



Inside this
book:
Key Takeaways
from 21 Experts



**Discover new ways of creating
diverse and inclusive workspaces**

**Best Practices & Strategies from 21 Experts
(2019)**

About the D&I Summit

The **KelpHR Online Diversity and Inclusion Summit** hosted on 6th and 7th of September, 2019, was the first-of-its-kind online summit in D&I in India. It brought together 21 leaders and experts from across the world to share knowledge about best practices, trends, stories, challenges and personal experiences in this space.

The objective of the Summit was to enable CEOs, HR Heads and Diversity Champions to have an opportunity to learn from the experts, by accessing the sessions anytime and anywhere.

The Summit sessions were designed to:

- 1. Enable** leaders to guide their organizations into the future by managing diverse talent by learning about world-class strategies, guidelines and practices.
- 2. Empower** HR Heads to discover and leverage the latent potential of their diverse workforce through insights and practical tips about inclusive programs.
- 3. Encourage** Diversity Champions to strengthen their roles and influence the larger change in the corporate landscape.

www.onlinediversitysummit.com

About KelpHR

KelpHR was incorporated in 2013 to provide the best HR solutions to organisations.

Over the last 6 years we have 400+ happy clients PAN India across various industries with niche offerings:

Our flagship offering **Prevention of Sexual Harassment** at workplace ensures that we are a “one stop shop” for organisations to be compliant with the law which came into force in 2013.

In **Diversity and Inclusion**, we are constantly working with organisations to build a culture of diversity in their DNA that encompasses Gender Sensitization, bridging the gaps between Gen X and Gen Y, eliminating everyday biases at work, Inclusive hiring for recruiters and creating inclusive environment for minority groups.

Our 30+ expert team members are spread across Chennai, Bengaluru, Hyderabad, Mumbai, Pune, NCR, Kolkata etc.

www.kelphr.com

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Diversity Best Practices at Culture Machine

Rohit Bhargava

1. Media plays a role in breaking stereotypes, externally and internally. Internally, through an inclusive culture and externally, through products that raise awareness.
2. Diversity has been a priority right from the beginning in Culture Machine and is reflected even in their product offerings, one of which is BLUSH, a women centric channel.
3. Culture Machine has consciously emphasized on merit without prejudice. No evaluations or role fitments are based on gender.
4. Senior leadership level has equal representation from men and women.
5. Culture Machine became a trend setter through its unique, first-of-its-kind First Day of Period Policy. Through such a policy it created a supportive environment for their women employees and also helped to remove the taboo.
6. The company has created LGBT inclusion through continued dialogue. Their forms include transgender as an option to select.

ABOUT THE SPEAKER

Rohit leads Human Resources at Culture Machine, while navigating through the challenges of a company undergoing change, and establishing the right cultural mix and EVP.

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7. While openness of dialogue is a part of the company culture, there is simultaneous emphasis, on how personal boundaries need to be respected.
8. Diversity is not seen as a new initiative but a part of everyday life in practice. For example, there is no defined dress code. There are no pay gaps between genders for the same roles. The interviewers are sensitized on how to not ask queries related to personal aspects like marital or parenthood status.
9. Even through its work, by making path-breaking ads and videos which are shared through all three channels – Being Indian, BLUSH and PutChutney, Culture Machine is creating an inclusive workplace and an open and judgement-free society.



How to use LinkedIn to build better Inclusion

Caroline Fernandes

1. Building a strategy related to social media presence is about what kind of outcomes is one looking for, what kind of audience does one have and what is the kind of content that one wants to create.
2. Intent and purpose are critical to the whole process of using a channel like LinkedIn.
3. Understanding diversity of thought and communication is very important because we all show up differently.
4. There is a lot of scope for medium to large sized organizations to use LinkedIn in branding themselves in a diverse and inclusive manner. It starts with positioning your mission and vision in the right way.
5. Leaders have to practice vulnerability and authenticity so that they can attract the right set of talent from the millennial pool. Organizations can no longer shield what is taking place within.

ABOUT THE SPEAKER

As one of LinkedIn's Top rated Influencers, Caroline creates content directed towards building awareness for Executives and Companies that speak to the intention of Diversity, Inclusion and Employee Engagement

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6. Organizations can build higher levels of transparency and inclusion by having online conversations. Their cultures also have to ensure that there are free flowing conversations and people can ask themselves if they are acting in a biased manner.
7. Leaders have to be coached to understand the importance of inclusion in retaining and engaging great talent, and having an inspiring mission. Organizations need to work on how they hire, inspire and develop talent.
8. LinkedIn is no longer about a resume. It is about being consistent, having a clear purpose, working on relationships that have to be built and learning new things especially about technology.
9. Women entrepreneurs should be supported by other women. The focus should be on creating a safe workspace and striving for excellence. There are some challenges that are specific to women like biases, lack of support, promotions.
10. Organizations and leaders need to focus on sharing the human and vulnerable side of business.



Culture Audit and Talent Strategy

Sarika Bhattacharyya

1. People are moving the conversations of diversity and gender demographics to inclusion and culture of an inclusive workplace now.
2. Culture Audit is about knowing where you are as a part of the culture of an organization – are the mission and vision actually being lived? Is the business living the company values? Irrespective of the size of the organization, every place has a culture and values due to common causes that the people within it have.
3. Productivity increase and innovation can only take place when there is an inclusive culture. But to create that culture you need to first know where you are.
4. Assessing your policies from an inclusion perspective where you are making sure that no one gets left behind, is the first step. Employees might feel excluded if their life situation or needs are not being addressed through the same policies.
5. The second step is processes. Evaluating them for inclusion is important – with your hiring processes, client management or engagement approach and promotion opportunities.
6. The third and most important aspect is the people. Are the leaders living the values? The performance and engagement surveys provide a lot of data insights that can be useful. This can be augmented with one on one discussions as well as focus group discussions.

