



Women in leadership

ENR Sector Point of View



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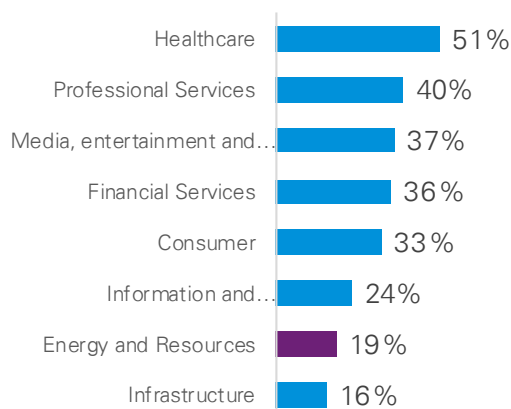
How can diversity in ENR be promoted

ENR sector and women representation

Globally women talent remains one of the most underutilized organisational resource and their participation in most of the sectors remain significantly low. Studies have revealed that earnings of women for a similar work done are lower than men.

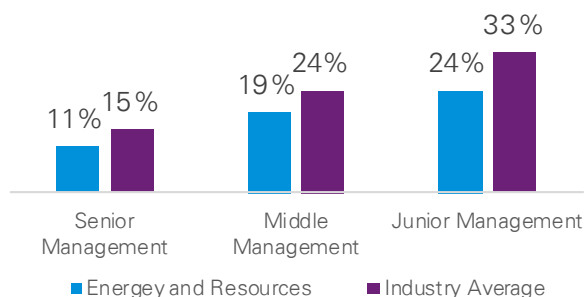
Energy and Resources sector has one of the lowest participation of women. Globally, around 19% women are a part of ENR organisation¹ which is significantly less than the global average of 30%¹.

Participation of women across all sectors



Source : "The Industry Gender Gap", http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_GenderGap.pdf, World Economic Forum, Jan 2016

Participation of women across levels

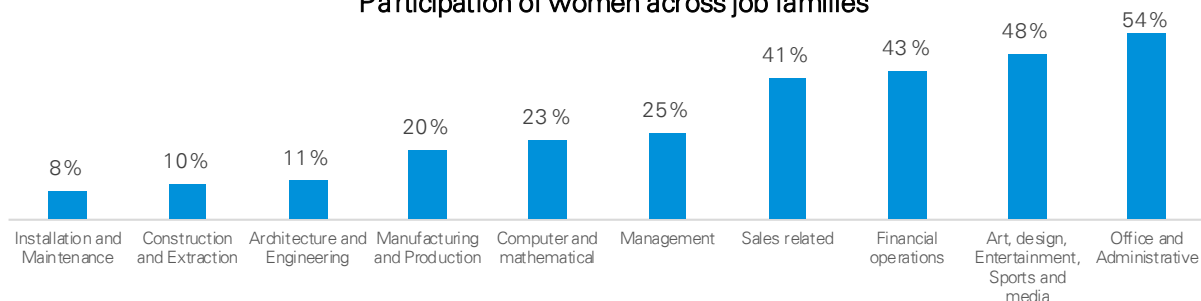


Source : "The Industry Gender Gap", http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_GenderGap.pdf, World Economic Forum, Jan 2016

Globally ENR remains a sector with minimal participation from women across all levels. Overall participation at just 19%

Comparing the gender gap by job families reveal that the lowest women participation is in engineering, installation, construction, maintenance and engineering roles. All these form the core job families of an organisation in ENR sector thereby resulting in a low participation of that sector. Other job families such as office administration, arts, design, sports, media have a significantly high participation of women.

Participation of women across job families

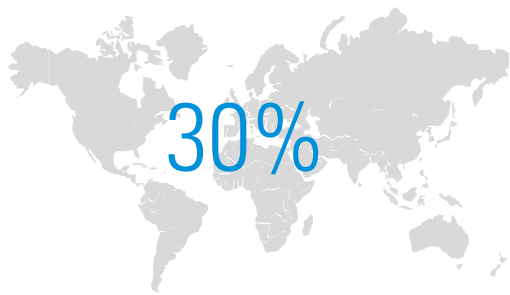


Source : "The Industry Gender Gap", http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_GenderGap.pdf, World Economic Forum, Jan 2016

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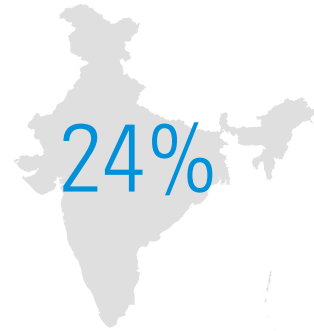
ENR sector and women representation

In India the overall women participation in workforce is significantly less than the global average. The participation of women therefore across all sectors including ENR is significantly less compared with some leading countries.



