



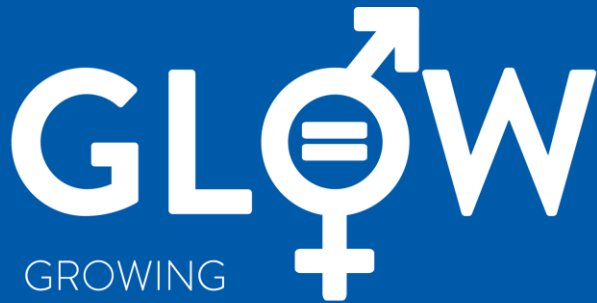
REIMAGINING SOCIAL CHANGE



www.fsg.org/glow



GLOW@fsg.org



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Roadmap to gender equity for flexi-staffing companies

December 2022

Glossary of terms (1/2)

- **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
- **Flexi-staffing (FS):** Provision of semi-skilled employees (e.g., retail sales associates, tele-callers, warehouse packers) to large companies
- **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 etc.
- **Delivery agent (DA):** Professionals working to pick up and deliver packages to end consumers
- **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 so¹
- **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

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

Glossary of terms (2/2)

- **Labour force participation rate (LFPR)¹:** 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 list²
- **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
- **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 activities³
- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income⁵ in urban⁶ India
- **Worker population ratio (WPR)⁴:** Percentage of 15-59 year olds that are employed

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 | 3. 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 |

4. 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 |

5. Households belonging to A3 to E3 NCCS categories | 6. Population of more than 100,000 based on RBIs definition of urban centers

- Hiring women has 3 benefits for flexi-staffing companies: a) Meet existing mandates, b) increase placement fee revenue, and c) win new business
- However, companies are unable to increase women associates because of 5 key challenges within and outside the organization: a) recruiters do not have the skills, b) recruiters are not motivated to change practices, c) families do not allow women to work, d) limited pool of women on job portals, and e) government policies limit women participation
- GLOW identified 37 interventions to address the key challenges in hiring female associates...
- ...and prioritized them by cost (e.g., ease of implementation) and potential improvement in gender diversity
- 12 cost-effective interventions executed at the head office can help staffing companies become reputed providers of a diverse workforce in ~18 months
- Building 3 accountability measures today will greatly increase a flexi-staffing company's chances of success: a) assigning a team, b) aligning on a meeting cadence, and c) setting 6-month outcomes

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Hiring women has 3 benefits for staffing companies

Preliminary

3 key benefits of hiring women¹

1 Meet existing mandates for women

2 Increase placement fee revenue due to better retention

3 Win new business from large diversity focused clients

Supporting quotes

"I have openings for over 1,000 women but face a challenge in finding women"

– CEO, staffing company

"Women retain in jobs for ~4 months whereas men retain only for 1.5-2 months"

– Manager, staffing company

"I know companies that want to staff women. I can approach them after I have a strong pitch"

– CEO, staffing company

"I can acquire 20 new clients if I can provide women"

– VP, staffing company

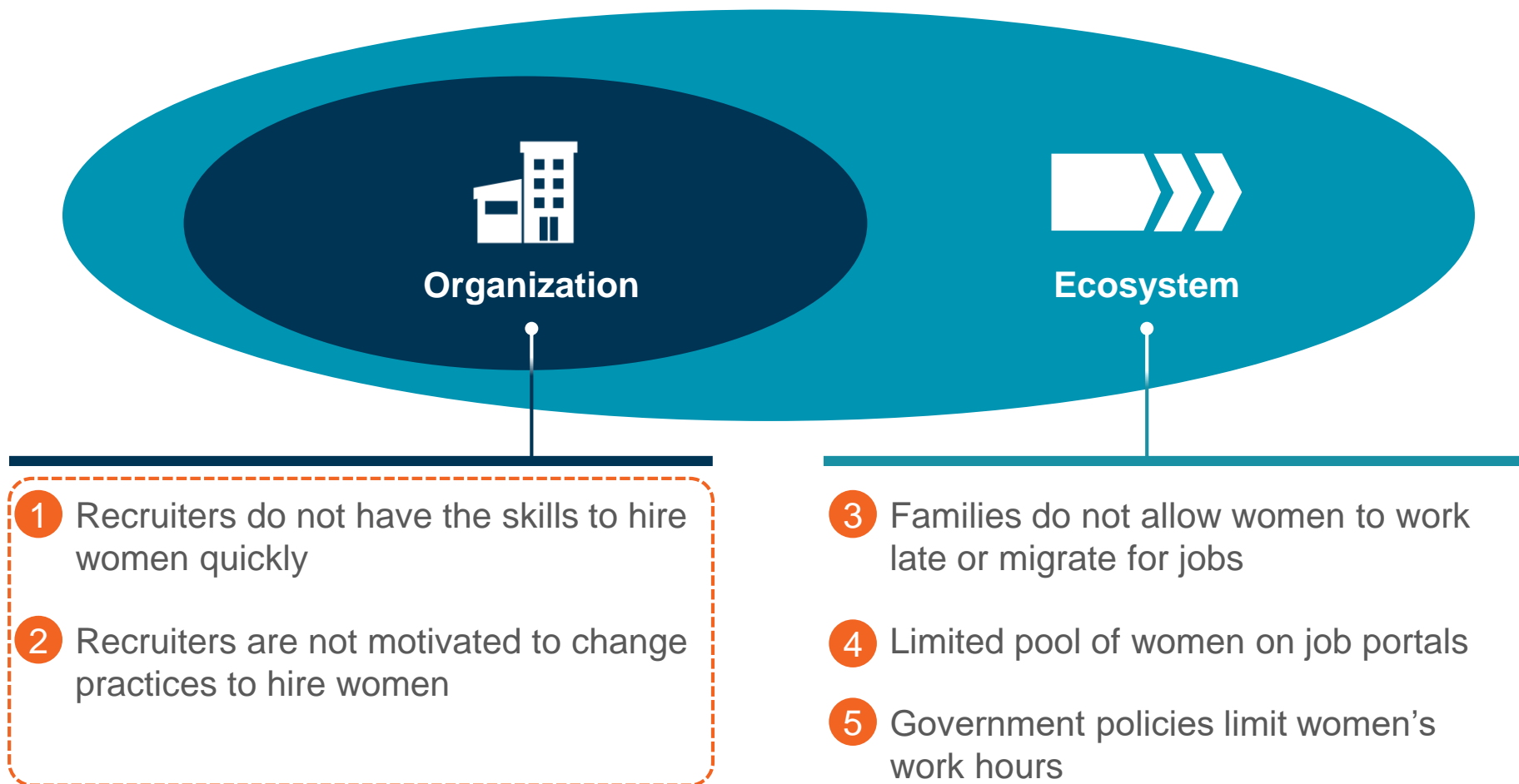
"The HR of a large FMCG company wants me to share a proposal to staff women"

