



Diversity, Equity and Inclusiveness at Hybrid Workplace in Indian Context



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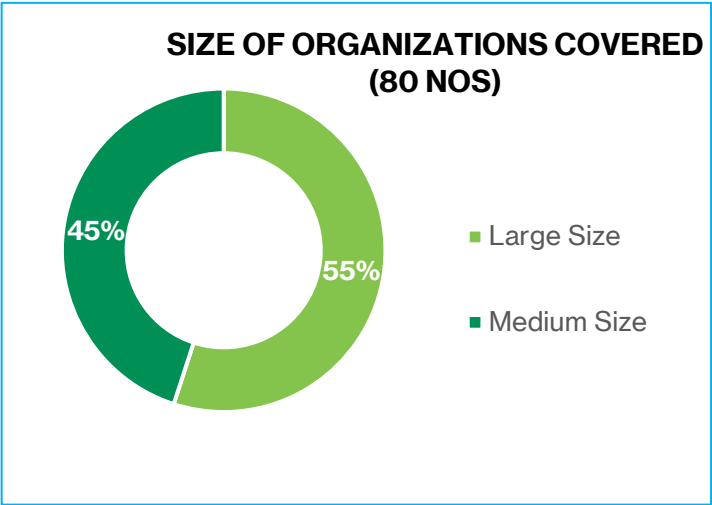
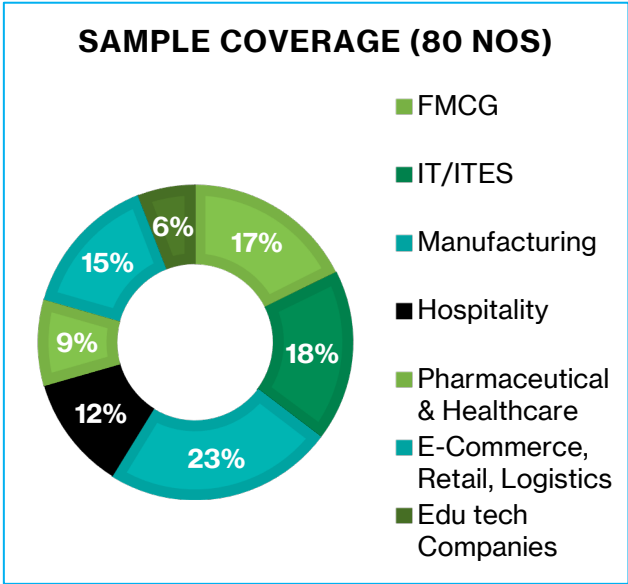
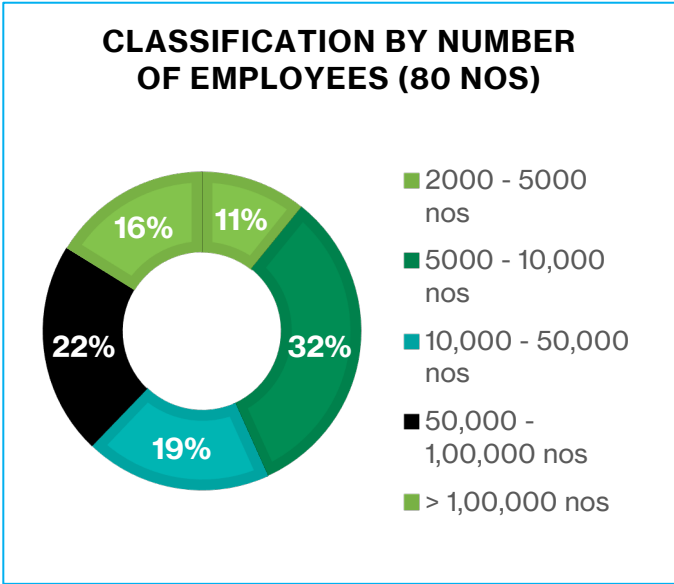
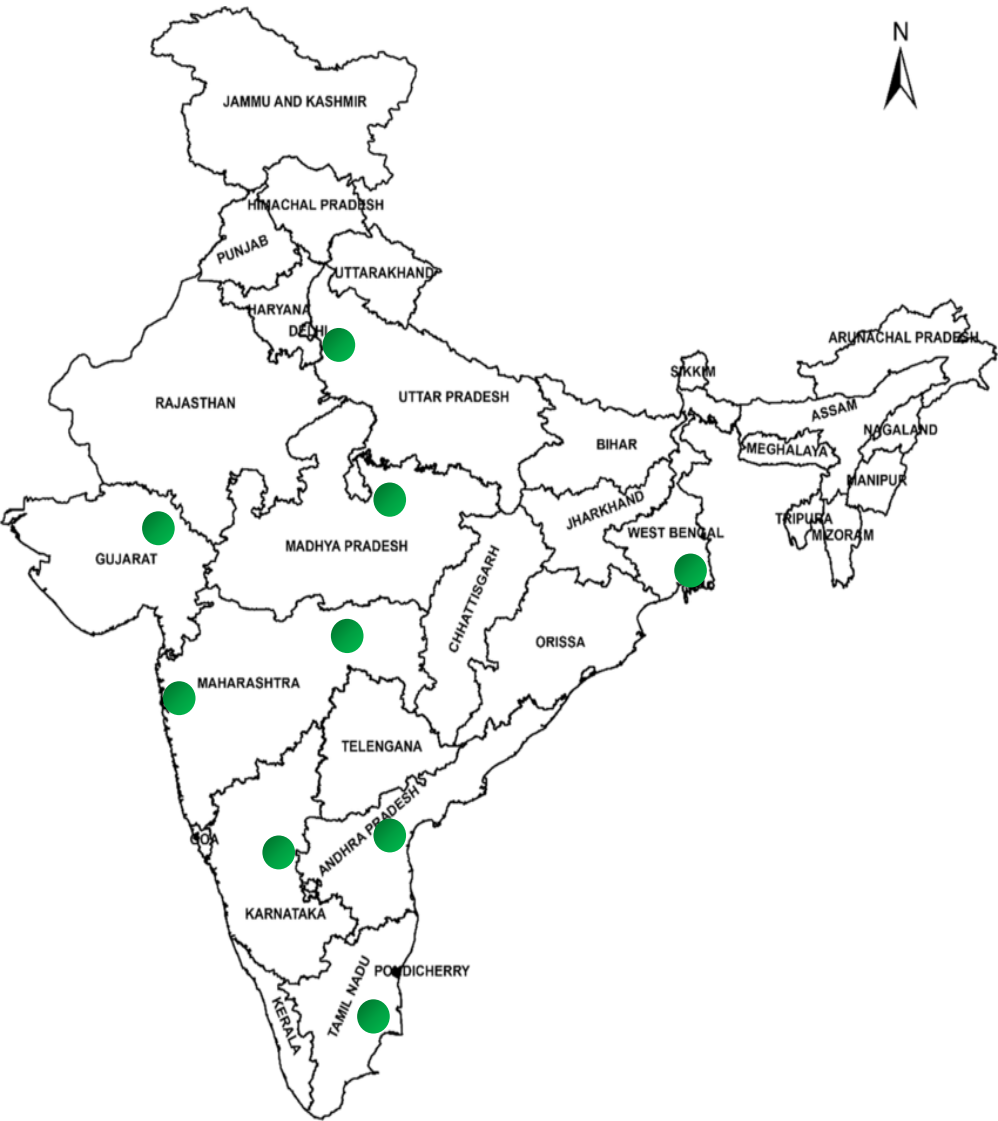
Understanding & Evaluating the current state of
Diversity at Workplace in India
and determining effective ways and activities to embrace
“Equity” and “Inclusiveness” effectively

