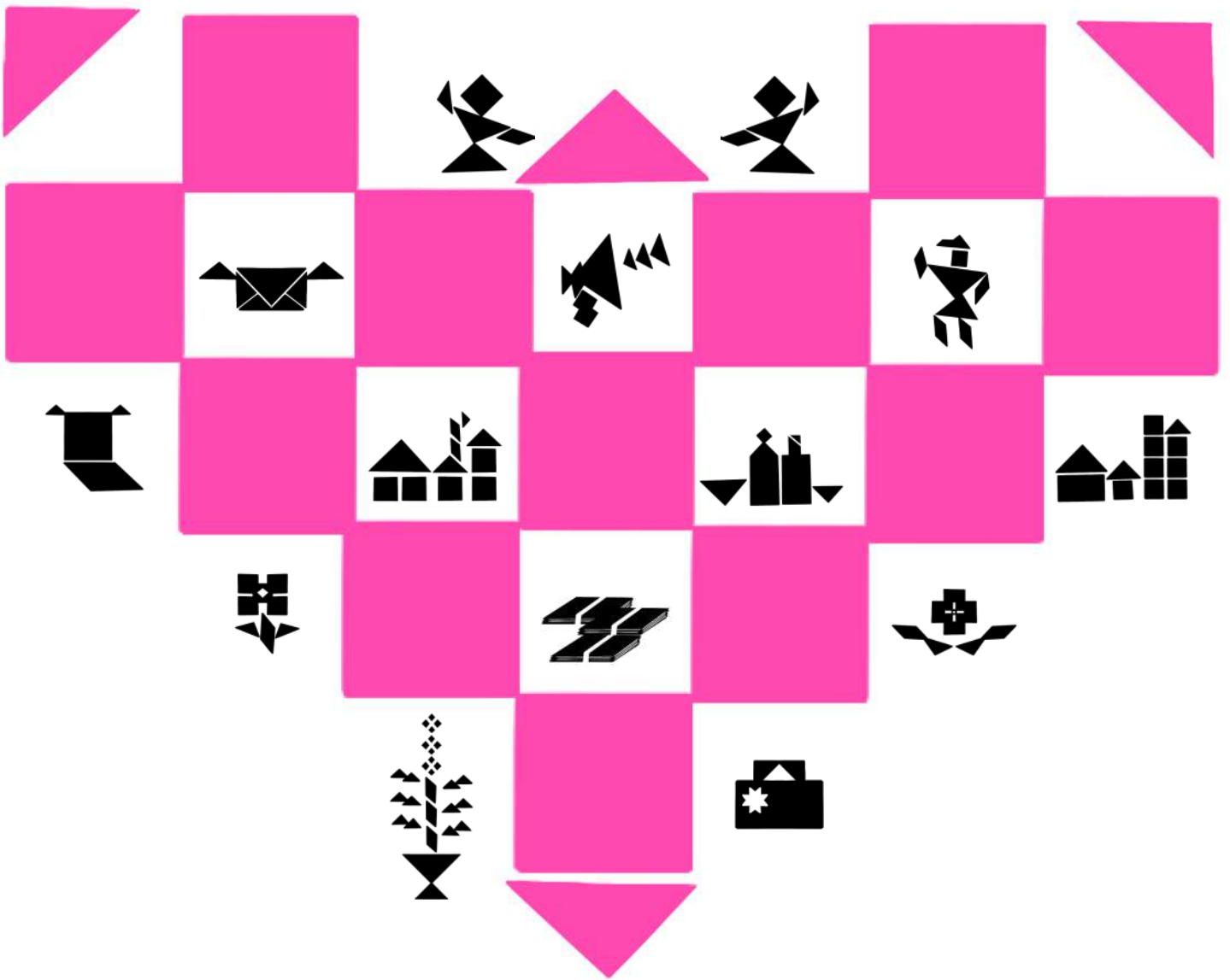
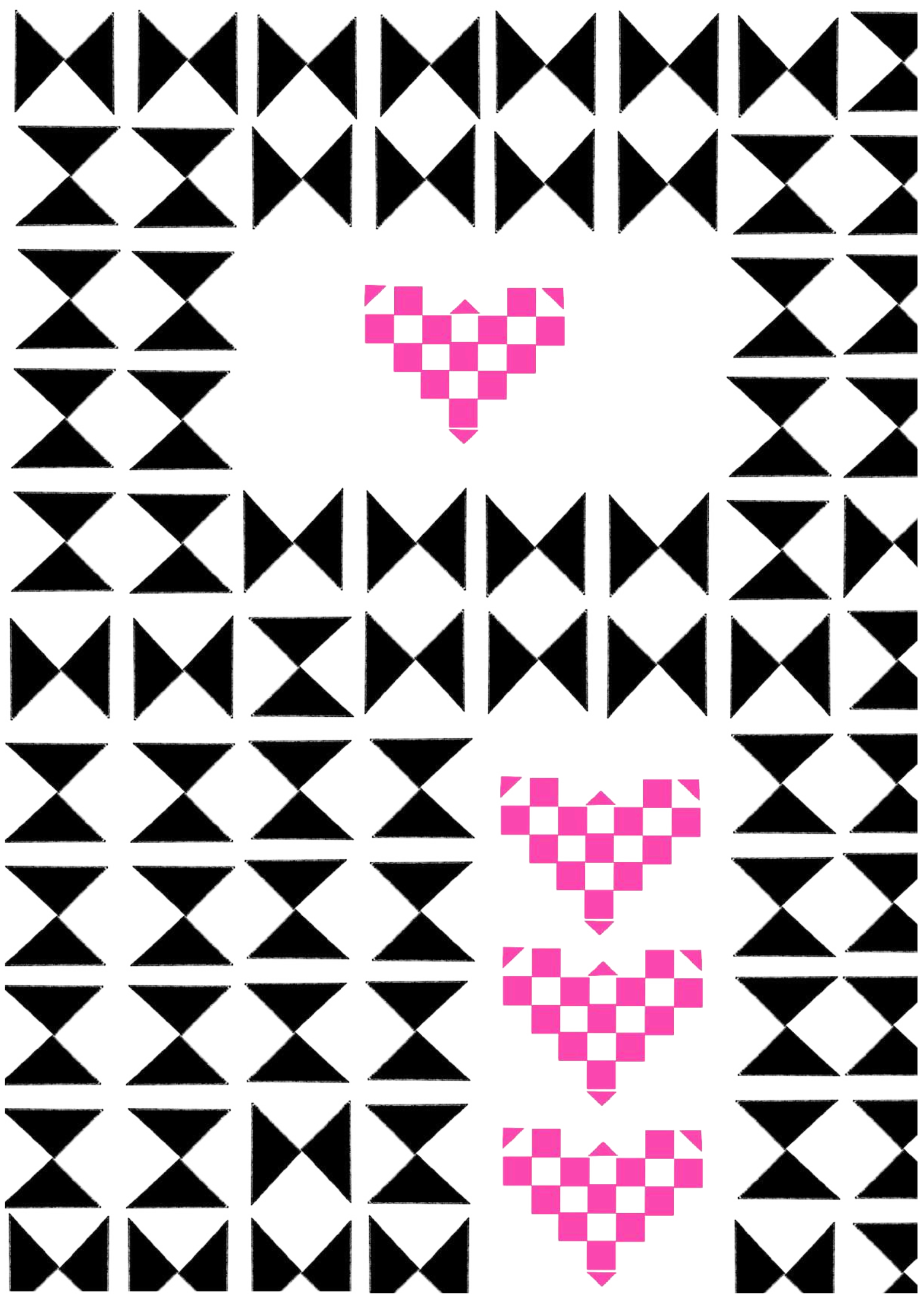


# REPORT

2025-2026



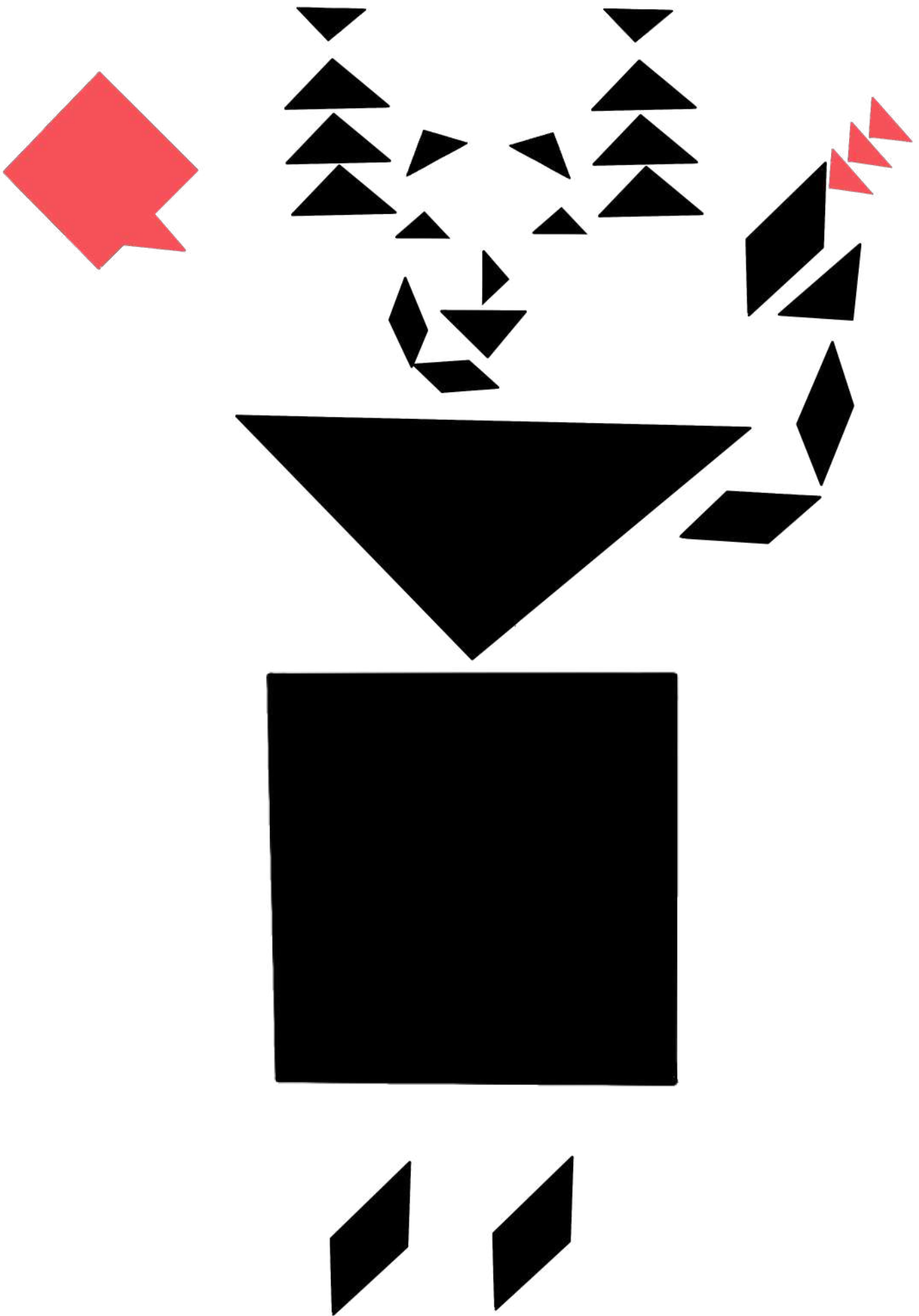




# TABLE OF CONTENTS



|  |     |
|--|-----|
| The Godrej Industries Group DEI Statement.....                   | 05  |
| Welcome Note.....  | 06  |
| DEI: What You Need to Know.....                                  | 10  |
| DEI in India and the World 2025-26.....                          | 11  |
| DEI Calendar 2026-27.....  | 18  |
| Group DEI Scorecard 2025-26.....                                 | 22  |
| DEI Diaries: Letter from the Lab.....                            | 25  |
| The Year in DEI: DEI Lab.....                                    | 26  |
| The Year in DEI: Godrej Agrovvet.....                            | 44  |
| The Year in DEI: Godrej Capital.....                             | 56  |
| DEI Diaries: Accessibility and Inclusion in Corporate India..... | 67  |
| The Year in DEI: Godrej Chemicals.....                           | 70  |
| The Year in DEI: Godrej Properties.....                          | 79  |
| DEI Diaries: Care @ Godrej.....                                  | 92  |
| The Year in DEI: Godrej Consumer Products.....                   | 96  |
| The Year in DEI: Godrej Ventures.....                            | 112 |
| DEI Diaries: Stories from the Lab.....                           | 115 |
| The Year in DEI: Good and Green.....                             | 118 |
| The Year in DEI: AI Lab.....                                     | 126 |
| The Year in DEI: Corporate HR.....                               | 130 |
| The Year in DEI: Corporate Brand and Communications.....         | 138 |
| The Year in DEI: Corporate Services.....                         | 144 |
| The Year in DEI: Health and Wellness.....                        | 147 |
| Closing Note: Nadir Godrej.....                                  | 153 |
| Acknowledgements.....  | 155 |
| Design Note.....   | 156 |



## 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,

We're proud to bring you our third DEI annual report. We launched the Lab in October 2023, to build and strengthen inclusion within Godrej Industries and to create ecosystems of change in corporate India.

In the years since, it's been our greatest joy, and most significant lesson, to witness how our teams, our leadership, and our culture have practised inclusion at Godrej Industries. It's been equally heartening to see how Ardeshir Godrej's founding values of trust, fairness and respect resonate beyond Godrej, both in corporate India, and in our collaborations with government representatives, universities, cultural and literary institutions, and grassroots organisations.

So, to you, dear reader, congratulations and thank you.

This year, Godrej's comprehensive DEI scorecard reflected sustained work on inclusive hiring and retention. Representation for women, people with disabilities, and LGBTQIA+ people sustains at 30%, 0.5% and 0.5%, respectively. In absolute numbers, our women colleagues increased from 16,161 to 20,750, our colleagues with disabilities increased from 273 to 352 and our LGBTQIA+ colleagues from 245 to 293, this year.

We collaborated with Godrej's fabulous Learning Lab on an introductory course to Indian Sign Language (ISL), as well as a course on DEI at Godrej Industries which reflected the principles shaping our DEI efforts. This was our first full year of offering upgraded care benefits for self-care, and eldercare, childcare, family leave. We've seen for ourselves how integral Godrej's values of care are to inclusion, and to enabling each of us to live and work better.

This year, building community and advocating for our values was a key pillar of the DEI Lab's work. Our full-house public events at Godrej One continued to create spaces for conversation on inclusion.

During Pride month in June, we launched Queer Directions, a publishing imprint in collaboration with Westland India, with a focus on queer non-fiction. We were proud to host the first-ever Assistive Tech Conference this November, which brought disability activists, tech start-ups, and inclusion advocates together to showcase how technology can enable inclusion in the workplace. To address the ways in which menopause shows up at work for women, we hosted a conversation with Dr Sukhpreet Patel and Nisaba Godrej.

We decided to take an inclusion road show to leading B-schools in India with a DEI-focused case study competition, built to engage with future leaders in corporate India. We also built on our advocacy efforts by curating DEI-focused programming at the Godrej Literature Live festival in Mumbai, and convening a discussion on disability inclusion at the Purple Fest in Goa.

Meanwhile, our research and media vertical continued to publish storytelling on successes and innovations in DEI in corporate India. Through our newsletter and social media, we engaged an audience of approximately 75,000 people in meaningful conversations. Our curated public archive of knowledge related to workplace inclusion, the DEI Directory, now has over 1000+ resources, and is growing.

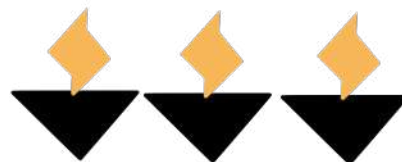
As I write this, change is in the air.

Godrej's 129-year-old legacy is reimagining itself for the future, building on the legacy of a business that has always seen success in terms of people, planet, and profit. To craft tomorrow is to invest in a future that requires us to be optimistic, resilient, and innovative. In crafting inclusion for tomorrow, the DEI Lab enables one vision of a culture that embodies all these qualities.

As we look to co-create this transformation, we at the DEI Lab remain committed to building a tomorrow for everyone; an inclusive future where everyone has access to opportunity, is rewarded for success, and feels ready to bring their whole self to work, with joy and with love.

Come, join us.

**Parmesh Shahani and the DEI Lab team**







*An easy day at work!*

## 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 25-26

### ★ CHANGES, CHALLENGES, CHANCES ★

In 2025, facing headwinds caused by political change in countries such as the United States, major global organisations strategically shifted their DEI trajectories towards accessibility, belonging, and culture.

Some corporations headquartered in the USA, including Amazon, Accenture, Toyota, Google and Citigroup restructured their DEI programmes, limited or ended inclusive messaging in advertising and employer branding; and moved towards a language of kinship, support, and care. Others, such as Apple, Morgan Stanley, and Proctor & Gamble continued their DEI programmes.

When asked about the future of their DEI initiatives, Chief Financial Officer John Murphy said Coca-Cola was "focused on having the best talent around the world" but also that it would "follow any change in regulations at the national level." No wonder that a Gallup poll found that while 69% of American respondents ranked DEI as a major priority for business, just 35% said businesses were doing well at promoting DEI. Within India, the broader retreat from DEI has required readjustment and re-prioritisation.

Many companies have scaled back explicit DEI language and reduced visible support for LGBTQIA+ employees. But we find a simultaneous reaffirmation of inclusion efforts for cisgender women and persons with disabilities.

For example, Infosys hired 900 women in FY 2025 in mid-management tech roles through its Restart programme, indicating sustained investment in returnship pathways for women. Infosys is also aiming to achieve 45% female representation in its workforce by 2030 as part of its ESG Vision 2030.

This trend is echoed at a sector-wide level. According to Great Place To Work India's 2025 report, "From Intent to Impact," Indian employers and corporate leaders continue to express a largely favourable outlook towards DEI.

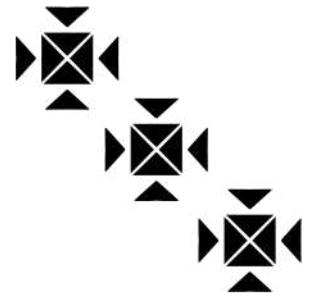
The Indian judicial landscape has also deepened the alignment of inclusivity and equity with our constitutional values. The Supreme Court has ordered a district-wise survey of employer compliance with the Prevention of Sexual Harassment Act and situated maternity and childcare leave within constitutional dignity under Article 21. It also emphasised that reasonable accommodation is not a matter of charity but a fundamental right flowing from Articles 14, 16, and 21 of the Indian Constitution

However, the Indian LGBTQIA+ community is still seeking to understand the full implications of a recent legislative development. As we go to press, transgender Indians and their allies are responding critically to amendments to the Transgender Rights Protection Act 2019, which may impact the freedom of many trans individuals to self-identify their gender and seek support for affirming their gender identity. The extent to which this may shape culture and policies supporting transgender Indians at the workplace remains to be seen.



## OUR FOCUS COHORTS

### LGBTQIA+



Several state-level institutions continued to advance LGBTQIA+ inclusion. In February, the Madras High Court directed the Director of Medical Education to conduct awareness programmes across government and private medical colleges and to ensure that LGBTQIA+ speakers were included.

The Court underscored that lived experience combined with professional competence is essential to medical curricula. It pressed for explicit prohibitions on conversion therapy to appear in training modules. During this process, the bench also asked the State to clarify whether Tamil Nadu's policy framework should be unified (LGBTQIA+) or split (trans/intersex and LGBQA+), and later recorded the State's decision to proceed with the Tamil Nadu State Policy for Transgender Persons 2025: a standalone policy.

Other states saw institution-level advances. In late 2025, the Hyderabad Metro inducted 20 transgender personnel into frontline security roles in high-visibility, public-facing employment that signals expanding inclusion in essential services. Around the same time, the Bar Council of India granted interim approval for two supernumerary seats for transgender students in Kerala's government law colleges, marking a small but concrete step towards educational access and representation.

A notable practical win for India's transgender citizens came when the Delhi High Court recorded the Ministry of External Affairs' clarification that such citizens who undergo gender-affirming surgery abroad may re-enter India and update their passports using an affidavit and a surgical certificate, even if they do not yet possess a Transgender Act certificate.

This addressed a long-standing documentation barrier that affected mobility, legal identity, and the ability to access services.

Community leaders and thinkers continued to push for progress on other matters. The Bharatiya Nyaya Samhita (BNS) enacted in July 2024 retains the Indian Penal Code (IPC)'s gendered definition of rape (male perpetrator, female victim). In response, scholar Sayantan Dutta has argued that the omission of the safeguards that previously offered some protections for male and transgender survivors leaves trans persons without an equivalent legal pathway for redress.

Further, in October 2025, the Supreme Court while hearing *Jane Kaushik v. Union of India*, strongly criticised governmental apathy and awarded compensation to a transgender schoolteacher pushed out of multiple jobs.

Crucially, the Court constituted a committee led by Justice Asha Menon to draft a Model Equal Opportunity Policy for transgender persons, intended to guide or bind establishments until governments take formal action.

Globally, 2025 saw deepening divergence in LGBTQIA+ rights. In Ghana, a group of 10 MPs re-introduced a bill which sought to criminalise LGBTQIA+ identities, advocacy, and gender-affirming care. It signalled a persistent and severe risk environment for queer communities, civil society, and employers working in the region.

In the United Kingdom, the legal landscape continued to narrow. A 2025 UK Supreme Court ruling was widely read as interpreting “sex” under the Equality Act as “biological sex” in certain contexts, potentially limiting protections for transgender persons.

This came alongside the country’s indefinite ban on puberty blockers for minors — moves that many in the community interpreted as a contraction of trans inclusion in both healthcare and law.

There were positive shifts elsewhere. Thailand implemented marriage equality on 23 January 2025, enabling same-sex couples to access spousal benefits, next-of-kin status, pensions, and parenting rights. It was one of the most significant LGBTQIA+ rights victories in Asia of the year.

## PEOPLE WITH DISABILITIES

Public discussions on disability in India in 2025 were shaped by tensions between formal policy and practical access. In Maharashtra, the government issued an order requiring all people with disabilities employed in public service to undergo medical re-examination and re-verification, even if they already held permanent Unique Disability Identity (UDID) certificates.

The state reportedly has a large backlog of unprocessed UDID applications, and re-verification boards do not include doctors with disabilities, despite a Supreme Court requirement.

In the education sector, disability assessment boards rejected students with disabilities who passed the National Eligibility cum Entrance Test (NEET), using physical tests unrelated to functional competency. These boards also lacked doctors who have disabilities, contrary to Supreme Court-mandated standards.

These developments reveal core concerns for people with disabilities, many of whom access education, employment, and public services on the basis of how administrative systems accommodate their needs.

2025 also became a significant year for public discussions about the Purple Economy in India. The term was widely used in academic and policy forums to describe how economic systems can recognise the contributions of people with the disabilities.

In June 2025, the Indian Institute of Management Bangalore hosted a roundtable on the Purple Economy. Exploring the theme ‘Unlocking \$18 Trillion in Global Opportunity,’ the event highlighted how disability inclusion is a major economic opportunity, with expert speakers emphasising that accessible products and services can expand markets and create value across industries.

They called on organisations to become “purple-aware,” use data to drive inclusion, and recognise the significant economic power of persons with disabilities as consumers, workers, and innovators.

There is strengthening global evidence on the scale of disability-related economic activity. The Global Economics of Disability Report (2024) showed that people with disabilities account for a global consumer base of 1.58 billion individuals and influence spending patterns across a wider group of 2.9 billion – when including friends and family.

In India, this framing supports the understanding of disability inclusion as part of economic planning, rather than as a peripheral concern.

Assistive technology (AT) was a major focus throughout the year.

Reporting on the 2025 Union Budget noted that, essential assistive devices continued to be taxed under GST, despite recommendations for their exemption, which affected affordability for people with disabilities who rely on mobility aids, prosthetics, and communication tools.

Meanwhile, the International Purple Fest in Goa in October 2025 included extensive demonstrations of AT uses across learning, livelihood, and independent living. Organisers convened policymakers, innovators, and practitioners to discuss how to scale AT adoption and how public agencies can support wider availability of such tools.

2025 showed how the Purple Economy movement in India and the expansion of assistive technology are closely connected. The Purple Economy frames people with disabilities as full economic participants, whose inclusion depends on accessible systems. Assistive technology determines whether people can interact with those systems.

When public institutions, service providers, and markets embed accessibility into their design, participation becomes possible. When they do not, economic and social access is restricted.

## GENDER

McKinsey's 2025 cross-market benchmark shows women in India constitute nearly half of university enrollments but only ~33% of entry-level hires, with the steepest drop at the first managerial step (to ~24%).

At the macro level, the Economic Survey 2025–26 recorded a rise in female labour force participation—from 23% in 2017–18 to 42% in 2023–24 — alongside 56.2 crore employed persons in Q2 2025–26, marking an increase of 8.7 lakh from the previous quarter.

Yet time-use data reveals the constraints shaping these outcomes. Women continue to shoulder ~305 minutes/day of unpaid domestic and care work (slightly down from 315 minutes in 2019), vastly outpacing male contributions.

Research values this unpaid work at over 7% of GDP on conservative estimates, while documenting how care burdens are borne disproportionately by women. Borne often by teenage girls, this has also been shown to limit education, mobility, and long-term earnings, entrenching intergenerational inequality.

Globally, the ILO's 2025 care-economy brief highlights that mothers receive an average of 24.7 weeks of paid leave, while fathers receive only 2.2 weeks, underscoring the policy imbalance that holds women back in the workplace.

The brief argues for publicly funded, gender-balanced parental leave as core economic infrastructure. Indian jurisprudence echoed this logic: the Delhi High Court reiterated that unpaid domestic work constitutes labour with economic value.



India's urban safety landscape came into focus in 2025 with the release of the NARI 2025 index, based on responses from 12,770 women across 31 cities. The national safety score stood at 65%. Workplace perceptions showed promise: 91% of surveyed women reported feeling safe at work, yet knowledge of PoSH remained uneven, pointing to a gap between legal compliance and everyday organisational culture.

A major judicial development further strengthened workplace protections. In a landmark ruling in *K. Umadevi v. State of Tamil Nadu*, the Supreme Court held that maternity leave is an integral part of maternity benefits and reproductive rights protected under Article 21—including dignity, health, and privacy.

The judgment overturned a denial based on “two-children rule” and affirmed that maternity protections are fundamental rights, mandating workplaces to accommodate diverse family structures (such as remarriage) without penalty.

In perhaps the most impactful of such studies conducted in an Indian industry this year, the Justice Hema Committee report on Malayalam cinema exposed systemic sexual harassment, opaque contracting, and the absence of independent grievance redressal in gig-based creative work.

Its findings reinforced the need for sector-specific codes and accountability mechanisms in industries dominated by informal or project-based labour.

