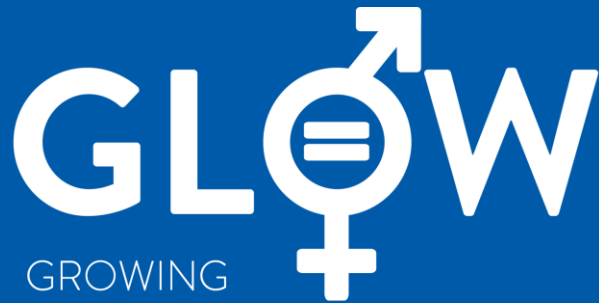




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Roadmap to gender equity for last-mile delivery companies

May, 2023

Glossary of terms (1/2)

- **Delivery agent (DA):** Professionals working to pick up and deliver packages to end consumers
- **Flexi-staffing:** Provision of temporary and trained semi-skilled employees (e.g., sales) to large companies
- **Growing Livelihood Opportunities for Women (GLOW):** Program that aims to increase women's employment, participation, and fair treatment
- **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, last mile delivery and flexi-staffing have been identified as high potential industries
- **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
- **Last mile delivery (LMD):** Final leg of a delivery where the parcel is delivered to the end-consumer
- **Labour force participation rate (LFPR)²:** Percentage of 15-59 year-olds that are a) employed, or b) are unemployed but seeking work, or c) have expressed willingness to work
- **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.

1. Ministry of Home Affairs: [Census terms](#) | 2- 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

Glossary of terms (2/2)

- **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
- **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 collaborating with GLOW to increase women’s recruitment and retention
- **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 income² in urban³ India
- **Worker population ratio (WPR)⁴:** 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. Households belonging to A3 to E3 NCCS categories | 3. Population of more than 100,000 based on RBIs definition of urban centers | 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

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Last-mile delivery (LMD) companies can get 4 benefits from a gender-diverse workforce¹

1 Access additional talent pool

“We are facing talent shortages in multiple locations including Bangalore, Hyderabad, and Mumbai”

– Chief People Officer, LMD company

2 Reduce pilferage

“After hiring women, our clients witnessed ~18% reduction in pilferage”

– Chief Executive Officer, LMD company

3 Attract impact-focused investors

“Our investors have mandated us to incorporate ESG at the core of our operations. So, we are looking to increase women DAs to 10% of our workforce”

– Chief Strategy Officer, LMD company

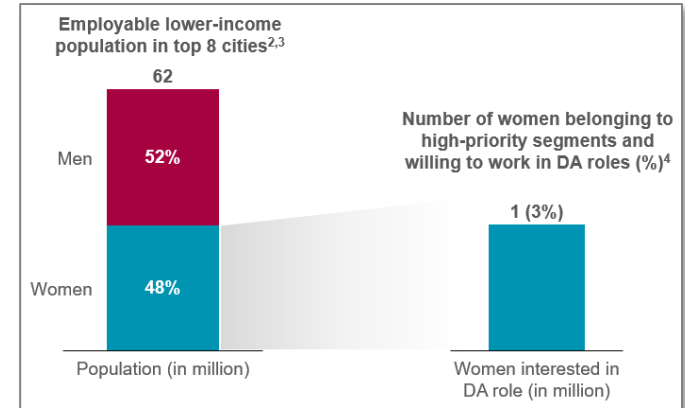
“I regularly discuss gender diversity with my logistics investee companies”

– Investor

4 Build a positive brand image

“When customers see woman DAs, they post on social media which is great publicity for us”