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Sample Coverage – Corporate Sector



Approach Methodology

Timeline : 5 Weeks

Source & Approach

- a. Primary Research with large & mid size organisations
- b. Secondary Research on broader topics & pre-preparation
- c. Structured Questionnaire based approach for Primary Research

The criteria for shortlisting organisations for the Primary Research

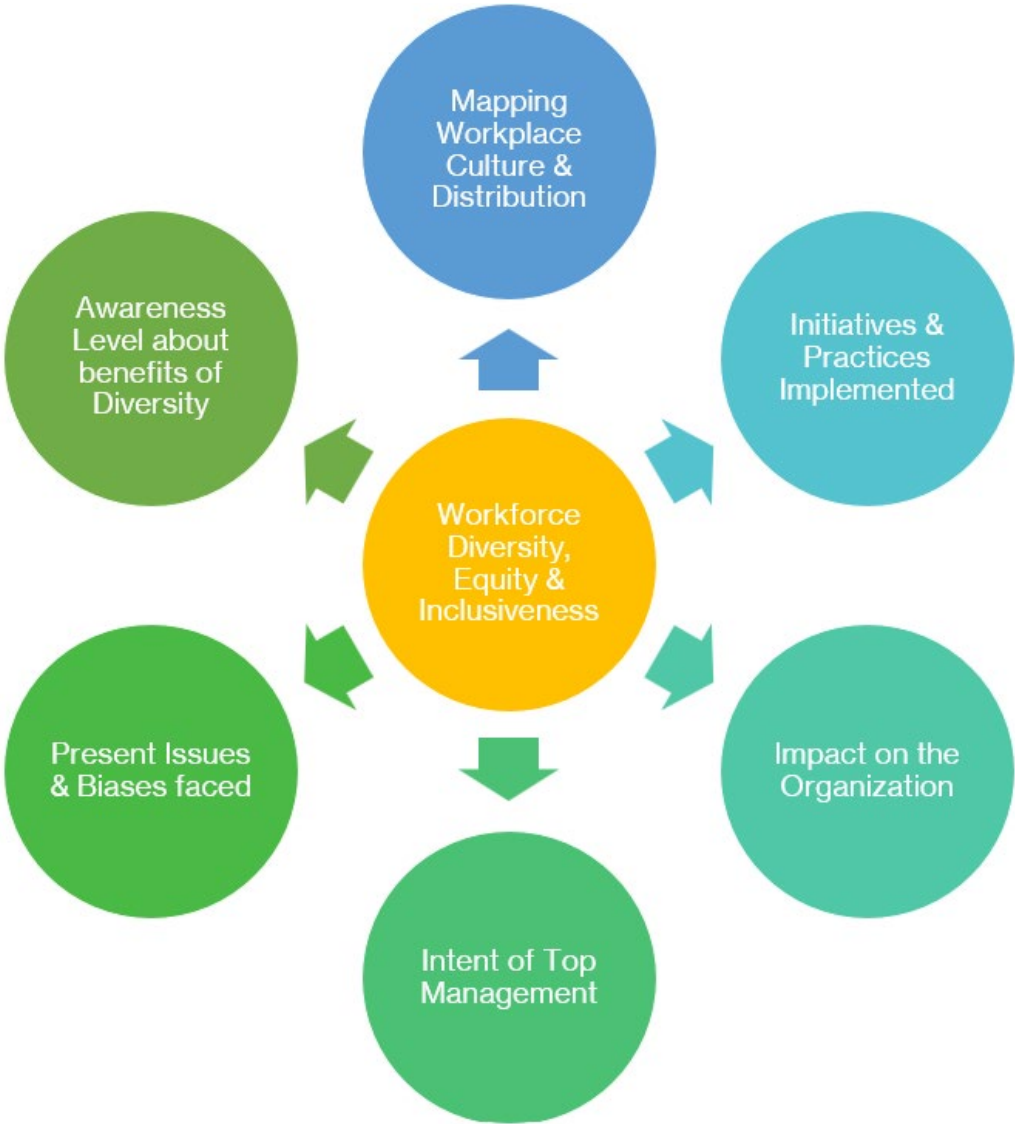
- a. Employee Strength: min 500 nos
- b. At least 20% of the workforce comprises of women, people with physical disability, LGBT community, deprived communities or any other under-represented group.

Methodology

- a. Combination of In-Person & telephonic interactions with 80 organisations
- b. Interaction with HR Head, VP Strategic Initiatives, Learning Head, Chief Talent Head etc.

Research Framework

The study evaluates following 6 dimensions that lay the framework of Research from mapping diversity to impact of Inclusiveness in Hybrid Workplace.



Shortcomings of the Research Approach

- Focus is on organizations who have taken strides towards Diversity, Equity & Inclusiveness to understand their drives, experiences and impact in going through the entire process. Thus excluding the organizations who are either not aware about the DE&I or haven't taken any initiatives.
- While we tried to cover wide range of diversity parameters, however there are few common ones which have dominated the response rate from the sample covered.
- It is assumed that sample distribution is normal which may not be correct to extrapolate to Pan India Level and is applicable to certain segment of organizations within the Industry
- The analysis only measure the impact of initiatives as experienced by the organizations and does not try to show the impact of 'Difference of Impact". In other words, how much of difference causes how much of good outcome has not be quantified

