16. APPENDIX

16.1. APPENDIX – A: QUESTIONNAIRE

SECTION A

Diversity Management at workplace

“Workforce diversity” refers to the heterogeneity or all the ways in which people differ in a workplace in terms of dimensions like gender, physical ability, race, religion, nationality, sexual orientation. Concept of diversity recognizes differences among people.

Please make your choice by selecting or entering data in the text box.

Name of the Organization: 

Does your organization have operations in countries other than India

☐ Yes  ☐ No

Total no of employees a) In India

b) Worldwide

1. Diversity Goals and Objectives

Which of the following statements reflect diversity policies and practices in your organization (Select any One)

☐ Policies and practices have been well embedded (> 5 yrs) and are constantly updated/improved.

☐ Policies and practices are recently implemented

☐ We are in the process of developing an equality and diversity approach.
We have no such policies/practices. Please go to Q7 at the end of section A.

1.2. If yes, what are your organization’s top three (3) diversity goals and objectives?

   i. 

   ii. 

   iii. 

2. Diversity strategy and Process

   2.1. Please select the processes/initiatives that are currently in place to achieve the above goals and objectives.

   □ Policies and procedures
   □ Recruitment
   □ Training
   □ Mentoring
   □ Leadership development, Talent Management
   □ Information Brochure, Reports, Articles
   □ Retention
   □ Empowerment
   □ Work/family life Balance
   □ Networks
   □ Advertising and Media Strategies
   □ Community involvement and Outreach
2.2. Which of the following diversity dimensions do the initiatives address? (Select all applicable)

- Gender
- Age
- Disability
- Religion/Belief
- Nationality
- Language
- Sexual Orientation

- Others

2.3. Is your organization’s diversity strategy incorporated into the following? (Please check all that apply)

- Organizational core values
- Strategic plan(s)
- Performance indicators
- Quality programs
- Other
- Not incorporated

2.4. Based on your experience how does a diverse work force contribute to the organization’s growth? (Select all applicable)

- Access to new labour pool/ and attraction of high quality employees.
- Promotes Company’s image and reputation.
- Commitment to equality and diversity as company values.
- Corporate social responsibility.
- Moral, Ethical consideration.
- Good Business Practice
- Innovation and creativity
- Improved Motivation and efficiency
- Legislative context/Legal compliance
- Economic effectiveness, competitiveness, competitive advantage and profitability
2.5. Does your organization have a budget to support its diversity strategy?

☐ Yes

☐ No

2.6. Diversity Management in your organization is spear-headed by

☐ Senior Management

☐ Diversity Management Team

☐ Human Resources

☐ Other

2.7. What steps are taken to promote awareness about the diversity initiatives within the Organization?

☐ Incorporating diversity as an important company value and business imperative.

☐ Communication in terms of articles, Information brochure.

☐ Top management commitment

☐ A Diversity Management Team/Committee

☐ Other

3. Communication and Feedback Channels

3.1. Does your organization measure the effectiveness of its diversity strategy?

☐ Yes

☐ No
3.2. If yes, what feedback mechanisms does your organization use to validate the success of its diversity strategy?

- Employee Survey
- Customer Input
- Focus Groups
- One-on-One Interviews
- Feedback/Suggestion Systems
- Training Evaluations
- Affinity/Support Groups

Other

3.3. How often does your organization measure the effectiveness of its diversity strategy?

- Quarterly
- Semiannually
- Annually

Others

3.4. How would you rate your organization in managing Diversity?

- Struggling to achieve the benchmark
- Champion
- At par with industry standards
- Striving to achieve the benchmark

4. Top Management commitment

4.1. What measures are taken to demonstrate top Management commitment to diversity?

- Personal involvement in diversity related initiatives
- Management by example
- Dedicated resources
- Funding
- Regular inclusion of diversity topics at meeting.
- Recognition of diversity champions/initiatives

4.2. Which of the following identifies how senior leadership is held accountable for diversity? (Please check all that apply)

- Performance standards
- Linked to compensation
- Bonus criteria
- Dialog with affinity groups
- Not held accountable
- Recognition
- Rewards
5. **Employee Involvement**

5.1. What employee groups does your organization currently have in place? (Please check all that apply)

- □ Task force
- □ Employee defined affinity groups
- □ Focus groups
- □ Advisory council
- □ Unions
- □ Change agents
- □ Partnerships with community-based groups
- □ Other

5.2. Are the above identified group/groups allowed to participate in any of the following? (Please check all that apply)?

