



The **Greater 50:** Call to Action

Study & Recommendations for Gender
Equity, Parity & Intelligence



The Power to Empower







A stepwell, commonly called *bawdi* or *baoli* in India, is a type of well in which water can be reached by using a series of steps. In the context of this study on Gender Equity, Parity & Intelligence, the stepwell is seen as a metaphor for the “steps” we take towards creating a world of greater fulfillment, equal opportunity and fairness.

The artist has rendered the image of the stepwell in her vision and style.



The Greater 50:

Call to Action

Study & Recommendations
for Gender Equity, Parity & Intelligence



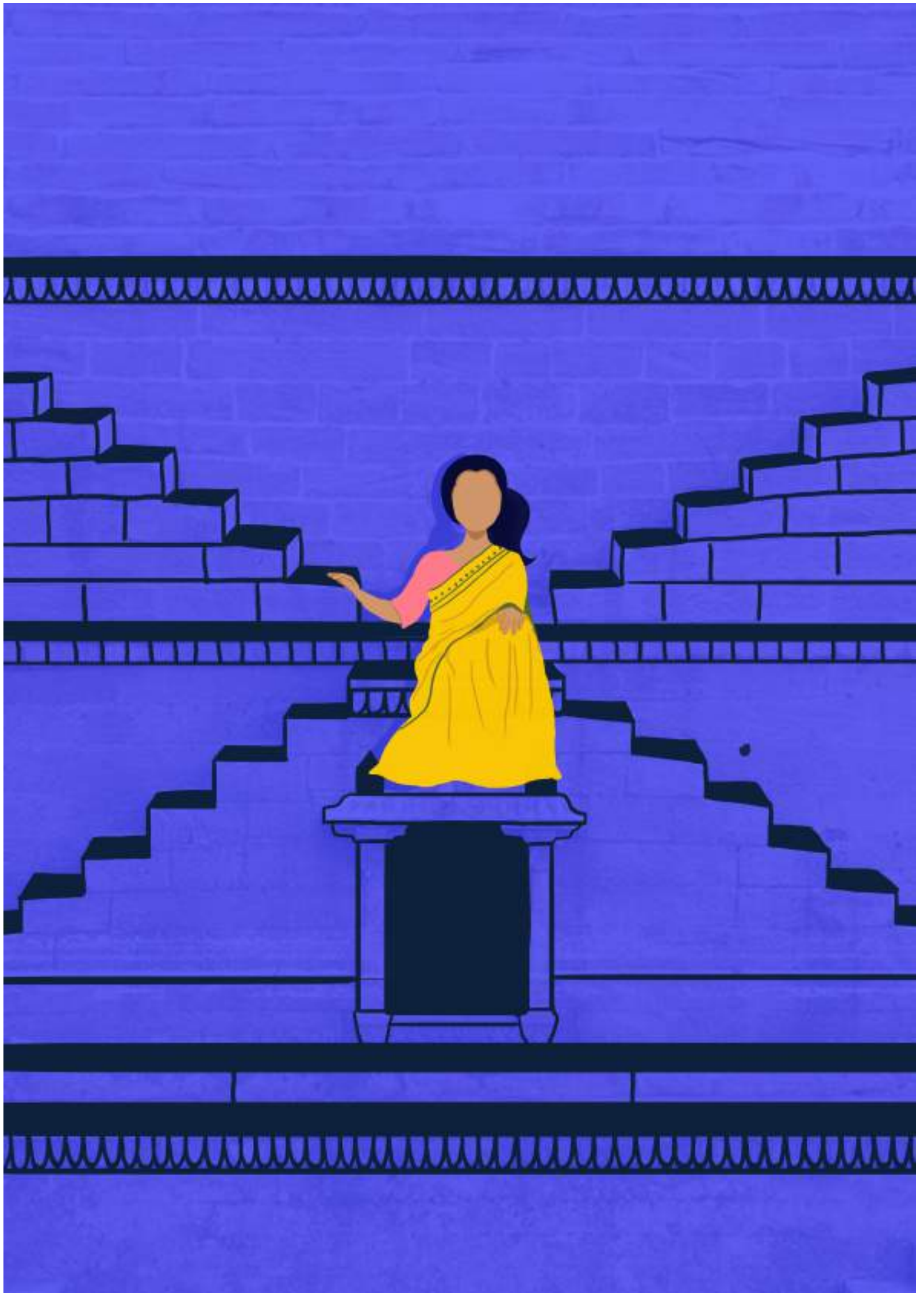


Table of Contents

Note from IPP FICCI & President FLO	01
Foreword from Convener & Co-Convener	02
Introduction	07
Executive Summary	10
Why Is This Study Important?	17
Structure of the Study	19
Themes of the Study	23
- Leadership Commitment to Gender Equity & Parity	26
- Employee Engagement & Career Progression	32
- Leveraging Gender Intelligence	38
- Policy & Practices	42
- Organisational Culture & Workplace Dynamics	50
- Awareness & Sensitisation	56
- COVID-19's Impact on Gender Equity & Parity	62
The Future State - PROGRESS Recommendations	67
Statistical References	87
Appendix	121
Acknowledgements	137
Research Partner	139

Note



Dr. Sangita Reddy
 Immediate Past President, FICCI
 Chair, Empowering the Greater 50%
 Joint MD, Apollo Hospitals



Ms. Ujjwala Singhania
 National President, FLO
 Director, Jk Int'l



Ms. Harjinder Kaur Talwar
 Past President- FICCI Ladies Organisation,
 Co-Chair- Empowering the Greater 50% and
 MD & CEO- Comvision India Ltd.

Women are a pivotal segment of Indian society, constituting almost half of the Indian population, and yet they account for only 19.9% of the total labour force as per recent World Bank Data (2020). It has also been estimated that the economic impact of achieving gender equality in India is US\$700 BN of added GDP by 2025. If women have an equal opportunity, that in itself will create a 4-7% uptick in GDP growth. More importantly, an inclusive society is a better society, beyond economics. It is socially, spiritually and intellectually better.

An entire ecosystem to help women thrive has been visualised and initiated – Empowering the Greater 50. This is a joint initiative of FICCI and FICCI Ladies Organisation (FLO), and aims to foster inclusion at every level of economy and enterprise by focusing on enablers to create high impact through focused verticals such as Mentorship, Call to Action for Gender Equity, Training of Women on Corporate Boards, Strategic Alliances, Corporate Programme for Workplace Inclusion and Resource Teams. Special Greater 50 offerings also include digital financial literacy, enterprise development, skilling & training, legal empowerment of women at grassroots level, awareness of basic legal rights at the workplace, State-level on-ground livelihood interventions through CSR, webinars on women-centric issues, inspirational talks for girl students to pursue STEM education, and mental health and wellness workshops.

The Greater 50: Call to Action Study & Recommendations was initiated to bring the best minds together and draw a collective perspective on Gender Equity, Parity & Intelligence. We engaged with Indian corporates through individuals (leaders, employees, academics, creatives, consultants, etc), in the context of gender-focused intention and action to draw insights and guidelines for implementation.

Our goal as Indians is to foster a firm foundation for sustainable growth. Let us come together to leverage the strength of our culture and honour the unique abilities of women as we build the future for generations to come. This is a movement in the right direction. Please join the mission and help create a better, more inclusive world, society and future for our children.

Foreword

Convener & Co-Convener



Preeti D'mello
 Convener, 'Call to Action' The Greater 50
 Chair, FICCI D&I Sub - Group on Gender Parity
 Global Head - Diversity & Lead Academy, Tata
 Consultancy Services (TCS)



Vinita Bimbhet
 Co-Convener - 'Call to Action' Greater 50
 Past President, FLO
 India Chair, India ASEAN Women's Business Forum

Social justice is imperative for a healthy society and it is our ethical responsibility to build an ecosystem that is economically, politically and socially equal and fair in how it operates and the opportunities it offers.

Gender inequity has been a compelling human concern with implications on employment, financial independence, safety, well-being and advancement. Indian census data and World Bank research showcases a disconcerting reality where women's labour force representation in India is at a mere 20%. This under-representation of women is visible across the spectrum, with a persuasive impact on contribution to GDP at 17% in comparison to 37% globally. Research states that when women contribute in proportion to the population, GDP in the year 2025 could see a rise in contribution to 26%.

In 2016, FLO created the first Gender Parity Index which was subsequently released as a White Paper in 2017 and presented at the UN in 2018. The Greater 50: Call to Action Study & Recommendations is a continued step in the right direction and is informed by research, data analysis and reporting through a combined quantitative and qualitative approach. The Greater 50: Call to Action Study & Recommendations examine our next stage commitments so that the social and economic potential of women is realised. Supported by Diversity, Equity & Inclusion experts, we have defined study-based recommendations for Gender Equity, Parity & Intelligence under the acronym PROGRESS.

To achieve full potential contribution from women, we need to create an equitable ecosystem, foster equality, undertake parity practices and deliberately advance the idea of gender intelligence. This Report will serve as a ready reckoner and PROGRESS will define the pathway for all stakeholders in the pursuit of collectively building fair and inclusive workplaces.



About FICCI

Established in 1927, FICCI (Federation of Indian Chambers of Commerce & Industry) is the largest and oldest apex business organisation in India. Its history is closely interwoven with India's independence movement, industrialisation, and emergence as one of the most rapidly growing global economies.

A non-government, not-for-profit organisation, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policymakers and civil society, FICCI articulates the views and concerns of industry. It serves its members - from the Indian private and public corporate sectors and multinational companies - drawing its strength from diverse regional chambers of commerce and industry across States, reaching out to over 2,50,000 companies.

FICCI provides a platform for networking and consensus-building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community.



About FLO, the Women's Wing of FICCI

FLO (FICCI Ladies Organisation) is the Women's Wing of the Federation of Indian Chambers of Commerce & Industry (FICCI). An all-India forum for women, FLO has its headquarters in New Delhi. With 17 Chapters covering different geographical regions of India, FLO represents over 8000 women entrepreneurs and professionals. With over 37 years of experience, FLO has been promoting entrepreneurship and professional excellence among women through workshops, seminars, conferences, training and capacity building programmes. The objective is to encourage and facilitate women to showcase their talents, skills, experiences and energies across sectors and verticals of the economy, for a truly inclusive growth trajectory. FLO works with women at 3 levels:·

- Grassroots - Entrepreneurship & Skill Development programmes to make women more employable and absorbable in markets.
- Middle – To help women set up their own businesses.
- Senior – To promote more women in leadership and board positions.

This is achieved through awareness programmes, training, policy advocacy, training, research and publications, and long term projects.

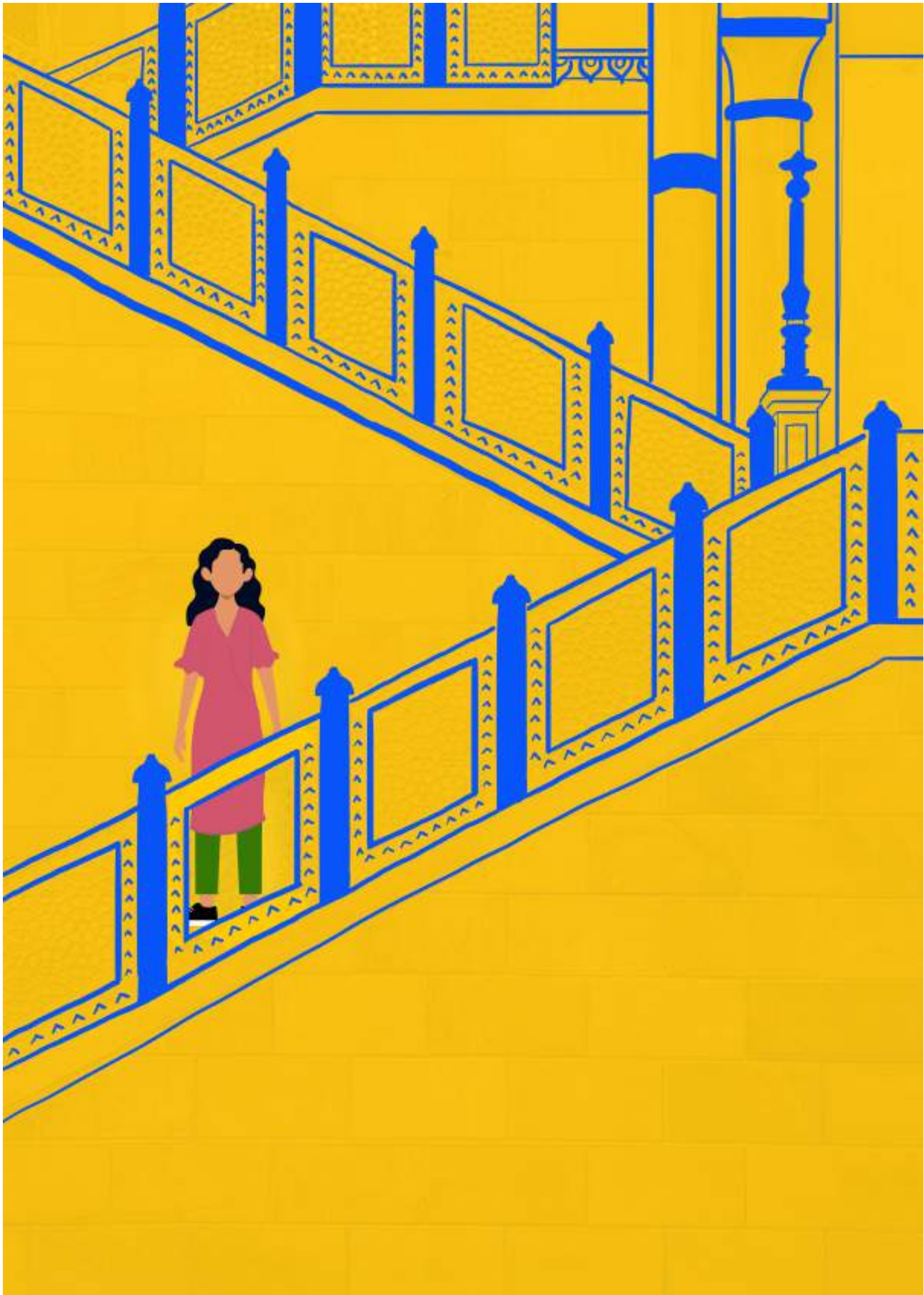


With the vision of empowering the pivotal segment of India today as a nation — the greater 50% — women, at every level of the economy and enterprise, FICCI and FLO (FICCI Ladies Organisation) have initiated a mega-mission called 'Empowering the Greater 50'. Launched by Ms Smriti Irani, Minister of Women and Child Development; and Minister of Textiles, Government of India on 19 June 2020, this ambitious mission is designed to SUPPORT, EMPOWER AND INSPIRE women in all walks of life to step forward and bring out their best selves.

This mission aims to influence the lives of at least 100,000 women over the next three years with special focus on enhancing entrepreneurial and decision-making skills of women through various offerings. These include: Training for Workplace Inclusion, Training of Women in Corporate Boards, Digital Financial Literacy, Mentorship, Enterprise Development, Skilling and Training, Legal Empowerment of women at the grassroots level, awareness of basic legal rights at the workplace, State level on-ground livelihood interventions through CSR, webinars on women-centric issues, thought leadership to formulate guidelines for women at the workplace, inspirational talks for girl students to pursue STEM education, Mental Health and Wellness workshops, and special acknowledgment to women-led/women-focused positive stories and interventions.

For concerted efforts, six Greater 50 verticals have been set up namely - Mentorship programmes, Call to Action Framework for Gender Equity, Training of Women on Corporate Boards, Strategic Alliances, Corporate Programme (BeingWISE) for Workplace Inclusion and Resource Teams. The mission's activities under each group are being overseen by an expert, supported by a team of mentors and resource persons for end-to-end facilitation. KPIs have been defined for each of the activities, and the impact status is being regularly tracked to ensure result-oriented action.

The Greater 50 mission has garnered an enthusiastic response from the Government, large corporates, small and medium businesses, social impact organisations and other visionaries and influencers who have pledged their time to support this campaign to enable women to bring out their best selves in mainstream society and contribute to building an inclusive India.



Introduction

The process of actively integrating more women and other non-male genders into the workforce and in positions of leadership and influence, is a hypercomplex challenge that Indian organisations face today. Not only is it a business imperative, but also a morally and ethically critical aspect of our evolution as a society. The importance of the issue of gender parity is underscored by the United Nations (UN) which has identified Gender Equality as Goal 5 of the universally adopted Social Development Goals (SDGs).

To ensure that we act mindfully and intentionally, we must ask the right questions about Gender Equity & Parity - those that show us the light and the shadows - vis a vis mindsets, policies and practices that affect women and other non-male genders in the workplace. While, over the last few years, there has been unprecedented visibility for the topic of Diversity & Inclusion, in the workplace, we need to honestly and objectively take stock of how much the needle has moved. What is the talk : action ratio as far as Gender Equity & Parity are concerned? How committed are Indian organisations to true meritocracy and equality? In this context, Federation of Indian Chambers of Commerce & Industry (FICCI) and FLO (FICCI Ladies Organisation) have undertaken The Greater 50 Initiative - Call to Action Study that recommends guidelines for greater Gender Equity & Parity in the Indian workplace.

The Purpose of the Greater 50 Initiative - Call to Action Study & Recommendations is:

1. Engage with the Indian workplace (formal sector) through individuals (employees, leaders, academics, creatives, consultants, service providers) in the context of gender-focused action.
2. Draw insights from the Study to gain a deeper understanding of the Indian workplace vis a vis affirmative action being taken by organisations in the formal sector.
3. Recommend guidelines to help bring about greater Gender Equity and Parity in the Indian workplace.

Terminology used in the Study

1. Gender/Gender Identity:

Gender/Gender Identity is how a person identifies or realises themselves: based on how they see, express and think of themselves, how they feel, and who they consider themselves to be with regards to their gender. Therefore, gender can be different from the biological sexual identity of a person. In this context, there are several kinds of gender: female, male, transgender, third-gender, gender-neutral, pan-gender, non-binary, agender and genderqueer. (Note that a person can be one or a combination of genders.)

2. Dominant Gender:

The dominant gender is the gender which through sheer representation and/or cultural influence is dominant in a specific ecosystem. For example, in most formal Indian corporate spaces, the dominant gender is Male. But, in a school or educational institution, where most teachers and staff are women, the dominant gender would be Female.

3. Non-Dominant Genders:

Non-dominant genders are those that are insufficiently represented and are at a higher risk of experiencing inequality, lack of equity and the absence of inclusion. For example, in most Indian corporate spaces, the non-dominant genders are Females and other non-male genders. But, in a school or educational institution, where most teachers and staff are women, the non-dominant gender would be Male.

4. Gender Bias:

Gender Bias is having an inclination towards a gender, or prejudice against a specific gender.

5. Gender Parity:

Gender Parity is the state of equality between genders with specific focus on recognition of expertise in the form of status, pay (remuneration) and benefits.

6. Gender Equity:

Gender Equity is a value-based way of functioning from a point of fairness and justice, while being mindful of the impact of past marginalisation and oppression.

7. Gender Intelligence:

Gender Intelligence is defined as intelligence beyond IQ - something that understands and appreciates the value of different perspectives, attitudes, behaviours and strengths of diverse genders.



Executive Summary

THE GREATER 50 STUDY ON GENDER EQUITY, PARITY & INTELLIGENCE: CALL TO ACTION AND RECOMMENDATIONS

Purpose of the Study:

Federation of Indian Chambers of Commerce and Industry (FICCI) and FLO (FICCI Ladies Organisation) have undertaken The Greater 50 Study on Gender Equity & Parity. The purpose of the Study is to:

1. Engage with the Indian workplace (formal sector) through individuals (employees, leaders, academics, creatives, consultants, service providers) in the context of gender-focused action.
2. Draw insights from the Study to gain a deeper understanding of the affirmative actions being taken by organisations in the formal sector in India.
3. Recommend guidelines to help bring about greater Gender Equity & Parity in the Indian workplace.

Methodology adopted for the Study:

The Study integrated a quantitative and qualitative approach, including two sets of participants:

- From a self-administered online Survey (304 respondents across a range of organisations).
- 5 Focus Group Round Table discussions with 43 individuals from across sectors and management levels in organisations.

The Study was carried out in October and November 2020.

Themes covered in the Study:

The Study covered seven themes pertaining to Gender Equity & Parity in the formal sector in India:

1. Leadership Commitment to Gender Equity & Parity
2. Employee Engagement and Career Progression
3. Leveraging Gender Intelligence
4. Policies and Practices
5. Organisational Culture and Workplace Dynamics
6. Awareness and Sensitisation
7. Impact of COVID-19

Participant Profile:

- Participants in the Study were from private limited companies, public limited companies, non-profits, and proprietorship and partnership firms of varying sizes.
- Six out of ten Survey respondents were females and almost three-fourths were from organisations that had significantly more males than females in top leadership and senior management positions.
- Almost one-third of the Survey respondents belonged to organisations that were comparatively smaller in size i.e. up to 500 employees.
- Participants in the Focus Group Round Table discussions included CEOs, Managing Directors, HR Heads, Senior Managers, Business Owners/Founders, Academics, and Diversity specialists in organisations.
- Five parameters of the participants were considered in the analysis:
 - Gender
 - Work experience in the organisation
 - Position in the organisation
 - Size of the organisation (employee strength)
 - Dominant gender in the organisation

Key Findings:

- The overall score is less than half (48%) i.e. in the 'average' category.
- The overall score is 'low' for Leadership Commitment to Gender Equity & Parity, and Awareness and Sensitisation and 'average' for Policies and Practices. This broadly indicates that respondents hold the perception that Gender Equity & Parity is at most 'average' within their respective organisations.
- In five of the seven themes addressed in the Study, the respondents' scores were found to be dependent on the position the respondent held in the organisation.
- Across all seven themes, the scores were highest for Board level/Top Management, followed by Senior Management and other positions. It is expected that respondents at higher levels of the organisation would have more information as compared to others, but a potential bias in reporting by Board level/Top Management/Senior Management could be one of the factors influencing their higher scores.

Outlined below are some other important highlights of the Study (theme-wise):

Leadership Commitment to Gender Equity & Parity:

The average respondent score for this theme was 19.21, which is in the 'low' category as it is less than 40% of the maximum obtainable score. This indicates that in most organisations, leadership commitment to Gender Equity & Parity is at the lower end, or at least not at the desired level. The score depends on the dominant gender within the organisation and the position respondents hold within their organisation. Organisations with equal gender representation demonstrate the highest level of leadership commitment to Gender Equity & Parity, followed by organisations where females are the dominant gender. Organisations where males are the dominant gender show the lowest leadership commitment to Gender Equity & Parity. The average leadership commitment score is (statistically) significantly lower amongst respondents who are at middle/lower management as compared to those in senior management or top management/Board levels.

Participants in the Round Table discussions were also of the view that leadership decision-making vis a vis Gender Equity & Parity is a delegated responsibility and not a proactive conversation in most corporates in India.

An important reflection that emerged through the Round Table discussions was that MNCs operating in India have taken the lead in implementing significant initiatives towards Gender Equity & Parity. These initiatives were primarily driven by their respective global mandates more than any other impetus. However, for Indian organisations and conglomerates, significant concrete actions towards Gender Equity & parity are yet to be seen, even within organisations that employ large numbers of women and other non-male genders.

Employee Engagement & Career Progression:

The average score for this theme was 15.55, which is less than half of the maximum obtainable score (35), but is in the 'average' category. The average score for males was higher than for females, implying that male employees have a more positive perception about their organisation related to employee development and career progression, as compared to female employees. Amongst all 7 aspects included in this theme, the highest average score obtained was for career growth opportunities for non-dominant genders (60% of maximum attainable score), but it was still in the 'average' category.

Participants in the Round Table discussions felt that employee development, engagement and career progression with regard to women and other non-male genders is currently not being specifically addressed in most organisations. Since most senior leadership positions are not occupied by women or other non-male genders, the voices for such development are marginalised and often ignored.

Leveraging Gender Intelligence:

The average score for this theme was 5.15 (maximum obtainable score - 10) which is in the 'average' category.

While half (50%) of respondents felt that leadership capabilities of men and women/other non-male genders are viewed at par within their organisation, about 18% (including respondents from all genders) felt that leadership capabilities of men are considered superior to those of women/other non-male genders. Both the aspects included in this segment (healthy mix of gender in teams, and capabilities of males and females being seen at par) are likely to be influenced more by perception than facts and therefore these variations are expected. As compared to males, a lesser proportion of females felt that there is a healthy mix of dominant and non-dominant genders amongst teams and that leadership capabilities of males and females are viewed at par within their organisation.

Participants in the Round Table discussions highlighted the complete lack of gender intelligence in organisations. They felt the lack of gender intelligence limits an organisation's ability to plan and make informed decisions regarding Gender Equity & Parity in the organisation.

Policy and Practices:

The average score obtained for this theme was 49.81, which is 55% of the maximum obtainable score (90), putting it in the 'average' category. This theme had the highest score amongst all seven themes. It is expected that senior employees would have more information about the existence of policies and may also be more aware of their implementation as compared to employees who have not spent significant time in the organisation. Of the 18 aspects included in this theme, six had an average score in the 'high' category (i.e. 65% or above), which indicates a fair bit of progress on these counts. When it comes to practice, the procedures adopted to handle complaints of sexual harassment at the workplace scored only 1.25 (out of 5) i.e. in the 'low' category, and gender parity in pay for the same job/role level in the last two years scored only 1.98, again in the 'low' category. This indicates the need for improvement on both these fronts.

Most participants in the Round Table discussions felt that while the talk/dialogue around diversity and gender issues in the corporate environment has increased over the last couple of years, the numbers have not changed significantly. Several participants felt that policy is a mere statement and often not put into practice, and this say-do gap is frustrating for employees.

Organisational Culture and Workplace Dynamics:

The average score obtained by respondents in this theme was 7.51 (maximum obtainable score of 15) and is in the 'average' category. The scores are independent of all five respondent parameters and this is expected as two of the three aspects included in this theme are fact-based i.e. existence of Ally-ship and appropriate infrastructure for non-dominant genders.

Participants in the Round Table discussions felt that changing the organisation's culture is the most difficult aspect of implementation of Gender Equity & Parity initiatives within the organisation. Further, within the organisation, not enough attention is paid to the fact that common communication messages can reinforce stereotypes and biases.

Awareness and Sensitisation:

The average score obtained by respondents in this theme was 11.63 which is 39% of the maximum obtainable score of 30, putting it in the 'low' category. Females had a significantly lower score as compared to males. This could be because most of the aspects included in this segment are perception-based and females may have a different perception about awareness and sensitisation than males in the organisation. Not many respondents felt that the CSR initiatives in their organisation addressed Gender Equity & Parity, as the average score for this aspect was also in the 'low' category (1.83 out of 5).

Participants in the Round Table discussions believed there is not much conversation about Gender Equity & Parity happening within organisations and, as a result, people are generally not sensitised to the issues related to this topic. An outcome of this lack of awareness and sensitisation is that language used in organisations often promotes stereotypes and reflects bias.

Impact of COVID-19:

The average score for this theme was 7.66 ('average' category) against the maximum obtainable score of 15. The scores were different for different groups of respondents based on their tenure (years of work experience) as well as their position in the organisation. It is concerning that 66% of respondents hinted at pay cuts, but the reassuring fact is that 54% said pay cuts were the same for all genders. Similarly, a slightly higher percentage (70%) reported job losses within their organisation, but 41% said that retrenchment was the same for both genders.

Participants in the Round Table discussions felt that COVID-19 has adversely impacted Gender Equity & Parity, and women have been at the receiving end. There was a strong feeling that social constructs paired with 'work from home' imperatives had damaged the progress towards Gender Equity & Parity, and had left women overworked and stressed. Further, due to business exigencies during the pandemic, Gender Equity & Parity has fallen out of focus and women's representation in the workplace is sharply declining.