Culturally, 2025 was a year of high-visibility gender milestones.

Banu Mushtaq became the first Kannada writer to win the International Booker Prize, marking the continued success of Indian women's literature on the global stage.

In sport, India's first Women's Cricket World Cup title catalysed a shift in visibility and investment. The International Cricket Council reported that digital and TV viewership for the final, in which India defeated South Africa in Navi Mumbai, was close to 280 million, and equalled men's final events. Smriti Mandhana was named BBC Indian Sportswoman of the Year. In chess, Divya Deshmukh won a world title and joined a small cohort of Indian women grandmasters, expanding the representation of women in elite mind-sports.

The work of Indian women in STEM stood out as Dr Rajula Srivastava won the Maryam Mirzakhani New Frontiers in Mathematics Prize, and Dr Divya Karnad was awarded the WINGS Woman of Discovery award for her work in marine conservation.

## AI'S IMPACT ON DEI

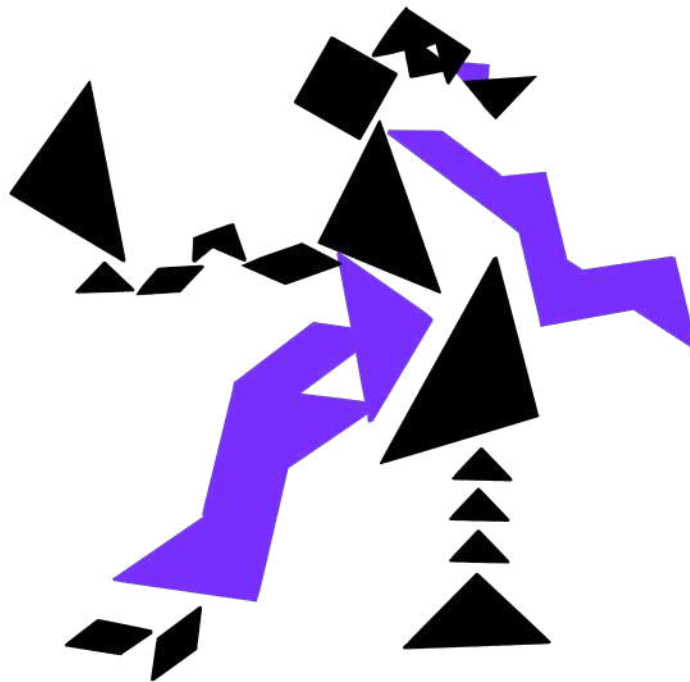
Artificial intelligence may hold powerful potential to reduce human bias and drive equitable outcomes. Yet, the global AI ecosystem is built on human labour, in systems that do not meaningfully address exploitation and inequity.

India, like the Philippines, Vietnam, and Kenya, has become a critical hub for the “backend” of AI: data annotation, content moderation, and the mass labelling that trains machine-learning systems. This workforce is disproportionately female, low-income, and rural. It may be one of the most critical concerns in India to remove constraints on opportunities for these new workers, while mitigating the risks of social and economic inequity to which these new entrants to the workforce are exposed. For example, researchers are already warning that the emotional and

psychological danger of content moderation is not rare but intrinsic to the job, and have said that content moderation belongs “in the category of dangerous work,” comparable to high-risk physical industries. The women performing this labour have remained largely invisible within mainstream AI ethics and DEI conversations.

Global technology companies rely on India’s annotation workforce to cleanse their training data, yet these women often work through multi-tiered subcontracting chains that obscure accountability. They are rarely provided adequate mental-health support, breaks, or safety nets. Contracts are informal, wages are low, and labour protections are minimal.

As India positions itself as a global AI leader, it will become essential to address the ethics of its data labour economy and protect some of the most vulnerable members of its new white-collar workforce.



## **IN CONCLUSION**

2025 was a hinge year for DEI in India and across global markets. The business climate is in flux, and DEI language is changing, but the core questions are constant: who gets access, who is safe at work, and who makes progress to decision-making roles.

AI is the most visible driver of change, though it remains to be seen how it will impact corporate DEI practices.

India’s legal landscape is a stabilising force. The Supreme Court’s view that maternity leave is part of dignity under Article 21 is a clear anchor for equitable practice. The Court’s order for a district-wise PoSH compliance survey is an enforcement signal that moves policy into daily operations.

Courts are also expanding the meaning of reasonable accommodation and are recognising HIV-positive status under workplace disability law. These decisions are a framework for employers who want clarity and predictability.

LGBTQIA+ inclusion is a mixed picture but is not static. Medical education in Tamil Nadu is more inclusive, passport procedures for trans citizens are clearer, and courts are asking for equal opportunity policies that are specific and actionable.

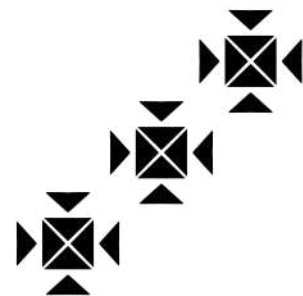
Public employers that hire trans workers into visible roles send an important signal. These are concrete steps that lower documentation barriers, set norms, and show how inclusion is operational.

Disability inclusion is a growth area. Assistive technology is a bridge between intention and access, and the Purple Economy makes a business case as well as a social one. The market for accessible products and services is large, and organisational demand for practical guidance is real. The focus is not only on ramps and captions; it's skilling, product design, procurement, and service pathways that keep people in work.

Gender equity is now measured more precisely. Women's entry and first promotion are pressure points, but labour force participation is rising and new leadership signals are visible. Time-use data and care-economy analysis are a reminder that caregiving is work; and that flexibility and benefits are productivity tools, not extras.

DEI remains critical to crafting a successful, and more prosperous tomorrow. It requires us to think of our jobs, our businesses structurally – investing in ideas and people who will help us stay nimble, innovative, and resilient.

The values that ground this vision of the future remain timeless. They are about fairness, dignity, and equal access. This grounding is what will keep DEI stable in this time of rapid change, and this openness is what will allow it to evolve with new forms of work and new expectations of workplaces.





## DEI CALENDAR 2026-27

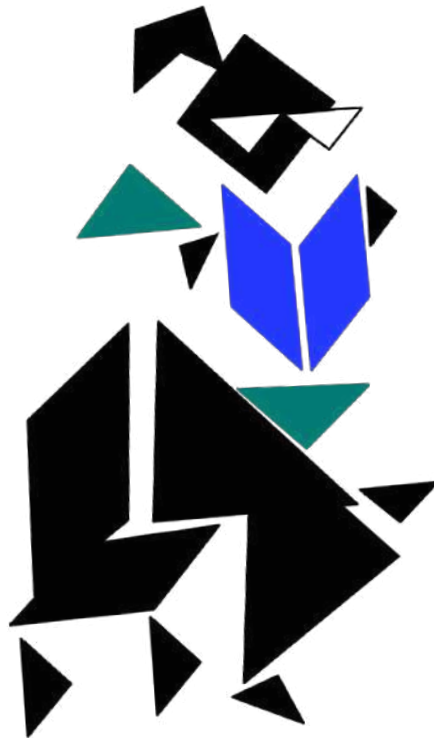
### DAYS OF COMMEMORATION

|   |                   |
|---|-------------------|
| WORLD AUTISM ACCEPTANCE DAY.....  | 02 APRIL 2026     |
| AMBEDKAR JAYANTI.....   | 14 APRIL 2026     |
| LABOUR DAY.....   | 01 MAY 2026       |
| GLOBAL ACCESSIBILITY AWARENESS DAY.....                                 | 21 MAY 2026       |
| INTERNATIONAL NON-BINARY PEOPLE’S DAY.....                              | 14 JULY 2026      |
| NELSON MANDELA DAY.....   | 18 JULY 2026      |
| SOUTH AFRICAN NATIONAL WOMEN’S DAY.....                                 | 09 AUGUST 2026    |
| INDONESIA INDEPENDENCE DAY.....   | 17 AUGUST 2026    |
| INTERNATIONAL DAY OF SIGN LANGUAGES.....                                | 23 SEPTEMBER 2026 |
| TRANSGENDER DAY OF REMEMBRANCE.....                                     | 20 NOVEMBER 2026  |
| INTERNATIONAL DAY FOR THE ELIMINATION OF<br>VIOLENCE AGAINST WOMEN..... | 25 NOVEMBER 2026  |
| CONSTITUTION DAY (INDIA).....   | 26 NOVEMBER 2026  |
| WORLD AIDS DAY.....   | 01 DECEMBER 2026  |
| INTERNATIONAL DAY OF PERSONS WITH DISABILITIES.....                     | 03 DECEMBER 2026  |
| WORLD BRAILLE DAY.....  | 04 JANUARY 2027   |
| INTERNATIONAL DAY OF WOMEN AND GIRLS IN SCIENCE.....                    | 11 FEBRUARY 2027  |
| INTERNATIONAL WOMEN’S DAY.....  | 08 MARCH 2027     |



## DEI CALENDAR 2026-27 MONTHS OF LEARNING

|  |                |
|--|----------------|
| DALIT HISTORY MONTH AND<br>AUTISM AWARENESS MONTH..... | APRIL 2026     |
| MENTAL HEALTH AWARENESS MONTH.....                     | MAY 2026       |
| LGBTQIA+ PRIDE MONTH.....                              | JUNE 2026      |
| DISABILITY PRIDE MONTH.....                            | JULY 2026      |
| INTERSECTIONALITY AWARENESS MONTH.....                 | AUGUST 2026    |
| HISPANIC HERITAGE MONTH.....                           | SEPTEMBER 2026 |
| UNIVERSAL HUMAN RIGHTS MONTH.....                      | DECEMBER 2026  |
| BLACK HISTORY MONTH.....                               | FEBRUARY 2027  |
| WOMEN'S HISTORY MONTH.....                             | MARCH 2027     |







## CARE IS FUNDAMENTAL TO INCLUSION

Our care policies come from an age-old belief that when employees are cared for, they put in their best performance.

It's a win-win for both the organisation and the employee.

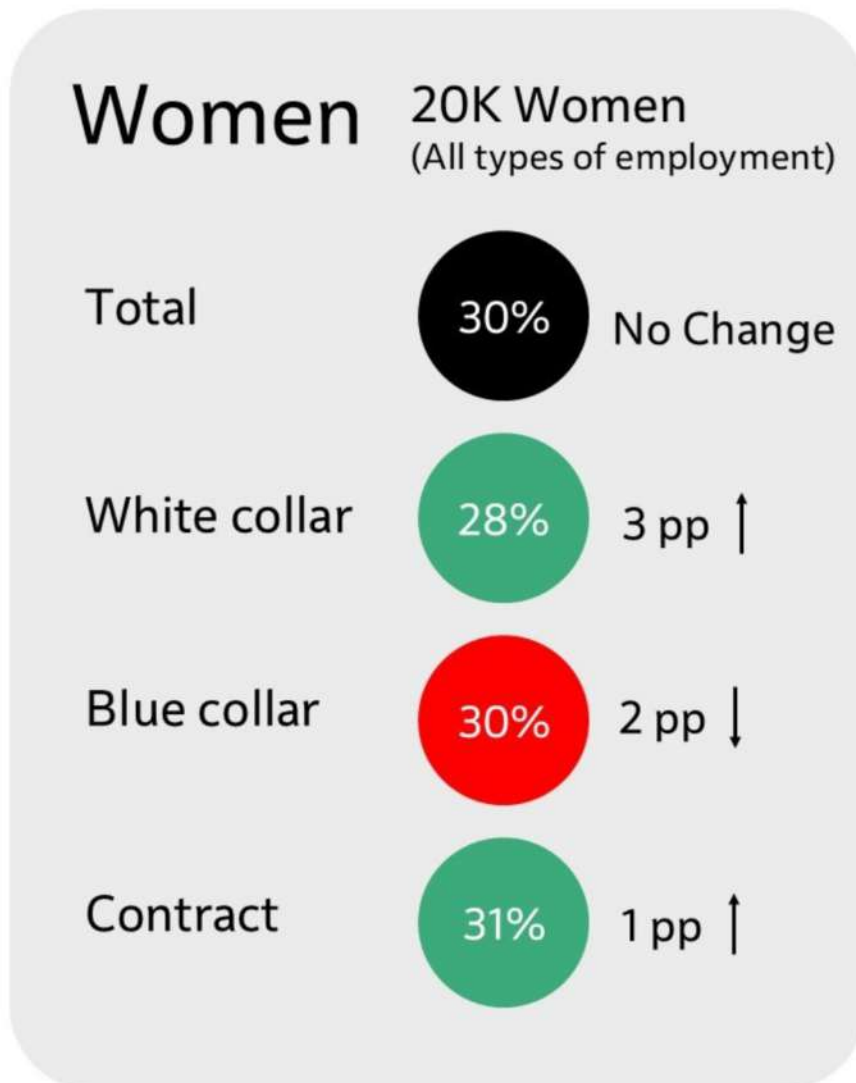
You can have policies which ensure that each and every employee, at every life stage, can lead a more wholesome and worry-free life. We believe a lot of our policies are firsts in the industry. It's something we are open to sharing with other organisations.

To me, I think that's a collaborative effort. And this is a space where we can only share to learn more and become better.

**Sumit Mitra**  
**Head, Group HR and Corporate Services**  
**Godrej Industries Group**

# Godrej Industries Group

## DEI Scorecard FY26



(\*These figures are provisional numbers subject to revision based on final audit.)

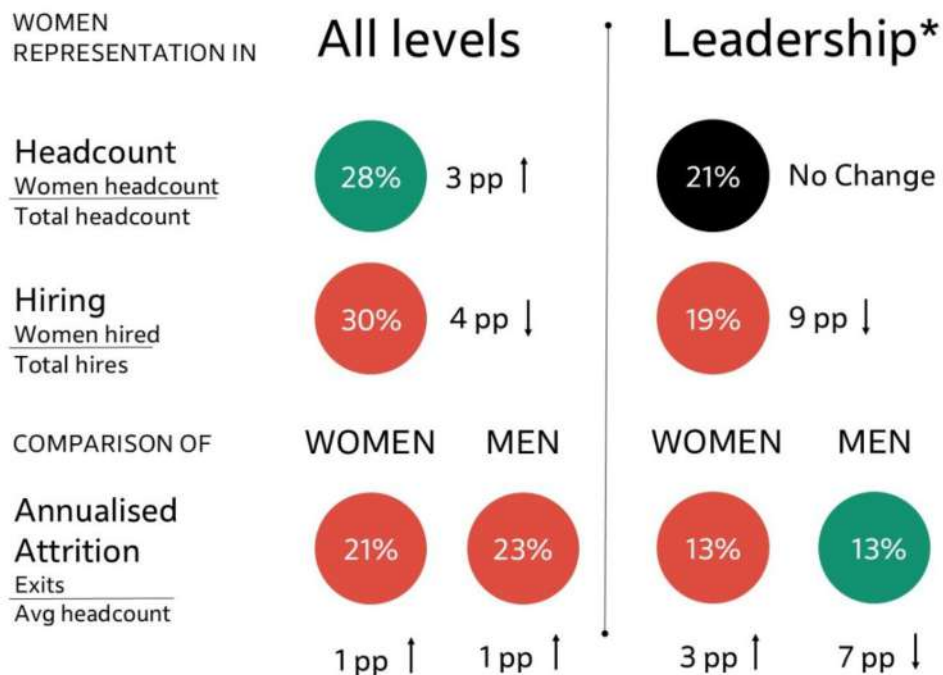
# GROUP DEI SCORECARD 2025-26

# Godrej Industries Group

## DEI Scorecard FY26

### Women Representation in White Collar

(~4.2K Women / 15K Total Headcount)



↑ ↓ Increase or decrease in percentage points over FY25

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

(\*These figures are provisional numbers subject to revision based on final audit.)

# GROUP DEI SCORECARD 2025-26

## Godrej Industries Group

DEI Scorecard FY26

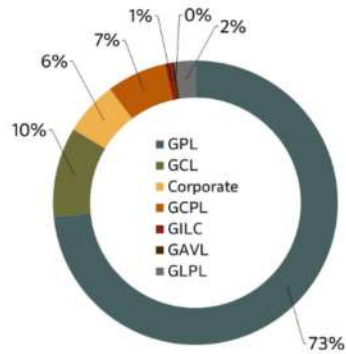
### LGBT+

0.5% 48 people ↓

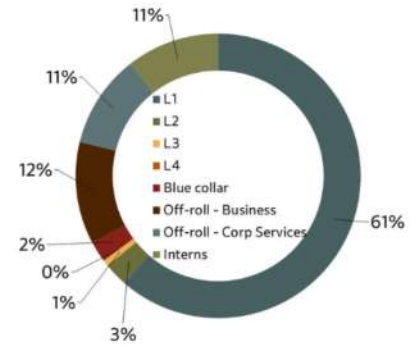
293 LGBT+ People  
(All types of employment)

↑ ↓ Increase or decrease in headcount over FY25

LGBT+ representation across GIG businesses



LGBT+ representation across levels + categories of employment



## Godrej Industries Group

DEI Scorecard FY26

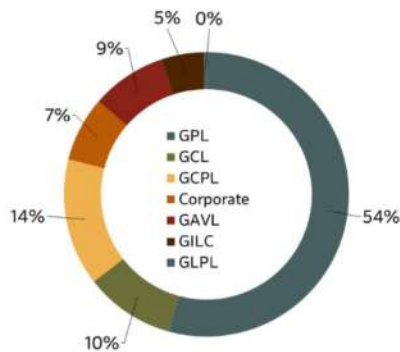
### PwD

0.5% 79 people ↓

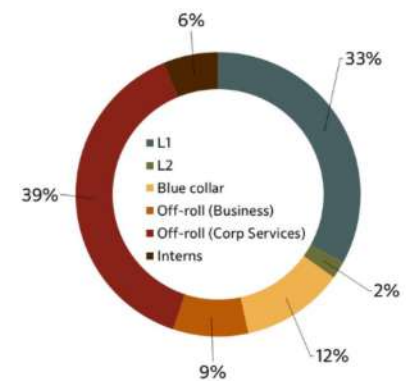
352 People with disabilities  
(All types of employment)

↑ ↓ Increase or decrease in headcount over FY25

PwD representation across GIG businesses



PwD representation across levels + categories of employment



(\*These figures are provisional numbers subject to revision based on final audit.)



## DEI DIARIES

### A LETTER FROM THE LAB

belonging feels like a letter in your hands,  
knowing that care went in as we make meanings,  
of queer joy and hurdles, and grow through,  
dancing at the pride fund india dinner, waving

the pride flag across godrej one – transformation  
of spaces and accessibility, shifting the view;  
where do you fit inspiration, hope and joy?  
on some days, it's a bombay island coffee, a walk

to sculpture park, or lunch tucked away at hubble;  
in late bombay winter, it's tabebuia's blushing bloom  
while december's glamour fades, here comes q4 –  
deadlines, tracker, and coffee. and some more.

write letters – build bridges, and inclusive futures,  
as tomorrow's poets and engineers.

**Rajeev Anand Kushwah**





## THE YEAR IN DEI: DEI LAB

At the DEI Lab, we use data and analytics to track progress, and measure outcomes on inclusion within Godrej Industries. We implement policies and pilots within businesses which improve representation, and provide opportunities for people from historically disadvantaged groups. Using research, media, and events, we build public knowledge and share storytelling with the world.

We also do research relevant to workplace inclusion in corporate India and beyond, through advocacy and multimedia reportage.

### WHAT'S NEW?



#### SPECIAL PROJECT

In collaboration with the Learning Lab, we launched a course on introduction to Indian Sign Language (ISL).

The course includes introduction to the ISL alphabet and commonly used phrases to empower the learner to effectively communicate with their hearing and speech impaired (HSI) colleagues, and foster a more inclusive workplace.

The Lab, in collaboration with our technology teams, also worked on an analytical feature to help Godrejites with disabilities as well as those who identify as LGBTQIA+ to self-report information about their identity privately, and securely.

#### POSH

We launched POSH e-learning modules for both employees and Internal Committee (IC) members in July 2026. This self-paced learning experience enhances effectiveness and widens coverage, ensuring that foundational POSH awareness is accessible to everyone irrespective of their role and location.

The positive response so far reinforces our belief that compliance can move beyond a statutory requirement to something employees proactively adopt.

#### QUEER DIRECTIONS

At Pride @ Godrej in June 2025, we launched a new publishing imprint focused on LGBTQIA+ writers from the Indian subcontinent and its communities, with Westland Books, one of India's leading publishing houses.

The imprint is called Queer Directions. It was launched at Godrej One by Parmesh Shahani, head of Godrej DEI Lab; Karthika V.K, publisher, Westland Books; Dhruvo Jyoti, senior editor at Hindustan Times; and Dhamini Ratnam, national culture editor at Hindustan Times.

We marked Pride with the now-annual ritual of the Godrej Pride March, attended by nearly 600 Godrejites. The march was led by Nadir Godrej, Managing Director of Godrej Industries and Chairman of Godrej Agrovvet, along with Manish Shah, our Pride Marshall and MD and CEO, Godrej Capital.

They walked leading a procession of Godrejites, dancing to the beats of dhols and with rainbow flags swaying alongside. Drag artists Gentleman Gaga, Mx Siaan, Komolika, and lavani dancer, Teshree, lived up to their name as showstoppers.

To mark the launch of Queer Directions, we also conducted a Pitch Bazaar with Westland Books for young, queer, and previously unpublished voices.

Open to the public, the Bazaar received over 80 entries, and 16 shortlisted writers were given the opportunity to present their ideas to a jury for feedback and mentorship.

The jury comprised of Karthika V.K, and Ajitha G.S of Westland Books; Amit Doshi, Head, IVM Podcasts; Saugata Mukherjee, Head of Content at Sony LIV; Chaitanya Hegde, Co-founder, Tulsa; Gazal Dhaliwal, screenwriter and transgender rights activist; Dhrubo Jyoti; Dhamini Ratnam; and our very own Parmesh Shahani.

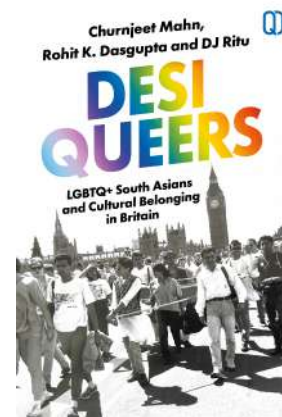


*Parmesh Shahani and the Westland Books team at the launch of Queer Directions with contributing authors Dhrubo Jyoti, Dhamini Ratnam, Raghavi Shukla, and Johann Arora.*

Two books have been published in the Queer Directions imprint as of this writing.

**Desi Queers: LGBTQ+ South Asians and Cultural Belonging in Britain** by Churnjeet Mahn, Rohit K Dasgupta, and DJ Ritu

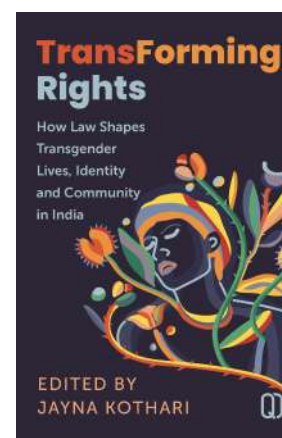
The book studies how diasporic South Asians have shaped LGBTQIA+ movements and communities in Britain, from the 1970s to the present day. Weaving the history of 1980s anti-racism with the emergence of Black LGBTQIA+ and feminist coalitions, this book highlights landmark moments in British queer life and culture through South Asian lives.



**Transforming Rights: How Law Shapes Transgender Lives, Identity and Community in India**, edited by Jayna Kothari

India's rapid transformation of transgender rights has few global parallels. Yet the lived reality of the trans community continues to be marked by exclusion, discrimination, violence, and the daily fight for even basic rights.

Edited by Jayna Kothari, senior advocate at the Supreme Court and a leading practitioner in gender and equality law, this volume brings together scholars, activists, lawyers, policy researchers, and community members whose work engages directly with transgender rights and the wider LGBTQIA+ community.



You can read more about the Queer Directions titles and forthcoming books below:



## MIDLIFE MASTERY

In July 2025, we hosted a conversation titled “Midlife Mastery: Hormones, Health, and How to Thrive” at Godrej One with Dr. Sukhpreet Patel, founder of Menopause Wize and Nisaba Godrej, Executive Chairperson of Godrej Consumer Products Ltd.

They discussed an under-supported issue for women at the workplace — menopause and its associated challenges.

The event focused on how workplaces can build support structures for people managing its symptoms. The conversation ranged from understanding how menopause looks different for everyone, to the importance of hormone replacement therapy (HRT) to manage symptoms, and the role of nutrition and building muscle for long-term health for women.



## INDIA INCLUDED ON CAMPUS

We took the India Included caravan to campus this year with India Included on Campus — a DEI-focused case study competition held in four of the top B-schools across India. The competition, held in collaboration with Godrej Properties, Godrej Consumer Products, Godrej Agrovet, and Godrej Capital, was designed to co-create fresh, actionable solutions to DEI challenges with the leaders of tomorrow.

Our roadshow visited IIM Lucknow, IIM Mumbai, IIM Trichy, and SIBM Pune, where Parmesh Shahani spoke to students on inclusion challenges, and heard their ideas.

After launching a case study on the overarching theme of women's retention in the workforce and receiving over 200 applications, we shortlisted four teams for the grand finale at Godrej One.

These teams presented their solutions to a jury consisting of senior business leaders Abhay Parnerkar, CEO, Godrej Foods; Jishnu Batabyal, Group Head, Business Development; Darshan Gandhi, Global Head, Design, Godrej Consumer Products; among others, from across Godrej Industries. The jury assessed the cases on four criteria: innovation, feasibility, research, and adherence to Godrej values.

The winning team from IIM Trichy of Mutayyib M Khan, Visvanathan A, Mahima Suresh, and Ishwarya Sree, took home a cash prize of ₹1,00,000 and left the audience buzzing with their unique solutions.

## ASSISTIVE TECH CONFERENCE

On 28th November 2025, we hosted the first-ever Assistive Tech Conference at Godrej One, Vikhroli, to mark the International Day of Persons with Disabilities.

The conference, which saw over 300 attendees, was organised in collaboration with AssisTech Foundation (ATF), the National Centre for Promotion of Employment for Disabled People (NCPEDP), and Atypical Advantage. Our co-hosts and collaborators included Godrej Capital, Godrej Properties, Godrej Consumer Products, as well as Godrej AI Lab, Godrej Corporate IT, and Godrej Good & Green.

As a part of the event, Access For ALL's Access Denied / By Design — a pop-up museum experience — showcased a rare Braille typewriter and exhibits that highlighted how everyday design can include users with disabilities.

Tobii Dynavox, Microsoft, and SHG Technologies also displayed innovations in tech, including an eye-controlled computer and smart vision glasses.

They were accompanied by an exhibition showcasing 12 ingenious startups working on assistive technology and showcasing solutions such as customised wheelchairs, an AI sign-language interpreter, and adaptive clothing and utensils.

