

Designing Flexible Work Arrangements- A Case of NCR- I.T Sector

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Dr. Shashi Bala



V.V. Giri National Labour Institute

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Preface

The representation of women in white-collar occupations has steadily increased over recent decades. This rise is due to a confluence of factors, including policy changes, shifts in societal attitudes, and greater access to higher education for women. However, despite these advances, women continue to face unique challenges in the workplace, including gender pay gaps, work-life balance struggles, and limited representation in senior leadership roles.

Despite the existing challenges, opportunities for women in white-collar occupations is promising. Continued efforts in education, policy reform, and workplace culture are crucial in enabling women to achieve parity in the workplace. As more organizations adopt gender-inclusive practices, it is likely that the representation of women in leadership roles will increase, further narrowing the pay gap and creating a more balanced and equitable workforce. with societal and organizational changes fostering an environment that is increasingly supportive of gender equity.

Driven by technological advancements, shifts in work culture, and the COVID-19 pandemic, flexible working arrangements are emerging as significant alternatives to traditional arrangements of work for improving work-life balance, productivity, and employee satisfaction. It is interesting as well as pertinent to examine the impact of emerging technologies and technology-driven changes in the domain of work on participation of women in the paid economy.

I congratulate Dr. Shashi Bala, Senior Fellow & Project Director and entire team for this research. I am confident that the study will be beneficial for policy makers' and other stake holders committed towards mainstreaming the inclusiveness in the world of work.

Dr. Arvind,
Director General
V.V. Giri National Labour Institute





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It gives me immense pleasure to express my gratitude to all the people who have provided their invaluable support and contribution for the successful completion of this project. First and foremost, I would like to thank Dr. Arvind, Director General, V.V. Giri National Labour Institute. I also thank the entire administration team and faculty colleagues of V.V. Giri National Labour Institute for their constant support, which makes every project endeavour a possible and exciting journey.

My special thanks to the project team whose efforts and expertise have turned the idea of this study into a reality: Ms. Priyakshi Baruah (Research Associate), Ms. Manju Singh (Computer Operator), Mr. Jagatpal (Field Investigator), Mr. Raheel Bashir (Field Investigator) and Mr. Dishant (Field Investigator).

My sincere gratitude to the various Research Advisory Group members of the Centre for Gender and Labour, for enriching the study with their insights and suggestions.

The motivation and encouragement from my family have been crucial in all my work engagements for which I feel utmost grateful. In this study, the empathetic understanding and reflexivity required to understand the complexities of the relationship between professional and domestic work responsibilities, and the significance of family and organisational support to facilitate a work-life balance have been made more possible with the help of my family which I would surely like to acknowledge.

Dr. Shashi Bala



Executive Summary

Considering contemporary developments in the forms of work arrangements and emerging issues pertaining to gender participation and overall wellbeing of employees, the current study has attempted to examine existing patterns of work-hour regulations in the concerned industrial sector and policies of flexible work arrangements.

Specific objectives are to look into working-time laws and regulations on maximum daily hours of work and statutory rest periods; to draw upon experiences relating to working time and flexibility during the COVID-19 crisis; to examine existing provisions for flexible work arrangements in the Indian IT and IT-enabled service sector; to understand the impact of work arrangements on female labor force participation and work-life balance; to examine incentives for men to participate in unpaid care work.

A mixed method approach has been taken, combining quantitative survey and qualitative interviews to look at subjective experiences of employees pertaining to the availability or non-availability of flexible work arrangements, focusing on its impact on household care responsibilities and gender dynamics.

Findings of the study reiterate observations of an increased participation of men in unpaid household work and childcare responsibilities, while suggesting the need to develop better frameworks for family-friendly and migrant-friendly work policies. The study also discusses the need to work towards formalizing elderly care support and targeted professional services for the aging population.



Chapter 1 : Introduction

1.1. Context of the Study

The world of work is ever evolving and transformations in this dynamic realm is becoming much more rapid with the emerging developments in ICT (Information and Communications Technology). Recent strides in the area of Artificial Intelligence (AI) demonstrate the acceleration of technological progress and its influence in every aspect of human lives, the most visible example of this influence is seen in the form of AI-enabled devices and applications that have become part of people's everyday lives through 'smart' electronic devices that are bringing changes into ways of conducting work and social lives.

Another way that technology affecting people's work and family time is through the increasing use of flexible modes of work such as remote working. This mode of work has been gaining increasing attention and acceptance due to its ability to facilitate the participation of people from remote locations and peripheries, geographical as well as social, and traverse such multi-dimensional distances, without having to commute physically.

DE&I (Diversity, Equality & Inclusion), that has found a place of prominence among stated objectives of some of the major organizations, is being made more possible today through the use of flexibilities that connect employees of diverse ethnic origin within and across geographical boundaries and people of diverse physical capacities.

In this IT-enabled workforce, women are observed marking their growing presence. However, percentage of female employees shrinks as one looks upward along the vertical structures of the organisations.

Several studies have reported that female employees show an interest in joining and continuing in companies that provide flexible forms of working (McKinsey & Company, 2023; Deloitte, 2024). A report by I.T giant Accenture reveals that over the past 35 years, the proportion of women in tech roles has decreased, with half of them leaving the field by age the of 35 and this decline is largely attributed to a lack of inclusivity in the industry, particularly affecting women of colour and LGBTQ+ women (White, 2024).

A 2022 McKinsey report highlighted that across all industries, 86 women are promoted to managerial positions for every 100 men; however, in the technology industry, women's representation is notably lower compared to other sectors, with only 32% of entry-level hardware and 43% of entry-level software roles occupied by women, and these percentages decline at higher levels—17% in hardware and 30% in software at the senior vice president level (White, 2024).

Existence of glass-ceilings in organizational cultures and policies and higher levels of domestic responsibilities, including but not restricted to child birth and child care responsibilities, are found to be the most prominent reasons for the skewed patterns of upward career mobility of women.

Work arrangements that allow greater flexibilities for employees to manage their domestic responsibilities alongside the professional ones, could provide the necessary conditions



and support for women to navigate through their work and family life without having to sacrifice one for the other.

Within this context, the present study attempts to look at existing policies of flexible work arrangements in the IT sector and to understand employee experiences of workplace flexibilities for work-life balance and with regard to domestic care responsibilities.

1.2. The IT Industry in India and emerging issues

The Information Technology (IT) industry is a multifaceted sector encompassing IT services, IT-enabled services (ITeS), e-commerce, and both software and hardware products. Among the global IT hubs, India's prominence has surged dramatically over recent decades, establishing the country as a formidable force in the IT landscape. This transformation is not merely a testament to the sector's growth but also a reflection of its profound impact on India's economic, social, and technological fabric.

The Indian IT industry is categorized into several key segments: IT software, IT services, BPO and IT-enabled services, and hardware. Each of these categories plays a distinct role in the sector's growth. The development of these segments has been facilitated by a combination of strong government support, a robust English-based educational system, and a vast talent pool. Additionally, the open market environment has encouraged investment and innovation.

This industry has evolved into a global powerhouse, contributing substantially to the country's economic progress. In the financial year 2023, the IT sector accounted for approximately 7.5% of India's Gross Domestic Product (GDP). This figure underscores the sector's critical role in India's economic development. The Indian IT industry has firmly established itself as the leading destination for offshoring services. Companies worldwide seek Indian IT services for their competitive advantage in delivering both on-shore and off-shore solutions. The industry's ability to adapt and innovate continuously has been instrumental in maintaining its global leadership position.

The industry has significantly contributed to job creation in India, employing an estimated 5.4 million professionals, where, women comprise approximately 36% of the workforce. Extending beyond direct employment, IT services have enhanced access to information and services, particularly in rural and economically disadvantaged areas enabling the creation of new jobs and expansion of employment beyond metropolitan centres. Initiatives such as e-retail, e-governance, e-health, e-education, etc. have revolutionized the delivery of essential services, making them more accessible and efficient.

Despite its remarkable growth, the Indian IT industry faces several challenges. The rapid pace of technological change necessitates continuous innovation and skill development. The global market's competitiveness requires Indian companies to stay ahead of emerging trends and technologies. Furthermore, the impact of the coronavirus pandemic has highlighted the need for resilience and adaptability in the face of unforeseen disruptions.

The highly competitive nature of the industry, while facilitating an exceptional growth also makes it notorious for the intense nature of work pressure for its employees, which in many instances, are even perceived to be detrimental to individual well-being and familial harmony.



A very disheartening incident very recently circulated in the media which reported the death of a 26years old female employee of a globally renowned accounting firm in Pune. The news reported the letter written by the deceased employee's grieving mother who narrated the harrowing experiences of "excessive workload", workplace pressure, working over-time, and consequent stress and anxiety experienced by the young professional which is believed to have led to the death of the employee. The mother critiqued and questioned the "work culture that seems to glorify overwork while neglecting the very human beings behind the roles".

In another 'viral' social media news, a 24- years-old actuarial analyst revealed how having been 'laid off' from a multinational I.T consulting firm located in Chicago, has actually made her happy as she would only feel out of place and was struggling in the firm's 'fast-paced hustle culture'. The woman also mentions having suffered from "backache from being glued" to her seat all day and how she developed an unhealthy habit of relying on "snacks to power through stressful assignments" which made her gain weight tremendously.

Such cases throw light on the urgency of acknowledging holistic wellbeing of employees while formulating organizational policies. It is important to accept that the social and the personal cannot remain compartmentalized from economic needs and any attempt to neglect one for the other would only cause disbalance of the social order and discontentment among people. Therefore, to take up policy initiatives for creating balanced work environment and accommodating wellbeing for employees is a need of the hour.



Chapter 2 : Review of Literature

2.1 Working Hours across the Globe

Bick, et. Al. (2018) based on their study on hours worked across 49 core countries, using household survey data which includes workers in all sectors, reveals that adults in low-income countries work significantly more hours per week compared to those in high-income countries. Further breaking down average hours worked by sex, age group, and educational attainment, the study finds that the higher work hours in low-income countries are consistent across these categories. When examining sectoral DIFFERENCES, the study finds that hours worked in agriculture are similar globally, while manufacturing and services workers in low-income countries work 7.9 and 13.0 more hours per week, respectively, than their high-income counterparts. The paper also explores how hours worked vary with individual income finding that hours per worker decrease with higher wages across all core countries and this wage-hour relationship is stronger for men than for women.

Lehndorff (2014) in the study 'It's a Long Way from Norms to Normality: The 35-hour week in France', analyzes the implementation and impact of France's 35-hour workweek legislation, introduced in two phases under Minister Martine Aubry in 1998 and 1999, and contrasts it with Germany's metalworking sector. The French-German comparison highlights the effectiveness of statutory norms and collective agreements in setting working-time standards. Statutory norms combined with sectoral agreements were more effective than decentralized agreements alone. However, the diminishing impact of statutory norms suggests the need for a multilevel approach to standard setting, including decentralized bargaining, to address the evolving challenges in working-time regulations. Top of Form

2.2 Participation of Women in paid economy

Studies highlighting women's participation in the service economy reveal complex patterns and barriers. Women's economic engagement is heavily influenced by factors such as social norms, legislative frameworks, and structural economic changes. In India, for example, several researchers observe that while there has been an increase in female participation in various service sectors, significant gaps in labour force participation remain due to entrenched gender roles and institutional challenges.

One recurring theme in the literature is the division between formal and informal sectors. Women in the informal sector often work under precarious conditions with limited job security and social protections. Studies reveal that while the informal sector provides employment opportunities, these roles are typically low-paying and offer minimal upward mobility. For instance, research by Agarwal et al. (2023) on female workers in informal settings shows that women in India often take on such work out of economic necessity rather than choice, as they face social barriers in more formalized roles. Furthermore, when women do find jobs in the formal service sector, they encounter



gender-specific challenges, including wage disparities, limited career growth, and a high likelihood of being in entry-level or support roles.

Sarkar and Samantroy (2024) discuss recent labor reforms in India, which, despite their intent to simplify and modernize labor laws, have not effectively addressed the specific needs of women workers, especially in balancing care responsibilities with work demands. Their findings suggest that policies that do not account for women's disproportionate care burdens may inadvertently discourage female workforce participation. Additionally, these authors argue that without targeted provisions, such as flexible working arrangements and improved safety standards, women's labour force participation rates are unlikely to increase significantly.

Some studies also explore the intersection of education and female workforce participation. For instance, Pandey (2023) notes that while education rates for women have improved, there is still a significant gap in rural versus urban areas, which impacts women's employability in high-skilled service roles. His work underscores the need for educational interventions that not only promote general literacy but also focus on vocational training aligned with service economy demands. This dual approach could enable more women, especially in rural areas, to access formal employment opportunities with growth potential.

Lastly, Deshpande's (2021) analysis of work-from-home policies during the COVID-19 pandemic provides insight into contemporary challenges for women in the service economy. While remote work increased flexibility, it also exacerbated the "double burden" of managing household and professional responsibilities. Such findings indicate a pressing need for organizational policies that consider the unique dynamics faced by women in the service economy, such as creating a supportive environment for women balancing work and household responsibilities.

Supporting this perspective, research by Folbre and Nelson (2000) in points out that unpaid household work often constrains women's ability to participate in formal jobs, reinforcing economic dependency. The informal sector, while offering flexibility, perpetuates economic vulnerability due to low wages and the absence of labor protections. These studies collectively underscore that while the service economy can theoretically offer women new employment opportunities, prevailing cultural norms and household duties constrain their full engagement in formal, higher-paying roles.

2.3 Flexible Work Arrangements and Work-Life Balance

Flexible working provisions first gained attention in the late 20th century as part of initiatives to support work-life balance. The adoption of remote work and flexible schedules was initially limited to select industries; however, the rapid growth of digital communication technologies and the 2020 pandemic accelerated the adoption of FWAs on a global scale. In recent years, organizations and governments have increasingly recognized flexible work as essential for talent retention, reducing employee burnout, and enhancing workforce resilience (Gajendran & Harrison, 2007; Bloom et al., 2015).



The degree of flexible work adoption varies widely across regions. In Europe, FWAs are widely supported through national policies and cultural norms, with countries like the Netherlands and Finland offering robust legal frameworks that mandate employees' right to request flexible work (Eurofound, 2020). The United Kingdom also enacted the Flexible Working Regulations in 2014, granting employees the right to request flexible working arrangements. In contrast, FWAs in the United States tend to be employer-led, with fewer federal mandates, though many large companies offer remote work and flextime options to remain competitive (Golden, 2001).

Asia-Pacific countries show varied adoption patterns; while countries like Australia and New Zealand have integrated flexible work into labour policies, others like Japan and South Korea, with strong traditional work cultures, have been slower to adopt such practices (Chung & Van der Horst, 2018). However, with the pandemic catalyzing shifts in workplace norms, even traditionally rigid work environments in Asia are increasingly experimenting with remote work and flexible hours (Kim, 2020).

