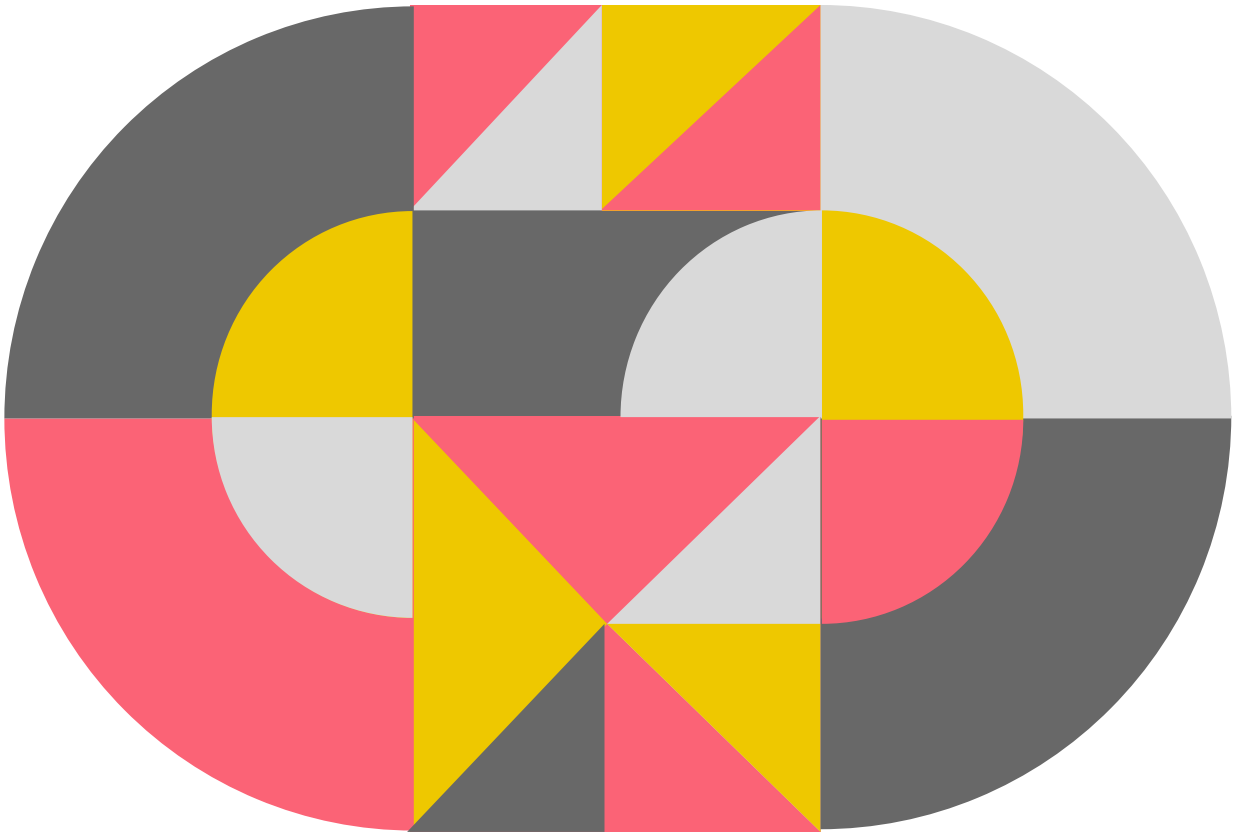
Godrej DEi LAB

REPORT 2023-24



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ACKNOWLEDGMENTS

THE GODREJ INDUSTRIES GROUP DIVERSITY 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 (PwD). 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,

You're about to read the Godrej DEI Lab's very first annual report, an overview of how we think about and practise the values of diversity, equity and inclusion at the Lab, and at Godrej at large. We are delighted that we get to build a better business, and a better world, together with our colleagues and our allies. Yes, that means you.

Let me first answer a question that I've been asked more than once in the last few months: "The DEI Lab? Don't you mean the Godrej India Culture Lab?" We do, and we don't. I'm grateful to everyone who cherishes the results of the amazing experiment we ran with the India Culture Lab, which challenged existing notions of culture and catalysed dialogue and experimentation through innovative programming in its 11-year run. I'm proud to be able to tell you that we've renewed its focus and purpose with the Godrej DEI Lab, which builds on the work of the Culture Lab, but is distinct from it.

Here's another question my colleagues and I have been asked often: "Why DEI?" My answer is that there is no alternative – despite what media coverage of culture wars may indicate. We have years of data from around the world to suggest as much. McKinsey's 2023 annual diversity report indicates that companies with representation of women exceeding 30 percent (and thus in the top quartile) are significantly more likely to financially outperform those with 30 percent or fewer. Inclusive business practices are correlated to creativity, innovation, and openness, as well as a rise in consumer interest and demand. And for talent entering the workforce after the 2008 global recession, inclusion has become fundamental to a company's reputation.

More simply, good businesses thrive on good workplaces, and on a culture of doing good. These are Godrej values. They're also the foundation of our mission to drive, consolidate and promote inclusion at the Godrej Industries Group of companies.

To this end, we've been consolidating and analysing group data, participating in policy change, creating learning resources, taking our stories to the public –and plotting for a little world domination. The research and stories in the pages to follow capture our initial efforts to broaden and sustain our culture of inclusion, both within the group, and through the Lab's partnerships with academia, media, and other change agents.

We interpret the idea of DEI broadly to support employees from all historically excluded groups, with a particular focus on three cohorts: women, people with disabilities, and folks from the LGBTQIA+ community. Because these are lived experiences for us and many of our colleagues, DEI isn't just something we check off a list; it's the lens through which we see the world. We know that inclusion isn't a race—it's a team sport.

Whether you're a part of the Godrej leadership team, the larger workplace family, a student, a DEI professional, or simply someone who cares, we want you on our team.

Let us know what you think. We're all ears at godrejdeilab@godrejinds.com, and you can always slide into our DMs. Buckle up, buttercups, and let's make this world a better place together.

Parmesh Shahani (he/him)
Head, Godrej DEI Lab



BASICS OF DEI

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, inter-personal 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.

Successful DEI initiatives, as identified by the World Economic Forum, share some key factors. These include a nuanced understanding of root causes, a meaningful definition of success, leadership accountability, context-specific solutions, and rigorous tracking.





The 'IDEAS' book by Access for ALL, a guide for inclusion and ESG (Environmental, Social and Governance) goals

The Godrej Industries Group's interests range from consumer goods to real estate, agriculture, chemical and financial services across 18 countries.

Within each company and each market, DEI may inform a more specific approach to human capital, products, services, and social involvement.

DEI work may include changes to policies to make work, and life, better for employees from underrepresented groups. It is concerned with hiring, retaining and promoting talent from such groups. It includes measuring and analysing data to improve work and workplaces, and design them to be more inclusive.

It means building networks of support and investing in public communications, branding and social responsibility that reflects a company's particular concerns. It is not restricted to these avenues of working for change.

DEI IN INDIA AND THE WORLD

Diversity, equity, and inclusion in independent India are deeply linked to its Constitution, which enshrines the principles of equality for all citizens. Over time, the ideals of fair treatment and dignity in the workplace have been backed by legislation, including the landmark Minimum Wages Act, 1948, and Equal Remuneration Act, 1978. Recent legislation, including but not limited to the Transgender Persons (Protection of Rights) Act, 2019, and the Rights of Persons with Disabilities Act, 2016, has expanded protections for marginalised groups in the workforce. They are milestones in India's commitment to equal opportunity and treatment for all.

The Godrej Industries Group shares a history with the freedom movement that shaped many of these fundamental values. As the group challenges itself to practice its ideals better, it looks to developments in India and around the world for inspiration, to benchmark standards of excellence, and to participate in coalitions of change.

The institutional response to social transformations includes laws, court judgements, and innovations in the public sector and academia that foster the creation of better workplaces and societies.

Over the last five years, governments across India have demonstrated a concern for certain kinds of employee protections and fostered the entry and retention of some historically excluded communities into the workforce. In 2017, The Maternity Benefit Amendment Act was passed by the Parliament of India, with provisions for increased maternity leave, creche facilities, work from home options, and maternity leave for adopting and commissioning mothers.

The Code on Social Security, 2020, subsequently codified in law, extends social security to employees in both the organised and unorganised sectors. Its provisions include life insurance and disability insurance, health and maternity benefits, provident insurance, pension and skill upgradation and more.

As of this writing, the Tamil Nadu government is working on a draft non-discrimination policy for LGBTQIA+ persons in education, healthcare and the workplace, which it aims to implement statewide. Progressive policies, such as this, and Karnataka's 1% horizontal reservations for transpersons in 2021, are part of governments' response to social shifts, and help define the evolving landscape for Indian workplaces.

In academia, premier institutions such as IIT Delhi have demonstrated intent by inaugurating a DEI Office in 2022, which focuses on caste equity, queer rights and resources, accessible education, and gender equity and sensitisation. Ashoka University constituted their Office of Learning Support (OLS) in 2016. For close to a decade, this office has provided support to students with learning disabilities and sensory impairments and worked to spread awareness and understanding of neurodiversity.



Parmesh Shahani, head, Godrej DEI Lab, and Rakesh Swami, group president of Corporate Affairs, with Professor Ajay Kumar Sood (centre), Principal Scientific Advisor to the Government of India

The corporate sector is making efforts to respond positively to these social shifts. Remote work and flexibility have become incentives that address the needs of a diverse global workforce, though these practices come with challenges in fostering a sense of community. Employee Resource Groups (ERGs) have emerged as support systems for diverse cohorts, though there is some criticism aimed at a tendency to leave these under-resourced in many organisations.

There is increased recognition that policies related to healthcare, caregiving, and family well-being must provide greater support to employees through critical life stages. In turn, this understanding moves Indian workplaces away from the default perception of a valued employee as a non-disabled, cisgender man who plays chief provider in a traditional, heterosexually oriented household.

The Godrej Industries Group, like others in the Indian corporate sector, focuses on three key cohorts – women, persons with disabilities, and LGBTQIA+ people. We strive to be intersectional in our philosophy and approach in engaging with these groups. This focus is common to many Indian employers. Each cohort faces unique challenges in the Indian workplace today, but specific accommodations in each case stand out.



The Mastercard and B20 Inclusivity Summit 2023, a cross-sectoral dialogue on inclusivity and growth in the post-pandemic era

DEI AND LGBTQIA+ PERSONS

In October 2023, the Supreme Court's judgement on the question of marriage equality struck down the possibility of legal recognition of marriage rights for queer Indians. But the judgement also contained a critical observation about inclusion in the workplace. "Places of education and employment are also not spaces where gender identity and sexual orientation may be expressed devoid of discriminatory attitudes," their Lordships wrote. "The members of the queer community may be forced to quit their education or their job if they face oppression in these spaces. This would mean that they do not have equal opportunity. In professional environments, members of the queer community may face various forms of discrimination which may range from being denied opportunities to secure jobs to not being invited to office gatherings and to being passed over for promotions."

Many queer employees continue to report discrimination at workplaces, and one 2022 study suggests that fewer than 10% of Indian workplaces have substantially inclusive policies for people from the LGBTQIA+ community. However, we are likely to see quick attitudinal shifts as Gen Z employees, and younger cohorts to follow, enter the workforce, bringing with them a broader understanding of queer persons and queerness.



Queer joy during lunch time at Godrej One, Mumbai

While start-ups and small firms may appear to have the edge in shaping new forms of inclusivity, larger companies have the power and resources to implement change more consistently, and for a greater number of people. Notable recent policies include those from Deloitte India, which offers support to professionals for their coming-out and gender transition journeys through an Employee Assistance Programme. The programme includes provisions for access to counselling and a discussion forum. Many Indian insurance companies offer products that allow customers to secure finances for partners regardless of marital status or sexual identity. Over the years, conglomerates such as the Tata Group and the Mahindra Group, as well as consumer goods giants such as Proctor & Gamble and Hindustan Unilever, have tailored care policies to allow financial and medical benefits to flow to queer employees in matters related to adoption, family healthcare, and gender affirmation, among others.

DEI AND PEOPLE WITH DISABILITIES

Over the last two years, the conversation around people with disabilities in the workplace has gathered force, though significant barriers to inclusion remain. As an Economic Times editorial in early 2024 pointed out, out of 30 million disabled Indians, 13 million are employable, but only 3.4 million have jobs, across the public and private sectors.

The Indian state is the biggest employer of people with disabilities, and some offices, such as the Ministry of Space, a portfolio held by the Prime Minister's Office, reported over 2.2% representation of employees with disabilities in their workforce, which approaches the representative population of all Indians with disabilities.

Notably, in compliance with the law, public sector undertakings (PSUs) are required to reserve 4% of jobs for people with disabilities. The Accessible India Campaign, inaugurated in 2015, is a centrally funded scheme to make all government offices and spaces accessible. As of 2023, neither goal had been achieved.

In the private sector, individual champions across industry stand out. Flipkart reports that 2,200 PwDs are employed across their supply chain workforce. At Lemon Tree Hotels, one of India's fastest growing

hotel chains, reports that 20% of its staff are people with physical or mental disabilities. Indigo reports 170 PwDs in customer-facing roles across 60 cities, while Zomato said it onboarded 300 PwDs in their delivery fleets last year. The Tata Group came up with India's first bridgital neurodiversity support network, which uses AI and advanced technology to amplify India's existing resources and extend them to many more Indians.

There is also an emergent conversation around expanding disabilities to include invisible disabilities and neurodiversity. Companies such as Accenture focus on workplace accommodations like avoiding sensory overload and creating spaces of rest. They run a Neurodiversity Internship Programme, which focuses on improving hiring practices, through interview skills training sessions which focus on interviewing neurodivergent candidates and how to best support them.



A DigiCon (2024) session on assistive technology conducted by Access for ALL, a social enterprise dedicated to helping PwDs through design and advocacy, at Godrej One

DEI AND WOMEN

A 2023 study found that the 94 companies on the BSE (Bombay Stock Exchange) 100 index that report gender data employed an aggregate of 25.9% women on their staff. Representation is stronger in the IT sector, at 35%, while financial services report a share of 23% women on staff. Major sectors including automobiles, construction and defence have historically low or invisibilised participation of women in their workforce.

The scale of efforts to combat this structural exclusion and promote women's participation in the workplace outpaces every other kind of DEI effort in India, and some stories stand out. This year, Airtel announced record growth in its gender diversity from 10% to 16.5% over just 18 months, and now plans to bring in 700 people, composed of 70% women, through its campus programmes.

Automobile companies such as Tata Motors, with more than 6,500 female shopfloor technicians; and Hero MotoCorp, with 3,500 women on the assembly lines, are leading the change. MG Motor India includes 34% women as part of its 3,001 workers in the Halol plant in Gujarat. Even though just 1.6 million women work in manufacturing in India, women workers are increasingly celebrated on shopfloors, conventionally male-dominated areas. Changing conditions at these workplaces also means swift upgrades to policies, from leave allotments and crèche facilities.

A plethora of media reports show a broad social and business-focused push to make boards, C-suites and upper management more gender representative. In all cases, inclusion is a work in progress. It demands close study over the next few months and years to observe what works, and what the results of this focus on inclusion will be. Overall, we note the concept of intersectionality gaining prominence in how we talk about a diverse workforce. This acknowledges multiple kinds of exclusion (and thereby, potential for inclusion).



Portraits of women employees from the Godrej One Project

DEI: THE GLOBAL VIEW

Godrej values draw from the longstanding Indian vision of a free, dignified and prospering society. These values are deepened by its commitment to ethnic and racial diversity as key components of operations throughout Asia, Africa and Latin America.

In countries like Indonesia, gender and disability form key components of the public conversation about inclusion. By including ethnic diversity in their purview, Indonesian companies, including the Godrej Industries Group's operations in the country, address longstanding questions of social equality and harmony. In the Latin American countries, gender justice and the rights of ethnic minorities have long been central to visions of social transformation. In many African countries, those visions include a crucial emphasis not only on gender equality, but also on moving towards greater equality for minoritised races and ethnic groups.

Some of the world's most successful and profitable companies, on the cutting edge of innovation, are also deeply focused on inclusion, and function as lighthouses for their advancements in DEI practices. They include Google, which is committed to moving the needle on diversity through a sharp focus on data and partnerships; Microsoft, which is now tracking how its D&I mission overlaps with its goals for inclusive AI; and Apple, which increased the funding for its Racial Equity and Justice Initiative (REJI) to $200 million, with a particular focus on education, economic opportunity, and criminal justice reform.



Parmesh Shahani moderating a panel about global LGBTQIA+ inclusion featuring Dr Lee Badgett, Srini Ramaswamy, Fabrice Houdart, and Nisaba Godrej

Inclusion also demands innovation of its own. A great example is noting Schneider Electric's global-local pay equity framework (GPE), which aims to advance inclusion through pay equity across all its offices, a policy which has reached 99.6% of the company's total workforce since its inception.

While the future holds much promise and many challenges, we'll end this report by focusing on one of each. A global trend we believe it is important to study is one of widening support for affirmative policies targeting marginalised individuals, particularly those with invisible disabilities or on the neurodivergent spectrum, are gaining traction. They broaden our understanding of ability in a discourse that often defines productivity too narrowly. SAP's Autism at Work, launched a decade ago, has helped pioneer efforts to hire and support talent with neurodivergent abilities. Notably, EY's unique Neurodiversity Centres of Excellence in Canada, launched in 2016, showcase a cutting-edge talent model that skills people in inclusive design, talent, disability policy, cultural transformation, and business modelling.

As for the challenge: we find broad confusion and obfuscation over the use of artificial intelligence in business, especially in its implications for human capital. While it is well-known that biases in AI models may complicate efforts to integrate its use in diverse workplaces, the broader question of how AI will affect diverse cohorts, who already face challenges in hiring, retention and promotion, is a matter of furious debate. We call on leaders and workplaces to think deeply and act with care in these matters.

Despite being a business imperative and being widely understood as good for business, DEI initiatives may face budget cuts during economic downturns, and legal debates in many countries. In the United States and United Kingdom, for example, experts warn that hostile media coverage and unpredictable legal environments may endanger existing safeguards for some minority groups. In other parts of the world, increased freedoms for such groups have incurred political and social backlash.

Nonetheless, around the world, workplaces now see DEI as an integral part of their responsibility to employees and, by extension, to their customers and society. It is a trend that may suffer setbacks but is unlikely to be reversed.

The evolution of DEI initiatives is marked by a commitment to rectify historical injustices and foster more inclusive practices. It presents a complex challenge, involving legal considerations, the role of technology, and tailored strategies to address unique challenges across industries and regions. But the common sense of its value to business has never been clearer.

"By building inclusive and supportive workplace cultures where diverse leaders and allies are truly heard, companies can chart a path towards impact beyond financial performance," a 2023 McKinsey report argues. That, in essence, has been the Godrej way for over a century.



