

A large, vibrant red ink splash graphic that starts from the top right and flows downwards, creating a sense of movement and energy. The splash is composed of various shades of red, from deep crimson to bright, almost white highlights, giving it a three-dimensional, liquid appearance.

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PREFACE

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Dear Readers,

Around this time, amidst several summit's, conferences and ceremonies, leadership is being celebrated from all walks of life. The current theme of Hunt Partners, The Hunt Report Vol.16, capitalizes on the current mood at the C-Suite level –

What inspires leaders of today?

The foremost that comes to my mind is, Talent. Talent that can inspire an Entrepreneur like me and propel their teams to achieve business goals. This Talent is necessarily driven by the pursuit of innovation, self-confidence, self-drive and hunger for challenge. For these leaders, hurdles are a must to cross-over and demonstrate their 'range'. They don't shy from dealing with internal/external or multi-disciplinary stakeholders. Such talent is difficult to find and even more difficult to retain.

I do find fellow entrepreneurs and leaders also being inspired by Technology and AI, and this certainly may be a revolutionary agenda to pursue, an idea that also keeps me awake is how to better our operational capacities and capabilities on a day to day basis. I am certain that with the right set of capabilities in the area of technology, it could very well be the answer to both short and long term business objectives. Hope you enjoy reading the carefully curated articles and interviews presented in this report as it aims to provoke thought and action at your respective ends.

Happy Reading!

Pankkaj Agarwal, Managing Director,
Haldiram's Group - Delhi





Healthcare and Pharmaceuticals

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BUILDING HIGH PERFORMANCE TEAMS IN THE PHARMACEUTICAL INDUSTRY

Anne Prabhu and Natasha Mistry

The pharmaceutical industry in India is undergoing a profound transformation, positioning itself as the pharmacy of the world with substantial societal impact.

This metamorphosis is spurred by triggers such as **innovative breakthroughs, solutions for unmet medical needs, and a paradigm shift from volume-centric to value-driven treatment approaches.**

The industry grapples with a division between innovators and generics, particularly focusing on branded generics that provide affordable treatment options.

Anticipated advancements in cell gene therapy signify a pivotal moment, driving the sector towards novel treatments and approaches.

This transformation extends across various facets, including manufacturing, quality control, research, and sales. **Government initiatives, collaborations, and heightened interest from venture capitalists** contribute to the industry's evolution.

Accelerated by the COVID-19 impact, **technological adoption, AI integration, and digitization** have become imperative, ushering in a new era. Some companies are strategically pivoting towards specialty products, reflecting a dynamic response to the evolving landscape, and embracing process innovation.

In a conversation with **Manoj Saxena, MD Bayer Zydus and South Asia Head – Pharma Bayer**, he said that

“Thriving in this dynamic era necessitates a departure from traditional command-and-control structures. Trust and empowerment emerge as key elements, underlining the importance of authentic, empathetic leadership and effective communication.



Continuous learning is fostered through collaborations with management schools and online programs. The digital transition demands not only infrastructure but also a workforce equipped with digital acumen and agility. Crucial skills encompass

tech-aligned capabilities, strategic technology utilization, data analysis, coaching proficiency, and collaborative leadership.

However, the pharmaceutical industry's historical inward-looking approach poses challenges in

adopting technology. **Embracing technology, AI, and automation** emerge as vital for future success, challenging the industry's laggardness towards change.

New Programs and Initiatives for Leadership Development

Leadership development aligns with the changing times, emphasizing skills crucial for future relevance. Traditional capability-building initiatives are being revamped to address the need for sustained business growth amid uncertainties. **Anil Nair, COE Lead and Head Talent Management and Organizational L&D, Zydus Group** said that *“The focus needs to extend to digital agility, adversity management, innovative thinking, collaborative leadership, empathy, and strategic vision.”*

Senior-level programs receive less emphasis, practices like **sending employees to institutions such as IIM Calcutta and a work education policy** contribute to continuous learning and engagement. Despite limitations in nurturing talent, some organizations maintain structured business conduct programs.



