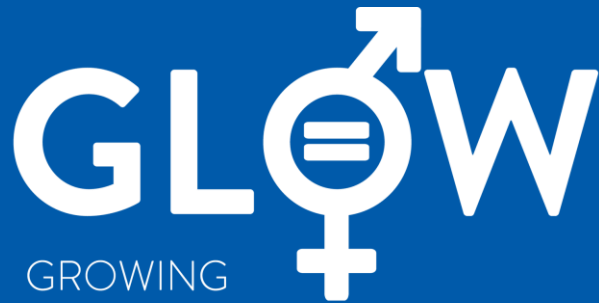**FSG** REIMAGINING SOCIAL CHANGE

GLOW

GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Roadmap to gender equity for dark store and warehouse operations

May, 2023

- **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 so[1]

- **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 I 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 activities[1]

- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income[2] in urban[3] 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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Logistics companies get 8 business benefits from increasing women's participation in their dark stores and warehouses

Our pilots with logistics companies show that compared to male workers, female workers:

1. Are ~13% more productive in the picking role[1]

2. Have ~10% lower response time[1,2]

3. Make lesser errors[3]

4. Have lower damages[3]

5. Are ~25% less likely to take an uninformed leave[4]

6. Have lower attrition[3]

7. Are more sincere[3]

8. Can address workforce shortages by helping companies access a candidate pool of 30m+ women across urban India[5]

1. Based on analysis of 27,000+ orders processed by 8 women and 18 men at a pilot dark store over a 7-week period; 2. Response time recorded as assign-to-start time per order; 3. Based on interviews with leadership, executives, hub managers, HR, operations managers; 4. Data for 13,805 entry-level workers over a 1-month period; 5. World Bank, PLFS report, Nielson data, FSG interviews with ~6,600 urban women

Increased participation of women can provide access to a large high-performing workforce for logistics companies (1/2)
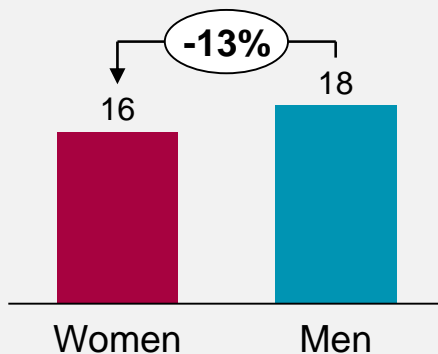
Key benefits of hiring women[1]

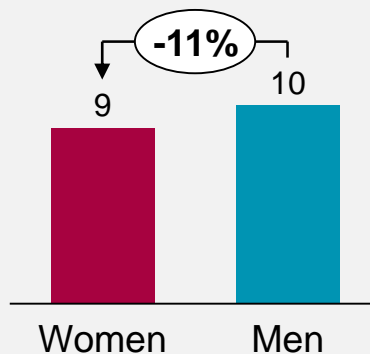**Supporting data**

Increased productivity

Average picking time per item *(seconds)[2]*

-13%

16 (Women) | 18 (Men)

Average response time *(seconds)[2,3]*
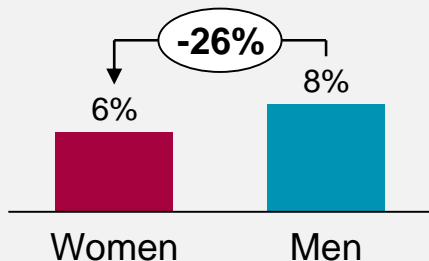
-11%

9 (Women) | 10 (Men)

> *"Metrics such as ageing, damages, throughput have improved significantly since we have started employing more women"*
> **– Senior Manager, Warehouse**

Better work culture

Workers who took uninformed leaves *(%)[4]*

-26%

6% (Women) | 8% (Men)

> *"Attrition is in fact lesser for women than it is for men"*
> **– Team Lead, Warehouse**

> *"As men are seeing women perform sincerely, even they are becoming more sincere instead of having a casual attitude"*
> **- Floor Manager, Warehouse**

1. Based on interviews with leadership, executives, hub managers, HR, operations managers; 2. Based on analysis of 27,000+ orders processed by 8 women and 18 men at a pilot dark store over a 7-week period; 3. Response time recorded as assign-to-start time per order; 4. Data for 13,805 entry-level workers over a 1-month period

Increased participation of women can provide access to a large high-performing workforce for logistics companies (2/2)
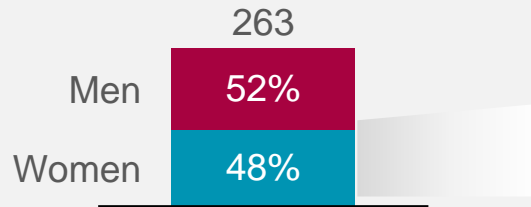
Key benefits of hiring women[1]

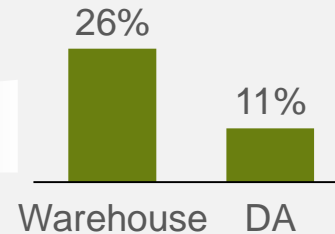**Supporting data**

Access to additional talent pool

Employable population from low-income urban households *(m)[2]*

263

Men	52%
Women	48%

Women willing to work in logistics roles *(%)[3]*

26%

11%

Warehouse DA

"We are finding it difficult to find people in some zones, like Bhiwandi and Delhi-NCR"

– HR Head, Warehousing

Reduced errors

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

– Manager, Warehouse

"Women fix issues with parcels then and there (with cello tapes), hence reducing damaged parcels"