ABOUT THE SPEAKER

Sarika Bhattacharyya, CEO, BeyonDiversity is an Inclusion Strategist & Leadership Facilitator with more than 20 years of corporate experience. She was felicitated with the prestigious “Leadership in Mentoring” award in USA in 2014.

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7. Large organizations such as Google and Accenture have many verticals, locations or departments. Each will have different nuances of culture. But the overall values will be the same. They will still be seen as being inclusive employers.
8. Having leaders who are role models and walking the talk is important.
9. Being fixed on a specific type of culture formation is also an issue since it can box people into stereotypes. Being aware of this is essential.
10. Start-ups should be cognizant of taking steps earlier than later, to create and foster a culture. It will eventually evolve on its own.
11. ‘Culture eats strategy for breakfast’ – if your culture is not right, no matter how strong your business strategy is, it will not work.
12. Understand your existing culture and then start building where you want to go. Do more diagnostics, analytics and listening to understand.
13. Diversity, for many organizations is still a tick in the box. They are also mainly transactional rather than strategic. Finally, many do not consider it a long term investment. These are the three major challenges.



Journey of Leaders to Develop their Includability Quotient

Shanti Raghavan

1. Leaders need to be able to find out more about the person in front of them, by asking those few additional questions so that they can give themselves a higher feeling of comfort.
2. There needs to be a high degree of competency building about the knowledge that a differently abled person can work. Coaching leaders to create a level playing field and defining workplace solutions is what is needed.
3. Includability quotient is as important as Emotional Quotient.
4. When a leader has their includability quotient developed, they pay salaries based on the value that the person can bring and are able to look past the disability. All these individuals have also grown in their careers due to the leader's role in enhancing their value.
5. 51% of the companies Enable India works with, are hiring those with severe sensory disabilities, because they can see value.
6. Sectors like hospitality, start-ups, technology which always require people are the ones who hire.
7. The journey of includability will start with exposure and those leaders who have had early exposure to those with disability are the ones who are likely to be more open.

ABOUT THE SPEAKER

Shanti Raghavan is the founder of Enable India, and has been working for the economic independence and dignity of persons with disability since 1999. She is an Ashoka Fellow and a National Award Winner.

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8. Curiosity and ability to co-create solutions are the key attributes of leaders who are includable. They are also able to assess when and how to help those who are differently abled.
9. Removing physical barriers to enable the person is the role of such a leader. He or she does not compromise on the work or targets. There is a life-cycle approach at Enable India, where the same things that such a leader does have now been created into tools.
10. A level playing field has to be created. Focus on selection and not rejection. Includability is about finding value where no one has looked at as yet. No one has explored that talent bank and its thought process before.
11. Companies have been focused on hiring across different disabilities. There are companies who also changed their assessment process to include such individuals.
12. Hiring someone with multiple disabilities first breaks the mindset immediately.
13. Companies are also hiring those with psychiatric disability and creating sustainable support structures.



Best practices in Persons with Disability hiring in India

P Rajasekharan

1. v-shesh is an impact enterprise that works in disability inclusion. It has won the award by the President of India in 2016 for being the Best Placement Agency for People with Disability.
2. The term to use for individuals in this category as per International norms as well is “persons with disability”. It talks about disability being a situation created by society. It reminds us of the challenges that the person faces.
3. 2016 – The Rights of Persons with Disabilities Act was passed in India which complies with the UN Framework.
 - The first point is to have equal opportunity provided and have the policy. Data collection is part of it too.
 - HR practices should be aligned and there should be a clear protocol for provision of reasonable accommodation.
 - A liaison officer has to be appointed to address challenges that the organization might face on this front.
 - Making your digital and physical infrastructure aligned to being barrier-free. By 2022 for physical and 2019 for digital.
 - Have a good way of addressing the complaints.
4. The Indian law has listed 21 types of disabilities which also includes the learning disabilities. But the entire discussion is about providing accommodations to eliminate barriers and a fair assessment system.
5. Everyone can be hired in every role. Organizations need to focus on identifying what kind of accommodations need to be made particularly in key processes like hiring, promotion and so on.

ABOUT THE SPEAKER

Rajasekharan (Raja) is the Co-Founder of v-shesh, an impact enterprise that he co-founded together with Shashaank Awasthi in 2008. Raja's prior experience is as a business & development sector practitioner for over 20 years.

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6. The education system has created stereotypes about the kind of job roles that those with disabilities can perform. Empowering them with superior skills. Using the heightened skills that they have due to their disability is important.
7. Better thinking, overall reduced bias and diversity of thought are all things that will be important.
8. Increasing your talent pool is important for any organization. So many of these individuals bring excellent productivity.
9. People with disabilities are always solving problems constantly. That is why they are facing adversity and finding innovative solutions.
10. Organizations should first assess their preparedness and where they are currently. Start making the infrastructure accessible, sensitizing people and then simultaneously hire. All elements will come together when this happens.
11. Measurement is also very important.
12. Benefits are a dynamic factor and investment is needed. Companies are coming up with innovative ways to address these challenges. The big change that is currently missing is that in attitude.



