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State of Gender Diversity in Media

August 2023

Our approach to capturing the *Gender Diversity* across media orgs

Kantar conducted desk research on 41 media groups, using LinkedIn, Glassdoor, and other sources to analyze the gender representation

In total, covered 6900+ employees to identify key trends and insights

Conducted 1:1 in-depth interviews with HR & Business Leaders across leading media houses

Inputs from 21 eminent leaders corroborating the desk research findings & sharing their POV

An online survey was also conducted amongst 548 women employees working in media organisations, across locations and different roles/seniority level to understand their challenges & opinions

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Across interviews & surveys it came out clearly from employees that they saw a need for diversity to be a core part of the media

Minimising Biases

through sensitization and awareness creation

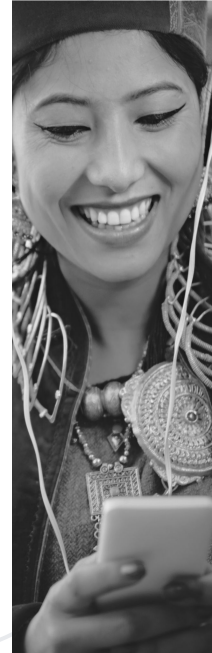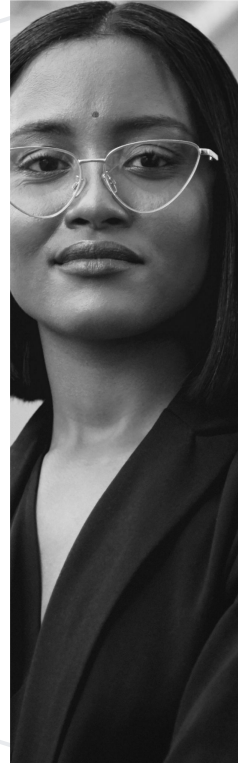**Better decision-making**

through structured & inclusive thinking

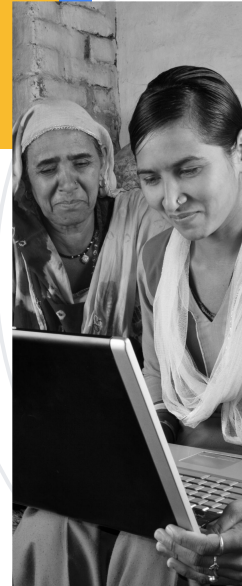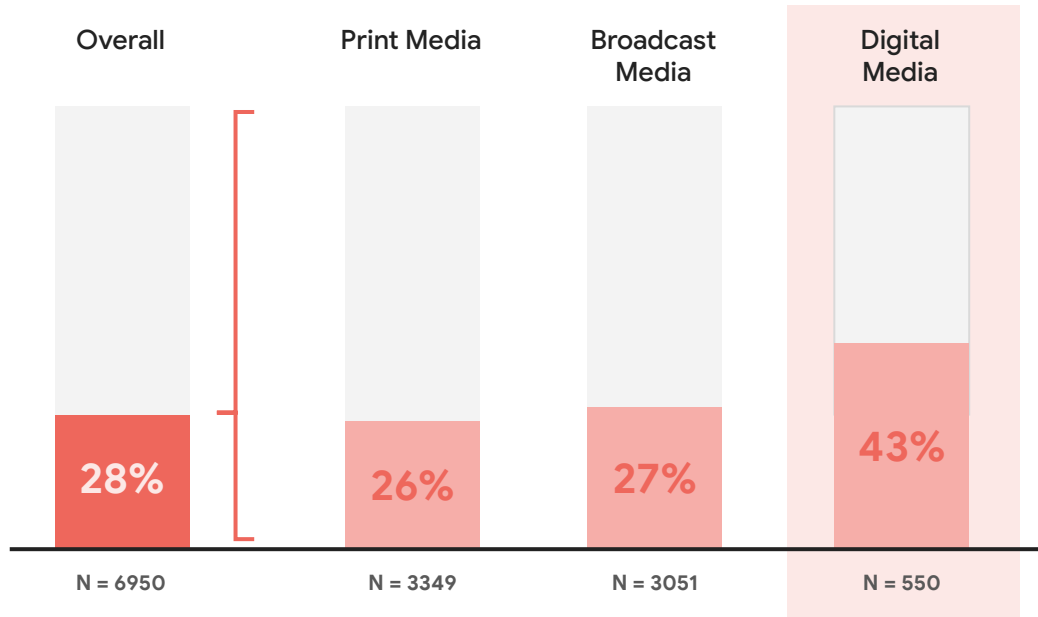**Creating role-models**

that attracts woman talents

Security

a sense of safety and inclusion at workplace

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Understanding
gender diversity

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Larger Print and Broadcast media lag Digital media

Overall — 28% — N = 6950

Print Media — 26% — N = 3349

Broadcast Media — 27% — N = 3051

Digital Media — 43% — N = 550

"...Traditional media is still an 'All boys club'; there is a certain "bro culture" as a part of these newsrooms..."

