

WORKING  
MOTHER



BEST COMPANIES  
FOR WOMEN

WORKING  
MOTHER



MOST INCLUSIVE  
COMPANIES INDEX

**2020**

# Best companies for Women in India & Most Inclusive Companies Index





THE 2020



WORKING  
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&

**AVTAR**

**BEST COMPANIES FOR**

*Women in India*





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Saritha  
Joined IBM 2003

# 01 ► About Us

## WORKING MOTHER

**Working Mother Media**, a division of Bonnier Corporation, serves as a cutting-edge thought leader and champion of diversity and culture change for our corporate, not for profit and government clients. We strive to create agile, inclusive, talent-intelligent institutions that work better for everyone. We utilize best-in-class and innovative techniques to deliver our targeted research and benchmarking capabilities, strategic advisory services, engaging forums and events, membership organization and unique editorial content to our customers. Working Mother's annual list of the 100 Best Companies is one of the most prestigious lists in the U.S. and sets the standards for work-life integrative practices for U.S. companies for the last 34 years.



**Avtar**, set up in 2000, is India's first diversity advocate & workplace inclusion expert. Renowned for its extensive work in the space of Diversity & Inclusion and more specifically, women's workforce participation, it is the country's largest provider of second career opportunities for women and is also the earliest to begin working on diversity audits and measurement. Lead by the visionary Dr. Saundarya Rajesh, Avtar has ventured into areas of women's empowerment and career creation, which are firsts to India, such as - 1) Creating a marketplace for second career women to meet potential employers, 2) Developing a comprehensive set of career enablers which companies can implement in their workspaces, 3) Spearheading original research that has provided cutting edge insights to organizations 4) Re-Skilling, Up-skilling and Counselling of women to pursue sustainable career paths and 5) Building career intentionality amongst underprivileged girl children. Over its 19 years of existence, Avtar has helped charter Diversity & Inclusion plans for several organizations in the IT, FMCG, Manufacturing and Financial sectors in the country.





## 02 ► Foreword

### Subha V. Barry

President, Working Mother Media

Dear Colleagues and Friends,

I'm proud to present the results of the 2020 Working Mother and AVTAR 100 Best Companies for Women in India initiative. The number of applications we receive each year continues to rise. Now in its fifth year, we received 321 applications from organizations in India spanning every major industry, geographical location, and line of business. This truly exemplifies India's and (its business community's) commitment to helping women succeed in the workplace.

The 100 Best Companies for Women in India list represents the most progressive and forward-thinking companies for women. We honor their efforts, leadership and employees and their efforts to create a work environment where women can advance and thrive.

For 35 years, Working Mother has celebrated the U.S. Working Mother 100 Best Companies for offering programs and policies that allow women and parents to succeed at work and at home. We are pleased to again partner with Avtar, led by Dr Saundarya Rajesh, to name the 2020 Working Mother and Avtar 100 Best Companies for Women in India.

Four years ago, we launched the Diversity Best Practices' Inclusion Index in the U.S., which was created to drive change and help organizations accelerate progress in diversity and inclusion. Last year, for the first time, we were able to bring this index to India with the help of Avtar. Now in its second year, the Most Inclusive Companies Index helps companies target their efforts to understand gaps and provide specific strategies and programs, tools and resources to help raise the bar on D&I strategies and improve hiring, retention, engagement and career advancement for under-represented sectors including gender, LGBTQAI, PWD and different generations.



We invite you to review this Working Mother and Avtar 100 Best Companies for Women in India and the Most Inclusive Companies Index report for critical insights into the current status of women in India's workforce—where there's been progress and where there's still work to be done! Congratulations to all of the 100 Best and the Champions and Exemplars. Let's celebrate the workplace cultures these organizations have implemented in India and around the world.

Best Regards,

**Subha V. Barry**

President, Working Mother Media

## 02 ► Foreword

### Dr. Saundarya Rajesh

Founder – President, Avtar Group

It has been two decades since the turn of the millennium. We walked into 2020, optimistic energy in tow, to greet, meet and handle the challenges of the new decade. But here we are – living through a pandemic of unprecedented proportions, pursuing our goals and strategy through objective recalibrations for the new normal. Even as we traverse uncharted paths, cutting through the clutter and watching out for the potholes, this year has also been one that brought in several learnings. It has triggered introspective discussions of a new order; business sustainability and diversity are being understood as heavily correlated organizational variables, and there is an increasing focus on the very fundamental of employee experience – Inclusion.

2020 also happens to be a very special year for Avtar for reasons more than one – as India's first and oldest Diversity & Inclusion (D&I) firm, we turn twenty this year. It's been exhilarating and humbling to see the corporate landscape evolve, adapt and grow its Diversity & Inclusion agenda, over the past two decades. Also this year, Corporate India's largest and most comprehensive gender analytics exercise – The Working Mother & Avtar Best Companies for Women in India (BCWI) study completes five successful editions. The half-decade long journey that took us through the deepest alleys of corporate diversity statistics has been a revelation. For the record, we saw women's representation grow from 25% in 2016 to 34% this year, we saw the representation of women managers going up from 19% to 23%, we witnessed more and more companies instantiating developmental aids like mentoring (98% of our 100 Best offer this today as against 62% when we started tracking), the percentage of companies offering formal second career recruitment programmes (to hire from women on breaks) hit 65% this year (it was 30% in 2016). And when we asked these companies what COVID-19 meant to their D&I rigour, over 60% of companies told us that their focus remained steadfast, only increasing in rigour! Now that calls for cheer and some more!



In 2019, we had also created Corporate India's largest Inclusion Index – The Working Mother & Avtar Most Inclusive Companies Index (MICI), to identify companies whose diversity intent transcends the strand of gender to include diversity of abilities, that of sexual orientation, age, culture et.al. The index into its second edition in 2020, shines the spotlight on exceptional practices of Inclusion across the winning categories of Champions (Inclusion Index score of 70% and above) and Exemplars (Inclusion Index Score of 55% and above). All companies on the index have formal D&I Councils governing their D&I agenda, 89% of these companies have metrics identified for Inclusion Accountability, 80% Champions have LGBTQ Ally Networks and all of them have commissioned audits to ensure their systems and processes are inclusive of PwDs. To see these companies engage in sharing and learning from the inclusive spirit of their peers is indeed rewarding!

The practices at these front-runners of Inclusion, can set the tone on how the collective D&I intent may sway in the years to come by. As we continue to stand guard to the evolution of D & I strategy in corporate India, we look forward to these Best Companies, the Most Inclusive Ones reaching many more inspiring milestones in their onward journey!

**Dr. Saundarya Rajesh**

Founder – President, Avtar Group

WORKING  
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MEDIA

# Congratulations!

## **BEST COMPANIES FOR WOMEN IN INDIA**

*Working Mother's* mission is to serve as a cutting-edge thought leader and champion of diversity and culture change. We strive to create agile, inclusive, talent-intelligent institutions that work better for everyone through our targeted research, strategic advisory services, engaging forums and events, membership and unique editorial content.

For 35 years, *Working Mother* has honored the U.S. 100 Best Companies. We are proud to partner with AVTAR and congratulate the 2020 Best Companies for Women in India!

**[workingmother.com](https://www.workingmother.com)**

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## Most Inclusive Companies Index (MICI)

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# work somewhere you **love**

We are Target – America's second-largest retail brand and a Fortune 50 company that believes in putting joy at the center of everything we do.

Today, we're spreading that joy to millions of families through ~1,900 stores across the United States.

Headquartered in both Minneapolis and Bangalore, we're leveraging the power of co-location to advance retail by creating impactful experiences.

We believe that everyone should work someplace they love, and we'd like you to be part of our team.





03

## The Best Companies for Women in India (BCWI)



## 03

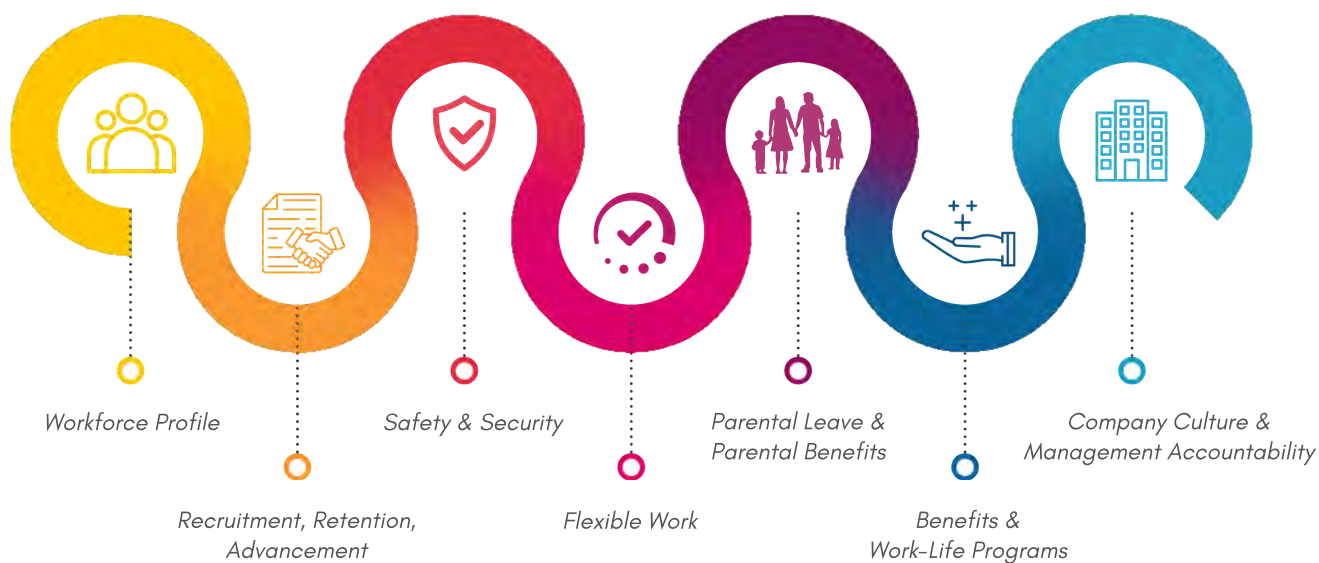
## About Working Mother & Avtar Best Companies for Women in India

What is that one common characteristic that distinguishes successful organizations from the rest? That of a culture that propels growth for people, for products & services, for all critical stakeholders in the ecosystem. This has been time and again established by high growth organizations and testified by their employees world over. It was in 2016 when Avtar, partnered with New York-based Working Mother Media to bring the 100 Best Companies for Women (Working Mother & Avtar Best Companies for Women in India – BCWI) study to India. Five years since, we have been shining the spotlight on many of these stalwarts for whom propelling growth within begins with inclusion.

2020 BCWI was launched in February this year. 321 companies spanning every major industry, geographical location, and line of business were amongst the applicants for BCWI. The application forms with close to 300 questions, required applicant companies to provide data of high-order granularity on their practices, programmes, and policies to ensure gender inclusion at their workplaces. The study accepted applications from companies (meeting the eligibility criteria of at least 500 employees in India) between February 2020, and July 2020. The Top 10 Best Companies and 100 Best Companies for Women in India were chosen based on their efforts towards gender inclusion, as represented in their applications.



This study looks into the following key dimensions of gender diversity policies and practices:



### **Workforce Profile**

This accounts for the men and women at different levels in a company's workforce, their hiring, promotion, and attrition rates. The five levels in the corporate hierarchy bottom up are – non-managers, managers, senior managers, corporate executives and Board of Directors.

### **Recruitment, Retention, Advancement**

Policies that companies have to recruit, retain, and develop high potential women nurturing the female talent pipeline through mentoring, networking, etc.

### **Safety & Security**

The legislative provisions as mandated by law and additional measures that companies take to ensure safety of women employees.

### **Flexible Work**

Policies such as flexi-time, remote-work, compressed work schedule, partial work-partial pay (amongst others) that allow employees flexibility in determining their work schedule.

### **Parental Leave & Parental Benefits**

Policies for maternity, paternity, and adoption leave and phase-back, and re-integration programs.

### **Flexible Benefits & Work Life Programs**

Policies for career enabling services such as daycare and elder care services, tuition reimbursement, etc.

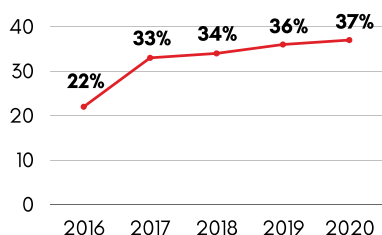
### **Company Culture & Management Accountability**

The senior leadership's commitment to the philosophy of women's career enablement and work-life integration initiatives.

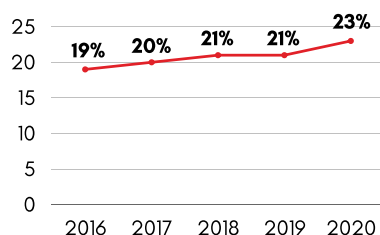


## 04 ▶ BCWI: A 5-year snapshot

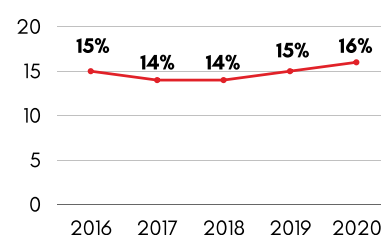
### BCWI: How women's representation has grown during 2016 - 2020



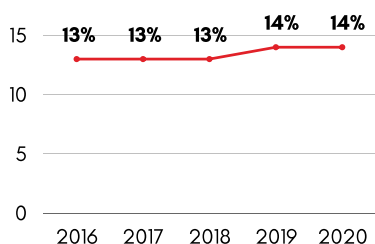
Non-Managers



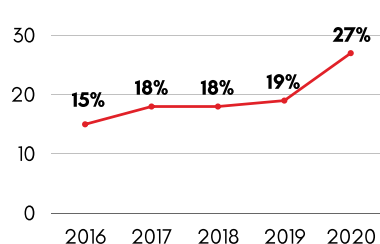
Managers



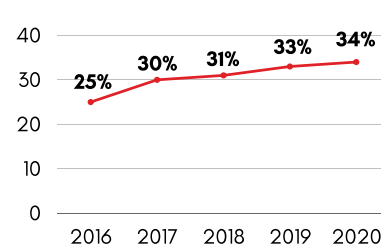
Senior-Managers



Corporate Executives



Board of Directors



Overall

It is heartening to note that women's representation in the 100 Best Companies continues to increase. In the 2020- 100 Best, 34% of the workforce are women, up from 33% in 2019, 31% in 2018, 30% in 2017, up from 25% in 2016. While there has been a significant increase in the representation of women at non-managerial levels, the representation of women has moved up 4% from 19% in 2016 at managerial levels. However, these stats are significantly higher than the market averages, where women's representation is at 15% at mid-management levels, 5% at senior leadership levels, 3% at Corporate Executive Levels and just 1% at Board Levels.

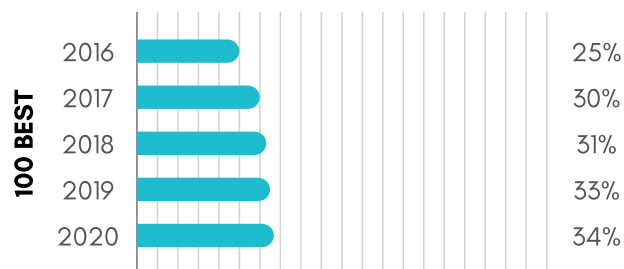


Shining the spotlight on other broad indicators of growth, below:

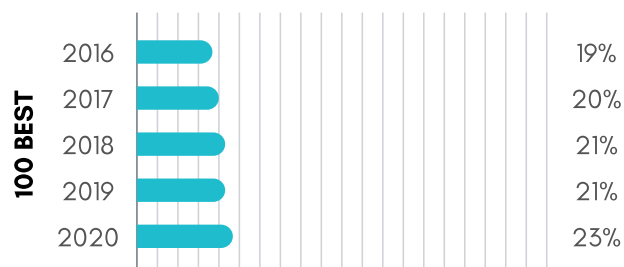
## Initiative:

### Women's representation

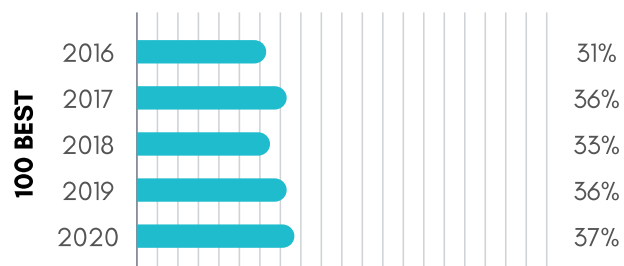
*(This denotes the representation of women as a part of the overall workforce)*



### Women at managerial level

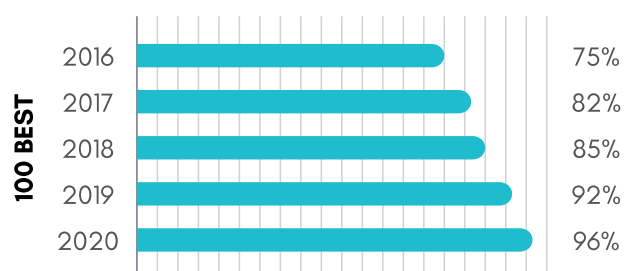


### Percentage of women amongst all hires



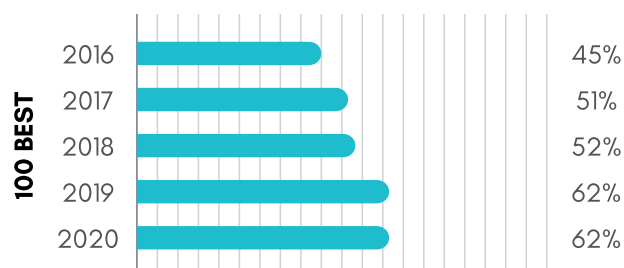
### Companies offering Mentoring

*(These are structured programs that connects junior employees with more senior employees, for the purpose of sharing advice and encouragement to make professional progress)*

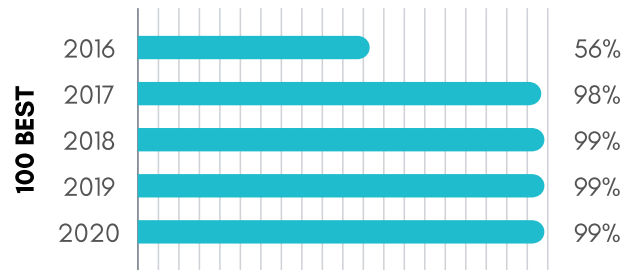


### Companies offering Career Sponsorship

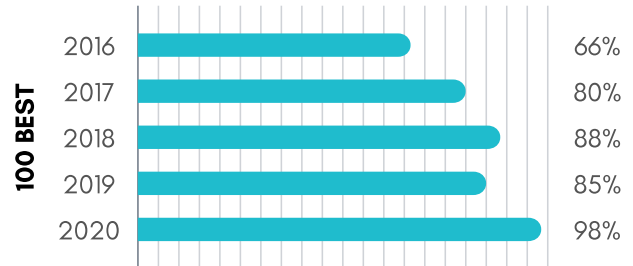
*(a sponsorship program is similar to mentoring, although in this case the sponsor is held accountable for the development and success of the sponsee)*



### Companies offering Leadership training

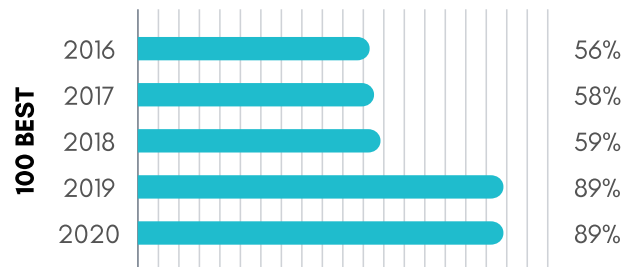


### Companies offering Programmes to identify Hi-potential women



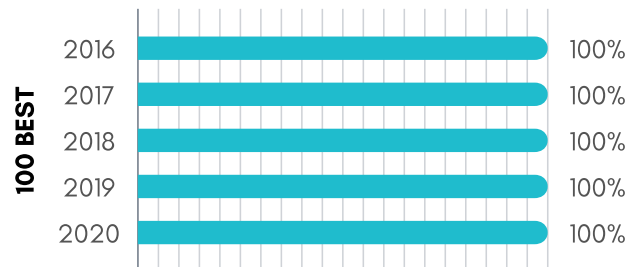
### Companies offering E-learning for POSH

(These are e-learning modules to raise employee awareness on 'Prevention of Sexual Harassment' (POSH))



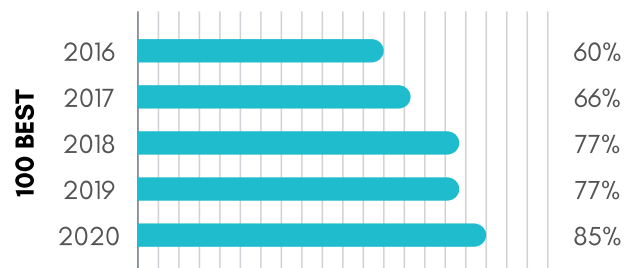
### Companies offering Structured process for flexible working

(This refers to a structured process to address flexible working request)



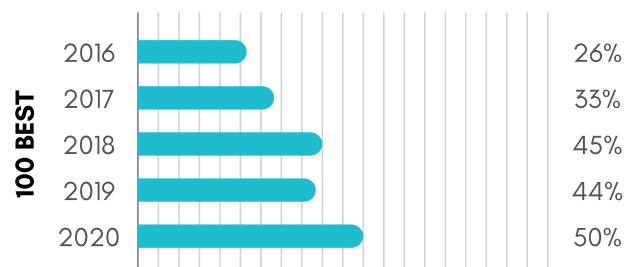
### Companies offering Remote work

(This refers to work from home)



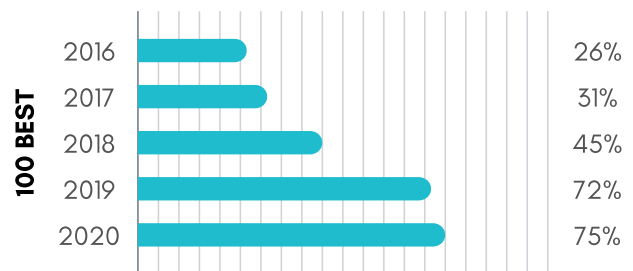
### Companies offering Onsite Child care support

(This refers to child care facilities/crèches within company premises)



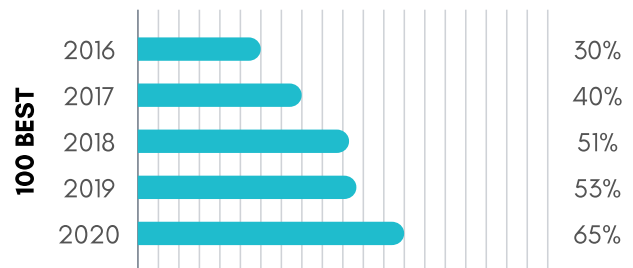
### Companies offering Near site child care

(This refers to child care facilities near company premises with which the company has tie-ups)



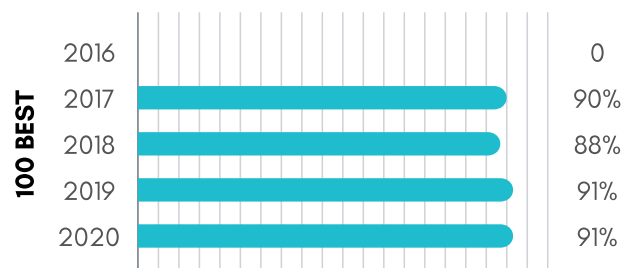
### Companies offering Second career programmes

(This refers to the formal hiring programmes to identify and recruit women on career breaks)



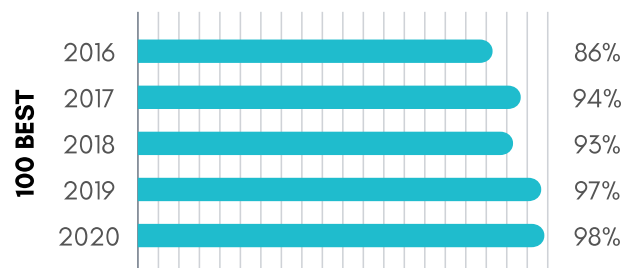
### Maternity Retention Rate

(This refers to the rate at which companies retain women after company provided maternity Leave)

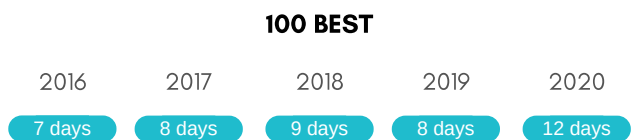


### Companies offering Paid Paternity leave

(This refers to fully paid leave offered to male employees in the event of child-birth)



### Duration of fully paid paternity leave





# We **love** seeing associates being themselves every day

Diversity & Inclusion is a fundamental part of our culture  
aspiration to be **curious, inspired** and **unbossed**



## Our Equal Pay International Coalition commitments:



**Monitor pay equity  
with global consistency**



**Create pay transparency**



**Remove bias from  
the system**



**Achieve gender balance  
in management by 2023**

Learn more: [bit.ly/epicnovartis](https://bit.ly/epicnovartis)



Let's start talking to  
make our workplaces  
more diverse and  
inclusive.





05



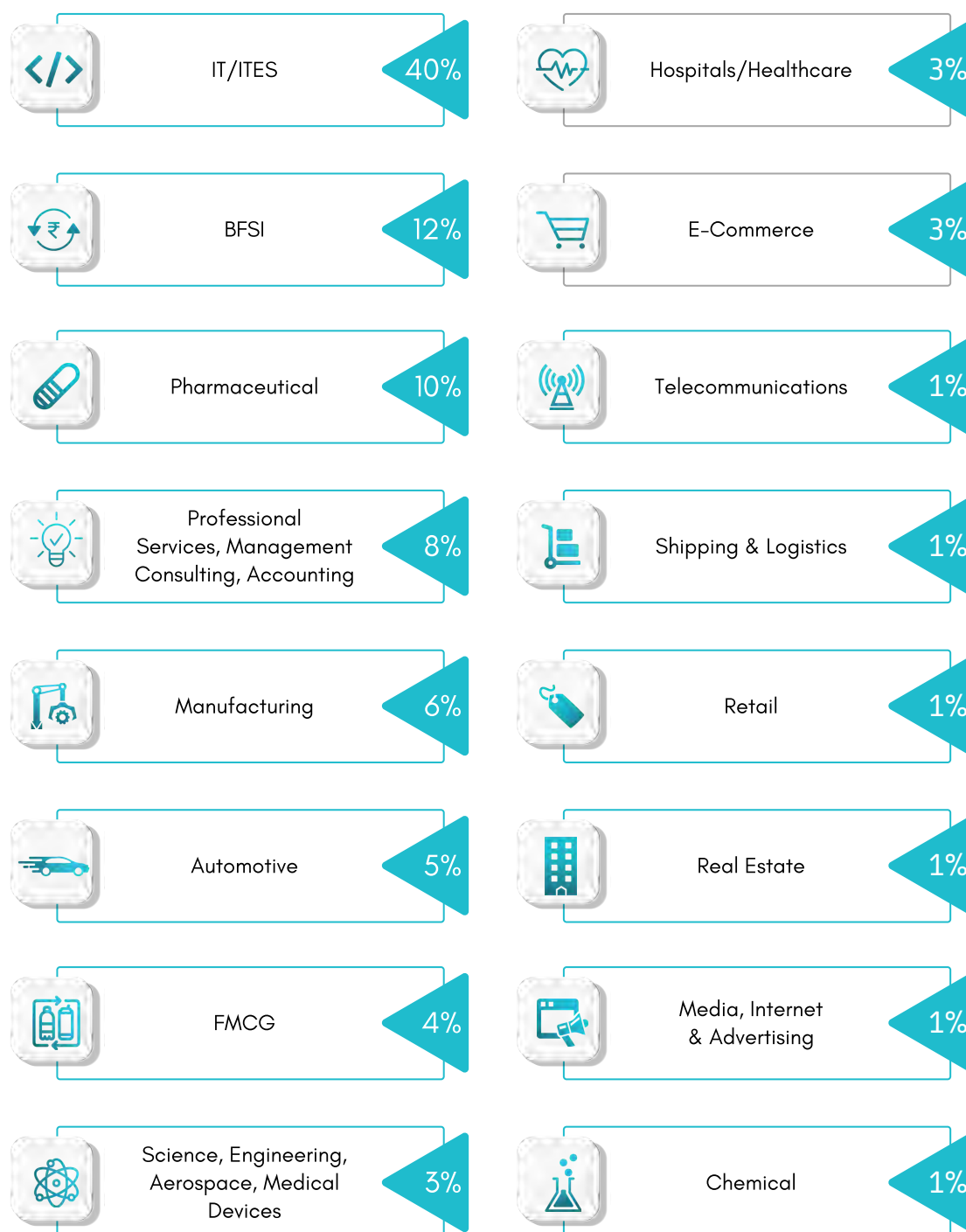
## The Expanse: 2020 Best Companies' Profile



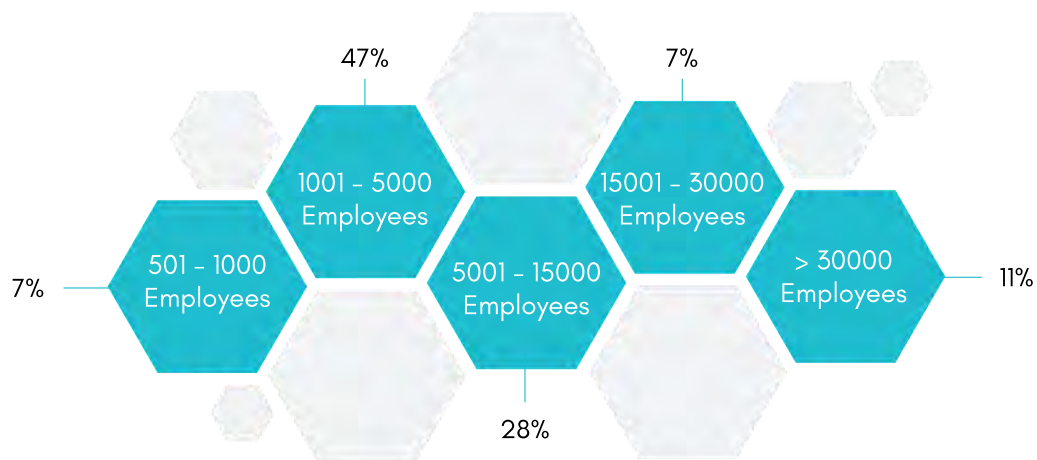
## 2020 Best Companies' Expanse

The fifth edition of BCWI was launched in February 2020. The application had over 300 questions spanning seven different key policy clusters. Every company that applied to participate, did so via a confidential, encrypted application link. The companies were evaluated based on their application data. This year, we had 321 companies applying to participate. In this segment, we present the expanse of the companies that emerged part of the 2020 - 100 Best listing.

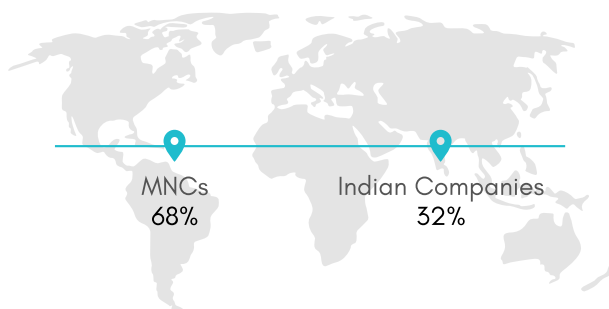
### 2020 - 100 Best Companies: Industry Distribution



### Employee Strength-wise Distribution



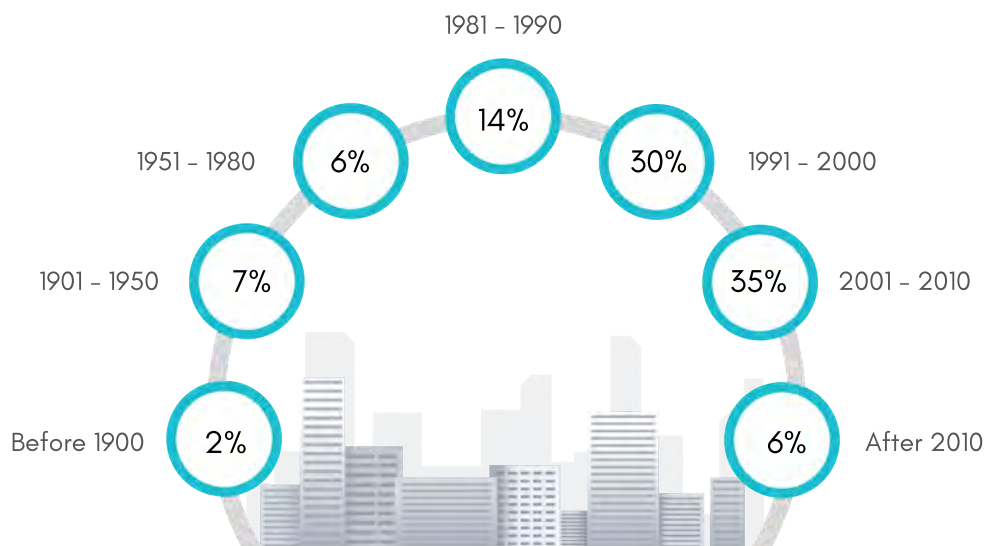
### Distribution based on country of origin



### Employee Base/ Women Distribution



### Year of Incorporation - wise Distribution







## 06 ► BCWI: Winners Segment

# Top 10 Best Companies for Women in India

2020

\*Companies listed alphabetically\*



**accenture**

Accenture Solutions Private Ltd.

**BARCLAYS**

Barclays in India

**EY**

EY

**genpact**  
Transformation Happens Here

Genpact India Pvt. Ltd.

**IBM**

IBM India Private Limited

**Infosys**  
Navigate your next

Infosys Limited

**KPMG**

KPMG India

**NOVARTIS** | Reimagining Medicine

Novartis Healthcare Pvt. Ltd.

**TARGET**

Target Corporation India Pvt Ltd

**Tech Mahindra**

Tech Mahindra



Companies are placed In Top 10 Hall of Fame when they feature in the Top 10 list consecutively for five years.

# 100 Best Companies for Women in India

2020

\*Companies listed alphabetically\*



 <b>ABB</b> ABB India Limited	 <b>Abbott</b> Abbott	 <b>accenture</b> Accenture Solutions Private Ltd.	 <b>Adobe</b> Adobe Systems India Pvt. Ltd.
 <b>ADP</b> Always Designing for People™ ADP Private Limited	 <b>agshealth</b> AGS Health LLC	 <b>Allianz</b> Allianz Technology SE India and Allianz Services Pvt. Ltd.	 <b>ANZ</b> ANZ Bengaluru Service Centre
 <b>aspire</b> attention. always. Aspire System	 <b>AstraZeneca</b> AstraZeneca India Private Limited	 <b>AstraZeneca</b> AstraZeneca Pharma India Limited	 <b>AXA</b> AXA XL India Business Services Pvt. Ltd.
 <b>B. BRAUN</b> SHARING EXPERTISE B. Braun Medical India Pvt Ltd	 <b>BARCLAYS</b> Barclays in India	 <b>BASF</b> We create chemistry. BASF India Limited	 <b>BAYER</b> Bayer
 <b>Biocon</b> Biocon Limited	 <b>Boehringer Ingelheim</b> Boehringer Ingelheim India Pvt. Ltd.	 <b>Capgemini</b> Capgemini Technology Services India Ltd	 <b>capita</b> Capita India Private Limited
 <b>CISCO</b> Cisco Systems (India) Private Limited	 <b>citi</b> Citibank	 <b>Cognizant</b> Cognizant Technology Solutions Corporation	 <b>CRISIL</b> An S&P Global Company CRISIL Limited
 <b>CUSHMAN &amp; WAKEFIELD</b> Cushman & Wakefield India Pvt. Ltd.	 <b>infineon + CYPRESS</b> Strengthening the link between the real and the digital world Cypress Semiconductor Technology India Private Limited, An Infineon Technologies Company	 <b>DBS</b> Live more. Bank less. DBS India	 <b>Deutsche Bank</b> Deutsche Bank Group



Companies are placed In Top 10 Hall of Fame when they feature in the Top 10 list consecutively for five years.



Companies are placed in 100 Best Hall of Fame when they feature in the 100 best list consecutively for five years.

 Dow Chemical International Pvt Ltd	 Eaton Technologies Pvt. Ltd.	 Eli Lilly and Company India Pvt. Ltd.	 Elico Healthcare Services Ltd
 EY	 Flipkart Internet Pvt Ltd.	 Ford India	 GE India Industrial Pvt. Ltd.
 General Mills India Private Limited	 Genpact India Pvt. Ltd.	 GlaxoSmithKline Pharmaceuticals Limited	 Great Software Laboratory Pvt. Ltd.
 HCL Technologies	 HDFC Life Insurance Company Limited	 Hindustan Coca-Cola Beverages Pvt Ltd	 HP Inc.
 IBM India Private Limited	 Impetus Technologies India Pvt. Ltd.	 Indegene Pvt Ltd	 Infosys Limited
 Integra Software Services Pvt. Ltd	 Invesco India Private Limited	 Johnson & Johnson Pvt Ltd	 JSW Steel Limited
 Kaya Limited	 KONE Elevator India Pvt Ltd	 KPMG India	 Lear Corporation
 Macquarie Global Services Private Limited	 Maersk	 MakeMyTrip India Pvt. Ltd.	 Mastercard Incorporated
 MetLife Global Operations Support Center	 Midland Credit Management India Private Limited	 Molecular Connections Pvt Ltd	 Mondelez India Private Limited
 Morgan Stanley	 MSD Pharmaceuticals Private Limited	 Myntra Designs Pvt Ltd	 Nielsen India Private Limited
 Northern Trust India (Registered as Northern Operating Services Private Limited)	 Novartis Healthcare Pvt. Ltd.	 Omega Healthcare Management Services Pvt. Ltd.	 Optum Global Solutions (India) Private Limited





















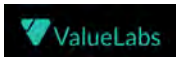








Companies are placed In Top 10 Hall of Fame when they feature in the Top 10 list consecutively for five years.



Companies are placed in 100 Best Hall of Fame when they feature in the 100 best list consecutively for five years.



 PayPal India Private Ltd	 Pegasystems Worldwide India Pvt. Ltd.	 Procter & Gamble	 PTC Software (India) Pvt. Ltd
 Qualcomm India Pvt Ltd	 Raychem RPG Pvt. Ltd	 Renault Nissan Technology & Business Centre India Private Limited	 Societe Generale Global Solution Centre
 Sony Pictures Networks India Pvt. Ltd.	 Standard Chartered Bank, India	 Sterlingcheck	 Sun Life India Service Centre Private Limited
 Target Corporation India Pvt Ltd	 Tata Communications Ltd.	 Tata Starbucks Private Limited	 Tech Mahindra
 Teleperformance India	 Thales India Private Limited	 TVS Motor Company Ltd	 US Technology International Pvt. Ltd
 ValueLabs LLP	 Verizon India (Verizon Data Services India Pvt. Ltd.)	 Volvo Group India Private Limited	 Walmart Global Technology Services Pvt. Ltd
 Wells Fargo International Solutions Private Limited (formerly known as Wells Fargo EGS (India) Private Limited)	 Wipro Ltd	 Zensar Technologies Limited	 ZS Associates India Pvt. Ltd.



Companies are placed In Top 10 Hall of Fame when they feature in the Top 10 list consecutively for five years.



