



How Companies in India are Leveraging the Business Benefits of Diversity & Inclusion

Report on Seminar held in Mumbai – March 2010

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1.0 INTRODUCTION

On March 12 2010, HSBC India and Schneider-Ross (UK) hosted a seminar in Mumbai on Diversity and Inclusion in India. The seminar was attended by 15 global organisations that currently have active operations in India. (List of organisations that attended the seminar is attached at Appendix 1.)

Opening the seminar **Tanuj Kapilashrami**, Head of Human Resources for HSBC India said:

“It is indeed very energising and motivating to host and participate in seminars and networking meetings in the area of diversity and inclusion; and hear from our colleagues from other companies on how they are progressing in this area. We first hosted a D&I networking meeting in 2008 with Schneider Ross and since then we have continued to meet in Mumbai as well as at our regional offices across India. HSBC has benefitted immensely from these seminars over the past 18 months. Diversity is central to the HSBC brand and it is embedded in the talent and customer strategies and reflects in the way we do business!”

The seminar programme included presentations from five MNCs that participated in a research study carried out by Schneider-Ross. In addition, there was a presentation by Vodafone and Steps Drama Company on how to include drama as part of Inclusive Leadership Workshops for senior leaders in organisations.

This report presents the observations and conclusions from the research; as well as the individual case study write up from the participating companies.

2.0 THE RESEARCH

2.1 Context

Schneider-Ross' first research study was carried out in 2007 on Diversity and Inclusion – a lever for solving talent pool dilemmas in India and China. Thirteen companies took part in that research. The primary driver for the 2007 research was the 'war for talent in India and China' at that particular time. A detailed report can be found on www.schneider-ross.co.uk.

This 2010 research project was inspired by some of our global clients whose operations are expanding in India and they wanted to learn from the 'best in class' on how to leverage the business benefits of Diversity and Inclusion. In January 2010 we decided to carry out a short study to find out what the state of play is.

2.2 Research Questions

The research questions were:

- Why were MNCs in India investing in diversity and inclusion?
- Were senior leaders committed and engaged?
- What was the focus of the diversity and inclusion strategy?
- How were MNCs translating positive intent to achieve positive outcomes?
- How was the progress measured?
- What were the challenges?
- How do the organisations keep the momentum going?

2.3 Methodology

Initially ten companies were invited to participate in the research. Five organisations were short-listed. The key criteria for the short list were:

- MNCs to be have been operating in India for at least five years;
- Diversity and Inclusion were a key component of the employee and customer strategy;
- There were demonstrable and sustained outcomes; and
- There was a story to tell.

Companies were asked to complete a research questionnaire, (attached at appendix 2). The responses were followed up by telephone interviews and desk top research on the background information provided by the companies and information that was in the public domain.

2.4 Analysis

Our analysis is qualitative and the observations presented in the next section are based on the progress of the five case study organisations and the discussions that took place at the seminar on 12 March 2010 in Mumbai.

3.0 KEY OBSERVATIONS

3.1 Commitment to Diversity & Inclusion

- The case study organisations confirmed that Diversity and Inclusion is on the agenda for senior leadership teams. The drivers were different for each of the five case study organisations. Recruiting and retaining the best talent was the consistent driver for all five MNCs.
- Given the disproportionate spread of wealth and the regional differences within India, MNCs have found it easier to focus on CSR projects when compared to their operations in Europe and North America. As a consequence, companies in India have at times found it easier to focus on projects that promote inclusive society and limited attention is given to addressing the leadership and organizational culture issues.
- Where the leadership commitment is strong and consistent; organisations are leveraging the business benefits in relation to talent and customers. Case study organizations A and C are making leaders formally accountable for Diversity and Inclusion through the performance management system. This helped to ensure that diversity and inclusion is integrated as part of the overall business of the organisation and confirmed that specialist Diversity and Inclusion roles are there to facilitate the change process.
- Having formal structures like the Diversity Council have helped to embed qualitative and quantitative measures; as well as create champions in different parts of the organisation. The outcome of such an approach has demonstrated consistency across the organisation and generated learning between different functions.

