



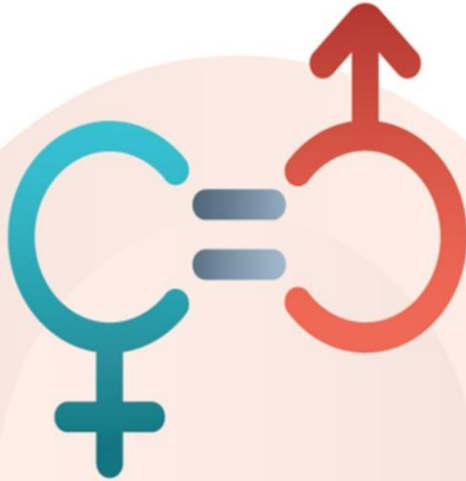
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## **Equality, Diversity and Inclusion Policy**



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## **Committee for Managing Gender Issues (CMGI)**



## FOREWORD

On behalf of Indian Institute of Management Ahmedabad (IIMA), I am very pleased to share “Committee for Managing Gender Issues Policy against Sexual Harassment at IIMA” (“CMGI Policy”) with you. IIMA is committed to creating a safe and conducive environment that enables all to work/study without fear of Sexual Harassment. IIMA believes in equal opportunities and safe environment for all, irrespective of race, caste, religion, colour, marital status, sexual orientation, age, nationality, ethnic origin, disability or gender.

Equality in education and employment can be seriously impaired when a woman is subjected to discrimination by way of Sexual Harassment at workplace. Sexual Harassment infringes two fundamental rights guaranteed by the Constitution of India: (i) the right of equality under Article 14 and (ii) woman’s right to life and to live with dignity under Article 21. Sexual Harassment also results in a violation of the victim's fundamental right under Article 19 (1) (g) to practice any profession or to carry out any occupation, trade or business as it depends on safe working environment where a woman can work safely with all her dignity. The fundamental human rights to protection against Sexual Harassment and the right to work with dignity are universally recognized by international conventions and instruments such as *Convention on the Elimination of all Forms of Discrimination against Women*, which has been ratified on the 25th June, 1993 by the Government of India. In 1997, the Supreme Court of India recognized the above fundamental rights in a landmark judgement {*Vishaka vs. State of Rajasthan and others* (AIR, 1997 SC 3011)} and provided guidelines that employers must follow to ensure that complaints of Sexual Harassment at workplace can be redressed. In 2013, the Indian Parliament enacted *the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act (“the Act”) and Rules, 2013* on lines similar to the guidelines laid down by the Supreme Court in the Vishaka judgment. Further, *the University Grants Commission (Prevention, Prohibition and Redressal of Sexual Harassment of Women Employees and Students in Higher Educational Institutions) Regulations, 2015* & *the All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016* and Gazette notification of MHRD dated 2nd May, 2016 requires technical and higher educational institutions to set up grievance redressal mechanism and adopt other measures for prevention and prohibition of Sexual Harassment of women employees and students.

IIMA has ‘zero-tolerance policy’ against Sexual Harassment. In accordance with all applicable laws and guidelines, including but not limited to the Act, the Policy not only provides for a mechanism and time bound process for redressing complaints of Sexual Harassment but also states steps to prevent such incidents from happening.

At IIMA, we recognize that gender other than women may also be subject to sexual harassment. We also recognize that sexual harassment is particularly problematic for vulnerable groups. They may be more like to be subjected to sexual harassment and may also find it more difficult to complain. Vulnerability can be socially compounded by region, class, caste, sexual orientation, minority identity or/and by being differently abled. The

CMGI is especially sensitive to such vulnerabilities and special needs. Additionally, our policy is applicable to genders other than women as stated in Section 6.

As a Chairperson of the CMGI (Internal Committee) of IIMA, I wish to state that if you have any concerns / complaints, please feel free to reach out to us and CMGI shall resolve your queries / complaints in fair and confidential manner. I am sure that this Policy will be helpful for all of you and would enable you to reach out to the Internal Committee members, whenever required.

**Chairperson, CMGI**  
**December 2024.**



### **Composition of the Committee (CMGI)**

1. Prof. Vaibhavi Kulkarni (Chairperson)
2. Prof. Ernesto Noronha, Member
3. Chair-SHAW (Ex-officio)
4. Prof. Devasmita Chakraverty, Member
5. Mr. Benjamin Harry Clarence, Student Member
6. Ms. Nimisha Sut, Student Member
7. Mr. Barla Aravind, Student Member
8. Ms. Tanushka Arora, Student Member
9. Ms. Prita Jha, External Member
10. Ms. Diana Joseph, Member (Vikalpa Office)
11. Ms. Anjanakumari B.V.N., Member-Secretary (FDP Office)

(Last updated – December 2024)

The Indian Institute of Management Ahmedabad (“IIMA”) has set up an Internal Committee known as the Committee for Managing Gender Issues (“**CMGI**”) in accordance with the Act and related rules and regulations applicable to higher educational and technical institutions. The objective of CMGI goes beyond what is mandated by the Act and rules: CMGI is not only confined to dealing with complaints of Sexual Harassment faced by women but also members of other genders. CMGI is committed to creating awareness and sensitization within the community regarding various forms of Sexual Harassment.

The CMGI Policy will be followed in conjunction with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (14 of 2013) and other relevant guidelines.

## **1. OBJECTIVES OF CMGI**

- a) Creating a campus free from instances of sexual assault at all levels;
- b) Proactively move to curb all forms of sexual harassment of employees and students;
- c) Create awareness about what constitutes sexual harassment including hostile environment harassment and quid pro quo harassment;
- d) Organize gender sensitization programmes and workshops for the faculty, officers, functionaries associated with IIMA, and students, to ensure knowledge and awareness of the rights, entitlements and responsibilities enshrined in the Act, Rules, Regulations, and under this Policy;
- e) Act decisively against harassment perpetrated towards employees and students, primarily women employees and students, with the recognition that some male students along with students of the third gender are vulnerable to forms of sexual harassment, and thus extend services to them as well;
- f) Be responsible to initiate all proceedings as required by law to punish those guilty of sexual harassment within IIMA Campus;

## **2. DEFINITIONS**

In these regulations, unless the context otherwise requires:

- a) “**Complainant**” means in relation to the campus, a woman of any age whether employed or not who alleges to have been subjected to any act of sexual harassment by the respondent. For avoidance of any doubt, Complainant also includes genders other than women. All Sexual Harassment complaints of genders other than women will be dealt with in accordance with clause 6 of the Policy.

- b) **‘Act’** means the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (14 of 2013).
- c) **“Campus”** means the physical location of the Indian Institute of Management Ahmedabad (IIMA) and its related institutional facilities like libraries, laboratories, lecture halls, residences, halls, toilets, student centres, hostels, dining halls, stadiums, parking areas, parks-like settings and other amenities like health centres, canteens, Bank counters, Post Office, milk booth etc., visited by the students, workers and employees. Campus also includes extended campus and covers within its scope places visited by the students and employees of the IIMA including transportation provided for the purpose of commuting to and from the institution, the locations outside the institution on field trips, internships, study tours, excursions, short-term placements, places used for camps, cultural festivals, sports meets, participating in meetings and conferences, and such other activities.
- d) **“Covered Individuals”** are persons who have engaged in protected activity (defined in clause f) such as filing a sexual harassment charge, or who are closely associated with an individual who has engaged in protected activity and such person can be an employee or a fellow student or guardian of the offended person;
- e) **“Employee”** means a person employed at a workplace for any work on regular, temporary, *ad hoc* or daily wage basis, either directly or through an agent, including a contractor, with or, without the knowledge of the principal employer, whether for remuneration or not, or working on a voluntary basis or otherwise, whether the terms of employment are express or implied and includes a co-worker, a contract worker, probationer, trainee, apprentice or called by any other such name; employee also includes, for the purpose of this Policy trainee, apprentice (or called by any other name), interns, volunteers, teaching assistants, research assistants, whether employed or not, including those involved in field studies, projects, short-visits and camps;
- f) **“Protected Activity”** includes reasonable opposition to a practice believed to violate sexual harassment laws on behalf of oneself or others such as participation in sexual harassment proceedings, cooperating with an internal investigation or alleged sexual harassment practices or acting as a witness in an investigation by an outside agency or in litigation;
- g) **“Sexual Harassment”** means:
- (i) “An unwanted conduct with sexual undertones if it occurs or which is persistent and which demeans, humiliates or creates a hostile and intimidating environment or is calculated to induce submission by actual or threatened adverse consequences and includes any one or more or all of the following unwelcome acts or behavior (whether directly or by implication), namely:
- (a) any unwelcome physical, verbal or non-verbal conduct of sexual nature;
- (b) demand or request for sexual favours;
- (c) making sexually coloured remarks

