

FACILITATING RETURNSHIPS

PROVIDING INFRASTRUCTURE FOR RETURNING MOTHERS

MARCH 1, 2017



PREFACE

Gender diversity has been recognised as one of key factors enabling organisations to out-perform their peers across multiple metrics. Gender diverse teams perform significantly better than more homogenous teams. Global studies indicate that corporations with at least 10% women on boards have 2.5%–5% higher returns on equity, and; firms where women are make up at least 30% of the C-suite have 15% higher profitability than others; and gender diverse teams perform significantly better than more homogenous teams.*

Recognising the importance of gender diversity, firms across different verticals, including the IT-BPM industry, have put in place policies and best practices that would increase the proportion of women in the workforce. Working women find themselves under various societal pressures, particularly after marriage and childbirth. Many prefer to resign from their jobs to be full-time mothers. This is another reason why the percentage of women in the workforce has traditionally been low.

As of FY2017, India's IT-BPM industry employs nearly 3.9 million people, of which more than 34% are women. This percentage is much better than the overall female proportion (24%) of India's total workforce. An analysis of the female workforce in the IT-BPM industry indicates that more than 51% of entry-level recruits are women, over 25% of women are in managerial positions and less than 1% are in the C-suite. *Although their career paths lead them up to managerial positions, most women tend to quit in their mid-to-late 20s and early 30s due to marriage and childbirth.

Given the loss of labour and the associated replacement costs, firms have been proactively putting in place policies that would encourage women to return to work after childbirth. One of the most important practices is to establish childcare facilities within the workplace or enter into an agreement with childcare service providers. Many IT-BPM firms, such as Mindtree and SAP, have established childcare facilities and are seeing very positive impact on female "Returnship". Realising the importance of such an initiative, NASSCOM partnered with Mercer to conduct an in-depth study of childcare facilities within the IT-BPM industry. This study covers facilities established by the firms themselves within their own premises, facilities established by firms in a separate location and arrangements with third-party childcare service providers.

The study aims to identify the best practices followed across the entire childcare facilities value chain from infrastructure and hygiene to the medical facilities, the team manning the facilities, their qualifications, and so on. It aims to identify the key metrics for gauging the success of these initiatives. We hope that it also serves as an industry benchmark for firms to evaluate themselves.

We would like to convey our sincere thanks to Snehal Jha from Mercer, who worked tirelessly on this report. Finally, our thanks to the NASSCOM team: Ms Bharati Kapoor and Ms Diksha Nerurkar. We hope you find this report useful. Please share your feedback at research@nasscom.in.



Ashok Pamidi
Senior Director, Diversity & Inclusion Initiatives, NASSCOM

*NASSCOM Research

CONTENTS

Table of Contents

INTRODUCTION	3
ABOUT THE STUDY.....	4
– Objectives of the Study	
– Methodology	
EXECUTIVE SUMMARY: SURVEY RESULTS.....	5
THE LEGAL FRAMEWORK.....	9
– International Guidance: Conventions and Labour Standards	
– Indian Legislation Acts	
– The Proposed Maternity Benefit (Amendment) Bill, 2016	
BENCHMARKING ON-SITE CHILDCARE FACILITIES AROUND THE WORLD.....	12
RETURNSHIP OF MOTHERS: IMPERATIVES.....	13
– How to Support Women in the Workplace	
CASE STUDIES: SOME INDUSTRY LEADERS IN ON-SITE CHILDCARE FACILITIES.....	18
– Mindtree	
– SAP Labs India	
– HCL Technologies	
– Flipkart	
CHILDCARE CENTRES.....	22
– Engagement Models	
– Recommended Features of Childcare Centres	
– Childcare Centre Best Practices	
APPENDIX.....	24
– Appendix 1: Recommendations For On-Site Childcare Facilities — Standards And Guidelines	
– Appendix 2: Recommendations For Gender Diversity Programs — Suggested Metrics	
REFERENCES	
CONTACT US	

1

INTRODUCTION

Diversity is an expected commitment. India Inc. is taking active strides towards a more diverse and inclusive work environment as this drives innovation and growth in organisations and advancement of society as a whole. This report is specifically focused on enabling gender diversity at work through facilitating returnships of new mothers, post maternity, through employer sponsored “child care solutions at workplace.” MERCER and NASSCOM have partnered to conduct this research and present to you the key highlights, specific case studies and governance mechanisms.

We begin here with women because of glaring and persistent gap in female workforce participation worldwide and the tremendous danger and opportunity this presents to companies and societies. Organizations are failing to build future female talent pipelines — current hiring, promotion and retention rates are insufficient to create gender equality by 2025*. But our approach to analyzing and addressing the drivers of female participation can and should be used to maximize the engagement and productivity of all diverse segments of workforce.

