Women in Leadership and Management in Public Sector Undertakings in India

ACT/EMP
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ILO
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Acknowledgements

Executive summary

In August 2017, the Bureau for Employers' Activities (ACT/EMP) of the International Labour Organization, in collaboration with Standing Conference of Public Enterprises (SCOPE) initiated a study on Women in Leadership and Management in public sector undertakings (PSUs) in India. SCOPE is an apex body of 201 member PSUs representing mainly Central Public Sector Enterprises (CPSEs) in India.

The SCOPE-ILO study used a multi-level approach. It was the first of its kind to ever be conducted in PSUs in India. The multi-level approach involved administering an online survey with women employees in 201 SCOPE member PSUs; focus group discussions (FGDs) of women and men in selected PSUs representing diverse sectors; and key informant interviews (KIIs) with decision makers, chiefly Chairman cum Managing Directors (CMDs), Heads of Human Resources (HR) and others such as women directors in company boards.

A total of 1665 women employees from 46 SCOPE member organizations participated in the online survey; FGDs were conducted in 14 PSUs, wherein 53 KIIs included 9 CMDs and 14 Heads - HR.

The findings from the multi-level study are manifold. This report highlights a number of notable issues, which are summarized below.

i.   Women who participated in the online survey find discourses on "biases-stereotypes" that relegate women to a disadvantageous position to be outdated. In no uncertain terms, therefore, women urged organizations to review their strategic planning and recognize women's talents and skills, to optimally employ them.

ii. When asked to name the most influential factor in women's career advancement, women cite "women's confidence and self-belief", and "organizational opportunities supporting women in their professional development and career growth". When asked which factor most hinders women's career advancement, women cite "having a skill or knowledge gap in their specialized area of work", and "returning to work after a career break or maternity leave". This finding strongly indicates that organizations need an enabling strategy for identifying, promoting and retaining skilled women at higher levels.

iii. KIIs with enterprise leaders and the senior management revealed that most acknowledge women as having the talent and potential for career development. Leaders and senior managers emphasized that their organizations and policies are "gender neutral" and that *merit overrides gender* to achieve organizational goals and targets. Some cited the lack of a gender pay gap in PSUs as indicative of a gender neutral policy. Nevertheless, gender-neutral policies do not necessarily promote substantive gender equality.

iv. Leaders and senior managers also emphasized that the number of women applicants and/or recruits at the entry level are skewed as compared to men. This gets reflected at a higher level i.e. if there are less number of women applying and entering an organisation, the number of women to choose from at a higher level is likely to be lower. Further, women tend to prefer office/desk jobs (e.g. HR, Corporate Communication, Finance, IT/MIS) which are as compared to technical jobs less in numbers. The number of women applying at the entry level, and their general preference in non-technical jobs that are less in numbers impact the proportion of women in any organisation. However, most enterprise leaders noted that the trend seem to be changing – though slow. Gradually, women are getting recruited in multiple disciplines (e.g. geology, civil, construction, etc.); they are working in remote and offshore locations as well. If the data of recent past is observed the number of women employees at the entry level shall show some increase, if not significant increase.

v. Men employees in different PSUs who participated in the FGDs recognized and commended women's natural care giving roles in the family. By their own admission, however, men often felt care giving roles impede women's career advancement. For instance, men perceive women to be less enthusiastic to take up transfer postings or serve long at field site locations due to family responsibilities. Men also felt that women are likely to lag behind in knowledge or skill development due to career breaks for maternity or child care.

vi. In suggesting positive steps to facilitate career advancement of women in leadership and management positions, it is noteworthy that women did not seek to make gender-specific organizational policies. Rather, they suggested that policies should keep both genders in mind, and their suggestions were oriented more towards making organizations flexible in their approach and more gender sensitive.

vii. The emphasis on flexibility in an organization's strategic approach and the organization becoming more gender sensitive emanates primarily from the choices women are likely to make at different stages of the life cycle. For example, women employees of reproductive age have a different set of responsibilities from women aged 45 years and above.

viii. In PSUs, promotions at higher levels are not time bound; at higher levels, employees apply for promotions against vacancies. For most PSUs, for instance hydropower, oil and natural gas and a few others, promotions at higher levels require experience of serving at field offices or sites. These sites or field offices generally are located in remote areas. For women employees, such far off postings may come at a time when they are making critical life cycle choices (such as getting married, pregnancy, giving birth, raising a child, and so on). They believe an organizational policy that allows flexibility in serving at a field site (such as the option to choose the time period for a field posting) would enable women to fulfil the requirement of serving at a field site to gain the necessary experience. For the management however, making such a concession was not feasible because promotions at a higher level are based on certain prerequisites which cannot be overlooked. As a result, some women have foregone promotions as they could not take up field postings when asked. Although,

there have been instances when the management has accommodated or dealt with such situations on an individual basis.

ix. "Women Empowerment" trainings deserve a special mention. Whenever a training is entitled "Women Empowerment" or has a subject line that includes women, organizations straightaway recommend women employees as participants. Women strongly advocated that organizations need to encourage men to participate in such programmes. It will enable men to become better aware and sensitive, also better allies for women's empowerment. Men seemed to agree on this account. In this respect, the FGDs conducted primarily with men were highly appreciated within each of the participating PSUs.

The issues highlighted above influence people's thought processes in identifying new pathways or a way forward to facilitate women's career advancement to leadership and managerial positions.

The following recommendations for the way forward can be divided into four broad categories: improving organizational work structure; strengthening basic necessities and facilities; sensitization efforts at all levels; and other supporting factors.

I. Improving organizational work structure
1. Use a competency mapping system for all functions and for all levels. It will help in developing a talent pool of women and men for leadership roles.
2. Conduct proper succession planning starting from the induction level and identify the talent pool of women future executives to groom in their career advancement.
3. Implement a job rotation policy for all employees. Job rotation ensures that women and men have exposure to all the functions of the organization including exposure to mainstream functions such as project management, site postings and marketing.
4. Ensure a critical mass at the entry level so that there are adequate numbers of women who can be groomed for board level or higher level posts.
5. Ensure the participation of female representative in all committees of the organization.
6. Ensure the previous year's rating is protected so as not to affect promotion upon resuming duty, after a career break (such as maternity leave; child-care leave).
7. Make provisions for flexible working hours or work from home arrangements not on a continual but on a need basis; or during specific life cycle periods.

II. Strengthening basic necessities and facilities
8. Introduce child-care leave and paternity leave at par with Central Government regulations.
9. Provide facilities such as a crèche; also, late hour transportation for all employees, wherever necessary.
10. Introduce aged parents care leave.
11. Ensure proper water, sanitation and hygiene facilities in field sites and locations. Even if such sites currently have no women employees; women employees may have to visit the site for work.

12. Give preference to women employees posted or transferred to different stations or sites in terms of allotment of official residential accommodation.

III. Sensitization at all levels
13. Make provisions for mandatory rather than one-off gender sensitization trainings cutting across all levels.
14. Create a task-force to identify all functions and locations where women employees' skill sets can be optimally used within the existing set-up.
15. Promote structured trainings for skill upgrading at various levels, for all employees.
16. Ensure or facilitate same-location postings for spouses, irrespective of the organization.

IV. Other supporting factors
17. Give more publicity to the recruitment process to make prospective candidates aware of the organization's policy on gender diversity and its "women friendly work environment". This purpose is primarily to attract more women to the organization - to expand the base of the pipeline.
18. Recognize the exemplary performance of women within the organization.
19. Provide for mid-career interventions in the form of coaching, mentoring, also counselling if needed, for motivating future women leaders.

The above recommendations encourage organizations to review their policies with a gender lens, and build a more empowered organization with a feasible flexible approach. It is not sufficient for organizations to be gender neutral. Organizations have to show their intent in recognizing women as a talent pool and effectively using this talent pool by creating a system that nurtures their potential, and focuses on their competency building.

The percentage of women employees in the CPSEs in the past four years stayed stagnant at 9-10%. Various PSUs, as noted by SCOPE of its members, are making efforts to increase the percentage of women employees. It is commendable that the number of women in managerial positions as per the Department of Public Enterprises, has gone up from 9.69% (2013-14) to 10.82% in 2016-17.

More concerted efforts and advocacy are needed to raise awareness of the benefits of fostering women's talent and skills at all levels. Efforts need to address institutional, structural or socio-cultural barriers or challenges that limit the career advancement for women or prevent them from attaining positions of leadership including the board room.

The findings of the study reveal the need for positive initiatives, besides facilitating dialogues and discussions within PSUs. To facilitate this, as a follow up to the study, and as an immediate initiative, the ILO proposes that SCOPE create a body of champions, both women and men, from within its member organizations, who have been successful in overcoming some barriers or are known for their exemplary performance. The ILO will train these champions. Following their training, the champions will become a task force that conducts gender training and sensitization sessions focusing on equal opportunities for career advancement in different PSUs, beginning with SCOPE member organizations.

Abbreviations and acronyms

ACT/EMP   ILO Bureau for Employer's Activities

CMD   Chairman cum Managing Director

CPSE   Central Public Sector Enterprises

FGD   focus group discussion

GDP   gross domestic product

HR   Human Resources

IT   information technology

ILO   International Labour Organization

KII   key informant interview

PSU   public sector undertakings

SCOPE   Standing Conference of Public Enterprises

WASH   water, sanitation and hygiene

WIPS   Forum of Women in Public Sector

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1. Introduction

1.1 Creating inclusive workspaces in public sector undertakings in India

Globally, gender diversity at the workplace is a pertinent issue. It is viewed as a determinant for companies to grow, adapt, innovate and progress. Building and retaining workforce diversity is becoming a top management priority and a business imperative.

In India, the services sector, specifically sectors such as information technology (IT), financial services, media, health care, and hospitality are demonstrating that women are integral to their workforce, thus reducing the ratio between men and women at the workplace. Also, with many Indian companies going global and global companies entering India, diversity has become a key trend. However, to keep the momentum going, corporate India and government agencies must respond to the challenges that women continue to face.

The present report presents the findings of a study on factors influencing women's participation in public sector undertakings (PSUs) in India, and has proposed a way forward to respond to hindering as well as enabling factors. The objective is to encourage and promote more women to take on leadership roles and aspire to be in leadership and senior management positions within PSUs in India.[1]

In August 2017, the Bureau for Employers' Activities (ACT/EMP) of the International Labour Organization (ILO), in collaboration with Standing Conference of Public Enterprises (SCOPE) initiated a study on women in leadership and management in PSUs in India. SCOPE is an apex professional organization representing central public sector enterprises (CPSEs), State enterprises, banks and other institutions (a profile of SCOPE is provided in Annex III). SCOPE has been proactive in taking on initiatives to support women in the public sector in India.

The mandate of the ILO to promote gender equality in the world of work is enshrined in its constitution and reflected in relevant international labour standards. Four key ILO Conventions on gender equality include the following: Equal Remuneration Convention (No. 100); Discrimination (Employment and Occupation) Convention (No. 111); Workers with Family Responsibilities Convention (No. 156); and Maternity Protection Convention (No. 183).[2] The conventions and other related resolutions adopted by the ILO are directed towards ensuring that

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[1] PSUs are companies are owned by the Government of India, or one of the many State governments, or both. PSUs may be classified as central public sector enterprises (CPSEs), public sector banks or State-level public enterprises. This study focused on CPSE members of Standing Conference of Public Enterprises (SCOPE). In the context of this study therefore, references to PSUs are primarily references to CPSEs.

[2] Conventions 100 and 111 are also among the eight fundamental ILO Conventions; the principles and rights enshrined therein are found in the ILO Declaration on Fundamental Principles and Rights at Work.

"all working people live their lives with human dignity and equality in the world of work."[3] Further, the ILO standards on equality provide tools to eliminate discrimination in all aspects of the workplace. Gender equality is also a cross cutting theme in all "10 Policy Outcomes" set out in the ILO Programme and Budget for 2018 /19.[4]

As an important initiative on women in management and leadership in PSUs, a consultative meeting was held between ILO, and representatives of SCOPE member PSUs (the CPSEs) and representatives of the Forum of Women in Public Sector (WIPS). It was decided that SCOPE and ILO would conduct a multi-level study, covering SCOPE member PSUs, primarily CPSEs which are the bulk of SCOPE's membership. Many SCOPE members are enthusiastic to do better, and are therefore putting in efforts to create inclusive workspaces. However, available data indicate that much remains to be done to sustain and accelerate women's ability to advance to top management and leadership positions.

SCOPE and ILO recognize that the factors that hold women back from advancing in their careers constitute only a part of the gender inequality issues at workspaces. To promote diversity in workspaces and enable skilled and talented women to advance their careers, organizations need to put in place real and actionable steps. The intent for the collaborative study was to contribute to the development of tangible impact whereby PSUs adopt innovative gender focused policies that a) help women to overcome difficulties in their career path; and b) encourage them to take on senior and leadership positions.

1.2 Declining trends in female labour force participation in India

Tapping into the pool of talented women is regarded as a key feature of future workforce strategy. The number of women continues to shrink at progressively higher organizational levels. In India, women make up 42% of new graduates, but only 24% of entry-level professionals. Of the women who enter into professions, about 19% reach senior-level management roles. Women hold only 7.7% of management board seats and just 2.7% of board chairs.

Hiring, retention and career advancement of women are a big challenge.

India's female labour force participation rate has remained visibly low. The ILO ranks India at 121 out of 131 countries (2013) on female labour force participation, among the lowest in the world. In 2013, the female labour force participation rate for India was 27% notwithstanding inter-state countrywide variations - far below the world average of 50%.

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[3] The ILO gender equality mandate is also set in the context of a number of international instruments advancing equality between women and men. Among others, these include the United Nations Charter itself, numerous resolutions of the General Assembly, the 1997 United Nations Economic and Social Council's Agreed Conclusions on gender mainstreaming, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the 1995 Beijing Platform for Action and its follow-up, and following the Millennium Development Goals, the 2030 Agenda for Sustainable Development.

[4] Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_582294.pdf

Table 1: Labour force participation rate per 1,000 people age 15+ years as per usual status

Year	Rural			Urban			
	Male	Female	Percentage female	Male	Female	Percentage female	Total female
1993–1994	876	491	49.0	801	238	23.7	**42.6**
1999–2000	845	364	46.0	782	180	21.0	39.5
2004–2005	864	497	49.4	796	246	24.4	42.7
2009–2010	825	378	37.8	762	194	19.4	32.6
2011–2012	813	358	35.8	764	205	20.5	**31.2**
Source: National Sample Survey, various rounds.							

A paper published by the World Bank (2017) reported that female labour force participation dropped by 19.6 million from 2004–05 to 2011–12. Participation declined 11.4 percentage points — from 42.6% to 31.2% — from 1993–94 to 2011–12 (Table 1). Approximately 53% of this drop occurred in rural India, among those aged between 15 and 24. An increase in educational enrolment among the younger cohort, attainment of socio-economic status, and household composition largely contributed to the drop.

When the two periods 1993–94 to 2004–05 and 2004–05 to 2011–12 are compared, the data show an additional 31 million females joined the labour force from 1993–94 to 2004–05; in contrast, from 2004–05 to 2011–12, there was a significant drop in female labour force participation by over 19 million (World Bank, 2017).

The combined labour force participation rate of men and women in India had peaked in 2005. By 2016, the labour force participation rate for women fell by 10 percentage points while the rate for men fell by 4 percentage points. What is most notable is that the declining trend of female labour force participation took place during a period of strong national economic growth (and rising wages and incomes). This development has been widely discussed. In 2016, women's labour force participation was significantly lower than men's (women: 26.9%; men: 79%),[5] but the aggregated data hide subnational trends. For example, from 2005 to 2016, labour force participation of women in urban areas increased slightly overall, but low participation among rural women drove the overall downward trend.

In 2014, the ILO attributed the decline in women's labour force participation in India to increasing educational enrolment of women, increasing earnings of male workers that discouraged women's economic participation and resulted in women taking on more unpaid domestic duties, and the lack of employment opportunities for workers with certain skills and qualifications especially in rural areas (Verick, 2014).

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[5] World Bank: Labour force participation rate, female and male (percentage of the population age 15+) (modelled ILO estimate), http://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=IN; and http://data.worldbank.org/indicator/SL.TLF.CACT.MA.ZS?locations=IN.

The Government of India (2017b) reiterated the declining trend in women labour force participation. Out of the total employment of 131.29 million persons in India, 98.25 million persons (74.83%) are male and 33.04 million persons (25.17%) female. The data also show that the Government and PSUs employ 7.2% of the workers. Among those employed by the Government and PSUs, 78.5% are in proprietary establishments, and rest (14.3%) in private companies, self-help groups (SHGs) and cooperatives.

Further, the National Sample Survey (2011-2012, 68th round) compared the total number of female employees in private sector in 2010. The private sector, though still very male dominated, has a higher number of women than the public sector. The public sector is evidently weaker than the private sector in the share of women in the workforce.

India must reverse the trend of falling women's participation in the job market if it is to achieve its ambition of double digit growth (World Bank, 2017). Similarly, there is also a need to ensure that women who are already in employment are given equal opportunities for career advancement.

1.3 Women in public sector undertakings in India

The Public Enterprises Survey 2015-16 of the Government of India found there were 320 CPSEs, the single largest organized sector, out of which 244 were in operation. The remaining CPSEs (76) were under construction.[6]

As of 31 March 2016, the operational CPSEs employed 1.23 million people (excluding contractual workers) in 2015-16 compared to 1.29 million in 2014-15, showing a reduction in employees by 4.42%. Of these 1.23 million, 115318 are women, constituting 9.36 per cent. In 2013-14, it was 9.81%. It fell to 9.45% in 2014-15, and subsequently to 9.36% in 2015-16 (Table 2).

This decline was significant because women were already an underrepresented share of CPSE employees, especially when compared to the national average of 26.9% for female labour force participation.

Table 2: Break-up of the female employees in different groups/levels in the operational CPSEs

	Total Employees (Number)			Total Female Employees (Number)			Female Employees as % of Total		
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Managerial/ Executives	270151	264497	258659	26186	26661	27010	9.69	10.08	10.44
Supervisors	129173	130208	121596	12176	9506	8297	9.43	7.30	6.82

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[6] CPSEs are classified into six categories/sectors: agriculture, mining, manufacturing, electricity, services and enterprises under construction.

Workers	949818	896469	851906	93931	85907	80011	9.89	9.58	9.39
Total	**1349142**	**1291174**	**1232161**	**132293**	**122074**	**115318**	**9.81**	**9.45**	**9.36**
Source: Public Enterprises Survey, 2015-2016, Vol I, Government of India									

The increase in the share of women in managerial or executive posts however is commendable. The percentage has further increased to 10.82 as per the 2016-2017 public enterprises survey report (Government of India, 2017a)

The percentage of women employed by CPSEs in middle level positions (supervisors) had fallen from 9.43% in 2013-14 to 7.30% in 2014-15 and further to 6.82% in 2015-16 (Figure 1). This trend may suggest systemic issues causing women to leave the labour force, known as a "leaking pipeline". This also is an important issue given that the Government prefers to fill top posts in public sector enterprises with internal candidates. Here again, a positive trend is an increased percentage at the supervisors' level i.e. from 6.82% in 2015-2016 to 9.87% in 2016-2017.

However, the overall women employment in CPSEs during the past four years has remained stagnant between 9-10% approximately.

Figure 1. Number of female employees in CPSEs, 2013-2016
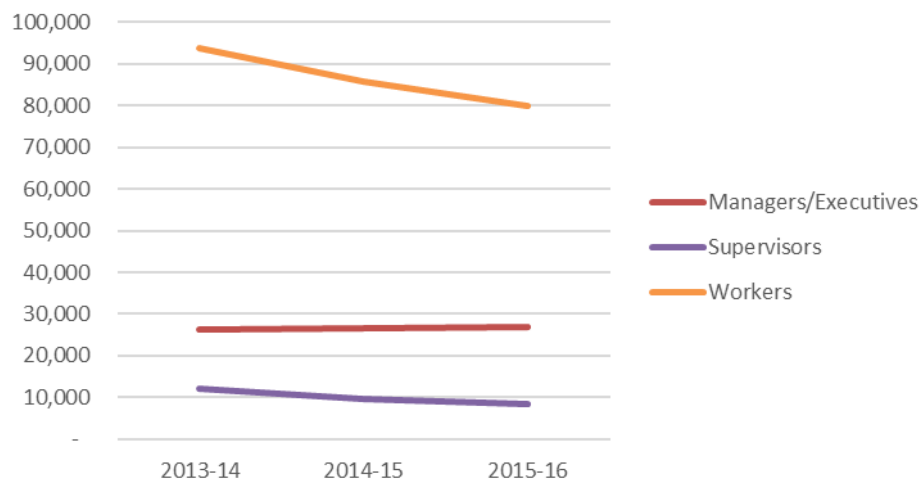
It may be mentioned that India's banking and financial services sector is currently outperforming other sectors in terms of women in leadership positions. A 2015 survey of 240 large corporations (including Indian-owned, multinational, private and state-owned) by the global executive search firm, EMA Partners International, found only 11% of companies in India are led by a woman, and more than half of these companies are in the banking and financial services sector. The majority of banks in India are private sector banks (Centre for Social Research, 2009).

The Reserve Bank of India has provided a breakdown of banking sector employees according to three categories: officers; clerks; and subordinates (Figure 2). In general, banks tend to have a

higher percentage of women working as clerks than in other positions. Public sector banks have a higher share of women subordinates than private sector banks do, and a smaller share of women working as officers and clerks.

