



PoSH Reimagined Workshop

18th September 2025



PoSH Reimagined

Micro-Masterclass for CXOs by Inclusional

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Growth of an “Industry”

1991

India has a rich tradition of events

Events as a professional service



Growth of:

Corporate sector
Advertising
Private investment
Technology
Large weddings

2008

Inflection point: More Organised



More of:

Bigger events
International events
Corporate summits
Global artists touring
Brands investing in experiential marketing

₹2,800 Cr (~\$650mn)¹
Concentrated in metro cities, marquee trade shows, concerts, weddings

Today

Pillar of Nation's Cultural & Creative Economy



Major shifts:

Events shifting to India
Premium ticketing
Tier 2 & 3 cities
Experience-driven economy
Strategic investments

India GDP (2025): \$4.3 tn
4th largest globally²

India events industry
USD\$14.3 Bn³
Among highest growth rates⁴

Global industry: ~\$325 Bn⁵
APAC industry: ~\$267 Bn⁶

2047

Pillar of *Viksit Bharat* vision & Global Industry



Needs:

Talent
Industry status
Infrastructure
Technology
Investment
Regulation

India events industry
~\$30bn by 2034 (7.6%)⁷
Viksit Bharat Vision:
~\$75 Bn by 2047⁸

Global industry: ~
\$2.1 Tn by 2032 (9.3%)⁹
APAC industry:
~\$548bn by 2028 (13%)¹⁰

PoSH “Compliance”

PULL FACTORS

Tangible impact of sexual harassment

Decrease in productivity, trust, morale
Productivity cost = US\$22,500 per employee¹¹
Costs companies \$2.6 billion¹²

Makes hiring & retention harder
'unattractive' industry for fresh skilled talent

Reputation impact: #MeToo risk in your sector

Shareholder value: Underperform
by -8.4 to -21.2% annually = \$0.9-2.2 billion¹³
Share price: 1.5 - 6.5% share drop
= \$450 million market cap loss (mid-sized)¹⁴

ROA (4.2%) & ROE (10.9%) decline¹⁵

Massive penalties: ₹1.68 Crore (not having IC)¹⁶

PUSH FACTORS

Increased Governance & Need for PoSH

PoSH implementation strengthened
after Supreme Court case + RG Kar (2024) & Hema
Committee Report

Clients, artists, contractors can also file directly on
SHe-Box monitored by the MWCD; LCs in place¹⁷

Directors liable: PoSH disclosures expanded in
the Director's Annual Report (MCA/ROC)
Penalties include fines, loss of license¹⁸

ESG: SEBI BRSR framework
PoSH among core 9 areas¹⁹

Foreign clients and investors are checking for
PoSH compliance and safety in deeper ways;
necessary for funding

COMPLIANT is pass-class (35%) – false sense of safety

Intelligent PoSH implementation is where true SAFETY & RETURN ON INVESTMENT (RoI) lies

TALENT: Your drivers for growth

You need TALENT to grow your industry

India's sex ratio
106 males: 100 females²⁰

Majority women in the
sector

Millennials + GenZs
52% (47% globally)²¹

Future of India Inc
India's demographic dividend
demanding culture

Talent from tier-2/3
cities: untapped talent;
The future of events industry
shifts to these cities & you will
need the talent from there

Old working styles not going to help: Need culture that attracts & retains talent



Culture starts with

SAFETY

An industry where safety & lack of skilled labour are ranked top 3 challenges + risks + bottlenecks
must PRIORITISE the safety agenda for the whole ecosystem

You can outsource **COMPLIANCE** to HR; BUT **CULTURE** is LEADERSHIP KRA – **Lead by example**

The Sexual Harassment of Women at Workplace

Prevention

Prohibition

Redressal

Act, 2013

*Does this
apply to me?*

Applies to ALL workplaces in India, organised & unorganised.

ANY woman working anywhere in India can file a complaint under PoSH.

*Is this only for
women?*

Freedom to make policy gender-neutral & relevant under service rules.

Employer responsibility:

Include sexual harassment as misconduct in service rules & employment contracts

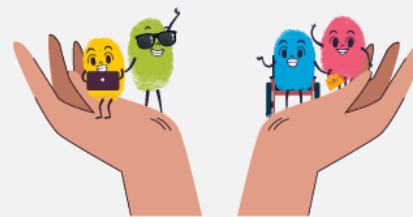
Craft a PoSH policy

Do it right → Get ROI:

Make your ecosystem safe: Include in vendor & client contracts; websites

Build a gender-neutral policy for YOUR context:

- Employee-friendly
- All genders
- Consensual relationships
- Events-focused
- Informal complaints



*Free PoSH toolkit for EEMA
members availing services*

The Sexual Harassment of Women at Workplace

Prevention

Prohibition

Redressal

Act, 2013

Is it only applicable if there is a complaint?

