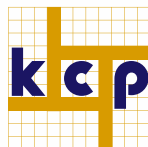




The Power to Empower

GENDER PARITY INDEX

A TOOLKIT TO EVALUATE GENDER DIVERSITY
& EMPOWERMENT OF WOMEN
IN THE FORMAL SECTOR IN INDIA



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CONTENTS

1. Foreword	3
2. Executive Summary	5
3. A Toolkit to Evaluate Gender Diversity & Empowerment of Women in the Formal Sector in India	8
3.1 Introduction	8
3.2 Gender Parity Index for the Formal Sector in India	9
3.3 Toolkit	15
4. A Questionnaire for Organisations to Evaluate Gender Diversity & Empowerment of Women in the Formal Sector in India	25
5. Conclusion	54

1 Foreword



Gender equality is intrinsically linked to sustainable development and is vital to the realization of human rights for all. The overall objective of gender equality is a society in which women and men enjoy the same opportunities, rights and obligations in all spheres of life. Equality between men and women exists when both sexes are able to share equally in the distribution of power and influence; have equal opportunities for financial independence through work or through setting up businesses; enjoy equal access to education and the opportunity to develop personal ambitions, interests and talents; share responsibility for the home and children and are completely free from coercion, intimidation and gender-based violence both at work and at home.

A critical aspect of promoting gender equality is the empowerment of women, with focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives. This is the cornerstone, upon which FLO was formed 33 years ago, to encourage women's entrepreneurship, leadership and partnership, to harness and channel their talents, skills, experiences and energies across sectors and verticals of the economy, for a truly inclusive economic growth trajectory.

It is our duty at FLO, to support the spirit and principles of gender equality and with the release of the FLO Gender Parity Index we are taking a firm step towards **Getting to Equal**

FLO Gender Parity Index is a first of its kind in India. It measures the extent of gender parity in the formal sector, it is broad and holistic and addresses gender parity at a micro level, in the formal sector: the building blocks of an organized society. It is designed to encourage change in the way organisations think and work and in the process provide women with unprecedented opportunities, promote economic empowerment and provide tools to tackle new challenges.

Those who perform well on the index will be endorsed as a " Preferred Working Place for Women" by FLO.

The research and compilation of this index would not have been possible without the inputs of Jyoti Vij, Reena George, Aaradhana Dalmia and Kshama Kaushik along with her team from Thought Arbitrage Research Institute. Thank you so very much for being there at every meeting and all your encouragement.

I would also like to extend my heartfelt thanks to Akhila Srinivasan, Vasudha Sondhi and Kavitha Dutt Chitturi for their support in making this index possible.

Vinita Bimbhet

President

FLO

2

Executive Summary

Equality, enshrined in the Indian Constitution, grants all citizens "EQUALITY of status and of opportunity." India has also acceded to or ratified several international conventions related to various aspects of gender equality. However, social and economic development indicators show that we are far from attaining gender parity.

Research and case studies have made a business case for gender parity at the workplace which improve chances of business success. However, over and above such benefits, gender justice is a morally desirable social goal. In India though, there is still some distance to be covered considering the World Bank data which indicates declining female labour force participation rates over the past three decades, from 35% in 1990 to 27% in 2014.

With these facts in mind, FICCI Ladies Organisation (FLO) has developed a first of its kind index to measure the extent of gender parity in the formal sector in India. It is a broad and holistic index which will assess where an organisation stands vis-à-vis other equivalent or comparable formal sector organisations. At the same time it presents a step-by-step guide to achieve higher levels of gender parity in different dimensions. It is designed to encourage change in the way organisations think and work and in the process provide women fresh opportunities, promote economic empowerment and provide them with tools to tackle new challenges.

Dimensions and Indicators

The index is built around 6 dimensions with 4 components each. Each component has indicators which act as a guide to progressively attain gender parity in a measureable and achievable way. The significance of and spirit behind constructing each dimension is described below:

A - SETTING THE TONE AT THE TOP measures:	■ The seriousness with which management considers the importance of gender parity particularly with regard to their own employees.
B - EMPLOYMENT AND CAREER PROGRESSION measures:	■ The current level of employment and opportunities to grow in the organisation.
C - WORK PLACE ENVIRONMENT measures:	■ The level of income of women and physical environment at the work place and analyses whether it is at par with men performing the same job and activities.
D - SENIOR MANAGEMENT & BOARD DIVERSITY measures:	■ The involvement of women at Board and at senior management positions and other means to improve gender diversity and development.
E - WOMEN FRIENDLY POLICIES INCLUDING HEALTH & SAFETY measures:	■ The level of support the organisation provides to women through their policies and the level of safety at work for women.
F - GENDER SENSITISATION & SEXUAL HARASSMENT measures:	■ The continuous effort made by the organisation to sensitise all to gender related issues and how to deal with them INCLUDING workplace sexual harassment.

Measurement

To measure an organisation's position on the index the points below are pertinent:

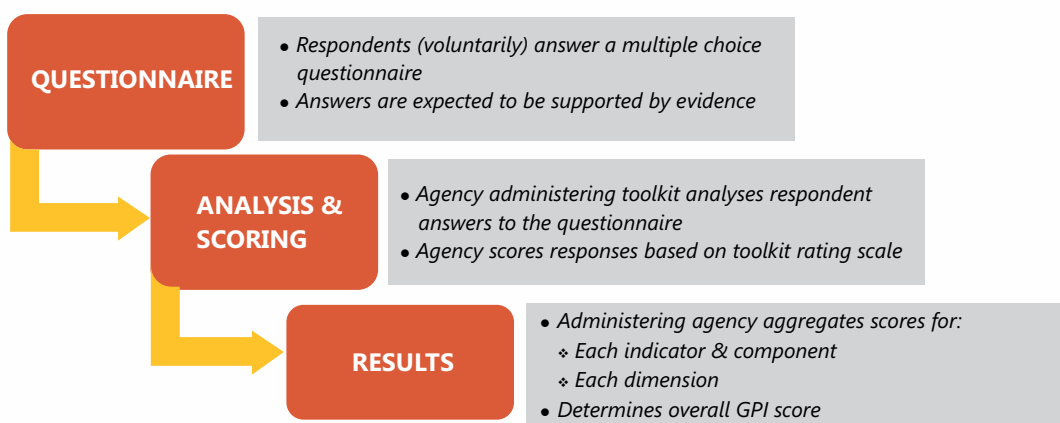
- The 6 dimensions A to F have equal weightage.
- Each component (A.1-A.4, B.1-B.4, etc.) is measured through indicators that carry specific rating points. The rating for these indicators at each level add up to 1.
- The **maximum rating** in each component is therefore **4**.
- The **score of each dimension** is the **average** of the scores of its components.
- The overall score on the index is **sum** of the scores of all 6 dimensions A to F.

Gender Parity Index for the Formal Sector in India

GPI (Sum of scores of dimensions A to F)			0-24
Up to 6	Up to 12	Up to 18	Up to 24
Needs Significant Improvement	Average	Good	Excellent

Approach

The index will operate along the following step-by-step process:



Conclusion

There are several global indices that focus on women's empowerment and gender parity, but usually at a macro level. FLO's index is unique in that it focusses on the formal sector—the building block of the economy—and is voluntary. An organisation that chooses to use it will not only send positive signals to industry and society that they are serious about equality and progress for all, it will also likely pioneer gender parity among its peer group. Apart from making a meaningful contribution to society, this will also set the standard for other organisations to follow suit. Women—and men—will view such organisations as sensitive to human concerns and needs, thus making such organisations employers of choice.

Gender inequality is a problem across all professions in India. And it is clear, to paraphrase Robert Frost, that we have miles to go before we rest. However the first step toward finding a solution to any problem is the acknowledgment of its existence, which is what organisations will accomplish when they implement the Gender Parity Index.

3 A Toolkit to Evaluate Gender Diversity & Empowerment of Women in the Formal Sector in India

3.1 Introduction

Swami Vivekananda said, "There is no chance for the welfare of the world unless the condition of women is improved."

Men and women typically think and act differently. These differences were celebrated and accommodated during the process of evolution - the classic hunter-gatherer roles assigned largely by gender. As humankind continued to evolve, unfortunately most global social sub-systems reinforced male dominated attitudes - in families, religion, society and the workplace - rather than recognise the complementary roles of men and women.

Gender issues are largely seen as 'women's issues' by almost everyone - policymakers, women's groups, media, etc. This approach leaves out, even insulates, men from the process of transformation, leading to entrenchment of gender stereotypes and deepening the gender divide. More than the physical and biological characteristics it is said that gender is a social construct, meaning patriarchy is not an inborn trait but is learned and acquired from the environment.

If men in power need convincing, it would help to reaffirm that gender equality is not about women alone, that in fact patriarchy harms not only women but skews the entire society. Fortunately, because gender attributes are socially constructed it means that they are also amenable to change in ways that can make society more just and equitable. True gender parity would equally liberate men from shackles of patriarchy and contrived machismo and enable them to lead more enriched and harmonious lives.

