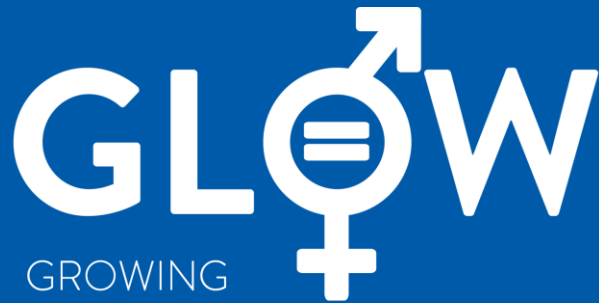**FSG** REIMAGINING SOCIAL CHANGE

GLOW

GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Roadmap to gender equity for flexi-staffing 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 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 | 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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Executive summary

- Clients are increasingly mandating female associates from outsourcing partners

- However, companies are unable to increase women associates because of 5 key challenges within and outside the organization:

  - Recruiters do not have the skills

  - Recruiters are not motivated to change practices

  - Families do not allow women to work

  - Job portals have a limited pool of women

  - Government policies limit women's work hours

- 10 cost-effective interventions can help staffing companies become reputed providers of a diverse workforce in ~12 months

- GLOW can support flexi-staffing companies in 4 ways:

  - Advisory

  - Capacity building

  - Research

  - Market intelligence

Clients are increasingly mandating female associates from outsourcing partners

Your clients are hiring women within their organizations…

- A large FMCG company achieved 50% women across all internal designations

- 4 large banks have set a target to increase their female workforce to 25-30%

- A top 3 mobile manufacturer has 80-90% women in 2 factories

- … and more

…and have started mandating women in outsourced roles

- Top 3 logistics players have signaled ~15% women across all warehouses in 2 years

- 2 large retail chains have opened all-women stores

- 2 electronic vehicle manufacturing companies are hiring women for all 3 shifts

- …and more

To meet this upcoming demand, your organization needs to start building capabilities today

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

Organization

Ecosystem

1 Recruiters do not have the skills to hire women quickly

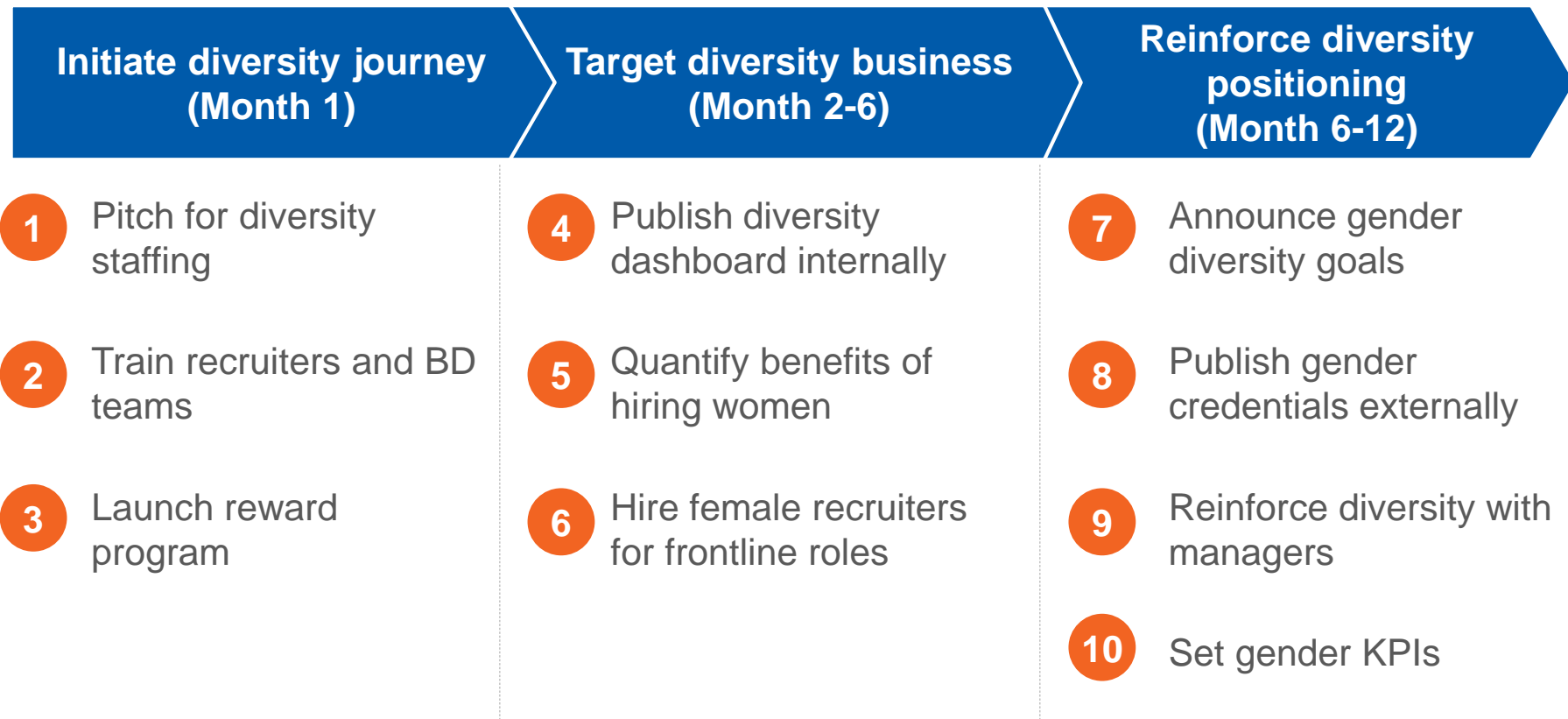**2** Recruiters are not motivated to change practices to hire women

3 Families do not allow women to work late or migrate for jobs

4 Job portals have a limited pool of women

5 Government policies limit women's work hours

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

10 interventions can help you become a reputed provider of a diverse workforce in ~12 months[1,2]

| Initiate diversity journey (Month 1)	Target diversity business (Month 2-6)	Reinforce diversity positioning (Month 6-12)
1 Pitch for diversity staffing	**4** Publish diversity dashboard internally	**7** Announce gender diversity goals
2 Train recruiters and BD teams	**5** Quantify benefits of hiring women	**8** Publish gender credentials externally
3 Launch reward program	**6** Hire female recruiters for frontline roles	**9** Reinforce diversity with managers
		10 Set gender KPIs

Are you ready to start this journey?

