

Case Study

# Breaking Barriers in Gender Diversity and Inclusion: A Case of Tea Manufacturing Company of Pakistan

 Dr. Ghulam Muhammad\*<sup>1</sup> |  Aziz Ahmed<sup>2</sup> |  Misbah Karim<sup>3</sup>

<sup>1,3</sup>Mohammad Ali Jinnah University, Karachi, Pakistan

<sup>2</sup>Ishrat Husain Pakistan Institute of Living and Learning, Karachi, Pakistan

## ABSTRACT

**Background of the Study:** Gender inclusion and diversity are crucial in creating high-performing workplaces. This case study describes how a top tea company has resolved systemic gender disparities to create an inclusive workplace. By ensuring gender balance—especially in sales positions—business has created a balanced workforce and empowered employees. The leadership has been proactive in ensuring equal opportunities, showing a larger plan to drive organizational performance through inclusion.

**Methodology:** A qualitative approach was used, including internal documentation, leadership interviews, and employee surveys. Recruitment and promotion patterns and gender-specific training programs were the focus of study. Specific emphasis was given to tracking changes in female participation in sales, as well as employee participation and performance variations.

**Results:** The company observed a higher rate of women's involvement in sales, thus introducing diversified ideas that promoted innovation and collaboration. Inclusive approaches and training created psychological safety, leading to more employee motivation and creativity. Such advancements led to improved productivity and a diversified talent pool.

**Conclusion:** The company's gender inclusion approach revolutionized its corporate culture and business effectiveness. Through maintaining equal opportunity and inclusive values, it showed the way diversity leads to innovation and long-term success and left an example to others.

## ARTICLE HISTORY

Received March 2025

Accepted June 2025

Published June 2025

## KEYWORDS

FMCGs, gender diversity, inclusion, workplace culture, equal employment opportunities, women empowerment.

## Problem Description

How is that possible that our people in the company accelerating progress on gender equality is an operational priority for the organization? The CEO of the company is committed to supporting gender equality through gender-inclusive projects in the last five years and its sovereign and non-sovereign operations by 2020. The company promotes gender equality and women's empowerment by mainstreaming these goals across the full range of its operations in 2021. GM HR joined a company in 2021 and conducts gender analysis based on key indicators internationally to help ensure all projects fully address gender issues and contribute to reducing gender inequality in their design and implementation. It also works

with FMCGs to ensure that fostering gender diversity and equity is a fundamental priority.

In 2023 the company recognized that a diverse workforce contributes to organizational success and innovation. Our commitment extends beyond mere awareness to concrete actions.

**\*Correspondence Author:** Syed Muhammad Fauzan Ali

**Email:** [saiyedfauzan@gmail.com](mailto:saiyedfauzan@gmail.com)

**To cite this article:** Muhammad, G., Ahmed, A., Karim, M., (2025). Breaking Barriers in Gender Diversity and Inclusion: A Case of Tea Manufacturing Company of Pakistan. Archives of Management and Social Sciences, 2(2), 86–95. <https://doi.org/10.63516/amss/02.02/008>

**Licensing:** Creative Commons Attribution- 4.0 International (CC BY-4.0)

**Publisher:** Allied Nexus Publisher

Specifically, we prioritize gender-inclusive projects, ensuring that at least 40% of our operations promote gender equality by 2023. Mainstreaming goals of gender equity and women's empowerment are woven into the fabric of our operations, spanning sovereign and non-sovereign initiatives, ensuring they address gender issues and contribute to reducing inequality in design and implementation. What began as a family concern in 2020 has evolved into a powerhouse, challenging norms, fostering inclusivity, and championing gender diversity. The absence of women in a company can have several impacts on sales. Let's explore some of these effects, If organizations that prioritize gender diversity, especially in sales, can reap financial benefits and create a more inclusive and successful work environment.