Diversity and talent infusion in the pharmaceutical industry are pursued, though limited but there are some impactful cross-industry hires that have happened. Roles like Regulatory and Medical Head often draw from within Pharma, while industry-agnostic functions like Supply Chain and Finance welcome external talent.

Talent Trends

Companies like Bayer, Glenmark, Alkem have embraced diverse talent. Examples being Sandeep Verma, Country Head – Bayer came in from the Consumer industry having worked with Unilever for long years and Bajaj Consumer Care. Amit Bedi, SVP Revenue at Alembic came in from Vodafone where he was the EVP

and Business Head for UK. Sriram Venkataraman, President SC and Operations, previously from the consumer industry with Fonterra, Colgate Palmolive etc. Abhijit Basak, VP Corporate Strategy, BD, Corporate Excellence from EY Parthenon, and other consulting firms.



Leadership Competencies for a Future-Ready Pharma Organization

Indian pharma industry contributes less than 2% to the overall global pharma market. Moreover, around the top 20 – 30 companies in India generate around 60 – 70% revenue. Hence the growth opportunities which exist for IPM are massive. **Future-ready leadership demands agility, openness, and a departure from traditional hierarchies,** transcending profit-focused approaches, and incorporating **diversity, sustainability, and ESG initiatives.** The industry's vast growth opportunities coincide with intense competition, necessitating leaders who can effectively integrate processes.

Atul Suri, SVP and SBU Head, Alembic Pharmaceuticals said that *“Tech-savvy leadership, coupled with servant leadership qualities, is pivotal for navigating the industry's complexities.”*

People Movement

Name	FROM Company	WAS Designation	TO Company	AS Designation	Date of Move
Uma Rao Ganduri	Granules India	CHRO	Sekhmet Pharmaventures	CHRO	February, 2024
Roma Bindroo	Zepto	CHRO	Sanofi	People Director & Head HR, Sanofi CHC India	January, 2024
Saleel Panse	Mondelez	Regional TA Leader - South Asia, Middle East and Africa	Sun Pharma	Global Talent Acquisition COE Leader	November, 2023
Amitabha Mukhopadhyay	Glenmark Pharmaceuticals	GM Head Marketing Excellence	Healthplix	SVP	November, 2023
Raju Komaravolu	Advent International	Consultant	Suven Pharmaceuticals	Chief Strategy Officer	October, 2023
Abhijit Basak	Ey-Parthenon	Partner, Leader - Strategy and Transactions, Pharma And Healthcare	Alkem Laboratories	VP Corporate Strategy, Business Development, Commercial Excellence	August, 2023
Kiran Pai	Setu Nutrition	CDMO	Cipla	Head Digital Transformation	June, 2023
Sanjay Chaturvedi	IOL Chemicals and Pharma	CEO	Aurobindo	CEO	April, 2023
Vikas Vij	Cipla	SVP & Head - Api & Global Access	IOL Chemicals	CEO	April, 2023
Sunil Kumar	Cipla	Sr Director	Jubilant Pharmova	CTO	March, 2023
Avinash Joshi	Zydus Group	Head Technical Operations	Intas Pharma	President- Quality	January, 2023





THE FUTURE OF DIAGNOSTICS

Anne Prabhu and Rupika Hurket

In an era defined by rapid technological advancements and a growing emphasis on healthcare, the diagnostics industry in India stands at the threshold of a transformative journey. A journey to make diagnostics accessible, affordable, and personalised for disease prevention and better treatment outcomes.

With the sector's shift towards Intelligent Healthcare Ecosystems (IHE), key leadership competencies for the emerging healthcare landscape are also evolving. Apart from the now regular competencies of business acumen, agility, humility, this rightly regulated sector that is trust-driven, also needs an authentic, collaborative and human-centric mindset. However, the most important competency for leaders is to appreciate the value of technology and analytics for business.