Companies are placed in 100 Best Hall of Fame when they feature in the 100 best list consecutively for five years.

A photograph of two women in a laboratory setting, looking at a laptop. The background is filled with blue acoustic foam. A white ladder is visible in the background. The text is overlaid on the image.

# Our diverse teams inspire world-changing innovations.

We strive to be a community that reflects the world which we transform every day. That means working to ensure people of all genders, backgrounds and cultures at every level have the chance to make their mark on innovation.

## Qualcomm

Inventing the tech the world loves





07

## **The Trailblazers:**

2020 – Top 10 Best Companies  
for Women in India



Accenture Solutions Private Ltd.



Also placed in **Top 10 – Hall of Fame** for featuring in the Top 10 for 5 consecutive years

Accenture has found that a culture of equality – the same kind of workplace environment that helps women advance to higher positions – is a powerful multiplier of innovation and growth.

Some of Accenture's most impactful women-centric initiatives:

- Innovative Talent Acquisition through the Career Reboot 2.0 is aimed at bringing women with career breaks back to the workplace and enabling them through career and technology skills workshops with experts. There is a 6-month long orientation after onboarding which has been introduced to enable a strong career journey for these women. In 2019, Accenture brought 800+ women on career breaks back to the workplace; through skill-building & hiring, and marked a retention of 86% of these returnees.
- Maternity Leave Policy Enhancement – Government of India recognized Accenture India as a pioneer for providing 22 weeks' maternity leave 6 months before the amended statute in 2017.
- Providing Childcare Support – 200+ centres in close proximity to all Accenture India's 37+ facilities.
- Robust Women's Development, Leadership and Progression Programs through which women at all levels receive access to a network of leaders, alongside the opportunity to acquire new skills through on-the-job learning, rotational assignments, coaching & mentoring, skill-building sessions, career intentionality workshops. More than 40% of Accenture India Women were impacted by leadership and career development learning programs in 2019.

Two of these are as below:

- 3R Approach – Right role, Right Client, and Right Sponsor for high potential women to accelerate their advancement to leadership.
- High-Tech Women program – Certification as Technical Architects through mentorship and learning sessions which encourage women technologists.
- Women's Community Support is provided through Vaahini – with over 100,000+ members, the Vaahini network is open to all women employees of Accenture in India, all professional women and students outside Accenture (registration-based). Accenture India uses a mix of digital tools and face-to-face interactions for Vaahini networking connects and learning opportunities.
- The Accenture Women in Leadership Network has provided a forum for 60+ senior women leaders across industries to develop a thought leadership community and engage directly with Accenture business leaders through virtual or in-person connections. The network acts as a strategic enabler in building a relationship with external women leaders by engaging them on common interest areas while fuelling the future talent pool for senior leadership positions.

- Providing Safety & Security for Women through the Women's Safety Council comprising volunteers who work on hyper-local, proactive safety solutions for women, under the guidance of Accenture India Women Safety Officer and the Prevention of Sexual Harassment Awareness & Policy by which Accenture is committed to providing a safe environment for its women employees, free from discrimination or harassment, within Accenture facilities and at client premises.
- Thought Leadership and Advocacy – Accenture has established itself as a thought leader in the debate around women's equality at work through proprietary research. Additionally, Accenture Leaders (women & men) routinely participate in industry forums and government think tanks to reiterate commitment, share best practices, and elevate the industry discourse on Inclusion and Diversity.



A culture of equality is empowering and helps build a high-performance culture. Our diversity brings in plurality of perspectives and skills to the table, and our inclusive culture ensures we can all leverage these unique contributions for the benefit of our people, our clients and our communities.

**- Lakshmi Chandrasekharan – Managing Director, Human Resources Lead, Accenture in India**







Barclays in India

Barclays aims to foster an inclusive culture where individuals of all backgrounds feel confident in bringing their whole selves to work, feel they have an opportunity to be successful, and their talents are nurtured, empowering them to contribute fully to Barclays' vision and goals. People who feel that they can be themselves at work are happier and more productive, so they believe that creating an inclusive and diverse culture isn't just the right thing to do but is also best for their business.

**Barclays Gender Diversity** strategy has driven a material improvement in the talent of female colleagues, especially at senior management levels. The company has sustainable programs in place for continuing the journey towards building a promising diverse workforce. The **campus strategy** focuses on hiring entry-level talent from all leading campuses, with **over 50% diversity mix**. Leveraging their **Fin-Tech accelerator "Rise"**, they reach out and attract diverse talent. **Barclays Encore** program exclusively supports the entry of **second career women** talent while providing them with the necessary support and resources needed to resume their careers. Every leader has instant access to a detailed gender diversity dashboard that helps to track female representation in the organization with a specific focus on the promotion, hiring, and retention of women talent and enables them to move the needle.

Their **women-centric policies and benefits** are key enablers in creating a more encouraging and inclusive work environment for women colleagues. **Dynamic and flexible working** continues to be an integral part of their eco-system to help women colleagues balance their work-life effectively. **Buddy program** was launched for women colleagues returning from maternity/career break that helps mothers-to-be and new mothers build connections with colleagues and projects while they are away on their maternity leave. **Maternity motherhood program** benefit was extended to support all expecting parents with the right advice through their initial parenthood phase & beyond.



*We believe in empowering our colleagues in every possible way. 'WomenInML' is a community for #MachineLearning enthusiasts, to learn, share, network, and to foster technical and leadership skills among women within our teams across all locations. The community is now 350 strong with the aim to enable and train several members this year.*

Barclays has invested in their women talent through many internal **sponsorship and mentorship programs focused on skilling of Women in Technology, specifically for senior and middle-level women leaders** to enhance their technology and leadership skills. External developmental opportunities for technology-related areas, leadership, and soft skill building in partnership with SME organizations and executive coaches were enabled for their learning and development. These initiatives were focused on helping Barclays build a stronger and inclusive leadership pipeline for their women colleagues. Further, an equally important focus on internal mobility has led to many of the women colleagues navigating their career journey seamlessly.

Finding support when in need could positively impact **personal wellbeing**, family life, or work. Barclays offers **Employee Assistance Program** support with qualified and experienced counsellors at zero cost, 24X7 access to unlimited telephonic counseling, email support, & live chat. Additionally, Barclays has a **“BeWell” portal** for colleagues with e-learning and regular sessions made available. Barclays is committed to building a supportive and inclusive culture, and continues to put efforts into building, improving, and sustaining their gender diversity agenda.



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“We at Barclays are delighted to be recognized for our diversity initiatives as we consciously practice our D&I principles in both letter and spirit. To us, Diversity and Inclusion goes well beyond gender or sexual orientation. The philosophy is deeply rooted within our culture, which is built and shaped by the thousands of professionals around the world who serve our customers and clients with a shared purpose and values.”

– Ram Gopal, CEO, Barclays Bank India

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“At Barclays, we constantly endeavour to provide all our colleagues and especially women colleagues a supportive and enabling environment to realise their fullest potential and greatly valuing their contribution. We believe diversity of thought is the key to understanding our customers and develop solutions that are attuned to their needs. And, the only way to develop it is to have a colleague base that is a reflection of our prospect and customer base.”

– Praveen Kumar, Co-CEO BGSC India



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“Diversity for us is a business imperative. It is only on a level playing field we truly live our values and can help our clients, customers, colleagues and society to rise and contribute towards building a promising future. This recognition is a significant attestation of our efforts in this direction.”

– Uma Ratnam Krishnan, Co-CEO BGSC India





Also placed in **Top 10 – Hall of Fame** for featuring in the Top 10 for 5 consecutive years

### Making gender equality the answer and not the issue

EY's ambition is to inspire and accelerate gender equality in the working world, to fulfil its purpose to "Building a Better Working World" and create long-term value for clients, people, and society. To not only hold themselves to account, but also be a beacon, setting the standard for others.

There is commitment, focus, and action at EY, towards removing barriers that prevent women from equal opportunity in the workplace and society, and the benefit brings long term value to everyone.

EY is committed to developing and sponsoring women across levels because their women are gaining diverse perspectives to drive future success. They believe that they need to have non-traditional solutions to impact the organization's long-term ability to engage and retain women. Accelerating women's progress is essential not only for the creation of a better working world but also a major contributor to EY's success as a business.



By focusing on organizational and systemic change and equipping their people to lead and team inclusively, EY builds a culture where all their people feel and are valued. They have an extremely robust mechanism of tracking and measuring the representation of women at different levels and roles. They have focused initiatives on attracting and hiring women at all levels, flexible working options, support programs for women for maternity and child-care programs aimed at retention, and growth for their women employees.

Some of the initiatives that EY has introduced this year include a monthly forum that helps them reach out to young mothers during their crucial months of pregnancy to their return to work, speed mentoring sessions, thank you walls for positive reaffirmation, monthly thought leadership tips, correcting any disparity in pay for new hires and employees who have grown within EY, and a virtual community for women to develop leadership skills. To encourage leaders who champion D&I, the organization has the D&I Role Model, Catalyst, and Rising Star and Inclusive team awards.

In a nutshell, EY has relentlessly and consistently driven change through their policies, processes, and programs to promote the advancement of women across levels.



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“I take immense pride in our commitment and ambition to accelerate gender parity at EY and beyond. We see Gender diversity as not just the right thing to do but also as a strategic advantage that enables a workplace where everyone feels they belong. Diversity and Inclusion is integrated into our culture and is the way we do business at EY, and our focussed interventions around hiring, developing and retaining talent are enabling us to fairly represent women in all growth and development opportunities thus helping them unlock their full potential.”

**- Sandeep Kohli, Partner and Talent Leader, EY India**

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“At EY, we are creating a culture of Belonging. This according to me is the strongest form of engagement and has a high correlation to business outcomes like productivity and retention. Because when people feel a sense of belonging, they become uninhibited while sharing ideas, speaking up confidently, and contributing in the best ways possible.”

**- Sreekanth Arimanithaya, Global Talent and Enablement Services Leader, EY Global Delivery Services**





**Genpact India Pvt. Ltd.**

Genpact understands that diversity, equity, and inclusion (DEI) is essential to acquire, retain, and nurture the best talent. DEI is the cornerstone of Genpact's corporate culture since its inception in 1997 and has been critical to its growth and success.

"Gender diversity is not just a tick in the box! If someone was to draw up a list of top 5 priorities that companies are expected to focus on...I guarantee you that somewhere in the middle, right after 'meet financial commitments' and possibly before 'data privacy & compliance', we would see the words 'gender diversity'."

- Tiger Tyagarajan

As a result of continued efforts, the diversity slate has significantly increased from entry-level to top levels of leadership. In 2013, Genpact had 60,000 employees with 37% of women. Today, the organization is at 41% gender diversity in the 95,000+ employee base.

### **Pillar 1: Creating a supportive ecosystem**

At Genpact, they do whatever it takes to make the organization 'women-friendly' - right from flexible work policies to onsite childcare centres to systems and infrastructure. The various initiatives are aimed at providing room for women to create work/life balance, particularly as they face key life milestones such as marriage, motherhood, and supporting dependents. Genpact has successfully deployed 85% of returning moms in 2019 and also have daycares, virtual learning programs, and an online community for parents.

### **Pillar 2: Driving Inclusion**

Genpact is committed to creating an inclusive workplace where everyone can contribute, innovate, and provide solutions that customers love. Through their Women in Genpact Network (WINGS) program, they sensitize employees, strengthen relationships, and give women an opportunity to collaborate. Leveraged across all D&I initiatives, the networking forums are hosted by client leaders, G leaders, and industry experts. Over 48,397 employees and 158 client leaders were a part of the network in 2019. Genpact also drives inclusion as a culture through "Managing Unconscious Bias" e-learning, diagnostics, inclusion workshops, continuous reinforcement and repetition and 73,278 employees have been covered in 2019-2020.

### **Pillar 3: Building Women Leaders**

To create a robust pipeline of future-ready women leaders, Genpact maintains a minimum of 40% gender diversity in all our leadership development programs. The organization has also launched the 'Women's Leadership Program' for women Assistant Vice Presidents in partnership with Harvard Business Publishing. 48% of AVP women enrolled for this, and 50 top participants will move to accelerated roles. Genpact runs a network of 1,800 sponsors and protégé focused on building meaningful careers through their 'Pay-it-Forward' program.



#### Pillar 4: Attracting Diverse Talent

At Genpact, hiring is a part of the long-term talent strategy to increase the number of women. Genpact's diversity targets for executive hiring are currently set at 25% for assistant vice presidents and above and 32% for mid-management. The organization leverages its partnerships with external experts for research, content curation, and best practices for our programs. Genpact also customizes and continuously reevaluate its program offerings to ensure that they are best suited for employees needs across the globe.



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“We are honored and delighted to be recognized for something that we believe is not only a moral imperative, but a clear strategic advantage – the creation of a diverse and inclusive Genpact where everyone knows that we need them to bring their full selves to work. Not only do we support women in our organization – we celebrate them. This allows us to tap into the best talent, drive superior performance for our clients, and maximize the potential of every individual.”

**- Sasha Sanyal, Global Business Leader Insurance, Diversity and Corporate Social Responsibility, Genpact**







IBM India Private Limited



Also placed in **Top 10 – Hall of Fame** for featuring in the Top 10 for 5 consecutive years

Attracting, retaining, and developing female talent across the world is not only essential to IBM's company culture, it's a business imperative. IBM recognizes that women play a critical role in the global economy and that they must be present in the industry that drives innovation in all sectors. Thus, IBM places the advancement and retention of women with leadership potential as a key business priority. The participation of women at the executive level has been found to be positively associated with company performance. Fostering an inclusive ecosystem along with focused career development programs for women in early, mid and senior levels, women aspiring managers, technical women, women with executive potential contribute to **accelerating the growth of women in IBM**.

The Women's Executive Council is constituted of highly accomplished executives from around the world who are passionate about the attraction, growth, development, engagement, and retention of women at IBM. The council aims to improve the retention and engagement of mid-career technical and professional women, increase the representation of women in leadership roles through meaningful career paths, and opportunities to advance, engage, and equip men at all levels with actionable tools to advocate for women.



*"Awakening the power which rests in us!"*

Each business unit takes the responsibility of hiring, retaining, and promoting women at mid, senior & executive levels. It is no more an HR/D&I led project. The company has business unit leaders presenting data and the measures they take to improve & ensure diversity at levels that really matter. It has benefitted the company hugely because diversity is a business imperative for them. By having a good mix of all genders at the top, IBM ensures that their policies and processes have a vision that is holistic in nature.

At IBM, diversity and inclusion are not policies and programs, they have been integral to the company's culture, practices, and purpose for more than 100 years.

- Overcoming unconscious bias
- Establishing a supportive work environment that offers IBMers the flexibility and control over their work while integrating the needs of the business and employees
- Career development programs for women at all levels to build pipeline for executive positions
- Program for women in technical professions, across all Sectors and Service Lines, to foster technical vitality in the community
- Programs to encourage and equip women to take up people management responsibilities
- Support program for parents
- Policy to enable parents to travel along with their child on business trips
- Celebrating not only the advancement of women but also those who create the environment to let women step up and succeed
- Help women re-enter the workforce after career break
- Empowering IBM women with the tools to succeed

...help seamlessly integrate diversity into IBM's strategy.

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"The very first step towards inclusion is to include everything inside oneself, good or bad, ugly or beautiful, small or big. Only then, instead of suppressing, can we start to find constructive ways of expressing ourselves. This requires continual self-awareness. To be inclusive of the other comes as a natural next step after we are inclusive of ourselves. It starts from self-being aware of ourselves."

- **Chaitanya N Sreenivas, Vice President HR & HR Head, IBM India South Asia**





**Infosys Limited**

**Women in Technology**, Infosys's flagship program, continues to strengthen the participation of women in technology and business. The AI-based structured developmental intervention was launched for 600 high-potential women, identified as a part of this program. The program follows a universal leadership competency framework that closely maps the Infosys leadership framework. It provides in-person mentoring conversations and deepens learning experiences, acting as a natural complement to in-person mentoring sessions.

Infosys collaborated with the National Association of Software and Service Companies (NASSCOM) in conceptualizing and rolling out the Women Wizards Rule Technology (W2RT) program for skilling 10,000 women in new and emerging technologies in India. Infosys has sponsored 500 women employees to the second cohort of W2RT. 200+ mentors and 15 technology experts from Infosys also lend their support and expertise to this national skilling initiative. Apart from this, Infosys' Technology Architects skilling focus also continues to see increased participation of women.



**Restart Her:** Launched in 2018, Restart Her focuses on hiring women who have taken a break from their careers for any length of time and are keen to re-enter the workforce. The program is supported by mentoring, skilling, and real-life project experiences to strengthen the confidence of women returning to pursue their career aspirations.

**Health & Safety:** Infosys strive towards enhancing each day in the life of every employee, and wellness is one important element in focus. Health & Lifestyle Enrichment (HALE) is a highly acclaimed engagement program, working in the area of employee health (physical as well as mental) and safety, encouraging leisure, and creating and sustaining a workforce that is healthy and productive. Some of Infosys' numbers in India alone include 250+ initiatives, 25 wellness partners offering employees discounts, 4.2/5 user feedback ratings on services, 20,000+ health checkups, and 50+ expert talks through the year. Health, nutrition, and fitness sessions at each of Infosys' India locations focus specifically on women in the pre-maternity and post-maternity leave phases.

**Return to Work program:** Infosys has a focused approach to support women through their maternity phase, ensuring attention to health, childcare, as well as career aspirations. The Maternity Handbook commits supports to women employees ranging from flexible work arrangements, a choice of the type of work, working hours, and a whole lot more. The Manager Guide compliments this and ensures informed action by managers. Mum's Net is physical infrastructure in all Infosys' locations equipped with workstations, lactation facilities and interaction spaces, facilitating the smooth integration of returning mothers. Infosys' iMother App focuses on ensuring women stay connected, stay 'relevant', and stay inspired during this important, personal life stage. The App provides access to policies, location-wise support, claims submission, news and updates, learning, and also facilitates connecting with peer networks and senior women in the organization.



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“Women in careers contribute significantly to the social, economic and cultural progress of a nation. Needless to say, the participation of women in the industry is important to leverage India's potential more fully. Awards like BCWI inform and influence practices while continuing to raise the bar on gender inclusion across corporations.”

- Aruna C Newton, Global Head, Diversity & Inclusion, Infosys Ltd.





KPMG India

KPMG recognizes the importance of creating an atmosphere that fosters inclusion, where diversity can thrive. Over the last few years, KPMG has taken various measures pertaining to D&I, enhancing and building gender diversity.

All mid-management and above hires, and promotions are done thoroughly based on business and location to identify and address gender bias/variation with respect to talent development. Informally, the organization has been employing women on career breaks along with the training sessions on unconscious bias to sensitize other employees address biases associated with new mothers. The organization has also started a more focused approach to employ women on career breaks. Aspire for **Kontinuum**, an initiative that helps returning mothers, is a key enabler that helps KPMG achieve its broader vision of being a more inclusive and diverse Firm.

As a result of these sustained efforts, KPMG has seen significant improvement across the firm. The gender diversity ratio improved for the posts of managers and above in KPMG Global Services in India (about 45% of the overall headcount). This was a mere 17% at the end of 2016, 24% by the end of 2017, 28% in 2018, and 30% by Q2 of 2019. Similarly, the attrition rate of women assistant managers and posts below decreased from 25% to 22%, and from 13% to 11% for the managers and posts above. Hiring vendors are invited in forums to upskill women in finding meaningful careers at KPMG. In this endeavour, the organization also collaborate with specialist diversity hiring partners.



The flexibility to choose location-specific leave for a prescribed number of days, shared leaves, emergency medical leave program, etc. are some of the other benefits offered at KPMG. Parental caregiving is gender-neutral with an enhanced daycare program and leaves for the primary caregiver of the child. This includes adoption, loco parentis, and surrogacy. Also, the spouse/spouse equivalents in the organization can choose to split this leave when required.

In its endeavour to provide support to women colleagues, KPMG has an additional platform named KNOW (KPMG Network of Women), that encourages women talents to realize their true potential and help them grow into successful professionals. KNOW is a forum that focusses on building a pipeline, inspiring confidence, providing work-life balance and ensuring wellness. 100% of the women workforce is part of KNOW. LEAP is another program offered in KGS offices, a mentoring program that allows networking with CXO mentors. The agenda of the LEAP program is inclusive mentorship, immersive learning, networking, building visibility, and profiling. With their safety-first agenda, self-defense workshops are conducted to empower women, partnering with vendors. Over 1100 women employees participated in this initiative. The organization also partners with pre-approved vendors to ensure a safe commute for employees across locations.

To encourage more women to take up leadership roles, KPMG continues to organize forums, spotlight events and diversity bytes where leaders from within and outside the firm share their career and life journeys. Each of these forums has also presented KPMG with opportunities such as speed network events, circle mentoring discussions for women colleagues, and the likes.

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This recognition is an outcome of our determination to create the best working environment possible for our women colleagues, enabling them to thrive and develop, while furthering our commitment to foster diversity and inclusion at the Firm. That said, we have more to do, as we would indeed want to continue being the Clear Choice for our present and potential colleagues.

**- Unmesh Pawar, Head- People, Performance and Culture, KPMG**





**Novartis Healthcare Pvt. Ltd.**

Novartis firmly believes in diversity and inclusion. Achieving gender parity and diversity has always been a key focus area in Novartis' talent agenda. It makes systemic changes to work towards gender equity at the workplace and not just drive initiatives and events.

Novartis has signed the EPIC (Equal Pay International Coalition) Pledge, fostering pay equity and transparency. Every Novartis associate has similar access, policies, and transparency irrespective of location. Novartis ensures that it attracts women and retains/develops them.

### Talent Attraction

- **Balanced candidate slates** – For every open leadership position, at least 30% of resumes sourced are of women candidates (Internal or external). Selection is initiated only after receiving 50% of female candidate resumes.
- **Diverse interview panel** – Novartis appoints at least one woman in the interview panel, who is not from HR or Talent Acquisition team.
- **Gender-neutral job postings** using Machine Language.
- **Elimination of the use of historical salary data** when making internal and external job offers.

### Retention and Engagement

#### 1. Maternity-support

- **Crèche:** For children up to 36 months, Novartis provides a daycare centre in its Hyderabad campus. Besides, the mothers' room and diaper-changing facilities, parents can use an IP-linked video to see their children.
- **Daycare:** Children between three- and ten-years' age can use the centre on an ad-hoc basis, and for emergencies.
- **Flexi work options:** Associates are given the flexibility to work as per their priorities. These include **part-time working, flexible work timings, and work from home** (With no upper cap) options.
- **Return-to-work policy:** Novartis has a provision for associates' returning to work after an accident or prolonged illness in a planned, compassionate, and smooth manner.
- **No upper cap on sick leave**
- **Other benefits:**
  - i. Reserved car parking
  - ii. Footrest at workstation
  - iii. Home pick and drop; preferential seating in shuttle service
  - iv. Pre-maternity preparedness and post-maternity comeback (For associates and their managers)
  - v. Reduced working hours for pregnant associates and nursing mothers



2. **Networking platforms:** The Women in Leadership Employee Resource enables senior leaders – internal and external – to share their career story.

3. **Gender-neutral parental leave:** Irrespective of gender, sexual orientation, or method of reaching parenthood (Adoption/Surrogacy), six months parental leave is available.

4. **Events:** Sessions on personal branding and grooming are conducted. International Women's Day is commemorated, and Pinkathon is sponsored.

5. **Employee Assistance Program (EAP):** The Employee Assistance Program helps associates and their family members with personal issues in a confidential manner with the support of qualified counsellors.

## Career Development

- **Grooming women for leadership roles: Accelerated Women Leadership Program** – A strategic initiative focusing on leadership development of high potential women associates. This includes rotational assignments, skill-building sessions, and stretch assignments with senior leaders as mentors.
- **Focused talent reviews:** Novartis focusses on the number of women leaders and women successors in the annual Organization and Talent Review exercise. In every review, at a functional, cross-functional, site, and country-level, specific focus is on the number of women in critical roles, balanced slate in succession plans, and a development plan for top female talent.



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Thank you for this wonderful recognition. At Novartis, we want everyone to bring their best selves to work. Creating a supportive organization for women fuels innovation, drives engagement and attracts the right talent. It is a fundamental part of who we are – to be curious, inspired and unbossed for a diversity of talent irrespective of gender, sexual orientation, ethnicity and culture. This award reaffirms our belief to do more.

**-Alenka Stefanic Petek, Head- Sandoz Development Center, Novartis**



### Target Corporation India Pvt Ltd

Target is a U.S.-based retailer serving guests at nearly 1,900 stores and Target.com. Target in India is an extended headquarters of Target and operates one of the most advanced Global Capability Centers in the industry. With a high-performing ecosystem that mirrors its U.S. headquarters, Target in India is uniquely positioned to solve business problems for Target and the retail industry. The organization's influence on the business extends to technologists, data scientists, marketers, architects, designers, writers, videographers, as well as experts in the supply chain, HR, finance, etc.

Target believes everyone should work somewhere they love. As one of the best employers in India, it is known for its fun, diverse and inclusive culture, and for giving back to the community. It offers the stability of growth in a mature organization, the pride of a much-loved brand, and the agility and excitement of a fast-paced, innovative culture.

At Target, D&I is a business imperative and therefore, it is intentional in everything it does for its guests, team members, and the communities where it operates. Proactive and inclusive hiring policies, flexible working options, industry-leading benefits, talent routines, and an environment that fosters learning and development reflect Target's commitment to helping women thrive and realize their professional aspirations.

2019 was a year of acceleration for D&I at Target in India – a result of ongoing investments, long-term commitment, and sheer persistence. The organization strengthened D&I at every level by building leadership accountability and investing in a dedicated resource to help leaders mitigate bias, explore innovative approaches, and uncover new opportunities. More and more women took charge of their career, knowing that Target fully backs their aspirations. The highlight was a set of long-term investments that provide women – within and outside Target – avenues to advance professionally:

- **Target Elevate** seeks to empower women engineers outside the organization looking to advance in their careers or return to work. It aims to build an army of strong, ambitious, and confident decision-makers who can pass on their learning and eventually create a tribe that is diverse, inclusive, and powerful.
- **Ignite** is an award-winning program for high-performing women, aimed at increasing women's representation in leadership roles. It encourages participants to take on new challenges, grow through diverse perspectives and build a strong peer network of women leaders. **Ignite+ (Plus)** provides technical and strategic skills training to women studying STEM in Tier 3 colleges. This better equips them to enter the workforce, become intentional about their career from the beginning, and set themselves up for success.
- The **Engineering Manager Immersion Program (eMIP)** aims to increase the number of women leaders in technology. eMIP empowers participants to lead challenging projects that highlight their capabilities as leaders and thus advance their careers. In fact, 80% of the 2019 batch moved into leadership positions.



Target also supports D&I in the communities where it operates, working with partner NGOs to help women become self-sufficient through the right interventions. Target is committed to ensuring a diverse and inclusive workforce and building a sustainable ecosystem through its work in India.



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“We’re honored to be recognized as a top employer for women in India. We’re also committed to ensuring a diverse workforce, and we’ll continue using our influence to drive a positive and inclusive impact on society.”

– **Bruce Starnes, SVP and President, Target in India.**





In the words of writer Bosa Sebele, “There is no force more powerful than a woman determined to rise”. Tech Mahindra is also determined to empower their women associates to rise.

**Being Intentionally Diverse:** TechM believes in being ‘Intentionally Diverse and Naturally Inclusive’, from gender and sexuality to generation and ideation. It fosters an environment where a diverse set of experiences, perspectives, and backgrounds come together to bring new ideas and innovation to the forefront.

**Hiring Women:** TechM has mandated that a minimum of 50% of women is hired from across college campuses and that 30% of lateral hiring consists of women. Also, through the ‘Starting Over’ initiative, TechM hires women who have taken a career break.

**Training Women:** TechM provides experiential learning through initiatives like the Women Leadership Program (WLP), that facilitate the transition of women in middle-management roles to leadership positions. For technical women professionals, the company hosts quarterly WIT (Women in Technology) forum, in partnership with MIT and Harvard, as well as hackathons to find solutions to real-world problems. Other programs like COLORS, Role Model, fAIM, Mentoring Tables, etc. are designed exclusively for women, who also have access to myriad other developmental programs.

**Fairness and Justice:** The core values guide TechM to uphold the highest degree of professionalism when dealing with sensitive matters and dignity of an individual. The Corporate Ombudsman and stand-alone disciplinary committees handle violation of policies like Code of Ethical Business Conduct, Anti-Corruption & Bribery Policy, Whistle Blower Policy, and Prevention of Sexual Harassment Policy. The CARE (Connect with Employee and Resolve with Engagement) platform helps employees raise grievances related to interpersonal issues like harassment and bullying.

**Employee Resource Groups:** TechM has diverse cultural clubs like ‘Lean In’, where a group of women meet for candid discussions. The associates are also invited to take an inclusion pledge – #EqualTECHM, to create an environment that reflects equality and inclusivity for all.

**Health and Well-being:** TechM ensures all-round wellness, including physical, mental, financial, and social aspects. The Yogabot – AASANA fuses the old-age magic of yoga and technology to help employees stay fit, even while at the desktop. Training in self-defence and basic survival skills are the other support programs offered. To help maintain a ‘work-life’ balance, the company has taken larger steps by providing flexible insurance, a bouquet of leave options, among other unique benefits. To-be-mothers are given reserved parking spots and access to ergonomic accessories. Mothers who are on maternity leave are sent a personalised letter, and gift hampers containing items for both mother and the baby under the Jr. TechMighty program.



At TechM, gender diversity is a business priority. A diverse workforce has different viewpoints, ideas, and market insights, which helps nurture innovation and creativity. This enables talent to thrive in an increasingly global and competitive market, contributing to TechM's (and the Mahindra Group's) larger vision of enabling people to rise. The efforts to ensure diversity to create gender inclusiveness are not limited to the associates. It extends to all their stakeholders as well.

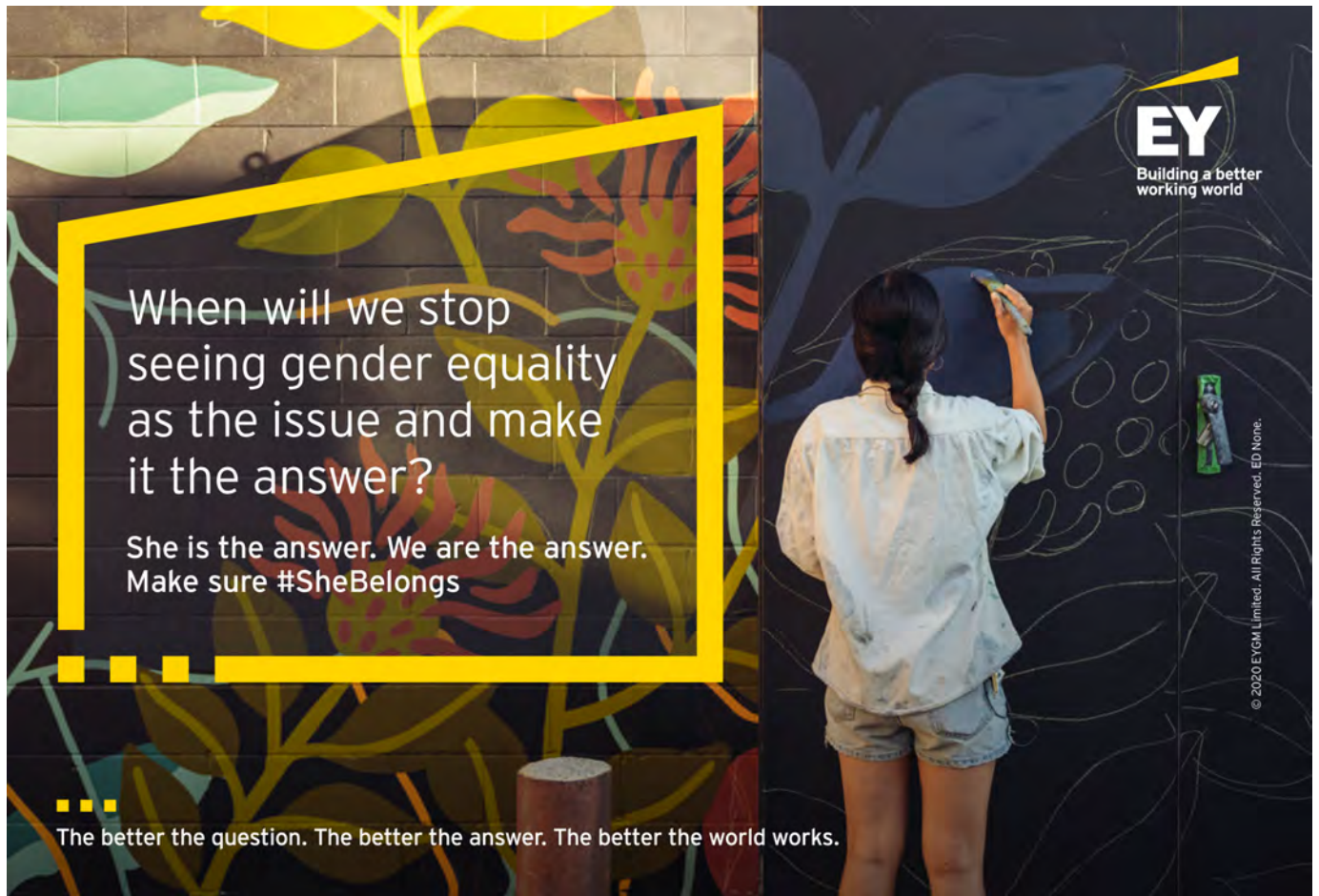
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“Tech Mahindra is thrilled to be in the Top 10 Working Mother & Avtar “Best Company for Women in India” list for the third consecutive year. We are an ‘intentionally diverse and naturally inclusive’ organisation because we believe that if you do not intentionally include, you unintentionally exclude. A salute to the countless women TechMighties who create moments of truth that inspire us every day.”

**- Harshvendra Soin, Global CPO and Head-Marketing, Tech Mahindra**





A woman with dark hair in a ponytail, wearing a light blue button-down shirt and denim shorts, is seen from behind, drawing on a dark chalkboard. The chalkboard has some faint white lines and a small green eraser. To the left of the woman is a large yellow text box with a dashed border. The background features a wall with a colorful mural of leaves and plants. The EY logo is in the top right corner, and a copyright notice is on the right side.

**EY**  
Building a better  
working world

When will we stop  
seeing gender equality  
as the issue and make  
it the answer?

She is the answer. We are the answer.  
Make sure #SheBelongs

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The better the question. The better the answer. The better the world works.

Two women in business attire are looking at a tablet. The woman on the left has dark hair and is wearing a dark blazer. The woman on the right has curly hair and is wearing a light grey blazer. They are both looking down at the tablet. The background is a blurred office setting. The text 'Transformation Happens Here' is overlaid on the left side, and the Genpact logo is in the bottom right corner.

**Transformation  
Happens Here**

 **genpact**





08



## **The Role-Models:**

2020 – 100 Best Companies  
for Women in India

## ABB India Limited



ABB recognizes that a diverse and talented workforce provides the quality and skills that create a competitive advantage. This kind of diversity promotes both innovation and business success if allowed to flourish in an atmosphere of inclusiveness. Diversity with ABB is achieved through these:

- Re-Board program: to reconnect & on board former female employees
- External Engagement: Engagement vendors & partners such as Avtar to support on Diversity initiatives and participation in external forums with respect to D&I.
- Leadership: 13% of female leaders in Grades 1-7 (up from 10% as of Jan 2018). This can be achieved by appointing every year one-woman leader in Grades 1-7 per Division, Region, and Function.
- Succession Talent Pool: Develop 100 women for succession plans in Grades 1-8. This corresponds to approximately five women in the succession plans ready for positions of Grades 1-8 per Business Unit.
- Early Talent Pool: 30% of hires from universities should be women
- Trailblazers Award for Diversity: Recognizing individual/team for passionately driving diversity within the team and working collaboratively in a diverse team.

## Abbott

At Abbott, the advancement of women and a diverse workforce is tied up closely to their identity. When you bring a variety of perspectives to the table, it creates a culture of innovation that is essential to facing the world's healthcare challenges. Women Leaders of Abbott (WLA), launched in India in 2017, is a platform for attracting, retaining, and advancing women talent in the organization, with a focus on diversity representation and creating an enabling culture.

Wo-mentoring is an initiative aimed for supporting the advancement of the organization's high potential women employees. Mentors act as thought partners who share their expertise and guide on identified development areas.

"Happy Feet" is Abbott's flagship program that supports women employees during maternity phase. Changes have been made in the field working policies to address unique needs of women employees. Unconscious bias training has been rolled out to ensure awareness of biases at the time of hiring or evaluating women employees.



## Accenture Solutions Private Limited



Also placed in Top 10 - Hall of Fame for featuring in the Top 10 for 5 consecutive years

In 2017, the company made a landmark announcement, committing that Accenture will achieve a gender-balanced workforce, with 50 percent women by 2025.

The programs Accenture initiated to meet their goals and support their women's workforce includes:

Accenture Women in Leadership Network - The network acts as a strategic enabler in building relationships with external women leaders by engaging them on common interest areas, while fuelling the future talent pool for senior leadership positions.

3R Approach - A vigilance framework that ensures Accenture's high potential women leaders are positioned for career growth. Annually, an exercise is undertaken to assess and enable the Right Role, Right Client, and Right Sponsor for senior manager women through hyper-personalized action plans.

Career Reboot 2.0 - aimed at bringing women with career breaks back to the workplace and enabling them through career and technology skills workshops. There is a 6-month orientation after onboarding that enables a strong career journey for these women.



### Adobe Systems India Pvt. Ltd.



Our deeply passionate community of employees is made up of thousands of unique individuals with different talents, skills, and backgrounds, working towards a common purpose. As a company, Adobe was founded on a number of fundamental principles, and one of the core beliefs is the Adobe for All vision.

People: Exceptional people who work better together.

Purpose: Providing endless opportunities for everyone to make an impact.

Pride: Transforming how people and brands everywhere tell their stories.

Adobe believes their people are their most important asset, that good ideas come from everywhere, and it is the responsibility of everyone to build a company where people want to work. This, in turn, means the people are more creative, more innovative, and ultimately more successful. Such an environment cannot be forced, it must be lived.

As a global team, Adobe takes an experience-driven approach to appreciate the unique and to value the difference in other people's stories, opinions, and ideas.

### ADP Private Limited



Also placed in 100 Best - Hall of Fame for featuring in the 100 Best for 5 consecutive years

ADP's reintegration process includes personalized welcome back greetings and reorientation program. They encourage the managers to gradually ease them into work and provide a median rating through the leave period. The maternity and the learning and development practices encourage their women associates to continue performing and growing with the organization.

437 women associates participated in the various Women Leadership Development Programs to understand the need to elevate their career acumen and upgrade their skill-sets for growing professionally.

70% of women associates participated in various programs like succession planning, mentoring, and sponsorship to understand different avenues for planning their next big move within the organization and grow hierarchically.

490 women associates benefitted collectively through sessions on Women's Safety Awareness, Diet & Nutrition, Cancer Awareness, Women's Health, and Zumba.

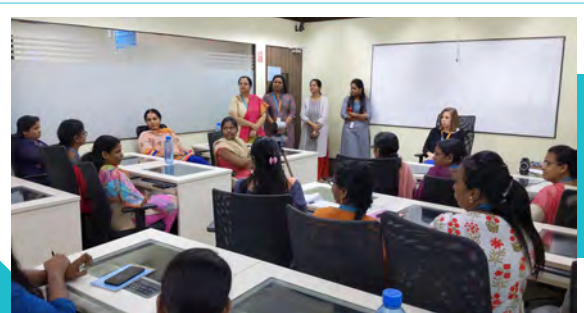
Also, 9 out of 10 women associates avail office provided transport during their maternity, and most of them have resumed their careers.

