![Mphasis – The Next Applied]

Impact Assessment of CSR Project:

Mphasis Research Chair on
Digital Accessibility at IIMB

Supported by
Mphasis F1 Foundation

Conducted by:
BlueSky Sustainable Business LLP
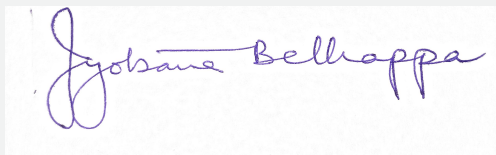**Bangalore, India**

Acknowledgment

Bluesky Sustainable Business LLP has been engaged by Mphasis F1 Foundation to submit an Impact Assessment report of the "CSR Activity of Mphasis Research Chair on Digital Accessibility at IIMB".

Bluesky has complied with the National Accreditation Board for Certification Bodies (NABCB), Quality Council Of India as per ISO 17020:2012 Conformity Assessment in their requirement for competence and independence.

Bluesky Sustainable Business LLP thanks all stakeholders who interacted with us during the impact assessment – Dr. Mukta Kulkarni, Associate Professor, OB&HRM of Indian Institute of Management, Bangalore (IIMB) and Mphasis F1 Foundation Team led by Nipun O. We appreciate the quick response, support, and follow-up during the assessment process.

Impact assessments help document the change brought about by CSR activities . Maximizing the potential of CSR activities through effective CSR design, planning, implementation, execution, monitoring, and evaluation contributes to national social development and also increases employee engagement . Gaining insights on the effectiveness of CSR projects helps the CSR project teams incorporate the new learnings in designing future projects.

With impact assessment of CSR activities introduced as a compliance requirement from FY 2022- 23, this impact assessment report contributes to CSR compliance. It helps communicate the impact of CSR activities to different stakeholders- the Mphasis Board, leadership teams, employees, investors, community, and the government thus engaging them in social development.

Signed & Reviewed by:
Jyotsna Belliappa

28th March, 2022
Bangalore, India

Impact Assessment Project Team:

Lead Assessor: **Prajakta Mony**

Social Auditor: **Rohit Agarwal**

# Contents

Executive Summary

In 2016, Mphasis F1 Foundation, the implementing partner of Mphasis Ltd, set up Mphasis Research Chair on Digital Accessibility at the Indian Institute of Management, Bangalore (IIMB).

Mphasis CSR Policy focuses on "creating opportunities for the disadvantaged with emphasis on persons with disabilities,". Mphasis set up the Research Chair on Digital Accessibility with Dr.Mukta Kulkarni as the chair's first incumbent.

In India, Persons with Disabilities are one of the most marginalized groups in society. Most of them do not have access to education, training, and thus remain deprived of gainful employment

The Mphasis Research Chair on Digital Accessibility has contributed significantly to empowering and defining research agendas on Digital Accessibility and in providing critical research material to promote an inclusive society focusing on the social, economic, political, and health rights of people with disabilities.

Leave no one behind (LNOB) is the central, transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). Disability is referenced in multiple parts of the SDGs, specifically in the parts related to education, growth, employment, inequality, and accessibility of human settlements. The activities of the Mphasis Research Chair has contributed primarily to 3 SDG Goals:
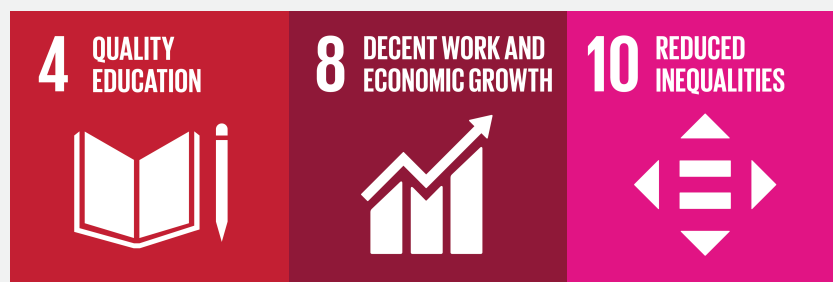
The Mphasis Research Chair on Digital Accessibility demonstrates thought leadership through its publications, providing compelling evidence to understand complexities, guide action, and grow knowledge on digital accessibility. The prolific research and dissemination of knowledge on disability and digital accessibility critically impact the development of policies and procedures required for India to achieve sustainable development targets & national development indicators on disability.

Census 2001 revealed that over 21 million people in India suffer from a disability. This is equivalent to 2.1% of the population Yet, India spends only 0.0009% of its GDP on addressing disability. An analysis of Union budgets since 2008, conducted by the National Centre for Promotion of Employment for Disabled People (NCPEDP) in 2012reflects the low priority.

From July 1st, 2016, to June 30th, 2021, Dr. Mukta Kulkarni, as The Mphasis Research Chair incumbent, has drawn national & international focus on disability. She has attracted the attention of corporates, civil society organisations, policymakers, and research scholars in India and globally on urgent issues of disability. The Chair has demonstrated its relevance and intellectual authority in the quality and quantity of published research papers of national and international reputation, engaged in workshops and seminars on the problems of disability and digital accessibility.
.
The Research Chair incumbent, Dr. Mukta Kulkarni, has citation indices h-index and i-10 index, measuring at 24 and 31, respectively. These statistics provide credible evidence of the dissemination of knowledge on disability by the Research chair. As per data sourced from Google Scholar as of Mar 2022, citations of Dr. Mukta's work on disability have risen since 2016, bearing testimony to the quality and relevance of the research published.

