



Best Practices in Inclusion

A study



BD RESEARCH

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Authored by: BD Foundation

Contents

03

Introduction

05

Context

Diversity & Inclusion -
A Must for Futuristic
workplaces

Making Inclusiveness a
reality in India

06

**Organization
Strategy**

Priorities
Effectiveness
Goals
Approach
Actions
D&I Teams

16

Talent Strategy

Hiring Strategies
Engagement & Development
Strategy
Coaching & Mentoring
D&I Training
Employee Resource Groups

32

Business Strategy

CXO Commitment
Business case
Supplier Diversity
Consumer Branding
Recognition & Celebration

46

Digital Trends

48

Challenges

49

Conclulsion

50

Methodology

52

Research

Observations

53

Research Team

54

Epilogue

55

Reference

55

About Us

Introduction

Best Practices in Inclusion research examines the reasons behind building of workplace culture, the need for policies and strategies to implement within the organization and finding the pulse of employees in their journey in feeling included and belonged.

The research report aims to.

- demonstrate the present status of D&I standing of the participating organizations
- examine the causal relationships between D&I indicators and best practices.
- attempt to seek perspectives/ viewpoints of employees as well as secondary & tertiary research
- and combine the same with extensive logical reasoning that delves into the D&I roadmap.

The vision of this study is to present a body of knowledge and insights to empower India Inc. to enhance their Inclusion competitiveness. We tapped bespoke initiatives in the organizations, that asserts the significance of diversity and Inclusion as the key to unlock the infinite potential of the organizational performance.

Through this study, the following aspects are examined and answers sought:

1. How India Inc. yearns to make workplace truly inclusive- The Best Practices?
2. What makes D&I inevitable for capitalising talent which in terms results into business success
3. Mapping the percentages, trends and weightages allocated to varied aspects having D&I focus such as organisation and attraction, employee engagement and development, CXO Commitment, etc.
4. Understanding the employees' perspective of D&I and how that should be of substantive relevance for every workplace
5. How could we make D&I measurable

The key to driving employee engagement and retention is by including everyone in thoughts and actions and for recognizing and respecting individuality. Since 2010 Indian organizations both local and multinational have recognized this fact and have worked towards it. Added to this is the belief that it's about time that organizational practices move from 'Practicing Diversity' to 'Managing Inclusion'.

We collated information, we spoke to thought leaders, we studied practices and we observed the world with a open and non-judgemental eye. This has led us to get you a repository of best practices across organizations in India.

The report is divided into three sections:



01

Each section gives the reader a view around the following:

Research Observations

02

Capturing best practice from organizations

03

Quotes of business and thought leaders

The research is based on BD Foundation research methodology. All observations and analysis have been made based on surveys conducted, interviews with diversity teams and thought leaders and statistical analysis. Thanks to the Capgemini team in supporting and guiding us with edits and design in getting this report in this format.

We hope that you enjoy reading this report.



Context

A. Diversity & Inclusion: A must for Futuristic Workplaces

The study incorporated multi-methods research design and strategically collected data to give out a holistic analysis and interpretation about the best practices. The following inferences were made;

- There is no lack of intent in the organisations to incorporate D&I in their core culture. Capitalizing on the differences of workforce leads to nurturing of talent, resulting in business success, future prosperity and sustainability.
- Real inclusion can only be achieved by managing diversity with innovation, agility and constant upgradation of strategies.
- Though many companies are constantly yearning to be world class inclusive workplaces; there are many organisations who are yet to unblock full potential of D&I through planning and implementation based on specific goal-oriented tasks.
- Organisations have taken cognizance of the global movement and advocacy towards D&I and wish to keep up the pace by uniquely designing the D&I strategies in order to leverage diversity to cater to the Indian context.

Meeting the goal of Inclusive Workplaces requires focus on these four components



B. Making Inclusiveness a Reality in India Inc.

D&I in India needs cohesive strategies and plans that cater to the cultural and psycho-social fabric unique to the country. The analysis of the impetus for attaining best practices of inclusion in India depends on understanding and keeping in mind the following prerequisites



In absence of a well framed employment relations law, setting out mandates of D&I could be perplexing in terms of identifying the problems, challenges and executing development plans. A diverse country like India faces challenges that are unique and hence attaining inclusion becomes even more difficult. In spite of that, some laws such as proviso to section 149(1) of Companies Act of 2013 mandating the inclusion of at least one woman director on public listed companies, Rights to persons with Disability Act 2016, do govern some of the aspects of D&I desirable for an organisation. But again this addresses only a particular section on gender and not a broader diverse parameter.

At this vantage point, it is necessary to understand the ethos of Diversity and Inclusion in the Indian context. A work place that values diversity, fosters inclusion and helps develop each person's unique abilities that will enable us to meet and exceed business goals is the imperative.

D&I researches in the past have been generally dominated by a focus on the "problems" associated with diversity, such as discrimination, bias, affirmative action, and tokenism (Shore et al., 2009).

This research spearheaded a novel way of approaching the subject. The focus is on ways in which diversity shall enhance work processes and organizational mechanisms that promote the potential value of Inclusion in India.

The qualitative, quantitative, narrative and perceptual analyses carried out in the study triangulated the results from all possible D&I quarters of the organization including organisation process', frameworks, strategies to make Inclusion a reality. We present the percentages, trends and priorities, success stories and unique practices analysed in the study as follows.



ORGANIZATIONAL STRATEGY

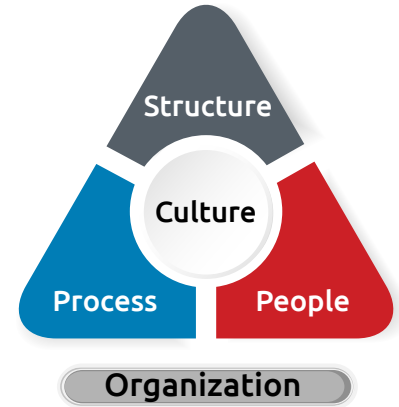
Priorities

Self-awareness is most important in order to make the D&I goals effective. Therefore, the top priority should be having a robust technologically managed, data driven talent management system that tracks and manages D&I demographics.

HR analytics enable organizations to use their wealth of employee data to make better decisions about their workforces and improve operational performance. From attracting top talent, to accurately forecasting future staffing needs or improving employee satisfaction, HR analytics tools empower organizations to align HR metrics with strategic business goals.

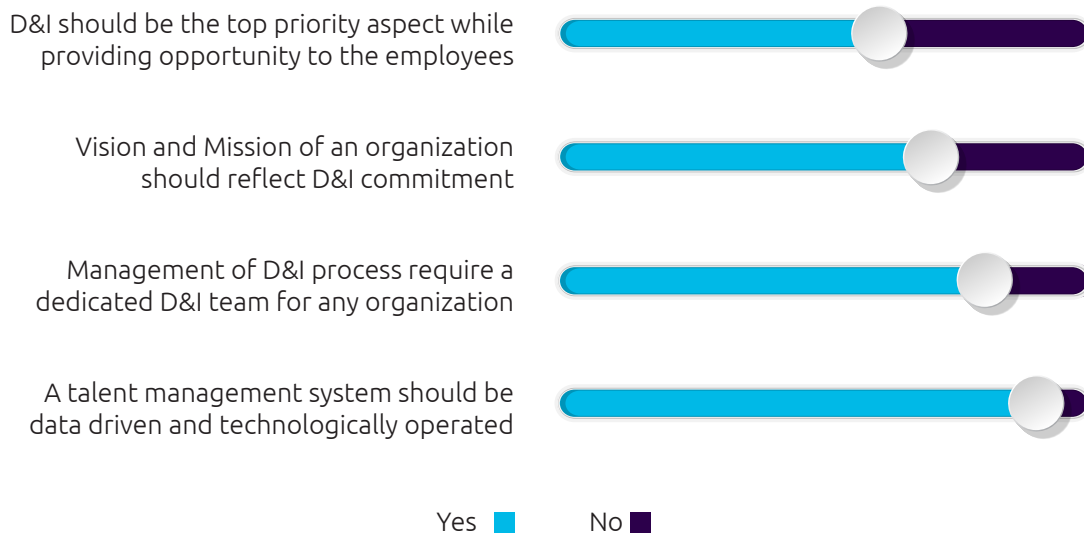
Majority of the organizations also felt that D&I should not be top priority while providing opportunities but it should be significantly considered and choice should be based on merit.

Alignment to the values of the organization was also a must as that reflected in building the culture that defined the organization. Most of the organizations studied in this research had clearly defined mission and vision statements aligned to building and nurturing an equal opportunity workforce.



Top priority should be having a robust technologically managed, data driven talent management system that tracks and manages D&I demographics

What Organisations Prioritise in D&I



Effectiveness



SKF believes in “Mixing with Care and Caring for the Mix”. Equal Opportunity and the Principle of Care are core to our culture. We Work together, Eat together and Play together! You find men and women working on our shopfloors and offices alike. Career paths, skilling, job rotations, leadership and personal development all apply to everyone tailored to their needs.

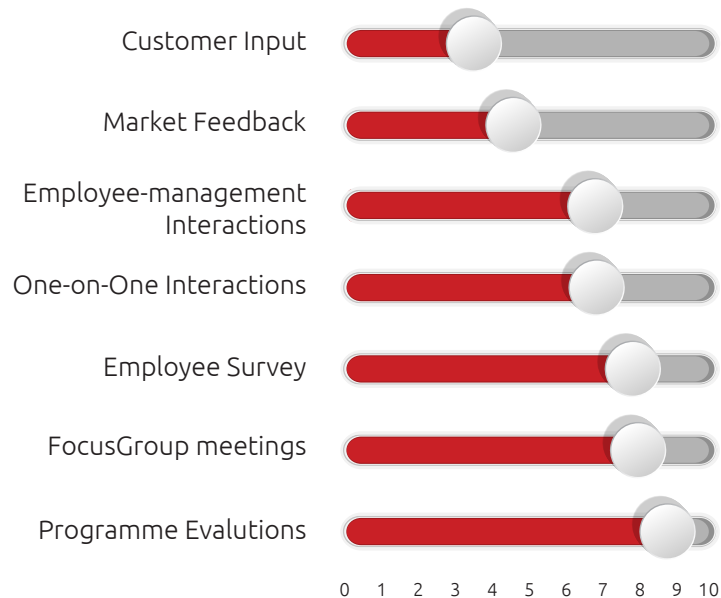


Anjali Byce
 Director Human Resources, SKF India Ltd.

Evaluation and feedback of any initiative and deeper continuous focus on a D&I topic leads to efficacy and sustainability. Among other factors; it was also felt that communication plays a vital role, thus one on one interactions, focused group discussions and employee surveys are essential to build inclusive culture.

In terms of market feedback and customer inputs; the respondents felt that there is a need for Indian market and customers to be more conscious and informed about the fair practices of the market actors and thus D&I is also one aspect which needs to be disseminated to people outside of the organisation as well.

Mechanisms for D&I Effectiveness



The employee experience is defined as the way employees react rationally and emotionally to organizational and external

environments that enable them to achieve goals and satisfy needs that are important to them.

‘Evaluation and feedback of any initiative with continuous upgradation is the most important factor for D&I efficacy and sustainability. This should be followed by Communication, Market Feedback & Customer Inputs’

Kotak

StriSangini – for women, by women:

Strisangini, an in-house women cell at Kotak Mahindra Bank Limited. The cell encourages female employees to have open dialogue and seek guidance on professional and personal issues from other dedicated cell representatives - female colleagues from the Human Resources team. Cell representatives are available on call or in person for the dialogue.

Apart from acting as a sounding board for women seeking support, Strisangini members also actively reach out to certain specific employees like women who have returned from long leave/maternity leave in order to check if they have any issues settling down in work after a long period of absence. Any issues that are noticed, are taken up by the cell members with relevant HR/Line Managers for necessary corrective measures.

D&I Goals

1. Initiatives taken for D&I should be goal oriented and framed on the inputs of multiple stakeholders of the organization.
2. In case of Organizations with multicultural offices, care should be taken that the D&I Goals reflect the local need and requirements, and not be based on best practices that have worked in other countries and cultures.
3. D&I becomes successful only when employees have a sense of belongingness and their feedback is taken into consideration
4. A clear well-defined strategy tied to business results is a must for D&I
5. Application of specialised methods, policies and programmes in coherence with organizational ethos is imperative



**There cannot be
'one size fits all'
approach**

Approach

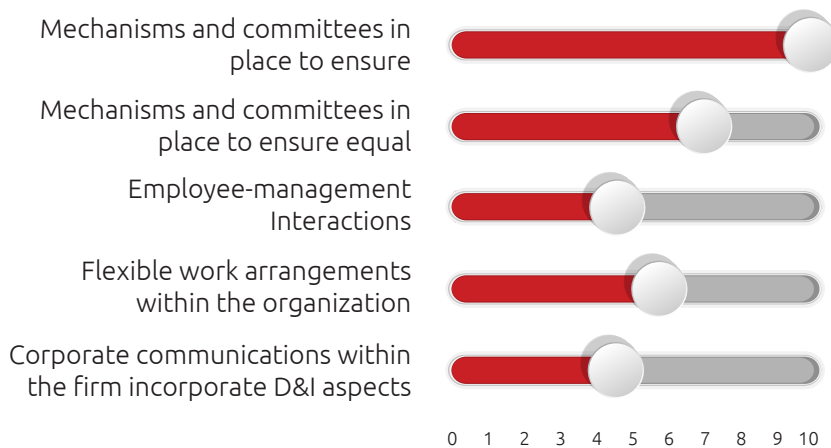
The global pursuit for talent and market has led to many barriers with respect to inclusiveness in the workplace. Such matters could be related to identities, gender, age, disability, region, sexual orientation and many more. In quest of sustainability and even profitability, it is imperative for organisations to recruit and retain diverse talent for a futuristic goal attainment.

Our research explored that that there cannot be “one size fits all” approach when organisations envisage their D&I success while they plan and implement the initiatives. The D&I strategy for each individual organisation requires:

1. Analytical data
2. Evidence based practice in order to harness maximum efficacy and tangible results
3. Localisation of practices
4. Targeted approaches towards different minority groups
5. Top Team Commitment
6. Continuous Communication on D&I

A Look into the Robustness of the Factors that Matter for D&I...

Factors that Matter in attaining D&I



Our multi-faceted approach to reach out to the organisations in varieties of ways exhibited interesting results. Majority of workplaces have mechanisms for grievance redressal and equal opportunity; organisations are able to foresee the benefits of flexible work arrangements and are progressing towards the same. It was felt by the companies that there is greater scope of improvements with respect to employee and management communication and mutual interaction. initiatives. The D&I strategy for each individual organisation requires:

SAP

Talent Win

Talent Win is the new global strategic, long-term and targeted outreach program to help SAP build a strong pipeline of candidates in the lateral hiring space. The idea is to find new avenues to connect SAP technology to the personal interest of potential candidates. The participation is by invitation only and the hiring manager chooses the talents sourced from referrals and alternate sourcing channels. This creates an informal ambience for the audience to understand SAP, meet with the leadership and network with peers. The objective is twofold - enhance the perception of brand SAP and inspire the audience to see SAP as a potential employer of choice.

