Gender inequality is deeply embedded in our workplaces and has plagued the global economy for decades; if it is not addressed by integrating women as an integral part of the workforce, we risk losing out on the skills, ideas, improved decision-making, and perspectives that are essential to address the global issues and the ability to harness new scopes and opportunities.

In recent years, organizations have renewed their commitment to adoption of inclusive, gender balanced and transparent practices at the workplace. Still there are tremendous challenges in eliminating under representation of women in the workforce and high importance is accorded to employers playing a vital role in overcoming these hurdles.

Global Compact Network India (GCNI) through its unique platform, ‘Best Innovative Practices Awards’, highlights best practices with examples and advocates for gender equality at the workplaces in India. The 2nd Gender Equality Summit, 2019 themed “Gender Equality – Preparing Girls and Women for the Future of Work” was organized on 1st March 2019. The day-long event focused on facilitating conversations and developing solutions to design a strong road map towards achieving gender equality in India.

It gives me immense pleasure to take this opportunity to applaud the efforts put in by the participating organizations in reinforcing the belief that massive positive strides are being made on the subject, taking us even closer to shared prosperity. The contribution of various partner organizations, as well as the attendees in successful conduct, is extremely praiseworthy.

I am equally delighted to see the overwhelming response that we received, with over thirty-five case studies from leading organizations, foundations, small and medium scale enterprises from all over India. I would like to congratulate all the winners of the competition and express my heartfelt gratitude to all the contestants.

On an optimistic note, I propose a toast to:
- Fair hiring and promotion activities;
- Fostering an inclusive and respectful culture;
- Enhanced ability of companies to attract talent and retain employees

Thank you!

Shashi Shanker
Chairman, ONGC Group of Companies
Gender inequality is deeply embedded in our society, even as India has taken rapid strides and established herself as a global force. We cannot wish away the reality that there is significant room for improvement when it comes to incorporating women in dominant political, social and economic narratives.

While we have definitely made a start, it is critical to maintain momentum and for this all stakeholders must take active steps to embed gender equality within the socio-politico economic fabric of our country.

The UNGC Gender Equality Summit will focus on preparing women for the future of work, with the fourth Industrial Revolution coming in, which brings in automation and AI and a deep integration of technology into the workplace. How can women be adequately prepared to adapt to this revolution and how can we reach the goal of gender equality in the new era of the workplace? It is apparent that working towards this goal will not only accelerate our efforts towards the 2030 Sustainable Development Agenda but will have unequivocal positive spill-overs for the millennia to come.

So let’s join hands and work towards preparing women for the future of work, ushering in a new era of gender equality in a modernized world.

**Vaishali Nigam Sinha**  
*Chief CSR, Sustainability and Communications Office  
Renew Power*
**RA DH A R. SH AR MA**  
Chair Professor & Chair  
Center of Positive Scholarship for Organizational Sustainability  
Management Development Institute, Gurgaon, India

“It was a privilege to serve as a Jury for the ‘Best Innovative Practices Award, 2019: Women at the Workplace’ organized by UN Global Compact Network, India which attracted considerable nominations. As a global researcher on gender issues, it is great to note that Constitution of India provides gender equality, but there is need for enforcing gender equity at the workplace as only 3-6% women reach senior management level due to gender bias, covert discrimination or psycho-social factors. Women have a long way to go!”

**BISW AJIT ROY**  
Director (HR & BD), Oil India Ltd.

I am happy to know that Global Compact Network India (GCNI) is bringing out an Innovative Practices Awards Compendium on Women at Workplace, showcasing some of the progressive measures on gender diversity.

If we talk about women in the workplace today, there is no denying the fact that there has been a vast change when compared to the workplaces of the eighties. Organizations across the globe have become committed in employing & hiring women workforce to ensure gender diversity and are taking various measures to ensure that women are provided power to stand up against the control of others and help them to lead a productive and meaningful life.

In the Indian context, the principle of gender equality is enshrined in the Indian Constitution which not only grants equality to women, but also empowers the State to adopt positive measures in favor of women. Further, the National Policy for the Empowerment of Women was launched in 2001 with the goal to bring about the advancement, development and empowerment of women. India has a vast talent pool as well as workforce with women contributing their best in every sector and discipline. Nurturing them with progressive measures and practices shall not only enhance organisational performance but also lead to gender equality and much needed balance in our society.

I am sure that the Compendium would be a wonderful reading experience for one and all.

I hereby wish the entire team of GCNI all the luck for putting in their very best in bringing out a thought provoking Compendium.
“Kudos to GCNI, as they’ve created an effective platform to showcase the efforts of companies in India in ensuring strong gender equality. As jury at the Gender Equality Summit 2019, I was privy to some of the best practices adopted by companies and it was an inspiring experience! GCNI has again come to the forefront in aligning its members towards sustainable & responsible business practices by highlighting how these best practices promote employee diversity, boost performance and drive an innovation culture within companies. I believe that such initiatives empower women, thereby increasing their growth, representation and participation in businesses. My best wishes to the winners and hope that our joint efforts with the support of GCNI creates an inclusive environment, leading to better values in society.”

“Action and Innovative Initiatives of Very High Impact were presented which could set high standards and examples for transformation among the women. Such initiatives and awards to recognize the Change agents should be conducted more often.”

“In today's time, being diverse towards inviting women in your workplace is not enough. The true test lies in being inclusive as well which will only be achieved through consistent measures aligned throughout the vision, mission, policies, processes and culture. To add to this, this alignment should be both qualitative and quantitative. As I work with workplace leaders to help them build this alignment, it was a very satisfying process to see the efforts they are putting in achieving this.”

Let me know if more is required. I will expound and sent it across.
About the organisation & brief description of organisation works

Oil and Natural Gas Corporation Ltd (ONGC) is India’s largest National Oil Company. It is a fully-integrated oil and gas company, operating across the entire hydrocarbon value chain. ONGC has single-handedly scripted India’s hydrocarbon saga and is the largest producer of crude oil and natural gas in India, contributing over 73% of Indian domestic production of oil and gas.

ONGC’s wholly-owned subsidiary ONGC Videsh is one of the biggest Indian multinational with 41 oil and gas projects in 20 countries. ONGC is also present in downstream business through its refinery and Petro chemical subsidiaries Hindustan Petroleum Corporation Limited (HPCL), Mangalore Refinery and Petrochemicals Limited (MRPL), ONGC Petro-additions Limited (OPaL) and ONGC Mangalore Petrochemicals Limited (OMPL).

ONGC’s efforts in the energy domain have also been globally acknowledged. We are ranked #1 in the E&P category and 21st overall as per S&P Global Platts 250. ONGC ranked 197th in the Fortune Global 500 list for 2018. We are also ranked 266th in Forbes Global 2000 – and first amongst Indian National Oil Companies.

ONGC prides itself as an equal opportunities employer, especially in an industry which is traditionally not seen as women friendly, with its difficult working conditions in the deep jungles, dry deserts and remote locations. However, ONGC has been at the forefront in encouraging women to strive forward without fear or discrimination and the women officers working in offshore platforms are testimony to ONGC’s resolve. ONGC is committed to setting a benchmark in gender equality, with positive steps being taken in the organization to empower women energy soldiers as they march alongside their male counterparts in the quest for energy security of the country.

Today, ONGC is one of the best organisations for women to work; and this has been possible by its honest commitment to making the workplace safe, congenial and empowering for every employee, especially women. It understands the special role of women in our society, and has provided a supportive work environment, which has resulted in more women joining the energy industry and more women climbing the corporate ladder, the results of which have begun showing in recent times. The facilities and policies are some of the best in the corporate world, and it is with pride that ONGC forges ahead in its corporate journey, with the will to do MORE.

Enabling Environment

ONGC is committed to be one of the best places to work for women in India. The country’s top Maharatna provides one of the most women-friendly workplaces, with progressive and empowering policies and enabling environment to enable both women and men to excel at work and achieve work-life balance. It is a matter of great pride that ONGC has consistently been widely recognised for being a model employer for women and having gender & diversity inclusive policies.

Today, young women are entering the organization in significant numbers as ONGC provides the work culture and enabling environment where women are nurtured to grow in their career paths into managerial and leadership roles, and eventually into corporate board rooms. A major feather in the cap has been that of Dr. Alka Mittal joining the Board of ONGC as Director (HR), breaking the proverbial glass ceiling:

- There are many employee-friendly HR policies for all employees across ONGC, which include specific women friendly policies in ONGC which enable women employees to give their best to
the organisation and to also achieve individual professional excellence. These include: 180 days maternity leave (which can also be availed by unmarried women) & 15 days of paternity leave, 730 days of child care leave till the child attains the age of 18 years, special consideration in transfers & job rotation, providing safe transport to women on tour, crèche facility at each work centre, complaints committees for dealing with cases of sexual harassment among others. Setting up of Women Development Forum (WDF) way back in 1998 was a landmark decision by ONGC in creating a platform for its women employees. WDF has been playing a leading role in promoting the professional development of women employees, their empowerment, redressing individual and general grievances of women employees through counselling and mentoring and coaching of women employees. To ensure elimination of gender biases and discrimination, ONGC has made it mandatory to have nomination of senior women executives in all selection panels (Annex-1).

Safety and security

ONGC provides a safe and secure environment to work for all its employees. At all our work centers, safety of people and assets is ensured through our security forces and systems in place. To further enhance the safety and security of women employees, ONGC has put in place some enabling policies like posting of two or more women in field locations, providing transport facility to all women on tour irrespective of their level and suitable residential accommodation in ONGC colonies (Annex-2). ONGC also organises self-defence training for women employees to equip them in handling difficult situations.