Gender Diversity and management performance show that companies with gender-diverse executive committees tend to outperform those without women in senior positions. Having a diverse workforce, including women, can positively impact overall financial performance, including sales revenue. The lack of women in sales positions can hinder the organization's ability to drive sales growth effectively. Inclusion and Ambition have women in sales often feel less valued or supported at work compared to their male colleagues. They report that their perspectives are not always listened to, and they lack support from executive or mid-level management. This inclusion gap can lead to a gap in ambition. Women in sales perceive less commitment to their advancement within the function compared to peers in other departments.

Globally Competitor of Company, founded by a third-generation CEO in 1977, has become the largest tea-making firm in Pakistan. Business Performance teams with an equal number of women and men tend to perform better in terms of sales and profits than male-dominated teams. Gender diversity in every department can lead to better collaboration, creativity, and problem-solving, ultimately impacting on outcomes. Having women in different roles provides role models and encourages other women to pursue careers. Companies should actively promote and retain women in sales leadership positions to create a more balanced force

### **Industry Outlook**

The company is a well-known tea brand in Pakistan and is the undisputed market leader in Pakistan's tea market, accounting for a significant share. Despite increasing competition from other brands, unbranded loose tea (known as "khuli patti") still holds 40% of the market share. The target market is that they define for our brand Danedar as the A class and B+ class. The target of this brand is the urban areas of the country and along with the use in offices and business class as well. The danedar brand is basically the one-to-one competitor against Lipton yellow label. In the Tea market, the volume at home is expected to amount to 1.2bn kg in 2024. Volume, out-of-home is expected to amount to 17.2m kg in 2024. The combined volume is expected to amount to 1.2bn kg in 2024. The Tea market is expected to show a volume growth, at home of 1.4% in 2025 India Tea Market was valued at USD 11,702.3 Million in 2024 and is expected to reach USD 17,934.1 Million by 2033, at a CAGR of 4.19% during the forecast period 2024 – 2033.

Tea is a brewed beverage prepared from the cured leaves of the *Camellia sinensis* plant. The tea market is highly competitive, with strong competitors and a diversified product portfolio, which leads to intense competition among the existing players. Taste preferences vary across geographic zones. In the south, people prefer rich color and strong flavor, while in the north, preferences shift to lighter

concentrations. Dust tea, which is approximately 20% cheaper than leaf tea, remains popular due to its affordability, quick diffusion, and robust flavor. The company journey began in a small shop in Karachi's

Jodia Bazaar. The owner, the third generation of the family, joined the business in 1975 and introduced innovation and transformative changes. The company consistent quality and affordability made it popular among café-goers and consumers alike. The company has expanded its reach to six continents and over 15 countries across North and South America, Asia, Europe, and Africa. Its market-leading status is supported by a strong research and development unit that continually develops new and innovative tea grades. Success of the company lies in its ability to cater to diverse consumer preferences, maintain quality, and adapt to changing market dynamics.

Challenges of Traditional Mindsets of some employees and leaders held traditional views about gender roles. Convincing them to embrace change and challenge existing norms requires persistent efforts. The Tea company had to engage in awareness campaigns and provide education to shift mindsets. Fear of disruption of change can be unsettling for organizations. Some team members worried that prioritizing gender diversity might disrupt established processes or create tension. Overcoming this fear involves clear communication about the long-term benefits and the need for evolution. When it comes to global competitors, company faces some notable rivals. While the company faces competition from both local and global players, its resilience and strategic positioning have allowed it to maintain a strong foothold in the tea market in Pakistan. Lipton (Unilever) Market Leader, owned by Unilever, is a well-known global tea brand. It competes directly with the said company in various markets. Lipton has a strong global presence, extensive distribution networks, and a wide range of tea products

Resistance from Middle managers plays a crucial role in implementing policies and practices. Some were hesitant to adopt new approaches, fearing additional workload or resistance from their teams. Leadership had to actively involve middle management in the process. Even well-intentioned individuals may harbor unconscious biases. The Tea company addressed this by conducting bias-awareness workshops and emphasizing fair evaluation processes. Recognizing and mitigating bias was an ongoing challenge. The company values its rich heritage and cultural roots. Balancing tradition with progressive practices requires delicate navigation. They aimed to honor tradition while fostering inclusivity. Despite these challenges, they persisted in their commitment to breaking barriers. Their resilience and determination paved the way for positive change within the organization.

