



Responsible Leadership: Taking a Bold Stance on Inclusion

RASHMI:

Hello everyone, thank you for joining this session, Responsible Leadership: Taking a Bold Stance on Inclusion. My name is Rashmi Vikram, and I lead Community Business here in India. I will be the moderator for this session. The theme for our Conference this year is Impacting Positive Change - Challenging Assumptions and Disrupting the Norm.

We recognise that when it comes to addressing inequalities and promoting inclusion, sometimes a bolder approach is required. Which is why we are honoured, thrilled and delighted to bring you this personal interview with V R Ferose, Senior Vice President, HEAD of Globalization Services, SAP.

I'm going to tell you a little bit about V R Ferose before we get into this interview. There's a lot I want to talk to you about him. Based in Palo Alto, Ferose heads the Globalization Services unit and he is responsible for enabling the global adoption of SAP products worldwide. Before heading Globalization Services, Ferose was the Managing Director of SAP Labs India. In his leadership in 2012 the company was recognized as one of the "Great place to work" within India for the very first time. Ferose is also the Director on the Board of Specialisterne Foundation, a not-for-profit foundation with the goal to create one million jobs for people with autism and similar challenges. Ferose is also the founder of the India Inclusion Foundation, another nonprofit, aiming to bring the topic of inclusion at the forefront in India. Another feather in Ferose's cap is that he has co-authored a best-seller book on people with disabilities, called GIFTED. If you haven't read it, please go and buy a copy. The book has been translated into four Indian regional languages. The Kannada translation won the prestigious Karnataka Sahitya Academy Award. Ferose also teaches "Personal Leadership" at Columbia University in New York. That's a huge list of accomplishments.

Ferose, welcome to this session today. We have invited you to be a part of this session today because we recognise your role as a responsible business leader, and you have advocated for a very inclusive India in your career. We are really delighted to have the opportunity to spend some time with you today – finding a little bit more about the real Ferose, how you got started in this work – and to hear about some of the specific work you are doing now that you'd like to share with the world. Above all, we want to focus on the bold and pioneering work that you have been doing to challenge assumptions, as that's the focus of our conference as well. And also, about how you can make a difference in the lives of people with disability.

So I'm going to go ahead and start this conversation by asking you to talk a little bit about yourself, what you're doing currently, and what motivated you to focus on creating a more inclusive India?

FEROSE:

Thank you, Rashmi. That was a very kind introduction and I've appreciated all the good things that you've said. Firstly, I'm honoured that you've invited me to this virtual conference. I hope I can share some thoughts that would be meaningful for the audience.



Let me share a little bit about myself. I come from the same place as you do. My parents live in Kerala. Firstly I would like to share some thoughts for the people in Kerala who are now struggling with the aftermath of probably one of the worst floods in its history. So, I was born in Kerala but I've lived across India. My father was in the Indian Railways, so we kind of lived in different parts of India throughout my life. So, I've lived in West Bengal, Madhya Pradesh, Andhra, across the country. I must confess that while I was growing up, I hated the fact that every 3 years, I had to move to another place. Which meant that I had to build new friends, because I left my old friends behind. But when I look back, Rashmi, I think that's the best thing that happened to me because it gave me a completely different perspective of the world. When I look back, the idea of living in a diverse world was in some ways embedded in my whole life. And then as life would have it, I married my college sweetheart who comes from a completely different background. So, I am from Kerala, born and brought up in different parts of India. And my wife is from Maharashtra, and she was born and brought up in different parts of the world. So, in some ways, there is a sense of diversity within the family, and I must confess I didn't realize it, but it's kind of hard-wired into me. So that's basically a little bit about my personal life.

On the professional front, I've spent almost 2 decades now with SAP. I started at the lowest level in the organization. I jokingly say that the only people below me in the hierarchy were the security guards. But that's just to let you know that I started from the lowest level. I became the head of SAP with almost 5,000 employees in the R&D unit in Bangalore. And that is a great testament to SAP both as a company as well as the fact that anybody could achieve whatever they wanted to if they did the right things. And sometimes, of course, luck played its role as well. I have been incredibly fortunate to work for a wonderful organization and the last two decades have been just amazing. I'm in fact very fortunate to have lived the career that most people can only dream of.