- (d) physical contact and advances: or
- (e) showing pornography”

(ii) any one (or more than one or all) of the following circumstances, if it occurs or is present in relation or connected with any behavior that has explicit or implicit sexual undertones:

- (a) implied or explicit promise of preferential treatment as quid pro quo for sexual favours;
- (b) implied or explicit threat of detrimental treatment in the conduct of work;
- (c) implied or explicit threat about present or future status of the person concerned;
- (d) creating an intimidating offensive or hostile learning environment;
- (e) humiliating treatment likely to affect the health, safety dignity or physical integrity of the person concerned;

(h) “**Student**” means a person duly admitted and pursuing a programme of study either through regular mode or distance mode, including short-term training programmes at IIMA;

Provided that a student of other institute/university/college who comes to IIMA as a participant of any programme, academic or cultural event or on a personal visit, shall be treated as a student of IIMA for the purposes of this Policy.

(i) “**Third Party Harassment**” refers to a situation where sexual harassment occurs as a result of an act or omission by any third party or outsider, who is not an employee or a student of IIMA, but a visitor to IIMA in some other capacity or for some other purpose or reason;

(j) “**Victimization**” means any unfavourable treatment meted out to a person with an implicit or explicit intention to obtain sexual favour;

(k) “**Workplace**” means the campus of IIMA including:

- (a) Any department, organization, undertaking, establishment, enterprise, institution, office, branch or unit which is established, owned, controlled or wholly or substantially financed by funds provided directly or indirectly by IIMA;
- (b) Any sports facility, stadium, sports complex or competition or games venue, whether residential or not used for training, sports or other activities relating thereof in IIMA;
- (c) Any place visited by the employee or student arising out of or during the course of employment or study, cultural or any field trips organized by IIMA community including transportation provided for undertaking such journey;

### 3. CONSTITUTION OF CMGI

1. The Committee for Managing Gender Issues (CMGI) functions as the Internal Complaints Committee or Internal Committee (ICC or IC) of the IIMA. The composition of CMGI shall be as follows:
  - a) A Chairperson who shall be a tenured woman faculty member at the IIMA, nominated by the Director;  
  
Provided that in case a tenured woman faculty is not available, the Chairperson shall be nominated from other offices or administrative units of the workplace referred to in sub-section 2(k):
  - b) Two faculty members and two non-teaching employees, preferably committed to the cause of women or who have had experience in social work or have legal knowledge, nominated by the Director;
  - c) Minimum three students (at least one of whom is female), who shall be enrolled in long duration programs, selected through transparent procedure.
  - d) One member from amongst non-government organizations or associations committed to the cause of women or a person familiar with the issues relating to sexual harassment, nominated by the Director IIMA;
2. At least one-half of the total members of the ICC shall be women.
3. Persons in senior administrative positions at IIMA, such as Director, Deans, Program Directors, etc., shall not be members of the CMGI in order to ensure autonomy of their functioning.
4. The member appointed from amongst the non-governmental organizations or associations shall be paid such fees or allowances for holding the proceedings of the CMGI, by the Director, IIMA as may be prescribed.
5. The term of office of the members of the CMGI shall be for a period of three years.
6. To the extent feasible, the outgoing Chairperson of the CMGI continues as a member for up to a year with the new Chairperson to ensure proper functioning of the committee.
7. Where the Chairperson or any member of the CMGI:
  - a) Contravenes the provisions of section 16 of the Act or goes against any of the substantive obligations under the CMGI Policy; or
  - b) has been convicted for an offence or an inquiry into an offence under any law for the time being in force is pending against him; or

- c) has been found guilty in any disciplinary proceedings or a disciplinary proceeding is pending against them; or
- d) has so abused their position as to render their continuance in office prejudicial to the public interest,

such Chairperson or Member, as the case may be, shall be removed from the Committee and the vacancy so created or any casual vacancy shall be filled by fresh nomination in accordance with the provisions of this section.”

#### **4. RESPONSIBILITY OF CMGI**

The Committee for Managing Gender Issues shall:

- a) provide assistance if an employee or a student chooses to file a complaint with the police;
- b) provide mechanisms of dispute redressal and dialogue to anticipate and address Sexual Harassment issues through just and fair conciliation without undermining complainant’s rights, and minimize the need for purely positive approaches that lead to further resentment, alienation or violence;
- c) protect the safety of the complainant by not divulging the person’s identity and provide the mandatory relief by way of sanctioned leave or relaxation of attendance requirement or transfer to another department or supervisor as required during the pendency of the complaint, or also provide for the transfer of the offender;
- d) Strive to ensure that victims or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment; and
- e) Strive to ensure prohibition of retaliation or adverse action against a covered individual because the employee or the student is engaged in protected activity.

#### **5. THE PROCESS FOR MAKING A COMPLAINT**

1. The CMGI shall comply with the procedure prescribed in CMGI Policy and the Act, for making a complaint and inquiring into the complaint in a time bound manner. An aggrieved person is required to submit a written complaint to the ICC within three months from the date of the incident and in case of a series of incidents within a period of three months from the date of the last incident.
2. Provided that where such complaint cannot be made in writing, the Chairperson or any Member of the CMGI shall render all reasonable assistance to the person for making the complaint in writing.

3. Provided further that the CMGI may, for the reasons to be accorded in writing, extend the time limit not exceeding three months, if it is satisfied that the circumstances were such which prevented the person from filing a complaint within the said period.
4. Friends, Relatives, Colleagues, Co-students, Psychologist, or any other associate of the victim may file the complaint in situations where the aggrieved person is unable to make a complaint on account of physical or mental incapacity or death.

## **6. SEXUAL HARASSMENT FACED BY MEN AND GENDERS OTHER THAN WOMEN**

In case of Sexual Harassment faced by a person of any gender other than woman, the complaint may be filed with CMGI. The CMGI after prima facie examining the issue, will take up cases filed by genders other than women relating to Sexual Harassment, if it observes a clear pattern of Sexual Harassment in the case.

## **7. CONCILIATION**

Prior to initiating an inquiry, the CMGI may, at the written request of the Complainant take steps to settle the matter between the Complainant and the Respondent through conciliation.

- a) Conciliation is only a choice of the Complainant.
- b) Conciliation shall not be forced or done by fraud, coercion or undue influence on either the Complainant or Respondent.
- c) Any settlement brought about must be mutually acceptable to both, the Complainant and the Respondent.
- d) Monetary settlement cannot be made the basis of such conciliation.
- e) In case a settlement has been arrived at, the CMGI shall record it and forward it to the management of IIMA to take action as specified in the recommendation of the CMGI.
- f) The CMGI will also provide copies of the settlement as recorded to the Complainant and the Respondent.
- g) If settlement has been reached, the CMGI will not be required to conduct any further inquiry.
- h) If Complainant feels that the terms of settlement are not being complied with by the Respondent or action has not been taken by IIMA, Complainant can make a written request to the CMGI to conduct an inquiry into the complaint.

