

Gender Scan – SWE 2023 survey Report on STEM employees in India



GENDERSCAN Methodology note 	
Details of the survey	
Method	Online survey, dynamic display of questions according to respondents' profiles
Timeframe	From April 2023 to August 2023 for India, from March to August 2021 for developing countries
STEM definition	<p>Categorized according to the NACE Rev2.0 classification:</p> <ul style="list-style-type: none"> Extractive industries (coal, hydrocarbons, ore) Food and beverage industries Textile, clothing, leather/shoe industry Chemical industry, rubber, plastics Pharmaceutical industry Metallurgy, metals, machinery, non-plastic mineral products industry Electronics, computer and electrical industry Automotive industry, other transport equipment Other manufacturing industries (furniture, paper, printing, etc.) Production and distribution of electricity, gas, steam and air conditioning Production and distribution of water, sanitation and waste management Construction (building construction, civil engineering, etc.) Transportation, warehousing Information and communication Digital (hardware, software, internet, telecom) Specialized, scientific and technical R&D activities

Profile of respondents

	Men	Women	Non-binary	Total	Margin of error	From
India	43	190	0*	233	6,4	97 – Karnataka, 54 – Maharashtra, 18 – Tamil Nadu <10 from other regions
Developing countries	634	1217	12*	1863	2,3	35 countries, in Africa (32% of the sample), Latin America (64%) and Asia (4%),

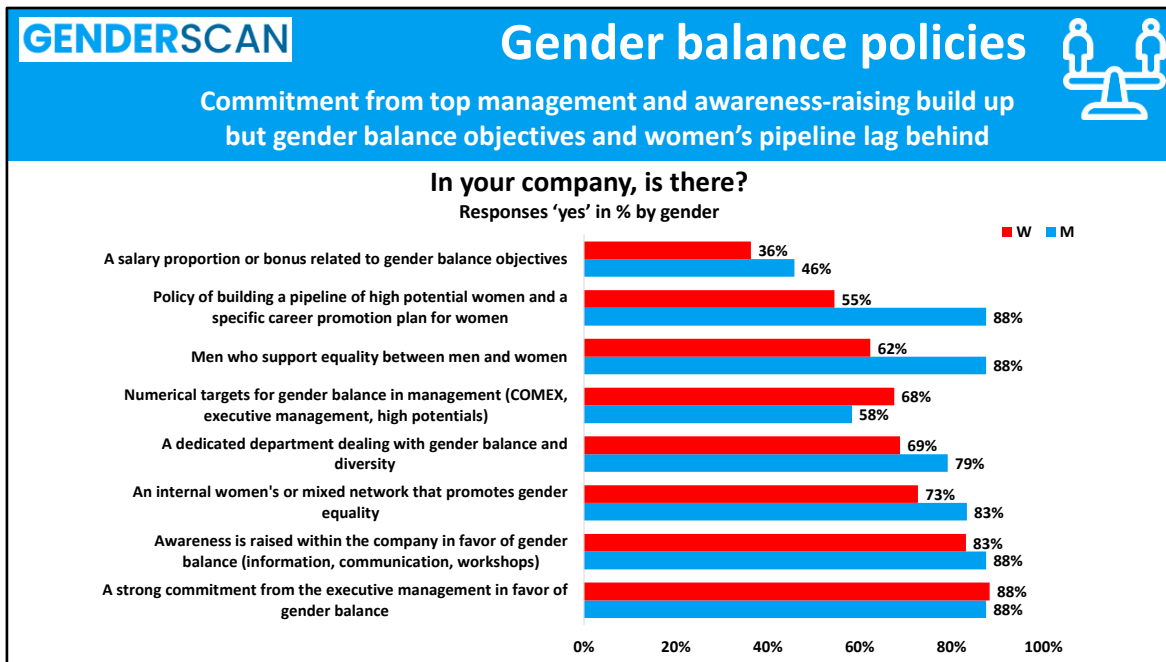
*Very low basis for non-binary people. Thus, this report statistically exploits results of women and men.

In India, caste, class and regional origin weigh heavily on the experiences and opportunities of women. However, as the number of respondents is not enough for cross-regional comparisons, and as the questionnaire did not ask questions about ethnicity, caste affiliations or social class, no analysis will be carried out on these issues.

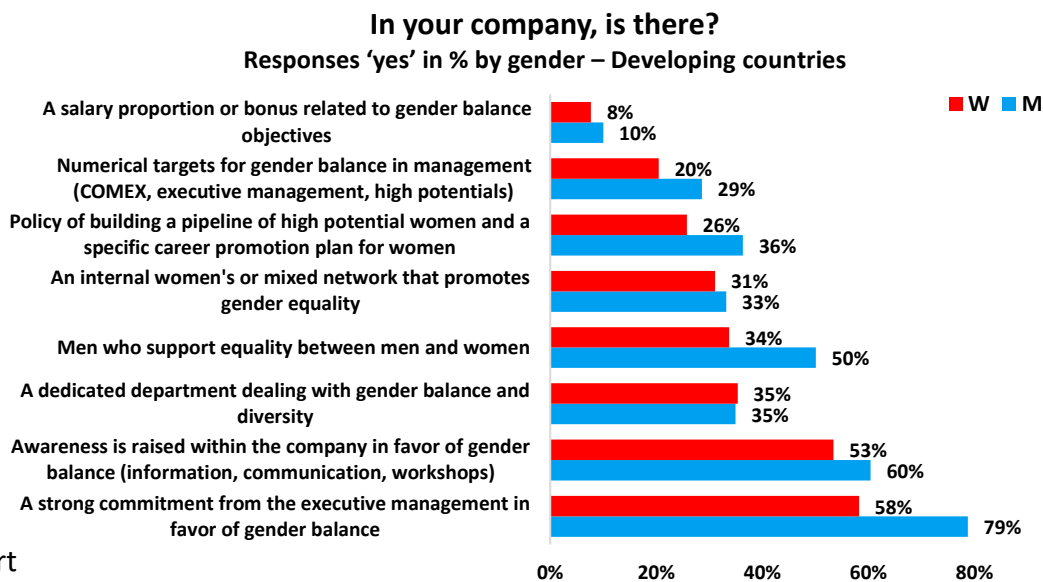
	Women	Men	Total of answers
Andaman & Nicobar	1		1
Andhra Assam	1		1
Chandigarh	2		2
Dadra and Nagar			
Haveli Daman & Diu	1		1
Goa	1		1
Haryana	5	4	9
Himachal Pradesh	1		1
Jharkhand	2		2
Karnataka	81	16	97
Kerala	6	1	7
Madhya Pradesh	1	2	3
Maharashtra	42	12	54
Odisha	3	1	4
Punjab	2		2
Rajasthan	1		1
Tamil Nadu	15	3	18
Telangana	8	1	9
NCT of Delhi	5	2	7
Uttar Pradesh	7		7
West Bengal	5	1	6
Total	190	43	233

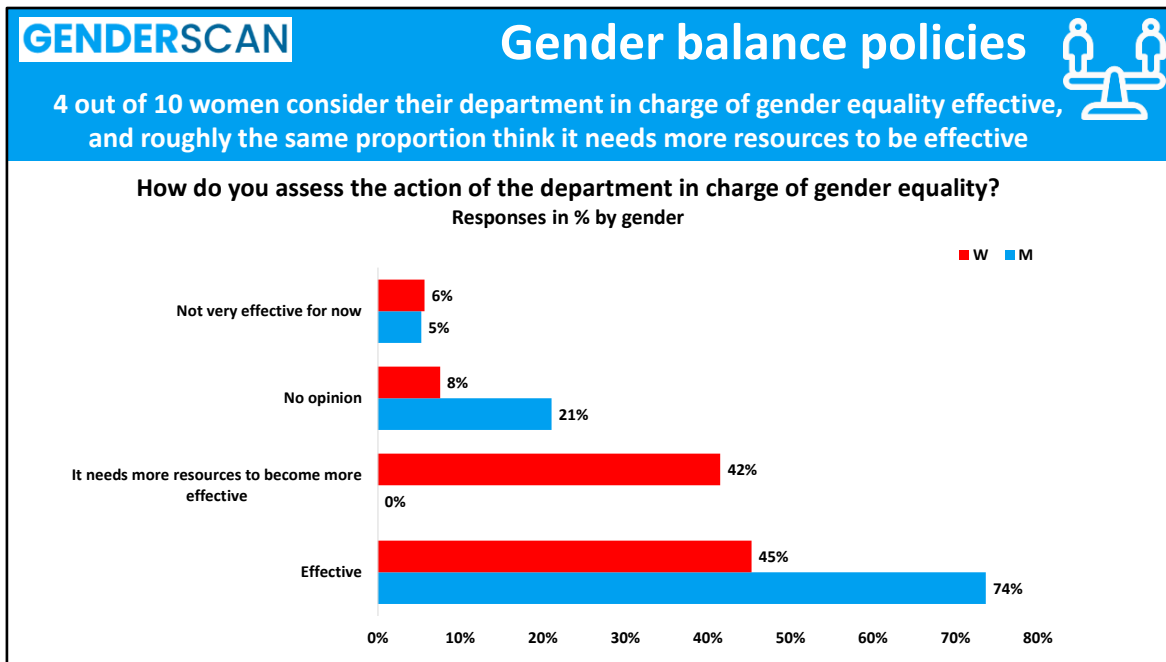
Table of contents

	Gender balance policies	5
	Employee satisfaction	9
	Work organization	10
	Career management	14
	Parental support	18
	Satisfaction	21
	Dissatisfaction	23
	Sexism	24
	Summary	29

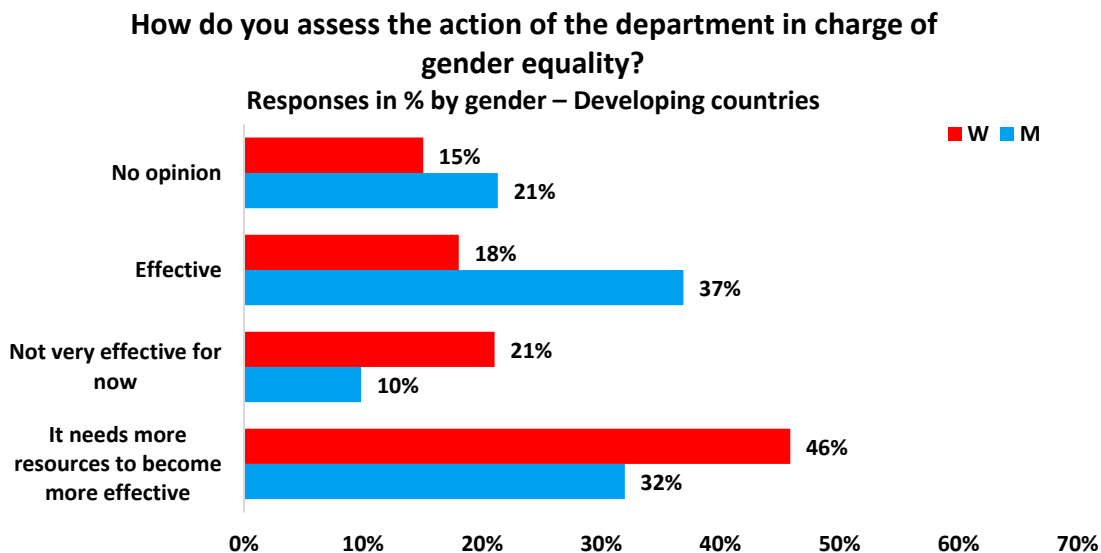


High proportions of men and women see commitment to gender equality in different formats at work. Committed management and awareness-raising are the mechanisms seen by a higher % of respondents (8 in 10). Salary bonuses and women’s pipelines are the ones less perceived. A high gender gap concerns women’s pipeline (88% men vs 55% women, 33% gap) and men who support gender equality (88% men, 62% women, 26% gap). This can indicate more men than women in the company have an optimistic view of policies towards women. Conversely, the 10% gender gap concerning quotas in management (68% women, 58% men) indicates that more women are aware of this policy than male employees. Results are coherent with findings from Mishra et al. (2022) who surveyed employees in IT companies and found that the majority of both male and female ones concur that their companies have clearly defined policies that foster equal opportunities for both genders. Like in Gender Scan, a small gender gap is observed, as 76% of women and 100% of men say their organizations have rules that promote gender equality. Gender Scan results suggest more employees are aware of gender-balance policies in India than the average in the developing world.





Despite the adoption of gender-sensitive policies, the actual reality may not mirror the formally declared principles. Hence the need to ask how the implementation of the adopted gender-related policies has been progressing. Almost half of women (45%) responding believe the department in charge of gender equality carries out effective work, a significantly lower proportion than that of men who share this view: 3 out of 4. This indicates that more male than female employees have a positive perception of their company’s policies towards women. Since men are favored by the organizational, cultural and implicit behaviors and structures that work to the detriment of women’s careers, they may believe that the policies formally in place solve the problems. 42% of women think the department requires additional resources to operate more efficiently. This suggests that views on the department’s actions are not a consensus among women, and that application of policies falls short for some of them.



Gender Scan results echo those of Mishra et al (2022), in that companies officially offer policies that are aimed at promoting gender balance, and the current focus should be on effectively putting these policies into practice. In addition, the findings align with the outcomes reported by Mishra et al. (2022) concerning the disparity in perception between men and women – the former much more likely than the latter to say existing regulations are being well implemented – and concerning the mixed view of women. In their survey, 48% of responding women disagree that their companies' policies are effective, which is the exactly the proportion we find if we add the results of the options “not very effective for now” (6%) and “it needs more resources to become more effective” (42%) in the Gender Scan survey.

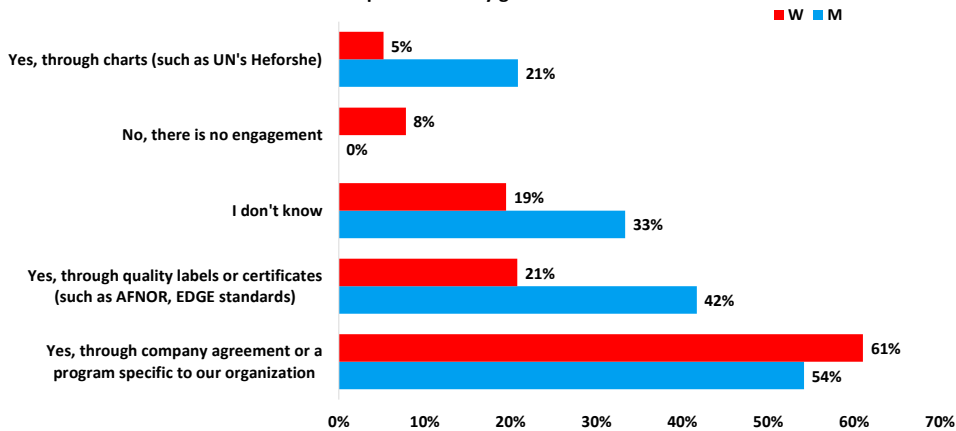
In India, the proportion of women who think the department is effective (42%) is more than twice as high as in developing countries (18%), and the proportion of women who deem it ineffective (6%) is more three times lower than in developing countries (21%). Conversely, the gap between the perceptions of men and women is higher in India.

GENDERSCAN Gender balance policies
 Specific programs within organizations are better known than other initiatives and the gender gap in perception is high



Is your employer explicitly engaged in favor of gender balance ?