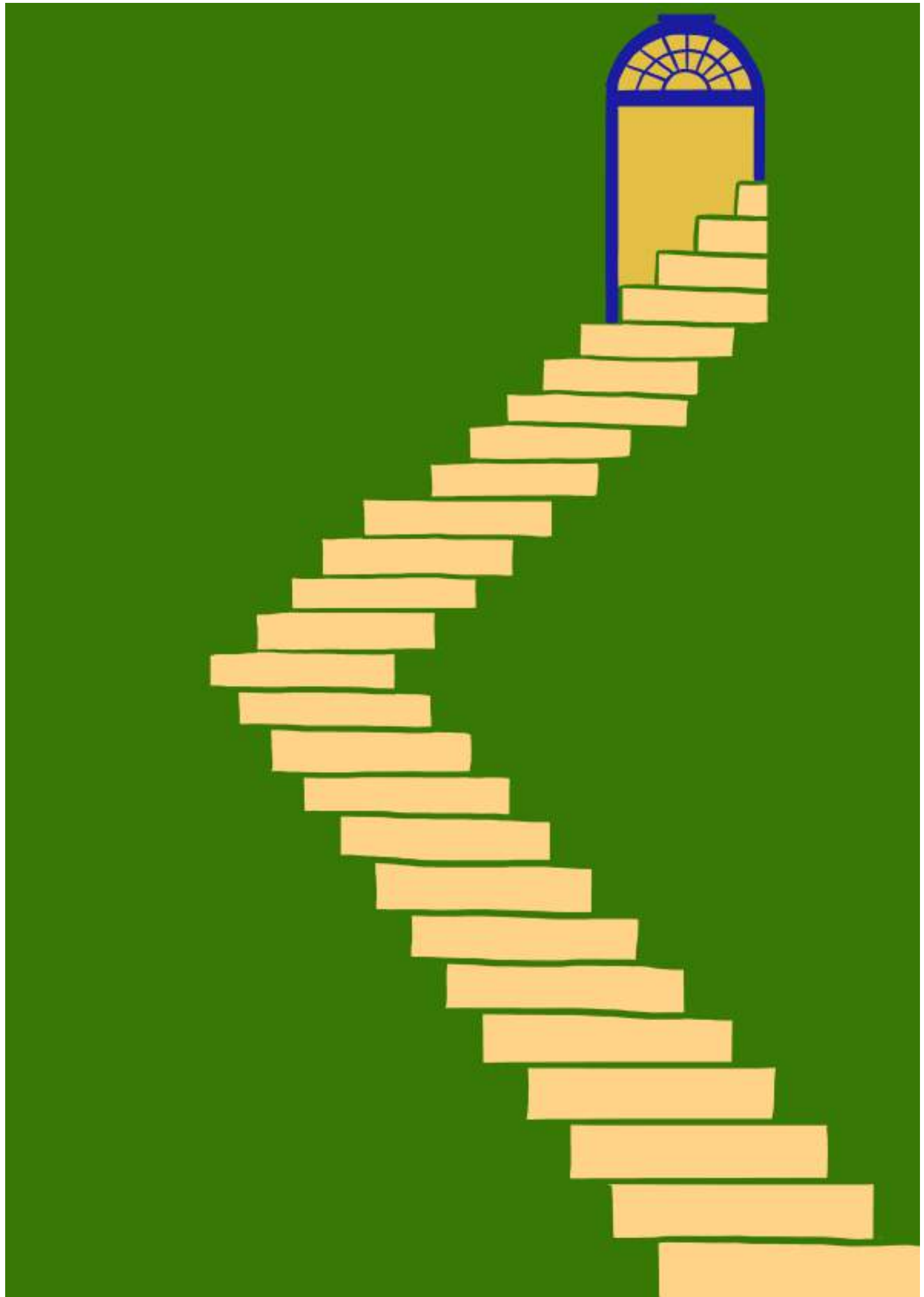
Recommendations:

The Greater 50: Call to Action Study concludes with Recommendations for Indian organisations with regard to governance, measurement and reporting on actions taken to enhance Gender Equity & Parity at the workplace.

The Recommendations are organised along 8 themes (titled: PROGRESS) as follows:

1. Proactive Leadership
2. Respect for Differences
3. Optimal Awareness
4. Grassroots Action
5. Recharged Careers
6. Equitable Policy
7. Safety @ Work
8. Supportive Systems

The Recommendations under each theme are outlined in the body of the Report (page 67).



Why is this Study Important?

We think there is a challenge, but is it really there?

Our view differs from yours but does that change the truth?

That is exactly the purpose of a Study such as this one, designed and delivered to gauge the levels of Gender Equity & Parity at the workplace, if any, without letting individual and cultural biases take precedent over change. Culling out real life context by engaging a cross-section of Organisations, Industries, Roles, Designations and Perspectives, this Study will enable effective action to bridge the Gender Gap in Equity & Parity at the workplace.



Structure of the Study

Philosophy

The Greater 50 Initiative - Call to Action Study is grounded in the integration of data collection through an inquiry-based lens. Applying tools of question-crafting from positive psychology and organisational development, the Study focused on understanding the gaps in Gender Equity & Parity, while gathering data on best practices and 'what has worked' in organisational ecosystems. The Study delved into both - structure and behaviour - so as to engage with organisational policy and practices implemented by management, along with the experiences and sentiments of employees.

The Greater 50 Initiative - Call to Action Study is informed by research, data analysis and reporting through a combined quantitative and qualitative approach designed by Diversity, Equity & Inclusion (DE&I) experts. The Quantitative approach captures quantifiable data like percentages and numbers, while the Qualitative approach captures peoples' experiences, attitudes and feelings. Qualitative interpretation of Quantitative data provides for a more nuanced analysis, reduces the possibility of distorted findings and conclusions, and throws up patterns that are important to recognise. A combination of the two approaches allows data to be compared and triangulated to cross-check the results. The Study was carried out in two distinct but integrated parts:

Approach

1. Online Survey: An online Survey, comprising 50 questions across 7 themes, was carried out with 304 employees of organisations from different sectors.
2. Focus Group Round Table Discussions: Five Round Table Discussions were held with 43 individuals from across sectors and organisations for an in-depth discussion on themes identified for the Study.

Confidentiality has been maintained in the Focus Group Round Table Discussions and the Online Survey to inspire openness while sharing, encourage accurate disclosure, and finally, to safeguard organisations and participants from legal or punitive action and/or adverse publicity.

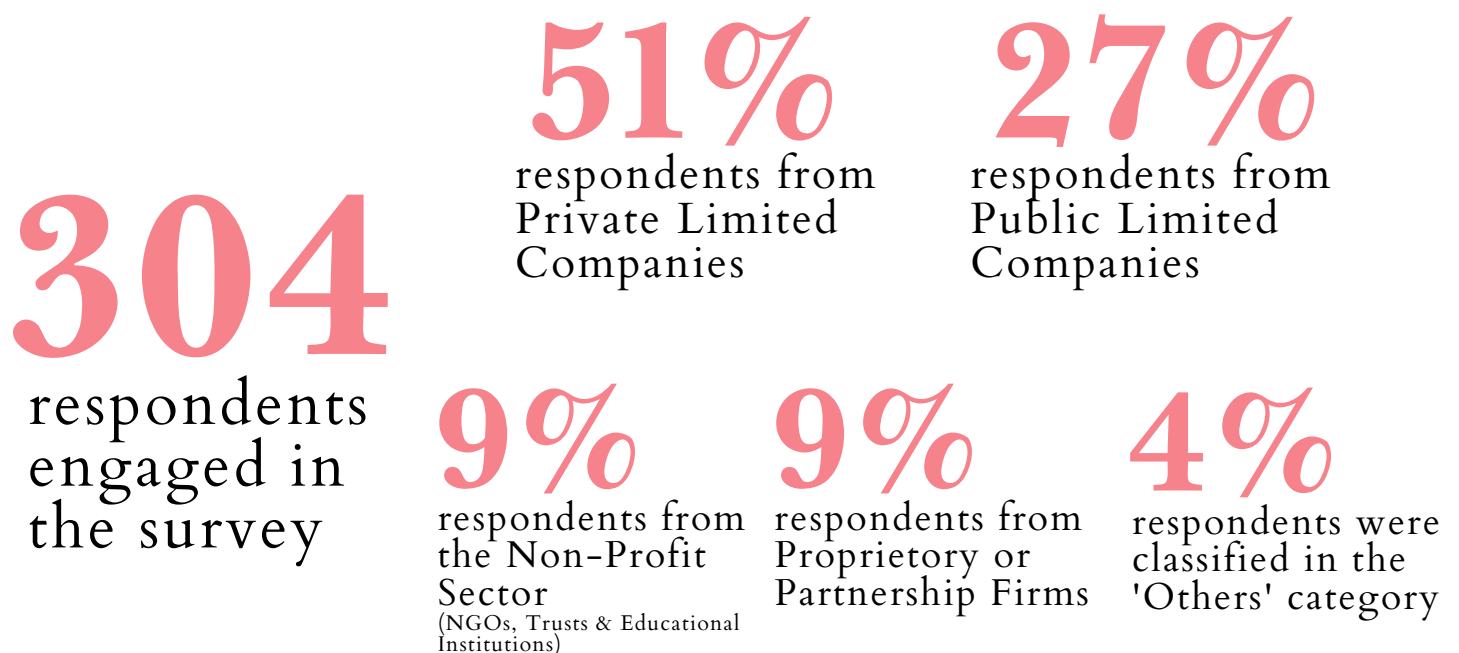
Characteristics of Study Participants and their Organisations

The participants in the Survey and Round Table Discussions were:

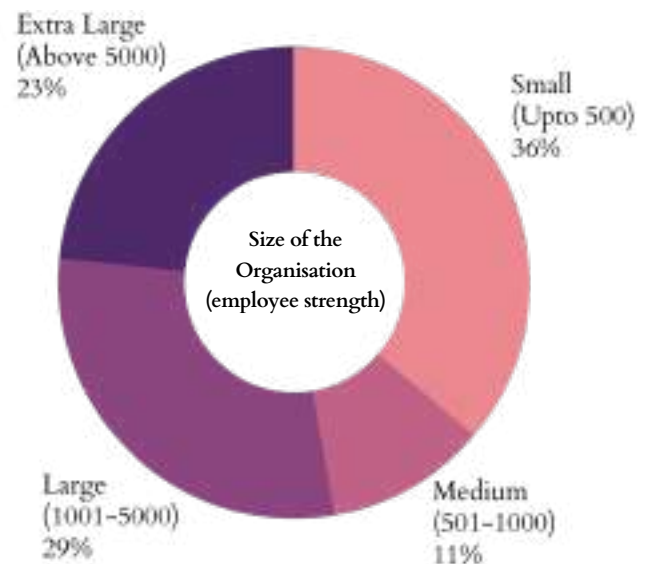
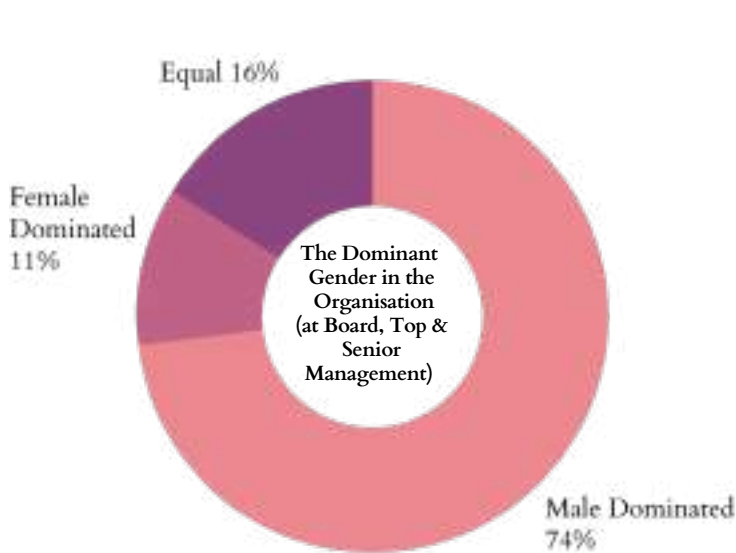
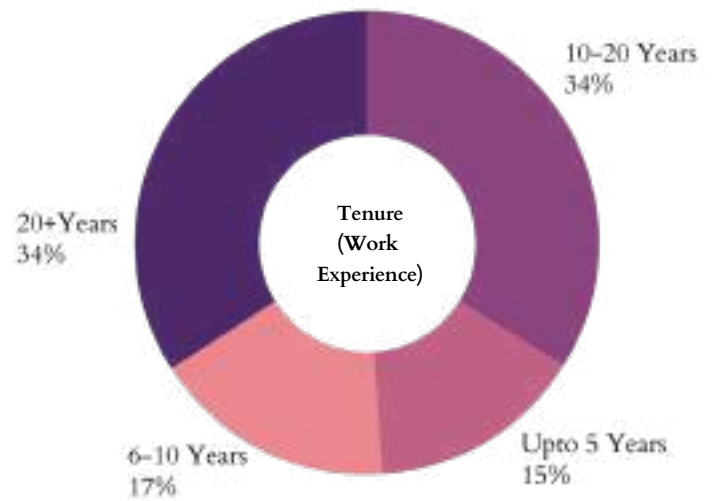
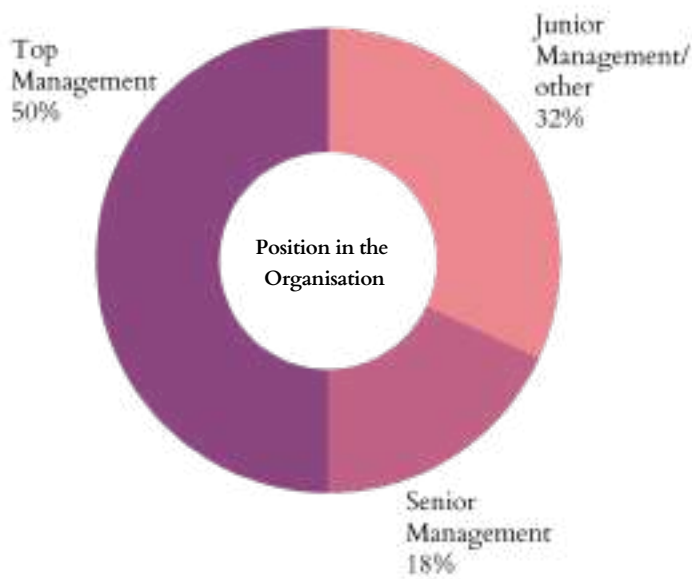
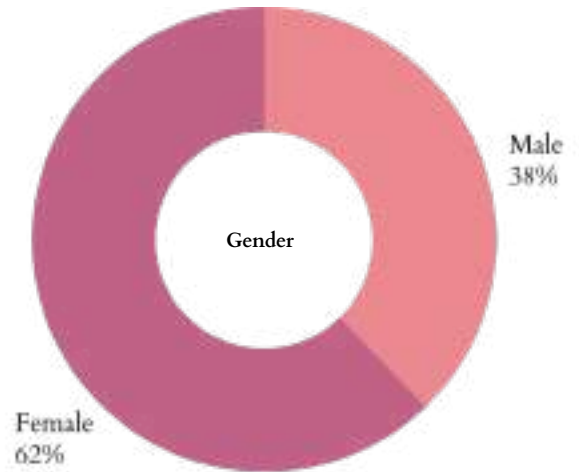
- Individuals employed with organisations of varying sizes.
- Individuals who have previously worked in, consulted and/or supported organisations.
- Individuals who have researched, received education and/or experienced corporate structures in one form or another.

Survey Respondents

A self-administered Survey was designed and made available on a web portal for respondents to go online and fill in their responses confidentially. Mentioning their own name or the name of their organisation was optional. The survey was live for one month between October and November, 2020.



Five parameters of the Respondents were included in the analysis:



Distribution of respondents with respect to these five parameters is discussed in this section and these five parameters are used as independent variables to assess if they influence the responses of the Respondents.

Round Table Discussion Participants

A total of five Focus Group Round Table discussions were held with 43 individuals from across industries and sectors. The participants comprised company promoters/founders, business owners, CEOs, Managing Directors, senior leaders, HR professionals, entrepreneurs, managers/executives and individual contributors.

Policy &
Practices

Employee
Engagement &
Career Progression

Leveraging Gender
Intelligence

Gender Equity, Parity & Intelligence: Themes

This Study addresses seven Themes that are closely tied to creating Gender Equity, Parity & Intelligence at the Indian workplace

COVID-19's
Impact on Gender
Equity & Parity

Awareness &
Sensitisation

Organisational
Culture &
Workplace
Dynamics

Leadership
Commitment to
Gender Equity &
Parity



Leadership Commitment to Gender Equity & Parity

Introduction

Leadership sets the tone for and has the capacity to transform the culture and functioning of an organisation. By virtue of their influence and authority, the top leadership of an organisation, ie. Board, Promoters/Founders and CXO level, are pivotal in normalising Diversity and actively championing Equity & Parity in the workforce. The formal and informal signals sent out by top leadership shape the attitudes and behaviours of leaders down the line and thus enable Gender Equity & Parity to become a part (or not) of “the way things are done around here”. An inspiring and inclusive voice of leadership enables employees to look into the future with hope for themselves and optimism and commitment towards the organisation

1. Gender representation in Senior Leadership Positions in the Organisation
2. Key Functions Headed by Non Dominant Genders
3. Top Leadership (CXO Level) Indicating the Importance of Gender Equity & Parity to the Organisation
4. Programs to Build Leadership Pipeline for Non Dominant Genders
5. Specialist Diversity Function to Drive Diversity Matters
6. Promoting Gender Equity & Parity in Key Organisational Processes
7. Gender Equity & Parity Strategy in Place
8. Top Leadership (CXO Level) Proactive in Implementing Policies/Guidelines for Gender Equity & Parity
9. Top Management demonstrates commitment to Gender Equity & Parity
10. Gender-Neutral Allocation of Major Roles / Portfolios / Leadership Responsibilities

Aspects Addressed in this Theme

64%

respondents
said there are
*More male than
female/
other non male
genders*

**Gender representation in
Senior Leadership Positions
in the Organisation**

15%

respondents
said there are
*Almost equal
number of males &
female/other non
male genders*

66%

respondents
said there are
*More male than
female/
other non male
genders*

**Key Functions Headed by
Non Dominant Genders**

17%

respondents
said there are
*Almost equal
number of male &
female/other non
male genders*

28%

respondents said
*KPIs of Senior
Management don't
include Gender
Parity & Equity
Metrics*

**Top Leadership (CXO Level)
Indicating the Importance of
Gender Equity & Parity to the
Organisation**

23%

respondents said
they
Don't know

32%

respondents said
Organisations
*Do not have
programs for
Non Dominant
genders*

**Programs to Build
Leadership Pipeline for
Non Dominant Genders**

25%

respondents said
Organisations
*Have focused
programs for
Non Dominant
genders*

30%

respondents said
*No, but HR in
general drives
function*

**Specialist Diversity
Function to Drive
Diversity Matters**

23%

respondents
said there are
*No mechanisms for
Diversity matters*

34%

respondents said
The Organisation has formalised criteria for these processes & they are adhered to

Promoting Gender Equity & Parity in Key Organisational Processes

25%

respondents said there are
The Organisation has no formalised criteria for these processes

38%

respondents said
Strategy exists & is executed in letter and spirit

Gender Equity & Parity Strategy in Place

24%

respondents said
There is no strategy but some activities are carried out

38%

respondents said
Top Leadership adopts and implements all major policies & guidelines

Top Leadership (CXO Level) Proactive in Implementing Policies/Guidelines for Gender Equity & Parity

36%

respondents said
Top Leadership selectively adopts and implements some major policies & guidelines

40%

respondents said
Top Management demonstrates a high level of commitment

Top Management demonstrates commitment to Gender Equity & Parity

26%

respondents said
Top Management demonstrates an average commitment (moderate)

63%

respondents said
Allocations are completely free of gender biases

Gender-Neutral Allocation of Major Roles / Portfolios / Leadership Responsibilities

20%

respondents said
Allocations favour the dominant gender (male)

Key Findings & Insights

- The average score of 304 respondents included in the Survey was 19.21, which is less than 40% of the maximum obtainable score - a clear indication that in at least 90% of organisations, leadership commitment to Gender Equity & Parity is significantly lower than the desired level.
- The size of the organisation does not seem to have a bearing on the average leadership commitment score.
- Of the 8 aspects of leadership commitment covered in this Theme, the 3 aspects that received the lowest (well below 'average') scores were:
 - Non-dominant genders in senior leadership positions in the organisation.
 - Key Functions headed by the non-dominant gender.
 - Top Leadership (CXO level) indicating the importance of Gender Equity & Parity to the organisation.
- While there is some commitment towards putting policies in place, the actual implementation (e.g. integrating non-dominant genders - women/other non-males - into senior leadership positions) in organisations is low.
- Where males are the dominant gender in the organisation, the leadership commitment to Gender Equity & Parity (as evidenced by the average leadership commitment score) is significantly lower than in organisations where the dominant gender is female.
- Respondents who are at middle / lower management levels in the organisation rate the average leadership commitment to Gender Equity & Parity significantly lower than respondents who are at senior management, top management or Board levels. This mismatch in perception is possibly indicative of a gap between intent and practice on the part of senior management, top management and Board levels.
- Participants in the Round Table discussions were largely of the view that:
 - Leadership commitment to Gender Equity & Parity is mostly not addressed. Leadership decision-making vis a vis Gender Equity & Parity is a delegated responsibility and not a proactive conversation in most corporates in India.

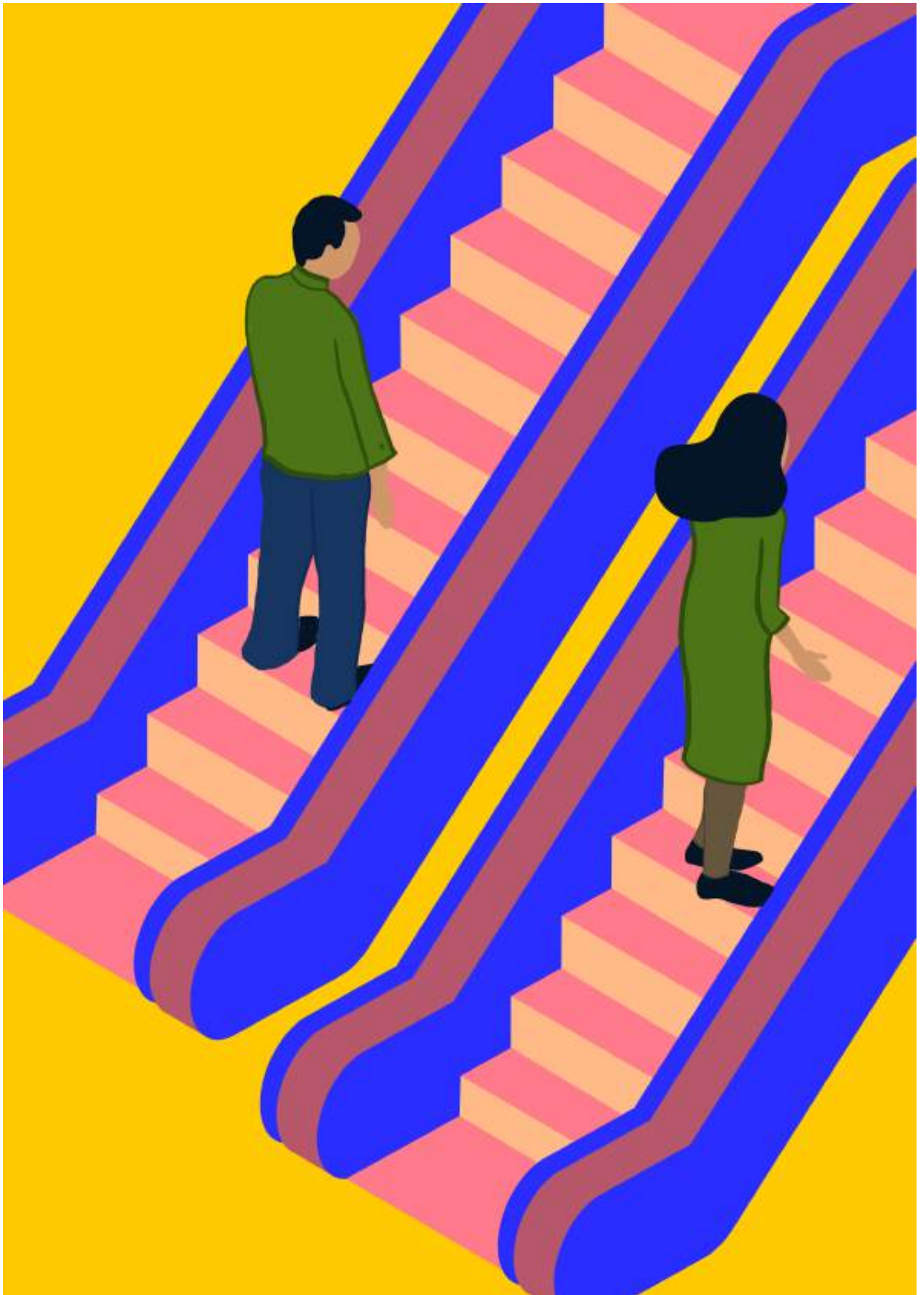
- The non-profit sector in India has done much more than the corporate sector for Gender Equity & Parity, with a much higher proportion of women employed. However, the scenario is also changing in corporates where organisations are displaying their commitment to engage more women in business leadership strategies.
 - Leadership in quite a few organisations has a bias that is quite obvious and this is reflected in various ways including through their verbal and body language.
- An important reflection that emerged through the Round Table discussions was that MNCs operating in India have taken the lead in implementing significant initiatives towards Gender Equity & Parity. These initiatives are primarily driven by their global mandates more than any other impetus. However, for Indian organisations and conglomerates, significant concrete actions are yet to be seen, even in organisations that employ large numbers of women / other non-male genders.

"It's one thing to have women in leadership and quite another thing to have feminist leadership. A lot of women can have patriarchal leadership styles."

- Focus Group Round Table Participant

Reality Check

- There is a clear and significant mismatch in perception of leadership commitment to the cause of Gender Equity & Parity in organisations: junior/middle management's perception of leadership commitment is lower than that of senior management/top management/Board levels.
- This gap in perception alludes to the fact that strategy/policy is espoused but not translated into action on the ground.
- In organisations where males are the dominant gender, leadership commitment to Gender Equity & Parity is perceived to be significantly lower than in organisations where females/other non-males are the dominant gender.



Employee Engagement & Career Progression

Introduction

It is an established fact that organisations with the most gender diversity outperform those with the least. That's because excellence is gender-agnostic; it recognises only capability and effort, and that the best input can come from anyone anywhere. For sustainable success, however, mere diversity is not enough. It makes sense for organisations that seek excellence to create a balanced work environment where employee engagement and career progression are viewed through an equitable lens. This leads to true meritocracy that creates a level playing field, appreciating the differences between genders and leveraging their unique strengths to create a win-win for all stakeholders.

1. Affinity Groups/Employee Resource Groups (ERGs) for Non Dominant (Female/Other Non-Male) Genders
2. Incidence of attrition—post COVID
3. Incidence of attrition—pre COVID
4. Mentoring Leaders from Non Dominant (Female/Other Non-Male) Genders
5. Training Initiatives for the Non Dominant (Female/Other Non-Male) Genders
6. Preference in Promotions for Non-Dominant Genders
7. Career Growth Opportunities for Non Dominant (Female/Other Non-Male) Genders

Aspects Addressed in this Theme

"Women coming from reasonably good institutions and the top of the chain are afraid to claim their feminism. They are not willing to shake the boat."

- Focus Group Round Table Participant

48%

respondents said there are
No Affinity Groups or ERGs in the Organisation

Affinity Groups/Employee Resource Groups (ERGs) for Non Dominant (Female/Other Non-Male) Genders

21%

respondents said they
Don't Know

39%

respondents said
Attrition was the almost same for all genders

Incidence of Attrition- Pre COVID

22%

respondents said
There is no significant attrition

32%

respondents said
Attrition is almost the same for all genders

Incidence of Attrition- Post COVID

29%

respondents said
There is no significant attrition

38%

respondents said there are
Mentoring programs on an ongoing basis

Mentoring Leaders from Non Dominant (Female/Other Non-Male) Genders

19%

respondents said there are
No Mentoring programs for any gender

35%

respondents said
Yes, there are training programs for all three levels

Training Initiatives for the Non Dominant (Female/Other Non-Male) Genders

32%

respondents said
Yes, there are training programs for some of the levels

58%

respondents said
Non-Dominant Genders don't get less preference in promotions

Preference in Promotions for Non-Dominant Genders

12%

respondents said
Don't Know

58%

respondents said there is
Equal opportunity as compared to Dominant (Male) Gender

Career Growth Opportunities for Non Dominant (Female/Other Non-Male) Genders

21%

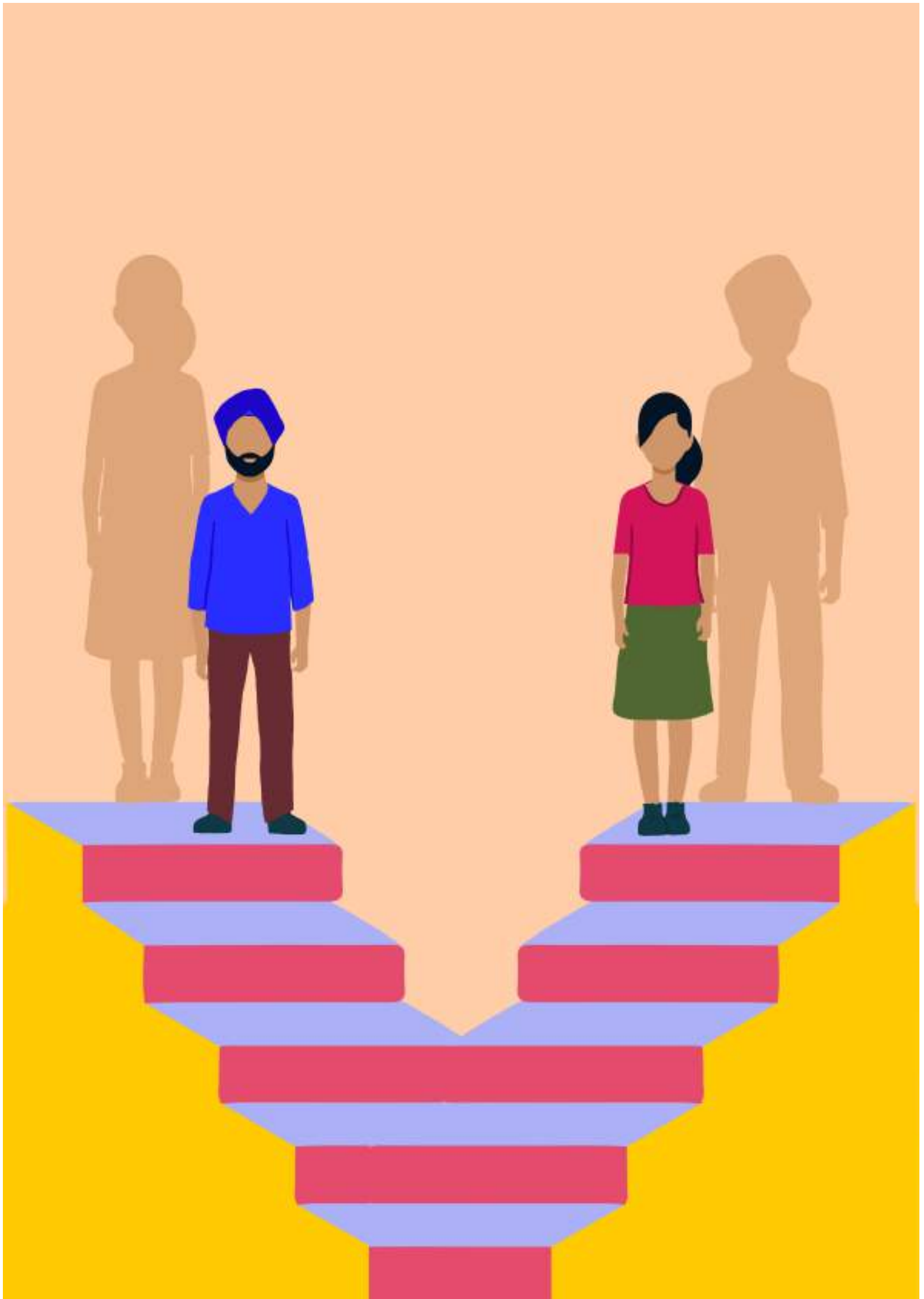
respondents said there is
Less opportunity as compared to Dominant (Male) Gender

Key Findings & Insights

- The average score for this theme was 15.55, which is less than half of the maximum obtainable score (35), but it is in the 'average' category. This hints to the fact that either there are few employee development programmes or there is little gender parity in implementation of these programmes. In other words, employee development initiatives in organisations do not favour the non-dominant genders or do not appear to be gender-neutral.
- An almost negligible number of organisations seem to have Affinity Groups or Employee Resource Groups (ERGs) to support the non-dominant genders.
- Data suggests that wherever affected, the incidence of attrition pre and post COVID-19 affected all genders in the same manner.
- Of the 7 aspects covered in this theme, the highest average score obtained was for career growth opportunities for the non-dominant genders (60% of maximum attainable score), but it was still in the 'average' category. This implies that a larger proportion of respondents felt that career growth opportunities were uniformly available to all genders.
- As many as 58% of respondents were of the opinion that there are equal opportunities for men and women in career growth.
- During the Round Table discussions, it emerged that:
 - Employee development, engagement and career progression, with regards to women and other non-male genders are currently not being specifically addressed in most organisations.
 - Since most leadership positions are not occupied by women, the voices for such development are marginalised and often ignored.
 - Women / other non-male genders usually feel guilty about integrating their aspirations into their work. This needs to be addressed culturally at large and also at the workplace.
 - With regard to specific benefits like maternity leave, smaller organisations (SMEs) feel overburdened to manage the costs and hence may not be retaining women who fall in the reproductive age bracket.

