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Gender Equity Readiness Scorecard for Last-mile Delivery companies

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Objectives and context

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

1. An enterprise with investment 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 last-mile delivery hubs 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 “Safety mechanisms”, 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 2, write 6 (=3x2) 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 LMD companies – Outcomes

Preliminary

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Women employees	What % of all delivery hubs have at least 1 woman DA?				*(Multiply score by 2)*
	Tick if <=5%	*Tick if >5% and <=10%*	*Tick if >10% and <=20%*	*Tick if >20%*	
	What % of all delivery hubs have at least 1 woman in under-the-roof roles?				*(Multiply score by 2)*
	Tick if <=10%	*Tick if >10% and <=20%*	*Tick if >20% and <=30%*	*Tick if >30%*	

DA: Delivery Agent

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Gender Equity Readiness Scorecard (GERS) for LMD companies – Recruitment practices

Preliminary

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Inclusive hiring practices	For DA roles, have you created recruitment collaterals (e.g., flyers, job ads) with gender-neutral language (e.g., "both men and women can apply")? *Tick if Yes*	What % of delivery hubs have at least 1 job poster with gender-neutral language (e.g., "both men and women can apply") displayed in a common area (e.g., hub entrance)? *Tick if >=50%*	Do you provide additional incentives for successful women DA referrals, as part of your paid referral programs? *Tick if Yes*	Do you provide any additional financial incentives to community mobilizers, NGOs, or staffing vendors for hiring women DAs? *Tick if Yes*	
Document-ation and mobility support	Have you shared any collateral (e.g., poster, website links) to inform all potential women DAs about 2-wheeler access (e.g., rental options)? *Tick if Yes*	Have you partnered with EV rental firms to facilitate vehicle access to EVs for women DAs? *Tick if Yes*	Do you provide documentation support to all potential women DAs (i.e., support in filling/ submitting applications for PAN/ Aadhaar)? *Tick if Yes*	Have you partnered with any financial institution to offer 2-wheeler loans at discounted terms, or with EV rental firms for subsidized 2-wheeler rentals for women DAs? *Tick if Yes*	
Onboarding support	Do onboarding sessions for DAs cover detailed break-up of salary and incentives? *Tick if Yes*	Do onboarding sessions for DAs cover leave and grievance redressal policies? *Tick if Yes*	Do you provide custom parcel allocation (e.g., familiar routes), or route mapping support (e.g., directions for multiple stops) to new women DAs? *Tick if Yes*	Do you have a buddy program that pairs new women DAs with experienced women riders or mentors? *Tick if Yes*	

DA: Delivery Agent, EV: Electric Vehicle, HR: Human resources, MFI: Micro Finance Institutions, NBFC: Non-banking Financial Company; NGO: Non-Governmental Organizations, PAN: Permanent Account Number

Gender Equity Readiness Scorecard (GERS) for LMD companies – Policies

Preliminary

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Flexibility	Do you provide all women DAs the option to select the reporting time for their shifts (e.g., starting at 10 am instead of 7 am)? *Tick if Yes*	Do you provide all women DAs the option to work part time (e.g., 4 hours a day instead of total 8 hours)? *Tick if Yes*	Do you offer both fixed and variable pay models (e.g., pay per parcel) to women DAs? *Tick if Yes*	Do you grant at least 1-day paid period leave in a month to women DAs? *Tick if Yes*	
Safety mechanisms	Do all delivery hubs have comprehensive CCTV surveillance within and immediately outside the hub? *Tick if Yes*	Do you allow women DAs to "opt out" of unsafe routes? *Tick if Yes*	In the last 1 year, have you conducted any training session for women DAs on workplace safety and road safety? *Tick if Yes*	Do you have an SOS button or and an emergency response helpline (e.g., in case of accidents, vehicle breakdown) for women DAs? *Tick if Yes*	
Health and well being measures	What % of your delivery hubs provide all women DAs access to washrooms within a 5-minute walking distance from the delivery hub? *Tick if >=75%*	Do you provide well-being kits (e.g., sanitary and first-aid products) to women DAs? *Tick if Yes*	Do you provide health insurance to women DAs that includes coverage for maternity related expenses? *Tick if Yes*	How many partnerships do you have with restaurants, petrol pumps, or other local businesses pan India, for washroom access for women DAs? *Tick if >=200*	

CCTV: Closed-Circuit Television, DA: Delivery Agent, SOS: Save Our Souls

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Gender Equity Readiness Scorecard (GERS) for LMD companies – Governance

Preliminary

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Diversity training	In the last one year, have you conducted any training sessions or shared DIY video trainings with HR and hub managers to build their skills for hiring and retaining women in entry level roles[1]? *Tick if Yes*	Are the training documents or videos available to all HR and hub managers for offline access? *Tick if Yes*	In the last one year, have you conducted any gender sensitization training (apart from POSH) for male workers[1] (peers) in the delivery hubs? *Tick if Yes*	In the last one year, have you conducted any training session for your managers/ business heads to reduce gender bias? *Tick if Yes*	
Diversity tracking	Do both hub managers and central teams have access to a dashboard that tracks # of men and women DAs at hub-level[1]? *Tick if Yes for all hubs*	Has the organization internally announced a diversity target for DA roles? (e.g., CXO quote, press release, enterprise-wide email) *Tick if Yes*	Have you appointed a PoC (e.g., gender champion) for managing and tracking gender diversity initiatives for DA role? *Tick if Yes*	Are financial incentives of leadership and managers linked to diversity KPIs for DA role? *Tick if Yes*	

Total score:

DIY: Do it yourself, HR: Human Resources, KPI: Key performance indicator, PoC: Point of Contact, POSH: Prevention of Sexual Harassment

1. Includes both delivery agents and under-the-roof roles

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