



India's Most Agile Executive Search Firm

Sapphire Insights

Gender Diversity in India Inc.

Dec 2020



Understanding the problem

- Gender diversity has been on the agendas of CEO's for some time now
- However corporates globally struggle to have an inclusive workforce
- A Gender Gap report by the World Economic Forum says gender parity is at least 100 years away
- Many organization still approach diversity as a “Tick in the Box”
- Studies reveal that women leaders exhibit higher EQ and were equally or more effective in taking initiatives, resilience, practicing self development

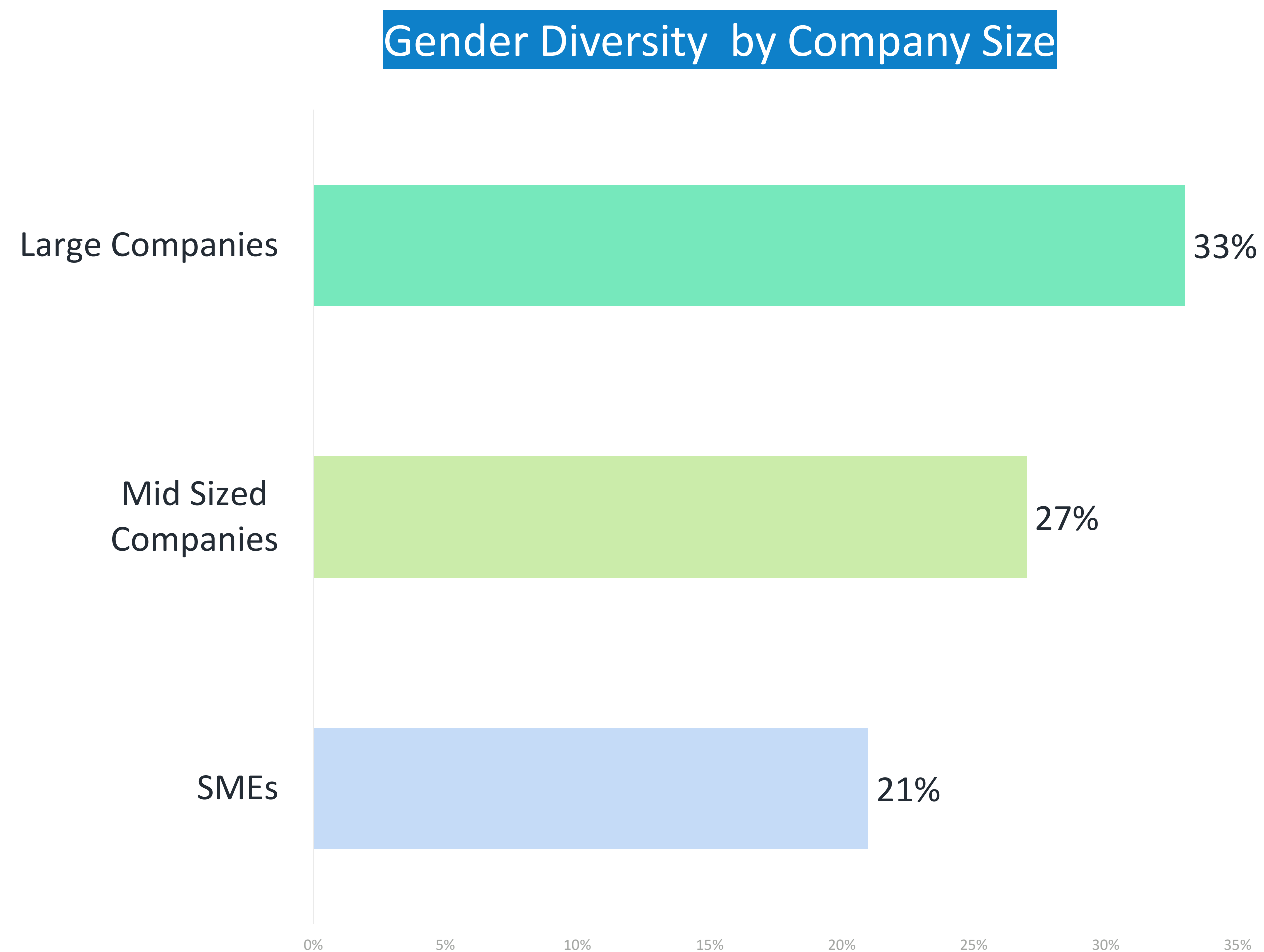


50% increase in Women representation in India Inc.



