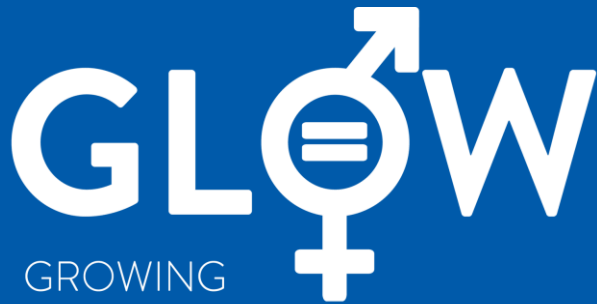




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Best practices for last-mile delivery companies to improve gender equity

July 2025

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1 Needs and preferences of women in urban India

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3 Business benefits of hiring women

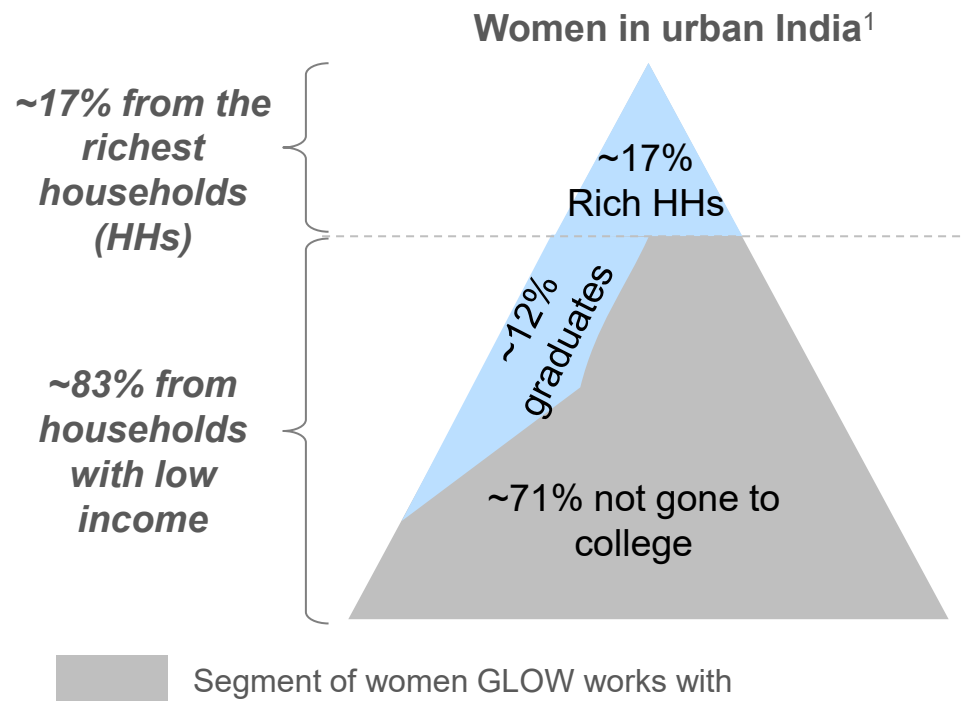
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6 Gender Equity Readiness Scorecard

7 About FSG and GLOW

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 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, 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 child care and development centers set up under the Integrated Child Development Services Scheme of the Central Government of India. Provision of Anganwadi service is free.

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

Primary insight

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% men

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.

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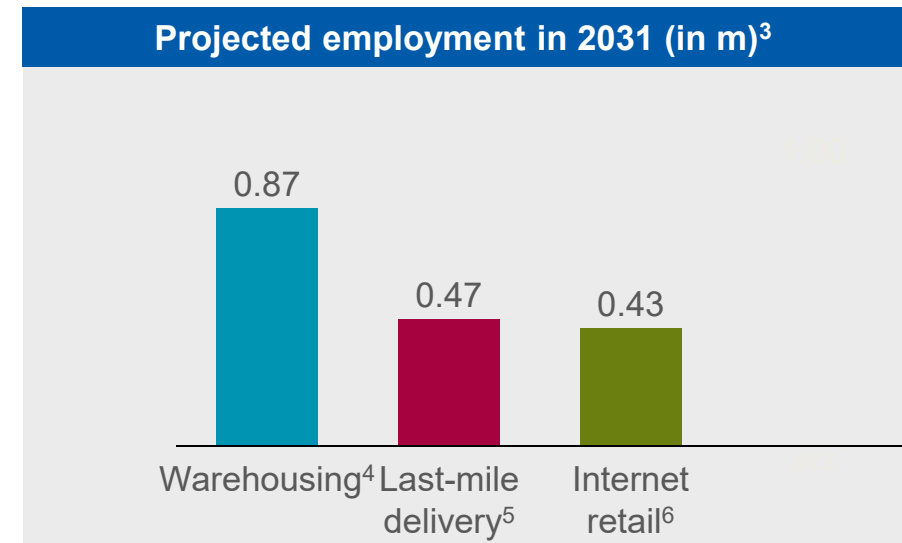
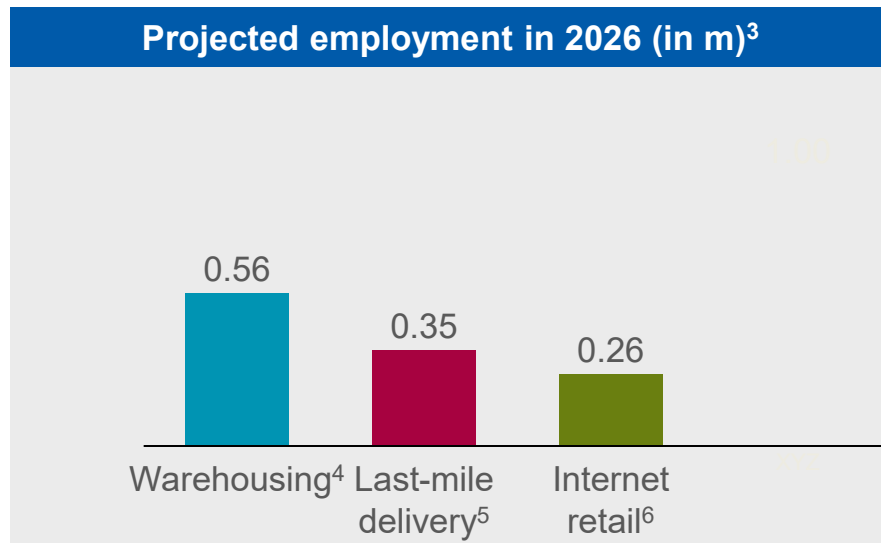
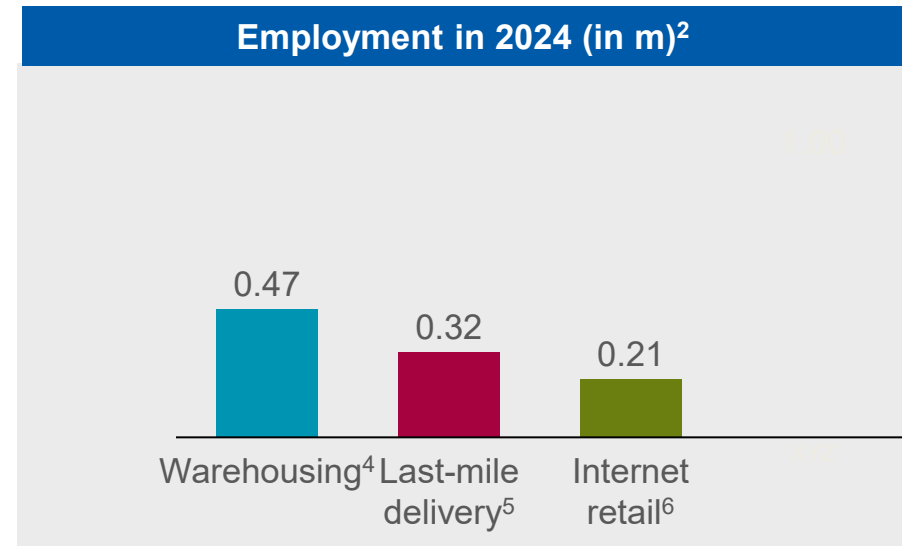
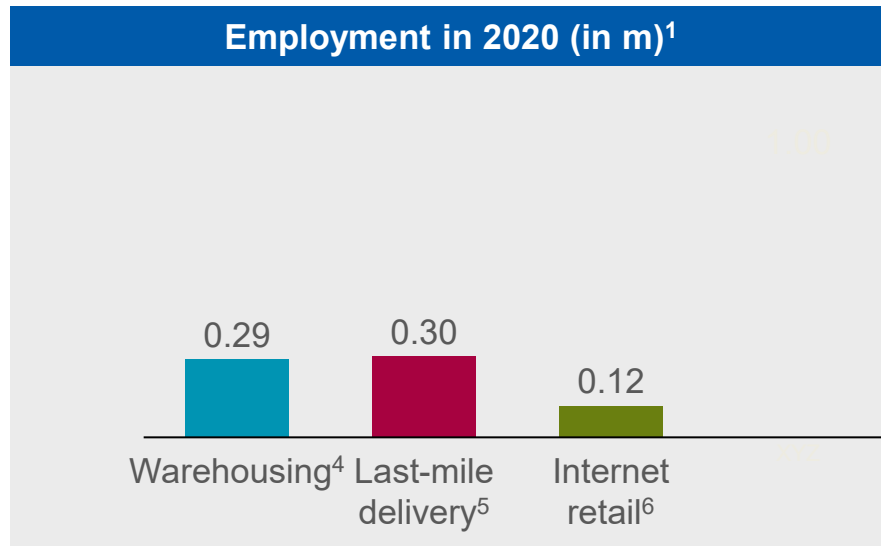
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Warehousing, last-mile delivery and internet retail employ ~1 million people with strong expected growth



