Empowering Women Through Best Practices at Workplace

Gender Equality Summit 2018
About
Global Compact Network India (GCNI)

Global Compact Network India (GCNI), formed in November 2000, was registered in 2003 as a non-profit society to function as the Indian Local Network of the UN Global Compact, New York. It is the first Local Network in the world to be established with full legal recognition. It also serves as a country-level platform for businesses, civil society organisations, public and private sectors and aids in aligning stakeholders’ responsible practices towards the Ten Universally Accepted Principles of UNGC in the areas of Human Rights, Labour, Environment and Anti-corruption, broad UN goals including Sustainable Development Goals and other key sister initiatives of the United Nations and its systems. It has also emerged as the largest corporate sustainability initiative in India and globally with a pan-India membership of 350 leading business and non-business participants and 350 signatories, strengthening their commitment to the UN Global Compact Principles by becoming proud members of the Local Network in India.

Mr. Kamal Singh
Executive Director
GCNI

Foreword

The world we see today is a highly integrated one. Whether it is integration at the economic level or at a cultural level, more and more people are witnessing dissolving boundaries. However, in order to move forward in a positive direction, there are several conditions that are non-negotiable, one of which is gender equality. Providing equal opportunities to women, and facilitating their equitable integration in social and economic spheres is the need of the hour for any progressive society. However, there remain gaps in terms of ensuring equality and equal opportunities for women. A large number of women, both in India and globally, are under-represented in the work force and lack opportunities for professional growth.

This is not to discount the many examples that display how organizations have ensured gender equality and facilitated growth opportunities for women. Global Compact Network India (GCNI) has championed gender equality at the workplace in India, and has endeavored to bring unique platforms to highlight best practices with examples. The ‘Best Innovative Practices Awards’ organized as part of the ‘Gender Equality Summit 2018’ and held on 9th March 2018, was one such event. I am happy to take this opportunity to commend the efforts put in by the participating organizations in bringing new insights on how to integrate empowerment of women at workplace as a matter of practice.

I am equally delighted to see the overwhelming response with over 30 case studies from leading companies, foundations, small and medium scale enterprises from across India. Each participant not only reinforces the belief that massive positive strides are being made on the subject, but that they provide examples for so many others to follow. I would like to congratulate all the winners of the Competition and express my heartfelt gratitude to all the contestants. I am confident that the spirit of participation and enthusiasm will help facilitate our collective stride towards a more gender balanced and equal world.

Finally, I do hope that keeping in mind the mandate of GCNI, there shall be more and more such platforms for recognizing best practices to motivate and support both members and other stakeholders.
The world we see today is a highly integrated one. Whether it is integration at the economic level or at a cultural level, more and more people are witnessing dissolving boundaries. However, in order to move forward in a positive direction, there are several conditions that are non-negotiable, one of which is gender equality. Providing equal opportunities to women, and facilitating their equitable integration in social and economic spheres is the need of the hour for any progressive society. However, there remain gaps in terms of ensuring equality and equal opportunities for women. A large number of women, both in India and globally, are under-represented in the work force and lack opportunities for professional growth.

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Finally, I do hope that keeping in mind the mandate of GCNI, there shall be more and more such platforms for recognizing best practices to motivate and support both members and other stakeholders.
There has been a paradigm shift in focus towards Diversity, especially Gender Diversity. Compliments to GCNI for aligning with this and inviting best practices from Corporates. As a member of the jury to select the award winning Organisations it was a great learning to witness the innovative practices worldover. Its an excellent idea indeed to document these practices which will become a reference point for Companies that want to follow. I wish GCNI all the best in this endeavour.

Veena Swarup
Former Director HR
Engineers India Ltd

217 years: That’s how long it will take for our planet to achieve gender equality, according to a recent World Economic Forum report. As all of us would agree, economic empowerment of women plays an important role in driving gender equality. Impacting women in the workforce has and will continue to move the needle on gender equality in our communities and societies. The best part is that empowering women at the workforce is increasingly being recognized as a business differentiator by organizations.

As a passionate Diversity & Inclusion practitioner, it is reassuring to see the efforts the government and organizations have made to create a more inclusive workplace over the past several years in the industry. As a judge of the GCNI case study competition, it was wonderful to see the impact that has been made in this field, by organizations from diverse backgrounds. We, as judges, had very clear parameters to assess the extent of Gender equality in organizations. The parameters ranged from hygiene factors like facilities, safety and security to higher order ones like creating an enabling environment, capability development and mentoring and of course quantitative measures like representation of women at various levels, facilities for women with disabilities among others. As a working mother, who regularly sees other working moms and dads constantly trying to balance the work and life, the efforts made by these companies really resonate with the change we are hoping to bring.

As a judge, I was impressed to see organizations that have made diversity and inclusion a part of their business, their culture DNA. These were the organizations where impact to business and to women, was the most.

While it is inspiring to see the journey of organizations on meeting the goal of gender equality, there is an ocean of opportunity ahead of us. I wish all of us take inspiration from the great practices in this compendium and scale the change.

Human lifespans have increased but I for one, certainly hope that we don’t have to live and wait for 217 years to achieve gender equality.

Neha Saxena Shenoy
Regional Head:
Leadership & Talent
Dev, Perf Mgmt, L&D,
D&I for South Asia,
Middle East and Africa
RB Health

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It gives me immense pleasure to be part of a jury of the GCNI Case Study Competition. It was heartfull to see eminent Companies spending time and resources to a cause which reflects gender equality and women empowerment at workplace. This is a very powerful platform with representation from Private Sector Enterprises, MNC, MSMEs, NGOs, Entrepreneurs and B schools. This is a great initiative and deserves applause.

GCNI Gender Equality Summit 2018 conducted Case Studies contest for Best Practices in Gender equality among member companies to gain a better understanding of the current state of gender diversity across the industry. The objective of this was to identify existing practices, discuss their impact, learn from each other’s experience and sometimes failures, borrow the best ideas and last but not least, share the outcome of this industry wide.

This research study has shown that in many companies and for several industry leaders, D&I is not an initiative imposed on business by HR to fulfill quotas perceived as politically correct. D&I is about attracting and retaining the best talent in order to prosper in an increasingly competitive and volatile global market place. This research project has highlighted the importance of not only acknowledging differences but also creating a workplace environment where individuals regardless of personal circumstances are encouraged to participate, have a feeling of being listened to and a sense of belonging to the organization. Diversity certainly goes together with Inclusion as illustrated in many case studies.

If there is no “one-size-takes-all solution” as the size, vision and structures of companies and business units are diverse, it is striking to see that some ingredients are key to the success of the gender equality strategy. It was inspiring to see that whether it was large organisations or SMEs or Start ups, all of them found business merit to promote gender diversity agenda.

We would like to warmheartedly thank all of the participants who have accepted to share their best practices during the meetings. We hope you will find this compendium practical and inspirational. Diversity and Inclusion at the workplace is a living and ever evolving topical theme which is nurtured by practice and experience.

It was a great idea to organize the 1st Best Innovative Practices Awards on ‘Women at Workplace’ as part of GCNI’s 1st Gender Equality Summit (GES) 2018 in New Delhi. As a privileged jury member for this Case Competition, I had the opportunity to learn about the wonderful initiatives of the top ten contenders. It was an enriching and insightful experience for me and I am sure all the readers will also derive their share of learnings from these initiatives. These may trigger fresh ideas in our minds while we design and develop new interventions to make our organization a better and more women-friendly workplace.

I hope that Mr. Kamal Singh and his energetic team at GCNI continue such laudable efforts in this direction in the future as well to provide all of us this wonderful opportunity to learn from each other. I wish them all the very best!

Smita Girija
Director & Professor
IILM Institute for Higher Education

Manosi Chaudhuri
Associate Professor
BIMTECH

Sarika Bhattacharyya
CEO, BD Foundation
Gender equality has come a long way as a concept to become a subject of practice rather than mere discussion. Across the globe, its incorporation has become a key focal point in almost every social, economic and policy decision, and nowhere is it more pronounced than in ensuring inclusive employment. Gender equality in the context of employment signifies provision of equal opportunities, support and recognition to both men and women at workplace.

It is key to note however, that a prime component of gender equality is the active participation and empowerment of women at workplace. Presently, major gender gaps exist in the employment space with substantial percentage of women being less likely than men to participate in the formal labor market. The global labor-force participation rate for women is 48.5%, which is nearly 26.5% points lower than that of men. India in particular, has the second lowest female labor force participation rate in South Asia, standing at a measly figure of 27%. Many social scientists and economists believe that this is due in part because of a vast majority of women labor force being involved in the informal sector, which not only denies most formal rights, such a minimum wages, equal pay, and other amenities; but also makes them invisible from the recorded data.

There are clear economic benefits to be gained by engaging more women in the workforce. Even if India manages to increase the participation of women in the formal work-force by 10%, this would mean an addition of 68 million more women in the labor force, with an estimated increase of 16% in the GDP growth by 2025. While this is a positive scenario in the long run, ensuring equal opportunities for women at workplace is a concern which needs to take in to consideration a behavioral and attitudinal shift within the overall organizational policy.

Even in the organized sector, women are likely to face various forms of discrimination. This ranges from limiting their participation in the organizational processes, pay and position, to ensuring safety and providing a secure workplace. While many organizations have been pro-active in bridging this gender gaps and providing equal opportunities to women employees, there is a need for learning from some of the best examples. For the GCNI Gender Equality Summit 2018, best practices to ensure gender equality at workplace were evaluated from different organizations. Various organizations from both developmental and corporate space applied to the competition wherein practices were assessed using a comprehensive framework to reflect upon some of the best practices, which have not only been effective, but are also relevant and can serve as a reference for others to follow and replicate.
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**GCNI Gender Equality Evaluation**

**Empowering Women at Workplace**

In India, there are numerous examples of women empowerment at workplace from the formal sector. In order to identify and acknowledge such practices, organizations from business and non-profit sectors were invited to showcase their initiatives through case studies and presentations. Participating organizations were required to showcase their work on women empowerment by reflecting on their organizational initiatives to ensure growth, safety, equal pay, representation and participation, and provision of relevant facilities.

Evaluation of the entries was done in two rounds. The first round consisted of an internal jury, which helped in identifying the top 10 organizations using a comprehensive evaluation framework with well-developed parameters. These organizations were subsequently invited to present at the National Gender Equality Summit organized in March 2018, where the top 3 organizations were identified for the GCNI Gender Equality awards.

The process of evaluation and awards was developed and facilitated with support of Thinkthrough Consulting Pvt Ltd, New Delhi.

**The Theme**
The competition invited organisations in different categories to showcase initiatives taken under various parameters which reflect gender equality at workplace.

**Parameters**
How case studies related to women empowerment demonstrate:
- Enabling Environment
- Safety and Security
- Facilities and Diversity
- Capacity building

**Recognition**
10 case studies were nominated through internal review (at TTC) for presentation in front of an external jury on 8th March.

