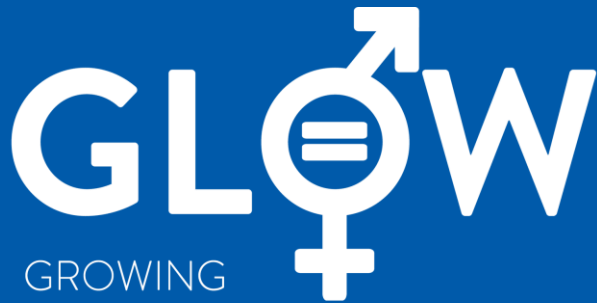




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Roadmap to gender equity for warehouse 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 so¹

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)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

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 activities¹
- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income³ in urban⁴ India
- **Worker population ratio (WPR)²:** 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 women¹

- 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 putting them very quickly, 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 men 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


Logistics companies are unable to increase the participation of women in warehouses because of 4 key challenges

PRELIMINARY

Challenge¹

Objections raised by staff

Low priority given to hiring women	<p><i>"Women are not as fast as men, my turn around time will get affected if I hire women"</i> - Team Lead, Warehouse</p> <p><i>"Women leave for personal reasons like marriage and childbirth"</i> - Manager, Warehouse</p>	<p><i>"We can add women but we have to be careful about their safety"</i> - HR Manager, Warehouse</p> <p><i>"If we have a lot of women in one shift, men only get night shifts, which is not fair to them"</i> - Senior Manager, Warehouse</p>
Limited capability to hire women	<p><i>"We cannot find interested women candidates who stay close to the warehouse"</i> - Team Lead, Warehouse</p> <p><i>"Even if women are ready to work, their family members do not allow"</i> - HR Manager, Warehouse</p>	<p><i>"Women are usually unwilling to work early morning / late evening"</i> - Team Lead, Warehouse</p> <p><i>"It is hard to find women for managerial roles in the warehouse"</i> - Senior Manager, Warehouse</p>
Unfavorable government regulations	<p><i>"State laws do not allow us to have women in night shifts. We have filed a lot of applications, but this has not been allowed till now"</i> - National HR Head, Warehouse</p>	<p><i>"Even if I open up night shift for women, as per law, I will need to provide doorstep pick-up and drop, which will become very cumbersome and expensive"</i> - HR Manager, Warehouse</p>
Low capacity to invest in infrastructure	<p><i>"Many warehouses do not have separate washrooms for women"</i> - Team Lead, Warehouse</p>	<p><i>"We cannot provide pickup and drop services to women due to the heavy expenditure"</i> - HR Manager, Warehouse</p>

 Detailed in subsequent slides

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

By investing time and resources, our partners have been able to hire and retain women in warehouses

PRELIMINARY

Activities conducted for women		Impact observed
Recruitment	<ul style="list-style-type: none">Recruited a female HR who was invested in gender diversity, to support execution of interventions and address concerns of female employeesPrioritized roles for which it is relatively easier to convince managers as well as women (e.g., sorting, documentation)Changed rostering practices to staff women only in day shiftsInformed vendors that the company is hiring womenMaintained a list of 3-4 shortlisted women who were informed about new openingsEnforced practice of replacing women only with women	<ul style="list-style-type: none">The facility has achieved ~8% gender diversity¹ despite hiring women for only 1 shiftThe logistics company is a preferred employer for women in the area: <p><i>"I like working here. My TLs support me."</i></p> <p><i>"I have 2 friends who want to work here, but there are no openings."</i></p>
Retention	<ul style="list-style-type: none">Set expectations well in interviews (e.g., "you will have to pick up cartons")Conducted bi-weekly check-ins with new women employees for the first 15 days to understand and address challengesRecruited women employees at the helpdesk	<p><i>"I used to work at <another warehouse>. I applied here because this is better. They gave me a promotion, and made me a permanent employee"</i></p>

1. Data from company HR in March 2022

GLOW has identified 15 interventions to address the key challenges limiting women's participation in warehouses

