

Genpact's Aparajita (Invincible Woman) Program Puts More Females Into Leadership Roles

Genpact

Best Advance in Leadership for Women

November 2019



Company Background



Company-at-a-Glance	Genpact is a global professional services firm that makes business transformation real. It drives digital-led innovation and digitally enabled intelligent operations for its clients, guided by its experience of running thousands of processes for hundreds of Global Fortune 500 companies. Genpact has the end-to-end expertise to connect every dot, reimagine every process and reinvent companies' ways of working. Genpact began in 1997 as a business unit within General Electric. In January 2005, Genpact became an independent company to bring its process expertise and unique DNA in Lean management to clients beyond GE; and then in August 2007, it became a publicly traded company. Bain Capital became Genpact's largest shareholder in November 2012.
Headquarters	Domiciled in Hamilton, Bermuda; with executive headquarters in NY
Year Founded	1997
Revenue	\$3 billion
Employees	87,000-plus
Global Scale	70-plus delivery centers in 25 countries
Customers/Output, etc. (Key customers and services offered)	700-plus global clients; one-fifth are Global Fortune 500
Industry	Business Process Management, Analytics and IT Services
Stock Symbol	G (Listed on NYSE)
Website	www.genpact.com

Budget and Timeframe

Overall budget	\$200,000
Number of (HR, Learning, Talent) employees involved with the implementation?	Six
Number of Operations or Subject Matter Expert employees involved with the implementation?	50
Number of contractors involved with implementation	Four to five
Start date of the program	July 2014

Business Conditions and Business Needs

Genpact is a global professional services firm that helps its clients transform their businesses through digital-led innovation and digitally-enabled intelligent operations. Since its establishment in 1997 as a GE business unit and subsequent spin-off into an independent company in 2005, Genpact's workforce has grown to 87,000-plus employees in more than 70 countries. The company has always believed strongly in the power of human capital to positively transform its clients' organizations, and works tirelessly through multiple programs to attract, develop and retain the best employees in the horizontal functions and vertical industries it serves.

Diversity and Inclusion at Genpact

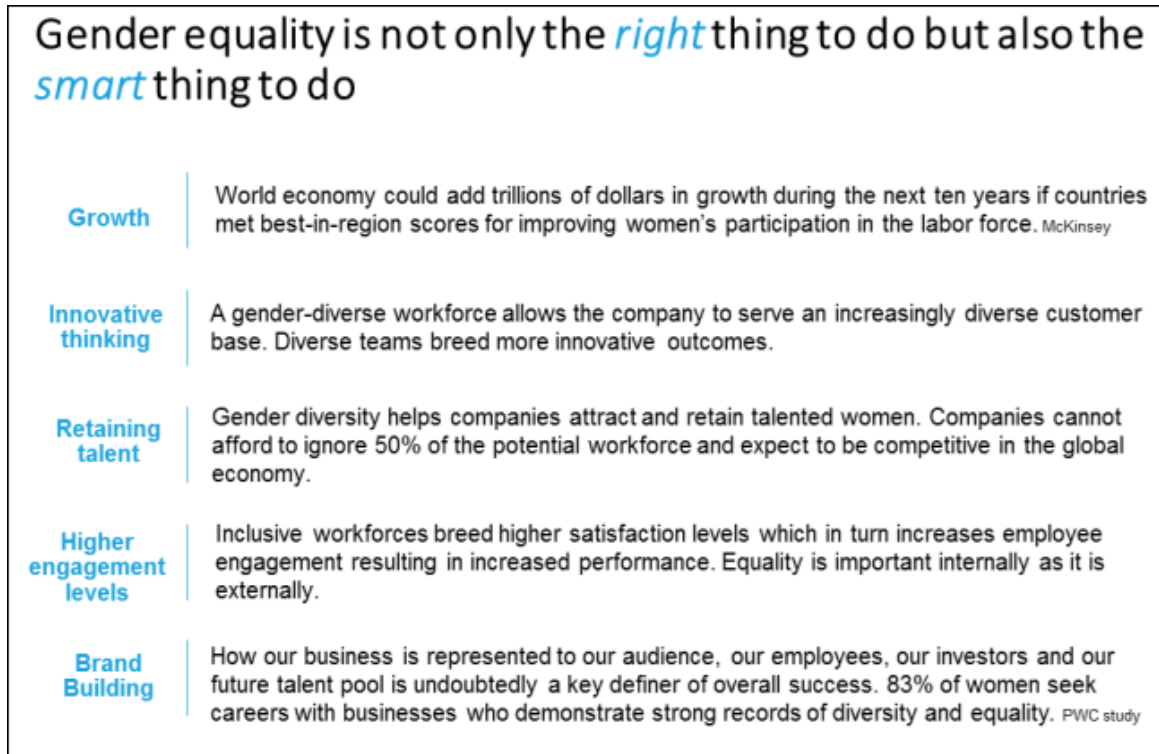
Diversity and Inclusion (D & I) has been at the cornerstone of Genpact's corporate culture since its inception in 1997 and has been critical to its growth and success. It's fully embraced in all regions of operation — Asia, Pacific, Africa, Europe, North America and Latin America.

The company's geographically distributed workforce fosters an environment where individuals of any race, color, ethnicity, culture, gender, sexual orientation, gender identity and expression, religion, nationality, age, disability, and marital and parental status can succeed professionally and fully contribute to the goals of the company and its clients.

Business Need for a 'Women Leadership Program'

Genpact drives gender diversity as a business-critical mission. Why? In the company's view:

Figure 1: Business Need



All illustrations provided by Genpact

While Genpact had a relatively solid gender balance in its lower-level ranks, however, its number of female employees dropped at the assistant vice president and higher levels. Several factors contributed to this imbalance, including an extremely fast company growth rate that required rapid hiring of appropriate employees regardless of gender; the work-life balance challenges that women experience as their family and work responsibilities expand; and Genpact's historical branding as a BPO company, which many attractive candidates equated to doing rote tasks instead of strategic, value-add work.

