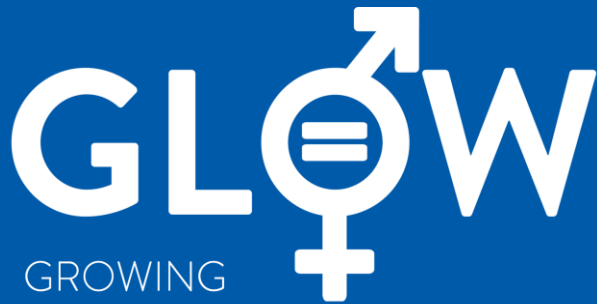FSG
REIMAGINING SOCIAL CHANGE

GLOW
GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Best practices for warehousing companies to improve gender equity

August 2025

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

Women in urban India[1]

~17% from the richest households (HHs)

~83% from households with low income

~17% Rich HHs

~12% graduates

~71% not gone to college

Segment of women GLOW works with

Photo Credit_FSG. Developed under FSGs Growing Livelihood Opportunities for Women (GLOW) program

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 services[1]

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

Supporting insights

5

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

A Women in urban India want to be in jobs; 1 in 2 women are either working in a job or seeking one

B 88% of women believe a mother could work outside the house

C Women with children >6 years and those that know other working women, are among the most likely to be in a job

D 72% of women strongly believe that they should not prioritize children and household over thinking about working

6

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

A 64% of women strongly agree that for a woman to be self-reliant it is important to work

B Supporting own and family expenses is the key reason for >90% women to start seeking jobs

C 87% of women are optimistic about their ability to pick up new skills

7

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

A Some segments of women are more amenable to be in a job (e.g., women with low education levels, strong working culture and child >6 years are most willing to work in warehouses)

B 70% believe they would be comfortable talking to strangers (including men)

C 1 in 2 women are comfortable working in an environment that is 90% 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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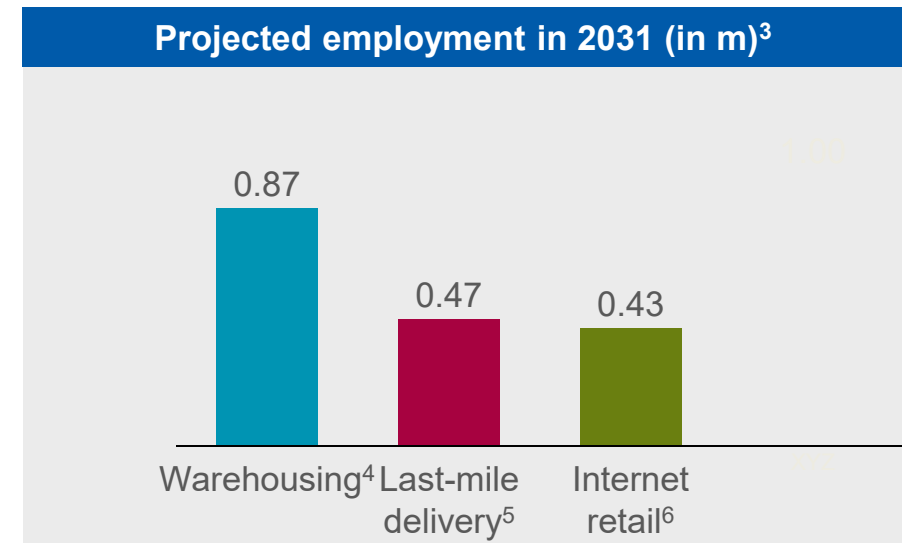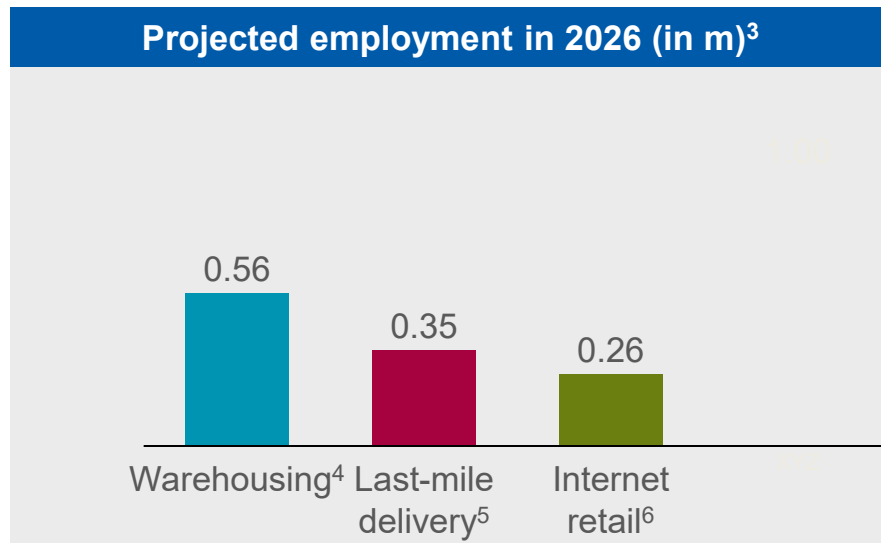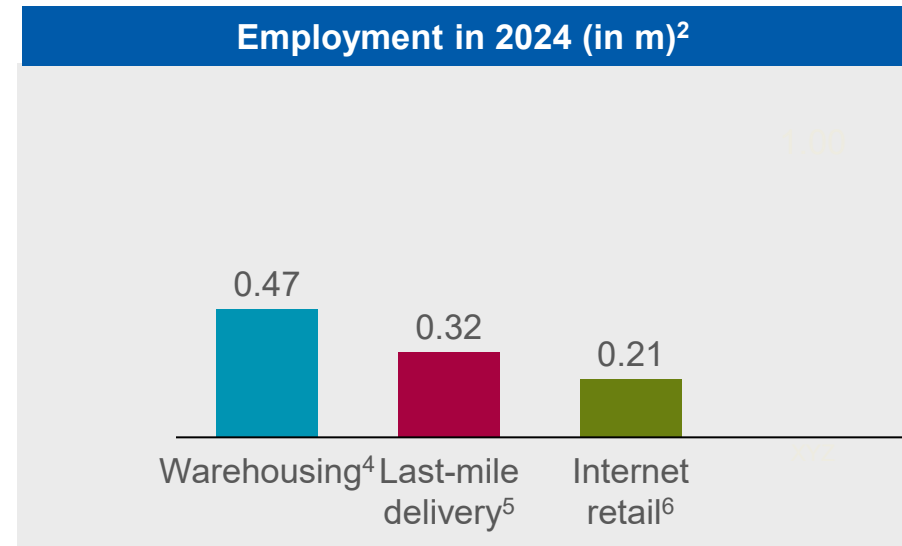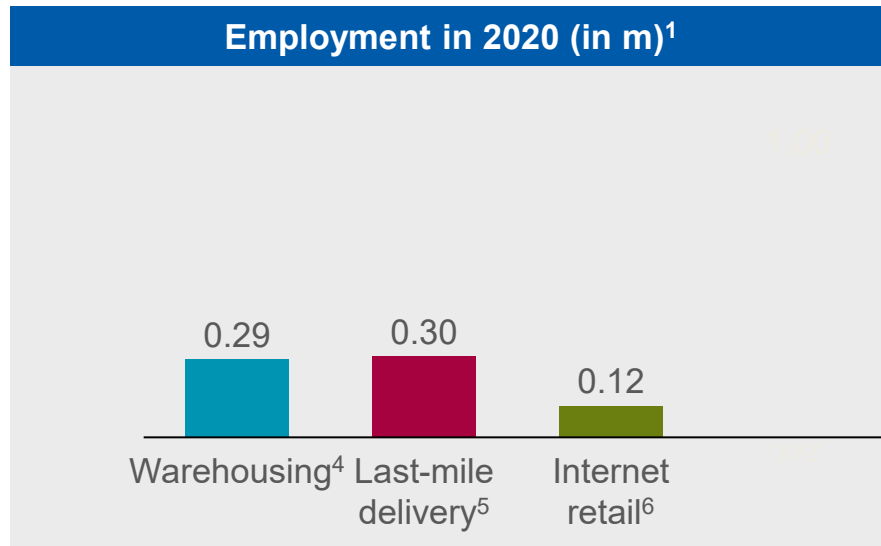|	
1	Needs and preferences of women in urban India
2	**Logistics industry overview**
3	Business benefits of hiring women
4	Challenges in hiring and retaining women
5	Best practices to improve gender equity in warehouses
6	Gender equity readiness scorecard
7	Unlocking business benefits by addressing unconscious gender biases
8	About FSG and GLOW