Reality Check

- The scales are tilted in favour of the dominant (male) gender in organisations.
- In spite of the imbalance that exists:
 - Employee development, engagement and career progression initiatives focused on women and other non-male genders are not being specifically addressed in most organisations.
 - Where employee development initiatives are undertaken, they tend to favour the dominant (male) gender.
- This imbalance perpetuates the status quo and undermines the ideal of true meritocracy.
- Smaller organisations (SMEs) feel overburdened at the prospect of catering to the specific needs of women and this is impacting recruitment and/or retention of women in these types of organisations (which constitute a large portion of the formal sector).



Leveraging Gender Intelligence

Introduction

The power of integrating the masculine and feminine is a strong feature of many cultural traditions. For example, Yin and Yang (feminine and masculine) are forces that need each other to become a natural whole. Similarly, a healthy mix of masculine and feminine values is needed for effective leadership. Each gender, through their experiences, has innate strengths and capacities that support them in their growth, development and success. Leaders who embody Gender Intelligence - the integration of masculine and feminine values and intelligences - are able to lead consciously and respond more optimally to complex challenges. Enlightened organisations understand, respect and engage Gender Intelligence in myriad ways for innovation and growth.

1. Teams have a healthy mix of dominant and non-dominant gender
2. Leadership capabilities of men are viewed at par with those of women and other gender

Aspects Addressed in this Theme

"Gender Intelligence helps us in not limiting to biologically determined gender, but rather encourages us too see how gender is self identified ."

- Focus Group Round Table Participant

39%

respondents said
*teams have a
healthy mix always*

**Teams have a Healthy Mix
of Dominant & Non-
Dominant Genders**

34%

respondents said
*teams have a
healthy mix
occasionally*

50%

respondents
said that
*leadership
capabilities of men
are viewed at par*

**Leadership Capabilities of
Men are Viewed at Par with
those of Women/Other Non-
Male Genders**

18%

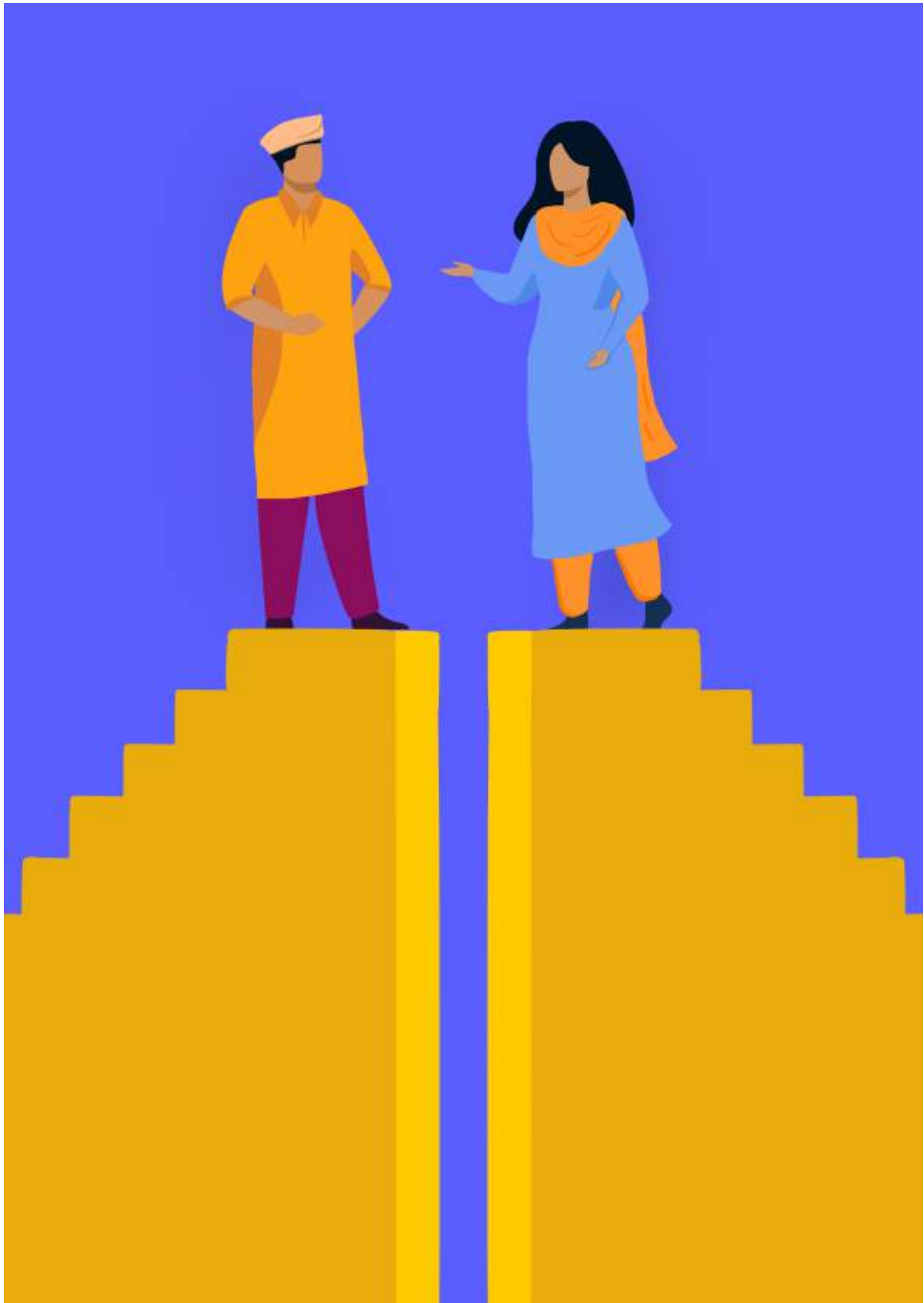
respondents
said that
*men's capabilities
are viewed as
superior*

Key Findings & Insights

- The average score for this theme was 5.15 (the maximum obtainable score was 10) which is in the 'average' category. The individual scores ranged between -4 and 10. Four respondents (1%) had a score of -4 and 73 respondents (24%) scored perfect 10.
- While 50% of the total respondents felt that in their organisations, leadership capabilities of males and women/other non-male genders are viewed at par, about 18% felt that males are considered superior than women/other non-male genders where leadership capabilities are concerned.
- Perceptions of females and males with regard to how gender intelligence is leveraged in their organisation differs significantly:
 - A lesser proportion of women felt positive about the 2 aspects i.e. (a) healthy mix of dominant and non-dominant genders in teams and (b) leadership capabilities of males and females/other non-male genders are viewed at par.
- Participants in the Round Table discussions highlighted the complete lack of gender intelligence in organisations. They felt the absence of gender intelligence limits the organisation's ability to plan and make informed decisions regarding Gender Equity & Parity within the organisation. Lack of enthusiastic response from the top management is reflected in the fact that not much progress is being made in bringing about Gender Equity & Parity within organisations.

Reality Check

- It is clear that a majority of organisations do not value or integrate gender intelligence, evidenced by the mismatch in perceptions about leadership capabilities:
 - Men are perceived to have superior leadership capabilities than women.
 - Existing alongside this perception is a corresponding lack of appreciation and understanding for women's unique leadership capabilities.
- This perception belies what world-wide research reveals - that organisations with a higher number of women in senior leadership positions perform better on a number of parameters, including financial, than organisations with a lower number of women in senior leadership.



Policy & Practices

Introduction

Creating an organisational culture that embraces Gender Equity & Parity requires unambiguous and strong individual and systemic accountability - one that is demanded by robust structures and processes. Policy is the soft infrastructure within an organisation that can create psychological safety and support the progress of those individuals and groups that need the support of the system to overcome inequity and bias. Forward-looking and equitable policies allow organisations to focus their efforts on high impact zones across various facets of organisational life, thereby enabling Gender Equity and Parity to be woven into the warp and weft of the organisation.

1. Gender Parity in Hiring & Recruitment Policies & Practices
2. Gender Parity in Remuneration & Benefits Policies & Practices
3. Gender Parity in Pay for the Same Job/Role Level in the Last 2 Years
4. Gender Parity in Performance Reviews
5. Gender Parity in retention—pre COVID
6. Gender Parity in retention — post COVID
7. Gender Parity in Employee Protection & Grievance Redressal Processes
8. Implementation of Grievance Redressal Mechanisms
9. Organisation's Code of Conduct Revised to Prevent Discrimination & Sexual Harassment of Non-Dominant Genders
10. Gender Parity in Maternity & Paternity Leave
11. Status of Hiring Females Post 2017 Amendment of Maternity Benefits Act
12. Employee Health & Safety Policy/Practice Addresses Specific Needs of Non-Dominant Genders
13. Extension of Employee Health & Safety Policy/Practices Beyond the Workplace to Support Non-Dominant Genders Facing Domestic Violence & Sexual Harassment
14. Gender Parity in Supplier Diversity Policy/Practices
15. Back to Work/Return to Work Initiatives for Non Dominant Genders

**Aspects
Addressed
in this Theme**

61%

respondents said
*It is completely free
of gender bias*

**Gender Parity in
Hiring & Recruitment
Policies & Practices**

15%

respondents said
*Bias shows in favour of
the Dominant (Male)
gender in some
Functions/Departments*

69%

respondents said
*It is equal for all
genders*

**Gender Parity in
Remuneration & Benefits
Policies & Practices**

9%

respondents said
*It favours the
Dominant (Male)
gender*

62%

respondents said
*Same salary &
benefits are paid*

**Gender Parity in
Pay for the Same Job/Role
Level in the Last 2 Years**

16%

respondents said
Don't know

35%

respondents said
Always

**Gender Parity in
Performance Reviews**

20%

respondents said
Never

56%

respondents said
*It exists for all
genders*

**Gender Parity in Retention -
Pre COVID**

20%

respondents said
*It doesn't exist for
any gender*

49%

respondents said
*It exists for all
genders*

**Gender Parity in Retention -
Post COVID**

24%

respondents said
Don't Know

66%

respondents said
*It adequately
addresses concerns*

**Gender Parity in
Employee Protection &
Grievance Redressal
Processes**

12%

respondents said
Don't know

68%

respondents said
*Yes, effective action
is taken when cases
are reported*

**Implementation of
Grievance Redressal
Mechanisms**

8%

respondents said
*There is no
formalised policy*

53%

respondents said
Yes

**Organisation's Code of
Conduct Revised to Prevent
Discrimination & Sexual
Harassment of
Non-Dominant Genders**

22%

respondents said
Don't know

46%

respondents said
*All options are
available to
employees*

**Gender Parity in
Maternity & Paternity
Leave**

37%

respondents said
*Only some of the
options are available
to employees*

57%

respondents said
There is no differentiation between male & female candidates for the same job

Status of Hiring Females Post 2017 Amendment of Maternity Benefits Act

17%

respondents said
Don't Know

64%

respondents said
It adequately addresses specific needs

Employee Health & Safety Policy / Practice Addresses Specific Needs of Non-Dominant Genders

10%

respondents said
It is inadequate in addressing specific needs

33%

respondents said
Yes, it does

Extension of Employee Health & Safety Policy / Practices Beyond the Workplace to Support Non-Dominant Genders Facing Domestic Violence & Sexual Harassment

22%

respondents said
Don't know

37%

respondents said
there are
Purely merit based practices

Gender Parity in Supplier Diversity Policy / Practices

24%

respondents said
Don't know

25%

respondents said
there are
Initiatives for all levels of employees

Back to Work/Return to Work Initiatives for Non Dominant Genders

25%

respondents said
there are
No initiatives for any level of employees

Key Findings & Insights

- The average score obtained for this theme was 49.81, which is 55% of the maximum obtainable score (90), in the 'average' category. This theme got the highest score amongst all the seven themes. This indicates a comparatively better situation in organisations with regard to policies and practices than the other six themes.
- Of the 18 aspects included in this theme, six had an average score in the 'high' category (i.e. 65% or above), which indicates a fair bit of progress on these counts.
- Three aspects in particular i.e. (a) existence of prevention of sexual harassment at the workplace policy, (b) confidential grievance redressal mechanism and (c) health and safety policy addressing specific needs of female / other non-male genders, had a score of 70% or above.
- However, the mere existence of policies does not automatically result in implementation. The data reflected a gap between the existence and implementation of policies. When it came to practice (implementation):
 - Procedures to handle complaints of sexual harassment at the workplace scored only 1.25 (out of 5), i.e. in the 'low' category, indicating that while many organisations seem to have a prevention of sexual harassment at the workplace policy, very few have fair procedures for handling complaints.
 - Gender parity in pay for the same job/role levels in the last 2 years scored only 1.98 (out of 5), again in the 'low' category.

This suggests that what has been put on paper is not necessarily being followed in practice.

- A larger proportion of respondents felt there is little gender parity in terms of back-to-work/return-to-work initiatives for the non-dominant (female/other non-male) genders.
- Most participants in the Round Table discussions felt that talk/dialogue around diversity and gender issues in corporate environments has increased but the numbers have not changed significantly.
- There were mixed responses to the question of policies and practices within the Round Table discussion participants. However, it was a unanimous conclusion that much still needs to be done on this front.
- Several participants felt that policy is a mere statement and is often not put into practice, and this say-do gap is frustrating for employees. Bias often shows up during policy implementation resulting in minimal positive impact of the policies.
- Several participants spoke about the practical realities of implementing prevention of sexual harassment at workplace policies. Concerns were expressed that, if at all, women report instances of sexual harassment, most of them leave the organisation after reporting, which serves little purpose.
- Participants also believed that there is little or no mention of diversity and its role in the hiring process.

*"HR policies are progressive, HR departments are not.
There is a difference between what they say and what they do."*

- Focus Group Round Table Participant

Reality Check

- The talk/dialogue around diversity and gender issues in the corporate environment has increased but the needle has barely moved where numbers are concerned.
- While organisations say “people are our greatest asset”, in reality, there is inequity in the treatment of this asset: some are treated more special than others. This inequitable treatment is not about performance, but about structural and systemic bias that, over the years, has become institutionalised.
- Inequitable treatment for females/other non-male genders is evidenced by the fact that:
 - There are clear gaps between intent and implementation across several aspects of organisational policy.
 - These gaps mostly favour the dominant (male) while placing the non-dominant (women/other non-male genders) at a disadvantage.
 - Retaining or actively recruiting women who fall in the reproductive age bracket is a contentious issue.



Organisational Culture & Workplace Dynamics

Introduction

Culture is embedded in the fabric of every organisation: it defines beliefs, traditions and value systems, and shapes 'the way things are done' and how people are treated. Attitudes and behaviours towards various genders are also shaped by culture. As such, culture influences the ecosystem in which people work, and has the power to empower or disempower them. Creating an enabling culture that honours Gender Equity & Parity allows all employees to bring their whole selves to work, engage with colleagues transparently, and contribute to the best of their abilities.

1. Respect & Value for Gender Differences
2. Allyship practiced in the organisation
3. Specific Infrastructure Requirements in place for Non-Dominant Genders

Aspects Addressed in this Theme

"There are organisations that otherwise take care of their employees, but when it comes to Gender Equity & Parity, they follow a 'sometimes unstated' policy of gender blindness. Or, they avoid getting into the gender dialogue all together."

- Focus Group Round Table Participant

65%

respondents said
*Gender Differences
are highly valued
& respected*

**Respect & Value for
Gender Differences**

17%

respondents said
*Gender Differences
are selectively
valued & respected*

29%

respondents said
Don't know

**Allyship practiced in the
organisation**

23%

respondents said
Yes, regularly

41%

respondents said
*It is very well
catered*

**Specific Infrastructure
Requirements in place for
Non-Dominant Genders**

28%

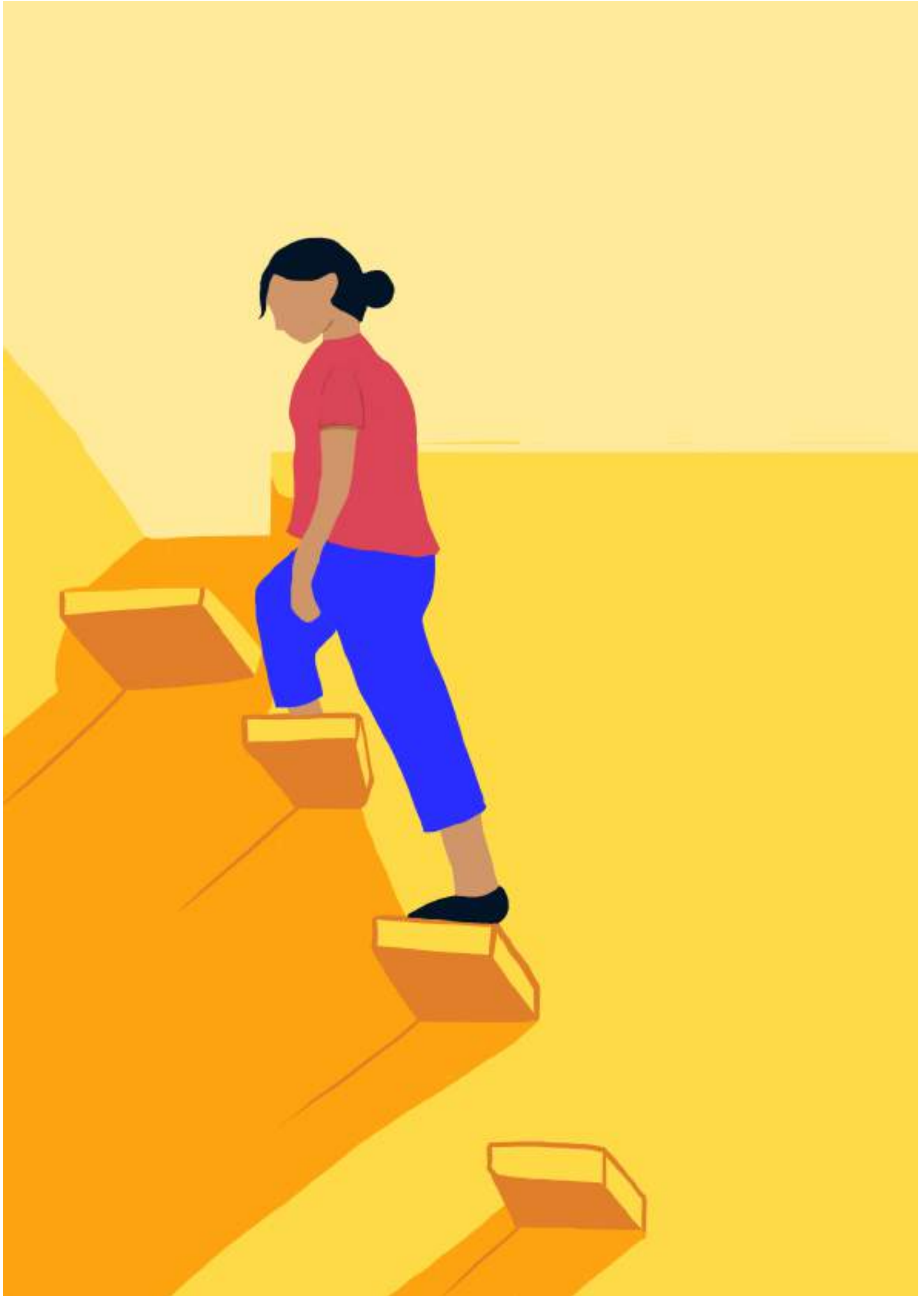
respondents said
*It is adequately
catered*

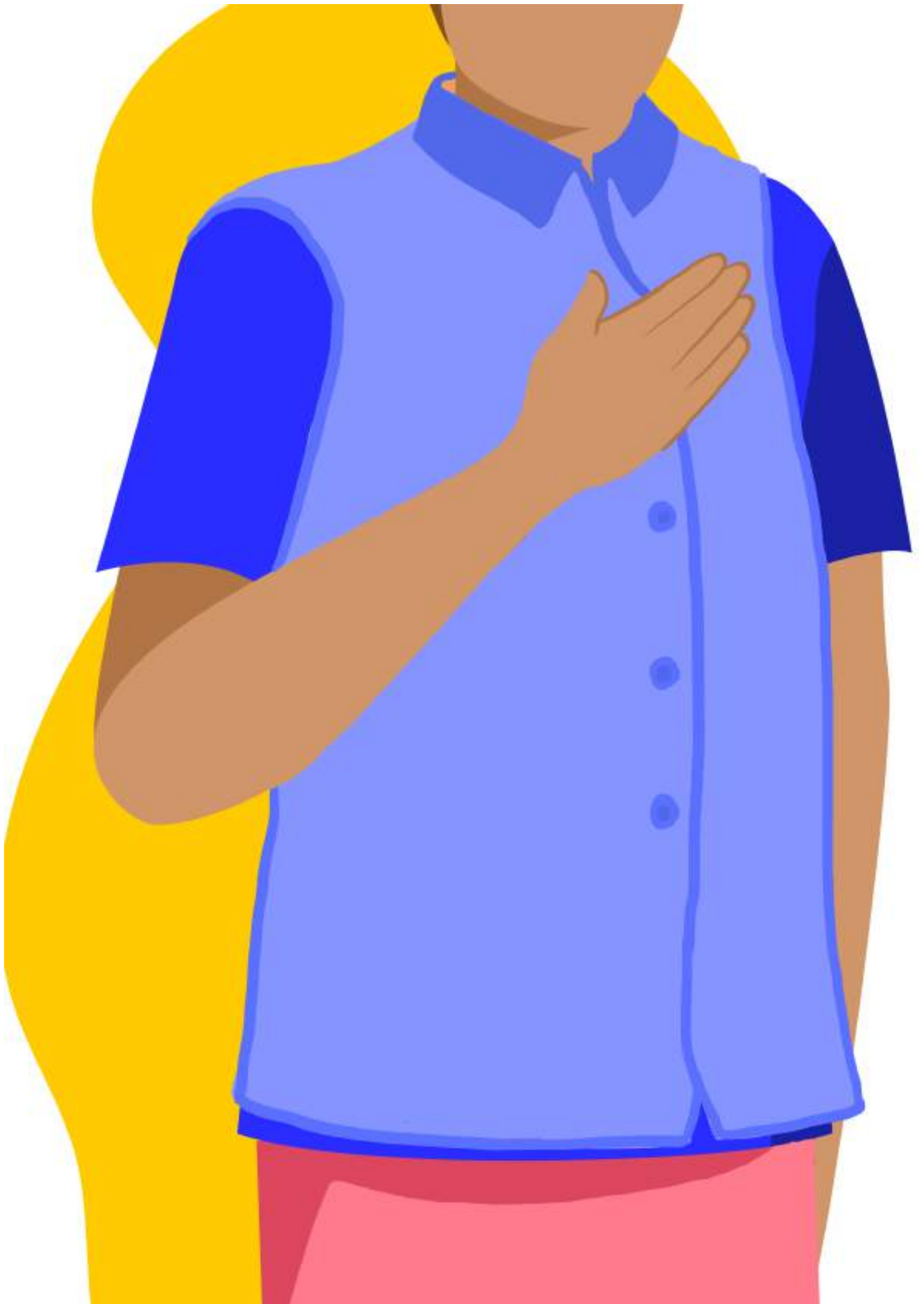
Key Findings & Insights

- The average score obtained by respondents was 7.51 (the maximum obtainable score was 15) and was in the 'average' category. It ranged between -6 (4 respondents) and 15 (42 respondents). The most number of respondents (45) obtained a total score of 10.
- As suggested by the data, very few organisations have the concept of Allyship (the practice of a dominant gender group/individual standing for and working towards equity, justice and inclusion for the non-dominant genders). The largest group of respondents were not aware of the status of Allyship within their organisation.
- About 70% of the respondents felt that the infrastructure (e.g. toilets) in their organisation sufficiently catered to the specific needs of women / other non-male genders.
- The Round Table discussions revealed participants' strong opinions about their organisational culture and workplace dynamics:
 - They universally believed that changing the culture is the most difficult aspect of implementation of Gender Equity & Parity initiatives in any organisation.
 - Lack of understanding of the reasons for creating gender equity sometimes gives this work a focus of "charity" towards a particular group of people.
 - Within the organisation, not enough attention is paid to the fact that common communication messages, unless addressed, can reinforce stereotypes and biases.
- Some participants shared personal positive experiences like creating support systems (camps for children, black-out time on calendars, etc.) and storytelling to help people understand the culture of non-dominant groups.
- Wherever there is an increase in representation of women in revenue generating roles, it provides hope and reassurance that things will change, and that others in the organisation will follow this example.

Reality Check

- Changing organisational culture is hard because it means changing attitudes and behaviours that become embedded and hard-wired over time.
- The proverb “the fish is the last to discover water” describes this challenge for the dominant gender (males) - it is difficult for them to be aware of their privileges, or the lack of it for others, because they believe “this is the natural order of things”.
- Changing the status quo creates resistance because it creates uncertainty and new power equations that may not favour the privileged gender.





Awareness & Sensitisation

Introduction

Awareness and sensitisation are the first steps towards building mutual understanding: they serve the crucial purpose of increasing sensitivity and knowledge about gender (in)equity, lack of parity, and about the implicit and explicit biases that show up in everyday interactions. They involve providing actionable information to build a deeper understanding of Gender Equity & Parity as core values of a fair workplace and help develop the mindset necessary to bring about system-wide change. Mindful gender awareness and sensitisation processes are fundamental building-blocks for mainstreaming the gender conversation and integrating a gender perspective into policies and programmes that address the needs of different genders in an organisation.

1. Frequency of Awareness Programmes
2. Frequency of Programmes on Prevention of Sexual Harassment
3. Levels of Employees Included in Awareness Programmes
4. Awareness Programmes Mandatory for All Levels of Employees
5. Organisation's Internal & External Communication Emphasises Gender Equity & Parity
6. CSR Activities Address Gender Equity & Parity

Aspects Addressed in this Theme

"Men and women can't symbiotically collaborate. We have created a divide and we perpetuate it."