Figure 2. Percentage of women employed in the banking sector according to role, 2015
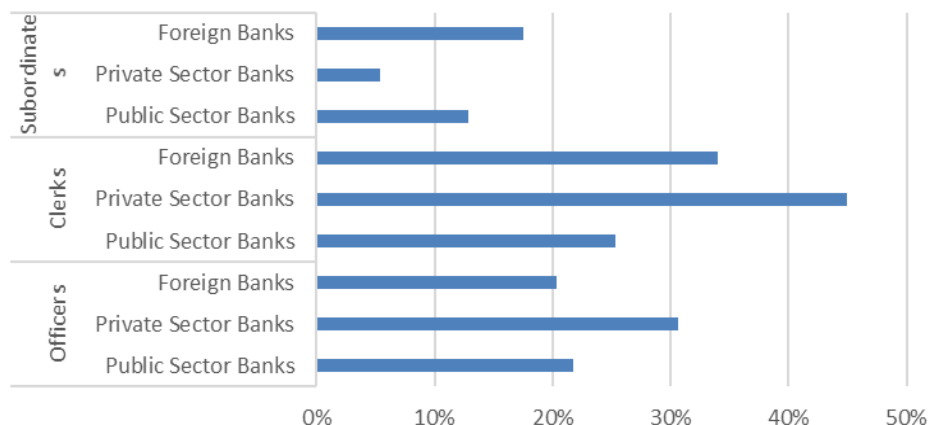
Data with SCOPE of its member PSUs are currently limited. Existing data from less than 100 organizations indicate the average total number of women employees not exceeding more than 10-12%; at the senior management or decision-making levels the average percentage does not exceed 7-10%.[7]

1.4 Glass ceiling: Women remain underrepresented in the workplace, and the gender gap widens up the organizational hierarchy

Reports and studies (some quoted in this study) identify multiple barriers to women's career advancement. It has led to a common and compelling usage of a metaphor – "the glass ceiling" to describe barriers to gender inequality in the workplace. The glass ceiling can be defined as tangible and intangible barriers within an organization that prevent women from advancing to senior or top-level management and leadership positions.

Women in India are closing the gap in higher education. Some 45.9% of enrolled undergraduate students in India are women and 40.5% of all enrolled PhD students are women (Indiastat). As of 2014, the percentage of female graduates tend to be higher in certain fields of study such as arts and humanities (54.2%), health and welfare (61.5%) and services (83.4%), compared to 42.3% in science, technology, engineering and mathematics (STEM) and 44.6% in business, administration and law (UNESCO).

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[7] Senior management or decision-making roles correspond to the E7-E9 level. Further information on employment levels (E1-E9) is provided in section 2.1 and 3.2. Note as well that data were not available from all 201 SCOPE members; disaggregated data (male-female employees; E4–E9 women employees) were available from 62 SCOPE member organizations. Average percentage is therefore an estimation from available data (see also section 2.2).

Despite the reduction in the higher education gap, a significant gap remains in economic participation and gender imbalances are pervasive at all levels.

According to a survey of 42 companies (29% of which are headquartered in India) which collectively employ more than 400,000 people across India, the pipeline of qualified women starts small, with women holding only 24% of entry-level positions (Shyamsunder, Pollack and Travis, 2015). The share of women employees declines with each ascending level of the organizational hierarchy, and women account for only 14% of executive officers. Of the 323 positions in companies listed on the Bombay Stock Exchange 100, which are prerequisite for the chief executive level, only eight are held by women (Banerji et al., 2010).

As of 31 December 2013, according to a study of 32 multinational companies across six markets in Asia, nearly half of Indian women who leave the workforce leave between the junior and middle management levels (Community Business, 2014).

Another issue the respondents highlighted many times is the gender pay gap. This gap may be narrowing, but women still receive only 57% of what their male colleagues earn for performing the same work (World Economic Forum, 2016). Furthermore, the gap widens with increasing educational attainment and career advancement (Varkkey and Korde, 2013). A Times Jobs survey in 2016 of 860 organizations reported that 55% of those surveyed admitted a compensation gap still exists between women and men in their organizations (Kaushik, 2016).

The above trend that the number of women in the pipeline to the highest levels of management decreases with each step up the organizational hierarchy is noticeable in the PSUs covered by this study. In the PSUs, however, no wage gap exists between women and men employees. The employment of women in PSUs are impacted by issues affecting women in the country, and issues specific to the sector.[8]

Lack of mentoring, networking opportunities, lack of transparency in roles and expectations, absence of a clear career path, unavailability of opportunities to up skill their expertise, and exclusion from informal male-dominated networks are some of the prominent barriers. Added to this, are other issues like harassment at workplace.

All-round efforts are needed to address the barriers, be they structural or cultural discrimination, prejudice, or stereotyping, that limit the career advancement of women, and their advancement to positions of leadership.

Against this backdrop, it becomes imperative to take proactive steps to ensure training, mentoring, career planning of women employees. In India, the Parliamentary Standing

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[8] Issues affecting women in the country refer to the general biases, stereotypes and prejudices women face in the socio-cultural set-up of India. Sector specific issues refer to engineering or technical based PSUs that depend on natural resources such as coal, hydropower or oil and gas. These PSUs work in relatively difficult terrains so women are less likely to be visible. PSUs have noted that few women are at the entry level in such organizations given the likely nature of employment.

Committee on Personnel, Public Grievances, Law and Justice in its 62nd report also recommended to make adequate avenues for women employees in order to facilitate their experience sharing and confidence building.

In 2015, the International Finance Corporation, a World Bank group, estimated that the gross domestic product (GDP) of India could increase by about 25% if both genders were fully engaged in the workforce. Also, an analysis of top 100 Indian companies (Bombay Stock Exchange 100) by Randstad revealed that women on company boards have a positive impact on return on equity (ROE).

1.5 What has been done?

Legislations and regulations have been enacted to increase the number of women in PSUs in India. The Companies Act 2013 and Revised Clause 49 of Equities Listing Agreement every company listed on the National Stock Exchange and every public company with paid-up share capital of INR 1 billion (about US$15.5 million) and turnover of INR 3 billion (about US$46.5 million) to have at least one female director on its board by April 2015. This led to a 180% increase in the proportion of women on boards listed companies from 4.9% in 2013 to 13.7% in 2016. Listed CPSEs likewise were required to appoint at least one woman director on the board to ensure compliance with the provisions, and compliance with the law was the main catalyst for the change.

Unintended consequences of the mandate included several new appointments from the promoter group (namely a founding or controlling owner, often a family member). Several reports and news articles (such as Deloitte, 2015; Reuters, 2015) revealed that many of the new appointments came from the owner's network or from within the family.

Half of the 100 tenured corporate directors in India surveyed by KPMG (2017) indicated that companies are hiring women directors merely to comply with the regulation.[9] Nearly 600 companies announced the appointments of women directors in the final three days before the deadline set by the Government and 1,375 Bombay Stock Exchange-listed companies (about 25%) and 191 NSE-listed companies (about 11%) were non-compliant with the mandate as of March 2016, suggesting a lack of buy-in (Deloitte, 2015). Failure to comply entails penalties: companies that missed the deadline but comply within three months are fined INR 50,000 (around US$770) each. Those who are late by more than three months but less than six months are fined INR 50,000 (around US$770) and pay additional INR 1,000 (around US$15.50) per day of non-compliance, while those who do not comply within six months of the deadline are fined INR 142,000 (around US$2,200) in addition to INR 5,000 (around US$77) per day until the date of compliance. Further actions may be taken against the owners and directors, but it is unclear whether these penalties have been enforced.

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[9] Data quoted was sourced from PRIME Database, 2016.

Many PSUs have failed to comply with the mandated norm to appoint a woman director. Based on the information received by SCOPE from its PSUs (128 CPSEs, 7 nationalized banks and 2 insurance companies), there were about 68 female board-level directors.

The pyramid structure with sizeable representation of women at the lower levels, and a comparatively low share of women at the top level is there for all to see. It must therefore become a concern for PSUs and for SCOPE.

The Maternity Benefit (Amendment) Act 2017 includes increasing maternity benefit to woman covered under the Maternity Benefit Act, 1961 from 12 weeks to 26 weeks, introduce 12 weeks' maternity leave for adopting and commissioning mothers. It require establishments engaging 50 or more employees to provide crèche facilities and allow employees four visits per day to the crèche, and offer remote working provisions (depending on nature of work and mutual understanding between employer and employee). The Act is expected to have a positive impact on women's participation in labour force, and improve their work-life balance.

Several corporations, especially multinationals, have proactively updated their maternity benefit policies to comply with the amendment, and some have exceeded its requirements by providing further benefits such as in-house day-care services (Ramchandani and Kaushik, 2017).

Other initiatives taken primarily by multinational companies in India encourage hiring, retaining and promoting women (see discussion in chapter 4). These initiatives include blind hiring to remove gender bias and ensuring that recruitment agency partners have sufficient women representation at the interview stage (such as Bharti Enterprises and American Express). Some schemes to promote women cater to India's social context (such as General Electric's "Bring Mother-in-Law to Work", Tata Group's Tata Second Career Internship, Intel's "Home to Office", IBM's "Bring Her Back", SAP's "Stay in Touch" and Philips' "Back in the Game" programmes) to encourage women to return to work. While most of these programmes are not being monitored for impact, public sector enterprises can review these initiatives and leverage lessons learned to retain women in their workforce.

1.6 Outline of the study report

This report has been divided into seven chapters including introduction and conclusion, which specifies a way forward for SCOPE to advocate and work with its member PSUs, in encouraging and promoting women in management and leadership positions thereby making workspaces more inclusive and gender diverse.

The present chapter has introduced the SCOPE-ILO study and acknowledged inclusive workspaces as a pertinent issue in the context of the overall declining female labour force participation rate in India. Chapter 2 presents the unique methodology for the SCOPE-ILO study. It is the first study on PSUs in India employing a multi-level approach. The multi-level approach included an online survey (conducted through Survey Monkey) of women employees of SCOPE

member PSUs, focus group discussions (FGDs) in 14 select PSUs, and Key Informant Interviews (KIIs) with decision makers of the company including the Chairman cum Managing Directors (CMDs) and Heads of HR.

Chapter 3 draws from the responses of 1,665 women employees of different SCOPE member PSUs who participated in the online survey, and provides an analysis of the survey results. Without ambiguity, women respondents pointed out that they consider themselves to be a "skilled talent pool", and it is up to the organizations to recognize this talent pool by ensuring right kind of opportunities, appropriate facilities and encouragement. Also, women do not need sensitization but male employees at all levels ought to be sensitized towards challenges hindering women's career advancement.

Chapter 4 provides key reflective learning based on the findings of the FGDs and KIIs in 14 select PSUs, a significant part of the multi-level study. This chapter voices the understanding and insights of the male employees as well as senior management and decision makers in the PSUs on factors influencing the career advancement of women. Also, it presents what they suggested as practical measures or strategies to facilitate women's career advancement, particularly their advancement to senior management and top leadership positions.

Chapter 5 provides a synthesis of the findings of the multi-level study (survey, FGDs and KIIs), and a summary the key challenges and influential factors in women's career advancement to management and leadership positions in PSUs in India. While some challenges and enabling factors may be common in all settings; some are specific to PSUs.

In view of the challenges, chapter 6 presents a number of examples of best practices in India and globally. It showcases efforts of different organizations to promote gender diversity and draws practical lessons from such efforts.

Chapter 7, the final and concluding chapter, presents guidelines or recommendations to facilitate the advancement of women in leadership and management in PSUs in India. It is hoped that SCOPE will review the recommendations and advocate with its 201 member PSUs and the nodal ministry for PSUs, namely the Department of Public Enterprises under the Ministry of Heavy Industries and Public Enterprises of the Government of India.

1.7 Way forward for SCOPE

The trend in the share of women employed by CPSEs must be the priority for PSUs in India. A deterioration in the trend means reduction in the number of women who are eligible for top posts. To reverse a deteriorating or near to stagnant trend, it is important to understand the causes, which this study has adequately brought out.

SCOPE and its member PSUs can begin by evaluating the causal factors drawn from survey responses, the FGDs and the KIIs (see chapter 5) and encouraging PSUs to review the gender

balance across all organizational levels to identify what works and what does not, and use tools such as competency mapping and succession planning. This will enable PSUs to improve gender balance, also promote gender diversity in the workplace. In addition, SCOPE needs to build on the available data of women employees at different levels in its member PSUs.

The study also identified a number of feasible steps for PSUs to make better progress towards gender diversity. Based on the valuable information shared by participants at multiple levels, SCOPE can create a checklist of minimum characteristics that workplaces must have to support the advancement of women, and PSUs can use the checklist to conduct rapid assessments of their efforts.

The Department of Public Enterprises under the Ministry of Heavy Industries and Public Enterprises has also emphasized that all CPSEs should take steps for skill upgrading and career progression of women in the workforce. SCOPE can use the findings of this study to partake in consultations with the Department of Public Enterprises and other stakeholders in the Government so that more women in India find opportunities within PSUs, take on more responsibilities, and attain senior and leadership roles.

From the SCOPE-ILO study it is evident that organizational policies and practices need to build a more robust pipeline of upwardly mobile women, to foster better gender inclusiveness.

This SCOPE-ILO collaborative study is an important follow-up to the ILO-ACT/EMP global initiative on Women in Business and Management. As an immediate step forward in this collaboration, ILO is proposing that SCOPE draw upon its member PSUs to create a body of champions, both women and men, who have been successful in overcoming some barriers, or who are known for their exemplary performance. The ILO will train these champions. Following their training, the champions will become a task force that conducts gender training and sensitization sessions focusing on equal opportunities for career advancement in different PSUs, beginning with SCOPE members. The model can then be replicated in other organizations.

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2. Methodology

Multiple studies have reviewed and acknowledged the persistent gender gap – globally, at all levels for women participating in the job market (World Bank, 2017; McKinsey, 2008, 2016; OECD, 2016; CIPD, 2016; ILO, 2015; Catalyst, 2007). The gap widens towards the senior management or leadership level.

A review of literature indicates that most studies draw their findings from questionnaires or surveys, and some include interviews with representatives of top management. In India, such studies have been conducted in Indian and multinational private companies, including banks, IT firms and hospitality sector enterprises.

Drawing from the current literature, including the ILO global report on "Women in Business and Management - Gaining Momentum" (2015), the SCOPE-ILO study employs employed a multi-level approach to data collection on women in leadership and management in PSUs in India.

A consultative meeting was held with SCOPE and representatives of its member PSUs, including CPSEs and representatives of Women in Public Sector (WIPS). During the consultation, it was decided that the study would cover SCOPE member organizations.

2.1 Multi-level approach

The multi-level approach of the study included online survey, FGDs, and KIIs. The methodology of each level of the study is described in turn below.

Online survey of women employees
The employment grades E1–E9 indicate or correspond to positions in the organizational hierarchies of PSUs. If a person is recruited in E2, advancement to E3 grade (with salary increase, perks and other benefits) takes place after a specified period of time. The employee's job title is also likely to change (for example, from senior manager to deputy manager). At level E4–E5 and above, promotion is not time bound but based on merit, track record and available vacancies. The gender balance at levels from E4 and above are comparatively skewed towards men.[1]

For the online survey, the E4–E9 level was particularly chosen because most PSUs have a pyramid structure with lower representation of women in higher-lever positions. The online survey was available to E4–E9 level women employees in 201 SCOPE member PSUs.

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[1] There is no evidence-based study as to why the percentage of men is higher than percentage of women in higher levels. Discussions during the study indicated the perception of some respondents that since the number of women recruited at the entry level is less, it is likely that fewer women make it to the top. Besides, even when women compete with men at higher levels, organizational and other biases may cause them to be overlooked while men are accommodated. Some such cases were cited during the course of this study by women employees, requesting anonymity.

The online survey was initiated through Survey Monkey. It was open for a period of three months (mid-August – mid-November 2017). 1,665 women employees in E4–E9 level from 46 SCOPE member PSUs participated in the survey.

The online survey had 16 questions and is annexed to the present document (Annex I). It included two open-ended questions with space provided for respondents to highlight particular incidents where they felt dissatisfied or disillusioned with their career advancement. Of 1,665 women who completed the survey, 813 provided an answer in that space. The survey also included 14 closed multiple choice questions to make the survey as explicit as possible.

FGDs

SCOPE selected 14 CPSEs (see Annex III, Profile of 14 PSUs) for the FGDs based on the following selection parameters:
- o Organizations representing Maharatna, Navratna, Miniratna (I and II) categories. CPSEs are ranked into these categories on the basis of their financial performance, net worth, revenue and profit. Guidelines for the criteria are issued by the Department of Public Enterprises, a nodal department for all CPSEs;
- o Organizations representing different sectors (such as agriculture; mining; manufacturing; electricity; services; others);
- o Organizations having effective gender and HR policy;
- o Organizations with a large number of employees but a low ratio of women employees; and
- o SCOPE membership and active participation in SCOPE activities.

A nodal person was nominated by each of the selected CPSE to facilitate the FGD process and KIIs. The nodal persons also encouraged the E4–E9 women employees in their organization to participate in the online survey.

A maximum number of participants for the FGD was stipulated at 30. It included both male and female employees of E4–E9 level in the ratio of 6 male: 1 female. It was not possible for all organizations to maintain the ratio but the total number of male employees in all FGDs was always greater than the total number of female employees.

The duration of FGDs was three hours with a maximum spill over time of 30 minutes allowed. The FGD was an interactive session involving group and team exercise.

Participants were first divided into six groups with at least one woman participant wherever possible. Each group worked on a single topic (decided by picking a quote card). Each topic had a key question to which the group members following discussion amongst themselves were to come up with common answers or a common understanding. All the six topics were inter-related and inter-linked and needed to be discussed with reference to one's organization only.

The six questions under each topic were as follows:

1. **Biases and cultural assumptions**: In your organization, what biases and assumptions present challenges for women and men as they move up in their careers?
2. **Women as leaders and managers**: How differently and critically do or will women leadership styles impact company's outcomes or business results (such as meeting targets, generative revenues, initiating innovations and developing talent pools) than male leaders?
3. **Engaging men**: How your organization can engage or is engaging men in advancing women's leadership and management?
4. **Women talent pool:** How can the women talent pool be expanded in your company?
5. **Gender diversity**: How in your view gender diversity can promote organizational performance?
6. **Company policy and strategy** - What could be or are your company policy or strategy to promote women in leadership and management?

The final take away of the FGD process was the group collectively, drawing from the six presentations on topics above, coming up and agreeing to one to five strategies or ways forward, which they considered as feasible for their organization to adopt to facilitate women's career advancement in their organization. The take-away points were later discussed with top management especially with CMDs and Heads of HR during KIIs.

KIIs
The third level of the study comprised interviewing top managers or decision makers of the 14 selected PSUs. There were five preferred informants for the interviews:

- o CMD of the company;
- o Head of HR;
- o A woman director in the board of directors (if applicable);[2]
- o A senior management representative (male) who is part of company's decision-making process; and
- o A representative of WIPS or any other woman representative who actively participates or is in the forefront of organizational activities.

Three to five KIIs were conducted in each of the 14 selected PSUs. A total number of 53 KIIs were conducted of which 9 were CMDs and 14 were Heads of HR. Interviews based on a questionnaire were either conducted in person or telephonically. In some instances, the interview questionnaire was sent to the key informant via email (See Annex II, Questionnaires for KIIs).

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[2] Directors are either functional (from within the company), independent (by the company from within its own network) or government nominated (generally by the concerned ministry). Only one of 14 PSUs reported having a female functional director. In the rest, it was either an independent or a government nominated director or they were awaiting the appointment of a woman director.

While there have been surveys conducted previously in CPSEs or with SCOPE members, no study has been conducted in this multi-level format. The 14 PSUs covered under the study appreciated the multi-level approach. A prime reason, as cited, was the FGD conducted with focus on male employees. Male participants in FGD noted that they could not recall being part of any such session wherein a constructive interactive dialogue between female and male staff had taken place on career advancement of women.[3] What was further appreciated was that the survey trends and the FGD take-away points formed the basis of KIIs. It helped to capture management's viewpoint on the outcomes of the FGDs, specifically the proposals for flexible organizational policies and a gender sensitive approach in facilitating women's advancement to leadership and management positions.

2.2 Study limitations

A key limitation of the study was the **lack of data** on the exact number of women employed at the E4–E9 level in the 201 SCOPE member organizations. Since the data were not available, it is not possible to know what share of all women employees were represented by the 1,665 women who participated in the survey. Going by the limited data available, however, it is a fair estimate that 1,665 constitutes approximately 10-15% of all E4–E9 women employees in the 201 member organizations. In the near future, SCOPE may wish to create a robust database of all its member organizations.

Further, the study timeline required fieldwork to be completed by November 2017, corresponding more or less with the closure of the online survey. It was a highly challenging task for the nodal persons to organize both the FGD and the KIIs in their respective organizations. Irrespective of the challenges, including the lack of time and the unavailability of some key informants, the nodal persons engaged in the study played a highly commendable role. FGDs were successfully conducted in all the 14 PSUs. However, it was not possible to conduct all five preferred KIIs in all organizations.

Further still, the FGDs and KIIs did not include the banking sector companies, which employ a large number of women, or the mining or the railway sectors, which have a large number of employees. It is hoped that the findings from this study can guide specific sector studies in the future.