ONGC has its policy on PoSH firmly in place. Not only does it have internal complaints committees set up and functioning in all work centres, sexual harassment has been made part of its disciplinary rules as a misconduct (Annex-3). Women employees work safely knowing that there is zero tolerance for a misconduct of this nature. A number of gender sensitisation workshops have been organised across work centres to create awareness around unacceptable behaviours and actions. ONGC has become the first Public Sector Enterprise to launch a unique portal on Gender sensitization to impart training on prevention of sexual harassment (PoSH) at workplace. An online Gender Sensitization training programme on PoSH was organized for corporate level executives, around 2200 officials from different work centres participated. During 2018-19, similar programme is being organized for middle level executives also.

Diversity

ONGC has a diverse workforce from different regions of India having different cultural and linguistic identities. The Oil & Gas industry by its intrinsic nature is an arduous and hazardous profession and is a male dominated industry. It goes without saying that being a State Enterprise, ONGC follows governmental guidelines in formulating and implementing its policies. It ensures that there is equality of pay, working hours, work facilities, etc. amongst men and women employees. ONGC is essentially an equal opportunity employer and no discrimination whatsoever is practised in decisions relating with recruitment, career progression or assignment of roles.

However, as a forward looking organization, ONGC has undertaken initiatives beyond the laid down guidelines for creating an inclusive work place, which supports women in their dual roles at home
& work and nurturing a culture of respect & inclusivity. As a result of these initiatives, women are entering the organization in significant numbers. We are seeing a gradual increase in the percentage from 4% in 1990, to around 7% in 2018 (Annex-5). In last 5 years (2014 to 2018), a total of 511 women have joined the company as fresh recruits. The number of women being recruited in ONGC has increased from 7% during FY 2010-11 to 11% during 2017-18 out of which majority are in technical fields. The inspiring feature of this induction reveals women entry into male dominated core operational/field areas in Oil & Gas like Drilling, Production and Engineering. Along with the more conventional pattern of women intakes in the Geoscience and Support cadres, about 32% (304/947) of women recruitment was in the operational cadres of the upstream E&P domain:

- Today, more women are taking up field assignments in ONGC, not only at Onshore locations, but also at Offshore on 14 days On-Off duty. As on January 2019, 141 women employees of ONGC are on field duty (130 in Onshore & 11 in Offshore) while 256 women are posted in various research and training institutes of ONGC

- Diversity initiatives are well integrated with the leadership development processes. This is borne out by the fact that in a traditionally male dominated industry, wherein as of 01-02-2019 overall women presence in ONGC stands at 7%:
  - About 16% (237/1498) women executives have attained the corporate level (E5 & above) and
  - 4% of the leadership positions (L1-L4) are held by women wherein:
    - L1 position holders are empowered as corporate level Chiefs of Services/ Business Units/Institutes.
    - L2 position holders are empowered to lead Functional Teams in Corporate Offices/ Business Units.
    - L3 position holders are empowered to drive operational teams within the functional domain.
    - L4 position holders are empowered as leads/in-charges of teams/offices.

Through its CSR programmes also ONGC has made tremendous contribution to the cause of women empowerment and welfare, with Compassion, Conviction and Innovation – our core values. Over the period of last five years only, ONGC has taken up CSR projects worth more than Rs. 9 Crores on Women Empowerment, in the vital areas of health & hygiene, safety, skill development, etc. In 2017-18, ONGC created employment opportunity for 4821 youth & women. Highlights at Annexure-6.

Facilities

As a model employer, ONGC is known for its spectacular employee benefits. The company takes care of all aspects of the work-life of its employees. To enable its women employees to contribute their best to the company, the company provides them with facilities like enhanced maternity leave (Annexure-7), child care leave (Annexure-8), crèche facility (Annexure-9), transport facility, safe and secure housing, secure working environment, health care facility, cafeteria/canteen facility, suitable hotel/guest house accommodation and transport on tours among others.

Capacity Development and Mentoring

a) Junior to senior roles: ONGC does not discriminate among its employees based on gender in the matter of career progression. While promotions at below corporate level are largely
seniority based, at corporate levels, they are based purely on merit and there is no separate promotion policy to these levels for women employees. However, management of ONGC has been extra careful to ensure that the women employees are not discriminated against while releasing promotion. This aspect is evident from the data of Female vis-à-vis Male employees promoted during last five years.

b) Induction/ mentoring (skill development, professional development):

- During the induction training, female graduate trainees are encouraged and given special care to facilitate them to adapt the organization culture, value & ethics that is being taken care & mentoring by lady coordinator posted in ONGC Academy. ONGC believes in holistic approach for development & grooming of young female graduate trainees. ONGC encourages women graduate trainees to participate in all sports activities during the induction training at ONGC Academy in addition to their routine training. Also women graduate trainees participated in the 26th January parade and a woman GT performed as platoon commander. ONGC believes that building self-confidence and creation of enabling platforms for women employees is essential for long term growth of the organization. ONGC has introduced Woman Employee of the Year award at corporate level to recognize outstanding performance on assigned job and contribution in the field of Women empowerment from Award Year 2017 onwards.

- ONGC has been taking numerous initiatives towards professional development of women employees by way of external and in-house training programmes, sponsoring women for national/international meets and conferences. A unique programme was conceptualised and conducted through IIM, Lucknow on “Leadership Development for Women Executives” for developing the managerial skills in women executives of the Organisation. Board Orientation programmes with overseas exposure, outbound training programmes. Training programs are organized for professional and leadership development of women at top management institutes like IIMs/MDI. ONGC ensures compulsory nomination of women in all training programmes conducted by the ONGC Academy throughout the year. More and more women executives are being given challenging jobs / roles and posted in operational areas. This enhances their growth potential in the company and prepares them for taking on senior roles in future. Details in Annexure-10.

ONGC conducts Business Games (BG) & Fun Team Games (FTG) for its executive and staff employees. These initiatives create opportunities of self development and active learning for participants.

Participation from women employees are encouraged in both the formats. The women participation in 2018 was 15.07% and 7.4% in BG and FTG respectively which is above the 7% mark of women employee strength in ONGC.

ONGC conducts ODCs – Online Development Centres for its executives for mid- level executives. Based on the competency gaps identified through ODC, training programs will be organized for the participants through ONGC Academy. So far 270 women executives have been subjected to online assessment and Individual Development Plans have been sent to them.

ONGC has a formal Mentoring Process for all new inductees. A pool of 97 women executives have been developed as trained mentors and 330 women executives have been mentored in structured mentoring initiative between 2012-2015.

Such initiatives offer not only development opportunities, but also are empowering processes and promote respect and equity in opportunities for development.

- To provide role models to women, a unique initiative of sharing of success stories by ONGC women leaders was started on the company internal portal and women industry leaders were invited for sharing of experience with ONGC women employees.
• We have senior women on Board of joint venture companies to provide empowerment and exposure to Board level role.

Challenges and Way Forward

Employment in the Oil and Gas sector is often characterized by its remote working environments and hard physical work in shifts. In the past, this has contributed to discouraging women from working in the industry, especially if they have a family and children to take care of. As per the study by M/s Boston Consulting Group (BCG), it has been found that women comprise only 15% of the workforce especially in oilfield services. Women are also underrepresented across most roles and job categories in the industry. But their presence is particularly limited in technical roles and jobs in the field, which are often considered to be prerequisites for advancement.

Unless companies develop a critical mass of women across all roles, meaningful progress toward gender balance in the industry will not occur.

ONGC has taken aggressive measures to bring forward its women on the major front and to provide the best available support in industry. It is quite evident from our continuously evolving policies and the manpower data that we have come a long way and are committed to go further for the empowerment of not only the in house but also the external women stakeholders of our organization.

To further increase the ratio of women at all levels and to leverage the engagement of an increasingly gender diverse workforce, a need was felt to introduce changes in policy framework for the purpose of creation of a work culture and enabling environment where women grow into their career paths into managerial and leadership roles and some of them eventually be members of corporate boards. ONGC undertook a major study to understand the issues involved and to formulate a strategy for the future (Annex-4). Based on the outcomes of this exercise, an action plan was put in place and several of the recommendations were implemented. This has resulted in enhancement in induction of women in ONGC, policy changes, improvement in infrastructure and hygiene facilities in field areas, women being given challenging assignments, being posted in remote offshore and onshore locations, being exposed to leadership & decision making roles and among others.
ONGC is focussing on following five areas:

a Entry of women and process of induction.
b Placement of women in leadership positions.
c Policies on Infrastructure.
d Learning & Development Programs for both women and men with specific emphasis on women programs.
e Culture Building in ONGC.

Hopes are high, and commitment even higher.

“Be positive and professional in your approach, regularly upgrade your skills, be open to learning new things and above all be the change you want to see”.

DR. ALKA MITTAL
Director (HR), ONGC Ltd.

“It is a matter of immense pride for all of us to have such determined lady ONGCians who with their knowledge, courage and strength are scaling new heights in diverse spheres of their professional and personal lives. Women in today’s business environment are agents for positive change. They bring with them multitude of experience, a creative outlook towards every challenge and a sense of calm to accomplish every objective with ease.”