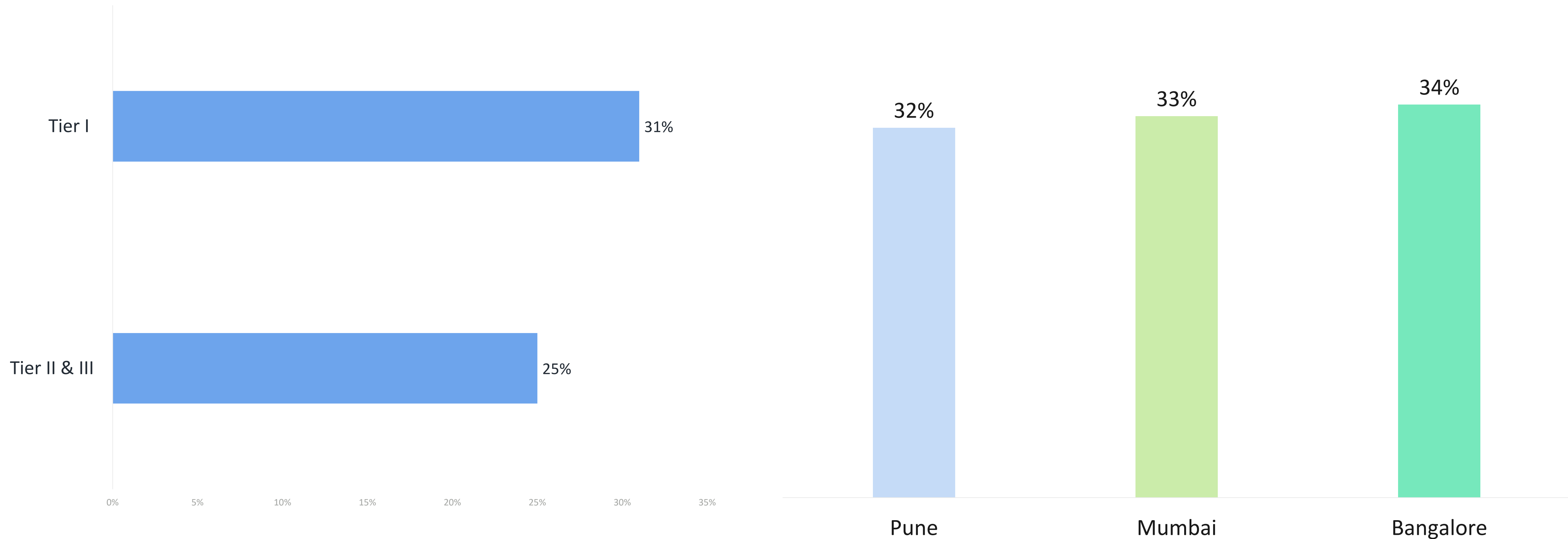


Large Companies have recorded higher gender diversity



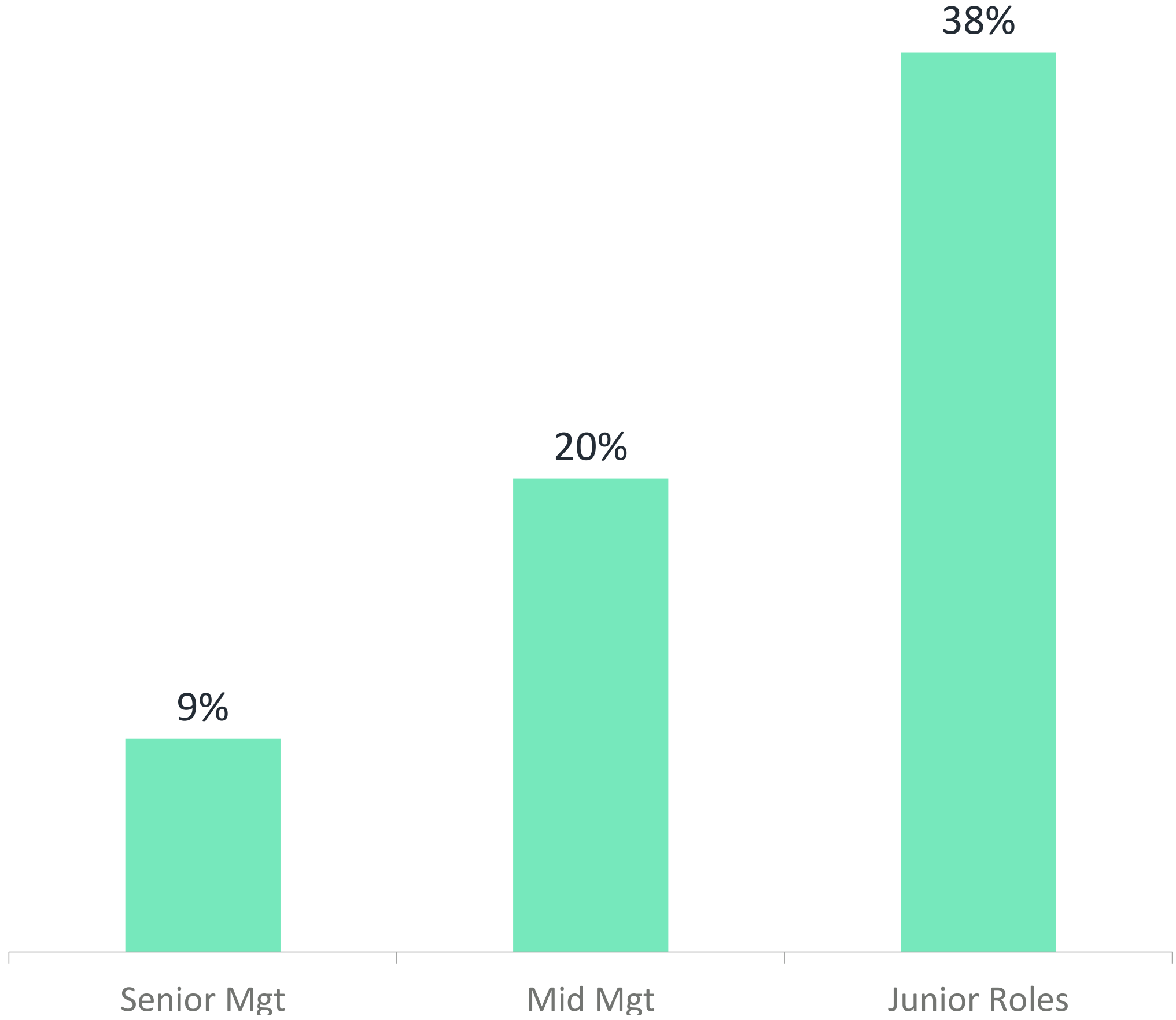


Tier 1 Cities have a higher women representation than Tier II & III with **Bangalore** having highest %



