WOMEN AND IT SCORECARD – INDIA

2018

THE OPEN UNIVERSITY UK
WOMEN AND IT SCORECARD – INDIA

NASSCOM Foreword

In FY2018, India’s IT-BPM industry size stood at USD 167 billion. The number of direct employees working in this industry stood at 3.97 million – India’s largest private sector employer. The IT-BPM industry in India has always prided itself as being gender neutral – the focus has always been on the skills that you possess. Today, this industry has over 34% women workforce (1.3 to 1.4 million). However, while women form a substantial portion of the workforce, their presence in the boardroom is still far from adequate. As this report indicates, while there are large numbers of women entering the industry, very few make it to the very top. To improve this ratio, the Government of India has issued a directive that all listed companies must have at least one women director on their boards. While this is a significant move, a lot more needs to be done to enable women in leadership and executive roles.

The “Women and IT Scorecard – India: 2018” aims to understand and analyse the profile of women employees in India’s technology sector covering demographic insights, career path, policies and practices, international mobility trends and also offers recommendations to individual firms and the industry as a whole. The purpose of this study is to provide directions to firms that would encourage more women into the technology work stream and also achieve an equal representation of gender within the industry.

Women in the future workplace and jobs will play a very active role in transforming the technology industry and economy as a whole. This second edition of the Women and IT Scorecard-India offers deep insights that are extremely valuable to organisations, government bodies and thought leaders to take appropriate measures and steps to enable organisations to bring about gender parity in their respective workplaces, thus paving the way for economic growth and betterment of the society.

R Chandrashekhar
President
NASSCOM
OU Foreword

The Open University is delighted to present this second edition of the Women and IT Scorecard – India, which is being launched at the NASSCOM Diversity and Inclusion Summit in Chennai. The OU has a long history of supporting diversity and inclusion, having been established 50 years ago to enable access to higher education for those previously excluded. This report has been produced by a research team based at the OU – Parvati Raghuram, Clem Herman, Esther Ruiz Ben and Gunjan Sondhi – who are working on a persistent and highly important problem: the under representation of women in IT and Computing. The situation is particularly acute in the UK, and this comparative study of gender, skilled migration and ICT in the UK and India hopes to learn from the Indian experience where the proportion of women is much higher. This learning will be highly valuable for the UK economy as well as for us as educators, to inform how we may help to support and encourage more women into the sector. The new Institute of Coding project, funded by the Higher Education Funding Council England (HEFCE), in which the Open University is a major partner, is a multimillion pound investment that aims to make a step change in the numbers of women entering the IT sector. We expect the findings in the report will help us to find other novel and effective strategies to help achieve our aims of a gender-balanced IT sector. I hope you will find this report informative and interesting, and that it will help to support the implementation of gender equality policies and practice in your own organisations.

Peter Horrocks CBE
Vice-Chancellor
The Open University UK
About the study

The Women and IT Scorecard – India is a key output of a two year research project entitled *Gender, Skilled Migration and IT: a comparative study of India and the UK (GSM-IT)*. This project has been funded by the Economic and Social Research Council (ESRC ES/N003993/1) UK, and was conducted by a team of researchers at the Open University, UK.

The project brings together the experiences of IT professionals in two countries – India and the UK – with two key aims:

- To compare the experiences of IT workers in India and the UK to see what the UK can learn from the Indian case to increase the participation of women in the IT sector.

- To obtain new insights into gender norms in India and the UK revealed by research into work cultures experienced by migrant women and men moving between both countries, and to highlight best practice.

Initial findings from 55 firms were published in *Women in IT India Scorecard 2017*. This report presents findings from the complete survey of 150 Indian IT sector companies and a survey undertaken with 270 Indian IT workers.
Key Findings

Demographic insights – Women in IT in India

- There are relatively high numbers of women in the IT sector in India, especially at entry levels.
- More women are qualified to a higher degree (Masters or PhD) than men.
- Gender equality masks lack of diversity in social background, especially amongst women, who tend to come from more privileged backgrounds than men working in the sector.

Career Path

- The gender ratio is imbalanced at senior levels - the higher the career level, the lower the participation of women.
- The numbers of women in the most senior roles has shown a marked increase over a five year period (2012-2017), but there are still constraints to progression, including those related to pregnancy, maternity and childcare.