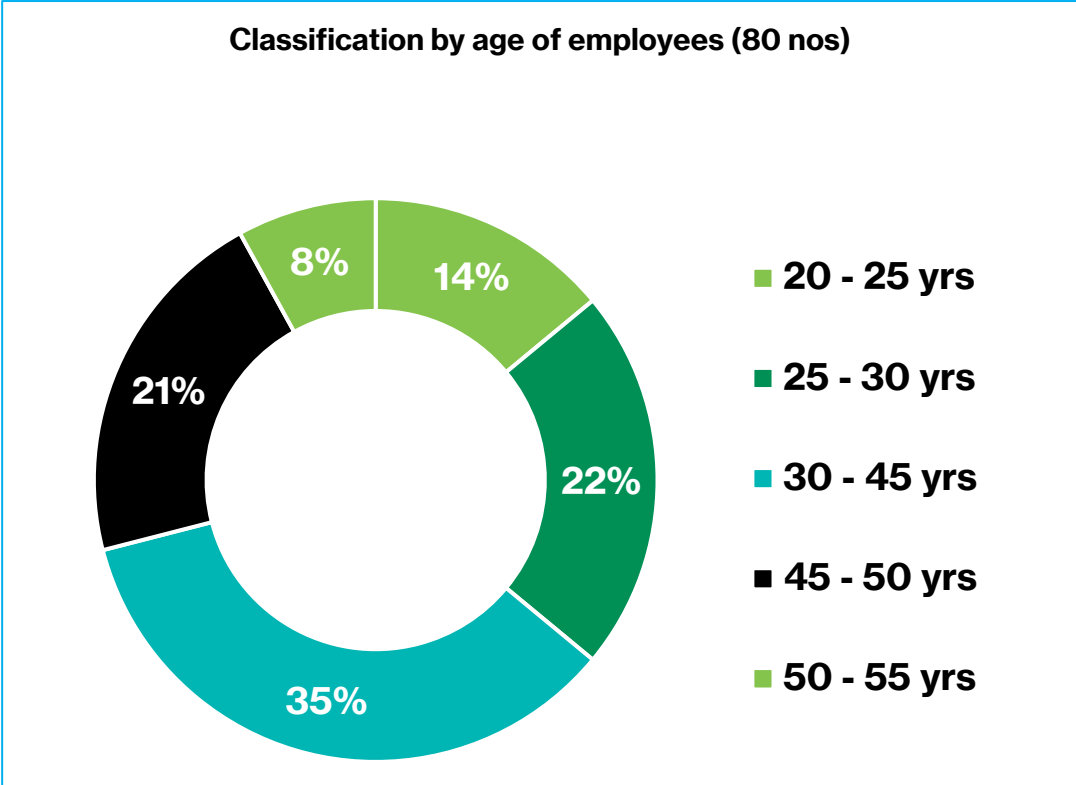
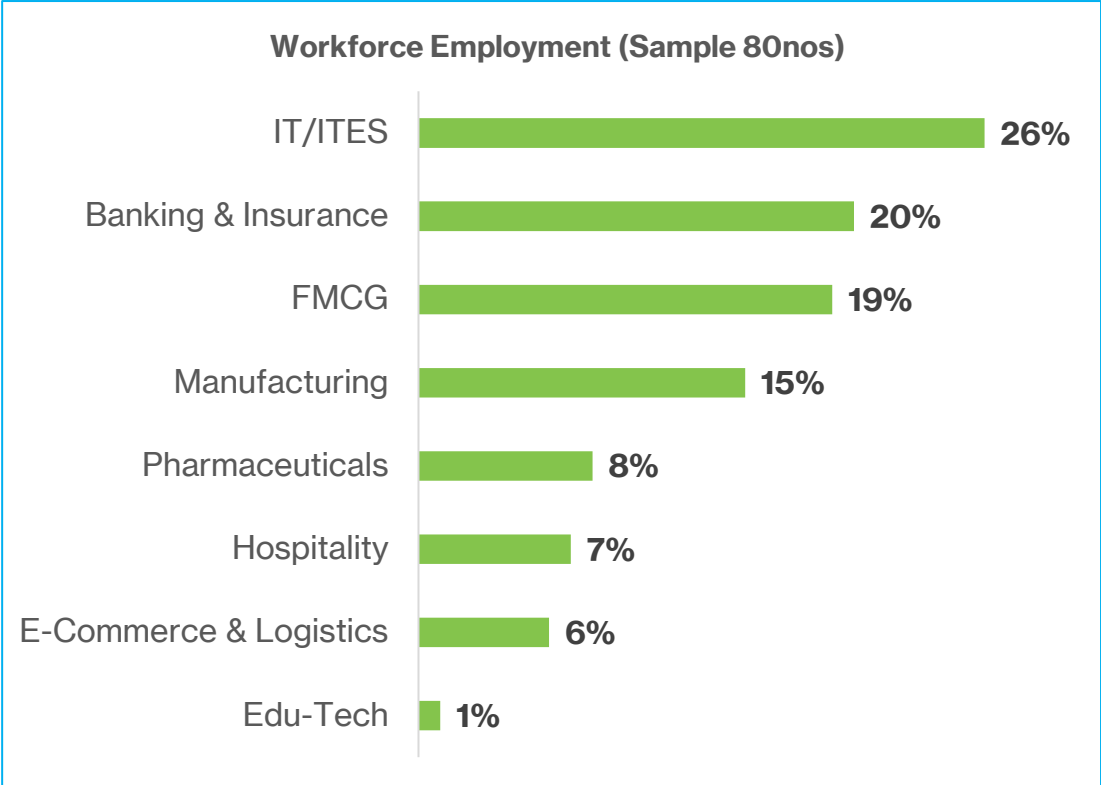
RESEARCH FINDINGS

Key Insights

1. **Lack of top management involvement** and alignment of activities is found to be second biggest challenge in DEI Implementation
2. While 77% of workforce is aware of Benefits of DEI, the **adoption of DEI is under 25%** of Employee strength
3. **Less than 50%** of the organization strongly attribute Diversity as a contributor to higher revenue, performance or innovation.
4. **25% of the organizations** did not prefer to draw a relation between having a diverse workforce and being inclusive
5. 68% of the organizations presume DEI to be Gender Diversity alone. **Only 24% of the organizations cover a wide spectrum of diversity at workforce**

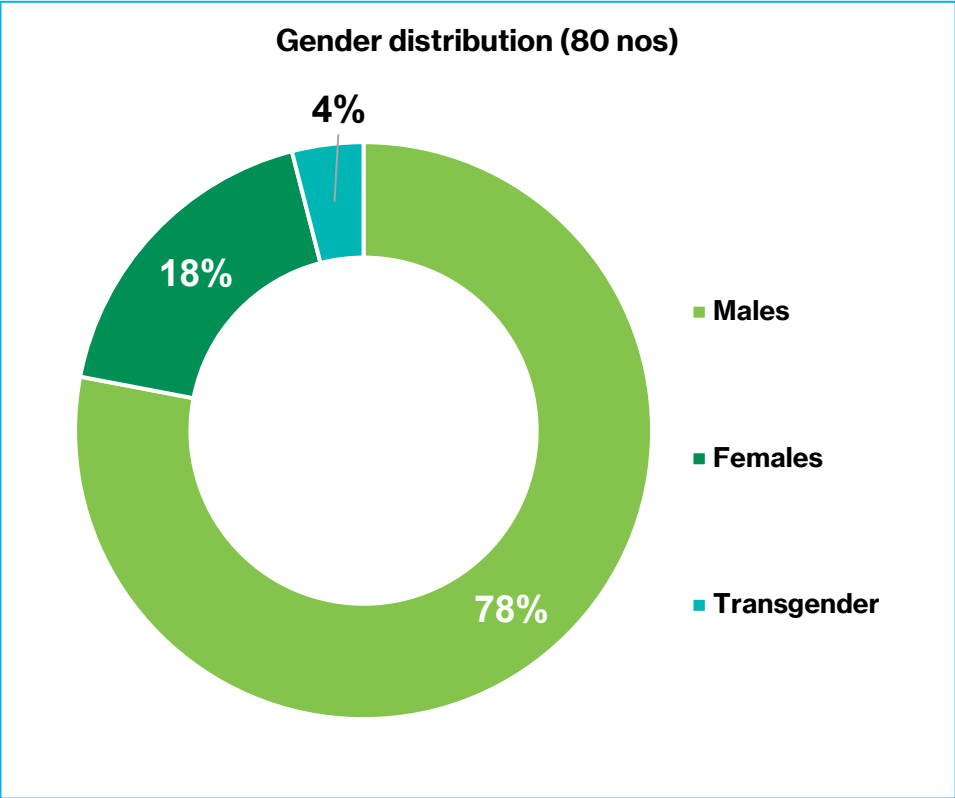
State of Diversity Observed Based on the Sample Coverage