Responses in % by gender

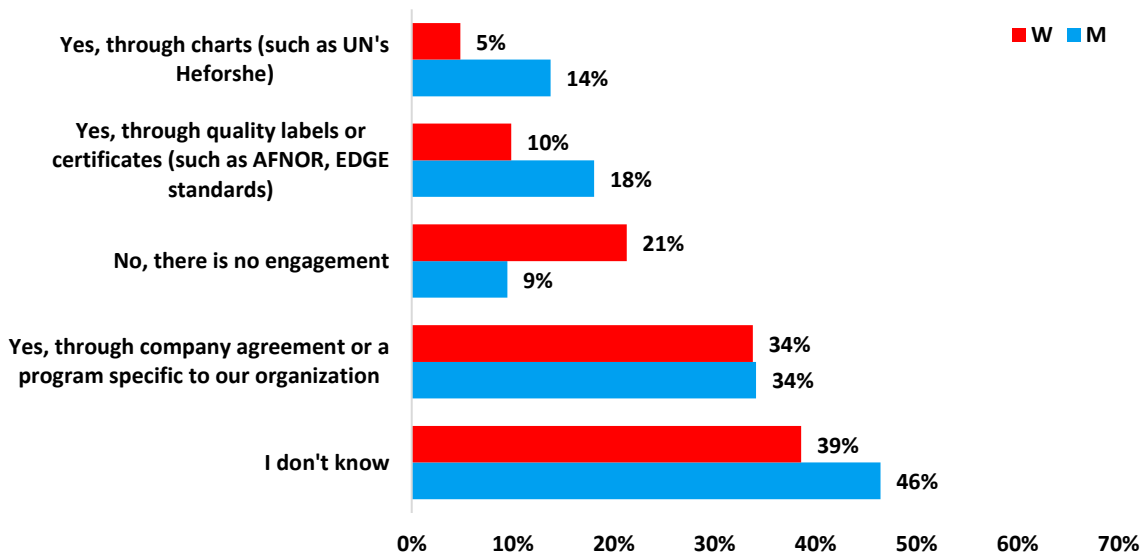


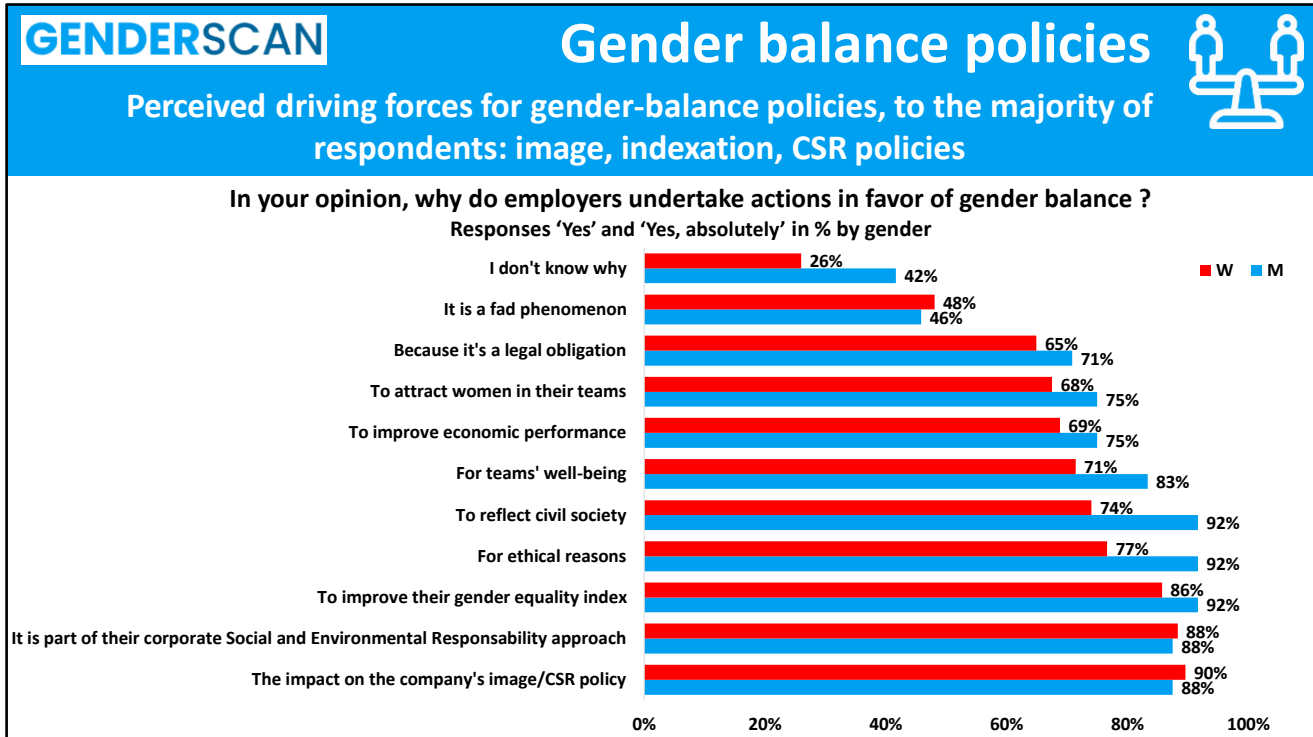
54% of male workers and 61% of female workers responding know about a specific plan of their employer on gender balance, and around 1/3 (30%) of men and 1/5 (19%) of women declare not to know if there is an engagement in this sense in their company. Once again, more men than women indicate to perceive the company’s engagement in the promotion of gender balance.

Compared to the developing world, higher proportions in India know of a company’s program or agreement concerning gender balance (61% vs 34% of women, almost twice the proportion) and significantly lower proportions in India declare not to know (-20% of women, 19% vs 39%; -13% men, 33% vs 46%).

Is your employer explicitly engaged in favor of gender balance?

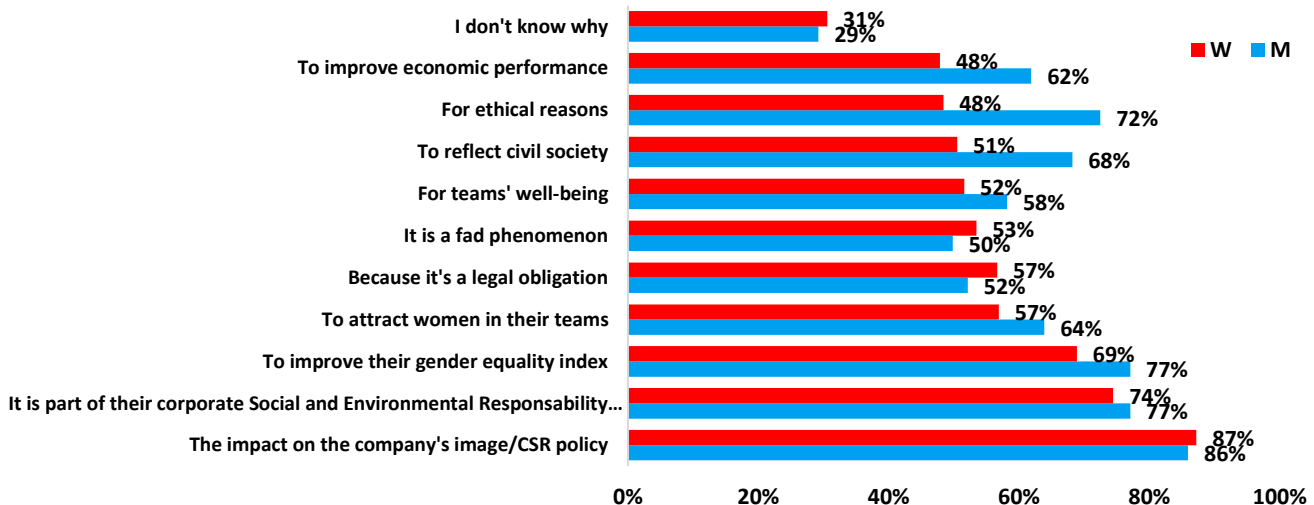
Responses in % by gender – Developing countries



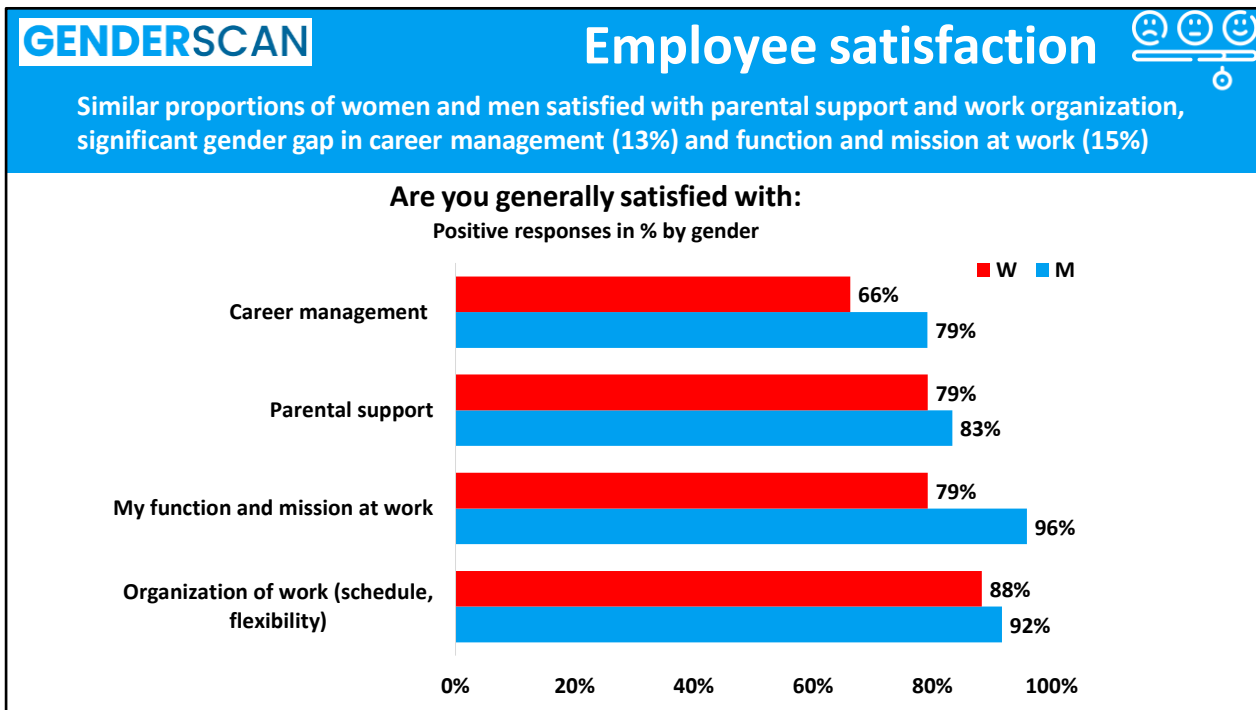


Issues of image, CSR policies and indexation are the reasons observed by a higher number of respondents, both male and female, behind the gender-balance policies of their company. Significantly higher proportions of men than women believe these actions to be undertaken for ethical and well-being reasons, as well as to follow civil society's demands. On the other hand, a slightly higher proportion of women declare gender balance policies are a fad phenomenon. This resonates with the research of Valk & Srinivasan (2011), who found that despite the presence of work-family policies that cater to women in Indian IT companies, certain female employees express doubt regarding the commitment and eagerness of organizations to implement these policies and programs, and tend to think the approach does not go beyond surface-level.

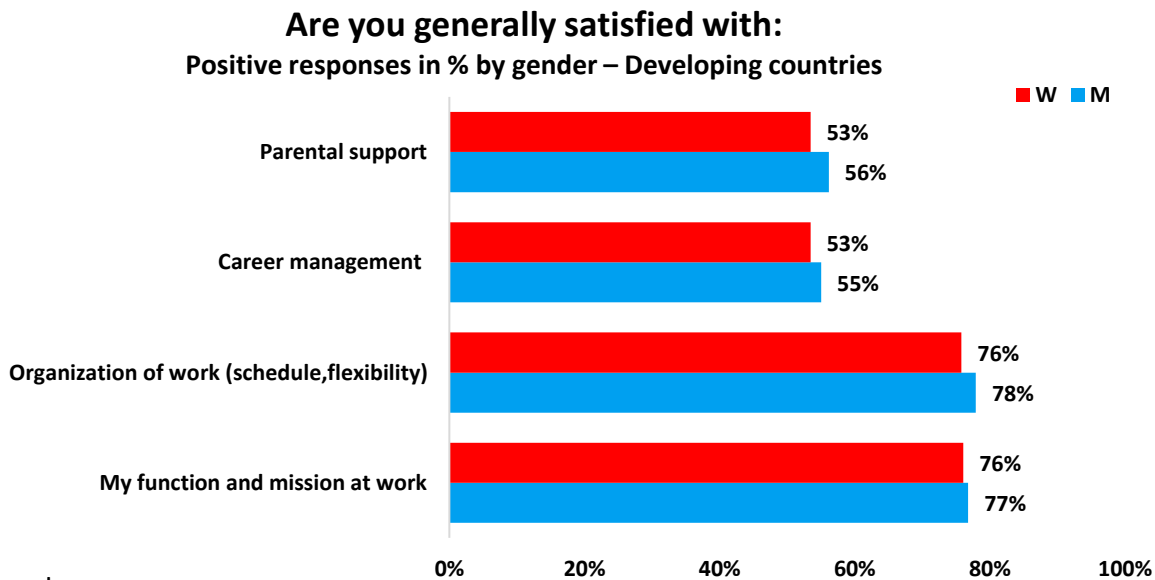
In your opinion, why do employers undertake actions in favor of gender balance? Responses 'Yes' and 'Yes, absolutely' in % by gender – Developing countries



Higher proportions in India than in the developing world attribute gender-balance policies to different reasons, except for image, where % are similar. Indians seem slightly less sceptical than employees in other emerging markets about the reasons behind such policies.



Work organization is the factor that satisfies the highest share of respondents (9 in 10) and career management is the one that satisfies the lowest share, which still remains high (7 out of 10 women, 8 out of 10 men). 13% more men than women are satisfied with career management (79% vs 66%). This gap may be related to the fact that women face constraints in pursuing career enhancement due to their family obligations, which do not befall men in an equal measure in India (Thakkar et al, 2018). Women often have to forego travel, upskilling and networking opportunities because of family responsibilities, which undermine their chances of career development. Thus, statistics indicate that women employed in the sector predominantly occupy entry-level positions in their careers: while 51% IT recruits are women, they occupy ¼ of managerial positions and less than 1% of C-suite roles (Raghuram et al., 2017). In addition, IT firms in India encounter a substantial challenge retaining employees who return from maternity leave, and women's careers are also impacted by part-time work or career breaks (Raghuram et al., 2017; Srinivasan et al., 2013).

