



UNPACKING HIERARCHY AND PRIVILEGE:

Leadership that supports purpose and potential of systems

20 -25 September, 2026 | Mumbai, India

16th Group Relations Conference offered by **Group Relations India**

We are all the
as long as you know

"There is no discrimination against
women in this organisation."

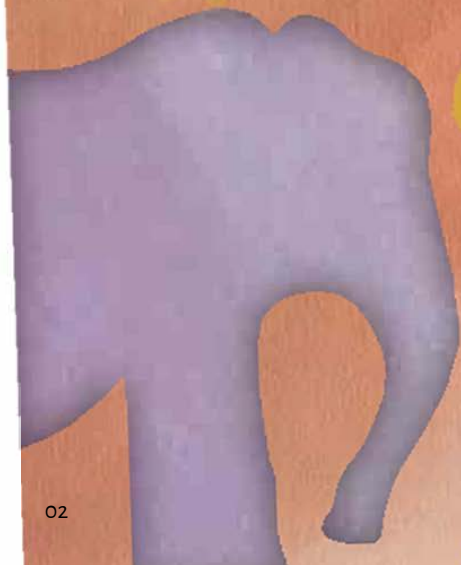
It's the system, I'm not like that

how can I be an oppre

Oppression? That is a

Of course, we

Don't get so serious



Dear prospective member,

It is with pleasure and anticipation that we bring Group Relations India's GRC 2026 brochure to you. Titled 'Unpacking hierarchy and privilege: leadership that supports purpose and potential of systems', it comes at a time of pervasive global conflict – where it seems even more critical to interrogate what leadership towards purpose and potential means, and how ideas about hierarchy and privilege, often held unconsciously, shape how leadership is exercised.

Hierarchies and privilege shape our everyday life — our neighbourhoods, our societies, our politics and our sense of self. They are often the elephant in the room, resulting in the activation of deep anxieties, sense of threat, and reactive habitual responses. This makes it difficult to begin conversations and explorations about these issues, let alone unpack them, in order to shift from our hardened stances.

Designed as a temporary institution, away from the routine and distractions of everyday life, a Group Relations Conference (GRC) offers a fresh space to see familiar patterns with new eyes. This GRC offers the theme unpacking hierarchy and privilege as an invitation to explore how these intertwined dynamics influence the roles we take up in the different systems that we are part of, the choices we make, the stances we assume, and the leadership we exercise. Alongside, this conference is also an opportunity to see how individual and group identities are created, and how they influence collective behaviour, particularly in unconscious ways. The possibilities these explorations and insights offer, are of moving towards more humane and compassionate families, communities, organisations, and societies.

Our conferences have a very diverse set of participants representing a range of roles, contexts, lived realities, and identities, which furthers the possibility of nuanced and unexpected insights for all. Note that we use the word conference in the sense of to 'confer'— to bring together – in observation, reflection and exploring of the 'here and now' experience in the GRC. Learning in a GRC is neither standardized, nor a guaranteed set of outcomes. If learning from direct experience and a methodology of learning based on one's own authority is appealing to you, then this 'conference' is likely to be of immense value to you. Along with the Associate Director Ganesh Anantharaman and colleagues on the staff, I look forward to hearing from you and welcoming you to this Group Relations Conference 2026.

Rosemary Viswanath
Conference Director

The Theme as Context

Embedded Social Narratives

We live through deeply troubled times, marked by rising intolerance, injustice, and inequality in society. Globally, divisive and polarising politics based on domination is gaining strength, giving rise to authoritarian leaders who head organisations, social institutions, and governments. Amidst a feeling of dismay, and in a bid to find appropriate roles from which to influence, we look to institutions to stem this tide. When institutional mechanisms (such as laws, policies, court rulings), and social norms take what we believe is a regressive turn, we often end up feeling helpless or apathetic.