Participation of women in global workforce

Source : "The Industry Gender Gap", http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_GenderGap.pdf, World Economic Forum, Jan 2016

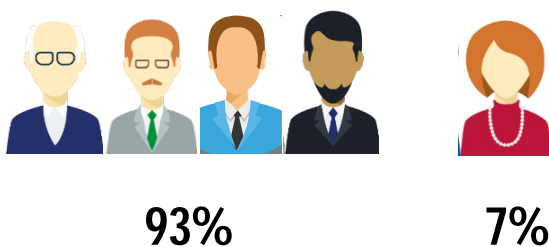


Participation of women in Indian workforce

Source: World bank indicator, <https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS?end=2017&start=1990&view=chart>

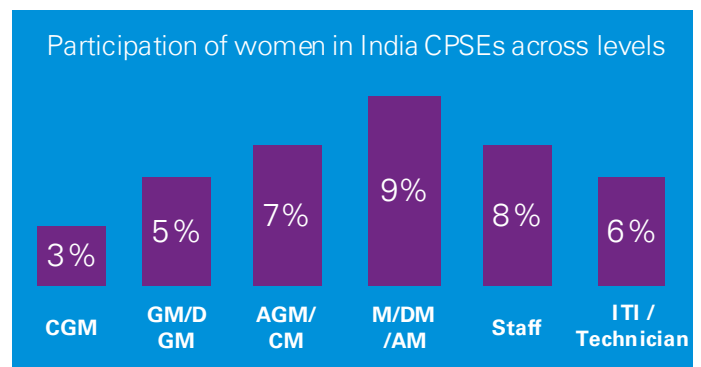
A KPMG study with Indian public sector ENR organisations conducted in 2018 reveal that average participation of women is significantly low across all levels. Most of the ENR organisations have the overall women participation at less than 10%, while at senior roles it further reduces to 4%¹

Participation of women in public sector ENR organisations



Source: KPMG survey of public sector undertakings, 2018

Participation of women in India CPSEs across levels



1. KPMG survey of public sector undertakings, 2018

Key Challenges faced by women leaders

World is progressing at a rapid pace. Organisations are looking at implementing Agile, AI and other futuristic technologies to reap benefits, yet women are still far behind when it comes to bagging leadership roles in organisations. A recent 2018 research report by Pew Research points at this glaring fact that - only 32 women are in CEO roles at Fortune 500 companies, making up 6.4% of the female population. The stats stay virtually the same for women CEOs of Fortune 1000 companies at 5.4%. This clearly states that there is hardly any change across organisations of various sizes. Listed below are challenges encountered by women in their walk to leadership -



Being Treated Equally

Women still struggle to make their voice heard in the C-suite or Boardroom discussions. Another aspect that hinders progress is Equal Pay, women still make less than men.



Role Models

Leading researches on D&I in India clearly indicate that the lack of role models across the various levels of the organisations hinders women from reaching the top. Lack of role models acts as a deterrent by curtailing the aspirations of many women who start thinking 'the top job is not mine' or 'no one made it there so will I be able to?'



Exclusion from Informal Networks and Networking

Women in India, are unable to network as effectively as men. A lot of it has to do with 'unconscious bias'. Moreover there is a 'men's club' syndrome that persists in many organisations which keeps women out of crucial networking with key decision makers, hurting career progress



Stereotyping

The stereotype that men 'take charge' and women 'take care' puts women leaders in double bind. Women leaders are judged constantly, for either being too hard or too soft. Such stereotypes makes women work twice as hard as men to prove themselves.



Sponsorship

Some women leaders have mentors. What women also need are sponsors within the organisation. Sponsors who will give them visibility, talk about their accomplishments behind closed doors, and promote them for available exciting opportunities within the organisation.



Why do we need women in leadership?

Closing the gender gap in leadership positions can help organisations in multiple ways:

Diversity of Thought

- ➔ Gender diversity at any level reduces the risk of group think. This can help an organisation innovate and think of out of the box solutions.