### AGS Health LLC



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At AGS Health, 45% of the workforce comprises of women. The organization has a dedicated gender diversity forum called 'Tanvi' which focuses on maximizing the opportunities and potential of their women colleagues. AGS Health believes in providing their women colleagues with maximum support on their career, personal, professional, and financial growth. They strive to provide a safe and comfortable work environment for their women colleagues. The company focusses on their health and wellness by providing resource support and doctor-on-site support. Self-defense and yoga programs are conducted to encourage healthy and safe living. Social networking and talent forums give them a break from the monotony and a platform to showcase talent. In conclusion, the organization's goal is to provide holistic support to their women colleagues in every aspect. And their initiatives are delivered with a blended model approach that is a combination of onsite, in-person programs, and online virtual programs.



### Allianz Technology SE India and Allianz Services Pvt. Ltd



With gender balance as one of the key levers of Allianz's Inclusion & Diversity Global strategy, its subsidiaries in India, Allianz Technology SE (India) and Allianz Services Pvt. Ltd. have taken strategic initiatives to help build an inclusive and empowering workplace for women.

A structured mentoring program, coaching program, and regular connect sessions with management for women employees to help them have visibility and create networks. The networking forums have helped expectant and new mothers and those returning to work with expert talks, health awareness sessions, and a gift for the new-borns.

The hiring initiatives targeting women candidates has helped in reaching the organization's gender ratio to be at 37% in 2019.

Flexi work arrangement, work from home options, subsidized daycare centres at the IT Parks where the offices are located benefit all employees. Maternity leave of 26 weeks, paternity leave of 15 days, and women employees are eligible for a fully paid 26 weeks leave for adoption.

### ANZ Bengaluru Service Centre

ANZ Bengaluru Service centre is successfully driving the gender diversity agenda in almost all aspects of the employee life cycle be it attracting or recruiting women, promoting women in management and leadership roles, wellbeing, engagement, and overall career development and retention. With 38% of women in the workforce, they continue to strive for gender balance, with the belief that excellence and talent do not distinguish between genders. Today 27% of women are in management roles, and their inclusive policies, practices and programs will ensure a rise in this trend.

The organization is enabling and building careers of women by running programs like 'Career Reviver' that gives women to restart their career after a break.

'Parental Coaching Program' facilitates first-time mothers to transition back to office and flexibility options to ensure work-life integration.

In these unprecedented times of COVID-19, the company's focus is on mental wellness by providing outside-the-box benefits, conducting webinars, and encouraging the use of their Employee Assist Program.



### Aspire System

Aspire is focused on establishing the proven people practices and policies to build a progressive workplace.

Tulips- Aspire's all women support network aims to offer a networking opportunity for all women Aspirians within the organization and to find career mentors who can provide valuable insights on career enhancements. The core committee is responsible for finding new learning forums that could benefit women Aspirians in terms of professional as well as personal development.

Aspire is empathetic towards the exclusive needs of its women employees, especially during pregnancy. Right from enabling comfortable travel to organizing sessions with experts who can guide them on the various aspects of pregnancy, the company takes care of their safety and well-being during this vital phase of their life. In addition to the six months of maternity leave, the women employees are eligible for one year of extended non-paid leaves. When they resume work post-maternity, the company's Refresher training program helps them understand and adapt to the new developments in their role and at work



## AstraZeneca India Private Limited



In AstraZeneca's journey to growth through innovation of being a "Great Place to Work" means being a champion of inclusion and diversity. The organization has strived to focus their efforts in the areas of equality and diversity by bridging the gender gap and focused attention on increasing the number of women employees across different levels within the organization.

They have undertaken several initiatives to attract women employees and have recently launched a program "second career program" targeting women professionals who have taken a career break and wants to come back to workforce. They have also focussed on developing women employees through structured development initiatives.

One such initiative is "GOLD"- Global Operating Leadership Development which aims to identify and create a strong pool of talent, and through this program they have successfully identified potential women leaders. Their targeted and focused approach has helped increase the percentage of women population by 2% across the organizational hierarchy.

## AstraZeneca Pharma India Limited



AstraZeneca is committed to building a supportive and flexible work environment that helps working women successfully manage the demands of career and family.

Some programs AstraZeneca offers that contribute to a supportive working culture include:

1. Flexible work arrangements
2. Work-life resource and employee assistance program
3. Providing confidential, personal support, resources, and referrals to help solve personal and work-related challenges
4. Career development and mentoring programs, including support for women's advancement
5. Diverse employee networking groups, including the AstraZeneca Network of Women, the Working Parent Network, and the Care Giving Network, which offers resources and support to employees caring for elderly individuals or those with special needs
6. Childcare and eldercare resources, services and discounts.

## AXA XL India Business Services Pvt. Ltd.



AXA XL strives towards creating a culture free from implicit bias by fostering diversity, building a culture of opportunity and fairness, and focusing on closing gender gaps to ensure equal opportunities for all.

AXA XL nurtures a culture of Know You Can and encourages colleagues to challenge themselves and one another to learn, grow and work together as ONE team. 2019 was marked as a year of supporting the women workforce grow in their respective work spheres.

- Leadership Exploration And Development: A management development program with focus on Senior Managerial and corporate executive level to develop them on leadership & managerial skills by undergoing a program with Top B -schools of the country.

- **Women Mentoring Program:** A focused program that helped women navigate personal & professional challenges to emerge successful managers.
- **Returning Mothers:** A program focused on supporting returning mothers' transition back to work while maintaining a good balance between work and personal life.

### B. Braun Medical India Pvt Ltd



B. Braun works towards creation of conducive working environment for its employees to grow and succeed in their roles.

The organization has developed individual development programmes for its employees and supported them in achieving their professional goals. B. Braun has also opened forums like suggestion awards for creative and new ideas of employees that would result in Business and Employee Development.

B. Braun provides Job rotation, Internal Job elevations, Executive Coaching, absorbing interns on company rolls, Learning opportunities by allowing employees to visit B Braun units outside India at company cost and ensures to develop the career aspirants with successful professional careers. Also, B Braun encourages social responsibility among the employees with the importance of supporting girl child hygiene programmes, support girl child orphanages and free sanitary napkin dispensing units in girls' schools. B. Braun's performs compensation benchmarking analysis annually to ensure that equal remuneration packages are available to all employees without any gap on gender discrimination especially, for women employees.

### Barclays in India

Barclays Diversity and Inclusion strategy is built on five core agendas: disability, gender, LGBT, multicultural, and multigenerational communities that enable them to deliver an integrated, business-wide approach fostering greater diversity and inclusion at all levels in the organization.

They strongly believe that driving a great gender diversity and an inclusive environment is imperative for their business, helping their customers, clients, colleagues and community to rise. Their gender agenda focuses on engaging women and men across the organisation to attract, develop and retain women talent and establishing equality at all levels across the organisation.

With many women-centric policies and support programs such as focused hiring, second career talent, buddy program for women colleagues returning from career or maternity break, maternity motherhood program, child care facility, flexi-working and dynamic working guidelines, career break policy, talent development programs are enabled for women colleagues to manage their work-life balancing needs and aim for an ambitious career journey.

### BASF India Limited

'We form the BEST team' is one of the cornerstone of BASF's strategy. The company wants to attract and retain talented people and support them in their development. To do so, they cultivate a working environment that inspires and connects people. It is founded on inclusive leadership based on mutual trust, respect, and dedication to top performance. To embrace diversity and inclusion, they do various sensitization activities throughout the year across the organization and levels. BASF has picked up a goal of 30% women by 2030 in the leadership position.

To encourage and develop women, BASF provides special mentoring programs. Flexi working hours and daycare facilities are part of the policies to make it an inclusive culture. To create an engaging environment, various sharing events, and chat with the leaders are conducted. A dedicated D&I council tracks the D&I scorecard to access the impact.

## Bayer



Samavesh is a 12 week fully sponsored Post Graduate certification course offered in Life Science with the objective to make fresh women graduates industry-ready. The objective is to provide them with practical training along with management education and life skills, thereby enabling them to be confidently 'job ready' for careers in the Life Science industry.

The program is designed and implemented in partnership with a B-school of repute. It is spread over a period of 12 weeks with 7 weeks dedicated to practical training. During the duration of their course they also have open mike sessions with Women Leaders and Senior Leaders. At the end of the program, they are evaluated through an exam and a project presentation.

Subsequent to the successful completion of the program, the participants are free to join either the Crop Science division or the Pharmaceutical division.

62% of the participants are now working with Bayer while the others decided to pursue their paths, and the remaining were placed in other organizations.

## Biocon Limited



Biocon strongly advocates diversity and inclusion as a key business imperative and inculcates it as a core value. The company is committed to promote diversity in the workplace and provide equal opportunity for all employees.

Biocon have taken constructive feedback & taken initiatives that has been of strategic importance:

- 1) **Maternity/ Childcare Benefit:** Biocon offers:
  - a. Flexi work hours (i.e. 50% of total work hrs) during first month post ML
  - b. Extended ML up to 52 weeks for all employees
  - c. Designated parking slots for women, especially those in advanced stages of pregnancy, and/or have mobility challenges
  - d. Provide Crèche Facility to 100% of the Crèche applications' women Dialogue forum on a quarterly basis to discuss current & relevant issues with professionals

- 2) **WIL:** Women in leadership programme for advancement of career

- 3) **Second career:** A revamped hiring strategy to enable talented women start the return journey via part-time route and eventually considered for full-time roles.

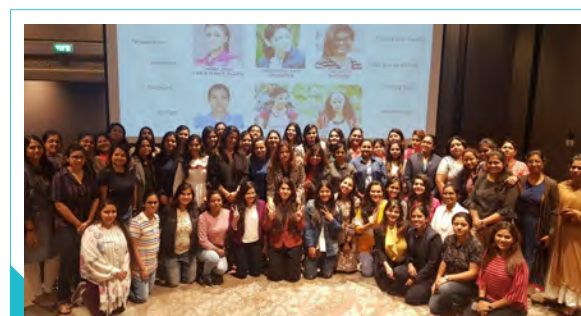
## Boehringer Ingelheim India Pvt. Ltd.



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At BI, 15% of women were promoted last year and 40% of women were in the top 20% earners. One senior woman executive was part of the Global Leadership Development program, Women Leadership program and is getting exposure & coaching to become a global leader. 85% of BI's employees use flexi-time and around 87% of employees use telecommuting or remote working, including work-from-home facilities.

Employees are provided with great maternity/paternity benefits along with facilities like crèche, pumping rooms, and pre/post-natal counselling services. Women form 18% of Key Talent and are offered development through Mentoring, Coaching, Global LD programs, Learning Passport, Short-term projects, and EBTs.





Boehringer Ingelheim strives to be an Employer of Choice and lays out several employee-friendly policies and practices in the company which provides a supportive, encouraging, and nurturing environment for women. Several workshops like self-defence, women's rights, breast cancer awareness etc. are organized along with interventions like Womentoring and women's forum for developing women leaders.

### Capgemini Technology Services India Ltd



Capgemini has inclusive hiring processes, return ship program for women after a career break and maternity, program for caregivers and expectant mothers, Parents ERG, mentoring and developmental programs to attract, advance, and retain women talent.

They rigorously review and update diversity and inclusion initiatives and support leadership programs that help women take greater risks, experiment and create communities. By making the promotion process more transparent, distributing meaningful assignments equitably, and opening the right networks for women, they attract more and more women in technology space and build a diverse, talented cohort of leaders.

To comfort their people during COVID times they launched Happiness & Well-being as fifth dimension on their Inclusion focus. The program engaged their workforce on positive attitude, motivation, building resilience, caring for children and elders, parenting, mindfulness, healthy eating, importance of sound sleep, stress at workplace and home, addressing issues like domestic violence and more.

### Capita India Private Limited

The Career Craft Programme run by the HR team is a starting point and is conducted early on for all new joiners at the frontline.

Capita India has implemented programmes at 2 key levels- for building a pipeline for first-line managers to go from managing frontline employees to managing managers, and also, to build a pipeline of tenured managers who have been managing other managers to go on to manage the business.

The Leadership Acceleration Programme (leap) is a six-month long developmental intervention aimed at equipping high potential Managers with the critical skills needed to take on future roles.

The Advanced Management Programme (AMP) is a six-month-long developmental journey aimed at equipping select Team Managers with the critical skills needed to take on future roles.

CSR Away Day- HiPO Journey

One of our initiatives in 2019 has been to organise an 'Away Day' for participants enrolled into our high-potential employee programmes.

### Cisco Systems (India) Private Limited



At Cisco, the belief is that Inclusion & Diversity is the right thing for all. The company is expanding its commitment to fair pay, accelerating diverse talent, investing in emerging diverse leaders, and doing everything it takes to reiterate that diversity in any form is welcome.

Some examples are:

- Cisco Connected Women; a group aimed towards creating a network of Women in technology inside Cisco. This group also helps scout for talent through their networks & helps in building a healthy pipeline.
- The Cisco on-campus Child Care Centre has an infrastructure designed towards helping in the effective overall development of the child. The organization also has mothers rooms & nap rooms to keep expectant & new mothers comfortable.

- Cisco believes that productivity isn't measured by time spent in office or at one place but by results delivered. Flexible Work Practices, enabled by Cisco technology, define how, when, and where work gets done.

### Citibank

Encompassing a wide range of work styles Citi offers curated development high potential programs such as Citi Women's Leadership development to successfully coach & build a diverse talent pipeline at Mid, Senior, & Executive levels.

Citi has a bouquet of offerings for women who are expecting as well their people managers to drive an open dialogue. They are -

Care Nine Program - an online and telephone-based, structured antenatal program that provides support and guidance to the expecting mother regarding Diet, Fitness, Emotional aspects and education on what to expect during pregnancy.

Maternity Matters toolkit is designed to help mothers navigate this journey, drive an open dialogue, which further enables all employees to continue to have a career & pace of progression that they want.

A unique child care benefit which pays women employees in India a fixed quarterly childcare allowance of up to 33k over and above their salaries, for up to six years after their return from maternity leave, which they can use for financing daycare services as per their own requirement & flexibility.

### Cognizant Technology Solutions Corporation



Cognizant's primary focus has been to make a difference in their talent acquisition, talent capacity building through informal mentoring, and to provide a conducive environment to retain women associates. With this in mind, they have undertaken three primary initiatives in 2019:

- Maternity Transition and Integration (MATRI): This is an exclusive support program for women associates transitioning in and out of the workplace while starting a family. MATRI aligns with Cognizant's commitment of sustaining a family-friendly workplace helping associates to combine a successful career with their personal responsibilities.

- Diversity Circles: This is a mentoring digital platform that enables associates to collaborate on common areas of interest and shared goals, and also, connects them to higher opportunities. Within the first few weeks of its launch, they signed up 137 circles.

- Career Opportunities: Cognizant has been advocating and supporting the education of economically backward students. In 2019, the organization hired 90 First Generation Girl Graduates.

### CRISIL Limited



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At CRISIL, they have had policies and practices - both as formal and informal ways of being across the company's divisions and functions.

Flexi time and work from home has been offered by CRISIL from a time when these concepts were still picking up, and 2019 saw a heightened usage of these practices across.

In terms of benefits inclusion, same-sex partners were included as part of the company's insurance coverage which helped them take a larger and more inclusive view of some of these benefits. CRISIL consciously undertook the exercise of de-bottlenecking of processes wherever there was a scope to cut down unnecessary and redundant steps towards approvals for travel or reimbursements or day to day manager approvals allowing the organization to be seen as a more efficient and just place.



## 2020 - 100 BEST COMPANIES FOR WOMEN IN INDIA

Connection with people through third party personnel to seek feedbacks on the role, manager, culture, and overall work environment enabled the authorities to stay up to date with the employee feedback on an ongoing basis.

### Cushman & Wakefield India Pvt. Ltd.



1. Returnship Program: This initiative is aimed at providing a platform through which women professionals can re-enter the corporate world after a career break

2. Coaching and Mentoring: The firm has taken steps to ensure that the process of learning and coaching stays consistent and continuous through the year. To meet this end, they have introduced Workday Learning- an online platform with capsule courses, with topics such as "Leadership Strategies for Women", "Body Language for Women", "Proven Success Strategies for Women", "Women's Integrated Network: Assertiveness", "Fighting Gender Bias at Work", and "Becoming a Male Ally at Work", amongst many others.

3. Giving Women the Power of Choice: The care policies for women are oriented towards making sure women can maintain work-life as seamlessly as possible- such that neither work nor home needs to take a backseat. The most significant initiative in this regard is their Surrogacy Policy- a support for women who choose to go beyond not just patriarchal expectations of childbearing, but also beyond one's biological clock.

### Cypress Semiconductor Technology India Private Ltd, An Infineon Technologies Company



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In Cypress, women empowerment initiatives are holistic, right from the availability of basic sanitation facilities to economic empowerment.



During the COVID-induced crisis situation, Cypress was one of the early adopters of employee-friendly strategies for being sensitive and supportive towards women's unique challenges. Being aware of how the pandemic is disproportionately impacting women, the firm prioritized employees' health & wellbeing, flexible schedules, and work-from-home policies.

Cypress, having progressively worked towards increasing women representation at leadership levels, has been striving on integrating gender equality and empowerment throughout the organization. Cypress has a unique campaign called "Empower" focusing on building gender-balanced teams, and other programs like women-collective and women-specific mentorship programs.

With 28% of women enrollment into managerial development programs and 20% of women representation of the regional management committee, the company believes that they have taken the first step towards achieving the organizational goal of gender diversity.

### DBS India



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DBS India believes in providing a differentiated experience to every individual in career progression, learning and development, rewards and recognition, work-life balance so that they may Live Fulfilled every day.



DBS Diversity Philosophy is hinged on the 3 key pillars of Conscious Acquisition, Active Development and Continuous Engagement to enable women professionals unlock their full potential and be the best versions of themselves. They have implemented the waterfall approach to address the gender diversity drivers. Gender diversity is now included in the Key Performance Indicator of the regional management committee and consequently funnelled down across to respective businesses.

### Deutsche Bank Group

Inclusion for Deutsche Bank means creating a place of work where not just women but employees from all genders, sexual orientations, abilities, beliefs, backgrounds, and experiences can thrive. At Deutsche Bank, leaders aggressively monitor the number of women on the slate during hiring and promotion processes so that no unconscious bias creeps in.

The bank reformed its parental leave policy in a landmark decision, making it "gender neutral". This means that now both its male and female employees are entitled to the same amount of childcare leave if they choose to be primary caregivers.

Deutsche Bank's Proud Mothers program has run successfully for the last 3 years- this network provides support to expectant and returning mothers to allow for an easy transition and focused support through assigning buddies and facilitating dialogue between managers and program participants. Deutsche Bank also ensures adequate infrastructure support through on site facilities like Mothers Nursing Rooms and wellness rooms across locations. The bank recently enhanced its childcare assistance benefit allowing for 100% reimbursement.



### Dow Chemical International Pvt Ltd



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Dow through Women Innovation Network (WIN) focuses primarily on bringing in gender diversity and striving towards balance for better. There are several policies and initiatives including hiring and developing women talent, have a better representation of women at the leadership level, program for working parents, flexible working, adoption leave, reimbursement of infertility treatment, creche facilities. Initiatives include Leadership Development Program for women.

Project Catalyst is a program to facilitate women engineers on career break for their re-entry into the regular workforce, and Project SITA is an initiative for female engineering students to do their B.E projects at Dow.

Project Puthri - Dow has been instrumental in enabling Puthris (Daughters) to pursue their dreams of stepping into careers of their choices in the Indian industry. The company has provided financial support via scholarship to Puthris to help them complete tertiary education in the engineering field. Dow chemical Ltd bears the tuition fee for the scholars during the four years of the study period. The scholars are initially trained and are selected as interns in the company.



### Eaton Technologies Pvt. Ltd.

In line with its commitment to foster a more diverse and inclusive workforce, Eaton in India has implemented numerous initiatives and policies. The focus is on ensuring a healthy work-life balance for employees and also creating an engaging and enriching work environment that facilitates learning, development, and career growth. The company's part-time working policy is designed to facilitate its employees to attend to health concerns for self or dependents, pursue academic/ professional courses, or for child care.

## 2020 - 100 BEST COMPANIES FOR WOMEN IN INDIA

With flexible working hours policy and based on the requirements, managers may allow flexibility in work timing to an employee who wants to leverage this benefit to attend to a personal exigency while also avoiding absence at work. To ensure the mental and emotional wellbeing of the employees, the company provides the services of an external agency under Eaton's Employee Assistance Program. This program provides the employees and their families access to professional care, self-help programs, interactive tools, and educational resources to help with life's changes and challenges.



### Eli Lilly and Company India Pvt. Ltd.

In India, Eli Lilly's D&I philosophy is defined as: – Our workforce should represent the diversity of the external world especially our customers – It's a part of our core value of "respect for people". Everyone must have an equal opportunity to work and succeed at Lilly. Everyone must feel 'safe' to bring their true self to work every day.

Leadership commitment: Right from the CEO, Dave Ricks, to the India Leadership team, D&I is a priority and a part of every leader's goals at Eli Lilly. Even at a District Sales Managers level, they have set a target that each DSM must have at least two women in their team, which puts the ownership of hiring and developing women talent and creating an inclusive team environment on that DSM as well.



Sustained execution of a comprehensive strategy across the talent value chain: 43% of all new hiring has been females. 45% of identified talent are females, 40% of all developmental assignments, STAs role changes went to female talent.

### Elico Healthcare Services Ltd



Also placed in 100 Best – Hall of Fame for featuring in the 100 Best for 5 consecutive years



At Elico, every individual's backgrounds and perspectives are valued. The current gender ratio of male and female employees is 53:47 and Elico has made tie-ups with women colleges to hire more women into the company. Post their joining, the employees are encouraged to pursue higher education/certification courses for which the company offers financial support.

Women Safety is of paramount importance at Elico and thus provides transportation to all the women employees. The company policies promoting inclusiveness have empowered its women employees, and it currently has two business units being headed by women leaders. The attrition rate of women post marriage due to relocation was overcome by introducing "Work from Home" as the retention strategy. Also, women employees are entitled to maternity leave as per the law and post maternity, women are given the flexibility to work in different shifts. This has helped in retaining women employees, who have later grown to leadership roles. The company is also keen on conducting women-centric training and events.

## EY



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Making gender equality the answer and not the issue, EY believes that gender equality is not a problem to solve, rather a solution to a business' and society's most complex challenges. EY's ambition is to inspire and accelerate gender equality in the working world, to fulfil its purpose of "Building a Better Working World" and create long-term value for clients, people, and society. To not only hold itself accountable but also be a beacon, setting the standard for others.

Gender equality is critical to unlocking the full potential of the working world. It also has a fundamental bearing on whether societies and economies thrive overall. Removing barriers that prevent women from equal opportunity in the workplace and society takes commitment, focus and action, but the benefit brings long term value to us all.

### Flipkart Internet Pvt Ltd.

Flipkart started its journey with deep analysis of data and individuals plus group connects with employees across grades, locations, and business units. Backed with these data, Flipkart built its three key pillars to I&D strategy, focused on talent attraction, talent development & retention, and culture & policies.

Flipkart has created different interventions based on the career cycle of a Women Flipster.

1) Flipkart created Mentoring Circles that gives women access to senior leadership, influential peers, potential sponsors, and engages them into networks.

2) Mom on Board is a program launched to structurally enable Flipster women to grow in their careers by creating an ecosystem that supports them through their maternity journey, in addition to benefits like transport reimbursements, higher maternity claim, baby shower, and daycare support.



3) A series of workshops have been created inhouse to address 'Unconscious Biases at Workplace' with modules crafted specifically for Flipkart, which are also mandatory for the leadership and all senior people managers.

### Ford India

The success of Ford Motor Company has always come from the diversity of our team, which reinforces D&I as one of our top people strategies. From our pre-onboarding engagement to managing business-extensive responsibilities, importance is given to the experience that each employee owns. Ford is an Equal Opportunity Employer and has a Zero Tolerance Policy on sexual harassment. We work on our women talent pipeline by having women-specific hiring events, hiring of second career women, etc. We also have several work-life balance policies that enable women employees to manage their personal and professional priorities better. Telecommuting, Transitional work, Job sharing, Sabbatical Leave, and Day Care Centres at all major office locations are some of them. High potential women employees are facilitated with targeted developmental programs, cross-functional experiences, job rotations, and international assignments. The Women of Ford (WoF), an employee-driven resource group, has been instrumental in initiating and driving holistic well-being, professional skill-building, self-defence, and rallies for social causes.



### GE India Industrial Pvt. Ltd.

GE is committed to inclusion, which is embedded in how it hires, grow and retain the talents. It is called W.O.W, or GE's Way of Work! The gender-neutral job descriptions, external hiring events, and meetups have helped attract talents, contributing to the increase in external hiring to 37% in 2019. The organisation's efforts to retain talents utilising external exit studies, stay interviews, predictive analytics & Flexperience, on-campus daycare, and parent-child rooms have helped reduce overall attrition rate by 3% in the last three years.



GE also provides various other platforms like Cultivate, My connections, WISE, external connects, which has helped nurture top talents in the organisation, which showed an increase in the number of women promotions to 24% in 2019. All these curated programs coupled with robust policies and measures have developed a culture where every employee proudly brings their whole self to work, which is enabled through the structure, policies, systems, and facilities provided, to achieve the best.



### General Mills India Private Limited

By truly living to the company's purpose statement, 'To make the food the world loves', General Mills strive to create a work environment where employees love their work. The flexible work arrangement policies allow employees to pick up from a variety of options to suit their work-life balance. Moreover, employees deeply value the trust and ease of availing these policies. The phase back provision allows for sensitive and seamless assimilation of returning mothers. The transparent internal staffing program provides employees with the opportunity to avail broader experiences and achieve career progression.



Furthermore, women advancement is one of the key championship talent goals, which has seen almost 10% of the women workforce mobilised internally. Educational assistance program allows employees to follow their learning pursuits. Programs like extensive learning interventions, mentoring circles, formal-informal coaching support employee development.

The various employee network groups run several activities that build a strong community and engagement across the Centre.

### Genpact India Pvt. Ltd.

Diversity slate has significantly increased from entry-level to the very top levels of leadership. Today, Genpact is at 41% gender diversity with 41,000 women of the 100,000-employee base. Genpact has four women board members (0 in 2013), five on the leadership council (vs 1), and SVP diversity at 22% (vs 7%). The programs mentioned below, implemented as part of Diversity and Inclusion strategy has been key to the organisation's progress:

- Driving inclusion as a culture: Through "Managing Unconscious Bias" e-learning, diagnostics, inclusion workshops, continuous reinforcement, and repetition.
- Institutionalizing "Women in Genpact Network": Strengthening relationships and giving women an opportunity to collaborate, which are leveraged across all D&I initiatives, hosted by client leaders, G leaders, and industry experts.
- Building women leaders in partnership with Harvard: Women's Leadership Program for women Assistant Vice Presidents.
- Sponsoring and mentoring top talents: 1,800 sponsor protégé pairs focused on building meaningful careers through the 'Pay-it-Forward' program.

### GlaxoSmithKline Pharmaceuticals Limited

Team Climate Surveys provided GSK with clear metrics of Diversity and Inclusion Indexes, which helped it plan and develop strategies. Committing to attain an inclusive culture and improved diversity, a series of diversity sensitisation workshops were organised, which also ensured the presence of leaders. Besides 26 weeks of maternity policy, GSK has instituted new policies, including paternity leave, adoption policy, and flexible working hours for all employees. Apart from maternity benefits and medical insurance, GSK also ensures the safety of its employees through efforts such as POSH sensitisation, implementation of Internal Complaint Committee and seeking the help of an external legal expert as required.

The organisation has zero-tolerance for sexual harassment and undertakes initiatives such as Fast-track leadership development programmes, Management & Leadership training, and Executive coaching for the development of women talent. The female representation, which was under 10% in the total workforce, increased to 16% - 15% women in top leadership positions moved to 28% and 30% women at Board level.



### Great Software Laboratory Pvt. Ltd.

GS Lab is on the journey of creating a Gender-neutral workplace. Enabling the women employees to achieve their highest success through equal opportunity and responsibility is considered a major step in that direction. With over 33% of women workforce, GS Lab policies such as unlimited WFH, pre and post-maternity care, special medical care, stringent POSH, Women's forum, customized training etc. play a crucial role in making the workplace safe, healthy and fun-filled for all the employees. A robust teleworking policy enables young ladies to continue their career with GS Lab even during location shifting after marriage.

The management has also taken over the responsibility of identifying and grooming young ladies with potential as future leaders. In a nutshell, providing confidence, a congenial workplace, and equal opportunities to all women colleagues is the strategy adopted, which is driven by the recruitment (special drives), talent management, and the L&D policies of GS Lab.



### HCL Technologies



As a human-centric organisation, HCL not only focuses on physical safety and security of its employees but also take into consideration their psychological safety as well. To ensure this, HCL enabled the flexi work hours policy, which is applicable to all its employees.

As safety and security of the employees is the prime concern, the organization has created a robust transport infrastructure, governed under the Transport Policy, to provide a safe, efficient, prompt and cost-effective transport facility to the employees. The Telecommute Policy was also launched to provide employees with an arrangement to work from home. Along with the arrangement to work from home, the policy also provides employees with a pre-condition that the employee holds a role/position that can be switched to an alternate workplace without disruption to productivity or team performance.

To enable employees to maintain work-life balance, they are provided with quality crèche facility for their children while at work, which is convenient in terms of location and timings.

### HDFC Life Insurance Company Limited



HDFC Life's finest investment is its employees. The organisation believes that a talented and spirited workforce is crucial for organisational growth. In the effort to provide employees with all the benefits pertaining to work-life balance or career enablement, the below-mentioned initiatives have been benefiting



and impacting the lives of the women employees at HDFC Life.

1. There should not be an employee, whose query/grievance is unheard or goes unnoticed. With this intent, eSparsh, the online grievance tool, was launched to touch the lives of each of the employees spread over 400 branches.

2. Maternity Transition Program: Robust and confidence-building process for women employees in three phases - During Pregnancy, During Maternity, and Post Maternity.

3. Flexible working, POSH, whistle-blower, leave, mediclaim policy are assisting women employees in having a work-life balance, ensuring their safety, and benefiting them in every way.

### Hindustan Coca-Cola Beverages Pvt Ltd

HCCB has built an organisation and a community of people where respect, diversity, and inclusion are valued every day. A few initiatives are:

**Talent Infusion:** HCCB is the first factory to have 40% of female representation in Sanand, across levels. It is now looking forward to a similar factory in Siliguri with an even higher percentage of female representation. Another significant initiative is the talent drive to hire women and people with disability across the locations in the sales function.

**Inclusive Policies:** HCCB has various policies such as Parenting Policy, Travel Policy, Day Care Policy, Reasonable Accommodation Policy, Equal Opportunity Policy, Setting up of BRG's, Sessions around Unconscious Bias to remove barriers and ensure that the organisation is completely free from discrimination or unfairness of any kind.

The company is also an equal opportunity employer with a Business Resource Group on gender equality and providing leadership development programs for women such as LIFT and Women's LINC.



### HP Inc.



Also placed in 100 Best - Hall of Fame for featuring in the 100 Best for 5 consecutive years

HP is committed to reinventing the standards of diversity and inclusion. The Belong, Innovate and Grow (BIG) strategy is a critical component of the company's agenda. In addition to competitive benefits and a flexible workplace, HP also offers other innovative initiatives. The program, Disha, is designed to develop women in leadership through a six-month blended learning experience. Lean in Circles encourage women to come together, share their journeys and learnings, and inspire other women employees to earn their seat at the table. Tiger Moms is a program to help to-be-mothers and new mothers find a balance between career and motherhood, through initiatives like maternity leave policies, creche tie-ups, flexible work, lactation room, and special transport arrangements.

Overall, HP strives to make it the destination of choice for top women talents and underrepresented groups in technology. At HP, talent is the only criterion.



### IBM India Private Limited



Also placed in Top 10 - Hall of Fame for featuring in the Top 10 for 5 consecutive years

Attracting, retaining, and developing female talents across the world is not only essential to IBM's company culture but is also a business imperative. In addition to providing a supportive work culture which offers inclusive policies and resources to enable a smooth transition of women returning to work post maternity, IBM provides an environment rich in career and leadership opportunities to women.

IBM has established global executive councils for employee constituencies. The Women's Executive Council constitutes of highly accomplished executives from around the world, the aim of which is to improve the retention and engagement of mid-career technical and professional women, increase the



representation of women in leadership roles, and opportunities to engage and equip men at all levels with actionable tools to advocate for women. The business takes the responsibility of hiring, retaining, and promoting women at mid, senior, and executive levels. It is no more an HR/D&I led project.

### Impetus Technologies India Pvt. Ltd.



At Impetus, policies focus on extending work-life balance, while ensuring a continuous learning and growth environment. Employees have access to the free creche facility, available across five offices. To ensure that the people's voice is heard, dedicated HRBP connect program are conducted quarterly where one-on-one meetings occur with individuals. Discussions are focused on continuous individual development programs while taking their feedback on ongoing initiatives.

Impetus' performance appraisals are best in the industry. Continuous People Development forms its core value. With programs such as Raise the Bar, everyone is assigned with one technical skill to learn biannually besides usual work. The company also extends flexible working hours and sabbatical leaves to women, enabling them to strike a work-life balance. As the company believes in retaining the right talent, work from home options is extended for those who require it. The company also conducts several wellness programs focusing on women's wellbeing.

### Indegene Pvt Ltd

Indegene Athena - Inspiring to achieve your potential

Indegene passionately commits to providing a congenial environment to craft a fulfilling career that nurtures, engages and empowers women, who form 45% of its workforce. Our innovative policies promote women empowerment to overcome societal and personal barriers. To name a few:

1) The power of affinity group, "ATHENA" aims to engage and empower women through smart and self-management programs.

2) The Maternity Act celebrates motherhood and extends the Maternity Act benefits to commissioning and adopting mothers equally.

3) ASH committee focuses on building a culture of high performance and harassment-free environment.

4) Health initiative #MHM provides customized health programs/support for various milestones in the life of the women employees at Indegene.

5) Career Development Policy focuses on a fair and transparent performance evaluation. And, individual development plans groom them to take up leadership roles through focused learning journeys.



### Infosys Limited

In Infosys' efforts to build gender balance at every level of the organization, the progress from 25% women in the board to women playing key roles in technology and management in the growth engines has been heartening. The policy ecosystem has been carefully built across the employee lifecycle and career stages to ensure appropriate enablement. The Corporate Scorecard includes gender diversity goals and an elaborate mechanism of D&I councils have built accountability and have ensured perspectives.

About 4300 women availed maternity leave, and about 6100 men availed paternity leave in 2019. About 89% of women returning from maternity is the testimony to the success of Infosys' policies. Skilling women in the new and emerging technologies continue to strengthen the participation of women in

the new business growth engines. Extending this support to the larger ecosystem, Infosys has partnered with NASSCOM to create the Women Wizards Rule Technology program that commits to training and mentoring 10,000 women. Over 3000 women underwent skilling in 2019.

### Integra Software Services Pvt. Ltd



Also placed in 100 Best - Hall of Fame for featuring in the 100 Best for 5 consecutive years

Integra has several policies and programs to help its women employees grow and perform. These policies have helped Integra ensure equal representation of women in its workforce, in addition to retaining and developing them.

- Integra has a policy to hire at least 70% of women professionals, which has helped it maintain a healthy ratio of women in the workforce.
- Exclusive mentoring for women has enabled Integra to retain and grow potential women employees.
- The work from home policy has helped retain potential women who would have else dropped off from the workforce for various reasons like marriage, childbirth or re-location of their spouse.
- Managers and above, expecting mothers and new moms have flexible working hours. New moms also avail feeding breaks under this policy.
- New moms can also extend their maternity leave for up to eight weeks, with approval from their reporting heads.
- POSH policy provides women Integrates with a safe working environment.

### Invesco India Private Limited



Invesco firmly believes that diversity of thought can provide a compelling source of competitive advantage. Drawing, developing, and retaining talent from a wider pool has helped Invesco thrive on a wealth of varying views and competencies.

As such, Invesco actively taps into the wealth of perspectives by acknowledging and accepting the contribution of all members of the team, which makes it a great place to work. Invesco's aspiration for the workforce is to continually reflect the diversity of people and perspectives in today's evolving society and have their colleagues feel valued, appreciated, and respected for their unique contribution to the firm. At Invesco, the team is committed to augmenting diversity of all types, at all levels, and in all functions across the global business. At an enterprise level, Invesco has an enhanced focus on gender diversity and continue to have more women employees at senior levels and across all functions.

### Johnson & Johnson Pvt Ltd



For decades, Johnson & Johnson (J&J) has been prioritizing the creation of a workforce that reflects diversity, promotes gender equality and advances women leadership. The various J&J initiatives are as outlined below:

Employee Resource Groups (ERG): Women Leadership Initiative (WLI) is an ERG – a voluntary, employee-led group – that promotes gender equality, advances women leadership and realizes the vision to "grow women to grow the business and our world." It engages around 150-200 men and women in India.

Talent acceleration & development for women – Focused interventions on acquisition and development to prepare the right talent for their leadership and development journey. Diversity of thought and talent, training and development, mentorship and sponsorship have been key to building inclusive, gender-equal, future-ready teams.

Breast Milk Shipping initiative: In 2015 J&J launched a temperature-controlled delivery service for nursing mothers travelling on business, as well as designated spaces in all offices across the country to pump and store breast milk while at work.

## JSW Steel Limited

JSW's Springboard D&I initiative is targeted to support women in their leadership journey. This has shown significant improvement in women headcount at JSW, which was achieved by identifying gender-neutral roles, training the hiring panel on the importance of gender diversity, and employing at least one woman on the interview panel. The spousal hiring policy was also introduced to retain talented women employees or onboard spouse of male colleagues.

Women are trained in operations, maintenance and critical plant processes, and initiatives are taken to provide technical training to unskilled women workers to onboard them to core jobs at plants.

Round the clock working are enabled with the deployment of women security personals.

JSW provides Executive Health Checkup to all women across grades and age. Further, women returning from ML have differential performance ratings, which ensures no discrimination. To deliver "Zero Tolerance for Sexual Harassment" message, the organization also conducts Sammaan (POSH) Workshops and offers 24\*7 Sammaan Helpline that provides confidential support.



## Kaya Limited

Kaya Limited has a unique policy of one-month settling down period. Every new employee is given one month from their joining date to understand the processes and expectations without the additional pressure of deliverables, post which, starts the monitoring of their performance at Kaya. The policy, Extended Time with Little Kayazens enable our resources to be happy, focused on work, and continue being a valued member of the workforce without compromising their family commitments or general wellbeing. Many of the employees join work at an early age to support their family.

Hence, Kaya launched a policy for Higher Education to empower these employees to complete their education while working. Being a woman-centric organization, many employees leave the company due to family/personal commitments. Kaya's doors are always open for these employees through Homecoming drives, whenever they are ready to rejoin.



## KONE Elevator India Pvt Ltd



Also placed in 100 Best - Hall of Fame for featuring in the 100 Best for 5 consecutive years

KONE Elevators have the following D&I initiatives:

- Flexible Working Policy
- Extended Maternity Leave
- EAP Services exclusively for women returning from Maternity Leave, and other support services.
- D&I Council addressing basic amenities, policy review and amendment, and best practices implementation.
- GLOW (Growth & Leadership for Outstanding Women)





## KPMG India

The Agile working arrangement is KPMG's approach to mainstreaming flexibility, that empowers its people to choose the way they work to deliver their best. With post-maternity support, returning mothers smoothly transition back to work. In addition to the prescribed days of maternity leave by the law, our policy supports maternity leave for a rolling period of twelve months. Parents have a choice of any of the subsidized daycare centres within a city, caregiver leave, shared leave and enhanced parental leaves.

