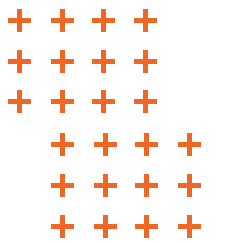




# Gender Diversity & Career G A P

India's Services Sector and Recommendations  
to Increase Women's Participation







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## Poonam Sharma

President-Elect

2025-26



**Our motto was to not  
leave any woman behind  
in this pursuit of  
progress.**



## Preface



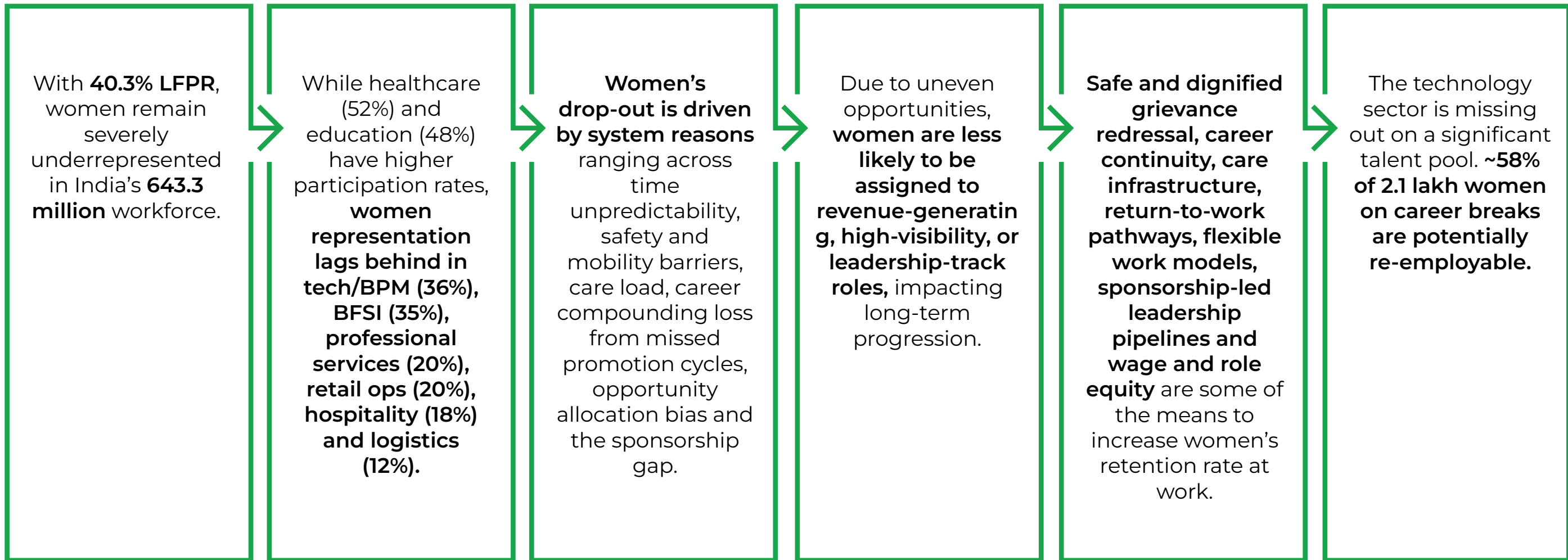
Across industries, sectors and verticals, women contribute tremendously. Some get recognized, while others merely wait in line to be considered, counted and credited. For decades, our goal at FICCI FLO has been to develop women's potential from the grassroots. Building entrepreneurial capabilities by fostering skills, courage and confidence among women is the key area of our unwavering commitment. Our efforts, coupled with initiatives in the enterprise and public sectors, have been able to create livelihood opportunities for women throughout the country.

Shiksha, Suniti, Swabhiman, Suraksha, Swasthya, Saksham, Sahayta, and Sarvodaya have served as the cornerstones of our initiatives for women's welfare. All over the country, we set out to impact more than 100,000 women. Legal, financial and wellness support was provided by initiatives like FLO KAVACH. Digital skilling became a key focus area, enabling women to gain education in emerging technologies like artificial intelligence. Our motto was to not leave any woman behind in this pursuit of progress.

There's still a long way to go. Our report uncovers that women's representation in our economy is still at 40.3%. While healthcare and education sectors have gender parity to an extent, technology, BFSI, logistics, to name a few, remain domains far out of women's reach. It is to delve deeper into the labour landscape dynamics of India with respect to women's participation, we set out to curate data and insights that impact gender equity.

We hope the findings in this report will drive meaningful action towards closing gaps and accelerating women's participation across sectors.

# Executive Summary





# India's Talent Landscape



# India's 643M Workforce:

A Scale Advantage with Untapped Female & Services Productivity Potential



**643.3M**

**Workforce (2024)**

Working or seeking work

**40.3%**

**Women LFPR (15+, 2024)**

Usual status (ps+ss)

**~55%**

**Services share of GVA**

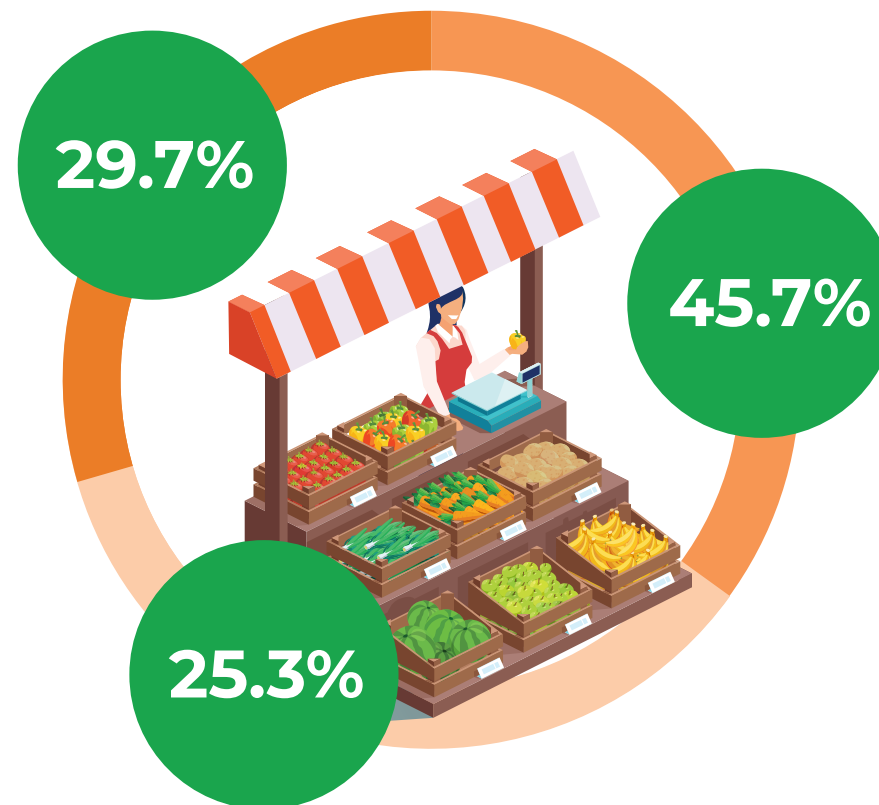
FY24 (Economic Survey)

**~30%**

**Services share of jobs**

Employment share (2023)

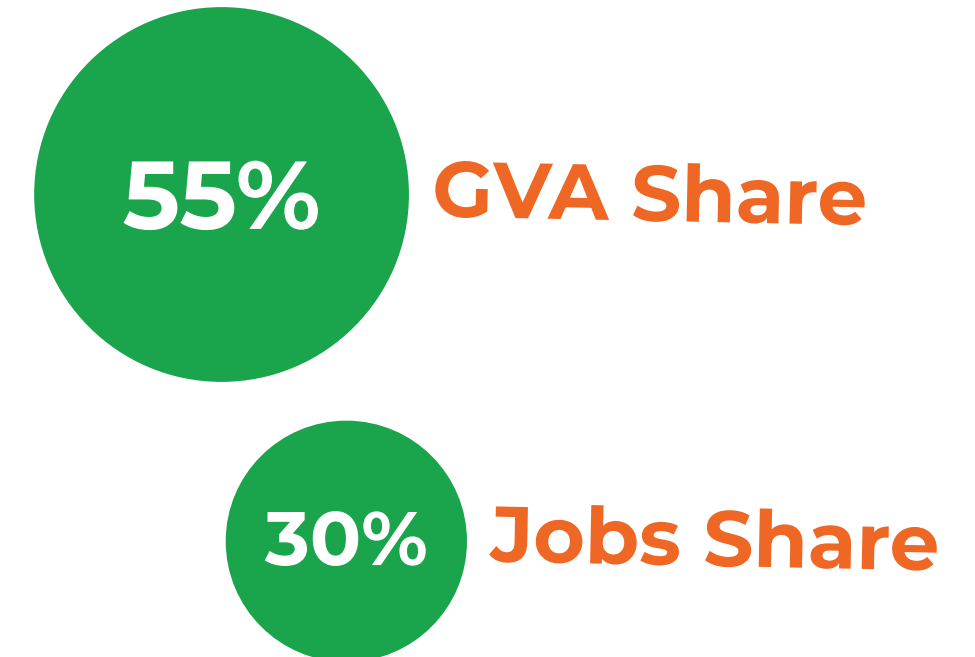
## Employment distribution (15+, 2023)



● Agriculture 
 ● Industry 
 ● Services

**Key insight:** Moving workers from agri to productive services/industry is the macro lever.

## Services: Economy vs Jobs



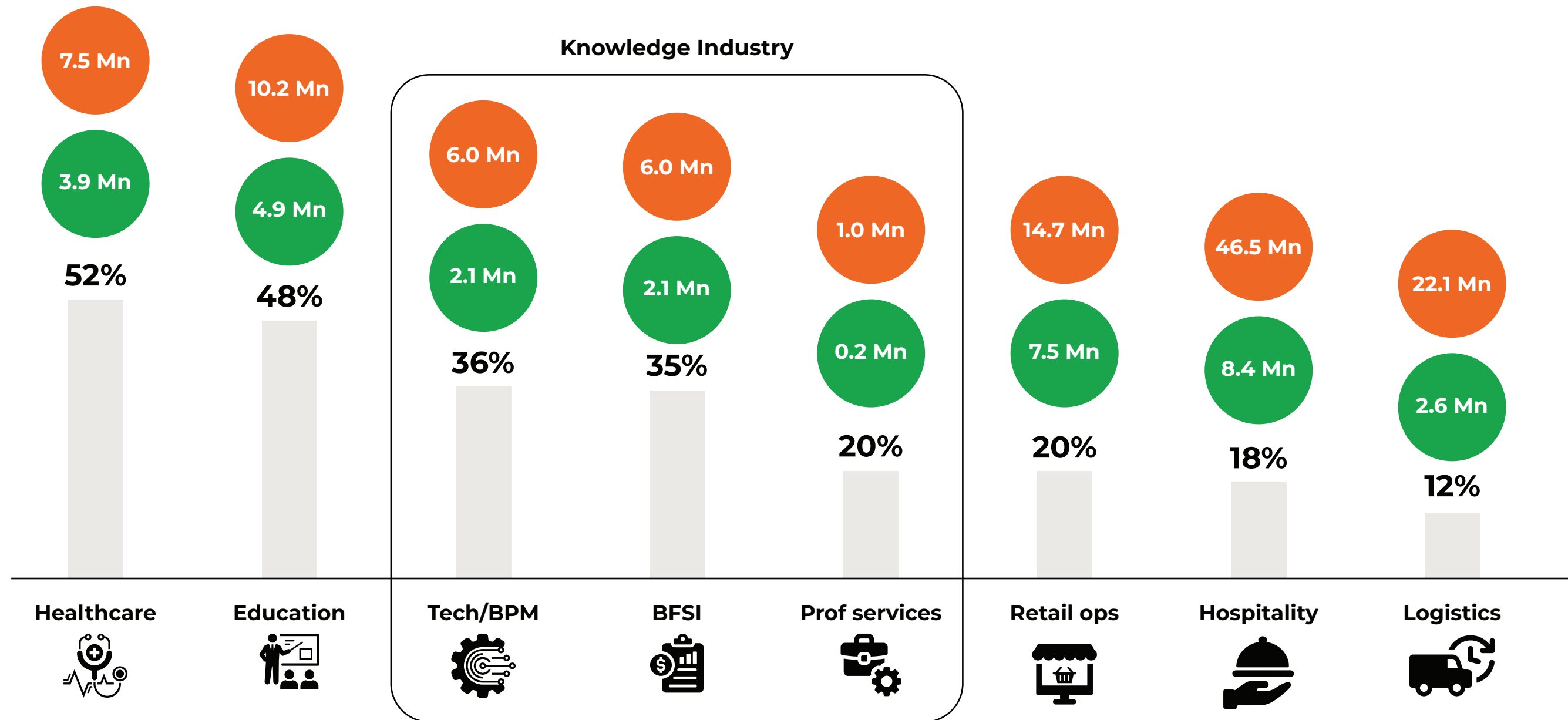
**Implication:** Services policies that improve participation + retention have outsized GDP impact.

# India's Services Sector Diversity Mix



# Women's Employment Is Skewed In Healthcare & Education But Services-led Growth Needs Deeper Inclusion

- 94% of Indian workers are employed in the unorganized sector, which includes self-employed individuals and small businesses.
- Knowledge-intensive sectors (Tech, BFSI, Healthcare, Education) lead in women's workforce share, yet every sector exhibits a 'leaky pipeline': representation erodes sharply as seniority rises.

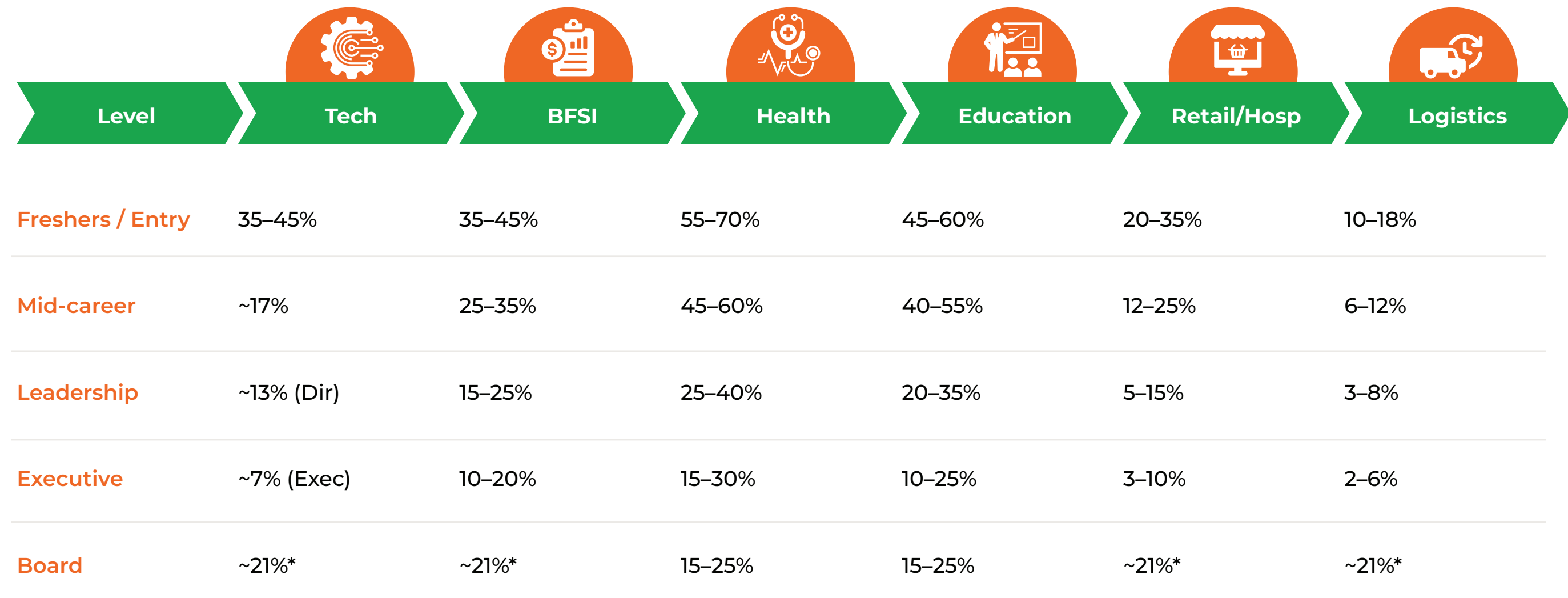


● Total Workforce
 ● Women Workforce

# Diversity Pyramid: India's Entry-to-Executive Drop-off

## Women's Participation Does Not Convert Into Leadership

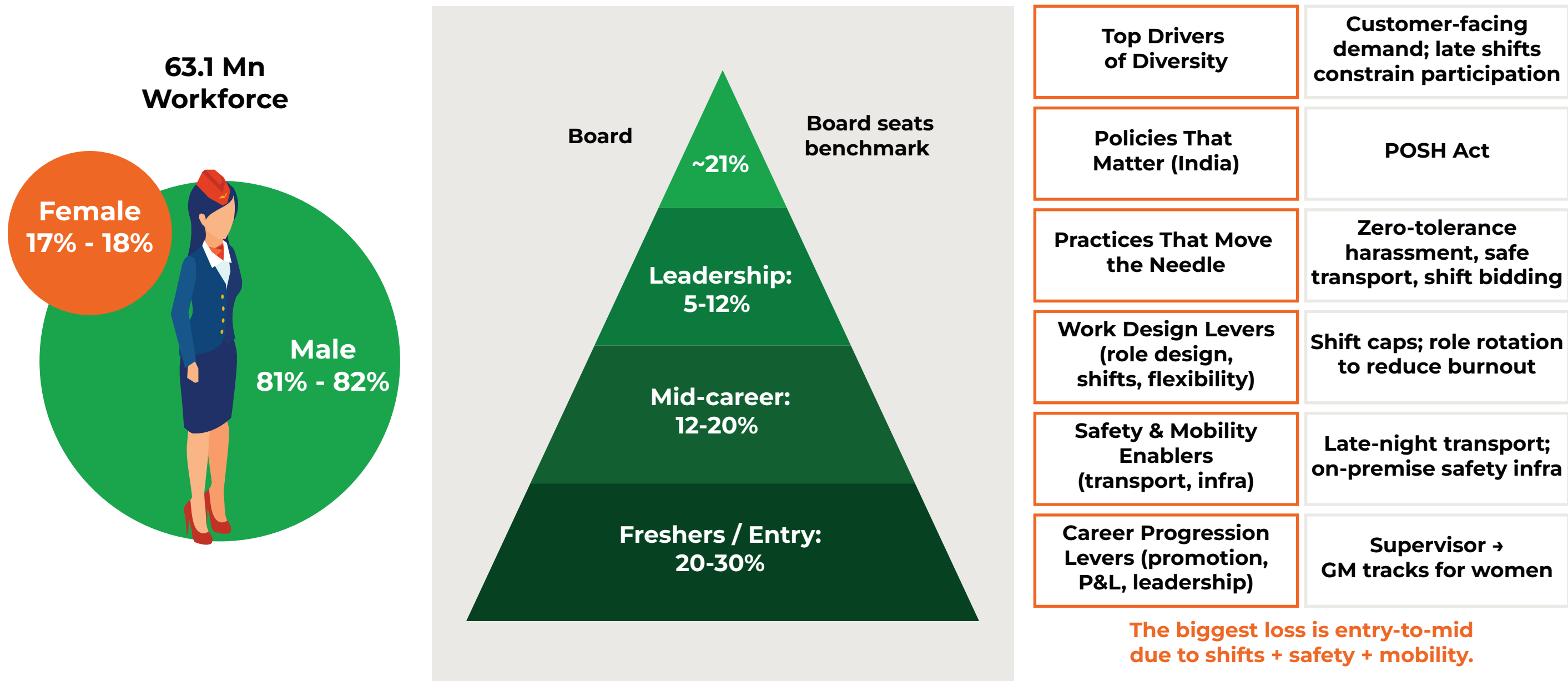
- Entry-level gender parity is achievable across sectors; the critical failure point is mid-career (3–8 yrs), where structural barriers compound. Tech and Logistics see the steepest drops.
- The diversity pyramid is not a pipeline, it's a funnel with structural attrition. With 36% entry, <7% executive: india's diversity conversion crisis.