– Floor Executive, Warehouse

1. Based on interviews with leadership, executives, hub managers, HR, operations managers; 2. World Bank, PLFS report, Nielson data, FSG estimates; 3. FSG interviews with ~6,600 urban women

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

Challenges[1]	Objections raised by staff

Low priority given to hiring women

"Women are not as fast as men, my turn around time will get affected if I hire women"
— **Team Lead, Warehouse**

"We can add women but we have to be careful about their safety"
— **HR Manager, Warehouse**

Limited capability to hire women

"We cannot find interested women candidates who stay close to the warehouse"
— **Team Lead, Warehouse**

"Women leave for personal reasons like marriage and childbirth"
— **Manager, Warehouse**

"Even if women are ready to work, their family members do not allow"
— **HR Manager, Warehouse**

Unfavorable government regulations

"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"
— **National HR Head, Warehouse**

Low capacity to invest in infrastructure

"Many warehouses do not have separate washrooms for women"
— **Team Lead, Warehouse**

"We cannot provide pickup and drop services to women due to the heavy expenditure"
— **HR Manager, Warehouse**

▮ ▬ ▬ ▬ Detailed in subsequent slides

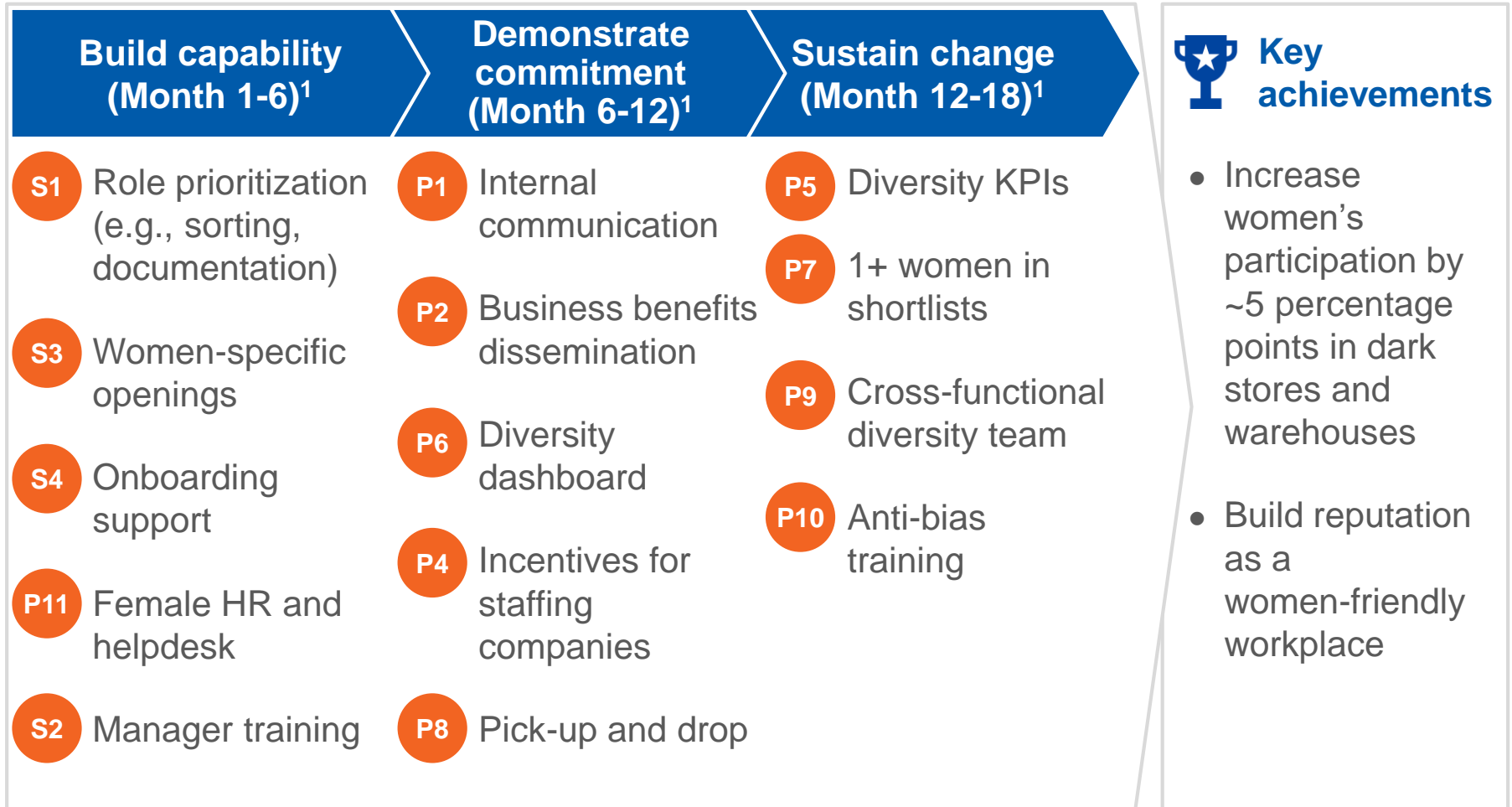1. Based on interviews with executives, hub managers, HR, operations managers

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

Key challenges

Potential interventions[1]

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

Legend: P: Priority; S: Skill

1. Refer to appendix for details of interventions

GLOW has developed a roadmap to making dark store and warehouse operations gender-equitable

Build capability (Month 1-6)[1]

S1 Role prioritization (e.g., sorting, documentation)

S3 Women-specific openings

S4 Onboarding support

P11 Female HR and helpdesk

S2 Manager training

Demonstrate commitment (Month 6-12)[1]

P1 Internal communication

P2 Business benefits dissemination

P6 Diversity dashboard

P4 Incentives for staffing companies

P8 Pick-up and drop

Sustain change (Month 12-18)[1]

P5 Diversity KPIs

P7 1+ women in shortlists

P9 Cross-functional diversity team

P10 Anti-bias training

Key achievements

- Increase women's participation by ~5 percentage points in dark stores and warehouses

- Build reputation as a women-friendly workplace

Are you ready to start this journey?

