

THE BEST DIVERSITY & INCLUSION PRACTICES OF ASIA STUDY & AWARDS 2020

- WINNING BEST PRACTICES

HANDBOOK-



**WOMEN LEADERSHIP
FORUM OF ASIA**

CREATING CRUCIBLES FOR WOMAN LEADERSHIP



PREAMBLE

The Best Diversity and Inclusion Practices of Asia Study 2020 was an inquiry on the progress Organizations had made to move beyond regulatory compulsions and tokenism, to celebrate the true splendour of Diversity, Equity and Inclusion - to reverse build microcosms of a Just Society by truly striving to become Equal Opportunity Employers..

The many Winning Best Practices contained in this Handbook bear testimony to how distinctive Cultures of Innovation and Performance unfold when true Compassion meets Human Endeavour!

Heartiest Congratulations to All the Companies who participated in the Study - even if their practices may not be featured here. You are undoubtedly Winners and we are Proud of your good work.

Thank you all who are present today at the Best D&I Practices of Asia Seminar and Awards - 2 December 2020. Thank you for your presence, for your curiosity to Learn and your willingness to get Inspired.

There's so much, so much to do.. ...Let's Shape the World!

Dr Sujaya Banerjee
Founder- The Learning and OD Roundtable
Founder- The Women Leadership Forum of Asia



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BEST DIVERSITY & INCLUSION INITIATIVE

INCLUSION OF
SOCIO-COGNITIVE DIVERSITY

L&T-NXT

ABOUT L&T-NXT

L&T-NxT is a Larsen & Toubro group company and leverages the group's deep industry domain expertise in leading edge Information Technology capabilities, besides the invaluable learning from Digital Transformation of their own diverse businesses, to deliver disruptive digital outcomes for global customers.

CONTEXT OF THE D&I INITIATIVE

The main objective of L&T-NxT was to overcome unconscious biases to tap into the full innovation capability of its workforce and increase societal impact through strategic partnerships with premier institutions, policy makers and governments.

D&I INITIATIVE

L&T-NXT has several initiatives to attract, hire and integrate talent from various walks of life, irrespective of their backgrounds, self identification or preferences. Some of these initiatives include:

Diverse Industry Hiring:

Diversity hiring from different sectors like Pharma, IT, Telecom, EdTech, Fintech, Retail and Aviation in all technical roles has been a prime focus areas of L&T NXT to attract various kinds of Socio-Cognitive Diversities to the Organisation.

Women Specific Mentorship Program:

High potential Women candidates are identified and mentored by Senior leadership for growing more women leaders in the company.

Women Affinity Groups:

Importance is given to Voice and Inclusion through Women Affinity group, a platform supported by technology that enables stronger networking, idea exchanges, focussed discussions and an opportunity for Women to voice opinions.

Inclusion Awards:

The Organisation has created an Inclusion Awards platform for internal departments in the company. This award is given to teams that are most diverse and inclusive.

Culturally & Ethnically Diverse Workforce:

LNT-NxT is proud of the organisation's culturally and ethnically diverse workforce employed from 20 Indian states and 3 continents.

IMPACT OF THE INITIATIVE

Employees belonging to different cultures have different ways of thinking and can analyse problems at hand from a variety of perspectives, to manage customers better- even globally. Teams are able to relate and understand their clients better and intra-team effectiveness also improves. L&T-NxT has been able to harness the power of different perspectives as a result of its multi-pronged approach to integrate talent from different backgrounds.

FLEXILOANS

ABOUT FLEXILOANS

FlexiLoans was started with an endeavour to solve the problems that small businesses face in accessing quick, flexible and adequate funds for growing their businesses. Their vision is to give “Loans at a Click”.

CONTEXT OF THE D&I INITIATIVE

There is an old saying that “Numbers don’t lie.”

Flexi-loan believes that the FinTech industry is grappling with a severe under-representation of women especially in leadership roles. The industry is positioned between Finance and Technology which have traditionally been male dominated industries.

At a surface level, people always say that they don’t get equal numbers of applications from men and women, and that the people they hire are a reflection of the applicants. But that is passing the buck as this is significantly a more complex & deeper issue. FlexiLoans believes the gender gap we see today is a result of decades of deep rooted cultural nuances, where gender roles have been stereotyped to portray men and women in a certain way – a patriarchal mindsets like ‘when a mother works for pay, the children suffer’ or in 80’s computers started being sold as ‘toys for boys’. Despite its challenges, potential for Gender Diversity in FinTech is abundant and one can take basic steps to begin levelling out these issues.

FlexiLoans is working to combat bias through rigorous review of their hiring process i.e. right from reviewing all job descriptions to ensuring the language appeals to female applicants, developing hiring principles and structured interview processes for interviewers.

D&I INITIATIVE

Policies:

Diversity for FlexiLoans starts with hiring for Diversity. The Organisation has been consciously striving to remove all biases in their hiring process and has successfully on-boarded people from different backgrounds - by both education and culturally.

FlexiLoans weaves this approach also into job descriptions, by ensuring that the following is always mentioned:

“FlexiLoans is an Equal Opportunity Employer and encourages applications from qualified individuals regardless of actual or perceived race, religion, color, sex, age, disability, sexual orientation, marital status, personal appearance, matriculation, political affiliation, family status or responsibilities. This is not just a policy but practice at operational level. Whatever your background, you’ll feel like you belong here. Your unique contribution will make a real impact on our customers and stakeholders.”

FlexiLoans is strongly committed to creating a diverse and inclusive workforce. They believe no matter what the background, identity or preferences of an individual, they deserve Respect, Empathy and Equal Opportunities to succeed.

Pride at FlexiLoans - Supporting LGBTQ Community:

‘Bring your whole self’ is the mantra at FlexiLoans. The Organization strives to ensure an inclusive environment for all employees regardless of their sexual orientation, gender identity or expression.

Candidates are made to feel that no matter what their background, they belong there and their unique contribution will make a real impact on their customers and stakeholders.

Ensuring Quality of Implementation of Initiatives

Hiring Principles

To ensure to get the best diverse talent, FlexiLoans focuses on Diversity Hiring where all hiring managers have got a mandate to ensure interviews happen in most objective manner and all candidates experience equal opportunity – Zero tolerance on biased interviews.

Visible Declaration of Diversity Agenda

FlexiLoans' Website Reads-

'FlexiLoans is committed to creating a diverse and inclusive workforce. We believe that no matter who you are or how you identify, you deserve respect, empathy and equal opportunity to succeed. We work hard to ensure everyone at FlexiLoans - and everyone we work with – is treated this way. Our diverse workforce comes from many different backgrounds, with different identities and beliefs.'

RANGBHUMI

ABOUT RANGBHUMI

Rangbhumi employs practices of participatory and immersive processes of Narrative Story-telling by creating Learning and Transformative Spaces for organisations. Their work has been recognised by City Lions(UK), Our Shared Story (Australia), Teach Meet (Australia).

CONTEXT OF THE D&I INITIATIVE

Rangbhumi curated “The Brunch Talks” to help organisations build more holistic cultures by making them conscious of how biases can be an impediment to a truly inclusive workplace. The job at hand was to help people accept that we all have certain biases and how we bring them to workplaces. They had to ensure that the leadership took ownership of driving these programs and creating more sponsorships at the employee levels.

D&I INITIATIVE

A participatory and immersive workshop called The Brunch Talks:

The Brunch Talks is an immersive performance piece in the context of Unconscious Biases that people have at the workspace and in general. There are two senior professionals (one male and one female) who are on the threshold of exploration, that of a new form of imaginary office.

This speculation questions the Unconscious Biases and their dimensions in our daily practices at work and in life.

The workshop uses poetry, storytelling, performance art, letter reading, and digital media to ask pertinent questions about the limits of organisational structure and the role of art in our workspace and society. The performance also tries to see the possibility of nurturing and valuing individual values with larger organizational structural support.

IMPACT OF THE INITIATIVE

Since these performances are participatory and spontaneous, the context is problematized, and critical thinking is sought from the audience. Such sharing also trigger response from others who otherwise may not realise their latent biases and judgements..

BEST DIVERSITY & INCLUSION INITIATIVE

BEST D&I
AWARENESS CAMPAIGN

HAPPIEST MINDS TECHNOLOGIES

ABOUT HAPPIEST MINDS TECHNOLOGIES

Happiest Minds enables Digital Transformation for enterprises and technology providers by delivering seamless customer experience, business efficiency and actionable insights through an integrated set of disruptive technologies: big data analytics, internet of things, mobility, cloud, security, unified communications, etc. Happiest Minds offers domain centric solutions, IPs in IT Services, Product Engineering, Infrastructure Management and Security.

D&I INITIATIVE

Happiest Minds Technologies has driven multiple programs to drive awareness about various agendas under Gender Diversity & PWD primarily on Social Media and in tie-up with the agencies associated. Internally, these campaigns were run on Yammer and Mail.

Some of the popularised campaigns include:

Women in Tech Hiring Drive

Social Media Campaign on LinkedIn, Youtube & Instagram for attracting more women applicants.

Executive Board Members:

Social Media Campaign on LinkedIn & Youtube that resulted in the company getting the “Top 25 GPTW Best Workplaces for Women”. The campaign had the Executive Board Championing Diversity & Inclusion themes and highlighting the Organisation’s focus in the area.

Leader Talk:

Inspirational Talk by leaders like Aruna Newton (Infosys- Diversity & Inclusion head) on LinkedIn.

Women Leadership Lab:

This Conference enabled Women Leaders to connect and engage with other women leaders across industry segments and have meaningful conversations to develop their capabilities.

Internal Communication On Yammer (Internal Collaboration Portal & Mail)

Additionally, initiatives on below areas were actively communicated within the organization, using internal portal – to bring greater awareness and invite more voluntary contribution from employees:

- Persons with Disability
- Women Oriented Programs
- Wellness of Women

Some Samples of the Internal Communication Include:





DELL TECHNOLOGIES

ABOUT DELL TECHNOLOGIES

Dell is a multinational Computer Technology Company that develops, sells, repairs and supports Computers and related products and services. Named after its founder, Michael Dell, the company is one of the largest technological corporations in the world.

CONTEXT OF THE D&I INITIATIVE

Dell Technologies believes there is too much potential Talent being left on the table at a time when talent shortage is an issue for all. Closing the Diversity gap is critical to meet future talent needs and incorporating new perspectives reflective of Dell's global customer base. Dell views Diversity and Inclusion as a business imperative that will enable them to build and empower their future workforce while also doing their part to address societal challenges.

Dell's Employer Branding involves key messaging around Diversity, Employee Value Propositions, and University Relations amongst others..

D&I INITIATIVE

Dell embraces Diversity and fosters Inclusion through their work culture within the organization and has a host of branding and awareness initiatives directed towards positioning Dell as an Employer of Choice for Diverse Talent.

Such initiatives include-

Diversity Careers Page:

A Diversity Careers Page for India was launched last year with content ranging from Dell's Inclusive Work Culture, Career Growth opportunities, Development Programs for Diversity employees, Employee Resource Groups at Dell and Open Job Opportunities. It also includes initiatives taken by Dell in the Diversity space including Creche facilities and Tie ups for Working Mothers. This page is a one stop shop for all Diversity candidates looking to understand Dell's efforts towards Diversity and Inclusion. Through this page, Dell has engaged 99k people in 2020 alone so far.

Social Media Branding:

Under the #WomenAtDell branding campaign, there are multiple pillars that Dell focuses on, with some of the most popular ones being Women in Technology, Career Restarts, Campus to Corporate transition as well as Work Life Balance. Specific social posts are designed for awareness days such as Women's day, Mother's Day & International Girl Child day as well. On an average about 3-4 #WomenAtDell testimonials are posted on a monthly basis. A detailed view of the metrics for Dell's social posts for the year 2020 so far is as follows:

- Post Reach – 4,47,092
- Engagement – 1,643
- Link Clicks – 1,382

IMPACT OF THE INITIATIVE

Besides the Impact numbers mentioned above, rigorous reporting allows Dell to constantly re-evaluate their goals and programs, so they can continue to adapt and deliver even stronger Results and Impact. Dell's network of Employee Resource Groups (ERGs) measurably increases Employee Satisfaction by allowing team members to Lead, Connect and Grow!

BEST DIVERSITY & INCLUSION INITIATIVE

INCLUSION OF PERSONS WITH
DISABILITIES

DELL TECHNOLOGIES

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CONTEXT OF THE D&I INITIATIVE

Dell's Values and Objectives include:

- Empower Team Members - Create a beneficial networking experience for members
- Raise Awareness - Host community & internal events that raise awareness
- Evolve, Create Jobs - Help drive initiatives to hire persons with disabilities at Dell Technologies
- Grow Memberships - Recruit via presentations, roadshows and events

Dell's Progress Made Real Plan for 2030, released in November 2019, articulates how they will create a positive and lasting social impact on humankind and the planet through 2030 – using their reach, technology and people.

