

# LTIMindtree Norge AS Gender Equality Report

FY 2023-24

LTIMindtree Norge AS (Formerly LARSEN & TOUBRO INFOTECH NORGE AS)

Office Address: Strandveien 50, 1366 Lysaker, Norway  
Organisasjonsnummer: 921 974 248

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LTIMindtree Limited is a subsidiary of Larsen & Toubro Limited

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## 1 Introduction

This first annual Gender Equality Assessment report is published in accordance with The Equality and Anti-Discrimination Act.

The report is made on behalf of LTIMindtree Norge AS. The gender equality assessment for the Financial Year 2023-24 (FY24) was carried out for our company having business registration number 921 974 248, located at Strandveien 50, 1366 Lysaker, Oslo, Norway. The assessment has been carried out duly considering the Norwegian Directorate for Children, Youth and Family Affairs (Bufdir) guidelines and in cooperation with the employee representatives and our Norwegian Working Environment Committee.

This gender equality assessment report for FY 2023-24 is an annexure to the annual report.

Questions to the content of this report can be directed to the Nordic HR Team at [HR.Nordics@LTIMindtree.com](mailto:HR.Nordics@LTIMindtree.com)

## 2 Our Structure and Operations

LTIMindtree Norge AS of Norway is a subsidiary of LTIMindtree Limited and the company's business consists of delivering Information Technology (IT) solutions and IT services to clients globally and in Norway. LTIMindtree Limited, the parent entity is a global technology consulting and digital solutions company that enables enterprises across industries to reimagine business models, accelerate innovation, and maximize growth by harnessing digital technologies.

As of March 1, 2024, LTIMindtree Norge AS has 56 employees.

## 3 The structure of this Gender Equality Assessment Report

This report is structured according to the guideline from the Norwegian Directorate for Children, Youth and Family Affairs. It falls into 2 parts.

**Part 1** contains the mapping of the actual gender equality balance and this activity falls into four sections:

- a. Risk of discrimination and obstacles to equality
- b. Gender balance and gender differences in part-time, temporary and parental leave
- c. Salary differences and gender distribution at different levels/groups
- d. Involuntary part-time

Based on the findings from the mapping of gender equality in the Norwegian part of LTIMindtree, activities to promote gender equality and mitigate the risk of discrimination will be defined. This is the first report on Gender Equality therefore evaluation of progress and results will take place when preparing for the next report covering FY25.

**Part 2** describes how LTIM Norway AS works with gender equality and anti-discrimination. Since this is the first report according to the guidelines from Bufdir, present activities initiated are mainly based on global or European policies, guidelines and initiatives. It is important that LTIMindtree implement initiatives that are relevant in a Norwegian context. Initiatives for the present FY25 will be discussed and worded in close collaboration with the Working Environment Committee.

## 4 Part 1: Mapping of gender equality and activities to promote a strong gender balance

### Mapping of Gender Equality

LTIMindtree Norway works actively, purposefully and systematically to create and maintain equality and prevent discrimination in the workplace. The work is centered around a series of activities and internal guidelines and policies. Together they create the framework and foundation for our effort and achievements.

#### a. Risk of discrimination and obstacles to equality

When recruiting new employees for the Norway office the company always strive to make the recruitment process as gender neutral as possible. LTIM is aware that the IT sector traditionally is a male dominated area and in order to create and culture a diverse working environment it is important to attract and retain female employees. As a consequence, the company makes an effort to signal an inclusive atmosphere where diversity is a goal and where every candidate for a job position is treated equally.

#### *Recruitment*

We practice a competency-based recruitment process that focuses on identifying the skills and potential that are necessary for a specific position or role. This means we have a specific skill-based requirement profile for each role, where we rank the various relevant competencies. This ranking then governs how the interviews are carried out. We use standardized questions that are determined by scientifically proven methods and linked to the desired qualities. In the end, all candidates are assessed using the same criteria.