Employer Policies and Practices

- Employers are concerned about the impact of pregnancy and childcare on their female workforce and low rates of return to work after maternity.
- Employers are not concerned about the expenses related to maternity, like paid maternity leave.
- There is a discrepancy between what companies offer in terms of benefits and what individuals say is available to them in terms of practices that would make a work-life balance possible, particularly for mothers with young children.

International Mobility

- International mobility can lead to career opportunities and skills development, especially for women.
- Highly skilled migrants from India are increasingly working in advisory and development roles abroad.
- There is a gender disparity in the age at which men and women undertake assignments abroad. Women are more likely to be constrained by parenting responsibilities at the age at which such opportunities are generally offered.

1 Throughout this document, for purposes of brevity, the term IT is used to refer to the wider IT sector in India which includes: BPM, ITeS, Engineering and Research & Development, Software Products and start-ups, and e-commerce. The project excluded the BPM and ITeS sectors and only focused on the other parts of the IT sector.
Recommendations

For individual businesses

- Broaden Diversity & Inclusion (D&I) initiatives to tap into the talent hidden within less privileged social classes of women, creating recruitment strategies, career entry pipelines and career paths, for instance through apprenticeships.
- Support women who wish to undertake assignments abroad by providing childcare and other family support.
- In order to make high level policies effective, train line managers in managing maternity so that they are more able to support female employees, and thus retain their talent.
- Create a culture in which both women and men feel empowered to take up flexible working arrangements, thus sharing childcare between genders.

For industry

- Adapt to the needs and aspirations of the millennial workforce in order to continue to attract and retain the best talent.
- Review recruitment practices – especially with recruiters and online portals – to make sure they are not excluding potential female talent at more senior levels.
- Work together to provide childcare and family support for those undertaking international assignments.

For other sectors

- Actively develop outreach strategies to attract women from less privileged backgrounds into education and the labour market.
- Find ways to address barriers to career progression following pregnancy and maternity.
- Actively encourage women to take advantage of international assignments, as it has benefits for both source and host country economies, the global IT sector, as well as individual women.
- Develop parental policies at the company level to help to support retention and progression of women, especially measures targeted at supporting women to return to work after maternity leave.
Introduction

The IT industry is one of the fastest growing in India, both in terms of production and exports, and a significant catalyst for growth. In FY 2015-2016, the IT industry was worth around US$ 130bn\(^1\), and in 2017 represented 7.7% of India’s GDP\(^2\).

According to the 2017 India Skills Report\(^3\), which divides the Indian economy into 15 sectors (excluding agriculture), IT (35%) as a whole constitutes the second largest employer of women after e-commerce (67.67%) and Retail (52%). The term IT includes a diverse range of activities. The breakdown of the female representation in each sector is as follows: BPO, KPO and ITES (37.37%); Internet Business (37.37%); and Software, Hardware and Information Technology (33.33%).

Our findings corroborate these figures – women make up over 30% of the technical labour force within the Indian IT companies surveyed. This is partly because as a relatively new industry, IT has been able to implement forward-thinking initiatives and policies, and foster working cultures that attract and retain female talent at most levels. This gives the IT sector in India a comparative advantage over other sectors which employ both STEM and non-STEM professionals.
Section 1: Demographic characteristics

Women in the IT sector

Key finding: There is a relatively good balance of genders in IT in India, but this masks a lack of diversity in social backgrounds, especially amongst women, who tend to come from more privileged backgrounds than men working in the sector.

Recommendation: To broaden D&I initiatives to include women from less privileged backgrounds in terms of access to STEM education, job opportunities and career paths.
1.1 Number of Women Employed in IT

Of the 150 IT sector companies surveyed, 46.2% have over 31% of their workforce made up of women (see Figure 1 below). As will be discussed in the next section, the vast majority of these women are working in technical and functional roles within IT Consulting. This is a positive trend in terms of the pipeline into more senior positions for skilled and knowledgeable women, provided female talent is retained.

Research shows that attaining a critical mass of 35% of women in a team improves team and consequently the company performance. This is corroborated by further studies that found having more women on boards in organisations improves governance and performance. \(^7\)

The Indian IT sector is on the path to attaining this figure; and in some sub-sectors of the wider IT industry, the threshold of 35% has already been attained within companies, a positive trend for women in IT in India.