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

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

Preliminary

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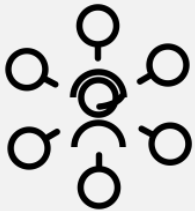
Act as a thought partner to the leadership to advance the company's gender agenda (e.g., set gender goals and KPIs, customize roadmap)

2 Capacity building

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

3 Research

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

4 Market intelligence

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

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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**

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]

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
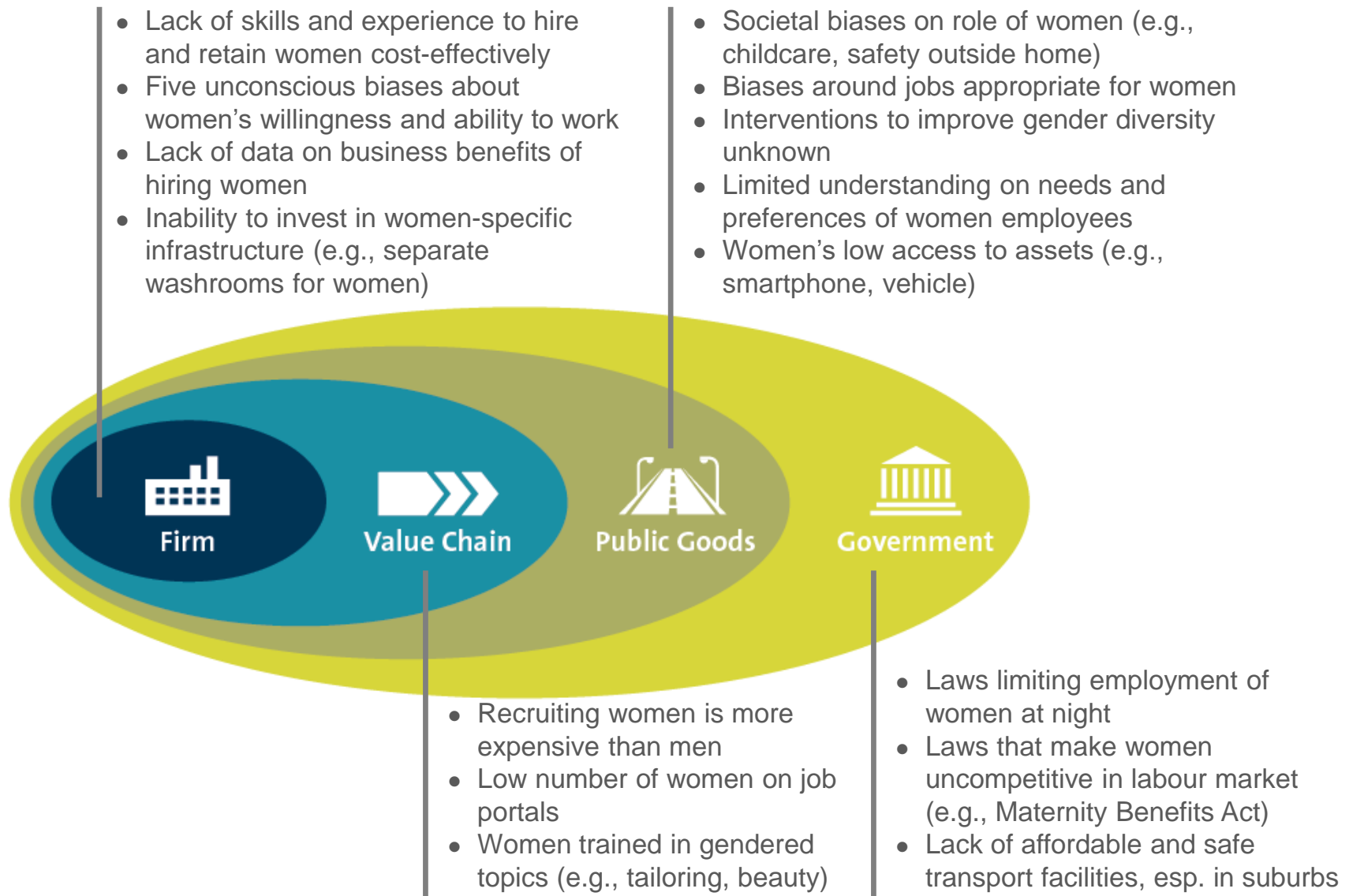

Retail sales associate[6]

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]

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

GRaB

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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Annexure

Initiate diversity journey

Initiate diversity journey (Month 1)	Target diversity business (Month 2-6)	Reinforce diversity positioning (Month 6-12)
1 **Pitch for diversity staffing**	4 Publish diversity dashboard internally	7 Announce gender diversity goals
2 **Train recruiters and BD teams**	5 Quantify benefits of hiring women	8 Publish gender credentials externally
3 **Launch reward program**	6 Hire female recruiters for frontline roles	9 Reinforce diversity with managers
		10 Set gender KPIs

Pitch for diversity staffing (1/7)

Clients are increasingly mandating female associates from outsourcing partners

Your clients are hiring women within their organizations…	…and have started mandating women in outsourced roles
• A large FMCG company achieved 50% women across all internal designations	• Top 3 logistics players have signaled ~15% women across all warehouses in 2 years
• 4 large banks have set a target to increase their female workforce to 25-30%	• 2 large retail chains have opened all-women stores
• A top 3 mobile manufacturer has 80-90% women in 2 factories	• 2 electronic vehicle manufacturing companies are hiring women for all 3 shifts
• … and more	• …and more

To meet this upcoming demand, your organization needs to start building capabilities today

Pitch for diversity staffing (2/7)

Approach **for a diversity pitch**

Identify clients	Outreach	Pitch

A **Prioritize 5 sectors actively increasing women in their outsourced workforce**
- Retail
- Logistics
- Electronics / mobile manufacturing
- BFSI
- Garment manufacturing

B **Identify gender focused clients through 4 indicators**
- Publicly announced diversity goals
- Published diversity achievements
- Set internal targets
- Appointed a DEI head / team

C **Reach out to CHRO, diversity head, or CEO using 5 key messages in the email / LinkedIn**
- Introduce your organization
- Share 1-2 public commitments by the client to hire women
- State 2-3 benefits of hiring women
- Pitch that you can help meet their gender diversity goals
- Clearly communicate the next steps

D **Pitch 6 benefits of hiring women for flexi-staffing clients[1,2]**
- Higher productivity
- Higher accuracy
- Higher retention
- Improved work culture
- Lower absenteeism
- Higher customer satisfaction

E **Ask for 3 concessions when pitching to flexi-staffing clients**
- Exclusive time
- Relaxed selection criteria (e.g., lower educational qualifications)
- Additional support (e.g., free pick-up and drop)

1. List is illustrative; 2. Benefits are anecdotal and qualitative

Pitch for diversity staffing (3/7)

Prioritize 5 sectors actively increasing women in their outsourced workforce

Sector	What they say
Retail	*"We are opening a women only store, including the store managers and the entire team"* — **CHRO, Retail Chain[1]** *"The company is targeting a gender diversity ratio of 28% by 2025"* — **Website of a retail company[2]**
Logistics	*"We are hiring more women across levels, including delivery associate role"* — **Co-founder, logistics company[3]** *"We are looking to onboard more women drivers, fleet owners, and other transporters as a part of our expansion plans"* - **CEO, Logistics company[4]**
Electronics / mobile manufacturing	*"Women are approximately 72% of blue-collar roles at our electronics manufacturing suppliers"* — **Public disclosures of a large phone manufacturer[5]**
BFSI	*"Today, ~22% of our workforce consists of women and we have set a target to increase this to 25% by 2025"* — **Annual report of a large bank[6]**
Garment manufacturing	*"We encourage gender diversity and women play an integral role across functions including handling advanced machinery on the shop floor, research and development, quality management, garment designing and management roles"* — **Website of a garment company[7]**

1. Interview with a CHRO of a retail chain; 2. Retail company website link; 3. Logistics company website link; 4. Indian Transport & Logistics News link; 5. Businessworld article link; 6. Mint article link; 7. Garment manufacturing company website link

B Pitch for diversity staffing (4/7)