#### *Job postings*

The job ad is based on the criteria's in the requirement profile. We encourage anyone with the necessary skills to apply. We use a gender-neutral and inclusive language and avoid any images or descriptions that could influence job seekers in a biased direction. We list "must have" and "nice to have" skills in a way that is clear and easy to understand. We always post our job ads on broad and well-established job boards and forums to reach candidates with all kinds of backgrounds and experiences.

#### *Job interviews*

Candidates are selected for job interviews based on how well their listed competencies and experiences match the requirement profile in question (all candidates are ranked using the same method). We practice structured interviews with pre-planned and standardized questions for all candidates. These questions are behavioral or situational, allowing candidates to provide specific examples from their experience and demonstrate their skills in real-world scenarios. Using standardized questions and scoring criteria we ensure that everyone is evaluated using the same parameters, guaranteeing consistency and fairness across the board. The interviews are conducted by video or in physical meetings, based on the candidate's availability. Our aim is always to have a diverse interview panel with different genders, backgrounds and experience levels to promote inclusiveness.

#### *Employment*

Candidates are selected for employment based on the rank in our standardized scorecards and assessment sheets. If two or several candidates achieve the same rank, we make a prioritization to make sure we have a diverse team consisting of people with different genders, backgrounds and prerequisites. We are open to making adaptations to satisfy any reasonable needs that the candidates might have regarding a customized workplace or other flexible working conditions. All new hires are introduced to the company in a thorough and standardized way, getting to know our different policies, processes and company culture.

#### *Promotions and career possibilities*

We strive to be an inclusive and diverse workplace. We are of course aware of the risks of biased hiring and promoting and that routines might be blinding. To mitigate this risk, we make an effort to discuss gender and equality issues in all aspects of the employee life cycle, including promotions, possibilities and career opportunities within the company.

LTIMindtree Norge AS is part of LTIMindtree with 81.000+ employees in more than 30 countries. There are many possibilities of building a career in Norway or in one of the other countries. Diversity and cultural awareness are part of everyday life at the office and a strong point of departure for everything we do. Internal job-postings of the company are highlighted on mails, and we hire based on competencies and experience no matter which role that needs to be filled – in Norway and any other country we operate in.

We do not collect information about pregnancy, adoption or plans to have children, religion or outlook on life, ethnicity, disability, sexual orientation, gender identity or gender expression in the employment process.

#### *Supporting policies and procedures*

In order to keep a strong focus on gender, diversity and the risk of discrimination LTIMindtree has developed several policies of which the following three are highlighted in this report:

**Equal Opportunity Policy:** It aims at providing an inclusive workplace by providing fair and equal opportunities to employees and applicants with no discrimination based on religion, race, ethnicity, nationality, gender, gender identity, gender expression, veteran status, language, age, sexual orientation, marital status, socio-economic status, physical and mental ability, thinking styles, education and experience, etc.

**Diversity Equity and Inclusion Employee Policy:** The policy aims to create awareness and help build a culture where people feel included and develop a sense of belonging to the Company thereby creating a safe environment and improved engagement for all our employees.

**Non-discrimination policy:** It aims to provide a safe working environment and prohibits any form of discrimination against applicants or employees.

#### *Harassment and unwanted behavior*

When it comes to harassment, sexual harassment and unwanted behavior the company emphasizes and demands a respectful and safe work behavior and environment. Whereas LTIMindtree is not as diverse when it comes to gender as we would like to be, we are proud to state that the company is extremely diverse when it comes to being multicultural and multilingual. However, many different cultures in a workplace raise the risk of cultural misunderstandings and differences in verbal directness depending on a Nordic or Indian cultural background.

**Policy for Prevention of Sexual Harassment:** The policy aims to ensure a safe, secure, and congenial work environment, without any gender bias, inhibition, or fear and to spread awareness about the causes and consequences of sexual harassment at workplace.

We have not had any cases during the last couple of years and to ensure this continues we will review our routines for handling such cases in the Norwegian Working Environment Committee.

## **b. Gender balance and gender differences in part-time, temporary and parental leave**

#### *Gender balance*

As of March 1, 2024, LTIMindtree Norway AS has a gender balance of 80/20.