Our Role as Individuals

The ways in which we individually and collectively deal with diversity and difference, and underlying this, the ways in which we unconsciously construct hierarchies and protect privileges, play a significant part in these trends. Perhaps then, our pervasive sense of unease and helplessness comes from knowing that we cannot separate ourselves from all that is happening around us, and quite unconsciously, we may contribute to preserving the status quo.

Social narratives about patriarchy, class, caste, religion, language, sexuality, skin colour, body image, and national, ethnic and regional identities are often not articulated directly, but alluded to in stories, jokes, myths, and other forms of narratives. These place countries, communities, groups, and individuals within a hierarchy (of superior and inferior), impacting both reality and perceptions about who has access, competence and qualities. Hierarchy determines which of these are valued more, and as a consequence, who has power, rights, and duties. An unquestioned acceptance of existing hierarchies and attendant privileges leads to an unconscious identification with them, resulting in maintaining, and likely perpetuating, the position of those with privilege, even as those without it are 'othered'. There is also an identification with the other side – with the position of the victim; of the one that is othered, an identification that may not allow for a fresh encounter in the here and now with individuals or even groups that have privilege, but have begun the work of interrogating them.

This dynamic is pervasive. From system-wide manifestations such as colonisation, racial and caste-based discrimination based on region, religion and language, to exclusions and differential status experienced very intimately based on gender, sexuality, ability, occupation, body image and skin colour. The systemic and the personal are never in exclusive categories, they inform each other and often manifest in insidious and subtle ways. We may hold a self-image as one who has transcended and deplors such hierarchies. We may also believe that such hierarchies exist in others, but not in ourselves. Unconscious processes such as projection and shadow indicate that we often end up replicating the very dynamics that we believe we abhor.

Unpacking Power and Privilege

The process of hierarchy and discrimination is not simply about dealing with difference – there is the element of power involved, and it does produce victims and oppressors. However, we seem to hold on to the myth that one cannot be both victim and oppressor, without realizing that the context may shift our role from one to the other. There is also the element of intersectionality – the idea that different aspects of our identities – whether those aspects are oppressed or privileged by society – interact with one another to produce unique combinations for each individual. Being a poor Dalit woman in a rural setting, is a different experience of oppression than one that is experienced by a poor, upper caste woman, or by a Dalit man. Being a Dalit man in a particular context in India, may be a relative position of privilege, when compared to being a Dalit woman or a Muslim man. It depends both on contextual factors and intersectional aspects. For those with marginalized or minority identities, these aspects of their identities are not abstract ideas but lived experiences.

Privilege is a systemic concept as well. Aspects of our identity can grant some of us unearned privileges. The idea that one is privileged in any way, often raises shame, guilt, or defensiveness. Having privilege doesn't mean that your life is easy or that you didn't work hard. It simply means that you don't have to face, and may not even see, the obstacles that others who don't have that systemic privilege have to endure.

Is there Hope?

If we are willing to face the fact that the construction of hierarchies and the preservation of privilege are pervasive and often unconscious, this paradoxically opens up the possibility and the hope that we can get a hold of, understand, and reshape this process. Getting stuck in shame, guilt, or defensiveness only prevents one from actions one can take – for instance, develop the courage, compassion and conviction to see and speak to systemic oppression; move from guarding our privilege to working towards equity and justice; move from intolerance to a genuine acceptance of the other and the other's identities or preferences. In moving in that direction, we provide leadership to the systems that we're part of, in ways that enhance equity, inclusivity, and diversity in genuine ways.

The theme of the conference posits the idea that transformational change at individual and systemic levels requires work at psychological, ethical and spiritual levels. Without such work, the violence – physical, psychological, and structural – that maintains these hierarchies, will continue unabated. Hence the invitation to unpack, reflect deeply and then act, as only such action can be termed as leadership.

Shantideva, an 8th-century Mahayana Buddhist monk, scholar and philosopher said:

*“All the happiness there is in this world comes from thinking about others,
and all the suffering comes from preoccupation with yourself.”*

Through this radical and counter-intuitive stance, Shantideva asks us to examine the assumptions that the construction of hierarchy and privilege rest on.