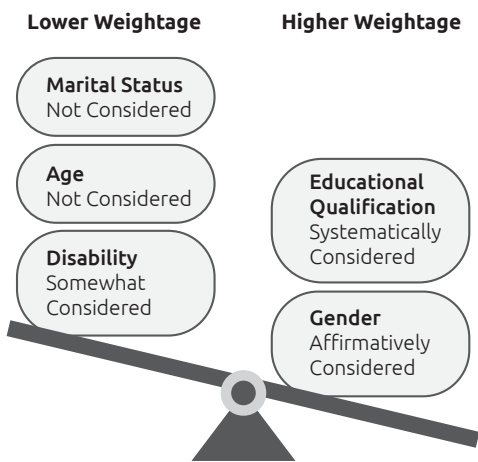
EY Global Delivery Services

Conscious Culture

EY GDS set off way back in 2002 in building an Inclusive work place. Today they are in a position at not having a challenge in attracting talent both men and women. This is a result of the fact that they enabled women to be a part of the decision-making process right from the start. Policies and teams are led by women who automatically cascade that culture across the organization. The teams also ensure that the organization is attracting a very gender balance and diverse workforce. The recruitment team is also aware of the pitfalls of the conscious/unconscious bias piece, attracting & retaining talent, also the importance of diversity hiring. This ensures balanced representation, balanced workforce and building of a leadership pipeline.

Being conscious on every aspect and approach to D&I has led to a value proposition, in terms of attracting and retaining talent.

Actions

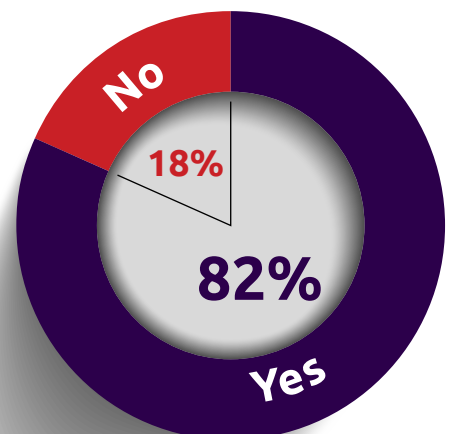


In majority of participant organizations:

- **Gender** remains the focal point of D&I
- **Educational qualification** considered for structural reasons.
- **Disability & Regional Diversity** focus has been agreed as not up to the mark, and there is emergent need to scale up.
- **Age and marital status** does not come in the way of providing opportunities.

Prevailing views set out the fact that gender ratios of key decisions are tracked to ensure lack of bias. Age & Educational Qualifications are to ensure fitment for roles and marital status considered from a mobility perspective, but talent and meritocracy is the only final parameter for decision making.

Awareness of D&I Policy/Programmes



What Employees are saying on Organizational Actions

In the Employee survey, majority of respondents (81.69%) affirmatively answered that they

are aware of the existing D&I policy and programmes in their respective organisations.

SAP

Autism at Work

The ground-breaking SAP Autism at Work program integrates people with autism into the workforce. The organization taps into a pool with unique capabilities, It then harness their unique skills and includes them in the diverse workforce. In 2016 a new hiring model was introduced where candidates are trained and hired on a case to case basis. Once hired, each employee is placed in an eco-system comprising of a mentor, a team buddy and a counsellor from Enable India. Post- Placement support has also been introduced where the counsellor meets with the employee, manager and buddy on a weekly basis to ensure that the employees' needs are being fulfilled. Today, there are 16 employees working full time as part of this program.

Barclays

Strategic Framework

The D&I strategy builds on the five global agendas: disability (including mental health), gender, sexual orientation (Lesbian, Gay, Bisexual and Transgender – LGBT), multicultural (race, ethnicity, faith), and multigenerational (age and life stage).

The strategy is supported by the following delivery framework:

Business Diversity Councils: The business cluster/functions Diversity Councils formulate diversity plans appropriate for their business areas and determine the best way to execute the global D&I strategy. The councils collaborate closely with the D&I team and often work in conjunction with the employee diversity network groups and their executive sponsors.

Employee Diversity Networks: To help ensure all employees at Barclays have the support and encouragement to succeed, employee network groups have been established. Each group provides a forum for employees to raise awareness of various challenges and initiatives, engage in development opportunities, support our campaigns and build relationships with colleagues across Barclays and with external constituents in the communities where we operate. Every network is open to all employees who wish to support the business in accomplishing its diversity goals and creating an inclusive culture.

EY India

Driving Disability

Core team of partners, very senior partners from across locations drive disability hiring in their locations. Organization engages with NGOs and foundations who have this talent pool with them which is ready to get into the workforce. Hiring drives are run with partners.

The Chennai Innovations team 1 year back hired 8-9 differently abled people with hearing and speech impairment. When these people got hired, care was taken that anybody who interacts with them from that team is also trained on sign language so that they will be able to communicate with these people efficiently. International Day of Disability is celebrated the entire week. In that entire week, there are a lot of activities around disability hiring and differently abled integration. There are efforts happening around. In fact in the disability space while the work has been happening for years, in the last 2 years, the efforts have gone up significantly, With these initiatives the number of hires has almost doubled compared to the same last year.

SKF India

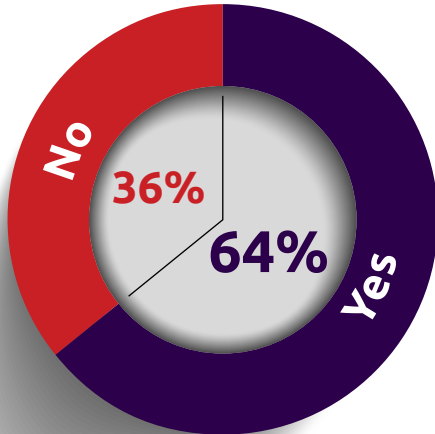
Practising Inclusion for Health of employees and their families

SKF India operates on the philosophy that a healthy workforce is an engaged and committed workforce, which therefore reflects in the overall business performance. With a view to inculcate a practice of regular preventive health check-ups, they offer a yearly medical checkup for all employees above 40 years and once every 2 years for employees below 40 years. The same covers the employees' spouse as well. Additionally, we also have on-site medical support with a doctor and clinic at all our factory locations, operational at all times.

With the increasing criticality in today's times to pay special attention to cost of care with respect to hospitalization - they offer hospitalization cover for the employee and his/her immediate dependents. Additionally, an employee has the option to cover his / her parents or in-laws under the family floater policy.

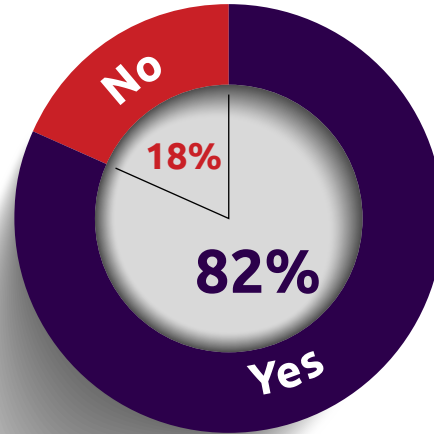
D&I Teams

Dedicated D&I Team



The strategies of the organisations showed varied results with respect to questions on the diversity & Inclusion team. While majority of the participants did have a highly skilled team of D&I

System of Managing D&I



experts; It was also observed that many organisations do not have a dedicated D&I team but rather additional responsibility of D&I management rests with the Human Resources department.

Though D&I focus exist in varying degrees; it is highly recommended to focus on development of indigenous robust system dedicated only for D&I. There is a need to scale up for India Inc. at large to develop and channelize more, as far as matters of strategic planning, succession planning and KRAs linked to D&I are concerned.

iLEAD At Tieto

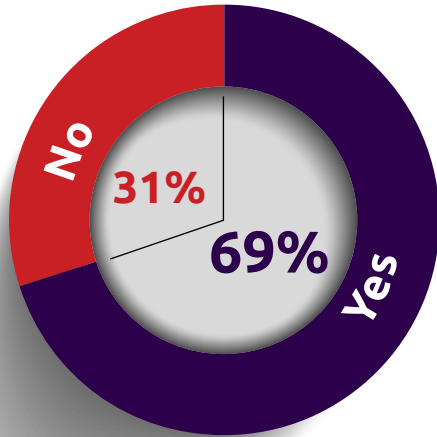
"I Lead for Equality and Diversity"

Tieto in India runs iLEAD program where iLEAD stands for "I Lead for Equality and Diversity". The purpose is to inspire, facilitate and propagate inclusivity in all aspects in turn resulting in higher Diversity and Inclusion in the business. The team is comprised of self-motivated and highly passionate individuals from each industry group, who come together to form the iLEAD team.

The key differentiator for iLEAD as a group

- Business Unit representatives drive this program.
- The program focuses on the business reasons to drive diversity. The group joins hands with different business functions like HR, Admin, Facilities, and Business Managers and drives the change for a better impact.
- The group is a gender balanced group which not only focuses on gender diversity but other diversity aspects like physical disabilities, age, culture, thinking style, generation, personality type Goals
- Its target is to embed diversity thinking in every element of working, making it a natural part of our everyday life and create an inclusive & safe work environment that fosters innovation
- It provides mentorship opportunities and plans interventions and workshops.
- It Assesses policies and brings in industry best practices to make the policies robust and is done on a continuous basis

Awareness about D&I Representatives



What employees are saying on D&I Teams

In spite of system and availability of dedicated DI resources in the organization, the awareness about the point of contact /representative of D&I within organisation is observed to be slightly less

than the awareness about programme and policies. Out of all respondents, approximately 69.5% shared that they are aware about the D&I representative within the organisation.



“

The beauty of our iLEAD initiative is that it works entirely through self driven, passionate, micro teams and sometime individual employees who take full ownership and responsibility to drive the different initiatives in the spirit of “I” lead and not waiting for a “them” as in a management. This initiative has been an excellent example of how even one individual employee who cares for a cause can make a positive difference in a large organization setting.

”

Pranali Save
Director and Head of HR,
Technology Services and
Modernization & India,
Tieto



TALENT STRATEGY

Hiring Strategy

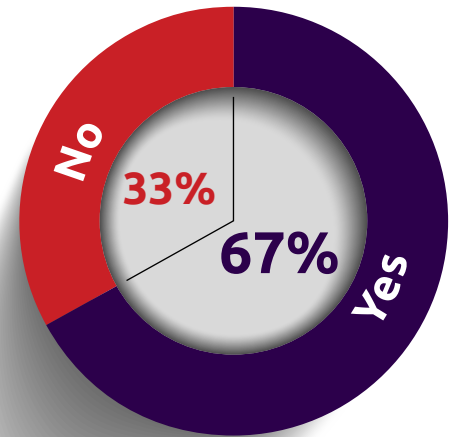
Talent pipeline and hiring undoubtedly are two of the most crucial standpoints which decide the organizational ethos. It has been unilaterally accepted and empirically proven multiple times that fairness and farsightedness in attraction in terms of D&I goals lead to holistic growth of the organisations.

In spite of the above, there is still a long way to go for hiring organizations with respect to D&I. In spite of unconscious bias training and sensitization, there is a definite tendency to hire what has worked in the past. Organizations like to hire 'like versus like' and there are very few organizations, especially new age who are willing to take new risks. The default tendency is to make similar people like us and not give chances to others.

Feedback on Policy & Process by Respondents

Organisations affirmatively responded that they have policies in place (not always in form of written or structures) to recruit diverse or well institutionalized for many organisation; an initial understanding of D&I is provided. Many organisations accepted that they do have recruitment events with D&I focus whereas others shared that they do not necessarily conduct recruitment events focus on D&I.

Recruiting Event with D&I Focus



Eaton

Cultivating Strong Talent Pipeline at Campus

The organisation trusts the power of perspectives. Diversity in backgrounds, experiences, skills and talent of their employees creates a rich pool of ideas and perspectives that leads to success. Focusing on diversity and their commitment to achieve excellence through People, Eaton launched Pratibha - the Eaton Excellence Award, a unique program that aims at encouraging multifaceted women engineering talent in India through educational scholarships at both undergraduate as well as post-graduate levels. Pratibha – the Eaton Excellence Award aims to recognize exceptional women engineering students in engineering institutions in India, assessing them not only on academic excellence but also on the basis of their co-curricular achievements.

This initiative also ensures robust talent for the organization targeting women colleges. The Patibha awardees, studying under scholarship, get a forum to build relationship with Eaton as they get opportunity to work on multiple projects and many awardees eventually join the organization too. When the scholarship is given, there is a relationship which gets built, as they come to Eaton several times on projects that they are assigned to work. These efforts help towards building a pipeline in campus and attracting talent and enhances the organizational brand in campus and society.

Many organisations accepted that they do have recruitment events with D&I focus whereas others shared that they do not necessarily conduct recruitment drives. There are various ways and mechanisms where there is a facilitated intake of a focused minority group. For e.g. at IHS Markit they run initiatives where for a week the focus was only to source and shortlist women profiles for the open roles. This focused affirmation had great success in conversions. Also policies at every level like the entry level intern program, mandates

where there is a commitment to intake 50% gender diversity in a year. Measuring gender diversity in recruitment helps keep the agenda in focus. Similarly, in Kotak the campus and graduate hiring programs ensure higher focus on bringing in diverse workforce, where women are atleast 40% to 50 % of total hires. An all women batch of graduate trainees were hired through the Kotak Probationary officer program with Manipal Academy. Also Internal Job postings where

there has been an analysis of roles where women employees perform better. At the heart of Accenture's focus on I&D is the Talent Ambition 2020. The definition of gender is taken to include women, men and transgender employees and strive to formulate programs and policies which benefit all the three genders.

Tieto

Differentiated Policies

Policies that act as differentiator across organisation

- a. Adoption Leave is applicable to all employees who have completed a minimum of 80 days of continuous employment in the organisation.
- b. Women employees can avail 30 days of Adoption Leave while getting custody of the adopted child and taken in one slot.
- c. For male employees the Paternity Leave benefit will apply for Adoption of a child. Paternity Leave is applicable to all male employees who have completed a minimum of 80 days of continuous employment in the organisation.
- d. Employees can avail maximum of 15 calendar days of Paternity Leave. The Paternity Leave can be availed within 3 months from the child birth. The employee can avail paternity leave entirely or in two instalments.

Employee Engagement & Development

Employee engagement and development has been engrained and is a standard practice in all the organisations that were studied. So attempt was made to understand how employee engagement is ensured through constructs, norms and primarily the well-defined plans and how they are made more comprehensive hitherto.

Tower Watson Global Workforce Study (2014) explains that any such programmes should have measurable results but at the same time it should inculcate employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.

According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. It also indicates that the more engaged employees are, the more likely organisation is to exceed the industry average in its revenue growth.

73% organizations sensitize new hires on diversity and inclusion goals and value during hiring and about

62% mandated it as compulsory

Capgemini India

Inclusion week

Inclusion weeks are run twice a year. Once around March and the other around November and December. December 3rd marks the International Day of Persons with Disabilities (IVPD) and March 8th is celebrated as International Women's Day. In inclusion week focus is on sensitizing on various elements of diversity and inclusion and multiple tools to build awareness. For e.g. abled employees go through an experience zone for people with disability, or even go through sessions and process of being blind for a day in the organization.

Workshops focusing on sign language speaking, training on basic sign language skills etc. Certain things are mandated like physical safety workshop for women, Building awareness around being more inclusive, cross cultural understanding and collaboration.

“

We at Kotak recognize women as key contributors to our business. We value them for what they bring to table. All our diversity programs are focused on bringing the best out of women employees purposefully for mutual benefit.

”

Makarand Khatavkar,

Group Head

Human Resources,

Kotak Mahindra Bank

Organisations shared that they do have a provision of D&I Training as a part of their orientation program for new hires. Though such trainings might not be mandatory or well institutionalized for many organisation; an initial understanding of D&I is provided.

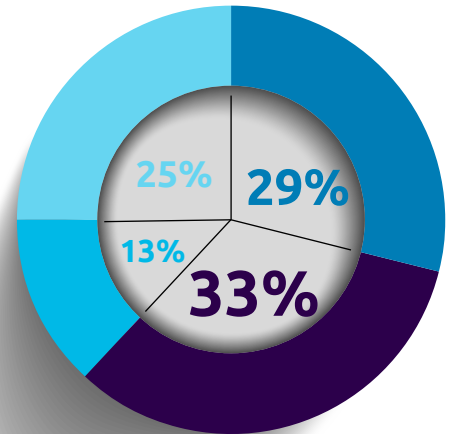
Gender remains a focus area for all organizations irrespective of the Diversity maturity Matrix.

