



Network India



**FORWARD  
FASTER**

# 2024

# COMPENDIUM ON FORWARD FASTER – GENDER EQUALITY

*Companies Commitment to Action*





# Message from the Chair, 7th Gender Equality Summit



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**Chair, UN GCNI GES 2024**  
**Co-founder & Chairperson Sustainability, ReNew**

We are at the halfway point of our journey to achieve the Sustainable Development Goals (SDGs).

While progress has been made across various fronts, SDG 5 – “Gender Equality” remains alarmingly off-track, with not a single SDG 5 indicator at the “target met” level, highlighting the sobering reality of women worldwide. It is both a time for reflection and a call to action for all of us.

As a society, we stand at a pivotal crossroads, where we must recognize that Gender Equality is not just a moral imperative but a strategic one. It has the power to amplify and expedite the engines of human progress, economic development, and sustainable growth. When women are empowered and given equal opportunities, the positive ripple effects are felt across all sectors of society. Looking at the economic benefits of gender equality, closing the gender gap in the workforce could boost the global GDP by 26%, adding a staggering \$28 trillion, and benefiting economies globally.

Recognizing the potential of a gender- equal world, UNGC launched Forward Faster, an initiative that identifies gender equality as one of the fundamental themes that has the power to accelerate progress across all the SDGs. Building on this vision, the 7th Gender Equality Summit recognizes achieving gender equality not just as a standalone goal but as a catalyst for progress across all development goals. This year the aim is to move beyond mere advocacy and shift towards action – we must take stock of where we are and mobilize resources and efforts to drive meaningful change.

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## FOREWORD

In this context, I am thrilled to present this compendium – a compilation of several case studies showcasing real action and real work happening on the ground by various corporates in India. These case studies highlight the journeys of various corporations toward diversity and inclusion, a topic of paramount relevance.

Each case study is a testament to our approach - action over advocacy. It showcases the possibilities that arise when organizations commit to fostering a diverse and inclusive environment. By spotlighting these initiatives, the compendium not only celebrates success but also serves as a wellspring of inspiration for businesses navigating their paths toward inclusivity.

I hope the insights provided in the compendium add value to the readers and guide them in their transformative journey of prioritizing diversity and inclusion and act as a beacon for the future of business in India. Let us all forge ahead with renewed determination and renewed action towards a more equitable future.



## From the Executive Director's Desk



**Ratnesh**  
**Executive Director, UN GCNI**

India has made significant strides in progressing towards Sustainable Development Goal 5 (SDG 5), which aims to achieve gender equality and empower all women and girls. While challenges remain, there has been notable progress in various areas. Despite the advancements, challenges persist, and addressing these issues requires continued commitment from both the government and the private sector.

The private sector has a crucial role to play in advancing gender equality in India. Businesses can promote gender diversity within their organizations by implementing policies and practices that ensure equal opportunities for men and women. This includes initiatives like gender-neutral recruitment processes, flexible work arrangements, and leadership development programs for women. Furthermore, businesses can support women's economic empowerment by providing training, mentorship, and access to resources for female entrepreneurs and workers. This can help to create a more inclusive and equitable workforce while also driving economic growth.

Additionally, the private sector can use its influence and resources to address gender-based inequalities in the wider community. This may involve partnering with NGOs and government agencies to support initiatives that promote girls' education, healthcare access, and women's rights. Overall, by actively promoting gender equality and empowering women, both within their organizations and in society at large, the private sector can contribute to the achievement of SDG 5 and help to build a more inclusive and sustainable future for India.

In today's interconnected world, prioritizing sustainable development isn't just a lofty ideal; it's a critical necessity for safeguarding our planet and its inhabitants.

Central to this endeavor is an unwavering dedication to gender equality and the empowerment of women and girls. Within the framework of the 2030 Agenda for Sustainable Development, it becomes evident that achieving gender parity isn't an isolated objective but rather a foundational element for realizing the entirety of the Sustainable Development Goals (SDGs). The findings of the 2023 Gender Gap Report serve as a stark wake-up call to the significant challenges that still lie ahead. Current projections suggest that without intervention, it could take nearly two centuries to bridge the economic and political gender divides. These forecasts emphasize the urgent need for decisive actions to dismantle the obstacles preventing women's full participation and impact in society.

Navigating the complex terrain towards **SDG 5**, it is incumbent upon us to harness the collective power of all sectors, with the private sector playing a pivotal role in driving meaningful change. Initiatives like the UN Global Compact's "**Forward Faster 2030**" provide a blueprint for corporations to accelerate their efforts towards gender equality. By setting ambitious targets and implementing transparent measures, businesses can catalyze progress and chart a course towards gender parity by 2030.

As the Executive Director of the United Nations Global Compact Network India (UN GCNI), it is my honor to introduce this invaluable "Case Study Compendium" spotlighting companies committed to advancing gender equality. At the heart of the Forward Faster initiative lies our unwavering dedication to accelerating progress towards gender equality by 2030, in alignment with the United Nations Global Compact's broader mission.

In the journey towards gender equality, the experiences and initiatives of companies that have subscribed to Forward Faster 2030 Gender Targets play a pivotal role in driving meaningful change. This compendium offers a rich tapestry of case studies, each highlighting a company's steadfast dedication to integrating gender considerations into its policies, programs and interventions. From multinational corporations to small & medium enterprises, these case studies demonstrate the transformative power of inclusive practices and gender-responsive approaches across

diverse industries and contexts. At UN GCNI, our vision for the Forward Faster initiative is one of collective action and measurable impact. Through strategic partnerships and collaborative efforts, we aim to accelerate progress across five crucial themes: gender-inclusive workplaces, equal pay for equal work, gender-responsive supply chains, women's leadership and entrepreneurship, and inclusive community engagement. The case studies presented here exemplify the tangible strides being made towards these objectives, offering valuable insights and best practices for replication and adaptation.

The case studies contained within this compendium serve as beacons of inspiration and guidance, illustrating how organizations across various sectors have embraced the imperative of gender equality. From recruitment to promotion, from pay equity to leadership development, these companies have embarked on transformative journeys to dismantle barriers, challenge biases and foster inclusive workplaces where every individual can thrive. The case studies featured in this compendium serve as invaluable resources for organizations seeking to embark on similar journeys or enhance their existing efforts towards gender equality. Through insightful narratives and practical examples, these case studies offer a roadmap for action, illuminating the path towards creating more equitable and inclusive workplaces and societies.