Identify gender focused clients through 4 indicators

Indicator	Potential sources	Example of the indicator
i **Publicly announced diversity goals**	• Annual report • Company website • News articles • Social media	*"Today, ~22% of our workforce consists of women and we have set a target to increase this to 25% by 2025"* **– Annual report of a large bank[1]**
ii **Published diversity achievements**	• Annual report • Company website • News articles • Social media (e.g., LinkedIn)	*"We have onboarded over 1,000 female sales representatives and aspire to have 10,000 by 2026"* **– LinkedIn post of the CHRO of an FMCG company[2]** *"67% increase in women workforce in retail in 1 year"* **– Website of a retail company[3]**
iii **Set internal targets**	• Calls with client managers	*"A manufacturing client checks gender parameters every month. If they want 70% women and the number is lower than that, they tell us to first bring women."* **– Manager, staffing company[4]**
iv **Appointed a DEI head / team**	• LinkedIn • News articles	*"<Company name> has appointed a Head of Diversity and Inclusion"* **– News article[5]**

1. Mint article link; 2. LinkedIn post; 3. RIL website link; 4. Interview with 1 manager of a staffing company; 5. Economic Times link

C # Pitch for diversity staffing (5/7)

Reach out to CHRO, diversity head, or CEO using 5 key messages in the email / LinkedIn message

Key message

To: CHRO / Operations head / CEO / Diversity head
Title: Requesting 30 mins to discuss placing more women with <Client1>
Dear <Recipient's name>,

I hope you are well. *<Introduce yourself and your organization in 1-2 lines (e.g., number of associates placed every year, prominent clients, sector expertise)>*. I am writing to request 30 mins to discuss placing women for the upcoming <Job role1> openings at <Client1>.

Introduce your organization

<Client1> is a leader in gender diversity. *<Share 1-2 points to <Client1's> leadership in and public commitment to hiring women (options below)*
Aims to increase the participation of women in its workforce to 30% by 2025
Grew the participation of women in frontline staff by 5% in the last year>

Share 1-2 public commitments by the client to hire women

Increasing the percentage of women in your workforce could have the following benefits. *<Share 2-3 points on how hiring women in the <Job role1> role will help <Client1> (options below)*
•*Women are more productive and have greater accuracy*
•*Hiring women leads to better work culture>*

State 2-3 benefits of hiring women

<flexi-staffing company> is keen to support <Client1> achieve *<xx%>* gender diversity ratio in the <Job role1> role in the next *<xx>* months. *<Give 2-3 reasons / evidence to show why <flexi-staffing company> is the right partner for gender diverse staffing (options below)*
•*Number or percentage of women among associates placed every year*
•*Case studies of successfully placing women*
•*External partnerships (e.g., with GLOW, skilling organizations) to build the capability to place women>*

Pitch that you can help meet their gender diversity goals

Please suggest a couple of 30-minute timeslots when we can discuss this in detail. I have also attached an overview of our company for your perusal. Look forward to, hopefully, speaking to you soon.

Clearly communicate next steps

Thanks and regards,
<Name of sender>

D Pitch for diversity staffing (6/7)

Pitch 6 benefits of hiring women to flexi-staffing clients[1,7]

Pitch 6 benefits of hiring women	Sample pitch
Higher productivity	*"Women field sales agents are able to better explain and convince retailers to buy products"*
Higher accuracy	*"In warehouses, women are more accurate in sorting parcels and cause fewer damages"* *"Women pickers in dark stores have lower customer complaint rates"[2]*
Higher retention	*"Women are more likely to continue in warehouse roles, reducing your recruitment costs"[3]* *"In banking roles, the attrition rate of women is much lower than men"[4]*
Improved work culture	*"Women are diligent and hard-working. We have seen that even men become more sincere and improve their behavior and language, once women join."*
Lower absenteeism	*"2 large logistics players have observed that women's attendance is better. Hiring women will increase your attendance and hence, productivity."[3, 5]*
Higher customer satisfaction	*"Female tele-callers bring higher customer satisfaction. They are able to better empathize and resolve your customer's issues."[6]*

1. List is illustrative; 2. Interview with 1 large logistics company; 3 Mahindra Logistics link; 4. Business Today article link; 5. HR Katha link; 6 Interview with a manager at 1 job portal; 7. Benefits are anecdotal and qualitative

E Pitch for diversity staffing (7/7)

Ask for 3 concessions when pitching to flexi-staffing clients

Ask for 3 concessions	Sample pitch
Exclusive time	*"Finding women takes longer than men. If you offer us 3-4 days extra time, we will be able to provide 40% female candidates at no extra cost."*
Relaxed selection criteria — **Lower educational qualifications**	*"This job does not require a graduate. 10th / 12th pass women can also enter data and speak with customers on call. You can test for fluency in Hindi and English in the interview."*
Lower experience	*"There are very few women in this role. So if you want to hire women, you will need to hire freshers / people with experience in a different role (e.g., promoter)."*
No license / asset requirement	*"There are companies that offer 2-wheeler rental. You could allow women to use these. This will eliminate the asset requirement"*
Additional support — **Free pick-up and drop**	*"Your manufacturing unit / warehouse is located far away from the city. To attract female candidates, you will need to provide a pick-up and drop service."*

Train recruiters and business development teams (1/3)

Preliminary

Attendees	Training module 1	Training module 2	Training module 3
Recruiters	**i** Mock pitch and effective screening	**ii** Lead generation	**iii** Collateral development
Experienced recruiters[1]	**iv** Female lead generation	**v** Retention till payroll	**vi** Tools to generate and manage leads
Business development teams	**vii** Effective diversity pitch	**viii** Lead development and management	
Managers	**ix** Tracking team performance	**x** Effective team development	

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

1. Recruiters with >3 years of recruiting experience

Train recruiters and business development teams (2/3)

Preliminary

Mock pitch and effective screening training overview

#	Session	Session lead	Overview of session	Estimated time
1	**Welcome**	Recruitment head or business head	• Share plan to hold monthly trainings to help recruiters meet their targets • Brief overview of the training session	10 min
2	**Mock pitches with feedback**	Recruitment head or business head	• 2 recruiters make a mock pitch to the recruitment head • After each pitch, the attendees (i.e., recruiters, recruitment head) will share 2-3 things that went well and 1-2 areas of improvement	40 min
3	**Ideal pitch**	Recruitment head or business head	• Session lead demonstrates an ideal pitch • After the pitch, the attendees (i.e., recruiters, recruitment head) will share 2-3 things that went well and 1-2 areas of improvement	20 min
4	**Learnings from training**	Recruitment head or business head	• Open forum for recruiters to share their learnings from the sessions	15 min
5	**Closing**	Recruitment head or business head	• Session lead shares a checklist of key messages for pitches • Reinforce that recruiters should use at least 2 points from the checklist going forward	5 min

Logistics for the training
- Location: Company office in 1 conference room (10-12 persons) with a projector and a whiteboard / Online
- Time: 3:30PM to 5:00PM on a Friday
- Invitees: 5-6 recruiters and the session lead

Train recruiters and business development teams (3/3)