2.3 Ethical considerations

A key ethical standard maintained in this study is not to disclose at any level any names of any individuals who shared any incident or feeling of any wrongdoing. This was requested by WIPS representatives in the consultative meeting held at the start of the study. The survey questionnaire therefore did not require the name of individuals participating. This facilitated without any intimidation, a free and frank participation from all participants in the study.

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[3] The approach of involving men added a holistic dimension to the study from an organizational point of view as opposed focusing only on the views of women employees.

2.4 Reliability of the study

The reason behind undertaking the study in the above manner was to provide an opportunity not only to the E4–E9 women employees to express their views but also to provide an opportunity to the male employees to express their views through FGDs on factors influencing women in their career advancement and, if there were challenges to advancement, how these can be addressed. In addition, conducting the KIIs enabled the study to involve the management and capture their views on the issue of advancing women into top leadership and management positions.

For SCOPE-ILO, the multi-level study not only revealed the influential factors that hinder women's career options and advancement, but it also led to clear recommendations derived from the discursive and interactive methods – contained in this report as the way forward. Taking note of the recommendations under the way forward can help to facilitate progress toward gender equality in organizations, and enable them to come up with gender sensitive flexible policies.

It is hoped that the suggested recommendations will also form part of discussions in relevant forums for a better career advancement and promotion of women in India's PSUs.

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3. Survey in SCOPE member organizations: Analysis of results

3.1 Introduction

This chapter provides a summary of the characteristics of the respondents to the online survey, including the number of respondents and their position in the organizational hierarchy. It also presents an overview of the survey questionnaire (available in Annex I).

This chapter addresses seven key questions that formed the core of the survey (the number in parentheses following each question denotes the numbering from the survey):
1. What are women looking for in terms of their career growth? (Q5)
2. Which is the most influential factor in women's career advancement? (Q6)
3. Which factors hinder most women's career advancement? (Q8)
4. What are the reasons for women being underrepresented in senior management or leadership positions? (Q10)
5. What steps are necessary to help more women move into leadership positions? (Q13)
6. What benefits having female leaders bring to organizations? (Q14)
7. What personal actions and behaviors can drive women in their careers forward? (Q15)

It provides a review of the findings of the online survey and analyses the results.

3.2 Characteristics of respondents

All E4–E9 level women employees of 201 SCOPE member organizations were invited to complete the online survey, and a total of 1,665 women from 46 SCOPE member PSUs participated. The E4–E9 level was selected because the gender balance in most organizations follows a pyramid structure with lower representation of women in higher-level positions.

Service level	Number of respondents	Age range	Number of respondents*	
			E4–-E6	E7–E9
E4	551			
E5	412	25-35	322	3
E6	371	35-40	202	3
E7	209	40-45	223	32
E8	68	45-55	429	168
E9	9	55 or above	152	78
Did not mention level	45	**Did not mention age**	6	2
TOTAL	**1665**	**TOTAL**	**1334**	**286**
Source: SCOPE-ILO Online Survey, 2017				
*The figures include only those respondents who mentioned their service level				

Of the 1,665 respondents, 45 respondents did not mention their service level. Of the 1620 who mentioned their service level, 1334 respondents were from E4–E6 level; rest 286 from E7–E9 level. E4–E6 level women employees are primarily in the reproductive age range of 25-45 years. The age range of E7–E9 level women employees is more or less 45 years and above. As will be seen later in this chapter, women respondents have put emphasis on women likely to opt for different life cycle choices at different stages of life or age range. The concern is any natural life-cycle choices (such as getting married, child birth and child care) or at a later stage of life looking after aged parents - must not get regarded as stumbling blocks in their career advancements.

3.3 Survey questionnaire

The online survey questionnaire was developed and administered through Survey Monkey. The online survey was open for three months and it included 16 questions (see Annex I, Questionnaire for Survey).

The survey included two open-ended questions including a space provided for respondents to highlight incidents where they felt dissatisfied or disillusioned with their career advancement. Of 1,665 women employees, 813 made use of the space. Rest of the 14 questions were closed ended multiple choice questions. Some questions were put in as a check and balance, to make the survey as explicit as possible.

3.4 Survey results on the seven core questions

The online survey touched upon seven core areas or issues. These included women's career goals; followed by looking into factors that influence as well as hinder women's career advancement. In addition, women were asked to ascertain the reasons for underrepresentation of women in senior management or leadership positions in their organizations; and what could be some necessary steps to address the under-representation. Furthermore, women were asked to give their views on whether having female leaders' benefit organizations in any particular manner. Lastly, what changes or actions at their end could drive them forward in their careers?

1. **What are women looking for in terms of their career growth? (Q5)**
It is interesting to note that more women (19.78% of women respondents) want to be recognized for their contribution in achieving organizational goals rather than wish to reach top management positions in their organization (18.62%). Only a marginal 1.10% women have no aspirations to grow in their career.[13]

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[13] Of the 1,665 respondents, 32 did not respond to this question. The percentage figure is of the total number of respondents to the question. It does not include those who did not respond to the question.
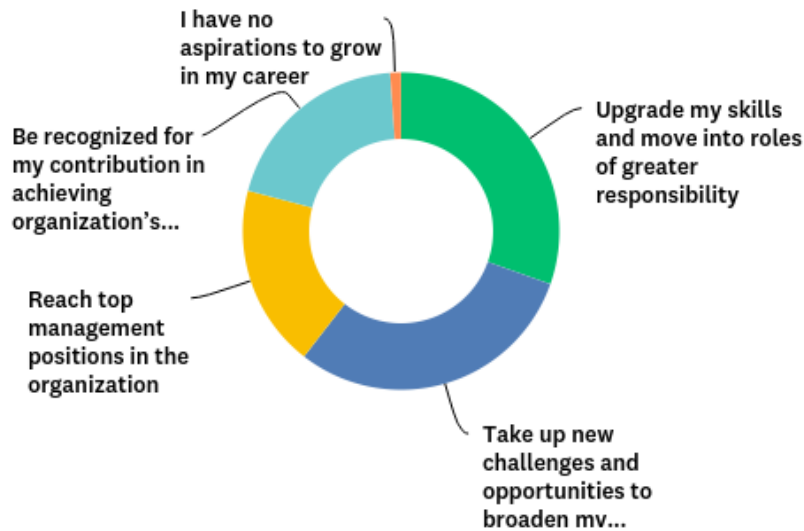
What emerges more significantly is, in terms of their career growth, 30.43% women respondents want to upgrade their skills and move into roles of greater responsibility; and 30.07% want to take up new challenges and opportunities to broaden their experience at work.

2. Which is the most influential factor in women's career advancement? (Q6)

Going by what women respondents[14] have cited, two most influential factors that stand out in women's career advancement include: women's own confidence and self-belief (43.79%); and organizational opportunities supporting women in their professional development and career growth (26.85%).
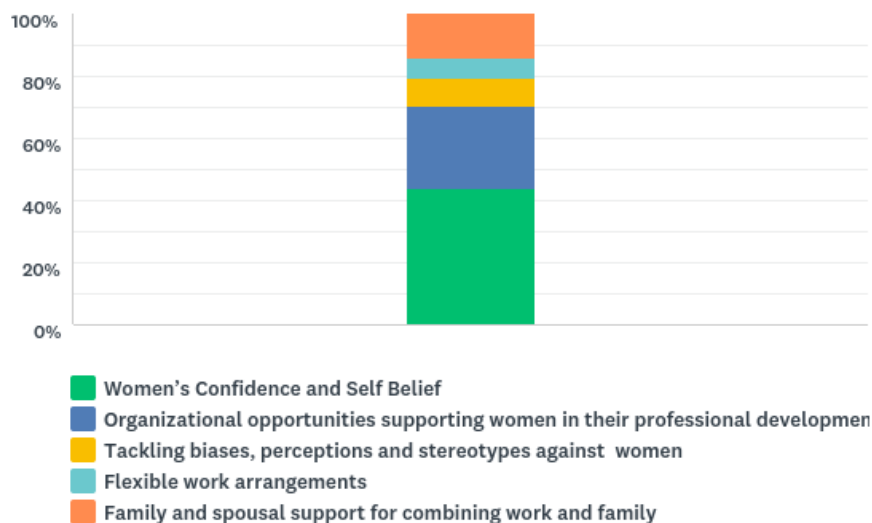
Source: SCOPE-ILO Online Survey, 2017

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[14] Of the 1,665 respondents, 30 did not respond to this question.

In all, 14.13% women have cited family and spousal support for combining work and family to be the influential factor. Fewer women respondents (8.81%) cite tackling biases, perceptions and stereotypes against women to be the most influential factor.

Flexible work arrangements took the last spot as an influential factor (6.42%). Flexible working schedules however featured later under what organizations could do to help more women move into leadership positions.

3. Which factors hinder most women's career advancement? (Q8)

Respondents were asked to rate on a scale of 1 (lowest hindrance) to 5 (greatest hindrance), factors they thought hinder most women's career advancement.[15]

Echoing their responses to the most influential factor in women's career advancement, women's ratings of "biases and stereotypes against women"; and "family responsibilities including coping with child-care issues", scored 2.65 and 2.68 respectively - making them the bottom most hindering factors.

What women actually considered "greatest hindrances" in their career advancement includes: having a skill gap or a knowledge gap in their specialized area (score 3.42); returning to work after a career break or maternity leave (3.19); lack of internal motivation or a desire to move up the career ladder (3.09).

Sl No	Factors hindering most women's career advancement	Score rating (out of 5)
1	Having a skill gap or a knowledge gap in their specialized area	3.42
2	Returning to work after a career break or maternity leave	3.19
3	Lack of internal motivation or a desire to move up the career ladder	3.09
4	Family responsibilities including coping with child-care issues	2.68
5	Biases and stereotypes against women	2.65
Source: SCOPE-ILO Online Survey, 2017		

4. What are the reasons for women being underrepresented in senior management or leadership positions in your organization? (Q10)

Of the 1,665 respondents, 66 did not respond to this question. Rest attributed multiple reasons for women's underrepresentation in senior management or leadership positions.

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[15] Of the 1,665 respondents, 78 did not respond to this question. It is difficult to provide any significant analysis of why respondents skipped this question.

However, what is articulated the most number of times as a reason for underrepresentation is the lack of organizational strategies to identifying, promoting and retaining skilled women at higher levels (50%). Another significant reason cited is the "organizational culture" that seems to view top management jobs more as a "man's job" (39.21%).
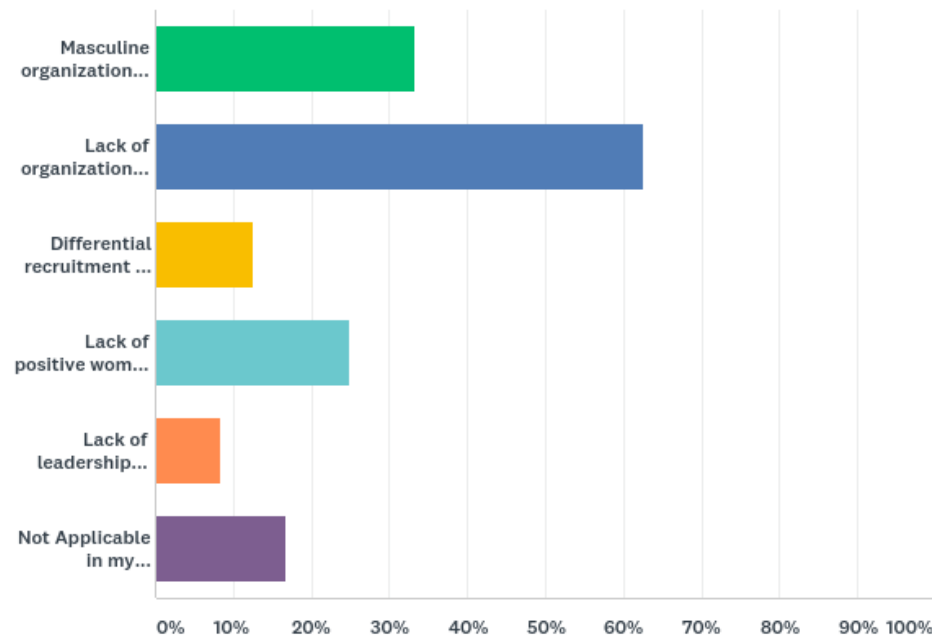
Source: SCOPE-ILO Online Survey, 2017

Other reasons include: Lack of positive role models or mentors (31.64%); Lack of leadership training for women (26.45%). Relatively less percentage of respondents viewed differential recruitment of men and women to be the reason for underrepresentation of women.

5. What steps are necessary to help more women move into leadership positions? (Q13)
Women do not view implementing targets and quotas for women as necessary to help more women move into leadership positions.[16] Instead what women highlight as necessary steps for organizations to take if women are to move into leadership positions include:

A. A non-biased and consistent process to identify, develop and advance women within the organization (75.47%)
B. Investing resources by organizations in career development of women. For example, investing on programmes on confidence-building; nurturing women as leaders through mentors; other leadership programmes (63.23%).
C. Seeing more women in senior management or leadership positions (60.75%)
D. Flexible Working Schedules (55.34%)

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[16] Of the 1,665 respondents, 55 did not respond to this question.

E. Access to and Networking with Female Leaders (38.63%).
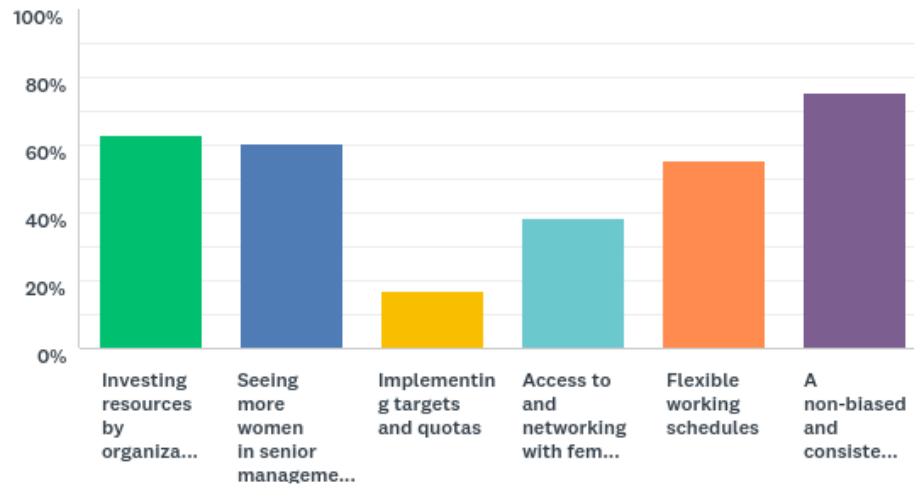
Source: SCOPE-ILO Online Survey, 2017.

6. What benefits having female leaders bring to organizations? (Q14)

While a meagre (9.05%) women respondents feel it makes no difference having female leaders in an organization, rest attributed multiple benefits which female leaders bring to organizations. These include:

A. Leads to diversity that brings different perspectives, experiences and insights into the organization (73.04%)
B. Breaks the culture of negative perceptions and stereotypes against women (61.93%)
C. Women are better communicators and better listeners (56.91%)
D. Women have enhanced ability to understand consumers and organizational clients (56.48%)
E. Women advocate for different issues than men do (such as clean WASH facilities, crèche facilities, zero tolerance over harassment and flexible work hours) (46.19%)

Women respondents also felt that contrary to common perceptions, women leaders are able to undertake risk-adverse decision making (34.72%). 52 respondents did not respond to this question.

7. What personal actions and behaviors can drive women in their careers forward? (Q15)

It is not a single action or behavior that can drive women in their careers forward. Rather, a number of actions and changing behaviors can drive them. In so saying, women identify the following actions and behaviors:

Besides balancing work and family (81.62%), making use of opportunities to improve skills and knowledge that exceeds current capabilities (79.70%), having complete trust or confidence in oneself and doing what one feels one should do (78.96%), networking or interacting with people

who encourage, support and mentor women leaders in the organization (69.43%), and setting clear career path goals (57.43%).

3.5 Survey analysis

Drawing from the survey results a number of inferences can be made. It must be added that most of these inferences are complemented by responses from respondents under Q16 of the Survey Questionnaire. Q16, as mentioned, an open-ended question allowed space for respondents to expound on the issue of career advancement by highlighting any incident or incidents over which they felt dissatisfied or disillusioned.

i. It may appear dichotomous that while on one hand 69.62% women respondents credit their organizations as offering the same promotional opportunities, and 51.60% view their organizations having a "gender equal policy" towards employees; on the other hand, women (66.91%) also note that women are underrepresented in senior management or leadership positions in their organizations; further, 73.11% regard their organizations as supporting - *to a very small or moderate extent* - the making and development of women leaders. This dichotomy can be explained by the fact that all 14 PSUs where the study's FGDs and KIIs took place unequivocally cited their organization as "being gender neutral". Nevertheless, gender-neutral policies do not necessarily promote substantive gender equality. This is also evident from other inferences drawn below.

ii. A very positive trend that has emerged out of the survey is the perception women have of themselves. Acknowledging that they have family responsibilities, women do not see it as a stumbling block in their career advancement. In fact, 76.66% of women employees see themselves in a higher position or in a position with more responsibilities in the next five years. It must be reiterated that in no uncertain terms, women today see themselves as a "talent pool" – with a set of skills – that needs recognition. But the question is, do organizations also perceive women in a similar manner as women do, or organizations' perception get concealed under the garb of promoting a "gender neutral policy"?

iii. As a corollary to the above point, it is noteworthy that women no longer see "tackling biases and stereotypes" and dispensing family responsibilities as either influencing or hindering women's career advancement. Instead, what is clearly called for by women is a change in organizational strategies that recognizes women as a talent pool and accordingly provides opportunities supporting them – through specific measures - in their professional development and career growth. Such a measure may include "protection of previous years rating during maternity leave of a woman employee, so as not to affect her promotion upon resuming duty"; or "provision for a hand-holding so that any knowledge gap that may have occurred during the maternity leave period can be easily overcome". A number of women have cited their performance rating being affected negatively in the year they were on maternity or child-care leave.

iv.   For bringing about a change in organizational strategies, a paradigm shift in organizational approach – and thought process - is required. This may require recurrent sensitization process at all levels. As per many women respondents, work or projects that are critical or require high level reporting are not generally assigned to women employees. Women tend to land up doing routine type jobs. Also, while women do advance in certain streams like the human resource, finance, administration, and IT, but may not do so in core streams like project management, marketing, sales or operations. However, as the next chapter on FGDs and KIIs shows, some organizations are consciously taking innovative steps (often viewed as radical steps) in recruiting women in newer fields which traditionally were considered as male bastions (such as fire-fighting teams; posting in a far-off location to manage an organizational unit). The point is also that such innovative steps needs to be highlighted within the organization and women recognized for their exemplary performances. Such recognition can help to address issues such as lack of positive women role models or mentors, as cited by women (31.64%).

v.   Equally importantly, is the need to support or facilitate women in identifying their strengths and weaknesses through leadership training programmes. Organizations do send women for leadership training, however (26.45%) of women respondents feel that leadership trainings since not matched with existing skill analysis of employees does not so much contribute towards career development. At times, such trainings – especially the ones with the subject line – "women empowerment" – are perfunctory assigned to women. Women strongly advocate as part of a "non-biased and consistent process to identify, develop, and advance women within the organization" - that organizations need to encourage men to be the participants of such programmes. It will enable men to become better aware and sensitive, also better allies for women's empowerment.

vi.   It is interesting to note that while suggesting steps to facilitate career advancement of women in leadership and management positions, women did not necessarily seek to make all organizational policies gender-specific. However, definitely, their suggestions are oriented towards making organizations become more gender sensitive. For instance, women have noted that time spent after office hours; or women employees ability to network; or her joining a get-together predominantly comprising male colleagues are often perceptions used to judge someone's productivity at work. Such instances can easily come under "improper evaluation of work contribution", which is also in line with weak management of people using irrelevant criteria. There are also situations where despite visibly prioritizing work demands over family commitments in the interest of work requirement, the actions and work of the woman employee is not acknowledged by (male) superiors. However, for a similar actions and work, male counterparts may be glorified.

3.6 Conclusion

A sharing from a woman employee in the Survey perhaps aptly says it all.

"I once superseded my husband, also my batch mate in promotion. The reaction was more of sympathy for my husband, and less congratulations for me! A few years later, my husband superseded me. At that time, the general reaction was to congratulate me for his promotion, but there were very few sympathies for my professional setback. This, in spite of the fact that both of us have equally excellent track records and professional standing."

Despite organizations being gender neutral or pursuing so-called gender equal policies, women employees participating in the survey indicate that women are required to render higher performances than male colleagues in order to even be recognized as 'somewhat equal'. In this regard, a respondent quoted from Charlotte Whitton, a Canadian feminist, who was the first woman mayor of Ottawa. She said: *"Whatever women do, they must do twice as well as men, to be thought half as good."*

4. Focus group discussions and key informant interviews in selected public sector undertakings: Key reflective learning

4.1 Introduction

This chapter highlights some of the key reflective learning as a result of the FGDs and KIIs conducted in 14 PSUs.

The FGD and the KIIs formed a significant part of the multi-level approach employed by the SCOPE-ILO study. These were conducted to provide an opportunity to male employees, senior management and decision makers in the PSUs to voice their understanding and insights on factors influencing the career advancement of women. Also, the FGDs and the KIIs enabled discussions among male employees and company decision makers to suggest plausible measures to facilitate women's career advancement, particularly to senior management and top leadership positions.