– Founder, small staffing company

1. Based on fieldwork in 5 states, interviews with 100+ employees at 10+ staffing companies (leadership, managers, recruiters), and interviews with clients of staffing companies (e.g., HR and sales manager at 3 of the top 10 FMCG companies, leadership of logistics companies)

However, companies are unable to increase women associates because of 5 key challenges within and outside the organization^{2,3}

Preliminary



Note: 1. Focus of this document. 2. Based on fieldwork in 5 states, interviews with 100+ employees at 10+ staffing companies (leadership, managers, recruiters), and interviews with clients of staffing companies (e.g., HR and sales manager at 3 of the top 10 FMCG companies, leadership of logistics companies). 3. Based on 6,615 profile interviews and 2,291 main interviews conducted by FSG.

GLOW identified 37 interventions to address the key challenges in hiring female associates...

Preliminary

Head office interventions

H

Incentivize team

- H1. Launch voucher scheme
- H2. Send monthly recognition email
- H3. Reward gender-equitable recruiters
- H4. Reward gender-equitable managers

Communicate priorities

- H5. Communicate gender priority internally
- H6. Set a gender diversity goal
- H7. Publish team-wise gender hiring monthly
- H8. Check-in monthly
- H9. Create diversity head from leadership
- H10. Set gender-KPIs

Develop capacity

- H11. Train recruiters for 1.5 hours each month
- H12. Share tips through WhatsApp chatbot
- H13. Share short videos with tips
- H14. Show that women retain longer
- H15. Show that women hiring meets targets
- H16. Start paid referral program

Differentiate positioning

- H17. Request additional placement time
- H18. Request higher placement fee
- H19. Pitch for impact investment
- H20. Publish gender metrics on websites and blogs
- H21. Publish gender blogs and content

Branch interventions

B

Improve targeting

- B1. Use separate posts for women
- B2. Target high-priority segments for field recruitment
- B3. Target high-priority segments online
- B4. Recruit from skilling organization

Add channels

- B5. Create all-women WhatsApp groups
- B6. Seek female referrals
- B7. Send SMS blast to databases
- B8. Sign up community mobilizers
- B9. Go to job fairs (rural)
- B10. Leverage college databases
- B11. Use job consultancies