1. PLFS report 2019-20; 2. PLFS report 2023-25; 3. Based on 2012-2022 growth rate from PLFS reports; 4. Warehousing includes warehousing and storage; 5. Last-mile delivery includes courier activities; 6. Internal retail includes retail sale via internet

Many roles in the industry require minimum educational qualification and on-the-job training

Job role	Minimum education qualification	On-the-job training (days)	Net earnings (INR per month)
Last-mile delivery agent	No minimum education requirement	1-2	15,000 to 20,000 ¹
Hyperlocal delivery agent	No minimum education requirement	0	15,000 to 20,000 ¹
Picker	10 th pass and above	1-3	Minimum wage (12,000 to 15,000)
Packer	10 th pass and above	1-3	Minimum wage (12,000 to 15,000)
Sorter	10 th pass and above	1-3	Minimum wage (12,000 to 15,000)
Loader / unloader	No minimum education requirement	0-1	Minimum wage (12,000 to 15,000)

1. Source: Conversations with industry players, job postings; Net earnings refers to earnings minus fuel costs

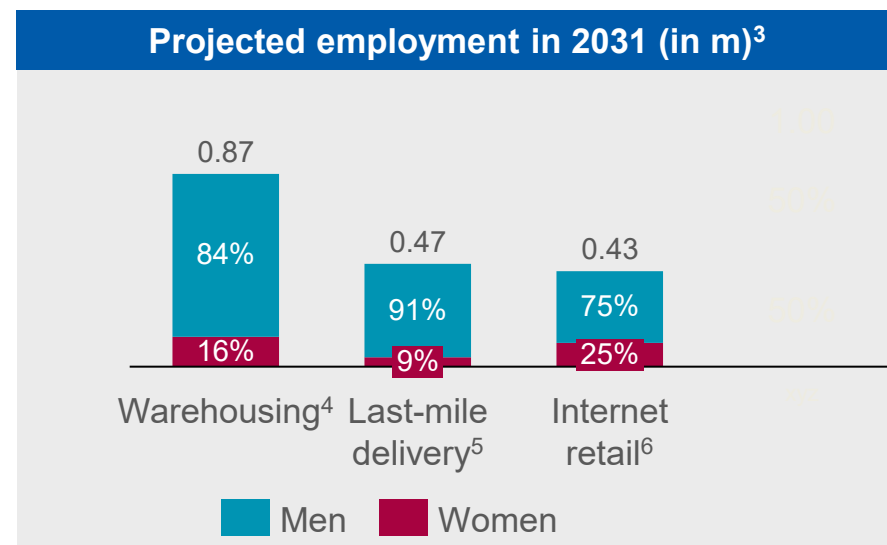
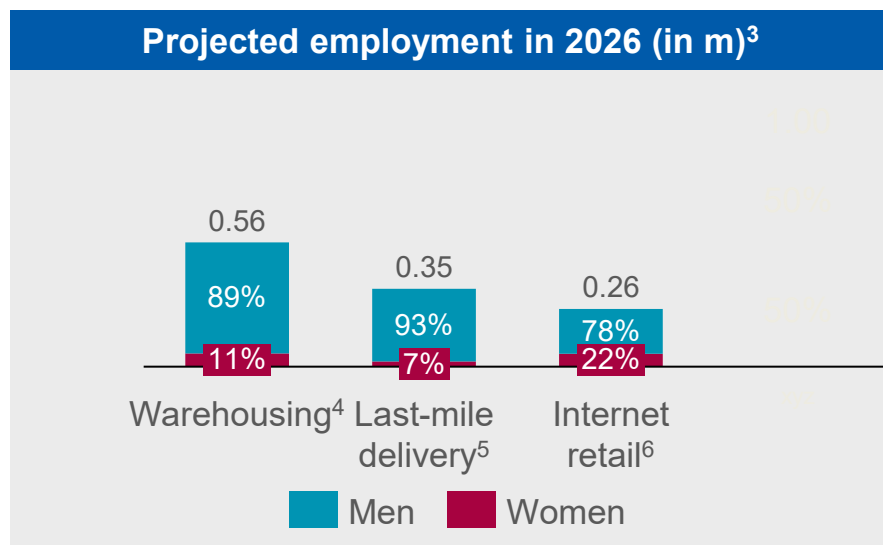
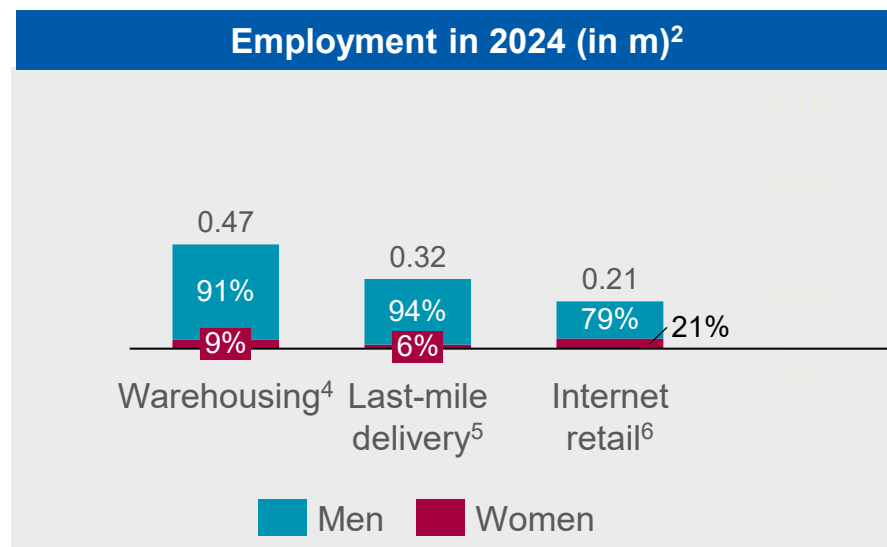
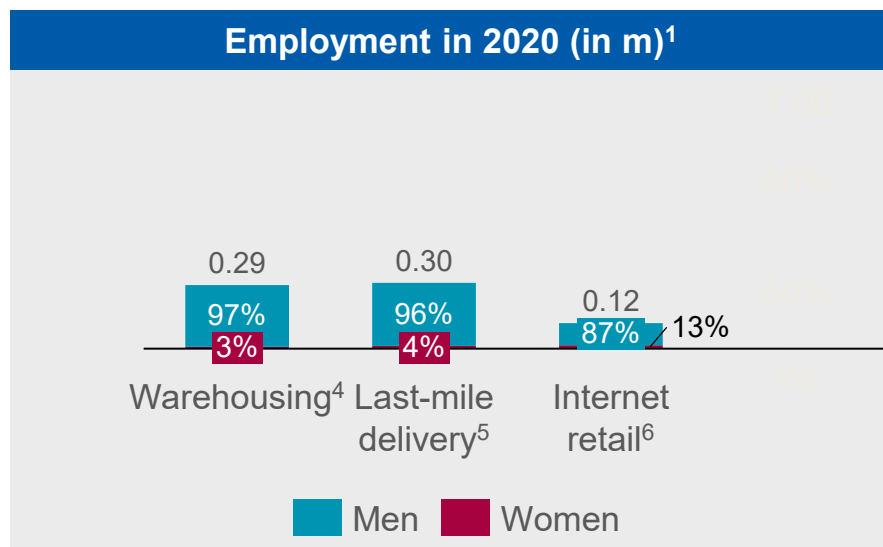
~13 m urban women keen to do delivery agent roles while
~33 m urban women interested in warehouse roles



