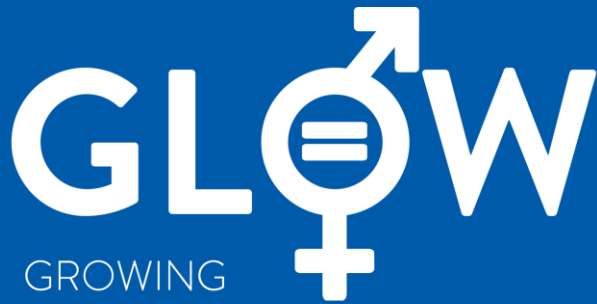




REIMAGINING SOCIAL CHANGE



GROWING  
LIVELIHOOD OPPORTUNITIES  
FOR WOMEN

# Roadmap to gender equity for last mile delivery operations

November, 2022

# Glossary of terms (1/3)

- **Delivery agent (DA):** Professionals working to pick up and deliver packages to end consumers
- **Flexi-staffing (FS):** Provision of semi-skilled employees (e.g., retail sales associates, tele-callers, warehouse packers) to large companies
- **Growing Livelihood Opportunities for Women (GLOW):** FSG's Program that aims to sustainably place 1m+ women from households with low-income in jobs by shifting companies' mindset and practices
- **High potential industries:** Industries that have the potential to create a) large number of jobs, b) leverage women's capabilities, and c) align with women's employment needs. Home healthcare, Logistics, and Flexi-staffing have been identified as high potential industries for GLOW.
- **Home Healthcare (HHC):** Provision of healthcare services at home (e.g., post-hospital care, healthcare management for the elderly)
- **Home Healthcare attendant:** Trained / experienced worker who provides non-medical care (e.g., hygiene care, mobility assistance) for elderly, sick, or disabled people in their own home. Attendants do not provide medical care (e.g., IV infusion, injections).
- **Household (HH):** Group of persons who normally live together and take their meals from a common kitchen unless the exigencies of work prevent any of them from doing so<sup>1</sup>

1. Ministry of Home Affairs: [Census terms](#)

## Glossary of terms (2/3)

- **Household with low-income:** Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below.
- **Job:** Activity performed in exchange for income through wages
- **Logistics:** Transport and storage of the parcel from the seller to the end-consumer. Roles in the logistics industry include delivery agent, warehouse packer and sorter
- **Labour force participation rate (LFPR)<sup>1</sup>:** Percentage of 15-59 year olds that are a) employed, or b) are unemployed but seeking work, or c) have expressed willingness to work
- **New Consumer Classification System (NCCS):** Method of classifying consumers by their propensity to spend using two variables – education of the chief wage earner and the number of consumer durables owned by the household from a predefined list<sup>2</sup>
- **National Family Health Survey (NFHS):** Large-scale, multi-round survey conducted in a representative sample of households throughout India to provide demographic and health database
- **Partners:** Companies that are collaborating with GLOW to increase women's recruitment, retention, and promotion

1. Source: PLFS 2017-18; While PLFS 2017-18 defines LFPR across all age-groups, we have referred to this as LFPR for 15-59 year olds only | 2. Co-developed by Market Research Society of India and Media Research Users Council

# Glossary of terms (3/3)

- **Period Labour Force Survey (PLFS):** Quarterly and annual surveys conducted by Ministry of Statistics and Programme Implementation (MOSPI) for measurement of key indicators pertaining to employment (e.g., labour force participation) by demographic variables (e.g., urban vs, rural, gender)
- **Self-employed:** A person who a) operates own farm or non-farm enterprise, or b) is engaged independently in a profession or trade, or c) is working in their household/family-run enterprise
- **Unemployment rate (UR):**  $(LFPR - WPR) / LFPR$
- **Urban:** A settlement with at least 100,000 inhabitants with density of 400 people per sq. km or more, and at least 75% of male working population engaged in non-farm activities<sup>1</sup>
- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income<sup>3</sup> in urban<sup>4</sup> India
- **Worker population ratio (WPR)<sup>2</sup>:** Percentage of 15-59 year olds that are employed

1. Defined as settlements of at least 5,000 inhabitants with density of 400 people per sq. km or more, and at least 75% of male working population engaged in non-farm activities, by Ministry of Home Affairs | 2. Source: PLFS 2017-18; While PLFS 2017-18 defines WPR across all age-groups, we have referred to this as WPR for 15-59 year olds only | 3. Households belonging to A3 to E3 NCCS categories | 4. Population of more than 100,000 based on RBIs definition of urban centers

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# Enhanced women participation in the workforce can provide access to a large high performing workforce

PRELIMINARY

## Key benefits of hiring women<sup>1</sup>

- Access to additional pool of candidates
- Higher accuracy in sorting parcels
- Lower ageing of parcels
- Reduced damages
- Lower onboarding time
- Lower absenteeism
- Lesser attrition
- Improved brand perception among customers
- Improved work culture

## Supporting quotes

*"If a parcel falls off the crate, women pick it up then and there instead of thinking that they will do this later"*

**– Sorting team manager, Warehouse**

*"Metrics such as ageing, damages, throughput have improved significantly since we have started employing more women"*

**– Senior manager, Warehouse**

*"Women pick up scanning parcels and put them very quickly, and hence start performing up to mark sooner"*

**– Team leader, Warehouse**

*"Women retain better because they value job security, work environment, and a well known brand more than men"*

**– HR manager, Last mile**

*"Hiring women results in increased discipline and professionalism as male DAs do not use abusive language in front of women"*