Lead – Editorial, Digital, English

"...the shift in print and broadcast started happening about 8-10 years ago – it will take few years to seeing more women moving into significant roles..."
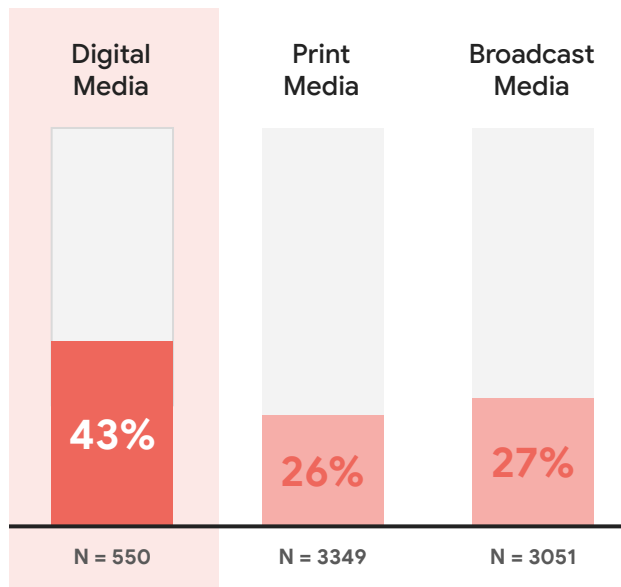
Co-founder, Digital Native, Hindi

"... the reason digital has seen influx of women is primarily because "9 to 5" is not a necessity in digital format – this facilitated numerous women to join who would otherwise have not..."

Chief Manager - HRBP, Broadcast, English

Source: KANTAR - N = Number of Employees

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Ground-up
Digital media orgs are younger and more aware

Digital Media	Print Media	Broadcast Media
43%	**26%**	**27%**
N = 550	N = 3349	N = 3051

Digital Media room offers more facilitation compared to Print/Broadcast through:

✓ Structurally different job-roles

✓ Existing socially-alert workforce

✓ Absence of stereotypes

✓ Reduced circumstantial hindrances

"...Printing is a very traditional media they cannot work with the leniency that Digital has to offer work, in digital one can have the facility to work from home, Print cannot thrive on this opportunity..."
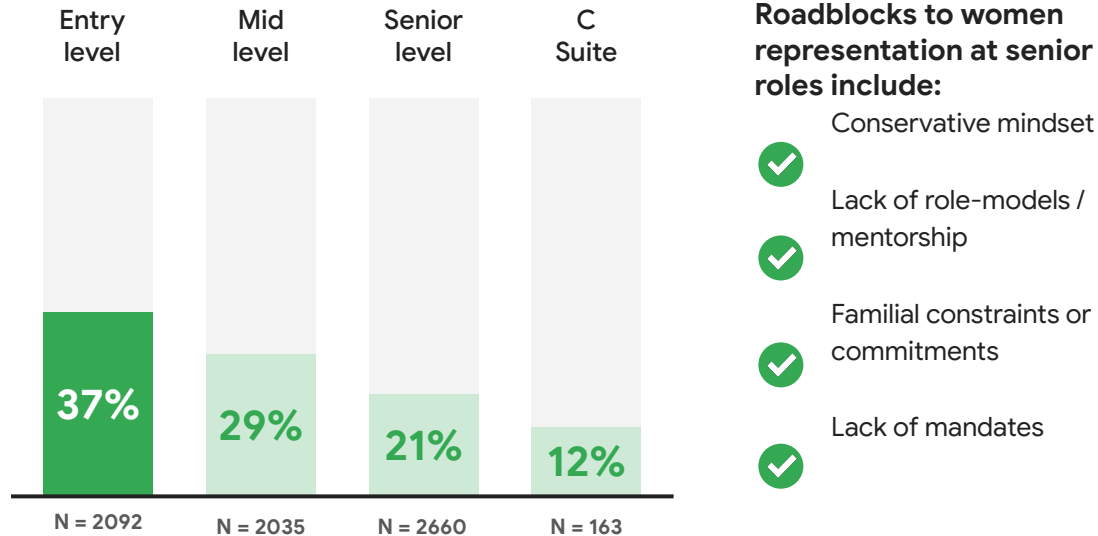Editorial Head, Print, Hindi

"...we are constantly on the move, often without access to even basic security, but that's the core nature of our job – the reason why most don't even pursue media as a career..."
Deputy Editor, Broadcast, Tamil

"...I think even the new-age Digital newsrooms, significantly require people who are socially alert and 'woke' – they most cater to the youth of the country and content production needs people like them to cater to young masses..."
Lead – Editorial, Digital Native, Hindi