Organization's approach to Diversity & Inclusion

D.A. Abrams

1. Organizations should understand how diversity can help them from a business and social standpoint. Then they should narrow down to focus on what will help them achieve business results.
2. Strategic plan for diversity and inclusion is very important. The effort to plan should also be inclusive.
3. Pilot processes in diversity work but organizations must understand that what works in one region might not work in another.
4. Even as the strategic plan firms up, there is a need to be flexible.
5. The core pillars to be included in a typical diversity and inclusion strategic plan – there are 6 pillars which are Human assets, Image, Supplier diversity, Sections/regions, strategic partners, training and development (includes cross cultural dexterity training).

ABOUT THE SPEAKER

David Anthony (D.A.) is a Diversity & Inclusion Strategist, Angel Investor, Backstage Capital - Limited Partner, and Board Director. Abrams is the immediate Chief Diversity and Inclusion (D&I) Officer for the United States Tennis Association.

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6. For each of these there should be goals and objectives. In some cases there will be recommended goals, and they will need to be supported by suggested tactics.
7. Establishing a diversity and inclusion internship programme is a good step forward. It gives the department heads an exposure to diverse talent and explore hiring them when they graduate.
8. Having a scorecard to measure your progress with respect to the D&I strategic plan is very important. You can have just a few components being measured but those should be core to the business. The participation of volunteers as well as professional staff should be measured.
9. Resources dedicated to the efforts show how serious the organization is about its D&I strategy. The next element that shows commitment is accountability. And that should also be tied to compensation.



Trans Inclusion at the workplace

Neelam Jain

1. The transgender population is at least 1% of our country's population. Periferry is working with 1500 individuals directly to help them with counselling and training.
2. There are more transwomen who are visible as compared to transmen mainly because there is a higher degree of societal acceptance of the former.
3. Periferry is actively engaged with the community and spends a lot of time talking to them, to understand how to take them into the corporate sector. They have helped 105 transgender with placement opportunities.
4. Salary range through placement has been as wide as 1.5 lakhs to 25 lakhs per annum. Many of them are in entry level operational roles. It gives them a place to be open about their identity and work with dignity.
5. Many companies are hiring across levels. Accenture has hired interns from Periferry who will now become full-time employees.
6. Hiring ratio of transwomen to transmen is around 7:3 as of now.
7. The jobs enable these individuals to get their self-esteem back and reconnect with their families.

ABOUT THE SPEAKER

25 year old Social Entrepreneur Neelam is the Founder of Periferry. One of the first things you notice about Neelam is how young she is, but the passion and drive to build an inclusive society, was always deeply ingrained.

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8. 40 transgender people helped manage the entire TEDx Chennai event from end to end, by handling all the activities related to it.
9. Corporates have a big challenge in addressing the unconscious bias and stereotypical image that has been created about the transgender community. There is a fear instilled in everyone related to individuals in this community.
10. Colleagues also are uncertain about whether their trans colleague needs special treatment or extra help. Actually they only need to be treated with equal respect.
11. Most of the transwomen are not educated enough due to the stigma attached to them.
12. Policies against discrimination should be gender neutral and there should be policies that support sex realignment surgery.
13. There should also be awareness about people who are GNC – Gender Non Conforming or queer. These individuals prefer being called ‘they’ ‘them’.



He for She in enhancing Gender Diversity

Dr. Vinika Devasar Rao

1. The effort should be towards engaging men and women. Gender based discrimination is not a problem for women alone, because it impacts overall business results.
2. There is a leak in the corporate and leadership pipeline, resulting in too few women in decision making roles.
3. The countries defined as emerging are predicted to dominate the world economies by 2050. Hence knowledge of these markets is a business imperative.
4. Dr Rao's research focuses on the role that senior male leaders can play as game changers in initiatives related to gender equity. Men who feel responsible for addressing the issue and fixing the problem are the game changers.
5. When male leaders are supportive, there is a change in focus within the women managers – from prevention focus to promotion focus. The former tend to be more cautious and vigilant. The second set are more risk taking and will go after high risk, high reward opportunities.
6. Women who receive active male support especially at the mid career stage, are less likely to drop off from the corporate grid.

ABOUT THE SPEAKER

Dr. Vinika Devasar Rao is the Executive Director of the INSEAD Emerging Markets Institute, a leading think tank and center of research on business management, economic and social development on growth economies.

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7. Male sponsorship for female managers is increasingly being seen as essential to diversity efforts. Workplace gender parity becomes more and more elusive as we go up the ladder.
8. Taking a granular approach to diversity efforts such that the local issues that women face are addressed rather than implementing global policies.
9. Leakage in the corporate ladder takes place due to voluntary termination. Understanding what it will take to plug this is important. Active sponsorship is needed much more than mentorship.
10. Difference between mentorship and sponsorship is that the latter is about taking immediate actual steps that can facilitate the growth and movement of women in the corporate ladder.
11. With one gender in the decision making roles, organizations will miss out on the diversity of thoughts and experiences.
12. Technology has provided us with flexibility and that has played a key role
13. Don't hide behind unconscious bias. There is no excuse for being unaware now.



Diversity practices at Piramal

Vikram Bector

1. At Piramal the diversity practices flow out from their core values of respect and humility.
2. The global businesses of Piramal which are pharmaceuticals and glass, have benefited a lot from the diversity practices of the group. The companies who Piramal manufactures for, benefit a lot from the geographic presence & local diversity that the group has focused on.
3. Internal information flow and knowledge sharing has enabled Piramal's various plants to learn from each other and apply best practices.
4. Gender diversity is at a little less than or around 30% in many businesses, manufacturing setups and plants, and upwards from that in India and corporate functions. It is as high as 16% even in the manufacturing space, even though it is a very small percentage.
5. The focused approach on diversity began 10-12 years ago in Piramal, with the acquisition of various entities. As a culture, the company loves to take bets on diverse people in various roles which they might not have done before.
6. There are 19 nationalities working for Piramal. From a gender perspective too, their high potential programs have 22% women in terms of representation.