Legend: P: Priority; S: Skill

1. Timelines are indicative

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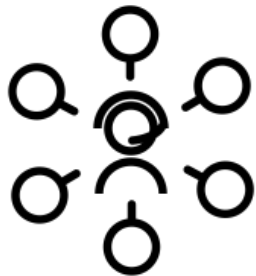
1 *Research*

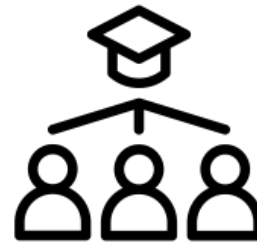Share research on women's employment needs (e.g., job search channels, motivation to work)

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-income[1] in jobs **by shifting companies' mindset and practices**

Goals

In 6 years:

- **Place 100,000 women in jobs** across 2-3 high-growth industries
- **Increase women's workforce participation by 6%** across partners[2]
- **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-income[1]

- **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 services[1]

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	**Supporting insights**
5 **1 in 2 women in urban India want to work in jobs**	**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 agent[4]

Last-mile delivery agent

Warehousing

Warehouse packer

Warehouse sorter[5]

Flexi-staffing
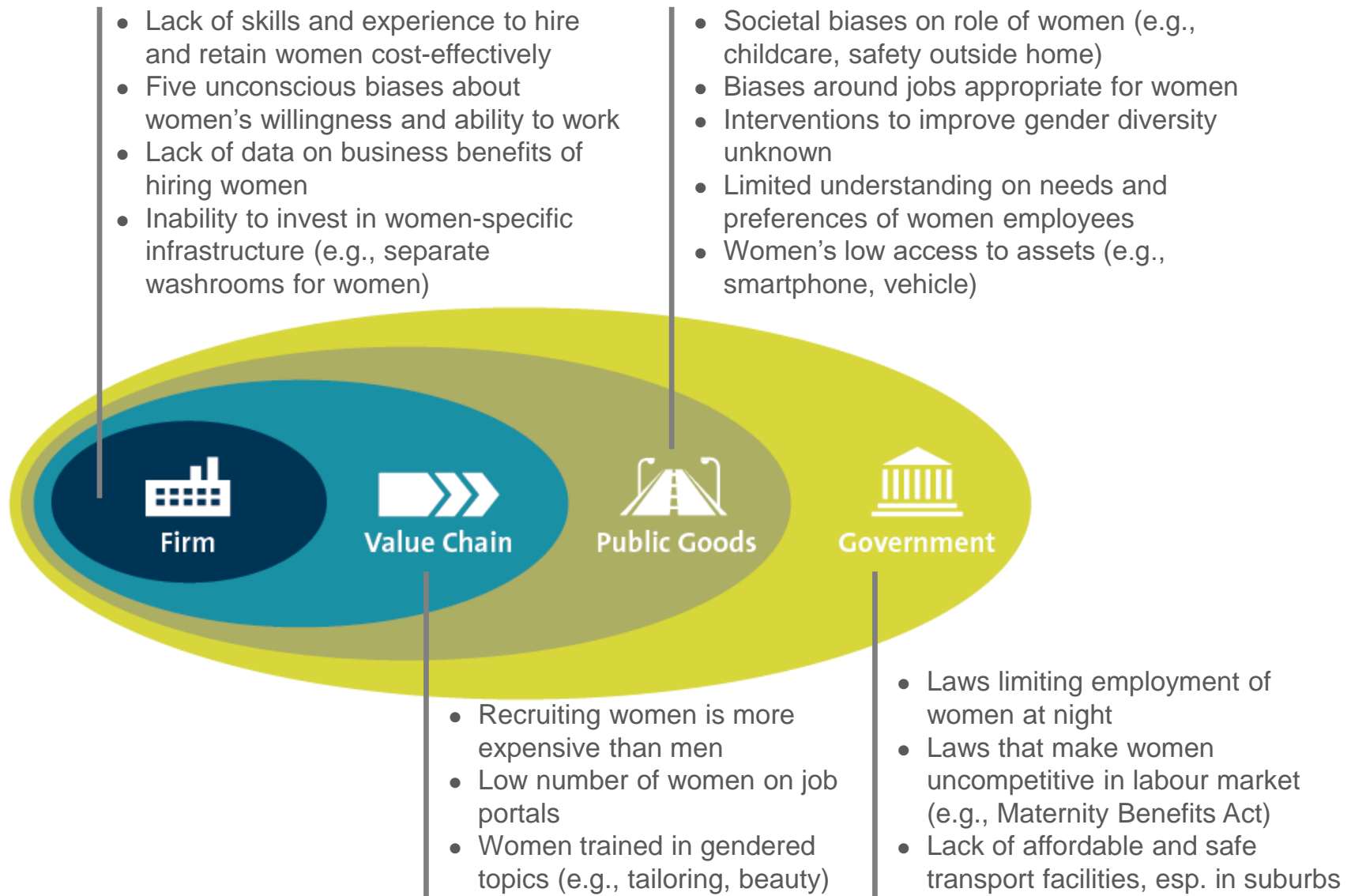

Retail sales associate[6]