PRELIMINARY

Key challenges

Potential interventions

Low priority given to hiring women

- P1** Internal communication
- P2** Business benefits dissemination
- P3** Non-traditional case studies
- P4** Incentives for staffing companies
- P5** Diversity KPIs

- P6** Diversity dashboard
- P7** 1+ women in shortlists
- P8** Pick-up and drop
- P9** Cross-functional diversity team
- P10** Anti-bias trainings
- P11** Female HR and helpdesk

Limited capability to hire women

- S1** Role prioritization (e.g., sorting, documentation)
- S2** Manager training

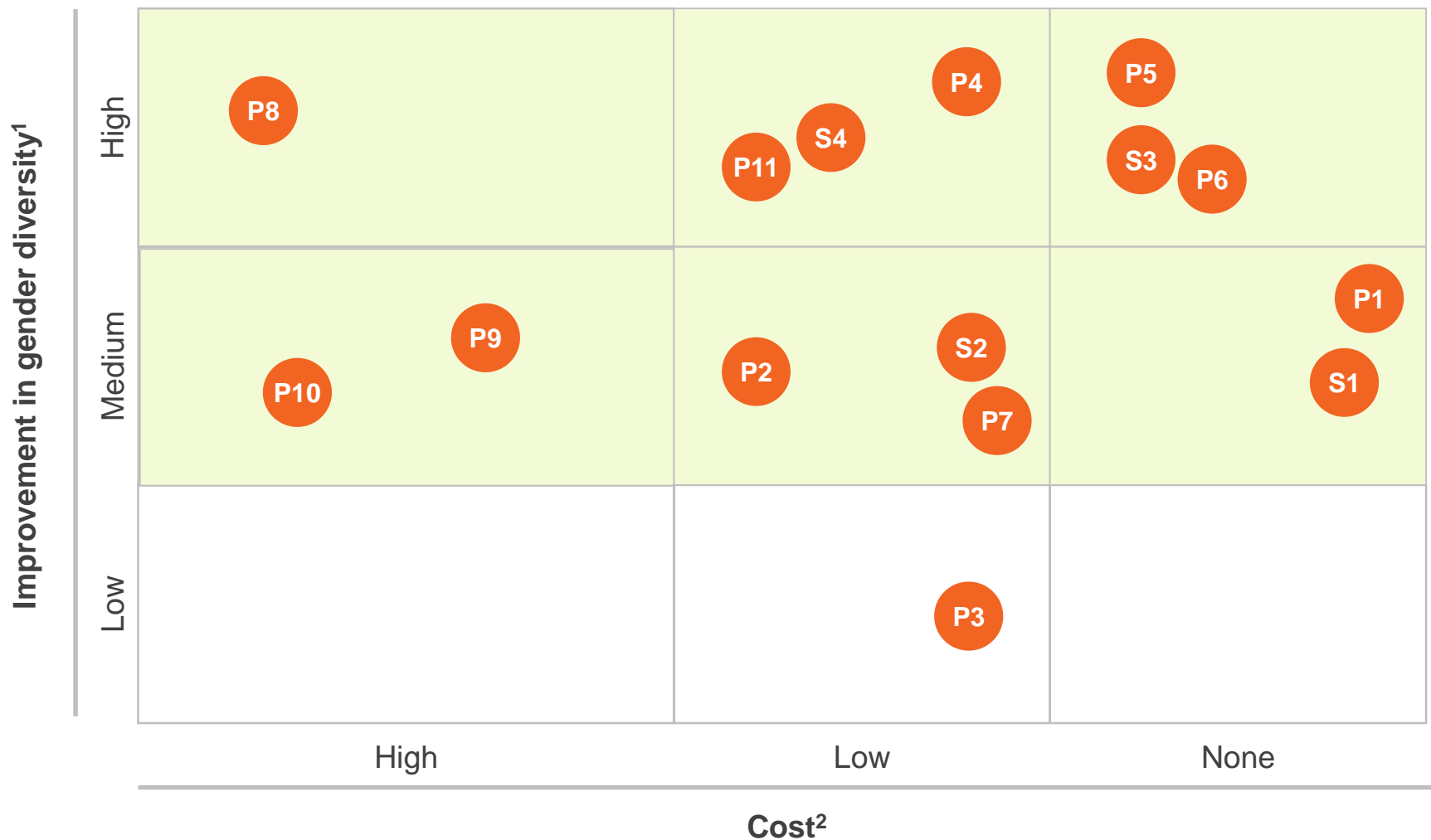
- S3** Women-specific openings
- S4** Onboarding support

