

HEINRICH BÖLL STIFTUNG  
INDIA



**GENDER EQUALITY  
IN THE NON-PROFIT  
SECTOR IN INDIA**



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## **Gender Equality in the Non-Profit Sector in India**

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All errors and omissions remain the responsibility of the authors.



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# Introduction

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***This report examines the status of gender equality in the non-profit sector in India. By engaging with an analysis of the non-profit sector across three cities in India, it seeks to identify key challenges, trends and good practices in order to determine the most innovative practices being adopted to promote gender equality today.***

**A**s a unique landscape mapping exercise, it attempts to understand the priorities of organisations in the non-profit sector from a gender perspective for the first time and review gender-related measures that organisations have adopted in order to make the workplace more open and accommodating. Interviews were conducted in New Delhi, Mumbai and Bangalore in person or via Skype/phone across a range of non-profits that are engaged in activities varying from social justice and education to microfinance and promoting the arts. The focus of these organisations is not necessarily on advancing gender equality and neither are these organizations led by women.

This study is a part of the Gender and Economic Policy (GEP) Discussion Forum, which is a collaborative effort that has brought together three different actors: Heinrich Böll Stiftung/Foundation India, the Indian Institute of Social Studies Trust and Gender at Work.

As part of this study, a panel discussion was held on 23rd September, 2015 that attempted to build cross-sectoral dialogue on the subject of gender equality in the workplace in India. With representation from experts in the field of development, business and academia, the panel provided an opportunity to explore the different ways through which organizations have advanced gender equality in the workplace and the challenges that both women and organizations face when addressing This report examines the status of gender equality in the non-profit sector in India. By engaging with an analysis of the non-profit sector across three cities

**1** **The Heinrich Böll Stiftung/Foundation (<https://in.boell.org/>)** is the Green Political Foundation from Germany. Headquartered in Berlin and with about 28 international offices, HBF conducts and supports civic educational activities and projects world-wide. HBF understands itself as a green think-tank and international policy network, working with governmental and non-governmental actors and focusing on gender equity, sustainable development, and democracy and human rights. HBF is present in India since 2002, with the HBF India office in New Delhi coordinating the interaction with local project partners. HBF India's programme activities are focused on three areas: Climate and Resources; Gender & Socio-Economic Policies; and Democracy & Dialogue.

**2** **Indian Institute of Social Studies Trust ([www.isstindia.org/](http://www.isstindia.org/))** is dedicated to conducting research and action programmes to promote social justice and equity for the under-privileged with a focus on women. It attempts to bridge the gaps between research, action and policy debate, with a focus on issues concerning the poor, especially women.

**3** **Gender at Work ([www.gendematwork.org/](http://www.gendematwork.org/))** is an international collaborative that helps organizations to build cultures of equality and social justice, with a focus on gender equality. Our gender experts live around the world and have decades of experience in helping organizations change their processes to advance gender equality. We are actively engaged in research and evaluation in order to build up an evidence base that can inform organizational and national policies on advancing gender equality.

in India, it seeks to identify key challenges, trends and good practices in order to determine the most innovative practices being adopted to promote gender equality today. As a unique landscape mapping exercise, it attempts to understand the priorities of organisations in the non-profit sector from a gender perspective for the first time and review gender-related measures that organisations have adopted in order to make the workplace more open and accommodating. Interviews were conducted in New Delhi, Mumbai and Bangalore in person or via Skype/phone across a range of non-profits that are engaged in activities varying from social

## Some Definitions

**1 Non-profit Organisation (NPO):** *It is an entity that meets five criteria simultaneously: it has an institutional identity, it is separate from the government, it is non-profit distributing, self-governing and it has been set up voluntarily (Srivastava and Tandon 2005).*

**2 Gender:** *Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for being male or female. It also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. ( Source UN Women)*

**3 Gender Equality:** *Gender Equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. (source: UN, <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>)*

**4 Decent Work:** *The International Labour Organisation (ILO) defines decent work as summing up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men. (Source: ILO)*

justice and education to microfinance and promoting the arts. The focus of these organisations is not necessarily on advancing gender equality and neither are these organizations led by women.

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- (a) Key Challenges
- (b) Key Trends
- (c) Good Practices
- (d) Recommendations

It also examined measures that could be adopted to address the underlying causes of gender inequality in workplace, emerging good practices and lessons learnt from existing initiatives. The speakers on the panel were Ms. Reiko Tsushima from the International Labour Organisation, Ms. Harpreet Kaur from the Business and Human Rights Resource Centre in New Delhi and Ms. Kalyani Menon-Sen, an independent feminist researcher and activist. Ms. Sudarsana Kundu, India Country Director for Gender at Work, moderated the discussion.

## **Methodology**

This report has been created using a mixed methodology. Secondary literature has been used to contextualise gender equality in the workplace in the non-profit sector. Primary research was conducted in the form of interviews (as face-to-face meetings/Skype/phone calls) with 17 non-profit organisations based in New Delhi, Mumbai and Bangalore in India to ascertain the extent to which challenges, trends and good practices are being explored on the ground. We also spoke to 5 experts in the field of diversity and inclusion. The in-depth interviews not only provided quantitative data regarding the number of initiatives

undertaken but also elicited information regarding specific challenges faced by organizations in advancing the gender equality agenda and how they are addressing these particular challenges. The guiding questions used for these interviews can be found in Appendix 2. In addition to the literature review and the interviews, a panel discussion was held on September 23rd, 2015.

## **Limitations of this Study**

We acknowledge that our study is limited to analysing particular kinds of non-profit organisations located in the organised sector in urban areas across New Delhi, Mumbai and Bangalore in India. Given our resource and time constraints, we interviewed 17 non-profit organizations as part of this study and primarily spoke to Human Resources and Diversity heads of organisations. Our findings do not highlight the views of employees in these organisations, which is an important area of research in itself. The sample size being small, the conclusions that can be drawn are indicative, and do not represent the realities of the entire non-profit sector in India. The sample also reflects a selection bias – we interviewed only those organizations that showed interest and responded quickly to our request for interviews. These organizations are possibly already more responsive to the issues of gender equality in their workplace in India. Further research with a similar direction should be conducted to widen the research focus to include greater diversity of organisations and across a larger number of states to bring out regional and sector specific differences.

## **Report Structure**

This report is structured in the following manner. The following section provides an overview and context to the study on gender equality in the workplace in India. The second chapter provides a literature review of the non-profit sector globally and in India. Based on our key findings, the third chapter presents an overview of key challenges, trends, insights and good practices currently in place in this sector in India. The fourth chapter puts forward recommendations to improve gender equality in the workplace for non-profit organisations. The conclusion suggests potential research areas that could be explored based on the findings presented in this report.



# Context

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***The international community has made numerous commitments to promote gender equality and anti-discrimination policies and practices against women. The Beijing Declaration and Platform for Action 1995 considered inequality in decision-making as one of the critical areas of concern for the empowerment of women.***

It states, “Women’s equal participation in decision-making is not only a demand for simple justice or democracy but can also be seen as a necessary condition for women’s interests to be taken into account. Without the active participation of women and the incorporation of women’s perspective at all levels of decision-making, the goals of equality, development and peace cannot be achieved”<sup>1</sup>. This was reaffirmed through the Millennium Declaration (2000), the World Summit (2005) and subsequent recommendations of the Commission on Status of Women and various General Assembly Resolutions in the United Nations. However, 30 years since the Beijing Platform for Action and as the timeline for the Millennium Development Goals come to a close, we are a long way from the achievement of equality for women in decision-making and leadership.

