



**The Power to Empower**

# GENDER PARITY INDEX

A TOOLKIT TO EVALUATE GENDER DIVERSITY  
& EMPOWERMENT OF WOMEN  
IN THE FORMAL SECTOR IN INDIA

**Report on Results of the Survey  
2017-18**



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# Foreword



I thank Past President Vinita Bimbhet in taking the lead in putting this together. And it is our pleasure to present India's first, The FLO Gender Parity Index. It is Invaluable data and essential for our country to move forward in the right direction.

Best Wishes,

**Pinky Reddy**  
President, FLO

# Foreword



*"We can have data without information but we cannot have information without data," Daniel Keys Moran once said.*

April 2017 saw the release of The FLO Gender Parity Index, a toolkit to evaluate gender diversity and empowerment of women in the formal sector of India. And now we are delighted to present the report on the results of the survey.

Data is critical for creating effective public policy; states need to spend a significant amount of time extracting empirical data on the social and economic status of its people. In its 35 years FLO has worked tirelessly towards Getting Women to Equal in several ways. Through its business cells, training programs and research publications such as this. This data shall provide valuable contribution in tracking best practices and an introspection for organisations that did not perform well in this survey and an effort at further improvement by others.

I would like to thank all the respondents for making this valuable contribution by participating in the survey. I would also like to thank FLO President Pinky Reddy and Immediate Past President Vasvi Bharat Ram for their support. And most importantly, a heartfelt thank you to all the FLO members from across India, who spent so much of their time speaking to organisations and in some cases convincing them to participate in this survey.

**Vinita Bimbhet**

Past President

FLO

# FICCI LADIES ORGANISATION

- FLO is the women wing of the Federation of Indian Chamber of Commerce & Industry (FICCI).
- An all India forum for women, FLO has its headquarters in New Delhi, with 15 chapters covering different geographical regions of India.
- FLO represents over 6000 women entrepreneurs and professionals.
- With over 35 years of experience, FLO has been promoting entrepreneurship and professional excellence among women through workshops, seminars, conferences, training and capacity building programmes etc.
- The objective of the organization is to encourage and facilitate women to showcase their talents, skills, experiences and energies across sectors and verticals of the economy, for a truly inclusive economic growth trajectory.

## We work with women at 3 levels

Grassroots	Middle level	Senior level
<ul style="list-style-type: none"> <li>• Entrepreneurship and Skill Development programs to make women more employable and absorbable in markets</li> </ul>	<ul style="list-style-type: none"> <li>• To help women set up their own business</li> </ul>	<ul style="list-style-type: none"> <li>• To promote more women in leadership and board positions</li> </ul>

## Methodology used:

- |                        |                             |
|------------------------|-----------------------------|
| ❖ Awareness Programmes | ❖ Training                  |
| ❖ Long-Term Projects   | ❖ Recognition & Mentoring   |
| ❖ Policy Advocacy      | ❖ Research & Publications   |
| ❖ Consultancy Services | ❖ International Connections |

The GPI Survey was administered by FLO in collaboration with Thought Arbitrage Research Institute (TARI), who assisted in collating and critical analysis of the survey results. For more information on TARI, please visit their website [www.tari.co.in](http://www.tari.co.in)

# 1. Gender Parity in the Formal Sector – Setting the Context

Women account for half the population in the world and therefore half of the global labour supply. Despite this women lag behind in economic participation and opportunity. Down the ages due to social, religious and other constraints women have been unable to be equal participants in the economy – they have faced obstacles in obtaining appropriate work, difficulties in advancements, unequal pay for the same work and consequently unequal representation in leadership and decision making roles.

According to latest available World Bank / ILO estimates, the female labour force participation (FLFP) rate across the world averaged at 53.9% in 2017 as against male labour force participation of 80.6% among population in the age group of 15-64 years.

The Global Gender Gap Report 2016<sup>2</sup> (GGGR) finds that there is an average gap of 31.7% that remains to be closed worldwide across the four dimensions of the index in order to achieve universal gender parity. In the economic participation and opportunity sub-index only 59% of the gap has been closed.

Statistics presented show that no country has yet closed the gender gap on any parameter, be it economic participation,

education, health or political participation, though performance in economic participation and political participation are the most abysmal.

In India the FLFP rate stands at 28.7% in 2017 a slight dip from 28.9% in 2016. Since 1990 (from when data is available, when it was 36.8%) it reached its lowest point in 2000 at 35.7% and thereafter after peaking at 38.8% in 2005 it has seen a steady decline. The corresponding numbers for male labour force participation rates are 81.7% in 2017 and 2016, 85.7% in 2005, 84.9% in 2000 and 86.6% in 1990. These numbers have also fallen over the years, but to a smaller extent. Furthermore, MLFP rates in India are marginally higher than the global average, while FLFP rates are almost half of the global average.

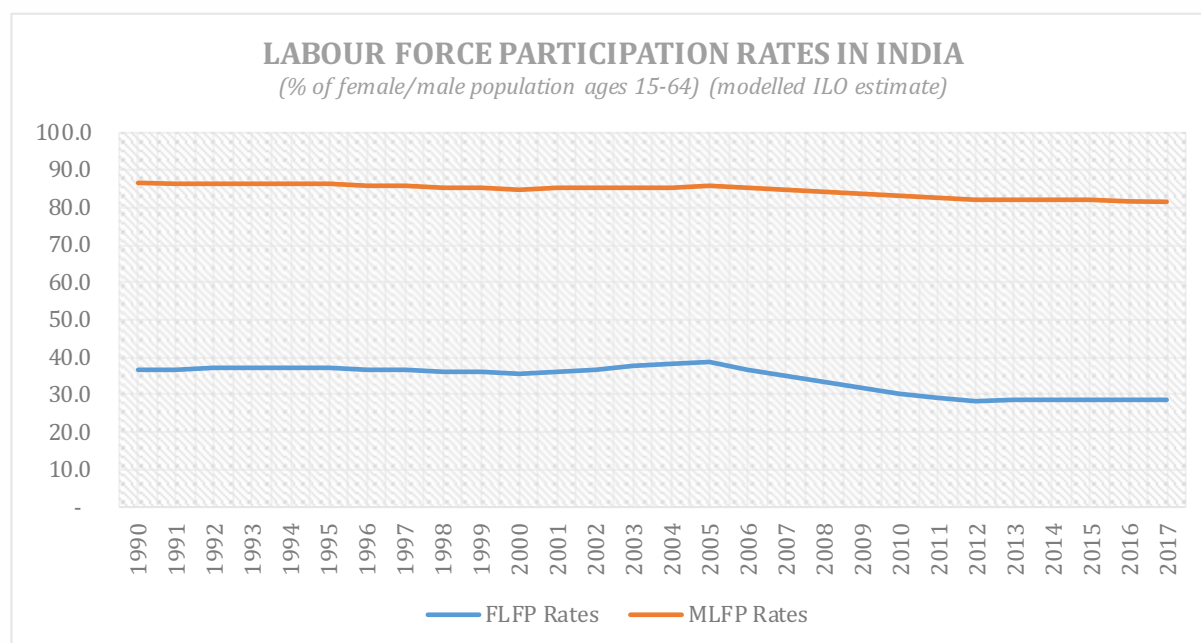
*All things held equal, with current trends, the overall **global gender gap can be closed in 83 years** across the 107 countries covered since the inception of the Report— just within the statistical lifetime of baby girls born today.*

*However, the **most challenging gender gaps remain in the economic sphere** and in health. At the current rate of change, and given the widening economic gender gap since last year, **it will not be closed for another 170 years.***

-Global Gender Gap Report 2017: WEF-

<sup>2</sup> World Economic Forum - The Global Gender Gap Report 2016





Source: <https://data.worldbank.org/indicator/SL.TLF.ACTI.FE.ZS?end=2017&locations=IN&start=1990&view=chart>

Among the 144 countries included the 2016 Global Gender Gap report India stands at 87<sup>th</sup> position with a score of 0.683, where 1 is the score for parity. In the economic participation and opportunity sub-index India is at 136<sup>th</sup> position with a score of 0.408, only slightly up from 0.397 in 2006 when this report first came out. This sub-index measures among other variables, the wage equality between women and men for similar work – India ranks 103<sup>rd</sup> under this variable.

During her recent visit to India Annette Dixon, the World Bank's vice president for the South Asia region said that India can improve its economic growth rate by at least 1.5 percentage points if 50% of its women join the workforce. Given current participation rates, the potential for growth is clearly huge.

Apart from the self-seeking economic gains to be made from encouraging women to enter the workforce, financially empowered women tend to invest more in families compared with men - this while continuing to face the burden of domestic responsibilities.

The conversation has to be therefore a continuing one within and outside families. Young girls must be supported in their choices—even socially “unconventional” ones such as fighter pilot, a security guard or an entrepreneur. They should be able to confidently enter science, technology, engineering and mathematics (STEM) fields as much as their male counterparts.

This support and confidence will afford a growth path towards leadership and decision making roles. Women in leadership roles are role models and mentors for other women. They influence policy, provide a different perspective, attract a diverse workforce, positively impacting women and men in the advancement of their careers, pay parity, gender neutral policies etc.

It is in this context that FICCI Ladies Organisation (FLO) developed a first of its kind index to measure the extent of gender parity in organisations in the formal sector in India. The initiative is aligned with FLO's objectives of a truly inclusive growth trajectory for women in industry. If inclusive growth is the objective, then half of the population cannot be left behind.

After the launch and roll out of the GPI Toolkit in April 2017, FLO and TARI began the process of implementing the index in June 2017. The questionnaire was made available on the online survey tool Survey Monkey, after which organisations were invited to participate in the survey. FLO received a very positive and enthusiastic response from a large number of organisations cutting across size, industry, region and age.

The survey was closed on Survey Monkey in February 2018. Through this entire time, the responses of individual respondents were downloaded, collated, cleaned up to facilitate analysis, critically analysed and then scored in accordance with the scoring method provided in the GPI Toolkit.

This exercise was completed by the end of March 2018 and top scoring respondents identified for the maiden FLO Gender Parity Index award. The respondents who were rated "Excellent" and "Good" on the GPI rating scale were certified as a "Preferred Workplace for Women" and were given a logo to be used in their communication and other branding material.

By participating in this survey, the respondents have made a valuable contribution in a project to track best practices in industry on gender matters. The results are expected to lead to organisational introspection among those that have not performed as well as others and an effort at improvement even by high-ranking performers.

The ultimate goal is a collective movement toward making workplaces more inclusive and woman-sensitive, a goal that FLO is confident it shares with all current and future participants in the survey.

## 2. Gender Parity Index 2017-18

The index and toolkit were rolled out for implementation across the country after launch by the Finance Minister in April 2017. FLO invited responses from organizations across India to an online survey soon after the launch. The results of this survey give interesting insights across various dimensions of the survey, which are summarised in the following pages.

The award for the best performer on the “Gender Parity Index for the Formal Sector in India” (GPI) was given away at FLO’s Annual General Meeting held on April 5, 2018, which was presided over by the Honourable President of India Mr. Ram Nath Kovind, who was Chief Guest at the event.

### Approach & Measurement of Performance on the GPI Rating Scale

The FLO framework for evaluating gender parity measured indicators around 6 dimensions to produce an overall score for an organisation on the index.



The index provides an overall rating to organisations and a score under each dimension in accordance with the following rating scale:

Up to 1	Up to 2	Up to 3	Up to 4
Needs Significant Improvement	Average	Good	Excellent

The overall score on the index is the sum of the scores of all 6 dimensions A to F, which means that the overall score in the index can range from 0 to 24. Survey responses were analysed based on these dimension-wise scores.