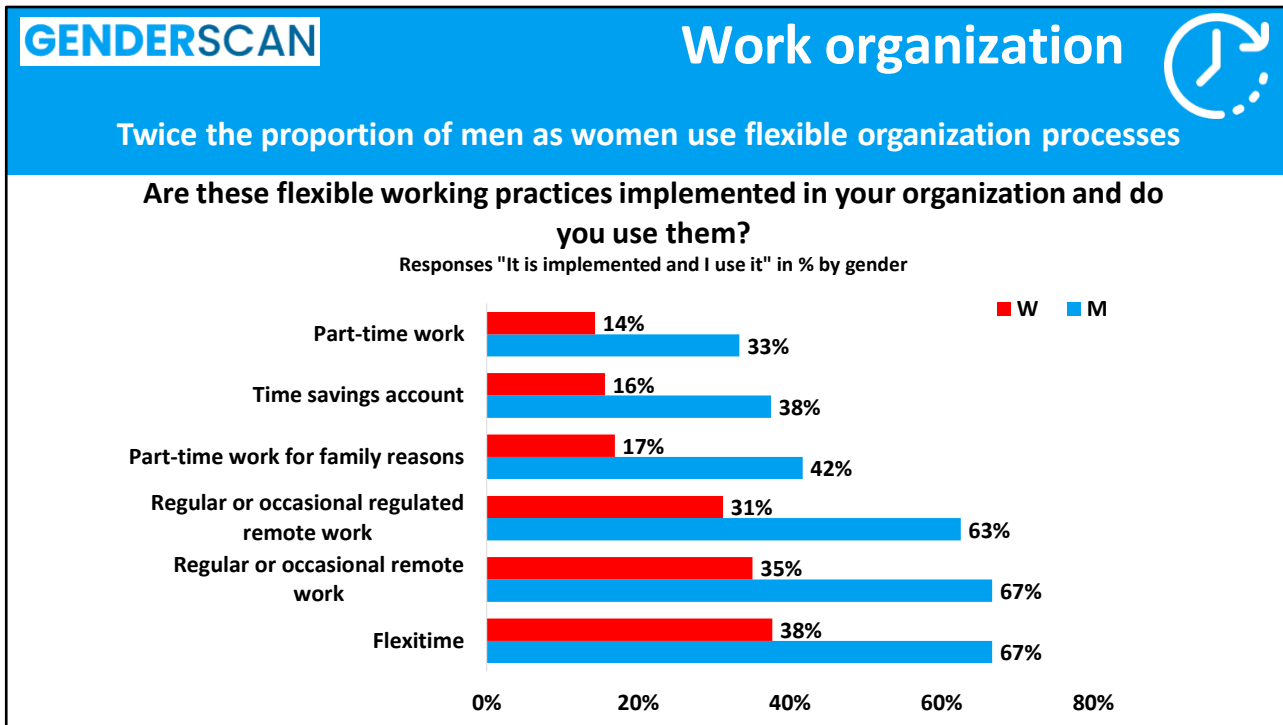


17% more men than women are satisfied with their function and mission at work (96% vs 79%). This gap may be explained by the vertical segregation discussed above and by a gendered internal segregation of tasks, where women are assigned less critical and complex projects, more trust is placed in male professionals and the nature of tasks given to women differs qualitatively from those assigned to male employees (Shyamsunder & Carter, 2014; Maji & Dixit, 2020). While men tend to take on highly technical roles, with a high volume of programming, for instance, women are more often in positions requiring fewer skills, such as testing, documentation, or customer support.

Female employees of distinct sectors, when asked about the barriers to professional development, have said the main problem is the nature of the tasks they are assigned compared to what their male counterparts receive (Biswas, 2019). In essence, the work they perform entails minimal intrinsic or extrinsic rewards, and this ultimately hinders their progression up the career ladder, limiting their involvement in the company's decision-making processes. An overwhelming 57% of the women surveyed by Biswas (2019) express dissatisfaction with the quality of work assigned to them by their superiors, particularly in comparison to their male counterparts. They assert that they merit higher-quality assignments than what they currently receive. The dissatisfaction intensifies when questioned about having an equal influence on collaborative work with male colleagues within a team, especially when occupying the same position or capacity: a significant 58% of respondents state that they lack an equal say in such situations, with decisions predominantly aligning with the preferences of their male counterparts.

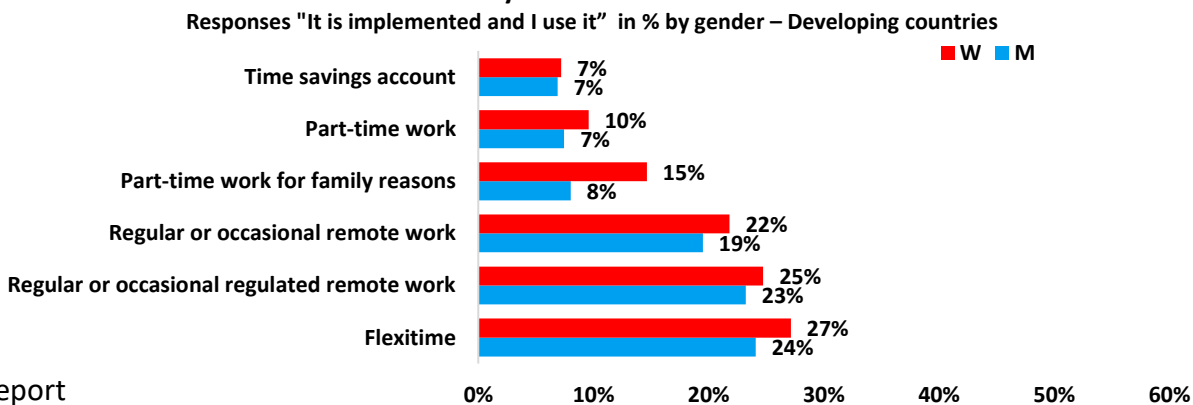
Women in STEM industries have been found to highlight the significance of their work roles in shaping their identities, viewing their careers as pivotal to their sense of self (Valk & Srinivasan, 2011). Since many women in these industries often find themselves in roles with less challenging tasks and lower levels of responsibility, leading to slower career advancement, it is not surprising that a lower proportion of them, compared to their male counterparts, express satisfaction with their job roles. The combination of limited career progression and less stimulating tasks may contribute to a lower satisfaction rate regarding the function and mission at work among women.

Results in India indicate higher proportions of satisfied people than in the developing world. Parental support has a higher difference, with 26% more women (79% vs 53%) and 27% more men (83% vs 56%) satisfied in India than in the developing world.

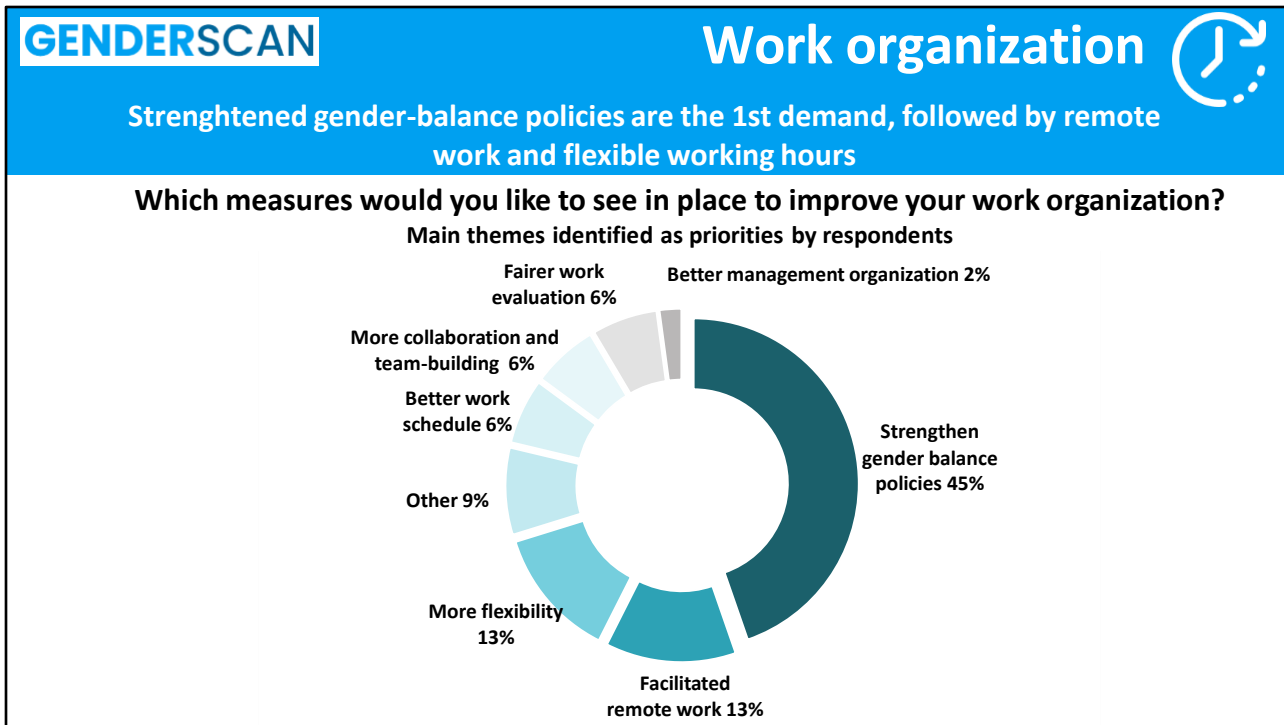


Twice the proportion of men as women use flexible organization processes, important levers for work-life balance. This may be attributed to security concerns for women, as well as structural and cultural disparities between genders in the workplace (Thakkar et al., 2018). The reported emphasis on extended working hours and socializing afterwards creates challenges for women to be on an equal footing with their male colleagues (Mishra et al, 2022). Indian employees work an average of 52 hours per week (Bhattacharya, 2016). A fast-paced culture and time differences with US and Europe often lead to employees working at night to take part in meetings or accelerating the execution of a project through shifts (Valk & Srinivasan, 2011). Women feel restricted in their nighttime mobility due to apprehensions about their physical safety and tend to avoid leaving the office after standard business hours. Moreover, a culture of presenteeism, which favors employees physically present in the office for longer durations, acts as a deterrent for female workers to engage in remote work (Thakkar et al., 2018). Being physically present is seen as a prerequisite for promotional opportunities. Remote work is reportedly restricted to urgent situations considered "legitimate," necessitating approval from managers, who are more likely to be male and may exhibit bias when evaluating requests from both genders.

Are these flexible working practices implemented in your organization and do you use them?



India exhibits a much higher level of use of flexible working practices compared to the average in developing countries, both for men, where proportions are almost three times as high in India, and for women, where differences range from 2 score points (part-time for family reasons) to 11 score points (flexitime). However, while in developing countries there is a relatively balanced use between men and women, India has a pronounced gender divide, with men consistently reporting higher utilization rates across various flexible work arrangements.

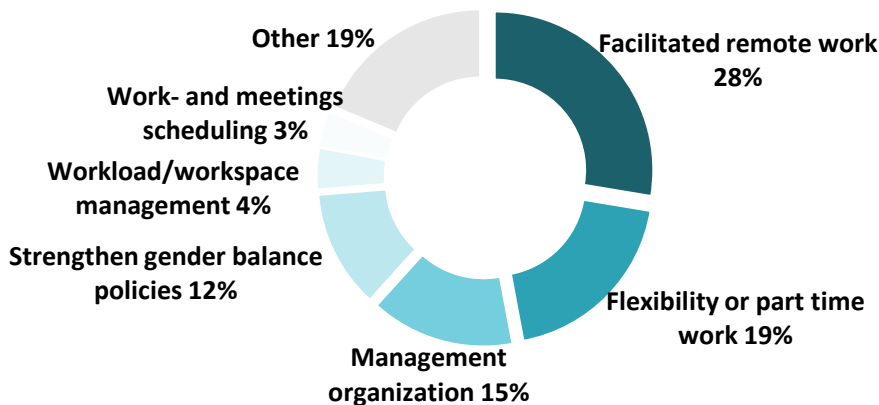


Results based on the analysis of 70 responses, 18 male and 52 female. Compared to workers in developing countries, almost three times the proportion of Indians demand gender-balance policies (45% vs 12%), which is coherent with the high gender gaps seen previously in the level of use of the different flexible organization mechanisms. This can also suggest that, despite the higher levels of awareness of gender-balance policies in India compared to developing countries, the issue is perceived as one in need of yet greater attention from the company.

The demands for remote work and flexible working hours (13% each) further corroborate the numbers found in the structured question, indicating that more flexibility is in order for many. The presence of demands for more collaboration and team-building (6%) and fairer work evaluation (6%), although in small proportions, may point to problems in the atmosphere, relationship and teamwork, which affect the quality and effectiveness of the workflow. The “other” improvements demanded (9%) are not related directly to work organization, such as wishes for more interesting projects, from women, and expressions against gender-balance or women-friendly policies, by men.

Which measures would you like to see in place to improve your work organization?

Main themes identified as priorities by respondents - developing countries





Measures demanded to improve work organization



Strengthen gender balance policies

"Respect for women engineers. Value women's priorities. Provide flexibility to work remotely so that women can balance family and work. (...) Hire more women engineers, make changes in management. (Attrition of female employees is high.)" *Woman, engineer/manager, under 30 years old*

"Mansplaining should stop. It is toxic and damaging to the mental health and professional growth of women who have invested years to be super-skilled for the job." *Woman, technician, between 31 and 45*



Facilitated remote work

"Should allow remote work when needed." *Man, engineer/manager, between 31 and 45 years old*

"Allow employees to work from anywhere in the world, helping in retention when the spouse has to relocate to another country." *Woman, engineer/manager, between 31 and 45*



More flexibility

"Give flexibility regarding time when in need. Completion of work should be looked at instead of presence in work." *Woman, engineer/manager, between 31 and 45 years old*

"For work-life balance, flexibility at work." *Woman, employee, between 31 and 45 years old*



Measures demanded to improve work organization



Better work schedule

"Consider the employee time zones for meetings with global network." *Woman, engineer/manager, between 31 and 45 years old*

"Be more regular with schedule." *Woman, engineer/manager, under 30 years old*



More collaboration and team-building

"More collaboration and team building activities to draw team members closer to each other and help to coordinate in time with good relations." *Woman, engineer/manager, under 30 years old*

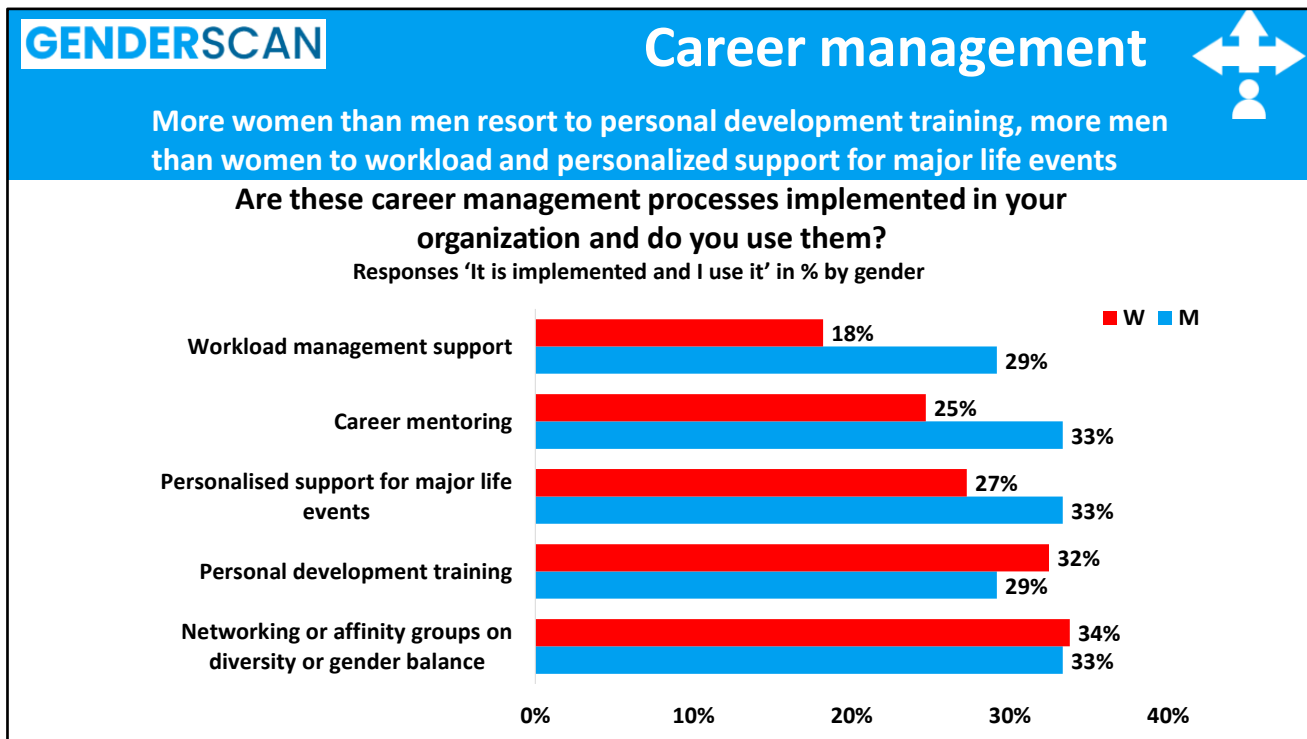
"To find methods to increase the belonging in a team, especially when there is only one or two female members." *Woman, engineer/manager, between 31 and 45 years old*