**– HR manager, Last mile**

1. Based on interviews with executives, hub managers, HR, operations managers

# Last-mile delivery companies are unable to increase the participation of women because of 3 key challenges

PRELIMINARY

Challenge	Objections raised by staff	
Low priority given to hiring women	<i>"My productivity will get impacted if I hire women DAs<sup>1</sup>. Even men are unable to deliver 50 orders, how will women do this?"</i> – Team leader, Last mile	<i>"I do not have the time to go and find women. I need to focus on closing hiring gaps in the critical DCs<sup>2</sup>"</i> – Recruiter, Last mile
	<i>"I cannot hire women for this route because their safety will be an issue"</i> – HR manager, Last mile	
Limited capability to hire women	<i>"We found some interested women but their family was not ready"</i> – Recruiter, Last mile	<i>"We use the same posters to hire men and women"</i> – HR manager, Last mile
	<i>"How can I find women for field role? Most women want to work in office"</i> – Recruiter, Last mile	<i>"Women do not have vehicles. How can I hire them?"</i> – HR manager, Last mile
Low retention of women	<i>"I get very tired carrying the weight of 60-70 parcels"</i> – Woman delivery agent	<i>"Many hubs do not have washrooms for women"</i> – HR manager, Last mile
	<i>"We need to sensitize team leaders on how to speak with women"</i> – HR manager, Last mile	<i>"We should have women supervisors to ensure women DAs feel comfortable"</i> – Chief People Officer, Logistics

1. Delivery agents; 2. Distribution centers

# By investing time and resources, our partners have been able to hire and retain women for the last mile delivery role

PRELIMINARY



**Recruiter**

*"I joined as I want to learn about HR. I hope to be an on-roll employee"*

## Activities to increase recruitment

- Explored 3 channels to find women:
  - Posted the opening on portals
  - Asked for referrals from food DAs outside restaurants, guards, cab drivers, petrol pump employees, male DAs, and hub managers in 4 hubs
  - Reached out to local influencers and NGOs
- Modified pitch to attract women (e.g., free opportunity, get free by 6 pm)

## Activities to increase retention

- Called women bi-weekly to resolve concerns
- Visited 3 hubs to resolve key concerns of women DAs:
  - Counselling male DAs on using appropriate language
  - Requested a hub manager to assist a woman DA with route planning
- Escalated key issues to the HR manager



**Regional HR manager**

*"I feel this can be a great addition to my CV"*

- Hired a dedicated resource to recruit women
- Convinced reluctant hub managers to hire women
- Aligned with senior operations manager to push team to hire women
- Asked sourcing vendors, HR team, and hub managers to recruit women DAs
- Identified NGOs and EV dealerships and connected with an EV rental company
- Followed up with leadership on key concerns

- Conducted a session on Day 1 to identify key issues women might face and brainstorm interventions
- Prioritized hubs with good working conditions for women (e.g., washrooms)
- Counselling hub managers and male DAs on the importance of gender diversity

**The team recruited 11 women delivery agents (DAs) in 14 days**



# GLOW has identified 22 interventions to address the key challenges limiting women's participation in last mile delivery

PRELIMINARY

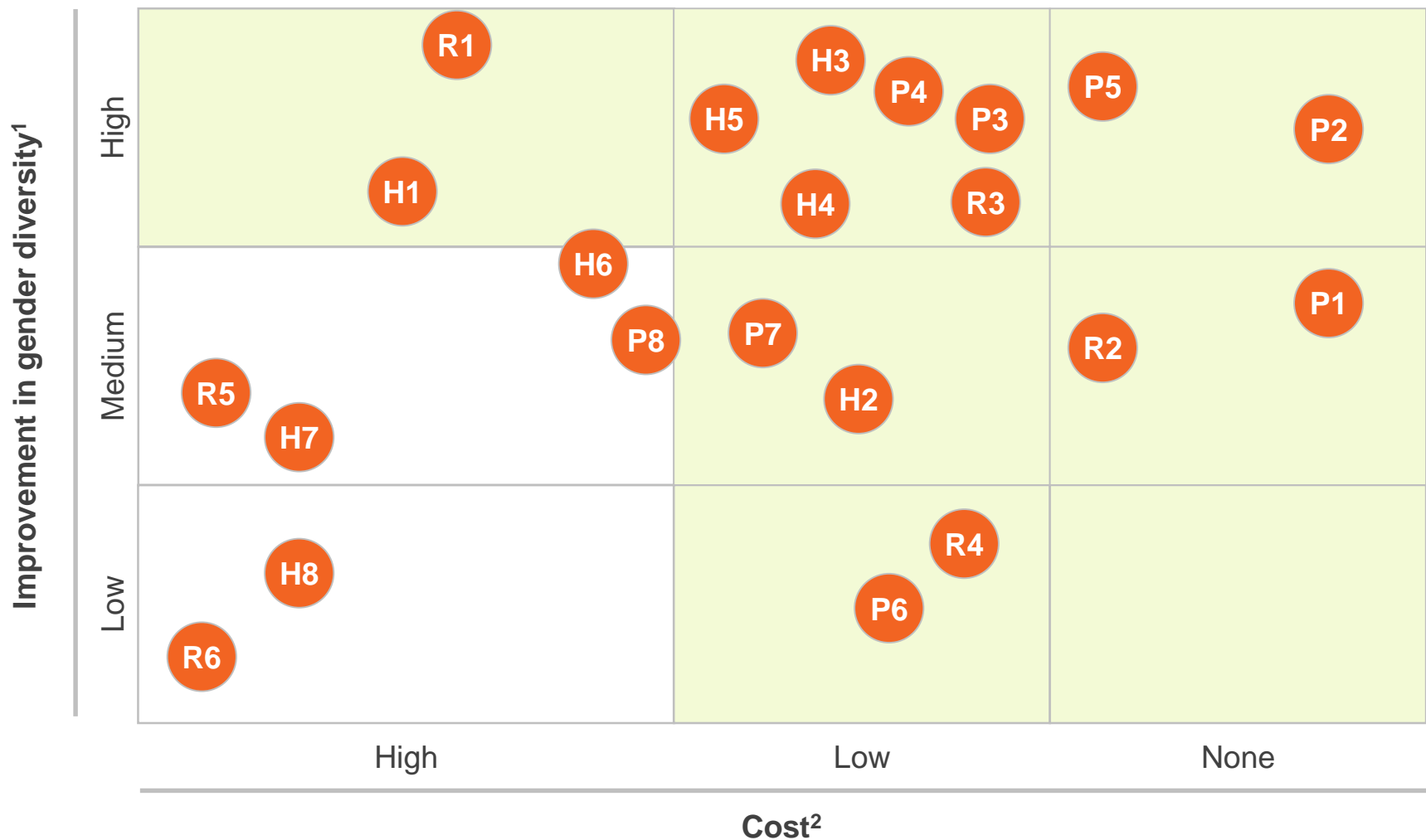
Key challenges	Potential interventions	
Low priority given to hiring women	<p><b>P1</b> Internal communication*</p> <p><b>P2</b> Reward program*</p> <p><b>P3</b> Diversity dashboard</p> <p><b>P4</b> Incentives for vendors</p>	<p><b>P5</b> Diversity KPIs</p> <p><b>P6</b> Safety mechanisms</p> <p><b>P7</b> Hub prioritization</p> <p><b>P8</b> Mandates for vendors</p>
Limited capability to hire women	<p><b>H1</b> Recruiter training*</p> <p><b>H2</b> Gender equitable vendors</p> <p><b>H3</b> Paid referral program</p> <p><b>H4</b> Partnerships for assets</p>	<p><b>H5</b> Female HR and managers</p> <p><b>H6</b> Digital recruitment*</p> <p><b>H7</b> Campaign to convince family</p> <p><b>H8</b> Women DAs in media</p>
Low retention of women	<p><b>R1</b> Initial handholding</p> <p><b>R2</b> Storage of load at hubs</p> <p><b>R3</b> Productivity targets restructuring</p>	<p><b>R4</b> Washroom access</p> <p><b>R5</b> Late reporting time</p> <p><b>R6</b> Women WhatsApp group</p>