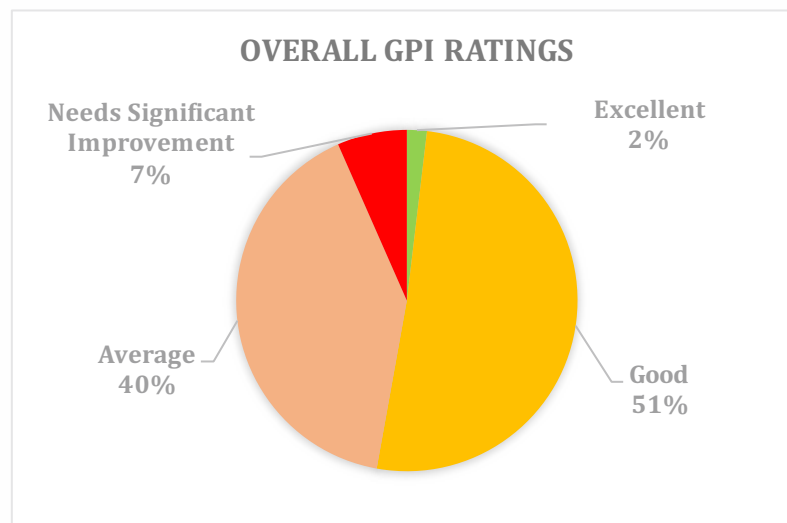
The final rating is based on the scale below:

<i>GPI (Sum of Scores Dimension A to F)</i>			
Up to 6	Up to 12	Up to 18	Up to 24
Needs Significant Improvement	Average	Good	Excellent

### 3. Results of the Survey

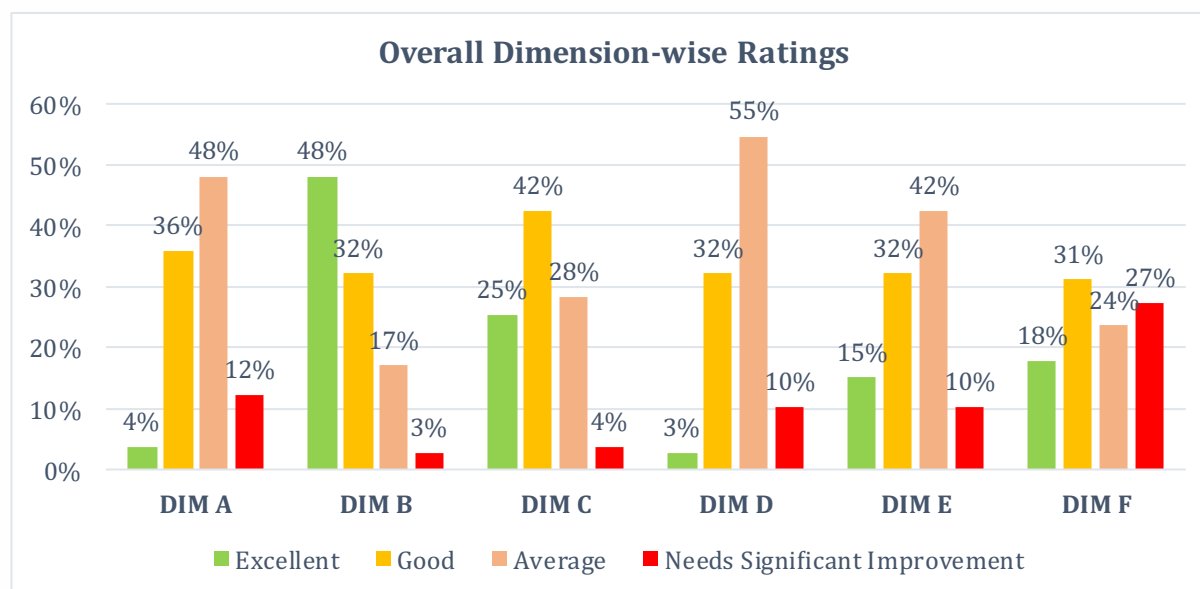
#### Summary Results

The results of the survey are broadly summarised in the following pie diagram:



A majority of respondents (51%) scored between 12 and 18 on the GPI rating scale to be rated “Good.” Only 2% obtained an “Excellent” rating, while 40% were rated average and 7% needed significant improvement.

## 4. Dimension-wise Analysis of Results



### *Dimension A: Setting the Tone @ the Top*

Dimension A measures the seriousness with which management considers the importance of gender parity particularly with regard to their own employees. It includes external and internal communications, business relationships with women owned enterprises and organisational external social responsibility or CSR/diversity initiatives.

#### **Components of Dimension A**

Component	Component Description
<b>A</b>	<b>SETTING THE TONE AT THE TOP</b>
A.1	Business Case for Gender Parity and Empowerment of Women
A.2	External & Internal Communications
A.3	Business Relationships with Women Owned Enterprises
A.4	External Social Responsibility (or CSR / Diversity etc.) Initiatives

Most organisations have been identified as average performers (48%) and only 36% were rated good. 12% needed significant improvement while only 4% of respondents were excellent.

The excellent performers included listed companies, subsidiaries of foreign companies and unlisted companies in almost equal numbers. The good performers were mostly listed companies (45%) – this may be attributed to requirements of statutory compliances where policies and practices need to be well defined.

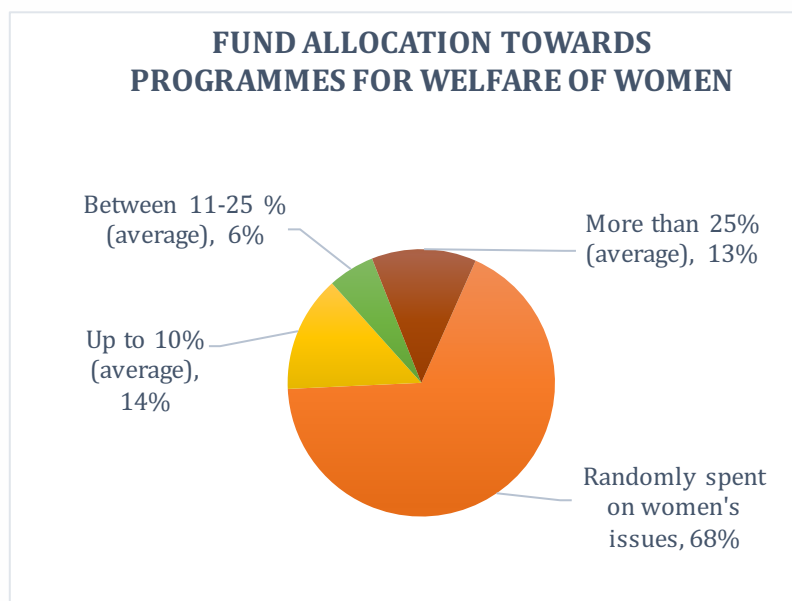
The organisations rated average were mostly unlisted companies (43%), followed by listed companies (24%) and educational institutions. Unlisted companies were also the largest among organisations rated as needing significant improvement.

41% of the respondents have a 'Diversity or Inclusion Policy' focusing on equal opportunity and non-discrimination, with employment of women as a priority area. 34% of those surveyed explicitly said that they have a policy on gender equality which extends to vendors, dealers etc. 58% of those who responded said that they do not have a diversity specialist, while 42% said that they do – of these almost half had defined targets while the other half had no defined goals or targets.

64% of the respondents that have stated that 'posters/communication emphasise equal opportunity, empowerment of women, gender equality, prohibit gender discrimination' are in the services industry.

Other than educational institutions and listed companies, all other types of organisations reported in equal proportion that they explicitly discuss discrimination including discrimination against women and encourage expansion of business relationships with women owned enterprises.

With regard to external social responsibility (or CSR / diversity etc.) initiatives, almost 70% of the respondents said that they only randomly spend on programmes for the welfare of women.



#### KEY TAKEAWAY FROM DIMENSION A

The responses suggest that *gender parity does not appear to be a priority among top management of most respondent organisations.*

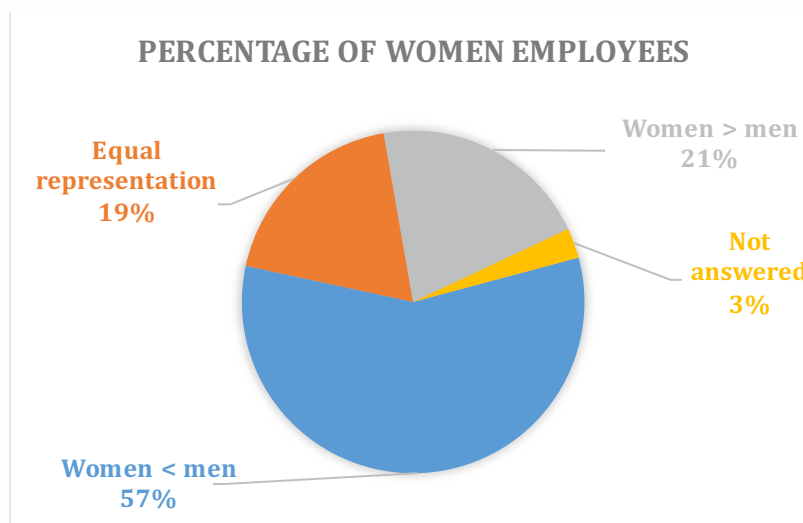
### *Dimension B: Employment and Career Progression*

Dimension B which measures employment and career progression is the only dimension in which a majority of respondents—48%- have been rated as “Excellent.” 32% have been rated “Good” and 17% scored average. Only 3% of the respondents showed that they need significant improvement in this area.

#### **Components of Dimension B**

Component	Component Description
<b>B</b>	<b>EMPLOYMENT AND CAREER PROGRESSION</b>
B.1	Number of Women in the Organisation and Representation by Department
B.2	Attrition Rate of Women Employees
B.3	Career Progression
B.4	Participation in Training & Development Programmes

This dimension enquired about the number women in the organisation as well as their representation across departments, the attrition rate of women employees, their career progression and participation in training and development programmes.

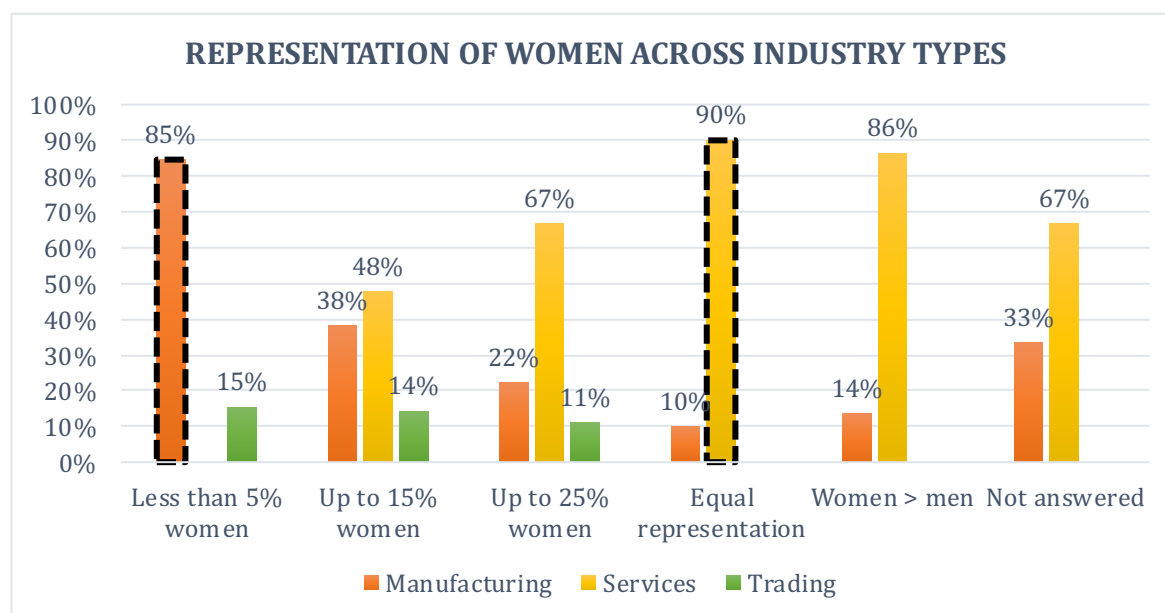


84% of listed companies, 72% of educational institutions and all NGOs/trusts were rated either excellent or good in this dimension.