Gone are the times when this industry demanded Subject Matter Experts to be in leadership roles. Healthcare organisations are breaking stereotypes and bringing in leaders with diverse career experiences, and of course creating new roles in deep tech and sustainability particularly at the global level.

Talent Trends

The integration of advanced technologies such as AI, machine learning, data analytics, and imaging processing is revolutionizing diagnostic capabilities, offering unprecedented insights and accuracy, and point of care diagnostics.

The increasing use of technology in diagnostics in healthcare systems has led to an increase in demand for technology leaders in the healthcare/diagnostics industry. Moreover, these leaders further are playing a pivotal role in fostering innovation, driving research and development, and strategically aligning diagnostic initiatives with broader healthcare goals.

It is safe to say that this industry is attracting a lot of tech talent. For instance, **Parminder Bhatia was named Chief AI Officer, GE HealthCare in 2023. He moved from Amazon where he worked on machine learning and generative AI programs.**



The aim is being to bring these technologies into patient care and provider workflows as the company builds out its digital portfolio of healthcare products. *Siemens Healthineers elevated Shikha Pillai as Global Head of Sustainability from her previous role as Head – Technology Competences at Siemens Technology.*

To access this talent pool, diagnostics companies are also adopting resourceful recruitment and retention strategies, forging collaborations and partnerships with a diverse array of players. Establishing robust connections with academia, data-first tech companies, and innovative startups are becoming crucial, fostering an environment of continuous innovation and adaptability. Embracing this multidisciplinary approach is ensuring that diagnostics companies are well-positioned to navigate the digital challenges and advancements that define the future of healthcare diagnostics.

Staying competitive in the rapidly evolving diagnostics landscape necessitates a strategic shift toward a digital-first skill set. This entails the recruitment of data scientists, AI experts, and versatile professionals with backgrounds spanning both creative and scientific disciplines.

Challenges in the Industry's Digitization Journey and Allied Talent Requirement

While digitization holds great promise, it also comes with a unique set of challenges that healthcare professionals and organizations must overcome to realise its full potential.

- With the transition to digital health records and diagnostic data, the foremost challenge is safeguarding data privacy and security. Proficiency in cybersecurity practices, including threat detection, encryption, and secure data management, is crucial to safeguard sensitive medical information.
- Another challenge is the infrastructural connectivity required for these services to reach the last mile, and the cost required to implement the necessary digital infrastructure can be a burden for healthcare organisations. This can be overcome partly by strategic collaboration among stakeholders, including healthcare organizations, technology partners, and regulatory bodies to collectively address challenges and share insights.
- Another key challenge pertains to workforce training and preparing healthcare professionals. Providing sufficient training and support for the healthcare workforce will maximize the benefits of digitization.

To address these challenges and gain the benefits, collaboration among healthcare stakeholders, investment in technology infrastructure and the establishment and adherence of comprehensive regulations is paramount. This has also increased the need for talent, or upgrade of talent in cybersecurity, regulatory and technology infrastructure.



SUSTAINABILITY AT SKANEM

An Interview with **Ms. Maryne Lemvik**, by **Anne Prabhu, Natasha Mistry, and Rupika Hurket**



Maryne Lemvik, CEO, Skanem Group, is an international top executive with 30 years of leadership experience across various process industries. She has a passion for capturing business opportunities, leading people, and driving improvements. Maryne sits on the board of Desert Control, a company specializing in climate-smart agri-tech solutions.

1. How important is a sustainability agenda to Skanem – What are the key sustainability projects the company is pursuing now?

More important than ever! We have an ambition to take an active role in sustainable packaging going forward and we have an ambition to grow our business. We strongly believe that growth and sustainability are closely related. We have been running sustainability initiatives both internally, and together with customers over many years. We have also been sharing openly our performance on platforms such as Ecovadis, Sedex and Cemasys since 2014. We are now focusing on embedding sustainability in our culture.