1. Refer to appendix for details of interventions; 2. Legend: P: Priority, S: Skill

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

PRELIMINARY

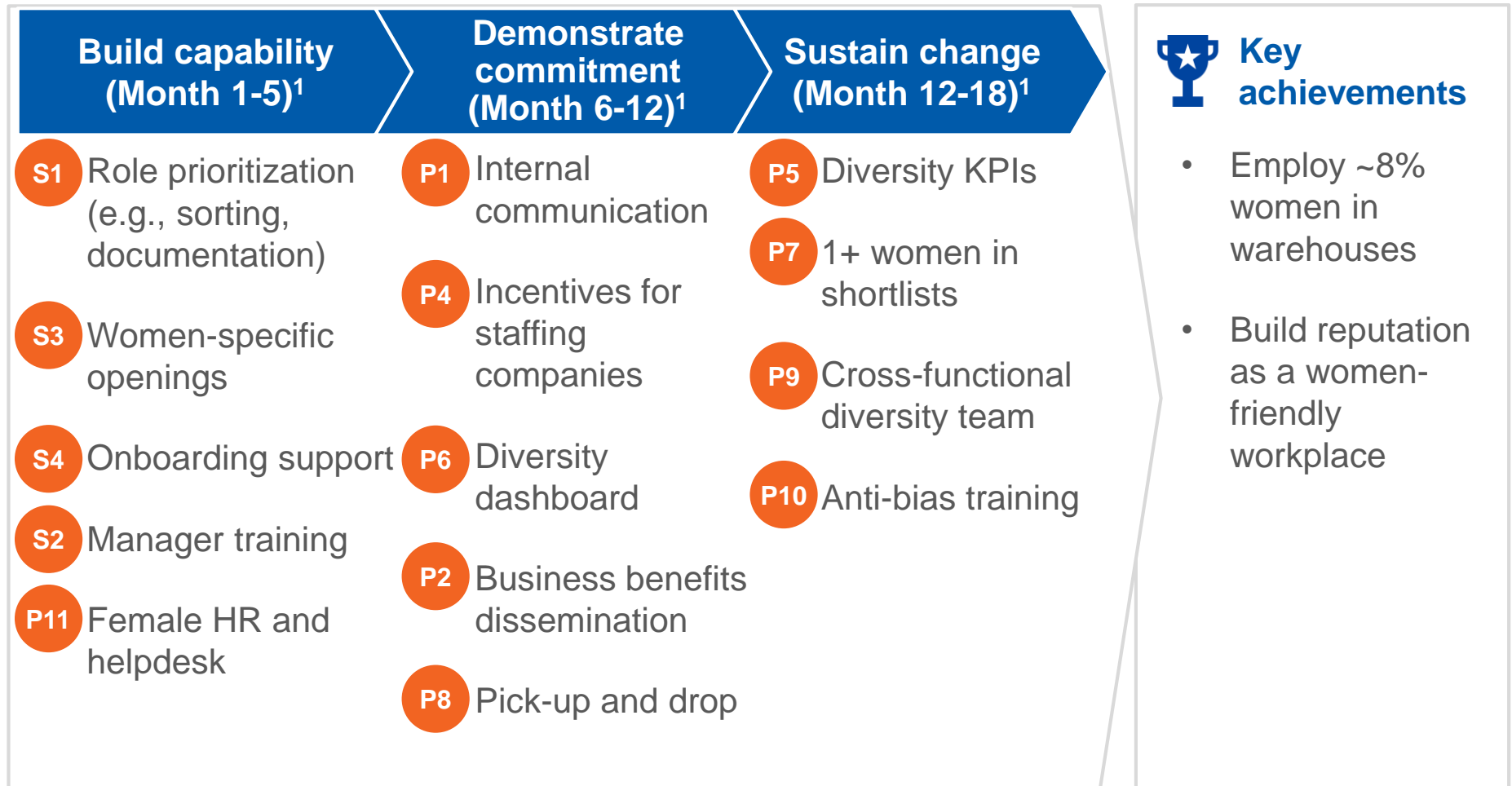
Cost-benefit analysis of interventions



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, S: Skill

... and developed a roadmap to making warehouse operations gender-equitable

PRELIMINARY



1. Timelines are indicative, 2. Legend: P: Priority, S: Skill

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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



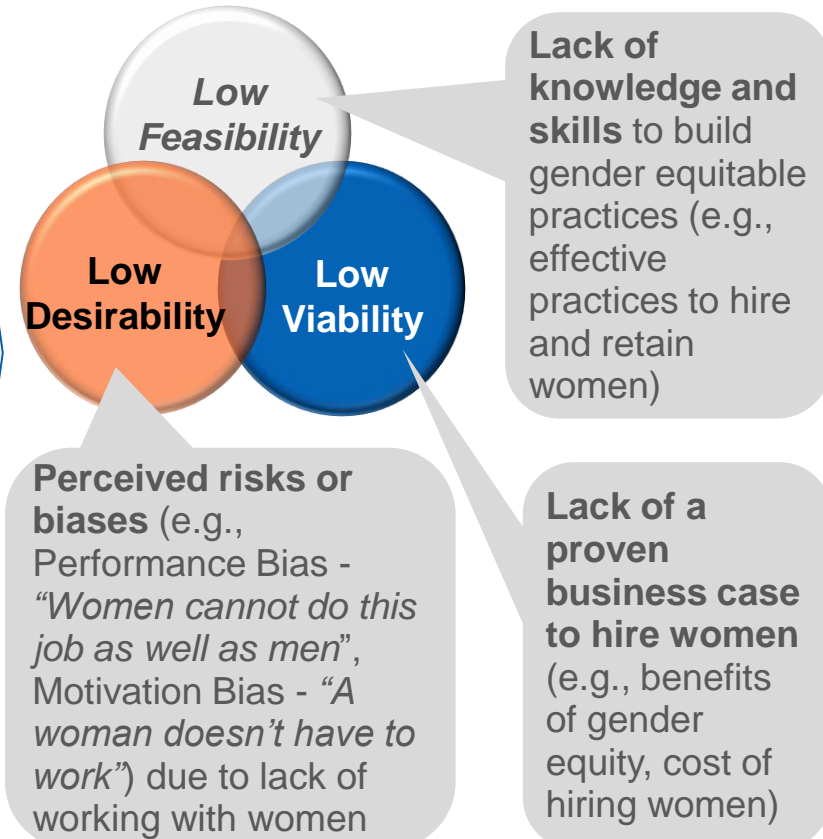
Warehouse Packer

- 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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Long list of high priority interventions for warehouse operations (1/3)

PRELIMINARY

Name	Description
P1 Internal communication	<ul style="list-style-type: none"> Communicate to the recruitment and operations teams that gender diversity is a priority due to business benefits (e.g., lower attrition) Leadership sends a monthly email / newsletter to the organization highlighting recruiters and team leaders who hired most women Senior management takes updates on diversity hiring in weekly / bi-weekly check-ins
P2 Business benefits dissemination	<ul style="list-style-type: none"> Collect and disseminate data on business benefits of female employees (e.g., lower attrition, lower ageing of parcels)
P3 Non-traditional case studies	<ul style="list-style-type: none"> Develop and share case studies to break stereotypes around women (e.g., women lifting heavy weights) with the entire organization
P4 Incentives for staffing companies	<ul style="list-style-type: none"> Assign new geographies to gender-equitable vendors Provide advance notice (e.g., 1 week) to staffing companies for mobilizing women Recognize gender equitable staffing companies and vendors (e.g., through social media mentions)
P5 Diversity KPIs	<ul style="list-style-type: none"> Give bonuses to gateway HR managers and operations manager only if they hire / retain at least 10% females Link diversity targets to promotion of HR and operations teams Set realistic diversity targets to ensure early wins and gradually increase the targets over the years
P6 Diversity dashboard	<ul style="list-style-type: none"> Publish a centralized dashboard to track monthly progress of each facility against gender diversity targets

