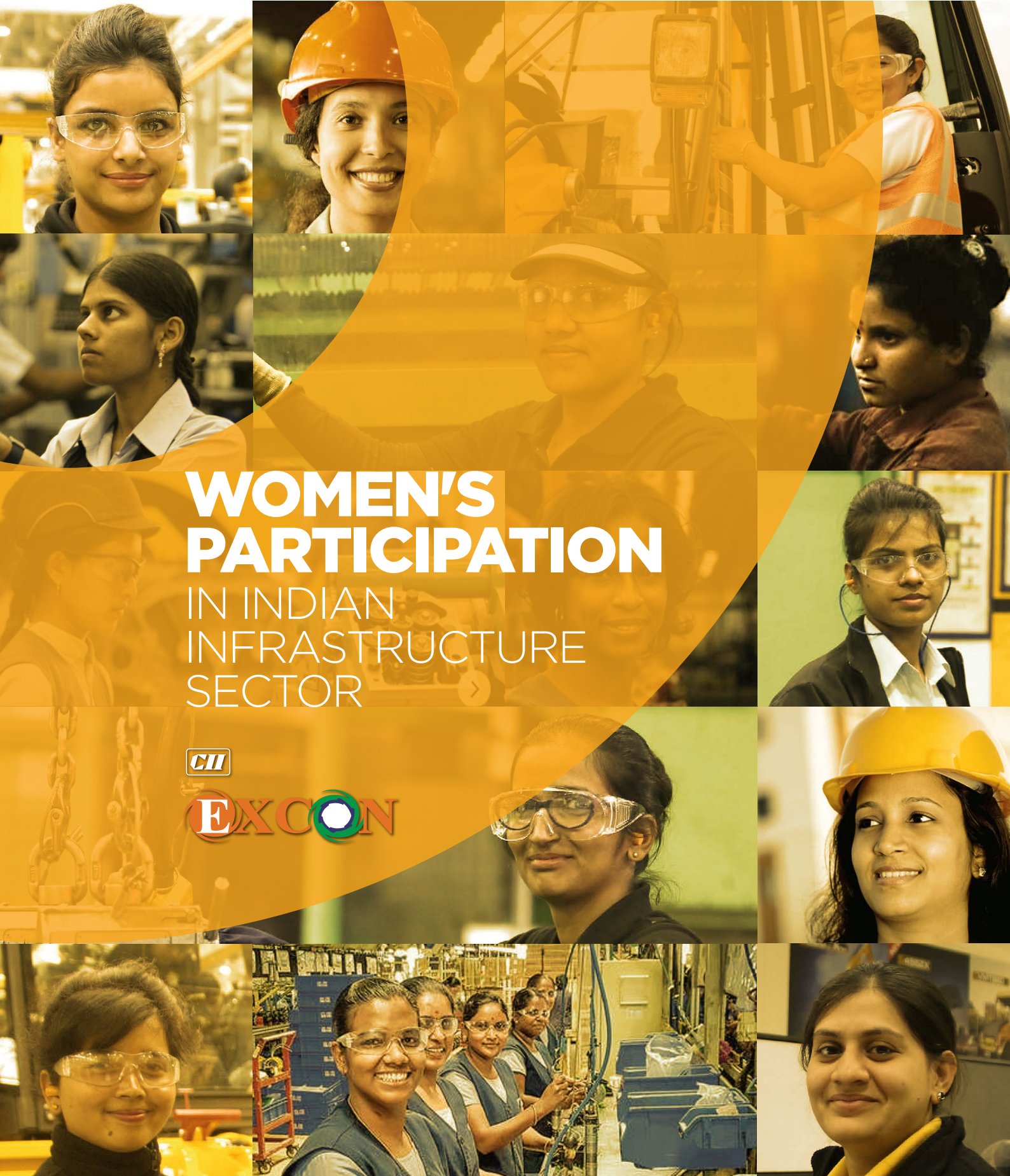




Confederation of Indian Industry



WOMEN'S PARTICIPATION IN INDIAN INFRASTRUCTURE SECTOR



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WOMEN'S PARTICIPATION IN INDIAN
INFRASTRUCTURE SECTOR

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INTRODUCTION

Corporate India's commitment to gender diversity is at an all-time high. Globally too, gender diversity at the workplace is a pertinent issue. It is viewed as a determinant for companies to grow, adapt, innovate and progress. Building and retaining workforce diversity is, therefore, becoming a top management priority and a business imperative across industry sectors.

Standing at approximately 50% of any given population, women present a very valuable talent pool, waiting to be leveraged. With the accelerated growth in the economy propelled strongly by the infrastructure sector, it is imperative for women to participate in the emerging economic boom. The current skewed gender ratios are of concern not only to the industry but the economy at large.

Infrastructure has long been a male dominated industry, with the archetypical employee synonymous with masculinity. The participation of women in the infrastructure industry is an exception rather than a rule. Though most industries are striving to dismantle these gender norms and are moving towards equality, yet the infrastructure industry gender gap is not really improving impressively.

The Indian infrastructure sector has inherent gender bias owing to the distinctive nature of work being perceived as involving physical labour. Despite a range of initiatives and legislation aimed at equality, the infrastructure sector continues to remain one of the most male dominated industries among all professions and occupations.

With women now pursuing STEM (Science, Technology, Engineering and Maths) education on par with men, it is imperative for the infrastructure sector to take advantage of this new talent. However, strong perceptions of the sector being intimidating, unsafe and inappropriate for women have made several women not consider a career in the industry as an option.

This paper is, therefore, a holistic review of the challenges for gender inclusivity in the Indian infrastructure sector, with what we can do to bridge the gap and achieve better integration. The report also proposes recommendations that can help to accelerate and transform the sector for greater benefits. With gender balance, the infrastructure sector can aid economic growth, employment opportunities and provide social empowerment and well-being.

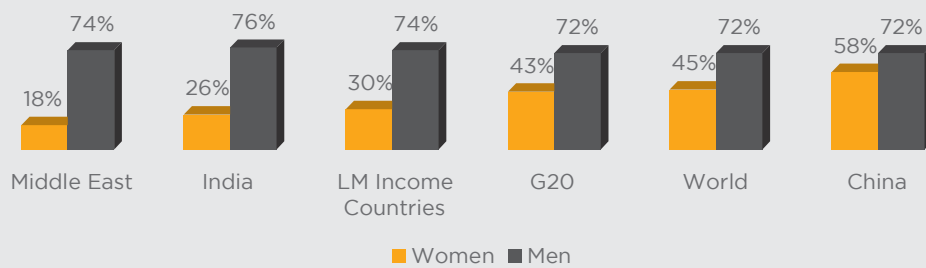


WOMEN'S PARTICIPATION IN WORKFORCE: THE WORLD AND INDIA

Across the economy, the rate of participation in the labour force of Indian women is 26%. Compared to the labour participation rate of 45% at the global level, this is among the lowest in the world, except for the Middle East countries. Their share falls below 20% excluding the agricultural sector, which employs over half of the country's female workers (International Labour Organization, 2018).



Labour Force Participation of Women & Men



Source: ILO, 2018



The National Sample Survey Organization reveals that the rural female workforce declined by 28.4 million between 2005 to 2012. In urban areas, the female workforce, increased marginally (by 1.3 million) over this period. Yet, the overall female work participation rate in India witnessed a decline.

SOME KEY STATISTICS HIGHLIGHT THE LOW PARTICIPATION OF WOMEN IN INDIA

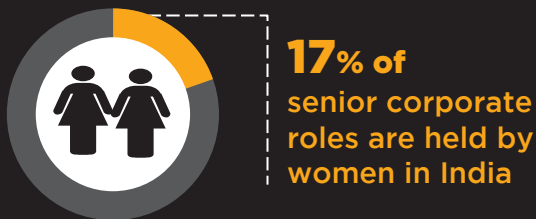
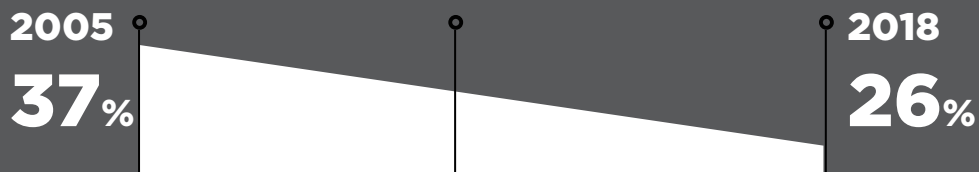
India's Ranking in the Global LFPR
(Labour Force Participation rate)



India's rank in terms of female entrepreneurship index



Female labour force participation



7% of leadership/board roles, represented by females



Estimated earned income per year



The labour force participation rate among women in India has been low historically, and the persistent and sharp decline in recent years has placed India 108th among 149 countries in the Global Gender Gap Index 2018 in 'economic participation and opportunity'.