Our group's values, which draw on independent India's constitutional ideals, are strengthened by its commitment to gender, racial and ethnic diversity in our operations around the world

Godrej Industries Group

DEI Scorecard FY24

Women

33% 6 pp ↓

13.8K Women

(All types of employment)

21% 2 pp ↑

2.3K Women

(White collar)

37% 1 pp ↓

3.3K Women

(Blue collar)

White Collar Women Representation

Women Representation in **All Levels**

Headcount

Women headcount / Total headcount — 21% 2 pp ↑

Hiring

Women hired / Total hires — 26% 2 pp ↑

Attrition

Women exits / Total exits — 23% 1 pp ↑

Comparison of **Annualised Attrition**

Exits / Avg. headcount

WOMEN	MEN
25%	22%
3 pp ↓	1 pp ↓

↑↓ increase or decrease in percentage points over FY23

Women Representation in Leadership

Women headcount / Total headcount



Boards



MC

Women Representation in GLF

Headcount

Women headcount / Total headcount



2 pp ↓

Hiring

Women hired / Total hires



13 pp ↓

Attrition

Women exits / Total exits



16 pp ↑

L3 & L4



1 pp ↓



8 pp ↓



4 pp ↑

Comparison of Annualised Attrition

Exits / Avg. headcount

WOMEN	MEN	WOMEN	MEN
			
9 pp ↑	10 pp ↓	4 pp ↓	9 pp ↓

↑↓ increase or decrease in percentage points over FY23

GIG DEI Scorecard FY24

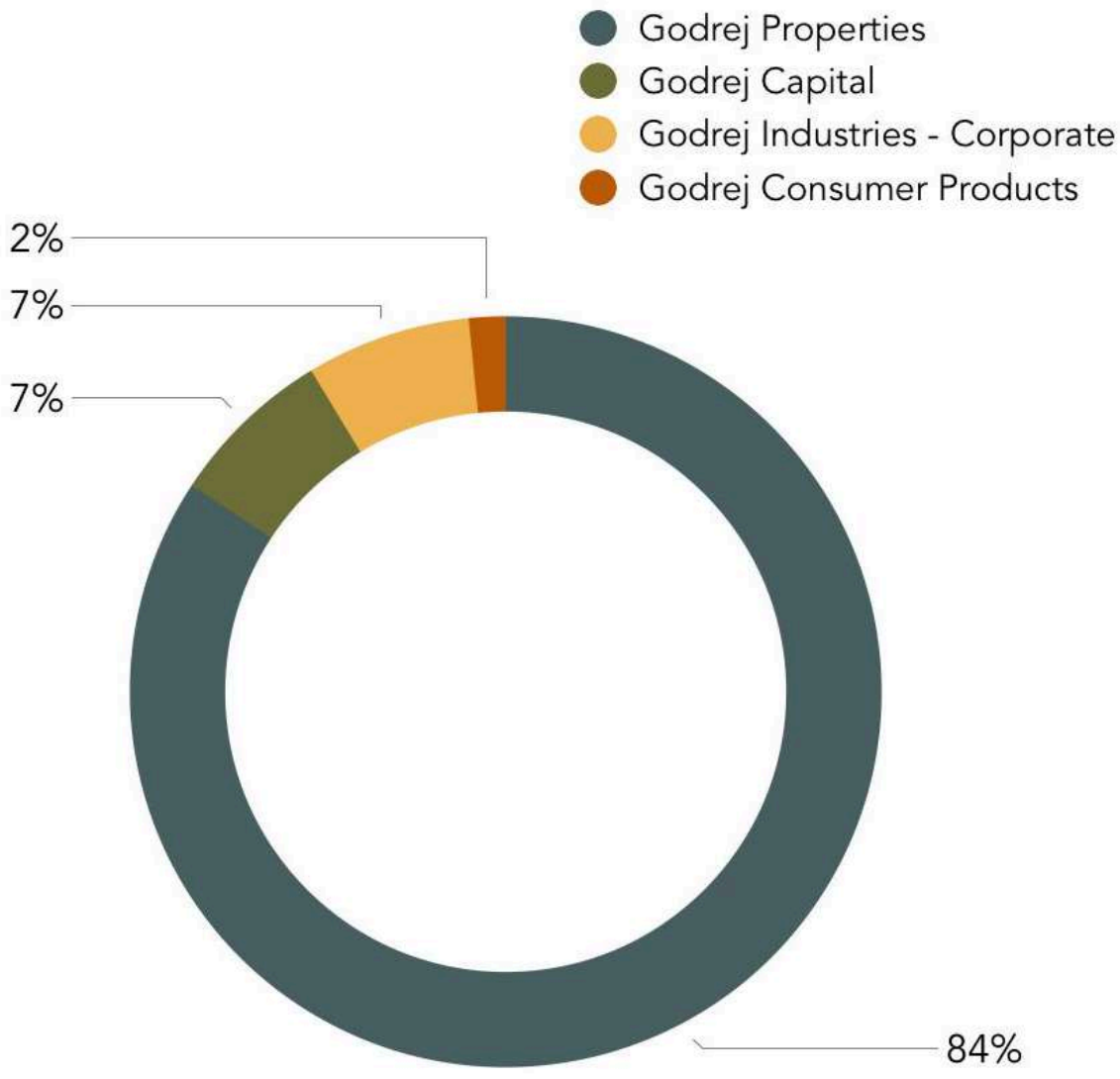
LGBT+

0.3%

127 LGBT+ People

(All types of employment)

LGBT+ headcount split across GIG businesses



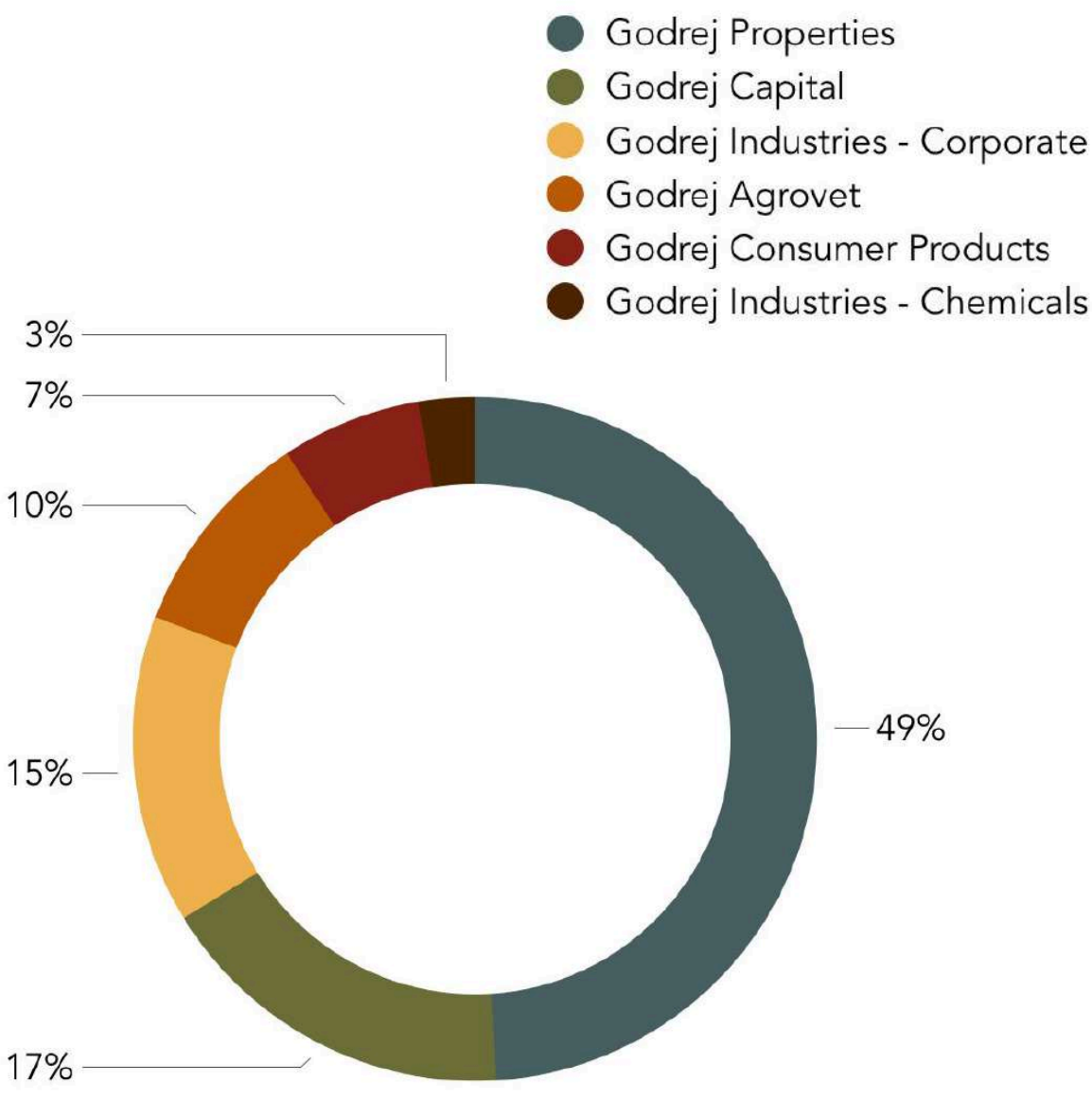
PwD

0.36%

151 People with Disabilities

(All types of employment)

PwD headcount split across GIG businesses



GIG DEI Scorecard FY24

		WOMEN	MEN
Promotions People promoted / Total eligible people		8%	9%
Performance People with top 2 / bottom 2 ratings / Total eligible people	4 & 5 ratings	36%	37%
	1 & 2 ratings	4%	6%
Talent People categorised as Hi-Po / Needs Imp / Total eligible people	High Potential	18%	22%
	Needs Improvement	15%	13%
Pay	Median CTC	89	100
Engagement	Score	81	84

↑↓ **increase or decrease in percentage points over FY23**

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

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

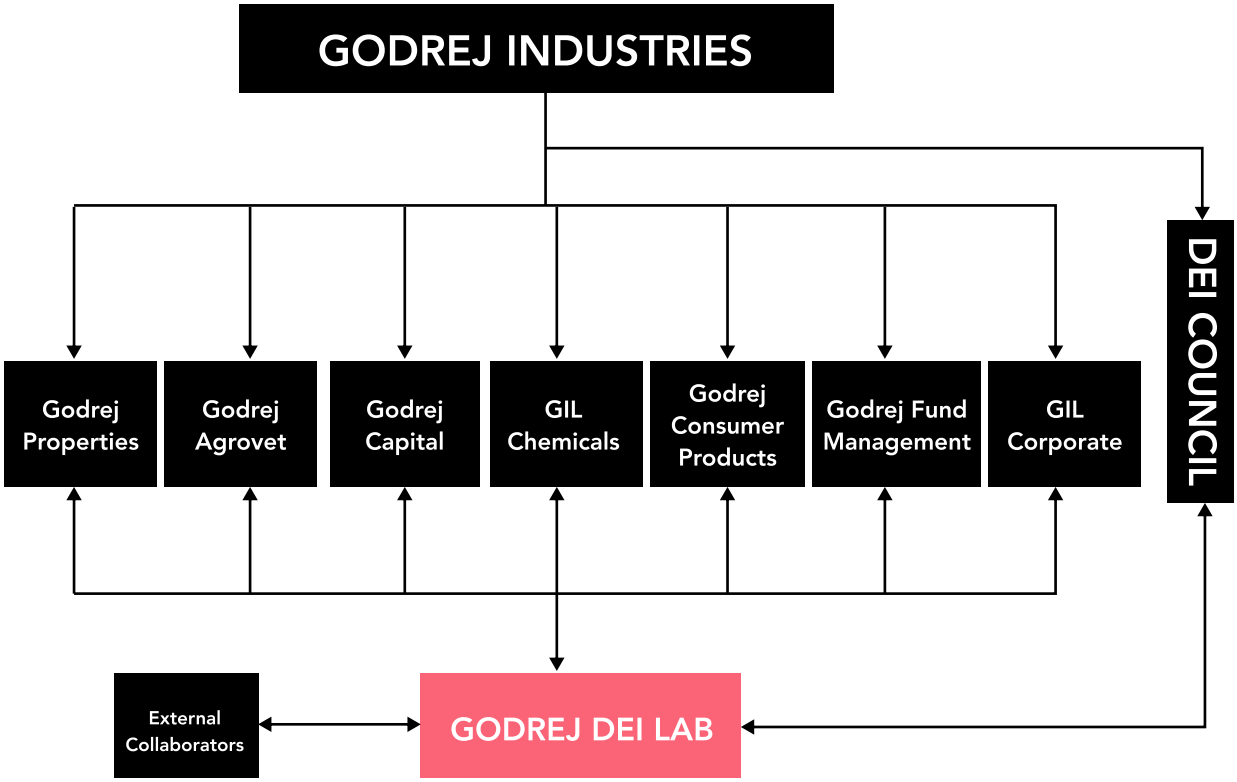
A lesser proportion of women have been tagged as High Potential, and a higher proportion have been tagged as Needs Improvement than men.

Women currently earn INR 89 for every INR 100 that men earn.

Women are less engaged than men.

↑↓ increase or decrease in percentage points over FY23

GROUP DEI STRUCTURE OVERVIEW



The Godrej DEI Lab empowers inclusion within the group by collaborating with the DEI teams of various businesses. A group DEI Council mentors the Lab as well as business teams

Over the year 2023-24, the Godrej Industries Group set up the DEI Lab, as well as a high-level council to drive strategic thinking on DEI across the group. The Council, which mentors business teams and the DEI Lab, meets every quarter.

In turn, each business unit (BU) champions inclusion both within their companies, and with their industries, associated authorities, and the social ecosystems of which they are a part, ranging from consumers to families of employees, and more. These DEI teams are integrated with the human resources teams within each business, and report to their business heads.



























Each business's DEI mission is inspired by and responds to the dynamics of the talent requirements, social environment and business opportunities of their workplace and society. In the following pages, you will read about some initiatives undertaken by DEI teams in their group companies.


Akshada
Jadhav

THE YEAR IN DEI: GODREJ PROPERTIES

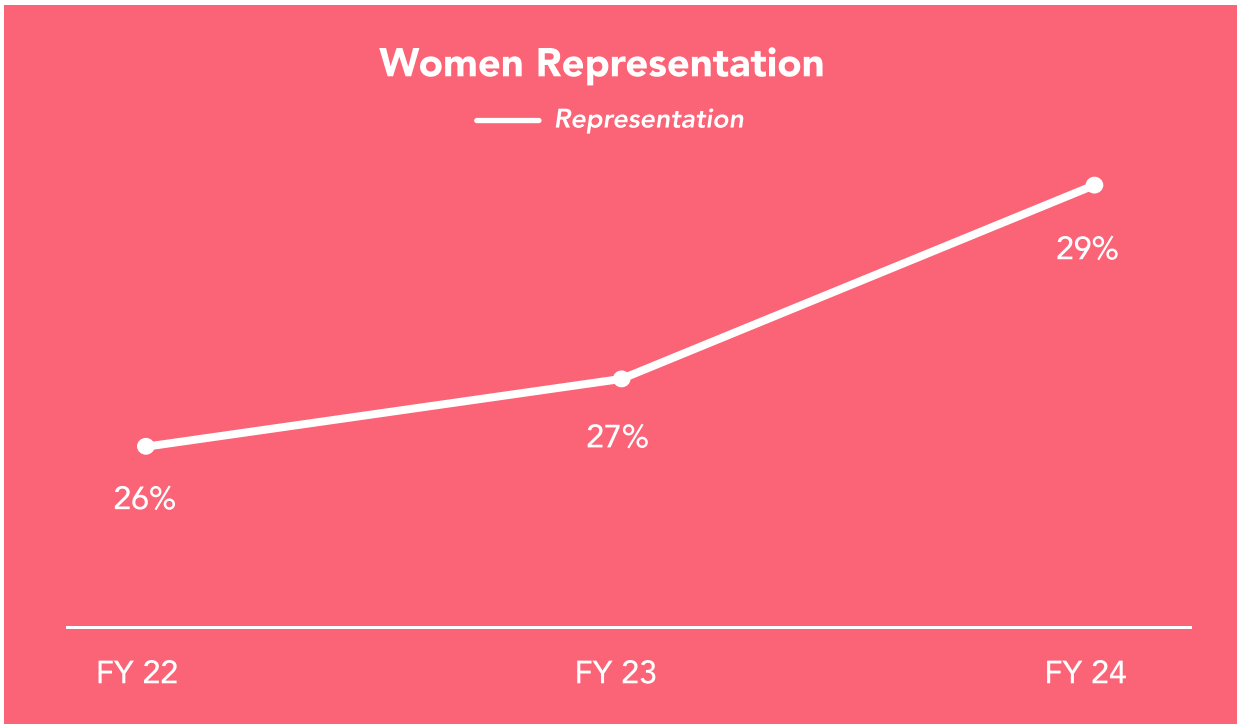
Think of India's real estate sector as a bustling site under construction. In this industry, the clamour of progress is so loud that it takes intent and purpose to ensure that the nuances of diversity aren't drowned out.

That purpose is part of the mission at Godrej Properties Limited (GPL), which champions inclusion in an industry with a stark gender imbalance. Only 12% of the 7,00,000-strong workforce in Indian real estate is female. At GPL, we've committed to ensuring that every employee, irrespective of race, ethnicity, gender, gender identity, sexual orientation, or disability, can contribute, collaborate, and thrive.

We recognise the direct correlation between employee well-being and customer satisfaction. It's one of the key reasons that we aim to attract talent from diverse pools, foster innovation and yield differentiated business outcomes.

Over 2021-22, our Cis-Women Full-Time Equivalent (FTE) representation stood at 26%, making us industry leaders for this cohort. This increased to 27% in 2022-23, and to 29% in 2023-24. Over preceding years, however, we'd noted challenges in our representation of LGBTQIA+ individuals and persons with disabilities. To redefine workplace dynamics with all these cohorts, we embarked on a mission.

Within the organisation, our EmpowHER employee resource group has emerged as a haven for women and their allies. EmpowHER aims to create a safe space for women to voice their challenges and get personal and professional support.

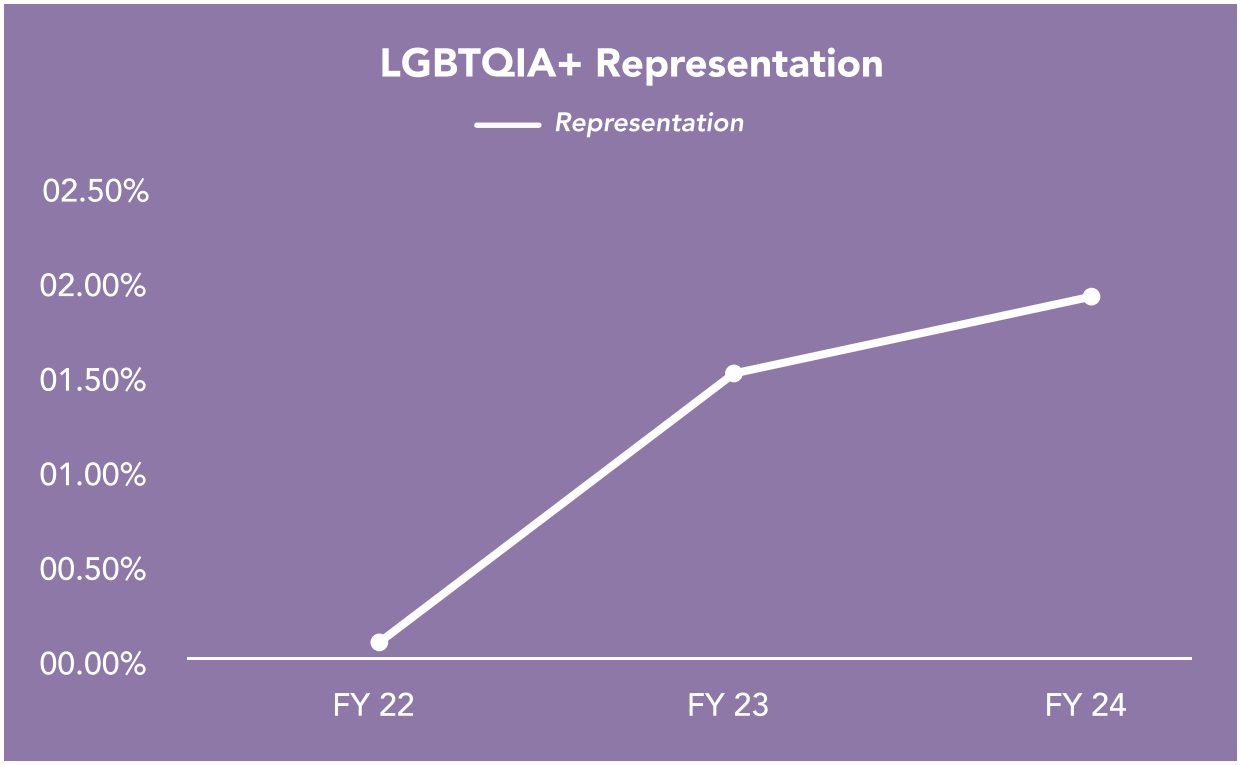


Women representation from FY'22-23 to FY'23-24 at GPL

An Employer Assisted Housing Programme and the Pride Internship Programme aims to support folks from the LGBTQIA+ community. While the housing programme provides safe housing to transgender, genderqueer, and gender non-conforming employees, the internship is meant to build a focused approach to select talent from the LGBTQIA+ community and develop the talent via on-the-job training and learning.