Long list of high priority interventions for warehouse operations (2/3)

PRELIMINARY

Name	Description
P7 1+ women in shortlists	<ul style="list-style-type: none"> Mandate two or more females to be included in shortlists for recruitments and promotions
P8 Pick-up and drop	<ul style="list-style-type: none"> Provide pick-up and drop services for female employees to and from the warehouse, especially for early morning or late night shifts
P9 Cross-functional diversity team	<ul style="list-style-type: none"> Set up a cross-functional Diversity Task Force at each facility, consisting of representatives from different levels (e.g., Ground coordinators, team lead, manager) and teams (e.g., HR, Operations) to: <ul style="list-style-type: none"> Track progress against gender diversity targets on an ongoing basis Identify challenges to achieving gender diversity targets Brainstorm and implement practices to improve gender diversity
P10 Anti-bias training	<ul style="list-style-type: none"> Conduct online anti-bias trainings with Q&A component to make managers aware of their gender biases and to share practices to counter them
P11 Female HR and helpdesk	<ul style="list-style-type: none"> Appoint at least 10% female HR and female employees for helpdesk Have a female HR at the warehouse who is invested in gender diversity, to support execution of interventions and to effectively address concerns of female employees, with support from female helpdesk employees
S1 Role prioritization (e.g., sorting, documentation)	<ul style="list-style-type: none"> Prioritize roles where it is relatively easier to add women (e.g., sorting, documentation) due to lower mindset barriers among managers
S2 Manager training	<ul style="list-style-type: none"> Train managers on how to hire and retain women Send videos with tips to hire and retain women Provide staffing companies recruitment collateral

Long list of high priority interventions for warehouse operations

(3/3)

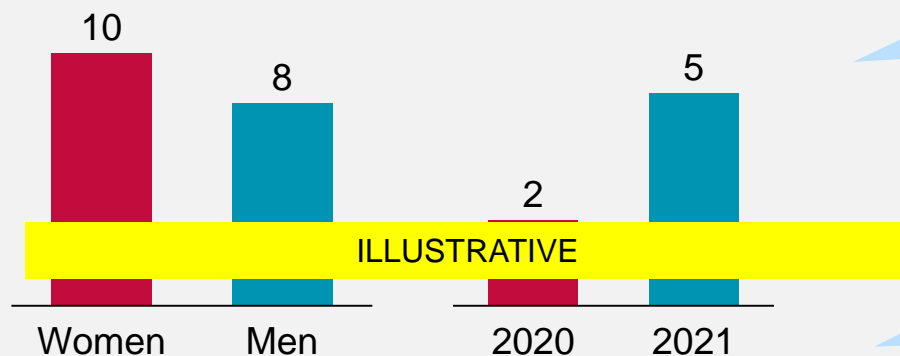
PRELIMINARY

Name		Description
S3	Women-specific openings	<ul style="list-style-type: none">Post female specific job openings across all channels (e.g., job portals, referrals, staffing companies)
S4	Onboarding support	<ul style="list-style-type: none">Conduct bi-weekly check-ins with new female employees for the first 15 days to understand and address challenges

Data and case studies demonstrating benefits of women employees

of parcels sorted

Avg. damaged parcels (%)