India's Ranking in Gender Gap Report	2017	2018
Overall ranking	108	108
Economic participation & opportunity ranking	139	142
Health & survival ranking	141	147
Political empowerment ranking	15	19

Source: World Economic forum



According to McKinsey Global Institute, India has **17%** share of women contribution to GDP which is way lesser than the global average of **37%**, and the lowest among all regions in the world





WHY WOMEN'S PARTICIPATION MATTERS

As per UNDP, Human development reports(2017,) India ranks 130 of 151 countries in Gender Development Index & 135 of 187 in the Gender inequality Index, thereby leaving us with a tremendous opportunity for improvement. Apart from Gender Equality being a Human Rights issue, participation of women in the economy also makes business sense.

In a young and growing economy like India, not utilising 50% of your talent pool is leaving money on the table. Gender balance in economic activity is important, not just for achieving higher growth but equally for overall social development and should be a top priority for the country.

It has been established beyond doubt that women bring tremendous value in terms of their varied perspectives, intuition, emotional intelligence and collaborative approach. Research



The 2017 World Bank report says that an increase in the participation rate from the current 27 percent to 50 percent could boost India's overall growth rate by 1.5 percent

from some of the top consulting firms such as Catalyst, McKinsey, Deloitte, EY and several others have reiterated this several times. In fact, if women were to participate like men at work, it is projected that it would add USD 28 trillion to the global economy by 2025. (McKinsey, 2015).

When economically disadvantaged women are able to find reliable employment, it accelerates economic growth, stability, sustainability and overall development of a country. Women's empowerment has also always shown cascading benefits especially in developing countries in terms of healthier children and better education. Gender equal countries have shown better quality of life, healthier domestic security and lower aggression.



IMPORTANCE OF INFRASTRUCTURE SECTOR TO THE ECONOMY

WOMEN'S PARTICIPATION IN INDIAN INFRASTRUCTURE SECTOR

Across the globe, a well-functioning, modern infrastructure is central to economic development and higher quality of life. To ensure this, we are seeing a steady increase in investment in infrastructure globally.

As per a study done by Oxford Economics, Global infrastructure spending has gradually increased from \$1.8 trillion in 2007 to \$2.3 trillion in 2015. This represents an average annual growth rate of 2.9 percent per year. The need for infrastructure investment, is predicted to reach \$94 trillion by 2040.

Asia will continue to dominate the global infrastructure market in the years ahead and it will account for 54 percent of global infrastructure investment needs by 2040, compared to 22 percent for the Americas, which is the next largest region. Only four countries will account



for more than half of the global infrastructure investment requirements by 2040: China, America, India and Japan. China alone is estimated to account for 30 percent of global infrastructure needs.

Infrastructure sector is one of the largest employers and plays an important role in the growth and development of the Indian economy. India Services (Ministry of Government and Industry) describes infrastructure industry as comprising of construction of power, bridges, dams, roads and urban infrastructure development which also forms the base and is a supporting factor for other services sectors.” More specifically it includes sectors such as construction (bridges, roads dams, private construction), transport (public and private) and energy (power).



As per India Services (Ministry of Industry and Commerce), nearly, 9% of India's GDP is spent on Infrastructure services. The investment on infrastructure services in India is around \$1.4 billion in 2015 and expected to reach \$2.5 billion by 2021.

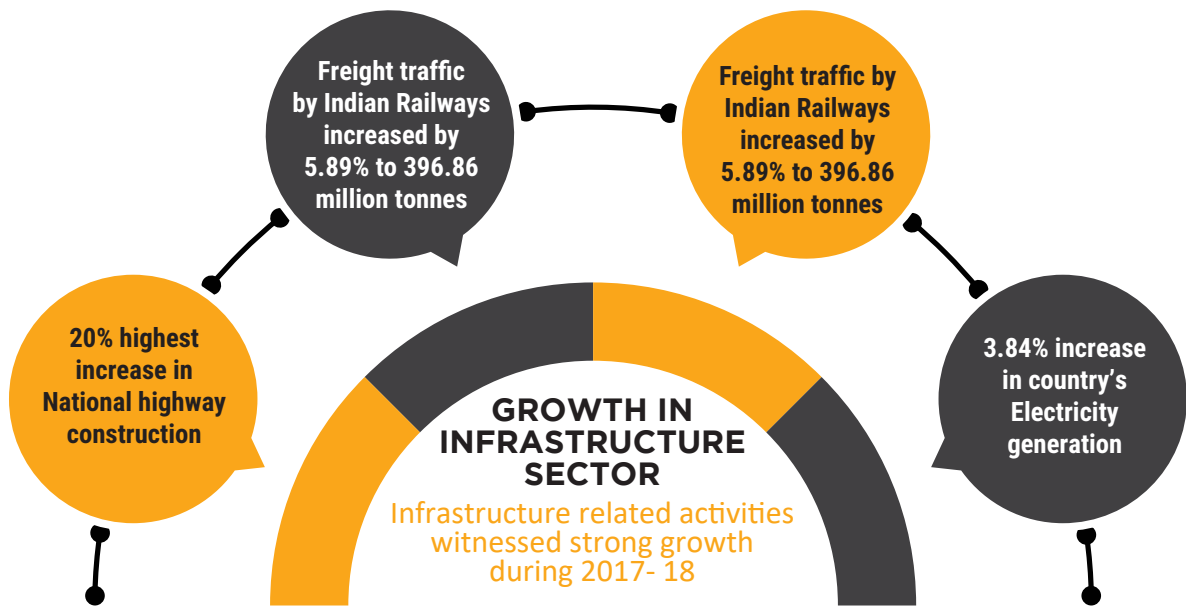
Infrastructure and construction sector have the 2nd largest share in FDI inflows. Cumulative FDI inflows in the Construction Activities sector, which includes infrastructure, Construction development and Construction services exports between 2000 and 2018:



INDUSTRY HIGHLIGHTS

Industry	% Contribution to GDP	Employment	FDI	Export	Govt. initiatives (2018-19)
Infrastructure	9%	35 million	100%	Construction services Export \$2,256 M in 2018	<ul style="list-style-type: none"> Allotted in Roadways \$18.69 B Allotted in Railways \$22.86 B Allotted in Housing & urban dev. \$31.81 B Allotted in Airport dev. \$3.2 B Allotted in Telecom & Energy \$1.54 B

Source: India Services (Ministry of Industry and Commerce)





WOMEN'S PARTICIPATION IN INFRASTRUCTURE SECTOR

If female labour force participation has to receive a boost within India, it is imperative to look at the participation of women in the sector that is seeing growth, playing a role in the development of the country and is the largest employer within the country.

Unfortunately, Women have historically and globally been left out of traditional infrastructure fields. The issue of gender stereotyping can be best explained as a fixed perception that *“the infrastructure industry is a man’s world and that it is not really a place for women.”*

“A patriarchal ideology and local socio-cultural traditions confine women to villages where agriculture continues to be their most important (but insufficient) source of food and income. Male out-migration has also pushed women into taking on more responsibility of own cultivation and to perform wage labour to ensure households’ daily survival, “Oxfam, Mind the Gap 2019.”



Not only is the participation low, there is substantial disparity between women's employment status, pay and professional up-gradation opportunities as compared to men in the industry. At sites, the representation is more of unskilled workforce and in offices women are more in administrative positions as compared to professional technical positions. These are issues specific to infrastructure industry and to resolve these issues and motivate a bigger number of women to be included and retained in the infrastructure industry, they need to be supported and properly trained through technical as well as social interventions.

"Their body is their only asset. Safety and health are a big issue. If they are sick or injured and can't work, they lose money. There are no benefits as they work in many different places, for different employers and are paid on a daily basis." Nita Bhalla, Reuters.