IT/ITES, Banking & Insurance, FMCG & Manufacturing are the Top 4 Industry Segments employing significant workforce



Young Workforce contribution: 36%

Women represent only 18% of the Workforce at Workplaces

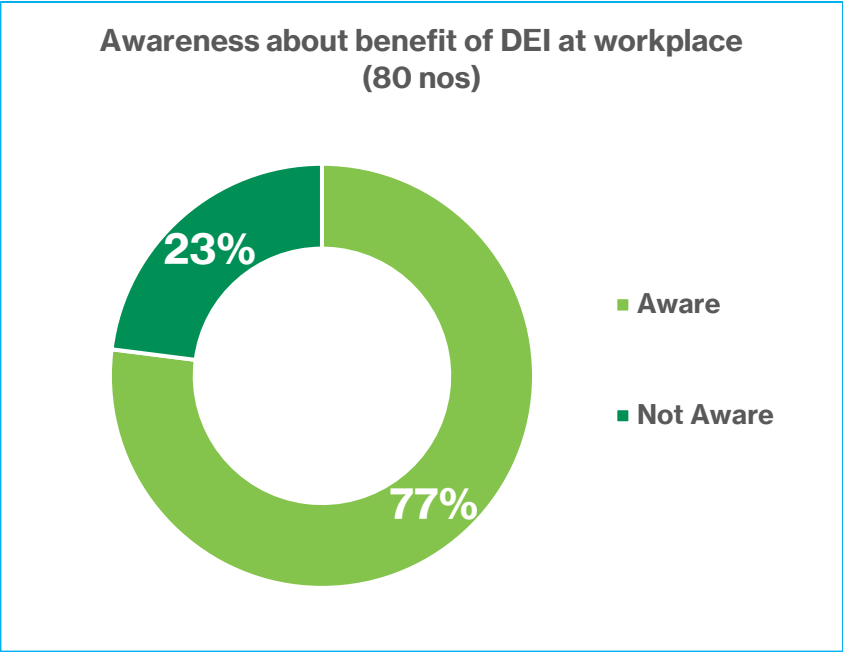


Gender Distribution	Male	Female	Transgender
Banking/Finance	76%	22%	02%
FMCG	80%	16%	04%
IT/ITES	60%	30%	10%
Manufacturing	95%	04%	01%
Hospitality	59%	36%	05%
Pharmaceutical & Healthcare	92%	07%	01%
E-Commerce, Retail, Logistics	86%	10%	04%
Edu tech Companies	78%	18%	04%
Total	78%	18%	04%

Key Points

1. Males continue to dominate the employment in India but contribution of females at workplace have grown the fastest in last 15 years
2. Employment opportunities for Transgender category are available across industries but remain minimal.
3. IT/ITES and Hospitality are leading the initiative towards involving more women at work and are progressive towards accepting Transgender Category too at workplace.

Organisations are Well Aware about the benefits of DEI

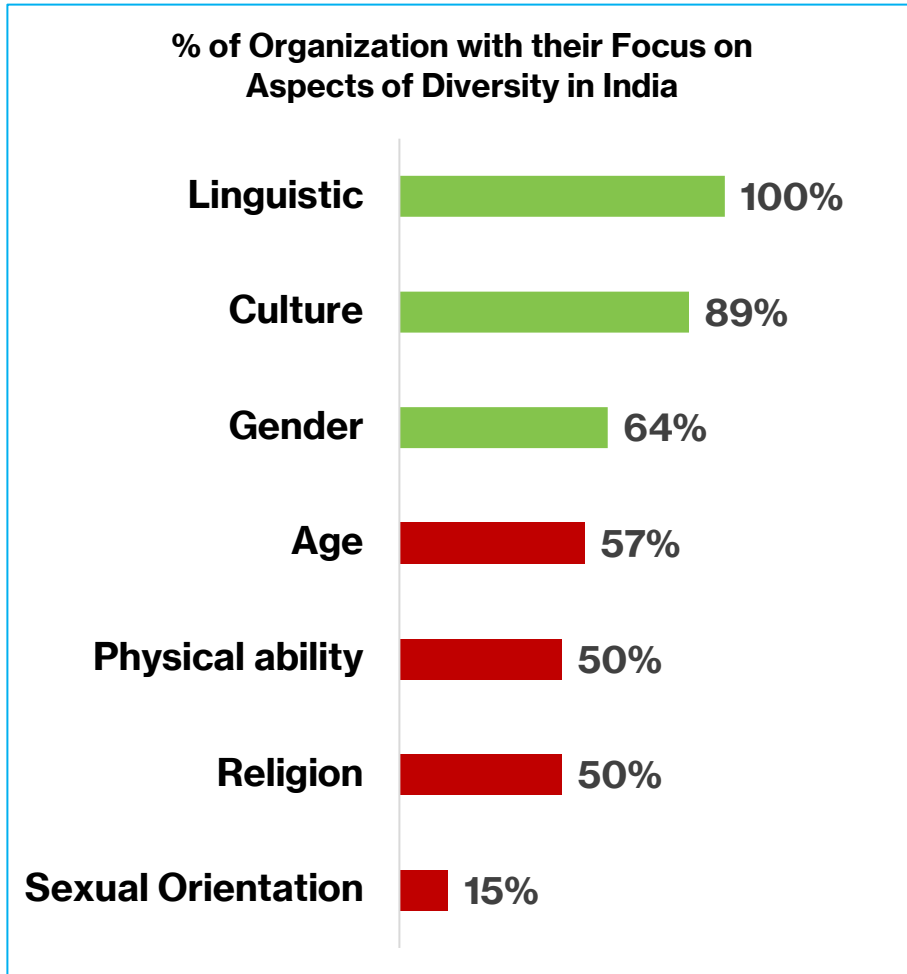


Awareness about benefits of DEI	Aware	Not Aware
Banking/Finance	78%	22%
FMCG	84%	16%
IT/ITES	100%	00%
Manufacturing	60%	40%
Hospitality	80%	20%
Pharmaceutical & Healthcare	68%	32%
E-Commerce, Retail, Logistics	60%	40%
Edu tech Companies	82%	18%
Total	77%	23%