Representation of differently-abled people is also a matter to be focused in India Inc. and affirmatively taken as action point.

The study found out that some of the organisations have also stepped to the next level and identified the need to work affirmatively for LGBTQ groups at workplace.

Some of the organizations are also attacking the generational space with a difference. For example at MiD Day newspaper competent employees post

Under Represented Groups



- Women
- Disabled
- Regional
- Generational

retirement are provided opportunity to continue as consultants to share their knowledge and expertise. Currently there is 1% of retired work force employed with Mid Day as consultants.

Many organisations agree that women remain an under-represented group at workplace and male employees outnumber them.



EY Global Delivery Services

Taking Futuristic Steps: Asserting LGBT Rights

The organisation leads the exemplary practice of stretching the boundaries of D&I by identifying LGBT as an under-represented group requiring equal focus as other minority groups. EY GDS initiated Business attire and LGBT allies Policy which provides compatible environment for transgender and gender non-conforming employees. It also asserts that they have the right to comply with company dress codes, in a manner consistent with their gender identity or gender expression.

Allies network launch: The LGBT allies network was launched in 2017. Currently there are over 3900 employees who have signed-up as allies in the program.

Vahini Network Accenture India

Gender Mainstreaming impacting other minorities

Accenture Vaahini is a pioneering network working towards women's inclusion in the workforce and strengthening women's leadership development in the industry. At an individual level, it offers an opportunity for women to network and empower themselves. At an organization level, it strengthens leadership's commitment to a gender-equal workforce by leveraging the network of like-minded employees on the ground.

With over 100,000+ members, the Vaahini network is open to:

- All Accenture India women employees
- All professional women and students outside Accenture (registration-based)

Vaahini plays a pivotal role in shaping other Inclusion and Diversity networks in Accenture. With the immense success of the governance model and engagement model of Vaahini, the I&D team has taken a stride in leveraging the thought leadership to kick-start other successful networks such as:

- Persons with Disabilities champions network with ~ 4000 active members across Accenture India
- LGBT Allies Network with 5000+ allies and 50+ executive council members

As a first of its kind in any organization women's network across Indian organizations, Vaahini network went live on the digital platform with the launch of Vaahini Mobile App during International Women's Day 2017. The App enables:

SAP

Flexible Benefits

SAP is among the first organisations in India to formalise the process of providing flexible benefits to all its employees. It moves away from the model of pre-defined and common benefits for all employees to an innovative framework which is tailor-made and caters to the diverse workforce of 11,500 employees in the country. As a part of this programme called, FlexBen, it provides core benefits and a variety of 25 optional benefits that employees can choose from.

The initiative aims to grant employees the freedom to choose benefits based on their individual need covering both insurance & non-insurance options and accordingly customize a relevant benefit plan.

This initiative fosters and enables an agile and flexible workforce.

Employees can redeem the Flex points beyond the conventional mediclaim top ups or insurance to a range of forward-thinking platforms including buying a bicycle, enrollment into a snorkeling course, spending on their pets, or opting to buy a water/air purifier.

The optional benefits under this initiative can be chosen from Health & Wellness, Lifestyle, Diversity & Inclusion and Personal Development. To help employees pick relevant benefits that cater to them or their family's needs, they are segregated into 'personas'. For instance, employees who are single, those with family (spouse and kids) or having family with dependent parents.

Over the years SAP has introduced many industry first initiatives like fellowships to employees wanting to work out of the SAP's in-house startup accelerator studio – Entrepreneurial Sabbatical, Care For Life fund to give long-term financial support to an employee's family members in case of their death, among several others, all of which helping SAP win numerous industry awards for its best-in-class employee policies.

Eaton

F,W,S, flexible work solution

FWS, flexible work solution, helps Eaton in terms of its talent management. Piloted in India in 2017, it helped them in retaining both men and women. The need for this solution was felt when they observed that there were a lot of relocation requests especially with spouse moving cities and consequently employee wanting to resign and move ahead. The flexible work solutions, get employees to work from any of the cities in India, post approval by leadership and where work can be done of those locations. Both men and women have appreciated the flexibilities. It has helped in managing talent from a retention perspective.

EY India

Sustaining Flexibility

With an eye on Gen Y and millennials who look at smarter ways of working, with a balance in personal and professional life the customized flexibility arrangements was put in place. Once the policy got launched there was a sharp focus on promoting flexible working arrangements as KPI for employees. The affirmation was successful as the organization has seen a spike from 45% in 2015 of people availing flexibility to 63% In 2017 (both formal or informal)

Rigour is put around creating and managing reports. For e.g its checked, if 63% is the usage at organization level, then percentage of usage across levels including leadership. Analysis is also done on the utilization in one team flexibility vs other team.

Dashboards are created highlighting bottom 25, and top 25. Checks and observations are done on the best practices of the Top 25 and their ways in promoting more and more flexibility at work.

In a nut shell 63% of people in the organization have received empowerment to manage their work and personal commitments.

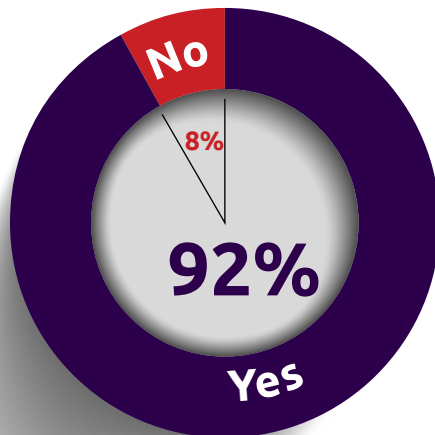
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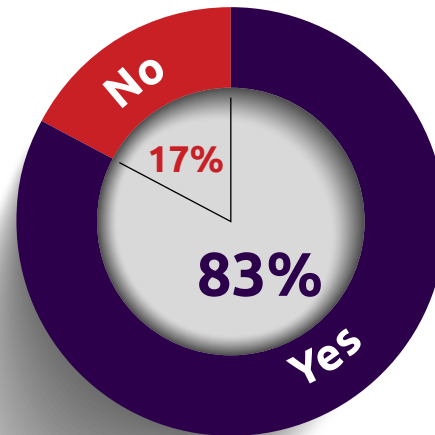
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Coaching & Mentoring

Coaching/Sponsorship Schemes



Mentoring Program



Mentoring schemes are encouraged in organization to help talent to move up the value chain, and take leadership roles. The process has also become robust over the years with impact being measured by (gender ratios, women in Leadership roles etc.) Employee feedback tools and surveys have also been created to measure satisfaction post interventions. Though it has been observed in companies with robust mentoring programs, that it doesn't deliver on its promise as intended. Research by Catalyst has shown that while more women than men have been

mentored, 15% more men still seem to win the promotions. (Book Forget a Mentor, find a sponsor – S A Hewlett). The need therefore is to move to Sponsorship rather than pure mentoring.

Sponsors are advocates in positions of authority who use their influence intentionally to help others advance, while mentors provide advice, feedback, and coaching. Both are important to advancement as employees navigate the workplace and earn opportunities for growth.

It has been seen that the organization which has a combination of mentoring, coaching and sponsorship development plans have seen a definite positive growth in retaining and engaging Inclusive employees.

Capgemini

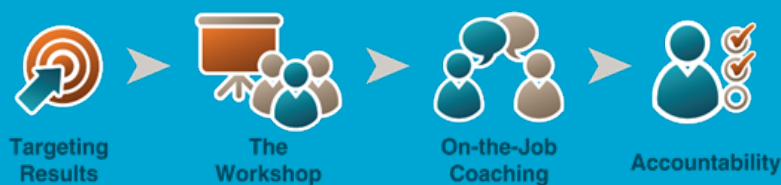
Leader as a Coach

Capgemini's LAC program - Launched in 2012, LAC is a customized intervention aimed to enhance self awareness through reflection among the leaders. To facilitate this change process, Capgemini collaborates with renowned partners in the industry to support the coaches in their journey through an intensive workshop and robust support in the action learning phase. Coaches practice coaching techniques along with theoretical learning on various aspects of leadership including, coaching models, probing tools and techniques

This program has been spread over 3-4 months wherein each Coach addresses the coaching needs of coaching partners achieving the business aligned or personal objectives.

Post coach training, the leaders need to coach 2 coaching partners successfully to get officially certified. The certification gets refreshed every year and one is again assigned 2 coachees. This creates a rigour of leaders taking in 2 coachees every year and also helps in the organizational process on mentoring and sustainability.

This approach has been found more successful than a stand-alone internal mentoring program. Coaching is very time bound and very clear in terms of actionable and expectations. In the past it was run exclusive for women community, but now the model is open to all and all employees who can engage in this.



Make My Trip

Coaching, Mentoring & Sponsorship

A Leadership development plan at Make My Trip is planned to not only build skills but also provide organizational support to employees. Functional development takes care of skills, and behavioral development is addressed basis the employee's needs assessment that the employee is put through. Executive coaches are aligned to each of these employees on their developmental needs. Added to that, any employee who goes through a leadership development program has a sponsor in the form of a CxO minus one level leader. This sponsor works with the employee, helps them network and gets them opportunities that they would otherwise not get. As a mentor and coach, they also help them find solutions to problems. It is also the sponsor's responsibility to ensure that the person who has got aligned to him/her, sees growth in a particular period of time based on individual needs and organization roles.

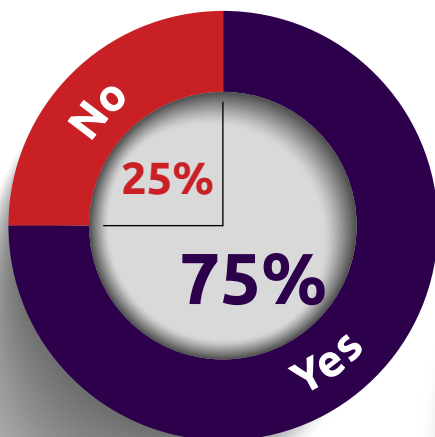
Sharing the views of employees in India Inc., we observe, mentoring has been a significant aspect of their professional journey. Mentoring has not only helped the employees in attaining professional milestones but has also

enabled them to manage their energies and prioritise life goals.

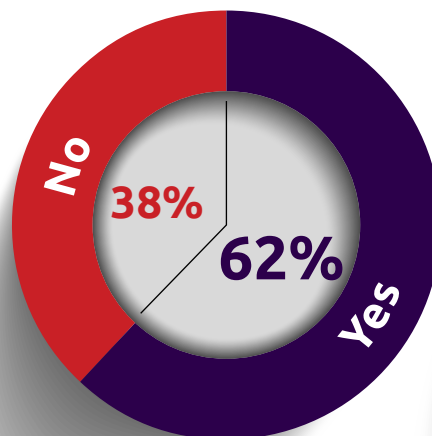
Our survey reflects, 75.34% employees in Indian corporations have affirmatively answered that they have a mentoring program in place.

Out of the total employees who participated in the survey; approximately 62% have been a part of mentoring programme in their respective organisations. Almost equal percentage share (63.38%) reflects participation of employees in coaching/ sponsorship programmes.

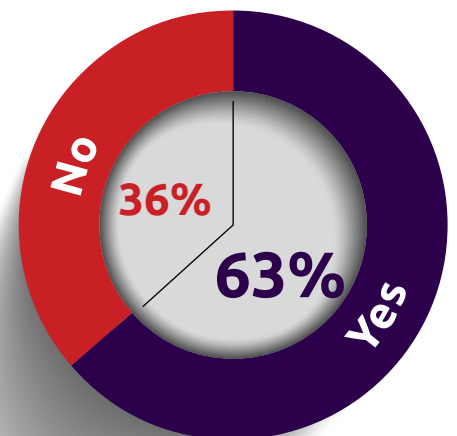
Mentoring Programme in Organisation



Participation in Mentoring Programme



Coaching/Sponsorship Programme



EY India

Career Watch program

Is a high potential program for women leaders to strengthen the leadership pipeline with a time horizon of 3 years. Each high potential woman employee gets allocated a senior leader, who coaches and mentors her till she moves to the next level. This 'Career Sponsorship' program starts with a basic discussion around aspiration and encompasses the leader sponsoring her career by getting her the visibility at the right platforms and practically supporting her in her day to day functioning.

The leader is called a 'Career Watcher' and the person who is getting the coaching/mentoring as the 'Career Watchee'. The watchee sits with the watcher, discusses her aspirations of being a leader and time frame she is looking at moving to the next level. The leader discusses the aspirations basis which they arrive at the

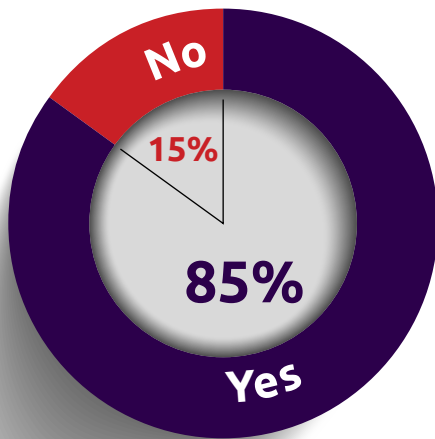
- action plan in terms of what engagements she has to take up,
- how she has to engage with the team,
- what cross service line exposure she needs to have,
- how she can build a brand in the market,
- what platforms she should start participating,
- where she should start talking and how she should hold herself in client meetings,
- how she could stand out in the meeting wherein she has other leaders

Minute and practical aspects get discussed and actioned.

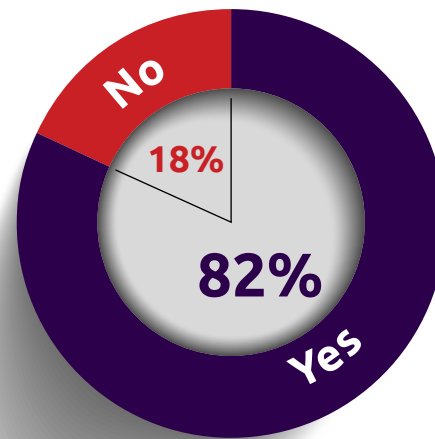
EY Career watch has had a 50% success ratio. Of the career watch pool, 50% of women have made to Partner level, which is a huge success rate.

D&I Training

D&I Training



Mandatory D&I Training



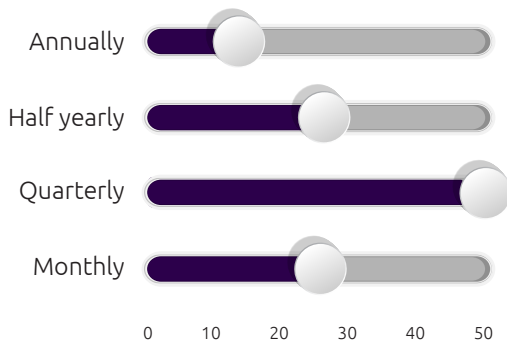
- It has been largely accepted that D&I training is the backbone of any inclusive workplace.
- The respondents agreed that training and awareness of D&I not only ensures skills and critical knowledge but it also undeniably fosters integrated cognitive processes to sustain respect, productivity and conflict management.
- The organisations mostly have multiple forms of D&I training and many have mandatory training as well.
- A unanimous response from the respondents talked about having flexibility in D&I trainings and they should not be based on classroom approach.
- The best practices should aim at trainings being more creative and interesting to meet the needs and timelines of today's multi-tasking work environments.
- Among many others, substantial focus was given on the need to involve employees in sessions like unconscious bias, emotional intelligence, conflict management etc.
- Respondents further shared - It is not practical to expect every employee to be present for each training thus it is essential to have D&I training on rotational basis. Such trainings, if reasonably covered by 70-80% of the workforce will yield satisfactory results.