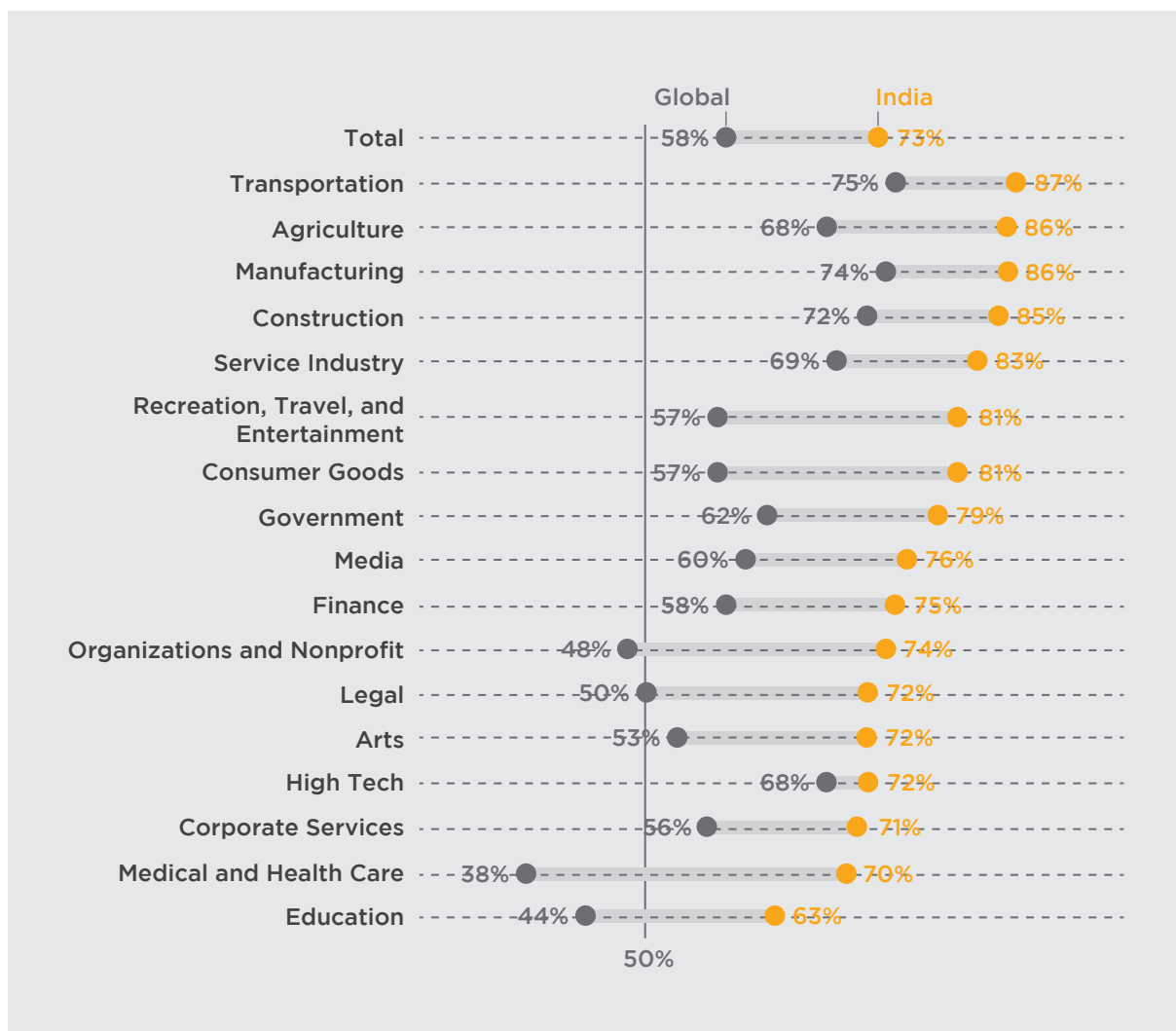
“The bias toward not recognizing the skills of the women is rather strong,” said Sunil Mahajan, Additional Director General of the Construction Industry Development Council, a government-industry body.”

“Checking parts & resolving the line issues during continuous line production were the main aspects in my first job. After studying engineering, the essence of a shop floor hard-core job adds to your work fulfilment; applying practically what you had theoretically studied always enhances your knowledge and makes you satisfied. The challenge was always there to combat the existing stereotype of women working on shop floor, but the encouragement provided always nullified that. I was given the chance to work in customer Quality; at present I am in Quality Planning.”

Nisha Sharma, employee at a leading construction equipment manufacturer



LinkedIn has done a gender analysis based on their data. The gender gap in the Indian formal sector is pervasive: at least 85% of the workforce comprises men in infrastructure and ecosystem industries viz; transportation, construction and manufacturing, in addition to agriculture. Every industry sector in India employs more men than women. Moreover, the gender gap among Indian professionals is worse than the global average in every sector.



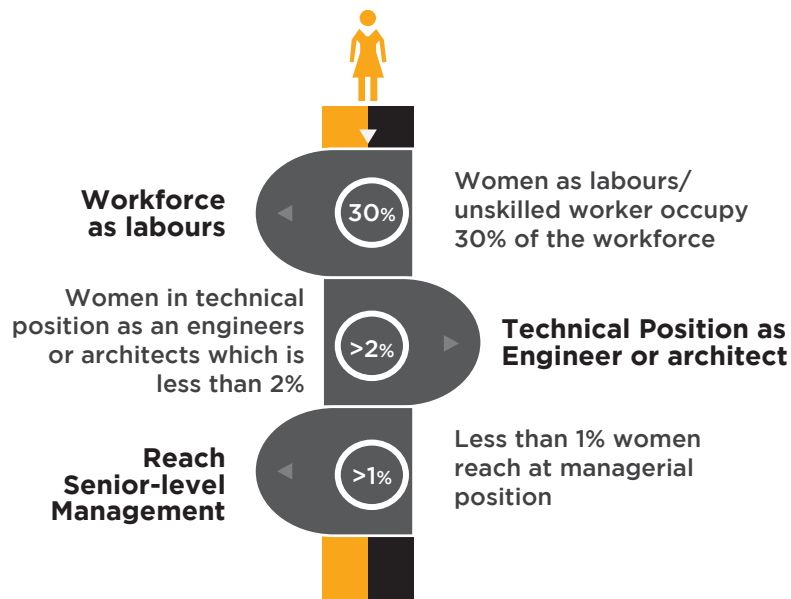
AVERAGE WAGES OF WOMEN IN VARIOUS ROLES IN COMPARISON WITH MEN

In infrastructure industry women earn less than what men earn with similar background. The below chart shows the earning gaps of three different categories.



ROLES OCCUPIED BY WOMEN IN INFRASTRUCTURE

In infrastructure industry women are working at three levels:





REASONS FOR THE POOR PARTICIPATION OF WOMEN

A. Socio-Cultural

Perceptions of the Industry: Though the number of women graduating with engineering degrees in India is increasing, very few women ultimately take up civil or mechanical engineering as their career. These choices are guided by strong biases that set in at an early age, often reinforced by family and other guiding elements in schools etc. Civil and mechanical related jobs are typically seen as hard, technical spaces, physically challenging and therefore not the right place for women to work in. This perception is reinforced by industry as well as by society. If we analyse this issue through the communication lens, infrastructure is mostly depicted through images of men working on sites, notices of “men at work”, “manning of large construction machines”. The visual and verbal communication of the sector is male dominated with little or no presence of women. Given this communication, it is natural for majority of the society to understand the sector as “unsuitable for women”.



Stereotypes: Women who get into this industry are expected to become like men. Get used to the kind of language, jokes and conversations that men are used to. “If she wants to work in this space, she needs to develop a thicker skin!” (who said this). Reverse stereotyping also impacts the participation of women, where managers often “protect” the women employees by not sending them to onsite assignments. Yet it is such ‘consideration’ that often impacts the career growth of the women who have taken the decision to enter the sector in the first place. Conversations with women employees reveals that that the best way to deal with this seemingly complicated matter would be to “just ask them”, as would be the case with any other employee in the company.