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

Employment in 2020 (in m)[1]

- Warehousing[4]: 0.29
- Last-mile delivery[5]: 0.30
- Internet retail[6]: 0.12

Employment in 2024 (in m)[2]

- Warehousing[4]: 0.47
- Last-mile delivery[5]: 0.32
- Internet retail[6]: 0.21

Projected employment in 2026 (in m)[3]

- Warehousing[4]: 0.56
- Last-mile delivery[5]: 0.35
- Internet retail[6]: 0.26

Projected employment in 2031 (in m)[3]

- Warehousing[4]: 0.87
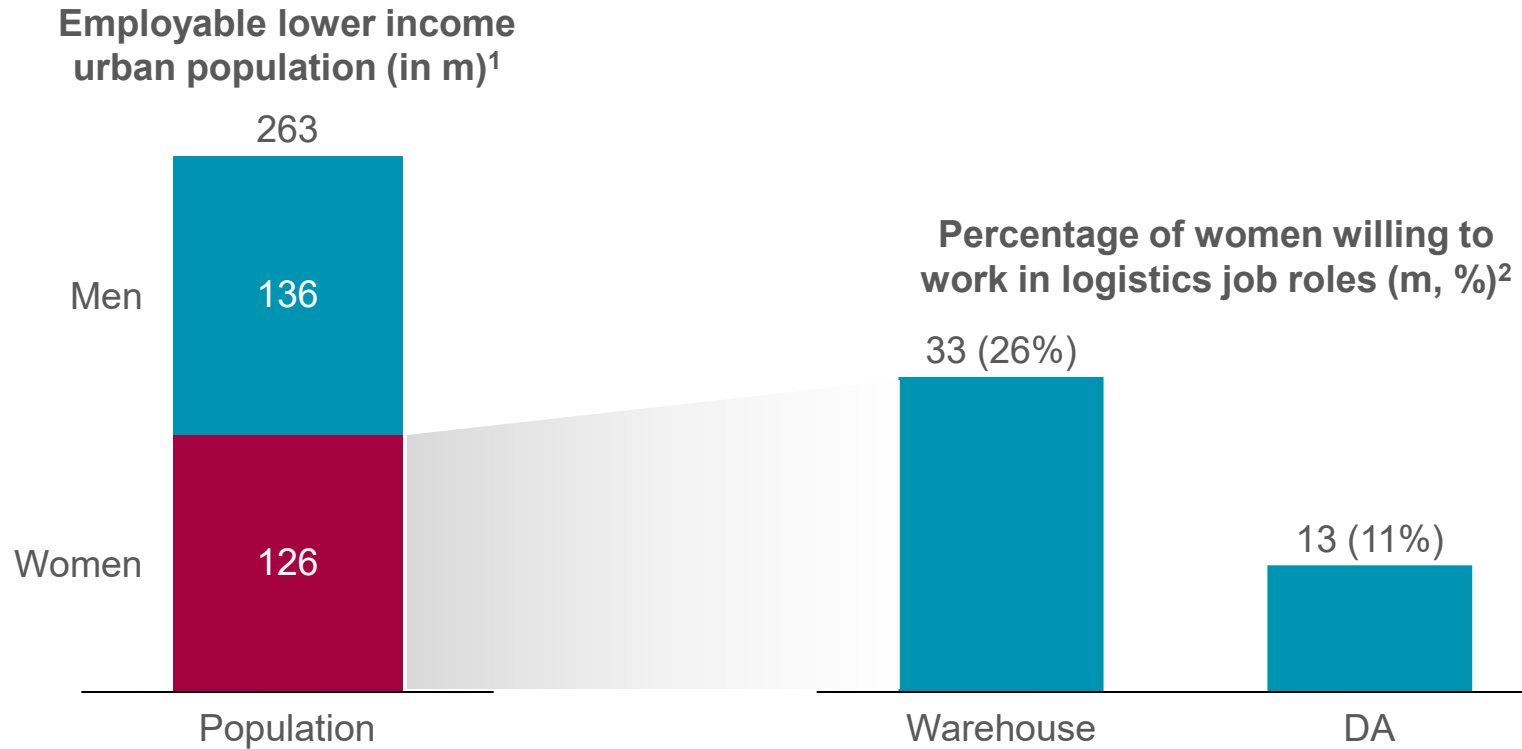- Last-mile delivery[5]: 0.47
- Internet retail[6]: 0.43