## **8. THE PROCESS FOR CONDUCTING INQUIRY**

1. On receipt of the complaint, the Chairperson/Presiding Officer of CMGI shall form a sub-committee which will conduct inquiries, hearing and take action on the complaint received.
2. The CMGI sub-committee shall, upon receipt of the complaint, send one copy of the complaint to the respondent within a period of seven days of such receipt.
3. Upon receipt of the copy of the complaint, the respondent shall file his or her reply to the complaint along with the list of documents and names and addresses of witnesses within a period of ten days.
4. The inquiry has to be completed within a period of ninety days from the receipt of the complaint. The inquiry report, with recommendations, if any, has to be submitted within ten days from the completion of the inquiry to the Director of IIMA. Copy of the findings or recommendations shall also be served on both parties to the complaint.
5. The Director of IIMA shall act on the recommendations of the committee within a period of thirty days from the receipt of the inquiry report, unless an appeal against the findings is filed within that time by either party.
6. An appeal against the findings or / recommendations of the ICC may be filed by the either party before the Executive Authority of the HEI within a period of thirty days from the date of the recommendations.
7. If the Director of IIMA decides not to act as per the recommendations of the CMGI, then it shall record written reasons for the same and convey to the CMGI and both the parties to the proceedings. If the Director decides to act as per the recommendations of the CMGI, then a show cause notice, answerable within ten days, shall be served on the party against whom action is decided to be taken. The Director of IIMA shall proceed only after considering the reply or hearing the aggrieved person.
8. The identities of the aggrieved party or victim or the witness or the offender shall not be made public or kept in the public domain.

## **9. INTERIM REDRESSAL**

When the CMGI *prima facie* believe, depending of severity of particular case, there is a requirement to act upon to protect the complainant, the CMGI may recommend and the IIMA may:



- a) transfer the complainant or the respondent to another section or department to minimize the risks involved in contact or interaction, if such a recommendation is made by the CMGI;
- b) grant leave to the aggrieved with full protection of status and benefits for a period up to three months;
- c) restrain the respondent from reporting on or evaluating the work or performance or tests or examinations of the complainant;
- d) ensure that offenders are warned to keep a distance from the aggrieved, and wherever necessary, if there is a definite threat, restrain their entry into the campus;
- e) take strict measures to provide a conducive environment of safety and protection to the complainant against retaliation and victimization as a consequence of making a complaint of sexual harassment.

## **10. PUNISHMENT AND COMPENSATION**

(1) Anyone found guilty of sexual harassment shall be punished in accordance with the service rules of IIMA, if the offender is an employee. The CMGI may recommend:

- (a) a written apology
- (b) a letter of warning
- (c) removal and/or disbarment from holding an administrative position
- (d) withholding the promotion
- (e) Compulsory retirement
- (f) withholding of pay rise or increments
- (g) immediate transfer or suspension without pay
- (h) suspension from service for a limited period
- (i) termination from service
- (j) undergoing a counselling session
- (k) carrying out community service
- (l) deduction from the salary or wages of the employee, such sum as CMGI may consider appropriate to be paid to the Complainant or to his / her legal heirs as compensation. In case IIMA is unable to make deductions from the salary of the employee due to his / her being absent from duty or cessation of employment, it may direct them to pay such sum to the Complainant. In case they fail to pay the sum, CMGI may forward the order for recovery of the sum as an arrear of land revenue to the concerned district officer.

(2) Where the respondent is a student, depending upon the severity of the offence, the CMGI may recommend:

- (a) a written apology

- (b) a letter of warning
  - (c) removal and/or disbarment from holding an administrative position
  - (d) withhold privileges of the student such as access to the library, auditoria, halls of residence, transportation, scholarships, allowances, alumni status and identity card;
  - (e) suspend or restrict entry into the campus for a specific period;
  - (f) award reformatory punishments like mandatory counseling and, or, performance of community services.
  - (g) expel and strike off name from the rolls of the institution, including denial of readmission, if the offence so warrants;
- (3) Where the respondent is a third party, depending on the severity of the offence, the CMGI may recommend:
- (a) Warning, reprimand or censure
  - (b) a letter of warning to the respondent
  - (c) a letter communicating their misconduct to his / her place of education, employment or residence
  - (d) withhold privileges of the third party such as access to the library, auditoria, halls of residence, transportation, scholarships, allowances and identity card;
  - (e) suspend or restrict entry into the campus for a specific period; and / or a bar on appearing for the entrance examination / interview to any program of study offered by IIMA
  - (f) cancellation of contract with IIMA;
- (4) In case that the CMGI determines that the aggrieved person is entitled to the payment of compensation, the IIMA shall issue direction for payment of the compensation recommended by the CMGI and accepted by the Director of IIMA, which shall be recovered from the offender. The compensation payable shall be determined on the basis of:
- (a) mental trauma, pain, suffering and distress caused to the aggrieved person;
  - (b) the loss of career opportunity due to the incident of sexual harassment;
  - (c) the medical expenses incurred by the victim for physical, psychiatric treatment;
  - (d) the income and status of the alleged perpetrator and victim; and
  - (e) the feasibility of such payment in lump sum or in installments;

## **11. ACTION AGAINST FRIVOLOUS COMPLAINT**

To ensure that the provisions for the protection of employees and students, and others from sexual harassment do not get misused, CMGI takes false, mischievous or malicious complaints seriously. If the CMGI concludes that the allegations made were false, mischievous or malicious or the complaint was made knowing it to be untrue, or forged or misleading information has been provided during the inquiry, the complainant shall be liable to be punished as per the provisions in this Policy Section 10 sub-regulation (1) if the complainant happens to be an employee and as per sub-regulation (2) of the regulation, if

the complainant happens to be a student. However, the mere inability to substantiate a complaint or provide adequate proof will not attract attention against the complainant. Malicious intent on the part of the complainant shall not be established without an inquiry, in accordance with the procedure prescribed, conducted before any action is recommended.

## **12. CONFIDENTIALITY**

- a) All concerns and reporting can be expressed or made without any fear of retaliation. It shall be the duty of all persons and authorities designated to ensure that the complaints lodged with CMGI remains confidential. After the initiation of an enquiry, confidentiality of proceedings shall be maintained so far as is possible.
- b) The name and identity of the Complainant or the Respondent or Witnesses shall not be revealed to the press / media or any other persons whilst reporting of any proceedings, case, order or Judgment.
- c) The contents of the complaint, the identity and contact details of the Complainant, respondent and witnesses and any information related to conciliation, inquiry proceedings, recommendations of the CMGI and the action taken by IIMA shall not be published, communicated or made known to the public, press and media in any manner and will be revealed strictly on a need-to-know basis. All discussions / decisions must be documented and retained by the CMGI and must be kept confidential. The above may also include suspension pending inquiry. Appropriate information will be shared with Government authorities as per the Act.
- d) However, information may be disseminated regarding the justice secured to any victim without disclosing the name, address, identity or any other particulars calculated to lead to the identification of the Complainant and witnesses.
- e) If any person (including witnesses) breaches confidentiality, the CMGI reserves the right to initiate proceedings against them and suggest punishments as outlined in Section 10.

## **13. PROTECTION AGAINST VICTIMIZATION**

IIMA will not accept, support or tolerate retaliation in any form against any employee / student who, acting in good faith, reports suspected misconduct, asks questions or raises concerns. Any person who engages in such retaliation directly or indirectly, or encourages others to do so, may be subject to appropriate disciplinary action. While dealing with any complaint of Sexual Harassment, CMGI shall ensure that the Complainant or the witness are not victimized or discriminated against by the Respondent.

