to a clock tuned to her discipline while in the Indian Navy, which is something she likes, as a mother of a young child, she equally finds affirming the flexible working hours she has access to at the Godrej Industries Group.



## Our Success Stories: Skylab Kumar



At Creamline Dairy Products Limited (CDPL) - GAVL, Skylab Kumar feels valued for the skills he brings to his team and to the organisation, and at the same time he feels his personhood is respected in and within the workplace.

Working at CDPL has been extremely fulfilling, Skylab says, "My managers ensure my work experience is comfortable, and I also give my best work every single day."

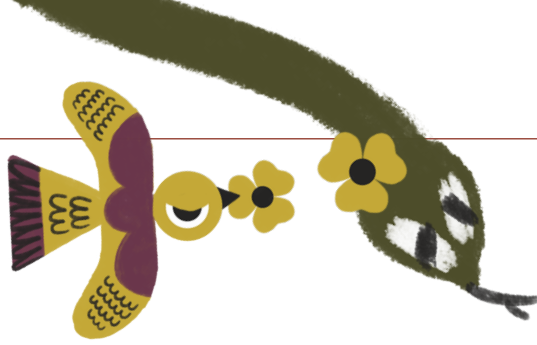
Skylab, who has living with a disability since 2011 joined CDPL in 2012. He joined as an MIS executive and later shifted to the accounts department where he is now a junior manager owing to his immense practical knowledge and expertise in the field. He currently lives in Chennai.

"My superiors at CDPL have been extremely supportive of me and have not interfered with where I work from. They have given me the choice to work remotely whenever I need to, which is very important to me. Most times, I work from home but when I am needed at the factory for important meetings I show up." Skylab's colleagues commend him highly for his work ethic and efficiency in checking off his deliverables. The company has felicitated him with GEM awards, as well as a Long Service Awards for a decade of service. "My company values me because I am good at my work and I always get my work done on time. My accounts are always on time," he added confidently.

What also remains significant to Skylab is that he has access to insurance policies and benefits despite working in a hybrid format. He also explained how it was the first time he learnt about and had access to an anti-sexual harassment policy in the workplace which he values







## WeForShe ERG: The 2025 Update

This year, the WeForShe ERG focused on actionable insights gathered from our Annual WeForShe Survey. Over the previous year, this survey highlighted key areas such as infrastructural needs, relevant policies, learning opportunities, well-being, and unit-level culture. In response, we implemented several initiatives to enhance our support for women. At the GAVL Managers Meet in 2024, we facilitated a formal meet between women in leadership with our MD, Balram Singh Yadav. We also introduced and announced our GILAC-wide care policies during this meet.

We conducted monthly learning workshops specifically for women in our organisation, starting with an introductory orientation session where we discussed essential resources including the PoSH Helpline, IC Committee details, wellness apps, and supporting policies.

We also organised mandatory PoSH awareness sessions during which we explained our anti-sexual harassment law, as well as the process of filing a complaint if one has experienced sexual harassment in the workplace. Additionally, we discussed and named what assertiveness can look like in spaces dominated by men.

Subsequently, we planned a three-part women's wellness series through which we illuminated approaches that might help prevent common health concerns, including concerns of mental health. We also discussed coping strategies: all part of our endeavour to create a workplace that welcomes and values our whole selves.

In this ambit, our teams collectively created a two-part career development series which included financial literacy and management sessions.

To make that happen, we gathered responses from surveys that we conducted in the workplace and analysed data collected through the Amber Continuous Feedback Tool.

Through these efforts, we aspire to centre our values across our WeForShe ERG initiatives, towards meaningful change and an inclusive workplace where women thrive.

### Animal Feed Unit's EmpowHer Connect Initiative

EmpowHer Connect is a platform that has been designed and set up with the intention to encourage and make possible for women across Animal Feed's Regional Office to connect, collaborate, and network. It has fostered meaningful interactions among women working in smaller, regional groups, who otherwise had limited opportunities to engage with each other and collectively.

Through EmpowHer Connect, we also wanted to learn about the challenges women encounter in the workplace and acknowledge their experiences of navigating any such situations. Our focus was further directed towards identifying any potential biases women encounter in the workplace, with the aim of ensuring that we continue to build an inclusive and respectful work environment. Broadly, we have been committed to generating opportunities that make it possible not only for women to join our organisation, but also thrive in and within the industry, irrespective of their department or division.

### What We Do

Our all-women HR SPOCs (Single Point of Contacts) engaged with women in the workplace on a one-on-one basis and also facilitated group discussions in each region, as a way of building space that welcomes and respects honest conversations about workplace experiences.

Our HR SPOCs introduced and guided discussions about gendered biases in the workplace and what they might look like. These conversations were further extended towards explaining Diversity, Equity, Equality, and Inclusion (DEEI) frameworks that we as an organisation remain committed to, assuring the women working with us that we not only take the work of

maintaining an inclusive environment seriously but are equally intentional in supporting their career growth.

We aimed to convey how keen we are to make it structurally possible for women to take up leadership roles in agriculture and allied industries, acknowledging that this has not traditionally been the case.

During these sessions, we reiterated the infrastructure we have in place to help maintain an affirming work environment, which includes access to guided mentorship, platforms that help address PoSH queries, and more. With an Net Promoter Score (NPS) of 96%, the EmpowHer Connect program has been widely appreciated. Our ongoing efforts through this initiative continue to strengthen engagement, and we plan on launching more of such initiatives in the future.

### Our Zero Tolerance Culture

We are committed towards ensuring that everyone in the workplace has access to critical knowledge about our PoSH policy and is aware about how to record an official complaint.

In line with our commitment to a culture of zero tolerance against sexual harassment, our HR team members from various business units came together in December 2024 to deepen their knowledge about the PoSH Act and become certified PoSH trainers.

The workshop, led by Rutuja Shinde from The Outcast Collective, equipped participants with a thorough understanding of the PoSH Act. Participants were assessed on their knowledge post workshop, ensuring a competent understanding and perception of legal frameworks, key procedures, and best practices for conducting impactful training.

Following the TTT workshops, our certified trainers and employees conducted PoSH awareness and sensitisation sessions in December 2024, specifically designed for factory and field employees across all business verticals.

**These sessions reached a total of 7,325 employees across our organisation.**



By the end of December 2024, we recorded a 96% completion rate of the online PoSH Policy e-module by all our employees. This digital initiative, along with reinforcing the importance of PoSH compliance, also provided an accessible learning platform for our employees to become better acquainted with the specificities and affordances of our PoSH policy. We also sent out regular reminders about our PoSH policy to all employees, encouraging respectful behaviour within and beyond Godrej Agrovet.

### **Samvaad: Empowering Women's Voices at GAVL**

Samvaad is aimed at fostering open conversations and experience sharing among women employees. The primary objective of launching this initiative was to help identify and address potential challenges which cause women to move towards making an exit.

Part of Samvaad includes personalised one-on-one in-person or virtual sessions led by DEI SPOCs, during which women are encouraged to share their journey highlights, challenges, and concerns emerging in the workplace. These discussions are held in complete confidentiality. We also link some conversations to our WeforShe initiative to help bridge an employee's career trajectory towards accessing opportunities for leadership roles. Insights are used to provide immediate recommendations to Business HR and CoE Teams, and help in ensuring that we continue to build a supportive and inclusive work environment for women.



### **Enabling Managers as DEI Champions**

At the Crop Protection Business, building an inclusive workforce has been a top priority. To support this intention, we recently concluded an initiative entitled "Inclusivity Training" which involved a focused learning session for team leads and business leads from the Sales team. A key



discussion in the session was around addressing unconscious gendered biases that the team might be upholding in the workplace, implicitly or explicitly followed by the responsibility managers have to take on to ensure these biases are done away with. A knowledge exchange of real life and practical strategies helped managers take away categorical approaches on how to become DEI leads in and through their roles.

## Catching up on Previous Stories

### Building Diversity Islands: Astec Lifesciences R&D Centre

Astec Lifesciences R&D Centre at Rabale, Maharashtra reports a notable increase in gender diversity in their workforce. The representation of women and PwD employees has risen from 35% in FY 2024 to an impressive 42% in FY 2025 (considering women in full time consulting roles is at 45% women representation). Astec credits successful, strategic practices for hiring and engagement. We also credit Dr. Vrushali Karhadkar, General Manager at this Centre.



"In my experience, the increased women representation in R&D and Innovation teams has encouraged open and inclusive communication, and this dissemination of knowledge enables novel ideas and creativity within the team."

Dr. Vrushali Karhadkar, GM, R&D Astec

To further strengthen the pipeline, Astec introduced an apprentice hiring program under the We Chemie initiative, welcoming five women candidates in January 2025. The R&D center supports its workforce through ongoing career development, engagement, and wellness initiatives.





### One Year Anniversary: Our All Women Production Line in Baramati

Over the past three years, our Animal Feed business has achieved remarkable milestones in the journey towards a more representative and inclusive workplace. Starting with just three women employees in FY 2022-23, the number grew to 25 in FY 2023-24, and further increased to 30 in FY 2024-25.

This growth underscores our unwavering commitment to providing opportunities for women to succeed in non-traditional roles.

This year, we crossed new milestones by hiring our first woman employee in the Finance department as well as hiring women employees in blue-collar production roles for the first time.

We also established a Microbiology Lab that is led by a Fixed-Term Contract (FTC) woman employee. Building on the success of our initial shift for women, we have introduced second and night shifts. We reinforced the change with essential support structures and safety infrastructure, including but not limited to training programs, reliable transportation facilities, and targeted initiatives.

Taking inspiration from the Animal Feed Baramati All Women Factory's progress in building, we have hired our first woman Regional Production Head and first woman Factory Lead in the Animal Feed south region.





## LEADERSHIP INTERVIEW

### ABHAY PARNERKAR AND MALLIKA MUTREJA ON THE DEI JOURNEY AT GODREJ FOODS LIMITED



Mallika Mutreja, Head, Human Resources, Godrej Agrovvet, and Abhay Parnerkar, CEO, Godrej Foods Limited

This interview was conducted by Gayatri Shanbhag and Rajeev Anand Kushwah from the DEI Lab. It has been lightly condensed and edited.

**Gayatri and Rajeev:** What has influenced your thinking around DEI and motivated you to get involved in being an advocate for change?

**Mallika:** Previously, I worked in the FMCG sector where women representation ranges 30-50% across functions. And then I came to an industry where there was 5-6% representation, so I could feel the difference in the work culture. My insight was simply that increasing representation not only means we are doing the right thing, it also expands how we think within the organisation in relation to business and otherwise.

I believe that our work cultures need to be empathetic. Whether or not we reach equal representation among employees across gender, any kind of incline in numbers of women employees or other gender identities



alters the cultural fabric at work to be more inclusive. So I believe increasing representation in some ways organically leads us to thinking about building inclusive work cultures and practices.

**Abhay:** Just like Mallika, before GFL, I extensively worked in the consumer goods industry for many years and have worked in offices with diverse representation across three continents. My experience of working in an environment with people from different socio-cultural backgrounds in all these offices, particularly in Africa, had a phenomenal impact on my beliefs and learnings connected to diversity and inclusion.

Even in Europe, the team I was working with was composed of 70% women employees and we won the best market amongst 200+ countries for Coca-Cola globally, which for me symbolises how diversity and inclusion will continue to boost, and not only sustain a business.

Having been at GFL for close to 3 years now, I note that the majority of this industry's consumers are women. In the last one year at GFL, we have been actively hiring more women to our workforce. We believe that the organisation's workforce should represent the consumers we are catering to, and that's what we've been working on over the last few months.

**Gayatri and Rajeev:** How far along the DEI journey do you feel GFL has come?

**Abhay:** Although we have been thinking about what DEI means to us for a few years now, it is only a year ago that our synthesis of ideas led us towards imagining and building a programme to bring more women into our salesforce.

Most of our businesses are in urban areas, especially in metro cities. We wanted to launch the programme in this context so that when we start, we can support the team with infrastructure and logistics that could be a concern when launching in rural or not well-connected places. Hence, sales became a function that we wanted to focus on through this program as we thought it would be a conducive environment for women employees to thrive in.

We started off by collaborating with a few educational institutions for management courses so that we could hire women immediately after their postgraduate studies. We offered them thorough training in sales as well so that they can ease into the role.



**Mallika:** In terms of increasing women representation, each year we were making progress by 1%. We grew from 6% to 8% over FY 2022 to FY 2024. But last year we recorded an increase from 8% to 12% which meant a net addition of more than 140 women in our workforce.

This is a significant change and a step in the direction to be an inclusive organisation.

When you have 94% representation of employees who are men, then it is quite a challenge to change that and bring more women in. I'm grateful for the GFL team because they have been very steadfast in their commitment to not only hire more women but also make the workplace conducive for women to work and thrive in. They have challenged a lot of socio-cultural myths and barriers that keep women away from roles that are traditionally predominantly held by men. And GFL has set an example that it is not only possible to hire women in these roles, but they also reiterated how women employees can be so vital towards a business's growth and success through their subjective perspectives and ideas.

In terms of the targets for the current financial year, GFL's target was to increase women representation from 7% to 13% but they are ending closer to 16%, which is the biggest increase I have seen in any business. This was mainly because we did not see increasing women representation as a target but for us it was really about doing the right thing.

This has convinced all businesses at GAVL that if they even start by hiring 10-20 women, we are hiring more than 100 women across the value chain in the organisation.

**Gayatri and Rajeev:** What success/outcomes has GFL realised from diversity initiatives or best practices?

**Mallika:** There is a lot of talk around the increase in the educated workforce that is not fully employable. We decided to address that gap and started providing sales training to women in colleges during their studies itself instead of after graduating. We felt this would not only benefit these women but also it would benefit us and any other company that they join. And so, we tied up with a few educational institutions to make this happen.

Another key learning for us was that our aim must not be limited to women in college but also women returning from a career break, women



veterans, and homemakers as well.

Additionally, we also learnt that this work of increasing representation is about equity and not equality. We wanted to be mindful that we don't in any way suggest that our women employees are better than the men working with us or vice versa. Performance standards for all are common and their work is measured using the same metrics irrespective of gender. Because if we are not mindful of this, then we might lose the business case for increasing representation of women.

We also noted that women were not progressing to leadership roles even when their performance was good. We do have common leadership development programmes for all our employees. But we came to acknowledge that sometimes the socialisation of women to undermine their capabilities and hold themselves back continues to stay with them, even when they are excellent in their work. So, we decided to produce leadership development programmes just for women, where they can express their inhibitions and develop skills to speak up in spaces dominated by men.

**Abhay:** To me a key was learning that it is important to start this work of making a change and get the wheel moving. There is always so much planning involved about how to start; but it is only when we start that we realise how to move forward, and explore and make real the possibilities of hiring more women and making the work environment conducive.

In this process of integrating more women in the workforce, it was also important that their co-workers, who are mostly men, are allies and will not turn against them. And we did not want to make this limited to HR protocol, although our HR teams have been very supportive in making our workplaces conducive for our women employees. So, it was important that we ensured that all the employees in the workplace are respectful towards each other and are receptive towards guiding new women employees.

**Mallika:** Adding to Abhay's last point, it is important that the women joining us have role models. What GFL has done is increase representation at all levels within the organisation, which is commendable and necessary.

**Gayatri and Rajeev:** What are some of the major concerns that came up while working with women that GFL would like to focus on?



**Mallika:** Doing sales is not easy. There are good days and bad. But our women employees who came through our training programmes have affirmed that everything they learned during our training equips them with the confidence to do their work in sales everyday. Additionally, coming through our training program also meant that the participants were able to network with each other and build community amongst themselves. They always have their groups to fall back on whenever they encounter any challenges connected to their work in sales.

I am holding off on praising the feedback too much, because we can decipher concrete insights only after a year. But that is not to say we haven't had success stories. We highlight these not only to motivate our employees, but also to set an example for ourselves, on how we can do better, and to set an example for the food and agri industry at large, on how we can collectively make our field conducive for women to work and flourish in.

Something we heard a lot from the women employees we spoke to was that if they have a good line manager, they don't need anything more. Especially in the first few years of your career, it really matters that you have a responsible and respectful manager. Keeping that in mind, we have ensured that all our line managers are allies to the women in the team.

**Abhay:** What is significant to me here is that the feedback we have received so far has not been gender specific, but has been specific to the role of sales itself. Everybody wants a good line manager that supports them in growing in their career and doing better in their roles. I think that is quite a testament to the success of our training and hiring programme for women, and it means that there is much scope for this programme to scale up.

**Gayatri and Rajeev:** What is the company's position on extending current DEI frameworks towards making the workplace affirming for people with disabilities and people from LGBTQIA+ communities?

**Mallika:** Our current focus is on women. However, we have been in communication with agencies who could help us reach candidates looking for a job, who are also people with disabilities. That also means we have to simultaneously build on our infrastructure to support their needs in the workplace. We also have some people from LGBTQIA+ communities working with us, but the representation is not at scale as yet.



## Film: Godrej Foods - Empowering Women in India's Food Journey



Every meal begins long before it reaches the plate. On the farms where it is nurtured, in the factories where it is processed, and through the hands that deliver it to homes across the country. GFL celebrates the people who power India's food supply chain. With deep commitment and focused effort, it is creating opportunities for more women to thrive at every stage of this journey, fostering a stronger, more inclusive future for all. This is not just a story of resilience. It is a future being built, one meal at a time.



Scan and check out the film



## Burjis Godrej at the Tata Mumbai Marathon



“Doing the open 10K with Adventures Beyond Barriers Foundation (ABBF) was an incredibly moving experience. I had such strong feelings of joy and achievement when I saw the look of accomplishment on my jogging partner’s face as we crossed the finish line together!”

**Burjis Godrej, Executive Director, Godrej Agrovet Limited**

# INTERLUDE

## THE GODREJ ONE PROJECT

The Godrej One project is an ongoing oral history made by and about the people who work at the Godrej Industries group. This long-running initiative tells stories of inclusion and allyship from a wide range of our colleagues. Through this, we hope to create a new history of acceptance, change, and belonging at our century-old workplace. For this year, we focused on the themes of Care @ Godrej and Women in STEM.

Our colleagues featuring on the next page are (from left to right, top to bottom):

Jamini Baviskar (D&I Campus Consultant, Godrej Properties)

Shalaka Abhyankar (Talent Acquisition Specialist, Experience Centre)

Ramnath Vaidyanathan (Associate Vice President, Good & Green)

Christina Evers (Assistant Manager, Human Resources, Godrej Capital)



Scan this QR code to read their stories on our website









# THE YEAR IN DEI

## GODREJ CAPITAL

At Godrej Capital, inclusion is at the very centre of our operations, and we take immense pride in the diverse and talented individuals who make up our workforce. Our commitment to diversity, equity, and inclusion goes beyond just our internal culture; we are deeply focused on creating a broader societal impact. We understand that true inclusion requires not only fostering diversity within our organisation but also extending that vision to the communities we serve.

Moreover, our commitment to promoting gender equality is reflected in our efforts to hire individuals of all genders in key positions, ensuring that representation spans across all areas of the business, including front-end roles such as collections and sales.

For us, DEI is not just about hiring diverse talent; it's about creating inclusive offerings that cater to the unique needs of a broad spectrum of people. Our home loan for same-gender couples is one such initiative, ensuring that more people have access to homeownership. Furthermore, our recent launch, the AaroHi platform, is a holistic ecosystem designed to empower women by offering more than just financial support. It provides access to knowledge, employment, partnerships, and growth opportunities to help them achieve their aspirations.