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 qualifications 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	10th pass and above	1-3	Minimum wage (12,000 to 15,000)
Packer	10th pass and above	1-3	Minimum wage (12,000 to 15,000)
Sorter	10th 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
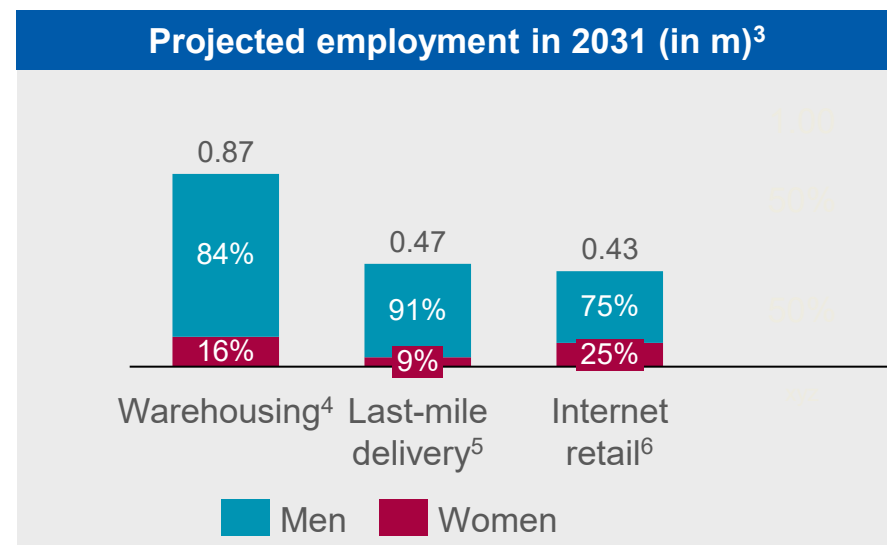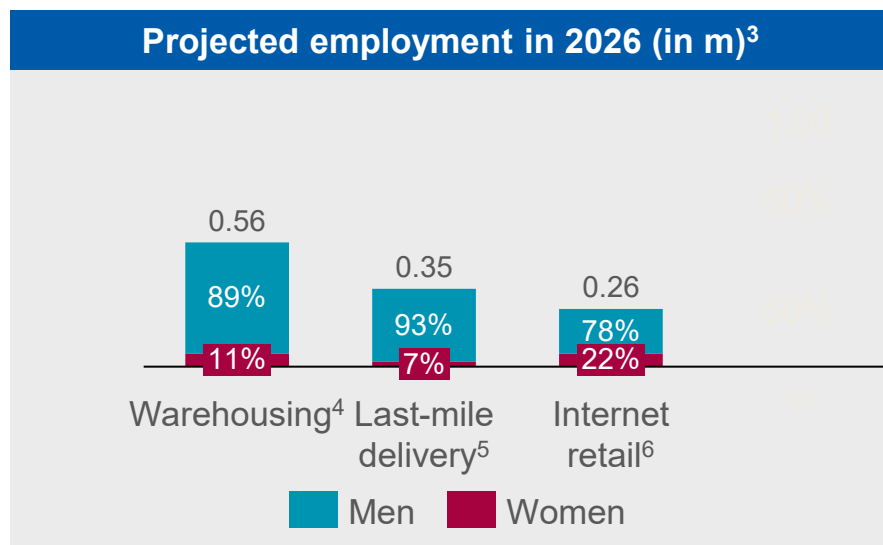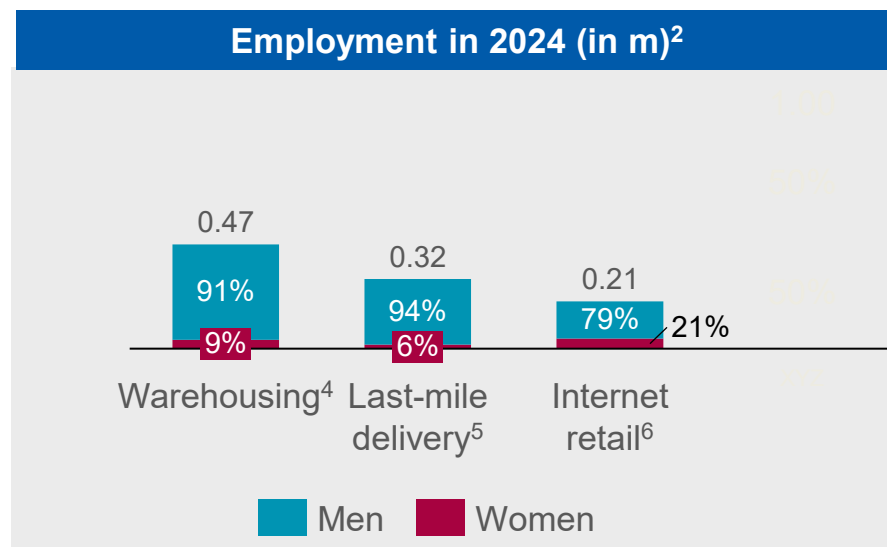
~13 m urban women keen to do delivery agent roles while ~33 m urban women interested in warehouse roles

Employable lower income urban population (in m)[1]

Percentage of women willing to work in logistics job roles (m, %)[2]

263

Men — 136

Women — 126

33 (26%) — Warehouse

13 (11%) — DA

Population

~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

Employment in 2020 (in m)[1]

	Warehousing[4]	Last-mile delivery[5]	Internet retail[6]
Total	0.29	0.30	0.12
Men	97%	96%	87%
Women	3%	4%	13%

■ Men ■ Women

Employment in 2024 (in m)[2]

	Warehousing[4]	Last-mile delivery[5]	Internet retail[6]
Total	0.47	0.32	0.21
Men	91%	94%	79%
Women	9%	6%	21%

■ Men ■ Women

Projected employment in 2026 (in m)[3]

	Warehousing[4]	Last-mile delivery[5]	Internet retail[6]
Total	0.56	0.35	0.26
Men	89%	93%	78%
Women	11%	7%	22%

■ Men ■ Women

Projected employment in 2031 (in m)[3]

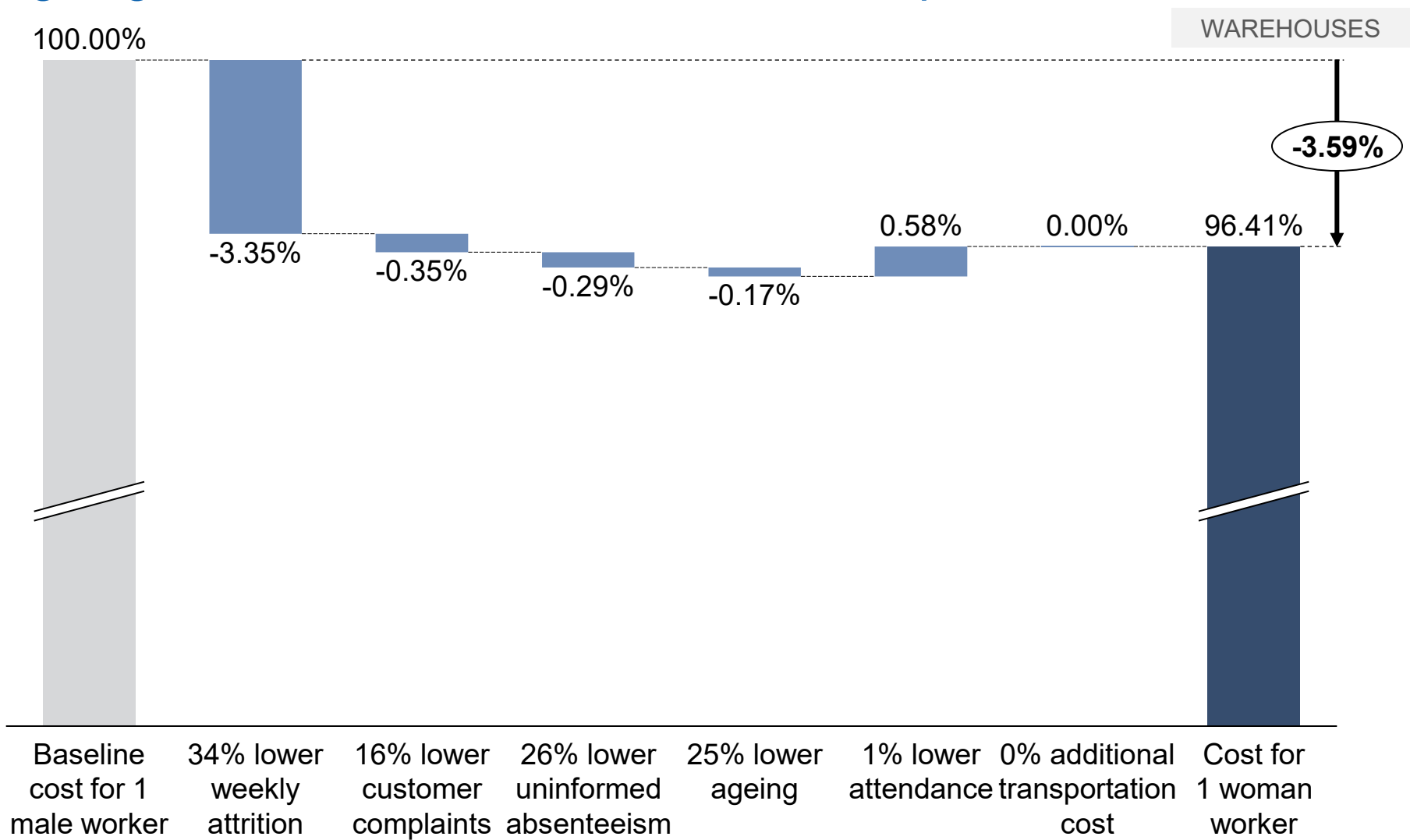|	Warehousing[4]	Last-mile delivery[5]	Internet retail[6]
Total	0.87	0.47	0.43
Men	84%	91%	75%
Women	16%	9%	25%