1. Attracting Millennial women talent is important, yet a challenge

Genpact's recruitment teams have aggressive goals of ensuring balanced representation of women in the talent funnel. But the pace at which Genpact is growing (one-third of its manpower is new every year) brings a pressure to hire through the quickest route. To deal with the challenge and still meet diversity goals, a conscious effort is made to shift to a diverse hiring slate.

Statistics show that 75% of job seekers today (majority are Millennials) consider an employer's brand before even applying for a job. The challenge for Genpact is that for too long it has been associated with the term "BPO" and now has trouble convincing doctors, actuaries, chartered accountants and techies that they would be doing meaningful work there.

2. Retaining top women talent as they go through various life stages is tricky yet critical

At Genpact, while the overall female attrition is slightly (one percentage point) higher as compared to the overall male attrition, the pipeline at the top is so narrow that to reach a milestone of 50%, a conscious effort is required to retain women employees.

As women go through key life changes — marriage and parenthood, it can be taxing for them to manage work-life responsibilities, given the different time zones that Genpact's businesses operate in — often a 24/7 work environment. To address this challenge, it is ensured that a supportive work environment is provided to women employees, that they can meet their family and work commitments. Genpact was a pioneer in rolling out programs on daycare and returning moms in the year 2012 and 2016, respectively; these have seen a massive uptake and helped retain 82% of the returning mothers.

3. Building women leaders is a must for a sound pipeline of leadership

According to global data, it's clearly seen that fewer number of women make it to the leadership level. The numbers start diminishing from an assistant vice president to the senior vice president level — from 26 % to 22%. As the focus is on retaining talent, it is equally important to develop women so that they become eligible for leadership positions. Multiple teams are involved to ensure that high-potential women get the right kind of training, grooming and visibility to feature on the succession slate. Once they make it to the top, Genpact actively works on telling their story to other aspiring women leaders — so that they have the inspiration and role model that can influence their journey.

The need for a women leadership program is of vast importance since the change makers are vouching for it, considering the potential impact of the Fourth Industrial Revolution is expected to be graver on women.

Also, it will take another 108 years to close the global gender gap, according to the World Economic Forum's Gender Gap Report 2018, and almost double that — 202 years — for businesses to see true parity in the workplace.

As a result, it is critical to consider the impact of the Fourth Industrial Revolution on the gender gap.

It's important to start fostering a culture of Digital/Technology education for women. Most jobs created between now and 2020 will have a technology component, and it is

important that women understand the skills they will need to excel in them. This is an opportunity for women to create new career paths and differentiate themselves.

Genpact met all the above challenges by following a long-term approach which is both sustainable and scalable.

The Aparajita Program for Genpact's Banking and Capital Markets Group

In 2014, 22% of Genpact's leaders — i.e., assistant vice president and above — were female. Yet, only 15% of the leaders in its Banking and Capital Markets (BCM) group, one of the largest business verticals in the company, were women.

So, BCM championed development and introduction of its flagship diversity program, Aparajita, which means the "Invincible Woman."

Genpact incubated the foundational elements behind Aparajita based on several sources of input, including:

- Research and recommendations from Catalyst, a global nonprofit that works with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. Tiger Tyagarajan, Genpact's president and CEO, is a member of Catalyst's board of directors
- Feedback from group coaching sessions conducted led by "Life beyond Motherhood," an organization that was founded by a work-life integration coach

The Diversity and Inclusion Strategy as a base for this program has been instrumental in helping Banking and Capital Markets business achieve its objective of building a talent pipeline of women leader. To give an example, 46% women from the first batch and the recent batch with 50% women moved to larger or newer roles after the program completion. Also, BCM Diversity for middle management and above has moved from 28% (2016) to 32% (2018).

Overview

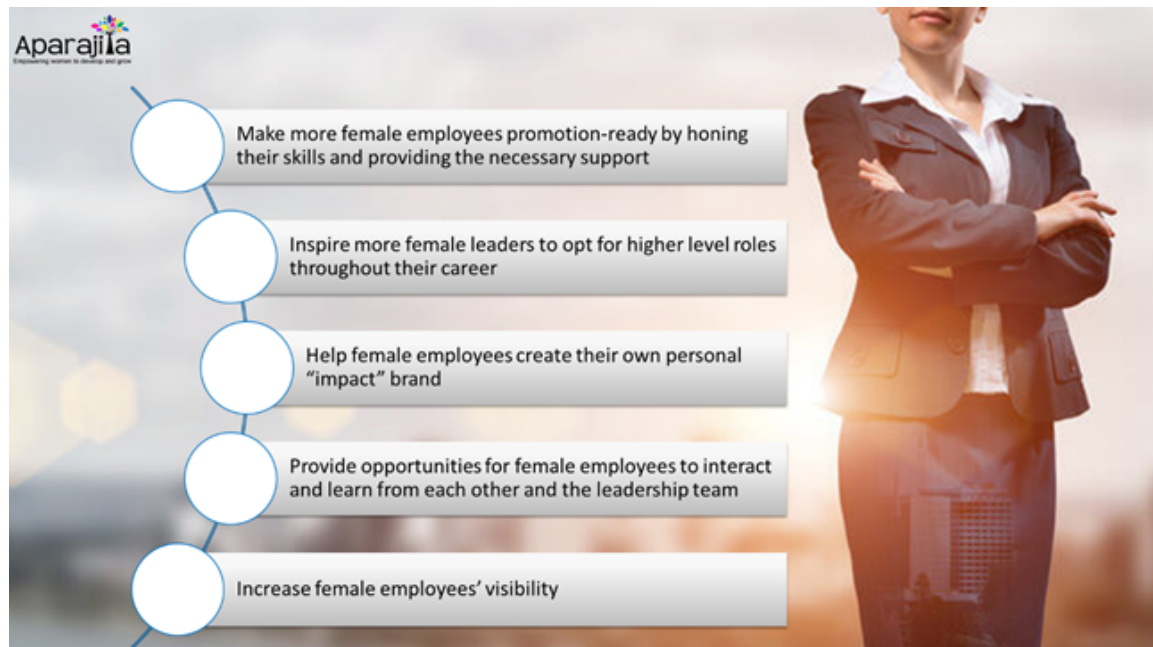
Aparajita (the Invincible Woman) is the flagship program focused on women leadership development at Banking & Capital Markets, which was conceived and commenced in 2014, with the over-arching goal of growing and retaining women leaders at senior levels (Senior Managers, AVPs and VPs).