With AaroHi, we are taking a significant step forward by creating a comprehensive platform that combines financial assistance, mentorship, business collaborations, and CSR initiatives. This initiative is dedicated to helping women overcome challenges such as limited social support, restricted funding access, lack of professional networks, and inadequate knowledge resources, enabling them to thrive.

We firmly believe that our company should look like the people we are supporting. We are not a business for a few; we are a business for all. By embedding inclusion in every aspect of our work, we not only do what is right for society, but we also position ourselves for sustainable success. Inclusion is not just the right thing to do; it's good for business too.

**Manish Shah**  
Managing Director and CEO, Godrej Capital

## PRIDE CAPITAL

### **Pride Capital Inclusive Career Fair: Empowering LGBTQIA+ Talent**

In June 2024, Godrej Capital, in partnership with the Tweet Foundation and Qknit, hosted the Pride Capital Inclusive Career Fair, an in-person hiring event focused on creating opportunities for the LGBTQIA+ community.

The event began with an address by Manish Shah, CEO, Godrej Capital, who reaffirmed our commitment to fostering a diverse and inclusive workplace. A dynamic panel discussion followed, with Bhavya Misra, Pankaj Gupta, Vishal Chandwani, Parmesh Shahani, who are all senior Godrej leaders, and Maya from the Tweet Foundation. Each shared deeply personal and lived-in shared insights on how we might empower LGBTQIA+ talent in our workplaces.

Rolie Breja, Executive, DEI Lab and Christina Evers, Assistant Manager, Human Resources, Godrej Capital, shared their work experiences, and highlighted Godrej's inclusive culture and support systems.

Through candid conversations and networking opportunities, candidates experienced our dedication to creating an equitable and welcoming workplace for all.

This was a milestone event for us, and reflects our belief in the power of inclusion to drive individual and organisational growth.







Manish Shah speaking at Pride Capital



Lab member Rolie Breja speaking at Pride Capital

## BE YOU INTERNSHIP 2.0

The Be You Internship at Godrej Capital offers a dynamic three-to-nine month programme designed exclusively for LGBTQIA+ people with the objective of converting internships into full-time roles. We offer opportunities across various functions like Marketing, Legal, HR, Risk, Analytics and Product Development with the chance to transition to a full-time role after the internship. Opportunities to work with us are offered regardless of one's former employment status. Over FY 2024-25, 50% of our interns have converted to full-time employment (FTE) at GC.

## #ALLYINBUSINESSGROWTH


On 17 June 2024, which is also MSME (Micro, Small, and Medium Enterprises) Day, we launched the #AllyInBusinessGrowth contest. This contest was directed towards supporting businesses led by women, LGBTQIA+ people, and persons with disabilities through financial assistance and recognition. Three businesses led by LGBTQIA+ and PwD entrepreneurs were chosen as winners. Each business received a cash prize of Rs. 2 lakhs to support their growth. We're committed to providing tangible support to underrepresented entrepreneurs in their journey towards success.



# EXPRESSIONS SESSION

Expression Sessions are a series of interactive meetings with our CHRO, designed for specific cohorts, including persons with disabilities, and women in sales. These sessions invite people to share stories, ask questions, and offer feedback in an engaging and supportive environment.

In each session, we make space for meaningful conversations to generate ideas and insights that can support individual and organisational growth. It's proved to be a brilliant opportunity to connect directly with leadership, and contribute to shaping a more inclusive and empowering workplace.




We are excited to invite you to join

## EXPRESSIONS

*Unscripted*

on 5 December at 4pm  
With



**Bhavya Misra**  
Chief Human Resource Officer

This is your chance to share your journey, thoughts, ask questions or simply listen as we explore experiences that matter to you and our organization.

It's unscripted, real, honest and more importantly it's about *you*.




## HOME LOANS FOR SAME-SEX PARTNERS

In August 2024, India's finance ministry announced that LGBTQIA+ individuals can open joint bank accounts and name their partners as nominees, which is a significant move towards realising financial equality for queer Indians.

At Godrej Capital, we recognised this need early, becoming one of the first companies to offer home loans to same-sex partners. Our home loan offering reflects our belief that everyone, regardless of who they love or live with, deserves access to financial opportunities that makes it possible for them to build a secure future. Through such initiatives, we aim to create pathways to financial independence and equality for LGBTQIA+ people.

This step is part of our broader commitment to financial inclusion, ensuring that love and identity are no barriers to achieving dreams.



The advertisement features the Godrej Capital logo at the top, which consists of a blue rectangle with the word 'Godrej' in white script and 'CAPITAL' in white sans-serif. Below the logo, the text 'A HOME LOAN THAT ACCEPTS ALL IDENTITIES' is displayed in bold, with 'ALL IDENTITIES' in a larger, pink font. Underneath this, a pink banner contains the text 'Godrej Capital Home Loans For Same-Sex Partners' in white. The background of the ad shows two men smiling and hugging in a modern, brightly lit interior. One man is wearing a black hat and glasses, and the other is wearing a blue shirt. A colorful, abstract graphic element is visible behind them. At the bottom of the ad, there is a small line of text: 'Financing through subsidiary, Godrej Housing Finance Limited. Loans extended for select projects at Lender discretion as per RBI/NHB norms. Visual media for representative purpose only. For more details, visit [www.godrejcapital.com](http://www.godrejcapital.com)'.



# CULTURE CAPITAL



Culture Capital Handbook is a guide to help employees navigate and thrive within the culture of Godrej Capital. It is a visual and interactive representation of our core values and our commitment to inclusion, innovation, and integrity. Through engaging illustrations and clear examples, the handbook brings the specifics of our culture to life in an accessible and meaningful way.

It serves as a practical resource, aligning our actions with the broader vision of who we are as a company. Whether you're looking for clarity on how to embody our values or simply seeking a reminder of the principles that drive us, the Culture Capital Handbook is meant to guide people in the field in building an inclusive legacy together. We will soon launch the handbook in regional languages, starting with Hindi.



Scan this QR code to  
access the handbook

## AAROHI LOANS: BRIDGING THE FINANCIAL INCLUSION GAP FOR WOMEN ENTREPRENEURS

Over 70% of women-owned MSMEs (wMSMEs) face a substantial credit gap, with an estimated unmet finance need of Rs 1.37 trillion (USD 16.67 billion) for wMSMEs in India. We've onboarded more than 250 women as channel partners across our network. Aaroahi has already generated Rs. 100 crore in business. We're targeting Rs. 1,000 crore by FY 2026 across 100 cities

Our Aaroahi Loans are an innovative financial product designed to empower women-led MSMEs by addressing their unique challenges in accessing credit. Barriers such as limited access to funding, insufficient credit history, unstructured operations, and low financial literacy often hinder possibilities for wMSMEs to grow and scale. Rooted in a gender-intelligent design philosophy, informed by insights from grassroots customers and channel partners, Aaroahi Loans is aimed at bridging these financial gaps with empathy and precision.

By offering features like flexible repayment options, zero processing fees, and tailored support for new-to-credit borrowers, Aaroahi Loans provides customised solutions for sectors with a high concentration of women-led MSMEs and self-employed professionals such as beauty and wellness, hospitality, and apparel.

"We are committed to fostering inclusivity and innovation across our portfolio," Shalinee Mimani, CRO, Godrej Capital, said "In the 45-day pilot phase, we have successfully disbursed close to 100 loans and are poised to scale this further with a multi-product, holistic approach. By going beyond lending, and through partnerships and collaborations, we aim to create an ecosystem that enables women entrepreneurs to thrive and contribute significantly to the economy."







Joining hands with  
Women Entrepreneurship Platform,  
an initiative by NITI Aayog,  
to champion women's growth  
ambitions with  
Aarohi Loans for Business.



Financing through Godrej Finance Limited at its sole discretion. Product TnC apply. Loan amount subject to company's norms, eligibility of borrowers and other factors. For more details, visit [www.godrejcapital.com](http://www.godrejcapital.com)



## AWARDS AND RECOGNITION

We're proud to share that Godrej Capital was recognised as one of India's "Best Workplaces for Women 2024: Top 100 (Mid-size)" for the second consecutive year. We were also recognised as the "Most Preferred Workplace for Women 2024-25" by Republic TV and Marksmen Daily, at an event where our CHRO, Bhavya Misra, was part of an insightful panel discussion on "Creating an Inclusive Culture for Women at Work." We are honoured to receive the Rotary DEI Pioneering Initiative Award 2025 for Pride Path. We also received the WOW workplace award by Jombay.



Rotary DEI Pioneering Initiative Award 2025 for Pride Path



Most Preferred Workplace for Women 2024



WOW Workplace Award 2025 by Jombay



## PRIDE PATH

Pride Path is a dedicated hiring initiative aimed at bringing LGBTQIA+ talent into key roles at Godrej Capital. Our campaign involved recruiting collections officers, including fresh graduates and individuals open to field collections, who are eager to work with us – making new space in this crowded field.

As part of our ongoing commitment to inclusion, Pride Path is designed to ensure that LGBTQIA+ professionals have the opportunity to lead, contribute, and shape the future of our organisation. Through this initiative, we successfully hired six LGBTQIA+ individuals who have joined our teams across various cities, strengthening our commitment to build meaningful LGBTQIA+ representation within our business.



The new Collections team hired through Pride Path at Godrej One



## ENABLE DIALOGUE

On 6th December, 2024, we acknowledged International Day for Persons with Disabilities alongside the first anniversary of our ENABLE Employee Resource Group. To mark this occasion, we hosted Enable Dialogue, an engaging event focused on inclusion and enablement.

It was truly inspiring to hear personal stories from our colleagues' parents and partners, which added depth and authenticity to the candid conversations we had around disability inclusion. Leaders from Godrej Industries Group and employees shared stories of their own, and a panel discussion deepened and enriched the conversation.

Lab member Pulakita elaborated that employees with disabilities can sometimes feel their requirements are too trivial, like asking for a desk closer to a washroom on account of weak bladder muscles. But these details can make the difference between a productive and unproductive work environment. She shared some of her favourite words, by Judith Heumann: "Some people say that what I did changed the world...But really, I simply refused to accept what I was told about who I could be. And I was willing to make a fuss about it."



At the Enable Dialogue hosted by Godrej Capital



Lab member Pulakita Mayekar speaking at Enable Dialogue



Manish Shah speaking at Enable Dialogue

## ENABLE INCLUSION PROGRAMME

We believe that inclusion is a skill that can be learned and practiced by everyone. That's why we launched the ENABLE Inclusion Programme, a virtual learning initiative designed to equip our employees with the knowledge and tools to become better allies to persons with disabilities.

Our programme offers flexibility, allowing employees to learn at their own pace while gaining a deeper understanding of the complexities of inclusion. It covers physical, sensory and intellectual disabilities, and provides a well-rounded view of the challenges faced by individuals with diverse needs.

A standout feature of the ENABLE Inclusion Programme is its focus on real-life case studies. These case studies bring theory to life, offering insights into workplace accommodations, building inclusive teams, and creating actionable strategies that can be applied in daily work.

### **ENABLE** Inclusion Program

E-module for learning about persons with  
disabilities and various etiquettes

## The 2025 Update: SheRises

At SheRises, our Women's ERG at Godrej Capital, employees come together to support and uplift our women colleagues. The group meets regularly to share information, discuss mutual needs, and brainstorm solutions to challenges. It also focuses on empowering women through informative sessions to enhance their skills and professional growth.

Last year, we launched the SheRises magazine, an annual publication that highlights the achievements of women at Godrej Capital and serves as a platform to celebrate their contributions. We hope the magazine is a step forward in our mission to create an inclusive and supportive workplace for all.





## FILM: ACCESS/ABILITY



To know more about disability inclusion at Godrej Capital, check out 'Access/Ability,' a documentary about the Godrej Industries Group's journey of inclusion, driven by the group's employees with disabilities and allies who are passionate about creating a more accessible workspace and world. The documentary showcases Godrej Capital making subtle but impactful adaptations to accessible office spaces for persons with disabilities. It expands to cover Godrej Properties' design commitment; and Pushkar Pendse's journey in Godrej Agrovet after he met with an accident that led to a locomotor disability.



Scan this QR to watch the film



## BIG WINS

We're committed to fostering a gender-diverse and inclusive workplace, especially in the traditionally male-dominated NBFC (Non-Banking Financial Company) sector. Our Women in Sales programme (WINS) highlights our dedication to empowering women in sales roles, driving both individual success and organisational growth. We actively support the success of women in sales, ensuring that opportunities are open to all qualified candidates regardless of gender.

To further support our diverse team, we offer programmes that benefit all employees, including menstrual leave, mentoring, and direct access to leadership. These initiatives are designed to create an environment where everyone can thrive, feel supported, and have the resources to succeed.

Through this programme, we celebrate the achievements of women in sales at Godrej Capital, while also recognising the contributions of all our team members.



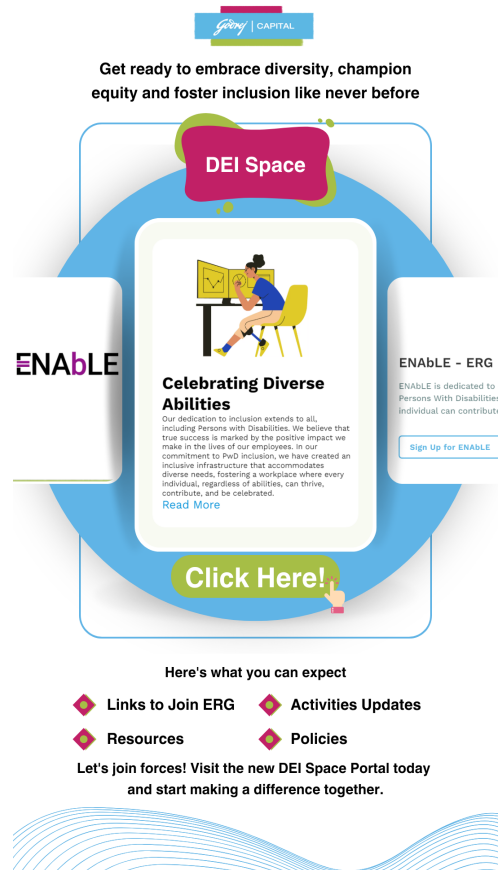
The WinS 2024 Batch with Pankaj Gupta, Bhavya Misra, Arpita Patnaik, and Shruti Kamath

# MAKING (DEI) SPACE

DEI Space is our internal website, dedicated to supporting women, LGBTQIA+, and PwD employee cohorts at Godrej Capital. This platform is designed to centralise resources, provide guidance, and create a space for empowerment and support.

The key features of DEI Space include:

- ◇ **Comprehensive support:** A one-stop resource center offering guidance tailored to the specific needs of these groups.
- ◇ **Relevant policies:** Easy access to up-to-date company policies that directly impact our cohorts.
- ◇ **ERG information:** Information about relevant Employee Resource Groups (ERGs) and how to get involved.
- ◇ **Action updates:** Regular updates on diversity and inclusion initiatives, progress, and future opportunities.



DEI Space also helps employees build strong networks of allies within the company, fostering a more inclusive and supportive work environment. We believe DEI Space will serve as an essential tool in strengthening inclusion at Godrej Capital.



# INTERLUDE

## **ROSHNI S IYER AND SUPRIYA NAIR ON THE YEAR GONE BY**

Roshni leads the Business Impact team, and Supriya the Research and Media team at the Godrej DEI Lab.

The DEI Lab is one of the most privileged vantage points you can have in the Godrej Industries Group. Over the last year, we've been fortunate to see how our peers in Group businesses have tackled DEI challenges — unique problems to which they are finding unique solutions. As a team that has the privilege of being Godrej representatives to corporate India at large, we've also seen the eagerness and enthusiasm with which our colleagues in other Indian workplaces have confronted a challenging year. In a world where the conversation around DEI grew mean and small-minded, we could strive not only to push back against the Great Regression, but also to deepen the rigour with which we advance inclusion.

For both of us, coming to the Lab had an element of stumbling upon an unexpected journey. Roshni had worked closely with two business teams on their DEI mandates. The opportunity to build on Godrej's legacy of inclusion with a team that would work on a new vision for the entire Group was too good to pass up. Supriya shifted from a career in journalism because the Lab experiment seemed like an unprecedented opportunity to learn about how a century-old institution translates its values into action. When we look back on the last year, we see our own mistakes and missed opportunities as we walked this path. But mostly, we've had the satisfaction of taking bets on new ideas and finding our voice as we tell the Godrej inclusion story to the world.

While you've read or will read about this journey in detail through the rest of this report, we want to highlight a couple of things that have created deep meaning for each of us through this work. Supriya went to

the Godrej Consumer Products factory in Malanpur early last year. One of the senior plant employees who enabled the visit, Amrit Verma, told her the story of how she became the first woman in her family to work when she joined GCPL in 1991. When Amrit-ji's mother heard that Godrej was setting up a factory in the area, she cycled from Gwalior to the gates of the site to hand over her daughter's bio-data. She had no idea of what the job might entail, but her trust in the Godrej name made her certain that her child would be safe, and thrive, with them. Supriya felt that this story represented, in microcosm, an entire history of modernity and progress in India. It holds the promise of a future that we cannot afford to let go of.

For Roshni, the journey of the DEI council, run by the Lab, represents progress for inclusion in a way that Godrej hasn't seen before. It has involved inviting our colleagues to share how they're solving problems, bringing external points of view into the conversation, obsessing over the targets we've set and how to achieve them meaningfully – and that's just for starters. In the room where the DEI council meets quarterly, emotions run high, debates begin out of turn, and breakthroughs come about. Through vulnerability and intellectual curiosity, we drive each other to do better. That, for Roshni, is Godrej at its best.









# THE YEAR IN DEI

## GODREJ CHEMICALS

At Godrej Industries Limited (Chemicals), as we work forward to build a strong business with a great team, we are equally focused on ensuring we make strides on diversity, equity and inclusion as well. In the current year, we have made focused efforts towards bringing in young women from various technical institutes at both our Ambarnath and Valia factories. This is crucial as the large part of our workforce is in the factories, hence moving the needle there is very critical for progress on women representation.

We have also been looking actively at several other dimensions of equity and inclusion, including gender pay gaps, women in leadership positions, tracking the engagement of our women population as well as ensuring all relevant positions are advertised internally to provide equal opportunity to all sections of our team. For next year, our focus will be on greater engagement with persons with disabilities and women veterans, and we plan to make strong progress there.

We remain committed to ensuring GIL Chemicals is a great place to work for people of all sections of society...keeping with the philosophy of "doing good while doing good business."


**Vishal Sharma**

Executive Director & CEO,  
Godrej industries Limited (Chemicals)


## DEI OVERALL 2024-25

Building on the strong foundation we have established over the years, the DEI journey at GIL Chemicals has progressed exponentially on several fronts in FY 2024-25. Broadly, the chemicals manufacturing sector continues to grapple with the challenge of being an attractive career proposition for women in STEM.

But that's where GIL Chemicals has made the biggest impact in its commitment towards advancing the representation of women in the chemicals manufacturing sector. We've made positive progress in making the field aspirational for young women, especially for those from education backgrounds in chemistry and chemical engineering. While the metrics and numbers tell one part of the story, the cultural transformation that is underway on several fronts - including on building an intergenerational workforce, re-examining traditional roles, strengthening leadership buy-in and collective responsibility - tells so much more.