Key Points

1. In India, Diversity existed since ages, but High Awareness about the benefits of Diversity is a recent occurrence due to Global Phenomenon around increased migration that has shifted the monochrome cultures and reactions have manifested in form of racist attacks, geo-political issues
2. Global organizations have been taking favorable actions to promote diversity, equity & inclusiveness. MNCs in India have also followed the initiatives

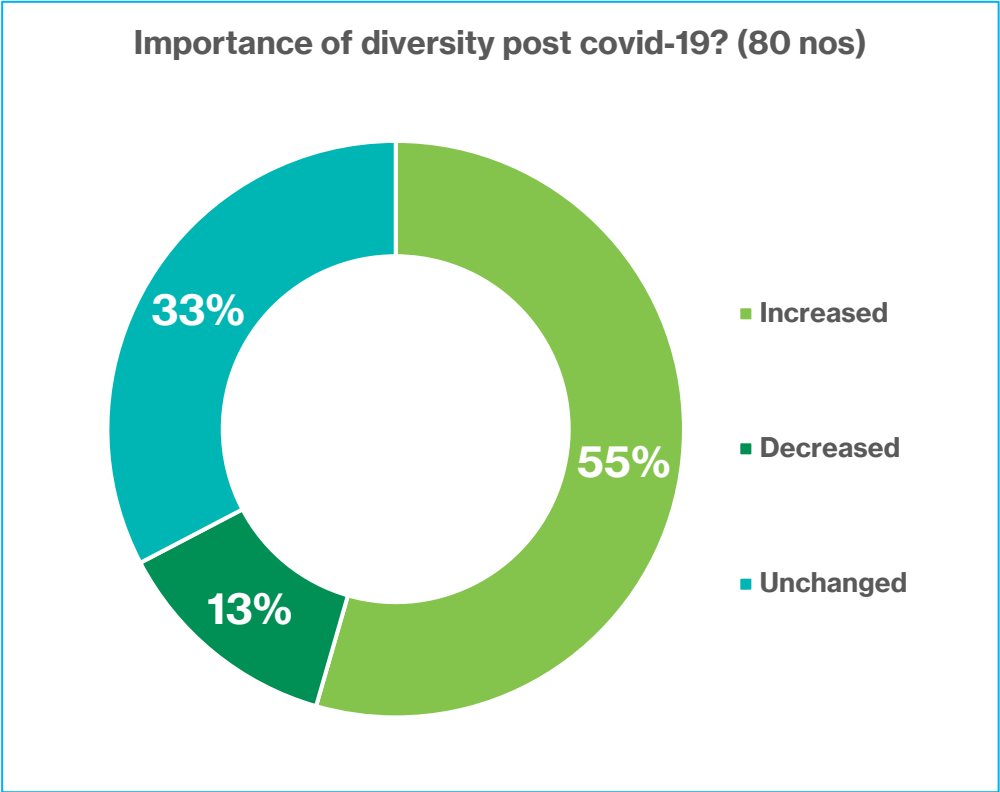
Traditional Aspects of Diversity are widely promoted at Workplace



Key Points

1. In Indian context, adopting linguistic and cultural diversity organizations becomes an obvious choice as organizations become better equipped to cater to local market and engage leading to better acceptance, building relationship, boost employee productivity, healthy business growth and in maintaining sustainable internal environment.
2. Aspects of diversity related gender, age, physical ability, caste and sexual orientation have only been under the focus in last 5 - 6 years following global phenomenon and gained momentum after COVID-19.

Importance of Diversity at Workplace Post COVID-19

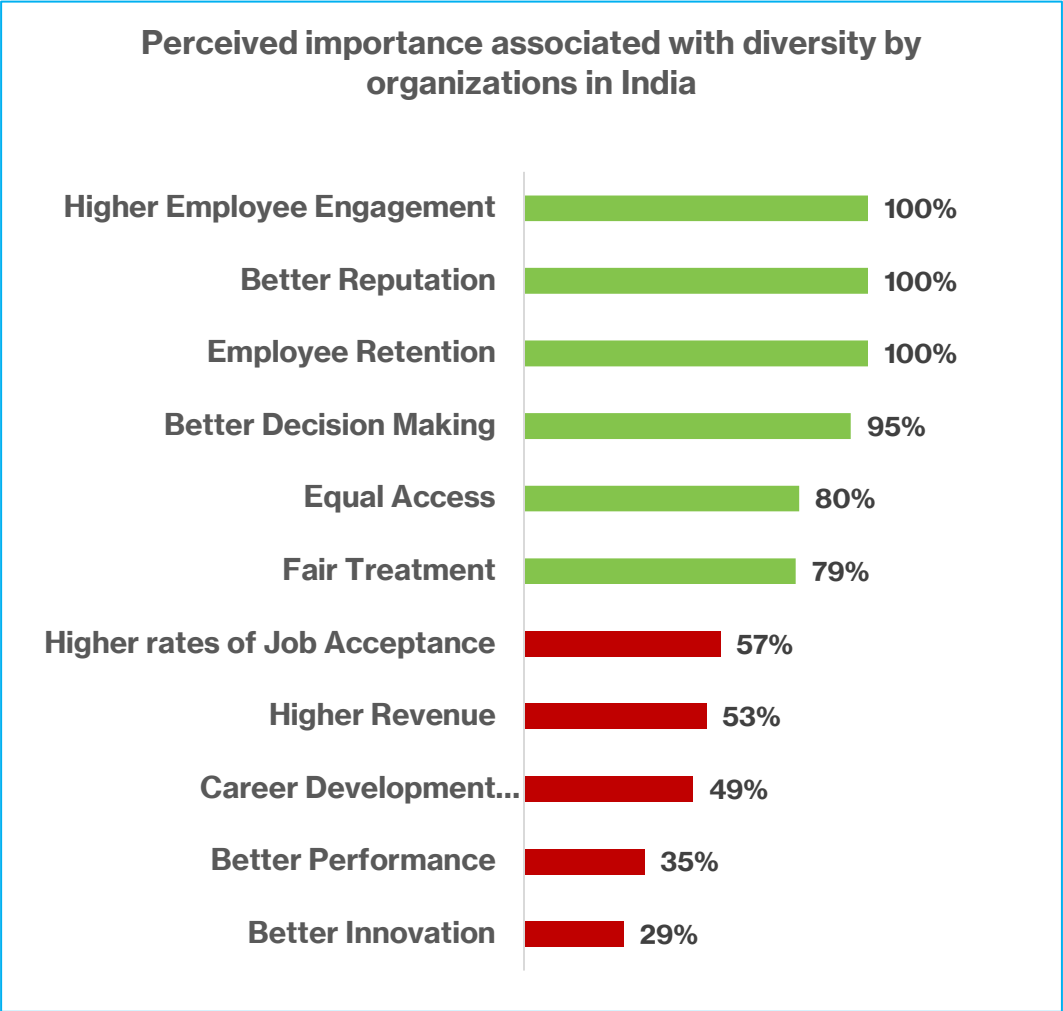


Key Points

55% of the organizations believe that COVID-19 gave momentum and ways to our need for accepting Diversity and Building Inclusiveness as it gave way to