Each of the initiatives mentioned above align with their goals to advance sustainability, cultivate Inclusion and transform lives.

D&I INITIATIVE

The True Ability Employee Resource Group (ERG):

Dell's The True Ability Employee Resource Group aims to empower team members impacted with a disability, families who are faced with disabilities and friends of individuals impacted with disabilities. True Ability focuses on membership, community outreach and empowering team members.

The ERG in India also focuses on recruiting from this untapped qualified talent pool present in the ecosystem. Mission 1000 is a flagship initiative under True Ability ERG. It aims to empower and provide a platform to persons with disabilities to earn a livelihood and support their families. The campaign focuses on Inclusive Employment as mandated by the Indian Government's "Inclusive India" Initiative. As part of the Mission 1000 initiative, people with disabilities are trained and skilled across various domains and given the opportunity to work within the mainstream. Dell has adopted the Mission 1000 initiative for a duration of 1000 days, and as part of this aims to provide 1,000 employment opportunities to People with Disabilities.

Accessibility Audits and Inclusive Infrastructure:

To enable an inclusive environment, accessibility audits were conducted at all the Dell locations to identify the non-accessible areas and address them appropriately. This led to the following measures to create an inclusive ecosystem:

Personal Emergency Evacuation Training Program (PEEP) – Assistance for True Ability Team members in case of emergency, Sign Language

§ Interpreters for barrier-free communication

§ Accessible lift operating panels, sensor-based doors, special counters for food, reserved seating at the cafeterias, dedicated parking space and parking signs, Braille signs in meeting rooms and rest rooms, refuge areas, additional automated electric wheelchairs and parking spaces, digital audio recording room

Dell's Efforts in India for Creating an Ecosystem for Persons with Disability 2018:

Dell Mission 1000 included livelihood opportunities for persons with disability through supplier diversity. The unique USP was to make D&I an everyday action and more visible - Build an environment that messages Disability Inclusion in automatic daily interactions- e.g. Paper cup made by NGO with note near holder, Cafeteria Executive (PWD) serving food. Through procurement of inclusive products - most opportunities generated here, had less effort from partnering with vendor companies – more efforts to ensure livelihood for 60+ people with severe disabilities through third party vendors and suppliers.

This initiative provided livelihoods to people with severe developmental disabilities who are suited for sheltered/supported workshops (mainstreaming may not be possible for them because of severity or current infrastructure available) and instead build a pipeline for future opportunities.

Inclusion Hacks 2020:

A Virtual Hackathon Platform for team members to start talking, thinking and learning about digital inclusion for people with disabilities. Teams from across Dell India competed to build tech-based solutions to solve real-time problems and enable a more inclusive workspace. Winning ideas were then explored for implementation and next steps were taken.

IMPACT OF THE INITIATIVE

Rigorous reporting allows Dell to constantly evaluate their goals and programs, so they can continue to adapt and deliver even stronger results and impact. Their network of Employee Resource Groups (ERGs) measurably increases Employee Satisfaction by allowing team members to lead, connect and grow.

HINDUJA GLOBAL SOLUTIONS (HGS)

ABOUT HINDUJA GLOBAL SOLUTIONS

HGS is a global leader in Business Process Management (BPM) and optimizing the customer experience lifecycle, HGS is helping make its clients more competitive every day.

CONTEXT OF THE D&I INITIATIVE

HGS envisions itself to be a diverse workplace (gender, disability, sexual orientation, race, age, nationality, attitude, experience, etc.) offering an inclusive environment for every dimension of diversity. This will ensure that they learn, grow, respect and accept the diverse workforce thereby helping them achieve their D&I vision - "Together We Progress"

HGS also has a well-articulated Mission statement for its D&I initiatives - 'Embed D&I in our DNA', so that HGS can leverage diverse talent, be inclusive and recognized as an Equal Opportunity Employer.

Over the past five years, HGS have been conscious of including PWDs in the workplace, although the idea emanated as one of the solutions for addressing attrition and retention issues to build a more sustainable Talent pool. The HRO Services business, which also offers staffing services, was approached by a consumer goods client with a challenge. The client's domestic call center in Mumbai, catering to Central, West and North India, had an attrition rate of 120% with a high impact on their operations. HGS's solution was to look at a wider talent pool and they found many PWD recruits having the required skillset for the business.

D&I INITIATIVE

Recruitment & Selection Philosophy:

HGS believes that primary criterion for employment, placement or promotion must be the candidate's ability to fulfil the expectations of the specified job role. HGS worked on making their career portal completely accessible for candidates with Disabilities which enabled application from all the candidates irrespective of Disabilities. They further systematized the process through appropriate assessment and selection processes and job fitment exercises to ensure discrimination free recruitment & selection.

PWD recruits are hired across operations and shared services in HGS India. They are hired across levels, based on their relevant experience for the job profile. In 2016, a pilot program was conducted to ascertain pertinence of PWD employees in operations roles. About 38 recruits were hired for an outbound sales account and the training program was customized for them with improved accessibility. It emerged that PWD employees were as skilled and efficient as non-disabled employees with the right training and attention to their needs!

Learning and Development:

HGS's L&D platform is completely accessible and ensure equal learning opportunities for Employees with Disabilities. They customized the training and developmental programs addressing challenges and requirements of employees with disabilities.

Infrastructure:

HGS engaged with V-shesh - an external subject matter expert, to assess their accessibility standards through an audit. The audit helped them to adapt to better practices and create supportive infrastructure. The audit covered every nook and corner of HGS's India offices including entrances, pathways, corridors, doors parking, transport, stairs, elevators, workstation area, common areas like canteen, rest rooms, pantry, break out areas, signage, fire & medical emergency evacuation, conference & training rooms as well as the Ops floors and work areas.

Empowering People:

True inclusion starts with people. HGS's Employee Resource Groups' regular connects, constant check on Employee Well-being, Self-identification Process for seeking support or aid and various sessions on mental and physical well-being ensure that the voices of people are being heard.

- Liaison Officer: HGS has appointed 10 Liaison Officers at all the HGS India Centres to constantly engage with their PWD employees, support them with their needs and provide reasonable accommodation required to effectively deliver their roles.
- Awareness Campaigns encouraging the importance of understanding and learning Sign language. HGS launched tutorial videos on their HGS India Facebook page featuring leaders who used the Sign Language for key corporate words and greetings.

IMPACT OF THE INITIATIVE

HGS tracks all the key initiatives through a defined approach.

One of the major outcomes has been the absorption of employees with disabilities in the system. Until September 2015, HGS had only 34 PWD employees. In the span of few years, HGS has witnessed a spurt in the inclusion of PWDs within the workforce. Currently there are 162 PWDs in HGS India. Post hiring, PWD candidates undergo customized and accessible training programs designed by Operations, Training and HR Teams. The pilot was successful in showcasing the value addition that PWD can bring and this has been a primary factor for including PWD hiring in the mainstream hiring process at HGS.

The Upskilling programs for PWDs has had a direct impact on enhancing the confidence, morale of PWD employees. The programs also strengthened internal PWD talent for aspirational positions through promotions/transfers/Internal Job Posting portals.

Today, HGS's client's business is entirely run by 86-member PWD workforce, complete with accessible physical and digital infrastructure, need-based training, and an appraisal and rewards system.

This offered HGS a business-case to focus on PWD talent at par with able-bodied talent and beyond.

STARTEK

ABOUT STARTEK

Startek provides omni-channel Customer Experience Management, Back office and Technology services to corporations around the world across a range of industries. The company has more than 46,000 outsourcing experts across 54 delivery campuses in 13 countries worldwide that are committed to delivering seamless and transformative customer experience for clients.

CONTEXT OF THE D&I INITIATIVE

Increased globalization, augmented competition and rapid demographic changes paved the way for diversity management to address the needs of a rapidly changing heterogeneous workforce. At Startek, Diversity encompasses, but goes beyond, the traditional concept of Equal employment Opportunity. Being a responsible organization, they have the intent to serve, value and make the fullest possible use of the diverse backgrounds, skills, talents and perspectives of all their people, which is their main driving factor. This also helps them generate more clientele, community support, loyalty and goodwill.

Startek embarked on the journey of diversity in 2009 and since then, they have been able to integrate this philosophy successfully across business strategy and practices. The intention is to lend a helping hand to the vulnerable sections of the society with the outlook of fairness and morality.

D&I INITIATIVE

Hiring Initiatives:

Startek tied up with 27 NGOs worldwide and specifically in India they tied up with 100+ institutions including Employment Exchanges, Vocational Rehabilitation Centers (VRC) and NGOs like SARTHAK, ENABLE INDIA etc. which help them to consolidate their hiring on PWDs in newer locations that they have ventured into in India.

Another sourcing channel which has greatly helped them in sourcing PWDs has been – State Employment Exchanges. Under the special initiative to promote PWD hiring, they have also started recruitment of visually impaired candidates.

Through the Hiring and Skill Orientation & Evaluation Program (SOEP) of Apprentices in India, Startek have hired more than 5000 Apprentices in last two years, out of which 2% are PWDs.

Pre-Hire Training:

Startek implemented a robust pre-hire training model which enables enhancing the technical and behavioural skills of PWDs:

Language Skills	Comprehension Skills	Computer Education
Identify the key components of fluency & practice the same.	Understand what is comprehension.	Increase speed & accuracy on typing skills.
Bring out the co-relation between rate of speech & fluency.	Understand the significance of comprehension in communication.	Learn basic computer navigation.
Learn the key parts of speech.	Learn the key tips to comprehend accurately.	Learn short cut keys on the keyboard for ease of operations.
Organizing thoughts and expressing freely while communicating.	Moving from basic level of comprehension to an intermediate level.	
Switching between languages seamlessly.		
Interview preparation.		

Focused Employee Engagement Initiatives for PWDs:

- Rewards & Recognition for PWDs is conducted for their significant contribution and work commitment towards the company. As part of this Startek felicitates PWDs with mementos, cash rewards, gift vouchers, publish winner name on “Wall of Fame” and the intranet, besides shields and certificates of appreciation.
- World Disability Day celebration: Startek celebrates World Disability Day’ on 3rd December with various engagement activities for PwDs. This event is celebrated across all the 54 locations worldwide across the company.
- Affinity Groups: These are voluntary, employee-driven groups that typically focus on shared interest. These groups provide support and enable networking opportunities such as mentoring, community outreach, career development and cultural awareness activities.
- Coffee with HR/ Business Head: Sessions are conducted with PWDs to discuss, understand concerns if any, share organisational updates and get feedback from PWDs.

Opportunities for PwDs in tier 3 & 4 cities/ towns:

Startek has ventured into towns like Jamshedpur, Vijayawada, Srinagar & Chhindwara in India, Cordoba & Bahia Blanca in Argentina and Tier 4 cities like Shimoga, Karnal and Trivandrumi. This model offers tangible and intangible benefits to support the thriving domestic market, which requires mainstream BPOs to be more cost-effective, provide diversity of locations, skills and capabilities. The operations in smaller towns have gone a long way in ensuring significant indirect economic impact on the lives of PwDs.

IMPACT OF THE INITIATIVE

As a result of the efforts on employment, training and sensitization of PWDs, Startek has received Recognition and been conferred with 100+ awards for employment and training of PwDs- both Representation and Inclusion of PWDs.

BEST DIVERSITY & INCLUSION INITIATIVE

INCLUSION OF WORKING
MOTHERS

NVENT THERMAL INDIA PVT. LTD.

ABOUT NVENT THERMAL INDIA PVT. LTD.

nVent is a leading Global provider of Electrical Connections and Protection solutions. nVent designs, manufactures, markets, installs and services high performance products and solutions that connect and protect some of the world's most sensitive equipment, buildings and critical processes. It offers a comprehensive range of enclosures, electrical connections and fastening and Thermal Management Solutions across industry-leading brands that are recognised globally for Quality, Reliability and Innovation.

CONTEXT OF THE D&I INITIATIVE

The idea was to create and sustain an Inclusive workplace that allows nVent to drive business growth. Intentional or unintentional discrimination in any form is counter-productive for an organisation's growth, and happens when people are treated less favourably than others due to personal characteristics that have nothing to do with the quality of their work.

D&I INITIATIVE

Employee Care:

nVent is a strong believer of work-life balance and ensures to align its policies and practices with this belief. Working women, Single parents get benefits like Flexible Working Hours, Mandatory Leaves and Paternity Leave etc. These policies help employees, especially working women and single parents, to adhere to their family needs and commitments without compromising on work.

