

# Gender Representation and DE&I Initiatives in the Financial Sector

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## THE FINANCIAL SECTOR IN INDIA

The financial services sector in India stands as a linchpin in the nation's economic landscape, propelled by a swift embrace of digital technologies and pioneering strategies. Projections for 2023 indicate that the fintech sector in India is poised to achieve remarkable milestones, reaching US\$ 1 trillion in Assets Under Management (AUM) and US\$ 200 billion in revenue, with an estimated further ascent to US\$ 150 billion by 2025. India leads the way with an impressive fintech adoption rate of 87%, significantly surpassing the global average of 64%.

This transformative journey is defined by influential governmental initiatives such as Digital India and the rising prominence of fintech, positioning India as a global powerhouse in financial technology. The Mind the Gender Gap 2023 report underscores another facet of this evolution, noting the noteworthy participation of women in the financial services sector, constituting 22.4% of professionals.

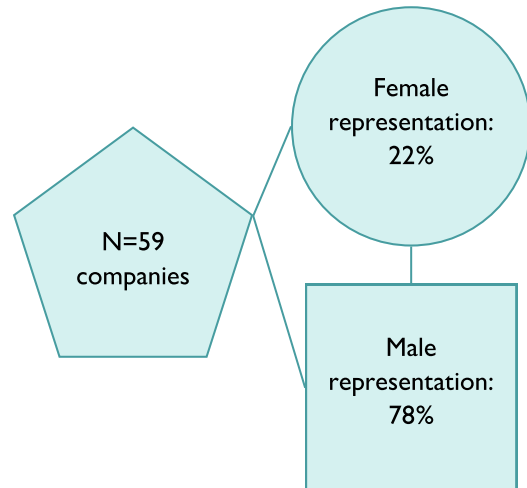
As the sector continues to adapt to technological advancements and shifting consumer preferences, it assumes a pivotal role in shaping India's financial future. This trajectory not only underscores economic dynamism but also reflects a steadfast commitment to inclusivity, solidifying India's standing as a dynamic force in the global financial landscape



# INSIGHTS

## SAMPLE DESCRIPTION

EMPLOYEE SIZE	NUMBER OF COMPANIES
Less than 500	18
500-2000	12
2000-5000	2
5000-20000	15
More than 20000	8

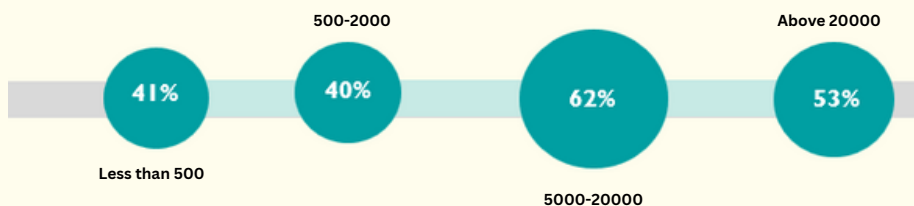


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## EMPLOYEE REPRESENTATION

With an increase in the total employee size of companies, the average representation of women increases, but the gap between male and female employees also increases. For less than 500 companies, there is a 41% difference between male and female representation, and this increases to 62% for employee sizes 5000-20000

Figure 1: Gap between representation of male and female employee by size of company



# INSIGHTS

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## DIVERSITY RATIO

The diversity ratio of permanent male and female employees and non-permanent employees underscores a gender disparity in employment types, revealing that the female employee and worker representation is lower in non-permanent positions (15%) compared to permanent roles (22%).

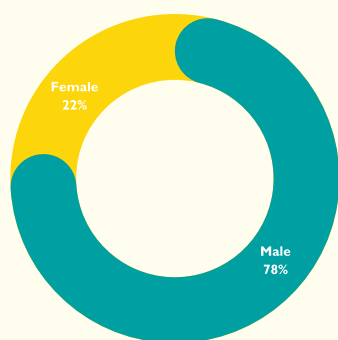


Figure 2: Diversity ratio of permanent employees

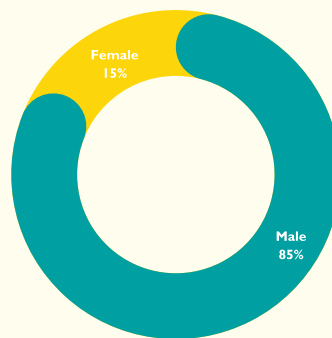


Figure 3: Diversity ratio of non-permanent employees

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## GENDER REPORTING

The status of gender reporting needs improvement - In 18 companies with employee sizes less than 500, only 5 companies reported female representation values. The status of reporting is better in larger-sized firms.

Research finds that **measuring and tracking gender data** pushes key stakeholders to **notice and address gender employment disparities**. It also shows that publishing the gender pay gap and a strategy to close it can impact an organisation's capacity to attract and retain talent.

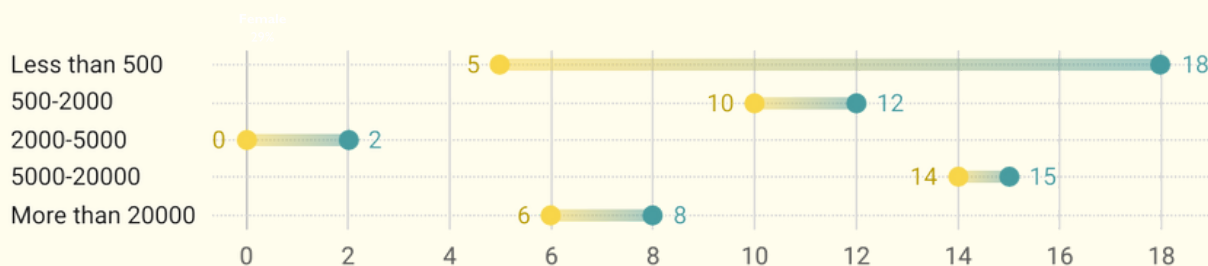


Figure 4: Status of reporting in companies

● Number of companies which reported gender data  
● Total number of companies

# INSIGHTS

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### LEADERSHIP REPRESENTATION

Interestingly, in our sample, smaller-sized companies fare better in terms of female BoD or KMP representation, with 18 companies with sizes less than 500 having an average of 20% female BoD representation, while this falls to 18% for companies with more than 20000 employees.