The Godrej AI Lab also introduced Godrej EVAA, a voice-enabled browser extension that allows users to navigate any webpage using natural language commands.

In the auditorium, conversations on disability inclusion impacting the workplace engaged the audience throughout the day.

The first was a fireside chat between Sumit Mitra, Group HR Head, Godrej Industries Group and Ira Singhal, Deputy Secretary, Ministry of Education, Government of India. They spoke of Singhal’s personal experience of being a bureaucrat with disability, while working in some of the most challenging geographies in India.



*Attendees engaging with Access For ALL's Access Denied / By Design exhibition at Godrej One.*

This was followed by a panel on disability inclusion in manufacturing. The need for our infrastructure to be more inclusive, with greater skilling pathways and progressive leadership, was spoken about by industry leaders like Saurabh Jhawar, Head, Product Supply Organisation (India and SAARC), Godrej Consumer Products; Tapan Bhatt, Factory Manager Ponda, Nestle; Aditi Gupta, Head of HR Pune, Tata Motors; and Vineet Saraiwala, Founder and CEO, Atypical Advantage.

To address neurodiversity at the workplace, Paras Arora, anthropologist and Stanford scholar, gave a talk on vocational training as a pathway to inclusive workplaces.

We ended the day asking a question that had been on everyone’s mind – what does an inclusive India look like?

Arman Ali, Executive Director, National Centre for Promotion of Employment for Disabled People; Bhavya Misra, Chief Human Resources Officer, Godrej Capital; and Paralympian badminton player Manasi Joshi emphasised how people with disabilities must be included in conversations on assistive tech, and how workplaces must play a role in assessing their infrastructure to be more inclusive.

Get a glimpse of the Assistive Tech Conference here:





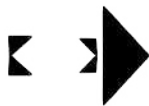
## RESEARCH PAPER: ACCESSIBILITY AND INCLUSION IN CORPORATE INDIA

Through a research internship at the Lab, Pushnami Kasture studied experiences of people with disabilities in corporate India.

Her paper, published in March 2025, draws on lived experiences and existing research about how systems and policies can become more inclusive.

The paper argues that it's essential to rethink established notions of design and spaces from a lens of accessibility, rather than put the onus of making a space accessible on a person with disability.

You can read the full report below:



**REMEMBER THIS!**



### POLICIES

Our colleagues enthusiastically adopted the medical benefits and care policies launched in FY25 using them to care for themselves and their loved ones.

We observed a significant uptick in secondary caregivers, typically fathers, opting for family leave.

Our colleagues also took eldercare leave to care for family elders in sickness, and trans colleagues opted for our gender reaffirming care policy.

Their adoption of these benefits reaffirmed our belief in expanding well-being in the workplace.

### DEI COUNCIL

We held quarterly meetings with the Group DEI Council, which has evolved beyond governance.

While we regularly review progress, celebrate wins, and address gaps where needed, the Council has become a space for our businesses to come together to brainstorm on ideas, and obtain perspectives to imagine how inclusion can become an everyday reality across Godrej.

We are deeply grateful for the rich mix of insights brought in by our DEI teams, and to our colleagues from legal, communications, Good & Green, and Godrej Foundation for enriching our conversations, and co-creating solutions.

## PRIDE FUND

India's first dedicated philanthropic fund, designed by and for LGBTQIA+ communities — the Pride Fund — was launched in early 2025, in collaboration with Dasra, Keshav Suri Foundation, and Radhika Piramal.

At its launch, the Fund supported eight queer-led organisations. That number has risen to support 17 organisations from Delhi, Uttar Pradesh, Chhattisgarh, Maharashtra, West Bengal, Karnataka, Gujarat, Manipur, and Madhya Pradesh.

These organisations are Sappho for Equality, Karna Subarna Welfare Society, Deepshikha Samiti, Basera Samajik Sansthan, The Naz Foundation, Ya\_All Youth Network, Payana, The Tweet Foundation, Vikalp (Women's Group), Chattisgarh Mitwas Sankalp Samiti, Yutak Charitable Trust, Mobberra, Kinnar Asmita, Tapish Foundation, Mitr Trust, Sangama, and Aravani Arts Project.

In August 2025, to support the grantees, the Pride Fund organised a capacity building series at The Lalit Suri Hospitality School, Faridabad.

Through the session, 20 participant organisations were trained in practical tools and frameworks to create lasting impact. They learnt insights on finance and compliance, and mapped future engagements with partners and patrons.

Through its inaugural year, Pride Fund India also supported over a thousand LGBTQIA+ individuals on medical and counseling support, conducted legal aid training for over a 100 queer folks, and connected over 74 participants to employment opportunities and support for small businesses.


To read the Pride Fund report, scan the QR code below:



## INDIA INCLUDED

The India Included podcast, launched in March 2025, returned for a special run this year. Two bonus episodes featuring our conversations on inclusion at the Mumbai Literature Live festival with authors Tarini Mohan, Jane Borges, Amrita Mahale, and Pronoti Datta, were released in March 2026.

Moderated by our very own Supriya Nair and Preetham Gandhi Sunkavalli, the episodes examine how to navigate work, love, hope, and resilience in an often-inaccessible world; and the balancing act between a full-time job, writing a book, and raising a family.



Listen to the bonus episodes here (or, wherever you get your podcasts):



## SPOTLIGHT AND GODREJ ONE BOOK CLUB

In the last year, we published pieces about an ERG at Future Generali, an interview with the founders of Curley Street on inclusive storytelling, and a case study on Even Cargo, India's first women-driven logistics company, among many others.

To spotlight stories of inclusion within Godrej One, we also ran a popular column by Preetham Gandhi Sunkavalli, where he writes insightfully on the challenges, travails, and the wits of living as a visually-challenged person in India.

We're only as good as the books we read — or that's what we believe at the Godrej One Book Club. Through the year, Lab members read and reflected on books like "Karukku," a classic memoir by a Dalit woman writer; "Extra Bold," a feminist and non-binary field guide for graphic designers; and "Mannequin: Working Women in India's Glamour Industry," a feminist look at India's fashion industry.

You can read these published stories (and more!) on our website below:



## RESEARCH & MEDIA TEAM IN THE WORLD

### THE LAB AT LITERATURE LIVE

In November 2025, the Lab curated an inclusion-centered track at the Mumbai Literature Live festival. Parmesh Shahani hosted a workshop with Dhamini Ratnam and Dhruvo Jyoti on writing Indian LGBTQIA+ non-fiction.

The workshop focused on writing queer memoirs, and outlined the ways in which participants can structure and organise an idea and make it into a fully-formed text.

At "Celebrating Women: The Shashi Baliga Memorial Session," Supriya Nair moderated a discussion on the literature of working women with authors Amrita Mahale, Jane Borges, and Pronoti Datta. The discussion focused on working women featured in their books, and an examination of a literary life of a woman author as she balances work, personal life, and the act of writing.

Our colleague Preetham Gandhi Sunkavalli spoke to author Tarini Mohan on her memoir, "Lifequake," on disability justice, and how in the aftermath of a personal accident, Mohan discovered recovery, and resilience.



DEI Lab's Supriya Nair with Amrita Mahale, Jane Borges, and Pronoti Datta, at the Literature Live festival in Mumbai.

## PURPLE FEST

We sponsored and co-convoked a discussion on disability inclusion at the Purple Fest in Goa with the United Nations and the disability non-profit Rising Flame, in October 2025. At a session titled, "Purple Convention: Lead Beyond Limits," Lab member Pulakita Mayekar shared how disability inclusion drives innovation at Godrej Industries. DEI Council member, Preetham Gandhi Sunkavalli, also spoke about how inclusive cultures nurtures talent.

Parmesh Shahani attended the Funder Roundtable on Inclusive and Intersectional Philanthropy, co-hosted by Rising Flame and Mariwala Health, where we explored strategies for robust, and long-term support for disability rights, and leadership.



## SAMARTH BY HYUNDAI

Parmesh Shahani represented the DEI Lab's work at Samarth, an initiative towards creating a more aware and inclusive society for people with disabilities in India, hosted by Hyundai India and the Times Network in New Delhi.

He spoke on inclusive design, shared insights from Godrej Industries group's DEI journey, and reiterated why accessibility benefits everyone (louder for those in the back)!

## THE DIGITAL DIVIDE

Rashi Goel, General Manager, Business Impact, spoke at a panel, "Bridging The Digital Divide - Legal Literacy as the First Line of Defence Against Violence in Digital Spaces" hosted by Sakshi, a Delhi-based organisation which work on rights-based systemic interventions for gender equality, diversity, and inclusion in South Asia.

Rashi made a case for how corporate DEI conversations need to find resonance on-ground, and the ways in which digital literacy frameworks can be included to create safe spaces for women in the workplace.



## OUR YEAR IN NUMBERS



**57** children of Godrejites have been enrolled in daycare centres across **11** cities under our **Daycare Policy**.



We now have **1000+** resources in our **DEI Directory**.



Check out our social media above!



Scan to access our DEI Directory!



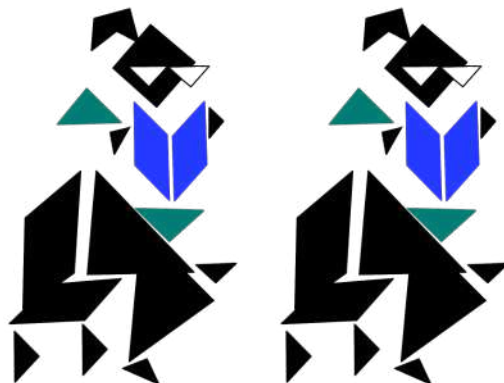
## **BRING ON THE BLING**

### **GODREJ CORPORATE AWARDS**

Supriya Nair, General Manager, Research and Media, won “Outstanding Commitment to Leading Team” at the Godrej Corporate Awards held in December 2025 at Godrej One.

### **GLOBAL EXCELLENCE COUNCIL AWARDS**

Rashi Goel, General Manager, Business Impact at the Lab, won the “Most Impactful Diversity Evangelist” at the Global Excellence Council Awards held in March 2025 in Mumbai.



# OUR YEAR IN IMAGES



*Parmesh Shahani at IIM Mumbai as a part of DEI Lab's road show for India Included on Campus; a DEI-focused case study competition across top B-schools in India.*



*Nisaba Godrej, Executive Chairperson, Godrej Consumer Products, in conversation with Dr. Sukhpreet Patel on how menopause shows up at work.*



*A rapt audience watches a dance performance at the Pride 2025 celebration at Godrej One.*



*The DEI Lab team talking disability inclusion at Purple Fest 2025 in Goa.*



*The DEI Lab team at TARQ, Mumbai during our annual art picnic, with founder Hena Kapadia.*



Poet, academic, and activist Hoshang Merchant and Shobhna S Kumar, founder of Queer Ink, at Godrej One.



Parmesh Shahani at the Pride Fund Capacity Building workshop held at The Lalit Suri Hospitality School, Faridabad in August 2025.



DEI Lab's Rashi Goel winning the "Most Impactful Diversity Evangelist" at the Global Excellence Council Awards held in March 2025 in Mumbai.



Supriya Nair winning the "Outstanding Commitment to Leading Team" at the Godrej Corporate Awards held in December 2025 at Godrej One.





## GODREJ AGROVET

At Godrej Agrovet, our DEI journey is guided by a simple belief: inclusion is fundamental to building a stronger business and a more future-ready organisation.

Over the past two years, we have made steady progress in expanding representation, strengthening frontline and leadership pipelines, and creating more structured platforms for listening, development, and belonging.

Initiatives such as the GAVL DEIB Council, the Women in Manufacturing Circle, the Women in Sales Circle, and our women leadership programme, reflect our intent to embed inclusion more deeply into the organisation's culture and growth agenda.

Our aspiration, however, extends beyond GAVL. As a company closely connected to India's agricultural economy, we recognise the importance of enabling greater participation and progress for women across the wider ecosystem.

Through our Women in Agriculture efforts, including scholarships, learning circles, DISHA, and outreach programmes for women farmers and students, we are working to build stronger pathways to capability, confidence, and economic opportunity.

This is a journey we remain deeply committed to — with the conviction that a more inclusive agricultural ecosystem will create stronger outcomes not only for women, but for the sector.

Our ambition is not only to build a more inclusive Godrej Agrovet, but also to help shape the future of Indian agriculture by enabling more women to participate, progress, and lead.

**Sunil Kataria**  
**Managing Director and Chief Executive Officer**  
**Godrej Agrovet**



# THE YEAR IN DEI: GODREJ AGROVET

## ★ WHAT'S NEW? ★

### GROWTH IN WOMEN'S REPRESENTATION

Over the last two years, Godrej Agrovet has taken deliberate steps to build a business-anchored DEI engine.

We're driven by a clear ambition: to help shape the industry for women in agriculture, with a stated goal to quadruple women's representation in four years.

This has grown from 8% to 12% in FY25 and is on track to rise from 12% to 15% by March 2026, significantly ahead of the earlier average annual increase of ~1%, on a white-collar base of 3,400+ employees.

Net additions over the last two years reflect this momentum: FY23 saw 43 women and people with disabilities (PwD) added to the workforce. The next year, the number went up to 36. In FY25, we added 126 by March 2025.

In FY26, the organisation is set to add a further 110 women and PwD in a single year, underscoring the pace and intent of this transformation.



*The Godrej Agrovet team with the DISHA programme beneficiaries at University of Agricultural Sciences, Raichur, Karnataka.*

### DISHA PROGRAMME

We continue to expand our Women in Agriculture commitment through programmes that improve access, capability, and economic opportunity across the value chain.



One key launch: DISHA, a women’s career accelerator programme designed as a campus-to-corporate finishing school to build industry-ready sales talent.

In its first year, DISHA committed to empowering 100+ women; in FY26, 120+ agri women students across Andhra Pradesh, Telangana and Karnataka will complete a two-month learning journey covering sales, communication, professional etiquette, and self-defence.

The program targets tangible outcomes: 30% absorption into Godrej Agrovet and 70% placements across agri and allied sectors.

## **FALI PARTNERSHIP AND STRENGTHENING THE EXTERNAL ECOSYSTEM**

We also strengthened early education interventions through FALI, with a target to train 8,500 girl students in Class 8 and 9 on modern agricultural practices across 180 schools in Maharashtra, Gujarat, and Madhya Pradesh by March 2026.

To reduce financial barriers, we launched the annual Women in Agriculture Scholarships — awarding five women students an opportunity to pursue higher education in agriculture. In addition, 175 women SSC students in East Godavari, in Andhra Pradesh received scholarships to improve access to higher education.

For economic inclusion on-ground, we are scaling outreach to women farmers, aiming to reach 10,000+ women through partnerships with self-help groups. Farmers include women farmers engaged in dairy production, and those working on maize, water, and bamboo production.

## **WOMEN IN AGRICULTURAL LEARNING CIRCLES**

These circles are curated sessions focused on capability building, real-world exposure, and career navigation. They’re designed to bring together students and working professionals, create shared learning pathways, and amplify voices that are often underrepresented in mainstream industry platforms.

In November 2025, we hosted our first Learning Circle session, focused on “Communication for Impact,” and drew 150+ participants.

## **DEIB COUNCIL, WOMEN IN MANUFACTURING, AND WOMEN IN SALES**

This year, we’ve focused on strengthening our internal ecosystem to make DEI a business imperative through three structured forums. The GAVL DEIB Council convened in November to review the organisation’s priorities and agree on key work streams, with a focused emphasis on strengthening inclusion and growth pathways for women in manufacturing and sales.

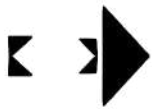
As a first step, we launched the Women in Manufacturing Circle on 6 March 2026 through an in-person, full-day convening that brought together women colleagues from manufacturing locations across regions. Building on this momentum, we will launch the Women in Sales Circle as the next focus cohort in early FY27.

## **R.I.S.E.**

Godrej Agrovet's Women Leadership Development Programme, R.I.S.E, is an experiential six-month journey designed to empower women leaders to lead with authenticity and impact.

As a part of the programme, three powerful masterclasses were conducted on influencing stakeholders assertively and owning development journeys.

The journey culminated in a memorable Graduation Day, where leaders from across Godrej Agrovet came together to celebrate the growth and transformation of our women leaders — capped by an inspiring one-on-one interaction with Sunil Kataria, CEO & Managing Director, Godrej Agrovet.



### **REMEMBER THIS!**



## **WINGS PROGRAMME**

As part of its ongoing commitment to diversity, equity and inclusion, Godrej Foods Limited onboarded 23 sales and manufacturing trainees under WINGS Batch 3.0, strengthening structured early-career pathways across the organisation.

In this phase, the programme was extended to manufacturing, and welcomed diploma holders into roles across multiple plants.

This marked an important step in creating inclusive talent pipelines beyond traditional corporate functions.

The onboarding was reinforced by strong leadership engagement. CEO Abhay Parnerkar, Sales Head Paresh M, and CHRO Mallika Mutreja shared perspectives on inclusive growth, capability building, and long-term career progression.

Sunil Kataria addressed the cohort, underscoring the organisation's commitment to nurturing early-career talent.

Reflections from Saurabh Pandey and Praveen Tiwari on the journeys of WINGS Batches 1 and 2 highlighted the programme's sustained impact on professional development and functional readiness.

## **WINGS IN OIL PALM BUSINESS**

Under the WINGS programme, Godrej Agrovet onboarded 29 women trainees into the Oil Palm Business.

A cohort of graduates from agriculture and horticulture institutions across Andhra Pradesh were inducted into roles within Extension and R&D teams across multiple operational locations.

Through this, early-career women professionals gained an opportunity to build practical, on-ground capabilities aligned to farmer engagement, and sustainable agriculture.



*The new cohort of WINGS trainees being onboarded as part of the Oil Palm Business at Godrej Agrovet.*

## **BUILDING THE TALENT PIPELINE FOR MANUFACTURING**

Through the We-Chemie initiative, our chemical manufacturing businesses continue to expand access to meaningful opportunities in the sector.

In FY26, the Astec business piloted the WINGS programme in manufacturing with 11 trainees, marking the second year of bringing in chemical graduates and post-graduates from economically weaker sections.

Efforts to strengthen participation on the manufacturing shopfloor also continued across other businesses. 13 women joined Astec, while 20 women apprentices were onboarded across Aqua Feed and Godrej Foods through government skill development programmes such as the National Apprenticeship Promotion Scheme (NAPS), and the National Apprenticeship Training Scheme (NATS).



## VETERAN HIRING

The inclusion of defence veterans into leadership roles continues to strengthen our DEI outcomes and operational maturity.

The induction of Wing Commander Sonam Bakshi (Retd.) as Deputy General Manager – Manufacturing, Crop Protection Business, at the Jammu factory highlights how veteran talent brings immediate impact through disciplined execution, people leadership, and high-stakes decision-making.

This initiative reinforces our commitment to inclusive talent pathways while building a resilient leadership pipeline aligned with business continuity, safety, and performance excellence.

## ENABLING MANAGERS AS DEI CHAMPIONS

As a part of GAVL's continued commitment to building a representative and inclusive workforce, the Inclusivity Training programme was scaled as a GAVL-level DEI intervention during the year.

Moving beyond a single business unit, the initiative was implemented across Animal Feed, Oil Palm Business, Crop Protection Business, and Astec, covering close to 600 employees.



## OUR YEAR IN NUMBERS



**120+** women students across AP and Telangana trained for sales career readiness through Godrej Agrovet's **DISHA Programme.**



# OUR YEAR IN IMAGES



*DEI initiatives across businesses of Animal Feed, Oil Palm, Crop Protection, and Astec covering 600 employees at Godrej One, Mumbai (above, and below).*





*WINGS trainees on the manufacturing shopfloor.*



*Sunil Kataria, CEO & MD of Agrovvet, Abhay Parnerkar, CEO of Godrej Foods, and Mallika Mutreja, CHRO of Godrej Agrovvet facilitating the new WINGS trainee batch.*

# GODREJ AGROVET IN THE WORLD

## INDIA INCLUDED ON CAMPUS

In collaboration with the Godrej DEI Lab, Godrej Agrovet hosted India Included on Campus, a DEI-focused case study competition that invited management students to explore solutions to real-world inclusion challenges within the agri and food ecosystem.

As part of the initiative, students examined ways to strengthen women's participation, retention, and success in field and sales roles across agri-business contexts.

The winning team from IIM Tiruchirappalli presented practical recommendations to strengthen women's representation in frontline roles across Godrej Agrovet's businesses, reflecting the potential of young leaders to shape a more inclusive agri-sector.



*India Included on Campus in collaboration with Godrej DEI Lab and Godrej Agrovet.*





## BRING ON THE BLING

### GODREJ GROUP AWARDS 2025

Godrej Agrovet received recognition for Outstanding Commitment to Diversity, Equity and Inclusion at Godrej Group Awards 2025 for moving the representation needle from 8% in FY24 to 12% in FY25 and for building a strong external ecosystem and advocacy for women in the agricultural sector.

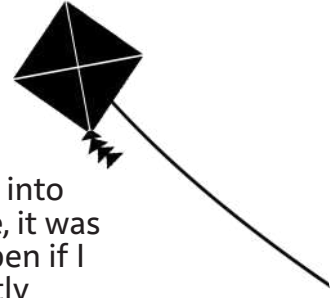


*Outstanding Commitment to DEI - Animal Feed, Godrej Foods, Corporate*

*The Godrej Agrovet team at the Godrej Group Awards 2025.*

# MY INCLUSION STORY

## FROM FEAR TO SLOWLY FINDING MY PLACE



What happens when an MBA student with no prior work experience steps into frontline sales? While it may be a common starting point for many. For me, it was both exciting and overwhelming. I still remember asking what would happen if I couldn't meet my targets; holding on to that small reassurance while quietly doubting myself.

When I stepped into the market, I carried just three things with me — I wouldn't give up, I would pretend to be confident so no one would see the fear, and somehow, I would figure it out.

My journey with Godrej Foods Limited began with a five-day induction in Mumbai. Somewhere during those days, I started to feel a little relieved. What stood out to me was the culture — no matter who you are or what position you hold, there was a sense of respect for everyone.

Being part of the WINGS initiative, felt like being in a completely new world. There were mistakes, rejections, and many days when I felt overwhelmed and truly exhausted.

But instead of stepping back, I slowly started taking ownership — trying things my way, learning from what worked and what didn't, and seeking guidance to stay on track. That shift didn't change everything overnight, but it changed me. The same person who was scared to even try sales, slowly became someone who is learning to handle it with confidence.

Sometimes, even now, it feels hard to believe how far I've come. This story may look like mine, but it truly belongs to everyone who believed in me, supported me, and stood by me along the way. The WINGS initiative gave me the space to grow, to learn, and to slowly become someone I once looked up to.



**Pravya P**  
**Senior Officer, Sales**  
**Godrej Agrovet**



## GODREJ CAPITAL

Before I joined Godrej, I believed I understood inclusion. I believed that being fair, well-meaning, and respectful was sufficient. And that exclusion was always loud and unmistakable.

That belief, I have since learnt, is incomplete. Because exclusion does not arrive through policy, but through a pattern. It shows up in WhatsApp jokes brushed off as harmless humour. In casual remarks which land like paper cuts. And, in assumptions which are recycled so frequently, they fossilise into fact.

Listening to colleagues share their lived experiences recalibrated a lens I did not realise was out of focus. In professional spaces, I've had the privilege of never having my identity questioned, joked about, or debated. For a long time, I mistook that ease as universal. It is not.

Inclusion is not built through grand statements but in the small moments. In what we laugh at, what we let pass, and what we choose to challenge. Because, ultimately, allyship is a habit.

I am still learning and perhaps I always will be. But I am committed to noticing more, listening better, and using my voice. When people are free to be themselves at work, they flourish.

Thank you to those who have trusted me with their stories, and to those who continue to remind me that progress does not begin with perfection, but with honesty.

**Manish Shah**  
**Managing Director and Chief Executive Officer**  
**Godrej Capital**



# THE YEAR IN DEI: GODREJ CAPITAL

## ★ WHAT'S NEW? ★

### PRIDE IN TECH

In February 2026, Godrej Capital launched an industry-first Pride in Tech Hackathon, a targeted hiring initiative to attract LGBTQIA+ talent in tech.

Our hackathon was designed to provide equitable access to opportunities while enabling participants to showcase their skills through real-world problem statements.

We had over 1,298 registrations from across the country: an enthusiastic response! Following multiple rounds of evaluation, shortlisted participants advanced to the finale, which was hosted at Godrej One.

One outstanding individual winner was selected, and pre-placement offers (PPOs) were extended to the selected candidates.

### QUNITY ERG

Over Pride Month in June 2025, Godrej Capital launched Qnity, an Employee Resource Group (ERG) for the LGBTQIA+ community.

Qnity is designed to create a safe and supportive space for LGBTQIA+ employees and allies for open dialogue, shared learning, and community building.

It aims to drive awareness, influence inclusive policies, and support personal and professional growth across the organisation.

### ALL-WOMEN BRANCH

We launched our first all-women Affordable Housing Finance branch in Kharadi, Pune in November 2025.

The branch is led and managed entirely by women professionals, and all end-to-end operations are assigned to women.

To support this, Godrej Capital hired ten women professionals across sales, credit, and operations functions — functions traditionally marked by low women representation. For context, the industry average for these categories ranges from 25% to 37%.

The establishment of the all-women branch isn't just a benchmark for gender inclusion for Godrej Capital, though.

It's also made Godrej Housing Finance one of only five institutions in the industry to run an all-women branch!



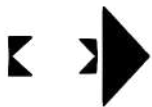
*The inauguration of the all-women Affordable Housing Finance branch in Kharadi, Pune, in collaboration with Godrej Capital and Housing Finance.*

## AAROHI SUMMIT

In April 2025, we hosted a platform aimed at empowering women across leadership, entrepreneurship, and social impact in the BFSI sector.

The event featured keynote addresses from Nisaba Godrej, Executive Chairperson of Godrej Consumer Products; Manish Shah, our MD and CEO; and Nalin Jain, our Chief Marketing Officer, with insights on leadership, inclusive growth, and organisational responsibility.

A panel discussion, moderated by our Chief Human Resources Officer, Bhavya Misra, highlighted real-world challenges and opportunities for women in leadership and entrepreneurship in the BFSI sector.



**REMEMBER THIS!**



## PRIDE CAPITAL

Pride Capital was launched in 2024 as a focused initiative to build a strong foundation for LGBTQIA+ representation across Godrej Capital. In 2024-25, the Pride Capital Hiring Drive's second edition resulted in the hiring of ten LGBTQIA+ professionals into frontline roles: a successful stint!

This milestone marks a significant step in our inclusion journey, bringing frontline representation within our LGBTQIA+ workforce to 50% of our total LGBTQIA+ employee base.

This year, Pride Capital also marked the launch of the Qnity ERG, and street play initiatives with Transformis, at our Delhi and Bangalore branch offices.