The research produced by Dr. Kulkarni for the Mphasis Research Chair is referred to, by the newly formed Department of Empowerment of Persons with Disabilities (Divyangjan) (DEPwD), constituted under the Ministry of Social Justice & Empowerment. The long-term impact of the activities of the Mphasis Research Chair will be evidenced in the policy-level developments brought about by the Ministry of Social Justice & Empowerment. in the disability space.

Output Summary of Mphasis Research Chair on Digital Accessibility at the Indian Institute of Management, Bangalore (IIMB).

- 12 research articles and 2 book chapters were published in renowned journals such as Human Resource Management, IIMB Management Review, with 345 citations between the years 2016 to 2022.

- Dr. Mukta presented research in 14 conferences during 2016 – 2021, 10 at the inter national level and 4 at the national level, engaging thought leaders in the field of disability research..

- Between 2016-2021 there were 7 seminars organized and contributed to by the Research Chair.

Bluesky CSR Impact Assessment Framework		
BlueSky's Impact Assessment Framework of CSR Activities (social services) is accredited by NABCB (National Accreditation Board for Certification Bodies Quality Council of India). The framework of impact assessment for CSR Activities is based on the guidance available in ISO 26000: Guidance on Social Responsibility and National Guidelines on Responsible Business (NGRBC, 2018), compliance requirements of The Companies Act 2013 and its associated amendment and rules, and the UN Sustainable Development Goals.		
	Bluesky Rating of Project	Based on an evidence-based proprietary scoring algorithm, Bluesky has evaluated the impact of the Mphasis Research Chair on Digital Accessibility at IIMB program with a score of 77 points, identified in the Gold category.
	Gold Category: Sustainability initiative with a strategic intent to create value for stakeholders. The project relates to proactive issue management and demonstrates a mutually influential partnership with stakeholders.	

About BlueSky Sustainable Business LLP

Bluesky is authorized to conduct Impact Assessment of Social development projects & CSR Programs.

Bluesky is the only Independent, Type A Inspection Body for Social Responsibility which is Accredited by the Quality Council of India's National Accreditation Board of Certification Bodies (NABCB)

- 60++ years of collective experience in implementing globally accepted CSR & ESG Guidance Standards
- Internationally certified ISO 26000 Sustainability & Social Responsibility Auditors with Global experience
- National and International experience in Sustainability standards across diverse industry verticals and geographies.
- Advisory Board members representative of Academia, Business Corporates, Not-for–profits, Industry Bodies, Secretarial & Legal Board Compliance experts

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SUSTAINABLE
BUSINESS

Chapter 1

Corporate Entity Details

Name of Corporate Submitting Impact Assessment of CSR Activities	Mphasis Limited
Registered Address	Bagmane World Technology Centre, Marathalli Ring Road, Doddanakundi Village, Mahadevapura, Bangalore – 560 048
Name of contact person	Nipun OS
Email Id	nipun.os@mphasis.com

Project Details

Project Name	Mphasis Research Chair on Digital Accessibility at IIMB
Project ID as per CSR 1	N/A
Local Area	Yes
Project Location	Bangalore
CSR Project Duration	2016-17 | 2020-21
Corporate's Total CSR Budget for FY 2021	N/A. This assessment of CSR Activities refers to activities completed for this project from 2016-17 to 2021

	CSR budget for this project (Project ID)	Financial Year	Expenditure
		2016-17	INR 25,00,000
		2017-18	INR 40,00,000
		2018-19	INR 40,00,000
		2019-20	INR 40,00,000
		2020-21	INR 40,00,000
		Total	**INR 1,85,00,000**
	Financial year for which this Impact Assessment pertains to	July 1st 2016-Jun 30th, 2021	
	Type of project	Ongoing project. Concluded in June 2021.	
	Corporate CSR Committee available	Yes	
	Corporate CSR Committee Directors	4 Directors	
	Corporate Company website available	Yes	
	CSR Report in Public Domain	Yes	
	CSR Policy Available on website If Yes insert link	https://www.mphasis.com/content/dam/mphasis-com/global/en/-investors/governance/policies/corporate-social-responsibility-policy-052021.pdf	

Need Assessment available	No	
Corporate's CSR Policy Alignment.	Yes. This project is in accordance with the Mphasis CSR policy that clearly defines this focus area: Creating opportunities for the disadvantaged with emphasis on persons with disabilities.	
Project beneficiaries	An extensive set of beneficiaries include People with Disability, policymakers, government, research scholars, civil society organizations and other audiences for scholarly papers on disability.	
Scope of the Impact Assessment	The scope of the Impact Assessment is limited to the activities undertaken by the Mphasis Research Chair utilizing the CSR funds assigned by Mphasis F1 Foundation from July 2016 to March 2021.	
Duration of Bluesky Impact Assessment engagement	January 17th 2022 to March 31st 2022	
Dates of stakeholder engagements for Bluesky Impact assess-	January 25th 2022, February 10th 2022	
Mode of Implementation of CSR Project	Through Mphasis F1 Foundation	
Address of implementing part-ner	**MPHASIS F1 FOUNDATION,** Bagmane World Technology Centre, Marathalli Ring Road, Doddanakundi Village, Mahadevapura, Bangalore– 560 048	

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Chapter 2

Recognizing Social Responsibility

Objective of CSR Project:

- To create thought leadership through research in inclusion driven by improving accessibility and career success of persons with disabilities.