The program was instrumental in helping the BCM business achieve its objective of developing more women leaders into larger roles and helping the organization inch toward becoming a more gender-balanced workplace.

Being one of the largest verticals in the organization, Aparajita has contributed to helping increase the overall diversity percentage of the organization.

The gender diversity ratio at Genpact back in 2014 was 22%, which has grown to 24%. At the BCM level, only 15% of the leadership team of the Vertical (Assistant Vice President and above) were women in the first year of the program, which has now grown steady and was 23% strong by the end of 2018.

Figure 2: Goals of Aparajita



Therefore, the program focused on two major objectives:

- Developing women for the management team, to enrich the pipeline of talent for higher-level positions and increase the visibility of the employees by giving them an opportunity to have a high-level interaction with senior leaders. The total coverage of M-SM women in BCM is 32%, which is the result of the goodwill it has created in the vertical. The brand has an aspirational value, attracting women who desire career progression or effective work/life balance. Seeing the success of the initiative, it's being replicated across the organization, increasing the scope to 550 Assistant Vice Presidents and above who are women.
- Developing a culture that supports and promotes gender diversity.

Aparajita Program In a Nutshell

The program involves a year-long journey of education, environment, experience and exposure with umpteen learning interventions, a plethora of challenging project assignments, mentoring and coaching opportunities and a platform where women could shine and realize their true potential to succeed in careers and life.

Every batch is formed after a stringent series of rounds, focusing on:

1. Passion to attain crucial life and career milestones
2. Urge to develop their skillset and breaking all the barriers otherwise restricting them from achieving their goals and objectives, etc.

The year-long journey has life-changing moments centered around the core objective of helping these women learn, develop and grow.

The Women Leadership Program encompasses of other initiatives, apart from the Learning and Development intervention.

Through overall program which includes Learning & Development interventions, and other initiatives like pay it forward, lean in circles etc., the following sub goals were established:

- Women should be able to lead themselves, others and the business, and spend 156 hours on the self-development and in implementing the theory into practice through projects, bringing out soft and hard impacts
- Women should be able to grow in the organization/put up their hands for more challenging roles and roles of their choice; 41% women getting promoted as a result of their learning and exposure interventions
- Women should be able to achieve an effective work/life balance; as a result of the coaching experience, 50% of women found their roles to be flexible for balancing their life with work

The participants are provided sponsorship opportunities (through the program called "Pay It Forward") with the right spotlight under which it is easier for them to create a brand image of themselves. Also, it helps them build their capability and confidence so that they get ready to take up bigger opportunities. The women also are given high-visibility platforms to shine.

Genpact has also created "Lean in Circles" within the Banking and Capital Markets. Through this, the objective is to bring small groups of women together to support one another and learn new skills; and encourage personal reflection, peer counseling to build confidence and encourage women empowerment. These Lean In Circles helped Genpact to build culture of "Lean in Circles" in Genpact across verticals where women can find viable solution(s) for defining their vision of success and plotting a path to get there.

Design and Delivery of the Program

Gender Diversity is a key focus area for Genpact as it makes strong business sense. Banking & Capital Markets being one of the largest verticals for Genpact, it was imperative to have a diversity initiative in place with a strong governance model to track its success.

Design Framework

The Design Framework was created keeping the following principles in mind:

- Gender equality to be treated as the top strategic priority. Leaders to be 100% committed to it.
- Building capability in women to facilitate better leadership by creating a supportive ecosystem for them
- Design conditions under which there is visible monitoring and reporting program metrics (participant scorecard and program effectiveness)

For any initiative to be a success, leadership buy-in is necessary and it is important to understand the actual need of the user group. Therefore, four levels of input were collected before designing the process:

- Business and corporate leaders
- Target audience demographics and feedback
- Previous training/Leadership development interventions
- Industry best practices

These inputs were validated with the leadership team (Steering Committee) and scope was designed for the intervention. Additionally, new ideas that kept on emerging were tracked to improvise the program at all levels.

The design principles were formalized based on the below mentioned approach:

- **Step 1** — Feedback, captured from the group coaching workshops conducted by “Life beyond Motherhood” and a pre-launch survey helped to identify the scope of the key areas that needed to be addressed to drive an inclusive culture
- **Step 2** — After the study on the target audience, inputs were taken from the business and corporate leaders
- **Step 3** — Industry best practices and inputs from the central diversity team were taken. Best practices related to community and culture, and systems/policy and infrastructure were studied to define the initial scope of the program
- **Step 4** — Existing programs and initiatives were also taken into consideration while designing the program

To enhance the level of involvement, the target audience was kept engaged at every step.

The initiative was designed in alignment of the organization objective to increase the talent pipeline, thus making it a gender balanced leadership.

Keeping the Leadership engagement principle in mind, the business leader was designated as a program sponsor and was led by senior leaders from operations. The Business leader led the overall initiative and was key to all decisions including scope of work, allocated budget and resources. The HR leader was charged with the PMO responsibility as an additional KRA over and above her existing HR responsibilities. For the success of this initiative, it was important to include everyone in driving the agenda.

