

# ***Making diversity work***

Key trends and  
practices in the Indian  
IT-BPM industry

*Strictly private  
and confidential*  
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**pwc**

# Foreword

Multiplicity of thoughts, ideas and backgrounds adds meaning to our society. However, it also generates multiple identities that may lead to disturbances. Different viewpoints, backgrounds and approaches can lead to better outcomes. Managing diversity is not an option; it is a business imperative for all organisations who wish to have sustainable growth in the new socio-economic order.

India is the seventh largest country in the world. A culture change occurs every two hundred kilometres. Most organisations today have a diverse workforce. Managing the expectations of diverse employees and keeping them engaged is not an easy task. Organisations cannot assume and apply a common formula to attract, retain and motivate all employees in their organisation. They need to create an environment where no one is advantaged or disadvantaged—namely an environment where ‘we’ means everyone.

India continues to be the one-stop destination for global sourcing, with a 56% share in 2015.<sup>1</sup> The information technology-business process management (IT-BPM) workforce is becoming increasingly diverse—in terms of socio-economic, linguistic, multinational and regional backgrounds. The Indian IT-BPM industry has seen the number of women employed increase to over 1.3 million,<sup>2</sup> which is more than a third of the total workforce. Women constitute more than half of the current entry-level hires. Over the last few years, the industry has also been actively pursuing inclusion of persons with disabilities (PwDs) as well as encouraging an overall inclusive work culture.

The NASSCOM Corporate Awards for Excellence in Diversity and Inclusion, constituted in 2007, recognise companies that have adopted and implemented policies and practices to promote diversity, and have enabled inclusion of their employees to contribute to the success of their enterprise. These awards acknowledge the fact that a ‘culture of inclusion’ has become a business imperative.

Over the last nine years, these awards have reinvented themselves, and have been setting high benchmarks within the industry. They started with a focus on gender diversity

and have now evolved to include new threads, such as inclusion of PwDs in 2011. The most recent addition, which happened in 2014, recognises business leaders for promoting diversity and inclusion (D&I). This year, the award categories were revamped to highlight the success stories and best practices in D&I across the industry.

Over the years, NASSCOM’s sustained efforts to build awareness on diversity through various forums have resulted in a significant increase in the participation in these awards. It is heartening to see an increase in the number of nominations from 23 in 2007 to 109 in 2015. This year, we also recorded the highest number of new entrants, which includes MNCs, leading e-commerce start-ups and other Indian IT-BPM companies.

Leading names from the industry, including Krishnakumar Natrajan, Sandhya Vasudevan, Ganesh Natarajan, Srinath Batni, Hema Ravichandar, Kalpana Morparia, N R Narayana Murthy, Dr Rekha Jain, Sharad Sharma, Som Mittal, Sangeeta Gupta, Vasanthi Srinivasan and Vinita Bali, have supported the awards through the years as jury members. The awards process has benefited tremendously from their perspective, insight and investment of time.

PricewaterhouseCoopers Private Limited (PwC) has been the knowledge partner for this initiative since 2010. We have advised, analysed and facilitated the process of evaluating and shortlisting applications for the awards jury. Our proprietary human capital measurement and benchmarking tool, Saratoga,<sup>3</sup> has diversity as one of its key metrics. The evaluation process applies the Saratoga metrics to assess long-term sustainable diversity practices that drive the desired outcomes.

This report, ‘Making diversity work’, highlights the emerging trends of D&I that IT-BPM organisations have adopted in India. A further value add is detailed case studies of some of the organisations that have won this award. We trust this report will have significant takeaways in the form of best practices that firms can adopt and implement.

We hope you will find the report useful and welcome your feedback and comments. We encourage you to reach out to our members to deepen your understanding of these case studies of member companies.



**Padmaja Alaganandan**  
Partner, PwC



**R Chandrashekhar**  
President, NASSCOM

1. Based on data provided by NASSCOM

2. Ibid.

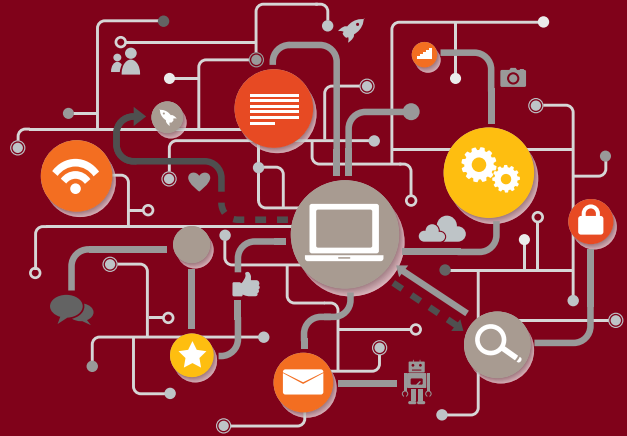
3. PwC’s Saratoga human capital measurement and benchmarking capability is globally recognised. The team works with 40% of FTSE 100 and Fortune 500 companies. They believe that intelligent measurement is fundamental to performance improvement.

# The Indian IT-BPM industry: A diverse workforce

Currently, the information technology-business process management (IT-BPM) industry employs around **3.7 million** people and generates indirect employment for more than **10 million employees**. This makes it the largest private employer in India.<sup>4</sup> The industry, which is fast growing, enjoys worldwide demand for its services. In FY2016, it clocked an estimated revenue of **143 billion USD**. This in turn has given rise to challenging job opportunities as well as roles, and has made the industry an attractive place for millennials and young minds, who view the sector as a viable career option, irrespective of gender, disability and location. The average age of the workforce within the industry stands at **27 years**. It thus emerges as a leading sector in terms of employing the millennial workforce (defined roughly as those born between the early 1980s and the mid-1990s, and for whom digital is a way of life).