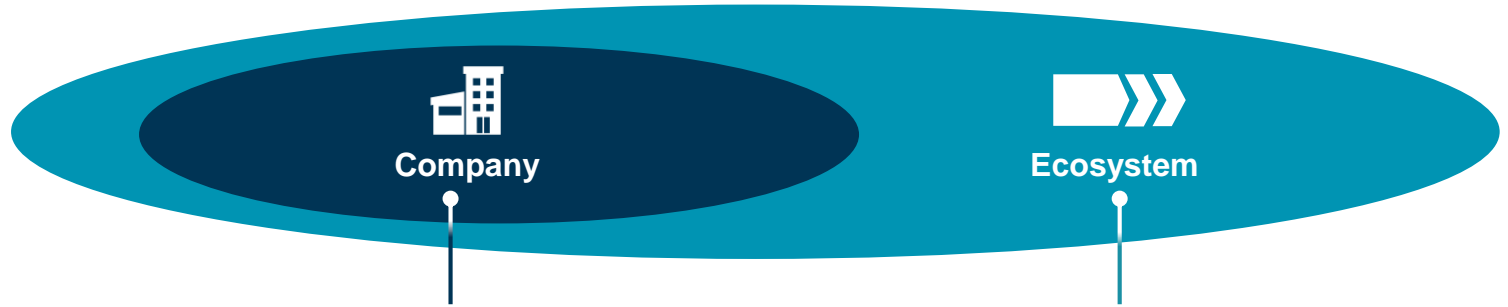
– Program Manager, LMD company



Are you willing to start the journey to improve gender diversity?

1. Based on interviews with ~10 delivery companies and 1 investment firm; 2. Top 8 cities: Mumbai, Delhi, Kolkata, Pune, Chennai, Hyderabad, Ahmadabad, Bangalore; 3. World Bank, PLFS report, Nielson data, FSG estimates; 4. FSG primary research with ~6,600 urban Indian women

However, companies are unable to employ women because of challenges within and outside the company¹



Hiring

- 1 Companies lack the skills to target and convince women
- 2 Timings are not suitable for women
- 3 Managers have unconscious biases against hiring women

Retention

- 10 Team leaders do not know how to address women's concerns
- 11 Heavy weight of parcels
- 12 Lack of female support networks

- 4 Families do not give women permission for this role
- 5 Families do not invest in assets for women
- 6 Women are not taught driving
- 7 Women lack access to documents (e.g., PAN, driving license)
- 8 Only ~10% urban women are willing to do the role
- 9 Job portals have a limited pool of women

- 13 Lack of public washrooms

 Can be addressed by the company

1. Based on interviews with ~10 delivery companies

GLOW has developed 6 solutions that can cost-effectively help companies retain women

Challenge	Solution	Cost	Effort	Risk
1 Companies lack the skills to target and convince women	<ul style="list-style-type: none"> • GE collateral: Make collateral gender-equitable 	<ul style="list-style-type: none"> • INR 5 lakhs to develop the collateral 	<ul style="list-style-type: none"> • Marketing team spends 2 weeks to redesign collateral 	<ul style="list-style-type: none"> • NA
	<ul style="list-style-type: none"> • GE pitch: Develop a new recruiter script to convince women 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Recruiter spends 2 minutes extra per call to convince women candidates 	<ul style="list-style-type: none"> • NA
	<ul style="list-style-type: none"> • Paid referral program: Pay INR 500 to existing DA if referred woman completes 1 month 	<ul style="list-style-type: none"> • INR 500 per referred woman who completes 1 month 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Increase in hiring costs as DAs start expecting incentive to refer men DAs
2 Timings are not suitable for women	<ul style="list-style-type: none"> • Part-time salaried model: • Lower productivity target (e.g., ~40 instead of ~70) • Proportionately lower salary compared to full-time role 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Time spent by HR team increases by ~5% (assuming ~5% delivery agents switch to part-time model) 	<ul style="list-style-type: none"> • NA
11 Heavy weight of parcels				
10 Team leaders do not know how to address women's concerns	<ul style="list-style-type: none"> • TL training: Share a training document / video with TLs with tips to address typical concerns of women employees 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Team leaders spend 1 hour every quarter reading the document / watching the video 	<ul style="list-style-type: none"> • NA
12 Lack of female support networks	<ul style="list-style-type: none"> • HR check-ins: Ask HR manager to regularly check-in with new women DAs for the first 15 days 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • HR manager spends 10 hours per month checking-in with new women DAs 	<ul style="list-style-type: none"> • NA

Apart from this roadmap, GLOW can provide 4 types of support to achieve your gender diversity goals



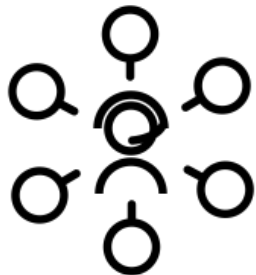
1 **Research**

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



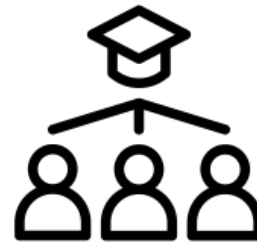
2 **Market intelligence**

Share industry best practices for hiring and retaining women (e.g., pick up and drop services, handholding for the first 15 days)