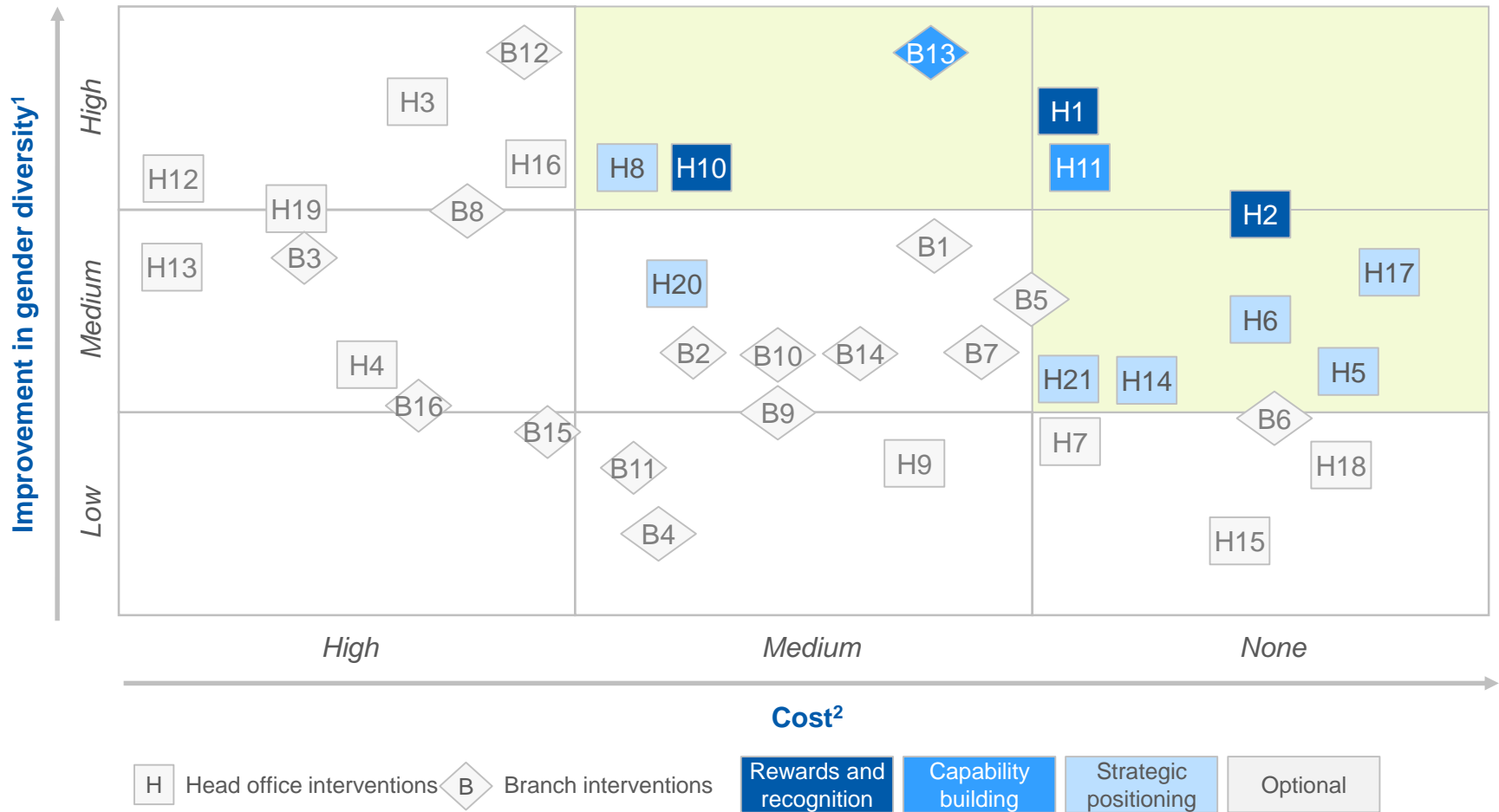
Improve conversion

- B12. Hire female field recruiters
- B13. Hire female recruiters for frontline roles
- B14. Provide leaflets to convince women / families
- B15. Sponsor tickets for migration (rural)
- B16. Accompany migrating female candidates (rural)

Refer to the appendix for details of interventions

...and prioritized them for staffing companies by cost and potential for improvement in gender diversity

