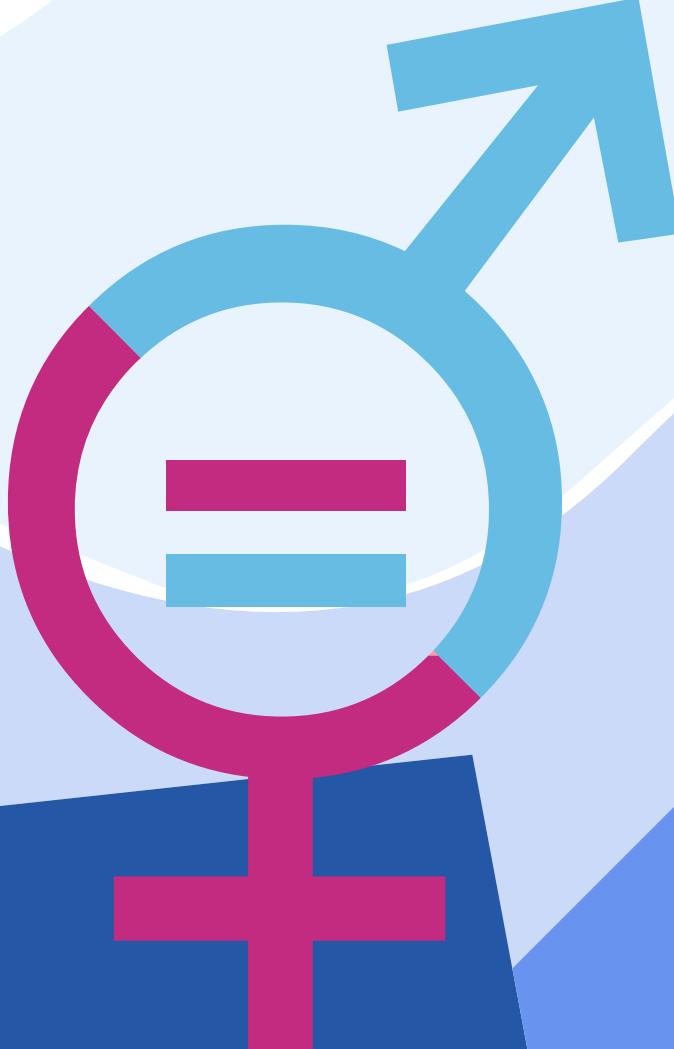




THE CHANGE WE WANT TO SEE

A Report on Diversity and Inclusion
by Indeed



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FOREWORD

Covid-19 enforced work-from-home arrangements worked better for Diversity and Inclusion than years of policy action. The new-found practice of remote-hiring that we spoke about as a 'good to have' is becoming a norm and a way of life. The pandemic has pushed hiring managers to act on Diversity and Inclusion, never mind that policymaking still needs catching up.

As the pandemic began to loom large and lockdowns imposed, working women paid a disproportionate price across the world. However, while most progressive economies are gradually remedying their transient exit from the global workforce, India Inc seems to have cast its diversity nets wider to hire significant numbers of the LGBTQ+ community into the fold during the post-lockdown period.

The continuing employer-employee disconnect on practices, policies and perceptions needs diagnosis. Employers are mindful of their prejudices while admitting that societal attitudes have, by and large, changed for the better. It is time that pandemic-pragmatism is seen for the expediency it is, and more and more organizations frame policies from a place of visionary inclusiveness.

This report brings together employer and employee opinions on where we stand, as an economy, on the scale of fairness and inclusivity. It pits employer claims on policy and action against worm's eye view realism on the part of employees. It delves into workplace discrimination, the state of Diversity and Inclusion policies, biases, attitudes and gender role stereotypes.

We believe that the set of insights in this paper pays forward in its small way. Let us be the change we want to see.