# Hospitality & Tourism (Hotels And Restaurants)

Hospitality Shows The Sharpest Entry-to-Mid Drop: Safety, Shifts And Mobility Are The Real Barriers

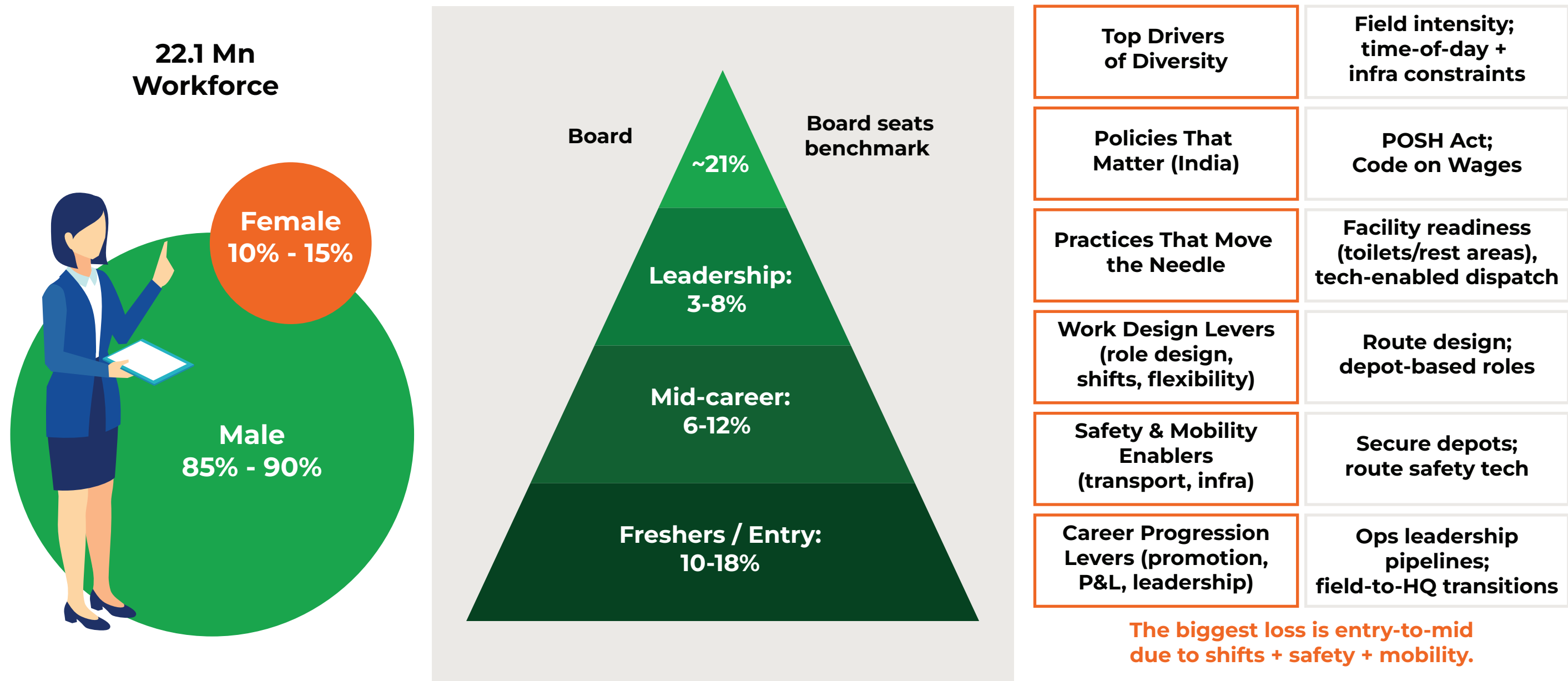
- Hospitality's high entry-level female share (20–30%) collapses by mid-career due to shift unpredictability, safety gaps, and mobility barriers — a retention design failure, not a talent shortage.



# Transport, Logistics & Mobility-linked Services

Logistics Has The Lowest Female Base, As Structural Work Design Makes Entry Itself A Barrier

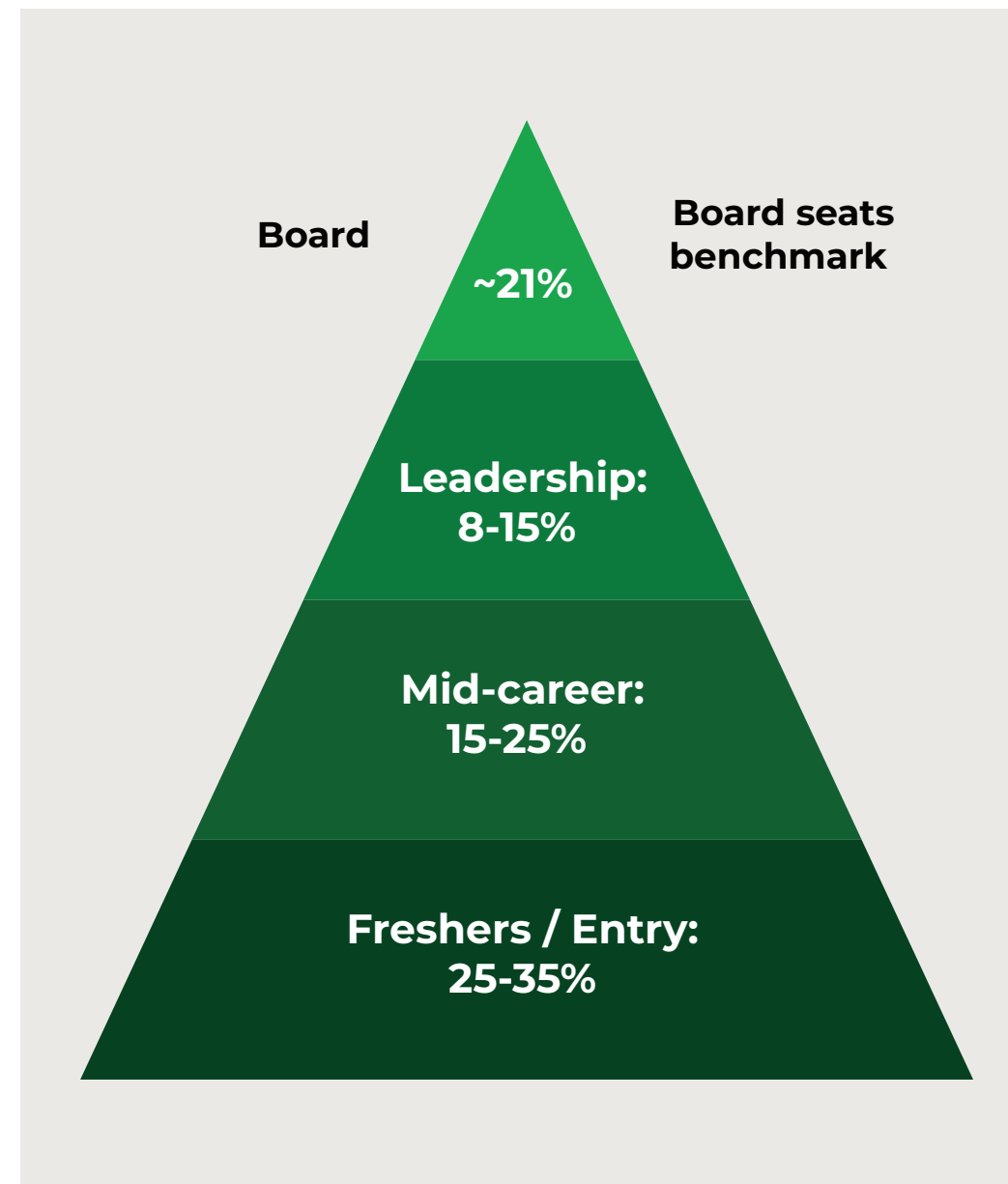
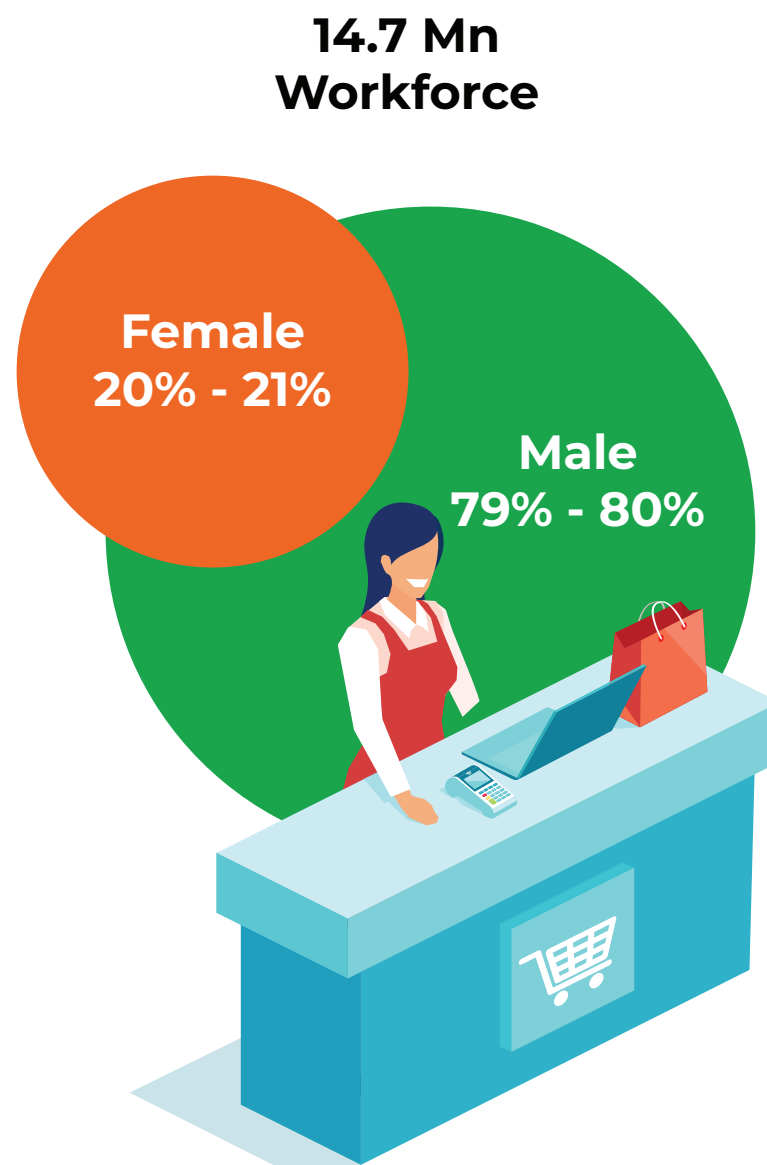
- Transport & Logistics is India's lowest-diversity service sector (10–18% at entry). Safety infrastructure gaps, last-mile design, and night-shift norms act as structural barriers from day one.



# Organized Retail & E-commerce Ops (Stores, CX, Catalog, Warehousing Management)

Compared to Logistics, Retail Demonstrates Higher Entry and Mid-Career Conversion

- Retail & E-commerce has moderate entry-level representation, but warehouse and field ops roles remain male-dominated; shift rigidity and safety gaps drive the mid-career exit.



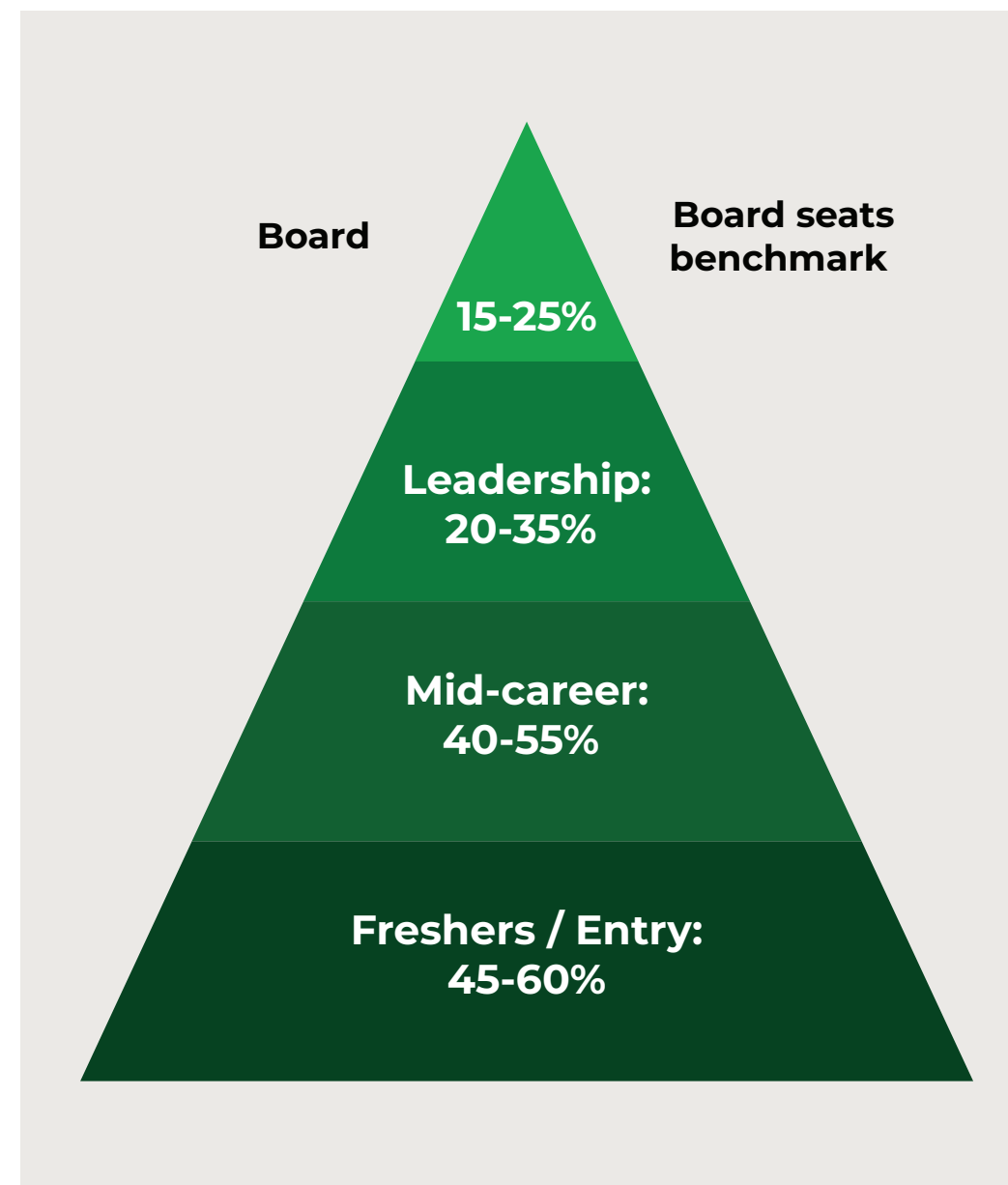
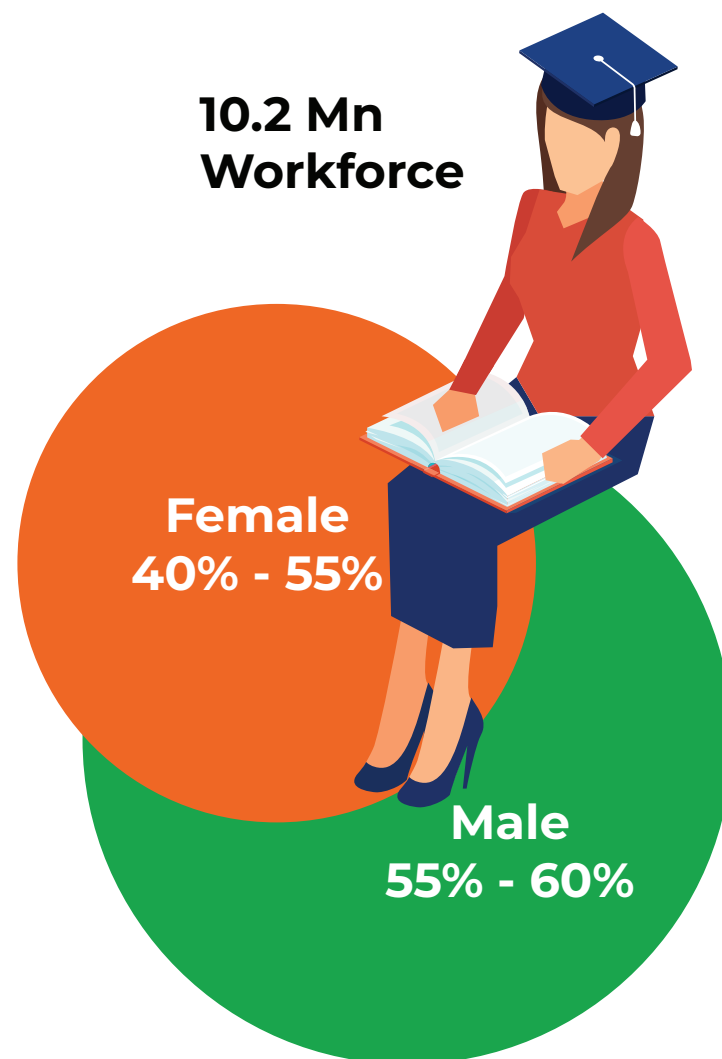
<b>Top Drivers of Diversity</b>	<b>High-volume hiring; modular roles</b>
<b>Policies That Matter (India)</b>	<b>POSH Act</b>
<b>Practices That Move the Needle</b>	<b>Shift caps, anti-harassment enforcement, local hiring</b>
<b>Work Design Levers (role design, shifts, flexibility)</b>	<b>Predictable store rosters; part-time options</b>
<b>Safety &amp; Mobility Enablers (transport, infra)</b>	<b>Store safety; last-mile commute</b>
<b>Career Progression Levers (promotion, P&amp;L, leadership)</b>	<b>Store-manager pipelines; city ops leadership</b>

