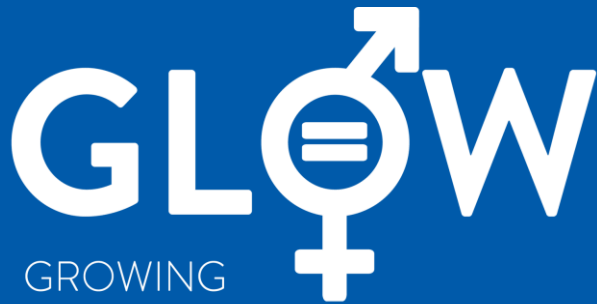




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# Gender equity readiness scorecard (GERS) for warehousing companies

July 2025

# Objectives and context

- **Objectives:** This tool is designed to score warehousing companies on their performance on gender equity, and identify areas of improvement
- **Context:** This tool
  - Is designed to be used by either the companies themselves or independent evaluators
  - Is recommended to be used annually/ bi-annually to track progress
  - Has been designed to evaluate an entire company, and not just one warehouse in the company
  - Does not include scores on parameters mandated by law (e.g., creche facilities, maternity leave)
  - Can be used effectively by a medium or large enterprise<sup>1</sup>

1. An enterprise with investment in plant and machinery/equipment exceeding ₹25 crore or annual turnover above ₹100 crore (Source: [Ministry of MSME](#))

# How to use this tool

## Whom to interview to score the organization

- Interview someone in the corporate team who has data on all warehouses and information about key HR policies
- Ideally interview the HR Head of the enterprise, but in some cases, you could also interview the CEO (for medium enterprises) or senior HR manager (for large enterprises)

## How to score the organization

- For each parameter, move to the next column only if there is a tick in the current column (starting with Score 1). This means:
  - If all conditions mentioned in Score 1 are met, give a tick in that cell
  - If there is no tick in Score 1, stop scoring the parameter and move to the next parameter
  - If there is a tick in Score 1 and all conditions mentioned in Score 2 are met, tick Score 2 column
  - If there is a tick in Score 1 and all conditions mentioned in Score 2 are not met, stop scoring the parameter and move to the next parameter
- Ask all questions related to one parameter and then write the column number where you made the last tick, multiplied by the multiplier number if any, in the “Final score” column. For example,
  - If for the parameter “Sanitation facilities”, the last tick is on Score 3, write 3 in the “Final score”
  - If you have not given any ticks for the parameter, write 0 in the “Final score”
  - If for the parameter “Women employees”, the last tick is on Score 3 and multiplier is 3, write 9 (=3x3) in the “Final score”
- Continue the scoring in a similar manner for other parameters
- Add the “Final score” across all parameters to calculate the total score

# Gender Equity Readiness Scorecard (GERS) for warehousing companies - Outcome

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Women employees <sup>1</sup>	What % of employees, across all shifts and all warehouses, are women?				(Multiply score by 3)
	Tick if >=10%	Tick if >=15%	Tick if >=20%	Tick if >=30%	
Women employees in night shifts	What % of employees working in night shifts, across all warehouses, are women?				(Multiply score by 2)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	
Women managers <sup>2</sup>	What % of managerial roles in operations, across all warehouses, are held by women?				(Multiply score by 2)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	

1. Employees refer to in-house and outsourced staff in entry-level and supervisory roles within warehouse operations. This includes roles such as picking, sorting, packaging, quality check, inventory handling, and senior floor-level positions (e.g., shift supervisors or team leads),
2. Managers refer to staff in managerial positions within the warehouse or in corporate functions. This includes roles such as operations managers, HR managers, and other administrative roles

Legend: Small warehouses: <15 workers; Medium warehouses: 15-100 workers; Large warehouses: >100 workers