As part of this year’s Pride Month celebrations, we also unveiled a vibrant wall mural at our new Kanjurmarg office, created in collaboration with the Aravani Art Project.



*Parmesh Shahani and Bhavya Misra, CHRO, Godrej Capital at the unveiling of the wall mural at Godrej Capital’s new Kanjurmarg office.*

### **BE YOU INTERNSHIP PROGRAMME**

Our internship programme continues to strengthen inclusive early-career talent pipelines. This year, we selected nine interns, doubling our intake from last year.

Designed for persons with disabilities, LGBTQIA+ individuals, and women returning to the workforce, the programme enables interns to contribute to live business assignments across functions such as technology, HR, analytics, and operations.

Over time, the BeYou Internship Programme has shown an excellent conversion rate of 50%, reinforcing its effectiveness as a sustainable pathway to long-term employment.

### **INCLUDED 3.0 AND ENABLE INCLUSION**

Included 3.0 hosted eleven sessions on critical topics such as diversity, micro-aggressions, bias awareness, and creating an inclusive workplace.

The Enable Inclusion Program seeks to strengthen disability inclusion, and build awareness across the organisation. The program was conducted across ten offices, including Mumbai, Ahmedabad, NCR, Jaipur, and Thane, Mumbai, and reached over 1,000 employees.

## ENABLE ERG

The Enable ERG was created to champion accessibility, inclusion, and empowerment for employees with disabilities across the organisation.

Over the past two years, it has grown into a trusted platform where employees can share experiences, provide insights, and influence positive change.

This year, the Enable ERG completed two years, fostering a strong sense of belonging and providing suggestions and recommendations that have helped make processes and systems more accessible.

For this year's International Day of Persons with Disabilities (IDPD), we celebrated with Enable Dialogue, a series of leadership sessions and interactive workshops focused on communication, self-care, and everyday inclusion.

The event concluded with a team dinner, reinforcing our collective commitment to disability inclusion and creating opportunities for learning, connection, and shared understanding across the organisation.

## AAROHI

Aarohi completed one year of sustained impact, serving 2,000+ women customers with cumulative bookings exceeding ₹1,500 Cr.

This enabled access to affordable, dignified finance for women entrepreneurs and homeowners. The program achieved 12% women representation among channel partners, significantly exceeding the 8% target for the year.

Through Aarohi Speed Mentoring for L1 women in both support and frontline functions, our colleagues were connected with senior industry leaders to strengthen career clarity and growth readiness.

We achieved 90% participation across head office (HO) and the South region.

The WISE 'Women In Sales Excellence' intervention focused on developing women in frontline sales and helping them succeed in their role to build careers in this field.

Focusing on early-career capability building for women in finance, we also launched a four-day immersive Trailblaze AHF Bootcamp for women campus relationship managers.

The bootcamp sought to equip them with a deep functional understanding of financial services and housing finance, and accelerating readiness for frontline roles.

We also factored in community-led impact beyond our workplaces, and achieved 97% engagement of Women-on-Boards (WOBs) via 15 structured touchpoints.

We also initiated credit support through a revolving fund for nano and micro women-led businesses.





## OUR YEAR IN NUMBERS



Onboarded **300+** women, driving a **117%** increase in women representation, from **259** in FY25 to **562** in FY26.



## OUR YEAR IN IMAGES



*Finalists at the Pride in Tech hackathon, held at Godrej One, showcasing innovation and excellence among top LGBTQ+ tech talent.*



Godrej Capital's Aarohi Speed Mentoring session.



Participants in conversation during the Enable Inclusion Programme.



The FY25-26 Godrej Capital Gurukul cohort with CHRO Bhavya Misra.



Godrej Capital winning the DI-verse Certification (AAA rating) by the American India Foundation, in collaboration with the Ministry of Social Justice & Empowerment, at the International Purple Fest 2025, Goa.



*Godrej Capital employees at the Pride Capital celebrations at Godrej One.*



*Godrej Capital employees attending the HEADWAY leadership programme.*

# **GODREJ CAPITAL IN THE WORLD**

## **HR TRENDS**

Our CHRO, Bhavya Misra, shared her perspective on the HR trends shaping 2026 in the January edition of "SightsIn Plus." The article explores the multiplier effect of inclusive capital, and why empowering women entrepreneurs is critical to building scalable, and future ready businesses.

## **ASSISTIVE TECH CONFERENCE 2025**

To mark International Day of Persons with Disabilities, Godrej Capital partnered with the Godrej DEI Lab.

Bhavya Misra, moderated a panel about India's Accessible Futures, featuring noted disability advocates and inclusion experts like Arman Ali, Manasi Joshi, Mukta Kulkarni, and Chahat Dubey.

They examined how assistive technology can accelerate disability inclusion, improve quality of life, and create new opportunities for persons with disabilities across education, employment, and beyond to advance conversations that matter.

## **INDIA INCLUDED ON CAMPUS**

We also partnered with the DEI Lab for India Included on Campus, a case study competition addressing real world challenges. It led us to meaningful conversations around inclusion at the Indian Institute of Management, Mumbai.

Through this initiative, we aimed to inspire tomorrow's leaders to rethink and reshape what truly diverse and equitable workplaces look like.

## **THE ECONOMIC TIMES FUTURE FORWARD INDIA SUMMIT**

How is leadership evolving in an AI-driven world? Bhavya Misra, CHRO, explored this question at The Economic Times' Future Forward India Summit, where she moderated a panel discussion with industry leaders.

## **INCLUSION SUMMIT 2025**

Hosted by IIMA Ventures, Godrej Capital's Chief Risk Officer, Shalinee Mimani discussed the critical role of innovation in enhancing financial resilience in India.

She emphasised the importance of making finance accessible through thoughtful underwriting, and responsible and inclusive products and policies.



## **BRING ON THE BLING**

### **BOMBAY CHAMBER OF COMMERCE**

Godrej Capital secured the 1st Runner-Up position at the Bombay Chamber of Commerce awards for its initiatives in promoting Disability Confidence & Inclusion.

### **AVTAR AND SERMOUNT**

Recognised among the Best Companies for Women in India, we were also included in the Most Inclusive Companies Index by Avtar in November 2025.

### **SHRM EXCELLENCE IN INCLUSION & DIVERSITY**

Godrej Capital was recognised for Excellence in Diversity & Inclusion by SHRM in November 2025, acknowledging its continued commitment to building an inclusive workplace.

### **AMERICA INDIA FOUNDATION: DI-VERSE CERTIFICATION AAA RATING**

Godrej Capital has been awarded the DI-verse Certification (AAA rating) by the American India Foundation, in collaboration with the Ministry of Social Justice & Empowerment, at the International Purple Fest 2025, Goa, recognising our commitment to building accessible and inclusive workplaces in October 2025.



# MY INCLUSION STORY

## BECOMING MYSELF ON THE FRONTLINE

For most of my early career, I was surviving, not living. I lost both my parents when I was a child. Not being from a financially secure background meant that earning was always a responsibility; not a choice.

After graduating college, I worked for four years in non-field roles. During that time, I wasn't out as a transgender woman. In fact, I didn't even allow myself to think about being open about who I was at work. Stability felt more important than authenticity. But internally, there was always a question. I knew something about me was different.

I wasn't comfortable in my body, but I didn't fully understand what that meant. I pushed those thoughts aside and focused on upskilling myself. I told myself that if I could just secure a stable job, everything else could wait.

When I heard that Godrej Capital was hiring for their Collections team and that the organisation does not discriminate, I felt a mix of hope and fear. Collections is a frontline role. People around me said it was a tough job, and that I wouldn't last even a month. Some questioned whether I could handle the pressure. I decided to give it a shot, nonetheless.

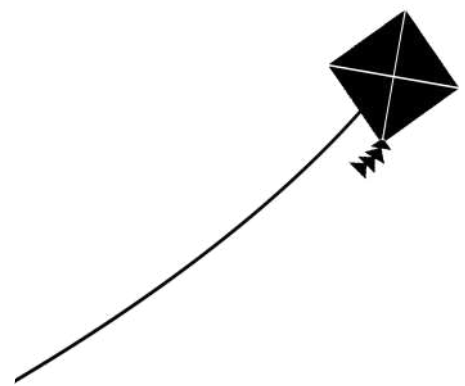
Today, it has been more than a year. I'm still here, performing well, and earning incentives. For the first time in my life, I have financial independence. I am able to support my elder sisters and don't have to worry about survival on a day-to-day basis. This stability has given me something I never had before. Courage.

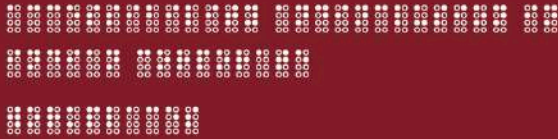
After joining Godrej Capital, I began to slowly accept myself. I started my medical transition and began to live more authentically. With this job, it hit me that I didn't have to choose between being myself, and building a career.

This job is not just employment for me. It's dignity and confidence. It's the beginning of a future I once thought was impossible.

My future plans are simple — I aspire to grow here, to take on more responsibility, and to keep proving that when opportunity is truly inclusive, it changes lives.

**Ada Kamble**  
**Collections Officer, Mumbai**  
**Godrej Capital**





# Accessibility and Inclusion in Indian Corporate Workplaces

Designing workplaces that work for everyone.



Read the paper here:



# GODREJ CHEMICALS

At Godrej Chemicals, diversity, equity and inclusion is integral to how we build resilient operations and a future-ready organisation. FY25-26 was a defining year in our DEI journey, marked by intentional action, deeper listening, and meaningful outcomes on the ground.

Over the year, we focused on removing structural barriers that limit participation, especially in manufacturing environments.

From strengthening gender-responsive infrastructure and enabling women to work second shifts safely, to expanding inclusive hiring through FemChem, PwD and LGBTQIA+ walk-in drives, our efforts were grounded in one belief: opportunity must be designed, not assumed.

Equally important was nurturing a culture of trust, voice, and growth. Through leadership connects, continuous listening platforms, recognition frameworks, and targeted learning initiatives, we reinforced dignity, belonging, and capability development across our workforce.

The impact is visible — improved engagement, reduced attrition among diverse talent, and strong performance outcomes driven by focused investments in people.

As we look ahead, our aspiration is clear: to embed DEI even more deeply into business decisions, leadership pipelines, and shopfloor ecosystems.

We remain committed to scaling what works, listening with intent, and creating workplaces where everyone can contribute and thrive.

**Vishal Sharma**  
**Executive Director and Chief Executive Officer**  
**Godrej Chemicals**



# THE YEAR IN DEI: GODREJ CHEMICALS

## ★ WHAT'S NEW? ★

### INFRASTRUCTURE UPGRADES AT MANUFACTURING SITES

Over FY 2025–26, Godrej Chemicals strengthened gender-responsive infrastructure across manufacturing sites through the inauguration of locker rooms and a creche facility at the Valia, and the Ambernath factory.

These were designed to ensure privacy, dignity, and reliable childcare support for working parents, particularly women employees.

Such infrastructure plays a critical role in removing structural and caregiving barriers that often limit women's participation in manufacturing and shift-based roles. These interventions contribute to improved employee well-being, higher retention, and increased workforce participation of women across operational roles.

### WALK-IN DRIVE FOR PWD AND LGBTQIA+

In June, we conducted DEI-focused walk-in drives for LGBTQIA+ individuals and PwDs at Ambernath and August at Valia, and hired nine new PwD colleagues.

They were onboarded into line roles across both locations. One additional hire, expected next month, increases our PwD representation to 1.2%.

### SAFE TRAVEL AND SECOND SHIFT FOR WOMEN AT VALIA FACTORY

Starting 1 November 2025, women employees are enabled to work second shifts at the Valia manufacturing facility.

This marks a significant step towards advancing gender inclusion in core manufacturing roles.

Additionally, we provide doorstep pick-up and drop facilities to ensure safe commuting during night hours.

*The vehicles used for the drop and pick-up are GPRS enabled for added safety.*



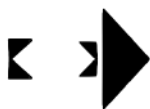
## A CULTURE OF CONTINUOUS LISTENING, APPRECIATION AND COLLABORATION

We've now instituted multiple mechanisms to promote continuous learning, open dialogue, and effective grievance redressal.

Complementing these efforts, CNOW is hosted quarterly to bring together women employees across locations, providing a platform to discuss topics that support personal and professional growth.



*Valia Factory women's meet with Poonam Burman, CHRO, Godrej Industries Chemical Division.*



**REMEMBER THIS!**



### FEMCHEM AND WEICHEMIE

Godrej Chemicals reaffirmed its association with We-Chemie, a transformative initiative launched in 2024 by BASF India in collaboration with Somaiya Vidyavihar University (SVU) and the Indian Chemical Council (ICC).

To help onboard the 4th FemChem batch, we conducted a campus drive at Somaiya Vidyavihar, leading to the successful shortlisting of seven female candidates for the Ambernath factory.

The 3rd FemChem batch came on board in July 2025, with 27 women and PwDs joining the workforce — 14 at the Ambernath and 13 at Valia units. Onboarded women are systematically trained, mentored, and supported to develop into future leaders.

In August 2025, 17 women from the 1st FemChem batch were absorbed into diverse roles across Ambernath and Valia.

## STAKEHOLDER SENSITISATION

Godrej Chemicals undertakes regular sensitisation initiatives to foster a safe, respectful, and inclusive workplace culture.

As part of our Prevention of Sexual Harassment (POSH) compliance, an e-learning module was rolled out across the organisation, covering 773 colleagues in white-collar roles across locations.

In addition, focused gender sensitisation sessions were conducted for white collar employees at manufacturing units, with participation from 41 employees at the Ambernath factory, and 18 employees at the Valia factory.

The organisation also conducted awareness sessions on transgender inclusion.

In August 2025, we conducted a DEI sensitisation session for four newly-joined PwD employees, led by Parmesh Shahani and DEI Council members, in collaboration with the DEI Lab.

## WOMEN-FOCUSED LEARNING INITIATIVE

The organisation continues to invest in the development of diverse talent through focused capability-building and inclusion-led initiatives.

Training data reflects a significant increase in female participation, with coverage rising sharply from 66.24% to 98%.

This enhanced participation has translated into measurable performance outcomes, with productivity per hour increasing from 7.8 to 14.8 – surpassing corresponding male productivity metrics, and underscoring the effectiveness of targeted development efforts.



## OUR YEAR IN NUMBERS



**27 FemChem hires**  
PwD representation reached **1.2%**.



## OUR YEAR IN IMAGES



*The Valia female cricket team participating in the factory's annual sports day.*



*Godrej Chemicals team at a Campus Connect session.*



*A batch of FemChem trainees on a factory visit.*



*A day of leadership connect, and events strengthening employee engagement at Godrej Chemicals.*

# GODREJ CHEMICALS IN THE WORLD

## PARTNERSHIP WITH WE-CHEMIE

Godrej Chemicals has built a meaningful partnership with We-Chemie, a transformative initiative launched in 2024 by BASF India in collaboration with Somaiya Vidyavihar University (SVV) and the Indian Chemical Council (ICC).

Under this collaboration, students regularly visit the Ambernath factory to gain first-hand exposure to R&D functions and shop-floor operations.

## INCLUSIVE CAMPUS PLACEMENTS

Through the FemChem initiative, Godrej Chemicals supports diverse placements on campus by broadening eligibility beyond chemical engineers to include BSc and MSc Chemistry graduates.

This partnership has evolved into an industry-leading feeder program for women in chemical manufacturing.



## BRING ON THE BLING

### SHRM HR EXCELLENCE AWARDS 2025

Godrej Industries Limited received a Special Mention for Excellence in Inclusion and Diversity. The recognition highlights consistent efforts in inclusive hiring, equitable policies, employee sensitisation, leadership commitment, and DEI initiatives.

### CII-EFL NATIONAL AWARD FOR EXCELLENCE IN DIVERSITY, EQUITY, AND INCLUSION 2025

Godrej Chemicals was recognised for its outstanding commitment to fostering an inclusive workplace, promoting equal opportunities, and implementing impactful initiatives that celebrate diversity.



## MY INCLUSION STORY

I joined Godrej Chemicals as an Associate in March 2024, eager to apply my learning and contribute to a dynamic production environment.

From the beginning, I was encouraged to take ownership of my work, and actively collaborate with my team across different operations.

Supporting my team members has been one of the most rewarding aspects of my journey here.

Whether it's resolving on-site challenges, optimising processes, or ensuring smooth coordination across shifts, teamwork has been at the heart of everything we do.

My reporting manager played a pivotal role in my growth by offering constructive feedback and motivating me to take ownership of my decision.

And, within a year I progressed to the role of Junior Officer.

At Godrej, inclusion and continuous learning are both inherent values, and a part of the culture.



**Shraddha Jadhav**  
**Junior Officer - Logistics (RMS) - Ambarnath**  
**Godrej Chemicals**







## GODREJ PROPERTIES

At Godrej Properties, our purpose is to create spaces that enable everyday joys for individuals, families and communities. This purpose shapes not only the homes we build, but also the culture we create within our organisation.

We believe the built environment reflects the values of the people who design, construct and manage it, and building a diverse and inclusive workforce is therefore fundamental to how we grow.

Over the past year, we have continued to embed inclusion into the way we hire, develop talent, and shape the future of the real estate sector.

Reaching the milestone of 40% representation at Godrej Properties is an important marker in this journey. It reflects sustained effort to strengthen diverse hiring pipelines, improve retention outcomes, and ensure that more people from different backgrounds see a future for themselves in our organisation. Alongside this, we have taken a conscious step toward equity by implementing targeted pay parity corrections to close gender-based pay gaps. We believe that true leadership in our sector requires us to ensure every individual is valued equally for their contribution, creating a foundation where our people can thrive as we grow.

At the same time, we recognise that true progress requires going beyond representation to expand access and opportunity. Through CREW — the Collective of Real Estate Women — we are working to build a stronger pipeline of women leaders, and contribute to advancing gender equity across the real estate ecosystem.

Our Women ITI Apprenticeship programme is another step in this direction, opening pathways for women to enter core trades, and on-site roles that have historically seen limited representation.

We are also committed to ensuring that our workplaces are accessible by design. Initiatives such as ThisAble Me Echo — our accessibility platform for employees with speech and hearing impairments — demonstrate how technology can remove barriers to communication, and create more inclusive workplaces.

As an industry which shapes cities and communities, real estate has a unique responsibility to lead by example. At Godrej Properties, our aspiration is not only to build an inclusive organisation, but also to contribute to a more inclusive sector, and society.

In the pages ahead, we invite you to explore how these commitments are translating into action across Godrej Properties, and how we are working to build a future where opportunity is more inclusive, and progress is shared by all.

**Gaurav Pandey**  
**Managing Director and Chief Executive Officer**  
**Godrej Properties Limited**



# THE YEAR IN DEI: GODREJ PROPERTIES

## ★ WHAT'S NEW? ★

### ITI WOMEN APPRENTICESHIP PROGRAMME

We launched the ITI Women Apprenticeship Programme in September 2025, a pilot initiative to create structured, entry level skilling opportunities for 30 women from ITI colleges from our West-East Zone, which covers Pune, Kolkata, Nagpur, and Ahmedabad.

The programme provides on site, trade-based learning across key construction disciplines including masonry, carpentry, painting, electrical work, surveying and drafting. It focuses on expanding women's participation in the real estate industry and building long-term talent pipelines.

Our objective is to support sectoral change, enabling women to enter core trades and succeed on sites that have historically been near-zero for women. It is our bet on rewriting who gets to build India's cities.



*Women from ITI colleges across Pune, Kolkata, Nagpur, and Ahmedabad participating in our construction apprenticeship programme.*

## LAUNCH OF PRIDE PASSPORT

The Pride Passport was introduced in June 2025, to encourage consistent and visible allyship through a simple, engaging, and gamified format.

Designed as a stamp-based initiative, the Passport enables employees to earn recognition for meaningful inclusive actions such as attending awareness sessions, participating in training, and volunteering for inclusion initiatives.

In this way, the Pride Passport becomes a powerful symbol of solidarity, its pages celebrating queerness, authenticity, and courage to stand against prejudice.

To ensure transparency and ease of participation, an integrated SharePoint tracker captures points in real time across zones.

This allows employees and teams to monitor progress seamlessly while creating a unified view of engagement across locations.

The Pride Passport also aids in the shortlisting process for award nominations, where sustained efforts towards inclusion are formally recognised.

## THIS ABLE ME ECHO

ThisAbleMe Echo is our workplace accessibility solution designed to support employees with speech and hearing impairment.

The platform enables speech-to-sign communication through an avatar interface, and sign-to-text translation, helping remove everyday barriers to interaction.

ThisAbleMe Echo has been implemented across four cities — Gurugram, Mumbai, Pune, and Bangalore, with 50 active users across GPL offices.

The solution was also showcased at the ThisAbleMe @ Work AssistiveTech Exhibition, in partnership with the National Centre for Promotion of Employment for Disabled People and AssisTech Foundation, at the Godrej DEI Lab Assistive Tech Conference in November 2025.

The ThisAbleMe Echo kiosk allowed participants to learn basic sign language, discover their sign name, and engage with ISL quizzes, fostering awareness and accessibility across the workplace.

## SEVEN-DAY SLAB CYCLE

In a first, our Manjari site in Pune established a new benchmark for the West East Zone by successfully delivering the seven-day slab cycle with a 55% diverse workforce.

This cycle is a key construction milestone in which the next RCC slab is completed within seven days of finishing the previous slab. (Standard slab cycles typically range between 14 and 21 days.)

This achievement highlights that high speed construction excellence can be delivered without compromising safety, quality, or outcomes. Our ambition is to make such milestones routine across zones, sites, and line roles; embedding both execution excellence and workforce diversity into everyday performance.



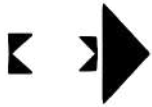
## LAUNCH OF CREW SOCIAL NETWORK

This year marked the launch of the CREW social network in May 2025, a dedicated digital platform to connect and empower women across the real estate sector.

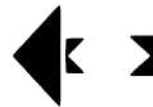
Since its launch, 1200+ CREWsaders have joined the online community, with 1000+ active members driving strong engagement through discussions, reactions, and knowledge sharing.

The CREW website recorded 31.2k page views over the last six months, reflecting growing interest in the platform and its resources.

A key feature of the platform has been the publication of career journeys authored by women leaders in real estate, offering insights, inspiration, and practical guidance for professionals across different stages of their careers.



### REMEMBER THIS!



#### CREW

CREW Zonal events during the year deepened internal engagement while strengthening the pipeline of women talent in real estate.

The CREW Conclave at HO Mumbai in May 2025 brought together over 200 participants, with over 80+ external attendees, and marked the launch of the Women's Capability Academy, a curated learning journey anchored in women's career experiences.

The CREW Conclave in Pune in June 2025 brought together 125 participants (including 70+ external attendees) for a function-focused exploration of women's growth journeys.

Externally, CREW expanded sector engagement through CREW x Alchemy in November 2025 where we brought together 50 women from Sales and Marketing for a sector-facing workshop to elevate how they think, lead, and collaborate.

We also introduced 4 CREW Campus chapters at NICMAR University, DY Patil University, and VIT Pune engaging with a total of 1100+ students. The upcoming CREW Awards will further spotlight women redefining success across the sector, and ensure objectivity in the process

#### SENSITISATION

Over the year, we conducted 100+ gender and disability sensitisation sessions across India in partnership with business teams and zonal DEI consultants.

These sessions reached 1800+ employees, including 100% of new hires, and recorded a strong Net Promoter Score (NPS) of 88.2.

The sessions focused on building awareness, encouraging reflection, and equipping employees with practical ways to foster respectful and inclusive workplaces. Importantly, insights and feedback from these sessions were systematically integrated into people processes and leadership conversations.

### INCLUSIVE INFRASTRUCTURE FOOTPRINT

We've continued to scale accessible design across project sites, cafés and on-ground initiatives, with the aim of building a more equitable real estate ecosystem. From 8 Fully Accessible sites last year, we have expanded to 40 Fully Accessible sites this year, featuring tactile flooring, braille signage, auditory navigation, and full wheelchair accessibility.

The number of active All-Inclusive model sites increased from 12 to 23. These locations reflect 50% diverse workforce representation across cis women, LGBTQIA+ employees, and persons with disabilities.

The Silent Site initiative, which fosters employment opportunities for individuals with speech and hearing impairments, expanded from 12 to 27 operational sites.

EqualiTEA Cafés, located at project sites and marketing offices and largely run by transgender individuals and persons with hearing and speech impairments, grew from 9 to 28 locations.



Staff from our focus cohorts at the Godrej Properties EqualiTEA Cafes.

In addition, we conducted 15 Walk the Talk sessions over the year. These sensitisation experiences enable senior site leaders to navigate offices from the perspective of persons with disabilities, strengthening empathy, and informing more inclusive infrastructure decisions across sites.

## **PAY PARITY CORRECTIONS**

Last year, in FY25, we conducted a comprehensive pay parity study to better understand gender-based pay disparities within the organisation.

While internal processes ensured fairness in performance ratings, promotions and increments, sector-level norms in the historically male-dominated real estate and construction industry continue to influence pay outcomes, particularly through new hiring.

In FY26, in response to the findings, targeted pay corrections were implemented and 300+ pay corrections delivered for cohorts where women were paid below the male median for comparable roles. These adjustments are intended to close identified gaps, with parity expected for high performers within a year, and for steady performers over the next two to three years.

Following these pay parity correction increments, the Gender Wage Gap, measured as the comparison of median earnings between males and females across levels and for the organisation overall, improved from 70% to 72%.

The Average of Individual Pay Indices, which reflects the average of individual pay parity ratios and helps ensure equitable outcomes across employees, increased from 100% to 101%.

## **PRIDE MONTH CELEBRATIONS AND LGBTQIA+ INCLUSION**

This year's Pride Month at GPL featured vibrant celebrations and strengthened inclusion across all zones. The third edition of the Queer Bazaar hosted 17 queer-run stalls and welcomed over 200 visitors.

We launched the Pride Passport and hosted the play "Jhumkewali" — a queer love story set in 1970s Bombay — at our headquarters at Godrej One in Mumbai. Across zones and sites, 22 Pride Marches took place in ten cities, engaging more than 1,500 participants.

North Zone celebrated through "Five Senses of Pride" across six sites with 400 participants, using touch, taste, sight, smell and hearing activities; including a podcast with leaders Geetika Trehan and Megha Goel.

South Zone saw celebrations at five sites with 330 participants, featuring marches, wall paintings, quizzes, and closing messages from CEO Ashwini Kalapala.

Mumbai Zone hosted seven site events and a documentary screening at the RO, reaching over 475 attendees. West East Zone conducted four Pride Marches with 250 participants, two Queer Bazaars, and a "Body, Mind & Pride" mental health workshop.

In parallel, recruitment and talent initiatives like the Ctrl + CV Pride Edition attracted 144 registrations and 50+ participants, while a virtual Pride @ GPL hiring drive in November 2025 received 188 applications.