■ Men ■ Women

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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Women's superior performance in retention, order quality, and ageing can result in a 3.59% reduction in per-worker cost[1]

WAREHOUSES

100.00%

-3.35%

-0.35%

-0.29%

-0.17%

0.58%

0.00%

96.41%

-3.59%

| Baseline cost for 1 male worker | 34% lower weekly attrition | 16% lower customer complaints | 26% lower uninformed absenteeism | 25% lower ageing | 1% lower attendance | 0% additional transportation cost | Cost for 1 woman worker |

1. Up to a 30% addition of women in the warehouse workforce. Estimates based on warehouse with ~500 workers. For more details, read The Role of Gender Diversity

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Warehousing companies are not able to hire and retain women because of challenges within and outside the company[1]
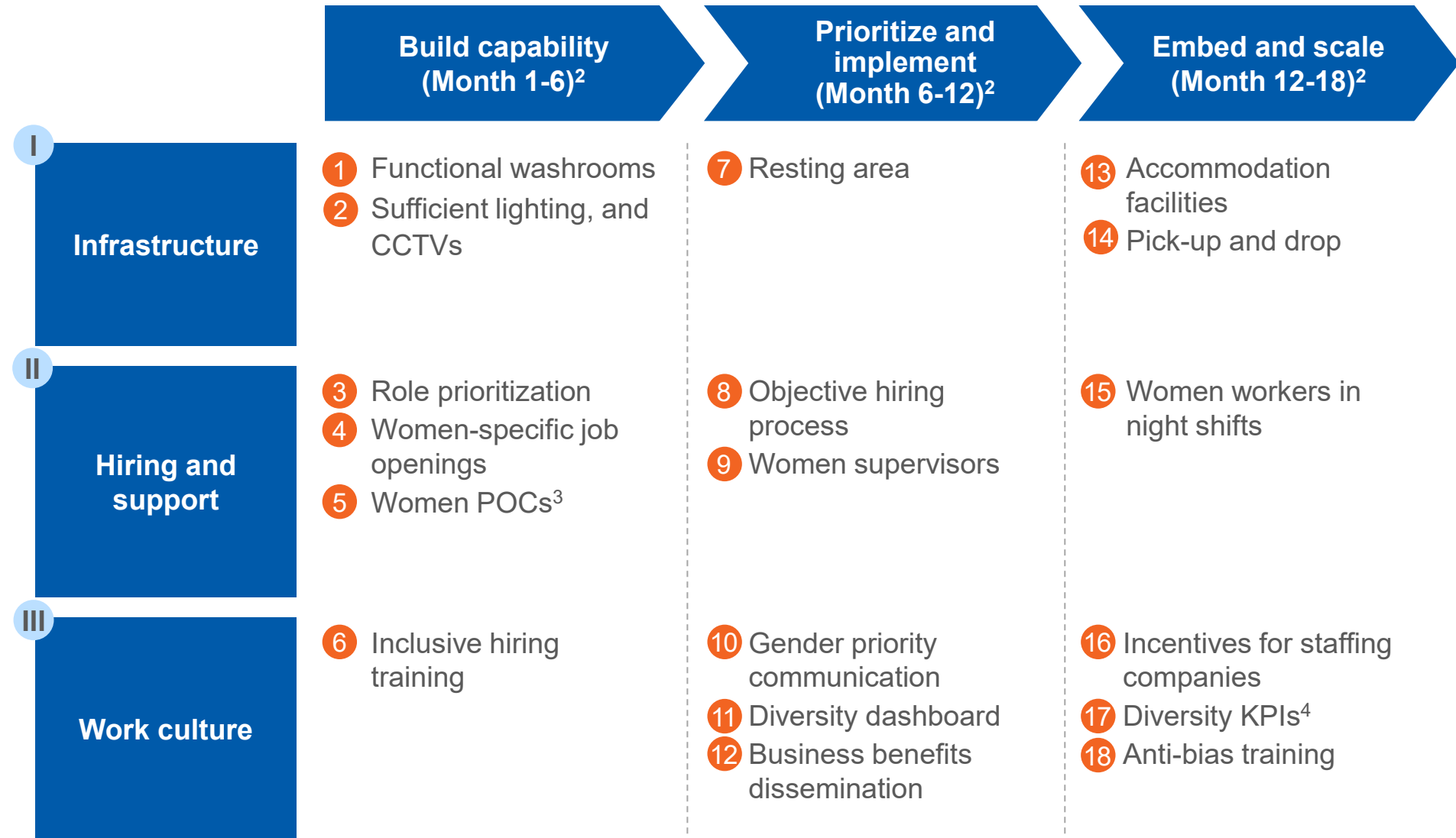
Company

Ecosystem

① TLs[2]/ managers do not prioritize hiring women due to unconscious biases[3]

② Recruiters lack the skills to effectively target and convince women[4]

③ TLs/ managers are unaware of how to support women

④ Some roles involve lifting heavy weights (e.g., ~15-20 kg parcels)

⑤ Certain shifts (e.g., ending post 7 PM, 12-hour shifts) are unsuitable for some women

⑥ Some companies have low capacity to invest in additional infrastructure (e.g., washrooms, transportation) for women

⑦ Staffing vendors are unable to hire women at scale quickly

⑧ Majority of warehouse locations have limited public transportation options

⑨ Some state governments do not permit hiring women in the night shift

1. Based on GLOW's interactions with ~20 warehousing companies, pilots with ~4 companies, and interviews with ~6,600 women; 2. Team leads; 3. Some common biases are: TLs/ managers believe that women are inefficient, TLs/ managers view only few roles as suitable for women, TLs/ managers believe women will not work in the night shift; 4. Applicable only to companies that have in-house recruiters

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Warehousing companies can implement 18 interventions in a phased manner to improve gender diversity[1]

	Build capability (Month 1-6)[2]	Prioritize and implement (Month 6-12)[2]	Embed and scale (Month 12-18)[2]
I **Infrastructure**	1 Functional washrooms 2 Sufficient lighting, and CCTVs	7 Resting area	13 Accommodation facilities 14 Pick-up and drop
II **Hiring and support**	3 Role prioritization 4 Women-specific job openings 5 Women POCs[3]	8 Objective hiring process 9 Women supervisors	15 Women workers in night shifts
III **Work culture**	6 Inclusive hiring training	10 Gender priority communication 11 Diversity dashboard 12 Business benefits dissemination	16 Incentives for staffing companies 17 Diversity KPIs[4] 18 Anti-bias training