Preliminary

Lead generation training overview

#	Session	Session lead	Overview of session	Estimated time
1	**Welcome**	Recruitment head or business head	● Share plan to hold monthly trainings to help recruiters meet their targets ● Brief overview of the training session	10 min
2	**Journey of a recruiter**	Recruitment head or business head	● Explain the typically journey of a recruiter, with a focus on skills differences between intermediate and expert recruiters	15 min
4	**Deep dive into 3 key sources of leads**	Recruitment head or business head	● Discussion on effectively sourcing leads from 3 channels: candidates, skilling centres, and clients ● Additional tips for each channel	40 min
5	**Closing**	Recruitment head or business head	● 5 key takeaways from the training	10 min

Logistics for the training
- Location: Company office in 1 conference room (10-12 persons) with a projector and a whiteboard / Online
- Time: 3:30PM to 5:00PM on a Friday
- Invitees: 5-6 recruiters and the session lead

Launch reward program (1/6)

Process

A Announce reward program by email / zoom call

B Identify winners from monthly payroll data

C Send a monthly email recognizing the top recruiter and manager

D Send an INR 1,000 voucher to the top 3 recruiters and INR 3,000 voucher to the top manager

E Congratulate winners in monthly employee engagement activities (e.g., with a certificate), over a group video call, in an organization wide email, or on WhatsApp groups

Eligibility for voucher

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

Recognition email for recruiters

Photo of recruiter	**Congratulations to Recruiter1** for hiring the most women in Month1 **<20> women payrolled!**	**Top 3 recruiters in Month1** 1. Recruiter1 2. Recruiter2 3. Recruiter3

We have detailed out the process in the following slides

A Launch reward program (2/6)

Illustrative email from the leadership to announce reward program

To: Entire recruiting staff
From: CEO or HR head

Title: Launching a monthly diversity reward for recruiters…

Dear All,

As you may be aware, our company is strongly committed to placing women in well-paying jobs.

Placing women with our clients brings 3 benefits to our organization:
- Win new business from our large, diversity-focused clients
- Meet our existing mandates for women
- Increase payroll completion and placement fee revenue due to better retention

To further our diversity goals, we are offering an INR 1,000 gift voucher every month to the recruiter payrolling the most women and INR 3,000 to the manager whose team payrolls the most women.

We need your support to achieve this vision and bring more women into the workforce. To create a positive impact and earn this incentive, we encourage you to a) actively seek out qualified women candidates and b) prioritize their placement in your recruitment efforts. Feel free to contact <POC1> or me directly if you have any questions.

Thanks and regards,
<Name and signature>

Note: Benefits are anecdotal and qualitative

A **Launch reward program (3/6)**

Frequently asked questions from recruiters

#	Common questions from recruiters	Responses
1	What are the eligibility criteria for this reward program?	• All recruiters and recruiting managers are eligible for the reward program. However, no individual may win the award more than 3 times in a financial year (April-March). • <Please note, if you are a recruiter for beauty or tailoring roles, you will not be eligible for this scheme>
2	How is the winner determined?	Winners are determined as below: • Recruiter: Highest new female payrolls in a month (i.e., female candidates that complete at least one month with the client) • Manager: Average # of new female payrolls by their team (i.e., # of women payrolls by their team / # of team members)
3	What happens in case of a tie?	• In case of a tie, the voucher amount will be split among the winners
4	How is the voucher distributed?	• Winners will receive a gift voucher over email and an appreciation certificate

Launch reward program (4/6)

Sample format to collect female payroll data

Recruiter name	Manager / team lead name	Currently employed (Yes / No)	Number of female payrolls		
			March	**April**	**May**
Recruiter 1	Team lead 1	Yes	5	7	
Recruiter 2	Team lead 1	No	10	9	
Recruiter 3	Team lead 2	Yes	xx	xx	
Recruiter 4	Team lead 2	Yes	xx	xx	
Recruiter 5	Team lead 3	Yes	xx	xx	
Recruiter 6	Team lead 3	Yes	xx	xx	

C Launch reward program (5/6)

Illustrative email from HR head / leadership

Congratulations to the diversity champions for Month1

Sapna

Recruiter

Sunil

Manager

Anita

Regional manager

"This month I tried signing up influencers in local communities which helped me to get more women leads" **- Sapna**

Leadership could congratulate the diversity champions over a short call

Sample certificate for the award

DIVERSITY CHAMPION AWARD

is proudly presented to

<Name>

For supporting <XX> women to receive formal employment with <XYZ Management Services> in <Jan'23>. We applaud your contribution to the empowerment of women and the economic development of the country.

<Signatory name>
<Designation>
<Company name>

<Company logo>

Annexure

i. Initiate diversity journey

ii. Target diversity business

iii. Reinforce diversity positioning

iv. Prioritized long list of interventions

v. Interventions that do not work

vi. Frequently asked questions

Target diversity business

Initiate diversity journey (Month 1)	Target diversity business (Month 2-6)	Reinforce diversity positioning (Month 6-12)
1 Pitch for diversity staffing	**4** **Publish diversity dashboard internally**	**7** Announce gender diversity goals
2 Train recruiters and BD teams	**5** **Quantify benefits of hiring women**	**8** Publish gender credentials externally
3 Launch reward program	**6** **Hire female recruiters for frontline roles**	**9** Reinforce diversity with managers
		10 Set gender KPIs

Publish diversity dashboard internally

Region-wise gender data

Region	% women joined	% women payrolled
North	5%	2%
South	x%	x%
West	x%	x%
East	x%	x%

Manager-wise gender data

Manager	% women joined	% women payrolled
Manager1	5%	2%
Manager2	x%	x%
Manager3	x%	x%
Manager4	x%	x%

Recognition of best performing recruiter

Photo of recruiter

Recruiter1 hired the most women in Month1

<30> women hired!

Top 3 recruiters in Month1
1. Recruiter1
2. Recruiter2
3. Recruiter3

Quantify benefits of hiring women

Collect data to quantify 4 benefits of hiring women

Communicate benefits to the organization

Benefit	Data to collect	Team
Women are more likely to complete the retention period	• # of women and men placed • # of women and men completing retention period	Recruitment
Women retain longer than men	• Average retention of women and men (# of months)	Recruitment
Female recruiters are more productive than male recruiters	• Average # of payrolls of male and female recruiters	Recruitment
Diversity focused pitches have a higher conversion rate	• Total # of pitches made and converted • # of diversity-focused pitches made and converted	Sales

"We are <15%> more likely to earn the retention fee when we hire women"

"Female recruiters average <20> payrolls a month, <3> more than male recruiters"

"Our clients are <15%> more likely to partner with us when we focus on diversity in the pitch"

Hire female recruiters for frontline roles (1/2)

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

7 potential candidate profiles	4 channels to target candidates	4 messages to convince women
For desk recruitment ● Tele-callers ● CRM trainees **For field recruitment** ● Skilling mobilizers ● Field workers of NGOs ● SHG field coordinators ● ASHA / USHA workers ● Promoters in retail stores	● Post on job portals (e.g., Apna, Job Hai) ● Connect with CRM training organizations ● Pitch outside place of work (e.g., NGO office, skilling center, BPO) ● Ask for references from key influencers (e.g., skilling center heads, community leaders, current and past recruiters)	● Earn more than in tele-calling / NGO and get the satisfaction by helping youth get jobs ● Career progression opportunity ● Safety mechanisms provided (e.g., work within city or at outskirts of city only) ● Testimonials from female recruiters and their families

Hire female recruiters for frontline roles (2/2)

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

Job description for portals	Social media message and status

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

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

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

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

WhatsApp message

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

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

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

Share this opportunity with other women who need a job!