SHASHI SHANKER
CMD, ONGC Ltd.
ICICI Foundation works towards fulfilling the Corporate Social Responsibility (CSR) mandate of ICICI Group by building capabilities and developing innovative models through specific growth enabling initiatives like skill development for a sustainable livelihood, financial inclusion and rural development. The mission of our organization is to promote inclusive growth in India through focused initiatives in the identified areas. ICICI Group has been contributing towards the development of our nation, since its inception five decades ago. In this day and age India needs to leverage its working age population to take advantage of the demographic dividend. To make the youth of India fully integrated and contributing members of the economy, ICICI Foundation works towards furthering the agenda of skill development in the country, in line with Skill India mission of the Government. We believe in the hub and spoke model of development of the country, which states that the whole is just the sum of its parts. As a part of the ethos of inclusive growth, ICICI Foundation strives to have a good representation of women in the work place at all levels. Our policies compliment this ethos and encourage greater participation of women in the workforce.

**Impact - key achievements and impact created**

- In India, where we have only 20% of female population employed, our organisation stands tall with a women employment rate of over 25%.

- We have eight Skill Development Academies which employs only women, and operate exclusively for women tier II cities, encouraging them to venture out of their homes and seek employment.

- ICICI Foundation has put in a concentrated effort to increase women participation in mainstream employment with 50% of the trainees in our Academies being women.

- As a part of the standard curriculum at ICICI Academy for Skills, modules such as entrepreneurial development, self-grooming, soft skill, health and hygiene etc. are included which boosts the morale and self confidence of women trainees.

- The repetitive demand for trainees from our placement partners speaks of the quality of the training provided by ICICI Foundation and helps us to keep up the 100% placement records.

- We provide 184 days of paid leave for women entitled to maternity benefits. In case of a miscarriage or other related medical conditions, a 45 calendar days’ leave is immediately granted, following the day of the miscarriage. A woman seeking to undergo a fertility treatment, may claim up to 180 days of leave if they have completed a minimum of six months of service with the organisation.

- The foundation has worked in 29 states, over 250 districts and more than 1200 villages. So far, ICICI Foundation has trained and enabled livelihood for over 3,85,000 individuals out of which more than 50% are women.

“ICICI Foundation for Inclusive Growth believes in unlocking the potential of all individuals outside the organisation, as well as inside the organisation. Constant trainee mentoring, learning-unlearning of ground realities, and unfolding opportunities to dream and aspire, drives the foundation. By training less privileged youth, ICICI Foundation unlocks their potential by bridging the gap and meeting industry requirements and providing them with skilled manpower.”

Rmma Thakur, Human Resources & Administration
ICICI Group has a legacy of promoting gender equal policies and practices. This creates a healthy work environment. We, at ICICI Foundation are proud to continue the same for our employees as well as for the trainees of our Skill Development Training programmes. On the recent occasion of International Women’s Day 2019, we planted trees equal to the number of women employees at ICICI Foundation in celebration of the wonderful contribution made by our women colleagues, working relentlessly on our mission.

**ANUJ AGARWAL**
Chief Operating Officer,
ICICI Foundation

“*I would like to share the fact that the maternity benefits provided to me at ICICI Foundation have proven to be a boon for me and helped me continue my career seamlessly. I would like to mention that I was going through a financial crisis and was worried about going on leave without pay, as the financial stress would have made it difficult for me to manage the household finances. But I am thankful for the maternity policy, which entitled me to a fully-paid leave, helped me in dealing with the situation.*”

Employee at ICICI Academy for Skills, Vadodara, Gujarat
Established in 2004 and incorporated in 2009-10 as a Non-Profit Organization under Section 8 (earlier Section 25) of the Companies Act 1956, Institute for Integrated Rural Development (IIRD) is a developmental organization, headquartered in Himachal Pradesh’s capital Shimla. IIRD is dedicated to bringing rural prosperity through research & studies, training & capacity building, project planning, designing & implementation, and institutional networking in the national and global perspective.

With the diverse experience for the last 15 years in the development sector covering almost all thematic areas of development, IIRD has worked with a number of Ministries, PSUs and many other corporate houses with the footprints in 21 states of India. With the specialization in conceiving, planning, designing and implementing the projects, IIRD has completed more than 100 small and medium size projects.

In midst of all our endeavours, we have ensured to fully support and provide a powerful platform to women functionaries of our organisation. Time and again, the women of IIRD have made us proud and have achieved a lot with their intelligence, hard work and aplomb.

IIRD’s Workplace Ethics & Representation of Women

- Any individual who is a part of IIRD, is treated as an important constituent of the organization and possesses the right to respect, dignity and growth within the organization.
- At our HQ, the percentage of Female functionaries is nearly equal to that of Males, which is better than the National Figures.
- The genesis of IIRR was with two positions – Director (Male) and Environment Assistant (Female) - which later was incorporated as an NPO consisting of 2 male Directors and 1 female Director.
- The “Best Functionary of the Year” award over its existence has been awarded to 3 women and 1 man.
- The Thematic Heads of Mission RIEV are 6 females and 2 males.
- The organisation has a Counselling Cell as well as Sexual Harassment Committee which is headed by the company’s woman director; though no such case has been ever come to light in IIRD’s history.
- Time and again, our malleable policies have enabled women to balance their personal and professional lives without sacrificing their dreams and ambitions.
1st Employee of IIRD

Throughout IIRD’s existence, there have been many employees, but among them Mrs. Banita Devi alias Leela Devi holds a special place. Hailing from a small village, she moved to Shimla after getting married and started her journey with IIRD in 2004, the year of our genesis. Educated till Class 4, Mrs. Leela wanted to support her family. She joined IIRD and was assigned the responsibility of cleaning & maintenance. With her persistent hard work, she was elevated to the position of Hostel and Linen in-Charge. Along with IIRD’s growth Mrs. Leela’s also moved up in her position and remuneration while simultaneously acquiring the basic computer and Hindi typing skills.

Even when Mrs. Leela was going through the tempestuous times in her life during her husband’s illness, IIRD provided complete support to her when she was the sole breadwinner of her family. With her sheer determination and IIRD’s intervention, Mrs. Leela educated her daughters and married them off. Her efforts were recognized by IIRD as she was awarded “Employee of the Year” and given a special prize of Rs. 1,11,000 which she invested to construct a house in her village with 6 rooms slab. That day, as she says, “Was one of the most important days in her life where she felt that she had accomplished something great.”

Being elevated as Environment Assistant, She takes care of the Guest House Store, Hindi Typing and Beautification of the surroundings.

IIRD proved to be a positive and constructive force in her life and became instrumental in her empowerment in the true sense.

During all these years of our existence, IIRD has not only tirelessly worked for Rural Development, we have also made it our aim to promote a wholesome development for everyone, especially women. We have crossed several milestones and hope to do much more with the support of all the amazing women who are a part of our extended family.

“"When I joined IIRD, MD Sir was the only other person who was there; he promised me that he will work hard to take IIRD to great heights and provide a respectable, sustainable employment to me. All these years, I have seen IIRD grow and blossom. I have stayed here because I know my work also makes a small difference in some way and the respect, opportunity to grow has made me confident and strong. During the difficult times, IIRD has always stood by my side to help me in every way possible.”

Mrs Leela Devi, the First Employee of IIRD

DR. LC SHARMA
Managing Director of IIRD

It gives me immense pleasure to acknowledge the significant contribution of women co-workers in evolving IIRD as a value based organization.

With the multifaceted talent and personality attributes bestowed by the nature, women not only make the work environment sensitive and caring but the presence of women at workplace becomes instrumental in inculcating required etiquettes.

We are witnessing the process of creating more women leaders in different arms of IIRD in the time to come.

The world can become better with enhanced participation of women in every walk of life. Our endeavor in these directions shall become more vibrant and meaningful in future.
About Wipro Limited

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 1,75,000+ employees globally serving clients across six continents. Together, they discover ideas and connect the dots to build a better and a bold new future.

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.

Strategy: Beyond Diversity of Identity, toward Inclusivity for All

Wipro’s strategic focus today is to become more inclusive rather than merely representing diversity through numbers. They have a two pronged approach toward achieving this goal:

• Constantly build inclusion as a way of life within the culture.
• Focus on policies and processes that create and reinforce inclusion.

Execution: Walking the Talk

• Commitment: 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.
Collaboration: Wipro encourages participation from cross-functional teams. Senior leaders anchor individual inclusion pillars and in turn collaborate across business units/geographies.

Continuous Improvement: They constantly set higher benchmarks to improve performance on inclusion:
- Key indicators impacting diversity representation/unconscious bias at various stages of the employee lifecycle are monitored by the Board as well as the I&D Council.
- Employee perception of I&D within organization is measured through their biennial employee engagement surveys. I&D has been the top engagement driver in our employee engagement survey for years.
- Public Annual Report & Sustainability Reporting: Key organizational metrics on I&D are voluntarily disclosed in public domain.

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 35.2% 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.

**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. E.g. Your Career Your Choice training program aims to unearth unconscious biases, in stil the importance of career in one’s life/create positive action plans:

- **Wipro Leaders Program /Building Leaders Program**– A highly coveted program with sponsorship from our Chairman, this 6-day residential program aims to build the next level cadre of leaders in Wipro.

- **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.
  - Unit Level Mentoring Programs – Mentoring programs are established at a unit level with focus on building a diverse middle cadre. These programs envisage focussed mentoring sessions with an aim to build aspirations/grooming women to the next role. E.g. WINGS: Career Development Program, Gallop women mentoring program, WoW 10, Aspire, Wiproteges.

- **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. They are now expanding the scope to include mentoring for both mothers and fathers to build a culture where parenting/childcare is seen as a joint responsibility between both parents.

- **I & D/ Women in Business 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. Overall objective is to inspire through personal stories and establish a positive role model. 70+ sessions have been held since launch.