3.2 Employee Diversity & Inclusion

- There is a greater focus on gender diversity. This trend has strengthened since our last study in 2007. All organisations continue to focus on ensuring that female talent is represented across all tiers of the organisation.
- It is interesting to observe that the number of women in senior roles is increasing. The main gap is in the talent pipeline for middle management roles. All organisations reported that this is the age where women take career breaks for raising families and very often do not return.
- All of the organisations are making a concerted effort to ensure that women receive career counselling and support with a view to ensuring that they are able to achieve a better work life balance and encouraging return to work.
- Employee networks are seen as a useful forum for providing support on areas of mutual concern; as well as career development and idea generation. Positioning these strategically has helped to create a more inclusive culture. Support from leaders for taking time out to participate in network activities is important for employee networks to be engaging and effective.

- Age diversity is increasingly becoming an important strand of diversity. In all of the case study organisations the senior leadership are from the baby boomer era and the direct reports are very often generation X and generation Y. The challenge for the senior leadership of these organisations is to meet the expectations of the younger workforce and build employee loyalty.

3.3 Policies & Working Practices

- Policies provide a platform for promoting equal opportunities in employment and working practices. All of the participating organisations have adapted global policies to meet the requirements of the local context in India.
- All of the organisations have in place flexible and agile working policies. With support from human resources, managers have been able to use these as primary drivers for change on gender diversity.
- Safety was cited as an area of concern for female talent in the organisation. All organisations have put in place travel arrangements for male and female employees who may have to work late on occasions.
- As the numbers of female employees increase in the organisation, MNCs operating in India are pushed to review their approach to harassment and put in place dignity at work practices. The case study organisations have all developed a sophisticated approach towards creating a respectful working environment.

3.4 Regional Diversity

- All of the MNCs in this study were acutely aware of the regional diversity of India and ensured that the implementation of their Diversity and Inclusion action plan took into consideration the expectations and requirements of employees and customers from the different areas.
- The regional adaptations demonstrably showed the connection between employee and customer outcomes.
- Participating case study organisations were conscious that their process for the talent pipeline was fair and inclusive of talent from across the different division and not just focussed on the vicinity and location of the corporate offices.

4.0 CONCLUSIONS

- A) Since our 2007 research, MNCs in India have continued an upwards trend towards leveraging the benefits of diversity and inclusion.
- B) The four case study organisations are linking their Diversity and Inclusion goals and outcomes to the global context in which they operate; as well as the local context of India and the regional differences within India.
- C) Gender diversity is the primary focus of many Diversity and Inclusion activities; though some companies are also addressing socio-economic status and disability as well.
- D) There is a realisation that sustained and consistent progress over a period of time delivers results both in relation to talent and customers.
- E) Senior leadership commitment and drive is vital if organisations are to fully leverage the benefits on their investment in diversity and inclusion.

This short study and our experience of working in India has enabled us now to develop a set of research hypotheses to carry out a more in depth study on the 'business of diversity and inclusion.' Our hope is that any further research will endeavour to explore the following.

- Companies investing in Diversity and Inclusion in India are seeing a positive impact on their business performance.
- Top team engagement, commitment and 'walking the talk' are vital for diversity and inclusion to work in India.
- Progress on gender diversity is swifter when it is part of a wider inclusion agenda.
- Companies that have integrated diversity and inclusion into their wider business and customer strategy also achieve significant progress on employee diversity.
- Creating a 'harassment' free environment is crucial to retaining and developing female talent.
- Diversity and inclusion strategies need to reflect the geographical and cultural differences of India.
- Employee networks have a powerful role to play in creating inclusive cultures.

5.0 CASE STUDIES

Case Study A: Leading Technology Company

Diversity Is Imperative To Business Success

“We see challenges as opportunities to create an inclusive work culture where everybody enthusiastically takes ownership for the future of the corporation and becomes a change agent in transforming organisation.”

Founder & Chairman

The Drivers for Diversity & Inclusion at Infosys

At the start of the millennium year, two key drivers were identified for defining the business case for diversity and inclusion at Infosys.