**Almost 60% of the excellent performers employed women either almost equal / equal to or greater than men.**

90% of the respondents employing almost as many women as men were in the services sector. 86% of those employing more women than men were also from the services sector.





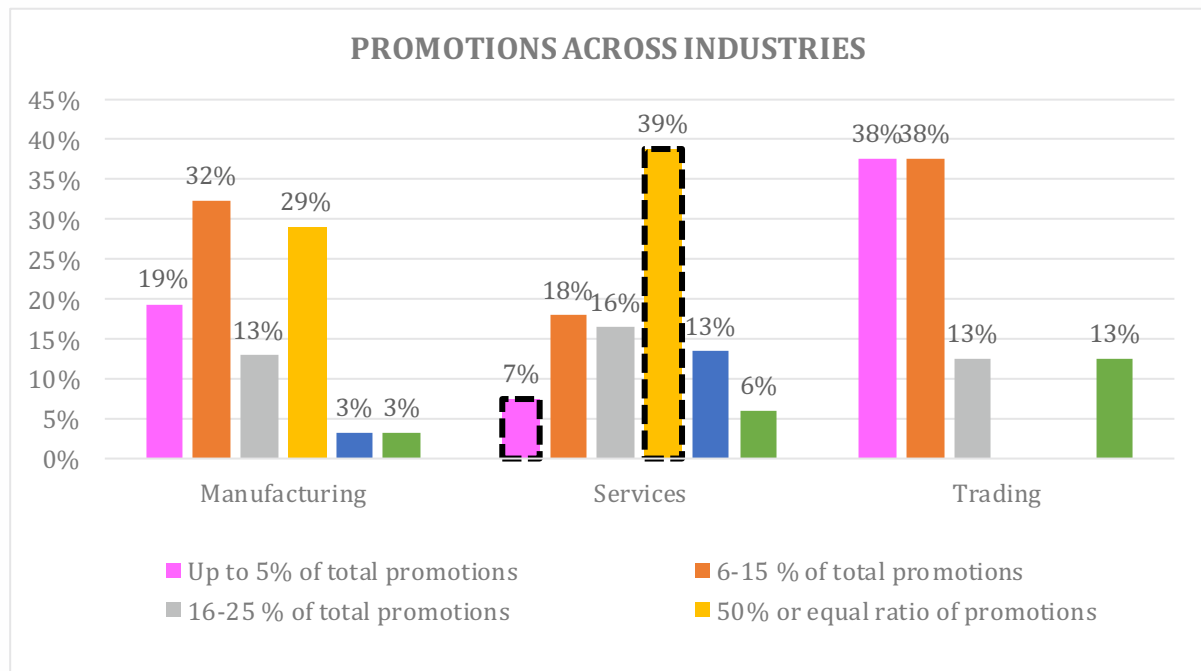
Women were found to be concentrated in only 1-2 departments of an organisation in manufacturing organisations. The services sector employed women across all departments and functions within the organisation with equal representation.

Clearly trading and manufacturing continue to be unattractive propositions for women, or, employers are consciously not employing women.

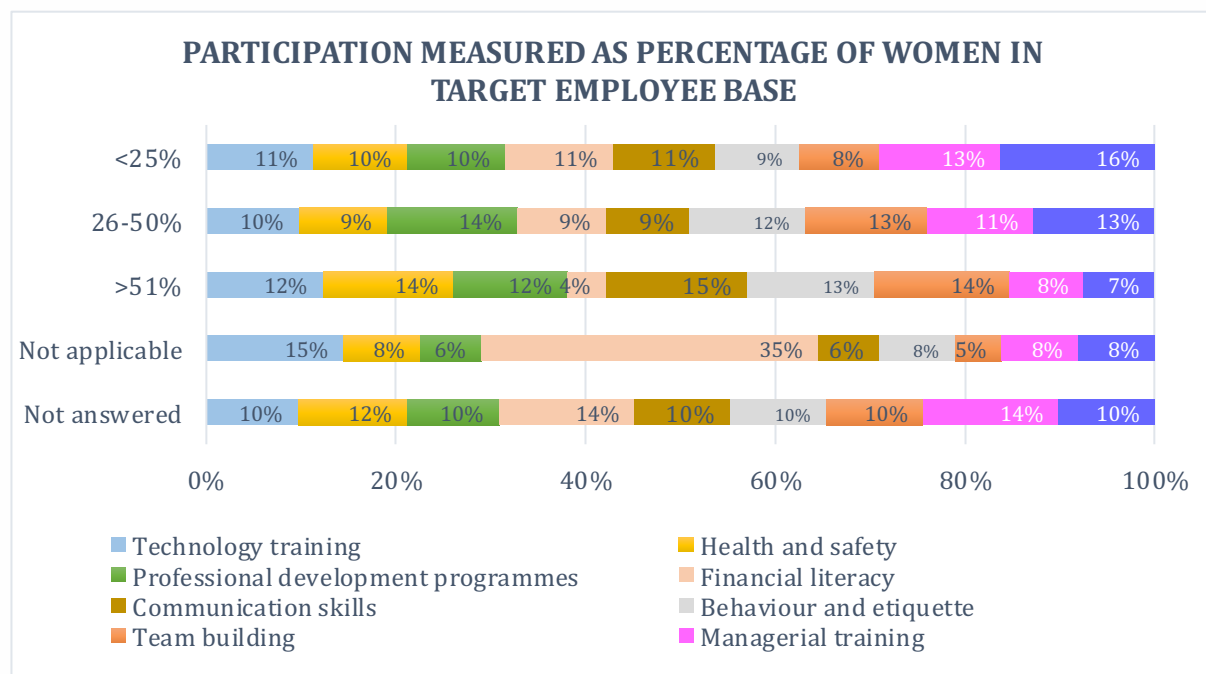
12% of the respondents mentioned that the attrition rate among women is more than among men. 41% said that it is less than among men, and 26% said that it is at par with male employees. Only 12% though, had employee retention strategies and programmes with specific focus on women. These include:

EMPLOYEE RETENTION STRATEGIES								
Fair employee compensation and open communication	Employee recognition	Mentorship programs	Employee rewards systems	Maintaining a creative work environment	Training and development	Employee feedback	Encouraging team buy-in for each task	Bolstering team morale

Again, when it comes to career progression of women across industries, the services sector saw the largest share of “50% or equal ratio of promotions.” Services also have the least share of “up to 5% of total promotions” in the last preceding three years, implying that women get good promotion opportunities in this sector.



79% of the respondents affirmed that training needs are identified for women employees and looped into the training and development programmes. The survey found that more than 51% participation of women is seen more in certain types of training programmes such as technology (12%), health and safety (14%), professional development (12%), communication skills (15%), behaviour and etiquette (13%) and team building (14%), as against financial literacy (4%), managerial (8%) and leadership (7%).



This suggests a certain stereotyping of desirable skills that an organisation perceives for its female workforce. Organisations need to therefore focus on expanding participation of women in managerial and leadership training programmes.

#### KEY TAKEAWAY FROM DIMENSION B

This is the only dimension where a majority of the respondents were rated excellent. However deeper analysis shows that performance varies depending on the industry classification of the respondent. The best performers were largely in the services sector be it in the number of women employed, representation across departments and functions, promotions. ***Clearly trading and manufacturing continue to be unattractive propositions for women, or, employers are consciously not employing women.***

Most organisations also stated that training needs are identified for women employees however, the content of the training programmes women attended suggests the propagation of stereotypes in how organisations perceive their female workforce

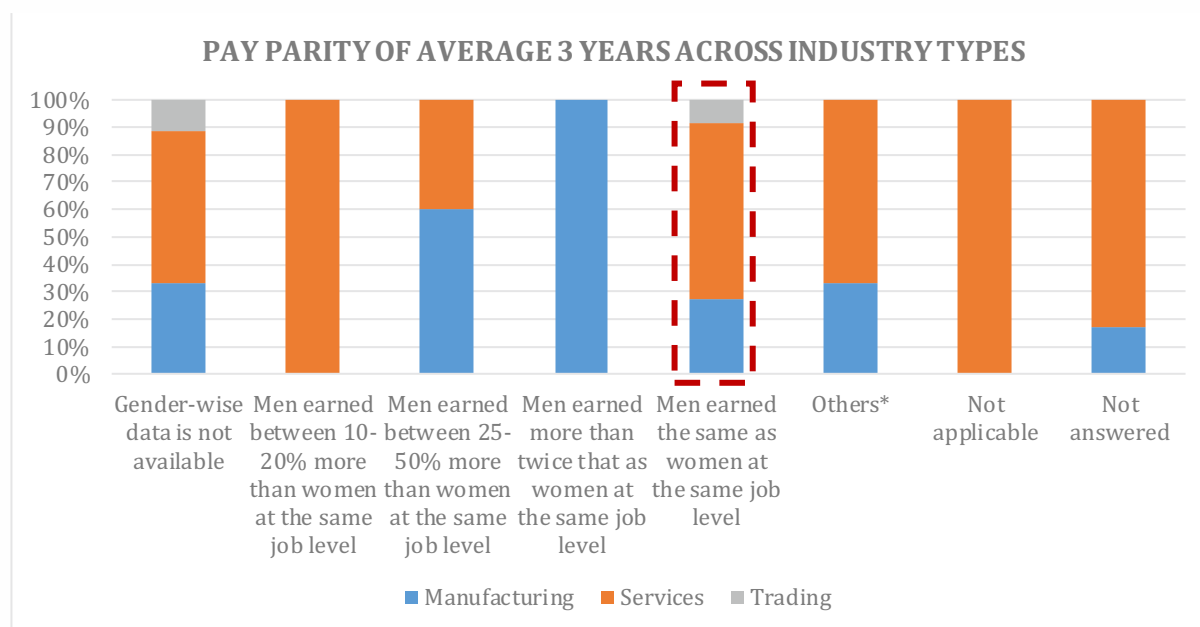
### Dimension C: Workplace Environment

**Dimension C** measures four key components, pay parity, annual increments, back-to-work policies and the existence of a supportive physical environment. This dimension also saw largely positive ratings – 42% rated good, 25% were rated excellent. 28% respondents were rated average and 4% needed significant improvement.