A clear career and professional development in an organization helps its employees to successfully transition from one role to another both vertically and horizontally. Organizations support employee in career development by supportive policies, employee mentoring and coaching, career pathing, training and development opportunities, job rotation and introduction to new projects.

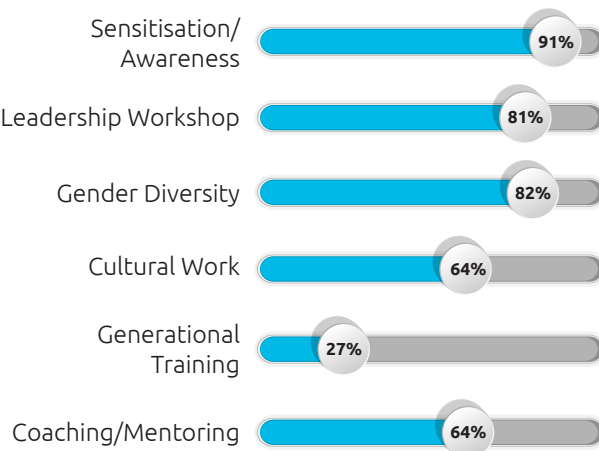
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Frequency of D&I Training



Focus Areas of D&I Training



Make My Trip

Unconscious Bias, Training

After the 1st month of orientation, employees are invited to be part of sessions on unconscious bias and gender intelligence which is conducted every month. Since travelling frequently is an operating model for its it's not practical to expect employees to be available on a certain day. Hence in a quarter MMT conducts such trainings, and attempts are made to get all employees to go through the same.

Training initiatives IHS Markit

Networking and learning opportunities through Diversity conferences for women leaders. International Women's day celebrations
 Leadership programs for women
 Sessions with successful internal and external women leaders for our women colleagues
 Gender smart programs Pride @ IHS Markit – The LGBT + network for colleagues of all gender identities and sexual orientations.

Barclays

The approach to building an inclusive work environment is focused on upskilling the Leadership. A range of development opportunities, including unconscious bias training has been delivered to over 10,000 leaders across Barclays. Dynamic working line manager clinics have been attended by over 4,000 leaders supporting the continued elimination of bias from the people processes. The creation of ex-officio positions on the Group Executive Committee and across the business unit and functional executive Committees in 2016 by the Group CEO, has provided development opportunities to several high potential female leaders. This has also broadened the scope of perspectives and decision making across leadership teams. Successful events are run each year, such as the 'Global Women in Leadership' conference and 'Enterprise Leaders' Summit, which focuses on building capability and upskilling leaders. Besides these, there are focused Mentoring and Sponsorship programs to develop the middle and senior women talent in the organization.

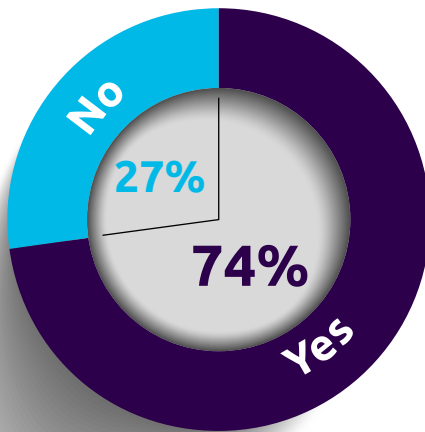
What Employees are Saying

Training regarding D&I needs to be looked as a strategic aspect of the inclusive culture overall. The D&I Training accelerates a cohesive work environment. It also shapes the employee's understanding and thoughts to accept diversity holistically and bridges the gaps pertaining to gender, age, region etc.

Our engagement with employees participating in this study revealed that they are increasingly recognizing the need of knowledge and awareness and 'what it means to be Inclusive'. Employees across line of businesses and sectors accept that D&I trainings have helped them evolve from their own biases and has inculcated enhanced emotional intelligence among many more positive changes.

The data analysis from our study shows 73.42% employees have periodical D&I training at workplace whereas 26.75% of the employees also shared that they do not have any D&I related trainings. Although approximately 75% is a fairly substantial percentage of the organisation conducting D&I training; there is a need to augment the focus as it should become a part of workplace ethos for each and every organisation of India Inc.

Periodical D&I Training Programme

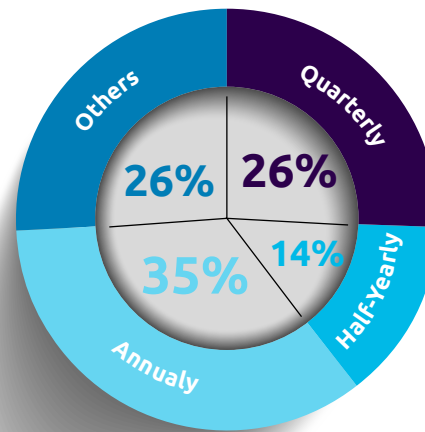


Employees' interactions also highlights that the trainings of such nature need to be more creative and customised as per the nature of work, sector and business goal. The marker of efficacy of D&I trainings is that an employee feels greater comfort and belongingness to the workplace. Upon enquiring about the frequency of D&I training programmes, unanimous concerns are reflected from the employee survey. Many pointed on the sporadic nature of D&I trainings. Many respondents shared; though D&I trainings are immensely effective in achieving the participation, interest

and positive feedback of the participants, it is not streamlined as other business related trainings of the organisation. Some of the participants also agreed on the fact that organisations are not placing equal weightage on the D&I trainings as being put on the other business related trainings.

Approximately 35% of the respondents shared that the D&I trainings are mostly annual exercise. Approximately 25% people responded that they do have D&I trainings every quarter. However, the focus should be given on the approximately 26% of the total response as 'others'. The comments under this response

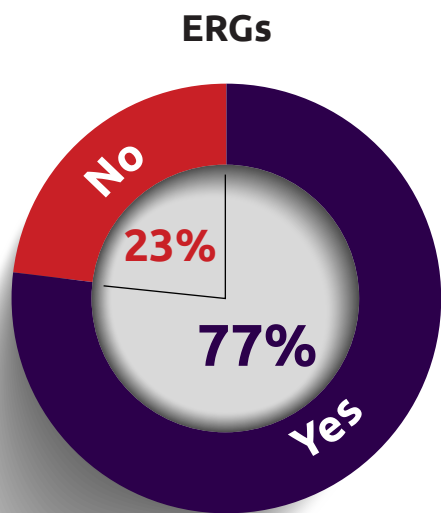
Frequency of the D&I Programme



reveals; the employees either have had 'one off event of D&I training' or have 'no D&I training' or have 'random trainings'. Some of responses also revealed 'non-clarity' about the D&I trainings and being 'unsure' about what it actually means.

The research asserts that greater focus should be given on such observations within the organisations. The dissemination of information about D&I is one of the most important tools to achieve inclusiveness in real sense. Thus, clear-cut planning and implementation followed by proper feedback and upgradation is a must for the D&I training.

Employee Resource Groups

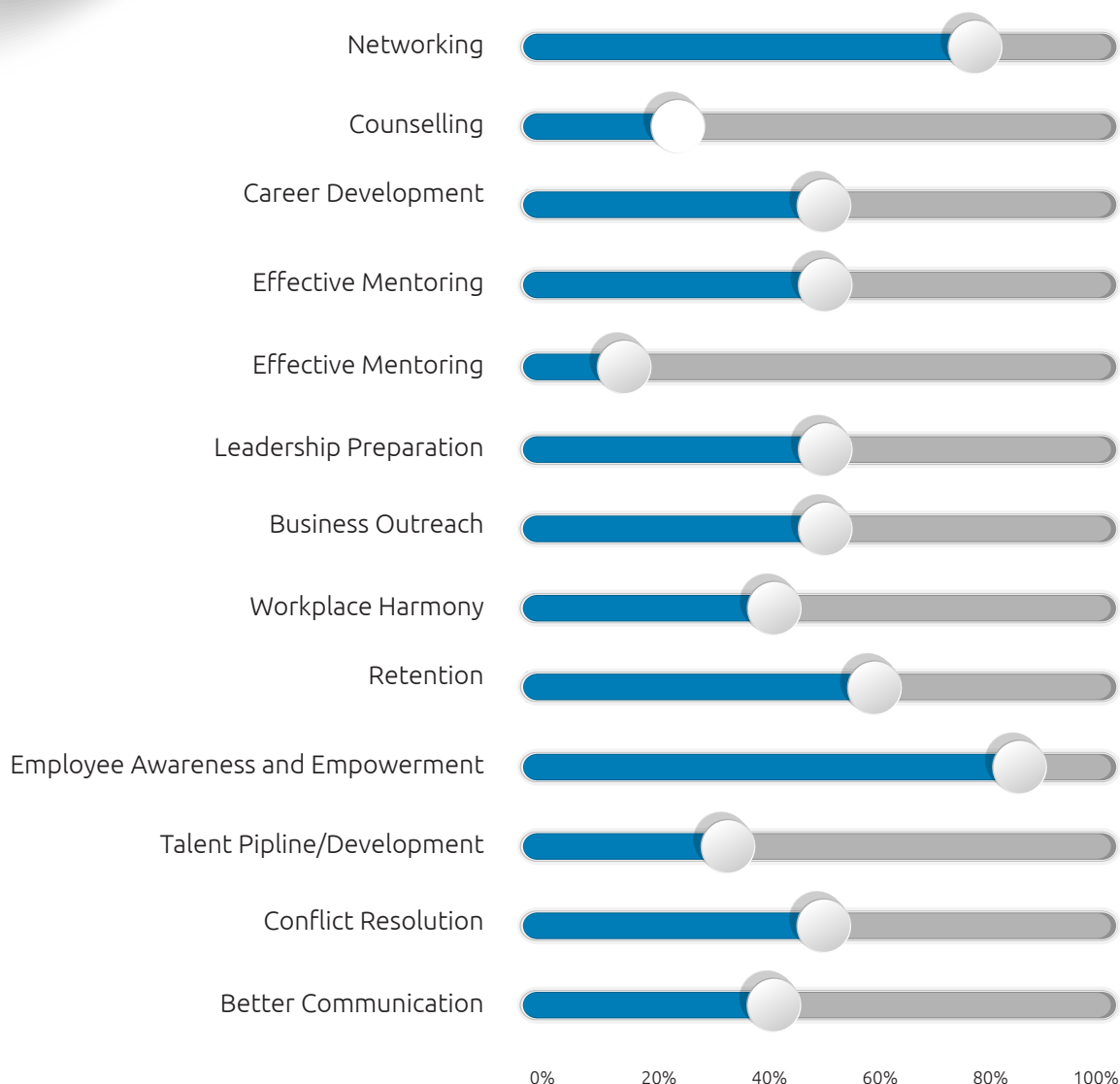


Employee resource groups are niche groups set with a clear objective of budget and time investment into the group. This group supports one dimension of diversity and gets the community around it to come together. Matured organizations with an Inclusion focus do not believe in exclusive ERGs. But they do have a D&I forum which acts as an enabling body of people to address and drive change. Openness, transparency and equal

platforms like these enabling expression of views, goes a long way in building an Inclusive organization.

Many studies globally, have validated that the employee energy levels are higher in the ERGs than in the non-ERGs. ERGs tend to eliminate hierarchy for participants and create the same status amongst all members (Welbourne et.al. 2017).

Advantages of ERGs



The participating organizations agreed that one of the greatest advantages of ERGs is that it creates a very positive impact within the workplace. Organizations witnessed that the mutual cohesion of ERG's also led to professional commitment of the employees. It was further agreed that the employees attempted to use innovative methods to drive change and put their actions both within and outside their ERGs.

Although there are different themes of ERGs to be found in participating organizations, majority of ERG-focused work dealt around women groups. However, there are several others ERGs addressing the themes of cultural diversity, generational diversity and

disability. The participating organizations affirmatively felt, as they back ERGs financially and D&I team members oversee the activities routinely; the groups are motivated to drive and move forward to achieve goals at work

Eaton

Samavesh

Utilizes ERGs to fit in the concept of celebrating inclusion which is done globally but India being a pioneer for all the other countries in the globe. Samavesh literally means inclusion. It is a Sanskrit word and it's a week of celebrating inclusion. All the sites in India whether it is Pondicherry, Chennai, Nashik, Ahmednagar, Delhi, Pune, celebrate it together. There are education sessions, through all hand meeting, team meeting, lot of activities to know each other and sharing of stories. Usage of drum circle where 500 employees come together to play drums with energy and collaboration. Quizzes and competitions are run to get employees to understand Inclusion at a personal level. Senior leaders address the crowd and the topic could be varied on Inclusive stories and situations. Most of the people in the sessions, talk about perspective and breaking boundaries. The week aims to cut across gender and generations and makes sure that there is a right balance in terms of women and men.

Make My Trip

Success Story: Retaining Talent through ERG

For Make My Trip attaining D&I has always been a top organisational priority. The people have strived to make the workplace fully inclusive by ensuring the participation of multiple under-represented groups such as differently-abled, people from different regions of the country and also diverse supplier groups. The company has put coveted efforts to achieve the goal of D&I by incorporating methods that not only focus on maintaining inclusive demographics but has also address the challenges existing in organisational behavior. The ERG called 'Pink Steel' intelligently conducts sessions for the members based on the needs defined by them. The round tables are conducted by invited industry experts. The sessions on unconscious bias and emotional intelligence have shown brilliant tangibility. Recently one such session conducted in partnership with BD Foundation made it possible for MMT to retain five women employees who returned from maternity break and were finding it very difficult to cope with the change. The initiative of ERG session made them realise that their problem was not because of their inability, rather it is a matter of co-opting with the change. The ERG provided them forum, comfort, to seek help & advice to emerge out of the difficulties successfully. Owing to constant efforts to keep up the good work, Make My Trip recently won Global Diversity & Inclusion award for the category Early Achiever 2018.

What Employees are Saying on ERG

Employee survey has put an impetus on the positive impacts of the ERGs in actively contributing to the employees' engagement within the organisation.

Many employees have affirmatively responded that the ERGs have rendered the enabling environment for them to contribute to the business goals of the organisations. ERGs

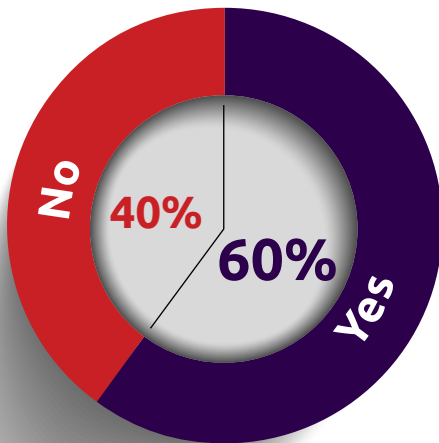
have also provided the space for mutual sharing and learning that has motivated the employees for long term association and greater dedication with the organisation.

Although ERGs have created forums to share common interests and address concerns of the employees; the study found out that maximum priority is given to women related ERGs. This result resonates in congruence with our results of the organisational research set out in the previous section.

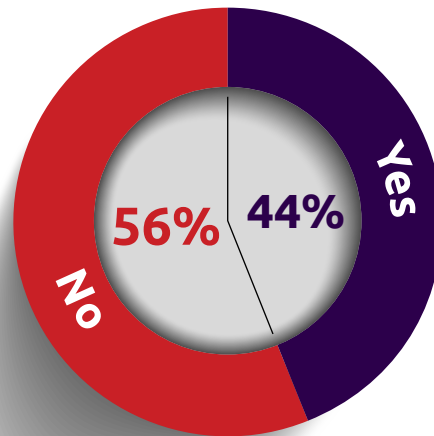
The presence of ERGs in the organisations reflected approximately 59%, however, the participation remained at 43% of the total employees who responded affirmatively. Cultural diversity is the second focus areas of the ERGs.