Gender Parity in India

The women's rights situation in India could be a cause for optimism or despair, depending on one's perspective. The question always is: Should we focus on the dismal track record in the matter of female malnutrition, the abysmal level of education among women and the prevalence of female foeticide and infanticide even in 2016, or should we focus instead only on the positives? Should we celebrate the number of women who have and continue to hold positions of political leadership all the way up to the country's

topmost job (something many developed countries have not achieved), or should we note instead that women do not constitute even a third of the number of MPs in Parliament? Should we behave as if all is well because the 2012-13 anti-rape movement led with great speed to the revolutionary Justice Verma Committee Report, the subsequent amendments and additions to the country's existing laws on sexual violence? Or should we be disheartened at the actual pace of improvement in women's safety?

Equality for all is enshrined in the Indian Constitution granting all citizens "EQUALITY of status and of opportunity." India has also acceded to or ratified several international conventions related to various aspects of gender equality. However social and economic development indicators reveal that there is still a lot to do to attain gender parity. Equally, India would want to bridge the chasm between deification of women on the one hand and gender-based violence and inequality on the other and treat women as equal partners in all spheres of society.

Business Case for Gender Parity

Diverse teams are associated with greater innovative capacity of an organisation because well managed diversity brings together varied perspectives, produces a more holistic analysis of the issues an organisation faces and spurs greater effort, leading to improved decision-making. When workplaces are equally appealing to women and men, organisations have access to a larger talent pool. Perhaps the most convincing argument for gender parity at the workplace is this statistic: women account for half of the global labour supply and about 70 percent of global consumption demand.

Therefore, focussing on gender parity at the workplace will improve chances of business success. Research and case studies from around the world have clearly made a business case for gender parity in the workplace; specifically,

- A 10% increase in female labour force participation (FLFP) will lead to an increase in GDP growth of 0.3% (UNESCAP-2010).
- McKinsey Global Institute¹ reports that in a 'full potential' scenario in which women and men participate identically in the economy, USD28 trillion (26%) can be added to global GDP in 2025 compared with a 'business-as-usual' scenario.
- The impact in India as per the McKinsey report is that it could boost annual GDP by USD 0.7 trillion or 16% in 2025 compared with a business as usual case.

¹ The Power of Parity: Advancing Women's Equality in India, McKinsey Global Institute, Nov 2015

Over and above the benefits to business and the economy at large is the fact that gender justice is a morally desirable social goal. Whether this is achievable remains to be seen, given that as per World Bank data FLFP rates in India have been steadily declining over the past three decades, from 35% in 1990 to 27% in 2014.

The World Economic Forum's Global Gender Gap Report 2015 shows a glimmer of hope with marginal improvement in FLFP at 29%.

Gender parity involves transcending a 'zero-sum' mentality-a belief that gains for women necessarily mean a loss for men. The aim of gender equality in the workplace is to achieve broadly equal outcomes for women and men, not necessarily outcomes that are exactly the same for all. Ultimately, gender mainstreaming or parity in society or at the workplace is a means to an end, not an end in itself; a process, not a goal.²

While debates, discussions and initiatives at various forums and platforms are necessary, what is also needed is clarity on what precise steps are needed to move toward gender parity in every sphere. What specific actions can be taken now to accelerate the pace of progress of gender parity?

The FLO Approach

Knowing one's goals is important but knowing the path that leads there is even more important; else, as Lewis Carroll in 'Alice in Wonderland' indicates-"if you don't know where you are going, any road will take you 'there'."

As Peter Drucker reminds us, 'you can only control what you can measure'. Thus, actionable inputs and clear roadmaps are essential to reach the goal of gender parity.

FICCI Ladies Organisation (FLO) has developed a first of its kind index to measure the extent of gender parity in the formal sector in India. This initiative is aligned with the objectives of FLO to encourage women's entrepreneurship, leadership and partnership, to harness and channel their talents, skills, experiences and energies across sectors and verticals of the economy, for a truly inclusive economic growth trajectory.

A number of global indices focus on empowerment of women and gender parity; however, most of them look at the subject from a macro view; almost all quantify the dimensions of control over resources and outcomes. None address gender parity at a *micro* level, in the formal sector-the building blocks of an organised society. This is where demonstrable actions can result in change and real impact.

The FLO index is broad and holistic which measures where an organisation stands vis-à-vis others while presenting a step-by-step guide to achieve higher levels of gender

² United Nations Population Fund, UNFPA: Frequently Asked Questions

parity in different dimensions. It is designed to encourage change in the way organisations think and work and in the process provide women with unprecedented opportunities, promote economic empowerment and provide tools to tackle new challenges.

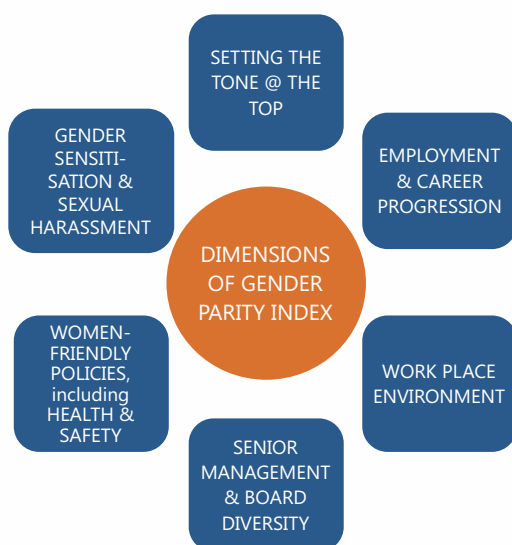
For organisations in the formal sector in India, this gender parity index can be - to paraphrase Neil Armstrong - one small step for women heading toward the next giant leap of womankind.

3.2 Gender Parity Index for the Formal Sector in India

Dimensions & Indicators

The FLO framework for evaluating gender parity will measure indicators and produce an overall score of an organisation on the index. The index is designed on a maturity model whereby progress made by an organisation over a period of time in that particular component will be captured and reflected in the index. Each component will contribute to a cluster of aggregate measures in each dimension which in turn will provide the total score on the gender parity index.

The index takes a holistic view of gender parity in the formal sector in India and is built around 6 dimensions.



These dimensions and the indicators listed below draw from UN Women's WEPs and its predecessor the Calvert Principles. Some of these indicators may find resistance from organisations as well as individual male and female employees; the aim is to ultimately attain a level of gender parity which is beneficial to all concerned, over a period of time.

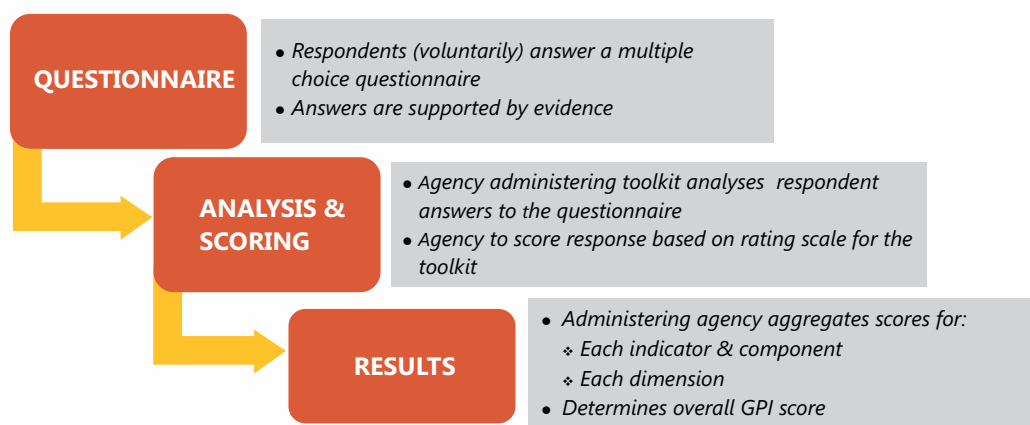
The indicators under each dimension are:

GENDER PARITY INDEX FOR THE FORMAL SECTOR IN INDIA						
Component ↓	Level →	1	2	3	4	Component Ratings
A	SETTING THE TONE AT THE TOP					
<i>Measures the seriousness with which management considers the importance of gender parity particularly with regard to their own employees</i>						
A.1	Business Case for Gender Parity and Empowerment of Women					
A.2	External & Internal Communications					
A.3	Business Relationships with Women Owned Enterprises					
A.4	External Social Responsibility (or CSR / Diversity etc.) Initiatives					
B	EMPLOYMENT AND CAREER PROGRESSION					
<i>Measures the current level of employment and opportunities to grow in the organisation</i>						
B.1	Number of Women in the Organisation and Representation by Department					
B.2	Attrition Rate of Women Employees					
B.3	Career Progression					
B.4	Participation in Training & Development Programmes					
C	WORK PLACE ENVIRONMENT					
<i>Measures the level of income of women and the physical environment at the work place and analyses whether it is at par with men performing the same job and activities</i>						
C.1	Pay Parity					
C.2	Annual increments					
C.3	Back-to-Work					
C.4	Supportive Physical Environment					
D	SENIOR MANAGEMENT & BOARD DIVERSITY					
<i>Measures the involvement of women at the Board level and at senior management positions and other means to improve gender diversity and development</i>						
D.1	Women in the Board /Equivalent Governing Body					
D.2	Women in Senior Management Positions					
D.3	Mentoring Programmes					
D.4	Women's Networks					

GENDER PARITY INDEX FOR THE FORMAL SECTOR IN INDIA						
Component ↓	Level →	1	2	3	4	Component Ratings
E	WOMEN FRIENDLY POLICIES INCLUDING HEALTH & SAFETY					
<i>Measures the level of support the organisation provides to women through their policies and the level of safety at work for women</i>						
E.1	Maternity & Paternity Leave					
E.2	Work-life Balance Policies					
E.3	Grievance Redress					
E.4	Health & Safety					
F	GENDER SENSITISATION & SEXUAL HARASSMENT					
<i>Measures the continuous effort made by the organisation to sensitise women and men to gender related issues and how to deal with them INCLUDING sexual harassment at the workplace</i>						
F.1	Gender Sensitisation Programmes					
F.2	Content & Focus of Gender Sensitisation Programmes					
F.3	Sexual Harassment Policy					
F.4	Execution and Review of Sexual Harassment Policy					

Approach

The following chart shows the step-by-step process by which the index will produce results.