#### Components of Dimension C

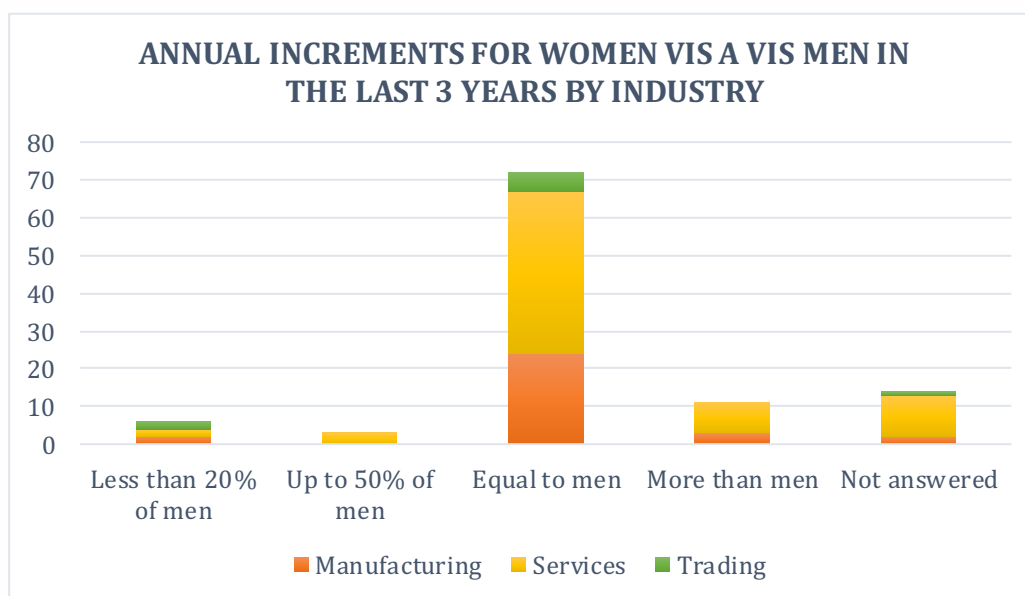
Component	Component Description
<b>C</b>	<b>WORK PLACE ENVIRONMENT</b>
C.1	Pay Parity
C.2	Annual increments
C.3	Back-to-Work
C.4	Supportive Physical Environment

A majority of respondents (66%) claimed that pay among men and women at the same job level is equal. Out of this, the largest share was of the services sector (64%), followed by manufacturing (27%) and then trading (9%).

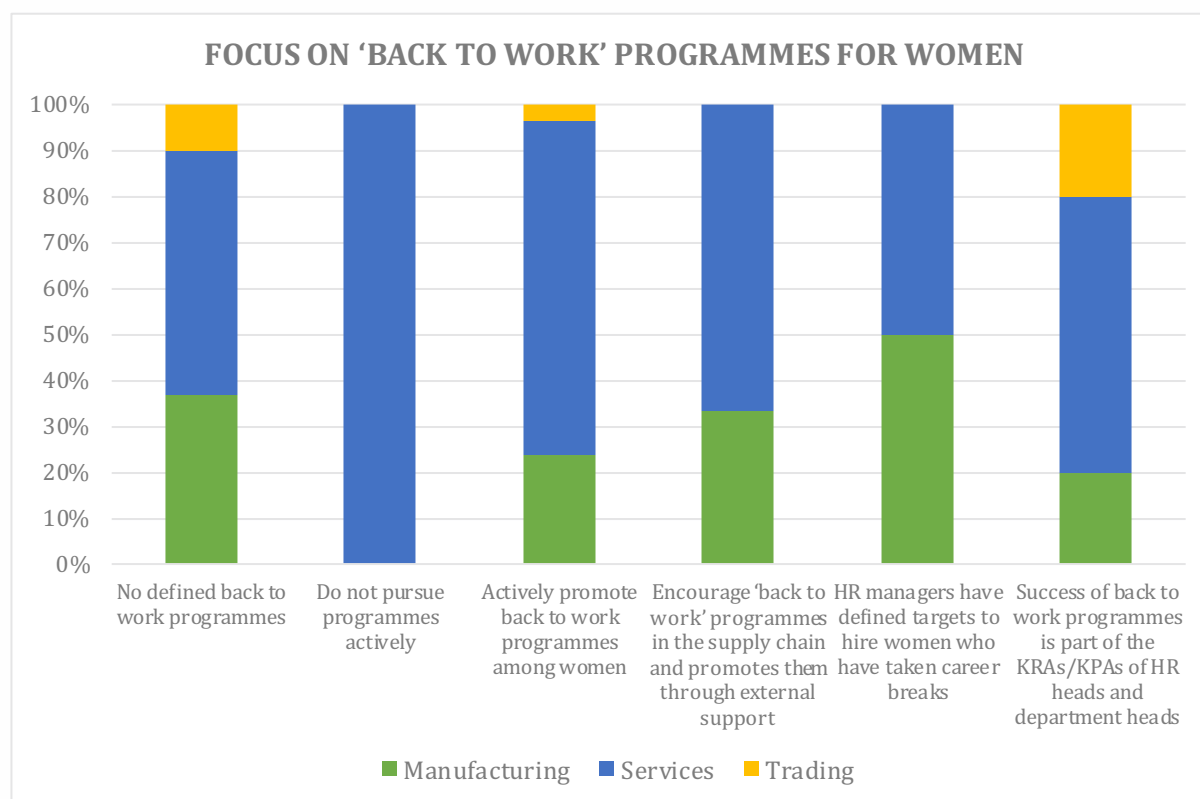


It is not surprising to observe that men earned more than twice that as women at the same job at the same level **only in the manufacturing sector**.

A majority of respondents also claimed that annual increments for women vis-a-vis men was equal in the preceding three years. The service sector was the top performer under this indicator as well.



28% of the respondents to the survey said that their organisation does not have a defined 'back to work' programme encouraging women to return to work after a break.



Approximately 52% respondents actively promote back to work programmes for women, 73% or so of these are from the services sector.

### KEY TAKEAWAY FROM DIMENSION C

Performance under dimensions B and C indicate, that even though a large majority of the respondent organisations have been unable to set the right tone at the top with regard to gender parity, they appear to be performing better with regard to actual female representation in the organisation, their growth path, stability, compensation, back-to-work policies and physical environment. It is also pertinent to note that ***the services sector outperforms other sectors in both dimensions.***

### Dimension D: Senior Management & Board Diversity

Respondent organisations did not perform very well under **dimension D** - senior management and board diversity. 55% were rated average, 32% were rated good and 10% needed significant improvement. Only 3% were rated excellent.

#### Components of Dimension D

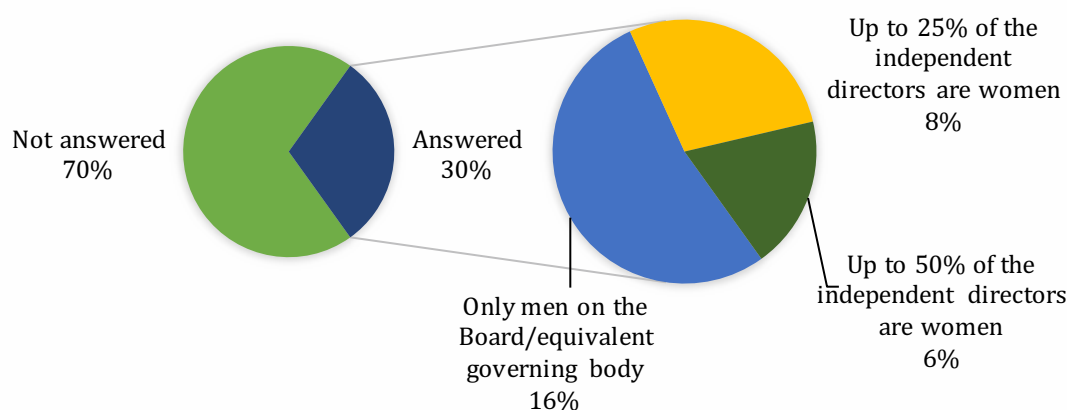
Component	Component Description
<b>D</b>	<b>SENIOR MANAGEMENT &amp; BOARD DIVERSITY</b>
D.1	Women in the Board /Equivalent Governing Body
D.2	Women in Senior Management Positions
D.3	Mentoring Programmes
D.4	Women's Networks

Only 10% respondents stated that up to 50% of the board comprises women. The majority respondents only complied with the applicable statutes.

Only 30% respondents answered whether their organisations have women independent directors. A majority of these had only male members in the board /equivalent governing body (16%). 8% reported that up to 25% of the independent directors were women and only 6% reported that up to 50% of independent directors are women.

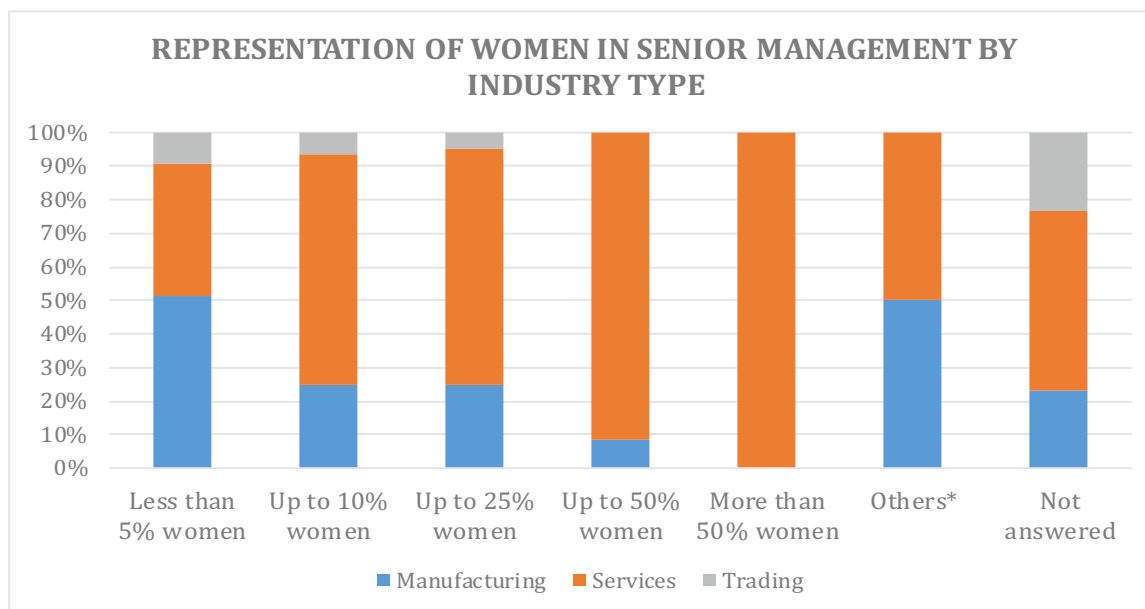
**Gender disparity is clearly stark in the board room.**

#### WOMEN INDEPENDENT DIRECTORS



Women are few and far between even in senior management positions and business head/revenue responsible positions, among respondent organisations.

31% reported less than 5% women in senior management positions – a majority of these were in the manufacturing sector. Only the services sector had more than 50% women in senior management positions.



This is no surprise given that most respondent organisations do not have women-focused mentoring programmes. Only 9% organisations have successful mentoring of women as part of the mentors' KRA/KPSs. 14% reported that they have specific mentorship programmes for women at various levels. A significant majority of 62% however said that mentoring in their organisations happens on a case-by-case basis. The aim of mentoring programmes is to help people grow and succeed. While women may choose male mentors, mentoring by women has its own benefits, since male mentors may not always be able to relate to the unique challenges women face, and guide them along the appropriate career path.

Women in management and board positions are good for business, yet as the results of the survey show, most organisations even now have very low representation of women at the top.

#### **KEY TAKEAWAY FROM DIMENSION D**

Results of Dimensions B, C and D read together indicate that there is steady and consistent thinning of female workforce on the way up the seniority ladder. Such thinning out sends non-verbal signals that the organisation does not pro-actively create a conducive environment for real career growth and that there is a distinct glass ceiling for female workforce.

***More women in senior positions creates a supportive atmosphere by having adequate role models for younger women to emulate. Indian workplaces clearly have some distance to cover in this aspect.***



### Dimension E: Women Friendly Policies Including Health & Safety

Under **dimension E** - women friendly policies – 42% respondents were average performers, 32% were good, while 15% were excellent and 10% need significant improvement.