2:40 PM

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

Hiring female recruiters in <Location1>

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

Annexure

Reinforce diversity positioning

Initiate diversity journey (Month 1)	Target diversity business (Month 2-6)	**Reinforce diversity positioning (Month 6-12)**

1 Pitch for diversity staffing

2 Train recruiters and BD teams

3 Launch reward program

4 Publish diversity dashboard internally

5 Quantify benefits of hiring women

6 Hire female recruiters for frontline roles

7 **Announce gender diversity goals**

8 **Publish gender credentials externally**

9 **Reinforce diversity with managers**

10 **Set gender KPIs**

Announce gender diversity goals

Illustrative email from the leadership to announce gender diversity goals internally

Dear All,

I am writing to share our company's vision to increase the participation of women in the workforce placed with our clients from <10%> to <25%> in the next <12> months. As you may be aware, in the past <6> months we have launched multiple initiatives to support recruiters to hire women (e.g., voucher scheme, training program).

To achieve this goal, we need your support to find and place more women with our clients.

Q: Why are we hiring women?
A: Hiring women brings 3 benefits to our organization
- Win new business from our large, diversity-focused clients
- Meet our existing mandates for women
- Increase payroll completion and placement fee revenue due to better retention

Q: What is Company1 doing for diversity?
A: We are investing in building your skills to hire women
- Organizing a monthly training for recruiters to increase women hiring
- Offering an INR 2,000 gift voucher every month to the recruiter payrolling the most women

Q: Will our clients take women?
A: We are actively approaching our existing clients to include <25-40%> women in jobs and new diversity focused employers

We need your support to achieve this vision and bring more women into the workforce. Feel free to contact <POC1> or me directly if you have any questions.

Thanks and regards,
<Name and signature>

Note: Benefits are anecdotal and qualitative

Publish gender credentials externally

Share 3 gender credentials

- Number of women associates placed each year

- Case studies of successfully placing women

- External partnerships (e.g., with GLOW, skilling organizations) to build the capability to place women

Use 5 channels to disseminate credentials

- Company's website

- Business development collateral

- Company's social media page (e.g., LinkedIn, Facebook)

- Press releases

- Newspaper articles

Reinforce diversity with managers

Goals of the call	• Reinforce gender goals • Assign accountability • Develop a solution-oriented approach to diversity

Format of the call	10 min call between leadership (e.g., recruitment head) and a manager (e.g., branch head) as part of the monthly review process

Data required

Manager 1	% women payrolled
Goal	20%
Month1	15%
Month2	XX%
Month3	XX%

Questions for leadership to ask	• Which recruiters do we need to push to start hiring women? • Which clients are we targeting to increase diversity in? How? • What will you do differently next month to achieve your target? • How can I support you in hiring more women? • <To the top 2-3 well-performing managers> You increased the % of women payrolled from XX% to YY%. Do you have any tips that helped you grow this number?

Note: Refer to ⑩ for frequently asked questions / concerns from managers

Set gender KPIs (1/2)

Illustrative roll out of gender KPIs

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

No change to overall recruiter productivity

2x women payrolled by month 18 over the baseline

Identify and coach the lowest performing recruiters to hire women

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

Set gender KPIs (2/2)

Responses to common concerns / questions from recruiters and managers

#	Common concerns / questions from recruiters and managers	Responses

1	Why should we hire women?	• Placing more women will help the organisation:
		  – Meet our existing mandates for women (e.g., Client1, Client2)
		  – Win new business from large, diversity-focused clients (e.g., Client3)
		• *(For managers)* Placing women will help you meet your payroll targets due to better retention
		• *(For recruiters)* Placing women will help you earn incentives
		• Placing women will help you access new talent pools to fill mandates faster

2	Clients do not want women	• Our clients are asking for women (e.g., Client1, Client2) • We plan to pitch for exclusive diversity business
3	Women do not take up these roles	• Women already form a large part of our key roles, such as retail sales associate and sewing machine operator • Many women are also taking up roles such as warehousing and manufacturing • We plan to place more women in both these kinds of roles
4	Families do not allow women to work	• ~50% of women either work or want to work. If we explain the role well, many of them are able to convince their families as well. • We will provide you with FAQs that you can share with candidates and ask them to share and discuss with their family
5	I do not know where to find women / how to pitch to them	We are investing in building your skills to hire women by organizing monthly training for recruiters to increase hiring of women

Annexure

GLOW has prioritized 13 low-cost interventions that can help flexi-staffing companies improve women's participation

- Pitch for diversity staffing

- Train recruiters and BD teams

- Launch reward program

- Publish diversity dashboard internally

- Quantify benefits of hiring women

- Hire female recruiters for frontline roles

- Announce gender diversity goals

- Publish gender credentials externally

- Reinforce diversity with managers

- Set gender KPIs

- Create a diversity team

- Publish gender blogs and reports

- Target high-potential segments online

GLOW developed a long list of 35 interventions to help flexi-staffing companies increase women's participation

Head office interventions H

Incentivize team
H1. Launch reward program
H2. Send monthly recognition email
H3. Reward gender-equitable recruiters
H4. Reward gender-equitable managers

Communicate priorities
H5. Communicate gender priority internally
H6. Announce gender diversity goals
H7. Publish diversity dashboard internally
H8. Reinforce diversity with managers
H9. Create a diversity team
H10. Set gender KPIs

Develop capacity
H11. Train recruiters and BD teams
H12. Share tips through WhatsApp chatbot
H13. Share short videos with tips
H14. Quantify benefits of hiring women
H15. Start paid referral program

Differentiate positioning
H16. Pitch for diversity staffing
H17. Pitch for impact investment
H18. Publish gender credentials externally
H19. Publish gender blogs and reports

Branch interventions B

Improve targeting
B1. Use separate posts for women
B2. Target high-potential segments for field recruitment
B3. Target high-potential segments online
B4. Recruit from skilling organizations

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

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

Long list of interventions (1/5)

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

H Head office interventions ◇ B Branch interventions | Prioritized interventions | Optional

Long list of interventions (2/5)

	S. No.	Name	Description
Communicate priorities	**H7**	Publish diversity dashboard internally	Leadership publishes gender metrics with the entire organization over email every month (e.g., recruiter-wise women hired, highest and lowest performing recruiters on gender diversity)
	H8	Reinforce diversity with managers	Leadership checks-in monthly with managers on the status of women hiring
	H9	Create a diversity team	Create a cross-functional diversity team and empower it to implement new interventions and monitor results
	H10	Set gender KPIs	Set monthly gender targets on recruiters to earn their bonuses (e.g., 1 woman payroll each month, 5% of payrolls are women)
Develop capacity	**H11**	Train recruiters and business development teams	Conduct 1 training each month to train recruiters to hire women and business development teams to pitch for diversity business (e.g., how to pitch to women, common questions asked by women, collateral to share to convince parents, segments of women to target, how to recruit women quickly, questions to screen female candidates)
	H12	Share tips through WhatsApp chatbot	Share tips to hire women (e.g., hiring channels, segments of women to target, key messages) with recruiters through a WhatsApp chatbot
	H13	Share short videos with tips	Share short training videos (2-3min) with recruiters via WhatsApp (e.g., an ideal pitch, "3 things that worked in hiring and retaining women" featuring recruiters who hired women)