ABOUT THE SPEAKER

Vikram Bector is the President and Group Chief Human Resources Officer for the Piramal Group. Vikram has over 27 years of professional experience across diverse sectors like IT, Consulting, Automotive and Healthcare.

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7. There are three areas of focus – gender, generational and inclusion of mindsets. The last one is mainly about how a fixed mindset related to roles should not exist and there should be openness about various functions and the diversity of thought they bring.
8. There are 4 and in some cases 5 generations in the workforce and Piramal is leveraging the energy of the youth as well as the experience of the older generation, to succeed.
9. One of the biggest challenges comes from the internal HR teams who first need to undergo a change in mindset themselves. They need to be convinced about the need for diversity first.
10. Making the infrastructure suitable for those who are differently abled such as having Braille facilities, elevator buttons which are usable, ramps to be built and so on, is the first step.
11. Piramal runs some women only call centres and word processing centres to give the opportunities to those coming to work for the first time, from traditional homes. For generational diversity the Foundation has a great fellowship program called the Gandhi fellowship.
12. Inclusion as a mindset is the first tip. Second is about how to build this mindset at the top.



Unconscious Bias case scenarios

Pallavi Pareek

Core D&I Problem Statement - All the diversity initiatives that are undertaken are not leading to true inclusion.

Reasons - The role of unconscious bias in these initiatives has not been factored in. The challenge does not lie with processes and intent. The alignment to these is being blocked due to the bias that exists within individuals.

Companies are failing to teach managers how to be empathetic and how to communicate. These allow assumptions to foster and make us take decisions based on that.

Solutions and Next Steps

- 1. Companies need to work with their employees to make them understand that biases are not a negative trait – they need to simply become aware of when to exercise them and when not to. That is important to remember.**
- 2. Men and women should be allowed the same opportunities of working flexibly or working from home. We assume that only one gender needs it and it harms all genders when that takes place.**
- 3. Companies have to figure out how to put the two genders together and make them work well. To this now, the third dimension of the LGBTQT community has been added, which has caused companies to be more confused about what to do next.**

ABOUT THE SPEAKER

Pallavi, Founder & CEO – UNGENDER, is an advocate of gender justice working on bridging the gaps in legal literacy & accessibility to justice delivery mechanisms. Social interventions and policy & legal framework form the foundation of her work.
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4. Organizations must work actively to know their internal teams first – their biases, their strong judgments and then identify what they will be exposed to, so that they can be prepared for it. These softer elements only get highlighted in reactionary situations.
5. Being prepared, pre-emptive and proactive are all crucial aspects to prevent issues related to unconscious bias. Onboarding is very essential since that allows the existing workforce to open their minds towards the new talent that could be from a diverse segment.
6. Many conversations and discussions are needed for people to admit that they cannot get rid of their bias but they can try to put it aside.
7. One of the key mistakes companies make is to approach all kinds of diversity at the same time. They should choose and strategically identify which ones to focus on and how.



Road map of D&I in India

– Past and Future

Nirmala Menon

1. The biggest challenge is people and organizations do not understand the value of diversity and the need for inclusion.
2. Companies tend to hesitate in terms of asking questions which can lead to judgment. They usually apply policies that are already being applied elsewhere but those will not work because mindsets and attitudes are not being addressed.
3. Participating in the Pride March in Bangalore was a personal learning point for Nirmala. One doesn't think of it as a personal thing to manage.
4. There has been growth and a shift in the way diversity has been worked on – starting with initial conversations on gender and inclusion, moving onto workplace harassment prevention and then to women leadership capability building.
5. There is a higher degree of urgency amongst organizations now to support this kind of good work.
6. Organizations need to look beyond the thought process that they are doing the right thing and understand that this is critical to their sustainability.

ABOUT THE SPEAKER

Nirmala Menon is an HR professional with over 30 years of experience in varied roles across diverse organisations both in India & USA. As Founder & CEO at Interweave, her contributions in the field of Diversity & Inclusion have been widely recognised.

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7. Organizations need to become powerful vehicles of social change and look beyond themselves to the world around.
8. Many laws that have come up in the last 3-4 years due to which diversity has become a compliance requirement rather than a business driven agenda.
9. FMCG as a sector has clear business reasons for hiring women since it has a direct value for them due to their target customer base.
10. Homegrown practices are most important – every company is unique and has its own challenges. Their own practices are more relevant than picking up market best practices.
11. Awareness is important. No practice will work until this is addressed first.
12. Conscious inclusion is the only way to reduce unconscious bias.
13. The biggest benefits of D&I are better productivity and innovation.
14. Project Vayati is a special initiative for transgender community which is very marginalized but should be introduced to the corporate sector for them to find employment. It was born through a discussion with Shubha Chacko, of Solidarity Foundation.



Where and How to hire diverse candidates?

Praful Baweja

1. Six degrees is about Connection and not separation. It is a platform for LGBT people and others to understand more and analyze more.
2. Such connections and conversations lead to skills shared, jobs, mentorship and so on. The professional identity of the LGBT person is still inside the closet, as against their personal identity.
3. Growth from 800 to 15000 who walked in the Mumbai Pride March has happened but it needs to go beyond that in terms of these individuals discussing how they can add value to each other.
4. Six degrees has regular meetups and has had it in three cities – Mumbai, Pune and Goa as of now. This is to encourage more and more people from the network to support each other.
5. Queeroes is an event to recognize the contribution made by individuals to the LGBTQT movement in India.