In Indian context, organisations are complying with statutory requirements of Indian Maternity Act, 1961. However the Proposed Maternity Act (Amendment) Bill, introduces a provision which requires every establishment with 50 or more employees to provide crèche facilities within a prescribed distance, this has triggered debates and discussions. It is with this imperative that NASSCOM initiated the study in partnership with MERCER on “Facilitating Returnships: Providing Infrastructure Support to Returning Mothers ” which is aimed at providing insights into international Legal Frameworks, prevalence and details of policies and processes and best practices in employer sponsored child care. As per our research, Indian IT Industry is still in nascent stage when it comes to Child Care Solutions at Workplaces. However, there are some organisations which are doing exemplary work in this domain either through onsite crèche or shared services facilities; key practices from these organisations are included as case studies.

We observed that those making the greatest strides not only possess a fundamental belief in equality, but also recognize the full value diversity brings to their organizations — from driving growth and shareholder value to catalyzing innovation; from meeting the expectations of socially conscious investors to mitigating compliance risk; and from supporting employee engagement and retention to enhancing their connection with diverse customers and suppliers.

We are very grateful to all the organizations which participated in the study and contributed their data and insights for our study **“Facilitating Returnships: Providing Infrastructure Support to Returning Mothers”**.

Our future goal is to further enhance the tremendous interest and commitment generated through this study. We hope this take shape of an ongoing dialogue among stakeholders that accelerates our progress toward employer sponsored child care and contribute towards a progressive work environment and happy society.

We invite you to join us in seizing the moment!



Mansee Singhal
Principal - Talent, MERCER

*Source: MERCER. When Women Thrive, Businesses Thrive Study

2

ABOUT THE STUDY

OBJECTIVES OF THE STUDY

We aimed to perform a detailed study on the availability of workplace childcare facilities in India and how it enables new mothers to return to work.

The overall objective of the study was to prove that an effective childcare facility actually impacts retention of working mothers. We also wished to provide information on the prevalence of childcare facilities in Indian workplaces, the operational inputs of setting up childcare facilities, and the auditing/governance requirements.

We also seek to explore why the workplace has become involved in childcare support and what programmes have been implemented, based on concrete examples of childcare support in workplaces in India and around the world.

METHODOLOGY

To understand the current provision of employer-sponsored childcare in Indian workplaces, NASSCOM and Mercer:

- Collected primary data via a questionnaire focusing on three specific areas covering childcare prevalence, coverage and impact
 - Organisations that provide on-site childcare facilities on work premises
 - Organisations that use shared services for employer-sponsored (partly or completely) childcare facilities
 - Service-provider organisations for on-site childcare facilities within an IT park or premises close to the workplace
- Conducted on-site visits to organisations
- Held roundtable conferences in Bangalore, Chennai and Gurgaon, including 100 organisations from all over the country
- Collected secondary data by studying global, country-specific trends and legislative frameworks
- Consulted Mercer's global database to understand the kinds of facilities provided by organisations

3

EXECUTIVE SUMMARY: SURVEY RESULTS

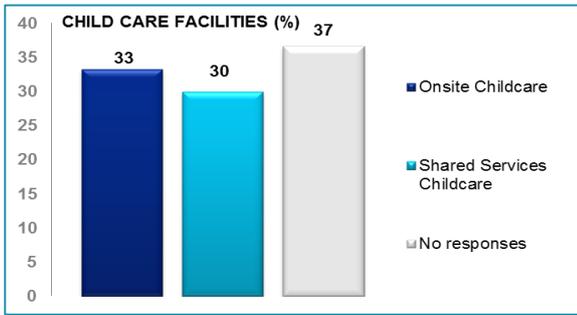
The world looks to the tech sector as a lens through which to view the future. Touching almost every corner of the globe, tech behemoths have changed the way the world works and interacts. From highly celebrated office perks to innovative workspace amenities, the industry's approach to attracting and retaining talent has been admired and frequently emulated by other industries. But, unfortunately, in the area of gender diversity and inclusion, the tech industry is lagging and our research study of 30 companies also proves the same. Please note that selected companies for the research survey were the companies who already have childcare practices and the data were collated from the questionnaire that was shared with them.