2. How do you marry the need for sustainability along with cost?

In many cases, sustainability and cost go hand in hand. For example, we are continuously chasing material waste in our operations through technology and process improvements. Reducing waste translates directly in a cost reduction. The same applies for energy effective technology where we can not only reduce the CO2 emissions, but reduce operational costs. There are of course, cases

when a more sustainable solution comes at a higher immediate cost. It might still be the right thing to do if it supports strategic goals and enables a positive change.

3. How are the customers responding to your commitment to sustainability?

It is on the agenda of most customers, so the response is, incredibly positive. We experience both a pull and a push effect. In some instances, customers have their own specific agenda, and we are helping them to reach their goals by running joint activities. In other instances, we bring sustainable alternatives to the table. They might relate to the choice of material, the design, the logistical set-up, or the recycling loop.

4. Can you share a case of an ESG Best Practice?

I am always immensely proud and happy to support the local communities where we operate. I participated in one initiative that I remember vividly. We visited a technical college dedicated to women, next to our Baddi factory in the north of India. Having the opportunity to interact with them was extremely rewarding.

5. What are the critical obstacles faced when enforcing ESG initiatives?

I would say keeping up with the legislative environment which is complex and ever changing. I would also mention the lack of standardized framework which makes it difficult to benchmark own performance with others. But none of those prevent us from moving forward.

We report KPIs across all areas every year on the earlier mentioned platforms, but our ultimate achievement will be when everybody interacting with Skanem will experience that we are taking sustainability seriously.



EMPOWERING YOUR TEAM MEMBERS IN A GENERATIVE AI AND DEI WORLD

Wai Leong Chan, Eric Salmon and Partners (ESP)

Empowerment is not a new idea. One could read papers by Julian Rappaport, Marc Zimmerman, Rosabeth Kanter, Gretchen Spreitzer, Robert Liden, Sharon Arad, Jay Conger, and others. The benefits are well-known: empowered employees are motivated and happier, creating more value than otherwise for their enterprises. However, many do not do it well.

In a world with increasing stress on diversity, equity and inclusion (DEI) compounded by accelerating technological advancements such as generative AI and overall digitalization, empowerment is both necessary and more difficult to implement.

Empowerment is necessary because customer needs are still localized and competitors – global, domestic, and disruptors from another industry – are moving faster than ever. Smartphones with affordable broadband internet access are providing individuals with instant access to events and trends, both positive and negative. Waiting to get approval from a senior colleague could mean a

lost deal or a negative story going viral, conveniently accompanied by an AI-enhanced video. Companies leveraging generative AI are freeing their ‘warriors’ to have more time to out-think and out-innovate their competitors.

It is challenging to implement because empowerment is not like teaching employees how to follow specified steps to properly use the new ERP system – and even that is often not done well. **It requires the organization to have the right culture, leaders and managers to know how to empower**, and individuals who feel safe to exercise decision-making with some degree of risks. Many feel companies do not train their people enough or

effectively. With DEI requirements, for valid business and ESG reasons, the overall training load may become overly daunting. All this while, companies also have to worry about staff retention. With generative AI tools, employees could do more in less time but without proper training and knowledge of the limitations, the potential risks will also become higher in incidence and impact.

A common summary of the essence of empowerment has three elements: understanding of the objective, appreciation of the importance, and involvement in crafting the agreed approach/solution.

ESP, a leading international Executive Search and Leadership Consulting firm, and Hunt Partners have been alliance partners for over 10 years. Eric Salmon covers the European market from offices in Paris, Milan, Frankfurt, London, Brussels, Rome and Zurich. For the Asian and Middle East markets, Hunt Partners and Eric Salmon Singapore collaborate to serve both Western and Asian clients.

Many articles would mention the obvious practical steps:

- Ensure objective is understood
- Delegate and assign accountability
- Provide information and tools
- Enable learning and mastery
- Create a safe environment with an atmosphere of trust
- Encourage collaboration and teamwork
- Solicit continual feedback and adjustments
- Model the behaviour oneself
- Celebrate success

It is useful to highlight the challenges.

