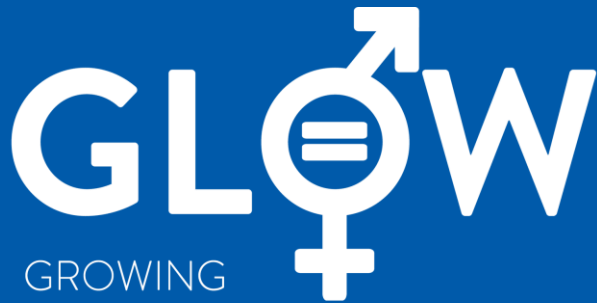




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Roadmap to gender equity for flexi-staffing companies

April 2025

FSG's multi-year programs have helped address barriers and scale 3 inclusive industries

Ownership Housing (2006-2016)



- 22 housing finance companies provided **>230,000 low-income households with affordable mortgages totaling >USD 4.1b**
- **>30,500 affordable housing units built across 130+ projects in 23 cities** between Jun 2011-Jan 2013

Early Childhood Education (2015-ongoing)



- 9 activity-based learning providers signed-up
- Partners serving **>1100 schools and providing >170,000 children** from low-income families access to ABL
- **~33% improvement in learning outcomes** since 2018 for children in PIPE schools

Women's livelihoods (2020-ongoing)

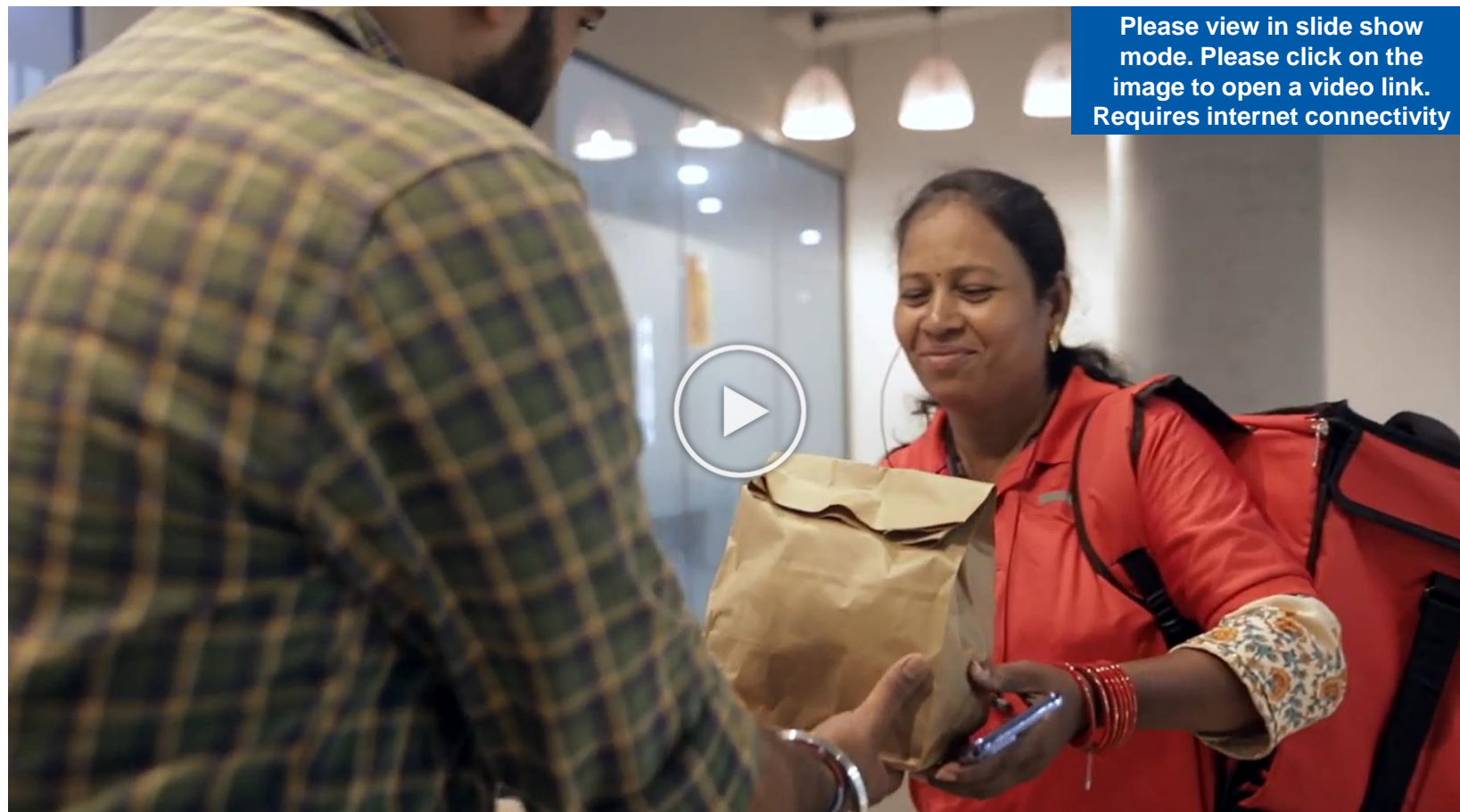


Image source: [Flickr](#)

- 20+ partners signed-up
- **Partners increased women's participation by 3 percentage points** in jobs in 2 years
- **2 industries** (i.e., flexi-staffing¹ and logistics) **increased # women from ~121K women to ~274K women in jobs between 2020 and 2024**

1- Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI and Industrials

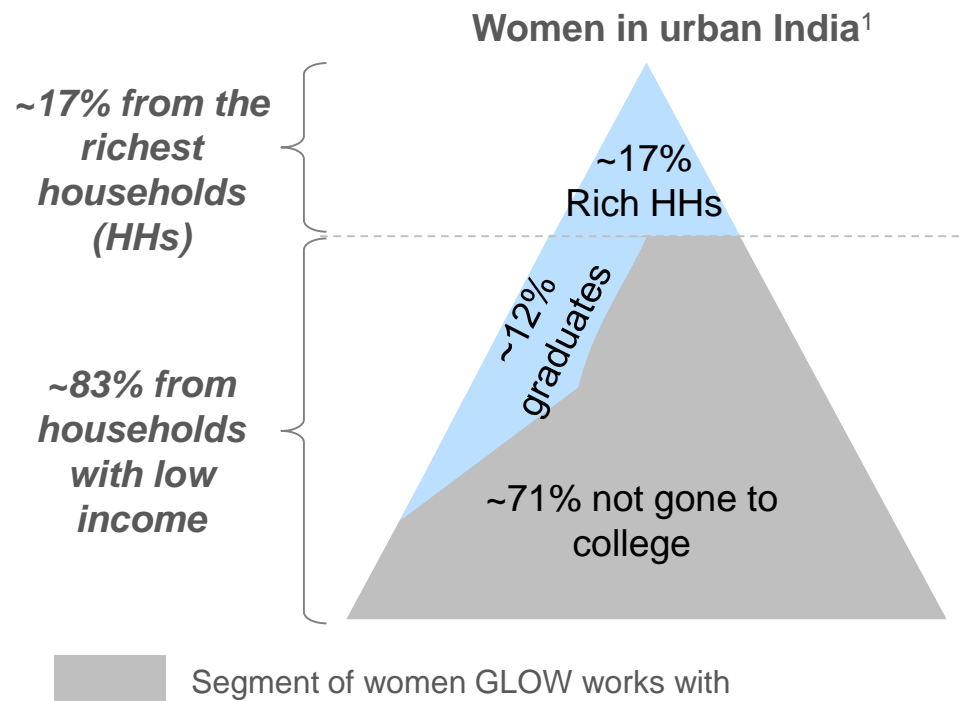
GLOW's approach to boost women's workforce participation



Please view in slide show mode. Please click on the image to open a video link. Requires internet connectivity

<https://youtu.be/x6vTcl8cQWA?si=9TOBD0wHr6rcVsLU>

2 of 3 women in urban India come from low-income and low-education backgrounds



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 society 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, but 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 household 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 daycare services

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

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

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

Primary insight

5 1 in 2 women in urban India want to work in jobs

Supporting insights

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

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

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

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

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

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

~1m women can be brought into the workforce by increasing women's participation in high-growth industries from 8% to 24%

Flexi-staffing



Retail sales associate⁶



Tele calling agent⁷
and more...