Preliminary

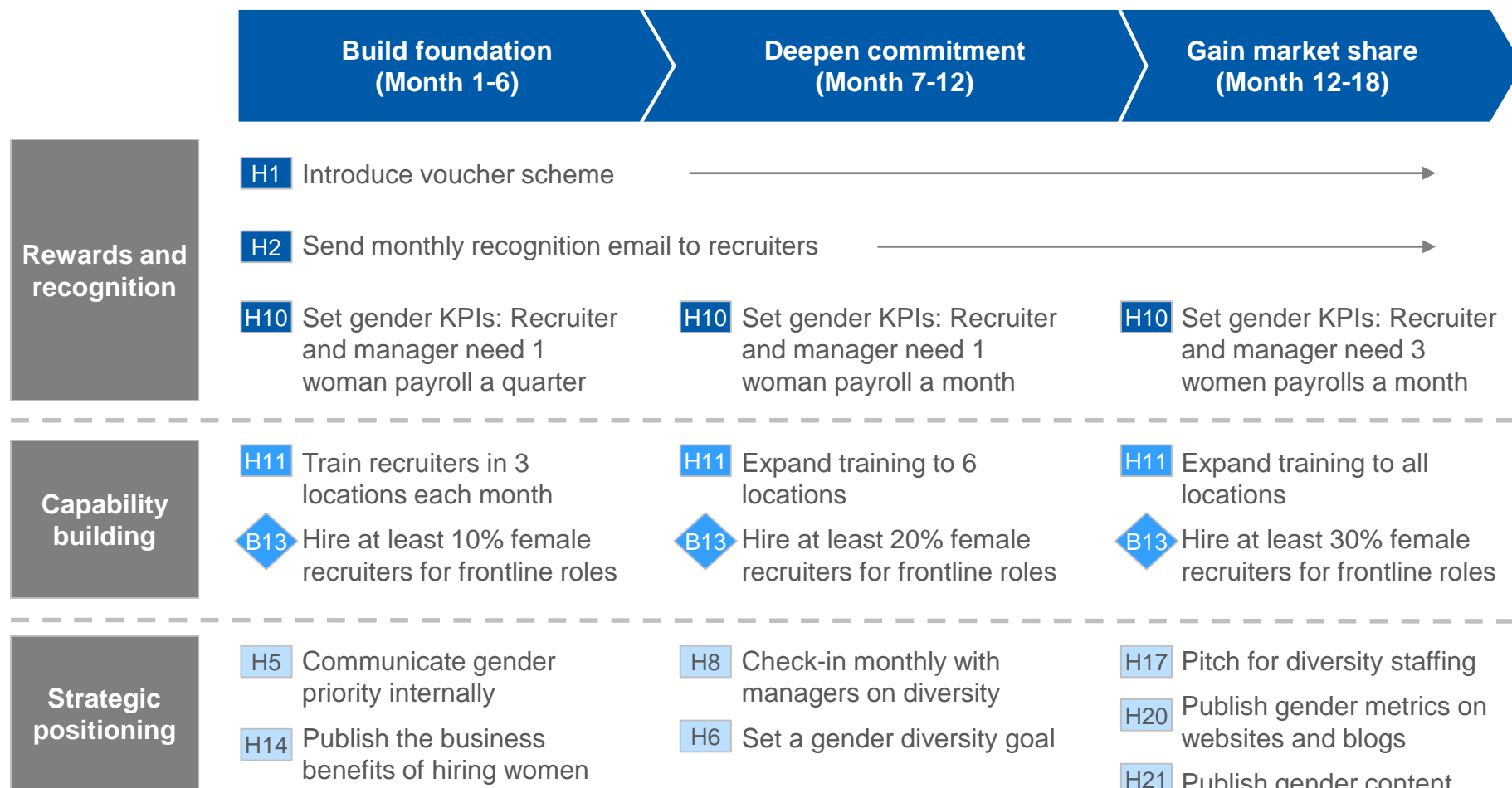


Actions taken at the head office can significantly improve gender diversity with minimal impact on your recruiter's productivity

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)

12 interventions can help you become a reputed provider of a diverse workforce in ~18 months^{1,2}

Preliminary

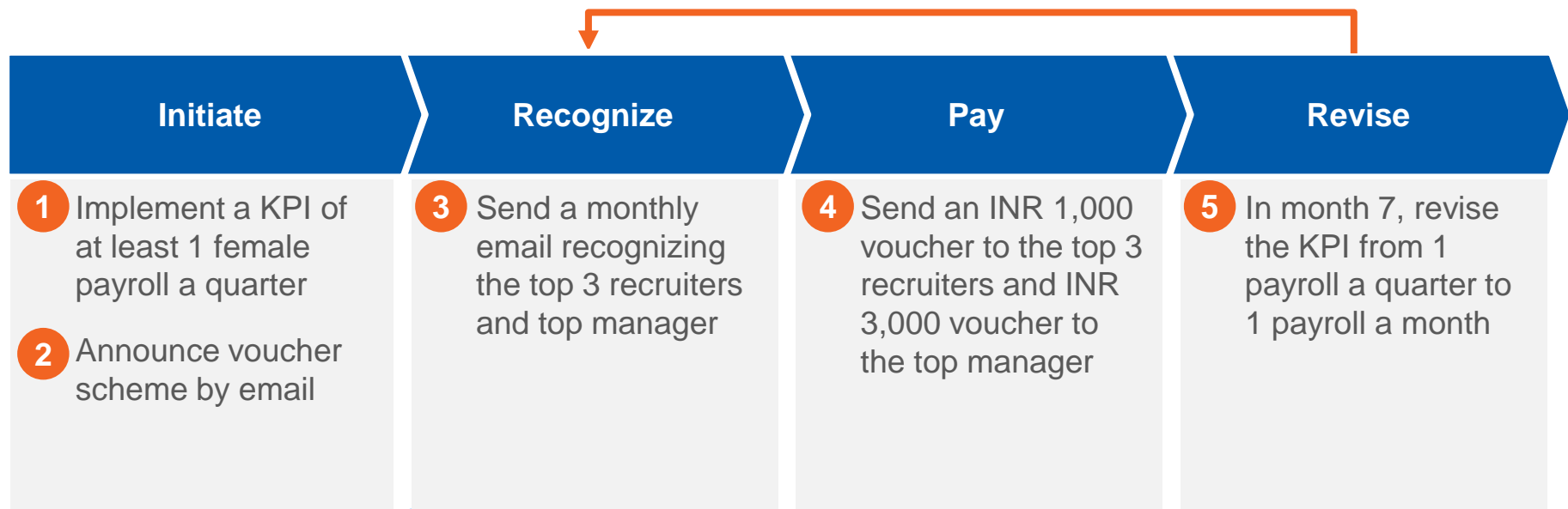


Are you ready to start this journey?

Note: 1. Based on fieldwork in 5 states, interviews with 100+ employees at 10+ staffing companies (leadership, managers, recruiters), and interviews with clients of staffing companies (e.g., HR and sales manager at 3 of the top 10 FMCG companies, leadership of logistics companies). 2. Based on 6,615 profile interviews and 2,291 main interviews conducted by FSG.

Illustrative roll out of rewards and recognition

Preliminary



H1 Eligibility for voucher

- Each person is eligible for maximum 3 vouchers a year
- Payout is for the highest female payrolls (not joinings)
- Calculation for managers is # of women payrolls by their team / # of team members

H2 Recognition email for recruiters

Photo of
recruiter

**Congratulations
to Recruiter1** for
hiring the most
women in Month1

**<20> women
payrolled!**

**Top 3 recruiters
in Month1**

1. Recruiter1
2. Recruiter2
3. Recruiter3

Build 3 accountability mechanisms to ensure success

Preliminary



1 Assign a team

Role	Name
POC / diversity lead	xx
Other relevant heads	xx
MIS / data	xx
Recruitment managers (1-2)	xx



2 Align on a meeting cadence for diversity

Description	Decision
Date of meeting	Every 6 weeks on a Tuesday
Time required	60 min
Attendees	Leadership, POC, relevant managers
Agenda: Share progress and align on priorities for next month	



3 Set a 6-month outcome

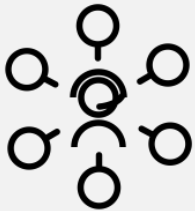
Outcomes after 6 months
<ul style="list-style-type: none">3 percentage point increase in women's participation15 recruiters trained on at least 3 topics each8 female recruiters hired for frontline roles