## **A Gendered View of the Global Economy**

The role that women play in the economy is a substantially large one. However, their contribution to measured economic growth and activity is minimal (IMF Staff Discussion Note 2013). Women’s participation in the labour force is much lower than that of their male counterparts; when they are involved in paid employment, they are paid less and dominate the informal sector. Due to a variety of constraints arising from formal institutions (like laws and regulations) and informal institutions (like

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<sup>1</sup>Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995, United Nations publication, chapter. I, resolution 1, annex II. Paragraph 181

social norms and beliefs), women experience a variety of constraints in the labour market (Kabeer 2008). As they are the most vulnerable people to economic shocks, women are often the first to lose their jobs (UNAIDS 2012). Women appear to have less access to social protection and tend to be more vulnerable in employment<sup>2</sup> in relation to men (UN 2009; ADB and ILO 2011; WEF 2012).

Progress toward greater equality contributes to inclusive growth and equality in the labour market refers to men and women having equal opportunity, remuneration and treatment in their working lives, according to the Asian Development Bank (2013). Women are denied a level playing field when they enter the labour market, as they spend disproportionately more time in the household; this is evidently held against them. The invisibility of the burden of unpaid carework is a cause of huge injustice for women. Women's contribution to the economy is primarily characterized by unpaid household work and they spend twice as much time on household work as men and four times as much time on childcare, according to Duflo (2012). The time poverty that women face due to the unequal sharing of unpaid work is substantial (Tsushima 2015)<sup>3</sup>.

Women are often stereotyped as less able and professional due to household responsibilities, and are given limited promotions. Due to this, women tend to feel silenced in the workplace. A Harvard Business School (HBS) study was conducted to ascertain the nature of gender discrimination that takes place in the School. Hiring and retaining female professors within HBS seemed extremely challenging and between 2006 and 2007 as 33% female faculty at the junior level left<sup>4</sup>. Even among students, women who had arrived with the same scores as men were being left behind on their grades at HBS.

Globally, evidence suggests that investing in women and girls protects the most vulnerable people, particularly at times of economic crisis (UNAIDS 2012). Tsushima (2015)<sup>5</sup> speaks of the importance of de-gendering carework so that women can build economic agency in the market, while highlighting the state's responsibility of redistributing unpaid work

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<sup>2</sup>Employment is defined as the sum of own-account work and unpaid contributing family work (ILO 2011)

<sup>3</sup>Panel discussion, September 23 2015

<sup>4</sup><http://www.nytimes.com/2013/09/08/education/harvard-case-study-gender-equity.html?pagewanted=all&r=3>

<sup>5</sup>Discussed during the Gender and Economic Policy Discussion Forum held on 23rd September 2015



**Organisations have started equating compliance with the sexual harassment act. We need to push for a larger understanding of what constitutes gender equality in the workplace. We also need to explore how organisations could create an environment that allows for gender equality practices to be a lived reality in the organisation**



– SRILATHA BATLIWALA

and ensuring that rights are attached to employment, in order to prevent labour from being commodified.

## **Gender Equality in the Workplace in India**

Historically, India has a vibrant civil society movement with a strong women’s movement. Progressive legislation accompanied by attempts to adopt good practices in the area of gender equality in the workplace has created an enabling environment to an extent. There seem to be overall changes in the labour market landscape. However, there are also anomalies that need redressal. While there appears to be a trend in an increased number of women at the entry level in the information technology industry, for example, there is a glaring lack of women leaders at all levels.

Similarly, discussions on sexual harassment and gender equality largely focus on the organised sector, while manifestations of sexual harassment in the unorganized sector are largely ignored.

The term ‘workplace’ is a relatively broad one. While it is generally associated with the organised formal sector, Shalini Yog (2015)<sup>6</sup> from Heinrich Böll Stiftung rightly pointed out that the definition of ‘workplace’ has been expanded under the new Sexual Harassment Act 2013 to include home-based work (like weaving, footwear manufacturing and packaging for pharmaceuticals<sup>7</sup>) and informal sector work (in garment factories, construction work and agriculture). Expanding on the notion of the ‘workplace’, Harpreet Kaur (2015)<sup>8</sup> speaks about how suppliers in the global value chain<sup>9</sup> are also equally responsible for maintaining gender parity, something that is often overlooked.

<sup>6</sup>ibid

<sup>7</sup><http://wiego.org/informal-economy/occupational-groups/home-based-workers>

<sup>8</sup>Discussed during the Gender and Economic Policy Discussion Forum held on 23<sup>rd</sup> September 2015

<sup>9</sup>According to Amaia Orozco (2009), global value chains are used to describe the ways in which care responsibilities are transferred from one household to another, across national borders, forming chains. As individuals move, work in the care sector is internationalized. Through these chains, households in different places around the world are interconnected, as they transfer care-giving tasks from one household to another based on power hierarchies such as gender, ethnicity, social class, and place of origin. Global care chains are a phenomenon that is taking place within the context of globalization, feminization of migration, and the transformation of social welfare states. Chains are formed when women migrate to work in the care sector (domestic work, personal healthcare services, etc.), while transferring care work in their own households in origin and sometimes in destination to other women.



Despite India's admirable record of economic growth in the past three decades since liberalization, gender inequalities in the workplace persist in India. Patriarchal binaries define the divide between the household and workplace. Kalyani Menon-Sen (2015)<sup>10</sup> highlighted the deeply embedded nature of power hierarchies that are reflected in every aspect of the workplace, which hamper the creation of workplace equality whether on the basis of caste, religion, ethnicity or class. Gender inequality in the workplace manifests itself in multiple forms:

*Gender Gap in Employment:* The total female formal labour force participation in India is only 29 percent (World Bank 2010)<sup>11</sup>. Contrary to expectations, there has been a 23 percent decline in the female labour force participation in India in the last 25 years (Lahoti and Swaminathan, 2013). As a result, women have not been able to contribute to or benefit from the opportunities provided by India's economic growth.

*Gender Bias:* Women continue to be stereotyped and slotted into certain jobs, they face biases in performance appraisal, promotion and salary and are met with challenging work-life balance choices. Because of these entrenched gender biases, women find themselves stuck in the lower rungs of the ladder. Women face various kinds of discrimination both the organised and unorganized sectors, particularly in terms of the nature of work, access to facilities, occupational health and safety<sup>12</sup>.

*Gender Pay-Gap:* Women earned 25 percent less than men in the formal sector in India in 2013.<sup>13</sup> The persistent gender pay-gap indicates that there is a systemic devaluation of jobs dominated by women (nursing, for example). It suggests that there is a wage penalty levied on women because they are concentrated in certain occupations, possibly because of their domestic responsibilities. Similarly, the 2014 World Economic Forum report revealed a wide disparity in wages between men and women in corporate India. The average salary of women in corporate India was revealed to be less than one third of the average salary of men in India. There is some evidence to suggest that even among civil society organizations, women earn lower wages than men for the same work they do (Guidestar 2007, Mitra 2013).