3 **Advisory**

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



4 **Capacity building**

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

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FSG Inclusive Markets (IM) aims to **improve opportunities, agency and choice for families with low- income** by working with companies to **serve these families as customers** (and not with non-profits to serve them as beneficiaries)

Through our programs, we **address key barriers that preventing companies from offering products, services, or practices** (e.g., housing, education, employment) that benefit families with low- income

We do this by:

- Talking to thousands of **families to understand their needs, aspirations and challenges**
- Talking to hundreds of **managers to understand the operational barriers** and to tens of **CXOs to understand the business, ecosystem, and regulatory barriers**
- Signing up and partnering with companies to **co-create interventions** to address barriers, pilot solutions, and profitably scale the much-needed product, service, or practice
- **Publishing and disseminating public goods** (e.g., women's employment aspirations, companies' barriers, best practices) to make it less risky for the industry to provide this product or service
- **Addressing ecosystem barriers** (e.g., making policy suggestions) to make the market more conducive

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

Family and societies restrict women from taking up employment opportunities

Primary insight

Supporting insights

1 84% of women need to secure permission to work

- A** 84% of women need to secure permission prior to deciding to work
- B** For 1 in 3 women that are neither working nor seeking a job, lack of permission or precedence is the primary reason for not working

2 Family attitudes are progressive in theory, not in practice

- A** While >90% decision makers believe it is important for women in society to work and that it brings pride to the family...
- B** ...1 in 4 prefer if women in their households did not work at all
- C** 69% of key decision makers firmly believe that the main role of a woman is to take care of the home and children

3 Most families prefer entrepreneurship but, most women prefer jobs

- A** 3 in 4 decision makers in the family prefer that women work from home or start a business so they can also manage house work
- B** 2 of 3 aspiring-to-work women prefer jobs over entrepreneurship
- C** 93% women want fixed salaries over daily wages

4 11% of women are willing to use paid day care services

- A** Both women and key decision makers believe child care is primarily the mother's and families responsibility
- B** 51% of women are aware of paid day care services, 11% are willing to use services and only 1% have used the services
- C** Of the 15% women that cited lack of affordability as a reason for not using paid day-care services, ~50% are willing to use Anganwadi services¹

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India. 1. Anganwadis are government-run child care and development centers set up under the Integrated Child Development Services Scheme of the Central Government of India. Provision of Anganwadi service is free.

Despite this, women in urban India want to work in jobs and are confident in their abilities to do these jobs

Primary insight

5

1 in 2 women in urban India want to work in jobs

Supporting insights

- A** Women in urban India want to be in jobs; 1 in 2 women are either working in a job or seeking one
- B** 88% of women believe a mother could work outside the house
- C** Women with children >6 years and those that know other working women are among the most likely to be in a job
- D** 72% of women strongly believe that they should not prioritize children and household over thinking about working

6

Women want to work to be self reliant and are confident in their abilities

- A** 64% of women strongly agree that for a woman to be self-reliant it is important to work
- B** Supporting own and family expenses is the key reason for >90% women to start seeking jobs
- C** 87% of women are optimistic about their ability to pick up new skills

7

Some women are willing to work in non-traditional and male dominated workplaces (e.g., warehouses)

- A** Some segments of women are more amenable to be in a job (e.g., women with low education levels, strong working culture and child >6 years are most willing to work in warehouses)
- B** 70% believe they would be comfortable talking to strangers (including men)
- C** 1 in 2 women are comfortable working in an environment that is 90% male

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India.

~1m women can be brought into the workforce by increasing women's participation in high-growth industries from 5% to 10%

