



Toolkit

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

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About the Inclusion Toolkit

This resource is a practical guide for leaders and managers, designed to support them with concepts, tools and practices required to build an inclusive workspace at GCPL. With a broader canvas of influence, leaders and managers have a deeper responsibility of being intentional about inclusion. In the absence of an inclusive lens, we may be unaware of how our goals, strategies and decisions affect every member of our team.

Any transformation requires the team of leaders & managers to uphold the organization values while maintaining a bias for action. In the play of competence & character, the latter wields a stronger influence. Any strategy, decision or behavior will always demonstrate who you are as an individual and who you are as a team.

Core Beliefs

A

DEI is critical for our business success:

- ▶ Diversity is a key driver for innovation and helps us stay relevant.
- ▶ Historically-excluded demographics form more than 50% of the communities we cater to.
- ▶ When consumers feel represented through our products, services and people, it creates delight.

B

Equity makes Equality meaningful:

- ▶ We want all our colleagues to bring their best selves to work, every day.
- ▶ Needs of communities are different, and should be acknowledged.
- ▶ Systemic and individual biases exist. Awareness helps mitigating bias.
- ▶ Data is an enabler.

C

Diversity is an outcome of Equity & Inclusion:

- ▶ Consumer and employee advocacy is a key success factor for our brand.
- ▶ All of us have a role to play in enabling DEI, especially managers and leaders.

YOUR ROLE IN THIS JOURNEY

Behaviours that will enable this journey



Be a role-model –

One way to build trust is to *do what you say and deliver on your promises*. Inclusive leaders demonstrate behaviours of inclusion by being alert to the everyday experience they are creating.

PRO-TIP:

Have a soft rule in your meetings – “No one speaks twice until everyone has spoken once.”



Be courageous –

Leaders can't be bystanders. To be active allies, leaders need to have difficult conversations, call out systemic biases and contribute to mitigating inequities.

PRO-TIP:

Call out a derogatory joke by saying – “That’s extremely inappropriate. And besides, I don’t see the humour in that.”



Be equitable –

Listening to the needs of our internal customers means co-creating solutions that enable them to perform at their highest potential, while feeling belonged in the organization.

PRO-TIP:

Ask Vs Assume – “What support can I provide for you to perform at your best?”



Co-own inclusion –

Inclusion is everyone's journey. Whether it is influencing policies, taking ownership for employee experience or educating ourselves, you are accountable.

PRO-TIP:

Ask your team – “When was the last time they felt included?” And then identify the behaviors that are driving inclusion in your team.

**Be vulnerable –**

Allyship is not about being perfect. It's about learning from one another, admitting our flaws and exploring safe ways of addressing them. It's also about creating psychological safety for others & enabling them to be their authentic selves.

PRO-TIP:

Create a meeting where everyone, including you, discusses their 'goof-ups'. It humanizes you as a leader while also creating a safe, accountable space for discussing mistakes.

**Listen deeply –**

Listening is the highest form of respect. When you listen to an individual or a group without judgement you are able to step into their world with curiosity and wonder. It is only then can we truly understand their needs.

PRO-TIP:

"To be interesting, be interested." Said Dale Carnegie. If you truly want to know a person as a person, encourage them to share their story & celebrate it.



DEI Fundamentals

DO'S & DON'TS OF INCLUSIVE LEADERSHIP

DO

- ▶ Listen to your teams & their stories with curiosity.
- ▶ Speak up even when it's uncomfortable to do so.
- ▶ Apologize if you in some way participate in creating an experience of exclusion.
- ▶ Stay open to diverse talent, diverse thoughts & diverse ways of doing things.
- ▶ Create intentional practices that drive inclusion.

DON'T

- ▶ Wait for a DEI training to start practicing inclusion within your teams.
- ▶ Relegate ownership of inclusion to HR or L&D.
- ▶ Downplay your biases to avoid difficult conversations.
- ▶ Expect to get everything right; mistakes are part of the journey.
- ▶ Ignore behaviour that is discriminatory or exclusionary in any way.



DEI Key Concepts



Psychological safety

A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes and that the team is safe for interpersonal risk taking.



Diversity

Diversity is every dimension that makes us different from each other. However, there are some characteristics that have been historically more oppressed than others and hence affected more by the inequities.



Inclusion

Inclusion is the achievement of an environment, where each individual feels respected and valued.



Belonging

A person's experience of feeling valued and respected in a particular group. Belonging needs to be fostered by enabling equity & psychological safety and by reducing the experience of bias and discrimination.