**Women with Disabilities**

Wipro hires persons with disabilities which includes women. Their inclusion framework for Employees with Disability (EwD) is described under **CREATE Framework** as below:

- **Careers**: Focused efforts on mentoring and skill upgradation opportunities for PwD e.g. enabling role rotations and skill upgradation.

- **Recruitment**: Collaboration with disability expert organizations, exclusive walk ins and referrals to augment recruitment efforts.
Engage: Engagement with EwD through internal (e.g. AHM, Winclusive- Yammer group, social bridges) or external networking platforms.

Accessibility:
- Digital accessibility is ensured in the internal software/systems at Wipro by adhering to WCAG 2.1 standards.
- Procurement policies and procedures have been modified to ensure accessibility.
- Infrastructure accessibility is ensured by adhering to the Universal Code of Building.
- Accessibility is also offered as a service to the clients of Wipro.

Training: Sensitization Trainings for employees/managers/trainers educating on disability matters and inclusive practices and making their internal trainings accessible.

Enable: There is an online Self-Identification Form for all employees to share any requirements that they may have in order to enable them work effectively; this is further enabled by Reasonable Accommodation policy.

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.

- 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.
- Mandatory E-Learning Module on Unconscious bias: developed for employees for understanding unconscious biases, its effects on day-to-day working, becoming self-aware and taking action to #BreaktheBias.

Prevention of Sexual Harassament – Sensitization, Orientation and 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.

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.

SUNITA CHERIAN
Senior Vice President- HR
Inclusion & Diversity Head, 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.”
About the Organization

DB Schenker is the world’s leading global logistics provider — we support industry and trade in the global exchange of goods through land transport, worldwide air and ocean freight, contract logistics and supply chain management. DB Schenker India offers a complete range of international air & ocean freight services as well as integrated logistics services, global supply chain solutions from a single source supported by its strong worldwide network comprising 2000 locations. With 37 offices and more than 53 warehouses covering more than 2 million of warehousing space we are everywhere our customers wants us to be. Schenker India Pvt. Ltd. in last 15 years has extended its capabilities manifold and introduced innovative freight solutions for growing customer base. It also attains coveted IATA ranking at no 4 in year 2008.

Commitment for Gender Equality in workplace

Organization has a strong focus and aspiration to be a truly diverse Organization. The company’s management is committed to gender equality that is enabled by laying down HR processes and practices to uphold equality between women and men. We are committed towards the protection of health, safety, well-being, conducive work environment, learning and development opportunities with growth-oriented culture equally for employees of both the genders.

Initiatives taken for gender equality

POSH Initiative

Implemented Internal Complaints Committee (ICC) and other guidelines of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 immediately after the Act was notified.

• Location-wise ICCs were constituted in line with the guidelines with minimum two senior women members in each ICC.
• ICC Members were trained by external experts.
• Gender Sensitization Sessions are arranged on regular basis for all employees that includes On-roll and third-party contractual staff.
• All new Joiners are made aware of the POSH guidelines during the induction program.
• ICC details along with contact numbers are displayed at all Locations.
• Awareness sessions in Local languages are arranged for third-party blue-collar workers.
• Timely communication of grievance reporting channels is done to all the employees.
• For third-party blue-collar workers, complaint boxes are provided where they can drop anonymous complaints.
• Women can report any of their concerns to the Location HR or CHRO through email or phone.

Schenker India believes that all employees have the right to be treated with due respect and dignity and is committed to harassment free conducive working environment that promotes team working, individual commitment and non-conflicting working relationships. So, we cover all aspects of harassment:
a) Verbal abuse
b) Psychological
c) Mental
d) Physical coercion
e) Sexual

❖ Benefits for women employees

a) Maternity Leave as per Law.
b) Clubbing of Sick Leave and annual leaves are allowed with Maternity Leave.
c) In case of medical exigency arising out of pregnancy additional leaves are approved.
d) Need-based Work from home option given after the maternity leave gets exhausted.
e) Flexible or reduced working hour options are given, if required by the women employee.
f) Miscarriage leave applicable as per Law.
g) Pioneer in our sector to have Adoption Maternity Leave.
h) Health insurance of 3.5 lacs per year for female employees. Family floater includes self, spouse, 2 kids and a set of dependent parents / parents-in-laws with maternity cover and baby cover from Day 1 is included.

Women Safety and security

a) Cab facilities are provided to women employees where transport is an issue for some locations.
b) Working hours are been strictly followed for all employees and for female employee’s special care is taken for not allowing them to sit late in office.
c) Special provisions in the Travel Policy to for pick and drop of women employees when travelling outside the base location at early morning or late evening by reputed, secured and verified agencies.
d) Employee Assistance Program (EAP) by company sponsored professional counselor is in place to assist women employees whenever they face challenges in their personal lives or workplace.
e) Arranged self-defense training by external experts, Talk with doctors, Seminar with CEO for professional motivations, etc.
f) On-site Health camps and preventive health checkup facility is provided to all women staff.

Diversity

a) Representation of women at different levels of the organization.

Being in male dominating industry, warehouses located in remote areas, it is not very attractive for women to join this industry
With all these bottlenecks, we are been able to have 14% of women staff strength; while there are 18% women at managerial level.

b) **Organizational steps to increase representation of women.**

a) Publication & Monitoring of diversity metrics like Hiring Diversity; Rewards; Annual Promotions etc.

b) KPIs of HR team on Diversity Hiring.

c) **Examples on diversity**

i) **First example – Living Diversity – Walking the Talk: Hiring of Women Fork Lift Operators at Chakan, Pune.**

We have an excellent example of this in the Schenker Distribution Centre (DC) for a key customer at Chakan, Pune, India. When we started the DC in 2017 in that conservative and remote country-side location, the topic of diversity was nascent in the area where we were setting up. But committed as we are for having a diverse workforce in alignment with our customers’ philosophy of equality, we started working pro actively with the local community to challenge the status quo.

With a training partner and scouted potential female workforce we trained them to become skillful forklift operators. Now, gender diversity ratio in the customers’ DC is 41% females as against 59% male colleagues, which is way above the and national indices.

At the customers’ DC, we scored many ‘firsts’. We also hired specially-abled staff for labelling activities, a first ‘People with Disability’ (PWD) hiring in any DC or Warehouse of Schenker India.

The customer has applauded our initiatives, and we are now working on replicating these initiatives in our other warehouses.

ii) **Second example - Sensitization on LGBT: DB Schenker employees**

We recently conducted a panel discussion for DB Schenker – a leading global Logistics Solutions & Supply Chain Management company, at their Mumbai & Gurgaon offices. The focus of the discussion, which was part of the organization’s larger efforts in the space of Diversity & Inclusion agenda, was to get to know the Transgender community.

The panel discussion and interactive session had 2 trans women and 1 trans man narrating their stories and interacting with employees of the organization. With an objective to know about the transgender people, their lives, bust myths relating to the community and listening to success stories of some of them who have braved and worked hard to make their way to the mainstream, achieve their goals and prove that trans people are as capable and deserving as any other Indian. The session was moderated by Anupama - the founder of in. Harmony.

Employees not just participated eagerly but also expressed keen interest to extend their connections and work closely with community.

**Capacity Development & Mentoring**

a) **Transition support for women**

We ensure all training program for future talent development have at least 30 to 40% women. Some of the key programs our women staff have been to are:

- SalesPro – to create talent pipeline for Sales roles.
- Management Development Program.
- Global Training Programs held in Singapore and Germany.
- On-the-job Training: Woman who applies for Branch Manager position against internal job.
Renu Bohra has worked across multinational/private and public sector companies in service/engineering and manufacturing sector. She is currently heading HR function of Indian sub-continent in Schenker India Pvt. Ltd., a leader in Logistics.

Her area of expertise include HR Strategy, Employment Policies, Performance Management, Employee Engagement, Talent Development, OD, L&D, CSR, Diversity and generalist HR.

A certified OD practitioner from ISABS (2015), she has run various OD interventions on Values and Culture successfully.

RENU BOHRA
CHRO, Schenkar India Pvt. Ltd.

Renu Bohra has worked across multinational/private and public sector companies in service/engineering and manufacturing sector. She is currently heading HR function of Indian sub-continent in Schenker India Pvt. Ltd., a leader in Logistics.

b) Support in development of skills and recognition of proactivity Women in Sales

Being a Men dominating sector, we also have the same scenario in Schenker India. Women were present in Key Account Management role or Back office Sales or Sales Support. From 2015 onwards, we have brought a conscious shift by internal movement of women talent in key Sales role:

- Out of the 5 Regional Sales Manager, 2 are women now.
- The HoD of Tender Management desk is a woman who has been moved as a part of job rotation.
- All the 5 Regional HoDs in Customer Service are women.
- We ran an internal talent building program called SalesPro where we handpicked operations staff and trained them to move to Sales. 40% of the participants were women and 6 of them got placed in key profile post completion of the program.

Building Talent Pipeline at Entry level

- 50% of Summer interns are women
- 50% of campus hires are women
- 50% of NETAP trainees are women

With all these, women get exposure to Logistics/Transportation which is men dominating industry. This breaks the mind set of managers who become sensitized and more open to hiring women.

Women HoDs (Head of Department)

- Our next-in-line or number 2 in many departments are women, like Quality, Ocean Freight Management, Risk Management & Compliance, Customer Service, Finance, HR etc. This will help us in effective succession planning of women leaders.