Sashi Kumar
Head of Sales,
Indeed India

THE EMPLOYEE PERSPECTIVE

DIVERSITY HIRING INCREASES POST-LOCKDOWN

According to **17%** of all employee respondents, women, LGBTQ+ and disabled employees were hired in better numbers than male employees after the lockdown period. The emergence of remote work at scale may have enabled this uptrend for these groups – as employer opinion reveals below (under The Employer Perspective).

Most (**71%**) employees still feel, however, that their organizational Diversity and Inclusion policies are found wanting. **35%** of all respondents state that their organizations lack policies, and an equal proportion state that their organizational policies need improvement. The pattern cuts across businesses of all sizes where respondents work. E-commerce (**51%**), Retail (**45%**), Telecommunications (**43%**) and Construction & Real Estate (**41%**) are conspicuous by the absence of policies of Diversity and Inclusion in hiring, as perceived by employees in these sectors.

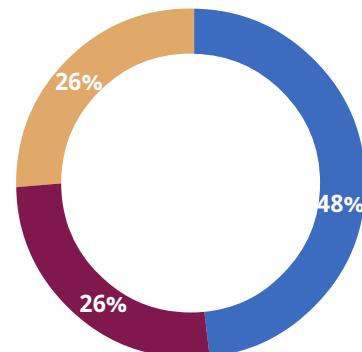


THE EMPLOYEE PERSPECTIVE

DOES WORKPLACE DISCRIMINATION EXIST?

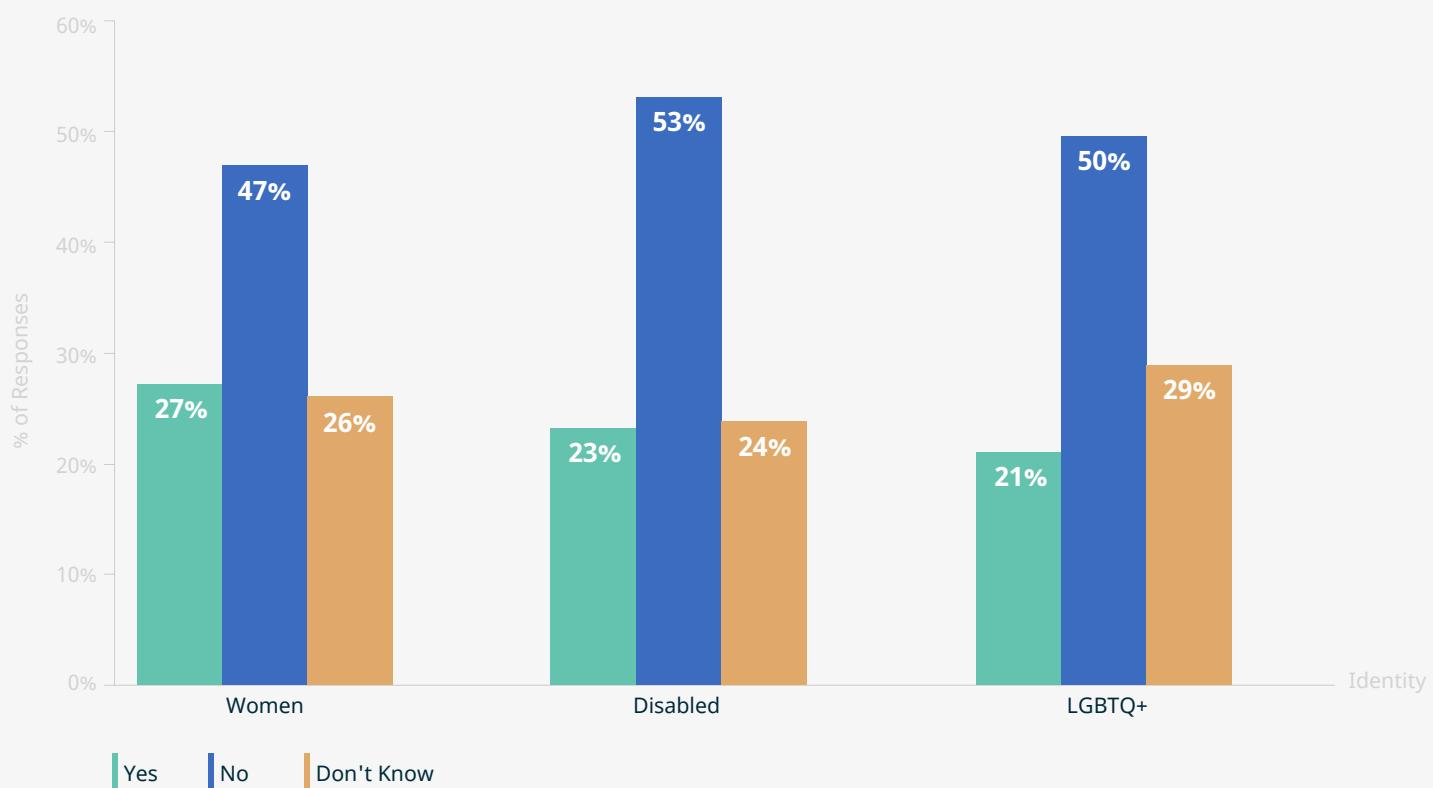
Nearly half of all the employee respondents (**48%**) report no discrimination in their organizations. Still, a few pockets of disagreement persist - women (**27%**), the disabled (**23%**) and LGBTQ+ (**21%**) say discrimination exists in their workplaces. Of this cohort reporting discrimination, **31%** work in limited companies, and **28%** work in family-owned businesses.