1. Based on GLOW's interactions with ~20 warehousing companies, pilots with ~4 companies, and interviews with ~6,600 women; 2. Timelines are indicative; 3. Points of contact; 4. Key performance indicators

① Functional washrooms

Access to washrooms	• **Warehouses with < 5 women**: At least 1 common washroom for men and women • **Warehouses with 5 - 25 women**: At least 1 dedicated women-only washroom • **Warehouses with > 25 women**: At least 1 dedicated washroom for every 25 women[1]

Well-equipped and well-maintained washrooms	• Ensure all women's washrooms are equipped with:
	  – Sanitary pads
	  – Closed dustbins to dispose off sanitary pads/ other waste
	• Regularly clean and maintain washrooms to keep them hygienic and functional
	• Establish a clear and efficient maintenance mechanism to collate and resolve issues

1. The Factories Act, 1948 mandates that there should be at least 1 washroom for every 25 women employees in facilities where women are employed

2 Sufficient lighting, and CCTVs

Area in the warehouse	Well-lit	CCTV monitored
Entries and exits	✓	✓
Parking lots	✓	✓
Loading/ unloading docks	✓	✓
Infrequently used aisles/ storage areas in corners of the warehouse	✓	✓
Pantry/ canteen	✓	✓
Staircases/ elevators	✓	✓
Washrooms/ changing rooms	✓	✗
Resting area	✓	✗
Warehouse perimeters	✓	✗

3 # Role prioritization (1/2)

| Populate workforce data and document restrictions | Prioritize roles where women can be hired immediately | Introduce operational changes to open more roles for women |

- Populate break-up of headcount (HC) data by:
  - Clients
  - Shifts
  - Roles
- Document restrictions for hiring women based on:
  - Shift timings
  - Roles
  - Client preferences
  - Government restrictions

- Prioritize roles with:
  - Minimal manager resistance
  - No operational change requirements
  - No investment requirements
- Examples: General shift openings for
  - Sorter
  - Picker
  - Scanner
  - Packer
  - Data entry operator
  - Helpdesk
  - Security

- Identify operational changes/ investments to hire more women. Examples:
  - Providing transport
  - Staggering shifts
- Introduce operational changes and hire women in additional roles. Examples:
  - Picker/ packer in afternoon/ night shift
  - Supervisors in general shift

Estimate potential to hire women based on prioritized roles and expected openings

③ Role prioritization (2/2) | Sample

Legend:	
   	No potential to hire women
   	Roles prioritized for women immediately
   	Roles prioritized for women on introducing operational changes

Role	Shift 1 head count (8 AM to 5 PM)			Shift 2 head count (10 AM to 7 PM)			Restrictions in hiring women
	Men	Women	Total	Men	Women	Total	
Picker	10	0	10	5	0	7	Overtime work and limited public transport
Packer	5	4	9	3	2	5	
Loader/ Unloader	5	0	5	3	0	3	Parcels too heavy
Data entry operator	3	1	3				
Supervisor	2	1	2	1	1	2	

Communicate prioritized roles to managers	Post women-specific job openings	Track progress

- Ask managers to hire only women for all prioritized roles (new headcount, as well as replacement hires)

- Post women-specific job openings for prioritized roles in the existing recruitment channels:

  – Staffing vendors

  – Job portals (e.g., Naukri.com, Apna, Job Hai)

  – WhatsApp and other social media

  – Field recruitment (e.g., circulation of posters)

- Create a weekly tracker to monitor:

  – # of warehouses that posted women-specific job openings

  – % of job openings in prioritized roles that were filled with women (at warehouse level)

Detailed on the next slide

Post women-specific job openings on the three channels mentioned below:

Vendors	Job portals (e.g., Apna, Job Hai)	WhatsApp
• Request for only women candidates for the prioritized roles	• Post women-only job openings on online job portals to attract women • Highlight benefits available to women in the job description	• Share women-only job openings on WhatsApp status to reach a wider audience • Ask connections and existing women workers to share job openings as WhatsApp forwards

Illustrative job advertisements

Female/Male Picker

Company name

Make headline gender-neutral

◎ Mahindra City, Jaipur

₹ 11,000 - 12,400 per month

🗋 **Freshers** in Warehouse / Logistics

New ✓ Verified 20 Vacancies 🕒 Full Time

Job Highlights

🎓 All Education levels

🛢 All genders

Change gender requirements to include women

🕒 6 days working | Rotational Shift

☆ **Job Benefits:** PF, ESIC

Job Description

- Maintaining inventory.
- Identifying, dispatching and assuring the quality of goods.
- Maintain inventory reports.

Other benefits available

Include benefits available

- No overtime work
- Pick up and drop available

Women-specific job openings (4/5) | WhatsApp poster and message

WhatsApp poster

Job opportunity!

Earn INR XXX + benefits working as warehouse picker/packer in Bhiwandi

Photo Credit_FSG. Developed under FSGs Growing Livelihood Opportunities for Women (GLOW) program

**Women are welcome to apply!
No charges, apply now**

Call/ WhatsApp: +91 xxxxx xxxxx

WhatsApp message

Job opportunity! Earn INR xxx + benefits! Wanted women warehouse picker / packer in Bhiwandi for Company1. No charges, apply now! Call +91 xxxxx xxxxx

Benefits: ESIC (insurance), provident fund, 2 leaves per month, incentives, free pick-up and drop

Job role: Warehouse picker/ packer

Qualification: Any

Forward this message to others interested or in need!

Image source: Flickr

Women-specific job openings (5/5) | Field recruitment (poster/ flyer)

Sample poster/ flyer for circulation on field

Photo of a woman

Benefits of the job that women would find appealing

Clear call to action

Image source: Flickr

Objective of appointing women POCs	Role of women POCs	Appointing women POCs

• Serve as an official and secure medium for women to share grievances
• Effectively address women workers' concerns
	• Act as primary contact for women workers to share grievances
	• Check in weekly with new women workers for ~1-2 months to record grievances and ensure resolution
	• Conduct monthly meetings with all women workers
	• Relay women workers' challenges to superiors
	• Connect new women with ~2-3 existing women workers
		• Appoint women HR/ other experienced women (e.g., supervisors, TLs[2]) based out of the warehouse as POCs
		• If there are no experienced women in the warehouse, hire women using:
		  – Referrals
		  – Women-specific job posts on job portals
		  – Staffing vendors
		• If needed, assign multiple warehouses to 1 woman POC

Detailed on the next slide

1. Points of contact; 2. Team leads

Conduct weekly check-ins with new women workers for ~1-2 months and ask 6 questions to understand their challenges

I How are you?

II What do you like about the job? What can be done to improve?

III What challenges are you facing?

IV Is your manager helpful?

V Can I provide any additional support to help you?

VI Would you refer your women friends and family members for this job? Why / why not?