B. Industry Specific challenges

Safety Concerns: In India, safety is a concern not just in the far-flung sites, but even in well populated urban areas. Work in the infrastructure industry is one of the most hazardous and it involves risk and poses safety issues for women workers. Most of the operations are labour intensive with almost non-existent safety measures.

Most women workers end up in infrastructure as a last resort because the working conditions in the sector are very difficult. They are not given adequate training to handle the situations, by the contractors who, do not invest in their training and safety.

Most manufacturing production factories operate around the clock (24/7), having many job positions to schedule and multiple shifts to cover. However late night shifts are not considered safe for women to work. This is further compounded by the Factories Act of 1948 which prohibits women from being engaged in a factory from 7 PM till 6 AM. However if the company makes certain ecosystem provisions (such as providing safe transportation) special permission is granted to the factory to engage women.

Health Hazards: Improper sanitary conditions that do not consider the needs of women can also be a deterrent. Often, it is a challenge getting a separate rest room installed for women working on site – contractors ask women to use the same rest room as men because there are more men on site. Additionally, access to medical and other facilities is minimal.

Health issues constitute as one of the major problem for women workers. Physiologically, they are not as available for the hard, physical nature of some of the work that may be required. The impact of exposure to a host of hazardous substances also impact women in adverse ways and, have a potential of causing serious occupational diseases such as asbestosis, silicosis, lead poisoning, etc. They also suffer from muscle pain, allergy, asthma and cough etc.

Also, in India occupational health is seen as a secondary issue while formulating health policy and health-related programmes.

Wage Discrimination: Women's work in the infrastructure sector can truly be described as sweat labour, and there is violation of laws on minimum wages as well as equal wage. Women face discrimination on the job because even if they have the same skills as men, they are not given the same work. Contractors act tough and wages are often irregular. However, given the significant difference in wages between men and women, contractors, at times, are more inclined to hire women on longer term contracts simply because they are more likely to accept lower wages.

Women in infrastructure industry are mainly contract labourers. They suffer because of insecurity of work as well as absence of the provision of minimum wages for them. As per an article by IOSR Journal of Humanities and Social Science, there are three main considerations behind the employment of women workers in the construction industry, cheap labour as it is without a contract, docility of personality, male reluctance for certain work.

C. Education and Skills

Access to education: India has 65% female literacy rate as per the 2011 census and it is still below the world average of 80%. When the parents cannot afford education for their kids, the son is always given preference over the daughter, if at all they try and send them to school.

Women are almost unskilled labourers and their skills are never upgraded as they mainly assist the male work force. Also, most women workers are not trained in any trade and they remain head load carriers or helpers, all their working life.

The demand for unskilled labour is dwindling and the demand for skilled infrastructure workers is growing dramatically. This is especially true in urban India, with its significantly higher demand for specifically skilled labour over unskilled or even generally educated labour. In such an environment, unskilled manual workers in general, and women in particular, will increasingly be reduced from the industry.

Access to Skill-oriented Courses: The number of takers for skill development courses offered by the Government Industrial Training Institute (ITI) for Women has been falling for many years. This, despite the courses being offered for free and several other benefits such as free laptops, bicycles and course materials, in addition to a monthly stipend of Rs 500.

Lack of awareness about ITIs, the courses and scope seem to be the overarching reason for the dwindling number of takers. Another reason for the dwindling number of takers for Women' ITIs was the perception that ITIs were meant for boys who want to give up school and take up industrial jobs, "Only when there are recruitment calls from organizations such as the electricity board seeking ITI graduates, people know about it and come looking for admissions." Principal ITI college

If we take these factors into consideration, it becomes easy to comprehend the reluctance of both the industry and the women to engage. Yet there are many factors and examples that are emerging which are altering the ecosystem and can thereby be used to address the specific challenges mentioned above.





RECOMMENDATIONS

IMPROVING ACCESS TO EDUCATION

There is a need for the infrastructure industry to engage female students at primary and post-primary level and increasing participating in both STEM (Science, Technology, Engineering & Maths) and infrastructure related subjects.

“We really need to be in the schools from primary to second level, really showing young people the types of careers, they can have and the range of skills and professions for them to consider. Girls need to be informed that there are plenty of interesting opportunities and avenues open to them in construction this area.”



Technical education has a huge potential to empower women. This has also led to an increase in age at marriage and childbearing, a drop in desired number of children, and even an increase in school enrolment of younger girls not exposed to the training.

Technical training and recruiting young women from rural areas for factory-based jobs in cities provide economic independence and social autonomy that they were unaccustomed to in their parental homes.

Paid technical training will motivate more women to attend the training. Most women cannot afford to take the time out from their current income-generating activities to learn new skills; however lucrative they may be in the long run, if they are not compensated financially. The payment of a stipend ensures that women's eagerness to learn new skills do not translate into economic crises in their households due to loss of daily income.

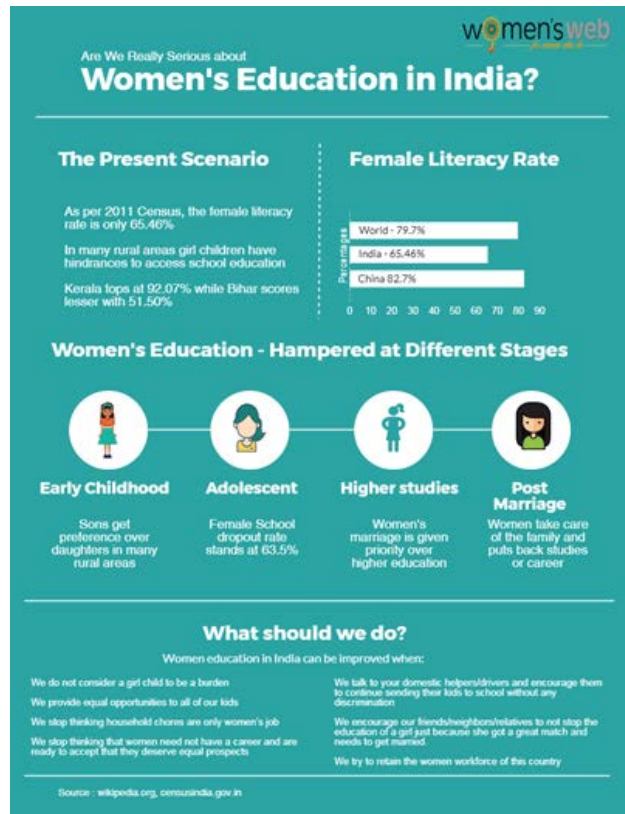


The government has taken numerous strategies to improve girls' education in India:

Beti bachao, beti padhao was conceived in 2015, which addresses the issue of the declining Child Sex Ratio across the country. This strategy works to stop female foeticide, increase the number of girls attending schools, decrease school dropouts, implement rules regarding the right to education and increase the construction of rest rooms for girls.

Jharkhand has taken a big initiative toward female education upliftment. The Jharkhand School of Education has decided on distributing free textbooks, uniforms and notebooks to all girl students from grades nine through 12.

The Uttar Pradesh government plans to provide a monetary incentive of 30,000 rupees to female students who have an outstanding performance in intermediate or equivalent state examinations.



CII through its Indian Women Network has a campus to career program with a special focus on manufacturing as a sector where women can participate. Given the fact that we see a lot of drop out of women when they transition into a job, the initiative focusses on working with STEM students to acquaint them with the opportunities that exist in the sector.

There are also examples of corporates undertaking initiatives to bridge the knowledge gap between the academic learning and the industry needs, with more focus on hands on experience by providing girls and women onsite project experience, thereby making them better recruits for the industry.

IMPROVING WORKING CONDITIONS AND FACILITIES

Health at work and healthy work environment are amongst the most valuable assets of individuals, communities and countries. Occupational health is an important strategy not only to ensure the health of workers, but also to contribute positively to productivity, quality of products, work motivation, job satisfaction and thereby to the overall quality of life of individuals and society

The working conditions and facilities provided to women at the sites are far from satisfactory. In the light of rapid economic growth and industrial progress in the country, it becomes imperative that women's safety and health at the workplace be given its due importance.

The ethos lies just not in knowing what their problems are, but to educate them on such issues which may end up detrimental to their health, safety & well-being and suggest & demonstrate measures to mitigate those adopting participative endeavours by considering them as participating partners.

Observe women in their occupational settings for modalities of performance on the job.