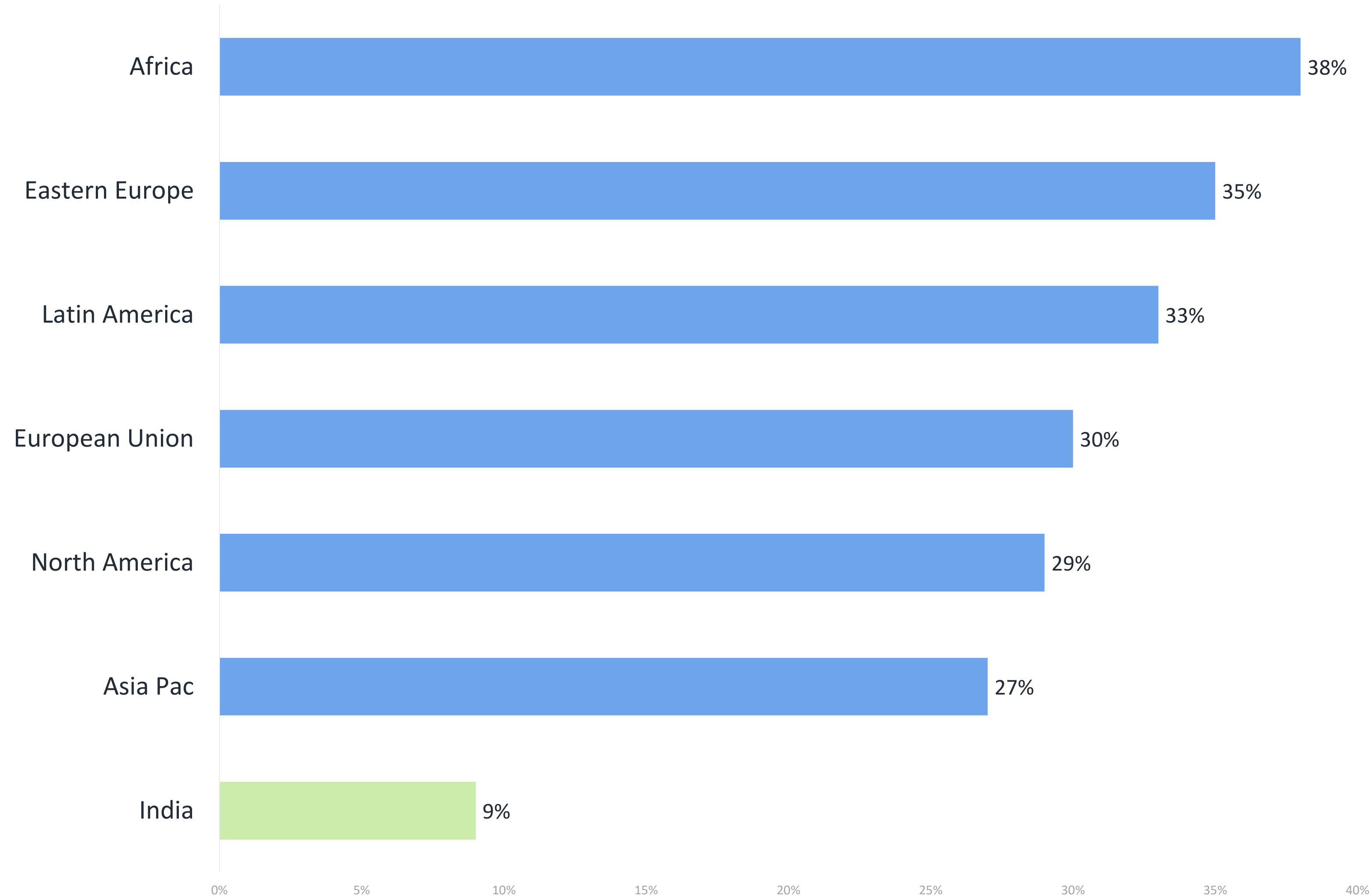


However, Only **9%** Women occupy Senior Leadership Positions





India Inc. is way **below** global benchmarks in terms of % Women in Senior Management