No biases in Hiring / Promotion / Job rotation:

nVent has a strong focus to ensure that Individual competencies are the key criteria for anyone to get hired into the system, and they have created checkpoint to ensure minimizing of biases with regards to Gender, Race, Nationality, Sexual Orientation, Disability, Gender Identity, Age- and these are executed in hiring decisions.

IMPACT OF THE INITIATIVE

The voluntary and involuntary attrition rate stands at less than 1% for the Region at nVent. Overall 22% of employees working with nVent are women, the number of Women at leadership and management band is 45%.

UIPATH ROBOTIC PROCESS AUTOMATION PVT. LTD.

ABOUT UIPATH ROBOTIC PROCESS AUTOMATION PVT. LTD.

UiPath is a global Software company that develops a platform for Robotic Process Automation (RPA), currently valued at \$10.2Bn. UiPath is the world's most widely used RPA platform and has won many awards and accolades for its ground breaking products and solutions. Based out of over 30+ countries, UiPath has a customer base all over the world.

CONTEXT OF THE D&I INITIATIVE

UiPath upholds Equality as a core belief. As an emerging leader in the deep tech/new age tech space, the organization believes that they are positioned very well in the industry to create a change, to impact the way today's organisations work, and to ensure that they are more Inclusive than ever.

Empowering, supporting and celebrating Women by providing them with a platform and guidance to help them restart their careers and join the workforce again is important to UiPath and is a critical enabler to bring in more Equality and reduce biases and stereotypes against Women, as an employer in the STEM field industry.

D&I INITIATIVE

Diverse organisations come together to tackle complex issues and approach problems with different perspectives, increased creativity and innovation. UiPath's rocketship of 2900+ employees and growing steadily, is poised at the perfect stage to become a Diversity and Inclusion champion in the new age technology start-up landscape. Keeping this in mind, they have initiated interventions to motivate employees to bring their best selves to work!

Bringing Women Back to Work:

UiPath worked with Her Second Innings, a community that supports women returning to work. Working women face a challenging obstacle course, when trying to return to work after having taken a break - for maternity, for family, for health reasons. Her Second Innings is a platform to empower women and enable them to become financially, socially and emotionally independent; by means of mentorship from women leaders, finding opportunities that suit the woman's skill set and ensuring they have the flexibility required to juggle their work and personal lives.

Bringing Women Back to Work, this UiPath initiative, was launched in July 2019, spearheaded by Sahana Shekar (Director, Product Support). The intent was to provide women an opportunity to upskill or reskill themselves in areas like automation and deep tech, the next big waves in the industry. Two batches of training sessions were conducted, followed by an advanced certification for 60+ women, who were returning to work, after having taken a break. As a next step, some of these women were given an opportunity to intern with UiPath for 6 months, receive mentorship under our leaders, with a potential to become a permanent employee at the end of the time period.

IMPACT OF THE INITIATIVE

Bringing Women Back to Work enabled 60+ women to upskill and prepare themselves to come back to work. UiPath even absorbed some women after the training program was completed.

Her Second Innings further supported these women and helped them get placed with various software companies across Bangalore.

BEST DIVERSITY & INCLUSION INITIATIVE

INCLUSION OF LGBTQIA

DELL TECHNOLOGIES

ABOUT DELL TECHNOLOGIES

Dell is a multinational Computer Technology company that develops, sells, repairs, and supports computers and related products and services. Named after its founder, Michael Dell, the company is one of the largest technological corporations in the world.

CONTEXT OF THE D&I INITIATIVE

Fostering a healthy community spirit at Dell, Employee Resource Groups (ERGs) are a key component of the company's Diversity and Inclusion initiatives. These communities are meant for employees to connect on common interests and causes such as gender, ethnicity, sexual orientation and backgrounds. ERGs are open to anyone who wants to join and provide opportunities for personal and professional development through mentoring, volunteerism, networking, leadership development and community involvement.

The ERG for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) and the Ally community is a great example of Dell's commitment to create a truly inclusive workplace. From advocacy, to community engagement and education to increasing awareness, the Pride ERG has been working for several years to empower Dell's LGBTI+ team members. In India, the Pride ERG was launched in September 2018.

The idea was to celebrate Dell's LGBTQ team members all year long build a culture where everyone can show up as their authentic selves.

D&I INITIATIVE

Dell's Pride ERG India has come a long way in the last few years. Through the Pride ERG, they have supported policy change and delivered medical benefits for same-sex partners, secured benefits for transgender team members across the APJ region and enabled their offices and facilities with inclusive gender-neutral washrooms across all sites of Dell Technologies India.

Dell's presence at both the Pride Summit and Zinnov D&I Confluence in 2019 showcased their thought leadership in establishing LGBTQ+ Inclusion in the corporate workforce. They partnered with Community Business and Goldman Sachs for a research guide on "LGBTI+ Workplace Inclusion in India" and represented Pride India in 'Out and Equal 2019 Conference'. To celebrate Pride month this year, they collaborated with The Pride Circle for the #21daysallychallenge virtual campaign.

Apart from these initiatives Dell Technologies:

- Rolled out an Online Pride Ally Certification Program
- Rolled out a Sensitization 101 Program for people managers (200 managers sensitized at 5 sessions)
- Launched All Gender restrooms, with explicit message on gender expression and identity in all Dell India facilities
- Hosted 15 multinational companies Pride ERG leads and 15 LGBTI+ personalities in Dell at a full day workshop on LGBT Resource Guide for employers, facilitated by Community Business
- One of their team members transitioned from male to female at work, even though there are no official benefits on paper, the organization supported this with vacation days and compassionate support

IMPACT OF THE INITIATIVE

Dell has an active participation of 77%, among its 12,000+ members registered with its various ERGs. Their network of Employee Resource Groups (ERGs) measurably increases Employee Satisfaction (eNPS) by allowing team members to lead, connect and grow.

HINDUJA GLOBAL SOLUTIONS (HGS)

ABOUT HINDUJA GLOBAL SOLUTIONS (HGS)

HGS is a global leader in Business Process Management (BPM) and optimizing the Customer Experience Lifecycle. HGS is helping make its clients more competitive every day.

CONTEXT OF THE D&I INITIATIVE

HGS envisions itself to be a Diverse workplace (gender, disability, sexual orientation, race, age, nationality, attitude, experience, etc.) offering an inclusive environment for every dimension of diversity. They believe this will ensure they learn, grow, respect and accept the diverse workforce thereby helping them achieve their D&I vision- "Together We Progress"

HGS also has a well-articulated Mission statement for its D&I initiatives - 'Embed D&I in our DNA', so that HGS can leverage diverse talent, be inclusive and recognized as an Equal Opportunity Employer.

The Organization has been keen to work with talented people from diverse background as it understands that diverse workforce has constructive impact on productivity, ROI and revenues; and to be truly inclusive and humane as an Organization, they must pay attention to all communities – be it members of the LGBT+ communities, PWDs, or Gender groups.

D&I INITIATIVE

HGS is committed to a diverse workplace (gender, disability, sexual orientation, race, age, nationality, attitude, experience, etc.) offering an inclusive environment for every dimension of diversity. While they embrace diversity as a whole and encourage our colleagues to bring their whole self to work, their three-primary focus areas among diverse groups are Gender Balance, Person with Disabilities and LGBT+.

HGS's LGBT+ inclusion program was launched in 2016 and has four pillars:

- Embrace
- Empower
- Embed
- Enable

Embrace

HGS strongly believes that the key to bring in acceptance and inclusion is creating awareness. It is through awareness that myths are broken, stereotypes are challenged, and biases are mitigated. To establish organisational intent and dispel notions, they targeted the grades of Managers and above since they are integral in initiating and carrying forward conversations on LGBT+ Inclusion.

HGS has a special logo for D&I, which features the rainbow reflecting the LGBT+ identity and solidarity. The multi-coloured flag typically used during Pride symbolizes the togetherness and diversity of the community.



The organization regularly hosts Pride foundation workshops for its leaders, aimed at educating them about the LGBT+ community and the need for action to define the LGBT+ journey of inclusion at HGS.

To take the awareness & sensitization at next level, HGS celebrates Pride Month where they educate their employees on key term and terminologies to understand and participate in conversations on LGBT+ inclusion. In their attempt to intensify the pace of their LGBT+ inclusion drive at HGS India, they launched a 27 page well-researched and cohesive Whitepaper highlighting best practices adapted by various nations and organisations to create a more inclusive society. Following the report launch, 20 employees signed off as LGBT+ Allies.

HGS equipped its employees with the ultimate LGBT+ glossary to promote usage of positive and respectful language for those who identify themselves as LGBT+.

The organization has also put into place a series of e-modules focusing on identification and addressal of inappropriate behavior against LGBT employees. It also focuses on enhancing the skills to communicate with a diverse audience and to weave Diversity and Inclusion in everything people do at the workplace. Some of the topics of Learning modules are - Addressing Discrimination, Bullying, Victimization, Harassment and LGBT+ inclusion at work.

Empower

HGS launched PRIDE@HGS Employee Resource Group which stands for People Respecting Individuality, Diversity and Equality at HGS. The intention is to provide a safe environment for LGBT+ inclusion dialogues, initiate discussion on issues, challenges, best practices and suggest innovative solutions to address their concerns and create better awareness about HGS's LGBT+ friendly policies and practices. PRIDE@HGS comprises of 26 passionate employees at HGS who act as a support network and also work towards creating societal and organizational inclusion.

HGS has identified 'D&I Champions' - they are people from mid to senior level helping the D&I core team to progress towards the vision faster and in a collaborative way, amplifying inclusion at the heart of this movement. The Champions strengthen, sponsor and activate D&I interventions at all HGS India centers and locations. They act as Mentors for the ERG members.

Embed

Inclusive Policies: All policies at HGS are inclusive for LGBT+ employees. They use terminologies like partner, they/them in their policies.

- Maternity and Childcare Policy: HGS is among those few companies in India which provides maternity and Childcare policy benefits to a LGBT partner with child bearing abilities.
- Bereavement leave: HGS provides bereavement leave of five days to all its employees. The definition of family has been redefined to include LGBT+ partner/s. In case of loss of partner, LGBT employees have the same benefits of the leave
- All employees irrespective of gender are eligible for adoption leaves.
- HGS's medical insurance policy recognizes and covers same-sex partners too
- HGS's dress code policy is gender neutral and encourage individuals to bring their whole selves to work.
- Policy on prevention of sexual harassment addresses employees irrespective of gender and sexual orientation.

Enable

Addressing accessible infrastructure is an important aspect of inclusive ecosystem. HGS established 38 Gender Neutral washrooms across India centers. Anyone irrespective of their sexual orientation can utilize these facilities.

IMPACT OF THE INITIATIVE

HGS regularly analyses data and feedback from internal & external stakeholders to gauge the impact of its D&I interventions and benchmark their policies- this has kept the Impact positive. They also keep a close check on the utilization of various policies like Childcare, Flexi Work Arrangements and Medical Insurance among others to keep reinventing themselves through this powerful journey.

HSBC

ABOUT HSBC

The Hongkong and Shanghai Banking Corporation Limited in India offers a full range of Banking and Financial Services through 26 branches across 14 cities. HSBC is one of India's leading financial services groups, with over 38,000 employees in its Banking, Investment Banking and Capital Markets, Asset Management, Software Development and Global Resourcing Operations in the country. It is a leading custodian in India. The Bank is at the forefront in arranging deals for Indian companies investing overseas and foreign investments into the country.

CONTEXT OF THE D&I INITIATIVE

As a business operating in markets all around the world, HSBC believes Diversity brings benefits for their customers, their business and their people. HSBC embarked on a journey to build a connected workforce that reflects the communities where they operate and thereby helps the business meet the needs of customers from all walks of life. HSBC implemented a three-pronged approach to implement this initiative:

Organisational policies play a key role in building and sustaining an inclusive culture and hence it was important to modify them as a first step towards giving recognition to the LGBTQIA community

- The infrastructural change allows colleagues to use the facilities aligning with their Gender identification and expression.

- Post the policy changes, the next step was to spread awareness about the community, sensitization and do away with misconceptions.

D&I INITIATIVE

The Pride Project:

India has been celebrating June as the International Pride Month since 2018 and HSBC, has actively marked each Pride Month with a range of activities ever since. Below are some key aspects that have been put in place to keep the conversation and awareness growing around Pride -

Inclusive policies and infrastructure:

- Coverage for same gender spouse/ partner for medical insurance, which includes expenses of gender re-assignment surgery.
- Inclusion of same gender domestic partners under bereavement leave
- Access to Employee Assistance Program extended to all family members of the employee (counselling aid)
- Gender neutral prevention of sexual harassment policy
- Gender Neutral Washrooms at all offices in Pune and Hyderabad.

