

REDEFINING INCLUSION POWERING PROGRESS

BS MARKETING INITIATIVE

It is extremely important to recognise that DEI is part of a growth strategy. When you prepare your goals, prepare from the middle management up. Talk to middle management, get them to contribute to the strategy. Let everyone comment, critique, and shape the conversation and goals.



Kartik Nagarajan
Chief Executive Officer
Datamatics Business Solutions

The responsibility of creating an equitable and inclusive environment lies with the leadership, as well as everyone else. If you just have it in strategy, but not in the workplace, it will not translate. It is this everyone's responsibility to help create a diverse workplace.



Shivani Negi
CHRO, Tata Realty

If you look at Indian culture and historical civilisation, it has been a culture of inclusivity as part of a greater whole. Today, the participation of Indian women in the workplace is 28%. We are moving forward, but doing so in pockets.



Sachin Seth
Regional MD
CRIF, India & South Asia

Some people love the CEO, some don't. Transparency is all about allowing people to vent out. If you can do that, then you are able to start talking. Allowing the channels for venting out is very critical.



Feroze Azeez
Joint CEO, Anand Rathi Wealth

While DEI is a collective responsibility, we need to map what each person can influence. We need to fix accountability, to understand what everyone needs to be doing differently. It goes down into saying how everyone can contribute to the DEI agenda.



Alpana Dutta
Partner – People Consulting
EY, India

DEI today is embedded in how organisations think and operate. It has moved beyond policies to shape leadership choices, talent decisions, and everyday behaviours. Women's advancement is not an exception but a visible outcome—driven by capability, equitable opportunity, and a more inclusive definition of success.



Chetana Patnaik
CHRO, LTIMindtree

“WHEN ORGANIZATIONS INTENTIONALLY NURTURE WOMEN’S CAREERS, THE ENTIRE BUSINESS BENEFITS”

> **Gayathri Shankar, Head of Equality, Diversity and Inclusion at Ramboll India, elucidates the concrete moves that contribute to realising long-term equity outcomes**

The global International Woman's Day theme in 2026 is 'Give To Gain'. How does this translate into action at Ramboll?

International Women's Day 2026 is a moment to celebrate women's achievements while reinforcing our commitment to meaningful gender equity. This year's global campaign "Give To Gain" is about shifting from symbolic recognition to intentional generosity.

At Ramboll India, it aligns strongly with our DEI vision: supporting women not just on March 8, but every day, through

policies, leadership development and inclusive cultures that allow women to thrive. For us, that means structured mentorship and sponsorship for women talent. Equitable hiring, pay and progression practices. Embedding allyship in leadership expectations so men and women are partners in inclusion. This approach moves beyond applause to concrete contribution that yields long-term equity outcomes.

What are the biggest DEI challenges you still see for women in the engineering and consultancy sector?

In the engineering and consultancy sector specifically, despite progress, women continue to face leadership gaps at senior levels. Unconscious biases in project allocation and promotions. Work-life integration pressures, especially around caregiving. Retention challenges during mid-career transitions. Addressing these requires intentional systems, not just intentions including flexible models, equitable talent practices, and targeted development pathways for women. These bridge aspiration with results.

Can you share a specific success story that reflects the impact of DEI work at Ramboll India?

One of our initiatives has been leadership mentoring programs for women employees, which has helped participants move into senior technical and managerial roles at higher rates than before. For many, this has unlocked new confidence, visibility, and influence on key client projects, demonstrating that when organizations intentionally nurture women's careers, the entire business benefits.



Industry delegates engaged in powerful DEI conversations at the DEI Symposium 2025.

Panel Discussion (L-R) - Aditya Tiwari, Regional Head – HR (Asia Pacific), KeraKoll Group | Kinjal Choudhary, Global President – Human Resources, Cadila Pharmaceuticals Limited | Davis John, CHRO, Raymond Realty | Satyjyot Kaur, CHRO, Sterlite Copper, Vedanta | Shivani Negi, CHRO, Tata Realty | Trupti Patkar, Head – Human Resource, EATON | Alpana Dutta, Partner – People Consulting, EY, India (Moderator)



CEO Panel (L-R) Feroze Azeez, Joint CEO, Anand Rathi Wealth | Dr. Ritu Anand, Former Chief Leadership & Diversity Officer, TCS (Moderator) | Sachin Seth, Regional MD, CRIF, India & South Asia | Vishal Sharma, Executive Director & CEO, Godrej Industries (Chemicals) | Kartik Nagarajan, Chief Executive Officer, Datamatics Business Solutions | Manish Jain, Founder & MD, Cilicant