**Tele calling agent[7]
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 women[1]
- Many jobs (e.g., delivery agent, warehouse packer) in these industries need basic education (i.e., 10th pass) and on-the-job training[2]
- Increasing women's participation from 8% to 24% by 2030, can add 1m+ additional women in jobs[3]

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* I 5- *Metamorworks/Shutterstock.com* I 6- *IndianFaces/Shutterstock.com* I7-*moodboard/Brand X Pictures via Getty Images*

Barriers preventing companies from increasing women's workforce participation

- Lack of skills and experience to hire and retain women cost-effectively
- Five unconscious biases about women's willingness and ability to work
- Lack of data on business benefits of hiring women
- Inability to invest in women-specific infrastructure (e.g., separate washrooms for women)

- Societal biases on role of women (e.g., childcare, safety outside home)
- Biases around jobs appropriate for women
- Interventions to improve gender diversity unknown
- Limited understanding on needs and preferences of women employees
- Women's low access to assets (e.g., smartphone, vehicle)

Firm **Value Chain** **Public Goods** **Government**

- Recruiting women is more expensive than men
- Low number of women on job portals
- Women trained in gendered topics (e.g., tailoring, beauty)

- Laws limiting employment of women at night
- Laws that make women uncompetitive in labour market (e.g., Maternity Benefits Act)
- Lack of affordable and safe transport facilities, esp. in suburbs

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

DEPENDO Altruist Co.

Even

3POINT HUMAN CAPITAL

GR8B

MOWO Moving women

UNH MANAGEMENT SERVICES PVT. LTD.

SWIGGY

zomato

INDUCTUS

2COMS Recruitment • Staffing • Skill Development

G Group YOUR JOB, OUR WORK

FM>LOGISTIC

adhaan solution Services at its best

labournet

INNOV YOUR PEOPLE PARTNER

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

Cost-benefit analysis of interventions

Improvement in gender diversity[1] — vertical axis: High, Medium, Low

Cost[2] — horizontal axis: High, Low, None

Data points: P8, P4, P5, S4, P11, S3, P6, P9, S2, P2, P1, P10, P7, S1, P3
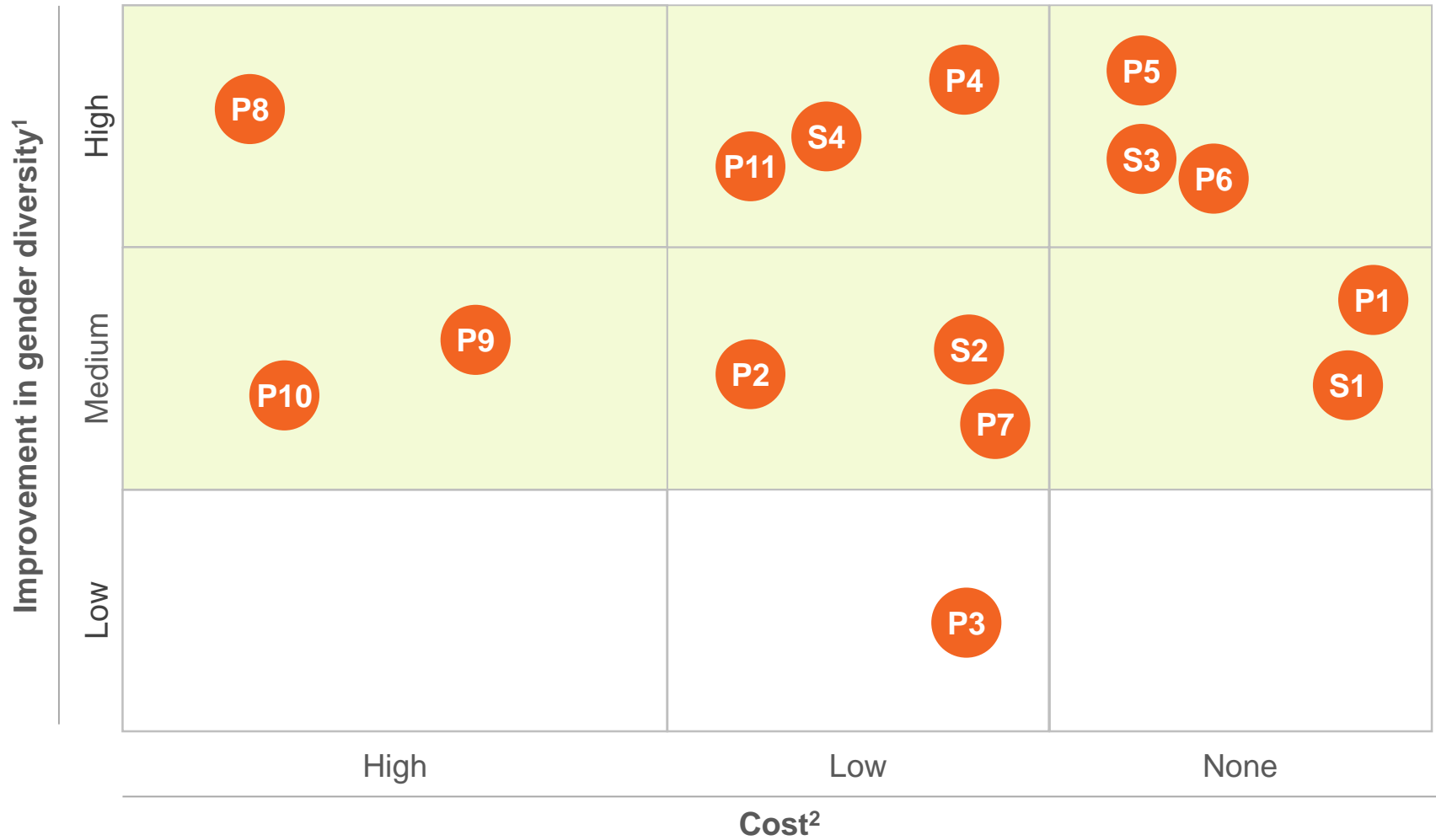
1. Increase in percentage points of women by the end of 1 year | 2. Cost of implementing an intervention (e.g., east of implementation, ongoing cost);
Note: Refer to appendix for details of interventions; Legend: P: Priority, S: Skill