Awareness and Sensitization:

Internal-

- Celebrating Milestone Days like Pride Month, International Non Binary People's Day, Anniversary of Decriminalization of Sec 377, International Day Against Homophobia, Transphobia and Biphobia, Transgender Week (November 2020)
- Senior management support shown through Sponsorship and Panel Discussions for the cause

- Generating awareness through gamification and experience sharing like “Did you Know Facts” about the Pride movement and history on company’s internal portal and conducting Pride quizzes, screening of short films, Pride short story writing contest, panel discussion with LGBT+ community speakers, Collage and slogan making competition, photo competition.
- SOGIE (Sexual Orientation Gender Identity & Expression) Training conducted by a HSBC colleague, also a member of the community for all the Pride Allies. The aim of this training was to educate and create awareness amongst the allies.

External-

- Visible support and acceptance to the community through active participation in Pune Pride March, Pride Circle “#21DaysAllyChallenge” and CSR Initiatives with Transgender community through Humsafar Trust, a pioneer NGO for LGBTQ+ community in India.
- Speaking at the NASSCOM D&I Summit to let the external community know that they are open and connected to the LGBT+ community.

Monthly Pride Ally meetups

Ensuring momentum and connect with Pride allies through monthly Pride meets. The engagement helps to seek feedback and drive innovative ideas to understand the challenges of the community and create better awareness.

IMPACT OF THE INITIATIVE

HSBC noticed a 300% increase in participation in LGBTQ+ inclusion related events as compared to 2019. Additionally, an increase was noticed in allies’ strength. Over the last one year alone, the Pride Ally group grew from 40 to 135 colleagues.

BEST DIVERSITY & INCLUSION INITIATIVE

TALENT MANAGEMENT

DELL TECHNOLOGIES

ABOUT DELL TECHNOLOGIES

Dell is a multinational Computer Technology Company that develops, sells, repairs, and supports computers and related products and services. Named after its founder, Michael Dell, the company is one of the largest technological corporations in the world.

CONTEXT OF THE D&I INITIATIVE

Diversity & Inclusion is part of the Dell technologies' DNA. In their words – “It's more than what we do, it's who we are. At Dell Technologies believes that Diversity is Power”

Dell Technologies is dedicated to attracting, developing and retaining people who identify as Women. Gender parity is essential – especially in technical positions and leadership roles, where the women remain underrepresented throughout their industry.

Dell has set ambitious D&I goals for itself, wherein, by 2020 50% of their Global Workforce and 45% of their Global People Leaders will be Women. In order to meet these goals , they have identified three areas of focus in which to organize their initiatives and measure the progress:

Build & Attract

- Diversify to fulfill tech jobs
- Look beyond the “traditional” talent pool
- Partner to ensure workforce preparedness

Develop & Retain

- Empower to engage
- Support employee connections
- Strengthen through employee leadership, connection and growth

Scale

- Educate for equality in the workplace
- Partner to support diversity and inclusion
- Develop breakthrough diversity-related innovations

D&I INITIATIVE

Dell Technologies has tied up with renowned academic institutions to upskill employees in both Technical as well as Management skills.

TechEDGE:

A program developed by Dell Technologies, in collaboration with IIM-Bangalore, for mid-career technologists and to shape them into Technology leaders of tomorrow -who can inspire younger technical talent and become thought leaders. It focuses on three key aspects for developing competencies: improving Technical subject matter expertise; Social and consulting skills and orientation; Leadership skills.

EDGE:

A flagship learning initiative in association with IIM-Bangalore, the EDGE Management Development Program for middle and mid-to-senior level managers, aims to Educate, Develop, Grow, Empower (EDGE) and create an effective leadership pipeline. The program includes workshops on Strategy, Problem-solving, Finance. Other aspects of the program include 360-degree feedback, learning from leaders, peer learning, and on-the-job learning. EDGE is a one-year program which is a unique learning experience and includes sessions with top leaders. The Organisation witnessed 50% participation of Women in this program.

RISE:

A development program designed to help women move up into the next level in their careers. Aimed at mid-career High Potential Women team members, it provides them with the right tools in the form of training sessions, events, and written material which empower them to perform well at work. The program helps Women Managers with skills such as public speaking, networking, and thinking innovatively. Since its inception in the year 2013, There has been a 200% increase in the number of Women participants selected for high potential leadership programs.

Dell Mission 1000:

Dell's path-breaking pledge to create 1000 opportunities in 1000 days for 1000 persons with disabilities. They are aiming to create 300 opportunities every year on diverse fronts and build an inclusive environment that will support and encourage people with true ability. This is a proactive goal across business and functions leading from the front with accountability from stakeholders in Talent Acquisition, Facilities, CSR, Procurement and Business.

IMPACT OF THE INITIATIVE

- Since the program's inception in the year 2013, there has been a significant increase in Senior Engineers in the India Center of Excellence and 22% of TechEDGE participants have been rated as high impact.
- The impact of the EDGE program has been significant, with 53% of the program's graduates receiving a broader scope of work, and 24% participants being consistently rated as high impact team members.
- 60% of RISE participants saw increased scope of work, while 30% progressed to the next level of the program.

HAPPIEST MINDS TECHNOLOGIES

ABOUT HAPPIEST MINDS TECHNOLOGIES

Happiest Minds Technologies enables Digital Transformation for enterprises and technology providers by delivering seamless customer experience, business efficiency and actionable insights through an integrated set of disruptive technologies: Big data Analytics, Internet of Things, Mobility, Cloud, Security, Unified communications, etc. They offer domain centric solutions, IPs in IT Services, Product Engineering, Infrastructure Management and Security.

CONTEXT OF THE D&I INITIATIVE

Happiest Minds' Diversity and Inclusion Program help build a high performing work environment that reflects the diversity of the world. With special programs designed to encourage cross-cultural diversity and promote Gender Diversity, the Organization is committed to creating a place where every individual is respected for what they bring to the table.

D&I INITIATIVE

Men as Advocates of Gender Diversity:

As an approach that engages men in creating equal workspace, Happiest Minds Technologies encourages men to play a critical role in promoting and championing the true spirit of inclusion, creating inclusive leaders, stronger businesses and more fulfilling lives for both women and men.

Inclusive Recruitment

- D& I Targets are owned by Executive Boards & BU CEO & COO's which is percolated down to their teams.
- Quarterly Dashboard is presented to the Board and Senior Management with the progress on the overall D&I Charter
- To further enhance the same apart from the regular hiring activities additional care was taken in the year FY18-19 to promote Diversity through a special Diversity drive.

Referral Bonus:

Happiest Minds Technologies is an Equal Opportunity Employer. To encourage diversity at workplace Happiest Minds Technologies employee referral policy provides an additional 5% on Referral Bonus payouts for successfully referrals of Women candidates and candidates with Special Abilities.

AURA – The Women's Network:

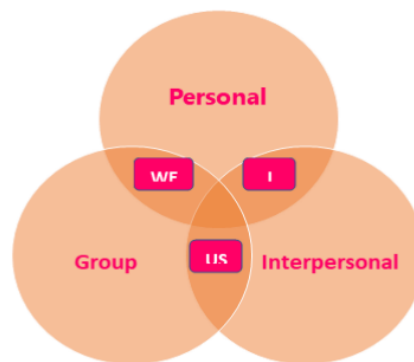
AURA brings Female Employees from various sections of Happiest Minds Technologies together to:

- Exchange best practices, tips and tricks
- Become a support group for sharing concerns and seeking ideas
Consolidate the voice of Women from Happiest Minds from the perspective of policies, practices and infrastructure
- Mentor and develop Leadership talent
- Being the sounding board to validate thought processes while evaluating the impact of critical decisions

Women in Excellence (WE) Program (Development Program for Mid Managers)

Research suggests that the proportion of women in key leadership roles remains low in most organizations, despite compelling evidence that increased Diversity in leadership ranks increases organisational performance. Women face a unique set of challenges when progressing into leadership positions, including unconscious bias, scarcity of role models and a continually shrinking peer group.

Happiest Minds' Women in Excellence (WE) program aims to bridge this gap and enable Leadership capability building.



Program Objectives:

- Enable the building of a talent pool of Happiest Minds' Women Leaders
- Explore one's relationship with self (personal), others (interpersonal) and groups
- Enhance key leadership skills for professional development
- Empower women managers to oversee their careers and aim for leadership roles

Organisational Outcomes:

- To identify and build an internal talent pool for leadership roles
- To be consistent with organizational diversity & inclusion goals and initiatives
- To recognize, reward and retain high-potential women leaders

Themes covered in the Program:



Happiest Minds Technologies believes that Gender Equality is essential for a high-performing, Talent-led organization. They strive to provide a culture where women can thrive and define their own paths to success. As more women pursue careers in technology, the following unique programs are beneficial.

Wellness Programs

Happiest Minds Technologies' Wellness Program is themed around 8 Wellness Themes – Social, Emotional, Spiritual, Environmental, Physical, Intellectual, Occupational and Financial Wellness.

They organize various sessions on Counselling, Health Camps, Check Ups (Hair, Dental, Eye, Pulmonary, Breast Cancer Screening) Zumba & Fitness sessions, Healthy cooking and eating, Parenting talks, Yoga Sessions, Taichi, Talks on Financial Planning etc.

Crèche Facilities

Happiest Minds technologies has a Crèche Facility for infants / toddlers in a safe and secure place! This facility enables junior Happiest Minds get quality daycare services with the following benefits:

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- Preference in admission at the daycare center the organisation have tied up with
- Waiver of Admission fee
- Discounted monthly fees for Happiest Minds in admitting their child
Partial Participation in the monthly fees by the Happiest Minds

IMPACT OF THE INITIATIVE

Happiest Minds' Diversity and Inclusion Program help build a high performing work environment that reflects the diversity of the world. With special programs designed to encourage cross-cultural diversity and promote gender diversity, the Organization is committed to creating a place where every individual is respected for what they bring to the table.

STARTEK

ABOUT STARTEK

Startek provides Omni-channel Customer Experience management, Back Office and Technology services to corporations around the world across a range of industries. The company has more than 46,000 outsourcing experts across 54 delivery campuses in 13 countries worldwide that are committed to delivering seamless and transformative Customer Experiences for Clients.

CONTEXT OF THE D&I INITIATIVE

Increased globalization, augmented competition and rapid demographic changes paved the way for diversity management to address the needs of a rapidly changing heterogeneous workforce. At Startek, diversity encompasses, but goes beyond, the traditional concept of Equal Employment Opportunity. Being a responsible organization, they have the intent to serve, value and make the fullest possible use of the diverse backgrounds, skills, talents and perspectives of all their people, which is their main driving factor. This also helps them generate more clientele, community support, loyalty and goodwill.

Startek embarked on the journey of diversity in 2009 and since then, have been able to integrate this philosophy successfully across business strategy and practices. The intention is to lend a helping hand to the vulnerable sections of the society with the outlook of fairness and morality.

D&I INITIATIVE

Startek follows a six-dimensional model of diversity which includes Persons with Disabilities, Gender Inclusivity, Socially & Economically Disadvantaged People, Culturally and Linguistically Diverse People, Mature Age People, and Indigenous People. The six-dimensional model of diversity is depicted in the diagram below:



Target Based Commitment to Diversity:

The organization has a very well defined outcome based commitment and measurement system against each facet of diversity coupled with a stated philosophy.

Diversity Enablers at Startek:

The company has deployed various initiatives which act as remarkable enablers in building a diverse and inclusive workplace:

- Diversity & Inclusion are among 'Key Strategic Agenda' of the Board and Leadership team.

- Their global HR vision is to 'Create a Progressive workplace that enables Partnership for Prosperity' where Progressive workplace means a dynamic place of work which is vibrant, contemporary, presents infinite possibilities and encourages diversity.
- They have implemented progressive policies like Human Rights, Equal Employment Opportunity, Prevention of Gender Harassment, Maternity Benefit Schemes, Policy on Affirmative Action and Conflict of Interest Management that truly demonstrates the commitment to rigorously drive diversity and inclusion at the workplace.
- Diversity is a key theme of Sustainability Reporting initiative which is a vital initiative towards diversity and inclusion.
- Dedicated Diversity Champions are nominated at corporate, business and country level, to lead the Diversity and Inclusion initiative.
- Extensive communication is done around the initiative which includes Training on Diversity and Inclusion at Inductions, Round Tables, Affinity Groups, Policy Refresher Sessions, PwD Employees Communication Series, Sessions on Affirmative Action, Workshops on sensitizing line managers, Cultural Sensitization Workshops and various training and sensitization programs to re-build the acumen of mature age employees.
- The infrastructure and facilities ensures that the company stays true to its commitment of making the work environment conducive, by catering to the special needs for accessibility
- Periodic assessment and refinement on initiatives are undertaken to improve coverage and effectiveness.