The industry is a melting pot of different cultures, nationalities and geographies in India. Today, around **50% of its employees** hail from Tier I locations in India. Further, it **employs foreign nationals from over 100 countries** (a total of 1,70,000 foreign nationals), and over 40% of the headcount of global MNCs in India. While a majority of its hires (approximately 50%)

are graduates (excluding engineers), the sector employs **a diverse mix in terms of skills and knowledge**, with a fair share of engineering graduates (32%) and postgraduates (13%), and over **2,50,000 digital specialists** and super specialists in the area of social media, mobility, analytics, cloud (SMAC).



Today, women constitute **34%** of the IT-BPM workforce (i.e. over 1.3 million women employees)—an increase of around **1.8 times** since FY2009. Nearly **10%** of these women are in senior management roles (approximately 1% in the C-suite). Further, around **28%** of the women employees in the sector are primary breadwinners, thereby indicating the changing trend of women's employment and inclusion in the sector. The IT-BPM sector is one of the frontrunners in driving practices for the inclusion of persons with disabilities (PwDs) in India. However, PwD representation in the sector is **less than 1%**, which indicates the need to implement progressive measures in this space.

**34%** women employees



**Less than 1%** PwDs



**50%** of employees from Tier I locations in India.



**1,70,000** foreign nationals



4. All data in this section has been provided by NASSCOM.

# Introduction

IT-BPM companies have been talking about D&I as a focus area for many years. There is now evidence that this focus has resulted in inclusion becoming a serious mandate in itself. Initiatives to genuinely leverage a culture of inclusion were cited by many organisations, and it is heartening to see the efforts put in to enable a culture that genuinely welcomes, values and leverages the advantages of diversity.

While we recognise that a lot more needs to be done, we still celebrate the tremendous improvement in maturity

and spirit of the D&I practices in the industry. Clearly, NASSCOM's initiatives have helped create a positive impact, especially in the area of gender diversity and inclusion of PwDs.

Over the last nine years, the award process has provided us an opportunity to observe progress of various initiatives in the area of diversity across the industry and to gain an insight into the trends shaping the D&I agenda. Some of the key practices and trends that we observed in this years process are part of the following sections.







# Industry moves towards segmented, targeted and 'hyper-specialised' D&I initiatives

Leading diversity practitioners in the industry are beginning to adopt very focussed approaches to D&I programmes. They are applying measures such as analytics and concepts from organisational and behavioural psychology to identify potential segments, especially among women and the PwD workforce. Targeted programmes are being created to attract, develop and retain diverse talent segments. The diverse needs of women, depending on their career stage, must be considered in order to develop women leaders in the industry.



## Creating career stage differentials for women

PwC research shows that there are three prominent career stages for the female workforce: career starter, career developer and career establisher. Each has its own unique priorities and needs. For example, the career-starter women are typically single and in their first job, as compared to the career establishers, who are predominantly married and mothers.

IT-BPM companies are increasingly understanding the importance of customising their programmes and initiatives to suit the changing needs of women employees across the different stages of their career. Efforts are being made to proactively support women employees with customised policies and systems through each of these phases.



### The career starter

0-3 years work experience, focussed on getting to grips with work-life and workplace culture and practices.



### The career developer

4-8 years work experience. Accustomed to the workplace and focussed on developing their expertise, discovering their areas of impact and progressing their career.



### The career establisher

9 or more years work experience. Developed as a subject expert and focussed on establishing their profile as a leading expert internally and externally, and honing their leadership style.

Source: PwC analysis

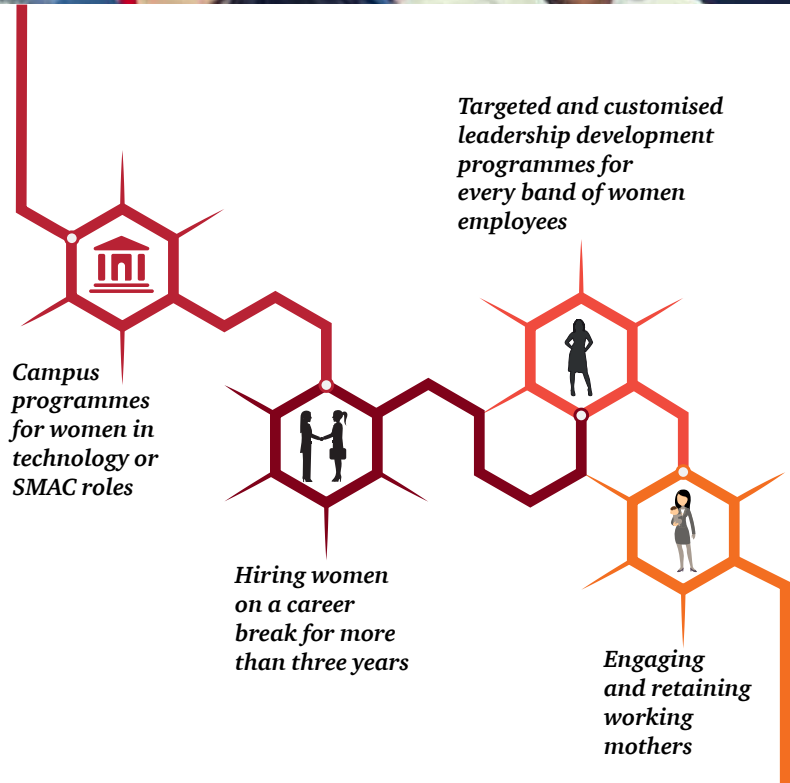






Based on participation in this year's awards, some examples of key segments or hyper-specialised initiatives that have emerged are given below:

Born between 1980–1995, the female millennial is more career confident and ambitious than her predecessors. In order to be successful and capitalise on the stellar traits of the female millennial, employers must commit to an inclusive culture, talent processes, policies and programmes that tap into the confidence and ambitions of the female millennial. The average age of the Indian IT-BPM industry employee is 27 years, and the maximum number of women employees is at the entry level. This makes it important for the industry to form talent strategies tailored for this segment, which will be a vital step to achieving the long-term aims and ambitions of an individual organisation.