While **Women participation on Boards** has grown by 33% over last 5 years, it's still way below Global Standards



Rank	Country	2015	2016	2017	2018	2019
1/39	France	34.2%	39.8%	42.5%	43.2%	44.4%
2/39	Norway	39.7%	40.7%	40.3%	39.3%	40.9%
3/39	Belgium	26.6%	28.0%	31.3%	32.2%	35.9%
4/39	Sweden	32.4%	37.2%	35.6%	34.7%	35.0%
5/39	Italy	26.8%	29.5%	32.8%	35.6%	33.1%
7/39	Germany	22.6%	26.7%	28.2%	29.4%	32.4%
8/39	Canada	22.2%	24.1%	26.2%	28.3%	30.5%
9/39	United Kingdom	21.6%	23.0%	25.0%	26.9%	30.3%
17/39	United States	16.8%	18.3%	19.5%	22.0%	24.1%
18/39	Spain	16.5%	18.5%	22.1%	23.6%	23.8%
23/39	India	10.9%	12.9%	13.7%	14.4%	15.2%
	Global	15.3%	16.9%	18.2%	19.9%	20.6%

Women CEOs % too has a lot of scope of improvement



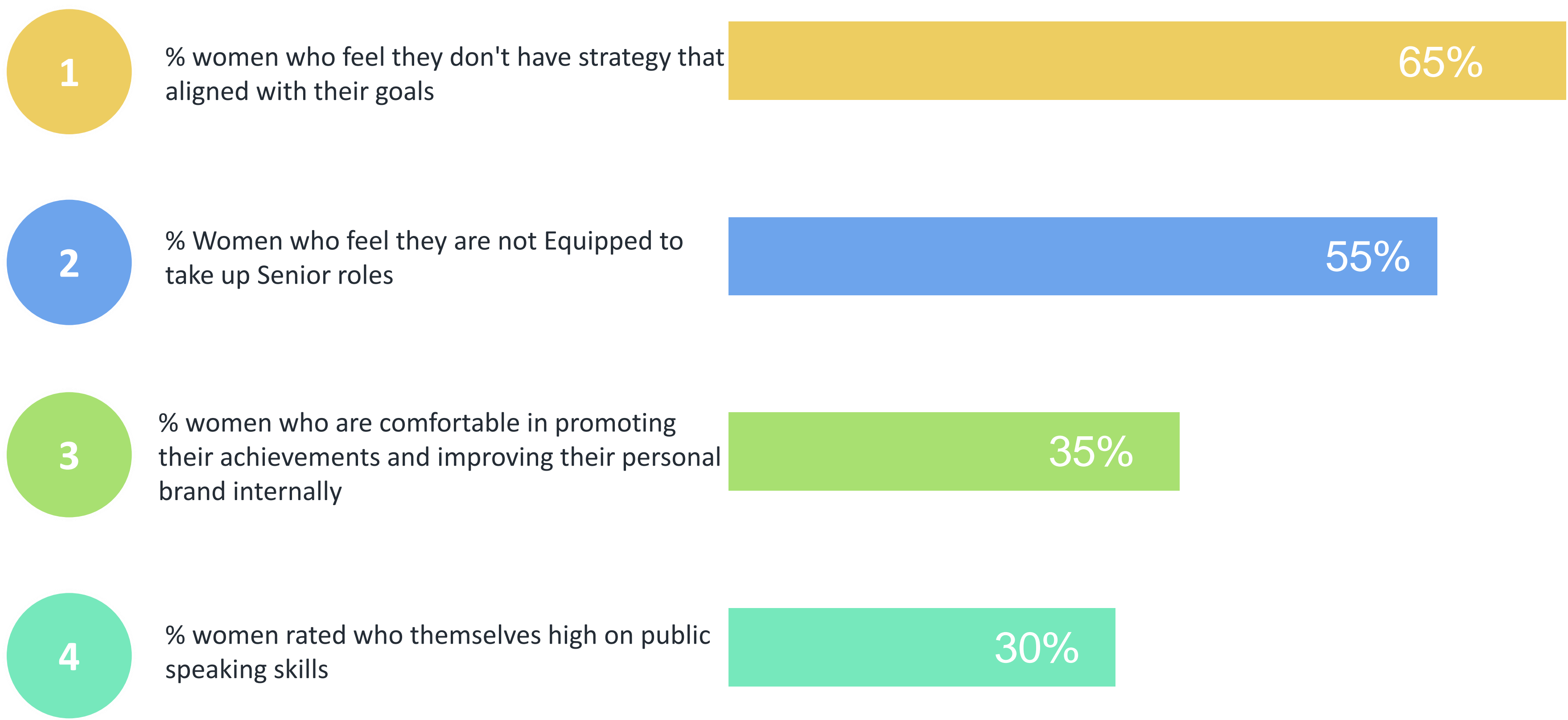
Country	CEO	CFO	Shared Services	Business Management	Women in Management
Italy	15%	11%	17%	15%	16%
Singapore	15%	28%	39%	17%	23%
Australia/ NZ	7%	18%	47%	15%	25%
China	6%	21%	36%	11%	15%
France	6%	15%	38%	16%	21%
United States	5%	13%	37%	16%	22%
United Kingdom	4%	12%	39%	12%	18%
Canada	2%	10%	30%	14%	18%
India	2%*	1%	15%	9%	~9%
Switzerland	1%	4%	19%	8%	10%
Germany	0%	12%	35%	13%	14%
Japan	0%	2%	6%	3%	3%