**The biggest loss is entry-to-mid due to shifts + safety + mobility.**

# Education & Training (Schools, Higher-ed, Skilling)

Education Shows Strong Participation, However, Leadership Is Limited By Institutional Norms

- Education is the sector where women dominate frontline delivery (45–60%) yet leadership is governed by seniority ladders and network-based appointments that systematically exclude women.



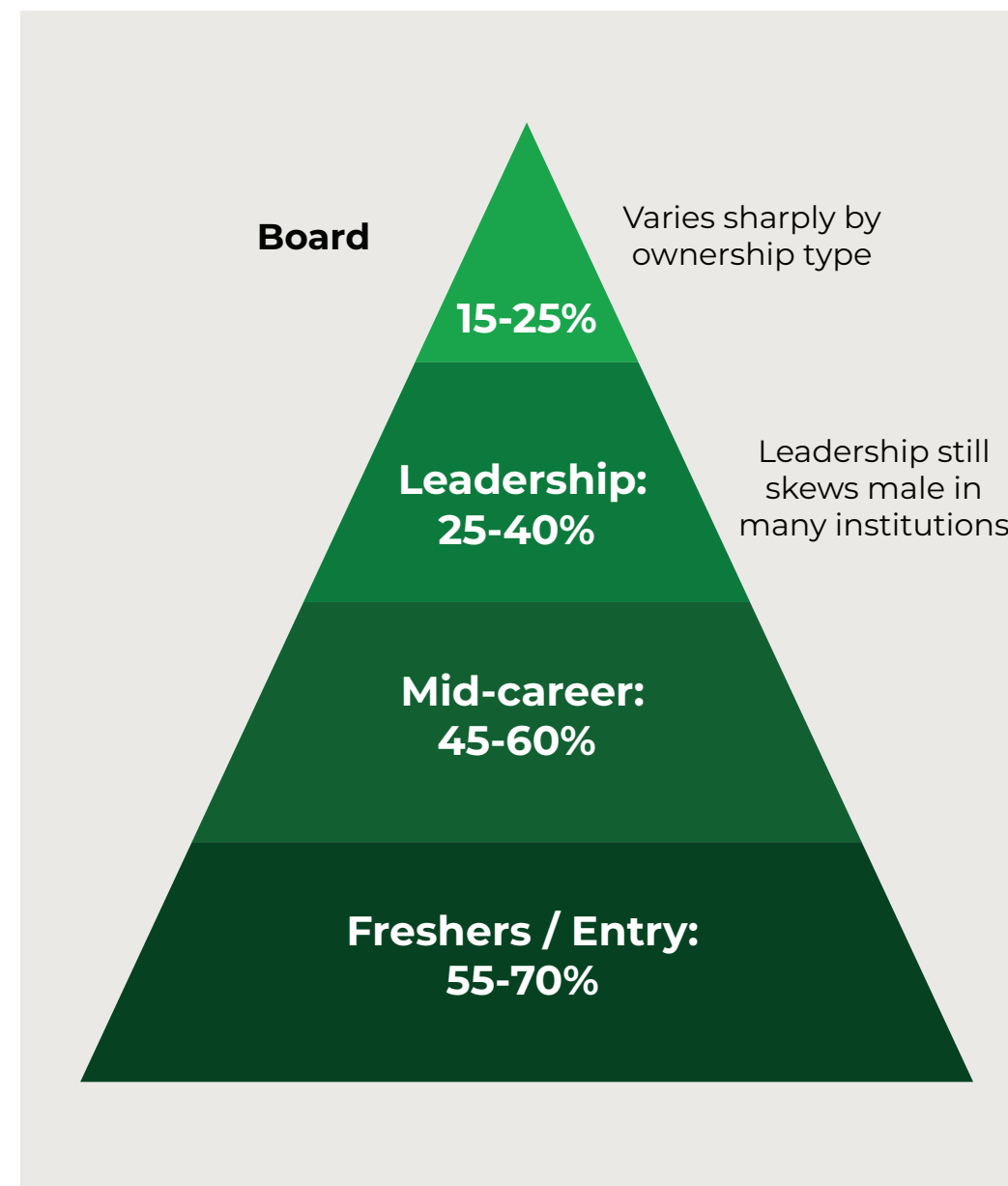
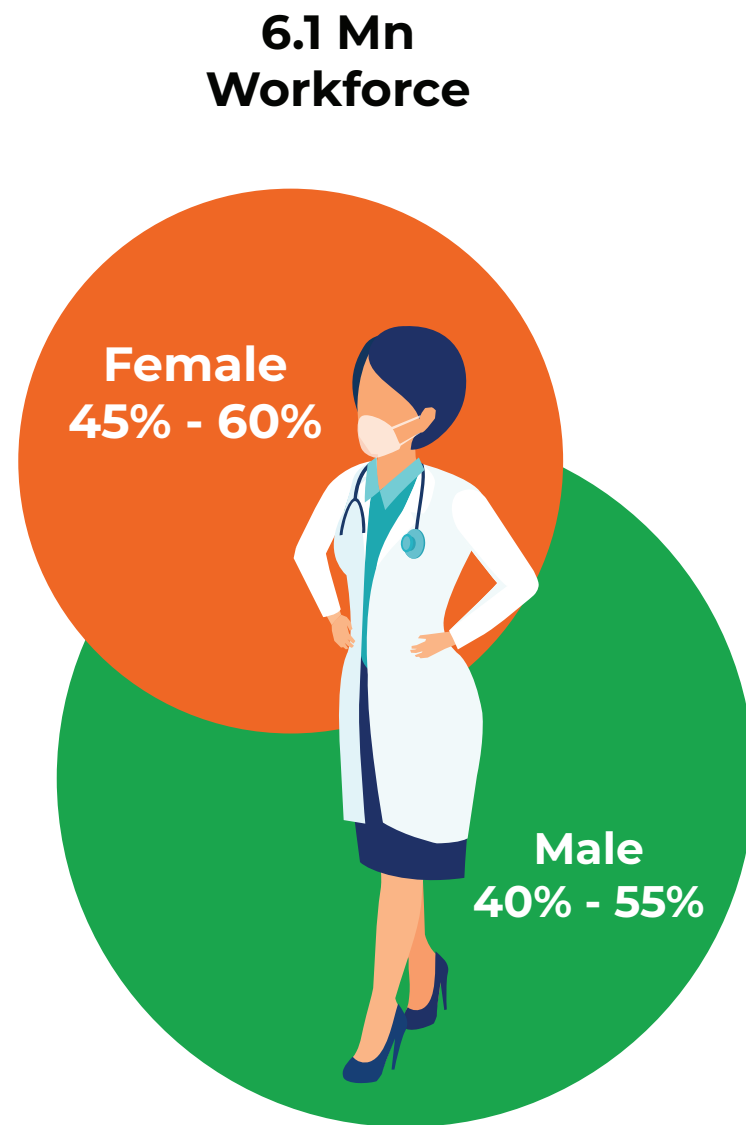
<b>Top Drivers of Diversity</b>	<b>Daytime schedules, social acceptance, credential-based entry</b>
<b>Policies That Matter (India)</b>	<b>POSH Act; Code on Wages</b>
<b>Practices That Move the Needle</b>	<b>Flex faculty roles, childcare tie-ups, leadership tracks</b>
<b>Work Design Levers (role design, shifts, flexibility)</b>	<b>Timetabling flexibility; hybrid teaching models</b>
<b>Safety &amp; Mobility Enablers (transport, infra)</b>	<b>Campus safety; last-mile commute support</b>
<b>Career Progression Levers (promotion, P&amp;L, leadership)</b>	<b>Leadership pipelines (HoD/Principal); research grant access</b>

**Strong workforce presence; leadership constrained by institutional seniority norms + network-based appointments.**

# Healthcare Services (Hospitals/Diagnostics/Pharma/Care Delivery)

Healthcare Has High Women Representation, But Leadership Power Remains Specialty & Tenured

- Healthcare shows the highest female entry share (55–70%) of any sector, but clinical speciality hierarchies and tenure-based access to leadership mean diversity advantage is lost above the ward/clinic level.
- High workforce presence does not translate into decision-making power due to specialty ladders and tenure-driven leadership.



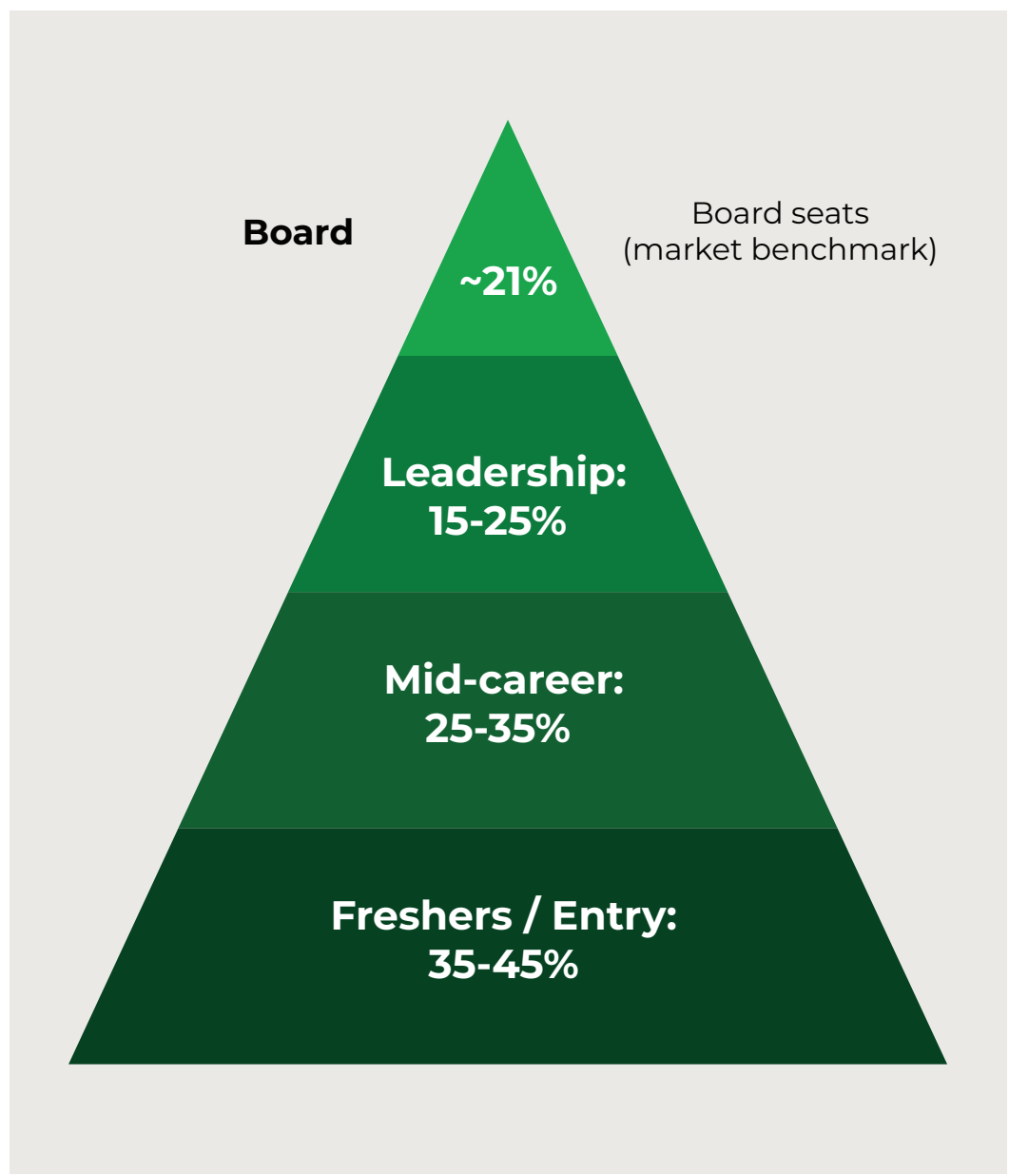
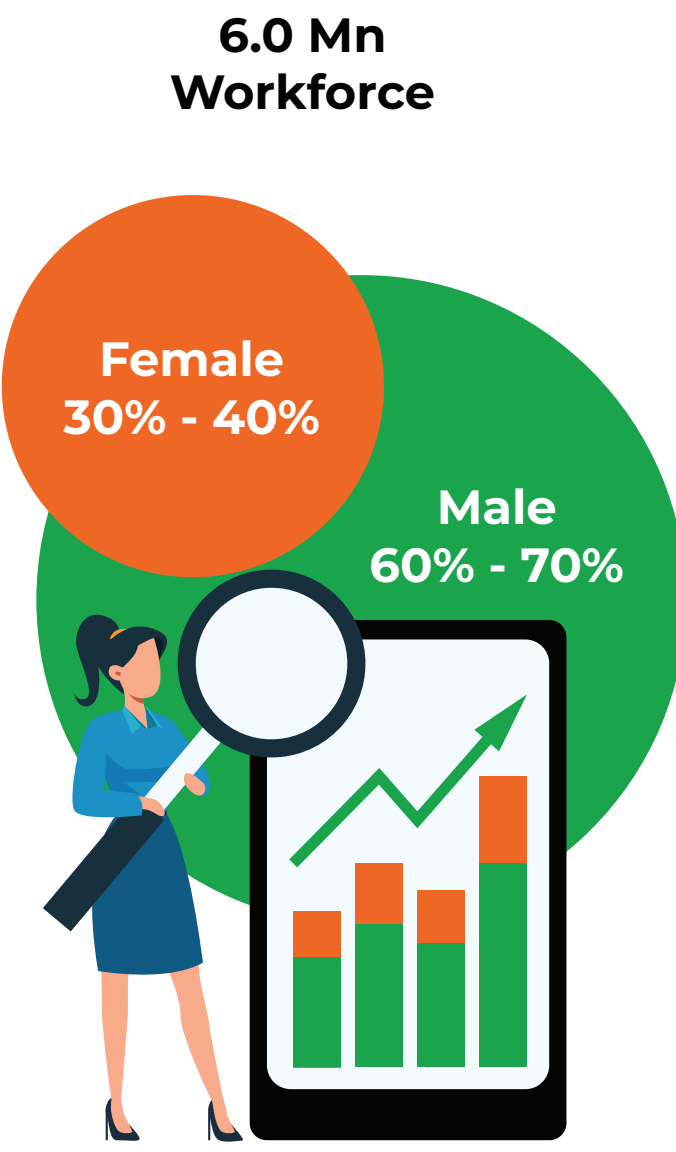
<b>Top Drivers of Diversity</b>	Credentialed roles, high demand, urban concentration, care-economy fit
<b>Policies That Matter (India)</b>	POSH Act; Maternity Benefit Act; Code on Wages (non-discrimination)
<b>Practices That Move the Needle</b>	Predictable rosters, lactation rooms, return-to-work programs, part-time clinical tracks
<b>Work Design Levers (role design, shifts, flexibility)</b>	Shift predictability; clinical laddering (nurse → specialist → manager)
<b>Safety &amp; Mobility Enablers (transport, infra)</b>	Safe late-shift transport; hospital-campus security
<b>Career Progression Levers (promotion, P&amp;L, leadership)</b>	Clinical leadership tracks; sponsorship for HoD/ medical admin roles

**High overall representation, but leadership drop occurs due to tenure networks, speciality ladders, and access to leadership opportunities.**

# BFSI & Financial Services (Banks, NBFCs, Insurance, Fintech Ops)

In BFSI, The Pipeline Exists But Access To Revenue Roles determines Leadership Outcomes

- BFSI has the strongest formal hiring pipeline (35–45% at entry), but access to P&L and revenue roles — not hiring — is the gating factor. Women are overrepresented in support, underrepresented in revenue seats. The pipeline is not the problem, revenue role exclusion is. Women under-index in credit, treasury, and branch leadership tracks.