Warehousing



Warehouse packer



Warehouse sorter⁵

Last-mile delivery



Hyperlocal delivery agent⁴



Last-mile delivery agent

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

1 – PLFS 2019-20, Indian Staffing Federation Report 2018, 2020 and 2021 | 2 – Based on FSG's interviews with Logistics and Flexi-staffing companies | 3 – Assuming Logistics and Flexi-staffing industries could employ ~3.8 million workers by 2030 | 4-MONEY SHARMA / AFP via Getty Images | 5-Metamorworks/Shutterstock.com | 6- [IndianFaces](#)/Shutterstock.com | 7-moodboard/Brand X Pictures via Getty Images

To date, GLOW has identified, convinced and signed-up 20+ companies as 'partners'

labournet

3POINT
HUMAN CAPITAL

QUESS
WINNING TOGETHER

2COMS
Recruitment • Staffing • Skill Development

zomato

Even

SWIGGY

UñH
MANAGEMENT
SERVICES PVT. LTD.

MOWO
Moving women

PROMPT
PERSONNEL®
PRIVATE LIMITED

25
YEARS OF
GROWTH
SINCE 1997

INDUCTUS

DELHIVERY

adhaan
solution
Services at its best

FM LOGISTIC

DEPENDO
Altruist Co.

Group
YOUR JOB, OUR WORK

INNOV
YOUR PEOPLE PARTNER

GRAB

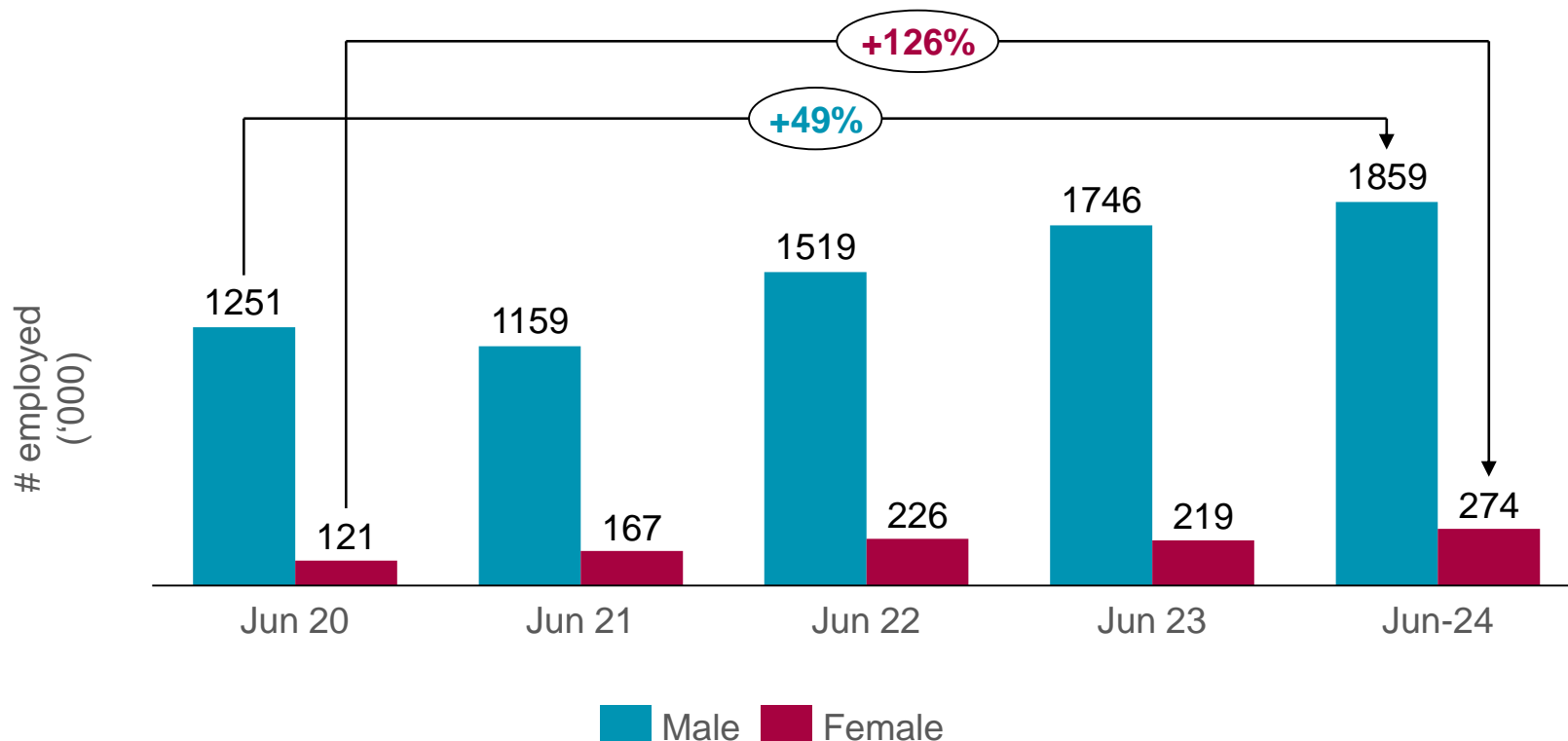
TMI
GROUP

And more...

- At sign-up, partners employed ~500,000 people, and less than 1% were women

Between 2020 and 2024, GLOW industries have more than doubled the number of women in jobs from ~121K to ~274K

~153,000 additional women added in jobs in logistics¹ and flexi-staffing industries²



1 – Logistics: 1) PLFS report 2020,2021,2022, 2023, 2024, 2)- Industries considered under logistics- warehousing & storage, courier activities and retail sale via mail order houses or via internet | 2 – Flexi- staffing: 1) Total workforce triangulated from ISF Annual Report- 2021, 2022, 2023, 2024, 2) Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI and Industrials

Clients are increasingly mandating female associates from outsourcing partners

Your clients are seeing benefits to hiring women...