KEY DATA FINDINGS FROM OUR CHILDCARE FACILITIES STUDY

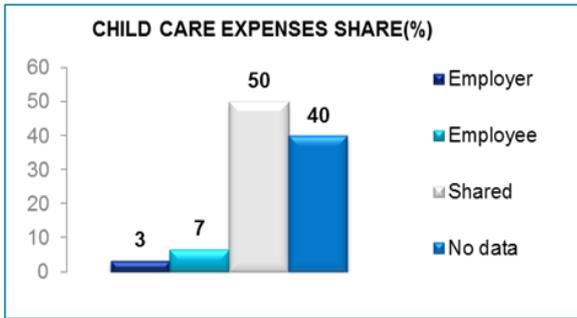
- Most of the Childcare Onsite Facilities provided by employers work in one shift and very rarely we find they working in 2 shifts
- All the organisations hand over the operational management of Facility to trusted third-party vendor who is specialised in Child care.
- The minimum age for Child which is eligible is Crèche Facility is 3 months and maximum age is of 9 years.
- Lactation experts are rarely provided by the organisation.
- The responsibility of Child care facility is owned by HR and Diversity teams.
- The timings of Child Care facility is from 8:30am to 8pm.
- Organisations with onsite facility provide the infrastructural support like Real estate, Electricity cost and Child care fees costs are shared with employees.

SOME GOVERNANCE/AUDIT BEST PRACTICES FOR CHILDCARE FACILITIES:

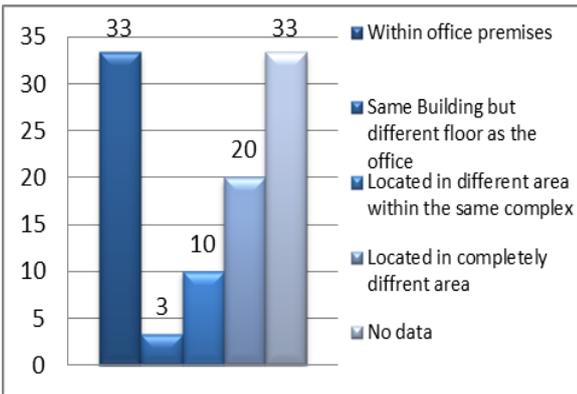
- Frequent employee surveys to check quality of the childcare
- Annual field-checks with evaluation questionnaires
- HR diversity person designated as program manager for addressing issues regarding childcare facility
- Periodic meetings involving the organisation, parents and childcare vendor
- One campus owner to constantly monitor the facilities
- Collection of frequent updates from parents and periodic incorporation of their suggestions
- Senior leadership involvement in the oversight of the overall facility management
- Documentation of the standard operating procedures for centre operations regarding its implementation, and roles and responsibilities of functionaries in each process
- Training of key managerial personnel within the organisation regarding the standard operating procedures



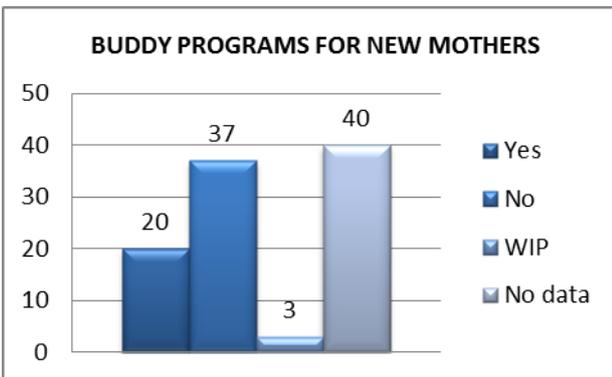
63% respondents provide childcare support either onsite or through shared services model



53% respondents sponsor childcare partly or fully



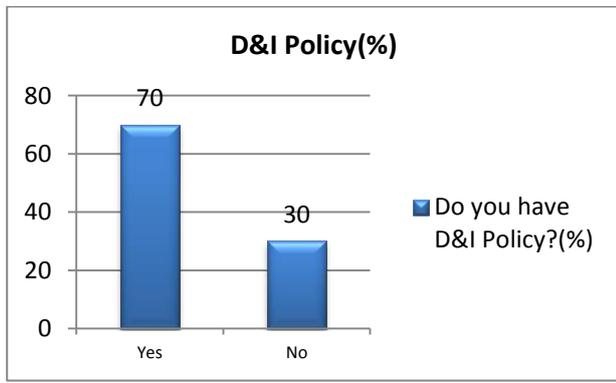
46% respondents provide the child care facility within the same premises / complex



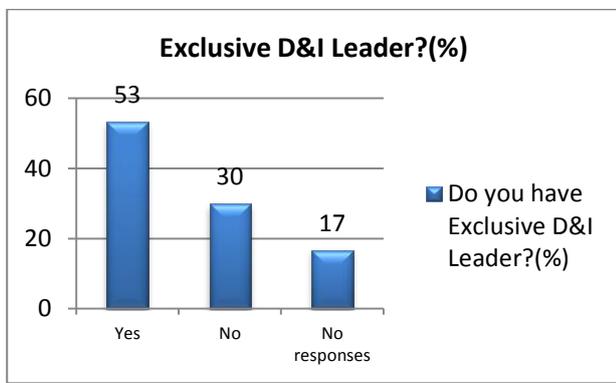
Data findings confirmed only 20% responses provide Buddy Programs for new mothers which show that the practice is still in nascent stage