Long list of high priority interventions for dark store and warehouse operations (1/3)

Name	Description
P1 **Internal communication**	• 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**	• Collect and disseminate data on business benefits of female employees (e.g., lower attrition, lower ageing of parcels)
P3 **Non-traditional case studies**	• 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**	• 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**	• 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**	• Publish a centralized dashboard to track monthly progress of each facility against gender diversity targets

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

| Name	Description
P7 **1+ women in shortlists**	● Mandate two or more females to be included in shortlists for recruitments and promotions
P8 **Pick-up and drop**	● 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**	● 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: 　– 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**	● 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**	● 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)**	● Prioritize roles where it is relatively easier to add women (e.g., sorting, documentation) due to lower mindset barriers among managers
S2 **Manager training**	● 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 dark store and warehouse operations (3/3)

| Name	Description
S3 **Women-specific openings**	● Post female specific job openings across all channels (e.g., job portals, referrals, staffing companies)
S4 **Onboarding support**	● 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

10
Women

8
Men
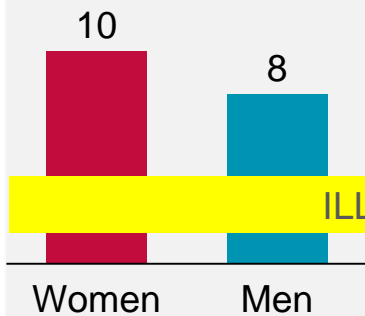
ILLUSTRATIVE

Avg. damaged parcels (%)
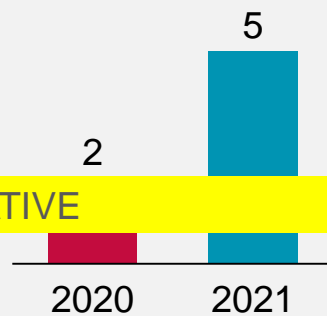
5
2021

2
2020

ILLUSTRATIVE

"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

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

– Senior manager

Average ageing of parcels (# hours)

8
2020

10
2021
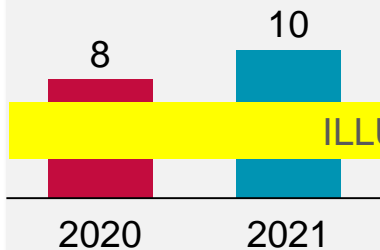
ILLUSTRATIVE

Per month attrition (%)
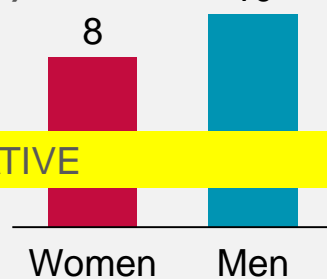
8
Women

10
Men

"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%
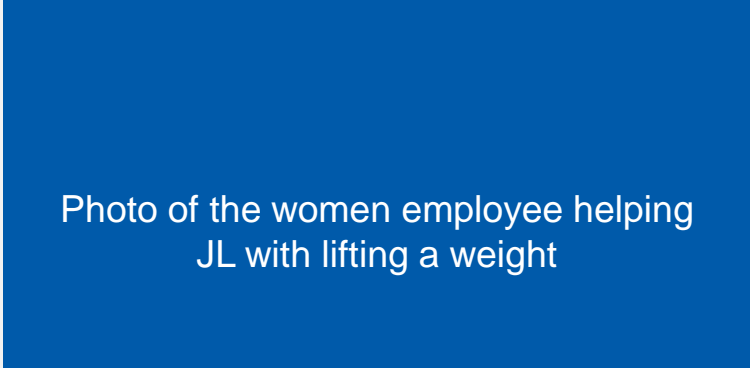- Average ageing of parcels = 8 hours

Photo of the women employee helping JL with lifting a weight

Photo of the employee moving loads on trolleys

ILLUSTRATIVE

Content of trainings	**Logistics of trainings**
• Activities to make trainees aware of their biases	• Include all supervisory (team leaders, executives and managers) staff and HR staff in the training
• Videos of women employees explaining their experiences with biases in the workplace	• Each training should ideally include about 12-15 participants
• Strategies and practical exercises to combat bias	• Make the training experiential – have lots of exercises
• Business benefits of hiring women	• Take real life situations that managers will encounter, to make the training relatable and actionable
• Implication of biases (e.g., not considering women for promotions)	

Detailed on the next slide

Anti-bias trainings (2/2)

- 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?