ABOUT THE SPEAKER

Praful is Lead-innovation The event studio & Founder 6 degrees lgbtq++ growth network. He likes to call himself a Marketing Innovator; Technologist; Diversity & Inclusion Evangelist; Event Conceptualiser & Academic.

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6. VIVID is the diversity job fair that focuses on providing job avenues and opportunities that go beyond one's sexuality. In the first edition 13 companies like IBM, Godrej, E&Y, Dr Reddy's participated and there has been a great response. There were 150 people with disabilities as well who were there.
7. It is important to evaluate whether there are career conversations taking place or is the hiring taking place only for visibility. Companies need to provide the right salaries as well as the support system that a transgender person will need.
8. Six degrees goes to Council of people with disability and arrives at the kind of roles that the talent can be hired into. That is important to give to the organizations as a key so that they can reach out for those roles.
9. People are struggling to understand how to impact their own individual businesses.
10. There are still levels of unconscious bias, though homophobia is certainly looked down upon now.



Need for Gender Balance in the Indian workforce

Dr.Saundarya Rajesh

1. Avtar Women is an online first-of-its kind women's career portal in India. Work-life integration is a term that is now popular and it is important to bring all of it together.
2. The project Puthri is aiming to bring in at least 10,000 young women from each state into the workforce and is collaborating with various entities on that. The first batch is likely to come in from 2022.
3. Career intentionality is a concept that has also been created by Dr Rajesh. A research study by Avatar showed that men do more of the factors that make a career successful as compared to women.
4. Gender analytics is done by Avatar in the biggest way, in India. 100 Best Companies for Women in India are identified and shared through this.
5. Within manufacturing you have organizations that are doing well even on gender diversity. It is not sector specific always. It lies in 2 factors – why is the company pursuing diversity and how successful they are going to be, by leveraging that. Secondly, what kind of leaders the organization has and their intent, also determine how an organization pursues diversity.

ABOUT THE SPEAKER

Dr Saundarya Rajesh, Founder & Director – Avtar – The Power of Diversity, is one of India's most respected D&I thought leaders. An award-winning social entrepreneur, she is the pioneer of second career opportunities for women in Corporate India.

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- 6. The government has a crucial role to play in facilitating this as well.**
- 7. Some traditional sectors like banking, telecom, FMCG have found that when they place women in certain positions, they are able to stem the attrition. They bring a sense of consistency to the projects.**
- 8. Companies want to see outcomes and the analytics help in identifying those goals as well as benefits.**
- 9. Having such a high number of women in the top leadership roles is unique to the Indian banking sector. Many other countries do not have it. The banking industry in India understood early on, what matters to the woman professional.**
- 10. The societal context is more instrumental for the dropping out of the workplace phenomenon. It is important understand how the person has been brought up. The Puthri Project is about rewriting the narrative for the young girls in their own minds. There are 62 schools that are part of it.**



Gender Diversity at Ashok Leyland

Uma Rao

1. More than 30% of the entry level individuals in Ashok Leyland are women. There are very few women in the mechanical engineering space.
2. Infrastructure requirements have first been taken care of from women's needs perspective. That instils confidence.
3. Ergonomics of the equipment has also been worked upon so that women and ageing workforce can both operate well.
4. Women in the first batch would have been a challenge but subsequently having more and more women has led to many more getting attracted to joining.
5. Mentors for the women have been assigned and they help them in their journey.
6. The Management development centre at Hosur has the individuals as well as many parents who come to drop off their children. They are shown around the hostel and facility. There are more plans to engage with the parents in the coming years.
7. The company has a Women Leadership Programme which aims to bring women at the mid level so that they are at the threshold of the senior leadership levels.

ABOUT THE SPEAKER

Uma, Vice President – Human Resources , Ashok Leyland Ltd. is an HR professional with experience in a wide gamut of HR areas over the last 25+ years. She has worked in leading organizations in IT, Manufacturing, Telecom and FMCG space.

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8. The focus is to get more role models and not meet percentages when it comes to women.
9. Giving responsibility really helped in engaging with the men as well. They also worked with an organization that has done gender sensitization programmes at Ashok Leyland. The special programme created was for men-only.
10. The company has a women's only forum called the Shrishti Forum which works on creating leadership talent, influences policies and encourages how to network.
11. The plant in Pant Nagar, Uttaranchal has a hostel inside the plant so that the women do not have to stay outside and commute daily. This is part of the Blessing scheme or Ashirvad where the girls here are working in the plant once a week and the rest of the days they study.
12. Review of the women employees is done once the appraisal process closes to check if they are paid properly. Pregnant women on maternity leave cannot be rated lower.
13. Top 3 benefits of D&I at Ashok Leyland – Business competitiveness, gender balance and better innovation.



Support system for women at work

Priya Krishnan

1. A lot of women quit because they do not have credible access to childcare. Getting a mix of adult time and childhood time is important for all women.
2. Urbanization has led to loss of the traditional support structure that used to be there.
3. Working with corporates is a big part of the journey of Klay. There are 7 cities that Klay operates in and they are opening up in Calcutta and have opened up in Sri Lanka.
4. 75% of the women cite child bearing as the reason for dropping out of the workforce. The regulation related to having a crèche is a way to stop that.
5. There are 6 buckets that are not clear – what is the definition of an establishment, whether men and women should both have crèche access or only women, which age group to be dealt with, shift operations, who bears the cost.
6. The CWA has defined the bare minimum and that is what organizations are moving ahead with. Many organizations go beyond the minimum and give them more support.
7. Product and IP companies, FMCG, banking companies tend to have good diversity practices.