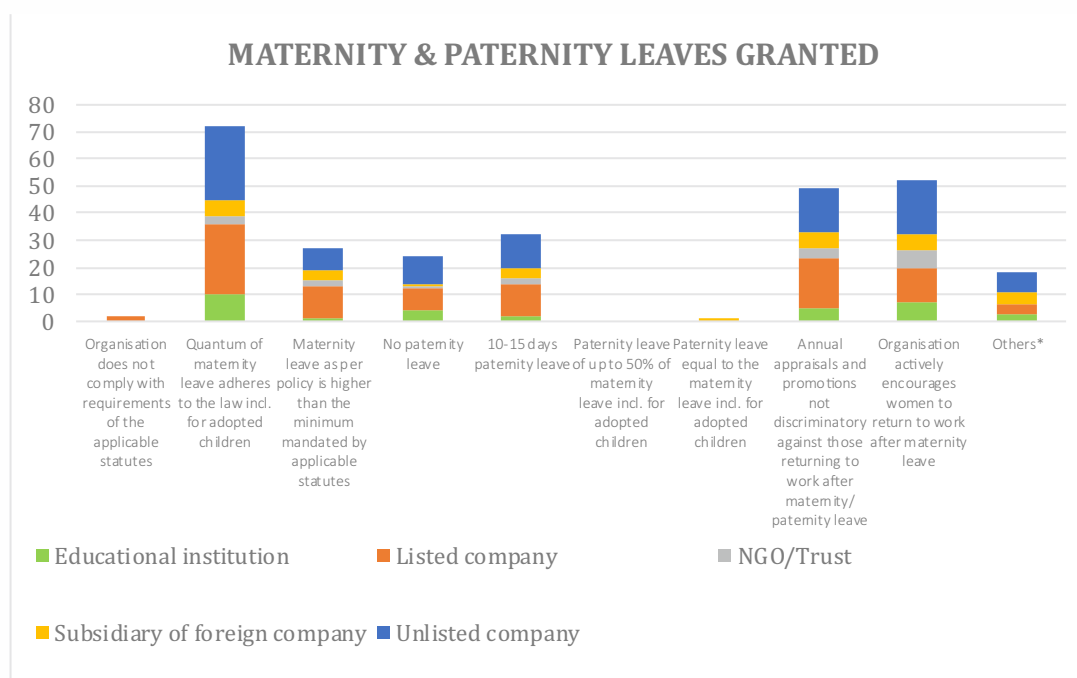
This dimension covers aspects related to paternity and maternity leave, work-life balance policies, grievance redressal and health and safety. These policies which should actually be gender neutral, are essential to encourage women to continue and move ahead in their careers as well as for men who would otherwise not participate in the growth and nurturing of their families.

#### Components of Dimension E

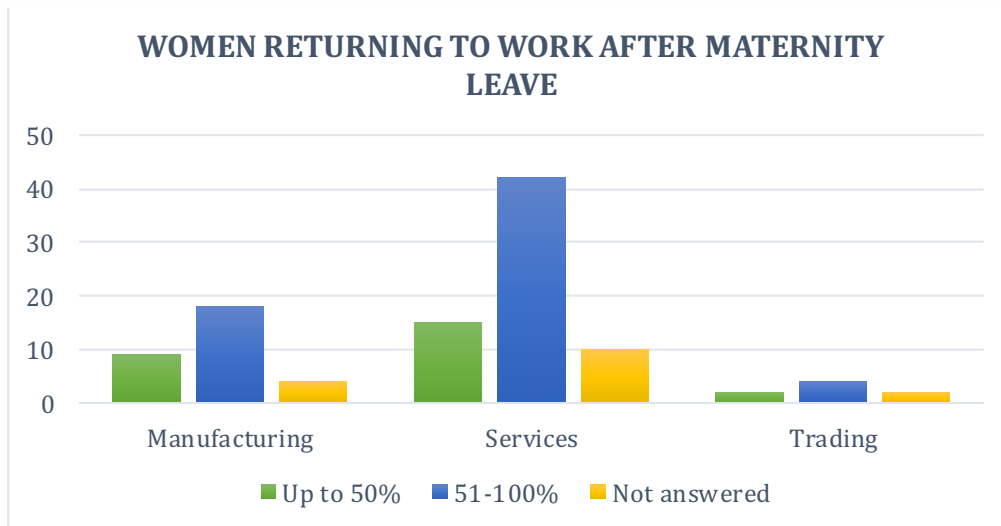
Component	Component Description
<b>E</b>	<b>WOMEN FRIENDLY POLICIES INCLUDING HEALTH &amp; SAFETY</b>
E.1	Maternity & Paternity Leave
E.2	Work-life Balance Policies
E.3	Grievance Redress
E.4	Health & Safety

A majority of the respondents only complied with the law for granting maternity leave (68%); 25% though did say that they grant more than the statutory requirement.

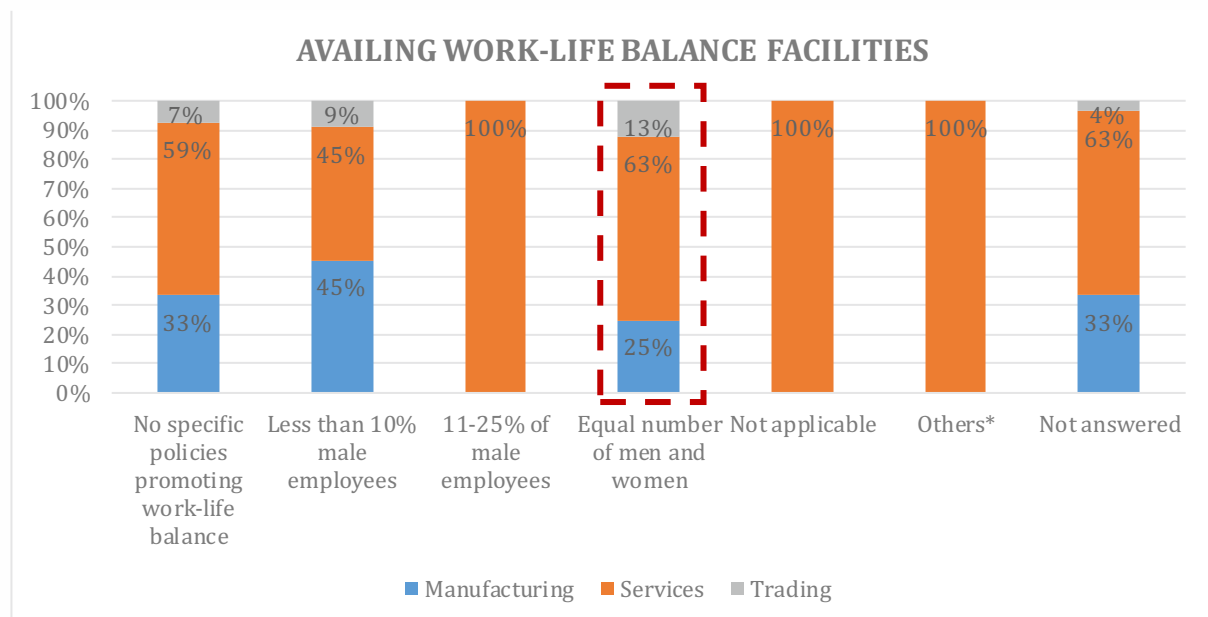
23% respondents do not grant paternity leave. None of the respondents offer paternity leave of up to half of maternity leave, while about 30% said that they have a paternity leave policy which offers men 10-15 days leave.



It is heartening to find that in all three sectors (manufacturing, services and trading) a majority of the respondents (60%) said that 51-100% women return to work after maternity leave.



Similarly in case of work-life balance although men need to be encouraged a lot more to avail of these policies, it was interesting to find that about 30% of those surveyed said that an equal number of men and women have availed of work-life balance related policies, such as flexible work hours, compressed work week, work from home, etc. – unsurprisingly, 63% of these belonged to the services sector.



### **KEY TAKEAWAY FROM DIMENSION E**

Granting of paternity leave or male employees availing work-life-balance related facilities – these are some measures that look good on paper, but require more than just formalisation as policies to benefit women, men, and organisations. A change in mind-set is what would bring about a real change – a change really in attitudes that women are the ones expected to care for the family and home, while men are responsible for finances, are the bread-winners and decisions makers.

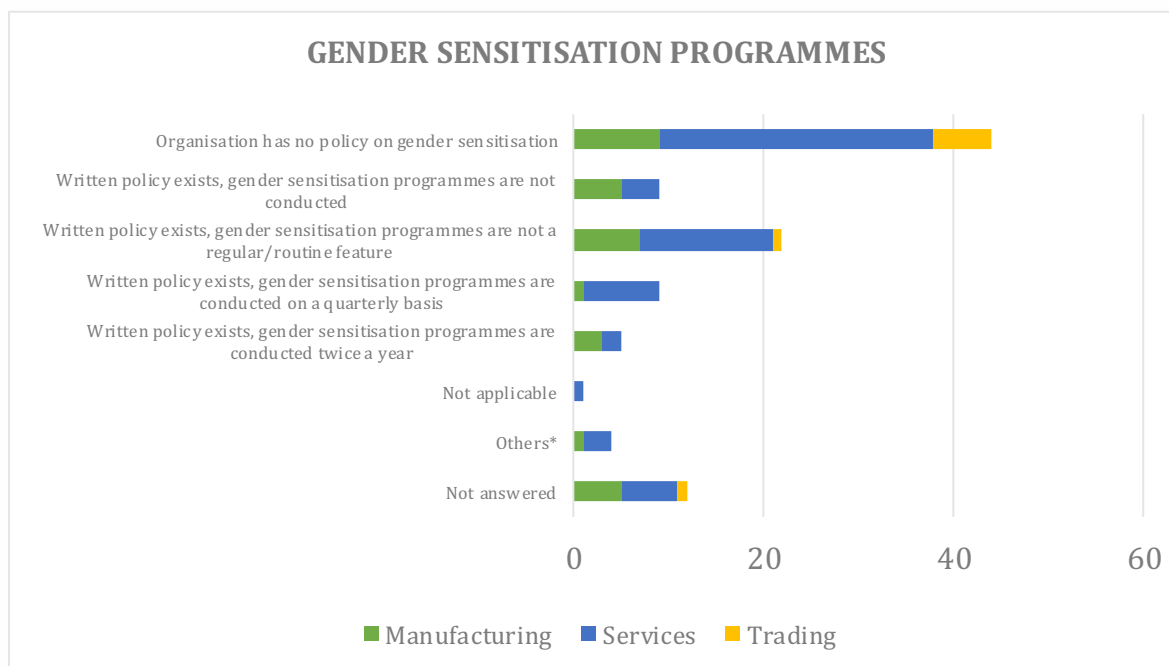
### *Dimension F: Gender Sensitisation & Sexual Harassment*

Most respondent companies performed poorly in dimension F.