It was vital that the initiative was supported by a well-defined Process Governance Model aligned with the business strategy to track accountability, effectiveness and fairness of the program; as a result, leading to a better decision-making.

The governance model was built on certain key principles laid down by the Leadership Team. These became the key drivers for program success. After the creation of the governance model, a communication plan was put into place aimed at maintaining stakeholder commitment. With a solid communication plan, Genpact kept stakeholders informed of the program's progress and accomplishments, fostering executive buy-in and ongoing commitment.

Since the program started in 2014, with every year and batch passing on, it has been improvised in terms of structure, design and delivery formats.

Design of the Program — The Need Identification through Focus Group Discussions

The program was launched with an initial diagnostic with the target audience.

Figure 3: Program Creation Process



- Based on pre-surveys and brainstorming discussions, it was found out that for skill development, women's leadership should focus on different skills depending on leadership level
- Based on the input received from all sources, Genpact built three different versions of the program: one for entry-level female employees, one for mid-management and one for senior leadership.
- Similar themes were created for Senior Leadership Group and Middle manager group with a little addition in the training interventions. Both these programs were designed on the themes of:

- Leading Self
- Leading Business
- Leading Others

The Final Program Construct for the Senior Leadership Group:

Figure 1: Construct for AVP+ Women



- A batch of 14 senior level global women leaders were brought together for a yearlong program, which commenced in February 2016.
- The overall objective of this program is to help the participants to be more holistic leaders, focusing on self-awareness and management as much as on managing/leading others.

The snapshot of the program construct for the Middle Management Group:

Figure 2: Themes of L&D

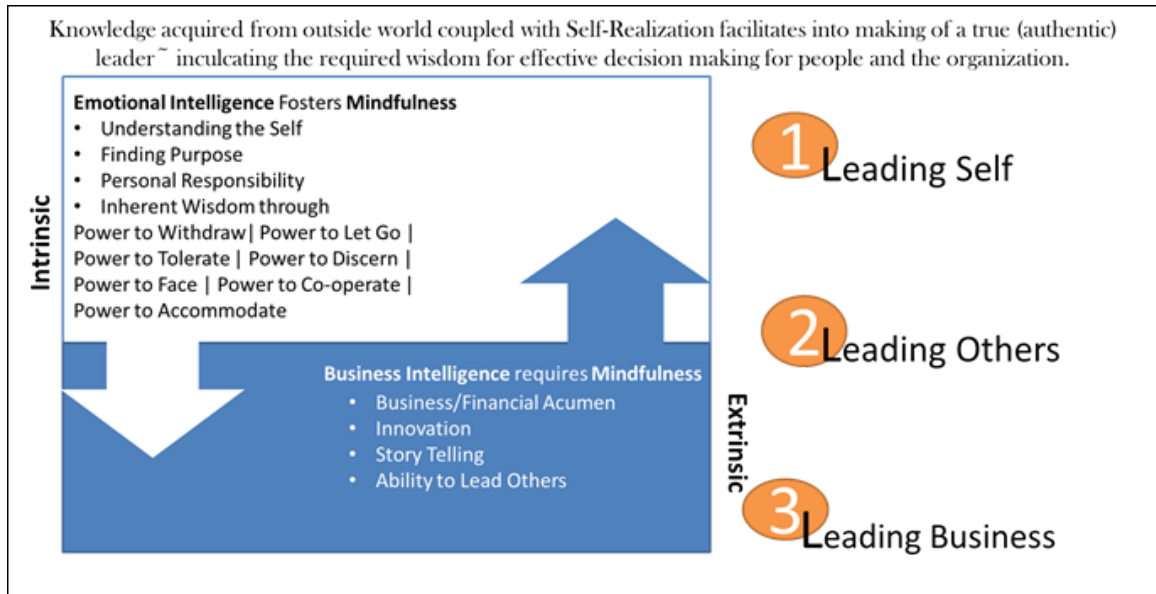


Figure 3: Program Construct for Middle Management

Themes	Outcomes	Design
Leading Self	Self Exploration Improved Emotional Quotient Public Speaking	Micro Sessions Book Reviews
Leading Others	Collaboration Ability to Build Trust Crucial Conversations Coaching & Empowering Others Ability to Lead with Questions	Day Long Sessions Micro Sessions Simulations
Leading Business	Business Acumen Negotiation Skills	Simulations Micro Sessions

COACHING

At the start in 2014, the key focus of the program was to develop capabilities in the women that would enable them to perform better in their current roles and subsequently, advance to larger and more complex roles. Various training programs, ranging from Time management, Executive presence, Networking, Work Smart to DISC (Personal Assessment tool), were offered to participants. A total of 47 hours per

participant of training were offered under this format, covering a pilot group of 27 middle management participants.

Figure 4: Program Construct for Entry Level



Delivery of the Program

The Aparajita Program implementation process constituted of four key elements: Capability Development through training series, contribution through projects, reflection through constant feedbacks and engagement through regular catch ups and communication.