Source – Credit Suisse Research, CS Gender 3000, 2019

* Based on a sample size of 114 companies

Private and Confidential

So what makes women numbers drop from Junior to Senior Management





Yes, Gender Diversity does add to your bottomline



THE CONFERENCE BOARD



- Companies that have reached an above average level of gender diversity overall (atleast 30%) and at the senior level (more than 20%), outperform diversity laggards in key leadership and business outcomes.

McKinsey & Company

- Companies in the top-quartile for gender diversity on their executive teams were 21% more likely to have above-average profitability than companies in the fourth quartile.
- Top Quartile companies were 27% more likely than fourth quartile companies to have industry-leading performance on longer-term value creation, as measured using economic profit margin

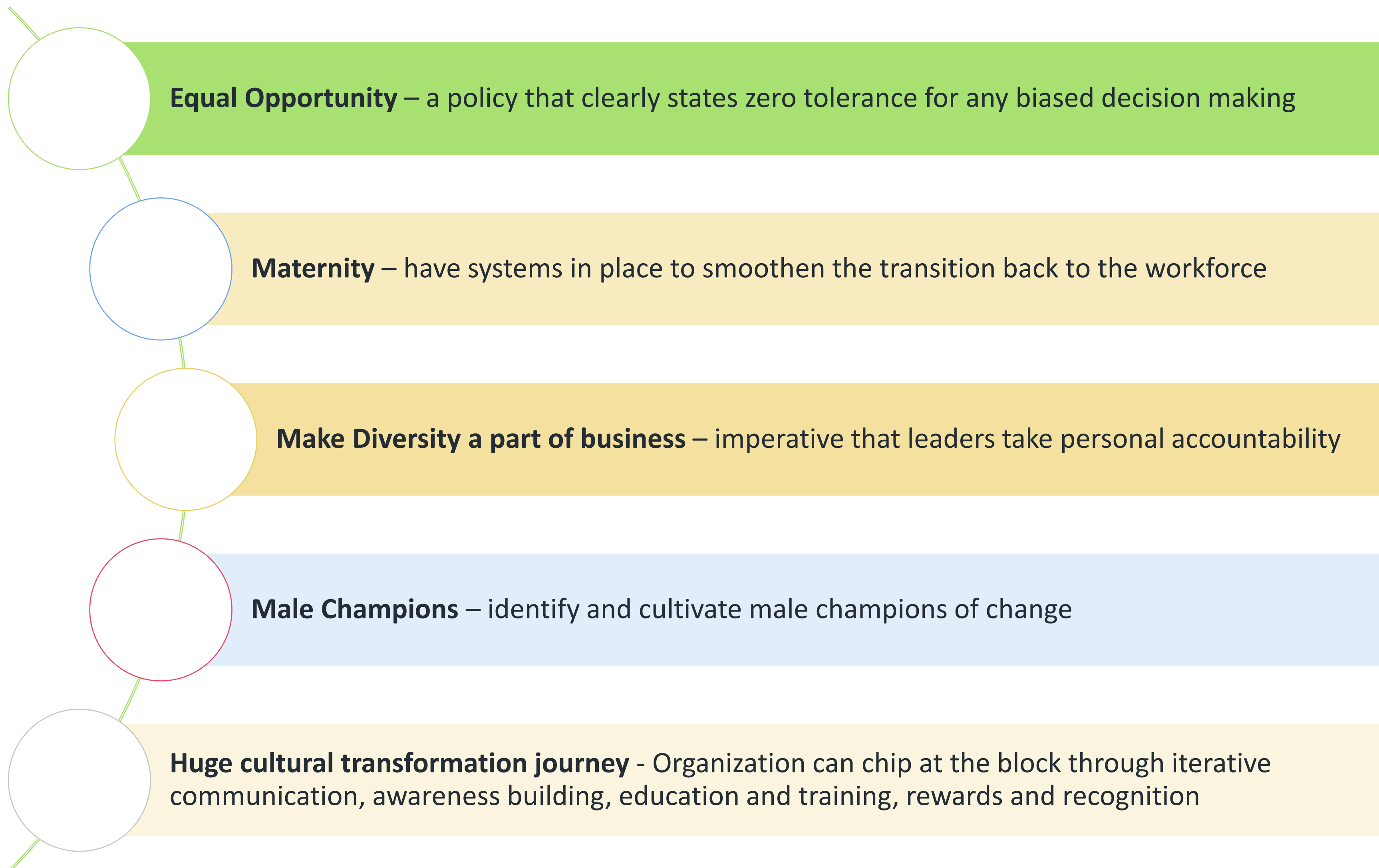


PETERSON INSTITUTE FOR INTERNATIONAL ECONOMICS

- The Peterson Institute for International Economics completed a survey of 21,980 firms from 91 countries and found that having women at the C-Suite level significantly increases net margins.
- A profitable firm at which 30 percent of leaders are women could expect to add more than 1 percentage point to its net margin compared with an otherwise similar firm with no female leaders,” the report notes.



How do we make India Inc **more Gender Diverse** ?





Five Questions to check if your Diversity drive is on track or not ?

Q1

- Does your organization create a pipeline of parity for women leaders?

Q2

- Do women in your organization have equal access to development opportunities, especially critical profit-and-loss (P&L) roles, which is central to success at senior leadership levels?

Q3

- Have you ensured that the selection and promotion systems employed by your organization address the role that unconscious bias plays in selection and promotion decisions?

Q4

- Do current talent practices, such as recruiting, promotion and succession, lend themselves to uncovering the hidden potential of early-career female leaders?

Q5

- Can you identify areas of organizational culture that need to be reset to create a sustainable climate of inclusion?



Top 25 Companies globally as per Refinitiv D&I index (2019)

RANK	NAME	INDUSTRY	COUNTRY
1	Accenture Plc	Software & IT Services	IRELAND
2	Diageo plc	Beverages	UNITED KINGDOM
3	Royal Bank of Canada	Banking Services	CANADA
4	Natura Cosmeticos SA	Personal & Household Products & Services	BRAZIL
5	BlackRock, Inc.	Investment Banking & Investment Services	UNITED STATES