In case of any victimization, the CMGI reserves the right to initiate proceedings for the same and suggest punishments as outlined in Section 10. Additionally, the CMGI may do the following:

- a) Issue a restraint order to warn the Respondent(s) that any attempt on his / her part or by person(s) acting on his / her behalf, to contact, or influence, or intimidate, or exert pressure on the Complainant/witness or any person in the Complainant's/witness's confidence may prove prejudicial to his / her case. CMGI may issue a verbal and written warning that such behaviour may lead to an adverse inference (i.e. a contrary / negative view) being drawn against him / her. The Complainant or any other person should intimate in writing to CMGI of any violation of the order of restraint by the Respondent(s), or any persons acting on his / her behalf. CMGI shall consider all violations of the restraint order when determining the nature of offence of a Respondent found guilty of Sexual Harassment.
- b) If the Complainant / witness is a student and the Respondent(s) is a teacher, during the inquiry and post-inquiry (if teacher is found guilty), the Respondent(s) shall not supervise any academic activity of the student, including but not limited to, evaluation and examination, re-examination, and supervision of research.
- c) If Complainant / witnesses and the Respondent(s) are members of the academic and / or non-teaching staff of IIMA, during inquiry and post inquiry (if Respondent is found guilty), the Respondent shall not write the Annual Performance Reports of the Complainant, if he / she is otherwise so authorized.
- d) If the Respondent(s) is a resident / service provider, during the duration of the inquiry and even after such inquiry if the Respondent is found guilty, the order of restraint issued in accordance with the procedures shall be in force at all times.

#### **14. WHERE SEXUAL HARASSMENT AMOUNTS TO CRIMINAL OFFENCE**

- a) Where Sexual Harassment amounts to a specific offence under the Indian Penal Code, 1860 or under any other law, it shall be the duty of CMGI to immediately inform the Complainant of his / her right to initiate action in accordance with law with the appropriate authority, and to give necessary assistance regarding the same.
- b) The provisions of this Policy shall not restrict the powers of IIMA or Complainant to proceed against the Respondent for any other misconduct, or pursue criminal or civil remedies, whether or not connected with the misconduct within the purview of this Policy.

- c) The proceedings under this Policy shall not, in any way, be affected by any other proceedings against the Respondent preferred by the Complainant under any other provision of civil or criminal law, except to the extent specifically ordered by a court of law. Any such action or proceedings initiated shall be in addition to proceedings initiated and / or any action taken under this Policy.

## **15. RESPONSIBILITIES OF IIMA**

- a) IIMA shall provide legal, medical and counseling assistance to those complainants who have to take legal recourse to the best of its abilities and any recommendations for the same must have the approval of the Director.
- b) Place a copy of this Policy on the internal website of IIMA or such prominent places as a continual reminder to the employees (including teaching and non-teaching staff) and students of the IIMA's Policy on Sexual Harassment.
- c) Sensitizing the employees (including teaching and non-teaching staff) and students and provide training related to Sexual Harassment issues.
- d) Encouraging women employees of IIMA (including teaching and non-teaching staff) and students to raise their concerns and issues on Sexual Harassment in the workplace at appropriate forum for affirmative discussion from time to time.
- e) In case the management of IIMA receives a complaint, it shall forward such complaint to CMGI for redressal.
- f) IIMA shall maintain full confidentiality with respect to the complaints.
- g) IIMA shall extend all necessary assistance for ensuring full, effective and speedy implementation of this Policy.
- h) IIMA shall strive to create a safe workplace and provide support to CMGI for its effective and unbiased functioning.
- i) IIMA shall forward to the District Officer, the Annual Report of CMGI.

## **16. WHAT IIMA EXPECTS FROM YOU**

- a) Help IIMA provide a safe and respectful environment for all and have shared responsibility of creating the same.
- b) Speak up if you come across Sexual Harassment. Be aware that IIMA will take allegations seriously and will ask for co-operation in an inquiry if you bring a complaint forward.

- c) Provide support during any inquiry of a complaint, including testifying as witness and giving full and truthful disclosure of all factual information when asked by CMGI, while ensuring that complete confidentiality is maintained, throughout, about any case of Sexual Harassment within the organization.
- d) Set an example of dignified workplace behaviour and ethical standards in line with IIMA's values.
- e) Handle information related to known or suspected violations of this Policy in a discreet and confidential manner and not attempt to investigate / inquire into the information or suspected violations of this Policy on your own i.e. without involving CMGI.

## **17. HOW TO RESPOND**

- a) Sexual Harassment is unlikely to stop until confronted.
- b) IIMA supports and encourages all members of the community who believe they are being sexually harassed to take steps to end the Sexual Harassment.
- c) Keep records of any verbal or written communication you have with the harasser.
- d) Talk to or email any member of CMGI.
- e) Filing of a complaint will not adversely affect career / grades / academic status.

## **18. AMENDMENT TO THE POLICY**

IIMA reserves the right to amend the Policy from time to time in order to comply with any laws / rules / regulations that come into effect from time to time, related to Sexual Harassment at workplace.





# Gender Centre

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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# About the Centre

The Gender Centre at the Indian Institute of Management, Ahmedabad, was set up in October 2018 to create and promote scholarships related to women and issues of gender equality. The centre is a thriving hub of research focused on understanding gender-related issues and promoting equality and inclusivity in all aspects of life. As the nation's sole gender centre within a management institution, we lead the charge, providing cutting-edge research, transformative insights, and best practices in this area. Our visionary interdisciplinary expertise empowers organizations to cultivate evidence-based strategies, driving a future of women empowerment.

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## Scope of the Centre

The Gender Centre serves as a dynamic catalyst for change, fostering interdisciplinary research, facilitating collaborations, and engaging with diverse stakeholders. As a premier institutional site, we are committed to providing a deeper understanding of gender-related challenges and opportunities by bringing together individuals from diverse backgrounds and disciplines. The research at the Gender Centre aims to cut across multiple disciplines and business sectors while being rooted in management.





# MESSAGE FROM THE CHAIRPERSON

I am pleased to present the annual report of the Gender Centre at IIMA. This milestone represents our collective efforts in promoting research, education, and collaboration in gender research.

The Gender Centre has been actively involved in innovative research projects led by our faculty members. We've created public goods in terms of databases and created opportunities for policymakers, industry, and IIMA students to participate in future meaningful research initiatives. Our aim is to not only address current challenges but also forge strong partnerships with industry and government stakeholders, making our work relevant and impactful. This year, the members of the centre are engaged in grant-based research on measuring women's empowerment, resilience in climate change, enabling labor-saving technologies in agriculture, sexual harassment in public spaces, diversity and inclusion initiatives among corporates, corporate laws, gender-based attitudes in education, time use and care requirements among rural women.

The core of our center is its proactive approach to promoting interdisciplinary research, facilitating collaborations, and engaging with diverse stakeholders. We aspire to catalyze positive change, contributing significantly to policy and practice in gender-related issues rooted in management and policy.

I would like to invite all the relevant stakeholders to learn more about the centre and the support that the centre can provide. I extend my heartfelt thanks to each one of you for your unwavering support and dedication. Collectively, we shall persist in advocating for a more equitable management and policy world.