The top 3 organisations were identified and awarded certificates at the Gender Equality Summit 2018, being held on the 9th of March 2018.
Criteria for Assessment of Case Studies

Organizational case studies were assessed by an internal jury of prominent experts using parameters carefully designed to reflect details about organisational practices holistically. These parameters included:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enabling Environment</td>
<td>Capturing whether the organization takes into account basic laws and regulations in its day to day operations and ensure a positive workplace environment for women such as friendly infrastructure, maternity benefits, grievance redressal, equal wages.</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Capturing how the organization addresses safety concerns of women, and proactivity in doing so, such as looking at the existing means to discuss and tackle sexual harassment, location of the workplace and facilities, work-hours, etc.</td>
</tr>
<tr>
<td>Diversity</td>
<td>Capturing the representation of women in the organization at various levels, along with the organizational steps taken to increase the same. This also looked at how women with disability are included in the work-space through various means.</td>
</tr>
<tr>
<td>Facilities</td>
<td>Capturing to what extent the organization provides facilities such as transportation, maternity benefits, insurance, child-care facilities to name a few.</td>
</tr>
<tr>
<td>Capacity Development and Mentoring</td>
<td>Capturing the extent of support provided by the organization in supporting growth of women in the organization as well bridging any existing gender gaps.</td>
</tr>
</tbody>
</table>

Case Study Evaluation Criteria

<table>
<thead>
<tr>
<th>Key Criteria</th>
<th>Evaluation Matrix</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enabling Environment</td>
<td>Implementation of basic laws, Workplace Infrastructure, Maternity benefits, Grievance redressal, Status of wages of women</td>
<td>4 4 4 4</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Innovativeness of the initiative, Location of workplace, Work-hours and responsibilities</td>
<td>6 5 4</td>
</tr>
<tr>
<td>Diversity</td>
<td>Representation of women at different levels, Organizational steps to increase representation, Facilities for women with disabilities</td>
<td>8 6 6</td>
</tr>
<tr>
<td>Facilities</td>
<td>Transportation and travel facilities, Work related facilities, Maternity related facilities</td>
<td>6 3 6</td>
</tr>
<tr>
<td>Capacity Development and Mentoring</td>
<td>Transition support for women, Support in development of skills</td>
<td>10 10</td>
</tr>
</tbody>
</table>

Total: 90 marks
### Case Study Evaluation Criteria

<table>
<thead>
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<th>Key Criteria</th>
<th>Evaluation Matrix</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enabling Environment</strong> (20 points)</td>
<td>• Implementation of basic laws</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Workplace Infrastructure</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Maternity benefits &amp; other related benefits</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Grievance Redressal</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Status of wages of women</td>
<td>4</td>
</tr>
<tr>
<td><strong>Safety and Security</strong> (15 marks)</td>
<td>• Innovativeness of the initiative</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>• Location of workplace</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>• Work-hours and responsibilities</td>
<td>4</td>
</tr>
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<td>8</td>
</tr>
<tr>
<td></td>
<td>• Organizational steps to increase representation</td>
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</tr>
<tr>
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<td>6</td>
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<td>6</td>
</tr>
<tr>
<td></td>
<td>• Work related facilities</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>• Maternity related facilities</td>
<td>6</td>
</tr>
<tr>
<td><strong>Capacity Development &amp; Mentoring</strong> (20 marks)</td>
<td>• Transition support for women</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>• Support in development of skills</td>
<td>10</td>
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</table>

**Total : 90 marks**

<table>
<thead>
<tr>
<th>Pre-Jury Evaluation</th>
<th>Top 10 Short-listed</th>
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</table>
Process of Evaluation

The process of identification of best practices was conducted through the case study competition. As part of the process, organizations were invited to submit their entries as per the prescribed format and categorization of initiatives under the parameters developed. This culminated into the final awards for the top performing organizations. The awards process was undertaken in 7 major phases:

1. Development of Evaluation Framework and Scoring: TTC facilitated the identification of major parameters and indicators. This was followed by design of the framework for the case studies competition along with submission guidelines.

2. Incorporation of Feedback and Finalization: Evaluation framework shared with GCNI and organizing committee members of the summit. Subsequently, feedbacks were incorporated and framework finalized.

3. Invitation of Entries: GCNI and TTC invited organizations from the Corporate, MSME and Non-profit sectors to submit entries and receipt of entries.

4. Internal Scoring: Comprehensive evaluation of the entries was conducted on the basis of parameter indicators and entries were scored.

5. Selection of Top 10 entries (Internal Jury): GCNI and TTC facilitated the evaluation of entries by internal-jury members consisting of Smitha Girija (Director IILM), Neha Saxena Shenoy (Reckitt Benckiser), Komal Malhotra (Partner TTC), and Ranjit Prakash (Senior Advisor TTC). Top 10 entries were identified and respective organizations were invited for presenting in from of the final jury panel.

6. Selection of Top 3 entries (External Jury): A final evaluation of the top 10 entries with external jury members consisting of Dr. Manosi Chaudhari (Associate Professor & Head - OB/HR Area, BIMTECH), Arun K Jain (MD Fluor Daniel), Veena Swaroop (Former director HR, EIL), and Sarika Bhattacharya (CEO BD Foundation). Presentations were made to the jury by the respective organizations. Top 3 organizations were selected.

7. Awards Ceremony: Top 3 organizations awarded at the GCNI National Summit on Gender Equality.
Organizations: Top 10 Entries and Awardees

The following organizations were chosen by the internal jury as the top 10 entries in the context of ensuring gender equality at workplace across the parameters identified for the evaluation.

30 Enteries - 10 Nominations

<table>
<thead>
<tr>
<th>Aditya Birla Management Corporation Pvt. Ltd</th>
<th>BMW</th>
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<tbody>
<tr>
<td>Infosys Ltd</td>
<td>SKF India Ltd</td>
</tr>
<tr>
<td>Broadridge Financial Solutions (India) Private Limited</td>
<td>Capgemini Technology Services India Limited</td>
</tr>
<tr>
<td>Cargill India Private Limited</td>
<td>Future Group</td>
</tr>
<tr>
<td>HeroMotocorp Ltd.</td>
<td>Hindustan Latex Family Planning Promotion Trust (HLFPPT)</td>
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<tr>
<td>ICCO</td>
<td>Indian Oil Corporation</td>
</tr>
<tr>
<td>IPM India Wholesale Trading Pvt. Ltd./ Philip Morris International</td>
<td>Kariwala Industries Ltd.</td>
</tr>
<tr>
<td>Lennox India Technology Centre</td>
<td>Mahindra and Mahindra</td>
</tr>
<tr>
<td>Mercer</td>
<td>Orion Edutech Pvt Ltd</td>
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<tr>
<td>Schneider Electric India</td>
<td>Raymond - Silver Spark Apparel Ltd</td>
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<tr>
<td>Reliance Industries Limited</td>
<td>Saint Gobain India Pvt Ltd</td>
</tr>
<tr>
<td>Tata Communications Ltd.</td>
<td>Shell India Markets Pvt. Ltd.</td>
</tr>
<tr>
<td>Thermax Limited</td>
<td>Tata Steel Ltd.</td>
</tr>
<tr>
<td>India Yamaha Motor Pvt Ltd</td>
<td>Wipro Ltd.</td>
</tr>
<tr>
<td>BASF India Limited</td>
<td>Citizens Foundation</td>
</tr>
</tbody>
</table>

3 Winning Organizations

1st Shell India Markets Pvt. Ltd.
2nd Mahindra and Mahindra
3rd Wipro Ltd.

Special Acknowledgements

- Best innovative practices in ensuring gender equality - Tata Communications
- Exceptional initiatives in the MSME category - Kariwala Industries Ltd.

*Note: As Tata Communications did not submit their case study in this Compendium, we have taken case study of Mercer as they were ranked 11th.*
Shell is one of the most diversified international companies in India with an ambition to bring more and cleaner and affordable energy solutions to power India’s progress. India is home to Shell’s third largest talent pool with more than 7,500 employees engaged in R&D, technology, operations, upstream and distribution and marketing of traditional and new energy solutions as well as trade and supply of energy offerings.

Today Shell is recognized as one of the leading employers in India and offers its employees an opportunity to work with some of the best minds in the industry in an empowering, inclusive and nurturing environment creating leaders of today and tomorrow.
Organizational Approach to Gender Equality

Shell has a proud heritage of celebrating its people and has always been a pioneer in the journey of diversity and inclusion. They believe people are central to the success of their organization. They value a diverse talent pool as it makes absolute business sense helping them better understand and cater to the varied needs of their stakeholders including customers, suppliers, partners and governments. An inclusive work environment encourages their employees to think freely and do new things, leading to greater innovation and better solutions.

Internal Processes to Ensure Women Empowerment

- **POSH (Prevention of Sexual Harassment):** Safety and Security focus is a part Shell’s DNA. With ‘ZERO Tolerance’ for violations to individual respect, Shell goes beyond the expected standards. The company has world class experts for investigation and sensitization training across all levels of employees.

- **Safety:** To ensure a safe and secure environment safe transit for women, the company conducts **Defensive Driving Training (DDT)** and **Self Defense Training** for the employees to be able to tackle any situation tactfully if the need arises. Shell also has several standards to further enhance safety for its women employees including shift timing facilities (giving special morning or day shifts to female employees), cab security (cabs hired from approves vendors with facilities such a GPS tracking and panic button are provided), hotel security audit (only pre-approves hotels used for the employees), and having a journey management plan (which is approves by a supervisor for all field employees).

- **Maternity:** Shell gives a minimum of 16 weeks of paid maternity leave coupled with a holistic framework that focuses reintegration into the workplace when the employee is back to take full advantage of the time to care for their new child and successfully adapt as they return to work. New mother also avail the childcare benefit / facility available to Shell staff across all locations.
M-Power: An exclusive intervention by the Shell IT hub is a Maternity handbook to guide for supervisors and staff proceeding on maternity leave covering all aspects including conversations around career path and growth to help ease the process of getting back to work. Another unique step taken by Shell is to encourage hiring from the almost unrepresented transgender community in the formal work environment. Special sensitization workshops are organized to encourage inclusive behaviors to welcome and assimilate new groups of employees.

Diversity: Home to employees from 25 nationalities, women form about 25% of its population. Recently 27% experienced hires and 40% campus hires have been women, which was possible because of several measures such as exclusive referral drives for women targeting 50% women for campus and experienced hires and sensitization of the recruiters.

Wellness Centers at Shell Business Operations- Bangalore has facilities for returning mothers, and also makes breastfeeding easy, with provisions such as restricted areas, recliners, screens, refrigerator & sink and medical room.

Additionally, for people with disabilities apart from the above measures, Shell has made its sites more accessible for people with disabilities by installing wheelchair ramps and employing supervisors at each station who are conversant with sign language. The company has also rolled out a Workplace Accessibility Tool, wherein anyone with any disability (temporary or permanent) can request for any kind of hardware, software or infrastructure facilities to enable their work environment. With a 3.5% increase in the women workforce since 2012, Shell India has over 12% women in leadership positions at the moment. This is significant when compared to the largest oil and gas companies in the world as studies suggest that women occupy only 11% of seats on the boards of directors, mainly non-executive power.