Last-mile delivery



Hyperlocal delivery agent⁴



Last-mile delivery agent

Warehousing



Warehouse packer



Warehouse sorter⁵

Flexi-staffing



Retail sales associate⁶

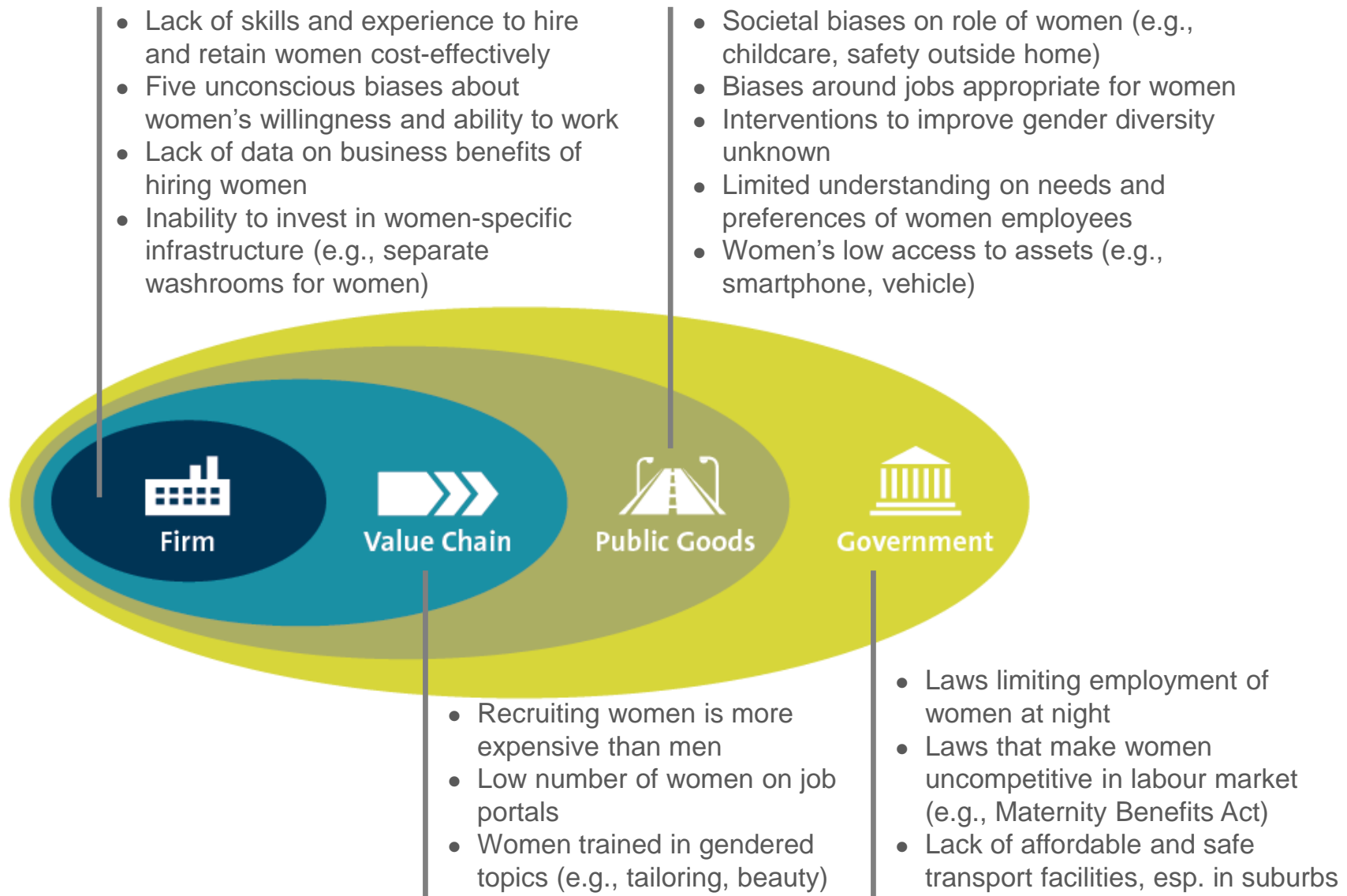


Tele calling agent⁷
and more...

- Last-mile delivery, warehousing and flexi-staffing industries are growing rapidly and employed ~1.2 million workers in 2020, and less than 8% were women¹
- Many jobs (e.g., delivery agent, warehouse packer) in these industries need basic education (i.e., 10th pass) and on-the-job training²
- Increasing women's participation from 8% to 24% by 2030, can add 1m+ additional women in jobs³

1 – PLFS 2019-20, Indian Staffing Federation Report 2018 and 2021 | 2 – Based on FSG's interviews with Logistics and Flexi-staffing companies | 3 – Assuming worker CAGR of 4% for Logistics and 8% for Flexi-staffing industry, Logistics and Flexi-staffing industries could employ ~15 million workers by 2030 | 4-MONEY SHARMA / AFP via Getty Images | 5- Metamorworks/Shutterstock.com | 6- [IndianFace](https://www.indianface.com)/Shutterstock.com | 7-moodboard/Brand X Pictures via Getty Images

Barriers preventing companies from increasing women's workforce participation



Most of these barriers cannot be addressed effectively by firms themselves

Firms will not address barriers because...