A study by Brough et al. (2020) provides an overview of the definitional aspect of work-life balance showing how studies on Work-Life Balance have taken two contradictory approaches that either propose how work and life are positioned in a relationship of conflict such that demands of one aspect of life creates conflict in the other, or how one enriches / enhances / facilitates the other. While some studies have focused on the element of time other studies have noted the significance of energy and commitments to show how over-use of these elements in one area of life creates tensions in the other areas and therefore to achieve appropriate time segregation alone is not sufficient. In this context coping and support strategies like mindfulness or recovery strategies like vacation, travel, etc. (individual-centred strategy), organisational policy changes (organisation-centred strategy), etc. have been proposed in Work-life balance literatures (Brough et al., 2020).

Dettmers, Kaiser and Fietze (2013) suggests that flexible work offers economic advantages and is therefore a legitimate objective for companies, however, there is also criticism in the discourse on flexible work regarding its negative consequences. The study notes that researchers with sociological backgrounds have extensively discussed the rise in job insecurity, which has paralleled the increase in flexible working practices. On the other hand, researchers focusing on psychological effects have highlighted the escalation in job stress, burnout rates, mental health issues (such as work-related depression), physical health problems (like chronic back pain), work-family conflict, and job satisfaction. Studies on flexible employment have revealed that alternative work arrangements are linked to both compromised and enhanced well-being. While some research indicates that flexible and temporary workers experience more health complaints, mental distress, and lower job satisfaction compared to those in permanent positions, other studies suggest better psychological well-being and fewer health complaints among employees in alternative employment types, while some find no definitive differences.

Bathini and Kandathil (2015) in their study 'Work from Home: A Boon or a Bane? The Missing Piece of Employee Cost' note that Some state governments, like Andhra Pradesh



from 2010-2015, promote work from home as an employee benefit, citing advantages such as facilitating employment for women with young children or disabilities, enhancing personal security in night shifts, and improving work-life balance. However, some industry experts have defended banning work from home, arguing that collaboration and innovation thrive better in office settings (Carlson, 2013). Recent studies show that work from home can lead to increased work stress, reduced well-being, social and professional isolation, negative performance appraisals, and hindered career growth.

The implementation of work from home policies can inadvertently intensify work demands, either by extending work hours or diluting employee resistance to increased workloads. This intensification is often driven by the perception of work from home as an employee benefit, resulting in normative pressures to accept increased workloads (Bathini & Kandathil, 2015). Furthermore, in the absence of regulatory monitoring, companies could exploit work from home to extend working hours, particularly for women, as noted by the Indian IT employee association. This highlights the need for urgent attention to prevent potential exploitation of employees under work from home arrangements.

Rajesh and Rakesh (2014) identifying multiple barriers for women professionals with regard to flexible working hours, state that the Indian Corporate Sector faces challenges in embracing flexible working practices due to cultural, infrastructural, and attitudinal barriers. Cultural barriers include the lack of successful role models, hostile organizational policies, and the expectation of presentee-ism from supervisors. Infrastructural barriers involve the lack of organizational support and misconceptions within HR departments. Attitudinal barriers stem from the perception of flexible work as underperformance, discouraging women from seeking flexibility due to fear of workplace alienation and inefficiency. Corporate leaders, particularly women who have successfully negotiated flexible work arrangements, can pave the way for younger women by championing the cause of flexibility in the workplace.



Chapter 3 : Methodology

3.1 Research Design

The design of this research is exploratory in nature, where the prime objective is to find out different policies and practices of flexibilities in contemporary private sector enterprises in India, particularly in the I.T and I.T-enabled workplaces in India.

The study is built on a mixed methodology framework using quantitative as well as qualitative methods of data collection and analysis.

3.2 Objectives of the Study

- To look into working-time laws and regulations on maximum daily hours of work and statutory rest periods.
- To draw upon experiences relating to working time and flexibility during the COVID-19 crisis.
- To examine existing provisions for flexible work arrangements in the Indian IT and IT-enabled service sector
- To understand the impact of work arrangements on female labor force participation and work-life balance
- To examine incentives for men to participate in unpaid care work.

3.3 Methods of Data Collection

3.3.1 Survey method: In the initial design of the study, the questionnaire method of survey was taken as the as the primary method of data collection, however, over time a constraint was felt in this method in terms of meeting the desired sample size due to difficulty in gaining access to organisations at a formal level to distribute questionnaires and Google form links to all employees of the selected organisations. To overcome this limitation, it was decided to develop primary contacts informally by meeting people outside the workplaces and snowballing the questionnaires by requesting the primary contacts to share Google Form links (containing the questionnaires) among their colleagues and acquaintances who work in the specified industrial sector. The snowballing, however, did not progress at the expected rate as many people are found to be apprehensive of revealing about their workplaces and job details in written form for researchers who they do not know or have not met personally.

3.3.2 Semi-Structured Interviews: Limitations of the questionnaire method was overcome with the help of interview method. Semi-structured interviews were conducted with people who were not willing to fill up questionnaires. For such cases semi-structured interview schedule was developed which would enable participants to narrate their experiences in the form of conversations and give them a sense of agency over the content of the conversation. This method has been found to be useful in adding depth to the study and convincing participants to share their information and experiences in more detail on specific questions based on the individual cases.



3.3.3 Case Studies: Information gained from the in-depth interviews helped in identifying specific cases for the study. Case studies, here, involve looking at specific work arrangements and individual cases that illustrate different aspects of the relationship between work arrangements and personal lives of people.

3.4 Data Collection Tools

Google Forms: The use of Google Forms has enabled a systematic collection, storage and retrieving of data for analysis, thus making the process smoother and less time consuming.

Interview Schedule: Questionnaires prepared for survey have also played a dual role as framework work interview schedules. Through the use of interview schedules field investigators have been able to capture very useful information from the interview participants that have helped in identifying specific case studies, forming the essential qualitative data to cross-examine and support the quantitative data gained from the survey.

3.5 Field

Field investigators appointed for the task of data collection have visited various sites in the Gurugram and NOIDA regions of Delhi NCR, which are known for having multiple I.T offices in the perimeter. Since several attempts to gain direct access into the office premises of I.T companies turned to be unsuccessful even after seeking permission from concerned Human Resources personnel from different organizations, it was decided to build primary contacts by visiting places around the offices, in popular hang-out places like cafes/ restaurants, where office goers usually visit during lunch breaks or after the office hours, and in metro stations close to the I.T hubs.

This technique has been found to be effective in making the context of interview seem non-threatening and friendlier for the participants, thus encouraging them to interact more freely outside the surveillance of their employers.

3.6 Duration of Field Work

Field work or Ethnography for the study was conducted over a duration of four months from mid-June 2024 to mid-October 2024. After a week of pilot study in the month of June'24, considering the extreme weather conditions causing a heat-wave situation in the Northern part of India, field visits had to be done in a restricted manner for over a month which affected the data collection process.

3.7. Sampling Techniques and Sample Size

Convenience sampling method was used to build primary contacts by Field Investigators, which was followed up with snowballing of questionnaires through the primary contacts.

Core survey sample of the study consists of 345 employees from 92 different private sector companies which are I.T based or I.T enabled and are spread across Delhi NCR. Apart from this core sample, the study also relies upon in-depth semi-structured interviews and informal interactions with a number of other men and women working as remote workers for different organisations. This later group of participants were taken as interview samples as they were (for various reasons) reluctant to participate in the questionnaire-based



survey, therefore, taking a flexible approach, data collection from this group was taken in the form of informal conversations and semi-structured interviews, which contributed to significant data in qualitative form.

Table 3.1 Table showing composition of survey respondents on the basis of access to flexible working arrangements and gender.

Type of work arrangement	Number of Respondents		
	Male	Female	Persons
Flexible work arrangement	180	62	242
Non-flexible work arrangement	66	37	103
Total	246	99	345

Source: Field Survey

Further, the core sample of the study have been identified into two separate categories based on their work arrangement. As shown in Table 1, the overall survey sample is composed of 70.1 percent employees availing flexible work arrangements and 29.9 percent employees without work flexibilities. Female employees compose 25.6 percent among employees with flexibilities and 35.9 percent among employees without flexibilities.

The wide gap in the gender composition of the sample is reflective of existing gender gap in employment of male and female workers in the concerned employment sector.

Therefore, to overcome the limitations of a smaller survey sample, a methodological triangulation was attempted using interviews and case studies.



Chapter 4 : Flexible Work Arrangements in India's I.T Sector

4.1. Flexible arrangements during COVID-19

The year 2020 brought with it a whole new set of regulations in the domain of work as well as in the overall social lives of the people. The contagious nature of the virus ushered quarantine and lockdown measures by governments across the world which led to profound impacts on economic activities and organisational functioning. In this context, flexible arrangement of work in the form of telecommuting or remote working emerged as the ideal alternative to other existing work arrangements which made possible the continuation of office work while staying within the safety of the home. Several organisational sectors and businesses where working from home was not possible, suffered major disruptions. On the other hand, the I.T and I.T enabled companies, where work from home provisions were already in place, were able to quickly adapt to the 'new normal' and function uninterruptedly.

A study by Waldkirch (2021), using follow-up surveys to the World Bank's Enterprise Surveys (ES) to analyse the impact of COVID-19 on firms around the world, notes that about 37.7 percent of all businesses and 47.5 percent of foreign-owned businesses started or increased remote work arrangements for their workforce.

The following excerpt from a report by McKinsey Global Institute, based on a study of COVID-19 on work, in eight countries (China, France, Germany, India, Japan, Spain, the United Kingdom, and the United States), points towards the potential and relevance of telecommuting in the future of work:

To determine how extensively remote work might persist after the pandemic, we analyzed its potential in more than 2,000 tasks used in some 800 occupations across the eight focus countries. The pandemic demonstrated that much more work could be done remotely than previously thought, including business sales calls, legal arbitration and trials, doctor visits, classroom learning, real estate tours, and even expert repairs of the world's most sophisticated machinery made with the help of virtual reality headsets.

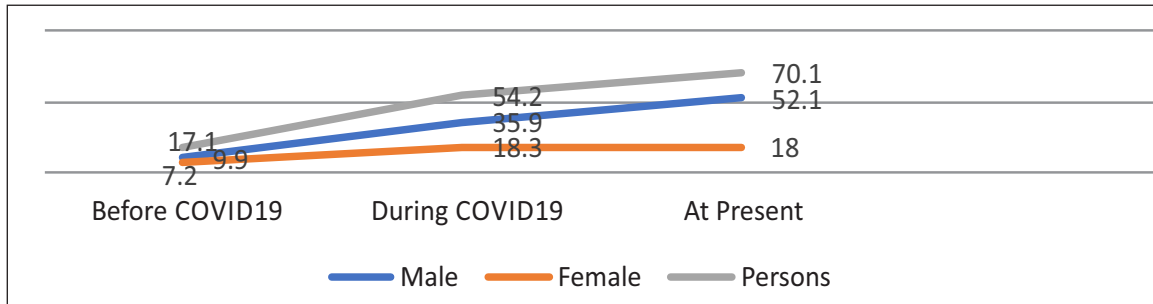
We also found that some work that technically can be done remotely is best done in person. For instance, schooling went online during the crisis, but parents and teachers alike noted a loss of effectiveness, particularly in the instruction of young children and students with special needs. Negotiations, critical business decisions, brainstorming sessions, providing sensitive feedback, and onboarding new employees are examples of activities that may lose some effectiveness when done remotely.

- McKinsey Global Institute (February, 2021)

In the present study an attempt was made to make a comparative understanding of the extent of the use of remote work arrangements in the phases before, during and after COVID-19 (Fig 4.1).

The study finds that 17.1% participants had work-from-home provisions before COVID-19, 54.2% participants report that they were working from home during the pandemic, and 70.1% of the participants are currently working from home (Annexure Table 6). This shows

Fig. 4.1 Use of remote working arrangements by employees before, during and post-Covid-19 (in%)



Source: Field Survey

that while remote working options were available in the I.T sector before the pandemic, its usage sharply increased during the pandemic and has continued to grow in the post-pandemic phase, however, at a slower rate.

A gendered comparison of the data illustrates that while use of remote work by a majority of male employees has continued and even expanded in the post-pandemic phase, in case of the female employees there has not been any visible growth which could either mean that more women than men are opting out of remote working arrangements or that organisational policies on remote work are more favourable towards male employees. A detailed discussion on this aspect is taken up in the following chapter.

4.2. Current flexible work arrangements and regulations

4.2.1 Work-from-home/remote working

Flexible work arrangements, as already noted, exists in several forms. In recent times, remote working or work-from-home arrangements have become more popular than other flexible work arrangements all over the world. It would, however, be wrong to assume that remote work is practiced in a universal way. Policies with regard to remote work differs not only across industrial sectors but also within organisations, its practice could also vary from one work team to another. Due to the relatively novel nature of this mode of work, documentation on models of flexible working is few.

To address this gap, the present study has attempted to look into employee experiences of flexible working.

Table 4.2 Distribution of employees on the basis of types of remote working arrangements (in %)

Types of WFH provision (in %)			
	Male	Female	Total
Full-time (5-6 days a week)	33.5	4.1	37.6
Part-time (less than 5 days a week)	24.4	16.9	41.3
Occasionally (as needed)	16.5	4.6	21.1
TOTAL	74.4	25.6	100.0

Source: Fieldwork



Part-time or occasional use of flexibility is most common form of work arrangements, which are popularly known as 'Hybrid' mode of working, where employees work a few days from the office and a few days on a Work from home/remote working basis. While about 37.6% of the respondents work completely on remote basis, 41.3% work from home less than five days in a week and the remaining 21.1% respondents use work-from-home provision only when needed for specific reasons. Policies regarding the ratio of days worked from the office and from home differ across organisations and across organisational departments.

Under hybrid work cultures, the use of flexibility is mostly dependent on the nature of work and interpersonal understanding between an employee and her/his team manager. Few companies follow strict guidelines regarding the distribution of days to be worked from the office and from home. Interviews reveal that the lack of uniformity and standardisation of hybrid work arrangements; while allowing employees and organisations to make individual considerations in the use of flexibility, tailoring work-days and work-schedules according to requirements of both parties, they also create space for practices of unfairness and favouritism that make employees vulnerable to managerial discretions.

Table 4.3. Nature of jobs of employees working from home/ remote working (in%)

Nature of Jobs	Number of Respondents	Total
Sales Executive	5	100.0
IT Tech	130	100.0
Software Developer	14	100.0
Business Analyst	10	100.0
Quality Analyst	15	100.0
System Developer	20	100.0
Associate	20	100.0
Junior Assistant	5	100.0
Program Analyst	13	100.0

Source: Field Survey

The table clearly shows the kind of jobs that allow work from home as a policy in I.T. sector companies. The table has employees working in different designations and posts across the I.T. Companies that have been taken into the study. It is clear from the table that, employees with job description of an IT Tech, software developer, business analyst, quality analyst, system developer and associates are more in number. The employees could be working from home either on a daily basis, occasionally or as needed. This data combines all three durations of working from home.