I extend my deepest gratitude to our esteemed partners for their unwavering support and invaluable contributions to the Forward Faster initiative. It is through our collective dedication and collaboration that we can overcome barriers, challenge norms and create a future where gender equality is not only achievable but thriving.

As we navigate the path towards a more equitable future, it is imperative that we recognize and celebrate the efforts of those leading the charge. Together, let us continue to forge ahead, propelled by the shared vision of a world where gender equality is not only a reality but a fundamental cornerstone of sustainable development.





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# Introduction

The Global Compact is the largest voluntary corporate citizenship initiative in the world offering a unique platform to engage companies in responsible business behavior. Global Compact Network India (GCNI) plays as the Indian counterpart of the United Nations Global Compact. Over the years, UN GCNI has steadfastly established itself as a dynamic platform that unites Indian Businesses, Academic Institutions, Multilateral Institutions, Government Bodies, and Civil Society Organizations in a concerted effort to drive tangible progress towards the achievement of the 17 Sustainable Development Goals and the 10 UNGC Principles within the Indian context.

The importance of gender equality in sustainable development cannot be overstated. Recognizing this, the United Nations has made gender equality its fifth Sustainable Development Goal, emphasizing the need to empower women and girls worldwide.

In the pursuit of scaling action towards achieving the Sustainable Development Goals (SDGs), companies play a pivotal role in advocating for supportive policies from their respective governments. The UN acts to empower women and girls in all its programmes. With stepped-up action on gender equality, every part of the world can move towards sustainable development by 2030, leaving none behind. The targets include ending all forms of discrimination against women and girls, eliminating all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation, eliminating harmful practices such as child, early and forced marriage and female genital mutilation.

Through initiatives like Forward Faster, companies can urge governments to implement enabling policies that facilitate ambitious goal-setting and provide the necessary clarity and confidence to attract further investments. Collaboration across sectors is essential to address pressing issues like gender inequality.



## INTRODUCTION

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Closing the gender gap requires concerted efforts from all sectors within a community. Multisectoral approaches, involving businesses, civil society organizations, and governments, are crucial for achieving meaningful legal reforms that benefit society as a whole.

Legal reforms, unlike changes in societal norms, can be achieved relatively quickly. Currently, 119 countries have enacted labor laws embracing the principle of equal pay for equal work, underscoring the global recognition of addressing gender pay gaps and promoting workplace gender equality. Enhancing legal frameworks and fostering gender equality in workplaces are vital steps toward ensuring fair and equitable remuneration for individuals regardless of gender.

Gender equality is not just a moral imperative; it is also a strategic advantage. Studies show that companies perform better when women are represented in leadership positions, and closing gender employment gaps could significantly boost long-run GDP per capita. Moreover, gender-balanced boardrooms are associated with improved business outcomes, highlighting the economic benefits of gender equality in the workplace.

Achieving gender equality by 2030 requires comprehensive efforts, including ending discrimination and violence against women, recognizing unpaid care work, ensuring women's participation in decision-making processes, and promoting equal access to economic resources and technology.

However, achieving diversity, equity, and inclusion (DEI) in workplaces goes beyond superficial initiatives. DEI efforts must address intersectionality, long-standing social and economic justice demands, and evolving workplace dynamics. Superficial approaches risk reducing individuals to their basic identities and may fail to foster genuine unity in diversity. To truly bridge the gender gap and advance DEI, organizations must adopt holistic, sustainable strategies that address systemic challenges and promote genuine inclusion for all.



## INTRODUCTION

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Furthermore, it's essential to recognize that DEI initiatives are not solely about boosting bottom lines; they are about fostering environments where every individual feels valued, respected, and empowered to contribute fully. When organizations prioritize diversity, equity, and inclusion, they create spaces where diverse perspectives thrive, innovation flourishes, and employees feel a sense of belonging. Such environments not only benefit individuals but also drive organizational success and contribute to broader societal progress.

Moreover, addressing gender inequality and advancing DEI is not just a moral imperative; it is also an economic imperative. Studies consistently show that diverse and inclusive workplaces outperform their less diverse counterparts. Companies that prioritize DEI are better positioned to attract top talent, enhance employee engagement and retention, and tap into diverse market segments. Additionally, fostering inclusive workplaces is essential for building resilient and sustainable businesses that can adapt to changing market dynamics and global challenges.

In conclusion, achieving gender equality and advancing DEI is not only the right thing to do but also the smart thing to do. By prioritizing diversity, equity, and inclusion, companies can drive innovation, improve business outcomes, and contribute to a more just and sustainable world. Through collaborative efforts across sectors, we can build inclusive societies where every individual has the opportunity to thrive, regardless of gender, race, ethnicity, or background.

The UN Global Compact Network India (UN GCNI) compendium showcases inspiring case studies of companies that have taken proactive steps to advance gender equality through their participation in the Gender Target of the UNGC Forward Faster initiative. These case studies highlight innovative strategies, best practices, and tangible outcomes achieved by companies committed to closing the gender gap and promoting women's empowerment in the workplace and beyond.



## INTRODUCTION

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The compendium features case studies from companies in diverse sectors each showcasing innovative approaches to promoting gender equality and women's empowerment. These initiatives range from providing access to affordable childcare and parental leave policies to offering leadership development, mentorship and second career programs and supporting community initiatives through social responsibility programs.

One notable case study featured in the compendium recognizes the underrepresentation of women in STEM (Science, Technology, Engineering, and Mathematics) fields, the company launched an initiative aimed at attracting and advancing women in technology roles. As a result, the company saw an increase in the representation of women in technical roles.