Conference Primary Task

The term **Primary Task** refers to the reason for the existence of any organisation or institution—its most important task – that which defines its nature and core purpose. If not worked at, the organisation would lose its meaning.

This GRC will work to the following primary task:

To study how dynamics of hierarchy and privilege in particular, influence the nature of leadership that emerges, and its impact on the culture and effectiveness of the conference as an organisation.

This may be seen through how participants, both members and staff, exercise authority and take up roles; and the consequent interpersonal, intra and intergroup, and large systems relationships that develop within the conference. These are circles of awareness, interdependent, constantly shaping and co-creating each other.

Conference Design

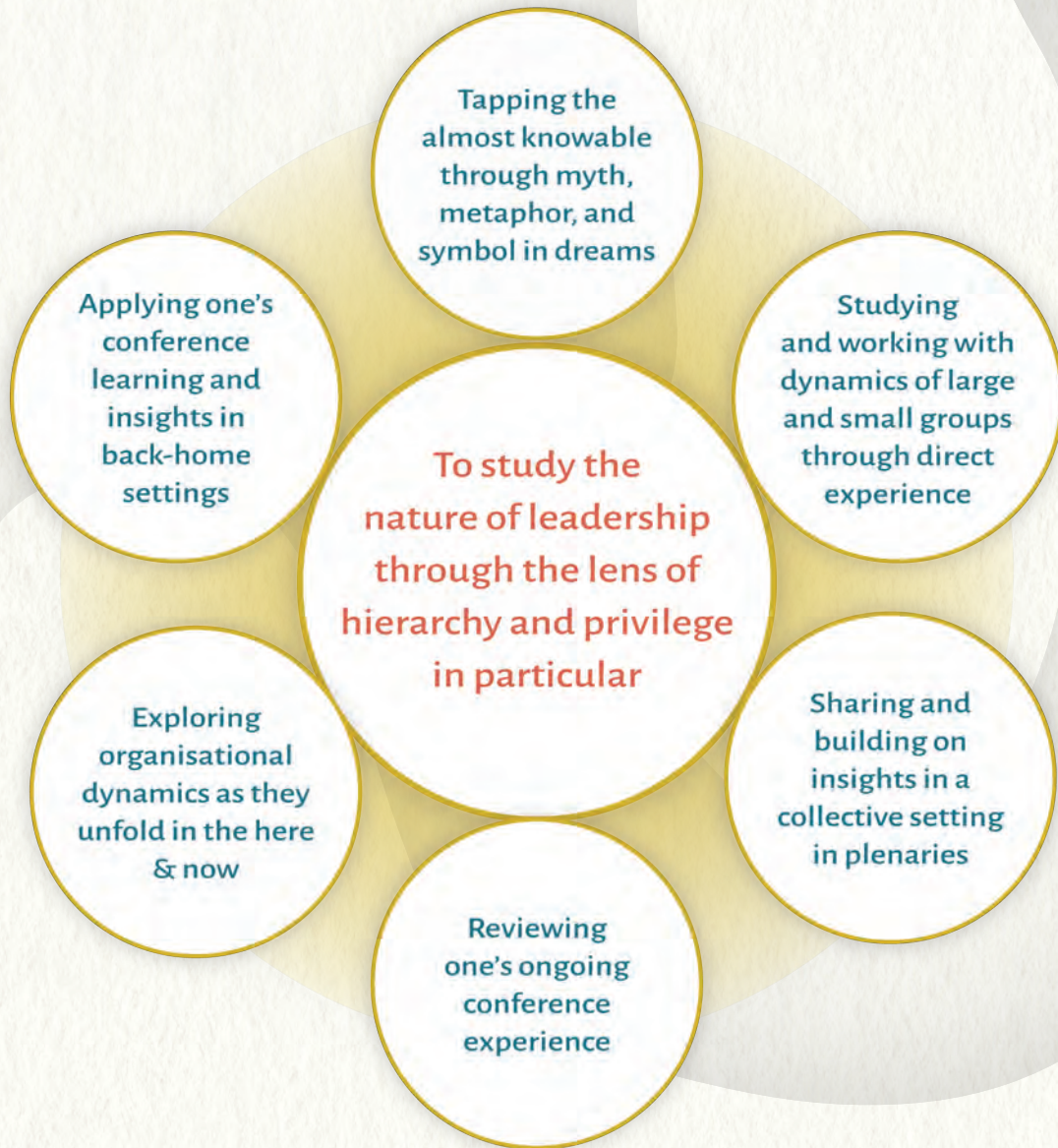
Group Relations Conferences (GRC) are designed as temporary learning institutions in order to learn about the psychodynamics of groups and systems via one's direct experience. The conference design is not standardized, but is curated to serve the needs of its primary task.