<b>Top Drivers of Diversity</b>	Formal sector, compliance culture, stable pay, structured careers
<b>Policies That Matter (India)</b>	POSH Act; Code on Wages; Women director norms (boards)
<b>Practices That Move the Needle</b>	Internal mobility, sponsorship for revenue roles, leadership slates
<b>Work Design Levers (role design, shifts, flexibility)</b>	Fixed-shift ops roles; flexible branch timings
<b>Safety &amp; Mobility Enablers (transport, infra)</b>	Safe branch locations; late-hour transport for ops
<b>Career Progression Levers (promotion, P&amp;L, leadership)</b>	P&L exposure for women; manager-of-managers targets

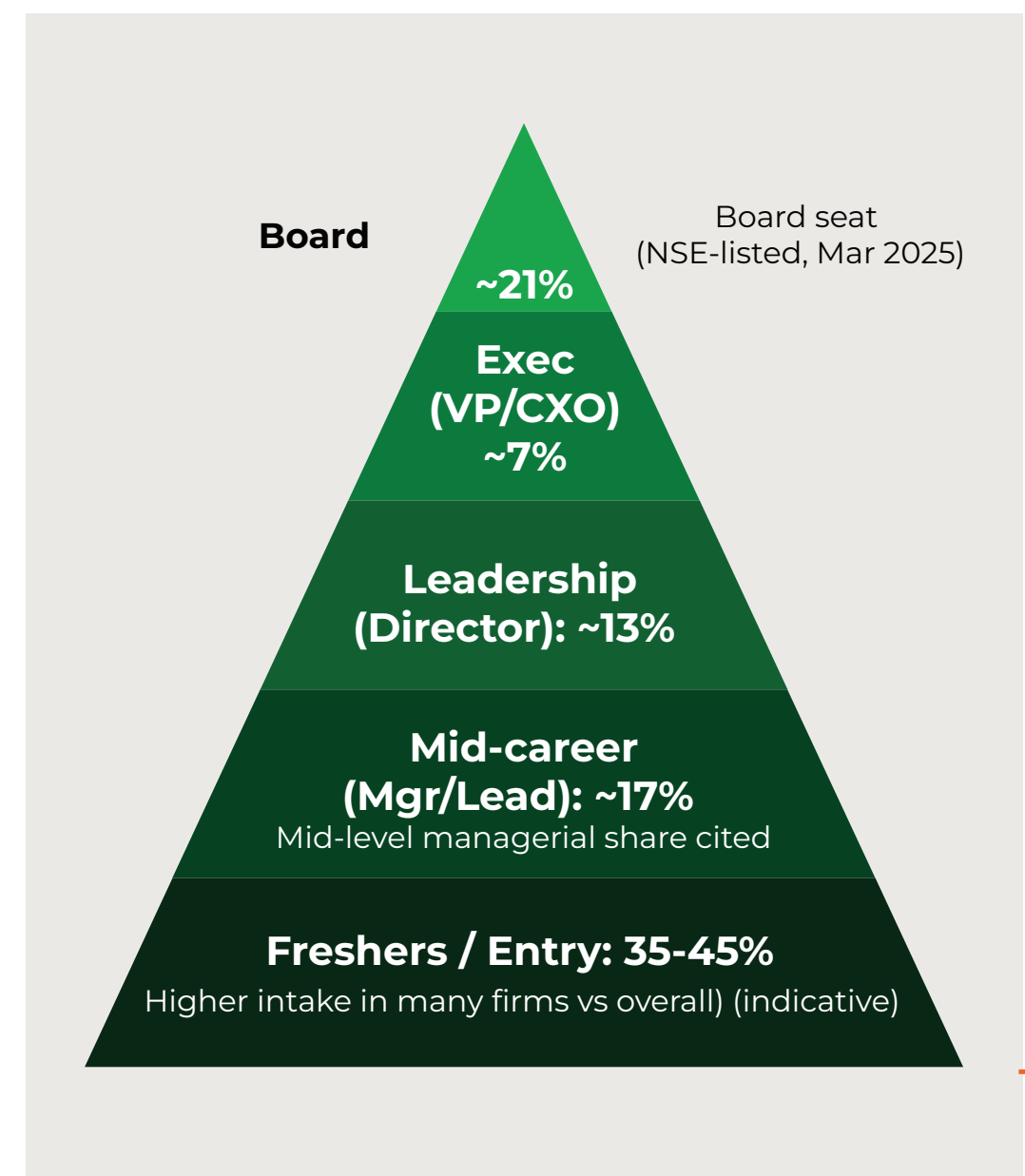
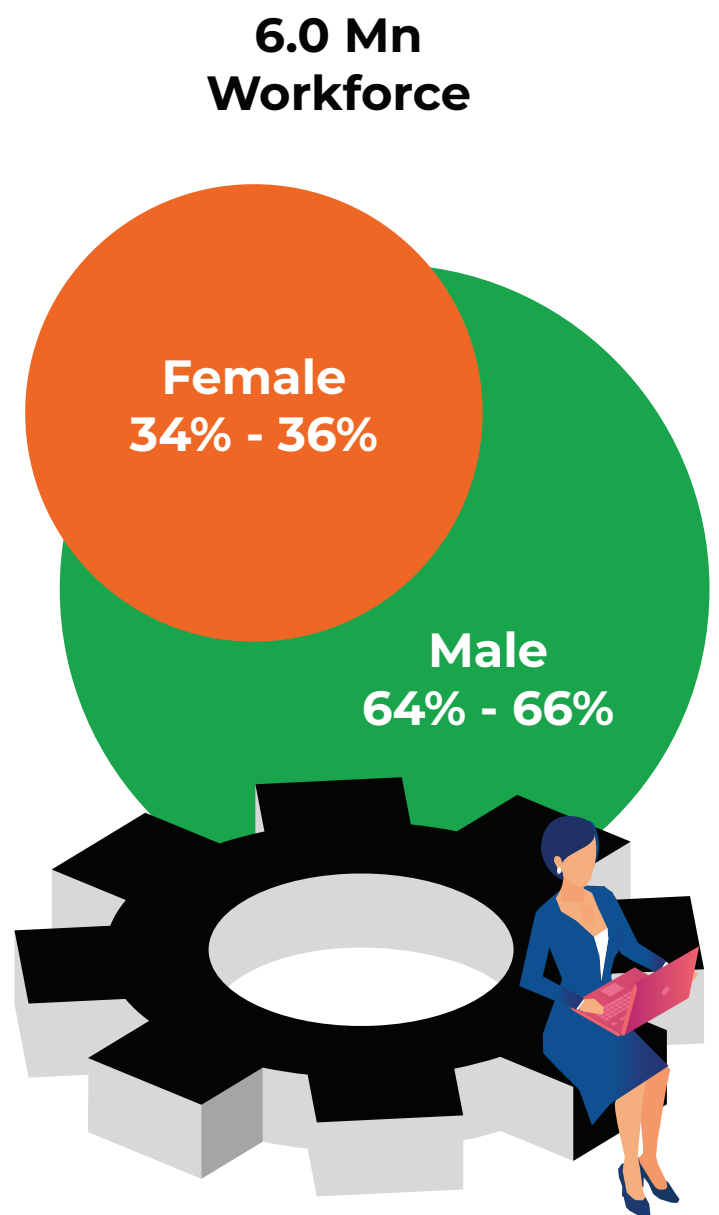
**BFSI has a strong formal pipeline, but P&L/ revenue-role access determines leadership outcomes.**

Source: Official Government Data.

# Tech/IT-ITeS/Knowledge Services (IT services/GCCs/Product Eng)

India's Tech Industry Hires Women Well At Entry, But 'Leaky Middle' Blocks Leadership Conversion

- Tech/IT-ITeS hires well at entry (35–45%) but a structural 'leaky middle' driven by project allocation bias, late global calls, and promotion compounding means diversity erodes rather than advances past mid-career.



<b>Top Drivers of Diversity</b>	Formal sector, compliance culture, stable pay, structured careers
<b>Policies That Matter (India)</b>	POSH Act; Code on Wages; Women director norms (boards)
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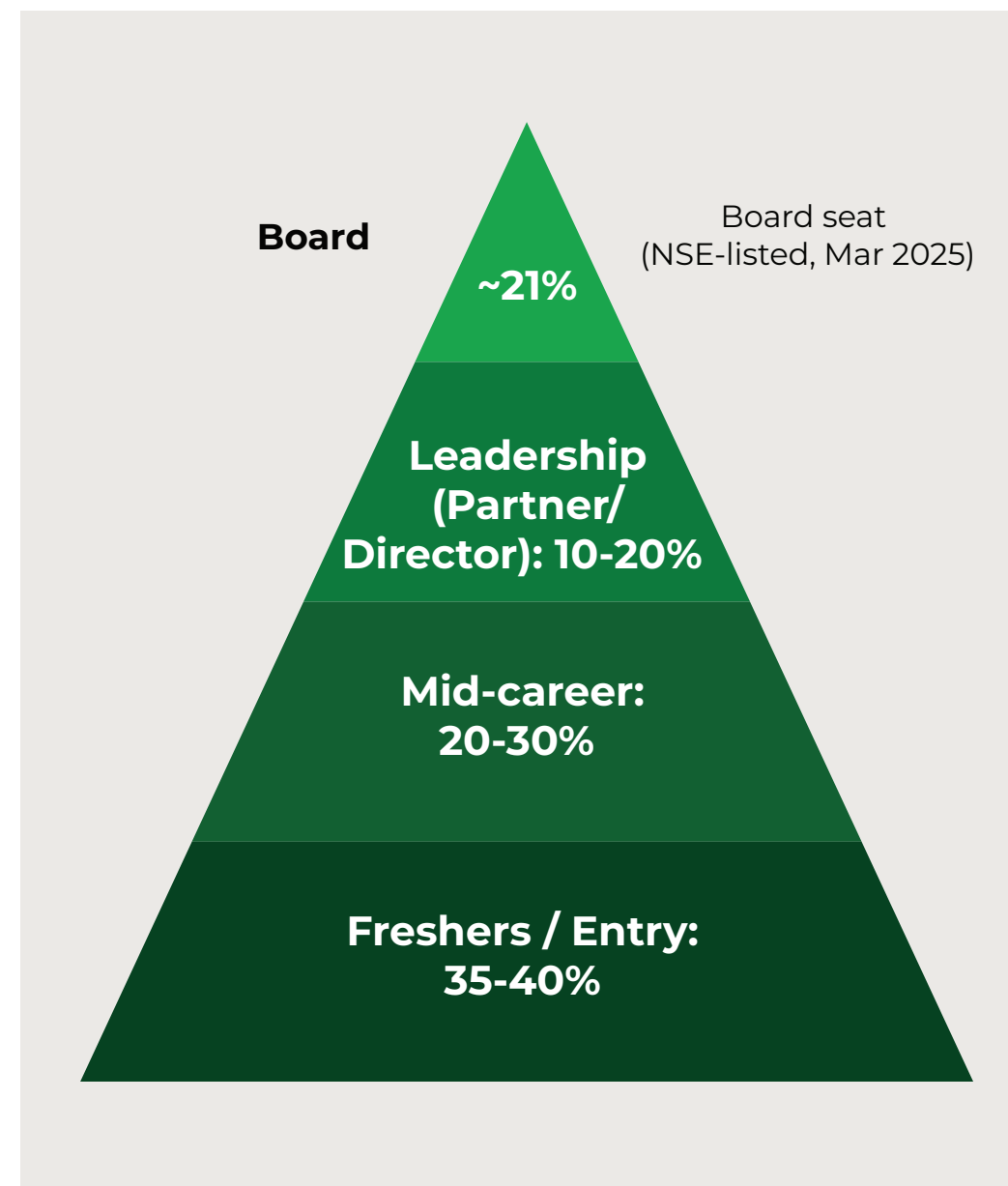
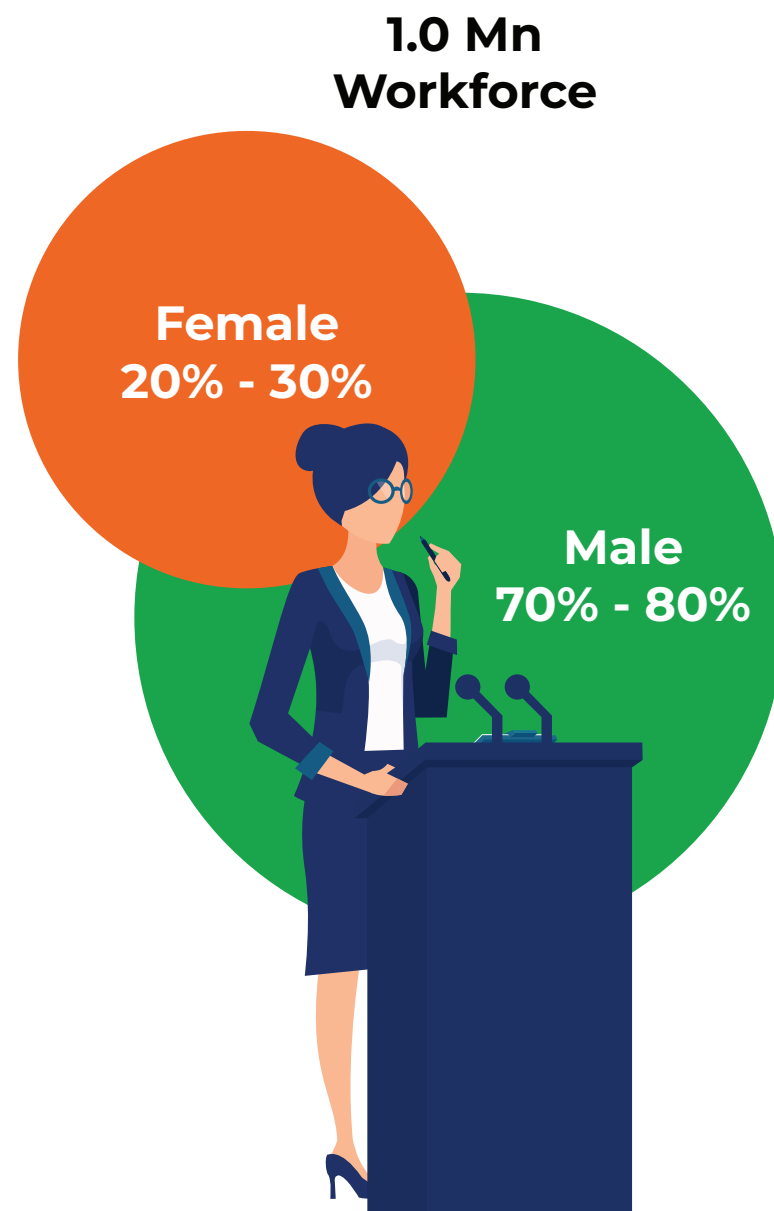
**Tech can hire women at entry, but the "leaky middle" is largely structural, driven by project allocation, travel/late calls, and promotion compounding.**

Source: Official Government Data.