First. Not everyone wants to be empowered fully or to the same degree. Inclusion means allowing different people to bring their authentic selves to work. Of course, if the misalignment is severe enough, that person might be better off in another team or company.

Second. Like investments, there is an initial negative period before the bigger and sustained positive phase kicks in. Leaders need to resist the temptation of “I can do it faster and better myself”.

Third. Leaders need to be comfortable to acknowledge not knowing everything. It is okay to not be the all-knowing master who is always teaching the apprentice. This means not needing to be consulted on decisions with bounded, non-fatal consequences.

Well-meaning leaders sometimes work excessive hours reviewing and approving even minor decisions. But, rushing to address urgent decisions (that are never-ending) will likely mean sub-optimal outcomes. Meantime, subordinates are getting anxious as time is ticking away. When the delayed approval arrives, team members have to scramble and work late nights to make up for lost time.

If these challenges are not addressed, true empowerment does not take hold. Some leaders are not decisive and are poor delegators. They make attempts at empowerment that are not effective. In fact, some might be practising self-preservation by passing blame for poor decisions to subordinates. The organizational culture may become one where the

majority ends up passing the buck upwards, decisions and innovations are slow to come, and new (and talented) hires will not join or will not stay long. In a competitive market, such cultures cannot lead to superior performance.

As such, leaders need to check if empowerment is taking place correctly down the line.

Managers need to be taught and coached to empower the right way – while behaving effectively as an empowered individual at the same time. Many leaders and managers do not appreciate that their time is a finite and precious resource. At the same time, empowered individuals need to keep bosses and stakeholders posted.

Empowerment does not mean complete autonomy or acting in isolation.

Like individuals, organizations often benefit from external objective assessments. It is difficult for staff to point out the obvious to seniors. Trusted external consultants may do a more credible job describing what they observe and articulating the negative impact and hence the impetus to change. Consultants can also help implement a framework and the processes to ensure effective empowerment.

Skip-level meetings, mentor-mentee discussions, exit interviews, and employee surveys can be used to monitor the extent and effectiveness of empowerment.

Whatever the method, the results can be impactful.

One example involved a new graduate hire covering for a more senior person away on long leave. The young staff was empowered to tinker with alternative approaches as long as the task is done with the expected results rather than told to follow the exact same steps. He ended up automating the steps and reducing the time taken from a few hours to less than thirty minutes.

In another case, a senior supply chain manager felt empowered enough to take quick and unilateral action to secure inventory during a period of disruption while other competitors were waiting for approval, leading to significant gains in market share.

In summary, leaders at the top today and tomorrow need to focus on and ensure that true and effective empowerment is taking place within their organizations. Why have a diverse workforce with access to powerful AI-enabled tools if you are not going to empower them to beat competitors and delight customers!





PURSUING THE DEI AGENDA

Urvashi Malhotra, Reflexion

'Who' in the leadership team, driving this agenda; DEI has become a KPI for the CEOs and MDs of organisations – how near or far are they on their journeys on this agenda.

In a May 2023 advertisement, we see a middle-aged couple waiting restlessly at a Starbucks. The number dialled by the father is of Arpit and in a few moments, it's not Arpit, but Arpita who walks in. The 2-minute advertisement, showcases beautifully the array of emotions and the distance travelled by the family to reunite with their transgender child. And more importantly, the inclusive position that Starbucks as an organization upholds, even when the advertisement brought both bouquets and brickbats.

In today's context, it is more important than ever to ensure that organizations are linking diversity, equity and inclusion to their public stand, to their people processes and to their strategy. The support and stance of leaders is certainly required since the representation of neurodiversity, LGBT+, PWD (persons with disability) employees, religion, are all very much lower than that of the general population, even when levelled for educational factors.

Acknowledging the contribution of neurodiverse employees, Kim Martin (Executive VP of Business Operations and Automation, Mastercard) says¹:

Neurodiverse candidates are known for being some of the smartest people in the industry, and they think about problems differently. That's why we want diversity in the first place: to supplement our blind spots, and to tackle problems. It just makes good business to focus on this.

