

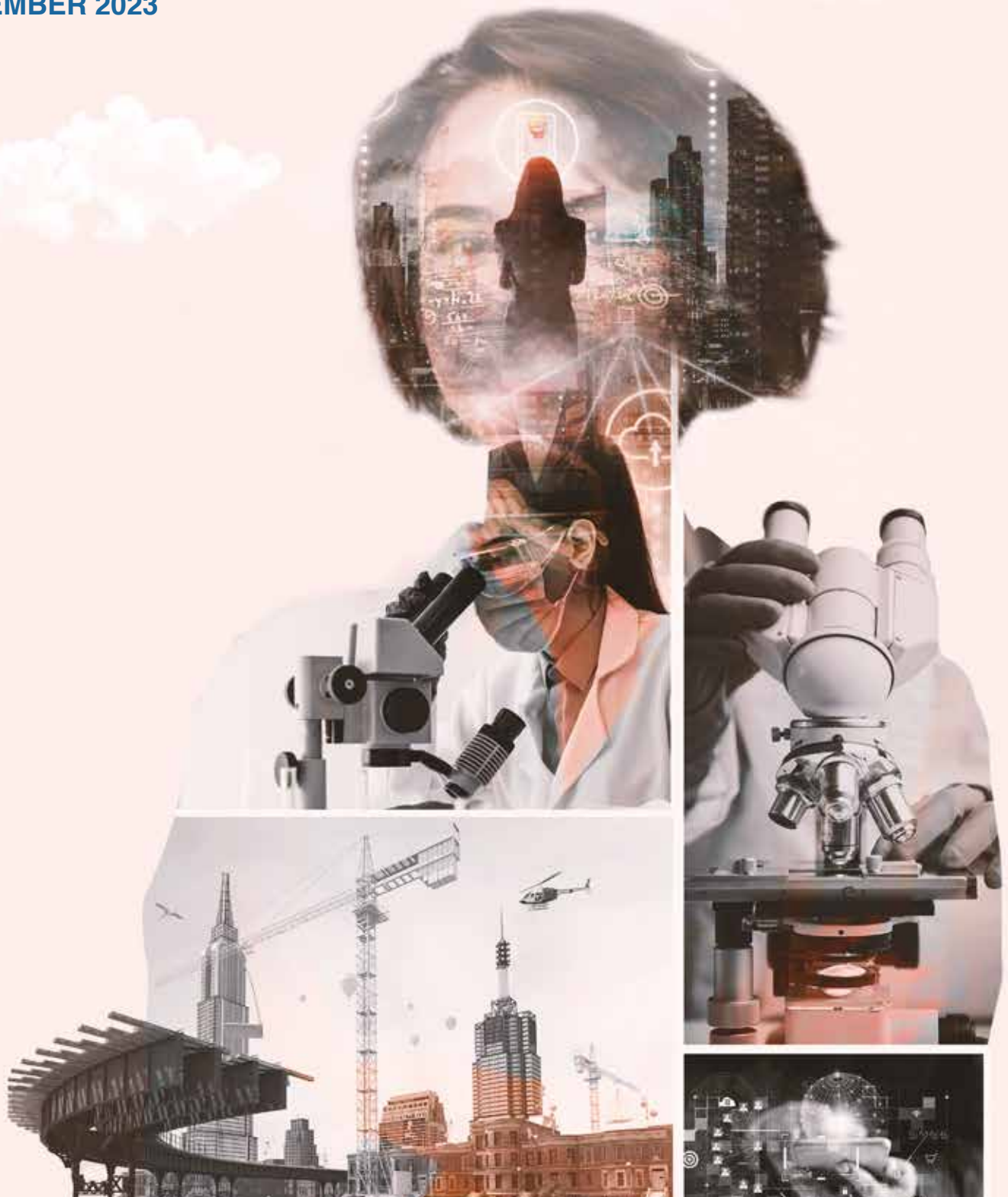


Confederation of Indian Industry

WOMEN IN STEM

Compendium of Organizational Best Practices

DECEMBER 2023



Copyright © (2023) Confederation of Indian Industry (CII). All rights reserved. Without limiting the rights under the copyright reserved, this publication or any part of it may not be translated, reproduced, stored, transmitted in any form (electronic, mechanical, photocopying, audio recording or otherwise) or circulated in any binding or cover other than the cover in which it is currently published, without the prior written permission of CII. All views, opinions, information, estimates etc. contained in this publication are of the respective authors and should not be understood as professional advice in any manner or interpreted as policies, objectives, opinions or suggestions of CII. Readers are advised to use their discretion and seek professional advice before taking any action or decision, based on the contents of this publication. The content in this publication has been obtained or derived from sources believed by CII and/or individual authors to be reliable but CII does not represent this information to be accurate or complete. CII or the contributing authors do not assume any responsibility and disclaim any liability for any loss, damages, caused due to any reason whatsoever, towards any person (natural or legal) who uses this publication. This publication cannot be sold for consideration, within or outside India, without express written permission of CII. Violation of this condition of sale will lead to criminal and civil prosecution. Published by Confederation of Indian Industry (CII), The Mantosh Sondhi Centre; 23, Institutional Area, Lodi Road, New Delhi 110003, India, Tel: +91-11-24629994-7, Email: info@cii.in; Web: www.cii.in

FOREWORD

Mr. Alok Nanda

Co-Chair, CII National Committee on Technology; Innovation & Research;
CTO, GE Aerospace India & CEO GE India Technology Centre, GE Global Research



In a world shaped by relentless technological advancement, it is both a privilege and a necessity to recognize the immense potential that lies within every individual. The fields of Science, Technology, Engineering, and Mathematics (STEM) stand as the bedrock of innovation and progress, propelling societies forward through ground-breaking discoveries and transformative developments. Yet, as we navigate this dynamic landscape, we are reminded of the critical importance of inclusion and diversity in shaping the future we aspire to create.

This report delves into the successful initiatives undertaken by organizations committed to promoting women in STEM. It underscores the unassailable truth that progress thrives in an environment where

every perspective, regardless of gender, or any other basis is cherished and empowered. These organizations are the beacons of change, advocating for parity equity, and striving to shatter the barriers that have historically hindered women's participation in these fields.

As we explore the stories and accomplishments detailed within this report, we are reminded that change is a collective endeavour. It is the result of the dedication, passion, and tireless efforts of countless individuals who refuse to accept the status quo. Whether it is through mentorship programs that guide young women towards STEM careers, scholarships that alleviate financial barriers, or initiatives that challenge stereotypes and biases, each step taken by these organizations brings us closer to a future where opportunities are abundant, and barriers are dismantled.

CII extends its gratitude to the organizations featured in this report for their unwavering commitment to reshaping the narrative of women in STEM. Their work is a testament to the transformative power of collaboration and the belief that the potential for greatness is not confined by gender, but rather enriched by the diversity of the human experience.

EXECUTIVE SUMMARY

Women's participation in Science, Technology, Engineering, and Mathematics (STEM) fields has gained momentum in India over the years, showcasing remarkable achievements and advancements. However, the journey for women in Indian STEM sectors is a mix of promise and persistence, characterized by both successes and challenges.

Women's enrollment in STEM education programs has seen substantial growth, with increasing numbers pursuing degrees in engineering, medicine, computer science, and other technical disciplines. Notable women scientists and engineers in India have made pioneering contributions to various fields, elevating the country's reputation on the global scientific stage. Women entrepreneurs and innovators are making their mark in technology start-ups, creating solutions across sectors like health, agriculture, education, and renewable energy.

However, deep-rooted gender biases still persist, leading to societal expectations that steer women towards non-technical career paths and traditional roles. While enrollment rates have improved, women remain underrepresented in senior positions and decision-making roles within academia, research institutions, and corporate sectors. Gender pay gaps and unequal opportunities for career growth continue to hinder women's progress in STEM sectors.

It is, therefore, the responsibility of the entire ecosystem to make collective efforts to encourage and enable women to choose STEM in their education and as a career.

This compendium presents a comprehensive overview of the best practices employed by 35 organizations including academia, industry and startups that effectively support and empower women in Science, Technology, Engineering, and Mathematics (STEM) fields.

CII would also like to thank and acknowledge the guidance of its members for their persistent leadership who came forward to support this initiative. The CII compendium has taken its final shape, also because of a very strong synergy among various departments and CoEs within CII.

This compendium is the first edition, and henceforth, will be an annual feature going forward. CII wishes to keep the momentum going and encourage the spirit of organisations to promote 'Women in STEM' and contribute to the S&T domain.

Table of Contents

1. Indian Institute of Technology, Delhi (IIT Delhi)	01
2. Indian Institute of Technology, Bombay (IIT Bombay)	03
3. Banaras Hindu University, Varanasi	05
4. Dr. D. Y. Patil, Arts, Commerce & Science College, Pimpri, Pune, Maharashtra	07
5. Amity University Rajasthan, Jaipur	08
6. Indian Institute of Science, Education & Research, Berhampur, Orissa	09
7. Indian Institute of Science Education & Research (IISER) Tirupati, Andhra Pradesh	10
8. NIT, Rourkela	11
9. Indian Institute of Technology (Banaras Hindu University), Varanasi	12
10. Indian Institute of Technology, Guwahati	13
11. National Institute of Pharmaceutical Education & Research - Raebareli	14
12. IIT, Indore	15
13. IISER, Bhopal	16
14. Mishra Dhatu Nigam Limited	17
15. 3M India Limited	19
16. Accenture Inc. India	21
17. Tata Steel	26
18. Tata Motors Limited (TML)	28
19. GEIPL, GE John F. Welch Technology Centre, Bangalore	30
20. Dr. Reddy's Laboratories	31
21. L&T Construction & Mining Machinery	33
22. Mapmygenome India Ltd.	34
23. Cavinkare Pvt. Ltd.	35
24. Merck India	36
25. String Bio Pvt. Ltd.	37

Table of Contents:

26. SML Limited	38
27. Lexorbis	39
28. K&S Partners, Intellectual Property Attorneys	40
29. Greengrahi Solutions Pvt. Ltd.	41
30. Swati Spentose Pvt. Ltd.	42
31. Lanzatech	44
32. Spoctech Green Ventures Pvt. Ltd.	45
33. Elico Ltd.	46
34. Recity	47
35. SAP Labs India	48

INDIAN INSTITUTE OF TECHNOLOGY, DELHI (IIT DELHI)

1. Brief of the institution:

1. **Name of the institution:** IIT Delhi
2. **Address:** Hauz Khas, New Delhi – 110016
3. **Key sectors involved in:** STEM, Humanities and Social Sciences, Design, Public Policy, and Management
4. **Percentage / Proportion of women in STEM in your organization (optional if you wish to disclose):** 10

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** Special drive for women in 2021, relaxation of 5 years of age.
- b) **Retention:** Affordable creche for toddlers on campus; maternity leave for six months, and childcare leave for up to 2 years. There is an ongoing discussion about expanding the creche and day-care facilities to accommodate more children.
- c) **Promotion:** NIL
- d) **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** NIL

3. Training programs:

Yes – Recently concluded special workshop for women in brain imaging and Neuroscience.

4. Vision for 2030:

Efforts on **gender sensitization** across the institute are underway. Creating a more balanced and comfortable working environment for women is being promoted. We are also working on strengthening informal networks and channels of communication amongst all women employees and students.

IIT Delhi was one of the 30 STEM institutions selected by the DST to implement its pilot project – Gender Advancement for Transforming Institutions (GATI).

The institute has conducted an extensive self-assessment and submitted a report with short- and long-term action plans to address the gender gap and barriers faced by women in STEM institutions. One of the long-term 2 action plans to be implemented in the next three years is to increase the proportion of female faculty in all STEM departments by 10%. It has also been proposed to increase the number of women nominated to leadership positions within and outside the Institute, including selection committees.

It has also been proposed to increase the number of women nominated to leadership positions within and outside the Institute, including selection committees.

The Institute publicizes the work of women scientists by devoting at least one Institute Lecture to an eminent female scientist every year. An effort to encourage nominations of female faculty members to National Science bodies and for awards and recognition is also underway.

5. Policy work to attract more women into STEM careers:

Provide a more enabling environment and not consider career breaks as a deterrent in considering the applicant. Government Promote two-body hiring, and frame more inclusive policies that address the needs of single women and non-binary individuals.

Double burden is a serious challenge faced by women in STEM, and every effort to address the disproportionate domestic and care responsibilities has to be made. Enact a “family care leave” policy that can be availed irrespective of gender and marital status to care for children, the elderly, sick, or disabled family members.

Include equality and diversity criteria in rankings such as NIRF and QS, among others, to further strengthen accountability and incentivize efforts to promote gender balance in the Institute.

Academic institutions – Bridge gender gaps among students, staff, and faculty by identifying the gaps and reasons for low representation. IIT Delhi has identified a few of them under the DST’s GATI project. Gender sensitization regarding conscious and unconscious biases must be conducted at various levels, especially of the selection committees; to ensure PhDs and post-docs have opportunities for continuing careers in STEM.

Private sector – Outreach to STEM higher education institutions to showcase opportunities for women in STEM; increase recruitment and retention; support to make visible the work of women in STEM.

6. Policies / Programs on Women in STEM:

In November 2021, the Board of Governors of IIT Delhi approved the new Office of Diversity and Inclusion (ODI) to be led by a dean.

The ODI currently has four broad and overlapping areas of work:

1. the Initiative for Gender Equity and Sensitisation (IGES),
2. the Office of Accessible Education (OAE),
3. the SC/ST Cell, and Indradhanu (the queer collective).

Since the Three Dean's appointment (a woman Dean) in September 2022, ODI has become part of several decision-making bodies at the Institute.

The ODI aims to create a conducive and inclusive environment on campus for people coming from diverse backgrounds and social locations, enabling the Institute community to achieve their full potential. It is one of the first such initiatives in the country as far as STEM institutions are concerned. The efforts of the ODI would include raising awareness through training for the entire IIT-Delhi community on caste, gender, and sexuality, among others, learning and language support, acting as a grievance redressal mechanism that can be approached with various kinds of issues and troubles conducting post-JEE counseling for female students and their parents, etc.

In early 2022, IIT Delhi launched the Prevention of Sexual Harassment (POSH) e-modules created by its gender unit, the Initiative for Gender Equity and Sensitisation (IGES). The modules are mandatory for all students and faculty members and are linked to their graduation and appraisal respectively. They are 50-minute interactive videos with illustrative case studies and guide those in positions of responsibility.

In addition, IGES conducts regular gender awareness workshops for different cohorts of the Institute community. All the first-year B.Tech. students must attend a two-hour interactive session on understanding gender and consent. The gender unit has also been organizing female faculty and staff get-togethers (as part of International Women's Day celebrations) for networking and community building. The Alumni Relations office of IIT Delhi offers various scholarships for female students to encourage women to pursue a career in STEM.

In December 2021, the new office of Academic Outreach and New Initiatives (ADONI) launched a STEM mentorship program for high school girls to encourage girls to choose science as their career. The primary objectives of the program, designed for Class 11 girl students, are to train young students to think creatively about science and innovation, provide them with novel hands-on experience in solving research problems, and help them form a stronger knowledge foundation.

The Institute has also launched the SciTech Spins lecture series for students from classes 9 to 12. Under this initiative, IIT Delhi professors engaged in cutting-edge research in science, technology, and allied fields deliver online lectures and conduct laboratory demonstrations every month.

INDIAN INSTITUTE OF TECHNOLOGY, BOMBAY (IIT BOMBAY)

1. Brief details of the Organization:

1. **Name of the organization:** Indian Institute of Technology, Bombay
2. **Address:** Main Gate Rd, IIT Area, Powai, Mumbai, Maharashtra-400076
3. **Key sectors involved in:** Engineering, Science, Research, Management, Humanities and Social Sciences.
4. **Percentage / Proportion of Women in STEM in your organization (optional if you wish to disclose):** 17.5%

2. Best practices to promote the Gender diversity and culture of inclusiveness for Women:

1. **Recruitment:** There should be recruitment drives where women candidates are preferred.
2. **Retention:** A woman must feel welcome and inclusive in the community. Retention is dependent on this. An environment should be created.
3. **Promotion:** The childbirth aspect should be considered. For e.g., in countries such as Germany for all awards, grants and special calls, promotions, etc. women are given an extension of 2 years for each childbirth.
4. **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** This is a crucial problem. In a country such as India where there are too many qualified people, a break in career is fatal. This aspect should really be considered. For all jobs, awards and grants, and other competitive programs, women should be allowed to have a higher age bar. India has several such programs where age is limiting, including hiring. This will make sure career breaks cause damage to women. Also, productivity should be judged by not taking the break years into account.

3. Training programs for Women in STEM:

IIT Bombay holds several programs for women at various stages. In fact, The Women's Cell regularly holds several programs for women which range from scientific discussions to talks on gender diversity etc. We conducted a Vigyan Jyoti program at IIT in 2018 which was a three-week residential program for high school girls to make them have interest in science and engineering. They met several women role models via lecture and interaction sessions. Another program is shortly slated in May 2023 for 11-12th girls in Electrical Engineering focused on enhancing robotics and drone building etc.

4. Organization's vision by 2030:

IIT Bombay is committed to promoting gender equity in STEM. The institute has a number of programs and initiatives in place to support women in STEM. IIT Bombay has been steadily increasing women's uptake in various streams and also putting women in various positions of authority that can increase their participation in governing the institute. For instance, our current Dean Faculty Prof. Neela Natraj is a Mathematics Professor. In the past, our dean of international relations was Swati Patankar a Bioscience faculty. Thus, apart from an active hiring drive IIT Bombay is also placing women in important positions so their voice can be heard, and they can be involved in important decision-making process of the institute. The pan for 2030 is to enhance the participation of women slowly and steadily in administration and keep hiring and empowering them.

IIT Bombay is integrated with the national STEM programs such as:

1. The **WISE** (Women in Science and Engineering) program provides mentorship and networking opportunities for women in STEM.
2. The **WISE** (Women in Science and Engineering from Rural Parts of India) program provides mentorship and support to girls and young women from rural areas who are interested in pursuing careers in STEM.
3. The **IIT Bombay Gen Zero Women Initiative** honors and celebrates the achievements of women who are pioneers in STEM.