But now let me go back to my story with inclusion, with disability. I think destiny played a role in some part in defining my journey in this space. There is a beautiful saying that, some people are noble, and others have nobility trust on them. I will say in my case, it's a little bit of the latter. While I was heading SAP, my son was born and after 18 months, he was diagnosed with autism. So that was, at a personal level, kind of a difficult phase of my life - probably the most difficult phase of my life. And as with all parents, I struggled with the various phases that you go through, starting with acceptance. You know, most parents start asking the question, "Why me?" It's a very human question to ask. So, I went through the phases of acceptance, denial, and depression, but at some point, I think my defining moment, if I have to say, is a conversation with Dr. Kiran Bedi who is my mentor, who's been a role model for many years. I've been a great admirer of her work. And while I was having a conversation, sharing my personal struggles, she said something which I think changed my perspective to life. She said, "Feroze, most people spend their whole lifetime not knowing what their purpose is. You're incredibly fortunate that your purpose found you."

And that one sentence, Rashmi, was like a switch in my head. I was seeing the world as a victim. I was seeing the world as, 'Why did this happen to me? What have I done to have a child that's suffering and who is differently abled?' - to seeing the world as, 'You know what? He's the best gift that I could get and maybe I shouldn't just focus on what I can do for him, which I think every parent does, but because I'm in a position of extreme fortune - you know I'm fortunate to have the kind of network, the intellectual bandwidth, the financial means, I should probably take that and do something for the larger good.' I think that was fundamentally transformational. I was in a meeting, as we recently met President Obama here, 2 or 3 months back, and he said something incredibly profound. He said, "Almost all successful people have a lot of ego, which is pretty true, but real transformation is when you convert that ego into the service of others."



So, I think, if you can convert some of it from looking for yourself to for the larger good, it can be extremely transformational. I think, so the journey has now been almost 8 years, as old as my son. My son is now a little over nine and a half years. My journey into the inclusion space actually started 8 years back. And my realization is, the more you do, the more you realize how less you are doing and how much more needs to be done, and I am convinced that 1 lifetime is not enough to bring the changes that we need to do. But you know, we all have to do our small bit. As John F. Kennedy beautifully said, "Everybody can make a difference, and everybody should try."

RASHMI:

Thank you so much, Ferose. I'm sure a lot of our participants are taking notes and scribbling away. You know, while you were talking about a glimpse from your past, I also heard from one of your speeches where you talk about 'architecting the future.' What do you mean by this? Can you share a little bit about that?

FEROSE:

Absolutely. I mean this is a complex answer but let me try to give you a simple perspective of what I mean. After having spent almost 8 years in this, thinking through the various aspects of the challenge, my first realization is that the problem is incredibly complex, you know. You typically follow the fears of your child. When your child is young, you say, "What does he need? I need to go find the right doctors." Then when the child grows up, you say, "Which school would he go to?" In my case, my son is completely non-verbal. He can't speak, so we need to find a special school for him. Then you go to the next phase and then you start thinking about what are his lifestyle needs? Will he get married? Who will take care of him? And then of course you say, what happens to him after you're gone? Who will take care of him because he'll literally need support. And the challenge that I found in this space, Rashmi, is that a lot of people are doing work in silos, right? So, some people are working on education, some people are working on advocacy, some people are working on awareness, some people are working on early intervention, some are working on assisted living, so on and so forth. So there's an incredible amount of work being done by people who are extremely passionate about the topic. But that challenge is that nobody is speaking to each other. They're all working in silos. And not to blame anybody, but it's because they're so focused on solving one part of the problem. The biggest challenge that I found is to find a way to combine all of these. As a parent, I know we run from pillar to post on a daily basis. Once you've focused on the education, you're now going to solve all the other problems, so all of these things don't necessarily tie together, right?

I come from the technology world. It's the same as building a complex software. If you look at SAP - SAP is probably one of the most complex softwares written by a human being. It has billions of lines of code. How does that work? How does that work across thousands of people, across different countries? You know, we have more than 350,000 customers, so on and so forth. How does that work? It works because all of these parts of the puzzle come together beautifully. They all work together. It's not like one part works and the other does not, right? We have to have a seamless experience. How do you do that? You need great architects who can think through the various parts of the problem. You kind of white-board the problem. You discuss what happens if you move perspective here, how's the impact on someplace else? So large scale changes require an ability to see through an end-to-end problem. And that requires, in some ways, a higher level of consciousness. You're not solving one part of the problem. It's not transactional. It's something that you move a little level higher up and you see the problem holistically and try to find a way to fix all that problem. I am pretty aware that this is a Herculean task and no one person can ever do it. But that is what 'architecting the future' is all about.