A 2022 Deloitte report² estimates that 20% of the global population is neurodiverse and, as of 2 years ago, less than 1% of Indian companies actively recruited neurodivergent individuals. There is room for Indian leaders to lean into the advantages that this diverse group can bring in. What neurodiverse individuals need is flexibility and support to thrive. Sensory overload, inflexible work schedules, and communication challenges can hinder their productivity and well-being.

Reflexion specializes in Coaching, Leadership Development and HR and learning strategy. They work with leading organizations in the country today, to create a culture that is focused on empowering and enabling people. They offer exquisite services like Coaching, Leadership Journey Program, People Manager Programs and Corporate Wellness Programs.

WIP for the Diversity Dividend

Taking a look at gender diversity, we find that a unique recruitment drive was undertaken by Ola in its e-scooter manufacturing facility built over 500 acres of land in Tamil Nadu. The plant operations began with hiring more than 10,000 women. In a sector that usually sees just around 12% gender diversity in India, this was a bold initiative³.

There are examples from Tata Steel as well as Hindalco, both organizations that have been

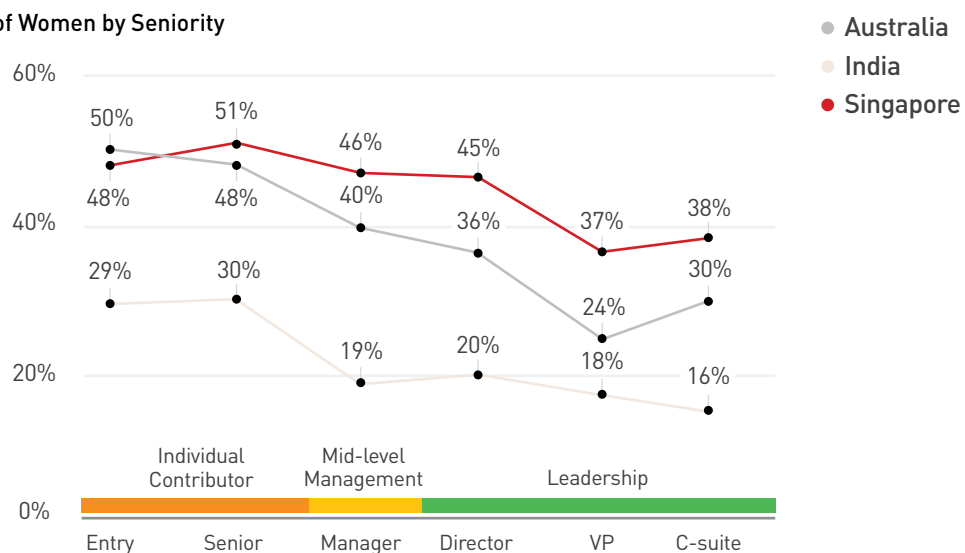
working towards making their workspaces more comfortable for women in manufacturing, since safety, shift working, travel and other constraints hinder equal numbers.

Tejaswini 2.0 is Tata Steel's initiative that has been recognized by the President of India. By training unskilled women to take on jobs of driving heavy vehicles, welding, gas-cutting and more, Tata Steel ensures growth opportunities for women on the shop floor⁴.

If we turn our gaze to urban India, women make up 20% of the workforce. Companies stand to reap financial benefits if gender diversity increases, since the top quartile worldwide for gender diversity are 39% more likely to outperform their peers⁵.

The average global standards in this area are 47%. Indian women's representation in executive leadership roles is under 20%, almost half that of Singapore and Australia⁶.

Representation of Women by Seniority



Source – LinkedIn Economic Graph

Lara S (<https://economicgraph.linkedin.com/blog/years-on-and-women-are-still-not-fairly-represented-in-leadership>)

Several leaders across organizations have taken a public stance on their gender diversity commitments. These include both multinationals and Indian corporates alike. The Cap Gemini 2023 statement on the topic "We are breaking barriers to better futures and towards more inclusive tech, starting by accelerating gender parity." Their targets include 40% of women in the workplace, and 30% women in executive leadership roles by 2025⁷.