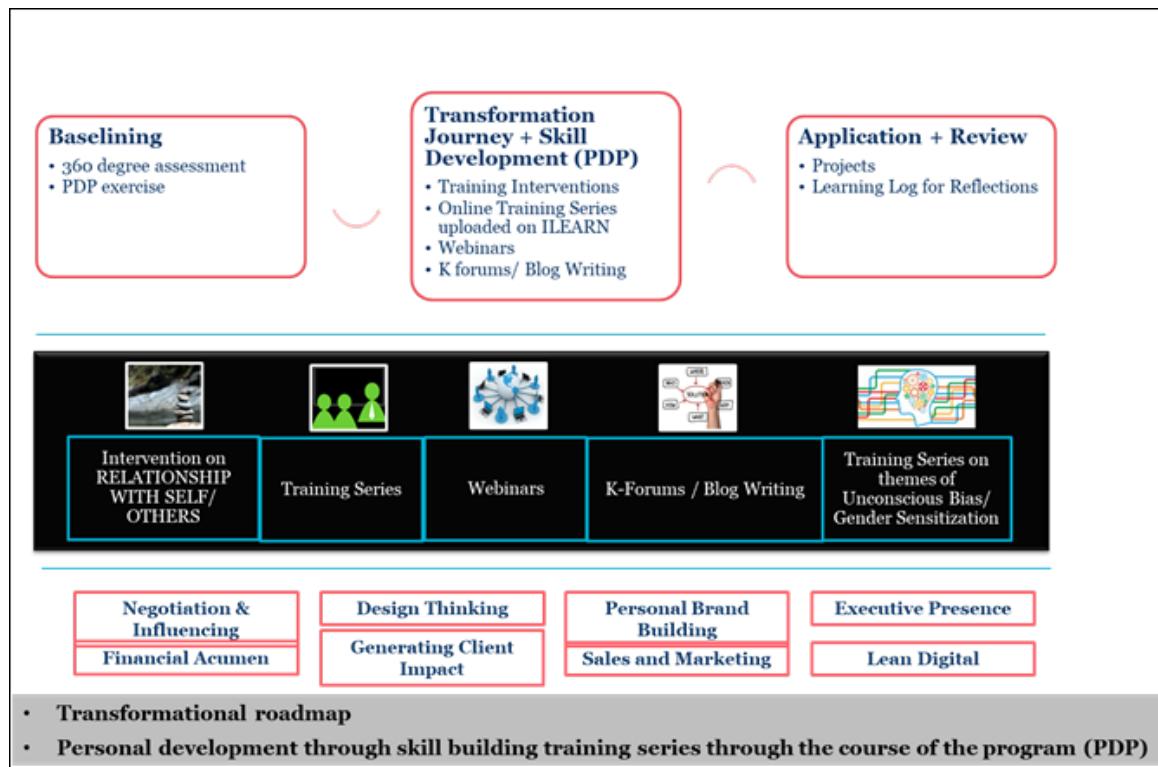
Figure 5: Aparajita Journey



Genpact delivered the mid-management and senior leadership Aparajita programs through full two-day interventions, cross-geography group projects conducted over a six-month period, training, webinars, micro-sessions and eight one-on-one coaching sessions in between. Topics included personal effectiveness, effective communication, leading people, business acumen, and health and wellness.

The delivery design for mid-managers and senior leadership follows:

Figure 6: Delivery Design



Program Evaluation Approach

Projects have been a very integral part of the design framework. The following are the key objectives of the projects:

- Being able to exercise key Genpact competencies such as Being Curious and Courageous and Incisive
- Getting a chance to practice, collaborate and implement the strategies learned during the Aparajita Journey (e.g., Negotiation Skills and Building Trust)
- Building a higher EQI while working in larger teams

Overview of the projects included in the Aparajita program for mid-management and senior leadership:

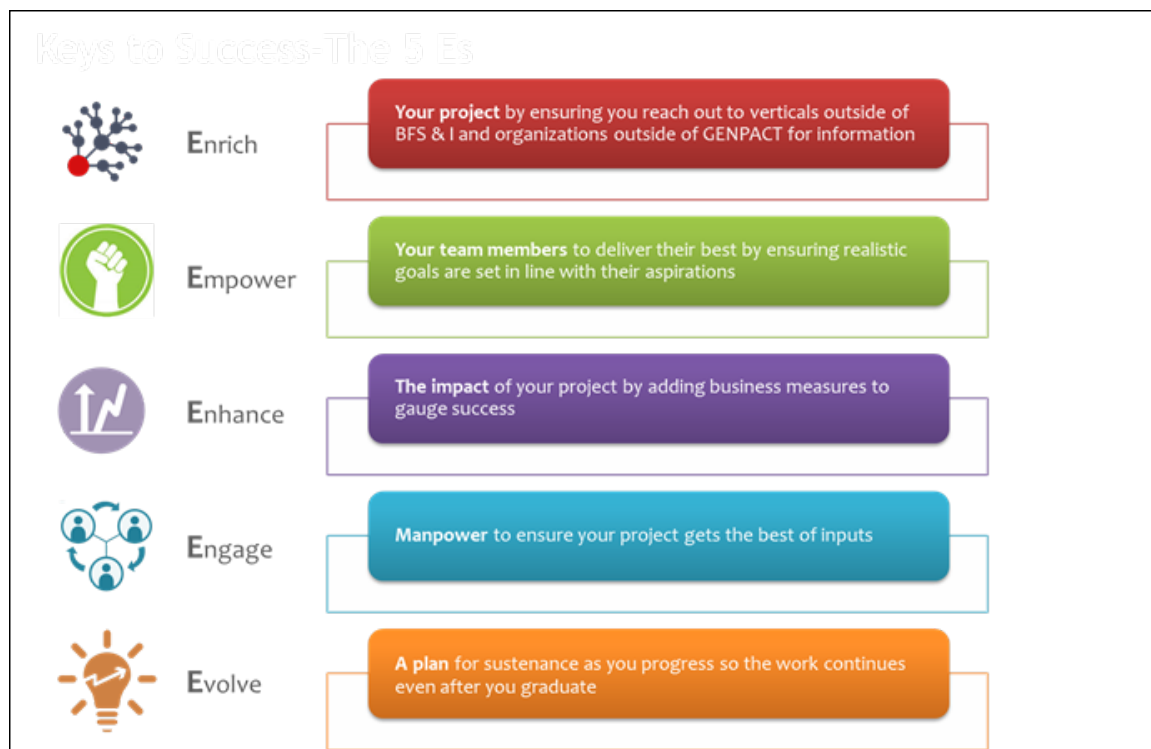
Figure 10: Overview of Projects in Aparajita Program