The practical measures identified during the FGDs were shared with CMDs and Heads of HR during their interviews as key informants. This was done to take their specific views on the feasibility of the suggested measures within the PSUs.

4.2 Focus group discussions

The FGDs were conducted in 14 PSUs (*See box*). The 14 PSUs identified[1] in consultation with SCOPE, represented different sectors (such as electricity manufacturing, mining, services, *others* –civil aviation, construction) as well as categories (specifically Maharatna, Navratna and Miniratna).

LIST of 14 PSUs

MAHARATNA
1. Bharat Heavy Electricals Limited (BHEL)
2. GAIL (India) Limited
3. Indian Oil Corporation Limited (IOCL)
4. NTPC Limited.
5. Oil and Natural Gas Corporation (ONGC) Limited
6. Steel Authority of India Limited (SAIL)

NAVRATNA
7. Container Corporation of India Ltd (CONCOR)
8. Hindustan Petroleum Corporation Limited (HPCL)
9. Power Grid Corporation of India Limited (POWERGRID)
10. NBCC (India) Limited

MINIRATNA (Category I)
11. Airports Authority of India (AAI)
12. Metals and Minerals Trading Corporation of India (MMTC Ltd.)
13. NHPC Limited
14. RailTel Corporation of India Ltd. (RAILTEL)

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[1] Given the time period of the SCOPE-ILO study, it was possible to cover a select number of PSUs only. 14 PSUs were identified that represented different sectors as well as the Government of India's PSU classifications: Maharatna, Navaratna, and Miniratna. Other considerations in selecting the PSUs included companies having effective gender and HR policy; companies with a low ratio of women employees; SCOPE membership and active participation in SCOPE activities.

The purpose of the FGD was to engage in a discussion with male employees of PSUs serving at the same level as women who participated in the online survey (E4–E9 level). The FGD engagement had two aspects. First, the male employees were divided into six groups – with at least one woman in each group - to deliberate upon six themes. All the themes (biases and assumptions, engaging men in advancing women's careers, expanding company's women talent pool) had to be discussed in reference to one's own company. Second, drawing from the discussions on the six themes, collectively the group had to come up with some practical measures, which they considered feasible for their company to adopt in order to facilitate women's career advancement. In each of the PSUs covered, the FGD resulted in identifying maximum up to five strategies (see the summary of take-away points following this chapter).

4.2.1 Points highlighted during the FGDs

Irrespective of which PSU it was, the FGD discussions entailed open and friendly deliberations among male employees and their female counterparts. The following points emerged from the FGD discussions.

i.   There was a universal agreement among men employees participating in the FGD that "women are home makers; the care givers". Men were generous in recognizing and commending women's natural care giving roles vi-a-vis family. A natural corollary followed. Women were thus perceived as being less enthusiastic – primarily due to family responsibilities – about their careers that entails taking up transfer postings (a criteria for promotion) or serve long at field site locations. Also, it was mentioned that women were likely to have more career breaks owing to their maternity or child-care leave. In this respect, it was indicated that men in the unit have to manage the additional work created by shortage of women staff going for their maternity or child-care leave.[2] Further, when women return from their maternity or child-care leave, they are likely to lag behind in knowledge or skill development that may have taken place during their absence.

ii. While acknowledging that women in their career advancement are likely to face barriers – related more to their lifecycle choices than company policies – there ensued considerable arguments when the group collectively sat to suggest feasible organizational strategies or measures. Men employees were found to be very cautious in suggesting and agreeing to strategies lest – if accepted, it becomes counter-productive in the long run. Thus, while the agreement reached was to have some "affirmative actions" but a clear disagreement was not to translate such actions into any form of "rigid preferential treatment" (such as quota systems for women, especially at the senior management and top leadership level).

iii. There was time and again a reassertion that since not many women are seen joining the organizations' at the entry level - so obviously, the proportion of them reaching top positions are likely to be skewed in terms of proportion of men reaching top management positions. Therefore, it was not found justifiable to say women employees are skewed at

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[2] This is an inference drawn from the discussions, and is not evidence based.

the top because company polices were not favourable. Simply put, the argument for existing skewed ratio at the top was, there were not enough women to choose from or competing against relatively larger group of men, for the higher level promotions.

iv. Another aspect highlighted was, the organizations operate with targeted outcomes. Irrespective of their gender, leaders have to drive their companies' towards achieving the targets set. Hence, leadership does not depend on gender. Leaders must possess certain core competencies such as decision making capabilities, attitude and integrity, discipline and commitment towards organizational goals and targets – and those must be present in a company leader – whether a man or woman. In essence, men employees did not see a sea change in leadership style, if a woman was to lead a unit or the company towards achieving its target goals.

v. The FGDs drew attention to a fundamental point. PSUs can internally deliberate on women's career advancement, however, without specific guidelines issued by the Department of Public Enterprises under the Ministry of Heavy Industries and Public Enterprises, any structural changes in line with gender parity are unlikely to be introduced in any PSU. That is, if any of the strategies proposed under FDGs are to get translated into guidelines, then it must come as a recommendation from the Department of Public Enterprises. Then alone such guidelines are likely to be incorporated by the PSUs. The implementation of the Department of Public Enterprises instructions vests with the respective Board of Directors of PSUs and its concerned Ministry or Department.[3]

vi. Overall, the men employees highly appreciated the FGD process noting that this was the first time ever that a FGD focusing on men along with women was conducted to discuss "women's employees" issues. It was agreed that there was a need for men employees at all levels to become better aware and sensitive, to be able to become better allies for women's empowerment. In this respect, the employees hoped that such FGDs would recur.

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[3] For instance, the Department of Public Enterprises issued guidelines to all Ministries and Departments to direct CPSEs under their administrative control to make necessary amendment in their Conduct, Discipline and Appeal Rules on the lines of the guidelines laid down by the Honourable Supreme Court of India (in the Case of Vishakha and Others vs State of Rajasthan and Others (JT 1997 (7) SC 384)) to prevent sexual harassment of working women. Similarly, it had requested Ministries and Departments to advise CPSEs to constitute WIPS Cell to facilitate experience sharing, helping in confidence building and to ensure speedy redressal of their grievances including sexual harassment at workplace. This was in line with the 62nd Report of the "Status of Women Government Employees, Service Conditions, Protection against exploitation, Incentives and other related issues" by the Department related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice. There was also a guideline issued for ensuring that husband and wife as far as possible, and within the constraints of administrative feasibility, be considered for posting at the same station.

4.2.2 Take away points from FGDs

The take away points from FGDs included the plausible measures the group collectively agreed to or proposed, so as to facilitate women's career advancement to management and leadership positions. It was felt that the measures suggested are feasible for companies to review and adopt. Broadly, the measures suggested across the 14 PSUs can be divided into four key aspects presented below.

i. Improving organizational work structure

The focus was primarily on developing a proper succession plan starting from the induction level, and identifying the pool of future women executives to groom them in their career advancement. While suggesting a succession plan, men employees felt that such a planning would hold well for both men and women employees of the company. It was further emphasized that alongside the succession planning, a competency mapping for all functions and for all levels will strengthen and build the talent pool of women and men for leadership roles. Flexi-hour work arrangements were another pertinent issue highlighted in the discussions. However, there were reservations that such arrangements cannot be permitted on a long-term basis. Also, such arrangements must be considered for both male and female employees – preferably on a need basis.[4]

ii. Strengthening basic necessities and facilities

The need for adequate and proper water and sanitation (WASH) facilities in field sites or locations, even if such sites currently have no women employees, was highlighted. It was noted that such sites may have women employees visiting the site on work or other women as visitors. Introducing child-care leave and paternity leave at par with Central Government regulations was also suggested. Similarly, making available crèche facilities was seen to be beneficial not just for women employees but also their male counterparts, who may have a working wife or could be a single parent. In addition, transport facilities for any long after office engagement was recommended.

iii. Sensitization at all levels

The FGD process was seen as a positive experience by men employees wherein they could freely interact with their women counterparts on gender issues. Drawing from their FGD experience, the group suggested making provisions for mandatory, rather than one-off, gender sensitization trainings cutting across all levels – going up to the top management. In addition, promoting structured trainings for skill upgrading was suggested at various levels for all employees. Another aspect highlighted was the guidelines of the Department of Public Enterprises. There is a provision for considering same location posting for husband and wife working in the same organization. It was suggested that there could be guidelines to ensure or facilitate same-location postings for spouses, irrespective of the organization they work in.

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[4] In some PSUs, there was a contention that by focusing on what hinders women's career and what ought to be done to advance their careers, there is a tendency to overlook those male employees who may be facing similar hurdles as women do, owing to their family situations (such as having aged parents to care for; being a single parent or a wife posted elsewhere).

iv. Other supporting factors

Trends are changing, nevertheless, there are still relatively fewer women than men joining the companies at the entry level especially in the technical fields. To encourage more women at the time of induction, it was suggested that companies give more publicity to their recruitment process and make prospective candidates aware of the organization's commitment to gender diversity and its "women friendly work environment". This may attract more women to the company and enable it to expand the base of the pipeline. It was also suggested that to influence other women to aspire for career advancement, the company should recognize the exemplary performance of women employees.

4.3 Key informant interviews

During KIIs, the FGD take-away points were shared with the respective top and senior management in 14 PSUs. Unequivocally, the leadership and the senior management interviewed as part of KIIs while acknowledging women as having the talent and potential to career development, reiterated that their organizations and its policies are "gender neutral", where merit overrides gender to achieve organizational goals and targets. The following 10 core points emerged from the KIIs.

i. Without ambiguity, those interviewed, especially CMDs and Heads of HR, stated that their respective companies are highly supportive organizations. In no manner, whatsoever, are women deprived of any opportunity. Rather, there is equal opportunity for women as far as training, job opportunities, assigning different tasks and promotions were concerned. Women employees are treated at par with men employees in every field. Women are also part of various committees constituted within the company.[5]

ii. Further, companies have well defined promotional policies,[6] also, all positions at higher levels are well-defined. Hence, it leaves no scope for discrimination.

iii. There was a clear cut emphasis that *leadership does not depend on gender*. As clearly stated by a CMD of one of the PSUs, "*Definitely, for a company to succeed and retain its*

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[5] In some companies, such as Oil and Natural Gas Corporation (ONGC) Limited, women are also part of all selection boards and committees.

[6] At NHPC, the CMD articulated a key point about promotions. In a company like NHPC, policy requires staff to have served at field locations to gain eligibility for higher level promotions. Field postings are mandatory for personnel to understand the core work of the company and on-the-ground challenges. Field postings are located in remote or dense, hilly areas. NHPC has had instances where a woman employee declined a posting to a field site, thereby foregoing a promotion. The management can dialogue with the candidate to reason out the matter, but, as the CMD shared, it is difficult to dialogue over a field posting because it is a pre-requisite. Women employees do not deny importance of field postings, but they say that woman usually decline a posting because of family responsibilities. They requested that management consider giving them a timeline within which to take up the posting so that their promotions are not affected. This means, if a woman is offered a field posting when she is at E6 but she declines it; her promotion to E7 must not be withheld, but the company can give her a time period within which she must take the mandatory field postings. Women also requested that the required postings be divided into shorter phases rather than requiring a posting for two years or so.

competitive edge, it should cut across all demographics when considering people for leadership positions. To drive organizational performance, efficiency, excellence and competence should precede gender, as well as other demographic categories in the company."

iv. It was noted that though women continue to be more visible or prefer office or desk jobs (such as HR, corporate communication, finance, IT/information systems) – more so because they often find it harder to adjust to shift duties or odd timings; the trend nevertheless is changing – though slow. It was shared by multiple senior management staff that nowadays women are recruited in all disciplines including geology, electronics, electrical and construction; they are working in remote and offshore locations as well.[7] This is a positive change.

v. All PSUs promote training and skill upgrading opportunities to all levels of employees. Some PSUs have a "systematic talent management schemes". Over and above specialised training programmes for all employees, certain special programmes for developing women managers are organized to enhance their managerial effectiveness and contribution towards the organization.[8] Apart from training, women are also provided with various opportunities for growth and development like challenging assignments, projects or postings within the company and experiential learnings through collaborator site visits.[9]

vi. It was also contended by top management that though everything need not necessarily translate itself into a written policy document, companies are sensitive towards their women employees. They are not averse to career hindrances that are likely to emanate from women's life cycle choices. Hence, they are considerate and try to accommodate as far as possible need based requests of women employees. However, nothing can be done by keeping organizational needs at a disadvantage.[10]

vii. Women respondents under the KIIs included independent, functional, government nominated women in Boards or Directors, or a WIPS representative or Women at a senior level having a say in the decision making) say a lot depends on women themselves to

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[7] In Airports Authority of India, women are now part of fire-cadres. Earlier, this job was not open to women candidates.

[8] In PSUs like BHEL, since Subordinate Development is a key BHEL competency, women employees are also assigned as mentors to hone their coaching skills and develop them as leaders.

[9] In addition, in almost all PSUs it was noted that PSUs promote equal opportunities during recruitment; also they have policies in place like child-care leave policy and fully paid maternity leave. That furthers the interest of women employees. Besides, there are Internal Complaints Committees to prevent sexual harassment at workplace.

[10] For instance, flexible work arrangements came up as an enabling factor in the FGDs and the online survey. However, it was suggested by top management that not all kind of jobs – especially the technical ones or onsite jobs – also the ones which may complement such jobs - can promote such flexible arrangements. However, in some other instance, considerations are possible and have been shown. For instance, in PSUs such as the Airports Authority of India, if a female staff is posted to a remote location (which is rare as Airports are typically easily accessible cities/outskirts of cities) - from a city, where she resides with her family, she can keep her accommodation for the duration of her posting.

maintain a healthy work-life balance. They felt that the onus also lay on women how they wish to change perceived notions by men: "women think more emotionally and cannot make hard choices"; or "women do not keep themselves updated and tend to lag behind." They opined, men may be more career oriented than women but it is not right to say that women cannot make hard choices. Rather, they not only can make hard choices but also make transformative choices. What facilitates women's upward mobility depends much on women's self-confidence and determination. However, this is not to imply that companies negate their responsibilities to create conducive environment for women's talent pool to get recognized, grow and expand.

viii. Gender diversity definitely speaks a lot about the organizational culture. Many also believed that it is a key driver of growth as women bring with them a unique set of personality traits which helps in creating balanced leadership. But presently, there was a difference of opinion among various interviewees, whether measuring organizational performance must include gender diversity as one of the parameters. The main reason cited was when company's targets are being well met, just because of less number of women employees, the company must not score low on any evaluation chart.

ix. It was also suggested during the KIIs that 'mind-set issues' are not just at the company level. The lower participation of women in the workforce has social rooting. The point is, at the social level too, a lot needs to be done and changed. The entire onus of changing mindsets cannot be put on companies and their management.

x. Finally, all the CMDs interviewed agreed that considerable headway has been made, though it may take some time to reach a scenario where we have almost equal representation of women in various disciplines at different levels. So, what can be said aptly is, "*the cracks might be bigger – as the speed of change has increased - but the glass ceiling is still not shattered*". It may take some time before the ceiling is non-existent.

4.4 Conclusion

The male employees through the FGDs, and the senior management and key decision makers in the company through the KIIs unambiguously reiterate that no company policy is discriminatory. Rather, all are *gender neutral*.

No gender pay gaps in PSUs is definitely indicative of a gender neutral policy; also the fact that all PSUs follow open recruitment; promotions at higher levels are merit based with everyone eligible having equal opportunities. Appreciating the positives, it is necessary to nevertheless note that gender-neutral policies do not necessarily promote substantive gender equality as indicated by the skewed percentage of women in the leadership ladder.

Deliberations and interactions during FGDs and KIIs reaffirm that organizations must show their intention to recognize women as a talent pool and effectively use this talent pool.

This is possible by creating a robust system that nurtures their potential, and focuses on their competency building. This further calls for proper succession planning of women employees starting from the entry level and identifying the talent pool to groom them in their career advancement. At the entry level, organizations may need to make a conscious effort to draw more women into the organization so that there is adequate number of women who can be groomed for board level or higher level posts.

Summary of take away points from FGDs in 14 PSUs

(*Presented in alphabetical order of organizations*)

Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
1	Airports Authority of India (AAI)	1. Recruitment of women executives at higher management (E6) level (Direct Recruitment quota) OR reservation to women employees at E6–E8 level (1-5%) at promotion level 2. More publicity to the recruitment process to make prospective candidates aware of AAI's role 3. Confidence building techniques and measures by seniors and colleagues, such as arranging special seminars or training programmes as well as involving more female employees in decision making 4. Introduction of facilities like child-care leave and paternity leave at par with Central Government, aged parents care leave equivalent to child-care leave, crèche facilities, pick and drop, Flexible working hours (for male and female employees), work from home, special study leave for women employees, restrooms, including reservation in allotment of official or residential accommodation for women employees at all stations	8	NBCC (India) Ltd.	1. Need for job rotation policy for all employees in the company. 2. Need for competency based framework (functional and behavioral) for all employees all functions. 3. No qualification based promotion. 4. Participation of female representative in all committees 5. Facilities like crèche, transportation, flexible hours and so on for all employees.

Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
		which should be displayed on AAI website 5. Special consideration to women employees during transfer posting – exemption for a specific period upon undertaking or avoiding their posting in highly sensitive stations or two additional exemptions in service period apart from CEG			
Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
2	Bharat Heavy Electricals Limited (BHEL)	1. Child-care leave in line with the guidelines of the Department of Public Enterprises 2. Exposure in main stream functions including engineering, project management, site postings, shop floor postings and marketing, at all levels, especially in formative years 3. All committees to have woman representation 4. Facility of day-care centres for non-factory offices 5. Flexitimings with 6 hours overlap (10 A.M. to 4 P.M.)	9	NHPC Ltd.	1. Identify areas where women can be given preference for selection and retention. 2. Make facilities to retain women employees (such as allowing them flexitimings, work from home and sabbatical, plan on timing and duration of field posting, infrastructure development at project sites) 3. Proper succession planning starting from induction level of executives and identifying the talent pool of women officers grooming them so that their advancement is possible. 4. Enable promotion and field based placement on functional requirements.

Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
3	Container Corporation of India Ltd. (CONCOR)	1. To have a mentor-mentee policy (identifying the strengths and weaknesses and building upon them). 2. To have a formalized child-care leave policy and crèche facility for women employees in line with Central Government guidelines or best practices in other PSUs. 3. To have transportation facility for women employees during odd hours and at strategic terminals which are at remote locations and inadequate transport facilities. 4. To have structured trainings for skill upgradation at various levels for all employees. 5. To have recognition for exemplary performance.	10	NTPC Ltd.	1. Objective performance evaluation for women counting the absence period due to maternity leave and base their performance evaluation on the basis of their average performance in the past three years. 2. Mentoring: every female executive must be associated with a fairly senior person to get the guidance, help and support for growth in the company. 3. Mandatory gender sensitization training or task forces to take care of gender issues at all levels. 4. Different enablers including allowing flexible hours, Safe and women friendly work place, 24x7 day-care for children and elderly care enabling employees to participate in odd or after-office hours, work from home. This will reduce the gender bias.
4	Gas (India) Limited (GAIL)	1. To identify functions and locations where women employees' skill set can be better use within the existing set-up. 2. Same location postings for spouses, irrespective of organization. 3. Identify areas and functions to allow flexitiming and work from home	11	Oil and Natural Gas Corporation Limited (ONGC)	1. Scaling up of "gender sensitization programme" at different levels to appreciate and respect each other for working together. 2. Scale up infrastructure and supportive environment at every field locations: example, WASH facilities (even if women are not

Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
		(irrespective of gender) for a better work life balance. 4. Conducting more gender sensitization programmes at regular intervals.			posted); crèche facilities that is open (for all employees); posting at least two women together at field locations. 3. Identify possible areas that enables flexitimings at work. 4. ONGC has less number of women at higher managerial levels therefore due preference to competent women in promotion.
Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
5	Hindustan Petroleum Corporation Limited (HPCL)	1. Gender equality policy 2. Positive interventions to recruit more women 3. Provide more exposure across functions and locations, and positioning them in higher roles 4. Work from home, flexitimings on need basis 5. Enhance amenities such as crèche, day-care and safe transportation	12	POWERGRID	1. POWERGRID is practicing gender neutral policies like recruitment, transfer and posting. 2. POWERGRID may adopt a competency mapping system specific to middle and senior women executives, to create a succession pool for leadership roles, 3. Male employees are to be sensitized about issues concerning women employees in the organization
6	Indian Oil Corporation Limited (IOCL)	1. Specific company policies – child-care leave and spouse joining leave – for both men and women. 2. Previous years rating protected during maternity leave so as not to affect promotion.	13	RailTel Corporation of India Ltd (RAILTEL)	1. To encourage women in all spheres of management functions (HR, finance, marketing, technical) by giving preference in initial recruitment process, in making due

Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
		3. Mid-career intervention in form of coaching, mentoring, developmental and functional inputs for motivating future women leaders. 4. During recruitment, showcase or highlight the "women friendly work environment" of our organization to increase base line of women participation.			representation in the selection or promotion committee. 2. Make gender friendly provisions like crèche facilities, transportation during late hour working, flexitiming (work from home) for a defined period, preferable postings once or twice during their career path. 3. Holistic development of women employees by providing them mentorship, encouraging them to lead in different areas of management functions.
7	Metals and Minerals Trading Corporation of India (MMTC)	1. Regular training for leadership at prestigious institutes. 2. Job rotation and diversified assignment for career growth. 3. Facilities like crèche, child-care leave, flexible working hours and transport for women deployed after office hours and holidays. 4. Gender diversity trainings for all officers including induction level – two trainings minimum in one year. 5. Conducting departmental promotion committee meeting annually latest by 31st July.	14	Steel Authority of India Limited (SAIL)	1. Basic facilities for all employees (such as crèche, wash rooms at workplace, plant locations or warehouses), quality canteen, sabbatical, child-care leave, flexitiming, paternity leave, work from home) …. 2. Gender sensitization training, coaching at entry, middle and senior levels. 3. Objective transfer policy including choice posting, optional tenure posting for all 4. Competency mapping for junior or middle management level (detailing specific knowledge, skill and attitude set a person requires for that

Sl No	Organization	FGD Take Away Points	Sl No	Organization	FGD Take Away Points
					position) and should be linked to Promotion Policy
					5. Counsellor facility in all areas who can guide on personal and performance issues

5. Women's career advancement to leadership and management positions in public sector undertakings in India: Summary of key challenges and influential factors

5.1 Introduction

Gender inequality is well recognized with regards to women's advancement in the workplace. The PSUs, the single largest organized sector in India, can become model employers by taking some proactive steps that promotes and encourages women employees, by ensuring *gender equal* and not *gender neutral* opportunities.