# Professional Services (Consulting, Legal, Accounting, Shared Services Beyond IT)

## The Mid-career-to-leadership Transition Has The Steepest Drop

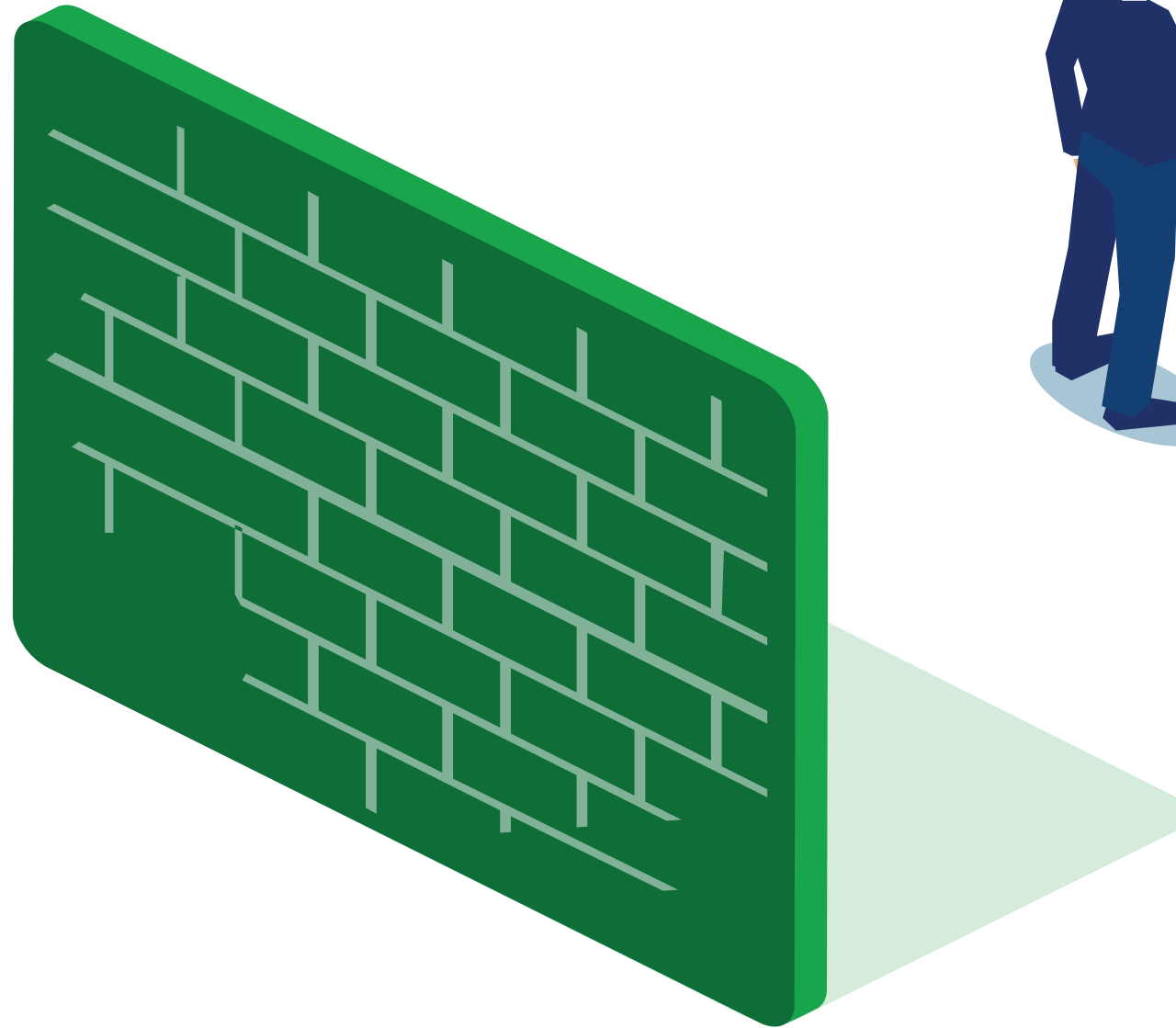
- Professional services loses women primarily at the mid-to-leadership transition driven by global project demands, sponsorship gaps, and late-night client calls that disproportionately exclude caregivers.
- Entry-level jobs are balanced, but “Partnership Track Access” determines leadership outcomes.



Top Drivers of Diversity	Credentialed entry; but long-hours culture
Policies That Matter (India)	POSH Act; Code on Wages
Practices That Move the Needle	Workload governance, protected time, flex travel
Work Design Levers (role design, shifts, flexibility)	Travel-light role design; outcome-based billing
Safety & Mobility Enablers (transport, infra)	Safe travel policies; hotel tie-ups
Career Progression Levers (promotion, P&L, leadership)	Partnership-track sponsorship; client P&L exposure

**Drop is mostly mid-career → leadership (project allocation + sponsorship + late global calls). Tech leadership % markers show the steepness.**

# Reasons For Women's Drop-out



# Drivers Of The Career Gap/Women Drop-out (Cross-sectors)

Six structural forces — not personal choices — drive the career gap. The most irreversible is career compounding loss: missing even one promotion cycle permanently reduces a woman's leadership probability.



## Time & Predictability

**Universal**

Late calls, travel demands, rotating shifts — incompatible with care giver schedules. Affects hospitality, logistics, tech & professional services most acutely.



## Career Compounding Loss

**Leadership**

Missing 1-2 promotion cycles permanently collapses long-term leadership probability. The most irreversible and high-stakes driver.



## Safety & Mobility

**Frontline**

Commute risk, last-mile gaps, field work exposure, customer-facing safety. Primary structural barrier in logistics, retail, and hospitality.



## Opportunity Allocation

**Structural**

P&L roles, marquee projects, client ownership — the real gateways to leadership — are systematically under-allocated to women.



## Care Load & Second Shift

**Cross-sector**

Child/elder care time debt falls disproportionately on women. Triggers the mid-career exit window (3-8 yrs) across all sectors.



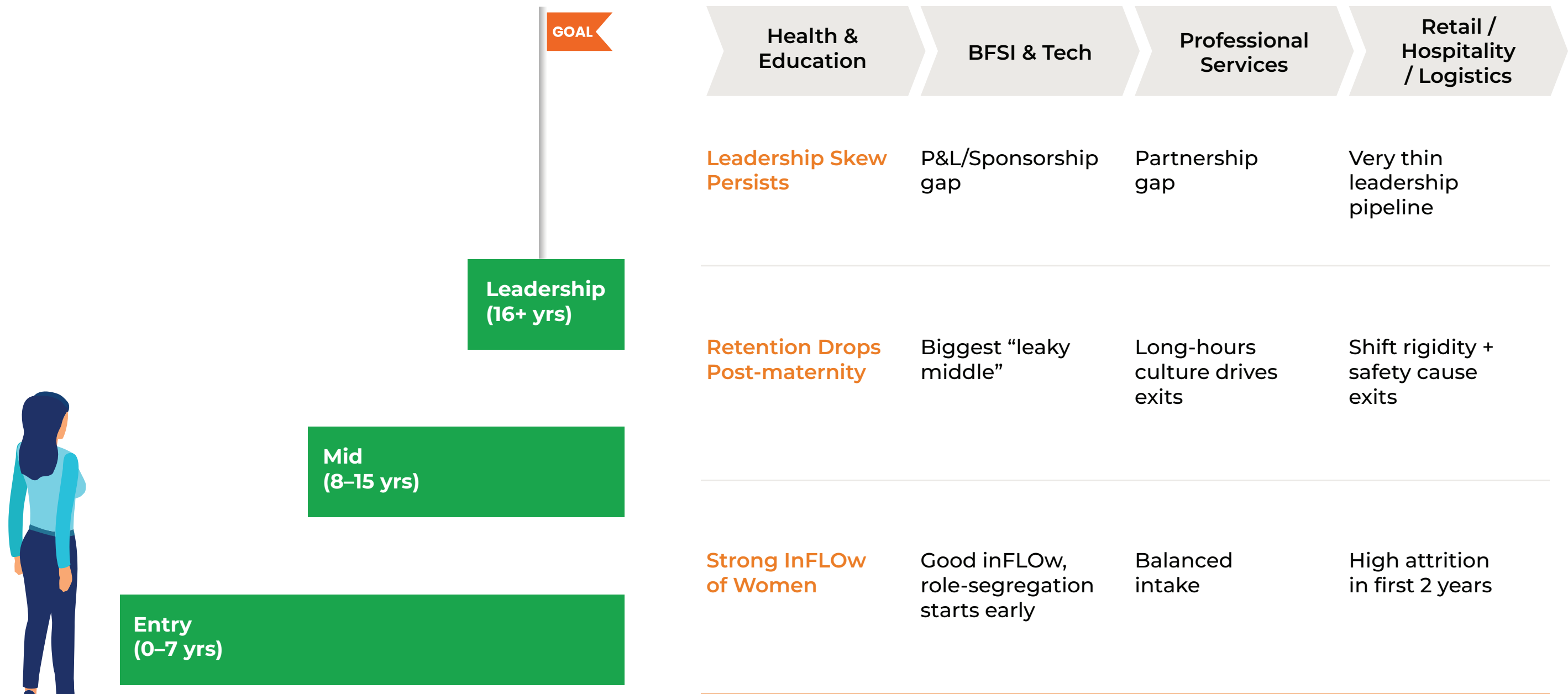
## Sponsorship & Network Gap

**Systemic**

Mentorship is available; sponsorship — active advocacy for high-stakes roles — is the missing link that amplifies all other barriers.

# Where The Career Gap Is Most Pronounced (By Sector)

The career gap is not a single event. It is most acute at mid-career (3–8 yrs), when the first care responsibility coincides with a critical promotion window, creating compounding disadvantage that rarely self-corrects.





# “Precise Reasons” Why Women’s Drop-out At Each Level

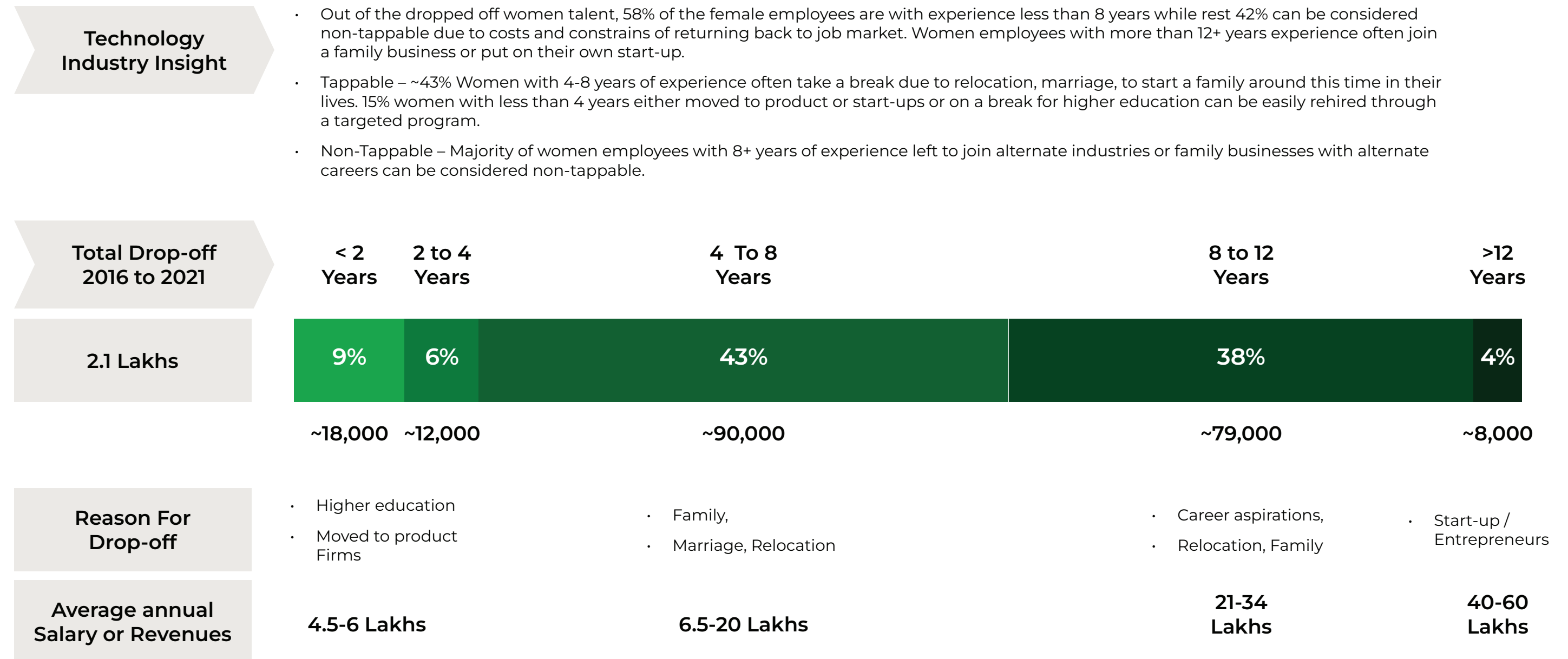
The career gap is not a single event. It is most acute at mid-career (3–8 yrs), when the first care responsibility coincides with a critical promotion window, creating compounding disadvantage that rarely self-corrects.



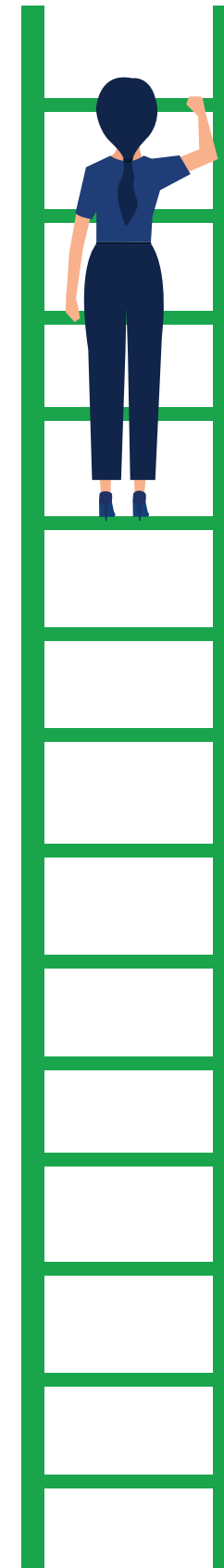
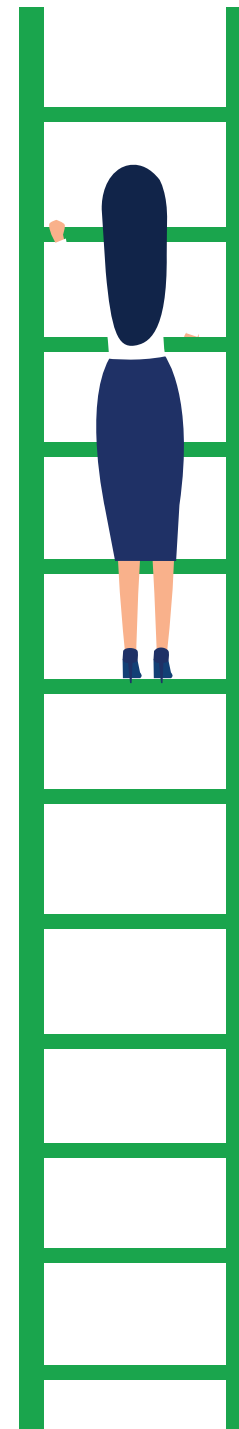
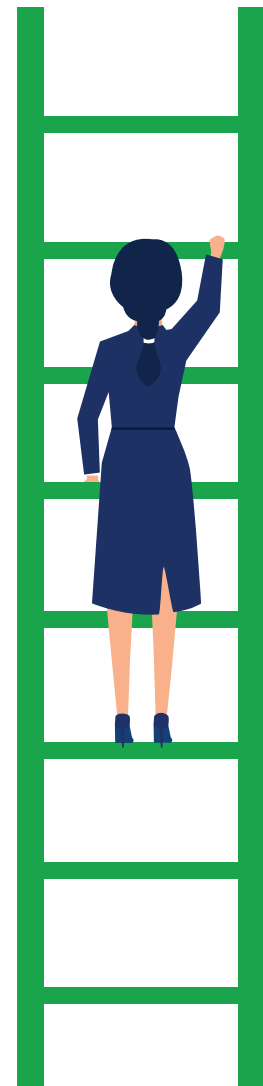
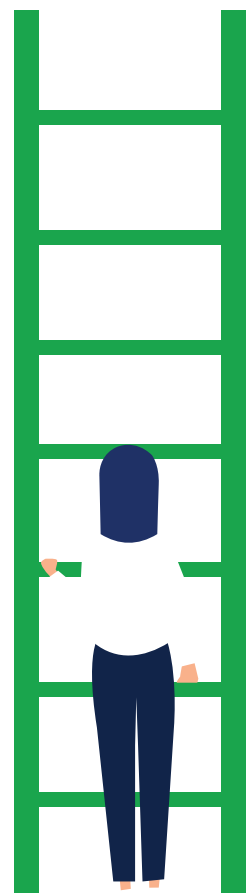
	Industry-level reasons	Personal reasons	Societal reasons	Household reasons	Policy / Ecosystem reasons
<b>Freshers / Entry (0–3 years): “Access &amp; first-retention”</b>	Low-quality onboarding; role misfit; unsafe workplaces; contract-heavy hiring; biased manager behaviors	Confidence gap; lack of mentors; fear of night shifts/travel	Safety perceptions; norms around mobility; early marriage expectations	Family restrictions on location/shift; limited childcare support at home	Weak last-mile transit; inadequate hostel/safe housing; uneven enforcement of POSH in smaller employers
<b>Early–Mid (3–8 years): “The first cliff”</b>	Promotion requires “stretch” work (late calls/travel); opaque staffing; limited flexibility for core roles; pay compression	Burnout; career uncertainty; skill stagnation during caregiving	“Good job” stereotypes (teaching/health preferred); stigma around late shifts	Pregnancy/infant care load; lack of shared caregiving; relocation for spouse	Limited childcare infrastructure quality/availability; weak return-to-work bridges in mid-market firms
<b>Mid-career (8–15 years): “Leaky middle” (largest loss)</b>	Fewer women get P&L/revenue roles; bias in performance calibration; long-hour culture; leadership roles penalize flexibility	Plateauing aspiration; guilt trade-offs; declining professional network	Leadership stereotypes; scrutiny for assertiveness; social penalties for prioritizing career	Elder care + child education load; domestic time debt; support staff dependency	Lack of affordable high-quality elder care; limited flexible schooling/after-school options; weak mobility safety at scale
<b>Leadership (15+ years): “Sponsorship &amp;”</b>	Informal networks decide succession; tokenism risk; “prove-it-again” bias; fewer CEO-track jobs offered	Lower appetite for politics; fatigue from double burden	Narrow definition of leadership “presence”; media/social scrutiny	Household expects availability; partner career dominance	Board pipelines rely on prior CEO/CFO roles; limited diversity in feeder roles
<b>Board / Top governance: “Feeder roles”</b>	Few women in feeder roles (CEO/CFO/P&L); board selection via closed networks	Limited board-ready credentialing exposure	Greater scrutiny; reputational risk	Time constraints; travel	Regulations can move minimums, but without feeder-role diversity, board diversity plateaus (women board seats ~21% benchmark)