Innovative Diversity Initiatives across all facets:

- Startek trains Persons-with-Disability (PWD), conducts assessments on language, Comprehension and Computer Skills before hiring them.

- The Organisation has a PWD club and the underlying objective is to enhance organisational capability by assimilating new ideas and ways of thinking from PWDs
- They have specific R&R processes for PWD Employees
- “Project 2nd Innings” is a series is designed to reintegrate Women Employees when they come back from maternity leave or the ones who join after a career break. This includes part-time, flexi-time or split-time policy, mentoring programs for re-hires, welcome letters, sensitisation programs for peers and supervisor, assessment for re-skilling needs and facilitate affinity groups. Gender ratio improved from 81:19 to 57:43 in 5 years in India
- Within the Organisation they encourage housewives to come and work on hourly rate basis. They have the freedom to decide the number of hours they wish to work.

IMPACT OF THE INITIATIVE

Startek tracks the impact of its D&I initiatives using variety of data-points and touch-points like the Diversity & Inclusion Scorecard, Employee Engagement and Feedback, Talent Management metrics etc.

As a result of its tireless efforts, Startek’s overall Global Employee Engagement Score consistently improved from 65% in 2011 to 78% in 2019. Career opportunities were created for over 1300 people from diverse groups through internal recruitment programs.

BEST DIVERSITY & INCLUSION INITIATIVE

INCLUSION OF MILLENNIALS

MARICO

ABOUT MARICO

Marico Limited is one of India's leading Consumer Goods companies providing consumer products and services in the areas of health, beauty and wellness. With its headquarters in Mumbai, Maharashtra, India, Marico is present in over 25 countries across emerging markets of Asia and Africa.

CONTEXT OF THE D&I INITIATIVE

Marico has designed their systems, processes and culture aligned with the interests, work styles and preferences of Millennials. They conducted FGDs with cohorts of Millennials and benchmarked reports on inclusion and engagement of Millennial workforce. Further, Marico Engagement Survey (MES) is conducted annually to gauge the pulse of their workforce. By diving deep into the findings of this survey, the Organization mapped what their Millennial employees seek out and value in a workplace and designed strategies to maximize the potential of Millennial talent

D&I INITIATIVE

Purposeful Work:

At Marico, priority is purpose over profits and the organization constantly strives to 'make a difference' to the lives of all their stakeholders- members, associates, consumers, investors, and society at large.

Having a strong and ‘socially responsible’ brand value proposition helps Marico to attract Millennials driven by purposeful and meaningful work.

Marico has institutionalized a value-driven culture through “Value based awards”, “Values week” etc. Through provision of community impact leaves and employee involvement in their CSR activities, they have succeeded in actively cultivating a culture of volunteering.

Flat Hierarchy and Empowered Work Culture:

Millennials dislike bureaucracy. Structurally, Marico is relatively a flat organization with a 3 tier organization structure -having a wide broad banding of roles. Keeping in view the “Culture of Membership”, all their policies are guideline based rather than rule based. “Complete trust and empowerment” is the foundation for stating these guidelines. These guidelines stated are not rules that require strict adherence but have been designed to build commitment rather than driving a contract with their employees.

By giving early responsibility, learning rich stretch roles to Millennials , Marico empowers them to define their career paths and lead with impact. By taking complete ownership of business at very early stages, the Organization helps them to not only experience but also create challenging, enriching, and fulfilling career growth stories.

Customized Careers:

Millennials want to experience new and different things in their careers, and Marico enables dynamic career paths that combine agility with professional development. While each function within the organisation has a career path, employees are able to rotate across jobs and take on new roles –either within the same department or across functions.

Mentoring by Top Leaders/CXOs:

Marico believes in the philosophy of “Be a coach first, manager second”. At Marico , Managers provide informal feedback and act as regular sounding boards to create the leaders of tomorrow. The top management gets involved in leadership development by mentoring Marico’s Young Board.

The Young Board is formed every year by selecting young leaders from different functions and geographies to work on one or more key organisation initiatives, which could include big-bet ideas or culture-building initiatives.

The top leadership team is also actively involved in sponsoring and mentoring Think Tanks and Growth Hacking teams to harness new business ideas.

Reverse Mentoring:

This initiative has helped the Leaders at Marico become 'Mentees' and tap into Gen Y ideas. It also helps Gen Y by not only sharing their fresh perspectives but also having a strong say in the decisions that shape the Company's future. Overall, it helps to bridge the Generation gap and foster Intergenerational Diversity, by keeping generations bonded together for the realisation of larger organisational objectives.

Work-Life Balance:

Marico's internal survey, along with several other external surveys, revealed that Millennials love to have work life balance, a fluid revolving door between work and play. Millennials do not fit neatly into the 9 to 5 mould that their parents may have worked within.

Thus, the Organization has flexible work schedules and no attendance system as they believe in measuring people by quality of output as well as giving flexibility to achieve their goals. They have equipped people with laptops instead of desktops to enable them to work from home, work form anywhere as and when required.

IMPACT OF THE INITIATIVE

Through their NGO partners, HSBC has been supporting the following beneficiaries through skill training programmes and disaster relief:

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Empowered and Engaged Millennials have helped Marico in creating a culture of entrepreneurship and harnessing new business ideas leading to Innovation and enhanced competitive advantage. The Organization leverages the combined strength of experience and energy of youth through an inter-generational workforce of veterans and millennials. Such Inter-generational Diversity has promoted better selling and engaging with diverse customer needs.

L&T-NXT

ABOUT L&T-NXT

L&T-NxT is a Larsen & Toubro group company and leverages the group's deep industry domain expertise in leading edge Information Technology Capabilities & the invaluable learning from digital transformation of their own diverse businesses, to deliver Disruptive Digital Transformation for Global customers.

CONTEXT OF THE D&I INITIATIVE

L&T-NxT believes that individuals have the power to change the world and that Diversity makes them smarter and more Innovative. The Organization is dedicated to creating an environment where their people can be themselves, feel a sense of belonging and contribute in a multi-generational work environment.

L&T Nxt wants to create a Gender-balanced talent pool for the future by attracting millennial engineers, developers, thinkers and decision makers, that will help the organization become a young and vibrant organisation, while fostering a culture of embracing all generations in the workforce.

D&I INITIATIVE

- Graduate Engineer Trainee Induction of 2 weeks, wherein the CEO & MD and Senior leaders interact face to face with Trainees to introduce them to the company culture and history.

- A new initiative called Rising Star Award has been started which recognises and encourages good work done by Trainees every year.
- Knowledge sharing sessions wherein juniors teach seniors about current trends in Technology and amongst millennials.
- Mind house app launched for wellbeing of millennials.
- Yogo app launched for kids to help millennials with kid at home to engage their kids in online learning.
- Magzter app launched for online reading of premium magazines and newspaper.
- Special consideration given to Performance ratings of Women going on maternity leave.
- Fully functional Creche which facilitates young kids of age starting from 3 months as well.
- Support returning mothers through programs like Maternity Transition Program, Magic of motherhood, Creche, Flexi hours, Work from home options and Emotional coaching and counselling through the entire journey.

IMPACT OF THE INITIATIVE

- Average age of the Workforce is 28 years, indicating majority of Millennials in the system
- Overall attrition stands at less than 5%
- Employee referrals for joining was around 40% earlier, and now stands at 80% . Of their recent new recruits also most Millennials have come through the employee referral route.

NSEIT

ABOUT NSEIT

NSEIT works with Banking, Financial Services and Insurance industries and delivers a consultative approach to adoption of new business models for the industry, enabled with app Infra Modernisation, Data Analytics and Automation and Cyber security.

CONTEXT OF THE D&I INITIATIVE

Millennials form over 40% of NSEIT's workforce, and hence it was important for the organization to understand their aspirations as professionals. It was a strategic decision for the organization to curate a specific development program for this group – based on insights gathered from meeting several members of the cohort.

D&I INITIATIVE

High Potential program for Millennial Employees:

NSEIT's Hi-Potential Program for Millennials intervention is focused on developing a high performing organization culture by grooming Millennials to take on the next level of business and project challenges. The approach to implement this program for these set of employees on the ground revolves around successful execution of these three key principals:



1. Providing Mentorship and Experiential Learning:

- Every high potential employee is assigned a mentor through to deliver the Objectives of mentorship program
- Help high potential employees identify and achieve development and personal growth goals that support business objectives.
- Capability building of employees who have Knowledge, Skills and Abilities
- Foster higher levels of engagement with the employee
- Equip the employee to perform to their highest capability within their current roles

Mentorship Process:



Initial Meetings	Mentor Sessions	Way Forward
<ul style="list-style-type: none">• Explain the purpose of the mentoring relationship• The format of the meetings and how these will work• What you will commit to and your role• What is expected from mentees and their role• Schedule of the next mentor sessions in advance	<ul style="list-style-type: none">• Identify strengths and achievements• Identify areas of development and formulate an IDP (Individual Development Plan)• Explore options• Coaching on specific areas if required• Review and sign off on objectives• Agree on support needs• Set targets for future actions• Create opportunities for mentees to gain experience	<ul style="list-style-type: none">• Identifying the needs after the period of one year• Helping the mentee to identify the next steps• Self-reflection and review on the effectiveness of the relationship by both parties

Experiential Learning:

Experiential learning is the application of theory to real-world experiences within the workplace. Experiential learning requires high potential employees to not only engage in the experience activity, but also reflect upon their learning and how the skills learnt can be applied beyond the classroom.

NSEIT provides diverse experiential learning experience to their high potential employees and has used it to develop following skills in them:

- Leadership: Imbibing Leadership traits by having regular interactions with the CEO as part of the program – to shape employee behaviour and mindsets.
- Team Building: Developing team members with the skills and competencies they need to enable them to work together more effectively.

2. Providing a visible growth path:

Traditionally career paths have always been hierarchical, almost always based on past performance instead of potential. Millennials expect a better career-development experience than previous generations, hence NSEIT looked at things differently to uncover the interests and aspirations of their high potential employees.

NSEIT mapped the current roles and skills required within the organization and developed individual personalized learning paths while also considering the aspirations of the high potential employee.

3. Providing Market-Benchmarked Compensation:

High potential employees expect fairness, communication and growth in terms of salary increase. To continue to retain the high potential talent NSEIT devised innovative compensation packages, benchmarked with market data.

IMPACT OF THE INITIATIVE

The high potential program has significantly helped NSEIT in developing a competitive advantage to help attract and retain top talent, which is very vital for the success of any organisation - particularly in the current business environment. The retention percentage specific to this group is almost 90% at NSEIT when compared with the rest of the organization.

TECH MAHINDRA

ABOUT TECH MAHINDRA

Tech Mahindra Limited is an Indian multinational technology company providing Information Technology (IT) and Business Process Outsourcing (BPO) services. A subsidiary of the Mahindra Group, the company is headquartered in Pune and has its registered office in Mumbai.

CONTEXT OF THE D&I INITIATIVE

The fundamentals of Tech Mahindra's Strategy that target Millennial Engagement are based on insights that millennials are:

1. Loyalty-lite
2. Development and work/life balance are more important than financial reward
3. Want to move up the ladder faster
4. Attracted to Powerful Employer Brands
5. Importance of CSR Responsibility
6. A Techno- Generation
7. Experience Generational Tensions
8. Open to Coaching and Feedback
9. Need to feel Valued
10. Need Leaders who Inspire Confidence

IMPACT OF THE INITIATIVE

Recruitment & Hiring:

Since Millennials like working with their friends which also increases their stickiness to the organization, Tech Mahindra encourages referrals from Millennials within and ensures that their recruiters, who are also trained Millennials deliver a positive hiring experience.

Learning & Development:

Since Millennials are digital natives and have shorter attention span as well as value independence – the organization has shortened the new hire learning curve by providing Digital Learning Systems that enable shorter self-paced modules in a gamified environment. This develops their capabilities, by functional & behavioural modules accessible not just at work but through mobile on Tech Mahindra's in-house application MyApp.

Performance:

Since Millennials value on-going feedback, Tech Mahindra has institutionalized weekly coaching and feedback 1-1s & monthly performance evaluations with monthly pay-out of performance linked incentives

Growth:

Tech Mahindra has promoted 853 employees internally through Internal Job Postings (IJPs) so far this year, out of which 610 (72%) employees are Millennials.

Dare2Dream:

Tech Mahindra Employees get a chance to buddy up with their dream job holder and spend time with them to learn about their roles, how to get there and more- about 200+ top performers shadow leaders in their dream roles every year.