Shell India has been a pioneer in nurturing and celebrating diversity at its forecourts (Fuel service stations)- in a rapidly growing network of fuel service stations, significant efforts have been made to hire women, people with disabilities, and disadvantaged members of society. Out of our 3061 service champions, our service stations boast 21% women, approx. 10% people with disabilities (of which 12% women). There are field ‘Aids’ for enabling serving the customers by staff with hearing and speech disabilities.

Project Re-Energize: Shell is especially proud of its ‘Project Re-Energize,’ a structured re-entry program for women on a career break and covers its Downstream, P&T businesses and Shell Business operations Chennai. It has allowed the company to hire some very talented employees including a senior leader at SBO IT hub.
Capacity Development and Mentoring: Shell globally and in India is very focused on not only increasing the diversity quotient of its workforce but also ensuring that women and other diversity teams have the right training and opportunities to grow as leaders. The company runs Targeted Leadership programs for women in middle and senior level roles that address the gender specific leadership challenges. Shell also runs a program to Engage Men in accelerating Gender Balance through inclusive leadership theatre workshops, storytelling sessions.

The Shell India Women’s Network, is a supportive body to enable continuous learning at workplace for women and conducts Mentoring Circles, senior women engagements & other community building activities.

Closing the Gender Gap in STEM (Science Technology Engineering Math): Shell is bringing in global programs like NXplorer and others to build up excitement and interest in STEM amongst 14 to 19 year olds across India. It also offers amazing opportunities for talented female engineers to create role models that can change the social perception that “science and maths” are for boys. It is leading dialogues with others in the industry on how to make STEM attractive to women ‘what is driving the diminishment of women’s representation in engineering?’ and ‘how can we solve this issue together or individually?’

PARTNERS: Shell also works with several organizations globally and in India to learn and share best practices that will continue to nurture the diversity and inclusiveness dialogue in India.

Challenges

Expanding & Retaining the Talent Pool

Shell is investing in long term sustainable efforts to bring more female talent into the workforce for core technical disciplines. The results will take time to show.

In India, significant drop out is seen in women workforce in their early 30s, mostly due to ‘daughterly guilt’ (elder care), ‘motherly guilt’ (child care) and societal pressures (being the trailing spouse). Shell has managed to keep the overall attrition below industry average, however, there is an under-representation at every level.

External Risks and Impact on Opportunities

With growing crime against women in India, the task of mitigating risks of hiring female talent for several sales roles that increases exposure to unsafe territories/customers is rising. While talented women meet the competence requirements, but the risk assessment of such profiles for women is a deterrent to successfully increasing gender diversity in such teams.
It gives me immense pride to be a part of such a company that nurtures women and provides them with opportunities to grow as professionals, while maintaining a healthy work-life balance. Our global theme of ‘Balance means Business’ is built on the foundation that better gender balance leads to greater business performance. Shell has a proud heritage of celebrating its people and has always been a pioneer in the journey of diversity and inclusion. On behalf of Shell, I thank UN GCNI for recognizing this effort.

Tarun Varma
Head of HR
Shell Companies in India

At Shell, proud of our efforts in making the company a great place to work for women and grateful for the recognition as this esteemed platform. We understand the need to collaborately learn and share best practices to deliver the share vision we have, as a community we truly admire and respect the many role women play, both personally and professionally irrespective of gender, culture and sexual orientation, we have worked hard to create an environment that allows everyone to thrive in. It is not a “Nice to do” or ‘checkbox exercise’ for us, it is a way of life and we are committed to the journey while welcoming any help we can get.

Sweta Goyal
SBO, Chennai

“Policies helps but more than that people around you make a difference”

8 years in Shell SBO, marked by two promotions and becoming a mother amongst a lot of other good things. Policies help more than that people around you make a difference that choose to apply those policies in its true spirit. I have personally benefited from the maternity policy, flexi-working, child-care support which ensured that I do my best to give back to the organization. Having dealt with three more maternities in my team (almost at the same time as mine), it was helpful to have a clear maternity policy laid down by Shell which left little scope for going wrong with delicate situations.
Diversity is gaining prominence because it not only fosters uniqueness but also engenders diversity of thinking in all facets of life. Understanding the significance & importance of diversity, the Mahindra Group formed the Group Diversity Council in November 2012 under the chairmanship of Anita Arjundas, President- Real Estate Sector & Member of The Group Executive Board, Mahindra Group. Amongst the various perspective of diversity, the key focus, the Group felt was all about fostering gender diversity. When the company started it’s journey in 2012, the gender diversity was 16% and in a period of 5 years it has grown to more than 22%. Currently they have 26% women at entry level. Women at both the mid and senior leadership level are 7% each.

To foster the agenda of diversity, the Group Diversity Council formulated the group diversity vision and instituted sector diversity councils at every business level. The leadership to drive this agenda was on a distributed model of leadership. The Diversity and Inclusion framework consists of the following:

- Leadership Commitment
- Diverse Workforce
- Inclusion Initiatives
- Achievement & Communication
- Evaluation
Internal Processes/Activities and Efforts to Ensure Women Empowerment

Policy Based

- **Prevention of Sexual Harassment at Workplace:** The Company views all incidents of sexual harassment seriously and follows a zero tolerance approach towards any act of sexual harassment and communicates through campaigns and workshops which goes a long way in reinforcing the goal of creating a women friendly workplace. In case of complaints, they provide a choice to the complainant to have one on one discussion with one of the ICC members of their choice to guide them on the entire process and also check the comfort of the complainant. They also explain to the complainant about arbitration process. Apart from this, as a part of the process if any person is not comfortable working in the same setup and wants herself or the offender to be transferred to any other workplace, the same is explored. They also grant leave to woman up to a period of three months, for their comfort.

- **Safety:** When a women employee travels or stays late in office, they recommend them to use the cab service. For metro cities, they have tie ups with service providers. They also provide them accommodation facility in premium and safe hotels or company provided guest houses.

- **Work Life Policy:** They have a flexible timing policy according to which there is a flexibility of 1 hour and 15 minutes to regular office timings. This is an appreciated policy and helps in balancing work life and managing domestic priorities.

- **Work from Home Policy** offers 3 days’ work from home in a month for women with children less than 3 years and 2 days for women having kids between 3 to 18 years of age. The policy is also applicable to men 3 months prior and 3 months post the child birth.

- **Maternity:** They believe a supportive policy will continue to help their women professionals embrace the time, comfort, and support needed during this important phase of life. Following are some of the exclusive facilities provided to women apart from the statutory norm as per the maternity benefits:-
  a. Cab travel reimbursement for comfortable travel to & from the office for expecting women in the last two months before the expected date of delivery
  b. Part-time Employment can be used by the women employees for a duration of 6 months after the completion of maternity leave. As a part of the policy, employee can work either minimum 12 days in a month or minimum 27 hours in a week and compensation is based on pro rata basis. This is helpful for women after maternity break.

Structural

- **Diversity Sensitization:** Mahindra group has collaborated with Avtaar group to roll out diversity and inclusion sensitization drive covering all the businesses. The purpose was to make all the employees and key influencers aware about the facets of diversity, its importance and presence of subconscious biases within the organization which impacts one’s decision making.

- A continuous assessment of policies and interventions through an annual quality review process. The Mahindra Way Assessment Framework is used to evaluate the companies and provide customized guidance to each of them to work on specific areas of diversity & inclusion.
A Nationwide Network of the women employees to provide them a platform for peer learning and deriving inspiration from role models internally and externally. They have both offline and virtual network to connect all women in Mahindra. This is based on the concept of Lean-In. They have conducted sessions with role models as well as women leadership, personal branding, stress management, work life integration, self-defense, grooming, etc.

Second Career Internship and Full Time Employment programs to re-launch the career of women employees after career break was launched by the organization. In second career internship, women try reduced hours of work initially as on ramping after career break is a little difficult step at the beginning. Once, they are comfortable and organization also finds them fit, it is converted into full time role.

Only Women Call Center @ Delhi: In 2007 as per the business requirement of Mahindra, call center team was set up at Delhi. Initially it started with 2 women, today they have 61 women working at call center.

Women Engineers & Technicians in Manufacturing: They have hired more than 100 women on shop floor in Swaraj, Automotive business, Steel and Intertrade, even though in the manufacturing industry, women-employees working in core manufacturing is not common.

Project Surya Shakti: In November 2016, Mahindra Susten launched ‘Surya Shakti’ - its flagship training program for an all women team of technicians. The vision of this program was to harness women power in the solar energy space. Project Surya Shakti is open for all women who are 10+2 qualified and more importantly have the right attitude to learn a niche skill and become a solar entrepreneur in the long run. The training focuses on developing hard as well as soft skills. During the 3 months, the girls are taught technical aspects of solar installations, communication effectiveness, personal grooming and entrepreneurial skills. Making this an industry best practice, and utilizing women resources at 25%, would create 800,000 jobs for women.

Development & Advancement

Women Leaders Program

The Women Leaders Program is a leadership development program for women to create a pipeline of female leaders and change agents for the Mahindra Group.

Twenty eight women leaders from across diverse profiles in the Group embarked on this this 18 month long developmental journey. The second cohort comprised of 29 women. SP Jain Institute of Management & Research, Mumbai, partnered with Mahindra Leadership University to design and execute the program.

As a part of the learning journey, the participants went through three integrated modules focused on self, people and business management. Simultaneously, they worked on Leadership Projects in teams to apply the classroom learning to live business projects under the guidance of Business leaders as Project Guides wherein they had to do consumer insighting, plan and execute the pilot and analyze the financials.

The program focused on mindset change to harness higher leadership potential of women leaders in the organization. It mitigates the twin problem of perceived glass ceiling and self-limiting biases that may exist in women. The program has certainly enhanced self-belief & confidence in the participants and also helped develop a better understanding of their personal leadership style, enabling them to carry out and lead in their business.

In the words of Stephen R. Covey- ‘Strength lies in differences, not in similarities’ and Mahindra as a group truly believe in the same.
Leaders Speak

Anita Arjundas
Managing Director – Mahindra Lifespace Developers Ltd., President – Real Estate Sector, Mahindra Group & Member of the Group Executive Board

Diversity of thought, opinions and solutions is core to the Mahindra Group’s DNA. Flowing from this philosophy, the Women Leaders Program is a strategic component of our efforts to create a diverse and balanced workforce that will truly represent the increasingly varied communities and markets we serve.