# Tech Sector Career Gap

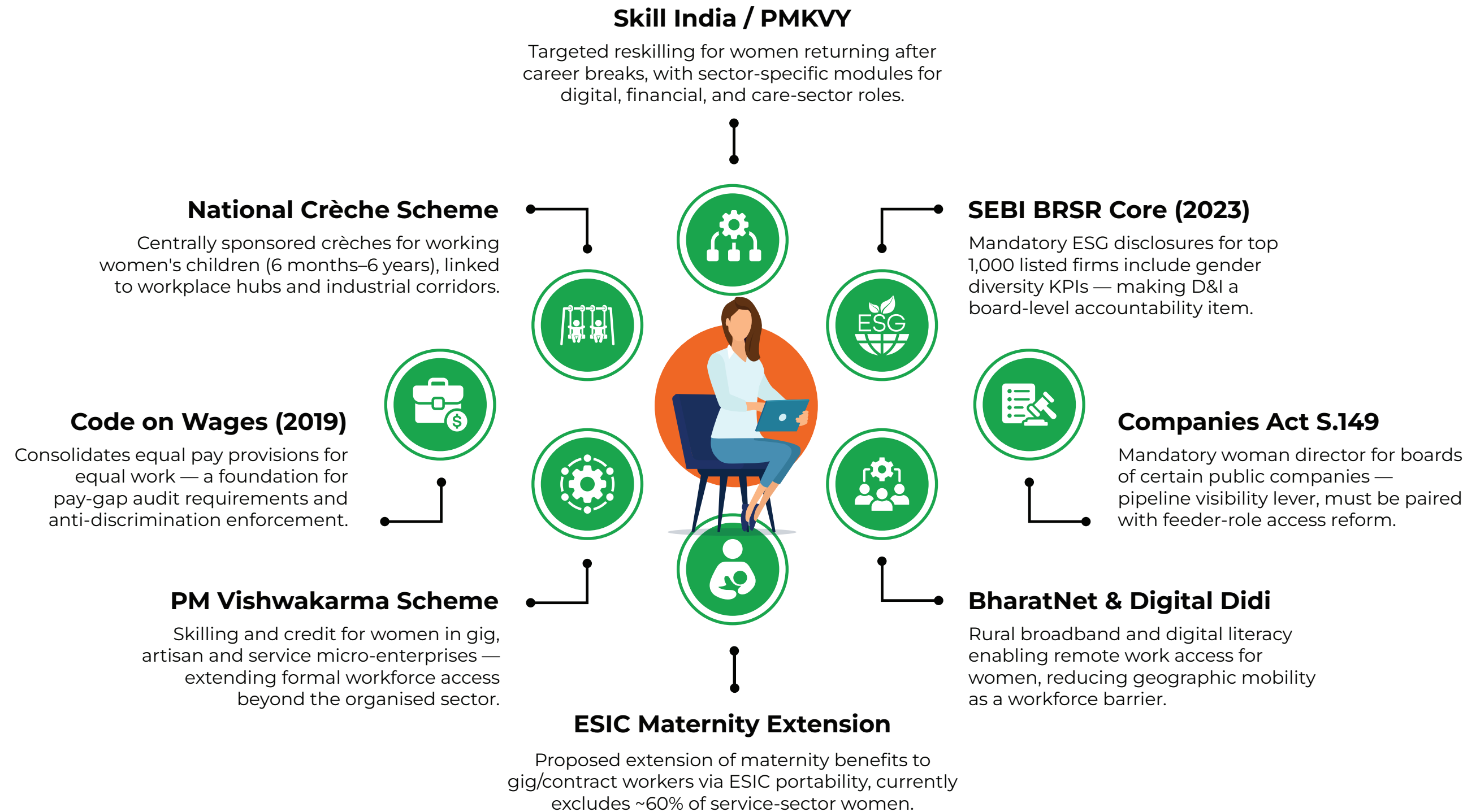
~58% Of 2.1 Lakh Women On Career Break Can Be Tapped As A Potential Rehiring Talent Pool

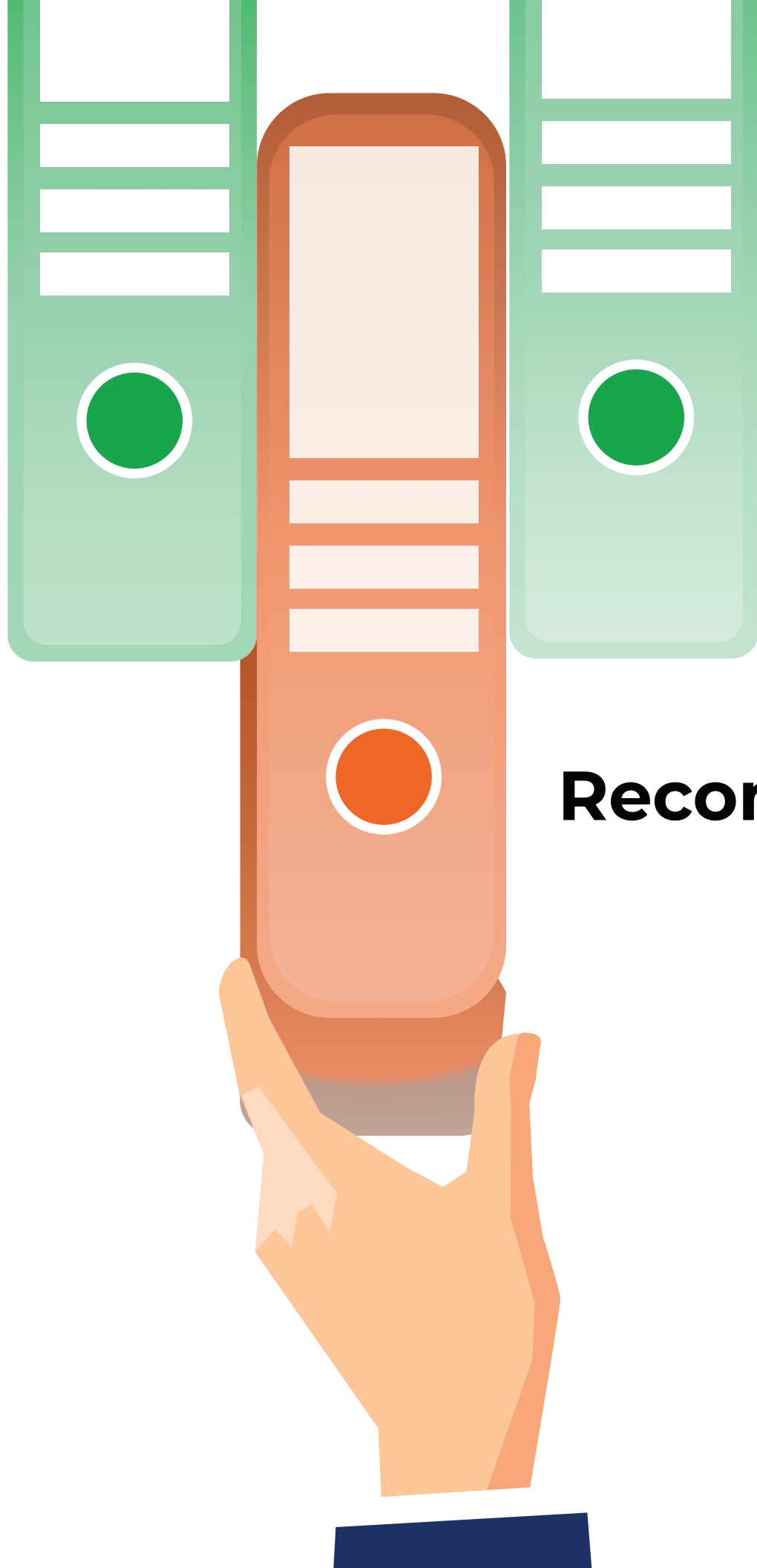


# India's Diversity Policy Framework



# India Policy Framework Driving Women Participation





# Recommendations

# Recommendations

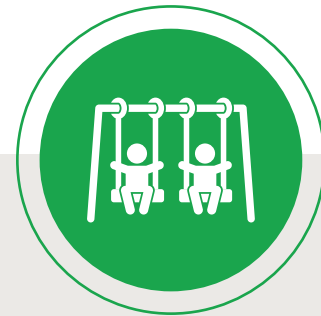
Policies That Can Drive Diversity And Inclusion Across BFSI, Insurance, Retail, Automotive, Etc.

Government / Regulators – Creates the compliance FLOOR: enforcement, standards, mandatory disclosure requirements, and care infrastructure obligations for employers.



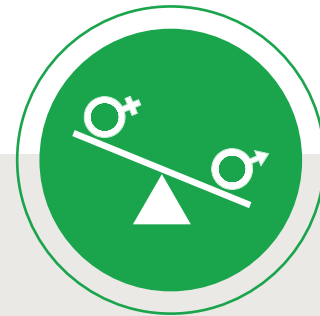
## Safety, dignity, grievance redressal as a minimum operating standard

- Tighten POSH enforcement with auditable compliance: ICC constitution, training frequency, case closure timelines, retaliation safeguards. (POSH Act, 2013)
- Scale “workplace safety + safe commute” standards in industrial corridors / service hubs (especially for late shifts and frontline roles).



## Care infrastructure (childcare + return-to-work) as an economic lever

- Strengthen and clarify crèche requirements under the Maternity Benefit (Amendment) Act (50+ employees) and remove ambiguity via state rules and shared facilities models.



## Transparency + disclosure that forces the conversation (without shaming)

- Expand gender metrics disclosure beyond listed entities: pay gap, women by level, retention post-maternity, safety incidents.
- Leverage SEBI’s ESG disclosure frameworks BRSR/BRSR Core to standardize social metrics including gender indicators.



## Women in leadership and boards: fix the feeder-role bottleneck

- Enforce and extend the women director requirement and independent woman director expectations under SEBI LODR for large listed entities.



## Wage and role equity: “same work, same pay” + pay-gap audits

- Enforce anti-discrimination principles under wage frameworks (e.g., Code on Wages).

# Recommendations

Policies That Can Drive Diversity And Inclusion Across BFSI, Insurance, Retail, Automotive, Etc.

Industry / Employers – Turns compliance into culture: measurable POSH standards, returnship programs, succession diversity mandates, and pay-gap audit commitments.



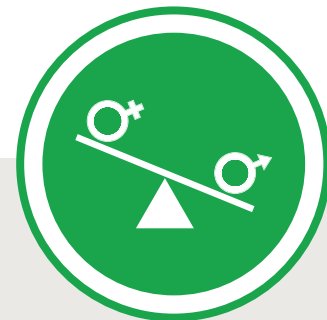
## Safety, dignity, grievance redressal as a minimum operating standard

- Make POSH measurable: training completion %, incident resolution SLA, retaliation flags, anonymous reporting, vendor/contractor coverage.



## Care infrastructure (childcare + return-to-work) as an economic lever

- Treat childcare as “infrastructure”: on-site / near-site shared crèches, childcare subsidies, back-up care.
- Standardize returnships (paid, skills-refresh, structured re-entry) and make them eligible for internal promotions.



## Transparency + disclosure that forces the conversation (without shaming)

- Publish a simple “Diversity P&L”: hiring → retention → promotion velocity → leadership by function and location.
- Make supplier diversity and contractor workforce safety part of procurement scorecards.



## Women in leadership and boards: fix the feeder-role bottleneck

- Hard policy: every succession slate for CXO/BU head includes minimum 1–2 women candidates, backed by sponsorship and P&L exposure.
- Move from “women in HR/Support leadership” to women in revenue / ops / product leadership.



## Wage and role equity: “same work, same pay” + pay-gap audits

- Annual pay-gap audits (function/location), and fix role-level “hidden bias” (e.g. women stuck in lower-paying sub-roles).

# Recommendations

Policies That Can Drive Diversity And Inclusion Across BFSI, Insurance, Retail, Automotive, Etc.

Sector Associations – Collective-action only associations can deliver: cluster crèches, board-ready talent registries, and cross-sector diversity benchmarking dashboards.



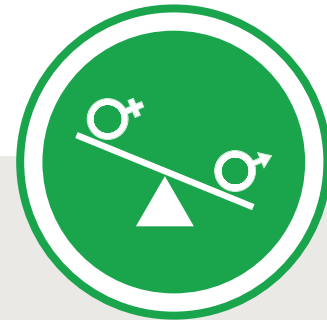
**Safety, dignity, grievance redressal as a minimum operating standard**

- Create a standard POSH maturity index per sector and publish anonymized benchmarks (so “compliance” becomes “capability”).



**Care infrastructure (childcare + return-to-work) as an economic lever**

- Negotiate cluster creches (e.g., tech parks, hospital clusters, retail malls, logistics parks) to cut per-employer costs.



**Transparency + disclosure that forces the conversation (without shaming)**

- Create sector dashboards: “women in frontline”, “women in P&L”, “women returning after break”.



**Women in leadership and boards: fix the feeder-role bottleneck**

- Maintain a board-ready women talent registry by domain (audit, risk, cyber, supply chain, clinical, tech).



**Wage and role equity: “same work, same pay” + pay-gap audits**

- Publish pay bands and role definitions to reduce negotiation bias.

# Sector-specific Policy Recommendations

(Govt + Industry + Associations)

**Sector Associations** – Collective-action plays only associations can deliver: cluster crèches, board-ready talent registries, and cross-sector diversity benchmarking dashboards.



## Tech / IT-ITeS / GCCs

What breaks diversity: Leaky middle (late global calls + project allocation + promotion compounding)..

- **Govt:** Incentivize companies that create returnship-to-leadership pipelines (not just hiring). Link incentives to measurable outcomes.
- **Industry:** “Project allocation policy” (transparent staffing), meeting-hours guardrails, hybrid-by-default for eligible roles.
- **NASSCOM-type associations:** Define a standard returnship framework, and a women-in-core-engineering metric set (not just total women).



## Healthcare & Care Services

What breaks diversity: Despite high women workforce, leadership skews due to specialty ladders + tenure networks + night-shift friction.

- **Govt:** Mandate staffing norms + safety infrastructure for night shifts; incentivize women leadership in public hospitals/medical colleges.
- **Industry:** Shift predictability, safe transport, lactation + childcare, leadership academies for nurses/clinical managers.
- **Associations:** Standardize clinical leadership tracks and credential recognition across institutions.



## BFSI

What breaks diversity: Women not getting P&L, branch leadership, sales/revenue roles.

- **Govt/Regulators:** Strengthen reporting on women in risk, treasury, credit, sales leadership via ESG/BRSR style disclosures.
- **Industry:** Mandatory rotation: ops → revenue → product/risk; sponsorship tied to those rotations.
- **Associations (IBA/insurance councils):** Create “women in P&L” charter + common safety standards for branches/field sales.



## Education & Training

What breaks diversity: Leadership appointments (HoD/Principal/Dean) still network + seniority heavy..

- **Govt:** Transparent leadership selection criteria; leadership quotas for women in government-aided institutions.
- **Industry (private edu):** Flex roles, childcare, and leadership mentorship programs.
- **Associations:** Build a national “women academic leaders” pipeline + governance training.



# Sector-specific Policy Recommendations

(Govt + Industry + Associations)

**Sector Associations** – Collective-action only associations can deliver: cluster crèches, board-ready talent registries, and cross-sector diversity benchmarking dashboards.



## Organised Retail & Hospitality

What breaks diversity: Frontline safety + shift rigidity + customer-behavior risk.

- **Govt:** Enforce POSH strongly across franchise/store networks; require visible grievance channels for frontline.
- **Industry:** Shift caps, predictable rosters, safe late-night transport, zero-tolerance incident handling.
- **Associations:** Create a sector-wide “Safe Store / Safe Hotel” certification standard (audited).



## Professional Services (Consulting/Legal/Accounting)

What breaks diversity: Partner track = travel + long hours + sponsorship dynamics.

- **Govt:** Encourage reporting on women by level and pay gaps via ESG frameworks for large firms.
- **Industry:** Workload governance, protected time, travel-light staffing, sponsor-led partnership slates.
- **Associations:** Standardize “flex partnership track” norms and client travel safety standards.

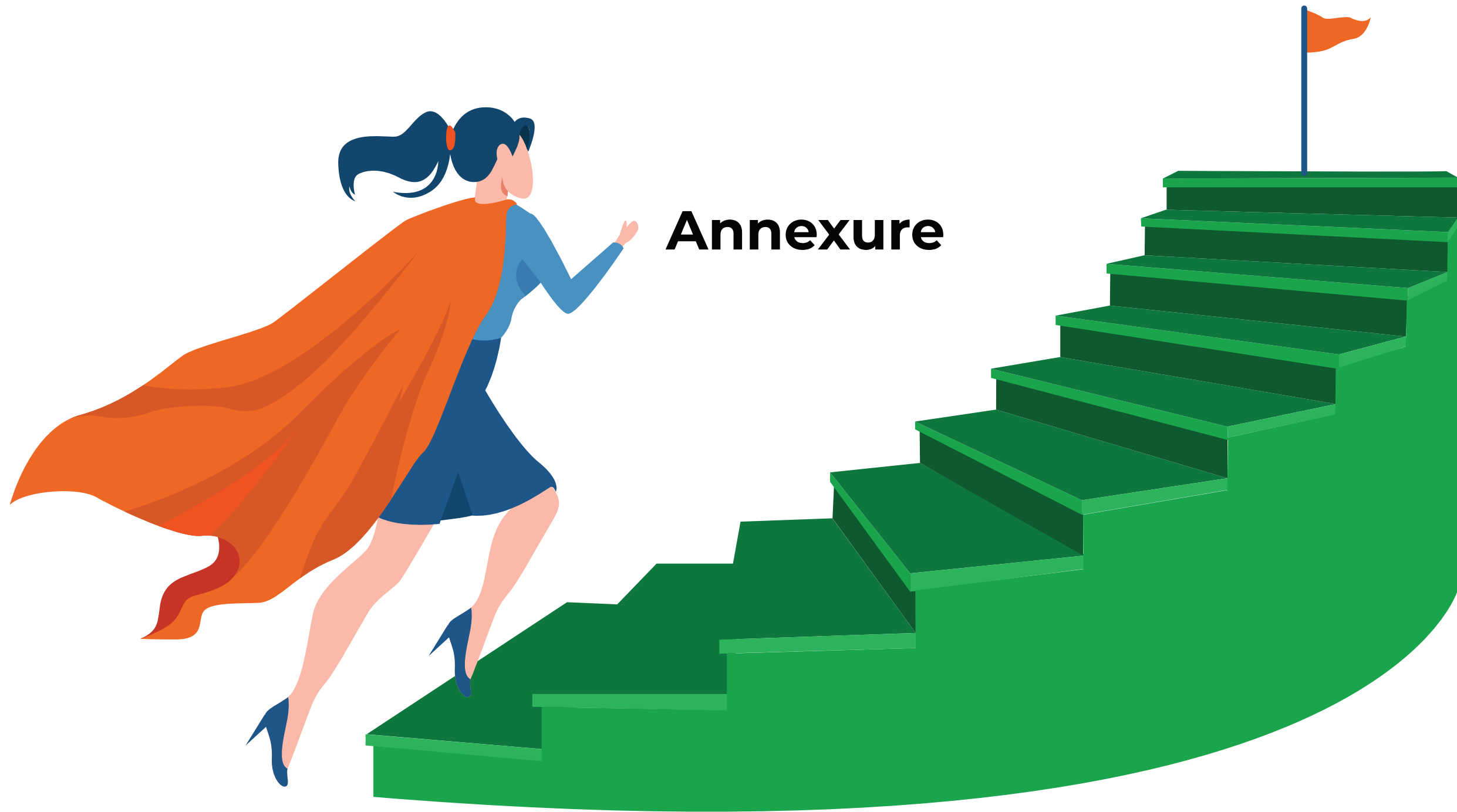


## Transport / Logistics

What breaks diversity: Infra readiness (toilets/rest areas), route safety, field intensity.