Is there discrimination in your organization based on gender / sexual orientation / disability.



■ No (48%) ■ Don't know/Can't say (26%) ■ Yes (26%)

Is there discrimination in your organization based on gender / sexual orientation / disability.

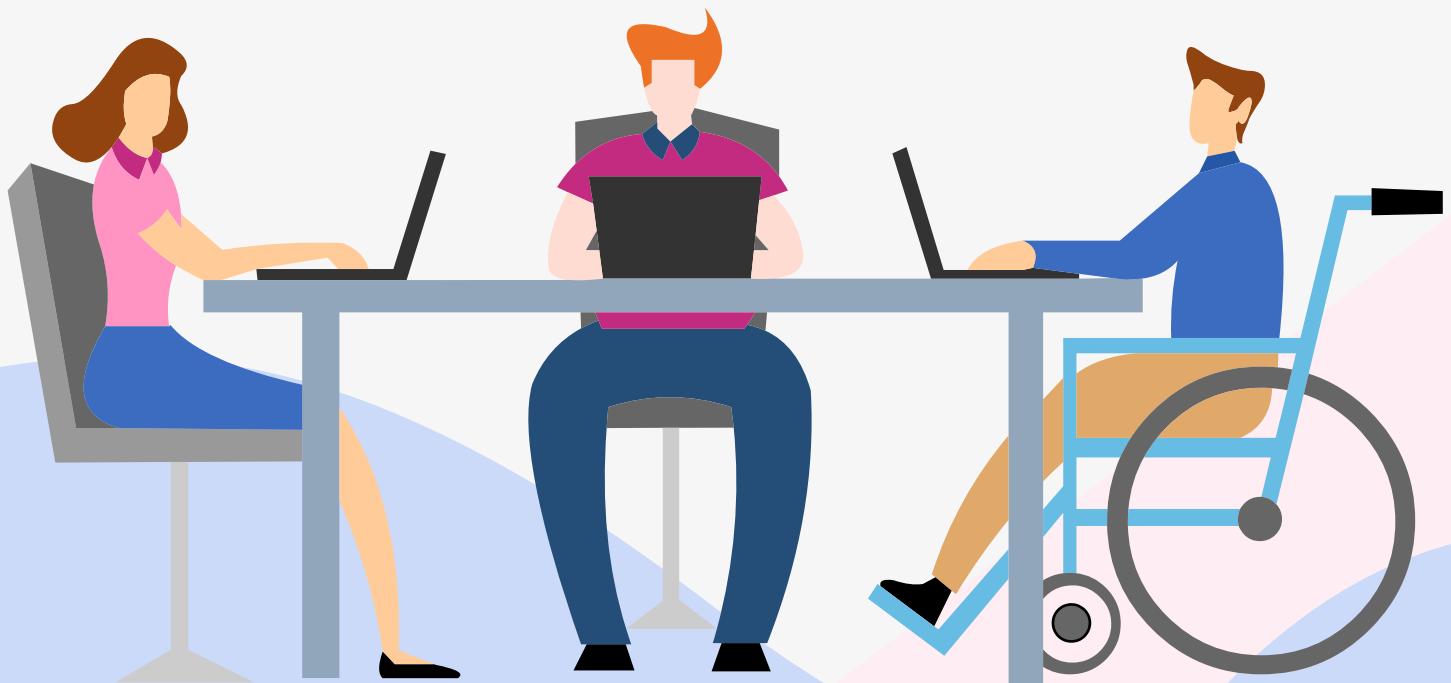


THE EMPLOYEE PERSPECTIVE

EFFECT OF COVID-19 ON DIVERSITY AND INCLUSION POLICY

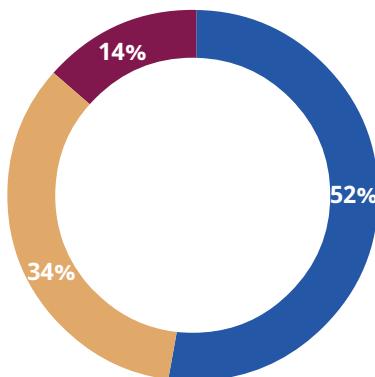
34% of employees surveyed claim that Covid-19 has not impacted how their organization manages Diversity and Inclusion. Half of these respondents work in the Travel and Hospitality sector, across Ahmedabad (**48%**), Mumbai (**41%**) and Chandigarh (**38%**).

On the other hand, some organizations seem to have let the policy situation worsen. Nearly a third (**31%**) of all employee respondents state that their organizations have got worse at managing Diversity and Inclusion. BFSI (**40%**), Automobile (**38%**), Consumer Durables (**35%**) and Healthcare & Pharma (**33%**) sectors, across Bangalore (**40%**), Delhi/NCR (**38%**), Hyderabad (**34%**), Kolkata and Pune (**32%** each) contribute to this sentiment.



THE EMPLOYEE PERSPECTIVE

Has COVID-19 impacted how you feel your organization manages and promotes Diversity and Inclusion at work?