There are seven Senior Management Team (SMT) Charters on strategic topics. All have presence of women in cross-functional projects.
POPULATION FOUNDATION OF INDIA (PFI)

Population Foundation of India (PFI) is a national civil society organisation, that promotes and advocates for the effective formulation and implementation of gender sensitive population, health and development strategies and policies. The late Mr JRD Tata and Dr Bharat Ram founded PFI in 1970, supported by a group of socially committed leaders from industry.

As an independent not-for-profit organisation, we address population issues within the larger discourse of empowering women and men, so that they are able to make informed decisions related to their fertility, health and well-being. We work with the government, both at the national and state levels, and with other civil society organisations, in the areas of reproductive health and family planning, community action for health, and social and behaviour change communication, with a sharpened focus on women and the young population. An eminent governing board and advisory council comprising of distinguished persons from civil society, the government and the private sector guide our work.

PFI encourages and supports policies and programmes that promote the reproductive rights of women, ensure quality of care and better meet the needs of women and families. Focusing on an empowerment approach and a human rights-based framework, we will advocate for policies that are ‘more’ comprehensive and position girls and women at the centre of the policy framework. PFI’s advocacy, communication and programmes continue to follow this approach and framework. The projects supported by PFI promotes an improvement in women’s access to information and knowledge on sexual and reproductive health and rights, enabling them to exercise their right to regulate their own fertility through family planning methods of their choosing.

Impact through PFI’s three pronged approaches

Through Advocacy to Central & State Governments:

- PFI’s evidence based advocacy contributed to expansion of basket of contraceptive choices in India in 2016 - three contraceptive methods (Injectable contraceptive, Centchroman and Progestin Only Pill).

- Increased investment in Family planning – Government of India’s renewed commitment for investing USD 3 billion for family planning by 2020 from its earlier commitment of USD 2 billion for the same period.
• Post Bilaspur sterilization deaths, PFI’s advocacy led to issue of directives by Ministry of Health and Family Welfare (MoHFW) to the State Governments for orienting the service providers in providing quality family planning services.

• With PFI’s efforts, there is significant increase in media coverage on family planning issues.

**Through Social and Behaviour Change Communication:**

❖ **Main Kuch Bhi Kar Sakti Hoon**

- Telecast of two seasons in 50 countries; on 16 regional Kendra of Door Darshan and 12 languages.
- Radio serial on 216 All India Radio stations, 6 community radio stations.
- 1.7 million calls on Interactive Voice Response System (IVRS).
- Programme Viewership – Season 1 (58 million) and Season 2 (60 million).
- Positive shift in knowledge, attitude and perception among viewers on issues related to family planning, age at marriage, gender equality and agency.

❖ **Bas Ab Bahut Ho Gaya (“Enough is Enough”) Campaign to End Gender-based Violence**

- Significant differences in both knowledge of and attitudes towards Gender Based Violence.

**Community Action for Health (CAH)**

- Technical support to 25 state governments to strengthen and scale up CAH implementation—currently covering 202,162 villages in 353 districts, reaching approximately to 15 crore individuals.
- Increased community awareness on health entitlements.
- Improved delivery of maternal health services through strengthening of Rogi Kalyan Samities (RKSs) in 10 districts across Uttar Pradesh.
- 236% increase in approvals in State PIPs for CAH.

**Impact on our Women Employees**

- PFI boasts of 43% women employment with a very strong women leadership at the top. PFI is headed by Ms. Poonam Muttreja as Executive Director and Ms. Sona Sharma in a key leadership role as Director Programmes. Having women at the top gives PFI a unique advantage of being sensitive towards all women issues.
• Five women as Governing Board members and ten as members of Advisory Council.

• 17% of our women employees have spent more than 20 years with the organisation.

• We follow Zero tolerance on gender based discrimination and harassment at workplace.

• There is no salary disparity for women at PFI and both men & women are considered at par across board for any position with a bias towards women.

• All our policies are supportive and sensitive towards women to provide them an enabling environment for their professional and personal growth.

Gender equality and Women’s Empowerment are central to PFI’s organisational, programmatic and operational strategies and processes. This encompasses creating enabling conditions for women to define the direction of their lives, expand their capabilities, exercise their rights and be able to contribute in the progress of the nation.

MS. POONAM MUTTREJA
Executive Director, PFI
Accenture is a global organization with over 4,77,000 people, and presence in more than 120 countries. Ensuring that the company has the best people on board is critical to our and our clients’ success. Approximately 40 percent of Accenture’s workforce in India of more than 1,70,000 people comprises women. We focus on enabling every individual to bring their whole and unique self to the workplace, regardless of their gender, physical ability, sexual orientation, gender identity and gender expression. We believe the future workforce is an equal one, and we have set bold goals to accelerate gender equality. Accenture had made a public commitment in June 2017 to achieve a gender-balanced workforce, by 2025. Also, by 2020, women will account for 25% of managing directors worldwide.

Enabling Gender Diversity programs

Accenture stays ahead of the curve in its inclusion and diversity efforts by attracting, retaining and developing the best talent available. Its commitment begins with investments in programs to retain and develop women. Some of the key programs:
• **Vaahini**, a platform that enables women to network. The Vaahini Connect events, organized on-ground across cities as well as virtually help women derive the much required intellectual outcomes – increased optimism as well as a strong network of connection.

• **Vaahini Connect** on Facebook features senior women leaders sharing their unique experiences with a focus on how to stay relevant and progress in the workplace. Vaahini - Unconditioning for Innovation workshop, on-ground events is aimed at helping women participants identify prevalent biases and create effective solutions.

• **Returning Mothers Program**: is designed to provide new mothers with the support of an experienced woman executive who has successfully made the transition from maternity leave to work and has built a successful career. The returning mothers need for immediate staffing, flexible working and skill refresher or cross-skill training is also taken into consideration. We have more than 1100 maternity leave coaches as part of this program and in 2018 more than 95% of new mothers at Accenture in India returned to the workplace.

• **Career Reboot** for Women is an exclusive program focused on women returning to work after a break. Interested women are invited for career guidance sessions and technology skills workshops with experts. In its new 2.0 avatar, we have introduced a 6-month long orientation after on-boarding to enable a strong career journey for these women.

• **Culture of Inclusion Programs**: While diversity brings different perspectives and backgrounds into the room, an inclusive culture is essential to building bonds and ensuring effective collaboration. Key programs:

  ✦ **Inclusive Leadership training** for people managers spreads awareness on how to disrupt unconscious bias by engaging in conscious decision making and demonstrates inclusive leadership behaviors. A campaign, titled #InclusionStartsWithI, helped in building a positive, inclusive work environment.

  ✦ **Men as advocates of gender diversity** program engages men in creating awareness about building a more equal workplace. This program inspires men to leverage their leadership capital to create pathways that will enable them to demonstrate gender awareness in the workplace.

• **Capacity Development and Mentoring**: The career development programs approach is designed to ensure that women at all levels receive access to an enhanced network of senior leaders, alongside the opportunity to acquire new skills. Some of the key programs:

  ✦ **Insight** - Focused on women senior managers, this global program combines experience and knowledge with practical resources for advancing careers, maximizing networks and becoming effective sales negotiators and leaders.
25 women senior managers from India are nominated annually for this 9-months extended learning journey anchored to the new Leadership DNA.

- **Intentionality of Careers** - An 8-module program enabling women to consciously invest in meaningful career goals while navigating planned and unplanned changes in life. The program helps them understand the skills/personal characteristics that are required for career progress and develop a structured action plan to reach intended professional goals, alongside their personal life choices.

- **High Tech Women Program** - To help women build long term careers in the tech industry, Accenture’s Advanced Technology Centers in India introduced this program to fast-track the careers of women into the role of Technical Architects. Under this 18-month program, we identify high-performing women at mid-career levels, and then support them through exclusive training and mentorship. Since its launch, more than 1600 women have enrolled in this program, and more than 650 women have been certified as Technical Architects. In 2018, we introduced the High-Tech Women Rise program with renewed focus on new technologies such as Artificial Intelligence, Automation, Blockchain amongst others.

**Learnings** - The following actions have contributed to the success of Accenture India’s market leadership standing in I&D:

- **Public commitment to a gender balanced workforce**: When I&D sits as one of the topmost priorities in the CEO’s charter, it automatically becomes a driving factor for rest of the organization.

- **Leadership accountability and governance**: The top leadership as strong advocates of gender diversity and consistent reporting and review of targets vis-à-vis actual metrics enabled Accenture to stay focused on I&D program strategy.

- **Embedding a Culture of Inclusion**: Ensuring that men play a key role in advocating for diversity, is a key to inclusiveness, retention and talent development strategy for Accenture in India.

**Future strategies**

- Integrate a **truly human approach** to program design and strategy so that Accenture employees bring their true self to work every day - mentally focused, physically energized with a sense of belonging and a sense of purpose.

- Innovation in I&D to continue as ‘employer of choice,’ which will help the company attract diverse talent.
The Infosys Diversity & Inclusivity Program has been instituted with the primary aim of **Mission 25% by 2020** – increasing women leadership footprint from where it is, to 25% by Year 2020. Over the last few years, the Infosys D&I Initiative has been able to position some key, outcome-driven and impactful exercises which will have a direct effect on retaining and developing women employees. The motto is “**Mission 25 by 2020**” with a clearly articulated four pillars for developing and retaining women leadership – Retain Inspire Skill Equip (R.I.S.E). ‘A journey of a thousand miles begins with a step’ and we have started with long strides, generating milestones that will go a long way in achieving our goals.