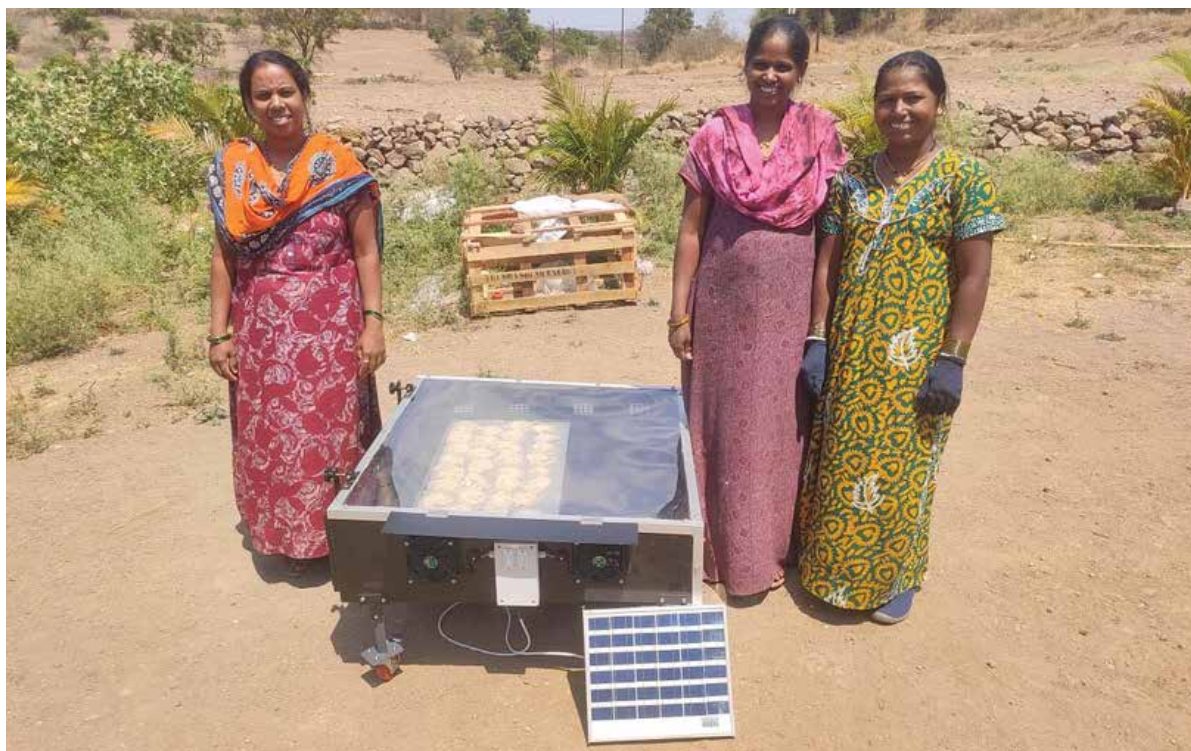
Another compelling case study showcased in the compendium comes from commitment to close the gender pay gap. In response to concerns about pay equity within the organization, the company conducted a thorough gender pay gap analysis across all levels and departments. Based on the findings, the company implemented transparent pay policies, conducted regular pay equity audits, and established mechanisms for employees to report concerns or discrepancies. These efforts not only helped the company achieve pay parity but also enhanced trust and transparency within the organization, contributing to a more equitable and inclusive workplace culture.

Overall, the case studies presented in the compendium demonstrate the transformative impact that companies can have when they prioritize gender equality and commit to meaningful action. By sharing these success stories and best practices, the compendium serves as a valuable resource for companies seeking inspiration and guidance on how to advance gender equality within their own organizations and contribute to the achievement of the Sustainable Development Goals.

# **CASE STUDY #1**

**AgriVijay: Adoption of Renewable Energy Practices to Empower Rural Women and Combat Climate Change**

## AgriVijay: Adoption of Renewable Energy Practices to Empower Rural Women and Combat Climate Change



**AgriVijay-India's first curated Marketplace & Agtech Climate Action Social Enterprise of Renewable Energy products made for farmers and rural households. The range of products include solar, biogas, green energy, electric, and organic solutions.**

### COMPANY OVERVIEW

AgriVijay is India's first curated Marketplace & Agtech Climate Action Social Enterprise of Renewable Energy products made for farmers and rural households. The range of products include solar, biogas, green energy, electric, and organic solutions. Their unique Energy Advisory Recommendation approach ensures that farmers' energy requirements are carefully assessed, considering waste availability on their premises, before recommending, selling, and deploying products. This initiative not only addresses individual energy needs but also contributes to reducing greenhouse gas emissions, combating climate change, and aligns with the United Nations Sustainable Development Goals (SDGs). Since 2020, AgriVijay has been physically operating in four states, Telangana, Rajasthan, Uttar Pradesh and Maharashtra, but has been working across the country.



## GENDER MAINSTREAMING IN THE COMPANY

Gender mainstreaming is a cornerstone of AgriVijay’s agenda, spearheaded by its Co-founder & Director Miss. Shobha Chanchlani. The organisation has successfully implemented policies, programs and initiatives to integrate gender equality into its activities, this includes targeted recruitment drives, policies to promote diversity and inclusion, gender-responsive procurement practices, diversity training, mentorship programs, leadership development opportunities and flexible work arrangements to support the diverse needs of employees, specifically women.

In addition, the organisation’s operation model addresses challenges, including gender biases, and incorporates inclusion and diversity, through a dedicated AI-enabled chatbot, an e-commerce platform, local language call centers, field sales teams, technical support, and offline stores known as Renewable Energy Stores at the village level. These initiatives guarantee a dissemination of knowledge regarding renewable energy products as well as provide high-quality branded solutions to rural communities. Furthermore, Leadership at AgriVijay demonstrates a strong commitment towards gender equality both internally and externally and plays a pivotal role in the implementation of initiatives.



By mainstreaming gender equality throughout their operations, AgriVijay has improved the organization's performance and has also contributed to sustainable progress towards gender parity, societal advancement and equity within its workforce.

The success of the organisation's initiatives is visible through its 65% female workforce with significant representation of women in all vital departments including HR, CRM, and Partnerships.

## COMMUNITY INITIATIVES

The initiative supported 15 rural women dairy farmers replace traditional firewood with clean cooking solutions, including the installation of Biogas Digesters. This initiative was in partnership with NGO Arpan Seva Sansthan, and with the support of two influential women,



angel investor, Ms. Sanvali Kaushik Ji, and Miss Anna Roy, Senior Adviser at NITI Aayog as a mentor. The project led to the empowerment of rural women, through their involvement in renewable and green energy projects. Women actively engaged in the operation of solar water pumps on farms, took charge of electric tillers, generated organic fertilizers from biogas slurry and used solar dryers to preserve produce effectively.

## IMPACT

AgriVijay's initiative positively impacted rural women, improving their living conditions and health outcomes by minimizing exposure to harmful smoke. Concurrently, it reduced the time and effort required to gather firewood and reduced post-harvest losses. These women contributed to increased agricultural productivity and sustainability and showcased their capabilities as leaders within sustainable agricultural practices. Furthermore, this initiative has also significantly reduced the impact on the environment, with reduced harmful emissions and lower levels of deforestation.

The impact of the project extends beyond rural women to AgriVijay's employees who experienced a sense of fulfilment and purpose by contributing to meaningful projects that uplift women in rural communities. Customers also benefited from improved access to clean energy solutions, which not only enhanced their quality of life but also boosted productivity. By adopting renewable energy technologies, communities have witnessed positive socio-economic development and environmental sustainability.