Fairer work evaluation

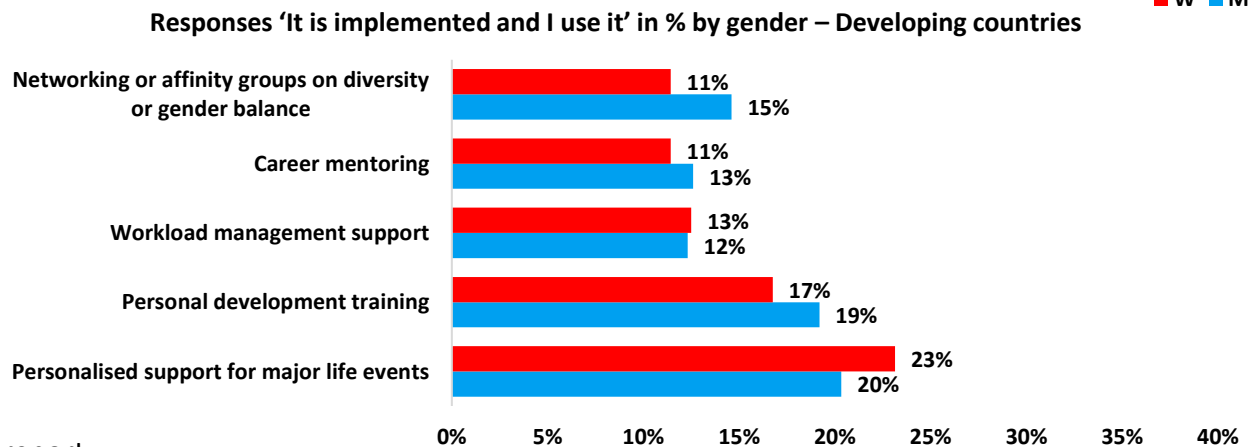
"Performance appraisal to be done fairly irrespective of gender bias." *Woman, engineer/manager, under 30 years old*

"Employees should be only assessed based on the work delivered against the expectations created." *Woman, engineer/manager, under 30 years old*



Relatively low proportions of respondents use career management processes : between 2 and 3 employees out of 10. 11% more men have access to workload management support (29% vs 18%), 8% more men to career mentoring (33% vs 25%) and 6% more to personalized support for major life events (33% vs 27%). These disparities could stem from challenges in intergender communication. Women in STEM sectors in India have expressed struggles in socializing, networking and engaging in everyday work conversations with male colleagues, due to concerns about being misunderstood as having romantic interests and potentially conflicting with the expected reserved behavior traditionally associated with women (Maki & Dixit, 2020). Women have also declared that discussing the challenges they encounter in the workplace with their male colleagues is difficult for them, as they fear facing further isolation and being labeled as weak, which may result in receiving lower-quality assignments in the future (Biswas, 2019). Given that the career management mechanisms examined involve dialogue, primarily with superiors (often, men), and women try to minimize interactions with male peers to the strictly necessary minimum, it is logical that a lower percentage of women benefit from them.

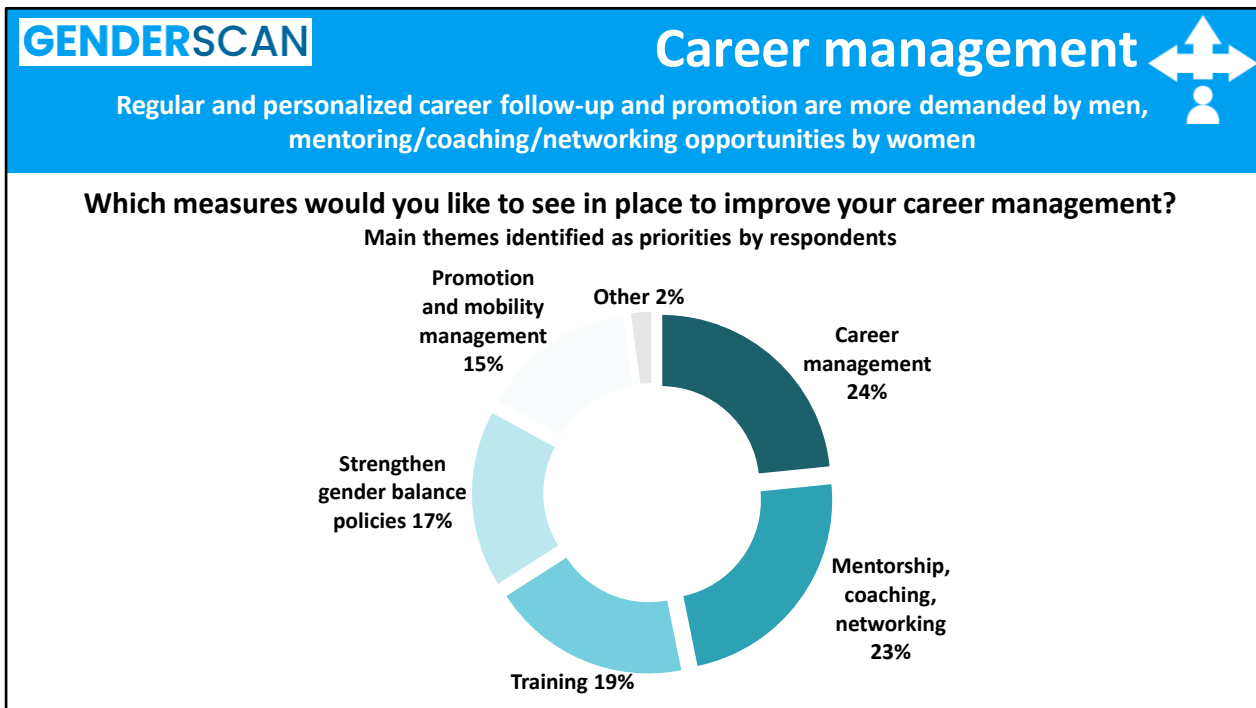
Are these career management processes implemented in your organization and do you use them?



Although high-potentials commence their career in comparable roles, assuming similar levels of responsibility and receiving salaries on par with their male counterparts, differences arise very soon in their career trajectories (Shyamsunder & Carter, 2014). Men are more likely to be offered international projects and mission-critical roles, and they also demonstrate a greater tendency to switch jobs, all of which create additional opportunities for advancing their careers. In contrast, women are more prone to taking breaks from their careers to attend to the needs of their children and elders, detrimentally impacting their career progression. In addition, the swift evolution of technology, rendering skills rapidly obsolete, necessitates STEM professionals to regularly update their skill sets, dedicating additional time to training (Valk & Srinivasan, 2011). Given the long hours clocked in and the greater share of care- and housework carried out by women, men may have an advantage concerning upskilling for career development.

Compared to developing countries, significantly higher proportions in India use all career management processes examined.

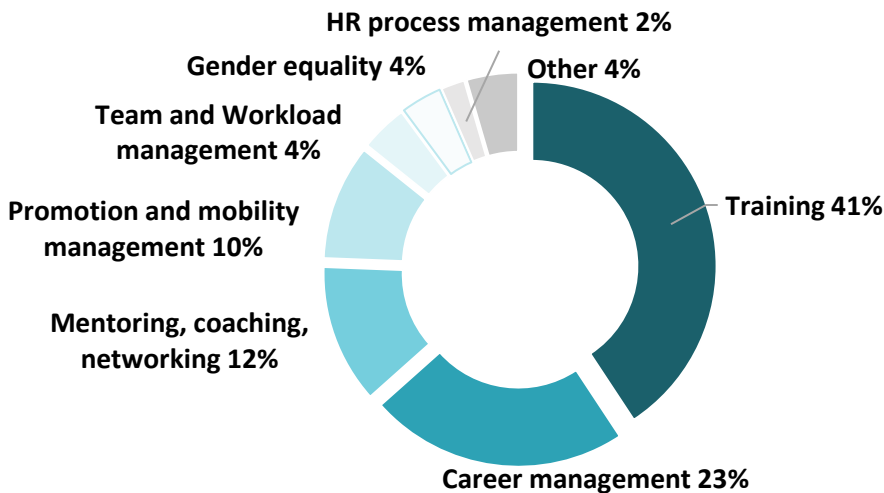
- Networking or affinity groups on diversity: the proportion of women in India who resort to it is 3 times higher than in developing countries (34% vs 11%) and the proportion of men is twice as high (33% vs 15%).
- Career mentoring: results in India are more than twice as high for women (25% vs 11%) and almost 3 times as high for men (33% vs 13%).
- Workload management support: 5% more women in India use it (18% vs 13%) and 17% more men (29% vs 12%).



Results based on the analysis of the answers of 65 respondents, 16 male and 49 female. Almost a quarter of respondents would like better career management, a proportion similar to the one observed in developing countries. 23% demand mentorship, coaching and networking opportunities, which represents twice the proportion in developing countries. Training is mentioned by 19% of respondents in India, half the proportion in developing countries, where it is proportionately the improvement most demanded. Promotion and mobility management are present in both perimeters in similar proportions (15% India and 10% developing countries) and gender-balance is present only among Indian respondents, which further highlights the perception of great gender imbalances career-wise in India. "Other" demands (2%) are not related to career management, including facilities such as the provision of transportation and food for employees. In sum, greater follow-up – by company managers, peers and coaches – to help employees navigate the corporate ladder is the improvement more often brought up in India.

Which measures would you like to see in place to improve your career management?

Main themes identified as priorities by respondents – developing countries



GENDERSCAN
Career management

Measures demanded to improve career management

	<p>Career management "Career map creation. Personalized career plan." <i>Woman, engineer/manager, under 30 years old</i></p> <p>"Intentional cross functional leadership development program." <i>Woman, engineer, between 31 and 45</i></p> <p>"More supervisor's involvement in career management". <i>Woman, technician, under 30 years old</i></p>
	<p>Mentoring, coaching, networking "Targeted networking with leaders based on employee's aspirations and career goals and fitting in right employees in right roles." <i>Woman, engineer/manager, between 31 and 45 years old</i></p> <p>"Encourage mentoring and job shadowing. Rotate employee roles." <i>Woman, employee, between 31 and 45</i></p>
	<p>More training opportunities "Funding to support training workshops." <i>Woman, technician, between 31 and 45 years old</i></p> <p>"Try to get updated with current technologies, to learn about how that technology is used in today's world." <i>Man, engineer/manager, between 31 and 45 years old</i></p>



Measures demanded to improve career management



Strengthen gender-balance policies

“Management should discuss with women what they want to do in their career rather than assume they will quit after marriage or pregnancy. Allocate importance to a woman's career growth and make career plans.” *Woman, engineer/manager, under 30 years old*

“Open opportunities for women in senior positions.” *Woman, engineer/manager, under 30 years old*

“Women specific development programs.” *Woman, engineer/manager, between 31 and 45 years old*

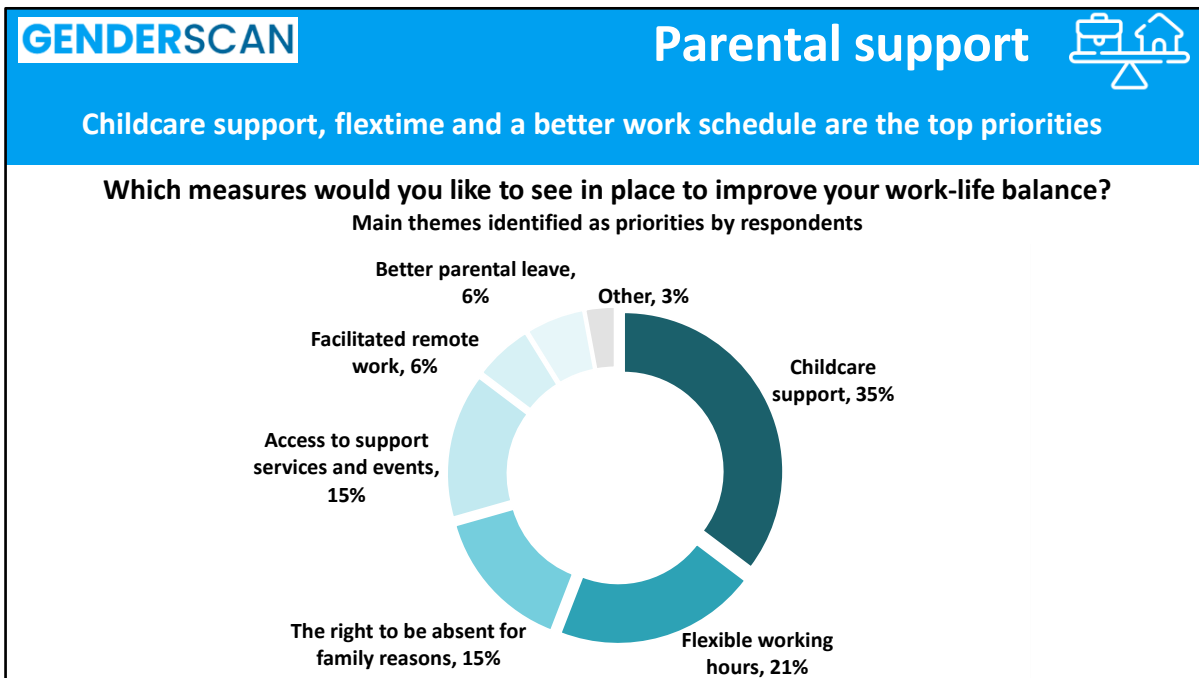


Promotion and mobility management

“Making applying to new roles faster, reduce the mandatory time spent in a role as some people learn fast and are ready to move to the next role.” *Woman, engineer/manager, between 31 and 45 years old*

“More flexibility when changing teams or department.” *Woman, engineer/manager, between 31 and 45 years old*

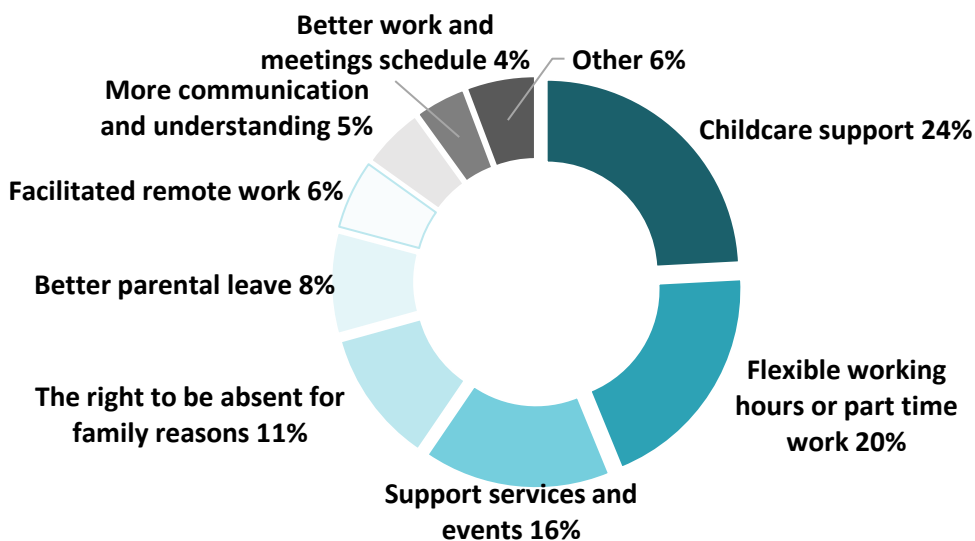
“We should have access to cross function roles and products.” *Man, engineer/manager, between 31 and 45 years old*



Results based on the analysis of 38 responses, 9 male and 29 female. Childcare support is demanded by a bit more than 1/3 of respondents; flexible working hours by 1/5, the right to be absent for family reasons and access to support services and events by almost 15% of them. The “other” demands include longer paternity leave and greater understanding by managers regarding working parents. Lastly, facilitated remote work is asked by 6% of respondents.