Gender balance Norway	Count	Percentage
Male	45	80
Female	11	20
Total count	56	100

The uneven gender balance is unfortunately the same as we see in our other offices in the Nordic region. Since we believe that gender diversity is fundamental for a positive work environment and success of our

business, we would like to see this change. As described above we focus on attracting, recruiting and retaining women in our office.

However, two factors influence our gender balance negatively. The business of Information Technology is traditionally a male dominated business area. While we strive to recruit in a gender-neutral way, the pool of applicants for any given role is often only male. This is partly due to the fact that IT universities also experience a heavy overweight of male students. We are hopeful that time and the development of society will help to change this.

Another reason has to do with the fact that we operate in an area where the talent pool is limited. Labor shortages are prevalent in our industry and the technology field is developing so fast that human resources are scarce. Being an Indian based company, we send Indian deputies to Norway for a shorter or longer period of time in order to solve this issue or to bring in highly specialized employees to do client-based problem solving or consult on quality engineering in specific sectors. These specialists are often Indian men since the employment rate among women in India is considered to be as low as 10%<sup>1</sup>

#### *Temporary employees and part-time employees*

LTIM Norway very rarely employs locals on temporary contracts – mostly because the talent pool is too limited, and the competences are not available for short term contracts. During FY23 we have had one female employee on a temporary contract. This was for a specialized project which has now ended.

We don't have any employees on part-time contracts and have received no requests for part-time employment during FY23.

#### *Family leave*

Two male employees have been on parental leave during FY23. One employee for 15 weeks and the other for four weeks. No female employees have applied for or been on parental leave. All requests for taking family leave have been met by the company.

### **c. Salary differences and gender distribution at different levels/groups**

#### *Grades and ranks*

LTIM Norway AS has a complex system of grades and ranks which assists in comparing salary. The grade and rank system is role based. Two employees in the same grade will in general have the same role in our company and perform the same tasks and have the same responsibility. Therefore, the rank system is considered gender neutral. Grades and the accompanying ranks are also used when billing the client and since each billable hour must be of same quality no matter which employee has performed the task, we make an effort to place our employees in the right grade when they enter our company.

Grade and rank for the individual employee is based on the role, the skill set and the experience she or he brings to the table combined with the responsibility that the employee holds in the defined role.

Our career framework is explained in the table below. We distinguish between several grade types; P is specialist roles, M is manager roles, E is Executive Management, and S is Sales Organization.

Specialists		Managers		Global Sales Organization	
Grade	Rank	Grade	Rank	Grade	Rank
		E1-E3	Executive leadership		
P8	Managing Principal	M8	Principal Director	S8	Principal Director
P7	Senior Principal	M7	Senior Director	S7	Senior Director
P6	Principal	M6	Director	S6	Director

<sup>1</sup> Center for Monitoring the Indian Economy (CMIE), 2022

P5	Associate Principal		M5	Associate Director		S5	Associate Director
P4	Senior Specialist		M4	Senior Manager		S4	Senior Manager
P3	Specialist		M3	Manager		S3	Manager
P2	Senior		M2	Senior Executive		S2	Senior Executive
P1	Junior specialist		M1	Executive		S1	Executive
P0	Trainee						

The majority of the LTIM employees in Norway is either specialists or part of the sales organization.

#### *Salary comparisons*

Below is the gender-based analysis of salary for LTIMindtree Norway AS. The analysis is only done for the grades where male as well as female employees are represented. All employees are working full-time.

As can be seen, our largest group is IT specialists with the rank of Senior Specialist (P4). This is an experienced employee who will typically work fairly independently at a client's site, sometimes with responsibility for smaller projects. We have 10 employees in this rank with a 60/40 gender balance. Average yearly salary for the grade is NOK 791.594 and salary is identical for our male and female employees on this grade.

For the employees engaged in sales (S3) it can be seen that the female employees are above the average for the group. However, since the group only consists of three employees it is not possible to draw strong conclusions for this group. The same goes for the group of employees at rank 5 where one female manager has been added to a group of experienced IT specialists in order to compare her salary to other employees and integrate her in the analysis.