To give you a perspective and a very simple example, I think one of the largest changes that has ever happened collectively is the Paris agreement on climate change. If you look, 190+



countries came together and said, this is fundamentally important for the survival of the world. So, it's not about every country doing their own bit. It's about every country coming together and signed an agreement. How did that happen? Who got all these 190 countries who have completely different priorities to come together and say, I think fundamentally this is important for mankind. So, we all have to leave our difference behind and solve one particular problem together. I think that's what 'architecting the future' is all about, because I think a lot of people sometimes don't understand that there are a billion people with disabilities. A billion people. That is, 1 in 7 has some form of disability or the other. And every human being, Rashmi, every human being will at some point in time fall on that category, right? My mother went through a knee replacement surgery. She's in a wheelchair, so now she is so-called 'disabled.' She needs a wheelchair. So, the wheelchair is not just for people who have a problem. I think everybody would land there. That includes me, and that includes you, right? So, this is a universal problem. We should not look at this as one part of the problem. I think everybody would fall in that category. And it's our responsibility to make sure that we solve this problem for the larger good. Sorry, that was a long answer!

RASHMI:

No, not at all. I think it gives me a very clear picture about the term 'architecting the future' and the examples that you gave really resonated. We recently did a research around "How Disability Impacts Us All," so it's not only the individual - it is the caregiver, it's the people around them.

FEROSE:

Everybody.

RASHMI:

Yes, and it could happen to any of us at the workplace. You know, one fine day we could meet with an accident or a stroke or any of those aspects.

FEROSE:

It happens to everyone. And just to give you some statistical data behind this, every person with disability affects between 4 to 7 people. Right? Look, my son has a disability, but you know, I am affected, my wife is affected, my parents are affected, my in-laws affected. This is like the smallest possible group. I'm not even talking about his teachers in school, to my colleagues who are equally affected at some level. So, every person with disability at least touches 5 to 7 people, which basically means the whole world is touched by that. Because 1 in 7 has a person with a disability. So, it's affecting everybody. I don't see this as a small narrow problem. I see this as a universal problem. This is a problem that we need to solve for the whole world.

RASHMI:

Very true, Feroze. And you know, what you're doing is really bold, because you're talking about a topic which nobody wants to talk about. Whenever we talk about disability, people look at the visual aspects, people look at mobility, but when we go against the tradition rules and we go against what people know about - How have you managed to challenge people's assumptions and how have you got buy-in from your peers when you wanted to employ people with autism at the organization?

FEROSE:

Well, good question. I think the most difficult part of any change is changing mindsets.



Everything else is, I wouldn't say easy, but can be done. But changing mindsets is fundamentally different because people have their own experiences, people have their own baggage, people have their own impressions, and these are unique and different to every individual. While I may see certain things in a certain perspective, somebody sees it very differently. So changing mindsets is extremely difficult. But there is one simple rule, and that is - the only way you can change mindsets is by doing it. There is absolutely no benefit in just preaching how to change the world. You have to change it yourself. You have to walk the walk. There is absolutely no other way. Every time I tell my team, my set of volunteers, I say, "I have to walk the walk." You cannot expect my volunteer group and all the well-wishers to do things that I don't do myself, right?