This conference provides the opportunity to explore the reasons for our own often unconscious assumptions and preferences, paying close attention to how unconscious dynamics related to authority and one's place in systems are determined by hierarchy, power and privilege in particular. Further, the design offers opportunities to experience the impact of these preferences on the systems we co-create, with the aim that the insights generated will support more purposeful and sustainable choices for ourselves, the groups and systems we are part of, beginning with the conference system itself.

The design provides a variety of opportunities to members to discover how much of one's individual and collective experience in the 'here and now' is influenced by fantasy (beliefs that are more linked to unconscious and untested assumptions in oneself, the group, or the overall system). This enables member to recognize and work with unconscious processes at multiple levels and through varied lenses.

The multiple roles one takes up in different events in the GRC and the assumptions underlying them have resonances with the roles we end up taking in our everyday life. The opportunity in the GRC is to explore and experiment with how these typically contribute to, or take us away from the task, and where appropriate, make different choices.

The conference design seeks to promote a spirit of enquiry into one's experience in the conference through attention, reflection, capacity to wonder, exploration, and experimentation. Using the theme, task, structure, framework, the staff, and each other as resources, members generate learning and insights based on their personal authority. Each member's learning, therefore, is likely to be different and distinct.



Member sub-systems within the conference and the opportunities they offer:

We have two sub-systems of members within the conference

Entry sub-system: This is for those participating in a Group Relations Conference for the first time.

Furthering sub-system: This is for those who have previously attended a Group Relations Conference, and have the desire to build on their interest and application possibilities of the Group Relations framework. Having already attended a GRC, they have an idea about the possibilities of exploration in a GRC, and some experience of what it means to work in an experiential setting to explore unconscious processes in groups. But it doesn't mean that their experience or learning will be the same again! Hence the furthering sub-system as a distinct part of the conference serves to acknowledge a certain prior experience and how one may dip into that to some extent, while allowing for a fresh encounter with the dynamics and the theme in this conference institution as it emerges. The furthering sub-system members will attend some events with all other conference members, and some events as a distinct sub-system with other furthering members.

Conference Management and Staff

Conference Director: Rosemary Viswanath

Conference Associate Director: Ganesh Anantharaman

Conference Administrators: Abhishek Thakore and Vanya Joseph

The Conference Directors and Administrators form the **Directorate** of the Conference

Consultant staff will be drawn from

Anuradha Prasad

Deepak Dhananjaya

Ganesh Anantharaman

Haritha Sarma

Jeevika Shiv

Rosemary Viswanath

Swathi Seshadri

Uma Ravikumar

Vartika Jaini

Veena Pinto

Yash Kaul

Staff Profiles

Abhishek Thakore, Abhishek's life is a rich tapestry of three streams: spirituality, social work and entrepreneurship. Over the last 20 years, he has facilitated programmes for over 120 organisations in the corporate and NGO space. His Group Relations journey began in early 2022 with participating in a dialogue session. Since then, he has been a part of several Group Relations events including reading groups, workshops and GRCs. GR informs Abhishek's action both as a leader in the social sector as well as a facilitator of leadership and culture.