1. Economic growth in India was a primary reason for women to join IT. As the war for talent in India was gaining momentum, senior leaders in the organisation recognised the need to recruit and retain the best.

“In the early days, one would find only 6-7% of women in an engineering college, but today the numbers have increased dramatically to about 50%. Also there is a talent crunch and in order to attract the right kind of talent you have to have an inclusive environment.”

Senior Vice President & Head – Diversity & HRD

2. As a global organisation, creating an inclusive culture was a given. The workforce comprises of seventy two nationalities. Almost 72.5 % of senior roles outside India are filled with local talent.

“For Infosys, diversity in talent is not an option but is a critical factor to win in the flat world. As a global corporation operating in multiple geographies, our success depends on the collaborative distributed model. The model is about teams in different parts of the world working together in harmony to develop solutions for our customers. Survival and success all depend on diversity in talent.”

Quote from an interview conducted with the Chairman in July 2009

Commitment From the Top

The Infosys senior leadership team and the Diversity Office were convinced from the beginning that for the diversity programmes to succeed involving senior leadership was of paramount importance. Some of the key actions for sustaining senior level commitment include:

- Diversity and inclusion are one of the significant measures of the corporate score card;
- The annual inclusion survey is conducted to obtain feedback from diverse groups on the inclusion programmes;

- All business units and functions are assessed for their performance on diversity and inclusion;
- There is a global advisory council comprising of Business Unit Champions and senior leaders, to advice, challenge and measure the effectiveness of the diversity programmes.

Gender Inclusivity

One of the primary areas where there have been significant achievements is on gender inclusivity. The journey began in 2003 when the senior leadership recognised that attracting and retaining the best talent was key to their business success. This was further influenced by the increase in the number of women graduating from engineering colleges in India.

1. *An Inclusive Environment*

The Women's Inclusivity Network (IWIN) is the primary initiative that has influenced the vision for creating a culture that is gender sensitive and allows for a working environment that is female 'friendly'.

"The company is focused on providing an inclusive environment in which women can participate, contribute and develop freely and equitably. All women get the opportunity to undergo training to enable them to perform their role well, and also participate in organisation-wide initiatives."

Delivery Manager, Retail & CPG Business Unit

2. *Infrastructure for Gender Diversity*

Internal reviews and research highlighted that to create a female sensitive environment that is truly inclusive, the organisation required a policy infrastructure as well as support systems. The following actions continue to be implemented.

- Maternity leave that goes beyond the minimum 3 months entitlement in India. Company A ensures that maternity leave is paid and women can take up to one year out for family purposes.
- Flexible working arrangements that enable telecommuting, flexible arrival and departure and working from home.
- IWINTOR is a mentoring network that supports women on work life priorities. An outcome from this has been the setting up of a satellite office in the heart of the city, to help reduce travel time between home and office.
- Peer counseling is encouraged. Senior and middle level women support each other on striking a work – life balance. This has proved to be successful. Women in the organisation can discuss sensitive issues in a confidential manner. Mutual areas of concern include; parenting matters, child care, career worries whilst on maternity leave and handling home and work related conflict.

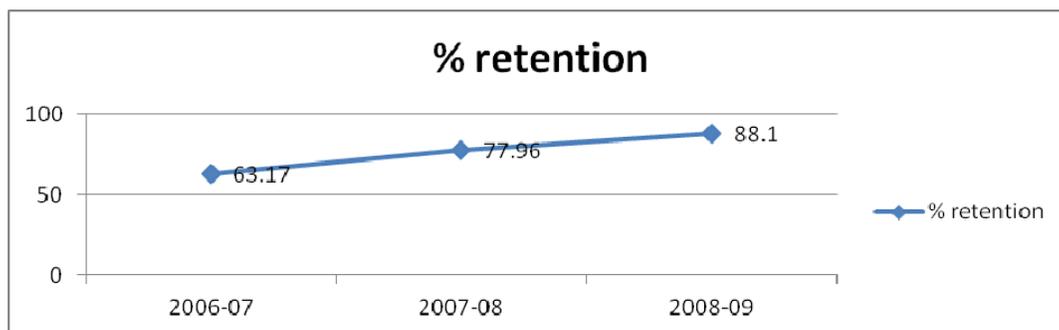
- If required, a professional counseling service is on offer. A no cost 24/7 help line is available for all employees.
- Provision for day care for young children and nursing stations has enabled women to return back to work. All offices offer day care support within 4 KM radius. A group of women volunteers in every office location visit the day care centers, conduct an audit on the operations and make recommendations.