Thank You

Sincerely,  
Prof. Vidya Vemireddy  
Chairperson, Gender Centre

# COMPOSITION OF CENTRE

## COMMITTEE MEMBERS



**VIDYA VEMIREDDY (CHAIRPERSON)**  
Assistant Professor of  
Centre for Management in Agriculture.



**KATHAN SHUKLA**  
Associate Professor of Ravi J. Matthai  
Centre For Educational Innovation



**NAMRATA CHINDARKAR**  
Associate Professor of JSW-SPP



**VAIBHAVI KULKARNI**  
Associate Professor of Communication



**PRITHA DEV**  
Associate Professor of Economics



**RAMA MOHANA TURAGA**  
Associate Professor of Public Systems Group

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Associate Professor of Marketing



**AMBRISH DONGRE**  
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Associate Professor of Economics



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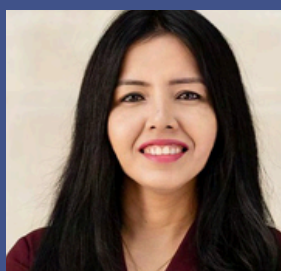
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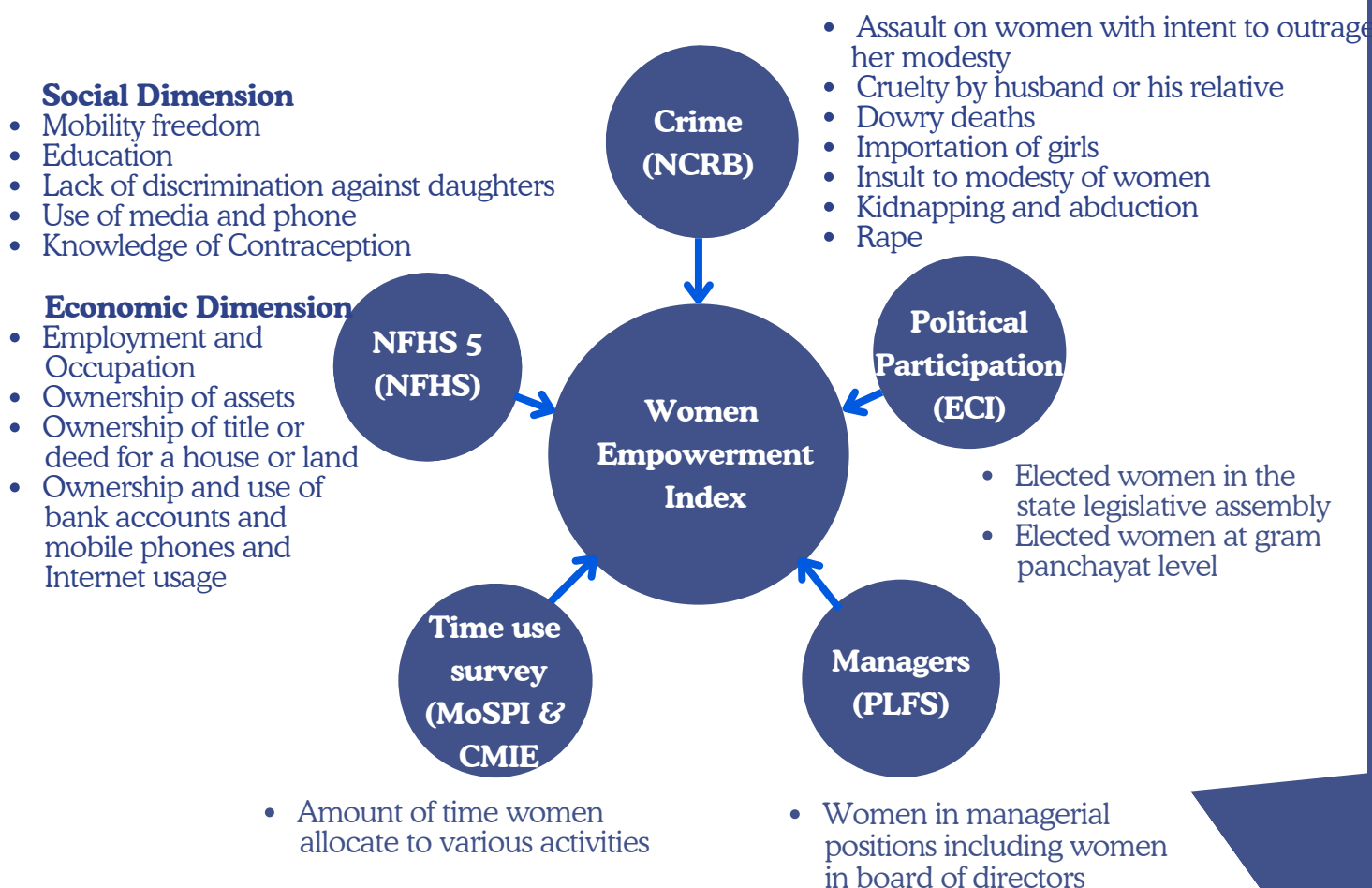
**PROMILA AGARWAL**  
Associate Professor of Human Resources  
Management

# CENTRE ACTIVITIES

## 1. SDG 5 dashboard at the district level for India\*

The Gender Centre embarked on an initiative in 2022 to consolidate sub-national level gender indicators into a unified dashboard, aiming to provide a comprehensive overview of SDG 5, which aims to achieve gender equality and empower all women and girls. This dashboard integrates critical indicators such as time use, crime rates, political participation, health metrics, and labor market participation at the district level. The primary goal was to formulate a Women Empowerment Index specific to subnational districts, leveraging these diverse indicators. Through the use of visual representations of the data, policymakers, researchers, and stakeholders can develop a nuanced understanding of the trends, enabling them to pinpoint specific areas for targeted interventions and fostering impactful changes.

The framework and key indicators utilized in the dashboard are detailed below.





The following dashboard was presented to the Odisha government and has received significant appreciation. It will also be presented to the Central government for further review and consideration.

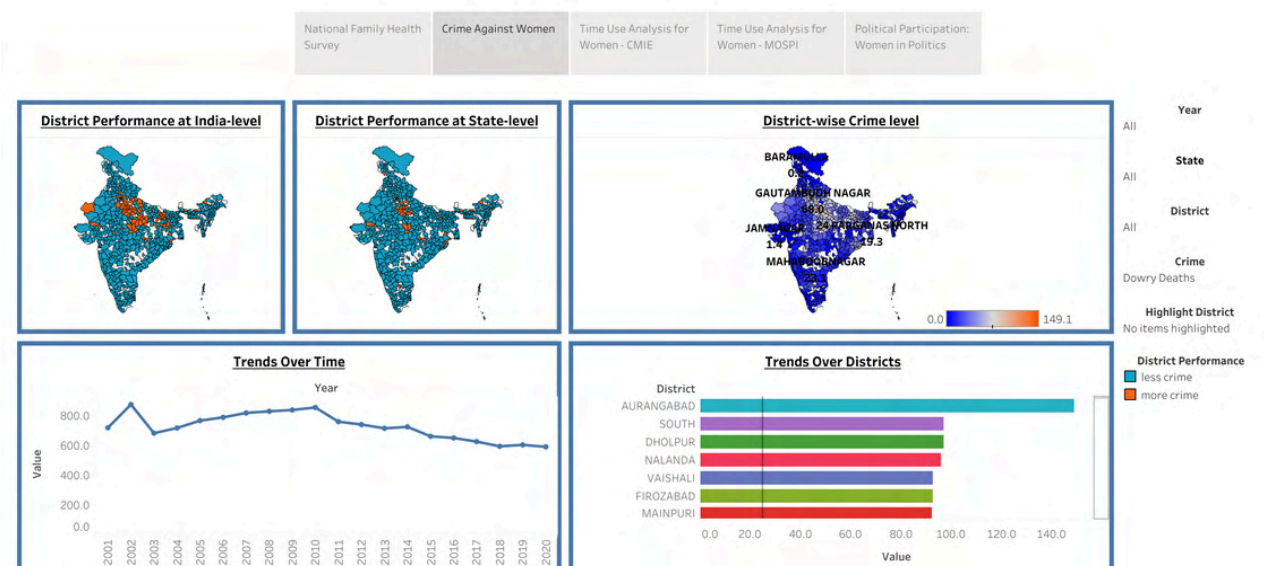


Figure 1

In Figure 1, The maps depict the incidence of dowry deaths between 2001 and 2020 from the dataset National Crime Records Bureau (NCRB). The initial map contrasts the district average with the national average, while the second graph compares the district average with the corresponding state average, where the blue color connotes less crime while the orange color suggests more crime. The third map provides a district-level view of the average dowry deaths in each district over the specified time frame. The trend analysis over time shows there has been a decrease in dowry death from the year 2001 to 2020,