# Gender Equity Readiness Scorecard (GERS) for warehousing companies – Infrastructure and support

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Transportation and accommodation	What % of your large warehouses provide pick up and drop facilities for women employed in day shifts?		What % of your large warehouses provide pick up and drop facilities for men employed in night shifts?	What % of your large warehouses provide accommodation facilities for migrant women workers?	
	<i>Tick if &gt;= 25%</i>	<i>Tick if &gt;= 50%</i>	<i>Tick if &gt;= 50%</i>	<i>Tick if &gt;=25%</i>	
Sanitation facilities	What % of your medium and large warehouses have at least 1 separate washroom for women?	What % of your medium and large warehouses have appropriate disposal mechanisms for sanitary products in women's washrooms?	What % of your large warehouses have sanitary products in women's washrooms?	What % of your large warehouses have at least 1 separate washroom for every 25 women?	
	<i>Tick if &gt;=75%</i>	<i>Tick if &gt;=75%</i>	<i>Tick if &gt;=75%</i>	<i>Tick if &gt;=75%</i>	
Medical facilities	What % of your warehouses have a first-aid kit?	What % of your large warehouses have a designated rest area for workers?	What % of your large warehouses have a nurse/ medical attendant?	What % of your large warehouses have a woman nurse/ medical attendant?	
	<i>Tick if All</i>	<i>Tick if &gt;=50%</i>	<i>Tick if &gt;=50%</i>	<i>Tick if &gt;=50%</i>	
Gender-sensitive policies	Does onboarding cover salary break-up, incentives, leave policy, and process for raising complaints?	Are there anonymous channels (e.g., online forms, suggestion box) for women to raise complaints?	Is there a policy granting 1-day monthly period leave to women floor workers?	Are part-time shifts available for women floor workers?	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Legend: Small warehouses: <15 workers; Medium warehouses: 15-100 workers; Large warehouses: >100 workers

# Gender Equity Readiness Scorecard (GERS) for warehousing companies - Capability

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Diversity skilling	In the last one year, have you conducted any training to build warehouse HR and Operations manager's skills for hiring and retaining women at entry level?  <i>Tick if yes</i>	Is this training document emailed to all warehouse HR and Operations managers?  <i>Tick if Yes</i>	In the last one year, have you conducted any session for your managers/ leaders to improve gender equity/ reduce gender bias?  <i>Tick if yes</i>	In the last one year, have you conducted any gender sensitization training for male workers (peers) at the warehouse?  <i>Tick if yes</i>	
Women HR	What % of your large warehouses have a woman HR?		What % of your warehouse HR managers are women?		
	<i>Tick if &gt;=30%</i>	<i>Tick if &gt;=50%</i>	<i>Tick if &gt;=20%</i>	<i>Tick if &gt;=30%</i>	

Legend: Small warehouses: <15 workers; Medium warehouses: 15-100 workers; Large warehouses: >100 workers

# Gender Equity Readiness Scorecard (GERS) for warehousing companies - Accountability

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Diversity KPIs	Has the organization internally announced a diversity target (e.g., CXO quote, press release, company-wide email)?  <i>Tick if Yes</i>	What % of your large warehouses have diversity targets assigned to managers?  <i>Tick if &gt;=30%</i>	Does the organization discuss performance against gender diversity targets/ KPIs in leadership meetings?  <i>Tick if Yes</i>	Are financial incentives of leadership and managers linked to diversity KPIs?  <i>Tick if Yes</i>	
Diversity data publication	Have you internally documented the qualitative benefits of hiring women for your company, and shared with managers?  <i>Tick if yes</i>	In the last two years, have you externally published best practices/ benefits of gender diversity, or related case studies?  <i>Tick if Yes</i>	Have you estimated the quantitative benefits of hiring women (e.g., order processing time of men vs. women), and shared the findings internally?  <i>Tick if yes</i>	In the last two years, have you published your gender diversity numbers externally (e.g., website, report)?  <i>Tick if Yes</i>	
Incentives for staffing vendors	Does your company formally communicate to vendors (e.g., through written notice, townhall discussions) to provide both men and women for open roles?  <i>Tick if Yes</i>	Do you provide any incentives to gender-equitable vendors (e.g., vendors who bring > 15% women)? If yes, what kind of incentives?  <i>Tick if either monetary or non-monetary incentives are provided</i>	<i>Tick if both monetary and non-monetary incentives are provided</i>	What % of newly opened positions in the last year explicitly included a mandate to hire women?  <i>Tick if &gt;=30%</i>	

Legend: Small warehouses: <15 workers; Medium warehouses: 15-100 workers; Large warehouses: >100 workers **Total score:**



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