SUGGESTED INITIATIVES TO DRIVE INCLUSION

While it is important to accept and respect the socio-cultural gender role expectations and subsequent choices men and women make with regard to their lives and careers, there is merit in Governments, industry bodies and organisations coming together to make this a ground reality. From lessons learned from other sectors, mentioned below are some suggestions to that companies may consider to drive inclusion of women in the workspace:

AFFIRMATIVE ACTION AS POSITIVE DISCRIMINATION IS OFTEN A NECESSARY TOOL TO BUILD A LEVEL PLAYING FIELD FOR WOMEN.

- Encourage companies to set targets for women's participation in project meetings while designing and implementing initiatives and in all decision-making matters. Consider incentivizing contractors and supply chain to encourage them to hire women.



- Promote opportunities in local ITIs and informal women's groups and provide information, training and resources to be able to take up a job.
- Creatively and in culturally appropriate and innovative ways, reach out to help women become aware of job opportunities and train them to benefit from infra opportunities. Consider appointing local women influencers to network with local communities in the catchment areas and build awareness about opportunities while also educating and encouraging families to let their girls to go work.



FOCUS ON GROWTH OF WOMEN

- Companies must be encouraged to provide mandatory education and training to help employees overcome gender biases and reduce job segregations to expand opportunities for women.
- Also, depending on the situation, consider redesigning work to make it easier for women to work within their cultural or social contexts. eg. all-women teams or altered timings if required, providing transport for all employees.
- Ensure women are not always relegated to the traditional “support” roles of unskilled work like carry loads, handing out tools or tidying after. Offer targeted on-the-job training to aspirational women so encourage them to move into technical roles or more skilled jobs like driving, carpentry, masonry work etc.
- Promote women on par with men. It is an accepted fact that in a male dominated cultural environment like the infra sector, acceptance of women as supervisors and managers will be harder. Leaders must take special effort to mentor and coach women to deal with the situation while also communicating expected standards of behaviour at work to all others as well.
- Consider informal training and mentoring for higher level jobs as women are often unable to take time off for formal learning programs. On the job mentoring at the work site is a good way to enable women to pick up skills for growth.
- Provide continuous and ongoing training for women who are looking to enter the industry or re-enter after a break. By making this a service that is available to women, it can bridge the technical and confidence gap that may be there.

ADJUST THE ECOSYSTEM TO BE RECEPTIVE TO BOTH MEN AND WOMEN

Since infra projects are usually in rural and remote areas, sensitive support and innovative initiatives must be considered if we are serious about retaining women in the industry. Some initiatives that can help the agenda include

- Practical support in terms of affordable housing, accessible transport and childcare and schooling facilities close to the site of work are great levers to ensure we retain women at work.
- Site conditions and facilities must be conducive for women: Basic sanitation, toilets and first-aid facilities are often totally absent or at best limited to the bare essentials. These must be considered on priority and implemented before a project is flagged off.
- Ensure gender pay parity. It is fact that women are paid less than their male counterparts for the same job and even more so in the infra sector. It is illegal to do so and important that you audit your system to ensure parity.

- If the job opportunity required resettlement of families, consider attractive and adequate physical and financial support for women
- Watch out to see that women's voluntary work to help out their male family members is not encouraged.
- Visibly support and promote the few women role models in the industry

SET UP MONITORING MECHANISMS

While everyone agrees that gender balance and parity are ideal goals to pursue, they are often not as easily backed up with action, we, therefore, strongly recommend that a task force is set up and made accountable for achieving the objectives set.

Companies must back up their plans with resources and it is strongly recommended that resources are ear-marked in a formal manner for gender-inclusion as a part of the budget of any infra-project that is being designed and approved. Accountability for the same should rest with the Head of the organisation.

And, as an ongoing practice, industry leaders must revisit and consult regularly with women's groups and identify other gender or site-specific initiatives that can help improve women's participation at work.

CII IWN has developed a Gender Diagnostic Tool, which is a self assessment tool that enables companies to understand where they are as it relates inclusion. At the same time, it also nudges companies towards actions that they can take to become more inclusive. The tool is provided as an annexure in the report.






CONCLUSION

For the infra sector which has always been a male dominated industry, this is the most opportune moment to reach out to women talent. While a cursory examination of the status of female infrastructure workers in India may lead us to conclude that women in the infrastructure industry are breaking down some entrenched social and cultural barriers, we must recognise that these are largely due serendipitous and not planned interventions. that the real movement towards inclusion of women will happen only if planned and structured initiatives are put in place, The few companies who have taken structured initiatives provide good examples and best practices for the industry to emulate. A few such examples are provided as annexure to this report.

Besides the skill sets, women, as users of infra facilities can also add great value in terms of perspectives to enhance the design and delivery of projects. The needs of women in



infra-related projects are quite likely different in terms of safety and security compared to men. Women's participation will enhance decisions in terms of what designs, quality and safety standards are required in projects that are delivered.

Whether Indian women in the future will be able to incrementally build on the gains they have made, will depend on a number of factors. However, the good news is that the acute labour shortage, combined with the high growth predicted for infrastructure, housing, and other construction investment, means that we absolutely need women to join the industry and rise the ranks within the workforce. This means we must shake up the status quo and overcome obstacles and excuses that previously prevented us from seeing results. Simply stating, "not enough women applied to my job posting" or "no women raised their hand for this promotion or leadership opportunity" is not good enough and no longer acceptable.

Education and consciousness-raising initiatives that raise awareness among women as well as men about women's equal entitlements to quality employment are just as crucial as policy reforms and state actions that protect women's interests and facilitate their participation.

Also, considering that Civil and Mechanical engineering are promising professions to consider, it would be unfair to not let women benefit from the rewards it can offer. For far too long women have deprived themselves of these opportunities and given that women's career aspirations are at higher levels than ever before, traditional norms of sex-segregated job divisions are being renegotiated and both men and women are equally eager to participate in India's growth story.

STORIES OF SOME OF THE WOMEN CONSTRUCTION WORKERS



Story 1

Devamma
Age: 32
Construction Worker

Devamma, 32 hails from Rampur near Yadgir in Karnataka and has been working as a construction labourer for the last 12 years. She is part of the 92% women in the industry who are illiterate. Devamma stays in a small shanty adjacent to the construction site with her husband and two children. There is no concept of privacy and everything from breastfeeding to even taking a bath has to be done in the open.

She and her husband found work in the city as they had worked here before. "The pay is better in the city", says Devamma. She gets paid only Rs 250 per day whereas her husband gets paid Rs 400. They are hardly able to save anything.

When Devamma is not working in the city, she is helping with farm work in her village. The family moves between the city and village every 6-8 months.

She along with her husband has bought a house in the village where she has more privacy and facilities; but she has to work in the city in order to pay for the house. The house is only the beginning of their troubles as Devamma has to make a choice between earning money in the city and staying back in the village to educate her son. (Jaagore)



Story 2

Surekha Yadav
Age: 51
Train driver

There is no dearth of jokes questioning a woman's ability to drive, and till date, driving is considered a profession only for men. However, 51-year-old Surekha Shankar Yadav broke this stereotype almost three decades back and became the first female train driver of India in 1988.

Hailing from Satara in Maharashtra, Surekha was born in 1965. She took admission in a vocational training course after completing her schooling, then decided to pursue a diploma in electrical engineering from the Polytechnic Government College in Satara. Surekha wished to pursue further education in Mathematics and earn a BEd degree to become a teacher. However, when she came across an opportunity to work for the Indian Railways, she decided to go for it. With a technical background and passion for trains since childhood, Surekha decided to fill the form and attempt the written examination in the year 1986.

She passed the examination and was called for an interview with the Railway Board. Surekha cracked the interview and was appointed as trainee assistant driver at the Kalyan training school. She got trained at this school for the next six

months and became a regular assistant driver in 1989. In 1966, Surekha was appointed as the driver for the goods' train and was promoted to the position of motor-woman in 2000. In 2010, she was appointed as the driver on the railway line at Western Ghats, and was promoted to the post of 'express mail driver' in 2011.

Surekha works for ten hours a day, and has been honoured on several occasions for becoming the first female train driver across the entire Asia. With no experience of driving a two-wheeler or a four-wheeler, she turned into an inspiration for many by taking up the reins of a vehicle as heavy as a train.