**Our women representation percentage has doubled over the past two years, rising to 19% as of FY 2024-25. We are well on track to reaching 25% by FY 2027-28.**



A big pillar of our DEI strategy is tapping into the talent pool early on in women's careers and supporting their professional growth in the long term. Through our programme "FemChem," we've been able to create diverse talent pipelines with equitable hiring practices, while aligning with long-term workforce planning.

For the first time ever, in a single year, we conducted two dedicated walk-in drives for women in chemicals. We received an overwhelming response from more than 250 women participants in Maharashtra and Gujarat. While we abide by our recruitment and selection guidelines, we have also been open to genuine interest from outside this pool, and provide guidance on building a career in the chemicals sector. We finally selected 16 candidates who've joined us across different factory locations. These two drives indicated the supply-demand gap in this sector, as well as our

strong employer brand.

We have come to note that when the conversion or selection during walk-in drives isn't strong, employability potential is lower. Some key contributing factors for low conversion have been lack of opportunities, exposure and experience in the sector. Hence, we find it critical to provide training and internships in the chemicals sector to support chemistry graduates in learning core technical skills. This training aims to generate skill sets equivalent to that of diploma engineers, thus creating a talent pool for the entire industry.



The inauguration of We-Chemie

While recruitment provides an early momentum to our DEI journey, we believe it will fall flat without consistent efforts in culture building. Our leadership team has shown the way by engaging and communicating with not just women cohorts but also with the larger workforce and teams to sensitise everyone. From our executive committee and factory leadership to heads of functions and departments, all our leaders have played an active role in driving change across the organisation with monthly connects, both through one-on-one meetings and group forums.

Our efforts internally and externally have reaped positive results for us, with an exponential increase in employee referrals and inbound candidates. We have leveraged the employee referral policy as well as platforms such as LinkedIn and WhatsApp to a great extent.



## THE YEAR IN DEI

One enabling solution towards our goal to increase women's representation in STEM jobs has been the partnership between academia and industry. The We-Chemie programme by Somaiya Vidyavihar University and BASF, which helps women with a background in chemistry get ready for STEM jobs in the industry, has been a key factor in this



A We-Chemie batch visit to Ambernath



## FILM: Women in Chem: Catalysts of Change



In FY 2025, GIL Chemicals achieved a maiden record-breaking century by onboarding 100+ women. There's now a strong team of women showrunners on the shopfloor with 60+ women engaged in line functions. But this is not the end of the story, rather the journey of reimagining possibilities & breaking barriers has just begun. Our film, "Women in Chemicals: Catalysts of Change", through the stories of our women colleagues who are the catalysts of this change.



Scan the QR code to  
watch the film

## THE BIG SHIFTS

100% of our manufacturing functions now include a workforce with women representation. That's something we made possible for the first time ever this year. All our large functions now embody gender-diverse workforces at all employee levels.



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**For the first time ever in a financial year, GIL Chemicals onboarded over 100 women in FY 2024-25.**

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As of FY 2024-25, we've brought 108 women on board. Through FemChem, our inclusive campus hiring initiative, particularly, we have hired 40 women from dedicated campus and early career cohorts.

More than 60 women who joined us this year were engaged directly in the production line, either in managing shifts as shift-in-charge; or on the shopfloor. We continued to assign more women to functions such as quality, purchase and logistics. We inducted women for the first time in safety, electrical and instrumentation functions.



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**In FY 2024-25, women also joined more than 60 new roles, and debuted in 20 roles where the previous incumbents were men.**

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## PoSH

We have recorded a 100% percent completion of PoSH training on our virtual portal by our white-collar employees.

Additionally, we conducted in-person PoSH workshops for 900+ employees including white-collar, blue-collar, staff, and contractual employees.

## THE 2025 UPDATE: OUR VALIA PLANT

In FY 2024-25, the GIL Chemicals factory in Valia became a site that recorded many key DEI initiatives.

Part of this work included conducting multi-skill training for women in technical roles, as well as a detailed induction for new employees.

We organised monthly connects between women staff and the factory head, to understand and improve work culture and better meet the needs of the women on site. We also organised meetings between women staff and the senior leadership teams during their site visits to Valia. In order not to compromise on well-being and safety, we now provide accommodation for women staff working at Valia, and also have a team of women security staff, who patrol the premises.





The FemChem batch 1 at Valia in July 2024



Poonam Burman, CHRO, with women employees at the factory

## THE 2025 UPDATE: OUR AMBERNATH PLANT

### Comprehensive Induction Programme

Our centralised induction programme is designed to integrate employees into the organisation, providing a thorough understanding of company functions, safety protocols, and operational processes. This programme consists of a one-week induction, a three-month review, and an annual follow-up to ensure continuous engagement and development.





Nadir B. Godrej, Chairperson, GIG and Vishal Sharma meeting women employees at Ambarnath

As an integral component of the induction programme, we conduct quarterly knowledge exchange forums through which women employees are afforded the opportunity to share their insights and key learnings with the factory leadership, including the heads of Production and HR. It helps us foster a culture of continuous improvement and collaboration.

We conduct a structured, one-day training program called NEST or New Employee Safety Training. This program is specifically designed to familiarise new employees with the organisation's safety protocols, ensuring they are equipped with the knowledge and practices necessary to uphold a secure and compliant work environment.

To support the integration of new employees, we have additionally established a mentorship programme, where each new joiner is paired with a dedicated mentor for the first three months. This initiative ensures continuous guidance, fosters professional development, and facilitates a smooth transition into the organisation.

As part of our commitment to workplace safety, we also conduct safety induction sessions and provide employees with the necessary Personal Protective Equipment (PPE).



### Facilities and Support

We offer pick-up and drop-off services aligned with shift timings, ensuring safe travel to and from the workplace, with security personnel escorts. Women security guards are deployed across the premises, with CCTV surveillance installed for 24/7 monitoring, ensuring a secure environment for all employees.

Secure lockers are provided for employees to store personal belongings, and restrooms are available for use during breaks. We've also made on-site laundry services available, and dedicated washrooms are conveniently located near work areas for employees' comfort and convenience.

Our on-site health centre operates around the clock, staffed by a qualified female doctor and nurse, offering 24/7 support for any medical needs or emergencies. In addition, emergency sanitary pads are readily available to support the well-being of female employees, ensuring a safe and caring work environment for all.

### Engagement and Feedback Mechanisms

We organise monthly forums to provide updates, solicit feedback, and address employee concerns, with participation from our Factory and HR heads. A suggestion box is also made available for employees to submit anonymous feedback and suggestions, ensuring their voices are heard. To foster a collaborative and inclusive workplace culture, we regularly plan team-building and cultural events, offering opportunities for employees to engage with each other and network.

Through our internal mobility programme, we also offer employees the opportunity to explore new roles within the organisation. We believe this helps in facilitating career progression, skill diversification, and alignment with evolving professional goals.

### Accommodation Assistance

We provide assistance in finding suitable accommodation for employees near the factory to improve the commute.



We acknowledge that a supportive and inclusive work environment makes it possible for employees to maintain a balance between their professional and parental responsibilities. We also offer a dedicated on-site childcare facility, ensuring employees with young children have access to reliable care during working hours.

### Skills Training

As part of our internal audit, we've made it a point to dedicate support to employees to enhance their skills and effectiveness. We're constantly encouraging women employees to participate in external training programs and competitive events to enhance their skills, broaden their knowledge base, and advance their career trajectories within the organisation.

We're committed to supporting our interns in reaching their full potential by providing the necessary guidance and resources. Exceptional performance is led with an opportunity for continued employment with the organisation, promoting long-term career growth.

Additionally, we actively engage our women employees in campus hiring and other recruitment activities, to foster their confidence, provide professional growth opportunities, and empower them to contribute to the organisation's success.

To acknowledge employees' consistent engagement, we recognise exceptional contributions through prestigious platforms such as the Godrej Awards, providing employees with the opportunity to showcase their achievements and gain well-deserved visibility within the organisation.

### Event Participation

We offer employees the opportunity to actively participate in a range of sports activities, contribute to events, and take on roles such as event anchoring. We believe it helps us promote a well-rounded and inclusive work culture that supports both professional development and team cohesion. We ensure the active inclusion of women employees in key committees at work, such as the Canteen and Sports Committees, inviting their valuable insights and perspectives, and fostering a more inclusive and collaborative decision-making process.



### 5S Home Activity Recognition

As part of our 5S initiative, we recognise and appreciate employees for their efforts by visiting their homes, accompanied by senior leaders. It allows us to acknowledge their commitment and implementation of our principles in their personal spaces, in the presence of their parents, to further boost morale and celebrate their achievements.

### Employee Engagement with Leadership Teams

We offer employees the opportunity to participate in town hall sessions with the CEO, where key business strategies and updates are discussed. These forums also provide employees with a platform to raise concerns, ask questions, and engage in direct dialogue with leadership.

During visits to Ambernath, employees are provided with the opportunity to engage in exclusive one-on-one sessions with our CHRO, Poonam Burman. These sessions offer a confidential space to discuss individual concerns, provide feedback, and explore opportunities for personal and professional growth within the organisation.

### Employee Stories from Ambernath

Godrej welcomed its first batch of 10 women interns, all fresh graduates with no prior work experience. We loved their eagerness to learn, capacity for observation, and noted that they were excellent listeners.

As time passed, they grew more comfortable with their coworkers and our environment. Their interest in learning and willingness to take on challenges impressed the management, who offered them roles as temporary associates. It boosted their confidence and encouraged them to take on more responsibilities.

On the shop floor, these women quickly adapted and began working independently with minimal supervision. They showed incredible enthusiasm, even working in rotational shifts. Their success prompted the management to hand over the GDP department to them! These women, who started as fresh interns, are now confident, capable professionals at GIL Chemicals. Their journey has set an inspiring example for other young women, showing how dedication and determination can lead to great success.







### Sheetal Vaibhav Sonar

"I joined the FSP department on 15th February, 2024 as an intern and later became an Associate in AOS on 22nd July, 2024. During my time here, I've been fortunate enough to be a part of the safety department, which has been a dream come true for me. I'm also thrilled to be pursuing the ADIS course, and I'm currently in my first semester."



### Neha Tawade

A chemical engineering fresher, Neha Tawade joined as an Associate in the production department at GIL Chemicals', Ambernath unit in August 2023. Neha had the opportunity to learn on-site operations, production planning, and work management in all three shifts of a working day. Neha affirms that she received positive support from the team she works with. She also received genuine feedback and motivation from her reporting manager, which helped her make her own decisions while working at the plant. Within a year, she's taken on the role of Senior officer.

She tells us that her experience of being the first woman shift officer in production at our company has been extremely gratifying.

### Nikita Sachin Kurade

"I commenced my journey as an Officer in Quality Assurance at GIL Chemicals Ambernath, where I have focused on meticulous attention to detail, a strong passion for quality, and effective collaboration with various internal departments.

I sincerely appreciate the support I have received from the entire Ambernath Team. Their encouragement has played a crucial role in my professional advancement.

The organisation has acknowledged my contributions with awards like the Chem Star and Silver Nomination, which highlight the significance of my daily effort.



This journey represents not merely a job, but a chance to establish a long-term career and to contribute significantly to the overall success of our organisation. As a woman professional, I take pride in being part of a diverse and inclusive workforce that fosters innovative perspectives."

## FEMCHEM



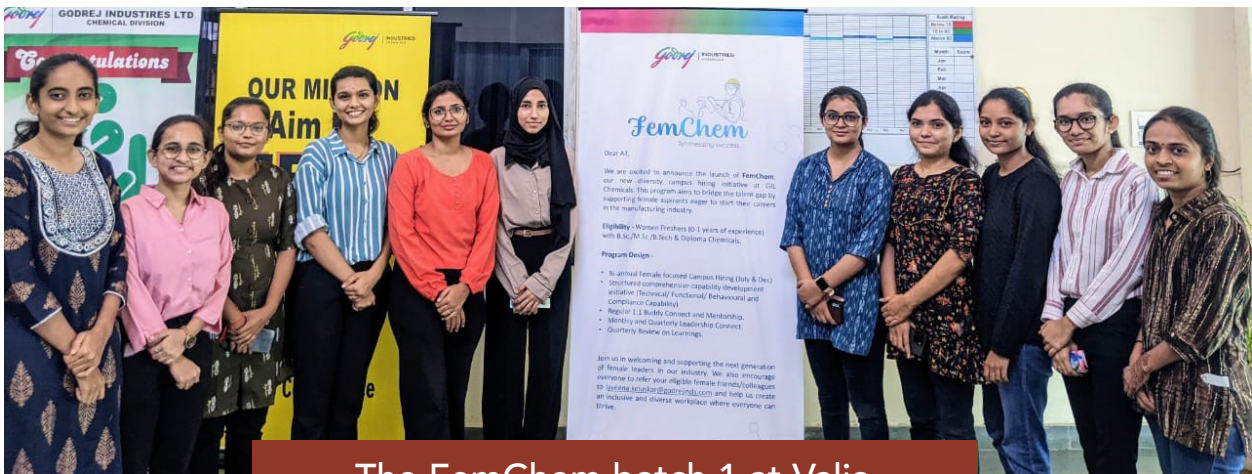
We recently introduced "FemChem," our inclusive campus hiring initiative. This programme aims to support women aspirants eager to start their careers in the chemical manufacturing industry. We think of it as more than just a hiring initiative; it's a comprehensive programme that aims to empower and support women in the field of manufacturing, and to advocate for next-generation women leaders.

Campus drives are conducted twice a year, in the months of July and December. In 2024, we'd approached a few colleges in Mumbai and nearby locations with our idea. The first batch, consisting of 20 talented women, joined us at our Valia and Ambernath sites in July 2024, and the second batch joined us in December 2024.

This cohort has completed a planned structured capability development training focusing on technical, functional, behavioural, safety and compliance adherence. Regular buddy connects and mentoring are also provided for personalised attention and support. Our new colleagues also have regular opportunities to engage with our leadership team. To track progress and ensure continuous improvement, the programme includes quarterly connects and reviews focused on learning outcomes and skill development. For us, FemChem is not just about hiring; it's about creating a culture where everyone feels valued, respected, and empowered to reach their full potential.



The FemChem batch 1 at Ambernath



The FemChem batch 1 at Valia

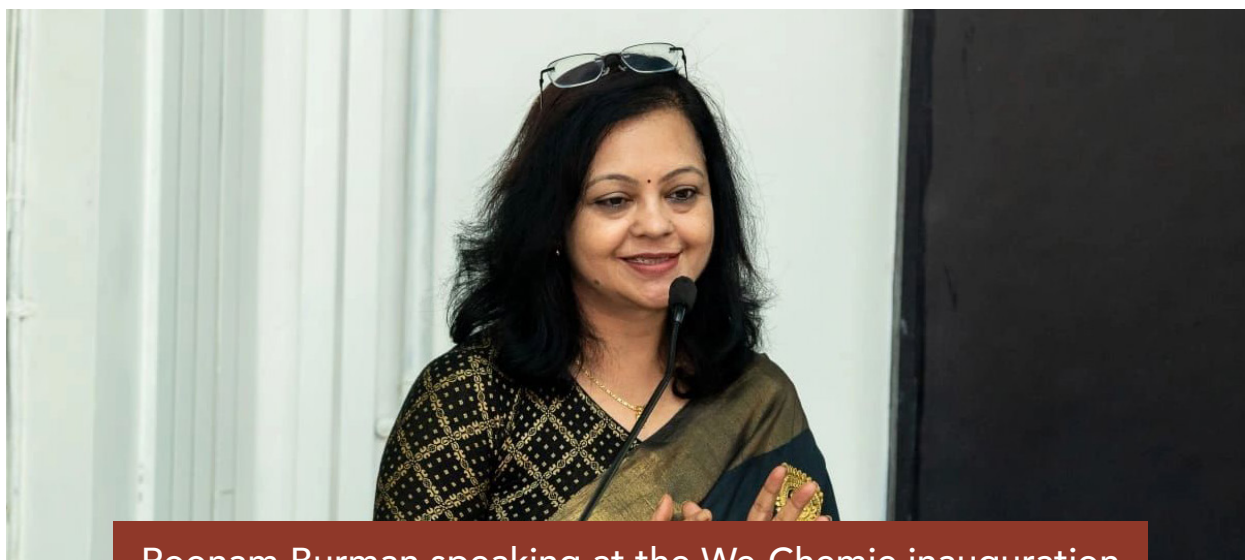


The FemChem batch 2 at Ambernath



## Poonam Burman speaks to Soumyajit Pradhan on the Chemicals DEI journey

Poonam Burman is the CHRO at GIL Chemicals and Soumyajit Pradhan is Deputy General Manager (Human Resources) at GIL Chemicals.



Poonam Burman speaking at the We-Chemie inauguration

**Soumyajit:** What is your definition of diversity and inclusion? What does it mean to you?

**Poonam:** For me diversity is when each human being irrespective of caste, creed, economic or social background, sexual orientation, disability – i.e., any human being feels supported in achieving the highest human potential. Creating that environment, that culture which is enabling goes a long way. I also understand that we can't do everything in one go. So, we need to take focused steps to enhance workplace diversity and here at GIL Chemicals we are starting with gender. We are also taking baby steps towards building a workplace with more PWD & diverse gender and sexual identities. I firmly believe that "diversity is a fact – inclusion is an act."

**Soumyajit:** What has influenced your thinking around DEI and motivated you to get involved in being an advocate for change?

**Poonam:** My personal purpose or philosophy of life is challenging the status quo for a better future for humanity.

Firstly, I do that by bringing diverse human beings from different backgrounds to create a better future together. I firmly believe that a single individual alone cannot gain all possible perspectives on their own. They need diverse individuals in and around them for diverse perspectives. And further, this is the only way of doing business, with sustainable growth. Because a business should be consistently connected with customers of different perspectives, and co-create products which are of value for a diverse set of customers. This links back to a key pillar of the Godrej business strategy – people and the planet alongside profit. And DEI is reflected consistently across GIL Chemicals' Purpose, Vision, Strategy and Action plan.

**Soumyajit:** How far along the DEI journey do you feel GIL Chemicals is at?

**Poonam:** We are somewhere mid-way in our DEI journey at GIL Chemicals. Having said that, the biggest unlock that has happened is the alignment that each one of us is responsible for enhancing diversity and being inclusive. It's not just the DEI metrics of which we're mindful. It's our collective role in creating a culture where all of us believe that DEI is integral to doing business sustainably over the long term. What I see is that some inertia has been taken care of through consistent efforts across the organisation. Now it's a matter of replicating our best practices and taking it everywhere while being mindful of the challenges and course correcting as and when required.

**Soumyajit:** What success/outcomes has GIL Chemicals realised from diversity initiatives or best practices?

**Poonam:** Externally, we have leveraged the industry-academia collaboration to build a strong partnership that ensures we have a good talent pool. Internally we have created a robust mechanism of ongoing deep-stay connects with women, done monthly by leadership and the HR team. Further we have created a customised onboarding programme to bring them up to speed with the intricacies of the chemicals business.

The biggest win for us has been the creation of the mindset of owning the DEI agenda. So, DEI is not something that is driven only by HR but owned by the whole business. Now that we have tested the waters through pilot initiatives, everyone is confident that this is an imperative for sustainable business. The second big win is the acceptance of DEI interventions by the traditional workforce of our manufacturing setup,



and how welcoming and supportive they have been for the newer workforce primarily comprising women. Together they have helped create a culture which is more inclusive. And the third big win is we have moved the needle significantly in gender diversity representation from 13% a year ago to 18% in December 2024 and we will be close to 20% in March 2025. For the first time, all functions and all levels have gender diversity representation.