1. Refer to appendix for details of interventions; 2. Legend: P: Priority, H: Hire, R: Retain; 3. "\*" Indicates interventions that will not be relevant if hiring / hub operations are primarily through vendors

# GLOW has prioritized interventions that are cost effective and could result in high increase in gender diversity...

PRELIMINARY

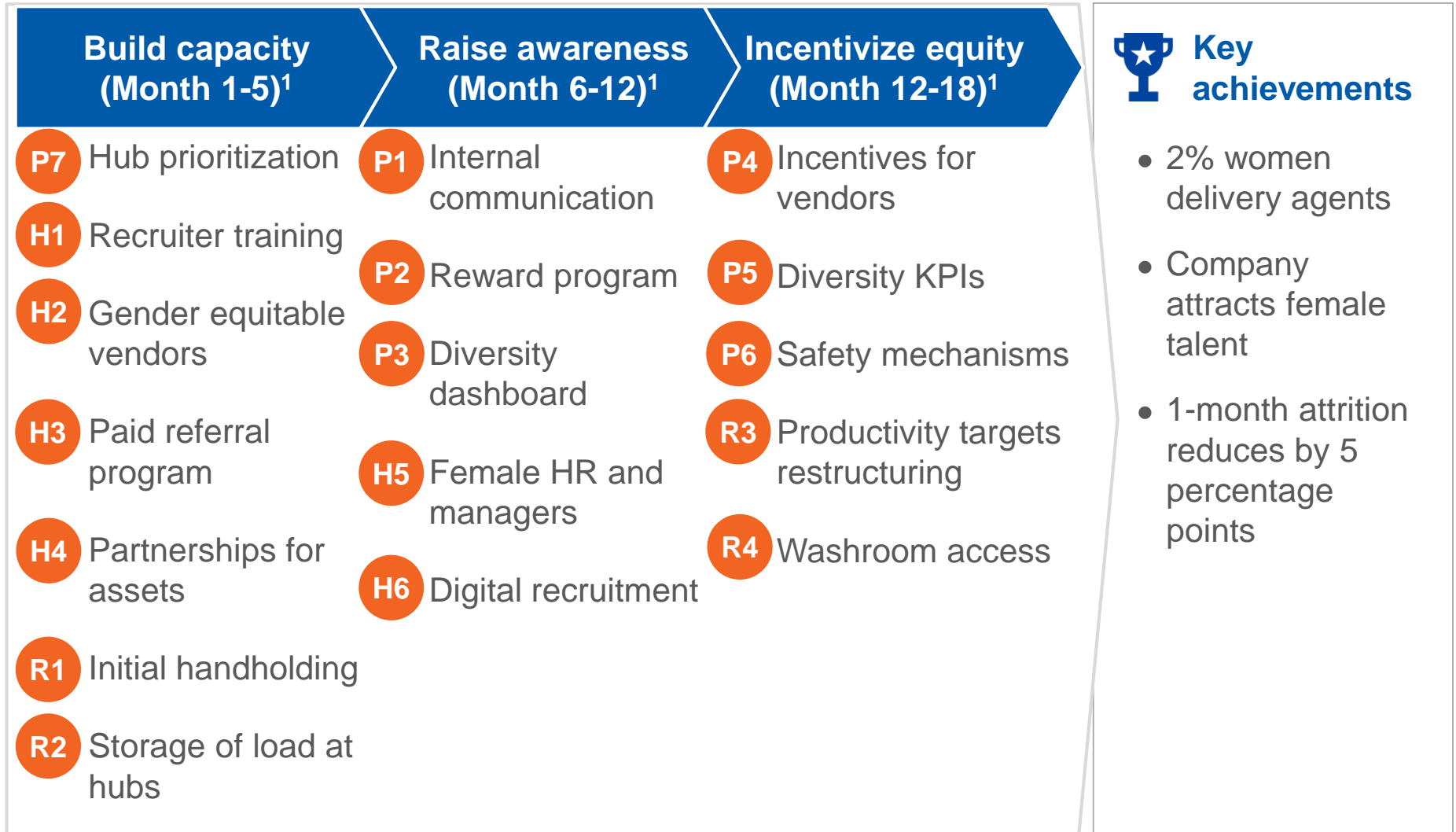
Cost-benefit analysis of interventions



1. Increase in percentage points of women by the end of 1 year. 2. Cost of implementing an intervention (e.g., cost of implementation, ongoing cost);  
Note: Refer to appendix for details of interventions; Legend: P: Priority, H: Hire, R: Retain