*Our colleagues posing at the rainbow photo booth at the Queer Bazaar during our annual Pride celebrations, at Godrej One.*



## OUR YEAR IN NUMBERS



**41.3%** diverse representation in overall headcount.



# OUR YEAR IN IMAGES



Megha Goel, CHRO, Godrej Properties addressing a gathering of CREWsaders.



(L-R) Zoya, D&I Lead, Godrej Properties; Megha Goel, CHRO, Godrej Properties; Sumit Mitra, Head, Group HR and Corporate Services; and Parmesh Shahani, at the CREW Conclave at Godrej One.



Our colleagues pose to celebrate ThisAbleMe Echo.



Receiving the DEI Champion Award 2025 from the Bombay Chamber DEI Awards 2025.



## INDIA INCLUDED ON CAMPUS

Godrej Properties, in collaboration with the Godrej DEI Lab, launched the case study competition, India Included on Campus, at Symbiosis Institute of Business Management, Pune, inviting B-school students to explore how inclusion can be made real in everyday work.

Participants from SIBM, Pune visited workplaces, observed inclusive practices, and engaged in dialogue with leaders to understand how policies translate into lived experiences.

The competition culminated in a grand finale at Godrej One, which showcased the most promising proposals.

## QUEERING WORKSPACES

Queering Workspaces — our social media platform in collaboration with Gaysi — continued its focus on LGBTQIA+ inclusion with over 4,550+ organic followers, and sustained visibility.

This platform feeds into hiring initiatives such as Pride@GPL, providing a meaningful space for LGBTQIA+ professionals to engage with our teams.

Complementing this, Godrej Properties hosted a Queer Women in Corporate Roundtable which featured 11 speakers and explored what queer women seek from India Inc.

## GODREJ PROPERTIES' DEI PLAYBOOK

Our CHRO Megha Goel and Parmesh Shahani of the Godrej DEI Lab went on air with popular journalist Faye D'Souza to discuss how we aim to integrate inclusion into every aspect of Godrej Properties.

The conversation highlighted construction sites where women and LGBTQIA+ employees feel safe, workplaces designed for accessibility, and policies supporting caregivers.

## PWD ROUNDTABLES

We conducted three focused roundtables to capture the lived experiences, and diverse campus realities of students with disabilities.

Participants included students from colleges like Tata Institute of Social Sciences (TISS) Mumbai, IIT Gandhinagar, IIM Indore, IIT Bombay, among others.



## **BRING ON THE BLING!**

### **BRANDON HALL**

GPL received the Brandon Hall Gold Award in the Diversity, Equity & Inclusion (DEI) category, recognising our outstanding commitment to inclusion globally. The award celebrates organisations that demonstrate meaningful DEI impact through authentic employee experiences and feedback.

### **BCC AWARDS**

GPL received the DEI Champion Award 2025 from the Bombay Chamber of Commerce and Industry, recognising its sustained impact in advancing Diversity, Equity & Inclusion.

We also received the LGBTQIA+ Inclusion Award 2025 and were recognised as the 1st Runner-Up for the Gender Equality Champion Award 2025, acknowledging our continued progress in D&I initiatives.

### **IWEI TOP 10**

Godrej Properties was recognised as a Top Employer in the India Workplace Equality Index (IWEI), India's leading benchmark for LGBT+ workplace inclusion.



# MY INCLUSION STORY

## A LETTER FROM A DAUGHTER TO HER MOTHER'S WORKPLACE

Dear Megha Ma'am,

My name is Stuti and I am fifteen years old, the daughter of Mrs. Sonali Nahar. I am writing this letter not as an employee but as a daughter who has grown up watching her mother build both a home and a career with equal dedication.

Being a part of a joint Marwari family, there are always expectations, duties, and values to follow. Still, I have always seen her do her work with full honesty, dedication, and a positive mindset. :)

Sometimes I see her tired, but I never see her give up. What stayed constant are her values, commitment to her work. Ma'am, that balance is not easy and, I truly believe it is possible because she works in a company that understands people, not just roles.

In today's Gen-Z world, careers change fast. As a Gen-Z kid, when my friends ask me where my mother works, I say it with pride: "She works at Godrej Properties" and when they react with surprise, I add, "Yes, and it's one of the best organisations to work with."

That pride comes from the culture Godrej Properties represents. As a daughter, it makes me feel secure to see my mother, not only for her performance, but also as a person.

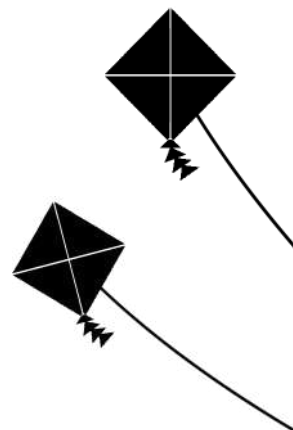
For a daughter, to see her mother grow, and work with respect, is the biggest inspiration.

This letter is also meant for all organisations to read. When companies create supportive environments, they shape confident families and inspired children. I am one of them.

Thank you Megha Ma'am and the entire Godrej Properties Ltd. for leading an organisation that understands people and makes employees feel valued, not just as professionals but as human beings. :)

This letter is just a small way of saying thank you from a proud daughter.

**Stuti :)**  
**Daughter of Sonali Nahar**



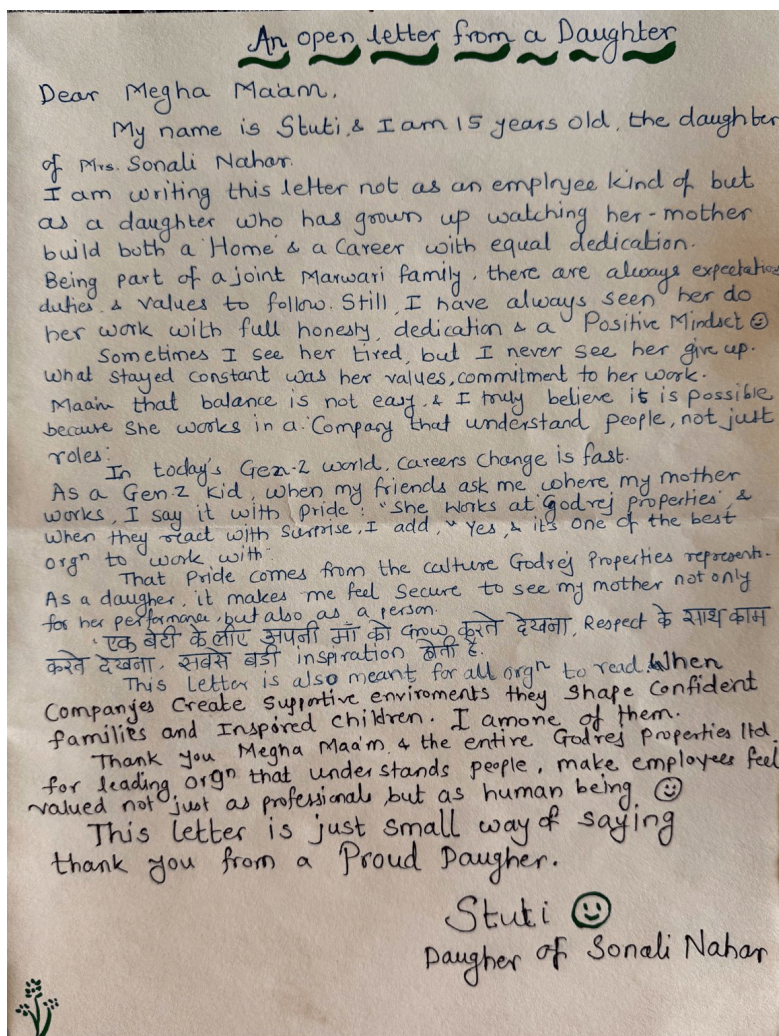
“Some recognitions come not from performance reviews, but from home. This letter from my daughter is a reminder that our children watch us closely how we work, what we stand for, and who we become.”

**Sonali Nahar**  
Assistant Manager, Customer Centricity  
Godrej Properties Limited

“This letter has struck a deep chord not just as an HR leader, but as someone who believes in the power of everyday actions to shape a culture, a family, and ultimately a community.

The way we show up at work doesn't stay within office walls. It travels home, it influences young minds, and it becomes part of the values that people carry into their lives. This reflection from a fifteen-year-old watching her mother balance professionalism with integrity, reminded me why purpose, dignity, and respect aren't just HR slogans, they're lived experiences. And you need every employee, manager, and team to embody them.”

**Megha Goel**  
Chief Human Resources Officer  
Godrej Properties Limited



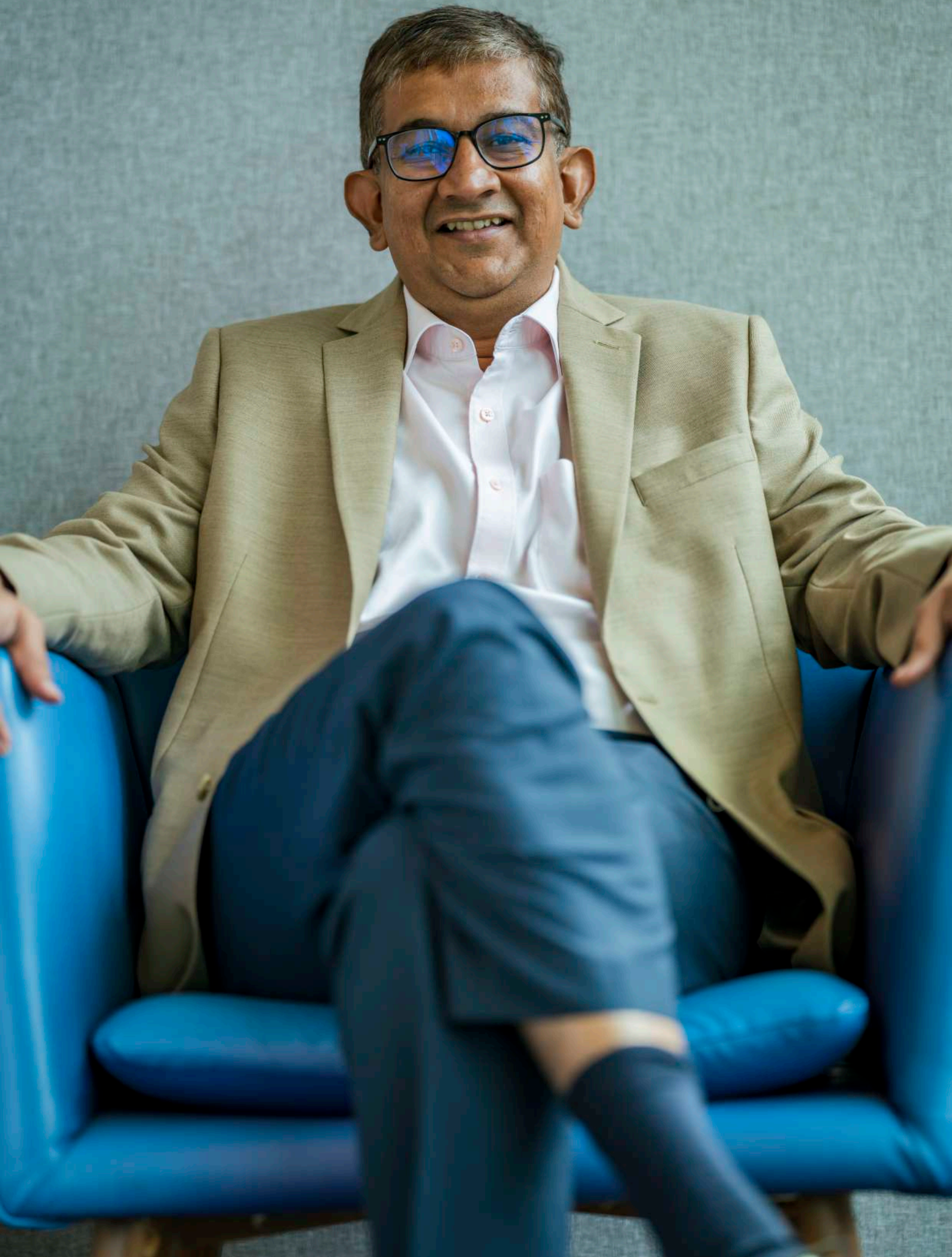


# Care@ Godrej



Watch the film on our inclusive care policies here:





## GODREJ CONSUMER PRODUCTS

At Godrej Consumer Products Limited, inclusion is not a programme or a point of view — it is a belief that shapes who we are and the kind of organisation we are building. We operate across markets that reflect immense social, cultural, and economic diversity. Yet, in many of these contexts, millions continue to remain on the margins of opportunity — not because of a lack of talent or aspiration, but because systems were never designed with them in mind. Recognising and addressing this reality is where our responsibility begins.

I am often asked whether goodness — a value deeply embedded in the Godrej legacy — makes for better business. My conviction is clear: it does. Organisations that take safety seriously build stronger systems and deliver better quality outcomes. In much the same way, those that approach sustainability and inclusion with intent build businesses that are more resilient, adaptive, and future-ready.

As a consumer company, this matters even more. The people we serve are incredibly diverse, and the closer we are to their lived realities, the better we are able to innovate meaningfully for them. Inclusion, therefore, is not just the right thing to do — it is essential to building a business that remains relevant in a rapidly changing world.

At the same time, we are conscious that this journey is far from complete. Building a truly inclusive organisation is not a milestone that can be achieved overnight. It requires humility, self-reflection, and the willingness to listen — especially when feedback is uncomfortable. Most importantly, it requires sustained intent and consistent action.

Across GCPL, our efforts — whether in creating traineeships for underrepresented communities, reimagining our factories as spaces of more equitable opportunity, or deepening dialogues with more representative groups in our consumer panels — are not isolated initiatives. They represent meaningful shifts in how we think, how we lead, and how we include.

I am confident about the direction we are moving in. Because every time we create access, act with empathy, and make space for someone who may have felt unseen, we move closer to the organisation we aspire to be — one where every individual not only finds a place, but also finds the confidence to belong, to grow, and to truly thrive.

**Sudhir Sitapati**  
**Managing Director and Chief Executive Officer**  
**Godrej Consumer Products Limited**



# THE YEAR IN DEI: GODREJ CONSUMER PRODUCTS

## ★ WHAT'S NEW? ★

### **BUILDING HIGH-IMPACT SALES CAREERS THROUGH THE POWER OF SPORT: GOAL**

Godrej Women Athletes Launchpad is a pioneering initiative that reimagines how talent is identified and nurtured for sales careers. While athletic excellence is often celebrated on the field, its relevance to corporate success has remained untapped. GOAL bridges this gap by recognising the discipline, resilience, and team spirit developed through sports as powerful drivers of business performance.

Launched in partnership with the Simply Sport Foundation, the programme is open to women who have represented state, national, or international teams, and hold a graduate degree

In its inaugural cohort, four athletes from diverse sports, including baseball, frisbee, rugby, and wushu were onboarded as sales interns. One intern successfully transitioned into a Sales Trainee role in General Trade, while another has been shortlisted for the second cohort.

Building on the innovative approach of the pilot, GCPL launched GOAL 2.0 in partnership with Super Kol Commerce Private Limited (SKOL), strengthening the institutionalisation and scalability of this model.

### **AARAMBH @ HEAD OFFICE AND AFFIRMATIVE HIRING: ENABLING INCLUSIVE CAREER PATHWAYS**

Aarambh is a nine-month traineeship programme designed to create meaningful and sustainable career opportunities for individuals from the LGBTQIA+ community and persons with disabilities.

Through a carefully curated learning journey, Aarambh integrates hands-on work experience, structured capability building, and mentorship from Godrej leaders.

In its pilot cohort, GCPL identified key business functions, including the Global Excellence Centre (GEC) Accounts Payable and Accounts Receivable, and Creative.

Three trainees joined across these functions, gaining end-to-end exposure to business operations, stakeholder engagement, and project delivery.

Projects were designed to leverage trainees' existing strengths, while building essential workplace capabilities required for full-time roles at GCPL.

One trainee has successfully been converted to a full-time employee.

## PRIDE MONTH CELEBRATIONS

We brought Pride Month celebrations to our greenfield manufacturing site in Tamil Nadu.

Seven trans persons joined us as machine operators, marking an important step towards building greater representation in roles where the community has been traditionally underrepresented.



*Pride March celebrations at Godrej Consumer Products' Chengalpattu factory, in Tamil Nadu.*

## GCPL GROWING ERG ECOSYSTEMS

With the 2024 launch of Godrej ki Shakti, the Women in Manufacturing ERG in India, GCPL strengthened our commitment to advancing gender equity and access through structured employee-led platforms.

Building on this momentum, GCPL Indonesia introduced two new Employee Resource Groups — Women in Sales and Women in PSO.

These ERGs were launched in response to a critical representation gap. While women are well represented in frontline execution roles, their participation declines at supervisory and leadership levels, particularly in field sales and technical manufacturing functions.

The ERGs provide structured and inclusive spaces where women can connect, share experiences, and build capabilities.

Since the launch of the Women in Sales ERG, we've observed strong engagement, with eight sessions conducted and nearly 40 participants per session.

## EXPANDING HOW WE EXPERIENCE SCENT: THE INCLUSIVE OLFACTORY PANEL PILOT

Recognising that traditional fragrance evaluation has largely been shaped by visual frameworks, GCPL undertook a bold experiment through the Inclusive Olfactory Panel Pilot.

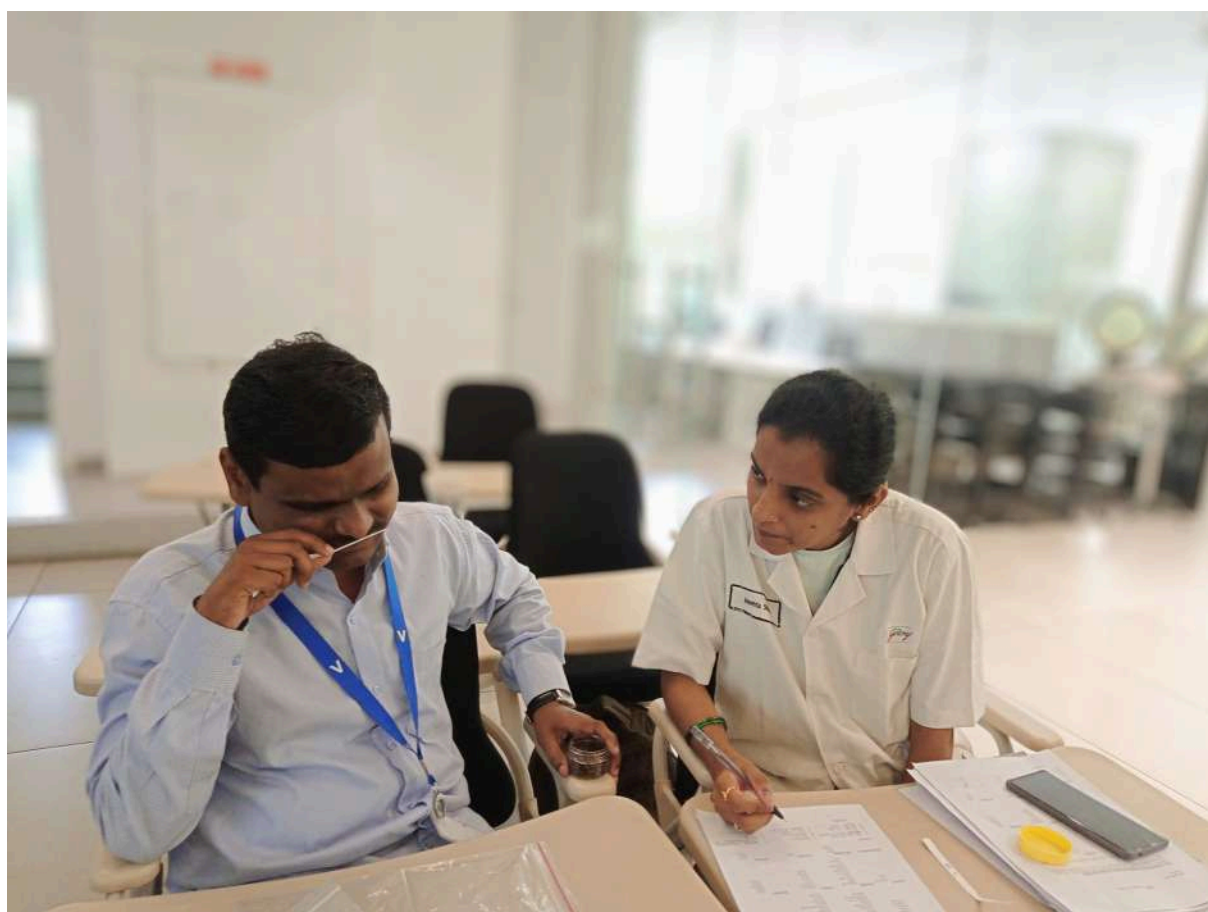
The initiative aimed to understand how scent is perceived when evaluated through diverse sensory experiences, particularly by individuals with visual impairments.

The pilot expanded both the Expert Fragrance Testing Panel and the Consumer Testing Panel to include internal Godrej colleagues and external participants with visual impairments.

12 participants were engaged across three groups — R&D team members; external individuals with visual impairments; and GCPL employees with visual impairments.

Results revealed strong performance across both sighted and visually impaired participants. Beyond quantitative outcomes, participants offered intuitive, and memory-driven insights.

Parallely, GCPL initiated outreach through blind centres and open screenings, with a long-term goal of institutionalising 30% representation of individuals with visual impairments across testing panels.



*A participant with visual impairment at the Inclusive Olfactory testing panel.*



## GCPL INDONESIA

GCPL Indonesia strengthened its commitment to building a more supportive workplace through the launch of three flagship inclusive policies: the Domestic Violence Support Policy, the Disability Inclusion Policy, and the Onsite Daycare Policy.

As part of this effort, GCPL Indonesia also successfully inaugurated its onsite childcare facility, IPLAY, in the presence of Bintang Puspayoga, Minister of Women Empowerment and Child Protection of Indonesia, the Embassy of India in Indonesia and other key stakeholders.

With these initiatives, 85% of GCPL Indonesia's inclusive workplace policies now go beyond regulatory compliance, while the remaining 15% are aligned with Indonesian regulatory standards.

### **BUILDING AN INCLUSIVE FUTURE: GCPL's EARLY TALENT ECOSYSTEM**

GCPL has built a future-ready, inclusive talent ecosystem by designing and executing structured, high-impact campus and traineeship programs across functions.

In finance roles, the Industrial Trainee Launchpad program onboarded eight trainees.

Participants undergo CA Masterclasses, Finance Bootcamps, and Learning Circles, building deep technical and business acumen.

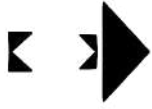
The programme has already delivered tangible outcomes, with two conditional offers converted, including one All India Rank, and one woman candidate.

For research and development, the team implemented a structured campus program, engaging premier institutions such as NIT Trichy, NIT Rourkela, Manipal University, and NIPER to secure high-potential talent.

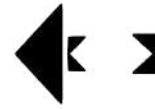
Eight trainees completed a rigorous nine-month immersion. Despite niche roles, the team successfully closed 21 positions, the highest ever in a year, with 67% overall representation and 60% at L2+ levels, ensuring a strong future bench.

GCPL strengthened their design capability through campus engagements with institutes like NID Ahmedabad, MIT Pune, and Whistling Woods. Over 18 months, three full-time hires were onboarded with 66% diversity representation.

Additionally, a structured intern programme onboarded seven interns, achieving 71% diversity representation.



## REMEMBER THIS!



### STRENGTHENING GODREJ KI SHAKTI INDIA: DEEPENING IMPACT THROUGH CULTURE, CAPABILITY AND COMMUNITY

Following an impactful year of Godrej Ki Shakti, the ERG entered its next phase with a renewed focus. Anchored around three strategic pillars - culture, capability, and community – the ERG continues to enable women in manufacturing to thrive personally and professionally.

To deepen relevance and create plans that speak directly to the needs of the ERG members, we conducted structured surveys and experience-based assessments across clusters to understand the personal and professional barriers faced by members.

These insights highlighted challenges related to confidence, communication, and emotional resilience to name a few. Based on these findings, we designed a targeted capability-building framework to address the needs through structured training.

Workshops on business communication and emotional intelligence further strengthened members' ability to engage effectively, manage workplace dynamics, and build influence.

Efforts were also directed towards strengthening inclusive infrastructure. Internal infrastructure audits across sites enabled us to assess accessibility, while an external audit is underway at the time of writing.

GKS members consistently shared that these interventions were meaningful, practical, and deeply relevant.

### THE INCLUSIVE GREENFIELD PROJECT

GCPL's journey towards building inclusive factories began in June 2023 with a public commitment to diversity, equity, and inclusion through Project Nilgiri. This inclusion marked a strategic shift in how talent was identified, hired, and supported across factory operations, with focused representation goals for women, persons with disabilities, and LGBTQIA+ individuals.

Between FY24 and FY26, Project Nilgiri and Project Vindhya established inclusion as a core hiring principle. Operationalising this included creating central project teams, bringing expert partners on board, and embedding inclusive workforce targets into recruitment planning.

From April 2024 to March 2025, our focus expanded to role mapping, affirmative hiring for women and persons with disabilities, and enhancing physical and digital accessibility.

These interventions translated into strong outcomes, with colleagues from our focus cohorts forming 67% of Nilgiri and 52% of Vindhya headcount in FY25.

Internal infrastructure audits were completed across sites to assess accessibility, while an external audit is currently underway.

Between April and September 2025, GCPL further extended affirmative hiring to the LGBTQIA+ community, strengthening supplier diversity, and reinforcing employer branding through initiatives such as EmployAbility and public commitments in our Indonesia Greenfield projects.

By FY26, these efforts resulted in 72% representation of our focus cohorts at Nilgiri and 53% at Vindhya, reflecting steady progress in building balanced and inclusive teams.

### **BEYOND COMPLIANCE: EMBEDDING RESPECT AND AWARENESS ACROSS THE ECOSYSTEM**

During the year, we strengthened our focus on scaling awareness and compliance under POSH. Our POSH e-modules achieved a global completion rate of 87%, while India tracked at 93%. We’ve continued to strengthen internal capability by encouraging our HR business partners to become POSH-certified, as a result of which 67% of our HRBPs are now POSH-certified.

### **RESPECT @ GODREJ**

During the year, we conducted more than eight Respect @ Work workshops across our sales teams in India and SAARC, covering over 500 employees.

At our Chengalpattu factory in Tamil Nadu, teams came together for an LGBTQIA+ sensitisation workshop, encouraging open conversations and building everyday awareness around respect and inclusion on the shopfloor.