The 80+ allies, same-sex insurance cover, and gender reassignment surgery make a stronger LGBTQ community at KPMG. Furthermore, Women's networks and formal mentoring promote women's development. Overall, KPMG brings together a multicultural workforce to create a positive ecosystem where the people can bring their whole selves to work.

## Lear Corporation



Lear Corporation values diversity because it makes it a better company; and better individuals coming together build an even stronger team. One of the visions of Lear Corporation is to become an Employer of Choice. Consistent with this, the company seeks to recruit the best candidates from diverse backgrounds and communities around the country.

Diversity makes good business sense by ensuring the best talents to leverage them for the competitive edge. The company fosters an inclusive environment that respects individual differences and values, the unique perspectives that lead to innovative ideas, and better decisions. In line with this commitment, Lear in India has implemented numerous initiatives and policies. The focus is not only on ensuring a healthy work-life balance for employees, but also on creating an engaging and enriching work environment that facilitates learning, development, and career growth for women employees.

## Macquarie Global Services Private Limited



At Macquarie, female employees are empowered across learning, labour and leadership, by providing end to end solution to help them achieve their true potential. All three aspects combined helps them identify their key roles and earn leadership roles. There are also various other avenues, including flexible working, talent interventions, and employee lead networking groups, to enable them to manage multiple priorities.

In 2019, an average of 80% of women colleagues availed flexibility opportunity. Among the employees who got promoted to director level, 50% were females. A tie-up with a daycare facility was established this year, as part of creating a support network for working parents. Women returners remain one of the strongest propositions across and have seen significant uptake from potential candidates. At the same time, well-thought leadership interventions, mentoring and development across levels have nurtured women development at Macquarie.

## Maersk

### Career Enablement:

At Maersk, people are considered to be the true source of sustainable competitive advantage. Leveraging strength of thought diversity and balanced inclusion, Maersk has effective career enablement platforms for its female employees. Programs like Strategies for Success and Signature have helped many of women employees focus on future career goals, personal aspirations, self-awareness, brand and stakeholder management while encouraging collaboration between participants across functions, geographies and cultures.

The Leading Maersk programs instil attitudes and skills to become successful leaders and contributor in One Maersk.

## 2020 - 100 BEST COMPANIES FOR WOMEN IN INDIA

Flexible work timings, support for new mothers and programs like Back to Work for women on career breaks enable a strong bond between the organization and employees. The LGBT & PWD Maersk recognizes and embraces the larger diversity and inclusion agendas. The spirit of Pride is in full swing at Maersk with the theme "Summer of Pride," and "Pride Ally" challenges promoting self-affirmation, acceptance, equality, and respect for all.



### MakeMyTrip India Pvt. Ltd.



Also placed in 100 Best – Hall of Fame for featuring in the 100 Best for 5 consecutive years

MMT provides a good number of policies for its employees. 100% of the workforce is given the benefits of flexitime and 95% with telecommuting, to ensure a better work-life balance. The employees also benefit from the no-cap leave policy to attend to their personal life.

Parents enjoy the support of maternity/paternity leaves, and the mediclaim facility available ensures a worry-free delivery for the new parents in the best facilities available. The organisation also support parents who choose to adopt. Their children are covered in the mediclaim facility from day one.



Back to Future Program, an initiative to support women professionals helps them in returning to the office after a break.

It is a special work-internship program launched for returning mothers, specifically in the tech field. The objective was to capitalise the women talent in tech that had drained out and help them return after breaks. Since its launch in 2017, the organisation has helped more than 20 women through this initiative.

### Mastercard Incorporated

Core to Mastercard culture is building an inclusive workplace which is only possible with the right interventions and policies. This commitment, driven from the leadership and accountability ownership, is defined at each level of the organization. The Global Gender Steerco Committee, which consists of the Board Members and Management Committee team, has a strong focus on the Diversity Culture being created.

"The Whole You" is one of the key initiatives which offers customized choices to employees to balance their personal and professional commitments. "Women Leadership Network and Women in Technology" forums enable woman employees to express themselves, look for career advancement opportunities and sharing their experiences. Mastercard, with its external focus, create awareness on STEM programs like Girl4Tech, Girls Who Code, for girl Students. The inclusive family building program, "Relaunch Your Career" encourage women to join the workforce after a career break and interventions like "Women who lead" nurtures women leaders for future roles.



### MetLife Global Operations Support Center



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MetLife GOSC's D&I vision is to foster a culture that leverages the contributions of associates of different backgrounds and perspectives to drive growth and profitability. GOSC is an Equal Opportunity Employer with efforts made at structural, policy, and cultural levels.



Starting with the Diversity & Inclusion Roadmap Monitor & Measure, GOSC has various policies and initiatives, a few of which are: Continuous Learning, Diversity & Inclusion Week, and Gender Diversity programs. The Women Empowerment initiative called 'WE' is a significant medium empowering the women employees at GOSC through programs like Executive training, Leadership speak, etc. Recognizing the importance of parenthood, GOSC provides benefits like Special Leave Policy, Flexible Work Environment, one-time pay-out post childbirth for all employees to cover for post-natal expenses, and daycare facilities for children up to 8 years. Dedicated cabs for expecting mothers and wheelchair friendly corridors and restrooms are the other benefits provided for people with special needs by GOSC.

### Midland Credit Management India Private Limited



#### 1. Supportive Policies:

Policies on POSH, maternity/parenting, transport and crèche are well defined to ensure awareness and compliance. Besides four-week paternity leave, women can avail privilege leave, a 'no question asked' leave, which can be availed during the monthly cycle. Also, MCM has had 100% of its women employees rejoining post maternity leave with adequate support from managers.

#### 2. Women-Centric Programs and Forums:

At MCM India, women are encouraged to take on leadership roles through programs like Encore Emerging Managers and enrol themselves for mentoring programs. Active intra-organizational bodies like Women@Encore organize panel discussions, leadership talks, etc. on topics related to inclusion.

#### 3. Company and Function Balanced Scorecard:

At MCM, 7.5% of the annual variable bonus is linked to the Diversity Ratio in the Company Balance Scorecard. In 2019, MCM saw a 7.56% improvement in the diversity percentage than that of 2018.

A focused D&I initiative was also introduced for cultivating culture reflecting the diversity of its employees, consumers, and communities.

### Molecular Connections Pvt Ltd



MC is proud to call itself an inclusive organization from inception. Woman employees are treated on par – and they believe in a culture of no boundaries. This is proven by the fact that they have gender and generation diversity across all levels of the organization, right from the leadership team to individual contributors. All their policies from hire to retire focuses on the enablement of woman employees to be successful in their stint with MC. The average tenure of women employees in managerial positions and above is 10+ years. They have taken efforts to ensure equal pay (with pay for performance philosophy). Their Leave policies including Maternity, Paid and Unpaid leave ensure that woman employees balance the needs of work and personal life. The environment of coaching and mentoring help them stay focused on their career goals. They have had success stories of several woman employees who have joined them fresh out of college and have grown into leadership positions over the years. Enabling women employees to perform and grow is embedded strongly in the culture of MC.

### Mondelez India Private Limited



Also placed in 100 Best - Hall of Fame for featuring in the 100 Best for 5 consecutive years





## 2020 - 100 BEST COMPANIES FOR WOMEN IN INDIA

With inclusion at the heart of their key values, Mondelez India is proud of being an equal opportunity employer, intentional about ensuring competitive advantage through a workforce that represents the diversity of the consumers serviced! Their top three best practices for the year are:

The cross functional D&I council, chaired by three of their CXOs/Country Leadership Members, used design thinking keeping women employees at the centre of the enquiry to take two big decisions – the need to develop equal leaders and to establish a “back-to-work” policy.

2019 saw the strength of their sales story – increased emphasis on mapping lean-in sales roles across the country, engaging with their external women talent pipeline, the formation of ‘SalesForHer’ community, and strengthening the growth journey for women in sales.

The Pay Gap review as an ongoing part of their D&I Agenda, brought to fore the proud fact that they have a ZERO pay gap in the India business. This is a strong validation of their core remuneration practice which removes gender bias.

### Morgan Stanley



Also placed in 100 Best – Hall of Fame for featuring in the 100 Best for 5 consecutive years

Morgan Stanley’s recent announcement of a new core value, ‘Commit to Diversity and Inclusion’, firmly establishes the continued commitment to diversity and being an inclusive organization. The Firm’s D&I strategy is governed by Diversity Councils comprising of leaders across Business Units. The D&I agenda cuts across the length and breadth of the employee life cycle through focused hiring and development programs, engagement and retention of diverse talent with a robust review mechanism to continuously raise the bar.

Lateral hiring reach for women has grown three-fold and the 12-week Return to Work internship program, enabling experienced professionals on a break to rejoin the workforce, has grown five-fold over the past five years.

Sustained efforts through formal development programs, managerial and cultural sensitization programs, employee networks, policies and career mobility options have helped in retaining more women in the last two years.

### MSD Pharmaceuticals Private Limited



D&I has always been a key focus area for MSD in India, and they strive to achieve a better demographic mix each year focusing on incremental improvements. Their endeavours have undergone many changes over the years with current focus being inclusion.

For MSD India ‘Diversity’ and ‘Inclusion’ are not just abstract concepts – they are core values and strategic business imperatives that deliver business results.

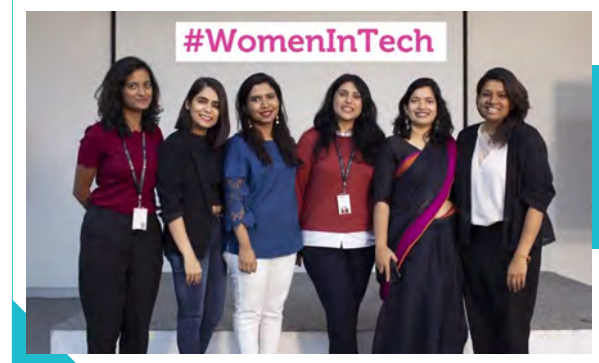
Their Motto – Diversity is a fact, Inclusion is an Act!

MSD India participates in benchmarking studies that audit the gender diversity initiatives and other programs that they have. They are happy to share that they have been proud recipients of WILL Award and Maharashtra Best Employer Brand award multiple times.

The 3-pronged approach to building a more inclusive culture at MSD India are,

- Increase followers by awareness generation
- Involve senior leaders in facilitating sessions to showcase commitment
- Publish followers generated curated content

### Myntra Designs Pvt Ltd



## 2020 - 100 BEST COMPANIES FOR WOMEN IN INDIA

A combination of initiatives were put into practice for women's career enablement:

1) Motherhood & Beyond: Parenthood is a special journey, albeit with its challenges. Myntra recognized this and created a holistic plan for women starting their motherhood phase, assisting them through aspects like family planning, nutritional coaching, post-natal counselling, etc. and most importantly a smooth transition back to work.

2) WeForShe: A community for women and gender allies, driven by a panel of women leaders from across the organisation. The aim was to provide role models for other young women to aspire and gain guidance through forums such as brown bag sessions and a dedicated channel on Myntra's intranet.

3) Employee Policies: Their medical policies also cover families who may want to explore other methods of starting a family, including surrogacy and IVF with coverage of up to INR 100000, and INR 50,000 for families who wish to adopt.

### Nielsen India Private Limited



Also placed in 100 Best – Hall of Fame for featuring in the 100 Best for 5 consecutive years



Nielsen leadership's belief continues to be "Diversity and Inclusion are crucial to Nielsen's growth, strength, and ability to innovate. We are investing in technology, leadership development and other capabilities to enhance the creativity of our teams globally and benefit the companies and markets we serve." The focus on Women and diversity, in general, are pillars that have evidence of making a direct impact on the performance of any organisation. At Nielsen, the policies for hiring, retention, motivation, professional development and safety are built and are being improved regularly, keeping in mind this focus. These policies benefit women across levels and strengthen them not only in the leadership roles but also opens up avenues of employment that were till recently dominated by men (e.g., data acquisition).

Keeping in mind the requirements of women at different life stages, they continue to support them with policies related to work from home, flexi timings, extended maternity leave, etc. These are extensively supported by their men as leaders and as people managers.

### Northern Trust India (Registered as Northern Operating Services Private Limited)



At Northern Trust India, advancing gender diversity and creating a gender-inclusive culture is a key strategic priority. There are targeted talent acquisition drives for women across all levels, including a specific focus on hiring women for senior leadership positions. There are several talent development programs focusing on themes related to the business, developing skills for the future and interventions for developing junior and mid-level female leaders. They have a wide array of policies and benefits to support their female employees with work-life integration and these include a generous offering of parental leave, Employee Assistance Programs, a comprehensive health insurance scheme and policies supportive of flexible working.

Their Women in Leadership Business Resource Council supports their female employees with professional development workshops, and this group also drives the men as allies at work campaigns. They have been recognized for their projects on gender diversity in several external forums. Their work towards gender equity is ongoing, and they firmly believe that they are making positive steps towards this journey.

### Novartis Healthcare Pvt. Ltd.

Novartis, Hyderabad has always believed in championing an inclusive work environment that fosters potential and connects aspirations with opportunities. Here is a snapshot of women-oriented strategies that were designed and successfully implemented in their organization:

#### Hiring:

- Diversity hiring drives
- 50% resume slate for each leadership hiring
- Driving Manager accountability through performance management in building diversity

#### Development:

- A one-year multi-modular program for high potential women associates - Accelerated Development Program. It involves a course at IIM-B, mentoring, stretch assignments and much more.
- Discussions on career growth opportunities for high-potential female talent in every talent review discussion.

#### Engagement:

- 6 months Maternity Leave, followed by flexible working options
- 6 months Adoption Leave
- Reduced working hours for pregnant associates and nursing mothers
- Need-based Work from Home (no upper cap)
- Part-time working
- POSH
- Unlimited sick leave
- Women-oriented programs: Pre-maternity preparedness, Pinkathons, etc.

### Omega Healthcare Management Services Pvt. Ltd.



Equal opportunity is their corporate value, and therefore discrimination based on gender has zero tolerance at Omega.

Omega's Future Leaders program has modules on sensitizing male employees on being professional while dealing with female colleagues.

The program "Dealing with Unconscious Bias" for leaders cover:

- Dealing with gender-related bias
- Being sensitive towards pregnant team members
- Role of a male ally when the female colleague returns to work
- Maintaining gender balance in teams

Gender balance in leadership positions is tracked and published consistently to create awareness.

ROSHNI is a banner for women by women. It is an exclusive platform for the women at Omega to showcase their talent.

She Works is an online training course devised to be career enabler for women, in partnership with an external agency. Some of the topics covered are:

- Professional Presence and Professionalism in Action
- Assertiveness
- Sleep Works
- Juggling work and family
- Managing emotions

A multi-pronged approach is taken for enabling career of women at Omega.

### Optum Global Solutions (India) Private Limited

Optum is committed to creating an inclusive and diverse culture for all our employees. To help women employees learn and grow, Optum provides leadership preparedness programs, coaching, mentoring, flexible work options and access to various internal and external forums and networking platforms.

Optum is focused on increasing women's participation in STEM education, careers and leadership through initiatives like United Women Leading in Technology (UWLIT), Women in Technology (WiT) Hyderabad chapter, NASSCOM Women Wizards Rule Tech (W2RT) program and SOAR - return to work program.

CareNine, our award-winning maternity support program, provides personalized support to parents-to-be through all stages of pregnancy, providing them access to best-in-class doctors, nutritionists, physiotherapists, psychologists etc.

All these initiatives, along with facilities such as daycare, transport, flexible work schedules etc. help us achieve holistic wellbeing for our women employees, empowering them to do their life's best work<sup>SM</sup>.



### PayPal India Private Ltd

PayPal values people, and diversity & inclusion is at the foundation of everything that they do. It fuels their purpose to build a fair, safe and inclusive financial network to enable full participation.

They know that technology doesn't change the world, people do. They believe in nurturing technology craftsmen and women with passion and strong attention to detail, in creating high-quality products that delight their customers. More than 500 women were hired in 2019 through various channels, and around 20 women were hired through their flagship Recharge program.

Be it flexible work policies or programs designed keeping in mind their women employees, they aim to create a supportive work environment. Facilities like an in-house Gynecologist or transport arrangements for expectant mothers, PayPal goes the extra mile to maintain the welfare of their women colleagues.

The Girls in Tech program, which focuses on providing hands-on experience and understanding of technology to get young girls interested in STEM education, are initiatives designed to deliver on their commitment to being a truly diverse and inclusive organization.



### Pegasystems Worldwide India Pvt. Ltd.

They are driven to make women in the workforce succeed. They provide right compensation, bias-free opportunities and have right skill-building programs. Their leadership is driven to provide the support and mentorship that one needs at various stages of career. In 2019, 100% of women returned from maternity leave and used their array of benefits to continue and flourish in their careers. Their extended support for adoption and surrogacy is also helpful. Employees used the flexi work option to choose the working hours and telecommute/ remote working options to give the best.

With free daycare availability with the option to choose one that is most convenient to them, they were further able to strike the work-life integration. With Pegasystems' efforts, they are determined to make Pega an equal opportunity workplace with a balanced representation from each gender.



### Procter & Gamble



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P&G is making deliberate interventions to ensure their talent reflects their consumer base and is diverse - i.e. ensuring >50% of gender diversity at hiring:

- Increasing Engineering / MBA campus base
- Exploring alternate programs for women re-entering the workforce after a break
- Driving thought leadership for gender equality at workplace, and at universities
- Removing unconscious bias and men advocating for change via MARC, a one-of-a-kind community dedicated to Men and Women (working together as Partners) to achieve gender equality

They are offering both men and women access to similar corporate policies & flexibility so that they can balance their personal and business needs.

- Their flex@work policy allows both men & women alike to balance personal & business needs
- Emphasis on Sexual Harassment in the workplace & training managers, ICC & HR on POSH
- Maternity leave as per Government norms & paternity leave as benefits across ISC

### PTC Software (India) Pvt. Ltd

PTC's focus for this year is to define a leadership program for high potential women to encourage more women leaders within the organization.

There are many high potential programs, management and leadership development programs for nurturing and encouraging talent, and to ensure that they are the preferred employer of choice. They have formal and informal networks and a social engaging platform to connect all the women employees across PTC global locations.

They have chartered an exclusive women engagement forum titled SHE LEADS for all their women employees across all locations. The SHE LEADS series is an introspective and interactive dialogue with the women of PTC India, sharing their journeys on how women have broken barriers to create the perfect balance. PTC stated that, "The journey is all about reinventing yourself by unlearning and learning and creating the optimum equilibrium in the mind, body and soul." The capsules offer a peek into each other's success stories, industry practices, inspirations from women who have successfully smashed the glass ceiling and established their footprint in the technology world.



### Qualcomm India Pvt Ltd

Attracting, retaining and developing female talent is not only essential to Qualcomm's company culture, it's a business imperative for driving innovation. A number of programs, policies & interventions empower women's success in Qualcomm. Many focused women leadership development programs in early, mid and senior levels, for women aspiring managers, women with executive potential, contribute to accelerate growth of women in Qualcomm.

The succession model driven by Talent council (comprising leaders) enhances capability, creates visibility and sponsorship for the top talent. Unconscious biases training - aid recruiting teams and supervisors to learn ways in which they can counter unconscious bias when they are interviewing or selecting diverse candidates.

A supportive work culture which offers inclusive policies, programs & resources to support and enable smooth transition of women returning to work post maternity, such as an exclusive community for new mothers called QMoms, access to online resources and webinars on parenting.



### Raychem RPG Pvt. Ltd

Raychem's D&I Vision: Bring balance in the RPG workforce by having equal women workforce, people with disabilities(PWD), different nationalities, create an inclusive environment and foster their growth in the organisation. Towards the aim of having a diverse workforce and balanced leadership, they have adopted the ADMIRE framework. ADMIRE means to Acquire, Develop, Motivate, Involve, Retain, and Empower Women. To break stereotypes, Raychem identified new roles to be taken up by women employees.

Gender Sensitization training sessions were conducted for employees and managers, the impact of which is: 10% of women occupying GM roles and above in RRL, 13% of women in Top Talent positions across RRL, 10% of promotions in FY19 to be women employees, 60% of YEB Members as women employees, 10% of new-hires to be women employees, and their overall gender diversity at RRL to be 9%.

### Renault Nissan Technology & Business Centre India Private Limited

At RNTBCI, D&I is a "way of life", and hence it is deeply integrated into their business model/core principles. They accentuate on: "Inclusive ecosystem to nurture", "Inclusive Culture", "Work-Life Integration" to enable and empower women. "Infinity" a well-structured program, nurtures young women engineers to hone their skills & brace for future; "Catalyst" fosters middle/first-line managers in developing business acumen, nuances of management, showcasing talent; "Talent Program" advances women leaders with personalized, focused development and

opportunities. Inclusiveness is embedded in all people process (PMS, Onsite Opportunities, pay parity) ensuring fairness, equity reflecting evidently in their key metrics. 16% of their workforce is women; Out of which 9% are women managers, and 13% were promoted.

Their unique "Women Achiever Award" recognized 6 Women employees for their exceptional contribution. They care for their women employees' work-life Integration through a host of flexible work arrangements, wellness initiatives, supporting infrastructure/avenues (Lactation rooms, Childcare facility, Affinity group), thereby facilitating retention of 99% of returning mothers.

### Societe Generale Global Solution Centre

Societe Generale's efforts on building gender diversity focus on hiring and encouraging women leaders, across all seniority, and by creating a culture that nurtures inclusion. There is a measured management intent to attract, retain and invest in the career growth of women. The gender ratio is at 25% at the Senior Leadership (top 2.5% of the organization) and the overall gender ratio is 30% as of Dec 2019.

Women in leadership (WIL) and Women in IT (WIT) programs provide opportunities for women to connect, learn and inspire each other and provide them access to external platforms to network and share thoughts. Speed mentoring is a unique platform for women staff to receive advice on their career development and progression from established Mentors within the organisation. Their staff are also allowed daycare benefits to infants aged between 6 to 15 months at an external facility easily accessible from the office so women can continue their career with Societe Generale, post maternity. Flexibility, and an open culture help to create an inclusive environment at Societe Generale.



### Sony Pictures Networks India Pvt. Ltd.

**Women's Career & Advancement:** To promote diversity, Sony Pictures conducts UB training covering all people leaders to help tackle biases, and reward 2X for diverse referrals. Women are given weightage during talent reviews (critical talent, high potential and successors' identification) resulting in 50% of high-potential employees being women.

**Personal-Professional Development:** Through Women Leadership programs, 360-degree feedback, Pivot-Ups, and offering Education Assistance, women avail multiple avenues to chart the career of their choice. Live Your Dream, a women-only contest is conducted annually to shatter the Imposter Syndrome and to fuel their women's entrepreneurial dreams -with 9%+ women participation last year.

**Work-life amenities:** Their stringent POSH ensures a safe environment, and their gender champions across BUs drive annual awareness campaigns. Much before the new normal, their flexi-working allowed 100% women to balance personal-professional needs comfortably. Their medical insurance and wellness benefits also offer respite such as: enhanced maternity benefits (fertility treatments), universal primary caregiver leave (26 weeks - childbirth, adoption and surrogacy), etc.

### Standard Chartered Bank, India



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Diversity is a key attribute of Standard Chartered Bank's culture and is often seen as a key strength of the Group. Four times the number of new joiners cited D&I as a top-five reason for joining the Group compared to other financial services companies. Development of key talent segments, neutralising bias and building a culture of inclusion are the key focus area in Standard Chartered Bank India. It's therefore important that they continue to create a culture of inclusion where talents and individuality are valued and respected, building an environment that encourages authenticity, the development of strengths, and fair assessment based on contribution to the success of the business.

Few of their interventions that stand out are their best in class policies to help women succeed, including comprehensive family and health care benefits, flexible working arrangements, strategies to eliminate unconscious bias and help foster women's career progression.



Inclusive banking services for female clients, offering products for women's health & wellbeing and financial products for women-owned business in several of their markets.

### Sterlingcheck

Encompassing a wide range of work styles and arrangements, Sterling helps employees find the right solution for any situation. They have introduced flexiworking, telecommuting, and remote working, keeping in mind the complexity of their business and also to be on par with the other organisations in their sector. Parents take advantage of the company daycare centre free of cost. Their EAP program covers various aspects like financial planning, elderly care, emotional support, childcare assistance, etc. Post childbirth, the women employees get 26 weeks off at full pay, with unpaid leaves up to eight weeks. The male employees are entitled to five-days fully paid paternity leave.

In cases of adoption, women employees are provided 12 weeks of paid leaves, and regardless of the gender employees are provided financial assistance as and when required during the process. Dedicated leadership initiatives, women's networks and formal mentoring aid women's development.

### Sun Life India Service Centre Private Limited

Sun Life takes care of their women colleagues across every step of the way from the time they join the organization, to developing them for greater responsibilities, and to supporting them during various phases of their life change. Among the spectrum of benefits that they offer to their women employees, six-month maternity leave coupled with six-month postnatal care leave truly stands out.

In 2019, 100% of their female colleagues who took maternity leave joined us back post maternity. Flexible working hours and daycare facilities support their career aspirations.

Dedicated leadership development initiatives like the Women Leadership Program provide formal mentoring and learning opportunities. Education Assistance Program and personal and professional development program support women employees to learn and grow further with the organization.

### Target Corporation India Pvt Ltd

2019 was a year of acceleration for Diversity & Inclusion at Target, achieved by making investments in their long-term commitment to create permanent shifts. It was the year they strengthened D&I at every level of the organization by building leadership accountability, ensuring all-in commitment, fostering intentional career-pathing for women, leveraging their male allies and building a thriving ecosystem outside the organization. They invested in a dedicated resource to partner with their leaders to help reinforce D&I in every aspect of decision-making. They saw more women take charge of their career, maximizing new opportunities to learn, grow and thrive through programs like Ignite and eMIP.

New initiatives such as Target Elevate, Target Udaan and Ignite+ helped create meaningful, long-term impact by building a sustainable ecosystem, not just in-house, but among their partner organizations and communities where they operate. They are proud of what they have achieved and are excited about future possibilities.

### Tata Communications Ltd.



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The Winning Mix - Tata Communications' flagship diversity & inclusion (D&I) program - is a strategic initiative aimed at creating a customer-focused and collaborative workforce to aid in creative thinking, better decision making, and operational excellence. Since its launch, Tata Communications has been able to increase women representation from 16% to ~22%. There are a plethora of initiatives under the Winning Mix program.

Inclusive Leadership was introduced in Sep'19 as an immersive learning journey to help people managers (including senior leadership) create and engage a diverse workforce, through a customized learning journey with webinars from D&I leaders, assignments, case studies, and online social discussions.

The program has intentionally leveraged technology to enhance inclusion, including the CV masking tool to mitigate impact of unconscious bias at the selection stage, and LEAP (Life Event Assistance Program) – an intelligent digital ecosystem to support primary/secondary caregivers during their parenthood experience.

### Tata Starbucks Private Limited



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Tata Starbucks is committed to upholding a culture where diversity is valued and respected. Through the 7-year journey, they have grown in gender diversity from 16% in FY 14 to 28% and are incessantly striving to bring more women representation in the organization. With a holistic approach to promote gender diversity within the company, they focus their attention on achieving equal representation at the hiring stage itself by tapping special women centric, sources such as women hotel management, educational campuses, NGOs, and organizations that help women start their second careers. Through the Brew of Balance program, the organization supports more than 100 women through various women friendly, policies.

Initiatives such as hiring of second career women, pioneering implementation of five-day work week, 6.5 months maternity leave (introduced since 2012), women-specific leadership development programs, etc. have been instrumental in creating a culture of belongingness for the female employees. 23% of women have been promoted in the previous year to take up higher roles and career opportunities.

### Tech Mahindra

Tech Mahindra believes that an “intentionally diverse and naturally inclusive” workforce helps nurture innovation, creativity, and enables talent to thrive in an increasingly global and competitive market.

This ‘diversity of thought’ helps them empathize with their customers and society. They believe that optimizing the capabilities and leveraging the strengths of women will serve as a strategic differentiator.

They have specific programs targeted at hiring women, giving them a safe working environment and avenues for development. They have seen a 10% increase in women who have joined post-maternity. Initiatives like flexi working, safe travelling, smooth on-boarding, re-absorption of women after career breaks, maternity benefits, 50% of women hiring mandate have helped improve the gender diversity ratio to 31%. Leadership development programs like WLP (Women Leaders Program) have helped 100+ women move into leadership roles with 40% leading delivery and 30% leading Management/Sales roles.

### Teleperformance India

At Teleperformance, a culture of innovation, equality, inclusion, and diversity continues to empower their people. The diversity and inclusion program is committed to having at least 40% of the female population in TP India by 2025.

One of their global initiatives, “TP Women”, is committed to highlighting the achievements of women at Teleperformance and is focused on supporting equal opportunity and empowerment for and of women in all aspects, at all levels. It encourages a gender-sensitive management culture and aims to advance women’s opportunities in the workplace and to celebrate their success. Working mothers are given support based on their individual needs, including work-from-home facility when required. Engagement programs promote work-life balance, flexible work-timings, preferential shifts, workplace security, and fitness & health at work for all employees, with a special focus on women employees.

### Thales India Private Limited

1. Empowerment to develop one’s potential by having access to highly transformational leadership journeys for all their high potential women employees is one of their key initiatives. Leadership Programs like Flying Lessons, which is a blended learning approach creates the path for their budding women leaders to explore and identify the unique challenges for women at work, to develop strategies to address these challenges and to navigate workplaces effectively.

The program progresses from intra-personal reflection and goal setting to interpersonal success in workplace settings to building organizational influence and power.

2. Their congenial work-life policies like flexible working hours, telecommuting, 26 weeks' maternity leaves, free of cost near-site crèche facility, comprehensive insurance covers including health, life and personal accident insurance nurtures a very healthy and inclusive working environment for all women.

3. Dedicated processes on Professional Development, Talent Management, Education Assistance, Learning opportunities and Performance Management empowers all their women employees to avail the best opportunities in the industry to walk on their aspired career path.



### TVS Motor Company Ltd

TVS Motor Company launched 'Flexi Time Programme', and in 2019, over 60% of employees availed it. The company also provides maternity leave with pay for 30 weeks along with personal assistance and flexible work arrangements post joining. Furthermore, they have set up an on-campus professionally managed crèche, available at discounted rates.

The 'Employee Health and Well-being Programme' through well-equipped Occupational Health Centres ensures round the clock support for physical, psychological, prenatal or postpartum requirements.



TVS Motor also introduced focused initiatives to ensure pay parity and career development opportunities. Career progressions for graduate engineers and sponsorship for higher education are consciously monitored to include proportionate or higher representation of women.

Programmes such as 'Beyond Prism' monitor Leadership Development for women at mid-level and focus on building an unbiased ecosystem from the top.

Finally, forums such as 'Women Resource Group' act as an informal discussion platform to address grievances.

### US Technology International Pvt. Ltd

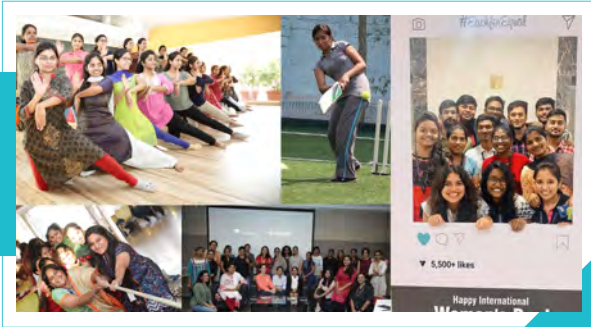


One of the long-running Diversity & Inclusion initiatives is the Network of Women USsociates (NowU), where the women in their organization come together to participate in activities like conducting seminars or discussions, upskilling programs, community outreach, and social responsibility initiatives. Medical assistance and care are available at all working hours at their centres.

Upskilling programs are conducted regularly, which include sessions by the NowU, G.A. Menon Academy, and the Step IT Up (a UST Global national program that provides a highly effective formula to train and employ women and veterans in the field of technology) teams. The Care for pregnant women employee's initiative provides medical assistance as well as cabs for their comfort and safety during the daily commute. Parental leave that includes maternity (including surrogate mothers), paternity, and adoption leaves are offered to associates. Leave is offered for women with miscarriages too. Commissioning mothers who beget a child through a surrogate mother will also be eligible for maternity leave from the date of receiving the child. They also offer medical benefits for infertility treatment.



### ValueLabs LLP



ValueLabs offers a plethora of facilities for women employees to help them excel inside & outside of work. All of their programs, policies and initiatives across ValueLabs are institutionalized with the core objective of empowering women.

A summary of a few of their best policies, programs and initiatives are:

- Prudent & well-structured policy for sexual harassment at workplace.
- Extended maternity benefits to help new mothers bond better with the newly born child.
- Paid leave for medical termination of pregnancy to recover from the physical and emotional stress of the situation.
- Flexible working arrangement under special family circumstances, such as child care, sick parents, spouse care etc.
- Providing a second career option to women who took a break for maternity or family care reasons, and are willing to join the active workforce.
- Self-defence workshops, in collaboration with the local police authorities.
- ValueLabs Women Inclusivity Network run by women in leadership positions who coach, mentor and focus on inclusion of women in all organization initiatives.
- Conducting free or sponsored medical check-up supporting well-being of the women employees.

### Verizon India

(Verizon Data Services India Pvt. Ltd.)



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Verizon India creates an inclusive V Teamer experience by implementing focused, segmented approaches that offer necessary levers across levels for 5000+ employees from diverse backgrounds to grow, collaborate, and be inspired.

Leaders and their direct reports are committed to practicing inclusivity that percolates as an inclusive strategy across teams. Focused approaches that nurture women employees at different career phases have resulted in 43% diversity at Executive leadership and 46% diversity at millennial levels. Segmented programs like WINGS for returning women, Executive Sponsorship to strengthen women leadership, Learning portal enabling self-learning complemented by Industry upskilling programs observed 94% successful completion, made a difference. 200 women participants & 10 women speakers at external events reflect V teamers as diversity champions.

Verizon's support systems are: Fully funded creches, lactation rooms, Requirement based WFH flexibility, Employee safety travel app, 24/7 ethics hotline, EAP helpline number, PwD confident workplace that enables inclusive, innovative, and progressive work environment.



### Volvo Group India Private Limited

Volvo Group in India stands committed to attract and retain diverse talent in its workforce. To sustain this commitment, they constantly strive to secure future access to the large diversified talent pool, through their various initiatives. In 2019, 70% of their people had utilized the flexible working options; the major beneficiaries were their women colleagues in terms of the utilization. Volvo Group's childcare support program enabled 95% of their women employees who availed the maternity leave benefit to return from their one-year break.



To develop a women talent pool of leaders, more than 30% of their women leaders participated in the various leadership development programs. Volvo Group in India piloted a hiring program for attracting women in their R&D GIC, where they identify candidates and then map suitable roles for them, NOT the other way around. They succeeded in onboarding 6% of their total positions. This is just a start!

### Walmart Global Technology Services Pvt. Ltd



“Respect for Individual” is a core value at Walmart. The organization encourages every associate to bring their whole self to work irrespective of their gender, sexual orientation, ethnicity, etc. The three best practices listed below combine to create a workplace that supports, and advances women associates:

#### Re-Sparking careers of women returning to work:

The key components include Leadership Sponsorship, comprehensive Onboarding, Skill Development, Structured Projects, Mentors, Flexible Working Hours and checkpoints with Leaders. Re-Sparking has fuelled up the number of women returnees by three-fold over the last 3 years.

#### Policies towards a gender just environment:

A wide range of policies framed to suit diverse needs, support to enable personal flexibility, focus on wellness, childcare benefits, and onsite infrastructure and safety.

#### Integrated Talent Development:

An integrated approach that includes comprehensive development planning, mentoring and skill development programs, unbiased selection processes and networking sessions has helped the organization to substantially increase their overall gender diversity ratios and the diversity of their succession pipelines.

### Wells Fargo International Solutions Private Limited (formerly known as Wells Fargo EGS (India) Private Limited)

Acknowledging the need to build a conducive environment for new mothers, Wells Fargo’s maternity management program ensures support to the expectant team members pre- and post-maternity. The features include reporting manager sensitization, special cab privileges, reserved car parking, convenient work station, mothers' room, work from home options, and counselling. This also includes daycare/crèche facility, and childcare reimbursement.

Glide, Career Continuity Program for Women is a highly customized offering for women returning to the workplace. It is designed to upskill technical competence, build soft skills, impart knowledge of business perspectives, provide knowledge transfer through a structured program, monitor performance to assess gaps and overcome challenges along with frequent feedback (initial six months), mentorship through networks/buddy systems and opportunities through leadership connect sessions.

Our Women’s Team Member Network (WTMN) focusses on strengthening women team members’ value through support networks and learning interventions for young professionals, professional mothers, mid-to-senior management and women in leadership.

### Wipro Ltd

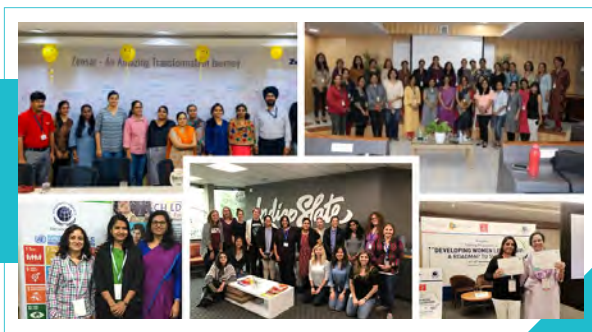
Wipro’s definition goes beyond the diversity of identities towards inclusion for all; embracing diversity of thought, personalities, age, education, parenthood, skill, etc.

One of the earliest spaces to have emerged as an area of priority for inclusion practices was that of ‘gender inclusion’. Over the years, the introduction of new programs and the revision of existing policies has created an enabling environment for not only their women employees but for all.



The Women of Wipro (WoW) programs build a framework of inclusion for women at all life and career stages. Structured through an innovative and unique “Life – Stage” based approach, the WoW programs are not a ‘one-size fits all’, but have been tailored and customized to cater to the needs of women at each stage of their life & work. While they continue to bring in initiatives to improve the “inclusion experience” for women at Wipro, they acknowledge the intersectionality that exists under the umbrella of inclusion and diversity.

### Zensar Technologies Limited



Zensar has focussed on women’s development & advancement for over a decade through an in-house platform called ZenWEN- Zensar’s Women Executive Network. To take the Inclusion agenda further, Zensar has constituted the Global Diversity & Inclusion Council. Some of the specific initiative that needs a special mention are:

- **Enliven:** Through this program, Diversity & Inclusion CoE took initiatives to bring women in technology back to careers.
- **Womentoring:** Mentoring program for Zensar’s women associates by men & women leaders from Zensar & our client partners.
- **Safety & Security:** Promoting a safe & healthy working environment that enables associates to work without any fear or prejudice, gender bias, or sexual harassment at the workplace.
- **LGBTQ+ Ally:** A campaign run to create awareness, help associates willing to come out and identify & coach allies.
- **Special Abilities:** Enabling associates with special abilities to work with Zensar at par with the rest of the associates and bring about infrastructural and mind-set changes to support their career with Zensar.

### ZS Associates India Pvt. Ltd.

With ZS’s commitment towards 50/50 goal and focus on helping women build successful careers at ZS, the WLI team, male allies, and HR partners in India have laid down a transformative plan for 2019 and beyond under three key levers - Hiring, Engagement, and Retention.

1. **Hiring:** One of its kind, women-only ace-a-thons was conducted targeting female graduates from top 100 engineering colleges. ZS received great response in the form of 4000 applications that resulted in 500 candidates clearing the online test (15-20% higher than traditional conversion rates).