- **Govt:** Minimum facility readiness standards at depots/warehouses; incentives for women hiring tied to compliance.
- **Industry:** Depot-based roles → gradual field exposure; tech-enabled dispatch to reduce friction; guaranteed safe commute.
- **Associations:** Shared infrastructure model across logistics parks—restrooms, lighting, security, transport.





# Annexure

# DEI Pillars Globally: MNCs And Indian Companies Have Following DEI Pillars



## Diversity

A workforce that reflects the diversity of the customers and stakeholders that the organization serves. This includes:

- Gender Diversity
- Age Diversity
- Socioeconomic status (Top Conglomerates measure Minority Groups in the workforce)

Gender Diversity at Leadership and Board is mandated by SEBI (Industry body for share market in India)

## Equity

A workspace that create a level playing field for all employees, regardless of their background. Equity is measured across below processes:

- Hiring Process
- Learning Process
- Promotion Process
- Performance Mgmt. Process
- Mobility & Rotation Process

## Inclusion

A workspace that ensures all employees feel welcomed and valued in the workplace. Creating a culture where everyone feels comfortable speaking up, sharing their ideas, and being themselves. Inclusion is measured through:

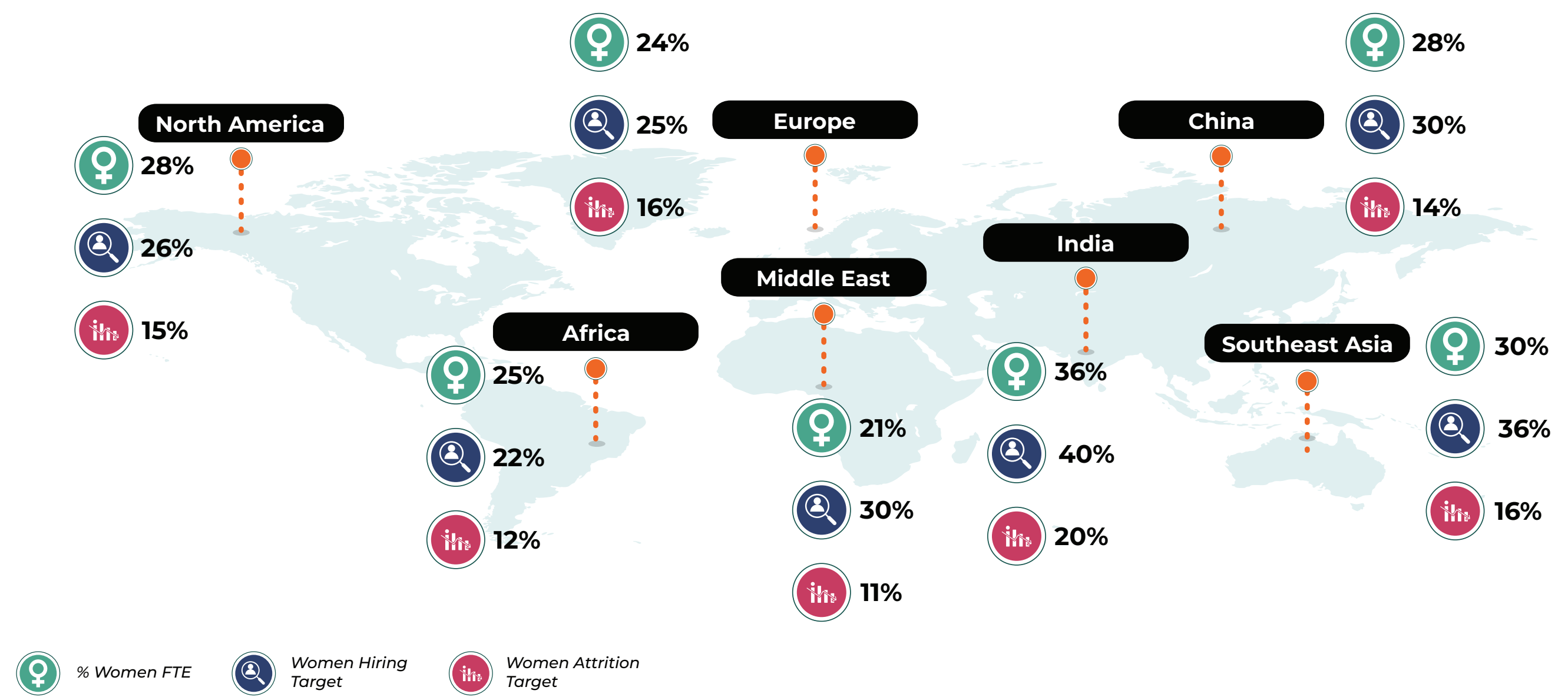
- PwD – % PwD workforce
- LGBT – LGBT Policies and Practices

# Global Diversity In Tech Industry

Women Account For 32% Of The Global Tech Workforce, While India Leads With 36% Gender Diversity In The It Services And BPM Industry



## Tech Services & Operations Services Industry Talent Landscape

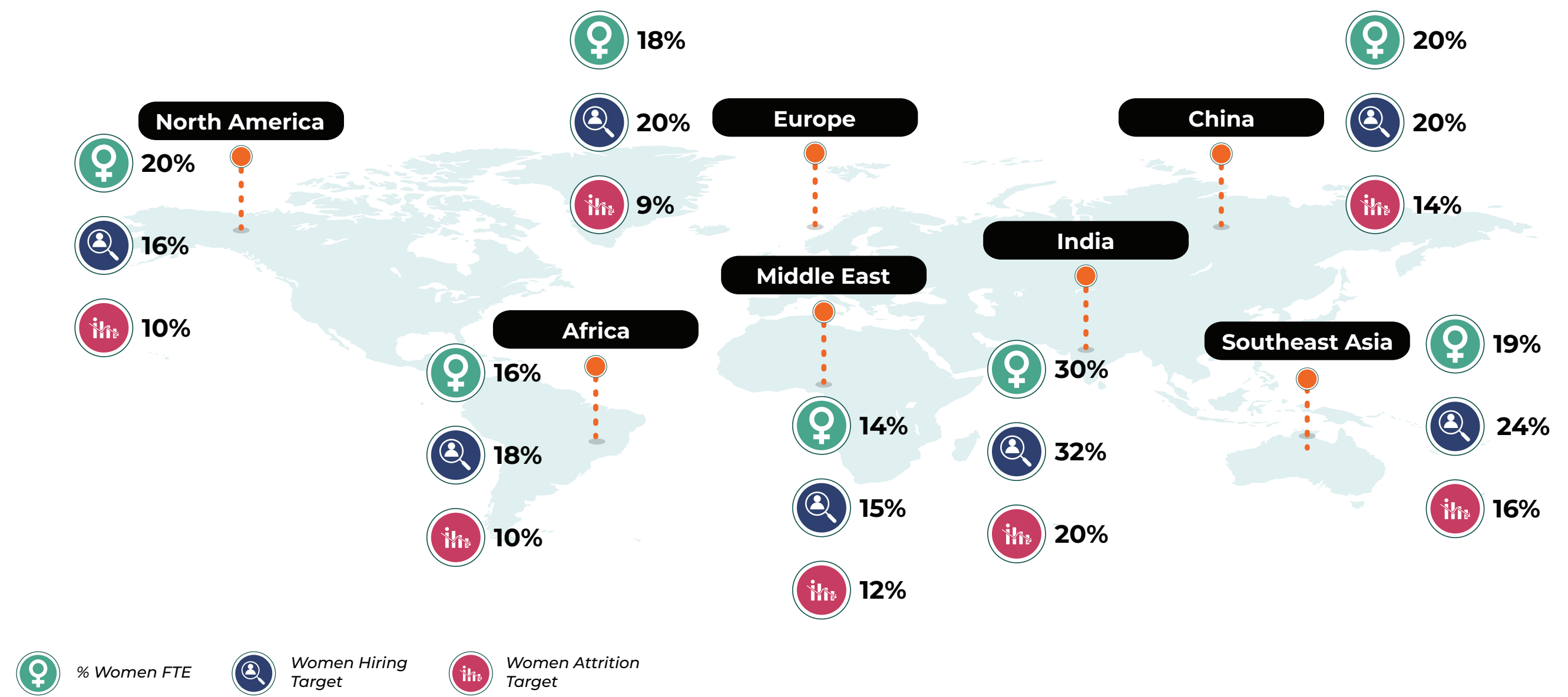


# Global Diversity In Product Industry

Women Account For 22% Of The Global Software Product Workforce, While India Leads With 30% Gender Diversity In Software Product Firms



## Tech Services & Operations Services Industry Talent Landscape



# India DEI Landscape:

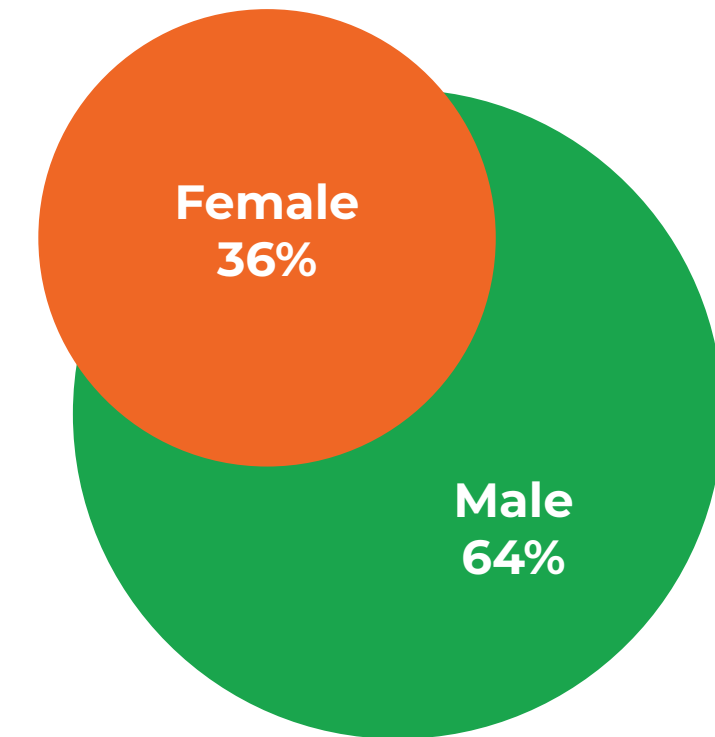
1.9 Million Women In Tech Workforce Which Is 36% Of Total Tech Workforce

Tech/Analytics/Operations Services Industry Talent Landscape, Million

Overall, Tech Industry

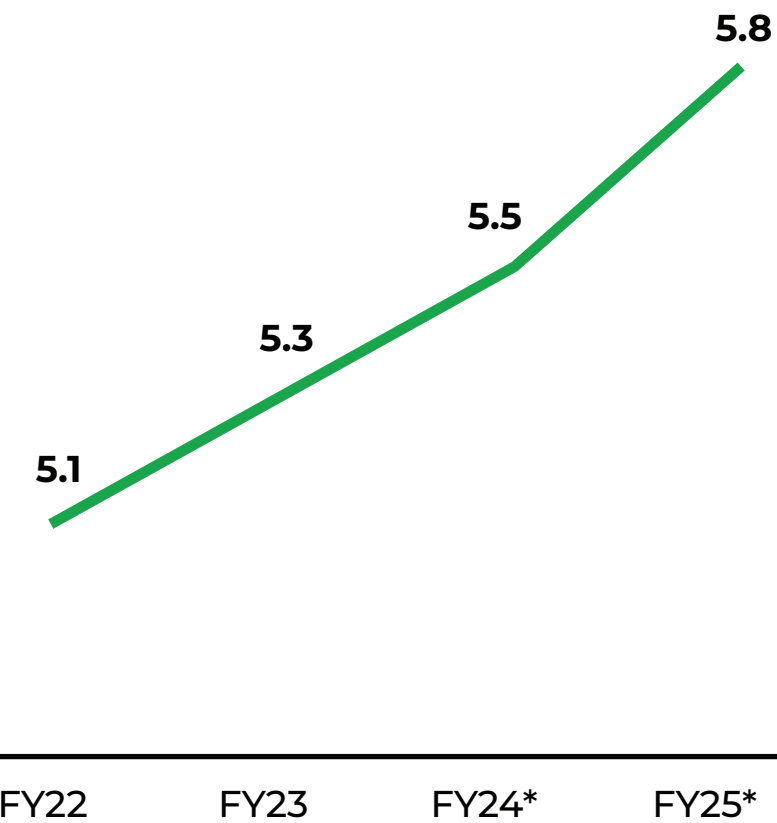
Tech Talent

% Share of Diversity

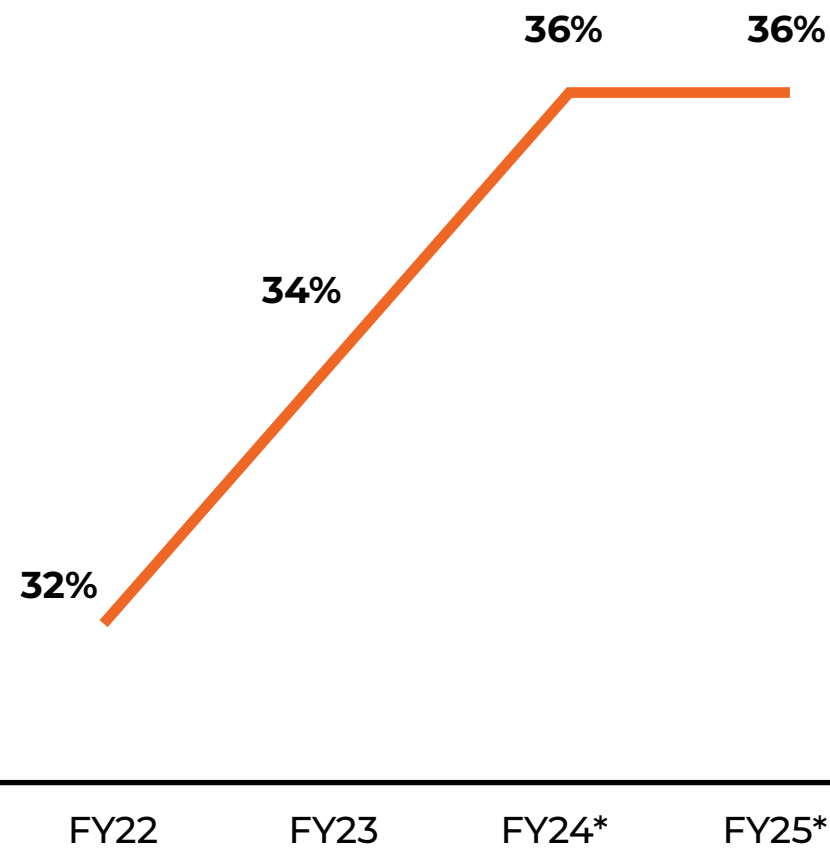


**36%** Gender Diversity in the overall Tech industry in India among the 5.8 Million working professionals.

Fresher Hiring (0-1 Yrs Exp) helps maintain large chunk of gender diversity.