## Case study 1: Leadership across levels, SAP Labs<sup>5</sup>

SAP Labs has a comprehensive policy to support working mothers, with initiatives ranging from generous maternity leave (20 weeks, plus 16 weeks of extended leave) to work-from-home options, flexible working hours and an in-house state-of-art childcare centre. With these initiatives, the company has reduced its attrition rate among women who take maternity leave from 40% to 4% in 2015.

With a focus on preparing women for leadership roles, the company aims to increase women's representation in its leadership positions from the current rate of 21% to a target of 25% by 2017. In order to meet this objective, they realised that there is a need to start grooming high-performing talent right from the entry level, while balancing the aspirations and needs of women employees at different stages in their career. As a result, they partnered with behavioural scientists to assess the needs of women employees at SAP, and subsequently designed customised leadership development programmes to meet the needs of women at each grade level in India.

**Entry level:** The Career Cognizance initiative enables employees to start their career planning early, through a quizzing programme and mentoring (coverage of over 175 participants so far). The Headway programme includes working sessions on improving productivity and managing teams, with a current coverage of 59 participants.

**Middle level:** Programmes for women at the middle-management level aim to help them improve their clarity

of thinking, collaborate at the workplace and build high-performance teams. Two flagship programmes have been rolled out for this level: Beyond the Horizon and Strive to Lead. They include mentoring and learning sessions on managing teams, increasing visibility, developing a business sense, and influencing and leading teams. These programmes have covered over 80 participants so far, with a promotion rate of over 45%.

**Executive level:** The Leadership Excellence Acceleration Program (LEAP) is a 12-month intensive leadership development initiative. It has over 26 participants and aims to build a pipeline of senior women leaders through a dedicated focus on self-assessment and reflection, career planning and development, mentoring and sponsorship, and building networks and branding and leadership attributes.

In addition to the level-wise targeted programmes, SAP has created certain initiatives applicable across levels that are aimed at developing and retaining women employees. These initiatives include My Sparkle, My Family (initiatives to inculcate pride by recognising the personal stakeholders in women employee's lives) and Ascent (a customised programme for women to speak up, take ownership, say 'no', seize opportunities, create an impact, build an image).

A key factor for SAP's success in building and executing a gender diversity programme is a robust governance model involving senior leaders, which includes both men as well as women. Each of these programmes is tracked and monitored through well-defined metrics.

5. Data for the case study was provided by NASSCOM.

# Inclusion of PwDs: The next growth steps

In India, IT-BPM organisations are leading the way in the inclusion of PwDs. In 2015, there was an approximately 110% increase in participation from organisations who initiated the inclusion of PwDs, as compared to 2014. This indicates an increased awareness and maturity of practices within this space.

In terms of coverage of the nature of disabilities, we see that organisations are now expanding their horizons to include people who are visually challenged, hearing impaired, those with locomotor disability, multiple disabilities, epilepsy, autism, and profound disabilities. In order to foster the inclusion of PwDs, organisations are adopting the following approaches:

- Creating targeted and customised sourcing tie-ups with NGOs, job fairs and tapping into other sourcing channels
- Deploying unique technology and infrastructure investments to meet the needs of each category of disability
- Identifying the right roles and fitment
- Designing need-based training and development
- Rolling out focussed sensitisation initiatives



## Case study 2: Redefine abilities, EMC<sup>6</sup>

Over the years, EMC has been pioneering initiatives to mainstream disability at the workplace. The experience brought with it the realisation that while it is challenging to find roles for PwDs in the corporate world, the situation is even more challenging in the case of people with multiple disabilities. This realisation provided EMC with a direction and a sense of purpose to create a first of its kind pilot programme to provide a unique 12-month internship opportunity for people with profound disability, which includes people with multiple disabilities and quadriplegics/paraplegics, who are often homebound due to infrastructure barriers that prevent them from travelling to the workplace.

EMC did an internal job analysis to identify suitable roles across functions, ranging from accessibility testing to data and asset management, data mining, project management, hiring and training coordination, and accounts payable, among others. It then partnered with EnAble India to reach out to the target pool. The selected interns underwent collaborative employability training, which introduced them to the corporate environment. EMC built solutions and infrastructure to enable processes such as work from home, remote access, support systems, and manager and team sensitisation, keeping in view the unique needs of each of the 12 interns.

The first batch of 12 interns started the internship in January 2015. The interns have the option of working from home through customised technology and accessibility support, based on individual needs. Some of the customised solutions implemented by EMC include speech recognition in Windows 7 for an intern with muscular dystrophy, Refreshable Braille Display with Job Access with Speech (JAWS) for another intern who is hearing impaired and visually impaired, and one-finger typing through an on-screen keyboard (OSK) for an intern with cerebral palsy. These are three among the many unique solutions created for interns keeping in view their disability needs and their roles' demands.