Intersectionality

When two or more dimensions of diversity interact, they create a unique experience of inclusion & belonging.

For e.g., while interacting in a global platform, a non-Indian national may have experiences of exclusion not only owing to a different nationality, but also language and references.



Micro-aggression

Microaggressions are the everyday insults and offensive behaviors that people experience in daily interactions. The difference between microaggressions and overt discrimination is that people who commit microaggressions might not even be aware of them.



For e.g., asking a woman who is back from maternity – “How was your holiday?”

WHAT COMES IN THE WAY? OUR BIASES AT PLAY

"Name it, claim it, and tame it. By observing what's going on, you reduce its impact"
 ~ Octavius Black, Founder – Mind Gym



CONFIRMATION BIAS

Tendency to seek, interpret & recall information in a way that confirms or supports one's earlier beliefs. For e.g. you categorise your team member as a poor performer and then look for instances to prove it.

GENDER BIAS

Tendency to provide favourable treatment to one gender based on the preconceived notions or beliefs one holds. For e.g. we may mock men who are emotional and we may assign less challenging work to women.

ACTOR-OBSERVER BIAS

Tendency to attribute our own actions to external factors and attribute others' actions to internal ones. For e.g. If we goof up a delivery, it was because of supplier fault, while if someone else does it, it's because of their poor planning.

HALO & HORN EFFECT

Tendency to colour our entire perception of someone by one positive (halo) or one negative (trait). For e.g. If someone is good at English, we may assume they are a great professional.

AFFINITY BIAS

Tendency to gravitate towards people who are like us in appearance, thoughts and beliefs. Critical for Hiring Managers to question the discomfort, since diverse candidates may feel unfamiliar.

Biases can be individual as well as systemic. Systemic biases refer to the inherent tendency of a process or system to favour particular outcomes. For e.g. does your interview process have the capability to assess introverts or persons who are neurodivergent?

INCLUSIVE LANGUAGE

Do's & Don'ts of Inclusive Language



- ▶ Instead of diversity candidate, address them as a woman candidate or by their name – They are not hired 'only' because of their identity.



- ▶ Instead of specially-abled, address them as Persons with Disability (PwDs) – Use person first language.



- ▶ Instead of female problem, call it menstruation or periods – Remove the taboo.



- ▶ Instead of spouse, wife, husband, use partner to refer to the person who is a significant other in your life – married/not.



- ▶ Instead of lady boss, address them as Manager or by their name – We don't say gentleman boss now, do we?

INCLUSIVE LANGUAGE

Do's & Don'ts of Inclusive Language



- ▶ Instead of sexual preference, use sexual orientation – Preference means it could change.



- ▶ Instead of minority, say underrepresented – The word minority carries with it a connotation of inferiority.



- ▶ Instead of man hours, say working hours or engineer hours etc. & instead of workmen/ manpower, use workforce – Move away from language that socializes dominance or submission of a particular group.



- ▶ Industrial operators is an inclusive way to refer to blue-collar workforce.

CELEBRATING DIVERSITY



1

Celebrate regional & cultural occasions



2

Recognize allies who support inclusion



3

Have a diversity calendar to celebrate progress of underrepresented communities



4

Amplify success stories of diverse individuals across functions without attributing too much to their identity.



5

Encourage team members to participate in DEI related events – ERG meets, DEI Training etc

ADVOCACY

Are you an ally?

7 questions to ask yourself

- ▶ Are you educating yourself?
- ▶ Do you acknowledge your unconscious bias?
- ▶ Are you willing to use privilege to help others?
- ▶ Do you hold your colleagues accountable?
- ▶ Can you receive perspectives different from yours?
- ▶ Do you amplify the voices of those who don't have it?
- ▶ Do you role model inclusive behaviors?

Being an Ally means using your privilege to support colleagues from historically underrepresented communities.



INCLUSION INITIATIVES AT THE GODREJ INDUSTRIES GROUP

Best practices and programs from across our group companies, at a glance

Godrej Properties



EmpowHer ERG:

Focuses on women's professional development and leadership, aligning with the company's diversity targets.



Employer Assisted Accommodation Program:

Provides housing support for transgender, genderqueer, and gender non-conforming employees, demonstrating commitment to inclusivity.



Pride Internship Program:

Offers opportunities for LGBTQIA+ graduates, promoting diversity in the workplace.



ThisAbleMe:

Raises awareness about disability and accessibility, fostering an inclusive culture and allyship. 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 sensitize employees and instill a culture of togetherness.



Silent Site:

The Silent Site epitomizes GPL 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.