**~13 m urban women are interested in the delivery agent role and
~33 m urban women are interested in warehousing roles**

1. World Bank, PLFS report 2019-20, Nielson data, FSG estimates; 2. FSG primary research with ~6,600 urban Indian women (2022)

While women's participation in these industries is still low, it has grown considerably, and a further increase is projected



1. PLFS report 2019-20; 2. PLFS report 2023-24; 3. Based on 2012-2022 growth rate from PLFS reports; 4. Warehousing includes warehousing and storage; 5. Last-mile delivery includes courier activities; 6. Internal retail includes retail sale via internet

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Last-mile delivery (LMD) companies can get 4 benefits from a gender-diverse workforce¹

1 Access additional talent pool

“We are facing talent shortages in multiple locations including Bangalore, Hyderabad, and Mumbai”

– Chief People Officer, LMD company

2 Reduce pilferage

“After hiring women, our clients witnessed ~18% reduction in pilferage”

– Chief Executive Officer, LMD company

3 Attract impact-focused investors

“Our investors have mandated us to incorporate ESG at the core of our operations. So, we are looking to increase women DAs to 10% of our workforce”

– Chief Strategy Officer, LMD company

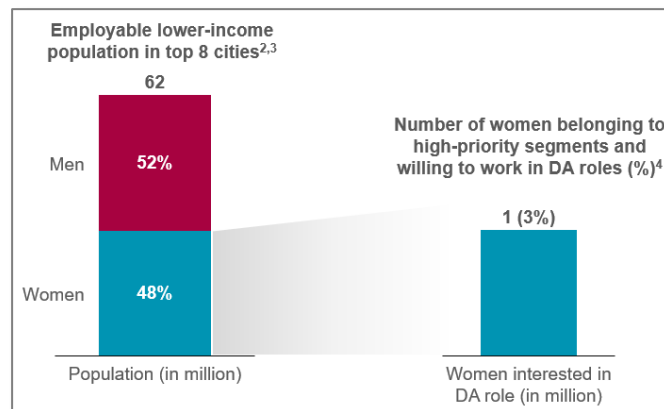
“I regularly discuss gender diversity with my logistics investee companies”

– Investor

4 Build a positive brand image

“When customers see woman DAs, they post on social media which is great publicity for us”

– Program Manager, LMD company



1. Based on interviews with ~10 delivery companies and 1 investment firm; 2. Top 8 cities: Mumbai, Delhi, Kolkata, Pune, Chennai, Hyderabad, Ahmadabad, Bangalore; 3. World Bank, PLFS report, Nielson data, FSG estimates; 4. FSG primary research with ~6,600 urban Indian women

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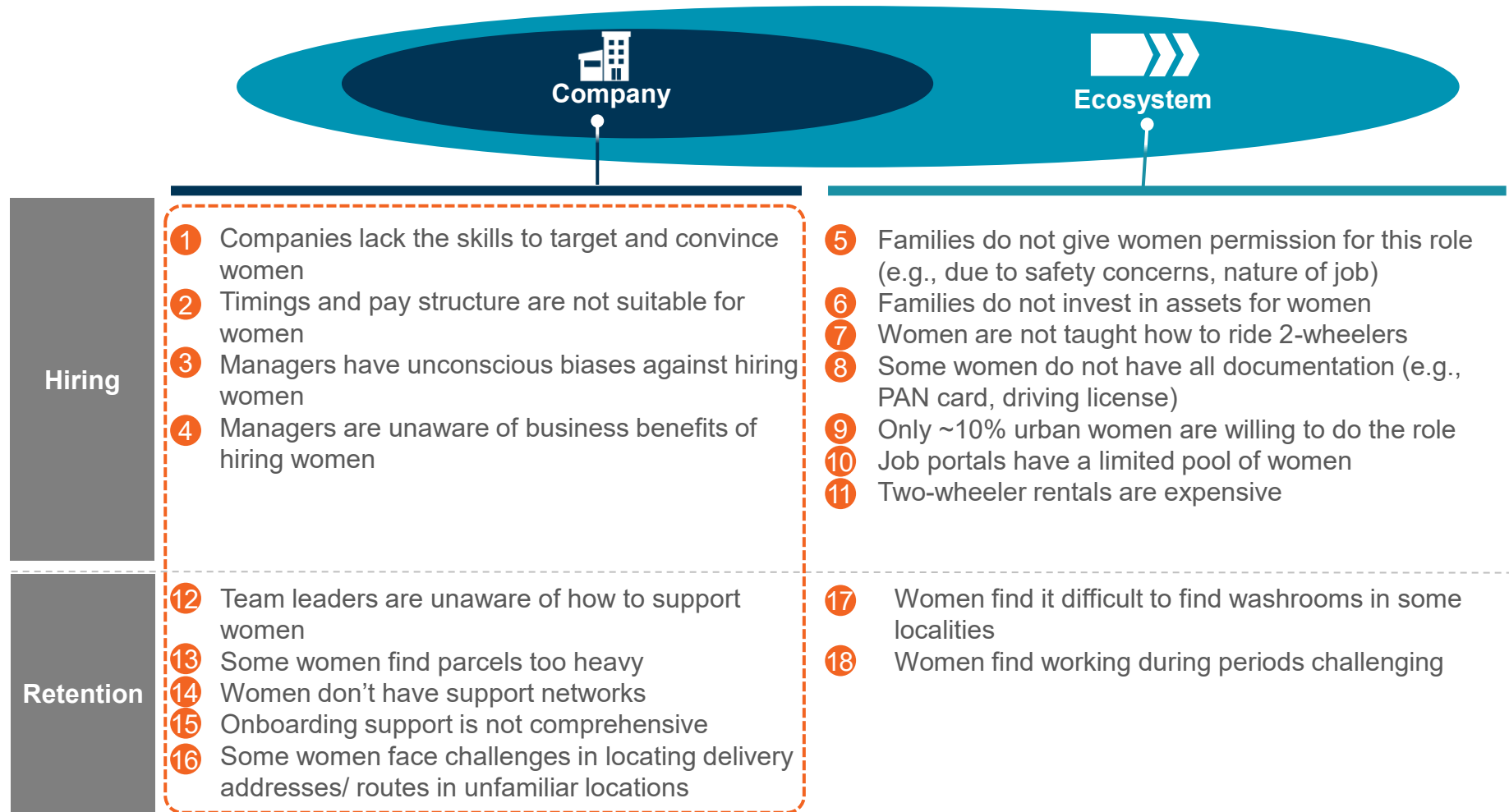
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LMD companies are unable to employ women because of challenges within and outside the company¹



Legend: Can be addressed by the company

1. Based on interviews with ~10 delivery companies

LMD – Last-mile delivery

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LMD companies can pilot 18 interventions in a phased manner, to improve gender diversity in DA roles

	Build internal capability (1 st to 6 th month)	Build support networks (6 th to 18 th month)	Invest to scale (18 th month onwards)
I Defining suitable roles and employment models	1 Hub prioritization	8 Women-friendly employment models (e.g., part-time)	
II Sourcing and converting leads	2 Paid women referral program* 3 Women-friendly recruitment collateral 4 Video testimonials of women DAs*	9 Incentives for community mobilizers* 10 Dedicated recruiter*	13 Social media recruitment 14 Recruiter training 15 Monetary incentives for recruiters/ staffing vendors*
III Creating a conducive work environment	5 Weekly check-ins with new DAs 6 Initial handholding 7 Emergency response mechanisms	11 Buddy program for new DAs 12 Partnership with 2-wheeler rental companies	16 Improved washroom access* 17 Safety mechanisms (e.g., trainings, “opt-out” options for unsafe routes)* 18 Diversity dashboard
Scope	~3-5 hubs	~15 to 20 hubs, each with 40+ workers	50+ hubs, with each with 40+ workers
Estimated # of women hired	~15-20 women	~150-170 women	~500+ women

*: Refers to Gender affirmative interventions that apply only to women DAs and would result in additional cost to the employer

LMD - Last-mile delivery; DA – Delivery agent

1 Hub prioritization

Shortlist hubs that fulfil at least 4 out of 6 criteria:

- A Has at least one common washroom
- B Other women are present in the hub (e.g., women DAs¹, women supervisors)
- C An experienced supervisor is present to coach women DAs
- D The supervisor is willing to hire women DAs
- E The hub is in a safe location
- F At least 50% of the delivery routes from the hub are safe

1. DAs – Delivery Agents

2 Paid women referral program (1/3)

PRELIMINARY

The referral program offers monetary incentives to existing employees to refer interested women to join as DA¹. A referral is considered successful only if the woman completes at least 30 days as a DA

Process	Eligibility for reward
<p>A Announce referral program through in-person meetings/ WhatsApp group messages/ posters in the hub</p> <p>B Track the number of DAs hired through referrals in each pilot hub² every month</p> <p>C Share a bi-weekly update through a WhatsApp group message about the top three workers with the highest referrals</p> <p>D For each pilot hub, identify the workers with the highest number of women referrals in the month as the winner</p> <p>E Give a voucher of INR 2,000-3,000 to the winners in each pilot hub</p> <p>F Announce winners through in-person hub meetings/ WhatsApp group messages/ congratulatory posters in the pilot hubs</p>	<ul style="list-style-type: none">• All on-roll and off-roll workers, including DAs, housekeeping staff, security guards and other hub employees, are eligible• Each worker can earn up to 3 referral rewards in a year• Payout is only for successful referrals wherein the women DAs complete at least 30 days in the role
	<p>Recognition message for winners</p> <p>Congratulations to the diversity champion of the month!</p> <div><div>Photo of the winner</div><div>Name, Designation</div></div> <p><Name> supported ~X women DAs to join our workforce. Thank you for your commitment to fostering diversity and inclusion!</p>

1. Delivery Agents 2. GLOW to pilot the referral program in 4 pilot hubs per partner

2 Paid women referral program (2/3)

Sample format to collect data

Referrer ¹ name	Number of successful women referrals ²		
	March	April	May
Referrer 1	5	7	6
Referrer 2	10	9	7
Referrer 3
Referrer 4
...
...
...

1. All on-roll and off-roll workers, including DAs, housekeeping staff, security guards and other hub employees; 2. Only includes women DAs who completed at least 30 days in the role

2 Paid women referral program (3/3)

Poster for announcing the program

Refer your women friends for delivery agent role and earn INR 3000!



Photo Credit: Money Sharma AFP via Getty Image

Women delivery agents earn INR 15,000 in-hand + PF + insurance (ESI) + petrol and mobile allowance

Part-time working options available

Delivery within 5 km radius

Benefits for women

Get free by 5:30 pm on most days

INR X additional pay per order after completing Y orders

Clear call to action

Logo



+91 XXXXX XXXX

Poster for announcing the winners

Congratulations to the Diversity Champion of the month!

Photo of the winner

Name, Designation

<Name> supported ~X women DAs¹ to join our workforce. Thank you for your commitment to fostering diversity and inclusion!

1. Delivery Agents

3 Women-friendly recruitment collateral

PRELIMINARY

Poster to convince women

Hiring women delivery agent for Company



Photo of a woman

Photo Credit: Money Sharma AFP via Getty Image

Earn INR 15,000 in-hand + PF + insurance (ESI) + petrol and mobile allowance

Part-time working options available

Delivery within 5 km radius

Get free by 5:30 pm on most days

INR 3-7 additional pay per order after completing 33 orders

Benefits for women

Clear call to action

Logo



+91 XXXXX XXXXX

FAQs for family members

Frequently asked questions

- 1. I have only seen men do this job. How will a woman do it?**
 - Today, many women are working as delivery agents. We already have xx women DAs working with us and they are able to do this job very well.
 - Some women DAs have been working with us for 1-2 years and they say they like the ability to earn well, weekly payouts, and the ability to reach home early
- 2. This job will be tiring and physically strenuous for my daughter / wife**
 - She will deliver light weight parcels such as phone chargers and bank documents
 - Also, she may deliver within a small radius of 5km in an area she prefers
 - We also provide part-time options so that she may work for only 4-5 hours a day
- 3. It's unsafe to visit strangers' homes / I do not want my wife to go door to door**
 - We value our delivery agents and have security mechanisms in place:
 - We track live location of DAs so that we can provide help if they need
 - We will also assign her areas/ routes that are safe (e.g., apartment complex)
 - We have a sexual harassment committee for redressal of any incident
 - CCTV cameras are installed in the delivery hubs and monitored regularly
- 4. My daughter/ wife cannot do this job as she does not know English**
 - She only needs to know very basic English so that she can read addresses on parcels. The delivery app is available in the local language as well
- 5. My daughter/ wife does not own a Scooty**
 - If she does not have a two-wheeler, she can rent it
 - In case she owns a two-wheeler, we also provide petrol and mobile allowance
 - Our delivery agents earn enough money over a few months to buy their own Scooty
- 6. It is not safe for women to ride in traffic**
 - Initially, we train women DAs for 1-2 days on how to do the job. She is accompanied by an experienced DA. During this time, she will also learn from experienced DA how to ride in traffic and do deliveries.
- 7. The job has unsuitable timings for a woman**
 - Women are typically able to finish work by 5:30-6 pm. So, there is no work in the evening, and they will be able to reach their homes by 6:30-7 pm and cater to household responsibilities
 - If needed, we can also provide part-time working options so that she has to work for only 4-5 hours a day

Sample messages

- Single-handedly manage your household and child's education expenses
- Choose your own work timings:
 - Work part-time for only 4 hours
 - Return home by 5 pm to complete household work
- Deliver near your home
- Earn more compared to other jobs

Sample script for widowed / separated women

Have a video structured as an interview with a widowed woman working as a delivery agent (DA):

- *“Mere pati ke guzarne ke baad ghar ka saara kharch mere upar aa gaya tha. Maine 10th ke baad padhai nahin ki thi, to bahut kam tankhwah waale jobs mil rahe the”*
- *“Delivery agent banne ke baad main har mahine INR 15-20,000 kama leti hoon”*
- *“Shuru mein bahut darr lagta tha ki yeh kaise karoongi main. 1-2 din dikkat hui aur thak bhi jaati thi, par mere team lead ne madad ki aur dheere dheere khud bhi samajh aane laga kaise kaam karna hai”*
- *“Main sham ko 5 baje tak ghar pahunch kar ghar ka kaam bhi kar leti hoon”*
- *“Agar zaroorat ho to beech mein bachchon ko dekhne ghar jaa sakti hoon. Main yeh job karke bahut khush hoon”*

5 Weekly check-ins with new DAs

PRELIMINARY

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



**Ask 6
questions**

- A. How are you?
- B. What do you like about the job? What can be done to improve?
- C. What challenges are you facing?
- D. Is your manager helpful?
- E. Can I provide any additional support to help you?
- F. Would you refer your women friends and family members for this job? Why/why not?



**Resolve
issues**

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

6 Initial handholding

Direct support that TLs¹ can offer

Supportive environment

- Sensitize male DAs² about appropriate behavior around women by sharing Dos and Don'ts (e.g., maintain appropriate physical distance, do not use abusive language)

Support with navigation

- Train new women DAs on using G-Maps
- *Add delivery addresses to G-Maps for women DAs for the first ~2-3 days*

Support with meeting targets

- Assign familiar routes to new women DAs for the first ~1-2 weeks
- *Support women in route planning for ~1-2 weeks*

Policy changes that leadership can pilot in select hubs

- *Allow women to keep their loads at the hub*
- *Allow women to shadow top-performing DAs for a period of ~2-3 days*
- *Allow women to report ~1-2 hours late and set aside parcels for them*
- *Prioritize light weight parcels for women*

Legend: Grey text – For all hubs/ women DAs; *Italics grey text* – For select hubs/ women DAs, where necessary

1. Team Leads; 2. Delivery Agents

7 Emergency response mechanisms | SOS button (1/2)

PRELIMINARY

Procedure followed when a DA¹ presses the SOS button

- A notification goes to the hub TL², ATL³, and the DA nearest to the DA in threat
- The TL / ATL immediately calls the DA to check for support required
- Both the parties immediately start for the DA's location
- If required, the TL / ATL should contact emergency services (e.g., ambulance, police)

Preparation to roll out the SOS feature

- Add an in-app feature to track the live location of DAs when they are logged in
- During onboarding, inform DAs about the SOS button and how to use
- Train hub TLs, ATLs, and DAs on how to respond to SOS signals

1. Delivery Agent, 2. Team Lead, 3. Assistant Team Lead

7 Emergency response mechanisms | WhatsApp groups (2/2)

PRELIMINARY

Procedure to be followed

- DA¹ in perceived danger to send a message to the group and share their current location
- TL²/ ATL³ to attempt to call the DA in perceived danger and immediately start for their location
- If required, the TL/ ATL should contact emergency services (e.g., ambulance, police)

Preparation to use the emergency WhatsApp groups

- Create safety/ emergency WhatsApp groups for all delivery agents (with the DA and their TLs and ATLs)
- Set guidelines for the use of these groups only for emergencies/ threats and not for other communication
- Train hub TLs, ATLs, and DAs on how to use these groups and respond to messages

1. Delivery agents; 2. Team Lead; 3. Assistant Team Lead

The existing employment model may not work for some women as...