- To collate, systemise, and disseminate global best practices in accessibility (organizational environment, services, and products) for persons with disabilities. Importance will be given to digital accessibility

- Provide a road map for organizational policymakers, researchers, practitioners, and students to address critical gaps in research and development in digital accessibility.

- To highlight the role of technology in helping people with disabilities overcome accessibility barriers.

Relevance of Project

Mphasis Foundation's CSR funding for research in the area of Digital Accessibility is aligned with significant development objectives of the country

- According to the Census 2011, 2.68 Crore PwDs in India constitute 2.21% of the total population.

Proportion of Disabled Population by Type of Disabilty India: 2011

- Multiple Disability 8%
- In Seeing 19%
- In Hearing 19%
- In Speech 7%
- In Movement 20%
- Mental Retardation 6%
- Mental Illness 3%
- Any Other 18%
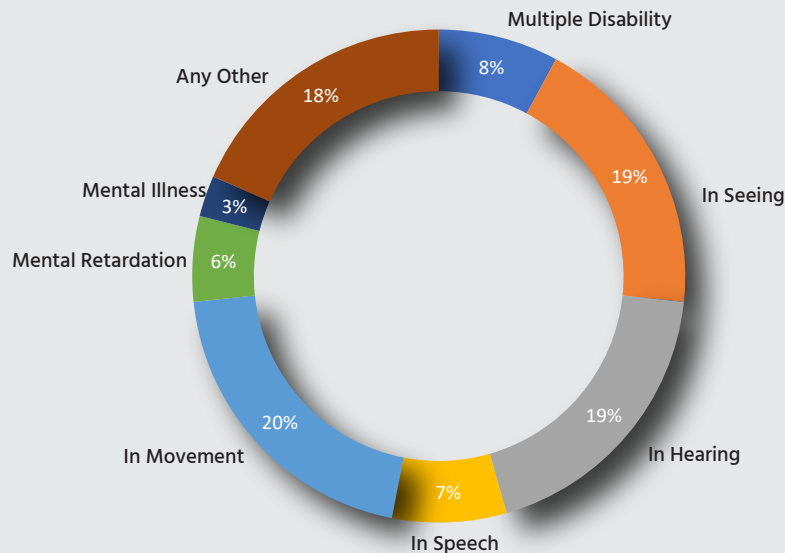
- Disability is also one of the focus areas in the NITI Aayog's Three Year Action Agenda 2017-18 to 2019-20 where corporate participation has been elicited through CSR for identifying and addressing the development agenda.
- A separate Department of Empowerment of Persons with Disabilities (Divyangjan) (DEPwD) under the Ministry of Social Justice & Empowerment was set up in May 2012 to provide focused attention to Disability-related policy issues and a meaningful thrust to the activities aimed at welfare and empowerment of the Persons with Disabilities
- Among the various Schemes institutionalized by the Government of India for the Welfare of Persons with Disabilities is the 'Research on Disability-Related Technology, Products and Issues scheme' introduced in the year 2015-16
- The 2030 Agenda for Sustainable Development, pledging to "leave no one behind," is an ambitious plan of action for the international community toward a peaceful and prosperous world. It is critical to ensure, in this regard, the full and equal participation of persons with disabilities in all spheres of society and create enabling environments by, for and with persons with disabilities, in line with the Convention on the Rights of Persons with Disabilities.

Stakeholder Matrix. (prioritising stakeholders)

Four Main Category of Stakeholders	Details of stakeholders	Location	Interest (+1, 0, -1)	Account ability (+1, 0, -1)	Influence (+1, 0, 1)	Stakehold er importanc e
Beneficiary Stakeholders	Academic community, Policy makers	National and International	+1	0	+1	2
Executing Stakeholders (Management): Group/individual responsible for managing execution	Mphasis F1 Foundation CSR Team	Mphasis F1 Foundation Office	+1	+1	+1	3
Executing Stakeholders (Participants): Group/individual responsible for project execution	Implementing Partners	IIMB	+1	+1	+1	3
Oversight (Sponsor): Group/individual responsible for oversight and sponsorship.	Senior Leadership/ CSR Committee	Mphasis Ltd.	+1	+1	0	2

Mapping CSR Activities to National laws & Global standards

The Companies Act 2013 Sch 7 Sec 135	(ii) Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled…..
	(ix) (a) Contribution to incubators or research…
ISO 26000: Guidance on Social Responsibility	6.8.6 Community involvement and development Issue 4: Technology development and access. Consider engaging in partnerships with organizations, such as universities or research laboratories, to enhance scientific and technological development to solve social and environmental issues in local communities;

UN Sustainable Development Goals.