Table 4.4 Tools/ infrastructure provided by employers for remote work (in%)

Tools Provided	Number of Respondents		
	Yes	No	Total
Laptop/Tablet PC/Mobile Phone	95.9	4.1	100.0
Internet Connection	84.7	15.3	100.0
Working software	98.8	1.2	100.0
Monetary compensation for utilities like electricity and water	12.0	88.0	100.0

Source: Field Survey



Policies for flexible work arrangements in organisations usually include provision of certain tools to employees to enable them to work remotely. The study finds that the most commonly provided tools are working software (reported by 98.8% respondents), laptop/tablet PC/mobile Phone (95.9%), and internet connection (84.7 %). Very few companies also provide monetary compensation for utilities like electricity and water (only 12% reported). Some companies have a system of offering ‘remote working allowance’ which is meant to cover the basic expenditures that are involved in remote working.

It is found that some of the companies have withdrawn benefits like reimbursement of internet bills, mobile bills and working accessories like headphone, keyboard, etc. which were allotted to employees for working from home during the pandemic. Employees working within the same professional context could be experiencing different socio-economic situations in their homes, and thus, when organisational support with regard to such work infrastructures are not present, certain social groups get more negatively affected, which may impact their work motivation and productivity, causing further inequalities.

4.2.2 Other Types of Flexible Arrangements

The ILO (2022) in its global report on working time, which focuses on the actual number of hours of work, working-time arrangements (work schedules) and their implications for work–life balance, identifies different types of flexible working arrangements:

- (1) **Shift work:** Shift work is “a method of organization of working time in which workers succeed one another at the workplace so that the establishment can operate longer than the hours of work of individual workers” (ILO 2011). Shift work was one of the first forms of flexible working-time arrangement, dating from the early twentieth century. It enables companies to extend operating hours up to 24 hours per day and seven days per week (continuous operations) and also to accommodate fluctuations in the demand for their products or services.
- (2) **Part-time:** This can be organized in a wide variety of ways, but the most common model is one that establishes a number of fixed hours of work for each workday. Part-time work provides employers with the ability to secure optimal staffing and operational flexibility, for example in cases in which there are peak periods and periods of less activity.
- (3) **Flexitime:** Flexitime is perhaps the most common form of flexible working-time arrangement. Basic flexitime arrangements (also known as flexible schedule or flexible hours) allow workers to choose when to start and finish work, based on their individual needs and preferences (within specified limits) and in some cases even the number of hours that they work in a particular week. Normally, formal flexitime programmes involve establishing a period of core hours when all employees are required to be at work (such as 10 a.m. to 4 p.m.), although some flexitime programmes have no core hours at all (ILO 2011). Time-banking arrangements are a form of flexitime that permit workers to build up “credits” or accumulate “debits” in hours worked, up to a maximum amount; the periods over which credits or debits are calculated are much longer than with flexitime, ranging from several months to one year or even longer (ILO 2011).

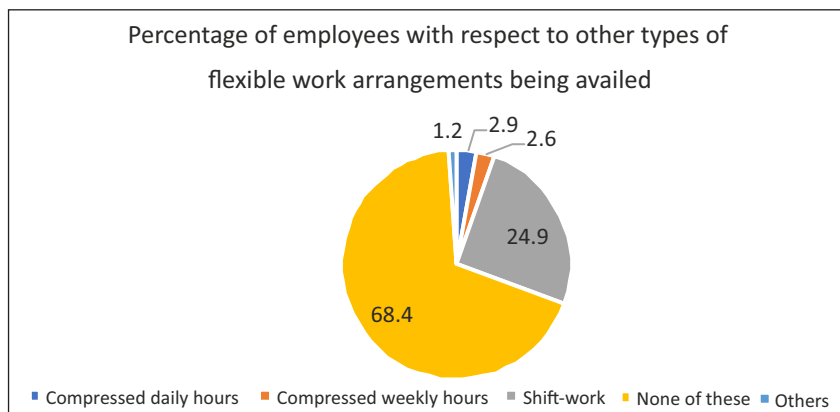
- (4) **Compressed workweeks:** Involves scheduling the same number of hours of work over fewer days than is typical in a standard workweek, resulting in longer workdays (ILO 2018). Typically, they extend the workday beyond 8 hours and reduce the number of consecutive workdays to fewer than five.

Compressed work weeks provide employees with longer weekends to spend with family and friends and thereby improve work–life balance; there is a debate about their health impacts, but the evidence trends towards positive effects.

- (5) **Hours-averaging schemes:** This provision, including annualized hours, allow for variations in daily and weekly hours of work within specified legal limits, such as maximum daily and weekly hours of work, while requiring that hours of hours either achieve a specified weekly average over the period in which the hours are averaged or remain within a fixed total over the reference period (ILO 2018). Under fully annualized hours arrangements, wages are typically kept constant and are paid on an average basis throughout the year, providing financial stability to workers.

In the Indian context, work-from-home is known to be the most widely used flexible working provision, which has gained further popularity since the pandemic. The present study has tried to find out the what other types of flexible provisions exists in the concerned work sector, findings are illustrated in the following figure:

Fig 4.2 Share of employees availing flexible work arrangements other than remote working (in%)



Source: Fieldwork

As shown in Figure 2, other than remote working, there is a scarce provision for other types of flexible working arrangements in the Indian workspaces. About 24.9 percent of respondents have reported the use of shift-work in their offices, 2.9 percent have reported the use of compressed daily hours and 2.6 percent report having a provision for compressed weekly hours and 1.2 percent having ‘other’ flexibility like roster system in their workplace.

4.2.3 Case Studies

Some individual cases of employees working in flexible modes, are being presented here, which offer interesting examples of flexi-work arrangements and also present an overview of the subjective experiences of employees with regard to these arrangements.



Case 1: Work-hour flexibility to accommodate up-skilling and provision of 'Flexi-seats'

Archana, 27, female (name changed) is a B.Tech graduate working in Cognizent Technologies for five years. Speaking about flexibility provisions in the workplace, she mentions a provision for 'Flexi-seats' at her organization, in which, an employee has an option for reserving seats in a different branch of the organisation and work from there as a semi-remote set-up. In Archana's case, while she is originally an employee of the Pune branch of the firm, she reserved a flexi-seat for herself in the Gurugram branch to be able to live with her parents who are residents of Delhi. This provision, thus, enables employees of a firm having multiple branches to choose their work locations according to their personal needs.

Another 'flexible' aspect of work arrangement mentioned in this interview is that of an extra work hour added to the 8-hr schedule for accommodating 'non-project trainings' which is intended to encourage employees to take up trainings for skill-upgradation / skill-diversification. However, the employees report two disadvantages of this set-up- (i) it extends the work-time beyond the prescribed 8hours on daily basis (ii) the extra hour often gets infused into the usual work routine, thus compromising its usefulness as a provision for skill upgradation and instead ends up causing frustration and exhaustion for the employees. Such a provision would therefore be more efficient if kept as a weekly or a monthly arrangement instead of a daily one.

Case 2: Incorporation of leisure and wellbeing within the workplace culture

Tanmay (25, male) is a Software Engineer working at an IT-based finance company in Gurugram which operates on a 'hybrid' work arrangement where employees are required to work from the office only 3 days in a week and have the option of working remotely the other days. Tanmay, who is a bachelor living away from his family based in Kolkata, finds this arrangement extremely useful as it allows him to travel to his hometown and be with family during festivals and whenever there is a need, without losing his work-hours. According to Tanmay, this arrangement has also enabled him pay more attention to his physical health by reducing travel time and the extra hours which he uses for gym workout sessions on the remote-working days.

Tanmay also mentions that they have a game-room in their office which employees are allowed to visit any time during the work-hours except during meeting meetings. Further, the firm allows its employees to go out for a walk in the campus whenever they feel the need to freshen up or cope with stress. These kinds of arrangements help employees in managing stress and increases their motivation towards the jobs, which is evident in Tanmay's narrative who claims that he feels "very positive" in his workplace.

Case 3: Impact of the unavailability of workplace flexibility on pregnant and working mothers

Sandhya, 32, female, (name changed) had been working in a health-tech firm in Gurugram for 2 years in the position of an Associate Director. Sandhya narrates that she fought her way through education and a hard-earned MBA degree from a prestigious institute, where she managed to land on a well-paid marketing job after which Sandhya took ahead her journey with fierce motivation to climb up the corporate ladder and reach a higher level of management which very few women in India succeed to achieve.



After getting married and relocating, Sandhya joined a startup firm where she was among the first employees to be hired alongside the existing co-founders. Despite being appointed at a top tier level of employment, Sandhya informs that she was never treated at par with her male co-workers. She always had to add on to her assertiveness to make her voice heard.

Being the only woman in upper management was an achievement that had its own costs, I could not let my guard down at any moment. The atmosphere of male-supremacy was so intense that I had to constantly stay on my toes to not be sidelined, so much so that I decided to conceal my pregnancy for as long as I could for the fear of losing my importance in the company. It happened any way! When I was towards the end of my first trimester, I discovered some medical complications for which I was advised bed-rest. Thus, I requested my employer to allow me to work from home for a certain period. My request was denied stating that it would set a 'bad example' for other employees. So, I continued traveling to the office but every day of travel was a risk. Yet, I never let any of it affect my work performance.

After going through all that, by time I reached the 3rd trimester, it became extremely difficult for me to sit for 9-10hrs in the office. My back was hurting all the time, I felt exhausted and the physical discomfort added to my mental stress so once again I decided to request for a flexible work arrangement, where I could work from home at least 3 out of the 6 working days. Once again my request was turned down and to top it all, three months later, when the time for increment came, I was not given mine citing that I was on maternity leave.

Ultimately, after my daughter was born I had to leave the job because there was no one to look after her at home if I went to the office and I cannot imagine leaving my baby alone in hands of a stranger (babysitter) after all the negative things we get to hear on the news. If there was a suitable flexible arrangement I would not have had to go through all these. Now, whenever I get back to work, maybe after a year or two, I know I will have to start all over again, compromise with the pay-scale and level of seniority in order to compensate for the gap period.

Sandhya's narrations of her tribulations reflect the unfortunate challenges that a large number of working women are forced to encounter in order to balance their professional and reproductive roles. The situation is more adverse for working professionals who are migrants living away from their families as they find themselves deprived of the family support for care.

The case study mentioned here involves a private health-technology firm employing over 400 employees of which about 25% are women. The firm does not have any written flexible working policy, however, during the Coronavirus pandemic they were completely working from home which was accommodated easily as the work structure is highly based on online digital work. Despite having a precedence of a successful work-from-home arrangement the firm's management is not inclined towards incorporating it in their regular work policy, although, the interview participant informs that the co-founders themselves often work remotely. This therefore, is reflective of a biased work culture that is not sensitive towards a basic and natural requirement associated with a large number of working mothers, and fathers as well. Instead of enabling women and men to maintain a balance between their job and family commitments, the dominant work culture imposes a mutually exclusive pattern of livelihood where employees are

expected to prioritise their job role over family role. Ethos that are considered to be essential for a successful career such as hard-work, ambition and passion for the work, everything comes to be questioned and expected to be given a back-seat when a woman chooses to become a mother, but to enable this role management, support-policies in organisations are few.

4.3 Minimum and maximum daily hours in Remote Work

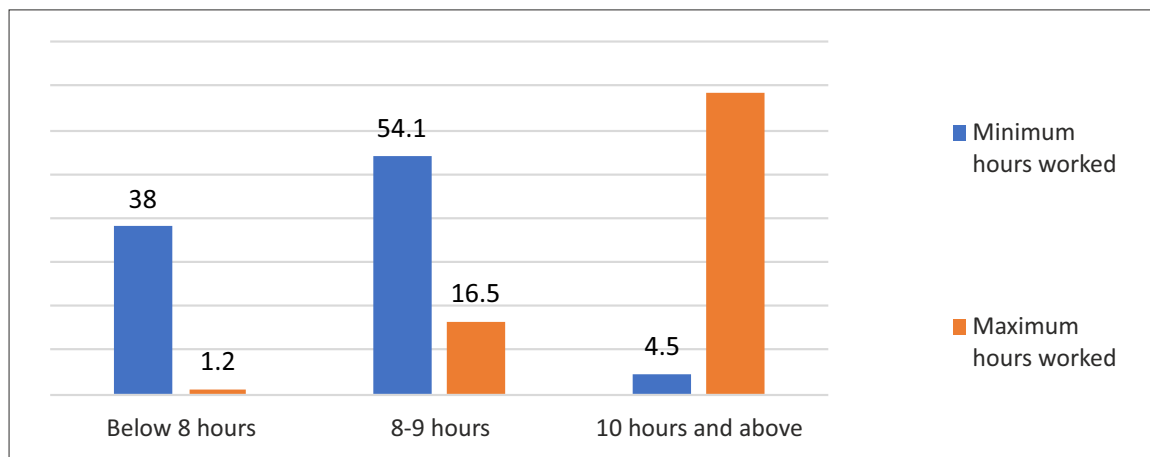
In India, office timings and working hours are governed by convention of the ILO, the Factories Act 1948 and Shops and Establishments Acts of the States. There are also different statutes for governing overtime work.

Hours of Work (Industry) Convention 1919 and Hours of Work (Commerce and Offices) Convention 1930 has set a standard of 48hrs work week and 8hrs per day.

The Factories Act 1948 states that no adult worker should be required to work for more than 48 hours in any week and not more than 9 hours in any day. Further, the Act states the requirement for a mandatory interval period in each work day, where no worker should be made to work for more than 5hours without an interval for rest of at least half an hour.

According to Shop and Establishment Acts, daily working hours range from 8-10hrs and weekly hours cannot exceed 48hrs.

Fig 4.3 Minimum and maximum hours worked in remote set-up



38 % employees report that the minimum hours of work in their usual remote working days is less than 8 hours, for 54.1 per cent the minimum hours worked is between 8-9 hours and for remaining 7 per cent report that they are required to work for more than 10 hours in a day.

In terms of maximum daily hours of work, 1.2 per cent have reported it to be less than 8 hours, for 16.5 per cent employees it is between 8 to 9 hours and for about 68 per cent the maximum hours exceed 10 hours.

This demonstrates a general lack of clarity regarding minimum and maximum hours of work in flexible work policies.

**Table 4.5 Gender-wise distribution of time spent on Office-work during WFH (in%)**

Indicators (in hours)	Male	Female	Persons
Less than 8hrs	9.4	24.2	13.2
8-10 hrs	82.2	72.6	79.8
More than 10hrs	8.3	3.2	7.0
TOTAL	100.0	100.0	100.0

Source: Field Survey

[Note: Since the total numbers of male and female participants are not equal, percentages in terms of the indicators for the male and female employees are taken out of the total in each gender category]

In their usual Work from Home days, 9.4 per cent among the male participants and 24.2 per cent among the female participants report that they work for less than 8hrs, 82.2 of the male participants and 72.6 per cent of the female participants report working for 8 to 10 hours, and 8.3 per cent male and 3.2 per cent female participants report working for more than 10 hours in their Work from Home set-up. This shows that overall, about 86.8 per cent of the employees work for more than 8 hours.