So, let me share a little bit about how the autism thing happened. While I was still the Head of SAP, I was speaking to my team, which is just my office. I said, you know, I'm struggling with this. I was pretty open to them about what I was going through and we said, what is it that we can do? And we said, we are all technologists at the end of the day; we're not doctors. So, I can't find a solution to autism from a medical perspective. What I know is technology. So, we said, can we use technology to bring a small difference? And we did some research, and we said, you know what, let's build some App. You know, as technologists, we always think that Apps are solutions to everything. It's not, but it's at least one part of it. But what we did was, we invited a lot of parents of children with autism to our office on a weekend. And we said, you know what, on the weekend the office is empty. Let's host them. Let's hear what their challenges are. And that was how the first step was taken, was to reach out. You know, reach out to people, say that we want to do something. We have no clue what we should do, but we're willing to jump in and do our bit. And then of course I say that a lot of things happened. I was greatly inspired by this gentleman his name is Thorkil Sonne who is the founder of Specialisterne and I'm on the board of that right now. He had employed people with autism in Denmark. So, Sridhar and I, who was at that time my Executive Assistant, we flew down to Denmark and said, 'Let's see what they do.' He had a team of 100 employees, and this was a for-profit company, of which 80 of them were people with autism. And he said, 'It makes complete business sense, this is not charity. This is absolutely for-profit.' And I was blown away by what I saw. And I came back, I took a leap of faith, and I said you know what, if it can happen in Denmark, let's try this out in India. And almost everybody said it was a very stupid idea, and that's where I think I was a little fortunate as the Head of SAP, I just had the liberty to take a few decisions and not ask for permission, right? And I said, 'There's no harm in trying. Let's hire 5 people on the autism spectrum.' We ran with it for almost 18 months, and after 18 months there was enough evidence to prove that it actually worked. In some cases, the outcome of the people of the autism spectrum were better than my best engineers, and some cases it was not. But that's life, right? Some work and some don't. But on an average, it clearly showed that people on the spectrum can contribute as long as you give them a task in their comfort zone, right? And not penalize them for things they can't do. And after that, Rashmi, it's been, I would say, a series of coincidences. You know, Forbes magazine wrote an article about what happened at SAP. The article went viral. It was just a conversation with the journalist, and he was so impressed with that we are doing, he actually transcribed my entire interview verbatim. He didn't change even a single word. And even now, after 8 years of that article being published, even now I get messages from mothers across the world saying, "Feroze, thank you for giving hope." And I didn't expect any of that. And then the same year, 2012, I was selected as a Young Global Leader and I got a chance to present this at Davos, which is like the world's biggest platform. And I was given 5 minutes. They said, "You have 5 minutes. It is called Thinking Ahead. It's an idea that can change the world." I can tell you it's the most difficult speech I ever gave because I had to tell everything in like 4 and a half minutes. As luck would have it, CNN carried my speech the next day, and my CEOs were at Davos.

They read the news and they called me the next day and said, "Feroze, is this true what you're



doing at SAP? Have you done this?”

And I'm like, “Yeah, I've been doing it for 1 and a half years. I just didn't tell anybody.”

And I think what great leaders do is they have the ability to see a good idea, and they immediately said, “If you can do this in India, which is the most difficult place to make this work because of the sense of taboo and there's no investment, people don't know what autism is.” They said, “What percentage of people are on the autism spectrum?”

I said, “one percent.”

They said, “Then let's do one percent at SAP.”

And I was like, are these guys really knowing what they're talking about? One percent, at that time SAP was 65,000 people. One percent is 650 people. I mean people speak about hiring 5 to 10 people. They were speaking about 650. And then they sent the Head of Diversity and Inclusion to India and they said, you know, go do some groundwork and check if this is real stuff. And after 6 months, SAP made the announcement to hire one percent of its global workforce on the autism spectrum. And I think this is by far, the most landmark announcement ever made in corporate history. After that, Ban Ki Moon, the UN Secretary General, invited SAP to speak about this at the annual conference and asked all companies to make similar investments - to pull out a lot of these people who are sitting at home without a job and give them meaningful employment opportunities. You know, it's become a Harvard Case Study now and this year, Microsoft did a 3-day conference on 'Autism at Work.' Three full days in Seattle, just talking about hiring people on the autism spectrum. So, if you understand that journey, Rashmi, it just started with one small decision and an intention to make a difference. I confess that I never expected this to be so big. Even at the Harvard Case Study, when they were interviewing me, they asked, “What was your business plan?”

I said, “I had no business plan!” I had no business plan. It was just a group of people, with good intentions, wanting to do something meaningful. And, of course, luck played a role. We were just kind of fortunate that a lot of things stacked up. We had great leadership who support us, and that's where we are 8 years from then. You know, it's funny that I speak around the world. Nobody asks me what I do at SAP. They're only interested in what I do for inclusion, right? It's a very fundamental belief that people are interested in what you do for others. They're not interested in what you do for yourself, and that's the way changes happen across civilizations.

RASHMI:

Thank you. And That's really powerful because you speak about what a responsible business needs to do, you speak about what a responsible leader needs to do, and you also show an example of what the impact of this work has been. So over I think in a nutshell all this has been a very good business case anybody who is interested can take this forward.