**Soumyajit:** How have you gotten the entire organisation on board the DEI journey at GIL Chemicals?

**Poonam:** Culture building starts from the top with senior leadership buy-in. The best and most effective way of onboarding the entire organisation on DEI is by communicating the 'Why' clearly and consistently. Why and then how will it help the business, how does it contribute to building a sustainable business.

Also, what has helped us is demonstrated success through excellent execution. When we started the pilot at Ambernath, we went from 4 to 40 but that's not the whole story. The real deal lies in the minutest of the details that we took care of. Everyone clearly saw the benefits when all the business metrics in the respective functions remained the same instead of any adverse impact. Further what has kept the ball rolling is the camaraderie that has been built across all the locations with the coming together for events and celebrations and positive interactions. We felt that this should be replicated. Hence, we doubled down on this at Valia and plan to do the same at our two recently acquired sites.

**Soumyajit:** What would you consider to be the most challenging thing about implementing and translating the DEI vision into reality?

**Poonam:** The first is building the infrastructure and ecosystem within and beyond our factories, because when done at scale it requires significant investments and that takes time and effort. We have overcome this by designing and implementing customised and nuanced support systems & policies and we have taken a phased approach for that.

Next, although not a challenge but an ask that I have from the diversity talent we hire is that of mindset. They should be prepared to be evaluated on the same high standards of performance and job role expectations as the traditional or regular workforce. There are no shortcuts. And they should be ready to take on challenging and different



assignments. And that's how there will be better acceptability in the organisation, be it field roles in sales or manufacturing. We can ensure equity by allocating resources and opportunities. However, when it comes to performance then we view it from the lens of equality. Hence continuous communication is important with this cohort.

**Soumyajit:** What is the best piece of advice for getting started with the DEI journey in the chemicals sector?

**Poonam:** I understand that the diversity representation in chemicals and manufacturing is low and somewhere between 8% to 11%. However, enhancing it is definitely doable. To begin with, industry leaders who are invested in DEI should start with why when it comes to communicating their DEI vision. Next, they need to build a robust talent pool by actively partnering with academia, because readymade talent pools will not be available due to historical reasons. Also, they need to create a supportive system which is inclusive and create a customised learning and development plan specific to the women cohort. And there is no reason why women cannot be deployed in any role. Having done all this, it is just a matter of taking it forward with confidence and being consistent about it.



## Advancing Women in Chemicals 2025

On 12 March, 2025, Godrej Chemicals acknowledged International Women's Day with an event entitled "Advancing Women in Chemicals" organised through our annual CNOW (Chemicals Network of Women) Dialogues, powered by SheMaker. This collaborative initiative, presented by Godrej Chemicals and People Konnect, offered an exclusive platform for women in chemicals to connect, share insights, and drive meaningful change within their organizations.

The day began with a knowledge sharing session led by Poonam Burman (CHRO, Godrej Chemicals) followed by Vishal Sharma (ED & CEO, Godrej Chemicals) sharing his perspective on DEI and the 2028 Roadmap for Godrej Chemicals

Dr. Achala Danait (Dean, Strategy & Industry Partnerships and Director, Somaiya Institute for Research & Consultancy (SIRAC) in Somaiya Vidyavihar University, Mumbai) delivered the Keynote on Women's Role in Shaping the Future of Chemicals, encouraging women to participate in transforming the industry. She also shared her inspirational journey across industry and academia.

We also had a thought-provoking panel discussion on Advancing Diversity and Inclusion in Line Functions in Manufacturing. Anjali Gulati (Founder, People Konnect) moderated the panel discussion. The panel members were: Brinda Alankar (Lead - Sustainability, Tata Chemicals); Manjari Sharma (Head - Packaging, Henkel); Swetha Rane (Head - Sourcing, Godrej Chemicals); Parmesh Shahani (Head - Godrej DEI Lab); and Poonam Burman. Collectively, this panel brought together varied perspectives that inspired action. They spoke about breaking stereotypes, leading with empathy, and the potential of mentorship, and further declared the pressing need to diversify workspaces.

R. Sanjiva Kumar (Head- Supply Chain, Godrej Chemicals), delivered the closing message and shared his reflections on what it might mean for the chemicals sector to increasing representation of women in the industry.

We also screened a special film "Women in Chem | Catalysts of Change" that discusses how Godrej Chemicals is making STEM related career options conducive and affirming for women, particularly for those from a chemistry and chemical engineering background. There has been a

2X increase in women representation in 2 years at Godrej Chemicals, currently positioned at 20% which outperforms the industry average of the Chemicals sector. While the metrics and numbers tell one part of the story, there is so much more to it when it comes to the cultural transformation that's underway on several fronts. And that's what we capture in our film, through the stories of our women colleagues who are the catalysts of this change.

In FY 24-25, Godrej Chemicals achieved a maiden record-breaking century by onboarding 100+ women. We also have a strong team of women showrunners on the shopfloor with 60+ women engaged in Line Functions.

This event for us is not the end of the story, rather the beginning of a journey towards reimagining possibilities and breaking barriers in the Chemicals industry.





# Advancing Women in Chemicals 2025



Snippets from Advancing Women in Chemicals Industries, March 2025





## INTERLUDE

# ANMOL AND PAAVAN ON HOW ASSISTIVE TECH HAS MADE A DIFFERENCE

Anmol Sonthalia and Paavan Malhotra are part of the Business Impact Team at the Godrej DEI Lab.

Assistive Technology is a term for any assistive, adaptive or rehabilitative hardware or software which is primarily used by people with disabilities. It is used by people with varying needs: for example, a wheelchair may be used by an elderly person, or a person with a temporary impairment, like a fracture, as well as by a person with disabilities who needs a long-term mobility aid. Other kinds of assistive technology hardware or software might include keyboards with large keys for people with limited hand functions; screen-readers for people with visual impairments; or text-to-speech devices that help clarify communications for people with speech impairments.

### **Anmol:**

Living with a hearing disability is not easy, but assistive technology has made my life better. Using hearing aids helps me hear sounds and converse with people. It gives me confidence to communicate in daily life.

Even though my hearing aids are helpful, there are still some problems. Sometimes it's hard to hear in noisy places, and the devices are expensive. Battery life and maintenance are both challenges.

Working in a corporate office creates further complexity. During our meetings or group discussions, it becomes difficult to follow conversations, especially when multiple people are speaking at once or when the room is noisy. Virtual meetings like Zoom or Teams can also be tough without proper audio support. Sometimes I miss out on small but important information, which can affect my work.

But the technology's improving every day. I'm excited by features like live captioning in real-time, and AI-based transcription tools are helping people like me understand conversations better.



**Paavan:**

I can't even think of living without assistive tech. I am able to use a computer and phone using a screen-reading software, JAWS on windows and Voiceover on an iPhone.

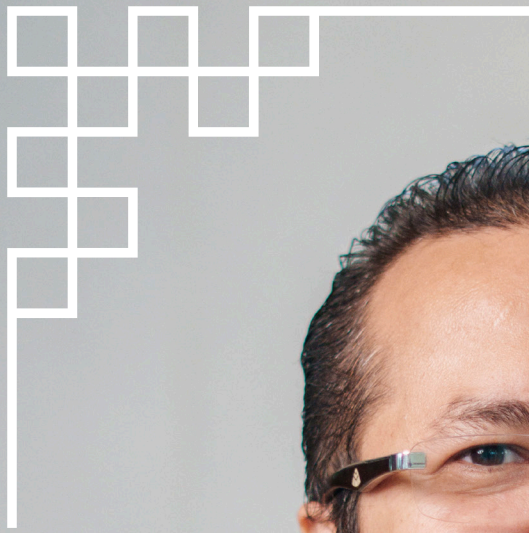
I mainly use JAWS (a screen reader program for Microsoft Windows) on a Windows laptop for work. It makes most features of Excel and Outlook accessible, but a few things like Outlook's calendar feature, or macros in Excel, remain inaccessible. Power BI, an intuitive data visualisation software, is completely inaccessible.

A few things can be solved for: believe it or not, the Outlook calendar is very good on a phone. Others clearly need long-term accessibility solutions.

I believe assistive technology can enable people with disabilities to independently use or do things which otherwise, can be difficult or impossible for them to use or do. The use of assistive technology alone does not make every kind of access equitable. Having a wheelchair may allow a person with a locomotor disability to navigate an unfamiliar building – but if the building has stairs and no elevator, that's deeply limited access. Assistive tech is just a part of a broader infrastructure and culture that needs to be accessible, and make things accessible, for everyone.









# THE YEAR IN DEI

# GODREJ PROPERTIES

# LIMITED

At Godrej Properties Limited, diversity, equity and inclusion form the core of our mission—to create spaces that enable everyday joy for every individual, community, and family. Our journey toward inclusivity is anchored in our belief that diverse teams foster innovation, drive better decision-making, and create environments where everyone feels seen, heard, and valued.

As part of our long-term vision, we remain deeply committed to cultivating an inclusive workplace where diverse identities, experiences, and perspectives thrive. We are continuously working to build representation from these cohorts in line roles (e.g. sales, civil execution, cc) through focused career growth and development opportunities.

Our DEI initiatives, including inclusive policies, collaboration with community organisations, and employee awareness programmes, help us meet and surpass our goals. From pioneering programs like Collective of Real Estate Women (CREW), our gender-affirming policies, and the innovative 'ThisAble Me' initiative for Persons with Disabilities, GPL strives continuously to foster equity, drive meaningful change, and create lasting impact.

Together, we are building a future where everyone belongs, and every voice matters.

**Gaurav Pandey**

Managing Director and CEO,  
Godrej Properties Limited



## HIGHLIGHTS:

- ◇ 38.6% of our workforce now comprises, cis-women, LGBTQ+ people, and people with disabilities – a 7.7 percentage point jump from last year
- ◇ We've reached 35.2% women representation – not just keeping to, but exceeding our "35% before '25" commitment! Our LGBTQ+ representation has grown to 190+ employees, including 65+ new FTE hires from the community. Our PwD representation has doubled since last year, now crossing 150+ employees across roles
- ◇ We've gone from 1 to 12 all-inclusive model sites, where diversity isn't just a goal – it's the norm

## Policies

- ◇ A pan-India creche policy – so working parents don't have to choose between their careers and caregiving
- ◇ A refreshed gender affirmation policy, with 10+ transgender individuals already accessing these benefits
- ◇ A POSH SOS Helpline – because safety and support should never be out of reach
- ◇ Maternity EAP support (Humm Care) – because returning to work after maternity leave shouldn't feel like starting from scratch
- ◇ A pay gap parity study – because if we don't measure it, we can't fix it
- ◇ We offer 100% daycare cost reimbursement for up to three children (6 months–6 years) and access to 7000+ ProEves centers, supporting all parenting journeys – including adoptive and commissioning – with flexibility and ease



## Accessibility

- ◇ 9 fully accessible sites – because inclusion should be built into the foundation, not added as an afterthought
- ◇ 12 Silent Sites – where speech and hearing-impaired employees work alongside ISL interpreters in support roles
- ◇ Job analysis and disability mapping to move from “can they do this?” to “how can we enable them to do this?”
- ◇ 14 ‘Walk The Talk’ accessibility audits – where employees experience our spaces the way persons with disabilities do, leading to real change

## Careers

- ◇ A Pride internship programme – 50% conversion to full-time roles
- ◇ The PwD-focused ThisAbleMe Internship
- ◇ Virtual Career Compass sessions with LGBTQ+ and PwD job seekers across Tier 1 & 2 cities

# Delivering on “35% Before 25”

## Commitment to Representation

In 2023, we made a bold and public commitment to achieve 35% cis-women representation across our organisation by the end of FY 2025 – a goal we called “35 before 25.”

We are proud to report that this milestone has been achieved ahead of schedule, with our current representation standing at 35.2%.

### Enabling the Shift: Sustained Action

Our achievement is the result of consistent, thoughtful interventions that focused on both representation and retention:

- ◇ A special focus was placed on women's attrition, with weekly calls involving all zonal teams. These discussions identified resignation triggers early and enabled timely, corrective actions.
- ◇ As an outcome, we achieved a 4-percentage-point reduction in regretted attrition among women – from 19% last year to 15% year-to-date.
- ◇ 24% of regretted resignations were successfully reversed, underscoring the impact of timely and empathetic interventions.
- ◇ Gender sensitisation programs and inclusive leadership workshops helped embed an inclusive mindset throughout the organisation.

### Our West-East zone inspired us by setting a benchmark!

We're so thrilled to share that we've achieved 50% gender diversity in our West-East Zone – a first for our company and a landmark moment for the Indian real estate industry.

One of the experiment behind this success was WEZ's Masked CV initiative, aimed at eliminating unconscious bias during hiring. Personal identifiers were removed from resumes, and profiles were rebranded with neutral IDs before being shared with hiring managers—ensuring that shortlisting decisions were based purely on skills and experience.

This approach led to a significant improvement in hiring diversity across functions, making the process more equitable and inclusive.

- ◇ In addition, nine of our sites have achieved equal gender representation, reflecting true inclusivity at the ground level.
- ◇ Six sites have been developed as model accessible sites, reinforcing our commitment to universal design and equity in workplace infrastructure.



## CREW LAUNCH

No, we weren't involved in that hit Hindi film of the same name. But just around the time Indian moviegoers were falling in love with a buddy comedy about three intrepid working women, in April 2024, we launched CREW, which stands for "Collective of Real Estate Women." The intent was to build a platform that makes it possible for women in real estate, construction, and allied sectors to connect with each other, facilitating opportunities for collaboration, knowledge sharing and professional development. CREW is also part of our effort to manage a strong talent pipeline across key functions, with particular emphasis on diversity and inclusion.

Through CREW, we hope to facilitate an increase in representation of women in real estate, help build business networks for women, and make it possible for them to succeed in leadership roles in the industry.



Collective of Real Estate Women (CREW) launch

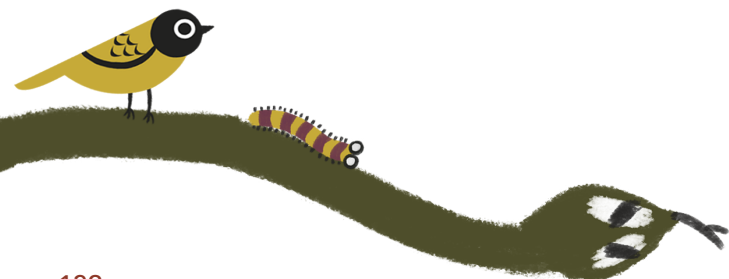
## CREW West-East Zone

Our launch event in Pune was attended by over 400 women, and in Ahmedabad by over 150 women. At these events, our goal was to raise awareness about the objectives of the programme and facilitate focused engagement activities.

Through targeted outreach and promotion, we built a talent pool of over 900 women in this zone. After the launches, we conducted hiring drives, and invited 50 direct interviews from the CREW database. We found ourselves 13 full-time employees (26%) and 8 contract employees (16%): a 42% conversion rate, conducted particularly across our design, operations, and sales verticals.



CREW's West-East Zone launch in Pune, Maharashtra



## CREW North Zone

Our launch event in the North Zone was attended by over 380 women including internal and external participants. We organised panel discussions with industry leaders around themes of inclusivity, innovation, and talent nurturing as key forces for real estate's future. The event concluded with a well-received stand-up comedy session. It strengthened our efforts to facilitate collaboration and networking within the real estate field, and generated enthusiasm and interest for future CREW initiatives across India.

## South and Mumbai Zone

We've also expanded our CREW launch to the South Zone and Mumbai Zone.

### CREW, Mumbai

The CREW Mumbai chapter launch witnessed over 200 attendees, including 95 internal employees and 100+ external participants.

The event began with a thought-provoking keynote by Priyansh Kapoor, who emphasised GPL's commitment to creating an equitable workspace for women and outlined ongoing initiatives. Following this, a panel discussion featured Shrayana Bhattacharya, Senior Economist, World Bank), who advocated for collective action to feminise workspaces, and highlighted the importance of personal choices for women in their careers. Samira Gupta shared insights as a coach on the importance of continuous education and upskilling for women. Priyamvada Navet reflected on her journey at GPL, while Urvashi Panchal highlighted the value of diverse teams.

Stand-up comedian Anu Menon brought humour to the stage and the proceedings. The session also included inspiring experience-sharing by women employees, such as Madhura Navare, DGM, Sustenance Sales who spoke about breaking stereotypes as a woman in channel sales. Some of the other employees who shared their experiences were Dhara Gandhi, DGM, Sustenance Sales, Orina Dsouza, SM, Regional CC Head - MMR1, and Shruthi Nayanar, DGM - PD.



## THE YEAR IN DEI

The event concluded with a lively Mentimeter session led by HR head Joy Ekka, capturing our audience's pulse and engagement.



CREW's, Mumbai Zone launch at Godrej One

## CREW, Bengaluru

CREW Bangalore kicked off with an inspiring start, bringing together 200+ industry professionals and leaders in a powerful step toward reshaping the future of real estate – one where women lead, grow, and thrive.

Megha Goel, CHRO, spoke about the vision behind CREW and the strides we've made so far, emphasising the importance of representation and community in accelerating change. She also highlighted GPL's DEI efforts in the South Zone, reinforcing the company's commitment to driving tangible progress.

Debleena Banerjee, Strategy Head South Zone, moderated a panel: "Redefining Success: Navigating Growth & Leadership as Women in Real Estate." It brought forward diverse perspectives from panelists Shwetha Pai, MRICS, Shilpa Shree Venkatesh, and Dhanya Kartha on what success means for women in real estate today, how to balance career and personal growth, and the challenges of stepping into leadership roles.

As the evening progressed, stories of ambition, resilience, and breaking barriers took centre stage during The Growth Grid, where women shared career-defining moments, personal milestones, and experiences of navigating challenges in the industry. This collective exchange of experiences reinforced our shared commitment to building something bigger together.





# CREW 2025:



Panels at CREW Conclave 2025





Megha Goel, CHRO, GPL addressing event attendees


# PARITY STUDY

## Key Insights


Real estate and construction have long been bastions of male dominance. In 2024, we took a bold step by launching CREW – Collective of Real Estate Women – to empower women professionals in the sector. What began as a spark has grown into a national movement with local chapters across the four metros.

At GPL, we remain committed to ensuring that traditional gender norms in the sector do not shape our organisational practices. Over the past three years, we've maintained fairness in performance ratings, promotions, and increments across both male and female employees. However, we continue to inherit the gender pay gap from the sector, especially through new hiring.

The gender pay gap has multiple anchors of divergence. At the organisational level, it is shaped by factors such as inequitable pay for equal roles, inconsistent assessment practices, and imbalanced representation across levels. At an individual level, it is often influenced by life-career tradeoff phases for women such as childbirth and elder care. In 2024, a World Bank report highlighted that globally, women earn just 77 cents for every dollar earned by men. In India, this gap stood at 28% as per the 2018-19 labour force survey data from the National Sample Survey Office (NSSO).



**At GPL, our gender pay index currently stands at 66%. This translates to a comparison of average earnings between men and women at GPL, not accounting for factors that may influence pay such as experience, education, and role. Representation has a significant influence on this figure – while women make up 33% of our workforce, their share declines at higher levels: 33% at Level 1, 22% at Level 2, 15% at Level 3, and 8% at Level 4.**



Our tracking has also revealed that pay gaps tend to widen among women 30 years of age and above. We've found this to be linked to life events like marriage and caregiving responsibilities.