Exit:

Tech Mahindra ensures a positive exit experience when Millennials want to part by institutionalising standard exit procedures, training HR on handling exit interviews and grievances and taking feedback on the entire exit process

BEST DIVERSITY & INCLUSION INITIATIVE

**DRIVING SOCIAL IMPACT /
CHANGE**

HSBC

ABOUT HSBC

The Hongkong and Shanghai Banking Corporation Limited in India offers a full range of Banking and Financial services through 26 branches across 14 cities. HSBC is one of India's leading financial services groups, with over 38,000 employees in its Banking, Investment Banking and Capital Markets, Asset Management, Software Development and Global Resourcing Operations in the country.

CONTEXT OF THE D&I INITIATIVE

This initiative aligns to HSBC's Corporate Sustainability strategy of Future Skills and Inclusion & Diversity's focus areas namely: Beyond Gender and Beyond Employees and is therefore a perfect alignment of efforts of these two workgroups. The Future Skills Programme helps address one of the most fundamental aspects of ensuring equality in STEM fields by removing one of the major barriers for underprivileged girls to enter professional courses.

D&I INITIATIVE

Through their NGO partners, HSBC has been supporting the following beneficiaries through skill training programmes and disaster relief.

Persons with disabilities (hearing impaired and visually challenged), Transgender communities, Women from disadvantaged communities, Girls from financially disadvantaged households, pursuing higher education

Their programmes are supporting the above beneficiaries through the following projects-

- Training 250 hearing impaired youth in multimedia and animation and placing 70% of the trained youth in jobs
- Skill training 200 visually impaired youth in advanced computing, accessibility testing and tele-calling and placing 70% of the trained youth in jobs
- Empowering 220 young aspiring girls pursuing engineering and nursing courses with robust skill training programs and placing 70% of the girls into jobs
- Skills development for 400 women living in slum communities- training for vocational trades like beauty, tailoring and basic computers and placing 70% of the women into employment
- COVID-19 immediate relief work i.e. providing food essential kits to marginalised communities.

In addition to funding these programmes, HSBC also focuses on engaging with its employee base, i.e. driving volunteering initiatives. Their employee-volunteers are driving skill-based volunteering such as imparting training in trending technologies or organising workshops on spoken English / communication / soft skills etc. and developing technology-using their technology expertise in innovative ways to help the economically vulnerable and disadvantaged communities they support.

In 2020, HSBC Employees have volunteered for more than 11,000 hours of time.

Project 1

Project Scope:

Skill training hearing impaired youth in multimedia and animation.

Non-profit Partner:

Ashray Akruti, Hyderabad

Objectives:

- To offer hearing impaired and physically challenged youth with multimedia & animation skills, which will aid them with better opportunities for employment.
- To provide soft skill, grooming skills, language development, Indian sign language etc.
- To career guide and counsel youth to find suitable jobs

Project 2

Project Scope:

Skill training visually impaired youth in advanced computing, tele-calling and accessibility testing.

Non-profit Partner:

The Poona Blind Men's Association

Objectives:

- Train visually impaired youth in computer courses like accessibility testing, advanced computing, tele calling
- To prepare students for competitive exams and place them into respectable employment.
- A placement cell is created that will help students in making them interview-ready and locate job opportunities and facilitating contact between the NGOs and the companies.

Beneficiaries:

Visually impaired graduates & undergraduates who are from very low socio-economic backgrounds.

Project 3

Project Scope:

Providing COVID-19 immediate relief family essential kits, to the transgender communities, PwDs, daily wage earners, elderly, single women headed families, families of children studying in low income schools etc. and PPEs (personal protective equipment) to our healthcare workers.

Non-profit Partner:

The Humsafar Trust and United Way of Mumbai Objectives:

To provide immediate relief to needy & marginalized families & communities Beneficiaries: Transgender communities, PWDs, tribal communities, daily wage earners, construction labourers, domestic workers, elderly, single women headed families, families of children studying in low income schools, beggars, healthcare workers, police personnel.

Project 4

Project Scope:

Empowering 200 young aspiring girls through education and skills building

Non-profit Partner: Lila Poonawalla Foundation

Objectives:

- Empowering academically strong but financially challenged girls studying in Pune and Hyderabad districts, so that they can pursue professional under-graduate education (Engineering, Engineering after Diploma, and Nursing) through scholarships (financial grant towards tuitions/ hostel fees/ conveyance).
- Additionally, through essential, life & employability skills building/ training programs, industry exposure, placement support, HTI enables them to professional careers of their choice.

Beneficiaries:

Girls of age 17 to 25 years, who have attained 70% in their 10th, 12th Grades Diploma courses for those who belong to financially disadvantaged households, pursuing under graduate courses like Bachelor of Engineering, Bachelor of Engineering after Diploma and Bachelor of Science in Nursing.

IMPACT OF THE INITIATIVE

Project 1:

Skill training hearing impaired youth in multimedia and animation.

Outcomes:

Youth trained: 400 | Youth under training: 250 |
Youth placed in multimedia & animation companies like Gemini VFX,
Sarady Studios, DQ Animations, Prasad Labs etc.

Project 2:

Skill training visually impaired youth in advanced computing, tele-calling
and accessibility testing.

Outcomes:

Youth trained: 80 | Youth under training: 100 |
Youth placed: 31
3 of 31 people with disabilities placed, have been hired by HSBC
Technology India.

Project 3:

Providing COVID-19 immediate relief family essential kits, to the
transgender communities, PwDs, daily wage earners, elderly, single women
headed families, families of children studying in low income schools etc.
and PPEs (personal protective equipment) to the healthcare workers.

Outcomes:

- 2280 family essential kits impacting 10,160 disadvantaged communities. The family essential kits comprise of Rice, Wheat Flour, Tur Dal, Moong Dal, Cooking Oil, Salt, Sugar, Tea Powder, Bathing Soap, Washing Soap, Toothpaste, Sanitary Pads, Disinfectant, and Phenyl.
- 950 PPEs benefiting 950 health workers

Project 4:

Empowering 200 young aspiring girls through education and skills building

Outcomes (in-progress):

This is Y1 of the project, and the outcomes are expected are as follows

- After 4 years, 95% of the girls will complete their academic course
- After 4 years, 95% of the girls will show an improved confidence to apply for jobs
- After 4 years, 70% of the girls will be placed into respectful employment
- After 4 years, 70% of the girls will be working in their chosen academic course/ stream.

DELL TECHNOLOGIES

ABOUT DELL TECHNOLOGIES

Dell is a multinational Computer Technology Company that develops, sells, repairs and supports computers and related products and services. Named after its founder, Michael Dell, the company is one of the largest technological corporations in the world.

CONTEXT OF THE D&I INITIATIVE

Dell's Progress Made Real Plan for 2030, released in November 2019, articulates how they will create a positive and lasting social impact on humankind and the planet through 2030 – using their reach, technology and people.

They are focused on advancing sustainability, cultivating inclusion and transforming lives, all underpinned by a commitment to upholding ethics and privacy. Each of the initiatives mentioned above align with their goals to advance sustainability, cultivate inclusion and transform lives.

D&I INITIATIVE

The Girl Child Empowerment Program:

This is a Virtual Mentoring program for students, where 96 Dell team member volunteers have participated in two-hour sessions covering topics such as Communication, Job Descriptions, Interview Skills and more.

This entails the following:

- 1000 students to be mentored every 1000 days
- Age group of 16+ years
- Mentors and coaches assigned based on skill requirement of the students
- Every mentoring session with 1x1 to 1x5 mentor-student ratio
- Every coaching session with 1x15 coach-student ratio
- Focus on employability skills, syllabus of NCERT and need based subjects as identified by our strategic partners
- 50 - 100 coaches and mentors to participate each quarter

Virtual Volunteering (Make an audio book):

Making the most of the recent shift to working from home, Dell's team members have been incredibly proactive with Virtual Volunteering activities and engaging with students to enable their continuous learning through an unprecedented time.

The volunteers recorded audio books in their voices and shared it with their NGO partners who helped expand their reach to various students across geographies

Volunteers were provided access to repositories of eBooks that were available for different age groups in 6 different categories with at least ten books in each category. This also included free Management eBooks that were categorized by skill.

Volunteers were also able to use storybooks for younger children from their own libraries or personal collections.

Recorded files were then stored and filed by chapter in a folder created for each book (in case the institute wanted to merge, they could always combine the files)

IMPACT OF THE INITIATIVE

Rigorous reporting allows Dell to constantly evaluate their goals and programs, so they can continue to adapt and deliver even stronger results and impact.

Their network of Employee Resource Groups (ERGs) measurably increases Employee Satisfaction by allowing team members to lead, connect and grow.

BENNETT COLEMAN & CO LTD

ABOUT BENNETT COLEMAN & CO LTD

One of the largest Media conglomerates, built on a strong legacy of 180+ years with the mind of a start-up, BCCL started as a single publication. Today, its flagship brand, The Times of India, is the largest English daily, The Economic Times is the second-largest business daily and with a strong presence in the Languages space. The Times Group has grown exponentially, driven by the indomitable spirit to question the conventional wisdom and “out of the box thinking” leading towards setting innovative benchmarks for the industry at large.

CONTEXT OF THE D&I INITIATIVE

BCCL is of the opinion that Diversity and Inclusion (D&I) has become indivisible parts of conversations about how to build a successful team and culture.

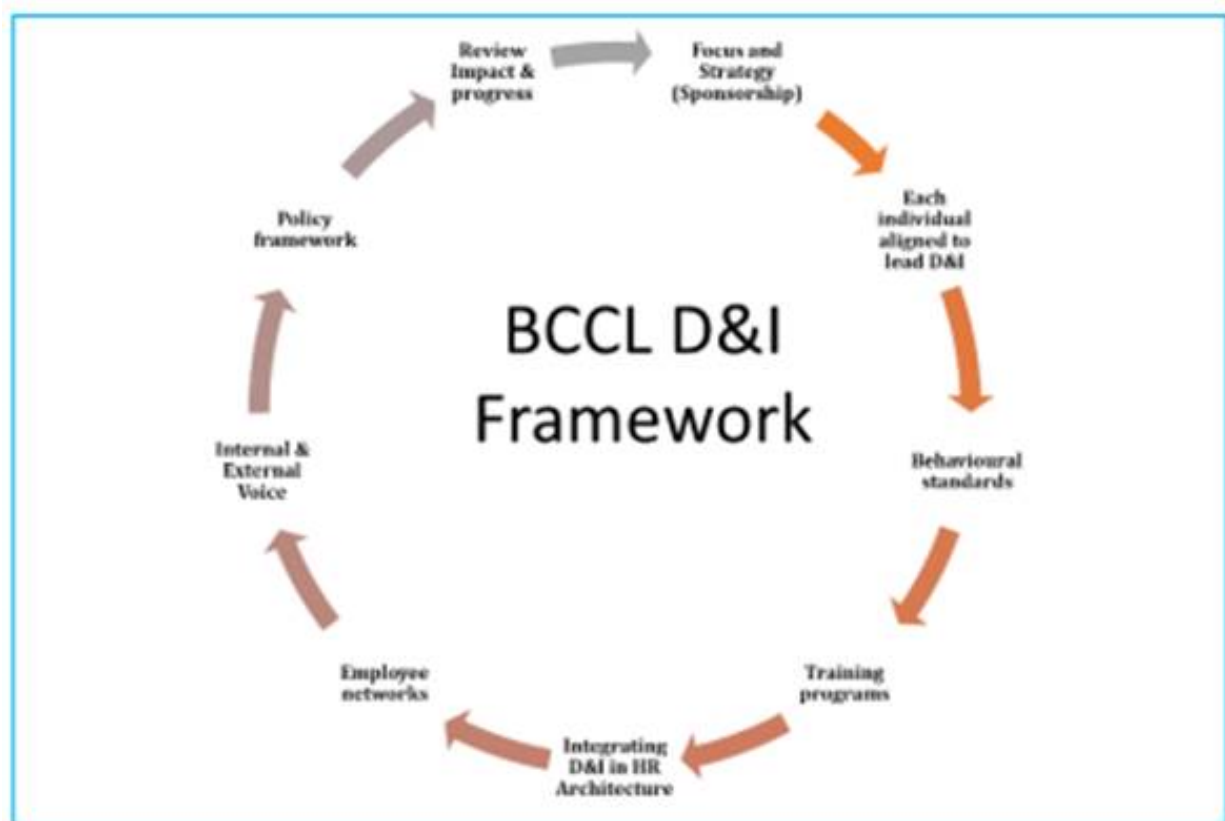
The Organization is convinced that Diversity & Inclusion is a critical business driver that is a leading indicator of a business’s ability to succeed and create significant value for the organization – it also provides immense opportunities for them to attract the best and most diverse talent.

BCCL is also committed to the approach that Mindset shift and inclusion should not just be limited to amplification on social media or a coffee table conversation or just within the employee circle of the group. The publication, with the business that it is in – has an opportunity to

influence and bring about a massive social change in terms of making the society more inclusive of various diverse groups.