Red: Modify as per your organization structure and goals

In addition to this document, GLOW can support flexi-staffing companies in 4 ways

Preliminary

1 Advisory



Act as thought partner to the leadership to advance company's gender agenda (e.g., set gender goals and KPIs, customize roadmap)

2 Capacity building



Train and coach ground staff to hire and retain women (e.g., pitch to attract women, gender diversity sensitization trainings)

3 Research



Share research on women's employment needs (e.g., job search channels, motivation to work)

4 Market intelligence



Share industry best practices for hiring and retaining women (e.g., effective channels to hire women, client trends)

Reach out to us at GLOW@fsg.org

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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 solutions 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-income¹ 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 partners²
- **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

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 | ² – 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-income¹
- 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 2019¹
- India ranks 143 amongst 146 countries in women's 'Economic Participation and Opportunity'²
- Over the last 13 years, ~80% of the 46m jobs lost in agriculture have been lost by women³

Women face multiple barriers from society and families

- 84% of women need families' permission prior to deciding to work⁴
- 69% of key decision makers⁵ firmly believe that a woman's main role is to take care of the home and children^{4,5}
- Working women spend as much time (i.e. >4 hours) on household responsibilities as non-working women⁴

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

- 1 out of 2 women are either working or seeking a job⁴
- Supporting personal and family expenses is the key reason for >90% women to start working⁴
- ~80% women would not stop seeking jobs even if they had no financial need⁴
- 2 out of 3 aspiring-to-work women prefer jobs over entrepreneurship and almost all want fixed salaries over daily wages⁴

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



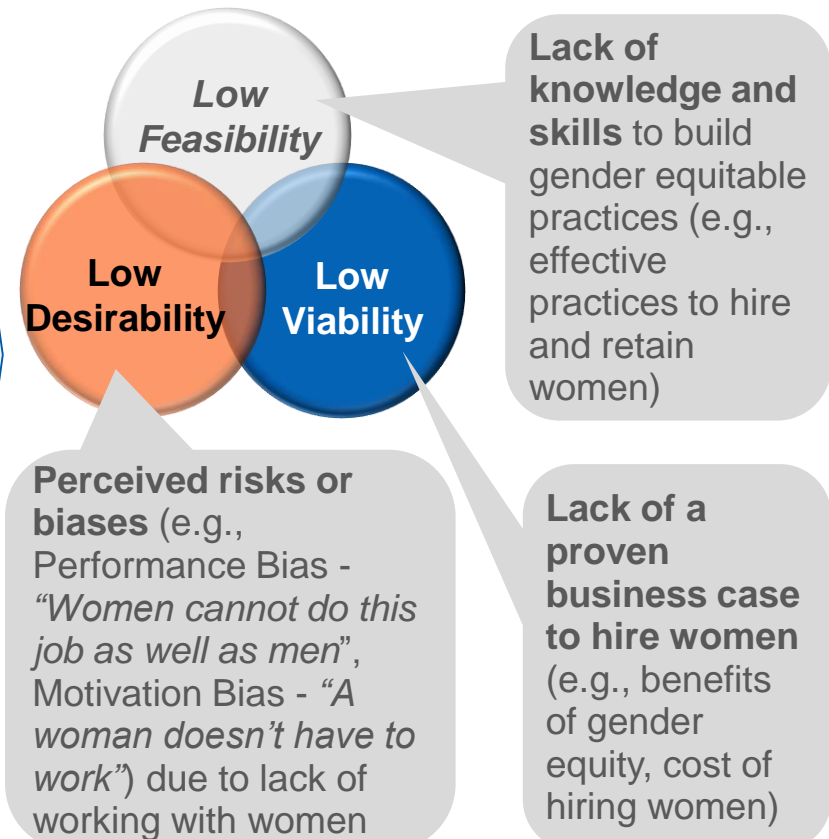
Warehouse Packer

- Many job roles in high-growth industries only need minimal on-the-job training (e.g., warehouse packer)¹
- 79% of women who have not completed Grade 10 are willing to assemble or pack items²

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 women³
- By 2030, these industries could potentially employ ~15m workers⁴
- Increasing women's participation in high-growth industries from 5% to 10% can place 1m+ women in jobs by 2030⁴