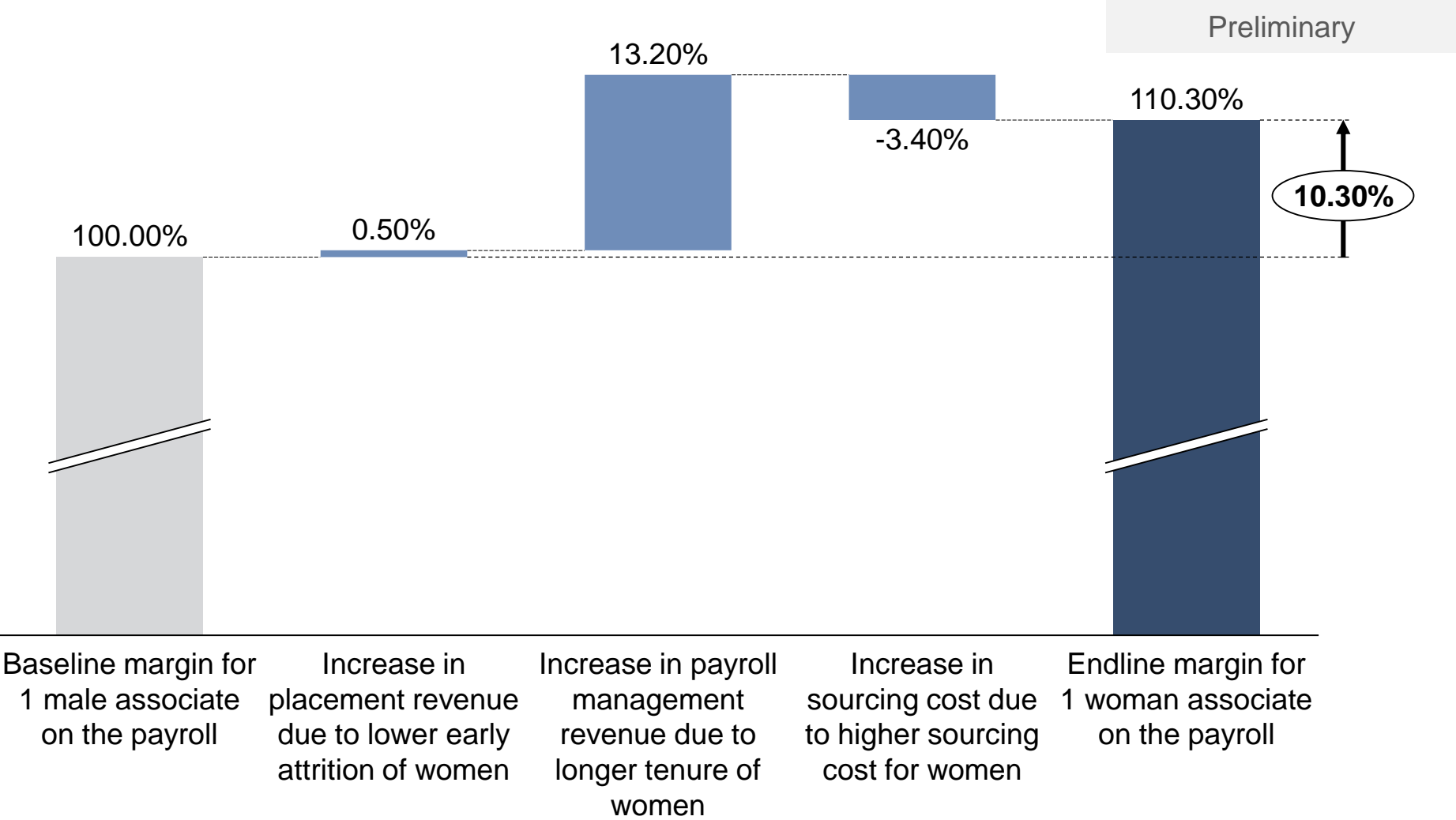
- “Our clients want a higher proportion of women associates because they have lower attrition and higher productivity.”
~ CBO of a staffing company
- "Women are better at multitasking"
~VP, Operations, Staffing Company
- “Gender diversity makes the work environment more professional
~VP, Operations, Staffing Company
- “Clients are willing to pay more for a female candidate in banking field sales”
~ CBO, staffing company

...and have started mandating women in outsourced roles

- Top 3 logistics players have signalled ~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
- A major auto manufacturer has two assembly lines run 100% by women
- ...and more

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

Hiring a woman increases the gross margin per person on payroll by 10.3% due to lower attrition and longer tenure



Even though sourcing women can cost more initially, hiring women is a long-term investment

Based on payroll analysis of ~8,000 payrolls of ~1 staffing company for ~8 months 2. Gross margin per person on payroll is the total revenue contributed minus total costs incurred to place and manage payroll for one employee. For more details, [read FSG report on ROI of gender diversity](#)

However, all major stakeholders face significant challenges in supporting the addition of women in blue-collar jobs



Leaders of staffing companies

- Have not evaluated the business benefits of a gender-diverse workforce
- View building skills for gender diversity as a long-term effort
- Have not set organization-wide gender goals
- Have not established accountability measures to drive gender diversity across all levels



Recruiters

- Do not have the time to build a large database of female candidates
- Do not know how to source women associates to meet diversity requirements
- Have more experience or comfort hiring men
- Do not tailor their pitch for the candidate
- Have constant high pressure to fulfill mandates quickly using the existing database



Female candidates

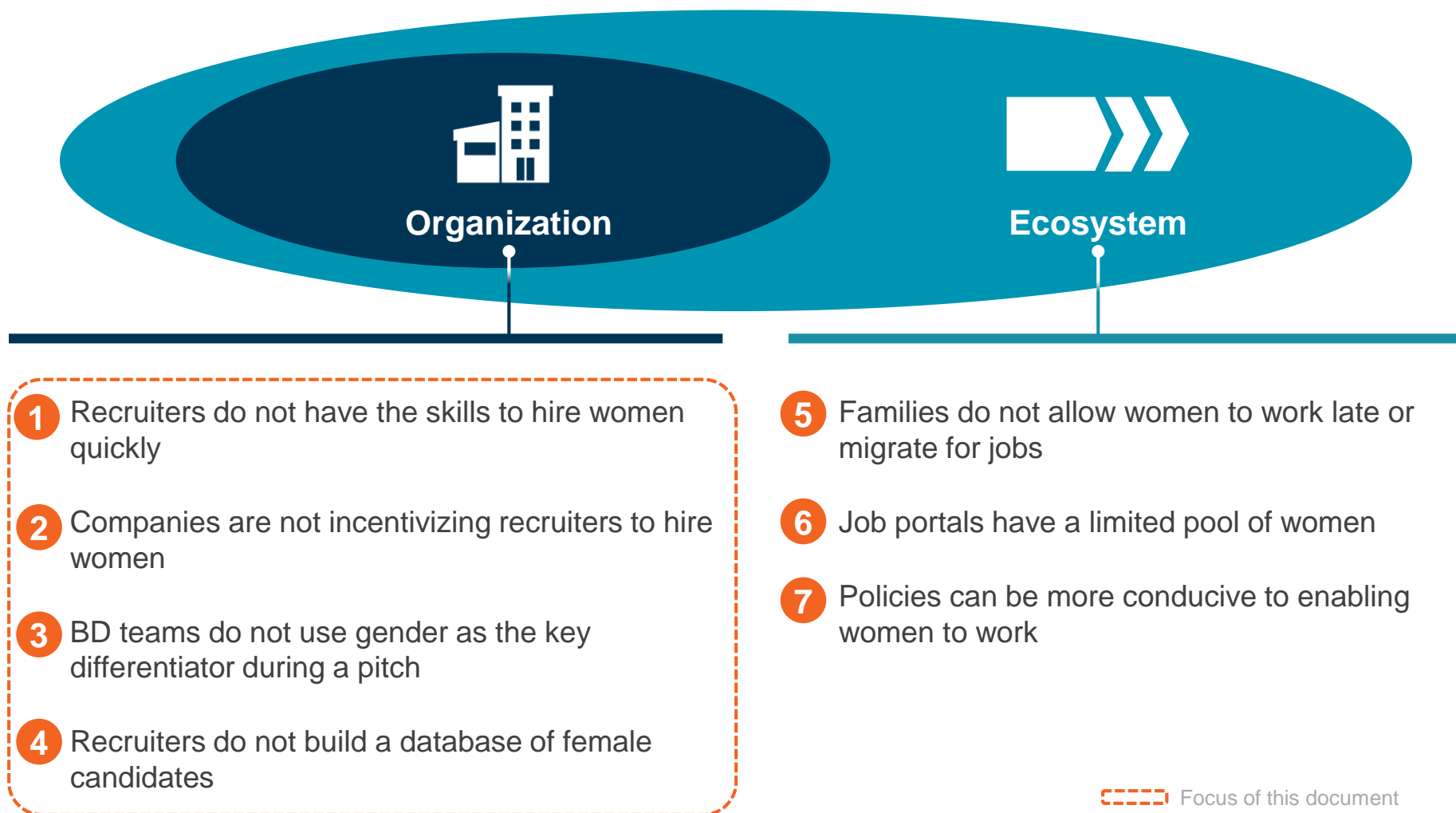
- Do not receive permission to work from families
- Do not get all the necessary information from biased job descriptions
- Do not get shortlisted due to unnecessarily high qualification criteria for blue-collar jobs
- Are not aware of available blue-collar job opportunities open to women