Enhanced organisation Performance

- ➔ Prior research by leading consulting firms has suggested that there are significant differences in economic performance between organisations with a higher percentage of women in senior leadership versus those with no female representation

Higher Employee Engagement

- ➔ Strengthened sense of community and employee motivation and innovation



Broadened Talent Pool

- ➔ Focused hiring helps tap the untapped pool it also improves the future succession pipeline.

Perceived effectiveness to stakeholders

- ➔ Helps improve organisation's standing among the stakeholders i.e. customers, vendors, employees.

Consideration for all

- ➔ Women bring greater sensitivity towards all stakeholders

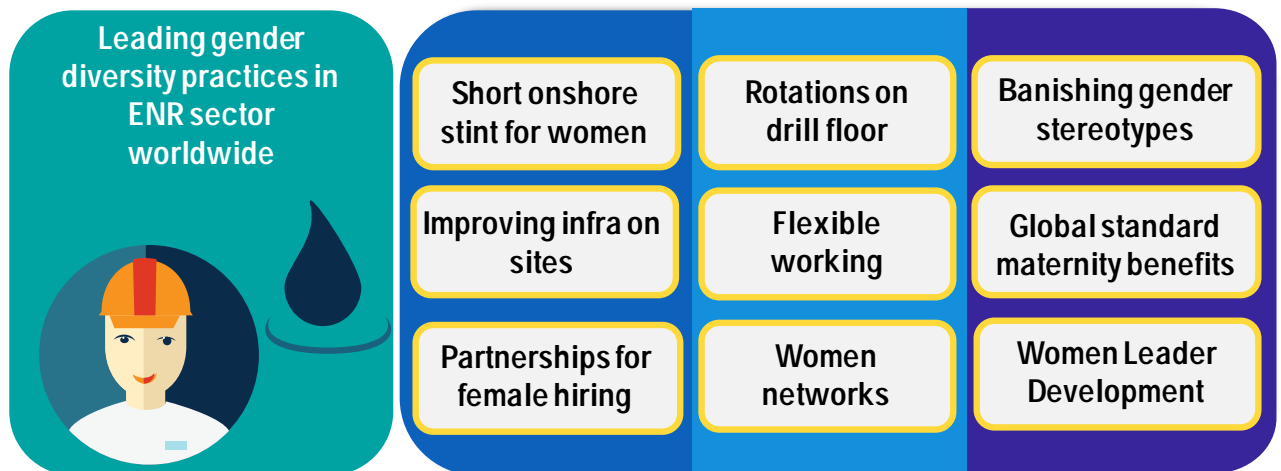


Leading practices in gender diversity

It is important to understand and imbibe the leading gender diversity practices from the best in the industry. It becomes imperative to have a holistic approach to promote gender diversity, touch basing key milestones of a woman's professional and personal life.



One of the major oil and natural gas global major supports and commits to nurturing female talent. It has also been recognized one of "Top employers for women". It has also increased its female board representation from 8% to 45% in last five years. Another oil company in gulf engages with educators early on to break pre conceived notions on women's career choices. Some of the key themes arriving out of gender diversity practices in these organisations are:



Leading practices in gender diversity



Recruitment/Onboarding

One of the leading Canadian banks has a five step recruiting roadmap, that is designed to enhance recruiting of experienced women financial consultants. In one of the global technology giants, women only walk in interviews are organized and the staff is also specifically asked to refer women candidates making employees earn higher referral rewards, leading to increasing gender diversity right at the recruitment levels.



Flexibility at workplace

Most of the organisations have work from home policies and part time working policies for their employees irrespective of genders in situations where they have to attend their children and elderly parents.

It is understandable that employees belonging to every function might not be entitled to remote working policy due to their nature of work however organisations aim to provide it to at least those roles where work will not be impacted through this policy. Sabbatical policy is offered by several consulting and technology organisations not only for pursuing further studies but also for following a passion or for social working or for family care. Indian organisations also provide pick and drop services to women employees beyond certain time ensuring safety and convenience to them.