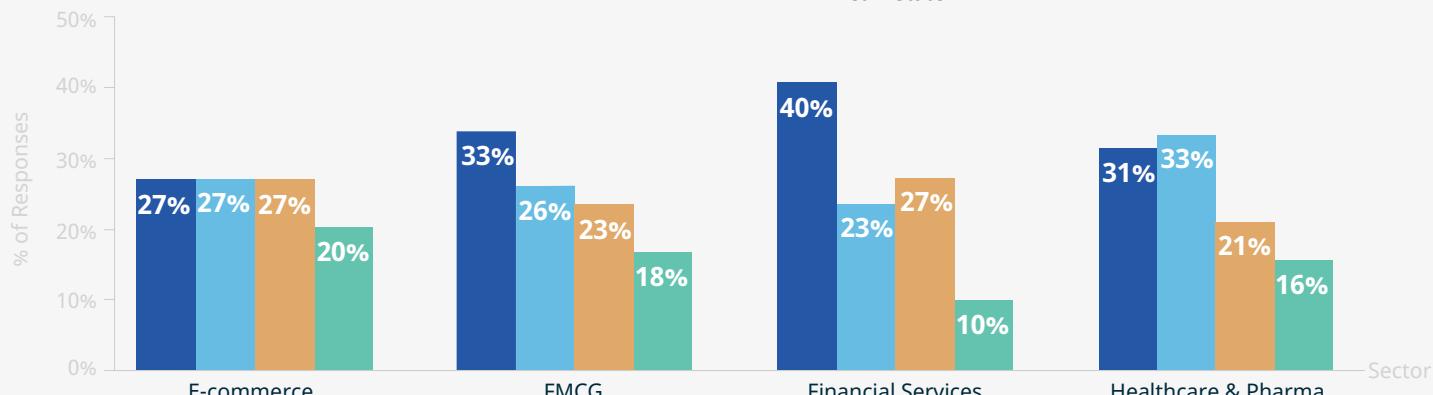


The modified policy gives the LGBTQ+ community a fair representation (52%)

Our current or modified policy does not give the LGBTQ+ community a fair representation (34%)

The current policy gives the LGBTQ+ community a fair representation (14%)

Has COVID-19 impacted how you feel your organization manages and promotes Diversity and Inclusion at work?



Covid-19 has not impacted how my organization manages Diversity and Inclusion

Don't Know

My organization has got worse at managing Diversity and Inclusion during Covid-19

My organization has got better at managing Diversity and Inclusion during Covid-19

THE EMPLOYER PERSPECTIVE

As per the employers surveyed, the proportion of the LGBTQ+ and that of the Disabled has increased significantly across organizations since the onset of Covid-19. There has been a rise in the percentage of organizations in which these two constituents formed varying proportions of the workforce. And, the percentage of organizations in which the LGBTQ+ and the Disabled formed **0%** of the workforce has fallen steeply.

Affected group as proportion of total organizational head count	Change from Pre-Covid to now	
	LGBTQ+	Disabled
0	-20%	-9%
<10%	2%	2%
10% - 15%	5%	2%
15% - 25%	4%	5%
25% - 50%	5%	-1%
>50%	4%	1%

'+' represents an increase and '-' represents a decrease in the proportion of respondents

THE EMPLOYER PERSPECTIVE

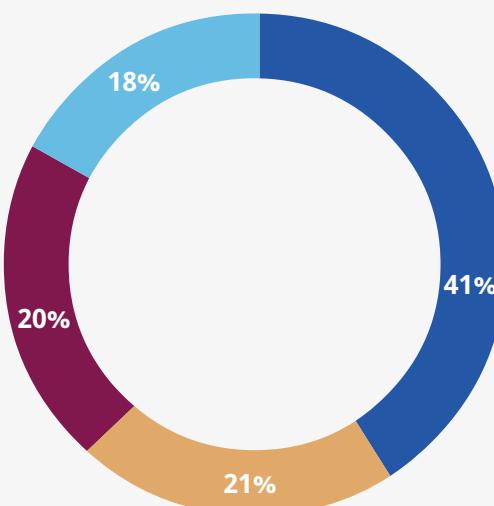
COVID-19 AND THE STATE OF DIVERSITY AND INCLUSION POLICY

Most employers have a long-term perspective of their organization's Diversity and Inclusion policies. **41%** of the employers surveyed believe that change is incremental, and will happen over a time horizon of more than a year. Large businesses (**27%**) and the Manufacturing sector (**40%**) across Pune (**24%**), Chandigarh and Chennai (**22%** each) expect a faster change in their Diversity and Inclusion policies.

On the other hand, Covid-19 has made employers tweak their policies more in favour of the LGBTQ+ community than any other category of employees. **52%** of all employers – including **94%** of small scale organizations – say that their modified policy gives the LGBTQ+ a fairer representation than earlier.

52%

How business-ready are your Diversity and Inclusion policies?