Families of female candidates

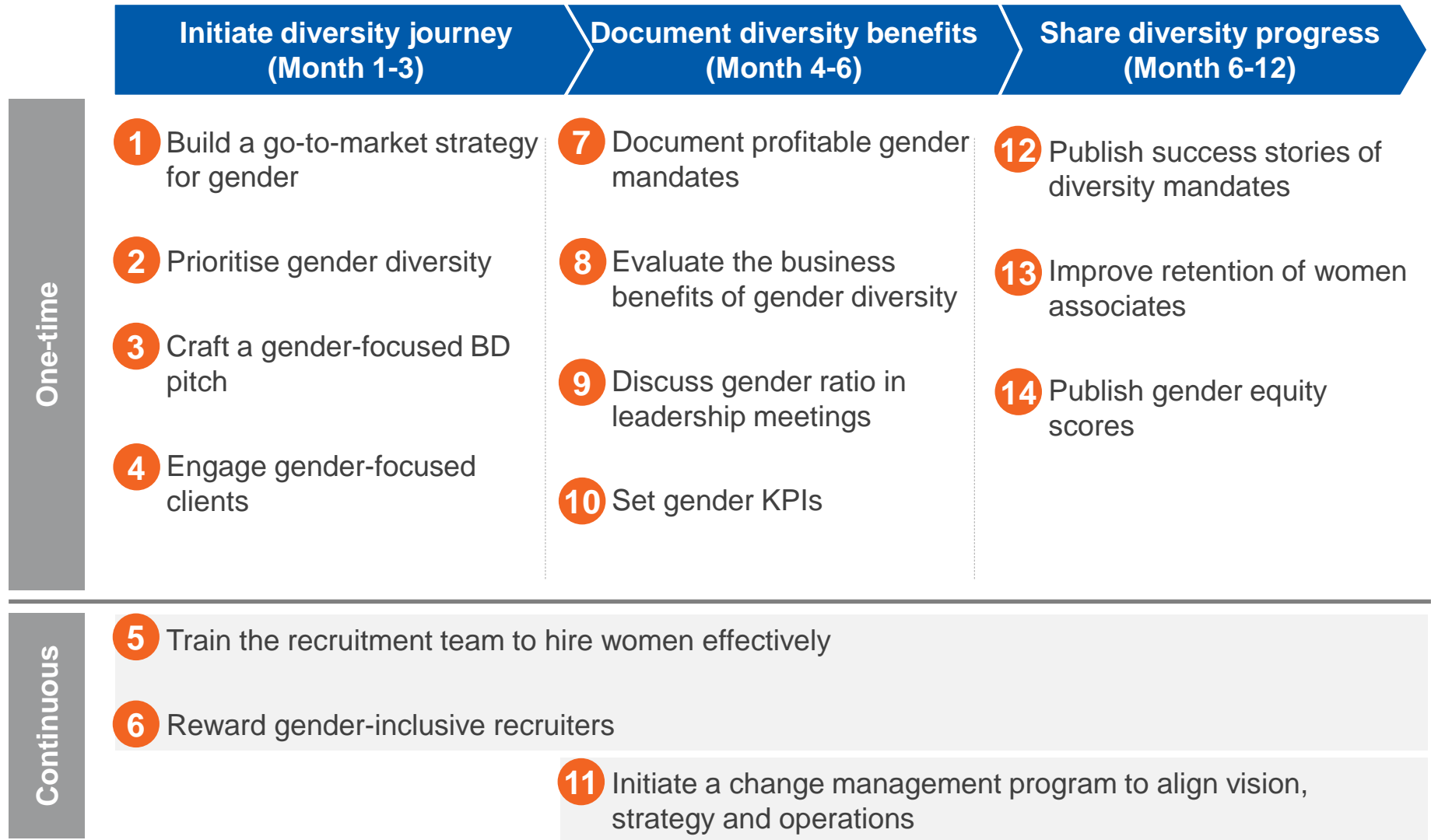
- Are concerned about women's safety during their commute or at the workplace
- Adhere to traditional gender roles (e.g., do not help the woman with childcare or housework)
- Do not think that women will be able to handle physically demanding work

FS companies are unable to increase women associates because of 7 challenges within and outside the organization^{1,2}



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.

14 interventions can help FS companies become a reputed provider of a gender diverse workforce in ~12 months^{1,2}



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.

GLOW can start supporting FS companies in 6 ways to improve gender diversity in frontline roles

Steps your company can take

-  **Build a go-to-market strategy for gender**
-  **Prioritise gender diversity**
-  **Craft a gender-focused BD pitch**
-  **Engage gender-focused clients**
-  **Train the recruitment team**
-  **Reward gender-inclusive recruiters**

GLOW's support along the way

- Co-create a where-to-play and how-to-win strategy for gender
- Identify the appropriate roles and clients to pitch gender to
- Assist leadership in setting an internal gender goal
- Help leadership track and measure progress against the goal
- Train BD teams to build effective gender collateral
- Help the BD teams to pitch diversity in client outreach
- Share a list of diversity-focused companies with the BD teams
- Provide email templates for cold outreach to the BD teams
- Train recruiters and managers to hire and retain women
- Train your trainers to deliver trainings for other recruiters
- Launch a short-term monthly recognition scheme for diversity champions
- Reward recruiters with the highest female payrolls

What other support will your company need from GLOW?

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1 Roadmap to gender equity for flexi-staffing companies