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<sup>10</sup>Discussed during the Gender and Economic Policy Discussion Forum held on 23rd September 2015

<sup>11</sup><http://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS>

<sup>12</sup>Harpreet Kaur, during the Gender and Economic Policy Discussion Forum held on 23rd September 2015

<sup>13</sup>Reiko Tsushima, during the Gender and Economic Policy Discussion Forum held on 23rd September 2015

*Gender Gap in Management and Leadership:* There is a dearth of women in senior leadership positions in India – be it on corporate boards or in parliaments. Women hold only 9.5 percent of board seats in stock indexed companies (Catalyst, 2014<sup>14</sup>) and hold only 12% of the seats in the national parliament. There is no similar data available for women on non-profit boards. Furthermore, as Harpreet Kaur (2015)<sup>15</sup> emphasized, even when women are present on boards, gender equality has yet to translate into organizational policies.

## **Recent Legislative Changes and Policy Initiatives**

In spite of progressive laws, organizations find it challenging to address gender equality in the workplace. Recently, two laws have been enacted that support the promotion of gender equality within the workplace in India:

*Companies Act (2013):* This Act stipulates that every publicly listed company has to appoint a women director on its Board. The Securities and Exchange Board of India (SEBI) had also similarly stipulated that all publicly traded companies needed to have a woman director on their Boards by October 2014<sup>16</sup> the deadline for which was later extended to April 1 2015. Spencer Stuart 2012 India Board Index found that women accounted for only 7 percent of directors on the Bombay Stock Exchange (BSE) 100 companies in 2012.

*(2) Sexual Harassment Act (2013):* Since December 2013, the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 is aimed to “provided protection against sexual harassment and for the prevention and redressal of complaints of sexual harassment”<sup>17</sup>. This Act superseded the Vishakha Guidelines for the prevention of sexual harassment that was laid down by the Supreme Court of India. The Act has also expanded the definition of the workplace to cover different kinds of work.

Despite public intervention, visible gender inequality persists, as organisations and governments are not examining broader power structures that impede equality<sup>18</sup>. For instance, the Sexual Harassment

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<sup>14</sup><http://fortune.com/2015/01/13/catalyst-women-boards-countries-us/>

<sup>15</sup>Discussed during the Gender and Economic Policy Discussion Forum held on 23rd September 2015

<sup>16</sup>[http://www.sebi.gov.in/cms/sebi\\_data/pdf/files/27383\\_t.pdf](http://www.sebi.gov.in/cms/sebi_data/pdf/files/27383_t.pdf)

<sup>17</sup><http://wcd.nic.in/wcdact/womenactsex.pdf>

<sup>18</sup>Kalyani –Menon Sen, GEP.

Act requires organizations to define their sexual harassment policies, prevention systems, procedures and service rules; establish internal complaints committees; and hold regular sensitization and awareness activities. Lack of compliance can result in the cancellation of an organization's license to operate. To date, however, it appears that most organizations have not defined their sexual harassment policies; others have not communicated their policies adequately to their employees and the culture of most organizations remains gender unequal. Similarly, we know that leadership development programs are key retention measures for women. However, very few organizations provide such programs. Organizations are not allocating their budgets, resources and targets to support the mandate on gender inclusion (Sharma and Sharma 2012)<sup>19</sup>. More importantly, organizations are not addressing informal rules that perpetuate gender-based discriminations in the workplace.

## **Reflections on the Non-profit Sector**

There is very little data publicly available on gender and diversity issues in non-profit organizations, although there appears to be an increasing demand for more information on implementation issues and on how to address workplace inclusion. At the same time, there are only a few national level support organizations in this field.

When it comes to driving organizational change, we were interested in identifying practices that organisations are focusing on currently and the challenges that employers perceive in advancing gender equality in the workplace in India. Initiatives that organisations across non-profit sectors have taken identifying 'gender' largely cater to women. Working against the common notion that the term 'gender' is largely associated with 'women', we attempt to draw attention to not only women's issues (bearing in mind the scale of discrimination that women face in the workplace), but also seek to engage with understanding how other genders have been included or excluded in conversations on gender equality in the workplace through our primary research. This report is a small attempt in this direction and we hope it provides organisations with a better understanding of gender equality in the workplace in India.

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<sup>19</sup>Sharma, M and Sharma S. Gender equality in the workplace: the perceptive reality. Social Sciences Directory Vol. 1, No. 1, 19-33, September 2012



# Literature Review

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*This section provides an overview of gender equality in the workplace in non-profits at the global level and in India.*

## **Globally**

Civil society by any definition is embedded in the institutions of the society, which tend to be both hierarchical in nature, and highly gendered with men predominantly in the positions of power (Rao and Kelleher, 2000). Literature on workplace policies related to gender in non-profits tends to have been given little attention compared to other studies on gender equality such as employment, democracy and welfare (Lopes, Ferreira, Ferreira Coelho 2008). There has been little gender analysis of the contested nature of civil society itself and on the gendered relations of the civil society (Kilby 2010, Howell 2007). A key question for this gender analysis is the extent to which 'civil society' as an institutional form reinforces patriarchy rather than challenging it (Flyvbjerg, 1998).

Numerous studies have indicated that women are more likely than men to work in the non-profit sector, despite its lower wages when compared with employment in government and business (Conry & McDonald, 1994; McCarthy, 2001). It is emphasized that they are more likely to exhibit long-term helping behaviour (Eagly & Crowley, 1986) and are more likely than men to volunteer and to give to public causes ( Elnof 2011, Brown and Ferris, 2007, Themudo 2009).

Despite the fact that this sector has been viewed as traditionally providing women with professional and paid roles (Mastracci and Herring 2010), the presence of women does not suggest that the non-profit workplace is gender-friendly and equal. Even within non-profit organizations, women

face a “glass ceiling”<sup>20</sup>, earn lower wages at all organizational level and are proportionally underrepresented in upper management (Gibelman, 2000, Guidestar, 2016). The role that the ‘glass ceiling’ plays in the non-profit sector has not been deeply scrutinized in comparison to studies conducted on the subject in governments and corporates (Gibelman 2000). A study of non-profits in the U.S. by Hallock (2002) found that women led roughly nineteen percent of all nonprofit organizations in the sample. It also found that, on average, women who led nonprofits earned roughly twenty percent less than men who led nonprofits. Part of the reason for the lower wages was explained by the fact that there is a negative relationship between the size of the nonprofit and the likelihood that a woman runs it. On the other hand there is a positive correlation between the size of the non-profit and executive compensation. Sampson and Moore (2008) also found that wage disparity is because women tend to work in organizations that pay less on average. However, their study points out even in smaller organizations, women are not paid at par with men. In fact, the 2016 Guidestar Compensation report notes that median compensation of females continued to lag behind that of males when considering comparable positions at similar organizations. The gap ranged from eight percent for CEOs at organizations with budgets of \$250 thousand or less to 23 percent at organizations with budgets of greater than \$25 million.<sup>21</sup> Women of colour are even less represented and face disproportionate barriers to upward mobility and salary in the profit and non-profit sectors (Gibelman, 2000, Boardsource 2015).