N=30 from IT -BPM Sector

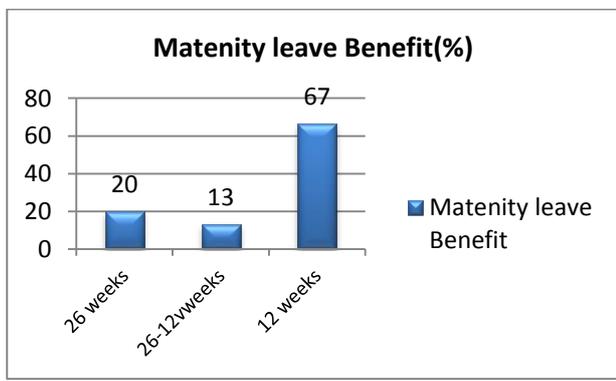
SOME OTHER FINDINGS ON DIVERSITY AND INCLUSION



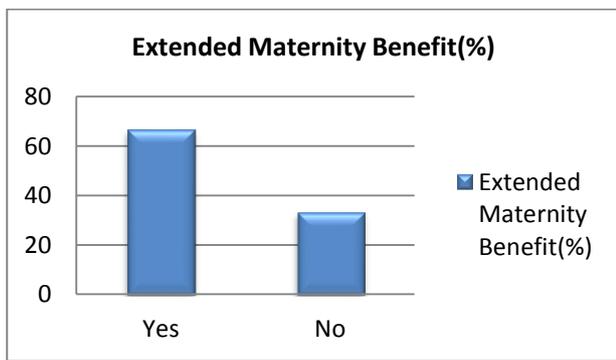
Data findings confirmed that 70% companies have diversity and inclusion policy that clearly indicates the trust and the importance these companies show towards D&I.



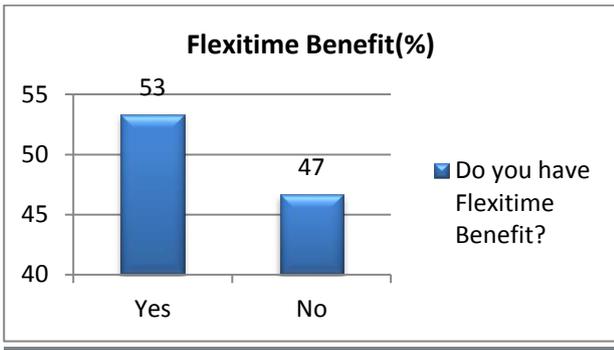
53% of the respondents have a separate Diversity & Inclusive Leader



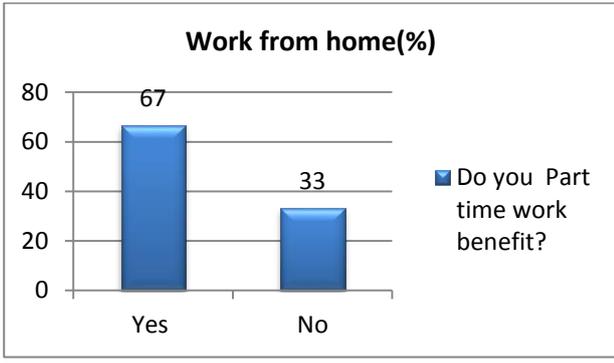
Data shows > 33% companies have Maternity leave Benefit which is much above the Indian Statutory requirements of 12 weeks, even ahead of the Maternity Amendment Bill.



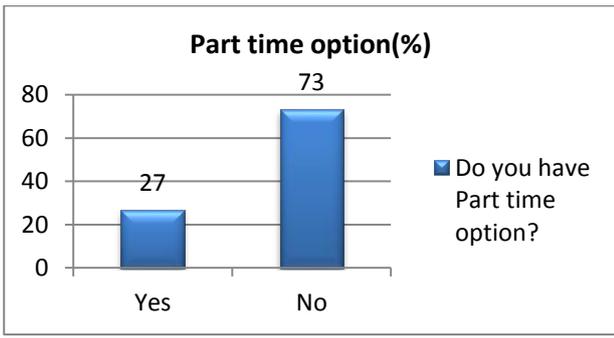
Data establishes that 67% companies are giving extended Maternity Benefit beyond the stipulated



53% companies offer Flexi time benefit to employees which means allows employees to balance work and life in a more effective manner



67% out of 30 companies offer Work from home to employees which means employees can make use of flexibility and not necessarily clock in hours at the work place



A very interesting aspect is that relating to alternate models of working. Not many companies offer part time roles to their employees since our survey indicated that only 27% of surveyed organizations offered Part time options.