AgriVijay continuously monitored, evaluated, and adapted its project to address evolving challenges and ensure the continuous impact of its initiatives. The organisation conducted surveys, interviews and on-the-ground assessments to

## #CS1: AGRIVIJAY

refine its approaches and maximize positive outcomes for all stakeholders involved. It highlighted the good practice of involving women in decision-making process. Key challenges faced through the implementation of the initiative included logistical hurdles and cultural barriers, which were addressed through community engagement, tailored training programs and ongoing support schemes. An area of improvement included increased access to training and resources for women in order to maximize their contributions in the renewable energy and agriculture sectors.

## SUMMARY

The implementation of AgriVijay's project and initiatives has highlighted the importance of women's involvement, in agri-tech in order to promote sustainable agriculture. The outcomes of the project surpassed initial objectives, with increased adoption of clean energy solutions and enhanced economic opportunities for women. The empowerment of women through these initiatives, has led to improved household incomes,

reduced environmental degradation and strengthened community resilience. Going forward, AgriVijay remains committed to the advancement of gender equality and the empowerment of women, leveraging lessons learned and identifying opportunities for improvement. The company's journey towards equality is ongoing, guided by the belief that inclusive growth is essential to promote sustainable development and have a positive impact on society.





# **CASE STUDY #2**

**ReNew: Mitigating Gender Bias,  
Through Progressive Policies  
and Programs, to Increase  
Women's Representation in the  
Renewable Energy Industry**



## ReNew: Mitigating Gender Bias, Through Progressive Policies and Programs, to Increase Women’s Representation in the Renewable Energy Industry



ReNew- the first Indian renewable energy producer to be listed on Nasdaq (RNW,RNWWW) and how it’s projects have helped generate more than 130,000 jobs.

### COMPANY OVERVIEW

ReNew is a leading decarbonisation solutions company, which is committed to leading India’s energy transition and is the first Indian renewable energy producer to be listed on Nasdaq (RNW, RNWWW). The company operates 150+ utility-scale projects spread across 18 states and provides decarbonisation solutions through a mix of green hydrogen, intelligent (data-driven) solutions, energy storage, manufacturing, and carbon markets. Over the years, the company has built one of the largest green energy portfolios of approximately 14 GW.

An integral part of the global energy system, ReNew’s projects have helped generate more than 130,000 jobs, both directly and indirectly. In addition, the company produces 1.9% of India’s total electricity, abates 0.4% of GHG emissions, and helps power over 5 million homes.

## GENDER MAINSTREAMING IN THE COMPANY

ReNew has prioritized the promotion of gender equality and gender mainstreaming in the renewable energy sector, not only as a matter of social justice but also an essential component to achieve sustainable development, economic growth, and environmental conservation. The company prioritizes diversity and inclusion by welcoming individuals, of all age groups, cultures, regions, nationalities, genders, creating an environment where all employees can succeed and gain knowledge.

As a signatory to the UN Women Empowerment Principles (WEPs), ReNew is committed to promoting gender equality at the workplace. Further, it is dedicated to creating more opportunities for women and enhancing their representation in a sector which is dominated by men. Through initiatives such as, Recruit Her, Power of W, Chai Pe Charcha and Global Green Scholars Program, ReNew prioritizes the recognition and utilization of each employee's diversity to create an inclusive work culture. To drive these efforts forward, ReNew has established a cross-functional leadership committee comprising 13 senior leaders chaired by the CHRO and co-chaired by SVP-HR. This committee plays a pivotal role in ensuring the execution of all inclusion and diversity (I&D) initiatives and promoting greater participation across all projects.

## COMMUNITY INITIATIVES

In order to address challenges, create an inclusive work culture and promote mindset change, ReNew has established key flagship programs:

- 1) **Break the bias initiative** - A multi-fold initiative to bring mindset change.
  - ReNew partnered with a Padma Shri awardee DEI professional, Dr. Niru Kumar and her team to run a series of sensitization sessions aimed at exploring unconscious biases, decoding equity vs. equality, leveraging diversity of thought, psychological safety and differentiate micro-aggressions vs. micro-affirmations, to help leaders and middle managers reflect on how they can create a safe workspace for women.
  - On the occasion of Independence Day, ReNew launched the “Freedom from bias” awareness campaign that helped employees understand biases that they witness in the workplace and in society at large.
  - Sessions conducted by industry experts and ReNew board members, on multiple topics including International Women’s Day Celebrations exploring themes including women empowerment, women in STEM (Science, Technology, Engineering, and Mathematics), women in manufacturing, role of women in climate change etc.

2) **Competency building and development initiatives** - One of the flagship programs, 'Power of W' is a forum formed by the women and for the women that provides an opportunity for employees to engage with other female employees, enhance their skills, foster leadership abilities and inspire others.

- **Superwoman** - tailored for assistant manager and below. An immersive theatre-based workshop that focused on women's leadership and alliance building. The participants gained valuable insights into cultivating a growth mindset for career advancement and overcoming behavioural challenges in the workplace.
- **W Champions** - designed for deputy manager to senior manager. A specialized program focusing on effective communication, resilience in the face of failure, and the development of a distinctive personal brand. The program further emphasized strengthening partnerships and building robust networks that help enable women leaders to navigate and succeed in the professional landscape.
- **W Leaders program** - for AGM and above. A meticulously crafted program to empower female leaders through coaching and mentoring journeys. The initiative was tailored to highlight professional potential and aspirations and address identified roadblocks. It provided a unique opportunity for personalized guidance, connecting participants with experienced coaches and mentors.
- **Workshops** on topics including cancer awareness, negotiation masterclass and financial literacy sessions for women.
- **Mentorship program** designed to increase the number of women in the leadership pipeline. Currently, 12 women are being mentored and 9 women are acting as mentors.

An additional engagement initiative is the 'Chai Pe Charcha' sessions, that are informal discussions with industry experts and leaders to gain insights.

### 3) **Inclusive organisational culture**

- **Award recognition** - the organization received its 4th consecutive recognition from Great Place to Work® Institute (India) in 2024. This recognition underscores the organization's commitment to fostering a positive and inclusive workplace environment.
- **Policies** - implementation of policies such as POSH, equal employment & anti-discrimination policy and I&D policy to create a safe workplace. Employee benefits such as maternity benefit, health insurance coverage for employees and their dependents, creche reimbursement, cab facility post 8 pm, site allowance, guest houses at sites, commute with security guard etc. have also been established to support women.