1. Neutrality over online calls
2. Opportunity for all
3. Opened opportunities for Women Participation in new roles
4. Brought empathy for the employees with health issues and physical ailments
5. Leaders had to embrace hard & soft power both to address needs of employees, customers, community & stakeholders

Perceived Impact of Diversity at Workplace



Key Points

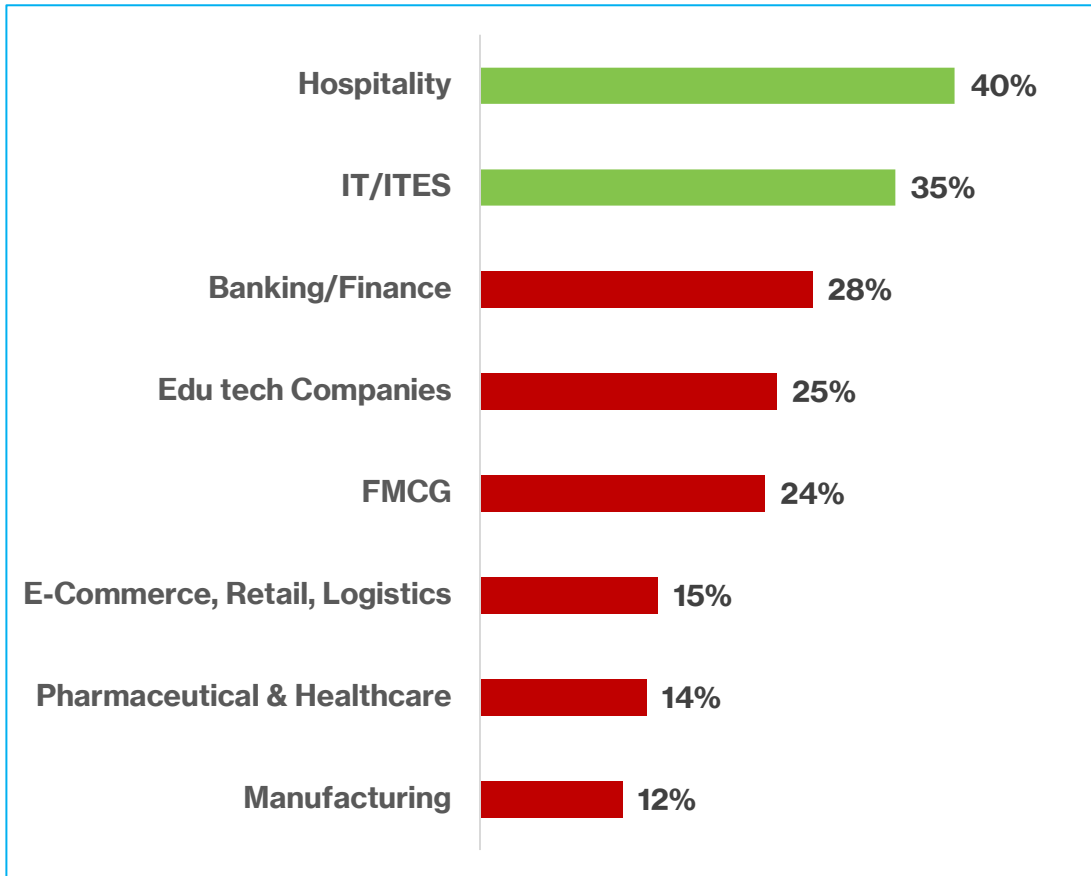
1. **95%** of the organization agree that Diversity creates favorable environment for Decision Making on common issues without any conflicts or Lobbying activities.
2. **Less than 50%** of the organization strongly attribute Diversity as a contributor to higher revenue, performance or innovation, since the implementations are in progress and yet to be quantified to build a cause and effect relation.

**Reality check
awareness vs implementation
challenges faced**

Reality Check: Awareness Vs Ground Implementation

While most organizations are aware about the Importance of Diversity and attribute it to certain value addition however the degree of adoption remains under **25% of the Total Employee Strength**

% of Diverse Group Strength of the Total Employee Strength

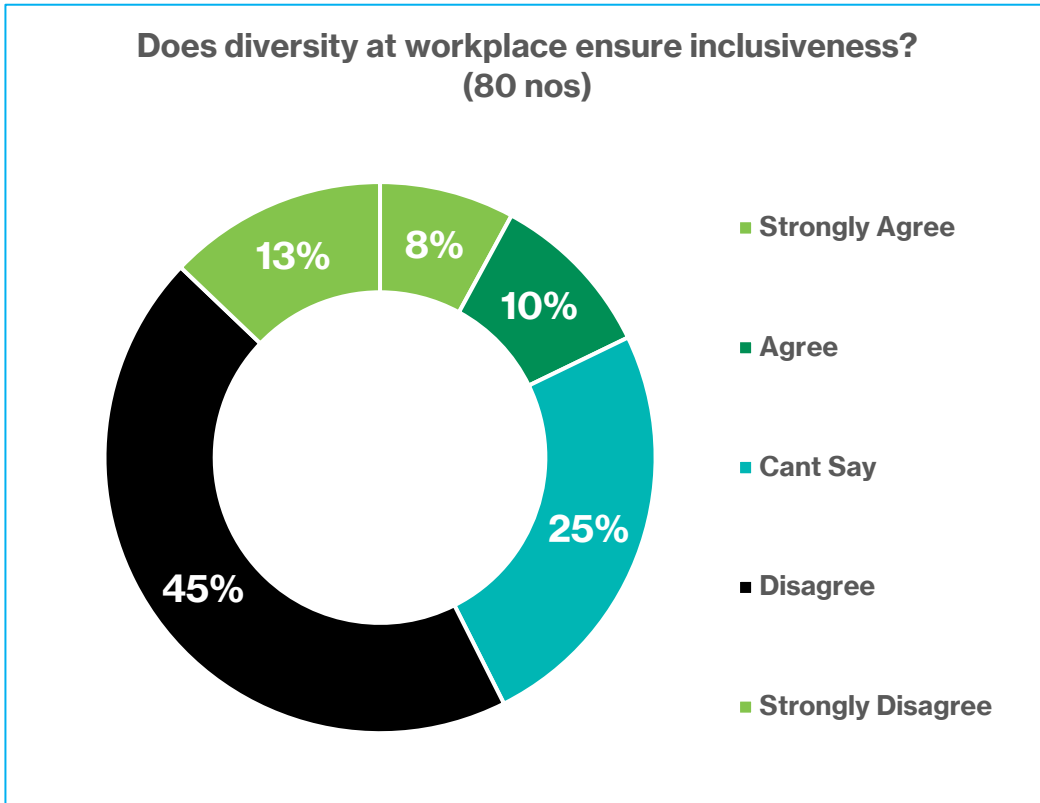


Key Points

1. Proportion of Diverse Group members make up only about 24% of the workforce.
2. Given the fact that this number is a reflection from Large Organizations – implying the adoption of diversity lot poor in rest of the small and medium industries within each Industry.
3. Further, only 5% of companies have actually been able to achieve their DE&I goal so far, at least in terms of the basic measure of share of workforce (i.e. 35% of the workforce)
4. Despite the urgency and increased emphasis on Diversity, businesses still face a significant gap in setting and meeting the goals.