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Story 3

Radharani
Age: 43
Highly Skilled Painter

As a highly skilled painter she has carved her own place in the local construction business, where everyone respects her for her workmanship and professionalism. Heading a team of five women, whom she has trained, she is conscious of delivering quality work on time.

Obviously, when Radharani had decided to venture into this line of work things were not all that easy – initially, she encountered stiff resistance from contractors and, later on, people were either surprised to see a woman in action or expressed their doubts in her abilities.

She recalls, “Six years back, I had got a contract for painting a state-run guest house. I was hard at work one morning perched on my bamboo ladder when the engineer in-charge called out to me. When I came down and took off my headscarf he was astonished to see me and remarked that he had never imagined that he would be seeing a woman head a team of painters.” Radharani has learnt the work from her husband, Shankar Pradhan, who decided to rope her in because they needed to bring in more money to pay for the education of their two children.

Radharani remarks, “My husband taught me how to paint but now I can do better work than him. I get more assignments and make more money. However, he doesn't mind it and even tries to pitch in with the housework.” (Credit: Rakhi Ghosh\WFS)

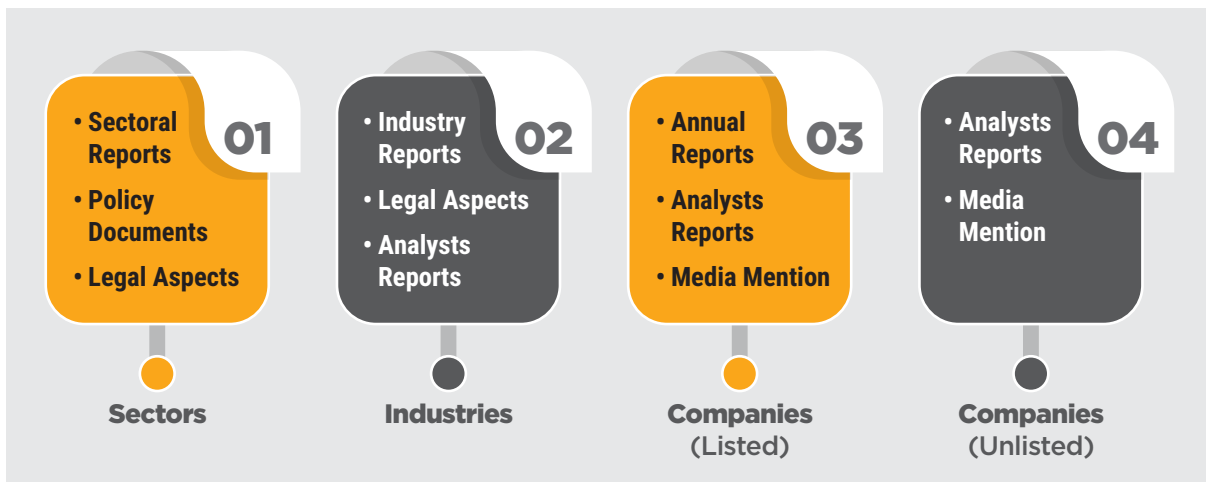
ANNEXURE

METHODOLOGY

The research has included infrastructure industry.

The data has been collected from secondary research. The research included internal and external research.

The documents referred to are:



LAWS GOVERNING WOMEN'S PARTICIPATION

Although many labour laws are applicable to infrastructure sector, none of them have been able to make sure women workers' right to living and safe working conditions. Government has implemented many schemes to increase women's participation.

The Ministry of Women and Child Development is administering following schemes for gender equality/socio-economic development/empowerment of working women:

- Working Women Hostels for ensuring safe accommodation for working women away from their place of residence.
- Support to Training and Employment Program for Women to ensure sustainable employment and income generation for marginalised and asset-less rural and urban poor women across the country.
- Rashtriya Mahila Kosh to provide micro-finance services to bring about the socio-economic upliftment of poor women.
- National Mission for Empowerment of Women to strengthen the overall processes that promote all-round development of women

- Rajiv Gandhi National Creche Scheme for Children of Working Mothers (including single mother) to provide day care facilities for running a crèche of 25 children in the age group 0-6 years from families having monthly income of less than Rs 12,000.

In order to improve employability a separate Ministry of Skill Development and Entrepreneurship has been created.

Guidelines set by some of the acts:

Factories Act, 1948

According to an earlier version of the Factories Act, women could be employed only between 6am and 7pm. However, in most manufacturing companies that operates even two shifts, timings could significantly differ from the allotted hours under the Act, depending on the spectrum of work done at the plants.

The government is relaxing the rules by letting the states amend their respective Factories Rules to give women an equal opportunity, by encouraging them to work in all shifts. This policy change will provide the required impetus for manufacturing, especially the auto companies to hire more women on the shop floor, thus benefitting the company as well as the women workforce in the long run.

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The act covers all women, irrespective of their age or employment status and protect them against sexual harassment at all workplaces both in public and private sector, whether organised or unorganised.

Maternity Benefit Act, 1961

The maternity benefit Act 1961 protects the employment of women during the time of her maternity and entitles her of a 'maternity benefit' - i.e. full paid absence from work - to take care for her child. The act is applicable to all establishments employing 10 or more persons.

Employees Provident Funds and Miscellaneous Provisions Act, 1952

- As per the amendment in 2018 in this act, the EPF contribution rate for the newly recruited female employees is reduced from 12% to 8%. This privilege will be available to the new female employees for the first three years of employment.
- The contribution from the employer's end towards EPF, although, will continue to be at the rate of 12%.

Labour Welfare Fund Act, 1965

- This act is aimed at improving the living standards of labour and also focuses on women education in its scope.

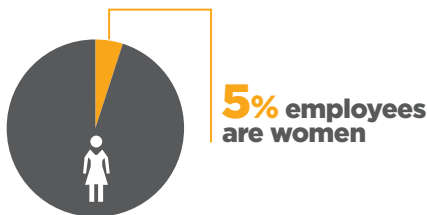
Employee State Insurance Act, 1948

- The act specifies benefits specific to women in times of pregnancy and maternity
- The benefit states that periodical payments should be given to an insured woman in case of confinement or miscarriage or sickness arising out of pregnancy, confinement, premature birth of child or miscarriage.

Equal Remuneration Act, 1976

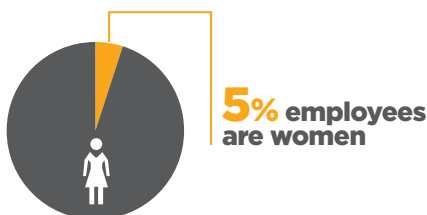
The Equal Remuneration Act, 1976 aims to provide for the payment of equal remuneration to men and women workers and for the prevention of discrimination, on the ground of sex, against women in the matter of employment.

BEST PRACTICES BY SOME INFRASTRUCTURE COMPANIES



Example 1

Initiatives to Drive Women Recruitment: The company has launched a career renewal initiative for women. The initiative which stems from its strong belief in diversity & equal career opportunities for all. It is aimed at providing a platform through which women professionals can re-enter the corporate world after a career break.

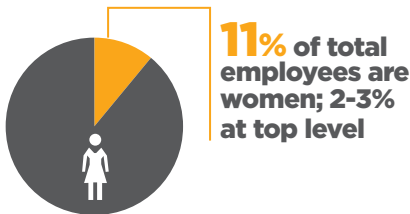


Example 2

Initiatives for Women Employees: To fulfil the special needs of women in the workforce, the company has laid emphasis on implementing policies such as 6 month's maternity leave followed by 6 month's part-time working to help new mothers balance child-care priorities with work.

It has undertaken measures such as 24x7 toll-free helpline for women, reserved parking for expectant mothers, self-defence workshop among others.

The company has a common platform for women employees to connect, converse and collaborate. The platform is designed to give them opportunities through its 4 pillars which include providing mentorship conversations, leadership interactions, forums and conferences and trainings and workshops (Classroom and E-learning).