There is a greater need for greater scalability of other ERG areas such as generational, disability, well-being etc. The employees also felt that there is a requirement to focus more on ensuring the formal role, performance, governance and structures of the ERGs.

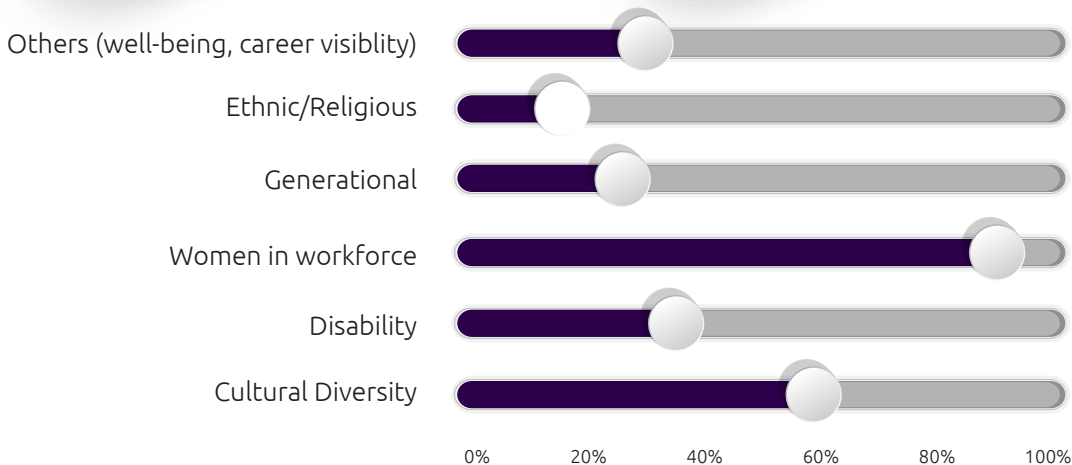
ERGs



Participation in ERGs



ERG Themes





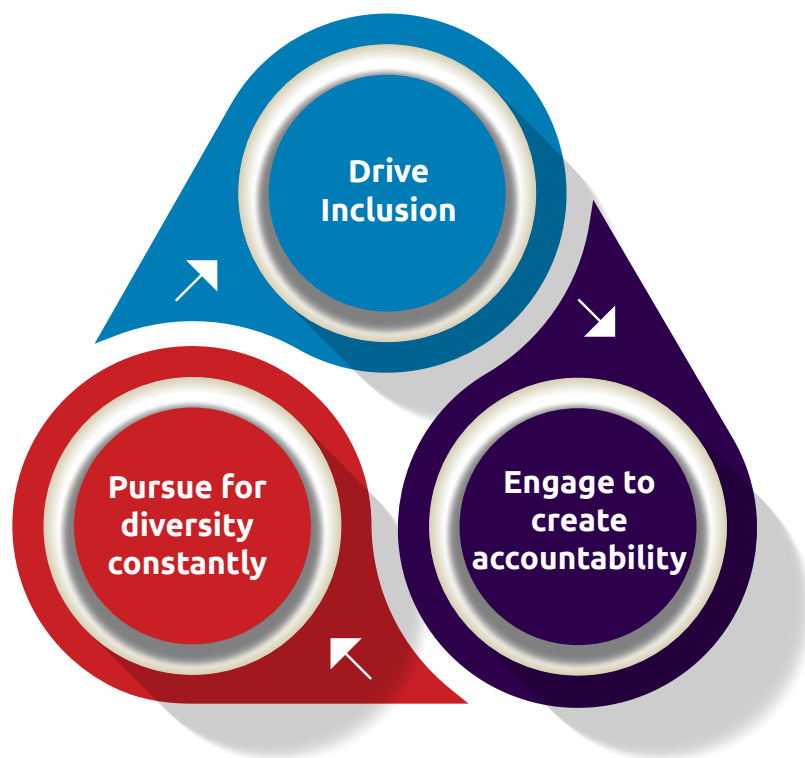
BUSINESS STRATEGY

CXO Commitment

For any organization, it is essential that the senior leadership guides and drives the D&I initiatives. A leader needs to champion D&I at all levels, setting the tone for the culture of the organisation that reverberates the goals of

embedding inclusive environment. The study examines that focus on organizational policies and procedures has to be in coherence with the values and visions of creating inclusiveness. The responding organizations

affirmatively answered that a time bound and goal oriented model should be developed and constantly advanced in order to embed inclusiveness at workplace.



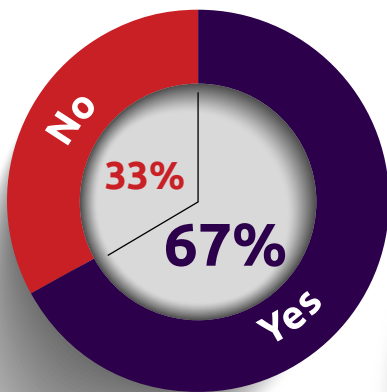
IHS Markit and Barclays

Public Commitments

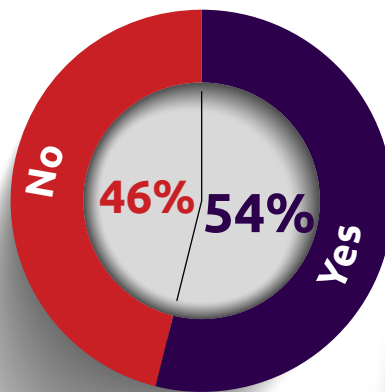
Organization leaders also show commitment via public goals. They demonstrate this through strategic partnerships, external engagement and leadership commitment, including but not limited to, multi-year commitment to the United Nations HeForShe campaign. Both IHS Markit and Barclays have pledged commitment by participating in UN Women HeForShe Programs as commitment to gender equality and diversity at workplace. IHS Markit is also active with the Women's Leadership Foundation and Inclusion, as a value, is spoken about the country leader during new hire orientation programs every month. Barclays recognizes that gender equality extends to the communities in which we live by investing in long-term investments to drive societal change.

What Employees have to say on D&I and KRA linkage

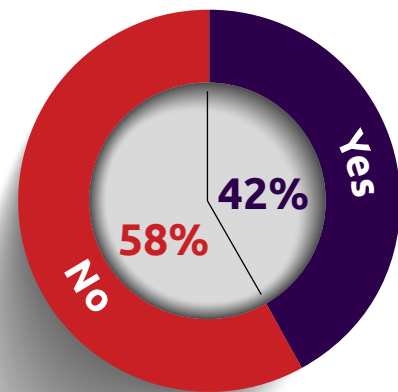
CXO Diversity Goals



Diversity Forum Headed by CXO



CXO Ensuring Rewards to D&I Goals



Diversity and inclusion metrics are an integral part of our group performance measures framework. E.g Barclays

Barclays PLC Group Performance Measurement Framework

Financial performance metrics

Group RoTE* >9% in 2019 >10% in 2020

CET1 ratio 150-200 bps above the end point regulatory minimum level

Group costs £13.6 - £13.9bn in 2019** Targeting cost: income ratio below 60%

* excluding litigation and conduct and based on a CET1 ratio of c. 13%

**excluding litigation and conduct

Strategic non-financial performance measures

Delivering positive outcomes for our stakeholders

Customer and Client

- Building trust with our customers and clients such that they are happy to recommend us to others
- Successfully innovating and developing products and services that meet their needs
- Offering suitable products and services in an accessible way, ensuring excellent customer and client experience

Colleague

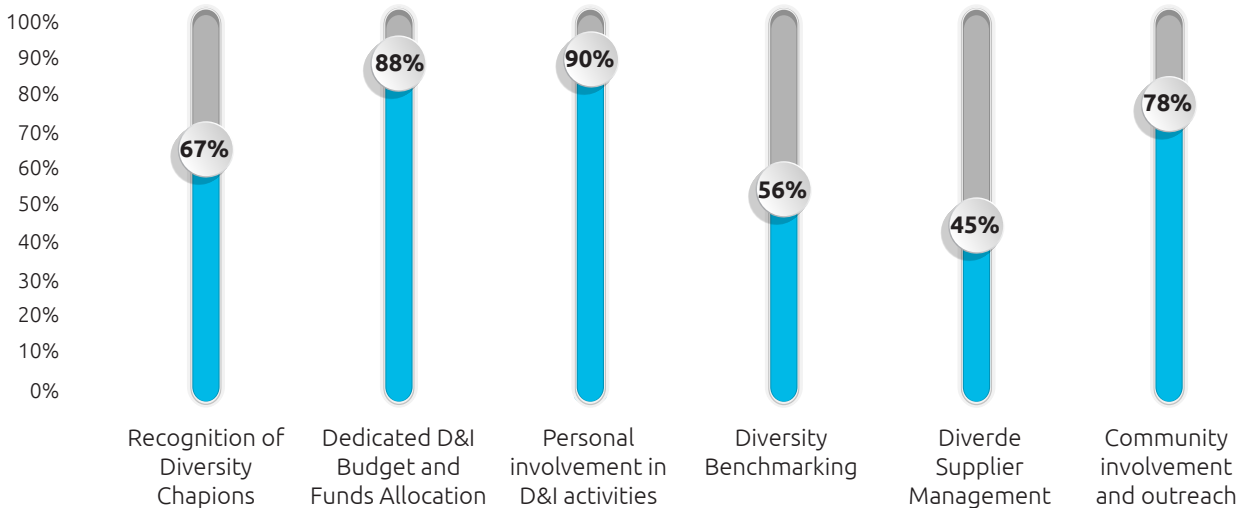
- Promoting and maintaining
- A diverse and inclusive workforce in which colleagues of all backgrounds are treated equally and have the opportunity to be successful and achieve their potential
 - Engaged and enabled colleagues
 - A positive conduct and values-based environment

Citizenship

- Making decisions and doing business that provides our clients, customers, shareholders, colleagues and the communities which we serve with access to a prosperous future, through our Shared Growth Ambition
- Proactively managing the environmental and societal impacts of our business

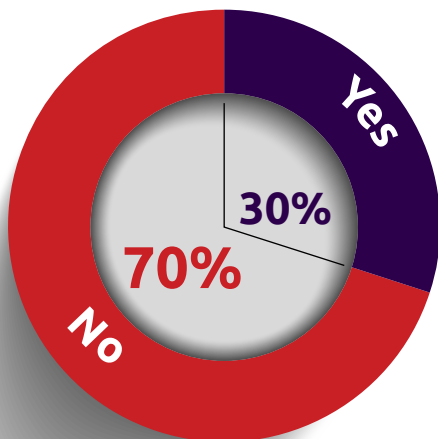
Underpinned by how we behave towards all our stakeholders through our conduct and culture

Initiatives of the Leadership

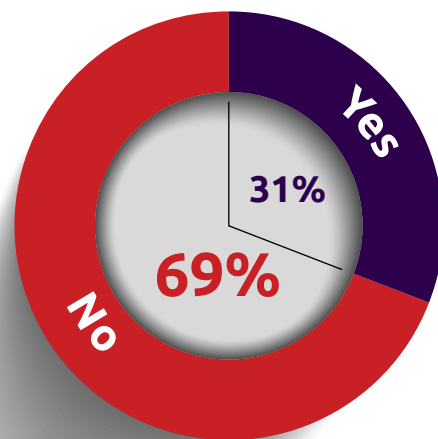


What Employees have to say on D&I and KRA linkage

D&I Goals attached to KRA



Rewards tied to D&I KRA



D&I Goal attached to KRAs reverberated the results that the study found out while analysing the responses from the organisations. It reflects the present standing of India Inc. with respect to KRAs dedicated to D&I. Approximately 69.6% of employee felt that the KRAs do not reflect the D&I goals. Similar findings are reflected in case of the study engaging organisation in the previous section of the report.

The employees as well as the employers at multiple instances while conducting the study felt that simple, tangible as well as qualitative D&I goals should be introduced at different levels of the employees. Such targets, shall provide will, motivation as well as greater sensitivity for the employees towards making workplace more inclusive.

Approximately 30.5% of the employees shared that they do have D&I goals attached to the KRAs. We do observe an upward trend and greater scope of D&I Goals attached to KRAs and its positive impact in ensuring inclusive workplaces.

“

In Jagran group we are very focused towards diversity as it helps us in many ways. We are more balanced in our viewpoint in terms of strategy & execution and we bring out the best innovative product for our stakeholders. Each team ensures minimum 30-35% women representation in their work group, and at an organization level we provide conducive environment for women to have a balanced work life. Organization encourages talent and does not discriminate irrespective of their gender or physical ability

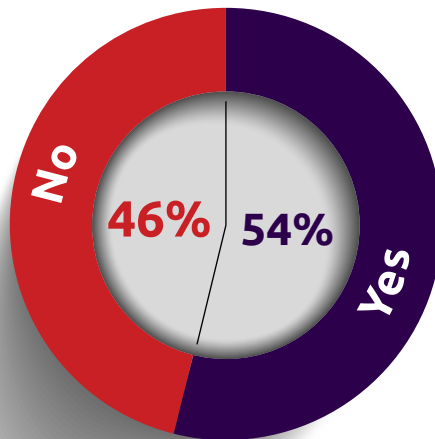
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Sagorika Kantharia
Head HR - Jagran Group

Linkages of reward to D&I goal in KRAs: 28.07% of the employees responded affirmatively and shared that they do have practice in place to reward the employee who has a successful KRA goal for a particular performance year.

The research, however, observed that there is a scope to scale up the aspect of KRAs and D&I in particular. Connecting D&I to KRAs should be a systematic and lucid process. The employees should not feel burdened at once with unprecedented targets. To begin with, India Inc. can look at including brief qualitative KRAs for the employees.

Diverse Representation in Boards of Directors (BoD)



Top Team Diversity

It has been a proven fact that diverse representation at the top team level outperform their peers organisations. The uneven performance of companies in the same industry and the same country infers that diversity is a competitive differentiator shifting market share toward more diverse companies (Why Diversity Matters 2015). Post the 2008 financial crisis and the subsequent depreciation in the macro environment, stocks with women on the board have strongly outperformed those without any woman on the board (Gender Diversity and Corporate Performance 2012). Attaining inclusiveness at the top levels, namely Board of Directors level, CXO and one and two levels below CXO levels has always been a matter of concern globally. Indian case has been worse historically. Though there have been law and

regulatory attempts to overcome such inequality; we as a country are yet to achieve desirable goals in the arena of top team diversity (TOI 2017).

Our research could not get conclusive outcomes on diverse representation at the CXO levels and below due to constraints on organizations' part to share the data. The research and analysis, however, found that the diverse representation at the BoD levels are mostly focusing on women on boards ever since it has become a legal mandate. Other aspects of diverse representation such as age, disability, region etc. are not being talked about at present. Upon enquiring about the top

team diversity; the organisations accepted that there is a need to jointly work to prepare more women for leadership roles. One of the respondents shared that the organisation has been struggling to get the right candidate for BoD but could not succeed due to less women being able to reach to leadership levels. Regarding representation of other diverse groups, it is jointly felt by the organisations that India Inc. needs to apply more agility and hard work to meet the goals.