In comparison to developing countries, it is striking that Indian respondents do not mention better work and meeting schedules that allow employees to balance professional and family, although the demand by 1 out of 5 respondents for flexible working hours reveals the difficulty in managing family and work during business hours. The other improvements demanded are similar between these perimeters.

Which measures would you like to see in place to improve your work-life balance?
Main themes identified as priorities by respondents – Developing countries



GENDERSCAN
Parental support

Measures demanded to improve parental support

Childcare support

“Day care services should be provided to support working parents and making their productivity higher.”
Woman, engineer/manager, between 31 and 45 years old

“Childcare facilities, bearing part of childcare costs.” *Woman, engineer, between 31 and 45 years old*

“Day care facilities. Support of nanny expenses.” *Man, engineer/manager, between 31 and 45 years old*

Flexible working hours

“Flexible time to nurture family while working efficiently.” *Woman, engineer/manager, under 30 years old*

“A few days part time or flexible working to be with parents.” *Woman, employee, over 45 years old*






The right to be absent for family reasons

“Creating a working parent ERG. Creating off boarding and on boarding parental leave for times of need.”
Woman, employee, between 31 and 45 years old

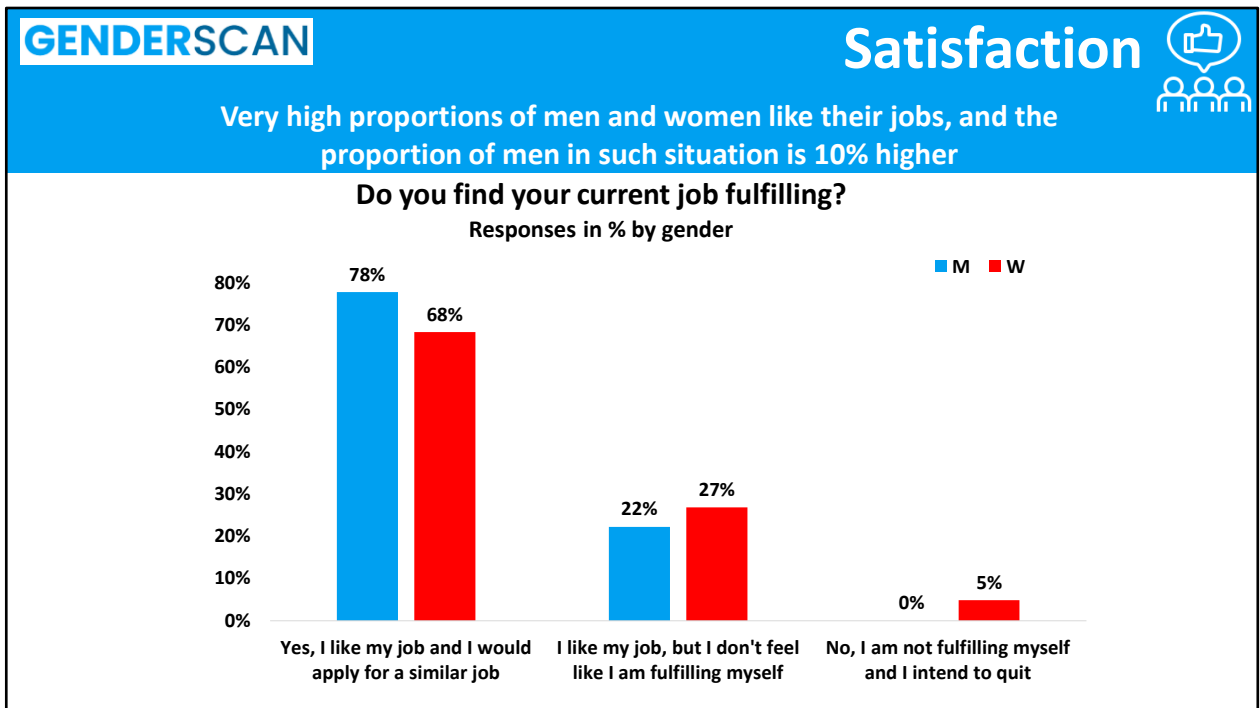
“Days off to care for kids, managers understanding the importance of family requirement.” *Woman, engineer/manager, between 31 and 45 years old*

In addition to the conventional aspect of time management and the higher amount of time allocated to family commitments by women than by men, an India-specific element is the presence of ‘joint families’, or the cohabitation of two or three generations of relatives in the same household (Valk & Srinivasan, 2011). Traditional roles of women as homemakers and caregivers are firmly rooted in India, and women feel a significant responsibility toward their family members – husband, children, elderly, sick (Mishra et al, 2022). As a consequence, despite contributing to the family's income, women are still traditionally expected to manage household chores (Smetana et al., 2018). In India, as per the OECD, women dedicate an average of 352 minutes daily to unpaid work, a stark contrast to the 52 minutes spent by men. Specifically related to unpaid care responsibilities, women in India spend an average of 297 minutes daily tending to tasks such as caring for children, the elderly, and the sick, whereas men allocate only 31 minutes a day to similar responsibilities (Chapman & Mishra, 2019). In addition, many women joining the Indian STEM workforce are pioneers as first-generation professionals, and, consequently, experience limited support and understanding from their families (Valk & Srinivasan, 2011). Thus, achieving a balance between work and family poses a notable challenge for both women and their employers.

These gender imbalances seem to explain the perceptions of many managers that women returning from maternity leave may encounter challenges in managing both work responsibilities and caregiving duties and may create additional workload for other team members (Raghuram et al., 2017). This could also be the cause of the finding of Chapman et al. (2018) that 36% of companies surveyed in India have no plans to increase the recruitment of female workers, as they have a preference for male employees.

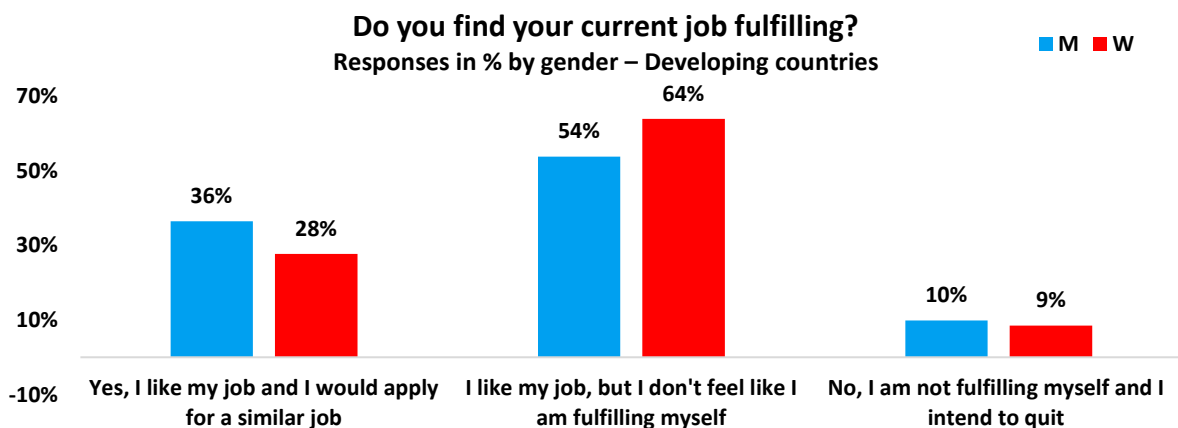
GENDERSCAN		Parental support 	
Measures demanded to improve parental support			
	Access to support services and events	"Family gathering and outing should be offered more often. It improves the culture of the company and increase bonding between the employees." <i>Woman, engineer/manager, under 30 years old</i>	"Sponsored family meals/trips, health checkup for relatives." <i>Woman, technician, under 30 years old</i>
	Facilitated remote work	"Provide flexibility to work from home during any situations where parents need to be with the child." <i>Woman, engineer/manager, between 31 and 45 years old</i>	
	Better parental leave	"Make paternity leave equal to government mandated maternity leave." <i>Man, engineer/manager, between 31 and 45 years old</i>	"Increase paternity days leave from 5 to 15 days." <i>Man, engineer/manager, between 31 and 45</i>
	Other	"To encourage women to work, not restrict them to a confined region or to certain roles based on expectations after childbirth." <i>Woman, engineer/manager, under 30 years old</i>	

The 2017 revised Maternity Benefit Act in India mandates a 26-week paid leave for women, reinforcing traditional gender roles by not extending a similar benefit to new fathers. Additionally, the law applies solely to formal and large-scale enterprises, which employ a relatively small percentage of the nation's female workforce. (Chapman & Mishra, 2019).

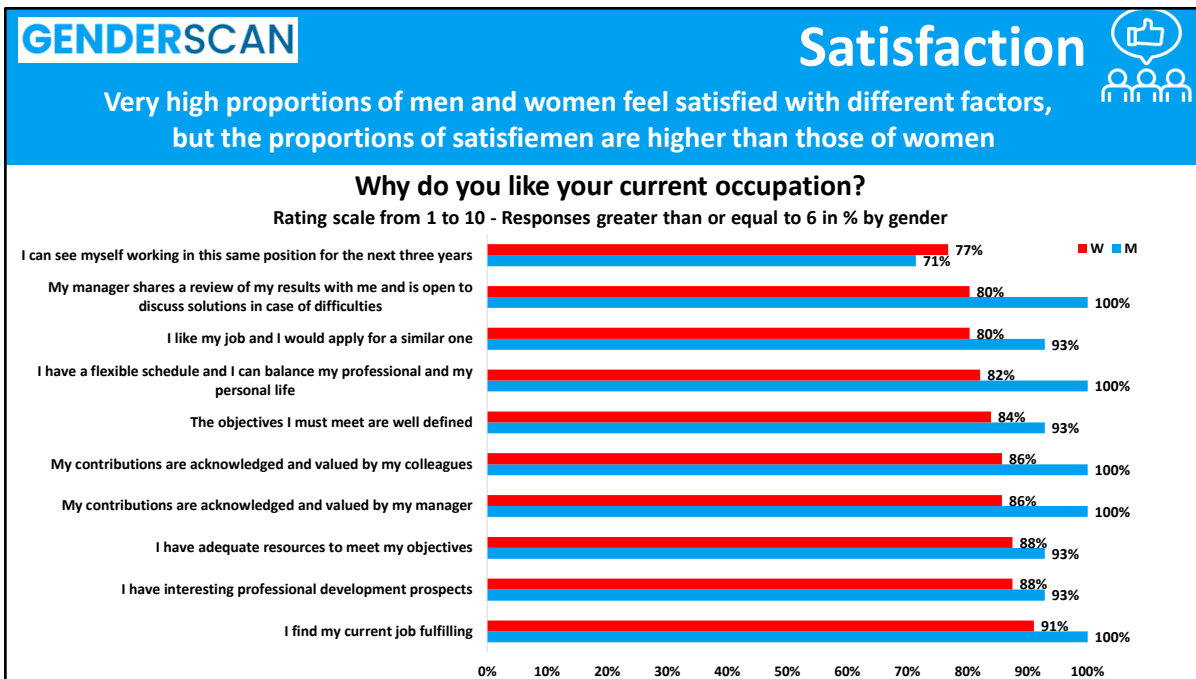


Very high satisfaction levels, overall, with 8 out of 10 men and 7 out of 10 women affirming they like their job and would apply for another similar one, and no significant proportions affirming they do not like their job and would like to quit. 10% more men than women like their job and would apply for a similar job (M: 78%, W: 68%). 5% more women than men like their job but do not feel fulfilled (W: 27%, M: 22%). As previously discussed, this gap in satisfaction is likely due to many factors, such as:

- gender-based division of tasks within teams and at the positions,
- unequal career growth, with women staying for longer in the same level of responsibility, having a slower advancement in their careers and pay,
- the need to go the extra mile to prove one’s worth and counter gender stereotypes,
- the strain felt by women in the interactions with male colleagues in the workplace due to fear of judgement, traditional gendered socialization and behavior norms,
- the pressure felt by women to juggle family responsibilities with work ones in a way men do not have to, as they are not expected to do the care- and housework at home,
- gendered culture within companies that allows for sexist jokes and justifies hierarchical divisions, and imbalances through gender – as in the supposition of managers that women are uninterested in responsibilities or challenging roles after having children.