Figure 1: Female employees in firms (as a percentage of firms’ responses)

Source: GSM-IT COMPANY SURVEY 2017
1.2 Age

Of the 270 individuals we surveyed, the highest proportion (17%) are in their late 20s, and the vast majority under 40 (see Figure 2 below). In terms of age, 40% of female and 45% of male respondents are under the age of 30.

Figure 2: Age at time of survey (individuals)

There are two key factors contributing to this. First, compared to more traditional industries in India like agriculture and retail, IT is very young – barely three decades old. Secondly, India is one of the countries with a ‘demographic dividend’, a term coined as a ‘demographic gift’ to describe how large populations of working age increase the productivity of a country.

Source: GSM-IT INDIVIDUAL Survey 2017
For the IT industry, this ‘dividend’ is even more pronounced, because unlike other countries facing skills shortages in IT, India has a young, IT savvy and highly educated talent pool to draw on.

Moreover, as a young industry, IT has successfully, and through concerted efforts, been able to shape working culture and HR policies to fit their young talent pool, who value flexible working hours, parental leave, anti-harassment policies and an emphasis on recognising and supporting women’s needs. Deloitte’s ‘Millennial Survey’ 2017 (a global survey including 300 respondents from India) found that workers with a high degree of flexibility were more likely to stay longer than two years, and “where flexible working is most deeply entrenched, 34 percent take “a great deal” of personal accountability for their organisations’ reputations. This compares to just 12 percent within enterprises where there is low flexibility.”

The upward trend in the number of women working in IT in India is an opportunity for the sector. The successes of the individual companies and the broader industry should be developed into best practice guidelines to enable the industry to keep attracting female talent, and more importantly, to retain women and support them to progress into more senior roles. If employers continue to evolve to meet the needs of their young workforce, and ultimately retain the talent and reach critical mass of women in senior positions, the positive impact of gender equality on organisations from entry to board level will be amplified.
1.3 Education and Qualifications

At both Masters and PhD level, women outnumber men by about 6% (see Figure 3 below). As we will explore in the next section, women’s higher qualifications have, however, not translated into positions of seniority.

Figure 3: Educational attainment (men and women)

Source: GSM-IT INDIVIDUAL SURVEY 2017
1.4 Social Background

Figure 4 below provides the social background of our respondents in terms of their parents’ education and employment status, and reveals that 80% of women, compared to 67.4% men, are from households where at least one parent is university educated. The majority of women surveyed (65%) come from families in which both parents are university educated.

By comparison, only 47.4% of men are from families in which both parents hold degrees, and 32.6% of men (compared to only 20% of women) have parents with no university education.

Although women are well represented in the industry, women from less educated families are under-represented compared to their male counterparts in the survey. If D&I efforts were extended to this untapped talent pool (perhaps through apprenticeships or other initiatives that draw women from diverse backgrounds into the talent pipeline), the positive impacts of diversity, and especially the diversity of experiences and ideas vital to the knowledge economy, would be enhanced to the benefit of the industry as a whole.

Figure 4: Parents’ education

Source: GSM-IT INDIVIDUAL SURVEY 2017
In terms of parents’ employment status, and excluding ‘home maker’ as a profession as it is not paid, the majority of individual respondents are from families where both parents are working (see Figure 5 below).

**Figure 5: Parents’ employment status**

Source: GSM-IT INDIVIDUAL SURVEY 2017

More female than male respondents are from families with both parents working, but where only the father works, the proportion of men outnumbers that of women, suggesting that gender roles in the family are being reproduced.
Section 2: Career Path

From entry to progression, women’s careers in IT

**Key finding:** Although numbers of women in most senior positions are still low, they are steadily increasing over time.

**Recommendation:** Review recruitment into more senior levels, especially with recruiters and online portals, to make sure they are not deliberately or unintentionally excluding potential female talent.
2.1 Recruitment

As shown in Figure 3, women working in IT are more highly qualified than men, and at entry levels are well-represented, but as will be shown below, the numbers of women drops significantly at Senior Management and C-Suite level.