When adjusted for level – which brings in representative variables of role, education and experience – the gender pay index improves to:

85% at Level 1

92% at Level 2

87% at Level 3

94% at Level 4

## **Our Focus Areas**

We want to bridge the gap for our existing employee base by giving correctional hikes for low-pay equity cohorts where women are paid lower than the male median for a comparable job. This has been built into our annual compensation review exercise in April 2025. The recommendations aim to close the gap for our high performers in one year and for our steady performers over 2-3 years. This will be supplemented by ensuring women's incoming pay aligns with the market standards for equivalent roles, so we can inherit lower pay gap year on year. However, even with absolute pay parity, the gender pay index can only be 100% if representation was increased proportionately. We want to target greater representation in leadership and core functions. Strengthening our return-to-work policies as well as caregiving policies will help us support women over life transition periods, enabling them to stay in the workforce.

## **VETERAN HIRING**

Our Military Veterans Career Progression Plan outlines a structured approach to integrate veterans into corporate roles. Through this programme, we recognise the unique skill sets veterans bring to the workplace, including their ability to perform under high-pressure environments and their strong value systems. However, it also identifies capability gaps veterans may face, including difficulties in adapting to collaborative leadership styles and influencing without authority.

As part of the initiative, five veterans were hired into key business



functions, including sales, marketing, and customer centricity (CC). To bridge their capability gaps, GPL introduced a comprehensive development framework, including structured learning programmes focused on both functional and behavioural skills.

This covers areas such as real estate introduction, Integrated Financial Module (IFM), sales, and data analytics training. The programme features stint-based career trajectories with regular, mid and end-point reviews, ensuring continuous feedback and growth. Each participant is supported by mentors and managers, who provide guidance and oversee progress. This initiative reflects GPL's commitment to fostering an inclusive environment by enabling veterans to thrive in corporate roles.

## RETENTION EFFORTS

We have been laying emphasis on retaining women employees by conducting weekly calls on women's attrition with all zonal teams. Through these discussions, we aim at addressing and mitigating resignations by identifying potential issues early on and taking corrective measures wherever necessary.

As a result of these ongoing efforts, we have successfully retained 28 women employees which accounts for a 25% retention rate. Our goal is to ensure that as we work to increase the representation in the workforce, we are equally focused on retaining the talent we already have.

## PRIDE MONTH CELEBRATIONS

During Pride in June 2024, we relaunched our Gender Reaffirmation Policy. We increased our coverage to Rs. 6 lakhs per employee for gender reassignment surgeries and hormone replacement therapy (HRT). Through these policy framings, we want to reaffirm our support towards transgender and queer employees.

We organised a "Queer Bazaar" where we hosted 14 queer-owned businesses that offered a variety of products including food, handcrafted crocheted items, perfumes, apparel, and jewelry. To support community-owned small businesses, stall fees were waived. With over 250 buyers in attendance, the bazaar significantly boosted the visibility and reach of

these businesses.

At large, the Queer Bazaar was a marketplace that embodied solidarity and affirmed inclusive economic empowerment for small, queer-owned businesses.



The Queer Bazaar organised at Godrej One

Additionally, we collaborated with Vikhroli Social, our neighbours at Godrej One, for a Pride Mixer – a community party which was open to queer employees and allies, with a registration record of over 400+ people.

As an extension to Pride celebrations, we set up easel boards on campus with testimonials from our queer employees about their work experiences, to foster empathy.

We also used this time to generate an event with daily activities called “30 Days 30 Acts of Allyship” through which we encouraged employees to become better allies.

Pride Month for GPL was a well-rounded celebration of diversity, inclusion, and allyship, through which we aimed to centre our ongoing goal of building a safe and supportive environment for all.

## Pride Internship Update

In August 2022, we launched a nine-month internship programme with the aim of onboarding and supporting LGBTQIA+ talent for roles within real estate, a traditionally underrepresented sector for queer people. Through these internships, we offer structured learning, mentorship, and exposure to real estate roles, preparing interns for long term careers.

**We have a total of 31 interns working with us currently who form the 10th batch.**

We have had a 50% conversion rate with 33 interns having moved to contractual or full-time roles in functions like Sales, Operations, and Design. This has been vital towards enhancing LGBTQ+ representation in real estate, where such diversity has been rare.

**The programme has directly contributed to building a pipeline of skilled LGBTQIA+ talent within Godrej Properties, adding to the (190+) LGBTQIA+ employees across the organisation, positioning us as an inclusive and progressive workplace in real estate.**

At GPL, we celebrated the graduation of 14 interns from our Pride Internship Programme, with MD and CEO Gaurav Pandey and CHRO Megha Goel felicitating the graduates, strengthening our commitment to building a more inclusive workplace.





## Queering Workspaces

In collaboration with Gaysi Family, we launched Queering Workspaces (QWS) – a platform where queer individuals share their workplace experiences. This initiative creates a safe and visible space for the community to talk openly about their professional journeys, highlighting both challenges and triumphs.



**QWS has featured 150+ stories and garnered more than 3,000 followers on Instagram, reflecting its growing impact and reach.**



Beyond being a storytelling platform, QWS also catalyses change, helping corporations understand the realities of queer professionals and the importance of fostering truly inclusive environments. By sharing these narratives, we hope not only to amplify the voices of marginalised communities, but also to inspire other companies to join us on our journey towards LGBTQIA+ inclusion, making corporate India a safer and more welcoming space for all.



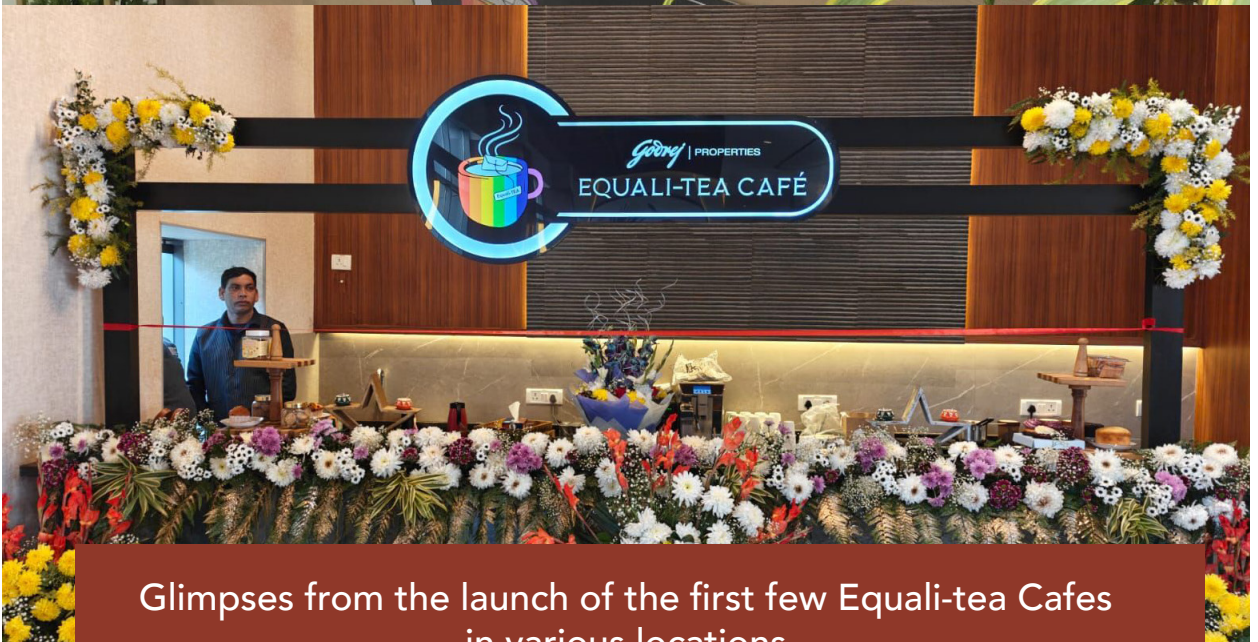
## Equali-tea Cafe

This year, GPL launched Equali-Tea Cafés as part of its commitment to inclusive employment. The cafés, located at property sites and Marketing Office and Show Apartments (MOSA), are primarily run by transgender individuals and people with hearing and speech impairments. We've closed the year with nine such cafés, making this initiative a significant step toward creating more inclusive workspaces.

On this project, GPL partnered with The Trans Café, founded by Zainab Patel, a queer rights activist, and the Shikandi Foundation in Pune, aiming to ensure that these spaces provide meaningful, skill-based employment. The initiative not only offers job opportunities but also challenges conventional workplace norms by placing queer and disabled entrepreneurs in visible, everyday corporate settings.

Through vendor partnerships at larger sites and direct employment at smaller ones, GPL strives to create pathways for long-term financial stability and growth for marginalised communities. The goal is to empower trans and queer individuals to become entrepreneurs, fostering lasting economic mobility.





Glimpses from the launch of the first few Equali-tea Cafes in various locations



## PwD

### Project Pathmaker

We launched Project Pathmaker in April 2024 to help analyse and map job roles in ways that make the workplace more equitable for people with disabilities.

We developed the project in collaboration with Enable India, an NGO focused on facilitating employment opportunities for persons with disabilities.

Using the Red-Amber-Green (RAG) mapping system, we evaluated ten roles across five functions to do accessibility checks for various needs in the workplace of people with disabilities. This helped us identify barriers in infrastructure and IT systems that make the workplace ableist.

Beyond job fitment approaches, we also explored job-carving possibilities for roles with limited direct fitment. We also identified barriers in roles requiring mobility or physical presence, such as civil execution and sustenance sales.

This project has helped GPL set an example for hiring practices in the real estate sector and has strengthened organisational readiness to hire and integrate talent from PwD communities in core functions.





Disability mapping: EnAble India analysing Operations Roles



## Hiring Playbook

The objective of our hiring playbook was to build on the insights from Project Pathmaker to establish an unbiased, data-driven hiring process for persons with disabilities. We focused on ensuring that the playbook emphasises role suitability and eliminating barriers to inclusion.

Our learnings from role-to-disability mapping have been codified into this playbook. This includes a comprehensive evaluation of roles for physical accessibility, task adaptability, and support requirements.

Our hiring playbook is currently focused on people with physical disabilities, people with speech and hearing impairments, and people with visual impairments. The playbook includes detailed assessments on role requirements, functional barriers, and workplace adaptations such as assistive technology and ergonomic setups.

Additionally, we are in the process of producing an app which has been designed to automate fitment evaluations. The app would make it possible for Talent Acquisition teams to enter inputs about the role, type and extent of disability, and situation adaptation. The app provided fitment outcomes based on the Red-Amber-Green system to ensure objective decision-making whilst minimising human bias in identifying suitable roles.

Our next work in this domain is to pilot the fitment app to refine functionality and scalability. We're also keen on rolling out training programs for Talent Acquisition teams to integrate the app as well as the playbook in daily practices in the workplace.







## Representation

GPL has recorded a major growth in representation, moving from seven employees last year to 40 employees in the year-to-date from PwD communities. We have hired 35 employees from PwD communities for FY 2025, and have been consistent in our commitment towards inclusion of persons with disabilities. One Level 2 position in the company is also now occupied by a person with disability, and this has been a first for us.

We are keen to continue working on accessible career growth trajectories across all levels for people with disabilities. Our responsibility here also includes scaling hiring practices to expand representation in leadership and core functions.

## PWD: ThisAble Me ERG + Internship Launch (Out and Able Event)

Our Out and Able event was attended by 150 people, including 35 students who were interested in and inspired by GPL's D&I initiatives. We celebrated the second anniversary of our Queers and Allies (Q&A) employee resource group. For two years, this group's been providing valuable insights and support to ensure our recruitment and retention strategies are responsive to the needs of LGBTQIA+ communities.



The Pride Internship graduation ceremony

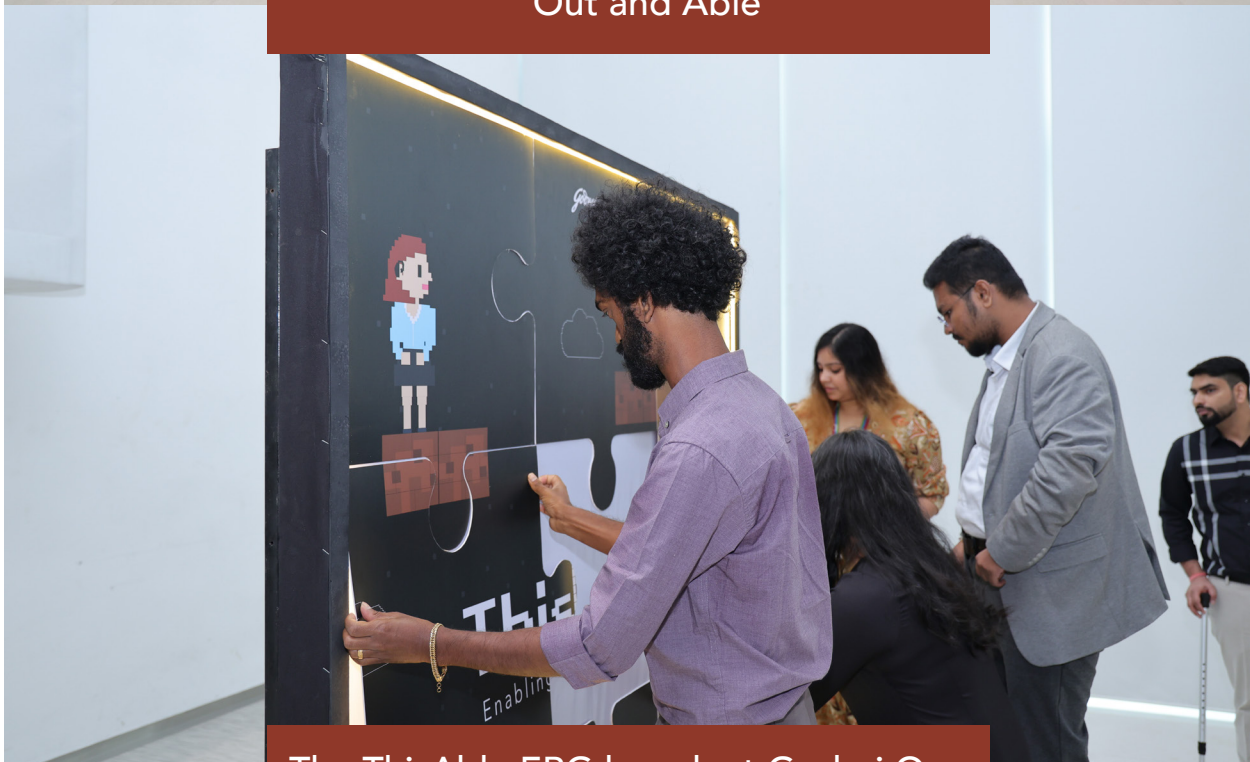
## THE YEAR IN DEI

Out and Able was also the platform for the launch of our newest ERG, ThisAble Me. As part of the event, we conducted a workshop entitled 'Godrej Ways of Working', where we educated participants on our values, purpose, and code of Conduct. Similarly, our ERG-strengthening sessions focused on strategising ways to enhance ERG groups while encouraging them to become self-driven and take the reins, fostering a sense of community and shared purpose.

We also launched the ThisAble Me internship programme, through which we've onboarded eight interns as part of our commitment to extend meaningful work opportunities to people from PwD communities.



Out and Able



The ThisAble ERG launch at Godrej One

## Awards and Recognition

- ◇ Winner: LGBTQ Inclusion in Asia Awards - Community Business
- ◇ Gold - India Workplace Equality Index
- ◇ Employ Dyslexia Badge - Made by Dyslexia
- ◇ Winner: LGBTQ Inclusion; Runner Up: DEI Champion - Bombay Chamber of Commerce
- ◇ Employee Experience Award - ETHR (Economic Times)
- ◇ AAA accreditation - Ministry of Social Justice & Empowerment in collaboration with American India Foundation



GPL receives the DI-verse Certification at Purple Fest, March 2025



# INTERLUDE

## DR ROHINI ANAND ON THE STATE OF GLOBAL DEI

An edited excerpt from “India Included,” a podcast hosted by Parmesh Shahani

**Parmesh:** Rohini, while you were doing all of this at Sodexo, America was changing, right? There was disproportionate police violence against African Americans, for example; culture wars were heating up, Gen Z was finding its own voice. How was your own thinking changing or evolving? And what were some of the responses you were seeing around you, not at Sodexo? And who were you being inspired by, in terms of other leaders in corporate America, or maybe not even in corporate America? Where were you learning from?

**Rohini Anand:** You know, in doing this work, you really have to be very tuned to the external ecosystem because that really informs how you do this work, right? And with diversity, equity, and inclusion, transformation work, there’s always this pendulum that swings from one extreme to the other. There are always headwinds, right? There’s always opposition, whether it’s internal or whether it’s external. So that’s nothing new. So when I started doing this work, it was a lot about compliance. It was, you know, ‘We have to keep out of trouble.’ It evolved to: ‘Okay, we’ll do this work because it’s good for the organisation.’ Some actually went to the extent of making it core to the business; that it benefits the business. But a lot of organisations were just, you know, doing it.

It was never central, till the murder of George Floyd. And that’s when you have this flurry of engagement. Appointments of Chief Diversity Officers increased exponentially. Billions and billions of dollars were given for racial equity work, not just in the U.S. but globally. But once we passed that? Those that were doing it in a performative manner, just for branding reasons, started dialling down. Many of those commitments were never delivered on. For those for whom it was important, who really saw the business benefits, they stuck with it.

So for me it's about listening to what's happening in the external world, but staying focused on the core pieces, regardless of what's happening externally.



Scan this QR code to listen to our podcast -  
"India Included," hosted by Parmesh Shahani







# THE YEAR IN DEI

## GODREJ CONSUMER PRODUCTS LIMITED

There's something about India where, for some reason, the sales system doesn't have enough women. There's no logical reason for it. The only reason is it needs a critical mass. So I think it's something that we must take very seriously. It has a lot of benefits for us. Attrition generally tends to be lower when we focus on improving representation. It helps us in senior management for women to rise in the ranks. I would say of all the DEI initiatives that we are doing, I would be most passionate about women in sales.

**Sudhir Sitapati**



Managing Director and CEO,  
Godrej Consumer Products Limited

(Excerpted from Sudhir's insights in our video,  
"Breaking Barriers: The Rise of Women in Sales.")

## DEI 101: COMMUNICATION SERIES AND TOOLKIT

To reinforce DEI fundamentals across GCPL, we've launched an internal communication series called "DEI 101." Each post in the series delves into a specific aspect of DEI, helping employees re-learn information discussed during workshops, and integrate them into their day-to-day work practices.

In addition to the DEI 101 series, we developed a DEI Toolkit, made available to all employees on the company's learning platform, Godrej Learning University. The toolkit includes resources that address biases and stereotypes, and explains how employees can help build an inclusive workplace. Scan the QR code below to access the toolkit through Godrej DEI Lab's DEI Directory.



### *Toolkit*

on Diversity, Equity and Inclusion for leaders and people managers at Godrej Consumer Products Ltd.



Scan the QR code  
for the Toolkit

## PoSH Awareness Workshop for Blue-Collar Workforce

We've been conducting PoSH workshops at our manufacturing sites in India on a regular basis to ensure our workplace remains one where everyone feels respected, valued, and supported.