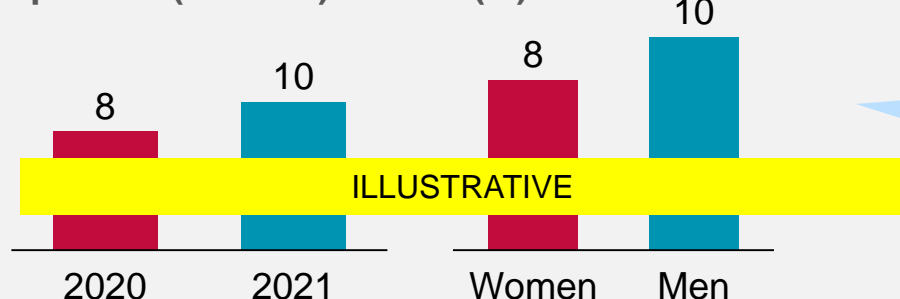


"If a parcel falls off the crate, women pick it up then and there instead of thinking that they will do this later"

– Processing center manager

Average ageing of parcels (# hours)

Per month attrition (%)



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

– Senior manager

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

– Team Leader (Floor)

Show women doing work that managers and team leaders feel women will not be able to do



Name: Preeti Kumari

Location: Bhiwandi

Role: Hub GC

Performance metrics:

- Average accuracy in parcel putting = 95%
- Average ageing of parcels = 8 hours

Photo of the women employee helping JL with lifting a weight

Photo of the employee moving loads on trolleys

ILLUSTRATIVE

Content of trainings

- Activities to make trainees aware of their biases
- Videos of women employees explaining their experiences with biases in the workplace
- Strategies and practical exercises to combat bias
- Business benefits of hiring women
- Implication of biases (e.g., not considering women for promotions)

Logistics of trainings

- Include all supervisory (team leaders, executives and managers) staff and HR staff in the training
- Each training should ideally include about 12-15 participants
- Make the training experiential – have lots of exercises
- Take real life situations that managers will encounter, to make the training relatable and actionable

 Detailed on the next slide

- A **father and his son** are in a **car accident**
- The **father is killed** and the son is seriously injured
- The **son is taken to the hospital**, where the surgeon says, “I cannot operate, because this boy is my son.”

How is this possible?

Research shows that 5 interventions can enable organizations to increase the participation of women (1/2)

PRELIMINARY

Intervention	Benefits / Examples
P1 Internal communication	<ul style="list-style-type: none">• ~88% leaders in D&I (Diversity & Inclusion) deem leadership commitment as the most effective strategy to boost D&I¹• At Starbucks, Target, and Walmart, CEO engagement has been key to fostering more inclusive cultures²
P9 Cross-functional diversity team	<ul style="list-style-type: none">• Diversity task forces have improved the representation of women by 12-24% over 5 years³• FedEx has an Inclusion Leadership Council (ILC) that incorporates company's diversity and inclusion strategies into every part of the business. The ILC includes representatives from every business vertical and region².
P5 Diversity KPIs	~77% of the companies leading on D&I include diversity goals in performance reviews ⁴

1. [Allegis report](#) – A new world of diversity and inclusion; 2017 surveys; 2. [FSG study](#) on 50 HR practices over 11,000 retail stores over 30+ years; 3. [HBR research study](#); - Why diversity programs fail?; 4: [McKinsey & Co report](#) – Women in workplace 2021

Research shows that 5 interventions can enable organizations to increase the participation of women (2/2)

PRELIMINARY

Intervention	Benefits / Examples
P6 Diversity dashboard	<ul style="list-style-type: none">• Of the companies leading on D&I, ~77% track representation of employees by gender and ~62% promotion rates by gender¹• A firm² found that by publishing data on differential salaries by race for each unit, managers of respective units acted on social pressure to close the racial pay gap gradually
P7 1+ women in shortlists	<ul style="list-style-type: none">• When two or more women candidates are included in the final list, chances of a woman being hired is ~79x than if there was only one woman³• BASF has diverse candidate slate policy with two goals: 50% of people interviewed and 50% of people doing interviewing are diverse⁴

1. [McKinsey & Co report](#) – Women in workplace 2021; 2. [HBR research study](#):- Why diversity programs fail?; 3. [HBR research study](#) – diverse candidate slates; 4. [BASF diverse candidate slates initiative](#)



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