Mentoring, Leadership Development

One of the leading consumer products global giants has targeted training and mentoring interventions for potential women leaders. This project, initiated by a leading India conglomerate, gives opportunity to women to venture into male dominated space of solar panel installation post advanced training on solar plant PV installation. A mentoring programme established in one of the leading global FMCG companies, currently has 160 women mentor-mentee pairs in South East Asia. Scheduled meetings, interviews, feedback sessions are part of the programme. One of the leading banks has an 18 month long sponsorship programme to foster advancement of bank's highest performing women talents.

A leading technology company has women's leadership council that comprises of 16 women leaders across various business units and locations and drives initiatives for advancement of women employees. The pipeline team creates the pipeline by external hiring and internal development. The retention team addresses the causes in environment that negatively impact work life balance and attrition. It continuously encourages women to be a mentor and to get a mentor for various life facets like skills, career, personal, etc.



Leading practices in gender diversity



Maternity Benefits

A leading global technology company paves its way for progressive HR policies and has set the benchmark very high in terms of maternity benefits. It organizes baby showers for the would be mothers. Apart from the maternity and paternity leaves much above the legislative requirement. It has many forums like New Parents Support Groups, Mommy mentor programmes and several streamlined processes of adoption assistance, take your child to work, parental education series. Another technology company has a campaign launched to re employ women . It focusses several groups including young mothers, women on sabbatical, etc. One of the leading Indian E-commerce organisations provides several maternity and post maternity benefits. E.g, All the young mothers have option of part- time working and work from home options. They are also entitled to reimbursement of conveyance from home to office and vice versa. They also have access to child day care centre within a short distance from the office premises.



Special Initiatives

organisations are consciously promoting gender diversity and have kept it as one of the high priority mandates in their annual goal sheet. Organisation Leadership and Human Resource department are working in tandem to ensure a nurturing and conducive environment for women and enabling more women reach the C-suite.

Country's leading real estate consultant has a programme where inclusion is at the core the firm addresses its business objectives of attracting talent, developing and retaining this talent. Certain work groups have been formed to help women employees share their challenge and find solutions to ensure that the female workforce stays motivated. Their gender diversity initiatives include a gradual return to work policy, flexi hours, mentorship and in-office day care centres.

A leading Indian bank and KPMG India provides self defense training to all its women employees regularly. They have travel monitoring applications for women working late and quick reaction vans to handle emergency situations.

An international bank conducts morning breakfast sessions to educate operations managers about barriers that women have to face in the course of their career. Another global bank educates it recruiters and line managers about importance of diversity and how gender prejudices influence their hiring decisions.

Many organisations use the medium of workshops, seminars and speaker summits exclusively for Women employees to enable them improve their organisational skills and prepare them for leadership roles.

A leadership forum is organized by this technology product giant for all its women employees to interact with industry leaders over a 2 days conclave.

An initiative by a Canadian bank that helps women in Capital Markets to network more effectively in upcoming industry and external networking organisations' initiatives, as well as internal networking events.



How can diversity in leadership be promoted?

- In order to ensure successful implementation of gender diversity initiatives, getting buy-in and leadership commitment, sponsorship from leadership is very important. The 'tone at the top' is crucial in enhancing gender diversity across all levels and enabling the women to reach the C suite.
- Develop succession plan for leadership roles with a healthy participation of female employees in the feeder pool and commit to growing women leaders from within the organization and in specific timeframe
- Allow women to express themselves during the meetings and make them heard
- Identify and invest in building the capability of women who aspire to reach the C – suite
- Provide parity in remuneration to encourage women to strive for leadership roles



How can diversity in ENR be promoted?

Following are some of the core policy level changes across all levels that will help in promoting the diversity in ENR and thereby at the leadership.

1

Build and promote sectoral EVP with diversity as a core theme. The EVP should also include other critical factors such as career growth and learning which are core expectations from the sector.



2

Implement targeted initiatives such as building female role models for campus connect initiatives and offering scholarships / internships to female candidates.



3

Ensure communication of all gender sensitive organizational initiatives to the targeted women workforce. This can be done through appropriate public forums and connect sessions with college students.



4

Offer flexible career paths to women employees. E.g., flexibility to choose location and/or time period for job rotation and transfers.



5

Include diversity specific KPIs for business heads



6

Develop facilities for accommodation of women in field roles



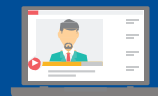
7

Encourage women leaders to mentor female employees



8

Provide a platform for women to voice their concerns / suggestions



9

Offer favourable HR policies such as, work from home policy could be offered to employees for specific roles



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