The numbers speak for themselves as far as the yearly progress of LGBTQIA+ representation is concerned:

In 2021, we reported less than 0.05% representation (only one employee).
In 2022, we reported 1.5% representation (61 employees).
In 2023, we reported 2% representation (107 employees), almost twice the growth over the previous financial year.



LGBTQIA+ representation from FY'22-23 to FY'23-24 at GPL

All GPL workplaces with trans and non-binary employees have gender-neutral washrooms. A total of 38 such washrooms are currently operational. 12 employees have approached GPL seeking gender affirmation support, and three of them have started their transition, too.

Here's what Vinayak Bhorkade, general manager, marketing, has to say about his experience at GPL: "Being gay is not a choice, but being inclusive is. Godrej has shown me that is it possible to create a culture of inclusion and equity in the Indian corporate context. It fills me with joy to know that Godrej not only acknowledges but celebrates our unique identities. It is building a future where every individual, regardless of who they love or how they identify, can thrive authentically. To be able to bring my true self to work every day is a joy for which I am grateful, every day."

In January 2024, we launched 'ThisAbleMe,' a public campaign aimed at deepening common understanding about working life for people with disabilities. Drawing inspiration from the iconic Super Mario game, videos showcased employees with disabilities, who navigated GPL's environments with grace and resilience, dispelling stereotypes and fostering a culture of understanding, inclusion and allyship.

GPL's one-of-a-kind all-inclusive model sites and silent sites are further examples of its commitment to people with disabilities. We're working to make our workplaces more inclusive still, ensuring equal employment opportunities for individuals with speech and hearing impairments, among other cohorts.

Meaningful employment empowers all communities. Making opportunities and support available through work to diverse communities helps us play a role in enabling a better world. We see this as part of GPL's mission to excel in business and are constantly hoping to do better.



Some of the members of the 'EmpowHer' ERG (employee resource group)

GPL'S YEAR IN DEI: The EmpowHER ERG

On 25 July 2023, GPL's West-East Zone launched EmpowHER, an ERG that offers a platform for networking and professional development within GPL. The ERG is part of our mission is to empower, engage and retain women employees.



At the launch event of 'EmpowHER' ERG's West-East zone chapter

35% *GPL's aim for diversity for 2024-25*

We envision EmpowHER as a sanctuary for women to openly voice their challenges and receive both personal and professional support. We're striving to make it a dynamic learning platform where women can glean insights from each other's experiences and help foster their personal and professional growth within the real estate industry.

Bhanu Pant, deputy manager of sales, reiterates this aim, "EmpowHER has really opened us up to each other. We have had a chance to interact with other brilliant women in the organisation in different departments and uplift each other."

The platform was created by women within GPL for women. Some of our initiatives to facilitate networking, collaboration and active participation included a donation drive at Saint Crispin's Home (a home for girl children); sessions on mindfulness and mental health; physical health and endurance; and financial wellness.

Our ERG's learning initiatives include mastering self-leadership skills such as delegation, goal setting, and stress management; and honing leadership capabilities in areas like change management, coaching, and negotiations. The EmpowHER mission aligns with GPL's aim to increase diversity (including gender diversity) to 35% by 2024-25. We're not planning to rest easy until we're there.



'EmpowHER' enables women employees to come together and learn from each other

GPL'S YEAR IN DEI: Employer Assisted Accommodation

8 *number of GPL guesthouses for trans acccomodation*

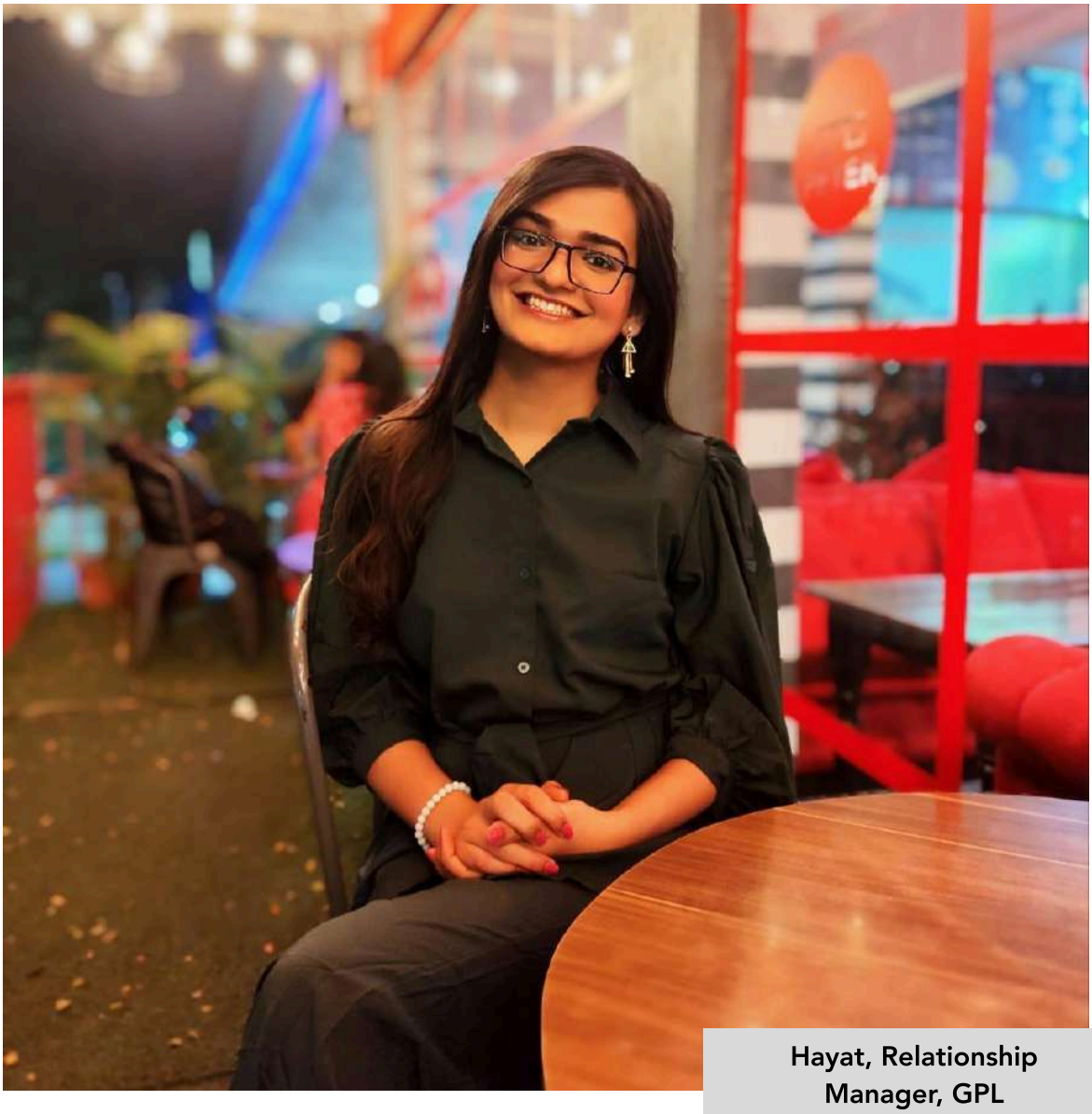
In June 2023, GPL launched the Employer Assisted Accommodation Program, an initiative aimed at providing safe housing for transgender, genderqueer, and gender non-conforming employees.

Through this programme, we aim to offer inclusive accommodation to eligible employees who face housing challenges because of discrimination related to their gender identity or expression. We believe that ensuring equitable access to housing furthers our commitment to fostering a safe, inclusive work environment. It helps us empower transgender, genderqueer, and gender non-conforming colleagues to focus on professional growth, and contribute to the company's success.

Eligibility extends to full-time employees, contractual employees, and interns who identify as transgender, genderqueer, or gender non-conforming, who may encounter difficulties in securing suitable housing. Employees eligible for accommodation under this policy can apply by submitting a request to their HR (human resources) Business Partner once they join.

Accommodation availability varies, and eligibility is determined by the HR team at GPL. We work out rent and interest-free deposit based on location, and the amount is deducted from the employee's monthly salary. All allocations mandate single occupancy, and housing maintenance charges, property damage and other fees are shared or collectively addressed among occupants.

As of this writing, we provide eight guesthouses for trans accommodation, and six trans people have been provided with housing.



Hayat, Relationship Manager, GPL

Hayat is a relationship manager at GPL from Chhattisgarh who moved to Pune, Maharashtra for work.

"I was really struggling to find a place to rent because I am a transgender woman," she recounted. "I requested the HR and Admin teams of the Pune region to help me with this issue. I've been living at the company accommodation for three to four months now. I am very happy about the fact that everyone, for instance, all the housekeeping staff, is supportive. It been a really good experience for me so far."

GPL'S YEAR IN DEI: The Pride Internship



Pride Interns of GPL are all smiles at the completion of their internship

"When you work in an inclusive organisation, you understand it's the world that is in the closet, not you."
- Shubham Mahajan

In January 2023, Abubakar Siddiq scored a spot working in construction—a sector that is considered atypical for anyone who isn't a cisgender, heterosexual man. That was made possible by GPL's Pride Internship Programme, which sets out precisely to change that perception.

Launched two years ago, this programme has successfully converted 10 Pride interns into full-time employees, and a further seven have accepted contract positions at GPL. This year, we are celebrating the 20 interns who are currently part of the programme.

"Going through the internship programme has been amazing," Abubakar said. "GPL is a friendly and supportive company to be a part of. Leaders' mentorship and the on-the-job training taught me useful skills. Now, I am more confident about the impact I can create."

The Pride Internship Programme offers open opportunities across various functions, including sales and marketing, legal teams, design, HR and admin, operations, and customer centricity.

To be eligible for this programme, candidates must identify as LGBTQIA+; have completed graduation; and be in Delhi, Mumbai, Pune, Bengaluru, Nagpur, or Ahmedabad.

We designed this nine-month initiative for emerging professionals within the LGBTQIA+ community, to share fundamental knowledge, hands-on experience, and mentorship: all things that we believe are crucial for navigating a career path in the real estate industry. It is part of GPL's broader effort to nurture an inclusive workplace culture. Other policies to support this effort include our gender-neutral anti-harassment policy, benefits for same-sex partners, gender transition support, and gender-neutral washrooms.

"Three months ago, I started my journey as a product intern at GPL," Shubham Mahajan said. "What struck the me most wasn't just the impressive projects or the collaborative environment, but the deep commitment to inclusion. It's a concept often thrown around, but at Godrej, it's a lived experience. Here, true inclusion starts with acknowledging privilege. We all have privileges, sometimes hidden in plain sight. Recognising them dismantles barriers and creates space for genuine inclusion. It's about understanding that the world isn't designed for everyone to thrive equally and working to change that.

"This is what makes GPL stand out. They don't just celebrate diversity; they foster an environment where everyone feels valued, empowered, and heard. Since I've been here, I've realised that it's true: 'When you work in an inclusive organisation, you understand it's the world that is in the closet, not you.'"

Scan this code to watch the video!

GPL'S YEAR IN DEI: ThisAble Me



A screening of the 'ThisAble Me' films in progress at GPL's Bengaluru office



Screenshot from the 'ThisAble Me' film based on employees with a locomotor disability navigating their workplaces

When you build homes and offices, you work to include everyone in them. For a construction company, that means ensuring the greatest possible accessibility for people with disabilities in our buildings, and at work.

But we also think it’s important to talk about these forms of inclusion, and to explain, celebrate and encourage changes in culture. With this in mind, in January 2024, GPL launched ThisAbleMe, an initiative is dedicated to enhancing awareness, job mapping, accessibility, and representation for people with disabilities.

ThisAbleMe’s digital manifestation is a dedicated site and space for learning about disability and accessibility. Its goal is to foster allyship with persons with disabilities. Our public campaign takes off from a beloved staple of the Internet and gaming culture: the iconic Super Mario game.

Through videos in the Mario environment, the campaign showcases employees navigating GPL's environments with grace and resilience. The character journeys are designed to debunk stereotypes and cultivate a culture of understanding. These videos are widely disseminated across GPL offices in India and serve to sensitise employees and instil a culture of togetherness.

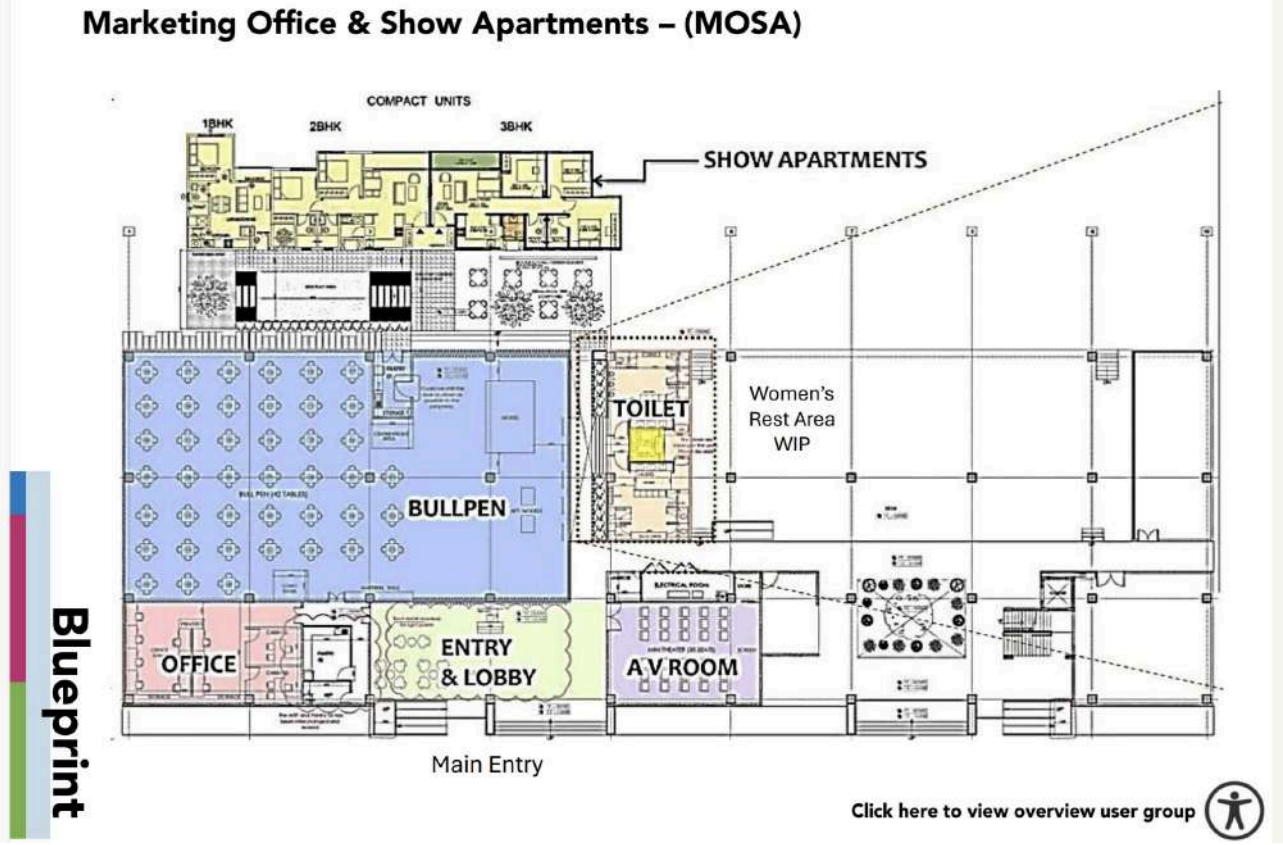
Pirojsha Godrej, chairperson, GPL, underscored ThisAble Me’s significance in helping us broaden our vision of inclusivity. “I take pride in the strides that each employee has contributed towards making GPL more inclusive for women and the LGBTQIA+ community, ensuring that every employee feels a sense of belonging,” he said. “This year we are entering a new phase in strengthening our teams with ThisAble Me initiative. This is our effort to raise awareness of the challenges faced by persons with disabilities, and strengthen our work environment, physically, digitally, and emotionally, by being inclusive and accessible for PwD.”

ThisAbleMe resonates with GPL's broader commitment to creating everyday joys for everyone. We understand disability as part of the various ways in which people interact, because it often leads to exclusion in social, physical, and cognitive aspects. With some help from Mario, we’re reaffirming our commitment to being an equal opportunities employer – one that’s dedicated to creating a workplace where discrimination is not tolerated, and inclusion is the default.

GPL ventured into dyslexia inclusion in Oct 2023, while celebrating dyslexia awareness month. We recognised the power of dyslexic thinking and realised our hiring process may not be the most inclusive for candidates with dyslexia. Hence, we made a change to our process, where we started providing addition time at assessment stage to such candidate in the hope of enabling us to create an equitable environment.

We are also proud to share that the global charity foundation Made By Dyslexia has awarded Godrej Properties the Employ Dyslexia Badge. Having been a supporter and employer of dyslexic thinkers, we can Confidently say that the Sia is not a hindrance, but an ability to look at problems differently and idea innovative solutions.

GPL'S YEAR IN DEI: The All-Inclusive Model Site



Concrete plans: a blueprint for GPL's all-inclusive model site

GPL's All-Inclusive Model Site, situated in Maan, Hinje, Pune, is trying to pioneer a new approach to creating accessible spaces for all user groups. This initiative was conceptualised in June 2022 and came to life in early 2024. With the site, we hope to address the diverse needs of

all individuals, including wheelchair users, persons with hearing and visual impairments, older persons, expectant mothers, those with physical injuries, and individuals with temporary disabilities.

From the entry points to restroom facilities, every aspect of the site is designed to cater to diverse needs and foster inclusivity. Clear, well-lit pathways with non-slip surfaces, visible signage featuring high colour contrast, and designated parking spaces for persons with disabilities enables better accessibility from the outset. Ramps alongside stairs and handrails provide wheelchair accessibility, enhancing mobility.

Within the lobby, a blend of visual and auditory cues aids navigation, while non-reflective surfaces and tactile pathways cater to visually impaired individuals.

Wide pathways and doorways facilitate wheelchair movement, complemented by door handles at convenient heights and Braille signage for accessibility.

An AV room features flexible seating arrangements and subtitles in all videos for individuals with hearing impairments, ensuring inclusivity in multimedia presentations. Moreover, clear lines of sight accommodate everyone, including those using mobility aids.

Throughout workspaces and the pantry area, tactile pathways and accessible counters are integrated for visually impaired individuals and folks using wheelchairs. The signage aims to be inclusive, with high contrast and readable fonts; and ergonomic design features such as height-adjustable tables and chairs promote comfort and usability for all.

The site includes gender-neutral and PwD-compliant washrooms equipped with amenities, including menstrual hygiene products. Additionally, designated women's rest areas feature breastfeeding-friendly spaces with private rooms, seating, and changing facilities, promoting inclusivity for new mothers.

“In our pursuit of diversity and inclusion, we've established a model site office embodying the essence of a progressive Indian society.

"It epitomises the theme 'Everyone is welcome here,'" Apekshit Khare, Head of HR, West-East Zone, explained. "Meaningful inclusion extends to individuals who are speech and hearing impaired, offering opportunities in support roles and comprehensive training in Indian Sign Language (ISL).

"Beyond workforce representation, our commitment materialises in physical infrastructure changes, including gender-neutral washrooms and signage acknowledging the presence of speech and hearing-impaired employees. Through these actions, we not only create an inclusive workplace but also aim to inspire broader societal change by leading with empathy and understanding."

GPL'S YEAR IN DEI: The Silent Site



Staff members of the 'Silent Site' in Maan, Hinje, Pune.