Source: KANTAR - N = Number of Employees

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Woman's decision making capability remains under scrutiny

Entry level	Mid level	Senior level	C Suite
37%	**29%**	**21%**	**12%**
N = 2092	N = 2035	N = 2660	N = 163

Roadblocks to women representation at senior roles include:

✅ Conservative mindset

✅ Lack of role-models / mentorship

✅ Familial constraints or commitments

✅ Lack of mandates

*"...our direct approach is first to have brilliant boxes of men and that is stemming from the perspective that if it's a guy, he would make more sense, he would probably more qualified. It's a **systemic prejudice** that we have all been said and therefore now we believe..."*

Editorial Head, Print, Hindi

"...it has been 18 years, and yet I am still one of the very few female Leads to host primetime political debates, there is still a serious dearth of women here If one doesn't see enough representation like themselves, the natural outcome is to opt out of it..."
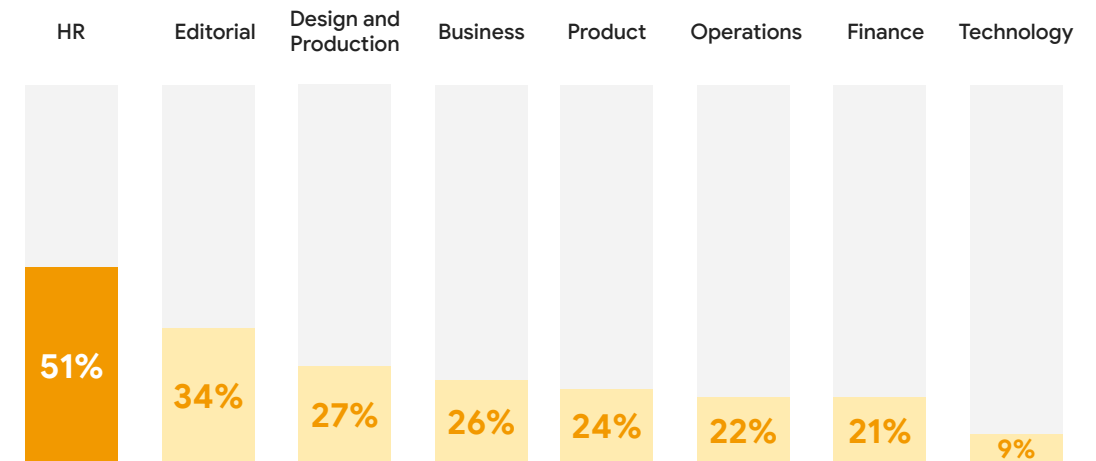
Deputy Editor, Broadcast, Tamil

"... woman moving up the ladder is very less; it is not just because of the patriarchal systems within the organization itself. But the industry itself is a demanding one, right, you have longer work hours, people don't expect you to have a private life, you have to work 24/7, so mostly women and their families will not agree ..."

Co-Founder, Digital Native, English

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The representation is poor across functions, except HR & Editorial

The latter driven by influx of women in content team

HR	Editorial	Design and Production	Business	Product	Operations	Finance	Technology
51%	34%	27%	26%	24%	22%	21%	9%

"… there's not a single woman in my technology team which is fairly big I feel a talent pool thing as very seldom do I come across a woman CV for technology. maybe it's a legacy thing, and that keeps getting reinforced…"

Chief Digital Officer, Broadcast, English

"…even a few years back, departments like Editorial also was male-dominated, a woman's functional capabilities have always been under scrutiny…"

Lead – Editorial, Digital Natives, Hindi

Departmental disparity could be attributed to:

✓ Stereotypical psyche questioning women's capabilities across different functions

✓ Inherent lack of women applying to technical job-roles

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Lack of Women representation Intensifies in regional media houses

as one has to navigate through cultural differences & lack of norms/policies

Apart from the fact that the talents move to Metros and Tier 1s, leaving behind a dearth of potential workforce, issue of low representation in regional media houses are because of:

- ✓ Cultural restraints
- ✓ Absence of Digital-led diversity
- ✓ Archaic organisational policies
- ✓ Disparity in Pay

"…majority of the women-friendly policies that legacy media houses in Mumbai / Delhi offers for years, are still not prevalent in regional media, especially down South…"

COO, Broadcast, Malayalam

"…People who have been in the field for 30 years had a last drawn salary was Rs. 60,000 – which is very low compared to what English legacy media would ideally pay…"

Deputy Editor, Broadcast, Tamil

"…Family background is also a crucial factor in regional media. They believe women in media come home late at night, have numerous friends, and engage in questionable activities…"

HR Director - People and Culture, Print, Marathi

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Almost 2/3rd of the women workforce strongly voicing out issues leading to poor representation...