Leaders Speak

Dr. Prince Augustin
Executive Vice President
Group Human Capital & Leadership Development

Recognizing that the mid-career stage is when many women veer off a leadership track, the Group Diversity Council at Mahindra Group launched Women Leaders Program (WLP). WLP is a unique and contemporary program which blends classroom training, coaching, projects and role modelling to create a holistic development journey of 18 months for our women leaders.
Wipro Limited is a leading global information technology, consulting and business process services company. They harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help their clients adapt to the digital world and make them successful. A company recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, they have 160,000+ employees globally serving clients across six continents. Together, they discover ideas and connect the dots to build a better and a bold new future.

Leaders Speak

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Commitment & Approach to Gender Equality in the context of Sustainable Development Goals (SDGs)

Wipro is a signatory to the United Nations Global Compact and supports the United Nations Guiding Principles on Business and Human Rights (“UN Guiding Principles”). The company places strong emphasis on respecting the dignity of individuals, encouraging diversity, being sensitive to human rights and promoting inclusive behaviour at the workplace.

Wipro has been actively working on multiple aspects of development which are aligned with the different themes of Sustainable Development Goals (SDGs). In line with SDG 5 (Gender Equality), the principles of gender inclusion and diversity are embedded in their organisational culture and values, including Code of Business Conduct (COBC).

Introduction- Inclusion & Diversity at Wipro

At Wipro “Inclusion is about integrating diversity effortlessly into everyday working; encouraging all to participate and be their authentic selves. An inclusive workplace respects uniqueness among individuals and nurtures an overall sense of belonging. We celebrate and learn from diverse ideas, backgrounds, perspectives and experiences. This provides us with an opportunity to realize our true potential. The essence of co-creating, guided by our values defines Inclusion & Diversity at Wipro.”

Wipro is built on an unflinching commitment to their values, better known as the “Spirit of Wipro”. These values are the cornerstone of their Inclusion & Diversity (I&D) practices. I & D focus areas at Wipro include Gender, Persons with Disabilities, nationalities, underprivileged communities, suppliers, and more recently, LGBT community. Across the spectrum, their focus is on building plurality of ideas and on the elimination of unconscious bias.

The entire organization, beginning with their leadership, is aligned with the I&D vision. Their CEO is the Executive Sponsor of the I&D Council. Further, I&D is a key agenda item for Board Reviews.

Gender Inclusion programs at Wipro

Wipro’s gender inclusion programs cover the full spectrum from hiring to programs that nurture women for various roles. These are enabled by robust processes and policies. Following are the key highlights of the programs:

- **Hiring**

  Wipro’s workforce now comprises 35% women (compared to 23% in 2006-07). They are conscious about increasing their diverse talent pool across levels, hence one of the key talent criteria is on diversity hiring, without compromising on meritocracy. One of the key levers to hire gender-diverse talent is ensuring that there are enough gender-diverse profiles at the applicant stage. The job descriptions are constantly reviewed and made gender neutral to attract diverse talent.

- **Nurturing talent through “Women of Wipro” Programs- Overview**

  Wipro makes conscious efforts to nurture and groom women across various levels through their “Women of Wipro” (WoW) programs. Recognizing that at different life stages, the needs and expectations of women employees differ, they have adopted a life-stage based approach to the WoW programs. The various stages are as follows:

  - The early career stage focuses on building perspectives and fuelling aspirations.
  - The middle life stage blends in flexible initiatives to balance personal and professional responsibilities.
  - The next stage is about empowering a seasoned professional to make a difference.
The Women of Wipro (WoW) programs are customized to suit the needs of women at each of the above life stages.

### ‘Women of Wipro’ (WoW)-Life Stage Based Approach

#### Empowerment (Mid-Senior Management) - Making a Difference
- Actively seek women for top positions - internal/external
- Coaching
- Training programs

#### Exposure (Early Career) - Exposure-Fuelling Ambitions
- Interactive WoW Speaker Sessions
- Training Programs [Your Career Your Choice]

#### Flexibility (Early-Mid Management) Opportunity to Grow
- Employee benefits - Health Talks, Day Care Centres, Parenting Sessions
- Training Programs
- Programs encouraging women in technology
- WoW Career Mentoring Program
- WoW Mom Program
- WoW Nxt Career Advancement Program

### Capability Building, Grooming & Mentoring Programs for Women

Wipro has multiple capability building programs that nurture women employees for various roles, matching their skills and aspirations.

**Training programs** spanning from junior, mid to senior levels underscores the importance of career in one’s life and trains women on the competencies required to take on challenging roles.

**WoW Nxt Career Advancement Program** is aimed at specifically enabling women in junior management to take on middle management roles. Apart from capability building and mentoring, the program focuses on actual role movements based on meritocracy.

**WoW Career Mentoring program** is meant for women in middle and senior management who are mentored by senior leaders to enable them to grow and chart their career path. This program received the NASSCOM award for the Best program in Gender Diversity for 2015-16 in IT/ITES companies.

**WoW Mom Mentoring Program** is a platform for new mothers or mother-to-be to seek guidance or mentorship from experienced women colleagues who have traversed the journey of motherhood and managed to strike a healthy work-life balance.

**I & D speaker series** provides opportunities for women employees to interact with, get inspired and learn from personal stories of eminent men/women leaders across various walks of life.

### Gender Sensitization Programs

Wipro recognizes that all employees bring diverse and equally valuable thoughts/ideas to the table and they need to benefit from these varied perspectives for their holistic development and growth. Strong communication channels and training programs reinforce this message, and key metrics measure programs and initiatives.

**Experiential Workshops** - seek to actively engage leaders/managers to discover their unconscious biases and reflect on how they can champion Inclusivity on aspects including diversity of thought, culture, and gender, among others.

**Communication Blogs by Leadership** – They encourage conversations through leaders’ blogs on their internal social media platform and affinity forums globally, which facilitate a deeper understanding and awareness of inclusive behaviors.
Hiring Sensitivity Programs - Recruiters and hiring managers are trained through an interview certification online module which includes addressing various aspects of inclusion/bias, conducting gender/Persons with Disabilities inclusive-sensitive interviews.

Prevention of Sexual Harassment – Sensitization, Orientation & Continuous Communication

The programs and awareness sessions on prevention of sexual harassment at Wipro go beyond the requirements set out by law. Apart from the mandates by the Law of India, they have incorporated the requirements/best practices from various other countries to form their global policy on Prevention of Sexual Harassment (PSH) at the workplace. PSH Committee at Wipro has been institutionalized since 2013-2014. Awareness is raised on PSH among employees through a mandatory Online Certification Program and in-person orientation sessions. The Chairman of Wipro, along with other members of the top management review the PSHC update every quarter.

Key Wellness Policies and Benefits

Day Care: Wipro’s Littlest - the in-house day care centers for the children of employees are present across Wipro offices in eight locations in India. These day care centers provide best-in-class facilities, including an in-house kitchen where food is prepared based on the nutritionist’s advice, exclusive feeding / lactating areas, among others. Counselling services are also extended to new mothers as required.

Flexibility/Work from Home Facility - Wipro has a Reasonable Accommodation Policy Framework that allows, flexible arrangements in form of: long leave options, work time adjustment, work place adjustment, half day – half pay. These are provided to employees to take care of their personal circumstances. They also have a work from home policy that gives employees further flexibility.

Parenting/Wellness Workshops: Wipro conducts all-inclusive parenting workshops for both mothers and fathers at work. Wellness workshops include online physical wellness sessions for health and nutrition, cancer awareness, with a special focus on would-be, new and returning to work mothers (e.g. – sessions on pregnancy, Lifestyle & Fertility, Major Gynecological Problems and Lifestyle changes for prevention.)

Women Health & Safety

Wipro has well-defined policies and a SOP (Standard Operating Procedure) to ensure safety of women employees inside and outside the campus. Some of the initiatives include Safety Awareness Programs for women employees, Global 24x7 Security Command Centre, cab pickup/ drop facility with escort, Mobile apps to confirm “Safe Reach”

Conclusion – Challenges and Way forward

Their focus today is on ensuring that their talent pipeline has more women across levels, both through hiring and internal career/growth movements. Through internal audits and special projects they regularly track and monitor key indicators impacting gender diversity representation /unconscious bias at all employee lifecycle stages. e.g hiring, attrition, career levels, engagement level, promotions, gender pay ratios. The Board and I&D council regularly monitor key indicators in this area.

Wipro is firmly committed to continuously challenging stereotypes at the workplace. Gender-specific biases are often a result of personal beliefs, perceptions and outdated/traditional views about gender roles. Through all their programs and initiatives, they are continuously striving to break unconscious bias and create a more inclusive workplace for all.
Leaders Speak

Diverse experiences and perspectives are essential for developing new ideas and fostering innovation. Inclusion means valuing the differences and celebrating the uniqueness among individuals, with respect. Given societal realities, we recognized the need for an organizational framework that established gender inclusion as a priority. ‘Women of Wipro’ was born in 2008, and soon became a call to action. We quickly analysed the flash points between a typical woman professional’s life stages and career stages. This helped evolve pragmatic solutions to enable her to better balance both her personal and professional priorities and to emerge successful.

Beneficiary

Being in IT, my everyday struggles were significantly different from most women in my family. Getting tips, guidance from my experienced, working mother mentor, benefited me tremendously!

Ramyapriyadharshini Ganesan
Mentee under the WoW Mom Mentoring Program
Since 1989, Kariwala Industries Ltd. is a closely-held professionally managed company. Started off as an enterprise to export Work wear it has today diversified into range of environment friendly bags and fashion shirts. The company supports the United Nation’s Women’s Empowerment Principles, which helps guide actions that advance and empower women in the workplace, marketplace and community.

To meet the challenges of tomorrow’s economy businesses cannot afford to ignore the talents by women. Eager to make the most of their talent, KIL has made gender balance a practice. In terms of the workforce, recruitment and management, today the company strives to achieve equal opportunity regardless of gender, 60% of employees at KIL are women and constitute equal representation throughout the hierarchy of Kariwala Team.

POSCH Committee
KIL’s organisation has a very robust Internal Complaints Committee based on the Prevention of Sexual Harassment act 2013 and have adopted Visakha guidelines for the formation of the committee for both at apex and unit levels.

Celebrate Families
Full maternity leave is given as per the law, other than yearly leave of 15 days of earned leave, 7 days of casual leave and 10 days sick leave and unlimited ESIC leave.

Gender Sensitivity and Discrimination Against Women
Equal representation of women is ensured at all levels and they are given training and competence development lessons in house and also through external sources to achieve objectives of the organisation.

Safety & Security
Prevention of sexual harassment is given significant importance. An orientation training is given to all employees to understand the practices they follow to prevent sexual harassment. They have taken some prominent steps to prevent sexual harassment.

- Anti-harassment policies and procedures have been made evident. KIL has posted summaries of these policies near the printer or copier, in the employee break room, or on bulletin boards.
- If a complaint is lodged, they investigate promptly. Moreover, any retaliatory treatment against the person filing a complaint is not tolerated.
- When in doubt, they defer to legal expertise with cases involving harassment or violence.
Parental Support

The female employees have an option of work from home. The best way to help women meet the competing demands of work and family life is to make work-life balance a men’s issue too, by offering a wide range of supports, and encouraging both male and female employees to take advantage of them.