These programs and initiatives are helping to create a more equitable and inclusive environment for women in STEM at IIT Bombay. They are also helping to inspire more women to pursue careers in STEM and to make significant contributions to the field.

5. Policy work to attract more women into STEM:

To attract more women into STEM careers, there are several areas where policies and efforts can be focused at the governmental, academic, and private sector levels:

- **Education and outreach:** Promote STEM education and hands-on training experiences starting from primary schools to spark interest and curiosity among young girls. It is also important to ensure equal access to quality education and resources for girls in STEM, especially in resource-constrained areas by providing scholarships, mentorship programs, and infrastructure support.
- **Industry Collaboration and Internship Programs:** Collaborate with private companies to create different internship programs and mentorship initiatives to provide some practical exposure and experience for women in STEM. It is also necessary to encourage Institution to prioritize gender diversity in their leadership positions and establish policies to promote equal opportunities for women.

- Governments can allocate funding for research, education, and initiatives that specifically target increasing the women representatives in STEM careers.
- **Role Models and visibility:** It is important to highlight and promote the achievements and successful women in STEM fields to inspire and motivate young girls to pursue similar career paths. This can be facilitated by providing platforms for sharing experiences, advice, and creating a strong community of support. By addressing these areas at the policy level, the different sectors of government, academia and private sectors can collectively create a conducive environment that attracts and retains more women in STEM careers, fostering a more diverse and inclusive STEM workforce.

6. Policies / Programs on Women in STEM:

IIT Bombay has taken proactive steps to extend its reach to high-performing girl students from rural schools through a commendable hands-on mentoring program. The program involves inviting 9th-grade students from various schools to the institute where they will receive comprehensive training and guidance. This initiative showcases the institute's commitment to fostering inclusivity and promoting STEM education among underrepresented groups. By specifically targeting high-performing girl students from rural areas, IIT Bombay is addressing the barriers that often limit access to quality education and opportunities for girls in remote areas. With the hands-on training session, these students will get the opportunity to engage directly with the institute's faculty, researchers, and students. The interactive workshops, practical sessions and immersive learning experiences will help to cultivate their aptitude in science, technology, engineering, and mathematics and thereby empowering these young girls to explore their potential and pursue STEM fields. Moreover, these mentoring programs are not only restricted to academic learning but instill a strong sense of confidence, self-belief, and ambition in these students. IIT Bombay became the first institute in the country to set up a chair professorship for women in 2021. The chair professorship, which is named after the late Dr. Subhashini Ramanathan, will be awarded to a woman who has made significant contributions to STEM education and research. The chair professorship was established by the IIT-Bombay Alumni Association (ABASI) and is funded by a donation from the Ramanathan family. The donation was made in memory of Dr. Ramanathan, who was a distinguished alumnus of IIT-Bombay and a pioneer in the field of computer science. The chair professorship will provide the recipient with a salary, research support, and other resources to help them continue their work in STEM education and research. The professorship is also expected to help attract and retain top female talent in STEM fields. The establishment of the chair professorship is a significant step toward promoting gender equity in STEM education and research. It is a recognition of the important contributions that women have made to these fields, and it is a commitment to supporting women in their future endeavors.

BANARAS HINDU UNIVERSITY, VARANASI

1. Brief details of the Organization:

Name of the organization: Banaras Hindu University, Varanasi

Address: Banaras Hindu University, Lanka, Varanasi -221005, UP

Key sectors involved in: Academics and Research

2. The best practices for gender diversity and culture of inclusiveness for Women:

- a) **Recruitment:** Prioritizing women recruitment has been the philosophy of BHU if two candidates from both genders score up equally for a post.
- b) **Retention:** To retain women employees, the university adopts various methods like six months of maternity leave two year childcare leave, Women Grievance Cell (to address women-specific issues at workplaces), Institutional Sexual Harassment Committee of BHU gives out a strong message for preserving a safe working space for Women in the institute.
- c) **Promotion:** Women's leadership is promoted well at BHU. It appointed a female faculty as the Chief Proctor, Proctorial Board, BHU, a position normally taken by male faculties at other institutes. Our current Dean of Science is also a Female professor. In the past as well, Dean, Ayurveda was also a woman. Several women professors have served as heads of the departments from time to time in addition to chairing various committees of the University.
- d) **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** BHU acknowledges, accepts, and hosts female scientists selected through Women re-entry programs (after career break) of the Department of Science and Technology, e.g., Women Scientist Scheme (WOS) of DST, New Delhi, in various labs

3. Training programs:

BHU organizes a Faculty Development program from time to time to include Women in STEM employees. BHU was selected as a nodal center by DST, New Delhi for 'Gender Advancement for Transforming Institutions (GATI)'. Through this program the University ushers programs to promote gender equity in science and technology.

4. Vision for 2030:

The University has already developed a fair vision for promoting women in STEM. It has initiated a recognition/award as a '**Wonder Women of BHU**' on International Women's Day to encourage and celebrate the achievements of their women in STEM. Through its inclusion as "**Institute of Eminence**" BHU utilizes its funds to promote scientific activities, purchase of lab equipment and support professional development by funding international travel for collaborative work or conference presentations by Women in STEM. This would certainly help improve the situation of women in STEM by 2030.

5. Policy work to attract more women into STEM careers:

True solutions to the gender gap in STEM fields must be worked on multiple levels. The following steps can help attract more women in STEM careers:

- 1) Although some excellent schemes have been introduced by the govt for e.g., the WOS-A scheme of DST, New Delhi of which I am also a proud member, that facilitate the re-entry of women in mainstream Science after a break, but more importantly such policies need to develop that **Prevent or Minimize that 'break' itself in the first place.**
- 2) **Developing appropriate Policies:** One of the best ways to enable women to enter their careers is to formulate gender-neutral policies, such as: Two-year CHILD-CARE leave after the maternity leave should be a shared option for both parents. This way men can shoulder the responsibility of childcare minimizing the imbalance and allowing their women more time for their careers.
- 3) Child daycare / Creche facilities should become essential with the institutes to enable the early career women employees to render their efficient performance professionally and help sustain them in job.
- 4) **Re-evaluating the hiring policies:** The institutes must recheck their hiring policies critically to remove any visible or invisible bias in recruiting women professionals.
- 5) **Eliminating lack/delay of recognition:** The lack of recognition reinforces the lack of importance of women in science, hence this unsupportive attitude should be eliminated to seal the gender gap.
- 6) Introducing **ranking of Institutes** based on how good an inclusive environment they can create for their women employees. This would certainly incentivize the institute to create a conducive and supportive atmosphere for them. Such a system is in practice in some foreign countries, and India needs to develop one of its own.
- 7) Mentorship of Senior colleagues would go a long way in sustaining the early career women in STEM.

6. Policies / Programs on Women in STEM:

BHU from time to time organizes a refresher/orientation program on Gender equity that educates and sensitizes both the women and men faculty members and helps in building a more women-supportive environment in the University.

DR. D. Y. PATIL, ARTS, COMMERCE & SCIENCE COLLEGE, PIMPRI, PUNE, MAHARASHTRA

1. Brief details of the organization:

Name of the organization: Dr. D. Y. Patil, Arts, Commerce & Science College, Pimpri, Pune, Maharashtra

Address: Dr. D. Y. Patil, Arts, Commerce & Science College, Pimpri, Pune, Maharashtra

Key sectors involved in: Teaching and research.

2. The best practices for gender diversity and culture of inclusiveness for Women:

1. **Recruitment:** Interviews on merit basis
2. **Retention:** Based on performance in the institute or organization
3. **Promotion:** Based on performance in research
4. **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** Women scientists schemes with Government fellowships for doing research

3. Training programs:

- 1 Awareness in science and research
- 2 Internship programs
- 3 Scholarships for women

4. Vision for 2030:

Women empowerment in science and research

5. Policy work to attract more women into STEM careers:

- Funding for women by the Government for doing research.
- Women scientists and award schemes for doing research.

6. Policies / Programs on Women in STEM:

Internship programs, organizing conferences, seminars, and workshops for paper presentation in the form of oral and posters.

AMITY UNIVERSITY RAJASTHAN, JAIPUR

1. Brief details of the Organization:

Name of the organization: Amity University Rajasthan, Jaipur

Address: Amity University Rajasthan, Jaipur Kant Kalwar, Delhi Highway (Main Road), Jaipur- 303 002

Key sectors involved in: Environment, Life Science, Applied Science, Architecture, Business management etc.

2. The best practices for Gender diversity and culture of inclusiveness for Women:

Recruitment: Online facility for the verification of academic credentials by the employers/ recruiters

Retention: As per requirement

Promotion: Based on expected performance

Re-entry after career break (Marriage / Maternity / Motherhood, if any): there is provision of availing six months maternity leaves.

3. Training programs:

Gender sensitization and women empowerment.

4. Vision for 2030:

Amity University is very keen to promoting Women in STEM by 2030 by organizing various events, conducting research and publications, filing patents, submitting projects, attending, and participating in various national and international events etc.

5. Policy work to attract more women into STEM careers:

More assistance is required to attract more women into STEM careers as they have comparatively limited time to perform.

They need more support in terms of technicality, easier application processes, opportunities etc.

6. Policies / Programs on Women in STEM:

The University has a good representation of women at different levels including departmental heads, club coordinators, presiding officers and other administrative positions. University's academic and administrative activities safeguard the interest of the students, faculty, and staff, irrespective of their gender. Moreover, it ensures benevolent teaching and learning environment for the female fraternity. University has an active 'Gender Cell' that caters to the diverse needs of female students and organizes promotional activities to sensitize individuals to gender equality, as per the annual schedule. Adequate support in the implementation of 'Gender Cell' initiatives is provided by the University. Thus, University has created a gender-sensitive environment.

INDIAN INSTITUTE OF SCIENCE, EDUCATION & RESEARCH, BERHAMPUR, ORISSA, INDIA

1. Brief details of the Organization:

Name of the organization: Indian Institute of Science Education and Research, Berhampur, Orissa, India

Address: Transit campus (Govt. ITI Building), Engineering School Junction, Berhampur, Odisha 760010

Key sectors involved in: Science Education, Basic and advanced scientific research and development, innovation, and entrepreneurship management.

2. The best practices for Gender diversity and culture of inclusiveness for Women:

- **Recruitment:** Have adequate information of the positive environment for all gender
- **Retention:** Give ample scope for special needs of women
- **Promotion:** Have women in the selection committees

Leadership commitment: All through its inception, IISER Berhampur leadership has been vocal about gender equality in recruitment and promotion. Efforts are made to maintain gender balance.

Flexible work policies: We demonstrated that we respect and implement flexible work policies, that help to achieve work-life balance for all our employees, but more so in case of women faculties and staff. This includes flexible work hours, remote work, and leave for parental issues.

Mentorship and sponsorship: Institute's leadership offers continual mentorship and sponsorship. In addition to the Director and Deputy Director, the offices of the Deans of R&D, International Relations and Outreach, Faculty Affairs and Academic Affairs consistently work with women faculties in offering them thought provoking leadership and sponsorship at every juncture to ensure gender equality.

Work environment and safety: IISER Berhampur is committed to provide conducive work environment that is safe for all gender, especially for women.

Support for career development: It is our endeavor all times to promote women faculties and research in a timely manner. We at IISER Berhampur offer them support ecosystem where their talent and scientific acumen is demonstrated and recognized by all.

3. Training programs:

From time to time, we conduct informal and at times formal sessions of counselling and brainstorming for staff and faculties to sensitize them about the significance of gender equality in STEM.

4. Vision for 2030:

IISER Berhampur's vision for promoting women in STEM by 2030 is to ensure that all our academic, research and entrepreneurship achievements have gender equality. This we shall achieve through (a) equal research leadership opportunities, (b) zero tolerance for stereotypes and bias, (c) supportive and inclusive workplaces, (d) encouraging leadership and representations, (e) mentoring and sponsorship, (f) networking and collaborations, (g) STEM outreach and engagements and (h) long term commitment.

INDIAN INSTITUTE OF SCIENCE EDUCATION & RESEARCH (IISER) TIRUPATI, ANDHRA PRADESH

1. Brief details of the Organization:

Name of the organization: Indian Institute of Science Education and Research (IISER) Tirupati, Andhra Pradesh.

Address: Transit campus, Indian Institute of Science Education and Research, Tirupati
C/o Sree Rama Engineering College (Transit Campus), Rami Reddy Nagar, Karakambadi Road, Mangalam (P. O.),
Tirupati, Andhra Pradesh, India – 517507.

Key sectors involved in: Education and Research

2. The best practices for Gender diversity and culture of inclusiveness for Women:

Recruitment: IISER Tirupati encourages and promote the women candidates with essential qualifications to apply for faculty and administrative positions. IISER Tirupati has recruited women faculty more than 30% to maintain the gender equality.

Promotion: IISER Tirupati promotes the culture of inclusiveness for women by considering them in prominent positions like Deans, Associates Deans etc.

Re-entry after career break (Marriage / Maternity / Motherhood, if any): IISER Tirupati encourages the women scientists to join for research who has break with WOS-A scheme.

3. Training programs:

IISER Tirupati has a forum called “Veekshana,” where women employees promote science. It is the best platform to address the challenges/issues women scientists face in their career path and find solutions to overcome them. The forum facilitates networking among the women faculty with a sense of sisterhood. Veekshana at IISER organizes a series of scientific talks by eminent lady scientists from all over the world. A few include a lecture delivered by Prof. Françoise Combes from the Paris Observatory, Prof. Sujatha Ramadorai from the University of British Columbia, and Prof. Elena Surovyatkina from Germany.

4. Vision for 2030: IISER Tirupati, through Veekshana, would like to carry out the following activities:

- Expand the professional networking to women faculty and scientists in and around Tirupati (by conducting Annual/Bi-annual one/half-day events).
- Develop gender sensitization among students (all students) through quizzes/workshops pertinent to gender statistics etc., in academia.
- Provide career counselling by creating mentor networks/invited speakers that discuss various career paths and opportunities and provide guidance.
- Organize the creation of student networks to support each other in academics, writing or presentation skills, confidence building, etc. (Promote a sense of Sisterhood).
- Reach out to similar forums in other institutes to identify common issues and develop diverse activity models.

5. Policy work to attract more women into STEM careers:

Professional networking should be developed among women during the early stages of their careers at the undergraduate level. More forums or platforms are highly essential from the student level to enhance knowledge about career paths, opportunities, and guidance. Also, more sensitization programs are required in the field of applied sciences like atmospheric science and earth sciences. Field trips and measurements should be mandatory to inculcate an interest in the applied sciences, which are essential in the present-day scenario.

6. Policies / Programs on Women in STEM:

- IISER Tirupati organizes talks by women scientists/achievers on women’s day to motivate the young generation.
- IISER Tirupati also organizes talks by senior women academicians / industry / entrepreneurs.

NATIONAL INSTITUTE OF TECHNOLOGY ROURKELA

1. Brief details of the organization:

Name of the organization: NIT Rourkela

Address: District- Sundargarh, City- Rourkela, Odisha, PIN-769008

Key sectors involved in: Teaching, Research & Consultancy

Percentage / Proportion of Women in STEM in your organization (optional if you wish to disclose): 17.5%

2. The best practices for gender diversity and culture of inclusiveness for Women:

1. **Recruitment:** Women candidates are specifically encouraged to apply and join the institute as faculty.
2. **Retention:** Proper housing facilities and flexibility is provided to create a comfortable work environment in the campus.
3. **Promotion:** Proper guidance is extended to prepare them to meet the promotion criteria and timely promotion is provided.
4. **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** Leave facilities are extended to the female faculty. Maternity leave, childcare leave and other relevant leave is provided as per the Government of India policy.

3. Training programs:

Under GATI (Gender Advancement for Transforming Institutions) initiative, workshops are organized for Gender Sensitization, Women Empowerment and Women Health Awareness. Funding is also provided to female faculty to organize various workshops on STEM.

4. Vision for 2030:

NIT Rourkela is providing adequate facilities and training to the female faculties to enable them to become front runners and pioneers in teaching, research, and consultancy in STEM.

5. Policy work to attract more women into STEM careers:

More Funding, Grants, Scholarships, Special Incentives, Awards and Recognition can attract more women into STEM careers.

6. Policies / Programs on Women in STEM:

Female faculties in STEM are provided Administrative Positions and are made members in various committees of the Institute.

INDIAN INSTITUTE OF TECHNOLOGY (BANARAS HINDU UNIVERSITY), VARANASI

1. Brief details of the organization:

Name of the organization: Indian Institute of Technology (Banaras Hindu University), Varanasi

Address: IIT(BHU), Varanasi, UP-221005

Key sectors involved in: Engineering, Sciences, Technology & Mathematics Percentage / Proportion of Women in STEM in your organization is 47 (total number of women faculty members) & 13.35% of total faculty strength (as of today)

2. The best practices for gender diversity and culture of inclusiveness for women:

1. **Recruitment:** IIT (BHU) advertises the faculty positions regularly under different recruitment advertisements, with due consideration to suitable women candidates, as per rule.
2. **Retention:** As per all faculty members of the institute
3. **Promotion:** As per all faculty members of the institute
4. **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** As per Govt. of India rules

3. Training programs:

IIT(BHU) regularly organizes orientation programmes.

4. Vision for 2030:

Institute follows the guidelines and rules issued by Gol to provide equal opportunity to women candidates & to promote social inclusions.

5. Policy work to attract more women into STEM careers:

Free Courses in the STEM fields to inculcate and enhance the interest of women in the STEM.

INDIAN INSTITUTE OF TECHNOLOGY, GUWAHATI

1. Brief details of the organization:

Name of the organization: Indian Institute of Technology, Guwahati

Address: North Guwahati, Assam, India, Pin-781039

Key sectors involved in: Academic and Research

2. The best practices for Gender diversity and culture of inclusiveness for women:

- Recruitment: Yes
- Retention: Yes
- Promotion: Yes

3. Training programs:

No

4. Vision for 2030:

More recruitment, encourage & promote research, and well-being.

5. Policy work to attract more women into STEM careers:

Encourage them to take up research, support to be enhanced during career breaks and re-joining.

6. Policies / Programs on women in STEM:

Encourage leadership roles to support activities, promotion schemes, and family support.