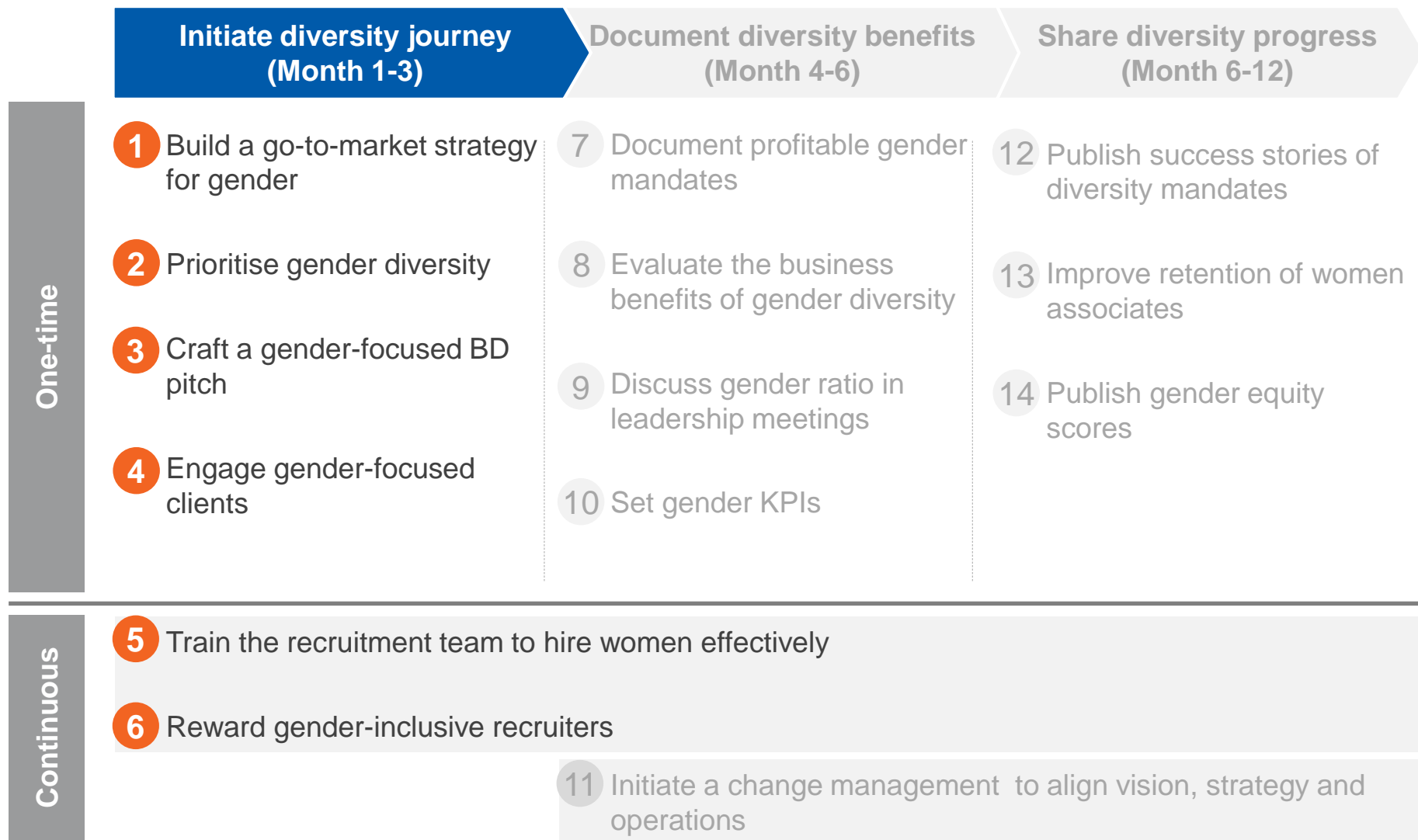
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i. Phase 1: Initiate diversity journey

ii. Phase 2: Document diversity journey

iii. Phase 3: Share diversity progress

Initiate diversity journey



Build a go-to-market strategy for gender

Answer 4 questions in a workshop...



Which industries should we target?



Which roles should we target?



Which roles will be easy for the business development team to pitch?



Which roles will be easy for operations team to fill?

...to align on 3 targets

- Set a 1-year diversity target
- Align on industries and job roles to target
- Select 10 diversity-focused clients to pitch to

Prioritise gender diversity

Why is gender diversity important?¹

- Diverse teams drive better decision-making, innovation, and problem-solving
- Organizations that prioritize gender diversity attract top talent and foster a positive work culture
- Gender diversity signals competent management, boosting investor confidence and market value

How can you effectively prioritise gender diversity in your organization?

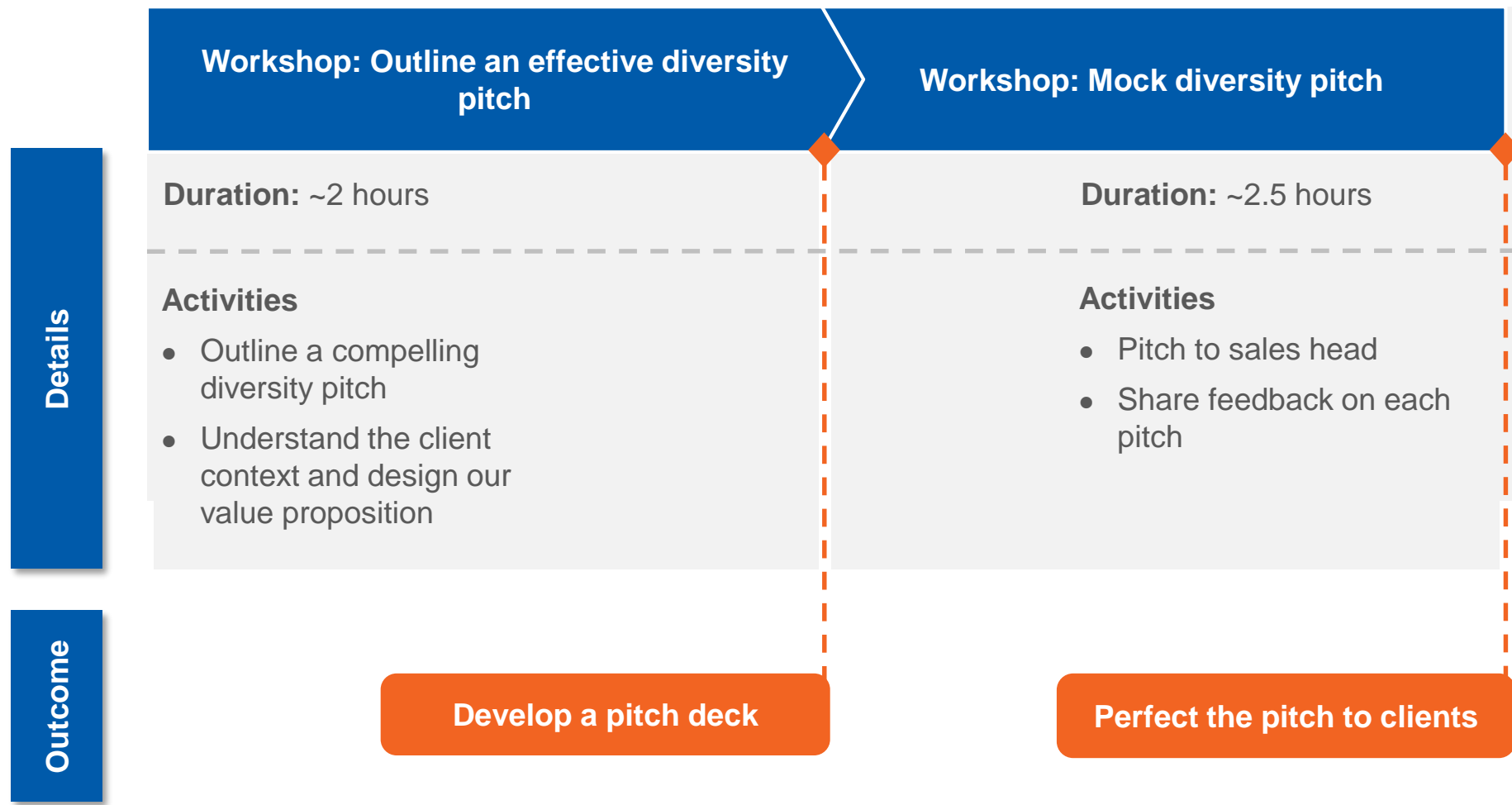
- Set ambitious yet realistic goals based on available resources
- Define distinct goals for in-house and off-roll employees
- Link goals to the company's broader vision and goals

How can gender diversity be tracked and measured?

- Measure gender diversity across departments, levels, and roles
- Discuss gender goal progress regularly in leadership meetings
- Compare progress against industry standards to ensure competitiveness and commitment

1. Harvard Business Review. (2019). Research: When Gender Diversity Makes Firms More Productive. Retrieved from <https://hbr.org/2019/02/research-when-gender-diversity-makes-firms-more-productive>

Craft a gender-focused business development (BD) pitch



Engage gender-focused clients

GLOW can provide you with information on:

8+ sectors, such as retail, BFSI, healthcare, logistics, e-commerce, and more

15+ companies, including Fortune 500, industry leaders, and top Indian corporates

40+ Points of Contact (POCs), including CHROs, MDs, CEOs, and other senior executives

You can use information this to:



Identify and target gender-focused clients across diverse industries



Access a database of key decision-makers for outreach and networking



Initiate conversations with decision-makers by sending personalized emails to drive business opportunities

5 Train the recruitment team to hire women effectively: 5 key areas of training

HOW TO BECOME AN EXPERT RECRUITER?