## #CS2 : RENEW

- **Safely and wellbeing** - focus on physical and mental wellbeing, with a 24x7 employee assistance program.
- **Pay reviews** conducted by an independent auditor to ensure compensation levels are fair and based on merits of the work performed, irrespective of gender and ensuring adequate representation of women at each level to maintain a healthy diversity ratio.

### 4) Increasing representation

- **Programs Recruit Her & Ref Her** to increase the number of women in the workforce.
- **Vedica Scholars Program for Women**, where each year a women scholar joins ReNew for a 1 month long “shadow a women leader” program.
- **Select roles** have been identified as positions to be occupied by female employees only.

## IMPACT

The company’s initiatives have had a positive impact:

- ReNew’s diversity ratio has risen from 7% in 2022 to 14% in 2024, higher than the RE industry average of 11%.
- The 2023 GET/DET batch witnessed more than 50% of women entrants into the workforce.
- ReNew leads the charts with 10% women in STEM, in comparison to the Manufacturing & RE industry’s average that is between 4%-7%.
- The number of women at sites has risen from 1% to 5% in the last two years.
- The manufacturing plant recently set up by the company has 10% of women employees and one all-women line.







## SUMMARY

ReNew remains committed to fostering a culture of diversity and inclusion, as a key element to enhance innovation, creativity and overall success of the company. Through its concerted efforts, ReNew has been instrumental in building infrastructure and employment opportunities for women across all organizational levels. The company is dedicated to promoting equity, equality, and inclusion and extending its support not only to women but LGBTQAI+ and people with disabilities. By mainstreaming gender considerations in the renewable energy sector, stakeholders and organizations such as ReNew can effectively address prevailing challenges and gaps. Through such initiatives, they promote women's participation and leadership, and ensure that renewable energy initiatives contribute meaningfully to broader goals of gender equality and social inclusion.



# **CASE STUDY #3**

**Wipro: Initiatives to Advance  
Gender Inclusion at Wipro**



# Wipro: Initiatives to Advance Gender Inclusion at Wipro

## COMPANY OVERVIEW

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading technology services and consulting company focused on building innovative solutions that address clients' most complex digital transformation needs. Leveraging its holistic portfolio of capabilities in consulting, design, engineering, and operations, the company helps clients realize their boldest ambitions and build future-ready, sustainable businesses. With over 230,000 employees and business partners across 65 countries, Wipro delivers on the promise of helping its customers, colleagues, and communities thrive in an ever-changing world.



## GENDER MAINSTREAMING IN THE COMPANY

Wipro integrates diversity into all its activities, and is committed to equitable practices, offering equal opportunities and embracing differences, in order to attract and grow diverse talent.

The company fosters a workplace where individuals, regardless of their age, gender, sexual orientation, disabilities, racial or ethnic background, are valued not in silos but as unique intersections of multifaceted identities. Through this approach, the company aims to promote equity, respect, and a sense of belonging for all. Wipro is a UN signatory to UN Women Empowerment Principles and UN Global Compact's Gender Equality Action, to promote equal pay for work of equal value by 2030. In addition, the company places a significant focus on improving retention, engagement and increasing women's representation within the company, through increased leadership involvement, accountability, mentorship, sponsorship and networking programs.

Currently, women form 36.6% of the overall workforce at Wipro. The company continues to work towards developing a more gender balanced workplace, where women play a central role and are well represented. It was observed that while in entry-level roles, there was almost equal representation of men and women, the representation of women reduced at higher level positions. To address these issues, Wipro launched the Women in Wipro (WoW) program in 2008 to actively work towards creating an inclusive environment for women associates. This initiative continues to support, enable and engage women associates within the organization to build successful careers. In addition, to monitor its progress, company-wide DEI reviews as well as monthly and quarterly scorecards are used to assess the effectiveness of the company's strategies and initiatives. Wipro's metrics, including representation, performance reviews, promotion, succession planning, retention and compensation are regularly reviewed to identify gaps, evaluate progress and inform the strategy and goals of the company. This agenda is driven by the DEI Council, including the CEO, CHRO, and Chief Culture Officer.

## COMMUNITY INITIATIVES

The Women of Wipro (WoW) program includes initiatives that support women within the company at every stage of their careers to ensure that they can grow professionally and are given equal opportunities. These stages focus on the early career stage which focuses on building perspectives and fueling aspirations; the early-mid career stage that promotes flexibility initiatives and growth opportunities.

Finally, the mid-senior management stage that is focused on strengthening seasoned professionals to lead with confidence. Various initiatives within WoW are discussed below:

- **Leadership Dialogues:** The W-Connect Forum enables candid conversations through monthly and quarterly discussions where women leaders share their views with Wipro's CEO and the Executive Board. In addition, conversations on industry insights and best practices for Women in Tech are also held.
- **Sponsorship Program:** 'Enrich', a program for high-potential women leaders, aims to strengthen talent pipelines and engage senior leaders as sponsors who are mapped to high-potential women leaders as their protégés. Two cohorts of the program have successfully graduated with the next cohort having witnessed a two-fold increase in participation.
- **Second Career Program:** 'Begin Again' is a program focused on hiring women who have taken a break from their careers.
- **Returning Mothers:** Through the 'WoW Mom' program the company aims to support, enable and engage with women employees beginning or returning from maternity leave. Wipro's holistic policy ensures a smoother integration for returning mothers and supports them to adjust to new responsibilities. From leadership connects and sessions for returning mothers on a multitude of topics, to an exclusive mailbox to answer questions, the company strives to support women. The diverse network of WoW Moms brings together returning mothers to create a supportive environment to collaborate and share their stories of success.
- **Leadership programs** for women in middle and senior level roles to address gender specific leadership challenges.
- **Mentorship programs** help support and guide future women leaders.
- Women technologists as well as leaders are also **sponsored to various external programs** including sessions on new and emerging technologies, leadership programs and executive coaching.
- **HerCode:** equipping women in tech with the right tools and resources they require to succeed, including skill development and networking opportunities.
- Implementation of **learning modules** including 'Unconscious Bias' and 'Managing Maternity at the workplace' to help to break the bias. Conversations around themes such as allyship, inclusive leadership, hiring, language and communication to increase awareness and foster an inclusive workplace culture.

## #CS3 : WIPRO

Wipro is committed to continue and improve its efforts to support women with programs, policies and practices focused on creating an enabling and inclusive environment for women to grow and develop. The Women of Wipro program, through an innovative and unique 'Life - Stage' based approach is not a 'one-size fits all' program but has been tailored and customized to cater to the needs of women at each stage of their life and work.