4 QUALITY EDUCATION

Goal 4 : Quality Education:
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Target 4.5 : By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulenerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

8 DECENT WORK AND ECONOMIC GROWTH

Goal 8- Decent Work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Target 8.5:
By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

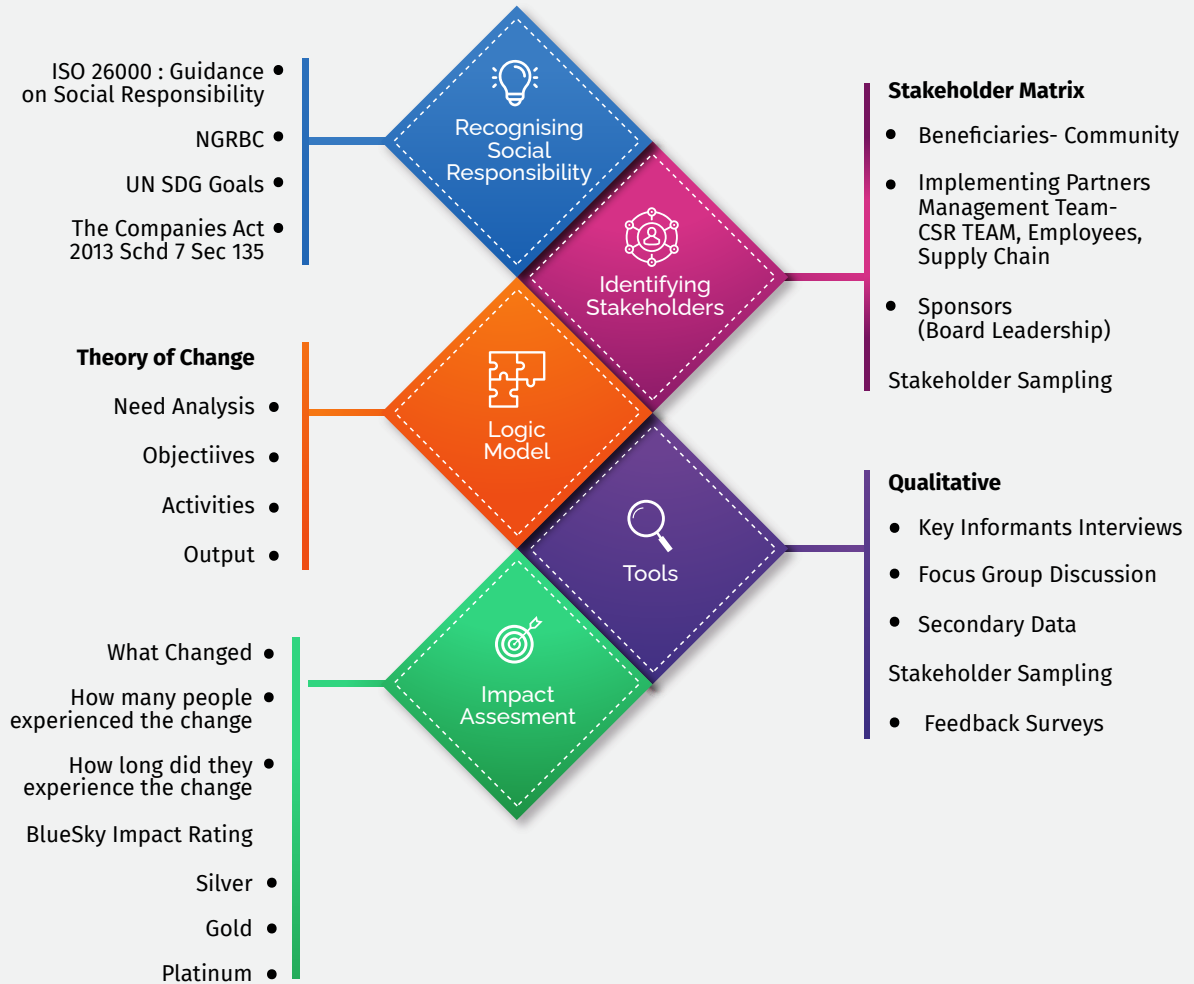**10 REDUCED INEQUALITIES**

Goal 10- Reduce inequality
Within and among countries

Target 10.2 :
By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

BlueSky Impact Assessment Methodology
BlueSky Accredited Quality Process

Recognising Social Responsibility
- ISO 26000 : Guidance on Social Responsibility
- NGRBC
- UN SDG Goals
- The Companies Act 2013 Schd 7 Sec 135

Identifying Stakeholders

Stakeholder Matrix
- Beneficiaries- Community
- Implementing Partners Management Team- CSR TEAM, Employees, Supply Chain
- Sponsors (Board Leadership)

Stakeholder Sampling

Logic Model

Theory of Change
- Need Analysis
- Objectiives
- Activities
- Output

Tools

Qualitative
- Key Informants Interviews
- Focus Group Discussion
- Secondary Data

Stakeholder Sampling
- Feedback Surveys

Impact Assesment
- What Changed
- How many people experienced the change
- How long did they experience the change
- BlueSky Impact Rating
- Silver
- Gold
- Platinum

# Chapter 3

Impact Assessment of CSR Activities

CSR Activities

The activities conducted by the Mphasis Research Chair broadly cover the following activities:

I.   Studies and publication of industry trends and best practices about digital inclusion, career success, and accessibility.
II.   Contributions to Policy Development
III.   Workshops, Round Table, and Executive Education for students & PWD

CSR Project Outputs

I.   Studies and publication of industry trends and best practices about digital inclusion, career success, and accessibility

•   12 research articles and 2 book chapters were published in renowned Journals such as Human Resource Management, IIMB Management Review, Personnel Assessment and Decisions with 345 citations between the years 2016 to 2022.