UberDOST

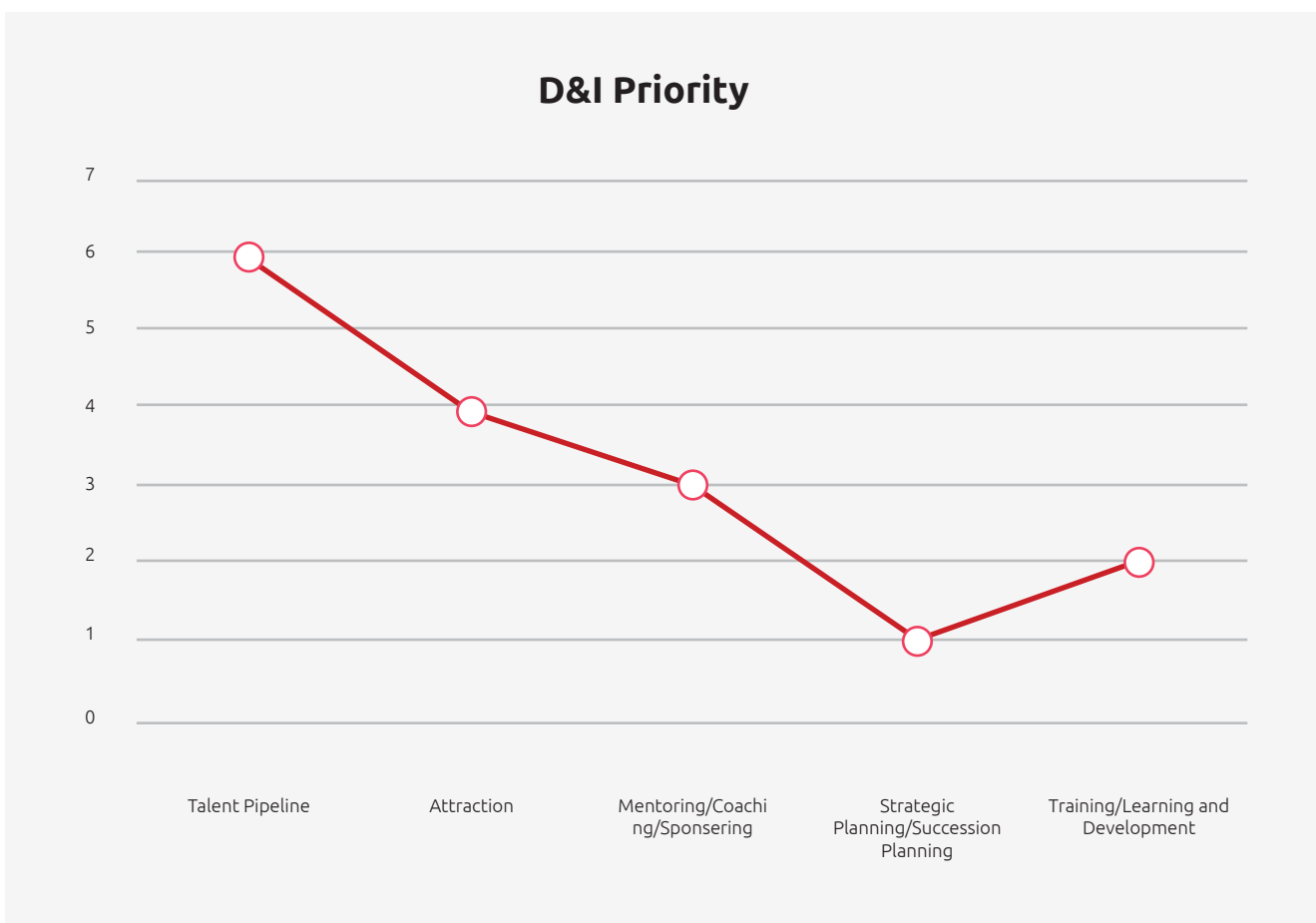
Confronted with a shortage of drivers for its scaling ambitions, Uber started a program about 11 months ago to monetarily reward those who referred good drivers. It took the shape of an App which can be used to make referrals. There are many successful stories of informal recruiters or 'Uber Dosts' who have taken the initiative to help themselves and the company. Often these Dosts have innovative ideas as to how and where they can find, able drivers and make successful pitches to them to enroll with Uber. A Dost partner is eligible for a one-time referral reward of Rupees 5,000 for each driver who successfully joins Uber and completes a minimum number of rides. Uber has tied up with strategic partners who in turn dip into network of professional commercial drivers from several tours and travel company who may be out of business due to shift in business to online mechanics. The Dost program is becoming Uber's preferred mode of recruiting as it expands to more Indian cities. UberDOST has also spread to Indonesia, Taiwan and the Philippines, with more than 5000 Uber Dosts in total.

Potential of Diverse Workforce: The Business Case

The Business case for diversity is not a debatable topic in board rooms anymore, as more and more leaders understand the benefits and impact of a diverse workforce. The gap comes when the focus is in driving only a particular diversity target and other forms of diversity excluded or kept on hold till the first one is fixed. Attaining D&I goals takes a favourable amount of time and with concerted efforts from both leaders, individuals and organizational policies and processes. In this context,

focusing on just one diversity challenge ends up driving exclusion to other minorities. Case in point is the tunnel focus of organizations in attaining Gender diversity targets. If the focus instead is on Inclusion with the tenets of equality for all and equal platform of opportunities for all, irrespective of gender, disability, caste, region, orientation etc. the business case for Inclusion would have automatically been implemented.

The business case is well understood, and the organizations are clearly looking at integrating customer demands, country goals and supporting and including the ecosystem. Inclusion efforts at this level have a wider repercussion and better impact as Inclusion in societies will reflect in the work spaces as well.



Attracting and retaining talent still remains the top priority for every forward looking organisation who are also reeling under a volatile market place which is continuously challenging their status quo. Coupled with the emergence of digital technology, AI and machines threatening

to disrupt the current jobs and skills, the work places of today are clearly stressed. Newer research is continuously directing thoughts and actions around individualized learning. Hence the focus on mentoring and sponsorship programs to drive change and engage workforce for their growth.

Learning interventions are focusing more around the technological mobility piece to get 'on demand' learning for the user. With the changing face of workforce participation, this space will continue to take time and attention of leaders and organizations.

Make My Trip

Woman Focus: Business case

For MMT it is a business imperative to have women focus while curating internal D&I practices and external business plans. 65% of MMT customer base is in the holiday sector and it has been empirically observed by MMT that women are main decision-makers as to which kind of hotel they should be going to or the kind of cuisine they are looking at. Hence, it becomes imperative that the organization mirrors the diversity of the womenfolk internally to understand the market deciders and decision making done by women in society. With that being a business imperative that the leaders understand, the focus on gender adds value to the cause of D&I at large.

Vodafone

Sakhi

The Vodafone Connected Women Report 2014 states that around the world, an estimated 300 million fewer women than men own a mobile phone. This gender gap is the largest in the emerging economies and prevents many women benefiting from mobile services. Added to this are the privacy issues for rural women and hesitancy to share mobile numbers at recharge outlets. With a view to address these concerns of women from rural India, to bring them into the forefront of the Digital revolution and empower them to stay connected with their near and dear ones, Vodafone India introduced 'Vodafone Sakhi', a unique proposition empowering woman in rural areas. Vodafone Sakhi' allows women to make a Private Recharge through an OTP code, without mobile number sharing. This OTP can also be used for all recharges done over a 24-hour period. All users of Vodafone Sakhi are welcomed to the Vodafone family with a call in the local dialect, explaining product features & customer support details. This is a great example of women inclusion in society that we live and also give back to communities.

Supplier Diversity

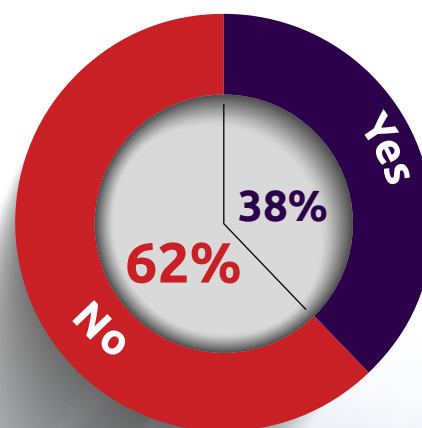
A business strategy which embraces and opens up opportunities for diverse supplier base in procurement of good and services is automatically engaging with the societies and communities. This in turn will help in

- Promoting innovation in goods and services
- Providing multiple channels of sourcing goods and services
- Driving competition on price and service levels with other existing vendors
- Allowing organization to the understand the demographic realities that they are surrounded with

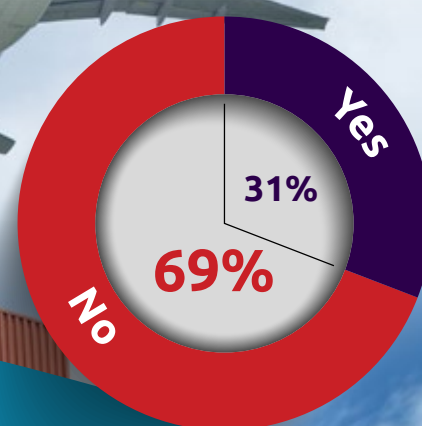
It also helps in the creation of a diverse supply chain that works with the government, not-for-profits, and private industry. As a small business grow so will be the growth in the economy.

Though Supplier Diversity seems to be a very carefully thought diversity strategy in US and UK based organizations, a considerable amount of work still needs to be done in the country. Majority of the organizations studied as part of this research had little or not much strategy around this. Organizations who were driving this clearly had a focus driven from the internal operations in implementation.

Supplier Policy as D&I Aspect



Under-represented Supplier Groups



Barclays India

Citizenship

Barclays Global Supplier Diversity uses best practices in supplier diversity from across the world to shape their strategy. The mission is to do business with the best, for-profit, diverse entrepreneurs in the world who are diverse in size, ownership (i.e. gender, race, ethnicity, socio-economic, sexual orientation, military veteran, people with disabilities) and mission such as social enterprises. Aim to ensure that procurement process remains transparent, objective and non-discriminatory in the selection of suppliers. Collaborating with prime suppliers, local governments, non-governmental organizations, thought-leaders, capital providers, business incubators and others, across entrepreneurial ecosystems, to assist Barclays in becoming a leading institution in global supplier diversity. At Barclays, supplier diversity is one of many examples of Citizenship. We focus on the impact we have on our customers and clients, colleagues, and the benefit we bring to society via our citizenship activity. These measures are underpinned by how we behave towards all our stakeholders, through our conduct and our culture. To assess our performance, progress towards delivering positive outcomes for our stakeholders is informed by a number of sources including internal dashboards, regular management reporting and external measures, to help provide a balanced review of performance. We have a range of policies and guidance that can support our key outcomes for our customers and clients, colleagues and citizenship activity. Performance against our strategic non-financial performance measures is one indicator of the effectiveness and outcome of aspects of certain policies and guidance. Our policies and guidance are refreshed regularly. For further details, please see our citizenship sections in the Annual report.

Radio City

Enhancing Ability

Radio City has always believed in providing equal opportunity to people. One of the notable initiative of Radio City School of Broadcasting aims at spearheading inclusion through making people professionally able. It aims grooming aspiring radio professionals to a seasoned RJ/ Producer/ Music Manager etc. in a 6 months Certificate Course. Currently they have trained over 80 Radio Professionals who are working in various media companies and many absorbed by Radio City also. Radio City is proud of providing opportunity to a visually impaired student who completed the course successfully and was also the Gold Medalist for the said batch. The student is now freelancing as a VO artist in Mumbai.

The Boeing Company

Skilled in India

The realization of the 'Make in India' vision hinges on the availability of a skilled and motivated workforce. In efforts to address the critical need for skills development in the Indian aerospace sector, Boeing is partnering with the National Skill Development Corporation India (NSDC) and the Nettur Technical Training Foundation (NTTF) to provide vocational training to Indian students.

Boeing-funded curriculums and initiatives have already been launched along with relevant aerospace partners like Rossell Techsys and Tata Advanced Materials Limited (TAML). This fills the gap in 'industry training' and helps in increasing the employability of prospective candidates.

The combined endeavor of Boeing, NTTF and Rossell results in a Post Diploma in Aerospace Inter-connect Solutions (PDAIS), executed under the aegis of the National Employment Enhancement Mission (NEEM).

Students are given stipend, training, domain-specific material, tools and equipment, thereby inducting them to a global Industry environment. They are trained majorly on Boeing-specific standards, processes, best practices, and other soft skills.

More such programs are being explored to enhance availability of a skilled workforce to the aerospace industry in India.

Boeing is working with NSDC, Ministry of Skills Development and Ministry of Defense to scale this program.



The diversity of our workforce reflects the marketplace and our communities. The power of diverse perspectives drives our innovation and growth. It indeed fosters collaboration and learning! Inclusive leadership always creates a sense of belonging. The various ways in which we work inclusively as a team help us achieve effective engagement and focused development of our employees.



**Ashish Kapoor,
Director**

**Human Resources – India,
Eaton**

Welspun

Inclusion in society; Promoting women in society

Sports in Indian Women

Target 2020

To enrol 50 women under the program

Current Status

11 women sponsorship taken up for sports including swimming, bozing, taewondo, long jump, sprint, cycling, weight lifting, badminton and shooting

2018-19 Plan

To have 25 women with us for sponsorship



Nicole Franco
Discipline - Long jump and short distance runner



Hiral Yadav
Discipline - International Taekwondo Champion



Sakshi Chaudhary
Disciplines - International Boxer and winner of AIBA



Sakina Khatun (polio)
Discipline - Para weight lifter. Won bronze medal in 2014 Commonwealth Games

Case Study of Induba Jadeja



Induba Jadeja, beneficiary Varsamedi CSR Center. She started working with the team 5 years back as folder operator. Starting as a thread cutter and then being taught the machine from the basic. She started learning from the small operations and now she is stitching on folders.

Her story is unique, as she hails from the family where ladies were not allowed to go out from home for any purpose. She is illiterate and has to be in "Choonghat" wherever she goes. In spite of this, everything has changed since she started working. She is educating her two kids, a boy and a girl from her salary and enjoying the job.

Consumer Branding

The study has taken a step further and delved into the tertiary sources undertaking a case study of the popular Indian advertisements having D&I fervour. By this brief exhibit, we attempt to show “the ongoing change in the narrative of the country as a whole in understanding and accepting the D&I ethos.”

1. Airtel features a brief plot of a woman lead a particular corporate team. The storyline of the advertisement showcases the woman head instructing the team to work late at night and finish the project in hand. Once she reaches home and sits at the dinner table, she gives a call to her spouse and surprisingly, he is one of her team members. This advertisement has successfully displayed the woman excelling in leadership role.
2. Similarly, one of the ads of the apparel brand Anouk (Myntra) has effectively emphasised the bias against pregnant women at workplaces. It ends with a lesson that a woman is not only skilled to multitask but she also has infinite potential to excel in all circumstances. The Anouk ad sets out a clear message that woman should be treated equally and pregnancy is not a challenge. It is absolutely unacceptable to be prejudiced against a pregnant woman. Pregnancy does not limit a woman’s capability rather she has all rights to have a fulfilling journey of motherhood and to get back to work with equal rigour.
3. Myntra, the online shopping portal has also taken the cause of LGBTQ community to the larger platform and has set an example to the country that homosexuality is not crime and everyone has freedom of choice. Unfortunately, the hard-hitting reality is, our country still criminalises homosexuality through Section 377 of the Indian Penal Code. We need to be rational and realistic that the sexual orientation is not a matter to be shamed rather every citizen should ally for championing the rights of LGBTQ communities which ensures a respectful life to them.
4. Vicks has set an outstanding example in illustrating an inspiring true story of Gauri Sawant, a Mumbai-based transgender woman and social activist. As the storyline unfolds, the viewer comprehends - against all odds, Gauri Sawant has adopted a young orphan girl and is bringing her up with great self-respect. The ad hits the audience hard when the girl - Gayatri, poses a question to the world as to “Why her mother does not have basic rights which the Constitution ensures” pushing the cause of transgender rights to the country.
5. The EBAY advertisement has been vivid in breaking the barriers of gender, age, sexual orientation stereotypes and respecting the work of a home-maker by beautifully depicting inclusiveness and motivating people to have courage to break such typecasts.
6. Titan Raga – Change the way you look at woman series showcases a scenario about committee of senior managers discussing promotions and raise around the yearly appraisal cycle. A business head ends up praising a recommendation of an employee by his line manager with a gender-neutral name. The imagery hints of two persons from different sexes being together and working late. The promotions committee wants to meet the person and are surprised that the person turns out to be a man. The stereotype image that if two people are spending time and if the male boss is recommending someone then there needs to be something between them needs to be broken.