There is also an underlying assumption that since the sector operates on values like human rights and well-being, non-discrimination and affirmative action measures are inherently part of the system (Gibelman 2000). However, sexual harassment and gender discrimination also exist in civil society organisations despite the fact that they work on women’s empowerment in their programs (Farrel M, 2014). Boards play a pivotal role in determining gender equality in the workplace in nonprofits (Joslyn 2003). The gender composition of the non-profit Boards influences both the gender of the Board president and the gender of the executive director (Gieler 2011). Boards also decide how much leaders

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<sup>20</sup>Glass ceiling” refers to transparent but real barriers, based on discriminatory attitudes or organizational bias, that impede or prevent qualified individuals, including (but not limited to) women, racial and ethnic minorities, and disabled persons, from advancing into management positions (Gibelman 2000).

<sup>21</sup><https://nonprofitquarterly.org/2016/09/14/guidestar-issues-new-nonprofit-compensation-report/>, accessed on 15 September 2016

of organisations will be paid. Gibelman's (2000) study suggests that accountability in non-profits appears to have increased and continues to, but there is almost no effort made to document the advancement of gender equality within the non-profit workplace.

Research to date indicates that several factors may contribute to the absence/lack of gender equality policies in various types of non-profit organizations. The reasons that women across the private and non-profit sectors cite for the presence of a glass ceiling include failure of senior leadership to assume accountability for women's advancement, stereotypes and preconceived notions of women's abilities and roles, commitment to personal and family responsibilities, and exclusion from formal networks.

Gender inequality that persists among organisations in the non-profit sector clearly exists as women are paid less; when they progress to director-level positions, they are prevented from going further despite equal experience and education levels; they have less access to pension plans; they are less satisfied with their salary levels and the growing wage gap indicates that urgent action needs to be taken to reverse the impact of this discrimination (Sampson and Moore 2008). Unless these issues are addressed directly and aggressively, the advancement of gender equality will remain a challenge. According to Sampson and Moore (2008), the presence of gender inequality in organisations breeds employee dissatisfaction and turnover, lowers productivity, affects donor relationships, and reflects a loss of institutional knowledge. They further indicate that development organizations need to address this major challenge affecting their productivity and effectiveness in a time of rising expectations for organizational stewardship.

## **India**

There is very little literature with respect to the status of gender equality within the nonprofit workplace in India. This section mainly draws on research that has looked at workplace issues in the private sector and the public sector. The experience of gender inequality in the workplace by women in India is highly specific to the Indian context. India's traditional values and cultural norms shape individual perceptions, feelings, and behaviours; determine women's social status; and create expectations about the division of labour and gendered roles at work and in the home (Wang and Mclean 2015). A report by Catalyst (2012) that looked at

women's leadership in the private sector revealed four important findings about women in India. First, more Indian women (97.2%) aspired to a job with higher responsibility, compared with Indian men (95.6%). Second, companies with the highest share of women in their senior management teams outperformed those with no women by 41%. Third, India has the largest pipeline leak occurring early in women's careers— between mid- and senior-level positions (48%). Finally, Indian women give up their careers much sooner than professional women in other Asian countries.

According to Cho et al. (2015), women are expected to quit their jobs after marriage, pregnancy, or childbirth to fulfil their domestic responsibilities. There is a possibility that they may never be encouraged to return to work (Budhwar, Saini, & Bhatnagar, 2005). Due to unequal care responsibilities and lack of support from their male partners/spouses, Collins and Abhichandani (2016) have noted that Indian women struggle with time management and work-life balance due to their heavy domestic responsibilities. Indian women are denied job opportunities and promotions and experience harassment and economic disparity in the workplace, as is noted in a recent study of 210 working professionals in India (Sandhu, Singh, & Batra, 2014); this is particularly due to preconceived notions regarding the skills and capabilities of female employees and gendered biases.

The non-profit sector is also often perceived to be the domain of women in India; this is possibly due to the fact that a number of well-known large non-profits are headed by the wives and daughters of billionaires<sup>22</sup>. A survey conducted by Dasra<sup>23</sup> in 2015 across 328 non-profit organizations suggests that even though there are many women working in this sector, a much smaller number are in decision-making positions. For the non-profit organizations surveyed, two-thirds of organizations reported an under-representation of women when it comes to positions that are managerial and above. The gender gap worsened with an increase in the size of the non-profit; for organizations with budgets of more than 5 crores, proportion of women-led organizations (20%) is half the proportion of men-led organizations (38%).<sup>24</sup> Women-led organizations

<sup>22</sup>Manku, Moyna; 18 March 2016; Even in the non-profit sector, women are getting left behind; Live Mint (accessed on April 10 2016, <http://www.livemint.com/Companies/busG56HnYK2a6TeU9xcuSO/Even-in-the-non-profit-sector-women-are-getting-left-behind.html>)

<sup>23</sup>Dasra, is India's leading strategic philanthropy foundation. Based in Bombay, Dasra has become a major game player in linking non-profits with corporate funding.

<sup>24</sup><https://www.dasra.org/sites/default/files/In%20Sight.pdf>

were more than five times as likely as those led by men to have a higher representation of women in managerial positions and ten times more likely in Board positions. In 75% of the women-led organizations, women were likely to constitute 50% or more of the employees as against 15% of the organizations led by men. In fact, there have been efforts globally that aim at improving the organizational capacity of civil society organisations with respect to gender and diversity in the form of training, mentoring, development of tools and coaching (Dawson 2011).

There are very few studies effectively documenting good practices in advancing gender equality in the non-profit sector. According to Catalyst (1994, 2014), the best practices in the private sector include work/family initiatives (for example, child care resource and referral, on-site child development centers, dependent care assistance plans), workplace flexibility, initiatives that promote upward mobility (for example, leadership and career development, mentoring, accountability programs), leadership and career development, rotation and non-traditional employment, diversity initiatives, networks for women, and benchmarking corporate initiatives for women's advancement. However, Mesch and Rooney (2005 p. 2) talk about how it is challenging to assume that the best practices in the private sector will be successful in the non-profit sector without a body of research that exclusively focuses on the non-profits sector.

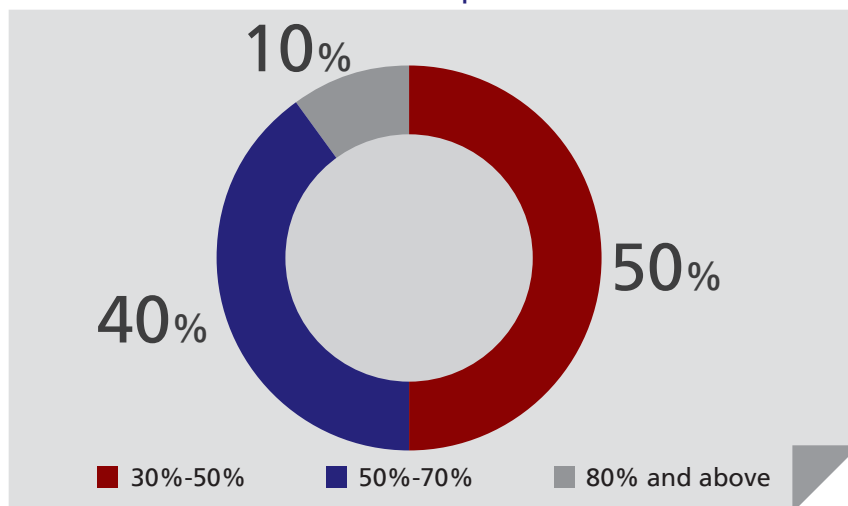


# Key Findings

***The non-profit sector is a fairly heterogeneous sector in India. There are 31 lakh registered NGOs as of 2015<sup>25</sup>. Our study has largely focused on NGOs that are in urban settings.***

Our study has largely focused on NGOs that are in urban settings. Our key findings are based on the primary research that was conducted with non-profits in Mumbai, New Delhi and Bangalore and they are detailed in this section and cannot be generalized across the sector. Given that the headquarters of many of the NGOs we have interviewed are in urban settings, they have had access to international practices and have been influenced by international initiatives.