"Meeting the staff at the Silent Site and understanding their experience was amazing. With the assistance of an ISL interpreter on site, communication flowed effortlessly. I learnt some basic signs and hope to be able to communicate with them in the future myself."
- Zoya

GPL's Silent Site initiative is aimed at fostering inclusivity and providing equal employment opportunities for individuals with speech and hearing impairments.

Launched in February 2024 and located in Maan, Hinje, Pune, the Silent Site epitomises our commitment to empowering persons with disabilities while delivering exceptional services to our clients.

An ISL translator at the site is key to the experience. The translator ensures seamless communication and facilitates meaningful interactions with GPL staff members who are speech and hearing impaired. We believe that this is one of several ways to enable effective engagement and collaboration.

We hope the Silent Site will become a landmark – no pun intended – of inclusion and diversity. It embodies GPL's unshakeable commitment to creating a workplace where every individual is valued, respected, and empowered to thrive.



A GPL team from Godrej One visits the 'Silent Site'

THE YEAR IN DEI: GODREJ INDUSTRIES CHEMICALS

Thanks to values rooted in our company's century-old legacy, Godrej Industries Ltd. Chemicals (GIL Chemicals) not only sees diversity as a social expectation, but as fundamental to our success. Among our successes in nurturing talent over 2022-23 and 2023-24, we witnessed a remarkable increase in the number of women employees, from 4 to 40, between April 2022 and October 2023. We rose 7 percentage points in the representation of women in white-collar roles at our factory in Ambernath, Maharashtra, and reached 10% representation – all in a little over a year.

This is uncommon for the chemicals industry, and unprecedented in the company. Our commitment to diversity and inclusion was acknowledged through various awards, including being recognised as one of the Top 50 Best Workplaces in Manufacturing 2023 by Great Place To Work India.

"4 to 40" is one of this year's defining stories for the DEI mission at GIL Chemicals. But there are other numbers that matter to us, too.

We invested over 1,000 hours in training for PoSH (prevention of sexual harassment) awareness and gender sensitisation. Our overall employee engagement score among women employees stands at an impressive 82%.

The “PAHAL - Today for Tomorrow” programme that we initiated on March 9, 2023, crystallised the aims of GIL Chemicals' DEI efforts. This programme aims to dismantle barriers hindering women's representation in manufacturing shop floor roles. Its four pillars are infrastructure, talent, culture, and communication.

We’ve tried to make our efforts holistic through significant gender-inclusive upgrades in our Ambernath factory; a DEI goal setting programme that targeted a 5% increase in the representation of women in key departments; an ERG and cycle of capability sessions; and the facilitation of direct communication between women employees and the leadership team.

In addressing potential risks and crises, we’ve taken a systematic approach. Industry research laid the foundations for change, providing insights into the talent pool, women's representation across roles, and best practices for the retention and development of women employees in the chemicals industry.

In July 2023, we acquired approval from the Directorate of Industrial Health & Safety to deploy women across all shifts and completed legal compliance checks and culture assessments to ensure adherence to safety processes. Our teams incorporated employee perspectives into gender sensitisation workshops. A role mapping strategy helped categorise job roles based on organisational needs, capabilities for women recruitment, and talent pool availability.

Women face unique challenges in the chemicals industry in India. That makes our goals – to identify and nurture top talent and ensure a diverse and skilled workforce for the future – more vital than ever. We're currently focusing on building a sustainable pipeline for women employees in manufacturing shop floor roles through strategic partnerships with educational institutes. By addressing academic challenges and offering comprehensive learning modules, we aim to bridge the gap and ensure long-term employability for women in our industry. For the upcoming financial year, GIL Chemicals is setting itself a gender diversity target of 18%. We’re doing our best to get there – and go beyond.

GIL Chemicals' YEAR IN DEI: Pahal



Women employees on the shop floor at a GIL (Chemicals) plant in Ambernath, Maharashtra

75% *conversion rate from the PAHAL internship programme*

GIL Chemicals ended up setting a benchmark for the industry with its groundbreaking PAHAL initiative launched in March 2023. This initiative was not just about ticking boxes; it was about fundamentally reshaping company culture to reflect our philosophy of diversity as a driver of innovation and growth.

The genesis of PAHAL is rooted in our understanding of the challenges hindering women's representation in the Indian chemicals industry. With only 7% representation overall and even fewer in manufacturing shop floor roles, we recognised that societal misconceptions, safety concerns, and a lack of career opportunities have been longstanding and formidable barriers to inclusion.

Recognising the urgent need for change, we embarked on a journey to challenge these norms and empower women across manufacturing roles. It was transformative for us.

PAHAL was structured around four strategic pillars: Infrastructure, Talent, Culture, and Communication. Each pillar was crafted to address specific challenges and create an environment conducive to diversity and inclusion. We've done our best to set SMART DEI goals: specific, measurable, achievable, relevant and time bound. Now that PAHAL is launched, we'll use these to help increase women's representation across key departments at the factory in Ambernath. These efforts are complemented by prevention of sexual harassment (PoSH) awareness workshops and gender sensitisation initiatives to address unconscious biases.

Additionally, we've undertaken infrastructure upgrades to ensure a seamless work environment for women across all shifts.

"I have seen many changes [since I joined]—there are locker rooms, changing rooms and washrooms for women. We have female security officers leading to the women employees feeling secure about working here. It's good to know that there is adequate lighting during the night shifts," explained Akshada Jadhav, Associate (Production), at the factory in Ambernath.

One flagship initiative under PAHAL we'd like to highlight is the Institute Partnership & Internship Programme. This programme marked a significant milestone as GIL Chemicals welcomed its first-ever batch of women interns in the production department. These interns underwent intensive training for two months, with an impressive 75% conversion rate to full-time employees.

Moreover, continuous capability sessions and safety preparedness training were conducted to equip women employees with the skills and confidence needed to excel in their roles.
Looking ahead, GIL Chemicals remains committed to driving continuous improvement in its HR risk policies and practices. By focusing on building a continuous pipeline for women employees through partnerships with educational institutes, we hope to address issues prevalent at the academic level and further enhance our DEI efforts.

GIL Chemicals' YEAR IN DEI: DEI Allies



The DEI Allies are a team of cross-functional leaders who champion diversity, equity and inclusion within the organisation

Once we recognised the critical importance of effective communication and proactive engagement in fostering an inclusive workplace culture, we established a dedicated team of cross-functional leaders known as DEI Allies at GIL Chemicals.

These allies serve as champions for diversity, equity, and inclusion within the organisation. They participate actively in the development and implementation of initiatives aligned with our diversity strategy.

Facilitating open channels of communication is fundamental to our vision of allyship. Through DEI Allies, monthly grievance handling meetings provide a platform for women employees to express concerns and offer suggestions, ensuring all voices are heard and valued. Additionally, one-on-one discussions foster a more supportive environment, thanks to personalised attention to individuals' needs.

To further empower our women colleagues, we implemented various initiatives aimed at enhancing skills and confidence. We find that opportunities to participate in safety activities, such as serving as safety co-ordinators and engaging in safety skits, not only contribute to workplace safety but also bolster confidence and leadership abilities.

Moreover, activities like sports tournaments help us commit better to holistic development and empowerment.

Training and skill development play a central role in the journey towards diversity and inclusion. Our DEI Allies collaborate on the creation of skill development plans and training calendars tailored to the specific needs of women employees. We cover topics ranging from human rights and ethics to technical competencies, and we evaluate training effectiveness regularly to ensure maximum impact.

DEI Allies are also actively involved in various aspects of organisational operations, like documentation, participation in audits and certifications. Their contributions extend beyond functional roles, with opportunities to provide awareness training to contract labourers, and engage in initiatives such as Behaviour-Based Safety (BBS) programmes.

These collective efforts are part of our commitment to creating an environment where diversity, equity and inclusion are not only embraced but celebrated as fundamental pillars of organisational success. By prioritising effective communication, proactive engagement, and targeted initiatives, GIL Chemicals continues to drive positive change and cultivate a workplace culture where all employees feel valued, respected, and empowered to thrive.



Some of our colleagues at the GIL Chemicals plant in Ambernath

GIL Chemicals' YEAR IN DEI: 4 to 40!



GIL (Chemicals) wants more and more women to join our workforce and shop floors

82% *employee engagement score among women employees*

The journey of GIL Chemicals' factory in Ambernath from having just 4 to 40 women employees on the shop floor is a testament to the success of the PAHAL initiative as well as the sensitivity of our team of DEI Allies.

We proactively engaged in industry research to identify best practices for recruiting and retaining women employees. This included plant audits, legal compliance checks, and culture assessments, as well as mapping job roles for better diversity hiring, and to foster a culture of gender sensitisation.

The measurable outcomes of these efforts speak volumes. The Ambernath factory witnessed a significant increase in women representation in white-collar roles, with a notable 7 percentage point rise from 3% to 10%. With an overall employee engagement score of 82% among women employees, we're solidifying our reputation as a workplace where everyone feels valued and included.

"Being the first female SO (Senior Officer), everyone, right from the GM (General Manager) to every employee at the bottom, cared for me... My confidence level was enhanced by my team," Neha Tawade, Associate (Production), said. Neha used to be a teacher who quit her job when she heard that GIL Chemicals was offering women an opportunity to work on the shop floor — something she considers a transformative opportunity. Many of her colleagues, we know, feel the same.



The number of women working in Ambernath went up from 4 to 40 in a span of 17 months

Scan this code to watch the short film *4 to 40!*

GIL Chemicals' YEAR IN DEI: Advancing Women in Manufacturing Summit



A panel discussion, moderated by Roshni Iyer (middle) from the Godrej DEI Lab, featured business leaders Geetha Srinivasa (on the screen) of Ecolab; Vidyaprabha Wasdev (right) of Cognizant;and Puneet Rajput (left) of Piramal Pharma.

The first-ever "Women in Manufacturing" summit, hosted by GIL Chemicals, was a gathering of accomplished women leaders and rising talents in the manufacturing sector. One highlight was the screening of "4 To 40! The Ambernath Story," the short film made by the Godrej DEI Lab in collaboration with GIL Chemicals.

The event began with Tejal Jariwala, secretary & compliance officer at GIL Chemicals, setting the tone and welcoming everyone at the summit. Parmesh Shahani, head of the Godrej DEI Lab, introduced the audience to the fundamentals of DEI and spoke about DEI efforts at Godrej Industries Group of companies. Nitin Nabar, executive director and president of GIL Chemicals, emphasised the importance of hiring and retaining women in manufacturing. Vishal Sharma, CEO of GIL Chemicals, underscored DEI's significance for the organisation's vision.

> "More power to everyone who dares to make unconventional choices and follow their passion. It's truly rewarding to do what you love... Embrace your uniqueness and strengths... believe in your strengths, have a dream, and strive to leave a legacy with every project you undertake."
> - Geetha Srinivasa, MD (India), Ecolab

A panel discussion, moderated by Roshni Iyer from the Godrej DEI Lab, featured business leaders Geetha Srinivasa, MD (India) of Ecolab; Vidyaprabha Wasdev, Location Lead of Corporate Security at Cognizant; and Puneet Rajput, CHRO at Piramal Pharma. Before a packed auditorium, the panellists shared their challenges, triumphs, and the need for supportive environments for women in male-dominated industries.

Geetha stressed the importance of following one's passion, organisational support during critical times like maternity leave, and creating supportive career ecosystems. "More power to everyone who dares to make unconventional choices and follow their passion," she said. "It's truly rewarding to do what you love... Embrace your uniqueness and strengths... believe in your strengths, have a dream, and strive to leave a legacy with every project you undertake."

Vidyaprabha highlighted the importance of continuous learning and upskilling, while Puneet discussed increasing women's representation on the production shop floor and sustaining inclusivity efforts.

Our women colleagues Neha Tawade, Akshada Jadhav, Neha Tiwari, and Payal Matte shared their experiences at GIL Chemicals, offering firsthand insights into what it's like to work on a factory shop floor. The day concluded with an awesome self-defense workshop for women employees, equipping them with basic techniques.

Through the summit, we've striven to showcase the power of diversity, equity, and inclusion in driving innovation and progress in manufacturing. Let's embrace inclusivity and continue championing women's advancement across industry and leadership.

THE YEAR IN DEI: GODREJ AGROVET

The upliftment of farmers' livelihoods is central to Godrej Agrovet Limited (GAVL)'s mission. This, in turn, shapes our attitude to diversity, equity and inclusion, because a crucial part of fulfilling that mission is addressing the significant underrepresentation of women in food and agri-businesses.

Gender disparity in the agricultural sector stems from a complex interplay of societal, economic, and structural factors. Historically, men have dominated positions of power and decision-making authority in agricultural businesses, and inequalities sustain. In India, 80% of all women engaged in economic activity work in agriculture. But in many parts of the country, they face systemic barriers to their entry and advancement in food and agribusinesses. Women have limited access to resources such as land, livestock, credit, and technology poses significant challenges, a problem further complicated by skewed land and livestock ownership rights favouring men.

Additionally, financial institutions and agricultural extension services often overlook the specific needs of women, and further hinder their ability to access capital, training, and market opportunities. This perpetuates a cycle of exclusion.

With these structural challenges in mind, GAVL has taken proactive steps to build support and learning systems for women employees.

At the heart of our DEI efforts lies "WeForShe," an ERG designed to foster a supportive ecosystem for women within GAVL. It's our effort to recognise the importance of networking, continuous learning, and a sense of belonging to help transform the culture of our workplace and our industry.

GAVL's DEI mission has also led to significant changes at our research and development (R&D) centre in Rabale, Maharashtra, where we report 38% gender diversity, with many of our women colleagues working in science, technology, engineering, and mathematics (STEM) roles. The all-women production line in Baramati, Maharashtra, is another island of diversity in which we take pride.

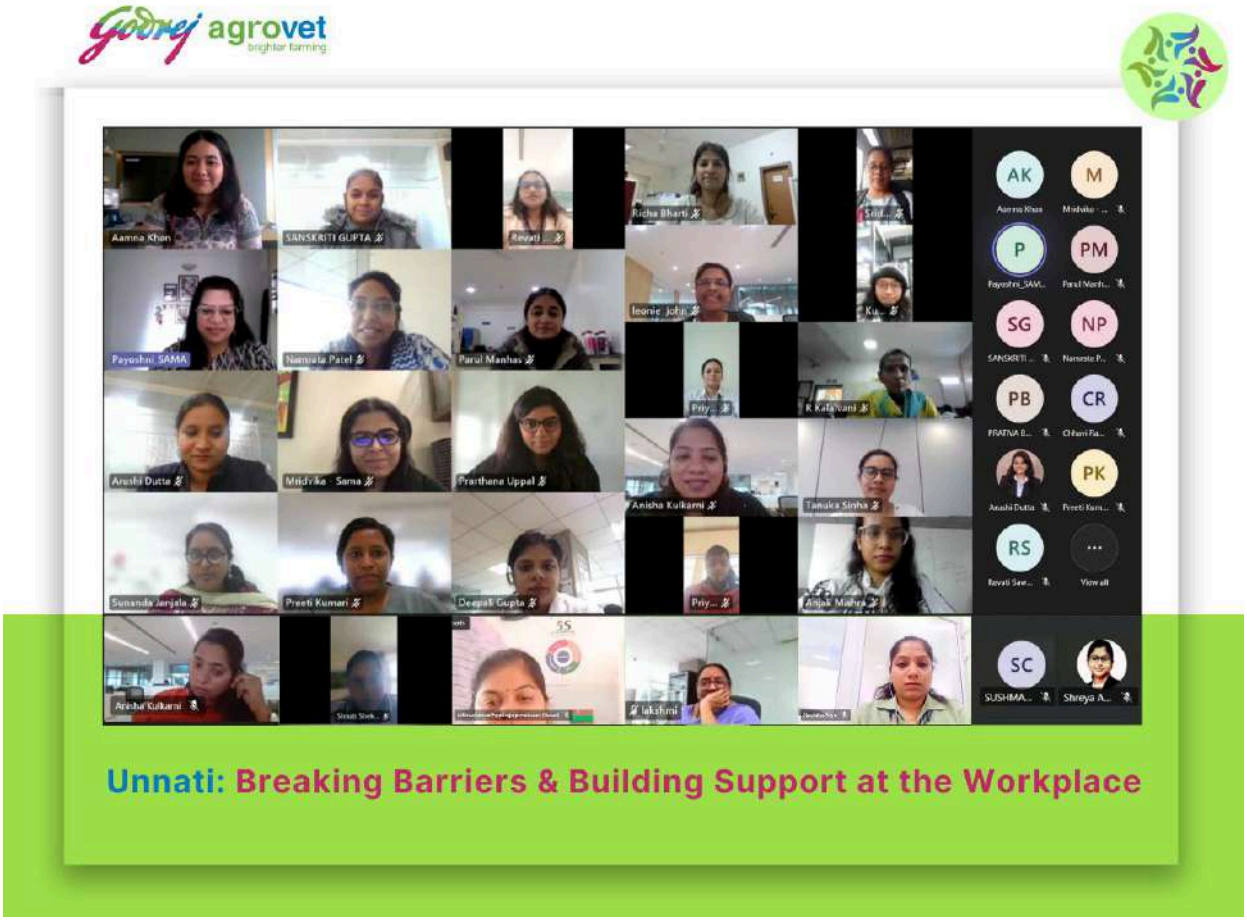
We hope these initiatives not only showcase our dedication to gender diversity but also serve as concrete steps towards creating inclusive environments, where women can thrive and contribute to food and agri-businesses and lead the way in growing them sustainably.

GAVL's YEAR IN DEI: The WeforShe ERG





(Above) Our logo; Parmesh in conversation with Balram Singh Yadav, MD, GAVL



A snapshot of one of our rocking WeForShe sessions

400+ *women have been a part of WeForShe's initiatives, across white-collar, blue-collar and contractual functions*

WeForShe facilitates women employees' connection, learning, and growth with each other. Since inception on March 8, 2021, we have experienced remarkable growth. Over 2023-24, 400+ women at GAVL participated, marking a 35% increase since the launch.

Through 34 WeForShe sessions held across 70+ locations, women have been fostering a sense of belongingness and empowerment at work. The group organises various activities, including connect sessions to share experiences and challenges; professional development sessions

to nurture future leaders; and tea parties for informal gatherings and learning opportunities.

This year, WeforShe held sessions aimed at nurturing the professional and personal growth of its women employees. These encompass a diverse range of topics tailored to address the multi-faceted challenges and aspirations of women in the workplace.

In May 2023, we hosted a session on mindfulness, to underscore the importance of mental well-being in achieving sustainable success. Led by experts, this session equipped women professionals with practical strategies to manage stress and cultivate mindfulness amidst their busy schedules.

When Parul Manhas, Senior Officer in Quality Control for the Crop Protection Business at GAVL, reflected on her journey from an M.Schonours student to her current role, she said that joining GAVL marked a significant turning point. She finds inspiration in being the only female officer in her position, which drives her to push boundaries. She firmly believes in the limitless potential of hard work.

Did you know that funds managed by women have consistently outperformed the category average over various time periods?

In September 2023 we focused on building Financial Acumen in women through a "Mastering Your Money" workshop. This session imparted crucial knowledge and skills to help women make informed financial decisions and achieve financial independence.

In October 2023, we facilitated a session on stress management, with a focus on balancing life and work, acknowledging how persistent this particular challenge is for women professionals. This session provided practical tools and resources to navigate this balance effectively, while drawing support from our work environment.

WeForShe also facilitated a practical sessions upskilling such as how we can leverage presentations for business impact in November 2023. It empowered women with the ability to articulate their ideas and aspirations compellingly.



GAVL's women have been busy learning, growing (and having fun) at WeForShe. Tea, anyone?

Additionally, between June and August 2023, WeForShe ran a comprehensive Women's Survey and Analysis, where we gathered and analysed the voices and experiences of women within the organisation. This initiative not only provided valuable insights but also reaffirmed our commitment to addressing the unique needs and concerns of our female workforce.