The highest paid employees shown in the table are the top sales team in Norway (S8). This group consists of three employees, and it stands out that the female executive makes 10% less than the average for the group and that the highest paid male has a yearly salary that is approx. 16% higher than his female colleague. This is due to the fact that the male employee has very specialized and sought after skills, but when hiring new Principal Directors to the sales team in the future this inequality must be a matter of focus for the Talent Acquisition team.

Grade	Number of employees in group	Female	Male	Average salary	Deviation from average Female	Deviation from average Male
P2	6	1	5	619.195	97,7%	100,5%
P4	10	6	4	791.594	100,0%	100,0%
P5/M5	4	2	2	865.519	97,2%	102,8%
S3	3	2	1	854.033	105,2%	89,6%
S8	3	1	2	1.665.043	90,7%	104,7%

#### **d. Involuntary part-time**



LTIMindtree has no employees working part time in Norway. We strive to be a family-oriented workplace that allows our employees to have work life balance. In case the company is approached by an employee who wishes to work part time we will accommodate him or her to the greatest extent possible.

### **Risks of in-equality**

The above analysis shows that LTIMindtree Norway AS has a strong focus on gender equality and that the company actively, purposefully and systematically strive to create and maintain equality and prevent discrimination in the workplace.

However, as in all other companies there is always a risk that a minority might obtain less attractive working conditions than the majority of the employees. In all areas of the employee life cycle, it is therefore necessary to focus on this and strive to mitigate the risks.

The risks have many sources. Some stem from inattention to the gender issue in everyday office life, some stem from habits and biases, and some stem from culture and different traditions. In an Indian based company, Norwegian and Indian culture confluence most of the time – but some of the time one or the other stands strongly visible. We are aware of the cultural differences, and we aim at keeping this out in the open and a topic for continuous discussion among ourselves.

We find that one of the greatest challenges has to do with structures in society and they will only change slowly and over time. The Information Technology sector is male dominated but with time and the right initiatives at university level, more women will find an IT based education interesting and in accordance with their wishes and dreams for a future career.

### **Activities**

This is the first year that LTIMindtree is giving this gender balance assessment and working in a most structured way with gender equality and non-discrimination in a Norwegian setup. Hence, it is the first year we are initiating fundamental measures and activities. The exact nature and content of the initiatives will be decided with the employees in the Working Environment Committee in the second half of 2024.

So far, the following initiatives are initiated or planned:

- Review of present recruitment process and analysis of job ads and setup for job interviews with a focus of making them more attractive to female applicants
- Review of parental leave options and measurement against what is common in the market
- Salary review of all salaries in the Norwegian subsidiary – with a focus on market level and gender equality at all levels and ranks in the company
- Round table discussion with the 11 Norwegian employees on gender and risks of bias and inequality in a male dominated workplace – hosted by the female HRBP for Norway.
- Theme discussions on gender and anti-discrimination in the Working Environment Committee

### **Results of the efforts**

The work on gender equality and anti-discrimination in our Norwegian subsidiary is rooted in the Working Environment Committee which consists of our safety representative, our employee and our employer representatives. It has quarterly meetings, and the upcoming efforts will be discussed in and implemented from this forum. In FY24 the committee's primary focus has been on establishing the policies and guidelines for the committee's work.

We have worked together with the rest of LTIMindtree on creating awareness on anti-discrimination and gender balance – globally as well as locally. We have participated in European and Global company initiatives – e.g. International Women's Day and Pride Week.

No issues of discrimination or gender imbalances have been brought to the attention of the Working Environment Committee within FY24.



## Part 2: Statement of Activities and Initiatives

### **Work on diversity, gender balance and anti-discrimination**

LTIMindtree has an extensive framework for working with diversity, inclusion and gender equality. We believe that diversity is a key driver for success. As an equal opportunity employer LTIMindtree Norway promotes equal opportunity for all employees, irrespective of race, ethnicity, nationality, gender, language, age, sexual orientation, religion, marital status, veteran status, and socio-economic status.

The global diversity policy serves as a guideline to encourage and enhance belonging in every corner of LTIMindtree and as a result of this every employee of the organization has an important role to play in the materialization of our diversity objectives.