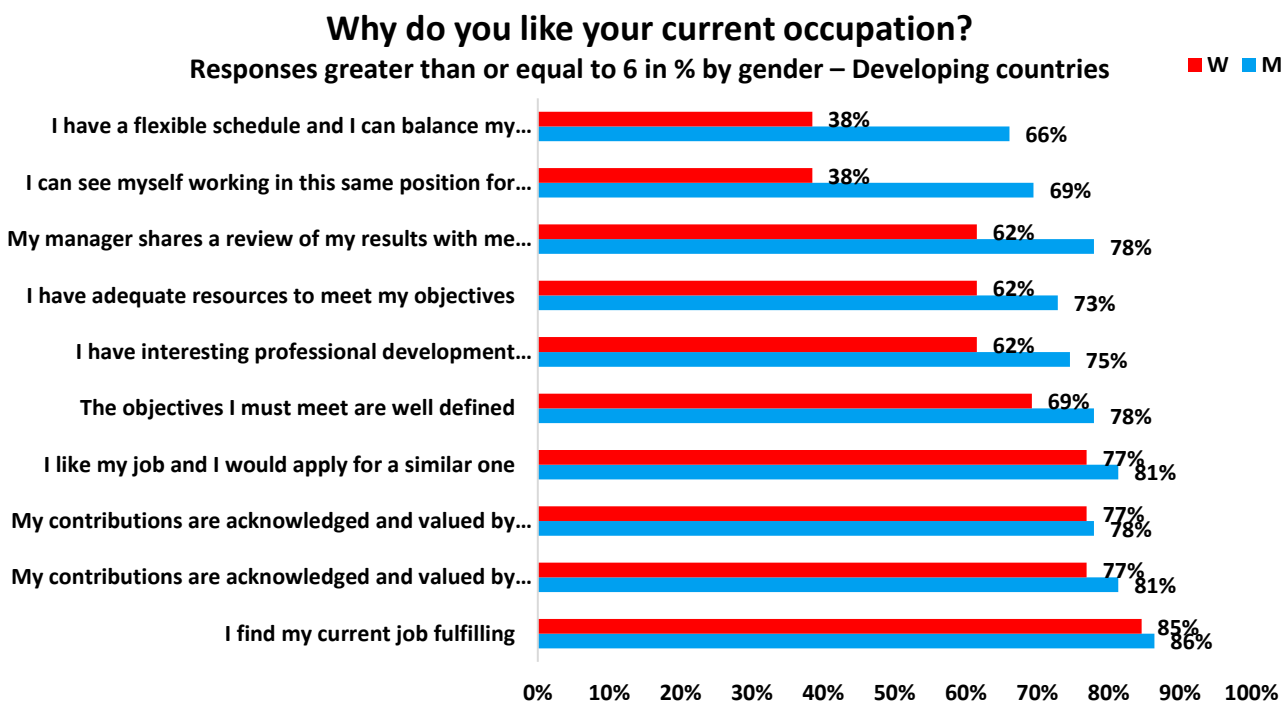
Compared to developing countries, significantly higher proportions in India affirm they like their jobs (40% more women, 68% vs 28%; more than twice the proportion of men, 78% vs 36%). Furthermore, lower percentages affirm they do not feel fulfilled in their job (37% fewer women, 27% vs 64%; 32% fewer men, 22% vs 54%).



Among the 78% of men and 68% of women who find their job fulfilling, high proportions of them are satisfied with the factors enquired. Yet, gender differences persist:

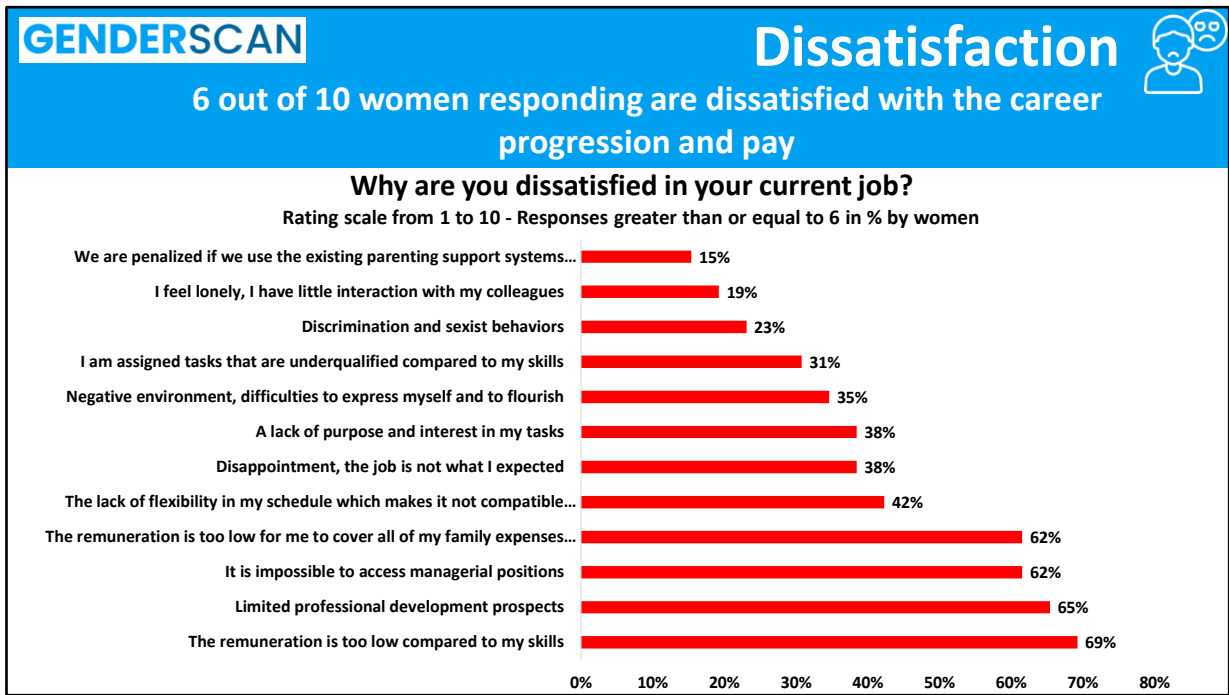
- 20% more men than women responding feel their manager shares a review of their results and is open to discussing solutions in case of problems (W: 80%, M: 100%).
- 18% more men than women responding feel they have a flexible schedule and can balance their professional and personal life (W: 82%, M: 100%).
- 14% more men than women responding feel their contributions are acknowledged and valued by their manager and by their colleagues (W: 86%, M: 100%).

Compared to developing countries, the proportions of women and men satisfied with all the factors examined are higher in India.



Gender Scan results concerning satisfaction with appreciation from managers and colleagues are in line with the observations of Thakkar et al (2018), who noted that everyday discriminatory behavior are observed in work settings, specifically within fundamental team tasks such as brainstorming and project critique. Some women in IT sectors recounted experiencing unjust criticism while presenting findings or designs in these core processes, feeling marginalized, being talked over and having to downplay their contributions during collaboration sessions. Mishra et al (2022) also found similar results, as 92% of men and 76% of women surveyed responded positively to the question “Do you think that female employees are perceived as equally competent as their male colleagues regarding software tools and technologies?” and 85% of men and 72% of women answered in the affirmative when asked “Do you think that women and their input are valued as much as their male counterparts in the team?”. Although the proportions of workers in the software industry who agreed are high, as the proportion of workers who are satisfied with their managers’ and colleagues’ appreciation and feedback in the Gender Scan survey, a gap is observed between the perceptions of men and women. Biswas (2019), examining the obstacles women encounter while advancing in the company hierarchy, had responses from many survey participants highlighting that their efforts do not receive adequate attention or recognition from their superiors, ultimately hindering their chances of receiving promotions.

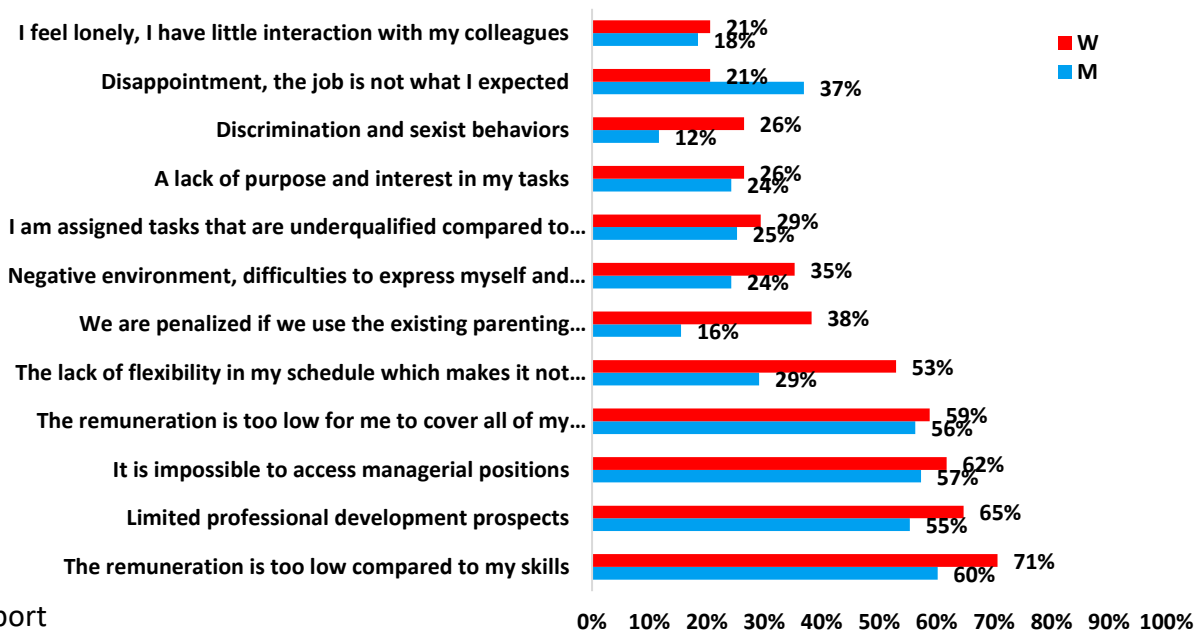
In the open answers to the question “Which changes could improve rapidly your satisfaction?”, asked to those who had answered “I like my job but I don’t feel like I am fulfilling myself” (thus to respondents who did not answer the question above but rather the one examined in the following page), one of the 14 answers received sums up well the feeling of some women on the relative lack of acknowledgement and follow up from managers and colleagues felt by women in relation to men: “Detailed discussion between managers/management with employees and an effort from management to own the employee and consider/ assess the requests. Management should not act as 1 sided structure without accounting for the employee’s opinion.” It came from a female engineer under 30. Another response that also aims for a greater consideration of colleagues and managers of her work centers the problem in herself and not in others’ attitudes: “Better ability to take ownership, be assertive, and be more compelling with ideas.” It came from a female employee under 30 and expresses a certain frustration with the fact of being overlooked when she puts forward her suggestions. These answers may help to explain the gap in the proportions of women and men satisfied with colleagues’ and managers’ acknowledgement. They also reflect the gender imbalances and bias reported in workplace dynamics, interactions and hierarchies in India, affecting women’s satisfaction levels, career growth and workflow (Valk & Srinivasan, 2011; Srinivasan et al, 2013; Shyamsunder & Carter, 2014; Maki & Dixit, 2020).



Among the 5% of women who wish to quit their jobs and the 27% who like their jobs but do not feel fulfilled in them, low pay compared to skills and limited development prospects are the factors mentioned by a higher proportion of them, 7 out of 10. The impossibility of climbing up the corporate ladder and low pay in relation to family expenses come next, mentioned by 6 out of 10 women willing to quit. Being penalized for using parental support mechanisms, loneliness, discrimination - seem less likely to drive women out of their jobs, as they are brought up by about 2 out of 10 women considering quitting. Very similar proportions of women are dissatisfied with the different factors in India in relation to developing countries. The main differences show a lower % in India for penalization for using parental support (23% difference, 15% in India vs 38% developing countries) and lack of a flexible schedule (11% difference, 42% in India vs 53%).

Why are you unsatisfied in your current job?

Responses greater than or equal to 6 in % by gender – Developing countries



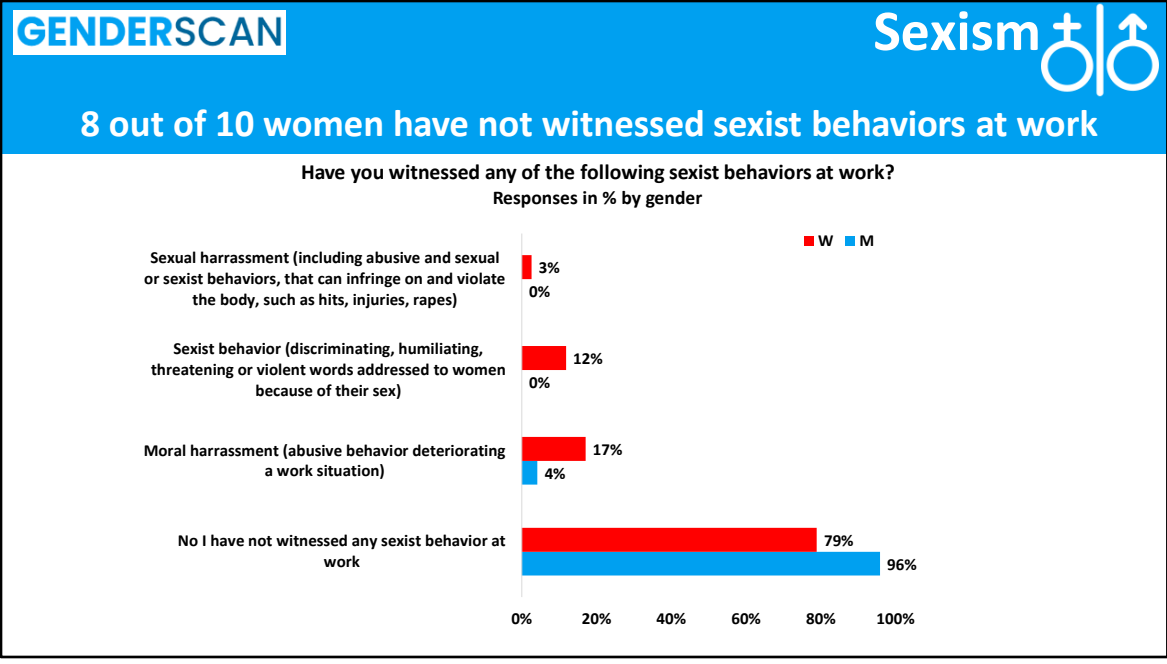
In the open answers to the question “Which changes could improve rapidly your satisfaction?”, asked to those who had answered “I like my job but I don’t feel like I am fulfilling myself”, as a follow-up question to the one examined above, 10 out of 14 responses mentioned pay raise and/or career progression. Examples include “Better opportunities and better remuneration”, “access to leadership positions” and “understanding my skills and interests and providing opportunities accordingly” from female engineers, between 31 and 45, “an increased wage, it is lower compared to market standards” and “more challenging works” from female engineers under 30.

Even though the number of men in India responding (4) does not allow us to produce statistics to compare with those of the women, the significant proportion of women in India who are dissatisfied because of their lack of, or insufficient, career progression is coherent with the elements discussed previously concerning the professional stagnation or slow advancement of women in relation to their male counterparts. Banerjee (2019, p. 119) sums it up well:

“The efficiency of a working woman is always suspected and questioned by most people, especially their male counterparts. In the upper class cadres, it is generally seen that all qualifications remaining similar, men are usually preferred. Authorities are doubtful whether women would be able to handle male subordinates, take independent decisions, cope with crisis and manage their duties properly. Even though women prove they are efficient, authorities think twice before promoting them and even if women are given the chance, there is always a remark that they were given the position because they were women.”

Shyamsunder & Carter (2014) have found that, when comparing the rate of promotions they had received to others at their level, 46% of women and 41% of men were satisfied, proportions that are compatible with the approximately 60% of our female respondents dissatisfied with their career advancement.

Concerning compensation, it is widely acknowledged that there is a significant gender pay gap in the country across sectors (Chapman & Mishra, 2019; Sengupta & Puri, 2022). In tech, specifically, Shyamsunder & Carter (2014) found that salaries and salary progression are, similarly to the results found by Gender Scan, two of the top dissatisfaction factors of women, 52% of surveyed female high-potential employees being dissatisfied with the compensation they received (compared to 42% of their male counterparts) and 44% of dissatisfied with their salary progress (compared to 35% of men).