- Standard work timings can be unsuitable for some women due to household responsibilities and childcare
- Familial responsibilities can lead to difficulty in reporting early in the morning (at 7-8 AM)
- Flexible pay model can be discouraging for women working as DAs¹ for the first time due to lower-than-expected earnings

3 steps can make the model more women-friendly

- A. Provision of 2-3 types of employment models that meet women's timings and pay-related requirements
- B. Support to women in selecting appropriate employment models based on their requirements
- C. Option for women to shift to a different employment model based on their need

 Detailed in next slide

1. Delivery Agents

8 Women-friendly employment models (e.g., part time) (2/2)

PRELIMINARY

	Full-time fixed-rate model	Part-time fixed-rate model	Pay-per-parcel model
Hours	~9 hours	~4-5 hours	Flexible
Timings	<ul style="list-style-type: none"> General shift e.g., 9 AM – 5 PM 	<ul style="list-style-type: none"> Morning/ afternoon shift e.g., 9 AM-1 PM/ 1 PM-5 PM 	<ul style="list-style-type: none"> Flexible (reporting at fixed times to collect parcels)
Target	Set a minimum target (e.g., ~750 parcels per month) to be eligible for full pay	Set a minimum target (e.g., ~300 parcels per month) to be eligible for full pay	None
Base pay structure ¹	<ul style="list-style-type: none"> Define a standard pay for the month (e.g., INR 13-15k) If target is not met, reduce the pay as per defined slabs (e.g., 10% reduction if target met is 80-99%) 	<ul style="list-style-type: none"> Define a standard pay for the month (e.g., INR 7-8k) If target is not met, reduce the pay as per defined slabs (e.g., 10% reduction if target met is 80-99%) 	<ul style="list-style-type: none"> Pay per parcel (for e.g., ~INR 18-20 per parcel)
Benefits for women	<ul style="list-style-type: none"> Predictable earnings Lower time commitment 	<ul style="list-style-type: none"> Predictable earnings 	<ul style="list-style-type: none"> Flexibility High earning potential
Target group	<ul style="list-style-type: none"> Women who are working as DAs² for the first time 	<ul style="list-style-type: none"> Women who have other responsibilities (other part-time job/ domestic responsibilities) 	<ul style="list-style-type: none"> Women who have worked as DAs² before Women who need flexible work timings

1. Pay and other benefits (e.g., Provident Fund, ESIC benefits) should be defined in line with the local govt mandates, 2. Delivery Agents

9 Incentives for community mobilizers

PRELIMINARY




Rationale

- Companies lack the skills and resources (e.g., time, manpower) to target the correct segments of women leading to insufficient number of leads
- Community mobilizers’ access and the understanding of their nearby communities can be leveraged to identify potential leads for women DAs¹
- They can identify leads from target communities, influence and convince families based on their trust within the communities to boost leads and the number of women getting onboarded



Potential partners

- NGOs focusing on skill-development/ employment for women (e.g., NGOs providing driving training)
- SHG²s and local influencers in targeted communities
- Micro-finance institutions for women
- Community development officers (e.g., ward officers or equivalent)
- Housing board/ slum development board officers
- Anganwadi center officers and community leaders



Role

LMD company’s role

- Identifying and onboarding the mobilizing organizations
- Sharing recruitment pitch and sample responses to FAQs
- Providing incentives for mobilizers (e.g., INR 3k per woman DA retained for 30+ days)

Mobilizer’s role

- Identifying the target women basis location, age, education
- Reaching out to the target women via existing networks (for e.g., SHGs²)
- Sharing benefits of working as a DA
- Addressing women’s/ families’ concerns

1. Delivery Agents, 2. Self-help groups

Rationale

- By default, recruiters focus on hiring men, as hiring women is more time intensive¹
- Field recruitment could help hire more women since other modes (e.g., staffing vendors, job portals) offer limited leads

Scope

- Assign full-time dedicated recruiter(s) as a field resource to identify appropriate channel(s) and process(es) for recruiting women DAs²
- Develop and share women-friendly recruitment collateral with the recruiter(s) (e.g., flyers, testimonial videos)
- Set targets for the recruiter(s), ideally <50% of the targets for hiring men (e.g., ~8-10 women hires per month)
- Provide additional need-based support to women, after onboarding (e.g., follow-up questions on policies, benefits)

Recruiter's role

- Reach out to relevant 'nodes' who can connect with potential women candidates
 - Nodes can include local community development officers (e.g., ward officers or equivalent), housing board/ slum development board officers, Anganwadi center officers, community leaders, religious leaders, HRs, operation team leads, and managers from hub
- Reach out to the target women, and share benefits of working as a DA (e.g., flexible timings)
- Address any concerns raised by the women/ their families

¹ Based on GLOW's conversations with staffing companies; ² Delivery Agents

11 Buddy program for new DAs¹

Who should be assigned as a buddy?

- Assign a woman delivery agent with at least 3 months experience
- Allow the identified DA to accept/ reject being a “buddy”

What are the responsibilities of the buddy?

- Allow new DAs to shadow her (the “buddy”) for ~2-3 days
- Answer queries and guide new DAs during non-peak hours
- Proactively check-in with new woman DAs at least once a week for the first 2 months. Check-in questions can include:
 - How are you?
 - Do you like your job? What has been going well?
 - Do you understand your daily responsibilities? Are you facing difficulties in any specific aspect of the job?
 - What challenges are you facing?
 - Can I provide any additional support to help you?

How is the buddy incentivized?

- Contact new women DAs once every month (for 3 months) and ask them to rate “buddies” on a scale of 1-5
- Pay “buddies” with average rating ≥ 3 INR 200/ month for each month the new DA is retained (up to 3 months)
- Assign more new DAs to “buddies” with average rating ≥ 3

1. Delivery Agents

12

Partnership with 2-wheeler rental companies

PRELIMINARY

Rationale	<ul style="list-style-type: none">Many women don't apply to be a DA¹ because they lack access to a 2-wheelerSupport by companies to provide 2-wheelers with flexible payment terms can help increase the target pool of women	
Scope	<ul style="list-style-type: none">Partner with 2-wheeler rental companies to provide women with vehicles through weekly/ monthly rentals at an affordable price	
Role	LMD company's role	2 Wheeler company's role
	<ul style="list-style-type: none">Identify the most suitable 2-wheeler rental companiesProvide information about available rental options during recruitment and orientationFacilitate connection between DA and rental companies	<ul style="list-style-type: none">Suggest the optimal 2-wheeler (e.g., mileage, speed, weight)Provide maintenance and supportProvide flexible payment options (e.g., weekly payments)

1. Delivery Agent

Benefits of using social media

- Social media offers the following benefits:
 - Reaches a large number of women
 - Can target segments of women who are more likely to take up this role
 - Can easily be scaled/ replicated in other cities
- Offline recruitment channels (e.g., field recruitment, tie-ups with training organizations) may not work in all locations/ could be expensive

Platforms to run social media campaigns/ ads

- **Platforms:** Facebook and Instagram
 - Platforms with most users in India¹
 - Platforms used by many women DAs regularly²

Approximate cost

- ~INR 1,20,000 - 1,50,000 for running the ad³ to hire 40-50 women in a month (~INR 3,000 - 3,750 per woman)
- ~INR 45,000 - 60,000 per month for tele-callers⁴ (to follow-up with potential leads) to hire 40-50 women in a month (~INR 900 - 1,500 per woman)

1. 516.92 million users on Instagram and 492.7 million users on Facebook. Source: <https://www.forbes.com/advisor/in/business/social-media-statistics/>;
 2. Source: GLOW interviews with women DAs; 3. The cost of running the advertisement is estimated by projecting the number of impressions that would be needed to hire ~40-50 women. The calculation assumes: click through rate – 0.5%, percentage of clicks that are eligible/ interested (leads) – 5%-10%, conversion rate of leads – 2.5%. The total campaign cost is calculated based on estimated reach for a given budget on Facebook Campaign Manager; 4. Costs for tele-callers calculated assuming 3 tele-callers (@INR 15,000 to 20,000 paid per tele-caller) would be needed to make ~2-3 calls to each lead (total # of estimated leads: ~1,600 – 2,000) to be able to hire 40-50 women