# ...and developed a roadmap to make last mile operations gender-equitable

PRELIMINARY



1. Timelines are indicative; 2. Legend: P: Priority, H: Hire, R: Retain

# 9 key interventions can enable organizations to hire women delivery agents

PRELIMINARY

## Through own recruiters

- P7** Identify suitable hubs (e.g., with access to washrooms, safe routes, vacancy, high volume, progressive hub managers)
- H5** Assign a dedicated, preferably female, recruiter to hire women DAs
- H1** Restructure recruitment processes:
  - Post women-specific job openings in existing channels (e.g., staffing companies, job portals, referrals)
  - Modify recruiter script to convince women
  - Make collateral gender equitable (e.g., include photos and testimonials of women DAs)
  - Sign up community influencers and mobilizers
  - Leaflet / advertise in local newspapers
- H4** Partner with bike rentals / financiers / smartphone refurbishers to facilitate access to assets (e.g., two-wheelers, smartphones)
- H6** Run social media campaign to hire women
- H3** Pay for referrals of women candidates

## Through vendors

- P7** Identify suitable hubs (e.g., with access to washrooms, safe routes, vacancy, high volume, progressive hub managers)
- P4** Incentivize vendors to hire women:
  - Assign new geographies to gender-equitable vendors
  - Provide advance notice (e.g., 1-2 weeks) to staffing companies for mobilizing women
  - Recognize gender equitable vendors and staffing companies (e.g., through social media mentions)
- H1** Share gender equitable hiring collateral (e.g., sample pitch, collateral) with vendors
- P8** (*Longer term*) Mandate vendors to hire women

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# FSG Inclusive Markets (IM) believes that markets can and should benefit the poor

**We believe** that markets should be part of the portfolio of interventions for social change

**Our strength** is in understanding how to make inclusive business models work, and how to get them to scale

**We create impact in various program areas** by:

- **Driving new thinking** for the field, and
- **Making change happen** on the ground

We are a **mission driven** and **non-profit** unit whose work is entirely public domain

# Growing Livelihood Opportunities for Women (GLOW's) Vision, Mission and Goals



## ***Vision***

- **Improve gender equity in India** by economically empowering women



## ***Mission***

- **Sustainably place 1m+ women** from households with low-income<sup>1</sup> in jobs **by shifting companies' mindset and practices**



## ***Goals***

In 6 years:

- **Place 100,000 women in jobs** across 2-3 high-growth industries
- **Increase women's workforce participation by 6%** across partners<sup>2</sup>
- **Make it easier and less risky for these industries to increase women's workforce participation** by publishing best practices and demonstrating the business benefits of employing women

<sup>1</sup> – Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below | <sup>2</sup> – Companies that are collaborating with GLOW to increase women's recruitment, retention, and promotion

# Most women in urban India come from low-income and low-education backgrounds



- 83% of women in urban India come from households with low-income<sup>1</sup>
- 85% of women from households with low-income have not gone to college
- >50% of women from households with low-income have not completed Grade 10

**To meaningfully increase women's workforce participation, women from low-income and low-education backgrounds need to be employed**

1 – Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below



# Indian women want to work in jobs despite multiple barriers from society and families

## Indian women's workforce participation is low

- In India, women's workforce participation has dropped from 45% to 27% from 2005 to 2019<sup>1</sup>
- India ranks 143 amongst 146 countries in women's 'Economic Participation and Opportunity'<sup>2</sup>
- Over the last 13 years, ~80% of the 46m jobs lost in agriculture have been lost by women<sup>3</sup>

## Women face multiple barriers from society and families

- 84% of women need families' permission prior to deciding to work<sup>4</sup>
- 69% of key decision makers<sup>5</sup> firmly believe that a woman's main role is to take care of the home and children<sup>4,5</sup>
- Working women spend as much time (i.e. >4 hours) on household responsibilities as non-working women<sup>4</sup>

## But women want to work in jobs (vs. entrepreneurship) to support family expenses

- 1 out of 2 women are either working or seeking a job<sup>4</sup>
- Supporting personal and family expenses is the key reason for >90% women to start working<sup>4</sup>
- ~80% women would not stop seeking jobs even if they had no financial need<sup>4</sup>
- 2 out of 3 aspiring-to-work women prefer jobs over entrepreneurship and almost all want fixed salaries over daily wages<sup>4</sup>

1 - NSSO 2004-05 and PLFS 2018-19 | 2 – World Economic Forum, Global Gender Gap Report 2022 | 3 – NSSO 2004-05 and PLFS 2017-18 | 4 – FSG's interviews with 6,600 women and 550 family members of women from urban households with low-income in 16 cities across 14 states in India | 5 – Member of respondent's family that woman respondent would need to seek permission from to pursue a job or business