4.3.1 Work-Related Communications

Table 4.6 Responses pertaining to the receiving of work-related communications from office or office colleagues beyond work hours

Frequency of receiving work-related communications from office or office colleagues beyond work hours (in %)			
Type of Responses	Number of Responses		
	Male	Female	Total
Frequently	20.0	3.2	23.2
Sometimes	42.6	21.2	63.8
Never	8.7	4.3	13.0
TOTAL	71.3	28.7	100.0

Source: Fieldwork

(Note: this table shows combined data for employees working with flexibility and without)

As shown in Table 4, a majority of employees i.e. 87 percent in this study (23.2 percent reporting frequently and 63.8 percent reporting sometimes), report that they receive work-related communications from their offices or office colleagues beyond the designated working hours.

Chapter 5 : Impact of Flexi-Work on Employees: A Gender-Based Analysis

5.1. Experiences of female and male participants pertaining to working hours

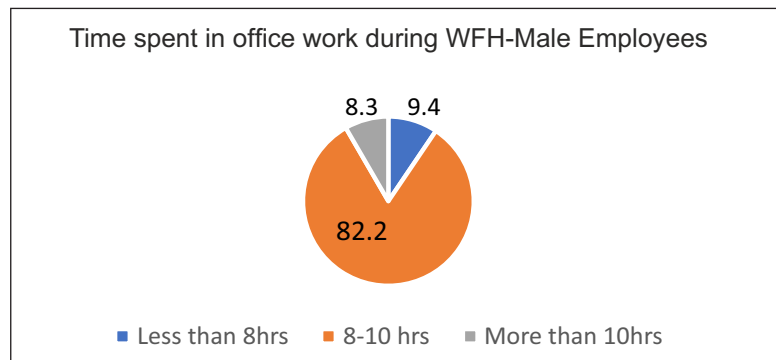
Proponents of working hours flexibilities have stressed on the importance of remote working provisions for working parents and on how it helps employees to balance their professional and domestic responsibilities. In order to understand how remote workers manage their daily hours on their work-from-home days, it is necessary to look at how much time is actually spent in the office-related work and how much time is given to house-hold work or other domestic responsibilities.

5.1.1 Actual hours worked by remote workers on work-from-home days

A comparison of the two diagrams (Fig. 5.1 and Fig. 5.2) reflects that male employees tend to spend longer hours in doing office-related work than the female employees.

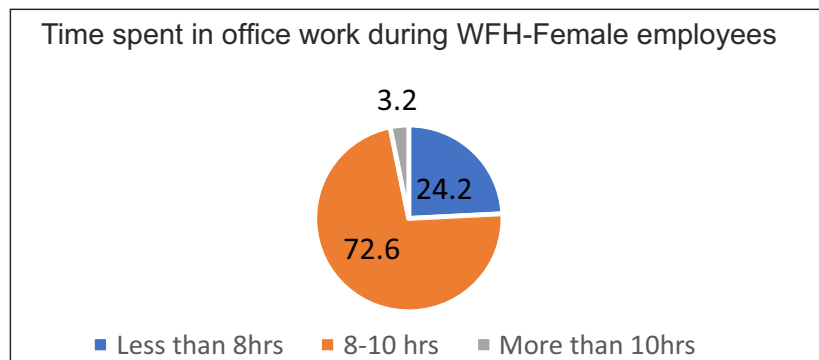
This difference in terms of hours spent in paid work between men and women could be an influencing factor in upward career mobility of women and indirectly affects gender gap in income.

Fig 5.1 Time spent in office work during work-from-home by male employees (in%)



Source: Field Survey

Fig 5. 2 Time spent in office work during work-from-home by female employees (in%)



Source: Field Survey



5.1.2 Impact of remote work on productivity

Table 5.1 Responses indicating impact of working from home on work productivity

Type of Responses	Responses of Participants (in %)		
	Male	Female	Persons
Increases productivity	36.2	52.5	40.9
Decreases productivity	7.7	10.1	8.4
Remains the same	29.3	15.2	25.2
Not Sure	15.4	2.0	11.6
Not Applicable	11.4	20.2	13.9
TOTAL	100.0	100.0	100.0

Source: Field Survey

(Note: This table includes employees who currently have the provision to Work from Home as well as employees who currently do not have any provision for working from home but were working remotely during Covid-19 pandemic)

As shown in Table 5.1, a higher fraction (40.9%) of respondents have reported the experience of increased productivity in remote work. A gender-wise comparison shows that the report of increased productivity is higher among women than men, a relatively high number of male employees have reported that their productivity remains same in a remote set-up and an office set-up.

40.9 per cent of the employees have reported that they experience an increase in productivity in a Work from Home arrangement as against working from the office. 25.2 per cent of the employees opine that the level of productivity remains the same, while 11.6 per cent are not sure about the same; and only 8.4 per cent employees report experiencing a decrease in productivity while working from home. A gender-wise comparison shows that the report of increased productivity is higher among women than men, a relatively high number of male employees have reported that their productivity remains same in a remote set-up and an office set-up.

Employees have also pointed towards the difficulties arising from daily travel to work which not only causes a loss of time and energy but also exposes people to environmental stressors like extreme weather conditions, traffic congestions, air pollution, etc. This is perceived as a relevant factor that influence motivation for the job and productivity.

It seen that in the discussion on work productivity, while employees tend to be more optimistic about remote working, employers and HR executives, on the other hand, have expressed a preference for on-site work pointing towards the importance of physical presence of employees for building a 'team spirit' and better interactions among employees which facilitates an environment of continuous evaluation and learning through peers, in turn, having a positive effect on productivity.

5.1.3 Experience of work pressure in flexible work arrangements:

Table 5.2 Perception with regard to experiencing greater work pressure in flexible work arrangement

Types of Responses	Number Responses (in%)		
	Male	Female	Persons
Yes	20.6	29.1	22.7
No	30.0	53.2	36.0
Not Sure	49.4	17.7	41.3
TOTAL	100.0	100.0	100.0

Source: Field Survey

In terms of experiencing work pressure in a remote working set-up, 20 percent of the male employees and 29.1 percent of the female employees have responded affirmatively, 30 percent of the male employees and 53.2 percent of the female employees have responded in negative which means they do not experience work pressure in remote set-up, and 49.4 percent male employees and 17.7 percent female employees are ‘not sure’ about the same. Thus, since more than half of the female employees have reported in negative, this suggests that female employees experience less work pressure than their male counterparts while working remotely.

5.2. Use of flexible working arrangements among female and male employees

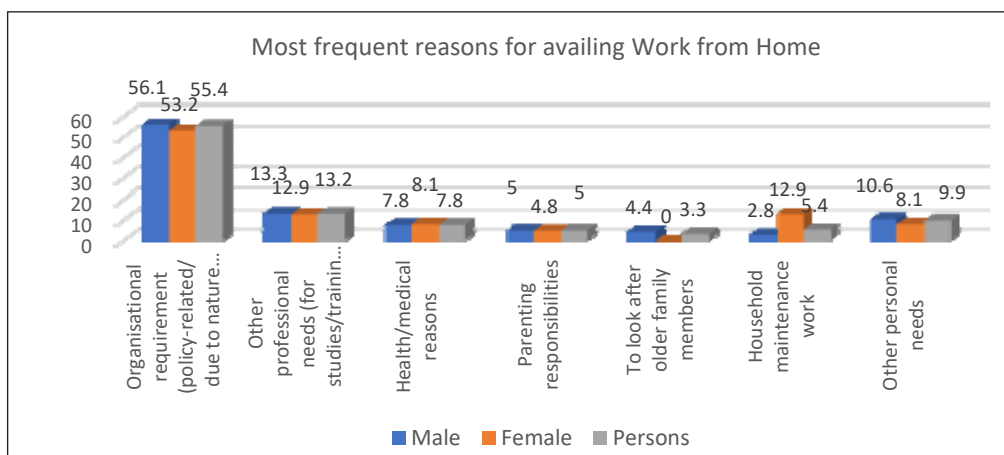
Table 5.3 Employees having designated work-space at home for remote working

Types of Responses	Number of Responses		
	Male	Female	Total
Yes	93.9	90.3	93.0
No	6.1	9.7	7.0
TOTAL	100.0	100.0	100.0

Source: Field Survey

About 93 percent of the employees who work remotely have a designated workspace at home for doing their office work which often involves participating in online meetings and video conferences. This reflects the increasing normalisation of a teleworking culture in Indian households, something which was not very common in the pre-pandemic times. It also hints towards the physical expansion of work spaces and the corresponding contraction of personal and domestic spaces, which is often interpreted in terms of blurred boundaries between the public and the private or the professional and the personal spaces in people’s lives.

Fig 5.3 Responses pertaining to most frequent reasons for availing Work from Home



Source: Field Survey

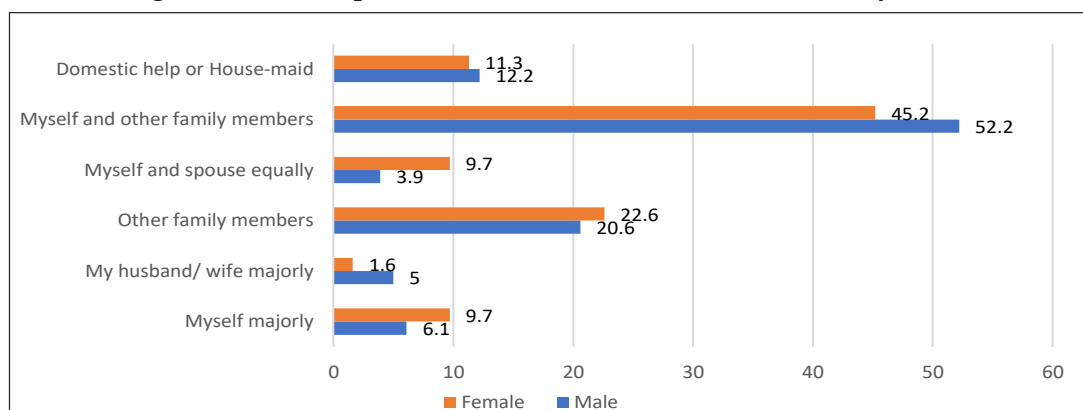
As shown in Fig 5.3 (& Annexure Table 9), majority of the employees who are flexi-workers are on remote work arrangements due to their *Organisational requirement (policy-related/ due to nature of work)*; *Other professional needs (such as for studies/trainings)* constitutes the next among the most common reasons. There is a relatively balanced ratio of male and female responses on these two factors, as well as, on the other less reported factors like *health/medical*

reasons, parenting responsibilities, to look after older family members and other personal needs. However, a much higher number of female participants, as compared to male participants, have reported the use remote-work for household maintenance work.

This finding with regard to employees' reasons for taking remote work provision, and the finding on difference between male and female employees in terms of time spent on office work (Fig. 5.1 & 5.2) can be seen as pointing towards the higher participation of working women in household work than working men.

5.3. Unpaid care work

Fig 5.4 Persons responsible for household chores on WFH days (in%)



Source: Field Survey

As shown in Fig. 5.4, a larger share of respondents report that they participate in household chores along with others in their family, male respondents are slightly higher in this category. Among respondents marking 'Domestic help or House-maid', female and male respondents are in almost equal distribution. More number of female than male respondents have reported sharing their household work equally with their spouses, whereas, higher number of male respondents report that their husband/wife takes care of housework majorly. In the 'other family members' category there is an almost equal share of male and female responses. In the 'myself majorly' category, female respondents have a higher distribution. If a gender-based comparison is made across all the response categories, it is evident that women perform a higher share of housework than her male counterparts, which supports the observation made in the previous section.

Table 5.4 Hours spent in unpaid work in a day

Hours in a Day	Number of Responses (in %)					
	Employees with flexibility			Employees without flexibility		
	Male	Female	Person	Male	Female	Person
1-2 hrs	84.4	77.4	82.6	81.8	67.6	76.7
3-4 hrs	13.3	17.7	14.5	18.2	24.3	20.4
5-6 hrs	1.1	4.8	2.1	0	8.1	2.9
7-8 hrs	1.1	00	0.8	0	0	0
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0

Source: Fieldwork

Table 5.4 shows that about 76-82 percent of the respondents perform 1-2hours of unpaid work in a day, about 14-20 percent respondents report working 3-4hours and about 2-3 percent report working more than 4hours of unpaid work. Employees without flexible work arrangements report slightly higher hours of unpaid work, when compared to employees with flexibility, among male as well as among female employees.

Table 5.5 Availability of creche in the workplace

Type of Responses	Number of Responses					
	Employees with flexibility			Employees without flexibility		
	Male	Female	Person	Male	Female	Person
It exists and is functional	42.2	56.4	45.9	16.7	10.8	14.6
It exists, but not functional	2.2	8.1	3.7	4.5	2.7	3.9
Does not exist	55.6	35.5	50.4	78.8	86.5	81.5
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0

Source: Fieldwork

As shown in Table 11, the study finds that the accessibility of creche facility in workplaces is higher among employees with flexibility than employees without flexibility. This could be because flexible working options are more common among the larger IT companies who have a bigger workforce and better resources to be able to provide better infrastructure and facilities like creche for working parents. However, it is alarming that more than 50 percent of employees with workplace flexibilities and more than 80 percent of employees without flexibilities have reported the non-availability of a creche in their workplace. The non-availability of childcare support such as a provision of a creche in the workplace, acts as a major career constraint for working mothers.