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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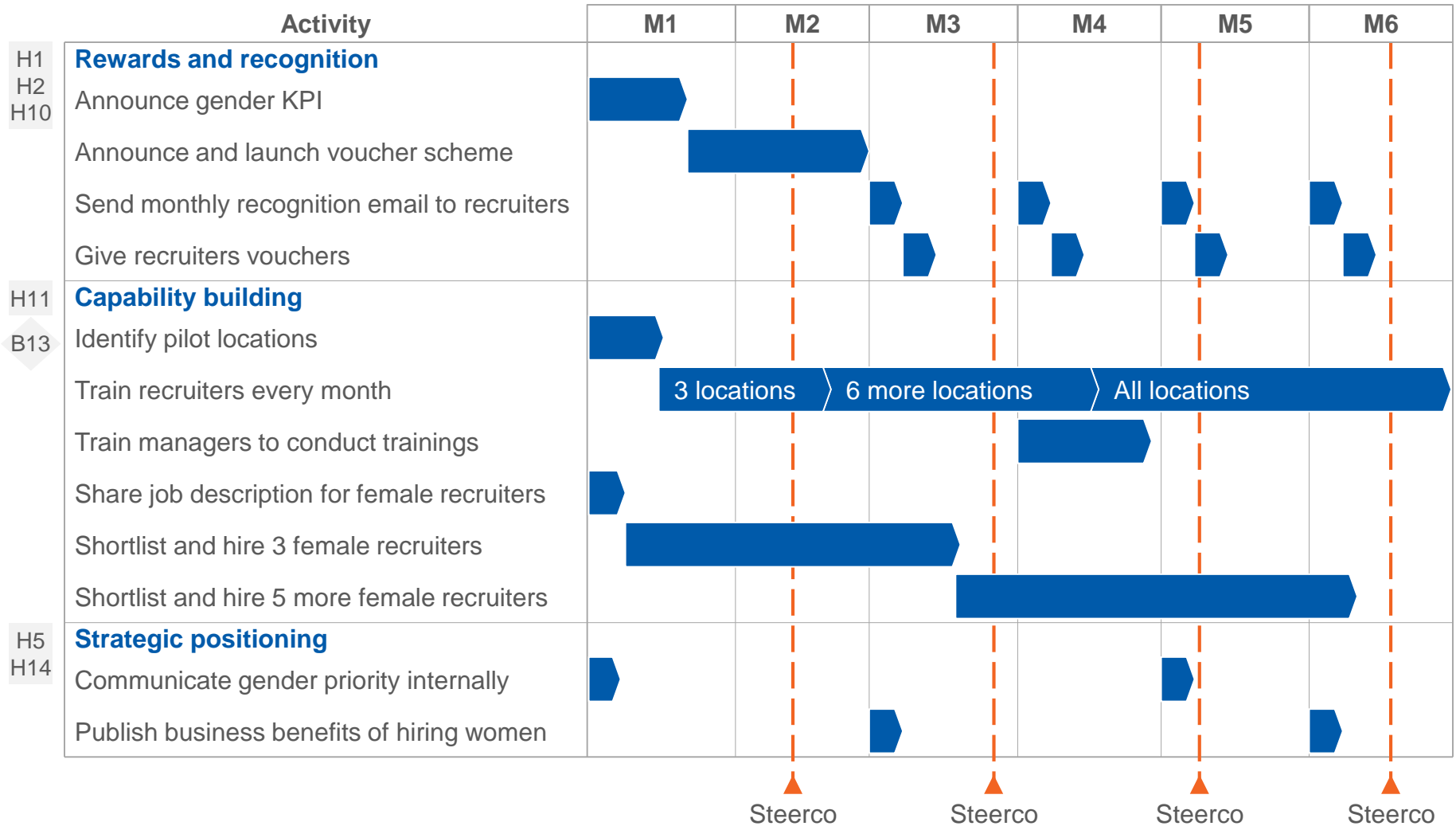
Annexure

1 Building a foundation

2 Detailed intervention list

6 month workplan for the build foundation stage

Preliminary



Set gender-KPIs

Illustrative

Illustrative roll out of gender KPIs

Details	Baseline	Month 0-6	Month 7-12	Month 13-18
KPI at the start of the period	No KPI	1 women payroll per quarter	1 women payroll per month	3 women payroll per month
Overall recruitment per recruiter per month				
Associates hired	50	50	50	50
Associates payrolled	30	30	30	30
Women recruitment per recruiter per month				
Average women payrolled	2-3	3	4	5
Lowest women payrolled	0	0-1	1	2-3

No change to overall recruiter productivity

2x women payrolled by month 18 over the baseline

Identify and coach the lowest performing recruiters to hire women

Evaluate and update the KPI every 6 months to increase the minimum performance

Train recruiters for 1.5 hours each month

Preliminary



Improve conversion (Month 1-3)

- i Mock pitch and effective screening
- ii Field recruitment channels and pitch
- iii Collateral development

Meet targets (Month 4-6)

- iv Retention till payroll
- v Hiring funnel and KPIs
- vi Lead tracking

Expand skills (Month 7-9)

- vii Mock pitch practice
- viii Migration hiring
- ix Training partner sign-up

Deepen understanding (Month 10-12)

- x Anti-bias
- xi Knowledge sharing session
- xii Team development (for senior recruiters and managers)

Train recruiters for 1.5 hours each month to increase female recruitment and overall recruiter productivity

i Mock pitch and effective screening training overview

Preliminary

#	Session	Session lead	Overview of session	Estimated time
1	Welcome	Recruitment head or business head	<ul style="list-style-type: none"> Share plan to hold monthly trainings to help recruiters meet their targets Brief overview of the training session 	10 min
2	Mock pitches with feedback	Recruitment head	<ul style="list-style-type: none"> 2 recruiters make a mock pitch to recruitment head After each pitch, the attendees (i.e., recruiters, recruitment head) will share 2-3 things that went well and 1-2 areas of improvement 	40 min
3	Ideal pitch	Recruitment head	<ul style="list-style-type: none"> Recruitment head demonstrates an ideal pitch After the pitch, the attendees (i.e., recruiters, recruitment head) will share 2-3 things that went well and 1-2 areas of improvement 	20min
4	Learnings from training	Recruitment head	<ul style="list-style-type: none"> Open forum for recruiters to share their learnings from the sessions 	15 min
5	Closing	Recruitment head or business head	<ul style="list-style-type: none"> Share a checklist of key messages for pitches Reinforce that recruiters should use at least 2 points from the checklist going forward 	5 min