14 PSUs that were part of the FGD and KII process cited adopting forward looking innovative policies that are helping women to overcome difficulties they may face in their careers. This has included introducing (as per government rules) child-care leave, maternity leave, recruiting at least one woman to the company's board of directors, and setting up internal committees to address sexual harassment at workplace. PSUs have also initiated special skill development programmes and trainings for women employees, besides showing sporadic need-based considerations as and when required (especially to enable women to meet their family commitments).

Much done, much more needs to be done in a robust manner. For the obvious reason that women are still highly underrepresented at senior and top levels. Also, a number of challenges continue to plague women's career advancement. These need priority redressal.

This chapter summarizes some of the common challenges globally acknowledged as well as highlights some specific challenges that the SCOPE-ILO study identified.

Identifying challenges has led to determining some of the influential and enabling factors – that have the potential to enhance women's career advancement. These enabling factors have guided the proposed recommendations in the way forward (chapter 7). The recommendations will help SCOPE to dialogue with its member organizations, also relevant ministry. In so doing, it can facilitate the process of encouraging and promoting more women in leadership and senior management positions within India's public sector enterprises.

5.2 Globally recurring common challenges

Prior to the SCOPE-ILO study, multiple studies (McKinsey, 2008, 2016; OECD, 2016; CIPD, 2016; ILO, 2015; Catalyst, 2007) have recognized barriers, be they structural or cultural discrimination, prejudice or stereotyping, affecting women's career advancement.

A global report by the ILO - Bureau for Employers' Activities (ACT/EMP) 2015 has aptly summarized almost *two dozen barriers to women's leadership.* These were found common in almost all settings. The barriers include:

1. Women have more family responsibilities than men
2. Roles assigned by society to men and women
3. Masculine corporate culture
4. Women with insufficient general or line management experience
5. Few role models for women
6. Men not encouraged to take leave for family responsibilities
7. Lack of company equality policy and programmes
8. Stereotypes against women
9. Lack of leadership training for women
10. Lack of flexible work solutions
11. Lack of strategy for retention of skilled women
12. Inherent gender bias in recruitment and promotion
13. Management generally viewed as a man's job
14. Gender equality policies in place but not implemented
15. Inadequate labour and non-discrimination laws

Added to the above list, are other prominent barriers. For example, workplace harassment is one key issue. Also, lack of mentoring, networking opportunities, lack of transparency in roles and expectations, absence of a clear career path, unavailability of relevant platforms to up skill their expertise, and exclusion from informal male-dominated networks.

A holistic – all round – effort is needed to address the multiple barriers and challenges that limit career advancement for women, also their assuming positions of leadership.

In the context of PSUs, not all barriers cited above are relevant. PSUs part of this study have clearly voiced that they have open recruitment policies; they follow government guidelines, issued from time to time; their policies (by their own submission) are gender neutral; and they have taken initiatives to encourage women to go for leadership training or other skill development programmes. Notwithstanding ongoing measures, this study brought to fore - four specific challenges.

5.3 Four challenges identified by SCOPE-ILO Study

Echoing most but not all of the common challenges as recognized by other studies, the SCOPE-ILO study brought out four very specific and interrelated challenges: lack of recognition of women as a talent pool; lack of career and succession planning; lack of responsive and sensitive mechanisms; and non-recognition of gender diversity as a strategic issue.

i. Lack of recognition of women as a talent pool

Many companies on paper may recognize women as talent pool, in reality women contend they are more recognized as per their *gender* not as per their *talent*. As one respondent to the Survey noted:

> *"All else being equal, women are required to render higher performances than male colleagues in order to even be recognized as 'somewhat equal'. There is a tendency to somehow dismiss a woman's performance when career decisions are made by the management with average performing male colleagues being favoured over high or top performing females at work. The general perception that women are simply the 'additional' earners in the family and therefore are not into pursuing careers seriously hampers progress, however seriously she applies herself to the job."*

Another respondent sharing her experience wrote:

> *"In my first place of posting in a refinery, I asked for a post of unit maintenance to gain field experience. I was denied by my Head of Department by saying that the staff will not listen to a woman officer. I lost the opportunity. I was given a very low rating later showing the cause that I am not in field maintenance which is more demanding. Later on my tenure in regional headquarter while working in a project, I was given a supporting role, while my junior male colleague was given the role of nodal coordinator with a project management consultancy contractor. I asked for the reason as I was senior and had more years of experience in project management and was more qualified also. I was told that I cannot travel more because of my family responsibility… as per my experience, in my organization lot of people in middle management possess a perception that women do the job for double income for family and they should have no importance for career growth. Especially in technical department, women employee do not get the unbiased recognition of their skills and knowledge…"*

ii. Lack of career and succession planning

Success planning complemented by competency mapping needs to become a top priority. Looking at a company's business structure, its business and its future goals, succession planning helps to identify the key job profiles that are critical to the functioning of the structures, implementing the plans, and achieving company goals. Such planning needs to be complemented by competency mapping - skills, knowledge and attributes - that will be necessary for the identified job profiles. Such a competency mapping of each employee (at levels) will help identify employees who have the current skills - or the potential to develop skills - that can help them move up in an organization, or on to other positions. It will also enable employees, including women employees, to assess themselves and address any shortcomings by undergoing relevant training, and grow better in the company. [1]

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[1] During the FGDs and KIIs, some PSU employees did talk of initiating succession planning or it being in the making. However, the insistence of women employees on success planning complemented by competency mapping, is indicative that this process of planning and mapping has yet to be completed.

iii. Lack of responsive and sensitive mechanisms

There is a strong need to establish robust responsive and sensitive mechanisms. This will help encourage compliance with gender equality policies, pinpoint deficiencies, and redress inequalities. For instance, women's access to leadership is hampered due to significant non-recognition of differentiated gender needs. Women's careers are likely to be affected by lifecycle choices or stages of life but these may go unrecognized by companies, hindering progress in women's career path.

As a respondent to the survey shared:

> "*The year I took child adoption leave for 6 months, despite achieving all my annual targets in balance period of 6 months, in my Annual appraisal report, I was rated only "Very Good" instead of Outstanding with only one single comment: "Officer was on leave for 6 months"…Due to this I had lost one year in my career advancement."*

Similar thoughts were echoed by other women during the survey:

> "*While returning from maternity leave I was recommended to take a desk job as it was assumed that I would not be able to manage work-life post maternity! Ratings given during maternity leave period are low as company does not have any policy to secure ratings during maternity leave.*"

During the FGDs with men, women stated maternity and child-care leave are implied career growth loss for female employees. "Often maternity and child-care leave is considered as paid holidays by our male colleagues."

iv. Non-recognition of gender diversity as a strategic issue

It would be wrong to say that companies do not appreciate or value gender diversity in their organizations. The problem lies in the fact they do not see it as a strategic step that has a bearing on the company's performance or meetings target. Thus, gender diversity as a concept gets appreciation but there is no specific planning towards making an organization gender diverse, as there would be to plan for a company's growth and achievements in other areas. In short, gender diversity is not a key performance indicator.

However, when asked whether measuring organizational performance must include gender diversity as one of the parameters, most of the CMDs interviewed responded in affirmative. As one of them noted, "Yes as it speaks a lot about the organization culture, besides being a key driver of growth in the years to come as women bring with them a unique set of personality traits which help in creating balanced leadership". If that is the case, then role of leadership requires that awareness on diversity is well articulated, established and integrated in the company objectives and operations.

In addition to the above challenges, women employees were vocal about another significant point, in particular. They voiced that much has been written about women from the perspectives of women. The need now is to shift the focus on male colleagues and sensitize them towards

recognizing women as a talent pool, appreciate their skills, and enhance their career development.

As a woman participant said during the FGDs: "in an organization where the majority are men, it is good we are having this FGD with primary focus on male employees. Otherwise, talking of steps to advance women's career in an organization with only women's participation is a futile exercise."

This thought is echoed at multiple levels (Survey, FGDs, and KIIs) in different ways. The compelling point is, organizations may not intend to be gender unequal – on paper they definitely are gender neutral; however, there continues to be a lack of orientation and sensitivity towards women, and their career advancement issues are attributed specifically to their life cycle choices or other familial obligations. This impedes policy decisions.

Discussion and interactions over the manifold challenges through the online survey, FGDs and KIIs facilitated pinpointing a number of enabling factors that have the potential to influence women's upward mobility in their career paths. The enabling factors guided the drafting of a "way forward" in terms of guidelines or recommendations for both SCOPE and PSUs to consider (see chapter 7).

5.4 Influential and enabling factors

As part of a concerted effort, the senior and top management of the PSUs need to commit to initiatives that see diversity as part of an organizational culture and that have strategic relevance. Initiatives for gender equality should not be sporadic piecemeal efforts to enable the participation of women in a single core business activity, or only add a few more women to the top level.

A number of suggestions were put forth by respondents and participants of the SCOPE-ILO study. These suggestions were considered as influential factors that will enable women to be more visible within the PSUs. They also aimed to make them an equal competitor in the process of career advancement, leading to top leadership and management positions.

Broadly, there are seven so-called influential factors.[2]

   i.   First and foremost, addressing deep-seated assumptions that align diversity initiatives with negative business outcomes; instead, incorporate and pursue gender diversity as a key performance indicator throughout the business cycle such that starting with line managers all are made accountable for linking diversity with business outcomes.

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[2] The seven factors are being mentioned with respect to the PSUs which formed part of the SCOPE-ILO study. It is likely that such factors may be applicable to other companies as well.

ii.   All forms of flexible working arrangements are associated with less commitment. Facilitate flexible working arrangements by setting realistic deliverables. Take action against non-deliverance. Also, it is important that such "women-centric" policies do not exclude men; rather it must enable both women and men to balance their roles at home and in the workplace.

iii. Based on succession planning and competency mapping, identify development opportunities and facilitate use of mentors for women through successive stages of their career, starting from induction at the entry level.

iv.   Aim for achieving a critical mass of women in management positions to avoid tokenism, build their confidence, limit existing minority (women)-majority (men) dynamics, and encourage women to emerge as leaders or encourage emerging women leaders.

v.   An important aspect is to review internal organizational data by collecting gender-disaggregated data at each level; also, measure the opportunity cost of underutilization of a talent pool, and failure to attract and retain women employees – both can spur beyond awareness some action (to address skewed representation of women).

vi.   Investing in training and leadership programmes that focus on mentoring and advocating for the advancement of women. In this regard, it is critical to engage men at all levels.

vii. Last but not the least, any "role model" at the senior levels - especially women reaching top positions; also men, showing highest professional and behavioral standards - must be commended within the organization. It helps to dispel doubts and instil confidence in aspiring women.

It is imperative that having goals in will not be enough; management must be held accountable for them. Also, there ought to be clear objectives for gender diversity that are "currently actionable, and later - measurable".

5.5 Conclusion

If organizations are serious about furthering gender diversity in their workplaces – and taking advantage of the many skilled and talented women – then real, actionable steps need to be put in place.

Taking into account the above challenges and enabling factors can facilitate many PSUs aiming to promote gender diversity within their organizations, to reorient themselves.

No change however can be achieved overnight or by a quick fix solution (such as reserving a few seats at the top levels and nominating one woman board member). Promoting and encouraging women's career advancement goes beyond increasing a few statistical numbers. It much depends

on crafting the "right messages", drawing the "right attention", taking "practical steps", and creating "conducive women friendly work environment" that together helps to build a strong gender-balanced talent pipelines; as well as establish the fact: "organizations with the most gender diversity outperform those with the least"!

A credible effort towards creating a conducive women friendly work environment could be creating a body of champions, both women and men, who have been successful in overcoming barriers or who are known for their exemplary performance. Organizations can train these champions. Following their training, they will become a task force that conducts gender training and sensitization sessions focusing on equal opportunities in PSUs.

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6. Global and national best practices to facilitate women's career advancement

6.1 Introduction

A study by the McKinsey Global Institute (MGI, 2015) showed that India has one of the world's largest gender gaps when it comes to labour force participation, with women accounting for only 23-24% of the total labour force, and generating a mere 17% of GDP. This is far below the global average where female workers generate 37% of GDP. According to the MGI study, India can increase its 2025 GDP, estimated at $4.83 trillion, by between 16% and 60% simply by enabling women to participate in the economy on par with men.[3] Similarly, a World Bank report has noted the stagnation of women's labour force participation despite rising economic growth, fertility decline, and rising wages and education levels.[4]

Under the SCOPE-ILO study wherein the focus was limited to 201 SCOPE member organizations, the data on women employees indicates that their numbers do not exceed beyond 10-12%. The number gets further skewed between 7-10% at senior management and leadership levels.[5]

Gender diversity has come to centre stage as one of the key performance drivers. Indeed, some PSUs are showing changing trends at entry-level with more number of new women entrants, as compared to previous years. To create a transformational change, one needs a sustainable talent pipeline – starting from the bottom of the pipeline - that shatters the glass ceiling at the top. PSUs can and must do their part to help make that happen. It means committing to advancing and empowering women and putting in place steps that will allow women to climb higher on the company ladder.

Drawing from different secondary sources, this chapter aims to present a number of best practices examples, both in India and globally. This is to showcase efforts of different

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[3] McKinsey Global Institute (MGI) (2015). THE POWER OF PARITY: Advancing Women's Equality in India. Available at: https://www.mckinsey.com/~/media/McKinsey/Global%20Themes/Employment%20and%20Growth/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20India/MGI%20India%20parity_Full%20report_November%202015.ashx

[4] Klasen, Stephan; Pieters, Janneke (2015). *What explains the stagnation of female labor force participation in urban India?* Policy Research working paper; no. WPS 7222. Washington, D.C.: World Bank Group. Available at: http://documents.worldbank.org/curated/en/539141468186871615/What-explains-the-stagnation-of-female-labor-force-participation-in-urban-India

[5] This is an indicative percentage estimate drawn from the data made available to SCOPE by its member organizations at the time of the study. Not all 201 members could share the employee data with SCOPE during the study duration; hence, the percentage range for all women employees and for senior level management and decision makers gives a fair representation of average estimated percentage of women employees in SCOPE member organizations. There are multiple organizations that have no women employee at the E7–E9 levels. Similarly, there are member organizations which have less than 10% total women employees and some as high as or closer to 22%.

organizations in tackling the issue of gender diversity. It seems, such efforts have given a boost in facilitating women's career advancement, and making organizations better inclusive.[6]

6.2 Global best practices

Global multinational companies are tackling the gender diversity challenge, by employing different initiatives. Some of these are mentioned below.

Schlumberger, world's largest oilfield services company has one of the highest sex ratios in the industry. It was named as one of the 'Top 50 places where women want to work' by The Times. Its prominent initiatives include: a) Policies and procedures crafted to adapt to maternity, life-style, dual career couples and continuity. The company promotes a genuine meritocracy and a dynamic, supportive environment in which female talents can thrive; b) gender diversity is driven by the top management, and forms a core part of business strategy; c) women are encouraged to pursue education and careers in engineering. Schlumberger collaborates with world's leading universities to offer scholarship programmes combining classroom education, internships training, and individual mentoring. Its non-profit entity Schlumberger Foundation funds a flagship programme, Faculty for the Future, to support women in science and technology; d) leaders recognize the importance of achieving a critical mass of women at the management level for the change to take on its own life. Success stories and role models are widely celebrated through different channels such as the web network: Connect Women.

PricewaterhouseCoopers' (PwC), a multinational professional services network, adopts a strategic approach to advancing women aims to raise awareness, monitor performance, and support progress. PwC launched a bias awareness training programme to help understand the nature of bias and demonstrate techniques to control personal bias in the workplace when, for example, assessing colleagues for promotion or performance. It also developed an actuarial model[7] to uncover underlying patterns, blockages, and trends in the way women are promoted.

Procter and Gamble (P&G) an American multi-national consumer goods corporation, vigorous gender diversity programme led to the appointment of five women to their ten-member Board, and each one of them had been on Fortune's Most Powerful Women List. **P&G's** first step was to set robust goal and metrics. It has designed a thorough analysis process to measure and track performance metrics for female retention, promotion and leadership development improvements, with clear personal and team accountabilities. P&G commits to including a target number of female candidates for leadership appointment. P&G also helps female talents to gain visibility and impact through high touch activities through a systematic review of activity and role assignment. In addition, it closes the gender gap by bridging a pathway to power: hiring enough

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[6] A limited number of secondary sources have been referred to primarily highlight multiple organizations' efforts. It is however not within the purview of this study to authenticate or assess the success of these efforts.
[7] Actuarial model uses statistical analysis to manage uncertainties by making informed predictions about future events. It helps to design optimal policies, by analyzing risks.

women at entry levels; conducting leadership and mentoring programmes to develop female leaders; creating critical mass which requires several female leaders with high visibility working together to create an inductive culture for change.

Deloitte and Touche offers auditing, accounting, financial advisory, risk management and tax services. Its Women's Initiative (WIN) is an initiative to retain, develop and advance women leaders with diverse development programmes targeting female talents across the organization from entry level onwards. Each year WIN hosts a number of events, one of them being "leading edge". It is five-day course focusing on leadership development, negotiation skills, and preparation for senior positions. Mass Career Customization (MCC) is another programme that transforms the traditional corporate ladder into a corporate matrix, and addresses flexibility and career-life fit. MCC enables a defined process to personalize multidirectional career paths for individuals to fit work into life as priorities change over time.

E.ON, an international, privately owned energy supplier, has a wide range of practices that include mentoring programmes, balanced candidate short-lists, female resource groups or internal networks sponsored by a senior male leader and supporting emerging female leaders on an exclusive development programme called "Pipeline". In addition E.ON has established targets for female leaders in every unit in the country.

Henkel operating globally in three business areas: adhesive technologies, beauty care, and laundry and home care - recognizes the importance of flexible working in enhancing performance, motivation, productivity and efficiency on a sustainable basis. Flexible working models that Henkel offers include home office, part-time, compressed workweek, mobile working; it is also open to individual flexible solutions that serve the proactive design of work-life flexibility for its employees. Henkel has a Charter of Work-Life Flexibility.

Solvay, a Belgian chemical company's ambition is to improve the gender mix at all levels of the organization, pursuing to reach an objective of 20% of senior executive positions held by women in 2020. Its key initiatives include: raise awareness and engage all employees in Solvay's Diversity and Inclusion commitment and expectations; foster an inclusive culture by developing related competencies, behaviors and working practices (such as training on unconscious bias, women in leadership, flexible work arrangements, maternity and co-parent or adoption leave); review HR processes and embed guiding principles in recruitment, talent management and succession planning (such as through mentoring and coaching).

Ericsson's, a multinational networking and telecommunications company, leaders are participating in a mentoring programme for women in the talent pipeline. Individual coaching is offered to female employees as part of their developmental input. When making appointments and looking at candidates, there is utmost focus on ensuring diversity in the candidate slate. All HR processes have been reviewed and amended to take diversity aspects into account. Close to 65% of all leaders have participated in face-to-face workshop on addressing unconscious bias (remaining to be addressed soon). Diversity concepts are embedded into all *Ericsson's* global leadership programmes.

In 2016, **TOTAL,** a French multinational integrated oil and gas company, and one of the seven "super-major" oil companies in the world, along with 20 other oil and gas companies, made a commitment at the World Economic Forum by signing "Closing the Gender Gap – a Call to Action". This joint declaration is based on **seven action principles**: involvement of management; expectation and goal setting; programme dedicated to the fields of science, technology, engineering and mathematics (STEM); clear responsibilities; recruitment, retention and promotion policy; inclusive corporate culture; and work environment and work-life balance.

6.3 Initiatives in India

In India, as per a survey conducted by Great Place to Work Institute and the Economic Times (2017), the multi-national companies appear to be better than Indian companies in terms of best workplaces.

The survey highlighted a number of initiatives undertaken by companies found best to work for in India. The initiatives also included steps towards promoting gender diversity or being gender inclusive.