NATIONAL INSTITUTE OF PHARMACEUTICAL EDUCATION & RESEARCH, RAEBARELI

1. Brief details of the organization:

Name of the organization: National Institute of Pharmaceutical Education and Research Raebareli (NIPER-R): (An Institute of National Importance under the aegis of the Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India).

Address: Transit Campus NIPER-R, Bijnor-Sisendi Road, Sarojini Nagar, Near CRPF Camp, Lucknow- 226002

Key sectors involved in: Pharmaceutical Education and Research include Pharmaceutics, Medicinal Chemistry, Pharmacology and Toxicology, Regulatory Toxicology, Biotechnology.

Percentage / Proportion of Women in STEM in your organization: It exceeds 40%.

2. The best practices for gender diversity and culture of inclusiveness for women:

- **Recruitment:** Promoting gender diversity through recruitment notices, and a diverse group of interviewers for the recruitment of a gender-diverse workforce. Also, every selection committee must have female representation as per Government norms.
- **Retention:** Adequate workplace environment and safety in terms of infrastructure and amenities for women. Also, we have a sizable number of female employees.
- **Promotion:** Encouragement to women employees for leadership assignments and other Training and Development programs to promote gender diversity. Hence, equal opportunities are given to both
- **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** Provisioning of Maternity, Child Care Leave, Children Education Allowance and other benefits mandated by equitable policies of the Government of India eases women employees to take a break from their career and re-join with continuity of their service.

3. Training programs:

Training and mentoring of women employees through engaging them with lead roles in Memorandum of Understandings/tie-ups for academia and research in the industry. All the employees are made aware of ICC and their male counterparts are sensitized to refrain from any gender biases and ensure a cohesive and supportive behavioural environment for female colleagues. All the employees are committed to providing a deserving amenities and support systems to the female students. All female students have a female faculty mentor. Female students are counselled on regular intervals and encouraged to report any grievance or any untoward incidents without fear. Recently, the institute has hosted a group of girl students of 10/12th standard from Navodaya Vidyalaya and engaged them with the STEM activities. A counselling session by our senior faculties to improve their interest in STEM career was also undertaken.

4. Vision for 2030:

We, strive for accumulating a balanced gender diversity, by promoting the concept of equal opportunities. We also envisage, an institution, where the gender ratio is at least equal.

5. Policy work to attract more women into STEM careers:

In line with the NEP 2020, our girls may be encouraged to explore more and more in STEM area and bring in their interest and confidence to excel in STEM education.

6. Policies / Programs on women in STEM:

NIPER Raebareli, a purely STEM arena Institute of National Importance is led by a women Chairperson, in its Board of Governors and a women Director, mentoring the institute. We endorse ourselves with appreciable amenities, infrastructure and support for women workforce and leave no stone unturned for promoting women in STEM.

1. Brief details of the organization:

Name of the organization: Indian Institute of Technology Indore

Address: Indian Institute of Technology Indore, Khandwa Road, Simrol, Indore 453552, INDIA

Key sectors involved in: Academics, Teaching and Research Percentage / Proportion of Women in STEM in your organization (optional if you wish to disclose):

2. What are the best practices to promote the Gender diversity and culture of inclusiveness for Women being followed by your Institution / University / Organization?

- Recruitment:** IIT Indore promotes the encouragement of women to apply for teaching positions. The same was mentioned in all the advertisements advertised at the time of recruitment.
- Retention:** During their career, they are given full support to earn various fellowships, grants, projects, etc., from external and internal agencies/funding bodies. They have been given senior positions such as Head of the department, Convener of the committees and meetings constituted in the Institute from time to time.
- Promotion:** They have been given the same career growth opportunities in promotion as others.
- Re-entry after career break (Marriage / Maternity / Motherhood, if any):** The Institute irrespective of the career break, recruit the woman if she fulfills the minimum eligibility criteria for the position applied for.

3. Any specific Training programmes for Women in STEM employees?

A women cell is actively working in the Institute, and they have organized a few trainings and similar programs apart from the Women's Day celebration. Their details are as follows:

- Organized "Emerging Roles and Opportunities for Women in Science and Engineering" program on January 21, 2023 at IIT Indore.**
Title of talks and speakers:
 - Breaking the wall of gender inequality and bias through opportunities (Speaker IICT, Mumbai)
 - Women's resilience in extreme sports (Speaker, Consultant-CSR)
- Organized "Safe city training" jointly with "WCD - women and child development department" on December 22, 2022 at IIT Indore.** Speakers from Women and Child Development Department (Indore) **International women's Day- 2023**
At IIT-Indore International Women's Day was officially celebrated late on March 17, 2023 instead of March 08, 2023. However, the women cell organized several events and competitions starting from March 07, 2023 itself. This celebration began on March 7, 2023 with the staff welfare association of IIT Indore, where teaching and non-teaching staff participated. March 9, 2023- Poster and essay competition on Women Empowerment for IITI students March 16, 2023- Drawing competition at Govt. School, Simrol (9th standard students) March 17, 2023- Organized technical talks and Prize distribution Mr. Gaurav Sharma from Adventure Training Academy- "youth and courage" Dr. Nishima Wangoo, Asst. Professor at Punjab University delivered a talk titled "Women in Science-The way forward" Dr. Savita from UN women ICO, Madhya Pradesh spoke on women's empowerment through her talk titled "Gender equality and government programs/schemes for women". Dr. Vanchana Singh Parihar talked on "Women: Violence, Safety, Rights, and Laws"
- International Women's Day with theme "Gender Equality for Sustainability" on March 7-8, 2022 at IIT Indore.**
Speakers:
Three Speakers from IIM Indore; AMITY University, Noida and CLRI, Chennai

4. What is your organization's vision for promoting Women in STEM by 2030?

Vision for promoting Women in STEM by encouraging and facilitating them in the following ways: (a) Creating Provision for seed grants to female students and faculty members to initiate STEM based small projects. (b) To organize awareness programs for female students/faculty/staff to involve their STEM concepts to initiate research/startups to target societal outcomes. Monthly multi-institutional meetings can be organized to speed up the work.

5. What more needs to be done at the policy level by the government / Academics / Private sector to attract more women into STEM careers?

Initiatives for specific funding policies for starting their STEM based work for short and long term research projects.

1. Brief details of the organization:

- **Name of the organization:** Indian Institute of Science Education and Research Bhopal
- **Address:** Bhopal By-pass road, Bhauri, Bhopal 462 066 (MP)
- **Key sectors involved in:** Education and Research
- **Percentage / Proportion of Women in STEM in your organization (optional if you wish to disclose):** There are approx. 20% women working in the field of STEM.

2. What are the best practices to promote the Gender diversity and culture of inclusiveness for Women being followed by your Institution / University / Organization?

- a) **Recruitment:** Women candidates are encouraged to apply for various positions in the Institute. It is ensured that along with expert members, a women representative serves on the selection committee.
- b) **Retention:** The Institute proactively monitors and ensures that a collegial and safe working environment is provided to all employees and particularly to the women in the Institute. Facilities such as day care for children at the institute cooperative Creche help employees particularly women in the Institute to continue their work, without worry of their wards' wellbeing during the working hours. The Institute has also constituted a women welfare committee to address and take care of welfare programmes and other concerns related to women students, faculty and staff members.
- c) **Promotion:** All the positions in the Institute are filled through direct recruitment and equal opportunity is given to internal women employees to apply for higher positions. Women representation is also ensured in various academic and administrative positions in the Institute.
- d) **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** The Institute implements Maternity Leave, Child Care Leave and other provisions of law available to women employees in letter and spirit, as per various rules applicable for central government employees. The women employees are granted all due leaves for attending to their personal and family responsibilities to maintain a work-life balance. This approach has allowed female candidates to continue their careers with the Institute without break.

3. Any specific Training programmes for Women in STEM employees?

The Institute regularly conducts workshops for all its employees and students, some of which specifically address issues and provide solutions to encourage women to pursue/continue careers in STEM.

4. What is your organization's vision for promoting Women in STEM by 2030?

The institute proactively seeks through outreach, advertisement, word of mouth to enhance the representation of women in both faculty positions and in our PhD programmes.

5. What more needs to be done at the policy level by the government / Academics / Private sector to attract more women into STEM careers?

The Govt. may brainstorm on following suggestions:

- Setting up of research facilities at primary and secondary level in schools and conducting awareness programmes for women in STEM careers. This shall be helpful in creating interest of students towards science from primary level.
- Establishment of STEM schools in every district exclusively for female students especially in areas where social acceptability for multi gender schools is low. This kind of initiative may prove to be a boon in attracting more women towards science subjects from rural and underprivileged area.
- Supernumery seats in STEM programmes that have traditionally failed to attract women.
- The International Day of Women and Girls in Science is an annual observance adopted by the United Nations General Assembly to promote the full and equal access and participation of women in Science, Technology, Engineering and Mathematics (STEM) fields. The United Nations General Assembly passed resolution on 22 December 2015, which proclaimed the 11th day of February as the annual commemoration of the observance. The Govt. of India should also announce one day as the National Day of Women and Girls in Science for promoting science among the women community. The birth anniversary of any of Indian women scientist who have excelled in the past can be named as the National Day of Women and Girls in Science. Anandibai Gopalrao Joshi, Bibha Chowdhuri, Janaki Ammal, Asima Chatterjee, Kalpana Chawla are few Indian women who have made India proud by their scientific contribution. The Govt. should institute an Award exclusively for Women to be conferred on this day. The day should be promoted with the same level of intensity as is done for other important days, such as Yoga Day, Unity Day etc.

6. Any other policies/programmes from your organization on Women in STEM that you would like mention or highlight.

1. Brief details of the organization:

Name of the organization: Mishra Dhatu Nigam Limited, A govt. of India enterprise.

Address: Kanchanbagh, Hyderabad.

Key sectors involved in: Space, Military, Navy, Air force, Nuclear.

Percentage / Proportion of Women in STEM in your organization (optional if you wish to disclose): 10%

2. Best practices to promote the Gender diversity and culture of inclusiveness for Women being followed by your Institution / University / Organization?

a) Recruitment:

- In MIDHANI women employees are represented at all levels and in all departments. Equal opportunities are provided with the male participants.
- **Fastener Plant:** A department manufacturing fasteners being totally operated by women employees was founded in the year 2013 and has been operating with a good turn over till date. All the executives, workers and even maintenance engineer were women employees for that department.

First Aid department, IT department, QCL workshop: These three plants are being operated with more than 50% women staff.

b) Retention:

- Crèche facility is provided.
- 180 days of Maternity leave is provided up to 2 children.
- No benefits are denied due to maternity leave.
- Some flexibility in working hours for attending duties is provided to balance their personal and professional life.

c) Promotion: Equal opportunities are provided with male employees.

d) Re-entry after career break (Marriage / Maternity / Motherhood, if any):

- Normal and smooth re-entry.
- All facilities continue without any break due to the granted career break leaves.
- Even motherhood leaves are granted as per the requirement without any objection and are allowed to continue in their previous department after joining back.

3. Training programs for Women in STEM employees:

Training programmes are organized exclusively for all the women employees including contract workers with a concept to promote “Naari Shakti” in the nation building process once in a month on regular basis in the year 2022-23. Following are the names of various programmes conducted:

- Work-life balance
- Women empowerment
- Leadership development for women executives.
- Women Health & Hygiene
- Obesity
- Stress management

4. Organization’s vision for promoting Women in STEM by 2030:

- Midhani being PSU and manufacturing unit runs round the clock. As per factories act women should not be allowed to work round the clock like in night shifts. However, in G shift we are deploying maximum possible women employees.
- We would like to see women employees in middle and senior management level.
- In board level MIDHANI is having an independent women director.
- **Women’s Cell:** A team has been formed and successfully operated in MIDHANI with the name “Women’s cell” headed and run by only women’s to address any issues faced by women employees. This team has resolved many issues till date successfully.

5. Policy work to attract more women into STEM careers:

- Similar to Commercial shop centers like call centers women should be permitted to work round the clock, so that more women employees can be represented in manufacturing sectors also.
- Many of the graduated girls may not be aware of all the career opportunities available in STEM. For this awareness programmes have to be conducted for girls at various stages starting from secondary school education.
- Interactive sessions have to be planned for girls at secondary school and colleges with successful women in STEM, which helps in removing any apprehensions in them to take up science field.

- Scholarships have to be provided for merit girls at various levels which encourages them to take up STEM fields.
- Exclusive schools and colleges for girls with quality faculty should be made available at least at district level, thus encouraging girl parents to join their children in science field.
- Transfers after marriage for the women should be avoided and also postings to be given as per their requirement.
- Implementation of fixed term childcare have to be made mandatory like maternity leave in all the industries and organizations.

6. Any other policies / programmes for Women in STEM that you would like mention or highlight.

Every year MIDHANI organizes an outbound training programme for all the women employees on the occasion of international women's day.

1. Brief details of the organization:

Involved in Transportation, Electronics, Industrial, Consumer, Health Care, Safety, Health Information and the percentage of Women in STEM in the organization is about 18%.

2. The best practices for Gender diversity and culture of inclusiveness for Women:

Recruitment: The organization is committed to the Diversity strategy:

- Ensure to double the gender-diverse pool in the next 3 years.
- Identifying specific roles that will be filled by female talent and making special efforts to identify talent pools in diverse spaces.
- As an organization – we are trying to mitigate both conscious and unconscious bias in our selection process by masking the name and gender fields on a candidate profile.
- Beginning this year our selection panels have a woman to enhance unbiased conversations and lenses.
- We have a strong referral program that will incentivize employees to refer female candidates.
- We manage a repository of gender-diverse profiles to match the sectors that we operate in.
- Outreach programs at university campuses are conducted, to encourage STEM careers for women.
- From 2022 onwards, our student internships are dedicated only to women candidates.
- Brand strengthening efforts on social media through specific campaigns on LinkedIn and Twitter to narrate stories of our women in STEM.

Retention: Post-COVID, 3M has been one of the first organizations to implement a “**Work your Way philosophy**”, where employees have the flexibility of choosing where to work and when to work, after aligning with supervisors. This is a philosophy that is trust-based and has found tremendous acceptance across the world. In India, 100% of our employees have adopted “**Work your Way**” with a majority of employees choosing to be Hybrid. Employee feedback tells us that our women employees in particular appreciate this flexibility standard as they are able to balance home and work in a fluid and seamless fashion.

Our other women-friendly policies include “**generous leave policies**”. **Maternity leaves** are up to 6 months, **adoption leave** and even **surrogacy leave, comprehensive care for expecting mothers**, and a **creche allowance**. Needless to add - a conducive work environment, where the principles of respect, courtesy, fairness, and justice is upheld by everyone.

Promotion: Our promotion policies are completely based on merit. We promote potential and pay for performance. That said, our HR practices are set up to ensure that we pay special attention to the growth and development of our female employees knowing that some of the challenges related to negotiation, expressing needs, assertiveness, etc. are a function of a social upbringing and a cultural context and we may need to bring in the lens of equity to nudge our female employees and equip them differently to grow their careers and develop themselves.

Pay Equity: 3M’s **global pay philosophy, principles**, and consistent implementation produce fair and equitable pay for our employees. We analyse gender pay equity globally by comparing employees in the same job category, job grade, and location.

Re-entry after a career break (Marriage / Maternity / Motherhood, if any): 3M India introduced a new initiative called “**REVIVE a Return-to-work program**” specially designed for women who are transitioning back to a full-time career after a break. The break might have been due to maternity, elder care, study, or childcare. The program design incorporated a **mentor-led, project management approach** with skill building as its foundation. In its first year, we onboarded four women with diverse skills – two of whom were given permanent roles within 3M India. We hope to roll out REVIVE 2.0 in 2023.

3. Training programs:

3M is committed to making “**meaningful and sustainable progress towards gender equality**”. We are driving a “**technical women’s leadership forum**” within the technical team in 3M to provide specific training and programs to the technical team. We offer dedicated programs that equip managers to support their teams and employees to practice allyship and create a **culture of belonging**. Specifically, in R&D, our scientists and engineers are encouraged to build on their skill sets year after year.

Mentorship programs: we are providing External and internal mentorship programs to enhance their skill set and provide them correct guidelines to build their career.

Training session by experts: To build knowledge and explore newer opportunities training from experts has been organized for different areas.

Networking Sessions: Networking sessions to collaborate with peers and share experiences and challenges.

4. Vision for 2030:

At an enterprise level – we have redefined Diversity to include race, ethnicity, gender, nationality, LGBTQ+, and veterans in the US. Our goal is to double the representation across the organization by 2030. Since 3M is a science company, this goal automatically applies to Diversity in STEM too. In 3M India, as mentioned, our goal is to double our gender diversity percentage in the next 3 years – 18% to 36% in the STEM areas of R&D and Technology.

5. Policy work to attract more women into STEM careers:

The biggest challenge that we need to overcome is that of mindsets. There is an implicit and unconscious bias that women are naturally inclined towards Liberal Arts, and Science and Math are the domains of boys/men. This is also seen in the representation of

girls in engineering colleges, pure science, and applied science fields. The only field where we see a much better gender representation is in Computer Science where there is an even spread, primarily because computer engineering jobs are seen as relatively stable, safe, and more conducive to providing a **work-life balance**.

However, STEM is more than Computer Science, it lies in Research and Development, in AI, in Robotics, in Computational Math, and Computational Biology – the universe is out there with low participation from women. We need to address this problem at the mindset level as well as create awareness of the plethora of opportunities that exist in other STEM spaces for women to grow their careers, excel, and contribute to the intellectual development of our nation.

Some of these actions can be around **equality – equal opportunities available – and some need to be around equity**. –Some areas that need to be thought through are about girls, especially in underserved communities that start at different places when compared to boys, consider reservation of seats in fields of engineering for girls, what about scholarships just for girls? what about free education for girls up to Standard 12?

6. Policies / Programs on women in STEM:

3M has appointed one of our leading scientists – Dr Jayashree Seth as our Chief Science Advocate. Her core responsibilities apart from being a world-class scientist are to advocate for STEM globally and through multiple platforms – to bring the magic of science to life. One of the key initiatives to promote STEM in Diversity that 3M created in 2022 – is this video – link pasted below –of four world-class women scientists. It is very aptly named – “Not the Science type”, which highlights that everyone can be a science type. <https://www.youtube.com/watch?v=AgHloyZjMCI>.