3. Career Development

Company A values facilitate a fair and transparent work environment. Women are offered the same opportunities as men to contribute develop and succeed on merit. Career progression is performance based. Women on maternity leave are kept informed about developments and offered career counseling.

The Impact Seven Years On

1. The commitment and investment have shown some significant results. The number of female employees has increased from 6% at the start of the journey to 32.4% in 2009. During 2008 – 09, there was a 50% increase in the number of women promotions as 'title holders' and women make up 9% of the senior leadership profile.
2. The return on investment in childcare has been phenomenal. 88% of the females return to work after maternity leave.



Data obtained from sustainability report 2009.

3. For two consecutive years Company A has won the NASSCOM (National Association of Software Companies – India) award for excellence in gender inclusion. External recognition is another given testimony.

Consistent and sustained progress has clearly paid dividends. Keeping a focus on the business imperative and having focused and transparent measures in place has enabled Infosys to appreciate the outcomes of its IWIN programme. The process also continues. Company A received the ASTD (American Society for Training and Development) excellence in practice award for its gender diversity initiative in June 2010.

Case Study B : Leading Global FMCG Company

Value Proposition for Creating an Inclusive Culture

“An important factor that influences our business right now is that 80% of the people who buy our products are women. An important factor that will influence our business in the future is that real growth will come from developing and emerging markets. That’s why we want and need a truly diverse workforce, so that we can more closely match the profile of our consumers and better understand their needs. It’s common sense.”

Chief Executive Officer & Managing Director

The Case for Change

Traditionally Company B has been an employer of choice and has attracted high achieving talent and has been amongst the top ten employers within India. The organisation is made up of 15,000 employees across 70 different locations, 45 factories and four regional offices. The challenge to this competitive advantage came when the Indian economy started to grow and there was rapid expansion of local players. A ‘war for talent’ was ensued; attrition levels were high. Other companies, in particular those in the financial services sector, were recruiting talent from the FMCG sector, as this particular sector had the sales and marketing capabilities which the other organisations required.

Company B for the first time in its history was faced with the challenge of high attrition rates and retaining its high performers.

“The Indian business is definitely committed to the value proposition – that Diversity and Inclusion drives all our people management strategies so that we can continue to build on our reputation that we are an employer of choice and are one of the best companies to work for.”

Executive Director Human Resources

The above is in alignment with Company B’s plan to globally refresh its approach to Diversity and Inclusion.

“Increasing gender diversity at all levels continues to be one of the key focus areas to drive an inclusive and high performance culture. We have made progress, but more needs to be done, especially at senior level.”

CEO Unilever

Leadership Commitment

The Management Committee has identified a project sponsor at Director level to lead and support Diversity and Inclusion projects. A Diversity Council representing different parts of the business has been set up to support the implementation of the diversity scorecard and measure its impact.

“This is just the beginning, and I invite each one of you to contribute to making us successful in this endeavour by playing a leadership role in championing diversity for yourselves and your teams.”

Communication sent to the senior leaders in the organization in March 2010

Gender Diversity

Whilst there is a belief that having more women at the workplace makes for a more inclusive culture, all policies are designed to attract and retain the best talent irrespective of gender. The Management Committee are enthusiastic to create a better work place for men and women alike and that singling women for “benefits and women friendly” policies is not meritocratic.

Given the above context, it is important to acknowledge that taking actions on gender diversity is one of the significant steps towards becoming a truly inclusive organization

In the last few years nearly 40% of the Business Leadership Trainees hired are women. This is part of a conscious attempt to increase the number of women leaders who can be groomed for the future. This is more than double the percentage of women who study at the target institutions where many of the leadership trainees are recruited from.