Internally, they encouraged employee networks that promoted diversity and facilitated topics that shook the set mould while making everyone think beyond their regular work. And externally, the organization curated thoughtful campaigns around integration and inclusion of various Diverse Groups.

D&I INITIATIVE



BCCL understands that building an Inclusive foundation for the organisation’s future means re-evaluating everything that exists. It is important for everyone to feel included and accepted for who they are, whatever their background or belief; hence, they focused on some of the key diversity and inclusion strategies called the “BCCL D&I framework”:

The new Shindoor Khela ensured a day where labels didn't matter. A new inclusive celebration where all women – single, divorcee, widow, transgender, sex worker, lesbian – celebrate their oneness, standing together, proud together.

IMPACT OF THE INITIATIVE

The Organisation measures the impact through various barometers like Campaign reach, Readers Interaction, Employee Feedback, Awards and others.

BEST DIVERSITY & INCLUSION INITIATIVE

GENDER DIVERSITY &
EMPOWERMENT

HINDUJA GLOBAL SOLUTIONS

ABOUT HINDUJA GLOBAL SOLUTIONS

Hinduja Global Solutions (HGS) is a global leader in Business Process Management (BPM) and optimizing the customer experience lifecycle, HGS is helping make its clients more competitive every day.

CONTEXT OF THE D&I INITIATIVE

HGS envisions itself to be a Diverse Workplace (gender, disability, sexual orientation, race, age, nationality, attitude, experience, etc.), offering an Inclusive environment for every dimension of Diversity. HGS believes in creating an environment where the Diverse workforce and others can learn, grow, respect and accept each other thereby helping them achieve their D&I vision - "Together We Progress"

HGS also has a well-articulated Mission statement for its D&I initiatives - 'Embed D&I in our DNA', so that HGS can leverage Diverse Talent, be inclusive and recognized as an Equal Opportunity Employer.

The objective of creation of D&I initiatives that cater to women has been to improve women representation at all levels in the organisation with a focus at the leadership level. HGS believes that a diverse workforce has a constructive impact on productivity, ROI and revenues, and to be truly inclusive and humane, we must All pay attention to all communities – be it members of the LGBT+ communities, PwDs, or Gender groups.

D&I INITIATIVE

Aspire:

Designed for mid-level Women employees with the intent to develop a pool of future ready High Potential Women Leaders. HGS's Aspire Program raises aspiration levels of their women leaders and helps them revisit their personal contexts, build confidence and overcome inhibitions built through social conditioning. A panel of senior HGS leaders are available as Guidance Counsellors for the participants.

Tanmatra:

As part of Tanmatra, HGS sponsored and nominated 4 of their very Senior Women Leaders for an Industry wide Executive Leadership Development Program run by IIM – Bangalore. This was with the intent of investing in their High-Potential Women Leaders and creating a succession pipeline for future.

Childcare Arrangement Policy:

This policy is aimed at assisting HGS employees in managing their childcare needs while at work. HGS is one of the very few companies covering 100% charges for Crèche Facilities. Around 90 employees are currently availing the facilities covered by the policy. Every quarter the organization conducts infrastructural audits, to address gaps (if any).

Maternity Benefits:

HGS India grants 26 weeks of Maternity Leave for up to two children and being an equal opportunity employer, also have a 5-day paternity leave. Under this policy, employees can claim one-time maternity bonus of INR 3,500. In case of miscarriage or medical termination of pregnancy, a women employee is entitled to 6 weeks of leave.

The Leave is also extended to adopting and commissioning mothers who are entitled for 12 weeks of maternity leave.

Flexi-Work Arrangement for Second Innings:

As per this policy, a significant number of mothers and women returning from career breaks work from home for 2-3 days in a week, and successfully manage the responsibility of being a mother and a productive employee. On an on-going basis, about 3-5% of HGS's job applications every month are from women returning to work from a break. In addition, there are many women who make use of the flexi-work policy for better work-life integration.

Sensitization Programs:

Sensitization programs on conscious and unconscious bias, newsletters, sessions by industry experts, etc., are held for all employees periodically to educate and create awareness about D&I. Several sessions by senior HGS leaders as well as external speakers have been conducted as part of the program. For the mid-level leadership, workshops with external speakers have been organized by HGS to drive a better understanding and Inclusive Workplace, that will help women employees feel a sense of belonging with HGS. After all, mindset change always trickle down from the top, and HGS understands the importance of this adage.

Celebrating Days of Significance:

HGS marked 'Each for equal' campaign culminating into International Women's Day. It was a month-long campaign and included digital and activity-based engagements. The campaign was very well received by HGS employees globally.

Positive Parenting:

HGS curated a special e-module appropriately named 'Positive Parenting' that provides a little help and aid to stay positive through these tough times as COVID. Experienced counsellors as well as organization's Senior Leaders shared their experiences and shared advice on how to manage parenting responsibilities and staying positive at the same time, with so much disruption happening around.

Digital Engagement for Kids:

While the brick and mortar crèches aren't operational yet, HGS partnered with their childcare providers to create an engagement program for children of all age groups that was delivered through virtual platforms. The program did not have any costs involved for its employees, and ensured that children were engaged through fun and productive ways during these unprecedented times.

Unconscious Gender Bias E-module:

The module aimed at instilling the importance of an inclusive workplace and focusses on various inherent biases that we hold against women and the different ways to mitigate them.

Agrima:

In 2013, HGS launched AGRIMA, a program designed specifically for the development of professional and personal self of women.

AGRIMA - A-gree-ma (Sanskrit) means the leader, the captain, someone who is always in the forefront. This is a unique development program for women focusing on improving their confidence and developing their untapped skills.

AGRIMA helps women at HGS to take up new and leadership roles such as client-facing roles or managing small teams in operations. This program has done wonders for several employees at HGS by improving their self-esteem and overall confidence. So far, HGS has had nine batches of AGRIMA and more than 2,000 women have graduated through AGRIMA.

IMPACT OF THE INITIATIVE

Gender Representation:

When HGS started its formal D&I program for Gender in 2013, women representation in HGS was at 22%...this now stands at 43%, which is ahead of industry benchmarks. Apart from hiring more women at all levels, HGS is seeing an increase in women employees growing up the ladder. For example, 15% of employees in leadership roles (AGM and above) at HGS were women in 2013... this is 27% today.

Impact of AGRIMA:

More than 2200 women employees have graduated under the program and HGS has successfully completed 9 batches of the program. 7% of the participants have been promoted to the next level.

Utilization of Policies & Benefits:

HGS tracks on periodic basis the utilization of policies like Childcare, Flexi-Work arrangements and medical insurance.

DELL TECHNOLOGIES

ABOUT DELL TECHNOLOGIES

Dell is a multinational Computer Technology Company that develops, sells, repair and supports computers and related products and services. Named after its founder, Michael Dell, the company is one of the largest technological corporations in the world.

CONTEXT OF THE D&I INITIATIVE

Dell Technologies believes there is too much potential talent being left on the table at a time when talent shortage is an issue for all. Closing the Diversity gap is critical to meeting future talent needs and incorporating new perspectives reflective of Dell's global customer base. Dell views Diversity and Inclusion as a business imperative that will enable them to build and empower their future workforce, while also doing their part to address societal challenges.

D&I INITIATIVE

RISE:

RISE is Dell's development program designed to help women move up into the next level in their careers. Aimed at Mid-career High-Potential Women team members, it provides them with the right tools in the form of training, sessions, events, and course material which empower them to perform well at work. The program helps women managers with skills such

as public speaking, networking, and thinking innovatively. Since its inception in the year 2013, there has been a 200% increase in the number of women participants selected for the High Potential Leadership Program

EDGE:

EDGE is Dell's flagship learning initiative in association with IIM-Bangalore, the EDGE Management Development Program for middle and mid-to-senior level managers, aims to Educate, Develop, Grow, Empower (EDGE) and create an effective leadership pipeline. The program is like a mini MBA, and includes workshops on strategy, problem-solving and finance. Other aspects of the program include 360-degree feedback, learning from leaders, peer learning, and on-the-job learning. EDGE is a one-year program which is a unique learning experience and includes sessions with top leaders. The organization sees a 50% participation of women in this program..

IMPACT OF THE INITIATIVE

60% of RISE participants saw increased scope of work, while 30% progressed to the next level of the program.

53% of the EDGE's graduates are seeing a broader scope of work, and 24% participants have been consistently rated well for high impact.

TATA CONSULTANCY SERVICES

ABOUT TATA CONSULTANCY SERVICES

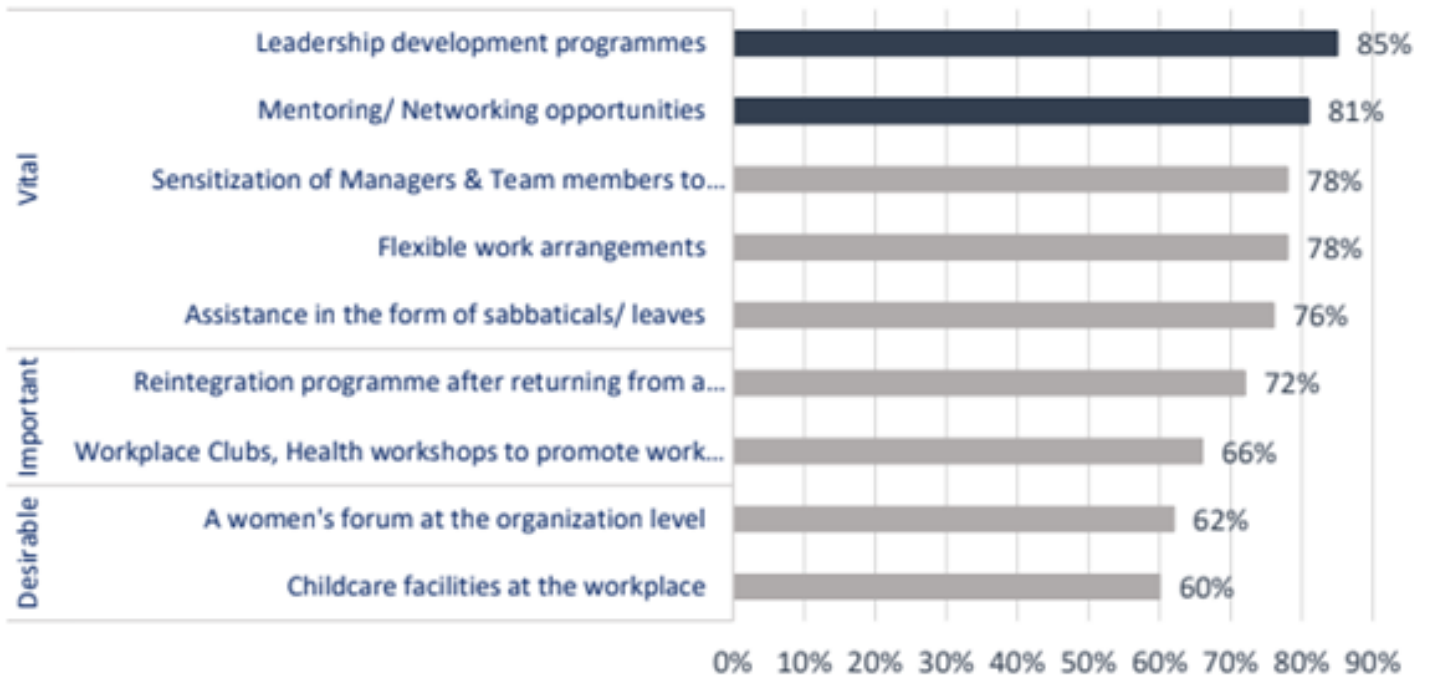
Tata Consultancy Services (TCS) is an IT Services, Consulting and Business Solutions organisation that has been partnering with many of the world's largest businesses in their transformation journeys for over 50 years.

CONTEXT OF THE D&I INITIATIVE

In 2010, TCS commissioned a study along with People Matters to understand what really mattered to Women. TCS engaged leaders from the HR community across 116 organisations to share insights into practices, policies and metrics regarding Gender Inclusion in Corporate India.

'What Really Matters: Benchmarking Gender Inclusion', a study by TCS along with People Matters in 2010 was undertaken to analyse factors vital to retain and advance women.

Following is a snapshot of the results of the study:



‘Leadership development programs’ and ‘Mentoring & Networking opportunities’ emerged as the most critical factors to retain and advance women.

As a result of this study, TCS Forward was conceptualized in 2011 and was later rebranded as iExcel. The focus was on moving away from traditional Leadership Development and towards equipping leaders with the ability and skills to adapt and perform in a constantly changing environment. The approach was to move from a ‘one size fits all’ model to one that focuses on specific development needs for this demographic group so as to meaningfully engage them as leaders and take them along on the Company’s growth journey as major contributors.