Female HR and helpdesk

How to recruit female HR

- Internal promotion

- Use referral networks

- Post job openings on white collar job portals (e.g., Naukri.com)

- Post job opening on company website

How to recruit for female helpdesk

- Share job advertisement on WhatsApp status

- Post job openings on blue collar job portals (e.g., Apna, Job Hai)

- Use referral networks

- Ask vendors for female candidates

Hiring at least 10% female HR and female employees for helpdesk can be helpful in:
- Supporting execution of interventions
- Effectively addressing concerns of female employees
- Providing a safe space for female employees to share issues

Role prioritization

Prioritize roles for women that face the least resistance from managers / supervisors. These include:

- Sorter

- Picker

- Scanner

- Packer

- Data entry operator

- Helpdesk

- Housekeeping

- Security

Benefits:
- Get quick wins to build buy-in within the organization
- Gain expertise in handling women before moving on to tougher roles

S2 # Manager training

Key concern	How to address the concern
We need to ensure safety of women in the dark store and warehouse at night	• Hire women for day shifts • Hire women in safe geographies (e.g., Bangalore, Hyderabad)
The operations team is unwilling to hire women	• Start with roles where operations managers are open to hiring women (e.g., picker, packer) • Set diversity KPIs for operations team • Incentivize the team to hire women • Spread awareness regarding benefits of hiring women
My team cannot find interested women close to the warehouse	• Explicitly ask vendors to source women from nearby areas • Ask for referrals from existing women workers • FSG can suggest staffing companies that can hire women for this role
Government does not allow companies to hire women in night shifts	• At least hire women for morning shifts • Keep a roster model that allows women to work only in day shifts • File applications to local government to allow women to work in night shifts
Women cannot lift heavy weight packages	• Assign roles to women that do not require them to lift heavy weights (e.g., sorter, packer) • Employ women for e-commerce clients that have lighter packages (e.g., pharmaceuticals, apparel)
Language used in dark store and warehouses is not women friendly	• Request team leads to sensitize male employees about the use of appropriate language

Post women specific openings on the three channels mentioned below:

Vendors	**Job portals (e.g., Apna, Job Hai)**	**WhatsApp**
• Ask for only women for the prioritized roles	• Post female only jobs on online job portals to attract women • Highlight benefits available to women in the job description	• Share female only job openings on WhatsApp status to reach a wider audience • Ask connections and existing women workers to share job openings as WhatsApp forwards

Detailed on the next slide

Illustrative job advertisement

Female/Male Picker

Company name

Make headline gender neutral

◎ Mahindra City, Jaipur

₹ 11,000 - 12,400 per month

🗂 Freshers in Warehouse / Logistics

New ✔️ Verified 20 Vacancies 🕐 Full Time

Job Highlights

🎓 All Education levels

⬭ All genders *Change gender requirements to include women*

🕐 6 days working | Rotational Shift

⭐ **Job Benefits:** PF, ESIC

Job Description

- Maintaining inventory.
- Identifying, dispatching and assuring the quality of goods.
- Maintain inventory reports.

Other benefits available *Include benefits available*

- Fixed working hours
- Pick up and drop available

Women-specific openings (3/4) | WhatsApp poster and message

WhatsApp poster

Job opportunity!

Earn INR XXX + benefits working as warehouse picker/packer in Bhiwandi

**Women are welcome to apply!
No charges, apply now**

Call / WhatsApp: +91 xxxxx xxxxx

WhatsApp message

Job opportunity! Earn INR xxx + benefits! Wanted female warehouse picker / packer in Bhiwandi for Company1. No charges, apply now! Call +91 xxxxx xxxxx

Benefits: ESIC (insurance), provident fund, 2 leaves per month, incentives, free pick up and drop

Job role: Warehouse picker / packer

Qualification: Any

Forward this message to others in need!

Image source: Flickr

Sample poster / flyer for circulation on field

Photo of a woman

Benefits of the job that women would find appealing

Clear call to action

Image source: Flickr

Onboarding support

Conduct check-ins twice a week with new female employees for first 15 days to understand and address their challenges

Ask 6 questions

1. How are you?
2. What do you like about the job? What can be done to improve?
3. What challenges are you facing?
4. Is your manager helpful?
5. Can I provide any additional support to help you?
6. Would you refer your female friends and family members for this job? Why / why not?

Resolve issues

1. Connect with team lead / manager to discuss how they can help the female employee address concerns on the job (e.g., coaching on specific issue areas)
2. Introduce new female employees to 2-3 women who work at the dark store and warehouse (ideally from the same locality) to create a peer network
3. Understand the typical challenges of female employees and how to address the same

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

PRELIMINARY

Intervention	Benefits / Examples
P1 **Internal communication**	• ~88% leaders in D&I (Diversity & Inclusion) deem leadership commitment as the most effective strategy to boost D&I[1] • At **Starbucks, Target, and Walmart,** CEO engagement has been key to fostering more inclusive cultures[2]
P9 **Cross-functional diversity team**	• Diversity task forces have improved the representation of women by 12-24% over 5 years[3] • **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 region[2]
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)

Intervention	Benefits / Examples
(P6) Diversity dashboard	• Of the companies leading on D&I, ~77% track representation of employees by gender and ~62% promotion rates by gender[1] • A firm[2] 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	• 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 woman[3] • BASF has diverse candidate slate policy with two goals: 50% of people interviewed and 50% of people doing interviewing are diverse[4]

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

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

Activities conducted for women

Recruitment

- Recruited a female HR who was invested in gender diversity, to support execution of interventions and address concerns of female employees
- Prioritized 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 shifts
- Informed vendors that the company is hiring women
- Maintained a list of 3-4 shortlisted women who were informed about new openings
- Enforced practice of replacing women only with women

Retention

- 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 challenges
- Recruited women employees at the helpdesk

Impact observed

- The facility has achieved ~8% gender diversity[1] despite hiring women for only 1 shift
- The logistics company is a preferred employer for women in the area:

"I like working here. My TLs support me"