Another great initiative by 3M is the **Young Scientists Award, a science competition in 3M US**– which rewards winners in middle school with financial rewards and mentorship at 3M. Many of these winners in the last few years have been girls.

Enterprise efforts - At an enterprise level, 3M is focused on creating a culture and environment where all 3Mers feel included. **REAL (Reflect, Empathize, Act and Learn) Allyship model** which we drive extensively through corporate training programs helps all our employees model allyship behaviour that truly drive the culture of Diversity and Inclusion in the organization.

Another way that we promote Allyship is through our **Women’s Leadership Forum –an active Employee Resource Network**, whose mission is to attract and develop women leaders at every level in the organization

Support to STEM in Communities as a science-based company, we feel uniquely positioned to support STEM, skilled trades, and advanced manufacturing workforce training and development programs. In 2022, we continued to move the needle toward our goal of 5 million STEM and skilled trades learning experiences for underrepresented individuals by the end of 2025, reaching over 1,042,167 experiences globally in our first year of reporting. These programs cut across borders to fulfil their goals.

Our Visiting Wizards program has been established to foster curiosity in science in schools, with hands-on demonstration by our scientists on concepts and principles in a fun manner. We also distribute science kits in these under-represented schools to encourage students to explore with curiosity.

1. Brief details of the organization:

The company is involved in Business / Professional Services. The **Percentage / Proportion of Women in STEM** in Accenture in India approximately 47% of our people in India are women and nearly 26% of our managing directors are women.

2. Best practices to promote the gender diversity and culture of inclusiveness for women:

1. **Recruitment:** There is a sustained focus on Accenture's publicly stated goal (2017) of getting to 50-50 gender representation by 025. Currently, gender representation is at nearly 47% for Accenture in India's 300,000+ workforce. Accenture in India is working towards its goal of reaching a gender-balanced workforce through recruiter sensitization and a sharp focus on diversity recruitment analytics to ensure women are represented adequately across the recruitment funnel.

In addition to conventional hiring channels, Accenture is progressing towards building a diverse workforce through the programs below:

- Campus Engagement & Hiring
- Career Reboot

Introduced in 2017 as a pilot for one of our entities, with learnings and employee feedback the cross-entity Career Reboot was launched in Aug'22. Brings women with career breaks (2 years or more) back to the workplace, enabling them through career and functional skills workshops with experts and Accenture leaders. Offers a blend of exclusively curated trainings, experiential learning boards and world-class online resources with skill-based mentorship designed for freebooters to ace their tracks.

- **Innovative Intersectional Programs:** Flagship India I&D initiative to help qualified, underprivileged talent become future-ready and employable. 12–24-week experiential internship offering training and on-the-job learning to transgender people, people with disabilities, women from lower income strata
- **Gender Recruitment Analytics:** We support our efforts with analytics to ensure women are represented adequately across the recruitment funnel and Other Channels include incentivized employee referral, women's alumni network

2. Retention

a) Through Enablement

While hiring caters to representation of diverse talent at the workplace, it is equally critical to ensure the talent finds purpose in staying with the organization through meaningful opportunities and an enabling ecosystem. Accenture in India enables its diverse employees in integrating work and life, through a series of programs, policies and employee networks. Focus on gender equality is evident in a host of programs and practices to ensure a thriving workplace for Accenture's women employees. Some of the leading programs driving this agenda include:

Parental Leave Policy: Accenture is deeply committed to accelerating a culture that fosters equality for all—that enables each one of its people to bring their best and authentic selves to work. In line with this commitment, Accenture has reviewed its parental leave policies to ensure all employees, as parents and/or primary caregivers, benefit equally.

Key highlights:

Primary caregiver leave = 26 weeks, includes/ covers:

- Maternal leave (erstwhile maternity leave), now includes all primary caregivers* who can bear and give birth to a child,
- 4 weeks of additional leave for any illness directly related to pregnancy, delivery, premature birth, miscarriage or MTP
- The option to avail unpaid maternity leave in case further extension required to get settled in new responsibility
- **Surrogacy leave**, now extended to commissioning mothers or primary caregivers as the case maybe. of the option to avail unpaid maternity leave in case further extension required to get settled in new responsibility
- **Adoption leave**, extended to all employees who are the primary caregivers for the adopted child/children (or a ward)
- **Secondary caregiver leave policy:** Applicable to all secondary caregivers**. All employees who are secondary caregivers are entitled
- ***Primary caregiver:** The primary caregiver is a parent of a new-born or legally adopted child/children (or the ward) and is recognized as the person principally responsible for the daily care of the child
- ****A secondary caregiver** is a parent of a new-born or legally adopted child/children (or the ward) who is responsible for:
- The care and wellbeing of such new-born or adopted child and supporting the primary caregiver

- b) **Returning mothers program:** Coaching and staffing support from experienced women executives to successfully transition new mothers from maternity, back to successful careers.

- c) **Childcare support:** Subsidized/discounted access to empaneled childcare centers, to all employees. Introduced 'Virtual Parental Benefit Program' with attractive employee discounts to engage children through online activities/ camps, etc

- d) **Flexible working options:** Part-time work arrangements, work from home options, and flexi-hour working, among other options
 - Gender-neutral POSH policy

- Infrastructure support available for expectant and new mothers at office premises
- Women's safety: Ongoing focus through the Women's Safety Council, enablement of helplines, redressal forums and enhanced safety measures for women using transport during off-peak hours.

e) Retention: through engagement

Vaahini: Internal network for women employees – Vaahini – which worked towards women's inclusion in the workforce and leadership. Over the years, Vaahini has extended participation to external members as well. Conducted sessions on women and Pride, women and caregiving, women and disability inclusion.

Vaahini women in leadership (V-WIL): Launched in 2022, V-WIL engages Women Managing Directors from across all entities at Accenture in India, to build stronger, deeper and meaningful networks across businesses.

Gender sensitization: Bringing a holistic picture of equality and inclusion – the gender advocacy module was created to sensitize people to gender related nuances at the workplace.

Proactive Ringfencing through attrition risk analytics and proactive “stay” conversations

Celebrations: Bringing together employees from different spheres and backgrounds to instill a spirit of One Accenture, anchored by the vision of inclusion and equality for all. Key celebrations around the year include:

International women's day 2022: Overview of IWD 2022 celebrations: Highly engaging, our experiential celebrations generated thousands of visits to our internal portal, millions views on internal social channel and thousands of downloads of the occasion specific digital asset on commitment towards creating a more equal workforce.

Digital engagement, Speed Mentoring Program, powerful conversations, meaningful actions. Explored a humor accent to equality conversations, with a Celebrity guest to bust gender stereotypes

International men's day 2021: Panel discussion with Accenture leadership on 'Breaking Gender Stereotypes'; amplifying inspiring 'people stories' of men who are culture makers and breaking stereotypes and an internal social media campaign on men's stories and health

3. Training programs for women in STEM:

Accenture in India is committed to growing its women employees, with a focus on technology and leadership skills, empowering them to become role models.

Women at all levels receive access to a network of leaders, alongside the opportunity to acquire new skills through on-the-job learning, rotational assignments, coaching & mentoring, skill building sessions, career intentionality workshops.

Some of the key programs, tailored for women at different stages of their career journey include:

- Grow women in leadership:** Targeted at high-potential women leadership succession candidates. Blend of virtual and live workshops with collaboration and networking opportunities with leadership.
- High-tech women program:** Mentorship and learning sessions which encourage women technologists to obtain the Technology Architect certification.
- CyberHer:** An opportunity for women employees across Markets, to learn application security concepts and gain the industry's premier Secure Software Development Certification – CSSLP (Certified Secure Software Lifecycle Professional).
- Quantum impact:** First of its kind, three-month technology intervention for women in early career levels.
- Apex – leadership crescent program:** Designed (in partnership with INSEAD) to embed New Tech Leader skills, behaviors, and mindset in next gen leadership, enabling transformative experiences to prepare Senior Managers for future leadership roles.
- Her cloud:** Flagship program launched in Feb'22 to increase impact on women in cloud technologies through various interventions. Her CLOUD offers a unique mentorship program designed to prepare and empower women technologists to take that LEAP in their careers with Accenture, LEARN the latest Cloud First skills to unlock 360° value for businesses and become the LEADERS of the future. Within a year of launch, the success rate has been phenomenal with Accenture having hired hundreds of women technologists and upskilling & mentoring them on Cloud technologies.

4. Organization's vision by 2030:

Accenture's goal is to achieve 50% Gender Equality by 2025. We want to bring more women in leadership roles as the pace at which technology is advancing and being deployed is creating opportunities for all, including women. Organizations need to be intentional about creating and in laying an equal playfield, by identifying and weeding out visible and invisible bias to help women stay in work and progress – Mahesh Zurale, Senior Managing Director and Lead – Advanced Technology Centres in India, Accenture.

When more leaders come forward and initiate programs that encourage a higher degree of women representation and leadership across functions and industries, it is then that we catapult organizational growth immensely. Putting policies and programs in place to 'empower without limits' – Ruhi, Ranjan Lead Europe Markets - Advanced Technology Centers India & Inclusion and Diversity Lead Accenture India.

We have actionable solutions for building an inclusive culture where women—and everyone—can thrive. Accenture's "Future of work – Enabling Women across workforce to be productive anywhere" – IWD 2023 research says - An organization-wide digital strategy can boost perceived relevance of technology and digital skill sets and empower workers to solve real problems and innovate using their technology skills. Digital skills refer to skill levels across emerging technologies such as cloud computing, cyber security, and robotics. Women were significantly lower than the global average on digital skills, with women who work fully onsite reporting the lowest digital skills. Fewer than 1 in 3 women are confident their skills will be relevant in 5 years. At Accenture, we focus on reskilling and building on technology skills to create technologists of the future.

5. Policy work to attract more women into STEM:

The tech industry needs women urgently to:

- Meet the demand for talent, and increase women's share in the country's multi-trillion-dollar economic vision;
- Ensure that new products and services are designed to work for all of us. Unconscious bias of product designers can restrict the efficiency of products to certain consumer segments; and
- Innovate (in more diverse, inclusive workplaces people are 11 times more likely to drive innovation than in less diverse and inclusive workplaces).

Accelerating equality for all, in fact, would be a socio-economic catalyst and the prerogative is upon individuals, organizations as well as government agencies to expedite this. This is possibly the most appropriate time for more women to be in this industry as we are all undergoing a sudden and unexpected transformation, driven by digital technologies.

Encouraging women's participation in STEM

Let's talk numbers.

- Women account for 85 percent of all purchases and drive 70-80 percent of all consumer spending. Women are more often than not the decision-makers when it comes to a purchase.
- As of 2019, women drove 70-80% of all consumer purchasing decisions. (~ Forbes)

If more than half of the users of technology products and websites are women, then one would think that having women not just on staff, but in positions of leadership to define future directions for the company, is in their direct interest.

That's what we need, but this is where we are -

Recent research shows that **women now make up 34% of the IT workforce in India**, with a 50:50 gender parity rate in STEM graduates. Majority of the 34% are under the age of 30. However, while women make up 51% of entry-level recruits, only 25% are in management positions, with less than 1% in the C-suite.

Overcoming deep rooted discrimination for an inclusive future:

Why this appalling gap? Despite being gender balanced at entry level, the journey to C-suite is witness to a significant decline in women representation.

A recent Oxfam research, India Discrimination Report 2022, revealed that **for every woman, 98% of the inequality she faces would be caused by discrimination because of gender. The remaining 2% would be because of education or work experience.** Only 17 women have won a Nobel Prize in physics, chemistry, or medicine since Marie Curie in 1903, compared to 572 men till 2017. Across the globe, women account for only a third (33%) of researchers, less than a quarter (25%) artificial intelligence professionals and 28% of engineering students. Against these numbers and several developed nations, in terms of girls pursuing STEM education at a tertiary level – US (34%), Canada (31%), and the UK (38%) - India paints an encouraging opportunity with nearly 43% of STEM graduates being women.

Interestingly, while India tops the world in producing female graduates in STEM, it ranks 19th in employing them. In fact, according to the United Nations, women constitute merely 14% of the total 280,000 scientists, engineers and technologists in research development institutions in India. Significant strides need to be made to accelerate gender equality. Some ways that the government, academia and private institutions can enable the same include:

At the policy level, the government of India has launched some gender advancement initiatives aimed at STEM fields. These include Gender Advancement for Transforming Institutions (GATI) and Knowledge Involvement Research Advancement through Nurturing (KIRAN) programs. The Science Technology and Innovation Policy (STIP), 2020 includes incorporating a grading system based on merit and performance, and offering gender neutral rules and recommendations to make the daily workday easier.

At the education level: Educational institutions have demonstrated a conscious approach in ensuring a greater representation of female students in STEM studies. Scholarships at school, university levels as well as educating parents/ caregivers about the long-term benefits of STEM have made the shift possible. Introducing women early on to STEM goes a long way, especially through visible role models, accessible education, incentives such as grants/ scholarships, integrating STEM with Liberal Arts / other education streams to

equip them with an exposure and understanding of available specializations, thereby also enabling decision-making. It's also essential to ensure reach and impact across the different strata of the society, including rural and grassroots levels.

Additionally, here are actions that colleges/universities can undertake to build a strong pipeline of STEM talent:

- **Get to 35% female faculty:** Publicizing their faculty and student diversity data is a way for colleges to ensure accountability. At the most-inclusive colleges, for example, at least 35% of the faculty in tech, engineering or math classes are women.
- **Educate and don't tolerate:** It's important to have a zero-tolerance policy and to implement educational campaigns for students and faculty on the negative impact of sexual harassment and discrimination, as well as on the use of gender-biased language.
- **Give a 360° degree:** Offer support outside of class, such as study groups, office hours, guidance from an academic advisor/counselor and mentoring in order to retain women. Practical, hands-on work experience is also key to making sure women can apply what they're learning and build up their resumes.
- **Paint a portrait:** Build a positive image of people—and especially women—who work in tech. Colleges should work to portray tech roles as well-paying jobs that make the world a better place
- **Map it out:** Demonstrate clear links between tech studies and tech careers, especially for senior-level students. Educating students about these pathways is the most impactful action to take on behalf of seniors.

WORKPLACE

- Remove Matilda Effect - The Matilda effect is a bias against acknowledging the achievements of women scientists whose work is attributed to their male colleagues.
- Get women back to work after career break

Some immediate actions for organizations to enable and support women include:

- Let both parents leave: Improve parental leave policies and make sure everyone is encouraged to use them.
- Make it a metric: Set external goals and targets to increase diversity and hold leaders accountable.
- Build reinforcements: Provide women-specific support, like mentors, sponsors, and employee resource networks.
- Encode creativity: Promote the role of tech in driving world-changing innovation.
- Meet on their terms: Encourage inclusive networking events, when everyone can join.
- Continuing education in STEM at workplaces

Additionally, organizations, academia and the government must:

- Collaborate with industry tech leaders to identify a concrete framework and pathway to deploy digital upskilling for women at scale
- Start from the education system. Women have been conditioned to think about careers and personal lives a certain way, and when they seem to prioritize their professional growth, themes such as guilt, imposter syndrome and the like slow their progress. Instead of talking to women entering the workforce after years of conditioning (to approach their career growth with a shelf life based on personal commitments) and expecting them to think about growing/ expanding their careers, start young – bridge the gap between corporates and students across different strata of the society by leveraging digital technologies for holistic development early on.
- This will help sensitize young children, across genders, to move past the conditioning and make inclusion more innate as an individual trait, thereby thinking of professional growth as an equal right for all, with awareness on need for future ready digital skills.
- With the scale of change needed, government policies around encouraging women entrepreneurs, girl child education go a long way in enabling the country to progress when it comes to gender equality. There needs to be more active and vocal communication, in addition to policies, that sends a message on the government's stand on equality - moving the change from paper to mindset.

6. Policies / programmes from your organization on Women in STEM that you would like mention or highlight.

Empowering women beyond the boundaries of the organization, across life stages and strata of the society, to take up STEM careers, Accenture is running a host of programs. Some of these include:

- **Women's Founders Program:** Accenture had launched the Women Founders Program in early February 2022, a unique initiative for early-stage women led Indian startups in the B2B deep tech and enterprise SaaS domain. The program aimed to create a more supportive ecosystem
- for women tech founders and entrepreneurs. 5 selected women founders in FY'22 – from a pool of 100+ applicants - will benefit from the equity-free grant of USD 60,000.
- **Girls in STEM:** In FY22, through the I&D Charter, Accenture launched a 2-day program to encourage young girls in ICSE/CBSE

schools, to create STEM awareness and help them take interest in picking up careers in Technology.

- **NGO partnership:** Accenture has partnered with multiple NGOs to drive meaningful and sustainable change in the broader community. One such partner is Anudip Foundation, which helps underserved youth and marginalized women overcome their circumstances by training them for in-demand digital jobs. Through this partnership, over 85,000 women and youth have found the means to lead better lives and are now shaping the future of new-age technology.
- **Unnati:** Accenture in India also works towards impacting women in the industry through the 'Unnati' Program. Launched in Feb'21, as an expansion of the tech startup mentoring program, Unnati is targeted towards women-led micro enterprises in remote villages, including weaver and artisan communities.

1. Brief details of the organization:

Involved in Manufacturing, Metals and Mining and the percentage / Proportion of Women in STEM in your organization is about 8%

2. The best practices for gender diversity and culture of inclusiveness for women:

- **Recruitment:** Widened opportunities for employment of women across all sections of Tata Steel under ‘**Women of Mettle**’ – a pioneering scholarship program of Tata Steel aimed at inducting young women engineers (both B.Tech. & M.Tech.) into the manufacturing sector. The “**Women@Mines**” programme has led to all shift deployment of women in our mines making Tata Steel the first company in India to do so. Also, under the “**Tejaswani 2.0 initiative**”, Tata Steel has deployed women as Heavy Earth Moving Machinery (HEMM) operators at its mines. **Project Samriddhi** – Enabling B-shift (2PM- 10PM) working for women, considerable representation of women as Trade Apprentices.
- **Retention:** Tata Steel’s “**stepUP**” platform for career enrichment, coaching and mentoring, diversity and inclusion-specific policies, agile working policy with flexi and absolute working models, enable colleagues to operate out of any location in the country. Not to mention the sabbatical policy.
- **Promotion:** Exclusive platforms created: MOSAIC - Diversity & Inclusion (D&I) Committee to celebrate and encourage diversity, Other D&I programs & policies highlighted.
- **Re-entry after career break (Marriage / Maternity / Motherhood, if any):**
Take-Two program - provides Women professionals having relevant qualifications and experience, on a career break or otherwise, with work avenues in the form of short-term assignments/projects.