Logistics for the training

- Location: City office in 1 conference room (10-12 persons) with a projector and whiteboard / Online
- Time: 3:30PM to 5:00PM on a Friday
- Invitees: 5-6 recruiters and the recruitment head

ii Field recruitment channels and pitch training overview

Preliminary

#	Session	Session lead	Overview of session	Estimated time
1	Welcome	Recruitment head or business head	<ul style="list-style-type: none"> Brief overview of the training session 	5 min
2	Effective hiring channels and timings	Recruitment head	<ul style="list-style-type: none"> Recruiters share 1-2 hiring channels and when to use them Recruitment head shares effective hiring channels (e.g., attending job fairs) and timings to go on the field 	25 min
3	Mock pitches on the field	Recruitment head	<ul style="list-style-type: none"> 1 recruiter mock pitches to a mobilizer¹ / influencer² Recruitment head demonstrates an ideal pitch 	30 min
4	Effective follow ups	Recruitment head	<ul style="list-style-type: none"> Recruiters share 3-4 ways to follow up with mobilizers / influencers and candidates. Recruitment head adds 2-3 points. 	20 min
5	Closing	Recruitment head or business head	<ul style="list-style-type: none"> Share a checklist of key hiring channels, timings, and key messages for pitches Reinforce that recruiters should use at least 2 points from the checklist going forward 	10 min

Logistics for the training

- Location: City office in 1 conference room (10-12 persons) with a projector and whiteboard / Online
- Time: 3:30PM to 5:00PM on a Friday
- Invitees: 5-6 recruiters and the recruitment head

1. People who need monetary incentive to share leads (e.g., driving instructors), 2. People who do not need monetary incentive to share leads (e.g., corporator)

Hire female recruiters for frontline roles (1/2)

Preliminary

Hire female recruiters by targeting 7 potential candidate profiles through 4 channels

7 potential candidate profiles

For desk recruitment

- Tele-callers
- CRM trainees

For field recruitment

- Skilling mobilizers
- Field workers of NGOs
- SHG field coordinators
- ASHA / USHA workers
- Promoters in retail stores

4 channels to target candidates

- Post on job portals (e.g., Apna, Job Hai)
- Connect with CRM training organizations
- Pitch outside place of work (e.g., NGO office, skilling center, BPO)
- Ask for references from key influencers (e.g., skilling center heads, community leaders, current and past recruiters)

4 messages to convince women

- Earn more than in tele-calling / NGO and get the satisfaction by helping youth get jobs
- Career progression opportunity
- Safety mechanisms provided (e.g., within city or at outskirts of city only)
- Testimonials from female recruiters and families

Hire female recruiters for frontline roles (2/2)

Preliminary

Attract the right candidates by using women-focused messaging in the job description and WhatsApp messages

Job description for portals

Hiring female recruiters in <Location1> for <Company1>. Our company provides jobs to <10,000> candidates every year in various job roles. **Apply on <Portal1> or call / WhatsApp xxxxx xxxxx**

You will get:

- Fixed salary of INR 12,000-15,000 per month, <travel allowance>, and a performance bonus
- PF and health insurance for family

Key responsibilities:

- <For desk recruiters> Find candidate leads for job openings by posting on job portals and connecting with training providers
- <For field recruiters> Find candidates for job openings by visiting local communities and job fairs for 3-5 days in a week (5 hours per day)
- Convince and select candidates over call / in-person
- Coordinate with clients to set up interviews and ensure joinings
- Fill weekly reports of activities and candidate leads

Eligibility

- Graduate with own smartphone
- Comfort with speaking to candidates in <language1>
- No previous experience required

Social media message and status

WhatsApp message

Hiring female recruiters in < Location1 >. To apply, call / WhatsApp xx-xxxxx.

Earn INR < 12,000-15,000 > per month + PF + health insurance for family + incentive.

Candidate should be 12th pass, have a smartphone, and be comfortable speaking in < Language1 >

Share this opportunity with other women who need a job!

2:40 PM

Social media story (e.g., WhatsApp, Facebook, Instagram)

Hiring female recruiters in <Location1>



Earn INR <12,000-15,000> per month
For more information, call / message: xxxx-xxxx. Share this opening with friends and family members who need a job.

Communicate gender priority internally and publish the business benefits of hiring women

Preliminary

Illustrative email from the leadership to communicate a) gender priority and b) business benefits of hiring women

We are hiring women across job roles and clients

Hiring women brings 3 benefits to our organization

- Meet existing mandates for women (e.g., Client1, Client2)
- Win new business from large, diversity focused clients (e.g., Client3 in Location1, Client4 for delivery agents)
- Increase placement fee revenue due to better retention

We are investing in your skills to demonstrate our gender priority

- Train recruiters to increase women hiring
- Offer vouchers to the recruiters hiring the most women each month
- Track gender-performance in review meetings

Feel free to reach out to POC1 or myself directly if you have any questions.