- Focus Group Round Table Participant

28%

respondents said
*No programmes
implemented*

**Frequency of
Awareness Programmes**

22%

respondents said
Once a year or less

31%

respondents said
Once a year or less

**Frequency of
Programmes on
Prevention of Sexual
Harassment**

21%

respondents said
*No programme
implemented so far*

49%

respondents said
there are
*Awareness
programmes for
all levels of
employees*

**Levels of Employees
Included in Awareness
Programmes**

19%

respondents said
*No programmes
are implemented*

43%

respondents said
Yes they are

**Awareness Programmes
Mandatory for All Levels of
Employees**

43%

respondents said
Don't know

46%

respondents said
*There is clear &
consistent
communication*

**Organisation's Internal
& External
Communication
Emphasises Gender
Equity & Parity**

20%

respondents said
*Does not clearly &
consistently
communicate*

35%

respondents said
*Gender Parity is a
core focus area for
the organisation's
CSR activities*

**CSR Activities Address
Gender Equity & Parity**

19%

respondents said
Don't know

Key Findings & Insights

- The average score obtained by respondents in this theme was 11.63 which is just 39% of the maximum obtainable score of 30, and is in the 'low' category. This indicates that organisations are not doing enough to generate awareness and sensitise their employees about Gender Equity & Parity.
- The individual scores of respondents ranged between -10 (4 respondents) and 30 (22 respondents). Most of the respondents obtained full 30 or 0 (22 respondents each).
- Many respondents felt that the frequency of awareness programmes on Gender Equity or Prevention of Sexual Harassment (POSH) in their organisation were minimal. Many respondents also reported that their organisations do not implement any awareness programmes.
- Not many respondents felt that the CSR initiatives of their organisation addressed Gender Equity & Parity, as the average score for this aspect was in the 'low' category (1.83 out of 5).
- Participants in the Round Table discussions believed there is not much conversation on the topic of Gender Equity & Parity within organisations and, as a result, people are not sensitised to the issues related to this topic.
- An outcome of this lack of awareness and sensitisation is that the language used in organisations often promotes stereotypes, reflects bias and people (mostly men) get defensive during conversations on women's equality and rights. It is important for men to be educated about developing the right cultural mindsets at an early age.

Reality Check

- Even if organisations seek to implement policies to bring about greater Gender Equity & Parity, the task is incomplete and progress is slow when basic awareness and sensitisation are lacking.
- Lack of awareness and sensitisation result in a gap between intent and action because people 'don't know what they don't know' - and therefore cannot comprehend how their language and actions perpetuate gender bias and discrimination even when they don't intend to do so.
- Awareness and sensitisation empower individuals to take responsibility and accountability for their behaviours and actions, and thus make change sustainable.



COVID-19's Impact on Gender Equity & Parity

Introduction

Our world, personal lives and work structures have been forever changed as COVID-19 has swept across the globe. The pandemic has brought with it unprecedented upheaval and re-defined business models as well as how we engage and connect with each other. This time of disruption has also provoked organisations to evaluate how they optimise talent, access intelligence, support employees' mental health and leverage disruption innovatively to build for the future. Gender Equity & Parity have been significantly impacted by changing priorities as organisations adapt to a new normal.

- Impact of COVID-19 on Pay Cuts in Relation to Gender
- Impact of COVID-19 on Employee Retrenchment in Relation to Gender
- Work from Home Policy Addresses Specific Needs of Non-Dominant Genders

**Aspects
Addressed**

34%

respondents said
there are
*No pay cuts for any
gender*

**Impact of COVID-19 on Pay
Cuts in Relation to Gender**

52%

respondents said
*Pay cuts are the
same for all
genders*

39%

respondents said
there is
*No retrenchment
for any gender*

**Impact of COVID-19 on
Employee Retrenchment in
Relation to Gender**

41%

respondents said
*Retrenchment is
the same for all
genders*

58%

respondents said
*It adequately
addresses specific
needs*

**Work from Home Policy
Addresses Specific Needs of
Non-Dominant Genders**

13%

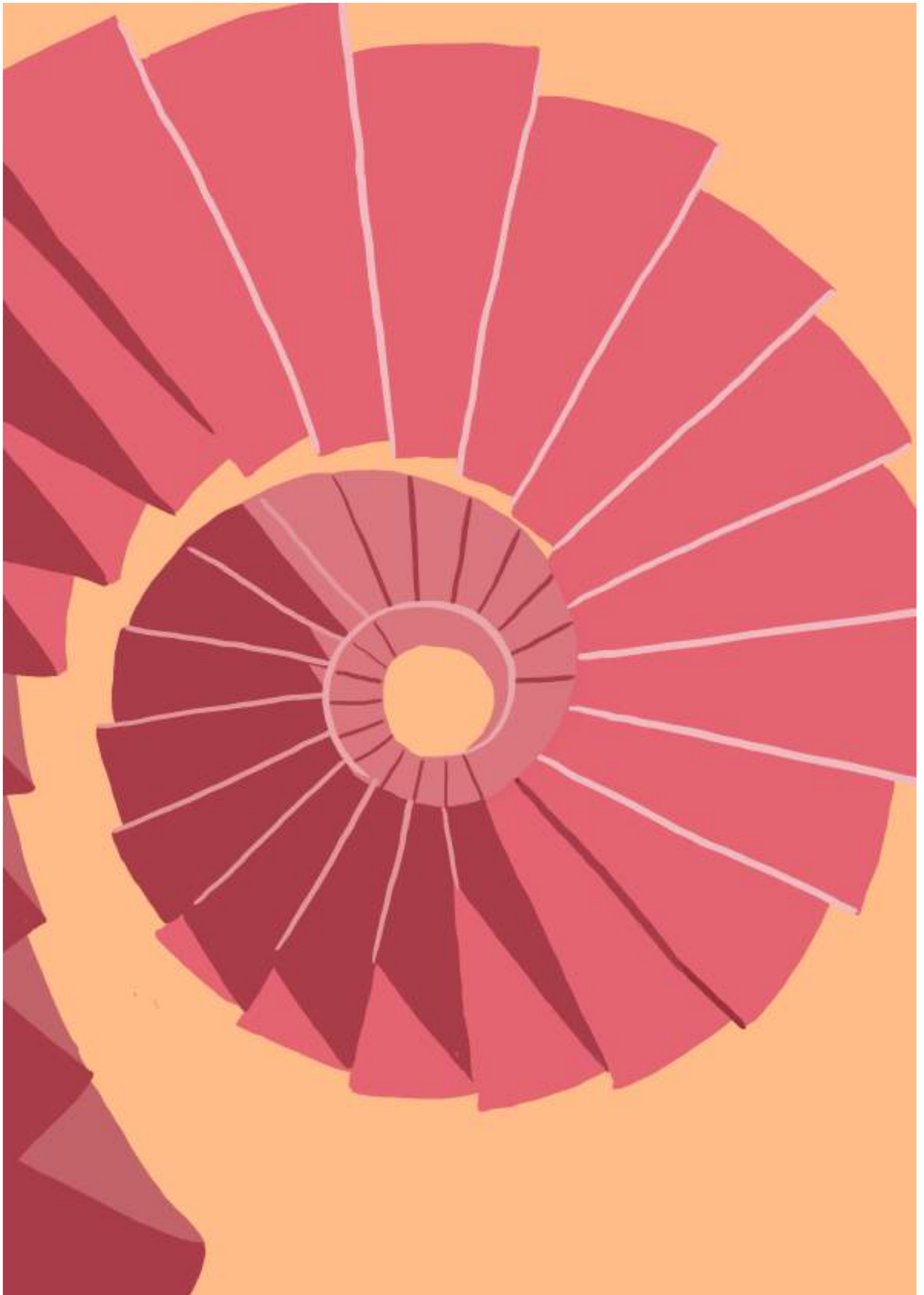
respondents said
*It inadequately
addresses specific
needs*

Key Findings & Insights

- The average score for this these was 7.66 (in the 'average' category) against the maximum obtainable score of 15. For individual respondents, the average score ranged from -6 (4 respondents) to 15 (64 respondents).
- Most organisations have been adversely impacted by COVID-19 and the impact was felt across the dominant (male) and non-dominant (female/other non-male) genders.
- 66% of respondents indicated that pay cuts had been implemented during COVID-19, but the reassuring fact is that 52% of respondents said the pay cuts were the same for all genders.
- 34% of respondents confirmed that there were no pay cuts for any gender.
- Similarly, a higher percentage (70%) of respondents reported job losses within their organisation, but 41% said that retrenchment was the same for both genders.
- Participants in the Round Table discussions felt that COVID-19 has adversely impacted Gender Equity & Parity, and women/other non-male genders had been at the receiving end.
 - There was a strong feeling that social constructs paired with "work from home" imperatives had damaged the progress towards Gender Equity & Parity, and had left women overworked and stressed.
 - Due to business and survival exigencies, Gender Equity & Parity has fallen out of focus during the pandemic and women's representation in the workforce is sharply declining.
 - Gender inclusion is now increasingly seen as a cost function and almost negligible efforts are being made towards the non-dominant (women/other non-male) genders.

Reality Check

- COVID-19 has adversely impacted Gender Equity & Parity in the workplace.
- In this time of upheaval, the cause of Gender Equity & Parity has become expedient in many organisations, indicating:
 - Lower value associated with the contributions of non-dominant (women/other non-male) genders.
 - Reinforcement of the stereotypical bias towards men as the main breadwinners and greater contributors.
- Cost seems to be the primary driving factor for hiring/retention decisions, rather than capability and true merit.



Proactive Leadership

Respect for Differences

Optimal Awareness

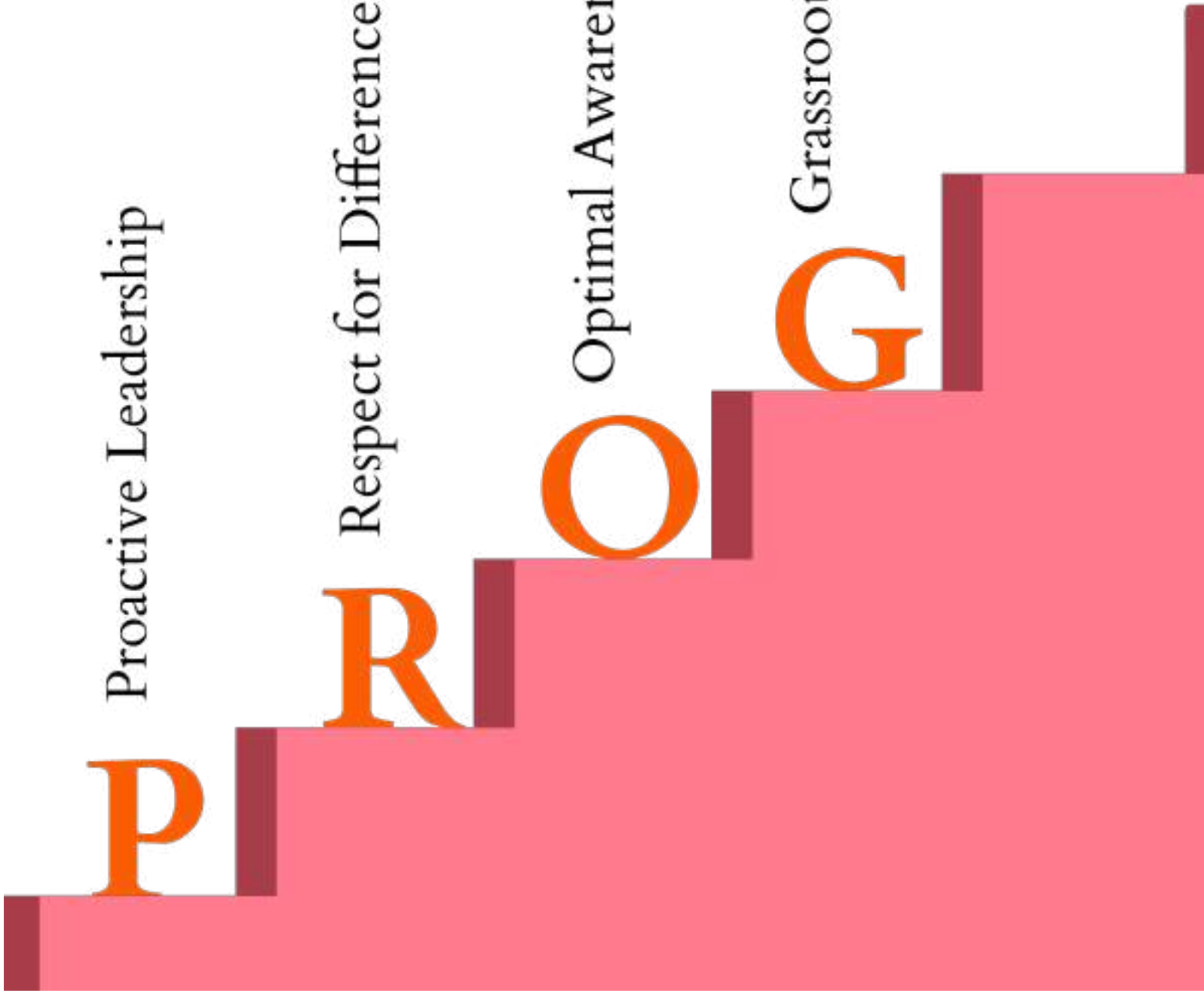
Grassroots Action

P

R

O

G



R

Recharged Careers

E

Equitable Policy

S

Safety @ Work

S

Supportive Systems

The Future State: Recommendations

Women constitute approximately 48% of the population of India and although they are closing the gap in higher education, studies by The World Bank show that women account for just 20% of the total workforce in India, compared with 76% of men. Given that workplace structures are a cross-section of society, unequal representation is a sign of disparity, marginalisation and inequality in the progress of women.

India's low workforce participation rate for women is partly due to restrictive cultural norms regarding women's work, gender wage gap, and a lack of safety policies and flexible work offerings. Recent job stagnation and high unemployment rates for women, exacerbated by COVID-19, also keeps them out of the workforce. Forecasts show that if women's under-representation in the workforce is reversed and their participation is increased by 10%, it could add \$770 billion to India's GDP by 2025.

The Greater 50: Call to Action Study concludes with Recommendations for Indian organisations of varying types: Public Limited, Private Limited, Non-Profit Sector (including Trusts, NGOs and Educational institutions) and others, with attention to governance, measurement, reporting and auditing of commitment on actions taken to enhance Gender Equity & Parity.

Approach to Recommendations:

Change can happen when we understand and address the causes and effects of gender discrimination and inequality in various contexts; empowering women / other non-male genders to live more equitable lives, and working across levels of society and organisations to progress towards Gender Equity & Parity. We must also avoid thinking of gender equality as a balance between women and men, and consider how we can reduce inequality between people of all identities, including cisgender, transgender and other non-binary identities.

The Recommendations herein are in the form of an 8-point Action Plan - PROGRESS - made in consideration of current practices, feedback from Study participants, counsel from experts in the field of business, academia, leadership, Diversity, Equity & Inclusion (DE&I) and culture, and can be used as guidelines to create greater Gender Equity & Parity at the workplace.

The PROGRESS Recommendations are organised along 8 themes:

1. Proactive Leadership
2. Respect for Differences
3. Optimal Awareness
4. Grassroots Action
5. Recharged Careers
6. Equitable Policy
7. Safety @ Work
8. Supportive Systems

The objective is to shine a light on avenues for creating opportunities, engaging stakeholders, and leveraging the capabilities of women / other non-male genders to enhance their participation and contribution to the workplace. The PROGRESS Recommendations recognise that organisations will not achieve traction on Gender Equity & Parity in the workplace with one-off initiatives or merely tactical programmes. What is needed is a focus on systems, structures and culture, in addition to individuals. The approach emphasises accountability and measurement, simply because what is measured is more likely to be prioritised.

1.

Proactive Leadership

The senior-most leadership of organisations (e.g. Boards, CXO-level, business owners/promoters) set the tone for the rest of the organisation to follow. Proactive Leadership holds the key to an equitable culture and has the power to ensure that Gender Equity & Parity permeates into structures, processes, practices, rewards and metrics of the organisation. It signals to the entire ecosystem that “equity is our business.”

This Study shows that in 90% of organisations, leadership commitment to Gender Equity & Parity is low. To effect organisation-wide change, it is imperative that leadership not only supports change, but actually drives the transformation that is needed.



Recommendations:

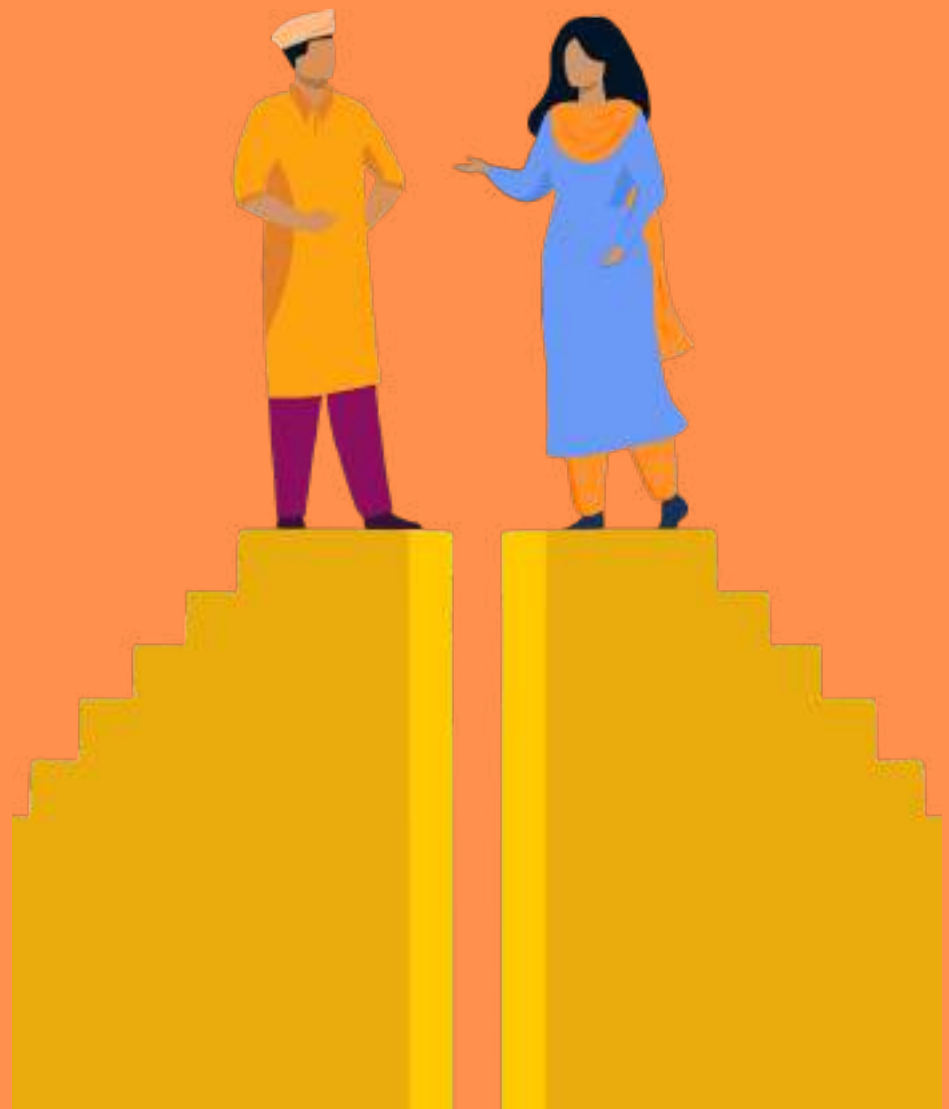
Leadership commits to sustained change through frameworks of accountability, governance, measurement and reporting on:

1. Higher/equal representation of women and other non-dominant genders at senior levels of leadership. Match the percentage of women/non-dominant genders at staff levels with the percentage of women/non-dominant genders in senior leadership positions.
2. Ensure that no more than 50% representation on Boards and Key Committees are of the dominant gender.
3. Equal gender representation be the focus for heading key functions / departments of the organisation, including those focussed on revenue generation.
4. Gender representation be included and tracked in every senior leader's Key Performance Indicators (KPIs) or Key Result Areas (KRAs).
5. Reward systems for senior leadership to include a component based on ensuring equal gender representation.
6. Actively and unambiguously communicate the importance of Gender Equity & Parity to the entire organisation.
7. Audit all gender-related initiatives and publicly report their implementation/progress in Annual Reports, AGMs, corporate websites, etc., providing gender-disaggregated data in order to make gender biases visible.
8. Lead with Empathy and Trust: As lives are disrupted by the pandemic, the need for leaders to have open and supportive communication with their people has never been higher. Employees want regular check-ins with leaders who genuinely care that their employees, especially the ones at risk, are okay. Open and regular dialogue helps leaders understand constraints that employees are facing, and support them, so that their long-term participation in the organisation is secured.

2.

Respect for Differences

Gender Intelligence helps leaders decode and appreciate the natural characteristics that distinguish men and women beyond obvious biological and cultural differences. Leaders can significantly enhance their leadership effectiveness integrating desirable traits from masculine and feminine leadership styles. Gender Intelligence recognizes that merely equalising the numbers does not necessarily result in Gender Equity & Parity. The solution isn't eliminating the differences between men and women, but instead learning how to recognise, appreciate, value and leverage those differences.



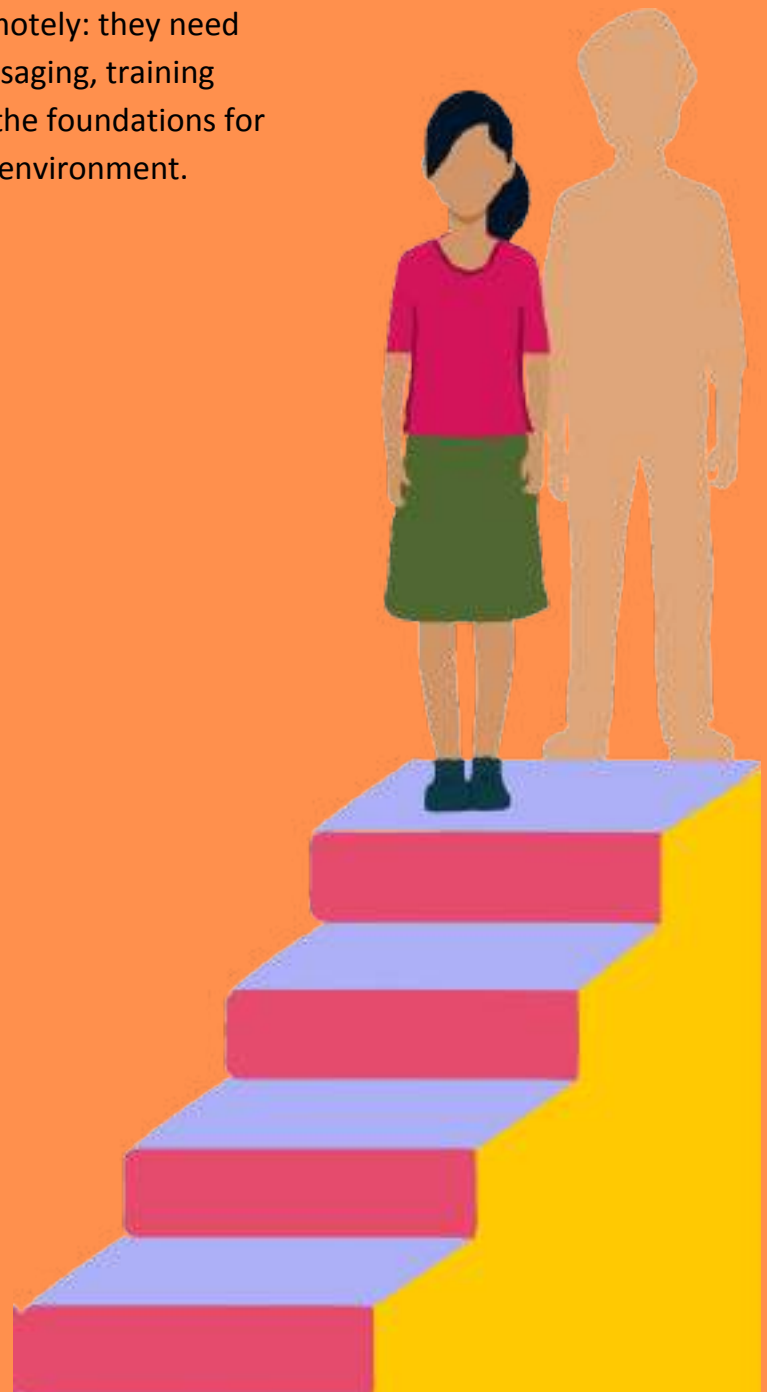
Recommendations:

1. Empower leaders in the organisation to understand the idea of Gender Intelligence through education / training programmes that enable them to value and leverage the unique differences between masculine and feminine styles of leadership.
2. Help employees build Allyship skills: Allyship happens when male leaders, including top leadership, embrace the idea of supporting women's success in ways that are visible to the whole organisation. This can range from initiatives like inviting more women/other non-dominant genders to present their ideas to the Board, to larger commitments like mentoring and sponsoring women/other non-dominant genders for key projects and leadership roles.
3. Encourage a collaborative work culture that de-emphasises hierarchies through tangible measures like senior leadership goals, scorecards and rewards integrating components that are based on collaborative working.

3.

Optimal Awareness

Organisations may have well-intentioned diversity and inclusion policies in place, however, it is the on ground implementation of these policies - experienced through everyday behaviours - that determines the success of those policies. Micro-aggressions experienced by women and other non-dominant genders determine whether Gender Equity & Parity are real priorities for the organisation. Micro-aggressions include alienating or non-inclusive behaviours or covert harassment that can occur both in the workplace and remotely: they need to be addressed decisively through clear messaging, training and action. Awareness and sensitisation are the foundations for building Gender Equity & Parity in any social environment.



Recommendations:

1. Implement programmes that help people in the organisation broaden their language - a key step in building appreciation for Gender Equity & Parity. Language that respects gender characteristics is not just a medium of communication, but also a way to build bridges with non-dominant genders.
2. To 'un-stereotype' gender roles, make Gender Awareness and Sensitisation programmes, Gender Un-Stereotyping programmes and POSH programmes an integral part of the employee induction / orientation process.
3. To make diversity, respect and inclusion non-negotiable, educate the organisation (particularly the dominant male population) on unconscious bias and 'micro-aggressions' (small, everyday behaviours that are damaging, but fly under the radar because they are covert).
4. Build a clear understanding (through training programmes) amongst the non-dominant genders on what constitutes gender discrimination and inappropriate behaviour at the workplace, so that they can draw boundaries and don't feel pressured to 'get over' bad treatment or not report inappropriate behaviour.
5. Involve external evaluators to ascertain gender dynamics of the organisation from an objective point of view and establish training and communication needs accordingly.
6. Deliver ongoing programmes that help change the present mental models and informal cultures that are prevalent against women/other non-male genders.

4.

Grassroots Action

There is a symbiotic link between Corporate Social Responsibility (CSR) initiatives and Gender Equity & Parity: gender-inclusive leadership is associated with increased CSR. CSR is a potential policy instrument to advance Gender Equity & Parity and can play an important role in mainstreaming the gender conversation when it is designed to address the real-life complexities of the non-dominant genders. Acknowledging the multi-dimensional challenges that shape womens' experiences is critical to implementing gender-just CSR programmes.



Recommendations:

1. To strengthen the power of women/other non-male genders and to counteract gender bias, allocate a specific and transparent portion of annual CSR budgets exclusively for Gender Equity & Parity initiatives including education, training and affirmative action.
2. Focus CSR activities (by earmarking resources) on gender mainstreaming and on building women's capacity to exercise their voice. The inclusion of a gender mainstreaming perspective in CSR can play a dynamic role in achieving Gender Equity & Parity in the workplace through activities, strategies and policies that provide equal access to job opportunities to female employees and build the ground for equal treatment of women/other non-male genders in the workplace.

5. Recharged Careers

Employee development and career progression is an intentional process of creating opportunities for growth for all through a system of fair practices and true meritocracy. Organisations need to address the multirarity of situations, stages, influences and expectations in the life of women and non dominant genders. Studies show that women typically pay the 'motherhood penalty' – undertaking most of the unpaid caregiving work in the household, often at the prime of their career. Their resultant career choices are viewed as them placing lesser priority on their career – adversely impacting their opportunities for advancement. From an organisation's perspective, finding ways to bridge this talent gap is critical. Inspiring women to fulfil their aspirations is a win-win and organisations that value and embrace this challenge have found that it works to their advantage



Recommendations:

At the very minimum, organisations of varying sizes can support their diverse populations by creating:

1. Upskilling and ongoing Learning:

- a. Incentivise and inspire women, through policy, support mechanisms (including financial), to continuously upgrade technical skills and competencies and keep them contemporary.
- b. Train, educate and support women basis their societal and familial evolution.
- c. Provide ongoing training for women to enhance their leadership and people management skills as they rise higher in the organisation into unfamiliar (male-dominated) territory.
- d. Focus on building a dedicated leadership pipeline for women leaders which accounts for their unique situation and does not apply generic yardsticks applicable to male leaders.

2. Promotion Strategies:

- a. Eliminate bias and set a precedent in the workplace by reviewing and building robust promotion structures for women/other non-male genders that are on par with those of their male counterparts.
- b. Create specific career tracks and avenues of growth and progress for women at the workplace as part of career planning.

3. Coaching & Mentoring:

- a. Diversify coaching and mentoring programs/frameworks to ensure that the organisation is meaningfully engaged in promoting the progress of women and other marginalised groups.
- b. Offer gender-agnostic coaching and mentoring, where the participation of dominant genders emerges from awareness and intentionality rather than rank and power.
- c. The gender case for business and human progress to be made by senior women, and male leaders in the organisation to mentor high-potential women to help them make a leadership transition.
- d. Create reverse mentoring models to provide male leaders a perspective into understanding the challenges faced by non-dominant genders and other groups (e.g. millennials).
- e. Establish feminist leadership support groups to dialogue and raise issues and ensure that systemic barriers are addressed.

6.