“Once the women are recruited we retain them through a double pronged approach: 1) motivating them to high performance through big and challenging jobs, mentoring and capability development and 2) creating an agile workplace that is supportive and flexible of their needs at different life stages. We have as much as 17% of our middle management positions being occupied by women, and this percentage is increasing steadily and we have a healthy pipeline of high potential women who can rise to leadership positions in the organisation. These managers get disproportionate inputs towards being made ready to occupy key leadership positions in the organisation. We have women representation on our Management Committee.”

Diversity Champion for Asia

Some key targeted activities to ensure that there is a healthy pipeline of high potential women include:

1. Mentoring & Leadership Development

- Senior male managers are mentoring high potential women and supporting their development for senior leadership roles.
- A fast track leadership development programme enables women to accelerate their progress to senior levels.

2. Working with Senior Male Leaders

- Inclusive Leadership Workshops are being planned for the top 200 senior leaders.
- Management Committee will be assessing performance on diversity and inclusion as part of the Diversity and Inclusion scorecard.

An Agile & Creative Working Environment

As part of its strategy to recruit and retain the best; Company B shifted all four of its sites from within Mumbai to a purpose built building near the international airport.

“Our new office campus reinforces all the principles of our agile working policy and is naturally conducive to creating an inclusive workplace.”

Senior Leader

There is an understanding that all employees are different and therefore rather than having mandates on how to manage work life balance. Options are available for all employees. In practice individuals have exercised choice, based on their requirements.

The measures for agile working are:

- Practices that enable employees to make their own choices on how they want to work - Flexi Time, Work from Home, Leveraging Technology to enable virtual working;
- Facilities that encourage employees to bring more of themselves to the workplace - recreational facilities at the workplace , Day Care Centre/ Convenience Store at new office campus; and
- Career Breaks/ Part Time Working/ Paid 6 month Maternity Leave and 2 week Paternity Leave are on offer to allow employees to manage the requirements at different life stages.

Many of the practices outlined above confirm that there is progress towards creating an inclusive culture. The Management Committee recognize that to fully appreciate the value add of diversity and inclusion, it needs to take a more strategic approach.

Case Study C: Leading International Bank

From Positive Intent to Delivering Meaningful Results

“We build our businesses in the belief that different people from different cultures and different walks of life create value. Diversity, therefore, is central to our brand. Diversity is not simply about visible differences such as gender, ethnicity, disability or age: it is about different perspectives on working and leadership style, problem solving, managing relationships, creativity and business growth and enabling an inclusive culture where diversity can thrive. It is this combination of different people and the fusion of different ideas that provides us the essential fuel for progress and success.”

Head of Human Resources

Defining the Business Case

In 2007, then CEO, gave a mandate to her top team to make the Bank ‘The Best Place to work for women’. The Bank already had the best gender diversity ratio in comparison to other foreign Banks in India. 50:50 gender ratio at the top and 35:65 female to male ratio at the frontline levels. The key gap was at the middle level in the organisation across all the regions in India.

The Journey

There were several components to making the change happen.

1. Change Agents

There was recognition at the start of the journey that a committed group is required to bring about organisation wide change on Diversity and Inclusion. An in-house Diversity Committee was created and this included representatives from the Top Team and self nominated representatives from all the business groups, bands, age-groups and regions in the Country. This self nomination process was critical, as the change agents were committed and harnessed their role with real passion.

From the Diversity Committee and the regional forum discussion, it was apparent *that “diversity was an area that required participation from men and women representative of the different tiers of the organisation. It was also important to change the mindset from `Diversity is about the moral good` to `defining the business case`.”*

2. Building Top Team Commitment

Schneider Ross worked with the Top Team to build commitment and to discuss ways of positively improving gender ratios at the middle management level. Key outputs from this session included:

- A three- year action plan with one-year milestones on Gender Diversity;
- An understanding that developing an inclusive culture was key to sustaining long term impact on Diversity; and
- Each business head had a key performance indicator on diversity and inclusion and this has been measured annually.

3. *It is About the Customer*

The Head of Marketing was proactive in examining the customer base and the Top Team were adamant that all diversity and inclusion related activities must be directly linked to quality services for the customer.