EMC plans to hire a majority of these interns for full-time roles and to continue the programme in order to sustain its success, in addition to extending its reach to many more PwDs. In addition to fostering confidence among the candidates, who are otherwise homebound, this novel initiative helps in raising awareness and sensitisation levels, leading to a more inclusive work environment.



6. Data for the case study was provided by NASSCOM.





### Case study 3: CREATE, Wipro<sup>7</sup>

Wipro started hiring employees with disability in 2010, but soon realised that in order to be effective in this space, they need to become more inclusive. Hence, five years ago, they moved from PwD representation to a six-pronged approach for holistic growth of PwDs. These six pillars comprise career, recruitment, engagement, accessibility, talent transformation, and enablement, to support the 415 PwDs currently in the organisation, who represent 0.38% of the total workforce.

#### **The six pillars**

**Career:** Role rotation and on-site opportunities, career mapping through an individual development plan (IDP) and annual tracking

**Recruitment:** Partnership with various NGOs to source candidates, communication about accessibility, information about the modification of policies, accessibility of onboarding halls and sessions, decks and videos as part of the onboarding process. Also includes training for recruiters and alternative methods of assessment, exclusive job fairs and walk-in interviews

**Engagement:** Focussed engagement programmes for PwDs which include an annual townhall, leadership connects, panel discussions, YamJams (online collaboration sessions) and knowledge sharing through Yammer (Enterprise 2.0 collaboration tool) and the

Winclusive community on Twitter, quarterly newsletter on updates from the diversity sector shared with the organization, and annual celebration of PwD Day across the organisation

**Accessibility:** High investment in building the accessibility and infrastructure such as WCAG 2.0 compliance, digital accessibility trainings to make internal platforms accessible, sign language learning portal, updated versions of the JAWS software (for the visually impaired); over 115 applications and tools made accessible

**Talent transformation:** Internship opportunities to acquaint them with the IT industry, regular sponsorship of events such as the ability fest

**Enablement:** Active and targeted communication through sensitisation workshops, opportunities to network and connect beyond their peers at the workplace, the Disability Forum Connect for PwD employees and their managers; special policies to ensure that communications intended for all employees is easy to read and accessible

The company further plans to strengthen its programme through an app to help PwDs navigate through its campuses, strengthen the existing hiring network and sustain accessibility of all training modules.

7. Data for the case study was provided by NASSCOM.

### Questions for your organisation

- Does your organisation have a one-size-fits-all strategy to manage D&I?
- How will you design and deliver initiatives keeping in view the needs of different talent segments in your organisation?
- How will you manage employees with different needs, aspirations and experiences?
- How are you adjusting your talent strategies to consider female millennials and their career stages?
- How will you deliver visible diversity action and results?

# Focus on gender diversity shifts from the executive to the middle-management level

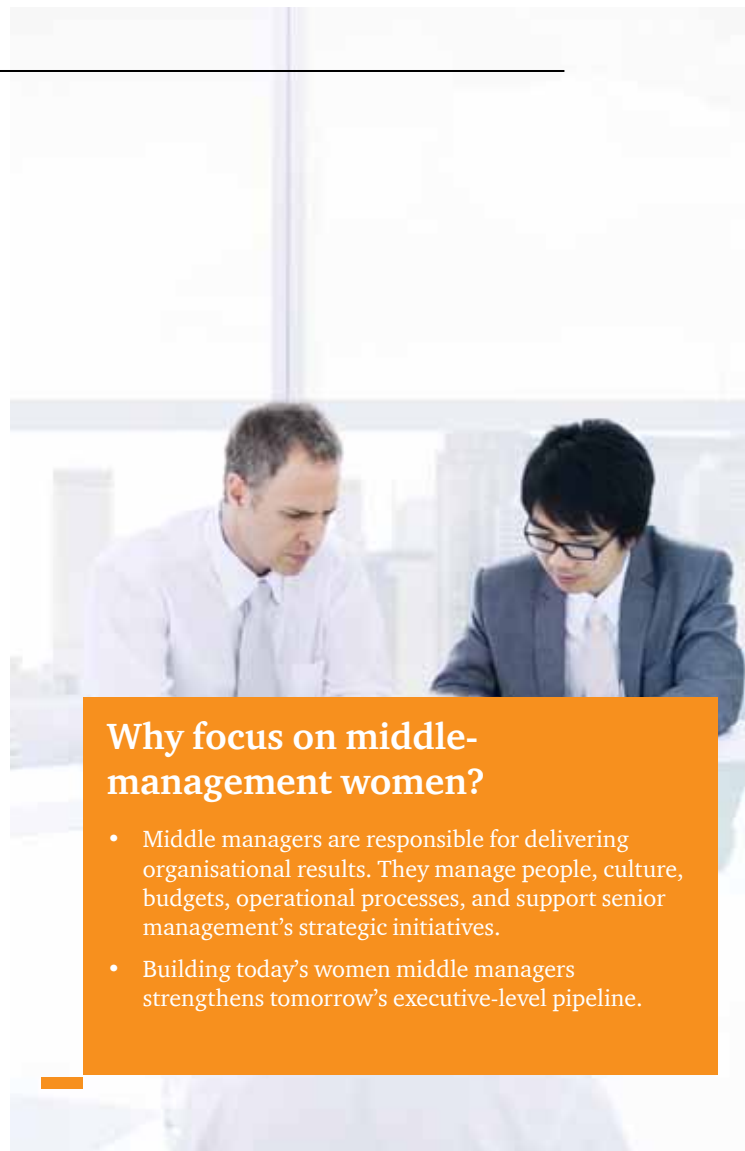
Research and media are currently dominated by a focus on women in leadership and on corporate boards. The Companies Act 2013, mandated a quota of at least one female director on the board of every listed firm in India, which reignited the debate on the scarcity of professionally qualified women for board positions. In fact, globally, organisations are currently challenged with the issue of the absence of women in leadership positions, and are fast becoming concerned with the competitive and financial toll this can mean for them.