2. **Engagement:** A pan India initiative focused on celebrating achievements - ‘Women Success Stories’ was started in 2019 and has received 200+ nominations to date.

3. **Retention:** Initiatives like Map-Your-Path and a pilot on flex working have specifically supported a smoother and consistent transition for expecting and returning mothers.





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**Gender Agenda**  
Bloomberg Gender-Equality Index



One of the top 10 best companies for women in India by Working Mother Media and Avatar



**LGBT Agenda**  
Stonewall Top Global Employer



Gold Standard employer in the Community Business Hong Kong LGBT+Inclusion Index



**Disability Agenda**  
DWP Disability Confident Leader



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works better for women  
**creates limitless possibilities for us all.**



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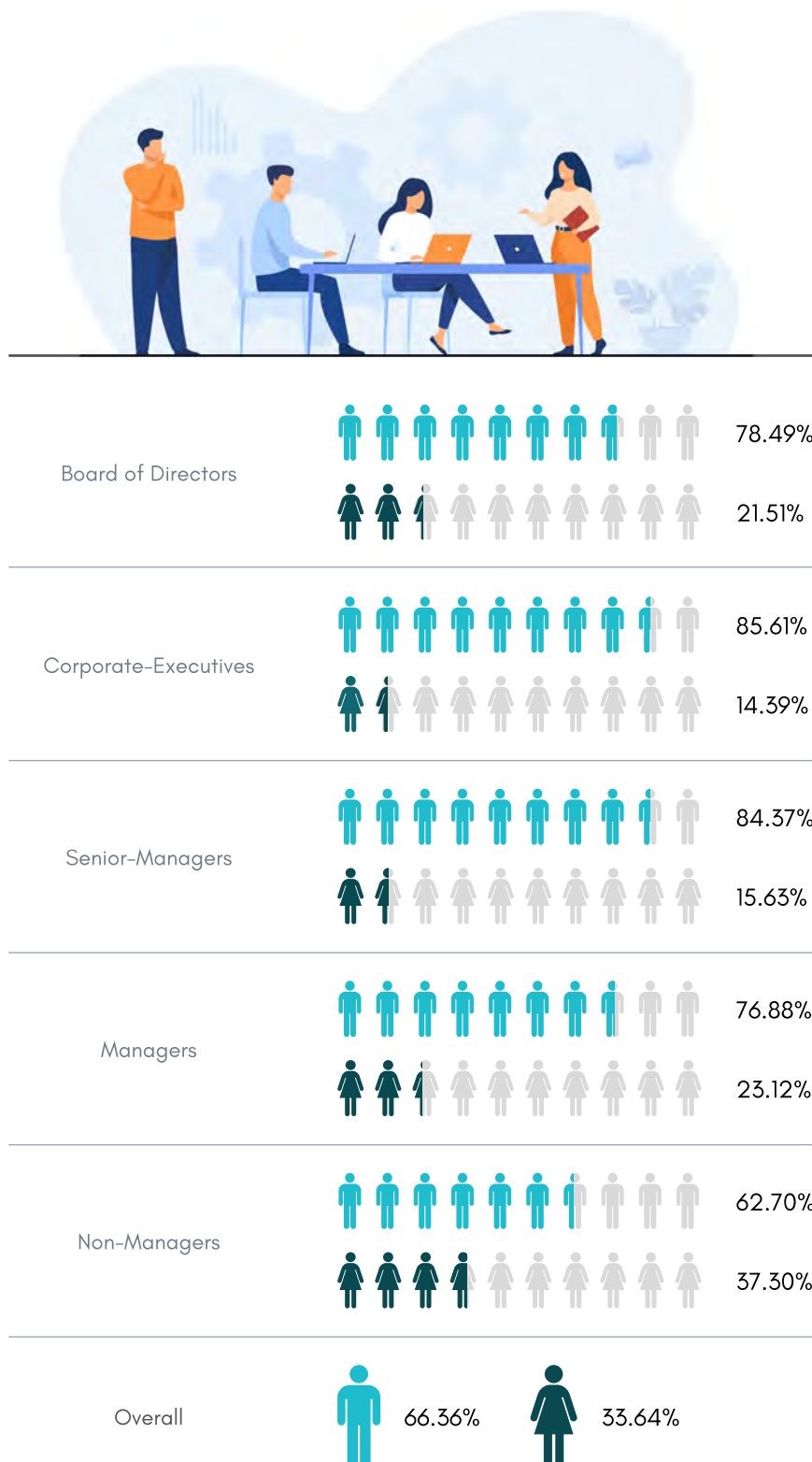
► Highlights from  
2020 Best Companies



# 2020 Best Companies: The Gender Mix

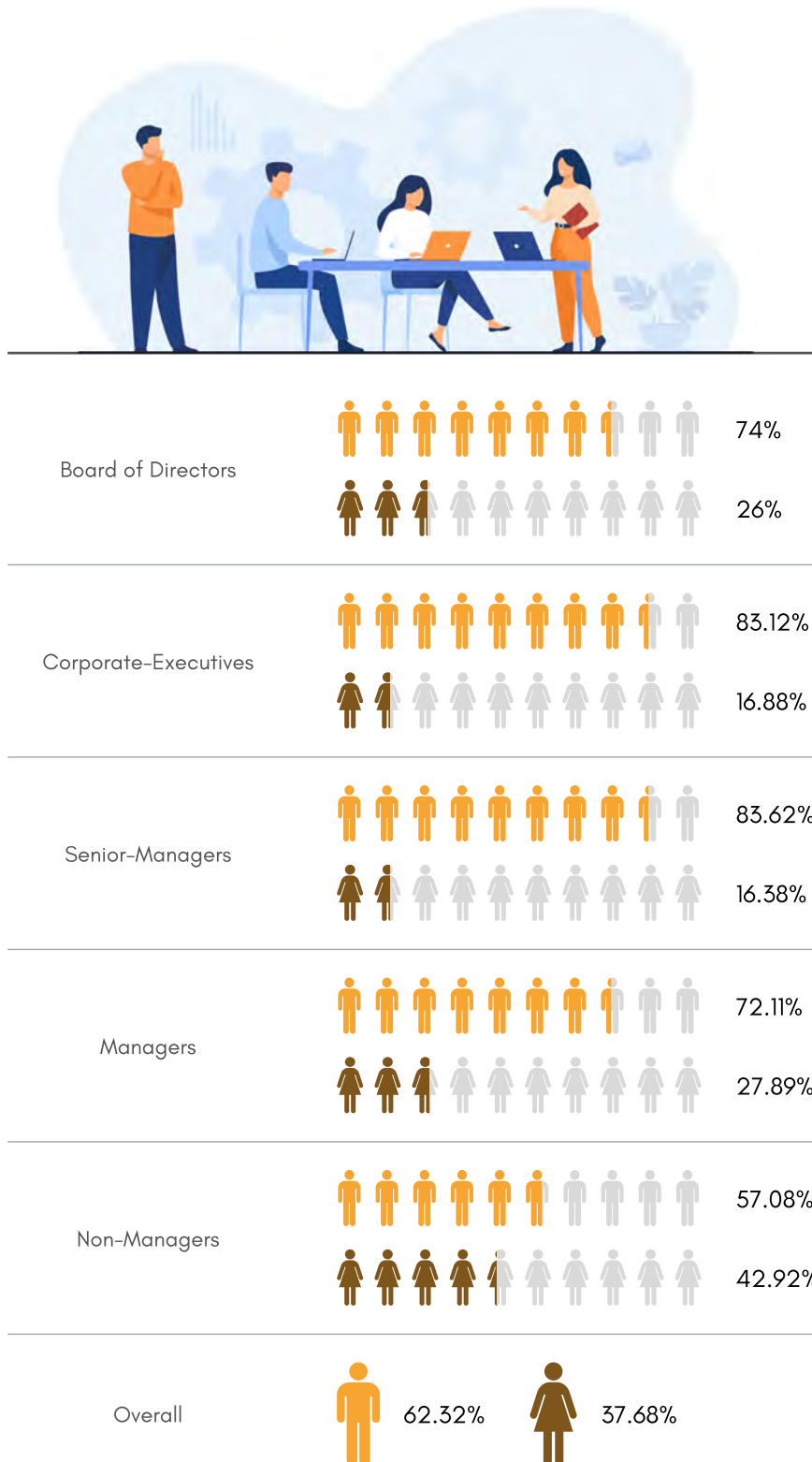
Here we present to you, the proportion of women and men across the corporate levels of non-manager, manager, senior manager & corporate executives. The numbers across the talent management lifecycle are also shown, with spotlight on women in leadership.

## 2020 - 100 Best: Gender Distribution across levels

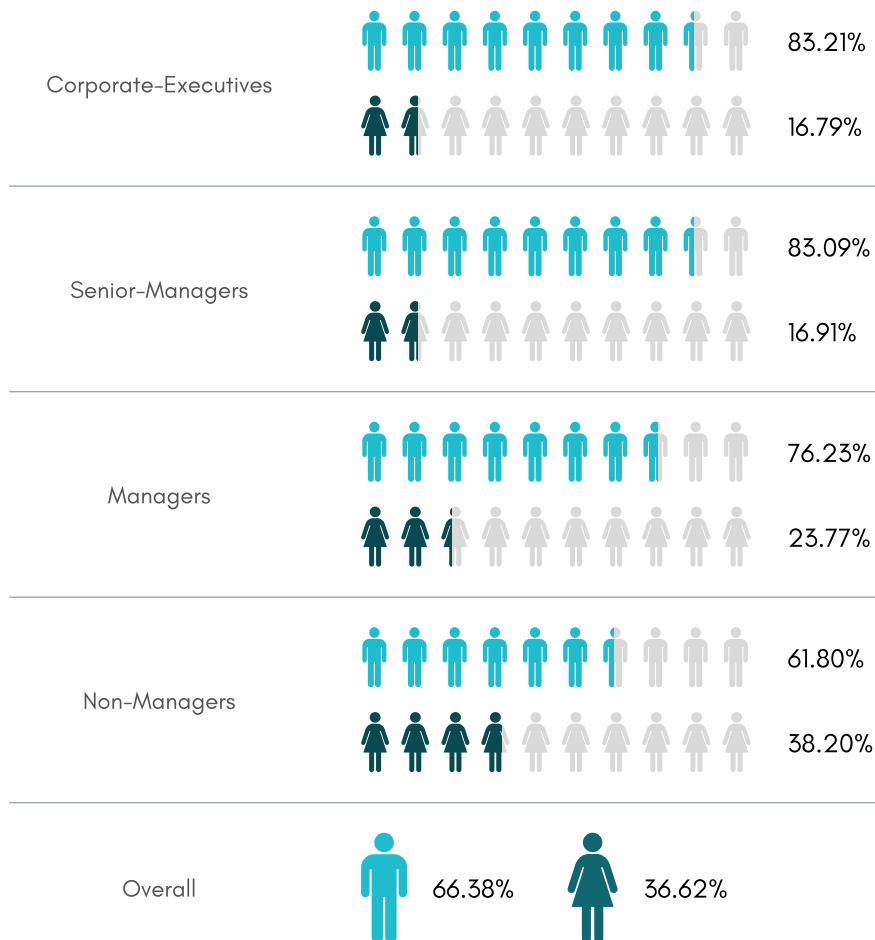




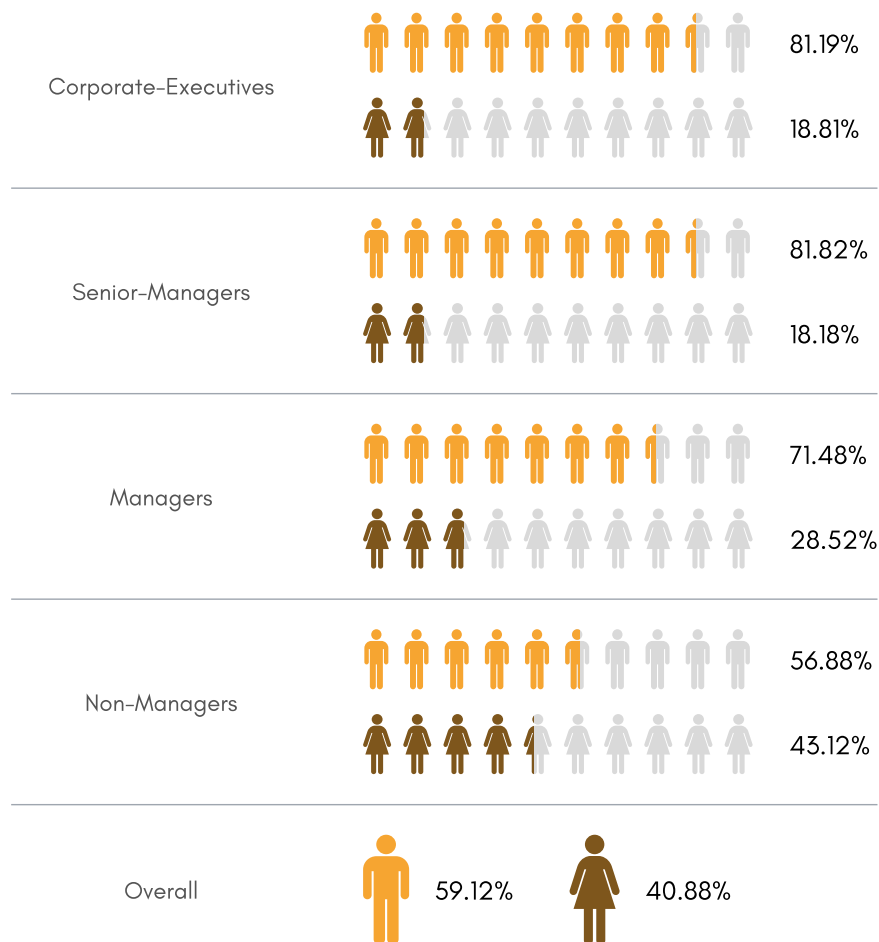
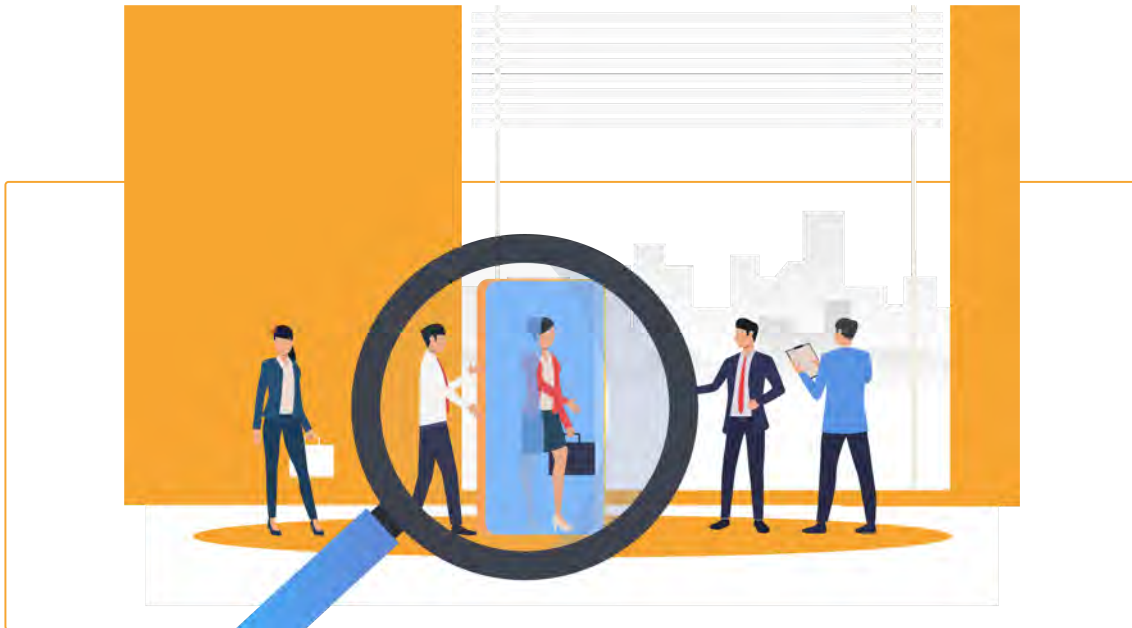
## 2020 - Top 10: Gender Distribution across levels



## 2020 - 100 Best: Gender Distribution in hires across levels

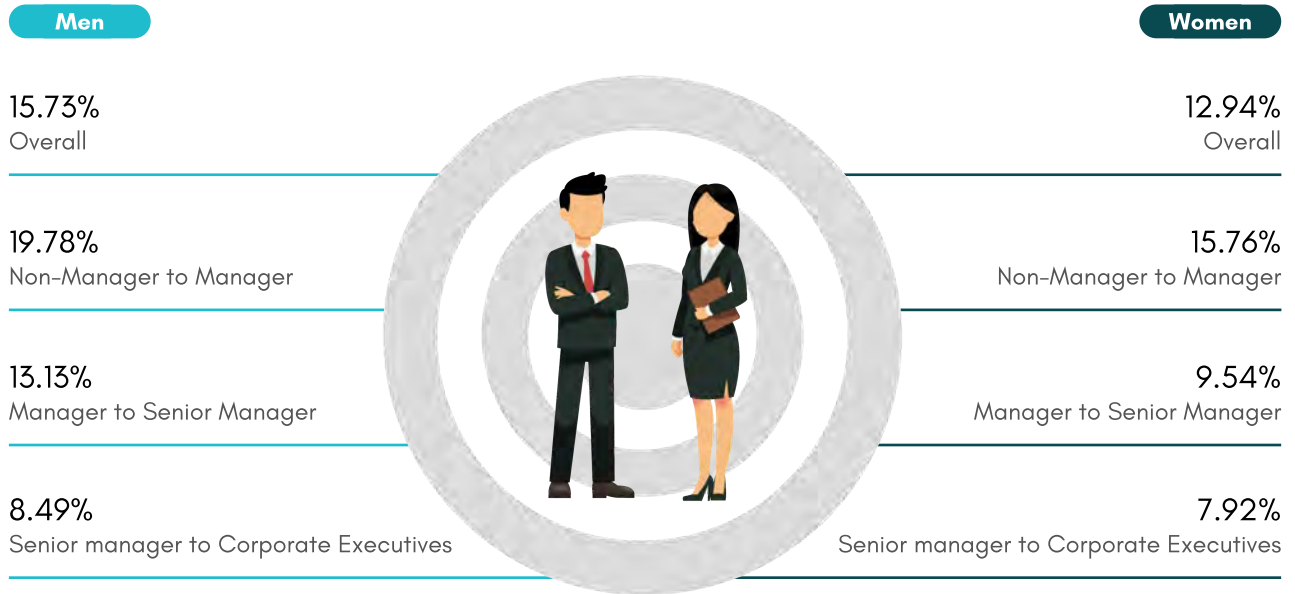


## 2020 - Top 10: Gender Distribution in hires across levels

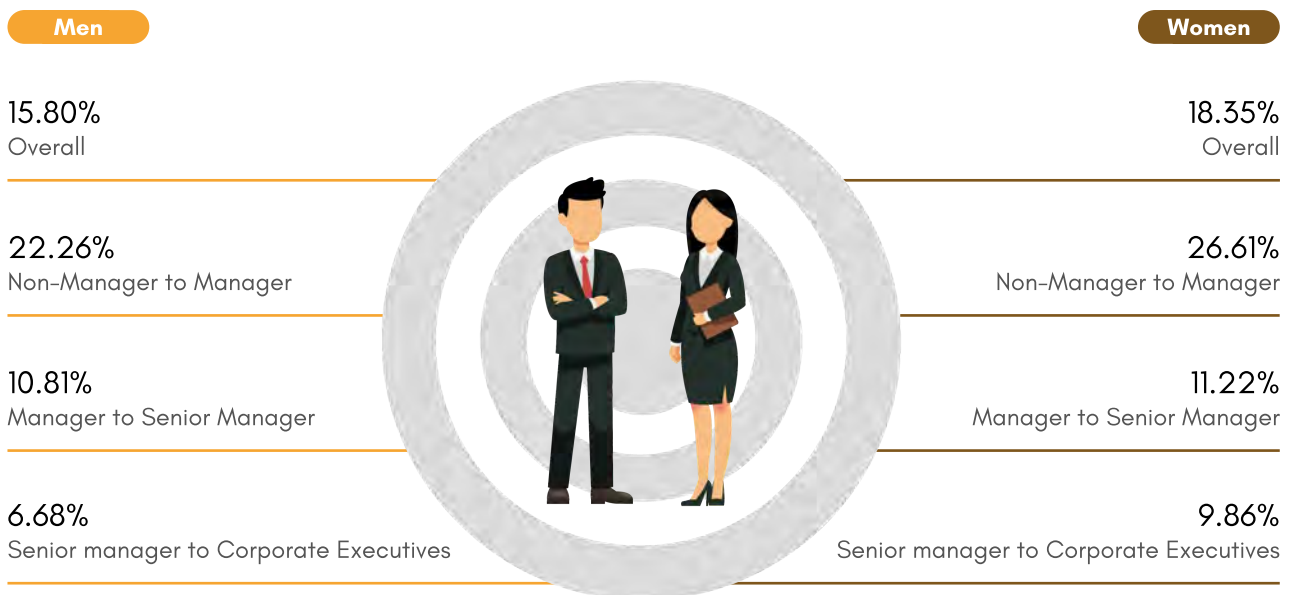




## 2020 - 100 Best: Promotion rates of men and women

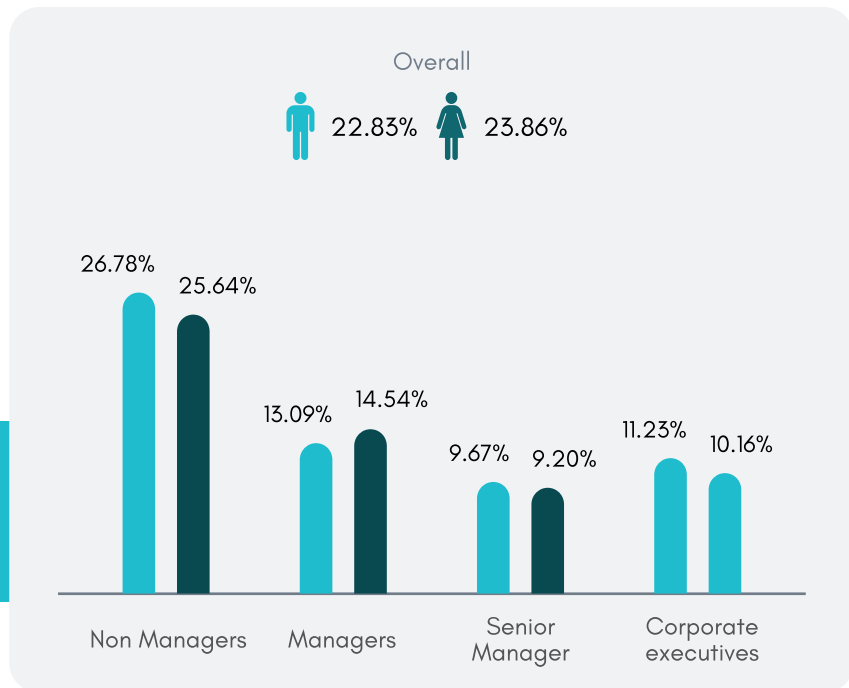


## 2020 - Top 10: Promotion rates of men and women



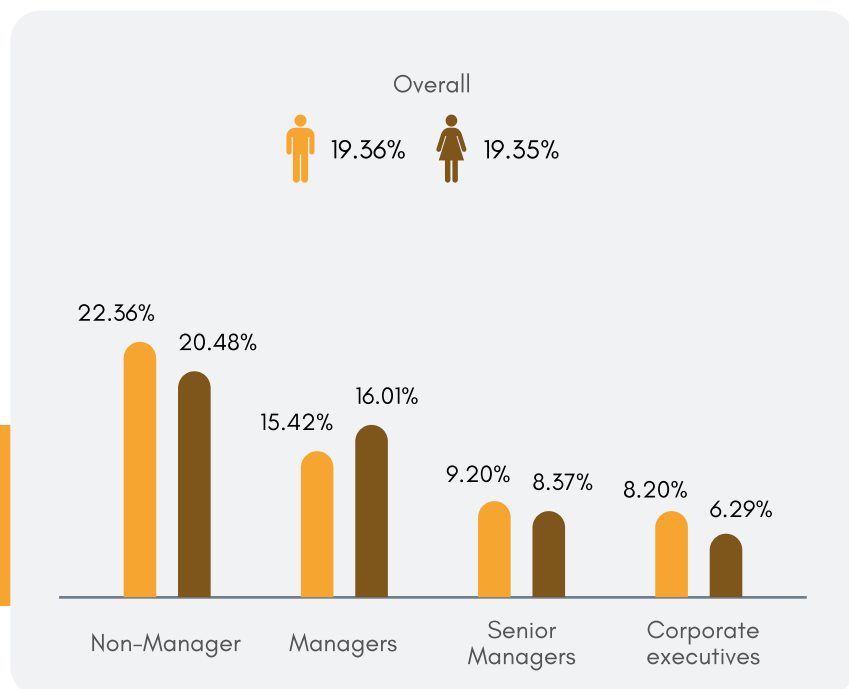
## 2020 - 100 Best: Attrition rates of men and women

Men Women



## 2020 - Top 10 : Attrition rates of men and women

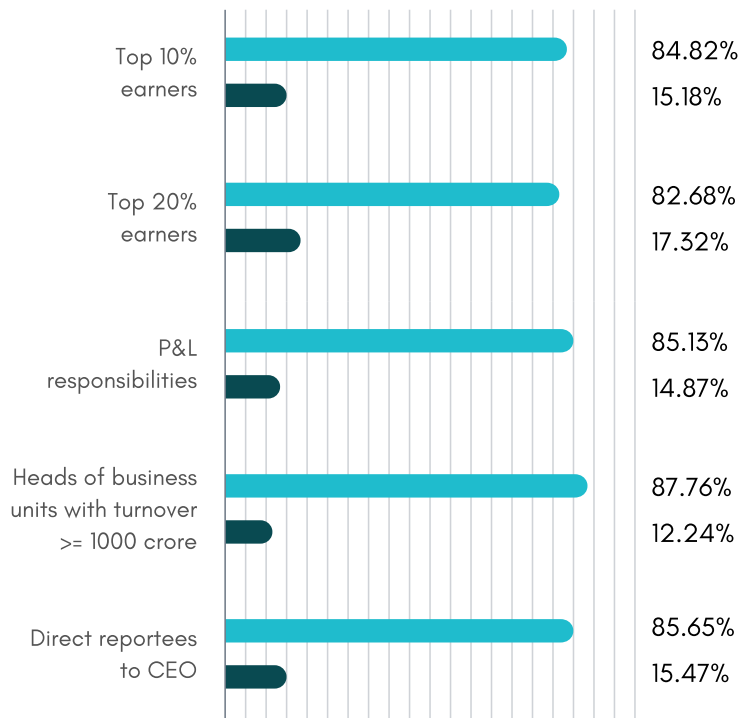
Men Women



## 2020 - 100 Best: Women in Leadership



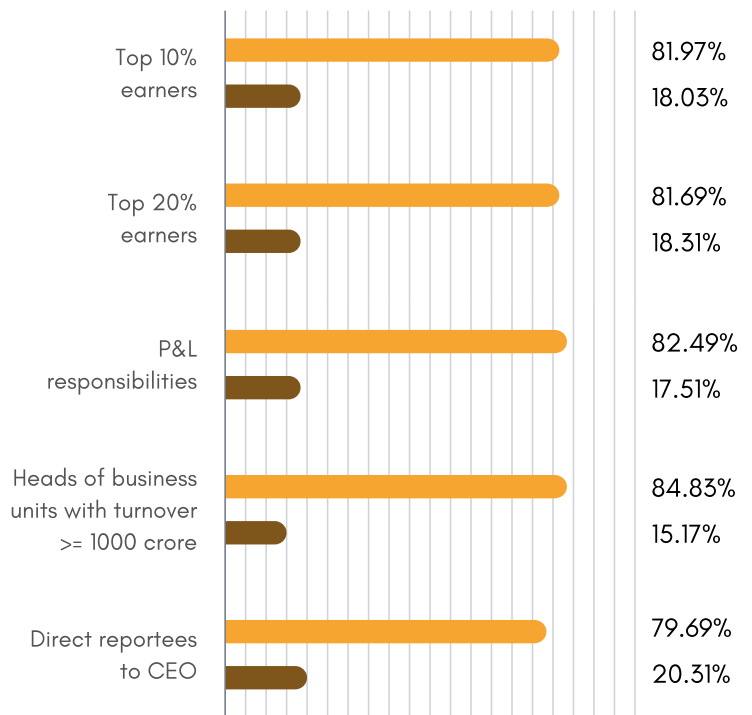
Men Women



## 2020 - Top 10: Women in Leadership



Men Women



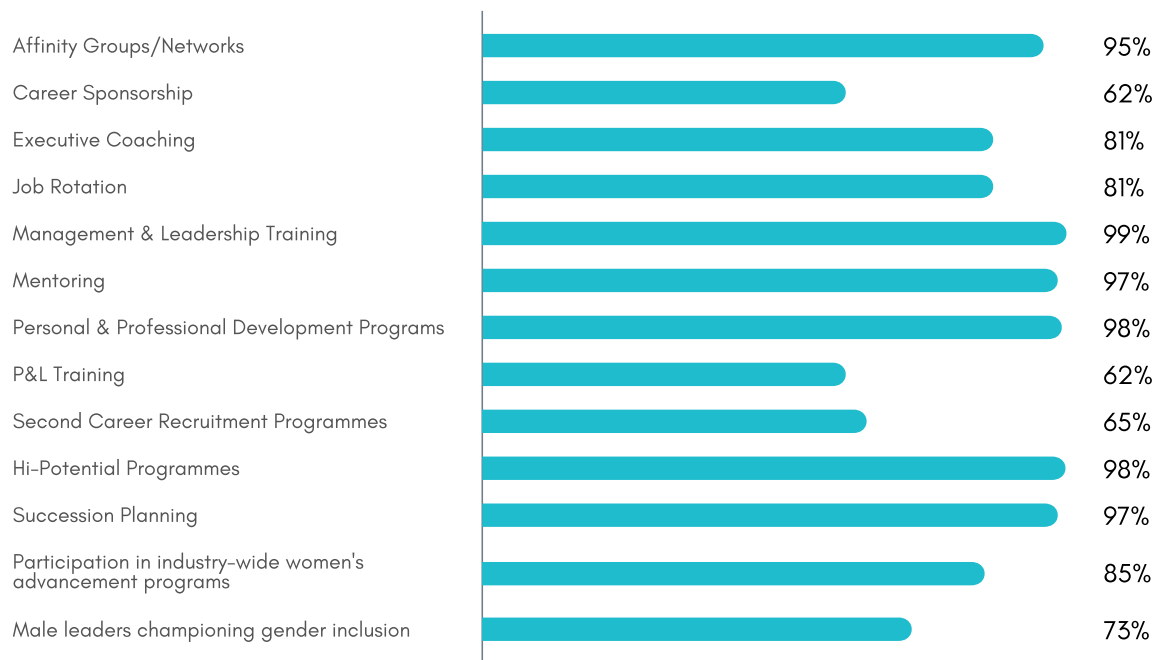
It is heartening to note that average women's representation has gone up to 34% from 25% in 2016. Percentage of women amongst new hires as also percentage of women being promoted are also on an upward spiral in the Best Companies.



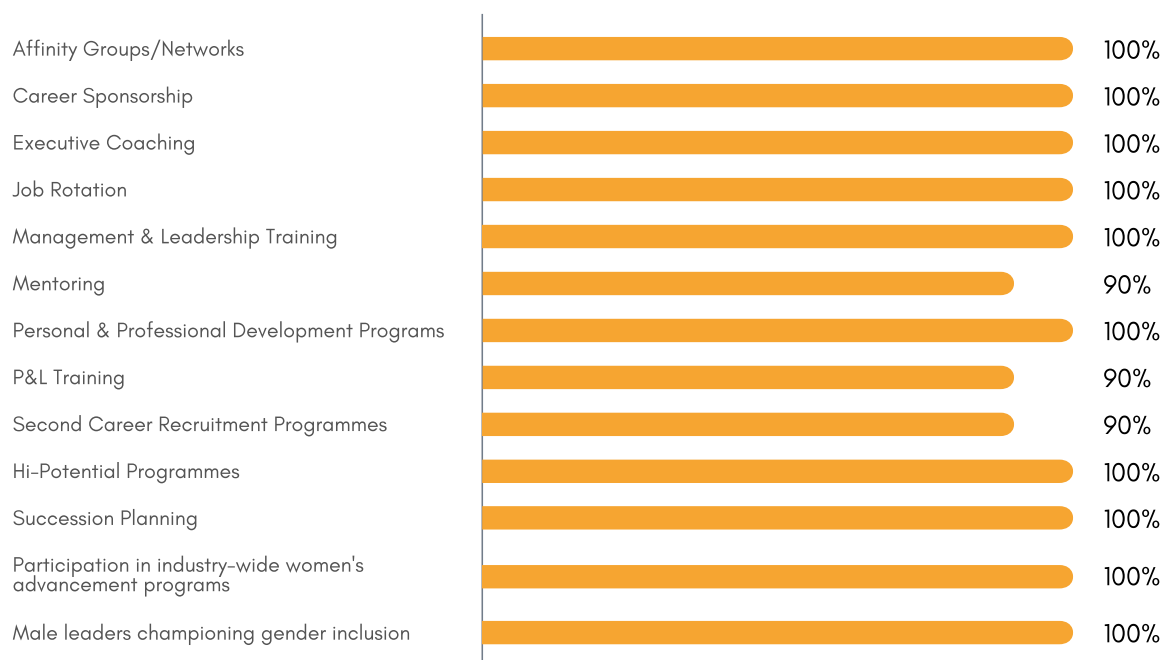
# 2020 Best Companies: Career Development Programmes

Career Development of talent is an important part of the diversity agenda at best companies. From interventions to develop strategic soft skills to second career recruitment programmes to P&L training, these initiatives span a broad spectrum.

## 2020 - 100 Best: Career Enhancement Programmes



## 2020 - Top 10: Career Enhancement Programmes

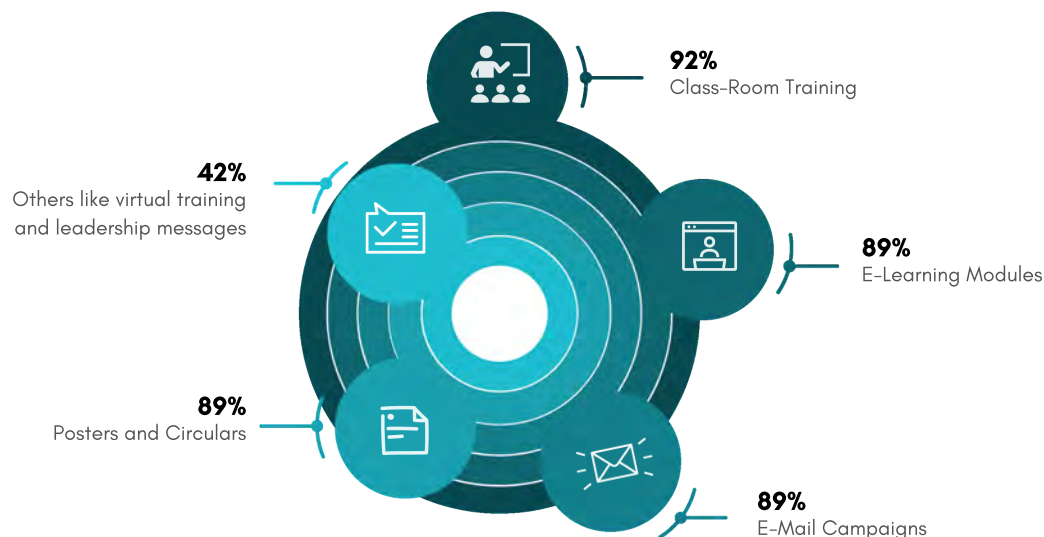


The programmes are holistic and in most cases gender agnostic. These programmes help the 100 Best develop gender balanced pipelines.

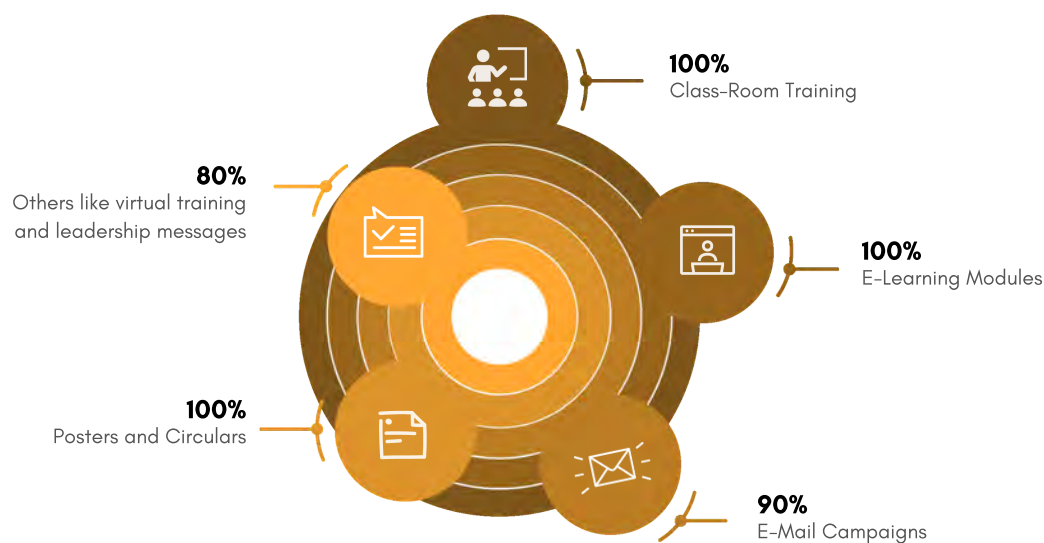
## 2020 Best Companies: Measures for POSH

The best companies strive to create a workplace environment of zero tolerance to sexual harassment. They have innovative interventions for POSH sensitization so that employees contribute their best in an inclusive, respectful culture of work.

### 2020 - 100 Best: Sensitization methods for Prevention of Sexual Harassment (POSH)



### 2020 - Top 10: Sensitization methods for Prevention of Sexual Harassment (POSH)

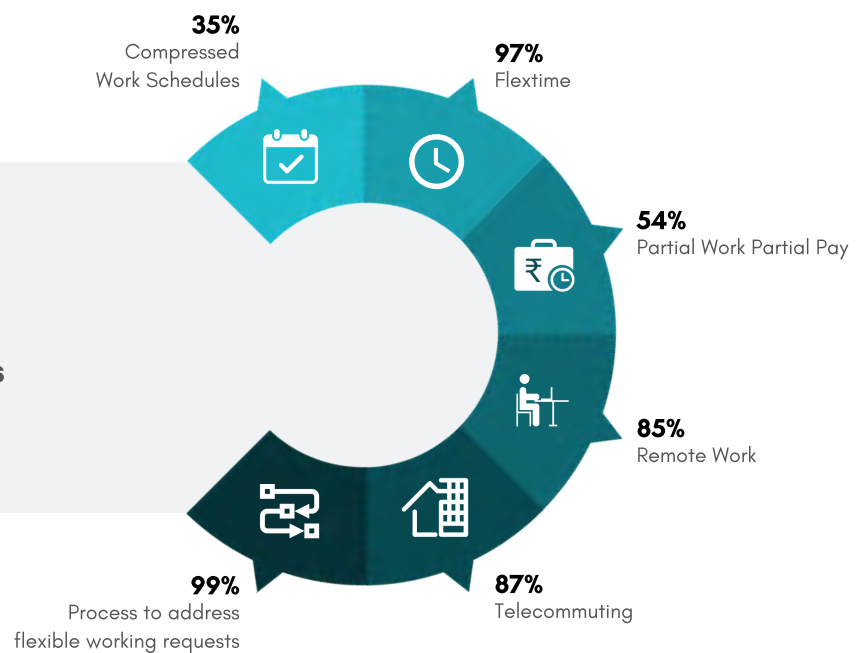


The best companies ensure that their policies towards POSH extend to include virtual environments, also. Immediate grievance redressal and strong leadership messaging, help enforce zero tolerance.