Ame*x* (American Express India) designed a gender diversity initiative: 'Reach Out' in collaboration with four other leading companies - PepsiCo, PwC and Tata Sons. *Reach Out* provided a development platform for senior women leaders to 'Share, Network and Learn' from leaders and peers across these organizations, to enable greater career success. Google India is said to offer academic scholarships to future leaders in technology and supporting employee resource groups like Women@Google.

SAP Labs India - subsidiary of SAP SE, the world's leading provider of business software solutions, has a number of initiatives to its credit. Its "Run Mummier" is a maternity return programme that focuses on ensuring the return of a female employee after her maternity leave as smooth as possible. 'Part work from home' after the birth of a child implies that male employees, apart from paternity leave, have the flexibility to work for four hours at office and the rest from home. Under its Maternity Leave Policy, women are offered with cab transportation during and post pregnancy. "Business Women Network" is a forum which strives to foster a diverse workplace at SAP by inspiring women employees through the creation of role models and sharing of inspirational stories of successful women in leadership positions. "SAPlings in-house crèche" caters to 250 children in the age group of 9 months to 6 years. Under this programme children are provided with day care, Montessori education, summer camps as well as other activities. A key factor for SAP's success in building and executing a gender diversity programme is a robust governance model involving senior leaders, which includes both men as well as women. Each of these programmes is tracked and monitored through well-defined metrics.

Godrej, an Indian company operating in diverse sectors has facilitated formation of networks such as resource groups for working women (Godrej Alliance for Women) and parents (Godrej

Alliance for Parents) with cross-company leadership networks. Both these networks are supported with periodic trainings, external speakers and workshops to address the particular issues that each group may encounter. The company is also starting to create goals in terms of female representation in its workforce, and at different managerial levels.

In addition, there are companies such as **Accenture** which have women employee mentorship programmes; also a women's network; and training and leadership development for its women employees**. _Intel India,_** an engineering design and development centre for key Intel products, has increased paternity leave from five days to 10. Intuit*,* a business and financial software company, has formed the Tech Women@Intuit – a group of women who volunteer their time and talent towards making Intuit a remarkable place for technical women, providing valuable perspectives necessary to fuel innovation and global business.

Some other companies are setting new benchmark in policies for women. For instance, **Tata Sons** is rolling out a set of woman-centric policies that include paid maternity leave of seven months, 18 months of half pay-half working day post-maternity support, secure performance ratings during the maternity leave and flexible work duration. Also, Tata Group's Tata Second Career Internship, is a management programme targeting women professionals who wish to return to the professional space after having taken a career break of at least six months for various reasons. Women in the programme are provided opportunities to take on flexible work assignments, with various companies in the Tata Group.

6.4 Lessons learned from best practices

Eliminating barriers to women's career advancement (chapter 5) is likely to be a daunting task. Nevertheless, several companies – some mentioned above, have developed or developing a fairly robust internal talent pipeline management, for increasing women in leadership and management positions.

PSUs in India[8] can draw from some of these best practices, and can follow suit avoiding possible pitfalls like attrition of women talent pool.

A number of lessons can be drawn from the existing best practices. These include:
   i.   Revisiting or reviewing company's recruitment, retention, and promotion policies, to recognize the importance of achieving female critical mass.
   ii. As a corollary to the above point, numbers are important but they can mislead. Companies need to avoid tokenism, specifically they need to go beyond just recruiting a handful of women in leadership (such as one woman to the board of directors). Recruiting small numbers of women may not have a great impact. Women must be present in

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[8] Reference to PSUs in India are to the 201 SCOPE member PSUs including the 14 that participated in the multi-level SCOPE-ILO study.

sufficient numbers at senior levels to drive cultural change, and better company achievements.

iii. Leaders (CEOs and CMDs) and senior managers need to take ownership of promoting gender issues, and lead by example.

iv. Developing employee baseline data can set targets for increasing women's advancement in roles that directly impact company's profit and loss. This will help break down the glass walls that silo women in certain roles and positions such as human resources, legal, IT and communications.

v. Proper succession planning programmes (including equitable and unbiased sponsorship programmes) can help to focus on and provide women with leadership training to prevent a gap in the talent pipeline.

vi. Strengthening women's employee resource groups and women's networks can facilitate 'Sharing, Networking and Learning' from leaders and peers across organization.

vii. Offer flexible working models.

viii. Ensuring smooth return of female employees after maternity or child-care leave; also secure their performance ratings during maternity leave.

ix. Inspiring women employees through creation of role models, and sharing of inspirational stories of successful women in leadership positions.

x. Finally, make gender diversity a business strategy. This also calls for striking a balance by ensuring that men feel included in the process of advancing women in management and leadership.

6.5 Conclusion

Enhancing women's career advancement in PSUs must not be treated as an end, but as a "key enabler". This requires, as also indicated by various examples of best practices, a well-crafted and holistic approach. An approach that looks into the company's "full operational cycles", including recruiting, mentoring, promoting, retaining and recognizing talent. In short, the importance of gender diversity can be celebrated only if there is an organization-wide commitment driven by top management, to remove hurdles in the way of career growth of women - be it (unconscious) bias or policy shortfalls.

As part of gender diversity initiatives, PSUs in India are promoting skills and leadership development for women, their mentoring and coaching. There is also the Government guidelines to have at least one woman on PSU boards.

However, to enhance women's career advancement, there is a need for other critical elements as well. For example, targeted recruiting, career designing with greater flexibility, role model campaigns, high-impact and stretching assignments, progress tracking through metrics, also setting diversity targets (like E.ON, Solvay and Godrej who are establishing or aiming to establish targets for female representation in the workforce, and at different managerial levels).

To sum up, in order to foster an environment conducive to change, and create change with lasting effects, it is crucial to create – internally within the organization - awareness on *gender* issues, recognize the "problem" through evidence based data that clearly indicates skewed proportion of women especially at the top. Besides, there is a corresponding need to create an *effective career planning process and institutionalize it* into company's operational practices. Further, it must be reiterated that *drive for change must be from the top*, and the top management must be held accountable.

An audit of the organizational culture[9] may be a welcome step in re-orienting PSUs towards developing sustainable talent pipeline with women.

Lessons learnt from the best practices – some of them are also reflected in suggestions offered during the course of this study (refer to chapters 3, 4 and 5).

In addition**,** what has been highlighted – and is perhaps unique to this study, is the realization of the need to *involve men in the process of change* (as clearly indicated by the FGDs conducted with men employees). Involving men is not just a one-off event. It is about **engaging men actively on a continual basis at all levels through sensitization processes**. It can change the workplace culture, wherein gender equality is treated as a strategic business issue, and not some women's issue.

Another significant aspect of the present study is the distinct **positive mindset of women**. Rather than merely complain of continuing biases, women are urging organizations to review their policies and strategies with a gender lens. It is noteworthy that women are not seeking to make organizational policies for women. Rather, their suggestions keep both genders in mind and are oriented towards making organizations flexible in their approach and more gender sensitive.

This could thus be an opportune time for top management and leaders in PSUs to play an indispensable and leading role, in affirming and striving to encourage and promote more women to be, and aspire to be in leadership and management positions. This can be done by putting in place some *real and actionable steps*. The following chapter – Conclusion – suggests a number of steps as the "Way Forward".

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[9] Organizational culture here simply means "shared assumptions, values, and beliefs", which govern how people behave in organizations, and perform their jobs. Organizational culture is not stagnant, but changing organizational culture is not an easy task. Employees can resist change. For instance, programmes focusing only on developing women leaders might drive away male employees, and they can rally against an emerging new culture. Thus, much depends on leaders as to how they sensitize their employees towards benefits of change, and show through collective experience that the new culture is the best way to operate to yield success.

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7. Conclusion and the way forward

7.1 SCOPE-ILO study on women in leadership and management in public sector undertakings in India

To be able to truly embrace diversity, organizational culture must be challenged at the deepest level (Meyerson and Fletcher, 2000). It calls for a "perceptive and reflective" change in mind-sets that becomes aware of and leverages diversity.

The SCOPE-ILO study on women in leadership and management in PSUs in India emanated from a consultative process wherein it was acknowledged that while PSUs have been engaging with the diversity challenge; women continue to disproportionately fail in attaining high-level leadership and managerial positions. The available data is indicative of the same.

The study thus set itself to explore the hindering reasons for the persistent gender gap between women and men in senior leadership positions, also the enabling influential factors for possible remedies.

Through a multi-level approach - including the online survey of women employees; FGDs with male employees and KIIs with the decision makers of PSUs, the study facilitated three key things. First and foremost, it initiated an open and interactive dialogue and conversation between the women and men employees, and it engaged with top decision-makers in PSUs to address the barriers to women's career progression. Second, it looked into the organizational structure and workplace policies (such as work life balance and affirmative action in recruitment) and touched upon the subtle areas of socio-cultural mind-sets that influence people's behaviors in workspaces and provided testimonials from survey respondents. Third, the study has drawn from the individual experiences and collective viewpoints of women and men employed in PSUs to recommend a way forward in addressing the leaking pipeline of female talent.

Reflecting on the recommendations may help SCOPE and its member PSUs to promote, encourage and increase the number of women in leadership positions "as an important and strategic element of sustained organizational success".

7.2 Barriers that are holding women back

Chapter 5 summarized a number of key challenges that hinders women's career advancement. It is important to reiterate – at least some of them here, as they continue even today to prevent women from achieving upward mobility into senior management and leadership ranks.

A woman's role as a caregiver extends over her lifetime. It is debatable how much "her career" is providing support for this caregiving role. Women are likely to take time out from their career to fulfil their caregiver role. Any such break or leave may keep women from taking or being

considered for promotions. When they do return to the career stream, it is difficult for them to gain momentum, also parity in promotion with their male counterparts.

As a woman respondent noted, "employers expect women to choose either career goals or family welfare. Change in perception is required. Organizational policies ought to enable women to balance their family and professional life equally." Several women have echoed the need for "flexible work timings that can help achieve family and work life balance better." Also, several have quoted more or less the same experience as narrated by one of the respondents,

> "*When I returned from my maternity leave, I worked late to cope up with pending jobs. I was nevertheless rated low, quoting my absence from office for maternity leave. I feel, for women even if our professional career matters to us, at times we do find ourselves standing at a cross-road especially when some family crisis or duty makes it challenging for us to balance home and work. In my opinion, here must come the "supportive role" of the organization. It ought to sensitively support the woman who otherwise has been totally focused and consistently delivering company's objectives.*"

The differences in confidence and career ambition between women and men is another perceived mindset that has prevented women from moving into senior positions. As aptly put by a respondent, "A general perception that women are 'additional' earners in the family and therefore are not into pursuing careers seriously hampers our progress, however seriously we may be applying ourselves to the job."

Gender stereotypes and biases that create typecasts pose dilemmas for women. They, more often than not, find themselves in a double bind situation, specifically "either way – if we are a little too assertive, ambitious or independent, it influences men's perceptions about our abilities." Women's abilities seem to be more harshly judged than men; they are evaluated more critically than their male counterparts; they are also held to a higher standard of competence.

Sharing their experiences, women have narrated seemingly unfair gender biased incidents like "*I was on an equal footing during … promotion with two other men as freshers, Departmental Promotion Committee (DPC) chose to select the two men over me…The reason given was that I was the youngest of the three, and I had more service left.*" Another respondent shared, "*We were a batch of about 15 engineers who joined … in 1990… When the manager to senior manager promotion came, I was very disappointed as three men were given while we two women were left out. One of the reasons given was that if one lady got promoted the other lady would be unhappy, so they decided to drop both. I do not know why this logic was not applied to men... I felt disillusioned, and it did affect me…*"

Another barrier women face is lack of a sponsor or mentor who promotes their skills and abilities, facilitating in the process their climb up the organizational ladder. Suggestions on role of mentors, creation of mentoring programs within organizations have found their way even in this study. Testimonials from women leaders elsewhere have highlighted that women themselves need to create their own social capital. They need to develop networks of support, seek sponsors

within their workplace, secure mentors, and promote themselves, by also communicating the value that they bring to the workplace (PwC, 2008). In Indian context, women share, they would be reluctant (some may even feel a sense of unease) to self-promote their work, or network in groups (primarily male bastions) lest it also gets misconstrued.

7.3 Breaking the glass ceiling

Breaking the glass ceiling is complex. It requires action on multiple fronts. It cannot be assigned to one person. The government (herein the nodal ministry for PSUs), the employers (PSUs and their top management), and employees – both men and women - all are essential players in breaking down barriers that are holding women back.

It is noteworthy that cutting across different PSUs, women who participated in this study are urging organizations to review their strategic planning and recognize women's talents and skills, so as to optimally use them. Women opine, gone are the days when the discourses on "biases-stereotypes" were centre stage, and women lamented over such biases. It also made a dent to their self-confidence.

But as one of the woman interviewee (a key informant) said, "*Women no longer would like to be perceived as victims of biases; rather they would like to be recognized for their ability and work… Women's perception of themselves may have changed but they continue to be perceived as not as capable as their male counterparts; perceived as not being serious about their careers or not having the business frame of mind, and are more oriented towards home and family... Till such mindsets change, the glass ceiling will take some time to shatter.*"

Besides the government acting as a catalyst by introducing policies and legislations, also their monitoring and enforcement, to dismantle discriminatory practices and barriers, the glass ceiling can be shattered when employers and managers are proactive in their commitment to gender diversity and equity.

Participants in the KIIs and FGDs believed that gender diversity is likely to be supported best when a company has some of the following characteristics:
- It sets voluntary targets for representation of women on boards, organizational committees, also senior management.
- It engages in active outreach and recruitment of women; also creates effective pipelines that identifies, develops, and promotes women.
- It establishes flexible work arrangements and work-life balance polices.
- It creates mentoring programs within organizations.
- It addresses preconceptions and stereotypes by uncovering and addressing subtle biases.
- It emphasizes accountability; also tracks progress.
- It makes gender diversity a part of the organizational culture.

While overt discrimination may have become less, subtle gender discrimination still exists, accounting for the lack of movement in shattering the glass ceiling. Such discrimination, exemplified in work practices and cultural norms is so entrenched in organizations that it is at times difficult to detect.[36]

In a McKinsey and Company report (2012), the best performing companies are those that succeed in four ways by:
- Having top management commitment, making it visible, and supporting gender diversity as a way of life, not just a series of initiatives;
- Addressing women and men's mindsets to better support diversity and making the business case for gender diversity;
- Monitoring women's representation carefully; and
- Driving their gender diversity programs.

Having just top management commitment may not be sufficient in making strides in gender diversity; it must trickle down through the organization. Also, for companies to make gender diversity part of their culture – they must have a critical mass of initiatives that they rigorously monitor and drive through. The following section suggests a number of recommendations, which if translated into initiatives, can facilitate a move forward.

7.4 The way forward

The study straightforward has pointed out that it is not sufficient to underline organizations as being gender neutral. Organizations have to show their intention to recognize women as a talent pool and effectively use this talent pool by creating a system that nurtures their potential and focuses on their competency building.

The recommendations below encourage PSUs to review their policies with a gender lens and build a more empowered organization with a feasible flexible approach. The recommendations put forth as the way forward can be divided into four broad categories. These include: improving organizational work structure; strengthening basic necessities and facilities; sensitization efforts at all levels; and other supporting factors. [37]

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[36] Many people attribute a larger role to society in changing mindsets and biases. For instance, it is contended that "education" must play a role in shaping today's students and tomorrow's leaders; to help them step beyond a narrow structural model and equip them to address issues of social justice, diversity, and gender. If we are to see significant changes within the next generation of leadership, educational institutions must create and implement leadership development programmes that include gender diversity and transformational leadership to change preconceptions, bias, and assumptions about women's leadership abilities.

[37] In October 2000, following a Roundtable between ILO and SCOPE, a "Model Guidelines for Company Policy on Gender Equality" was drafted. A few of the recommendations mentioned herein were also part of the model guidelines (Refer: Annexure III: Profiles: 14 PSUs covered under FGD and SCOPE). SCOPE circulated the guidelines to its members. However, as participants in this study noted, without specific guidelines issued by the Department of Public Enterprises in the Ministry of Heavy Industries and Public Enterprises, any structural changes in line with gender parity are unlikely to be introduced in any PSU.

I. Improving organizational work structure

1. Use a competency mapping system for all functions and for all levels. It will help in developing a talent pool of women and men for leadership roles.
2. Conduct proper succession planning starting from the induction level and identify the talent pool of women future executives to groom in their career advancement.
3. Implement a job rotation policy for all employees. Job rotation ensures that women and men have exposure to all the functions of the organization including exposure to mainstream functions such as project management, site postings and marketing.
4. Ensure a critical mass at the entry level so that there are adequate numbers of women who can be groomed for board level or higher level posts.
5. Ensure the participation of female representative in all committees of the organization.
6. Ensure the previous year's rating is protected so as not to affect promotion upon resuming duty, after a career break (such as maternity leave; child-care leave).
7. Make provisions for flexible working hours or work from home arrangements not on a continual but on a need basis; or during specific life cycle periods.

II. Strengthening basic necessities and facilities

8. Introduce child-care leave and paternity leave at par with Central Government regulations.
9. Provide facilities such as a crèche; also, late hour transportation for all employees, wherever necessary.
10. Introduce aged parents care leave.
11. Ensure proper water, sanitation and hygiene facilities in field sites and locations. Even if such sites currently have no women employees; women employees may have to visit the site for work.
12. Give preference to women employees posted or transferred to different stations or sites in terms of allotment of official residential accommodation.

III. Sensitization at all levels

13. Make provisions for mandatory rather than one-off gender sensitization trainings cutting across all levels.
14. Create a task-force to identify all functions and locations where women employees' skill sets can be optimally used within the existing set-up.
15. Promote structured trainings for skill upgrading at various levels, for all employees.
16. Ensure or facilitate same-location postings for spouses, irrespective of the organization.

IV. Other supporting factors

17. Give more publicity to the recruitment process to make prospective candidates aware of the organization's policy on gender diversity and its "women friendly work environment". This purpose is primarily to attract more women to the organization - to expand the base of the pipeline.
18. Recognize the exemplary performance of women within the organization.
19. Provide for mid-career interventions in the form of coaching, mentoring, also counselling if needed, for motivating future women leaders.

Promoting women in management and leadership positions in PSUs will require a shift towards explicitly putting policy into practice – *that harnesses the collective intelligence, creativity, and imagination of employees – both women and men, at all levels*.

The findings of the study have revealed the need for positive initiatives, besides facilitating continued dialogues and discussions within PSUs. To facilitate this, as a follow up to the study, and as an immediate initiative, the ILO proposes that SCOPE create a body of champions, both women and men from within its member organizations, who have been successful in overcoming some barriers, or are known for their exemplary performance. The ILO will train these champions. Following their training, the champions can become a task force that conducts gender training and sensitization sessions focusing on equal opportunities for career advancement in different PSUs, beginning with SCOPE member organizations.

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ANNEX I. Questionnaire for Survey Monkey

(To be administered to all E4–E9 Women Employees of all SCOPE Member Organizations)

Name of the Respondent is not required

Q.1   Name of Your Organization

Q.2   Please indicate your Service Level

E4	E5	E6	E7	E8	E9

Q.3   Select your Age Range

25-35	35-40	40-45	45-55	55 or above

Q.4   In next five years, do you see yourself in a higher position or in a position with more responsibilities?

Yes	No	May be	Don't Know

Q.5   What are you looking for in terms of your career growth? **Select the top most career goal**.

Upgrade my skills and move into roles of greater responsibility	Take up new challenges and opportunities to broaden my experience at work	Reach top management positions in the organization	Be recognized for my contribution in achieving organization's goals	I have no aspirations to grow in my career

Q.6   Which is the most influential factor in women's career advancement? **Select only one**.

Women's Confidence and Self Belief	Organizational opportunities supporting women in their professional development and career growth	Tackling biases, perceptions and stereotypes against women	Flexible work arrangements	Family and spousal support for combining work and family	Any Other, Please Specify

Q.7   In your organization do women have the same promotional opportunities as men?

Yes	No	Don't Know

Q.8   In your view, which factors hinder most women's career advancement? **Please rate on a scale of 1 (lowest hindrance) to 5 (greatest hindrance)**

Family Responsibilities (including coping with child care issues)	Biases and stereotypes against women	Having a skill or knowledge gap in their specialist area	Returning to Work after a career break/maternity leave	Lack of Internal Motivation or a desire to move up the career ladder

Q.9   In your organization, are women underrepresented in senior management or leadership Positions?

Yes	No	Don't Know

Q.10   What, in your opinion, are the reasons for women being underrepresented in senior management or leadership positions in your organization? **Select all that apply**.

Masculine organizational culture (e.g. stereotypes against women; management viewed as a man's job)	Lack of organizational strategy in identifying, promoting and retaining skilled women at higher levels	Differential recruitment and promotion of men and women	Lack of positive women role models or mentors	Lack of leadership training for women	Not Applicable in my Organization

Q.11   In your view, does your organization support the making and development of women leaders?

Not at all	Yes but to a very small extent	Yes to a moderate extent	Yes to a large extent	I don't Know

Q.12   Does your organization have a clear cut gender equality policy and programmes?

Yes	No	Don't Know

Q.13   Which of the following is necessary to help more women move into leadership positions? **Select all that apply**.