FEROSE:

It makes a lot of business sense, and I'm telling this from an SAP perspective. Just to give you some data points, right? When we made the announcement at the largest technology conference that SAP holds annually, it's called the Sapphire, and 25,000 people come together, I wrote the Press Brief along with Sridhar. We kind of drafted, because people didn't know what we were talking about, right? I mean like autism, how does this fit with SAP? We're a technology company. Is this an HR initiative? So, we wrote a Press Brief. When we were writing the Press Brief, we had no idea if anybody would ever bother to read it, because it's a technology event. Everybody is talking about product launches, right? And we're talking about autism. We made the announcement on a Thursday, and on Sunday I get a call from the Head of Diversity and Inclusion, and they said, “Feroze, the phone has



not stopped ringing since the announcement.”

Till date, it is the highest covered story ever in the history of SAP - more than all the product launches put together. We did an analysis of the reach of this story. I think we have probably more than 3,000 unique stories that have been covered. The reach of this story of autism at work is 7.12 billion people. That's the number of people that have read about it. I'm getting on flights and you know, when I have random conversations, and when I say I work for SAP, they say, "Oh is that the company that hires people with autism?" And I'm like, wow! That's how you change a narrative, right? I'm not saying you do this for the PR. I don't mean to say that at all, but I'm just saying that's the unintended consequence of doing the right stuff. People see us as a responsible business - not just because we make money, but because we also do what is right. So that's the impact, and we have hired now almost 130+ people in 20 different countries. We've provided internship opportunities to the same number of people. So this is incredibly profound, incredibly powerful.

RASHMI:

Yes, I can see that you're really proud of this baby of yours, so I just want to talk to you about the other baby of yours the India Inclusion Summit. Can you tell us a little bit about that?

FEROSE:

Yeah, so the Summit again started as a funny story because I just happened to have a long discussion with Dr. Arun Shourie, who at that time was the Cabinet Minister. And I don't know if you're aware, he has a child with cerebral palsy. I had invited him to SAP to speak about his book, which is called '*Does He Know A Mother's Heart?*' It's a very beautiful book. That book is basically his reflection of why his son is profoundly disabled, and he was trying to see what every religion talks about. But fundamentally, he was looking from a mother's perspective. So, he said, "Does he know a mother's heart?"

And "He" here stands for God.

He said, "I can understand, and I can deal with having a special needs child, but does God understand what a mother's heart goes through?"

It's a very profound book. I was and still am a huge fan of Dr. Shourie's writings, probably one of the greatest intellects alive in the country right now. So, I was asking him, "Sir, what should I do?"

And he said, "Feroze, you know what? You should just get all the people who want to do something under one platform. There is no such platform for people with disabilities. You know, people are doing in bits and pieces, but you have the ability with your reach to get all of them under one platform." And he had a strong belief that Corporates have a big role to play, because he said, "Corporates have the financial means, they have smart people, and this is a space that not too many people have put a spotlight on, so why don't you get together some like-minded people?"

And I went out of that meeting and I thought, okay, now that Arun Shourie has asked me to do something, I have to do it, right? So, I thought okay, maybe I'll just invite 5 of my friends to a meeting room and we'll discuss. I wrote to Arun Shourie sir after a month and said, "You know what sir, we are planning to invite some HR Heads and CEOs to just deliberate."

He said, "Feroze, no problem, I'll get Pranab Da to come for this event."

So, I said, "Pranab Da? Who is Pranab Da?"

And he said, "Pranab Mukherjee. The President."

And I was like, shit! This can't be a small event, right? I mean if the President is coming, it better be damn good. So, then we said okay, now this has to be something really profound and big, and we said let's get everyone together, get more corporates in. So that's how the



Inclusion Summit started. I give a lot of credit to people like Dr. Shourie who nudged me into thinking big. You know, he said, "Don't think small."

And Dr. Kalam was a huge inspiring figure for me. Dr. Arun Shourie took me to Dr. Kalam's house and he said, "Feroze, you should share your idea with Dr. Kalam."

And imagine, you're sitting next to Dr. Kalam and sharing what you want to do. And Dr. Kalam being Dr. Kalam, he sat silently, was listening to what I was talking about, and he made me feel, you know at that moment I felt like I was the President, not him. I mean that's the greatness of the man, right? He makes everybody feel so good. And after the meeting was over, he said "Feroze, this is a fantastic idea. Make this your mission for life." And he said, "You just tell me when I should come. I will be there."

So, during the third Inclusion Summit, he was supposed to come but then he fell sick, and for a month he did not do any speaking engagements. But he told his personal assistant that, "I want to communicate my message for India Inclusion Summit." So, for the third event, he actually gave a video message. He couldn't come because his health was bad. I always say that we are fortunate to have stood on the shoulders of giants Kalam sir and Dr. Shourie and Dr. Kiran Bedi. So, what you see is just an incredible amount of work done by the volunteers and a lot of amazing people.