*Sandhya Ramesh, General Manager, DEI conducting a Respect @ Work workshop with the sales team in India.*



## OUR YEAR IN NUMBERS



Globally, representation of **women, persons with disabilities and LGBTQIA+ individuals** in white-collar roles increased to **31%**, up by **1.8** percentage points from **29.2%** last year.

In our **machine operator roles**, representation stands at **48%**, reflecting how diversity is increasingly shaping our core operations.



## OUR YEAR IN IMAGES



*'QueeRising Every Space - From Home to Work' featured a heartfelt conversation between Harish Iyer, Senior Vice President, DEI at Axis Bank, and his mother Padma Iyer, founding member of Sweekar, The Rainbow Parents.*



*Our Indonesian colleagues at IPLAY, a child learning centre, in our ongoing initiative to better support working mothers at GCPL.*



*Our North American team with Nisaba Godrej, Executive Chairperson, GCPL.*



Disability Pride Month at our Nilgiri plant in Tamil Nadu featuring workers, learners, staff, and leaders.



Godrej Consumer Products Argentina in collaboration with Mocha Celis, an NGO, distributed hygiene kits to the transgender community in Buenos Aires as a part of GCPL's CSR initiative.

# **GODREJ CONSUMER PRODUCTS IN THE WORLD**

## **INDIA INCLUDED ON CAMPUS**

Through Godrej DEI Lab's India Included on Campus case study competition, we invited students to tackle real-world challenges, reimagine possibilities, and co-create channels of inclusive growth in corporate India.

Our visit to Indian Institute of Management, Lucknow reaffirmed our belief that young leaders will push boundaries and make inclusion a business imperative. The case problem posed the question of Redesigning General Trade Sales Careers for Women at Godrej Consumer Products Limited.

## **WOMEN IN SALES CONCLAVE BY PEOPLE KONNECT**

At the Women in Sales (WinS) conclave hosted by People Konnect, in July 2025 in Mumbai, we shared how our initiatives are helping bring more women into the heart of our sales growth story.

Through programmes such as Aarambh and campus-based initiatives like Gallop, we are building structured entry pathways, strengthening capability on the ground, and creating the support systems needed for women to succeed in sales roles.

## **EMPLOYEE SUPPORTED CHILDCARE (ESC) FORUM**

What if working parents did not have to choose between their careers and childcare? This question framed the Employee Supported Childcare (ESC) Forum hosted by our Indonesia team in collaboration with the Indonesia Business Coalition for Women Empowerment.

At the forum, we joined leaders from Unilever Indonesia and Prósperato to discuss how organisations can move beyond compliance to embed care-focused policies that meaningfully support working parents.

## **CHENGALPATTU IN THE SPOTLIGHT**

Our Chengalpattu manufacturing facility was featured by one of India's most popular YouTube channels, Curly Tales, highlighting how the 27-acre plant, built in just 13 months has become an inclusive greenfield, creating over 1,000 job opportunities, with 50% women on the shopfloor, and a commitment to LGBTQIA+ and PwD representation from day one.



## THREE-DAY INCLUSIVE EDUCATION SUMMIT

Representing our commitment to advancing inclusive practices, we participated in the government of India's Three-Day Inclusive Education Summit organised by the Department of School Education and Literacy, Ministry of Education.

The summit brought together policymakers, educators, industry leaders and inclusion advocates to exchange ideas and best practices for strengthening inclusive ecosystems.

### WINGS INDONESIA

At WINGS Indonesia, an organisation dedicated to promoting the education, professional development and advancement of women in the geothermal community, conversations led by Cicin Winedar, our HR Director, Indonesia, explored how the evolving care economy is influencing more empathetic, and inclusive leadership practices.



*'Turning Care Economy into Practice Summit' by WINGS Indonesia promotes education, professional development and advancement of women.*

### WORK THAT INCLUDES

Through partnerships with companies Godrej Consumer Products Limited, NIVEA India, Atypical Advantage and Integrative Solutions have demonstrated that inclusive hiring in manufacturing is both practical and value-adding when implemented intentionally. Other partners include Nestlé, NIVEA India, Tata Motors, and Micron.

Drawing on insights from these collaborations, this report highlights the lessons, challenges and practices that can help organisations build more inclusive and sustainable manufacturing workplaces.



## **BRING ON THE BLING**

### **CONFEDERATION OF INDIAN INDUSTRY - EMPLOYERS' FEDERATION OF INDIA**

GCPL was recognised by the Confederation of Indian Industry – Employers' Federation of India. This recognition reflects our belief that inclusion is not a standalone initiative, but a strategic business imperative that shapes how we lead, build and grow as an organisation.

### **INDONESIA ASIA ESG POSITIVE IMPACT AWARDS**

Our Indonesia team was honoured with Gold in the Diversity, Equity and Inclusion category at the Asia ESG Positive Impact Awards 2025.

### **INDONESIA LESTARI AWARDS**

Our Indonesia team was also recognised as a winner in the Diversity, Equity and Inclusion category at the Lestari Awards 2025, one of Indonesia's most prominent sustainability and ESG platforms.

The awards ceremony, held at Raffles Jakarta, brought together leaders from government, academia and industry.



# MY INCLUSION STORY

## SELF-CONFIDENCE

With a broken heart,  
One day, I returned to the land that bore me;  
The streets, fluent in my tongue,  
Looked upon me with quiet affection.  
The word “homeland”  
Breathed new life into my weary soul.

Before a door marked “Godrej,”  
The next chapter of my life began.  
As I stepped inside,  
My heart asked softly –  
“Will I find humanity here?”

Yes –  
There was no scorn in their eyes,  
No poison in their words,  
No wounds in their hands –  
Only a gentle smile,  
A flicker of care in their hearts.

For the first time,  
Someone shared a table with me.  
For the first time,  
Someone called my name with kindness.  
In that moment,  
My tears tasted sweet.

In work – respect;  
In meals – friendship beside me;  
In their words – affection.  
All these things  
Made me human again.



They said:  
“You have talent,  
You have dreams,  
We are with you.”  
And those words  
Turned the volcano in my soul  
Into a blooming flower.

I smiled –  
For the first time in years,  
Truly smiled from the heart.  
Bathed in their warmth,  
My life was born anew.

**Roopa Evangeline**  
**Operations Engineer Trainee, Chengalpattu**  
**Godrej Consumer Products Limited**





## GODREJ VENTURES

At Godrej Ventures, inclusion is something we build, quite literally, into the spaces we create and the culture we shape. As a business that develops workspaces, we see accessibility as a responsibility, not a feature. We need to ensure that our spaces are accessible, enabling and welcoming for people of all abilities, backgrounds and identities.

We are consciously designing workplaces that remove barriers, ranging from step-free access, inclusive washrooms, intuitive way-finding, tactile maps and accessibility signage to thoughtful layouts that support mobility, sensory comfort and independence for persons with disabilities. These are not add-ons; they are integral to how we think about space, dignity, and belonging.

I am proud that women today comprise 35% of our workforce. Yet, I believe true progress is not only about representation, but about continuity, creating conditions where women can grow, lead, and build long-term careers. This belief is also reflected in the launch of our women's Employee Resource Group, envisioned as a safe space for community, support, learning, and shared strength, where women can connect, be heard, and thrive together over the long term.

As a leader and an ally, I remain personally committed to advancing access, inclusion, and equity. This is the long game we are playing: building spaces and cultures where opportunity is fair, voices are valued and everyone has the chance to thrive.

**Karan Bolaria**  
**Managing Director and Chief Executive Officer**  
**Godrej Ventures**



# THE YEAR IN DEI: GODREJ VENTURES

## ★ WHAT'S NEW? ★

### WOMEN'S DAY 2026

In March 2026, Godrej Ventures commemorated International Women's Day with a focused DEI initiative centred around the theme "The Long Game at Work: Women, Careers & Continuity." The session encouraged reflection and dialogue on women's career journeys, with emphasis on long-term growth, continuity, and navigating transitions across different life and career stages.

We aim to create awareness and build shared understanding around the importance of enabling women to sustain and evolve their careers through inclusive workplace practices, supportive leadership, and equitable opportunities.



Panel discussion on women's careers and continuity, with Anjitha John, Head - HR, at Godrej Ventures at Godrej One in March 2026.

### LAUNCH OF WOMEN'S ERG - ROOT & RISE

On the same day, we also launched our women's Employee Resource Group (ERG), Root & Rise. The ERG is a structured platform to foster community, learning, and collaboration among women employees. With the ERG, we aim to focus on creating opportunities for engagement, peer connection, and work closely with the organisation to support gender-inclusive initiatives.

### INCLUSIVE ARRIVAL AND SITE-PLANNING

Accessibility begins at the site level. Our developments prioritise barrier-free pedestrian routes that allow seamless movement across the site and clearly marked accessible parking located close to building entrances.

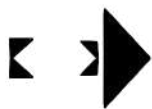


## BARRIER-FREE ENTRANCES

Primary entrances are designed to be step-free and intuitive supported by compliant ramp gradients, tactile cues, accessible door systems that enable independent entry, with wider doorways and adequate turning space for wheelchair users.

## HORIZONTAL AND VERTICAL CIRCULATION

Circulation systems are designed to support independence and ease of movement. Corridors allow comfortable wheelchair navigation. Elevators and destination control systems include Braille controls, with auditory and visual indicators. And staircases are equipped with dual handrails and contrasting nosing for safe evacuation during emergencies.



**REMEMBER THIS!**



## PRIDE MONTH ALLYSHIP AT GODREJ ONE

During Pride Month, Godrej Ventures employees participated in the Pride March at Godrej One, standing in solidarity with the LGBTQIA+ community. The march reflected our continued commitment to fostering allyship, inclusion, and a workplace where everyone feels seen, respected, and valued.



*Team Godrej Ventures at Pride March 2025 at Godrej One.*

# MY INCLUSION STORY

## A MOTHER'S EXPERIENCE OF RETURNING TO WORK

When I stepped into maternity leave, I knew life was about to change — but I did not know how profoundly.

The arrival of my daughter, Heer, introduced me to a new world of emotion, responsibility, and quiet strength. Each day became a lesson in patience, empathy, and resilience. In nurturing her, I found myself growing — not just as a mother, but as a person.

Returning to work felt like stepping back into a familiar rhythm — only this time, with a fuller heart and a new perspective. What truly made this transition reassuring was the support system around me.

My reporting manager played a pivotal role in making my return feel less daunting. He encouraged me to take it one step at a time, and reassured me that I was not expected to “pick up where I left off” overnight.

This created an environment of trust where my needs as a new mother were understood with sensitivity and respect.

That assurance made all the difference in rebuilding confidence and momentum.

Equally meaningful was the role played by HR throughout this phase.

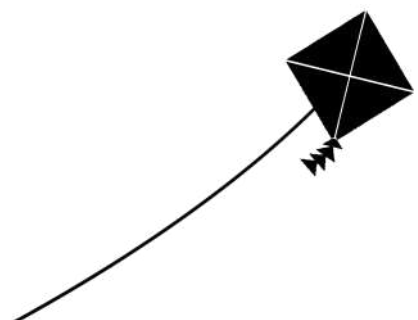
Their continued check-ins, flexibility, and genuine concern for my well-being made the journey far smoother than I could have imagined.

Today, over a year since my return, I feel fully re-integrated, engaged, and aligned with my role. As Heer grows, I hope she grows up seeing possibility — watching her mother navigate ambition and care, responsibility and compassion, with equal intent.

If one day she finds inspiration in that balance, it will be the most meaningful outcome of this journey.

With gratitude,

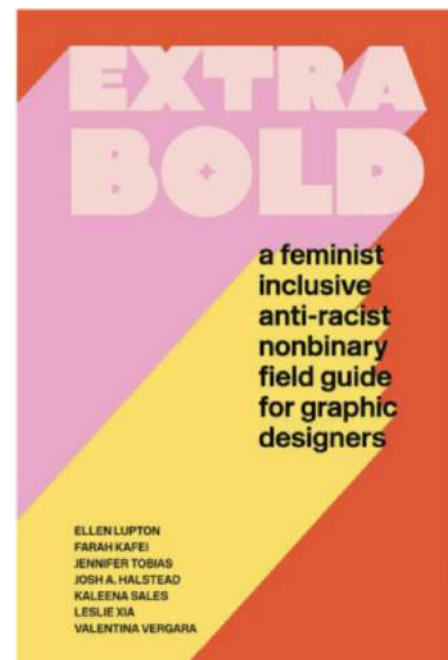
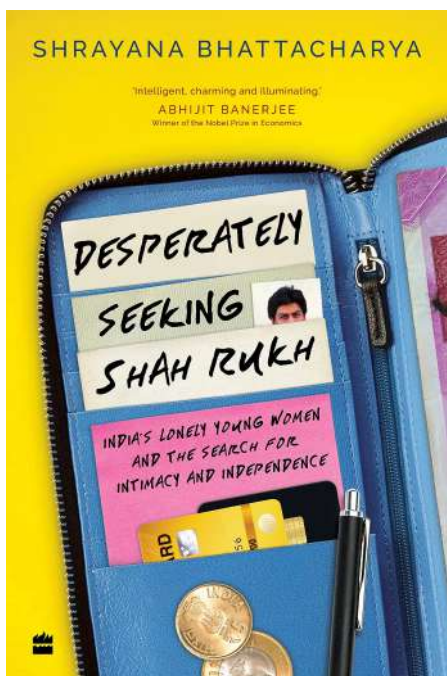
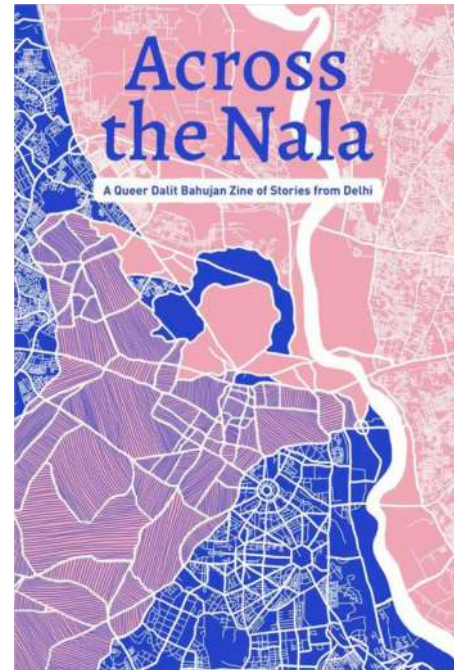
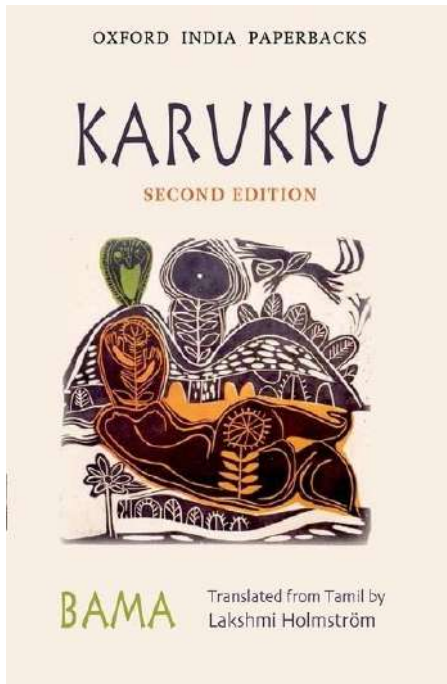
**Tina Mehta**  
**Deputy General Manager Finance**  
**Godrej Ventures**





## DEI DIARIES: THE GODREJ ONE BOOK CLUB

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. Looking for your next read on inclusion? You're in the right place. Dive in.



Read our reviews here:



# GODREJ GOOD AND GREEN

## INCLUSION WITH INTENT: A RISING TIDE DOESN'T LIFT ALL BOATS

At Godrej Industries Group, our vision has always been rooted in the belief that business must be a “force for good.” Over the past year, as I reflect on our DEI journey within the Industries, I see, across our businesses, meaningful progress has already been made in strengthening representation and inclusion within the organisation. Through Good & Green, our focus is to extend its reach to communities and contexts where exclusion is often compounded at the bottom of the pyramid. This required us to examine how programmes are designed and delivered, particularly at the last mile. This meant asking harder questions:

- Who are we serving?
- Whose voices are missing?
- How do we ensure that social and environmental efforts are intentionally designed, accessible, relevant and responsive to those who face layered barriers to participation?

Across our programmes, we worked to embed inclusion as a core principle. From engaging women farmers and community institutions, to supporting livelihoods that are sensitive to local ecologies and cultures, we’ve made a conscious effort to recognise context, lived realities and cultural nuances. Over the past few years, Godrej’s businesses have made significant progress on their inclusion goals. Building on this momentum, the aim for G&G is to take the work a level deeper. For example, while business at Godrej Consumer Products Limited ensures women representation in manufacturing, our focus will be on enabling the inclusion of women with disabilities in manufacturing, aiming not only to deepen impact within the business, but also to help set a benchmark for the wider industry.

This next phase will focus on enabling the inclusion of women with disabilities in manufacturing, aiming not only to deepen impact within GCPL, but also to help set a benchmark for businesses and the wider industry.

### Pushing the Envelope

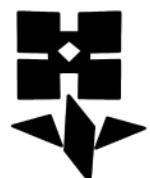
Employee volunteering continues to play an important role in strengthening inclusion at the workplace. By enabling employees to engage directly with diverse communities, volunteering has created opportunities for shared learning and helped translate organisational DEI commitments into lived experiences. These engagements reinforced the understanding that inclusion is not just the effort of DEI Lab or Good and Green but needs sustained engagement.

### Place for All

Meaningful inclusion demands continued reflection and adaptation. But above all, it requires focused and unwavering intent to raise all boats. The Good and Green team looks forward to partnering with DEI Lab and businesses to do exactly that.

Onwards & Upwards!

**Pakzan Dastoor**  
Head of Godrej Good and Green



# THE YEAR IN DEI: GOOD AND GREEN

## ★ WHAT'S NEW? ★

### AAROHI

At Aarohi, we believe that true progress is inclusive. Our CSR initiative with Godrej Capital supports women entrepreneurs from underrepresented communities by addressing social, economic and digital barriers. We focus on skill-building, credit access and confidence building through partnerships with NGOs, skilling institutes and development agencies to help women grow and lead.



*Colleagues from Godrej Capital with the Good and Green team at an Aarohi Women Entrepreneurship Programme.*

### DISHA

At Godrej Agrovet, we recognise the critical role women play in strengthening rural and semi-rural communities. Women remain central to our approach and continue to be the lens through which we assess our impact across all CSR-thematic areas.

In the first half of this financial year alone, our initiatives have engaged over 12,000 women across our CSR programmes.

Through the Future Agriculture Leader of India (FALI) programme, we train students in government-aided rural schools on modern agricultural tools and techniques. By introducing early exposure to agriculture, FALI encourages and motivates the next generation to look at agribusiness as viable and aspirational career paths.

Focused on students in Grades 8 and 9, the programme this year is engaging over 17,000 students across 200 schools in Maharashtra, Gujarat, and Madhya Pradesh, with girls comprising nearly half the participants.

Complementing this effort is the Disha Programme — a skilling programme which focuses on strengthening employability among women pursuing higher education in agriculture.

Designed specifically for women studying BSc Agriculture and allied courses, the programme equips participants with industry-relevant technical knowledge, practical exposure, and sales and business skills to build confidence and workplace readiness.

The pilot has been launched across Andhra Pradesh, Telangana, and Karnataka, with a target to train 150 women and enable placement opportunities for at least 50% of them.

In addition, our scholarship programme continues to support students from low-income families in pursuing higher education.

Now in its third year, the initiative began with 75 students in Mahad, Maharashtra, covering 60% of their annual academic fees across STEM disciplines.

This year, we remain committed to supporting the final cohort of 33 students as they complete their courses.

## **ADVANCING LEARNING THROUGH ACCESSIBLE LEARNING AND EXPOSURE**

Employee volunteering played a meaningful role in advancing the organisation's DEI priorities, particularly in strengthening access, awareness, and opportunity for persons with disabilities.

In partnership with the DEI Lab's Assistive Tech Conference, we undertook a large-scale volunteering initiative to develop tactile learning aids, including maps, number cards, and science learning tools. Over 550 employees participated in the creation of these resources, which are designed to support tactile-based learning and improve classroom accessibility for visually impaired students.

A region-led initiative in Ahmedabad, where volunteers from GPL collaborated to create tactile maps and a tactile atlas for geography education. A total of 40 employees participated in this effort.



## WORKPLACE EXPOSURE AND EMPLOYABILITY AWARENESS FOR STUDENTS WITH DISABILITIES

Through the Career Café initiative at the GCPL factory in Malanpur, conducted in partnership with Enable India, 38 students with disabilities were hosted for an immersive corporate exposure experience.

Employees shared career journeys, discussed workplace expectations, and engaged in interactive conversations to address questions around skills, roles, and pathways to employment.

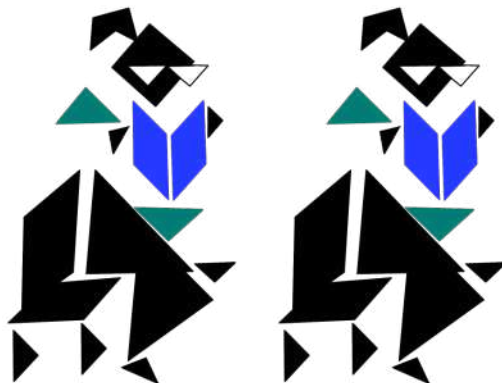
The initiative was supported by 20 employee volunteers.



### OUR YEAR IN NUMBERS



Women economic empowerment of ₹ 1.17 Cr. **76% women entrepreneurs** engaged reported revenue growth of 20% or more. **610** employees volunteered for inclusion.



# OUR YEAR IN IMAGES



Godrej Good & Green, in collaboration with BeingJigyasa, hosting a volunteering activity for Godrej Industries employees and Assistive Tech Conference attendees to create tactile maps and study aids for inclusive learning.



Employees with disabilities from GCPL's Malanpur factory attending the employability awareness session.



Employees with disabilities from GCPL's Malanpur factory attending the employability awareness session.



Beneficiaries of DISHA attending the Women's Career Accelerator Programme.

## MY INCLUSION STORY

My name is K. Sree Lakshmi Akhila, and today marks the tenth day of our DISHA Zoom training session. As students, we are aware that opportunities in the private sector can sometimes feel limited.

This training has been incredibly valuable in helping us bridge the gap between our academic learning and the practical skills required in the industry.

Although the sessions are conducted online, they create an engaging, classroom-like environment with strong interaction among participants. The facilitators are supportive and encouraging, which has helped many of us overcome our hesitation and confidently express our thoughts.

So far, we have learned how to build an effective resume, deliver a confident self-introduction, and create a professional LinkedIn profile

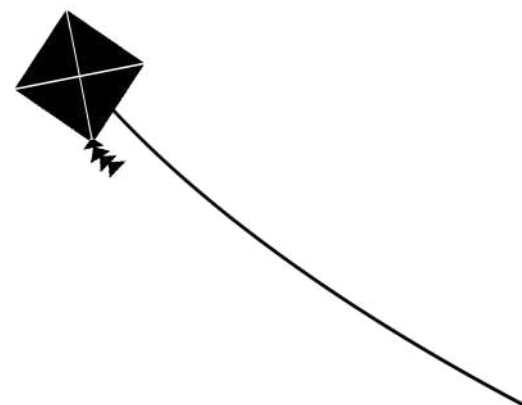
We have now moved into the core topics of sales and marketing. Initially, these subjects felt challenging, but the sessions have helped us understand that sales and marketing are actually part of everyday life — whether it is communicating effectively, convincing others, or influencing decisions. This training has helped us see this field from a new and positive perspective.

I would like to sincerely thank Ikka Learning Foundation and Godrej Agrovet Limited for supporting and guiding women students through such a meaningful initiative.

**K. Shree Lakshmi**  
**Student-in-Training, DISHA**



*(K. Sree Lakshmi Akhila is one of the many young women students who are being trained under the DISHA program run by Godrej Agrovet and Good and Green.)*





## GODREJ AI LAB

This year, our DEI journey at the AI Lab moved from intention to action. FY 2025–26 was defined by a clear belief: technology must work for everyone, or it doesn't work at all.

A key milestone was our participation in the Assistive Tech Conference 2025, where we opened our doors to organisations building AI for inclusion.

By inviting external companies to showcase their DEI-focused innovation, we created space for learning, dialogue, and collaboration, reminding ourselves that inclusive progress accelerates when ecosystems come together.

We took a significant step by building Godrej EVAA, an in-house browser accessibility tool designed for our visually impaired colleagues.

Developed with empathy at its core, EVAA reflects our commitment to designing with users, not just for them.

As we look ahead, our aspiration is simple yet ambitious: to embed accessibility and inclusion into every product decision we make, ensuring DEI is not a parallel effort, but the foundation of how we build the future.

**Shirin Shinde**  
**AI Lead**  
**Godrej AI Lab**



# THE YEAR IN DEI: AI LAB

## ★ WHAT'S NEW? ★

### GODREJ EVAA

In FY 2025-26, we introduced Godrej EVAA, an in-house assistive browser tool aimed at improving digital accessibility for visually impaired users.

EVAA was built to simplify web navigation, reduce dependency barriers, and enable more independent digital experiences.

The initiative came to life at the Assistive Tech Conference 2025, where EVAA was formally unveiled by senior leadership, marking a strong organisational commitment to inclusive innovation.

More importantly, the product was live tested at the conference, allowing real users to experience, question, and shape its evolution.

EVAA demonstrates how inclusive design can be practical, scalable, and deeply impactful, reinforcing our belief that DEI-led products are not just socially responsible, but technologically stronger.