## IMPACT

The positive impact of gender mainstreaming and the promotion of gender equality at Wipro:

1) Women at Wipro comprise:

- 36.6% of the workforce.
- 22.2% of the Board of Directors.
- 20% of the Executive Board.
- 22.6% of the Executive Committee.

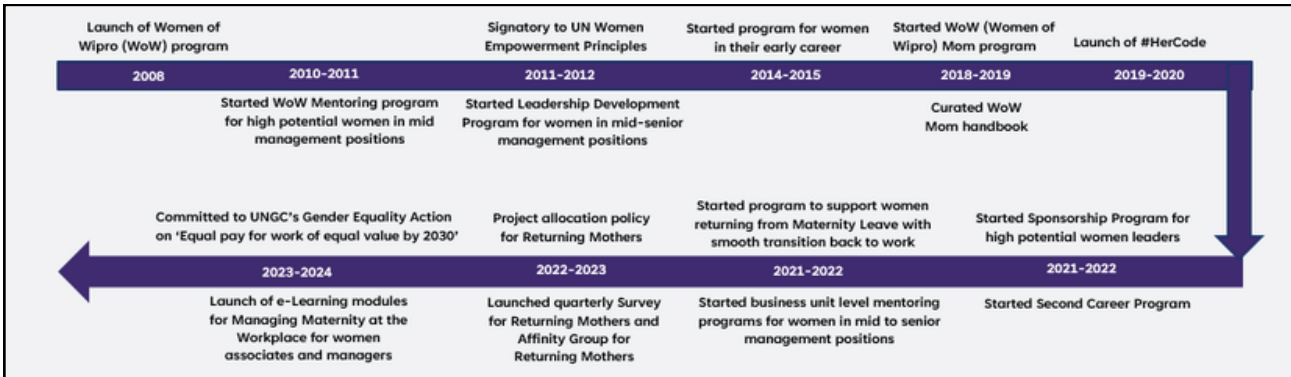
2) Improved women's representation across levels:

- Senior leadership: from 7.3% in FY21 to 18.7% in FY24.
- Management positions: 17.5% in FY21 to 24% in FY24.

3) 99% of new mothers are returning to work and 99% remain with Wipro for more than a year after returning to work.

4) There has been a 10.1% drop in the number of women leaving the workforce from non-management to junior management roles from 18% in FY21 to 7.9% in FY24.

5) The quarterly survey to help understand and improve women’s pre-maternity and return to work experiences has been successful, with 93% of associates having a positive experience.



## SUMMARY

Wipro is focused on not only increasing the diversity quotient of its workforce but also ensuring that women and other underrepresented groups have the right training and opportunities to grow as leaders. The company runs leadership programs for women in middle and senior level roles to address gender specific leadership challenges as well as mentorship programs to help strengthen the pipeline of women leaders. Going forward, the company will continue to focus on enhancing and sustaining its effort to create a workplace where women can grow and learn as well as increase the number of women in mid-level positions.



*“Wipro is committed to fostering an inclusive and supportive work environment for women, empowering them to thrive, lead, and succeed. Our proactive initiatives to promote leadership engagement, accountability, mentorship, sponsorship, networking programs, and a merit-based hiring approach have resulted in double-digit growth in women's representation in our senior management. These efforts, along with our robust policies and a culture that encourages all colleagues to bring their authentic selves to work, are at the core of our Diversity, Equity, and Inclusion strategy.”*

**Sunita Cherian,  
Chief Culture Officer, Wipro**

# **CASE STUDY #4**

**Norex Flavors- Implementation of  
'Project Mint with Purpose' Using  
Gender Action Learning System  
(GALS) to Promote Gender  
Equality Amongst Farmers**



## Norex Flavors- Implementation of ‘Project Mint with Purpose’ Using Gender Action Learning System (GALS) to Promote Gender Equality Amongst Farmers

### COMPANY OVERVIEW

Norex Flavors Private Limited, established in 1994, is a mid-sized enterprise, with a global presence within the flavors and fragrance sector. Norex has a diverse workforce, spread across India, with the head office in Mandi Dhanaura. The company has a long-standing commitment to promote gender equality, inclusivity and diversity, fostering an environment where all individuals feel valued and empowered.



Norex Flavors - a mid-sized enterprise, with a global presence within the flavors and fragrance sector

### GENDER MAINSTREAMING IN THE COMPANY

Norex has highlighted the importance of gender equality not only as a moral imperative but also as a strategic business decision that can lead to improved financial performance, better decision-making, and increased employee satisfaction. Diverse perspectives and experiences within Norex’s workforce are central to improving the company’s innovation and creativity.

The company incorporated employee feedback and information gained through internal audits, to establish a multi-pronged approach to mainstream gender and inclusivity in all its activities, policies, programs and initiatives. A Gender Equality Committee was established that was responsible for overseeing the implementation of the company’s gender equality policies and initiatives. The committee, composed of representatives from various departments and levels within the organization, ensures that gender equality is addressed at all levels. In addition, a gender analysis of its operations was undertaken to identify gender disparities and highlight areas that require improved practices. This included policies focused on gender, sexual harassment, mobility, disabilities, race, religion, and sexual orientation, to

## #CS4 : NOREX FLAVORS

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create a safe and welcoming environment for all employees.

A detailed policy for implementing gender-sensitive practices was developed. In addition, a diversity and inclusion committee was established, to ensure all policies and programs aligned with the company's values. The company introduced gender-sensitive hiring and promotion practices, which included unconscious bias training for hiring managers and a commitment to ensure gender diversity in interview panels. Additionally, Norex implemented flexible work arrangements and family-friendly policies to support employees with caregiving responsibilities. The company's leadership also demonstrated its commitment to gender equality, with set targets for gender diversity in leadership positions. Furthermore, employees were engaged through awareness-raising campaigns and training programs to deepen their understanding of gender related issues and the company's culture of inclusivity.

## COMMUNITY INITIATIVES

Project Mint with Purpose (MwP) is a sustainability project which has been implemented in partnership with DSM-Firmenich and Seva Trust, to empower mint farmers and their households in villages of Amroha, Uttar Pradesh. Through the project, farmers have developed sustainable and resilient livelihoods with economic incentive, social development and gained access to existing social welfare schemes.