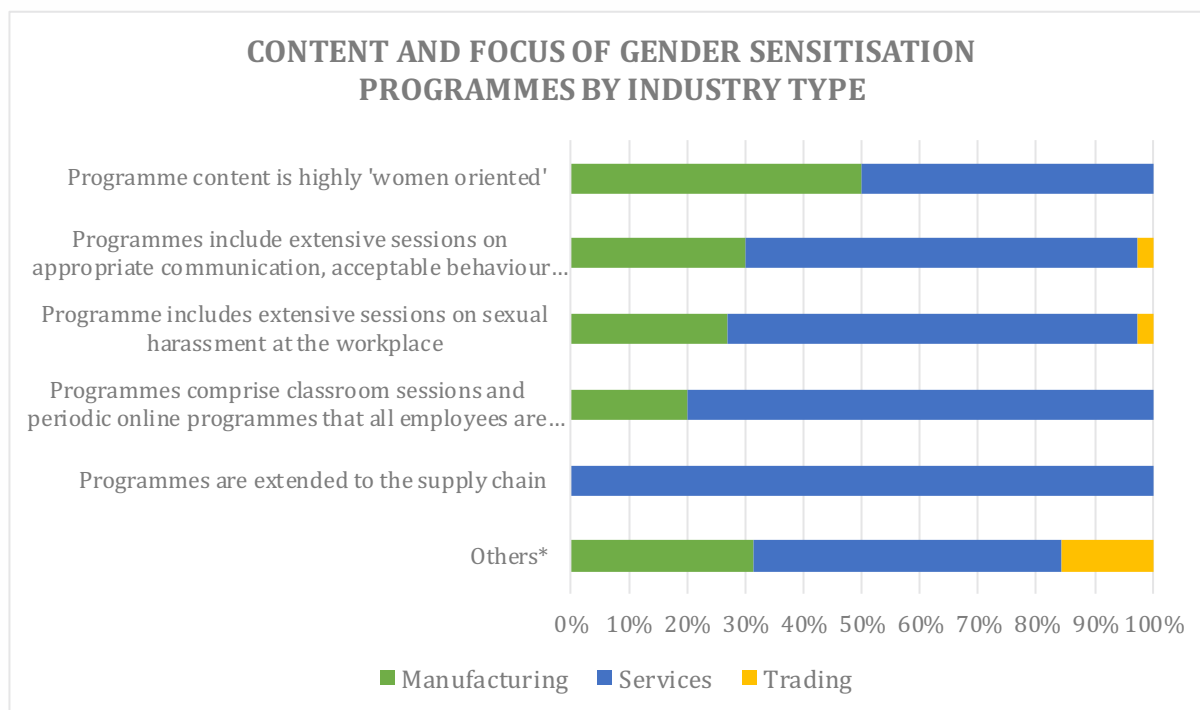
#### **Components of Dimension F**

Component	Component Description
<b>F</b>	<b>GENDER SENSITISATION &amp; SEXUAL HARASSMENT</b>
F.1	Gender Sensitisation Programmes
F.2	Content & Focus of Gender Sensitisation Programmes
F.3	Sexual Harassment Policy
F.4	Execution and Review of Sexual Harassment Policy

As much as 27% needed significant improvement, 24% of the respondents were average performers and only 31% were rated good while 18% were excellent.



This poor performance is apparent particularly in the services sector. 42% of the respondents said that they do not have a policy on gender sensitisation – almost 70% of these were from the services sector. 21% organisations have a written policy on gender sensitisation and conduct gender sensitisation programmes but it is not a regular/routine feature – 64% were from the services sector. Only 13% of those surveyed said they have a written policy on gender sensitisation and conduct gender sensitisation programmes on a quarterly basis / twice a year – again, interestingly 77% were from the services sector.

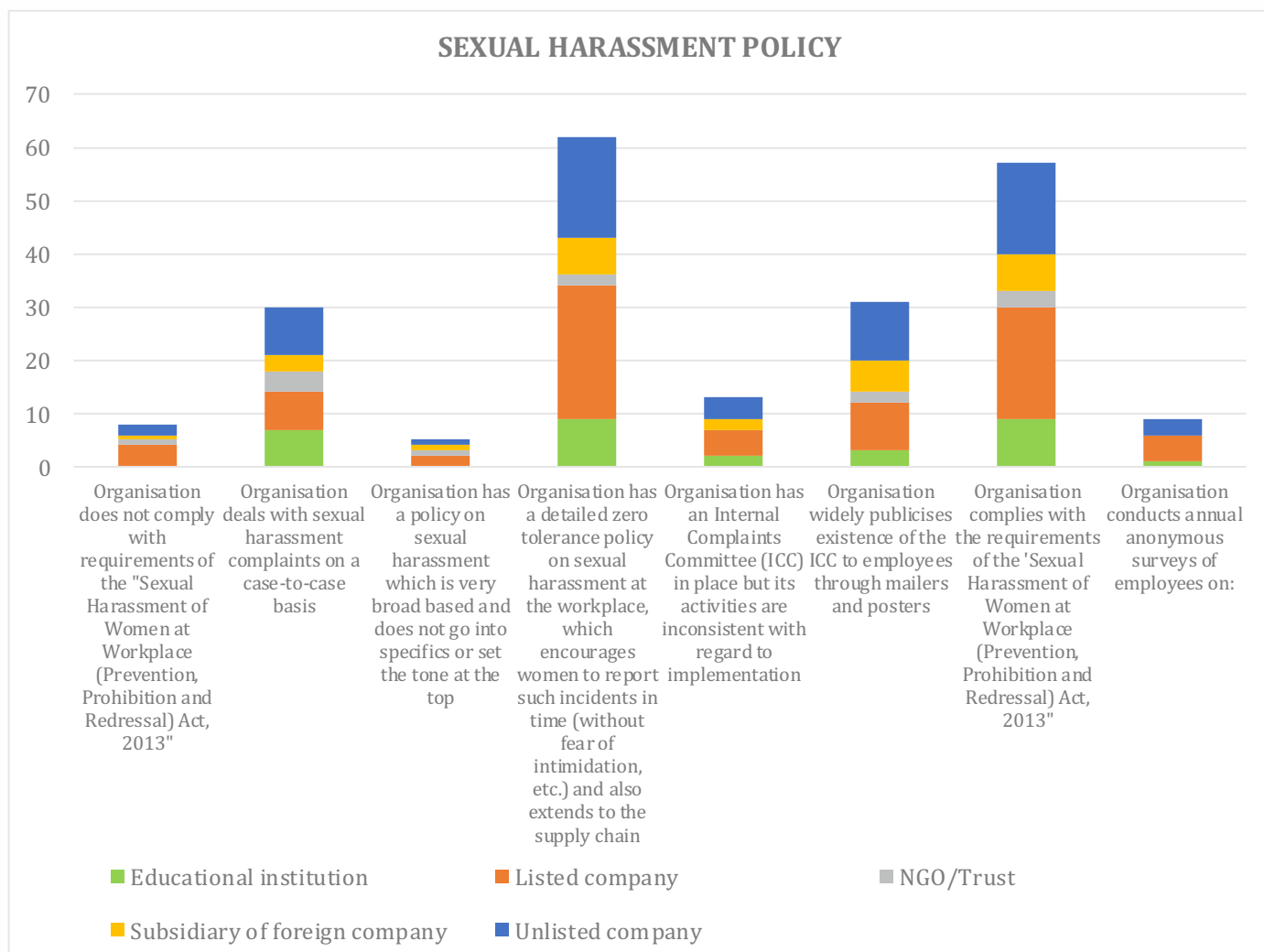


Organisations that have gender sensitisation programmes seem to be focussing on the important and most crucial areas related gender sensitivity, going by the content of these programmes which include the following:

Extensive sessions on appropriate communication, acceptable behaviour with female colleagues (38% - 68% of these being from services and 30% manufacturing entities);  
Extensive sessions on sexual harassment at the workplace (related legal issues, zero tolerance policy, consequences of intimidation of complainants, and consequences if found guilty) etc. - 35%.

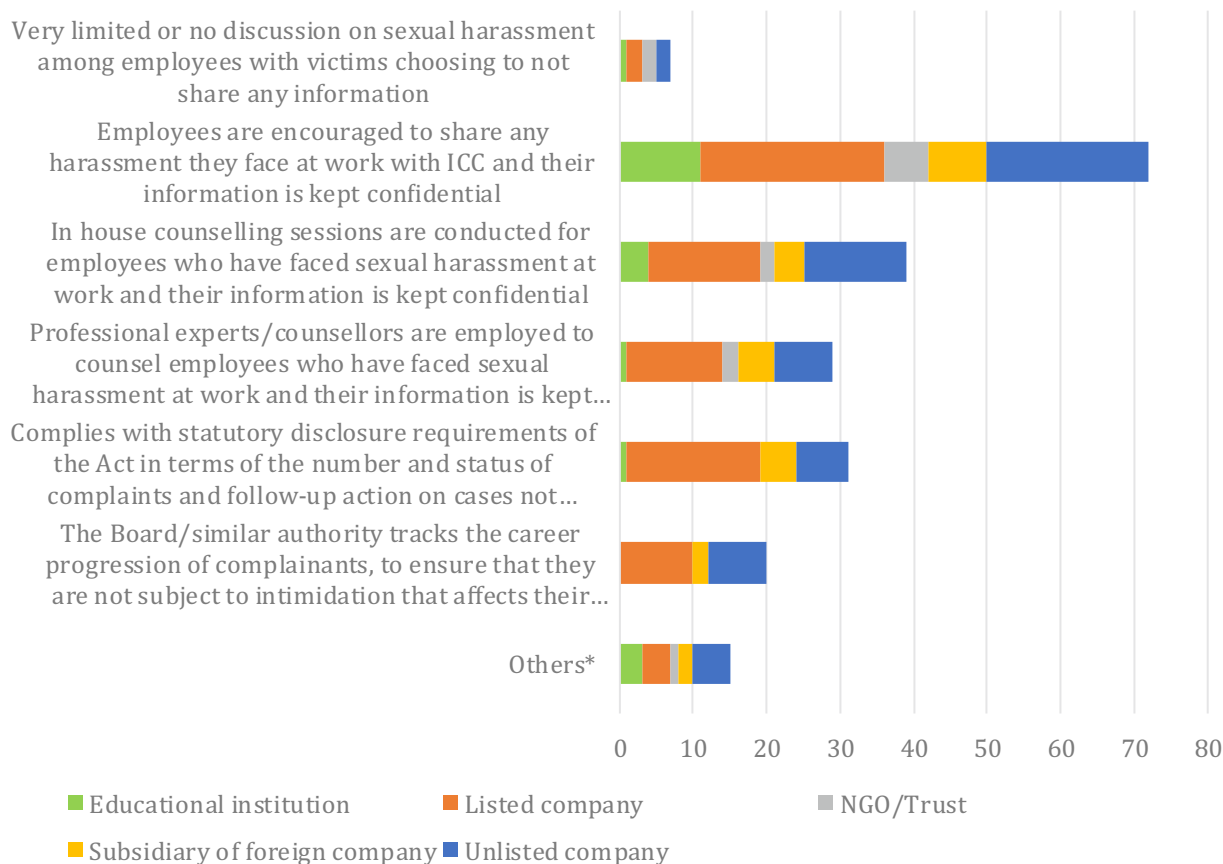
Only 14% conducted periodic online or classroom sessions requiring compulsory attendance; and only in 3% of instances did these programmes extend to the supply chain (all of whom were from the services sector).

With regard to sexual harassment policies, 58% of the respondents said that they have a detailed zero tolerance policy on sexual harassment at the workplace, which encourages women to report promptly and also extends to the supply chain. Most of these were listed companies. 54% of the organisations reported compliance with the requirements of the 'Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013' – a majority of these were also listed companies. Perhaps this is indicative of statutory requirements and compliance with the provisions of the Companies Act, 2013 on the subject.



Employees are encouraged to share any harassment they face at work with Internal Complaints Committee set up for this purpose and their information is kept confidential in case of 68% of the respondents. But in-house counselling sessions or employment of professional experts to counsel victims of sexual harassment exist among very few – 37% and 27% respectively. The better performers in all three instances are listed companies.