- □ Human resource planning
- □ Performance indicators
- □ Peer review
- □ Employee benefits
- □ Policy planning
- □ Diversity action planning
- □ Budgeting
- □ Other
- □ Other

6. **Challenges**

6.1. What are the main challenges /barriers encountered in promoting and practicing diversity?

- □ Limited Information and awareness
- □ Limited Financial resources
- □ Minimal support of top management
- □ Discriminatory attitudes and behaviors
- □ Scarcity of Time
- □ Dearth of specific expertise/skills
6.2. Are the existing Indian laws and legislations adequate in providing guidance and enforcing diversity?

☐ Adequate  ☐ Inadequate

6.3. In which of the following aspects would the presence of better legislation help promote greater compliance from organizations?

☐ Gender  ☐ Language

☐ Age  ☐ Sexual Orientation

☐ Disability  ☐ Other

☐ Religion/Belief

☐ Nationality

6.4. Please mention any awards/accolades won by the organization championing the cause of workforce diversity?

6.5. Please share any specific diversity related programmes, initiatives in your organization
6.6. What do you see "on the horizon" for diversity?

7. Which of the following would describe the current approach in the best manner? (Select all applicable)

- We look only at qualifications and competency
- We have not given any particular thought to diversity
- We are concerned but, do not see any competitive advantage
- We have no expertise in the field
- We are not sure what diversity means
- No budget available
- Others

SECTION B

Diversity Dimensions at workplace
The objective of SECTION B is to collect specific information about the diversity dimensions under study.

Please provide data on the following diversity dimensions in your organization

1. Gender

1.1. Percentage of women employed over 3 years

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
</table>

1.2. Percentage of women employees in different functions

<table>
<thead>
<tr>
<th>Year</th>
<th>HR</th>
<th>ADMIN</th>
<th>MARKETING&amp;SALES</th>
<th>FINANCE</th>
<th>TECHNICAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
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<tr>
<td>2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.3. Percentage of women employees across different levels

<table>
<thead>
<tr>
<th>Year</th>
<th>Entry level</th>
<th>Managerial</th>
<th>Director level</th>
<th>Top Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>2007</td>
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<tr>
<td>2008</td>
<td></td>
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</tr>
</tbody>
</table>

1.4. Please select from the following options the polices/procedures adopted in your organization towards making it gender inclusive

- [ ] Gender Inclusivity policy
- [ ] Equal opportunity hiring/dev practices
- [ ] Conscious recruitment efforts
- [ ] Skill and competency development
- [ ] Sensitivity training (Gender sensitive language, behavior)
- [ ] Sexual Harassment policy
- [ ] Grievance Redressal cell
- [ ] Keeping track of attrition
- [ ] Conducting exit interviews
1.5. Please select from the following women specific initiatives and support systems you have in your organization.

- Extended Maternity leave
- Child care centers/crèches
- Networks
- Equal compensation policy
- Ensuring safety and security (Escorted night drop)
- Mentoring
- Parenting workshops
- Showcasing Role models
- Flexible working hrs/working from
- Others

2. Disability

2.1. Please select the policies and practices in place your organization in regards to disability

- Policies ensure equal opportunity.
- Practices encourage and assist in recruitment, training and development of disabled employees
- Provides reasonable adjustments to support disabled employees.
- Has disability equality training a part of the training programs ensued by the organization.
- Rehabilitation policy for employees who have undergone a long-term absence from work due to a disability or other health reasons.
- Provision for easy accessibility (Reserved parking spaces, Ramps, Toilets etc).