H Head office interventions   ◇B Branch interventions   **Prioritized interventions**   Optional

Long list of interventions (3/5)

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

H Head office interventions   ◇ B Branch interventions   **Prioritized interventions**   Optional

Long list of interventions (4/5)

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

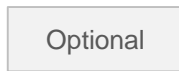H Head office interventions   B Branch interventions   Prioritized interventions   Optional
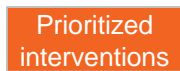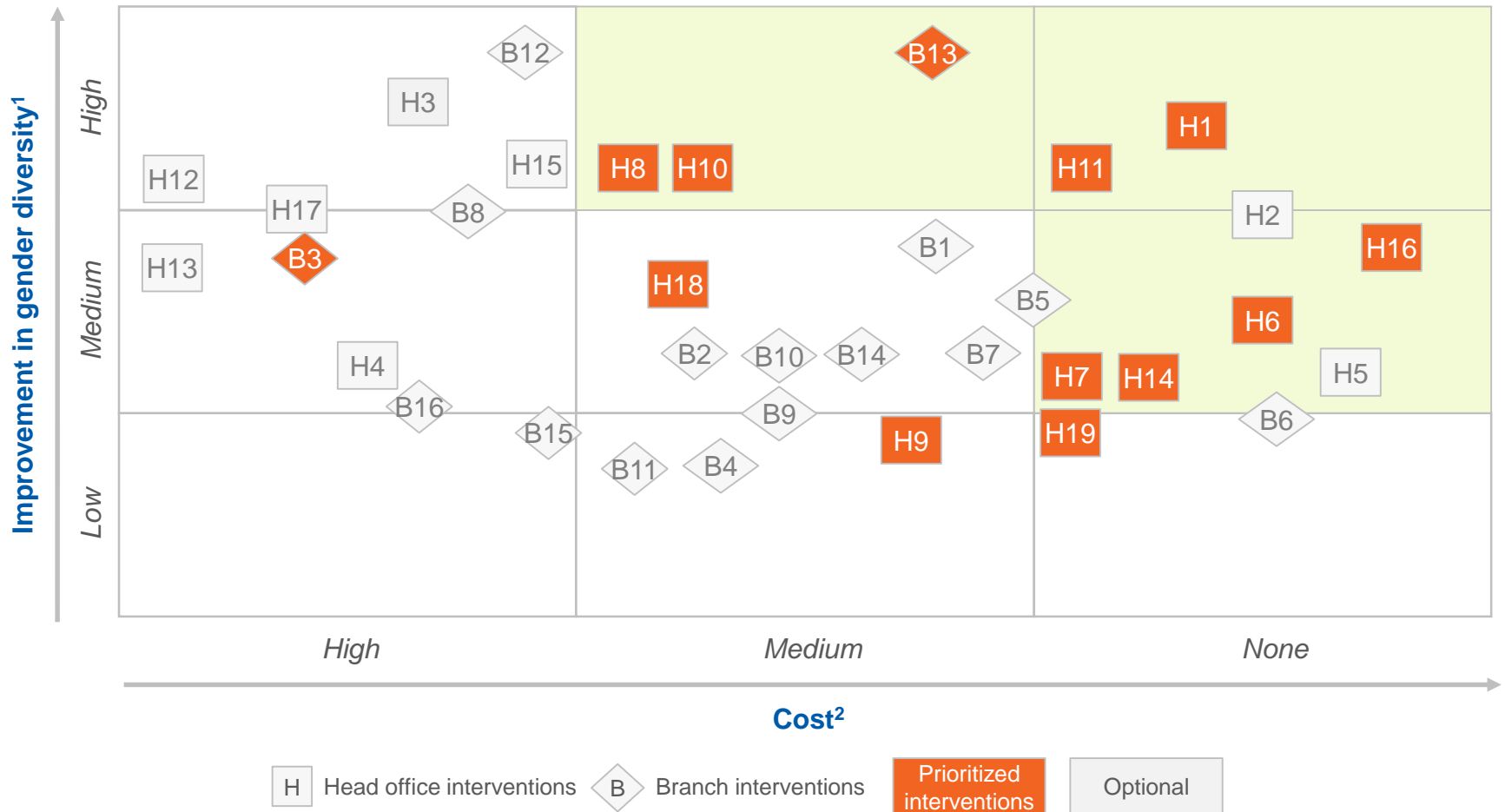
Long list of interventions (5/5)

	S. No.	Name	Description
Add channels	B8	Sign up community mobilizers	Sign up influencers / mobilizers in the community. Explicitly ask them to mobilize women for the mandate
	B9	Go to job fairs (rural)	Go to job fairs in non-metro areas (e.g., at skilling centres, at DEO's office)
	B10	Leverage college databases	For rural, call female candidates from college databases. Get college databases from college principals
	B11	Use job consultancies	Use job consultancies to find female leads
Improve conversion	B12	Hire female field recruiters	Hire female field recruiters in urban areas
	B13	Hire female recruiters for frontline roles	Hire female recruiters in frontline hiring teams (e.g., field recruiters, portal recruiters)
	B14	Provide leaflets to convince women / families	Provide leaflets with attractive messaging for women • Ask influencers / mobilizers to distribute the leaflets • Share the leaflet with female candidates to take home after pitches to convince family members
	B15	Sponsor tickets for migration (rural)	Give advance for train tickets for migration (rural) and recover from first payroll
	B16	Accompany migrating female candidates (rural)	Send a recruiter to accompany migrating female candidates groups (rural) to the job location