•   2 of the publications received large audience through national and international media coverage of the work.

o   Beatty, J.E., Baldridge, D., Boehm, S., Kulkarni, M. & Colella, A.* 2019. On the Treatment of Persons with Disabilities in Organizations: A Review and Research Agenda. Human Resource Management. 58(2), 119-137.

o   Kulkarni, M. 2020. Holding on to let go: Identity work in discontinuous and involuntary career transitions. Human Relations, 73(10) 1415–1438.
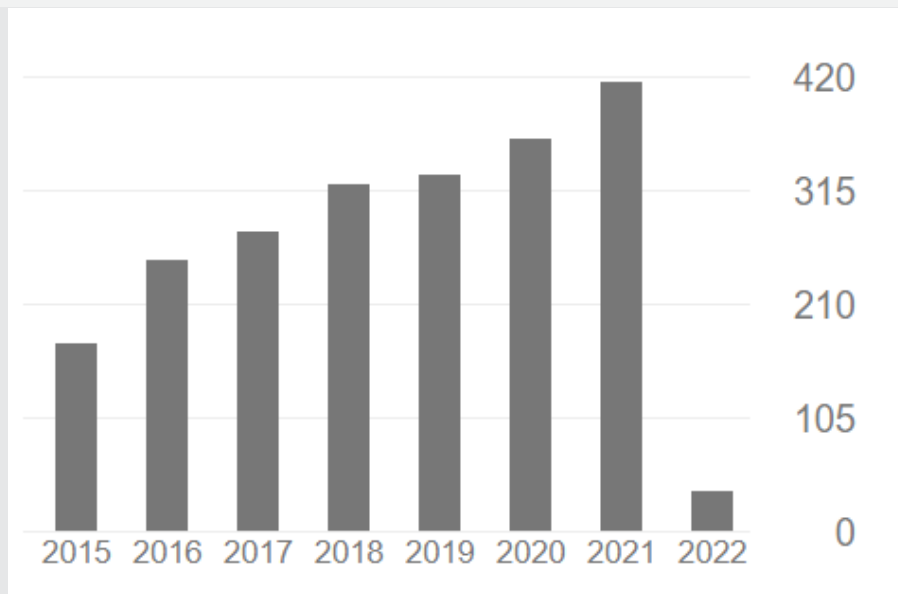
- Dr Mukta has contributed to the handbook being published in De Gruyter, an international, independent publisher of academic literatureheadquartered in Berlin, publishing first-class scholarship for more than 270 years. Her article will be one of many from64 global disability scholars from 12 countries - USA, Canada, UK, France, Germany, Switzerland, Italy, Belgium, The Netherlands, Turkey, Australia, and India

- The Mphasis Research Chair organized students activities and workshops, disseminating the learning and outcomes of the research papers for real world application.

o 2 PGP (MBA) 'contemporary concerns study' projects were run on Disability in the period of 2017-18. Student groups deliberated and ideated, outlining digital accessibility solutions for persons with visual impairment and/or blindness. Examples of solutions identified for propagation were:

Haptic Shoes – These shoes receive signals from a GPS-enabled smart-phone that enable people with visual disabilities to walk independently bygiving directions and alerting the user about obstacles.

Finger Reader - a finger-worn device, FingerReader, that assists users with visual disabilities in reading printed text on the go

Talking Camera - app available on the Mac App Store uses artificial intelligence and the camera of an iPhone or iPad to describe the world around it

o   Engagement with Mphasis to aid inclusion of employees with disabilities through accessibility solutions (e.g.facilitating roundtable discussions, focus groups)

o   Engagement with the Office of Disability Services at IIMB to aid inclusion of students with disabilities through accessibility solutions (e.g.orientation sessions across post-graduate programs; sensitization workshops)

o   Workshop course on self--awareness for innovation (2021). This innovative course used disability as a base to outline how we can rethink ourselves, our concerns, and our opportunities. This multi-program course saw participation from international students from Sweden and IIMB students who were pursuing the MBA program, Policy program (PGPPM) and PGPEM program

o   Executive education program on Disability (2018) - Building inclusive organizations. The program elucidated the learning from the body of Disability research work for corporates to absorb and apply. The program objectives were to:

- Develop an understanding of their biases and assess how inclusive they were

- Understand diversity embedded within the larger societal context Understand and execute diversity strategy at the firm level

- Appreciate the impact of inclusion initiatives at the firm level Understand how to influence the larger eco-system for inclusion

II.   Workshops, Round Table and Executive Education for students & PWD

-   Dr. Mukta presented research in 14 conferences during 2016 – 2021, 10 of which were at the international level and 4 at the national level, engaging thought leaders in the field of Disability Research.