75%

of media women employees feel they have **ALWAYS faced inequality** at workplace

77%

of women strongly felt the **"Lack of role models"** as a key disincentive for lesser representation in media

75%

of women have mentioned **"Lack of a safe/secure work environment"** as a key concern

75%

of women agreed about **"Limited career advancement / progression (to leadership roles) for women"**

75%

of women felt **"Lack of enough supportive/ inclusive policies and programs"**

74%

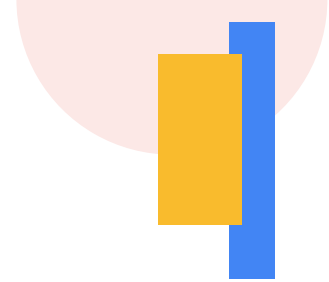of women mentioned **"Stereotypes"** to be a strong contributor in skewed gender representation

74%

of women mentioned the lack of diversity has an **"Impact on mental health & well-being"**

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Voices of Change...

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Creating a diverse workforce through inclusive culture, transparency and renewed efforts

By enhancing work culture that promotes diversity...

"...it is absolute necessity to know how they're feeling around the culture in workplace; whether they're being able to gel into the ecosystem and raise concern if not..."

Editorial Head, Print, Hindi

"...even before devicing initiatives, is necessary to sensitize existing cohort on the importance of diversity at an individual level as well, HRs should have this in their onus..."

Head – HR Practices, Broadcast, Telugu

By providing transparency that ensures clarity...

"...if not mandate, at least there should be government driven audits, that would itself help in taking cognizance of gender issues starting from the hiring level itself as a part of general policy..."

Lead – Editorial, Digital Native, Hindi

"...Its crucial to set the simpler things right – women need to feel there is genuineness and fair play - that's something which has to come from a management perspective..."

COO, Broadcast, Hindi

On how sustenance and renewed efforts are necessary...

"...Inclusivity is something that we keep reminding ourselves and our teams - it is often the small changes that we bring in culture, that have the more longer lasting impact..."

Lead – HR Practices, Print, English

"...It's not only about a single separate team who is advocating it, but everybody across the organization also has to internalize this..."

Co-founder, Digital Native, Hindi

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Leading with examples...

"...the reason for our healthy diversity ratio is because we made **conscious decisions at hiring itself** – I have women representation from marginalised sections, we hired them and groomed them to be industry-ready..."

Co-founder, Digital Native, English

"...we have implemented this **KPI driven initiative**, that mandates every HOD to have minimum representation of women within their teams; we have seen much more proactivity and collective efforts of leaders working towards this as a result..."

Head – HR Practices, Broadcast, Telugu

"...Over and above the regular policies, we offer an **8-to-8 crèche facility** for young working mothers in-house system who are coming in with their babies and little ones; it facilitates them to work with peace of mind and without having to care about their children's safety..."

Chief Manager - HRBP, Broadcast, English

"...we have FOP, it is the **first day of period leave.** Every month, women employees are entitled to one leave additional to all the other leaves that are there; it was done with a thought of enabling women employees to liberally access provisions made specifically for them without having to fear judgement..."

HR Director, Print, Marathi

"...we are coming up with an initiative which would be **exclusive to those women who are resuming their career post sabbatical, maternity or even a career gap** - to facilitate potential talent to join the workforce..."

Chief Manager - HRBP, Broadcast, English

"...one of our key systems is we have **regular employee feedback** survey, and as a resultant, one critical outcome that comes across is that our employees feel they are "heard" enough – which currently is still a rare occurrence in Media..."

Lead – Editorial, Digital Native, Hindi

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Breaking the systemic barriers through...

Culture

Driving cultural change to promote equality by:

- ✓ Awareness creation through Sensitization drives
- ✓ Comprehensive leaves and health benefits
- ✓ Flexible work policies
- ✓ Harassment prevention mandates

Transparency

Fostering accountability through:

- ✓ Conscious and inclusive hiring
- ✓ Training, workshops and mentorship programs
- ✓ Transparent compensation policies
- ✓ Cohesive employee feedback mechanisms

Renewal and Resilience

Sustaining diversity through collective ownership to mitigate:

- ✓ Mandated audits and surveys to track progress
- ✓ Dedicated DEI councils
- ✓ Celebrating achievements
- ✓ Upskilling opportunities for marginalized women

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The Business Case for Diversity
Women adding "Values" to business performance

Commercial

45%

improvement in market share and success in new markets reported by companies that are highly ranked on DEI reported

Source – McKinsey: Diversity Wins, 2020

Workforce

71%

of HR leaders say remote work has helped their organizations hire and retain more employees from diverse backgrounds

Source – McKinsey, Women at Work, 2022

Innovation

60%

companies that push for gender equality in leadership, mentioned that they are more innovative than competitors

Source – IBM's Institute for Business Value (IBV), Leadership and the Priority Paradox, 2019

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