Since 2006, developing women leaders continues to be the top priority for the majority of the organisations in the Indian IT-BPM industry. However, we now observe a trend of increased focus on women employees in the middle-management level. Some of the initiatives include focussed learning and development opportunities, maternity management programmes, international assignments, mentorship, coaching, role models, a customised leadership development programme, and flexibility.

A majority of the companies that want to ensure a supply of qualified, diverse candidates for middle-level roles are starting at the bottom of the pyramid by grooming promising women on campus or by tapping into the right sources to 'catch them young'. Often, this extends to recruiting for internship and trainee programmes, and in some cases, goes back even farther to outreach programmes in schools.

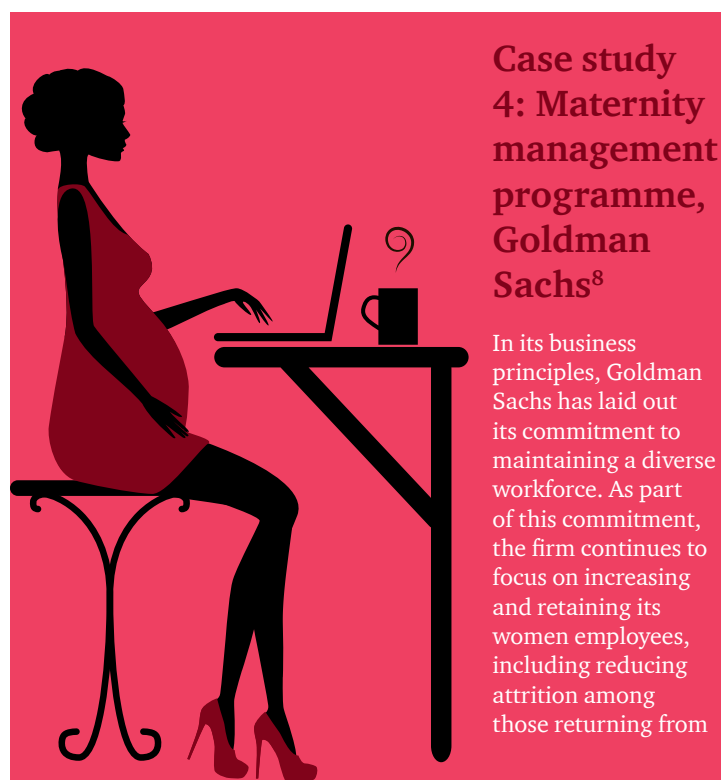
The corporate world is grappling with the issue of the leaking pipeline among women in middle-management positions who take career breaks to have children and never return to work. This has been attributed to two conflicting observations: on the one hand, the confidence of women in returning to their positions is often low, while at the same time they are, understandably, unwilling to return to work in a more junior position to the one they occupied before they left. Maternity-focussed programmes and returnships are some of the recent initiatives that seek to support women in their transition back to the corporate world following a career break.

The IT-BPM industry has a big task ahead to improve the executive representation of women in the industry. In order to achieve a sustainable change, organisations must change the conversation: they must also focus on developing talented middle-level women now for future leadership roles.



## Why focus on middle-management women?

- Middle managers are responsible for delivering organisational results. They manage people, culture, budgets, operational processes, and support senior management's strategic initiatives.
- Building today's women middle managers strengthens tomorrow's executive-level pipeline.



## Case study 4: Maternity management programme, Goldman Sachs<sup>8</sup>

In its business principles, Goldman Sachs has laid out its commitment to maintaining a diverse workforce. As part of this commitment, the firm continues to focus on increasing and retaining its women employees, including reducing attrition among those returning from

8. Data for the case study was provided by NASSCOM.



maternity leave. The firm has on-site childcare (full-time and backup care) and lactation rooms available, which are well utilised. To further build on the success of these initiatives, and to increase its support for women employees, the firm launched a comprehensive Maternity Management Program, which aims to offer a range of services to support women before and during their maternity leave and their subsequent return to work. It also provides guidance and training to managers to support the smooth integration of returning mothers into Goldman Sachs. The key highlights of the programme are as follows:

**Access to resources:** The programme includes dedicated resources (online library and maternity management website) which participants can access.

**Pre-maternity support:** The programme has a dedicated resource coordinator (a central point of contact to help navigate maternity offerings and re-integration to work). Health centre support and nutrition advice, flexible working arrangements on a case-by-case basis, personalised coaching, experience sharing and mentoring sessions are also available.

**Maternity break support:** Apart from providing fully paid maternity leave of 16 weeks, Goldman Sachs offers an antenatal fitness programme and ensures sustained engagement through calls and touchpoints by HR and respective line managers.

**Post-maternity support:** Flexible working arrangements are provided on a case-by-case basis, along with consultation with a certified lactation specialist and a resource toolkit for new mothers and on-site childcare (up to 4 years of age), with both backup (20 days a year) and full-time options available.

Since the launch of the programme, over 115 women have enrolled, and 92% of those surveyed are satisfied with the offerings. The firm has established over 600 touchpoints with enrolled employees through programme services, interactions and coaching sessions, and has distributed over 100 maternity toolkits. Of the managers surveyed, 98% stated that the programme positively impacted performance levels. Going forward, there is a focus on augmenting the existing programme by extending it to fathers and introducing new service offerings such as resilience coaching and procurement of lactation equipment.