-   Between 2016-2021 there were 7 seminars organized and contributed to by the Research Chair. Among these, 3 were organized in India at IIMB and IIITB.

o   Roundtable on Digital Accessibility, IIMB, 2016

o   Assistive Solutions Showcase: Made in India, IIMB, on
         December 6, 2018 in collaboration with Enable India

o   EMPOWER Conclave 2020, IIIT Bangalore

o   The Made In India Seminar organized in December, 2018 received
         media coverage, reaching a large audience.

III.   Contributions to Policy Development

- The Research Chair contributed to 6 articles/reports highlighting pockets
  of best practices to inform policy makers on the topic of disability, listed
  as below:

o   Kulkarni, M. & Ng. E. (December 3, 2019). Independence, interdepen
         dence, and the community. Accessible at: https://www.emeraldgroup
         publishing.com/promo/independence-blog.htm

o   Kulkarni, M., M. Shyama, & Tyagi, S. (June 28, 2018). Priority Assistive
         Devices. A report submitted to The National Trust, Ministry of Social
         Justice and Empowerment, Government of India.

o   Kulkarni, M. (November 2, 2017). Namma Vaani: Lessons from an
         unusual social network. Accessible at:
         http://www.forbesindia.com/article/iim-bangalore/nam
         ma-vaani-lessons-from-an-unusual-social-network/48531/1

o   Kulkarni, M. (July 24, 2017). Labels we use, images we conjure, and
         policies we design. Forbes India. Accessible at:
         http://www.forbesindia.com/article/iim-bangalore/la
         bels-we-use-images-we-conjure-and-policies-we-design/47651/1

o   Kulkarni, M. (April 21, 2017). Classroom Accommodations for Teachers
         with a Disability. A Report for the Office of the State Commissioner for
         Persons with Disabilities in Karnataka.

o   Kulkarni, M. (January 15, 2017). Assistive technologies for autism,
         cerebral palsy, multiple disabilities, and intellectual disabilities. A report
         submitted to The National Trust, Ministry of Social Justice and
         Empowerment, Government of India.

- At the state level, inKarnataka, there was contribution of the following policy report:

  o Kulkarni, M. (April 21, 2017). Classroom Accommodations for Teachers with a Disability. A Report for the Office of the State Commissioner for Persons with Disabilities in Karnataka

- At the National level, the Research Chair contributed towards policy advocacy to the Ministry of Social Justice and Empowerment. The Ministry houses the Department of Empowerment of Persons with Disabilities (Divyangjan) (DEPwD) set up in May 2012 in order to give focused attention to policy issues and a meaningful thrust to the activities aimed at welfare and empowerment of the Persons with Disabilities.

  o Kulkarni, M. (January 15, 2017). Assistive technologies for autism, cerebral palsy, multiple disabilities, and intellectual disabilities. A report submitted to The National Trust, Ministry of Social Justice and Empowerment, Government of India

  o Kulkarni, M., M. Shyama, & Tyagi, S. (June 28, 2018). Priority Assistive Devices. A report was submitted to The National Trust, Ministry of Social Justice and Empowerment, Government of India.

CSR Project Outcome/ Impact

The long term sustainable impact of The Mphasis Research Chair on Digital Accessibility demonstrates thought leadership through its publications, providing compelling evidence to understand complexities, guide action, and grow knowledge on digital accessibility.

The prolific research and dissemination of knowledge on disability and digital accessibility critically impact the development of policies and procedures required for India to achieve sustainable development targets & national development indicators on disability.

Chapter 4

Case Study 1

Namma Vaani:
Lessons from an unusual social network - We must be aware how sections of our society can leverage (or not) the social systems we develop

"…..how being plugged into a network improves access to opportunities and information. During that conversation, I learned about one of their initiatives that is worth writing about."

"The initiative, called Namma Vaani in Karnataka and Hamari Vaani in North India, is an Enable India-moderated social network platform aimed at facilitating the sharing of stories, opportunities and ideas for differently-abled persons in rural India. It is simple. "Venkatesh, a 32-year-old blind and uneducated person from Mandya, a small district in Karnataka, has a particularly evocative story. He was born to a poor unskilled laborer, who also had limited vision. Venkatesh's three brothers are also vision impaired, as is his wife. While they are not educated, they are all keen on music. They subsist through a makeshift roadside 'music band'. A few months ago, a blind friend encouraged Venkatesh to make that missed call to Namma Vaani. He hesitatingly gathered the courage and made the call. It turned out to be life-changing, according to Venkatesh. He found opportunities for performances during Ganesh Chathurthi and Diwali."

"Venkatesh had always thought that what he wanted most was to make money. He had to get out of poverty, after all. Today, while still not exactly out of poverty, the stream of events since the first missed call have clarified to Venkatesh what he truly wanted. What he was looking for, was a sense of being worthy of respect, a sense of dignity. He still needs the money, but now it is also a means to dignity. The yet poor, uneducated, once-timid, and now not-so-stigmatised Venkatesh has figured out what he was really seeking. He is trying to help others do the same – to live a life with dignity."

Case Study 2

Why disability inclusion is good business - Inclusion as a business case also plays out at the level of the individualwho, through employment, contributes to the broader economy

"Competitive advantage

Inclusion as a business case also plays out at the level of the individual who, through employment, contributes to the broader economy through spending and paying taxes. Employing individuals with a disability could be a source of competitive advantage for the broader society."