ABOUT THE SPEAKER

Priya Krishnan is the CEO of one of the most prestigious and trustworthy prep schools and day care brands in India. Set up under Founding Years – A multi-platform education services organization and KLAY Prep Schools and Daycare.

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8. Other support practices provided by some organizations are ways in which they can provide breastfeeding facilities, so that women can express and store milk, flexible work hours, job sharing and so on.
9. Benefits for different generations and nuclear families are different. Organizations are now exploring all of those.
10. Many organizations remove women from night shifts once they become mothers so there are very few requirements for night time crèche.
11. Fathers have become more involved in helping at home and with the baby.
12. 10% of the industries are compliant with the Act. In Tier 2 cities there is a lower level of compliance since there are still support structures.
13. When the benefit is given to both genders, there are equal numbers using the benefit.
14. Requirements of a remote or flexible worker are being explored and how does KLAY play a role to support them.



Being inclusive is not a state, but a journey

Tina Vinod

1. All of us have unconscious biases and we need to work on them all the time.
2. STEP – Software Technology Excellence Programme is an opportunity for ThoughtWorks to find some of the brightest minds in India
3. We have only scratched the surface with respect to LGBTQ inclusion.
4. VAPASI – another programme in ThoughtWorks to find some of the best women who have had to take a break and can be helped to come back to the workforce. There are trainers who drive the programme.
5. Mitra Collective is the LGBTQ affinity group in the company. It has opened up everyone's minds.
6. Organizations should focus on creating a level playing field.
7. The company was one of the first ones to hire a transwoman in 2014 itself. There is constant effort towards analyzing what can be done to help those who have a low representation from some of the communities.

ABOUT THE SPEAKER

A feminist at heart, with a strong belief, that an inclusive organizational culture brings about the best in teams and individuals Tina currently heads Diversity and Inclusion for ThoughtWorks, India.

www.linkedin.com/in/tina-vinod-4ab8923/

8. Having a leadership team that believes in business impact of diversity is very important for the success of these programmes.
9. It improves retention and gives them a sense of responsibility towards the organizations.
10. Sensitization is very important especially with respect to the LGBTQ community. Building that and awareness becomes crucial.
11. ThoughtWorks conducts values interviews when a person joins them and at that stage they speak about diversity.
12. Diversity is a reality and whether organizations want to invest in it or not, they have to continue to live with it.
13. ThoughtWorks wants to be 40% women in tech by 2020.
14. The company participated in RISE which is India's first job fair for LGBTQ plus. Both Periferry and Solidarity recommend people.
15. Their special programme called Interning with Pride has done well and is being adopted by other offices.



Inclusion from the lens of women

Jacintha Jayachandran

1. When one saw leadership consulting or engagement assignments, there were very few women.
2. There are few women leaders because women were not making themselves available for the opportunity or dropping off before the opportunity arose.
3. Inclusion for a woman specifically begins with "I", which means that she has to include herself into the opportunities and growth.
4. Women shine when they own their success and their decisions.
5. Role models like Lily Vasanthini and Rama NS are excellent to emulate as women who bring a lot to all their relationships professionally and personally.
6. Women need to make space for themselves in their own lives – their dreams, aspirations, health and so on.
7. There should be zero-tolerance policy for any negativity around you. Even if it is well-intended it can bring you down.

ABOUT THE SPEAKER

Jacintha is the Founder of Lead NOW and I-GROW

www.linkedin.com/in/jacintha-jayachandran-8bb9a56/

8. Practising powerful self-talk is very important. Women must work towards that. We should not try to be everywhere all the time.
9. Every time you feel guilty as a woman find a friend to talk to who will not foster that guilt but help you to remove it. This friend will encourage and question.
10. Some tips for women who are aiming to grow in their corporate ladder are questions that need to be answered – why these women are being trained to become leaders as against men, why their qualities of empathy, intuition and compassion are important in today's context and how they need to shine with who they already are, without changing.
11. Politics is a way to exercise power and here to stay, in offices. You need to manage and respond to it.
12. Having networks and mentors in your work place is the best way to deal with these situations.



Engaging men for gender equality

Anupama Kapoor

1. The journey was about what can women do and organizations can do, to help women get back to work. Creating a system where one can learn from each other's experiences, is a win-win for all – the women, their families and the companies.
2. The world focus has shifted from economic development index to human development index and the gender index. Women's work has largely remained unpaid and not quantified.
3. The importance of women choosing to work cannot be undermined.
4. The social construct is what determines the roles and conditioning, and women end up performing a lot of work that is not paid. Men by design have been left out of these responsibilities.
5. Women want to perform all roles perfectly. The guilt factor also kicks in. That results in ignoring the health. Reboot works on focusing on that aspect – mental and physical stress. The number of women going back to work is low.
6. As per NSSO, between 2004 and 2015, there are about 20 million women who have dropped out from the workforce.

ABOUT THE SPEAKER

Anupama Kapoor, Founder – Reboot, is a Women's Workforce Participation SME and a Gender Intelligence facilitator, with over two decades of corporate experience across the Services, Banking & ITeS industries, in Hong Kong, the US & India.

www.linkedin.com/in/anupamakapoor1/

7. Men are not even aware of the difference in gender equity. The conditioning takes place from a young age. A lot of energy has to be invested in making them understand their own biases and how they can be engaged, as men.
8. Men have to comprehend that many women are married feminists. There is a sense of gender quota that prevails which needs to be removed.
9. Equal Half is a platform for men to come together and learn from women, about their life experiences.
10. Reboot works on research for deeper insights, conducts workshops on gender with a physical activity such as baby-wearing or braid making, and finally conversations that open up the entire spectrum of masculinities.
11. Men felt that if women were given a job at the cost of a man's job. This needs to change since this is not true. We need to reduce the pressure on men as well, to constantly feel that they are the providers. Patriarchy is the issue.
12. Offices are also constructed with men in mind and not women. Leaders also need to be sensitized on the same. We need to understand what men want and work on how to engage them better.