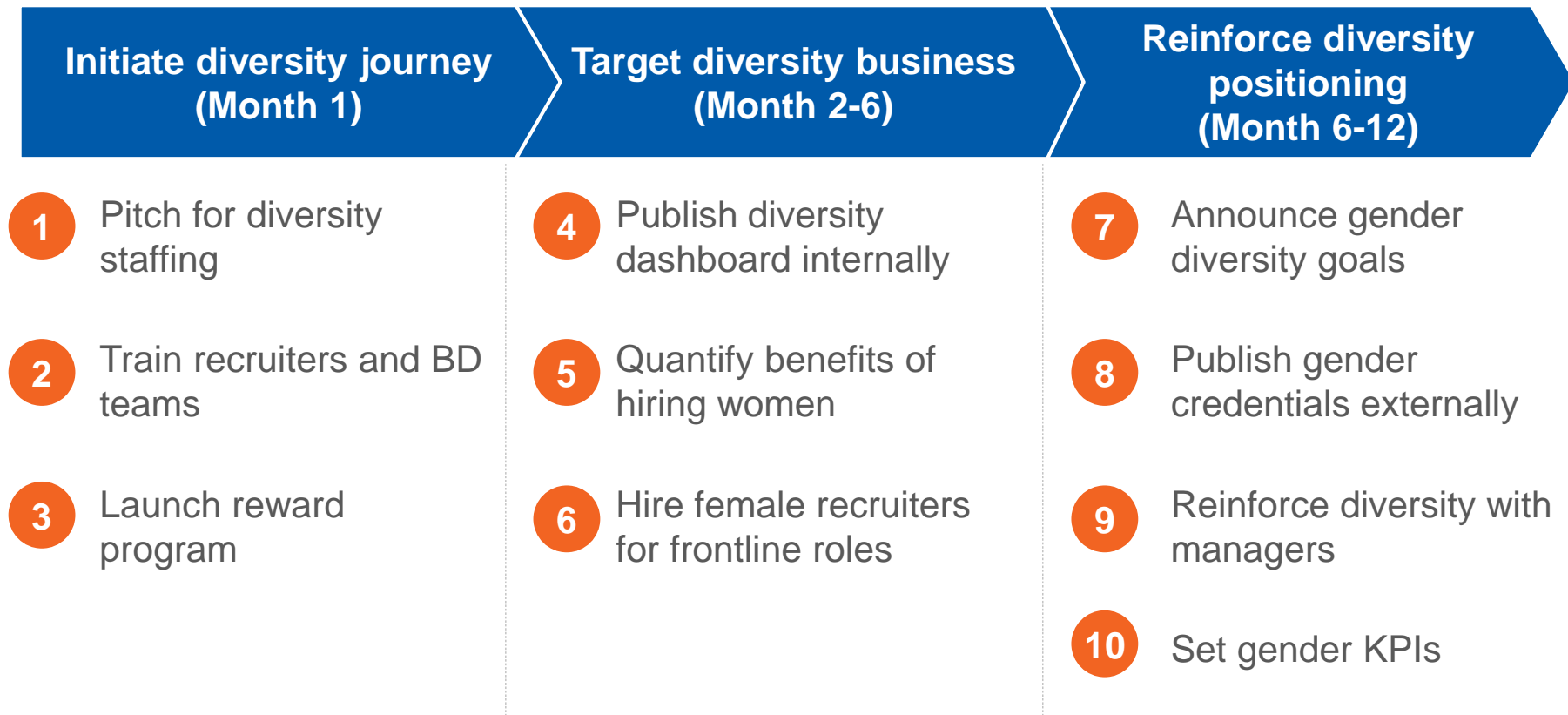H Head office interventions ◇ B Branch interventions Prioritized interventions Optional

GLOW has prioritized these interventions based on cost and expected improvement in gender diversity

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

Cost[2] (horizontal axis: High, Medium, None)

Legend:
- H — Head office interventions
- B — Branch interventions
- Prioritized interventions
- Optional

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

1. Increase in percentage points of women by the end of 1 year. 2. Cost of implementing an intervention (e.g., east of implementation, ongoing cost)

10 interventions can help you become a reputed provider of a diverse workforce in ~12 months[1,2]

Initiate diversity journey (Month 1)	Target diversity business (Month 2-6)	Reinforce diversity positioning (Month 6-12)
1 Pitch for diversity staffing	**4** Publish diversity dashboard internally	**7** Announce gender diversity goals
2 Train recruiters and BD teams	**5** Quantify benefits of hiring women	**8** Publish gender credentials externally
3 Launch reward program	**6** Hire female recruiters for frontline roles	**9** Reinforce diversity with managers
		10 Set gender KPIs

Are you ready to start this journey?

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

3 more interventions to continue demonstrating diversity leadership after month 12

Create a diversity team

- Create a cross-functional diversity team
- Empower the team to implement new interventions and monitor results

Publish gender blogs and reports

- Publish blogs / LinkedIn posts to position as a diverse staffing provider (e.g., successful pilots, research reports)

Target high-potential segments online

- Target women on digital channels (e.g., Facebook) using demographic filters
- Use messages to attract female candidates (e.g., fixed and safe job location)

…and more to be developed as piloting continues

Create a diversity team

Create a 3-5 member diversity team with representation across business units and designations

Business unit	Potential team members
Leadership	- CEO - COO
Recruitment	- Recruitment head - Manager - Recruiters
Business development	- Business development head - Regional sales manager - Sales team member
Human resources	- HR head - HR manager

Publish gender blogs and reports

Publish gender content on 3 topics

- Benefits of hiring women for clients (e.g., higher retention, higher productivity)

- Challenges faced by women in the workforce

- Interventions to place more women in the workforce (e.g., training, KPIs)

Target high-potential segments online (1/7)

Target 3 segments of women from urban areas for tele-calling jobs

Sr. No.	Target 3 segments of women	Demographic characteristics of the segment	Illustrative filters for Facebook
1	Graduate women	• Marital status: Any • Education level: College enrolled to post-graduate complete • Parental status: Any • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[1] • Relationship status: Single, Married • Education: College grad, In college, In grad school, Master's degree, Professional degree, Some college, Some grad school
2	Non-graduates with children	• Marital status: Married • Education level: 10th complete but no college degree[2] • Working culture: Have working women friends / family members • Parental status: Mothers with children 6 years or older • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[1] • Relationship status: Married • Education: Some high school, High school leaver • Include in Interests to target women with working female friends or family members: Working girl, Women in the workforce, Part-time jobs, Flexible jobs • Parents: Parents with early school age children (6-8 years), Parents with preteens (9-12 years), Parents with teenagers (13-17 years), Parents with adult children (18-26 years)

Note: 1. Modify the age range as per typical client requirements; 2. Apply additional filter for 12th pass if tele-calling openings typically require 12th pass candidates; Source: Interviews with 6,600+ women from low-income communities in urban areas

Target high-potential segments online (2/7)

Target 3 segments of women from urban areas for tele-calling jobs

Sr. No.	Target 3 segments of women	Demographic characteristics of the segment	Illustrative filters for Facebook
3	Non-graduates without children	• Marital status: Married • Education level: 10th complete but no college degree[2] • Working culture: Have working women friends / family members • Parental status: No children • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[1] • Relationship status: Married • Education: Some high school, High school leaver • Include in Interests to target women with working female friends or family members: Working girl, Women in the workforce, Part-time jobs, Flexible jobs • Exclude in Interests: Parenting (children and parenting)

Note: 1. Modify the age range as per typical client requirements; 2. Apply additional filter for 12th pass if tele-calling openings typically require 12th pass candidates; Source: Interviews with 6,600+ women from low-income communities in urban areas

Target high-potential segments online (3/7)

Use 7 messages to attract women to apply for tele-calling roles

- Freshers can apply

- Many other women in the office

- Respectable office job

- Fixed and safe job location

- Speak with customers on call

- Gain financial independence

- Support family expenses

Source: Interviews with 6,600+ women from low-income communities in urban areas

Target high-potential segments online (4/7)

Target 5 segments of women from urban areas for retail jobs

Sr. No.	Target 5 segments of women	Demographic characteristics of the segment	Illustrative filters for Facebook
1	Non-graduates without children	• Marital status: Married • Education level: No college degree[1] • Working culture: Have working women friends / family members • Parental status: No children • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[2] • Relationship status: Married • Exclude in Education: Associate degree, College degree, Doctorate degree, In college, In grad school, Master's degree, Professional degree, Some college, Some grad school • Include in Interests to target women with working female friends or family members: Working girl, Women in the workforce, Part-time jobs, Flexible jobs • Exclude in Interests: Parenting (children and parenting)
2	Non-graduates with children	• Marital status: Married • Education level: No college degree[1] • Working culture: Have working women friends / family members • Parental status: Mothers with children 6 years or older • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[2] • Relationship status: Married • Exclude in Education: Associate degree, College degree, Doctorate degree, In college, In grad school, Master's degree, Professional degree, Some college, Some grad school • Include in Interests to target women with working female friends or family members: Working girl, Women in the workforce, Part-time jobs, Flexible jobs • Parents: Parents with early school age children (6-8 years), Parents with preteens (9-12 years), Parents with teenagers (13-17 years), Parents with adult children (18-26 years)