Diverse Group Members - females, ethnicity, sexual orientation, age, physical ability, cognitive abilities, and religious or ethical value systems

Lack of Conviction on Belief “Diversity ensures Inclusiveness”

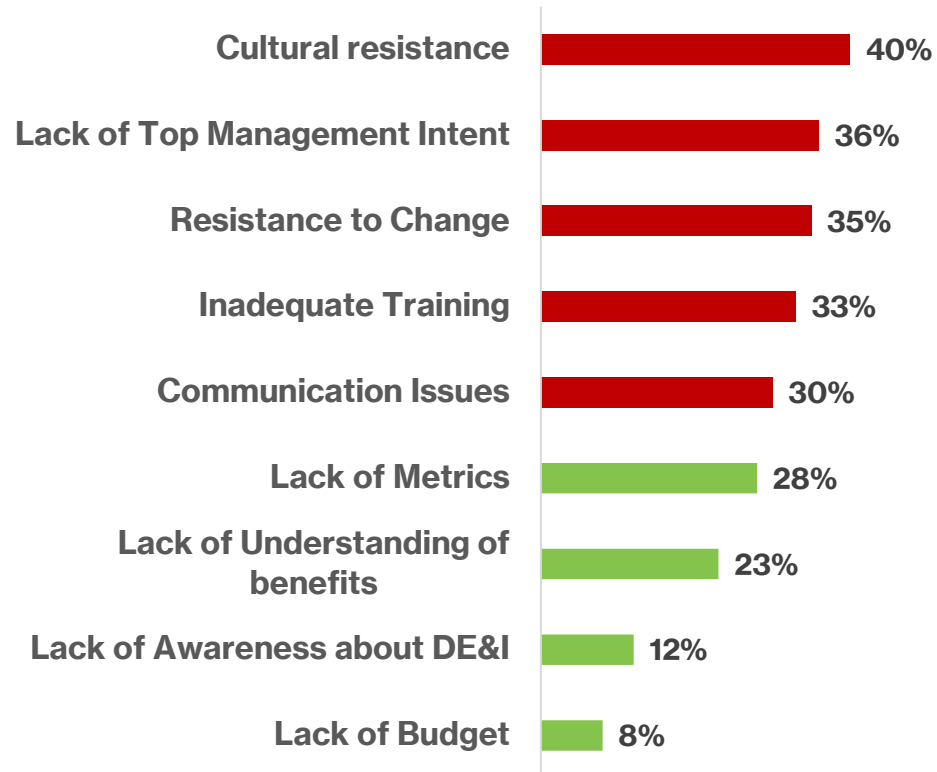


Key Points

1. 58% of the organizations believe that D,E&I is not just about hiring a diverse team but also about building an environment where everyone is heard and respected.
2. While 18% believe that embracing diversity in itself is a form of inclusiveness as it begins from the very beginning. It requires top management and leadership team to be in same sink, raising awareness amongst the organizations, coaching & training and sometime expert support is need in comprehending the complex & sensitive matters.
3. On the contrary, 25% of the organizations did not prefer to draw a relation.

Challenges Faced by The Organisations to adopt DEI

Challenges faced by the organizations



Key Points

1. Most organisations rely on Policy Change or Implementation and face cultural resistance
2. Lack of top management involvement & alignment with activities, initiatives & objectives
3. A change in policy or approach brings in some amount of discomfort among the employees, as they feel that the new policy unnecessarily favors a small segment (minority) of people
4. Difficulty handling sensitive issues while communicating in multiple languages, cultures and behavior patterns

Challenges & Conclusions

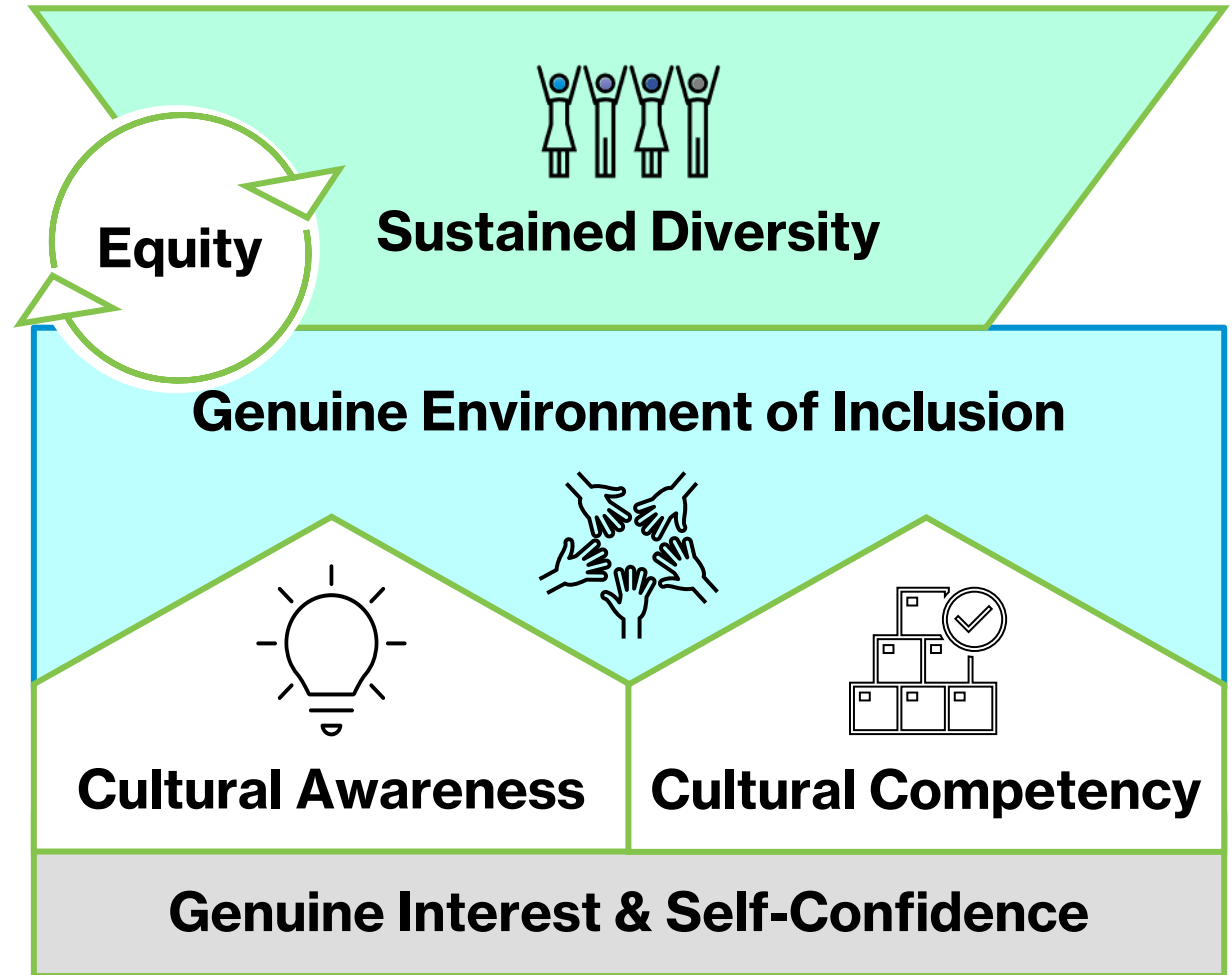
- 1. Defining:** Diversity at workforce is beyond just gender diversity at workplace. 68% of the organizations presume it to be Gender Diversity alone. 24% of the organizations cover a wide spectrum of diversity at workforce
- 2. No Specific Approach:** Organizations have adopted their own ways and means to approach Inclusivity at workplace by assessing their heritage, organizational hierarchy and culture. However, there are certain common components without which all efforts fall apart.
- 3. Long Term Focus with Leadership Intent:** More than 50% of the organizations have struggled to embrace diversity and their efforts have been short term, or as a part of CSR initiative or with an ambition to see quick results. Nothing has worked.
- 4. Strategic & Systematic Approach:** There is a need for organizations to adopt a systematic approach by
 - Raising awareness and understanding long term benefits
 - Being an access to Diversity by welcoming
 - Integrating functions and common platforms to express
 - Identifying role models & influencers to Support the change
 - Developing and enhancing the scope of practices
 - Enabling & leveraging the success at organizational level
- 5. DEI metrics:** Organizations are yet to quantify the tangible impact D,E&I has on their business growth, performance and effectiveness. Most benefits are intangible like employee engagement, setting good employer reputation etc.