- **Self-defence and self-protection** are a priority for women and they conduct self-defence classes yearly for the female employees.

- **Women’s Career and Professional Development**
  Women are well represented in the workplace and equally educated to male counterparts
  Leadership training is given to all women who perform well. A competence mapping is done for all the employees. Women performing well and exhibiting capabilities are given specially designed programs to upskill them and take them in leadership roles. Specifically designed programs help women improve their leadership skills, gain credentials and build confidence to take on leadership roles.
  These training are given in-house for operations training and even external sources are hired for giving training on desired leadership programmes.

Other Benefits Provided by the Organisation

- **Loan Policy**
  Management has an exclusive amount reserved for payment of advances or loans to female employees. An employee may apply for a loan to meet emergency requirements with following frame of eligibility:
  - The loan is provided free of interest
  - Grace period of 20 to 25 months is given for payback

- **Reward Policy**
  Organisation has a reward policy in which the employee if comes in time to office for a week gets a green-card. This green-card can be encashed for Rs 50. Green-cards can be even exchanged once in a year.

Leaders Speak

Anil Kariwala
Managing Director & CEO

Empowering women is not just good for business but ethically a right thing to do.

Beneficiary

Mamata Roy

I joined the organization in 2010, at a time of many hardships in life. After joining the organization, things have improved significantly. I am extremely happy with the work environment, social security and the benefits the company has provided me. Also, the special interest free loans that have helped me immensely
Philip Morris International (PMI) is a leading international tobacco company, with a diverse workforce of around 81,000 people who hail from every corner of the globe.

IPM India Wholesale Trading Private Limited is a joint venture between Philip Morris Brands Sarl of Switzerland and two Indian partners, Godfrey Philips, India Ltd (GPI) and K.K. Modi Investment & Financial Services Private Ltd with a headcount of around 100 employees.

Organizations Work and Theory of Change

Globally, PMI has taken a bold decision to ‘Design a Smoke Free future’ by offering smoke-free products that are a much better choice than cigarette smoking for adult smokers. Together with this ‘External Transformation’, they believe that ‘Internal Transformation’ is a vital part of their journey. Also, they believe that it is not companies that change industries, but people do! ‘Internal Transformation’ is all about the organization’s evolution towards new ways of working & co-creating a culture with their employees. THRIVE is the company’s initiative to co-create the desired ‘Culture Signature’, based on the feedback of employees. Company’s theory of change on how the ‘Culture Signature’ is being brought to life at IPM.

**THEORY OF CHANGE**

**INTERNAL TRANSFORMATION**

THrive Energies Inclusive Space to Deliver

**DIVERSITY**

**INCLUSION**

**ACQUISITION**

- Attractive Employer Branding
- KPI driven hiring:
  - Min 40% representation of each gender by 2022
  - 50% gender split in new hire ratio

**INTEGRATION & CAPACITY DEVELOPMENT**

- On boarding & Buddy Program
- Min. 40% representation of each gender at higher management
- Capacity Development initiatives: Cross-functional moves, International assignments
- Comprehensive training portfolio, Education Assistance Program

**ENABLING WORK ENVIRONMENT**

- Enabling Culture
- Enabling Structure
  - Discrimination free environment
  - Safety ad Security
  - Facilities
  - Health & Wellness
  - Support to special needs

EMPOWERING WOMEN THROUGH BEST PRACTICES AT WORKPLACE
Internal Processes, Activities and Efforts to Ensure Women Empowerment

Integration & Capacity Development
IPM identifies Integration as a very important piece of ‘sustainable’ diversity at the workplace. IPM acknowledges the unique integration challenges a woman can face at the workplace. To tackle these, IPM works to build a strong ‘Woman sensitive’ culture. They have made endeavor to be fully compliant to POSH mandates by establishing Internal Complaints Committee (since 2014), organizing sensitization workshops for all, and having a well-defined grievance handling mechanism & POSH policy. Over and above the mandatory POSH requirements, IPM has a 75% women representation in the Internal Committee. Apart from Sexual Harassment trainings, they also have trainings such as ‘Unconscious Biases’ & ‘Inclusive Leadership’ as a part of its training portfolio.

IPM operates in all 5 major continents. Switzerland is the global HQ & Hong Kong is the Asia regional HQ. 1 out of 3 women employees have been on an overseas assignment (6 months to 5 years), which helps them in getting a global perspective, and equip themselves with skills to take on higher responsibilities when they come back.

Enabling Work Environment

Discrimination Free Environment
Code of conduct policies: The Company’s Guidebook for Success, a compilation of the code of conduct policies, clearly defines a ‘Zero Tolerance’ principle towards any discrimination at the workplace.

Equal Pay & Growth: Meritocracy is the guiding principle for various employment related decisions.

Safety & Security
Employee security and safety is a basic necessity to have productive work environment. They have taken the following major steps to ensure the same:

Office Location & Infrastructure
- Ease of commute, Security & safety of employees - key principles while choosing the location in 2016
- Aero city metro station at a 10 minutes walk. Domestic & International airports 10 km away
- Best in class security guidelines followed in office: Strict entry control, Checking of all incoming vehicles, Bag scanning, body search, lift access control and floor access control systems
- Ensuring a healthy air quality index in the office premise
- Air purifier support to Delhi based employees for personal use
- Emergency situation handling equipment: Wheel chair, Automatic External defibrillator, First Aid kit, Oxygen Cylinders, Trained Emergency Response team

Transport
- Dedicated parking space in office premises
- Frequent pick-up and drop facility in company shuttle cab between metro station and office
- Meal & transportation service to employees leaving post 8 pm
Facilities:
The office has been designed to promote ‘Transparency’, ‘Collaboration’, ‘Open culture’ with healthy ergonomics. To promote a healthy work-life balance IPM provides a gamut of leaves, along with the added element of flexibility!

**LEAVE TYPES**

**PRIVILEGE**
- A. 21 days per annum
- B. Carry forward allowed with a capping of 63
- C. Encashable at the time of exit

**SICK**
- A. 14 days per annum
- B. Additional leave requests due to critical illness entertained

**MATERNITY**
- A. 180 days per annum
- B. Additional leave requests due to critical illness entertained

**CASUAL**
- A. 12 days per annum
- B. Apart from unforeseen personal matters can be availed for: paternity, studies, bereavement

**COMPENSATORY**
- A. 10 days per annum
- B. Can be availed in lieu of service delivered on a public holiday

**WORK FROM HOME**
12 days per annum

**FLEXIBILITY**
- **HALF DAY LEAVE** Privilege, Casual & Sick leaves can be taken as half day leaves
- **FLEXI TIMINGS** Flexibility in arrival (8-10am) & departure (4-6pm) timing
- **FLEXI PUBLIC HOLIDAY** 4 from the 14 holidays/yr can be flexibly chosen as per ethnic preferences

**HEALTH & WELLNESS**
- They create a positive impact in the lives of the women employees by providing benefits like health insurance, life & permanent disability cover, maternity benefits, annual health check-up, flexi-wellness program & comfortable travel.

**Support to Special Needs**
They feel that there are phases in an employee’s life when he or she needs additional support from the company. Such timely help not only addresses the immediate productivity issues, but also results in long lasting trust and advocacy from the employees. Following are such policies:

- **EMPLOYEE ASSISTANCE PROGRAM**
  - A. Focus on the mental well-being of the employees & their family
  - B. Provision to avail counseling service telephonically or in-person
  - C. Reading material, quizzes available on well-being

- **MOTHER’S ROOM & CHILDREN’S PLAY AREA**
  - A. Facility of children’s play area.
  - B. Mother’s room available to women for nursing purpose.
  - C. A crèche facility is being explored by the company too.

- **RELOCATION BENEFITS, ESPECIALLY SPLIT FAMILY BENEFITS**
  - A. Employees are supported with relocation benefits such as: rental, education, travel support.
  - B. Employees living away from their spouses due to work are supported with 4 round trips for domestic cases & 6 round trips for international cases
  - C. Business class travel tickets for a journey of more than 5 hours

- **HEALTH INSURANCE**
  - A. Family cover up to INR 5 Lacs
  - B. Attractive top-up plan available
  - C. Additional Buffer of INR 10 lacs with company

- **LIFE & PERMANENT DISABILITY COVER**
  - Cover of 60 times of monthly basic salary of employee

- **MATERNITY BENEFITS**
  - A. 182 days of leave provided prior to legal mandate
  - B. Maternity related hospitalization expenses covered under Health Insurance scheme for spouse too

- **ANNUAL HEALTH CHECK-UP**
  - Provision of a comprehensive fully body annual health check-up

- **FLEXI WELLNESS PROGRAM**
  - 20,000 INR/year enrollment cost in activities such as music, painting, sports etc. for employees & family

- **COMFORTABLE TRAVEL**
**Health & Wellness**

They create a positive impact in the lives of the women employees by providing benefits like health insurance, life & permanent disability cover, maternity benefits, annual health check-up, flexi-wellness program & comfortable travel.

- **Health Insurance**
  - A. Family cover up to INR 5 Lacs
  - B. Attractive top-up plan available
  - C. Additional Buffer of INR 10 lacs with company

- **Maternity Benefits**
  - A. 182 days of leave provided prior to legal mandate
  - B. Maternity related hospitalization expenses covered under Health Insurance scheme for spouse too

- **Flexi Wellness Program**
  - 20,000 INR/year enrollment cost in activities such as music, painting, sports etc. for employees & family

- **Life & Permanent Disability Cover**
  - Provision of a comprehensive fully body annual health check-up

- **Annual Health Check-Up**
  - Business class travel tickets for a journey of more than 5 hours

- **Comfortable Travel**
  - Health insurance

- **Employee Assistance Program**
  - A. Focus on the mental well-being of the employees & their family
  - B. Provision to avail counseling service telephonically or in-person
  - C. Reading material, quizzes available on well-being

- **Mother’s Room & Children’s Play Area**
  - A. Facility of children’s play area.
  - B. Mother’s room available to women for nursing purpose.
  - C. A crèche facility is being explored by the company too.

- **Relocation Benefits, Especially Split Family Benefits**
  - A. Employees are supported with relocation benefits such as: rental, education, travel support.
  - B. Employees living away from their spouses due to work are supported with 4 round trips for domestic cases & 6 round trips for international cases

**Support to Special Needs**

They feel that there are phases in an employee’s life when he or she needs additional support from the company. Such timely help not only addresses the immediate productivity issues, but also results in long lasting trust and advocacy from the employees. Following are such policies:

- **Employee Assistance Program**

- **Mother’s Room & Children’s Play Area**

- **Relocation Benefits, Especially Split Family Benefits**
Challenges and Observations Relating to Ensuring Gender Equality by Empowerment of Women and Future Strategies

The evolution of a gender equal corporate world has its own set of unique observations & challenges such as:

- **Societal/Cultural/Life-stage** – Despite the efforts to enable women at work, prevailing societal and cultural norms come into play in their personal lives.