To address stringent gender norms and deep-rooted social inequalities within these villages, a Gender Action Learning System (GALS) was implemented as a key intervention for Project MwP. GALS is a behavioral change methodology, focused on community-led empowerment and the implementation of principles of inclusion to improve income, food and nutrition security of



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## #CS4 : NOREX FLAVORS

vulnerable individuals in a gender-equitable manner. This method focuses on systemic and collaborative decision-making and learning at the household and community level. All individuals involved in MWP project implementation received training on the GALS methodology before the tools were introduced to the mint farmers.

### IMPACT

The MWP project has been successfully implemented. Within the last 6 months more than 150 farmers (including women farmers) have been trained on various GALS tools, with the expected outreach, in the following 6 months, to increase to more than 200+ farmers. Using GALS tools, MWP farmers have been equipped to develop, negotiate, implement and monitor their plans to increase productivity/quality and incomes, leading to reduced livelihood risks and increased gender equality. Some GALS trained farmers also improved the allocation of land for certain vegetable crops and began developing nutrition gardens to improve food security. Moreover, the tools also helped women analyze the distribution of domestic work in their families and households, highlighting prevalent gender imbalances, and facilitated changes in property rights, reduced gender-based violence and increased women's participation in economic decision-making.

To evaluate the effectiveness of the project and assess the project's progress towards gender-related objectives, focused group discussions and case study documentation were undertaken. A major challenge faced was the prevalence of stringent cultural and patriarchal values within society, with women often excluded from important



meetings and training sessions where farmers gathered to discuss ideas and make decisions. GALS meetings were set up to overcome these barriers and facilitate women's participation and provide a space for inclusion. Further, an area of improvement that was highlighted was community level inclusion of youth, as their inclusion is important to encourage more young people to work within agriculture.

## SUMMARY

The project initiative led farmers to realize that families can more than double their income by addressing inefficiencies in division of conjugal roles and expenditures caused by gender inequalities at household level. With women participating in farming activities and improved gender equality because of GALS, families have had the ability to increase their food security and nutritional requirements, improve the productivity of the land, gain higher returns, invest in children’s education, increase their ability to purchase vehicles/cattle as well as invest in other agricultural tools. Going forward, this initiative has highlighted the major changes required in the division of labor between men and women.



# **CASE STUDY #5**

**Adani Energy Solutions Limited  
(AESL) - Empowering Equality:  
Strategic Initiatives and Impactful  
Outcomes in the Workplace**



## Adani Energy Solutions Limited (AESL) - Empowering Equality: Strategic Initiatives and Impactful Outcomes in the Workplace



The poster features an illustration of a woman watering a plant, symbolizing growth and care. The text on the poster reads: 'BeConnected Empowering Women Nurturing Health & Wellness'. It invites attendees to a special session with a panel discussion on reproductive health, stress management, work-life balance, and preventive care. The panelists listed are Dr. Janaki Desai (Gynecologist), Dr. Jayshree Bamanliya (Gynecologist), Dr. Bansri Mahadevia (Cosmetic Dermatologist), and Neha Lal (Healthcare Projects & Services, Adani Health Ventures Ltd.). The event is scheduled for 24th May 2023, from 3 to 5 PM, at the 4th Floor Auditorium, ACH. A virtual link is provided for those who cannot attend in person.

**AESL- India's first private power sector player to secure an international investment grade rating, and India's first and only private HVDC transmission line.**

### COMPANY OVERVIEW

Adani Energy Solutions Limited (AESL) is the largest private transmission company in India, managing over 20,400 circuit kilometers (ckm) of transmission lines and 54,600 MVA of transformation capacity. The Adani Group began its transmission endeavors in 2006 to distribute power from its Mundra plant, leading to over 3800 ckm of dedicated lines. Currently, the power transmission sector in India is set for growth, supported by favorable policies, capacity expansions, and increased private sector involvement through competitive bidding. AESL aims to establish 30,000 ckm of transmission lines by 2030, pursuing both organic and inorganic growth strategies.

AESL has a significant list of achievements, it was India's first private power sector player to secure an international investment grade rating, and India's first and only private HVDC transmission line.

In addition, it was the first private company in India to execute 765 KV transmission lines and substations in the state of Maharashtra. The Adani Group was also the first to execute a typical  $\pi$  (Pi) shape tower at Sami substation with 6 phases Quad Moose strung on the same beam as well as the first private company to use a prefabricated steel structure valve hall in India.

## GENDER MAINSTREAMING IN THE COMPANY

The Adani Portfolio's diversity and inclusion policy lays a strong foundation to ensure common challenges faced by women are addressed. The company employs diverse talent and creates an inclusive workplace. Major challenges include addressing cultural barriers and societal norms, specifically gender biases, that inhibit women from accessing education and training opportunities tailored to the power sector, which leads to their inadequate representation in the workforce. Wage disparities also persist, with women frequently earning less than their male counterparts for equivalent roles and responsibilities. Other critical issues to be addressed include, workplace harassment and lack of work-life balance, which is particularly challenging in the power sector and impacts women significantly.

## COMPANY INITIATIVES

AESL has implemented various relevant policies, programs and initiatives aimed at promoting gender equality and addressing disparities within the workplace.

- **Diverse hiring practices:** Implementation of transparent and merit-based hiring policies, with no discrimination and unbiased processes ensures that all candidates, regardless of gender, have equal access to growth, development, and opportunities for career progression. AESL has seen a notable increase in the recruitment of female employees, with a particular focus on core business areas such as Operations & Maintenance and Engineering.
- **Zero discrimination:** The company is committed to nurturing a workplace culture free from bias and discrimination based on age, gender, race, nationality, physical attributes, etc. In addition, the provision of equal remuneration practices and benefits ensures that all employees are valued for their unique perspectives, talents and experiences. AESL actively promotes gender equality through its policies which include the provision of a flexible work environment, maternity and parental leave policies, and mandatory training on Prevention of Sexual Harassment (POSH).

## #CS5: ADANI

- **Accessibility:** AESL ensures that all its offices are equipped with appropriate infrastructure, including ramps, designated washrooms, and braille signage near elevators, to facilitate easy access for individuals with disabilities. The company also identifies and creates positions tailored to the needs of differently abled candidates as part of its resource planning strategy.
- **Training and awareness programs:** Provision of regular training and awareness programs to foster an understanding of gender issues, unconscious bias and the promotion of inclusive behaviors including mandatory training on POSH awareness. ‘Be Connected’ initiatives are hosted each quarter, which offer programs such as Nurturing Health & Wellness, UBUNTU (Humanity), and International Women's Day Celebrations. ‘Be Connected’ initiatives are led by women and encourage active participation of women employees. Assimilation activities are also carried out to ensure that all employees have equal access to learning opportunities and avenues for personal growth.
- **Leadership commitment:** The leadership of AESL is committed to creating a diverse, cohesive, and high-performing work environment, reflecting its dedication to building a workplace where every individual is valued and empowered to succeed. There is leadership representation in all engagement and cultural activities around diversity along with monetary and non-monetary resources deployed for the cause.