# 1m+ women can be placed in high-growth industries, but companies find this value proposition unattractive

## High-growth industries have jobs that women want, and can do



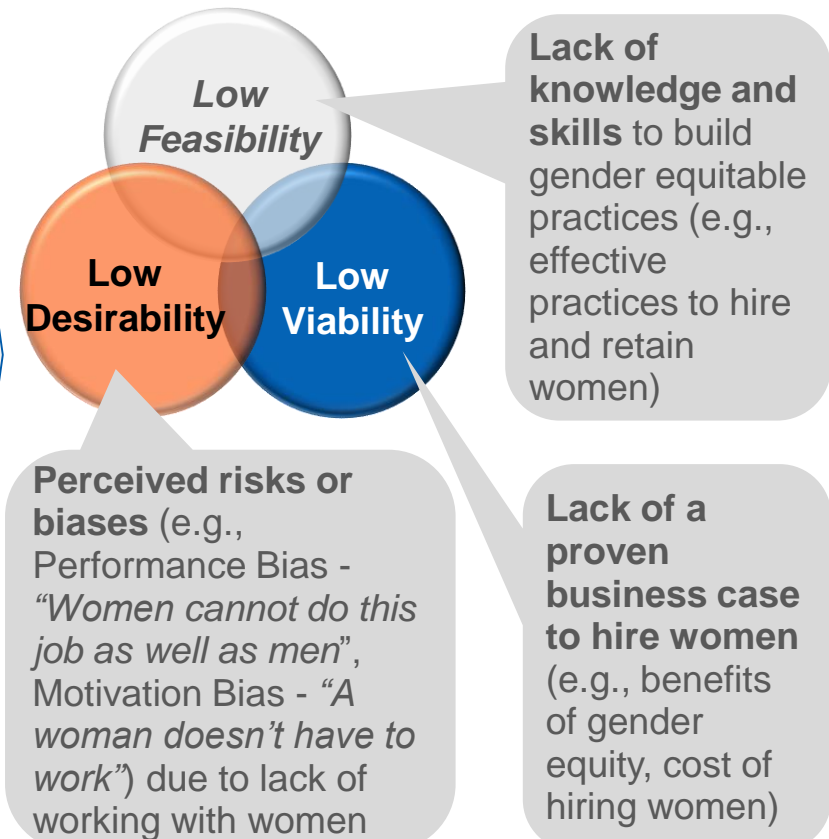
**Warehouse Packer**

- Many job roles in high-growth industries only need minimal on-the-job training (e.g., warehouse packer)<sup>1</sup>
- 79% of women who have not completed Grade 10 are willing to assemble or pack items<sup>2</sup>

## High-growth industries could employ 1m+ women

- In 2020, high-growth industries (e.g., logistics and flexi-staffing) employed ~9m workers of which only ~5% were women<sup>3</sup>
- By 2030, these industries could potentially employ ~15m workers<sup>4</sup>
- Increasing women's participation in high-growth industries from 5% to 10% can place 1m+ women in jobs by 2030<sup>4</sup>

## But companies in high-growth industries see employing women as risky and challenging



1 – Based on FSG’s interviews with companies in high-growth industries like Logistics and Flexi-staffing | 2 – FSG’s interviews with 6,600 women from urban households with low-income in 16 cities across 14 states in India | 3 - Logistics data from PLFS 2019-20 and Flexi-staffing data from Indian Staffing Federation Report ,2018 and 2021 | 4 - Based on a conservative estimate of worker growth of 4 percent CAGR for Logistics and 8 percent CAGR for Flexi-staffing industry, Logistics and Flexi-staffing industries could employ ~15 million workers by 2030

# GLOW is piloting solutions to address companies' challenges on the desirability, viability and feasibility of employing women

PRELIMINARY

## Challenges faced by companies

### Desirability

#### Perceived risks or biases due to lack of working with women

- **Motivation Bias** - *"A woman doesn't have to work."*
- **Appropriateness Bias** - *"This is a man's job."*
- **Performance Bias** - *"Women cannot do this job as well as men."*
- **Affinity Bias** - *"I can easily ask a man I already know for a good candidate."*
- **Safety Bias (or perceived risk)** - *"Safety of women is a concern in night shifts."*

### Viability

#### Lack of a proven business case to hire women:

- Business benefits of having a gender diverse workforce are unknown
- Cost-effective and practical solutions to build a gender diverse workforce are unknown

### Feasibility

#### Lack of knowledge to build gender equitable practices:

- Recruitment channels used are not optimized to yield women candidates
- Hiring messages tend to be male-centric and exclude information valuable to women (e.g., posters advertise for an 'office boy' )
- Not enough support networks for women to receive job-related information
- Women's needs are assumed while making policies or decisions

## Solutions to be piloted by GLOW

- **Demonstrate business benefits of gender equity by highlighting performance of women** (e.g., higher retention, lower errors, improved work culture)
- **Communicate gender-diversity goals internally** and pay recruiters a target based incentive to encourage hiring of women
- **Identify new channels to hire women** (e.g., local female leaders, grassroots organizations)
- **Identify segments of women with a higher propensity to work** (e.g., segments by education, marital status)
- **Develop gender equitable hiring collateral** (e.g., posters with photos of both men and women)
- **Create a compelling hiring pitch** (e.g., highlight benefits such as flexible working hours, mechanisms to ensure safety) for female candidates
- **Redesign incentive structures** to align with needs of women

# Till date, GLOW has signed-up 17 partners and placed 1,400+ women in jobs through some pilots

## 17 partners signed-up

Together, these partners currently employ ~350,000 people and less than 2% are women

DEPENDO  
Altruist Co.