Dale Carnegie's Model of DEI



Dale Carnegie's Model of DEI

- **Diversity** is primarily the outcome (*measure*)
- **Inclusion** is the way to achieve it (*mechanism*)
- **Equity** speeds the progress (*accelerator*)





Diversity Only Thrives in an Inclusive Environment

- **Diversity** is primarily the outcome (**measure**)
- **Inclusion** is the way to achieve it (**mechanism**)
- **Equity** speeds the progress (**accelerator**)

Inclusion means authentically bringing traditionally excluded individuals/groups into processes, activities, and decision/policy making in a way that shares power.

Source for definition: Diversity, Equity, and Inclusion Committee at the University of Washington – School of Public Health



Inclusion Requires Cultural Awareness + Competency

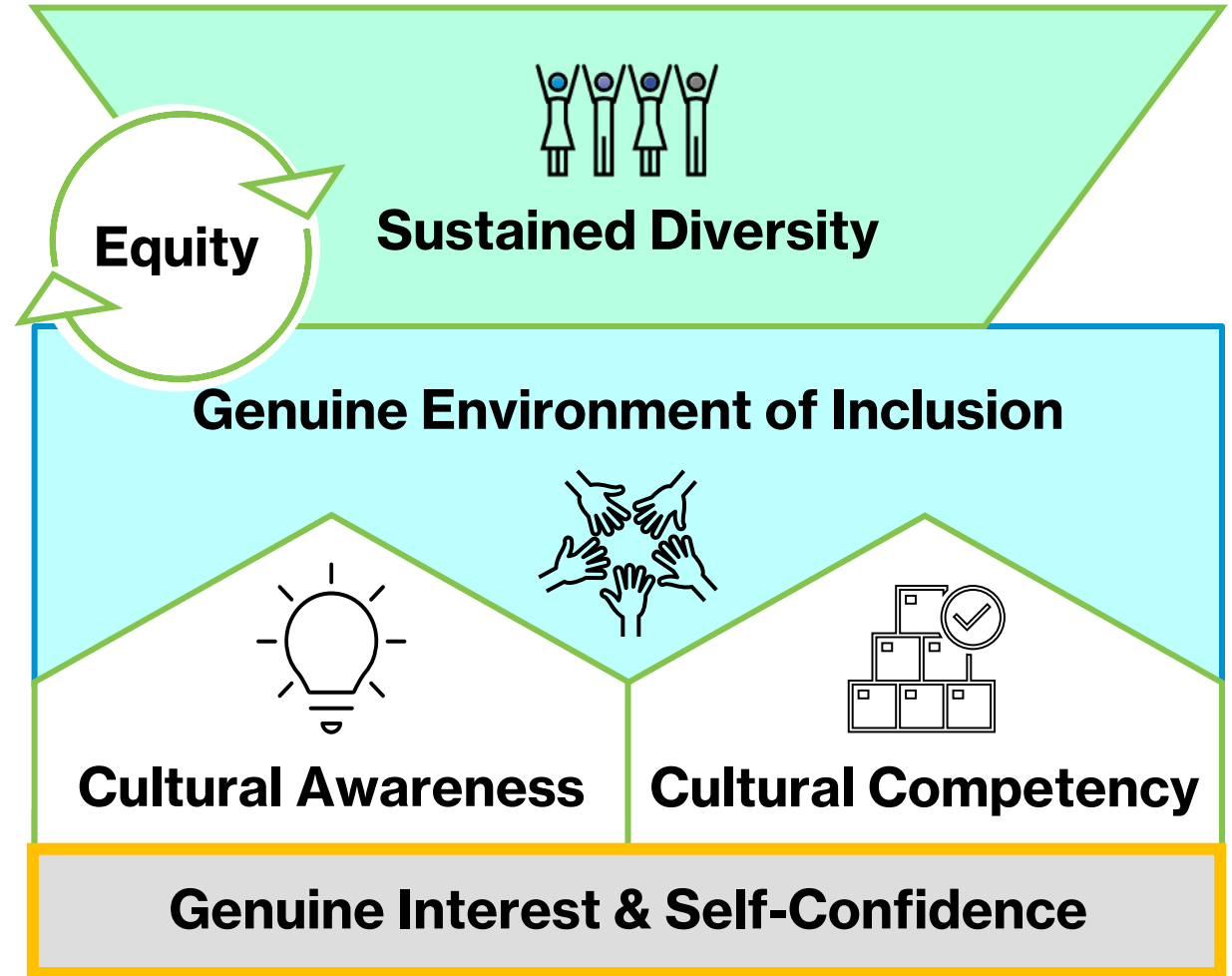
- Enhancing cultural awareness **without** providing practical techniques for how to reduce the negative effects of bias can leave participants feeling **powerless**.
- It takes both for effective training!





Preparing People for Success with Diversity Training

- Without **genuine interest**, training objectives are undermined
- **Self-confidence** allows for honest reflection and engagement and enables learning



Strategies To Achieving D&I with hybrid work model

Need for a Strategic & Systematic Approach

There is a need for organizations to adopt a systematic approach by:

1. Raising awareness and understanding long term benefits
2. Integrating functions and common platforms to express
3. Identifying role models & influencers to Support the change
4. Developing and enhancing the scope of practices
5. Enabling & leveraging the success at organizational level

Thank You

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