3. Training programs for women in STEM employees?

- Under Tejaswani 2.0 technical training is provided to unskilled women workers that enables them to work in core jobs in mines.
- Coaching & mentoring to senior women professionals in R&D.

4. Vision for 2030:

The way forward is to employ a higher percentage of diverse workgroups and redesign policies and processes to create a sense of belonging and foster an inclusive culture. Long-term goals like creating a 25% diverse workforce by 2025 strengthens the organisation’s commitment to ensuring an enabling environment that is sensitive and inclusive.

6. Policies / Programs on Women in STEM:

Over the years, the Company has announced various pioneering initiatives for working mothers like maternity leave & extended Maternity leave, surrogacy leave, self-certified menstrual leave, child-care leave, nursing breaks and more.

- **Maternity leave:** Maternity Leave with full pay for a total period of 26 weeks. In addition to this, maximum of four-months leave can also be taken if recommended by a doctor for a female officer. For cases of surrogacy, commissioning mother will be granted 12 weeks and the surrogate will be given 26 weeks maternity leave in case either or both are Tata Steel employees.
- **Creche:** We have our own, company run top end creche facility in various locations. And at places where we don’t have, we have tie ups with 3rd party creche providers.
- **Child care leave:** Tata Steel provides employees with child care leave (CCL) Female officers/Single fathers and any one parent in case of gay/lesbian couple and transgender officers with children of up to 5 years of age are entitled to CCL.
- **Nursing break:** Post maternity leave, employee in course of their daily work schedule, may take four breaks of 30 minutes (or two breaks of 60 minutes in special cases) duration for nursing the child until the child attains the age of fifteen months.
- **Adoption assistance:** Tata Steel’s Gender-Neutral Adoption Leave policy supports employees by offsetting the legal, agency and regulatory costs involved like Adoption fees. We also have adoption leave.
- Travel on company business with kids: Mothers can take their kid along with them while traveling on company business.
- **Parenthood bundle:** Celebrating the journey of parenthood of employees and creating Moments that Matter. Under this initiative we have carefully crafted the parenthood experience for new mothers, (including a handbook for new mothers and their managers to ensure smooth transition into maternity and a guide for business HR team for the journey of maternity addressing key points such as how to announce at workplace, FAQ on benefits available, keep in touch days etc). We also give a small token to new mothers to celebrate birth of new member of the Tata Steel family.
- **Menstrual leave:** One of the first organizations to introduce menstrual leaves in India. Raahat can be availed as 1 day of self-certified sick leave per month by women.

- **Other campus connects initiatives like:**

Steel-a-thon, Tata Steel's annual business challenge for premier B-Schools in India, Steel-a-thon, provide students the opportunity to get mentored by the eminent Tata Steel Senior Leadership and Management.

- **Mind Over Matter**, is a one-of-a-kind platform where the brightest young minds are tested with their theoretical knowledge and practical applications under the mentorship of Tata Steel R&D team. The programme aims to boost creativity, foster a culture of cutting-edge research, and inspire them to join the manufacturing industry. Mind Over Matter provides the opportunity to be mentored by top R&D experts at Tata Steel for a 6-month internship and an opportunity to have exposure to world-class research facilities.

Recent highlights are as follows:

1. Tata Steel has been recognized amongst 100 Best Companies for Women in India (BCWI) in 2021 by Working Mother & Avtar.
2. Great Place to Work Certified for the sixth time.
3. Tata Steel has been recognized as a "GOLD" employer for the second consecutive year by India Workplace Equality Index (IWEI) 2022.
4. Tata Steel recognized as Global Diversity & Inclusion Lighthouse 2023 by the World Economic Form.
5. Tata Steel featured among the Top 50 India's Best Workplaces in Manufacturing 2023 by Great Place to Work.

TATA MOTORS LIMITED (TML)

1. Brief details of the organization:

Involved in the business of design, development, manufacturing, marketing, and after-sales support of Commercial, Passenger & Electric vehicles for the domestic and international markets, resale, refurbishment re-manufacturing of used vehicles and aggregates, Aggregates for other industries, Fleet management solutions (FMS), Annual Maintenance Contract (AMC) and RVSF (Registered vehicle scrapping facility) and End-to-end passenger mobility solution offered through GCC model for Electric buses for Government & Corporate customers. The Percentage of Women in STEM in your organization (optional if you wish to disclose) is 7.38%

2. The best practices for gender diversity and culture of inclusiveness for women:

TML's Diversity, Equity, and Inclusion (DEI) goal is to establish an environment where diversity is natural & business as usual and is committed to cultivating a culture of diversity, equity, inclusion, and openness in the workplace. We believe and have experienced that a gender-balanced workforce leads to increased productivity, better decisions, enhanced collaboration, and more innovative ideas.

The strategic focus areas at TML for diversity and inclusion are:

A. Workforce planning: Designed a process focuses on increasing gender diversity across levels and segments of the organization. With this, we can proactively anticipate current/future hiring needs and align them to drive gender balanced hiring.

B. Culture transformation: We believe in creating a culture with equal opportunities for all and with no individual having a preferential advantage over other. The leaders follow an inclusive style of communication. The Company organizes sensitization and awareness campaigns to help create an open mind and culture to leverage diversity at the workplace. A Diversity Council, at apex and unit levels, is tasked with increasing gender diversity in the organization through various initiatives and actions. A specially curated "Project EVE is a comprehensive development platform for high potential women employees. Employees involved in this program work on challenging projects sponsored and mentored by the Tata Motors Executive Committee.

There is also a Second Career Initiative Program (SCIP) that encourages women, who put their career on pause to restart it with interesting opportunities. We also introduced Paternity Leave and Adoption Leave to support parenthood.

C. Business integration: A diverse workforce enables us to better understand and serve our customers and intend to embed D & I into our business operations covering all aspects – business strategy, people, or operations. We conceptualize product designs that are inclusive and cater to a diversified customer base (Zero left out). We encourage our suppliers & channel partners to adopt gender diversity at their end too.

D. Partnership & external impact: We aim to create opportunities across dimensions of diversity by partnering with specialists and NGOs, to support local communities. We are committed to working with our external partners, such as suppliers and customers, to promote diversity and inclusion across the industry.

Details of best practices at TML for a culture of diversity and inclusion are:

A. Recruitment:

- The company has implemented a strategic workforce planning initiative that aims to increase gender representation across all levels and segments of employees. The initiative includes various skilling and talent development programs that help to identify and groom diverse talent within the organization.
- Steps are taken to address unconscious bias in its recruitment and promotion processes. This includes conducting leadership connect sessions to sensitize leaders to the importance of diversity and inclusion, conducting focused group discussions with hiring managers to identify areas of improvement, and implementing sensitization and awareness sessions for all target segments of employees and stakeholders. We focus to have a diverse slate for lateral recruitment and to promote this, we offer a differential referral bonus to our employees for referring gender-diverse candidates. We also work with our recruitment partners to source diverse profiles for all vacant positions.
- To enable bias-free decisions during recruitment, diverse interview panels are constituted for critical positions. Tata Motors conducts focused group discussions with hiring managers to identify any potential unconscious biases that may be influencing their decision-making. These discussions ensure that all individuals are given equal opportunities to grow and succeed, regardless of their diverse backgrounds.

B. Retention: Ensuring that its promotion processes are fair and equitable, TML has taken several steps. One of them is leadership connect, where senior leaders engage with employees and create a dialogue around the importance of diversity and inclusion. We believe that promoting diversity and inclusion is not just a matter of compliance, but a strategic imperative that drives innovation and business success. The company is committed to creating a workplace where everyone feels valued, respected, and supported to reach their full potential. As a result, TML has made significant progress in promoting diversity and inclusion in its talent development programs

C. Promotion:

- We strive to create a conducive work environment with several programmes conducted at a group level. Our Diversity Council, at apex and unit levels, is tasked with increasing gender diversity through various actions.
- We have a development programme called **Gear-Up**. **Eligible women employees are provided training or mentorship basis each** women employee's strengths and improvement are as

- CXO Workshops – One day workshop for senior leadership teams on the importance of diversity and inclusion.
- POIM (Power of Inclusive Management) workshops – targeted at the middle management wherein practical advice on being an inclusive manager is discussed.
- Reach out –A developmental platform for senior women leaders and connects them to their peers, across other organizations. They can use this platform to share, network and learn best practices.
- GEMS Project - Going Extra Miles (GEMs) initiative encourages managers to publish their proposed project on a shared platform, irrespective of their function. They can collaborate with different teams on their other interest areas.

D. Re-entry after career break (Marriage / Maternity / Motherhood, if any): The Second Career Initiative Program (SCIP) is a platform that encourages women, who put their career on pause to restart it with interesting opportunities.

3. Training programs:

With today's disruptions of digital manufacturing technologies, connected vehicles, transformation of internal combustion engine-based vehicles to electric vehicles and changing customer preferences across the automotive value chain, we are required to continuously upgrade our knowledge and skills. Through the competency development programs we attempt to bridge the knowledge gap that emerges due to constant changes in the external environment. These programs are open to our diverse workforce alike.

Few Examples: For Practitioners and Advanced Practitioners: Case Study based learning interventions in the following areas:

- Automated Warranty Analytics
- Automated Customer Sentiment Analysis
- Automated Benchmarking Analytics and Business Forecasting
- Model Based e-Vehicle Design
- Advanced Controls
- **For Beginners:**
- Functional Training in the area of E & E, Electric Vehicle Technologies, Industry 4.0, Data Science and AI, Connected and Autonomous Technologies, Design Thinking, Advanced CAE Based Optimization, etc.
- Across Functions (Beginners to Practitioners): Workshops in the area of Innovation and IP, Emerging Technologies, and Digital Transformation are planned for an entire year.

4. Vision for 2030:

We aspire to have 30 to 35% innovators amongst the women in STEM by 2030.

5. Policy works to attract more women into STEM careers:

Encourage girls to take up science from school days by promoting reward and recognition through best projects.

- Educate women professionals in the STEM category about IPR creation and its advantages
- Institutionalize sector-wise awards for women in STEM at zonal, regional, and national levels

6. Policies / Programs on women in STEM:

For nurturing Innovation and keeping the morale of employees high, for over a decade we have been running our annual flagship "Imagineering Awards" which encourages teams to showcase their Innovative work in their respective domains and compete for the Imagineering trophy and handsome prize money. It includes Consumer Insights which helps nurture consumer empathy and a Challenge driven ideation process to appeal to the creative side of our talented engineers.

With a view to fast-track the deployment of these innovation projects and assign a special status, resources, and time to the innovators, the process is relooked into & improvised from time to time. This allows Innovative ideas, be it a blue sky or against Challenges thrown by the senior leadership teams, to be put up by our employees on a continuous basis. The platform follows a structured review cadence & mentorship from the leadership and the entire process encourages participation by the diverse workforce.

GE JOHN F. WELCH TECHNOLOGY CENTRE, BANGALORE

1. Please share brief details of your Organization (Government/ Industry/ Academia/ Research Institutions)

Involved in Research, Aviation, and Energy.

2. The best practices for gender diversity and culture of inclusiveness for women:

- **Recruitment:**
 - a. After shortlisting with merit, ensuring that the early career recruitment program has a slate of >50% diversity to create a strong pipeline.
 - b. Gender Neutral JDs – evaluated the job descriptions that go out as part of the job postings to be redrafted with gender neutral verbiage.
 - c. Participating in specific fares job
- **Retention:**
 - a. JFWTC IDE initiative WOW (way of work) stream focusing on gender diversity
 - b. To retain women talent leaving for child-care, we have created an enabling environment for expecting mothers through the WOW MOM program to provide physical, emotional & career wellness counselling through maternity journey and assimilate them after re-joining work. The program provides peer support as well as coaching to managers and families of the participants
 - c. WOW Parents – Flexibility to work from anywhere for new parents (available for both parents) till the child turns 2 years old.
 - d. KLAY (day care facilities for parents with hybrid friendly day care options) – on-campus day care facility that either parent can opt for, and it cater to different age groups starting from 6 months up to 8 years
 - e. Parent Child room – Every building on campus has a parent child room available for parents to book and utilise should they need to bring their kids to work on an adhoc basis. This room is equipped with some toys and appropriate furniture for the child to keep engaged.
- **Promotion:**
 - a. Women sponsorship program
- **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):**
 - a. Elevate program

3. Training programs:

She inspires program for female leaders who are early in their journey of senior leadership. This program helps the participants to focus on overall development.

4. Vision for 2030:

Stronger focus on having a diverse pipeline across all levels especially when hiring early career

5. Policy works to attract more women into STEM careers:

- a) Exposure to internship programs or industry exposure during their higher secondary
- b) Mentorship program where professors mentor students in their decisive years (8th to 10th Std)
- c) Schools to have tie ups with industries (with science) for having field trips to those offices wherein they can spend time in understanding the opportunities
- d) Academic syllabus to include STEM related internship/exploration opportunities to be taken up by the students

6. Policies / Programs on women in STEM:

GE Girls is a program sponsored by GE, to give more exposure to schoolgirls to the world of science, technology, engineering and math (STEM) and S STEM-based careers.

1. Brief details of the organization:

Involved in R&D, manufacturing, and Sales of Pharmaceuticals (Generics, APIs, Branded Generics, Biologics, OTC, etc.). The Percentage of women in STEM out of all women in the organization is 45.16% and women in STEM in the organization is 8.05%.

2. The best practices for gender diversity and culture of inclusiveness for women:

- **Recruitment:** As an organization we have committed to achieve gender parity by 2035 and ensure there are 35% women in senior leadership by 2030. Towards this some of the best practices we have put in place are:
 - a. Increasing the number of women hires across levels. Our entry level hiring has 50-60% representation
 - b. Actively building bench pipelines for the leadership teams where the women representation is low
 - c. Scouting talent from other industries as well to ensure that we have a wider talent pool for consideration
 - d. Sensitizing our recruitment partners (internal, RPO and recruitment consultants) on our diversity commitment and enrolling them in the journey
 - e. Building all-women teams in non-traditional roles like manufacturing
 - f. Providing prospective women candidates, realistic job previews of the work they will be involved in as part of hiring in sales to remove stigma
 - g. Hiring batches of young women from economically challenged backgrounds and supporting higher education through our flagship SMT program
 - h. Creating more internal role models to ensure that they have an ecosystem to reach out
 - i. Making the work environment conducive for them to pick up roles – enabling night shift, Dedicated Women lines in Operations, safety measures, policy changes.
 - j. 35% of Technical Apprentices hired in FY23 are women.
- **Retention:**

Benefits that help women employees manage work-life balance and support their specific needs:

 - a. Family Care Leave- In the case of medical emergencies in the family, or childcare-related issues or health problems that require attention, we give the provision of family care leave. Employees can take off for a period ranging between 3 to 12 months if they have been with the company for at least a year.
 - b. Maternity Leave - All women employees of our company, including trainees, can avail fully paid maternity leave up to 26 weeks of which a maximum of 8 weeks can be taken pre-delivery. There's no limit on the number of children for which the maternity benefits apply. Mothers are eligible for equal maternity benefits in cases of birth by surrogacy. In addition to the 26 weeks, mothers are also given an option of Additional Maternity Leave – a month-long fully paid leave to manage any health complications arising out of delivery, pregnancy, premature delivery of child
 - c. Miscarriage leave-In the event of a miscarriage, they can take up to 6 weeks of leave immediately following the date of the incident
 - d. Same maternity cover for C section and normal delivery
 - e. We provide both fertility treatment covers in addition to maternity cover
 - f. Child Care Benefit (Crèche Facility) All our establishments have a crèche facility to support women returning to work
 - g. Reduced working hours: For new mothers, they can take off for up to 2 hours every day for a year from the date of birth of child basis their need. Single parents can avail this benefit till the baby is one year of age
- **Promotion:** Employees at Dr Reddy's can apply for an open/new position, gets interviewed and selected, if that position is of a higher band, it is considered as a promotion. Internal opportunities are made visible through Internal Job postings wherein employees can apply. We also have other growth avenues available such as :
 - a. Gigs which are projects that employees can apply for while in a role to pick up new experiences
 - b. Growth bridges which are transition programs that help employees shift their functions or prepare for different types of roles
 - c. Skilling avenues through certifications, learning programs and cohort-based journeys which help them prepare for different functional areas.
 - d. Progressions for front line roles that are awarded in case of skill enhancement Irrespective of women in maternity leave or not, she would be considered for progression.
- **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** We give opportunities to women who have had career breaks in all areas as per their previous experience. They would get required trainings as per the area they have joined.

3. Training programs:

We follow 3E method of development via – Education, Experience, and Exposure. We have some specific development interventions and opportunities for women employees, including women in STEM.