The company addressed the fear of disruption through thoughtful planning, education, involvement, and empathetic leadership. Their approach ensured a smoother transition toward a more inclusive workplace. To address the fear of disruption among employees. High female turnover affects productivity, innovation, and overall economic growth. In summary, addressing female turnover globally requires policies that support work-life balance, equal opportunities, and recognition of unpaid work. Organizations must create inclusive environments to retain female talent and promote gender equality in the workforce. Certainly! If the company was to exclude women from its organization, it would face several significant issues. Let's explore these challenges. Research suggests that women excel in long-term strategic thinking and community building. Their inclusion in leadership positions benefits the organization's future planning. Without women, the company might lack a holistic perspective on business growth and sustainability. Embracing gender diversity and ensuring equal opportunities for women is not only a moral imperative but also a strategic advantage for organizations like the said tea company.

## Company's Introduction

In today's rapidly evolving corporate landscape, organizations recognize that fostering gender diversity and promoting inclusion are not just ethical imperatives but also strategic advantages. "Breaking Barriers: Embracing Gender Diversity and Inclusion in the Workplace" delves into the transformative journey undertaken by the company, a leading tea company, to create a more equitable and empowering work environment. The company motivation was multifaceted driven by values, business imperatives, research insights, legal considerations, employee advocacy, and committed leadership. Their journey reflects a holistic approach to breaking barriers and creating a workplace where everyone thrives. Certainly! During the initial stages of their journey toward embracing gender diversity and inclusion, the company encountered some internal resistance. These networks provided emotional support, mentorship, and a safe space for discussions to help employees navigate the changes. Many employees were curious about the changes. They attended workshops, engaged in discussions, and sought clarity on how the initiatives would impact their roles. Curiosity fueled a desire to learn and understand the rationale behind the gradual shift. Some employees embraced the changes with optimism. They recognized that an inclusive workplace benefits everyone. These individuals actively participated in, volunteered for pilot programs, and encouraged their colleagues to do the same.

Not everyone was immediately convinced and some employees expressed skepticism. They questioned whether the changes would truly lead to a fairer workplace or if it was merely a corporate trend. A subset is of employees worried about unintended consequences. For example, they wondered if preferential treatment might arise, affecting team dynamics. Addressing these concerns involved emphasizing fairness, transparency, and equal opportunities. As the initiatives progressed, employees gradually accepted the new norms. They observed positive shifts, such as increased collaboration, diverse perspectives, and improved morale. Gradual acceptance came from experiencing firsthand the benefits of an inclusive environment. Some employees became champions of the cause. They actively advocated gender diversity, shared success stories, and encouraged others to embrace the journey. Their enthusiasm played a vital role in influencing their peers.

The company shared success stories of other organizations that had successfully embraced diversity. These real-world examples demonstrated positive outcomes and inspired confidence. Leadership buy-in is crucial for any organizational transformation. The leaders defended the cause of gender diversity. They actively participated in awareness campaigns, workshops, and initiatives, setting an example for others. The employees at the company responded to the gradual implementation of gender diversity and inclusion initiatives with a mix of curiosity, cautious optimism, and, in some cases, skepticism. The reactions were diverse, reflecting the varied perspectives within the organization. Over time, as the initiatives took root, more employees recognized the value of gradual implementation and its positive impact on the workplace.