### Case study 5: Women of Wipro (WoW) mentoring programme, Wipro<sup>9</sup>

As an organisation, Wipro has been committed to being an equal opportunity employer. However, it was felt that lack of career guidance, competency and ambition gaps, and absence of role models have led to a fewer number of women climbing the leadership ladder. The WoW mentoring programme strives to create an inclusive and diverse leadership team by grooming the high potential (HiPo) middle-management women employees through mentoring by top leaders in the organisation over a period of nine months.

Currently in its fourth year, the programme has covered over 434 women employees till date. It has built a strong foundation of over 60 mentors, with almost 80% male mentors and consistent impact.

It has found the right balance between a comprehensive structure and flexibility for both the participants as well as the mentors, and includes orientation workshops, web-enabled sessions, periodic status reports and progress tracking through informal connects. In addition to sustaining the existing initiatives, the programme plans to link business needs to identify the primary focus areas for building pipelines for women.

It has produced effective results and created a high impact in terms of increased promotion rates (18% as compared to 5% overall) and reduced attrition among participants (7% as compared to 15% of the non-participant women employees), apart from creating strong bonds and wider networks for women employees to collaborate with business leaders.

Wipro is planning to extend this programme to the junior managerial cadre and launch additional online learning resources, including one-to-many knowledge sharing networks for the mentors.

9. Data for the case study was provided by NASSCOM.





## Questions for your organisation

- What will it cost your organisation if you get your talent pipeline wrong?
- Do you have the right role models in place to attract, develop and retain female millennials at the middle-management level?
- What are you doing to enable objective talent, performance management and career progression systems and processes?
- What are you doing to create a progressive feedback culture for the development of female millennials?
- What is your organisation doing to create a cadre of women leaders with a global mindset?
- What are you doing to make your international assignment programme inclusive to women? And how will these efforts manifest themselves in your international assignment programme structure and the selection of international assignees?

# Approaches to driving D&I continue to vary

The agenda for gender diversity is now well established, with the industry having invested considerable time and effort in sustaining and building on it. Industry efforts around inclusion of PwDs are also beginning to follow the gender diversity maturity trail. A majority of the organisations that have built successful diversity initiatives have created a robust governance and accountability framework to support them. The D&I agenda is being managed by centralised teams in most of the IT and BPM companies.

Diversity-related metrics and dashboards form part of the reviews at the executive level. Diversity teams are in place to further sustain these efforts, with business units taking the ownership for initiatives. Although companies usually shun the word 'quota', those with successful diversity programmes tend to set numerical targets. A target is a 'softer' goal than a quota; it amounts to setting a numerical goal and leads to a similar result.

While the targeted approach has its merits, some organisations are adopting a more federated approach to managing the D&I agenda. These organisations prefer to let diversity evolve naturally within the regional/business units after receiving guidance from the central diversity team.

Most of the participating organisations are investing in technology and infrastructure to meet accessibility standards related to PwDs. These include compliance with web accessibility guidelines for the intranet portal, internal software systems and company website, along with compliance standards for architectural design of the workplace and immediate vicinity. IT-BPM organisations continue to adopt two divergent approaches for the inclusion of PwDs. Some are ensuring that all supporting infrastructure and life cycle related policies are in place before recruiting talent. Other organisations are not being constrained by the readiness of their infrastructure and systems, and are hiring even as they upgrade and install infrastructure and establish life cycle related policies, improvising them over a period of time. There is a clear trend that organisations adopting the first approach have been more successful in sustaining the inclusion of PwDs.



In 2014, the NASSCOM Corporate Awards for Excellence in Diversity & Inclusion recognised the merit of both these approaches, which, although different, are equally impactful for building, enabling and sustaining gender diversity.

## **SAP**

SAP has adopted a target-driven, top-down approach to gender diversity which is based on process design, analytics and psychological concepts. They are committed to building a strong pipeline of women leaders and supporting women during important life events. At SAP, diversity programmes are key business imperatives which are designed and implemented through a change management framework.

## **EMC**

EMC, on the other hand, has a federated, result-oriented and action-driven approach to gender diversity with a lot of customisation at the corporate and business unit level, considering the context of different businesses. They are focussed on engaging women through various networking platforms. Women leadership development programmes are an important pillar to develop women leaders and are supported by high involvement from senior leaders.

In 2014, both SAP and EMC won the award for best IT company with more than 5,000 and less than 10,000 employees for excellence in gender inclusivity.





## Case study 6: PwD inclusion programme, ANZ<sup>10</sup>

ANZ Bengaluru Hub currently employs 106 PwDs, which is approximately 1.72% of the total workforce. ANZ has adopted a metric-driven approach to increase PwD representation year on year. They began this journey in 2010 and have hired 20 employees. PwD representation includes people with various disabilities, such as hearing and speech impairment, visual impairment, orthopaedic disability, paralysis and cerebral palsy. They have created a focussed recruitment and sourcing strategy by tapping into unique and specialised sources to hire PwDs. They started a dedicated PwD referral programme and built strong partnerships with NGOs such as v-shesh and EnAble India, which helped in acquiring a strong talent pool, training support and the all the required know-how for hiring PwDs.

ANZ has augmented their hiring efforts with structured and segmented initiatives for greater inclusion of PwDs within the organisation by creating changes at three levels:

**Change in perception of regular workforce:** The transport team has been trained to communicate through SMS (for hearing and speech impaired) and in sign language. The existing PwD staff have been leveraged as brand ambassadors.