Our strategy (below) is hinged on the Business Imperatives and the Disablers – the Resolution has been designed keeping these in mind:

**How the Key Enablers Worked**

- **Return 2 Work:** The Return2Work initiative aims at extending support to women employees especially, who have come back to the workforce after a break. The objective is to make sure they have the right support from the organization. Looking back at the past one year it has been a year of significant strides in all areas outlined, and the momentum continues to grow and accelerate.

- **Waiver to Average working hours:** Adherence to average working hours on a quarterly basis is a challenge for working Moms, more so for new Moms. Every quarter action is taken against employees who have shortage of working hours. However, for all women employees who returned form maternity leave, for one-year duration, we absolve them from this action grid.

- **Work from Home/On Duty options:** There are many roles in the organization that can be done as well remotely. Keeping this in view Infosys allows Work from Home and On Duty options for a significantly large duration of the month.

- **Flexible Assignments:** A significant % of women attrite citing lack of flexibility as the key reason for the separation. Given the above Infosys has created certain roles within the organization, that enable women employees to connect from home for significant periods of time without hampering work.

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<tr>
<th>Business Imperatives</th>
<th>The gender Disablers...</th>
<th>Resolution Designed</th>
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<tbody>
<tr>
<td>Growth Needs</td>
<td>• Attrition of new Moms</td>
<td>• Women in Technology: A Program to enhance women leadership footprint by targeting feeder level of JL5 and JL6</td>
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<tr>
<td></td>
<td>• Attrition starting from JL3/4 onwards</td>
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<td>Building Leadership</td>
<td>• Women Leadership % in single-to-low double digits</td>
<td>• Nominated women employee at JL6 and J7 to leadership conference</td>
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<td>Competencies a Pre-requisite</td>
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<td>Specialized Skills Needs</td>
<td>• No special drive to train women emps which can help them get access to opportunities</td>
<td>• W2RT: Women Wizards rule Tech - in association with <strong>Nasscom</strong>, women employees enrolled for deep - dive technical competencies upskilling and tech-mentoring</td>
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<td>Supply Challenges</td>
<td>• Average working hours, a key challenge for new Moms</td>
<td>• Special Laptops allocation to new Moms and women with flexibility needs</td>
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<td>• Lack of flexible assignments</td>
<td>• Average working hours waiver for 1 year for new Moms</td>
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<td>• IS, Quality, Account Risk &amp; Compliance Flexi Assignments</td>
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• **Women in Technology Program:** We launched a comprehensive plan to give an opportunity to our women employees in technology stream; the Women in Technology Program aims to
a) Identify high potential women employees & provide them development opportunities via structured interventions; b) Mentor them to take up higher roles & responsibilities in a defined time frame; and c) Create a suitable enablement mechanism for them to be successful. The Program is a blended approach of techno-functional, soft skills and mentoring modules, run roughly over 24 weeks.

• **Physical Safety & Security:** Various tech interventions were introduced to ensure safety of all the employees, like the Infosys Emergency App, an in-house mobile app enables employees to trigger an alert, Late Stay Security: Women are not allowed to leave the campus post 8.30pm without an Official Night Drop that has a lady escort and an armed guard; Building Occupancy Dashboard: A dashboard to track the number of employees present inside a building in the DC; and Enablement & Communication to enable employee through workshops, emails, presentations, self-defense workshops on ensuring overall.

• **Well Being:** HALE (Health Assessment & Lifestyle Enrichment) is one of the flagship initiatives at Infosys that aims to improve organizational productivity through focusing upon physical and mental wellbeing. Key interventions under HALE include HALE Counsellor, Wellness Scorecards, WHO Health Days, Physicians on Campus, Celebrating Health Milestones and Mailer Campaigns to educate.

• **Performance Enablers: LEX playlists for returning mothers** - Lex is an implementation of Infosys Wingspan, a next-generation learning solution accessible anytime, anywhere and on any device. provides best-in-class curated content from multiple sources that learners can access to enrich their knowledge. Lex playlists for returning Moms lists courses and modules specifically relevant to returning moms. Special Laptops - Availability of laptops is a key flexibility lever especially for Maternity Leave (ML) returnees; feasibility of working from home or satellite offices is hampered without laptop availability. Hence a special kitty of additional laptops is procured quarterly to help retain women who are back from ML/ Proceeding on ML.

• **Workplace Enablers:** Some of the key workplace enablers that have helped are Creche & Child care centres; Mum’s Net (‘Mum’s Net’ is an integration for new and returning moms – the facility to be equipped with a few computers, connectivity, appropriate furniture, lactation room etc); ‘Sapphire’ – the Maternity App’ (This is designed to help women stay connected, engaged and inspired.); Maternity Handbook and Sanitary Pad Vending Machines.

![Performance Enablers and Workplace Enablers Diagram](image-url)
The results are there to see:

- Today the percentage of women employees at leadership levels are in double digits. This number is going to go up significantly in the coming quarters.
- Close to 600 mid to senior women employees have been enrolled for Women in Technology Program which helps to enable and mentor women employees to scale up the ladder.
- More than 00 women employees are undergoing the W2RT (Women Wizards Rule Tech) one-year long tech-enablement and mentoring program in collaboration with NASSCOM.
- Significant numbers of women getting promotions to senior and leadership levels due to focused drive on competency enhancement.
- Significant number of women getting workplace related flexibility, which has saved potential attrition and brought in comfort in working.
- Special Flexible Assignments carved out for women which enables them to stay back and work.
- Special Laptops allocated to new Moms and women employee with flexibility challenges, again a retention measure.

Employee Testimonial

“infosys was founded to leverage the power of globalization in the flat world. Hence, for Infosys, diversity in talent is not an option but is a critical success factor to win in the flat world. As a global corporation operating in multiple geographies, diversity will enable us to build confidence and trust in the minds of customers and employees”

MR. N.R. NARAYANA MURTHY
Founder, Infosys

“I have received my new Laptop finally. Thanks so much for your help and support without which this would not have been possible! Really appreciate your handling of the whole issue with compassion and ownership. You cannot imagine what a big difference this new system makes to my life! Both professional and personal”

Samatha Thama Reddy, Lead Consultant, EASSAP

“It was an amazing opportunity, that I have been provided Laptop to connect from Home under “special Category”. It is seriously an excellent program for women career Aspirants like me to continue their work without break.”

Srimaathy Vaidyanathan, TA, Data & Analytics

“I joined IS team during my pregnancy period and worked for 3 months...I got an opportunity to automate 3 different screens from Harmony using Sahi tool. I was fully engaged with work (till last day there was a demo with auditors) before I applied my leaves and work will be assigned based on our convenience and health condition. I would request to provide such a flexi opportunity to pregnant ladies like me who don’t have WFH options...”

Nalini Chandran, Tech Test Lead, IVS-FS
ENABLING ENVIRONMENT:

I. Implementation of basic laws

POSHP:

a) Mandatory Compliance for all associates to complete every year. New joiners have to go through the POSH course at the time of joining.

b) They get a POSH course certificate after accomplishment. Non-compliance of the same may lead to loss of access to the work place.

Safety and Security: Provisions other than ones mandated by law

Safety and Confidentiality of the Complainant: Any posh committee member can also represent the case to maintain the confidentiality of the complainant if the complainant wishes to keep the identity confidential. POSH policy document and online POSH modules are placed in the internal portal. Exclusive Internal Compliance Committees and third party representation (lawyer) are in place for all 8 PAN India locations. All the above points give a firm message that the company has zero tolerance for sexual harassment. If the complainant has a threat of life, the complainant is allowed paid leave till the case registered is closed and may also seek police protection by filing a FIR totally supported by the organization.

Forth Coming Events:

Revamping the POSH online module and making it more engaging with animated conversation and hypothetical case studies for better understanding.

2. Workplace Infrastructure.

A) Separate changing rooms and wash rooms for men, women and specially abled associates.

b) Mother / Women care rooms equipped with all the facilities to ensure women get the needed privacy and rest during working hours (Ex: Pumping mothers milk to send it to the child through the equipped van booked online).


Over and above maternity benefit act 2017, the below cited benefits at Cyient have been designed with an intention to support all women associates in the organization.

Maternity Benefits @ Cyient (apart from those mandated by law):

a. In addition to the Maternity benefits, Women associates and their new born will be given one month of extended leave if they require further medical aid.

b. All the women associates during pregnancy and the maternity period have a benefit of being assessed with neutralized absolute performance rating (assessed only for the no. of months present during the review period) for the specific review period. This practice is to ensure that they are not affected by the Competitive Rating system.

c. Mother / Women care rooms equipped with all the facilities to ensure women get the needed privacy and rest during working hours (Ex: Pumping mothers milk to send it to the child through the equipped van booked online).

e. **Creche reimbursement** - With an intent to provide day care center support to women associates with children aged between 6 months and 6 years, Cyient is issuing this policy of reimbursement of expenses incurred on day care. This will enable the women associates to return to work and also get support in taking care of children in a safe and reliable manner. Woman associates whose Children are aged between 6 months to 6 years (up to or less than 72 months) are eligible to claim reimbursement of up to INR 5,000 per month per child.


g. **Paternity leave policy** - Paid-5 days leave will be granted to all male associates on providing the medical certificate.

h. **Gynecology, Thyroid, Parenting sessions, Branding self and Life style disease** related awareness sessions and webinars are being organized across all locations on a half yearly basis.

i. **Support for postpartum depression** - Company offers employees support specifically for the treatment of post-partum depression. The company has an internal process called AAP (Associate Assistance Program) wherein the associates connect online through our internal portal to the concerned counselor through an agency called WPO (Work Place Option) for specific counselling which could be professional or personal in nature. The content of these counselling sessions remain confidential and is between the associates and counselor. The first telephonic and in person session is paid by the organization.
Effectiveness

Post-Partum Depression

1. It helps women associates to overcome the challenges experienced by them after getting professional guidance.

2. Being heard/counselled by credible and trustworthy professionals is a critical requirement post maternity to overcome postpartum depression.