Measurement

The toolkit is designed as a maturity model with four (4) levels. Each level contains measurable steps defined as 'indicators' to enable an organisation to progressively improve its ranking on the GPI for the formal sector in India. This will also enable comparisons among organisations to analyse the relative position on the road toward perfect gender parity.

The methodology for determining an organisation's position on the index is as follows:

- The index has 6 dimensions A to F which have equal weightage.
- Each dimension has 4 components (A.1-A.4, B.1-B.4, etc.).
- Each component is measured through indicators that carry specific rating points. The rating for these indicators at each level add up to **1. The overall score in each component can range from 0 to 4.**
- The score of each dimension is the average of the scores of its components. **The overall score in each component can range from 0 to 4.**
- The overall score on the index is sum of the scores of all 6 dimensions A to F. **Which means that the overall score in the index can range from 0 to 24.**

Note: The columns signifying ratings at each level are not mutually exclusive and each successive level rating is built on the previous level.

Rating each dimension and their components is based on three factors:

- Availability of an approach or a policy or an SOP evidencing the answers to the questionnaire;
- The degree of implementation; and
- The outcomes or results.

Information in this regard would therefore need to be provided by the organisation being assessed.

Care must be taken to ensure that each 'tick' mark in the questionnaire is substantiated with credible evidence.

Gender Parity Index for the Formal Sector in India

Particulars	Index
GPI (Sum of scores of dimensions A to F)	0-24

Meaning of Score on the GPI Rating Scale

Up to 6	Up to 12	Up to 18	Up to 24
Needs Significant Improvement	Average	Good	Excellent

The GPI will not only help in providing an overall rating to organisations, it will also help to compare organisations on each dimension based on the following rating scale:

Meaning of Scores of Each Dimension of the GPI

Up to 1	Up to 2	Up to 3	Up to 4
Needs Significant Improvement	Average	Good	Excellent

3.3 Toolkit

The following table describes the criteria to be fulfilled by an organisation at each level to meet the expectations of the GPI. Each level has been categorised based on indicative and relative parameters, and provides a broad guidance for measurement and also enables tracking progress over time.

As part of the questionnaire the respondents will be asked to define the hierarchy within the organisation, i.e. management/workforce levels: i.e. lower management/workforce, middle management/workforce and senior management/workforce.

This would be required since one metric will not apply to all organisations uniformly and because terms across sectors and even among organisations within a sector are not standardised. Responses to related questions will then be answered by the respondents based on their definitions of these terms.

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
A	SETTING THE TONE AT THE TOP					
Measures the seriousness with which management considers the importance of gender parity particularly with regard to their own employees						
A.1	Business Case for Gender Parity and Empowerment of Women	Organisation has a motto, mission or vision statement or code of conduct and other policy statements, however there is no reference to gender parity and inclusion of women in business (1.00)	Organisation has a defined "equal opportunity " policy, about non-discrimination and diversity of workforce, without specific reference to gender equality (1.00)	Organisation has a 'Diversity or Inclusion Policy', with employment of women as a priority area (0.50)	Organisation has an explicit policy on gender equality which also extends to vendors, suppliers and dealers, apart from employees (0.50)	
				Organisation has a diversity specialist, however without defined goals/targets with regard to employment of women (0.50)	Organisation has a diversity specialist with defined targets for employment and growth of women across the organisation (0.25)	
					Top management (Board/equivalent governing body) periodically reviews employment, training and career growth targets related to women, impacting KPIs of diversity specialists. (0.25)	
A.1 Sub-Total		(1.00)= 1	1+(1.00) = 2	2+(0.50+0.50)= 3	3+(0.50+0.25+0.25)= 4	A.1 Score
A.2	External & Internal Communications	Organisation does not have a written communication policy (0.00)	Organisation has gender neutral recruitment and products/services advertisements (1.00)	Organisation emphasises gender neutral intra-office and external communications unless addressed to specific individuals (0.50)	Posters/communication across the organisation emphasise equal opportunity, empowerment of women, gender equality, prohibit gender discrimination (0.50)	
		Organisation's written communication policy does not mention gender appropriate communication (1.00)		Advertising and promotion policies are explicitly against gender stereotypes, promote equality and dignity of women (0.50)	Publicising: a) organisational policies that promote gender equality b) in the annual report disclosures related to employment, training and career growth of women (0.50)	
A.2 Sub-Total		(1.00)= 1	1+(1.00)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	A.2 Score
A.3	Business Relationships with Women Owned Enterprises	Organisation does not have a formal supply chain policy (0.00)	Supply chain policy makes a passing mention of discrimination however without reference to discrimination against women (1.00)	Supply chain policy explicitly discusses discrimination including discrimination against women and encourages expansion of business relationships with women owned enterprises (0.50)	Procurement and sales teams are given defined targets for transactions with women owned enterprises. (0.50)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
		Supply chain policy exists however does not cover discrimination of any kind (1.00)		Tendering process explicitly gives additional weightage to women run enterprises in the tendering process (0.50)	Special audits are periodically conducted to ascertain if defined targets as reported are being achieved (0.50)	
A.3 Sub-Total		(0.00+1.00)= 1	1+(1.00)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	A.3 Score
A.4	External Social Responsibility (or CSR / Diversity etc.) Initiatives	Organisation does not have a social responsibility policy (0.00)	Social responsibility policy makes a reference to diversity, with no specific mention of gender equality (0.50)	Social responsibility policy makes a direct reference to issues related to gender equality and commitment to programmes for welfare of women (0.33)	Gender equality and women's empowerment are core focus areas of the social responsibility policy of the organisation. (0.33)	
		Organisation has a social responsibility policy however it does not focus on programmes of gender equality (0.50)	Up to 10% (average) of social responsibility funds are allocated towards programmes for the welfare of women (education, healthcare, finance, etc) in the last 3 years (0.50)	Between 11-25 % (average) of social responsibility funds are allocated to programmes for welfare of women (education, healthcare, finance, etc.) in the last 3 years (0.33)	More than 25% (average) of social responsibility funds are allocated toward programmes for the welfare of women (education, healthcare, finance, etc.) in the last 3 years (0.33)	
		Social responsibility funds are randomly spent on women's issues (education, healthcare, finance, etc) (0.50)		Up to 50% of such allocated funds are utilised in the year of allocation itself in the last 3 years (0.33)	Up to 100% of the funds so allocated are utilised in the year of allocation itself on an average in the last 3 years (0.33)	
A.4 Sub-Total		(0.00+0.50+0.50)= 1	1+(0.50+0.50)= 2	2+(0.33+0.33+0.33)= 3	3+(0.33+0.33+0.33)= 4	A.4 Score
Dimension A Score						Average of A.1, A.2, A.3, A.4
B	EMPLOYMENT AND CAREER PROGRESSION					
Measures the current level of employment and opportunities to grow in the organisation						
B.1	Number of Women in the Organisation and Representation by Department	There are less than 5% women in the organisation (0.50)	There are up to 15% women in the organisation (0.33)	There are up to 25% women in the organisation (0.33)	The proportion of women to men in the organisation is almost equal (0.33)	
		The female workforce is concentrated only in 1-2 functions / departments (0.50)	Up to 50% of the departments and functions in the organisation employ women (0.33)	Women are employed in 75% of the departments/ functions of the organisation (0.33)	There is equal representation of women across all departments and functions of the organisation (including technical, factory, marketing, sales promotion and support) (0.33)	
			Women represent up to 15% of the middle level management / workforce (0.33)	Women represent 16-25% of the middle level management / workforce (0.33)	Women represent 50% of the middle level management / workforce (0.33)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
B.1 Sub-Total		$(0.50+0.50)=1$	$1+(0.33+0.33+0.33)= 2$	$2+(0.33+0.33+0.33)= 3$	$3+(0.33+0.33+0.33)= 4$	B.1 Score
B.2	Attrition Rate of Women Employees	The attrition rate of women is higher than that of men (particularly in some departments) (0.50)	The attrition rate of women is lower than that of men (0.50)	The attrition rate of women is at par with that of men (0.50)	Top management analyses attrition by department and takes corrective action (0.50)	
		Employee retention strategies are in place in the organisation but are not specific to women (0.50)	Employee retention programmes are conducted and include specific focus on women employees (0.50)	Employee retention programmes are regularly monitored and evaluated (0.50)	Success of retention programmes forms part of HR department's KPA. (0.50)	
B.2 Sub-Total		$(0.50+0.50)=1$	$1+(0.50+0.50)= 2$	$2+(0.50+0.50)= 3$	$3+(0.50+0.50)= 4$	B.2 Score
B.3	Career Progression	Only up to 5% of total promotions in each of the past 3 years are of women (1.00)	6-15 % of total promotions in each of the last 3 years are of women (0.50)	16-25 % of total promotions in each of the last 3 years are of women (0.50)	The ratio of promotions of women to men is equal (i.e. 50%) (0.50)	
			Women constitute up to 10 % of promotions from entry level workforce to middle level in the last 3 years (0.25)	Women constitute 11-25 % of promotions from entry level workforce to middle level in the last 3 years (0.25)	Women constitute 26-50 % of promotions from entry level workforce to middle level in the last 3 years (0.25)	
			Women constitute up to 10 % of promotions from middle level workforce to senior level in the last 3 years (0.25)	Women constitute 11-25 % of promotions from middle level workforce to senior level in the last 3 years (0.25)	Women constitute 26-50 % of promotions from middle level workforce to senior level in the last 3 years (0.25)	
B.3 Sub-Total		$(1.00)= 1$	$1+(0.50+0.25+0.25)= 2$	$2+(0.50+0.25+0.25)= 3$	$3+(0.50+0.25+0.25)= 4$	B.3 Score
B.4	Participation in Training & Development Programmes	Training needs identification is not done (0.00)	Training & development programmes as per policy: - Mandate attendance - Are part of annual review; - Encourage participation of women (0.50)	20-50% of the women identified as eligible for additional training are offered training programmes (0.33)	51-100% of the women identified as eligible for additional training are offered training programmes (0.50)	
		Training needs identified are looped into training and development programmes (0.50)	Female participation in majority of training programmes is up to 25% of the women in the target base (0.25)	Female participation in majority of training programmes is 26-50% of the women in the target base (0.33)	Female participation in majority of training programmes is 51-100% of the women in the target base (0.50)	
		Women employees mostly attend generic training programmes covering few specific skills (0.50)	Women employees attend both generic and specialised training programmes equally (0.25)	Top management annually reviews training needs identified for and participation by women employees and takes corrective action where required (0.33)		
B.4 Sub-Total		$(0.00+0.50+0.50)= 1$	$1+(0.50+0.25+0.25)= 2$	$2+(0.33+0.33+0.33)= 3$	$3+(0.50+0.50)= 4$	B.4 Score
Dimension B Score						Average of B.1, B.2, B.3, B.4