**% OF ORGANIZATIONS Proportion of women staff**



<sup>25</sup><http://indianexpress.com/article/india/india-others/india-has-31-lakh-ngos-twice-the-number-of-schools-almost-twice-number-of-policemen/>



**In a relational sense the NGO sector fairs better for women in comparison to the private sector; however, they find it difficult to provide many of the facilities because of financial constraints.**

— SANDEEP CHACHRA,  
(ACTION AID INDIA)

Organisations surveyed are engaged with a range of activities from grant making and promoting the arts to education and social justice.



Traditionally, the non-profit sector appears to have a significant proportion of women, and have achieved gender parity in a majority of the organizations. As can be seen in the graph above, for majority of the organizations (50% of those surveyed) women constitute more than 50% of their workforce.

We attempted to understand, through our questionnaire, how the issue of gender equality has found its place in internal organizational policies. While the national policy climate in the country can have a large influence, many non-profits are of the opinion that there is a positive influence that internationally recognized initiatives have on influencing the extent to which they adopt internal measures for gender equality. By and large, international organisations appear to be more sensitive and aware, according to Mr. Sudheesh Vekatesh of Azim Premji Foundation. Through our survey, we have also noted that an informed and effective leadership and board play a particularly significant role in determining gender equality within organisations.

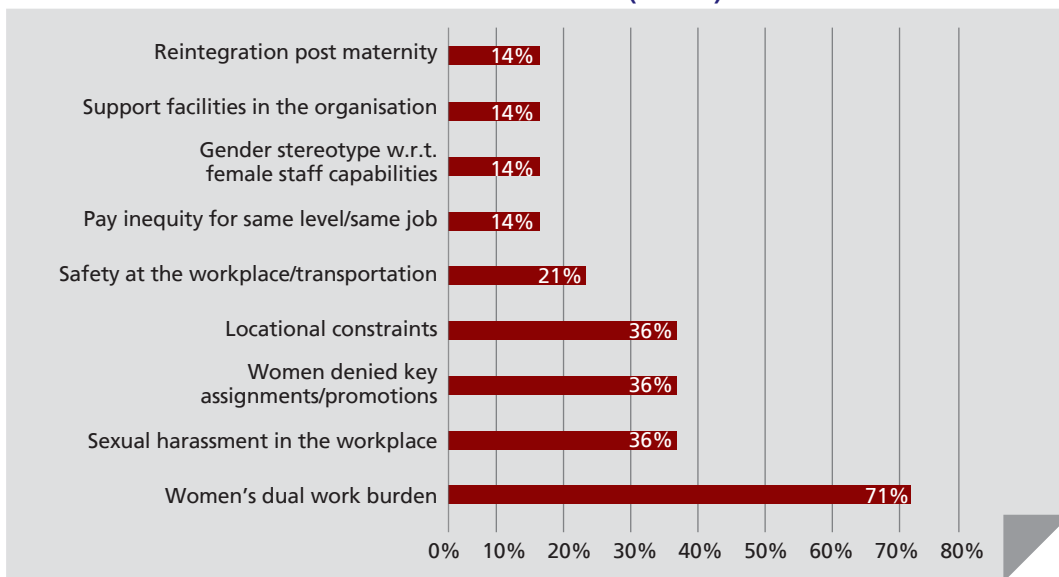
## Key Challenges

Based on the interviews that were held with non-profits, the main challenges perceived by organisations on the subject of gender equality in the workplace ranged from women's dual responsibilities at home and at work. 71% of the organizations surveyed, identified this as a key constraint for achieving gender equality. Other key challenges highlight some of the implicit gender biases and unequal power relations that exist within the organizations, such as denial of promotions and strategic work assignments (36% of organizations surveyed) and sexual harassment in the workplace (36%). A much smaller number of organizations identified support facilities, such as in the form of crèches, as being a significant barrier to gender equality.

*Gender Stereotypes:* Given the nature of deep-seated biases that manifest themselves consciously and unconsciously, organisations need to take stock of the embedded nature of patriarchy and reform themselves in

The graph below indicates the various challenges that were mentioned by organisations:

### KEY CHALLENGES (N=14)



constructive ways. Women and men continue to be slotted into gender roles in the workplace. For example, the assumption that women may be unable to perform in the workplace due to their responsibilities as mothers and wives in the household not only impedes the growth of their careers, but also lessens the extent to which diversity is embraced by organisations. Informal norms that perpetuate such assumptions need to be recognized and questioned. Whether they are denied managerial positions or equal pay, there are deep and entrenched notions of gender roles that both men and women alike retain.

***Sexual Harassment in the Workplace:*** Sexual harassment continues to be a problem in the workplace, despite legal steps that have been made to combat such discrimination. The establishment of an Internal Complaints Committee (ICC) is mandatory for organisations with an employee strength of above 10. Based on our primary research, it appears that while most organisations have established an ICC according to the Sexual Harassment Act (2013), most of them have not initiated and conducted gender sensitization workshops, which are also compulsory. It appears that many organisations are not aware that these workshops are mandatory under the Act.



**Organization practices on gender diversity are changing in non-profits. The situation appears to be far better than what it used to be. The priority that leadership teams accord to an organisation's values is crucial.**

*Gender and Location:* NGOs appear to face a number of constraints in the field from a gender perspective. CARE mentioned that men usually take up positions that require work in the field, because of multiple reasons. In many cases, travel in remote locations is seen as unsafe for women. Additionally married women find it difficult to relocate unless their husbands decide to relocate as well. Recognizing challenges and supporting women in field offices, especially when the main office is away from the field, is critical, but seems to have received less attention within non-profits in India.