### **Diversity framework**

We are committed to creating an environment where diverse employees can achieve their full potential and feel valued for who they are. Our charter focuses on five areas:

- Ethnicity/ nationality
- Persons with Disability
- Gender
- LGBTQ+ inclusion
- Veterans

To achieve this, employees have a responsibility of contributing to promoting and sustaining an inclusive workplace, respecting the dignity and diversity of all people and being mindful of one's own potential unconscious bias. Managers must constantly demonstrate inclusive leadership behaviors and culture a mutual respect in every interaction with employees, customers, vendors and others in the work environment. Leaders of LTIMindtree must demonstrate, acknowledge and encourage inclusive and respectful behavior among employees and recognize and appropriately address any other behavior not consistent with our charter of equal opportunity, diversity or inclusion.

### **Working with equality, diversity and inclusion in Norway**

In LTIMindtree Norway AS the work with gender equality, diversity and anti-discrimination is anchored in our Working Environment Committee and part of the Health, Safety and Environment work that we do. The committee consists of employee representatives and representatives for the employer. The HR team for Norway supports the work of the committee.

The committee meets four times a year and discusses all relevant matters and issues within the perimeter of the HSE agenda. No issues of lack of gender balance or discrimination have been brought to the attention of the committee.

The Working Environment Committee was restructured and updated during FY24 in order to better work with the relevant issues in a Norwegian context. New members were elected, and the work has so far been centered on fulfilling the demands of the Norwegian Working Environment Act. Our Norway Health and Safety Handbook is currently under revision and the updated version will reflect the strengthened focus on gender equality, diversity and inclusion.

### **Risks and main challenges**

The Working Environment Committee has focused primarily on creating a positive, physical working environment and on how to maintain a healthy atmosphere where the feeling of psychological safety is preeminent.

Due to the size of the Oslo office, most potential risks are not visible to the eye, but we are aware that this does not exclude the possibility of inequality and discrimination. At the same time, it makes it difficult to create diversity to the same extent that is found in a large corporation. Furthermore, there is always a risk that a minority might obtain less attractive working conditions compared to the majority of the employees.

Risks have many sources. A challenge for LTIMindtree Norway AS might be the cultural factor of being part of an Indian company in a Nordic context. We try to mitigate this by conducting regular cultural awareness programs for our new Indian employees arriving in Norway and teaching our non-Indian colleagues about Indian values and traditions. Another – and equally important – risk stems from structural factors in society. The Information Technology sector is male dominated but with time and the right initiatives at university level, more women will find an IT based education interesting and in accordance with their wishes and dreams for a future career.

### **Activities**

The office in Oslo, Norway is a small office where 10-12 people work on/off during the week. Travels are for some employees frequent and as a sales organization and many of our Norwegian employees are therefore at the clients' site most of the time. There is of course an interest in working with these topics and issues, but it has to be scaled to the size of the office in order for it to be meaningful activities.

The following initiatives are initiated or planned:

- Review of present recruitment process and analysis of job ads and setup for job interviews with a focus of making them more attractive to women applicants
- Review of parental leave options and measurement against what is common in the market
- Salary review of all salaries in the Norwegian subsidiary – with a focus on market level and gender equality at all levels and ranks in the company
- Round table discussion with the 11 Norwegian employees on gender and risks of bias and inequality in a male dominated workplace – hosted by the female HRBP for Norway.
- Theme discussions on gender and anti-discrimination in the Working Environment Committee

### **Expectations for the future work**

In order to ensure that the Working Environment Committee has a clear and prioritized focus in the rest of FY25 we will in collaboration with the employees initiate a survey among the employees in Norway containing questions about the topics and issues of this report. That will provide a sound foundation for shaping and pinpointing which initiatives must be on top of our minds and our list in our future work.

It is also expected that the above-listed initiatives will supplement our global work on diversity, gender balance and anti-discrimination in a local context. This together with a committee review of the requirements laid down in the Norwegian legislation sums up the initiatives and expectations for the next year.