GAVL's YEAR IN DEI: JerSHEy



The launch session of JerSHEy, inaugurated by Bhupendra Suri, CEO, Creamline Dairy Products Limited (CDPL)

Through JerSHEy, the CDPL team, together with Anand Ramaswamy, Chief Operating Officer, CDPL, aim to introduce more impactful initiatives that support the growth and success of women within the organisation, providing everyone with the necessary resources and encouragement to thrive in their careers.

On November 24, 2023, Creamline Dairy Products Limited (CDPL), a Godrej Industries Group company, launched a dedicated platform that aims to foster diversity and inclusivity within the organisation, expanding leadership opportunities, and providing a safe space for women of Godrej Jersey to express themselves freely in the workplace.

JerSHEy (a smaller ERG that is a part of the larger WeForShe) was kicked off with a session led by CEO, Bhupendra Suri, and the leadership team at Hyderabad. JerSHEy aims to offer participants a platform to share experiences, ideas, and feedback, fostering a sense of being heard and valued. Recent sessions have included discussions on cancer awareness, particularly focusing on breast and cervical cancer in women, highlighting the ERG's commitment to addressing important health issues.

JerSHEy celebrates inspirational colleagues like Meena K, who overcame personal tragedy - the death of her husband - and progressed from Lab Assistant to Deputy Manager. A longtime employee at CDPL, personal loss halted Meena's career journey briefly. Her personal resilience and determination, bolstered by support from colleagues and managers, helped create positive change not only for herself and her family, but to her circle of support at work. Her story serves as a source of pride and motivation for JerSHEy women.

Through JerSHEy, Anand Ramaswamy, chief operating office, CDPL and the team aim to introduce more impactful initiatives that support the growth and success of women within the organisation, providing them with the necessary resources and encouragement to thrive in their careers.



JerSHEy fabric: a dialogue between Bhupendra Suri and the women of JerSHEy

GAVL's YEAR IN DEI: Gender Diversity at the R&D Centre, Rabale



Women at work in the Research and Development Centre (R&D), Rabale

38% *Representation of women in R&D at Rabale, Maharashtra*

Science labs can often be seen as male spaces, and STEM jobs as fundamentally male jobs. At our research and development (R&D) centres, we're striving to change that. Our efforts at increasing gender diversity have led to a representation of 38% women employees at the ASTEC Lifesciences R&D Centre in Rabale, Maharashtra.

The background: Over time, ASTEC, which operates under the umbrella of GAVL, has implemented measures such as appointing a diversity committee, organising awareness sessions and skill development workshops under WeforShe, and leveraging continuous feedback mechanisms to ensure engagement and inclusion of diverse cohorts.

The result: a representation figure that we're proud of, and that motivates us to do better and support our women colleagues more strongly.



Dr. Kamlesh Fondekar, Head, R&D Centre, Rabale

Dr. Kamlesh Fondekar, Head, R&D Centre, Rabale Dr Kamlesh Fondekar, the Head of the R&D Centre, emphasised diversity as both a moral imperative and a business strategy. Diverse teams, he noted, excel in innovation and problem-solving. To enhance diversity, he advocates for strategies like recruitment, inclusivity policies, and mentorship, seeing it as crucial for business success.

Under Priyanka Adate's management, the R&D team has witnessed a significant rise in diversity from 16% to 30% through various initiatives. She highlights the impact of WeForShe in enriching the work environment with diverse perspectives, ensuring everyone feels heard and empowered to give their best contributions across all sectors.

We also had a chance to talk to Siddhi Madkaikar, an Officer at R&D in Astec Lifesciences, Godrej Agrovet Ltd. She told us:

"I joined Astec Lifesciences, GAVL in 2022 through a campus placement programme, and it has been an incredibly rewarding experience for me. One of the aspects I cherish the most is the diversity among my colleagues. We come from various parts of the country, each bringing unique talents and perspectives to the table. Despite being away from home, I never felt homesick because of the supportive atmosphere created by my teammates. I must commend the company's commitment to fostering DEI. The WeForShe initiative, in particular, has left a significant impact on me. It celebrates and embraces the power of womanhood."



Siddhi Madkaikar, Officer, R&D Centre, Rabale

GAVL's YEAR IN DEI: All-Women Production Line in Baramati

Our commitment to women thriving in non-traditional roles doesn't stop at the lab. We believe that the establishment of an all-women production line at a GAVL shop floor in Baramati, Maharashtra, is a meaningful symbol of our commitment to transformative change. Our colleagues on this production line handle functions such as production, storing, quality assurance and logistics. We took proactive steps while hiring to ensure this. Notably, this expansion was in response to increased demand in the animal feed business, an area of agri-business where women's contributions stand out.

To ensure the success of this initiative, our enabling teams made sure to provide necessary support mechanisms such as training programmes, pick-up and drop facilities, and encouraging active participation in WeForShe to enhance skills and confidence among women employees.

Ensuring that major operations on the production line are staffed and run by women employees helps us demonstrate the value of diversity in driving business success. The Baramati line has served as a powerful example of how women can excel in roles traditionally reserved for men, thus encouraging more women to pursue careers in various sectors – because why should boys have all the fun?

"I truly appreciate the management's prompt assistance whenever needed," Priyanka Raskar, Quality Assurance Officer, said." Additionally, the provision of pickup and drop facilities has been immensely helpful."



The all-women production line in GAVL's Baramati plant, in Maharashtra

GAVL's YEAR IN DEI: Advancing Women in Agriculture



A discussion at the inaugural edition of the Women in Agriculture summit featuring Parmesh Shahani, Ahana Gautam, Shilpa Divekar Nirula, and Nisaba Godrej

Godrej Agrovet Limited's (GAVL) first-ever 'Women in Agriculture' summit was held on March 5, 2024, in at Godrej One, Mumbai. It was something of a groundbreaking event for us, as we aimed to celebrate and the empowerment of women in the agricultural sector, highlighting their fundamental contributions and addressing some, equally fundamental, challenges.

At the summit, diverse perspectives converged to explore the role of women in agriculture. Panel discussions explored a range of opportunities to enhance women representation, from enhancing employability to promoting women in leadership roles. We engaged in thought-provoking conversations, identifying skill gaps and discussing strategies to bridge them. We hoped that the exchange of ideas would feel not only enlightening but also inspiring, igniting a sense of purpose and determination among our colleagues, peers and everyone in the audience who hopes to effect positive change.

Balram Singh Yadav, managing director of GAVL, opened the summit with a speech that underscored the urgency of empowering women in agriculture. His commitment to nurturing 1,00,000 women in the sector resonated with us all, emphasising the tangible impact our collective efforts could have on women's lives and the agricultural landscape.

Mallika Mutreja, head of HR, reiterated GAVL's unwavering dedication to women's empowerment. "At GAVL, the empowerment of women is at the heart of every action we undertake. We firmly believe that feminisation in agriculture will aid us to adapt best practices and address the structural inequalities, which is key for our industry in order to realise the potential of women farmers. While this inaugural summit in partnership with the Agriculture Skill Council of India signifies a crucial moment, as an entity which is focused on helping feed our nation, we look forward to more such collaborations in the coming years."

The summit also provided a platform for networking and collaboration, with esteemed industry leaders and academic experts sharing their insights and experiences. From Nadir Godrej, chairman and managing director of Godrej Industries Limited, to Angshuman Bhattacharya, Partner at EY, experts and advocates for change underscored the significance of the initiative and the collective responsibility we share in striving for a more equitable future.

With this inaugural Women in Agriculture summit, we were trying not just to have a gathering, but a catalyst for meaningful action and progress. We believe it's helped reaffirm our commitment to recognising and empowering women in agri-businesses and, more broadly, the agricultural sector, setting the stage for a future where gender equality is not just a goal but a reality.

THE YEAR IN DEI: GODREJ CONSUMER PRODUCTS

Godrej Consumer Products Limited (GCPL) is inspired by the group's philosophy that declares, unequivocally, that "there is no place for discrimination at Godrej –only place for open hearts and minds."

We champion a multi-faceted approach to fostering inclusivity within our ranks. We understand that diversity fuels innovation and accelerates growth. That's why we're placing strategic focus on cultivating a workforce that mirrors the diversity of our consumer base and the communities we serve. Our DEI strategy is founded on three pillars: serving as an equal opportunities employer, nurturing a supportive workplace environment for historically excluded groups, and spearheading inclusive practices in manufacturing for historically excluded groups such as persons with women, persons with disabilities, members from the LGBTQIA+ community, persons from indigenous and ethnic minorities in the countries where we operate, and many other talent cohorts. Rather than confining the scope of inclusion, we look to broaden our horizons, actively seeking individuals with diverse backgrounds, experiences, and perspectives.

To embody the diversity of our global consumers, we employ various strategies, including expanding into new geographical markets, advocating for gender, disability and LGBTQIA+ rights, while prioritising the acquisition of future-ready skills in our hiring practices. We hope that our overarching message is one that welcomes individuals of all backgrounds to empower them to bring their authentic selves to the Godrej work family.



GCPL aims to build a workforce whose diversity mirrors the societies we work for

Recent endeavours underscore GCPL's unwavering commitment to this mission. They include the establishment of a cutting-edge manufacturing facility in Tamil Nadu, symbolising a significant step forward in our expansion strategy. The initiative not only promises economic growth but also underscores GCPL's dedication to creating a diverse, equitable, and inclusive workforce in the region. DEI has also become a key principle in all our Greenfield expansion plans.

Additionally, the Aarambh programme epitomises GCPL's proactive approach to fostering gender diversity. Designed to recruit, train, and integrate women into key sales roles, the programme leverages innovative hiring practices to tap into diverse talent pools, including fresh MBA (Masters of Business Administration) graduates and lateral hires from various industries.

Across global operations, we remain steadfast in our pursuit of DEI, adopting an intersectional approach tailored to the unique characteristics of each region. From championing gender and racial diversity in Godrej Africa, US, Middle East (GAUM) to advocating for gender equality and LGBTQIA+ rights in Latin America (LatAm), we are eager to advance inclusion in each region in a way that best serves our communities around the world.

GCPL's YEAR IN DEI: The Global Story: Indonesia, LatAm, and GAUM

52% *GCPL's overall women representation at the global level*

GCPL's operations span sales and manufacturing in over 15 countries. We report a heartening 52% gender diversity overall at a global level, and it's a number we hope to improve over time. Our DEI commitment takes an intersectional approach, tailored to advance inclusion goals that matter to each unique region. Across Godrej Africa, US, Middle East (GAUM), our emphasis lies not only on gender diversity but also on race and ethnic representation. Here, the workforce composition mirrors our product offerings, with an impressive 70% + gender representation spanning both white-collar and blue-collar roles.

In Latin America, we champion gender equality, advocate for the rights of the LGBTQIA+ community, embrace disability inclusion, and recognise the importance of age diversity, particularly for those aged 40 and above. Gender diversity here stands at 43%.

We've also intensified efforts to amplify the voices of individuals from brown identity backgrounds and have embarked on affirmative hiring practices. Further, we conducted a thorough disability audit to ensure accessibility and inclusivity.

In Indonesia, our focus extends to gender parity, disability inclusion, and the empowerment of indigenous communities from eastern Indonesia. With a current on-rolls representation of approximately 29%, our endeavours over 2023-24 in this region included benchmarking efforts and participation in international coalitions for women's empowerment.

These initiatives aim to foster inclusive practices and raise awareness among the workforce through sensitisation sessions. We call our overarching strategy "Getting to Equal." The name underscores our commitment to putting in the work to promote more holistic representation, retention, and advocacy across all regions.

From managerial roles to critical life stages, we strive to prioritise diversity and inclusion, recognising the inherent value they bring to our colleagues, and thereby the organisation. As we navigate diverse cultures and contexts, our localised efforts remain anchored in a shared commitment: to fostering an inclusive workplace that celebrates the richness of human diversity.

India in Focus: Manufacturing

An Upcoming Factory in Tamil Nadu



Nisaba Godrej, Executive Chairperson, and Sudhir Sitapati, CEO of GCPL, in talks with M.K. Stalin, Chief Minister of Tamil Nadu

"Our plan is to employ 50% of women for this facility along with 5% of employees from the LGBTQ and PwD communities." - Nisaba Godrej

Early in 2024, GCPL announced a significant step forward in our expansion strategy by signing a Memorandum of Understanding (MoU) with the Tamil Nadu Government. This partnership entails the establishment of a state-of-the-art manufacturing facility in Thiruporur taluk, Chengalpattu, near Chennai, at an investment of ₹515 crore over the next five years.

We're proud that this will lead to the creation of hundreds of jobs in the state of Tamil Nadu, and aware of the responsibility this creates for us. We plan to establish an inclusive and gender-balanced workforce in developing the lighthouse factory.

Nisaba Godrej, executive chairperson, GCPL, highlighted the significance of the investment in aligning with India's growth trajectory and creating over 400 job opportunities in Tamil Nadu. "This facility aims to have an inclusive and gender balanced workforce. Our plan is to employ 50% of women for this facility along with 5% of employees from LGBTQ and PwD communities," she said. She announced the expansion in the presence of the chief minister of Tamil Nadu, M.K. Stalin.

The proposed facility aims to enhance GCPL's market presence in southern India, catering to increasing demand for its diverse portfolio of products, including popular brands like Cinthol, Godrej Expert Rich Crème, Godrej Selfie shampoo hair colour, and Goodknight. To us, it's an example of how the moral and business cases for advancing DEI efforts can work in tandem. GCPL's expansion into Tamil Nadu signifies not only a strategic business move, but also a commitment to fostering diversity, equity, and inclusion in the workforce, while contributing to the state's economic development and community welfare.

We envision the new facility as a "lighthouse factory," which will set benchmarks in sustainability, safety, and automation while championing diversity and inclusion reflects several steps in the right direction. The collaborative effort between GCPL and the Tamil Nadu government has received praise from Dr. TRB Rajaa, the state's minister for industries, investment promotion and commerce. He commended GCPL's progressive mindset, and Godrej as "a true diversity torch bearer."



The foundation stone of the facility in Chengalpattu was laid in the presence of GCPL employees and Nisaba Godrej

Godrej Ki Shakti ERG: Cultivating a system for Women in Manufacturing



Kamatchy at GCPL's Malanpur Factory

In March 2024, GCPL embarked on a significant step towards building a more inclusive and gender-balanced workforce with the launch of "Godrej Ki Shakti." This dedicated Employee Resource Group (ERG) serves as a powerful platform to enable, support, and inspire women across our manufacturing clusters throughout India. It has been established to solve the problem of consistency of implementation in DEI actions.

Godrej Ki Shakti's mission unfolds through three core pillars. The "Enable" pillar focuses on fostering an inclusive manufacturing environment through supporting the implementation of practices. This includes initiatives to increase female representation in factories by ensuring a good working experience and environment. The "Support" pillar prioritises empowering women through critical life stages, and therefore the role of the ERG here is to help us co-create policies, that will help retain women in the workforce. "Inspire" is to ensure guidance and extend support and empathy to women across different life stages: from campus to corporate life, marriage, relocation, parenthood, eldercare, and personal transition.

Godrej Ki Shakti looks forward to a future of impactful contributions. The group will prioritise addressing infrastructure and safety concerns for women employees through ongoing initiatives. These include conducting regular washroom audits, ensuring continued availability of sanitary napkin dispensers, and securing safe pick-up and drop-off services for night shifts. Additionally, ERG members plan to continuously refine the onboarding and integration experience for female recruits, guaranteeing a smooth and supportive transition into the GCPL family.

The Malanpur Moment



Still from the launch event of 'Godrej Ki Shakti' in Malanpur, Madhya Pradesh

"Everyone at home backed me up and stood up for me against people who asked why a woman has to travel away from home and work a job that has night shifts."
- Smriti Shakya

The factory floor at the GCPL plant in Malanpur, Madhya Pradesh, usually hums to the steady music of its machinery, which processes materials and products familiar to most Indians: No. 1 Soap and Expert Rich Creme Hair Dye, among others. Since the plant began in 1991, most of this machinery was operated by male workers. Over the last few years, though, the plant's management has made a concerted push not to restrict women to enabling functions and introduce them to the shop floor. The strength of women employees at the plant in Malanpur has gone from five – all in desk roles – to 75. The orchestra has a new sound.

On March 8th, 2024, the plant invited all its women and their families for 'Godrej Ki Shakti,' a unique celebration of women in manufacturing, which emphasised the role of families in encouraging and supporting women's careers.

Smriti Shakya's parents, from a farming family in Uttar Pradesh, joined her at the celebration. Smriti, who is a machine operator in the No. 1 soap factory, radiated determination as she talked about her journey through school and college – often cycling long hours back and forth to save money – and her determination to break out of traditional socio-economic roles. "Everyone at home backed me up and stood up for me against neighbours and other people who asked why a woman has to travel away from home and work a job that has night shifts," she remembered. "But the person who supported me the most was my nana" — her grandfather. Government education and scholarships helped her complete her schooling; encouragement from her loved ones, especially elders who chose not to be restricted by traditional compulsions, gave her the strength to forge a new path.

Family allyship is central to the lives and ambitions of almost every woman at the plant, including the senior supervisor with the longest career at Malanpur, Amrit Verma. One of the first five women to be recruited to the plant when it opened in 1991, Amrit continues to flourish here, and supports her newer colleagues through their unique, and sometimes challenging journeys. She remembers her own mother being the person to cycle to the gates of the plant to submit her job application all those years ago. "Now, my daughter plays the biggest role in encouraging me."



GCPL's Malanpur factory employees posing for a picture with Nisaba Godrej

In a highlight of the day, Nisaba Godrej, executive chairperson, GCPL, addressed the gathered crowd. Her message was clear: family support is the fuel that propels women to thrive at work. The ceremony was one of recognition. Each woman, a silent warrior on the factory floor, had their story acknowledged. Saurabh Jawar, Head PSO (India and SAARC1), also spoke to us on building an enabling environment in the factory. He further added, "There is the training of we, ourselves, and I would say, our larger management in how to enable a working environment – that is an enabling environment for them. That is the second piece we are doing and we are bringing experts and specialists in on that front also. And then working equally well with the recruitment agencies, with the local government bodies, etc., to train people to work well in an industrial setup."

Nisa was in conversation with Isha Goyal, head of HR (India and SAARC), GCPL, ahead of a larger panel discussion, hosted by Sandhya Ramesh, DEI lead, GCPL. The panel featured Smriti and Amrit with Kalpana Deshmukh, mother of a young woman employee at the plant; and Ankit Gupta, who is married to Reena, who currently works in the factory as an officer.

The celebration of Godrej Ki Shakti hopes to resonate beyond the factory walls, to spark conversations in homes across Malanpur and beyond; to support and celebrate the daughters who dreamt of a future filled with possibilities; mothers to find their own confidence bolstered, and fathers to re-evaluate their roles in supporting their families.

The fight for gender equality in manufacturing is far from over, but a seed of change had been sown in the heart of the Malanpur factory. It is a seed nurtured by the collective spirit of women, the unwavering support of their families, and the commitment of a company to create a more inclusive future. One empowered woman at a time, we strive to rewrite the history of manufacturing in India, proving that the factory floor can be a place where women not only belong, but excel.



At Godrej Ki Shakti, employees celebrated with family members who've been staunch allies in their career journeys

Women Graduate Engineering Trainee Program in Manufacturing

Recognising the critical role women play in manufacturing excellence, we launched the Women GET (Graduate Engineering Trainee) program in FY23. This affirmative hiring initiative specifically targets high-calibre female engineering graduates from diverse backgrounds like IT, Chemical, Electronics, and other engineering streams. The manufacturing industry faces a persistent challenge – a shortage of talent from different groups than men.



Thangalakshmi,
Pondicherry Emox Factory

The Women GeT program was designed to address this very need. We believe that women bring unique perspectives and innovative approaches to the table, and by providing them with equity-inspired practices, we can unlock their full potential to propel manufacturing success.

Jagadeesh M., Head of Manufacturing Operations at GCPL India and SAARC, told us, "Progress has been made in some plants, but consistent action is needed to fully realise our vision for a more inclusive manufacturing organisation. Such a vision includes focusing on diversity across various dimensions like gender, regional background, caste, marginalised communities, persons with disabilities, and newcomers to the industry."