An example of business case was the private banking team which had a client base comprising of a healthy mix of male and female clients. However, the team composition did not reflect the gender diversity of the customer base. It was a similar situation with the SME sales force. Benefits of having a relationship team that matched the customer base were explicit from several in-house and the Bank's global case studies; therefore the stakeholders required little convincing. Having hard data provides compelling evidence for the case for change.

4. *Hardware and Software*

The Bank's internal diversity team describe their processes as hardware and software. The hardware being about collecting employee profiling data and software being about collecting qualitative data from the workforce on their experience of working for the Bank.

A senior HR Leader comments,

"For the first time in the History of Bank, we were in a phase wherein our workforce comprised all four generations, with 70% of all employees belonging to the Gen X and Gen Y categories for whom the need to work was as important as retaining their independence or pursuing their special interest."

Building an inclusive culture was a must. This journey has been described as:

Conventional Work Model → New Age Work Model

Positive Results

1. *Flexible Working Policy*

One of the early wins identified by the internal Diversity Team and Committee was to put in place Flexible Work Arrangements. The aim was to 'Establish A New Age Work Model' at the workplace.

A most recent success story was on how productivity has increased within an area of the Commercial Banking Team. Productivity analysis for one of the first sales teams to go on Telecommuting indicated a 63 percent increase in team productivity for the first month. The opportunity to working flexibly was a main driver for this change and the employees also experienced a healthy work life balance.

Mayur Singh, Senior Vice President took a six month (you may want to reword it as Mayur has taken a six month part time arrangement wherein he works for six months and then takes off six months) to fulfil his dream project in Rajasthan. The project, 'Kemri Conservation', has two areas of focus for Ecological restoration (this includes reforestation, freshwater conservation, habitat protection). Mayur has been planning this project for the past few years, and this is the first time he has been able to bring his plans to life.

Courtesy to the Bank's Flexible Working Arrangements

2. *Women's Internal Networking Forum*

Networking forums for women were established across all four regions in India. The forums were viewed as a solution-oriented platform for women to discuss challenges on issues of common interest relating to career and leadership development.

A survey conducted in May 2009 involving 800 women found that a year after the launch of the Networking Forums, 80% of the respondents rated the Gender Diversity practices as 'extremely good.' Scores were high for Work – Life Balance, Career Guidance and Mobility.

The outputs informed action plans that are driving the culture change.

A female employee commented – ***"I truly love working here, because of the deep-rooted focus on people, strong ethos, and great people policies."***

The Women's Internal Networking Forum has clearly influenced the implementation of the Diversity strategy. The focus now shifts to 'become the most preferred employer for women in India.'

3. *Wider Employee Engagement*

The Internal Employee Engagement Survey included measures on Diversity and Inclusion. The scores indicate a paradigm shift in Line Manager's perception on the relevance of integrating diversity and inclusion as part of the day to day business of the Bank. One manager commented:

“ An Inclusive culture helps to create a work-place where individuals manage and leverage difference in ways that allow people from all backgrounds to hear and be heard, understand and be understood, and work together productively.”

4. *Learning from Others*

In July 2008 the Bank hosted the first External Networking Forum on Diversity in Mumbai. Benchmarking and learning from the best has been the motto from the start of the journey. The meetings with leading organisations have continued. These quarterly meetings see participation from over 60 corporates across regions and have proved to be invaluable from a perspective of sharing experiences and also finding solutions for mutual challenges.

5. *External Recognition*

Diversity and Inclusion were the key reasons for the Bank being selected for the Best Employer Awards in 2008 and 2009. This has included the BT-Mercer-TNS Survey on ‘Best Companies to Work for in India’ and the Hewitt Best Employers Study.

What is Next?

The intent of improving the gender ratio at middle management has been challenging; though the female ratio has increased by 1%. During a time when recruitment activity was low, this is an achievement. Next steps will include building the female ratio and the focus will shift more towards the customer. The Head of HR affirmed:

“We shall ensure that our workforce mirrors the customer base and we concentrate on all pillars of Diversity and Inclusion to achieve greater success for stakeholders, employees and customers.”