RASHMI:

That's incredible and I can just imagine what you might have been going through talking to doctor kalam and being in his presence.

I have one question and that is to ask you what is the message that you would like to give Corporate India. As you know we have created this platform for corporates to come together learn from each other and take the learning back to their organisations.

So what is it that companies can do to create a more inclusive workplace for people with all sorts of disabilities – not just autism? And What role can they play in bringing about a more inclusive society in India more generally?

FEROSE:

So very good question. As I said, I've come to really internalize this and believe in it that Corporate India can lead this change. They can lead this change because they, as I said, have extremely smart people, they have the intellectual power, they have the financial means to bring about change. And change always starts with one step, right? And I always say the first step is sometimes more difficult than the next 500 steps. When we started, SAP was the first company to hire people with autism. Now, every company that you can think about is doing that, right? But the first step is incredible difficult. And I think true leadership is having the courage to take that first step and have a certain sense of conviction that this is the right thing to do. You know my father told me, he is somebody I look up to immensely, taught me some profound lessons in my life, and he said, "Feroze, remember that there is never a wrong way of doing the right things, and there is never a right way of doing the wrong things."

So, what is right is right. If you believe in it, and even if you are the last man standing, do it because it's the right thing to do. And people will laugh at you and say that it doesn't make sense and so on, but at some point, when people understand it, they will see the power of doing it right. So, I think corporates must lead this. I'm pretty convinced about it. This is something that I've heard from many thought leaders, but I've also seen it. The second is, you know, diversity and inclusion must be done in the right spirit. Sometimes we kind of focus on things where you kind of focus on the numbers, you focus on what's in it from a branding perspective, and you forget the spirit in which it needs to be done. And I'll tell you the



difference, because sometimes most people don't understand the difference between diversity and inclusion. Diversity is sometimes, you can say, "Do I have x number of people who are disabled, or women in leadership, and so on?" That's 'diversity' - a certain percentage of people are there in your community who are different from others. But 'inclusion' is about treating them well. There is no point in hiring people but treating them differently. Inclusion is the spirit in which you treat them - with fairness, with dignity, providing them the same opportunities. So, diversity and inclusion go hand in hand. I've seen a lot of people and companies do the 'diversity' right, but don't do the 'inclusion.' and if corporates do it, the others would follow it as well.

If you look at what we do at the Inclusion Summit, it is a truly inclusive platform. So, you know, it's completely free because we said that it cannot be that only people who can afford it should come for it. There're no registration fees. I mean people are surprised, you know, when we thought that people don't have to pay anything, they said, "How the hell will this work?"

I said, if you make a certain registration fee, you're already not including the people who can't afford it. So, it has to be inclusive in all aspects - in social aspects, in financial aspects, in intellectual aspects, and so on and so forth. So 'inclusion' has to be truly lived in the spirit of what it is meant to be. So, going back, I think Corporates have a huge role to play. They can be the front runners and then you will see that others would follow.

RASHMI:

Ferose, that was truly inspirational. I'm sure all the participants on the call will be taking down notes that they can share with their organisations back home.

Unfortunately, this is all the time that we have today. As this session comes to a close, I would like to thank, on behalf of Community Business – our dear Guest Speaker, V R Ferose.

Ferose, you are an example and your work is a true inspiration to all of us. We thank you for all the work that you are personally doing to challenge assumptions and impact positive change when it comes to inclusion in India.

As you know, building disability confidence is a topic that Community Business is very passionate about. We have been conducting research and advising employers on how to creative inclusive workplaces here in India and tap this untapped pool of talent. We also have significant experience in supporting companies, from engaging senior stakeholders to launching networks here in India.

I would encourage all of you to tap into the expertise and resources we have to offer – just browse over the Community Business booth that we have on the Conference Platform or you can just contact me and leverage the strong partnerships that we have with many global and local organisations working with people with disability.

For now, on behalf of Community Business, I would like to thank you for attending this session. The recorded session will be available for download for 30 days. Please feel free to share with your stakeholders. Also, please note that we have many other great sessions today lined up for you, so don't miss the opportunity to browse the programme and tune in.

Thank you and Goodbye!



Community Business is a not-for-profit organisation whose mission is to lead, inspire and support businesses to improve their positive impact on people and communities.



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