A holistic approach is needed from CEOs and organizations to ensure the success and maximum contribution of diverse employees. This includes an inclusive culture, people processes, HR policies, infrastructure investments and flexibility to incorporate all employee needs.

In order to integrate PWD employees, there is a need to provide physical infrastructure like ramps, accessible restrooms, and Braille signage but these are

rare. And technological tools like screen readers and other assistive technologies might be needed as well.

The holistic approach needs to take into account more abstract aspects as well. Acknowledging and working through unconscious biases, continuous training of all employees and managers and, most importantly, measuring the engagement of diverse employees keeps the virtuous cycle moving forwards.

The measurement of inclusion through national surveys makes concrete the intention of organizations in the DEI space. The Avtar and Seramount Most Inclusive Companies Index (MICI) as well as the the India Workplace Equality Index (IWEI) are two such indices⁹. Each year, employees anonymously participate in the surveys. Individuals who are champions and organizations that meet the threshold standards are recognized for their best practices. And with each passing year, more and more organizations not only participate but strive to meet the benchmarks that herald true inclusivity.

The IWEI has released its third report on LGBT+ inclusion. Of the 33 companies that met the gold standard of long-term

commitment, four were Indian organizations – VMware, Tata Steel, The Lalit Group and Wipro, while others were international conglomerates⁹.

Parmesh Shahani (Godrej) and Keshav Suri (The Lalit Group) have been early Indian pioneers of inclusivity role modelling and have contributed to the growth of other organizations through advocacy, openly sharing best practices and taking several concrete steps within to ensure a safe workplace for the DEI workforce. MNCs have global standards that their leaders in India ensure are maintained.

The intention to be an inclusive workplace is matched by the concrete actions of pioneering organizations and many more organizations continue to join this effort.



The 9 Parameters for LGBT+ Inclusion measured on the India Workplace Equity Index 2023



Source – India Workplace Equity Index: 2023 report

The full integration and participation of all diverse employees requires psychological safety on the ground.

The everyday behaviour of colleagues with transgender team members, wage parity, the equitability of work from home options, the questions during interviews, integrating viewpoints from younger team members – it is these daily interactions that need to be championed down the line – from the CEO to the person at the reception.

Ultimately, DEI has to be owned by everyone, not just by top leaders. People managers are the critical group that can translate the DEI intent into actions in the right spirit.

The right thing, done right!

To succeed and deliver on the organization's positional statement, the gap between intention and action needs to continuously reduce. According to Dr Saundarya Rajesh, Founder and President, Avtar group, DEI is progressing steadily in the Best Companies category on the MICI index, with 77% of them reporting an upsurge in their DEI momentum¹⁰.

Leaders need to be seen as sponsors who ensure that concrete KPIs and measurements are cascaded throughout the organizational layers, including functional heads, managers and smaller teams.

Declaring their inclusivity targets, participating in national-level surveys and working on cultural shifts to diminish bias are the measures that will move the needle both quantitatively and well as qualitatively.

Championing the DEI agenda by leaders is the right thing to do, and it is imperative that it is done right.

In the words of Verna Myers, Netflix Inclusion strategist, *"Diversity is being invited to the party, inclusion is being asked to dance."*

Here's to everyone dancing!



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Hunt Partners have designed the Coach Kompass platform to assess and coach leaders to push beyond the present, to experiment, to plan, to be prepared to take on challenges and to 'be' more and deliver greater business outcomes.



Interim Management is the provision of senior management resources on a short-term basis to organizations to meet an immediate need. This offers clients a flexible resourcing solution to enlist the services of a senior-level executive and/or specialist temporarily. Interim Managers can be an excellent solution for businesses dealing with challenges, leading change, transitioning, or fulfilling a gap.



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