Understanding this imbalance in career trajectory between equally qualified men and women in the IT industry, requires looking at recruitment both at graduate level and as workers move through the ranks to more senior roles.

The vast majority of the companies surveyed (80%) recruit workers via internet advertisements and online job portals. The second largest route to recruitment (67%) is via public and private employment agencies. In both of these categories, men outnumber women. On the other hand, an even gender split is visible within internal referrals and recruitment from universities (see Figure 6 below)

Figure 6: Sources of recruitment — (percentage of firms’ responses)

Source: GSM-IT COMPANY SURVEY 2017
It must be noted that university contact/campus recruitment programmes, which show gender parity, are used for recruitment at graduate, or entry level. Online portals, where recruitment beyond graduate level mostly takes place, are the most gender imbalanced of all the results, so one challenge the IT industry faces is how to ensure online recruitment does not inadvertently discriminate against women.

2.2 Career level

After a good start and a strong pipeline of talent from education to graduate recruitment, the participation of women at the highest levels tails off markedly. The vast majority of companies surveyed (88.5%) reported that less than 10% of their C-Suite is female. The number improves slightly for women in Senior Management – 80% of companies have less than 10% women. The Middle Manager and Individual Contributor levels are fairly similar – around 65% companies have less than 10% women, and around 18% of them have between 11-20% women at this level. The higher the career level, the lower the participation of women (see Figure 7 below).

Figure 7: Percentage of women employed at various career levels

Source: GSM-IT COMPANY SURVEY 2017
In terms of the participation of women at more senior levels of the organisation, it is important to look at the data over time. The two figures below show data for women in Senior Management and C-Suite respectively, from 2012-2017.

Of the valid responses from companies in Figure 8 below, 80% of the firms show a steady increase in the percentage of women in Senior Management roles at 20% and more from 2012 to 2017.

Figure 8: Female employees in Senior Management over time

Source: GSM-IT COMPANY SURVEY 2017
As seen in Figure 9 below, the proportion of women in the C-Suite has also been rising but not as steadily as in Senior Management. Nearly 50% of companies reported more than doubling the percentage of women in C-Suite roles between 2012 and 2017. Most companies (over 50%), however, have stagnated, and had the same proportion of women at this most senior level (4%) in 2017 as in 2012.

Figure 9: Female employees in the C-Suite over time

Encouragingly, hiring forecasts for 2017 from HR Managers in the companies surveyed show that the number of firms who expect to have more than 20% women at senior level will increase to nearly 60%, and nearly 51% of firms will have more than 20% of women at C-Suite level.

Overall, the Indian IT sector is heading in the right direction toward recruiting and retaining more women in the highest leadership roles although more work needs to be done on this front.
2.3 Leadership pipeline

Two key variables in the leadership pipeline are age and occupational level. Looking at these together suggests a positive (if slow) trend towards gender parity within IT as whole. The age ranges of men and women by occupational level shows that the numbers are strikingly similar, and in fact a slightly higher percentage of companies reported a higher proportion of young females (between 30-35) in C-Suite roles than males (7.1% and 4.5% respectively), (See Tables 1 and 2 in Appendix for data).

So although there is a strong talent pipeline of highly qualified women, gender equality is only improving at a slow pace at the highest levels of organisations (and especially in the C-Suite). Companies therefore need to look at the policies and practices that they have in place to recruit and retain female talent, and develop women’s careers to the very top leadership roles (see Women in IT Leadership, 2018).
Section 3: Employer Policies and Practices

Work-life balance and the retention of female talent

**Key finding:** Employers are concerned about the impact of pregnancy and low rates of return to work after maternity leave.

**Recommendation:** Policies at the company level can help to support retention and progression of women, especially measures targeted at supporting women to return to work after maternity leave.
3.1 Employer Policies

Right from the recruitment stage, employers’ attitudes towards supporting employees who have caring responsibilities is a key factor in women’s career progression. Figure 10 below shows that where companies surveyed reported significant differences in the constraints for hiring men and women, these factors revolved around childcare. Only 4% of companies wondered if men can combine work and family commitment, rising to 39% for women. Similarly, parental leave is a perceived constraint in hiring men for only 8% of the companies, and much higher for women at 40%.