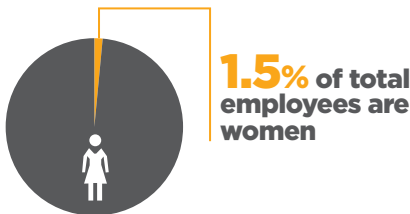


Example 3

11% of total employees are women; 2-3% at top level

Initiatives to Drive Women Recruitment: The company is putting efforts to increase the women workforce in the organization. “For every open position, up to 50% of profiles are women candidate only. However, gender diversity at senior position has been an area which has significant improvement opportunity, and we expect to see better ratio at senior positions also in FY 2019-20.” A senior employee.

Initiatives for Women Employees: The company has conducted a series of programs in FY 2018-19 including panel discussion with external HR experts, women employees, and business leaders to discuss on issues, policies and processes to make workplace environment more women-friendly.



Example 4

1.5% of total employees are women

Initiatives for Women Employees: 8% of the women employees were given safety & skill up- gradation training in the last year. This has helped women employees to gain more confidence at work place.

GOVERNMENT INITIATIVES FOR BUILDING THE TECHNICAL SKILLSET IN WOMEN

Ministry of Skill Development and Entrepreneurship (MSDE) has been implementing several initiatives to achieve women empowerment through skill development. To increase the women participation in workforce, Skill India Mission aims to empower women with initiatives in skill development and entrepreneurship

Following initiatives are launched to facilitate skill development among women and spur entrepreneurship.

- Long Term Skill Development Training via Industrial Training Institutes
- 18 National Skill Training Institutes (for Women) are imparting skill training exclusively for women.
- Pradhan Mantri Kaushal Vikas Yojana promote increased participation of women in the workforce through appropriate skilling and gender mainstreaming of skills.



- Common Norms approved by Ministry for various skill development programs provide special support for women candidates such as provision of boarding and lodging facilities; reimbursement of transportation cost for non-residential training programs and post placement stipends to enable new trainees to settle.
- Special Women-Centric Projects: NSDC is working exclusively on skill development of women, especially in rural areas. NSDC in collaboration with the Ministry of Drinking Water and Sanitation is also driving skill development of workers for Swachh Bharat Mission and has roles such as mason training for twin pit toilets and gohar gas (bio fuel), which has seen encouraging participation from women.
- The state government of Madhya Pradesh gives private builders a 5 percent tax exemption for employing certified workers on its construction sites.

CII GENDER DIAGNOSTIC TOOL

Introduction to the Gender Diagnostic Tool

What is the CII Gender Diagnostic Tool?

The CII Gender Diagnostic Tool aims to help companies self-assess their progress towards gender equality by identifying strengths, gaps, and opportunities in their existing business function. The scoring from the self-assessment will help them establish benchmarks, set targets, and measure progress in several areas promoting gender equality, thereby helping organisations become a leader in the industry.

The Gender Diagnostic Tool is not about compliance and reporting. It does not grade your business and is only valuable as a tool if people using it do their best to give a fair judgement of how their company performs on the indicators.

How is the Tool used?

The Gender Diagnostic Tool is intended to be a self-assessment Tool. By answering a series of questions related to gender equality in the workplace, the Tool will help you understand your current performance on gender in terms of policies and processes. It is recommended to use the Tool periodically (i.e. annually or bi-annually) to track progress over time. An internal assessor should be appointed to conduct the assessment. The best approach is to have a team of assessors comprising of different business functions, in consultation with staff and workers. The assessment will then be approved by a senior management – best practice is to note down the different results obtained by the assessor and the approver.

How was this Tool developed?

The Tool has been developed by CII IWN and BSR based on best practices and legislative requirements in India. To develop the tool, references were drawn from UN Global Compact's 'Women's Empowerment Principles (WEPs) Gender Gap Analysis Tool' developed by BSR, and CII-IWN's 'Equal Opportunity Pledge' and the Bloomberg Gender Index.

How does the scoring work?

Businesses will answer a series of questions under three areas: gender equality in the workplace, family care and parental benefits, and safe working environment and prevention of sexual harassment. The questions will be related to either policies or processes on gender equality and women empowerment. For each question, you are expected to identify a score out of the given colour coded scoring range (Green- All elements are present and functional, no improvements needed; Blue- Minor elements are missing from indicator or non-functional, minor improvement

needed; Orange- Significant elements are missing, some improvements needed; Red- Most elements or items missing, major improvements needed; Black- Not enough information)

Colour Coding:

- Green (G)-** All elements are present and functional, no improvements needed
- Blue (B)-** Minor elements are missing or non-functional from indicator (more than 90% of supporting evidence is present), minor improvements needed
- Orange (O)-** Significant elements are missing from indicator or are non- functional (more than 50% but less than 90% of supporting evidence present), some improvements needed
- Red (R)-** Most elements or items missing (less than 50% of supporting evidence present), major improvements needed
- Black (B)-** Not enough information











How should I interpret my score?

Because the scores are broken down by area (gender equality, maternity benefits, and sexual harassment), calculating the total number of indicators under each colour code can help you and your company identify priority areas and plan around next steps in promoting gender equality.

SECTION I: GENDER EQUALITY IN THE WORKPLACE






S.No	Indicators	Grading		Supporting Evidence
1	CEO and Senior management’s commitment and support for gender equality and women empowerment	 	1.1	Has released a public written statement or commitment outlining your company’s commitment to gender equality and women’s empowerment (e.g. CII-IWN Equal opportunity pledge)
			1.2	Advocates for gender equality and women’s empowerment and promotes your company’s commitment in public forums
			1.3	Champions Gender equality internally in the organization through CEO newsletters, other internal communication
			1.4	Are aware of empirical research showing a strong correlation between innovative open questioning culture and diverse employee base
			1.5	Are aware of cognitive biases and have knowledge of tools to prevent and mitigate their effect
			1.6	Uses gender sensitive communication website/ advertisement/recruitment
			1.7	Focuses on WE through social initiatives and CSR



2	Workplace non-discrimination and equal opportunity policy to ensure equal and fair treatment of women and men	    	<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p> <p>2.7</p>	<p>The non-discrimination and equal opportunity policy of the company is informed by internal and/or external expertise (including employees and/or trade unions) and research and data. For e.g. Employees are consulted, NGOs/ HR are consulted, Trade unions are consulted</p> <p>The company periodically communicates about the non-discrimination and equal opportunity policy to all its employees. For e.g.</p> <ul style="list-style-type: none"> a) Employees are informed while developing or upgrading the policy b) Employees are encouraged to share their feedback on the policy c) Policy is displayed on bulletin board d) Training is provided to all employees, including managers on non-discrimination and equal opportunity <p>The company's non-discrimination policy is supported by confidential grievance and resolution mechanisms. For e.g.</p> <ul style="list-style-type: none"> a) The company provides a mechanism for prompt and fair internal resolution of allegations of discrimination b) Provision for a prompt and fair procedure for administering allegations of discrimination c) The grievance and resolution mechanism related to non-discrimination and equal opportunity is managed by an independent third party <p>The company provides unconscious bias training to all employees</p> <p>The Company collects and analyses sex-disaggregated data on incidents of discrimination (related to sex/gender) and corrective actions taken</p> <p>The company reports publicly to its stakeholders the total number of incidents of discrimination (related to sex/gender) and corrective actions taken</p> <p>The company reports to the board the total number of incidents of discrimination (related to sex/gender) and corrective actions taken</p>
3	Health and Safety	    	<p>3.1</p> <p>3.2</p>	<p>The company has a health and safety policy, which considers gender and biological differences between women and men, including that on sexual and reproductive health</p> <p>Gender sensitive health and safety risk assessment is conducted to identify health hazards prevalent in both male and female dominated job functions</p>

			3.3	The company promotes access to quality health services and products to meet the specific health needs of women employees e.g. knowledge building and products for menstrual hygiene and family planning etc
			3.4	It is ensured that the female workers as well as men are provided with OSH information and training relevant to the jobs they do
4	Gender neutral recruitment process	 	4.1	The company has a stand-alone policy, or a commitment embedded in a broader corporate policy on non-discrimination and equal opportunity, that specifically addresses gender diversity in recruitment
			4.2	Forbids inquiring about the status or plans of the following in job applications or during interview processes: marriage, pregnancy or care responsibilities
			4.3	Has due diligence and remediation processes in place to identify and address violations of recruitment policies that are based on gender discrimination
			4.4	Takes proactive steps to recruit women at all levels
			4.5	Takes proactive steps to recruit women in traditionally underrepresented roles
			4.6	Ensures gender-balanced interview panels during hiring processes
			4.7	Ensures that both women and men candidates are shortlisted for interviews
			4.8	Ensures job descriptions use gender neutral language and images
			4.9	Tracks employee recruitment and reasons for turnover disaggregated by sex
			4.10	Reports publicly to company stakeholders on the number and rate of new employee hires and employee turnover, disaggregated by sex
			4.11	Reports to the board on the number and rate of new employee hires and employee turnover, disaggregated by sex
5	Pay parity, equal rewards and recognition	 	5.1	The company has a process to ensure non-discrimination and equal opportunity for women and men in terms of compensation, rewards, and recognition
			5.2	Has procedures in place to remediate pay inequalities (including working with unions or staff representatives)