Case Study D: Global Securities Company

Achieving Gender Diversity at Senior Levels

“With over 595,000 employees across 110 countries, we are the second largest private sector employer in the world. Since the numbers are set to increase the demand for best people is a constant challenge so it is not surprising, that the diversity and inclusion strategy is firmly aligned to the talent one. In the future measures of success will include year on year increases in the gender mix of managers especially for those in line roles.”

Head of Diversity & Talent

Context

Traditionally work in the security industry has not been an attractive avenue for women for a range of cultural, historical and operational reasons. This is changing. Positive results have been achieved in geographies that are perceived to have a stronger gender bias towards employing male talent.

In the NAMESA (North Africa, Middle East and Southern Asia) Region, women hold a number of senior positions across a range of functions including operational management.

Commitment to Improving Gender Diversity

Whilst the success of women in the organisation is attributable to their skills and talents, the individuals themselves are keen to point out that a supportive and inclusive environment, broad development opportunities and a more enlightened approach to human resource processes have all helped them to realize their goals and flourish in what would normally be seen as a very ‘male oriented’ industry.

“We now have women in a number of key positions of Line Management, Marketing, Legal, Finance and Human Resource Management. The challenge is to develop and promote existing internal talent and attracting external talent where it was not available internally. We would like to reach a stage where women in India see us as an employer of choice.”

HR Director for the NAMESA region

Factors contributing to the above outcome are:

1. A vision to stay ahead of our competitors by recruiting and retaining the best people, and setting an example for other companies both within and outside the security industry.
2. Actively communicating the success stories of women who have been promoted to key senior decision-making positions within the organisation.
3. Dedicating time and resources for developing talent that has been identified.
4. Most importantly the leadership shown by the Regional President, who not only pioneered positive initiatives but also provided energy and momentum to influence practices across the rest of the region.

In the NAMESA region 5 of the 15 regional board members, five are women. This promotes diversity of thinking within the senior-most leadership group within the Region.

“We have broadened our management base and we believe that we are closer to our customers and able to understand their needs better. This in turn gives us a competitive advantage and improves our opportunities for business growth and development.”

NAMESA Regional President

Success in India

In a recent global employee survey that included over 25,000 frontline and managerial employees in India, 84% confirmed that they thought the company promoted equal opportunities in the work place.

Outlined below are some stories from successful women based in India who have been working for Company D for 10 years and more.

Managing Director

Sangita has been with Company D for ten years.

“The best thing about my organisation is its Management. There is a firm commitment to equal opportunities. And this kind of organisational culture is important for the growth of any dedicated and sincere employee. I gave 100% and in return management reciprocated by giving 100% support.”

Sangita firmly acclaims that her success was not without challenges. Facing up to these challenges and having the support of a dedicated team are vital to being recognised and to being rewarded.

Regional HR Manager NAMESA (24 countries)

Monica has been with Company D for 13 years. She confirms that the culture is an empowering one where employees, are provided with opportunities to develop their competencies and there is a collaborative environment to help them succeed. Vacant positions are advertised internally first. Prior to her current role, Monica's previous roles were newly created. She has risen to the challenge.

“I have had opportunities for learning and development, including work place based learning, mentoring, conferences and discussion groups. Having opportunities to work abroad together with other development programmes has helped me to cultivate skills to expand my career.”

Regional Managing Director, India, Bhutan, Sri Lanka and Nepal

Rupal has been with Company D for nine years

When asked what has helped you progress in this organisation. Rupal mentioned the following.

1. It is an organisation of highest repute and has the vision and capacity to leverage talent and provide opportunities for career progression.

"I joined as a Company Secretary and my experience in Corporate and International Law was well capitalized by elevating me to the position of Corporate and Legal Director for India."

2. Rapid expansion in new markets also meant that her capabilities were suitable for the Regional Counsel role in NAMESA. This was during a period of mergers and acquisitions activity.

"I was given the chance to start operations in new countries and this was significantly recognised in the Group elevating me to the current position. To strengthen my credentials, the Group sent me to Stanford University to pursue a course on Strategic Management and in my entire career span, I had many occasions to attend various conferences which helped me to build to the current position."