They will be improved in the long term (more than 1 year) (41%)

They will be improved in the short term (within 1 year) (21%)

They aren't a priority for us (20%)

Our policies are inclusive of all genders and are non-discriminative (18%)

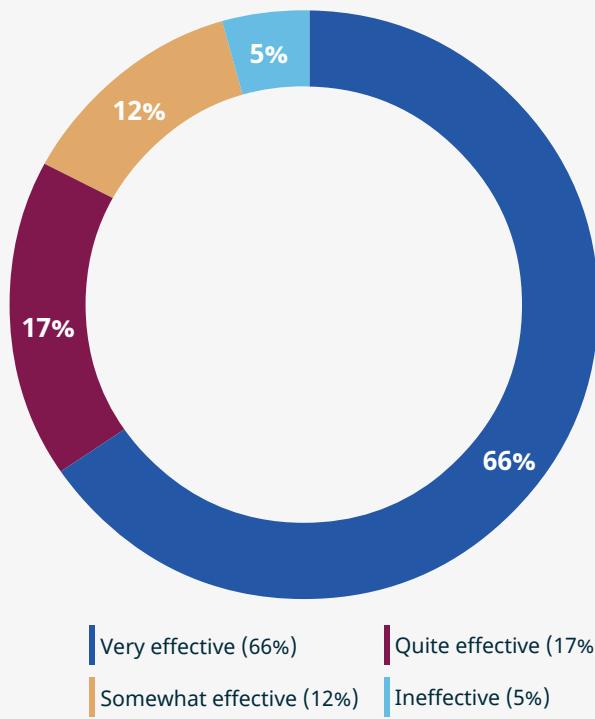
THE EMPLOYER PERSPECTIVE

EMPLOYERS BELIEVE THEIR DIVERSITY AND INCLUSION POLICIES ARE VERY EFFECTIVE

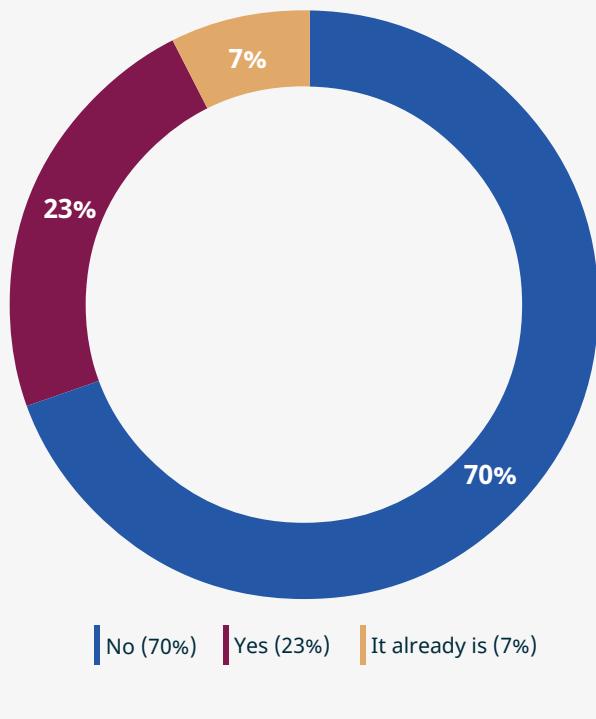
While employees are skeptical about the Diversity and Inclusion policies in their organizations, employers seem to be complacent. Most (66%) of the employers surveyed believe that the Diversity and Inclusion policies they have instituted are very effective. 82% of the Logistics, 76% of the Construction & Real Estate and 74% of the Auto sector employers hold this opinion.

Most employers also think there is no need for any more policy progress. 70% of the employers surveyed believe that the policies they have instituted are intact and do not need further improvement. On the other hand, only 23% (nearly a third of which are small businesses) believe there is scope for their Diversity and Inclusion policies to be made more effective. Employers in the Logistics, Manufacturing and Travel & Hospitality sector are even more vocal about not having to improve their policies.

How effective is the Diversity and Inclusion policy in your organization?