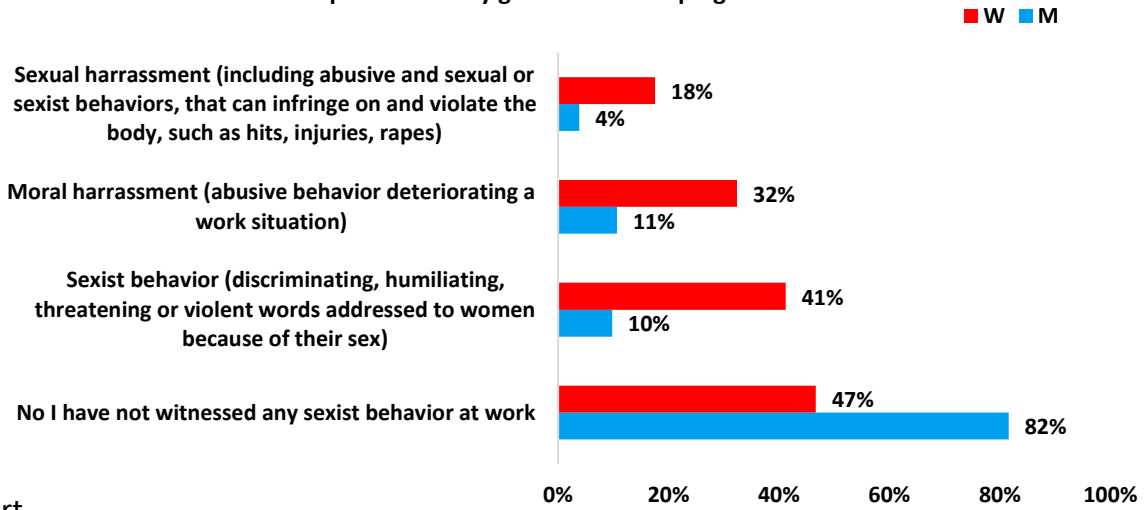


A significantly higher percentage of men responding (96%) in India have not witnessed any sexist behavior at work compared to women (79%). 2 out of 10 women responding declared to have witnessed moral harassment at work and 1 out of 10 sexist behavior. This could reflect challenges related to underreporting or a reluctance to admit to witnessing such behaviors, considering the overall climate around discussing sensitive matters in India.

A higher percentage of women in India (79%) have not witnessed any sexist behavior at work compared to women in developing countries (47%), a difference of more than 30 score points. The proportion of women who declared they have witnessed moral harassment in India (17%) is almost half the proportion in developing countries (32%). The proportion of women who declared they have witnessed episodes of sexist behavior at work is more than three times lower in India (12%) than the average in developing countries (41%).

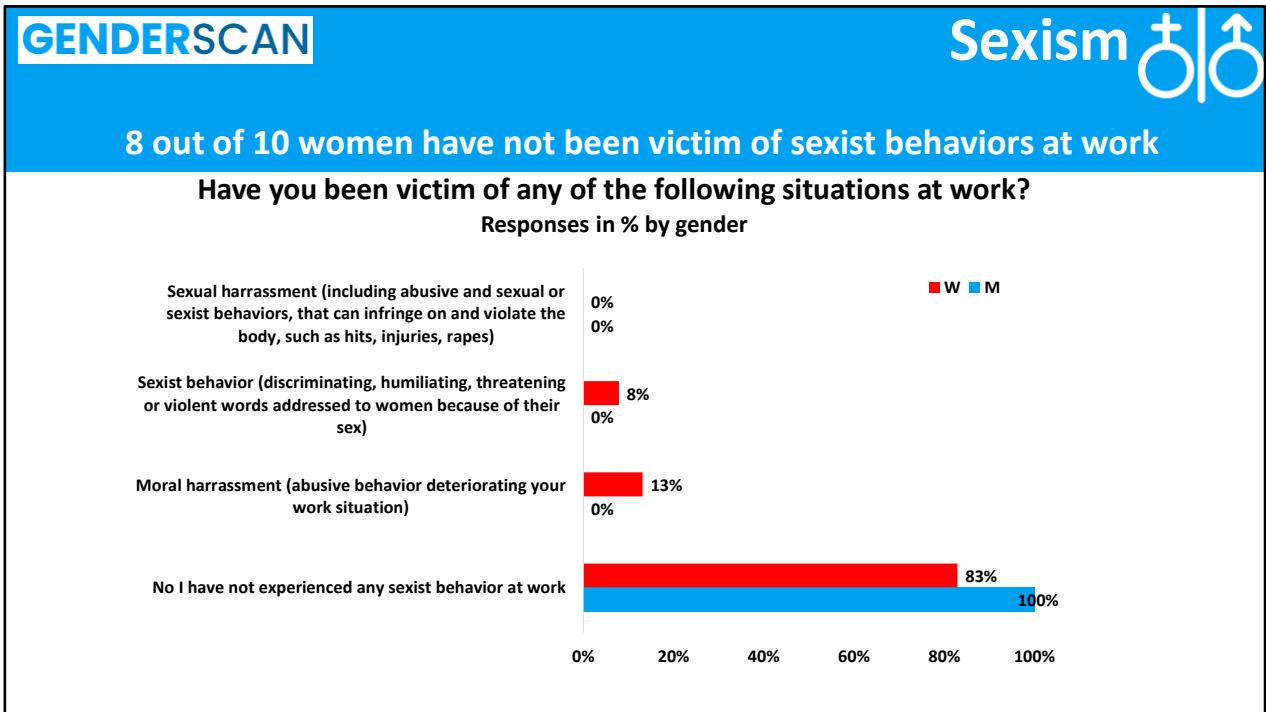
Have you witnessed any of the following sexist behaviors at work?

Responses in % by gender – Developing countries



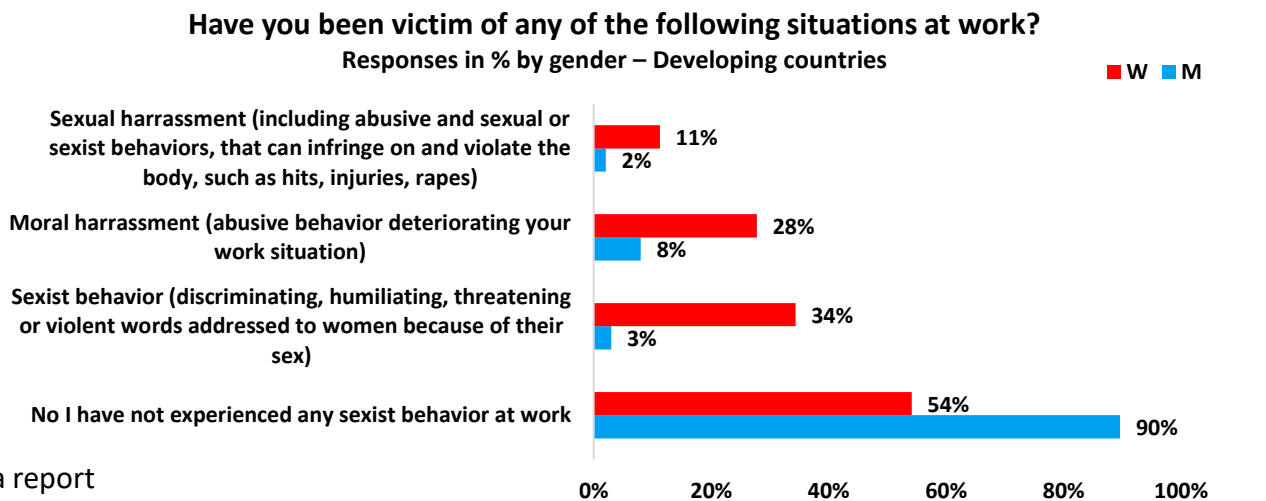
Survey respondents were given a definition of sexism, alongside those provided for each situation examined in the question options. The definition stated, "Sexism is an ideology rooted in the belief in the superiority of one gender over the other. It can manifest in various forms, ranging from trivial jokes (stereotypes, remarks, puns) to harmful behaviors (discrimination, violence, murders)." For the option "sexist behavior", an information icon provided the following complementary information if respondents clicked on it "Examples: mockery, such as 'they are cackling over there, they're gossiping', 'women are made to take care of children', 'women shouldn't have this occupation'."

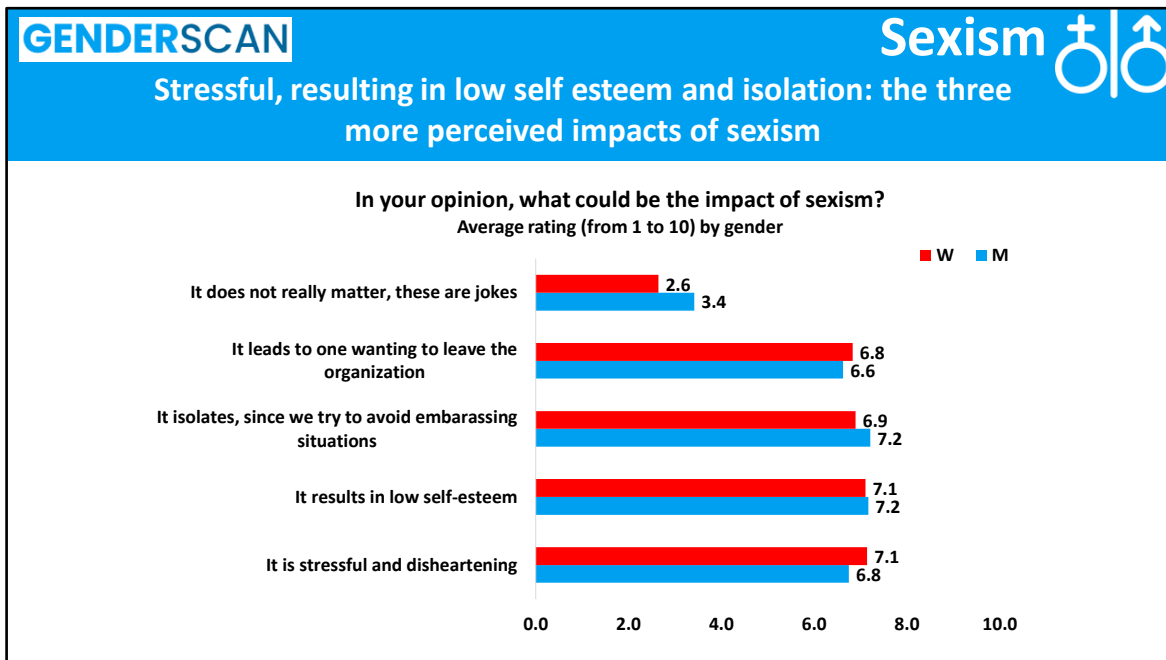
Many women have expressed in previous responses that they perceive significant differences in the career paths, recognition, and opportunities available to women compared to men in the workplace. Some of these differences arise from distinct treatment towards women by their superiors and colleagues, which could be seen as subtle forms of sexism. However, a notable proportion of the same women respond negatively in the survey when directly asked about witnessing or experiencing sexism. This is coherent with the results of the survey of Evans et al (2022). They found that Indians are more likely to hold conservative gender attitudes, in relation to people in other developing countries, regarding many aspects – such as the notion that "When jobs are scarce, men should have more rights to a job than women" or that the most satisfying marriages are the ones where the husband provides for the family and the wife stays at home. These notions underlie many of the paternalistic attitudes and essentializing gender differentiations that characterize sexism (Jain et al, 2020). And yet, relatively few are the Indians who say there is a lot of discrimination against women in the country (23% of the respondents of Evans et al, 2022) and fewer still are the Indian women who declared they had personally experienced discrimination within the year because they were women (16%, Evans et al, 2022).



100% of men and 83% of women declare they have not experienced any sexist behavior at work. 1 out of 10 women report having experienced moral harassment and sexist behavior.

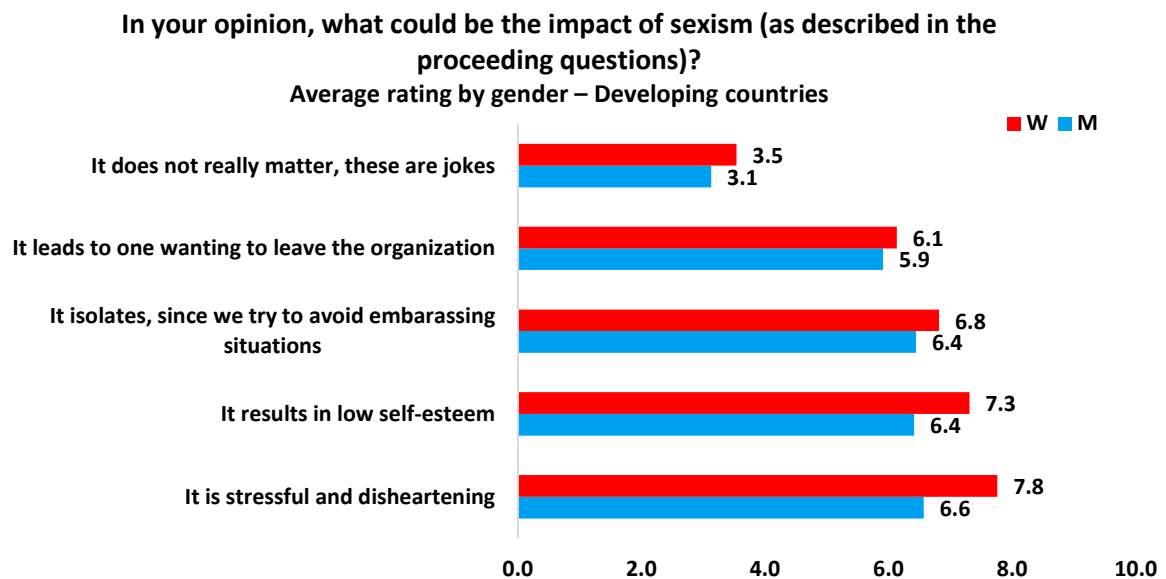
In India, both women and men are notably less likely to report instances of sexist behavior, moral harassment, or sexual harassment at work compared to their counterparts in developing countries. This trend appears to be influenced by the harsh treatment faced by victims. Studies indicate that in India, victim-blaming is prevalent, and there is a common tendency to sympathize or protect perpetrators (Jain et al., 2020). The repercussions for speaking out are substantial, including community shaming, exclusion from the labor market (driven by both employers and family members who may encourage women to cease working outside the home altogether), retaliation at work, humiliation and skepticism during the complaint filing process, pressure to remain silent, and potential legal action against victims under criminal defamation laws (Human Rights Watch, 2020). Therefore, women who have experienced such behaviors often choose to remain silent, attempting to endure the situation by navigating through their workplace, and when it becomes unbearable, they quietly change jobs (Jain et al., 2020; Human Rights Watch, 2020).