- **Unconscious Bias** – At times unconscious biases may come into picture during times of new hiring, job assignment etc. They address this problem by regular sensitization about such biases.

- **Reverse Discrimination** – This may lead to lowered morale, negativity and lower productivity for both genders. That is why a lot of IPM’s policies are gender neutral. They also link their Inclusive drive to business results, and remain consistently focused on meritocracy.

- **Talent Paucity** – Because of factors like glass ceiling & role stereotyping, it takes more effort and time to find equally suitable women candidates for senior management roles.

Gender Equality as an Enabler for Business

At IPM, they firmly believe that gender equality is not just a good-to have but a strong business enabler. They have seen positive results for the business from all the efforts and resources invested in ingraining gender equality. Their women employees have shown remarkable adaptability in taking up & excelling in new roles and challenges. They are an inspiration to the younger talent, both male and female.

The story of driving Gender Equality does not end here for them. It is a continuous journey and they seek this for their own better future!
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EMPOWERING WOMEN THROUGH BEST PRACTICES AT WORKPLACE

Reliance Industries Limited

Reliance Industries Limited (RIL), founded by Shri Dhirubhai H. Ambani four decades ago, is India’s largest private sector company. RIL’s activities span hydrocarbon exploration and production, petroleum refining and marketing, petrochemicals, retail and 4G digital services.

RIL ranks 106th in the ‘Forbes Global 2000’ list (2017), continuing to be the top-most among Indian companies. RIL is amongst the top 10 companies where India Wants to Work Now.

At Reliance, the Vision and Mission statements are common to all their businesses, locations and operations. Aligned to the above, they have six values and associated behaviors for their employees and all stakeholders. These values along with a defined Leadership Expectations (LEs) framework are also declarations in principle about how they as an organization treat their customers, service providers, suppliers, and other stakeholders as well as the colleagues at work.

Organizational Approach to Gender Equality

- **R-Aadya – The Symbol of Women Empowerment** in Reliance was launched on March 8th, 2014.
  
  With the advantage of having highly qualified women professionals, mainly in the STEM (Science, Technology, Engineering and Mathematics) fields, Reliance has laid emphasis on empowering high potential women with special programmes and interventions under R-Aadya, its gender diversity brand.

- **Awaken the Senses**, is the flagship mentorship programme designed for select women across Reliance, where they are assigned senior leaders including the CHRO and Business leaders as mentors through the span of the programme, over and above other interventions to make a wholesome learning experience. The objective of this programme is to prepare the women for leadership positions. Women professionals have also been selected for “Womentoring” a program in partnership with NHRDN (National Human Resources Development Network) where women are mentored by external mentors from industry.

Internal Processes/ Activities and Efforts to Ensure Women Empowerment

**Enabling Environment**

- **POSH**: Reliance has set up Internal Committees at all the major manufacturing hubs and locations in accordance with the Act. Trainings for all members and Leaders are organized externally by a reputed legal firm. Various awareness sessions and campaigns are organized round the year and posters stating salient features of the policy and process have been put across various sites and locations in key regional languages.

- **Workplace provisions for women**: Pregnant women parking in designated areas, 24x7 medical center with dedicated gynecologist at Jamnagar site and visiting doctors at all sites and locations, regular clinics and check-ups related to women health are provided to all women employees.
As a part of mandatory **Annual Preventive Medical Examination**, Pap smear and mammogram for women over forty is a mandate. Every Women’s Day, there are sessions conducted by medical experts on health issues related to women (Anaemia, Menopause, Bone Density etc.)

- Annual Health check-up is extended to spouse once in a year for 40+ employees and once in two years for below 40 employees.
- Reliance provides Mediclaim insurance of Rs. 5 lakhs for employee/spouse and differently abled children for one year post retirement, after 10 years of continuous service.

**Grievance Redressal:** There are various forums, through which employees can interact with their managers, skip levels and business leaders round the year. These pro-active forums help the company to engage with employees proactively leaving little room for any grievances. Ethics & Compliance Task force (ECTF) is designated by Audit committee to handle complaints and the resolution process of protected disclosures.

**Promotion of Gender Sensitivity:** The Diversity & Inclusion team frequently conducts an organization wide De-mythification campaigns about Women and Work using research based facts.

**Safety & Security:** The Reliance Employee and Family Emergency Response Service (REFERS) Program is designed to enhance the safety and security of all Reliance employees and their family members. Its guiding credo is to provide every Reliance employee and his or her immediate family members with the assurance of assistance and support in the event of an emergency on 24X7 basis.

**Leave:**

- **Half Day Working for Women Employees Returning from Maternity Leaves** – RIL is one of the few companies to have an existing 182 days of maternity leave prior to the latest amendment of the Maternity Act. In addition to the existing benefits as required by law, the company also provides half day working maternity leave for women post their maternity leave. This allows women employees to take up to 6 months of half day working post their maternity leave.

- **Marriage Assistance Leave** – The Company realizes that marriage is a very important time in the life of an employee and this policy ensures support to the employee in the form of marriage gift and marriage leave. The employee is given a marriage gift of Rs 25,000 and a leave of 5 working days. The company also provides interest-free marriage loan up to 3 times their committed monthly CTC.

**Challenges & Opportunities**

The specific nature of business, Manufacturing, is a challenge for increasing representation of women. The low enrolment of female students in STEM courses in academic institutes creates a labor force participation ratio (LFPR) deficit at the entry level which is reflected in the workforce. Another challenge is the spatiality of the manufacturing divisions, which runs up against a meta-preference for Metro locations. Therefore, the challenge is not a glass ceiling but a sticky floor which serves as a deterrent at the incipient stages of women’s career. Addressing these challenges will involve a combination of organizational interventions and boundary spanning initiatives.

**Overall Impact of the Gender Diversity Initiatives in Reliance**

- There has been a 12% increase in the number of women hires in the last 5 years (2011-16) as compared to a 5% increase in the men employees. At a group level they have 11% women as a part of their workforce.
- Number of women who return from maternity and complete a year in the organization is 100%.
Sponsorship from Stakeholders and Leaders across the businesses in the organization- Increase in hiring of women within teams, inclusion of R-Aadya participants in lead projects.

Community advantages through being connected as a network- Cross functional informal mentors among women, informal network for opportunities within businesses, sharing of professional and personal challenges.

As an equal opportunity employer, Reliance is committed to promote a culture of transparency, empowerment and meritocracy!

The R-Aadya Mentorship Programme is a ready platform for women leaders to unleash their full potential. My mentorship conversations have been highly instrumental in awakening the leader in me.

Debarati Pal
Participant of R-Aadya Mentorship Programme from Jamnagar Manufacturing Division
TATA STEEL

Established in the year 1907 based on the vision of Jamsetji N. Tata, Tata Steel Group is the 11th largest global steel producer with an annual crude steel delivery of 23.88 million tons in FY17; having manufacturing operations in 26 countries and services in over 150. Tata Steel Ltd. represents the flagship steel company held by the salt to software conglomerate, the Tata Group, and is headquartered in Mumbai. It operates numerous mining, manufacturing and distribution facilities in India, either itself or through its subsidiaries, and is one of the largest private sector steel companies in the country.

Organizational Goal

Steel strives to strengthen India’s industrial base through the effective utilization of staff and materials. Tata Steel recognizes that while honesty and integrity are the essential ingredients of a strong and stable enterprise, profitability provides the main spark for economic activity. Overall, the Company seeks to scale the heights of excellence in all that it does in an atmosphere free from fear and, thereby, reaffirms its faith in democratic values.

Organizational Goal for Gender Diversity

In line with the UN Sustainable Development goals, diversity has always been a key focus area for the organization and not only in terms of Gender but also minority groups, persons with disability, ethnicity, linguistic diversity and sexual orientation. There has always been a culture of sensitivity with respect to diversity in culture, habits and background and therefore there is heightened awareness for understanding and promoting the same.

Diversity Profile

The company as on 31st March 2017 had 34989 employees on roll out of which 2011 were female. Further breakup of these female employees was 699 under the officers or white-collared category and 1312 under the non-officers or blue collared category.

<table>
<thead>
<tr>
<th>Vice Presidents</th>
<th>Total</th>
<th>M</th>
<th>F</th>
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<tr>
<td>Chiefs</td>
<td>257</td>
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<td>684</td>
<td>46</td>
<td>6.30</td>
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<tr>
<td>Non Officers</td>
<td>Blue Collared</td>
<td>28293</td>
<td>20973</td>
<td>1312</td>
</tr>
</tbody>
</table>

EDR as pm 31st March 2017 with OPR =6696, NOPR = 28293, Female employee number OPR = 699, NOPR = 1312
Overall Female% of EOR = 5.79%
**Diversity Strategy and Goal**
For Tata Steel, Ethics and Values are kept on top priority of any policy decision and people initiative with “Zero tolerance” for any non-compliance of the policies that protect respect for individual and their dignity or performance. Tata Steel is an equal opportunity employer where Diversity & Inclusion (D&I) is not a choice but a way of life. Building an equitable culture and a diverse leadership team is a responsibility taken seriously. Their goal is to achieve 20% gender diversity in their workforce by FY25.

**Gender Diversity Initiatives**
Tata Steel has implemented numerous policies & programs across the five pillars under the initiative MOSAIC (which was established in 2015 that covers areas such as Recruitment, Sensitization, Retention & Development, Infrastructure & Celebration, for a diverse and inclusive organization)

**Recruitment:** There has been a lot of focus around recruiting more number of women – both from campuses and as experienced professionals. There are special incentives for the hiring partners for every successful female hire. For attracting female talent especially in technical fields, Women of Mettle – The first scholarship program to induct women engineers into the manufacturing sector was launched. Women of Mettle gives students the opportunity to experience real life technical challenges in the steel industry and gain access to Tata Steel’s senior management who act as tutors and mentors.

**Development:** There are various development programs such as Tata Mentors, Reach Out, Tata Steel Engage, Tata Steel Ignite that allow women across the spectrum, from Top, Middle and Entry level, to engage with one another for greater self-awareness to improve their engagement with their aspirations & career. To develop blue collared women working at the shop floor, Tejaswini, a first of its kind initiative in Tata Steel aimed at empowering and providing growth opportunities to them was undertaken. The aim was to train un-skilled women to take up jobs of driving heavy vehicles, mobile equipment etc. inside the plant, welding, gas-cutting and others.

**Sensitization:** There are various workshops conducted regularly that allow for the employees to get together and discuss various issues, along with having some interesting provisions such as Zubaani, which is a platform for eminent speakers to talk about their experiences and the advantages they have had by focusing on diversity and inclusion; and conducting some Drama based Gender Sensitization Training.