Do you currently plan to make your Diversity and Inclusion policy more effective



THE EMPLOYER PERSPECTIVE

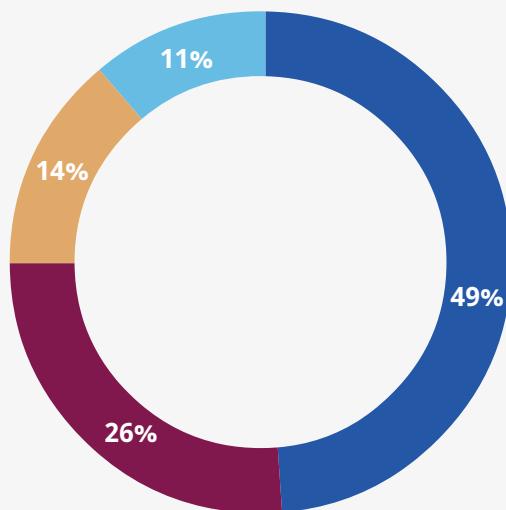
Employers believe that societal attitudes towards working women have improved over time. And, this also reflects in women's presence across roles and departments, defying gender-role stereotypes – in support function roles (HR, Accounting, Front desk, Coordination and Planning), in line function roles (Production, Delivery, Sales and Marketing) as well as in technical roles (Software Development, Finance, and Engineering).

The Travel & Hospitality sector is a sole exception here – an overwhelming **56%** of the respondents in the sector indicate that women work in support function roles, **25%** say they work in technical roles, while a mere **6%** say women work in line function roles.

Executive/Leadership roles elude women, though. Barely **13%** of all employers surveyed have women in executive/leadership roles. Media & Entertainment is an outlier on this count – **29%** of the respondents in the sector have women occupying executive/leadership roles in their organizations.

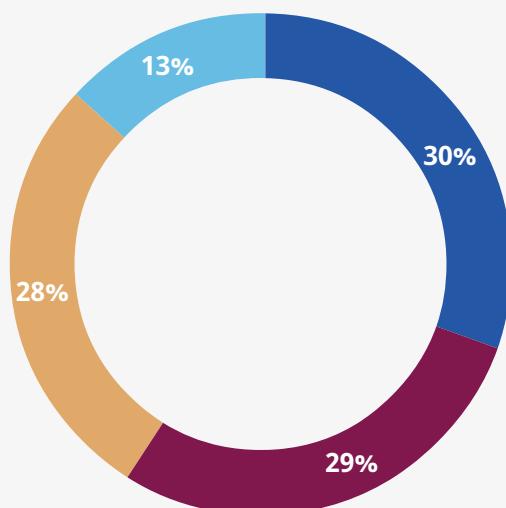
- Support functions (Accounting, HR, Front desk, Coordinator, Planner etc) (30%)
- Technical (Developers, Finance, Engineer etc) (29%)
- Line functions (Production, Delivery, Sales and Marketing, etc) (28%)
- Executive/Leadership (Ex: CXOs, Managers, Team Leaders etc) (13%)

What is your opinion on societal attitudes towards working women?



- Societal attitudes have undergone marginal shift (49%)
- Societal attitudes have not changed much (26%)
- Don't know/Can't say (14%)
- Societal attitudes have drastically improved today (11%)

Which type of roles/departments are most of your women employees working in?



METHODOLOGY & SAMPLE DESIGN

METHODOLOGY

This survey was conducted by Valuvox on behalf of Indeed among **527** businesses and **1,500** employees in the month of October 2021.

SAMPLE DESIGN

A total **527** of employer respondents and **1,500** employee respondents were considered in this survey. Employers were segregated into cities, and further into Large, Medium, and Small organizations, and then into sectors. Employee respondents were drawn from across organization size and type, community identity, and age groups.





ABOUT INDEED

More people find jobs on Indeed than anywhere else. Indeed is the #1 job site in the world and allows job seekers to search millions of jobs on the web or mobile in over 60 countries and 28 languages.

More than 250 million people each month search for jobs, post resumes, and research companies on Indeed.

CONTACT

Saumitra Ranjan
saumitra@indeed.com