## EXECUTION AND REVIEW OF SEXUAL HARASSMENT POLICY



### KEY TAKEAWAY FROM DIMENSION F

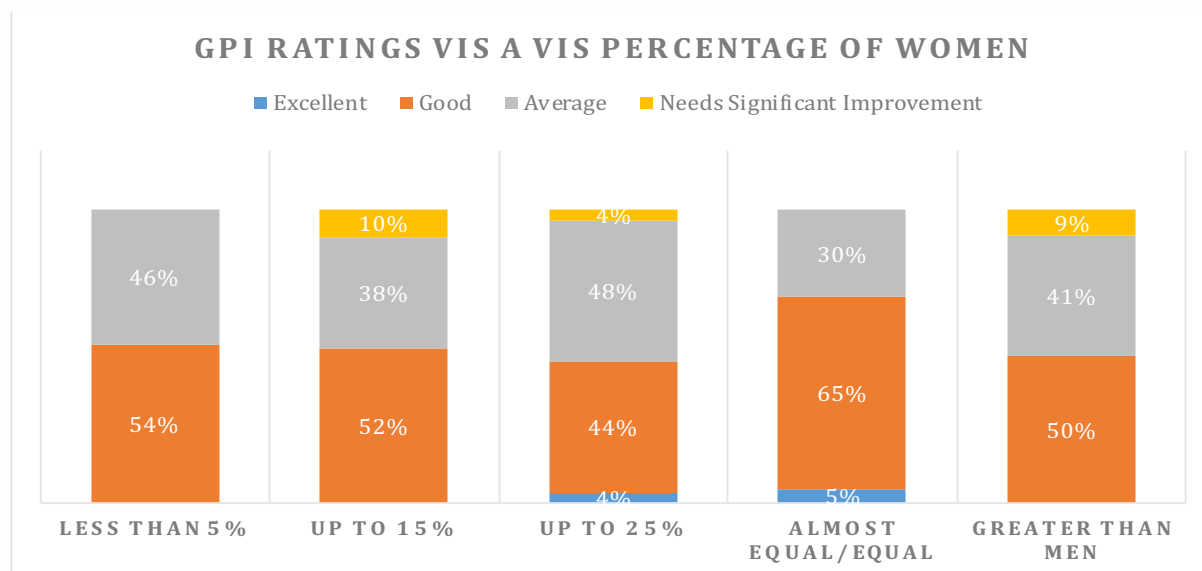
Clearly, more work is required on gender sensitisation and improving review and execution of organisational anti-sexual harassment policies, and most of those with favourable policies and/or execution and review are doing so due to statutory requirements.

The subsequent sections provide an analysis of responding organisations based on various parameters such as type, age, industry classification, region, size and number of women.

## Number of Women Employed by Respondent Organisations

For the purpose of analysis of results, the survey asked respondents how many women they employed. A majority of the respondents, i.e. 58%, employed only up to 25% women. 21% employed more women than men and 19% employed almost as many women as men. The remaining did not answer the question.

Analysis of their performance reveals interesting results.



One would imagine that those rated “excellent” on the GPI rating scale would be employing almost as many women as men, if not more. However, the results show that a small number of those employing up to 25% women (but more than 15%) performed excellently with a similar small number employing almost as many women as men. ***None of the organisations employing more women than men rated excellent***, a majority of them (50%) scored a “good” rating while 41% were found to be average; 9% in fact needed significant improvement.

65% of those who responded that they employed almost as many men as women obtained a “good” rating while 30% were determined to be average on the GPI rating scale.

This indicates that while women may be joining certain organisations and industries in droves, their policies, practices and environment are not exactly conducive to employment of women, else, they would perform well on all or most dimensions of the gender parity index. This is also evident from dimension-wise analysis.

In dimension A (setting the tone at the top) a majority of respondents were *average* performers.

In dimension B though (employment and career progression) 55% to about 80% of respondents who said they employed up to 25% women, almost as many women and more women, performed excellently. The rest were largely good or average performers. It appears therefore that even



though these organisations have not necessarily set the right tone at the top by way of policy statements on gender equality, diversity and inclusion, there is reasonably balanced representation of women across departments in the organisation and in training and development programmes, employee retention programmes are working effectively thus keeping female attrition rates at lower levels.

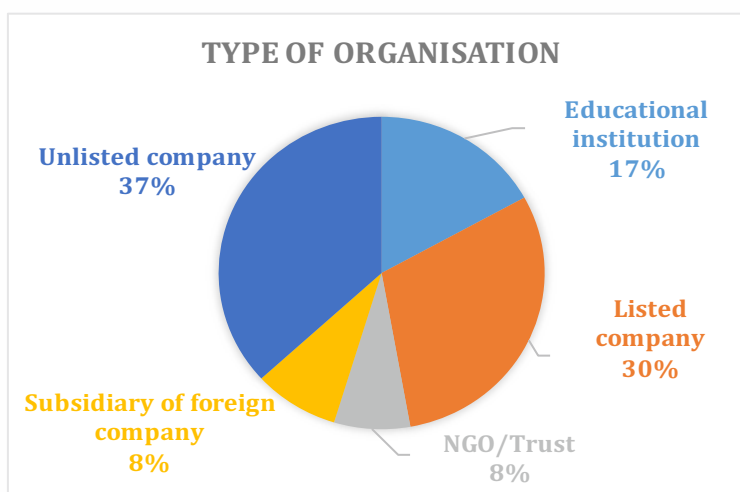
This is interesting, considering that in all the employment categories listed above more than 51% of the respondents of that category rated *average* in dimension D (which measured the involvement of women at the board / equivalent governing body level and at senior management positions and other means to improve gender diversity and development). Similar results were noted in dimension E which dealt with women friendly policies including health and safety where a majority of respondents in these categories were rated *average*.

A majority of the responders in dimension C (workplace environment) across all categories of female employment numbers were rated good. Workplace environment deals with pay parity, annual increments, back-to-work policies and a supportive physical environment, which means that while some organisational policies are not so women friendly (as noted earlier with regard to dimension E), some are (in dimension C), which is a positive step in the right direction.

As for dimension F which measures gender sensitisation and sexual harassment –performance across the board was relatively wanting. Although, we did observe that among organisations that employed almost as many women as men, or more women, a majority of respondents (45% and 32% respectively) were rated good.

### Types of Respondent Organisations

The survey was taken by various types of organisations. A majority (37%) were unlisted companies, followed by listed companies (30%) and educational institutions (17%). The remaining 16% respondents were NGOs/trusts and subsidiaries of foreign companies.

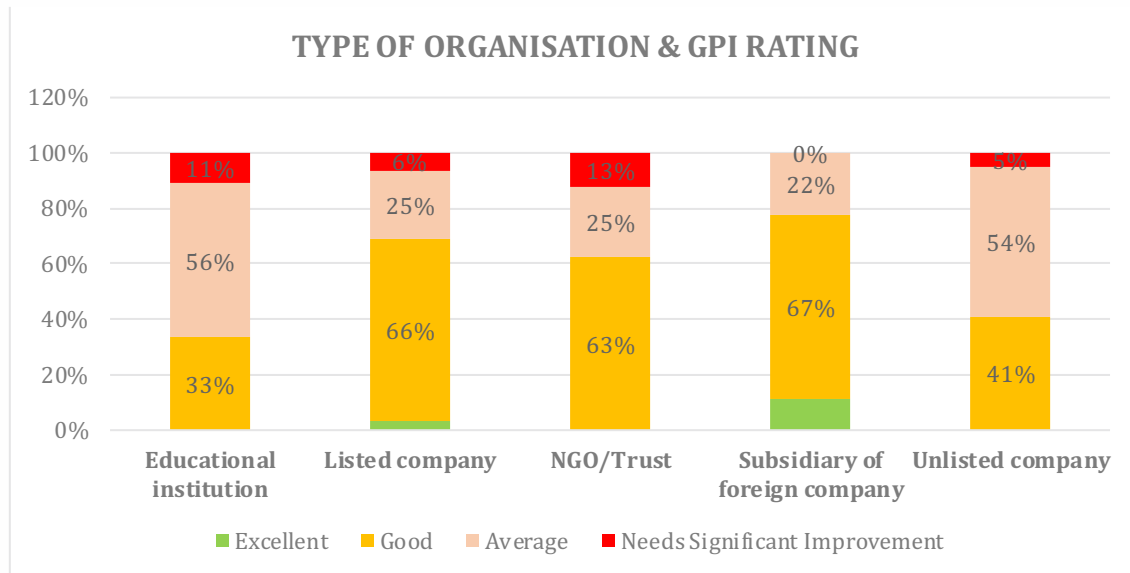


Almost two-thirds of all NGO/trust respondents were rated “good” on the GPI rating scale, while a quarter were average performers. NGO/trust respondents mostly employed more women than men (63%) or the number of men to women was almost equal (38% respondents).

A significant majority of subsidiaries of foreign companies – 67% - were rated “good,” while 22% were average and only 11% were excellent. This could be attributed to enforcement of policies of overseas parent organisations that may be more gender sensitive than Indian organisations.

Among listed companies, 66% of the respondents fell in the good category, 25% in average, 6% needed significant improvement, while only 3% were rated excellent.

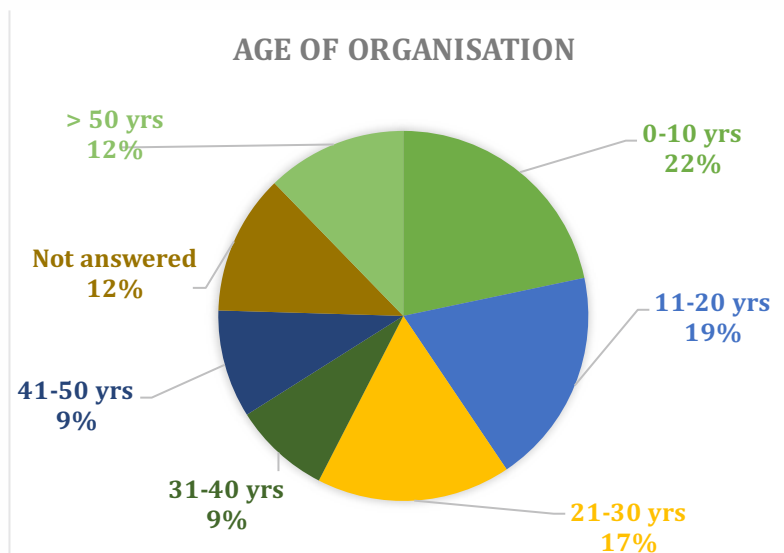
Unlisted companies were mostly average (54%) or good (41%) performers. The remaining 5% needed significant improvement.



Almost 90% of the educational institutions that took the survey either employed more women than men (67%) or the women employed are almost equal to men (22%). Yet almost 60% were rated **average** on the GPI rating scale; 33% were good performers and 11% needed significant improvement. None of the educational institutions were rated excellent. Clearly, the number of women employed by an organisation or an industry cannot be an indicator of providing a gender equitable environment. This further emphasises the point that women are over-represented in certain types of jobs, which are considered “suitable” for them, given their family and societal obligations, which is not necessarily reflective of their qualifications, strengths or interests.

## Age-wise Analysis of Respondent Organisations

In terms of the age, around 58% of the organisations that took the survey were less than 30 years old. 18% were between 31-50 years old and 12% were more than 50 years old.

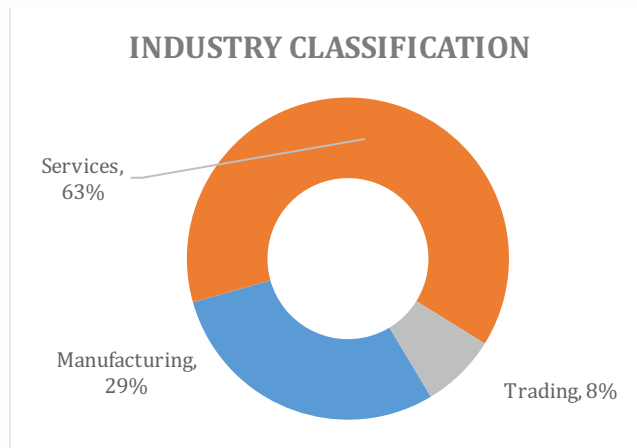


While analysis of age of respondents to the survey did not reveal any specific trend, it could be observed that “good” performers on the index were among the older ones (11-20 years old or 41-50 years old and more than 50 years old).

Only 2 or 10% of respondents were rated excellent, who were in the age group 11-20 years.