Investing resources by organization in career development for women (e.g. programs on confidence-building, nurturing women as leaders through Mentors, other Leadership Programs, etc.)	Seeing more women in senior management or leadership positions	Implementing targets and quotas	Access to and networking with female leaders	Flexible working schedules	A non-biased and consistent process to identify, develop, and advance women within the organization	Any Other, Please Specify

Q.14   What benefits do you think having female leaders bring to organizations? **Select all that apply.**

Leads to diversity that brings different perspectives, experiences and insights into the organization	Women advocate for different issues than men do (e.g. clean WASH facilities, crèche facilities, zero tolerance over harassment, flexible work hours, etc.)	Women are better communicators and better listeners	Women have enhanced ability to understand consumers/ organizational clients	Breaks the culture of negative perceptions and stereotypes against women	risk-adverse decision making	There is no difference

Q.15   What personal actions and behaviors can drive women in their careers forward?

Having complete trust/confidence in oneself and *doing what one feels one should do*	Balance work and family	Set clear career path goals	Make use of opportunities to improve skills/knowledge that exceeds current capabilities	Network/interact with people who encourage, support and mentor women leaders in the organization

Q.16   Any additional Comments. Please use the space below to highlight any particular incident/s where you felt dissatisfied or disillusioned with your career advancement?

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ANNEX II. KII questionnaires and list of interviewees

A. Questionnaires for KIIs

Position of the 5 Senior Management/ Key Informant	① Chairman cum Managing Director (CMD)	② Head of Human Resources (HR)	③ Women Director/s (wherever applicable)	④ A Senior Management Representative (Male) who is part of Company's Decision-Making Process	⑤ WIP representative/ Employees' leader/ Any other woman representative who actively participates or is in the forefront of organizational activities
Q1	Do you think professional skills must be emphasized more than gender, when considering leadership positions?	Does your company have a defined strategy for developing women leaders and managers?	Does your company have a defined strategy for developing women leaders and managers?	Does your company have a defined strategy for developing women leaders and managers?	Does your company have a defined strategy for developing women leaders and managers?
Q2	Where and in What roles women are most recruited in your company?	Where and in What roles women are most recruited in your company?	How well do you think the organizational climate supports women's career advancement in your company?	In general, do you think that in your company women and men have the same opportunities when pursuing higher positions?	How well do you think the organizational climate supports women's career advancement in your company?
Q3	Does your company have a defined strategy for developing women leaders or advancing	As a company are you setting any targets to promote women in	Have you felt that being a woman made it harder for	Do you think that being a woman makes it harder for women employees to get	Do you think that being a woman makes it harder for women employees to get ahead in their careers?

	them to senior management positions?	leadership and management?	you to reach this position?	ahead in their careers?	
Q4	In your opinion, what are the most common obstacles in women's career advancements? (If there are any)	What challenges you face in expanding the talent pool of women in your company?	Which aspects do you consider important that helped advancing your career the most?	In your opinion, what are the most common obstacles in women's careers? (If there are any)	In your opinion, what are the most common obstacles in women's careers? (If there are any)
Q5	In your view, what programs/ways/tools will be most effective in promoting women's career development as leaders and managers?	In your view, what programs/ways/tools will be most effective in promoting women's career development as leaders and managers?	Do you consider that there is a significant difference in the way men and women lead?	Do you consider that there is a significant difference in the way men and women (would) lead?	Do you consider that there is a significant difference in the way men and women (would) lead?
Q6	Do you think measuring organizational performance must include gender diversity as one of the parameters?	Can you mention some programs most frequently offered by your company to support gender-specific development or leadership programs?	In your view, what can your company do more to promote women in leadership and management?	What do you think your company can do to promote women in leadership and management?	What do you think your company can do to promote women in leadership and management?
Q7	What would you say to the statement, "The cracks might be bigger but the glass ceiling is still not shattered"!	Do you think measuring organizational performance must include gender diversity as one of the parameters?	Do you think measuring organizational performance must include gender diversity as one of the parameters?	Do you think measuring organizational performance must include gender diversity as one of the parameters?	Do you think measuring organizational performance must include gender diversity as one of the parameters?

B. List of Interviewees

KII-1 Chairman/Chairman cum Managing Directors (CMDs)

1. Mr. Gurucharan Mahapatra, IAS, Airports Authority of India (AAI)
2. Mr. Atul Sobti, BHEL
3. Mr. V Kalyana Rama, CONCOR
4. Mr. M.K. Surana, HPCL
5. Mr. Shri Sanjiv Singh, IOCL
6. Mr. Ved Prakash, MMTC
7. Mr. Balraj Joshi, NHPC
8. Mr. Shashi Shanker, ONGC
9. Mr. I S Jha, POWERGRID

KII-2 Heads of Human Resources (HR)
1. Mr. Anuj Agarwal, AAI
2. Mr. Debashish Bandopadhyaya, BHEL
3. Mr. PK Agrawal, CONCOR
4. Mr. P K Gupta, GAIL
5. Mr. Abhishek Datta, HPCL
6. Mr. Subimal Mondal, IOCL
7. Mr. Manas Kaviraj, NBCC
8. Mr. N K Jain, NHPC
9. Mr. Saptarshi Roy, NTPC
10. Mr. T K Sengupta, MMTC
11. Mr. D D Mishra, ONGC
12. Mr. Ravi P Singh, POWERGRID
13. Mr. Yograj Bhardwaj, GM-HR, RAILTEL
14. Mr. S P S Jaggi, SAIL

KII-3 Women in board of directors
1. Dr. Tuktuk Ghosh Kumar, IAS (Retd.), Independent Director, AAI
2. Ms. Surama Padhy (Part-time Non-Official Director) Independent Director, BHEL
3. Ms. Urvashi Sadhwani, Government Nominated, IOCL
4. Ms. Krishna Tyagi, Government Nominated, HPCL
5. Ms. Soma Mondal, Director (Commercial), Functional Director, SAIL

KII-4 Senior management representative (male), also part of company's decision-making process
1. Mr. Sanjay Jain, ED (HR), AAI
2. Mr. Anil Kapoor, GM In charge (HR and CC), BHEL, Corporate Office
3. Mr. Vasudeva Rao, ED (Domestic), CONCOR
4. Mr. D V Shastry, Executive Director (HRD), GAIL
5. Mr. V S Shenoy, Director Refineries, HPCL

6. Mr. Sugam Prasad, CGM, HR, IOCL
7. Mr. V S N Rao, AGM (HR), MMTC
8. Mr. Ratish Kumar, Director (Projects), NHPC
9. Mr. D S Rao, General Manager (HR), NTPC
10. Mr. Suresh Jandial, ED (Special Initiatives, HR), ONGC
11. Mr. Anil Jain, Executive Director(Corporate Planning and Cost Engineering), POWERGRID
12. Mr. Amarjeet GM (Corporate Coordination), RAILTEL

KII-5 WIP representative/any other woman representative, who actively participates or is in the forefront of organizational activities
1. Ms. Nivedita Dubey, GM (HR), AAI
2. Ms. Margaret Antony, GM (HR), BHEL, Corporate Office
3. Ms. Sangeeta Ramakhayani, GGM (HR), CONCOR
4. Ms. Neeta Badhwar. General Manager (HR), GAIL
5. Ms. Nita Thakur, Chief Manager Finance (Corporate Finance and Pricing), HPCL
6. Ms. Nishi M Khurana, GM (In charge) HR, R&D Centre, IOCL
7. Ms. Anjana Singh, CGM, Marketing, MMTC
8. Ms. Savitri Srivastav, GM (IT), NHPC
9. Ms. B.K. Sokhey, Executive Director (Finance), NBCC
10. Dr. Alka Mittal, CGM (HR), ONGC
11. Ms. Meenakshi Davar, Executive Director (HR), POWERGRID
12. Ms. Madhulika Pathak, Additional GM Finance, RAILTEL; also Director, REL (Railtel Enterprises Limited, a subsidiary of RAILTEL)
13. Ms. Kamakshi Raman, Executive Director, HRD, SAIL (Management Training Institute)

Total Number of KIIs: 53

ANNEX III. Profiles of 14 PSUs covered under FGDs and SCOPE

Name of Organization: Airports Authority of India (AAI)
Founded: 1 April 1995; **Headquarters:** New Delhi
Sector: Others (Civil Aviation)
Type: Mini Ratna -Category I
Criteria for Selection: 1.2.3.5

Airports Authority of India (AAI) was constituted by an Act of Parliament. It came into being by merging erstwhile National Airports Authority and International Airports Authority of India. AAI as a single organization is entrusted with the responsibility of creating, upgrading, maintaining and managing civil aviation infrastructure both on the ground and air space in the country. Presently, it manages a total of 126 airports including 20 International Airports, 04 Customs Airports, 76 Domestic Airports and 26 Civil Enclaves (including 3 International + 4 Customs) at Defense airfields. AAI provides Air Navigation Services (ANS) over entire Indian Airspace and adjoining oceanic areas with ground installations at all Airports and 25 other locations to ensure safety of Aircraft operations. Besides design, development, operation and maintenance of international and domestic airports and civil enclaves; some of the key functions of AAI includes construction, modification and management of passenger terminals; provision of passenger facilities and information system at the passenger terminals at airports; expansion and strengthening of operation area, such as runways, aprons and taxiway; provision of communication and navigation aids (ILS, DVOR, DME and Radar). *Know more about AAI*: https://www.aai.aero/

Chairman: Dr. Guruprasad Mohapatra, IAS
Number of employees: 17,635 (as on 02.11.2017).
Total number of women employees: 2697 (executives E1–E9: 1,323; non-executives: 1,374)
Total E4–E9 employees: 3,796; Total E4–E9 women employees: 373.
Percentage of women employees: 15.3%

Achievements and milestones: A large pool of trained and highly skilled manpower is one of the major assets of AAI. Through induction of latest state-of-the-art equipment, modern practices and procedures, AAI is continuously improving the overall performance of Airports and Air Navigation Services. AAI prides itself in being an employee-friendly organization and promotes diversity across all levels.

*Source: **Nodal Person: Mr. K S RAO**, General Manager (GM), HR.*

Name of Organization: Bharat Heavy Electricals Limited (BHEL)
Founded: 1964; **Headquarters:** New Delhi
Sector: Manufacturing
Type: Maharatna
Criteria for Selection: 1. 2. 4. 5.

BHEL is an integrated power plant equipment manufacturer. As one of the largest engineering and manufacturing companies of its kind in India, BHEL is engaged in the design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for core sectors of the economy, such as power, transmission, industry, transportation (railways), renewable energy, oil and gas, water and defence with over 180 products offerings to meet the needs of these sectors. BHEL has been the bedrock of India's heavy electrical equipment industry since its incorporation in 1964.

BHEL's greatest strength is its highly skilled and committed workforce of employees that have been the cornerstone of BHEL's journey ensuring success. BHEL is also a life member of United Nations Global Compact and is committed to the core values enshrined in its ten principles on human rights, labour standards, environment and anti-corruption. *Know more about BHEL*: http://www.bhel.com/

Chairman cum Managing Director (CMD): Mr. Atul Sobti
Number of employees: 38,272 (as on 02.11.2017)
Total number of women employees: 2,175 (executives E1–E9: 1,082; non-executives: 1,093)
Total E4–E9 women employees: 350
Percentage of women employees: 5.68%

Achievements and milestones: Excellence of BHEL and its people has been recognized at various national and international platforms. Some notable awards received include 'Top 25 Best Companies to Work for in India', 'Prime Minister's Shram Awards', 'National Safety Award', SCOPE Award for 'Best Woman Executive' in a public enterprises, ICC public enterprises Award - Contribution of Women in public enterprises and recognition by Hon'ble Prime Minister for contribution in skill development.

*Source: **Nodal Person: Ms. Shilpa Mayenkar**, Deputy General Manager (DGM), HR.*

Name of Organization: Container Corporation of India Ltd.
Founded: March, 1988; **Headquarters**: New Delhi
Sector: Service
Type: Navratna
Criteria for Selection: 1. 2. 3. 5.

Container Corporation of India Ltd. (CONCOR) is a Navratna Central Public Sector Enterprise under the administrative control of Ministry of Railways. It commenced operations from November, 1989 taking over the existing network of 7 Inland Container Depots (ICDs) from Indian Railways. CONCOR's core business comprises of three distinct activities – carrier, a terminal operator and a warehouse operator. CONCOR is an undisputed market leader with largest network of 68 ICDs or container freight stations in India. In addition to providing Inland Transport by Rail for containers, it has expanded to cover management of ports, air cargo complexes and establishing cold chain. CONCOR will continue to play the role of promoting containerization in India by virtue of its modern rail wagon fleet, customer friendly commercial practices and extensively used IT. The company developed multimodal logistics support for India's International and Domestic containerization and trade.

CONCOR is also continually entering into joint ventures or strategic alliances and diversifying its business operations in different areas. It is setting up 15 next generation multimodal logistics parks (MMLPs) for providing single window services at various locations throughout India which will almost double its capacity of handling containerized cargo.

CONCOR is committed to provide responsive, cost effective, efficient and reliable logistics services to its customers. CONCOR HR Philosophy is rooted in encouraging employee empowerment, growth and development of individuals by realizing their potential, encouraging innovative ideas and fair distribution of rewards. Its work culture characterises by teamwork, performance orientation, equality, and transparency in decision making. *Know more about CONCOR*: http://www.concorindia.com/

Chairman cum Managing Director (CMD): Mr. V Kalyana Rama
Number of employees: 1,490 (as on 02.11.2017)
Total number of women employees: 171 (executives E1–E9: 30; non-executives: 141)
Total E4–E9 women employees: 16
Percentage of women employees: 11.5%

Achievements and milestones: Recipient of 'Star PSU of the Year Award' (2016); India's Public Sector Enterprises Awards for 'Best Managed Public Sector Enterprise of the Year – 'Impacting Economy Activity' (2015); Sixth Time in Succession, the Dainik Bhaskar India Pride Awards for 'Creating Excellence in the Transport Sector (2014–15).

*Source: **Nodal Person: Ms. Sangeeta Ramrakhyani**, Group General Manager (GGM), HR.*

Name of Organization: GAIL (India) Ltd.
Founded: 16 August 1984; **Headquarters:** New Delhi
Sector: Oil and Natural Gas
Type: From a Navaratna Company (1997-98) endowed the status of Maharatna (in 2013)
Criteria for Selection: 1.2.4.

GAIL India Limited is India's largest natural gas company and ranked among the top gas utilities in Asia. GAIL's business activities range from Gas Transmission and Marketing to Processing (for fractionating liquefied petroleum gas, propane, SBP solvent and pentane); transmission of liquefied petroleum gas; production and marketing of petrochemicals like HDPE and LLDPE. GAIL has extended its presence in liquefied natural gas re-gasification, City Gas Distribution and Exploration and Production through equity and joint venture participations. Of late, it has also diversified into solar and wind power regeneration. In the year 2013, it was endowed the status of *Maharatna* - the youngest public sector undertaking to have been awarded this honour. *Know more about GAIL:* http://www.gailonline.com/

Chairman cum Managing Director (CMD): Shri B. C. Tripathi
Number of employees**:** 4,473 (as on 15.11.2017)
Total number of women employees: 268 (executives E1–E9: 231; non-executives: 37)
Total E4–E9 employees: 1,900; Total E4–E9 women employees: 66
Percentage of women employees: 5.9%

Achievements and milestones: GAIL received the fastest growing Maharatna PSU Award (2017); FIPI 'Human Resource Management – Company of the Year' Award (2016); GAIL CSR received Prestigious CII-National Water Awards for Excellence in Water Management (2016); 'Best liquefied natural gas Executive Global Award' (2013); Scope Meritorious Award for Corporate Governance (2007-2008).

*Source: **Nodal Person: Ms. Seema Suryesh**, Senior Manager, HRD.*

Name of Organization: Hindustan Petroleum Corporation Limited (HPCL)
Founded: 15 July 1974; **Headquarters:** Mumbai, Maharashtra
Sector: Manufacturing
Type: Navratna.
Criteria for Selection: 1.2.3.5

HPCL is one of the largest integrated oil refining and marketing Global Fortune 500 and Forbes 2000 companies in India, with a Navratna status. Different organizations, inclduing the erstwhile Esso, Standard, and Lube India Limited; Caltex Oil Refining (India) Ltd (CORIL); and Kosan Gas Company merged with HPCL at different points of time**.**

HPCL was one of the first companies to understand the nation's energy requirements and take necessary measures to fulfill the expectations. HPCL owns and operates two major refineries: Mumbai (West Coast), Visakhapatnam (East Coast), producing a wide variety of petroleum fuels and specialties. It also owns and operates the largest Lube Refinery in the country producing Lube Base Oils of international standards. HPCL's vast marketing network consists of 13 zonal offices in major cities and 119 regional offices facilitated by a massive supply and distribution infrastructure comprising of six cross country pipelines, extensive network of terminals, inland relay depots, retail outlets, aviation service stations, liquefied petroleum gas bottling plants, lube and liquefied petroleum gas distributorships. HPCL, over the years, has moved from strength to strength on all fronts.

Besides, HPCL is committed to achieve the economic, ecological and social responsibility objectives of sustainable development consistently through varied operations and activities. Its focus areas are in the fields of child care, education, health care, skill development and community development, touching lives of weaker section of society. Know more about HPCL: http://www.hindustanpetroleum.com/

Chairman cum Managing Director (CMD): Mr. M.K.Surana
Number of employees**:** 10,638 (as on 06.11.2017)
Total number of women employees: 977 (executives E1–E9: 668; non-executives: 309)
Total E4–E9 employees: 4,206; Total E4–E9 women employees: 362
Percentage of women employees: 9.2%
Women directors: 1 independent; 1 part-time government director

Achievements and milestones: SCOPE Meritorious Awards for "Best Women Empowered Company" (2014-15); "Platts Global Energy Award 2016" for Corporate Social Responsibility by S&P Global Platts; Awards for "Excellence in HR" and "Excellence in Developing Leaders of Tomorrow" Categories by Society for Human Resources Management (SHRM) India 2016; "Silver Award" at Stevie Awards 2016 for Great Employers under the 'HR Achievement' Category.

*Source: **Nodal Person: Ms. Renuka Verma**, Deputy General Manager (DGM), HR.*

Name of Organization: Indian Oil Corporation Limited (IOCL)
Founded: 1959; **Headquarters:** New Delhi
Sector: Services
Type: Maharatna
Criteria for Selection: 1.2.4

Indian Oil is India's flagship Maharatna national oil company with business interests straddling the entire hydrocarbon value chain – from refining, pipeline transportation and marketing of petroleum products to research and development, exploration and production, natural gas and petrochemicals. By venturing into gas and renewable energy, IOCL has grown and evolved itself from a pure petroleum refining and marketing company to a full-fledged energy company. Pursuing its vision to be "The Energy of India" and "A Globally admired Company", Indian Oil accounts for nearly half of India's petroleum products market share; it owns and operates 11 of India's 23 refineries and 12,848 km long crude oil, petroleum product and gas pipelines.

IOCL has successfully combined its corporate social responsibility agenda with its business offerings, meeting the energy needs of millions of people every day, across the country. It supports initiatives connected with health, family welfare, education, environment protection, provision of potable water, sanitation, and empowerment of women and other marginalized groups. *Know more about IOCL*: https://www.iocl.com/

Chairman cum Managing Director (CMD): Mr. Sanjiv Singh
Number of employees: 32,803 (as on 01.11.2017).
Total number of women employees: 2,650 (executives E1–E9: 1446; non-executives: 1,204)
Total E4–E9 women employees: 1157
Percentage of women employees: 7.97%

Achievements and milestones: IOCL at 168th position is the leading Indian Corporate in Fortune's 'Global 500' listing of world's largest corporates (2017); adjudged the 'Best Company to Work For in Public Sector in India' by the Great Place to Work Institute, India and The Economic Times (2017); received India Today PSU awards in three categories – Best Global Presence, Best Performing Company, and Best in CSR and Sustainability during the year 2015.

*Source: **Nodal Person: Mr. Deepak Mathur**, DGM(ER).*

Name of Organization: MMTC Limited
Founded: 26 September 1963; **Headquarters:** New Delhi
Sector: Trading
Type: Miniratna
Criteria for Selection: 1.2.3.5

MMTC Limited is a leading and largest public sector international trading company of India. MMTC has grown over the years into a reputed global business leader with trade operations spread across diverse sectors like agro, power, fertilizers, coal and hydrocarbons, steel, precious metals and engineering goods, besides minerals and metals.

With a network of regional offices spread across the country, a wholly owned subsidiary in Singapore and a number of joint ventures in areas such as bullion, refining and minting, retailing, commodity hedging, steel production, mining, trade and infrastructure development; the Company has established its presence both in India and abroad.

To complement its trading activities, MMTC has over the years undertaken several initiatives in association with various industry leaders with the purpose of interlinking the international trade supply chain of the Company, namely investing in a steel plant (as the major promoter of Neelachal Ispat Nigam Limited (NINL)); being largest producer and exporter of pig iron in India, bullion refining and medallion minting (MMTC – PAMP India Pvt. Ltd.); retailing (MMTC Jewels, MMTC-Gitanjali JV 'Shuddhi'), commodity hedging; port infrastructure, mining exploration and development in India and abroad; also promoted SPV in association with IL&FS to set up FTWZs, a wind based power generation project in Karnataka. *Know more about MMTC*: http://mmtclimited.com/

Chairman cum Managing Director (CMD): Mr. Ved Prakash
Number of employees: 1,164 (as on 01.11.2017).
Total number of women employees: 245 (executives E1-E9: 79; non-executives: 166)
Total E4–E9 employees: 174; Total E4–E9 women employees: 24
Percentage of women employees: 21.05%

Achievements and milestones: First Public Sector Enterprise to be accorded the status of "FIVE STAR EXPORT HOUSE" by Government of India for long standing contribution to exports; Most Caring Companies Award (2013) by World CSR Congress; Gems and Jewelry Export Promotion Council award 2016 for best agency supplying gold to highest number of clients; Awarded CAPEXIL's Highest Export Award for 2014-15 for Mineral exports for the 24th time in a row.