PRELIMINARY

Segments	Exemplar messages
Widowed / separated women	<ul style="list-style-type: none">• Single-handedly manage your household and child’s education expenses• Choose your own work timings:<ul style="list-style-type: none">– Can work part-time for only 4 hours– Return home by 5 pm to complete household work• We welcome freshers. Only need to know basic English and know how to ride a 2-wheeler
Lesser educated women with domestic responsibilities	<ul style="list-style-type: none">• Pay for your household and child’s education expenses• Choose your own work timings:<ul style="list-style-type: none">– Can work part-time for only 4 hours– Return home by 5 pm to complete household work• We welcome freshers. Only need to know basic English and know how to ride a 2-wheeler
College-going women	<ul style="list-style-type: none">• Make your parents proud by paying for your own education• Work for 4 hours per day and return home to study / apply for jobs• Earn money by delivering on your bike
All segments	<ul style="list-style-type: none">• Deliver near your home• Increase earnings through performance-based incentives

14 Recruiter training (1/2)

Existing pitch

“Hi, I am calling from company A. We are hiring delivery agents. Would you be interested in applying?”



Proposed pitch

*“Hi, I am calling from company A. We are hiring **women** delivery agents. On average, our delivery agents deliver ~40 orders per day and **earn ~INR 15,000 per month**. We have also introduced several **facilities for women** such as part-time working options. Would you be interested in applying?”*



14 Recruiter training (2/2)

Concerns of women

Sample responses

- I do not have a driving license / bike



- We have a tie-up with the organization XYZ which can help provide you **electric vehicles on rent**

- I am not familiar with locations that are far away from my home



- We will identify specific areas and routes that you will work on and inform you of those
- We will assign you a smaller radius, for e.g., ~5 km
- If unfamiliar with a locality, you can accompany an experienced rider for the first ~2-3 days.
- Your TL¹ will also help you set up G-map pins in the initial days

- My family will not allow me to do this job / I do not think I can do this job



- We already employ **~xx women delivery partners** in this city
- We really value our women delivery partners and have introduced many **facilities to support** them. (e.g., safety mechanisms such as SOS)
- Our women delivery partners are very satisfied. If you send me a “Hi” on 80xxxxx, I can share a **video of some of our women DAs**

1. Team Lead

15 Monetary incentives for recruiter/ staffing vendors (1/4)

PRELIMINARY

Additional monetary incentives are offered to each recruiter/ staffing vendor based on the number of women DAs hired through them on a monthly basis

Process

A

Announce reward program by email/ Zoom call

B

Track the number of women delivery agents (DAs¹) hired through each recruiter in every month

C

For each region, identify recruiter with the highest number of women hires as the winner

D

Send a voucher of INR 2,000-3000 to the top recruiters/ vendors (one per region)

E

Announce/ congratulate winners over a group video call, in an email, or on WhatsApp groups

Eligibility for reward

•


All recruiters² are eligible for a maximum of 3 vouchers a year

•

Payout is only for women DAs who complete at least 30 days in the role


Recognition email for recruiters

Congratulations to the diversity champions for <Month 1>!



Name

Recruiter, Region 1



Name

Recruiter, Region 2

We appreciate your commitment to creating a more diverse and inclusive space.

Thank you for your valuable contributions!

1. Delivery Agents, 2. Includes both on-roll and off-roll recruiters

GL^{OW} | Best practices to improve gender equity in last-mile delivery

© FSG | 37

Illustrative email from the leadership to announce reward program

To: All recruiters From: HR head

Title: Launching a monthly diversity reward for recruiters

Dear All,

As you are aware, our company is strongly committed to improving **gender diversity** in our facilities. To further our diversity goals, we are offering an **INR 2,000-3000 gift voucher every month** to the top diversity recruiter in each region. The top diversity recruiter will be selected based on the highest number of women DAs hired who have completed at least 30 days in the role. Each recruiter is eligible for a **maximum of 3 vouchers per year**.

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>

15 Monetary incentives for recruiter/ staffing vendors (3/4)

PRELIMINARY

Sample format to collect data for each region			
Recruiter name	Number of new women DAs ¹ who completed at least 30 days		
	March	April	May
Recruiter 1	5	7	6
Recruiter 2	10	9	7
Recruiter 3
Recruiter 4
...
...
...

1. Delivery Agents

15 Monetary incentives for recruiter/ staffing vendors (4/4)

PRELIMINARY

Illustrative email from HR head / leadership

Congratulations to the diversity champions for Month 1!



Sapna

Recruiter, Region 1



Sunil

Recruiter, Region 2



Anita

Recruiter, Region 3



Ravi

Recruiter, Region 4



Pooja

Recruiter, Region 5

We appreciate your commitment to creating a more diverse and inclusive space.
Thank you for your valuable contributions!

Leadership could congratulate the diversity champions over a short call

16 Washroom tie-ups with restaurants and petrol pumps

PRELIMINARY

Rationale

- Lack of access to clean and safe washrooms can lead to low willingness to join
- It can also negatively affect the performance of the DA¹ (e.g., less login hours)

Scope

- Explore tie-ups with petrol pumps/ restaurants/ local businesses on routes where public washrooms are not available/ limited
- Share locations of available washrooms with women DAs through the app, or via WhatsApp groups
- Use targeted communication to help DAs identify available washrooms (e.g., visuals/ signage on restaurant doors)

1. Delivery agents

17 Safety mechanisms (e.g., trainings, “opt-out” options for unsafe routes)

A

Situational awareness/
self-defence training

- Conduct quarterly training on identifying and responding to potential threats, and self-defense for all women DAs¹

B

Road readiness training

- Conduct quarterly safety training for DAs covering navigating traffic, using GPS, importance of helmets, and best practices to safely handle cash

C

POSH training

- Train DAs and all hub workers on what constitutes sexual harassment, provisions under POSH, and available reporting mechanisms/ support systems to log complaints

D

Safe routes

- Provide women DAs the flexibility to choose shifts that end by 7 PM
- Identify routes that are perceived as unsafe and give women DAs the option to reject deliveries on these routes

1. Delivery agents

Review process

- Create a **dashboard to review gender diversity¹ progress** at hub-level
- Conduct a **monthly review meeting** to track gender diversity progress at the hub
 - To be attended by all **hub-level managers**
 - To be facilitated by the POC driving this initiative (e.g., HR head, business head, sustainability head)

Agenda for monthly review

- **Review progress** in % of women hired each month using the dashboard
- **Understand challenges** faced by managers who are behind in diversity targets, and **discuss possible solutions**
- **Discuss learnings** from hubs that are performing well to identify best practices to adopt

Expected outcomes from monthly review

- Asking managers to commit to a **timeline for implementing the discussed solutions** in their respective hubs
- Meeting facilitators to identify queries that are recurring and **create a list of frequently asked questions (FAQs)** to share with hub managers on the group (WhatsApp or Slack)

 *Template attached in next slide*

1. Gender diversity % = Total **women** headcount in the hub/ Total headcount in the hub

Diversity dashboard | Sample template (2/2)

Hub Name	% Women in the hub				Key challenges	Suggested solutions
	Baseline (Date)	Overall target (Date)	Current month target	Current month (actual)		
Hub 1	1%	20%	5%	2%	<ul style="list-style-type: none">Some women find the time unsuitable	<ul style="list-style-type: none">Offer part-time option with proportionally lower pay
Hub 2						
Hub 3						
Hub 4						

Current month (actual) >= Current month target

Current month target - Current month (actual) < 2% points

Current month target - Current month (actual) > 2% points

By investing time and resources, our partners have been able to hire and retain women for the last-mile delivery role

PRELIMINARY



Recruiter

"I joined as I want to learn about HR. I hope to be an on-roll employee"

Activities to increase recruitment

- Explored 3 channels to find women:
 - Posted openings on job portals
 - Collected referrals from food DAs¹, guards, cab drivers, petrol pump staff, and hub managers across 4 hubs
 - Engaged local influencers and NGOs
- Modified pitch to attract women (e.g., free opportunity, get free by 6 pm)

Activities to increase retention

- Called women every 2 weeks to resolve concerns
- Visited 3 hubs to resolve key concerns of women DAs:
 - Counselling male DAs to use appropriate language
 - Requested a hub manager to assist a woman DA with route planning
- Escalated key issues to the HR manager