A Recruiter pitch training

Help recruiters maximize candidate selection chances

- Conduct 3-4 mock candidate pitches
- Share 4 steps for an effective pitch
- Share a 24-point checklist, including tips for female candidates



B Candidate sourcing training

Help recruiters build a database of 15,000+ candidates

- Share 3 ways recruiters assure candidates of authentic jobs
- Share 5 tips to win skilling partner's trust
- Share 3 ways to build strong relationships with clients



C Job ads development training

Help recruiters leverage job ads to increase payrolls per job

- Share 6 indispensable details for job ads
- Share 3 tools to make job ads more effective
- Share 3 optional details to boost the trustworthiness of job ads



D Minimise candidate drop-offs training

Help recruiters reduce candidate drop-offs and early attrition

- Share 8 reasons why candidates drop off
- Share 9 ways by which recruiters can reduce drop-offs
- Practice calls with the candidate and manager to identify and address issues early



E Addressing unconscious biases training

Help recruiters identify and address unconscious gender biases

- Share 4 ways unconscious biases affect companies
- Share 17 ways to combat common biases
- Share 4 questions to check if bias exists

Recruiter pitch: Train recruiters to improve candidate conversion using mock pitches

Objectives

- Train recruiters to screen, convince and prepare candidates for interviews
- Get recruiters to develop a compelling pitch
- Get recruiters to practice the pitch and exchange feedback
- Share general tips to maximise chances of selection

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to [Video recording of 'Recruiter pitch' training](#)

Candidate sourcing: Train recruiters to build a large candidate pool by leveraging 3 channels

Objectives

- Train recruiters to leverage 3 channels- candidates, skilling centers and clients- to generate 50+ payrolls
- Get recruiters to think critically from the perspective of each of the 3 stakeholders
- Share tips for building a sizable pool of top-tier candidates

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to [Video recording of 'Candidate sourcing' training](#)

Job ads development: Train recruiters to develop compelling and effective job ads using various tools and messaging strategies

Objectives

- Train recruiters to make job ads that attract maximum candidates and build a strong resource pool
- Share 6 indispensable and 3 optional details recruiters can include, making the job ads compelling
- Share 3 tools to help recruiters increase the attractiveness and effectiveness of job ads
- Share general tips to maximize job sign-ups

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to [Video recording of 'Job ads development' training](#)

Minimise candidate drop-offs: Train recruiters to reduce the number of candidates who drop out of the recruitment process or leave the job within 1 month

Objectives

- Train recruiters to support candidates during mandate discussion, before joining and after joining the job
- Share 8 reasons why candidates drop off and 9 ways recruiters can address them
- Get recruiters to practice check-in calls with the candidate and their manager
- Share general tips to improve candidate retention

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to [Video recording of 'Minimise candidate drop-offs' training](#)

Unlocking business benefits by addressing unconscious biases training: Train recruiters to identify and address unconscious gender biases in the workplace

Objectives

- Train recruiters to identify and address unconscious gender biases in the workplace
- Share 4 ways unconscious bias affects companies, 4 ways it affects women, and 3 ways it affects men in the workplace
- Share 17 solutions to combat common biases and 8 benefits of doing so
- Share 4 questions to help recruiters determine if they are influenced by unconscious biases

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Reward gender-inclusive recruiters: Details of the process, eligibility and recognition email

Process

- A** Announce the 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** GLOW will send an INR 2,000 voucher to the top recruiter and an INR 5,000 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 a maximum of 3 vouchers a year
- Payout is for the highest female payrolls (not # of women that joined)
- The calculation for managers is # of women payrolled by their team / # of the team members

Recognition email for recruiters

Illustrative

Congratulations to Recruiter1 for hiring the most women in Month1!

Photo of recruiter

<20> women payrolled!

Top 3 recruiters in Month1

1. Recruiter1
2. Recruiter2
3. Recruiter3

We have detailed out the process in the following slides

Reward gender-inclusive recruiters: Illustrative email from HR head / leadership

Illustrative

Congratulations to the diversity champions for Month1



Sapna

Recruiter

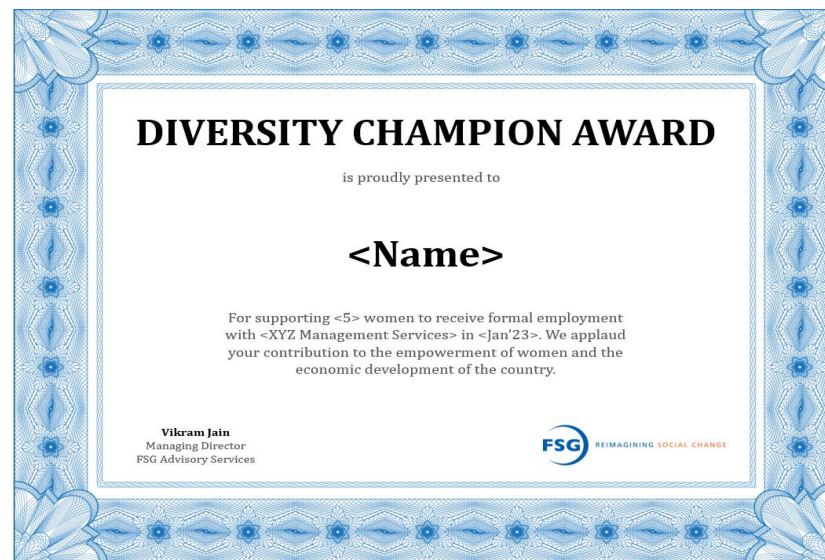


Sunil

Manager

"This month I signed up local influencers which helped me to get more women leads"