— Tech Industry HC



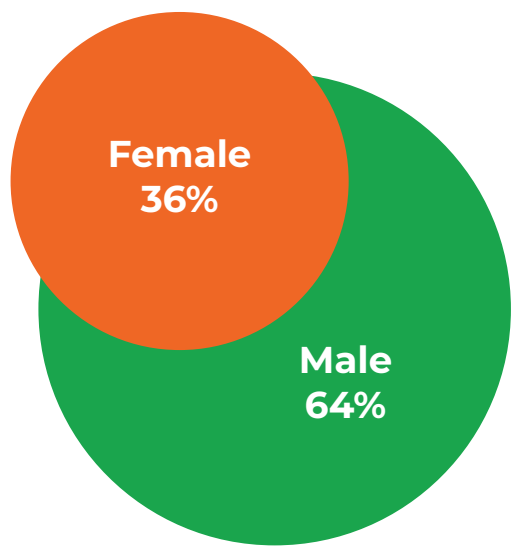
— Diversity in Tech Industry HC

\* Estimated value for FY25

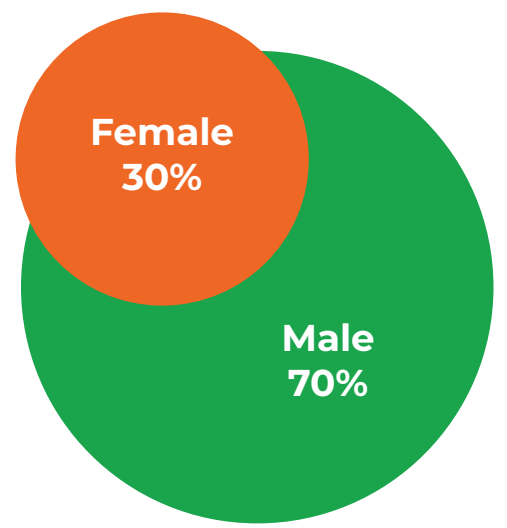
Source: Official Government Data,

# DEI Landscape In India

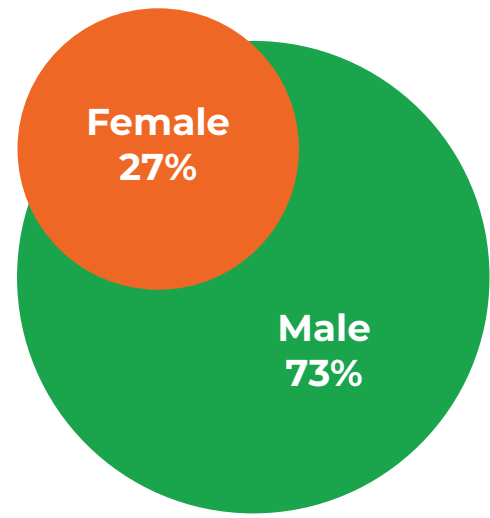
<15% Gender Diversity At Middle Management And <4% Diversity At Senior Management Levels Across GCC/Captives In India



**4.2 Mn**  
Tech Services  
Professionals in  
India



**0.9 Mn**  
Software Prod-  
uct Professionals  
in India



**0.4 Mn**  
AI/ Analytics  
Professionals in  
India

	% Headcount/ FTEs	% Women	% Headcount/ FTEs	% Women	% Headcount/ FTEs	% Women
16.1+ Yrs	4%	2%	2%	1%	2%	1%
12.1 – 16Yrs	6%	8%	3%	6%	6%	6%
8.1 – 12Yrs	15%	20%	7%	15%	14%	18%
4.1 – 8 Yrs	25%	25%	23%	22%	30%	22%
1.1 – 4 Yrs	35%	32%	35%	28%	38%	29%
0 to 1 Yrs	15%	35%	30%	18%	10%	33%

Coverage (150+ Firms) – Accenture, TCS, Infosys, HCL, Wipro, LTIMindtree, Tech M, Virtusa, UST, Kyndryl, etc.

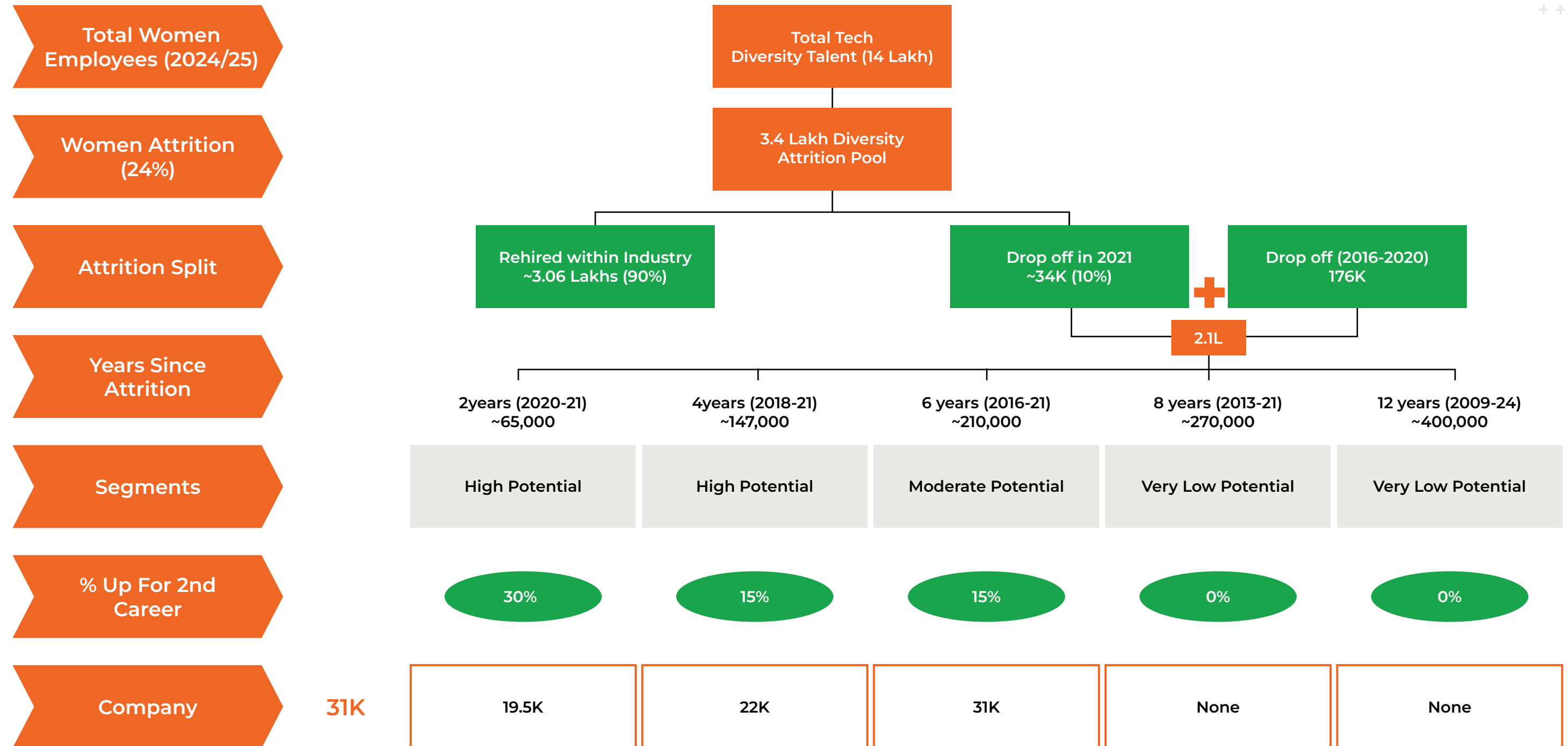
Source: Official Government Data

# IT Competitors Are Focusing On Women Centric Initiatives To Restart Second-Career Onsite



Company	Rehire Programme	Reskill to Rehire	Rehire Programme Details	Target vs Achieved
<b>Tata Consultancy Services</b>	<ul style="list-style-type: none"> <li>Tata Second Careers Inspiring Possibilities (TSCIP) policy</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring 1 Million Overall and 20,000 women to professionally reintegrate themselves</li> </ul>	<ul style="list-style-type: none"> <li>Flexi-hour assignments with various TATA companies at the end of the internship</li> <li>Includes flexible work hours and work from home</li> </ul>	<ul style="list-style-type: none"> <li>Family restrictions on location/shift; limited childcare support at home</li> </ul>
<b>Accenture</b>	<ul style="list-style-type: none"> <li>Career Reboot program for women</li> <li>Alumni rehire policy</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring and reskilling women to professionally reintegrate themselves</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities to interact with the industry experts and its leadership team</li> <li>No waiting period for applying to rehire opportunities under Alumni Rehire Policy</li> </ul>	<ul style="list-style-type: none"> <li>Pregnancy/infant care load; lack of shared caregiving; relocation for spouse</li> </ul>
<b>Capgemini</b>	<ul style="list-style-type: none"> <li>Career Comeback campaign</li> </ul>	<ul style="list-style-type: none"> <li>Women Alumni mentored and engaged through alumni platforms</li> </ul>	<ul style="list-style-type: none"> <li>Started women-only campaign, invite enthusiastic and talented women with 3 years' experience currently on a career break—who are looking to make career comeback</li> </ul>	<ul style="list-style-type: none"> <li>Elder care + child education load; domestic time debt; support staff dependency</li> </ul>
<b>Microsoft</b>	<ul style="list-style-type: none"> <li>Microsoft Springboard</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring and reskilling women to learn the latest technologies and make career choices</li> </ul>	<ul style="list-style-type: none"> <li>A unique program designed with the flexibility to choose the types of project, the duration and even the work hours</li> </ul>	<ul style="list-style-type: none"> <li>Household expects availability; partner career dominance</li> </ul>
<b>Google</b>	<ul style="list-style-type: none"> <li>gCareer Program</li> </ul>	<ul style="list-style-type: none"> <li>Re-skilling and upgrading on technical and business skills required for today's work environment.</li> </ul>	<ul style="list-style-type: none"> <li>Designed for women who have taken a significant career break (typically 2+ years).</li> <li>Creates a supportive community of women who are also re-entering the workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Time constraints; travel</li> </ul>

# ~31,000 Women Tech Talent Have The Intent And Skills To Return Back To IT/Tech Captives As Rehires Annually



**31K**

# Accenture Diversity Practices/Programs Across Employee Lifecycle

Gender Diversity Initiatives Across Hire to Retire Lifecycle that Drives Diversity and Inclusion Metrics



## Hiring

- Drive Diversity Sourcing
  - Dedicated Vendors (Specialized)
  - Differentiated Rates (2% Higher)
- Social Recruitment
  - Social Media Hiring Campaign
  - Social Referral
- Referral Campaign (50% Target)
  - Fast Track Process (FIFO)
- Women Only Leaders (60% Target)
  - Enabling Function
- Four Fifth Rule for Gender Diversity

## Deploy

- Women in Technology Initiatives
- Women Only IJP Program (50% IJP)
- Deployment Ready Talent (Re-Skilling, Up-Skilling, Maternity Break)

## Recognition

- Equal Pay Program (40% Gross Wages)
- PwD Recognition Platform
- LGBTIQ+ Workplace Equality
- Social Recognition – Role Model Leaders
- Four Fifth Rule for Gender Diversity

## Transaction, Exit & Alumni

- Accenture Women's Network
- Women Alumni Network – Feedback, Rejoining and Policy Cell
- Third Party Exit Interviews – Unbiased



## Learn

- HeForShe Campaign
- Accenture's Women's Leadership Development Program
- Women Successor Program
- Role Model – Women Intelligent Learning Path (iLP)

## Perform

- Developing High-Performing Women's Program
- Discrimination Cell – Positive & Negative (Performance rating, hike, promotion & others)

## Grow/Promotion

- Accenture Women's Mentoring Program
- Accenture Women's Sponsorship Program
- Returning Mothers Program
- CXO/Leadership Roles for Returning Mothers – Designed by Role Models

## Policies/Practice

- Maternity
- Paternity
- Adoption
- Return to Work
- EOEP
- Women Referral
- Others

■ Already live    
 ■ Discovery phase    
 ■ In Future Roadmap

# Google Diversity Practices/Programs Across Employee Lifecycle

Gender Diversity Initiatives Across Hire to Retire Lifecycle that Drives Diversity and Inclusion Metrics

## Hiring

- Diversity Focused Sourcing
  - Dedicated Vendors
- Social Recruitment
  - Social Media Hiring Campaign
- Google for Startups Women Founders
- Four Fifth Rule for Gender Diversity
- Women Leaders for Shared Services
  - Enabling Function

## Deploy

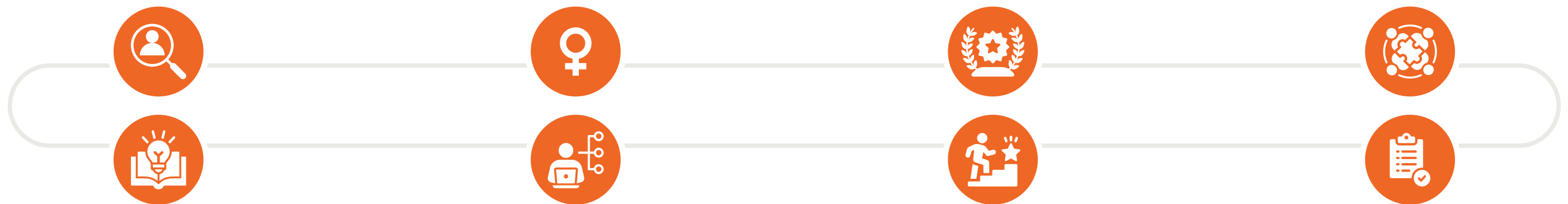
- 35-40% Promotion for Women
- IJP Program
- Four Fifth Rule for Gender Diversity

## Recognition

- Women@Google
- Google Women in Engineering (GWE)
- #IamRemarkable
- Four Fifth Rule for Gender Diversity

## Transaction, Exit & Alumni

- Women's Health and Wellness Programs
- Global Women Mobility Program
- Women Alumni Network – Feedback, Rejoining and Exit Interviews



## Learn

- Google Women Leaders Program
- Women@Conferences
- Code Next
- Women Techmakers

## Perform

- Four Fifth Rule for Gender Diversity
- Google Women in Engineering (GWE)
- Beblunt- Improvement Areas/Feedback promotion & others)

## Grow/Promotion

- Returnship Program
- Four Fifth Rule for Gender Diversity
  - Promotion
  - Global Mobility
- Women Leaders @ Google
- Designed Your Growth

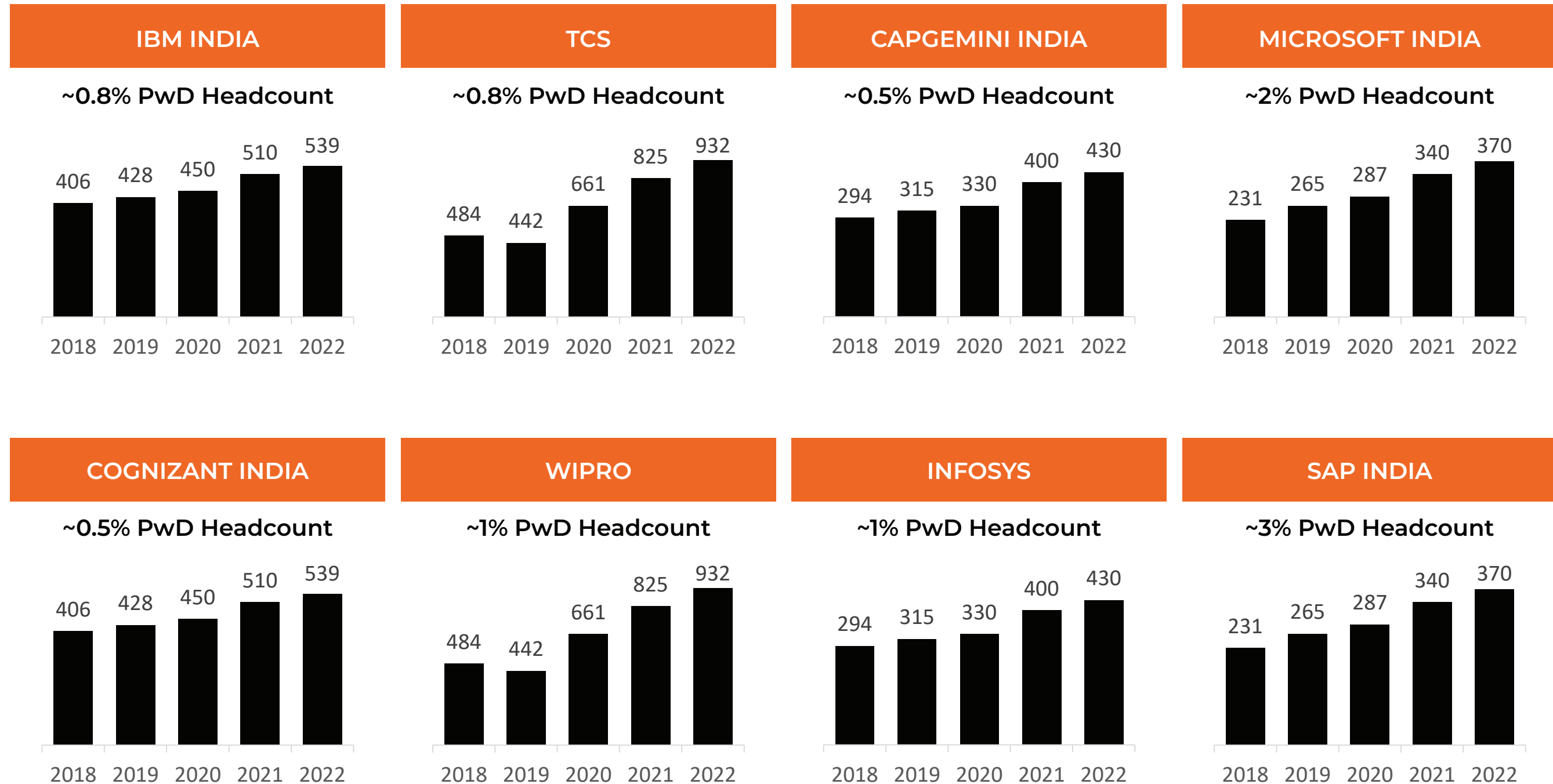
## Policies/Practice

- Maternity
- Paternity
- Adoption
- Return to Work
- EOEP
- Referral

■ Already live    
 ■ Discovery phase    
 ■ In Future Roadmap

# PwD Landscape In India

~1% Of Headcount As PwD Talent Across Tech Companies And GCC/Captives In India









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