During the workshops this year, we collectively discussed how employees must be mindful of each others' personal boundaries. Employees were also introduced to the redressal mechanisms Godrej offers; and we shared vital information about their legal rights within such processes.

We have conducted these sessions for more than 5000 people working in blue collar and contract roles across all our manufacturing sites in India.



A PoSH awareness workshop for our blue-collar workforce



## PoSH TTT (Train The Trainer) Certification Programme

A group of 10 HR professionals from our manufacturing sites, sales functions, and head office have become certified trainers in the PoSH framework. This team is skilled in legal frameworks, procedural protocols, and global best practices, and are adept in conducting engaging sessions for our employees on these subjects.

For us, PoSH training is not just about meeting compliance standards, but predominantly about facilitating a workplace culture that prioritises mutual respect.



Scenes from our PoSH TTT certification programme

## Focus on completion of Virtual PoSH E-module via Godrej Learning University

We've introduced a thorough PoSH e-module which is being hosted on our internal learning platform. This module has been developed to educate employees about respecting personal boundaries in the workplace as well as organisational policies and legal laws connected to PoSH. In FY 2024-25, as of December 2024: 92% of our total white-collar population successfully completed the PoSH E-module.

## INFRASTRUCTURE

### Women in Manufacturing

In 2024, we took up the work of assessing our infrastructure and facilities across our manufacturing sites from a safety and accessibility perspective.

We began with a comprehensive assessment in collaboration with the Employee Resource Group (ERG) for Women in Manufacturing, "Godrej Ki Shakti." This assessment was focused on critical facilities such as washroom infrastructure including availability of menstrual care products, night shift support, daycare facilities, and on-site medical support.



Scan the QR code to check out the film 'The Malanpur Moment.'

### Quarterly Audits

Using a designed checklist, we conducted quarterly audits across all sites to measure these parameters. The findings formed the basis for actionable plans, complete with budgetary requirements. After securing approvals, we initiated infrastructure upgrades to address the gaps identified.

In terms of infrastructural changes, we arranged for and installed sanitary vending machines at our Malanpur site and South cluster locations, ensuring our employees have access to menstrual care products on campus.

At one of our sites in the South cluster, we have built a new washroom facility that is integrated with grab bars for people with disabilities and pregnant people. For our women employees working in night shifts, we have implemented additional safety measures on campus.

As we move forward, we remain committed to continuously monitoring our facilities and ensure that our employees are comfortable in the workplace.

### Women in Sales

Like manufacturing, sales is a crucial domain for GCPL. A common barrier encountered by women officers during fieldwork is the difficulty in accessing hygienic washrooms – a common story across India.

To address this issue, we partnered with Woloo, a platform that ensures access to clean and safe washrooms. We rolled out Woloo subscriptions to approximately 70 women in the field across India, making it possible for them to locate and access hygienic washrooms with ease.

Our efforts are also ongoing to make washrooms at distributor locations more accessible for women sales officers.





## FILM: WOMEN IN SALES



Our film, “Breaking Barriers: The Rise of Women in Sales,” takes a close look at the doubts, challenges, and long-standing biases that women face in field sales roles, told through the stories of our colleagues at GCPL. This isn’t just a story of struggle. It’s also a story of relentless growth and quiet victories – whether it’s in travel to new towns or in building relationships in a crucial market. See how change can, and does, happen – one day at a time. Watch the film through the QR code below.



Scan the QR code for the Film

### Affirmative Hiring: Bridging the Talent Gap Through Inclusion and Representation

At GCPL, we have been focusing on affirmative hiring and equal opportunities employment for women, persons with disabilities, and LGBTQIA+ individuals.

As of this, right now we have 16 trainees as a part of our Aarambh traineeship in sales and 12 interns from PwD and LGBTQIA+ cohorts have successfully completed live project internships across key functions like Sales, HR, Finance, and Media.

These programmes are designed to not only provide valuable work experience but also make it possible for all our employees to make professional progress in a supportive and inclusive environment.

### Inclusive Internships for PwD and LGBTQIA+ Cohorts

Beyond Aarambh, GCPL has extended its affirmative hiring initiatives to include internships for PwD and LGBTQIA+ people.

Interns are hired across diverse functions such as Sales, HR, Finance, and Media. Each intern is paired with a mentor who provides continuous guidance, feedback, and support to help build long-term careers.

We have also set up accommodations including ISL (Indian Sign Language) support, to ensure our workspaces are accessible. We offer flexible working hours based on individual needs.

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“At GEC, gender balance isn't a tick in the box, it's the way of life. With 60% of the workforce as women across levels, the function has delivered stellar results challenging the myth of gender bias in finance. We have harnessed the power of diverse perspectives to foster creativity, collaboration, and innovation. Our inclusive approach has not only enabled us to exceed stakeholder expectations but has also moulded and equipped many for leadership positions. Together we drive excellence.”

**Virender Mittal, Head, Finance Shared Services**

## **GCPL IGNITE: CRAFTING TOMORROW TOGETHER - BUILDING THE MANUFACTURING LEADERS OF TOMORROW**

In our continued effort to foster a strong talent pipeline and enhance our leadership capabilities within manufacturing, GCPL launched the Graduate Engineer Trainee (GET) Program which we have branded as "GCPL Ignite: Crafting Tomorrow Together". This key initiative is designed to identify high-potential engineering graduates, focusing on creating a homegrown talent pool ready to take up L2 roles and assume future leadership positions in the manufacturing sector.

### **A Holistic Approach to Talent Development**

The GCPL Ignite programme is built on a highly structured career development path that spans two years. We aim for it to provide a deep and comprehensive exposure to various facets of our manufacturing operations. The programme will aid in equipping future leaders with the skills and knowledge necessary to thrive in complex manufacturing environments.

### **Programme Structure**

The first phase of the programme, conducted over a period of six months, introduces GETs to our company's operations, offering them an immersive cross-functional experience across different manufacturing domains. It's a holistic induction, designed to help trainees understand the interconnectedness of various processes, from production to automation and quality control.

Following the induction, GETs take on the role of "shift-in-charge," a leadership position that provides them with hands-on responsibility for managing shifts in manufacturing plants. Over these 18-months, GETs work on high-impact projects, gaining exposure to key areas such as Quality Management, Technology, Engineering, and Automation Group (TEAG), Greenfield Operations and Automation Initiatives.

These projects are intended to boost trainees' learning and prepare them for leadership roles in the manufacturing space.





## THE YEAR IN DEI

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We focused on recruiting from mechanical, electrical, chemical, and instrumentation engineering streams. For the first hiring cycle in FY 2026, we have set an intake of 6 GETs, ensuring representation of women and PwD individuals. These individuals, including 2 women and 1 PwD candidate from selected campuses, will be joining our teams in July 2026.

GCPL Ignite offers a competitive pay package which is on par with leading companies in the industry such as Nestlé, Asian Paints, Bajaj, and Reliance Industries. This competitive offer, along with the robust learning and growth opportunities, has attracted a strong pool of applicants. So far, our hiring process has received overwhelming interest, with a 1:60 application ratio per position, underscoring the programme's appeal and the growing interest in pursuing a career with GCPL in the manufacturing sector.

The programme's design ensures that, within four years, GETs are on track to reach the career trajectory comparable to Tier-1 MBA Gallopers, making them ready for leadership roles across the organisation.

As we continue to scale our operations and invest in the future of manufacturing, the GCPL Ignite programme will play a pivotal role in cultivating a strong leadership bench that will drive the company's growth and innovation in the years to come.

### Access: Laying the Foundation for Inclusion

As we set up the Vindhya and Nilgiri facilities, we've begun outlining how we might ensure that the workplace is affirming and respectful to our employees with disabilities.

We conducted comprehensive audits to assess accessibility needs of PwD employees. In parallel, we evaluated safety standards in relation to accessibility audits, which included ensuring the implementation of signage, railings, and visual markers.

For our hiring efforts, we partnered with Atypical Advantage, an employment platform for people with disabilities, with whom we conducted three successful hiring drives.



“As part of our long-term supply chain strategy, we are setting up two large multi-category, state-of-the-art, highly automated greenfield factories, one in Chennai and another one in Gwalior. These factories will reduce our cost to serve significantly. We have also designed these factories to be a beacon to provide equitable opportunities to a diverse set of employees. Factories are designed to be PwD and LGBTQIA+ friendly and we are hiring 50% women and 5% PwD and LGBTQIA+ in these new factories, setting a benchmark in the industry.”

**Saurabh Jhawar, Head - PSO (India & SAARC)**

## Integrate: Seamlessly Welcoming Diversity



**GCPL is proud to have welcomed 169 women employees and 17 PwD employees (with locomotor disabilities, dwarfism, and speech and hearing impairments) into our manufacturing facilities this year.**



- ◆ **Technical Training:** At Malanpur, PwD employees underwent specialised training through the NTTF (Nettur Technical Training Foundation), with tailored enhancements such as ISL conversion and visual aids.
- ◆ **Employee Sensitisation:** To create an inclusive workplace culture, sensitisation programs about disability were organised for all employees, including support staff, to foster empathy and understanding.



## Support: Building an Ecosystem of Care

We recognise that inclusion goes beyond hiring—it requires creating an ecosystem where everyone can thrive. To support employees further, here are some of the initiatives we've put into action:

- ◇ **Interpreter Services:** An ISL interpreter was deployed to assist PwD employees during training sessions, ensuring effective communication.
- ◇ **Buddy System:** A buddy system was introduced to provide PwD employees with additional support during their integration into the workplace.
- ◇ **Enhanced Facilities:** GCPL invested in infrastructure improvements, such as adding washrooms for female employees, procuring pagers and devices for PwD safety, and ordering reflective vests for enhanced visibility.
- ◇ **Customised Practices:** Uniforms and safety gear were modified for PwD employees, and exceptions in medical testing were made to accommodate their specific needs.

## Develop: Nurturing Talent for the Future

To ensure the long-term success of its inclusive workforce, GCPL is focused on structured development initiatives:

- ◇ **Engagement and Feedback:** A 30-60-90 day feedback mechanism will monitor employee engagement and identify areas for improvement during onboarding and beyond.
- ◇ **On-the-Job Training (OJT):** A batch of 26 women employees from the BC category underwent OJT at the Malanpur facility, preparing them for future roles in operations.



## Enable Success: Empowering Communities

GCPL recognises the importance of creating spaces for continuous engagement and dialogue to sustain inclusion. This includes:

- ♦ **Expanding Employee Resource Groups (ERGs):** The Godrej Ki Shakti ERG for women in manufacturing is being expanded to include the employees from the Vindhya and Nilgiri facilities, fostering collaboration and support through “Shakti Circles” – safe and inclusive spaces for women employees to connect, share experiences, and access resources.
- ♦ **Launching an ERG for PwD:** GCPL is also in the process of launching a dedicated ERG for Persons with Disabilities, providing a platform to share experiences, address challenges, and champion inclusivity.

At our Vindhya and Nilgiri sites, we are building more than a manufacturing facility – they are a testament to GCPL’s vision of a future where diversity, equity, and inclusion are integral to business strategy. By setting new standards in accessibility, workforce integration, and community support, GCPL aims to establish a blueprint for inclusive growth that others can emulate.

As the facility begins operations, it offers an example of how DEI efforts can drive both business success and social impact, reaffirming Godrej’s position as a leader in fostering a workplace where everyone belongs.





## GODREJ KI SHAKTI: EMPOWERING WOMEN IN MANUFACTURING

In March 2024, we were proud to launch Godrej Ki Shakti (GKS), our Employee Resource Group (ERG) dedicated to women in manufacturing. With 25 members across four clusters, this ERG is a critical step toward fostering inclusivity, empowerment, and opportunity for women in traditionally underrepresented roles within the manufacturing sector.

The ERG operates on three foundational pillars – Enable, Support, and Inspire—each designed to address specific needs, drive meaningful change, and build a thriving, inclusive culture.

### Transforming Infrastructure and Safety

Creating a safe and conducive work environment for women is our top priority: a key part of our ‘enable’ pillar. Through focused efforts, GKS members collaborated with the DEI team to drive positive changes in infrastructure and safety across all sites.

- ◇ **Infra-Safety Checklist:** The DEI team developed a detailed checklist to evaluate site readiness for women employees.
- ◇ **Quarterly Audits:** GKS members conduct quarterly audits to ensure consistent safety and infrastructure improvements.
- ◇ **Action Planning and Budgeting:** Post-audit, site teams work with GKS to plan, budget, and implement necessary changes.
- ◇ **Governance and Accountability:** A structured governance mechanism ensures that progress is regularly monitored and aligned with organisational goals.

To systematically address key aspects of infrastructure and hygiene, we designed a comprehensive checklist that focused on five critical parameters: washroom conditions, night shift support, availability of sanitary napkins, daycare facilities, and medical support at sites.

The quarterly audits, which are conducted across all sites, provided a clear understanding of gaps and informed our next steps. Alongside detailed action plans, budgets were proposed and approvals secured to ensure timely implementation of necessary upgrades.

“

“The ERG has been pivotal in fostering allyship for women to thrive through shared experiences, and drive innovation in the manufacturing sector while also bringing in inclusiveness at a fundamental level. Through mentorship, networking, and advocacy, we strive to break down barriers and create pathways for future leaders. I’m proud of the progress we’ve made over the last year and look forward to continuing our work to inspire, support, and elevate women in this field, creating a legacy for the future. Leading an Employee Resource Group for women in manufacturing has been an incredibly fulfilling experience, offering opportunities for growth, and collaboration for generations to come.”

**Arundhati Sahoo, Deputy General Manager – Logistics**

In 2024, we focused on ensuring that our workplaces maintained clean and safe washroom facilities for all. Hygiene practices were reiterated to our employees and were marked as a collective responsibility.

We also installed new sanitary vending machines at our Malanpur site and at our sites within the South cluster, addressing critical health and hygiene needs of our women employees and employees who menstruate.

We constructed a new washroom with grab bars for employees with disabilities and pregnant people at a site in the South cluster.

## The Buddy Programme

The ‘support’ pillar of the ERG has focused on creating a structured, supportive environment for new women joiners and existing employees across our manufacturing sites. A key initiative, the Buddy Programme, was launched to offer personalised support to new women joiners at sites in north-eastern India) and Malanpur. This programme pairs new recruits with experienced employees who provide guidance, mentorship, and resources to help ease their transition into the workforce. This initiative





has helped deepen our mutual sense of belonging, and contributed to increased retention rates among women employees.

### Shakti Circles

The 'inspire' pillar focuses on empowering and connecting women across our manufacturing sites. A standout initiative here, for us, has been the introduction of Shakti Circles—a safe and inclusive space for women employees to connect, share experiences, and access resources. These circles serve as a platform to strengthen relationships, foster open conversations, and create awareness around company policies and best practices that support women in the workplace.

The Shakti Circles also serve as an important channel for gathering feedback, understanding the needs of women employees, and ensuring that they have the necessary support to thrive. This initiative aligns with our goal to create a nurturing environment that promotes personal and professional growth for women in manufacturing roles.



# CELEBRATION OF KEY DEI EVENTS

## Pride Month

### Pride March

For Pride 2024, GCPL co-organised the first ever Pride March at Godrej One, and welcomed employees from all business units across the Godrej Industries Group. The march was presided by GIG leadership, including Nisaba Godrej (Executive Chairperson, GCPL), Parmesh Shahani (Head, Godrej DEI Lab), Megha Goel, (CHRO, Godrej Properties Limited), Balram Singh Yadav (MD, Godrej Agrovvet Limited), Manish Shah (MD, Godrej Capital), and Vishal Sharma, (MD Godrej Industries Limited - Chemicals).

During the march, we unveiled the Pride Flag inclusive of colours representing intersex communities. We also invited dancers from the Qknit Foundation, an LGBTQIA+ media and advocacy collaborative, who performed a Lavani set. The march became a site of showing solidarity between and allyship towards people from LGBTQIA+ communities who are a part our campus.

“

“The Pride march was a first for Godrej, and it is heartening to see the organisation truly embrace and champion LGBTQIA+ communities, not just in June but as a year-round commitment.”

**Aarush Patil**

“

“It was a deeply emotional experience that reminded me of the importance of continuing to push for greater inclusion and unity.”

**Shashank Awale**



### Rainbow Nukkad Natak: Raising Awareness Through Roleplay

As part of our Pride Month initiatives, we organised a Rainbow Nukkad Natak – a vibrant form of street theatre – at Godrej One, to illuminate experiences of LGBTQIA+ employees in the workplace. Organised across various sites in the office, the intention of this initiative was to build meaningful conversations around making the workplace affirming with and for employees from LGBTQIA+ communities.

### GCPL'S Participation in Humsafar Trust's LGBTQ Job Fair

We are not only committed to raising awareness but also to creating tangible opportunities for people from LGBTQIA+ communities. We participated in an LGBTQ Job Fair organised by the Humsafar Trust where we expanded our diverse workforce through lateral hiring and internship opportunities.

### LGBTQIA+ Inclusion Workshops

In 2024, we introduced LGBTQIA+ inclusion workshops for our head office employees with plans to extend them to our Malanpur and South Cluster sites. The workshops are oriented towards acknowledging LGBTQIA+ terminology and their appropriate usage, creating safe spaces and support systems for LGBTQIA+ employees, encouraging allyship, and explaining legal protections for and rights of LGBTQIA+ employees.

## Promoting Mental Health Awareness

At GCPL, we are committed to provide resources for our employees' mental health and ensure that every employee has the support they need to thrive. To mark Mental Health Awareness Month, in May 2024, we organised a virtual webinar in collaboration with our Central Wellness Team, offering employees a platform to engage in open discussions about mental health.

The "Secrets to Mental Wellbeing" session highlighted the significance of self-care and provided employees with a self-care toolkit to help them manage stress, improve emotional resilience, and enhance overall wellness.



Additionally, a session on “Mental Health Guide for Young Professionals” addressed the unique challenges faced by younger employees, offering guidance on work-life balance, managing stress, and building a foundation for long-term mental health resilience.

Through these sessions, we wanted to normalise conversations around mental health in the workplace regardless of an employee’s role or experience. Having been well received by our employees, we are keen on organising more such workshops in the future.

## **International Day of Persons with Disabilities**

In 2024, we produced a documentary featuring some of our employees with disabilities who explained their subjectivities in navigating the workplace. Simultaneously, the film highlights how our workplace infrastructure is accessible to each of their needs. Scan the QR code below to watch the film.



Scan this QR Code to watch the film



## DEI IN LATIN AMERICA

Through targeted training, policy enhancements, employee engagement, and community outreach, we've woven DEI into the fabric of our organisation, including across our LatAm (Latin America) focus communities. This year in our sessions for the LatAm communities, we discussed matters around brown identity, disability awareness, gender, and Karin Law – a law that protects workplace safety and dignity – in Chile.

We also engaged in conversations about what inclusive leadership can look like. We conducted over 21 hours of training for 167 Godrejites across LatAm, and distributed our DEI Leadership Toolkit to 27 leaders (L2 and above). "To be aware of daily situations that we have naturalised, that we do not realise may negatively impact others, is a great opportunity to become a better human being," one of our colleagues told us. "Focusing on DEI helps us uphold values such as respect for all kinds of diversities. It allows us to be vulnerable. It opens us to learning more about each other," one of our employees said.