Equitable Policy

Policies are powerful instruments of change: this was evident in this Study as the theme of 'Policy' accrued the highest overall score amongst all the themes covered. Well-crafted policies have the potential to be transformative in promoting gender-fairness across the organisational ecosystem and building alignment of all members into its way of being. A large part of the change we seek in Gender Equity & Parity has to do with altering mindsets, engaging culture inside and outside the system, and providing a common framework for understanding issues. Progressive and thoughtful policies on Gender Equity & Parity enable organisations to show transparency and communicate at all levels of the organisation to tackle historical challenges with gender inequity.



Recommendations:

It is recommended that organisations craft intentional policies that undertake a strengths-based and flexible approach to working women and use policy mechanisms to make diversity, respect, inclusion and Gender Equity & Parity non-negotiables in the organisation's everyday culture:

1. Ensure that gender-related policies including those related to prevention of sexual harassment, along with repercussions, are explicitly understood at all levels of the organisation.
2. Integrate global best practices into policy to ensure fairness, elimination of bias and gender parity in hiring, interviewing, career progression, promotions, evaluations and feedback.
3. Build specific policy for transgender women and transgender women with disabilities.
4. Encourage men to avail of their full entitlement of Paternity/Paternal Leave to share care-giving responsibilities at home and thus provide women an opportunity to straddle home and career.
5. Create a progressive work-from-home policy that addresses the specific needs of women/other non-male genders.
6. Review and re-cast the organisation's safety and prevention of sexual harassment (POSH) policy in light of COVID-19, work-from-home, and digital/online harassment and ensure communication of these policies across the organisation.
7. Ensure that education on gender-related policies are part and parcel of employee education, awareness and induction programs.
8. Eliminate gaps between talk and walk: undertake periodic audits to ensure the organisation is policy compliant and that it has mechanisms in place to actually implement policy.
9. Promote gender-auditing systems and gender-budgeting initiatives. Carry out evaluations to measure outcomes and impact of internal and external service delivery with a focus on gender equality.
10. Support women across the value chain, especially in areas where the organisation operates, e.g. ensuring that vendors that rely significantly on female labour receive priority payment against orders, as well as additional support, wherever possible, to stay afloat.

7.

Safety @ Work

It is common to see the safety dynamic playing out in the workplace. Women now are empowered and more able to make their own life choices and live on their own terms. However, every day, women and other non-male genders are mistreated, harassed or intimidated, covertly or overtly, by their co-workers. Ignoring egregious behaviour perpetuates it further leading to anxiety, lower self-esteem and degradation of physical and psychological health of those affected. To ensure retention of female talent and uphold their contribution, organisations need to create safe workplaces where women and other non-dominant genders can show up as their whole self without fear.



Recommendations:

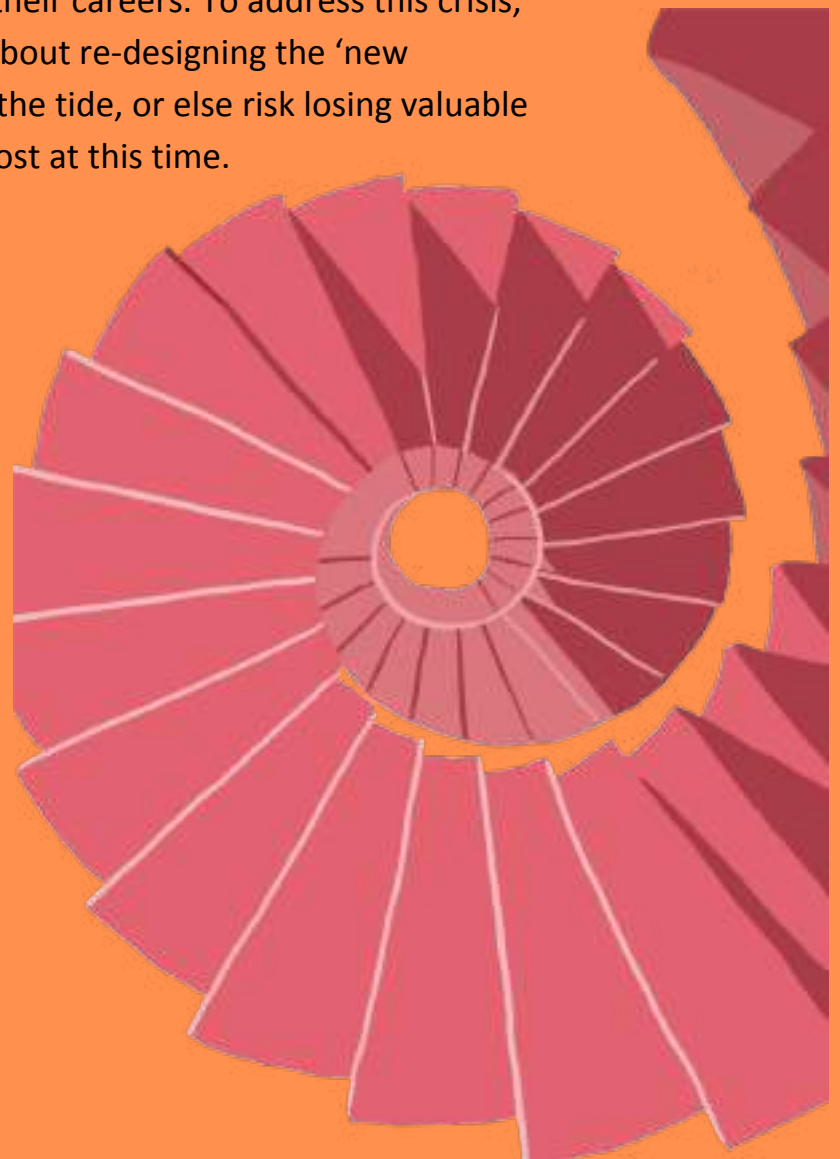
Organisations to put into place specific mechanisms to ensure safety for women / other non-male genders at the workplace:

1. Employee Resource Groups (ERGs) and Affinity Groups for women and transgenders as networks of engagement and to foster a sense of safety and belonging.
2. Create safe spaces for expression, addressals, support and bridges to sustain the work-from-home dynamic.
3. Create specific mechanisms to support women affected by the 'shadow pandemic' of domestic violence during COVID-19 and home-based victimisation in everyday circumstances.
4. Implement a genuinely 'zero tolerance' prevention of sexual harassment (POSH) policy - creating a space where there is room for women / other non-male genders to emotionally, and physically function at their optimal best without fear of embarrassment or violation.
5. Review and re-cast safety and prevention of sexual harassment (POSH) policies in the light of COVID-19, work-from-home, and digital/online harassment and ensure communication of these policies across the organisation.
6. Empower Internal Complaints Committees (ICCs) to take quick and decisive action on complaints and ensure ICCs are regularly updated on policy and legal changes.

8.

Supportive Systems

COVID-19 has adversely impacted Gender Equity & Parity, as women had higher representation in many of the sectors that were hit the hardest - food services, retail, hospitality, tourism and entertainment. Research estimates that COVID-19 could potentially wipe out the progress made over the last six years in Gender Equity & Parity. Organisations have made structural changes during the pandemic, which have placed women at a potential disadvantage. In addition, working mothers carry a disproportionate load of care-giving (e.g. childcare, home-schooling, etc.), and this double shift has had severe repercussions on their professional growth. As a result, more women than men have considered stepping out of the workforce or slowing down in their careers. To address this crisis, organisations need to be deliberate about re-designing the 'new workplace' and finding ways to stem the tide, or else risk losing valuable female talent that is struggling the most at this time.



Recommendations:

1. Re-think workplace norms and re-evaluate ideas about productivity, flexibility and support in order to help women/other non-male genders deal with the impact of COVID-19.
2. Consciously re-shape organisational culture and thinking so that ideas like increased flexibility and remote working can thrive in the long run. Go beyond mere 'talking' to 'modelling' behaviour that makes it okay for people to take time off, take advantage of flexible working policies and extended deadlines that allow them personal and family time, without any fear of career penalty or bias.
3. Differentiate support based on need: don't adopt a one-size fits all approach. For example, women without care-giving responsibilities want more skill-development opportunities and greater learning and development opportunities. On the other hand, women with care-giving responsibilities (parents, children, etc.) need better benefits such as work flexibility, sick leave or parental leave.
4. Ensure fair representation and inclusion of women/other non-male genders in all COVID-19 - related planning, processes and decision making to ensure more wholesome and sustainable decisions.
5. Adopt gender-inclusive and working parent-friendly policies and practices, keeping in mind that the majority of unpaid care-giving work falls to women even as they juggle career and home. Amongst other things, offer flexible work arrangements, support safe and convenient child care options, paid sick and emergency leave, and equal maternity/paternity leave.
6. Help women address the unintended consequences of work-from-home measures, including the rampant 'shadow pandemic' of domestic violence. Enable employees to access critical services like counselling and domestic violence hotlines, and support for healthcare and emotional well-being.
7. Craft practical Back-to-Work/Return-to-Work for women and other non-male genders to woo lost talent back into the organisation.
8. Extend leniency and/or special terms to women entrepreneurs or women-owned/women-run businesses, offering support and services to help them avoid insolvency, and create supporting relationships as part of their recovery effort.
9. Make flexible working the norm (even beyond COVID-19) to ensure retention and progression of women. Flexible working doesn't only mean 'working from home', it can mean creative and progressive arrangements that enable employees to have a manageable work/life balance and still benefit the organisation — and that could be reduced work hours; working longer, but fewer days each week, job sharing, etc.
10. Promote and create opportunities for networking and mentorship as ways for women to continuously learn and grow, ensuring this is done in ways that accommodate different needs and schedules. Introduce creative and flexible approaches to learning that permit employees to access expertise and support when and how they need it —e.g. curated digital learning relevant to the individual's development, provided on an anytime, anywhere basis.

Statistical References:

1. Reliability of Data:

As the Survey is a self-administered feedback form (i.e. respondents filled out the format online, on their own), it is important to ascertain if the respondents provided the information thoughtfully and the responses are not filled in randomly. The validity and reliability of data is ascertained by assessing the correlation between scores obtained for different segments for each respondent. Total scores for each participant were calculated for each segment and correlation between these segments was calculated. The following table provides the correlation values between these segments.

	Segment I	Segment II	Segment III	Segment IV	Segment V	Segment VI	Segment VII
Segment I		0.64	0.51	0.62	0.61	0.57	0.27
Segment II	0.64		0.53	0.64	0.56	0.55	0.22
Segment III	0.51	0.53		0.62	0.53	0.35	0.18
Segment IV	0.62	0.64	0.62		0.70	0.63	0.39
Segment V	0.61	0.56	0.53	0.70		0.66	0.34
Segment VI	0.57	0.55	0.35	0.63	0.66		0.37
Segment VII	0.27	0.22	0.18	0.39	0.34	0.37	

The lowest level of correlation is seen between Segment 3 and 7, however this value is also statistically significant at .05 level of significance (n=304). Therefore, all correlations are statistically significant. This implies that there is a high level of correlation between the responses obtained in different segments. This is a strong indication about the quality of data obtained through the survey.

2. Survey Questions & Scoring Pattern:

The tool was divided into 7 segments pertaining to different aspects of gender equity within an organisation and each of these segments had a different number of aspects that were assessed for each of these segments. The segments and aspects are summarised in the table below.

Segment Number	Segment	Number of Aspects Included
I	Leadership (CXO level) commitment to Gender Parity & Equity	10
II	Employee Development, Engagement & Career Progression	7
III	Leveraging Gender Intelligence	2
IV	Policy & Practices	18
V	Organisational Culture & Workplace Dynamics	3
VI	Awareness & Sensitisation	6
VII	Impact of COVID-19	3
	Total	245

A standard scoring pattern was adopted for responses received for each aspect included in the survey, as presented below:-

Most desirable situation	5
Less desirable situation	2
Lesser desirable situation	1
Non-existence/Don't Know	0
Prefer not to respond	-2

For each respondent, the individual response to each aspect was coded accordingly and the total score for each segment was calculated. Finally, the total score (including the scores of all 7 segments) was calculated for each respondent. Analysis of these scores is presented in this chapter.

3. Survey Findings

As stated above, each of the segments had a different number of questions and, in order to draw meaningful conclusions, each of these segments has been analysed separately and presented in this report.

Considering the scoring pattern adopted for the study (discussed in Section 2 above), in order to interpret the average scores, these can be classified into the following 4 categories of current status of Gender Equity and Parity within an organisation:

- Low Up to 40% of the maximum obtainable score
- Average 40%+ to 65% of the maximum obtainable score
- High 65%+ to 90% of the maximum obtainable score
- Excellent 90% or more of the maximum obtainable score

The average scores of respondents with respect to each theme is presented in the table below:


Themes	Average Score	% of Maximum Obtainable Score	Maximum Obtainable Score
Leadership (CXO level) commitment to Gender Parity & Equity	19.21	38%	50
Employee Development, Engagement & Career Progression	15.55	44%	35
Leveraging Gender Intelligence	5.15	52%	10
Policy & Practices	49.82	55%	90
Organisational Culture & Workplace Dynamics	7.52	50%	15
Awareness & Sensitisation	11.63	39%	30
Impact of COVID-19	7.66	51%	15
Total	116.54	48%	245

As evident from the table above, the average score is 'low' for leadership commitment and awareness and sensitisation and 'average' for policies and practices. Also, the overall score is less than half (48%) i.e. average. This broadly indicates that for organisations whose employees participated in the Survey, the employees have a perception that Gender Equity and Parity is at most 'average' within their respective organisations.

Considering the averages of individual segments, it can be interpreted that many organisations may have policies in place but the implementation may not be as strong as desired and this could be due to limited commitment demonstrated by top leadership and lack of awareness and sensitisation amongst the employees.

Data was also obtained on 5 specific parameters of the respondents or their organisations. Detailed analysis of the data was carried out to assess if the average score obtained by the respondents was affected by these parameters and statistical significance of the difference between average scores among various categories of respondents were obtained. The summary is presented in the table below.

Themes	Statistical Significance between Groups of Respondents				
	Gender	Size of the Organisation (No of Employees)	Dominant Gender in the Organisation	Work Experience of Respondent	Current Position of Respondent in the Organisation
Leadership (CXO level) commitment to Gender Parity & Equity	Not Statistically Significant	Not Statistically Significant	Statistically Significant	Not Statistically Significant	Statistically Significant
Employee Development, Engagement & Career Progression	Statistically Significant	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant	Statistically Significant
Leveraging Gender Intelligence	Statistically Significant	Statistically Significant	Statistically Significant	Statistically Significant	Statistically Significant
Policy & Practices	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant	Statistically Significant	Statistically Significant
Organisational Culture & Workplace Dynamics	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant
Awareness & Sensitisation	Statistically Significant	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant
Impact of COVID-19	Not Statistically Significant	Not Statistically Significant	Not Statistically Significant	Statistically Significant	Statistically Significant

 Not Statistically Significant

 Statistically Significant

Highlights:

- Of the 7 themes, the respondent's average scores were found to be dependent on the position the respondent holds in the organisation in 5 out of 7 themes. Across these 7 themes, the average scores were highest for board and top management, followed by senior management and other posts. It is expected that respondents at this level of organisation would have more information as compared to others but a potential bias in reporting by board and top management could be one of the factors influencing this average.
- Leadership Commitment to Gender Equity & Parity depends on the dominant gender within the organisation and the position respondents hold within the organisation (statistically significant). Organisations with equal gender representation demonstrate the highest level of leadership commitment, followed by those with females as the dominant gender and the least among the three were in the organisations where dominant gender is male.
- Employee Engagement & Career Progression scores are dependent on the respondent's gender and the position they hold in the organisation. The average score for men was higher than women implying that men employees have a more positive perception about their organisation related to employee development, as compared to women employees. This is likely because most of the aspects included in this theme are related to the non-dominant gender (i.e. females) and therefore it is possible that women would have provided a more realistic rating as compared to men. It is also possible that their responses may have included their personal experiences.
- Leveraging Gender Intelligence scores are dependent on all five characteristics and the difference in average scores is statistically significant. This is the smallest theme with just two aspects but still it has represented wide variation in different characteristics. Both the aspects included in this theme (healthy mix of gender and capabilities of all genders are viewed at par) are likely to be influenced more by perception and therefore these variations are expected.
- Policy and Practices scores are dependent on the work experience of the respondent and the position they hold in the organisation. It is expected that senior staff would have more information about the existence of policies and may be more aware of the implementation as compared to staff who have not spent significant time within the organisation.

- Organisational Culture & Workplace Dynamics scores are independent of all the respondent and organisation characteristics used in this study, which is expected, as two of the three aspects included in this theme are fact-based, not perception-based e.g. existence of Allyship and appropriate infrastructure for non-dominant gender.
- Awareness & Sensitisation scores are also independent of most characteristics except gender. Women had significantly lower scores as compared to men. This could be because most of the aspects included in this theme are perception-based and women may have a different perception than men.
- Impact of COVID-19 scores was different for different groups of respondents with respect to their level of experience and position in the organisation. The data from this theme (presented later), suggests that there are no gender differences reported by the respondents and the impact seems to be based on the individual experience of respondents within their respective organisations.

In in-depth discussions through round table interactions, a strong voice against discrimination of any kind could be heard. The sentiments of the conversation were primarily around Inclusion and Justice in contrast to gender differences and marginalisation. There seemed to be a larger consensus on the priority being inclusion, fairness and justice all across and not limiting the efforts to workplaces, which could be a starting point.

Another notable point during these discussions was that when mentioning their own organisations, participants were sharing what is being implemented in their respective organisations to create equity, but for other organisations and environment in general, they were identifying gaps and were of the opinion that much more efforts are needed to create Gender Equity and Parity.

The third important reflection from these discussions was that MNCs operating in India have taken big initiatives towards gender equity but that is primarily because of their global mandate. However, for Indian organisations, concrete actions are yet to be seen, even within the organizations that employ large numbers of women.

Theme 1: Leadership Commitment to Gender Equity & Parity

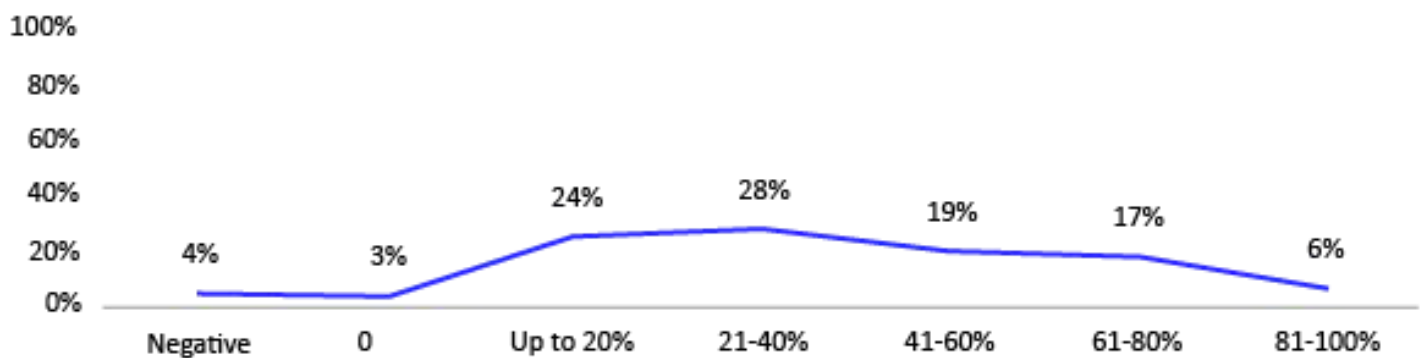
This theme included 10 questions and, as per the scoring pattern, the average score for a respondent could range from -20 to 50.

The average of 304 respondents included in the Survey was 19.21 which is low (less than 40% of the maximum obtainable score). This hints that in most organisations, the leadership commitment is at the lower end or at least not at the desired level.

The maximum number of participants scored 20 and there were only 2 participants that scored a perfect 50.

Further distribution is presented in Figure 6 below.

Figure 6: Total Score of Participants



1.1 Individual Aspects of the Leadership Commitment Score

The Leadership Commitment score included 10 specific aspects (as presented in Table 1a below). For each component, the maximum possible score was 5, and the minimum score was -2. Table 1 below shows significant variation in the mean scores of these 10 aspects, ranging from 0.91 to 3.17 (i.e. from low to average). The trend suggests that while the commitment may be high (e.g. gender parity and equity strategy in place or gender neutral role allocations), the actual implementation (e.g. non-dominant genders in senior leadership positions or key functions headed by the non-dominant gender) is low (i.e. average scores are less than 40% of the Maximum obtainable score).

The score for the aspect “non-dominant genders in senior leadership positions in the organisation” is particularly low because 64% of the respondents reported that within their organisations there are more males than females / other non-male genders in senior leadership positions. The average score for “gender neutral allocations of major roles” is in the 'average' category (between 40 to 65%) because in this aspect 63% respondents reported that allocation of responsibilities are free of gender bias within their respective organisations.

Table 1a & 1b below provides further details.

Table 1a: Mean Score of Individual Aspects of Leadership Commitment

Aspects of Leaderships Commitment	Mean Score	% of Max Score
Non-dominant genders in senior leadership positions in the organisation	0.91	19%
Key Functions headed by the non-dominant gender	1.02	20%
Top Leadership (CXO level) indicating the importance of Gender Parity & Equity to the organisation	1.09	22%
Program to build a leadership pipeline from the non-dominant genders	1.55	31%
Specialist Diversity Function to drive Diversity matters	1.69	34%
Promote Gender Parity & Equity in the key processes of the organisation	2.23	45%
Gender Parity & Equity strategy in place in the organisation	2.50	50%
Proactive and determined Top Leadership (CXO level) in implementing policies / guidelines that promote Gender Parity & Equity	2.51	50%
Top Management (CXO level) demonstrate commitment to Gender Parity & Equity	2.54	51%
Gender neutral allocation of major roles / portfolios / leadership responsibilities	3.17	63%

Table 1b: Top 2 Responses for individual aspects within the theme

Aspects of Leadership's Commitment	Top Responses	% of Respondents
Non-dominant genders in senior leadership positions in the organisation	More males than female / other non-male genders	64%
	Almost equal number of males and female / other non-male genders	15%

Key Functions headed by the non-dominant gender	More males than female / other non-male genders	66%
	Almost equal number of males and female / other non-male genders	17%
Top Leadership (CXO level) indicating the importance of Gender Parity & Equity to the organisation	KPIs of senior management don't include Gender Parity & Equity metrics	28%
	Don't know	23%
Program to build a leadership pipeline from the non-dominant genders	Does not have a program for the non-dominant (female /other non-male) genders	32%
	Has a focused program	25%
Specialist Diversity Function to drive Diversity matters	No, but HR in general drives such functions	30%
	No mechanism for diversity matters	23%
Promote Gender Parity & Equity in the key processes of the organisation	The organisation has formalized criteria for these processes and they are adhered to in all processes	34%
	The organisation has no formalized criteria for any of these processes	25%
Gender Parity & Equity strategy in place in the organisation	Strategy exists and is implemented in letter and spirit	38%
	No strategy but some activities carried out	24%
Proactive and determined Top Leadership (CXO level) in implementing policies / guidelines that promote Gender Parity & Equity	Adopted and implemented all major policies and guidelines	38%
	Selectively adopted and implemented some major policies and guidelines	36%

Top Management (CXO level) demonstrate commitment to Gender Parity & Equity	Demonstrated commitment is High	40%
	Demonstrated commitment is Average (Moderate)	26%
Gender neutral allocation of major roles / portfolios / leadership responsibilities	Allocations are completely free of gender bias	63%
	Allocations favour the dominant gender (male)	20%

An attempt was made to ascertain if the average scores of leadership commitment are dependent on specific characteristics of the organisation or on the respondents. These characteristics included:

- Size of the organisation in terms of number of employees.
- Dominant gender in the leadership/top management positions.
- Gender of the respondent.
- Work experience of the respondent in the organisation.
- Position/Job Role of the respondent in the organisation

1.2 Leadership Commitment in relation to the size of the organisation

There was some difference observed in the average leadership commitment score as per the size of the organisation, but the difference between these four groups of organisations was not statistically significant.^[1]

This implies that the average leadership commitment score is not dependent on the size of the organisation. The average scores are depicted in Figure 7.



[1] One way ANOVA was applied and results obtained were f ratio=0.50 and p = 0.68 (>.05) which is non-significant.

1.3 Leadership Commitment in relation to the Gender of the Respondent

An attempt was made to ascertain if the respondents' average scores are influenced by their gender. Most of the aspects included in this index were factual (with limited scope of perception of the respondent), which was evident in the results. The average score obtained by female respondents was lower (18.35) than male respondents (20.92) but this difference was not statistically significant ($t=1.63$, $p=0.06$ i.e. $>.05$). The only 'other gender' included in the survey had a score of -18. While this could just be an exception, it may be hinting towards a bias against the other gender.

1.4 Leadership Commitment in relation to the Non-Dominant Gender in the Organisation

Organisations were classified according to the non-dominant gender within the organisation being female (i.e. dominant gender is male), male (i.e. dominant gender is female) or equal representation of both genders. This classification was done on the basis of number in the top three positions i.e. board of directors, top leadership and senior management.

Not surprisingly, the average leadership commitment score was low (17.01) within organisations where the non-dominant gender was female but it was average (20.53) where non-dominant gender was male or there was equal representation (27.29) of both genders. The difference in these averages was statistically significant (f ratio 15.061; $p = 0$ i.e. $<.05$). The data suggests that even with a large number of females employed in the organisations, the leadership commitment to Gender Equity and Parity can still be low i.e. simply employing more women than men does not imply that organisations have a commitment towards Gender Equity and Parity.

1.5 Leadership Commitment in relation to the tenure (duration of work experience) of the Respondent in the Organisation

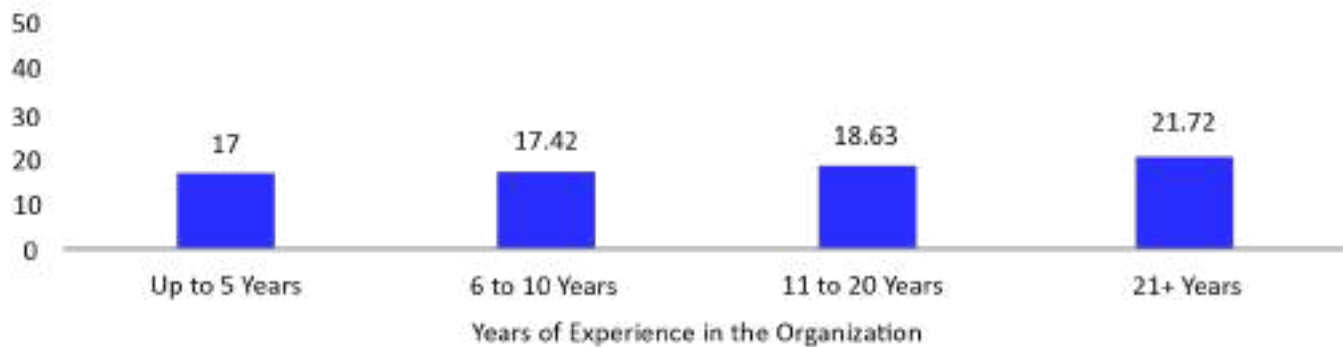
The 4th category of exploration was the number of years of experience of the respondent within the organisation. The respondents were classified into 4 groups.

The average leadership commitment scores were somewhat different in these 4 categories, as presented in Figure 8 below. However, the difference between groups was not statistically significant (f -ratio = 1.98; $p=0.116$ i.e. $>.05$). This implies that the longer tenure (duration of work experience) within an organisation does not change the perception of employees towards leadership commitment.

1.6 Leadership Commitment in relation to the Current Position of the Respondent within the Organisation

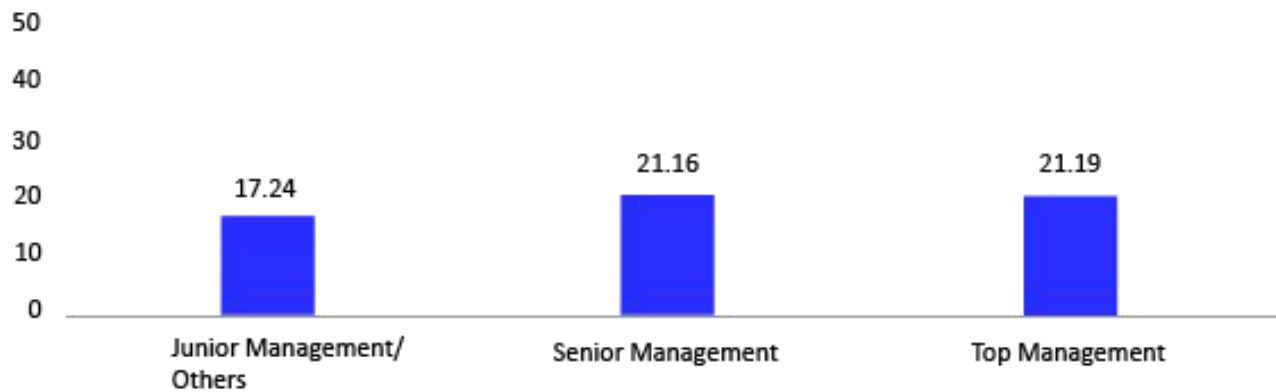
The 5th category of respondent was their current position in the organisation that included High (board and top management), Medium (senior management) and Low (all other positions).