Table 5.6 Responses showing employees' use of creche facility provided by employer

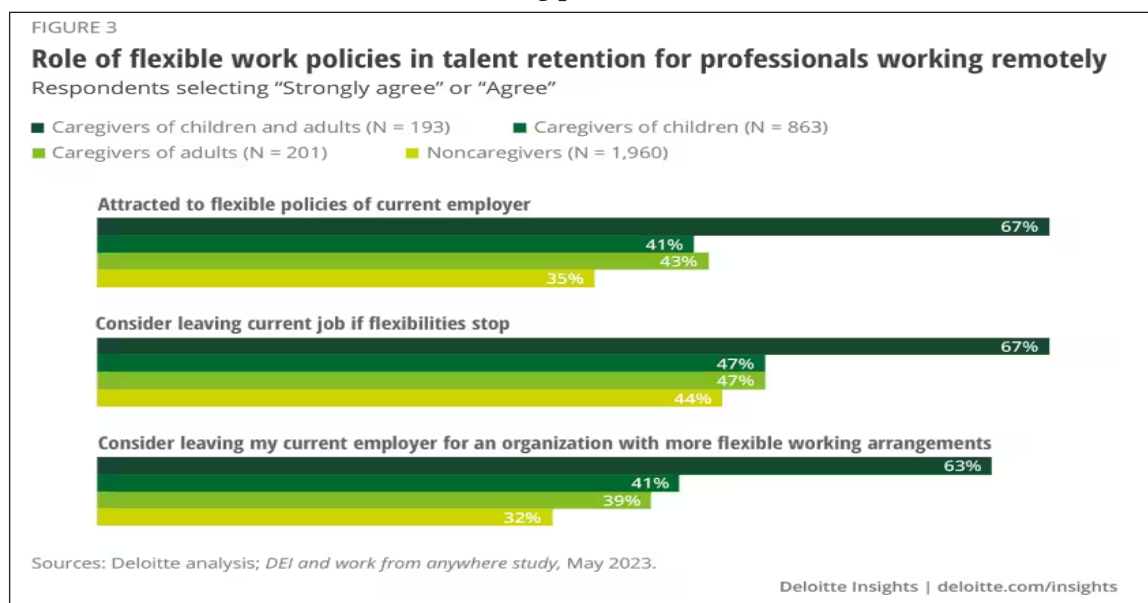
Type of Responses	Number of Responses					
	Employees with flexibility			Employees without flexibility		
	Male	Female	Persons	Male	Female	Persons
Yes	1.1	3.2	1.6	0	0	0
No	9.4	6.5	8.7	15.2	10.8	13.6
Not applicable	89.5	90.3	89.7	84.8	89.2	86.4
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Fieldwork

As shown in Table 5.6, since a majority of the participants in this study are unmarried employees and even among the married employees there only a few who have children, the use of creche is very low among the sample in this study.

However, findings of the survey as presented in table 5.6, as well as responses of interview participants suggest that uses of creche in the workplace is more common among female employees than male employees, reflecting the higher share of childcare responsibilities taken on by working mothers than fathers.

Fig 5.5 Deloitte’s study on role of flexible work policies in talent retention for remote working professionals



Source: Deloitte Insights (deloitte.com/insights)

The above study by Deloitte (Fig. 5.5) shows the importance of flexible working policies among employees who have care responsibilities, which greatly affects their decision to continue or not continue working in a particular organisation. The study shows that people who have adult and child care responsibilities report a high preference for flexi-work policies.

5.4. Work/Life Balance

Table 5.7 Experience of Work/Life balance among Remote workers

Type of Responses	Number of Responses		
	Male	Female	Total
Yes	90.6	72.6	86.0
No	9.4	27.4	14.0
TOTAL	100.0	100.0	100.0

Source: Fieldwork

Overall, a majority of remote working employees report experiencing a balance between their professional and personal lives in a remote working arrangement. Further, the balance in work-life is seen to be experienced more among male employees than female employees. This difference could be a result of the higher share of household work and care work responsibilities being experienced by women, as confirmed through this study.



Chapter 6 : Conclusion

6.1 Significant findings of the study

Despite the existence of national and international mandates on maximum daily and weekly hours of work, workers in the I.T and I.T enabled industry work often work more than 8 hours in a day and more than 40 hours in the week. Also, there is a lack of organizational regulation and uniformity with regard to minimum and maximum working hours and corresponding remuneration policies. This creates inequality of work pressure and inequality of pay among employees.

Working hours are found to be merging with people's non-work schedules through work-related communications like phone calls, text messages, emails, etc. that keep employees engaged to their work beyond the actual working hours.

Remote working experiences during the Covid-19 pandemic have been followed up with an expansion of flexi-work policies across industries. However, many companies are still experimenting with the usage of remote-work, with some making a return to the full-time on-site policy while some are increasing their remote/hybrid workforce.

A majority of the flexi-working companies have adopted a hybrid mode of work, where on-site and remote working arrangements exist simultaneously which allows employers as well as employees to avail benefits of the flexi-mode while also limiting the disadvantages characteristic of remote work.

In terms of work productivity, experience of better productivity in remote working is found in the study, where, report of increased work productivity in remote work is higher among women. Employers and HR executives, on the other hand, have emphasized on the importance of on-site presence of employees for facilitating better inter-personal interactions and team building, which are regarded to be significant factors for overall productivity and learning.

Importance of flexible work arrangements for balancing work-role and family-role has been reiterated in the study by female employees as well as male employees. The relevance of flexi-work is often discussed in terms of domestic and care responsibilities of people, particularly working parents and employees with elderly care responsibilities, which has been reiterated in the testimonies of the study participants. Apart from this, the present study also highlights the relevance of and preference for remote working arrangement among the unmarried employees, who have narrated experiences of achieving better physical and social wellbeing in the hybrid work arrangements, which enables them to manage health-care routines, leisure activities and time with family and friends while not compromising on work-time.

Results of this study are concurrent with research on household division of labor indicating that men's participation in domestic care work has increased gradually but still lags behind that of women. According to a study by Bianchi, Sayer, Milkie, and Robinson (2012), men in Western countries have doubled the amount of time they dedicate to household chores and childcare since the 1960s. However, women continue to do the majority of household labor, with men more often engaging in tasks deemed "occasional" or "masculine," such as home maintenance, rather than routine daily chores (Sullivan, 2013). These gendered patterns of housework distribution suggest that while men are participating more, traditional norms around the types of tasks still prevail.



The involvement of men in household care responsibilities has shown gradual progress, influenced by shifts in cultural norms, economic factors, and supportive policies. While traditional gender roles continue to shape the division of labor in many households, there is a clear trend towards more shared responsibilities. As societal norms continue to evolve and policies supportive of gender equity expand, further progress can be anticipated. Increasing men's participation in domestic care is a crucial step toward building more equitable family structures and promoting greater gender equality in society.

6.2 Limitations of the Study

Due to strict company policies in the concerned sector with regard to external communications and visitation by outsiders, the study faced severe constraints in terms of gaining access to offices and cover a higher number of employees, to facilitate a larger and more diverse sample. Moreover, it was realized that younger professionals were more willing to participate in the survey and interviews than older and senior-level professionals, as a result of which, the current sample consists mostly of junior and mid-seniority level employees who are younger in age and are unmarried or are married but with few care responsibilities. Thus, the objective of examining experiences on the parameter of family and care responsibilities, could be only partially addressed.

6.3 Way Forward

Presently, when it is common for students and young as well as experienced professionals to migrate away from home and stay away from their families for work aspirations and commitments, work policies need to be made migrant-friendly such as by providing remote working options, at least on an occasional basis, if employee wellbeing is to be addressed.

Men's increased involvement in household care responsibilities has important implications for family dynamics and gender equity. Shared responsibility in caregiving and domestic work can contribute to improved marital satisfaction and lower conflict, as both partners feel more valued and supported (Carlson, Hanson, & Fitzroy, 2016). Furthermore, equitable division of housework positively influences children's perceptions of gender roles, promoting more egalitarian attitudes in the next generation (Davis & Greenstein, 2009). Therefore, there is a need to address the importance of men's involvement in childcare and household care responsibilities, alongside that of women, in the formulation of family policies in organisations.

Furthermore, care policies in organisations also need to accommodate elderly care responsibilities to create better support system for the aging population. While India is now one of the youngest populations in the world, with the decrease in the rate of fertility that is now being observed, it would only take a few years for the country to be having a higher number of aged populations. To prepare for that, the country needs to plan ahead and formulate better care policies and also work towards formalization of care services.

Work-from-home (WFH) arrangements offer significant environmental benefits, particularly in the context of Delhi's ongoing climate crisis and its severe air quality index (AQI issues). By reducing daily commutes, WFH cuts down vehicular emissions, a major contributor to air pollution in the Delhi-NCR region. Amidst the alarming AQI levels in Delhi, where particulate matter and other pollutants routinely breach safe limits, widespread adoption of WFH could alleviate pressure on urban infrastructure and contribute to a more sustainable and healthier environment. Additionally, fewer office-goers mean reduced energy use in commercial spaces, such as air conditioning, lighting, and office equipment, further lowering carbon footprints.



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Questionnaire-1

प्रश्नावली

'Designing Flexible Working Hours Policy: A Case of NCR'

'सुविधाजनक कार्य व्यवस्था की नीति डिजाइन करना: एनसीआर का एक मामला'

[FORM 1:- For I.T Employees having Flexible working arrangements / सुविधाजनक कार्य व्यवस्था वाले आईटी कर्मचारियों के लिए¹]

Personal Details

1. Name / नाम:
2. Age / आयु:
3. Gender/ लिंग
 - Female / महिला
 - Male / पुरुष
 - Transgender / ट्रांसजेंडर
4. Marital Status / वैवाहिक स्थिति
 - Unmarried / अविवाहित
 - Married / विवाहित
 - Widowed / विधवा
 - Separated / अलग हो गए
 - Divorced / तलाकशुदा
5. Do you have children / आपके बच्चे है क्या?
 - Yes / हाँ
 - No / नहीं
6. Are you a single parent / क्या आप एकल माता-पिता हैं?
 - Yes / हाँ
 - No / नहीं
7. Household Type / गृहस्थी प्रकार
 - Joint Family household / संयुक्त परिवार गृहस्थी
 - Nuclear Family (consisting of only 1 married couple and their children) / एकल परिवार (जिसमें केवल एक विवाहित जोड़ा और उनके बच्चे शामिल हैं)
8. Do you have older parents at home who are dependent on your care / क्या आपके घर पर बुजुर्ग माता-पिता हैं जो आपकी देखभाल पर निर्भर हैं?
 - Yes / हाँ
 - No / नहीं

¹Note: Information provided will be kept confidential and will be used only for the purpose of research.



Professional Specifications / व्यावसायिक विशिष्टताएँ

9. Name of Organisation working for / कार्य करने वाले संगठन का नाम :
10. Department or Organisational sector / विभाग या संगठनात्मक क्षेत्र :
11. Designation / पद का नाम:
12. Employment level / रोजगार स्तर
 - 11.1. Entry level or Junior level / प्रवेश स्तर या जूनियर स्तर
 - 11.2. Middle level / मध्य स्तर
 - 11.3. Senior Level / वरिष्ठ स्तर
13. How long have you been working in the current organisation / आप वर्तमान संगठन में कितने समय से कार्यरत हैं?
 - 12.1. Less than 5 years / 5 वर्ष से कम
 - 12.2. 5 to 10 years / 5 से 10 साल
 - 12.3. More than 10 years / 10 वर्ष से अधिक

Organisational Arrangements / संगठनात्मक व्यवस्थाएँ

14. Regular Office timings: _____
15. What are the leave policies of the organisation / संगठन की अवकाश नीतियाँ क्या हैं?
 - How many Casual Leaves in a month / एक महीने में कितनी आकस्मिक छुट्टियाँ _____
 - How many Medical leave / कितने मेडिकल अवकाश - _____
 - Maternity leave / प्रसूति अवकाश - _____
 - Paternity leave / पितृत्व अवकाश - _____
 - Child-care leaves / बच्चे की देखभाल की छुट्टी - _____
 - Partially paid leaves / आंशिक रूप से भुगतान की गई छुट्टियाँ: _____
 - Other leaves (Please specify) / अन्य छुट्टियाँ (कृपया निर्दिष्ट करें)- _____
16. Does your organisation provide a creche facility for the working parents / क्या आपका संगठन कामकाजी माता-पिता के लिए क्रेच सुविधा प्रदान करता है??
 - It exists and is functional / यह मौजूद है और कार्यात्मक है
 - It exists, but not functional / यह मौजूद है, लेकिन कार्यात्मक नहीं है
 - Does not exist / मौजूद नहीं
17. (This question is for female/ male employees who have young children) Do you use the creche facility provided by your organisation? / (यह प्रश्न उन महिला/पुरुष कर्मचारियों के लिए है जिनके छोटे बच्चे हैं) क्या आप अपने संगठन द्वारा प्रदान की गई क्रेच सुविधा का उपयोग करते हैं?
 - Yes / हाँ
 - No / नहीं
 - Not Applicable / लागू नहीं

Flexible Working Arrangement / सुविधाजनक कार्य व्यवस्था

18. Did your organisation have Work from Home (WFH) policy before Covid19- / क्या आपके संगठन में कोविड19- से पहले वर्क फ्रॉम होम (WFH) नीति थी?
 - Yes / हाँ
 - No / नहीं



19. Were you working from home during Covid-19 / क्या आप कोविड-19 के दौरान घर से काम कर रहे थे?
- Yes / हाँ
 - No / नहीं
20. Do you currently have a provision for WFH in your organisation / क्या आपके संगठन में वर्तमान में WFH का प्रावधान है?
- Yes / हाँ
 - No / नहीं
21. How frequently do you use work from home arrangement / आप कितनी बार घर से काम करने की व्यवस्था का उपयोग करते हैं ?
- Full-time (5-6 days a week) / पूर्णकालिक (सप्ताह में 5-6 दिन)
 - Part-time (less than 5 days a week) / अंशकालिक (सप्ताह में 5 दिन से कम)
 - Occasionally (as needed) / कभी-कभी (आवश्यकतानुसार)
22. How many hours in a day do you usually devote to complete your office work while working from home / घर से काम करते हुए आप आमतौर पर एक दिन में कितने घंटे अपना ऑफिस का काम पूरा करने में लगाते हैं?
- Less than 8hrs / 8 घंटे से कम
 - 8-10 hrs / 8-10 घंटे
 - More than 10hrs / 10 घंटे से अधिक
23. Which among the following kinds of tools/infrastructure is provided by your organisation for remote work / आपके संगठन द्वारा दूरस्थ कार्य के लिए निम्नलिखित में से कौन सा उपकरण/ बुनियादी ढाँचा प्रदान किया जाता है:
- 23.1. Laptop or Tablet PC or Mobile Phone / लैपटॉप या टैबलेट पी.सी. या मोबाइल फोन
- Yes / हाँ
 - No / नहीं
- 23.2. Internet connection / इंटरनेट कनेक्शन
- Yes / हाँ
 - No / नहीं
- 23.3. Working software
- Yes / हाँ
 - No / नहीं
- 23.4. Monetary compensation for utilities like electricity and water / बिजली और पानी जैसी उपयोगिताओं के लिए मौद्रिक मुआवजा
- Yes / हाँ
 - No / नहीं
- 23.5. Any Other (please specify) / कोई अन्य (कृपया निर्दिष्ट करें) _____
24. Please mention some of the essential guidelines of the current WFH policy of your organisation- relating to the following aspects / कृपया निम्नलिखित पहलुओं से संबंधित अपने संगठन की वर्तमान डब्ल्यूएफएच नीति के कुछ आवश्यक दिशानिर्देशों का उल्लेख करें:



- 24.1. Minimum hours of work specified / काम के न्यूनतम घंटे निर्दिष्ट _____
- 24.2. Maximum hours of work specified / काम के अधिकतम घंटे निर्दिष्ट _____
- 24.3. Maximum number of days allowed to Work from Home (in a month) / घर से काम करने की अधिकतम दिनों की संख्या (एक महीने में) _____
- 24.4. Conditions in which WFH is permitted / वे स्थितियाँ जिनमें WFH की अनुमति है _____
- 24.5. Conditions where WFH is not permitted / ऐसी स्थितियाँ जहाँ WFH की अनुमति नहीं है _____
- 24.6. Does this Work from Home arrangement help you in maintaining work/life balance / क्या यह वर्क फ्रॉम होम व्यवस्था आपको कार्य/जीवन में संतुलन बनाए रखने में मदद करती है?
- Yes / हाँ
 - No / नहीं
- 24.7. What kind of disadvantages do you experience in working from home / घर से काम करने में आपको किस तरह के नुकसान का अनुभव होता है? _____
25. What are the strategies used for work supervision by your organisation when you work remotely in WFH set-up? (Please specify) / जब आप WFH सेट-अप में दूर से काम करते हैं तो आपके संगठन द्वारा कार्य पर्यवेक्षण के लिए क्या रणनीतियाँ उपयोग की जाती हैं? (कृपया निर्दिष्ट करें) _____
26. How does working from home impact your work productivity / घर से काम करने से आपकी कार्य उत्पादकता पर क्या प्रभाव पड़ता है?
- Increases productivity / उत्पादकता बढ़ाता है
 - Decreases productivity / उत्पादकता कम हो जाती है
 - Remains the same / वैसा ही रहता है
 - Not sure / निश्चित नहीं
27. Do you have any of the following Flexible working arrangement in your organisation / क्या आपके संगठन में निम्नलिखित में से कोई सुविधाजनक कार्य व्यवस्था है?
- Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रति दिन 8 घंटे से कम)
 - Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रति सप्ताह 40 घंटे से कम)
 - Shift-work / पाली में काम
 - Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - None / कोई नहीं
28. (This question is not required to be filled by those who have answered 'None' in the previous question) Please describe some of the essential features regarding the other flexible working arrangements available at your organisation (other than remote working/work from home) / (यह प्रश्न उन लोगों द्वारा भरने की आवश्यकता नहीं है जिन्होंने पिछले प्रश्न में 'कोई नहीं' का उत्तर दिया है) कृपया अपने संगठन में उपलब्ध अन्य लचीली कार्य व्यवस्थाओं (दूरस्थ कार्य/घर से काम के अलावा) के संबंध में कुछ आवश्यक विशेषताओं का वर्णन करें।



- (a) type of flexible arrangement you are availing / आप जिस प्रकार की लचीली व्यवस्था का लाभ उठा रहे हैं _____
- (b) main features of the arrangement (days and hours specified) / व्यवस्था की मुख्य विशेषताएं (दिन और घंटे निर्दिष्ट) _____
- (c) Conditions in which this arrangement is permitted / वे शर्तें जिनमें इस व्यवस्था की अनुमति है _____
- (e) Conditions where this arrangement is not permitted / ऐसी स्थितियाँ जहाँ इस व्यवस्था की अनुमति नहीं है _____
- (f) Any other information you would like to provide regarding the Flexible working arrangement / लचीली कार्य व्यवस्था के संबंध में कोई अन्य जानकारी जो आप प्रदान करना चाहेंगे _____
- (g) Does this arrangement help you in maintaining a good work/life balance / क्या यह व्यवस्था आपको अच्छा कार्य/जीवन संतुलन बनाए रखने में मदद करती है?
- Yes / हाँ
 - No / नहीं
- (h) What are the disadvantages experienced in this arrangement / इस व्यवस्था में क्या-क्या हानियाँ अनुभव होती हैं? _____
29. How does working on flexible mode (Work from Home or any other) affect your compensation or salary / लचीले मोड (घर से काम या कोई अन्य) पर काम करने से आपके मुआवजे या वेतन पर क्या प्रभाव पड़ता है?
- Positive Impact / सकारात्मक प्रभाव
 - Negative Impact / नकारात्मक प्रभाव
 - No impact / कोई प्रभाव नहीं

Work/Life Balance

30. Do you receive work-related communications from your office or office colleagues beyond the designated work hours/ क्या आपको अपने कार्यालय या सहकर्मियों से निर्धारित कार्य घंटों के बाद कार्य-संबंधी संचार प्राप्त होता है?
- Frequently / बार-बार
 - Sometimes / कभी-कभी
 - Never / कभी नहीं
31. Based on your own experience, do you feel there is more work pressure in flexible working / अपने स्वयं के अनुभव के आधार पर, क्या आपको लगता है कि लचीले कामकाज में काम का दबाव अधिक होता है?
- Yes / हाँ
 - No / नहीं
 - Not sure / निश्चित नहीं
32. Based on your experience, what kind of flexible working arrangement do you find most helpful for a better work/life balance / आपके अनुभव के आधार पर, आप बेहतर कार्य/जीवन संतुलन के लिए किस प्रकार की लचीली कार्य व्यवस्था को सबसे अधिक सहायक पाते हैं?



- Remote Working or Work from Home / रिमोट वर्किंग या घर से काम
 - Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रति दिन 8 घंटे से कम)
 - Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रति सप्ताह 40 घंटे से कम)
 - Shift-work / पाली में काम
 - Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - None / कोई नहीं
33. Do you have a designated workspace at home / क्या आपके घर में कोई निर्दिष्ट कार्यस्थल है?
- Yes / हाँ
 - No / नहीं
34. Who takes care of the household chores (e.g., cooking, cleaning, etc.) on your WFH days / आपके WFH दिनों में घरेलू कामों (जैसे, खाना बनाना, सफाई करना आदि) की देखभाल कौन करता है?
- Myself majorly / प्रमुख रूप से मैं स्वयं
 - My husband/ wife majorly / प्रमुख रूप से मेरे पति/पत्नी
 - Other family members / परिवार के अन्य सदस्य
 - Myself and spouse equally / मैं और मेरा जीवनसाथी समान रूप से
 - Myself and other family members / मैं और परिवार के अन्य सदस्य
 - Domestic help or Maid / घरेलू सहायिका या नौकरानी
35. Hours spent in unpaid work in a day (not related to your office-work) / एक दिन में अवैतनिक कार्य में बिताए गए घंटे (आपके कार्यालय-कार्य से संबंधित नहीं):
- 1-2 hours / घंटे
 - 3-4 hours / घंटे
 - 5-6 hours/ घंटे
 - 7-8 hours घंटे
36. For what reason do you take WFH mostly / आप अधिकतर WFH किस कारण से लेते हैं?
- Organisational requirement (policy-related/ due to nature of work) / संगठनात्मक आवश्यकता (नीति-संबंधित/कार्य की प्रकृति के कारण)
 - Other professional requirement (such as for pursuing career related studies/trainings) / अन्य व्यावसायिक आवश्यकताएं (जैसे करियर संबंधी अध्ययन/प्रशिक्षण के लिए)
 - Health/medical reasons / स्वास्थ्य/चिकित्सा कारण
 - Parenting responsibilities / पालन-पोषण की जिम्मेदारियाँ
 - To look after older family members / परिवार के बड़े सदस्यों की देखभाल करना
 - Household maintenance work / घरेलू रखरखाव का काम
 - Other personal needs, please specify / अन्य व्यक्तिगत आवश्यकताएँ, कृपया निर्दिष्ट करें
37. What kind of changes would you like to suggest for improving your organisation's WFH policy / आप अपने संगठन की लचीली कार्य घंटों की नीति में सुधार के लिए किस प्रकार के बदलावों का सुझाव देना चाहेंगे? _____



V.V. Giri National Labour Institute, Noida

वी.वी. गिरि राष्ट्रीय श्रम संस्थान, नोएडा

Questionnaire 2

प्रश्नावली

‘Designing Flexible Working Hours Policy: A Case of NCR’

‘सुविधाजनक कार्य व्यवस्था की नीति डिजाइन करना: एनसीआर का एक मामला’

[FORM2:- For I.T Employees not having Flexible working arrangements / सुविधाजनक कार्य व्यवस्था वाले आईटी कर्मचारियों के लिए*]

Personal Details

1. Name / नाम:
2. Age / आयु:
3. Gender/ लिंग
 - Female / महिला
 - Male / पुरुष
 - Transgender / ट्रांसजेंडर
4. Marital Status / वैवाहिक स्थिति
 - Unmarried / अविवाहित
 - Married / विवाहित
 - Widowed / विधवा
 - Separated / अलग हो गए
 - Divorced / तलाकशुदा
5. Do you have children / आपके बच्चे है क्या?
 - Yes / हाँ
 - No / नहीं
6. Are you a single parent / क्या आप एकल माता-पिता हैं?
 - Yes / हाँ
 - No / नहीं
7. Household Type / गृहस्थी प्रकार
 - Joint Family household / संयुक्त परिवार गृहस्थी
 - Nuclear Family (consisting of only 1 married couple and their children) / एकल परिवार (जिसमें केवल एक विवाहित जोड़ा और उनके बच्चे शामिल हैं)



8. Do you have older parents at home who are dependent on your care / क्या आपके घर पर बुजुर्ग माता-पिता हैं जो आपकी देखभाल पर निर्भर हैं?
- Yes / हाँ
 - No / नहीं

Professional Specifications / व्यावसायिक विशिष्टताएँ

9. Name of Organisation working for / कार्य करने वाले संगठन का नाम :
10. Department or Organisational sector / विभाग या संगठनात्मक क्षेत्र :
11. Designation / पद का नाम:
12. Employment level / रोजगार स्तर
- 11.1. Entry level or Junior level / प्रवेश स्तर या जूनियर स्तर
- 11.2. Middle level / मध्य स्तर
- 11.3 Senior Level / वरिष्ठ स्तर
13. How long have you been working in the current organisation / आप वर्तमान संगठन में कितने समय से कार्यरत हैं?
- 12.1. Less than 5 years / 5 वर्ष से कम
- 12.2. 5 to 10 years / 5 से 10 साल
- 12.3 More than 10 years / 10 वर्ष से अधिक
14. Does your organisation provide a creche facility for the working parents / क्या आपका संगठन कामकाजी माता-पिता के लिए क्रेच सुविधा प्रदान करता है??
- It exists and is functional / यह मौजूद है और कार्यात्मक है
 - It exists, but not functional / यह मौजूद है, लेकिन कार्यात्मक नहीं है
 - Does not exist / मौजूद नहीं
15. (This question is for female/ male employees who have young children) Do you use the creche facility provided by your organisation? / (यह प्रश्न उन महिला/पुरुष कर्मचारियों के लिए है जिनके छोटे बच्चे हैं) क्या आप अपने संगठन द्वारा प्रदान की गई क्रेच सुविधा का उपयोग करते हैं?
- Yes / हाँ
 - No / नहीं
 - Not Applicable / लागू नहीं

Flexible Working Arrangement

16. Did you have Work from Home option before Covid-19/ क्या आपके पास कोविड-19 से पहले घर से काम करने का विकल्प था?
- Yes / हाँ
 - No / नहीं
17. Were you working from home during Covid-19 / क्या आप कोविड-19 के दौरान घर से काम कर रहे थे?
- Yes / हाँ
 - No / नहीं
18. Based on your remote working experience during COVID-19, how does working from home impact your work productivity / कोविड-19 के दौरान आपके दूरस्थ कार्य अनुभव के आधार पर, घर से काम करने से आपकी कार्य उत्पादकता पर क्या प्रभाव पड़ता है?



- Increases productivity / उत्पादकता बढ़ाता है
 - Decreases productivity / उत्पादकता कम हो जाती है
 - Remains the same / वैसा ही रहता है
 - Not sure / निश्चित नहीं
 - Not Applicable (for those who did not have WFH during COVID) / लागू नहीं (उन लोगों के लिए जिनके पास COVID के दौरान WFH नहीं था)
19. Did the remote working experience during COVID-19 help you in adequately balancing your personal and professional life / क्या COVID-19 के दौरान दूरस्थ कार्य अनुभव ने आपको अपने व्यक्तिगत और व्यावसायिक जीवन को पर्याप्त रूप से संतुलित करने में मदद की?
- Yes / हाँ
 - No / नहीं
 - Not Sure / निश्चित नहीं
 - Not Applicable (for those who did not have WFH during COVID) / लागू नहीं (उन लोगों के लिए जिनके पास COVID के दौरान WFH नहीं था)
20. Do you receive work-related communications from your office or office colleagues beyond the designated work hours/ क्या आपको अपने कार्यालय या सहकर्मियों से निर्धारित कार्य घंटों के बाद कार्य-संबंधी संचार प्राप्त होता है?
- Frequently / बार-बार
 - Sometimes / कभी-कभी
 - Never / कभी नहीं
21. Hours spent in unpaid work in a day (not related to your office-work)/एक दिन में अवैतनिक कार्य में बिताए गए घंटे (आपके कार्यालय-कार्य से संबंधित नहीं)
- 1-2 hours / घंटे
 - 3-4 hours / घंटे
 - 5-6 hours/ घंटे
 - 7-8 hours घंटे
22. What kind of disadvantages do you face for not having a Work from Home provision / वर्क फ्रॉम होम का प्रावधान न होने पर आपको किस तरह के नुकसान का सामना करना पड़ता है?
-
23. Would you prefer to have a Work from Home option in your organisation / क्या आप अपने संगठन में वर्क फ्रॉम होम का विकल्प पसंद करेंगे?
- Yes / हाँ
 - No / नहीं
24. What do you think is the main reason for not introducing Work from Home (WFH) at your organisation / आपके अनुसार आपके संगठन में वर्क फ्रॉम होम (WFH) शुरू न करने का मुख्य कारण क्या है?
- Nature of work demands physical presence of employees / कार्य की प्रकृति कर्मचारियों की भौतिक उपस्थिति की मांग करती है
 - Lack of compatible infrastructure to support WFH / डब्ल्यूएफएच का समर्थन करने के लिए संगत बुनियादी ढांचे का अभाव



- Absence of appropriate guidelines to manage WFH staff / WFH कर्मचारियों के प्रबंधन के लिए उचित दिशानिर्देशों का अभाव
 - Fund-related issues- WFH requires more resources / फंड से संबंधित मुद्दे- डब्ल्यूएफएच को अधिक संसाधनों की आवश्यकता है
 - To prevent loss of productivity / उत्पादकता की हानि को रोकने के लिए
 - Lack of desire to change the organisation's culture / संगठन की संस्कृति को बदलने की इच्छा का अभाव
 - Lack of request or demand from employees to work from home / कर्मचारियों द्वारा घर से काम करने के अनुरोध या मांग का अभाव
 - Concerns regarding protection of official data / आधिकारिक डेटा की सुरक्षा के संबंध में चिंताएँ
 - Any other reason (Please specify) / Any other reason (Please specify) / कोई अन्य कारण (कृपया निर्दिष्ट करें) / कोई अन्य कारण (कृपया निर्दिष्ट करें) _____
23. Do you have any of the following Flexible working arrangement in your organisation / क्या आपके संगठन में निम्नलिखित में से कोई सुविधाजनक कार्य व्यवस्था है?
- Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रति दिन 8 घंटे से कम)
 - Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रति सप्ताह 40 घंटे से कम)
 - Shift-work / पाली में काम
 - Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - None / कोई नहीं
24. Which of the following flexible working hours arrangement would you find most helpful for a better work/life balance बेहतर कार्य/जीवन संतुलन के लिए निम्नलिखित में से कौन सी सुविधाजनक कार्य व्यवस्था आपको सबसे अधिक उपयोगी लगेगी?
- Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रति दिन 8 घंटे से कम)
 - Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रति सप्ताह 40 घंटे से कम)
 - Shift-work / पाली में काम
 - Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - None / कोई नहीं
25. What kind of changes would you like to suggest for improving your organisation's Flexible working hours policy / आप अपने संगठन की लचीली कामकाजी घंटों की नीति में सुधार के लिए किस प्रकार के बदलावों का सुझाव देना चाहेंगे? _____