**Other Maternity Benefits Extended to Female Employees**
There are also provisions for women post maternity to enable them to continue their career smoothly with Tata Steel such as- Nursing Breaks (4 breaks of 30 mins’ each or 2 breaks of 60 mins’ each a day); Maternity leave (can be extended by 1 month beyond 26 weeks); 12 weeks of surrogacy leave to commissioning mother; 6 weeks of leave for miscarriage ;15 days of additional privilege leave per year to all female employees with children of 5 years of age or below.

- There is an insurance cover of INR 30,000 for normal delivery and INR 50,000 for C-section. In cases where the cost exceeds the insurance cover, the cost also is borne by the company.

**Safety, Security and Health Facilities for Women**
Workplace safety is of paramount importance at Tata Steel. With women representing approx. 6% of the total workforce, they have put in place a lot of safety measures to ensure women safety.

There is a mandatory online sensitization module on POSH that each employee must complete as a part of their training. The organization has taken up various steps to provide for a safe and secure environment for their employees, such as having an Emergency Helpline; Sensitization through E-mails, CCTV cameras installation across the plant; along with having a Women Safety App that all women can access at any time. They also have self-defense workshops for women conducted by external parties to equip the women with knowledge of their own safety.
Prevention of Sexual Harassment (POSH)
Framework Governance Structure at TATA STEEL

Other Initiatives
Two employee resource groups (ERGs) for females - SWATI (Steel Women Aspirational Team initiatives) and EKTA – Women in Mining. These ERGs specifically aim to achieve the following:

- a) Create Visibility – Awareness about gender inclusion in the organization
- b) Mentoring/Counseling and Guidance – especially to the younger workforce
- c) Have a Desk whereby anyone can approach.

Conclusion: All these efforts reflect their pride that they have as Tata Steel employees, in their commitment to imbibe diversity and inclusion, to encourage their employees to express their diverse opinions and ideas, feel empowered and recognize that their contributions make a difference. They believe that the efforts towards gender inclusion will ultimately promote DIVERSITY OF THOUGHT to stay competitive in everything they do.

Leaders Speak
Atrayee S Sanyal
Chief Diversity Officer and Chief Group HR, Tata Steel Ltd.

Gender diversity is essential, and not having it can be detrimental to business. A diverse workforce ensures that we have different mind-sets dealing with challenges in different ways, and this helps us strategize better.

Beneficiary
Gloria Dsouza

What a privilege it is to be a part of such an amazing organization, filled with such amazing people! I know how challenging it is to join a new job when you have a small child, but the flexibility and the additional privilege leave here is a big relief to working mothers like me. I look forward to a long association in the Tata Group.
Capgemini Technology Services India Limited

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients’ opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organisations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

Capgemini in India comprises almost 100,000 team members working across 12 locations—Bangalore, Bhubaneswar, Chennai, Gandhinagar, Gurugram, Hyderabad, Kolkata, Mumbai, Noida, Pune, Salem and Tiruchirappalli.

Organizational Approach to Gender Equality

Being a global multinational, they realize that some diversity dimensions are contextual to local geographies and support the “Glocal” mind-set of thinking Global and executing local. To ensure consistent alignment of values and e governance, they have jointly built a Global charter on D&I amply supporting it with the India Diversity & Inclusion Policy. To ensure redressal mechanism is immediate and effective and underlays the commitment to “zero tolerance” on discrimination, they rely on Policy on Prevention of Sexual Harassment and Grievance Review policy. Capgemini India is the only IT Organization to be certified with Level 2 in a 3 Level framework of the EDGE Global Business Certification for Gender Equality. Secondly 2017 Working Mother & AVTAR Best Companies for Women in India study listed Capgemini in the top 100 best company for women in India.

Internal Processes to Ensure Women Empowerment

Coined as WINSPiRE in India, women@capgemini is a Gender balance program to ensure equal growth opportunities and favorable working conditions for all their women employees, enabling them to achieve their career aspirations and organizational milestones. The main goals of the program are to:

- Encourage cultural change, and to position gender diversity as a business imperative
- Put women at the heart of client relationships, and show that they have a gender diverse workforce
- Address HR policies, Group-wide, to create flexible working conditions and foster equal opportunities for women
- Provide networking opportunities, to share best practices and experiences.

**Recruit:** Initiatives in this pillar is to ensure that a position is filled based on talent. Funnel and pipeline need to be enabled and elements of what they do are:

1. A Dedicated recruitment team for mid and top-level hiring of women.
2. Dedicated business SPOCs at leadership level to address panel bias and close the gaps in conversion
3. Ongoing and focused recruitment drives especially for women candidates in business roles.
4. Sensitization sessions for recruitment panelists to educate them on potential bias that can occur while conducting interviews and during selection process.

5. Mandating transparent and complete disclosure of open positions and pipeline in hiring during Management review meetings of business on a monthly basis.

6. Career-come back initiatives: They believe that a potential talent pool exists in women who are keen to resume their career after a break. They bring in a great balance to decision-making, effectively utilize time and provide win-win situations.

**Retain:** Through this tower they focus on sensitizing the environment and the infrastructural facilities for women employees.

1. **Enabling physical safety** during commute to and fro office:
   i. Provision of door drop facilities for colleagues working during sensitive hours along with a security accompanying the lady employee
   ii. Physical safety and awareness workshops and e-modules for women employees.
   iii. Emergency Response Team member are trained from time to time and their details are available in nearest wall board. Mock drills are also conducted from time to time.

2. **Extension of maternity leave** to 26 weeks in compliance with law and also revising the maternity leave policy to be inclusive of:
   i. Commissioning mother receiving 12 weeks paid leave effective from the date of receipt of infant.
   ii. Adoptive leave of 60 calendar days if the child is below 1 year and above 3 months and 30 calendar days if the child is above 1 year of age.

3. “**FareWelcome! - See you soon becomes Hello**” - This program is designed to assist a woman employee’s transition from office to maternity leave, help her stay connected with the organization and her colleagues during the maternity break, and ease your ‘back to work’ transition process. It supports career continuity by ensuring absorption at work.

4. **Physical infrastructure:**
   i. Reserved parking for pregnant women & people with disabilities in each office building.
   ii. Lactation room – every office of Capgemini is equipped with an allocated room purely for the same.
   iii. Provision of crèche facilities within the office premises in dense locations and additional support through day care [external] centers.

5. **Harassment free workplace:**
Their Policy on Prevention of Sexual Harassment (POPSH) seeks to enable a conducive and harassment-free working environment. This policy also provides a fair and robust investigation framework, which is aligned to the relevant laws and industry best-practices, along with a well-established redressal system that results in fair recommendations and outcomes. While the law supports women@workplace, their policy is gender neutral when it comes to a complainant and gender agnostic on who a potential perpetrator is.

**Develop:** The objective of this tower is to enable holistic development of their women. They use tried and tested tools like mentoring and coaching to activate self-reflection and realization of career aspirations apart from key strengths that women can develop and focus on. While technical training is ongoing and skill specific, developing leadership capabilities aligned to their values is a priority in Capgemini. They have group programs that are ongoing for leadership development at their university in Les Fontaines, Paris. While the programs are excellent, the selection process is stringent and only the cream of potential gets an opportunity to undergo the
same. Realizing this, they built customized developmental programs for the women in India. Namely Intentional Career Pathing, Growth Opportunities Leadership and Development- coined as GOLD, Win Inspire Nurture Grow and Support- coined as WINGS are few key programs.

- **Challenges:** In their journey towards enabling Gender Balance, they continue to see deep seed cultural bias. Mind-set change requires high level thinking and challenging existing societal behaviors. They continue to use various tools and methods to sensitize their employees and other stakeholders. They have recently released a D&I video externally which showcases their journey.

They also commit to driving that change amongst their employees and do run sessions for new fathers on how they can be supportive as a parent.

**Conclusion**

Capgemini is committed to equal opportunity employment across all forms of diversity present in society. Building gender balance at leadership levels simply makes business sense and efforts are made across the globe internally. They continue to drive Gender Balance agenda through their Recruit, Retain and Develop Towers.

**Leaders Speak**

Gayathri Ramamurthy
Diversity & Inclusion Lead,
Capgemini Technology Services India Ltd.

"Enabling Gender Balance in Corporate India is not just about educating and mentoring women to "improve" and be aspirational! It requires the entire eco-system to pro-actively and consciously commit to changing current behaviors. If that means mandating in the short run, then so be it!"
Organizational Approach to Gender Equality

Broadridge India views D&I as a cause and not an initiative. An all women group – Advika (meaning “Unique”) brings in a distinctive blend of creativity and erudition to fuel D&I at Broadridge India. Advika that was launched in early 2010 with a select group of mid-management women associates from various business units, as a pilot, has grown to a much larger and stronger entity that it is today.

Various Internal Processes, Activities and Efforts to Ensure Women Empowerment

- **Capacity Development & Mentoring**
  One of these networks driven at Broadridge India through various initiatives under Advika is the Women’s Leadership Forum (WLF). WLF is a Broadridge initiative launched in early 2010 with a select group of senior women representing a diverse and global blend of all divisions and corporate areas within the organization. Their actions are well in sync with their mission statement that says "Extraordinary women bring global thinking, delivering extraordinary results, leading Broadridge to innovation, networking and growth.”

- **Workshop on Gender Biases & Micro Inequities for Broadridge associates globally**
  These and more of such activities have remained the focal point for Advika to generate effective results for a diverse and inclusive eco-system. Participation in such internal and external sessions have benefited and garnered great participation from their associates - both male and female.

- **Enhanced Maternity and Paternity Benefits**
  They give 26 weeks of paid maternity leave, along with 1 weeks of paid leave for commissioning mothers, adopting mothers, and women with two or more children. They also provide 2 weeks extended leave for women undergoing tubectomy. There is a provision of 5 days of Paternity leaves well. They have tie-ups with leading day care & Crèche facilities across all locations of Broadridge.

Safety & Security

At Broadridge, sexual harassment, whether verbal, physical or arising from the display of suggestive items, and whether at the offices, on business trips or at Company organized functions, is unacceptable and is not tolerated. POSH Guidelines at Broadridge on addressing a complaint on sexual harassment:
All complaints are investigated promptly. The Company has an obligation to investigate any credible claim of sexual harassment that is brought to its attention, with the aim of protecting not only the associate filing the complaint, but also other associates who might later be subjected to sexual harassment by the same offender. While this obligation may make it impossible to maintain absolute confidentiality under all circumstances, the Company will attempt to treat such investigations as confidentially as is feasible under the circumstances. Prompt, appropriate corrective action is taken if associate is found to have engaged in sexual harassment. This action may also include termination of employment.

**Some of the processes/initiatives implemented at Broadridge India are**

- Identification of all security guards, drivers and general staff 24x7 operational CCTV (Closed Circuit Television) cameras at all vital locations such as entry/exit, common passages operational 24X7, without impinging the modesty and privacy of their associates.
- GPS based monitoring of cabs/transport vehicles with panic buttons
- Mobile Applications installed on phones for increased tracking and safety measures
- Awareness sessions for all associates for company policies on sexual harassment and gender discrimination
- Self Defense classes for women associates are provided too.