Figure 8: Average Score by Years of Experience in the Organization



Some difference was observed in the mean leadership commitment score amongst respondents in these 3 categories and the average scores are presented in Figure 9 below.

Figure 9: Average Leadership Scores by Job Role



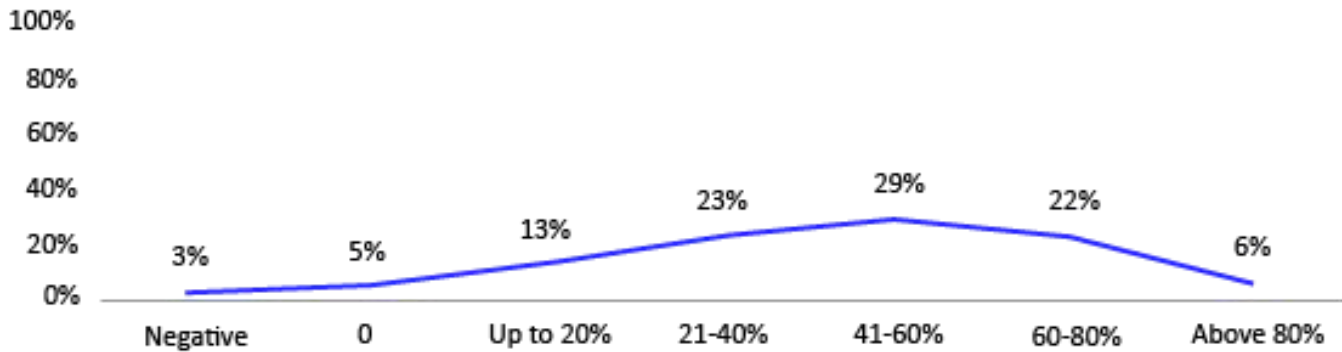
As it can be observed, the average leadership commitment score is low for those in lower positions and average for higher positions, Also, the difference is statistically significant (f-ratio =3.30 and p = 0.0037). This implies that employees at lower levels of management believe the leadership commitment to Gender Parity and Equity is low within their organisation, while those at higher positions in management may think otherwise.

Theme 2: Employee Engagement & Career Progression

This theme sought the opinion of respondents on how gender is considered in relation to employee development, engagement and career progression. The theme had 7 questions, implying that the total score for a respondent could range between -14 and 35.

The distribution of total scores is presented in Figure 10 below.

Figure 10: Distribution of Total Scores of Respondents



The largest proportion of respondents scored between 41-60%, which is in the 'average' category, indicating that employee development initiatives of the organisations are neither favouring the non-dominant gender nor are they gender neutral.

Table 2 below provides the average scores of the 7 aspects covered in Gender Equity and Parity in employee development. A score close to the maximum score (5) indicates Gender Equity and Parity. This suggests that there are no Affinity Groups or ERGs within most organisations (48% respondents reported this). Attrition, both pre and post COVID-19 equally affected both genders.

Table 2a: Mean Score of Individual Aspects of Employee Development

Aspects of Gender Equity in Employee Development	Average Score	% of Maximum Score
Affinity Groups or Employee Resource Groups (ERGs) for non-dominant (female / other non-male) genders	1.14	23%
Incidence of attrition—post COVID	1.81	36%
Incidence of attrition—pre COVID	2.17	43%
Mentoring programs for leaders from the non-dominant (female / other non-male) genders to support their transition to senior roles	2.29	46%
Training initiatives, for the non-dominant (female / other non-male) gender	2.33	47%
Non-dominant (female / other non-male) genders are less preferred for promotions	2.81	56%
Career Growth opportunities for the non-dominant (female / other non-male) genders	2.99	60%

Table 2b: Top 2 Responses for each aspect within the theme

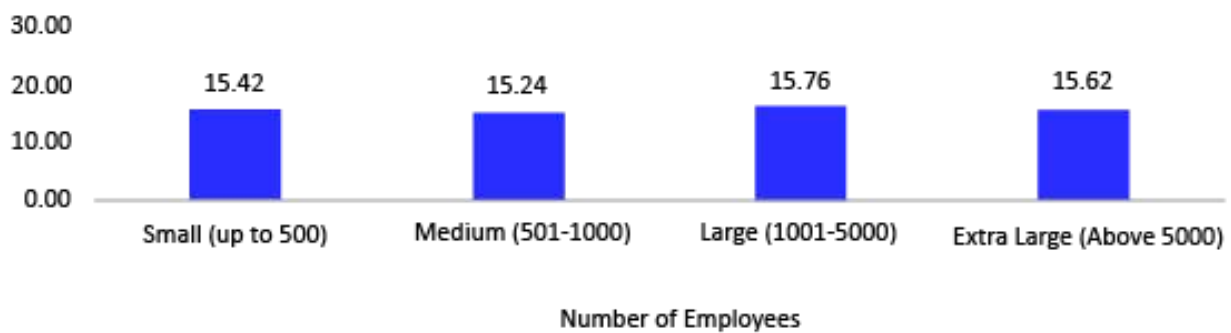
Aspects of Gender Equity in Employee Development	Top Responses	% of Respondents
Affinity Groups or Employee Resource Groups (ERGs) for non-dominant (female / other non-male) genders	No Affinity Groups or ERGs in the organisation	48%
	Don't know	21%
Incidence of attrition—post COVID	Almost same for all genders	39%
	No significant attrition	22%
Incidence of attrition—pre COVID	Almost same for all genders	32%
	No significant attrition	29%
Mentoring programs for leaders from the non-dominant (female / other non-male) genders to support their transition to senior roles	On an ongoing basis	38%
	No mentoring program for any gender	19%
Training initiatives, for the non-dominant (female / other non-male) gender	Yes, for all 3 levels	35%
	Yes, for some of the levels	32%
Non-dominant (female / other non-male) genders are less preferred for promotions	No	58%
	Don't know	12%
Career Growth opportunities for the non-dominant (female / other non-male) genders	No	58%
	Don't know	21%

2.1 Average Scores in Relation to Respondent Characteristics

Average scores were calculated with respect to the gender of the respondents. It was observed that the average scores were in the ‘low’ category for male respondents (17.35) but were even lower for female respondents (14.58). The difference in average scores between males and females is statistically significant ($t=2.57, p=.005$), indicating the difference in perception between males and females about employee development initiatives within their respective organisations. With a higher average score, males perceive that their respective organisations have better gender equality in various aspects of employee development as compared to the perceptions of females.

Figure 11 below provides the average scores of respondents in relation to the employee strength of their organisation.

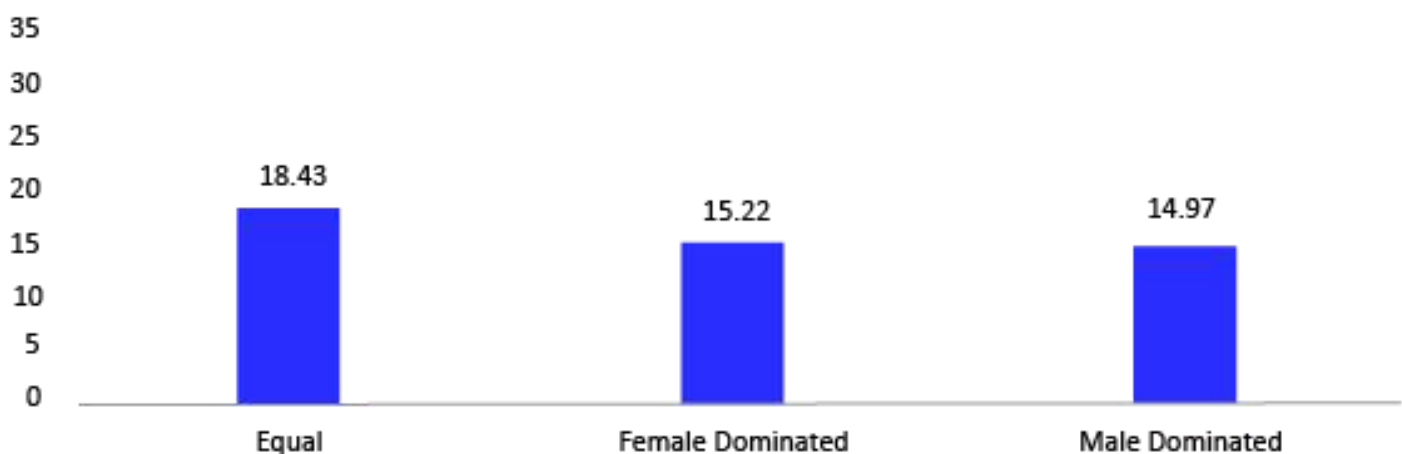
Figure 11: Average Scores in Relation to Employee Strength



The data in Figure 11 suggests that the averages of the four groups are quite similar and close to the overall average score (15.55). The difference in averages of different groups is not statistically significant ($f=.037; p=0.99$) implying that the perception of employees regarding employee development initiatives within their organisation is not influenced by the size of the organisation.

Analysis of average scores in relation to the dominant gender within the organisation at top levels (board, top management and senior management) is presented in Figure 12 below.

Figure 12: Average Scores in Relation to Dominant Gender



The average scores are in the ‘average’ category for all 3 types of organisations. However, there is a difference in perception between the groups, as evident from the figure above.

The data suggests that in order to bring gender parity into various aspects of an organisation, in relation to employee development, it is important that there is gender parity in management. With organisations having equal numbers of both genders in top management, the average scores for gender parity in employee development are higher as compared to organisations where either gender was dominating the top positions. The difference is statistically significant (f ratio = 2.78, p=.05).

Figure 13 below presents the difference in average scores in relation to the years the respondent has worked for their respective organisation.

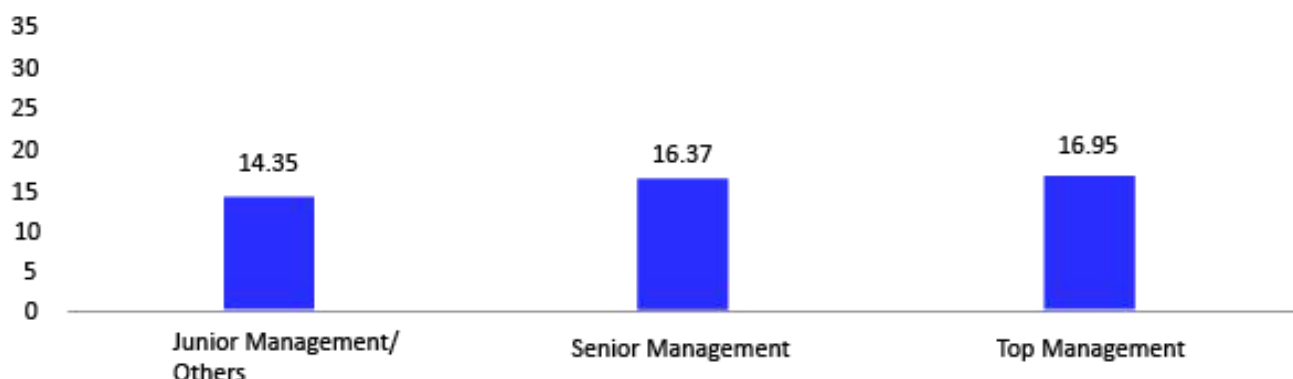
Figure 13: Average Scores in Relation to Experience of Working in the Organization



The average score for the respondents who have spent 6-10 years in the organisation is in the 'low' category as compared to the other groups which are all in the 'average' category. The difference between the average scores in these groups is however not statistically significant (f ratio = 1.37, p = 0.25).

The data further suggests that top management and senior management within the organisation believes there is better gender equity and parity in relation to employee development within their organisation as compared with employees at other levels of the organisation (Figure 14).

Figure 14: Average Scores in Relation to Position within Organization

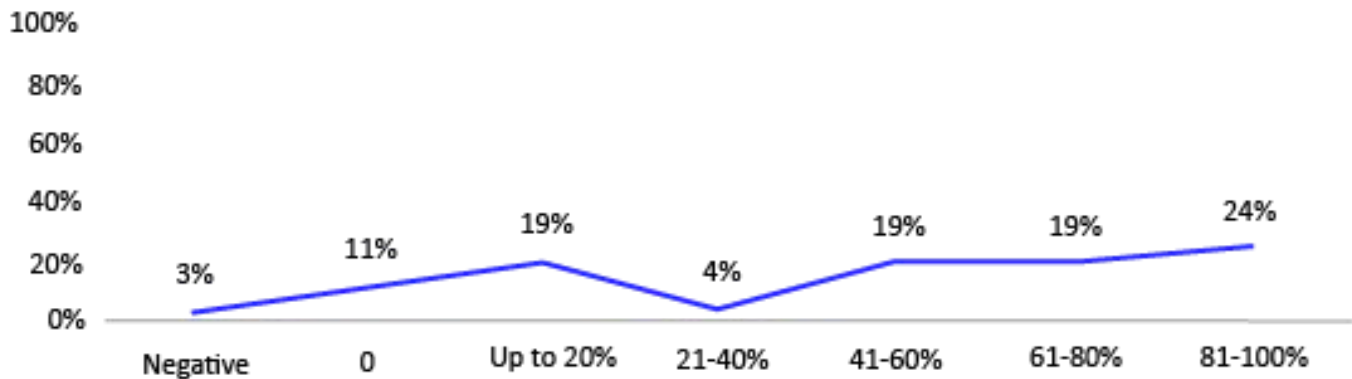


The difference in averages in the 3 groups is statistically significant (f ratio = 3.21, p <.05).

Theme 3 : Leveraging Gender Intelligence

This theme of the survey attempted to address how well organisations leverage gender intelligence to bring about gender parity within their organisation. This was a small theme that included only 2 aspects. The distribution of the total score is presented in Figure 15 below:

Figure 15: Average Score of Respondents



Average scores for the two components of this theme are presented in the table below:
 Table 3a: Mean Scores of Respondents for Gender Equity in Leveraging Gender Intelligence

Aspects of Gender Intelligence	Average Score	% of Maximum Score
Teams have a healthy mix of dominant and non-dominant gender	2.67	53%
Leadership capabilities of men are viewed at par with those of women and other gender	2.48	50%

Table 3b: Top 2 Responses in each Aspect of the theme

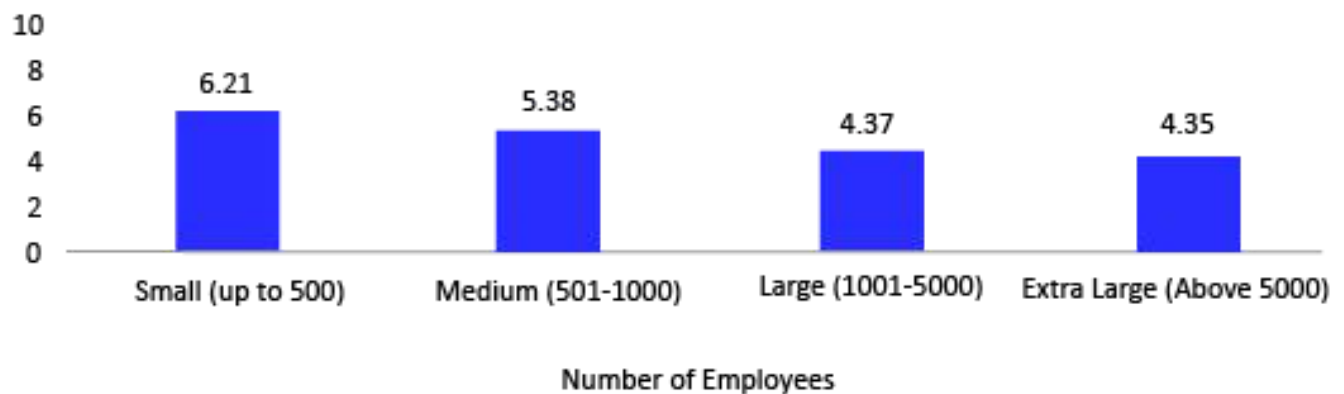
Aspects of Gender Intelligence	Top Responses	% of Respondents
Teams have a healthy mix of dominant and non-dominant gender	Always	39%
	Occasionally	34%
Leadership capabilities of men are viewed at par with	On Par	50%
those of women and other genders	Men’s capabilities are Superior	18%

3.1 Average Scores in Relation to Respondent Characteristics

Analysis was carried out to ascertain if there are any differences in scores in relation to various characteristics of the respondents. Between the two genders, the average score for men was higher (5.69) as compared to women (4.85) (both in the average category) and the difference was statistically significant ($t=1.97, p=0.03$). This implies that perception of women and men with regards to how gender intelligence is leveraged in their organisation differs significantly (i.e. men perceive that their respective organisations are comparatively better at leveraging gender intelligence than what women think about their organisations).

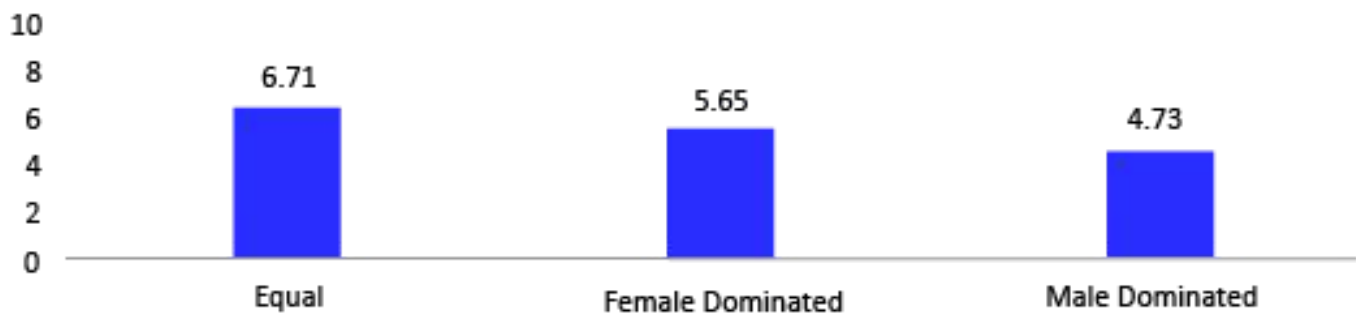
The results for the other 4 characteristics are summarized in Figure 16-19 below.

Figure 16: Average Score in Relation to Staff Strength



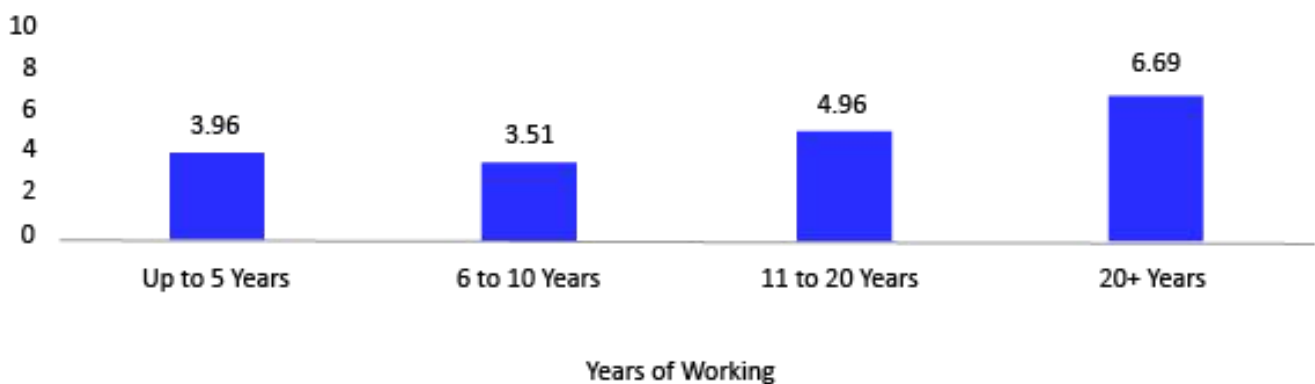
The difference in average scores between groups is statistically significant (f ratio = 5.73; $p = 0$). This implies that the perception of employees is different in organisations of different sizes (as per number of employees) where larger organisations have lower scores i.e. more bias against non-dominant genders.

Figure 17: Average Score in Relation to Dominant Gender



The difference in average scores between groups is statistically significant (f ratio = 6.17; p = 0). This implies that organizations with equal representation of males and females perform better in terms of leveraging gender intelligence, especially in comparison to male dominated organisations.

Figure 18: Average Score in Relation to Experience in the Organization



The difference in average scores between groups is statistically significant (f ratio = 12.30; p = 0). This implies that employees who have served for a longer duration in the organisation have a much better perception about their organization in relation to leveraging gender intelligence (the score is in the 'average' category), as compared to other employees, especially those who have served less than 10 years in the organisation (scores are in the 'low' category).

Figure 19: Average Score in Relation to Current Position at the Organization



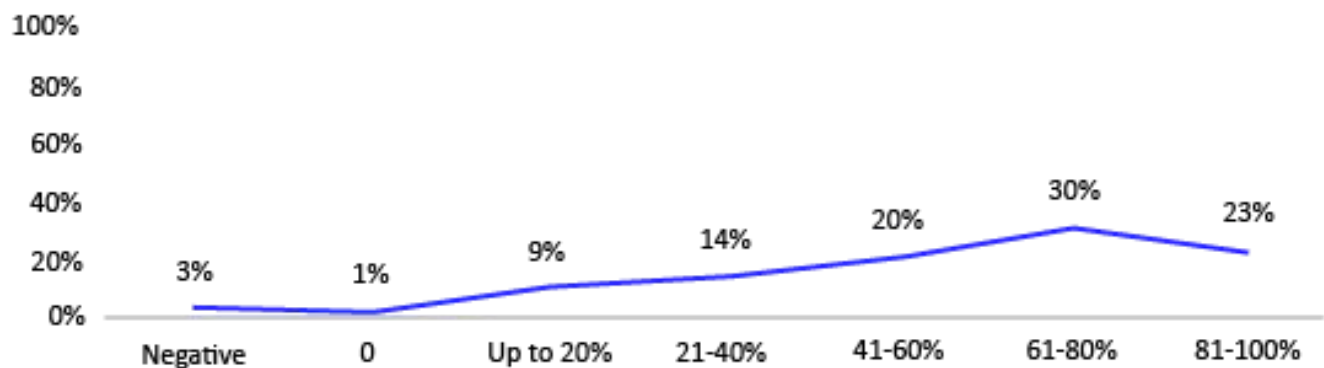
Employees working at lower positions within their organisation have a completely different perception about leveraging gender intelligence within their organisation (their score is in the 'low' category) as compared to top management, whose score is towards the highest end of the 'average' category. This implies that employees in lower cadres do not think their respective organisations are good at leveraging gender intelligence but top/senior management think their organisations are comparatively better at leveraging gender intelligence. The difference in average scores between groups is statistically significant (f ratio = 21.67; p = 0)

Theme 4: Policy & Practices

This was the largest theme of the Survey with 18 questions exploring availability and implementation of different policies and practices in relation to gender parity such as workplace sexual harassment and maternity leave. This section discusses the findings for this theme.

The distribution of scores is presented in Figure 20 below.

Figure 20: Average Score of Respondents



Average scores obtained on individual aspects of this segment are presented in the table below:
 Table 4a: Mean Scores of Individual Aspects of Policies and Practices

Aspects of Policies and Practices	Average Score	% of Maximum Score
Procedure adopted to handle complaints of sexual harassment at workplace	1.25	25%
Extension of Employee Health and Safety Policy and Practices beyond workplace to support non-dominant gender facing domestic violence and sexual harassment	1.79	36%
Gender parity in pay for the same level in last 2 years	1.98	40%
Back to Work/Return to Work initiatives for non-dominant gender	2.05	41%
Gender Parity in retention—pre COVID	2.38	48%
Code of Conduct revised to prevent discrimination and sexual harassment of non-dominant gender	2.54	51%
Gender Parity in Supplier Diversity Policy and practice	2.54	51%

Gender Parity in performance reviews	2.69	54%
Status of hiring of females post 2017 amendment of Maternity Benefits Act	2.73	55%
Gender parity in remuneration and benefits policy and practices	3.03	61%
Gender parity in maternity and paternity leaves	3.09	62%
Gender Parity in retention—post COVID	3.23	65%
Gender parity in hiring and recruitment policies and practices	3.42	68%
Gender Parity in employee protection and grievance redressal	3.42	68%
Confidential grievance redressal mechanism	3.52	70%
Existence of Sexual Harassment at Workplace Policy	3.52	70%
Employee Health and Safety Policy and Practice addresses specific needs of non-dominant gender	3.53	71%

Table 4b: Top 2 Responses Within each Aspect of the theme

Aspects of Policy & Practices	Top Responses	% of Respondents
Gender parity in hiring and recruitment policies and practices	Completely free of gender bias	61%
	Completely free of gender bias	15%
Gender parity in remuneration and benefits policy and practices	Equal for all genders	69%
	Favors the dominant (male) gender	9%
Gender parity in pay for the same level in last 2 years	Paid same salary and benefits	62%
	Don't know	16%
Gender Parity in performance reviews	Always	35%
	Never	20%
Gender Parity in retention—pre COVID	For all Genders	56%
	Not for any gender	20%

Gender Parity in retention—post COVID	For all Genders	49%
	Don't know	24%
Gender Parity in employee protection and grievance redressal	Adequately address concerns	66%
	Dont Know	12%
Confidential grievance redressal mechanism	Yes, and effective action is taken when cases are reported	68%
	No formalized policy	8%
Code of Conduct revised to prevent discrimination and sexual harassment of non-dominant genders	Yes	53%
	Don't know	22%
Gender parity in Maternity and Paternity leave	All options are available to employees	46%
	Only some of the options are available	37%
Status of hiring of females post 2017 amendment of Maternity Benefits Act	No differentiation between male candidates and female candidates for the same job/ role	57%
	Don't know	17%
Employee Health & Safety Policy and practice addresses specific needs of non-dominant genders	Adequately address specific needs	64%
	Inadequate in addressing specific needs	10%
Extension of Employee Health & Safety Policy and practices beyond the workplace to support non-dominant genders facing domestic violence and sexual harassment	Yes	33%
	Don't know	22%
Gender Parity in Supplier Diversity Policy and Practice	Purely merit based practices	37%
	Dont Know	24%
Back to Work / Return to Work initiatives for non-dominant genders	Has initiatives for all levels of employees	25%
	No initiatives for any level of employees	25%

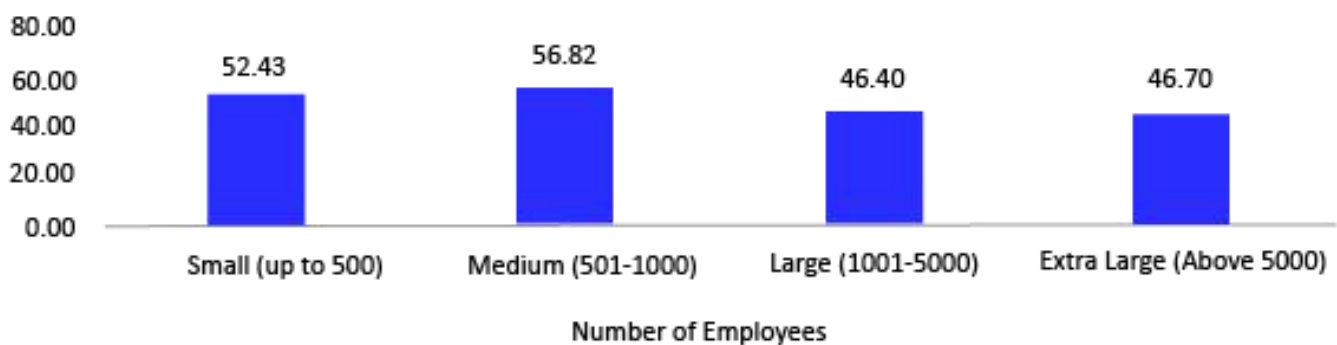
While many organisations seem to have a sexual harassment at workplace policy, very few have fair procedures adopted for handling complaints. This reflects the gap between the existence of policies and their implementation. A larger proportion of the respondents felt that there is little gender parity in terms of back to work/return to work initiatives for the non-dominant genders.

4.1 Average Scores in Relation to Respondent Characteristics

Similar to other themes, males for this theme also had a slightly higher average score (52.62) as compared to women (48.54), both in the 'average' category, and the difference between these two averages was not statistically significant ($t=1.35$ and $p=0.09$).

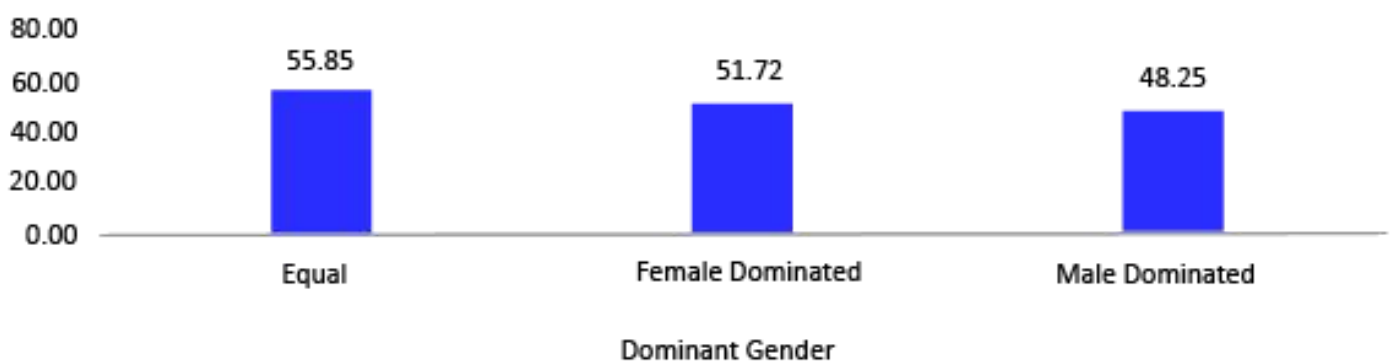
For other respondent characteristics, data are presented in Figures 21-24, below.