## Background of Problem

Lack of Diversity and Inclusion excluding women would result in a lack of gender diversity within the said company. Diversity brings different perspectives, ideas, and approaches, leading to better decision-making and innovation. Companies with diverse leadership teams tend to outperform those without diversity in terms of financial performance and overall success. Missed Talent Pool by excluding

women, the company would miss out on a significant portion of the talent pool. Women make up half of the population and possess valuable skills, qualifications, and expertise. Restricting opportunities based on gender limits the organization's ability to attract and retain top talent. Gender Bias and discrimination

excluding women perpetuate gender bias and discrimination. It sends a message that women are not valued or capable of contributing to the company's success. Such bias can lead to a toxic work environment, affecting employee morale and productivity. Legal and Ethical Concerns discriminating against women violates legal and ethical standards. Negative Impact on Sales and brand image consumers increasingly prefer companies that prioritize diversity and social responsibility. Excluding women could lead to negative public perception and impact sales. Brands associated with inclusivity and equality tend to attract more loyal customers.

Innovation and Creativity diverse teams drive innovation. Women bring unique perspectives, problem-solving skills, and creativity to the table. Without female representation, the company might miss out on innovative product ideas, marketing strategies, and customer insights whereas Work-Life Balance and Well-Being of Organizations that support work-life balance and family-friendly policies tend to retain employees better. Women often seek workplaces that accommodate their caregiving responsibilities. Excluding women could lead to higher female turnover rates and decreased employee satisfaction. Despite significant advancements, gender disparities persist in the company. These barriers often manifest in various forms, including unequal pay, limited opportunities for advancement, and workplace discrimination.

This study aims to explore the challenges faced by women and propose strategies to create a more inclusive work environment. By addressing these barriers and implementing inclusive practices in the organization, the company journey to the top has been shaped by three dynamic generations of the company Family. Their commitment to breaking barriers and embracing equity has been nothing short of inspiring. Diversity and inclusion are core beliefs at the company, even surpassing global market giants like Lipton. By empowering young leaders to prioritize gender inclusivity. The company competes with Lipton in terms of quality, flavor, and market share. Vital (Eastern Tea Company) Local Competitor Vital, produced by Eastern Tea Company, is another significant competitor for the said company in Pakistan. Vital has a substantial market share and competes closely with the said company in the branded tea segment. Both brands vie for consumer loyalty based on quality, pricing, and taste preferences. Former Competitor Supreme (Brooke Bond) Before Unilever acquired Brooke Bond's Supreme in 1990, it was a direct competitor to the said company.

### **Company Effort**

Gender disparity, especially in the workplace, is a critical issue that affects individuals, organizations, and societies. Let's explore gender disparity in the context of the company, a well-known tea company in Pakistan. Taken Actions in Pay Gap one aspect of gender disparity is the difference in wages or salaries between men and women. Women often earn less than their male counterparts for similar work. This pay gap can be attributed to various factors, including societal norms, discrimination, and unequal opportunities. Occupational Segregation of women tends to be concentrated in certain job roles or industries, while men dominate others. Occupational segregation limits women's access to higher-paying positions and career growth. Leadership Positions for women are underrepresented in leadership roles within companies. Fewer women hold executive positions, board seats, or decision-making roles. This lack of representation affects company policies, culture, and overall performance.

Access to Education in women faced barriers to education. Although this situation has improved significantly, disparities still exist. In some cases, cultural norms or economic constraints limit girls' access to quality education.

Healthcare Access of gender disparities in healthcare affect women's well-being. Access to quality healthcare, reproductive health services, and maternal care can be limited for women, especially in rural areas. Women generally have a longer life expectancy than men. However, this can also lead to challenges related to aging, caregiving responsibilities, and financial security. Gender-inclusive Policies in companies like the said company can implement policies that promote gender equality. These may include flexible work arrangements, parental leave, and mentorship programs. Diverse Hiring Practices in organizations should actively recruit and promote women at all levels. Creating an inclusive workplace culture fosters diversity and innovation. Training and Awareness in Sensitizing employees and management about gender biases and stereotypes is essential. Training programs can help challenge unconscious biases.