Table 1. Names of private sector companies represented by the study sample

S. No.	Name of the company	S. No.	Name of the company	S. No.	Name of the company
1	Accenture	31	EY	61	Natwest
2	Alankit	32	Fareportal	62	NGO
3	Algoworks	33	Finoit	63	NTPC Ltd
4	Amazon	34	Freecharge	64	Optum
5	Amdocs	35	Genpact India Pvt Ltd	65	Orange
6	Appventurez	36	GetWork	66	OYO
7	Arcesium	37	GIS Food Pvt Ltd	67	Paytm
8	Automotive Pvt Ltd	38	Glorious Insight	68	PepsiCo
9	Avian WE	39	Glowier E Services	69	Private MNC
10	Aviva	40	Gloxina Infotech Pvt Ltd	70	Qualtech Consultants Pvt Ltd
11	Bank of America	41	Gravity Infosolutions	71	Quantm Technologies
12	Bata Ltd	42	Gventure Technology Pvt Ltd	72	Reckitt
13	Bharti Airtel Limited	43	HCL Tech	73	Reckon
14	Bioaide Technologies Pvt Ltd.	44	HDFC	74	Reliance
15	Blackrock	45	HIC Global Solutions	75	Sai Communication
16	Byjus	46	IBM	76	SalesForce
17	Capgemini India	47	India Mart Intermesh Ltd.	77	Siemens
18	Cognizant	48	Infosys	78	speakX
19	Cogoport	49	Ison experience	79	ST Microelectronics
20	Collabera Technologies	50	Jindells Intellicom	80	STARTEK
21	Concentrix	51	Kimbal Technologies	81	State Bank of India
22	Contata	52	Kratikal Tech Pvt Ltd.	82	Stem Inc
23	Convergys	53	Lendingkart	83	Tanishq Store
24	Cvent	54	Loesche GMBH	84	Tata Consultancy Services
25	Dahua Technology India Pvt Ltd	55	Maviner system	85	Tech Mahindra
26	Delloite	56	MetaOption	86	Teleperformace
27	Diginus	57	MM Securities	87	Times Internet
28	Ericsson India Limited	58	MongoDB Software India Pvt Ltd.	88	United Health Group
29	Eureka Forbes	59	Nagarro	89	Vishal Mega Mart
30	EXL	60	National Australia Bank	90	Whirlpool India Ltd.
				91	Wipro pvt ltd
				92	Xceedance

Source: Field Survey



Table 2 Marital Status of participants (in numbers)

Marital Status of Respondents	Male	Female	Persons
Unmarried	193	75	268
Married	53	24	77
Widowed	00	00	00
Separated	00	00	00
Divorced	00	00	00
TOTAL	246	99	345

Source: Field Survey

Table 3 Marital Status of participants (in %)

Marital Status of Respondents	Male	Female	Persons
Unmarried	55.9	21.7	77.6
Married	15.4	7.0	22.4
Widowed	00	00	00
Separated	00	00	00
Divorced	00	00	00
TOTAL	71.3	28.7	100.0

Source: Field Survey

Table 4 Distribution of employees having children

Type of Response	Number of Responses (in numbers)		
	Male	Female	Persons
Yes	37	9	46
No	209	90	299
Total	246	99	345

Source: Field Survey

Table 5. Availability of Flexible working arrangements before, during and post-Covid 19 (in numbers)

Time Phase	Type of Respondents	Indicators		Total
		Yes	No	
Before COVID 19	Male	34	212	246
	Female	25	74	99
	Persons	59	286	345
During COVID 19	Male	124	122	246
	Female	63	36	99
	Persons	187	158	345
At Present	Male	180	66	246
	Female	62	37	99
	Persons	242	103	345

Source: Field Survey

Table 6. Availability of Flexible working arrangements before, during and post-Covid 19 (in %)

Time Phase	Type of Respondents	Indicators		Total
		Yes	No	
Before COVID19	Male	9.9	61.4	71.3
	Female	7.2	21.4	28.7
	Persons	17.1	82.9	100.0
During COVID19	Male	35.9	35.4	71.3
	Female	18.3	10.4	28.7
	Persons	54.2	45.8	100.0
At Present	Male	52.1	19.2	71.3
	Female	18.0	10.7	28.7
	Persons	70.1	29.9	100.0

Source: Field Survey

Table 7. Distribution of employees on the basis of types of Work from Home arrangements (in numbers)

Types of WFH provision			
	Male	Female	Total
Full-time (5-6 days a week)	81	10	91
Part-time (less than 5 days a week)	59	41	100
Occasionally (as needed)	40	11	51
TOTAL	180	62	242

Source: Field Survey

Table 8. Tools/infrastructure provided by employers for remote work (in numbers)

Types of working tools	Types of Responses		
	Yes	No	Total
Laptop/Tablet PC/Mobile Phone	232	10	242
Internet Connection	205	37	242
Working software	239	03	242
Monetary compensation for utilities like electricity and water	29	213	242

Source: Field Survey

Table 9. Responses pertaining to most frequent reasons for availing Work from Home

Types of Reasons	Number of Responses					
	Male		Female		Persons	
	In numbers	In %	In numbers	In %	In numbers	In %
Organisational requirement (policy-related/ due to nature of work)	101	56.1	33	53.2	134	55.4
Other professional requirement (such as for pursuing career related studies/trainings)	24	13.3	08	12.9	32	13.2
Health/medical reasons	14	7.8	05	8.1	19	7.8
Parenting responsibilities	09	5.0	03	4.8	12	5.0
To look after older family members	08	4.4	00	0	08	3.3
Household maintenance work	05	2.8	08	12.9	13	5.4
Other personal needs	19	10.6	05	8.1	24	9.9
Total	180	100.0	62	100.0	242	100.0

Source: Field Survey

Table 10 Responses indicating impact of working from home on work productivity

Type of Responses	Responses of Participants					
	Male		Female		Persons	
	In numbers	In %	In numbers	In %	In numbers	In %
Increases productivity	89	36.2	52	52.5	141	40.9
Decreases productivity	19	7.7	10	10.1	29	8.4
Remains the same	72	29.3	15	15.2	87	25.2
Not Sure	38	15.4	2	2.0	40	11.6
Not Applicable	28	11.4	20	20.2	48	13.9
TOTAL	246	100.0	99	100.0	345	100.0

Source: Field Survey

(Note: This table includes employees who currently have the provision to Work from Home as well as employees who currently do not have any provision for working from home but were working remotely during Covid 19 pandemic)

Table 11. Responses of participants pertaining to the question on who takes care of household chores in the home on work-from-home days

Type of Responses	Number of Responses (in numbers)					
	Male		Female		Persons	
	In numbers	In %	In numbers	In %	In numbers	In %
Myself majorly	11	6.1	06	9.7	17	7.0
My husband/ wife majorly	09	5.0	01	1.6	10	4.1
Other family members	37	20.6	14	22.6	51	21.1
Myself and spouse equally	07	3.9	06	9.7	13	5.4
Myself and other family members	94	52.2	28	45.2	122	50.4
Domestic help or House-maid	22	12.2	07	11.3	29	12.0
TOTAL	180	100.0	62	100.0	242	100.0

Source: Field Survey

Table 12. Hours spent in unpaid work in a day

Hours in a Day	Number of Responses (in numbers)					
	Employees with flexibility			Employees without flexibility		
	Male	Female	Person	Male	Female	Person
1-2 hrs	152	48	200	54	25	79
3-4 hrs	24	11	35	12	09	21
5-6 hrs	02	03	05	0	3	3
7-8 hrs	02	00	02	0	0	0
TOTAL	180	62	242	66	37	103

Source: Fieldwork



Table 13. Availability of creche in the workplace

Type of Responses	Number of Responses					
	Employees with flexibility			Employees without flexibility		
	Male	Female	Person	Male	Female	Person
It exists and is functional	76	35	111	11	04	15
It exists, but not functional	04	05	09	03	01	04
Does not exist	100	22	122	52	32	84
TOTAL	180	62	242	66	37	103

Source: Fieldwork

Table 14. Responses showing employees' use of creche facility provided by employer (in numbers)

Type of Responses	Number of Responses					
	Employees with flexibility			Employees without flexibility		
	Male	Female	Persons	Male	Female	Persons
Yes	02	02	04	0	0	0
No	17	04	21	10	04	14
Not applicable	161	56	217	56	33	89
Total	180	62	242	66	37	103

Source: Fieldwork

Table 15. Experience of Work/Life balance among Remote workers

Type of Responses	Number of Responses		
	Male	Female	Total
Yes	163	45	208
No	17	17	34
TOTAL	180	62	242

Source: Fieldwork



Annexure 3.1



CSPL - Leave and Attendance Policy

- Enforcement Date: April 2024
- Version: 10

POLICY OBJECTIVE:

This policy is being enforced with the objective of laying down a uniform and consistent set of rules which will govern the matters related to work schedule and attendance of the employees (Part-A) and their leave entitlements (Part-B).

APPLICABILITY:

This policy of Cars24 Services Private Limited (the "Company"/ "Companies") shall come into force with effect from the enforcement date mentioned above.

This policy applies to (a) all full-time employees (including those on probation, on notice period, or whose full and final settlement is pending to be processed), (b) all the interns & apprentice of the Companies, (c) employees of third parties who are working for Cars24 entities, and (d) people who are working for the company on a contractual basis, across all locations and regardless of type of employment, there could be exception in certain department due to business requirement



PART-A

WORK TIMINGS & ATTENDANCE

1. WORK SCHEDULE:

1.1. Working Days Per Week:

Depending on the business requirements and your role, various departments of the companies either operate for six (6) or five (5) working days per week.

1.2. Official / Work Timing:

The official assigned working hours and the reporting time shall be dependent on your role and business requirements, Such as employees stationed at retail stores / yards may be required to follow different timings in line with store timings. Any variation in the work timings shall be updated in the HRMS portal and will be informed to the employees through their reporting managers well in advance.

1.3. Work From Home:

Work from home arrangement will depend on the business requirement and should be decided between the employee and their BU Head. Employees working from home are requested to mark their attendance from the HRMS portal for such days.

1.4. Work From Field:

Depending on the business requirements, some roles are mobile and require employees to travel and work from the field and such employees are requested to mark their attendance as per process mentioned in 2.2 below.

2. ATTENDANCE POLICY OBJECTIVE:

2.1. It is the Company's expectation that the employees will report to work at the beginning of the assigned work hours and reasonably complete their work assignments by the end of assigned work hours.

2.2. Marking of Attendance:

- a. All employees must mark their attendance. There are four modes of attendance capturing:
 - i. **Biometric** - Employees having a defined physical workplace shall mark their attendance via biometric device installed at their workplace.
 - ii. **Geotagging** - Employees reporting at a defined physical workplace are tagged to the



respective location and attendance check-ins and check-outs shall be considered only from the defined place.

iii. **HRMS Check-in / Check-out** - Employees who are working from the field, traveling, or working from home shall mark their attendance using the HRMS portal/App.

iv. **Productivity based** - Certain roles in the organization are dependent on everyday productivity. Hence, attendance for such employees shall be based on the productivity outcome for the day irrespective of check-in and check-out

b. The employees are required to mark/punch both, in-time and out-time daily at the beginning and end of their workday.

c. Failure to mark 'in-time' or 'out-time' results in unpaid/absent. If punched hours are less than 9 hours but more than 5 hours then half-day unpaid will be marked, if punch hours are less than 5 hours then full-day absent will be marked.

d. In case, an employee misses out on marking attendance, then:

i. The employee is required to raise a regularization request on the HRMS portal specifying the reason for requesting such regularization. All attendance regularization requests must be raised in **HRMS within the next 7 days from the day the employee missed marking attendance**. If a request is not raised within the next 7 days, the status will remain marked as "Absent" in the HRMS, and no further regularization will be allowed. This may lead to a loss of pay.

ii. Regularization requests of the employee must be acted upon by their reporting / L1 manager. L1 Managers are required to act on the request (i.e., Approve / Reject) **within 14 days from the request raised on HRMS**. If no action is taken within this timeframe, the request will be automatically denied and the status will continue to be listed as "Absent" in the HRM and it cannot be processed further.

iii. In case of attendance, regularization is not raised in a timely manner or if the same is not approved by the reporting/L1 manager of the employee on or before the 21st day of every month, the same will lead to loss of pay for the current pay cycle.



- e. Any attendance marked / informed through any medium other than that mentioned above (such as emails / calls / messages etc.) will not be considered and would lead to loss of pay.
- f. In case any discrepancy / integrity issue is found in respect of the employee's attendance (marking or regularization etc.), the Company may initiate disciplinary action which may include suspension or termination.

3. UNSCHEDULED LATE ARRIVAL:

Employees are required to check in promptly as per their shift timings. However, the Company acknowledges the fact that an employee may be constrained due to various pressing factors / reasons and other recognized force majeure reasons due to which there may be delay in reporting to work as per the work schedule. In such cases, it will be the responsibility of the employee to inform their reporting / L1 Manager as early as possible.

4. UNSCHEDULED ABSENCE:

Any unauthorized or unapproved absence of more than three (3) consecutive working days will lead to disciplinary action (absconding) initiation. In such cases, the Company may initiate disciplinary action which may include the issuance of a warning or suspension or termination. The HR team will try and reach out to the employee through different channels for 5 days from the date of 1st absence, post that the employee is considered as absconding.

**Apart from above listed causes, any exception(s) to be taken care post CXO level / HR Head as per the merit of the case.*



PART - B

LEAVE POLICY

These leave rules define the types and quantum of leaves available to the employees and lay down a consistent, uniform, and well-defined leave policy across the Company. The purpose of this policy is to enable the employees to meet their social commitments, personal exigencies, and sickness needs as well as make time for leisure.

5. LEAVE ENTITLEMENT:

5.1. The employees are entitled to the following leaves during each calendar year. (commencing January 1st and ending December 31st, each year):

Type of leaves	Full-time employees (Per Calendar year)	Interns & Apprentice (Per Month)	Carry Forward	Encashment
Casual leave	6	0.5	NA	NA
Sick leave	6	0.5	NA	NA
Earned leave (6 Days working)	15	0	Maximum 45 leave Balance subject to availability	NA
Earned leave (5 Days working)	12	0	Maximum 36 leave Balance subject to availability	NA
Paternity leave	7	0	NA	NA
Maternity leave	As per maternity policy separately notified by the Company.			
Bereavement leaves	7	0	NA	NA

5.2 Public Holidays & Weekly Off:

a) Apart from the leave entitlement mentioned above, the employees will be entitled for weekly off as per their working day requirements.