Figure 21: Average Score in Relation to Organization Size



The difference in average scores between groups is not statistically significant (f ratio = 2.06; $p = 0.10$). This indicates that the existence and implementation of policies and practices are not dependent on the size of the organisation. Irrespective of the size of the organisations these remain the same (in the 'average' category) for all sizes of organisations.

Figure 22: Average Score in Relation to Dominant Gender



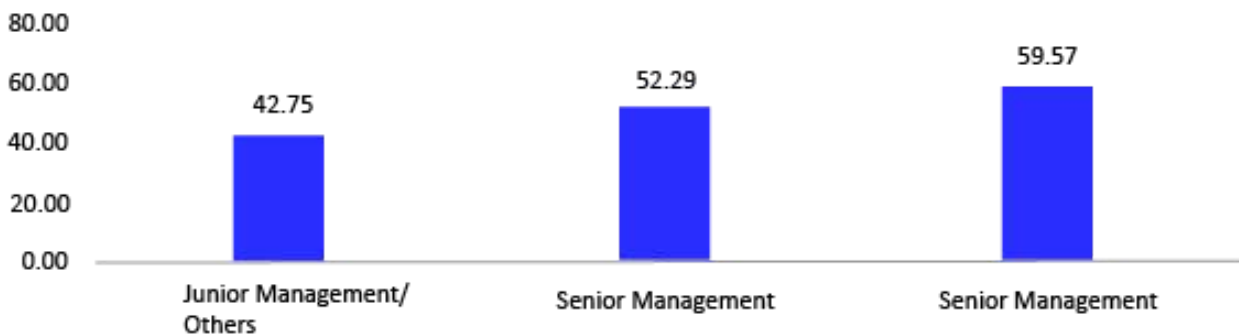
The difference in average scores between groups is not statistically significant (f ratio = 1.79; $p = 0.17$). This indicates that while the average scores are marginally higher for organisations with equal representation of both genders, the existence and implementation of policies and practices are not dependent on the dominant gender within the organisation.

Figure 23: Average Score in Relation to Work Experience of Respondants



The difference in average scores between groups is statistically significant (f ratio = 8.88; p = 0). The average score for those who have spent 21+ years in the organisation is in the ‘high’ category, as compared to those who have spent 20 or less years (average scores for all groups are in the ‘average’ category). Statistically significant difference implies that the perception about policies and practices within one’s organisation is likely to improve in favour of the organisation as they spend more years in the organisation.

Figure 24: Average Score in Relation to Current Position in the Organization



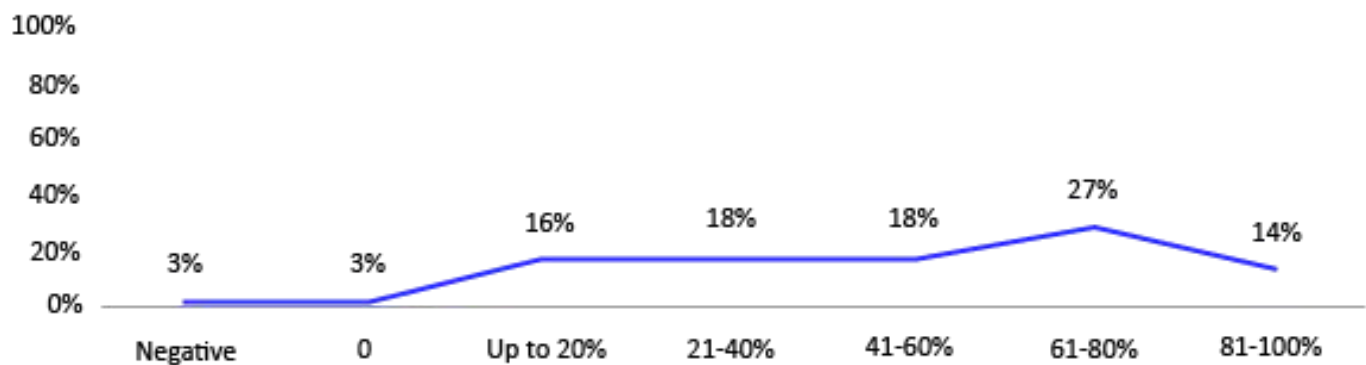
The difference in average scores between groups is statistically significant (f ratio = 13.59; p = 0), where the average score for senior management and top management is in the ‘high’ category, whereas for those employed at other levels, the score is in the ‘average’ category. The difference being statistically significant indicates that the perception of top management in regards to policies & practices is more in favour of their respective organisations, as compared to those employees at lower levels.

Theme 5: Organisational Culture & Workplace Dynamic

This theme in the survey included 3 questions related to organisational culture that included respect and value for non-dominant genders, availability of allyship and adequacy of infrastructure to address specific needs of women/other non-male genders in the workplace.

The distribution of scores is presented in Figure 25 below:

Figure 25: Average Score of Respondents



Average scores for individual components of this theme are presented in the table below.

Table 5a: Mean Scores of Aspects within Organizational Culture and Workplace Dynamics

Aspects of Organisational Culture and Workplace Dynamics	Average Score	% of Maximum Score
Respect and value for gender differences	3.54	71%
Ally-ship	1.25	25%
Specific infrastructure requirements for non-dominant gender	2.72	55%

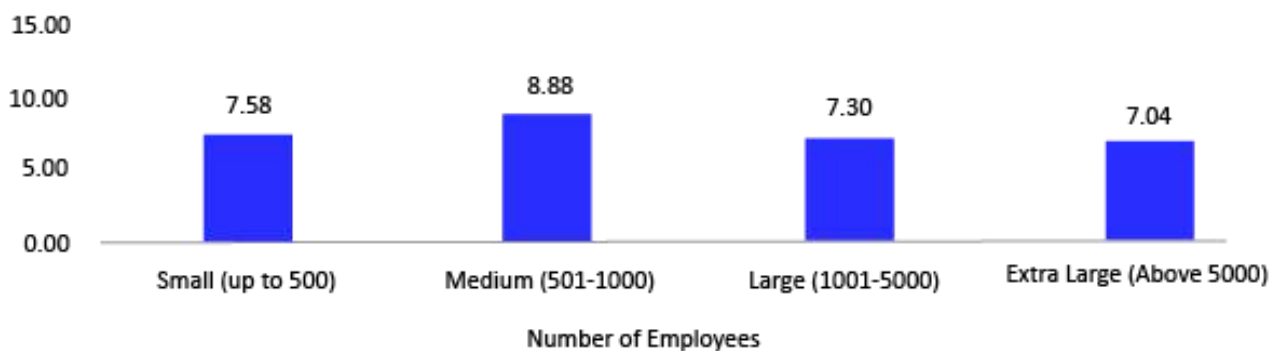
Table 5b: Top 2 Responses for Aspects within the Segment

Aspects of Organisational Culture & Workplace Dynamic	Top Responses	% of Respondents
Respect and value for gender differences	Highly valued and respected	65%
	Selectively valued and respected	17%
Ally-ship (the practice of a dominant gender group / individual standing for and working towards Equity, Justice & Inclusion for the non-dominant genders)	Don't Know	29%
	Yes, regularly (once a year or more)	23%
Specific infrastructure requirements for non-dominant gender	Very well catered	41%
	Adequately catered	28%

5.1 Average Scores in Relation to Respondent Characteristics

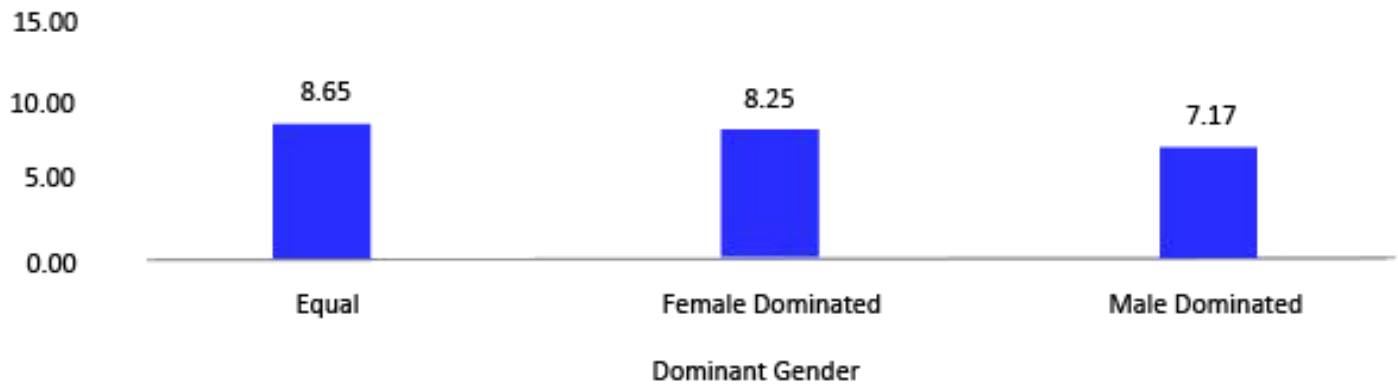
Among the two genders of the respondents, males had a slightly higher average score (7.99) as compared to females (7.29), both in the ‘average’ category. The difference was not statistically significant ($t=1.23, p=0.10$). This suggests that the perception and experience of gender differences in organisational culture and workplace dynamics are not different from men and women respondents of the survey. For the other characteristics, data are presented in figures 26 to 29.

Figure 26: Average Score in Relation to Organization Size



The difference in average scores between groups is not statistically significant (f ratio = 1.21; $p = 0.31$), i.e. Gender Equity and Parity in organisational culture and workplace dynamics is not dependent on the number of employees in the organisation.

Figure 27: Average Score in Relation to Dominant Gender



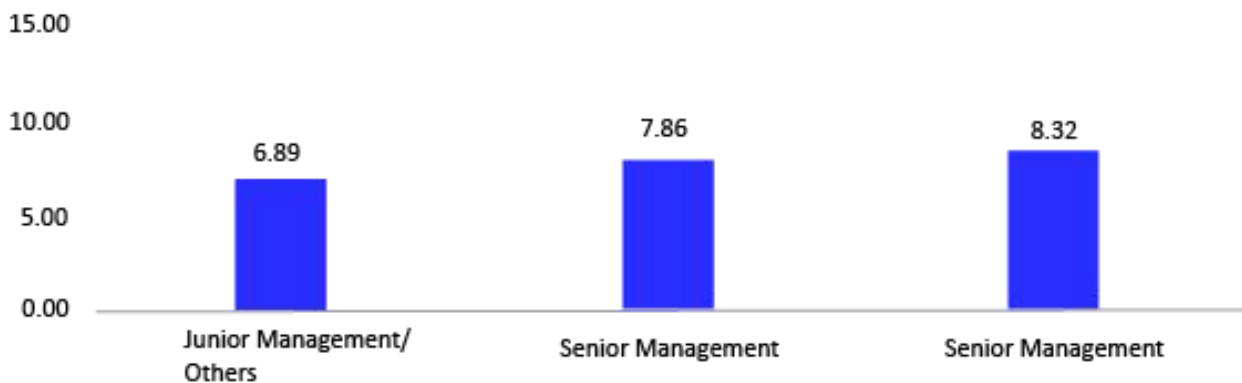
The difference in average scores between groups is not statistically significant (f ratio = 2.27; p = 0.10). This implies that organisational culture and workplace dynamics are not significantly different for organisations that have equal representation of both genders or either gender as a dominant gender.

Figure 28: Average Score in Relation to Work Experience of Respondants



The difference in average scores between groups is not statistically significant (f ratio = 2.26; p = 0.10). This indicates that the duration of time employees have served in the organisation makes very little difference to their perception of organisational culture and workplace dynamics.

Figure 29: Average Score in Relation to Current Position in the Organization



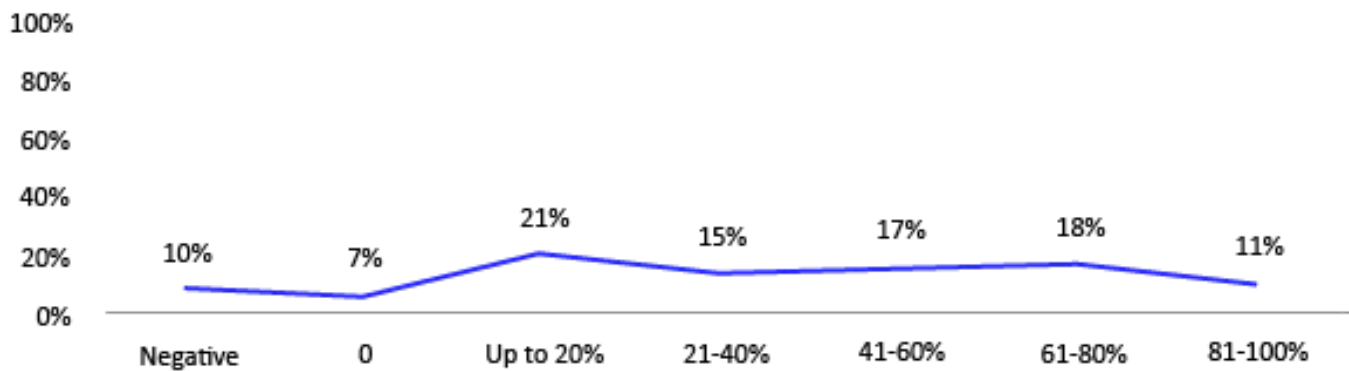
The difference in average scores between groups is not statistically significant (f ratio = 2.81; p = 0.06) i.e. it does not matter whether a person is in top management, senior management or other positions, their perception about the organisation’s culture and workplace dynamics remains the same.

Theme 6: Awareness & Sensitisation

This theme included 6 questions related to the respondents’ perception, knowledge and understanding regarding the efforts being made by their organisations to create awareness and sensitisation on various aspects of Gender Equity and Parity.

The distribution of scores is presented in Figure 30 below.

Figure 30: Average Score of Respondents



The individual scores of respondents ranged between -10 (4 respondents) and 30 (22 respondents). Most respondents marked 0 (22 respondents) or 30.

Scores of individual aspects within the theme are presented in the table below:

Table 6a: Mean Score of Respondents for Aspects Related to Awareness & Sensitisation

Aspects of Awareness & Sensitisation	Average Score	% of Maximum Score
Frequency of awareness programs	1.29	26%
Frequency of awareness programs on prevention of sexual harassment	1.35	27%
Levels of employees included in awareness programs	2.51	50%
Awareness programs mandatory for all employees	2.14	43%
Internal and external communication emphasise gender parity	2.53	51%
CSR activities represent gender parity	1.83	37%

Table 6b: Top 2 Responses for Aspects of the Theme

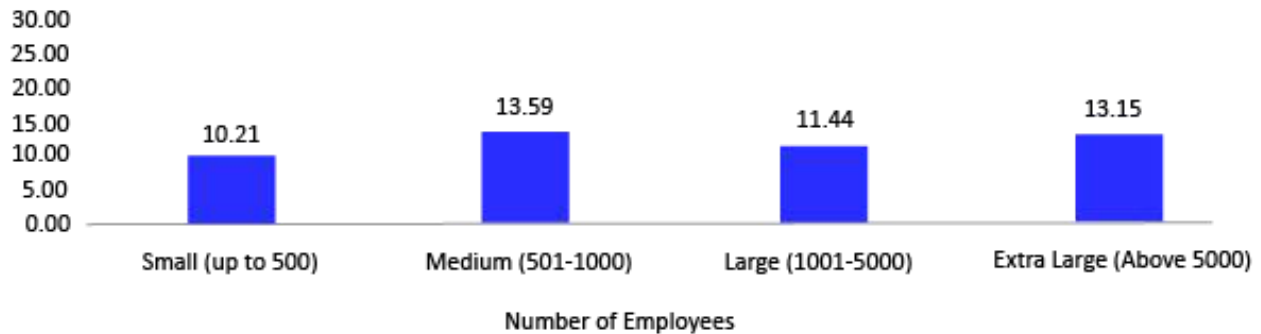
Aspects of Awareness & Sensitisation	Top Responses	% of Respondents
Frequency of awareness programs	No programs implemented	28%
	Once a year or less	22%
Frequency of awareness programs on prevention of sexual harassment	Once a year or less	31%
	No programs implemented so far	21%
Levels of employees included in awareness programs	For all levels of employees	49%
	No programs implemented	19%
Awareness programs mandatory for all employees	Yes	43%
	Don't Know	43%
Internal and external communication emphasise gender parity	Clearly and consistently communicates	46%
	Does not clearly and consistently communicate	20%
CSR activities represent gender parity	Core focus areas for the organisation's CSR activities	35%
	Don't Know	19%

The data suggests that organisations are not implementing awareness programs at the desired frequency (once a quarter had the maximum score). Further, the frequency of awareness programs on prevention of sexual harassment (POSH) is low. CSR initiatives are also not being designed with a focus on Gender Equity and Parity.

6.1 Average Scores in Relation to Respondent Characteristics

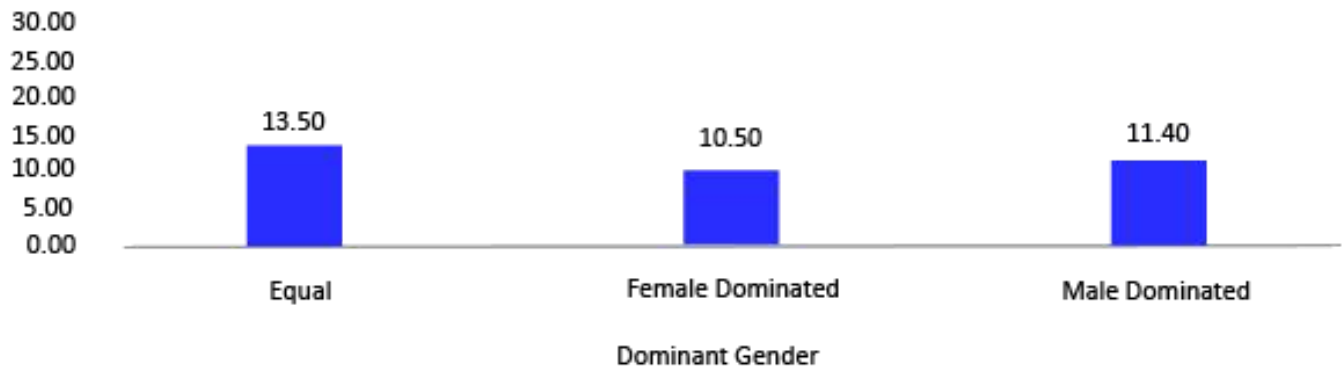
There was a statistically significant difference between the average scores obtained by males (14.19) i.e. 'average' and females (10.16) i.e. 'low' ($t=3.37, p=0$). This implies there is a strong difference in the perception of male and female respondents in relation to the awareness and sensitisation initiatives being conducted by their respective organisations. This is likely because what males think may be sufficient, but may not be sufficient in the opinion of females/other non-male genders.

Figure 31: Average Score in Relation to Organization Size



The difference between the average scores of four categories of organisations (according to the number of employees) is not statistically significant (f ratio = 1.64; p = 0.18). This suggests that the perception of employees in relation to awareness & sensitisation activities being conducted in their respective organisation is not dependent on the size of their organisation.

Figure 32: Average Score in Relation to Dominant Gender



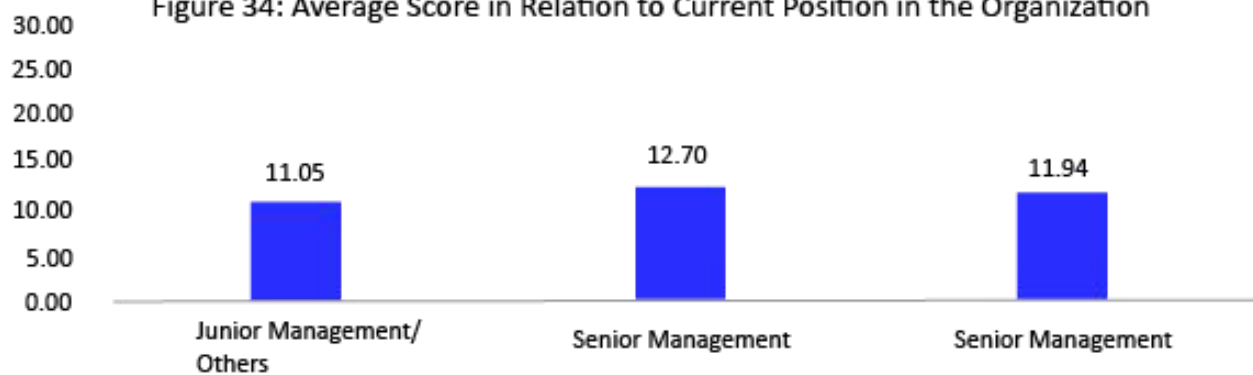
The difference in average scores between groups is not statistically significant (f ratio = 1.04; p = 0.36) but the scores for organisations with dominance of either gender are in the 'low' category and those with equal representation of both genders are in the 'average' category.

Figure 33: Average Score in Relation to Work Experience of Respondants



The difference in average scores between groups is not statistically significant (f ratio = 1.55; p = 0.20), implying that the perception of respondents about their organisation in relation to awareness and sensitisation is not dependent on the number of years one has served in the organisation.

Figure 34: Average Score in Relation to Current Position in the Organization



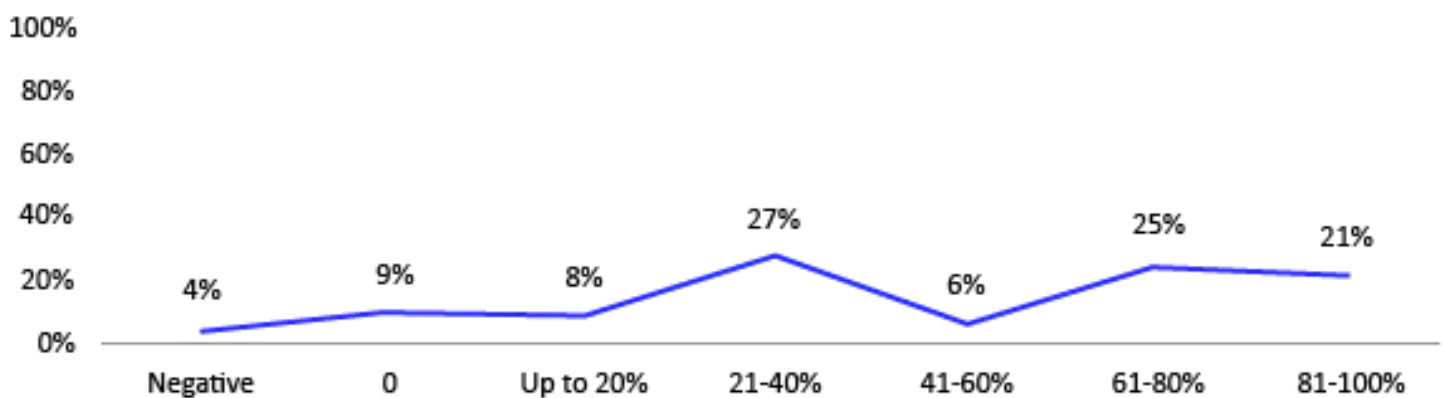
The difference in average scores between groups is not statistically significant (f ratio = 0.57; p = 0.56), thereby implying that all 3 types of respondents had similar perceptions and opinions with regards to awareness and sensitisation initiatives within their organisation.

Theme 7: COVID-19's Impact on Gender Equity & Parity

The survey also had a specific theme to ascertain if there were some specific ramifications of COVID-19 on ensuring gender parity among organisations. This theme had three specific aspects including pay cuts, retrenchment of employees, and work from home policy, all with respect to gender parity.

The detailed distribution of average scores is presented in Figure 35.

Figure 35: Average Score of Respondents



Most respondents obtained a total score of 5 (obtained by 82 participants), which is 33% of the maximum obtainable score. The average scores for individual aspects included in this theme are presented in the table below

Table 7a: Mean Scores of Respondents for Aspects of Impact of COVID-19

Aspects of COVID-19's Impact of Gender Equity & Parity	Average Score	% of Maximum Score
Impact of COVID-19 on pay cuts in relation to gender	2.56	51%
Impact of COVID-19 on employee retrenchment in relation to gender	2.06	41%
Work from Home Policy addresses specific needs of non-dominant genders	3.04	61%

Table 7b: Top 2 Responses of Aspects Within the Theme

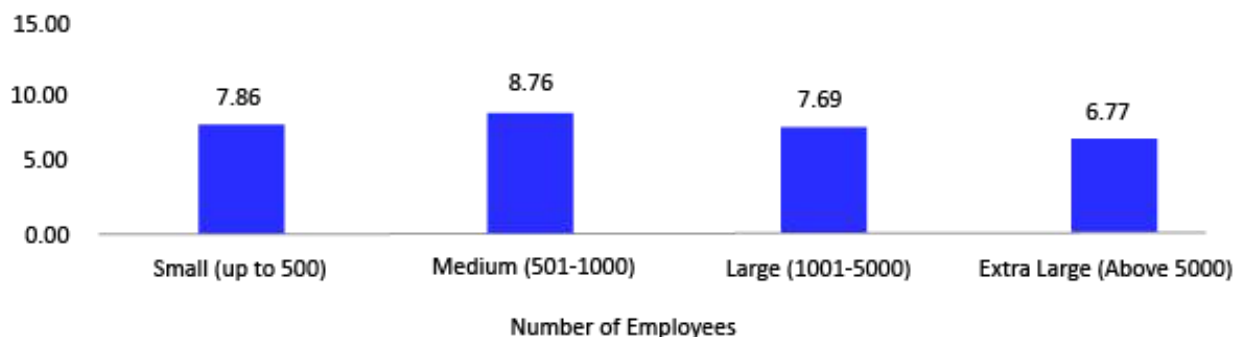
Aspects of COVID-19's Impact of Gender Equity & Parity	Top Responses	% of Respondents
Impact of COVID-19 on pay cuts in relation to gender	No pay cut for any gender	34%
	Same for all genders	52%
Impact of COVID-19 on employee retrenchment in relation to gender	No retrenchment for any gender	39%
	Same for all genders	41%
Work from Home Policy addresses specific needs of non-dominant gender	Adequately addresses specific needs	58%
	Inadequate in addressing specific needs	13%

Overall, it seems that the employees of most organisations were impacted by COVID-19 but this impact was similar for both genders. Only 34% of respondents confirmed that there were no pay cuts for any gender and another 52% mentioned that pay cuts were the same for all genders. Only 7 out of 304 respondents stated that non-dominant genders receive higher pay cuts than the dominant gender. Similarly, 41% reported that retrenchment was the same for all genders.

7.1 Average Scores in Relation to Respondent Characteristics

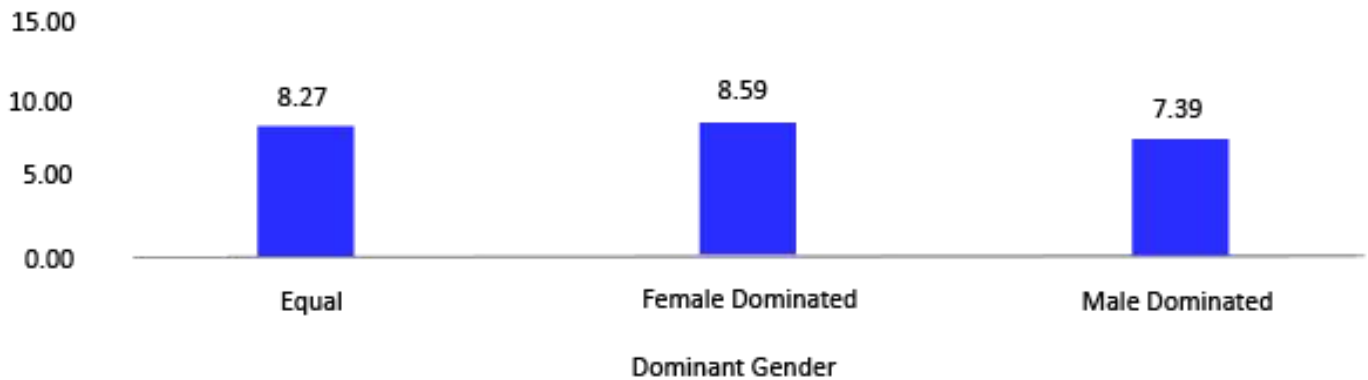
There seems to be no statistically significant difference between the average scores obtained by males (7.51) and females (7.82) ($t=0.50$; $p=0.31$) and the perception of both genders on the impact of COVID-19 on their organisation was similar. Average scores with respect to other respondent characteristics are presented in Figures 36 to 39.

Figure 36: Average Score in Relation to Organization Size



The difference in average scores between groups is not statistically significant (f ratio = 1.15; $p = 0.33$) hinting that organisations of all size have experienced a similar impact of COVID-19, particularly with respect to the aspects that affect Gender Equity and Parity within the organisation.