*Source: **Nodal Person: Ms. Anju Gupta**, General Manager.*

Name of Organization: NBCC (India) Limited (NBCC)
Founded: November 1960; **Headquarters:** New Delhi
 Sector: Others (Construction Sector)
Type: Navratna
Criteria for Selection: 1.2.4.5

NBCC (India) Limited, formerly National Buildings Construction Corporation Limited, established as a Government of India Civil Engineering Enterprise, carries a legacy of undisputed Leader in construction industry of the Nation, realized by a dedicated workforce of the Company. Its areas of operations include: (i) Project Management Consultancy; (ii) Real Estate Development; and (iii) EPC Contracting. With Market Capitalization of Rs.25000 Crore (November 2017), NBCC is listed with the Indian Stock Exchanges namely, National Stock Exchange (NSE) and Bombay Stock Exchange (BSE). NBCC has 21 regional or zonal offices across India. Besides undertaking projects across India, NBCC has undertaken overseas projects in countries like Iraq, Libya, Nepal, Mauritius, Turkey, Botswana, Republic of Maldives, Republic of Yemen, Oman and Malaysia.

NBCC is also designated as the implementing agency for executing projects under Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Pradhan Mantri Gram Sadak Yojna (PMGSY), Solid Waste Management (SWM), Border Fencing along Indo-Bangladesh and Indo-Pak Border and developmental work in North Eastern Region. In order to fulfill its social mandate, NBCC has been engaged in various CSR activities. Under various schemes of CSR, it is participating in execution of Bio-digester Toilets in village schools at various locations of the country, providing scholarships to the poor school children for their education, helping in skill development of workers in various trades.

Very recently, the Company has taken an initiative towards exploring the suitability of 3D Printers for its adoption in Low Cost Housing Schemes which if implemented, shall be a game changer in the construction sector. A noteworthy recent project worth mentioning is also the National Museum of Indian Cinemas (NMIC), Mumbai. This structure is the first Steel Building Structure adopted by NBCC for facilitating faster construction. *Know more about NBCC*: http://www.nbccindia.com/

Chairman cum Managing Director (CMD): Dr. Anoop Kumar Mittal
Number of employees: 1,959 (as on 01.11.2017).
Total number of women employees: 116 (executives E1–E9: 90; non-executives: 26)
Total E4–E9 women employees: 15
Percentage of women employees: 5.92%

Achievements and milestones: SCOPE Leadership Excellence Award (2017); Hindustan Ratna PSU Awards for 'Excellence in Innovation (2017); Asia Pacific Entrepreneurship Awards (2017), Golden Peacock Business Excellence Award (2016).

*Source: **Nodal Person: Mr. Raveesh K Sethi**, Manager (HRM).*

Name of Organization: NHPC Limited (NHPC)
Founded: 1975; **Headquarters:** Faridabad, Haryana
Sector: Electricity
Type: Mini Ratna Category-I
Criteria for Selection: 1.2.3

NHPC Limited, formerly known as National Hydroelectric Power Corporation Ltd. was established in 1975. With an authorized share capital of Rs.15, 000 crore, NHPC is ranked as a premier organization in the country for development of hydropower. NHPC is engaged in planning, promoting and organizing an integrated and efficient development of power in all its aspects through conventional and non-conventional sources in India and abroad. The Company is actively pursuing its entry in to Thermal Generation also.

Accredited with Integrated Management System comprising ISO – 9001:2015, ISO-14001:2015 and OHSAS-18001:2007 certificates including Power Stations for its Quality, Environment and Occupational Health and Safety Management systems, NHPC is a multi-disciplinary organization and has acquired sufficient expertise and state-of-the-art technology for investigation, planning, designing and executing both large and small size hydropower projects. It has the strength of highly qualified and experienced professionals in design and engineering, gee-technical engineering, construction planning and construction management for building hydroelectric projects. Country's first "Priority Frequency Respondent Test" was successfully conducted for Chamera-1 Power Station which was significant milestone for NHPC.

NHPC generated clean and pollution free energy. During the course of power generation from Hydro Project, no solid waste, liquid effluent or gaseous emissions are generated and even no contamination of water occurs. *Know more about NHPC*: http://www.nhpcindia.com/home.aspx

Chairman cum Managing Director (CMD): Mr. Balraj Joshi
Number of employees: 7,616 (as on 01.11.2017).
Total number of women employees: 789 (executives E1–E9: 315; non-executives: 474)
Total E4–E9 women employees: 124
Percentage of women employees: 10.36%
Women directors: 1 independent director; 2 government directors

Achievements and milestones: 'Best Risk Management Frameworks and Systems' in Power sector by CNBC TV18 (2017); Best Miniratna Award (2016); Corporate Governance Excellence Award (2nd Runner-Up) by ASSOCHAM India (2016).

*Source: **Nodal Person: Ms. Savitri Srivastav** GM (IT&C).*

Name of the organization: NTPC Limited
Founded: 7 November 1975**; Headquarters**: New Delhi
Sector: Power
Type: Maharatna
Criteria for Selection: 1.2.3.5

NTPC is India's largest power utility with an installed capacity of 51,698 MW. It plans to become a 130 GW company by 2032 with 30% non-fossil based capacity. NTPC's core business is power generation and contributes nearly 24% of the energy generated in the country with 16% share in of country's total installed capacity. The company is committed to generating reliable power at competitive prices in a sustainable manner by optimizing the use of multiple energy sources with innovative eco-friendly technologies.

The company also undertakes consultancy and turnkey project contracts that involve engineering, project management, construction management and operation and management of power plants. NTPC operates from 55 locations in India and is setting up a power station in Bangladesh. In India, it has 8 regional headquarters.
NTPC also has comprehensive Rehabilitation and Resettlement and CSR policies well integrated with its core business of setting up power projects and generating electricity. NTPC is thus contributing to both: the economic development of the nation, and upliftment of the society.

Chairman cum Managing Director (CMD): Mr. Gurdeep Singh
Number of employees: 22,124 (as on 07.11.2017).
Total number of women employees: 1,425; total E4–E9 women employees: 490
Percentage of women employees: 15.5%

Achievements and milestones: NTPC is overall ranked 38 among 100 organizations across the country who participated in "India's Best Companies to Work for 2017"; NTPC has received the prestigious ATD Best 2017 Award -a globally respected award in the Learning and Development and Talent Development space; presented with the Dun and Bradstreet award in the Power Generation Category (2017); NTPC ranked second in Independent Power Producers and Energy Traders Globally, in Platts Top 250 Global Energy Company Rankings (2017) instituted by Platts; SCOPE Award for RTI Act 2005 Compliance at SCOPE Meritorious Awards (2017); Business Standard 'Star PSU award (2017); India Pride Award 2016 -17 for best performance in the Power Sector. NTPC has won Sustainability 4.0 Award by M/s Frost and Sulivan and the Energy Resource Institute, Delhi for FY 2017.

*Source: **Nodal Person: Ms. Pratibha Singh**, DGM (HR).*

Name of Organization: Oil and Natural Gas Corporation Limited (ONGC)
Founded: 14 August 1956; **Headquarters:** Dehradun, Uttarakhand
Sector: Manufacturing
Type: Maharatna
Criteria for Selection: 1.2.4

ONGC is India's Top Energy Company and ranks 20th among global energy majors. It is one of the most valued public enterprise in India with a unique distinction of being a company with in-house service capabilities in all areas of exploration and production of oil and gas and related oil-field services. ONGC is the only fully–integrated petroleum company in India, operating along the entire hydrocarbon value chain. It has single-handedly scripted India's hydrocarbon saga. A unique organization in world to have all operative offshore and onshore installations (403) accredited with globally recognized certifications.

ONGC is the largest producer of crude oil and natural gas in India, contributing around 70% of Indian domestic production. The crude oil is the raw material used by downstream companies like IOC, BPCL, GAIL and HPCL to produce petroleum products like Petrol, Diesel, Kerosene, Naphtha, and Cooking Gas- liquefied petroleum gas. Its wholly-owned subsidiary ONGC Videsh Limited (OVL) is the biggest Indian multinational in the energy space, participating in 39 oil and gas properties in 18countries. ONGC subsidiary Mangalore Refinery and Petrochemicals Limited (MRPL) is a Schedule 'A' Miniratna, with a single-location refining capacity of 15 million tons per annum. *Know more about ONGC*: http://www.ongcindia.com

Chairman cum Managing Director (CMD): Mr. Shashi Shanker
Number of employees: 33,851 (as on 07.11.2017).
Total number of women employees: 2,234 (executives E1–E9: 1,484; non-executives: 750)
Total E4–E9 women employees: 543
Percentage of women employees: 6.6%
Women directors: 1 independent director

Achievements and milestones: Acclaimed for its Corporate Governance practices, Transparency International has ranked ONGC 26th among the biggest publicly traded global giants; PLATTS Top 250 Global energy rankings; ONGC ranks 12th in 'Oil and Gas operations' and 220th overall in Forbes Global 2000 (2016); Winner of the Best Employer award for best practices for women employees by Forum for Women in Public Sector (2011, 2012, 2013, 2014, 2016).

*Source: **Nodal Person: Ms. Alka Mittal**, GM (HR).*

Name of Organization: Power Grid Corporation of India Limited (POWERGRID)
Founded: 23 October 1989; **Headquarters:** NCR (Gurgaon, Haryana)
Sector: Power
Type: Navaratna
Criteria for Selection: 1.2.

A Government of India enterprise, POWERGRID is India's largest Electric Power Transmission Utility enterprise undertaking transmission of electricity through Inter-State Transmission System (ISTS). It operates 90% of Inter-State and Inter-Regional networks, and ensures an efficient, coordinated and economical system of transmission lines for smooth flow of electricity from generating stations to the load centres.

From a Miniratna to a Navaratna company, consistently rated excellent under Memorandum of Understanding with Ministry of Power since 1993–94; recognized for excellence and received number of awards along many dimensions including infrastructure and sustainability by the Government of India and other prestigious organizations and institutes. *Know more about POWERGRID*: http://www.powergridindia.com/

Chairman cum Managing Director (CMD): Mr. Indu Shekhar Jha
Number of employees: 8,939 (as on 07.11.2017).
Total number of women employees: 630 (executives E1–E9: 335; non-executives: 295)
Total E4–E9 employees: 2,521; total E4–E9 women employees: 149.
Percentage of women employees: 7.04%
Women directors: 1 government director

Achievements and milestones: Recognized as one of "India's Best Companies to Work for (2017; 2016) by Great Place to Work Institute – India in association with The Economic Times; Executive Director (Northern Region-1) conferred SCOPE "Outstanding Woman Manager Award" (2017); Executive Director (Human Resource) conferred "Amity Woman Achiever Award (2016) for her pioneering efforts in the field of Human Resource.

*Source: **Nodal Person: Ms. Bhavna Mathur**, DGM (HR).*

Name of Organization: RailTel Corporation of India Ltd.
Founded: September 2000; **Headquarters:** Gurugram, Haryana
Sector: Services
Type: Miniratna (Category –I)
Criteria for Selection: 1.2.

RailTel Corporation is one of the largest neutral telecom infrastructure providers in India. It owns a pan-India optic fiber network on exclusive Right of Way (ROW) along Railway track. With strong nationwide presence, RailTel is committed to bring cutting edge technology and offer innovative services to the Indian Telecom market. Equipped with an ISO 9001:2008 certification, RailTel offers a wide gamut of managed telecommunication services such as managed lease lines, tower co-location, multiprotocol label switching to create virtual private networks, Internet and next-generation network-based voice carriage services to telecommunication operators, Internet service providers, multiple system operators, enterprises, banks, government institutions and departments, educational institutions and universities. RailTel is aggressively entering into enterprise services market with the launch of its various services like Data Center, Railwire and Telepresence.

In addition, RailTel with its rich experience in the domain of telecommunications and information and communications technology has been selected for implementation of various mission-mode Government projects. Under such initiatives, RailTel is rolling out National Knowledge Network, National Optical Fibre Network and North-East optical fibre cable project under the Universal Service Obligation Fund scheme. *Know more about RAILTEL*: https://www.railtelindia.com/

Chairman cum Managing Director (CMD): Mr. Ashutosh Vasant
Number of employees: 546 (as on 07.11.2017).
Total number of women employees: 54 (executives E1–E9: 50; non-executives: 4)
Total E4–E9 employees: 124; total E4–E9 women employees: 4.
Percentage of women employees: 10.7%
Women directors: 1 functional director

Achievements and milestones: In 2017, RailTel was a recipient of a number of awards: HR Leadership Award (PSU focus) by Times Ascent; Top Rankers Excellence Award by Fore School of Management; Aegis Graham Bell Award under "Bringing Fortune at the Bottom of the Pyramid" category for RailWire Broadband Services.

*Source: **Nodal Person: Ms. Pusha Ghosh**, DGM (P&A).*

Name of Organization: Steel Authority of India Limited (SAIL)
Founded: 19 January 1954; **Headquarters:** New Delhi
 Sector: Manufacturing
Type: Maharatna.
Criteria for Selection: 1.2.4

SAIL is India's leading steel producing company. It is among the seven *Maharatnas* of the country's Central Public Sector Enterprises. SAIL has five integrated steel plants, three special steel plants, and one subsidiary in different parts of the country. SAIL manufactures and sells a broad range of steel products. SAIL has undertaken modernization and expansion of its integrated steel plants at Bhilai, Bokaro, Rourkela, Durgapur and Burnpur and special steel plant at Salem including raw material resources and other related facilities.

The expansion of SAIL, besides capacity enhancement, adequately addresses the need of SAIL Plants towards eliminating technological obsolescence, energy savings, enriching product mix, pollution control, developing mines and collieries to meet higher requirement of key inputs, introduce customer centric processes and have matching infrastructure facilities in the Plant to support higher production volumes. SAIL is also committed to continuously improve its corporate social responsibilities, environment and economic practices to make positive impact on the society. *Know more about SAIL*: www.sail.co.in

Chairman cum Managing Director (CMD): Mr. Prakash Kumar Singh
Number of employees: 79,187 (as on 01.11.2017).
Total number of women employees: 4,782 (executives E1–E9: 975; non-executives: 3,807)
Total E4–E9 women employees: 457.
Percentage of women employees: 6%
Women directors: 1 functional director; 1 independent director

Achievements and milestones: Golden Peacock Award for Corporate Governance (2016); Ispat Bhasha Bharti (2016-17); SCOPE Meritorious Award (2014-15); Vishwakarma Rashtriya Puraskar (Performance Year 2015): 8 Award 34 Awardees; Prime Minister's Shram Awards (Performance Year 2014): 7 Awards 26 Awardees; Vishwakarma Rashtriya Puraskar (Performance Year 2014): 10 Award 42 Awardees.

*Source: **Nodal Person: Ms. Vaani Kapoor,** AGM (Personnel).*

Standing Conference of Public Enterprises (SCOPE)
Director General: Dr. U.D. Choubey
Nodal Person for SCOPE-ILO Study: **Mr. S.A. Khan**, Group General Manager (Corp. Affairs).

Standing Conference of Public Enterprises (SCOPE) came into existence on April 10, 1973. It was duly recognized as an apex body of central public sector enterprises (CPSEs) in November 1976 by a decision of the Union Cabinet, Government of India. SCOPE is the only organization representing public sector enterprises in India. Its vision is to:

- Enable its member enterprises to be globally competitive in a market driven environment;
- Facilitate its members' endeavours in improving their performance;
- Strengthen members' effective and sustained engagement with stakeholders; and
- Advocate with government, the concerns and issues of the public enterprises. In this regard, SCOPE engages in a continuous dialogue with the government to create conducive public sector policy framework.

Today, SCOPE as an apex professional organization not only represents CPSEs but also a number of State Enterprises, Banks and other Institutions. As of March 31, 2017 SCOPE comprises of 201 members. It has four regional chapters to identify and take necessary action to problems of regional public enterprises.

The objective of SCOPE is two-fold. *First*, it endeavours to assist public enterprises and other organizations and corporate institutions which are its members in such ways as would help improve their total performance. Second, conveying such information and advice to the public enterprises and the Government as would generally help the public enterprises, and other member organizations in performing their respective roles.

Activities
Since its inception, SCOPE's key activity, namely policy advocacy directed towards empowerment of public enterprises has led to a number of public sector reforms in India. It has helped those enterprises to become leaders in their industrial segments and compete for their rightful place in the global arena. Its **consultative and proactive interface** with the government to discuss and highlight issues of concern to the management of public enterprises, and enhances enterprise efficiency, productivity and profitability.

Other activities of SCOPE include:

- Management Development: SCOPE initiates leadership and management programmes in collaboration with reputed national and international institutes to help improve the quality of management in the Public Sector Enterprises.
- Corporate Governance: SCOPE organizes programmes to create awareness about Corporate Governance practices prevalent the world over in order to improve governance of public enterprises. Its recommendations have helped Department of Public Enterprises of the Government of India to frame the Guidelines on Corporate Governance for all public enterprises. One of SCOPE's emphasis is also on greater professionalization of

Boards of CPSEs with special focus on the role of Independent Directors. Besides, it facilitates interaction and sharing of experiences of good practices for effective implementation of Corporate Social Responsibility by its members.

- Employers' Organization: SCOPE represents employers at various tripartite forums and committees including the boards of Central Provident Fund, The Employees State Insurance, National Apprenticeship Board, National Workers Education Board, National Productivity Council and many others. It represents employers at the ILO Conferences. SCOPE is one of the three constituents of the Council of Indian Employers and is a Member of International Organization of Employers.

- Launching different Initiatives: SCOPE launched the SCOPE Economic Forum (SEF) to identify, deliberate and recommend innovative economic reforms to government for consideration and assimilate, corresponding to the world economic order. SCOPE has established the Academy of Public Sector Enterprises which imparts training to different levels (induction-level, middle, senior and top) of executives in CPSEs. It has constituted the SCOPE Forum of Conciliation and Arbitration (SFCA) which resolves in the most cost and time effective manner, disputes arising out of contract agreements between public and private enterprises.

- Studies, seminars and workshops: SCOPE carries out studies on issues concerning public enterprises in collaboration with renowned experts and agencies. Besides such studies, SCOPE organizes seminars, conferences and workshops on topical and critical issues to highlight concerns and emphasize changes that are needed to help public enterprises to become stronger and vibrant. SCOPE has world class facilities to host conferences and seminars. To highlight the activities and achievements of public enterprises and SCOPE, SCOPE brings out a monthly magazine, 'Kaleidoscope' that provides a regular update on public sector developments.

- International Linkages: SCOPE maintains linkages with International organizations and agencies like ILO, OECD, European Business School (Frankfurt) SASAC (Beijing), WTO (Geneva), E.C (Brussels), ESC-EAP (Paris) and Swiss Federal Institute of Technology (Lausanne). It also interacts with international/government delegations on public enterprises.

- SCOPE Awards for Good Management: SCOPE has instituted "SCOPE Awards for Excellence and Outstanding Contribution to the Public Sector Management and SCOPE Meritorious Awards in Specialized Fields (such as Best Women Empowered Company; Good Corporate Governance; Best Practices in Human Resource Management). These awards recognize the contribution and achievements of public enterprises; they also encourage and motivate outstanding persons for their hard work and leadership qualities. SCOPE also introduced the SCOPE Business Quiz Bonanza (SBQB) – an annual quiz for employees of public enterprises, to develop their knowledge and awareness regarding business developments, new management concepts, and innovative practices.

- Building the public sector image: Multiple activities of SCOPE are geared towards enhancing the image of public sector enterprises. It constantly strives to highlight the contribution, performance and achievements of public enterprises through various communications channels besides regular interaction with the media.

Updated information about public enterprises is available on the SCOPE website: www.scopeonline.in.

SCOPE has always given due attention and care for the wellbeing and welfare of women employees in Public Enterprises. It created a Forum of Women in Public Sector (WIPS) in 1990 (under the aegis of SCOPE) to integrate the women employees and enhance opportunities for their growth.

An award for an "Outstanding Woman Manager" in a public enterprise has also been instituted by SCOPE in order to encourage and motivate them to come forward and shoulder higher responsibilities. From time to time SCOPE has also been organizing programmes to enhance their skills and nurture them for the leadership and challenging roles in their organizations.

Gender equality policy and guidelines
In October 2000, following a Roundtable between ILO and SCOPE, a *"*Model Guidelines for Company Policy on Gender Equality" was drafted. Some of the key issues highlighted included:
- Giving due concern to employees with family responsibilities
- Having company equality policy and programmes
- Positive action in recruitment without gender bias in recruitment and promotion
- Dual career plans for working couples
- Equity in pay
- Addressing maternity and pregnancy by developing a cooperative and flexible approach for women to return to work without any disadvantage
- Learning from best practices (constantly look for creative and innovative ways to address and remove barriers to gender equality)

The guidelines were circulated to all SCOPE members.