## IMPACT

Key outcomes of gender mainstreaming efforts include:

- AESL has been certified as a “Great Place to Work”
- The engagement score has shown an improvement over the past year and has increased from 4 to 4.09 out of 5.
- Attrition of diversity enhancing candidates is lower-than-normal attrition rates.
- Feedback of managers on the cadre hired is positive and there were no grievances from employee / managers related to their learning and assimilation in their teams.
- 100% retention of all 24% female cadre hired for Grid Business.





## #CS5: ADANI

To measure the impact of its initiatives, AESL conducts employee surveys focusing on specific aspects of culture, engagement surveys, listening to and addressing grievances. A significant challenge faced by the company was in the training of managers who were to manage female cadres for the first time. To address this challenge, managers were required to attend gender sensitization workshops, awareness sessions on policies and rights of employees, understand the mechanism of grievance reporting and set up procedures for prompt redressal. In addition, another challenge was the acceptance of female cadre in site locations. This was addressed through multiple site visits, involvement in various stages of execution, and the creation of a diverse and inclusive team where all individuals could participate. This highlighted the need for continuous sensitization towards diversity, equity and inclusion processes. In addition, AESL's operations emphasized the benefits of extensive communication regarding roles, responsibilities, rights, and privileges for all employees, establishing a robust framework for grievance reporting and resolution.

## SUMMARY

By actively recruiting women in core business areas, AESL not only promotes gender equality but also benefits from diverse perspectives in traditionally male-dominated fields. The absence of discrimination in organizational policies encourages a culture of equality, ensuring all employees have access to benefits and equal pay without bias. In addition, the promotion of engagement programs led by women fosters a sense of community and provides female employees with opportunities to learn, grow, and showcase Initiatives for organizational transformation. Going forward, the organization will continue to promote engagement initiatives involving sports and culture, to further integrate diversity and promote DEI sensitization to create a safe and rewarding work experience for all.





# **CASE STUDY #6**

**Banka Bio - To Promote Economic Empowerment: the Creation of an All-Woman Workforce for Cleaning Kochuveli Railway Station**



## Banka Bio - To Promote Economic Empowerment: the Creation of an All-Woman Workforce for Cleaning Kochuveli Railway Station



**Banka Bio - pioneering environmentally friendly products and services to addressing the entire sanitation value chain, including capture, transport, treatment and resource recovery.**

### COMPANY OVERVIEW

Banka BioLoo Limited (Banka Bio), founded in 2012, with a current team of 1,000 members, is a market leader in water, sanitation and hygiene (WASH), technology, management and infrastructure. The company is dedicated to the advancement of human waste management and the creation of a more sustainable and hygienic environment. Pioneering environmentally friendly products and services, Banka Bio has adopted a research-driven approach, addressing the entire sanitation value chain, including capture, transport, treatment and resource recovery. This holistic approach ensures that all aspects of sanitation management are effectively managed, improving sanitation standards globally. The company actively collaborates with policymakers, government bodies, civil society, academia, and the business sector, to foster innovation in sanitation and wastewater treatment solutions.

## GENDER MAINSTREAMING IN THE COMPANY

The promotion of gender equality is a core principle of Banka Bio, as it fosters diversity, inclusivity, and innovation within the community and the workforce. Gender mainstreaming aligns with the company's commitment to social responsibility, ethical business practices and creates a more conducive and equitable work environment. Banka Bio has implemented various policies and programs to create an inclusive and supportive workplace where all individuals, regardless of gender, can progress and successfully contribute. Further, the recruitment and promotion policies implemented prioritize gender diversity, ensuring equal representation at all levels. The company also provides gender-sensitive training and capacity-building programs to equip employees with the skills and knowledge needed to excel in their roles. The promotion of gender equality within the company has enhanced employee morale, productivity and retention rates, contributing to the overall success and sustainability of the business.

## COMPANY INITIATIVES

Banka Bio actively engages with local communities to raise awareness about gender related problems and advocates for women's empowerment and equal rights. The company's WASH initiatives have had the greatest impact on girls and women, in terms of promoting security, dignity and health-hygiene. Bioloos set-up by the company in schools have helped increase girls' attendance and reduced dropout rates, while bioloos set-up within homes have ensured women and girls safety. One of the key initiatives of the company has been the mechanized cleaning of Kochuveli Railway Station, including insect rodent control and daily collection and disposal of garbage, from Southern Railway where all workers are women.



## IMPACT

At Kochuveli Railway Station, by intentionally hiring only women, the company has empowered women in traditionally male-dominated sectors such as sanitation, hygiene and cleanliness. The company has not only promoted gender equality, but also created economic opportunities for women in the community.



## SUMMARY

Banka Bio's vision for sustainable water, sanitation and hygiene access for all individuals is supported by its market leadership in WASH technologies, comprehensive sanitation approach, commitment to indigenous R&D, and collaborative ecosystem of stakeholders. The company remains at the forefront of driving innovative solutions in sanitation and hygiene, with research and development fundamental to its strategy. Women's empowerment and gender equality are key principles in all projects. The company's track record of effective solutions, and extensive knowledge and understanding of water and sanitation challenges, instills confidence in their stakeholders. Going forward, Banka Bio aims to explore and implement more projects with women dominated workforces.



# About the UN Global Compact Network India (GCNI)

UN Global Compact Network India (UN GCNI), formed in November 2000, was registered in 2003 as a non-profit society to function as the Indian Local Network of the Global Compact, New York. It is the first Local Network in the world to be established with full legal recognition. It, also as a country level platform for businesses, civil organizations, public and private sector, aids in aligning stakeholders' responsible practices towards the Ten Universally Accepted Principles of UNGC in the areas of Human Rights, Labour, Environment and Anti - corruption, broad goals including Sustainable Development Goals and other key sister initiatives of the United Nations and its systems.

It has also emerged as the largest corporate sustainability initiative in India and globally with a pan India membership of over 500 leading business and non-business participants, strengthening their commitment to the Global Compact Principles by becoming proud members of the Local Network in India.

For more information, follow @GCNIndia on social media and visit our website at [www.globalcompact.in](http://www.globalcompact.in)







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