The company's leadership ensures equal opportunities for women, especially in sales roles. Their commitment extends beyond mere words; it's reflected in their actions, campaigns, and workplace practices the company success story is remarkable and has set a new norm—one that celebrates diversity, breaks down barriers, and paves the way for an equitable future. Their agile workplace meets the demands of the evolving business landscape. It's the only privatized local company that has grown fourfold compared to any other competitor. Today, the said company boasts the largest market share in Pakistan

### **Action Plan**

Here are some implementations in the company that can promote female equity and diversity in the workplace. Remember, promoting female equity is not just about compliance; it's about creating an inclusive and thriving workplace where everyone can contribute their best. Equal Opportunities and Recruitment Implement policies that ensure gender-blind recruitment. Evaluate candidates based on skills, qualifications, and experience rather than gender. Ensure diverse interview panels to minimize unconscious biases during the hiring process. Flexible Work Arrangements (Work-Life Balance) Offer flexible work hours, remote work options, and part-time opportunities. This helps women balance professional and personal responsibilities.

Parental Leave: Provide extended parental leave for both mothers and fathers. Encourage a family-friendly work environment. Leadership Development Mentorship Programs: Establish mentorship initiatives where senior leaders guide and support women in their career growth. Leadership Training Invest in leadership development programs specifically for women. Encourage them to take on leadership roles. Conduct regular pay audits to identify and address any gender pay gaps. Ensure equal pay for equal work. Be transparent about salary structures and criteria for promotions. Develop Inclusive Policies and Culture and enforce policies that prohibit discrimination based on gender, race, or any other factor. Inclusive Language uses gender-neutral language in company communications and materials. Create an employee resource group specifically for women. This fosters networking, support, and advocacy. Encourage male employees to actively support gender equity efforts. Promotion and Recognition Visibility and ensure that women's achievements and contributions are recognized and celebrated within the organization. Evaluate promotion criteria objectively and ensure they are applied consistently.

Health and Well-Being Benefits Provide comprehensive healthcare benefits, including reproductive health services. Mental Health Support addresses mental health needs and reduces stigma around seeking help representation in Decision-Making in board Diversity for gender diversity on the board of directors. Women's perspectives are essential for strategic decision-making. Inclusion in Committees Include women in key committees and task forces. Unconscious Bias Training of employees and managers to recognize and address unconscious biases. Conduct workshops to promote understanding and empathy to prompt gender Sensitivity.

## Strategies

This case study sheds light on the strategies, challenges, and successes that the tea company has encountered as it dismantles barriers and champions gender inclusivity. By prioritizing equal employment opportunities, cultural transformation, and leadership commitment, the company exemplifies how organizations can drive positive change and reap the benefits of a diverse workforce. Let's explore how the company initiatives have shaped its organizational culture and contributed to a thriving workplace where everyone's voice is heard and valued. The company management motivation to embark on the journey of embracing gender diversity and inclusion stemmed from a combination of internal commitment and external factors.

Let's explore these key drivers Organizational Values and Vision: the company has a strong commitment to ethical practices, social responsibility, and employee well-being. Their organizational values emphasize fairness, respect, and equal opportunities. As part of their long-term vision, they recognized that fostering gender diversity would not only align with their values but also contribute to sustainable growth. Forward-thinking organizations understand that diversity drives innovation and enhances decision-making. The company recognizes that a diverse workforce brings fresh perspectives, creativity, and adaptability. By embracing gender diversity, they aimed to strengthen their competitive edge in the market.

The company closely monitored industry trends and research findings. Reports by organizations like McKinsey consistently highlighted the positive impact of gender diversity on organizational performance. Armed with this knowledge, the company proactively sought ways to create an inclusive workplace. Employees at the company expressed their desire for a more inclusive environment. Their feedback, experiences, and aspirations fueled the company's commitment. Listening to employee voices and understanding their needs became a catalyst for change. The company leadership communicated openly about the purpose and benefits of embracing gender diversity. They emphasized that change was essential for growth and that disruptions would be managed effectively. Transparent communication helped alleviate fears. Rather than sudden upheaval, the company introduced changes incrementally. This approach allowed employees to adapt gradually, minimizing disruption. For example, they started with the said company and invested in training programs. Workshops on diversity, inclusion, and unconscious bias were conducted. Employees gained insights into the rationale behind the changes, reducing anxiety. Employees were actively involved in the process. Their feedback was sought, and they participated in shaping policies. By including them, the company ensured a sense of ownership and reduced resistance.