## OUR YEAR IN NUMBERS

**120** users live-tested **EVAA** at the **Assistive Tech Conference** held at Godrej One in November 2025.



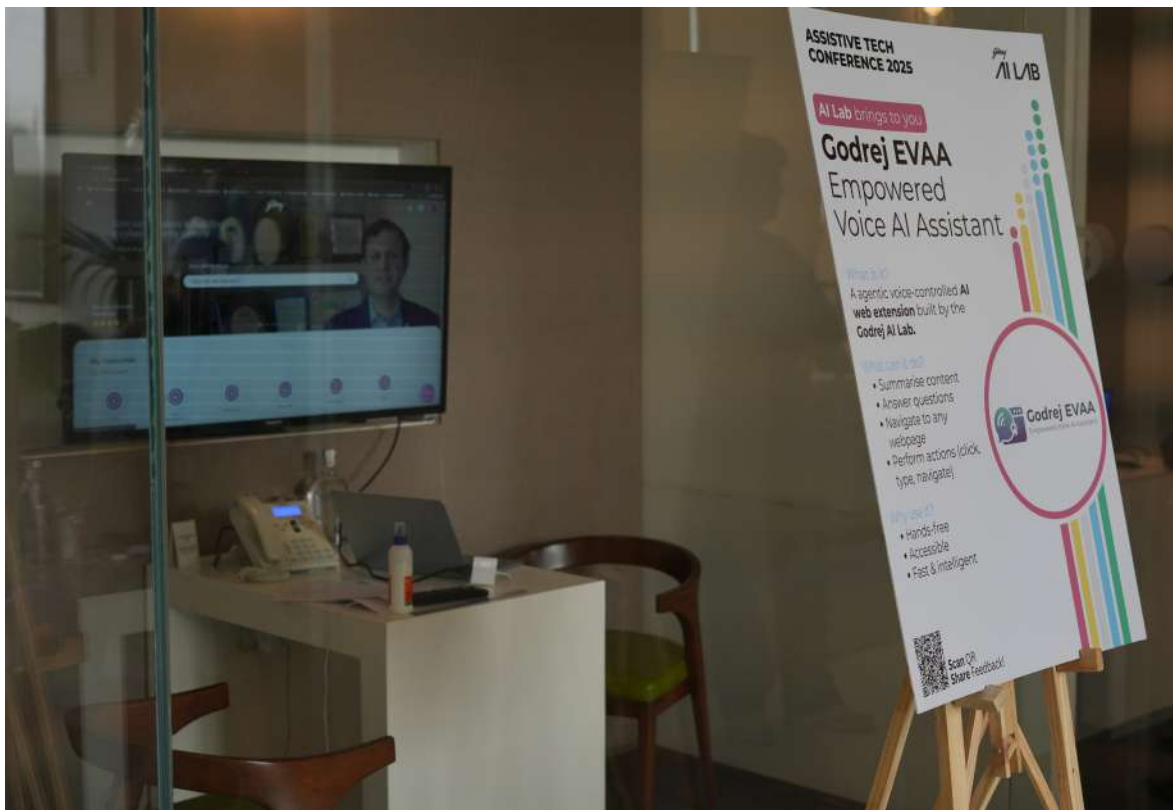
## OUR YEAR IN IMAGES



*SHG Technologies showcasing their Smart Vision Glasses at Assistive Tech Conference 2025.*



*Nadir Godrej, Chairperson, Godrej Industries group; Burjis Godrej, Executive Director, Godrej Agrovet; Manish Shah, Managing Director and CEO, Godrej Capital, and Parmesh Shahani at the launch of EVAA.*



*AI Lab's Godrej EVAA demo room at the Assistive Tech Conference.*

## MY INCLUSION STORY

I attended the Assistive Tech Conference to explore how technology is evolving for people with visual impairments.

Often, accessibility is discussed in theory, but opportunities to experience it first-hand are limited. When I was invited to try EVAA, I was curious to see how it would work in a real-world setting.

As the browser began guiding me through its features, I noticed something immediately, it allowed me to navigate independently. I could move through content at my own pace, without needing constant assistance.

For once, I did not feel like I was adjusting myself to technology; the technology was adjusting to me. What stood out was not just functionality, but the sense of control that comes from being able to engage on your own terms.

Experiences like these reaffirm why inclusive design matters. When accessibility is built thoughtfully, technology becomes an enabler rather than a barrier, creating moments of dignity, ease, and quiet empowerment.

**Swati Deshmukh**

**An attendee at the Assistive Tech Conference 2025**



# THE YEAR IN DEI: CORPORATE HR

## ★ WHAT'S NEW? ★

Over FY2026, the Godrej Learning Lab partnered with the Godrej DEI Lab to design and deliver a suite of learning experiences that deepen understanding of diversity, equity, and inclusion across the Group.

### INDIAN SIGN LANGUAGE (ISL)

Our Indian Sign Language (ISL) course was introduced to help build greater understanding and accessibility for colleagues with hearing and speech disabilities across the Godrej Industries Group.

The course encourages employees to take their first steps towards learning ISL and recognising the importance of inclusive communication.

The course aims to build awareness of the everyday experiences of our many colleagues across the group with hearing and speech impairments. It's also our effort to equip employees with simple tools to connect more meaningfully.

By learning even the basics of ISL through this course, whether it's to greet a colleague or collaborate on everyday tasks, employees can help break down invisible barriers in the workplace.



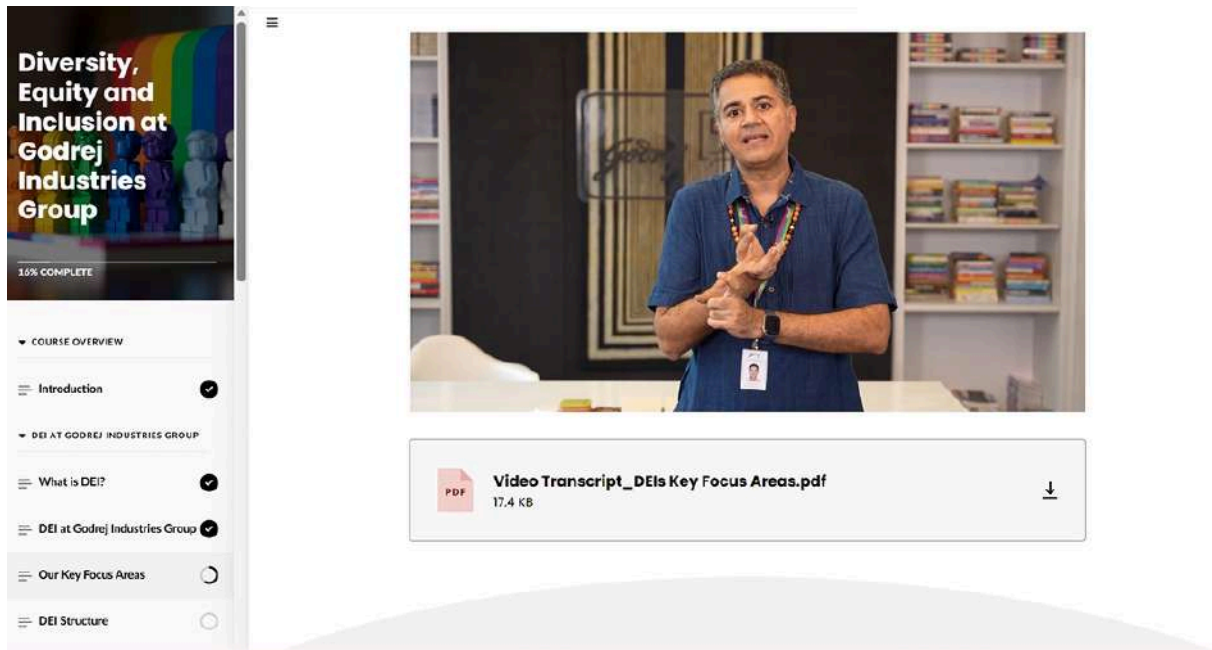
*A still from our Indian Sign Language (ISL) course available to all Godrejites.*



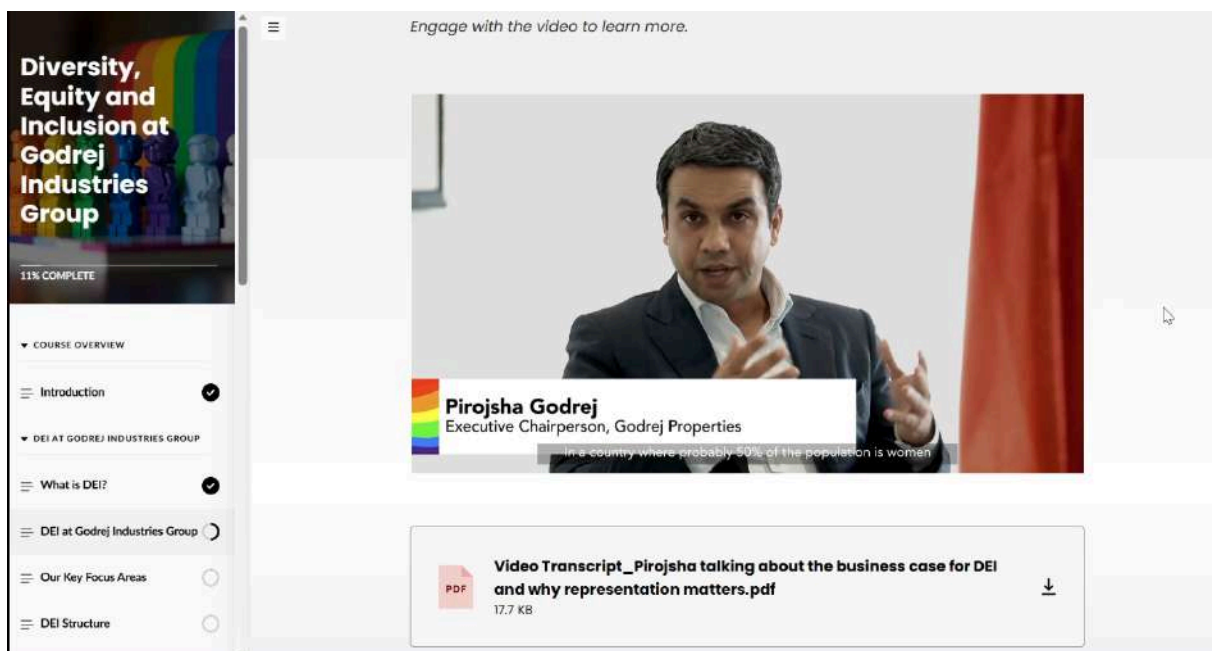
## DEI AT GODREJ INDUSTRIES

Our 'DEI at Godrej Industries' course was designed as a comprehensive introduction to diversity, equity, and inclusion at Godrej, grounding employees in why DEI matters and how it shapes the culture we strive to build across the Godrej Industries Group.

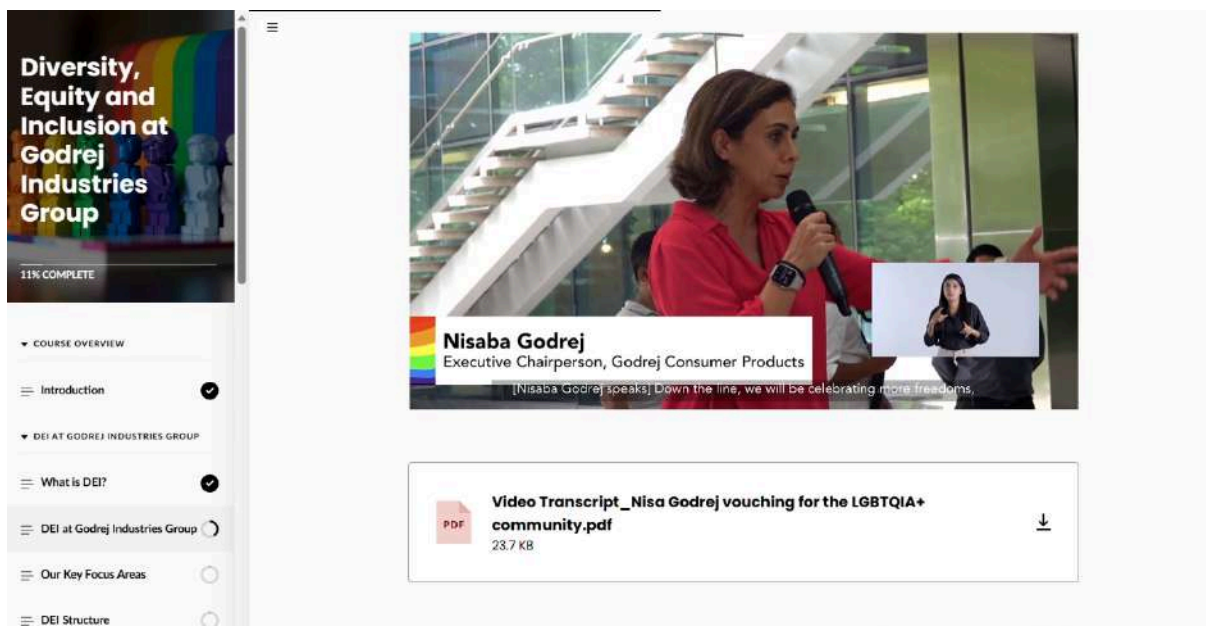
Through insights from senior leaders, including Pirojsha Godrej, Nisaba Godrej, and Sumit Mitra, the course brings together perspectives on why inclusion is integral to our way of working and how these commitments translate into action across the Group's businesses.



The 'DEI at Godrej Industries' course featuring Parmesh Shahani.



The 'DEI at Godrej Industries' course featuring Pirojsha Godrej.



The 'DEI at Godrej Industries' course featuring Nisaba Godrej.



Parmesh Shahani moderating a leadership roundtable with Saurabh Jhawar; Head - PSO (India and SAARC), GCPL; Abhay Parnerkar, CEO, Godrej Foods; Geetika Trehan - Zonal CEO (North Zone), Godrej Properties; Sagar Mate - General Manager (Production), GIL Chemicals; Ripudaman Singh - Head (Collections & Legal), Godrej Capital.

### **LEADERS' ROUNDTABLE: BUILDING AN INCLUSIVE WORKSPACE:**

We also convened a session bringing together senior leaders from across Godrej Industries to share how they have translated diversity, equity, and inclusion into tangible initiatives within their teams and businesses.

The conversation, moderated by Parmesh Shahani, focused on what it takes to build inclusive workplaces in practice. From making manufacturing sites safer and more accessible for women to breaking barriers in hiring women, LGBTQIA+ individuals, and persons with disabilities into roles where representation has traditionally been limited, leaders share how inclusion is being advanced across different parts of the Group.

## 23 QUESTIONS WITH PARMESH SHAHANI

Creating conversations around inclusion that are thoughtful, engaging, and accessible is an important part of how we bring DEI to life at Godrej.

'23 Questions with Parmesh' offers a candid look at the evolving landscape of diversity, equity, and inclusion through the perspective of someone who has been shaping this space in India for many years.

In a rapid-fire format, Parmesh Shahani, who heads the Godrej DEI Lab, reflects on themes ranging from bias in artificial intelligence and digital exclusion to performative allyship, intersectionality, and the cultural shifts organisations must build to create truly inclusive workplaces.



*A look at the video featuring Parmesh Shahani and his lessons on building inclusive spaces.*



## OUR YEAR IN NUMBERS



A total of **1230** unique learners across the Group have engaged with the four DEI courses created by the Learning Lab in this financial year.



# MY INCLUSION STORY

## VILLAGE

No man is an island, wrote a wise man once  
But an island is what always found me,  
Fleeting moments of togetherness, fragile seconds of belonging,  
With a few dear friends from college, with a few queers, with a few roommates

While my heart swelled in those moments,  
It reeled with the aftermath of loneliness,  
But people come and go like seasons I've found,  
No one stayed long enough for something deeper to blossom,  
And so it was like starting all over again,  
New names, new backgrounds, new stories,  
Like a never-ending cycle – with a new set of faces.  
But in that cycle, notice a place missing.

Work,  
Where adults find their next of kin,  
Not named their spouse or kids,  
Where adults have the greatest number of interactions,  
Where adults spend two-thirds of their life building for their one-third of a  
future.

But work had always occupied a dreadful place in my mind,  
Where passion went to die and bureaucracy killed the spirit,  
Where the people were more robotic than the tools they used,  
And where artificial joy and manufactured success glorified the endless grind.  
It was a world I dreaded to come back to after a bout of depression,  
What if it sucked me back from my hard-earned recovery?

What if it turned me back into a robot?  
What if it took away the fragile joy I had so precariously attained?  
But money did not grow on trees

Or in my retired father's pockets,  
So plunged back in it I did,

Fearing the worst, dreading my fate.  
But it never came.  
The new place of work was a little different,  
The people, a little eccentric, a little human,  
My depression was miraculously not a taboo,  
Nor my queerness,  
Nor my un-corporate-like fashion sense,  
Nor my fledgling health,  
So I waited and waited and waited,  
For the other shoe to drop,  
For the bosses to demand their pound of flesh,  
For the veil to lift and reveal the murkiness,  
So I waited and waited and waited,

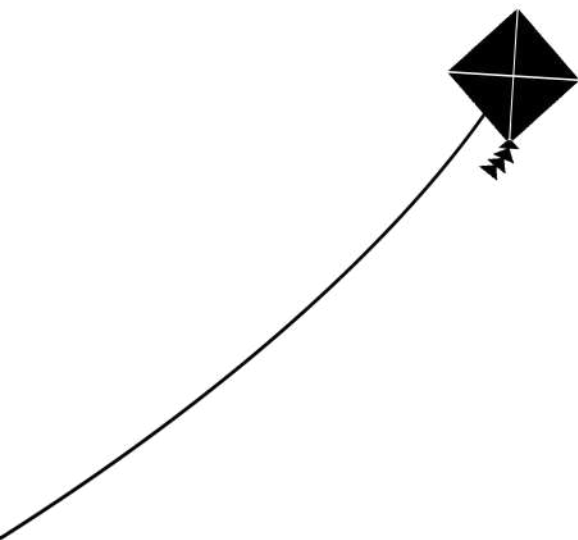
For the veil to lift and reveal the murkiness,  
But it never came.

Instead I found a community.  
Of individuals who had their own struggles,  
Who did not hide their humanness under a garb of professionalism,  
Who did not chastise me for my own,  
Who made my queerness feel valued,  
Who listened to me and not just hear my words,  
Who made me feel like I belonged somewhere.  
So consider this a love letter,  
To the people who checked in on me when I fell sick,  
To the people who gave me a winning smile first thing in the morning,  
To the people who went the extra mile to help when things spiralled out of control,  
To the people who made the after-work hours a welcome surprise,  
  
To the people who made me want to come back to work everyday,  
To the people who burrowed their way into my cynical heart,  
I want you to know,  
That it takes a village,



To keep someone from tipping over the edge,  
You might come and go like the rest of 'em,  
But your place in my heart will forever remain,  
As cherished souls that made me stay on the path of recovery,  
That prevented me from falling back into the abyss,  
That offered me a refuge in an isolated world,  
That helped make me a village.

**Payal Bhosale**  
**Executive, Godrej Learning Lab,**  
**Godrej Industries**





## THE YEAR IN DEI: CORPORATE BRAND AND COMMUNICATIONS



*Corporate Brand and Communications team at the Vikhroli Cucina festival at Godrej One.*

The Corporate Brand and Communications function are the custodians of the Godrej Industries group's overarching brand reputation across internal and external stakeholder groups.

This makes us strategic brand partners to the Godrej DEI Lab, shaping how its purpose, programmes, and impact are communicated externally. Through media outreach, digital-first campaigns, and leadership visibility, the team seeks to build credibility and momentum for our DEI efforts.



## ★ WHAT'S NEW? ★

### AMPLIFYING INCLUSIVE NARRATIVES AT SCALE

Our integrated communication resulted in 309 high-impact media coverages across platforms. We collaborated with 60+ Key Opinion Leaders (KOLs), spanning diverse domains and communities, to drive authentic conversations around gender equity, acceptance, mental well-being, and representation.

Collectively, these initiatives generated 17+ million views, significantly expanding the reach of our DEI message and reinforcing the Group's commitment to building a more inclusive and equitable society.

### #SHEFORSHE: CELEBRATING THE POWER OF SISTERHOOD

Ahead of International Women's Day 2025, Godrej Industries group launched #SheForShe, a campaign centered on solidarity, allyship, and collective empowerment among women. At the heart of the campaign was a powerful slam poetry performance that captured the transformative strength of women uplifting one another across generations, identities, and lived experiences.



*A still from the #SheForShe campaign created for Women's Day by the Corporate Brand and Communications team.*

### KANTA DIDI: CELEBRATING ACCEPTANCE THIS DIWALI

Continuing the Group's owned media platform initiative, the 'Kanta Didi' campaign carried forward the #CelebratingAcceptance narrative during Diwali with a deeply human story about empathy, and inclusion.

Set within a home, the film follows Kanta Didi, a domestic worker who meets a queer couple for the first time.

What begins with hesitation evolves into understanding and compassion, reflecting the campaign's central message: acceptance does not require grand gestures or ideology. It simply comes from the heart.

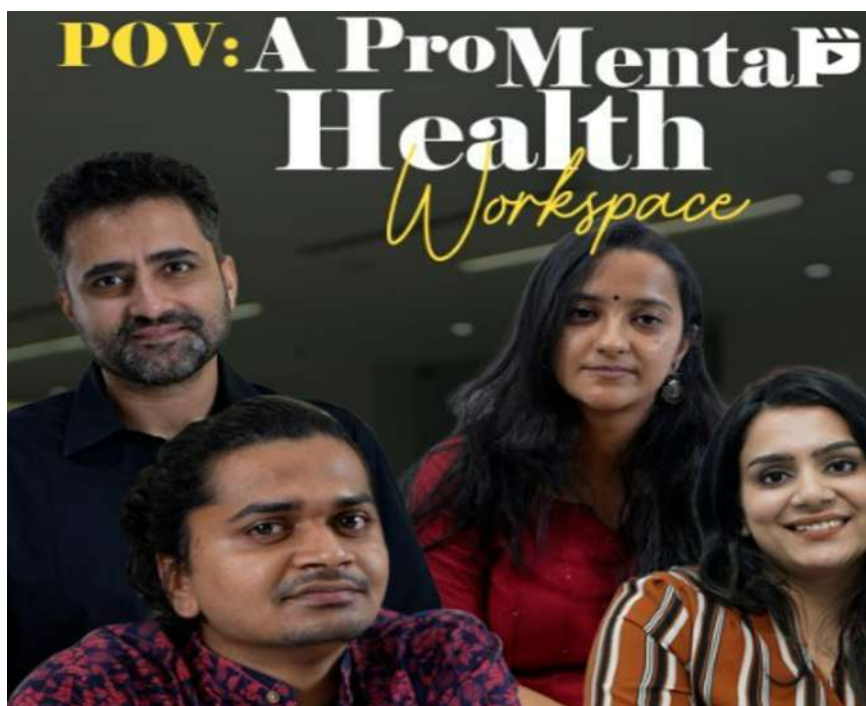


*A still from the Diwali film, Kanta Didi - A Story of Everyday Acceptance.*

## GODREJ L'AFFAIRE: WORLD MENTAL HEALTH DAY CAMPAIGN

On the occasion of World Mental Health Day, Godrej L'Affaire launched a purpose-driven campaign spotlighting the often-unseen mental health challenges faced by professionals in the workplace.

At the core of the initiative was a powerful film that portrayed relatable, real-life scenarios reflecting stress, burnout, emotional fatigue, and the silent pressures of performance culture.



*Godrej L'Affaire's campaign, 'POV: A Pro Mental Health Workspace.'*



## LITERATURE LIVE!: EMBEDDING INCLUSION IN CULTURAL PLATFORMS

The Group deepened its association with Literature Live! The Mumbai LitFest, evolving from sponsorship to a strategic cultural partnership.

The festival featured renowned authors and thought leaders such as Shashi Tharoor, Shehan Karunatilaka, and Amrita Mahale, with sessions exploring identity, creativity, and social change.

Through the DEI Lab, the Group curated three impactful sessions focused on disability inclusion, queer narratives, and gender.



*(L-R) Parmesh Shahani, Gaurav Kapoor, and Nadir Godrej, with Queer Directions writers, Dhamini Ratnam, and Dhrubo Jyoti.*

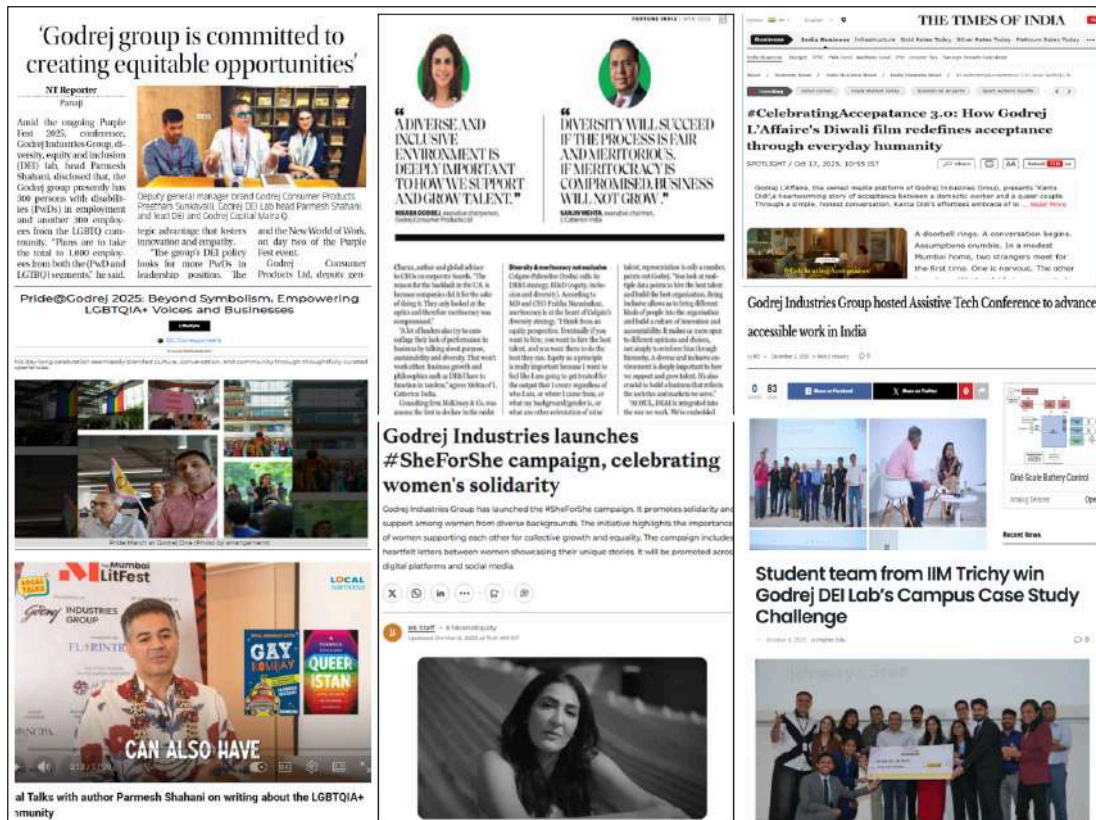


# OUR YEAR IN NUMBERS



Across campaigns and partnerships, the Corporate Brand and Communication team leveraged storytelling, cultural engagement, and strategic partnerships to normalise inclusion, celebrate diversity, and inspire dialogue through.

- **1508** news articles
- **40+** media engagements
- **70+** large format / standalone / industry stories
- **87+** digital interventions with **2.41 million** reach.



A collage of some of our top news highlights through the year.

## MY INCLUSION STORY

I work in corporate brand and communications here at Godrej Industries, I have realised I am not just building campaigns — I am building narratives that matter.

In our industry, numbers often lead the conversation in digital PR, reach, impressions, engagement. But what has stayed with me most are the human stories behind our brands.

Being part of an organisation that actively creates space for diverse voices has changed how I see my own role.

As a woman building my career in a fast-paced corporate ecosystem, I value environments where individuality is not something you tone down, but something you bring forward.