3. Nationality

3.1. Please describe the efforts undertaken by your organization to create a positive and inclusive climate that support employees from different nationalities
4. Religion/Race

4.1. Please describe the efforts undertaken by your organization to foster an environment and culture that is inclusive of all religions and beliefs.

4.2. Is religion/race a criterion in recruitment, T&D, promotion, retention?

5. Sexual orientation

5.1. Please elaborate on the policies/procedures to make the workplace a positive environment for workers of all sexual orientations.
Please provide a copy of the following documentation, if possible

- Organizational Charts showing reporting and organizational (centralized, etc.) structures for diversity
- Diversity Vision/Mission Statement
- Diversity Strategic Plan
- Diversity Policy Statement
- Diversity Communications Plan (if not part of strategic plan)
- Diversity Training Plan (if not part of strategic plan)
- Summary of Diversity/Cultural Audits
- Diversity Brochures, Newsletters, etc.—any relevant information not captured in above documents

I greatly appreciate your taking time to fill up this questionnaire. I am sure your inputs will provide valuable insights and help me to obtain an accurate picture of workforce diversity in the workplace.

Thank you,

Sona K
(Research Student)
16.2. APPENDIX – B: ELEMENTS OF INDIAN ENVIRONMENT

Workforce Diversity and Environment

Diversity in the workforce is greatly affected by the environment in which exists. Several elements in the environment – social, cultural, economic, legal, political act as a source or play an important role in determining the extent and significance of diversity dimensions. In this study, instances relating to how environment influence, direct and sometimes dictate the pattern and evolution of diversity and level of inclusivity in a society and its workforce is depicted in the subsequent chapters. In the following section I am presenting a brief introduction on elements in Indian environment that has relevance on workforce diversity. They include Socio – cultural environment, Economic environment, and legal framework and Third party organizations.

Socio cultural Environment

Socio cultural environment consists of a range of behaviours and relationships in which individuals engage in their personal and private lives. It includes elements like

- Characteristics of the population – Race, Ethnicity, Religion, sex, social class, Age, Language, Education.
- values and attitudes
- Lifestyles and relationships.

India is often referred to as the melting pot of cultural diversity. This statement is attributed to the presence of various religions, castes, languages, art forms co existing in this subcontinent. The socio cultural environment in India evolved to the present state by imbibing the essence of various cultures it was exposed through centuries. The elements of Indian socio cultural environment have a great impact on the society’s functioning including workplaces. Dimensions like religion, race, ethnicity, caste, age, social status, languages and attitudes towards gender roles, disability, and varied orientation and lifestyle choices often through accentuating differences promote discrimination which permeates to work environment. Hence socio – cultural environment by shaping the diversity elements in a country has an impact on the outlook of diversity dimensions in my chosen area of study.

Economic Environment

Tracing through the economic history of India, ancient Indian economy (originating around Indus valley civilization and extending to ancient and medieval age) was considered to be one of
the largest and robust economies, but centuries of colonization led to the impoverishment of its economy. On attaining freedom in 1947, Indian government envisaged many programmes for rehabilitation and self-reliance of its economy. Up to 1991, Indian economy was protectionist in nature with tight state control established through nationalization of all key sectors. By 1991, Indian economy was in a dire state and in return of the IMF bailout India was force to initiate economic reforms. The liberalization policies saw the opening up of Indian economy to attract trade and foreign investment (FDI), lowering of governmental controls and increased private participation and embracing globalization. These policies boosted India’s economic growth propelling India’s status to the second largest fastest growing economy in the world. Opening up of economy prompted India to be a preferred destination for foreign direct investment, the main thrust provided by Information technology and telecommunications industry. Progress in Indian economy is held synonymous with growth in Indian IT and ITES sector. Owing to liberalization policies and pursuit of globalization, today, Indian IT and ITES sector has the largest presence of multinational companies. In pursuit of expanding its horizons, Indian companies too have spread their footprints all over the world. This factor in turn has an effect on the workforce composition of Indian companies in this sector which now increasingly comprises of people of different nationalities and cultures making its workforce one of the most vibrant ever.