3PO:NT  
HUMAN CAPITAL



Even



MOWO  
Moving women



INDUCTUS



labournet



## Multiple pilots in-progress

- Use local influencers as mobilizers (e.g., *Mahila Mandal* president)
- Incentivize recruiters to hire women
- Create a pitch that is attractive for women
- Assign experienced female mentors to new female employees
- Share case studies of women doing work considered difficult for them
- ... and more

## Gender equitable policies and practices being implemented

- Recruitment channels optimized to yield women candidates
- Recruiter capability improved through training and recruitment collaterals
- Support provided to female employees during initial days of on-boarding
- Internal communication about gender-diversity goals improved
- Gender equitable incentive payment structures explored
- Period leave policy being implemented
- ... and more

1,400+ women placed in jobs through pilots in the last ~7 months

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# Details of high priority interventions for last mile delivery operations (1/4)

PRELIMINARY

Name	Description
<b>P1 Internal communication</b>	<ul style="list-style-type: none"> <li>Communicate to recruitment and operations teams that gender diversity is a priority due to business benefits (e.g., lower attrition)</li> <li>Leadership sends a monthly email / newsletter to the organization highlighting recruiters and team leaders who hired most women</li> <li>Senior management takes updates on diversity hiring in weekly / bi-weekly check-ins</li> </ul>
<b>P2 Reward program</b>	<ul style="list-style-type: none"> <li>Pay recruitment and operations team members who hire the most women per month, who deliver at least 600 parcels or complete 1 month</li> </ul>
<b>P3 Diversity dashboard</b>	<ul style="list-style-type: none"> <li>Publish a centralized dashboard to track monthly progress of each geography against gender diversity targets</li> </ul>
<b>P4 Incentives for vendors</b>	<ul style="list-style-type: none"> <li>Assign new geographies to gender-equitable vendors</li> <li>Provide advance notice (e.g., 1-2 weeks) to staffing companies for mobilizing women</li> <li>Recognize gender equitable vendors and staffing companies (e.g., through social media mentions)</li> </ul>
<b>P5 Diversity KPIs</b>	<ul style="list-style-type: none"> <li>Give bonuses to recruiters and managers only if they hire at least 1 woman DA per month, who delivers at least 600 parcels or completes 1 month</li> <li>Give bonuses to hub managers only if they have 2 women DAs</li> <li>Assign diversity targets for promotion of recruitment and operations team</li> <li>Set realistic diversity targets to ensure early wins and gradually increase the targets over the years</li> </ul>

Legend: P: Priority; H: Hire, R:Retain

# Details of high priority interventions for last mile delivery operations (2/4)

PRELIMINARY

Name	Description
<b>P6 Safety mechanisms</b>	<ul style="list-style-type: none"> <li>• Provide pepper spray</li> <li>• Introduce SOS button on delivery app for emergencies</li> </ul>
<b>P7 Hub prioritization</b>	<ul style="list-style-type: none"> <li>• Create a checklist of non-negotiable conditions a hub should fulfil to employ women (e.g., located in a safe area)</li> <li>• Hire women in hubs that fulfil the above conditions</li> </ul>
<b>P8 Mandates for vendors</b>	<ul style="list-style-type: none"> <li>• Mandate vendors to hire women</li> </ul>
<b>H1 Recruiter training</b>	<ul style="list-style-type: none"> <li>• Conduct trainings for recruiters and managers to build their capability to hire women. Potential topics: <ul style="list-style-type: none"> <li>– Post women-specific job openings in existing channels (e.g., staffing companies, job portals, referrals)</li> <li>– Modify recruiter script to convince women</li> <li>– Sign up community mobilizers and influencers</li> <li>– Leaflet / advertise in local newspapers</li> <li>– Share hiring collateral (pitch, flyers, channels) to convince women with vendors</li> </ul> </li> </ul>
<b>H2 Gender equitable vendors</b>	<ul style="list-style-type: none"> <li>• On-board organizations, that can mobilize women, as vendors (e.g., Even Cargo, MOWO)</li> </ul>
<b>H3 Paid referral program</b>	<ul style="list-style-type: none"> <li>• Offer a referral bonus of INR 500 (similar rate as payments to vendors) for every referred DA who completes 1 month with the company</li> </ul>

Legend: P: Priority; H: Hire, R:Retain

# Details of high priority interventions for last mile delivery operations (3/4)

PRELIMINARY

Name	Description
<b>H4 Partnerships for assets</b>	<ul style="list-style-type: none"> <li>• Partner with bike rentals / financiers to facilitate access to two-wheelers</li> <li>• Partner with smartphone refurbishers (e.g., Sahivalue, Mobigarage) to facilitate access to low-cost smartphones</li> </ul>
<b>H5 Female HR and managers</b>	<ul style="list-style-type: none"> <li>• Hire women recruiters</li> <li>• Hire women in ~10% supervisory roles</li> </ul>
<b>H6 Digital recruitment</b>	<ul style="list-style-type: none"> <li>• Run an online campaign to target 3 segments of women more amenable to the DA role</li> </ul>
<b>H7 Campaign to convince family</b>	<ul style="list-style-type: none"> <li>• Run an online campaign with testimonials of family members of women DAs</li> <li>• Ask field recruiters and influencers to send SMS / WhatsApp to women candidates with link to access the collateral for family</li> </ul>
<b>H8 Women DAs in media</b>	<ul style="list-style-type: none"> <li>• Leverage product placement to normalize women working as DAs: <ul style="list-style-type: none"> <li>– Run TV advertisements showing women DAs to address the notion that this is a job for men</li> <li>– Reach out to producers in serials most watched by men in low income households. Ask the producer to show a woman college going student who became a delivery agent as a part-time job to pay for college</li> </ul> </li> </ul>
<b>R1 Initial handholding</b>	<ul style="list-style-type: none"> <li>• Call women DAs every 3-4 days in the first 15 days to address issues</li> </ul>
<b>R2 Storage of load at hubs</b>	<ul style="list-style-type: none"> <li>• Provide small storage bags and allow women DAs to keep a part of the load in those bags at the hub</li> </ul>