"Consider the universal design. That is, the design of products, environments, and services that can be used by individuals with disabilities.Such products can also be used by young children who have physical difficulties, by those who suffer from arthritis, and by those who are temporarily disabled given an accident or illness."

"Consider accessible transport. A simple small ramp; Such accessibility not only helps with inclusion but also generates economic benefits for the broader society."

"Maybe some of you have or work with young children with a disability. Consider accessibility for them in the education space. Reimagining infrastructures within educational institutions would mean jobs for architects, engineers and labourers. Accessible study materials would mean jobs for technologists, curriculum developers, and publishers. Employing special educators would mean jobs for trainers, sign language interpreters, and vocational rehabilitation specialists. Not to mention how these students would eventually contribute by becoming productive citizens. Inclusion, then, is a large win for all of society."

Policy reports – Classroom Accommodation for Teaches with a Disability

Considering the country's push towards meaningful employment and inclusion in the education space, this case study outlines ways in which teachers with a disability can be better accommodated in the classroom.

The University Grants Commission (UGC) is supporting persons with disabilities in the higher education sector by providing special assistance to teachers working in universities and colleges in India. There are two schemes offered by the UGC in colleges namely the Financial Assistance to Visually Challenged Teachers: The Scheme aims to help visually challenged permanent teachers to achieve independence by use of various aids for teaching, learning and research. The other scheme is the Higher Education for Persons with Special Needs (HEPSN): One of the important objectives of this scheme is to create awareness amongst teachers and principals functioning in colleges and universities about the specific educational needs of persons with disabilities. While the two UGC schemes mentioned above cater to the needs of persons with disabilities in the higher education sector, another governmental scheme, called the DDRC Scheme works with teachers and principals in schools.

Key recommendations to better accommodate teachers with a disability were presented by type of disability.

Appendix

List of Activities of the Project

Activity		Output
Activity category	**Year**	**Particulars**
Publications	2016	Kulkarni, M., Böhm, S., & Basu, S. 2016. Workplace inclusion of persons with a disability: Comparison of Indian and German multinationals. Equality, Diversity and Inclusion: An International Journal, 35 (7/8): 397-414.
	2016	Kulkarni, M. 2016. Organizational career development initiatives for employees with a disability. International Journal of Human Resource Management, 27 (13-14): 1662-1679.
	2017	Kulkarni, M., K. V. Gopakumar, & Vijay, D. 2017. Institutional Discourses and Ascribed Disability Identities. IIMB Management Review, 29 (3): 160-169.
	2017	Baldridge, D., & Kulkarni, M. 2017. The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions. Human Relations, 70(10) 1217–1236
	2017	Kulkarni, M. 2017. Meaning-making through Research. Equality, Diversity and Inclusion: An International Journal, 36(3): 277-282.
	2018	Kulkarni, M. 2018. Discursive Work within Weak Field Mandate Events: The Case of a Conference on Assistive Technologies for Persons with Disabilities. IIMB Management Review. 30(4): 291–304.

Year	Reference
2018	Kulkarni, M., Gopakumar, K. V., & Patel, S. 2018. How effective are disability sensitization workshops? Employee Relations, 40 (1): 58-74.
2019	Baldridge, D. C., Kulkarni, M., Eugster, B., & Dirmyer, R. 2019. Disability, gender and race: Does educational attainment reduce earning disparity for all or just some? Personnel Assessment and Decisions. 5(2): 91-99.
2019	Kulkarni, M. 2019. Digital Accessibility: Challenges and Opportunities. IIMB Management Review. 31 (1): 91–98.
2019	Beatty, J.E., Baldridge, D., Boehm, S., Kulkarni, M. & Colella, A.* 2019. On the Treatment of Persons with Disabilities in Organizations: A Review and Research Agenda. Human Resource Management. 58(2): 119-137. *Equal contribution by Baldridge, Boehm, and Kulkarni.
2020	Kulkarni, M. 2020. Holding on to let go: Identity work in discontinuous and involuntary career transitions. Human Relations, 73(10) 1415–1438.
2021	Kulkarni, M. (2021), "Hiding but hoping to be found: workplace disclosure dilemmas of individuals with hidden disabilities", Equality, Diversity and Inclusion, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/E-DI-06-2020-0146

Book Chapters & Reviews

Year	Reference
2018	Baldridge, D. A., Beatty, J. E., Böhm, S., Kulkarni, M., & Moore, M. 2018. Persons with (dis)Abilities. In A.J. Colella & E.B. King (Eds.), The Oxford handbook of workplace discrimination: 111-127. New York: Oxford University Press.
2020	Kulkarni, M., Atkins, W. S., & Baldridge, D. A. 2020. Breaking Barriers by Patterning Employment Success. In S. Fielden, M. Moore, & G. Bend (Eds.), The Palgrave Handbook of Disability at Work: 219-235. Palgrave Macmillan, Cham.