1. Points of contact

6 Inclusive hiring training

Content	Facilitation/ execution
• 2 tips each on 3 topics related to hiring and supporting women – Hiring women effectively (e.g., using gender equitable collateral, using women-friendly hiring channels) – Making the warehouse infrastructure women-ready and safe (e.g., building women-only washrooms) – Supporting women workers (e.g., assigning women POCs)	• Conduct training led by central HR or Operations heads • Deliver as 1 session (~1 hour) or 2-3 short sessions (~20 mins each) • Target all warehouses which currently have/ are projected to have 5+ women • Include managers and supervisors from HR and Operations departments in the training • Target ~8-10 participants per training

7 Resting area

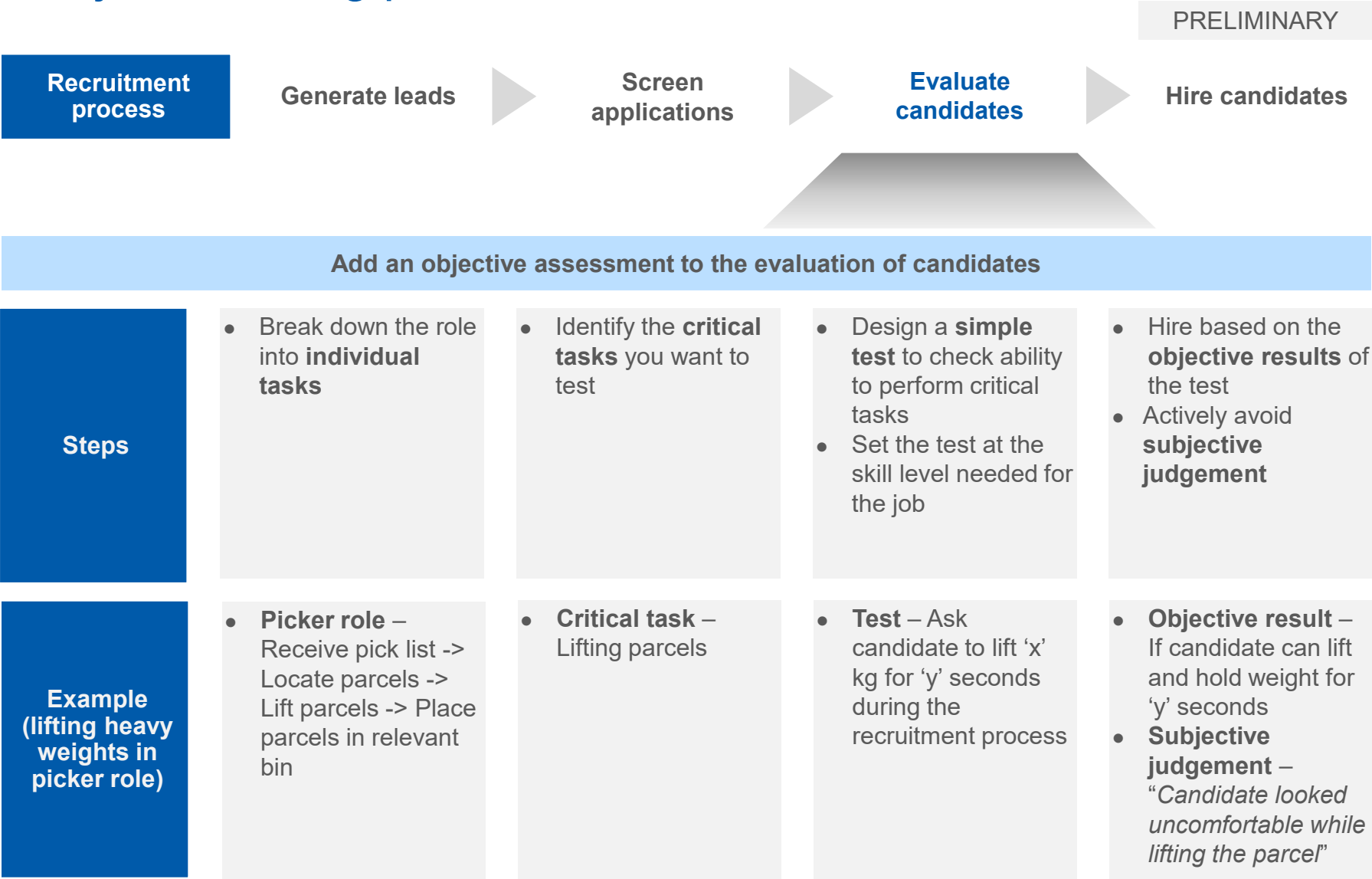| Size	● 50-70 square feet (assuming ~5-7 workers will use it at one time)
Location	● Far from noisy/ hazardous parts of the warehouse ● Within the main warehouse premises
Basic features	● Curtains and signboards to demarcate separate areas for men and women ● Chairs ● Fans/ ventilation ● Sufficient lighting ● Drinking water
Additional features	● Charging points ● First-aid box and basic medicines ● Medical room

8 # Objective hiring process

Recruitment process	Generate leads	Screen applications	Evaluate candidates	Hire candidates

Add an objective assessment to the evaluation of candidates

	Generate leads	Screen applications	Evaluate candidates	Hire candidates
Steps	• Break down the role into **individual tasks**	• Identify the **critical tasks** you want to test	• Design a **simple test** to check ability to perform critical tasks • Set the test at the skill level needed for the job	• Hire based on the **objective results** of the test • Actively avoid **subjective judgement**
Example (lifting heavy weights in picker role)	• **Picker role** – Receive pick list -> Locate parcels -> Lift parcels -> Place parcels in relevant bin	• **Critical task** – Lifting parcels	• **Test** – Ask candidate to lift 'x' kg for 'y' seconds during the recruitment process	• **Objective result** – If candidate can lift and hold weight for 'y' seconds • **Subjective judgement** – "*Candidate looked uncomfortable while lifting the parcel*"

9 Women supervisors

Appointing women supervisors	• Appoint at least 1 woman supervisor in every shift with women floor workers
Benefits of women supervisors	• More approachable for women workers • Can relate to women-specific challenges • Can act as a role model for women workers

Hiring women supervisors	• Internal
	  – Train and promote experienced women workers
	• External
	  – Ask workers for women-specific referrals/ set up referral programs for this role
	  – Ask staffing vendors for women with relevant experience
	  – Use gender-equitable recruitment posts on job portals

Key details

- **Sender**: Company leadership (CXO), senior management
- **Recipients**: HR/ Operations team
- **Frequency**: Every 3 months
- **Main content**:
  - Message of commitment to gender diversity
  - Current and target gender diversity %
  - Key initiatives introduced to improve diversity

Sample email[1]

Dear team,
As you know, we at XYZ are committed to improving the gender diversity of our team. Our current diversity is at 10% and we want to take it to 15% by March 2025.

We have introduced the below changes in the last 6 months to improve our diversity:
- *We ran a women-only referral program from September to December*
- *We have now hired women security guards in all facilities*
- *We are partnering with diversity focused contractors*

As the team responsible for directly hiring and working with these women, your support is essential for us to meet our diversity goals. Please review your hiring plans for the next quarter and identify opportunities to further improve gender diversity.

Hope you continue the great work to support our diversity initiatives.

Regards,
XXX

1. All numbers used in the sample email are illustrative

Key details

- **Sender**: Key management POC[1] for each recipient
- **Recipients**: Staffing vendors
- **Frequency:** Every 6 months
- **Main content**
  - Message of commitment to gender diversity
  - Current and target gender diversity %
  - Key initiatives introduced to improve diversity
  - Call for support

Sample email[2]

Dear XX
We at XYZ are committed to improving the gender diversity of our team. Our current diversity is at 10% and we want to take it to 15% by March 2025.

We have introduced the below changes in the last 6 months to improve our diversity
- *We have set up all our warehouses to be conducive for women*
- *We have hired women security guards in all facilities*
- *We are partnering with diversity focused vendors*

As you plan for further hiring, we encourage you to develop sourcing strategies and best practices to attract more women candidates. We can connect to explore how we can collaborate to build a more diverse workforce.