- **Insufficient risk-adjusted return** (e.g., lack of data on business benefits of hiring women, cost of research to understand women's needs and preferences when impact on gender diversity is unclear, cost of spending team's time when there is low confidence in returns)
- **Availability of lower cost alternatives** reduces willingness to try new strategies (e.g., cost of hiring women for delivery agent (DA) roles is 3x that for men)
- **Free rider problem** creates risks to investments in gender equity (e.g., risk of competitors poaching women from firms that invest in finding and recruiting women)
- **Competitive instinct** reduces willingness to co-operate to solve common issues (e.g., low willingness to cooperate to convince families that field roles are appropriate for women)

Firms cannot address barriers because...

- **Lack of capacity and capability** limit ability to adopt gender-equitable practices (GEPs) (e.g., designing GEPs, sequencing GEPs into a low-risk and low-cost roadmap, inability to invest in infrastructure)
- **Lack of networks** constrains ability to solve ecosystem issues (e.g., with impact investors, skilling organizations, clients willing to pay more for women)
- **Lack of neutrality** limits capability to influence stakeholders (e.g., government is less likely to change policy if firm petitions vs. if a neutral party like FSG explains the need to allow women in night shifts)
- **Biases** make it difficult to hire female talent (e.g., Societal biases on role of women or on jobs appropriate for women, five unconscious biases within firms about women's willingness and ability to work)

As an industry facilitator, GLOW is addressing issues that prevent firms from solving barriers themselves

- Build a nuanced understanding of the problem by interviewing all key stakeholders (e.g., research with 6,600+ women, managers within firm)
- Improve risk-adjusted return for research by developing low-cost gender-equitable practices and disseminating to firms
- Make gender equity a priority for firm leadership and convince companies to embark on this journey (e.g., by sharing business benefits of hiring women, by offering support)
- Build and disseminate public goods (e.g., publishing gender-equity roadmap on website)
- Advocate to government on behalf of industry (e.g., reducing cost of employing women in night shifts, parental benefits as opposed to maternity benefits)

Till date, GLOW has signed-up 17 partners and these partners have added 3,600+ women in jobs through pilots

17 partners signed-up

Together, these partners currently employ ~600,000 people and less than 1% are women



And more...

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

Impact seen in ~2 years

- **~35 GEP (Gender equitable practices) piloted**
- **>100,000 additional jobs for women by logistics and FS industries**
- **>3,600 additional jobs** for women by partners
- Gender equitable policies and practices implemented. For example:
 - Recruitment channels optimized
 - Recruiter capability improved through training
 - ... and more

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GLOW has developed a 24-month roadmap to build a gender diverse workforce

	Phase 1: Build capability of operations and HR teams (1-6 months)	Phase 2: Communicate gender priority and share pilot success (7-12 months)	Phase 3: Build supporting structures (13-24 months)
Activities	<ul style="list-style-type: none"> • GE collateral • GE pitch • Paid referral program • HR check-ins • TL training • Part-time salaried model 	<ul style="list-style-type: none"> • Internal communication • Reward program • Diversity dashboard • Incentives for vendors • Diversity KPIs 	<ul style="list-style-type: none"> • Partnerships for assets • Female HR and managers • Digital recruitment • Washroom access • Safety mechanisms
Scope	<ul style="list-style-type: none"> • 10 pilot locations 	<ul style="list-style-type: none"> • 25 pilot locations 	<ul style="list-style-type: none"> • 60 pilot locations
Increase in women's participation	<ul style="list-style-type: none"> • ~100 women DAs 	<ul style="list-style-type: none"> • ~250 women DAs 	<ul style="list-style-type: none"> • ~500 women DAs • ~10% women supervisors and recruiters in ~10 locations
Organizational changes observed	<ul style="list-style-type: none"> • TLs in 10 locations have been trained to retain women DAs • HR managers and recruiters in 10 locations know how to address concerns of female candidates and DAs • At least ~10 women DAs employed as part-time agents • Paid referral program implemented • Collateral is gender-equitable 	<ul style="list-style-type: none"> • Each HR and operations manager has a target to hire an average of 1 woman per hub per month • Gender-equitable HR and operations team members are recognized every month • Pilot success stories shared within the company • Vendors are explicitly asked to hire ~1% women DAs 	<ul style="list-style-type: none"> • ~30% hubs have washrooms for women • ~30% locations have implemented safety mechanisms for women • At least 1 vehicle tie up exists in at least ~50% of locations

Poster to convince women

FAQs for family members

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

Frequently asked questions

1. 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

2. 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 may deliver within a small radius of 5km in an area she prefers
- We also provide part-time options so that she may work for only 4-5 hours a day

3. 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:
 - 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

4. 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.