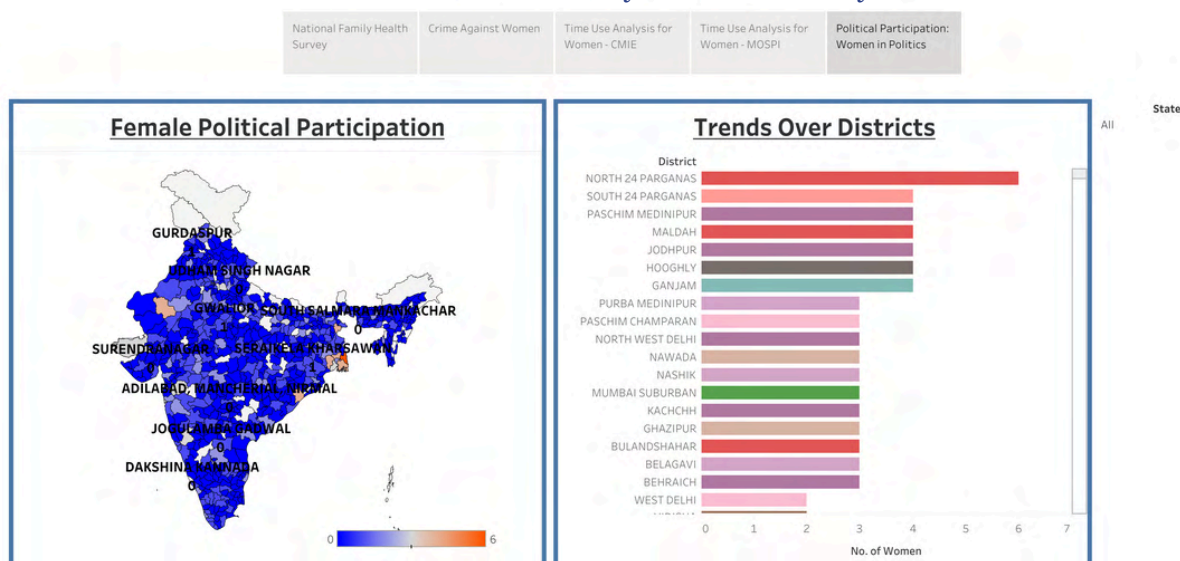
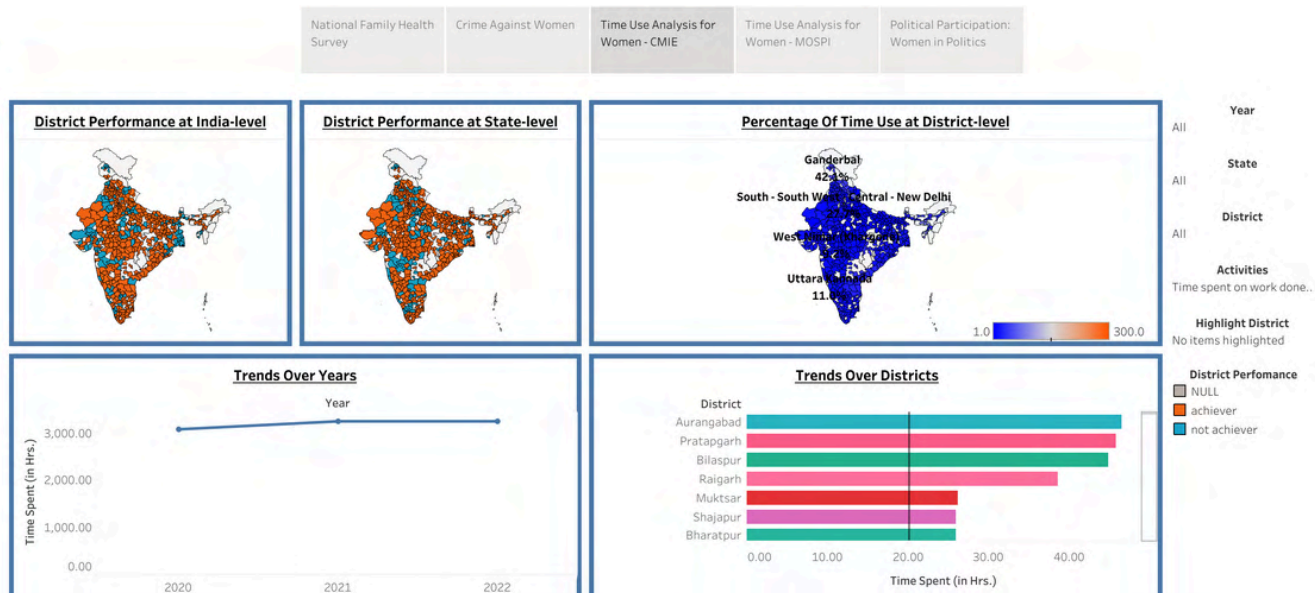


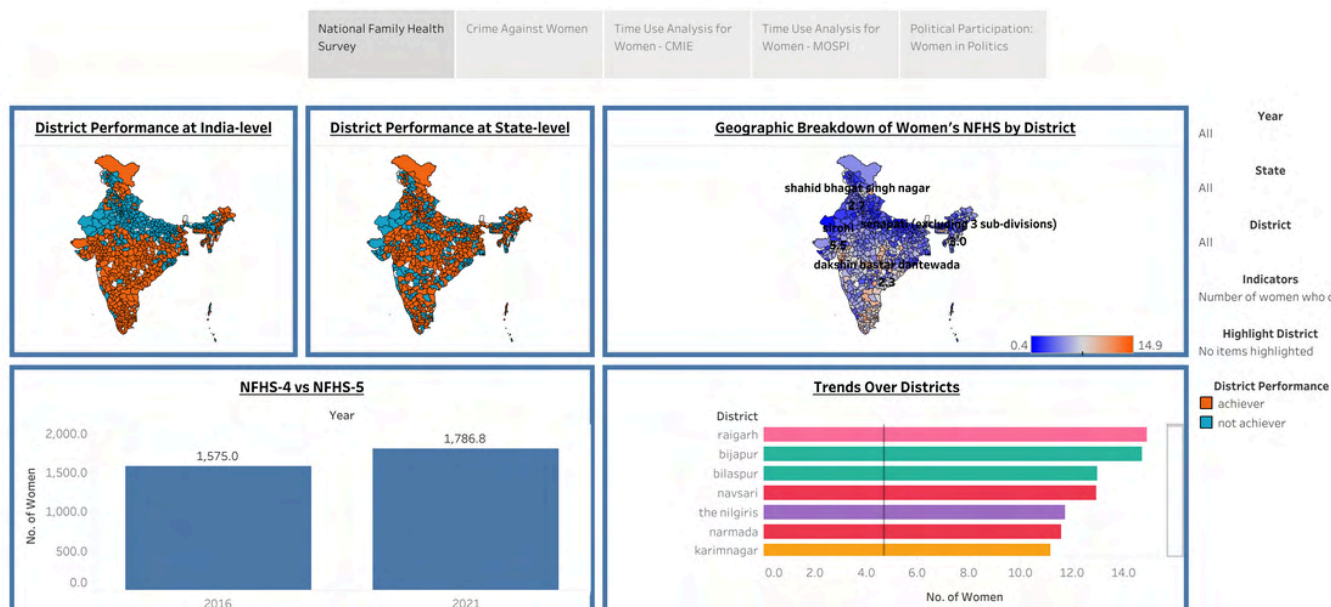
Figure 2

In Figure 2, the map illustrates the number of women's political participation in India; the data is taken from the Election Commission of India. Varying shades of orange represent higher numbers of women and shades of blue indicate lower numbers.