**Figure 10: Perceived constraints for recruitment of women and men in the surveyed firms (percentage firms responses)**

<table>
<thead>
<tr>
<th>Constraints for hiring women and men</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport to and from work</td>
<td>6 54 34 5</td>
</tr>
<tr>
<td>Additional benefits and expenses</td>
<td>5 63 20 12</td>
</tr>
<tr>
<td>Disruption in work environment</td>
<td>8 47 23 22</td>
</tr>
<tr>
<td>Government regulations</td>
<td>8 40 40 12</td>
</tr>
<tr>
<td>Non-technical qualifications</td>
<td>12 56 20 12</td>
</tr>
<tr>
<td>Career-break</td>
<td>19 42 37 3</td>
</tr>
<tr>
<td>Work-life Balance</td>
<td>4 50 39 7</td>
</tr>
</tbody>
</table>

Source: GSM-IT COMPANY SURVEY 2017

Companies responding to the survey were asked how easy or difficult it was to manage pregnancy and maternity. All responses, across 14 issues, were weighted towards ‘extremely easy to manage’ (Table 3 in Appendix for categories). This positive outlook can be attributed to well-established policies that enable successful management of parental or maternity leave.
However, Figure 11 shows that 60% of companies are concerned about women who are pregnant or returning to work after maternity being unwilling, or unable to work changeable and/or long hours. And nearly 60% worry that a woman returning to work after maternity leave is likely to spend time away from work looking after children.

This indicates that although maternity leave itself is relatively easy to manage because there are policies in place, providing effective support for women who return from maternity leave still needs to be addressed.

Figure 11: Employer concerns regarding Pregnancy and Maternity (percentage firms’ responses)

Source: GSM-IT COMPANY SURVEY 2017
3.2 Employer Practices

Flexible working, working from home and working reduced or part-time hours are all working practices that can enable parents with young children to continue with their career progression and potentially reach senior roles. These practices also mean that responsibility for childcare can be shared more equally between men and women.

Figures 12 and 13 below show there is a difference in perspectives of individuals and companies with regard to availability of work-life balance policies. (i.e. flexible working, working from home and parental leave.) Individuals’ experience of being able to work flexibly and work from home is lower (63%) than the proportion of companies who say they are offering this provision (76%). Just under 50% of individuals say they are able to work from home, whereas 59% of companies say they have this policy in place.

**Figure 12: Individual perceptions of company policies**

Source: GSM-IT INDIVIDUAL SURVEY 2017
This gap between employer policies and employer’s practices represents a potential barrier to women with caring responsibilities returning to work. Evidence shows that women are often reluctant to take advantage of flexible working policies as they perceive this may hamper their career progression. A 2015 survey of female millennials from 75 countries including India found that 47% of respondents said that flexible working policies were in place in their organisation, but were not readily available in practice, and 53% felt that taking advantage of those programmes would have negative consequences for them professionally.

Source: GSM-IT COMPANY SURVEY 2017
3.3 Training for career development

Training policies and programmes have the potential to support the career development of both men and women. Both company and individual surveys showed good availability of training, as well as take-up (see Figure 14 below), with a 100% take-up of, and participation in, top level training by the women surveyed.

**Figure 14: Participation in training programmes**

In order to ensure that the female talent pipeline reaches the most senior levels of leadership in the same proportions as women enter the industry, employers must ensure that women are encouraged to take up opportunities for leadership skills training and experience. Industry, government or trade union bodies should support groups of smaller companies to collectively offer the same level of mentoring and networking support available as those in larger companies.
Section 4: International mobility

The importance of international mobility

Key finding: For career progression and skills development, assignments abroad are rated as successful for the majority of women surveyed.

Recommendation: Take steps to overcome challenges that constrain international mobility for women.
4.1 Demographic characteristics of globally mobile workers

Global mobility of IT workers is integral to the industry, especially in India\textsuperscript{x}. Working abroad on long or short assignments is “embedded into the architecture of IT firms. As IT is viewed as a key ‘knowledge sector’ which drives economic growth this kind of mobility is encouraged through migration regulations which privilege those in the sector.”\textsuperscript{xx}

On a national level - for countries like the UK and USA – it is one answer to a shortage of skills. For India it is a strong export especially as the industry moves beyond the outsourcing that dominated the early days of the sector.