Figure 5: Percentage of women board of directors by employee size



## 5

### WOMEN IN LEADERSHIP

In terms of diversity in senior leadership positions, the percentage of companies having more than 1 female BoD or KMP is 47%, but this drastically decreases to 10% for more than 2 female BoD/KMPs. This could be attributed to the mandate put forward by the 2017 SEBI Uday Kotak Panel on Corporate Governance which proposed the compulsory appointment of at least one independent woman director in all listed companies. On the other hand, 98% of companies have more than 2 male BoDs.

Extensive global evidence points to the **lasting positive impact of women's leadership and overall presence**, in the **profitability of firms**. An analysis of 140 studies, with data from 35 countries, encompassing 90,070 firms, found that having more women in boardrooms was linked with greater profitability.

# INSIGHTS

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### WOMEN IN LEADERSHIP

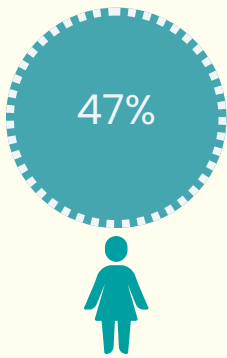


Figure 6: Percentage of companies having more than one male or female Board of director

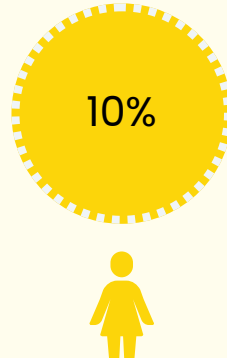
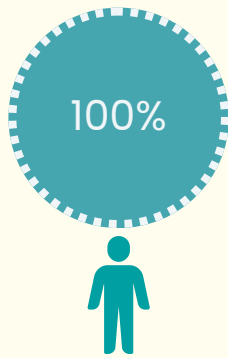
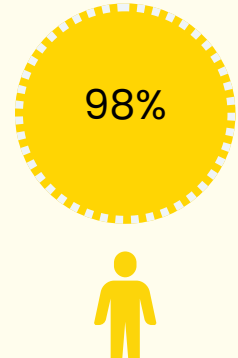


Figure 7: Percentage of companies having more than two male or female Board of director



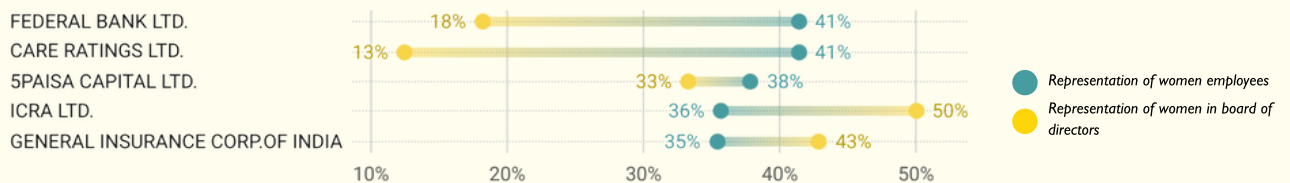
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### WOMEN IN LEADERSHIP

Only 4 out of 10 companies have % of women BoD higher than the average female BoD representation of 20%. 3 out of 10 companies have % of KMP higher than the average female KMP representation of 16% while 4 companies have no female KMP

Overall, on average, BoD representation in the top 10 companies (according to the female rep) is around 20%, which is same as the sample average female BoD. KMP representation is 25%, compared to 16% in the sample. However, there is a **long way to go to improve representation of women in senior leadership over and above the minimum mandate**

Figure 8: Representation of women in board of directors in top 5 companies in terms of female representation





# INSIGHTS

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### **WOMEN DIRECTORS**

The two companies with highest percentage of female BoDs also have a high percentage of women, 36% and 35% respectively. Additionally, the average female representation among the top 10 companies with highest female BoD is 24%, which is higher than the average female representation of 22% in the overall sample.

# DE&I PROGRAMS: SPOTLIGHT



## HIRING

### HDFC SECURITIES

- Opening a first-ever Women Digital Center in India
- Hiring more than 600 women relationship managers for the Digital Centers across India



### FEDERAL BANK

- FedRecruit Solution: an AI-powered platform designed to eradicate unconscious bias from the hiring process, ensuring a fair and impartial recruitment experience.



## RETENTION

### MASTERCARD INDIA

- India Women Returnship Program aims to re-hire women employees who have taken a career break
- Mastercard India Alumni network allows the company to reconnect with former colleagues and opens doors for them to return to the organisation



### HDFC BANK

- Pleasant Parenthood Program: A program to support women along their critical milestones - pre, during, and post maternity leave
- Women in Management (WIM): A 3-day, immersive workshop focusing on building competencies in self, teams, clients, and business



# DE&I PROGRAMS: SPOTLIGHT



## ADVANCEMENT

### CITI INDIA

- HR policy on Performance Guidelines: Women employees returning from 26 weeks-long maternity leaves maintain their performance rating and reduce potential unconscious or other biases



### DBS BANK INDIA LIMITED

- A 6-month phygital journey for women (AVP and below) fosters middle leadership and supports continuous learning with a group education sponsorship policy, reimbursing up to 60% or 4L INR of course fees.