Reduction in the attrition and all women associates post maternity leave have availed this benefit:

Total ML associates – 130
Resigned 7%
Joining back Postmaternity 93%

Forth Coming Events

a. Initiating Reskilling workshop for associates who come back from Maternity Leave / long leave or take a sabbatical for child care. These workshops would enable women associates to update their knowledge and align to the present technology trend. This initiative ensures women associates join back with full confidence into their working space.

b. Maternity Benefits: New flexible hours initiative is being designed

4. Grievance Redressal: Internal mechanisms to address grievance

1. The Company has a formal procedure for dealing with these issues, which the associates can obtain from respective manager or supervisor or HR Manager.

2. Grievance can also be expressed through Emojis displayed on the internal portal which is directly routed to respective HR SPOC.

3. Respective business and location are mapped to specific helpdesk for clearing infrastructural, logistics and general process grievance.

4. Specific harassment related grievance are routed through the Internal Compliance Committee (reference POSH under Enabling Environment parameter).

5. Ethics related grievance are directed to ethics ombud personal (exclusive senior management team including the chairman).

Effectiveness

1. Ethical complaints raised closed within 30 days.

2. As per exit analysis, Cyient displays only 3% of attrition for women in 2018 under Personal reasons category.

3. Women engagement/Associate Satisfaction Score for 2018 is 62%. The engagement survey is organized in partnership with AON Hewitt every year.

II. Separate provisions for women with disabilities

Organization employ women with disabilities

Women associates are being hired with disability. We have totally 7 women associates globally and 5 in India.
External consultant Sujatha Burla to support exclusively all PwD Hirings
- Washrooms • Systems – tools & technologies

Existing Specially Abled associates at Cyient

21 associates on an average have a Cyient tenure of more than 10 years.

Forth Coming Events

We have received 36 Job requirements from various businesses which can be aligned exclusively for Specially abled hiring and would have women associates also hired as part of these requirements in 2019-20.

III. Gender sensitivity Programs

It is done through (1) Class-room training (2) E-mail campaigns (3) Posters and circulars (4) E-learning modules (5) Floor Communication (6) Theatre play communication (7) Road shows (8) Flash Mobs which were organized quarterly and half-yearly.

IV. Adoption leave

Company offers fully paid adoption leave to women employees.

B. SAFETY AND SECURITY

I. Transport services for women who live far away from the place of work

Company offers Transportation services to all employees in all the locations PAN India in the form of buses and cabs in various routes. Women associates have a benefit of specific door drops if they work till 8pm over and above the general transportation provided.

Effectiveness

To ensure women associates reach safely to their place of residence when they work beyond their normal working hours after 8 pm. The security guards on duty check and call the women associates whether they have safely reached their residence.
II. Policy on hours of work for women

Women work only for 8.5 hours in a day. Flexible working hours including work from home, half day working and an option of taking a sabbatical leave (based on the business requirement). Women associates at Cyient only work in the First shift (6.30 AM to 3.30 PM) and General Shift (9.00 AM to 6.30 PM). Transportation for both these shifts are provided. (Reference Transportation parameter above).

Effectiveness

Refer Impact Analysis of Maternity Benefits from the Enabling Environment parameter. Reduction in the attrition. It enabled women associates to strike a balance between home and work. This policy is specifically designed for women associates who have small children ensuring that they give 100% to their work deliverables and also care for their loved ones.

III. Travel policy restrict travel of women to places which are deemed unsafe without assistance

Women associates departing after 8 PM from Cyient’s location will be provided a cab from Cyient’s approved vendor along with an escort (security guard).

Effectiveness

To ensure that they reach safely to their place of residence when they work beyond their normal working hours. This policy enables all women associates to feel secure and safe while working on their delivery schedules.

IV. Steps to orient staff on the definition and nuances of sexual harassment: Orientation is initiated through

1. Class-room training 2. E-mail campaigns 3. Posters and circulars 4. E-learning modules 5. Floor Communication 6. Theatre play communication 7. Road shows 8. Flash Mobs which were organized quarterly and half-yearly. The minutes of the meeting scheduled with the IC panel can be given on request. The calendar of POSH events communication can also be sent through once the Cyient Case Study is shortlisted for further presentation.

C. DIVERSITY

% of women - 29% of the Organization strength.

Mid- level staff - 12% are of Manager Level from Women Associates strength.

Senior level staff - 1% are of Senior Manager Level from Women Associates strength.

Internal requirements for minimum representation of women in the organization/ teams

Cyient has 8 business verticals and each business vertical have a target of a minimum 20% women strength in their respective groups.

Effectiveness

Given that we have increased focus towards ramping up Women Hires based on capability hiring and an increasing trend observed from 2016-17 to 2018-19 (from 20% hires to 25% in 2018).

D. FACILITIES

I. Insurance coverage

Maternity insurance is being provided to all Women associates to the extent of 40,000 for Normal delivery and 55,000 for Caesarian. In addition to this, they are eligible for general policy covered in
the organization such as Mediclaim Insurance to the maximum of 2 Lakhs, Group Personal Accidental Policy worth 15 Lakhs, Group term life Policy worth 15 Lakhs and Employee deposit link insurance worth 6 Lakhs.

II. Creche reimbursement

With an intent to provide day care center support to women associates with children aged between 6 months and 6 years, Cyient is issuing this policy of reimbursement of expenses incurred on day care. This will enable the women associates to return to work and also get support in taking care of children in a safe and reliable manner. Women associates whose Children are aged between 6 months to 6 years (up to or less than 72 months) are eligible to claim reimbursement of up to INR 5,000 per month per child.

Effectiveness

Reducing attrition % of women associates returning from Maternity Leave. Presently, in 2018 Calendar Year 93% of women associates returned from Maternity leave.

Reviews / Opinions shared by Associates:

III. Work from home facility

Effectiveness:

Total ML associates – 130
Resigned 7%
Joining back Postmaternity 93% (Reference Maternity Benefits Parameter)

E. CAPACITY DEVELOPMENT AND MENTORING

I. Organization provide support/mentoring for transition to senior roles

Cyient is committed to being a diverse and inclusive organization in the true sense of the word.

One of the initiatives that has been signed up is the ‘Global Mentorship Program for Women’ In order to increase the number of women in leadership, Cyient is making significant investments in a mentoring program exclusively for women leaders in the mid management/ executional leadership levels. This program constitutes a year-long mentoring for 50 women associates. Cyient has tied up with the Hay group (Kornferry) – a leading global human resource consultancy to provide their expert inputs, training to mentors (and mentees) and program manage to entire program.

II. Mind Over Matter program

Content - 1. Visualize future that you always dreamed of 2. Unpack your limiting benefits and shift your Mindset 3. Create new thought and behavioral patterns that will empower you.
III. Specific activities conducted on skill development

ELP (Emerging Leadership Program) and BLP (Business Leadership Program)

1. One in every four women associates move to a new role.

2. The Chairman’s award is the prestigious and highest honor in the company presented to only 0.1% of the employees of the company globally. The women who have been through the flagship leadership programs in the organization have made us proud with their sterling contributions to the company time and again. These women leaders has received the chairman award.

Effectiveness

Few success stories of women associates scaling up in their career post ELP and BLP Programs.

F. OTHER BENEFITS

I. CSR (CORPORATE SOCIAL RESPONSIBILITY)

1. Providing quality education to deprived girl children in Cyient adopted schools. These girl children are further given scholarships for their higher studies and Cyient has employed 185 capable women who have completed their education with Cyient support.

2. Digital Literacy initiative to Non-IT literacy women in community in partnership with Telangana Government - Until date 8200+ non IT literate women in community age group ranging from 16 to 60 years are successfully certified with L1 & L2 IT Literacy program.

3. Women Empowerment through skilling and employability - Until date 8 batches of 50 each in total 400 candidates are successfully completed training and placed 185 women candidates in CYIENT.

Effectiveness

<table>
<thead>
<tr>
<th>2018-19</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid year Dropout %</td>
<td>4%</td>
</tr>
<tr>
<td>New Admission</td>
<td>23%</td>
</tr>
<tr>
<td>Girl Student Enrollment</td>
<td>54%</td>
</tr>
<tr>
<td>No of school adopted</td>
<td>25%</td>
</tr>
<tr>
<td>No of students in schools</td>
<td>15863</td>
</tr>
</tbody>
</table>
II. Diversity and Inclusion program at Cyient

- Disability awareness webinars.
- Panel discussion with external expert (Anju Modi) on gender diversity.
- Panel discussion on generational diversity.
- Internal women leaders success stories uploaded every quarter in the internal portal.
- Leadership Conference by Indian Women’s Network.
- Women’s’ luncheon for Level 10 and above women associates.
- Sponsorship for D&I event – ‘Dialogue Interactive’.
- Panel Discussion on ‘Enabling Diversity @workplace’.
- Session on Generational Diversity by Lekha Sista.
- Session on Unconscious Bias.

III. Wellness sessions

Health check-ups conducted at all locations in India. Specifically for women – Gynecology and Thyroid consultation @ Noida, Bangalore and Hyderabad (600+ participants covered).

Effectiveness

These Health care initiative keeps them well informed about the new health trends and ensures they take good care of themselves and it’s mandatory for all associates to go for the health check-ups annually. This is ably supported by the Organization.