On an individual level, it offers an opportunity for skills development and career progression while also offering challenges due to relocation and familial disruption.

In our survey of 270 individuals, of those who had taken short or long assignments abroad, a significant proportion – over half – are female, as can be seen in Figure 15 below\textsuperscript{xi}.

![Figure 15: Employees who took assignments abroad by gender](image)

When the range is narrowed to look only at those highly skilled migrants in IT who are single (see Figure 16), women fall into the minority. This indicates that women’s relationship status, and possibly caring responsibilities, is a key factor in their ability to take assignments abroad which may in turn affect their career progression.

![Figure 16: Gender of the single employees who took assignments abroad](image)

\textit{Source: GSM-IT INDIVIDUAL SURVEY 2017}
Figure 17 below shows that single women taking assignments abroad tend to be much younger than their male counterparts; the mean age for women is 28 whereas for men this is 34. One explanation may be that men undertake assignments at a stage when they already have more career experience, while women are more likely to go abroad prior to having any childcare commitments.

**Figure 17: Mean age of single employees who took assignments abroad, by gender**

*Source: GSM-IT INDIVIDUAL SURVEY 2017*
4.2 Career Level during international assignments

The vast majority of respondents across all ages on assignments abroad consider their roles to be Middle Management and above, with 100% of respondents over the age of 46 describing their roles as Senior Management (see Figure 18 below). This is partly because of our sampling strategy of focusing on those with 10 years or more of work experience in the industry.

![Figure 18: Career level of respondents by age group](image)

Source: GSM-IT INDIVIDUAL SURVEY 2017

There is a diversity of portfolios, activities and responsibilities that overseas IT workers take on. In terms of the work being done, the majority of respondents (38.7%) described their work as being in service and support of existing systems, but there is also a significant amount (30.7%) of work in consulting, advising clients on innovative solutions to IT challenges, and a smaller but noteworthy number (18.2%) working on building new solutions.
4.3 Motivation and Impact

Respondents to the individual survey had a choice of eight motivating reasons for going abroad on assignment – including overall career progression, the development of managerial and technical skills, global exposure and establishing networks.

Their responses highlight what is to be gained from being globally mobile. Respondents were asked to rate the success of these aims as either successful, very successful or extremely successful.

Figure 19 below shows areas where respondents felt these assignments had been ‘extremely successful’. The largest category in which women felt that these assignments were ‘extremely successful’ is in the development of managerial skills.

**Figure 19: Benefits of mobility to career – extremely successful areas**

*Source: GSM-IT INDIVIDUAL SURVEY 2017*
Figures 20 and 21 below expand these responses, to show all three levels of success (i.e. areas where respondents felt they had been successful, very successful and/or extremely successful).

In terms of developing managerial and technical skills, establishing networks and overall career progression, between 55-62% of women surveyed reported success (on all levels), higher than the 42-50% reported by men.

**Figure 20: Benefits of mobility to career for women – extremely successful, very successful and successful areas**

Source: GSM-IT INDIVIDUAL SURVEY 2017
Figure 21: Benefits of mobility to career for men – extremely successful, very successful and successful areas

This shows that global mobility can play an important role in career progression, especially through the acquisition of skills. Further longitudinal research is needed to understand the longer term impact on career success and progression.

Source: GSM-IT INDIVIDUAL SURVEY 2017
Appendix

Methodology

This report draws on data collected through a company level survey, undertaken with HR managers in 150 IT sector companies in India across nine cities, and a survey of 270 Indian individuals working in the sector. A market survey firm, KANTAR IMRB was employed to run both surveys.

The responses to the company survey came from mid to senior level HR professionals.

The sample had the following characteristics:

- 150 firms were surveyed.
- These included small (<1001 employees), medium (1001-5000 employees) and large and very large (>5000 employees) organisations.

The responses to the individual survey came from middle level IT workers with 10-15 years work experience in the sector.

The sample had the following characteristics:

- 182 Indian respondents in India of whom 90 were men and 92 were women.
- 88 Indian respondents in the UK of whom 45 were men and 43 were women.