			5.3	Assesses other financial benefits including insurance benefits, bonuses, and retirement contributions when reviewing compensation
			5.4	Undertakes an objective gender pay gap audit or evaluation by internal or external parties at least every five years to ensure jobs of equal value are remunerated equally
			5.5	Publicly discloses to company stakeholders the overall ratio and ratio by employee level of basic salary and remuneration of women to men
			5.6	Reports to the board the overall ratio and ratio by employee level of basic salary and remuneration of women to men
6	Non-discrimination and equal opportunity in professional development and promotion processes	    	6.1	The company has a stand-alone policy or a commitment embedded in a broader corporate policy that includes professional development opportunities for women and supports the building of a pipeline of qualified women for management/ senior leadership level positions
			6.2	Offers mentoring programme(s) with specific support for women
			6.3	Offers leadership coaching with specific support for women
			6.4	Offers access to professional networks (internal and/or external) with specific support for women
			6.5	Offers development trainings, rotational programmes, and educational opportunities with specific support for women
			6.6	Offers specific programmes to build the pipeline of qualified women for management/senior leadership level positions
			6.7	Has measures in place to ensure professional development programmes are scheduled at times that accommodate the scheduling needs of both men and women (taking into consideration care responsibilities)
			6.8	Has time-bound and measurable goals and targets to build a pipeline of qualified women for management level positions
			6.9	Reports publicly to company stakeholders on the total number of women, as compared to men, in management and senior leadership level positions






SECTION- II FAMILY CARE AND PARENTAL BENEFITS/ PLANNING

7	The company provides paid maternity leave benefits to its women employees and workers		7.1 7.2 7.3	<p>7.1 The paid maternity leave policy of the company is aligned with national regulatory requirements in India</p> <p>7.2 The company pays maternity benefits at the average daily wage for a period of 26 weeks</p> <p>7.3 The policy includes provision for paid maternity leave up to 12 weeks for women who legally adopt a child below the age of three months.</p>
8	The company follows a policy that supports pregnant women in the organisation		8.1 8.2 8.3 8.4 8.5 8.6 8.7	<p>8.1 Informs its employees of major changes at work while they are on leave</p> <p>8.2 Provides mentorship/succession planning before going on maternity leave</p> <p>8.3 Provides training or support to managers supervising employees on maternity leave</p> <p>8.4 Consults with female employees or conducts employee surveys to determine if maternity leave benefits meet employee needs</p> <p>8.5 Provision for lighter workload for pregnant women</p> <p>8.6 Provision for leave to accommodate women workers who experience illnesses due to pregnancy, delivery, premature birth of child, or miscarriage</p> <p>8.7 Provision against pre-recruitment medical examination for pregnancy</p>
9	The company has made provisions to support women returning to work after maternity break		9.1 9.2 9.3 9.4 9.5 9.6	<p>9.1 Flexible working hours for new mothers</p> <p>9.2 The company provides access to a creche facility for children under the age of 6 with adequate accommodation in a clean and sanitary condition</p> <p>9.3 The creche is run by women trained in care or early childhood development. The creche is routinely assessed to identify opportunities for improvement</p> <p>9.4 The company has a nursing or pumping facility on-site</p> <p>9.5 The company provide nursing breaks for new mothers</p> <p>9.6 The company informs all women employees about provisions related to maternity, nursing, and on-site creche facilities</p>



10	The company offers and supports paternity leave	    	<p>10.1</p> <p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p> <p>10.6</p> <p>10.7</p>	<p>The company has a paid paternity leave policy</p> <p>Communicates its paternity leave policies to all employees and notifies employees of any changes</p> <p>Extends this policy to employees that adopt</p> <p>Tracks the number of men who take paternity leave</p> <p>Tracks the effectiveness of its approach to retain men after paternity leave</p> <p>Reports publicly to company stakeholders on the percentage of eligible male employees that took paternity leave</p> <p>Reports to the board on the percentage of eligible male employees that took paternity leave</p>
11	Supporting employees as parents and caregivers	    	<p>11.1</p> <p>11.2</p> <p>11.3</p> <p>11.4</p> <p>11.5</p> <p>11.6</p>	<p>The company has a stand-alone policy, or a commitment embedded in a broader corporate policy that addresses supporting employees as parents and caregiver</p> <p>Communicates parental and caregiver benefits and services to all employees and notifies employees of any changes</p> <p>Offers parental and caregiver benefits to part-time workers</p> <p>Offers paid time off to attend healthcare appointments with dependents</p> <p>Consults with male and female employees or conducts employee surveys to determine if parental and caregiver benefits meet employee needs</p> <p>Tracks the percentage of women and men that take advantage of parental or care benefits</p>

SECTION- III SAFE WORKING ENVIRONMENT AND PREVENTION OF SEXUAL HARASSMENT

12	The company has a zero-tolerance policy on sexual harassment	    	<p>12.1</p> <p>12.2</p> <p>12.3</p> <p>12.4</p>	<p>Has a stand-alone policy or a commitment embedded in a broader corporate policy that states zero tolerance of all forms of physical and verbal harassment at work (including while on business related travel and in client entertainment)</p> <p>Communicates publicly, or to relevant company stakeholders, our company's approach to ensuring an environment free of violence</p> <p>Communicates to the board the company's approach to ensuring an environment free of violence</p> <p>Senior management has made a formal commitment to zero-tolerance on sexual harassment internally and externally.</p>
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13	The company has a well-functioning Internal Committee (IC)		13.1	The company follows the guidelines on the recruitment of members of the IC in accordance with the POSH Act.
			13.2	The potential members of the IC are interviewed prior to their appointment.
			13.3	The IC members meet at regular intervals and are well aware of their roles and responsibilities.
			13.4	The IC members have received training on gender and sexual harassment.
			13.5	The company has formal guidelines on investigating sexual harassment cases.
			13.6	Those involved in the investigations are provided training on handling sensitive information, how to conduct interviews, and reviewing evidence.
14	The company provides training on prevention of sexual harassment		14.1	The company provides training to staff and workers (both permanent and contractual) on the sexual harassment policy.
			14.2	The company provides training to staff and workers (both permanent and contractual) on the grievance mechanisms. Training and awareness raising are available to encourage open reporting.
			14.3	Training on gender norms and other root causes of sexual harassment is also provided to all
15	The company has special programs or initiatives to promote safe working environment for all and especially for women employees		15.1	The company has a program or initiative to promote the safety of women during their commute.
			15.2	The company's security, direct staff, contractors and subcontractors are all trained on human rights including gender and security considerations.
			15.3	The company is working with community organizations or community leaders to promote women's safety.
			15.4	The company tracks the number of grievances related to workplace violence, disaggregated by sex, based on which it initiates programs to promote safe working environment for all.

Total number of Indicators:

Green

Blue

Orange

Red

Black

Assessor name & Signature:

Approver name & Signature:

Designation:

Designation:



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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has more than 9100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 291 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

India is now set to become a US\$ 5 trillion economy in the next five years and Indian industry will remain the principal growth engine for achieving this target. With the theme for 2019-20 as 'Competitiveness of India Inc - India@75: Forging Ahead', CII will focus on five priority areas which would enable the country to stay on a solid growth track. These are - employment generation, rural-urban connect, energy security, environmental sustainability and governance.

With 68 offices, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, China, Egypt, France, Germany, Indonesia, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

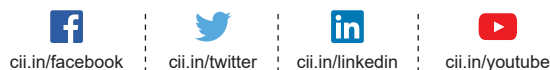
Confederation of Indian Industry

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