**Change in attitude of managers:** A series of sensitisation workshops have been conducted. Also, hiring managers have been coached through focus group discussions and training to resist the natural urge to use body language as a decision driver when interviewing candidates with cerebral palsy. Further, a task force (with hiring managers, business unit leads, team leads and project managers) and performance dashboards have been set up to track progress.

**Change in infrastructure:** Supportive infrastructure has been installed in doors, ramps and washrooms after performing a detailed audit. Assistive devices such as wheelchairs, joysticks and pedals (one of the employees with cerebral palsy has been provided with an innovative device for operating the mouse with his legs) have been made available. House nurses/assistants have been hired to help staff with movement, along with special medical cabs. A library of finance terminologies in sign language has been created.

In addition to these initiatives, there is an overall focus on building long-term employment opportunities by monitoring the performance of candidates and conducting open sessions to understand their requirements and progress, mapping existing processes to the skills and capabilities of PwD candidates, and amending/revising the recruitment test criteria from the existing/traditional tests in order to assess the required skills/attitude for the job (for example, while hiring for a business, the focus is on judging candidates more on their analytical skills rather than their language skills).

In the last six years, about 80% of eligible PwDs have been promoted and 20% have received double promotions. Further, there has been minimal attrition among employees with disabilities. The programme has brought about a cultural shift in the organisation. Employees talking in sign language on the floor has become a common sight, and this form of communication has become a part of their DNA.

ANZ Bengaluru plans to hire 70 additional PwDs in 2016, taking the total representation of PwDs to 176, which is projected to be about 2.5% of the total workforce. This is far higher than the industry average of around 1%.

10. Data for the case study was provided by NASSCOM.

## Questions for your organisation

- Does your organisation have a target-driven or more federated approach to managing diversity initiatives?
- How will you deliver visible diversity action and results?
- What measures of diversity are important to help your organisation achieve its goals?

# Organisations are flexing the flexibility muscles: Moving beyond women

Balancing family and work life can become an increasing struggle as an employee progresses through his or her career. Flexible working policies are crucial to maintaining employee well-being and fostering inclusion.

The global workforce, including that of the Indian IT-BPM industry, is changing and evolving. There is multidimensional diversity (demographic as well as geographical), with four generations now working together, more varied and complex family styles, and cyber workers contributing remotely, perhaps in different languages and from different time zones. Certainly, there are widely divergent styles, motivations, and challenges, both personal and professional.

Increasingly, organisations are beginning to understand the importance of creating a flexible work culture for all genders and generations by extending its benefits beyond women employees. It is vital that organisations recognise work-life balance and flexibility as a talent-wide proposition.

A growing number of IT-BPM organisations are extending flexibility benefits across employees, and continue to leverage them as a key tool to attract and retain women talent. It's therefore important to make flexibility a real part of all employee's working lives rather than just a passive policy. This includes identifying why women think taking advantage of flexibility policies can harm their careers and addressing their reservations.

Some of the leading flexibility initiatives include teleworking (full time, ad hoc, days per month, days per week), sabbaticals, extended maternity leave, work flexibility (part-time/reduced



hours), flexible start/stop time, shift flexibility, compressed work weeks, mandatory plugging off work post office hours, career on/off ramps, job sharing, and phased return from leave.

Some organisations are looking to adopt a more proactive approach to flexibility, which gives people a greater say in how they meet work demands and makes more effective use of contingent, contract and other 'non-traditional' workers. For instance, we saw that one of the participating organisations in this year's awards, a leading MNC in India, provides its women employees the option of sharing their workload with temporary staff in order to manage the work transition during maternity leave.



## 47%

Nearly half of the respondents (47%) to PwC's survey of female millennials said that although flexibility and work-life balance programmes existed in their organisation, they were not readily available to them in practice.



## 53%

More than half (53%) believed that taking advantage of flexibility and work-life balance programmes would have negative consequences for their careers.

### The flexibility strategy – attacking from four angles

#### Mindset

Create a culture of flexibility – embed everyday flexibility in how and where we work

#### Flexible staffing to meet business needs

The future staffing model, including non-traditional workers

#### Grow your own way

Thrive with the firm in any life situation

#### Insight into opportunities available

Match talent to demand

Source: PwC analysis

Source: PwC Female Millennial Survey, 2015 (8,756 female millennials, 75 countries, including 175 women millennials from India)



## Questions for your organisation

- What are you doing to create a culture where performance trumps presence?
- How will you shift from a culture of work-life policies to a culture of work-life in practice?
- How will you transform your flexibility strategies so they are attractive to your complete talent pool?
- What are you doing to identify and tackle unconscious biases to building inclusion?



# The D&I agenda is being driven from the top

Forward-thinking leaders across the IT-BPM industry have found that investing in D&I as part of their overall talent management practices, and making the connection between those principles and their corporate performance, can have great payoffs. As a result, D&I has found a space in the boardroom agenda.

According to PwC's 18th Annual Global CEO Survey, CEOs in India have started developing a strategy to promote D&I as they take ownership and drive this agenda from the top.

They have also realised that these strategies benefit other aspects, such as brand, reputation and innovation.