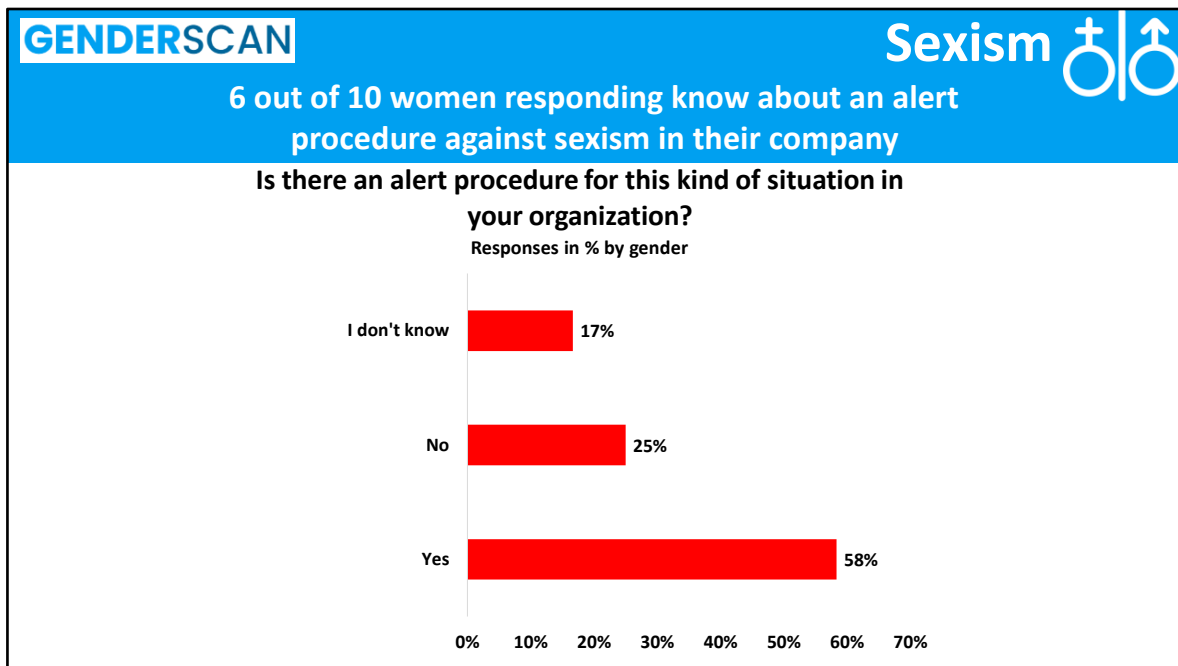
Very similar average ratings between women and men. The highest average ratings indicate respondents think that sexism is stressful and disheartening, results in low self-esteem and isolates victims. Low ratings are given to the perception that sexism is of no great importance.

Ratings are generally similar between women in India and in developing countries, and average men’s ratings are higher in India than in developing countries, which could indicate that men in India view the effects of sexism with greater seriousness. Women in India rate the perception that sexist incidents are merely jokes significantly lower than women in developing countries, indicating that Indian women take such incidents more seriously. Men rate this perception similarly in India and in developing countries.



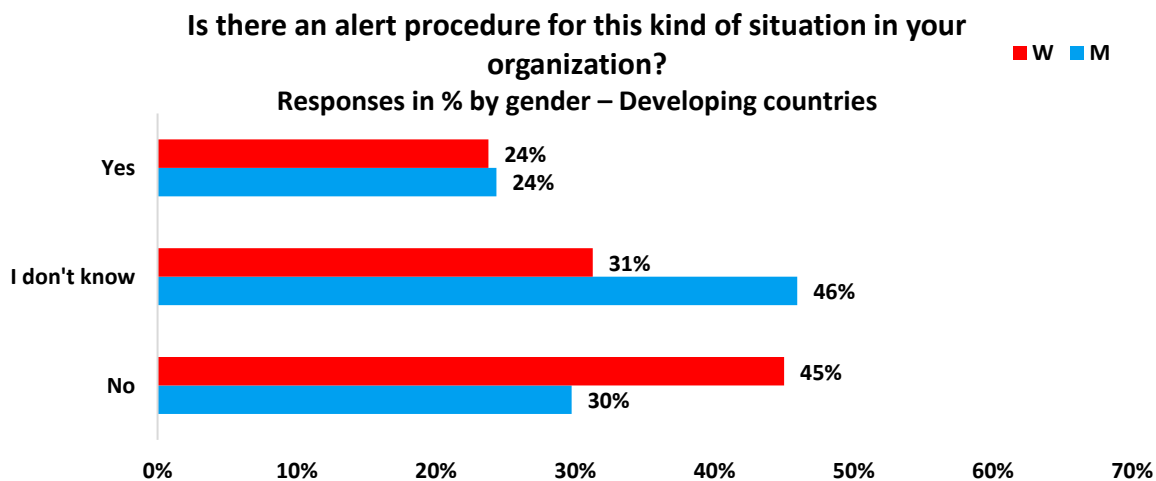
The finding that in India, more so than in developing countries, women believe that sexism has serious consequences and is not a matter for laughter is supported by Jain et al. (2020). In their examination of sexism prevalence in India compared to other countries, the authors discovered that women in India are less inclined to endorse traditional gender attitudes compared to women in many other developing countries. Consequently, they are less likely to adopt attitudes categorized as benevolent sexism, which involve stereotyping women, restricting them to limited roles, accepting essentializing gender differentiations, and endorsing paternalistic treatments towards women. Women in developing countries may, in some instances, adopt and perpetuate such views as a defense mechanism to rationalize gender discriminatory norms and the patriarchal social systems to which they belong. This serves as a way to convince themselves that these norms and systems are acceptable, ultimately easing the emotional distress associated with oppression, despite supporting their own societal disadvantages. However, Indian women tend to hold such views to a lesser extent than their counterparts in many African, Latin American, and Middle Eastern countries.

In examining the impact of sexism in the workplace, Kumar & Soni (2022) have identified that female employees who are subjected to such behavior experience significant discomfort. This discomfort, in turn, can result in job dissatisfaction, demotivation, intentions to resign, a decline in job performance, and a loss of confidence. The encounter with gender-based microaggressions (defined by the authors in line with the definition of sexism provided in the Gender Scan questionnaire) is directly associated with reduced organizational commitment and productivity. Additionally, individuals may grapple with personal feelings of insecurity, inferiority, and varying degrees of depression. Kumar & Soni (2022) also note that some of these consequences extend to individuals who witness gender-based discriminatory practices.



About 6 in 10 women responding are aware there is a procedure to seize in case of sexist incidents at work, and 1 in 4 say such a mechanism does not exist. Almost 2 female workers in 10 do not know if their company has one.

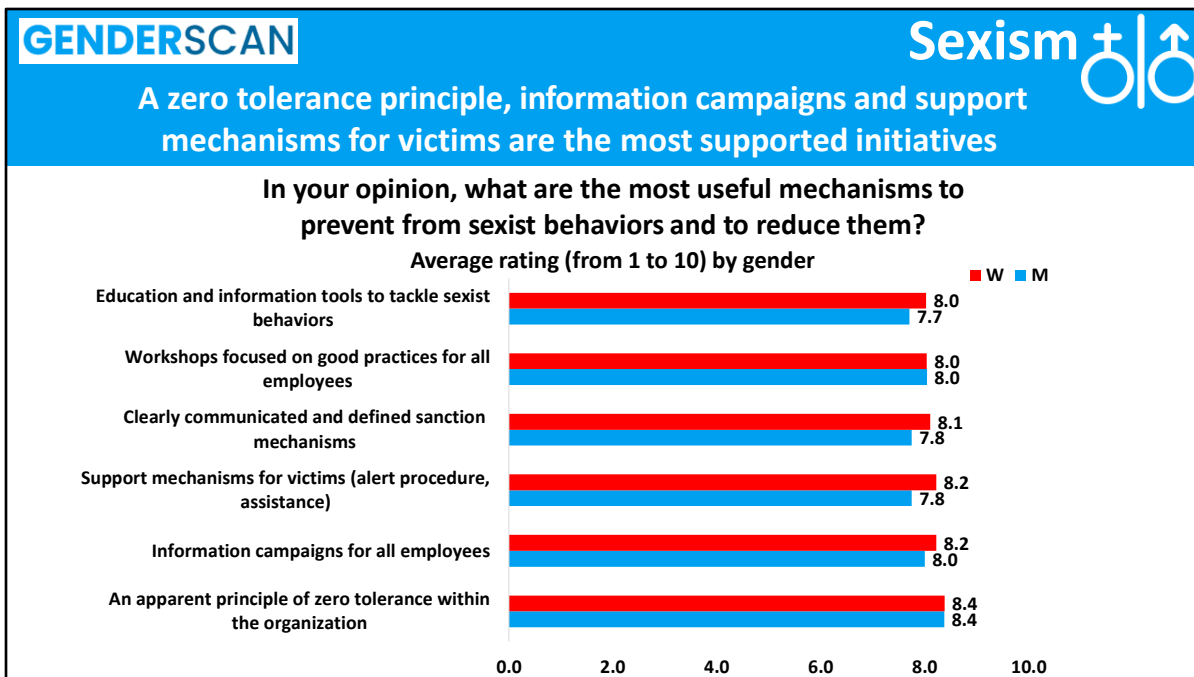
In comparison with the average in developing countries, information levels in India are high: in India, the proportion of women informed about the procedure (58%) is more than twice that of women informed in developing countries (24%), the proportion of women who are unsure whether it exists or not (17%) is almost half the one in developing countries (31%), and 20% fewer respondents in India (25%) than in developing countries (45%) say it does not exist.



This awareness level may be explained by current Indian legislation. The 2013 Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act – commonly referred to as the POSH Act – necessitates employers to take measures ensuring the protection of female employees against workplace sexual harassment and

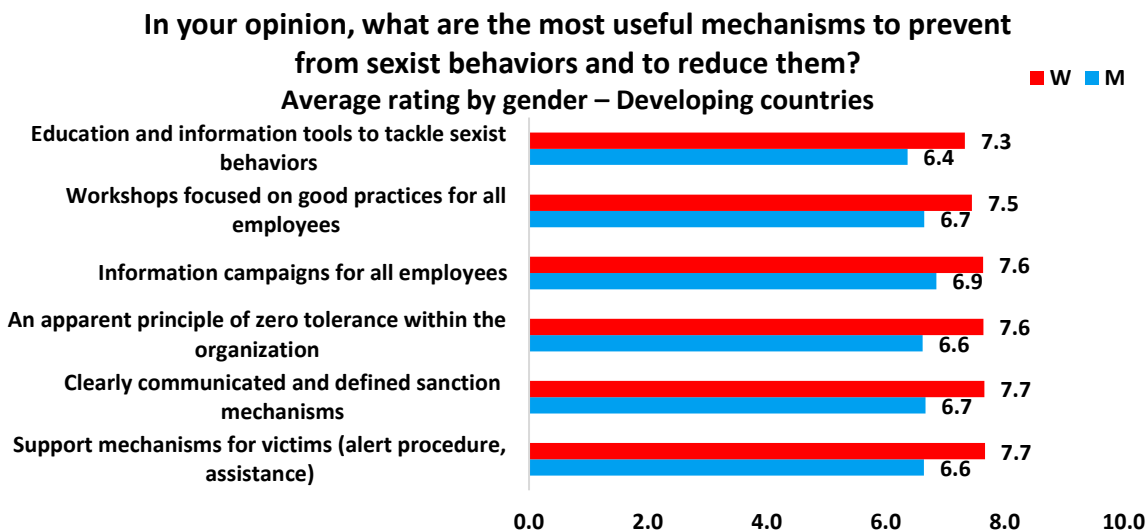
to establish procedures for resolution, settlement, or prosecution. It broadened the scope of the workplace, encompassing the informal sector, and characterizes sexual harassment as inclusive of physical contact and advances, solicitation or request for sexual favors, making sexually suggestive remarks, displaying pornography, or any other unwelcome actions, whether expressed verbally, physically, or through non-verbal means, of a sexual nature. Both direct and implied acts falling within these descriptions are deemed as sexual harassment under the law (Human Rights Watch, 2020).





To comply with the POSH Act, employers are obligated to establish an Internal Committee at each office with 10 or more employees. Since the sample of the Gender Scan survey respondents has 58% men and 52% of women working in companies with more than 50,000 employees, and 29% of men and 22% of women in companies with 5,000 to 50,000 employees, it is coherent that they are aware of an internal committee and procedure to tackle sexist behaviors. In instances where establishments have fewer than 10 employees or for women working in the informal sector, a Local Committee must be formed by the state government's district officer or collector in each district. Both internal and local committees are responsible for handling complaints and recommending actions, ranging from a written apology to termination of employment, providing an alternative to filing a criminal complaint with the police. Women retain the option to lodge police complaints under the Indian Penal Code concerning sexual harassment or assault. However, in contrast to prolonged criminal proceedings that may extend over several years, the complaints committees are designed to provide a swift and efficacious remedy. Nevertheless, research indicates that many of these Local Committees either do not exist or, when they do, lack publicly available information on how to access them. Furthermore, Internal Committees have been found to sometimes act in favor of perpetrators, often managers or supervisors of the victims, offering inadequate solutions to the problem (Human Rights Watch, 2020). The application of POSH provisions also seems to be influenced by socio-economic factors such as caste, class, gender, and social position for both the complainant and the accused, and thus the victim's and perpetrator's statuses play a crucial role in shaping the process and nature of justice delivery (Gupta et al, 2021). Many companies are also unaware of the policy (Chapman & Mishra, 2019), suggesting that the implementation of the act could be enhanced. Consequently, both women working for organizations that should have an internal committee but do not have one, and those working for companies where procedures are heavily biased against women may find themselves isolated when facing such incidents.



High average ratings, similar between men and women. Ratings indicate that all the mechanisms examined seem efficient to respondents to prevent sexism at work.

Average ratings are higher in India than in developing countries, with differences ranging from 0.5 to 0.8 for women and from 1.0 to 1.8 for men. Ratings may be higher in India due to familiarity with the procedures. The POSH Act mandates every private employer to establish an Internal Committee in each office with 10 or more employees, to ensure a safe working environment, prominently display the order constituting the IC and the repercussions of sexual harassment, and regularly conduct workshops and awareness programs to sensitize employees about the law. Additionally, orientation programs for IC members are required, although there has been criticism regarding the lack of specified rules for conducting such training. (Human Rights Watch, 2020).



GENDERSCAN		Summary - key findings <-->
Flexibility and career development register the highest gender gaps in India, and India's results indicate higher use levels than the average in the developing world		
	Gender Balance Policies	<ul style="list-style-type: none"> • Higher proportions of Indians than of people in other developing countries are aware of and satisfied with their companies' gender-balance policies. • Implementation may be enhanced as 42% of women think the department in charge of gender equality needs more resources to become effective.
	Employee satisfaction	<ul style="list-style-type: none"> • Work organization is the factor that satisfies the highest proportion (9 in 10) and career management the one that satisfies the lowest % (7/10 women, 8/10 men). • High gender gaps in satisfaction with career management and work function.
	Work organization	<ul style="list-style-type: none"> • Twice the proportion of men as women use flexible organization processes. • More Indians use flexible practices than the average in the developing world.
	Career management	<ul style="list-style-type: none"> • Higher % of men than women have access to workload management support, career mentoring and support for major life events. • Compared to developing countries, significantly higher proportions in India use all career management processes examined.

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GENDERSCAN		Summary - key findings <=>
Gender pay gap, integration at work and underreporting of sexism are the key issues, while satisfaction at work is significantly higher in India than in the developing world		
	Parental support	<ul style="list-style-type: none"> • Childcare support, flexitime and better work schedule are the top priorities. • Higher % of workers satisfied with it in India than in the developing world.
	Satisfaction	<ul style="list-style-type: none"> • Very high proportions of men (8/10) and women (7/10) like their jobs overall. • Review and follow-up of managers, flexibility at work and acknowledgment by managers and colleagues have higher gender gaps in satisfaction levels.
	Dissatisfaction	<ul style="list-style-type: none"> • Difficult career progression (65%) and low pay (69%) are the factors brought up by higher proportions of respondents dissatisfied with their jobs. • Gender disparities in career path and gender pay gap are acknowledged realities.
	Sexism	<ul style="list-style-type: none"> • Significantly lower % in India than in developing countries say they have suffered sexist behaviors and sexual harassment, probably due to underreporting. • Significantly higher % in India than in developing countries are aware of an internal committee to protect them from sexism, due to a legal obligation.

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