"I have 2 friends who want to work here, but there are no openings"

"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"

1. Data from company HR in March 2022

Frequently asked questions

Key concern	Answer
Low priority is not a challenge for us – my team is willing to hire women	- We have observed that while ground-teams theoretically agree that gender diversity is important, few team members actively try to hire and retain women - When logistics companies have prioritized gender diversity, they have reached 30-40% women participation - It might be worthwhile to check if your team is making active efforts for diversity (e.g., have they told vendors to look for women, what is the % of women hired)
We have two shifts: 6 am to 2 pm and 2 pm to 10 pm. Women are not willing to work in either of these shifts	- Many women, who are working in your warehouses, adhere to these timings. The key issue is that organizations are unable to find suitable women - Multiple staffing companies have mentioned that they have the capability to hire more women for warehouse roles, provided logistics companies ask for it - You can also target younger women who have less household responsibilities in the morning
Women lack two-wheelers for commute	- You can ask your recruiters to hire women from villages within a 4-5 km radius - We have seen that women use local transportation (e.g., auto, buses) to commute
We cannot risk hiring women because nearby areas are unsafe	- You can prioritize the safer areas near the warehouse for hiring - You can also create cohorts of women from similar geographies so that they can travel to and from the warehouse together - We can also start pilots in locations that are safer (e.g., Mumbai)
Some job roles (e.g., loading) are very physically tiring	We should prioritize roles where we feel it is easier to hire women (e.g., sorting, documentation)

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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

Since 2006, the IM team has worked to build the low-income housing (LIH) industry

	Housing market in 2006	What we did	Housing market in 2018
Industry status	• **Very few developers** building LIH • **No housing finance companies (HFCs) lending** to informal[1], low-income customers	• **Incubated 2 HFCs** to serve informal, low- income customers • Signed up **4 developers** to pilot LIH	• **130+ LIH projects** in 23 cities (as of 2013) • **22 HFCs** lent **USD 4.1b** in loans to **250,000+ LIFs**
Knowledge gaps	• **Credit assessment** of informal customers • **Demand** for LIH • **Designing, marketing and identifying land** parcels for LIH • **Only government banks invited** to lend for government housing	• Conducted **research across the LIH value chain** • **Developed and piloted new business** model	• **Business model for informal customers** established • **Business model for LIH** established • **HFCs invited to** lend to big government housing projects • "*We know income bands for various informal jobs*" – HFC managers

Mindset barriers	• Low-income families (LIFs):
	  – **Don't want small flats**
	  – **Won't pay** maintenance
	  – Have **irregular incomes**
	  – **Inflate incomes**
	• Buildings will become vertical slums
		• Conducted **3000+ customer interviews** to understand needs, aspirations, willingness to pay and challenges to home ownership	• LIFs:
			  – **Investing in flats:** "*My flat is an asset for my children*"
			  – Are **responsible, credit worthy customers**, as indicated through low NPAs[2]
			• Government providing **5% interest subvention** to boost demand

1. No income proof I 2- Non performing assets

As a result of PIPE[1], children across 650+ APSs[2] have access to ABL[3] and have shown a 38% improvement in learning outcomes
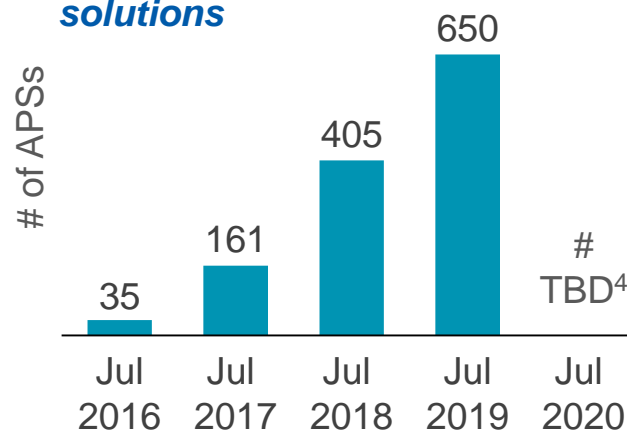
Activities

- Identified, convinced and **signed up 8 partners** to serve the APS market

  chrysalis
  HIPPOCAMPUS LEARNING CENTRES
  kreedo
  Next Education™ Transforming Education
  321
  CHIPPER SAGE
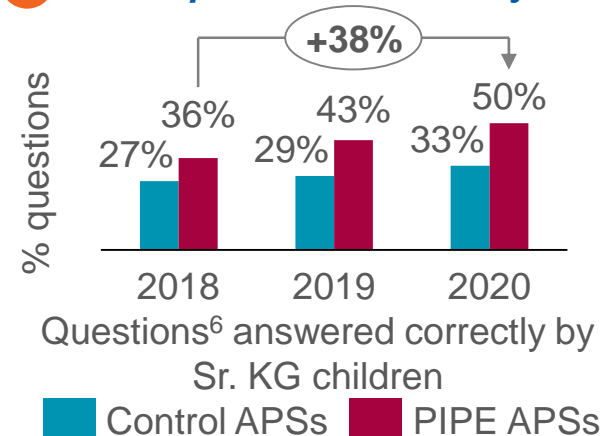 THE KARADI PATH EDUCATION COMPANY
  vikalp instrument of ideas

- Developed a **profitable business model** for the APS market

- **Published tools, best practices, reports as open-source resources at www.fsg.org/pipe**

Impact to date

A *APSs using PIPE partner solutions*

# of APSs

- Jul 2016: 35
- Jul 2017: 161
- Jul 2018: 405
- Jul 2019: 650
- Jul 2020: # TBD[4]