D&I INITIATIVE

iExcel: Inspire to Excel:

iExcel is TCS’s hallmark program for high-potential Women Leaders focused on building Capability - Business Competency and Capacity- Personal Effectiveness modules.

This is a bi-annual five-day residential program aimed at emerging Women leaders who are at a critical point in shaping career goals progressing towards senior leadership roles in the company.

Supported by the Senior leadership including the CEO, iExcel reinforces TCS's serious commitment to create and sustain a robust pipeline of women leaders. iExcel has completed 15 chapters helping groom 735 women leaders in business as well as creating opportunities in leadership positions. The program is focused on enabling women leaders to:

- Develop Sales Acumen
- Enhance Business Storytelling Skills
- Create a Compelling Leadership Brand
- Generate Transformational Ideas
- Build Visibility and Sponsorship to Leadership Roles

Post iExcel, TCS has witnessed that participants drive business initiatives/goals effectively. This is clearly visible by 65% of role mobilization post iExcel. Besides enabling the participants to demonstrate consistent high performance, the iExcel program has also resulted in higher engagement and retention of high performing women.

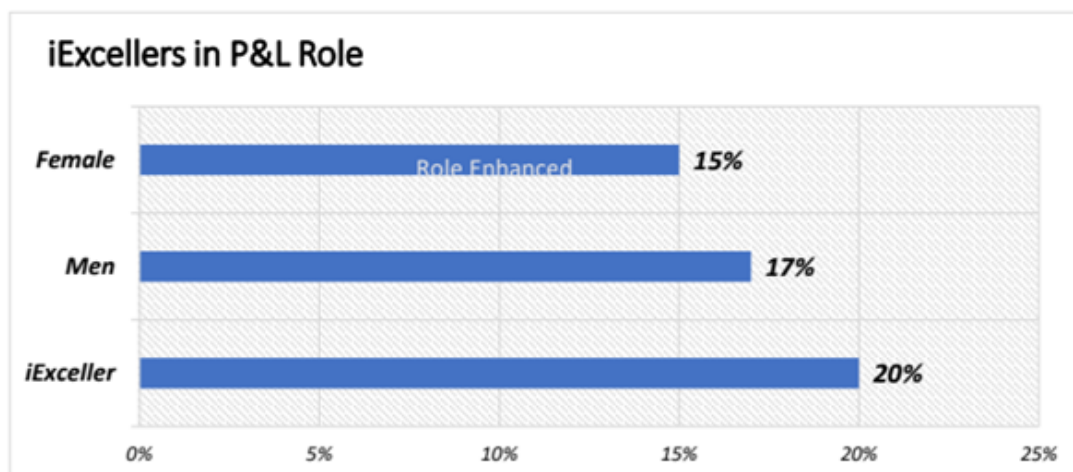
The participants are able to:

- Hone behavioural skills to increase impact
- Leverage diversity of the mind
- Encourage mobility and movement across TCS
- Improve visibility and sponsorship to strategic and leadership roles in units stretching beyond comfort zones
- Building a personal brand
- Develop a strategic outlook
- Identify and leverage leadership strengths
- Leverage networks to gain important business intelligence
- Capitalise on advancement opportunities through a personal vision boarding

IMPACT OF THE INITIATIVE

‘iExcellers’ witness measurable return on investment, in terms of role progression and competency enhancement through sponsorship by the senior leaders in the organization.

The program’s outcome and effectiveness is closely tracked and results reflect a positive change- around 65% of participants have shown role enhancements with 42% as upward progression, 7% lateral growth and 6% enhanced role responsibilities and 94% Retention. The iExcellers see 6 months accelerated grade progression in comparison with peers.



The participants demonstrate a certain change in behavioural and leadership style post attending iExcel guarantees the effectiveness of the program. This is evident from the lag feedback received from their supervisors:

- § 74% contribute beyond role expectations
- § 78% drive business initiatives/goals effectively
- § 74% are able to build and maintain better customer relationships among customer facing roles
- § 76% show improvement in interpersonal skills
- § 79% show improvement in overall performance
- § 74% supervisors are willing to recommend/consider for leadership position

DATAMATICS

ABOUT DATAMATICS

Datamatics Global Services Ltd. Provides Intelligent Solutions for data-driven businesses to increase productivity and enhance the customer experience. The Company's portfolio of service offerings spans across Information Technology Services, Business Process Management, Engineering Services and Big Data & Analytics all powered by Artificial Intelligence. It has established products in Robotics Process Automation, Advanced Analytics, Business Intelligence and Automated Fare Collection.

CONTEXT OF THE D&I INITIATIVE

Datamatics has always had a strong drive for Diversity & Inclusion, which is evident in the upward trend of their women employees. They believe in Affirmative Actions to increase gender balance in their organization by being an Equal Opportunity Employer without compromising on merit. From the very beginning, the Organization has been clear it would be merit-based while removing the barriers for Women at the workplace, by proactively encouraging and promoting their development. Thus at Datamatics there is no confusion that the position held by anyone is because of the person's capabilities and not gender or any other privilege-which goes a long way in building mutual respect and supporting Inclusion.

As stated by CHRO, Dr Rima Ghose Chowdhury "It's not just about hiring more women, it is about making them feel comfortable and building an ecosystem that supports them and makes them stay (with us)

D&I INITIATIVE

Currently, 18% of Datamatic’s Management team, reporting directly to the CEO and 14% of the Board of Directors constitute women.



Gender ratio since 2014

Gender Diversity at Datamatics

Datamatics has a four-pronged approach:

- Attract & Hire
- Engage
- Encourage
- Retain

This constitutes their Diversity core. All their diversity initiatives revolve around these four themes:

1. Hire & Attract - Building a Diverse Talent Pipeline

2. Engage – constantly

- a. Business HR Team
- b. Safety & security
- c. Restroom/ sickrooms
- d. Health & Hygiene sessions
- e. Celebrating Womanhood

3. Encourage

- a. Rewards & Recognition
- b. Continued Education / Upgradation
- c. Talent Development & Mentoring
- d. Benefits provided to women
- e. Welcome Back : post maternity second innings
- f. Flexi hours
- g. Work from Home
- h. Discrimination free environment
- i. Prevention of Sexual Harassment (POSH)
- j. Talk to us
- k. Whistleblower Policy

4. Retain:

- a. Flexi location
- b. Sabbatical policy
- c. Boomerang employees

With a continued focus on, onboarding, engaging, encouraging and retaining women at Datamatics, the gender ratio has increased by 5% in a span of just 3 years.

Their workforce currently comprises of 40% female employees and it rings true even with their offices in tier II cities.

In May, they signed the Women Empowerment Principles (WEPs) established by UN Global Compact and UN Women. Datamatics supports WeEmpowerAsia funded by the UN and in partnerships with the European Union (EU), which promotes women's economic empowerment. Its purpose is to promote inclusive and sustainable growth and build more gender-sensitive trade and supply chains between European and Asian markets.

IMPACT OF THE INITIATIVE

The impact created by this intervention is that Datamatics currently has 39%-42% women employees globally.

BAYER

ABOUT BAYER

Bayer is a global enterprise with core competencies in the Life Science fields of Healthcare and Agriculture . With their innovative products, they are helping find solutions to some of the major challenges of our times. At the same time, the Group aims to create value through innovation, growth and high earning power.

CONTEXT OF THE D&I INITIATIVE

- To empower women by providing them with the right platform to enhance their skill sets and make them industry-ready thus facilitating employment.
- To increase the gender diversity within the organisation and the Life science industry
- Changing the mindset of the industry, that women too can participate and contribute to the commercial function and to the Life Science industry

D&I INITIATIVE

Samavesh:

Samavesh is an initiative by Bayer to empower Women by facilitating their Inclusion into the Life Science industry specifically Frontline Sales

workforce. It is a fully sponsored 3 months initiation into the commercial aspects of the industry weaved through a residential Post-Graduate certificate programme in Life Sciences. The objective is to provide women with management education complemented with on-the-job practical training and life skills, thereby enabling them to become confidently industry-ready for a career in the Life Science industry- and pave the way for enhanced Women Inclusion and participation in the workforce.

The fully company sponsored program is designed and implemented in partnership with premium B-schools like WeSchool in Mumbai, Symbiosis Institute of Business Management in Hyderabad and FORE school of management in New Delhi. The eligibility condition for women participants is that she should be interested in making a career in the Life Science industry. The selection methodology consists of an online profiling tool, an essay writing exam and a competency-based interview. It is spread over a period of 12 weeks with 8 weeks dedicated to on-the-Job and on-the-field training. The inputs at the B-school focusses on management topics covering the following:

- Organisational Behaviour
- Business Communications
- Presentation Skills
- Economics Environment of Business
- Marketing Management
- Sales Management
- Interpersonal skills
- Building Team Effectiveness
- Sustainable Environment (Pharmacovigilance, Health and Safety)
- Crisis Management, Controls & Compliance
- Building the Business & Sustainable Environment
- Customer Intimacy, Sales planning
- Time Management
- Prioritising and Goal setting
- Creativity & Innovation Workshop
- Application based training

IMPACT OF THE INITIATIVE

Out of 41 students, 33 of them have been placed with Bayer & the remaining with other similar reputed organisations and are doing well for themselves. (Five out of the fifty-five students realized that they did not want to continue in a Sales role while nine students decided to pursue higher education.)

Additionally, the program helped in improving Gender Diversity in the sales function leading to better business performance ~ 5% in CropScience salesforce, and generated employment opportunities for 60% of the participants thus empowering them.

BEYOND PINKS (JURY COMMENDATION AWARD)

ABOUT BEYOND PINKS

Beyond Pinks is a start-up supported by NITI AAYOG and works at the grass root level to enable Women build sustainable careers.

CONTEXT OF THE D&I INITIATIVE

Beyond Pink's vision is to enable Women at the grassroots level to get employable and sustain at workplaces for long haul. Beyond Pinks trains women at the bottom of the pyramid to get them gainfully employed and looks at a balance of work and life.

The Organization is working with large corporates to train women and then hire them from the trained pool, with a vision to train and employ 10,000 women during the year 2020.

D&I INITIATIVE

Beyond Pinks enables women towards employability and sustainability, and are one of the few organizations addressing the diversity challenge using Design Thinking methodology and tools.

They not only train the women in problem solving and self - sustaining skills, but also help women with acquiring jobs.

Their motto is Skilling to Employment and Retention.

1. Holistic engagement of women to not just acquire jobs, but to be able to sustain in careers for the long haul.
2. Mindset shift, problem solving skills using unique Design Thinking Methodology to enable women to handle work-life better
3. Work at grassroot levels to enable a shift in the society for a long-lasting and sustained impact

IMPACT OF THE INITIATIVE

- Inspired Lives - Over 1,600+ Women over the last 2 years
- Hours of Engagement - Over 45,000 hours of workshops & engagement.
- 3 S model (Social + Scale + Sustain)
- Pay it Forward - 5% of the course fee is rerouted towards training Women who cannot afford to pay for themselves
- 60% of the Women received a salary increase after completing the program.
- 98% of the of Women say they are better prepared for
- future responsibilities
- 100% of Women recommend the program to other women.

ABOUT LNOD ROUNDTABLE



The Learning & Organisation Development Roundtable is a Not-for-Profit Community of Insightful Learners to build Capabilities Mindsets that can help Members drive Impactful Change. Founded in 2010, the Forum has grown to represent over 25,000+ Members in India and across Asia, and is currently spanning over 5 cities – Mumbai, Delhi, Bangalore, Pune and Hyderabad. The LNOD Roundtable Forum has run over 200+ Learning events and numerous Webinars, Twitter chats, Discussion Forums aimed at building Capability, sharing Best Practices and providing access to Learning & other resources, thereby enabling Insightful exchanges and dialogues. The LNOD Roundtable serves as a Knowledge-sharing and Learning experience platform for Business Heads/ Functional /Line managers of the HR, Learning and OD Community and others.

ABOUT WLFA



The Women Leadership Forum of Asia (WLFA) The Women Leadership Forum of Asia (WLFA) is committed to building Cultures of Inclusion across Organisations, across Multi-generations, for Persons with Disabilities, for LGBTQ Community and promotes all kinds of Socio-Cognitive Diversities. The WLFA brings together Professionals across Asia to exchange Ideas, to Learn and Inspire, and to promote Inclusive Leadership in a changing world. The Women Leadership Forum of Asia is founded on the ideology of a model, we call the 4 Cs - Conviction, Courage, Competence, and Commitment to Shape Cultures of Diversity, Equity & Inclusion

Special Thanks to the LNOD Roundtable and WLFA team for putting together this initiative, led by Dr. Sujaya Banerjee