Note: 1. Apply additional filter for 10th pass and above if retail openings typically require 10th pass candidates; 2. Modify the age range as per typical client requirements; Source: Interviews with 6,600+ women from low-income communities in urban areas

Target high-potential segments online (5/7)

Target 5 segments of women from urban areas for retail jobs

Sr. No.	Target 5 segments of women	Demographic characteristics of the segment	Illustrative filters for Facebook
3	Graduates without children	• Marital status: Single, Married • Education level: College enrolled to post-graduate complete • Parental status: No children • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[2] • Relationship status: Single, Married • Education: College grad, In college, In grad school, Master's degree, Professional degree, Some college, Some grad school • Exclude in Interests: Parenting (children and parenting)
4	Separated / widowed women[3]	• Marital status: Separated, Widowed, Divorced • Education level: Any[1] • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[2] • Relationship status: Separated, Widowed, Divorced

Note: 1. Apply additional filter for 10th pass and above if retail openings typically require 10th pass candidates; 2. Modify the age range as per typical client requirements; Source: Interviews with 6,600+ women from low-income communities in urban areas; 3. do not target this segment if openings require 10th pass candidates

Target high-potential segments online (6/7)

Target 5 segments of women from urban areas for retail jobs

Sr. No.	Target 5 segments of women	Demographic characteristics of the segment	Illustrative filters for Facebook
5	10th incomplete single women[3]	• Marital status: Single • Education level: 10th incomplete • Working culture: Have working women friends / family members • Parental status: No children • Household income: Less than INR 20,000 per month	• Gender: Women • Age: 18-59 years[2] • Relationship status: Single • Exclude in Education: Associate degree, College degree, Doctorate degree, High school grad, In college, In grad school, Master's degree, Professional degree, Some college, Some grad school • Include in Interests to target women with working female friends or family members: Working girl, Women in the workforce, Part-time jobs, Flexible jobs • Exclude in Interests: Parenting (children and parenting)

Note: 1. Apply additional filter for 10th pass and above if retail openings typically require 10th pass candidates; 2. Modify the age range as per typical client requirements; 3. Do not target this segment if openings require 10th pass candidates; Source: Interviews with 6,600+ women from low-income communities in urban areas

Target high-potential segments online (7/7)

Use 6 messages to attract women to apply for retail roles

- Gain financial independence

- Support family expenses

- Explain products to customers

- Fixed and safe job location

- Comfortable AC workplace

- Work with other women

Source: Interviews with 6,600+ women from low-income communities in urban areas

Annexure

Interventions that do not work

#	Intervention	Why it does not work
1	Request higher placement fees from clients for female candidates[1]	Clients are unwilling to pay extra for diversity hires in frontline roles ● FS companies have mentioned that clients are typically not willing to pay higher and that asking for a higher fee could result in them being perceived as uncompetitive (exception: last mile delivery roles) ● 1 large FMCG client did not agree to a different fee structure than males for a non-traditional role
2	Call candidates from college databases (rural)[2]	For 1 joining, recruiters will have to spend over ~8 hours calling candidates ● Each call takes 3-5 minutes ● Less than ~30% of calls are answered ● Of the calls answered, only ~15% of the candidates are interested in the job. ~15% of calls are answered by the parents / guardian and ~70% are not interested in taking up the job ● 10% of the leads convert into jobs

1. Interviews with 2 flexi-staffing companies; 2. Calls to 70 female candidates from databases of 2 rural colleges

i. Initiate diversity journey

ii. Target diversity business

iii. Reinforce diversity positioning

iv. Prioritized long list of interventions

v. Interventions that do not work

vi. Frequently asked questions

Frequently asked questions from flexi-staffing companies (1/3)

#	Concern / question	Response
1	**Clients are not asking for women, and we don't get mandates like this**	- GLOW has spoken to multiple large warehouse and FMCG companies. They a) want to hire women and b) are looking for vendors who can provide female employees. - We have seen instances where small staffing players have received preference and additional time to staff women
2	**Why should I hire women when clients are not asking?**	- Clients have started mandating specific % for women hiring. While today it is not strongly enforced, this % will increase in the future and become stricter. - To meet this demand, organisations must build the skills and motivation from today
3	**My company has roles for men (e.g., 50% in field roles). The clients do not want women in my roles.**	- Large last-mile delivery companies and some FMCG companies are looking for women to meet shortages of people, and vendors are not able to provide these women - We have helped last-mile delivery companies successfully hire women for field roles in pilots and are happy to train your recruiters on how to find women who are willing to take up field roles - Client demand for women is increasing. To meet this demand, companies need to start investing today. - Gender mandates are a new business opportunity for flexi-staffing companies
4	**We don't find women for these roles, so they get filled by men**	

Preliminary

#	Concern / question	Response
5	**Why not hire men?**	• Client demand for women is increasing. To meet this demand, companies need to start investing today. • Gender mandates are a new business opportunity for flexi-staffing companies
6	**After the training, can the team hire women as effectively as men?**	• Recruiters will be able to hire women, but in the short term, it will not be at the same cost as hiring men • Recruiters will have to invest time in learning new skills
7	**How can I maintain overall recruiter productivity while implementing this plan?**	• Using our roadmap, the impact on overall productivity is minimal. We have taken low-cost and low-effort interventions and phased them out so that your team does not encounter a lot of changes in one go. Therefore, the number of women hired by each recruiter will increase gradually (e.g., first from 0 to 1 and then from 1 to 5)
8	**How can my recruiters hire women at the same speed as men?**	
9	**My priority is growth. I cannot distract my team right now.**	• The roadmap includes a few low-effort, low-cost interventions you can rollout along with your growth plans • If gender is currently not a focus during this phase, GLOW can reconnect after 3-6 months • GLOW is helping companies recruit effectively, including women, through training. We suggest the team is regularly trained as there might be attrition also. We have 10 modules of training ready.

Frequently asked questions from flexi-staffing companies (3/3)

#	Concern / question	Response
10	**My team sits across multiple cities. How can your plan (e.g., training) help a distributed team?**	• Trainings can be conducted on zoom in groups of 4-7 recruiters • Additionally, GLOW can share clips over WhatsApp for recruiters to view offline and checklists that they can use on the field
11	**My recruiters do not stay for more than 6-8 months. How can I institutionalise the learnings?**	• For new recruiters, include the training in the onboarding material and assign a manager as a trainer for 2-3 modules • For other recruiters, use an annual training calendar that repeats every year
12	**Women do not want to work**	• Our research with over 6,600 urban women in India shows that a) 1 in 2 women are working or seeking a job, and b) they prefer jobs over entrepreneurship • The training program helps identify segments of women that want to work and do not want to work, as well as, how to convince them so that your team is able to convert more leads
13	**Our team can already recruit women in traditional roles. We want support in non-traditional roles such as field agents and delivery agents**	• There is an opportunity to increase women even in traditional roles (e.g., from ~25% to ~35% in the retail sales associate role) • For non-traditional roles (e.g., field sales), your team will have to invest time in learning new skills

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