- **Digital ninja** is a digital training program encompassing a select pool of relevant modules on LinkedIn & Coursera to enhance skills related to Data, Digital & Design Thinking

- **Chrysalis:** Our flagship leadership programme for women in mid-management, Chrysalis focuses on high-potential women employees, who are trained for senior roles. The programme is nine months long and includes group projects, soft skills enhancement, peer learning, mentoring by senior leaders and sessions on self-awareness and personal effectiveness
- **Fantastic five:** Our effort to increase gender parity needs to address ‘perceived’ barriers within roles. Roles in manufacturing and operations are vulnerable to such ‘perceptual’ barriers. Our Biologics division run the Fantastic Five programme to groom potential pathbreakers for lead roles. Over a year, five women employees undergo technical and behavioural training to equip them to handle shift operations, compliance and documentation, inspections and investigations.
 - **Six sigma training**
 - **Need-based subject training** e.g. modelling, process analytical technologies etc.
 - Participation and presentations at healthcare conferences

4. Vision for 2030:

Our vision is to achieve gender parity by 2035 and have 3x the number of women leaders by 2035. Actions that we are taking towards achieving this goal:

- In the R&D Unit, mid-level roles were earmarked and identified for women
- Flexible work options are provided to women talent depending on their need. For example, a woman team lead in a STEM role was provided the option to work from another city
- Women’s Inclusion Network (WIN): Run by our North America team, this programme takes a supportive approach towards women facing need gaps at different stages of their careers. With support being provided in the form of education, engagement and empowerment, these women can then realise their potential effectively, helping the organisation to also achieve its objectives. The WIN team has 45 colleagues including men, with 10 women on the leadership team
- Women’s Safety Ambassadorship (WSA) programme: Making workplaces and environments safe and inclusive for women, is key to ensuring gender parity and equitable career growth. The WSA programme attempts to do this in several ways. By providing awareness sessions, training in self-defence techniques, and sensitising on how to handle challenging situations, the programme builds women’s strengths on the whole to give them better control of their own safety
- Biologics also has a structured mentoring program. A woman senior leader mentors several women
- Chrysalis program includes women from STEM where mentoring is provided
- In manufacturing, bench talent is created for site leadership
- Women chemical engineers are actively recruited from premier engineering institutes such as IITs and NITs. These women are placed in R&D and Manufacturing
- Women PhDs are hired from premier institutes globally. For example, in a particular team there are 3 women PhDs with the following degrees: Chemistry from IISc, Chemical Engineering from NJIT (US), and Pharmaceuticals from Univ of Minnesota (US)
- Women are sponsored for PhD programs at Universities like Purdue
- Women recruitment drives – we have recruited women Chemical engineers through such drives
- Women are encouraged to return back to work even if the break was longer than a year. They are provided with need-based training
- There are many leaderships development programs for mid to senior levels to increase the potential at work and life, to remove any mental barriers, supported by coaching – New horizon leadership program and new horizons manager program
- There are programs to support and enhance physical, emotional, spiritual wellbeing – New horizons wellbeing program

5. Policy works to attract more women into STEM careers:

- Creating more role models and engaging through industry –academia partnerships so that they can be influenced earlier on to pursue their careers
- Support communities and network groups. Academia- Industry cross mentorships will also be useful for women in their mid-careers
- Internships for college student in STEM roles in industry, right from the first year of college. Colleges should reach out to industry and jointly create internship opportunities
- Industry should sponsor PhD programs in STEM. There is “Women leading IITM (WLI)” initiative, where women re supported financially to complete their PhD program. Applicants are mostly seeking support after the 5th year. Even for a premier institute like IITM, funding was tight.
- Government can increase the duration of PhD funding for women for 6 years. Many women have children during their PhD which also delays the completion.
- Expose women students to conferences in STEM. Can refer to the case study of how Harvey Mudd College in the US (which has a fantastic engineering and CS program) increased the percentage of women in STEM from ~12 % to 40%) https://www.cs.unm.edu/~learning/computing/readings/13_klawe.pdf
- Private sector – commit to ambitious targets, proactively recruit women, structured training programs for women, women-friendly policies
- A group like the WISE (Women in Science and Engineering) group could be started as a subset of ERG.
- Mentoring program by women for women, We Supported SASHAKT, mentoring for women college students.

6. Policies / Programs on women in STEM:

- Intervention needs to start at high school itself. Many girls shy away from Math.
- Tutoring underprivileged girls in Math, Physics, and Chemistry to build a foundation in these areas.
- Coding camps for high school students
- Identify bright students from various schools and run a structured program in the summer for these girls to build foundation core STEM subjects and coding

L&T CONSTRUCTION & MINING MACHINERY

1. Brief details of the organization:

Involved in the construction and mining machinery business of Larsen & Toubro Limited.

2. The best practices to promote gender diversity and a culture of inclusiveness for women being followed by your Institution / University / Organization?

- **Recruitment:** Our recruitment and training team visits colleges (ITIs) to give presentations on the scope and workings of the construction and mining industry and how we contribute to nation-building. We portray it as a challenging yet exciting workplace and highlight the opportunities available for women to share pride alongside men in this industry. We also provide examples of how the industry is open to welcoming women as partners in their workforce.
- **Retention:** Even though it has only been a few years since the inclusion of women in our team, we make sure that they feel like an essential part of our workforce. We provide equal opportunities for growth and career development regardless of gender. This approach has resulted in remarkably low attrition rates, although we still need to calculate the exact numbers.
- **Promotion:** We do not differentiate between promotion criteria, as evaluation is based solely on achieving responsibilities and adapting to new environments.
- We offer women the option of re-entry after a career break (Marriage, Maternity, Motherhood etc).

3. Training programs:

All women undergo an extensive six-month training program at our Central Training Centre/Regional Training Cell. This program exposes them to theoretical and on-the-job training in our workshops and job sites in the mines. We provide simulators where women can operate machines for familiarization, and we have a machine operation area where they learn to operate an actual hydraulic excavator. Throughout the training, we expose them to a real job site atmosphere to mentally prepare them for the challenges they will face in the field.

4. Vision for 2030:

L&T has set an ambitious goal of increasing the participation rate of women to 10% by 2026 from the current level of around 7%. In the Construction and Mining Machinery business group, we take great strides to include women in all facets of our operations. At present, we have 22 women in the mechanic/junior supervisory cadre, six women in the supervisory cadre (JETs) who are poised to embark on their careers as service engineers, and seven women in the executive cadre (GETs) who will start off as sales and marketing executives.

5. Policy work to attract more women into STEM careers:

To promote gender diversity in STEM fields, it is essential for engineering colleges to encourage women to pursue outdoor projects and provide them with exposure to manufacturing and mining machinery. Otherwise, women may tend to gravitate towards desk jobs and become confined to a closed work environment, hindering their potential for professional growth and success in the field.

6. Policies / Programs on women in STEM:

At L&T, we have entered into full maintenance contracts for machines supplied by us in iron ore mines and have deployed an all-women team of mechanics who are responsible for managing the entire shift dedicated to the maintenance and upkeep of these machines at one of these mines. These proficient mechanics are actively engaged in the maintenance and repair of large mining machines such as 100-ton dump trucks, large wheel loaders, and bulldozers, which makes them the first-ever team to exclusively handle a full shift of machine operation in a mine.

1. Brief details of the organization:

Companies Involved in Preventive and Clinical Genomics and Diagnostics.

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** MapMyGenome ensures that there is inclusivity, and that the recruitment process is unbiased, promoting equal opportunities for all candidates. We have a diversity and inclusion policy in place that ensures our recruitment process is fair and transparent.
- b) **Retention:** Providing a supportive and inclusive environment that helps our women staff to balance their work and life. We also provide mentoring and training opportunities to support our women staff in their career development. Also making sure that they are valued and supported.
- c) **Promotion:** Some of our top positions in major departments such as Bioinformatics, Genetic Counselling in the company are led by women. We also created a transparent and objective promotion process that includes performance metrics and criteria.
- d) **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** We provide opportunities for re-skilling, upskilling, and training to support women staff who are returning from a career break. Also creating a supportive environment like flexible work arrangements to ease their transition back to work. Flexible work arrangements such as work-from-home are also in place

3. Training programs:

At MapMyGenome we do mentorship programs, leadership development programs, technical training sessions, workshops, and seminars that help women to develop their skills, advance their careers.

4. Vision for 2030:

Women in STEM will be the game changers in the coming years. At MapMyGenome, we believe that diversity and inclusion are key drivers of innovation and success to promote Women in STEM. Therefore, our vision is to create a more equitable and accessible environment that encourages and supports women to pursue STEM careers.

Our approach involves working closely with educational institutions, industry partners, and government agencies to create policies, programs, and initiatives that support women who want to pursue STEM careers.

We focus on providing mentorship and leadership training programs that enable women to develop the necessary skills and competencies to advance their careers.

We aim to increase the visibility of successful women in STEM and inspire the next generation of female leaders in these fields. Promoting diversity and inclusivity, can drive innovation, create economic growth, and build a better future.

5. Policy work to attract more women into STEM careers:

It is good to see government initiatives like Vigyan Jyoti launched by the Department of Science & Technology and projects like Gender Advancement for Transforming Institutions (GATI), Knowledge Involvement Research Advancement through Nurturing (KIRAN) that ensure gender equality in STEM.

India is one of the few countries, to produce the highest number of scientists and engineers. Nearly 43% of the total graduates in STEM are women. But there is also a need to look at the proportion of women who ultimately land STEM jobs which is a very tiny fraction. Another area that needs great emphasis is supporting women founders on the funding side. Right now only 1.5% of the funding goes to women founders.

1. Brief details of the organization:

Involved in Personal Care, Dairy, Beverages and Foods and the Percentage of Women in STEM is about 47%.

2. The best practices for gender diversity and culture of inclusiveness for women:

- **Recruitment:**
While recruiting, the preference is given for women candidates only. CVs of qualified women candidates will be obtained by HR for shortlisting. If no suitable women candidates are found within the lead time, then the position is opened for male candidates also. However, at any point in time, if we find a woman candidate suitable for the position, the preference will be given to her.
- **Retention:** We have policies and practices that help retain working women in STEM in our organization for a longer period.
 - (i) A committee comprising women from the senior management is available to help issues faced by women employees on all aspects, excluding technical.
 - (ii) Flexible time permission is given for breastfeeding women, women with toddlers in day-care, etc.
 - (iii) Accommodating policies for extended maternity leave due to health-related issues.
 - (iv) Active encouragement of women candidates to pursue part time higher studies.
- **Promotion:**
Promotion is always merit-based and we give preference to performance.
- **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):**
For roles that have sufficient lead time to deliver, preference is given for the re-entry of women who want to re-start a career.

3. Training programs:

Technical training is allowed as per the job requirement and upskilling that is required.

4. Vision for 2030:

At Cavin Kare, we give a lot of importance to having an inclusive workplace. We strive to promote diversity and inclusion and our gender ratio at the R&D office is a true testament to our efforts. We also support work life balance and strive to eliminate any workplace biases. We also support career development by encouraging our women associates to partake in webinars, expos, networking events to sharpen their skills and to be more aware of the industry norms and best practices. We also strive in ensuring we provide the best in class learning opportunities by conducting training programs in line with the training needs in order for women associates to further enhance their skillset.

5. Policy work to attract more women into STEM careers:

- Scholarships & financial support will attract more women into STEM careers by bridging the gap and attracting more women to apply
- Governments, academic institutions, and private sector organizations can work together to connect female students and professionals, enabling mentorship opportunities which will provide guidance and support to women pursuing STEM careers
- Research funding and initiatives: Governments can allocate research funding specifically for projects that focus on gender equality and increasing the representation of women in STEM fields. Encouraging research on gender disparities and exploring innovative approaches to address these issues can lead to meaningful progress.
- Collaboration and networking: Governments, academia, and the private sector should collaborate and create networking platforms to bring together stakeholders

6. Policies / Programs on Women in STEM:

- We have female centric policies such as ensuring that room rent is higher than usual norms for women's safety during corporate travel
- We have a POSH committee to address any grievances and complaints and to ensure we have a safe working environment for women associates
- We provide a good work life balance and flexible timings to women associates. We ensure no one works in the R&D facility beyond 6.30 P.M – New policy change that we implemented recently
- We have women centric programs that we conduct from time to time such as women's day celebrations, yoga & ergonomics sessions for relieving stress

1. Brief details of the organization:

Involved in Healthcare, Life Science, and Electronics. The Percentage of Women in STEM in organization is 28.8%

2. The best practices for gender diversity and culture of inclusiveness for women:

Recruitment: Diversity targets taken by Businesses to improve the ratio. Diversity profiles are given equal opportunity at the time of sourcing & interview.

Retention: Employee-friendly child-care benefits for new mothers to support resuming work after a maternity break. Giving women employees coaching, and mentoring opportunities to grow in their roles. e.g., Through IWIL program.

Promotion: Flagship coaching program to accelerate women in our organization to reach their highest potential; custom-made in their innate feminine leadership capacities, through an inside-out, awareness-based approach. e.g., VOICE program.

Re-entry after career break (Marriage / Maternity / Motherhood, if any): Diversity profiles with career break given equal opportunity at the time of sourcing & interview.

3. Training programs

- Education Assistance Program & other technical trainings available for all employees.
- What is your organization's vision for promoting Women in STEM by 2030?
- Merck Global vision of gender parity in leadership positions by 2030.
- Merck India target is to reach 33% gender diversity ratio by 2024.

4. Policy work to attract more women into STEM careers:

There is a greater need to promote attractiveness of STEM careers. The government should provide more scholarships to women who wish to pursue careers in STEM. Today, the private organizations find it a challenge to hire owing to talent supply from a gender diversity perspective. The rural areas need to have higher number of schools and colleges promoting STEM.

5. Policies / Programs on women in STEM:

Inclusive Leadership workshop, Awareness & sensitization workshops, University relations with women colleges through industrial visits, campus connect and internships.

1. Brief details of the organization:

The company is involved in Biotechnology, Manufacturing, Agriculture.

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** Other things remain the same and we prefer to recruit female candidates for STEM.
- b) **Retention:** We have female-friendly policies and practices to help retain the female workforce.
- c) **Promotion:** Based purely on merit and organizational needs.
- d) **Re-entry after a career break (Marriage / Maternity / Motherhood, if any):** String Bio encourages a second career for women who have taken a break to take up full-time or temporary time assignments

3. Training programs:

We have structured training needs identification process for all employees (Including female employees in STEM) and we impart necessary training to update STEM Skills.

4. Vision for 2030:

- a) String Bio would like to institute a scholarship for promoting female students to join STEM courses.
- b) String Bio will preferentially recruit women candidates for positions in STEM.

5. Policy work to attract more women into STEM careers:

In the overall innovation ecosystem biases still exist. While 2020 saw tremendous funding into startups and innovation, only 2% of the overall funding went into startups with women-only founders. And this is in spite of the fact that women entrepreneurs were able to deliver better returns per dollar invested, compared to their male counterparts. The government and private sector should push for more support for women-led ventures, promote mentorship and networking opportunities for women in STEM and develop leadership training programs & professional development classes at the university level for young girls to build that pathway to strong careers.

6. Policies / Programs on women in STEM:

Policies to help women continue to stay in the workforce through motherhood would help to retain women in the work force.

1. Brief details of the organization:

Name of the Organization: SML Limited

Address: 604, 349, Business Point, Off Western Express Highway, Andheri East, Mumbai 400069

Key Sectors involved in: Agri inputs for Biologicals, Crop Protection and Crop Nutrition.

2. Best practices to promote the gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** All women and men applicants are invited to apply for various positions in the organization. Women employees are particularly invited in various functions of the organization, particularly, R&D, intellectual property, regulatory affairs.
- b) **Retention:** Women are encouraged and supported during their early years post maternity
- c) **Promotion:** We have various women in STEM as leaders of their Functions.
- d) **Re entry after Marriage, Maternity:** Women encouraged to work with flexibility for periods of time when needing to look after their families.

3. Training programs:

Women in STEM are encouraged for all leadership training programs based on their work profile, contribution and potential as an individual, irrespective of gender.

4. Vision for 2030:

Our organization already has 3 women from STEM in Leadership positions in the organization. Moreover, several functions have a large majority of women in STEM. We have 8 women members in intellectual property, 7 in regulatory affairs, 8 in R&D, 5 in HR, 4 in Finance & Accounts, 5 in Sales & Marketing – Domestic, 3 in Supply Chain Management, 2 in Licencing, 2 in Sales & Marketing (International)

5. Policy work to attract more women into STEM careers:

As an organization, we align to our “Values” and to propagate and imbibe the sustainability of our future growth, we encourage gender equity among our workforce across the globe. To ensure that there is an inclusiveness and equality of gender, we have framed our policies in a such manner that they clearly mention and state every gender has to be treated equally without having any bar or discrimination on their caste, creed, gender, religion and nationality.

6. Policies / Programs on women in STEM:

- We give equality while recruiting the candidates.
- Women are a part of the leadership team.
- We have an “Open Door Policy” for all employees, and this makes it easier for them to approach the Management / HR.
- We have created HR Desk “Employees Voices” where they can provide any suggestions for the improvement.
- As a talent management pipeline, we have identified women from our workforce who are being trained for the next level as a “Succession Planning”
- We provide flexibility of work from home as an when required by them.

1. Brief details of the organization:

The company involved in Legal (Intellectual Property) and the Percentage / Proportion of Women in STEM in your organization are about 55%.

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** The firm is regularly involved in promoting DE&I efforts and employs an array of talent belonging to different age groups, backgrounds, ethnicity, physical abilities, political and religious beliefs, sex, gender, and other attributes. Members as young as 21 and as seasoned as 60 years are a part of team LexOrbis. The firm has employed people from all over India and has created a pool of talent coming from diverse backgrounds. This has provided a wide range of abilities, experience, knowledge, and strengths due to the heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other attributes.
- b) **Retention:** As an equal opportunity employer, LexOrbis supports diversity & inclusion and has set policies in place to support the different needs of different working groups, like work from home facility, six months of maternity leave, sabbaticals, crèche facility, flexible working hours, and a safe environment; all aimed at providing a healthy work-life balance.
- c) **Promotion:** Women comprise 70% of the firm's total staff, out of which a substantial percentage of women have been promoted/hired at the top levels as Partners and Department Heads.
- d) **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** Our firm believes in ensuring a healthy work-life balance, and therefore, we offer women professionals to restart their careers after sabbaticals for marriage, maternity, or motherhood. The firm offers a 7-days paid wedding leave to all its employees. Women employees are provided maternity leaves to offer them a break from work and to meet with personal exigencies. Leaves are also offered to adoptive mothers and to women employees who have suffered a termination of pregnancy. Employees can also avail an array of other benefits such as work from home facility, flexi timings, paid parental leaves, etc.