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
C	WORK PLACE ENVIRONMENT					
Measures the level of income of women and the physical environment at the work place and analyses whether it is at par with men performing the same job and activities						
C.1	Pay Parity	Organisation maintains salaries / wages data however does not analyse by gender (0.50)	Organisation maintains gender-wise salaries and wages data (0.50)	Management analyses reasons for wage gaps between male-female employees and takes corrective action in a time-bound manner (0.50)	On an average in the previous 3 years, men at various job levels earned the same as that of women in the same job level (1.00)	
		Organisation is subject to statutory compensation rules under the Equal Remuneration Act, 1976. (0.50)	On an average in the previous 3 years, men at various job levels earned more than twice that of the women in the same job level (0.50)	On an average in the previous 3 years, men at various job levels earned between 25-50% more than women in the same job level (0.50)		
C.1 Sub-Total		(0.50+0.50)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(1.00)= 4	C.1 Score
C.2	Annual Increments	Organisation does not maintain data on increments granted during the year, by gender (1.00)	Women get less than 1/2 the annual increment percentage that men earn in the past 3 years at various job levels (eg: across various job levels, men earn say 10-15% increment, while women on an average in these same job levels get only 5-7% increment) (0.50)	Women get 50-75% of the annual increment percentage that men earn in the past 3 years at various job levels (eg: across various job levels, if men earn say 10-15% increment, women on an average in these same job levels get only 7-12% increment) (0.50)	Women get equal % annual increment that men earn in the past 3 years at various job levels (eg: across various job levels, if men earn say 10-15% increment, women also earn an average in these same job levels 10-15% increment) (0.50)	
			Number of women getting annual increments is less than 20% of the number of men getting annual increments in the past 3 years (0.50)	Number of women getting annual increments is up to 50% of the number of men getting annual increments in the past 3 years (0.50)	Number of women getting annual increments is equal to the number of men getting annual increments in the past 3 years (0.50)	
C.2 Sub-Total		(1.00)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	C.2 Score
C.3	Back-to-Work	Organisation has no defined 'back to work' programme encouraging women to return to work after a break (1.00)	Organisation has articulated a 'back to work' programme but does not pursue it actively (1.00)	Organisation actively promotes a 'back to work' programme among women (0.50)	Organisation encourages 'back to work' programmes in the supply chain and promotes them through external support (eg: industry conferences, collaboration with other organisations to promote such programmes) (0.50)	
				HR managers have defined targets to hire women who have taken a career break (0.50)	Success of back to work programmes is part of the KRAs/KPAs of HR heads and department heads (0.50)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
C.3 Sub-Total		(1.00)= 1	1+(1.00)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	C.3 Score
C.4	Supportive Physical Environment	Common toilets are available for use by men and women (1.00)	There are separate toilets for women; however not in proportion to staff strength of women (1.00)	Gender segregated toilets are in proportion to staff strength (1.00)	Beyond gender segregated toilets, organisation provides employees with relaxation/ recreational facilities which women are actively encouraged to use (like sports: cricket, TT, basketball, gymnasium, etc) traditionally used by men only (1.00)	
C.4 Sub-Total		(1.00)=1	1+(1.00)=2	2+(1.00)=3	3+(1.00)=4	C.4 Score
Dimension C Score						Average of C.1,C.2,C.3, C.4
D	SENIOR MANAGEMENT & BOARD DIVERSITY					
Measures the involvement of women at the Board level and at senior management positions and other means to improve gender diversity and development						
D.1	Women in the Board/ Equivalent Governing Body	The Board/equivalent governing body of the organisation comprises only men (1.00)	The organisation has women directors, in compliance with statutes (1.00)	Up to 25% of the board/equivalent governing body comprises women (0.50)	Up to 50% of the board comprises women (0.33)	
				Up to 25% of the independent directors are women (0.50)	Up to 50% of the independent directors are women (0.33)	
					The Chairperson's position/equivalent position in the board/ equivalent governing body is held by a woman (0.33)	
D.1 Sub-Total		(1.00)= 1	1+(1.00)= 2	2+(0.50+0.50)= 3	3+(0.33+0.33+0.33)= 4	D.1 Score
D.2	Women in Senior Management Positions	Less than 5% of the senior management as defined by the organisation comprises women (1.00)	Up to 10% of senior management positions are held by women (0.50)	Up to 25% of the senior management positions are held by women (0.50)	Up to 50% of the senior management positions are held by women (0.50)	
			Up to 10% of all business heads(revenue responsible positions) are women (0.50)	Up to 25% of all business heads(revenue responsible positions) are women (0.50)	Up to 50% of all business heads(revenue responsible positions) are women (0.50)	
D.2 Sub-Total		(1.00)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	D.2 Score
D.3	Mentoring Pro-grammes	Mentoring is done on a case-by-case basis (1.00)	Organisation has a general mentorship programme but it is not widely used by women (1.00)	Organisation has a specific mentorship programme for women at various levels (1.00)	Successful mentoring of women is part of the mentor's KRA/KPA (1.00)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
D.3 Sub-Total		(1.00)=1	1+(1.00)=2	2+(1.00)=3	3+(1.00)=4	D.3 Score
D.4	Women's Networks	Organisation does not have a women's network that works toward gender balance in the organisation (1.00)	Organisation encourages women to form formal network groups and provides basic facilities (such as meeting space, time to meet, etc.) (0.50)	Organisation facilitates and funds women's networks and includes men from various levels (promotes real inclusiveness) (0.50)	Women's network management is part of KRA/KPI of relevant senior management (0.50)	
			Women's network engages in a few workplace issues (0.50)	Women's network has defined goals, a corporate-funded calendar of meetings, events and on-going projects (0.50)	Women's network is an influencer both within and outside on gender issues and professional growth (0.50)	
D.4 Sub-Total		(1.00)=1	1+(0.50+0.50)=2	2+(0.50+0.50)=3	3+(0.50+0.50)=4	D.4 Score
Dimension D Score						Average of D.1, D.2, D.3, D.4
E	WOMEN FRIENDLY POLICIES INCLUDING HEALTH & SAFETY					
Measures the level of support the organisation provides to women through their policies and the level of safety at work for women						
E.1	Maternity & Paternity Leave	Organisation does not comply with requirements of the applicable statutes (0.00)	Maternity leave as per policy is higher than the minimum mandated by applicable statutes (0.33)	Organisation offers paternity leave of up to 50% of maternity leave including for adopted children to male employees (0.33)	Organisation has a policy of granting male employees paternity leave equal to maternity leave, including for adopted children (0.33)	
		Quantum of maternity leave adheres to the law including for adopted children (0.50)	Organisation offers paternity leave of approximately 10-15 days to male employees (0.33)	Organisation actively encourages women to return to work after maternity leave (evidenced by organisation policies) (0.33)	Annual appraisals and promotions are not discriminatory against those who return to work after maternity /paternity leave (evidenced by policies and number of women / men who return and get promotions as in the normal course) (0.33)	
		Up to 25% women return to work after maternity leave (0.50)	Up to 50% women return to work after maternity leave (0.33)	Up to 75 % women return to work after maternity leave (0.33)	Up to 100% women return to work after maternity leave (0.33)	
E.1 Sub-Total		(0.00+0.50+0.50)= 1	1+(0.33+0.33+0.33)= 2	2+(0.33+0.33+0.33)= 3	3+(0.33+0.33+0.33)= 4	E.1 Score
E.2	Work-life Balance Policies	Organisation does not have any specific policies promoting work-life balance (0.00)	Organisation adopts more than legally mandated policies that promote work-life balance : eg-flexible work hours, work from home without significant cuts in pay (i.e. pay is commensurate with hours and quantum of work assigned) (0.50)	It is compulsory for employees to plan and avail eligible leave annually (0.50)	Organisation conducts work-life balance workshops and talk sessions as part of annual training and provides in-house counselling to both men and women (0.50)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
		Organisation has only legally mandated policies that promote work-life balance (eg: provision of crèche facility to comply with law) (1.00)	Less than 10% male employees avail such facilities (0.50)	11-25% of male employees have availed of these facilities in the past 2 years (0.50)	Equal number of men and women have availed of these facilities in the past 2 years (0.50)	
E.2 Sub-Total		(0.00+1.00)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	E.2 Score
E.3	Grievance Redress	Organisation provides grievance redress guidance, however not specifically for women employees (1.00)	Assigned line manager / HR manager resolves grievances such as discrimination, harassment etc. in an informal manner (1.00)	A formal code of conduct exists articulating rights of women employees and process of administering such rights (0.50)	Written code of conduct extends to grievances of vendors, clients, suppliers, customers and other stakeholders run and managed by women (0.50)	
				Organisation has an internal ombudsman for handling grievances of women (0.50)	A designated ombudsman handles grievances of <i>all women</i> (employees and outsiders); contact details are published online and posted in key locations of the organisation (0.50)	
E.3 Sub-Total		(1.00)= 1	1+(1.00)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	E.3 Score
E.4	Health & Safety	Organisation provides case-by-case services and facilities for health and safety of women (like transport facilities beyond certain work hours) (1.00)	Organisation has a formal policy on environment, health and safety (EH&S), however there is no specific focus on women (0.50)	EH&S policy complies with the National OSH Policy, ILO guidelines and UN Women's Empowerment Principles (0.50)	EH&S policy extends to the environment external to the organisation-eg: support for women suffering from domestic violence. (1.00)	
			Organisation provides equal access to health and safety insurance to all employees, which insures against loss of livelihood as well, due to injury and accidents occurring during the course of work (0.50)	Security staff and managers are trained to recognise signs of violence against women and understand laws and organisation policies on human trafficking, labour and sexual exploitation. (0.50)		
E.4 Sub-Total		(1.00)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(1.00)= 4	E.4 Score
Dimension E Score						Average of E.1, E.2, E.3, E.4
F	GENDER SENSITISATION & SEXUAL HARASSMENT					
Measures the continuous effort made by the organisation to sensitise women and men to gender related issues and how to deal with them INCLUDING sexual harassment at the workplace						
F.1	Gender Sensitisation Programmes	Organisation has no policy on gender sensitisation (0.00)	The organisation conducts gender sensitisation programmes but it is not a regular/routine feature (0.50)	The organisation conducts gender sensitisation programmes twice a year (0.50)	The organisation conducts gender sensitisation programmes on a quarterly basis (0.33)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
		Organisation has a written policy on gender sensitisation however no programmes are conducted (1.00)	Organisation does not specify who should attend such programmes (0.50)	Attendance is voluntary and all employees are encouraged to attend (0.50)	Attendance is compulsory for all employees at least twice a year (0.33)	
					Gender sensitisation forms part of employee orientation at the time of joining (0.33)	
F.1 Sub-Total		(0.00+1.00)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(0.33+0.33+0.33)= 4	F.1 Score
F.2	Content & Focus of Gender Sensitisation Programmes	Programme content is highly 'women oriented' , i.e. focussed on what women should and should not do (1.00)	Programmes include extensive sessions on appropriate communication, acceptable behaviour with female colleagues (1.00)	Programme includes extensive sessions on sexual harassment at the workplace (related legal issues, zero tolerance policy, consequences of intimidation of complainants, and consequences if found guilty) etc. (1.00)	Programmes include classroom sessions and periodic online programmes that all employees are required to participate in within a prescribed timeframe (0.50)	
					Programmes extend the supply chain (0.50)	
F.2 Sub-Total		(1.00)= 1	1+(1.00)= 2	2+(1.00)= 3	3+(0.50+0.50)= 4	F.2 Score
F.3	Sexual Harassment Policy	Organisation does not comply with requirements of the "Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013" (0.00)	Organisation has a policy on sexual harassment which is very broad based and does not go into specifics or set the tone at the top (0.50)	Organisation has a detailed zero tolerance policy on sexual harassment at the workplace, which encourages women to report such incidents in time (without fear of intimidation, etc.) and also extends to the supply chain (0.50)	The organisation complies with all the requirements of the "Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013" (0.50)	
		Organisation deals with sexual harassment complaints on a case-to-case basis (1.00)	Organisation has an Internal Complaints Committee (ICC) in place but has been inconsistent in implementation (eg: insufficient awareness building, composition of ICC wrt the Act, and time for disposal of cases) (0.50)	Organisation widely publicises existence of the ICC to employees through mailers and posters. (0.50)	Organisation conducts annual anonymous surveys of employees on the level of awareness of the policy, role of ICC and state of male/female relationships in the organisation (improvements, environment-hostile or pleasant) etc. (0.50)	
F.3 Sub-Total		(0.00+1.00)= 1	1+(0.50+0.50)= 2	2+(0.50+0.50)= 3	3+(0.50+0.50)= 4	F.3 Score
F.4	Execution and Review of Sexual Harassment Policy	There is very limited or no discussion on sexual harassment among employees with victims choosing to not share any information (0.50)	Employees are encouraged to share any harassment they face at work with ICC and their information is kept confidential (1.00)	In house counselling sessions are conducted for employees who have faced sexual harassment at work and their information is kept confidential (1.00)	Professional experts/ counsellors are employed to counsel employees who have faced sexual harassment at work and their information is kept confidential (0.50)	