Abhishek is the founder of The Blue Ribbon Movement ecosystem which includes Wisdom Tree (culture consulting for NGOs) and Bodhi Sangha (a collective of ecosystem weavers). His interests include modern art, exploring urban spaces and wondering about the socio-political space. He lives with his partner and daughter in Mumbai.

Anuradha Prasad, MSc, Ph.D., is a process and institutional development consultant with over four decades of experience. She is a trustee of Group Relations India and has served on staff at Group Relations Conferences and workshops in India, Israel, Australia, Thailand, and the UK. A professional member and former president of the

Indian Society for Applied Behavioural Science (ISABS), she brings deep expertise in applied behavioural science. Trained in the Bihar School of Yoga tradition, Anuradha integrates body, mind, and spirit into her practice. She is currently engaged with Citta Vidya, a depth psychology rooted in Indic traditions, and is certified in Depth Psychology, working with dreams and unconscious processes in both individual and group contexts. A lifelong learner, she is committed to experiential methodologies that connect personal experience with systemic and political processes. Diversity, gender, and women's empowerment have been central to her professional journey.

Deepak Dhananjaya, is a psychotherapist and Agile-Leadership-Organisation Coach. He is the co-founder of AgileSattva Consulting, an organisation development and transformation practice in Bangalore. He is also the founder of Prabhava Institute of Inclusive Mental Health, with a clinical, teaching, and supervision practice in psychotherapy focused on inclusivity and the intersections of patriarchy, sexuality, class, caste, and religion. He holds an engineering background, a Master's in Sexuality and Sexual Counselling, and is currently a PhD scholar exploring collective neurosis as a response to social structures. Engaging with the Group Relations framework since 2019, Deepak has been part of various Group Relations Conferences and workshops in both member and staff roles. His

practice is informed by Transactional Analysis, Group Relations, and a socio-cultural-political lens.

Ganesh Anantharaman, M. Phil, works as a psychoanalyst in the Lacanian orientation, and as a consultant to leadership dilemmas in organizations, relying on the Group Relations framework. Since his introduction to Group Relations in 2003 he has taken up the member role quite a few times and has also staffed several conferences in India and abroad. He has directed conferences and other workshops offered by Group Relations India (GRI). He is a trustee as well as a member of its Programmes Committee. He remains curious about how the unconscious operates within and without us and is on a quest to befriend it.

Haritha Sarma, has spent much of his professional life asking what holds systems together and what quietly pulls them apart. Trained as an Earth Scientist with an MSc from the University of Mysore, he moved from understanding natural systems to the equally complex terrain of human organisations.

Over the past 25 years, he has worked as an organisational development consultant, leadership coach, and gender and diversity trainer, with Group Relations as the central lens of his practice. He has been associated with Group

Relations India and has served on the staff of Group Relations Conferences in India and internationally. Haritha is drawn to spaces of exploration where inner life and outer reality meet, where what goes unsaid significantly shapes what gets done. He comes to this conference as someone who knows both the discomfort and the gift of paying close attention, and looks forward to exploring that together.

Jeevika Shiv, is an intersectional feminist, social worker, Group Relations practitioner, facilitator, and lawyer with over 14 years of experience working across leadership, power, social justice and social change. With an education in law, social work, and political science, her practice is grounded in a women-centred, intersectional praxis across rural and legal spaces. She has engaged closely with grassroots collectives, marginalized communities and movements on issues of gender justice, livelihoods, governance, and access to rights, and supported young peers and leaders to build institutions and networks. She has worked across local and global systems, including leading multistakeholder initiatives with UN Women's Generation Equality Forum.

Jeevika has participated as a member in Group Relations Conferences in India and internationally, and brings group relations approaches into her work with both informal and formal systems. She is particularly curious about how authority, role,

identity, and boundary are taken up in groups, and how unconscious processes shape inclusion, exclusion, and the exercise of power. She is a trainee group analyst with the Institute of Group Analysis and Group Analysis India.