Godrej Industries Chemicals



▶ Targeted Diversity Program:



The **PAHAL program** specifically addresses the underrepresentation of women in manufacturing roles, a critical area for the chemicals industry.

▶ Data-Driven Approach:



The use of SMART goals to measure progress demonstrates a commitment to evidence-based decision making and accountability.

▶ Comprehensive Strategy:



The program's focus on infrastructure, talent, culture, and communication indicates a holistic approach to creating a supportive environment for women employees.

▶ Industry Leadership:



Addressing the challenges faced by women in the chemicals industry positions GIL Chemicals as a leader in promoting diversity and inclusion in the sector.

Godrej Agrovet



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

JerSHEy (a smaller ERG that is a part of the larger WeForShe), 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.



Godrej Capital



- 1 The company has established an ERG, **ENABLE**, offering support, mentorship, and specialized benefits. Additional initiatives focus on creating a supportive workplace through accommodations and fostering a sense of belonging.
- 2 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 endeavors, which help cultivate a robust talent pipeline and sustain the advancement of women professionals within our organization.
- 3 Other initiatives include mentorship programmes, where senior leaders within the organization serve as mentors to women leaders; and specialized programmes such as the Accel Training for L3 women leaders. They also conduct compensation benchmarking and pay equity studies to ensure fairness and parity across all levels.
- 4 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.
- 5 Godrej Capital launched the **BeYou Internship Program** tailored for the LGBTQIA+ community. BeYou provides internship opportunities across multiple functions within an organization, promoting diversity and inclusivity in the workplace. All interns who demonstrate interest and alignment with our values are also considered for job opportunities.

Godrej Fund Management

Having taken the first step 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 people 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 people with partial blindness to differentiate surfaces.



Changing stations for caregivers within washrooms.



Height-adjustable desks & wheelchair-friendly workstations.

Our benefits and policies are thoughtfully designed to inspire, empower and care for the purposeful people who build Godrej every day!!



Plan your future

Campus to corporate program

- Structured one year program to skill up fresh Graduates.

Refuel, learn, grow

- Tailored programmes on functional skilling and leadership capability development
- 360-degree feedback for holistic leadership development
- Coaching and mentorship programmes
- Godrej Learning University: Our digital platform with access to a range of global learning resources

Celebrate wins, the Godrej way

- Structured recognition platforms for individual, team and business-level achievements
- Digital and offline instant recognition platforms



Celebrating important milestone in your life

Wedding gift policy: to acknowledge and celebrate the important milestones of employees. (for binary partner)



We prioritize your well-being.

Best-in-class health benefits

- Comprehensive health insurance plans for employee and their family, with top-up options
- Outpatient Department (OPD) coverage, including vaccinations, dental, vision, etc.
- Hospital room rent coverage
- Gender reassignment surgery coverage.
- Coverage for Persons with Disability (PWD) Care
- Executive health checkup: to encourage employees to go for regular health check-ups to ensure they are in good health.

Additional Leave support

- Elder care leaves for all employees who may need to extend care to elders in their family.
- Uncapped sick leaves

We care for your mental well-being

- Mental wellness and self-care programmes, resources and counselling
- Flexible work options, including remote working and part-time work.



Celebrating Parenthood

Childcare benefits for the birthing parent, commissioning parent (in case of surrogacy) or adoptive parent, and their partners

- 6 months of paid leave for primary caregivers, flexible work options on return for primary caregivers
- 2 months paid leave for secondary caregivers
- Care giver travel policy: to support new mothers returning to work.
- Coverage for childbirth and fertility treatment
- Creach/Day care facilities
- Nanny / day-care reimbursement



Traveling support

- Domestic Travel Policy & International Travel Policy that include TA/DA and fuel reimbursement for our sales staff in GT, MT and CSD to ease financial impact due to price increases, and to provide enough in-line with expectations from employees.
- Women safety policy which allows female employees to avail safe mode of transport back home post working hours
- Domestic transfer support to enable a smooth transition for employees who are transferred from one location to another for business requirements and is applicable to only internal transfer involving a change of city and movement of goods



No place for discrimination at Godrej

- Gender-neutral anti-harassment policy
- Same sex partner benefits at par with married spouses
- Coverage for gender reassignment surgery and hormone replacement therapy
- Community partnerships and advocacy
- Persons with Disability (PwD) care

Created by Godrej Consumer Products Ltd & Transformis

Transformis is an India based consulting firm that specialises in Inclusion & Diversity solutions
www.transformis.in