GENDER PARITY INDEX						
Component ↓	Level →	1	2	3	4	Component Ratings
		Complies with statutory disclosure requirements of the Act in terms of number and status of complaints and follow-up action on cases not disposed of in a timely manner (0.50)			The Board/similar authority tracks the career progression of complainants, to ensure that they are not subject to intimidation affecting their stay and growth in the organisation. (0.50)	
F.4 Sub-Total		$(0.50+0.50)= 1$	$1+(1.00)= 2$	$2+(1.00)= 3$	$3+(0.50+0.50)= 4$	F.4 Score
Dimension F Score						Average of F.1, F.2, F.3, F.4

4 A Questionnaire for Organisations to Evaluate Gender Diversity & Empowerment of Women in the Formal Sector in India

The Gender Parity Index (GPI) is not a substitute for legal obligations that exist under national or international regulatory regimes for gender parity. The Index comprises a toolkit and questionnaire. They are built on a maturity model with measurable steps defined as 'indicators' which enable an organisation to locate its position and also progressively improve its ranking on the index over a period of time. It is designed to be applicable across all organisations in diverse sectors, of different sizes and compositions.

To facilitate measurement of this index, responses are solicited through a structured questionnaire that is closely mapped to the GPI.

Just as the index is built around six dimensions of gender parity, the questionnaire also covers these six dimensions and their components. The questionnaire will enable the assessor to give appropriate ratings to individual organisations that respond. Questions can be easily answered by an organisation by ticking the appropriate parameters that are applicable. However, it is important that each 'tick' mark be substantiated with credible evidence.

Participation in this exercise is voluntary and based on the organisation's desire to be measured on the index to understand where they stand in terms of gender parity and to provide organisations with a roadmap to improve their position and ranking in various dimensions.

Questionnaire

Please fill up the following information about your organisation.

Name of organisation:	
Date of incorporation:	
Place of incorporation:	
Type of organisation (public sector undertaking, private sector, private limited subsidiary of foreign company, listed company, NGO, Trusts, educational institution, others):	
Turnover Classification (micro/small/medium):	
Industry:	
Employee Strength:	
Any other relevant information:	

A. SETTING THE TONE AT THE TOP

Organisations should not discriminate against women and should treat them at par with men at an institutional level. This is reflected in organisational policies and culture. The questions in this dimension focus on this key aspect and cover four components: **Business Case for Gender Parity and Empowerment of Women; External & Internal Communications; Business Relationships with Women Owned Enterprises; External Social Responsibility (or CSR / Diversity etc.) Initiatives.**

1. Does your organisation have defined organisational policies? Please select the option/s applicable to your organisation.

