



# A COMPREHENSIVE ASSESSMENT OF DIVERSITY RELATED MEASURES

## IMA India's 2019 Diversity and Inclusion Benchmarks

provides actionable yardsticks for companies to measure themselves on diversity-related metrics and parameters.

It is based on data collected from **~300 companies** across sectors through a detailed questionnaire covering diversity budgets, structure, policies, promotional measures, success metrics and impact assessment.

The report helps you to:

- ✓ **Assess** your current level of diversity against industry benchmarks
- ✓ **Gain** insights into key trends and best practices
- ✓ **Compare** your D&I practices against others in a peer set
- ✓ **Optimise** your diversity mix
- ✓ **Understand** the impact of various D&I strategies
- ✓ **Hold** managers and leaders accountable for outcomes
- ✓ **Secure** the support of decision makers or direct reports by making objective, data-based arguments for action

Composite findings are complemented by **eight levels of data cuts** – by turnover, ownership, sector, etc – for key indices. **Cross-tabulations** are presented against key attributes to enable a deeper understanding of success factors:

- Dedicated D&I function: present vs absent
- Formal D&I policy: exists vs not
- Size of the D&I budget: high vs low
- D&I function reporting: CEO vs CHRO
- Level of current diversity: high vs low

In terms of depth and detail, the report is a **first of its kind exercise** in the Indian context.



**300 respondents**



**60+ D&I Metrics**



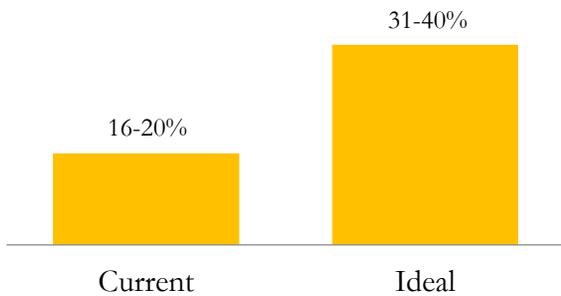
**8 Sectors Analysed**



**8 levels of data split:  
sector, revenue,  
ownership**

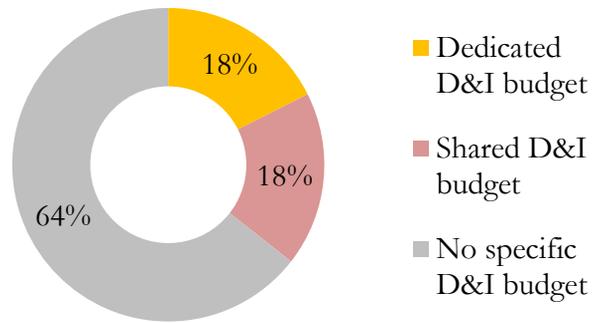
# HIGHLIGHTS: DEEP-DIVE TO IDENTIFY TRENDS AND OPPORTUNITIES

## % of Workforce Diversity: Current vs Ideal



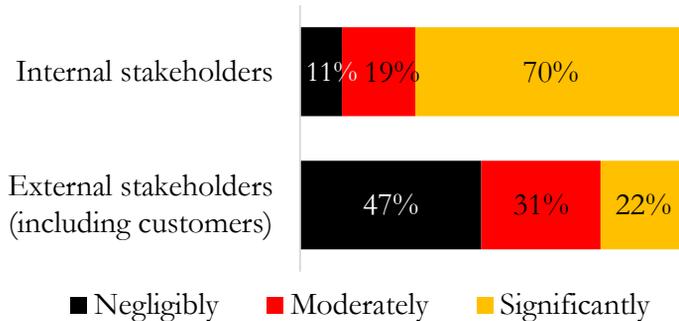
The median diverse employee share is 16-20%; organisations want to enhance this to 31-40%.