3. Rupal was keen to advocate that determination, perseverance, willingness to learn, team work and an encouraging environment within the group have been vital to her success.

"I would say that there is nothing which women cannot achieve in our resurgent country, if they have strong willpower and strive to achieve it purposefully."

Next Steps

As Company D rolls out its strategy for Diversity and Inclusion globally, much can be learnt from the NAMESA region and reciprocated in other geographies. The NAMESA leaders have definitely spotted internal talent and provided opportunities for development and promotion. Once again, reinforcing the principle that leadership commitment is a key driver for the success of any Diversity and Inclusion strategy.

Appendix One **List of Organisations Who Attended the March Seminar**

Accenture India Delivery Centre
Barclays Bank Plc
British Airways
Castrol
Catalyst
Deutsche Bank AG
Dow Chemical International Pvt.Ltd.
Ernst & Young
Firstsource Solutions Ltd
G4S Security Services
HSBC
IBM
ICICI Bank
Infosys Technologies Ltd
PepsiCo India Holdings
Royal Bank of Scotland
Hindustan Lever
Vodafone

DIVERSITY & INCLUSION IN INDIA: BEST PRACTICE CASE STUDIES

Briefing Note for Best Practice Companies

BACKGROUND

As part of our 20th Anniversary celebrations, we are carrying out research designed to share best practice stories about what companies have been doing in India to make progress on diversity and inclusion.

We are particularly keen to hear about stories which show how companies have attained real business benefits as a result of this work – and which have also, of course, led to benefits to society at large.

Ideally case studies will show:

- *The impact of the work on business outcomes;*
- *This might be targeting a new customer base, or reaching new markets in an innovative way*
- *Or, reaching out to new sources of talent - improving recruitment and retention and representation at Board and senior leadership level*
- *Or, getting a new joint venture or acquisition running smoothly and effectively*
- *Highlighting any challenges that were successfully overcome along the way*
- *The factors that caused the strategies and plans to be successful.*

Contributing companies will be able to review and approve their case study before publication.

PROCESS FOR DEVELOPING THE CASE STUDIES

Case studies will be developed in the following way:

1. Companies are sent this briefing document, including the questions we aim to cover in our call (not all will be relevant to each case study)
2. One of the research team calls the company contact to discuss the case study
3. As a result of the call, the company may then send on additional data and supporting evidence, or set up a call with a senior leader or others who can comment on the benefits achieved.
4. The research team analyse the data and write-up the case study
5. The company contact(s) reviews the case study and proposes any amendments
6. The research team finalise the case study
7. The case study is integrated into the final report.

QUESTIONS TO DISCUSS ON THE CALL

1. What is the nature of your case study/ies?

2. What aspects of diversity and inclusion do they cover?

Gender	Y / N	Disability	Y / N	Other (please specify)
Caste	Y / N	Nationality	Y / N	
Religion	Y / N	Age	Y / N	

Benefits

3. Why do you see what you did as successful?

4. What beneficial outcomes has the business seen as a result?

Targeting a diverse customer base	Y / N
Reaching new markets in an innovative way	Y / N
Recruiting and retaining people	Y / N
Improving representation at Board and senior leadership level	Y / N
Getting a new joint venture or acquisition running smoothly and effectively	Y / N
Increasing employee engagement and productivity	Y / N

5. Do you see any wider benefits to society at large?

6. Is there any data you can send/others to speak to about these benefits?

Actions

7. What stimulated you to take action?

8. What did you actually do?

9. What resources did you need to do it?

10. How did you get organisational commitment? Were the Board/senior leadership involved – if so, how?

11. How did you get front-line staff engaged?

12. What involvement, if any, was there from unions, staff networks, third sector organisations?

Lessons

13. How cost-effective have you found this work to be *(please circle the relevant option)*?

a) Not At All Cost Effective b) A Little Cost Effective c) Cost Affective d) Very Cost Effective

14. What have you learned as a result of these activities?

15. What do you think was most critical to the success of this work?

16. What (if anything), with hindsight, might you do differently? Any hints and tips you would offer others?

Thank you.

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