**Figure 3**

In Figure 3, the maps highlight the hours devoted to working for the employer from 2020 to 2022 from the dataset taken from the Centre for Monitoring Indian Economy (CMIE). The initial map contrasts the district average with the national average, while the second graph compares the district average with the respective state average. Here, the blue color connotes the nonachiever districts, while orange suggests achiever districts. The third map provides a district-level overview of the average hours spent working for the employer in each district during the specified period. Notably, there was an increase in the duration of hours over time.



**Figure 4**

In Figure 4, the maps show the proportion of women who independently or jointly make decisions about their earnings. The analysis covers data from NFHS 4 (2015-16) and NFHS 5 (2019-21). The first map compares district averages with the national average, while the second graph contrasts district averages with their respective state averages. Orange indicates districts meeting the criteria (women who make decisions) after comparison with the state and national averages, while blue indicates those that do not. Over time, there has been an increase in the proportion of women making these decisions.



## 2. Women's entrepreneurship and career advancement

There was a 1.5-year vision to create a research paper on women's entrepreneurship and career advancement, focusing on identifying research gaps. The project began in 2022 and concluded in 2024. Over this period, we conducted more than 1,000 research projects, which helped us establish critical gaps in gender and management literature. The goal of this initiative was to identify these gaps and encourage further research in these areas. The aim was to deliver this work as a public good, informing researchers about future themes for exploration."



## 3. Inclusion index

The Gender Centre initiated the development of an inclusion index for inter-sectoral measurement of inclusion during the period. While substantial progress has been made, the validation process across various industries is still ongoing and is yet to be completed.

## 4. Measuring climate resilience from a gender perspective in the state of Odisha

The Gender Centre collaborated with the International Rice Research Institute (IRRI) to measure climate resilience from a gender perspective in Odisha. From 1804 to 2010, Odisha faced cyclones and floods for 126 years, with a severe period from 2001 to 2010 witnessing annual floods. Rural women bore the burden of these climatic changes, facing additional household responsibilities and increased agricultural burdens due to male out-migration. As climate challenges progress, the frequency and intensity of these events are expected to increase in the future, making the lives of women even more difficult.

We conducted a study to identify indicators of women's roles in agriculture and climate risk mitigation. We developed a robust framework to capture the nuances of women's empowerment in these contexts through systematic literature reviews, findings from focused group discussions, and interviewing 600 respondents across three districts. Our objective was to design a measurement tool that could assess resilience capacity at both national and international levels, focusing on simplicity for easy adaptation at the local level.



## → Policy Briefs

### **Trend analysis of time use pattern by women (2020-2022)**

Analysed the trends in women's time use patterns from 2020 to 2022, focusing on district-level variations. Used a range of variables from the Centre for Monitoring Indian Economy (CMIE) dataset, such as time allocation for employer-related work, household duties, unpaid volunteering, training, self-activities, entertainment, religious practices, travel, and socializing. It was observed that the time dedicated to household responsibilities slightly decreased from 4.7 hours per day in 2020 to 4.2 hours in 2022. The time spent on self-activities remained constant at 13.01 hours daily over the years. There was an increase in time allocated for learning, from 0.7 hours per day in 2020 to 0.8 hours in 2022. Women's engagement in employer-related work increased from 6.6 in 2020 to 7.1 in 2022. Time spent on religious activities and unpaid volunteering decreased, and the duration of unpaid trainee roles increased from 0.01 hours daily in 2020 to 0.02 hours in 2022. There was a change in time spent on travel, indoor entertainment, social interactions, and outdoor sports, reflecting evolving patterns in women's daily activities.

### **Trend analysis of crime against women (2001-2020)**

Analysed the long-term patterns in crime against women for the years 2001-2020 at a district level. It utilizes various variables related to crimes against women from the National Crime Records Bureau (NCRB) dataset, which includes assault on women with intent to outrage her modesty per 100,000 women, cruelty by husband or his relatives per 100,000 women, dowry deaths per 100,000 women, insult to modesty of women per 100,000 women, kidnapping and abduction per 100,000 women, rape per 100,000 women, and total crime per 100,000 women.

Positive trends were observed in certain areas. The insults to the modesty of women have shown an overall decreasing trend, with the rate declining from 1.601 in 2001 to 0.990 per 100,000 women in 2020. Dowry deaths have gradually decreased since 2010. Kidnapping and abduction incidents increased until 2018 but slightly improved in 2020. The incidence of reported rape cases followed a complex pattern, with a gradual increase until 2016, reaching 7.527 per 100,000 women, then followed by a decline to 5.448 per 100,000 women in 2020.

However, there were negative trends as well. Incidents of assault on women with the intent to outrage her modesty have significantly increased over the years. Cruelty by husbands or his relatives shows an overall upward trajectory until 2010, in 2019, there was a surge in reported incidents, however, there was a decline in reported incidents in 2020. Lastly, total crime per 100,000 women depicts an overall increase from 26.22 in 2001 to 37.70 in 2020. These findings provide valuable insights into the changing landscape of crimes against women during the analyzed period.



# Thought Leadership Articles

## 1. The burden of women in construction: How the construction sector can absorb more women, especially migrants.

Published on March 08, 2024, in The Hindu by Prof. Namrata Chindarkar, IIM Ahmedabad and Dr. Divya Ravindranath, Indian Institute for Human Settlements

The Hindu (Delhi)  
8 Mar 2024



### *The burden of women in construction*

How the construction sector can absorb more women, especially migrants

**Namrata Chindarkar  
& Divya Ravindranath**

**L**ow female labour force participation remains a pressing concern in India. Even among women who are employed, it is imperative that we ask how they fare in their sector of employment, in terms of the quality of employ-



ployers in the construction sector often break down tasks to circumvent minimum wage requirements, forcing women to undertake multiple tasks throughout the day to meet minimum wage thresholds. These include menial tasks with quick turnarounds such as moving bricks, mixing, and sifting sand and cement

## 2. Does a Man's Hardship Matter More Than a Woman's? Reasons for Justifying Domestic Violence

Published on January 20, 2024, in Economics & Political Weekly by Prof. Pritha Dev and Prof. Akshaya Vijayalakshmi, IIM Ahmedabad and Jeemol Unni, Amrut Moody School of Management, Ahmedabad, University

**Economic & Political WEEKLY**

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### **Does a Man's Hardship Matter More Than a Woman's?**

**Reasons for Justifying Domestic Violence**

**Published On : 20th Jan, 2024**

PRITHA DEV, AKSHAYA VIJAYALAKSHMI, JEEMOL UNNI

COVID-19 led to increased economic distress, which is usually associated with an increased justification of domestic violence. Through causal methods of survey experiments, the reasons for justification of domestic violence are evaluated. The hypotheses are tested using

**S**ocial acceptance of violence against women is an essential driver of actual violence incidents (Biswas et al 2012; Koenig et al 2003; Cools and Kots 2017). This paper investigates the attitudes towards domestic violence and the causal impact of economic hardships on attitudes. The lockdown in India led to severe hardships for

### 3. Women spend 7.2 hours on unpaid domestic work compared to 2.8 hours spent by men

Published on Feb 12, 2023, in The Economic Times, by Prof. Namrata Chindarkar, IIM Ahmedabad

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Business News > News > India > Women spend 7.2 hours on unpaid domestic work compared to 2.8 hours spent by men: IIMA prof's research

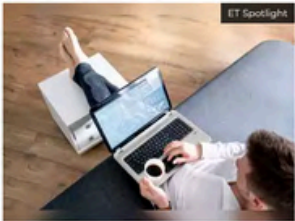
## Women spend 7.2 hours on unpaid domestic work compared to 2.8 hours spent by men: IIMA prof's research

By PTI • Last Updated: Feb 12, 2023, 12:47:00 PM IST

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### Synopsis

Even wage-earning women spend twice the amount of time on unpaid domestic work in comparison to wage-earning men in fulfilling basic needs of the household such as cleaning, preparing meals and caregiving, says the research which is based on the Time Use Survey of the National Sample Survey Office.