6	Telecom Italia SpA	Telecommunications Services	ITALY
7	Novartis AG	Pharmaceuticals	SWITZERLAND
8	Allianz SE	Insurance	GERMANY
9	Gap Inc	Specialty Retailers	UNITED STATES
10	Kering	Specialty Retailers	FRANCE
11	Infrastructure Wireless Italiane SpA	Telecommunications Services	ITALY
12	L'Oreal SA	Personal & Household Products & Services	FRANCE
13	UCB SA	Pharmaceuticals	BELGIUM
14	HERA SpA	Multiline Utilities	ITALY
15	Merck & Co., Inc.	Pharmaceuticals	UNITED STATES
16	Thomson Reuters Corp	Professional & Commercial Services	CANADA
17	Millicom International Cellular SA(SWE)	Telecommunications Services	LUXEMBOURG
18	Fiat Chrysler Automobiles NV	Automobiles & Auto Parts	UNITED KINGDOM
19	Woolworths Group Ltd	Food & Drug Retailing	AUSTRALIA
20	Bank of Nova Scotia	Banking Services	CANADA
21	Toronto-Dominion Bank	Banking Services	CANADA
22	Nestle SA	Food & Tobacco	SWITZERLAND
23	Roche Holding Ltd.	Pharmaceuticals	SWITZERLAND
24	Acciona SA	Construction & Engineering	SPAIN
25	Star Entertainment Group Ltd	Hotels & Entertainment Services	AUSTRALIA

India's Best Workplaces for Women 2019 (Top 25)



Company Name	Industry	No. of Emp
[24]7.ai	Information Technology	5183
Adobe Inc.	Information Technology	5530
Anand CY Myutec Automotive Private Limited	Manufacturing & Production	260
Aspire Systems (India) Private Limited	Information Technology	2555
Bharti Realty Holdings Limited	Construction, Infrastructure & Real Estate	103
Boston Scientific Corporation, India	Health Care	400
Cairn Oil & Gas	Manufacturing & Production	1571
Comviva Technologies Limited	Telecommunications	1691
DHL Express India Private Limited	Transportation	2782
Doyen Systems Private Limited	Information Technology	140
First American (India) Private Limited	Information Technology	4468
Happiest Minds Technologies Private Limited	Information Technology	1943
HERE Technologies Private Limited	Information Technology	4233
HP	Information Technology	7404
Ingersoll - Rand Technologies and Services	Manufacturing & Production	798
Intuit India	Information Technology	987
John Deere Technology Centre	Information Technology	2704
Kantar's GDC	Information Technology	970
Mahle Anand Filter Systems Private Limited	Manufacturing & Production	1050
METRO Cash & Carry India Private Limited	Retail	4295
Pegasystems Worldwide India Private Limited	Information Technology	1510
SAP Labs India Private Limited	Information Technology	8153
SAS Research and Development Private Limited	Information Technology	451
SEWA Rural	Non-profit and Charity Organisations	267
Synchrony International Services Private Limited	Financial Services & Insurance	3720