Inclusion as a Future of Work

Nabomita Mazumdar

1. Work delivery was getting redesigned and talent was being redefined. Businesses were changing.
2. Senior people who were designed to go out of the workforce are coming back and taking up jobs. So the changing workforce is actually creating engagement for pockets of talent. That is the Future of Work.
3. Tata Steel had already designed and implemented maternity leave before it was mandated legally. But equal opportunity is there in India mainly on paper only, at the moment. The rest are catching up now.
4. Disruptions have to be created by the employers to create the workplace of the future.
5. New collar jobs have come into play – the jobs are evolving as the business is running. Such jobs are what make it evident that gender is not important. It is the potential of the person.

ABOUT THE SPEAKER

Nabomita Mazumdar is the Founder of Nabomita.com, amplifying meaningful messages to society. She is the winner of Top 100 Women Achievers Award by Ministry of Women and Child Development, India.

www.linkedin.com/in/nabomitam/

6. We need to create opportunities and realities that work for women. Participation of women in the workforce in rural areas is higher. Urban India should increase this especially in the Technology area too.
7. The impact of gender on the Indian economy, with equal gender participation in India can become a 28 trillion economy by 2025.
8. A lot of the jobs done by men, particularly those that involve physical activity will reduce and the same will increase for women.
9. Pay parity should be driven from the government level to the grassroot level, so that it has uniform implementation across the country.
10. Organizations should build legacies like ones which women can look at from a career perspective.



Managing Generations at work

Puja Kohli

1. Unfold Consulting are thought leaders in generational diversity.
2. Generational diversity is unlike gender where the physical visibility of the differences between genders is evident. This is not the case for generations, which is an invisible form of diversity.
3. This invisible quality of generational diversity impacts our attitudes, beliefs and so on. Working with these factors is what corporates need to learn.
4. India is a country where 50% of the workforce is in the age group of 25-30. Organizations have a younger workforce, being managed by a middle aged set of employees and led by an older group.
5. These are multiple value systems and world views.
6. There are some differences between the cohorts in India and the Western countries. In the US it is usually about 3 generations – baby boomers, Gen X, Millennials. In India we are talking about 4 to 5 generations. Millennials across the world are essentially in the workforce around the same time.
7. India has seen rapid change in the past 2 decades which have impacted the workforce and generations in it, especially due to the impact of technology.

ABOUT THE SPEAKER

Puja has about two decades of experience as a human resource leader, providing strategic thought to shape human capital solutions for corporates and emerging organizations. Puja is the Founder-Director of 'Unfold'.

www.linkedin.com/in/pujakohli/

8. The simple definition to understand generations is to identify them by decades when they were born. It helps you understand the context that applied the socio-political environment, privatisation and so on.
9. There is a blended workforce that is in existence now and that is resulting in different work values between age groups.
10. Even the post retirement group has changed in the way they lead their lives.
11. Earlier generations believed in loyalty towards the organization and now the millennial generation believes in loyalty to self. It is about commitment to one's growth and not so much to the system.
12. Generation gaps can differ across industries – the IT and retail sectors seem to have 60-80% of their workforce in their 20-30s. In manufacturing or engineering the percentages are not that high for the younger workforce.
13. Small but crucial elements like the right communication protocols to follow and so on become important in multi-generational workplaces.
14. A lot of challenges can be managed if there is constructive dialogue taking place. Today's new age diversity is about cognitive diversity that fosters innovation.



How to get started on the Diversity Journey at your Workplace?

Hema Mani

1. For Lennox, diversity was a natural part of the workplace journey since internationally the company was focused on the same.
2. It helped strengthen the talent pool for the company. What gets measured gets done. So in that respect, targets on the diversity front also help.
3. There was a personal target of having over 25% female inclusion in the workplace, for this year. Hiring female engineers in creative ways has helped to move close to this target already.
4. There was a conscious effort to add diverse leadership talent. In addition to that many support initiatives were added to help women remain at work.
5. The flexi working environment, telecommuting and pre as well as post maternity benefits have all helped in raising female participation.
6. There is now some effort towards raising LGBTQ inclusion. There is a huge empathetic score that is getting created within the organization when this happens, along with it, more talent comes in. They have added LGBTQ into their insurance programs to be able to include their partners.

ABOUT THE SPEAKER

Hema Mani, Director - Human Resources, Lennox India Technology Centre and Lennox Asia Sourcing, has over 20 years of experience in leadership capacities in various HR functions and has been a key task member in the HR leadership team.
www.linkedin.com/in/hemamani/

7. **PIE – Performance, Initiative and Excitement** – Performance to peak performance and engagement to empowerment are the objectives of this initiative. It enables leaders to act as coaches in the organization.
8. **Green Dot initiative** - It is a liberating tool provided to the employees. It is a 4 step initiative. The first one is Direct. If you think something incorrect has taken place you can go up and share it with the person concerned directly. Second is Delay, which you can decide to do if you think that is not the right time to discuss it. Third is Delegate. This is when you are experiencing some behaviour from someone in power and you do not have the courage to deal with it. You can then choose to delegate it to your HR Leader or a manager. Lastly it is Distract. You can reduce the conversation and distract from that behaviour.
9. There is higher inclusivity and hence there is diversity of thought that comes in. Employees also become more emotionally intelligent.
10. There has been no pushback because the communication was well-planned. Leaders do worry about how projects will get done but they are encouraged to work on solutions like adding contract hires in the interim when an employee is on maternity leave and so on.
11. Mom Back to Work simulation programme runs for a year for a woman who is going into a maternity phase.