## Results

ILEAD and Rise Leadership Program aims to empower, support, and accompany young women and men on their journey toward meaningful and impactful participation in governance and leadership

roles. Empowerment and Accompaniment where participants receive training, mentorship, and resources to enhance their leadership skills, civic engagement, and ability to drive positive change. Both Programs contribute to empowering women, fostering leadership, and creating more equitable workplaces. Lean In

Together | iLEAD Program. International Women's Day: Lean In celebrates International Women's Day by promoting awareness, advocacy, and action for gender equality. Lean In Together is a global organization founded by Sheryl Sandberg, the Chief Operating Officer of Facebook. It focuses on empowering women and promoting gender equality in the workplace. The campaign encourages both women to actively support their benefit, and so every woman Supporting Women. Lean In Together recognizes that when women support each other, amazing things happen. They help women achieve their ambitions and work toward creating an equal world.

### **Financial Aspects**

Increased Productivity and Innovation in gender-diverse teams tend to be more innovative and creative, leading to the highest sales in the industry. A diverse workforce brings different perspectives, which can lead to better problem-solving and decision-making. Improved productivity contributes to the company's financial performance. Reduced Turnover Costs in the company that prioritize gender diversity and inclusion are more likely to retain employees. As per company restrictions not supposed to share the graphs, high turnover rates can be costly due to recruitment, training, and lost productivity. Retaining talented employees saves recruitment and training expenses. Enhanced Reputation and Brand Value in Organizations known for promoting gender diversity attract top talent.

A positive reputation as an inclusive employee can lead to increased customer loyalty and brand value. Discrimination or lack of diversity can lead to legal challenges and damage a company's reputation. Investing in gender diversity helps mitigate legal risks and ensures compliance with equal opportunity laws. Companies that actively promote gender diversity have access to a broader talent pool. Recruiting from diverse backgrounds allows organizations to tap into a wider range of skills and experiences. Financial Incentives and Inclusion Initiatives offer financial incentives or grants to companies that prioritize diversity in implementing inclusion initiatives (such as mentorship programs, flexible work arrangements, and leadership development) that can positively impact financial outcomes.

### **Conclusion**

In conclusion, embracing gender diversity and inclusion in the workplace is crucial for organizations to thrive. Despite the commitment expressed by many senior management teams, there are common barriers to achieving true inclusion and diversity. Pre-existing assumptions and unconscious biases can hinder diverse talent recruitment based on soft filtering criteria. Managers need appropriate skills to manage diverse teams effectively. Quotas alone rarely drive true inclusion; organizations must focus on underlying drivers of belonging and inclusion. Organizations must prioritize fostering a sense of inclusion, address biases, and actively promote diversity. By doing so, they can create a workplace that celebrates differences, breaks down barriers, and paves the way for a more equitable future. The company can lead the way by championing gender inclusivity and empowering its workforce to contribute authentically and meaningfully.

The company can learn from companies that prioritize gender inclusion. Invest in diversity initiatives, offering bias training sessions, promoting pay equity, and prioritizing talent development from



underrepresented groups fostering gender diversity and inclusion is crucial for organizations like the said company. By embracing gender inclusivity, the company can unlock a wealth of diverse ideas, experiences, and insights that fuel creativity, enhance decision-making processes, and ultimately drive competitive advantage. However, persistent discriminatory practices continue to hinder progress,