Rosemary Viswanath, B Sc (Hons) Mathematics (Delhi University), PGDM (IIM Bangalore). Leadership, institution building and strategy are core strands of Rose's work with a wide range of systems. Her professional engagement has been primarily with the development sector: networks, federations and organisations that work on social justice, environmental sustainability, citizen rights and accountable governance.

Her involvement in Group Relations since the early '90s, has been as staff and Director of Group Relations Conferences and workshops in India and internationally, but also in contributing to the thinking and development of the GR framework. Founder of Group Relations India, she serves as its Managing Trustee and a member of its Programmes Committee, shaping GRI's development and Group Relations' relevance in a wide range of social and organizational systems. Her deepening commitment to Buddhist philosophy and practice also influences many aspects of her work and choices.

Swathi Seshadri, M.Com. (Mumbai University), M.A. in Social Work (TISS). Seeking social justice, equity and equality through her work in civil society organisations, is her primary goal. Systems thinking being a cornerstone for social change, the Group Relations framework has been one of the pillars of her world view. After attending a Group Relations Conference in 2013, she has consistently engaged with the methodology through the years as a participant and member of staff in GRCs and Listening to the Unconscious workshops. While working full time in civil society organisations, she also consults to organisation change processes including on strategy and culture.

Uma Ravikumar, B.Com, MBA. Uma has 27 years of experience with 15 of those in full-time business and management roles in the IT sector. In her last 10+ years of professional consulting, she designs and facilitates leadership interventions in the corporate sector. She increasingly works with the Group Relations framework as the lens through which she offers her programmes.

Uma has been associated with GRI in various roles since 2013 - as member and staff in its various offerings. She has directed the workshop on 'Listening to the Unconscious' sponsored by GRI a few times, since 2019. She is a member of GRI's Programmes Committee. During her full-time corporate role, Uma was

a member of the management board, head of leadership and culture building apart from leading project and program management portfolios. Her work involved extensive travel and collaboration with governments in emerging economies of Africa and Asia. She currently lives in Mumbai.

Vanya Joseph, MSc. Anthropology, University of Mysore, MA Anthropology, University of Cincinnati, has worked in the development sector in the areas of OD, capacity building and training, primarily through her association with HID Forum, Bangalore. She has been involved in several Group Relations Conferences and GR-based workshops since 2007, both as a member and as a part of the directorate, holding roles of preconference and conference administrator. She also manages the GRI office, coordinating finance and administration functions. Wildlife conservation is an area of keen interest to Vanya as well as art and illustration. She has had the opportunity to merge the two and associates with several organisations and groups offering her support and services as a wildlife illustrator and creator of educational material towards conservation of the natural world. Vanya is also a budding illustrator of children's story books.

Vartika Jaini, a Group Relations practitioner, has been in roles of member and staff in Group Relations Conferences since 2010 and as Director in Group Relations workshops. She uses the Group Relations framework to consult to institutional development and learning. She has authored papers on unpacking system-wide unconscious dynamics in civil society organisations and the stances that may aid the exercise of leadership in these systems. She is a member of the Programmes Committee of Group Relations India.

Vartika's work over two decades, has been to help incubate institutions and community-centred, purpose-driven initiatives for social impact and systems change. She has founded and currently leads Vriddhi Rural Prosperity Services, a social enterprise that works on accelerating impact. Vartika is a graduate in economics from University of Delhi, a postgraduate in rural management from Institute of Rural Management, Anand; and a Chevening Gurukul Fellow at Kings College, London.

Veena Pinto, MA, Clinical Psychology is an organization consultant and coach. Her introduction to Group Relations began in 2013 and there has been no looking back. Since then she has attended several conferences as a member and been on the staff of conferences in India and abroad. She finds the Group Relations framework to be a powerful tool in deeper meaning making

of everyday phenomena. It also informs the way she takes up her role in her professional work and in groups. Board Member of the A.K. Rice Institute for the Study of Social Systems (AKRI), USA, Associate Member of Group Relations India (GRI), former Board Member and Professional Member of the Indian Society for Applied Behavioral Science (ISABS).