The employees will also be entitled for off days on designated public holidays. In this respect, the HR Department will release a public holiday list for each year. Such a holiday list will be specific to the geography or state in which the employee is



b) posted, and the list will bifurcate in two (2) categories:

- i. **Mandatory Holidays**
- ii. **State Holidays**

The number of such "Mandatory and State" holidays shall depend on the Region where the employee is posted.

5.3 Types of Leaves, Their Description & Rules:

Types of Leaves	Description and Rules	When and how to apply
Casual Leaves	These leaves are granted for personal or unforeseen circumstances that require an employee's absence.	Can be applied within 7 days after the day of absence.
Sick Leaves	These leaves may be taken for being absent from work during sickness.	Can be applied within 14 days after the day of absence
Earned Leaves	These are the leaves which are earned by the Employee while being in continuous employment of the Company.	Can be applied within 7 days after the day of absence
Maternity Leaves	Please refer to a separate policy document for Maternity benefits.	Can be applied within 7 days after the day of absence
Paternity Leaves*	<ul style="list-style-type: none"> • Male employees are entitled to paid paternity leave and/or on valid adoption of a child below the age of one year • The duration of the paternity leave is a maximum of seven (7) consecutive days (inclusive of week offs and holidays). • This leave benefit has to be availed within one (1) month from the date of birth of the newborn. • Applicants must provide documents verifying the child's birth within one month of the child's 	Can be applied within 14 days after the day of absence.



	birth, if requested.	
Sabbatical Leaves	<ul style="list-style-type: none"> ● In order to be eligible for sabbatical leaves, the applicant employee should have completed at least twenty-four (24) months' tenure with the Company. However, all sabbatical leaves will be granted at the discretion of the Management or BU head. ● All sabbatical leaves would be without pay. ● The employee cannot regularize leaves on sabbatical. Monthly leaves are not credited in the duration while employees are on sabbatical leave. ● In case of continuation of leaves beyond the approved period, re-joining by the employee will be solely at the discretion of the Company. In case such permission is not granted, then the employment will be terminated. 	Unpaid leaves would be marked on HRMS post approvals from BU head.



Bereavement Leave*	<ul style="list-style-type: none">● All permanent / full time employees are eligible for paid bereavement leave upon the death of an immediate family member regardless of their length of service. <p>The following shall be considered as immediate family members:</p> <ul style="list-style-type: none">➤ Parent (Natural / Step)➤ Grandparents (Immediate or Spouse's)➤ Parents-in-law➤ Legal Guardian (in case parents are not alive)➤ Spouse or Partner➤ Brother or Sister (Natural / Step)➤ Child (Natural / Adopted / Step)➤ Grandchildren➤ Any other member with whom the employee makes his / her home <ul style="list-style-type: none">● Bereavement Leave can be availed by an employee for a maximum period of seven (7) consecutive days including weekends and intervening holidays.● An employee must promptly notify their reporting / L1 manager regarding their use of bereavement leave with dates of proceeding on leave and of resuming office so that adequate job coverage can be arranged during the employees' absence.	Can be applied within 14 days from the date of occurrence of such incidents.
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<p>Leave without Pay</p>	<ul style="list-style-type: none"> ● In case of extreme emergencies, the reporting / L1 manager may agree for Leave without Pay to an employee. Just to clarify, salary for the Leave without Pay period, even if such is agreed by the manager, will not be paid. ● This will be done only when proven conclusively that the said Leave is unavoidable. ● The manager should send this information to the HR team on a regular basis for payroll purposes. ● Leaves taken in excess of leave balance or which is not approved by the manager will result in loss of pay. 	<p>Employee can apply for such leaves in case the employee has exhausted their leave balance. Employees have to apply for unpaid leaves in HRMS for such days.</p>
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**Apart from above listed causes, any exception(s) to be taken care post CXO level / HR Head as per the merit of the case.*

Leave requests of the employee must be acted upon by their reporting / L1 manager.

L1 Managers are required to act on the request (i.e., Approve / Reject) within 14 days from the request raised on HRMS. If no action is taken within this timeframe, the request will be automatically rejected and the status will remain as "Absent" in the HRMS, and it will not be processed further.

6. LEAVE APPLICATIONS & SANCTIONS:

- 6.1.** For sick leaves, bereavement leave, personal emergencies or force majeure events (substantiated with proofs to the satisfaction of the manager and HRBP).
- 6.2.** If an employee is unable to provide advance notice of leave due to unavoidable circumstances, the employee is required to inform their reporting / L1 manager and HRBP as soon as possible, via official channels, and follow it up with email.
- 6.3.** In case the employee does not apply for leaves in the manner stated under this policy, their absent days will not be adjusted against their leave balance. Therefore, unapplied or unapproved leaves will lead to a loss of pay even if the employee has leave balance in his account.

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GENERAL GUIDELINES:

1. The leave calendar shall be for each Calendar year.
2. There is no leave encashment that will be paid out along with the full & final settlement of the employee.
3. Casual Leaves and Earned Leaves will be credited on a pro-rata basis as per the date of joining of the employee. In case the employee joins after the 15th of a month, then no leaves shall be credited for that month.
4. Week-offs and public holidays will be excluded in leave calculation.
5. All leaves must be earned before being availed.
6. Due approval of the reporting / L1 manager must be obtained before proceeding on leave.
7. All the new joiners will be eligible to avail the above-mentioned leaves after successful completion of their probation period. The employees are eligible for only one (1) sick leave during probation. Until then, the accumulation on a pro-rata basis shall keep happening from the backend.
8. An employee is eligible to take sick leave for a period of maximum three (3) working days at a stretch. In case, where an employee is required to avail sick leave for more than three (3) working days, then the employee may be asked to provide medical advice/ admission papers, or discharge papers basis L1 manager/ HR team's discretion.
9. An employee is not eligible to avail leaves while serving their notice period. The availed leaves shall be marked as leave without pay.

DISCLAIMER:

This is an internal policy of the Company. This policy may be changed from time to time at the discretion of the Company depending on the business needs and accepted practices, the employees are advised to check the HRMS for updated policy documents. The decision of the Management will be considered as final on all disputes or concerns arising out of this Policy.

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Annexure 3.2



WORK FROM HOME POLICY

Master List Ref:	Release Date:	Last Review Date:
HR-WR-004	December 2018	January 2020
Version:	Process Owner:	Process Administrator:
7.1	Human Resources	Human Resources

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OBJECTIVE

The purpose of the Work from Home Policy (“Policy”) is to outline the principles of working from home. It aims at providing a structure that will allow eligible employees of Firstsource Solutions Limited (“Company”) to work from home on infrequent or irregular basis.

ELIGIBILITY

The following employees are entitled to work from home:

- Employees in grade D and above
- Should have completed at least 6 months in the Company and is a confirmed employee
- The employee is not on a Performance Improvement Plan (“PIP”)
- E1 grade and below: This is only on specific approval from the functional head and the Human Resource (“HR”) SPOC needs to be kept informed about it.

WORK FROM HOME ARRANGEMENTS

- Work from home arrangements are not automatically available and will only be considered:
 - If the work does not require direct supervision
 - There is no face-to-face communication required with clients and other staff
 - There is no impact of the arrangement on co-workers
 - The work does not require access to confidential documents that should not be removed from the Company office
 - The employee has demonstrated that he/ she is self-motivated, self – disciplined, can work independently, is able to manage distractions and have the ability to meet deadlines
- It is not an employee’s right to be able to work from home. There may be circumstances when the Company is unable to accommodate the employee’s request of working from home



- However, the Company will not refuse a request for working from home without giving sound business reasons for doing so. Requests for working from home will be considered and will be approved at the supervisor's and functional head's discretion, taking into account the individual's circumstances and the needs of the organization.
- Work from home arrangements may contain:
 - Regular days working from home - for example, every Tuesday and Wednesday
 - Flexible arrangements - for example, two days per week approved by the supervisor
 - Certain employees as approved by their supervisor and functional head may be given an option to permanently work from home.
 - Working for a few hours from home. For e.g.: An employee may choose to connect in the first half from office and the latter half from home.
 - Working from a location different from the employee's base location for a period of time.
- All work from home arrangements including the schedule of days of working from home or the required hours of work at home will have to be mutually agreed upon by the employee and their direct supervisor and shall require approval from the functional head who has control over the working of the employee
- The employee will be required to come into work once in every 30 days or as agreed with the supervisors. The employee may be required to attend the work place on a particular day scheduled as a work from home day to attend meetings or training programmes or to give and receive information. In such a case the employee will be required to work at the Company office that day. Such a requirement will be at the decision of the immediate supervisor who will try and give as much notice as possible
- Meetings with other people in relation to the Company's business should not take place at the employee's home. Current terms and conditions applying to employees at the Company place apply to employees working from home
- Advance approval from the direct supervisor is required to attend personal appointments during work hours on work from home days



- Employees having a work from home arrangement will ensure that they have a suitable environment in which they can focus on work. Employees should ensure that they can work free from disruption, e.g. by having adequate care arrangements in place for dependants who may be at home during working hours
- Employees will communicate with the Company and respond to their e-mail messages as they normally would if present in the Company office.

PROCEDURE

- The employee will need to put a request to the supervisor requesting for the work from home arrangement
- An employee can only work from home subject to the approval of the supervisor and the functional head
- Duration for the work from home arrangement for the particular employee is at the discretion of the supervisor
- HR business partner should be kept informed about this arrangement for the particular employee

RESPONSIBILITIES OF EMPLOYEE

- Discuss and seek the approval of the direct supervisor for any work from home arrangement
- Ensure continual contact with the Company office while working from home
- Ensure appropriate connections to the internet are in place at the home work place
- Arrange all day and dependent care requirements so that work from home can be completed without interruption
- Ensure attendance/ leave details/ shift schedules are updated on Kronos

RESPONSIBILITIES OF EMPLOYER

- Review and authorize all work from home requests as appropriate
- Ensure that such arrangements do not negatively impact on required service levels



- Confirm the details, changes or discontinuation of all ongoing work from home arrangements with the employee
- Employees should be treated no less favourably than those working within the Company office. Supervisors must also ensure that the training needs of the employee are fully considered and that they are offered training opportunities in the same way as those working in the Company office/ site.

FACILITIES & REIMBURSEMENTS

TELEPHONE/MOBILE PHONE:

The Company will not provide a telephone/ mobile phone to employees if they are working from home. Employees will be reimbursed their mobile expenses as outlined in the Mobile Policy.

LAPTOP

The Company may provide the facility of a laptop depending on the role of the employee. Please note this is subject to approval of the functional head.

BROADBAND

The Company will not purchase a broadband connection for the employee and will not reimburse the expense towards the broadband purchased by the employee. In case of an exception to the aforementioned point, the functional head on his/ her discretion may advise an amount to be added to the salary towards broadband expenses. Please note that this amount will be withdrawn as and when the employee discontinues working from home.

OTHER EXPENSES

The Company will not pay for costs such as heating, lighting, electricity, gas, water, rent or wear and tear at home for employees who have been granted permission to work from home.



SECURITY OF ASSETS & INFORMATION

Security of assets and information will be as agreed for the employee as it is for Company office based employment. It is agreed that the employee will take all reasonable precautions necessary to secure the Company's materials in accordance with the Company's Information Security Policy. This includes ensuring that paper and electronic files are suitably secured so as to be accessed only by the employee and authorized personnel of the Company.

TERMINATION OF WORK FROM HOME ARRANGEMENT

An employee's approval to work at home may be revoked at any time by either the employee or his/ her supervisor. The arrangement may be terminated:

- In situations where the arrangement is impacting the performance of the employee.
- Where there is a need for the employee's performance to improve for reasons other than their work location.
- Where the operational demands of the function can no longer accommodate such arrangements.

Upon termination of the arrangement, the employee will ensure that all data from their laptop/ desktop will be deleted in accordance with the Company's policies and procedures.

FAQs

1. Is the Work from home facility a right of every employee?

It is not an employee right to be able to work from home. There may be circumstances when the Company is unable to accommodate the employee's request of working from home.



2. If I want to propose a change in Policy, what is the process for change?

Please send a request, through your head of department, for any additions/modifications that you may wish to propose to Head-HR/ C&B Lead stating:

- The proposed change in Policy
- Reason for the change proposed.

The proposed changes will be evaluated and placed before the Management Committee for their consideration and approval. The Policy will take effect on the day the approved changes are circulated to all Managers.

REVIEW

This policy shall be reviewed at least annually or when significant changes are proposed to occur.



Work From Home Policy

■ Objective

This document aims to articulate guidelines around the work from home policy in Pixel Conception Technologies Pvt. Ltd. This policy exists to support the business requirement when the employee is not available in office premises.

■ Applicable

This policy is applicable to all employees at Pixel Conception Technologies Pvt. Ltd.

■ Process to be followed

If there is a business requirement, the company may ask the employees to work from home. Below process needs to be followed for approval of work from home request:

- 1) If employee is on leave and the Manager want him to work from home to complete the project requirement then the Manager will first take an approval from the HR Department and then inform the employee to work from home.
- 2) If employee wants to apply for work from home, he/she should contact his/her manager. If there is a project requirement then the Manager should take an approval from HR Department and inform the employee accordingly.

Manager also needs to inform Accounts department about the same so that they can consider the same while preparing the salary.

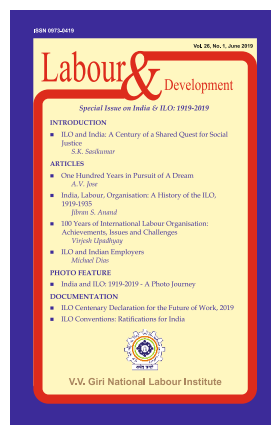
Please note:

- 1) In case an employee does not take an approval prior to working from home, he/she will not be paid for that day.
- 2) Approval for working from home is based on the company requirement. Company does not promote work from home provision.

Human Resource Department

LABOUR & DEVELOPMENT

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Type of Bank Account :	Current Account
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MICR Code of Bank :	110020029

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V.V. Giri National Labour Institute is a premier institution involved in research, training, education, publication and consultancy on labour and related issues. Set up in 1974, the Institute is an autonomous body of the Ministry of Labour and Employment, Government of India. It is committed to establishing labour and labour relations as a central feature in the development agenda through :

- Disseminating knowledge, skills and attitudes to major social partners and stakeholders concerned with labour and employment;
- Addressing issues of transformations in the world of work;
- Undertaking research studies and training interventions of world class standards; and
- Building understanding and partnerships with globally respected institutions involved with labour.



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