Legal Framework
The legal framework of a country and its constituents play an important role in regulating adversities associated with diversity. They include

Constitution
In India, Constitution which came into effect on Jan 26 1950 constitutes the ultimate legal document in the country. Any other law enacted by the government must confer to the constitution. The Constitution, in its current form, consists of a preamble, twenty-two parts containing three hundred and ninety five articles, twelve schedules, ninety-four amendments, and five appendices.

The preamble, fundamental rights, and directive principles provides the basis on which the legal framework and optimum social structure is envisaged. These fundamental principles and its essence are reflected in the numerous laws enacted and practices and procedures adopted in dealing and managing with the diverse workforce in our country.

Government
The three branches of government - Executive, Legislature and Judiciary upholds the spirit of constitution and uses it as the guiding document whenever dealing with the element of diversity. Executive with president as its constitutional head, Prime Minister and council of ministers, Legislature consisting of Rajya Sabha and Lok Sabha and State legislatures play an important role in passing and enforcing legislations and laws upholding the spirit of inclusivity which is applicable in work situations. The third branch of Government, Judiciary functions independently of legislature and executive. The independent nature of Judiciary aids in the redressal of discriminatory practices.

Political parties
A by-product of Indian democratic framework is the large number of political parties in existence. Executive, Legislative (Lok Sabha) and State governments consist of representatives of political parties who have come in power through general elections. There are multiple parties in India operating in national and regional levels. These political parties are powerful stakeholders in India with their influence spanning over all the major issues in the country including social, economic and law and order.

Third party Organizations
Apart from internal elements international organizations and treaties also play an important role in shaping the diversity elements in a country. India has affiliations with major international organizations like UN and hence abides by its international treaties and guidelines, lot of which is applicable to diversity dimensions like gender, sexual orientation, disability, religion, caste and age etc. At national level, apart from governmental agencies and dedicated ministries, India has a large number of Non- governmental organizations committed to the eradication of discrimination associated with diversity dimensions. Many of these NGO’s played an instrumental role in policy making and conception of laws in India. The role of these third party organizations in relation to diversity dimensions in Indian environment and Indian IT and ITES sector is elucidated in the course of research thesis.
16.3. APPENDIX – C: NASSCOM & INCLUSIVITY IN INDIAN IT/ITES INDUSTRY

The National Association of Software and Services Companies (NASSCOM) is the internationally recognized trade body of the Indian IT industry. This non-profit organization was established in 1988 under the societies act to aid business and trade software and services and to encourage advancement of research in software technology. NASSCOM has spearheaded many initiatives in furthering its vision to maintain India's leadership position in the global sourcing IT industry, to grow the market by enabling industry to tap into emerging opportunity areas and to strengthen the domestic market in India.

NASSCOM has launched various initiatives to further the cause of building an inclusive work environment. - Gender Inclusivity Initiative, NASSCOM foundation

**Gender Inclusivity Initiative** - According to the NASSCOM website, Gender Inclusivity Initiative was launched since NASSCOM recognized the need for gender inclusivity at all levels in the IT-ITES industry in order to realize the projections for growth in the coming years. Objectives of this initiative is as follows

- Benchmark the participation of women in IT, study how global companies in IT and related industries have benefited by having more women leaders in their organizations.
- Sensitize senior management and policy makers in IT and ITES industry on gender inclusivity and women friendly policies and share the best practices in this area.
- Highlight success stories of companies that have bought more women into their corporate leadership.
- Equip women with insights, training and mentoring on necessary skills to gear up and achieve their leadership aspirations.

