



THE INDIAN SOCIETY OF LABOUR ECONOMICS ANNUAL CONFERENCE

19-21 January 2026 | Symbiosis School of Economics, Symbiosis International (Deemed) University, Pune, India

Panel on Integrating Worker Well-Being into Business Systems and Policies

TUESDAY | 20 JANUARY 2026

Organised by



**Social
Compact**



**FORBES
MARSHALL**

Introduction: Setting the Stage

In today's world, where businesses are often measured by profits and productivity, a quiet yet powerful shift is happening. Companies are increasingly prioritizing worker well-being—not as a gesture of goodwill, but as a decisive strategy for building sustainable businesses and thriving workplaces.

This panel, convened by Social Compact and Forbes Marshall at Symbiosis International's Indian Society for Labour Economics Conference, brings together 4-5 industry leaders and experts who have walked this path. Each has a unique story of reimagining how their organizations value workers—not as cogs in a machine, but as individuals with needs, aspirations, and potential. These stories, shaped through collaboration with Social Compact, show that solutions tailored for workers are not only possible but transformative. They challenge the common narrative that sustainability is only about environmental impact, proving that human-centered solutions can reshape industries and inspire others.

What to Expect from the Panel -

Our speakers include business leaders and practitioners who have implemented these approaches on the ground. They will share practice-based insights—not theories—highlighting the pathways they have built in collaboration with Social Compact. This session is designed to offer practical guidance that organizations can adapt and implement in their own contexts. The following are some solution models you can expect to learn about:

- **Altering information flows**
Spot Check Mechanisms offer a channel of communication and monitoring that improves the flow of honest information from workers to companies
- **Making informal workers an agenda for all levels of leadership**
Digital Dashboard offers a one stop data set that can be leveraged for board room discussions and site level improvements for this demographic
- **Building a Culture of Care**
The steps companies took to sensitise managers, strengthen supervisory practices, improve OHS, and embed fairness, mobility, and wellbeing into daily operations rather than treating them as isolated initiatives.
- **Pushing our boundaries**
From challenging why minimum is maximum for these workers to pushing for growth thinking for 200 million Indians who will enter and exit the system without having once been in the radar of a performance or growth framework
- **What do the labor codes offer to this quest, and what these do not?**

Closing: An Invitation to Act

This panel is more than a conversation. It is an invitation.

To students: a glimpse into how your future roles can shape workplaces that are fair, safe, and humane.

To businesses: an opportunity to listen, learn, and draw inspiration from peers who are moving from intent to action—showing that worker wellbeing can be strengthened through practical, achievable choices.

To academics: an opportunity to bring research, teaching, and practice together through meaningful partnerships that can influence the next generation of leaders. And to all of us: a call to expand our understanding of sustainability by putting people, their dignity, and their aspirations at the heart of progress.



Programme

TUESDAY, 20 JANUARY 2026

- Chair : **Pradeep Bhargava**
Chairman , MCCIA Electronic Cluster Foundation (MECF) & Past President , Employer Federation of India (EFI)
- Moderator : **Sonvi Khanna** Lead, Social Compact
- Panelists : **Pratik Ghosh** Group Chief, Human Relations Officer, Forbes Marshall
: **Gajanan More** Vice President HR, TATA AutoComp Systems Ltd
: **Vineet Kaul** HR Advisor & Mentor
: **Ananya Chakraborty** Senior Research Analyst, Climate Resilience Practice
: **Rahul Kohli** Senior Advisor, Safe in India
: **Asmani Surve** Vice President Human Resources, Goldi Solar Pvt. Ltd.
: **Divya Varma** Co-founder and Director, Work Fair and Free Foundation

Biographies of the Resource Persons



Pradeep Bhargava

Chairman, MCCIA Electronic Cluster Foundation (MECF) & Past President Employer Federation of India (EFI)



Sonvi Khanna

Lead, Social Compact



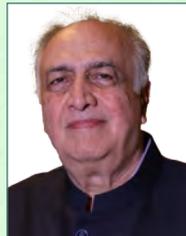
Pratik Ghosh

Group Chief, Human Relations Officer Forbes Marshall



Gajanan More

Vice President HR
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