To ensure sustainable change in 2024, we also reviewed and restructured our recruitment policies and parental policies to align with DEI objectives. These updates were communicated internally and externally to our Consultant Strategic Partners, further embedding DEI into our organisational framework.

Acknowledging our LGBTQIA+ employees, we produced communication campaigns during Pride Month as well as on Cultural Diversity Day, which were found to be affirming to our teams.

Furthermore, responding to Chile's legal framework, we conducted a comprehensive disability audit which included a diagnosis survey with 77 participants as well as comprehensive awareness sessions.

Additionally, our LatAm employees engaged in ERGs, particularly in focus areas that resonated with their interests and expertise.

We also had a chance to talk to over 200 aspiring engineering leaders about our ongoing DEI work and future commitments at the Faculty of Engineering department in the University of Buenos Aires during a two day Campus Job Fair.

More broadly, our HR teams have also made significant contributions to the DEI committee of the Perfumers Chamber.

For future engagements, we have partnered with NGOs like Diagonal that works with women aged over 45 years, Mocha Cellis that works with LGBTQIA+ people, and Incluyeme that works with persons with disabilities. These partnerships are oriented towards increasing representation of women, LGBTQIA+ people, and persons with disabilities in our organisation in 2025 and onwards.

## Global Godrej Volunteering Week (GGVW)

30 of our LatAm employees volunteered during GGVW, and this year they responded to thematic subjectivities connected to Human Rights. In Chile, the focus was on supporting children and in Argentina, our volunteers connected with and distributed cleaning and first-aid kits to trans-gender people. Overall, this project reached 180 individuals.





## DEI IN INDONESIA

As part of our commitment to diversity and inclusion, our team in Indonesia has partnered with Koneksi Indonesia Inklusif (KONEKIN), an organisation dedicated to advancing inclusion by raising awareness, enhancing the participation of Persons with Disabilities (PwD) in public spaces, and fostering collaboration across sectors.

Following a comprehensive accessibility assessment through this partnership, our team has implemented key infrastructure enhancements in our office to make the workplace affirming to people with disabilities.

We also launched a three-month online workplace readiness recruitment boot camp designed for people with disabilities coming through our hiring programme. The programme included three phases: Infrastructure and Digital Readiness, BERSIAP programme, and Disability Equality Training.

We selected 30 participants who were part of the August to November 2024 batch, set to join us in January 2025. These participants were mentored by 10 senior leaders at Godrej Indonesia.



Nisaba Godrej with the participants of BERSIAP

## Building Workplace Gender Equality

### Gender Bias Training

Over the last two years, we've been partnering with Indonesia Business Coalition for Women Empowerment (IBCWE) to work towards gender equality in the workplace. Together, we've conducted various training programs to enhance employee awareness and participation in creating an inclusive work environment.

These sessions have reached 35% of our L1 employees and almost 100% of our permanent blue-collar employees. These sessions included discussions around understanding gender, navigating gender dynamics in the social environment, and identifying as well as addressing workplace gender bias. We also discussed concerns around preventing gender-based harassment and sexual violence in the workplace.

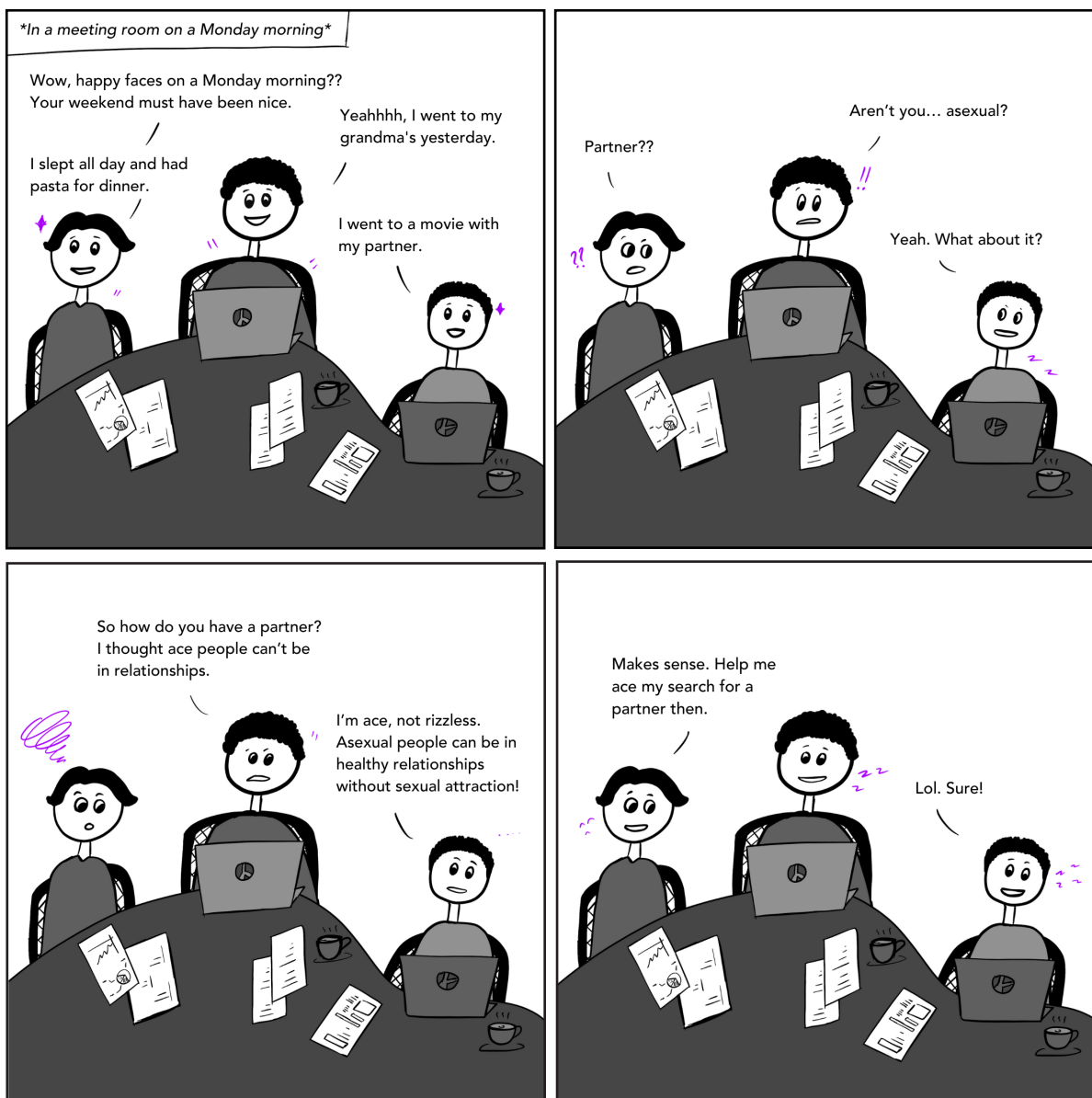
### Lelaki Turut Serta Programme

A few of our employees in Indonesia, all men, have also been participating in a nationwide discussion forum entitled "Lelaki Turut Serta" which translates to "Men also participate." This forum has been organised by IBCWE for men. With participants from various renowned multinational companies in Indonesia, the forum centers conversations about gender equality in the workplace.



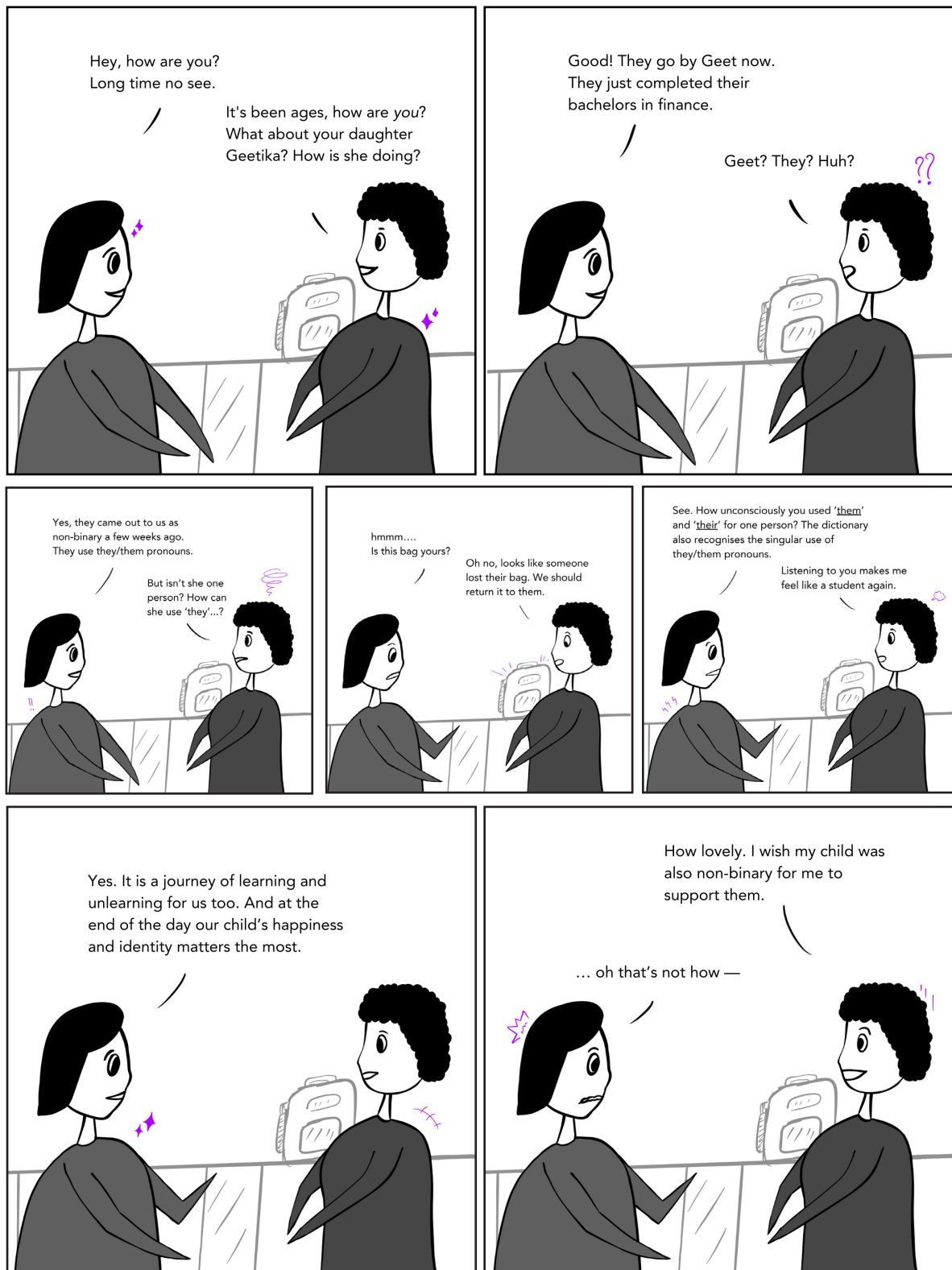
# INTERLUDE

## DEI IN THE WORKPLACE: A COMIC SERIES BY HARSHVARDHAN BHASKAR



Asexual, not Rizzless





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# THE YEAR IN DEI

# GODREJ FUND

# MANAGEMENT

At GFM, we are committed to strengthening women's representation and fostering diversity within our teams, recognising that different perspectives drive innovation and enhance collaboration. As part of this commitment, we are investing in making our assets accessible from both design and construction perspectives, ensuring inclusivity for all – including persons with disabilities and diverse talent groups.

**Karan Bolaria**

Managing Director and CEO,  
Godrej Fund Management



## INTRODUCTION

At Godrej Fund Management (GFM), we have been making steady progress in creating opportunities for persons with disabilities and women in our workplace. Predominantly, we have introduced and integrated new roles within our commercial assets through the Property Management team. Through this initiative, we commit to building an inclusive workplace where all individuals can inherently succeed.

We are deeply committed to fostering inclusivity across all aspects of our operations, with a particular focus on ensuring our buildings are accessible to everyone. In line with this vision, we have partnered with Access4you, a renowned Hungarian organisation that specialises in auditing and certifying commercial buildings for accessibility.

Our goal is to address the unique needs of eight distinct user groups:

- ◇ Blind individuals
- ◇ Visually impaired individuals
- ◇ People with baby strollers
- ◇ Elderly individuals
- ◇ People with hearing impairments
- ◇ Deaf individuals
- ◇ People with cognitive disabilities
- ◇ Wheelchair users

To achieve this, we conduct regular meetings and workshops with our consultants and stakeholders, ensuring that accessibility is integrated into every phase of our building design and development.

Access4you offers three levels of certification based on how many user groups a building effectively accommodates:

- ◇ Certified: Meeting the criteria for at least one user group
- ◇ Bronze: Meeting the criteria for at least four user groups
- ◇ Silver: Meeting the criteria for at least six user groups
- ◇ Gold: Fully accommodating all eight user groups



At GFM, we always aspire to achieve gold certification.

Our Indiranagar project has been audited and currently qualifies for a silver certification, reflecting our continued progress toward our accessibility goals. Meanwhile, our upcoming projects in Yerwada and Hudson have incorporated accessibility as a core element from the design stage itself. For these projects, we have involved Access4you early in the process to ensure that the final buildings fully meet the criteria required for Gold certification.

By embedding inclusivity into our design philosophy, we aim to create spaces that are truly accessible and welcoming to all.



Shruti Gadre and Sneha Kahar of GFM were co-organisers for our Women at Work event on 7th March, 2025 along with CEDA, Ashoka University.

## THE STORIES OF VARUN MEHTA AND GANESH AGIWALE

In FY 2024-25, we expanded our commitment to diversity, equity, and inclusion by welcoming two remarkable individuals to our team at Godrej Two under the Facility Management umbrella – Varun Mehta and Ganesh Agiwale. Their journey with us has been transformative, not only for them but also for the teams working alongside them.

### GANESH AGIWALE



Ganesh, who has partial visual impairment, joined us as a storekeeper at Sila Solutions Pvt. Ltd., in collaboration with Samarthanam Trust. His onboarding process was seamless, as his colleagues ensured to create a welcoming and supportive environment for him from the start. Ganesh was guided through his role with patience and care, and he remains well-adapted to his responsibilities with the help of his team. Ganesh's experience has been equally rewarding for him. As a partially impaired individual, Ganesh faced challenges, but with the support of his team and the organisation, he quickly adapted and

became a valuable member of the team. "The hiring process was simple, and I faced no difficulties," Ganesh recalls. "Everyone here has been supportive, guiding me patiently. I've learned so much, and every day brings something new."

For Ganesh, this job has been a gateway to financial stability and personal growth. "This job has made me financially stable, and I feel proud to contribute to my family," he shares. His words are a testament to how inclusive hiring can positively impact not just the individual or their organisation, but their families as well. personal growth. "This job has made me financially stable, and I feel proud to contribute to my family," he shares. His words are a testament to how inclusive hiring can positively impact not just the individual or their organisation, but their families as well.



## VARUN MEHTA



Varun, who is on the autism spectrum, joined as a pantry executive through Sila Solutions Pvt. Ltd. in collaboration with Yash Charitable Trust (YCT). Before his interview, a detailed orientation was conducted with the GFM team to share an introduction to Varun, his background and his accessibility needs. We wanted to ensure that interviewers could tailor their approach and facilitate a respectful and smooth onboarding experience for him.

Varun's journey has been one of remarkable growth. With the guidance of Yash Charitable Trust and the support of his colleagues, Varun is flourishing in his role.

"I am extremely happy working here," Varun says. "The people and the workplace are amazing. I'm learning professionalism, traveling independently, and taking on responsibilities. My family, friends, and relatives all appreciate my progress, and I want to continue working here for a long time."

Varun's family has witnessed his transformation firsthand. When we got in touch with them, they affirmed how work has instilled in him a sense of responsibility and independence.

We were humbled by their acknowledgement of our efforts to provide a supportive environment that has helped him grow both personally and professionally. Varun's family has witnessed his transformation firsthand. When we got in touch with them, they affirmed how work has instilled in him a sense of responsibility and independence. We were humbled by their acknowledgement of our efforts to provide a supportive environment that has helped him grow both personally and professionally.





## Sensitisation Workshop: A Shared Learning Experience

Acknowledging that inclusion goes beyond hiring, we collaborated with Yash Charitable Trust (YCT) to conduct a sensitisation workshop for employees working closely with Varun and Ganesh. The session was focused on raising awareness about neurodiversity as well as visual impairment, particularly in relation to Varun's and Ganesh's strengths and accessibility needs respectively. This session proved to be key in fostering empathy, open communication, and allyship within our teams. It also helped introduce our new colleagues to the wider community, providing us with valuable insights into the challenges experienced by people with disabilities, and how best to work for a more supportive work environment.

## SWEETY WELHEKAR'S JOURNEY AS A WOMAN IN REAL ESTATE



Sweety Welhekar leads the Contracts and Procurement Team at Godrej Fund Management (GFM).

Her career spans multiple renowned organisations, each contributing to her growth in an industry traditionally dominated by men.

From the very start, Sweety faced the challenges of entering a field that largely excluded women. Despite graduating as a civil engineer, Sweety's applications for site roles were dismissed because of preconceived notions about women's physical limitations and suitability for such jobs. It took months of perseverance before she secured her first opportunity – though limited to office work.

Her first breakthrough came at a renowned architecture and design firm, where she worked as a cost engineer on high-profile projects like Cadbury House, proving that competence knows no gender.

Sweety's resolve was tested again when she joined a prominent commercial real estate developer. She was the lone woman in a team of male engineers while working on a prominent large-scale development project. Resistance to her presence was palpable, but Sweety used her expertise in cost management and budgeting to prove her worth. Over time, her diligence earned the respect of her team, demonstrating that competence transcends gender.

Before she joined GFM, Sweety started at our group business GPL, and says it marked a turning point in her career. Reflecting on her time there, she shared, "I never faced issues being a woman. Nobody ever made me feel I wouldn't be given responsibilities or the authority to take initiatives. I was always trusted to work independently, and I never experienced any gender bias. That's what empowered me to handle multiple roles successfully."

Now at Godrej Fund Management, Sweety is a symbol of resilience and empowerment. Her journey has come full circle, as she leads with the same sense of inclusion and trust that initially drew her to Godrej, and brought her back here after a successful stint outside the group. She appreciates how the organisation continues to provide her with opportunities to lead and grow, reaffirming its commitment to meritocracy and fostering a truly inclusive workplace.

Sweety's story is not just about overcoming challenges – it's about redefining what is possible for women in real estate. She has consistently proven that gender is no limitation to success. By taking on roles traditionally dominated by men, she has paved the way for other women to follow.

Her journey serves as a reminder that breaking barriers is not just about personal success but also about changing perceptions and creating opportunities for others. Sweety credits her upbringing and support from friends for shaping her resilience, but it is her own determination that has carried her forward.

Sweety's ability to conquer gender biases and lead with confidence is a testament to her strength. She has turned challenges into opportunities, showcasing that women can excel, lead, and thrive in spaces that were once considered out of reach. Today, she continues to inspire others, and prove that success knows no gender.