Non-probability sampling techniques were used to recruit the respondents through panels of IT sector firms and individuals in India and the UK.
Supplementary Tables

Table 1: Women employees by age group and occupation level (as a percentage of firms’ responses)

<table>
<thead>
<tr>
<th>Age group by occupational level</th>
<th>&lt;=24</th>
<th>25-29</th>
<th>30-35</th>
<th>&gt;35</th>
<th>Don’t know/Can’t say</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>63.5%</td>
<td>32.7%</td>
<td>0.6%</td>
<td>0.6%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Individual Contributors</td>
<td>17.9%</td>
<td>62.2%</td>
<td>14.7%</td>
<td>0.6%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Middle Manager Level</td>
<td>1.9%</td>
<td>34.6%</td>
<td>50.0%</td>
<td>10.3%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Senior Management/Director level</td>
<td>1.3%</td>
<td>2.6%</td>
<td>35.9%</td>
<td>57.1%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Top Level/C-Suite</td>
<td>0.6%</td>
<td>0.0%</td>
<td>7.1%</td>
<td>74.4%</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

Source: GSM-IT COMPANY SURVEY 2017

Table 2: Men employees by age group and occupation level (as a percentage of firms’ responses)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>&lt;=24</th>
<th>25-29</th>
<th>30-35</th>
<th>&gt;35</th>
<th>Don’t know/Can’t say</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>58.3%</td>
<td>35.9%</td>
<td>1.9%</td>
<td>1.3%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Individual Contributors</td>
<td>17.9%</td>
<td>59.0%</td>
<td>16.0%</td>
<td>1.9%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Middle Manager Level</td>
<td>1.9%</td>
<td>32.7%</td>
<td>51.3%</td>
<td>10.9%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Senior Management/Director level</td>
<td>1.3%</td>
<td>3.2%</td>
<td>33.3%</td>
<td>59.6%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Top Level/C-Suite</td>
<td>0.6%</td>
<td>0.6%</td>
<td>4.5%</td>
<td>80.1%</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

Source: GSM-IT COMPANY SURVEY 2017
Table 3: Issues in managing pregnancy in the surveyed companies (percentage of firms’ responses)

<table>
<thead>
<tr>
<th>Issues</th>
<th>Extremely difficult to manage</th>
<th>[2]</th>
<th>[3]</th>
<th>[4]</th>
<th>Extremely easy to manage</th>
<th>Not sure/depends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pregnancy among those on short or fixed term contracts/appointments</td>
<td>10.9% 12.8% 19.2% 19.9% 23.7%</td>
<td>13.5%</td>
<td></td>
<td>19.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sickness absences during pregnancy</td>
<td>11.5% 19.2% 17.3% 26.9% 23.1%</td>
<td>1.9%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Arranging and managing maternity cover</td>
<td>9.6% 9.6% 19.9% 26.9% 28.8%</td>
<td>5.1%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Managing workloads for other members of the team</td>
<td>9.6% 13.5% 18.6% 33.3% 22.4%</td>
<td>2.6%</td>
<td></td>
<td></td>
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<tr>
<td>Costs associated with Statutory Maternity Pay</td>
<td>1.9% 9.6% 24.4% 30.1% 28.8%</td>
<td>5.1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The uncertainty of whether those on maternity leave will return to work</td>
<td>10.3% 11.5% 22.4% 31.4% 14.7%</td>
<td>9.6%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Levels of sickness absence for those returning from maternity leave</td>
<td>5.1% 19.9% 21.8% 28.2% 17.3%</td>
<td>7.7%</td>
<td></td>
<td></td>
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<tr>
<td>The impact of part time or flexible working during pregnancy</td>
<td>9.6% 12.2% 23.7% 21.2% 20.5%</td>
<td>12.8%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Communication with women whilst they are on maternity leave</td>
<td>5.1% 10.9% 19.2% 31.4% 27.6%</td>
<td>5.8%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Managing the negative attitudes of other employees</td>
<td>9.0% 6.4% 20.5% 32.1% 25.0%</td>
<td>7.1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pregnancy amongst casual employees without contracts/agency workers/ those on zero hours contracts</td>
<td>2.6% 7.7% 22.4% 30.1% 19.2%</td>
<td>17.9%</td>
<td></td>
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</tbody>
</table>

Source: GSM-IT COMPANY SURVEY 2017
References


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Please feel free to contact us to discuss the report in more detail
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