NASSCOM strives to achieve its objectives through various means like WIL-IT Forum, Mentoring circles, Research and Publications, Summits and Workshops and provide an impetus by recognizing those companies who excel in its endeavour towards introducing innovative and effective practices in furthering the idea of creating an inclusive work environment.

Gender remains the main area of concentration in inclusivity promotions, other parameters like disability, nationality and religion/caste is slowly finding place.
16.4. **APPENDIX – D: INCLUSIVITY PRACTICES**

Inclusivity practices in select Organizations

**Ajuba Solutions**

- Strives to provide a work environment that is fair and meritocratic in its approach as well as safe, secure and caring, especially for women employees. Core Value include meritocracy, operational Excellence, continuous Learning, Trust and Transparency (MELT). This ensures that there is no gender bias in promotions, opportunities, grooming for leadership roles.

- Gender

- Recruitment strategy is focused on gender inclusivity and aimed at enhancing the number of women within the workforce, Scouts women institutes for campus placement.

- Reach out (a programme that gives women employees the opportunity to with the top managers of the company)

- Leadership Development Programmes (LDPs) and Management Development Programmes, all form a part of the offerings that the company has for women

- Paid holidays, Flexi-timings and telecommuting options,

- As part of its corporate wellness programme called Svasth, Ajuba is provides a general physician for employees to consult as well as a gynaecologist for women employees, special lounge has been created in all facilities for offering pregnant or unwell women employees a space to rest and relax.

- Company sponsored transportation, Escorts are provided to ensure women’s safety in night shift, Periodic workshops on self-defence

- Anti-sexual harassment policy and ensures serious disciplinary action against offenders

- Women’s Forum - Shakti

- Newsletter, Touch - Intranet has an HR tracker where grievances can be reported anonymously, Periodic surveys to get feedback on gender inclusivity practices

- Disability

- Hires people with disability, Supports fundraising efforts for children with mental disability.
Aricent

- Aricent is an equal opportunity employer. The company does not discriminate by race, colour, religion, sex, age, disability, gender or any other biases as prohibited by law. Aricent evaluates all its applicants and employees only on the basis of merit and performance. Aricent believe that gender inclusivity is crucial to attracting and retaining the right talent, which further contributes to a healthy work environment within the enterprise.

- The company has focused its energies on providing an ethical and safe workplace with a non-discriminatory work culture. This ensures that the company attracts and retains the right talent among women as well. The open work culture and initiatives such as the “Flexible working hours” allows women employees to balance their work life.

CSC

- Equal opportunity Statement - CSC through its affirmative action efforts, actively seeks, employs and retains the most qualified individuals; provides equal opportunity for all aspects of employment, including training, education and promotions; and lawfully conducts these and all company-sponsored activities in a manner not discriminatory toward any individual because of their race, colour, religious creed, national origin, citizenship, marital status, sex, sexual orientation/gender identity, age (over 40), disability or U.S. veteran status.

- CSC India – As a part of the diversity initiative a program to support gender diversity and attract and retain women. As part of the diversity initiative, a diversity council has been set up at each CSC location in India, which is supported by an HR representative.

- A helpline called “Helpline@Planet W” has also been launched to support communication between our women employees and council members. Another supporting program that has been launched is the mentoring program, which focuses exclusively on skill and career development of women employees; this is in addition to the regular workshops and training that our people avail at CSC India. Members of senior management at CSC India are volunteering as mentors in this initiative. CSC India has also held a training program on wellness and self-defence as well as a free health camp for our women employees.
First source Solutions

- First source is an equal opportunity employer. Prohibits discrimination or harassment based on race, colour, religion, national origin, sex, age, sexual orientation, marital status, citizenship status, or disability.
- Sexual harassment policy and redressal measures.