Key Takeaways



ROHIT BHARGAVA

Being yourself, unapologetic and unabashed is important. If someone is judging you, it is their issue and not yours.



CAROLINE FERNANDES

The social angle on LinkedIn is fairly new. But there are successful tools and strategies that can enable better inclusion through this channel and there is so much hope to be able to use them well.



SARIKA BHATTACHARYYA

Remember what gets measured, gets done. So assessing and reassessing is important to the process.



SHANTI RAGHAVAN

#valuable campaign by the World Economic Forum can be joined too – it means you are willing to make differently abled inclusion a part of your Board agenda.



P RAJASEKHARAN

When you clear the path for one person, especially one with disability, you clear the path for everyone else too. That is how inclusion can take place.



D.A.ABRAMS

Having a strong taskforce that can leverage D&I is important for the organization to thrive. Tapping into resources that have not been tapped into in the past is going to make companies achieve their goals.



NEELAM JAIN

Corporates should reach out to organizations like Periferry, Solidarity to understand more about the community and become an ally. Then move onto sensitization workshops, gender neutral washrooms etc.



DR. VINIKA DEVASAR RAO

Technology changes and the increased flexibility it provides, have played a key role in creating gender balance Apart from that it always helps to have women in decision making roles.

Key Takeaways



VIKRAM BECTOR

All men and women are born equal. The inequality is in our minds. It is easy to spot those who embrace these differences as well as those who want to let the differences exist.



PALLAVI PAREEK

Coexistence is the way to grow as a company, not just as individuals. Instead of a hostility filter, a filter of learning and opportunity is created due to such coexistence.



NIRMALA MENON

D&I is not an HR agenda, it is a business agenda. So the business heads and leaders should be driving it.



PRAFUL BAWEJA

We take ourselves very seriously and want to do things our way. But what is needed is willingness to have an open mind and being accepting enough to be able to work together, and pay it forward.



DR.SAUNDARYA RAJESH

Women must remember that there is no glass ceiling and they should not aim for it or worry about breaking it.



UMA RAO

Hiring women in pairs or larger numbers is a better idea. Never have one woman only. It is better not to have any than to have only one.



PRIYA KRISHNAN

Women should let up on their guilt. It is not possible to be in a Board Meeting and a PTM, at the same. Choose the one you are in and give that your 100% instead of dividing your mindspace.



TINA VINOD

There is a huge revolution taking place in our world. There are people who deeply care for inclusion and it is a better world out there today.

Key Takeaways



JACINTHA JAYACHANDRAN

Women need to be comfortable with sharing their needs, being ambitious and knowing that they are doing their best.



ANUPAMA KAPOOR

Engage men, have them in the room. Organizations should not have their gender diversity initiatives designed around March but through the year.



NABOMITA MAZUMDAR

Making the work environment conducive is the single most important thing to attract more women. For eg: when you allow men to bring their children to work, it will become easier for women too.



PUJA KOHLI

Organizations should not broad brush their initiatives but address it in a more specific manner. Also stereotypes from generations need to be addressed and that is what organizations are working on.



HEMA MANI

Jumping in too fast or too soon, without thinking through is a big mistake. Sticking to the basics of why you are doing the initiative and its purpose for the organization is important.

Key Resources



ROHIT BHARGAVA

www.Catalyst.org



SARIKA BHATTACHARYYA

[www.beyonddiversity.com/
case-studies/](http://www.beyonddiversity.com/case-studies/)



SHANTI RAGHAVAN

www.enableacademy.org



P RAJASEKHARAN

www.v-shesh.com



D.A.ABRAMS

[https://www.amazon.in/D-A-
Abrams/e/B00M4CMEG0/](https://www.amazon.in/D-A-Abrams/e/B00M4CMEG0/)



NEELAM JAIN

www.orinam.net



DR. VINIKA DEVASAR RAO

<https://knowledge.insead.edu/>



VIKRAM BECTOR

[https://www.eckharttolle.com/
power-of-now-excerpt/](https://www.eckharttolle.com/power-of-now-excerpt/)

Key Resources



NIRMALA MENON

www.Catalyst.org



PRAFUL BAWEJA

<https://youtu.be/qBPKC7sSgrw>



DR.SAUNDARYA RAJESH

www.99daydiversitychallenge.com



UMA RAO

www.amazon.com/Own-Power-Women-at-Work/dp/1101906251



PRIYA KRISHNAN

www.klayschools.com/corporate/resources/



JACINTHA JAYACHANDRAN

www.leadnow.in



ANUPAMA KAPOOR

www.reboot.net.in



NABOMITA MAZUMDAR

www.nabomita.com

Summit Host



Viji Hari

Co-founder & CEO of KelpHR

Viji is an Expert in Creating Diverse and Inclusive workplaces and specialises in creating safe workplace by Preventing Sexual Harassment at the workplace.

With 19+ years of industry experience in MNC's in India & USA, she co-founded KelpHR in 2013.

She has authored the book '**BCC: Behind Closed Cubicles**'.

She did her Gender Diversity programme from INSEAD university and has hosted India's first Online Diversity Summit (www.OnlineDiversitySummit.com)

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