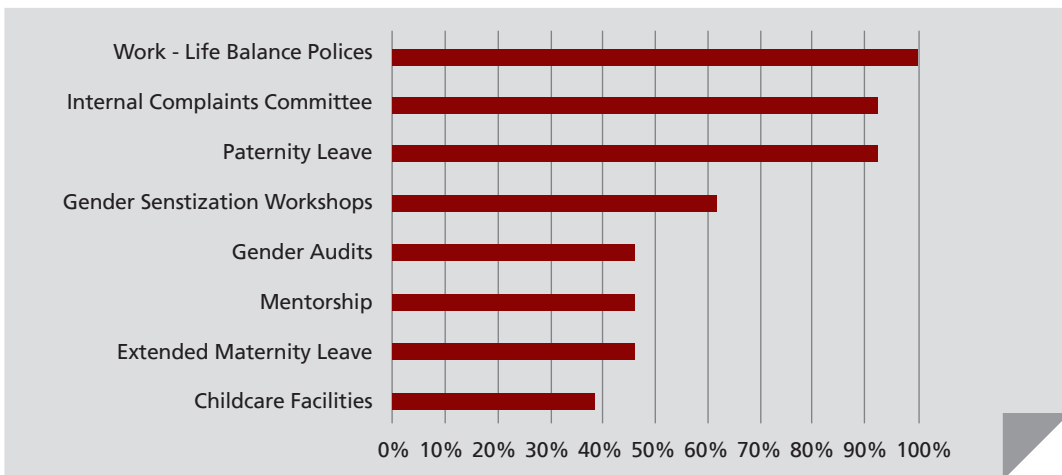
— SUDHEESH VENKATESH  
(AZIM PREMJI FOUNDATION)

### Key Trends

With the universalization of maternity benefits and awareness and implementation of measures against sexual harassment in the workplace, steps are being taken towards creating a gender equal workplace. Currently, non-profits appear to be focusing on conversations on equal opportunity, diversity, inclusion and representation at various levels. Based on our key findings, some of the key trends in gender equality practices that organisations in the non-profit sector mentioned are below:

*Support Facilities:* Organisations appear to have adopted several measures to promote a gender equal workplace. Many non-profits provide transportation for women if they stay on in the office beyond normal

### GE INITIATIVES IN NON-PROFITS

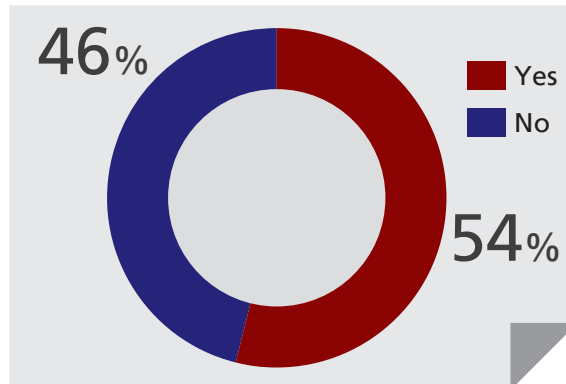


working hours, for example. In some organisations, men are also provided transportation if they stay back late in the office. All organizations are striving to comply with national laws like the Maternity Benefits Act and Protection of Women against Sexual Harassment in the Workplace Act 2013.

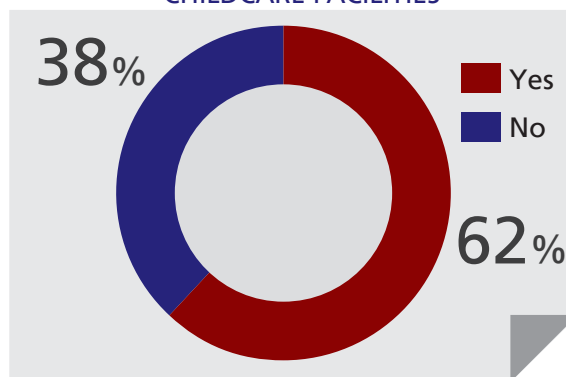
Many organisations bear the cost of a nanny when they allow their female employees to travel after they become mothers; some organisations bear this cost for up to three years. Another example of support facilities that organisations provide is an extended maternity leave package. Besides complying with the Maternity Benefits Act, some organisations have adopted additional maternity-related measures for the benefit of their employees. In CARE, for example, maternity leave has been extended by a month, totalling 4 months and flexible timings are offered to mothers in the fifth and sixth month. Paternity leave policies are in place in a large number of organisations. The number of days that fathers can avail roughly varies from 5 to 25 days.

Certain support facilities appear to be more popular than others. Safe transportation after working late, and travel arrangements for mothers with infants up to a certain age are very common, while childcare facilities are less common, only 38% of the organizations surveyed had a childcare facility. As low hanging fruit for organisations, such measures are quantifiable and tangible and thus, seem to hold weight in organisations. However, another example of a practice that is hugely beneficial to women, but is given little attention, is the absence of arrangements for breast-feeding a child in the workplace. Similarly, reintegrating women in the workforce post maternity leave is critical.

#### EXTENDED MATERNITY LEAVE



#### CHILDCARE FACILITIES





**Most non-profits do not have a human resources policy – women need certain policies to enable their productive functioning in an organisation.**

— ARUNDHATI GHOSH  
EXECUTIVE DIRECTOR INDIA  
FOUNDATION FOR THE ARTS

However policies and human resource initiatives that alter gender relations within the workplace are rare. An instance of a measure that can challenge gender roles to a large extent is paternity leave. Paternity leave policies in organisations roughly vary from 5 to 25 days. Organisations appear to minimize the parental role that fathers play in the household by providing minimal leave. Given the resource crunch that plagues non-profit organisations, some appear to be unable to provide further paid leave to men. However, conversations on fatherhood and the role that men play in the house are critical in expanding men's care roles. An attempt to secure a dialogue on this subject itself goes a far way in stimulating conversations on men's engagement with gender equality.

*Access to Career Opportunities:* Ranging from hiring minorities to promoting them, many non-profit organisations attempt to foster an enabling atmosphere where people from different walks of life may move up the ladder. Organisations are making attempts to broaden the roles that women play in the workplace. In terms of giving women opportunities to move up the ladder, a few organisations have adopted affirmative action policies. Organisations like Action Aid India give a 10% weightage to women when they apply for promotions within the organisation and has positive recruitment policies for women at the induction stage. Similarly, Amnesty International India has successfully hired people of different genders. However, most non-profit organizations don't have comprehensive HR policies to promote women in senior leadership positions that go beyond affirmative action policies during recruitment and promotions.

*Work-Life Balance:* The concept of a work-life balance today largely focuses on married women with children. Audience discussions during the panel discussion touched upon the fact that all employees should have a work-life balance, both married and single women. Work-life balance related policies like work from home and flexi hours are very common among non-profits. The conditions of these policies vary among organisations. Many organisations encourage their supervisors to use their discretion in allowing employees to avail the benefits of such policies.

However, even when organisations adopt such policies, there appear to be certain problematic areas. For instance, in a large non-profit organisation surveyed for this study, it was found that a number of women do resign from their jobs, despite the presence of work-life balance policies, as they continue to be unable to balance commitments to their organisations and families. This is particularly the case when supervisors are not in close contact with the main office. Such policies are not seen as default options, and are more commonly used in main offices than in the field.