Conference		
	2016	Beatty, J., Baldridge, D., Kulkarni, M., Böhm, S., & Colella, A. 2016. Taking Stock: Reviewing Research on the Treatment of Persons with Disabilities in Organizations. Academy of Management, August 5-9, Anaheim, California.
	2017	Baldridge, D., & Kulkarni, M., 2017. Career Adaptation and Success after Adult Onset Hearing Loss. Academy of Management, August 4-8, Atlanta, Georgia
	2017	Baldridge, D., & Kulkarni, M., 2017. Symposium on Removing Barriers and Supporting Success for Workers with Disabilities (Chaired by Santuzzi, A.). Society for Industrial and Organizational Psychology (SIOP). April 27-29, Orlando, Florida.
	2017	Kulkarni, M., K. V. Gopakumar, & Vijay, D. 2017. Symposium on Diversity and Inclusion (Chaired by Vohra, N.) PAN IIM World Management Conference, December 13-15, 2016, Ahmedabad
	2018	Baldridge, D., & Kulkarni, M. 2018. Symposium on New Directions in Disability Research: Work Contexts, Inclusivity, and Wellbeing Interactions. Academy of Management. August 10-14, Chicago, Illinois.
	2018	Baldridge, D., & Kulkarni, M., Eugster, B., & Dirmyer, R. 2018. Disability, Educational Attainment, and Earnings Equality. EURAM, June 19-22 Reykjavik, Iceland.
	2019	Kulkarni, M. 2019. Symposium on International Intersectionalities: Challenges and Opportunities for Diversity and Inclusion in IB (Chaired by Fitzsimmons, S. & Martin, L.). Academy of Management. August 9-13, Boston, Massachusetts.

Year	Reference
2019	Baldridge, D., & Kulkarni, M. 2019. Symposium on Advances in Disability Research: Toward Greater Understanding of Inclusive Organizations. Academy of Management. August 9-13, Boston, Massachusetts.
2019	Kulkarni, M. & Jammaers, E. 2019. The making of a (dis)abled entrepreneur. Critical Management Studies Conference. June 27-29, Milton Keynes, UK.
2020	Kulkarni, M. 2020. Chair, panel on Technology tools and solutions in reaching out to persons with disabilities during the pandemic. EMPOWER Conclave 2020, IIIT Bangalore. October 17, 2020.
2020	Baldridge, D., & Kulkarni, M. 2020. Symposium on Broadening our Sight: New Directions in Disability Research. Academy of Management, August 7-11, Vancouver, Canada.
2020	Kulkarni, M. 2020. Disabilities in the Classroom: Best Practices for Improving Accessibility and Learning. (PDW Chaired by Beatty, J.E). Academy of Management, August 7-11, Vancouver, Canada.
2021	Kulkarni, M. 2021. Thirty years of the ADA: Current state and way forward (mashup session). Society for Industrial and Organizational Psychology (SIOP). April 15-17, New Orleans, Louisiana.
2021	Kulkarni, M. 2021. Keynote address: Engaging with Qualitative Research. IIMB Management Review Doctoral Conference. February 6, Bangalore, India.

Seminars	2016	Organized and hosted a Roundtable on Digital Accessibility, IIMB, December 19, 2016
	2018	Co-organized and hosted (with EnAble India) an Assistive Solutions Showcase: Made in India, IIMB, December 6, 2018.
	2019	Co-convener of stream on Ableism and Normality at the 11th International Critical Management Studies conference, Milton Keynes, UK. 27th – 29th June 2019. (co-conveners: Eline Jammaers; Jannine Williams; Mukta Kulkarni; Gemma Bend; Koen Van Laer)
	2020	Speaker at the International HRD Seminar in Asia. Korea University, Seoul, South Korea. January 10, 2020.
	2020	Organizing committee member, EMPOWER Conclave 2020, IIIT Bangalore. October 17, 2020.
	2021	Participant, Panel on Imperatives and Initiatives to make India an Assistive Tech Innovation Hub. A U.K. India Tech Hub Initiative. January 8, 2021.
	2021	Speaker, at the 'Accessibility and Inclusion in Progressive Organizations', Winter School of the Centre for Accessibility in the Global South, January 9, 2021.
Policy Reports & Media articles	2017	Kulkarni, M. (NOVEMBER 2, 2017). Namma Vaani: Lessons from an unusual social network. Accessible at: HTTP://WWW.FORBESINDIA.COM/ARTICLE/IIM-BANGALORE/NAMMA-VAANI-LESSONS-FROM-AN-UNUSUAL-SOCIAL-NETWORK/48531/1
	2017	Kulkarni, M. (JULY 24, 2017). Labels we use, images we conjure, and policies we design. Forbes India. Accessible at: http://www.forbesindia.com/article/iim-bangalore/labels-we-use-images-we-conjure-and-policies-we-design/47651/1

2017	Kulkarni, M. (April 21, 2017). Classroom Accommodations for Teachers with a Disability. A Report for the Office of the State Commissioner for Persons with Disabilities in Karnataka
2017	Kulkarni, M. (January 15, 2017). Assistive technologies for autism, cerebral palsy, multiple disabilities, and intellectual disabilities. A report submitted to The National Trust, Ministry of Social Justice and Empowerment, Government of India
2018	Kulkarni, M., M. Shyama, & Tyagi, S. (June 28, 2018). Priority Assistive Devices. A report submitted to The National Trust, Ministry of Social Justice and Empowerment, Government of India.
2019	Kulkarni, M. & Ng. E. (December 3, 2019). Independence, interdependence, and the community. Accessible at: https://www.emeraldgrouppublishing.com/promo/independence-blog.htm