Legend: P: Priority; H: Hire, R:Retain



# Details of high priority interventions for last mile delivery operations (4/4)

PRELIMINARY

Name	Description
<b>R3</b> <b>Productivity targets restructuring</b>	<ul style="list-style-type: none"> <li>• Offer two roles:                             <ul style="list-style-type: none"> <li>– Existing productivity targets at existing pay</li> <li>– Lower productivity targets at lower pay</li> </ul> </li> </ul>
<b>R4</b> <b>Washroom access</b>	<ul style="list-style-type: none"> <li>• Tie-up with apartment complexes and petrol pumps to enable access to washrooms for women DAs</li> <li>• Women DAs are mostly on the field and use common / public washrooms</li> </ul>
<b>R5</b> <b>Late reporting time</b>	<ul style="list-style-type: none"> <li>• Offer two roles:                             <ul style="list-style-type: none"> <li>– Existing reporting time (~7.30 am) at existing pay</li> <li>– Delay reporting time to 9 am at lower pay</li> </ul> </li> </ul>
<b>R6</b> <b>Woman WhatsApp group</b>	<ul style="list-style-type: none"> <li>• Create a WhatsApp group for women DAs to raise key concerns and get tips from each other</li> <li>• HR recruiter will need to manage conversations so that it does not demotivate other women DAs</li> </ul>

Legend: P: Priority; H: Hire, R:Retain

## Procedure followed when a woman DA presses the SOS button

- A notification goes to the hub TL<sup>1</sup>, ATL<sup>2</sup>, and the DA nearest to the woman DA
- The TL / ATL immediately calls the woman DA to check for support required
- Both the parties immediately start for the woman DA's location
- If required, the TL / ATL should contact emergency services (e.g., ambulance, police)

## Preparation to roll out the SOS feature

- Add an in-app feature to track the live location of the female DAs when she is logged in
- Train hub TLs, ATLs, and DAs on how to respond to SOS signals
- During on-boarding, inform women DAs about the SOS option and when to use it

1. Team Leader, 2. Assistant Team Leader

## Training topics

### For recruiters (4 hours)

- Channels to find women (e.g., local influencers, job portals)
- Pitch and collateral to attract women candidates (e.g., get free by 6 pm, free opportunity)
- FAQs for women candidates
- Collateral and pitch to convince family members
- Initial handholding for women DAs

### For managers (2 hours)

- Key issues faced by women and possible resolution
- Identification and partnership with ecosystem players (e.g., bike rental companies, refurbished smartphone providers)
- Operations team counselling on hiring women DAs
- Ways to motivate vendors and recruiters to hire women DAs

# Recruiter training | Make the online and offline collateral used for hiring, onboarding, and training of DAs gender-equitable

PRELIMINARY

## Poster to convince women

### Hiring female biker for Company



Photo of a woman

**Earn INR 15,000 in-hand + PF + insurance (ESI) + petrol and mobile allowance**

Part-time working options available

Delivery within 5 km radius

Get free by 4:30 pm on most days

INR 3-7 additional pay per order after completing 33 orders

Benefits for women

Logo



+91 XXXXX XXXXX

Clear call to action

## FAQs for family members

### Frequently asked questions

- I have only seen men do this job. How will a woman do it?**
  - Today, many women are working as delivery agents. We already have xx women DAs working with us and they are able to do this job very well.
  - Some women DAs have been working with us for 1-2 years and they say they like the ability to earn well, weekly payouts, and the ability to reach home early
- This job will be tiring and physically strenuous for my daughter / wife**
  - She will deliver light weight parcels such as phone chargers and bank documents
  - Also, she will deliver within a small radius of 5km in an area she prefers
  - We also provide part-time options so that she has to work for only 4-5 hours a day
- It's unsafe to visit strangers' homes / I do not want my wife to go door to door**
  - We value our delivery agents and have security mechanisms in place to ensure that they are safe at all times:
    - We track live location of DAs so that we can provide help if they need
    - We will also provide her an area that is safe (e.g., apartment complex)
    - We have a sexual harassment committee for redressal of any incident
    - CCTV cameras are installed in the delivery hubs and monitored regularly
- My daughter / wife cannot do this job as she does not know English**
  - She only needs to know very basic English so that she can read addresses on parcels. The delivery app is available in the local language as well.
- My daughter / wife does not own a Scooty**
  - If you do not have a two-wheeler, you can rent it.
  - We also provide petrol and mobile allowance
  - Our delivery agents earn enough money over a few months to buy their own Scooty
- It is not safe for women to ride in traffic**
  - Initially, we train women DAs for 1-2 days on how to do the job. She is accompanied by an experienced DA. During this time, she will also learn from experienced DA how to ride in traffic and do deliveries.
- The job has unsuitable timings for a woman**
  - Women are typically able to finish work by 4.30 pm. So, there is no work in the evenings and they will be able to reach their homes by 5-5.30 pm and cater to household responsibilities.
  - If needed, we can also provide part-time working options so that she to work for only 4-5 hours a day

# Recruiter training | Ask recruiters to convince women candidates by addressing key concerns (1/2)

PRELIMINARY

## Existing pitch

*"Hi, I am calling from company A. We are hiring delivery agents. Would you be interested in applying?"*



## Proposed pitch

*"Hi, I am calling from company A. We are hiring **women** delivery agents. On average, our delivery agents deliver ~40 orders per day, and **earn ~INR 14,000 per month**. We have also introduced several **facilities for women** such as part-time working options. Would you be interested in applying?"*



# Recruiter training | Ask recruiters to convince women candidates by addressing key concerns (2/2)

PRELIMINARY

## Concerns of women

- I do not have a driving license / bike



- I do not have time to do this job



- My family will not allow me to do this job / I do not think I can do this job

- .....



## Sample responses

- We have a tie up with an organization XYZ which can help provide you **electric bicycles on rent**

- We have **part-time working options** for DAs who are already working / studying

- We employ **~xx women delivery agents**
  - We really value our women delivery agents and have introduced many **facilities to support** them. (e.g., part-time working options)
  - Our women delivery agents are very satisfied. If you send me a “Hi” on this number, I can share a **video of some of our women DAs**

- .....