Thank you for your ongoing support toward our efforts.

Regards,
XXX

1. Point of contact; 2. All numbers used in the sample email are illustrative

Review process	• Create a **dashboard to review gender diversity progress** at warehouse level
	• Conduct a **monthly review meeting** to track gender diversity progress in warehouses
	  – To be attended by all **warehouse managers**
	  – To be facilitated by the POC[1] driving this initiative (e.g., HR head, business head, sustainability head)
	  – All warehouses managers to share the filled-in dashboard templates before each monthly check-in

Agenda for monthly review	• **Review progress** in % of women hired each month using the dashboard • **Understand challenges** faced by managers who are trailing in diversity targets, and **discuss possible solutions** • **Discuss learnings** from warehouses 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 warehouses • Meeting facilitators to identify queries that are recurring and **creating a list of FAQs** to share with warehouse managers

Template attached in next slide

1. Point of contact

Diversity dashboard (2/2) | Sample template

Warehouse Name	% Women in the warehouse[1]				Key challenges	Suggested solutions
	Baseline (Date)	Overall target (Date)	Current month target	Current month actual		
Warehouse 1	1%	20%	5%	2%	• Women do not prefer to lift heavy parcels • Women can not do overtime due to lack of public transportation in the evening	• Clearly communicate work expectation before hiring • Cross-utilize women in different roles • Provide drop service only for days where overtime is needed (e.g., month-end)
Warehouse 2						
Warehouse 3						
Warehouse 4						

🟩	Current month (actual) >= Current month target
🟨	Current month target - Current month (actual) < 2% points
🟧	Current month target - Current month (actual) > 2% points

1. All numbers used in the sample template are illustrative

Business benefits dissemination (1/3) | Steps to compute and disseminate

I Define metrics	**II** Collect data	**III** Analyse performance of men and women	**IV** Quantify cost savings	**V** Disseminate

• Identify qualitative and quantitative metrics that measure individual performance
• **Sample quantitative metrics**
  – Attrition
  – Attendance
  – Productivity
  – Complaints
• **Sample qualitative metrics**
  – Dedication
  – Language used
  – Cleanliness
	• Quantitative metrics:
	  – Collect **gender-disaggregated data** for each metric
	  – If data is unavailable, record for a small sample. E.g., observe # items packed in 30 mins. by 5 men and 5 women workers
	• Qualitative metrics:
	  – Ask managers 2-3 questions to understand changes in warehouse culture post hiring women
		• Compare avg. performance of men and women on the quantitative metrics
		• For qualitative metrics, identify aspects (e.g., cleanliness) that have improved post hiring women
			• Compute avg. cost of employing a man (at 0% women)
			• Assess impact of each metric on cost/ revenue (at x% women)
			• Identify additional costs to hire women
			• Compute avg. cost of employing a woman (at x% women)
				• Disseminate business benefits
				  – **Internally** (e.g., in meetings, emails)
				  – **Externally** (e.g., conferences, press releases, case studies)

Illustrations in subsequent slides

Business benefits dissemination (2/3) | Quantifying cost savings – Illustration

Baseline cost for employing a man	• **Average cost of employing a man** = (Total warehouse cost @ 0% women) / # of male workers • **Total warehouse cost @ 0% women** = Sourcing fee + Fixed salary + Bonus/ overtime charges + Transportation expense

Impact of metrics on cost and revenue	• Lower attrition of women would lead to:
	  – **Lower sourcing cost, as fewer replacements need to be hired**
	    ○ Monthly savings in sourcing cost for the warehouse = [(# of workers leaving @ 0% women) – (# of workers leaving @ 15% women)] * [sourcing fee per worker] **[X]**
	  – **Higher productivity, as tenured workers are more productive**
	    ○ Monthly savings due to higher productivity = # of workers in the warehouse * % increase in warehouse productivity[1] * cost per worker **[Y]**
	• **Cost savings from lower attrition =** [X] + [Y]

Additional costs to hire women	• Additional cost = Cost of van drop service for 7 days a month (for overtime during month-end)
Average cost of employing a woman	• **Average cost of employing a woman =** (Average cost of employing a man) - (net cost savings on hiring women / # of women) • **Net cost savings on hiring women =** Cost savings from metrics improvement – Additional cost

If the average cost of employing a woman < the average cost of employing a man, then the business benefits of hiring women are established

1. % Warehouse productivity = (# of tenured workers * 100%) + (# of new workers * 70%), assuming new workers (<1 month tenure) will have 70% productivity

Business benefits dissemination (3/3) | Dissemination – Illustration

Sample insights for dissemination internally and externally

Average picking time per item *(seconds)*[2]

-13%

16   18

Women   Men
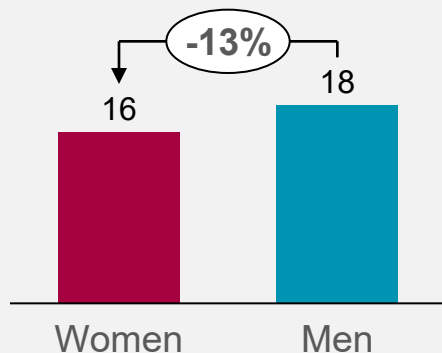
Average response time *(seconds)*[2,3]
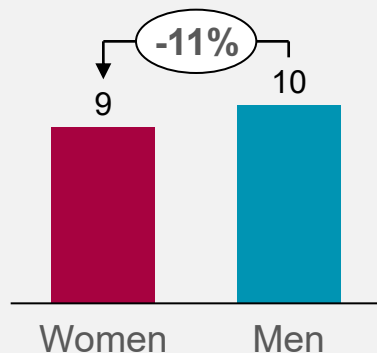
-11%

9   10

Women   Men

Average complaints *(% of orders)*[1]

-16%

4.1%   4.9%

Women   Men
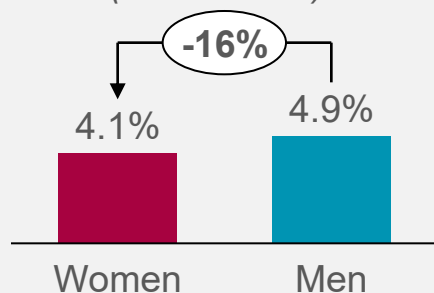
Workers who took uninformed leaves *(%)*[4]

-26%

6%   8%

Women   Men

"If a parcel falls off the crate, women pick it up then and there instead of thinking that they will do this later"
– Processing center manager

"Metrics such as ageing, damages, throughput have improved significantly since we have started employing more women"
– Senior manager
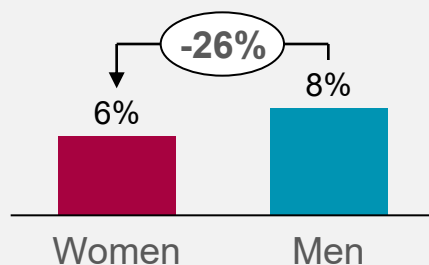
"Women have a meticulous attention to detail and have set high-quality standards for packing"
– Manager, Warehouse

"As men are seeing women perform sincerely, even they are becoming more sincere instead of having a casual attitude"
- Floor Manager, Warehouse

1. Based on analysis of 4,195 orders handled in a pilot warehouse over a 2 month period; 2. Based on analysis of 27,000+ orders processed by 8 women and 18 men at a pilot dark store over a 7-week period; 3. Response time recorded as assign-to-start time per order; 4. Data for 13,805 entry-level workers over a 1-month period