# THE YEAR IN DEI

## HEALTH AND WELLNESS

### THE HIGHLIGHTS OF OUR WOMEN'S HEALTH INITIATIVES

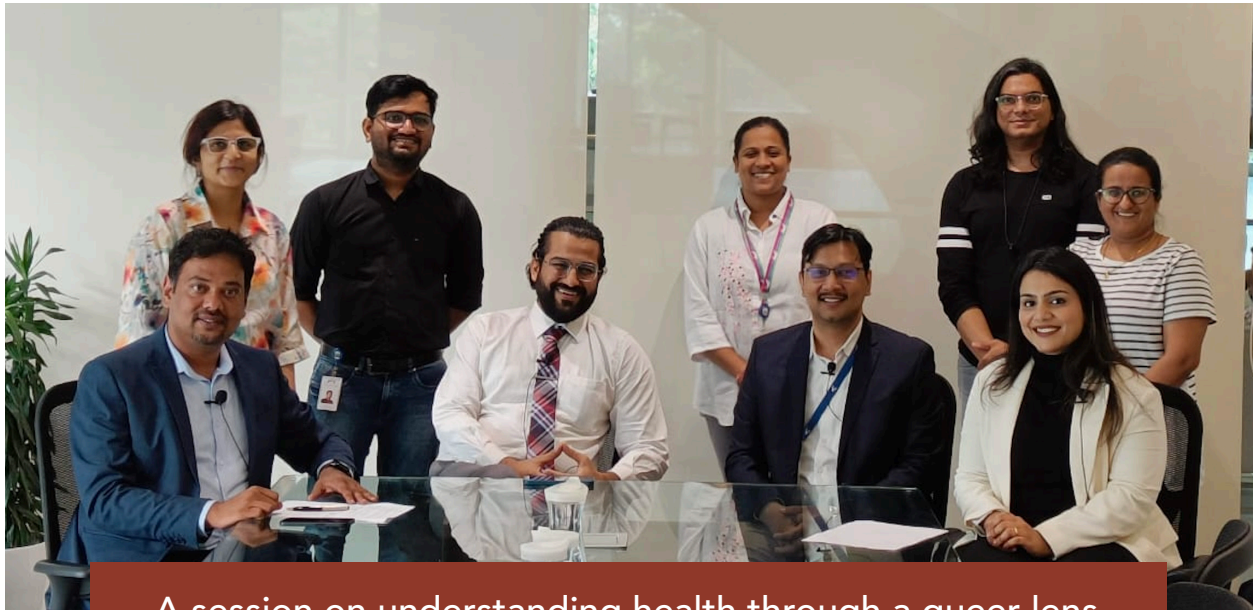
This year, our inclusive health initiatives included:

- ◇ Comprehensive health screening for women
- ◇ Thermaltytix breast cancer screenings
- ◇ PAP smear-to-screen for cervical cancer
- ◇ A mental wellness corner
- ◇ 430+ consultations
- ◇ 100+ cervical cancer screenings
- ◇ 400+ breast cancer screenings



A health check-up for women organised as part of women's month

## HEALTH @ PRIDE



A session on understanding health through a queer lens

On 7th June, 2024, we conducted an awareness session on gender reaffirming procedures and hormonal replacement therapy for transitioning employees. The session included a discussion on the medical benefits offered at the Godrej Industries Group.

It was organised for a hybrid format and was attended by 235 people. The panel members presiding the session were Dr. Divyang Joshi, Shivani Pandey, Dr. Umang Kothari, and Dr. Aasim Maldar.

In June 2024, we also organised the Pride Health Camp for GIG, which included a comprehensive health checkup with hormonal tests. This was facilitated by a senior internal medicine specialist, who offered consultation on treatment and health management.

Continuing with our efforts over Pride, Godrej Health and Wellness and Godrej Industries Chemicals collaborated with Mariwala Health Initiative for an event entitled "Rainbow Rishtaz: Understanding the Dynamic of Queer Relationships." Panelists at this event included Parmesh Shahani with Shruti Chakravarty and Pooja Nair from Mariwala Health Initiative.

# INTERLUDE

## OUR WOMEN'S DAY CELEBRATIONS



**Nisaba Godrej** • Following

Executive Chairperson at Godrej Consumer Products Limited

1mo • 🌐



Whenever I tell my origin story, it's about the women who illuminated me. My great-grandmother, who was one of the first Indian women to go to university; my lovely grandmother, who brought my father up to be an egalitarian and a feminist; and my mother, who never let social norms get in the way of her big, beautiful life. Their open minds and hearts encouraged me to be everything I am, and inspire me towards everything I want to be.

This year, our theme for Women's Day at Godrej is [#SheForShe](#) — it's about speaking up and showing up for each other. To all women at Godrej and beyond, I'd like to share that encouragement. Cis or trans, please be exactly who you want to be, and everything you want to be. There are many of us here with rational minds and generous hearts rejoicing you. We believe in you, we love you, and are here to shine the light on your way. ✨



Nisa's LinkedIn post for International Women's Day 2025





Scan the QR code to watch the film "SheforShe"

“

"At its core, inclusive communication is about telling stories that reflect the real world – diverse, complex, and deeply human. The best creative work doesn't just acknowledge different voices; it amplifies them in a way that feels authentic, not tokenistic. Over time, we've seen brands shift from just 'checking the box' on diversity to truly embedding it in their storytelling. And that's where the magic happens – when people see themselves represented, they connect. That connection isn't just good for society; it's good for business"

**Swati Bhattacharya,**  
Head, Godrej Creative Lab, Godrej Consumer Products



The Shakti Summit by Godrej Consumer Products



Advancing Women in Chemical Industries by Godrej Chemicals



The Aarohi Summit by Godrej Capital



Around the world, March is a time to recognise and celebrate the contributions, resilience, and achievements of women and women's work, while also reflecting on the challenges that remain to be addressed as we strive for gender equity. At work, this means caring for our women colleagues and our teams, and thinking more deeply about how we support and uplift each other. It also means coming together in meaningful ways. Change starts with conversation, collaboration, and community.

At the Godrej Industries Group, whether you're a woman, an ally, or someone eager to learn and support – we thrive together. We marked the celebration through dialogues, publications, and acknowledgements which aren't restricted to just one day or one month.



The Women in Agribusiness Summit 2.0 by Godrej Agrovet



Women at Work by the DEI Lab, Godrej Fund Management and CEDA



# THE YEAR IN DEI

## CORPORATE BRAND AND COMMUNICATIONS



Over 2024, the Corporate Communications team produced a set of compelling media productions amplifying LGBTQIA+ representation.

A production that made rounds on the internet and received applause was L’Affaire’s Diwali film entitled “Aap Rishte Nibhao 2.0” – be true to your relationships. This film explores the expansive beauty of love from the perspective of a child, and establishes that acceptance begins with acknowledging that every relationship is valuable in its own terms.

In collaboration with the Godrej DEI Lab, L’Affaire also acknowledged International Day Against Homophobia, Biphobia, and Transphobia through explainers they published on their social media platforms. They further led campaigns like “Life at Godrej for Queer Folks” and “#RespectAllBandhans,” sparking conversations around inclusivity in workplaces and in personal relationships respectively. L’affaire’s interviews with members of the queer community included one with Parmesh Shahani, head of the DEI Lab.

Additionally, L’Affaire supported the Kashish Prime Film Festival 2024, which was committed to showcasing films by, about, and of interest to LGBTQIA+ communities.

We also participated in the Gay Gaze Bombay’s Desi Pride Weekender during Mumbai Pride 2024.

Ongoingly, L’Affaire hopes to continue to drive positive change through impactful storytelling and advocacy for diversity and inclusion.



# THE YEAR IN DEI GOOD AND GREEN

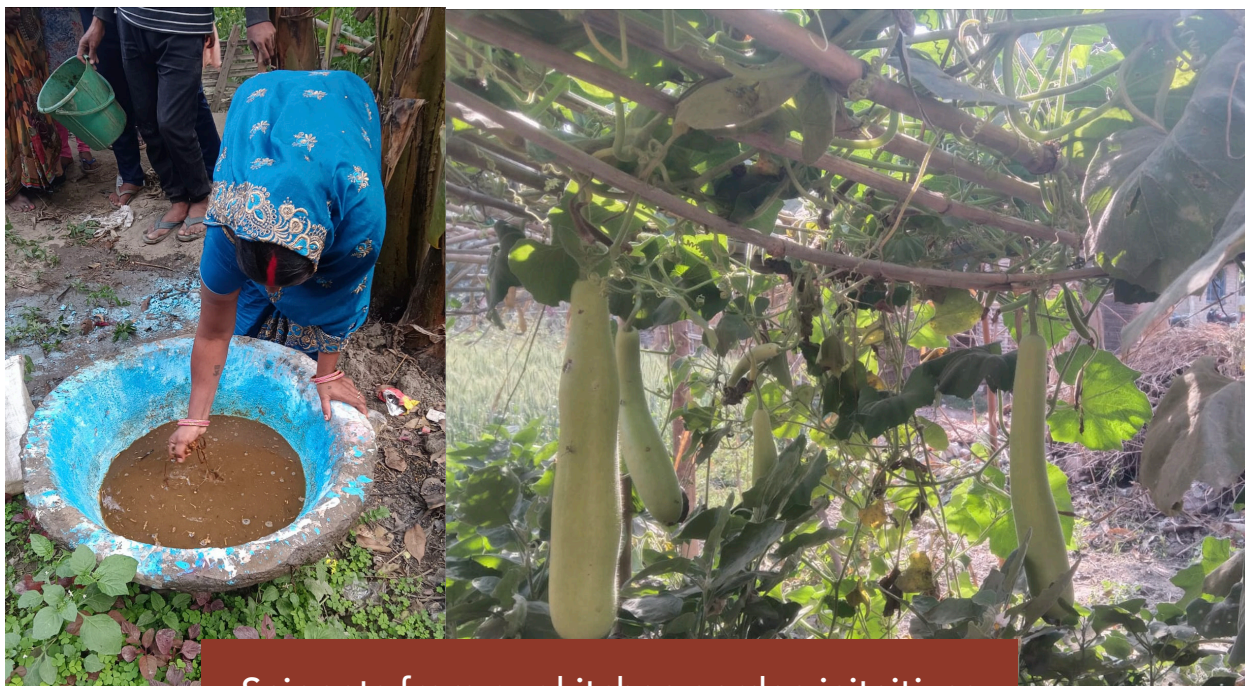
At Godrej Industries Group, we place people and the planet alongside profit. This belief is at the centre of our social impact efforts. We care deeply about diversity, equity, and inclusion, and regularly host initiatives aimed at empowering women and supporting them in becoming financially independent.

One such example is GCPL's Salon-i beauty skills training programme. It's focused on engendering the technical know-how and essential soft skills helpful in building a career in the beauty industry. In FY 2025 our South Africa Style Academy has, through its beauty skills training programme, reached 65 women affected by gender-based violence. These trainees have been selected as part of a cohort of trainees to help empower them economically and support them in gaining distance from abusive personal situations.

This cohort has further supported nine trainees with disabilities, offering specialised skills training tailored to their needs through a visual learning medium.

Through our work with Godrej Agrovet, we recognise the vital contributions of women in rural communities. Many of our programmes are specifically designed to promote women's active participation and empowerment. With an aim to improve food security and nutrition at a household level, we took up a kitchen gardens programme in Bihar and Maharashtra. We set up 1802 kitchen gardens by March 2025. All of these are undertaken by women. Additionally, in Andhra Pradesh, we've launched an initiative to onboard and train 100 women as agri-entrepreneurs. These women will provide essential agri-advisory services to smallholder farmers, further contributing to the sustainability of their communities.





Snippets from our kitchen garden initiatives

GAVL's investment in the Future Agriculture Leader of India (FALI) programme encourages young people to develop a strong understanding of modern agriculture and agribusiness, as well as to consider agriculture as a viable career path. The programme focuses on students in government-aided rural schools, specifically targeting the 8th and 9th standards.

This year, we successfully engaged 15,968 students from 180 schools across Maharashtra, Gujarat, and Madhya Pradesh, with about half being girls.

This initiative aims to shape a new generation of agriculture leaders, who will bring fresh perspectives to the industry. To further empower women in the agricultural sector, we introduced our Career Orientation Programme, which specifically targets female students pursuing higher education in agricultural and allied fields. Through this we aim to train 2,000 women, equipping them with the necessary skills and knowledge to explore diverse career opportunities in agriculture and related industries.

GAVL is also providing scholarships to 65 female students in Mahad, Maharashtra from low-income groups. We cover 60% of their annual fees, enabling them to pursue their academic aspirations; and we've committed to continue to support these women over the next academic year.





Snapshots from our career orientation programme

At Godrej Properties Limited, we provide health, education and supportive nutrition for children, pregnant and lactating women at day care centres located in labour colonies near our construction sites at Pune. Over FY 2024-25, we committed to provide support to 95 pregnant and lactating women, and children.

At Godrej Capital Limited, we've initiated a CSR programme in FY 2025 with the aim to empower 160 women entrepreneurs by providing holistic support to scale up their businesses in Mumbai and Bengaluru. The initiative focuses on business governance, capital access, leveraging government schemes, human resource management, financial planning, and marketing and sales. We conduct a detailed business diagnosis for each woman entrepreneur, and follow up by developing customised business plans tailored to their specific needs. Additionally, we provide

training to enhance their skills and business acumen, ensuring sustainable growth and long-term success.

Godrej Industries Group places a strong emphasis on human rights. In December, in commemoration of International Human Rights Day, we hosted an impactful public event titled "Business and Human Rights: Pathways to Progress." Sumit Mitra, our Head of Group HR and Corporate Services, inaugurated the event, reaffirming Godrej's commitment to creating inclusive workplaces. The event featured a thought-provoking panel discussion, with thought leaders such as Asif Shaik from Jan Sahas, Ranjit Prakash from the International Labour Organisation, and Mahesh Chandak from Bayer, who shared valuable insights on challenges faced by migrant workers, policy interventions for equal wages, and human rights issues in supply chains. The panel was moderated by Gayatri Divecha, former Head, Godrej Good and Green.



DEI and social impact have always been closely intertwined. As we improve our coverage of women and other disadvantaged groups in our social impact initiatives, our approach of building a feeling of respect and belonging, and redesigning systems to solve for inequity is what truly helps us integrate the ethos of DEI into our work.









# CLOSING NOTE

## THE WAY FORWARD

As we turn a new page in our journey as the Godrej Industries Group, Project Imagine invites us to reflect deeply on who we are today - and who we aspire to become. It's a powerful opportunity to shape a shared identity that is rooted in our legacy and propelled by our ambitions. At the heart of this exercise is a simple, yet transformative question: how can we show up in the world in a way that is truer to our purpose and bolder in our impact?

We know that the businesses of tomorrow will not be defined only by what they make or sell, but by what they stand for. Our Group has always stood for trust, care, and doing well by doing good. Through Project Imagine, we aim to articulate these values in a way that resonates deeply across our ecosystem - employees, customers, partners, and communities alike.

This is where the work of diversity, equity and inclusion becomes especially powerful. DEI is not a separate conversation, it is central to how we define ourselves. When we embrace difference, foster belonging, and ensure fairness, we create a culture that reflects the very best of who we are. In many ways, DEI brings our purpose to life.

Project Imagine is our invitation to think expansively and act intentionally. It's a moment to align our internal culture with our external expression, to craft a narrative that unites our businesses, and to build an identity that makes every Godrejite feel seen, heard, and valued.

Thank you for being part of this journey.

Tanya Dubash,  
Chief Brand Officer  
Godrej Industries Group



# ACKNOWLEDGEMENTS

The Godrej DEI Lab team thanks all our colleagues for participating in a culture of inclusion at work, and in helping to build a better workplace and world. DEI teams from group companies were crucial to the making of this report.

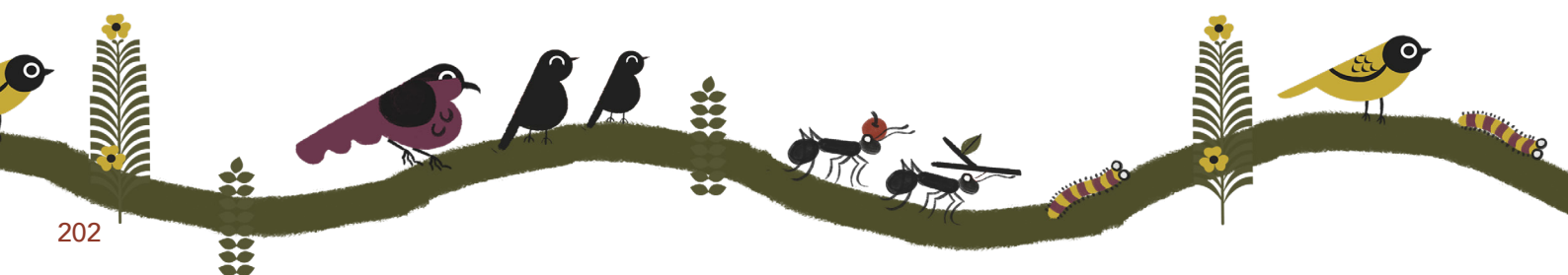
Thanks in particular to Maira, Ankita Barik, Amber Bawa, Soumyajit Pradhan, Vidhi Verma, Prarthana Uppal, Aamna Khan, Zoya, Ishika Agarwal, Gautami Salunkhe, Shashank Awale, Priyanka B, Jinal Jain, Sandhya Ramesh, Shruti Gadre, Pallavi Navin, Sneha Kahar, Dr. Sucharita Khuntia, Dr. Divyang Doshi, Ayumi Rajalingam, Michelle Francis, Priyashi Mathur, Pooja Lapasia, Dianne Tauro, and Harinath Govindan.

Thank you to Winona Laisram, who led the report's design and layout and to Sanjana Yadav for the design support, to Anshu for conceptualising and creating the illustrations and to Harshvardhan Bhaskar for the cover illustration. Thank you to SM Media for their efforts in printing the report.

Rajeev Kushwah and Gayatri Shanbhag led reporting and storytelling for key categories along with supervising and executing the report's content and design arrangement. Supriya Nair, Roshni Iyer and Maanvi supported the editorial work on this report. We'd also like to thank the DEI Lab team members who contributed to different sections of the report.

Thank you to all members of our DEI Council as well as to all group MDs and CHROs for constantly enabling DEI efforts across the group. Thank you to all our external collaborators; it is a joy to learn alongside you every day.

Thank you, above all, to Nisaba Godrej and Sumit Mitra, for being the wind beneath our wings.







## DESIGN NOTE

Like the birds' eye view of a forest, our cover illustration invites you to look at an ecosystem flourishing in all its diversity and abundance. Conceptualised and created by Lab member Harshvardhan Bhaskar, the illustration resonates with how we've rooted ourselves in our century-old legacy of prioritising and practicing accountability to each other, to keep making real a world where everyone is truly treated equal. As Harshvardhan said, "A solid foundation ensures the flourishing of the tree of life. And the cover artwork reflects that sentiment. Because the fruits that grow on the tree would not be achievable without the efforts invested in the soil."

The report's layout was composed and arranged by Winona Laisram, who emphasised: "The design choices were driven by a desire to make the report inclusive and accessible, reflecting core values of DEI. This meant prioritising readability, clear visual hierarchy, repeatability, and thoughtful contrast to support diverse audiences, including those with common forms of colour-blindness."

The insects, worms, bees, and birds sharing nectar from the same flower, greeting you gently as you flip through the report, are reminding you and us that an inclusive ecosystem can only be possible when built together. Anshumaan, who sketched these, explained that "Some of the illustrations include imagery from nature such as honeycombs, anthills, nests: visuals we associate with workers coming together. The overarching narrative that emerges is of unexpected friends and allies - creatures that are usually prey/predator coming together, chilling together, building together."



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