Regional HR manager

"I feel this can be a great addition to my CV"

- Hired a dedicated resource to recruit women
- Convinced hub managers to hire women
- Aligned with senior operations manager and asked sourcing vendors, HR team, and hub managers to recruit more women DAs
- Identified NGOs, EV dealerships and connected with an EV rental company
- Followed up with leadership on key concerns

- Conducted a session on Day 1 to identify challenges for women and brainstorm solutions
- Prioritized hubs with good working conditions for women (e.g., washrooms)
- Counselling hub managers and male DAs on the importance of gender diversity

The team recruited 11 women delivery agents (DAs) in 14 days

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- 1 Needs and preferences of women in urban India
 - 2 Logistics industry overview
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 - 5 Best practices to improve gender equity in last-mile delivery
 - 6 Gender Equity Readiness Scorecard**
 - 7 About FSG and GLOW
-

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 enterprise¹

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

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”)? <i>Tick if Yes</i>	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)? <i>Tick if >=50%</i>	Do you provide additional incentives for successful women DA referrals, as part of your paid referral programs? <i>Tick if Yes</i>	Do you provide any additional financial incentives to community mobilizers, NGOs, or staffing vendors for hiring women DAs? <i>Tick if Yes</i>	
Documentation 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)? <i>Tick if Yes</i>	Have you partnered with EV rental firms to facilitate vehicle access to EVs for women DAs? <i>Tick if Yes</i>	Do you provide documentation support to all potential women DAs (i.e., support in filling/submitting applications for PAN/ Aadhaar)? <i>Tick if Yes</i>	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? <i>Tick if Yes</i>	
Onboarding support	Do onboarding sessions for DAs cover detailed break-up of salary and incentives? <i>Tick if Yes</i>	Do onboarding sessions for DAs cover leave and grievance redressal policies? <i>Tick if Yes</i>	Do you provide custom parcel allocation (e.g., familiar routes), or route mapping support (e.g., directions for multiple stops) to new women DAs? <i>Tick if Yes</i>	Do you have a buddy program that pairs new women DAs with experienced women riders or mentors? <i>Tick if Yes</i>	

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

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

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

Preliminary

Parameter	Score 1	Score 2	Score 3	Score 4	Final score
Diversity training	<p>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 roles¹?</p> <p><i>Tick if Yes</i></p>	<p>Are the training documents or videos available to all HR and hub managers for offline access?</p> <p><i>Tick if Yes</i></p>	<p>In the last one year, have you conducted any gender sensitization training (apart from POSH) for male workers¹ (peers) in the delivery hubs?</p> <p><i>Tick if Yes</i></p>	<p>In the last one year, have you conducted any training session for your managers/ business heads to reduce gender bias?</p> <p><i>Tick if Yes</i></p>	
Diversity tracking	<p>Do both hub managers and central teams have access to a dashboard that tracks # of men and women DAs at hub-level¹?</p> <p><i>Tick if Yes for all hubs</i></p>	<p>Has the organization internally announced a diversity target for DA roles? (e.g., CXO quote, press release, enterprise-wide email)</p> <p><i>Tick if Yes</i></p>	<p>Have you appointed a PoC (e.g., gender champion) for managing and tracking gender diversity initiatives for DA role?</p> <p><i>Tick if Yes</i></p>	<p>Are financial incentives of leadership and managers linked to diversity KPIs for DA role?</p> <p><i>Tick if Yes</i></p>	

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

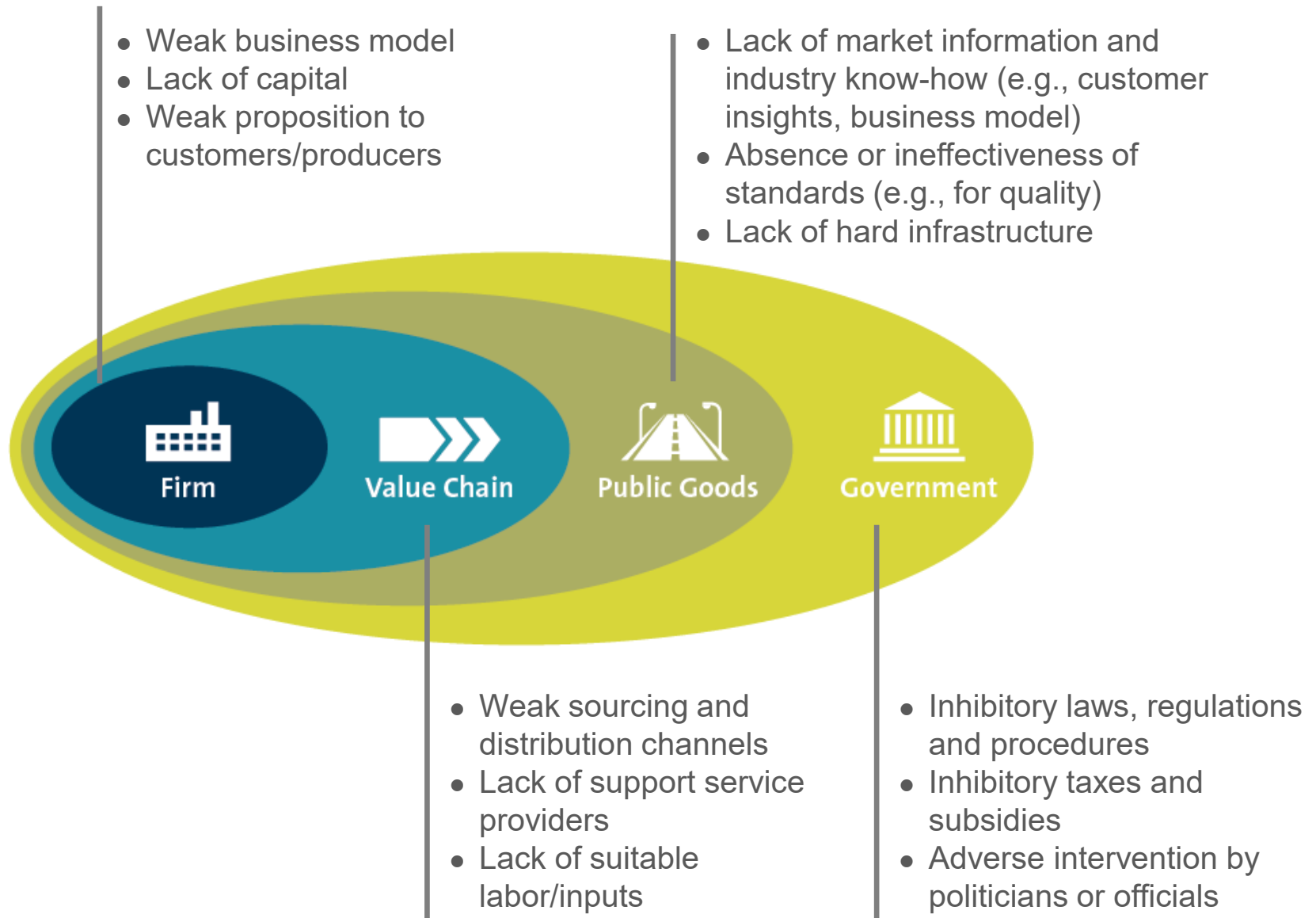
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FSG aims to create sustainable impact by demonstrating the profitability of offering inclusive products, services, or practices

Mission	To improve opportunities, agency, and choice for families with low income by working with companies to serve families as customers (and not with non-profits to serve them as beneficiaries)
Vision	To demonstrate profitability of offering inclusive products, services, or practices (e.g., housing, education, employment) that benefit families with low-income
Approach	<ul style="list-style-type: none">• Run multiyear programs to address barriers that prevent companies from offering inclusive products, services or practices• Talk to thousands of families to understand their needs, aspirations, and challenges• Talk to hundreds of CXOs and managers to understand their business, ecosystem, regulatory and operational challenges• Co-create, pilot and rollout solutions with companies to address barriers and profitably scale inclusive products, services, or practices• Publish and disseminate public goods (e.g., primary research, best practices, business model) to get more companies to offer the product, service or practice• Address ecosystem barriers (e.g., policy suggestions) to make the market more conducive

There are multiple barriers that prevent the scaling of industries serving low-income families



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

Ownership Housing (2006-2016)



- As of Mar 2024, the assets under management (AUM) by **Affordable Housing finance (AFCs)** stood at **~USD 12.8 billion**¹
- **>30,500 affordable housing units built across 130+ projects in 23 cities** between Jun 2011-Jan 2013