# 2020 Best Companies: Flexible Work Structures

Flexibility is a strategic employee enabler for employees at the 100 Best companies. It not only ensures greater ownership amongst employees, it also helps foster greater employee engagement and better employee experience.

## 2020 - 100 Best: Flexible Work Structures



## 2020 - Top 10: Flexible Work Structures





## 2020 - 100 Best: Gender Distribution in utilization of Flexible Work Programmes



Men Women

Flexi-time

73% 74%

Telecommuting

55% 58%

Compressed Work schedule

30% 32%

Remote work/Work from home

48% 46%

Partial work partial pay

9% 12%

## 2020 - Top 10: Gender Distribution in utilization of Flexible Work Programmes



Men Women

Flexi-time

86% 87%

Telecommuting

81% 84%

Compressed Work schedule

30% 33%

Remote work/Work from home

59% 59%

Partial work partial pay

12% 12%

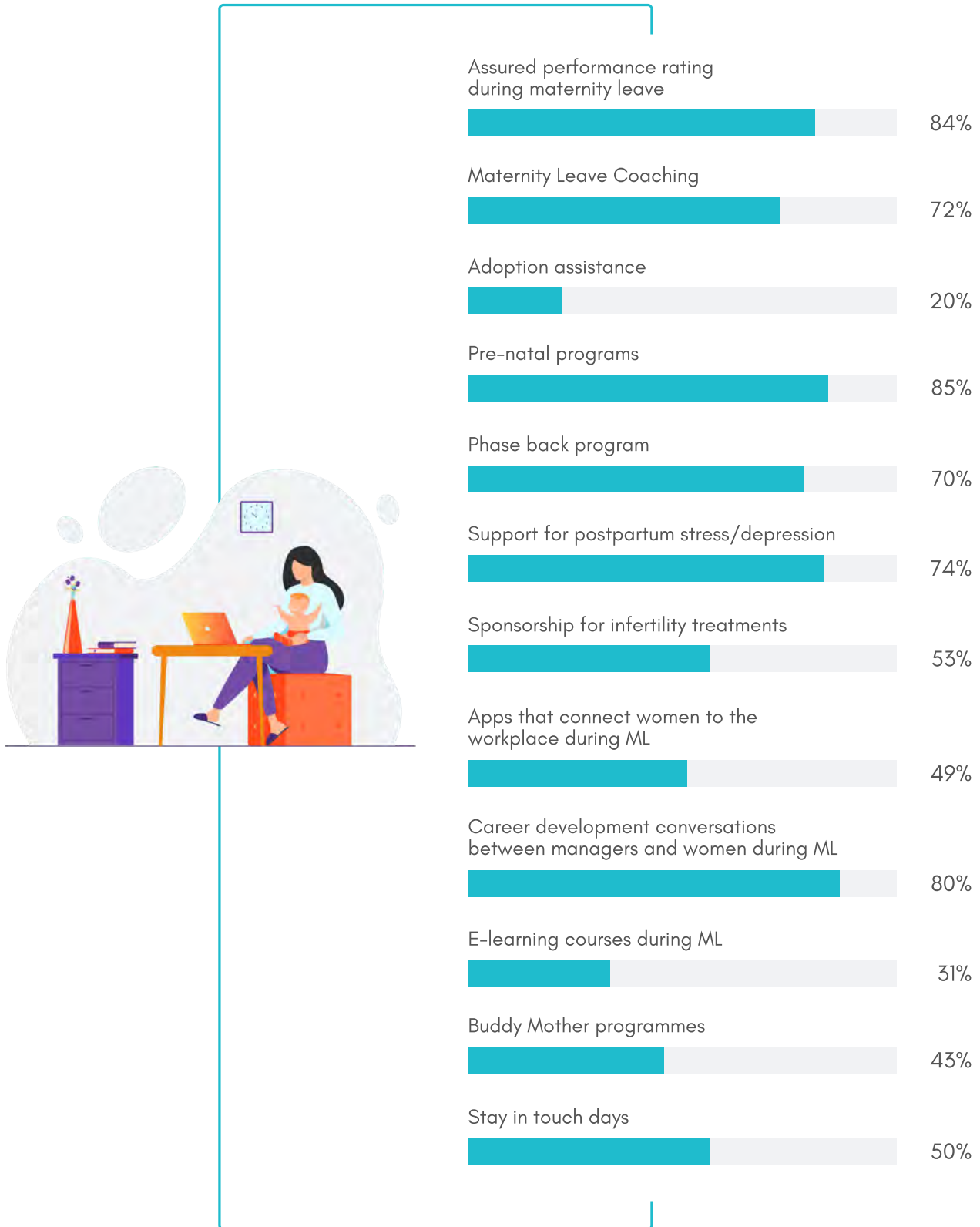
Flexible working is very much the new normal. Best companies not only focus on having robust flexible working policies, but also in preparing the ecosystem for flexible working.

# 2020 Best Companies: Parental Provisions

The Best Companies ensure that new parents are supported through an array of benefits including paid leave, postpartum stress support and adoption assistance.

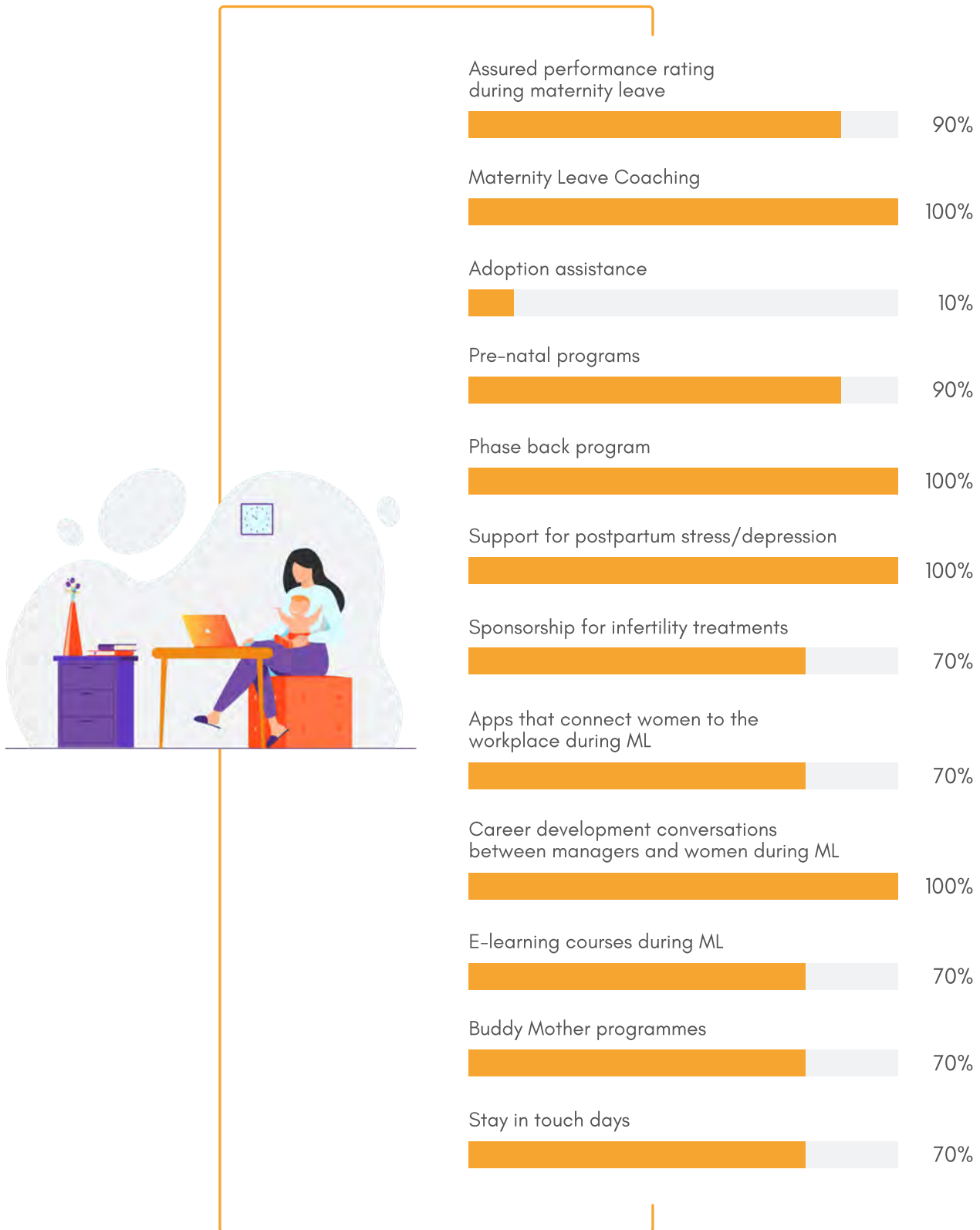


## 2020 - 100 Best: Other Parental Enablement Programmes





## 2020 - Top 10: Other Parental Enablement Programmes

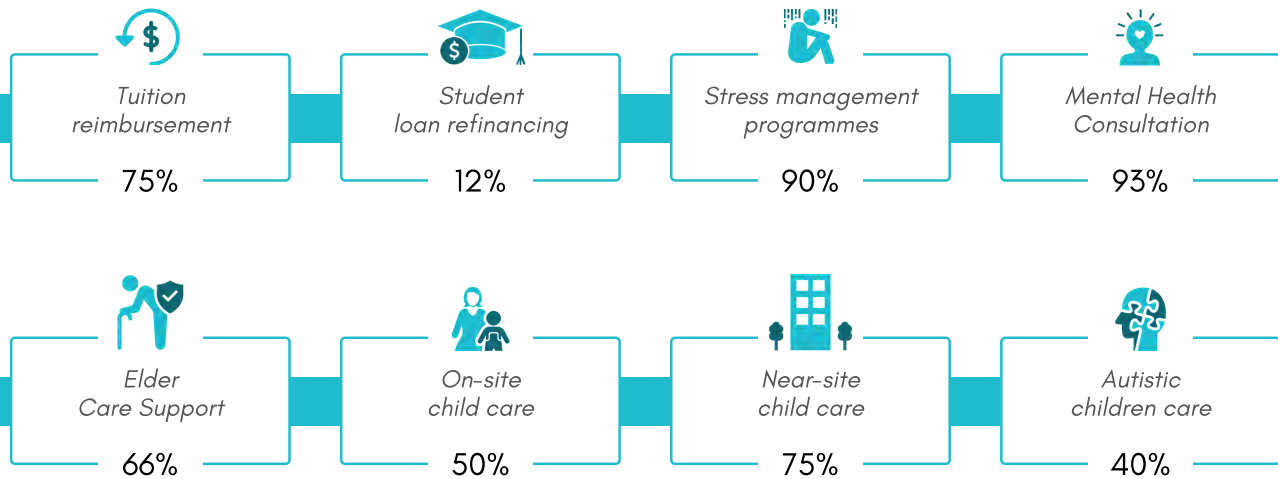


It is heartening to see Best companies offering leave and support across the parental leave spectrum. This is important to retain and grow employees, specifically at the mid-career stage.

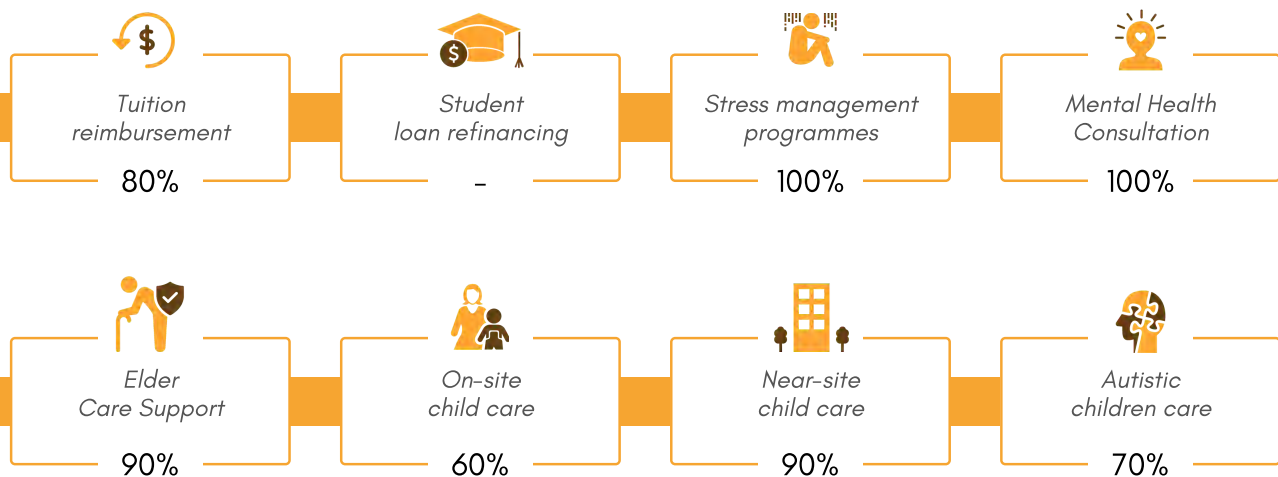
# 2020 Best Companies: Work-Life Programmes

Best Companies are keen to support their employees across all facets of life. From offering child care support to elder care support to stress counselling, these companies focus on the emotional well-being of their employees.

## 2020 - 100 Best: Work-Life Programmes



## 2020 - Top 10: Work-Life Programmes



The programmes that the Best Companies offer towards work life integration needs of employees has consistently grown in standards. Today, 93% of these companies offer support for mental health consultation.

# 2020 Best Companies: Leadership Commitment & Accountability

For Inclusive Intent to result in positive outcomes, there has to be leadership commitment. The best companies ensure that not only do senior leaders demonstrate this commitment, but also that there is a cascade effect across employees of organization.

## 2020 - 100 Best: Programmes to Ensure Inclusive Work Culture

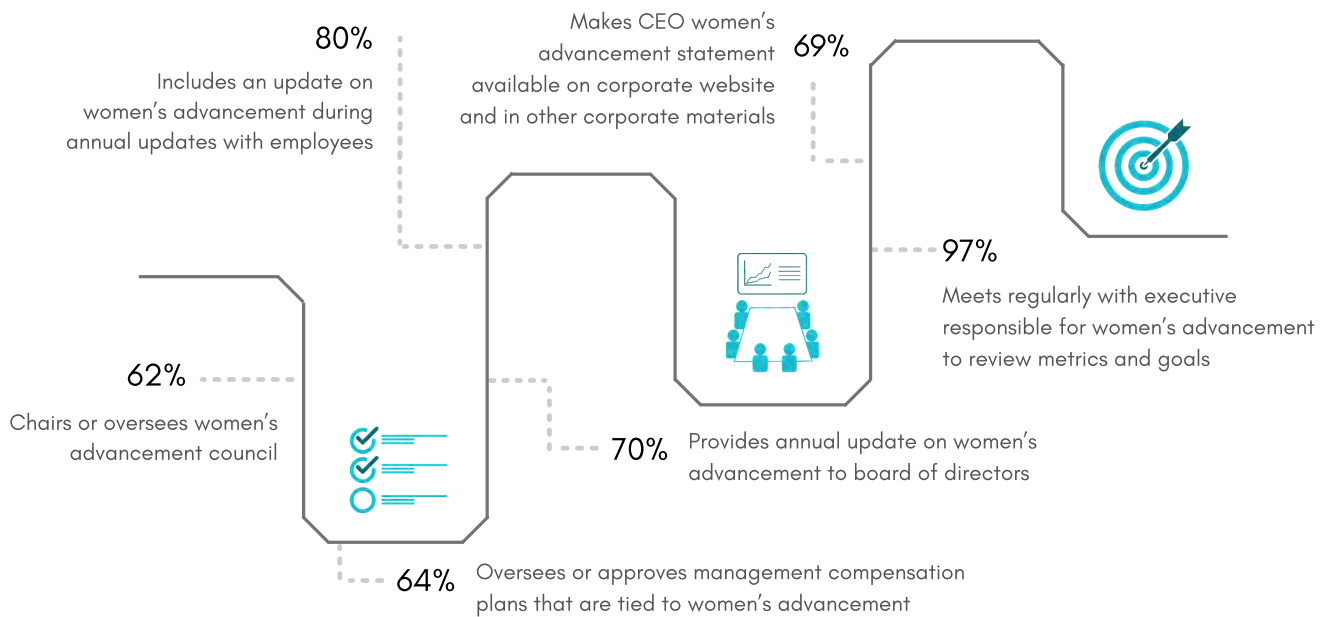


## 2020 - Top 10: Programmes to Ensure Inclusive Work Culture

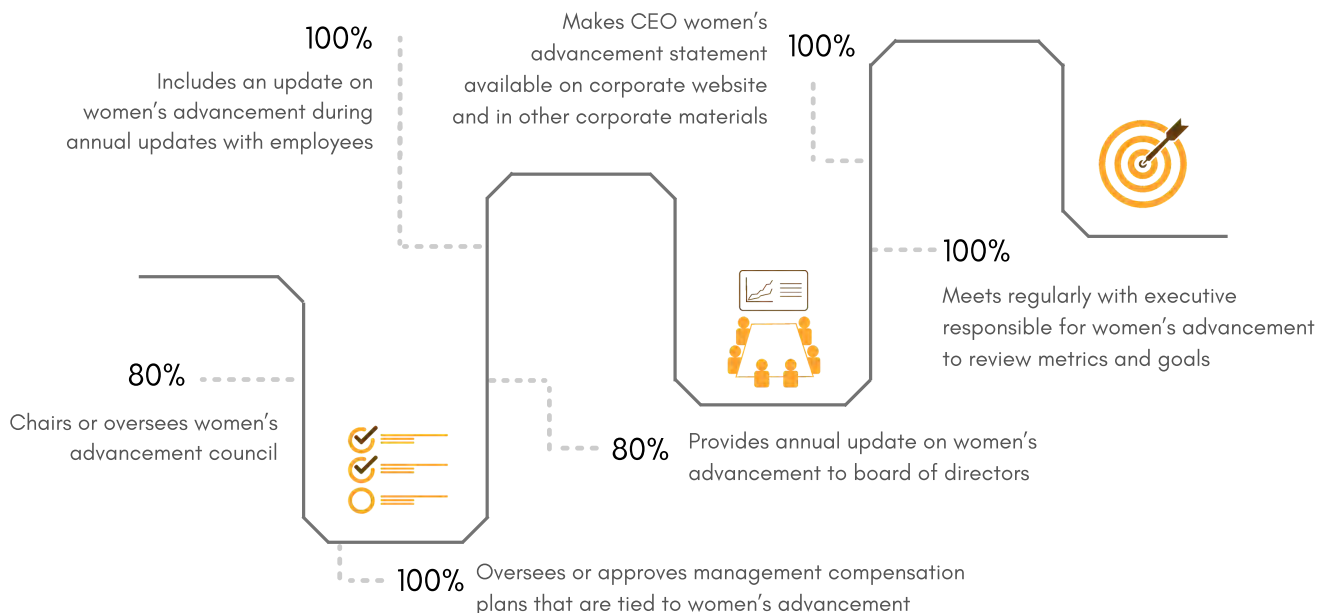




## 2020 - 100 Best: Leadership Commitment to Women's Career Advancement



## 2020 - Top 10: Leadership Commitment to Women's Career Advancement

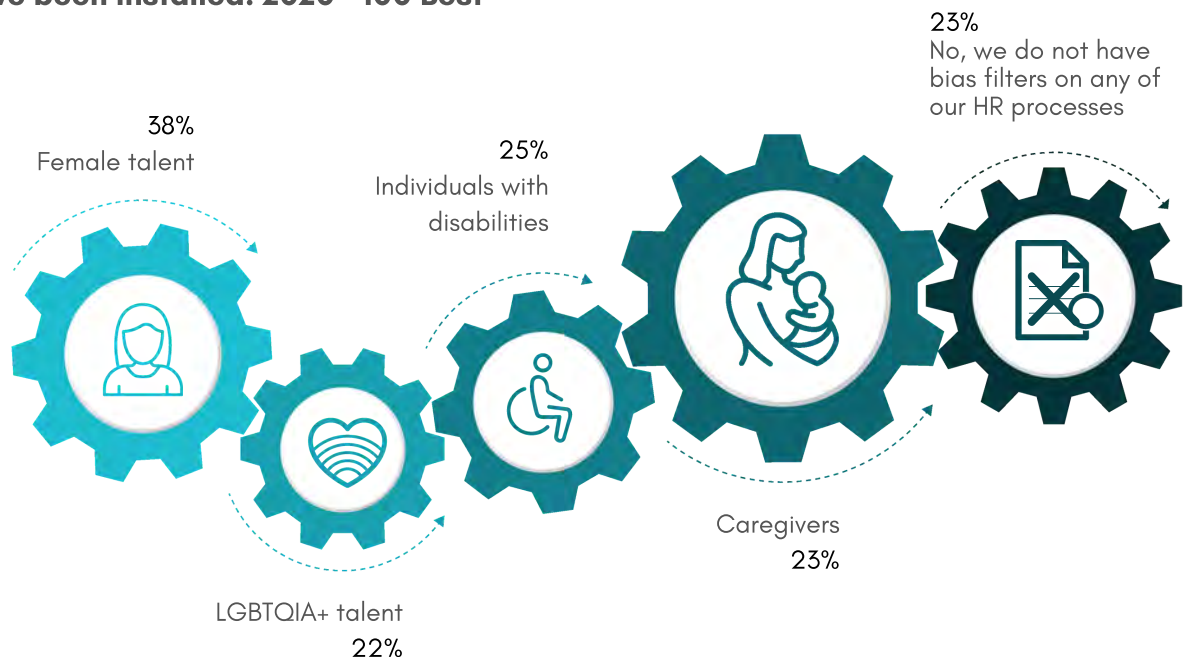


The Best Companies are an inspiration to all companies seeking to drive home the Inclusion Intent. They constantly raise the bars, striving to nurture an atmosphere of equity and parity.

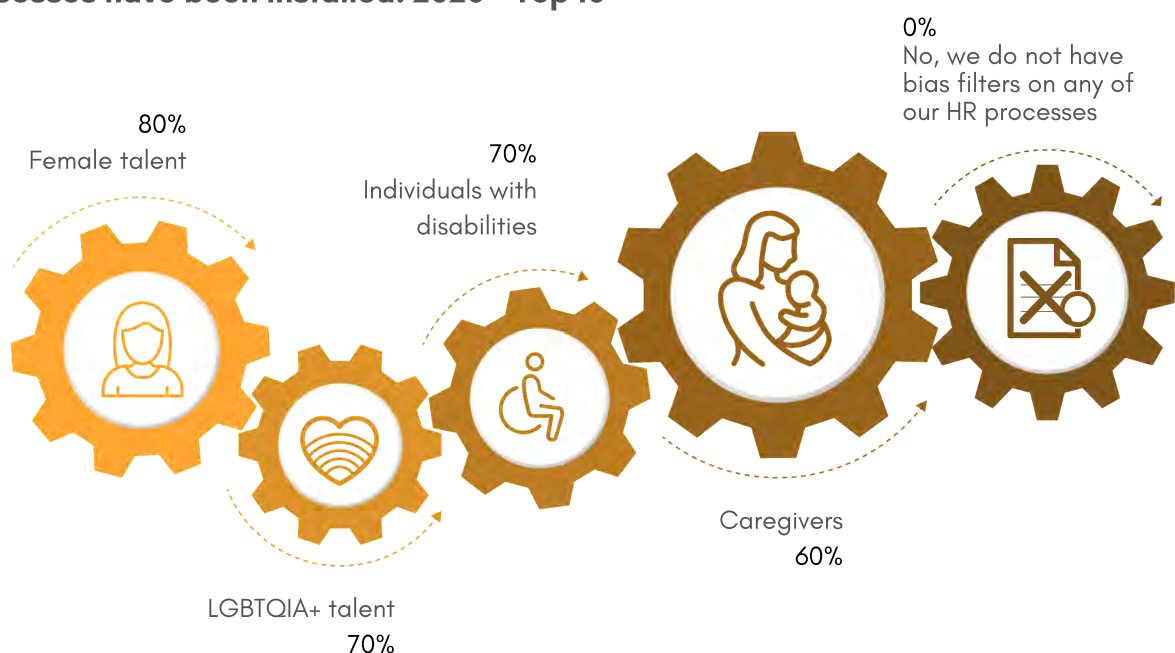
# 2020 Best Companies: COVID Time Best Practices

The year 2020 has brought along an unprecedented challenge – that of managing a pandemic amidst other business disruptions. In this section, we feature some of the best practices at the Best Companies to ensure an inclusive employee experience even in these challenging times!

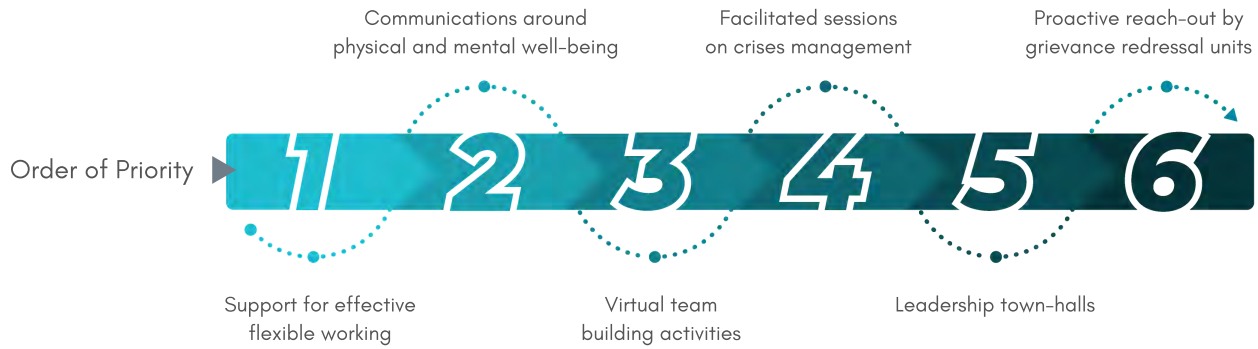
## Talent pools for which Bias Filters for HR Processes have been installed: 2020 – 100 Best



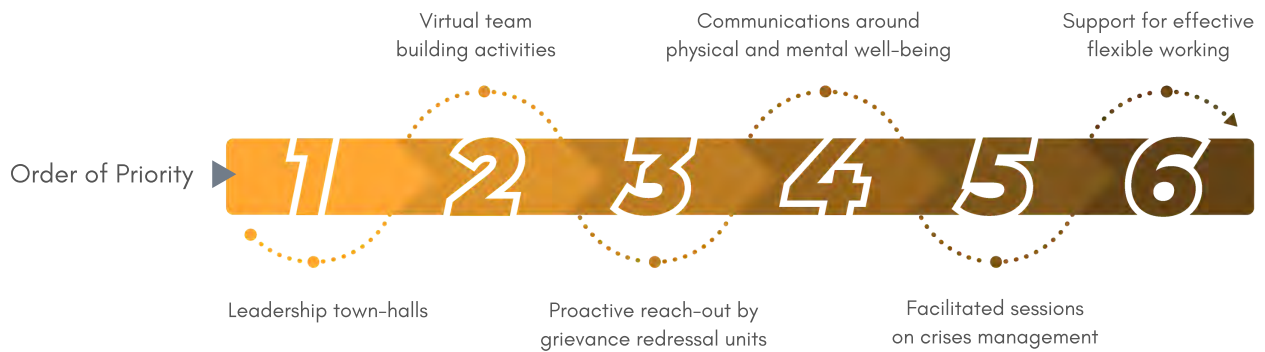
## Talent pools for which Bias Filters for HR Processes have been installed: 2020 – Top 10



## Initiatives for greater inclusion: 2020 – 100 Best



## Initiatives for greater inclusion: 2020 – Top 10



2020 – 100 Best

## Rigour of D&I initiatives

2020 – Top 10



As we learn to live through the pandemic, the efforts of the best companies help reinforce the fact that at the core of business survival and growth is the experience of its valuable employees.





## COLLABORATION

Work as a team, drive ownership and accountability, make decisions and get results. Foster trust, have integrity, champion each other and have each others' backs. Eradicate silos and let's win as a team.



## WELLNESS

Care and actively support each other's well-being. Let's create a super energizing workplace that brings out the best in us by nourishing our mental, physical and emotional balance.

## INNOVATION

Create amazing experiences for our customers whether merchant, consumer or the PayPal community. Think differently, look end-to-end and practice empathy by putting yourself in their shoes.



## INCLUSION

Respect and value uniqueness and diversity of thought. We're talking everyone, everywhere at all times, regardless of background, level or circumstance. Ideas are richer and execution is stronger when everyone feels included.



## POSTGRADUATE MANAGEMENT PROGRAMME FOR WOMEN

11-month full-time programme

Accelerated general management programme for women who wish to return to a professional career

**The only full-time programme in the world for returning women**

- Ranked among the top 10 business schools in India
- Winner of 'Innovations that Inspire' award by AACSB International (USA) in 2017, & 'MBA Innovation' Award by AMBA (UK) in 2019
- More than 40 companies participate in the placement process
- CXO from 18 companies on the Advisory Board
- Innovative pedagogy with blend of classroom and non-classroom learning

**'Purpose with Pride'**



**S. P. Jain Institute of Management & Research**  
Mumbai (India)

Mob: +91 9819811550  
[www.spjmr.org/pgmpw](http://www.spjmr.org/pgmpw)

To avoid confusing SPJIMR with any other institution, look for the 'five strokes' logo and the Bharatiya Vidya Bhavan association.





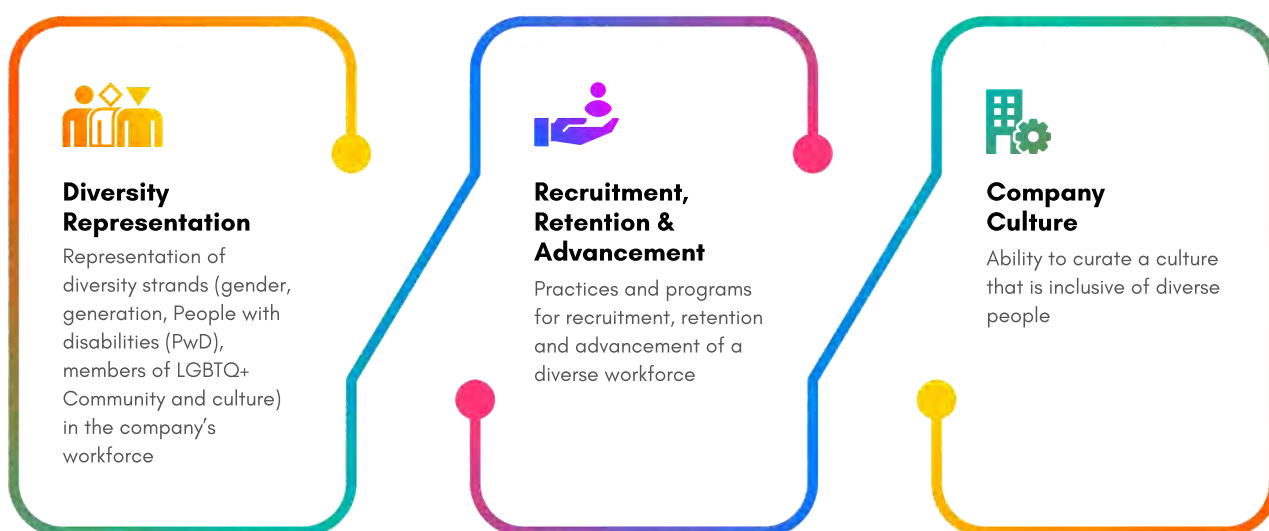
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## About Most Inclusive Companies Index (MICI)

This study, in its second edition, is aimed at helping organizations understand gaps in demographic representation and provide a strategic roadmap to drive internal change to find and implement Diversity and Inclusion (D&I) solutions.

**The key segments that MICI covered are:**



Any company that employed at least 500 employees (men, women and the third gender included) in India and participated in the 2020 Working Mother & Avtar Best Companies for Women in India study was eligible to apply. The study was launched alongside the primary study – Best Companies for Women in India (BCWI), that was launched in February this year. Companies spanning every major industry, geographical location and line of business were amongst the applicants. The application form with close to 150 questions, required applicant companies to provide data of high-order granularity on their diversity representation and inclusion practices. This edition of MICI (Most Inclusive Companies Index), had 158 companies, applying to participate. The companies were assessed in each of the critical segments and the scores were expressed in percentages. The closer a score is to 100, the better the companies' performed in that segment.

- Companies with an Inclusion Index score of 70% & above get the coveted **CHAMPIONS OF INCLUSION AWARD**
- Companies with an Inclusion Index score of 55% & above are recognized with the **EXEMPLARS OF INCLUSION AWARD**



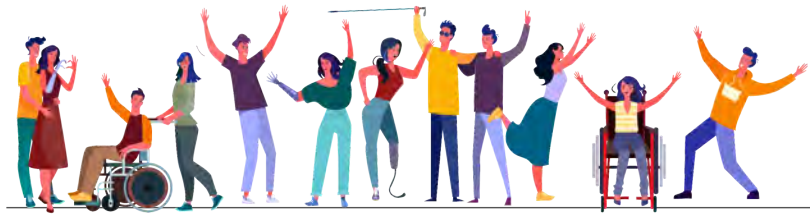


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## MICI: Winners Segment

WORKING  
MOTHER



**AVTAR**  
The Power of Diversity

## Most Inclusive Companies Index Champions of Inclusion 2020

**accenture**

Accenture Solutions Private Ltd.

**ANZ**

ANZ Bengaluru Service Centre

**BARCLAYS**

Barclays in India

**EY**

EY

**IBM**

IBM India Private Limited

**Infosys**  
Navigate your next

Infosys Limited

**KPMG**

KPMG India

**MCM** Midland  
Credit  
Management™  
an encore capital group company

Midland Credit Management  
India Private Limited

**Tech  
Mahindra**

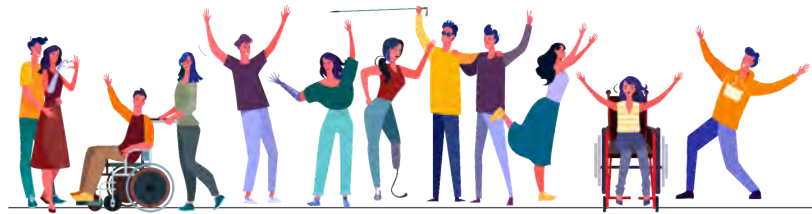
Tech Mahindra Ltd.

**USTGlobal**

US Technology International Pvt Ltd














Companies with an Inclusion Index score of 70% & above get the  
coveted **CHAMPIONS OF INCLUSION AWARD**

WORKING  
MOTHER



**AVTAR**  
The Power of Diversity

## Most Inclusive Companies Index Exemplars of Inclusion 2020

 <b>ADP</b> Always Designing for People ADP Private Limited	 <b>AstraZeneca</b> AstraZeneca Pharma India Limited	 <b>AXA</b> AXA XL India Business Services Pvt. Ltd.	 <b>Biocon</b> Biocon Limited
 <b>Capgemini</b> Capgemini Technology Services India Ltd	 <b>citi</b> Citibank	 <b>CUSHMAN &amp; WAKEFIELD</b> Cushman & Wakefield India Pvt. Ltd.	 <b>DOW</b> Dow Chemical International Pvt Ltd
 <b>HCL</b> HCL Technologies	 <b>hp</b> HP Inc.	 <b>integrä</b> Integra Software Services Pvt. Ltd	 <b>Invesco</b> Invesco India Private Limited
 <b>make my trip</b> MakeMyTrip India Pvt. Ltd.	 <b>mastercard</b> Mastercard Incorporated	<b>Morgan Stanley</b> Morgan Stanley	 <b>NORTHERN TRUST</b> Northern Trust India (Registered as Northern Operating Services Private Limited)
 <b>NOVARTIS</b>   Reimagining Medicine Novartis Healthcare Pvt. Ltd.	 <b>Omega Healthcare</b> Omega Healthcare Management Services Pvt. Ltd.	 <b>Raychem RPG</b> Raychem RPG Pvt. Ltd	 <b>SOCIETE GENERALE</b> Societe Generale Global Solution Centre
 <b>SONY PICTURES NETWORKS</b> Sony Pictures Networks India Pvt. Ltd.	 <b>Sterling</b> Sterlingcheck	 <b>TARGET</b> Target Corporation India Pvt Ltd	 <b>wipro</b> Wipro Ltd
 <b>ZS</b> ZS Associates India Pvt. Ltd.			

Companies with an Inclusion Index score of 55% & above get the  
coveted **EXEMPLARS OF INCLUSION AWARD**





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## **Champions of Inclusion:**

2020 Most Inclusive Companies Index



Accenture Solutions Private Ltd.

Accenture embraces its rich diversity as a **“culture of cultures”**, which is all about people around the world living its shared core values and bringing their unique skills and experiences to create lasting value for clients and communities. Accenture strongly believes that diversity is a source of innovation, creativity and competitive advantage. It helps create an inclusive workplace where everyone feels equally accepted with a real sense of belonging. Included below are some of Accenture’s best practices that helped pave the way for the “Champion of Inclusion” recognition –

Accenture believes the future workforce is an equal one, and has bold public goals set to accelerate gender equality by 2025. Also, by 2020, women will account for 25 percent of managing directors worldwide.

- **LGBT Benefits**

- Gender reassignment surgery covered as part of medical insurance coverage
- Mental health consultation for gender dysphoria included as part of Mediclaim benefit
- Accenture India was one of the first few organizations to extend medical insurance coverage to the partners of employees who identify as LGBTQ+
- Use of Preferred Name: People whose name does not align with their gender identity can change their Display Name and Enterprise ID, name in the subjects of e-mails, etc. to their preferred name without the need to provide documentation

- **PwD Benefits**

- INSURANCE – Annual coverage – Employee /family member (spouse and two children):
  - INR 50,000 for medical assistive devices
  - INR 1,00,000 for Autism Spectrum Disorder (ASD) treatment

- **Parents at Work Benefits**

- **Maternity Leave Policy Enhancement** – Government of India recognized Accenture India as a pioneer for providing 22 weeks of maternity leave, six months prior to its amendment in 2017. Now, 26 weeks plus additional optional leave is provided for full-time and part-time employees for maternity, adoption, or surrogacy. Four weeks of paid maternity leave for pregnancy-related illness, as well as 12 weeks of unpaid leave, is also provided.
- **Returning Mothers Program** – Coaching and staffing support from experienced women executives to successfully transition new mothers from maternity, back to successful careers. **95% Retention.**
- **Childcare Support** – 200+ centres near all Accenture’s **37+ facilities.**

- **Inclusive Internship Program** – A market-leading alternate staffing program that aims to build a skilled talent pool of PwD/Transgender candidates by providing them with a six-month paid internship to make them readily employable within or outside Accenture. Interns are provided with reasonable accommodation including assistive devices, transport facilities, etc.