Jagadeesh further noted that: "The stereotypes around women and their capabilities have been shattered as we see women excel in maintenance roles and manage maternity breaks effectively. To prepare the workforce effectively, the key action areas include workforce skilling and training, role modelling from leadership, and investing in mentorship."

He pointed to efforts to create inclusive workplaces in Pondicherry, Conso, and Karaikal, which included changes that enabled women to work night shifts, and for visually impaired individuals to be employed in non-traditional roles. While some of these sites are no longer operational, their lessons resonate across the state, and the industrial workforce at large.

Women GeT is not just about hiring; it's about investing in the future of our company and the future of these talented women. The program provides a comprehensive development journey, grooming graduates into confident and capable junior-management roles within our plant operations. The inaugural year had its own set of learnings, where we welcomed 11 women into our manufacturing units across the country. These learnings will be instrumental in re-engineering the program, making it even more effective in empowering young female engineers.

Hear what three women who were part of the GeT Program has to say on their journeys so far:

R. Kalaiselvi wasn't always as confident as she is today. Stepping into the world of manufacturing as a graduate trainee in Quality Control at Conso unit, she felt a familiar pang of self-doubt. Her voice, once "meek," struggled to be heard amidst a team of experienced professionals.

But Kalaiselvi, armed with a master's degree in chemistry and a burning passion for understanding the world around her, wasn't one to back down.



Kelaiselvi,
Pondicherry Conso Factory

The initial induction program opened her eyes to the intricate workings of the Conso unit, while a dedicated month-long training in the GLC lab transformed her into an instrument maestro.

However, the real power came from experience. Kalaiselvi's "amazing experience" with the New Product Agarbatti project became her proving ground. It wasn't just about the technical expertise she displayed, but the projects she managed, and the

challenges she overcame with resilience. This journey solidified her passion for driving process improvements and operational excellence – a passion she now seeks to translate into meaningful contributions for Godrej.

Kalaiselvi's story transcends a simple career narrative. It's a testament to the power of embracing your unique perspective. She didn't let gender stereotypes deter her. Instead, she used her scientific curiosity and a healthy dose of self-belief to carve her own path.

And for other young women considering engineering or manufacturing, Kalaiselvi's message is clear: your voice is valuable. Seek out mentors, build resilience, and never stop learning. This industry needs your unique perspective, your talents, and your unwavering drive to make a significant impact.

Kalaiselvi's journey is a testament to the power that lies within each of us. It's a story of transformation, of finding your voice, and of becoming a trailblazer in a field often dominated by others.

Sowmya S., a dedicated shift in charge in the production department at our Conso unit in Kattukuppam joined us in July 2023, and since then, has been instrumental in driving productivity and efficiency in our operations. With a background in electrical and electronic engineering from Sri Manakula Vinayagar Engineering College, Sowmya brings a passion for understanding machine intricacies and optimising output to her role. She thrives on learning and has quickly adapted to the complexities of our machinery, leveraging her expertise in SAP software to streamline processes.

Despite initial challenges, Sowmya's determination to excel has led her to master the nuances of machine work. Her proactive approach to learning and willingness to seek guidance from colleagues have been key factors in her professional growth. Looking ahead, Sowmya is gearing up for a new challenge as she prepares to oversee the implementation of our new agarbatti production lines. With her commitment to continuous improvement and teamwork, she is poised to ensure this project's success.

Sowmya's journey is a testament to the power of perseverance and collaboration. Her advice to fellow colleagues? Embrace learning opportunities, work diligently, and enjoy the journey. Together, we can achieve greatness.

M. Thangalakshmi, a dynamic Graduate Engineer Trainee (GET) at GCPL, hails from Puducherry and joined the team in July 2024 through a campus drive. She found herself immersed in a vibrant work culture where collaboration and learning thrive. For Thangalakshmi, transitioning from theoretical learning in college to practical application at GCPL has been a rewarding journey. Surrounded by supportive teammates and focused management, she quickly discovered the value of upskilling and exploring new opportunities for growth.

As an engineer, Thangalakshmi is driven by the potential to make a real-world impact through innovation and problem-solving. From participating in projects like the automation of device assembly to contributing insights for the FY-25 AOP Cascade, she embraces every opportunity to showcase her skills and creativity. Beyond her professional endeavours, Thangalakshmi is a staunch advocate for gender equality in the workplace. Inspired by notable female engineers like Minal Rohit and Gitanjali Rao, she believes in breaking barriers and empowering women to pursue careers in science and engineering.

In the manufacturing sector, Thangalakshmi finds fulfilment in understanding the intricate process of product creation from start to finish. With a keen eye for detail she sees each project as an opportunity to innovate and address society's evolving needs. As she continues her journey at Godrej, Thangalakshmi remains committed to pushing boundaries, driving positive change, and inspiring the next generation of female engineers to dream big and achieve even bigger.

India in Focus: Sales

Aarambh, a Programme for Women in Sales



Sales can be a male-dominated field and GCPL's 'Aarambh' intends to change that

22 *trainees in the Aarambh programme in early 2024*

The Aarambh programme is designed to hire, train, and integrate women into the Level 1 Sales pool within GCPL. Through Aarambh, we employ a unique hiring approach, including open source hiring from various industries such as ed-tech, e-commerce, and non-sales FMCG companies to tap into fresh MBA graduates and adopt lateral hiring.

Why does this matter? Across industries, sales are a male-dominated sector. It's well-known that women face challenges in entering the field, and finding roles in which they can thrive. Aarambh aims to change that. "I have to take charge and make my place in business to have the concerned stakeholders take me seriously," Nandini Sundrani, an Aarambh trainee, told us. "They can't take me lightly just because it's 'a man's job' here in sales."

Kannan Gopalan, Head of General Trade Sales, stated: "For a more inclusive sales organisation at GCPL, we aim to have at least one-third of entry-level talent and one-fifth of managerial positions filled by women in the General Trade Department. Based on my experience so far in my professional journey, I also credit Godrej for helping me understand the importance of inclusion and how to champion diversity, equity, and inclusion."

He added his voice to the appreciation of the Aarambh programme. "It has been instrumental in breaking stereotypes and biases towards a single gender, demonstrating that talent exists across all regions. There are two critical action pillars for the future: fostering career progression for better representation and building advocacy among women employees." Sales is a rewarding career path for everyone, Kannan said, because of its familial atmosphere, clear growth opportunities, and merit-based nature.

We couldn't agree more, and Aarambh is important to how we see the future of sales. At present, the programme has 22 trainees.

As part of the programme, independent territories are mapped to individuals. Women-friendly territories within each division are identified to ensure that women receive preferred territories, especially in relation to life changes that may impact their choice of geography, including marriage, parenting and family care.

Given the diversity and non-linear sales experience of trainees, we focus on getting the onboarding model right with an individualised approach that includes training, geography mapping, and guidance.

Due to trainees' diverse backgrounds, the onboarding approach of the Aarambh programme focuses on individualised training and guidance. The journey involves candidate selection, onboarding, and pool identification. Aarambh has received over 450 applications, resulting in 87 shortlists, 40 interviews, and final selections of seven candidates for the Aarambh programme.

Amit Jain, Head of Sales for GCPL's India business, took a moment to reflect on the journey of making our sales organisation more inclusive. “It begins by challenging stereotypes about women in sales. Since most consumers are women, it's important to have women represented in sales too,” he said. “At GCPL, we aim for a sales team that's performance-driven, respectful, and empathetic, and believe in fostering an environment where diverse ideas and perspectives are valued.”

He made a notable mention of the Aarambh programme, which has proven that there's plenty of talent available, even among field officers who are now encouraging their daughters to join. Aarambh has also addressed seen success in areas like western Uttar Pradesh and Haryana, thanks to good geographical representation. Amit laid particular emphasis on the need to tackle harmful stereotypes based on gender, language, religion, or community, and promote inclusive behaviours. He told us that he envisions sales roles as offering leadership opportunities from day one, since salespeople are closest to consumers and constantly receive feedback. He firmly believes that women are well-suited for success in sales, provided there's a supportive environment.



Members of Aarambh, a programme to train and encourage women to join sales teams at GCPL

"I am an accidental engineer but soon I realised I was good with people, so here I am at a sales training programme at Godrej," said Shivangi Singh, with prior experience in education tech and a passion for resolving problems of work-life balance. Her motivation to make the shift was shared by Radha Reddy, a fresher from Karnataka with an MBA in Marketing and Analytics. Nayana Vijaya Priya, a microbiologist with a love for exploring different cultures and challenging herself, was excited to work in a team with members who have diverse skillsets and talents.

The differences in their backgrounds are representative of the variety of experiences brought to the table at Aarambh. They also represent the range of the talent and quality that Aarambh hopes to foreground at GCPL.

Creating an Inclusive Culture starting at the Top for Sales & Manufacturing

In February 2024, GCPL kicked off our workshops on DEI fundamentals. Recognising the importance of leadership buy-in, the initiative began with comprehensive DEI fundamental workshops for all leaders across Sales and Manufacturing functions. These sessions served as a springboard for broader awareness, equipping leaders with the knowledge and skills to champion inclusivity within their teams.



Snapshot from GCPL's DEI Fundamentals Workshop

Building upon this initial success, the workshops extended to white-collar employees at manufacturing sites. Leveraging insights gleaned from focus group discussions with women in Sales and Manufacturing, the workshops delved into critical topics including privilege, unconscious bias, and microaggressions. By directly addressing these often-subtle barriers, the workshops aimed to create a more open and supportive work environment for all. The content, carefully tailored based on the focus group discussions, ensured its direct relevance to the experiences and concerns of GCPL employees.

Further enriching the learning experience, the workshops incorporated case study discussions based on real-life scenarios. These thought-provoking exercises provided participants with practical tools to identify and navigate potential biases in everyday situations. By equipping both leaders and employees with a solid foundation in DEI principles, GCPL paves the way for a more inclusive and collaborative future for the organisation.



Snapshot from GCPL's DEI Fundamentals Workshop

THE YEAR IN DEI: GODREJ CAPITAL

There's more than one kind of margin call at this finance company. Godrej Capital's (GC) DEI commitments have put it well ahead of its peers in the banking, financial services and insurance (BFSI) sector.

In the big picture, BFSI companies report low diversity scores across the board. Against an industry average of 21%, GC reports overall 27% representation from underrepresented communities such as women, persons with disabilities, and LGBTQIA+ folks. Over 2022-23, our workforce included 25% women employees, 1% employees with disabilities, and 0.5% employees from the queer community.

Ours is a notoriously low-diversity ecosystem, but we intend to keep pulling ahead of the curve, a mission that cascades to specific teams. The home loans team reports a fantastic 28% employee diversity, ahead of the industry standard of just 5%. And in the world of corporate functions, we lead with a 43% representation of women in middle management, against the rest of BFSI at 31%.

We've maintained particular focus on women in leadership roles, to establish a distinct presence within the BFSI sector, and to position ourselves as the employer of choice for women. This is reflected in the fact that we have 25% women in L3 and L4 levels. In Loans Against Property, we achieved 16% representation of under-represented cohorts, beating the BFSI average of 10%.

In the Business Loans Cohort, GC holds 23% representation of under-represented cohorts, which stops just short of the BFSI benchmark of 16% – an area of challenge and opportunity for us. The company has been offering same-sex loans since July 2023, welcoming queer couples to apply for a joint home loan. The goal is to give all of us an equal chance to fulfil our dream of owning a home. Securing a home loan as partners ought to involve careful deliberation and foresight: with Godrej Capital's Home Loan for Same-Sex Partners, we hope to act as supportive allies to LGBTQIA+ people.

In June 2022, we launched the PWD 360 Assimilation Program. This involved (but was not limited to) an exhaustive audit of all workplace infrastructure to ensure accessibility for employees with disabilities.

Additionally, we have four branch offices (Thane, Maharashtra; Green Park, Delhi; CRN Chambers, Bengaluru; Viman Nagar, Pune) which are totally accessible for persons with disabilities. We aim for these offices to function as living examples of our commitment. We paid attention to elements such as tactile flooring, ramps, lifts, signs in Braille, inclusive washrooms, and more. These accommodations, we hope, will make workspaces safer and more enjoyable for everyone who uses them.

Also, we recognise the importance of holistic wellness and wellbeing in promoting employee health and happiness. The initiatives we've undertaken in this focus area underscore GC's commitment to fostering a diverse, inclusive, and equitable workplace where women are empowered to thrive and excel in leadership positions. Through targeted initiatives and unwavering dedication, the company continues to cultivate a culture where every individual, regardless of gender, can realise their full potential.

Not to brag, but the good people at Great Place to Work® and Economic Times have been noticing with GC being awarded the Great Place to Work® for the past three years consecutively. Our awards include being one of India's Best Workplaces in BFSI and India's Great Mid-Size Workplaces (2023), India's Best Workplaces for Women (2023 and 2022), and ET's recognition for Best Organisation for Women (2023 and 2022). This year, they also won the DivHersity DEI Award, and were recognised among Top 3 Companies in BFSI and Top 20 Companies in SMEs/start-ups. Caption: SheRises: Some of Godrej Capital's indomitable women



We rise: Some of Godrej Capital's indomitable women

Scan the QR Code to read how policies, employees and infrastructure come together at GC to create an environment where everyone feels valued and included.

GC's YEAR IN DEI: The PWD 360 Assimilation Program



Team GC at the Inclusion Run by the Adventures Beyond Barriers Foundation (ABBF) at Tata Mumbai Marathon 2024

"With tremendous support from my team and the management, I can carry out my work smoothly. There is sufficient infrastructure which helps me day in, day out. And especially with the work culture here, my experience has just been getting better day-by-day. I have been learning a lot too."
- Johann Mendez



Johann Mendez

“Being a person with a disability from 2019, it was difficult to even look for a work opportunity. On top of that, as I was just coming to terms with my disability, it was hard to accept myself and I didn’t know what to do next," Johann Mendez said.

“Finally, on Atypical Advantage,”– a platform that connects people with disabilities to opportunities for economic livelihood – “I found the opportunity I was looking for and decided to restart my career. This was when I strongly worked on myself and gave it my best shot. I decided to be a part of Godrej Capital even if it meant relocating. The position and values of the company further convinced me. I found my ray of hope, and this is how my second innings started.”

We know that understanding the unique needs of each employee is paramount to their professional success within the company. Through our pre-joining connect initiative, we provide personalised support to PwD hires, facilitating access to assistive technology and seamless completion of joining formalities. These beliefs and practices were part of what convinced Johann to work with GC.

An Assistant Manager in our Customer Centricity team, Johann has worked at GC for close to a year now. He works on a laptop with a large screen with specially installed screen-reading software, an option made available when he mentioned it during the onboarding process. “With tremendous support from my team and the management, I can carry out my work smoothly. There is sufficient infrastructure which helps me day in, day out. And especially with the work culture here, my experience has just been getting better day-by-day,” he said. “I’ve been learning a lot, too!”

Such support, guided by an allocated buddy and backed by a DEI Lead dedicated to the project, is meant to enable a smooth transition into GC’s company culture. Recognising that diversity extends beyond physical accessibility, we’ve been striving to prioritise the customisation of induction and immersion programmes for PwD hires. Through comprehensive need analyses, we've tailored learning journeys to provide support and resources tailored to individual professional growth and integration. The first 90 days of employment are pivotal for any new employee. We all need consistent support and engagement as we find our feet at work.

For employees with disabilities, we've prioritised regular in-person connections with our DEI partners to address any challenges or concerns faced by PwD employees promptly, to foster a supportive environment conducive to success.

But our commitment to fostering an inclusive culture extends beyond the initial onboarding phase. Through immersive initiatives such as disability sensitisation sessions, team-building activities, and career workshops, we aim to cultivate an environment where all employees feel valued and empowered.

In December 2023, we established a PwD-focused employee resource group (ERG), ENAbLE, to serve as a platform for meaningful engagement and collaboration. Specially crafted to support and empower PwD, this ERG seeks to nurture a community where individuals, regardless of their abilities, can connect, offer mutual support, and champion meaningful change. Now, our engagement strategies evolve in tandem with the needs of our workforce. Initiatives such as programme sponsorship, mentorship programmes, NGO partnerships and our Leadership Connect programme are designed to create avenues for growth and community engagement and foster a sense of belonging and fulfilment.

Other specialised support and benefits include additional travel, accommodation, and relocation benefits for employees with disabilities. These are part of our aim to cover unique challenges our colleagues might face in these areas. In essence, the PWD 360 - Assimilation Programme commits to fostering an environment where diversity is celebrated, inclusion is the norm, and every individual, regardless of ability, can thrive and contribute their best.



Godrej Capital aims to create a work culture where everyone feels included and valued

GC's YEAR IN DEI: Women in Leadership



Trainees of the (WinS) campus mentorship programme

"What truly stood out was the support and mentorship provided by these accomplished leaders, who not only shared their expertise but also encouraged us to push boundaries and strive for excellence."- Amita Katwale

In the current composition of GC's workforce, our overall women representation is at 25% and the management committee comprising 43% women. We recognise potential for further growth, which is why we're embarking on initiatives to nurture and elevate women leaders within its ranks.

Our projects include programmes such as Headway, tailored for women leaders graduating into leadership roles, focus on early identification of High-Potential (HiPo) talent. Headway's success depends on our commitment to proactive engagement in industry outreach and market mapping endeavours, which help cultivate a robust talent pipeline and sustain the advancement of women professionals within our organisation.

Other initiatives include mentorship programmes, where senior leaders within the organisation serve as mentors to women leaders; and specialised programmes such as the Accel Training for L3 women leaders. We also conduct compensation benchmarking and pay equity studies to ensure fairness and parity across all levels.

The promotion of allyship is fundamental to GC's approach to diversity and inclusion. This involves conducting unconscious bias and inclusion workshops, establishing the women's ERG SheRises, and organising lean-in sessions with senior leaders to foster open dialogue and support.

Early in 2024, SheRises, our bi-annual magazine celebrating the contributions of the women of GC, launched its first issue. Creating role models and facilitating mentorship opportunities are integral aspects of the company's strategy, and SheRises is the result of the belief that authentic stories can help inspire and empower women at all organisational levels.

Additionally, the campus mentorship programme seeks to provide guidance and support to young women entering the workforce, laying the groundwork for their future success.

Since July 2023, GC has been running the Women in Sales (WinS) - Campus Programme. In WinS, young women on campuses interested in sales receive mentorship from their sponsors to enable their growth, develop their capabilities and help bring out their inner leaders to the surface.



The class of 2023, Women in Sales (WinS) programme



Christina Evers is Assistant Manager at Godrej Capital, and a trans woman who leads by example

"Being a part of the WinS Programme was a truly transformative experience for me. This programme brought together management trainees from diverse locations, fostering a dynamic exchange of ideas and experiences. Led by exceptional women leaders across various domains within the organisation, including the chief risk officer, head of brand, head of analytics, chief of staff, and many others, each session was a treasure trove of knowledge and inspiration," Amita Katwale said. Amita is an area manager in Pune who is part of the Loans Against Property (LAP) team. "These leaders not only shared their expertise but also provided invaluable insights into various facets of the finance industry. What truly stood out was the support and mentorship provided by these accomplished leaders, who not only shared their expertise but also encouraged us to push boundaries and strive for excellence. I am immensely grateful for this opportunity and confident that the skills and insights gained will propel my career forward."

In essence, GC's dedication to fostering gender diversity and elevating women leaders within its workforce is unmistakable. Through a multi-faceted approach encompassing tailored programmes like Headway and Accel Training, the company is not only building a robust talent pipeline but also creating a culture of allyship and empowerment.

By championing mentorship, promoting dialogue through initiatives like She Rises, and nurturing future leaders through programmes like WinS, GC is not just addressing the current gender gap but actively shaping a more equitable and inclusive future for all women and GC employees.