3. Training programs:

LexOrbis offers mentoring along with workplace experiences such as internships to women in STEM, in its various departments. We are associated with TIFAC programme and always provide training terms almost on a yearly basis. Our Patents Team comprise women in STEM professionals leading our IP operations in the science, engineering, and technology sectors such as information and communication technologies (ICT), computer sciences and software including Artificial Intelligence/Machine Learning, Internet of Things (IoT), blockchain, big data, mechanical, electrical & electronics, chemical and pharmaceutical, biotechnology. The firm provides mentorship on career-building, training on opportunities in STEM, platform for networking, publications and presentations to its women in STEM employees through its collaboration with various industry and professional associations.

4. Vision for 2030:

LexOrbis recognizes the dearth of progressive opportunities for women in STEM at workplace, and therefore, we have created policies where everyone gets to explore their full potential, irrespective of their gender. The firm's office in Mumbai is run by an all-female workforce. Our vision to continue promoting women in STEM by 2030 includes strengthening our workforce comprising more women professionals from the fields of science, technology, and engineering. We plan to further expand our employee base to other parts of the country, open more physical branches, and hire more women professionals in key managerial roles.

5. Policy work to attract more women into STEM careers:

Apart from playing a critical role in the dissemination of information about gender inclusivity in STEM areas, an active role can be played by policymakers on the ground by introducing funding programs for women in STEM in the field of academics, entrepreneurship, etc., especially in rural regions. Further, orientation and training for gender sensitization via seminars, workshops, webinars, etc., may be made compulsory and as a part of employer compliance.

Work-from-home option, flexi-timing, and other such supportive actions may be made a part of the labor code, enabling women in STEM employees to maintain a healthy work-home balance.

6. Policies / Programs on women in STEM:

To pay homage to the women who have played an undeniable role in the STEM fields, LexOrbis launched its 2023 calendar dedicated to the theme of "Women and IP". The 2023 edition focused on 12 leading women inventors who also received Nobel Prize in their respective STEM fields.

K&S PARTNERS, INTELLECTUAL PROPERTY ATTORNEYS

1. Brief details of the organization:

The Company involved in the Practice of Intellectual Property Law and Allied services; patent law, biodiversity law, plant variety protection and the Percentage / Proportion of Women in STEM in your organization (optional if you wish to disclose) is ~ 40% (As patent law practitioners).

2. The best practices for gender diversity and culture of inclusiveness for women:

a. **Recruitment:** We are gender neutral organization and focus on hiring good talent irrespective of gender, race, religion, region, caste and so on. We hire both men and women across our verticals and locations. One of the active internship programs primarily provides opportunities to women scientists foraying in the area of IP, train with us.

b. **Retention:** Our flexible workplace policies support women and young mothers. We also extend support in case of forced relocations due to family constraints, short sabbaticals for personal/health reasons and a compassionate work environment.

c. **Promotion:** Merit is the only criteria for promotions.

d. **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** We promote women who intend returning to work after break or even during hiring irrespective of their maternity status.

3. Training programs:

We offer long term internship/training support to women from STEM background aspiring to make a career in IP. Trainees from the Technology Information, Forecasting and Assessment Council (TIFAC), Department of Science & Technology is one such example.

4. Vision for 2030:

Strengthening our talent policies practices to hire and retain enhanced percentage of women in STEM.

5. Policy work to attract more women into STEM careers:

More mentoring platforms to women students/ young women professionals. Enhanced fellowships and grants compared to what we have now. Rewarding and recognizing institutions which promote gender equality. More women from STEM in leadership roles to inspire the younger generations.

6. Policies / Programs on women in STEM:

We are in the practice of a peculiar combination of law and science. STEM candidates who aspire to become patent professionals must receive sound trainings and mentorship so that they can give their best. Continuous upskilling in the relevant domain.

GREENGRAHI SOLUTIONS PVT LTD.

1. Brief details of the organization:

The company involved in Food waste recycling, Agri-biotech, animal feed and the Percentage / Proportion of Women in STEM in organization is 60%.

2. The best practices for Gender diversity and culture of inclusiveness for Women:

- a) **Recruitment:** We ensure to provide equal opportunities to both men & women. Especially for women in STEM, we give them additional handholding to promote them in their careers ahead.
- b) **Retention:** For over 3-year retention, we provide women employees with 1.5 times more bonus than male employees.
- c) **Promotion:** Promotions are always based on performance of employees but we ensure that we provide necessary exposure to all our women employees to help them do better in their career.
- d) **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** As a startup in operations for last 2 years, we haven't seen any case of women going through these phases. However, we are very supportive with work from home if women employees request for it.

3. Training programs:

Financial support to attend conferences, exhibitions & seminars.

4. Vision for 2030:

By 2030, we aim to achieve atleast 50% women in management & more than that in our operational workforce and become India's first company where women set examples of financial and social inclusion.

5. Policy work to attract more women into STEM careers:

Support women education at all levels through more merit based scholarships, organize women focused- exposure International training programs including academic as well as industrial exchange program in other countries.

6. Policies / Programs on women in STEM:

In our organization, we have plans to provide safety to all or women employees via door to door transportation facility, inclusive atmosphere at workplace so everyone feels equally empowered & lead their job roles with pride and ensure health check-ups for all employees including women specific health problems.

1. Brief details of the organization:

The company is involved in Pharmaceutical API Manufacturing.

2. The best practices for gender diversity and culture of inclusiveness for women:

As very few women get the opportunity to study and work in STEM, the different sector of STEM tends to perpetuate inflexible, specially, male-dominated cultures that are not supportive of or attractive to women and minorities. Hence, despite doing better in education, women are over three times more likely to work as freelancer or part timer; are less likely to progress in work; generally, work in lower paying industries and occupations; and have lower pensions wealth. Not only this, but females also have scanty role models, fewer inspiring examples. The fields are limited which limits their boundaries. Seeing limited examples around their field of interest, the provocation to work in STEM is almost lost. She feels this as a reason to perpetuate gender STEM gaps. Hence SSPL follows gender diversity without being biased.

• Recruitment:

Another noteworthy achievement, in providing career pathways and unstinting support to the 16 women, heading key positions in SSPL. People boast of women empowerment, but SSPL have truly believed and established Indian bench mark with global standards. The 16 women occupy 70% of the important positions in the organization with 80% of key roles heading the company in Mumbai, driving the key strategies spread over marketing, finance, research, operations and clinical work.

• Retention:

SSPL being 53 years old second generation pharmaceutical company, still has its first employee working under the roof, since 1970. Additionally, 10 other members have completed 40 years in service to SSPL and more than 100 employees with 20 years' service. We take pride in zero attrition at the core of the company over 3 decades.

• Promotion:

SSPL offers annual incentives, increments, and bonuses to all their employees.

• Re-entry after career break (Marriage / Maternity / Motherhood, if any):

SSPL has been witness to women joining as young buds to blooming as mature parents now. SSPL has a great role in supporting women through their journey of life and career without losing grip of their work, opportunity, position and growth curve. Women fear to lose opportunity for breaks in personal life which may be due to marriage, pregnancy or managing kids. SSPL takes pride in mentioning, all the women had continuous growth, progress and hike. None of them have missed or lost a single opportunity and have made continuous progress through their growth curve achieving new heights in their career front which would help every women to walk hand in hand with men in career front. And, this would definitely be an example of gender equality a mission taken up by SSPL.

3. Training programs:

- a) SSPL is engaged in conducting and arranging various training programmes for the Women in STEM employees.
- b) SSPL holds training on patent filing and drafting for the women in science and research team, to enhance their knowledge in the sector and understand on new biological entities
- c) SSPL conducts special inhouse leadership training session by Archana Shastry
- d) SSPL screens though different national and international conferences and workshops, for women in STEM to enter and acquire knowledge from it for professional and personal development
- e) SSPL provides training on POSH to overcome their fear of sexual harassment and freedom to address, ever if they come across any such sexual harassment within the organization

4. Vision for 2030:

SSPL is continuously encouraging science, technology, economics, and financials with a vision of promoting gender diversity and culture of inclusiveness for Women in STEM by 2030. SSPL has been striving hard for new collaborations with national and international companies, research institutes and organisations for bringing about a trend in setting women in the forefront, which is achieved by providing an equal opportunity. SSPL believes, with collaborations, business grows which results in growth of opportunities. Stagnation comes to end and employees grow with growth of the company.

Swati Spentose Pvt. Ltd. believes an equal opportunities environment in the office help in advancement and increase ambitions in the workplace. SSPL also believes in equal pay and equal position. This would definitely help women to sense, that there is a chance to progress due to equal gender representation in senior roles. This could vastly increase productivity and positivity in the office.

5. Policy work to attract more women into STEM careers:

- a) It is important and need of the hour to amend the different policies from different sectors to attract more women into STEM career. This can be possibly achieved by amending the rule book first.

- b) Textbooks should cover more of women leaders, women role models which helps women to set their career goals right from the start of a career rather being demotivated by the visibility of the male role models alone
- c) Government should bring about policies of spreading awareness that women are as capable as boys
- d) Continuous encouragement to be provided to girls and be focused on being positive of their achievement
- e) Academic system must design courses and change environments and practices in STEM studies which is more welcoming for women, and women feel comfortable to participate and take up such courses
- f) It is important that the entire academic system takes up the challenge and responsibility for reducing and preventing sexual harassment, ensure transparency and accountability, and support targets of sexual harassment
- g) Regular promotion of mentorship, sponsorship networking and incorporation of male ally programs is a must

6. Policies / Programs on women in STEM:

- a) SSPL has an open platform to connect the Chief Executive Officer and Chief Managing Director to bring into notice any new Women in STEM who had been looking for an opportunity
- b) SSPL provides time flexibility and WFH opportunity to all the women under the roof
- c) SSPL provides flexible family and medical/ maternity leave policies

1. Brief details of the organization:

The company is involved in Biotechnology, Sustainable fuels, and chemicals, Circular Economy and the Percentage / Proportion of Women in STEM in your organization is 60%.

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** Inclusive Recruitment Practices: LanzaTech has adopted inclusive recruitment practices to attract a diverse pool of candidates. This includes using gender-neutral language in job descriptions and actively seeking out candidates from underrepresented groups.
- b) **Retention:** To ensure women address their dual role of caretaker and wonderful professionals. We offer Flexible Work Arrangements that provides hybrid work arrangements, such as telecommuting and flexible schedules, to help employees balance work and personal commitments. This approach has been especially beneficial for women, who are often juggling multiple responsibilities and thus enabling their retention. Another unique aspect we offer is Equal Pay as LanzaTech is committed to ensuring that employees are paid fairly and equitably, regardless of gender. As we have grown, we have now added a new Director of Total Rewards who will ensure that we continue to pay equitably and fairly.
- c) **Promotion:** Our promotion policies truly recognise talent without gender boundaries. To ensure women are ready to take on next professional pursuits, LanzaTech provides leadership training to help women in STEM develop the skills and confidence needed to advance their careers. The company also offers mentorship programs and networking opportunities to support career development.
- d) **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** Very much encouraged and supported at LanzaTech; besides providing new learning and reskilling opportunity to returning women professional. In addition, we offer flexible work arrangements (even prior to COVID times) that provides flexible hybrid work arrangements to help women employees.

3. Training programs:

Our unique program Blend, an employee resource group (ERG), LanzaTech has established Blend, consisting of employees from various departments and levels. This ERG is responsible for identifying, educating and celebrating diversity through events, activities, newsletters, and fundraisers such as International Women's Day and Pride Month.

4. Vision for 2030:

LanzaTech is a woman-led global leader in low carbon fuels and chemicals working towards a post-pollution future. We have been actively promoting gender diversity and creating a culture of inclusiveness for women in STEM. Statistically, LanzaTech sets itself apart with our commitment to DEI starting at the top. Women comprise 31% of our entire leadership team, 60% of our technical leadership team, 50% of our Executive leadership, and 43% of our board of directors. Due to success in diverse recruiting practices, we now have over 33% female employees in our global workforce and aim to increase it further to have more women in STEM.

5. Policy work to attract more women into STEM careers:

We all collectively need to create an ecosystem that allow women to balance their professional and family commitments. Inclusive policies are fundamental covering all aspects of recruitment, retention, compensation, career progressions to leadership roles where both government and corporate can play a pivotal role. Finally, it's important to always remind women of immense potential they all bring which should not be lost amidst their juggle of finding a balance.

SPOCTECH GREEN VENTURES PVT LTD

1. Brief details of the organization:

The Company involved in Energy & Renewables.

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** Women are empowered & given liberty to raise voice against any bias or unfairness they observe.
- b) **Retention:** Yes
- c) **Promotion:** Yes
- d) **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** Yes Opinions & ideas are encouraged to be presented regardless any gender

3. Any specific training programmes for women in STEM employees?

All employees are encouraged to attend trainings to enhance their skill sets in respective fields.

4. What is your organization's vision for promoting women in STEM by 2030?

By 2030, Women in STEM should be in senior level management & involved in key decision making & strategy making committee.

5. What more needs to be done at the policy level by the government / academics / private sector to attract more women into STEM careers?

- 1) Government needs to not just focus on educating girls, but focus on skilled development by empowering them with appropriate/correct equipment.
- 2) Academics should include Autobiographies/Biographies of Women Leaders of our country. Should invite Women Leaders for mass communication sessions with students.
- 3) Private sectors can make some concession/reimbursement on upscaling skills for women employees

6. Any other policies / programmes from your organization on women in STEM, that you would like mention or highlight.

No

1. Brief details of the organization:

The company is involved in R&D, Design & Manufacturing and the Percentage / Proportion of Women in STEM in organization is 12%.

2. The best practices for gender diversity and culture of inclusiveness for women:

- a) **Recruitment:** Our Talent acquisition policy promotes unbiased inclusive hiring irrespective of caste, creed, religion, gender, marital status. Tie up with women colleges and consciously attempting towards a healthy gender ratio. We also have a unique win-win model wherein we have MOU with SK University and NIT Warangal. Students join our R&D division as an intern and then pursue their PhD. Ms. Shailaja who joined us 6 years ago completed her PhD last year and Currently we have Ms. Uma Chandi associated with R&D who is pursuing her PhD and is on the verge of completion.
- b) **Retention:** At work front, the learning environment is creating several avenues for skill enhancement both soft and technical skills through initiatives focused at enabling sustained equal development and career advancement opportunities.
- c) **Promotion:** The mentorship program by CII IWN and Beyond Pinks has generated lot of interest in women employees. Voluntary participation and nomination of women leaders and budding women leaders has resulted in an increased number of women mentees.
- d) **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** To ensure rational and emotional engagement of women, several policies have been designed to help them progress in their career; attain healthy work-life balance, 6 months paid maternity leave followed by the supportive environment to transition to return to work post maternity by flexi work schedules to nurture the baby.

3. Training programs:

Leadership & mentorship programs, Happy hours sessions for breaking barriers, 7 Habits of effective people & Team building & Collaboration.

4. Vision for 2030:

The exchange of experiences and knowledge from mentors with our women mentees is an initiative directed towards enhancing skills of the women in leadership roles and creating inclusiveness in leadership positions and build leadership pipeline. By 2030 we are expecting 35 to 45% of our women employees to be in leadership roles. The vision is to create a collaborative workplace that supports diverse thinking, attracts, and inspires talented people to reach their potential. The mission is to build an environment that seeks to bridge the gap in gender diversity and, provide a workplace free of discrimination, enhance professional growth of our associates and empower them to create real change.

5. Policy work to attract more women into STEM careers:

- Safety of women employees.
- On equity, parity of wages of women with that of men has to be maintained.
- Sexual harassment & POSH should be part of academics in colleges.

6. Policies / Programs on women in STEM:

- “Learn while you Earn” has been a very commendable initiative, which is an enabler for women employees to pursue their higher studies. 30% of new joiners pursue their master’s and are certified while gaining professional experience.
- Safety and security for women employees is top priority for us. we have free shuttle services for our women employees in the evening.
- Zero tolerance to workplace harassment and sexual harassment.

1. Brief details of the organization:

The company involved in Plastic Waste Management, Circular economy for plastic through end-to-end digital traceability and the Percentage / Proportion of Women in STEM in your organisation (optional if you wish to disclose):

2. What are the best practices to promote the gender diversity and culture of inclusiveness for Women being followed by your Institution / University / Organization?

- a) Recruitment: Unbiased
- b) Retention: Unbiased
- c) Promotion: Performance-based, unbiased
- d) Re-entry after a career break (Marriage / Maternity / Motherhood, if any): Yes

According to us at Recity, we believe that promoting gender equality at the workplace is highly important hence we do not have any barriers during our hiring process. During our recruitment process, we focus on hiring candidates who are capable despite of gender biases. A similar process is followed during the process of promotion as well.

3. Training programs:

We have had specific training related to health, hygiene and menstruation for women at Recity.

4. Vision for 2030:

Along with our vision to develop the circularity of plastic waste globally, we also envision an organization that promotes women leaders across various teams. Not just focused on the field of STEM but we aim to promote gender equality throughout our organization. To encourage more women specifically in STEM we are working on specific training programs and policies.

5. Policy work to attract more women into STEM careers:

The most prominent ways that government / Academic institutions / Private sector can initiate to promote careers in the field of STEM can be with the introduction of fellowships and scholarships for women, awareness programs in schools and colleges across the country.