Titan Raga – Her Life Her Choices again attempts to break stereotypes about the position of men and women in society. The ideology that the man earns and woman stays at home as a nurturer is very subtly played via the use of words and showcasing an ambitious woman who did not get an equal partner in thoughts and actions.



UberFAUJI:

Not every ex-serviceman exactly has a career re-entry plan upon going back to the civilian life. It is in fact the transition is difficult and is aggravated by the want of work for money, as pensions are unsustainable for veterans and their families. Moreover, for some Army service ends at the age of 35, which is very early as compared to most professional retirements. Enter UberFAUJI makes this difficult transition financially viable, in addition to providing some key benefits of self-employment.

Self-starting economic opportunity: Upon enrollment, the servicemen can either drive themselves or hire others to drive for them. Those without a commercial car are also offered special schemes of easy loans for the car, which allow them to own the vehicle within 3 years.

Flexibility plus: Not every veteran is looking for full-time or long term work as a driver or a manager of drivers. The flexibility to be online and at-service or offline and off-duty remains at the joinee's disposal. The control over working hours allows even those who are planning and scouting for long-term opportunities stay soluble. They can earn an income while looking for a job. They can also manage their time to be with families and loved ones, after years of being away from them during services.

Often times retiring servicemen may not know what they want to do and need time to figure that out. UberFAUJI is able to provide an employment opportunity with social easing as veterans get informal chances to come in contact with a lot of people in the form of riders.

UberFAUJI has also partnered up with the Army Welfare Placement Organization (AWPO) to connect with maximum number of ex-servicemen. Under the agreement, AWPO refers potential ex-servicemen who wish to become driver-partners on to the Uber platform and encourages them to consider becoming Uber driver-partners.

AWPO, which comes under the Ministry of Defence, has a pool of about 100,000 ex-servicemen that it assists in securing private sector jobs. This is of course providing Uber with a large pool of reliable and verified drivers and is also boosting its image as a talent-recognizing, employment provider. The company can surely use that to offset some of its notoriety for getting embroiled in various contentions and lawsuits across the globe.

As a proof of success, it is said that 10,000 veterans have joined Uber through UberFAUJI in the six months since its launch.



Recognition & Celebration

Weaving inclusive messages by Seniors especially CXO's highlighting leadership support and involvement helps in building a platform for Inclusion. But appreciating and recognizing employees, and tapping employees for their knowledge and expertise, goes a long way in driving Inclusion in organizations and society. By showing employees seriousness on creating an environment that holds possibility for everyone, helps organizations drive Inclusion

the right way. Celebrating diversity supports and enhances the mission of accepting the responsibility to actively drive Inclusion in organizations. Though on the flip side celebration and focus on just one diversity minority can become exclusive rather Inclusive. Most of the Organizations in our research do celebrate different kinds

of diversity, but focus of most remains Gender and especially women's day celebrations.

Online Radio Channel

Kotak

A unique online Radio channel was created on Womens day to spread messages for the women employees on International Womens Day:

1. Interviews with senior business leaders on Diversity and Press for Progress (the women's day theme for this year)
2. Interview with the Head of HR on POSH- Kotak has zero tolerance for sexual harassment cases. The HR head created awareness on what the company is doing on POSH and the options available for our employees
3. Interviews with women employees sharing their wow customer experience stories –the RED Moments. RED stands for Realise Every Dream and here they are taking care of meeting the customers dream /need. A lot of women employees shared their stories and the best 5 were shortlisted and interviewed on AIR.
4. Interviews with women sharing their personal achievements
5. Contests driving participation from across regions
6. Song dedications.

Talent Hunt

Mid-Day

Mid-day for first time in the history organized an employee engagement program" Talent Hunt @ Midday "for the Employees. There was a buzz created by sending teasers and mailers to all employees. Employees from Jagran & Midday participated. The event was judged by Group President, Group Head- HR & COO of Jagran Media. The platform helped employees to showcase their talent in cultural & art activities like singing, dancing, mimicry, standup comedy, landscaping, Musical instruments, etc.

They celebrated the Joy of Giving Week with 25 employees volunteering to spend time with an Orphanage, This was initiated Sparsh, the CSR wing. The 2-hour event was applauded by dancing and singing with the children of St. Catherine School & Orphanage. Few employees performed playing the guitar and singing songs. The day was concluded by distributing gifts and snack boxes to all the kids. All the employees were overjoyed to make the kids smile.

Diversity Trends

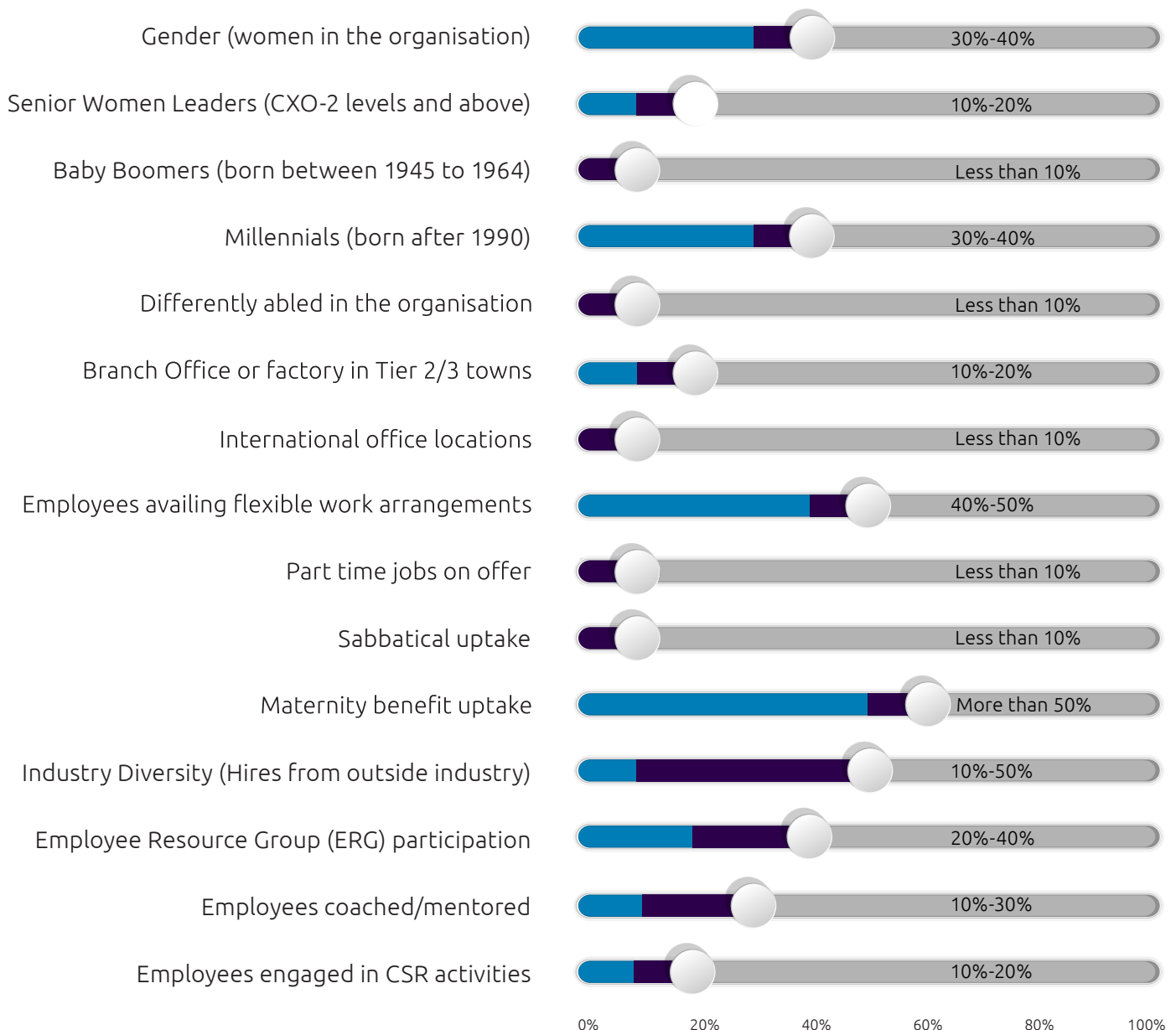
The primary, secondary and tertiary research incorporated for this study concludes that there is a necessity for India Inc. to drive co-ordination and co-relation at inter-personal, intra-personal, group and organisational levels are must (Kivel 1995).

A disquieting fact till now has been the focus on D&I tokenism rather than a robust business imperative. Organisations in India need to showcase full-fledged intent to break the stereotypes related to D&I and progress towards the reality that is:

D&I is much more than numbers or demographics. Although the presence of diverse groups is vital aspect of D&I but it takes extra effort and moving out of comfort zones for the organisations to realise the presence of many under-represented groups which vary culturally, spatially and cognitively.

Diversity Dynamics in Organisations

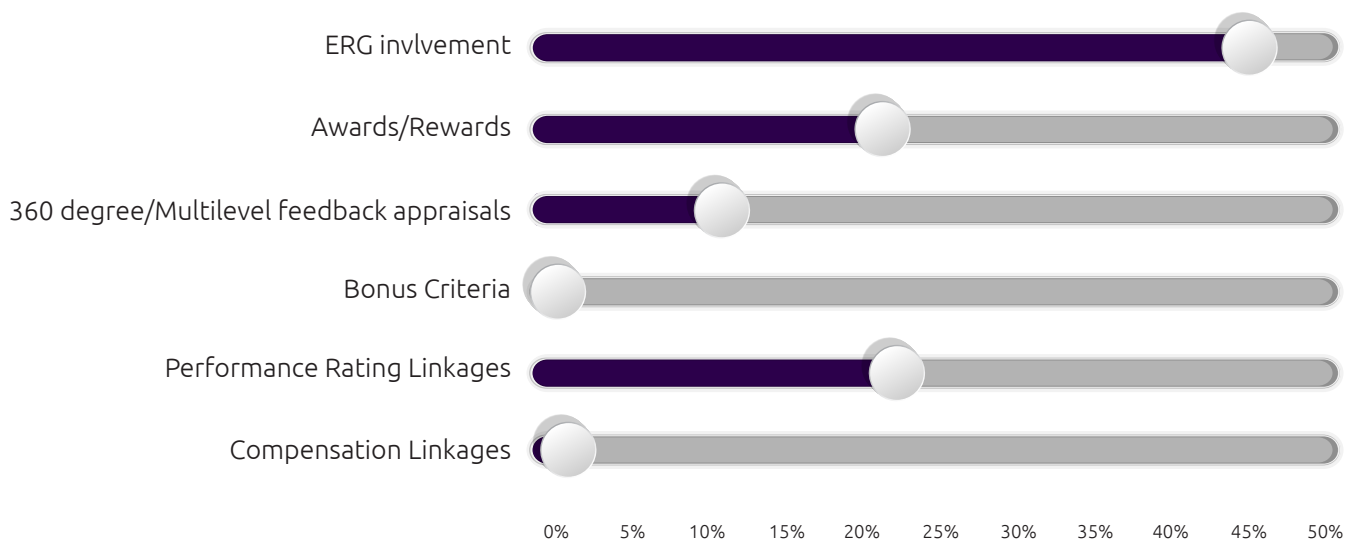
Percentage Range



Our study to understand the diversity number trends in areas that are under the D&I priority in organizations was interesting to collate and observable results showcased the following:

- a. The overall gender diversity numbers look healthy between 30-40 percentage points, but the lack of senior women leaders at the Top with 10-20 percent points to a weak middle and junior management pipeline. Interesting Policies in the organizations are more cutting edge and keeping in terms with the changing times hence there is an almost 50% uptake on flexible work arrangements and maternity benefits. Though part time work and sabbaticals are still not a preferred norm in Indian organizations with less than
- b. Huge focus in organizations is on managing a 40-50% millennial age population with less than 10% baby boomers left in the organizations. Incidentally the Gen Xers and Gen Y are driving decisions around culture and change strategy as they are in leadership roles.
- c. Hiring though seems to be skewed towards mass hires in the millennial age group but there is a positive trend in hiring experts from outside one's Industry. This showcases an openness towards newer thoughts and ideas.
- d. Employee resource groups are effective in driving D&I strategies and there seems to be groups coming together and working towards it. Though the participation at just 30% may not be so effective in driving change as it is made out to be in organizations.
- e. Coaching and mentoring again though seems to be a favored priority for organizations to drive talent and growth less than 30% seem to be put through it.
- f. Differently abled inclusion in terms of diversity numbers still needs to be worked upon by the Organizations

Organisational initiative ensuring Employees' Accountability towards D&I



“

While an organization may drive equal opportunity as an embedded value in its DNA, mind-set change needs to be supported by open conversation around the dimensions of diversity. I have often seen that initiatives around any of the diversity dimensions are not fully translated because ground level thinking of managers is very different from organization's expectation of embodying the value system. Whether you are enabling gender balance at leadership levels or hiring a minority community that you would like to see as part of your employee base, open discussions on bias, its impact on thinking & behaviors are core to driving change.

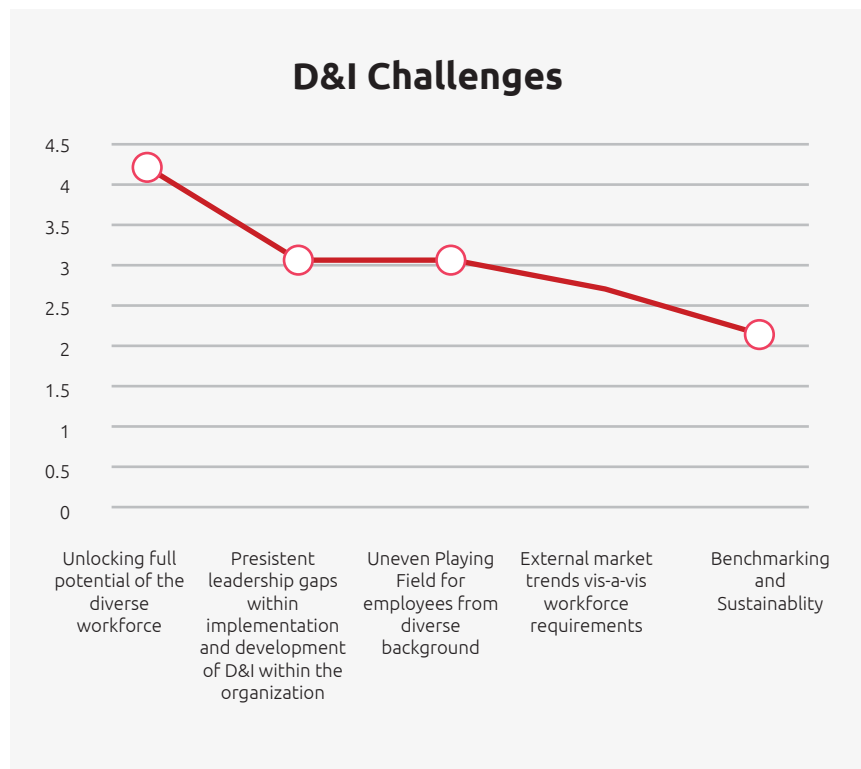
”

Gayathri Ramamurthy,
Senior Director, HR
India, Capgemini

Challenges

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of the challenges faced by the Organizations are the following:

- Unlocking full potential - Talent is the key to any business case. People within organizations come with different experiences, skillsets and knowledge. An organizational strategy that helps in extracting the best in the Talent for what they are must be created and implemented. It also needs to permeate to every department and function of the organization.
- Leaders as Sponsors - The “we’ve always done it this way” mentality silences new ideas and inhibits progress. A transparent and open advocate of change helps in working the agenda across the organization.
- Uneven Playing field - Cultural stereotypes and blind follow of what has worked before can be a deterrent. Focus on only one aspect of diversity and ignoring others actually creates a culture of exclusion.
- External Market Trends – Organizations are operating in a VUCA world. Technology, data, artificial intelligence are the market factors which will be disruptive and will decide the d&i strategy of the future.
- Benchmarking & Sustainability - This can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.