Early Childhood Education (2015-2025)



- 9 activity-based learning providers signed-up
- Partners serving **>1,100 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 6 percentage points** in jobs in ~4 years
- **2 industries** (i.e., Flexi-staffing and logistics) **doubled the # of women in jobs from ~121K women to ~274K between 2020 and 2024**²

1- <https://www.livemint.com/companies/former-hdfc-employees-set-up-affordable-housing-finance-firm-weaver-services-11722340563630.html>

2- Based on PLFS and ISF reports. Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI and Industrials

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

	Housing market in 2006	What we did	Housing market in 2018
Industry status	<ul style="list-style-type: none"> • Very few developers building LIH • No housing finance companies (HFCs) lending to informal¹, low-income customers 	<ul style="list-style-type: none"> • Incubated 2 HFCs to serve informal, low-income customers • Signed up 4 developers to pilot LIH 	<ul style="list-style-type: none"> • 130+ LIH projects in 23 cities (as of 2013) • 22 HFCs lent USD 4.1b in loans to 250,000+ LIFs
Knowledge gaps	<ul style="list-style-type: none"> • Credit assessment of informal customers • Demand for LIH • Designing, marketing and identifying land parcels for LIH • Only government banks invited to lend for government housing 	<ul style="list-style-type: none"> • Conducted research across the LIH value chain • Developed and piloted new business model 	<ul style="list-style-type: none"> • Business model for informal customers established • Business model for LIH established • HFCs invited to lend to big government housing projects • <i>"We know income bands for various informal jobs"</i> – HFC managers
Mindset barriers	<ul style="list-style-type: none"> • Low-income families (LIFs): <ul style="list-style-type: none"> – Don't want small flats – Won't pay maintenance – Have irregular incomes – Inflate incomes • Buildings will become vertical slums 	<ul style="list-style-type: none"> • Conducted 3000+ customer interviews to understand needs, aspirations, willingness to pay and challenges to home ownership 	<ul style="list-style-type: none"> • LIFs: <ul style="list-style-type: none"> – Investing in flats: <i>"My flat is an asset for my children"</i> – Are responsible, credit worthy customers, as indicated through low NPAs² • Government providing 5% interest subvention to boost demand

1. No income proof | 2- Non performing assets

As a result of PIPE¹, children across 1100+ APSs² have access to ABL³ and have shown a 33% improvement in learning outcomes

Activities

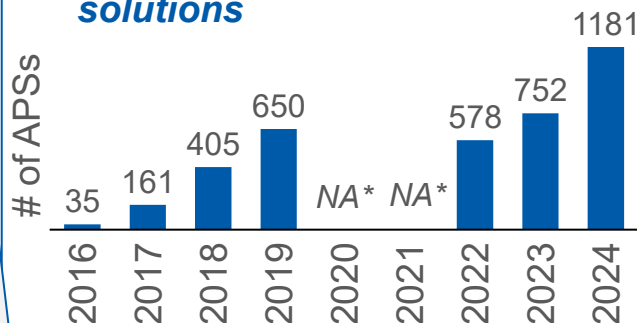
- Identified, convinced and **signed up 9 partners** to serve the APS market



- Developed a **profitable business model** for the APS market
- Published tools, best practices, reports as open-source resources** at www.fsg.org/pipe

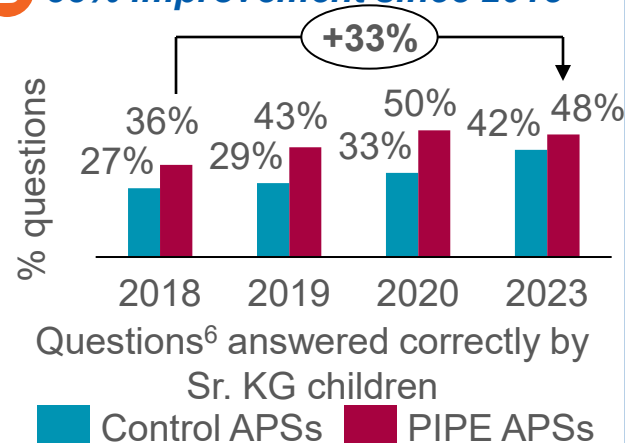
Impact to date

A APSs using PIPE partner solutions



*schools closed due to COVID⁴

B 33% improvement since 2018⁵



C Collateral developed



D Raised awareness with 180+ organizations

Influenced funders (listed below) to support the APS market



CENTRAL SQUARE FOUNDATION

1. Program to Improve Private Early Education | 2. Affordable Private Schools | 3. Activity based learning | 4. Schools were physically shut due to COVID-19, and only remote learning products were offered by the partners to APSs during academic years 2020-21 and 2021-22. The PIPE team has been unable to verify children's extent of engagement with these remote learning products due to school closures and COVID travel restrictions | 5 Assessment was conducted by an independent 3rd party | 6. Represent 4 questions that were assessed in 2018, 2019, 2020 and 2023 – a. Can you read the word 'PIN'? b. Can you identify the largest number from a group of numbers? c. Can you count and give 12 sticks out of 20? d. Can you name any 6 animals? Sample sizes: PIPE 2018 (190 children), PIPE 2019 (636 children), PIPE 2020 (492 children) PIPE 2023 (378 children)

Since 2020, GLOW¹ worked with 2 fast-growing industries to double the number of women in jobs from ~121K to ~274K

Private sector engagement

Partnered with 20+ companies

DELHIVERY

QUESS
WINNING TOGETHER

zomato

labournet

FM LOGISTIC

2COMS
Recruitment • Staffing • Skill Development

PROMPT PERSONNEL
PRIVATE LIMITED
25 YEARS OF GROWTH SINCE 1997

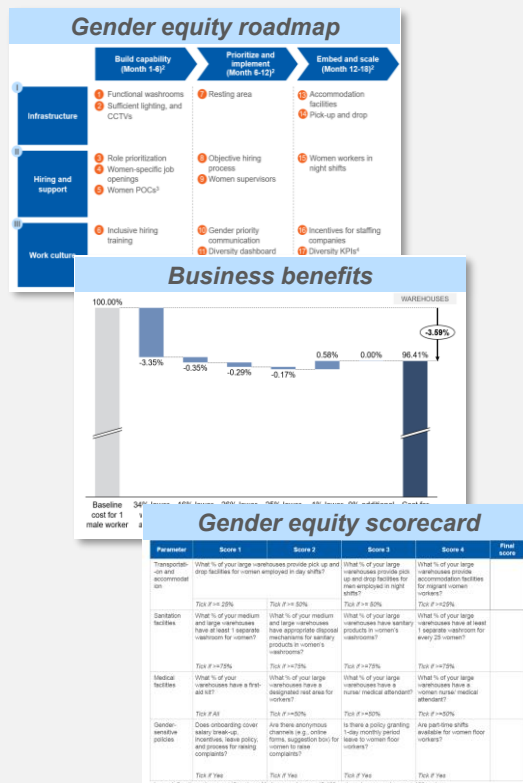


and more...

Addressed challenges by..

- Demonstrating business benefits of gender diversity (e.g., higher retention)
- Shifting manager's mindset (through data, pilots etc.)
- Upskilling managers to hire and retain women
- Helping leaders set realistic targets
- ...

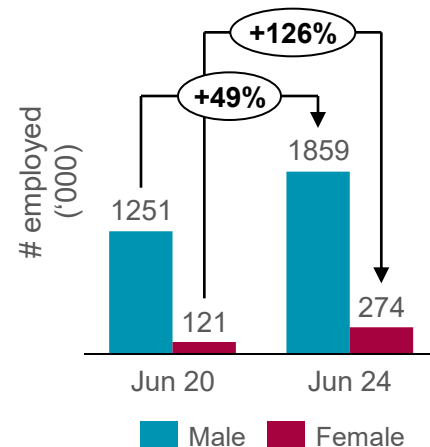
Industry-specific toolkits



and more...

Impact

- **153k addition women in jobs in 2 target industries** (logistics, flexi-staffing)^{2,3}



- **~20k additional women in jobs across 10+ partner companies**

1- Growing Livelihood Opportunities for Women, 2-Logistics: 1) PLFS report 2020,2021,2022, 2023 and 2024, 2) Industries considered under logistics-warehousing & storage, courier activities and retail sale via mail order houses or via internet | 3-Flexistaffing: 1) Total workforce triangulated from ISF Annual Report- 2021, 2022, 2023 and 2024, 2) Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI, Industrials



REIMAGINING SOCIAL CHANGE