Number	Project Name	Objective
Project 1	Creating Lean in Circles within BCM	Building social communities through lean in circles. Bringing together employees who share a common identity, characteristics and set of interests. The idea is help women lean on each other and claim their space by way of group learning to create a culture of inclusion and information
Project 2	Pay It Forward	Positively influencing the participants to help their protégés progress along their professional development agenda and help the company achieve its overall diversity and inclusion agenda
Project 3	Returning Mom Integration	Helping mothers smoothly integrate when they return to work
Project 4	Safe Space Forums	Creatively and innovatively engaging with the clients, expanding the client representation on Aparajita board, elevating the client experience through Aparajita program and making avenues for best practice sharing sessions
Project 5	Communication and Branding	Increasing Aparajita's visibility inside and outside Genpact
Project 6	Aparajita Band 4 L&D Interventions	Building women leaders by helping women to create a personal brand and help, identify, create and support them in achieving personal/professional goals
Project 7	Aparajita Band 5 L&D Interventions	Helping women prioritize their careers, finances, health and other aspects of their lives so they can better achieve their personal and professional goals
Project 8	Special Events (e.g., CSR/Alumni Engagement, etc.)	Organizing corporate social responsibility events to shine a focus on important causes, and creating platforms to bring together like-minded employees to contribute

Project 9	Managing Unconscious Bias	Removing unconscious biases, through forums, theatre workshops, and online training courses
Project 10	Men as Allies	Including men in the journey to creatively creating the right environment

The five key Project Principles:

Figure 11: Project Guiding Principles



To make sure Aparajita meets the needs and goals of the participants and the company, the L&D team continuously improved the content, design and delivery of the program. For example, because of the increasing ubiquity of digital technologies, sessions on 21st century skills and competencies such as Digital Mindset and Design Thinking were added to the curriculum. The company also increased its use of online platforms, and tools such as Edcast (a learner experience platform) and Zoom (a video conferencing tool) were used to deliver portions of the program.

The program is now witnessing substantial changes for the new 2019 batch. For example, the revised Competency Framework combines the most sought-after skills for the future, the necessary skills required for women and the ones prioritized by the women of the upcoming batch.

Figure 12: Revised Program Construct 2019


Adoption of the Program

The adoption of any program depends on how sustainable and scalable it looks, based on the success story it weaves after the initial few batches. Aparajita accelerated the careers of the best female talent and created a sound peer learning and sponsorship opportunity for those women whose needs were within and beyond the classroom interventions across the Banking vertical. The first two batches created ripples with 40% of women getting promoted or landing with meatier and challenging roles of their choice. Their success stories soon reached the CEO, who personally invested in the program. Tiger Thyagarajan, Genpact CEO, joined the Catalyst board in 2017 and pledged to reach 50/50 gender ratio in the company. The flagship program created waves and was recognized at various forums. It was also replicated in other verticals, with some batches completely sponsored by clients.

It was the final call taken in 2017 to scale up the program and make it available for all women across Genpact; this received a thunderous applaud by women across the company. The program now at the central level is called Women in Leadership, based on the same design principles and framework of Aparajita program. The beauty of the program is accentuated, as now the entire organization looks up to it (instead of dissolving it in the presence of the Genpact-wide program). The program continues to flourish and is talked about for its dynamic and ever-evolving content, a mode of delivery that adapts to the needs of Millennials by making the learning journey digitized and offering anytime, anywhere learning opportunities that are self-paced.

All this is integrated in the employees' ecosystem via Genome, the company's new learning framework that harnesses collective intelligence of its people to help them learn and upskill in an increasingly digital world.

Practical Implementation

- Through various projects based on Diversity and Inclusion, Medium of Delivery, projects were game changers that gave platforms to succeed and each project helped increase adoption
- Engaging with clients, leaders and external experts as teachers/mentors, career guidance and one on one coaching
- Through market leader life and business coaches; creating sponsor and protégé networks for the mentoring and sponsoring opportunities for women (as an extra cushion and visibility for better roles and career progression); robust evaluation
- Weaving the just-in-time feedback for the betterment of the future generation batches and clearly highlighting top talent and unleashing the game-changing potential in women

The other strategy to bolster the adoption was communication across the organization. Given the geographically dispersed nature of the business, there was a clear need to have a multi-pronged communication strategy. A team was formed that led targeted communication campaigns, disseminated online newsletters, conducted web chats, created a splash at community meetings and town halls, curated a video that included messaging from key leaders and showcased participant success stories via various media. Publishing the success stories was also important.

Figure 13: Aparajita Physical Branding



Participation in external forums within and outside India and showcasing this best practice has received encouraging feedback and industry awards.

Figure 14: Snapshot of Genpact Aparajita Communication(s)



Challenges faced during the adoption of the program included:

- Explaining the WHY of the program to the stakeholders. That is, why did the organization need a separate leadership program for Women?
 - A strong business case was provided, backed with the synopsis of significant research by the likes of Catalyst, Harvard Business Review, McKinsey, etc. They understood that women have a different set of challenges with respect to advancing at workplaces. A sound ecosystem along with a strong L&D intervention were duly required to fill in the leaky pipeline.
- Women being in different geographies, so getting common time slots for classroom sessions/training programs.
 - A blended curriculum was proposed, with self-paced modules coupled with time-zone friendly local and external instructors/mentors/coaches and sponsors for the sessions in different geographies

Measurable Benefits

BCM established several metrics to ensure measurable benefits for success of the Aparajita program:

Figure 15: Measurable Metrics for Success of Aparajita



Figure 16: Networking Sessions Snapshot



In 2018, 341 women participated in various learning and development initiatives:

- 271 women at entry level participated in Financial Wellness, Lean digital, Simplified Banking Awareness and health sessions.
- 65 women at middle and Senior management level participated in sessions focusing on various D&I specific themes

Lean-In Circles

- Approximately 40 Women participating in five circles across the country, with 100%-plus positive feedback

Figure 17: Communication on Success

Highlights



Transformation
Happens Here

Aparajita: Lean in Circles

5 'Lean in Circles', 40+ women across multiple India locations, 100% positive feedback...the journey has just begun!!