impacting productivity and talent. To bridge the gender gap, it's essential to challenge biases, promote equal employment opportunities, and empower young leaders to champion inclusivity within their organizations. The company must actively promote equal opportunities for all employees, regardless of gender. This includes fair recruitment, career advancement, and access to leadership roles. Implementing policies that ensure equal pay for equal work is essential. Transparent salary structures and regular pay audits can help achieve this goal. The company should invest in training programs that address unconscious biases. These biases can affect decision-making, hinder collaboration, and perpetuate gender disparities. Encouraging open dialogue about stereotypes and prejudices helps create a more inclusive culture. The company can actively identify and nurture female talent within the organization. Mentorship programs, leadership development initiatives, and networking opportunities can empower women to take on leadership roles. Representation matters. Having women in senior positions serves as inspiration and encouragement for others.

Offering flexible work arrangements, such as remote work or flexible hours, benefits all employees. It allows a better work-life balance and accommodates diverse needs. The company can explore options like job-sharing and phased retirement to support employees at different stages of life. The company policies should be inclusive and considerate of diverse needs. This includes parental leave, childcare support, and healthcare benefits. Creating a family-friendly workplace fosters loyalty and productivity. The company has a unique opportunity to lead by example in promoting gender diversity and inclusion. By breaking barriers, the company can create a workplace where everyone feels respected, heard, and empowered.

### Discussion Question

1. How can the Tea Manufacturing Company actively promote gender diversity and inclusion in the workplace?
2. What strategies, policies, and initiatives can be implemented to ensure equal opportunities at the Tea Manufacturing Company?
3. How does the Tea Manufacturing Company address unconscious bias, and support work-life balance for all employees?
4. How can the Tea Manufacturing Company involve male employees in promoting gender inclusion?
5. What are some common workplace inclusion challenges face by Tea Manufacturing Company?

### Teaching Notes

This case is written on Pakistani Tea Manufacturing Company on the recent important topic of Gender Diversity and Inclusions. The data was used from 2021 to 2024. This case also gives insights about tea industry of Pakistan. This case can be taught to the students of graduate and undergraduate courses related to Human Resource Management and Strategic Management. Students must complete the basic course of HRM and Management to understand and solve this case. This case study can be divided into the following sections for teaching this case study:

1. Share Case study with students two weeks before the actual class discussions for reading and notes preparation.
2. 20 - 30 minutes description on the concept of diversity, inclusion and its significance in FMCG industry of Pakistan. A small outlook of international focus on the topic and its challenges.
3. Make groups consisting of 3-4 members to discuss the case with each other and develop their thoughts and arguments.
4. Open house for the students' discussions, every student can give his/her thoughts on the case one by one. Teacher can moderate discussions in order to manage discipline and conclude within a time. At the end of the discussions, the teacher will share the learning objectives of the case and what students learn from the case. Summarize the outcome of the case study for student's reminder and understanding.
5. Include the challenging assignment and give questions to students that support teaching objectives and relate to the problem being faced in this case. The teacher shares the example of an outstanding assignment (A+) answer to each question questions. The answer can be drawn based on industry experience, recent literature, theories and research findings.
6. The teacher provides additional information and sources such as reading list and reference material on diversity, inclusions, Company information, Tea Industry, National and International trends on diversity and inclusions.

### **Author's Contribution**

**Conception or Design:** Dr. Ghulam Muhammad, Aziz Ahmed, Misbah Karim

**Data Collection and processing, Analysis or Interpretation of Data:** Dr. Ghulam Muhammad, Aziz Ahmed, Misbah Karim

**Manuscript Writing & Approval:** Dr. Ghulam Muhammad, Aziz Ahmed, Misbah Karim

**Acknowledgments:** I acknowledge the support of all the people who supported me throughout the writing of this paper.

**Disclosure Statement:** There is no conflict to declare.

**Ethical Considerations:** Ethics Principle that provided transparency and informed consent to the participants, confidentiality, and willingness to participate voluntarily in the study were followed as per the practice, and the findings were reported accurately and truthfully.

**Funding:** No funding was received for this research.