ET Spotlight

Women in the working age category of 15 to 60 years spend 7.2 hours on unpaid domestic work compared to 2.8 hours spent by men, indicating they have "time poverty", as per a research conducted by a professor from the [Indian Institute of Management Ahmedabad](#).

### 4. Women are burdened, time-stretched, unpaid

Published on March 07, 2023, in The New Indian Express by Prof. Namrata Chindarkar, IIM Ahmedabad




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Nation

## Women are burdened, time-stretched, unpaid: IIM-A professor Namrata Chindarkar

*Policymakers, researchers & civil society need to work, says Namrata Chindarkar of JSW School of Public Policy at IIM-A.*



Namrata Chindarkar.

Express News Service

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## Examining climate resilience strategies and adaptation measures through a gendered lens in India



**Files**  
Presentation (2.31 MB, pdf)

**Authors**  
Vemireddy, Vidya  
Vishwanath, Drishti  
Choudhary, Amjali  
Tank, Nikita

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Karan Babbar, **Pritha Dev** (2023). Published in Applied Economics  
<https://doi.org/10.1080/00036846.2023.2257035>

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Research Article

## Period products during the pandemic: The impact of lockdown on period products usage

Karan Babbar & Pritha Dev

Published online: 11 Sep 2023

Cite this article <https://doi.org/10.1080/00036846.2023.2257035> Check for updates

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**ABSTRACT**

This paper estimates the impact of the government-mandated intensity of the lockdown across various zones on the period product consumption for menstruating women in India. We have used the national-level panel data from the Centre for Monitoring Indian Economy (CMIE)'s Consumer Pyramids Household

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## Investor's Bias in the Funding of Women Ventures – A Qualitative Narrative Enquiry Using LIWC

Kashika Sud and Neharika Vohra


Published Online: 24 Jul 2023 | <https://doi.org/10.5465/AMPROC.2023.18139abstract>

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### Abstract


The start-up ecosystem in India is currently the third largest in the world, trailing only behind USA and China. However, there are striking gender differences in the business ownership and funding practices. Only 11% of the Indian start-ups have women founders. Starkly, only 6% of the funding goes to

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Kashika Sud, **Neharika Vohra** (2023). Published in Proceedings Academy of Management  
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# CENTRE ENGAGEMENT



Prof. Vidya Vemireddy, Chairperson of the Gender Centre, spoke at the 'Women in Agriculture' summit on March 5, 2024, hosted by Godrej Agrovet. Prof. Vemireddy joined other prominent speakers to celebrate women in the sector and bring together diverse perspectives within the agricultural landscape.



The center hosted Prof. Marianne Bertrand from the University of Chicago at IIMA, an expert on women's labor market participation.

# PLANNED ACTIVITIES

## 1. High-level discussion on women in the Indian industry

We plan to organise a high-level discussion forum, uniting industry leaders to understand and tackle pivotal challenges women face in the Indian corporate landscape. We will feature engaging workshops, panel discussions, and interactive sessions with esteemed female heads of top organizations for meaningful dialogue and inspiring actionable outcomes. Juxtaposing the discussions with the research at the centre, the aim of this roundtable would be to set up the research agenda for gender and management for the coming years.

## 2. Inclusion index at the industry level

The Centre aims to create an Industry-level Inclusion Index to assess and measure the gender inclusivity of organisations. This index will be a benchmarking tool to track progress, identify gaps, and guide organisations in implementing effective strategies for fostering gender equality in the industries. We will collaborate with potential partners who can assist in implementing and utilising this index, ensuring its widespread adoption and impact.

## 3. Workshop on women entrepreneurs at the grassroots level:

Recognizing the importance of empowering women entrepreneurs at the grassroots level, we will organise a workshop specifically tailored to their needs. This workshop will provide a one-day training, mentorship, and networking opportunities for aspiring women entrepreneurs, enabling them to overcome challenges and succeed in their ventures. By nurturing their entrepreneurial spirit, we can contribute to economic empowerment and community development.

## 4. Research grants via the centre:

To support research on gender-related issues, the Gender Centre will provide research grants to scholars and researchers. These grants will enable the exploration of diverse research topics, from leadership and workplace dynamics to societal norms and policy interventions. By encouraging innovative research, we aim to generate knowledge that drives positive change and contributes to evidence-based decision-making.





## Research Papers

**Akshaya Vijayalakshmi, Pritha Dev, Vaibhavi Kulkarni** (2022). Domestic workers and sexual harassment in India: Examining preferred response strategies: World Development  
<https://doi.org/10.1016/j.worlddev.2022.105875>

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<https://doi.org/10.5465/AMPROC.2023.18139abstract>

**Vidya Vemireddy**, Drishti Vishwanath, Amjali Choudhary, Amjali, Nikita Tank (2023). Examining climate resilience strategies and adaptation measures through a gendered lens in India. Presented at the CGIAR GENDER Conference 'From Research to Impact: Towards just and resilient agri-food systems', New Delhi, India, 9-12 October 2023. Indian Institute of Management  
<https://hdl.handle.net/10568/137135>

**Vidya Vemireddy**, Priyansha Bajoria (2023). More women's agency on farms relates to better household nutrition—but differs by the type of production system.  
<https://gender.cgiar.org/news/more-womens-agency-farms-relates-better-household-nutrition-differs-type-production-system/frescoberg/portrait.pdf>

## Working Papers

**Jain, T.**, & Narayana, N. J. R. S. (2023). Gender differences in tertiary healthcare.

Gupta, S., **Vemireddy, V.**, Seth, P., & Pingali, P. L. (2024). Bridging the intrahousehold dietary gap—the role of economic growth and women's nutritional empowerment: Evidence from India.

Alvi, Muzna; **Vemireddy, Vidya**; Ringler, Claudia; Tank, Nikita. 2023. Developing a women's empowerment in energy index: Conceptual framework and empirical evidence. Poster. Presented at the CGIAR GENDER Conference 'From Research to Impact: Towards just and resilient agri-food systems', New Delhi, India, 9-12 October 2023. International Food Policy Research Institute

**Vemireddy, V.**, Bajoria, P., Puskur, R., Seasonal dietary diversity and gender control in sub-Saharan Africa: a comparison across production systems.



## SNIPPETS FROM FIELD VISITS







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विद्याविनियोगाद्विकासः

## Statement of Policy on Equal Opportunities for Persons with Disabilities

As we reinforce our dedication to creating an inclusive and accessible environment at the Indian Institute of Management Ahmedabad (IIMA), we are committed to implementing practical and comprehensive measures that ensure our campus is accessible to all. Specifically, we pledge to provide the following:

1. Assess incoming DA participants to identify specific needs and make the necessary support provisions.
2. Offer technological support tailored to make information, communication, and academic resources accessible to all DA participants.
3. Ensure inclusive mobility infrastructure and provide and maintain mobility devices.
4. Ensure universal accessibility in existing and planned infrastructure.
5. Provide accessible assessment and examination systems.
6. Ensure clear and Transparent Communication on the institute website regarding the disability policies and support facilities to ensure all stakeholders are informed.
7. Establish a formal communication channel and transparent process for review of requests for special support provisions.

IIMA's accessibility and inclusion efforts will be in accordance with the 'Accessibility guidelines and standards for higher education institutions and Universities' by University Grants Commission, India.