5

Circles

40+

Women



Yet another successful (2nd) round of all 5 'Lean In Circles' was concluded in Oct' 18 with full zeal, focusing on woman empowerment & development. The foundation was laid in the 1st round, starting with the fundamentals **(Confidentiality, Commitment and Communication)** of 'Lean In Circles'.

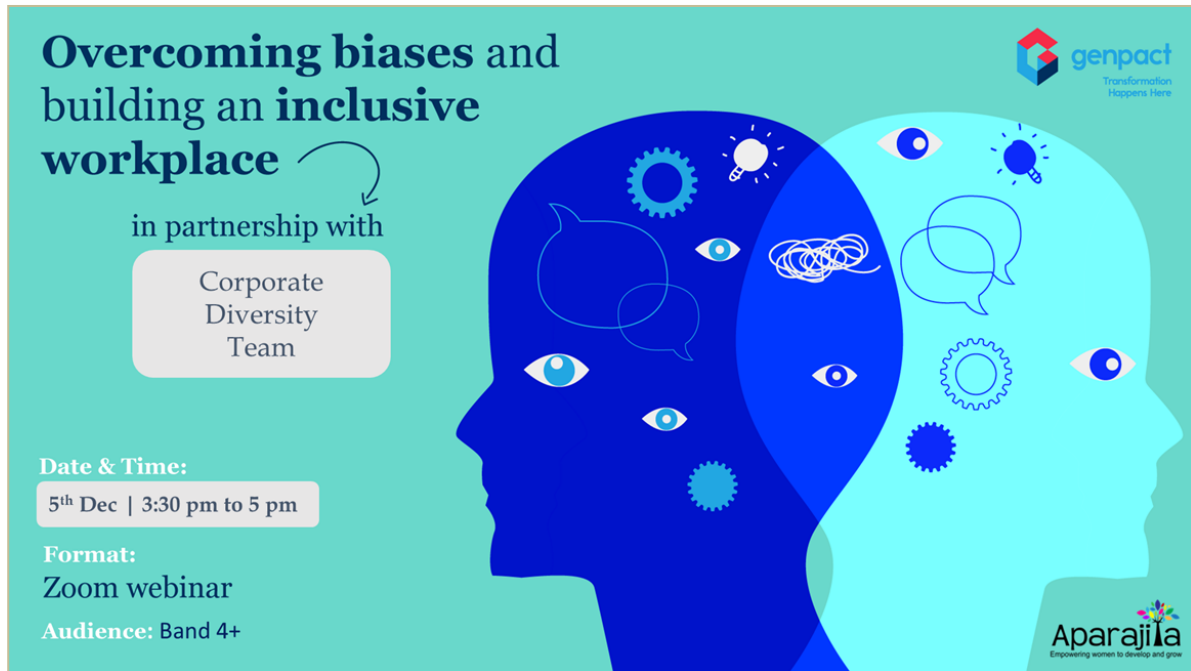
Pay It Forward Program

- Cultivated and nurtured a 100-plus-employee-strong Sponsor-Protégé Network under "Pay It Forward"

Training Interventions for Recognizing Unconscious Bias

- 86% employees from Banking and Capital Markets have completed online training on unconscious bias
- 200-plus employees covered under Forum Theatre Workshop on managing unconscious biases

Figure 18: Unconscious Bias Communication



Overcoming biases and building an inclusive workplace

in partnership with

Corporate Diversity Team

Date & Time:
5th Dec | 3:30 pm to 5 pm

Format:
Zoom webinar

Audience: Band 4+

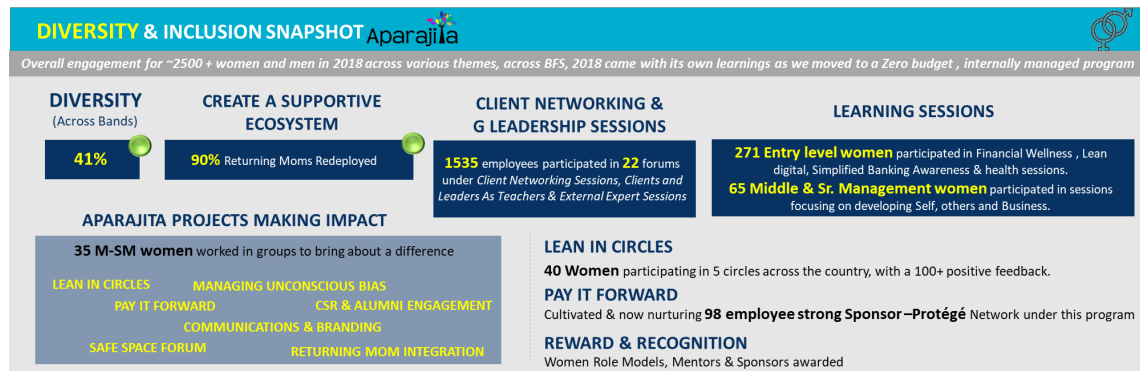
genpact
Transformation Happens Here

Aparajita
Empowering women to develop and grow

Feedback from Employees

- *“There were aspects in this training that I was unaware of especially the modules with Micro inequities and the mental models. I learnt a lot already.”*
- *“What a fantastic training module — one of the best I have been through in a long time ... I just finished it and am pending the assessment.”*

Figure 19: Aparajita 2018 Snapshot



Overall

The biggest learning from this initiative has been that the best way to ensure an initiatives' success is to engage the people that would be most impacted. Staffing the initiative with leaders who are passionate about this agenda and are seen as role models has been a critical factor in driving its success. As a result, diversity is not an HR agenda but a business agenda, driven with support of the HR teams.