Yash Kaul, is the Co-Founder and CEO of Helmier Limited, a medical device company. Before Helmier, he held varied management roles in the corporate world in medical device and pharmaceutical organizations with the most recent one at Smiths (ICU) Medical where he was VP South APAC Region. Yash is a BITS Pilani – Pilani and IIM-Kozhikode alumnus.

He is a Group Relations India (GRI) associate and has been engaged in this methodology for more than a decade. He has been invited as a consultant to various Group Relations Conferences as well as workshops and been on convening teams of GR Adda 2025 and online Reading Group in early 2026. Yash has also authored and presented a paper on application of GR frameworks in corporate organisations titled “Rol(l)ed Into One”. GR heavily informs and influences the way he has been envisaging, creating, managing and leading his organization and teams. Yash is passionate about music and ultra marathons.

Administrative Details

The working language of the conference is English.

Conference Venue

GCC Hotel and Club

Off Mira Bhayander Road, Mira Road (E)

Thane, Maharashtra, India. 401107

www.gcchotelandclub.com

The venue is on the outskirts of Mumbai. Detailed information on how to reach the venue and other joining information, will be sent to members on confirmation of their applications.

Timings & Registration

Registration for members will run from **1130 – 1245 hours** on **Sunday September 20, 2026**

The conference will open with a Plenary at **1330 hours** on **Sunday September 20, 2026**

The conference ends at **1600 hours** on **Friday September 25, 2026**

Please note that the conference is residential. To plan your travel, you may like to know that members are expected to arrive at the venue and may check in to their rooms at noon on September 20th. On the closing day, you will need to check out of your room by mid-morning. You can leave at the close of the conference at 1600 hours. It would take around 90 minutes of travel time between the city airports and venue, given traffic conditions.

Early Arrivals, Late Departures

For any early arrivals and late departures, you will need to make arrangements with the hotel directly and they will aim to give you their best rates. Let us know if there is a requirement at the time of your application and we will give you the contact information to organise this separately with the hotel, keeping the conference directorate in the loop.

Conference Fee

The conference fee is INR 97,000 plus 18% GST¹ (i.e. INR 1,14,460 is payable). For international participants it is USD 1,100 plus 18% GST (i.e. USD 1,298 is payable).

The conference fee is the same for Entry and Furthering sub-system members. The fee includes accommodation and board on a twin-sharing basis which is booked from noon of September 20 until September 25, 2026 midmorning.

Single Occupancy

A limited number of slots for single occupancy accommodation are available at a higher conference fee, on a first-come-first-served basis. Members preferring single occupancy are requested to write us at grc@grouprelationsindia.org for details.

Subsidy in Fee

Recognising that access to financial resources is varied, GRI is committed to making Group Relations opportunities accessible to a wide membership, thus enabling people from varied contexts - economic and work sectors, as well as a range of other diversities, to attend. We believe that this diversity in membership contributes significantly to the opportunities for learning for all conference participants.

We are particularly keen to make Group Relations opportunities available to those working in the social justice and development sectors such as small, under-resourced NGOs, community-based organisations, and movements.

Those seeking a reduction in fee are required to write to us at the time of applying, giving the reason for, and the amount of subsidy on the full fee they seek. We will revert to you on the subsidy we can offer based on the total number of requests we receive, the relative merits of each case, and the number of full-paying applicants we get.

¹ Goods and Services Tax (GST) rates prevailing at the time of payment will be applicable

It would help us to decide on requests for a subsidy in fee, if those seeking it write to us latest by **August 20, 2026**.

We also offer the option of paying the fee in instalments, if that helps potential members to decide on their participation.