Sample certificate shared with winners



Leadership could congratulate the diversity champions over a short call

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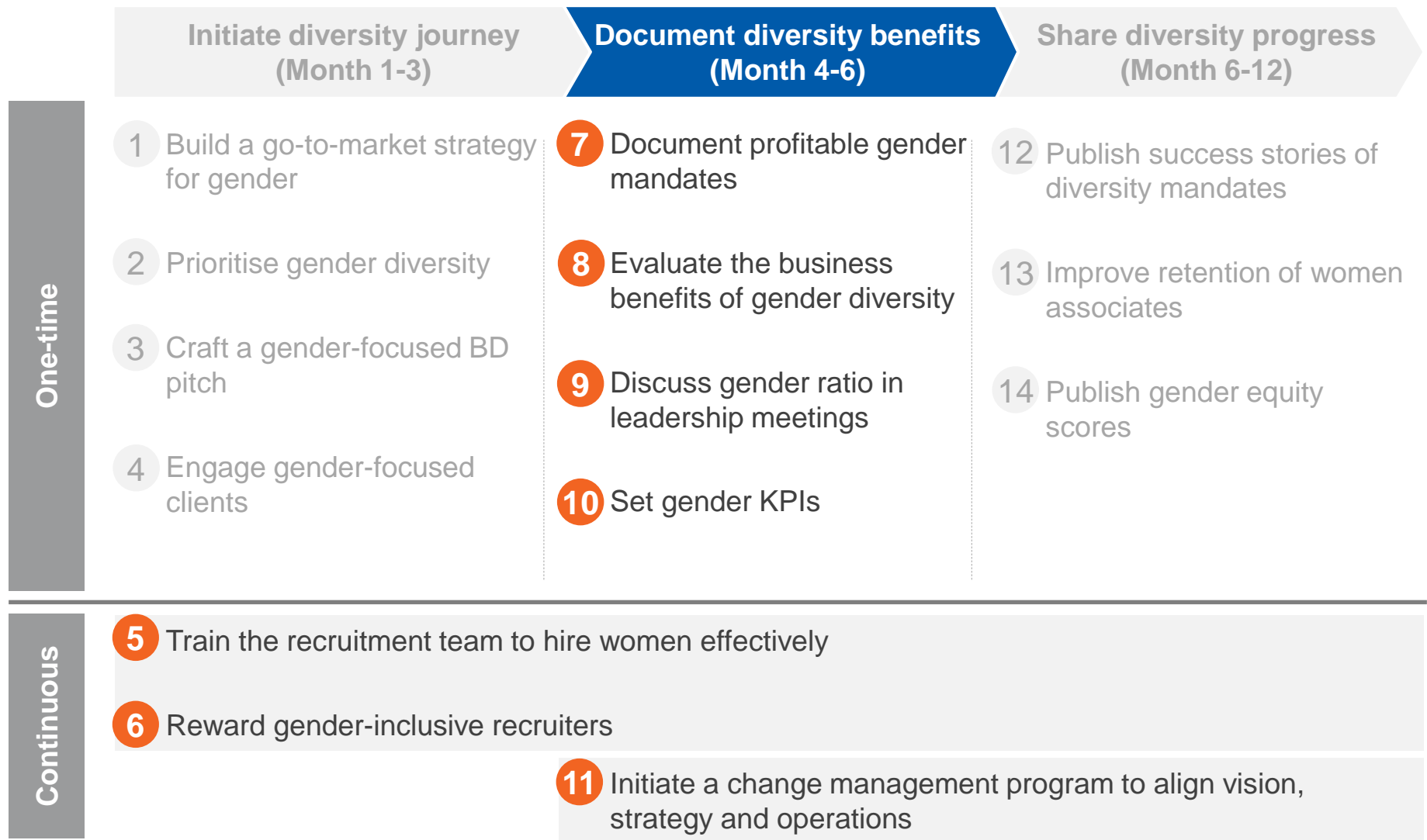
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i. Phase 1: Initiate diversity journey

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iii. Phase 3: Share diversity progress

Document diversity benefits



Document profitable gender mandates: Document benefits of hiring women and reap multiple benefits

Illustrative

Document 5 gender mandates...

5: Women made 10% fewer mistakes

#4: Women improved shift productivity

3: Women improved workplace culture

#2: Women tele-callers had 15% higher customer satisfaction scores

#1: Women retained 30% longer on the job

Benefits to staffing co.

Higher revenue from payroll management

Benefits to client

Reduced hiring and training costs

What worked

Convinced client to provide pick up and drop facilities

...to benefit you in 3 ways

- Build reputation and trust with clients by publishing case studies externally
- Document benefits of hiring women to win more gender mandates
- Build a gender-inclusive culture at the firm

Document profitable gender mandates: Illustrative case studies

Illustrative

	Won new business	Rewarded by client	Retention of associates
Situation	We won a mandate for 1500 female associates to work in an electric vehicle manufacturing company	Client wanted to place 2000 women in retail stores (3 mandates across 6 cities)	We wanted to reduce attrition in the picker-packer roles
Complication	<ul style="list-style-type: none"> The mandate was for a peri-urban area The client wanted women to work rotational shifts 	<ul style="list-style-type: none"> 10 AM to 10 PM shifts Strict filters (e.g., prior experience) 2000 women candidates with relevant profiles 	Previously, average person lasted only 4-6 weeks
Solution	<ul style="list-style-type: none"> Infrastructure: Asked the client to provide transport facilities and hostels for migrant women Sourcing: Asked the client to source women through referrals, women's WhatsApp groups, and NGO and Anganwadi connect 	<ul style="list-style-type: none"> Identified the right segment of women Focused on benefits such as ESIC/ crèche Helped client relax criteria (e.g., 12th-pass) 	<ul style="list-style-type: none"> Increased the number of women in 2 shifts for the picker-packer roles Prompted clients to provide facilities such as drop off services till main bus stop
Benefits	<ul style="list-style-type: none"> New client relation Headcount increased by xx Revenue increase by INR xx Built/ expanded a network of female candidates 	Client made us an official diversity partner and gave us a 3-year standing mandate for INR xx	<ul style="list-style-type: none"> Reduced training and onboarding costs for clients Increased payroll management revenue by INR xxx

Evaluate the business benefits of gender diversity

Process

- A** Collect payroll data for 12 months
- B** Clean the data (e.g., removing extra spaces, blanks and duplicates, checking the data for formatting and usability)
- C** Analyse the differences in men's and women's performance on metrics such as early attrition, overall tenure, sourcing costs
- D** Calculate the impact of the performance gap on the revenues and costs
- E** Share the findings internally (and externally)

Data needed

- Unique employee ID
- Gender
- Industry
- Staffing type
- Employment period
- Status of employment (e.g., Active, Resigned)
- Region where the associate is working
- Associate's CTC
- Loss of pay
- Over time
- Employee benefits (e.g., PF, ESIC)
- Bill amount charged to clients
- Per-person placement fee earned
- Per-person payroll management fee earned

Are you interested?

Discuss gender ratio in leadership meetings

Preliminary

Measure the gender diversity ratio for internal employees and payroll associates

- Collect gender diversity data for internal employees and associates on payroll
- [Optional] Set a company-wide gender diversity target for internal employees and associates on payroll
- [Optional] Allocate a gender diversity target for internal employees and associates on payroll

Discuss the gender diversity ratio for employees and associates during leadership meetings

- Ask 5 questions to leaders
 - [Optional] Are you on track to meet your diversity target?
 - [Optional] What challenges are you facing in meeting your diversity target?
 - What interventions have you tried in the past month to increase female payrolls?
 - What new intervention do you plan to try this month to increase female payrolls?
 - What support do you need from us?
- Summarize key interventions that recruitment managers will pilot in the month

Set gender KPIs: 2 options for KPIs for recruiters

Name of gender KPI for recruiters	Description of KPIs	Revise KPIs after 6 months
A Minimum female payrolls in a quarter	Payroll at least 1 woman a quarter, otherwise bonus is withheld	Reduce period to 1 female payroll a month
B Bonus per female payroll per month	Pay INR 50 for each female candidate payrolled above 3 each month	Increase threshold ¹ to 5 women a month

Phase out voucher scheme and gradually replace with gender KPIs

1. Threshold is the minimum number of women recruited per recruiter to be eligible for the bonus

Set gender KPIs:

Minimum female payrolls in a quarter

Illustrative

Details	Baseline of KPI (minimum number of women recruited per recruiter)	Recruiter 1	Recruiter 2	Recruiter 3
Number of women recruited per quarter ¹	1 per quarter	5	0	3
Eligible for bonus		✓	✗	✓
Number of women recruited per month ¹	1 per month	5	1	3
Eligible for bonus		✓	✓	✓
Number of women recruited per month ¹	3 per month	5	4	3
Eligible for bonus		✓	✓	✗

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

1. Subject to change based on recruiter performance and organisation goals

Set gender KPIs:

Bonus per female payroll per month

Illustrative

#	Description	Scenario 1	Scenario 2	Scenario 3
1	Minimum number of women recruited to earn bonus ¹	0	3	5
2	# of recruiters above the minimum number ¹	10	10	10
3	Total number of women recruited over the threshold ³ per recruiter ¹	100	70	50
4	Expected pay-out per month (INR) ²	5,000	3,500	2,500

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

1. Subject to change based on recruiter performance and organisation goals 2. Assuming a payout on INR 50 per recruiter for each female candidate recruited over the threshold limit 3. Threshold is the minimum number of women recruited per recruiter

Set gender KPIs: Responses to common concerns/ questions from recruiters and managers

Illustrative

#	Common questions	Responses
1	Why should we hire women?	<ul style="list-style-type: none"> Placing more women will help the organisation: <ul style="list-style-type: none"> Meet our existing mandates for women (e.g., Client1, Client2) Win new business from large, diversity-focused clients (e.g., Client3) <i>(For managers)</i> Placing women will help you meet your payroll targets due to better retention <i>(For recruiters)</i> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 in warehousing and manufacturing We plan to place more women in both these kinds of roles
4	Families do not allow women to work	<ul style="list-style-type: none"> ~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 the hiring of women

Initiate a change management program to align vision, strategy and operations (1/2)

What is change management?