Some of the biggest learnings from the process of conceptualizing to driving the program were:

- Allowing flexibility in the approach and thinking from the perspective of a learner
- Creating channels for continuous feedback to keep content fresh and relevant while governing the application of knowledge in project. Designing a fantastic curriculum does not solve for everything. The panel assessment for projects kept the messaging of the training coherent with the vision and strategy of the company.
- To keep a sustained focus, the involvement of the top leadership team is critical. Identifying one resource that would be the point of contact for the initiative is critical to the long-term success of such a high-impact initiative.
- Building key success measures into the KRAs of the business leaders was instrumental in driving the success of this initiative
- While driving a strategic initiative, external breathing is critical, as is being open to accepting new ideas within the organization
- It is important to keep clients and all stakeholders informed of the journey, even without waiting for the results. This helps in fostering trust and winning partners in execution.
- Driving initiative at this scale means finding a way of dealing with people who are skeptical. It is critical to share progress on an ongoing basis with all

employees for the impact of the initiative to be seen in a transparent manner. This helps in converting skeptics into proponents.

- A need was identified to leverage the alumni network more effectively to enable them to pay it forward to the organization and to leverage them in supporting the program.
- Dialogue is critical to an inclusive workplace, leading to psychological safety of employees and giving them a sense of belongingness
- Unconscious biases are prevalent everywhere and a robust mechanism needs to be employed to manage them well, right through the recruitment windows to the shop floors
- Culture change is incomplete unless accompanied by the right kind of behaviors that reinforce it

Next Steps

As the learnings from the past pave the way for the road ahead, the following are the foreseen next steps:

- With the recognition of the need to develop more women leaders in the organization, Aparajita Women Leadership Program is being replicated across Genpact globally
- With the aim to strengthen communication outside of the banking vertical, various platforms of social media will be leveraged. This will enable to engage and involve more women within and outside of the vertical to join future batches and help filling the leadership pipeline soon.
- Considering the need to keep pace with digital advancements across the globe and millennial way of self-paced learning, a new age Genpact learning platform called Genome will be leveraged. It is a world-class skill development program, inspired by MIT's Center for Collective Intelligence work.

The platform focuses on increasing the domain expertise, digital quotient, soft skills and professional skills — all of which are essential for the advancement of women at workplace. The platform first gets a self-skill profile assessment done (with the supervisor's guidance), helps the individual compare her results with the ideal profile (found within the form) to identify her knowledge gaps and then recommends trainings from the Organization's Knowledge Superstore. This is the most promising digital-learning revolution, recently acknowledged by the likes of Harvard Business Review and the Economic Times.

One of the most integral outcomes of all this work has been that it's been understood Diversity comes secondary to inclusion. It's important to understand that the system is

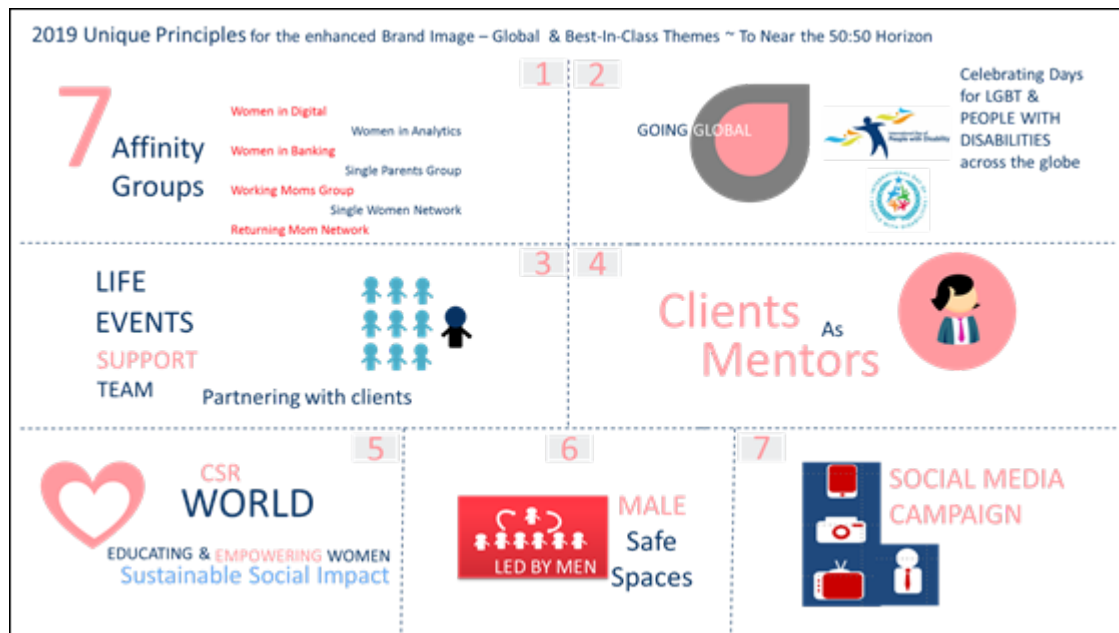
empowered enough to advance these women because empowering women is not enough — empowering the system is important.

That's why the plan is to create a supportive ecosystem — so that when women come out of such programs, they feel empowered.

Future Outlook and Themes

The following are the New Age Projects for upcoming 2019 batch.

Figure 20: Themes for 2019



The program has gone through many changes through every batch to keep it relevant and aligned to the business needs and priorities, and Genpact continues to streamline and improve different elements of the program to make it more stringent.

About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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- Webinars and Research Spotlights
- Annual HCM Conference

ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

BENCHMARKING

- Competitive/Comparative
- Maturity Model
- Custom Research

STRATEGY

- Business Case
- Planning
- Organization & Governance

TECHNOLOGY SELECTION

- Vendor Selection
- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at success@brandonhall.com.