Organisation does not have any formal policy statements	☐
Organisation has the following policy statements: - A motto - Mission and vision statement - Code of conduct statement - Any other policy statements (please specify)	☐ ☐ ☐ ☐
Organisation's policy statements do not make any reference to gender parity and inclusion of women in business	☐
Organisation has a defined "equal opportunity" policy, about non-discrimination and diversity of workforce, without specific reference to gender equality	☐
Organisation has a 'Diversity or Inclusion Policy' focusing on equal opportunity and non-discrimination, with employment of women as a priority area	☐
Organisation has an explicit policy on gender equality which extends to: - Employees - Vendors/ suppliers - Dealers - Distributors	☐ ☐ ☐ ☐
Others (please specify)	

2. To what extent is the top management of your organisation involved in promoting gender parity? Please select option/s applicable to your organisation.

Organisation has a diversity specialist, without defined goals/targets with regard to employment of women	☐
Organisation has a diversity specialist with defined targets for employment and growth of women across the organisation	☐
Top management (Board /equivalent governing body) periodically reviews employment, training and career growth targets related to women, impacting KPIs of diversity specialists.	☐
Others (please specify)	

3. What is the nature of external and internal communications including recruitments, promotion policies and advertisements in your organisation? Please select the option/s applicable to your organisation.

Organisation does not have a written communication policy	☐
Organisation's written communication policy does not mention gender appropriate communication	☐
Organisation has gender specific recruitment policies and advertisements such as : - Specifically require women at front office positions (eg: reception, front desk, personal assistant) - Specifically prohibit women from applying for jobs that require travelling - Specify matrimonial status of women candidates - Any other (please specify)	☐ ☐ ☐
Organisation has gender neutral recruitment and products/services advertisements	☐
Organisation emphasises gender neutral intra-office and external communications (including emails, flyers, posters, websites, intranet, etc) unless addressed to specific individuals	☐

Posters/communication across the organisation emphasise the following: - equal opportunity - empowerment of women - gender equality - prohibit gender discrimination - Any other (please specify)	☐ ☐ ☐ ☐ ☐
Advertising and promotion policies are explicitly against gender stereotypes, promote equality and dignity of women	☐
Organisation publicises: - policies that promote gender equality - disclosures related to employment, training and career growth of women in the annual report	☐ ☐
Others (please specify)	

4. Does your organisation promote business relationships with women owned enterprises (supply chain)? Please select the option/s applicable to your organisation.

Organisation does not have a formal supply chain policy	☐
Supply chain policy exists however does not mention discrimination of any kind	☐
Supply chain policy makes a passing mention of discrimination; however there is no direct reference to discrimination against women	☐
Supply chain policy explicitly discusses discrimination including discrimination against women and encourages expansion of business relationships with women owned enterprises	☐
Tendering process explicitly gives additional weightage to women run enterprises in the tendering process	☐
Procurement and sales teams are given defined targets for purchases from and sales to women owned enterprises	☐

Top management periodically conducts special audits to ascertain if defined targets as reported are being achieved	☐
Others (please specify)	

5. What is the focus of your organisation's social responsibility (or CSR/diversity etc.) policy? Please select the option/s applicable to your organisation.

Organisation does not have a social responsibility policy	☐
Organisation has a social responsibility policy however it does not focus on programmes of gender equality	☐
Social responsibility policy refers to diversity, with no specific mention of gender equality	☐
Social responsibility policy makes a direct reference to issues related to gender equality and promotes programmes for welfare of women	☐
Gender equality and women's empowerment are core focus areas of the social responsibility policy of the organisation	☐
Others (please specify)	

6. What percentage of social responsibility (or CSR/diversity etc.) funds is directed in the last 3 years toward programmes for welfare of women and related issues (education, healthcare, finance, etc.)? Please select the option applicable to your organisation.

Social responsibility funds are randomly spent on women's issues	☐
Up to 10% (average) of social responsibility funds	☐
Between 11-25 % (average) of social responsibility funds	☐
More than 25% (average) of social responsibility funds	☐
Up to 50% (average) of social responsibility funds so allocated in the last 3 years are utilised in the year of allocation itself	☐
Up to 100% of the funds so allocated in the last 3 years are utilised in the year of allocation itself	☐

B. EMPLOYMENT AND CAREER PROGRESSION

Women are often discriminated against in matters of employment and are either employed in jobs that are not at par with men or at lower salaries. Many of them are forced to leave their jobs to attend to family needs. Organisations need to inculcate a culture of gender equality offering suitable jobs and equal growth opportunities to men and women. The questions in this dimension focus on this key aspect and cover four components: **Number of Women in the Organisation and Representation by Department; Attrition Rate of Women Employees; Career Progression; Participation in Training & Development Programmes.**

7. What is the percentage of women employed in your organisation? Please select the option applicable to your organisation.

There are less than 5% women in the organisation	☐
There are up to 15% women in the organisation	☐
There are up to 25% women in the organisation	☐
The proportion of men to women in the organisation is almost equal	☐
The proportion of women in the organisation is greater than men. (Please specify)	☐

8. What is the department wise representation of women in your organisation? Please select the option applicable to your organisation.

The female workforce in the organisation is concentrated only in 1-2 functions / departments. <i>Please specify the department and roles</i>	☐
Up to 50% of the departments and functions in the organisation employ women. <i>Please specify the departments and roles</i>	☐

Women are employed in 75% of the departments/functions of the organisation. Please specify the departments and roles	☐
There is equal representation of women across all departments and functions of the organisation.	☐
Others (Please specify)	

9. What is the level of the attrition of women in your organisation? Please select the option applicable to your organisation.

At par with male employees	☐
Less than male employees	☐
More than male employees	☐
Cannot say	☐
Are there specific departments/functions in which attrition level among women is significantly higher than men? Please specify	☐

10. What strategies are in place in your organisation to retain women employees? Please select the option/s applicable to your organisation.

Organisation does not have defined employee retention strategies	☐
Employee retention strategies such as the following are in place but not specific to women in the organisation:	
- Fair employee compensation and open communication	☐
- Employee recognition	☐
- Mentorship programs	☐

- Employee rewards systems	☐
- Maintaining a creative work environment	☐
- Training and development	☐
- Employee feedback	☐
- Encouraging team buy-in for each task	☐
- Bolstering team morale	☐
- Any other (please specify)	☐
Employee retention programmes are conducted and include specific focus on women employees	☐
Retention programmes are regularly monitored and evaluated	☐
Top management analyses attrition by department and takes corrective action	☐
Success of retention programmes forms part of HR department's KPA	☐
Others (please specify)	

11. What is the percentage of women promoted during the last 3 years in your organisation? Please select the option applicable to your organisation.

Up to 5% of total promotions	☐
6-15 % of total promotions	☐
16-25 % of total promotions	☐
The ratio of promotions of women to men is equal (i.e. 50%)	☐

12. How does your organisation define

The Board/equivalent governing body and its roles
Senior level (management / workforce)
Middle level (management / workforce)
Lower level (management / workforce)
Any other employee category

13. Based on the definitions above, what percentage of your organisation's middle level management/workforce is represented by women? Please select the option applicable to your organisation.

5% of the middle level management/workforce	☐
6-15% of the middle level management/workforce	☐
16-25% of the middle level management/workforce	☐
50% of the middle level management/workforce	☐
More than 50% of middle level management/workforce	☐

14. Based on the definitions above, women constitute what proportion of **promotions**, from one level to the next (i.e. entry level workforce to middle level and middle to senior level) in the last 3 years?

Women constitute up to 10% of promotions from entry level to middle level workforce	☐
Women constitute 11-25% of promotions from entry level to middle level workforce	☐
Women constitute 26-50% of promotions from entry level to middle level workforce	☐
Women constitute up to 10% of promotions from middle level to senior level workforce	☐
Women constitute 11-25% of promotions from middle level to senior level workforce	☐
Women constitute 26-50% of promotions from middle level to senior level workforce	☐

15. To what extent does your organisation encourage women to participate in training and development programmes? Please select the option/s applicable to your organisation.

Participation in all training & development programmes is optional	☐
Training & development programmes as per policy:	
- Mandate attendance	☐
- Are part of annual review of attendees	☐
- Encourage participation of women	☐
Top management annually reviews training needs identified for and participation by women employees and takes corrective action where required	☐
Others (please specify)	

16. a) What are the types of training and development programmes offered by your organisation?
- b) What is the level of female participation in these programmes? (This should be measured as a percentage of women in the target employee base i.e. population for whom training is conducted).

Please select the option/s applicable to your organisation.

Training and development programmes offered:	Participation measured as percentage of women in target employee base:			
	<25%	26-50%	>51%	NA
Technology training				
Health and safety				
Professional development programmes				
Financial literacy				
Communication skills				
Behaviour and etiquette				
Team building				
Managerial training				
Leadership training				
Any other training (please specify)				

17. Does your organisation conduct training needs assessments for identifying competency levels and additional training needs of its employees? Please select the option/s applicable to your organisation.