GC's YEAR IN DEI: Be You Internship for LGBTQIA+ Individuals



The launch of Godrej Capital's Be You Internship

In 2023, Godrej Capital launched the BeYou Internship Program tailored for the LGBTQIA+ community. BeYou provides internship opportunities across multiple functions within our organisation, promoting diversity and inclusivity in the workplace. All interns who demonstrate interest and alignment with our values are also considered for job opportunities.

In our inaugural year, we welcomed four interns, and one of them successfully secured a position at Godrej Capital. The BeYou Internship Program underscores our commitment to creating an environment where everyone can thrive and contribute meaningfully.

One intern who worked in the Product team shared their thoughts, stating, "The BeYou internship experience at Godrej Capital has positively influenced my understanding of workplace diversity and inclusion, especially regarding LGBTQIA+ issues. During my time, I witnessed people from diverse groups from different teams coming together to discuss, strategise, and find solutions to their respective business problems. Seeing productive discussions like this made me realise the importance of having a diverse workplace. My guide at GC is an extremely knowledgeable woman leader who helped me throughout my internship and answered every question that came up. Other than this, whenever I took walks around the campus, seeing so many diverse folks felt refreshing and made me feel at ease. As far as my career aspirations are concerned, I would love to grow my career at a firm with a diverse workplace and a healthy work culture like Godrej Capital."

Another intern, who worked with the Technology team, reflected on their experience and noted that they gained valuable insights into achieving workplace diversity and inclusion across various sectors of the company. They observed firsthand how LGBTQIA+ individuals are not only welcomed but also encouraged to work openly and effectively alongside their colleagues. This experience highlighted the importance of fostering an environment where people of all sexual orientations and gender identities can contribute their best, ultimately enriching the workplace with diverse perspectives and talents.

A memorable moment during their internship was when they opened up to their colleagues about participating in the internship programme through BeYou. The reaction was heartwarming, with colleagues offering genuine and wholehearted support and actively assisting in understanding the workflow and various aspects of Godrej Capital.

Another intern, currently interning in the Business team, shared, "I have had a great experience with my mentors in the Business team, Bhavya and Swapnil. They have been supportive and kind and provided me with a safe and enriching environment. I personally believe Godrej is fostering new roads for the people of the LGBTQIA+ community. I welcome their efforts such as BeYou and respect their vision for working so passionately for the inclusion of LGBTQIA+ talent in the workplace."

THE YEAR IN DEI: GODREJ FUND MANAGEMENT

As a commercial sector developer, Godrej Fund Management decided to put universal design at the core of our efforts to put Grade-A Commercial developments into the market. That's because, as a company, we know that we have a responsibility to create spaces that work for everyone, regardless of their background, abilities, or needs. That's why our prime focus over the last year has been on designing everything we do keeping people with disabilities in mind. At work, we recognise that talent is not limited by physical differences between individuals. On our projects, we take special care to ensure that people with a multitude of capabilities feel like they belong in the spaces we create.

People with disabilities represent unique ways of living that demand multifaceted architectural solutions. According to the World Bank, approximately 1 billion people, equivalent to 15% of the global population, live with some form of disability. As our world ages, this percentage is likely to increase further.

Built environments can either serve as barriers or pathways to inclusion for people with disabilities, seniors, genders and other diverse groups. While mandatory codes often focus on basic accessibility features like ramps and tactile paving, innovative design and technology can take us beyond these requirements. The future demands a holistic approach that integrates accessibility seamlessly into the design process. We must envision solutions that go beyond our current imagination.

Here are some of the ways in which we recognise the diverse needs of people with disabilities.

1. Physical disabilities: These include mobility impairments, wheelchair users, and those with limited strength or coordination.

2. Visual impairments: People with low vision or blindness rely on tactile cues, auditory signals, and clear pathways.
3. Hearing impairments: Persons with hearing impairment benefit from visual cues, well-lit spaces, and clear communication.
4. Cognitive and neurodiverse conditions: Design should consider sensory sensitivities, wayfinding, and minimising distractions.

All GFM projects understand that we navigate space with more than one sense.

Charting your journey: Our projects ensure a seamless arrival and exit experience through their premises. We pay attention to the details of wheelchair access through ramps manoeuvring level changes, automated sliding doors at all entrances and exits, QR-enabled turnstiles, and automated destination control at elevators. Parking slots for people with disabilities are earmarked at the 1st basement level of every building to allow for quick and closest access to a shuttle elevator lobby. We've emphasised clear and high contrast signage to ensure that people with partially sighted conditions are able to find their way with ease.

Comfort at workplaces: In office areas, to ensure ease of movement and privacy for all, facilities for people with disabilities include an ample circulation zone for wheelchair users to maximise their mobility. These facilities are provided on each floor. At arm's length from the washrooms at entrance-level, we've ensured that lactation/mothers' rooms allow new parents to attend to children in comfort and privacy. These mothers' rooms are designed to be close to daycare and crèche facilities, to further add to parents' comfort.

A sense of belonging: In all our buildings, specialised services that are aimed at making the user experience seamless for users with disabilities, are located along with universal accommodations. Through this, we try to ensure that people of all abilities feel the same sense of belonging and ownership of their office.

Special care has been taken to ensure that traffic management for vehicles used by people with disabilities are always allowed direct access to the lobby entrance, an access point that is otherwise staggered for non-disabled users.

Understanding our users:

Here are some of the ways in which we recognize the diverse needs of people with disabilities

Height adjustable desks and wheelchair friendly workstations



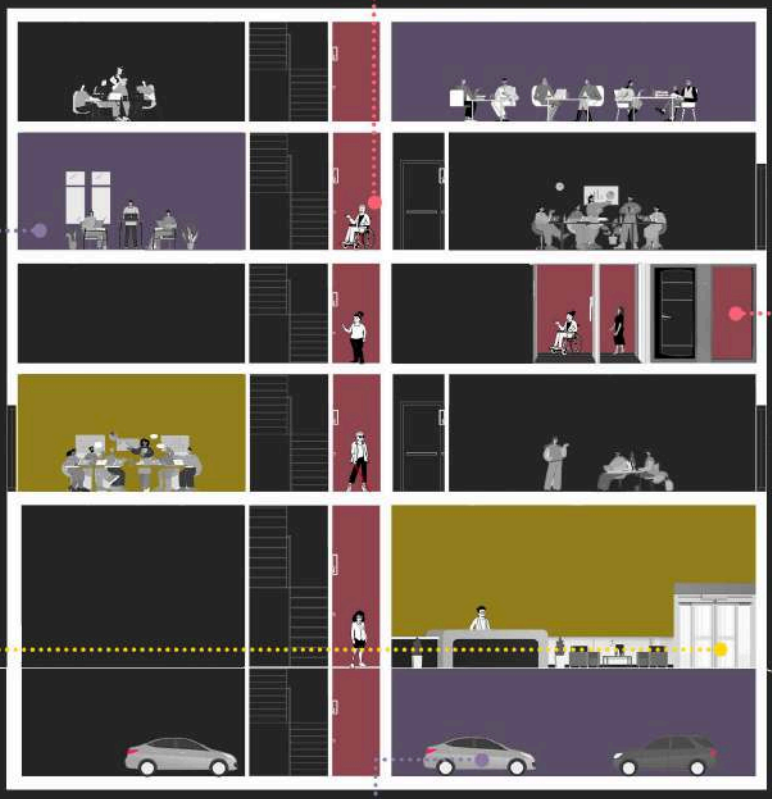
Braille numbering on lift buttons and audio chime in for blind people



Washrooms for people with disability and gender neutral washrooms



Outdoor landscaped area for people with autism







Turnstiles for smoother entry/exit of people



Specialized car parking for people with disability



Wheelchair accessible ramps

Future Implementation:

Here are some ideas we plan to implement for diverse needs of people with disabilities

Introduction of acoustics to help hearing impaired people to differentiate sounds

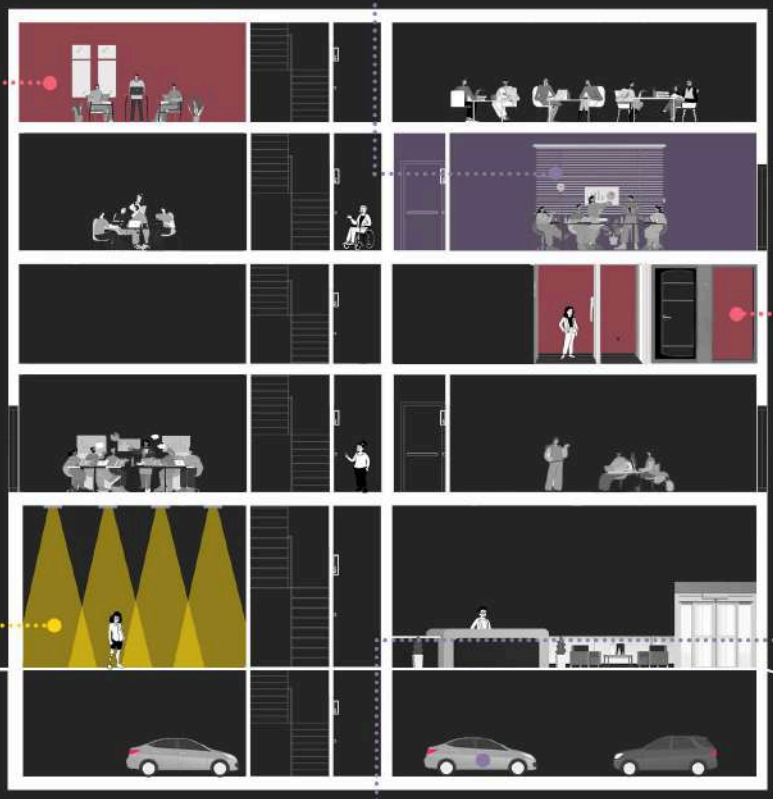


Use of roller blind and material contrasts to differentiate surfaces for people with partial blindness



Changing stations for caregivers within the washroom







Strobe lights to aid people with hearing impairments from calamity



Providing water fountains and amphitheatres for people with neurodiverse cognitive abilities



Textured tactile surfaces indicating level changes for visually impaired people

Technology takes us higher (literally): GFM leverages technological advances for the benefit of all, through the introduction of Braille-enabled call buttons at all elevator banks, audio chime provisions within lift cars, and touch-free access through segregated turnstiles for the use of people with disabilities.

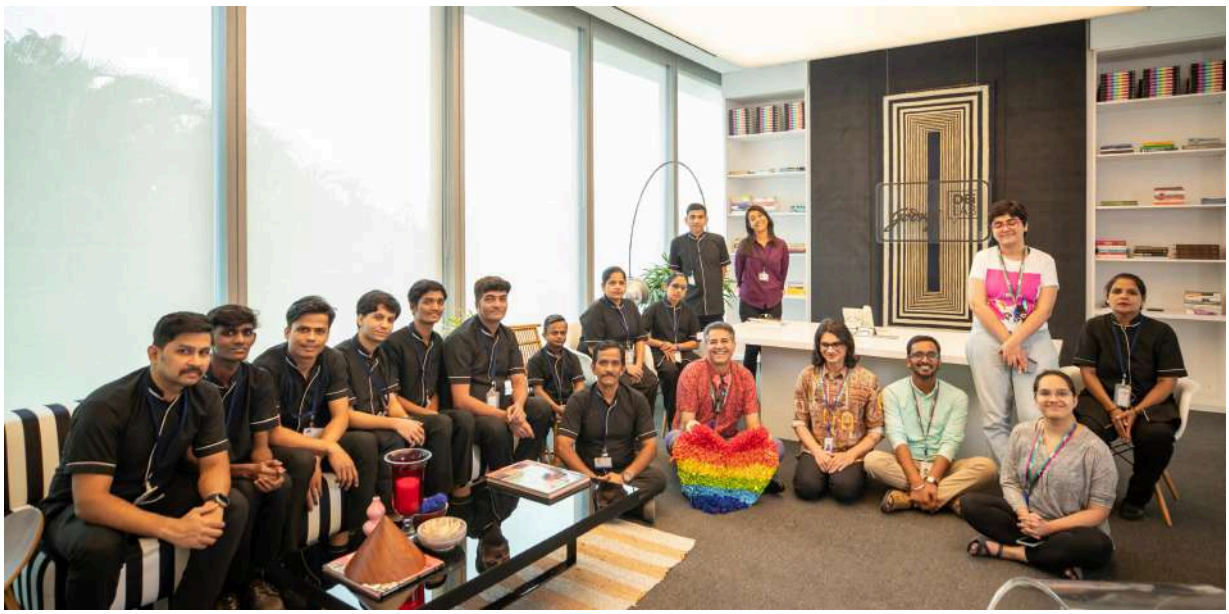
Motivation multipliers: Outdoor play equipment introduced in our purposefully designed outdoor pavilions is meant to serve as a cognitive relief zone for people on the autism spectrum. We aim for people with neurodiverse cognitive abilities to feel nurtured through landscape features like calming water bodies and dynamic amphitheatres. These features also create opportunities for engagement amongst different kinds of people and personalities—something we believe is essential to embracing diversity and allowing it to prosper.

Having taken our first steps to becoming a staunch flag-bearer of accessibility in building projects, we're venturing deeper into making the world a better place for all, through other additions of value. These include:

- The introduction of strobe lights, to aid persons with hearing impairment in the event of a calamity, such as a fire.
- The introduction of textured tactile surfaces which indicate level change, and other key amenities for persons with visual impairments and blindness.
- The introduction of acoustics in all interior spaces we design, to aid persons with partial deafness to be able to distinguish sounds clearly.
- The use of roller blinds and material contrasts to aid persons with partial blindness to differentiate surfaces.
- Changing stations for caregivers within washrooms.
- Height-adjustable desks & wheelchair friendly workstations.

For us, inclusive architectural design isn't just about compliance. It's about creating spaces that empower and enable all users. By prioritising accessibility, we're taking our first steps to contribute to a more equitable and compassionate world.

THE YEAR IN DEI: Corporate Services



The housekeeping staff at Godrej One with some members of the Godrej DEI teams

25% *increase in number of women hired*

increase in number of queer persons hired **59%**

49% *increase in number of persons with disabilities hired*

Increase in 2023-24 over the previous year

At Godrej One, the group's headquarters in Mumbai, the Corporate Services workforce includes roles related to housekeeping, security, pantry services, office staff, and reception staff. We're pleased to have achieved a headcount of 330 people from diverse cohorts, making up 20% of their total workforce at the end of 2022-23. In 2023-24, they report an increase of 25% in the number of women being hired, 59% in the number of LGBTQIA+ persons being hired, and 49% increase in the number of persons with disabilities hired in their teams.

At Godrej One, Sudhir Shinde, a valued member of the LGBTQIA+ community, said: "I find immense comfort in our workplace's inclusive ethos, where I navigate my professional journey without encountering any unwelcome stares or discriminatory behaviour from my co-workers or superiors."

Ghoisiya Shaik, a dedicated PwD employee with a speech impediment, shared with us her sense of belonging within the close-knit community of coworkers, particularly bonding with Sudhir over shared meals.

Yogesh Panchal, a recent addition to the team as an employee with an intellectual disability, reflected on the warmth and support he received throughout the hiring process. He's excited to forge enduring memories, akin to Sudhir's heartwarming experience at a celebratory award ceremony for housekeeping staff.

Each individual's unique journey underscores Godrej's commitment to fostering diversity, inclusion, and a supportive work environment for all our employees, irrespective of their backgrounds or abilities.



Ghoisiya Shaik, Staff, Godrej One

THE YEAR IN DEI: Corporate Health and Wellness Centre, Godrej One



A snapshot from the myth-busting session on healthcare for queer and trans persons with one of the first trans doctors in India, Dr. Prachi Rathore

Over 2023-24, the Corporate Health and Wellness Centre organised multiple sessions on mental wellness under the Pride Care initiative. A session on July 27th, 2023, titled "Mapping the Journey through a Queer Lens," offered insights into challenges experienced by the queer community and provided support beneficial to the community at GPL.

Dr. Prachi Rathore, one of the first transgender doctors in India, conducted an engaging myth-buster session along with a health screening for queer employees and interns on June 8th, 2023. The Godrej Health and Wellness Application also featured a unique pride tab catering to the health and wellness needs of LGBTQIA+ employees.

The health checkup for LGBTQIA+ employees involved 20+ parameters followed by an internal medicine consultation. Our initiative saw pan-India participation of about 25 employees. It was divided into four themes focusing on awareness, understanding health issues, health screening, and health consultation.

Dr. Divyang Doshi, chief medical officer at the Corporate Health and Wellness Centre, also conducted a PwD sensitisation session for the Corporate Services team on February 14th, 2023. Additionally, a session was conducted by the Mann Foundation, an NGO for persons with intellectual disabilities, for the Corporate Services team on December 5th, 2023. The Mann Foundation has previously collaborated with the Godrej DEI Lab on an event focused on persons with disabilities.

Mann's work with adults with intellectual and developmental disabilities aids them in attaining independence by crafting a fulfilling career path for them.



A snapshot from the PwD sensitisation session organised by the Corporate Health & Wellness Centre for the Corporate Services team

THE YEAR IN DEI: Brand and Communications



A still from the Godrej L'Affaire ad campaign for trans inclusion released for Bhai Doojj during Diwali celebrations, 2023

Godrej L'Affaire, a brand-agnostic owned-media platform, focuses on experiential engagement and community building in the lifestyle space. It aims to foster meaningful connections between consumers, content creators, and leading brands; and to redefine lifestyle, beauty, travel, wellness, fashion, and food.

Over 2023-24, among other endeavours, Godrej L'Affaire and the Corporate Brand and Communication Team, led by Sujit Patil, created a short film with the tag, 'Aap rishte nibhao, riwaaz toh saath aa hi jaenge' to mark the festival of Bhai Dooj, a traditional celebration of sibling bonds during Diwali. In Hindi, the tag translates to: "Be true to your relationships; traditions will keep up with you." The campaign spotlighted the importance of inclusion and acceptance for trans persons, challenging stereotypes and emphasising the significance of relationships over traditions.

Crafted in collaboration with the Godrej DEI Lab team and members of the LGBTQIA+ community, the campaign sparked vital conversations about a more inclusive society.

The initiative reflects Godrej L'Affaire's ongoing commitment to driving positive change through impactful storytelling and advocacy for diversity and inclusion across various facets of life and work. In the same vein, the team ensured the group's presence at the Rainbow Literature Festival in early 2024. Additionally, our International Women's Day 2024 campaign on the theme of #InvestInWomen led to a volley of encouraging comments online.

THE YEAR IN DEI: Good & Green

The Godrej Industries Group places people and the planet alongside profit. This belief is the heartbeat of our corporate social responsibility (CSR) initiatives – and that's why the Good & Green team drives passion for diversity, equity, and inclusion, which reflects in many of the team's own programmes and initiatives.

Many of our projects are aimed at empowering women and boosting their financial independence. One example we are especially proud of is the Salon-i beauty skills training programme at Godrej Consumer Products Limited. The programme enables the technical know-how, and the essential soft skills women need to carve out for a career in the beauty industry.

Since 2013, the programme has reached close to 2,00,000 women across India, Kenya, and South Africa. Its impact includes an average increase of 45% in the annual income of its beneficiaries. Over 2022-23, the programme broadened its horizons by welcoming 55 beneficiaries from the PwD and transgender communities.

Good & Green further recognises the crucial role women play in rural communities. Our Godrej Agrovet programmes are designed to ensure women's active participation and empowerment. Initiatives such as Grameen Vikas empower rural communities by promoting agricultural best practices.

As of 2024, the team has supported 11,250 women, helped establish 875 women-run enterprises, and set up 1,532 kitchen gardens. We've also helped form 39 new self-help groups and enhanced the governance and financial literacy of 210 existing ones. Additionally, we're committed to supporting farmers in our value chain, and engaged with 1,495 women farmers over 2023, with a focus on soy, red gram, and dairy-poultry farming.

There's more. The Future Agriculture Leader of India (FALI) programme is Good & Green's commitment to education. Through FALI, we aim to engage young people and foster strong knowledge of modern agriculture, agribusinesses, and drive excitement about agriculture as a viable career path. Over the past three years, FALI has engaged with 18,231 girl students.