Annexure

1 Building a foundation

2 Detailed intervention list

Long list of interventions (1/5)

Preliminary

	S. No.	Name	Description
Incentivize team	H1	Launch voucher scheme	Give an INR 1,000 voucher to the 3 recruiters who payroll the maximum women in a month and INR 3,000 to 1 manager whose team payrolls the maximum women in a month
	H2	Send monthly recognition email	Leadership recognizes recruiters who hire the most women per month by an email to the entire organization (e.g., recruiter of the month, success stories from the field) or call (e.g., call recruiters who hire the most women)
	H3	Reward gender-equitable recruiters	Reward recruiters who hire women by giving an additional bonus (e.g., 10% additional bonus for 10% more women, bonus for a certain % of women per role or client)
	H4	Reward gender-equitable managers	Reward managers whose teams hire women by giving an additional bonus (e.g., 10% additional bonus if the team hires 10% women)
	H5	Communicate gender priority internally	Leadership communicates through email that gender-diversity is a priority to the managers and recruiters
	H6	Set a gender diversity goal	Leadership sets and communicates gender-diversity goals (e.g., 20% across job roles) to managers and recruiters

H Head office interventions B Branch interventions

Rewards and recognition

Capability building

Strategic positioning

Optional

Long list of interventions (2/5)

Preliminary

	S. No.	Name	Description
Incentivize team	H7	Publish team-wise gender hiring monthly	Leadership publishes gender metrics with the entire organization over email every month (e.g., recruiter-wise women hired, highest and lowest performing recruiters on gender diversity)
	H8	Check-in monthly	Leadership checks-in monthly with managers on the status of women hiring
	H9	Create diversity head from leadership	Assign a diversity head from existing leadership team to set gender targets, build the recruiter capacity, and monitor results
	H10	Set gender-KPIs	Set monthly gender targets on recruiters to earn their bonuses (e.g., 1 woman payroll each month, 5% of payrolls are women)
Develop capacity	H11	Train recruiters for 1.5 hours each month	Conduct 1 training each month to train recruiters to hire women (e.g., how to pitch to women, common questions asked by women, collateral to share to convince parents, segments of women to target, how to recruit women quickly, how to approach women, questions to screen female candidates)
	H12	Share tips through WhatsApp chatbot	Share tips to hire women (e.g., hiring channels, segments of women to target, key messages) with recruiters through a WhatsApp Chabot
	H13	Share short videos with tips	Share short training videos (2-3min) with recruiters via WhatsApp (e.g., an ideal pitch, “3 things that worked in hiring and retaining women” featuring recruiters who hired women)

H Head office interventions B Branch interventions

Rewards and recognition

Capability building

Strategic positioning

Optional

Long list of interventions (3/5)

Preliminary

	S. No.	Name	Description
Develop capacity	H14	Show that women retain longer	Leadership shares data with managers showing that women are more likely to complete payroll and retain longer than men
	H15	Show that women hiring meets targets	Leadership shares data with recruiters that hiring women will help them meet targets by accessing a larger talent pool
	H16	Start paid referral program	Pay an incentive of INR 300 for female referrals that complete a payroll
Differentiate positioning	H17	Request additional placement time	Pitch for additional / exclusive time to place women for high-potential industries (e.g., retail) or clients (e.g., top 3 FMCG company)
	H18	Request higher placement fee	Pitch for a higher fee for staffing women by showing business benefits to clients
	H19	Pitch for impact investment	Pitch for impact investment from funders interested in gender
	H20	Publish gender metrics on websites and blogs	Publish gender metrics externally to position as a gender-diverse staffer and win diversity business
	H21	Publish gender blogs and content	Publish content to position as a gender diverse staffer (e.g., successful pilots, research reports, blog posts)

H Head office interventions B Branch interventions

Rewards and recognition








Capability building

Strategic positioning

Optional

Long list of interventions (4/5)

Preliminary

	S. No.	Name	Description
Improve targeting	 B1	Use separate posts for women	Use a separate woman-only job post for gender-neutral mandates (e.g., job portals, WhatsApp, Facebook)
	 B2	Target high-priority segments for field recruitment	Target 4 high-priority segments of women that are amenable to taking up jobs on the field (e.g., separated women, graduates without children)
	 B3	Target high-priority segments online	Target 4 high-priority segments of women that are amenable to taking up jobs through digital marketing (e.g., separated women, graduates without children)
	 B4	Recruit from skilling organizations	Recruit from a list of skilling organizations
Add channels	 B5	Create all-women WhatsApp groups	Create and post in all women WhatsApp groups from existing networks (e.g., existing and past associates, leads received through job portals)
	 B6	Seek female referrals	Explicitly ask for referrals of women (e.g., WhatsApp broadcast and posts, from candidates pitched to on the field or over phone)
	 B7	Send SMS blast to databases	Send an SMS blast to job portal and existing company database asking for leads of female candidate

 Head office interventions  Branch interventions

Rewards and recognition







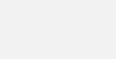


Capability building

Strategic positioning

Optional

Long list of interventions (5/5)

Preliminary

	S. No.	Name	Description
Add channels	 B8	Sign up community mobilizers	Sign up influencers / mobilizers in the community. Explicitly ask them to mobilize women for the mandate.
	 B9	Go to job fairs (rural)	Go to job fairs in non-metro areas (e.g., at skilling centres, at DEO's office)
	 B10	Leverage college databases	For rural, call female candidates from college databases. Get college databases from college principals.
	 B11	Use job consultancies	Use job consultancies to find female leads
Improve conversion	 B12	Hire female field recruiters	Hire female field recruiters in urban areas
	 B13	Hire female recruiters for frontline roles	Hire female recruiters in frontline hiring teams
	 B14	Provide leaflets to convince women / families	Provide leaflets with attractive messaging for women <ul style="list-style-type: none"> Ask influencers / mobilizers to distribute the leaflets Share the leaflet with female candidates to take home after pitches to convince family members
	 B15	Sponsor tickets for migration (rural)	Give advance for train tickets for migration (rural) and recover from first payroll
	 B16	Accompany migrating female candidates (rural)	Send a recruiter to accompany migrating female candidates groups (rural) to the job location

 Head office interventions  Branch interventions

Rewards and recognition

Capability building

Strategic positioning

Optional



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