5. 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

6. 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.

7. 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

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?”*



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**

-

TL training

ILLUSTRATIVE

Issues

Women are unable to meet productivity targets

Women feel uncomfortable in a male dominant environment

Women are unable to report early morning

Women are unable to carry heavy loads

Women feel unsafe in certain locations

Possible resolutions

- Allow women to shadow top-performing DAs who are meeting productivity targets for 2 days
- Support women in route planning in the morning if she is unable to complete the route on time in the first 3 days
- Provide sensitization training to male DAs about the use of appropriate language
- Allow the woman to report 30-60 min late
- Offer to shift women to the pay per parcel model to enable greater flexibility
- Allow women to keep part of their loads at hubs
- Assign low weight parcels (e.g., BFSI shipments)
- Communicate the required shift timings during the hiring pitch to avoid expectations mismatch
- Only hire women in hubs that meet all safety criteria
- Assign women safe routes only

HR check-ins

Details of the calls

Day 1

Day 8

Who should be called

HR calls all women DAs on the first day of their job

Every Monday, HR conducts a ~30 minute call with the women DAs who joined the previous week but have not been able to earn incentives or have earned less

What should be covered in the call

Check if the woman DA is facing any challenges in delivering orders and troubleshoot:

- Has she logged in?
- How many orders has she been able to deliver?
- What challenge is she facing in delivering orders?
- If she faces any further issues, she should call the supervisor

Provide tips to the women DA on how to earn incentives in order to maximize earnings (e.g., deliver xx packages to earn incentive, improve customer ratings)

- Provides support to new women DAs as they lack the peer network available to male DAs
- Improves earnings and helps bridge the expectation mismatch

Details of Phase 2 activities

PRELIMINARY

Name	Description
Internal communication	<ul style="list-style-type: none"> • Communicate to 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
Reward program	<ul style="list-style-type: none"> • Pay recruitment and operations team members who hire the most women per month, who deliver at least 600 parcels or complete 1 month
Diversity dashboard	<ul style="list-style-type: none"> • Publish a centralized dashboard to track monthly progress of each geography against gender diversity targets
Incentives for vendors	<ul style="list-style-type: none"> • 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)
Diversity KPIs	<ul style="list-style-type: none"> • 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 • Give bonuses to hub managers only if they have 2 women DAs • Assign diversity targets for promotion of recruitment and operations team • Set realistic diversity targets to ensure early wins and gradually increase the targets over the years

Phase 2

Details of Phase 3 activities

PRELIMINARY

Name	Description
Partnerships for assets	<ul style="list-style-type: none">• Partner with bike rentals / financiers to facilitate access to two-wheelers• Partner with smartphone refurbishers (e.g., Sahivalue, Mobigarage) to facilitate access to low-cost smartphones
Female HR and managers	<ul style="list-style-type: none">• Hire women recruiters• Hire women in ~10% supervisory roles
Digital recruitment	<ul style="list-style-type: none">• Run an online campaign to target 3 segments of women more amenable to the DA role
Washroom access	<ul style="list-style-type: none">• Inform women DAs that they can use public washrooms (e.g., in petrol pumps) on field• Tie-up with apartment complexes and petrol pumps to enable access to washrooms for women DAs• Women DAs are mostly on the field and use common / public washrooms
Safety mechanisms	<ul style="list-style-type: none">• Provide pepper spray• Introduce SOS button on delivery app for emergencies

Phase 3

Procedure followed when a woman DA presses the SOS button

- A notification goes to the hub TL¹, ATL², 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

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">● Single-handedly manage your household and child's education expenses● Choose your own work timings:<ul style="list-style-type: none">– 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
Lesser educated women with lower / no childcare responsibilities	<ul style="list-style-type: none">● Pay for your household and child's education expenses● Choose your own work timings:<ul style="list-style-type: none">– 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
College-going women	<ul style="list-style-type: none">● Make your parents proud by paying for your own college● Work for 4 hours per day and return home to study / apply for jobs● Earn money by delivering on your bike
Common messages	<ul style="list-style-type: none">● Deliver near your home● Increase earnings through performance based incentives

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 10th 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”*

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



REIMAGINING SOCIAL CHANGE

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