Genpact India

- Genpact is an equal opportunity, affirmative employer, Employment decisions Without regard to, race, colour, national origin, sex, marital status, sex, sexual orientation, age, religion, and disability.
- “We Mentor” a program that pairs high-potential middle-management women with experienced leaders in the company to assist and guide them on various professional fronts
- Safe and secure work environment for our employees starting with a strict policy for Environment, Health and Safety.
- Genpact Women’s International Network (GenWIN)—whose mission is to foster the professional development of our women workforce as well as a formal mentoring program.
- Leverage technology as well as the power of face-to-face interaction using multiple channels such as town halls, web chats, employee intranet, one-on-one meetings among others, to regularly connect and communicate with employees, A key channel for garnering feedback is the Employee Satisfaction Survey.
- Efforts to proactively source, hire, mainstream and integrate people with disabilities, targeted hiring efforts, sensitization training, facilities access audit, participation in job fairs 4 differently abled.

HCL Technologies

- Sensitivity and respect their gender, cultural and geographical diversity. No bias against those with different or certain beliefs, whether religious or others
- Employee first council to maintain a diverse workforce.
- Self defence programs for women employees.
• Stringent safety measures and precautions in place to guarantee protection of women employees
• Vetting of cab drivers, escort for women employees picked up first or dropped last, signing of duty slips, checking of vehicles by security supervisors, monitoring of cab radios and connectivity to police stations, Special safety audits.
• MITR - 24/7 counselling for social, financial, and emotional concerns
• Policies in place encouraging the specially-abled

**Hex aware Technologies**
• Respect for diversity as one of the core values.
• Sexual harassment policy

**Hinduja Global Solutions**
• Respects cultural diversity and provide equal opportunities to all of our employees to voice their opinions, to learn, to contribute and to grow are one of the core values of the organization. Strives to be an employer of choice.
• Samarthanam Trust for the Disabled - Efforts include employee funded sponsorship, sharing of learning materials, educational tuition and guidance, mentoring and counselling. Hinduja Global's long term vision and desire is to provide children of Samarthanam with a future which will lead to employment within Hinduja Global

**Infosys**
• One of the champion organizations in diversity inclusivity.
• Patent pending inclusivity index, diversity dash boards, sensitization through diversity campaigns and training.
• Diversity office and HR department responsible for diversity initiatives
• IWIN (Infosys Women’s Inclusivity Network)
• Develop women for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization
• Maternity leave (paid)
Flexible arrival / departure
Telecommuting
Alternate career paths
Satellite office
Health programs
Sabbaticals
Child care centres
Parenting workshops
Counselling
Day care centres/Nursing stations
Mentoring
Peer counselling - work life balance, deciding careers within Infosys, travelling abroad and getting help in a new location, understanding harassment at work and helping with remedial procedures and personal effectiveness.
Professional counselling: Infosys supports women with free counselling on stress, behavioural and personal problems through a professional counsellor. This support is 24/7, and the cost is borne by the company
Stay connected: When women go on their maternity or sabbatical, it is important for them to stay connected with technology as well their own projects, so that when they return it is easy for them to commence their work
Affinity groups - Young women groups, Working Mothers group, Women Managers groups-, Women leaders.
Corporate Training program – Entry, Middle and Senior
Gender Sensitive workshops, women portals, campus connect programs and leaders communiqué, mentoring programs for women.
Harassment policy
Infosys BPO has introduced a line in its job advertisements that goes: “Persons with disability (PWD) are encouraged to apply”.
Infyability - focuses on disability, training, campaigns and interventions Celebrates world disability day to sensitize on creating an inclusive environment.
• Infosys BPO that started hiring people with disabilities in 2005 has been proactively working towards increasing the representation of people with disability in the workforce
• The campus has made provisions for specially equipped restrooms, additional railings and tailored emergency drills. The other employees are trained to evacuate disabled employees first as part of disaster preparedness.
• In order to ensure that access to information is available for people with hearing impairment Infosys have a sign language interpreter present in all employee engagement events
• All employees at Infosys are sensitized to the special needs of disabled employees. One entire team of 24 people at Infosys BPO was taught sign language to help them communicate with the hearing and speech impaired.
• Employees from over 70 countries,
• Training for cross cultural sensitivity
• Infosys BPO received the Helen Keller award for the best employer from the National Centre for Promotion of Employment for Disabled People (NCPEDP).
• Winner of NASSCOM gender inclusivity award