Change management is the journey of aligning the company's vision, strategy, and operations to position it for growth and future success

Change management helps the company to:

- Align on a clear 5-year vision
- Make strategically coherent decisions
- Create change and operational plans for growth
- Coordinate between major stakeholders
- Proactively solve emerging issues

Vision, strategy and planning are the 3 interdependent levers for a successful change management journey



Initiate a change management program to align vision, strategy and operations (2/2)

GLOW can support you by:



Conducting a vision-setting workshop with top leaders



Understanding past strategic decisions and making current strategic decisions that are more aligned with the company's vision



Brainstorming actionable plans for all challenges



Tracking leadership progress on key change management projects



Providing necessary support and resources to tackle obstacles

GLOW can also provide custom support for the unique challenges in scaling your business

Table of content

1	Roadmap to gender equity for flexi-staffing companies
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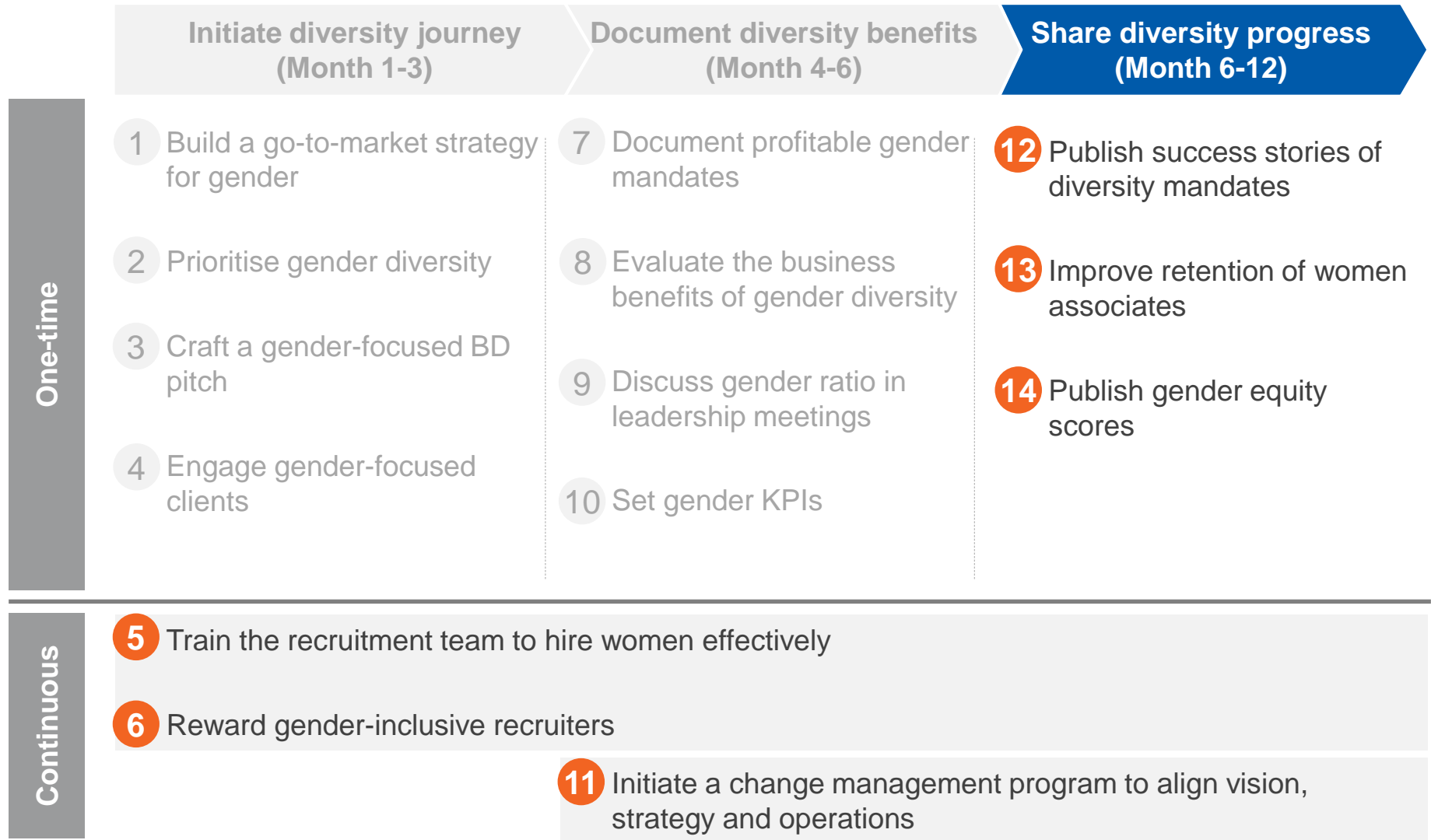
2	Appendix
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	i. Phase 1: Initiate diversity journey
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	ii. Phase 2: Document diversity journey
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	iii. Phase 3: Share diversity progress
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Share diversity progress



Publish success stories of diversity mandates

Illustrative

Publish success stories of diversity mandates...

5: Women made 10% fewer mistakes

#4: Women improved shift productivity

3: Women improved workplace culture

#2: Women tele-callers had 15% higher customer satisfaction scores

#1: Women retained 30% longer on the job

Benefits to
staffing co.

Higher revenue from payroll
management

Benefits to
client

Reduced hiring and training
costs

What worked

Convinced client to provide
pick up and drop facilities

...to benefit you in 3 ways

- Build reputation and trust with clients
- Attract and engage potential clients
- Demonstrate leadership in diversity hiring

Improve retention of women associates

Preliminary

Challenge	#	Intervention
Associates have low barriers to switch jobs	i	Pay INR 500 bonus to associates when they complete 3 months along with their salary
Clients do not provide adequate training for women	ii	The recruiter connects with the associate 2 times in the first 2 week to address onboarding challenges (1 call and 1 WhatsApp)
Clients do not provide a friendly/ safe environment for women	iii	Recruiter shares feedback on female candidate experience/ challenges with clients once a month over call
Client facilities are not suitable for women	iv	Share a minimum infrastructure checklist with clients when staffing women (e.g., separate washroom if >10 female associates, housing facilities)
	v	Run paid hostels for women in locations with >50 female associates, especially for migration to peri-urban / rural areas
Clients lack gender-equitable policies	vi	Negotiate terms (e.g., education qualification, work experience, work hours) with clients

Publish gender equity scores

Publish the GERS score or 5 other metrics externally...

GERS Score: Score on the Gender Equity Readiness Scorecard developed by FSG specifically for flexi-staffing companies

5 other metrics:

- Total # of women associates on the payroll
- Gender diversity ratio for associates
- Internal gender diversity ratio
- Fulfillment time for female mandates
- # of mandates fulfilled that had >50% women placed

...to benefit you in 3 ways

- Show clients your capability to fulfil large gender-based mandates
- Generate a gender-diverse public image for the company
- Create an atmosphere of gender inclusion within the company



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