Training needs identification is not carried out	☐
Training needs identified are looped into training and development programmes	☐
10-20% of identified eligible women are offered and attend training programmes	☐
21-50% of identified eligible women are offered and attend training programmes	☐
51-75% of identified eligible women are offered and attend training programmes	☐
More than 75% of identified eligible women are offered and attend training programmes	☐
Others (please specify)	

C. WORK PLACE ENVIRONMENT

Parity in the level of income between men and women, at the same level in the organisation, along with equality in the level of increments to both, is a very important aspect of gender parity at the workplace. Organisations that actively encourage women to return to work after a career break and have the necessary supportive physical environment for them, are more likely to attract the best talent and prosper. The questions in this dimension focus on this key aspect and cover four components: **Pay Parity; Annual Increments; Back-to-Work; Supportive Physical Environment.**

18. Does your organisation measure pay parity among employees? How does it maintain such information? Please select the option/s applicable to your organisation.

Organisation is subject to statutory compensation rules under the Equal Remuneration Act, 1976	☐
Organisation/HR department maintains gender wise data on compensation	☐
Organisation does not maintain gender-wise data on compensation	☐
Others (please specify)	

19. What is the gap in the previous 3 years, between average salaries/wages of women and men at various job levels in the organisation? Please select the option applicable to your organisation.

On an average men at various job levels earned the same as women of the same job level	☐
On an average men at various job levels earned between 25-50% more than women of the same job level	☐
On an average men at various job levels earned more than twice that of women of the same job level	☐

Gender-wise data is not available	☐
Others (please specify)	

20. Does management analyse the reasons for wage gaps between male and female employees?

Management does not review the gap between salaries of male and female employee	☐
Management does the following to analyse gaps:	
- Conducts periodic reviews	☐
- Takes corrective action in a time-bound manner	☐
- Reports on corrective actions taken to the Board	☐
- Any other (please specify)	☐

21. What is the level of increments offered to women in your organisation? Please select the option applicable to your organisation.

Organisation does not maintain data on increments granted during the year by gender	☐
Women have earned less than 1/2 the annual increment percentage than men in the past 3 years at various job levels <i>(eg: across various job levels, men earn say 10-15% increment, while women on an average in these same job levels get only 5-7% increment)</i>	☐
Women have earned 50-75% of the annual increment percentage than men in the past 3 years at various job levels <i>(eg: across various job levels, if men earn say 10-15% increment, women on an average in these same job levels get only 7-12% increment)</i>	☐

Women have earned equal % annual increments as men in the past 3 years at various job levels (eg: across various job levels, if men earn say 10-15% increment, women also earn an average in these same job levels 10-15% increment)	☐
Gender-wise data is not available	☐
Others (please specify)	

22. How many women employees have earned increments in your organisation in comparison with male employees in the past 3 years?

Number of women getting increments is less than 20% of the number men who have earned annual increments	☐
Number of women getting increments is up to 50% of the number of men who have earned annual increments	☐
Number of women getting increments is equal to the number of men who have earned annual increments	☐
Others (please specify)	

23. Does your organisation make efforts to encourage women to return to work after a career break? Please select option/s applicable to your organisation.

Organisation does not have a defined 'back to work' programme encouraging women to return to work after a break	☐
Organisation has articulated a 'back to work' programme but does not pursue it actively	☐
Organisation actively promotes a 'back to work' programme among women	☐

Organisation encourages 'back to work' programmes in the supply chain and promotes them through external support (eg: industry conferences, joins hands with other organisations to promote such programmes)	☐
HR managers have defined targets to hire women who have taken career breaks	☐
Success of back to work programmes is part of the KRAs/KPAs of HR heads and department heads	☐
Others (please specify)	

24. What kind of physical environment and activity does your organisation provide to women employees? Please select the option applicable to your organisation.

Common toilets are available for use by men and women	☐
There are separate toilets for women; however not in proportion to staff strength of women	☐
Gender segregated toilets are in proportion to male and female staff strength	☐
Organisation provides employees with relaxation/ recreational facilities which women are actively encouraged to use (like sports: cricket, TT, basketball, gymnasium, etc) traditionally used by men only	☐

D. SENIOR MANAGEMENT & BOARD DIVERSITY

Several decades after women first took seats on corporate boards and rose to senior management roles they remain under-represented in the senior-most executive jobs and in boardrooms. Diverse boardrooms are good for business, yet most organisations even today have very low representation of women on their boards. In light of this, organisations are coming to recognise the importance of mentoring programmes and expansion of women's networks to bring more women in senior positions. The questions in this dimension focus on this key aspect and cover four components: **Women on the Board; Women in Senior Management Positions; Mentoring Programmes; Women's Networks.**

25. What is the level and nature of representation of women in the board/equivalent governing body and senior management of your organisation? Please select the option/s applicable to your organisation.

The Board/equivalent governing body of the organisation comprises only men	☐
How many women does the Board/equivalent governing body have? (please specify)	
The organisation has woman directors in compliance with statutes	☐
Up to 25% of the board/ equivalent governing body comprises women	☐
Up to 50% of the board/ equivalent governing body comprises women	☐
Up to 25% of the independent directors are women	☐
Up to 50% of the independent directors are women	☐
The Chairperson's (or equivalent) position in the board/equivalent governing body in the board is held by a woman	☐
Less than 5% of the senior management as defined by the organisation comprises women	☐
Up to 10% of senior management positions are held by women	☐
Up to 25% of the senior management positions are held by women	☐
Up to 50% of the senior management positions are held by women	☐

Up to 10% of all business heads (revenue responsible positions) are women	☐
Up to 25% of all business heads (revenue responsible positions) are women	☐
Up to 50% of all business heads (revenue responsible positions) are women	☐
Others (please specify)	

26. Does your organisation conduct mentoring programmes for women? Please select the option/s applicable to your organisation.

Mentoring is done on a case-by-case basis	☐
Organisation has a general mentorship programme but it is not widely used by women	☐
Organisation has a specific mentorship programme for women at various levels	☐
Successful mentoring of women is part of the mentor's KRA/KPA	☐
Others (please specify)	

27. Does your organisation encourage women's networks to promote gender balance? If yes, what is the nature and scope of such a network? Please select the option/s applicable to your organisation.

Organisation does not currently have a women's network that works towards gender balance in the organisation	☐
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Organisation encourages women to form formal network groups and provides basic facilities (such as meeting space, time to meet, etc.). <i>Please specify</i>	☐
Organisation actively facilitates and funds women's networks and includes men from various levels	☐
Women's Network management is part of KRA/KPI of relevant senior management	☐
Women's Network engages in a few workplace issues	☐
Women's Network has defined goals, a corporate-funded calendar of meetings, events and on-going projects	☐
Women's Network is an influencer both within and outside on gender issues and professional growth evidenced through: - Awards - Write ups in journals/newspapers/magazines - Any other (please specify)	☐ ☐ ☐
Others (please specify)	

E. WOMEN FRIENDLY POLICIES INCLUDING HEALTH & SAFETY

Promoting women friendly HR policies, flexible work schedules and effective redress of complaints are necessary steps to encourage more women to move ahead in their careers. Health and safety are equally vital aspects of gender parity and growth at work place. Organisations should ensure that their employees work in comfortable and conducive working environments where they feel free to voice any matters of inequality with the assurance of receiving effective redress. The questions in this dimension focus on this key aspect and cover four components: **Maternity & Paternity Leave; Work-life Balance Policies; Grievance Redress; Health & Safety.**

28. What are your organisation's maternity and paternity leave policies? Please select the option/s applicable to your organisation.

Organisation does not comply with requirements of the applicable statutes	☐
Quantum of maternity leave granted adheres to the law including for adopted children	☐
Maternity leave as per policy is higher than the minimum mandated by applicable statutes	☐
Organisation offers paternity leave of approximately 10-15 days to male employees	☐
Organisation offers paternity leave of up to 50% of maternity leave including for adopted children	☐
The organisation offers paternity leave which is equal to the maternity leave including for adopted children	☐
Organisation does not offer paternity leave	☐
Organisation actively encourages women to return to work after maternity leave (evidenced by organisation policies)	☐
Annual appraisals and promotions are not discriminatory against those who return to work after maternity/ paternity leave (evidenced by policies and number of women / men who return and get promotions as in the normal course)	☐
Others (please specify)	

29. What is the percentage of women who return to work after maternity leave? Please select the option applicable to your organisation.

Up to 25% women return to work after maternity leave	☐
Up to 50% women return to work after maternity leave	☐
Up to 75 % women return to work after maternity leave	☐
Up to 100% women return to work after maternity leave	☐
Others (please specify)	

30. How does your organisation focus on work-life balance of employees? Please select the option applicable to your organisation.

