Methodology

Data Collection

Data were collected in two phases.

- **Phase 1:** An online survey collected data from November 2014 through January 2015 from 42 companies who provided detailed workforce representation statistics and program data. Data is as of the end of the companies' fiscal year 2015, calendar year 2014, or the most recent available fiscal year end.

- **Phase 2:** In-depth qualitative interviews were conducted with 23 key stakeholders in India in February 2015.

Sample

- This report is based on survey and interview data from India-headquartered and multinational companies with subsidiary operations in India across seven industry sectors.

- Industry sectors included Consumer Products and Services; Energy and Utilities; Financial Services; Industrials; Information Technology–Products and Services; Information Technology–ITs and BPO (IT enabled services and business process outsourcing); and "Other," a category comprising organizations from various industries, including Healthcare, Real Estate, non-IT BPO, Infrastructure Development, Education and Publishing, Agriculture/Life Sciences, and Management Consulting.

- Surveyed organizations included five Professional Services Firms and 37 Corporations. Among these surveyed organizations, five reported revenue less than ₹ 500 Crores, 12 reported revenue between ₹ 501 and ₹ 2500 Crores, and 17 reported revenue of more than ₹ 2500 Crores.

- The 42 companies, including 12 India-headquartered and 30 India subsidiaries of European and North American headquartered companies, provided detailed workforce representation and program data.

- Interviewees included 19 senior diversity and inclusion (D&I) and human resources (HR) leaders from 14 organizations in India, two leading consultants/experts from the field, and two academic experts from top Indian business schools. These experts offered context and firsthand understanding of the critical factors affecting talent management and women's inclusion strategies in India.

Survey Content

The survey gathered information on:

- Company background, including headquarters location, total revenues, industry, total number of employees, and an overview of gender diversity/inclusion programs.

- Workforce statistics, including representation, promotions, external hires, line and staff jobs, and attrition statistics by job level and gender.

- Organizational programs and diversity-related efforts, including leadership development programs, flexible work policies/programs, diversity networks, accountability structures and mechanisms, and initiatives to engage men.

CATALYST

Changing workplaces. Changing lives.

Interview Topics

Interview topics included:

• Sociocultural and organizational contexts.

• Barriers to and successes in women's workplace inclusion in India.

• Types and extent of organizational practices and impact on women's career experiences in India.

Data Reporting

Descriptive statistics that are not statistically significant but illustrative are reported to capture baseline information. Wherever relevant, statistically significant data (p<.05) are highlighted. Percentages do not always add to 100 due to rounding and/or multiple responses to a question.

Participating Organizations

Forty-two organizations participated in the study, including the following companies that have agreed to be publicly identified:

1. Axis Bank Ltd.
2. Barclays Shared Services
3. Broadridge Financial Solutions India Pvt Ltd
4. Cisco
5. Citibank
6. CMC Limited
7. Deloitte India
8. DSM
9. EY
10. EY GDN India
11. GE India
12. Godrej Industries Ltd
13. HCL Technologies Ltd
14. Hindustan Unilever Limited
15. IBM India Pvt Ltd
16. Jones Lang LaSalle (JLL)
17. MSD Pharmaceuticals Pvt Ltd.
18. Monsanto
19. Morgan Stanley
20. Northern Trust
21. Raychem RPG Pvt Ltd
22. Rockwell Automation India
23. Shell India Market Private Limited
24. SKF India Limited
25. Sodexo India On-Site Services
26. Teradata Corporation
27. Terex India Private Limited
28. The Indian Hotels Company Ltd
29. Thomson Reuters
30. Verizon Data Services India Pvt. Ltd.
31. VMWare India
32. Wipro
33. Yum! Restaurants India Private Limited