- **LGBTIQ+ Leaders Learning (L3) program** - This is a 2-day classroom training that provides tools and resources for all employees to succeed as authentic leaders and role model LGBTIQ+ Allies.
- **Abilities Unleashed**, an 8-month learning experience - with classroom sessions, leadership mentoring, one-to-one strengths coaching, self-study and Idea-thons.
- **Getting to Equal Research 2016 - 2020** - Accenture has established itself as a thought leader in the debate around women's equality at work through original research. Released on the occasion of International Women's Day 2019, the latest research describes 'How a Culture of Equality drives Innovation'.



When people feel a sense of belonging and are valued for their unique contributions and perspectives, they are more likely to advance and feel empowered to innovate. More importantly, feeling included can have a tremendous impact on people's overall well-being and their performance. In short, inclusion unlocks human potential.

**- Lakshmi Chandrasekharan - Managing Director, Human Resources Lead, Accenture in India**







### ANZ Bengaluru Service Centre

**ANZ is committed** to building a community where every single person is valued, heard, respected, empowered, and feels a real sense of belonging. Their Diversity & Inclusion Council helps build a workplace that reflects the communities in which they operate in and is inclusive of all dimensions of diversity including age, cultural identity, disability, gender, education, sexual orientation, religious beliefs, and socio-economic background. They have specific networks that bring the D&I agenda to life, such as:

**PRIDE Network:** the voice, contact point and support mechanism for LGBTIQ+ community.

**Abilities Network:** fosters inclusiveness, and raises awareness about disability. The network includes staff with severe disabilities like cerebral palsy, autism, muscular atrophy, and missing limbs.

**FORWARD Network:** champions gender equality, inclusion & recognition of women, based on merit.

**CSD/CSR Network:** that focuses on sustainability and community work.

They strive to create an eco-system where diverse talent thrives and excels. ANZ Bengaluru Service Centre, which employs over 7000 employees, believes in equal employment opportunity and builds it through a sensitised ecosystem and supportive policy/process.

ANZ believes that a gender-balanced workforce makes a strong business and strategic sense and ensures that talent excellence is not distinguished between genders. They drive the gender diversity agenda in almost all aspects of the employee life cycle – be it attracting, engaging, wellbeing, developing and promoting women in management & leadership roles. The focus is on increasing the baseline for balanced gender representation at all levels. Women new hires is at 53% at non managerial, 37% at the managerial level, and well represented at the leadership level with 40% of India Management Team being women.



The workplace welcomes, supports, values and celebrates the unique contributions of all its people. A diverse workforce helps to tap into a broader range of talents, leadership styles and skill-sets to manage business, innovate, and serve customers and the communities better. They hire an increasing number of People with Disability (PWD) and from LGBTIQ+ community.

To create an inclusive workforce, they ensure that the environment is conducive for the development of employees throughout their journey at ANZ. The premise is well equipped to embrace diversity and provides the necessary infrastructure like wheelchairs, dedicated washrooms for PWDs, all-gender washrooms for LGBTIQ+ community, special medical cabs for PWD staff, braille nameplates on all doors in the facility, ramps for easy movement, and other assistive tools are made available. An exclusive dictionary of banking words in sign language is also available for hearing and speech impaired staff. Sensitisation workshops and sign language training is regularly conducted for hiring managers, team members, leadership, and house-keeping staff so that they are equipped to make the communities feel included from day one.

They run targeted campaigns to celebrate and create awareness about their diversity and inclusion agenda. It not only creates opportunities at work but also works towards creating a multiplier effect in society. It has partnered with Apex bodies to drive this agenda and also encourages vendors to support inclusion by promoting food counters of service providers with either complete or partial PWD teams like Mitti Café, Artinci Ice-cream, Hatti Café.

“

“We embrace diversity and promote inclusion by creating an environment where the community feels safe to bring their whole self to work. We believe that different backgrounds, perspectives and life experiences help forge strong connections, helps us innovate and make better decisions. Diversity and inclusion is a collective responsibility and not just a business imperative for us. It is a journey, and we will continue to challenge ourselves to build a more inclusive and diverse workplace.”

**- Kanitha K K, Head - Talent & Culture. ANZ Bengaluru Service Centre**





Barclays in India

Barclays global D&I strategy establishes objectives, initiatives and plans to create a culture that values difference and fosters inclusion. This is embedded via five global pillars of focus: Disability, Gender, LGBT+, Multicultural, and Multi-generational. Each pillar is represented and championed by a senior leader and rooted deeply into the organization through diversity networks organized by their colleagues as well as diversity councils that deliver diversity and inclusion plans appropriate for their business areas.

Diversity isn't just about protected characteristics, it's also about social inclusion and making sure that the Bank is open to all regardless of race, religion or belief, age, gender, disability, sexual orientation, gender identity or nationality.

Barclays is committed to providing opportunities for people of all abilities. With nearly one in five people having some kind of disability, they recognize this is an untapped pool of talent. They consider different recruitment models and approaches to ensure all job seekers are able to access employment opportunities at Barclays. Workplace adjustments are taken care of, via regular infrastructural audit at their offices and facilities to ensure inclusion, specifically for PWD employees. The Reach network plays an active role in enabling disability inclusion.



**The gender agenda** focuses on engaging women and men across the organisation to attract, develop and retain women talent at all levels providing equal opportunities. Within the gender network is open to all colleagues, the male allies network is part of this pillar too and works closely with multiple stakeholders to further gender inclusion at the workplace. With many women-centric policies and support programs such as focused hiring, second career talent, buddy program for women colleagues returning from career or maternity break, maternity motherhood program, child care facility, flexi-working and dynamic working guidelines, career



break, maternity motherhood program, child care facility, flexi-working and dynamic working guidelines, career break policy, talent development programs are enabled for women colleagues to manage their work-life balancing needs and aim for an ambitious career journey.

LGBT+ inclusion agenda is supported by Spectrum, the network has been celebrating inclusion through various set of engagement events, and is an integral part of the eco-system such as IDAHOBIT week, Pride month events and key international days for the community. Last year, in partnership with working families on the occasion of International Parents Day, Spectrum organized a session on 'Inclusive Parenting'. Beyond advocacy, Spectrum enabled the organization's access to LGBT+ talented pool and the organization has participated in focused job fairs. Transition guidelines were launched in the view of Pride month celebrated globally. Barclays medical insurance cover in India now includes gender transition benefits as well.

Their Multicultural Agenda supports an environment where colleagues can bring their 'whole-self' to work. Embrace hosted a series of events including roundtable networking, spotlight with senior leaders on the theme of 'Managing Global Teams' and had a month-long campaign to coincide with World day for cultural diversity for dialogue and development. The organization believes that learning is a 2-way path. Barclays multi-generational network Emerge has been leading the Reverse Mentoring initiative, a culture of learning by sharing is inculcated. Additionally, panel discussions on cross-generational perspectives have further increased the understanding between their multi-generational colleagues.

Greater diversity and inclusion is in their DNA that focusses on helping their customers, clients, colleagues and community to rise.



“

"It's an honour to be recognised amongst inclusion champions by Avtar and Working Mother Media. Our D&I strategy is focused on disability, gender, LGBT+, multicultural, and multi-generational inclusion. This helps create a culture that values difference and provides an environment where individuals of all backgrounds feel confident in bringing their whole selves to work and where their talents are nurtured. We understand that there is much more to be done on all these fronts, MICI's recognition reaffirms that we are progressing in the right direction, and also enables to learn the best practices in the industry."

**- Arun Krishnamurthy, Director and Head HR, Barclays India**



Valuing our differences as we solve the toughest challenges together.

Diversity is about differences and at EY, all differences matter. Inclusiveness is about leveraging these differences to create an environment where all EY people feel, and are valued, for who they are, have a sense of belonging, and are inspired to contribute their personal best in every encounter.

They believe greater diversity and inclusive environment drive better decision-making, stimulate innovation and increase organizational agility – crucial to helping their stakeholders respond to the now, prepare for the next and reframe their future.

EY has been on a D&I journey for decades. And, including varying points of view in decision-making, operations, and actions are fundamental to establishing long-term value for EY people, as well as long-term client, social and financial value. This helps them to fulfil the EY purpose of Building a Better Working World and enables all their people to have exceptional experiences. They solve the toughest challenges together by valuing their differences and teaming inclusively to build safety and trust.

The EY Global Executive, EY's highest leadership body, has made a visible commitment to EY people and to the market to accelerate D&I at EY through signing the Global Executive Diversity & Inclusion Statement. Not only does this reinforce D&I as the key business lever, but also ensures that it holds itself accountable for progress, from the top.

In India, they have a clearly defined D&I vision and strategy and drives accountability through consistent diversity and inclusiveness metrics.

Initiatives like GigNow transform the way they attract talent. GigNow has helped them create an excellent value proposition for retired professionals, women who want to return to work on a flexible model as well as persons with disabilities to choose roles for shorter stints at EY.

Inclusive leadership workshops, which are conducted throughout the year, amplify the positive impact of their connections with one another and is essential to cultivating a sense of safety, trust and belonging, especially during challenging times.

At the heart of EY's vision is an unwavering commitment to advance gender parity and women's progress at the workplace. They believe that they need to have non-traditional solutions to impact the organization's long-term ability to engage and retain women. They have leadership development programs, virtual networks and sponsorship programs for their women.

The Employee Resource Groups (ERG) strengthens their commitment toward promoting diversity and inclusion for diverse groups, including Millennials, LGTB+, and people with disability. Reverse mentoring and mentoring programs continue to improve inter-generational dialogue. Inclusive policies that extend spousal benefits to partners of LGTB+ employees, safe-space conversations for their out LGTB+ employees, allies and their families, further solidifies EY's commitment to workplace equality. Purple Champions is their ERG that drives disability confidence across the organisation.

EY's inclusive values underpin their actions and guide them daily.



“

“We at EY, believe that individual success and organizational success can only be achieved when employees feel empowered to make decisions, lead and innovate without the fear of being judged for bringing their authentic selves to work. Your career is yours to build.”

**- Sandeep Kohli, Partner and Talent Leader, EY India**





**IBM India Private Limited**

Various forums, events and meetings are being held these days to discover how organizations can be more inclusive.

Affirmative steps are in process, but it is taking longer than we imagined.

Why?

Because we humans, unless extremely conscious, tend to include only people who are like ourselves. The moment we interact with people who are different from us, we tend to put ourselves in a shell. Perhaps we don't understand them, perhaps we disagree with them, perhaps we fear them, or perhaps we simply feel uncomfortable with them.

The key reason for being non-inclusive is that we tend to exclude a lot within ourselves. There are corners within us where we keep things in the dark, away from our own attention to avoid pain or fear. We don't want to face what we think is bad in ourselves. Self-exclusion is the prime reason for excluding others. What we suppress or don't like or don't even recognize in ourselves is what we mostly reject in others. For example: - I am an angry person but do not want to appear so, therefore, I keep a calm and smiling face. However, sooner or later, the mask will slip, and the stored-up anger will explode with magnified force.

The very first step towards inclusion is to include everything inside oneself, good or bad, ugly or beautiful, small or big. Only then, instead of suppressing, can we start to find constructive ways of expressing ourselves. This requires continual self-awareness.

To be inclusive of the other comes as a natural next step after we are inclusive of ourselves. It starts from self - being aware of ourselves. Now is the time for all of us to be truly inclusive of ourselves. That way we will soon see ourselves being more inclusive of others too.

At IBM, apart from various inclusive policies for all diversity constituents, we also enable our managers on how to engage with women returning from maternity, with LGBT+ people and mindfulness.

Mindful meditation has helped managers be more aware and alert of their thought process and actions towards employees. Awareness itself becomes the key to continue or change behaviours.

Our minds are trained differently. All of us come with our own unconscious and conscious bias. Mindfulness helps us recognize those biases and take the right action despite them.



“

"Diversity brings forth a myriad of skills that every company needs for success. It's time to rise and ask "why" for the biases we humans have believed in for centuries. At IBM, we do it with a combination of AI & ability to take risks."

- **Ayyappa Kushalappa, Director HR, IBM Global Technology Services ISA**





The D&I vision of the corporation is an integral part of the Infosys Code of Conduct contained in a powerful tenet viz., 'Respecting Each Other.' Infosys offers a non-discriminatory workplace and ensures an equal opportunity workplace across race, colour, religion, disability, gender, national origin, sexual orientation, gender identity, gender expression, age, genetic information, military status, or any legally protected status. The Diversity Philosophy celebrates the common values that bring joy, happiness, energy, and enthusiasm to the community at the workplace and focuses on bridging differences by enhancing commonalities among the workforce. Infosys' Human Rights Statement bridges the commitment to the UNGC principles. D&I Goals on the corporate scorecard flow into leader and manager goal sheets. D&I councils at the business unit, location, and geo levels provide a rich matrix of responsibilities and relationships to collaborate on the strategic intent of the organization to build inclusion for everyone. D&I Councils at geos enable us to be responsive and tap into the 'local' diversity needs of employees in the geo/location and address them in time.

Beyond leadership, commitment, and policy is a larger focus on where employees experience inclusion viz., their everyday workplace, colleagues, and immediate teams. To strengthen these micro-ecosystems, Employee Resource Groups (ERGs) act as huge enablers. Some of the ERGs at Infosys India include: Infosys Women's Inclusivity Network (iWIN); InfyAbility (for employees with disabilities and their allies); iPride (for employees of the LGBTQIA+ community and their allies) and Family Matters for all employees focusing on childcare; parenting; relationships; health and wellness. ERGs serve to strengthen peer support groups towards building inclusive work environments. They prove effective in providing feedback from the ground inform practices and enable the socialization of policies and programs. Learning and Development interventions on inclusion through a mix of classroom and virtual learning, leader talks through an engaging 'Talk the Walk' format are some ways Infosys continues to raise awareness on various dimensions of diversity including unconscious bias; accessibility – both physical and virtual; inclusive communication and many more.

Crafting accessibility guidelines for all Infosys campuses across India, Infosys set off on a multi-year infrastructure improvement initiative enabling Infosys' campuses accessible to Infosys employees with disability. This goes way beyond just accessible buildings to enhancing infrastructural accessibility of paths and common spaces and make the larger campus itself more navigable to employees with disability across all the Infosys development centres in India. As part of Infosys' commitment to creating accessibility, Infosys also provides special transport allowance acknowledging the fact that every individual could have unique, accessible commute requirements depending on their disability. Enhanced Loan for employees with disabilities enables the purchase of assistive devices. The Accessibility Lab builds learning and awareness on making the virtual landscape accessible through simulations, webinars, tools and more.

Building inclusive workplaces for members of the LGBTQIA+ community at Infosys includes learning and awareness, personal storytelling through Human Libraries, manager sensitization, gender neutral washrooms across campuses and health insurance benefits including partner coverage, gender confirmation surgeries, egg freezing and surrogacy and mental health.





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“Truly diverse workplaces celebrate diversity and foster inclusion. Inclusive cultures enable organizations to tap into innovation and creative thought. The MCI Award is a testimony to inclusion practices at Infosys and it is truly an honor to be recognized as a leader.”

- Aruna C Newton, Global Head, Diversity & Inclusion, Infosys Ltd.



KPMG India

KPMG's objective is to provide an inclusive environment that attracts and retains a value and purpose-driven diverse workforce; cultivates the intellectual capital of unique skills, backgrounds, and experiences for innovative solutions; and enables their people to thrive in their careers. It is when individuals from various backgrounds feel welcomed to bring their whole selves to the workplace.

**Gender** has been a key focus area for inclusion in India, particularly on enhancing and building gender diversity. KPMG launched Kontinuum – their returnees' program with a strong focus on retention.

**Disability:** Although new in this journey, KPMG has already made progress that will lay the foundation for greater engagement and employment of persons with disabilities. This includes accessibility audits of facilities with their vendor partner V-Shesh and enabling India to build awareness and sensitization, as KPMG consciously engage PwDs. KPMG ran disability awareness workshops facilitated by V-Shesh in Bangalore, Delhi, and Mumbai, which was received very well.

**Multi generations and Multiculturalism:** Recognizing that almost 75 per cent of the workforce falls in the millennial generation, programs such as reverse mentoring is enabling their diverse workforce to learn from each other. This formal and informal mentoring is only the beginning of a much larger campaign that aims to highlight various working styles, such that generational diversity is embraced by colleagues at all levels. Also, mindful of the cultural mosaic that India is, bringing that continued sense of awareness is vital, be it through their cafeteria menus, the holiday calendar, or with a progressive step of having all faith rooms in all their new offices.



**LGBTQ:** The firm has taken swift actions towards building LGBTQ inclusion with gender-neutral facilities, inclusive insurance and other benefits, engagement forums and panels with industry speakers, and engaging leadership at key leadership events. KPMG in 2019 concluded the first phase of their Pride campaign, where KPMG conducted workshops, round table discussions, and inspirational speaker sessions focusing on creating awareness towards lesbian, gay, bisexual, trans, and queer-identified (LGBTQ+) diversity across locations. This helped them leverage the heightened awareness of LGBTQ Pride to drive home a message of unified diversity. The firm has invested and recruited a transgender person to lead the inclusion and diversity agenda interventions.

### **Organization's transformational journey**

Three years ago, KPMG embarked on its intensive journey to embed a more inclusive culture within the workplace. Since launching its strategy in 2017, the firm has taken a data-driven approach to building the business case, understand its workforce, define strategic priorities, and measure its progress.

Yet, while data has been critical to mapping the firm's journey, the ongoing success relies on its people. In recent years, KPMG has shifted the emphasis of their training from addressing unconscious bias to focusing on inclusive leadership. Moreover, KPMG is continuously evaluating their progress and setting new goals with the mission to ensure every employee knows they belong and are encouraged to bring their whole selves to work. One shift that KPMG sees is how it developed a heightened sense of awareness around all aspects of inclusion and diversity. For instance, the Pride campaign encouraged colleagues to be more comfortable in bringing their whole work, which KPMG was not doing earlier. Also, KPMG sees a larger number of women opting for same-sex partner insurance cover all of which show them a positive and progressive work environment through allyship.

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For us at KPMG, inclusion and diversity is both a business and moral imperative that builds trust and compels us to stand up for what is right. Diverse teams are more likely to be innovative and commercial, and inclusive work cultures that embrace ethical behavior position themselves for success.

**- Rupesh Tripathi, Leader - Human Resources, KPMG Global Services**







### Midland Credit Management India Private Limited

Midland Credit Management India Pvt Ltd is committed to cultivating a culture that embraces all aspects of diversity and where every individual can thrive at work. Some of the key inclusion initiatives at the company are listed below:

**Building Sensitivity for All Communities, Cultures, And Ethnicity:** One example of this is the Pride Week observed across the company. Under MCM's Global Cultural Exchange Program, they regularly celebrate key festivals from different cultures as a way to build awareness about global communities and customs. MCM Artworks is another initiative that allows all employees an opportunity to express their creativity through photography and mixed media. Intranet driven storytelling allows employees a safe space to share their experiences of diversity, while conversations on inclusions are encouraged on an ongoing basis. Inclusion training is essential for all people managers, and official communication always follows an inclusive vocabulary.

**Women@Encore (WE):** The forum provides a platform for women employees to develop connections across the organization, besides an opportunity to reach out to senior leaders for career guidance and coaching. Some of the key WE initiatives includes: focus on diversity hiring, intentionally inclusive policies and procedures, POSH and self-defence training for all employees, including contractual staff, wellness sessions, and a 24\*7 employee assistance program.

**Talent Approach:** MCM's diversity hiring process mandates having more than 50% of women candidates in the selection funnel. For certain positions, there is a mandate of having at least two diversity candidates in the final shortlist. Existing vendors receive a premium fee of 25% for providing diversity hires. Employees also receive a 20% higher referral amount in the case of a diversity candidate.

**Company and Function Balanced Scorecard:** 7.5% of the annual variable bonus is linked to Diversity Ratio in the Company Balance Scorecard. These Diversity metrics are tracked and reported at a functional level in Functional Reviews and Business Reviews with the CEO.

**#ConnectHer:** Managers are given a checklist on how they can make expecting mothers feel more comfortable at the workplace; while expecting mothers are sensitized on their rights and responsibilities when they re-join work.

**Maternity Leave, Adoption Leave, Paternity Leave, iCare Privilege Leave:** At MCM, maternity benefits are extended for adoption as well. Any medical exigencies are further supported by sabbaticals in addition to maternity leave and extensions. Men too can avail paternity leave of up to four weeks to support their partners. Privilege leave is available to women employees wherein, they have an option to avail one leave per month if they feel uncomfortable during their monthly cycle.

**Creche Facility:** Association with an established daycare centre near the office, which is made available to the women employees free of cost and at discounted rates to all the male colleagues.

**Safety & Security:** All women employees are given pepper sprays, security guards if they are the first one to be picked or last ones to be dropped, calls on mobiles to ensure they have reached home safely – besides a dedicated women helpline and GPS tracking of cabs. Women employees also get a dedicated parking space.



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“At MCM, we believe in holding space for diversity and building a culture where all our employees can thrive. We believe inclusion enables better business outcomes for the company and a holistic career path and experience for our employees. We want all our employees, especially women, to know that they are supported in letter and spirit.”

**- Neha Agrawal Arur - HR Head - MCM India**





Tech Mahindra has global operations in 90+ countries. The organization recognizes the value diverse people bring to the workplace. They empower people to rise, take pride in their uniqueness, backgrounds, experiences, ideas and perspectives. They rely on our 'diversity of thought' to find innovative solutions to new business challenges as well as provide products and services that exceed their customers' expectations. Inclusive policies boost creativity and innovation provide associates opportunities to learn and grow both at the personal and professional level, and together contribute to TechM's (and the Mahindra Group's) larger vision of enabling people to rise.

TechM's diversity and inclusion initiatives can be expressed in 9 unique segments.

**1. Gender:** TechM believes in equal opportunities for people of all genders. With initiatives like POSH certification, fAIM (female Achievers in Making), career counselling, Junior TechMighty and extended Work from Home policy, their gender ratio has gone up by 4% in two years.

**2. Sexuality:** The organization does not discriminate based on sexual orientation or gender identity. Some of their efforts in this direction are sexual reassignment surgery policy (\*India only), LGBTQ+ communities, inclusive restrooms, insurance, healthcare, and leave benefits for same-sex partners.

**3. Abilities:** In disabilities, we see abilities. From being an equal opportunity employer, becoming a conducive workplace for people with all abilities to creating opportunities for people with disabilities through SMART, TechM does it all.

**4. Generations:** The company thrives in an environment where the CXOs learn from the management trainees and veterans from the millennials. Unique initiatives like the Shadow Board, Young CEO, 1000 Leaders, Connect with the CEO, and Reverse Mentoring gives people early leadership opportunities at TechM.

**5. Cultures:** TechM has a rich cultural diversity of people from over 105 countries, where they work with over 10,000 colleagues from outside India and celebrate the difference in cultures and languages.

**6. Beliefs:** At TechM, they acknowledge, accept and respect people from all beliefs, faiths and religions, and celebrate festivals of all religions with equal zeal and energy.

**7. Stakeholders:** At TechM, D&I extends beyond the workplace to cover not just employees but also customers, families, friends and extended networks. We have Saakar Scholarships for children of their third-party staff, rewards like Amazing Family Awards, and many initiatives that bring all their stakeholders together as one big Tech Mahindra family.

**8. Socio-Economic:** Tech Mahindra Foundation contributes to create a diverse, inclusive, and empowered world through skilling programmes for inmates at the Chennai Prisons, special initiatives in schools, and for enabling self-reliance in girls and young women.



**9. Beyond the Living:** In the TechM world, diversity and inclusion isn't limited to just the living. Welcome to the world of Cobots, the collaborative robots are K2, the first non-human colleague who has answers to everyone's HR queries, Aasana (the wellness bot), UVO and TiBOT.

Celebrating and welcoming diversity at work helps everyone benefit from unique strengths and diverse perspectives. The cumulative impact of various efforts has reflected in the annual Employee Engagement Survey score increase by 5% last year as compared to an average increase of 2% for each of the last three years.



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“With Tech Mahindra having global operations in 90+ countries, we recognise the value diverse people bring to the workplace. We've built an internal ecosystem for different genders, generations, abilities, and cultures that have empowered people to rise. Inclusive policies boost creativity and innovation giving associates opportunities to learn and grow both at the personal and professional level. Diversity and Inclusion goes beyond hygiene, it's a business imperative for us.”

- CP Gurnani, CEO & MD, Tech Mahindra





**US Technology International Pvt Ltd**

UST's recognition with the Avtar 'Champion of Inclusion' award is a testament to the organization's unwavering efforts towards creating an inclusive community. This commitment is rooted in the practice of achieving business excellence through an environment that not only creates, but also nurtures diversity. It is inclusive diversity without reservations towards protected attributes.

From being the first organization in Kerala to hire a transgender woman to designing internal communities like the 'Curved Colors', a group for the LGBTQAI+ community in Manila, UST continues to illustrate its active involvement in supporting its LGTQAI+ community.

With programs like 'Impact India', UST has always included and identified talent within the differently-abled community. The organization goes beyond creating an inclusive environment, by also engaging its diverse community through initiatives like the incorporation of sign language in '60 Seconds', the video highlight of organizational events of the week. The UST 'Step IT Up America' program has also designed a highly effective formula to train and employ women and veterans in the field of technology. UST, through its hiring, promotion, recognition, leadership development, retention, etc. practices has also ensured generational diversity.

UST's D&I plan has proven to improve the diversity in talent representation, narrowing the gender gap across the entire talent development value chain. The women mentorship program launched as part of the plan is expected to build a strong leadership pipeline of women associates and fill at least 30 per cent of C-suite positions.



The year-round global training and e-learning sessions, combined with the bi-yearly D&I campaigns organized and run by internally identified D&I champions, are also effective tools employed by UST to ensure constant awareness and education at an organizational level. These campaigns, along with the annual employee surveys rolled out to gather employee views/critical feedback, have consistently ensured an inclusive associated action plan and/or policy changes rolled out yearly.

Internal awareness building and freedom of expression are also encouraged through the UST exclusive D&I channel on the WorkplaceByFacebook platform. The inclusion and engagement of diverse generations, thoughts and interests are also celebrated through organizational programs like UST Garage Ventures, the intrapreneurship program, etc. The latter set up to encourage employees to explore their passion for technology and ideas, with funding and mentoring to establish entrepreneurship among UST associates, promotes thought diversity.

The UST D3 event is yet another event bringing together the diverse technology and developer talent. With four successful annual editions, D3 has demonstrated to be the perfect platform bringing together internal and external thought diversity in the industry.

UST's D&I initiatives focus on creating a connected community to bring about impactful experiences. With this focus, UST, along with its employees, learn and grow to create a diverse and inclusive work environment and culture for current and future generations to come.



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“As an organization committed to a purpose beyond ourselves, UST has always believed in creating significance for our associates. We have always worked towards an inclusive, flexible and empathetic work environment that contributes to the overall wellbeing and growth of our employees, particularly our women associates. I'm delighted to know that UST has been recognized as the Avtar 'Champion of Inclusion', this year especially when the world is going through an unprecedented period of change.”

**- Alexander Varghese, Chief Operating Officer, US Technology**



Avtar is India's Premier  
Diversity & Inclusion Solutions Firm



Avtar enables high-growth organizations to focus sharply on effective and sustainable talent strategies to make the workplace more inclusive. Avtar has helped MNCs and Large Indian Conglomerates to structure and implement sustainable Diversity & Inclusion programs. Avtar is the only firm that provides end-to-end solutions for D&I in India.

## OUR SERVICES



### **D&I Assessments for workplace**

For creating customised D&I Blueprints



### **Diversity Hiring**

Full-fledged recruitment services



### **Research & Analytics**

Data driven insights that work



### **Training & Workshops**

Building a balanced workforce at all levels



### **Events & Conference**

Discussions and ideations for creating best practices



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## **Exemplars of Inclusion:**

2020 Most Inclusive Companies Index



## EXEMPLARS OF INCLUSION

### ADP Private Limited



ADP understands that associates, each representing a unique tapestry of backgrounds and perspectives, are the cornerstone of ADP's success. D&I is put in practice right from hiring. In essence, ADP conducts special recruitment drives for physically challenged individuals, people from different states of India, including north-eastern states, and women in technology and service.

Additionally, ADP also has Business Resource Groups (BRGs) –PRIDE – for LGBTQ associates, iWIN Medha – for women, and Elevate – for APAC associates. BRGs promote the value of diversity and cultural awareness, deliver professional development programs, identify target market business opportunities, support talent acquisition initiatives, and participate in community outreach activities.

### AstraZeneca Pharma India Limited



At AstraZeneca, the aim is to create an inclusive workplace and a workforce that reflects their communities and the patients they help, delivers a diversity of thought, incorporates cultural understanding, and ultimately stimulates an atmosphere where their employees feel respected and empowered.

Since 2004, April has been deemed "Diversity Awareness Month" where the company embrace the unique characteristics and authenticity of all individuals.

They do this by attracting, retaining, and developing diverse talent for an even more diverse culture. AstraZeneca is about valuing, seeking out, and leveraging their differences to achieve their company goals; and it's about contributing to a psychologically safe environment, demonstrating an open mind, active listening and transparent decision making. As part of their broader commitment to inclusion and diversity, they have launched numerous initiatives, including their unconscious bias training, the activation of their employee resource groups (ERGs), an inclusion council, and efforts to ensure recruitment includes diverse applicant slates and diverse interview panels.

### AXA XL India Business Services Pvt. Ltd.



AXA XL is committed to building a global workplace in which colleagues can bring their whole selves to work, one in which everyone is treated with dignity and respect and where individuals feel safe and valued. With almost 10,000 colleagues across 30 countries, they understand the power of a diverse workforce and inclusive culture in enabling themselves to meet their clients' needs.

With a special focus on People with Disability, LGBTQ++, generational diversity, AXA XL is making structural and process changes to minimize the influence of unconscious bias on recruitment, development and promotion decisions.

**LGBTQ+ Community:** The India PRIDE chapter was launched at company locations – Gurgaon and Bengaluru. Two key women Corporate Executives have been appointed as PRIDE Leaders to drive the cause. An Allyship program is also underway which will strengthen the BRG Group. **People with Disability:** With strong focus on bringing people with disability into the workforce, they hired eight colleagues (FTEs and contractors) with disability in 2019. **Generational Mix:** There has been a lot of focus on devising D&I strategy on bringing different generations together at the workplace.



## EXEMPLARS OF INCLUSION

### Biocon Limited



Biocon strongly advocates diversity and inclusion as a key business imperative and inculcates it as a core value. It is about the appreciation of different cultures, backgrounds, generations, and ideas (Gender, PWD, LGBTQ, etc.). The company is committed to promote diversity in the workplace and provide equal opportunity for all employees regardless of race, colour, religion, age, gender, sexual orientation, national origin, disability, and other factors.

They strengthened their women-friendly policies, which included extending maternity leave by an additional 52 weeks and offering part-time opportunities to women returning to work after a career break. They also exclusively offered their employee engagement programs for maintaining and improving the physical and mental wellness of all employees from specific categories. They are expecting to continue to increase diversity hiring (primarily women in middle and senior levels where positions have been created and are to be filled in) & retain existing women employees by offering various opportunities, forums, and training.

### Capgemini Technology Services India Ltd

Some of the steps taken towards strengthening the gender balance agenda and enhancing LGBTQ+ at Capgemini are sensitization sessions for employees to have an open mind and embrace all diversities, regular review of HR policies and processes, non-discrimination against people who have come out at workplace as LGBTQ+, provision of a safe platform to their employees to talk on the topics of inclusion via Podcast and Yammer.

Benefits for LGBTQ+ includes, but not limited to - a) Partner medical insurance coverage for employees in same-sex relationships b) Gender affirmation surgery and related benefits for trans employees c) gender neutral washrooms) and d) OUTfront Ally Network Group (OANG) - ERG for colleagues.



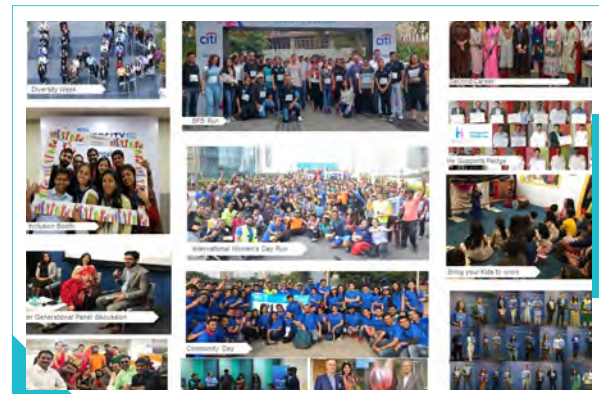
Some programs to support PWD and LGBTQ+ colleagues during Covid were - Safe space counselling, information on Queer friendly Mental health practitioners, Managing Stress & Anxiety workshop), One-on-one connect with PWD, Human Library workshop for LGBTQ+ allies and Self-help groups for PWDs.

### Citibank

With Affinity work groups for Pride & Generations and Employee Work groups working towards celebrating Disability through a variety of work across the franchise some of the Inclusion best practices are -

**LGBTQ+ :** They expanded the demographic questions on sexual orientation and gender identity in their Voice of the Employee survey. Responses to these voluntary questions allow them to understand the experiences of all of their LGBT+ colleagues.

**PwD:** One of its kind, Interactive Empathy Lab stations provided employees the opportunity to experience the challenges of everyday life faced by a person with a disability. These experiences triggered the initiation of the conversations & work on digital inclusion.



**Generations:** Events such as reverse mentoring of leadership teams by campus analyst batch, career connect sessions for analyst to derive deeper understanding of the organization from the leadership directly are held with the objective of promoting networking among diverse groups, teams or generation of employees

## EXEMPLARS OF INCLUSION

### Cushman & Wakefield India Pvt. Ltd.

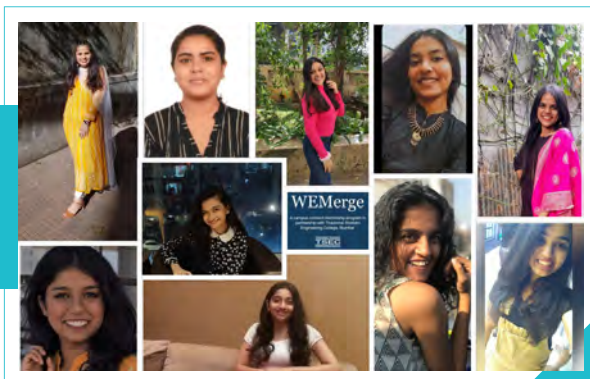


At Cushman & Wakefield India, Diversity and Inclusion make for the cornerstones of people policies. The firm's senior leaders have been coached to become diversity champions with complete ownership of the organizational aim to increase the women ratio to 50% by 2022.

The benefits for working mothers is provided through What's Next. The Magical People initiative ensures the inclusion of PwDs. In a bid to create a work environment that is sensitive and accepting of those that identify with the LGBTQ+ community, they have conducted sensitization and awareness programs through the last year and will continue the same in 2020. Along with, gender-inclusive washrooms, the company's medical insurance covers hormone therapy for sex-change surgery, for those who wish to undergo the process. They further consciously encourage the hiring and retention of employees from the Armed Forces and have hired over 100 such employees in this respect in 2019.

### Dow Chemical International Pvt Ltd

Anubhuti is a unique apprenticeship program designed for people with disabilities to offer selected candidates to be associated with Dow India for a maximum duration of 12 months. WEMERGE mentorship program is primarily targeted towards providing exposure and mentorship to women engineering students who are in the final two years of their engineering program.



This is purely a mentorship program where ten students will be mentored by senior Dow India leaders across different functions over a period of 8 months. Taking the lead in building a truly inclusive organization, Dow India is extending key employee benefits such as Medical Insurance, Group Accidental Policy, and Group Term Life Coverage to Same-Sex Partners, Transgenders, and Same-Sex dependents. Additionally, the company will also support/sponsor employees' Gender Reassignment Surgery. To suit the requirements and special needs of the PWD resources, Dow partnered with Adventure Beyond Barriers Foundation to create a societal blueprint on inclusion.

### HCL Technologies



HCL prides itself as an organization with an open, transparent and inclusive culture. "Pride@HCL" is an employee resource group for LGBTQ+ community, to advocate safe space and create an environment where all individuals are welcome to express themselves openly and freely and build awareness, information and communication on LGBTQ+ issues through education and sensitivity training.

Globe Smart Assessment, a scientific tool that helps in cultural assimilation for people working across borders. Employees can study & compare their Culture Quotient profile with the average profile of geos/countries they are working with to understand their culture orientation. In order to foster the inclusion of persons with disabilities, HCL ensures equal opportunities, infrastructural accessibility, supportive policies, and an inclusive culture.

The organization also has a strong women connect group which coaches and counsels aspiring young women professionals, shares experiences on work/life priorities and includes life coach support, day-care in office premises, concierge services, and policies such as extended maternity leave, work from home, flexible careers, flexible work hours, and other similar aspects.



## EXEMPLARS OF INCLUSION

### HP Inc.



Diversity and Inclusion is an explicit goal at HP. To strengthen diversity, HP supports employee Business Impact Networks like Disabilities Impact Network, Women Impact Network, Pride and Young Employees Network. These Business Impact Networks (BINs) are volunteer communities of employees who apply diverse perspectives and insights to build a workplace where they can Belong, Innovate and Grow. HP Inc's BINs help strengthen their culture of inclusion by:

- Increasing employee belonging with connected, inclusive communities
- Increasing innovation with diverse ideas, perspectives, and insights
- Contributing to employee growth through developmental and educational events and initiatives
- Supporting the goal to attract, retain, and develop diverse talent with inclusive programming and activities
- Contributing to HP's business success

These BINs also provide an opportunity for members to gain leadership experience, with the opportunity to lead site-wise initiatives, strengthen networks by interacting with leaders, focus on professional growth and development via BIN-led workshops, conferences, and other events.

### Integra Software Services Pvt. Ltd

The company's human resources include differently-abled people, people from different age groups, racial, ethnic, cultural, socioeconomic, geographic, academic, professional, religious and political backgrounds. Integra has all the facilities to help and support differently-abled people, including ramps and wheelchair accessible rest-rooms. They try to match a differently-abled employee to the role that suits them best, to ensure retention.



The company has also tied up with NGOs and special schools to provide job opportunities to the differently abled, thus honouring their commitment to being inclusive. They have people from 20 different states and union territories who in turn hail from different districts across these states. The employees of different generations and from different geographies work together and this has been the culture of the organisation from the start.

### Invesco India Private Limited

Invesco recognizes inclusion as an integral part of a workplace wherein all individuals are treated with equality, fairness, and respect. An environment where individuals have equal access to opportunities and are enabled to contribute towards the success of the organization.

Diversity and Inclusion continue to be an important charter of boardroom discussions at Invesco and closely followed by HR teams across the globe as the makeup of the workforce continues to change significantly. Diversity at the workplace entails an established agenda to eradicate discrimination on the grounds of gender, age, mental and physical ability, race, religion, and sexual orientation. An inclusive environment is one that creates opportunities for all employees to realize their unique potential, which becomes key to talent retention. As part of inclusion, Invesco consciously promotes respect, psychological safety, and acceptance of vulnerability at the workplace.





## EXEMPLARS OF INCLUSION

### MakeMyTrip India Pvt. Ltd.



At MakeMyTrip, they identify having a diverse workforce as a very important commitment. They are committed to bringing in the best policies to ensure retention and attracting a diverse workforce. PwD-MakeMyTrip provides infrastructural facilities for PwD. They have separate handicap washroom, easy accessibility across office premises with ramps. They help PwD employees with a support staff whenever required during their office hours. Also, flexi-time and WFH are made available to them.

LGBTQ- They support LGBTQ by conducting sessions for educating employees about how they can be sensitive towards the community. Culture- The annual calendar is planned, keeping in mind every religion and culture. Varied festivals are celebrated in their offices across locations. They ensure the decorations, food, and employee gifts are according to the tradition of the festival to make each culture feel equally appreciated and recognized in the organization.