How to Apply

To apply for membership of the conference, you would need to fill in the online application form available [HERE](#). Please note that invoicing and GST details in the application form are required by us to fulfil statutory compliances. Once your application is accepted by us, we will separately initiate with you on email, the process for your fee transfer.

Kindly note that the last date for receipt of applications is Friday, **September 04, 2026**. Your place in the conference will be confirmed when your fee payment is completed. This has the outer timeline of Friday, **September 11, 2026**.

Refund Policy

Refund after deducting 25% towards administrative expenses will be made to those who withdraw on or before **September 04, 2026**. For withdrawals after that, refunds will not be possible.

GRI'S Policy on Prevention of Sexual Harassment

Group Relations India maintains a stance of zero tolerance for sexual harassment. Our policy on prevention of sexual harassment is available for download on its website at the link www.grouprelationsindia.org/posh. Any complaint during an event may be brought to the notice of the Directorate or to the Chairperson of the Internal Committee of GRI for further action as may be needed and appropriate. In the decision to participate and /or nominate its employees, individual participants and employers agree to be governed by the policy and cooperate with it, for incidents or complaints arising within the duration of the event.

Dates to note:

August 20, 2026 - Preferred date by which applications with a request for subsidy in fee are received

September 04, 2026 - Last date for receipt of applications

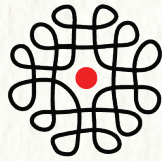
September 11, 2026 - Last date for receipt of payment for confirmation of your place in the conference

Speak to us!

For further discussions to assist your decision about participating in the conference, we would be happy to speak to you. Kindly WhatsApp or text Rosemary (+91 98454 03773) or Ganesh (+91 98864 06806) to schedule a conversation. Or email us at grc@groupprelationsindia.org

Note: If you are living through a time of particular personal challenge, we suggest that you consider postponing your participation to a later time as the conference is designed as a learning environment, and is not meant to be a substitute for therapy.

We look forward to hearing from you and welcoming you to the conference!



Group Relations India

About Group Relations India

Group Relations India (GRI) was founded in 2013 with the vision of an institution that is committed exclusively to the Group Relations framework, and of making the potential of this framework available to members from a wide section of Indian society, having different contexts, representations and interests. It is conceived of as a 'home for GR' in India.

Group Relations based interventions and institutions in India and internationally owe much to the pioneering work done in the 1950s onwards at the Tavistock Institute of Human Relations UK, and subsequently the many brilliant practitioners around the world, who through their contributions to theory and practice shaped this work. In India, Group Relations work has been offered since 1973 and has a rich history of contributions to the framework and innovations in practice.

To know more about GRI and Group Relations please visit www.grourelationsindia.org

We are all the same
as long as you know

It's the system, I'm not like that.
Oppression? That is a strong word.

"There is no discrimination against
women in this organisation."

"Of course, we are all equal.
Don't get so serious, I was just joking."

It's the system, I'm not like that.



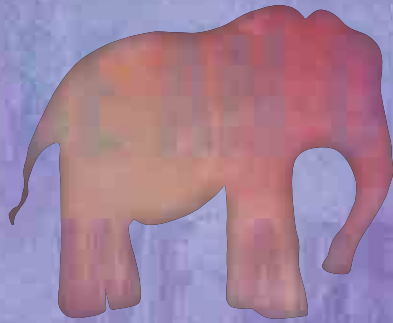
THERE IS NO DISCRIMINATION AGAINST WOMEN IN THIS ORGANIZATION

IT'S THE SYSTEM, I'M NOT LIKE THAT

WE ARE ALL THE SAME (AS LONG AS YOU KNOW YOUR PLACE)

I AM A VICTIM OF DISCRIMINATION,

HOW CAN I BE AN OPPRESSOR?



OF COURSE, WE ARE ALL EQUAL

DON'T GET SO SERIOUS, I WAS JUST JOKING.

OPPRESSION? THAT IS A STRONG WORD

WE ARE ALL THE SAME (AS LONG AS YOU KNOW YOUR PLACE)