A diverse and skilled workforce is imperative for business growth and success, and an inclusive work culture enhances creativity, positivity and productivity by bringing together diverse perspectives.

KRISHNA BODANAPU
Managing Director & CEO-Cyient
Encore Capital Group is an international specialty finance company with operations and investments in 17 countries. Our subsidiaries purchase portfolios of consumer receivables from major banks, credit unions, utility providers, and municipalities, and partner with individuals as they repay their obligations and work toward financial recovery. Our motto, simply put, is “Better Solutions. Better Life” – for all our stakeholders, including employees, consumers and shareholders.

Our Values
Our values of Fairness, Breakthrough Results, Respect, Integrity and Collaboration, have the inclusion message deeply rooted in them and this is evident through our D&I philosophy statement: Inclusivity for us is beyond the obvious; to ensure ideas, thoughts and perspectives are welcome and acknowledged.

Our approach to Diversity and Inclusion
Our approach is illustrated below:

Gender Diversity
At Encore we believe in creating an enabling environment which in turns power diversity. This manifests in a variety of ways at the workplace.

- Our hiring policy that mandates a certain number of women candidates to be empaneled for the interview process or the boosted referral amounts we pay when a woman candidate is recruited.
- Our corporate scorecard too has an inclusion metric built into it, driving gender diversity right from the top, in a systematic fashion.
- All our wellness events also factor in relevant activities – be it breast cancer check camps for women or hosting celebrations at a time that or convenient and safe for women employees.
- Maternity leave, enhanced adoption leave, creche facility and privilege leave – one day comfort leave, for women during menstrual cycle, for which they do not require any prior permission – are considered hygiene at Encore.
- Our transport policy is designed to ensure safety of all women candidates, from offering guards to ensuring an easy seating arrangement in the cab, to being sensitive to first pick ups and last drops.

Some of the significant outcomes of these initiatives has been 30% improvement in our diversity ratio over five years, improved employee engagement scores, almost 96% women rejoining post maternity leave and a workforce that is gender sensitized, conversant on cultural nuances and aware of POSH and grievance redressal mechanisms available to them.

Inclusion in Decision Making
We believe in including our employees on the decisions that affect their workplace experience. And this is accomplished in two ways.
Impact @ Inclusion

KEY INITIATIVES

• **Women @ Encore (WE):** dedicated agenda for women comprising workplace policies programs to conducive work environment, women wellness, growth and development.
• **Focus and rigor in hiring process:** Mandate of at least one women candidate in the hiring pipeline.
• **Differentiated referral policy** for women candidates.
• **Company Metrics:** 7.5% weightage assigned to Diversity ratio in the global Company balance Scorecard, linked to bonus payout.
• **Fun and Wellness:** celebrations and health checks.
• **Maternity Benefits:** Enhanced adoption leave, paternity leave, new parent flexible time, maternity extension, sabbaticals.
• **Creche facility** through tie up or as convenient to mother’s.
• **Program for expecting mothers named #ConnectHer**
• **iCare-Privilege Leave:** special leave for women employee to cope with their monthly cycles.
• **Gender Awareness and Sensitization:** class room training, online module, leader and manager led for employees and third party.
• **Grievance handling** through open door policy, Internal Complaints Committee and direct hotline with MD through chatbot and global hotline.
• **Differented Transport policy** for women in view of safety.
• **Office facilities** conducive for disabled employees, ramps, lifts for easy access.

IMPACT ON KEY METRICS

<table>
<thead>
<tr>
<th>Diversity Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 30% Improvement in diversity ratio over the last 5 years, from 24.32% in 2013 to 32% in 2018.</td>
</tr>
<tr>
<td>• Lesiership Diversity (AVP+) at 23%.</td>
</tr>
<tr>
<td>• Over last two years. 3 women leaders added at Director +.</td>
</tr>
<tr>
<td>Social Media Campaign</td>
</tr>
<tr>
<td>• Women leaders took to social media campaign to narrate their experience at encore and their journey.</td>
</tr>
<tr>
<td>Engagement score and events</td>
</tr>
<tr>
<td>• In 2C18 annual employee engagement survey, overall Engagement for female colleagues improved by 3% vs 2017.</td>
</tr>
<tr>
<td>• Wellness: 100 women attended breast screening health check organized by Company on women’s day.</td>
</tr>
<tr>
<td>• Women’s day celebrated with engagement events; tug of war). leaders gave personalized cards to women employees.</td>
</tr>
<tr>
<td>Maternity</td>
</tr>
<tr>
<td>• 96% women who avail maternity leave return to resume their role.</td>
</tr>
<tr>
<td>• 100% adherence to maternity act.</td>
</tr>
<tr>
<td>Gender awareness and Sensitization</td>
</tr>
<tr>
<td>• 500+ managers (~100%) underwent cultural sensitization training.</td>
</tr>
<tr>
<td>• POSH awareness training completed for 225 third party staff.</td>
</tr>
<tr>
<td>• Reinforcement through online learning modules on Inclusion and Diversity.</td>
</tr>
<tr>
<td>• 100% employee participation in completing POSH online module Grievance handling.</td>
</tr>
<tr>
<td>• All grievances shared with ICC investigated and closed earlier than statutory requirement with no re-appeals.</td>
</tr>
<tr>
<td>• Equal opportunity employer, no discrimination on account of religion, caste, ethnicity and disability.</td>
</tr>
</tbody>
</table>

Employee Committees:

• **Voice fleet - committee for frontline staff and managers to participate and communicate on key policies pertaining to operations.**
• **Fun and wellness committee comprising employees from all functions.**
• **Food committee.**

Feedback and surveys

• Daily check ins through AI chatbot
• Online Employee Polls
• Quarterly survey on managerial effectiveness
• Annual Employee engagement survey

Communication and change management

• Incentives and key policies.
• 12 events organized by Fun and Wellness committee representing employee interest areas.
• Employee chose the celebrity artist for both our townhalls.
• Action planning drive based on feedback received help us stay relevant.
• Year on year improvement in our engagement scores keeps us honest on what went well and opportunity areas to improve.

Women mentoring program named #MentorHer

Sponsorship of women leaders for participation in industry forums - NASSCOM

Individual coaching and mentoring for women leaders by MD and Head HR

Pay parity checks and Bell curve checks

Recognition: Encore Honors/Presidents club recognition programs geared towards frontline staff

In year 1 of the program, 28 women participated in the mentoring program

We are at or in compensation for both genders at all bands

87% of Encore Honors directec towards front line staff and first line managers

17% of President Club winners were female employees
One, through our empowered committees,

- Most critical being Voice Fleet, comprising people from the calling floor, that advises the people managers and leaders on a variety of strategic business imperatives. The Voice Fleet has been a huge success story for us and brought decision inclusion to the fore of our business led best practices.

- Forums like Idea Lab – online portal to tap innovation powered by employees – and Q Factor which is a forum that allows the employees to pose questions to the senior most leadership of the company without any fear of repercussion.

- Healthy employee representation from across all levels, a case in point is our Fun & Wellness committee that is the wind beneath the wings for all our large-scale employee events including the Annual Town Hall and Family Day, besides organizing employee health check camps, financial wellness sessions and fun modules like Zumba and massage sessions! We also have a food committee tasked with designing a healthy menu for employees.

Two, our feedback and survey mechanism.

- We are a tech savvy outfit and pride ourselves on our digital dialogues. Amber, an AI chatbot, acts as an assistant to various leaders and reaches out to employees – depending on tenure-based milestones – to understand their workplace experience; thus, enabling the leaders to take corrective actions to improve employee experience with immediate effect.

- Quarterly surveys record employee voice and perceptions on managerial effectiveness. At the same time, annual employee engagement surveys measure employee satisfaction and commitment on an annual basis.

- Employee polls are a popular way to capture the pulse on the floor – for example, for our annual town hall, people vote decides which celebrity performers will be selected for the big day!

“At Encore, we define inclusion not just as gender inclusion but also inclusion in terms of talent development opportunities, decision authority and ethnicity. We believe inclusion drives better business outcomes and we have seen major wins to this effect. In 2018, our diversity hiring ratio stood at 38% with one class of all female account managers joining us. Our overall engagements scores went up by 5% with an “inclusive” work environment getting a thumbs up from our people. We even stood 32nd in a study for employer of choice for working women, in 2018, by Avtar Group.”

Ajit Singh,
Managing Vice President and Country HR Leader, Encore Capital
Solutions to make you smile

As we step into the New Year 2019, IndianOil is rising to the next level of business evolution, focussed on delivering value through effective and innovative solutions.

Together with extensive infrastructure and capabilities, pursuit of innovation and digitisation is making our business processes efficient and effective, our products and services accessible and affordable to our customers.

With focus on solutions-centred excellence, the year 2019 will prove to be truly transformational for our products, processes and people, making IndianOil a robust and future-ready enterprise.
About Global Compact Network India (GCNI)

Global Compact Network India (GCNI), is the local arm 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.
MANAGING TEAM
Global Compact Network India

KAMAL SINGH
Executive Director, GCNI

DEEP CHANDRA PAPNOI
Programme Manager, GCNI

BHUMIKA PANWAR
Programme Officer, GCNI

ANKITA KUMARI
Programme Officer, GCNI

TAMANNA GIRIDHAR
Programme Officer, GCNI

AWARD PROCESS PARTNER
Thinkthrough Consulting Private Limited (TTC)

PARUL SONI
Global Managing Partner

GAURAV BHARGAVA
Senior Vice President - Advisory

NIDHI PASI
Principal Associate Consultant

SIMRAN PANDEY
Associate Consultant

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