### Mastercard Incorporated



Every one of us has something in common: we all want to belong- the driving belief that led to the creation of an organization where best minds want to be. Mastercard has always strived to improve its practices to ensure they create a culture of inclusion and fairness. Their engagement scores have been the highest in the favourability of Diversity and Inclusion.

Their practices are customized to their employees' needs, be it the Maternity (26 weeks) and Paternity leave (16 weeks) or the community for the new mothers to exchange their learnings. The organization ensures that they spread the right awareness through their PRIDE BRG where they continually invite activists, share positive role stories and thus, create Inclusion. The Women Alumni Network program "Udaan" enables them to stay in touch with female employees and continue to extend support for their career advancement. And Relaunch your Career is a program for women returnees from a career break to facilitate extending opportunities for diverse talent.

### Morgan Stanley

Morgan Stanley's recent announcement of a new core value, 'Commit to Diversity and Inclusion', firmly establishes the continued commitment to diversity and being an inclusive organization. The Firm's D&I strategy is governed by Diversity Councils comprising of leaders across Business Units. The D&I agenda cuts across the length and breadth of the employee life cycle through focused hiring and development programs, engagement and retention of diverse talent with a robust review mechanism to continuously raise the bar.

Best-in-class policies ensure employees of diverse backgrounds and preferences experience belonging and fairness. Cultural sensitization programs have covered a large employee base over the past year to constantly strengthen the foundation of a psychologically safe work environment.

Additionally, active set of employee networks ensure that the conversation on Inclusion is constantly relevant and endorsed.



## EXEMPLARS OF INCLUSION

### Northern Trust India (Registered as Northern Operating Services Private Limited)



Northern Trust celebrates differences, whether in thought or background, and educate their employees about those differences throughout the year with events, community outreach, and connections to professional organizations. In India, their strategic approach to fostering a culture of inclusion spans several diversity dimensions such as gender, disability, LGBTQ, Veterans, and generations at the workplace.

They have a varied approach to attracting and retaining diverse talent in partnership with external organizations. Their six business resource councils play a key role in educating their employees about various aspects of diversity and driving the message of how an inclusive culture adds value from a business and employee experience perspective.

They have been recognized for their initiatives on fostering a culture of inclusion by external organizations and networks. Their work towards diversity, equity, and inclusion is a journey of progressive realization with a concerted effort from their leadership and their employees.

### Novartis Healthcare Pvt. Ltd.

Novartis works to bring their vision of re-imagining medicine to life through valuing the diversity of people, nurturing an inclusive environment and shaping positive societal impact.

1. Reaching gender balance in management: In accordance with their Equal Pay International Coalition (EPIC) pledge, they have a vision to reach gender balance in management by 2023.

2. Attracting and retaining diverse talent: Invest in their existing diverse talent.

3. Fostering inclusive behaviour: Develop learning modules to catalyze personal and team behaviour change, inclusive leadership, active listening, and psychological safety.

4. Building internal communities: Encourage their associates to establish ERGs.

5. Promoting LGBTI equity: Novartis is the first global pharmaceutical company to support the United Nations Standards of Conduct for Business, tackling discrimination against Lesbian, Gay, Bi, Trans, & Intersex (LGBTI) people.

6. Pay equity and transparency: Establishment of a multi-year program to implement global principles and processes to ensure pay equity and transparency across all our countries of operation by 2023.



### Omega Healthcare Management Services Pvt. Ltd.

As an equal opportunity employer, Omega invests in making all groups get an equal footing in the organization so that they can contribute effectively. The company has invested in providing the necessary infrastructure for PwD – ramps in the office buildings, wide bays on the work floor for easy wheelchair access, and dedicated restrooms with special fittings. Omega takes pride in handling the transition phase of LGBTQ with the utmost sensitivity. Focus group sessions are held with employees to sensitize them on the dos and don'ts while interacting with this group.

At Omega, career paths for both the young and senior group employees are addressed along with an integrated approach to employee engagement. Focus on cultural diversity is demonstrated by providing employment and growth opportunities for people from all cultures and offering various culinary options in their food court too.



## EXEMPLARS OF INCLUSION

### Raychem RPG Pvt. Ltd

The vision is to bring balance in the RPG workforce by having equal women workforce, people with disabilities (PWD), different nationalities, create an inclusive environment, and foster their growth in the organisation. Following the Group framework of ADMIRE, below are the initiatives towards Gender and PwD Diversity & Inclusion at RRL: a) To support massive women hiring, the referral policy is designed with additional incentives b) L&OD Team captured the career aspirations of women employees and will be rolling out sessions on the same c) Participated in the survey of Best Companies for Women in India 2017, by AVTAR and Working Mother USA d) Organised sensitization workshop e) Sign language training conducted in both the locations. Impact:

- 1) Leadership – 10% of women occupying GM & above roles in RRL
- 2) Promoting – 10% of promotions in FY 19 were women employees
- 3) Hiring & Attracting – 10% of new hires are women employees
- 4) PwD – 29 PwD hires in Vasai & Halol factory.



### Societe Generale Global Solution Centre

At SG GSC, inclusion and diversity is a prerequisite for innovation. There are measures built into their hiring and performance evaluation frameworks to bring conscious awareness of parity and equality, and career growth of women. The gender ratio is at 25% at the senior leadership (top 2.5% of the organization), and the overall gender ratio is 30% as on Dec 2019. Similarly, there are also initiatives to address the hiring and inclusion of PwD, and LGBTQ communities. SG GSC's flagship event for Persons with Disabilities called Connexion held in Dec 2019 had a marketplace platform for PwD working professionals across the country with LinkedIn sessions to create a profile.

The company also crowdsourced mentoring programs by industry experts and Hackathon/'Code Jam' for PwD participants with technical interests. Commitment to diversity is reinforced by active participation and sponsorship of events supporting cause and regular sensitization of staff, trainings, and leadership support.



### Sony Pictures Networks India Pvt. Ltd.

Bring Your Own Self (BYOS) – D&I vision at SPN is for everyone to show up at work authentically, lead with humility, and bring their individuality and uniqueness to work every single day.

LGBT+ Inclusion: All policies to be gender-neutral, including medical insurance cover for partners and parental leaves to infrastructural changes – having gender-neutral washrooms across all their offices. Reverse Mentoring: To facilitate the exchange of knowledge and information, the Reverse Mentoring Program has senior management mentored by younger groups of employees. Promoting Normality: Through the diversity hiring referral policy – ReferrALL, employees earn 2X rewards for diversity hiring – which includes women, persons with disabilities and people from the LGBT+ community.

They also reward their recruitment partners with 0.5% premium for diverse hiring. Sensitization of Employees: A big initiative in this area was taking their senior leadership and all people managers through a workshop on Unconscious Bias.





## EXEMPLARS OF INCLUSION

### Sterlingcheck



Sterling appreciates all the different perspectives brought in to the workplace by any generation of employees. People with Disabilities at Sterling: Sterling is committed to providing 100% of its workforce with access to programs for people with disabilities.

**Gender-Based Initiatives:** Sterling has set goals to increase the percentage of female employees in leadership positions and are working to promote initiatives to achieve these goals and reform the culture at the organizational level. Career Workshop for Female Employees – To encourage the career development of female employees, Sterling provide female employees with opportunities to engage in dialogue with multiple role models, managers, and more. Career Development Seminar– Participants in the program attend lectures by in-house and external role models, engage in group discussion, and more in order to cultivate a more challenge-driven mindset.

Sterling is working to drive deeper understanding of gender and sexual diversity (such as LGBT+), in order to create a workplace where every employee can feel secure and comfortable and perform to the absolute best of their abilities.

### Target Corporation India Pvt Ltd

Diversity and Inclusion is a business imperative at Target, a core belief embedded in everything they do for their guests, their team members and the communities they operate in. In 2019, their commitment was reflected in new, enterprise-level Inclusion goals across hiring, flexi-working options, and career advancement opportunities. They increased paternity leave and made it more flexible. Their enhanced insurance coverage now covers same-sex partners and gender reassignment surgery. A sharper focus on accessibility saw them conduct an external audit to ensure their workspaces are barrier-free and identify existing roles to offer to the differently-abled.

They sought to give back to the ecosystem through Target Udaan (providing skill development to the differently-abled to help them get jobs), Ignite+ (mentoring women studying STEM at Tier-3 colleges), and Target Elevate (a platform for women engineers to learn, network and advance professionally).



### Wipro Ltd

At Wipro, Inclusion is about integrating diversity effortlessly into every day working, encouraging all to participate and to be their authentic selves. The foundation of the organization's philosophy is "inclusion for all". Wipro has an internal I&D Council chaired by the CEO, with key sponsors such as the CHRO, Chief Culture Officer, Business and Geography Heads. Through their org-wide campaign titled '#BreakTheBias', they aim to create more awareness about unconscious bias and how it affects day-to-day working. In the space of LGBTQ+ inclusion, a team of passionate Inclusion champs and allies facilitate sensitisation sessions for employees across units in India, covering important themes like terminologies, language, pronouns, common biases, and stereotypes. The CREATE framework is a structured approach to strengthen disability inclusion at the workplace to create truly inclusive experiences for employees with disabilities, right from digital and infrastructural accessibility to sensitisation sessions for all stakeholders.



### ZS Associates India Pvt. Ltd.

At ZS, the priority is to foster a culture where every person experiences a deep sense of belonging, feels heard and respected, and is enabled to thrive. The company's merit-based system protects against subjective biases, ensures all people are recognized for and advance based on their performance and contributions.

Their leadership programs, networking, and ZSer-led inclusion networks help foster a sense of global and local community and belonging

1. Programs centred on family leave, transition support and work-life balance — codify ZSers' power to make choices that meet their individual needs.

2. Networking groups:

- The Women's Leadership Initiative (WLI) is dedicated to furthering issues of interest to women. It helps women build successful careers at ZS.
- Pride@ZS is a network for LGBTQ ZSers and allies to foster a supportive and open environment at work across the globe. ZS officially started celebrating Pride in India in 2019.



Avtar - India's most successful **Diversity, Equity and Inclusion** company brings you

**myAvtar.com**

- the destination Job portal for underrepresented talent

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Choose to ask questions pertaining to the job openings helping you in screening for the best fit candidates.



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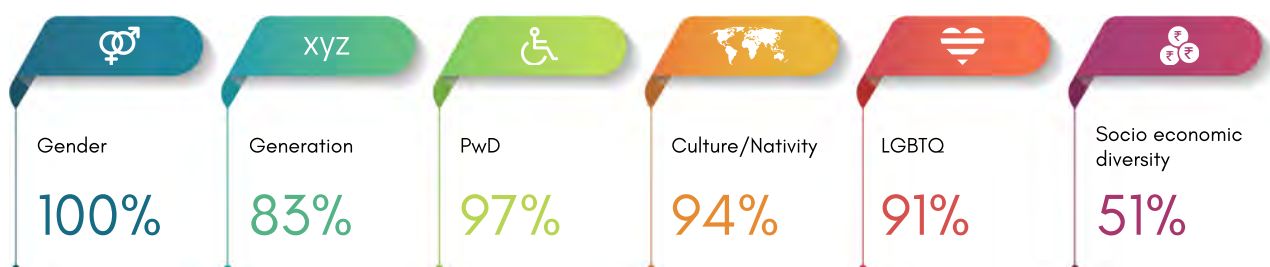


## Highlights from 2020 Most Inclusive Companies

# 2020 Most Inclusive Companies Index (MICI)

## Diversity Representation

The Diversity and Inclusion Intent amongst companies on the 2020 Most Inclusive Companies Index run deep. Gender, Generation, PwD, LGBTQ, Nationality and Socio-economic diversity are strands for which these companies have focussed initiatives.



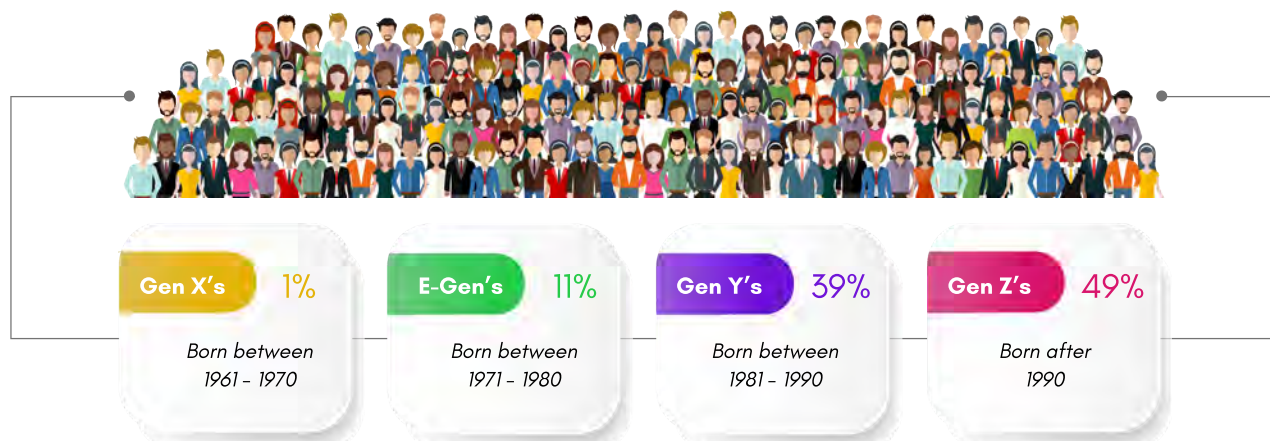
The companies that feature in MICI together employ **4028** People with disabilities.



The **Champions** of Inclusion together employee over **2733 People with Disabilities**.

The **Exemplars** have over **1525 PwD employees** working for them.

## Generational Diversity of the Indian Workforce (of companies on MICI)



## Recruitment, Retention & Advancement

Identifying and developing diverse talent is a key priority for these organizations. Here we feature some best practices that companies on MICI have towards this.



**97%** of companies on the index train their hiring managers to be culturally sensitive and competent. This is up from **92% in 2019**.

All Champions train their hiring managers to be culturally sensitive and competent – **96%** of Exemplars do so.

**94%** of companies on the index require their interview panels to be diverse. This is up from **88% in 2019**.

**90%** of champions and 88% of exemplars practice this

## Company Culture

It is important for the companies on the Most Inclusive Companies Index they consciously curate an atmosphere of inclusion. Read along to see some important initiatives that these companies have towards this.

In **89%** of companies on the index, managers are held accountable for D&I during the performance review process (up from 84% in 2019)

All champions and **84%** exemplars practice this



All companies on the index have a structured D&I council to drive their D&I agenda (This is up from **96% in 2019**). Having a structured body such as a D&I council enables greater traction and focus around D&I and makes the pursuit of inclusion more purposeful.



## Inclusion in Communication

Towards ensuring that all internal and external documentation and communication are bias free, all companies on the Index have the following initiatives:



Ensuring that all policy documents use unbiased, neutral language (biases can be gender-based, cultural, generational)



Ensuring that all internal communications (leadership communications – townhalls/e-mails, intranet posts/blogs) use unbiased, neutral language



Ensuring that all external communications (press releases, media interviews, social media posts) use unbiased, neutral language



97% companies also ensure that their job descriptions and advertisements are inclusive in nature and messaging

**97%** of companies on MICI conduct annual compensation audits related to gender, or other under-represented groups. (up from **64% in 2019**)

All Champions and **96%** Exemplars conduct annual compensation audits related to gender, or other under-represented groups.

All companies on MICI have a formal policy to address grievances associated with gender or diversity & inclusion issues.



The office of Diversity & Inclusion is very structured in companies on the index. Apart from having dedicated teams to manage their D&I strategy, companies on MICI also have the following resources within their OD:



**41%** companies have dedicated resources for D&I Communication (**40%** Champions and **36%** Exemplars)



**37%** companies have dedicated resources to manage diversity analytics (**50%** Champions and **24%** Exemplars)



**19%** companies have dedicated resources for D&I marketing (**10%** Champions and **20%** Exemplars)

## LGBTQ Friendly Measures



**66%** of companies on MCI have LGBTQ networks for their employees (up **10% from 2019**)

**100%** of champions have LGBTQ networks for their employees  
– **64%** of Exemplars do this

**36%** of companies on MCI engage social media to reach out to LGBTQ talent pool.

**70%** of Champions and **40%** Exemplars engage social media to reach out to LGBTQ talent pool.

**69%** companies on the index host events to foster a culture of allyship for the LGBTQ Community

**90%** Champions and **60%** of Exemplars have such programs

**54%** companies on the index provide specific mentoring opportunities for LGBTQ employees

**70%** Champions and **48%** Exemplars have such initiatives



**29%** companies on the index run specific programs to identify hi-pot employees from the LGBTQ Community

**40%** Champions and **24%** Exemplars do this

## PwD Friendly Measures

**60%** companies on the index provide customized leadership development programmes for PwDs.

60% Champions and 60% Exemplars have such initiatives

**49%** companies on MICI have career sponsorship programs to help PwD employees pursue their career aspirations.

50% Champions and 48% Exemplars have such initiatives

**63%** companies on the index have referral programmes to reach out to PwD talent and hire them.

80% Champions and 56% Exemplars have such initiatives.

All companies on MICI conduct infrastructural audit of offices and facilities to ensure inclusion, specifically of PwD employees. This is up from **88%** in 2019.

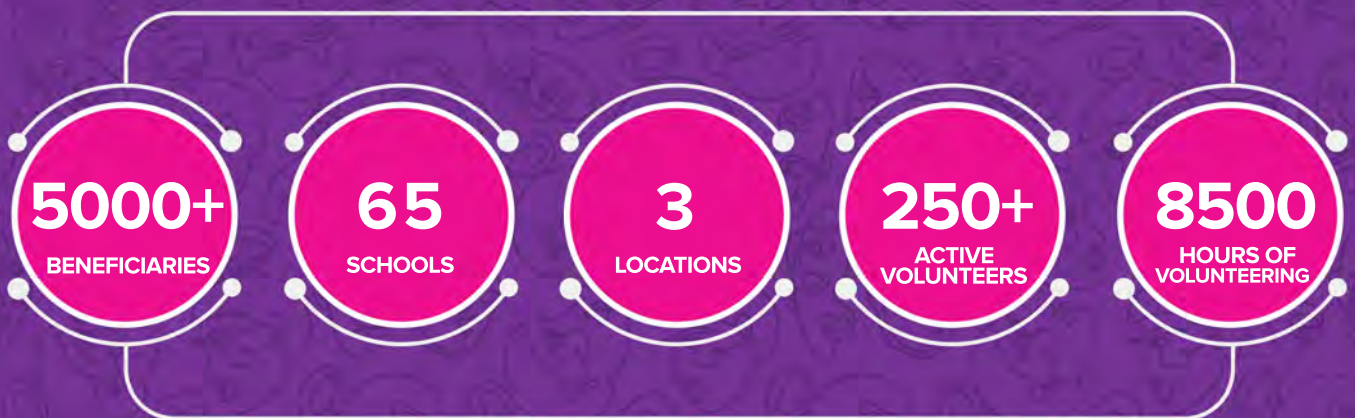




*Join hands to redesign destinies...*

**PROJECT PUTHRI EMPOWERS THE GIRL CHILDREN TO LIVE  
AN ECONOMICALLY INDEPENDENT LIFE IN OUR SOCIETY**

### OUR JOURNEY SO FAR



**OUR GOAL IS TO ENABLE  
10,000 GIRL CHILDREN EVERY YEAR**

**Be a part of one or more of the following teams**

#### LAMP

Create content and develop life skill modules for PUTHRI scholars

#### LINK

Acquire, co-ordinate and manage the entire PUTHRI school network

#### PLUS

Manage Social Media communication content, design and PR activities for Project PUTHRI

#### PAVE

Build and engage the entire PUTHRI Volunteer team along-side periodical fund raising activities for project PUTHRI

#### DONATE

Donation to PUTHRI is eligible for a 50% tax deduction u/s 80G of Income Tax Act. For more info <http://puthri.org/donate-now.php>

Together let's pledge our support in making every PUTHRI scholar Career Intentional!  
Let's pave the path for her better and brighter life ahead!

To donate, adopt a Puthri School and initiate employees volunteering activities contact  
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# 15 ► 2020 Male Ally Legacy Awards

Pledging their commitments to the cause of advocating gender inclusion, male allies in India Inc., inspire the future allies. Creating an ecosystem for women talent to thrive is indeed challenging, a challenge taken heads on by many of these intentional male leaders. It takes not only ownership but also a great extent of innate ability to accept the alternate perspective respectfully. In its fifth edition in 2020, BCWI report has a fresh list of changemakers added to the list, whose success stories deserve to be celebrated. Through this compendium, we bring to limelight those proud leaders and their accomplishment as an associate, advocate, and most importantly, an ally.



India Inc. sees an increased effort in absorbing and actioning D&I policies from the core. Male Allyship being a critical pillar of D&I strategy, has played a critical role in the inclusion success of respective organizations. A culture of allyship has led to the adoption of novel enablers, renewed practices, and advanced knowledge to implement the strategies effectively.

Continuing their conquests, leaders and organizations are embracing the concept of Male Allyship with full vigour. As such, the 'ally continuum' is definitely here to stay, as long as the efforts of India Inc. towards diverse and inclusive workplaces continue. Research suggests inclusive leaders are the prime factor for achieving employee engagement, higher revenues, and most importantly, a factor which fosters belongingness. This being the critical ingredient towards creating a harmonious and successful work ecosystem, only real champions could accomplish a workplace which is equally acceptable and welcoming of all the employees.

The 2020 Male Ally Legacy Award recognizes the best of best among these champions and celebrates their wonderful journey of evolution of becoming an ally. In pursuit of a gender-equal ecosystem, who better to lead and support than the ones belonging to the majority? Defying stereotypes and other roadblocks pertaining to D&I, these male leaders accomplished their goals in fostering a gender-inclusive environ. We are honoured to present to you the winners of 2020 Male Ally Legacy Award.





## 2020 Working Mother & Avtar Male Ally Legacy Award

Winner

### Deepak Iyer

Managing Director & President  
Mondelez India Private Limited



For Deepak Iyer, Managing Director, Mondelez India, the diversity and inclusion agenda are not only a critical business imperative but a part of his objectives and commitment. He is a visible advocate for women talent leadership and empowerment – providing an opportunity for all through strong hiring, growth opportunities, and women leader focused development.

As a Male Ally Champion, Mr Iyer is the ambassador of diversity, which is evident through the 50 percent diversity in the company's marketing teams and entry talent at Mondelez India. Further, he has driven focus on diversity beyond the head office, to include women in leadership in the sales and supply chain teams. He has also sponsored the establishment of affinity groups like the SalesforHer Community which has helped shape policies and practices around travel, stay and work environment to ensure safe, bias-free support to the field sales teams. As a result, 30 percent of the P&L roles in Sales and 34 percent of the Leadership team +1 (Extended Leadership Team) roles are held by women leaders.

Striving for a parity-driven workplace, Mr Iyer has been instrumental in the formation of the D&I council. The post sabbatical returning women program, "Khushi" and Equal Leaders program was launched under the council, for creating the right workplace culture. Being a gender advocate who works towards the development of women leaders, he is actively involved in the company's Women-in-Leadership mentoring program focused on senior women talent at C suite levels.

Continuing to be an influential and inclusive leader, Mr Iyer is also an advocate of equal pay, as a result of which Mondelez India has a zero gender pay gap. Mr Iyer's commitment to diversity and support of women leadership over the years has driven Mondelez India's initiatives, policies and focus.

**Oyeyimika Adebayo (Yimika), the Managing Director at Mondelez International West Africa believes that she has been fortunate to have Deepak as one of her mentors in her transition from Finance to a GM/Commercial role.**

"I consider him as the "crème de la crème" of our MDLZ leaders. Deepak has been truly inspirational in different ways. He always said to me "Yimika, don't worry, things will take shape". Frankly, even when I felt things were not taking shape as quickly as I desired, his words helped a lot. With the time difference between Nigeria and India, Deepak was always gracious to speak with me and share valuable thoughts even when it was late in India. He has been a great ally."





## 2020 Working Mother & Avtar Male Ally Legacy Award

### Choice of Jury

#### **John McGrory**

Managing Director, Head - India Global In House Centers  
Morgan Stanley



John McGrory is the Head of India Global In-house Centre (GIC), Morgan Stanley. Over the last two years, John has made a significant impact in driving the Diversity and Inclusion strategy for India. Through his efforts, overall representation of women at every level in India GIC has grown consistently, including a marked increase in female representation at senior management levels. Apart from workforce representation, he ensures that the senior management group and the various employee network and committees have adequate representation by women.

John is the co-chair of the India Diversity Council, which has been a catalyst to implement both Firmwide and divisional diversity strategies. The Council plays a key role in shaping the agenda and driving the effort to shape Morgan Stanley's culture, to create a safe space where employees feel a sense of belonging. Exemplifying these values and as a leader focused in actions as much in words, John is committed to ensuring Morgan Stanley remains a great place to work for employees of all backgrounds.

John is also a key sponsor of various programs such as the Return to Work program, the Leadership and Culture Forum, the Mobility Committee and the various Employee Network Groups.



"I joined Morgan Stanley two years back, after a sabbatical of 18 months. The first six months were tough. As an individual contributor for my function, I felt I needed a lot more support on the ground, which is what John extended as soon as I reached out. Always open to ideas, sharing his knowledge and experience and actively promoting my work, makes him a great ally. He has been a mentor and a sponsor who is invested in my success, giving me the opportunity and visibility, by inviting me to join the India Senior Management Group."

**- Nikita Mascarenhas, Vice President - Corporate Communications**





## 2020 Working Mother & Avtar Male Ally Legacy Award

### Choice of Jury

#### **Manish Sharma**

Principal (Senior Partner), Business Technology Leader  
ZS Associates India



Manish has been an early proponent of Inclusion and Diversity (I&D) at ZS, and one of the founder members of the I&D council. He has spear-headed several initiatives to help achieve various I&D goals for the firm. In addition to being the founder member of the I&D council, he has also contributed in an active and inspiring way as a core team member of the Women Leadership Initiative (WLI) which is one of the key I&D groups at ZS. As a strategic partner on the council and an active Male Ally on the WLI team, Manish has played a pivotal role in advancing our existing practices that enhance the experiences of ZSers by fostering an inclusive work ecosystem. As a male ally, he has always championed the idea of allyship – moving it from thoughts to plans and to action.



"Manish played a critical role at a point in my ZS career when the path seemed to take me away from ZS rather than continue. However, almost 1.5 years later, I am still at ZS and continuing to grow and support various teams. During the time in question, Manish gave a very honest reality check and provided options which were best for my growth. Ultimately, he assured a role that not only worked well for me but also for another team member, who was facing health issues and had to take leaves during her pregnancy. The decision helped her out immensely as well, and he did what was best for both of us. He continues to give opportunities to grow and showcase strengths in various forums and, I highly appreciate the same."



### Carving Future India: Best Companies Take Up Social Responsibilities

Growth is a dynamic process. It is also a collective effort that requires genuine concern and commitment by parties involved. Large business conglomerates have been driving through the path of inclusive development, by bridging the social and economic gaps they could fill through their efforts towards social inclusion. Creating space for communities to grow and thrive has been in the agenda of firms aspiring holistic growth, the successive efforts which led to accomplishing a harmonious, productive, and sustainable social equilibrium within the communities of focus.



The fundamental law of nature is that you reap what you sow. Investigating this phrase through a practical lens, the conclusion is nothing but a rational explanation of how efforts impact results. The business case of CSR activities is one anchored around inclusion, for it prompts leaders and businesses to look beyond the horizons of operations and provides the benefit of a lifetime for the beneficiaries. Leveraging the power of a set of committed individuals inhouse as well as seeking external help, corporates have been making significant, positive changes in the lives of people deserving special care, of which the basic necessities identified are a better today and a sustainable tomorrow! In an effort to carve a new India which is socially uplifted, economically sufficient, with a sustainable environment, our 100 Best Companies are making strides in realizing their Corporate Social Responsibility efforts and won, accomplishing their optimum goals, amidst the social, economic, and pandemic challenges that had come their way.

In its third edition, the Working Mother and Avtar Puthri Award for Excellence are proud to present its honourable winners, who have gone that extra mile to build a better foundation, transform communities, and impact lives. Harnessing their power as a contributor, our winners implemented their developmental agendas in matters concerning individual development to community empowerment. Educating underprivileged girl children and empowering women, the winning companies and their programmes have their vision aligned with that of creating a more equal India. A compendium of the most impactful efforts is collated in the following pages, for the value and inspiration it provides to the future champions are noteworthy. It would also be a guiding light to promising CSR initiatives that aspire to bring about changes, aligning with the visions of the UN's Sustainable Development Goals. Presenting you here, our 2020 winners, who took the high road in making the best of impact.





## 2020 Working Mother & Avtar Puthri Award for Excellence in CSR

Winner

**Johnson & Johnson Pvt Ltd**

**Project:** Capacity Building for ANM

*Johnson & Johnson*

There is a lack of trained hospital staffs, especially in rural areas where healthcare facilities are minimal. Maternal and Neonatal mortality and morbidity are huge challenges there, where hospitals are forced to employ unskilled persons. Many of the deaths, especially of infants and mothers, are preventable if there are properly trained ANMs (Auxiliary Nurse Midwives) in the villages.

Most of the population in the villages around Panchgani and Nellore are poor farm labourers. A large number of girls from these rural villages do not pursue their studies beyond secondary education due to their poor economic background. Many of these girls are made to work in the fields or do household chores and are married off at a young age. Envisioning to curb the subsequent health and survival issues, the 'Capacity Building of Healthcare Providers' initiative was launched, wherein the support is provided for the training of ANMs at Bel-Air Hospital in Panchgani, Maharashtra, and St. Joseph's Multipurpose Health Worker Training School, Nellore, Andhra Pradesh.

The programs basically fulfil two needs, of providing healthcare facilities to remote rural areas where none exist and enable employment opportunities for underprivileged girls who have limited options. The programs enable girls to complete a two-year residential course free of cost (which includes course fees, accommodation, food, uniforms and stationery), subsequently helping them get placed in village health programs. Each year, a total of 60 girls is selected based on merit and economic background. After undergoing the course which is approved by the Indian Nursing Council to understand community health, health promotion, and primary healthcare nursing, the girls are placed in village health programs under the National Rural Health Mission. They are taught additional skills regarding health promotion, community nursing, child nursing, primary healthcare, antenatal, intra-natal, and post-natal care and health centre management.

At Bel-Air Hospital, the total number of girls who completed the course is 168, serving a rural population of over 200,000. Similarly, at the St. Joseph's Multipurpose Health Worker Training School, the total number of girls who passed is 112, serving a population of 70,000. Most of the trained ANMs have been placed in community health programs, thereby improving the quality of healthcare in rural villages in Maharashtra and Andhra Pradesh. Their interventions have resulted in a reduction in neonatal and maternal mortality and morbidity, improvement in pre-natal and post-natal care, decrease in the number of anaemic and malnourished cases, especially amongst adolescent girls and women, increase in awareness on health among villagers, accessibility to quality and timely healthcare for the villagers.





## 2020 Working Mother & Avtar Puthri Award for Excellence in CSR

### Choice of Jury

#### Genpact India Pvt. Ltd.

**Project:** Udayan Shalini Fellowship, Mentoring, and Employability Program



The Udayan Shalini Fellowship, Mentoring, and Employability Program invite employees with the required expertise and domain knowledge to volunteer, who are subsequently assigned to various Shalini batches. As part of the key CSR initiative, Genpact has been sponsoring the Udayan Shalini Mentoring Program since 2014 through the following initiatives:

1. Sponsoring higher education and
2. Engaging in mentoring and coaching students to help them up-skill and stay motivated

Genpact employees come together to train and mentor the beneficiaries to develop professional skills. The beneficiaries, girl students from humble backgrounds, are with high aspirations and keen to pursue higher education and career. Many of them are first-generation learners, who are becoming the role models for their communities and miracles of hope. The facilitation of workshops is a key element of the program, which has hitherto covered an extensive range of topics ranging from the executive presence, stress management, leveraging technology, career orientation and guidance, financial planning, health and fitness, interview facing skills, basic computer skills, career counselling, and safety and security training. A total of 24 mentoring workshops were conducted, and 1858 Shalinis (girls) have benefitted from this, becoming employment ready. The program is also the largest beneficiary of the employee payroll program of Genpact, which is initiated through Give India.

Genpact believes in creating a world with equal opportunities for everyone. And it believes that the one way to do it is by supporting young girl students from lower economic homes, providing them access to mentoring programs.





## 2020 Working Mother & Avtar Puthri Award for Excellence in CSR

### Choice of Jury

#### IBM India Private Limited

**Project:** STEM for Girls



The STEM for Girls is IBM's premier CSR initiative started in 2019. The vision is to reach out to over 200,000 girls in three years, to inspire and motivate them into the world of STEM. Through 21st-century skill-building, computational thinking, and agency building, the program has been providing to the girls of Tier 2 and Tier 3 cities in India. Also, with MoUs signed with ten states in India - Karnataka, AP, Telangana, Bihar, Assam, Gujarat, Rajasthan, Punjab, Haryana, and Odisha, the program is designed to create meaningful learning outcome for the students. The curriculum is co-designed by IBM and Quest Alliance, the Primary Implementation Partner, which majorly works on curriculum design, stakeholder advocacy, and overall governance of the program. It also has a second National Implementation Partner, AIFT (American India Foundation Trust) and ten sub-partners. KPMG is also onboarded as the Impact Measurement Partner.

The first year of the program saw the participation of over 78000 girls and over 35000 boys from over 893 schools around the country. The program covered 91 districts in India with 302 facilitators of which, 72.5% were female facilitators. The curriculum is a 45 hours pack with modules on Identity, building agency skills, gender sensitization, career counselling, and good exposure to technology through the introduction of Scratch in classrooms.

With top leadership focus right from the ex-CEO, Ginni Rommety, who launched the program, to the current CEO Dr Arvind Krishna, all the country and visiting leadership has taken an active part in volunteering in schools. This program has also created a great opportunity for IBM employees to contribute effectively.





# 17 BoB Conference Editions – A travel through time!

This is the fourth edition of the 'Best Practices of the 100 Best Conference' (BOB) and we go virtual and global, this year! Even as we soak in the new digital experience, here is a brief travel through time of the three editions of BOB, gone by. The BOB platform has been graced by thought leaders from business and HR, time and again and it is a pleasure to recap the immersive experiences.

## Looking through the retrospective lens: A few glimpses from BoB 2017



The Inaugural Ceremony of BoB 2017 at ITC Grand Chola, Chennai. The event commenced with a lamp lighting ceremony by the distinguished leaders.



Dr Saundarya Rajesh, Founder-President of Avatar Group moderates the CEO Panel Discussion at BoB 2017.



BoB celebrated the winners of Working Mother & Best Companies for Women in India - Top 10 & 100 best.



Housefull! Distinguished guests - Corporate Leaders, HR Fraternity, and Diversity Practitioners from around the globe witnessing the Best of Best 2017.



Dance performance became a swift break from the powerful talks at BoB 2017, winning audiences' attention.

## BoB 2018: A year recording revisits and revamping!

Companies enhancing D&I compliance, BoB 2018 was a year recording improved feats in their D&I journey.



The inaugural ceremony of BoB 2018.



Launch of Dr Saundarya Rajesh's debut book  
The 99 Day Diversity Challenge.



A learning session in action.



BoB celebrated the winners of Working Mother & Best  
Companies for Women in India - Top 10 & 100 best.



A smile is worth a thousand words!  
Happy selfie of the winners.



BoB celebrated the winners of Working Mother & Best  
Companies for Women in India - Top 10 & 100 best.



## And the trend progresses, with larger reach and stronger impact: Snapshots from BoB 2019



Dr Saundarya Rajesh, Founder-President of Avatar Group moderating the CEO Panel. The discussion that focused on identifying innovative practices, the leaders drew from their own experiences, the building of an inclusive organization.



A learning session in action.



The active audience which included HR Fraternity, Diversity Practitioners and Inclusive Leaders were the essence and energy of BoB 2019.



Ms Subha Barry, President, Working Mother Media, delivers the Special Address on Best Practices on Inclusion from around the Globe at the BoB 2019.



Dr Saundarya Rajesh, Founder-President, Avatar, addresses the BoB 2019 press conference held at ITC Grand Chola, Chennai.





## UNLEASH THE POWER OF DATA

WORKING  
MOTHER

AVTAR  
The Power of Diversity

BEST COMPANIES  
FOR WOMEN

WORKING  
MOTHER

AVTAR  
The Power of Diversity

MOST INCLUSIVE  
COMPANIES INDEX

### LEARN FROM THE BEST!



Gain the  
competitive edge



Watch  
industry trends



Monitor  
your progress



Gain insights,  
strategize



Get greater  
control over future

### BEST COMPANIES FOR WOMEN

#### LEVEL 1 REPORT

This report will contain:

- Data comparison for each diversity metric against the 2020 - 100 Best and 2020 Top 10 companies

#### LEVEL 2 REPORT

This report will contain:

- All of Level 1 + Customized Assessment Report with recommendations for each key policy cluster as compared with the 2020 Top 10 and 2020 - 100 Best
- A compilation of best practices in 2020 - 100 Best and 2020 Top 10

#### LEVEL 3 REPORT

This report will contain:

- All of Level 2 + additional comparison against industry peers in 2020 - 100 Best
- Presentation of key findings for senior leadership, via an online session

### MOST INCLUSIVE COMPANIES INDEX

#### LEVEL 1 REPORT (BCWI & MICI)

This report will contain:

- BCWI Level 1 Report (Data comparison for each diversity metric against the 2020 - 100 Best and 2020 Top 10 companies)
- Data comparison for each metric against MICI's winning categories of Champions and Exemplars of Inclusion

#### LEVEL 2 REPORT (BCWI & MICI)

This report will contain:

- BCWI Level 2 Report (Customized Assessment Report with recommendations as compared with the 2020 Top 10 and 2020 - 100 Best) and best practices
- Customized Assessment Report with recommendations that include benchmarks against MICI's winning categories of Champions and Exemplars of Inclusion and best practices

#### LEVEL 3 REPORT (BCWI & MICI)

This report will contain:

- BCWI Level 3 Report (Customized Assessment Report with recommendations as compared with the 2020 Top 10, 2020 - 100 Best and 2020 Industry peers) and best practices
- Customized Assessment Report with recommendations that include benchmarks against MICI's winning categories of Champions and Exemplars of Inclusion and best practices

Want to take a look at the samples? Want to pre-order your benchmarking report?

Write to us at [ek@avtarcc.com](mailto:ek@avtarcc.com), [anju@avtarcc.com](mailto:anju@avtarcc.com)

# 19 ► 2021: BCWI & MICI Timelines



## **February 2021: 2021 BCWI & MICI Launch**

Feb 2021 – May 2021: THE APPLICATION WINDOW

- Companies with over 500 employees in its Indian operations are eligible to apply.
- All applicant companies will go through a mandatory 3-step process of application, namely:
  - Registration
  - Confirmation of Participation
  - Application Filing



## **The last date for the receipt of a completed application will be May 31, 2021**



## **August 2021: Winners Notifications**

2021 TOP 10 and 100 Best Companies' and 2021 MICI – Champions & Exemplars will be notified of their win status



## **September 2021:**

PUBLIC ANNOUNCEMENT OF 2021 BCWI & MICI WINNERS



## **October/November 2021:**

CELEBRATING THE WINNERS OF 2021 BCWI & MICI



BEST COMPANIES  
FOR WOMEN



MOST INCLUSIVE  
COMPANIES INDEX

To know more, write to us at [ek@avtarcc.com](mailto:ek@avtarcc.com) or login to [www.avtarinc.com](http://www.avtarinc.com)

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