Intelenet Global Services
• The company states employees are treated without bias during employment, without regard to their race, religion, sex, colour, age, national origin, or physical disability.
• Satisfaction Survey
• Open communication channels- Town hall meetings, focus group.
• Transportation
• Supports SPJ Sadhana School - A school for autistic and cerebral palsy affected children

Mind Tree
• Diverse workforce prides on diversity.
• Policies and programs are feedback-driven, demographics-based, designed inclusively and revisited regularly to ensure that they keep abreast of changing expectations
• Employee Perception Survey every year and acts upon the results.
• Employee Communication – Mind Tree’s internal portal – People Net offers all the information and services an employee will require
• Prides on diversity
• Full-fledged day care, Baby’s day out
• Women can take up to one year leave for every 6 yrs completed to balance family - work commitments
• Council to address women's issue
• Sexual harassment policies/procedure
• New mothers can also avail the option of reduced hours of work, half day/half work week
• Education, disabled friendly workplace, supports spastic society
• Great place to work award

Mphasis
• Company states that they ‘selects and place employees, without discrimination, on the basis of their qualifications for the work to be performed. This applies to all Personnel actions, including recruitment, hiring, placement, promotion, separation, compensation, benefits administration, training, education, social and recreational programs, and the use of Mphasis facilities. We apply the same high standards for relocation and upward movement of our employees’
• Also they state that Mphasis does not discriminate on the basis of race, colour, religion, gender, sexual orientation, gender identity or expression, national origin, disability, age, covered veteran status, or any other characteristic protected by law. We embrace diversity in all our teams and encourage the formation of blended workgroups.
• Respect diverse viewpoints and are inclusive. We identify opportunities and proactively seek areas for improvement in processes and encourage diverse viewpoints
• Open door policy, feedback forums
• Sexual harassment policy and redressal measures
• Encourages employment of otherwise qualified but disabled people.
• Partnered with Enable India, a pan-Indian NGO that works towards placement of disabled people in the corporate sector.
• Encourage applications from people with disabilities, and from economically underprivileged backgrounds
• Conscious effort to assimilate disabled people into the workforce and make the organization a comfortable place for them to work
• All Mphasis recruitment advertisements specifically encourage applications from the disabled.
• A budget is allocated to better the work atmosphere for the disabled. This includes screen magnifiers for the visually impaired, speech enabled software etc.
• A pilot project was held with Association for People with Disability (APD) in which 600 disabled persons were screened and 40 prospects were short-listed. These 40 people were put through a rigorous 3 month training programme designed and funded by Mphasis
• Awards for empowerment of disabled people - Hellen Keller Award, National award

**Rolta**
• Provides equal opportunity irrespective of gender, caste, religion, race or colour, merit being the sole differentiating factor.
• Strives to be the employer of choice.