Organisation has only legally mandated policies that promote work-life balance (eg: provision of crèche facility to comply with law)	☐
Organisation adopts more than legally mandated policies that promote work-life balance such as: - Flexible work hours - Compressed workweek (4/10 instead of 5/8) - Work from home without significant cuts in pay (i.e. pay is commensurate with hours and quantum of work assigned) - Any other (please specify)	☐ ☐ ☐ ☐
It is compulsory for employees to plan and avail eligible leave annually	☐
Organisation conducts work-life balance workshops and talk sessions as part of annual training and provides in-house counselling to both men and women	☐
Less than 10% male employees avail such facilities	☐
11-25% of male employees have availed of these facilities in the past 2 years	☐

Equal number of men and women have availed of these facilities in the past 2 years	☐
Organisation does not have any specific policies promoting work-life balance	☐
Others (please specify)	

31. How does your organisation address employee grievances? Please select the option/s applicable to your organisation.

Organisation provides grievance redress guidance, however not specifically for grievances of women employees	☐
Assigned line manager / HR manager resolves grievances such as discrimination, harassment etc. in an informal manner	☐
A formal code of conduct exists articulating rights of women employees and process of administering such rights	☐
Written code of conduct extends to grievances of vendors, clients, suppliers, customers and other stakeholders run and managed by women	☐
Organisation has an internal ombudsman for handling grievances of women	☐
A designated ombudsman handles grievances of all women (employees and outsiders); contact details are published online and posted in key locations of the organisation	☐
Organisation does not provide any grievance redress guidance to employees	☐
Others (please specify)	

32. Does your organisation have an environment, health and safety (EH&S) policy? If yes, what is the nature and scope of the policy? Please select the option applicable to your organisation.

Organisation provides case-by-case services and facilities for health and safety of women: like transport facilities beyond certain work hours	☐
Organisation has a formal EH&S policy, however there is no specific focus on women	☐
EH&S policy extends to the environment external to the organisation- eg: support for women suffering from domestic violence	☐
EH&S policy complies with the National OSH Policy, ILO guidelines and UN Women's Empowerment Principles and:	
- understands differential impacts and vulnerabilities on women and men;	☐
- understands need for provision of safe working conditions and protection against exposure to hazardous materials, disclosing potential risks including risks to reproductive health;	☐
- has a zero-tolerance policy towards all forms of violence at work, including verbal and/or physical abuse	☐
Security staff and managers are trained to recognise signs of violence against women and understand laws and organisation policies on human trafficking, labour and sexual exploitation	☐
Organisation provides equal access to health and safety insurance to all employees, which insures against loss of livelihood as well, due to injury and accidents occurring during the course of work	☐
Others (please specify)	

F. GENDER SENSITISATION & SEXUAL HARASSMENT

Gender sensitisation is a stepping stone to gender parity. It is important to sensitise all employees about gender equality and train them on acceptable inter-personal interactions. Organisations should ensure that employees feel safe and secure to raise their voices against any matters of inequality especially sexual harassment and are counselled accordingly. The questions in this dimension focus on this key aspect and cover four components: **Gender Sensitisation Programmes; Content & Focus of Gender Sensitisation Programmes; Sexual Harassment Policy; Execution and Review of Sexual Harassment Policy.**

33. To what extent does your organisation focus on gender sensitisation? Please select the option/s applicable to your organisation.

Organisation has no policy on gender sensitisation	☐
Organisation has a written policy on gender sensitisation however no programmes are conducted	☐
Organisation conducts gender sensitisation programmes but it is not a regular/routine feature	☐
Organisation conducts gender sensitisation programmes twice a year	☐
Organisation conducts gender sensitisation programmes on a quarterly basis	☐
Organisation does not specify who should be attending such programmes	☐
Attendance is voluntary and all employees are encouraged to attend	☐
Attendance is compulsory for all employees at least twice a year	☐
Gender sensitisation forms part of employee orientation at the time of joining	☐
Any other information? Please specify	

34. What is the content and focus of such Gender Sensitisation Programmes? Please select the option/s applicable to your organisation.

Programme content is highly 'women oriented' , i.e. focussed on what women should and should not do	☐
Programmes include extensive sessions on appropriate communication, acceptable behaviour with female colleagues	☐
Programme includes extensive sessions on sexual harassment at the workplace (related legal issues, zero tolerance policy, consequences of intimidation of complainants, and consequences if found guilty) etc.	☐
Programmes comprise classroom sessions and periodic online programmes that all employees are required to participate in within a prescribed timeframe	☐
Programmes are extended to the supply chain	☐
Others (please specify)	

35. The Gender Sensitisation Programmes include extensive sessions on the following:

Proper communication (language) with female employees	☐
Acceptable behaviour with female employees	☐
Counselling on dealing with culture clashes	☐
Counselling on dealing with clashes between contrasting home and work situations	☐
Training on addressing customers and vendors over phone and email communications in a gender neutral manner	☐
Sexual harassment at the workplace including: - Related legal issues - Organisation's zero tolerance attitude - Consequences of intimidation of complainants - Consequences if found guilty - Any other (please specify)	☐ ☐ ☐ ☐ ☐
Others (please specify)	

36. Does your organisation have a Sexual Harassment Policy? If yes, what is the nature of the policy? Please select the option/s applicable to your organisation.

Organisation does not comply with requirements of the "Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013"	☐
Organisation deals with sexual harassment complaints on a case-to-case basis	☐
Organisation has a policy on sexual harassment which is very broad based and does not go into specifics or set the tone at the top	☐
Organisation has a detailed zero tolerance policy on sexual harassment at the workplace, which encourages women to report such incidents in time (without fear of intimidation, etc.) and also extends to the supply chain	☐
Organisation has an ICC in place but its activities are inconsistent with regard to implementation such as: - Insufficient awareness building - Composition of ICC wrt the Act - Time for disposal of cases - Any other (please specify)	☐ ☐ ☐ ☐
Organisation widely publicises existence of the ICC to employees through mailers and posters	☐
Organisation complies with the requirements of the 'Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013' in terms of: - Constitution of an Internal Complaints Committee (ICC) - Composition of the ICC (one external member, headed by a woman) - Orientation and training for ICC members - Time bound disposal of cases and action by management on recommendations of the ICC	☐ ☐ ☐ ☐

- Display of penal consequences of sexual harassment at prominent places in the workplace - Awareness programmes for employees - Any other (please specify)	☐ ☐ ☐
Organisation conducts annual anonymous surveys of employees on: - the level of awareness of the policy - role of ICC - state of male/female relationships in the organisation - perceived working atmosphere in the organisation (friendly, hostile, etc) - any other (please specify)	☐ ☐ ☐ ☐ ☐
Others (please specify)	

37. How does your organisation execute and review the Sexual Harassment Policy?
Please select the option/s applicable to your organisation.

There is very limited or no discussion on sexual harassment among employees with victims choosing to not share any information	☐
Employees are encouraged to share any harassment they face at work with ICC and their information is kept confidential	☐
In house counselling sessions are conducted for employees who have faced sexual harassment at work and their information is kept confidential	☐
Professional experts/counsellors are employed to counsel employees who have faced sexual harassment at work and their information is kept confidential	☐

Complies with statutory disclosure requirements of the Act in terms of the number and status of complaints and follow-up action on cases not disposed of in a timely manner	☐
The Board/similar authority tracks the career progression of complainants, to ensure that they are not subject to intimidation that affects their stay and growth in the organisation	☐
Others (please specify)	

38. Please describe your organisation's vision and approach or a descriptive/ innovative initiative undertaken by your organisation toward attaining gender parity, which is not covered in any of the questions above.

5 Conclusion

There are several global indices that focus on women's empowerment and gender parity, but usually at a macro level. FLO's index is unique in that it focusses on the formal sector-the building block of the economy-and is voluntary.

To achieve parity, men and women must have access to the same resources and the same opportunities, so that they can earn the same rewards and attain the same heights, while enjoying the same levels of physical and financial security. This is not only just and equitable, it has its economic benefits which have been described earlier.

By setting the right tone at the top, an organisation can open several doors for women, enabling them to work side-by-side with men. In the process the organisation will not only break that ever elusive glass ceiling but will in turn have access to a wider talent pool. This requires choosing the right policies and ensuring their effective implementation without discrimination against any gender.

This index guides organisations toward achieving these goals - by providing equal opportunities for women to grow and for men to participate in roles traditionally handled by women from which they are otherwise restricted either due to societal norms and pressures or due to lack of opportunity. An organisation that chooses to use the index will not only send positive signals to industry and society that it is serious about equality and progress for all, it will also likely pioneer gender parity among its peer group. Equal opportunities will only boost profitability and enhance organisational reputations.

Apart from making a meaningful contribution to society, such an organisation will also set the standard for others to follow suit. Women-and men-will view these organisations as sensitive to their concerns and needs, thus making such organisations employers of choice.

As things stand today in India, gender inequality remains a problem across all professions. And it is clear, to paraphrase Robert Frost, that we have miles to go before we can rest. However the first step toward finding a solution to any problem is the acknowledgment of its existence, which is what organisations will accomplish when they implement the Gender Parity Index.

[illegible]

[illegible]



Established in 1983, FICCI Ladies Organisation is an all India forum for women, with headquarters in New Delhi and 13 chapters set-up across India, representing over 4000 women entrepreneurs and professionals.

With over 33 years of experience, FLO has been promoting entrepreneurship and professional excellence in women through various workshops, seminars, conferences, talks, training and capacity building programmes etc. to encourage and facilitate inclusion of women's talents, skills, experience and energies across all sectors and levels of economic activity.

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