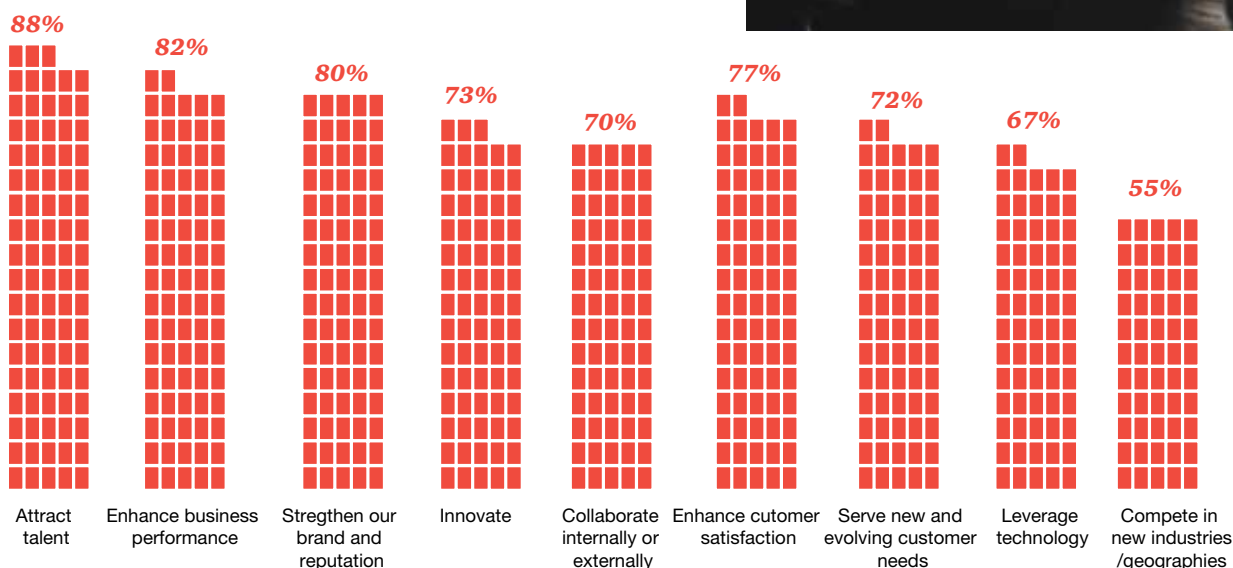
While these responses are heartening, a lot more must be done to harness the power of different talent.

The diversity agenda is being driven from the top across the IT-BPM industry. CEOs are acting as powerful role models in building the diversity strategy, showing personal involvement across programmes, influencing key stakeholders and embedding sustainability in the initiatives.



## The benefits of diversity

Having a strategy to promote D&I helps CEOs in India



Source: 18th Annual Global CEO Survey

Base: All respondents (India = 73)



82%

As compared to 64% of the CEOs globally, 82% of the CEOs in India stated that they had a strategy to promote D&I.

82%

Further, 82% of those who said they had a strategy claimed that it has helped them enhance business performance (85% globally).

Source: 18th Annual Global CEO Survey

**Michael Dell**

Chairman and Chief Executive Officer  
Dell Inc., US

“We want access to all the world’s talent, and we’ve found tremendous value in having a diverse set of ideas and opinions and insights integrated into our business.”

**Dr Vishal Sikka**

CEO and MD  
Infosys, India

‘If you have a diverse team, they create as per definition, a richer understanding of the kind of backgrounds of end users you will serve. So, diversity is intricately tied to financial and business success.’

**D Mark Durcan**

Chief Executive Officer

Micron Technology, Inc., US

Today, a company without a global workforce is at a significant disadvantage, and that means you have to have diversity, people who can interact in all cultures and all environments and understand what consumers want and need, as well as understand how people think about the value of different solutions. Diversity is a fundamental underpinning of a successful company.’

**Questions for your organisation**

- Does your diversity strategy have a buy-in from the top leaders?
- What is the role of the top leadership at your organisation in making your workforce more diverse and how is your organisation utilising the benefits?
- Do you have talent structures in place to enable a more diverse workforce to thrive?



## ***In conclusion***

The Indian IT-BPM industry has come a long way in their D&I journey since 2006. They are now poised to make the leap to the next level of maturity in D&I by extending the diversity threads beyond gender and PwDs. Organisations who are looking to begin their journey, or those that are still in the nascent stages, must be capable of responding to the core learnings and difficult questions highlighted in this report.

As a consequence of industries converging, IT-BPM CEOs are changing the skill profile of the people they are hiring and extending their search to new and broader skills. Demographic changes mean that workforce diversity will become a necessity rather than an objective over the next few decades. It is now widely accepted that diversity brings value; however, there's a vast difference between being a diverse organisation and making diversity work. The real value of diversity goes far beyond accessing a greater talent supply; it comes from harnessing a wider range of perspectives.

A commitment to an inclusive culture and inclusive talent processes, policies and programmes will support a business model where all talent can prosper—when talent rises to the top, everyone wins. It is not easy, but the successful organisations we met during this year's award process reinforce our belief that this is possible.

### **Recipe for a successful diversity programme**

- Start by establishing a robust fact base; leverage analytics to understand the existing gaps, potential target segment and their key needs, for instance, middle-management women, working mothers and people with profound disabilities
- Get leadership buy-in and involvement at an early stage
- Define a clear objective for your diversity programme
- Design and deploy hyper-specialised and robust initiatives to meet the needs of your target segment
- Build the right infrastructure to support your diversity programme with a clear governance and accountability model
- Execute the programme seamlessly
- Build inclusion to achieve success and sustainability



# Credits

## Executive sponsors

### **Ashok Pamidi**

Director and National Lead, Diversity & Inclusion, NASSCOM  
apamidi@nasscom.in

### **Padmaja Alaganandan**

Partner and Leader, People & Organisation, Advisory, PwC  
padmaja.alaganandan@in.pwc.com

## Lead researcher and author

### **Neetu Mishra**

Senior Consultant, People & Organisation, Advisory, PwC  
neetu.mishra@in.pwc.com

**Please feel free to contact us to discuss the report in more detail.**

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# ***Notes***





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