**TCS**
• The organization states that ‘A Tata company shall provide equal opportunities to all its employees and all qualified applicants for employment without regard to their race, caste, religion, colour, ancestry, marital status, gender, sexual orientation, age, nationality, ethnic origin or disability’.
• ‘Human resource policies shall promote diversity and equality in the workplace, as well as compliance with all local labour laws, while encouraging the adoption of international best practices’
• ‘Employees of a Tata company shall be treated with dignity and in accordance with the Tata policy of maintaining a work environment free of all forms of harassment, whether physical, verbal or psychological’.
• Feedback systems - Internal and external - Pulse surveys, Town halls, open houses-, opinion poll- Benchmarking, Process Improvement Proposals (PIPs), grievance mechanisms, and exit interviews are some other mechanisms to solicit feedback from employees.
• Teams (CFTs) of local Admin and HR are deployed for seeking employee feedback"
- Centralized grievance redressal system
- TCS’s growing workforce comprises skilled and diverse people of all ages, across various nationalities and educational qualifications
- TCS conducts annual internal audit by an external global organization to ensure compliance to all applicable legal and regulatory requirements
- TCS also has in place an Ethics Management System to handle ethical violation such as sexual harassment at work and other issues that women associates may face.
- TCS does not discriminate between men and women. In every employee category, irrespective of seniority, the basic salary is the same for both genders
- TCS is the first Tata Company to have a global policy to address Sexual Harassment in the workplace.
- Showcasing successful managers- The Wow women at TCS
- TCS offers its women associates the option of long leave for medical reasons, as an extension of maternity leave and for other family commitments.
- TCS does not discriminate employment based on physical disability. Ramps and special toilets are provided in all new TCS centres. TCS adheres to stringent policies laid on Forced a Compulsory Labour (HR7).
- Advanced Computer Training Centre in Mumbai for the visually impaired - A Pioneering Initiative by TCS Maitri
- The aim of this initiative was to create suitable opportunities for the visually impaired and to prove that they had the skill and ability to excel without any preferential treatment being accorded to them
- CEO and the Senior Leadership team take keen interest in Maitree and special initiatives on education such as Ignite for imparting IT education to science graduates and Insight for introducing IT and business skills to pre-university students.
- 12.9% of employees are international employees

**Tech Mahindra**

- TM states that they will treat all individuals fairly and impartially, without prejudice, and never tolerate harassment in any form and that are committed to developing a working
culture that is fair and inclusive enabling all employees to make their distinctive contributions to the benefit of the business.

- TM is an equal opportunity organization that prohibits discrimination or harassment based on race, colour, religion, national origin, sex, age, sexual orientation, marital status, citizenship status, or disability.
- Special forums for all employees, blogs give everyone an opportunity to raise concerns and discuss issues with the Tech Mahindra family at large.
- TM strictly prohibits any kind of sexual harassment
- TM states that they are a women friendly place and have had several excellent leaders emerge from our women force. We also have various initiatives in place that encourage women at work.
- All our associates are made aware of the diversity in accent and culture of the environment they work in through a selection of audio and visual aids- Training

**Wipro**

- The company states that it strives to hire and promote people on the basis of their qualifications, performance, and abilities, and is determined to provide a work environment free of any form of illegal discrimination both direct and indirect, including, but not limited to, sexual harassment.
- Wipro endeavours to offer equality of opportunity to all employees and not to engage in or support discrimination in hiring, compensation, access to training, promotion, termination or retirement based on ethnic and national origin, race, caste, religion, disability, age, gender or sexual or political orientation
- Anti-harassment policy including sexual harassment( A prevention of sexual harassment committee)
- Grievance redressal measures
- Ombudsman, Audit Committee
- Women of Wipro (Wow) - Wow initiates a flexible platform that enables growth and empowers women to be the leaders of tomorrow
- Dedicated women centric blogs and portals
• Creating a more inclusive workplace to accommodate People with Disabilities (PWD). Initiatives in this space include creating accessible physical infrastructure, enabling talent transformation by providing the right resources, implementing people policies that follow global standards, adapting IS applications for persons with disabilities, and producing an inclusive talent acquisition process.
• Wipro has employees who are derived from various countries
• Talent development programs, leadership training frameworks, global recruitment campaigns - are among a few of the processes we have undertaken to attract diverse new talent.
16.5. APPENDIX – E: PROFILE OF ORGANIZATIONS IN THE STUDY

Figure 3 PROFILE OF ORGANIZATIONS BASED ON NUMBER OF EMPLOYEES
## 16.6. APPENDIX – F: ORGANIZATIONAL DATA

### Table 2 DIVERSITY DATA OF ORGANIZATIONS

<table>
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<tr>
<th>Co Name</th>
<th>Employee strength</th>
<th>Head quarters</th>
<th>Presence</th>
<th>Sex. Orn</th>
<th>Nationality</th>
<th>Disability</th>
<th>Gender</th>
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