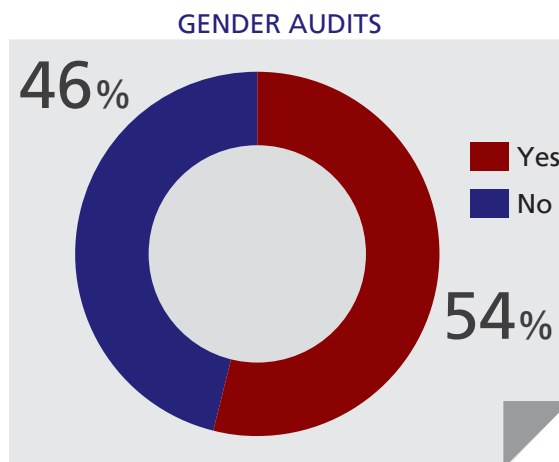
The culture of having a work-life balance has not seeped in deep enough. For instance, Kalyani Menon-Sen (2015)<sup>26</sup> mentioned that despite technologically progressive aspects of working like telecommuting, for example, there is very little uptake on work-life policies. There is a clear indication that the culture of accessing policies in a convenient manner has not taken root as yet in many cases. It is important for organisations to re-examine the manner in which they promote work-life balance policies to make employees more productive and the organisation itself, more inclusive.

**It is important to reinforce norms and attitudes that bring about a work-life balance. Introducing men to the concept of a work-life balance is equally important as it is for women.**

— PROFESSOR AJEET MATHUR,  
CHAIRPERSON, CENTRE FOR  
GENDER EQUITY, DIVERSITY  
AND INCLUSIVITY, IIM  
AHMEDABAD

## Insights

**Strong Accountability Systems for Gender Equality:** One of the key insights we have derived from our findings is the lack of a strong accountability system to measure the impact of gender equality initiatives within an organisation. Currently, the data that exists is at a macro level and little data is available at the level of the organisation. Lack of data at the organisation level impedes civil society organisations in developing policies that advance gender equality. Organisations should build tools for data collection that evaluates perceptions of gender equality in the organisation, for example.



<sup>26</sup>Discussed during the Gender and Economic Policy Discussion Forum held on 23rd September 2015



**It is important  
for organization to have  
a gender policy as we are  
far from a reality that  
is equal.**



— NANDITA BHATT,  
PRIA

A possible way of ensuring compliance and promoting gender equality is a gender audit. Many organisations do not conduct gender audits. The presence and frequency of gender audits that have been conducted in organisations have brought about transformative changes. According to Nandita Bhatt (PRIA), organisations have established human resource policies and separate toilets for women as a result of the gender audits they conducted. Such audits have a far-reaching impact in encouraging organisations not to reiterate gender roles and stereotypes in their policies. For example, establishing a crèche for female staff is insufficient; it is important to encourage fathers to bring their children to work and utilise facilities for childcare that their organisation provides – crèche facilities should be available to all employees irrespective of their gender, according to Nandita.

Another mechanism that can promote a stronger accountability system is a gender policy. Most organisations do not have a gender policy. Whether an organisation decides to incorporate a gender section in their diversity policy or create a stand-alone gender policy, it is important that they have a written commitment to bring about gender equality, as the institutionalization of policies that promote a gender equal workplace is particularly important.

*Greater Need for Engaging Men in Gender Equality:* Men's involvement in the conversations on gender equality appears to be limited. As Rumi Mallick (NASSCOM Foundation) pointed out, conversations on diversity have typically focused on women. Men also face pressure in the workplace by virtue of their gender. The pressure of being successful even if they are not the sole breadwinners in the family is immense.

*Role of Women's Leadership:* Leadership is a crucial component in changing workplace culture. Leaders can promote mechanisms to address patriarchal action by using facilities that internal policies related to gender equality establish, for example, utilising childcare facilities in the organisation. In this manner, leaders appear more human and proactive, thereby promoting the benefits and convenience of policies that foster a work-life balance. Women leaders are role models. Increasing the number of women leaders promotes an environment that encourages women to grow in the organisation. Leading by example has come to be recognised as a crucial motivating force in organisations.

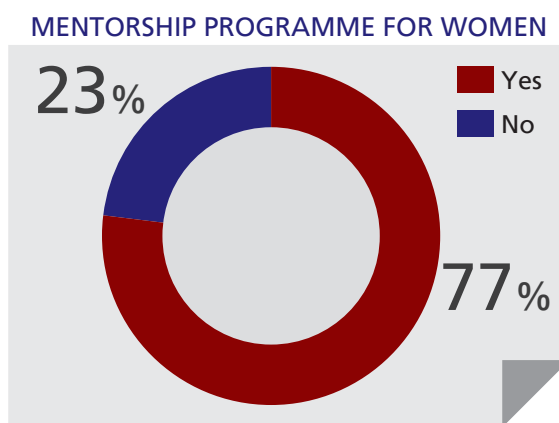
*Workplace Culture:* For workplace cultures to change, there is a need to redefine 'work' by building equality into the bedrock of the concept of



'work'. Kalyani Menon-Sen<sup>27</sup> stressed that employees, for example, should attempt to understand their organisation's value system by evaluating their own productivity and efficiency during the panel discussion. Perhaps this requires a redefinition of the notions of productivity and efficiency, for employees as well as organisations. For instance, is the number of hours that an employee works for an accurate measure of their productivity?

In order to change organizational culture, individual mind-sets and practices need to be transformed. Amnesty International India attempts to hire women in non-traditional roles in order to break gender roles and stereotypes. This is a gender sensitive measure that the organisation has adopted. It is important to understand the difference between a gender sensitive and gender-neutral organisation<sup>28</sup>. The former is a means to reach set development goals by addressing gender norms, roles and access to resources in so far as needed to reach project goals; the latter refers to an organisation that does not consider gender relevant to its development outcome, consequently, gender norms, roles and relations may be worsened. In such organisations, gender inequalities maybe reinforced to achieve desired development outcomes by utilising gender norms, roles and stereotypes that reinforce gender inequalities creating a 'gender negative' workplace<sup>29</sup>.

*Space for Dialogue:* When an employees' issue brings about a change in policy, an organisation is meaningfully ensuring that its employees' concerns are being considered. For example, women staff feels more comfortable when a room for breastfeeding their infant is allocated to them in organisations. Action Aid's effort to create an autonomous and nurturing space for women employees is called the 'Women's Forum' and has gone a long way in contributing to the advancement of the organisation as an elected body for the last 7 years.



<sup>27</sup> Discussed during the Gender and Economic Policy Discussion Forum held on 23rd September 2015

<sup>28</sup><https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=asc&fullsearch=0&page=2>

<sup>29</sup> Ibid



# Recommendations

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***The underlying assumption among non-profits that they operate on values like social justice and human rights and are thus inherently equal in their workplace practices, has been clarified by this Report***

Our study has not only dispelled this myth, but has attempted to draw the attention of non-profits to this discrepancy. There are a number of recommendations that organisations in the non-profit sector could adopt to create a more gender equal workplace:

***Institutionalize Gender Equality in Workplace Culture Sensitization broader:*** Gender sensitization workshops, particularly on sexual harassment, are mandatory by law. Based on our study, many organisations were unaware of the legal dimension as well as the importance of institutionalising workshops to advance gender equality. It is crucial that organisations hold these workshops regularly in order to understand gender equality in practice.

***Cultivate and Strengthen Women's Leadership:*** Leadership is crucial as it sets an example. Most organisations have greater gender diversity due to informed and effective leadership. A focus on building women's leadership goes a long way. The non-profit sector does not appear to be generating a pipeline for women leaders. Strengthening secondary leadership among women should be made a priority for women's leadership to grow within this sector. Women leaders are often role models for women. Organisations should prioritise leadership for women to create a gender balance in the workforce at senior levels of management.