Figure 37: Average Score in Relation to Dominant Gender



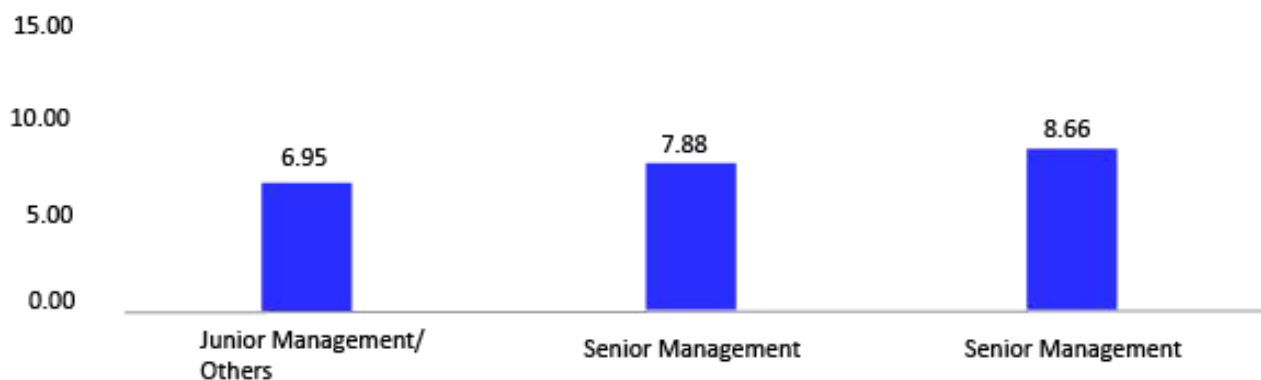
The difference in average scores between groups is not statistically significant (f ratio = 1.05; p = 0.35) which again confirms that the impact of COVID-19 is similar for all types of organisations.

Figure 38: Average Score in Relation to Work Experience of Respondants



The difference in average scores between groups is statistically significant (f ratio = 3.34; p = 0.02). This hints that employees who have served 20+ years in their organisation have a better (more positive) perception about the impact of COVID-19 on their organisation as compared to those who have spent lesser number of years in the organisation i.e. they feel there were lesser pay cuts and/or retrenchment and/or gender parity in pay cuts and retrenchment as compared to those who have spent less time in their respective organisations.

Figure 39: Average Score in Relation to Current Position in the Organization



The difference in average scores between groups is statistically significant (f ratio = 3.01; p = 0.049), i.e. top management has a more positive impression about the impact of COVID-19 on their organisation vis a vis gender equity and parity as compared to those who are employed at lower levels of the organisation.

Appendix:

Survey

Organisational Information

- Name of Your Organisation (OPTIONAL): _____

- Type of Organisation
 - Public Sector Undertaking
 - Public Limited Company
 - Private Limited Company
 - NGO
 - Trust
 - Educational Institution
 - Partnership Firm
 - Proprietorship Firm
 - Other

- Industry: _____

- Employee Strength
 - Up to 50
 - 51 - 200
 - 201 - 500
 - 501 - 1000
 - 1001 - 5000
 - 5001 - 10000
 - 10000 and above

• At the location where you work, what do you see with respect to the number of the following:	More males than females / other non-male genders	More females / other non-male genders than males	Near equal males and females / other non-male genders	No one at this level
Board of Directors Top	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mid Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior Management/ Associates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clerks and similar posts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Personal Information

- Your Name (OPTIONAL): _____
- Gender (refers to the Gender you identify with, which may be different from your biological gender)
 - Male
 - Female
 - Other
- Specific Gender (OPTIONAL): _____
- Total Years of Work Experience: _____
- Function/Department Within The Organisation: _____
- City Where You Are Located: _____
- Job Title: _____
- Level Within The Organisation
 - Board of Directors
 - Top Management
 - Senior Management
 - Mid Management
 - Junior Management/Associates
 - Clerks and Similar
 - Support Staff

I. Leadership (CXO level) commitment to Gender Parity & Equity

- Does the organisation have a Gender Parity & Equity strategy in place, and has it been implemented? (i.e. trainings on gender bias, budget for gender equality measures, measuring & reporting on gender parity strategy, etc. are implemented within the organisation)
 - Strategy exists and is implemented in letter and spirit
 - Strategy exists but is yet to be implemented
 - No strategy but some activities carried out
 - No strategy or activities
 - Don't know
 - Prefer not to comment

- To what extent do Top Management (CXO level) demonstrate their commitment to Gender Parity & Equity in the organisation, while championing its importance through town halls, webinars, emails, formal & informal conversations, and other evidences)?
 - Demonstrated commitment is High
 - Demonstrated commitment is Average (Moderate)
 - Demonstrated commitment is Low
 - No demonstrated commitment
 - Don't know
 - Prefer not to comment

- Does the organisation promote Gender Parity & Equity in the key processes of (1) Selection (2) Hiring (3) Retention (4) Promotion (5) Training?
 - The organisation has formalised criteria for these processes and they are adhered to in all these 5 processes
 - The organisation has some criteria and is taking steps and/or action to establish more formalised criteria
 - The organisation has no formalised criteria for any of these processes
 - Don't know
 - Prefer not to comment

- How proactive and determined is Top Leadership (CXO level) in implementing policies / guidelines that promote Gender Parity & Equity for the non-dominant (female & other non-male) genders (e.g. Maternity & Paternity Leave, POSH, Insurance for same sex partners, etc.)?
 - Adopted and implemented all major policies and guidelines
 - Selectively adopted and implemented some major policies and guidelines
 - Yet to adopt and implement major policies and guidelines
 - Don't know
 - Prefer not to comment

- Rate the allocation of major roles / portfolios / leadership responsibilities in the organisation:
 - Allocations are completely free of gender bias
 - Allocations favour the dominant gender (male)
 - Allocations favour the non dominant genders (female/other non-male genders)
 - Don't know
 - Prefer not to comment

- What % of the organisation's key Functions (eg. Sales, Marketing, R&D, Production, Customer Service, HR, Supply Chain, etc.) are headed by the non-dominant (female / other non-male) genders)?
 - More males than female/other non-male genders
 - Lesser males than female/other non-male genders
 - Almost equal number of males and female/other non-male genders
 - Don't know
 - Prefer not to comment

- How does Top Leadership (CXO level) indicate the importance of Gender Parity & Equity to the organisation's senior management?
 - Senior management KPIs include Gender Parity & Equity metrics and fulfillment of these metrics affect their Performance Evaluations
 - Senior management KPIs include Gender Parity & Equity metrics but these metrics don't affect their Performance Evaluations
 - Non-achievement of Gender Parity & Equity metrics adversely affects Performance Evaluations of senior management
 - KPIs of senior management don't include Gender Parity & Equity metrics
 - Don't know
 - Prefer not to comment

- Does the organisation have a program to build a leadership pipeline from the non-dominant (female/other non- male) genders?
 - Has a focused program
 - Has a loosely defined program
 - Does not have a program for the non-dominant (female/other non-male) genders
 - Don't know
 - Prefer not to comment

- Rate the % of non-dominant (female/other non-male) genders in senior leadership positions in the organisation:
 - More males than female/other non-male genders
 - Lesser males than female/other non-male genders
 - Almost equal number of males and female/other non-male genders
 - Don't know
 - Prefer not to comment

- Does the organisation have a specialist Diversity Function to drive Diversity matters including defined targets or hiring/growth of non-dominant (female / other non-male) genders?
 - Yes
 - No, but it has specific Diversity Officers to drive such functions
 - No, but HR in general drives such functions
 - No mechanism for Diversity matters
 - Don't know
 - Prefer not to comment

II. Employee Development, Engagement & Career Progression

- How often does the organisation provide Mentoring programs for leaders from the non-dominant (female / other non-male) genders to support their transition to senior roles?
 - On an ongoing basis
 - Sporadic
 - Rarely
 - No mentoring program for any gender
 - Don't know
 - Prefer not to comment

- Does the organisation have dedicated training initiatives, separated by level, for junior, middle and senior-level employees of the non-dominant (female / other non-male) genders?
 - Yes, for all 3 levels
 - Yes, for some of the levels
 - No training initiatives for any level
 - Don't know
 - Prefer not to comment

- How would you rate the organisation's Career Growth opportunities for the non-dominant (female / other non- male) genders?
 - More opportunities as compared to dominant (male) gender
 - Equal opportunities as compared to dominant (male) gender
 - Lesser opportunities as compared to dominant (male) gender
 - No opportunities for any gender
 - Don't know
 - Prefer not to comment

- In the last 2 years, do you think non-dominant (female/other non-male) genders in the organisation are less preferred for promotions, as compared to the dominant (male) gender?
 - Yes, always
 - Yes, but during COVID-19 period
 - No
 - No promotions in the last 2 years
 - Don't know
 - Prefer not to comment

- Pre-COVID, in your view, what was the incidence of attrition in the organisation?
 - Higher in dominant (male) gender
 - Higher in non-dominant (female/other non-male) genders
 - Almost same for all genders
 - No significant attrition
 - Don't know
 - Prefer not to comment

- Post-COVID, in your view, what is the incidence of attrition in the organisation?
 - Higher in dominant (male) gender
 - Higher in non-dominant (female/other non-male) genders
 - Almost same for all genders
 - No significant attrition
 - Don't know
 - Prefer not to comment

- Does the organisation have Affinity Groups or Employee Resource Groups (ERGs) for non-dominant (female/other non-male) genders?
 - Yes, and they actively support the non-dominant (female/other non-male) genders
 - Yes, but they are not active in supporting the non-dominant (female/other non-male) genders
 - No Affinity Groups or ERGs in the organisation
 - Don't know
 - Prefer not to comment

III. Leveraging Gender Intelligence

- How is Gender Parity & Equity reflected in the composition of teams in the organisation i.e. do teams have a healthy mix of dominant (male) and non-dominant (female / other non-male) genders?
 - Always
 - Occasionally Hardly
 - Never
 - Don't know
 - Prefer not to comment

- Do people in the organisation make associations between leadership capabilities and gender i.e. how are leadership capabilities of Men viewed in comparison to those of Women/other non-male genders?
 - Superior
 - On Par
 - Inferior
 - Don't know
 - Prefer not to comment

IV. Policy & Practices:

- How would you rate the organisation's hiring/recruitment policies & practices in terms of Gender Parity?
 - Completely free of gender bias
 - Show bias in favour of the dominant (male) gender across the organisation
 - Show bias in favour of the dominant (male) gender in some functions/departments
 - Show bias in favour of the non-dominant (female/other non-male) genders across the organisation
 - Show bias in favour of the non-dominant (female/other non-male) genders in some functions/departments
 - Don't know
 - Prefer not to comment

- How would you rate the organisation's Remuneration (Pay) & Benefits policies and practices for the same qualification and experience levels?
 - Favours the dominant (male) gender
 - Favours the non-dominant (female/other non-male) genders
 - Equal for all genders
 - Don't know
 - Prefer not to comment

- On average, in the last 2 years, what has been the organisation's practice vis a vis Pay Parity for the dominant (male) gender and non-dominant (female/other non-male) genders for the same job/role levels?
 - Paid same salary and benefits
 - Dominant (male) gender were paid higher salary and benefits
 - Non-dominant (female/other non-male) genders were paid higher salaries and benefits
 - Don't know
 - Prefer not to comment

- Does the organisation apply the same objective & subjective criteria in Performance Reviews for the dominant (male) gender and non-dominant (female / other non-male) genders? i.e. do non-dominant genders face negative bias in Performance Reviews?
 - Always
 - Often
 - Sometimes
 - Never
 - Don't know
 - Prefer not to comment

- How would you rate the organisation's promotion and incentive policies / practices?
 - a. Favours the dominant (male) gender in:
 - Senior Management
 - Middle Management
 - Jr Mgmt/Associates
 - Clerks & Similar Posts
 - Support Staff
 - None
 - Don't know
 - Prefer not to comment

 - b. Favours the non-dominant (female/other non-male) genders in:
 - Senior Management
 - Middle Management
 - Jr Mgmt/Associates
 - Clerks & Similar Posts
 - Support Staff
 - None
 - Don't know
 - Prefer not to comment

- c. Equal for all genders in:
 - Senior Management
 - Middle Management
 - Jr Mgmt/Associates
 - Clerks & Similar Posts
 - Support Staff
 - None
 - Don't know
 - Prefer not to comment

- d. No promotions / incentives for the last 2 years in:
 - Senior Management
 - Middle Management
 - Jr Mgmt/Associates
 - Clerks & Similar Posts
 - Support Staff
 - None
 - Don't know
 - Prefer not to comment

- Pre-COVID, did the organisation have specific retention practices for employees?
 - For all genders
 - Only for the dominant (male) gender
 - Only for the non-dominant (female/other non-male) genders
 - Not for any gender
 - Don't know
 - Prefer not to comment

- Post-COVID, does the organisation have specific retention practices for employees?
 - For all genders
 - Only for the dominant (male) gender
 - Only for the non-dominant (female/other non-male) genders
 - Not for any gender
 - Don't know
 - Prefer not to comment

- On average, in the last 2 years, what has been the organisation's practice with regard to Annual Increments (in terms of % of pay)?
 - Same for all genders
 - Higher for the dominant (male) gender
 - Higher for the non-dominant (female/other non-male) genders
 - No annual increments in the last 2 years
 - Don't know
 - Prefer not to comment

- How well do the organisation's employee protection and grievance redressal policies/practices address the concerns of the non-dominant (female/other non-male) genders?
 - Adequately address concerns
 - Inadequate in addressing concerns
 - Do not address concerns
 - Don't know
 - Prefer not to comment

- Does the organisation have a stand-alone policy and confidential grievance mechanism to ensure an environment free of violence, harassment and sexual exploitation?
 - Yes, and effective action is taken when cases are reported
 - Yes, but no action is taken because women/other non-male genders don't speak openly as they are afraid of repercussions
 - Yes, but no action is taken because the organisation is concerned about its reputation
 - Yes, but it is embedded in a broader corporate policy
 - No formalised policy
 - Don't know
 - Prefer not to comment

- Does the organisation have a Sexual Harassment at Workplace Policy and Committee in place?
 - Yes, and everyone knows about it
 - Yes, but no one is aware of it
 - Yes, but inactive
 - No
 - Don't know
 - Prefer not to comment

- Has the organisation's Code of Conduct been revised to include prevention of discrimination and sexual harassment against employees of the non-dominant (female/other non-male) genders in the COVID scenario?
 - Yes
 - No
 - Don't know
 - Prefer not to comment

- How does the organisation handle complainants of sexual harassment at the workplace? (More than one response possible)
 - Identity of complainants kept confidential
 - Counselling and support provided to complainants
 - Career progression of complainants tracked to ensure no damage or intimidation
 - No specific effort to maintain confidentiality, provide counselling or track career progression
 - Don't know
 - Prefer not to comment

- What is the organisation's policy regarding Maternity, Paternity & Adoption leave for employees of all genders?
 - All 3 options are available to employees
 - Only some of the options are available
 - None of the 3 options are available
 - Don't know
 - Prefer not to comment

- What is the status of employment of women in the organisation since the 2017 amendment to the Maternity Benefit Act (providing 26 weeks of paid Maternity Leave, Work-from-Home option & Creche facilities at work)?
 - Male candidates are preferred over female candidates for the same job/role
 - No differentiation between male candidates and female candidates for the same job/role
 - Don't know
 - Prefer not to comment

- How do you rate the organisation's Employee Health & Safety (EH&S) policies/practices for the specific needs of the non-dominant (female/other non-male) genders?
 - Adequately address specific needs
 - Inadequate in addressing specific needs
 - Do not address specific needs
 - Don't know
 - Prefer not to comment

- In the COVID scenario, do the organisation's Employee Health & Safety (EH&S) policies extend beyond the workplace to include women/other non-male genders facing domestic violence/sexual harassment outside the workplace?
 - Yes
 - No
 - To some extent
 - Don't know
 - Prefer not to comment

- How would you rate the organisation's Supplier Diversity policy and practice vis a vis vendors / suppliers from the non-dominant (female/other non-male) genders?
 - Priority given to vendors/suppliers from the non-dominant genders
 - Purely merit based practices
 - No prioritisation for any gender
 - No Supplier Diversity policy
 - Don't know
 - Prefer not to comment

- Does the organisation have Back to Work/Return to Work initiatives for the non-dominant (female/other non-male) genders?
 - Has initiatives for all levels of employees
 - Has initiatives for some levels of employees
 - No initiatives for any level of employees
 - Don't know
 - Prefer not to comment

V. Organisational Culture & Workplace Dynamics

- How well does the organisation's culture respect and value Gender Differences?
 - Highly valued and respected
 - Selectively valued and respected
 - Neither valued nor respected
 - Don't know
 - Prefer not to comment

- Is 'Allyship' a feature of the organisation's Diversity & Inclusion practices through programs/talks/town-halls/campaigns to educate employees, including the dominant (male) gender, on becoming Allies of Diversity? (Allyship is the practice of a dominant gender group/individual supporting and working towards Parity, Equity & Inclusion of the non dominant genders)
 - Yes, regularly (once a year or more)
 - Yes, somewhat regularly (once in 2 years)
 - Yes, occasionally (less than once in 2 years)
 - No
 - Don't know
 - Prefer not to comment
- How well does the organisation cater for specific infrastructure requirements of the non-dominant (female / other non-male) genders? Eg: gender-neutral bathrooms, adequate bathrooms for women, creche facilities, etc.)
 - Very well catered
 - Adequately catered
 - Not adequately catered
 - Don't know
 - Prefer not to comment

V. Awareness & Sensitisation

- What is the frequency of implementation of Gender Awareness & Sensitisation training programs in the organisation?
 - Once every quarter or more
 - Once in 6 months or more
 - Once a year or less
 - No programs implemented
 - Don't know
 - Prefer not to comment
- How often does the organisation hold Awareness & Sensitisation programs on Prevention of Sexual Harassment (POSH)?
 - Once every quarter or more
 - Once in 6 months or more
 - Once a year or less
 - No program implemented so far
 - Prefer not to comment

- For what levels of employees does the organisation implement Gender Awareness & Sensitisation programs?
 - For all levels of employees
 - Only for senior level employees
 - Only for mid-level & junior level employees
 - Only for some Functions/Departments
 - No programs are implemented
 - Don't know
 - Prefer not to comment

- Are the organisation's Gender Awareness & Sensitisation programs mandatory for employees?
 - Yes
 - No
 - Don't know
 - Prefer not to comment

- How well does the organisation's internal & external communication (eg. website, advertising, annual reports, etc.) emphasise equal opportunity, gender parity and prohibition of gender discrimination?
 - Clearly and consistently communicates
 - Does not clearly and consistently communicate
 - Does not communicate at all
 - Don't know
 - Prefer not to comment

- To what extent do the organisation's CSR activities focus on Gender Parity & Equity and empowerment of the non- dominant (female / other non-male) genders as reflected in CSR budget allocations?
 - Core focus areas for the organisation's CSR activities
 - Not core focus areas for the organisation's CSR activities
 - Do not feature in the organisation's CSR activities
 - No CSR activities
 - Don't know
 - Prefer not to comment

- What has been the impact of COVID-19 on Pay Cuts in the organisation in terms of % of Pay?
 - Same for all genders
 - Higher for the dominant (male) gender
 - Higher for the non-dominant (female/other non-male) genders
 - No pay cut for any gender
 - Don't know
 - Prefer not to comment

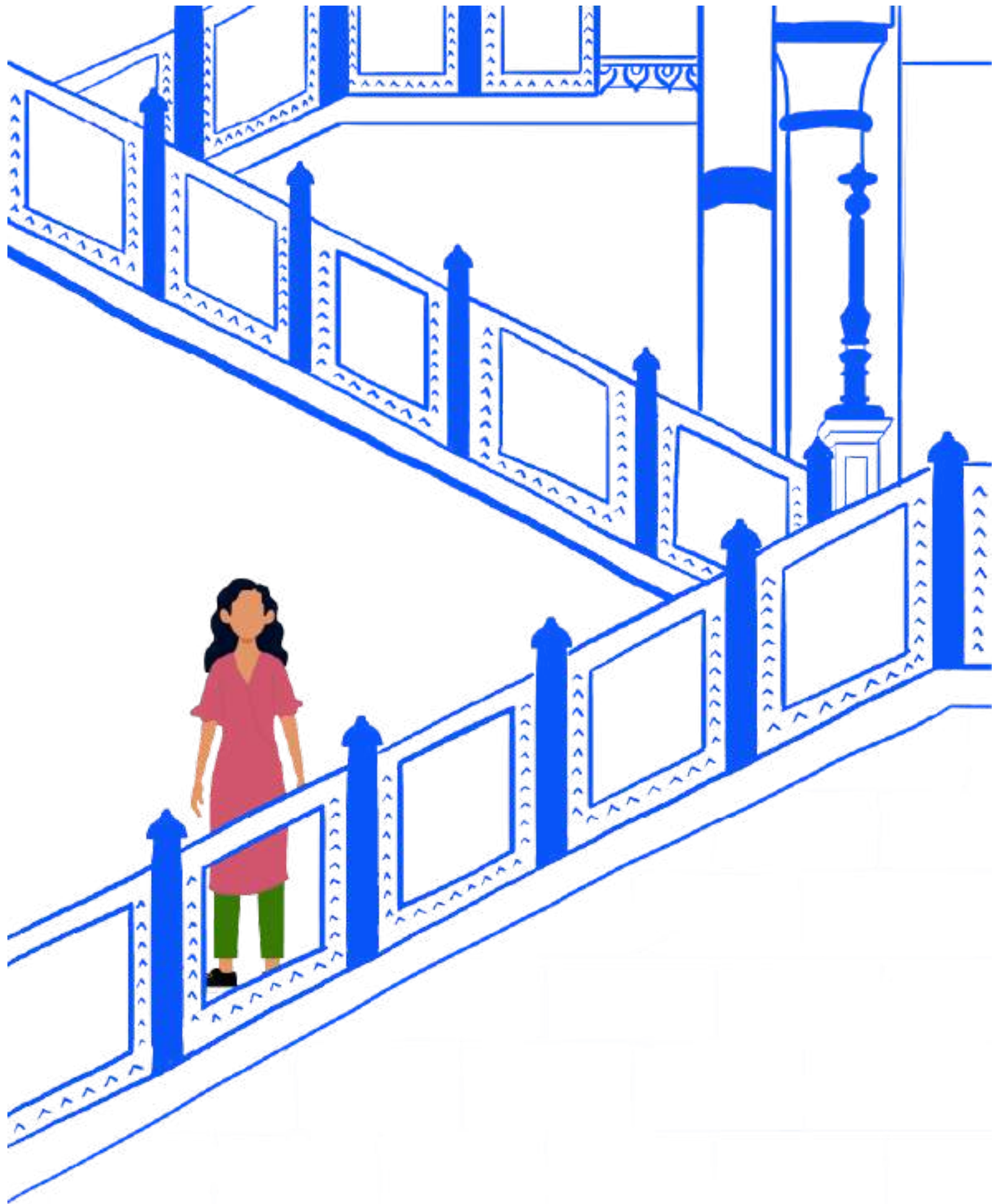
- What has been the extent of Pay Cuts in the organisation due to COVID-19 in terms of no. of employees?
 - Proportion of males getting a pay cut is higher than female/other non-male genders
 - Proportion of males getting a pay cut is lesser than female/other non-male genders
 - Same for all genders
 - No pay cuts for any gender
 - Don't know
 - Prefer not to comment

- How do you rate the organisation's Work from Home policy/practice for the specific needs of the non-dominant (female / other non-male) genders?
 - Adequately addresses specific needs
 - Inadequate in addressing specific needs
 - Does not address specific needs
 - Don't know
 - Prefer not to comment

- What is the organisation's vision for its future state of Gender Parity & Equity?

- Are all levels of the organisation involved in this vision for Gender Parity & Equity? How?

- What has been the impact of recent policy changes (eg. Maternity Leave) on Gender Equity & Parity in the organisation? How has business responded to these changes?



Acknowledgments

Our Appreciation & Gratitude for the Support & Contribution made to this Study.

- Dr. Sangita Reddy, Immediate Past President, FICCI, Chair, FICCI-FLO Empowering the Greater 50 Initiative, Joint Managing Director, Apollo Hospitals
- Preeti D'mello, Convener – 'Call to Action' Greater 50, Chair - FICCI D&I Sub-Group on Gender Parity and Global Head - Diversity & Lead Academy, Tata Consultancy Services
- Vinita Bimbhet, Co-Convener – 'Call to Action' Greater 50, Past President, FLO and India Chair, India ASEAN Women's Business Forum
- Jyoti Vij, Deputy Secretary General, FICCI (Secretariat)
- Uma Seth, Senior Director, FICCI (Secretariat)
- Bavleen Kaur, Additional Director, FICCI (Secretariat)
- Ananya Mishra, Illustrator, Conscious Development
- Anish Srikrishna, CEO, Times Professional Learning
- Aparna Mittal, Corporate Lawyer and Founder, Samāna Centre for Gender, Policy and Law
- Apurva Purohit, President, Jagran Prakashan Group
- Arnav Reddy, Product Specialist & Account Management in the financial technology sector
- Arun Adhikary, ex-CEO, Unilever Japan
- Bosco D'mello, CEO, Conscious Development
- Inakshi Sobti, Head South Asia, Community Initiatives, Harvard Business School, India Research Center
- Kanak Sharma, Gender Inclusion - IBM
- Kanika Atul Premnarayan, Partner, Indian Law Partners
- Keshav Suri, Executive Director, The Lalit Suri Hospitality Group & Founder, The Keshav Suri Foundation
- Lubeina Shahpurwala - Founder, Partner & CEO Mustang Socks
- Madhavi Kuckreja, Sanatkada Founder MSLF (Mahindra Sanatkada Lucknow Festival Director)
- Madhu Joshi, Senior Advisor, Gender Equity and Governance, Centre for Catalyzing Change
- Madhuri Narayanan, Former Country Director, IntraHealth International and Senior Gender Equity and Diversity Advisor, CARE International. Independent Consultant at present.
- Manish Subharwal, CEO, Impact PSD
- Mahuya Bandyopadhyay, Associate Professor, Department of Humanities and Social Sciences Indian Institute of Technology Delhi
- Margot Esther Borden, Psychotherapist, Coach, Author
- Megha Tata, MD, Discovery India & South Asia
- Nandita Bhatla, Director- Programs, CorStone
- Natasha Wig, McKinsey & Co.
- Nidhi Goyal, Founder and Director, Rising Flame
- Niraj Chitnis, CHAI (Clinton Health Access Initiative)
- Nitu Bhushan, Regional HR Director, Abbott
- Nixon Joseph, President and COO, SBI Foundation

- Oona Shambhavi D'mello, Art Director & Lead: OD & Appreciative Inquiry at Conscious Development, Visual Artist
- Pallavi Roy, Lecturer in International Economics, Research Director & Senior Teaching Fellow, SOAS University of London
- Parag Pande, Managing Director and Global Head of Accenture Human Resources Service Delivery, Accenture
- Radhika Piramal, Executive Vice Chairperson, VIP Industries Ltd.
- Raghav Chandran, Relationship Management, WhiteHat Jr.
- Rama Chari, Founder and Director, DEOC
- Satyashiv D'mello, Founder & Director, YouUbuntu Foundation & Lead: Culture & Diversity & Wellbeing at Conscious Development
- Shalini Sarena Bahad, Mindset Coach
- Shailesh Sharma, Founder and CEO, Inndus Cards and Gifts
- Shreya Soni, Founder & CEO, DSSC
- Sonal Agrawal, Managing Partner - Mumbai & Delhi and APAC Head, Global Management Committee, Alto Partners
- Sreela Das Gupta, Lead for Disability and Neurodiversity, Tata Consultancy Services
- Sudarshana Kundu, Director, Gender At Work
- Sunil Bijlani, ex-HR Head - Asia, Symphony (GE)
- Vasvi Bharat Ram, Vice Chair, Shriram Schools
- Vijay Singh, ex-CEO, Fox Star
- Yamini Mishra, (former UNWOMEN), Director, Global Issues Programme, Amnesty International - International Secretariat Rajashi Mukherjee, Advisor, Akvo Foundation, Amsterdam

Gratitude and thanks to all the people who have helped directly or indirectly in the successful execution of this Study and the compilation of this Report.

**All those listed have contributed in their personal capacity and their views are not indicative of the organization they are a part of.*



Study & Research Partner

Conscious Development's singular purpose is to enable individuals and organisations to bridge the gap between potential and possibility. We support leaders to generate systemic influence towards equitable, sustainable and uplifting workplaces. Our work is to identify, measure, educate and create scalable and sustainable shifts by re-inventing mental models and building adaptability, leading to delivery of systemic results.

Our core focus areas are Leadership Capital Development, Diversity & Culture, Change Agility, Well-Being, and Coaching. We use neuroscience, positive psychology, ethnographies, emotional intelligence, process-work, and strengths-based approaches to build conscious leaders, develop cohesive teams and shape resonant organisational cultures.

Conscious Development is passionate about Gender Equity, Parity & Intelligence in the workplace. Our approach and methodology for The Greater 50: Call to Action Study was crafted to capture the voices of a cross-section of stakeholders in a holistic and transparent manner. We are hopeful that this effort will inspire fundamental shifts in workplace culture.

We are committed to the greater purpose of serving humanity through the UN's Global Goals for Sustainable Development. This report speaks to the UN's SDG 5 - Gender Equality, SDG 10 - Reduced Inequalities and SDG 8 - Decent Work and Economic Growth.

It has been a pleasure conducting this Study with FICCI and FLO and we look forward to tracking the impact in the Indian workplace. We imagine an inclusive, equitable and socially just future where every individual and organisation thrives and flourishes.