Prevention and prohibition part of your responsibility; Do it right and you don't have to worry about redressal.

Doesn't awareness encourage more complaints?

Your talent can be unhappy even if there are no complaints; Complaints handled well gives you a change to address them before it gets worse.

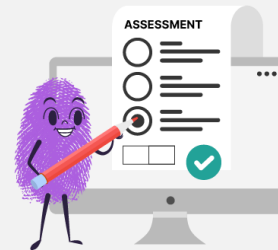
I am more worried about harassment than sexual harassment

Sexual harassment as a part of service rules/ code of conduct; Can be done intelligently: It is a good way to initiate the difficult conversations.

Employer responsibility:

Create employee awareness at least once a year for ALL employees including support staff

Put up posters



Employee e-courses at discounted rates + free workshops

Do it right → Get ROI:

Awareness training can be L&D > compliance

Include all staff, artists, contractors → Safe ecosystem is safe industry

Online e-courses so they can do it any time + tests for proof of completion

PoSH narrative should NOT be boring or fear-inducing

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Act, 2013

Why do I need an IC?

Internal Committee (IC) set up in organisations with 10+ to be able to tackle complaints in-house; Power of the civil court.

Aren't there fake complaints?

Act requires thorough investigation & natural justice.

Young people complain about everything!

Conciliation an option; Actions include preventive ones too.

A GOOD IC acts as culture custodian and safeguards your organisation from reputational harm.

Everyone has the right to be offended; but not an offence every time.

Employer responsibility:

Constitute an IC as per Act:

- Senior woman employee as PO
- At least 2 employees
- External member for independence
- 50% women
- 3-year tenure

Pass a Board resolution and issue appointment letters

Register the IC with MWCD & SHe-Box

Train the IC at least once a year

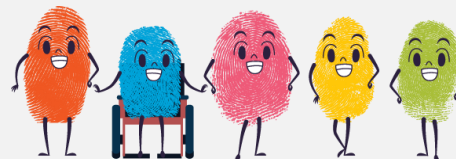
Do it right → Get ROI:

Constitute the IC intelligently

- No promoters/ founders
- Mature enough
- Diverse

Do the IC training intelligently so can handle legal + human aspects; notice & prevent red flags for prevention & prohibition

Tackle informal complaints/ disciplinary issues & red flags proactively to resolve culture issues



IC e-courses with Kochhar & Co at discounted rates + mass webinars

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Who is checking?

Everyone! Wide regulatory authority under PoSH.

Investors, VC/PEs all ask for this; Increases credibility.

Isn't this the HR's job?

Compliant workplace isn't a safe workplace; HR can do compliance but ensuring safety & RoI can only happen if there is leaders' buy-in.

Employer responsibility:

Annual reports to MWCD/ SHe-Box
Report contains only complaints by women

Director's annual report to MCA to now include all PoSH details as per Companies Act – Directors held liable

Do it right → Get ROI:

Zero complaints doesn't mean there are no issues

Be audit-ready and investors-ready proactively!

Next steps: Exclusive Offerings for EEMA Members

EEMA-ORGANISED WORKSHOPS

Workshop	Details	Dates
PoSH Internal Committee (IC) mass webinar	For your Internal Committee (IC) members: Train & empower your IC for their roles as culture custodians & powers of a civil court. Counts towards annual compliance.	25 Sept, 2025
PoSH employees & artistes awareness webinar	For your employees & artistes: Awareness of rights & responsibilities under PoSH. Counts towards annual compliance.	13 Nov, 2025

DISCOUNTED PoSH COMPLIANCE

- A PoSH toolkit: Policy template that our members can edit to their context, a compliance checklist, editable posters to display at the office &/ or virtual platforms, email campaign to launch the initiative, & the mandatory annual report template.
- Safe workplaces/ PoSH Act e-course in English or Hindi: 60-minute, employee awareness module available online that trains-tests-certifies our people at their convenience.
- PoSH Internal Committee (IC) training e-course in English: India's first train-test-certify, IC training created in partnership with the reputed law-firm, Kochhar & Co covering not just the legal aspect but the business case & the biology-psychology of workplace safety.

WeCare REDRESSAL FORUM

A dedicated free platform designed to address grievances, support members & people working in the industry, & ensure anyone that faces harassment in our industry gets the required help & support including grievance redressal & guidance.

Contact Sushma Gaikwad (Sushma@ice-global.com) or Aparajita Chowdhury (a2zepe@gmail.com)

Here's to a safe events & entertainment industry!

THANK YOU!

For any further questions:

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