*Mentorship:* Mentorship as a formalised process caters to specific challenges for both women and men, particularly in terms of career progression and the dual responsibilities for women in the household. It is an effective way to address the unique challenges that women face and engage men in household work.

*Have people-focused strategy for your organization's growth:* It is very important to create and strengthen a Human Resources unit in an organisation. The absence of a Human Resources Unit in most non-profits appears to blur professional boundaries. By instituting exit interviews, for example, organisations have an opportunity to reflect about their internal practices varying from how recruitment is undertaken and the importance of career succession. By focusing on one's own staff's well-being, organisations gain tremendously on the work-life balance front. This is particularly because organisations tend to focus on strengthening the external capacity of communities or CBOs that CSOs they work with while often ignoring their own capacities.

*Engage Men to Transform Workplace Cultures:* It is important to reflect about the masculine nature of the workplace and notions of productivity and efficiency in today's technologically progressive world. Men need to recognise and address the challenges that women face in the workplace in order to transform carework practices and household responsibilities.

*Provide Space for Reflection:* When organisations encourage their employees to freely speak about discrimination by providing space for reflection, they foster an environment that is conducive for change. There is little space provided in civil society organisations in India and globally for people to come together to deliberate upon issues that are breaking socio-cultural norms and going against the grain. By creating a safe space for discussion, organisations can support their employees in unique ways.

*Build Tools for Data Collection:* With greater access to data regarding perceptions of gender equality in the workplace, better practices can be designed to facilitate diversity and inclusion. It would be good for organisations to undertake self-assessments using a diagnostic tool, to ascertain the extent to which they are gender diverse.

*Create Strong Accountability Measures With Budgetary Allocation:* In order to measure the impact of measures adopted for gender equality, it is important to create an accountable system with a special budget to drive home the point clearly. Most organisations in the non-profit sector are donor driven. Given the funding constraint that plagues donor-driven organisations, special budgets for genders sensitization policies should be included within proposals for donors to examine.



# Conclusion

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***Our study on gender equality in the workplace in India has highlighted key problems and possible solutions to bring about a gender equal workplace. Organizational policies and strategies are increasingly recognized as being critical to the achievement of gender equality in the workplace.***

**T**his report is a small effort in that direction to drive home the point that organisations can bring about transformative change for gender equal workplaces. Ranging from the importance of engaging men in conversations on gender equality to involving people of different genders in the workplace, we have attempted to broaden the definition of gender equality in the workplace.

Although biases and stereotypes continue to persist within India, the context of workplace equality from a gender perspective seems to be changing, albeit slowly. While compliance remains a challenge, it is imperative that the culture of workplaces is evaluated. Given the broad range of workplaces that exist, organisations need to constantly revisit gender diversity and the underlying barriers that hamper its progress. It is important that organisations design employee perception surveys on diversity and inclusion and utilise feedback gained effectively. There is increasing recognition of the need to advance gender equality within organizations in India, but we are still a long way off from understanding “why” women find it difficult to work in organizations and “how to” advance gender equality within organizations. It is for this reason that further research on the subject of gender equality in the workplace in India needs to be conducted. Some areas of research that can be undertaken in the future include engaging with employees to further understand notions of gender equality in the workplace in India. Moreover,, it would be interesting to examine how class, language and ethnicity intersect when employees seek to grow in organisations.

Further research on how workplace cultures could be transformed to make them more open and accommodating would definitely help in gaining a nuanced understanding of the subject.

While baby steps are being taken, progress towards a gender equal workplace does look promising. We hope that the solutions mentioned in this Report provide policy makers and managers with ideas and strategies to devise policy frameworks in the long term and spur further debate and discussion.



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# Appendix 1

List of organisations that participated in the project:

## **Non-profits:**

1. Accion
2. Action Aid
3. Amnesty International
4. Azim Premji Foundation
5. BBC Media Action
6. CARE
7. Centre for Civil Society
8. GIZ
9. Heinrich Böll Foundation
10. India Foundation for the Arts
11. NASSCOM Foundation
12. Population Foundation of India
13. Pradan
14. PRIA
15. Public Health Foundation of India
16. SELCO Foundation
17. Teach for India

## **Technical Experts:**

- Ajeet Mathur
- Chitra Talwar
- Kanti Joshi
- Nirmala Menon
- Shakthi Manickavasagam
- Srilata Batliwala
- Vasanthi Srinivasan

# Appendix 2

Questionnaire: Gender Equality in the Workplace in India

## 1. Formal Policies

- 1) Do you have a formal gender policy overall for the organization?
- 2) When was the gender policy developed?
- 3) Is there a specific focus on increasing the number of women in the organization?
  - Recruitment
  - Succession Planning
  - Other:
- 4) Do you have a special policy in encouraging women to be part of your supply chain/vendors?

## 2. Implementation of Protection Against Sexual Harassment in the Workplace 2013

- 1) Have you constituted an Internal Complaints Committee?
- 2) Have genders sensitization workshops been conducted?
- 3) Has the organisation experienced and recorded instances of sexual harassment?

## 3. Work-life balance and Child-Care Facilities

- 1) Could you briefly elaborate about the kinds of internal initiatives/measures in place in your organization to advance gender equality?
- 2) Which of the following facilities do you provide?
  - Childcare Facilities like Crèche
  - Extended Maternity Leave
  - Flexible Work Time (focus on work life balance)
  - Paternity Leave
  - Other:

#### 4. Accountability Measures

- 1) Has there been a budgetary allocation made towards promoting gender equality?
- 2) Do you have a review mechanism in place to check the presence and practice of gender diversity in the organization?
- 3) If so, which of the following review mechanisms have been implemented in your organization:
  - Periodic gender audits or organizational reviews (from a gender perspective)
  - Increasing gender diversity is part of the KRAs of line managers
  - Gender equality / diversity metrics are part of MIS which informs leadership action planning
  - Other:

#### 5. Capability Building

- 1) Do you have mandatory equity and diversity training as part of employee induction/ on boarding process?
- 2) Is there a women-specific mentoring programme?
- 3) What is the percentage of women that participate in training programmes?

#### Women Employee Strength?

What is the percentage of women in your workforce?

What is the percentage of women in your board?

What is the percentage of women at the senior management level?

What is the percentage of women at the middle management level?

What is the percentage of women at the junior management level?

What is the percentage of women at the non-managerial level?

#### 6. Leadership Commitment

- 1) On a scale of 1-5, would you say that your top leadership is strongly committed to gender diversity?

	1	2	3	4	5	
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Disagree

2) How have they demonstrated their commitment?

### Organizational Culture

1) Are men and women are engaged in conversations/ discussions/ initiatives on gender equality?

	1	2	3	4	5	
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Disagree

2) Is the workforce receptive towards gender diversity

	1	2	3	4	5	
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Disagree

3) Are women in leadership positions are accepted/respected?

	1	2	3	4	5	
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Disagree

4) Do employees feel comfortable talking about issues of gender discrimination?

	1	2	3	4	5	
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Disagree

### 7. Good Practices

Of these what are the initiatives that you might want to highlight as good practices or innovations? Why? As in how have they helped advance gender equality?







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