## D&I Budget



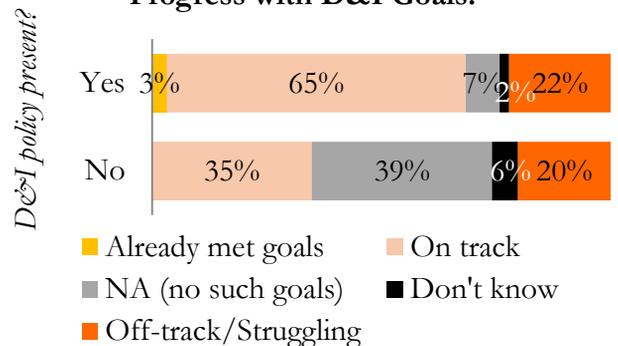
Two thirds of organisations do not have a specific D&I budget.

## Who drives D&I?



D&I initiatives are driven mainly by internal as opposed to external stakeholders

## Progress with D&I Goals:



Two-thirds of companies with a dedicated D&I policy are on track to meet their D&I goals.

## Other Highlights

- As a percentage of the workforce, diversity in Services is almost twice that in Manufacturing.
- Pure play Indian companies have a higher D&I spend as a share of people cost than MNCs.
- Organisations with a high diversity ratio tend to have 60% larger D&I budgets than companies with a low diversity ratio.
- D&I functions that report into the CEO have a greater chance of meeting their goals in the next 3-5 years.

## Subscription Fees: Rs 70,000 + taxes

For members of IMA's CHRO Forum:	<b>Rs 30,000 + taxes</b>	For members of IMA's other Forums:	<b>Rs 40,000 + taxes</b>
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# REPORT COVERAGE

## D&I Mandate



- Formal D&I policy; origin and basis of D&I policies
- Extent of monitoring of regulations affecting D&I metrics
- Key drivers of workplace diversity
- Diversity conflicts: reported incidents and ways to deal with them

## D&I Structure



- D&I functions' existence and reporting
- D&I advocacy: Internal vs external
- Drivers of D&I initiatives: Internal vs external
- Trends in D&I advocacy and the role of management layers

## D&I Budget



- D&I budget as a percentage of people cost
- D&I budget detailed split by sector, ownership, revenue band
- D&I budget split by activities and allocation by sector, ownership, and revenue band

## Diversity Mix



- Share of current employee base represented by diverse groups
- Workforce split by diverse groups
- Tools to promote diversity
- Desired and targeted levels of diversity

## Measuring Effectiveness



- Satisfaction with diversity at each level
- Measures undertaken to promote organisational diversity
- Barriers to increasing diversity

## Assessing Impact



- Progress in meeting diversity goals
- Tangible impact of diversity measures
- Metrics to assess success at D&I
- D&I performance parameters: diverse hires, diverse groups attrition level, average tenure of women, % women in leadership positions

## RESEARCH AND MARKET INSIGHT

### Our Portfolio of Research Reports

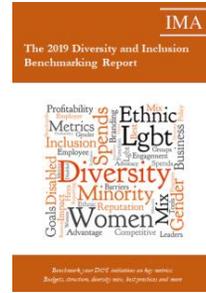
#### HR



▶ The 2018-19 CXO Compensation Survey



▶ The 2019 Executive and Board Remuneration Report

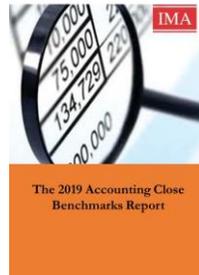


▶ The 2019 Diversity and Inclusion Benchmarking Report

#### Finance

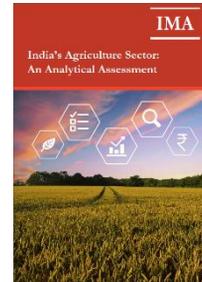


▶ Finance Department Performance Benchmarks FY19



▶ The 2019 Accounts Closing Benchmarks Report

#### Industry



▶ India's Agriculture Sector: An Analytical Assessment

#### Economic and Thematic Studies



▶ The India Employment Report 2017



▶ Diversity Underlying Unity: IMA India's Study on India's States 2018



▶ The India Consumption Report 2016

Member Fees applies to companies that are members of IMA Peer Group Forums

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