**Sensitization and Communication**

Broadridge has created an inclusive workplace where diverse perspectives are valued and fostered. Any inhibitors for growth such as hidden and unconscious biases are addressed through various Workshops and frequent dialogues between various stakeholders.

These workshops/dialogues/discussions aim at highlighting positive practices between men and women, exposing areas that need improved understanding. They encourage both men and women to come forward and discuss the various roles, expectations, and the importance of an open mindset. Participants also have the chance to share experiences when they have felt empowered or otherwise, and how those experiences relate to their professional and sometimes personal role. With a mindset that continuously focuses on safeguarding their associates wellbeing, they organize frequent brainstorming sessions amongst the core team led to consider practices or interventions for sustaining an environment of respect, dignity, and understanding for all at Broadridge.

Broadridge also goes beyond its boundaries for the empowerment of girls/women, through its CSR initiatives. They have been funding and volunteering for the development of a Residential Bridge Camp (RBC) operated by the MV Foundation (MVF), since 2008. The MV Foundation is a not-for-profit organization run by Magsaysay Award winner, Dr. Shantha Sinha and has been in existence since 1981. MVF has developed a unique and powerful approach to deal with the twin problems of child labor, child marriage and illiteracy by getting girls to enroll in RBCs. RBC provides a learning platform for young girls who have been involved in bonded and non-bonded labor activities to train and groom them to enroll into formal schools.

**Impact** of their partnership with MV Foundation till date:

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<thead>
<tr>
<th>2100+</th>
<th>1250+</th>
<th>64+</th>
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<tbody>
<tr>
<td>Girl enrolled into school since inception</td>
<td>Girl main-streamed to government school</td>
<td>Girl pursuing higher education [Graduation/ Post Graduation]</td>
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<tr>
<td>130</td>
<td>1250+</td>
<td>64+</td>
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<tr>
<td>Current Camp Strength</td>
<td>Girls who have finished higher education/ college</td>
<td>Dropouts A challenge being addressed actively</td>
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At Mercer, we make a difference in the lives of more than 110 million people every day by advancing their health, wealth, and careers. We’re in the business of creating more secure and rewarding futures for our clients and their employees – whether we are planning affordable health plans, assuring income for retirement, or aligning worker with workforce needs. Using analysis and insights as catalyst for change, we anticipate and understand the individual impact of business decisions, now and in the future. We see people’s current and future needs through a lens of innovation, and our holistic view, specialized expertise, and deep analytical rigor underpin each and every idea and solution we offer. For more than 70 years, we’ve turned our insights into actions, enabling people round the globe to live, work, and retire well. At mercer, we say we make tomorrow today. For further information please visit: www.mercer.ca

Organizational Approach to Gender Equality

Diverse talent brings to the business their ability to understand & provide solutions that customers want. Achieving a more gender balanced workspace enhances employee engagement, results in colleague retention, well-nurtured teams, creates efficiency savings, boosts productivity, meets diverse customer needs, and improves brand reputation. Our strategy to facilitate diversity and inclusion initiatives and interventions are embedded in our values: Passion. Respect. Innovation. Integrity. Dedication. Empowerment (PRIIDE). We keep our values at the heart of everything we plan and do. The activities facilitated influence the mindset and create value in the way colleagues view issues.

Active Talent Management
- I-WILL, Women Leader Development program
- Cultivate a thriving workforce
- Colleague connect framework

Board, Organization Wide Focus Linked to Creating a Mind-shift
- Diversity hiring: Leadership goal
- Parity in pay
- Performance Management
- Role progression- Think career

Men Matter When we Brand Women Role Models Across Organization At Every Level
- Business Resource Group: women@Mercer
- Sustain excellence in employee engagement

The Various Internal Processes, Activities and Efforts to Ensure Women Empowerment

Enabling Environment and Facilities

Diverse demographic profiles, digital ways of working, and shifting expectations reshaped our world of work. And this reality is not gender exclusive. So, where these forces demanded a re-think of how we prepare for the future, it also asserted pressure on how we maintained a culture where all thrive through few things done routinely right:

- We are known to extend joining date for colleagues whose background verification (BGV) incomplete or not satisfactory. The BGV team is mandated to inquire on candidate’s conduct before giving a green hiring signal.
- New hire orientation programs has a special segment on POSH before signing code-of-conduct document. The consequences of not complying are highlighted and our stand on making GOSS zero-tolerance zone is asserted strongly.
Internal Complaints Committee is a 10 member team that meets timely to review policies, or cases, colleague awareness drives and prepare annual reports for Legal team.

We invest in our managers being adept to handle sensitive situations continuously. From coaching by aligned HRBP, to online sessions on addressing unconscious bias during coaching or performance discussions, to class room sessions on handling the first conversation on an incident effectively, all managers have access to knowledge and tools that empowers them to have crucial conversations on the incident.

Mentoring and coaching extends to special events. Where 6 month maternity leave policy is implemented, pre and post maternity and wedding hand-holding program helps women employees manage new life situation better. The direct manager, HRBP, line leader work with the colleague and guide them on how to manage work, build an extended support system, cross skill to sustain performance edge, and show how to leverage peers skills. Situation free - we enjoy 100% rejoicing by all new mothers.

We have a tie-up with Klay. Chain of day care and after school services to assist our working mothers to manage their work without compromising baby-care.

Flexible work time is provided to support family situations like child’s examinations, illness at home etc.

Respecting Diversity and Manage inclusion workshops are conducted for all colleagues. It helps colleagues recognize unconscious bias and its impact on workplace, and how they can handle situations.

Ensuring Safety and Security

GOSS is committed to providing an environment that is free of any kind of harassment – mental, sexual, verbal, emotional, and physical. Mercer’s Prevention of Redressal and Complaints policy applies to every stakeholder- directly or indirectly. Our procedures are in accordance with principals laid down in the Greater Good – Treat other with respect. Here are few steps we take to ensure that our gender talent travels safely 24/7, multi-shift, and multi-locations.

- They provide escort guards to all women colleagues who have first pickup and last drop in wee hours, along with having an escort feedback form that they are required to fill.
- They conduct escort guards briefing on daily basis to educate them on women colleagues safety and security and what steps they have to follow during women colleague’s drop.
- They have a robust compliance system in place, in which they capture driver’s thumb and palm impressions along with a copy of their photograph, Aadhar Card, driving license and police verification.
- The above practices followed by Mercer are best in the industry to ensure women colleague’s safety and security. Apart from this they have extra features in the automation tool (Routematic) too.
- The tool has check in/out facility, which is mandatory requirement from colleagues and it helps us to identify whether colleague has boarded/de-boarded the cab or not.
- Number masking is another safety feature in which women colleague can directly call a driver on her route without her number showing.

Providing Capacity Development and Mentoring

Transparent talent management practices set stage for future representation is talent plus attraction, retention and progression of female talent. Their colleague development experience learning events, coaching opportunities and on the job activities that support colleagues’ development as per business and/or individual requirement.

I-will - women Leader Development Program: I Will

I-WILL, was initiated with the objective of building and sustaining overall women diversity at GOSS India. I-WILL is a nine-month development experience for current and emerging women leaders who are committed to investing in themselves and their organizations. It is an interactive learning initiative for mid- level women colleagues to succeed, make sponsorship stay and address strategies for thriving amidst life altering moments that change family and personal perspectives. The program was designed to benefit women from all domains – operations, technology, human resource, actuary, learning and development – and from all walks of professional career. Mentoring opportunities promoted personal and professional growth through well etched and delivered
development plans, coaching, and networking. Participants engaged in intellectual and experiential workshops, learnt key principles of becoming an authentic leader, applied the learning through action learning projects, and got mentored by a cross functional leader.

Special mention: The success of the program lay in its mentors performances. They guided ‘mentees’ on how to build teams: collaboration, coordination, and cooperation, authentic leadership, communicating across cultures, manage chaos and conflict and reflective practice and inquiry.

Women@mercer India Chapter

GOSS is to employee experience, what belongingness is to colleagues. It is one of the staunch beliefs at Mercer that connect with the bigger purpose is important GOSS Women@ Mercer India Chapter is a program that aims to support and expand their global community of women’s networks, and promote Mercer’s internal and external gender-diversity brand, and maximize the ability to attract, retain and develop female talent. It provides colleagues a platform to take the long drawn equality at workplace echoed by women, to be understood from a male perspective. It focuses on internal networking, career development and leadership progression. Initiatives are facilitated with a legitimate purpose to make women use their talent, capability and skills and most importantly pull-up the next generation to do just the same- and more.

Sustaining Diversity

For GOSS we can come out and support our initiatives with success and data. Journey has not been a simple one- as it was not just getting women on the top or out in open. It was to create an ecosystem where the micro-culture- what is heard, talked, and seen- daily is in tandem with the drivers by:

- Achieve gender exclusive ratio 65:35. It is there in every leader goals to maintain the ration in their shop.
- For every position talent acquisition team is liable to provide two (or more) gender profiles
- Strongly represent women at all levels- in comparable proportions to men- and there are no hurdle of unconscious bias to their growth on progression through Internal Job Posting
- There is parity in rating, pay, and performance reward. Their unique skills are optimally utilised and placed.
- They are provided opportunities to expand their role and their career irrespective at what ‘place in time they are in their personal lives’

Leaders Speak

Inderjot Dang
Chief risk and compliance officer- risk and compliance and I-WILL mento

Mentoring in I-WILL helped colleagues to do a self SWOT Analysis. This helped them see their blind spots and align their self-development to their professional goals. Through periodic meetings and discussions of mentee and mentor the whole program holistically developed a ‘complete professional’.

Beneficiary

Sony Rag
Business Resource Group, Mercer Cares India Chapter Leader

I benefited, with regards to strategizing, how to involve senior colleagues and get their buy-in on a project, breakdown things and look at small things that actually work. How we do things differently, sometimes we just ignore the fact because we do these things day in and out. The mentoring sessions were insightful. I got to see how I am experienced by others. I learnt a valuable lesson: one is judged on actions, and not intentions.
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EMPOWERING WOMEN THROUGH BEST PRACTICES AT WORKPLACE

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About Global Compact Network India (GCNI)
Global Compact Network India (GCNI), formed in November 2000, was registered in 2003 as a non-profit society to function as the Indian Local Network of the UN Global Compact, New York. It is the first Local Network in the world to be established with full legal recognition. It also serves as a country level platform for businesses, civil society organisations, public and private sector and aids in aligning stakeholders’ responsible practices towards the Ten Universally Accepted Principles of UNGC in the areas of Human Rights, Labour, Environment and Anti – corruption, broad UN goals including Sustainable Development Goals and other key sister initiatives of the United Nations and its systems. At present, the India Network is the leading network among all the Local Networks in the world. It has also emerged as the largest corporate sustainability initiative in India and globally with a pan India membership of over 350 leading businesses and non-businesses participants and 350 signatories, strengthening their commitment to the UN Global Compact Principles by becoming proud members of the Local Network in India.

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