Sodexo – Champion of Gender Diversity

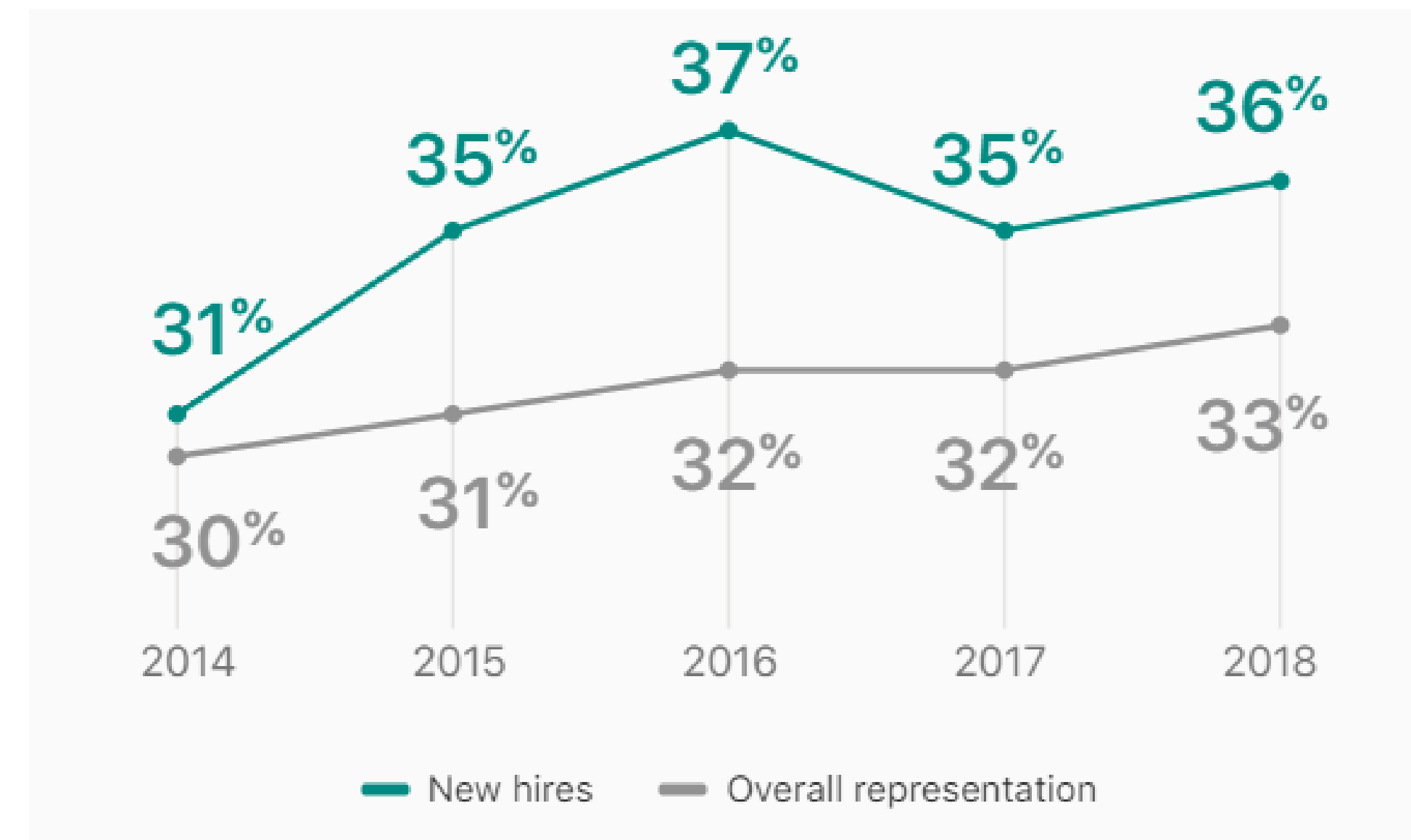
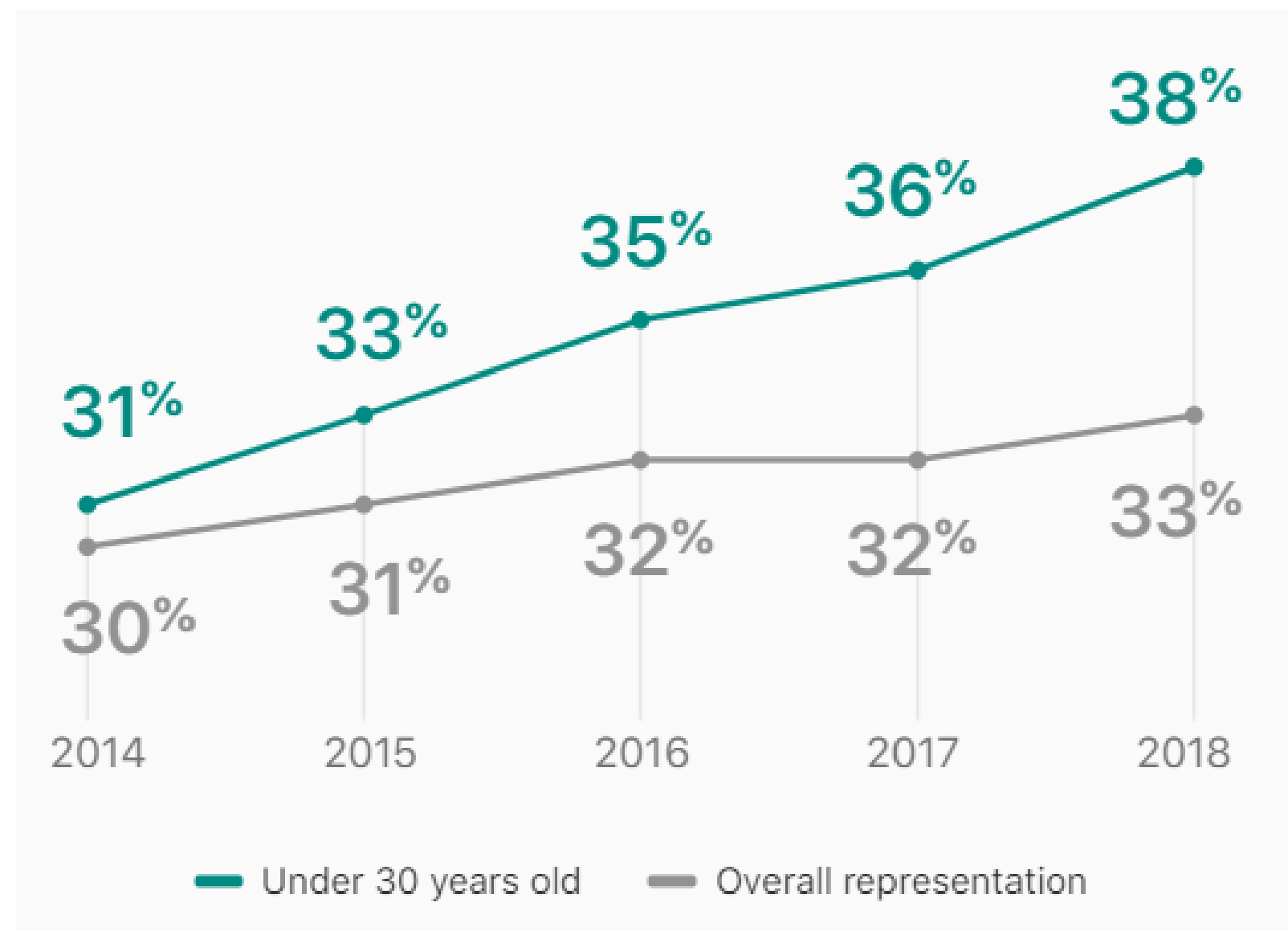
- For Sodexo has been an outspoken champion of gender diversity.
- The company's internal research revealed that greater representation of women in management positions – between 40 and 60% women – correlated with superior performance on measures such as customer satisfaction and employee engagement.
- The company pledged to boost the number of senior female executives to 40 % by 2025.
- Management incentives – including 10% of bonuses – are correlated to achieving gender goals.
- Additionally, I&D initiatives are tailored to specific regional contexts and supported by a mix of global and local initiatives.
- Its diversity efforts paid off. With women currently comprising half of the board, 32% of senior leaders and close to 50% of its total workforce, Sodexo is among the most gender-diverse companies in its industry group and home country.

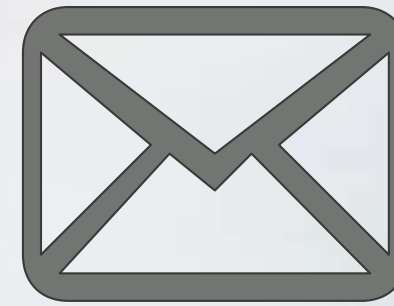


Apple – Aiming for 40% senior female leaders by 2025

- Apple is a multigenerational company with employees from 18 to 87.
- Employees under 30 represent a third of its total workforce. They are most diverse and fastest-growing population. Today, 45 percent of leaders under 30 are women. The company pledged to boost the number of senior female executives to 40 % by 2025.
- Apple achieved pay equity in every country where it operates — women earn the same as men when performing similar work. in 2019, it received a top ranking for pay equity by Arjuna Capital’s Gender Pay Scorecard in the technology industry.

Women at Apple





GET IN TOUCH

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