In Conclusion

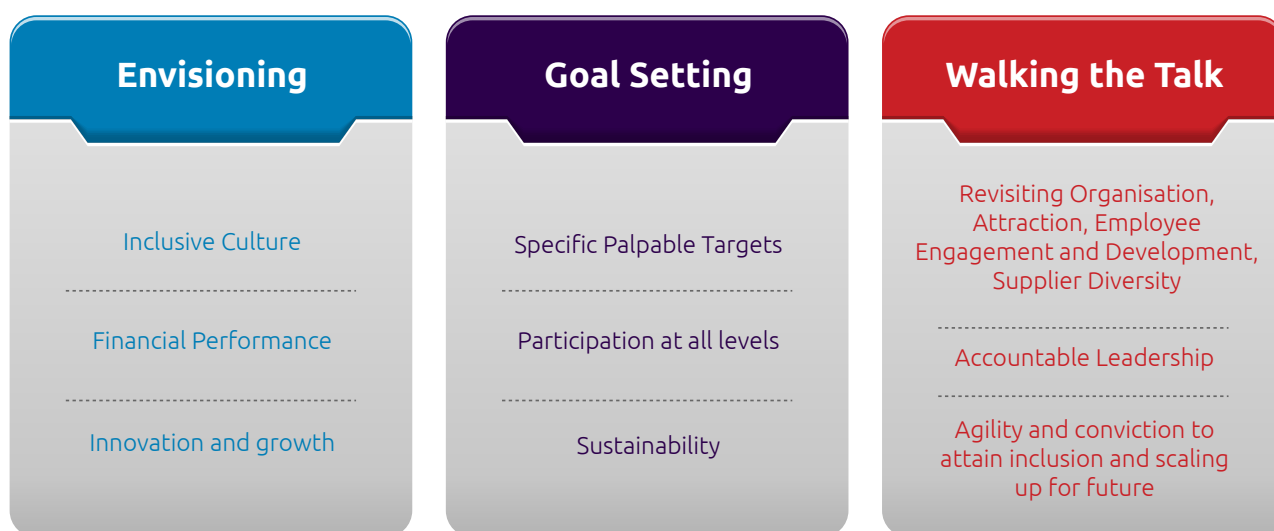
A. Outputs than Optics: Need of the Hour

The multi-pronged analytical and exploratory research incorporated for this study concludes that there is an emergent need to evolve from the archaic understanding about D&I. There is a

prerequisite for India Inc. to realise in full earnestness, the requirement for inclusive workplaces. D&I goals help deal with such conflict identification and resolution by actively

creating space for people to co-opt and communicate.

A good model to attain Inclusion should have the following 3 pillars



B. Future of D&I Mapping

This study is also aimed at understanding and learning- How would it be possible to attain a reliable and valid methodology to measure D&I standing of the organisations in India Inc.

All the participants have responded that there is an emergent requirement of a universal independent D&I benchmarking for India which uses cutting-edge scientific methodology to index rank the organisations in terms of their D&I standing.

It was discussed by all the participants that an independent measuring system which not only provides

valid empirical results but also undertakes chronological comparison to showcase the evolution of India Inc. with respect to D&I goals is a must.

Such initiative shall not only help organisations track and manage gaps and missing links of D&I initiatives but shall also help build strategic objectives for future.

BD Foundation is committed to the cause of D&I. We champion for D&I in practice and constantly strive to develop avant-grade research tool-kits, scientific methodologies and statistically developed designs of research.

BD Foundation has pioneered numerous meritorious and credible research studies and envisages to create a precise and incisive D&I measurement system that aims at providing diversity health report card- explicitly customized for the participating organizations meticulously analyzed by our team of experts.

The next step shall bring out a consolidated D&I Index Survey report of all the companies who shall be a part of this project with detailed interpretive analysis of companies' D&I practices, demographics, best practices and conclusive results.

Methodology

The research has aimed at bringing out systematic, credible and analytically generated results that enable us to locate best practices in corporations operating in India with respect to D&I.

We have also attempted to seek perspectives/ viewpoints of employees as well as secondary research and combined the same with extensive logical reasoning from the participating organizations that delves into the D&I roadmap.

Diversity and Inclusion cannot become a reality lest it enhances employees' belongingness to the organisation. Our study has adopted a multi-level research design and triangulated the results not only through involving organisations but also curating customised and precise survey to analyse D&I through the employees' lens.

The employee dimension triangulates the results which we get from the organisational research and the tertiary sources. The Employee survey has been kept completely independent of organisational survey to have unequivocally neutral and unbiased approach. We found many interesting trends that validates our findings.



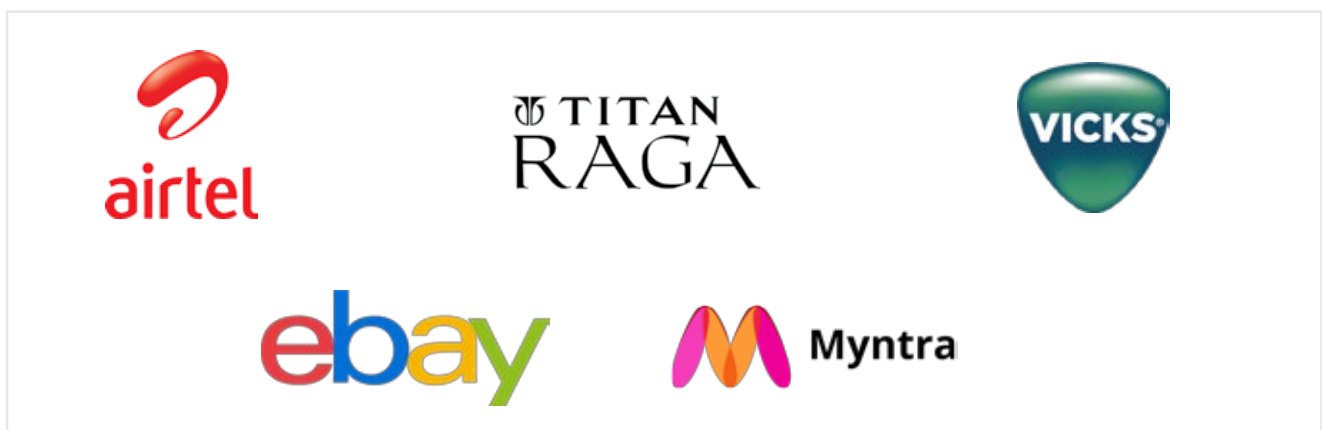
Steps in research may be summarized as follows:

- The research methodology designed for this study has been scientific and holistic. We applied mixed methods research that captures qualitative as well as the quantitative data for analytics.
- BD Foundation reached out to 25 organisations for in-depth research engagements and more than 100 employees from different companies in order to include demographics, case-studies, success stories of how D&I leveraged business goals. We also provided the examples of innovative practices. Multiple data points were collated, in order to obtain valid results.
- The secondary researches included -examining diverse D&I practices globally, looking at market data and research studies which have scrutinized D&I indicators, gauged employee participation, efficacy of training, operations of ERGs, leadership commitments and demographic trends.
- Meticulously carved tools of data collection included multilevel questionnaire, elaborate semi-structured interviews, focused group discussions and content analysis of policies, programs, D&I Maturity Matrices and other relevant documents of the participating organisations. We applied each tool strategically as best fitted to the needs and professional protocols of the organisations.
- The research maps the practices, programmes and policies in organisations which ensure developing ecosystems catering to the need of diverse workforce and enables voices to be heard along with an independent data collection tool for employees. It is important to clarify that the organisational study is independent of the employee survey. The employee survey focusses on independent views of the employees about D&I at workplace and has been purposely kept anonymous. All the data collected remains strictly confidential
- To set out a holistic coverage of D&I discourse in India, we also observed selected advertisement of brands which push the cause of D&I in public domain
- A healthy representation of respondents has been maintained for this research. We have also placed special focus on sectors and company size
- The focus of BD Research team has been on bringing out credible results and viable analysis in the domain of D&I.

Participating Organizations



Organization and Brands Observed



Research Observations

- Our research has attempted to add a new dimension to the whole discourse of Inclusion in India- as opportunity to business and sustainability goals.
- In the due course of the research, it was observed- maintaining diverse demographics at workplace is still challenge for many organisations.
- Though there are multiple policies and programmes pertaining to D&I recruitment, training and employee engagement in place, organisations agree they are yet to unblock the full potential of D&I.
- The organisations have been willing to share details about the policies, programmes and practices; the numbers pertaining to diverse workforces and under-represented groups were not shared by many organisations, owing to the internal compliance issues.
- While the environment of inclusiveness at the organisations have shown good precedent in terms of many best practices of attraction, employee engagement and leadership commitment; there is a greater requirement to scale up in making inclusion a core ingredient of the organisational philosophy.
- We observed the need of a more structured approach and precise target based goals while D&I framework for an organisation is designed.
- The intent to ensure D&I exists in the India Inc., however, one needs enhanced focus in defining D&I in coherence with the business goals
- Although employees have been aware and participating in the D&I initiatives of their respective organisations; a greater streamlining of the D&I agenda is necessary in order to disseminate more practical knowledge to people.
- Though many organisations are putting a lot of time and effort examining, formulating and implementing D&I goals, there is a need to spread the awareness about the unique programmes in order to make India Inc. more aware in inclusive.
- There are dedicated D&I teams in most of the organisations, however, there is a greater need to work in co-operation with the business teams as well in order to have D&I as one of the focus areas to work on for the whole organisation



Research Authors

Rashmi Mandloi, Managing Partner BD Foundation

Rashmi Mandloi, Managing Partner BD Foundation leads the Diversity & Inclusion initiative in APAC. Her professional experience spans over 18 years with multinational organizations across South Asia. Since 2012 she has focused exclusively in fostering a culture of Inclusion by impacting more than 70+ organizations via her consulting work, and mentoring close to 5000 women via her work and campaigns. She also leads the Research practice of BD Foundation authoring reports like “Women on Boards”, “Inclusion in India Inc”, “Future of Work” and currently building a tool to measure the Inclusion Index of India Inc. She is passionate about promoting Inclusion at all levels and has been a key influencer in various policy decisions at the national level in the country. She is a respected speaker on issues of “Unconscious Bias”, “Building Inclusive Workspaces” and “Women Leadership”. She lives between Mumbai and Dhaka championing the cause of women leaders both in corporate and social world. She was recently awarded the ‘100 Top Global Diversity & Inclusion Leaders’ award by Times Ascent & World HRD Congress. You can write to her at rashmi@bdfoundation.in and follow her on Twitter @MandloiRashmi

Shuchi Bharti, Research Consultant BD Foundation

Shuchi brings forth diverse work and research experience in the field of Future of Work and Employment Relations, Sustainability and CSR. She has worked with consulting firms such as KPMG and EY. Presently, she is pursuing her doctoral research the area of law and policy changes in employment scenario in India. She has published and presented multiple papers at many reputed national and international forums. She has also been involved in various CSR and Corporate Governance projects. Her academic focus intertwines with the aspects of Regulation and Public Policy related to employment relations. She has been part of policy-oriented research in the areas of work and employment and corporate governance.

Sarika Bhattacharya, CEO BD Foundation

Sarika Bhattacharyya, CEO, BD Foundation is an Inclusion Strategist & Leadership Facilitator with two decades of corporate experience. A highly respected speaker on Innovation & Future of work and how it impacts diversity of talent and related business issues, Sarika is a strong advocate for Inclusive Leadership & promoting equal opportunity for all. She is also VVLead Fellow (Vital Voices Women Leadership network) & was also nominated by US Embassy for the prestigious Fortune Most Powerful Women Mentoring Program. Sarika has been featured as the Top 50 Indian Women to follow on Twitter by WOW Asia in 2014. She was also felicitated prestigious “Leadership in Mentoring” award by Hillary Clinton & Bank of America in USA in 2014 and has also been featured as “Top 10 Global Diversity Consultants” in the Global Diversity List 2015,16&17 published by The Economist. She was also felicitated “Exceptional Women of Excellence 2017” Award by Women Economic Forum. She mentors and sits on various Boards for Not for Profit including Cyber Peace Foundation and Ahan Tribal Foundation to help build inclusive communities.

Research Advisors

1. Gayathri Ramamurthy – India Diversity & Inclusion Lead, Capgemini
2. Shilpi Singh – Managing Partner and Head Coaching Practice, BD Foundation
3. Ranjana Deopa – COO & Head Board Practice, BD Foundation

Research Associates

1. Nancy Agarwal – Program Manager, BD foundation

Design and Editing Task Force – Capgemini Consulting

1. Deepa Jeswani – Director
2. Suresh Paigeri – Senior Manager
3. Savio Rebello – Associate Consultant

Epilogue

This report is a concerted effort of our team of D&I experts, Research specialists and practitioners. The time and detail put forth by the participating organisations and employees is commendable.

We highly appreciate the in-depth engagements, multiple interactions, richness of information and co-operation extended to this work. This research has undoubtedly been a journey of mutual deliberation, enthralling discussions and rigorous data mining exercises together with our participants and research teams.

We owe the credit to this holistic work to the India Inc. and the organisations who have showed exemplary pathway for everyone

to achieve the goal of D&I and set examples not only at the national but at global platforms.

Inclusion in India –Best Practices report attempted to demonstrate that Inclusive workplace in India is not an aspiration anymore, rather it is becoming the reality. It takes right intent and simple steps to achieve that. The best practices of D&I exhibited integrated endeavours of every stakeholder of an organisation which is recognized and put to betterment of the future of work.

In conclusion, we revisit the talking points and way forward approach the study sets out in the D&I domain:

- D&I ensures self-awareness, introspection and knowledge for better and sustainable future of businesses and professionals equally.

- India Inc. needs to navigate the D&I goals with focus and agility that ensures defining internal and external drivers of Inclusiveness

- The success stories and best practices of D&I needs to be essentially disseminated to the larger audience in order to enhance awareness, knowledge and visibility

- Constant ongoing research and enhancement in the D&I domain is a must to foster innovation, mirror the customer base, advance the business case.

- There is an emergent requirement of a universal D&I benchmarking for India which uses forward-looking scientific methodology to index rank the organisations in terms of their D&I standing.



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BD Foundation is a Global Think Tank for workplace innovation, helping organizations to be future ready by managing their diverse human capital through the inclusion lens. It provides a platform for creating awareness on inclusive practices, conducting research & building advocacy to promote inclusive leadership. As a Top 10 Global Diversity Consulting firm, we have worked with more than 100 corporates, sensitized & built awareness on inclusion for more than 100,000 individuals across the globe. BD Foundation's award-winning Mentoring & Leadership programs has mentored more than 10,000 women leaders. We believe that impact has had many ripple effects with these leaders paying it forward in their organizations & communities. Together with its clients, mentors & community network. BD Foundation helps to promote a culture of respect, performance and equal opportunities for all.

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nancy@bdfoundation.in

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