6. Any other policies / programmes from your organization on women in STEM that you would like to mention or highlight?

No

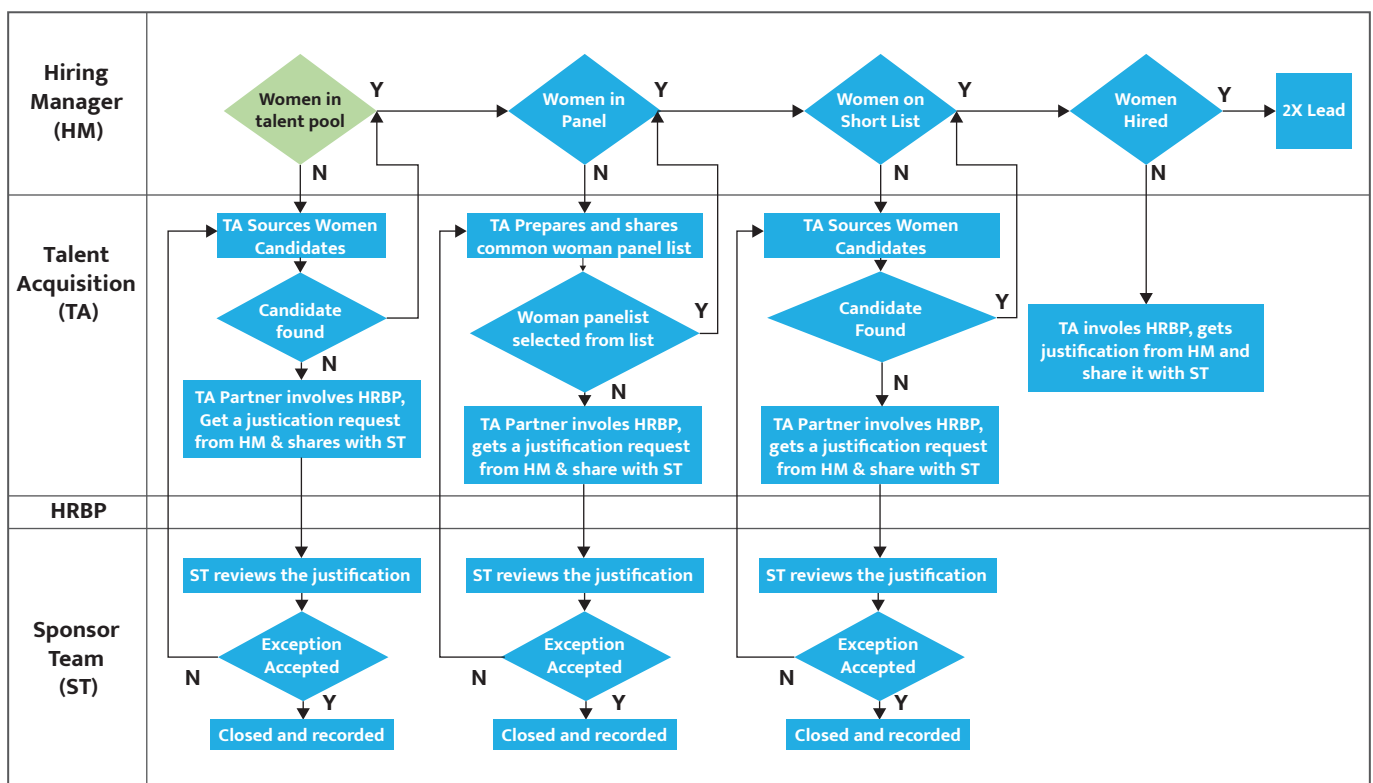
1. Brief details of the organization:

The Company involved in Software, ERP Products and the Percentage / Proportion of Women in STEM in your organization is 35%

2. The best practices for gender diversity and culture of inclusiveness for women:

- **Recruitment:** To support SAP's commitment to increase Women in Leadership Roles we have a 2X lead program with:
 - a. **Diverse Interview Panel:** At least 1 woman panelist on the interview panel during interview process at every stage, Common Panel list to be created and shared across areas.
 - b. **Diversity in Candidate Pipeline:** At least 1 woman candidate in the final shortlist
 - c. **Control Process:** Any exceptions to the requirements to be reported & discussed with Sponsor Team
 - d. **Sponsor Team:** Business sponsors, HRBP, HR head, Talent Acquisition Lead, D&I Council Lead/Rep

TA partners moderate between hiring manager and Sponsor team to help resolve exceptions



- **Retention:**

1. **Women to watch:** The Women to Watch (W2W) program provides women with a unique opportunity to personalize, curate, and engage in leadership development learning. W2W aims at creating a pipeline of women talents who aspire to grow into people manager roles, thereby accelerating SAP's ambition of promoting more women in leadership. At SAP, we aspire to achieve gender parity at all levels. The W2W program aims to build better leadership visibility to the women talent pool, that is often hidden, while empowering the participants with skills to navigate and grow their careers at SAP.
2. At SAP, all women employees are provided equal opportunities irrespective of their age, personal stage and career level. We retain our women employees by providing opportunities for learning, growth and development such as Fellowships (short term assignments), stretch assignments, shadowing (a leader) opportunities, and promotion opportunities.
3. **Women in technology:** With an aim to create a cross-function, cross-level platform for women, the Women in Technology initiative offers our women colleagues to explore and promote the role of women in technology at SAP. Under this initiative, women are encouraged to host virtual tech talks and participate in and support networks with like-minded colleagues.
4. **Businesswomen network:** Our Business Women Network is a Network of Networks. Since everyone cannot share a similar interest and passion, BWN is created to help our women colleagues achieve their dreams and fulfill their deepest ambitions by providing a space where their individuality is accepted and respected. The re-designed BWN provides women colleagues the opportunity to network with their peers on a platform of their choosing.

- **Promotion:**

1. **Women To Watch:** The Women to Watch (W2W) program provides women with a unique opportunity to personalize, curate, and engage in leadership development learning. W2W aims at creating a pipeline of women talents who aspire to grow into people manager roles, thereby accelerating SAP's ambition of promoting more women in leadership. At SAP, we aspire to achieve gender parity at all levels. The W2W program aims to build better leadership visibility to the women talent pool, that is often hidden, while empowering the participants with skills to navigate and grow their careers at SAP.

2. **2XLead:** From a Talent Acquisition standpoint, we have introduced 2XLead in India, where we aim to have at least one female interviewer from a T4 (Manager) role to interview the prospective candidates. At least one woman was shortlisted for each of these T4-PM position openings. While the final select will be the 'best quality hire', we continue to give options to the Hiring Managers to facilitate hiring women candidates. Additionally, we are also tapping into the internal T3 & T4 diversity talent pool to ensure that we can present suitable candidates in the final shortlist.
- **Re-entry after career break (Marriage / Maternity / Motherhood, if any):** Our leadership works closely with new mothers returning from maternity to support their transition into their roles and responsibilities.

Maternity:

- **Maternity Leave** – In 2016, we extended our maternity policy to 26 weeks of paid maternity leave, so that our new mothers can spend more time caring for their little ones. Women employees can take an additional 16 weeks, based on Manager approval, thus extending the maternity leave to a total of 42 weeks.
- **Miscarriage Leave** – In 2016, we also added a leave period of 6 weeks for those women employees who suffer a miscarriage. We understand that such an event is very painful mentally and physically, and we support our women employees by giving them time to recover.

Post – Maternity:

- **Extended Maternity Leave** – Even after completing their maternity leave, women often find it necessary to extend their leave and for them, we have an option of extending their maternity leave additionally by 16 weeks. In this period, employees are entitled to all benefits except for those that are salary related.
- **Part Time Work Post Maternity** – During this period, employees have the option to work to 50% of their capacity for a proportional pay or opt for leave without pay.
- **Mothers' Room** – Motherhood is a very special and important part of a woman's life, and we believe in providing all the support that a new mother needs. Being back at work right after maternity can be a great challenge to mothers, both physically and emotionally. Keeping this in mind, we have a 'Mothers Room' for nursing mothers. The room's functionality includes three separate chambers to help women colleagues pump their breast milk and mini refrigerators to store this milk. Returning Mothers – The policies such as Flexi-work offers the new mothers returning to work after maternity, the flexibility in work hours, travel and projects. Managers are sensitized to ensure that these new mothers are smoothly re-integrated into their roles in alignment with their career aspirations

3. Training programs:

Women to Watch: The Women to Watch (W2W) program provides women with a unique opportunity to personalize, curate, and engage in leadership development learning. W2W aims at creating a pipeline of women talents who aspire to grow into people manager roles, thereby accelerating SAP's ambition of promoting more women in leadership. At SAP, we aspire to achieve gender parity at all levels. The W2W program aims to build better leadership visibility to the women talent pool, that is often hidden, while empowering the participants with skills to navigate and grow their careers at SAP.

Women in Technology: With an aim to create a cross-function, cross-level platform for women, the Women in Technology initiative offers our women colleagues to explore and promote the role of women in technology at SAP. Under this initiative, women are encouraged to host virtual tech talks and participate in and support networks with like-minded colleagues.

Speed Mentoring: Unlike the traditional mentoring sessions which occur between a single mentor and mentee, Speed Mentoring allows a single mentee to meet different mentors. Each mentoring session is 2 hours and each mentoring slot is 15 minutes long. A mentee can meet up to 3 different mentors in a single mentoring session. The mentors, who are from senior management team help women colleagues gain insight into important work-based topics. Each mentoring session is theme based and covers topics like

Women in Data Science – Conducted exclusively for university students

- SAP Talk - Conducted for Women in the T2 Career Level
- Managing my goals - Conducted for Women in the T2 Career Level
- My Career at SAP - Conducted exclusively for Early Talents

Career Café: The Career Café program is an experiential career planning catalyst program, aimed at facilitating women employees to steer their careers forward successfully. This unique career planning methodology is designed keeping in mind the challenges faced by professional women during their mid-career phase.

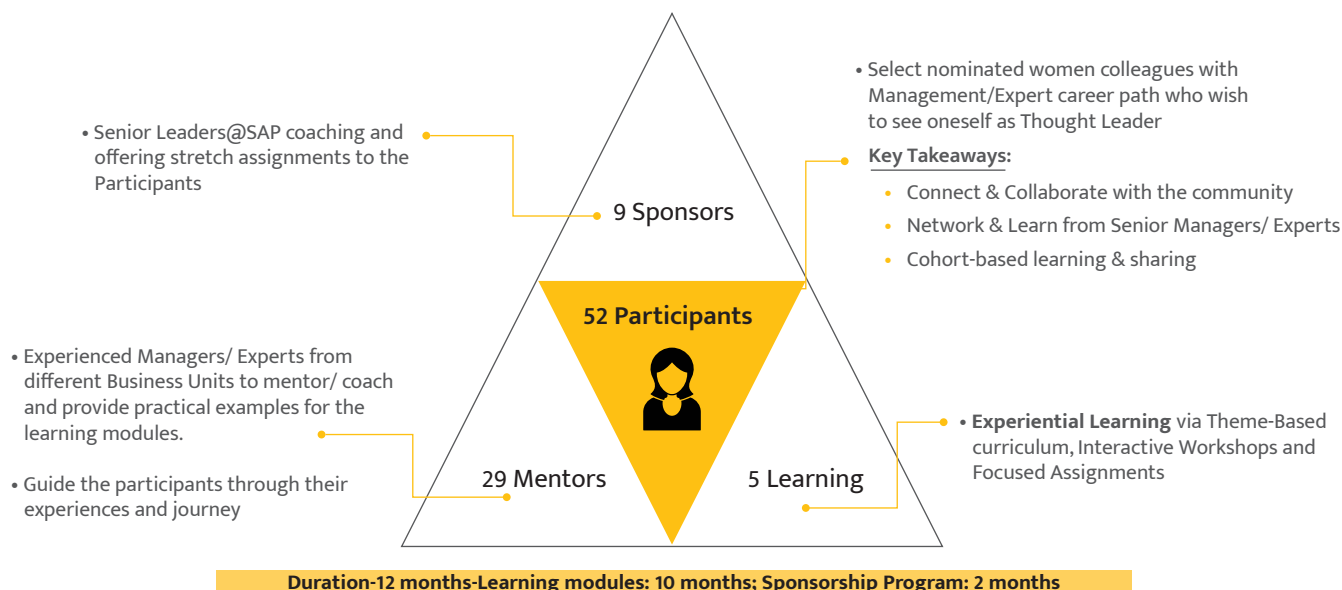
This program includes activities that help participants to introspect and identify their strengths their interests, values, skills and preferences. This helps them move ahead in their careers by aligning with the organizational goals. Experts from different fields are invited to share their experiences on how they progressed in their careers. The focus is to provide them with some tools and techniques which help the participants to Reflect, React and Renew their career.

The second phase of this program is on "Focused Mentoring", wherein the participant is assigned to the right mentor based on their career aspirations so that the mentor-mentee can align themselves and collaboration to work towards the mentees career goals.

SAP iLead Program: iLead2.0@SAP is a structured, curated, sponsored Development Program which nurtures and brings together women employees to learn, inspire and develop skills to transition into Thought Leadership roles. It is curated 12 months program that includes 10 learning modules and 2 months of sponsorship by Leaders for the participants.

ILead Program Overview

ILead 2.0@SAP is a **Structured, curated, sponsored Development Program** which nurtures and brings together women employees to learn, inspire and develop skills to transition into **Thought Leadership** roles



Career Changing Conversations: This is for women leaders in the T4 and T5 level who get the chance to interact with senior leaders who visit SAP Labs. This is a lunch networking session and women colleagues get a chance to gain more clarity about their career growth through interactions with senior leaders. The main aim is to help women take the next step in their careers towards leadership positions.

Gender Based Pay Analytics: Post our annual compensation review earlier in the year, we analyzed the annual pay decisions made by our managers with a special lens on gender parity – and the results show that there is no gender bias in rewards:

- Base pay increases for men and women are very similar
- Bonus payout distribution was similar for men and women
- Average Long-Term Incentive (Move SAP program for RSUs) grants are equitable across men and women
- Career promotion rate for male and female colleagues was comparable, however, female colleagues appear to be progressing at a marginally higher rate than male colleagues.

Talent Win: Talent Win is our new global strategic, long-term and targeted outreach program to help SAP build a strong pipeline of candidates in the lateral hiring space. The idea is to find new avenues to connect SAP technology to the personal interest of potential candidates. The participation is by invitation only and the hiring manager chooses the talents sourced from referrals and alternate sourcing channels. This creates an informal ambience for the audience to understand SAP, meet with the leadership and network with peers. The objective is twofold - enhance the perception of brand SAP and inspire the audience to see SAP as a potential employer of choice.



SAP Labs India's first virtual network event for technology professionals in 2021. Listen to some inspiring technology stories, the impact we have created over the last year and the exciting roadmap ahead.



6:05 PM • Sep 13, 2021 • Sprinklr

SAP Back-To-Work Program – Supporting women get back to work: We recognize that many women who may have stepped back from their careers to focus on personal commitments are highly qualified and experienced. To help those who are interested in getting back to work, we have initiated a Back-To-Work program that offers project-based assignments and practical assistance to potential candidates for a period of 6 months. The SAP Back-To-Work website provides information about the current opportunities available to registered candidates. Successful candidates will be assigned to projects that complement their skills and experience. Each assignment will last for a maximum of six months either onsite or virtually depending on the nature of the project. Participants receive competitive remuneration and the necessary support they need to integrate into the workplace. A project mentor will also be on hand to guide participants. One pilot is complete and we are now working on scaling this program. This program will be re-launched in 2023 to help colleagues on break to resume.

Back to work program

A platform to enable diverse candidates to resume their careers after a break with special focus on Women

Mutually beneficial association

SAP

- Reaffirming SAP's commitment towards diversity and inclusion
- Effective Talent Acquisition strategy to target underutilized talent pool
- Opportunity to fill mid to senior level roles with career focused returnees
- Maintain and enhance SAP's brand name
- Establish as an enabler within the ecosystem and build on the goodwill



Candidate

- Smooth transition from career break into workforce
- Opportunity to learn and upskill, especially latest technology trends
- Strong support system of mentors and peer network of returnees
- Solving real world problems and delivering customer centric product features
- Full-time employment post successful completion of internship

4. Vision for 2030:

Our Gender diversity is visible in our commitment to increase the number of women in leadership to to 30% by 2023. We invest in our women at all levels of the organization and have ensured that women get the flexibility to create their career path through programs mentioned above for addressing unique needs of different talent groups

5. Policy work to attract more women into STEM careers:

Organizations need to showcase commitment to hire female candidates at university level during early career talent hiring. At SAP in India, we are committed to hire 40-50% of women talents for early career hirings.

1. Encourage female students at universities for campus visits and showcase role model and success stories of women in technology. We recently hosted Including You, a Diversity event by inviting around 150 female students to our campus on a one-day visit.
2. Strong partnership with corporate and academia: With SAP Experience Day, we invite HoDs and faculties of top universities to focus on sharing deep insights, knowledge and information on a broader range of SAP's experience in products/solutions/services
3. Young Explorer Program (YEP): Curiosity to take up STEM must be inculcated at an early stage in a student's life. SAP YEP is a curated program for the high school students to get them introduced to the world of tech and SAP, understand and explore the changing Technologies and learn to chart their course in their career journey early on in their lives.

6. Policies / Programs on women in STEM:

Some of the steps taken to ensure support women in STEM to continue successful careers include:

Flexible Work: SAP provides flexible work schedules, so that employee have choices when they work, considering business, team and individual needs. This is known as Flex time This includes Daily Flex routine, scattered working hours, personal leave and sabbatical, Working part time for all men and women in the Company.

Part time work: option is available for a limited period to attend to any personal exigency like dependent care – child or elderly, sick family members, personal health related condition or any other personal need.

Women returning from maternity: After taking 26 weeks of paid maternity leave, women colleagues can request extension for Unpaid leave for up to 16 continuous weeks or Work from a "home office" for a maximum of 16 weeks at 50% capacity and 50% of base salary.

Flexible schedule for parents with differently abled child:

As a parent of a differently abled child who is less than 7 years, you can either choose to work from home for a maximum of 3 days a week or choose to work daily on a flexible schedule, wherein he/she works for a minimum of 4 hours per day in office and the remaining from home.



Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, with around 9,000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 286 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

As India strategizes for the next 25 years to India@100, Indian industry must scale the competitiveness ladder to drive growth. It must also internalize the tenets of sustainability and climate action and accelerate its globalisation journey for leadership in a changing world. The role played by Indian industry will be central to the country's progress and success as a nation. CII, with the Theme for 2023-24 as 'Towards a Competitive and Sustainable India@100: Growth, Inclusiveness, Globalisation, Building Trust' has prioritized 6 action themes that will catalyze the journey of the country towards the vision of India@100.

With 65 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 350 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

Confederation of Indian Industry

The Mantosh Sondhi Centre

23, Institutional Area, Lodi Road, New Delhi – 110 003 (India)

T: 91 11 45771000

E: info@cii.in • W: www.cii.in

Follow Us On



[cii.in/facebook](https://www.cii.in/facebook)



[cii.in/twitter](https://www.cii.in/twitter)



[cii.in/linkedin](https://www.cii.in/linkedin)



[cii.in/youtube](https://www.cii.in/youtube)

Reach us via CII Membership Helpline Number: 1800-103-1244