# Recruiter training | Field recruiters on-board local influencers and mobilizers (or “outsourced recruiters”)

PRELIMINARY

Channel	Description	Examples
<b>Influencer</b>	<ul style="list-style-type: none"> <li>• Influencers are individuals who are well respected and connected in the local community</li> <li>• Field recruiter will ask them to mobilize candidates for a pitch</li> </ul>	<ul style="list-style-type: none"> <li>• Local political leaders</li> <li>• Mahila mandal leaders</li> <li>• College principals</li> </ul>
<b>Outsourced recruiters</b>	<ul style="list-style-type: none"> <li>• Outsourced recruiters are individuals who meet target segments of women on a regular basis</li> <li>• Field recruiter will ask them to upload basic details of the candidate on a portal and pay them per successfully recruited woman</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilizers in training organizations</li> <li>• Anganwadi workers</li> <li>• Student campus ambassadors</li> <li>• Driving school instructors</li> <li>• Kirana store owners</li> <li>• Guards / reception in women's hostels</li> <li>• Treasurers / accountants in women's self help groups</li> </ul>

### Target 3 segments of women

- Separated / widowed women
- Single or married women who:
  - Have not gone to college at all
  - Have no young children (<6 years)
  - Are aware of other females working in their network
- College going women (for part time DA role only)

### Do not target 2 segments of women

- Single or married women who:
  - Are not aware of other females working in their network, or
  - Have young children (<6 years)
- Graduates



Segments	Key messages
Widowed / separated women	<ul style="list-style-type: none"> <li>Single-handedly manage your household and child’s education expenses</li> <li>Choose your own work timings: <ul style="list-style-type: none"> <li>Work part-time for only 4 hours</li> <li>Return home by 5 pm to complete household work</li> </ul> </li> <li>We welcome freshers: only need to know basic English and own a bike</li> </ul>
Lesser educated women with lower / no childcare responsibilities	<ul style="list-style-type: none"> <li>Pay for your household and child’s education expenses</li> <li>Choose your own work timings: <ul style="list-style-type: none"> <li>Work part-time for only 4 hours</li> <li>Return home by 5 pm to complete household work</li> </ul> </li> <li>We welcome freshers: only need to know basic English and own a bike</li> </ul>
College-going women	<ul style="list-style-type: none"> <li>Make your parents proud by paying for your own college</li> <li>Work for 4 hours per day and return home to study / apply for jobs</li> <li>Earn money by delivering on your bike</li> </ul>
Common messages	<ul style="list-style-type: none"> <li>Deliver near your home</li> <li>Increase earnings through performance based incentives</li> </ul>

### Key messages

- Single-handedly manage your household and child's education expenses
- Choose your own work timings:
  - Work part-time for only 4 hours
  - Return home by 5 pm to complete household work
- We welcome freshers: only need to know basic English and own a bike
- Deliver near your home
- Increase earnings through performance based incentives

### Sample script for widowed / separated women

Have a video structured as an interview with a widowed woman working as a delivery agent (DA):

- *"Mere pati ke guzarne ke baad ghar ka saara kharch mere upar aa gaya tha. Maine 10<sup>th</sup> ke baad padhai nahin ki thi, to bahut kam tankhwah waale jobs mil rahe the"*
- *"Delivery agent banne ke baad main har mahine INR 15-20k kama leti hoon"*
- *"Shuru mein bahut darr lagta tha ki yeh kaise karoongi main. 1-2 din dikkat hui aur thak bhi jaati thi, par mere team lead ne madad ki aur dheere dheere khud bhi samajh aane laga kaise kaam karna hai"*
- *"Main sham ko 5 baje tak ghar pahunch kar ghar ka kaam bhi kar leti hoon"*
- *"Agar zaroorat ho to beech mein bachchon ko dekhne ghar jaa sakti hoon. Main yeh job karke bahut khush hoon"*

## 3 video formats

- Interview with father of a woman DA
- Interview with husband of a woman DA
- Interview with husband and wife who are both working as DAs

## Key concerns to be addressed

- Job for men
- Physically tiring
- Not safe to visit stranger's home
- Does not know how to ride a two-wheeler
- Inability to cater to household and childcare responsibilities
- Does not own a two-wheeler
- Timings are not suitable

### The videos will be shared through:

- Online channels (e.g., social media campaigns)
- Offline channels (e.g., recruiter shares the link to the video with the women candidates)

### Key concerns

- This is a job for men
- Physically tiring
- Not safe to visit stranger's home
- Does not know how to ride a two-wheeler
- Inability to cater to household and childcare responsibilities
- Does not own a two-wheeler
- Timings are not suitable

### Sample script for interview with husband of woman DA

- *"I'm proud. Neha subah ghar ka kaam karke din mein delivery ka kaam karti hai"*
- *"Neha ke kaam karne se hum pakke ghar ka bhaada de paate hain"*
- *"Neha ko paise bhi har hafte milte hain, toh ekdum se kabhi zarurat padti hai toh humei tension nai hoti"*
- *"Shuru mei toh mujhe sahi nahi laga – kyuki tab toh Neha ne Scooty nayi nayi seekhi thi– par dheere dheere Neha ne scooty pe order deliver karna shuru kar diya"*
- *"Pehle soch kar ajeeb lagta tha ki poore din ghar ke bahar kaam karegi aur anjaan logo ke ghar jaaegi but ye humare hi ghar ke paas delivery krti hai. Kabhi kabhi toh offices aur bade buildings mei jaati hai jahan guard aur security camera bhi hote hain."*
- *"Ab Neha subah subah bachcho ka tiffin pack karke unhe school bhej deti hai aur unke school khatam hone tak wapas bhi aa jaati hai."*



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