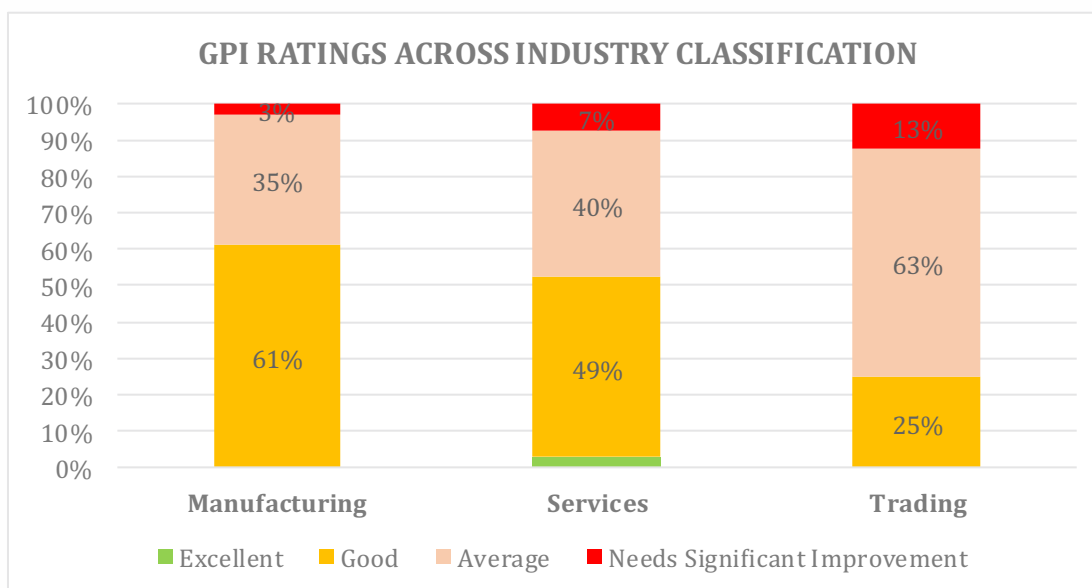
## Industry Classification of Respondents

Respondents were asked to classify their business according to whether they are engaged in manufacturing, trading or services.



Most respondents were from the services sector (63%), 29% from the manufacturing sector and 8% were from the trading sector. Neither the manufacturing nor trading entities had any excellent performers.

49% of the services sector respondents were rated good, 40% were average, 7% needed significant improvement while only 3% were excellent.



61% of manufacturers were rated good, while 63% of trading organisations were rated average. 13% of trading entities needed significant improvement on the gender parity front, while this number was only 3% among manufacturers.

The survey respondents were from the following industries.

## MANUFACTURING

- Alcoholic beverages
- Aviation
- Chemicals and polymers
- Consumer durables
- Electronics
- Engineering and machinery
- Food processing
- Infrastructure
- Mining, metals and minerals
- Plastic
- Textiles and apparels, products
- Automobile and auto components

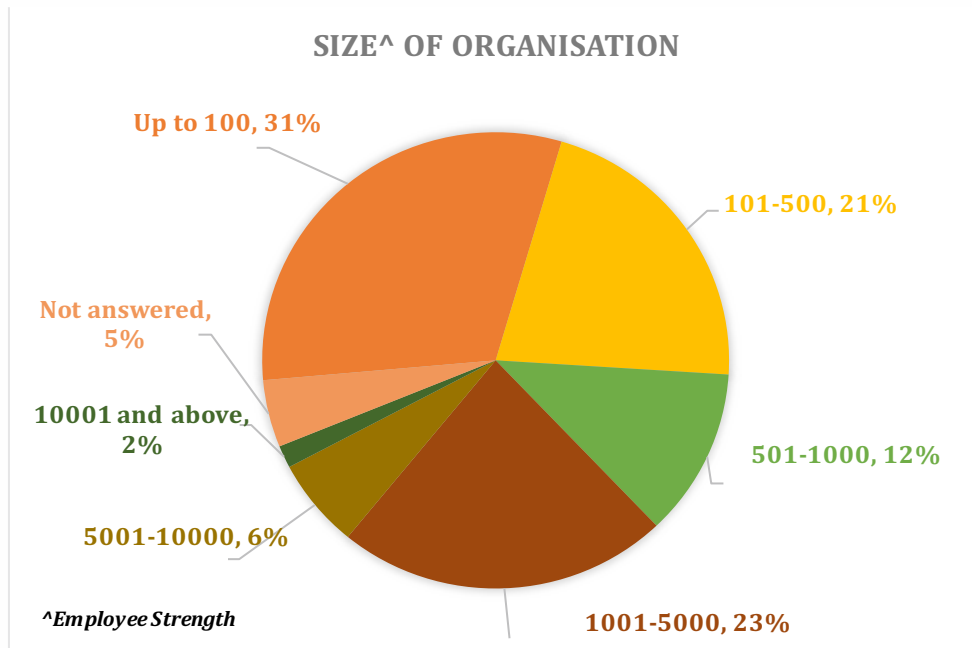
## SERVICES

- Biotechnology
- Communication & public relations
- Consulting
- Education and training
- Engineering and machinery
- Healthcare
- IT & ITeS
- Media, entertainment and publishing
- Real estate
- Tourism and hospitality
- Banking & financial services
- Arts and culture
- Diversified

## TRADING

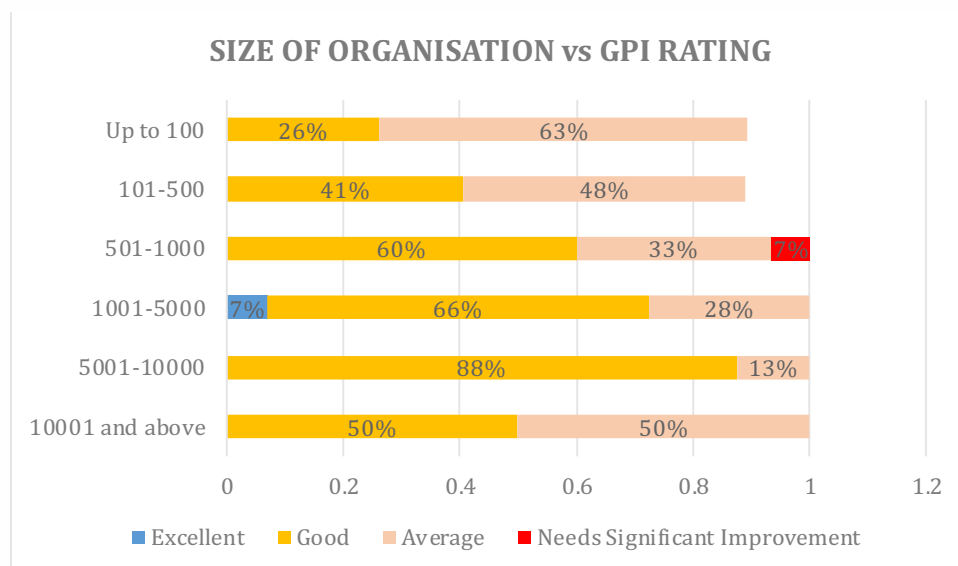
- Consumer durables
- eCommerce
- Infrastructure
- Retail
- Textiles and apparels, products
- Banking & financial services
- Automobile and auto components

## Size of the Organisation



The size of the organisations responding to the survey has been assessed based on their employee strength.

The chart below shows, **the larger the organisation, the greater the gender parity**. This trend is observed in organisations with up to 10,000 employees but changes subsequently.



This may be a reflection of the fact that the larger the organisation the better the proportion of women to men in the organisation, thereby leading to women being in commanding positions to act as pressure groups within the organisation and impacting the state of gender parity. For instance only 21% of organisation with up to 100 employees had almost equal to, or more men. This increases when employees are between 101-500 (52%), between 501-1,000 (40%), 1,001-5,000 (45%). In larger organisations though, the female representation is much lower.

## 5. Conclusion

As the results of the survey indicate, our analysis has produced only 2% excellent performers. These were from the services sector. Most respondents were rated good, followed by average and needs significant improvement.

Analysis of dimension-wise results and the number of women employed by these organisations shows that much still needs to be done on the gender parity front across dimensions, type of organisation and sectors to make organisations more women friendly.

Dimension wise analysis shows that the services sector performs well on many fronts, however, when it comes to certain aspects like sexual harassment and gender sensitisation listed companies perform better than others probably due to statutory compliance.

Very few organisations had women in leadership roles, poor performance visible particularly among manufacturing entities. Having women in leadership roles is critical to advancement of women including improvements in workplace policies that benefit both genders, thereby attracting a more diverse talent pool.

Thus, we can conclude that in order to achieve gender parity, organisations need to take a holistic view of the issue – those with the right policies on paper need to assess why they employ / attract fewer women than others and those with many more women employees need to evaluate why they perform badly on various dimensions of gender parity – because gender parity is not simply about having an equal number of men and women employees, it is also about equal pay for the same work, equal opportunities, access to facilities that would encourage women to continue or return to work depending on the personal choices that are inevitable and ensuring an environment that is not hostile to their needs, yet fulfilling for women in the workforce. It is nobody's case that women employees look for kid-glove treatment, but given the societal pressures involved organisations need to develop an ecosystem that would encourage and retain a talent pool of which there is clearly no dearth.

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GENDER PARITY INDEX FOR THE FORMAL SECTOR IN INDIA						
Component↓	Level	1	2	3	4	Component Ratings
<b>A</b>	<b>SETTING THE TONE AT THE TOP</b>					
<i>Measures the seriousness with which management considers the importance of gender parity particularly with regard to their own employees</i>						
A.1	Business Case for Gender Parity and Empowerment of Women					
A.2	External & Internal Communications					
A.3	Business Relationships with Women Owned Enterprises					
A.4	External Social Responsibility (or CSR / Diversity etc.) Initiatives					
<b>B</b>	<b>EMPLOYMENT AND CAREER PROGRESSION</b>					
<i>Measures the current level of employment and opportunities to grow in the organisation</i>						
B.1	Number of Women in the Organisation and Representation by Department					
B.2	Attrition Rate of Women Employees					
B.3	Career Progression					
B.4	Participation in Training & Development Programmes					
<b>C</b>	<b>WORK PLACE ENVIRONMENT</b>					
<i>Measures the level of income of women and the physical environment at the work place and analyses whether it is at par with men performing the same job and activities</i>						
C.1	Pay Parity					
C.2	Annual increments					
C.3	Back-to-Work					
C.4	Supportive Physical Environment					
<b>D</b>	<b>SENIOR MANAGEMENT &amp; BOARD DIVERSITY</b>					
<i>Measures the involvement of women at the Board level and at senior management positions and other means to improve gender diversity and development</i>						
D.1	Women in the Board /Equivalent Governing Body					
D.2	Women in Senior Management Positions					
D.3	Mentoring Programmes					
D.4	Women's Networks					
<b>E</b>	<b>WOMEN FRIENDLY POLICIES INCLUDING HEALTH &amp; SAFETY</b>					
<i>Measures the level of support the organisation provides to women through their policies and the level of safety at work for women</i>						
E.1	Maternity & Paternity Leave					
E.2	Work-life Balance Policies					

GENDER PARITY INDEX FOR THE FORMAL SECTOR IN INDIA						
Component↓	Level	1	2	3	4	Component Ratings
E.3	Grievance Redress					
E.4	Health & Safety					
<b>F</b>	<b>GENDER SENSITISATION &amp; SEXUAL HARASSMENT</b>					
<i>Measures the continuous effort made by the organisation to sensitise women and men to gender related issues and how to deal with them INCLUDING sexual harassment at the workplace</i>						
F.1	Gender Sensitisation Programmes					
F.2	Content & Focus of Gender Sensitisation Programmes					
F.3	Sexual Harassment Policy					
F.4	Execution and Review of Sexual Harassment Policy					

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