B *38% improvement over 2 years[5]*

+38%

% questions

	2018	2019	2020
Control APSs	27%	29%	33%
PIPE APSs	36%	43%	50%

Questions[6] answered correctly by Sr. KG children

■ Control APSs   ■ PIPE APSs

C *Collateral developed*

www. ratta-ya-samajh.com

D *Raised awareness with 180+ organizations*

Influenced funders (listed below) to support the APS market

avpn   Godrej   CENTRAL SQUARE FOUNDATION

Table of contents

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

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

Mission
- **Sustainably place 1m+ women** from households with low-income[1] in jobs **by shifting companies' mindset and practices**

Goals

In 6 years:
- **Place 100,000 women in jobs** across 2-3 high-growth industries
- **Increase women's workforce participation by 6%** across partners[2]
- **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

GLOW has identified logistics and flexi-staffing as high potential industries

Industry selection criteria

Potential to:

- Create a large number of jobs

- Leverage women's capabilities

- Align with women's employment needs

Industries selected

Flexi-staffing

Provision of semi-skilled frontline employees (e.g., retail promoters, tele-calling agents) to companies

Logistics

Transport and storage of the parcel from the seller to the end-consumer (e.g., delivery agent, packer, sorter)

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

- **83%** of women in urban India come from households with low-income[1]

- **85%** of women from households with low-income have not gone to college

- **>50%** of women from households with low-income have not completed Grade 10

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

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

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

Indian women's workforce participation is low

- **In India, women's workforce participation has dropped** from 45% to 27% from 2005 to 2019[1]
- **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 women**[3]

Women face multiple barriers from society and families

- 84% of **women need families' permission** prior to deciding to work[4]
- 69% of key decision makers[5] 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 women[4]

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

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

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
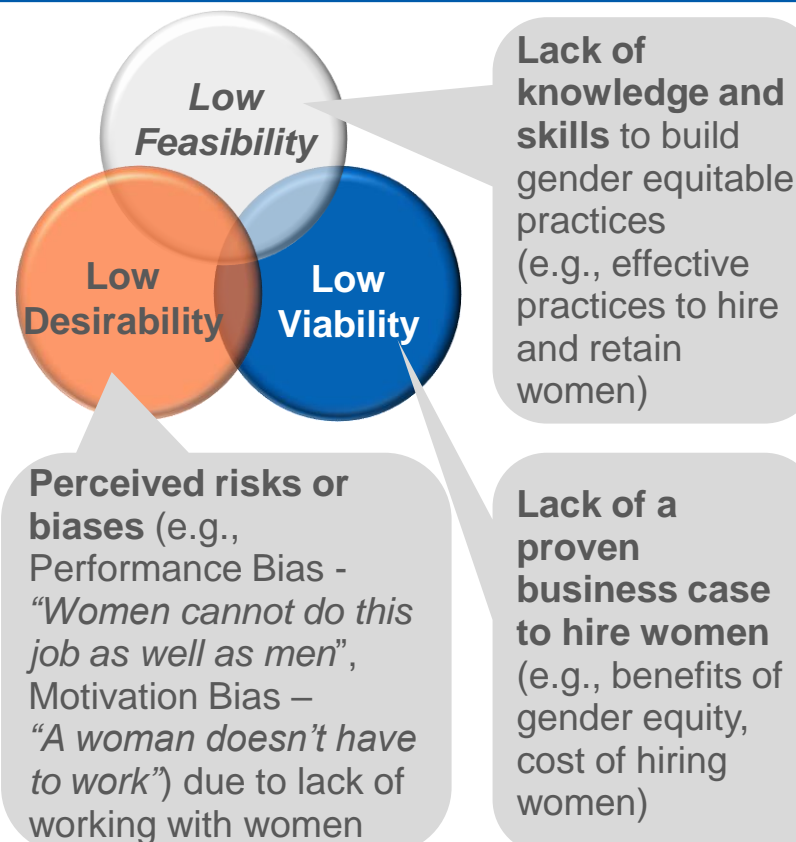

Warehouse Packer

- **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 items**[2]

High-growth industries could employ 1m+ women

- In 2020, **high-growth industries** (e.g., logistics and flexi-staffing) **employed ~9m workers of which only ~5% were women**[3]

- By 2030, these industries **could potentially employ ~15m workers**[4]

- **Increasing women's participation** in high-growth industries **from 5% to 10% can place 1m+ women in jobs** by 2030[4]

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

Low Feasibility

Low Desirability

Low Viability

Lack of knowledge and skills to build gender equitable practices (e.g., effective practices to hire and retain women)

Perceived risks or biases (e.g., Performance Bias - *"Women cannot do this job as well as men"*, Motivation Bias – *"A woman doesn't have to work"*) due to lack of working with women

Lack of a proven business case to hire women (e.g., benefits of gender equity, cost of hiring women)

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.

3POINT HUMAN CAPITAL

Even

GRaB

IHHC A Partner of BAYADA Home Health Care

MOWO Moving women

SWIGGY

Aaji Care redefining care @ home

INDUCTUS

2COMS Recruitment • Staffing • Skill Development

UMH MANAGEMENT SERVICES PVT. LTD.

Dr. Dhiliwal's Pain & Palliative Care

adhaan solution Services at its best

INNOV YOUR PEOPLE PARTNER

labournet

GI Group YOUR JOB, OUR WORK

Nightingales THE HOME HEALTH SPECIALIST — A Mahindra Collaboration —

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

FSG

REIMAGINING SOCIAL CHANGE