That sense of psychological safety has allowed me to grow creatively and professionally.

For me, Godrej Industries is not just a workplace. It is a reminder that business and belonging can coexist. And when they do, the work feels different.

It feels purposeful.



**Zeba Kazi**  
**Assistant Manager, Corporate Brand and Communications**  
**Godrej Industries**





## CORPORATE SERVICES

As someone who leads Corporate Services, I am often asked what exactly our function does. On the surface, people see us managing buildings, facilities, security, travel, events, food services, and workplaces across the Group. But the reality is much deeper than that. What we truly manage is the everyday experience of our people.

Every day, thousands of employees walk into offices, use our facilities, travel for work, attend meetings in our spaces, and rely on the services our teams manage. In many ways, Corporate Services quietly shapes how people experience the organization. This gives us a unique responsibility — to ensure that every individual, regardless of who they are or how they identify, feels welcomed, respected, and included in the spaces we manage. FY 2025–26 has been a particularly meaningful year in our Diversity, Equity and Inclusion journey. For us, this was the year we moved beyond conversations and awareness to real action. We consciously brought colleagues with disabilities into various facilities roles, not as a symbolic step, but as valued team members who contribute meaningfully to our operations. We also welcomed members of the LGBTQIA+ community into our services ecosystem. Equally important was the work we did within our own teams. Inclusion does not happen automatically. It requires understanding, empathy, and a willingness to learn. Throughout the year, we spent time sensitising our teams, building awareness, and encouraging open conversations so that everyone feels comfortable working in a more diverse and inclusive environment.

What we discovered through this journey is simple but powerful — inclusion is not a policy, it is a behaviour.

It shows in small, everyday actions. In how we greet someone. In how work is assigned. In how spaces are designed. In how comfortable people feel to simply be themselves at work. Along the way, there were moments where we had to learn new perspectives, unlearn old assumptions, and grow together as a team. But there were also many moments of pride, as we saw our teams embrace this change with openness and sincerity. What stands out most to me is that Corporate Services did not treat DEI as just another initiative or programme. We treated it as a responsibility that comes with the role we play in shaping the workplace experience.

As we look ahead, our aspiration is clear. We want to continue designing workplaces that are more inclusive and accessible. We want to create more opportunities for diverse talent within the services ecosystem that supports our organization. And we want to keep building awareness and sensitivity within our teams so that inclusion becomes a natural part of how we operate. Because at the end of the day, Corporate Services is not just about managing assets or infrastructure, it is about caring for people. And this year, I believe we did that with empathy, intention, and a great deal of pride.

**Ajay Bhatt**  
**Group Head**  
**Corporate Services**

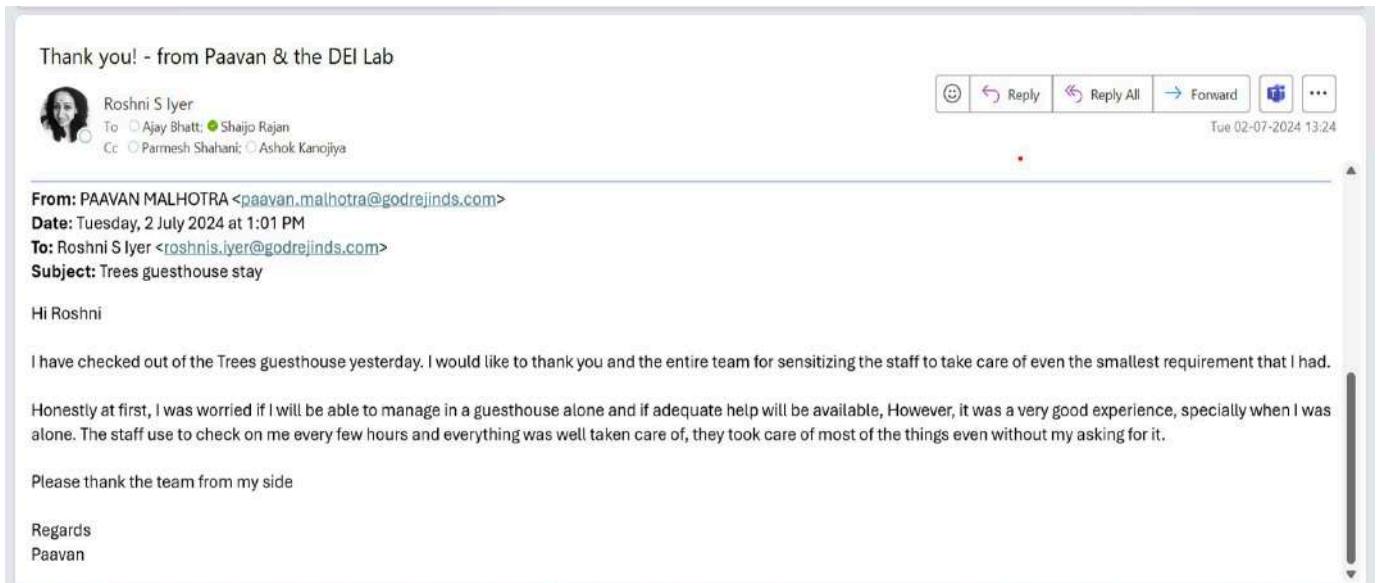


# THE YEAR IN DEI: CORPORATE SERVICES

## ★ WHAT'S NEW? ★

### ACCESSIBLE GUEST HOUSE EXPERIENCE

Improvements were made to enhance the stay experience for visually-impaired employees who are using company guest houses. This extends inclusion beyond the workplace into all touchpoints of the employee journey and enables comfort, and confidence for employees during official travel.



*An email from an employee with a disability on their positive experience at the Godrej guesthouse.*

### PLATOS CAFETERIA APP

In December 2025, an accessible, digital cafeteria ordering app designed for visually impaired employees was launched.

Everyday accessibility is critical to dignity and equal participation at work. The launch of this app improved autonomy, ease of use, and inclusivity in daily workplace services.



*Our employees having lunch at an accessible table in the Godrej One cafeteria.*



## WEBINAR ON SUPPORTING GENDER TRANSITION

As part of Pride celebrations, a dedicated webinar session focused on gender transition and holistic support systems was organised on 12 June 2025.

The session addressed key issues faced by individuals during transition, including access to gender-affirming medical care, mental health and emotional well-being, legal recognition, name change, and housing challenges, and navigating social and family dynamics.

The discussion emphasised the importance of a comprehensive, multi-disciplinary support system that integrates medical guidance, psychological care, and legal awareness.

**Godrej**

### Redefining path to transition

An empowering P.R.I.D.E webinar by  
Godrej Health & Wellness

Featuring Experts in:

  
Dr. Narendra Kaushik  
Medical Expert

  
Swapna Roopvate  
Legal Expert

  
Dr. Divyang Doshi  
Chief Medical Officer

  
Shivani Pandey  
Mental Health Expert

Join us for an insightful webinar designed to provide you with holistic support as you navigate your journey of transition

 12<sup>th</sup> June 2025  3:00 PM to 4:00 PM

[Click here to join](#)



A poster for our gender transition awareness session with Dr Narendra Kaushik, and Swapna Roopvate.

## MY INCLUSION STORY

Hi, I am Akhil and I identify as gay.

At my previous organisation, I used to face quite a lot of difficulties, especially in using a washroom.

People used to other and harass me because of my identity.

I couldn't use the female washroom because of my male appearance.

Thanks to Godrej for giving us a separate all-gender washroom. I feel really included, and I am happy working here.

**Akhil Kambli**  
**Office Staff**  
**Godrej Consumer Products**



# THE YEAR IN DEI: HEALTH AND WELLNESS

## ★ WHAT'S NEW? ★

### MEN'S HEALTH INITIATIVES

As part of Movember, November was dedicated to raising awareness around men's health through expert engagement and sustained wellbeing interventions.

An expert talk on Aging Gracefully was conducted by Dr. Preeti Chhabria, Director of Geriatrics and Mentor – Internal Medicine Department, Sir HN Reliance Foundation Hospital.

The session focused on enabling men to age with vitality and confidence. In addition, month long daily health nudges were shared throughout November to reinforce consistent self care and awareness.

These nudges focused on heart health, mental strength and stress management, preventive care, and sleep and work life balance.

### MIDLIFE HEALTH & WORKPLACE INCLUSION

A powerful and insightful session titled "Midlife Mastery: Hormones, Health, and How to Thrive" brought attention to perimenopause and menopause in the workplace.

The session was led by Nisaba Godrej, Executive Chairperson, Godrej Consumer Products Limited, along with Dr. Sukhpreet Patel, women's health advocate.



*Dr Sukhpreet Patel, in conversation with Nisaba Godrej, at the Midlife Mastery event.*



The discussion unpacked what perimenopause and menopause look like at work, the challenges women experience during this phase, and how organisations can build empathetic support systems and inclusive policies for their employees.

## **CELEBRATING PRIDE: REDEFINING THE PATH TO TRANSITION**

As part of Pride celebrations, a dedicated session focused on gender transition and holistic support systems.

The session addressed by Dr Narendra Kaushik, Director, Olmec Cosmetic, Plastic & Hair Transplant Centre and renowned plastic surgeon specialising in gender reaffirming surgery, focused on key issues faced by individuals during transition, including, access to gender-affirming medical care, mental health and emotional well-being, legal recognition, name change, and housing challenges, and navigating social and family dynamics.

The discussion emphasised the importance of a comprehensive, multi-disciplinary support system that integrates medical guidance, psychological care, and legal awareness.

## **WOMEN'S MONTH AT GODREJ: #UNSTOPPABLEHER**

As part of Women's Month celebrations, Godrej Health & Wellness curated a month-long initiative focused on empowering women to prioritise their health and well-being.

The programme brought together preventive care, expert knowledge, and meaningful conversations to support women at every stage of life.

A dedicated Women's Health Camp at Godrej One offered comprehensive preventive care, including lifestyle disease screening, breast and cervical health checks, bone health assessments, and expert consultations for skin, hair, and nail health — ensuring accessible and comfortable healthcare support.

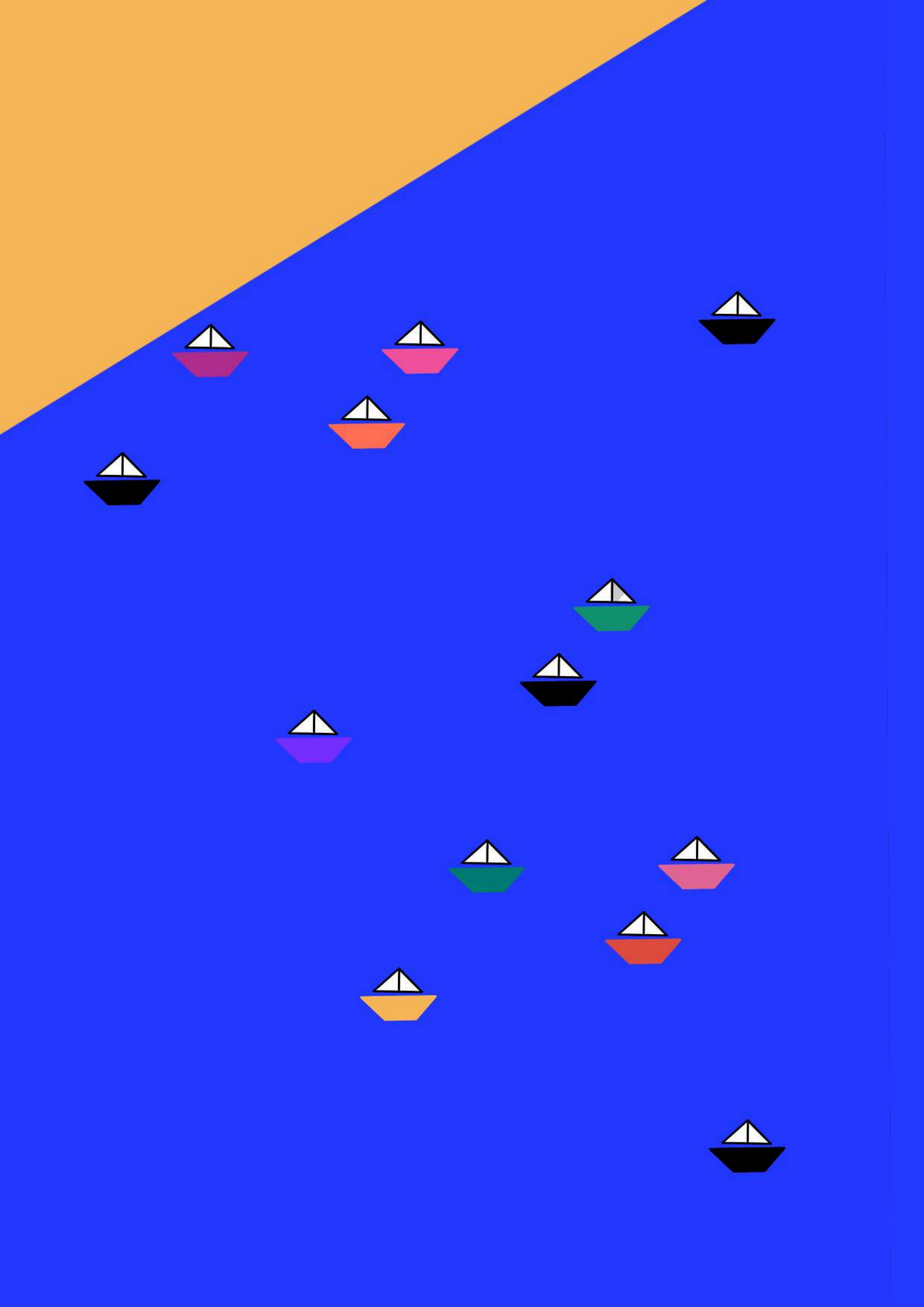
Complementing this, a series of expert-led wellness sessions were conducted across the month, covering topics such as, mental well-being, understanding women's health, cancer care, preventive care and nutrition, and navigating menopause with confidence.

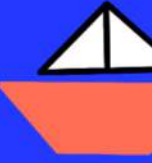




Employees at the Godrej One Health Centre seeking medical consultation as part of the 2026 Women's Day Celebration (above and below).









# CLOSING NOTE

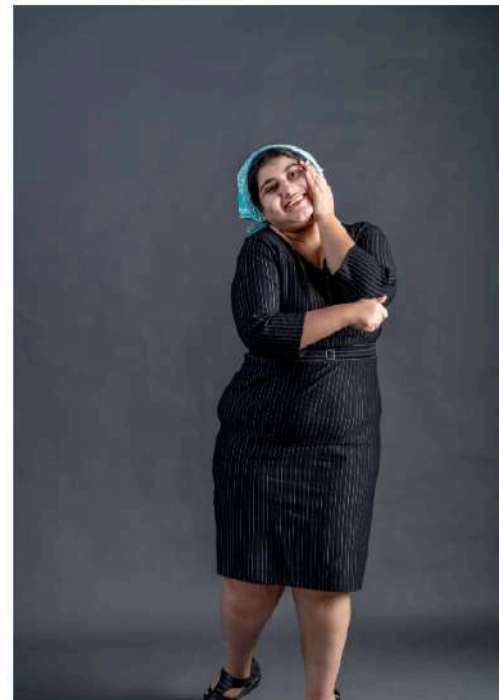
## DEI THE WAY FORWARD

Nadir B. Godrej

And in all businesses, we should see  
The broadest reach of diversity.  
Not only is it fair and right.  
It would give us the best insight.  
Since life is full of many hard knocks  
We need to think out of the box.  
Diversity's the perfect aid  
When we are required to wade  
Through troubled waters or quagmires  
Unusual thought is what inspires!  
Diversity is easier said than done.  
Over time it can be won.  
The DEI Lab has the role  
Of helping us pursue this goal.  
Parmesh Shahani takes the lead  
They will help us to succeed.  
We must pay the utmost attention  
To diversity in every dimension.

The numbers of course we need to track  
But we must ensure we have their back.  
At Godrej we will always strive  
To ensure that everyone can thrive.  
We provide solutions that are bespoke  
Not because we are too woke.  
For if we take care of special needs  
We ensure our business succeeds.  
Our learnings we will share with all  
And more and more will take the call.  
They will learn how to recruit and retain  
And every business will surely gain.  
With DEI many benefits flow.  
Every business will thrive and grow.  
This report will pave the way  
For a bright new shining day!





## ACKNOWLEDGEMENTS

This report wouldn't have been possible without the year-long work by DEI teams from group companies and corporate teams.

So our gratitude to Prarthana Uppal, Maira, Ankita Barik, Neha Sarnobat, Zoya, Neha Patil, Ishika Agarwal, Priyanka Bhattacharjee, Sandhya Ramesh, Suchita Shetty, Daksha Vakharia, Shruti Gadre, Sneha Kahar, Khushali Samriya, Merlin Elizabeth, Ameya Yeole, Rutvij Shah, Sharvari Zemse, Shreya Singh, Meenakshi Nambi, Dr Sucharita Khuntia, Dr Divyang Doshi, and Dr Keyuri Unadkat.

Alia Sinha illustrated and designed the report, and Apurva Olwe pitched in important support in design requirements.

Harinath Govindan shot and arranged the photographs of the DEI Lab team at the beginning, and at the end of this report.

Maanvi and Pulakita Mayekar led the writing, reporting, and storytelling for key sections of the report, with editorial supervision by Supriya Nair.

Rajeev, Rashi, Natasha, Anmol, Surabhi, and Poonam supported us in small innumerable ways – thank you, all.

Our gratitude, as always, to Parmesh Shahani for his guidance, direction, and everlasting faith in us. A huge thank you to members of our DEI Council as well as to all our group MDs and CHROs for championing inclusion in ways both big and small – it's our luck to be able to learn from you every day. And finally, our deepest gratitude to Nadir Godrej for his closing poem, and to Nisaba Godrej, and Sumit Mitra, for being the driving force behind our work, and our vision.

**Godrej DEI Lab Team**



## DESIGN NOTE

Godrej has been a household name in my life, since childhood. The opportunity to work on the design and illustration of this report opened up a whole new perspective.

From within the strangely intimate process of text layout, typesetting, design and illustration, the sheer scale and depth of the work became clear — across distinct fields, touching thousands of lives.

To witness the material shifts in people's lives, because of policies that prioritise diversity, equity and inclusion, was incredibly humbling.

From a design perspective, the challenge lay in evoking this larger picture as well as the deeply personal stories and voices of the many people represented in the report.

I also wanted to capture both, the scale of the historical legacy of the brand, and the contemporary and progressive approach to DEI.

The form of “tangrams” (ancient Chinese puzzle pieces that can be arranged and rearranged in near-infinite combinations) offered a philosophically resonant visual design response to this.

Every single illustrative element in the report is made up of a combination of these seven geometric shapes.

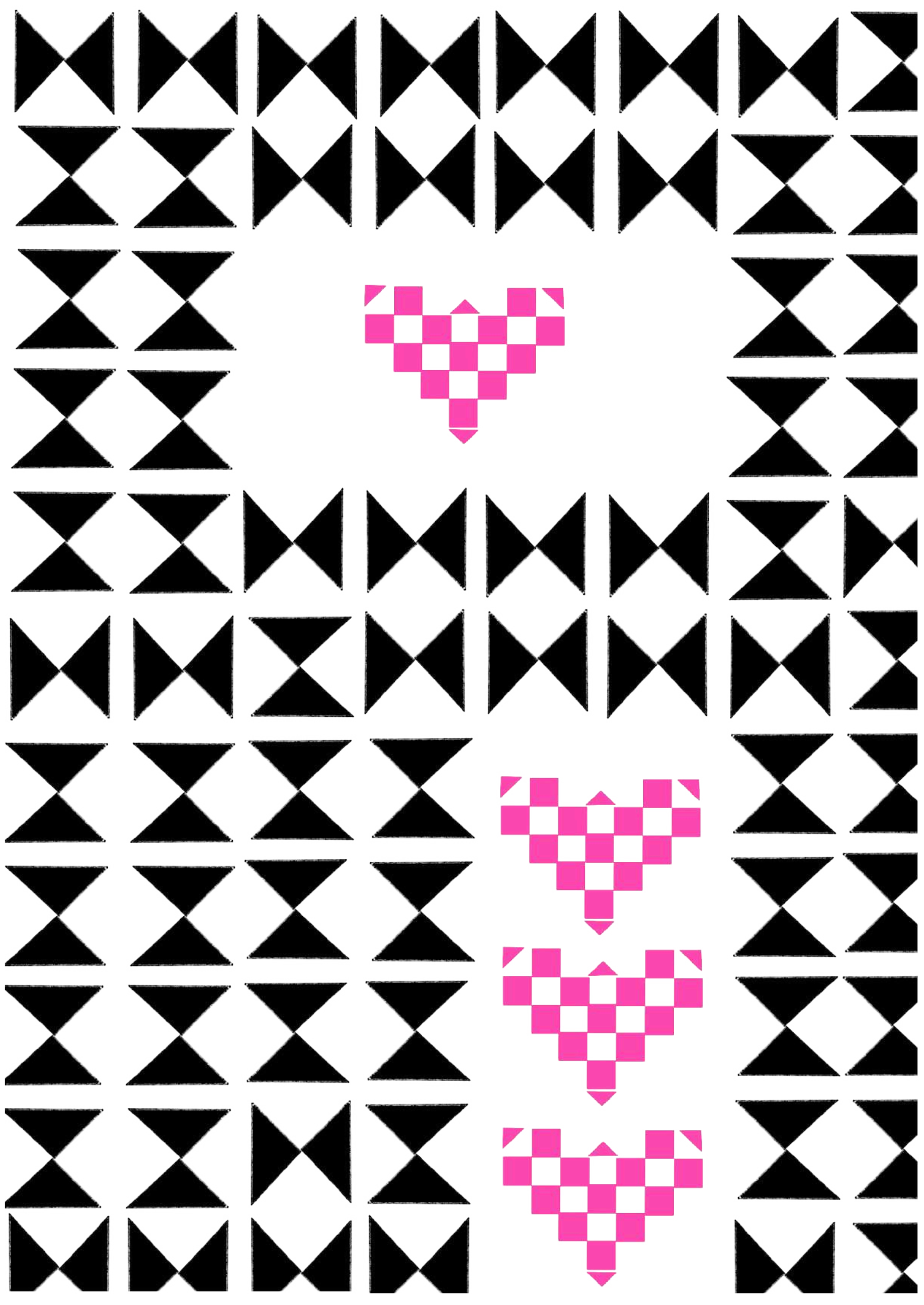
To me it represents the seriousness of the work, approached playfully.

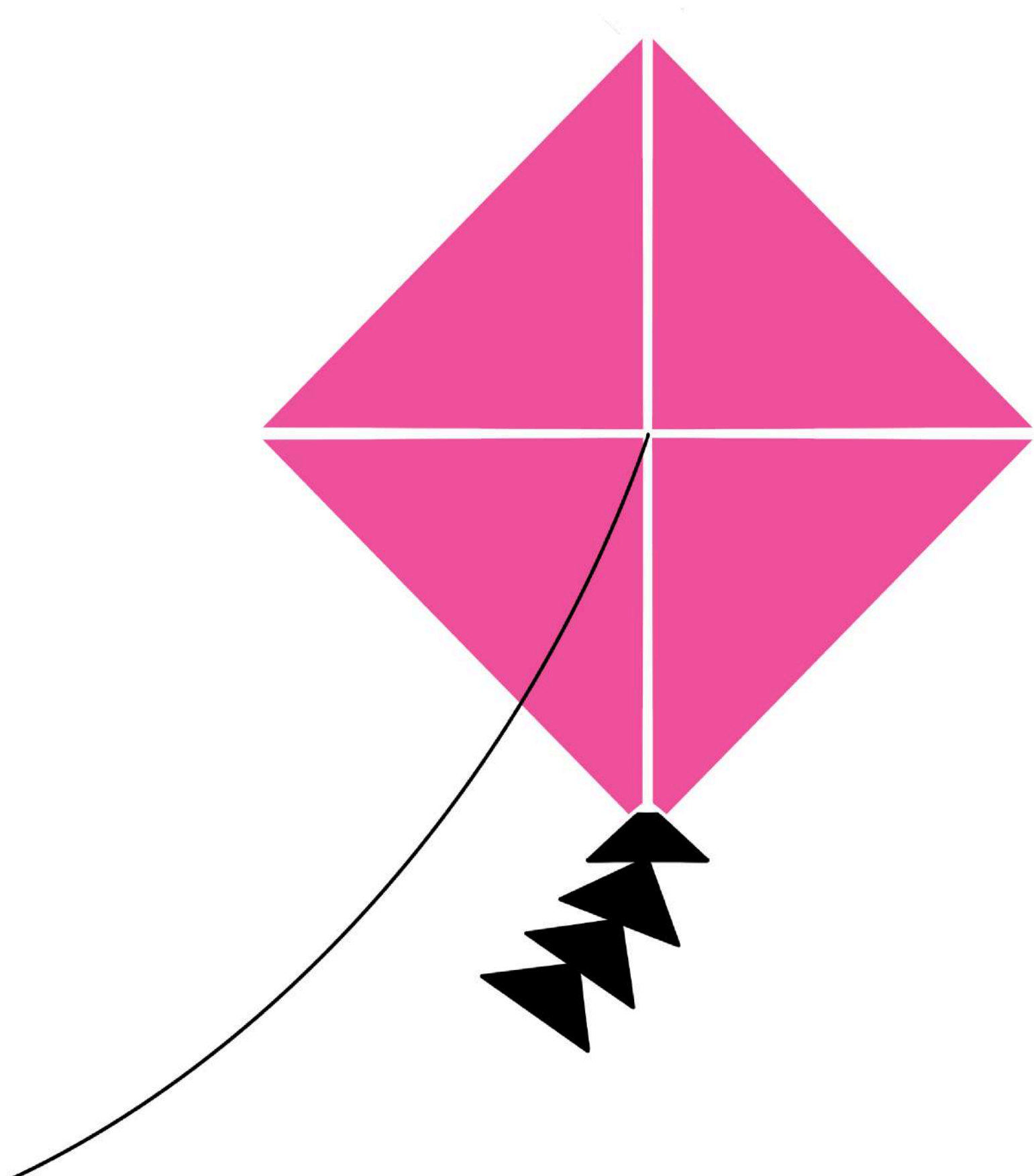
The front cover features iconic pictographs of all the business units and corporate departments in Godrej, contained within the beating heart that represents DEI.

The recurring motif of the kite that appears on the back cover represents, for me, the hopefulness and the idealism that is embedded in the commitment to reach more lives collectively, in ways big and small.

I want to thank the entire team at the DEI lab for their enthusiasm and trust during the making of this report, and Pulakita and Apurva for supporting with different aspects of the design. I would especially like to thank Maanvi who brought me onboard, and was consistently engaged, kind, and supportive through every step in the journey.

**Alia**  
**Illustrator and Designer**





[www.godrejdeilab.com](http://www.godrejdeilab.com)