Finally (for now!): Good & Green has supported 20 students from two special schools in Mumbai by providing them with hearing aids. This is of equal importance to us as any of our broad-based programmes, because we are committed to making a difference, one initiative, one individual, and one community at a time.



The Godrej Salon-i beauty training programme run by Saath and Wings2fly in Ahmedabad, Gujarat

THE YEAR IN DEI: The Godrej DEI Lab

We started in October 2023 with a mission to advance the inclusion ecosystem within and beyond the Godrej Industries Group. We thought it would be a quiet first year as we laid the groundwork for our first projects and integrated ourselves into the group.

We've had mixed success on the 'quiet' part. Since inception, the DEI Lab has taken over responsibilities for internal compliance elements related to the Prevention of Sexual Harassment act, including trainings for internal complaints committees and PoSH awareness. We've completed 100% of these mandated trainings, and initiated improvements to the Conduct case reporting and management platform.

We assembled a group-level DEI scorecard which tracks representation of women, persons with disabilities, and LGBTQIA+ people. We also created a scorecard that tracks women representation at leadership levels. We conducted two quarterly meetings with the DEI Council, at which we worked with business units to present the most meaningful and authentic versions of their work to mentors and colleagues. We've also engaged with business units consistently to support their DEI projects and outcomes, and supported brand communications that focus on diversity.



These include Godrej L'Affaire's Bhai Dooj video, released in Diwali 2023, and a Women's Day video that celebrated the UN Women's annual theme of #InvestInWomen in March 2024.

We've begun work on multimedia projects that highlight important DEI stories in each of our companies. The first of these, 4 to 40! The Ambernath Story, was released in March 2024. In the same month, we launched a public newsletter that communicates DEI news from the group and around the world to a public list of over 18,000 readers. We've just launched the Godrej DEI Lab website, which will function as a repository of all ongoing DEI work from both the Lab as well as group DEI teams.

Across LinkedIn, YouTube and Instagram, we engage with close to 25,000 followers. Additionally, over the last six months, we presented the Godrej inclusion story at external DEI events such as the Mastercard and B20 Inclusivity Summit, Aditya Birla Group Global HR Summit, Indeed FutureWorks HR Conclave, The ASCI's DEI Council, Rainbow Literature Festival, Ooty Literary Festival. We have been speaking to researchers, think tanks, and other corporates to learn and share best practices and research. Our collaborations include work with academic institutions including the Centre for Economic Data and Analysis, Ashoka University; philanthropic organisations such as Dasra; and organisations focused on improving workplaces for diverse cohorts, including the Udaiti Foundation, Pride Circle, and Access for ALL.

A portion of these efforts culminated in three large, well-attended public events, focusing on each of our diverse cohorts, of which we offer you glimpses in the pages to follow.

With renewed energy and focus, we turn to accomplishing our goals for FY25. Some projects nearing completion at the time of writing include a major revamp of caregiving policies throughout the group; a digital DEI scorecard; and our next three short films. We hope to report our progress on all these, and more, in our next annual report.

Thank you for your interest in our work. We're looking forward to joining our efforts to yours as we all work to build a better workplace.

Rainbow Reflections: Inclusion Insights from Global LGBT+ Leaders! | November 22nd 2023

Our first-ever Lab event, 'Rainbow Reflections,' brought together LGBTQIA+ leaders from around the world to share crucial insights, best practices, and strategies for fostering workplace inclusion across sectors. The event was held in collaboration with Pride Circle on 22nd November at Godrej One, on the theme of 'Authentic Leadership and Role Modelling Insights, Practices, and Strategies to Foster LGBTQ+ Inclusion'. The panel was joined by Nisaba Godrej, Executive Chairperson, Godrej Consumer Products Limited, and moderated by Parmesh Shahani, head of the Godrej DEI Lab. The speakers were Fabrice C Houdart, founder of LGBTQ+ Corporate Directors; Dr. MV Lee Badgett, professor at UMass Amherst; and Srini Ramaswamy, Co-founder of Pride Circle.

Parmesh delivered the keynote address, introducing the DEI Lab and emphasising its role in fostering inclusivity throughout the Godrej Industries Group. Fabrice advocated for the importance of storytelling in facilitating inclusion within traditional systems. Lee presented eye-opening data on the costs associated with excluding LGBTQIA+ populations from businesses and economies. According to her research, in India and other countries, an estimated 1% or more of GDP (Gross Domestic Product) per capita is lost due to homophobia and transphobia.



Parmesh moderating a panel on global LGBTQIA+ inclusion featuring Dr. Lee Badgett, Srini Ramaswamy, Fabrice Houdart, and Nisaba Godrej

Scan this code to watch the event video

Srini and Nisa underscored the significance of allyship in LGBTQIA+ inclusion and emphasised the role of businesses in leading inclusion efforts. The panel discussed both the business case for inclusion and the moral case.

The event was attended by HR and DEI professionals, corporate leaders, management students, and individuals working in the LGBTQIA+ inclusion space. We also premiered a short film made by Godrej L'Affaire, a collaboration between the Corporate Communications team and the agency O-Nine. The film starred trans actor Ganga, and a number of crew members behind the camera belong to the queer community. The film conveyed the message, "Aap rishte nibhao, riwaaz toh saath aa hi jaenge!" (Be true to your relationships; traditions will keep up with you). It's something that holds true for both homes and workplaces.

The post-event networking and mingling dazzled us all, thanks to the presence of independent Mumbai bookstore Trilogy Books, which curated an on-theme book stall for our attendees; and Trans Café, whose rainbow cupcakes were a big hit.



Premiere of a short film starring trans actor Ganga. The film conveyed the message, "Aap rishte nibhao, riwaaz toh saath aa hi jaenge!" (be true to your relationships, traditions will keep up with you)

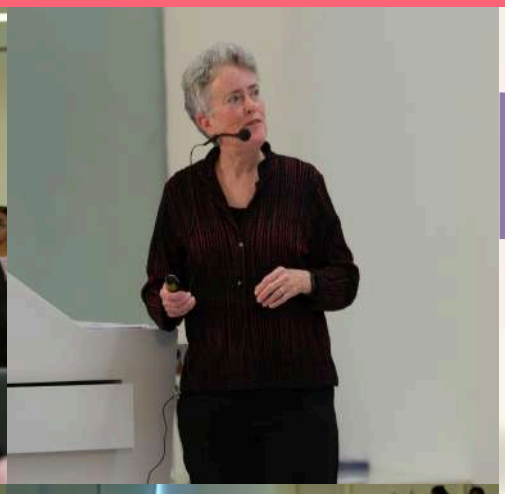






Images of our fabulous audience and thought-provoking speakers at Rainbow Reflections











PwD Inclusion in Workplaces: Strategies for Success | December 8th 2023



Parmesh Shahani's masterclass on DEI fundamentals to students from various business schools

The Godrej DEI Lab's second event in 2023, 'PwD Inclusion in Workplaces: Strategies for Success' was organised in collaboration with the Keshav Suri Foundation on December 8, 2023. Speakers and industry leaders came together for a conversation that yielded substantial ideas, insights, and inspiration, on the theme of 'Advancing the Inclusion of Persons with Disabilities in Society.' The speakers included Vineet Saraiwala, Founder, Atypical Advantage; Dr. Anita Sharma, Founder, Drive on My Own Foundation; Vinaya Chinnappa, CEO, Incluzza; Akshay Tyagi, Head DEI at The Lalit Suri Hospitality Group; and Siddhant Shah, Co-founder of Access For ALL. The panel was skilfully moderated by Maira, DEI Lead at Godrej Capital and a dedicated advocate for DEI and accessibility.

Scan the code to watch the event video

Our audience had the privilege of gaining insights directly from Vineet about the collaboration between Atypical Advantage and Nestlé in the success of PwD-accessible factory operations in Sanand, Gujarat. Vinaya brought her extensive experience in disability inclusion to explain and analyse India's existing laws and provisions for PwD.

Dr. Anita's journey from being a driver with a disability to becoming a driving instructor for PwDs resonated as a crowd-favourite story. Akshay illustrated The Lalit's commitment to hiring and retaining employees with disabilities, showcasing significant progress resulting from the alignment of intent and action.

Siddhant, in professorial mode, engaged and captivated the audience with Access for ALL's mission to enhance the tactile and overall accessibility of museums and heritage spaces for PwDs. Asma from Access for ALL provided sign language interpretation for the event.



Maira Q (right), DEI Lead at Godrej Capital, moderating a panel on PwD inclusion in workplaces featuring (L to R) Vineet Saraiwala, Vinaya Chinnappa, Dr Anita Sharma, Akshay Tyagi, and Siddhant Shah

Highlights included:

- The world premiere of Access for ALL's inaugural print publication, 'IDEAS,' an A-to-Z guide for inclusion and ESG goals.
- The public launch of ENAbLE, Godrej Capital's ERG for employees with disabilities.
- A showcase of Godrej Properties' innovative approach to sensitising their workforce on PwD inclusion through 'ThisAbleMe,' a witty take on SuperMario that's aimed at making employees with speech and hearing impairment (SHI) feel more welcome.
- A curated exhibition, Global Ability Photograph Challenge 2023 by
- Youth4JobsFoundation, SwarajAbility and Not Just Art. The exhibition showcased photographs captured by persons with disabilities.
- A gift stall by Mann - Centre for individuals with special needs, and "PLEASE DON'T TOUCH," a tactile Braille art exhibition by Access For ALL.
- Parmesh gave a short masterclass on DEI fundamentals to students from Symbiosis Institute of Business Management, Pune, Symbiosis Centre for Management and Human Resource Development, ATLAS SkillTech University, and Tata Institute of Social Sciences. The discussions brought together students to explore strategies, share dreams of equitable futures and address challenges in creating truly inclusive workplaces.



Audience members enjoy the curated exhibit 'Global Ability Photograph Challenge 2023' by Youth4JobsFoundation at Godrej One









Our PwD Inclusion in Workplaces event was a celebration of solidarity and purpose











The Women in India Inc. Summit: Accelerating Gender Inclusivity in Workplaces | February 22nd, 2024

The 2023 Women in India Inc. Summit, hosted by Godrej DEI Lab, convened influential business leaders and scholars for discussions on workplace gender inclusion. Held in collaboration with The Udaiti Foundation, Centre for Economic Data and Analysis at Ashoka University, and Dasra, the event featured dialogues, best practices sharing, and arguments for data-backed action.

On the morning of February 22nd, a closed-door roundtable on Hiring Manager Practices discussed the findings of The Udaiti Foundation's survey on fostering gender-inclusive workplaces. Participants took a break for a lunch of thukpa and som tam salad and exchanged insights and best practices across industries.

The public event in the afternoon kicked off with audiences streaming into the sounds of music from women artists around the world, setting the tone for the theme, "Leading the Shift." Keynote speakers Nisaba Godrej, Ashish Dhawan, and Dr. Ashwini Deshpande emphasised the need for data-driven action and structural changes to promote gender inclusivity.



Dr. Ashwini Deshpande's address focused on how the demand side barriers prevent more women from entering the workforce and the importance of overcoming employer bias

Scan this code to watch the event video



Panellists (L to R): Shereen Bhan, Sunita Cherian, Shyamala Gopinath, Prabha Narasimhan, Manisha Girotra

Sheeren Bhan of CNBC-TV18 moderated a panel discussion which brought together business leaders from the fields of monetary policy, the FMCG sector, investment banking, and technology. Sunita Cherian, Chief Culture Officer, Wipro, advocated for cultural changes to support women returning from maternity leave and restructuring hiring processes.

Prabha Narasimhan, Managing Director, Colgate-Palmolive, highlighted the importance of male allies in fostering inclusivity, and Manisha Girotra, CEO, Moelis & Company, emphasised the need for a generation of men capable of supporting empowered women.

Shyamala Gopinath, former Deputy Governor of the Reserve Bank of India and former Chairperson, HDFC Bank, acknowledged the importance of mentorship, and provided a fascinating peek into the history of India's storied central bank.

A consensus emerged on the necessity of at least 25-33% representation of women on boards to ensure meaningful inclusion.

The panel was followed by a Q&A session with the audience. From the audience, Gopika Kapoor, a neurodiversity consultant, expanded the conversation to include marginalities beyond gender, emphasising the importance of inclusive spaces for neurodivergent and queer individuals.

After this, Shereen launched The Circle of Champions, a CEDA and The Udaiti Foundation initiative designed to catalyse meaningful action by uniting a group of trailblazers across sectors to champion an inclusive workplace.

The summit concluded with a reflection on extending inclusivity efforts beyond gender, echoing themes from past events focused on LGBTQIA+ inclusion and disability inclusion in workplaces. Throughout the summit, the emphasis remained on fostering a culture of inclusivity through collaboration, data-driven strategies, and structural changes in corporate India.



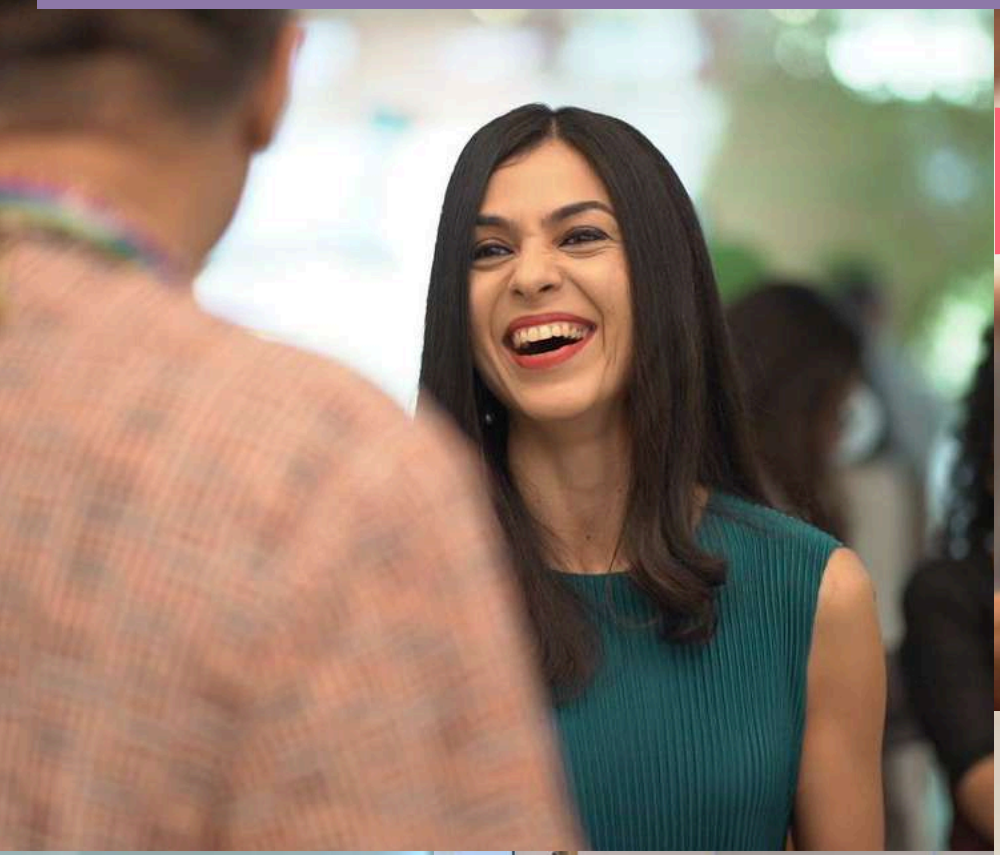
(L to R) Nisaba Godrej, Shereen Bhan, Tanya Dubash and Manisha Girotra sharing a laugh and a half with each other







The Women in India Inc. Summit saw business leaders, academicians, working mothers and many others come together for a power-packed (and houseful!) day











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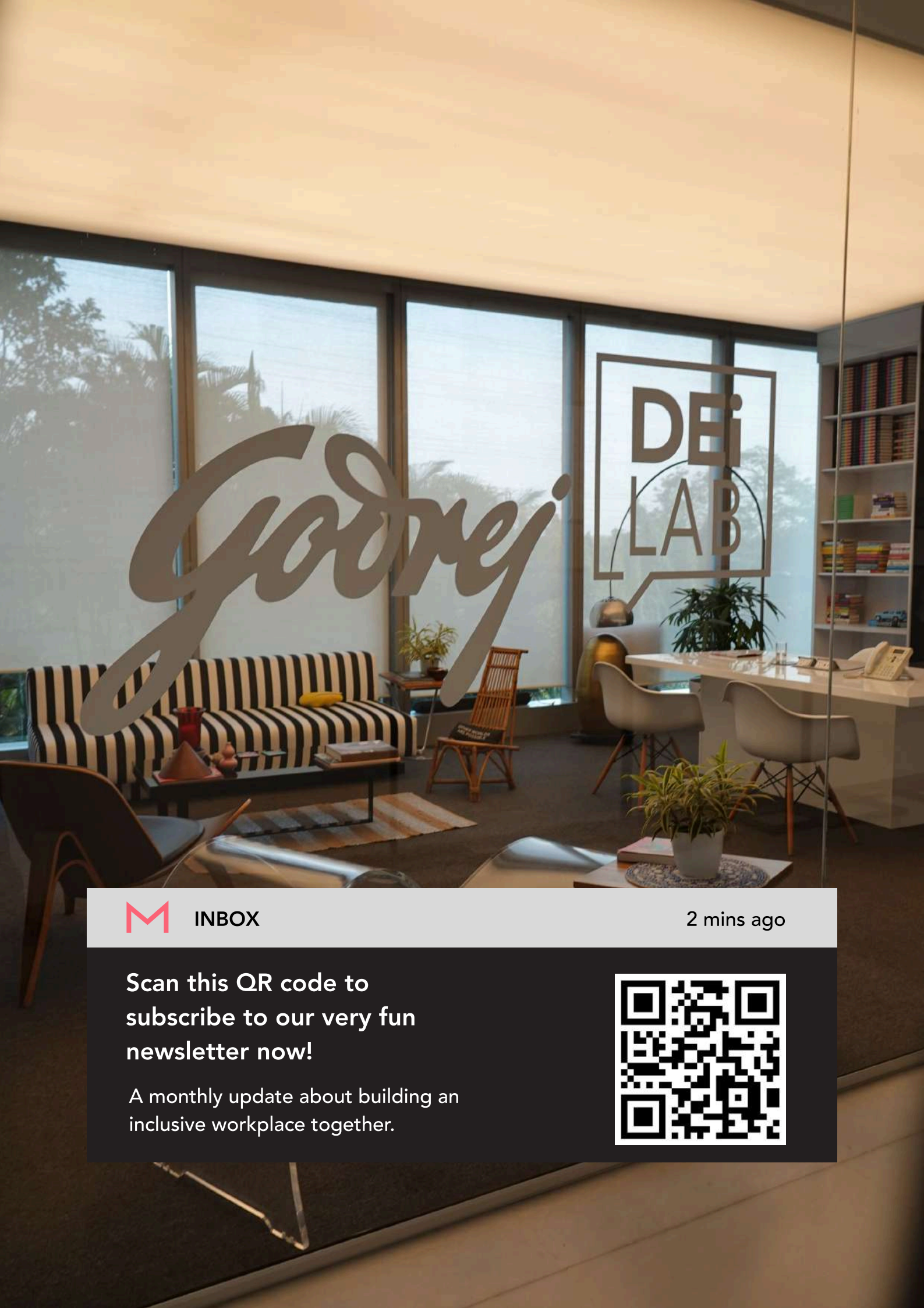
Thank you to Niket Rao, who led the report's design and layout during his internship. Thank you to SM Media for their efforts in printing the report.

Rajeev Anand Kushwah led the editorial work on this report, and Prithvi Sahir Vatsalya led reporting and storytelling for key categories. The design and layout were supervised by Rolie Breja. Surabhi Debnath supervised scheduling and printing. Parmesh Shahani, Roshni S Iyer and Supriya Nair also contributed to different sections of the report.

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INBOX 2 mins ago

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