	Facilitate accommodation by sharing contact details	**Provide accommodation in existing facilities**	**Provide accommodation in own facilities**
Description	● Share contact details of ~2-3 hostels/ PGs[1]	● Enter agreement with **hostels/ PGs**	● **Build/ run accommodation** facilities
Key features	● Basic furniture (bed, table, chairs) ● Meals ● 24/7 security		
Benefits for companies	● Cost-effective and asset-light ● Quick execution	● Scope for negotiation as per budget ● Easy to scale	● High control over standards of safety and amenities
Benefits for women	● Flexibility to choose among different options	● Ensures security and comfort for women workers	● Customized facilities tailored to women's needs
Effort	● **~2-3 days** of effort to find accommodation to recommend for each location[2]	● **~8-10 days** of effort to find and arrange accommodation[3] ● **1 day** of monthly processing effort[3]	● At least ~2-3 year of effort to build/ set up each facility[3] ● **Ongoing effort** (~2-3 resources) to run each facility[3]
Cost[4] to companies for facilitating accommodation	● **Travel costs** to find accommodation	● **Travel costs** to find accommodation ● **Administration costs**	● **Capital investment** to build the property ● Recurring **cost to run the accommodation**

In order of increasing cost and effort →

1. Paying guest facilities; 2. Input from 1 flexi-staffing company; 3 GLOW assumptions; 4. Cost here refers to cost to the employer. In addition to this workers are likely to incur a monthly rental cost of ~INR 1,000 in small cities and ~INR 2,000 in large cities (for shared accommodation)

14 Pick up and drop

	Type	Suitable for
Types of transport	Fixed point drop	• When women work overtime and public transport is limited/ unavailable after ~5-6 PM
	Fixed point pick up and drop	• When public transport is not available within 1 KM[1] from the facility
	Doorstep pick up and drop	• When women are working in the night shift

Reducing cost of providing transport	• Choose appropriate mode of transport based on # of workers (e.g., auto if <6 workers) • Provide transport to all workers (instead of just women workers) to be more inclusive and economize cost per worker • Provide transport only a few days a month when workers are required to work overtime (e.g., month-end) • Charge workers a small fee for the transport, to recover a part of the cost

1. If public transport is available ~1 KM from the warehouse, workers often walk up to this point

PRELIMINARY

Interventions

Preparing the warehouse for night shift

- Consult a legal professional to understand and implement all state-mandated compliance requirements for employing women in night shift
- Ensure all areas have sufficient light for enhanced visibility (e.g., well-lit walkways, parking lots, entrances, exits), and are CCTV-monitored, clearly marked and unobstructed
- Ensure there are appropriate sign boards demarcating women-only areas
- Ensure toilets, changing rooms and drinking facilities are located inside the warehouse
- Add a frisking area at the entrance and assign at least one woman security guard during night shift

Offering transportation support

- Offer pick and drop facility to women workers in night shift, as per the guidelines of respective state governments
- Plan routes to allow workers to reach on time (e.g., identify one feasible common point for all women, check for routes that cover most houses)
- Drafting behavioural guidelines for workers to follow during commute; examples:
  – Report on time at the designated place for pick-up
  – Avoid engaging in loud or disruptive behaviour

Interventions

Hiring and onboarding

- Hire women in groups (e.g., at least 5 women) to ensure buffer for attrition and compliance with state government regulations
- Hire groups of women from a single neighbourhood to optimize transport costs
- Highlight additional night shift benefits (e.g., night shift bonus)
- Explicitly inform women being hired for the night shift that they will be rotated between all shifts as necessary
- Deploy at least 1 woman supervisor in the warehouse per shift
- For new batches of women, have a woman supervisor/ woman manager/ woman POC[1] join the onboarding process for the first 1-2 days
- HR/ supervisor to conduct 1:1 weekly check-ins with women workers for the first month to understand any new challenges faced by them on the floor

1. Point of contact

Interventions

Providing safe and conducive work environment

- Display at least 1 poster that lists the guidelines for behaviour around women (e.g., do's and don'ts while interacting) and a harassment helpline number

- Ensure all warehouse managers and supervisors have undergone at least one POSH[1] training in the last 6 months

- Require warehouse workers to undergo POSH training online at least once

- Maintain a basic first-aid kit to provide appropriate medical facilities

- Provide sanitary pads and proper disposal options (e.g., closed dustbins) in washrooms used by women

- Arrange for periodic visits (e.g., every 2 weeks) by a women HR representative during night shift

1. Prevention of sexual harassment

16 Incentives for staffing companies

Why incentivize staffing companies	• Staffing companies may not have considered filling mandates with women
	• Sourcing women workers can involve additional cost/ effort since:
	  – Targeting women is harder as fewer women have access to job portals and referral networks used for hiring
	  – Staffing companies may have to convince women's families
	• Finding women requires trying different approaches than finding men and staffing companies may have to reconsider their lead generation strategy

Ways to incentivize staffing companies	• Pay an additional sourcing fee of ~INR 50-100 per woman to signal preference • Offer longer lead times for mandates with diversity requirements • Recognize (e.g., through social media mentions) gender equitable staffing companies and vendors • Assign vendors who meet diversity targets as "preferred vendors" and offer these vendors priority for new mandates, exclusive contracts, faster payment terms, etc.

17 Diversity KPIs[1] (1/3)

Applicable to	• Managers and heads in Operations and HR departments
Guidance to set KPIs	• Set realistic KPIs, considering location-specific limitations • Set KPIs related to both efforts and outcomes, to encourage managers to take actions related to diversity • Revise the KPIs for each warehouse annually to incorporate the impact of internal/ external changes and communicate these changes formally in an email/ meeting • Gradually increase requirements in KPIs to encourage improved diversity through the years

1. Key performance indicators

Diversity KPIs[1] (2/3) | Sample criteria

States where night shift is allowed

Parameters	% Weightage (of GD bonus)	Criteria for bonus eligibility[5]			
		25% bonus	50% bonus	75% bonus	100% bonus
Women-friendly interventions[2]	80	At least 7 (out of 15) interventions implemented	8-10 interventions implemented	11-12 interventions implemented	>12 interventions implemented
GD[3] ratio of warehouse for day shift (% women)[4]	15	>3% and <=8%	>8% and <=18%	>18% and <=28%	>28%
GD ratio of warehouse for night shift (% women)[4]	5	>2% and <=5%	>5% and <=10%	>10% and <=15%	>15%

States where night shift is not allowed

Parameters	% Weightage (of GD bonus)	Criteria for bonus eligibility[5]			
		25% bonus	50% bonus	75% bonus	100% bonus
Women friendly interventions[2]	80	At least 7 (out of 15) interventions implemented	8-10 interventions implemented	11-12 interventions implemented	>12 interventions implemented
GD ratio of warehouse for day shift (% women)[4]	20	>5% and <=10%	>10% and <=20%	>20% and <=30%	>30%

Allot a proportion (say 10%) of monthly/ quarterly bonus for warehouse staff to gender diversity

1. Key performance indicators; 2. Refers to interventions that can be introduced to make the warehouse safer and more conducive to hiring women. This example assumes a total of 15 such interventions; 3. Gender diversity; 4. Round off warehouse gender diversity ratio to nearest integer; 5. All criteria are illustrative

Example: In a state where night shift is not allowed, a warehouse has a gender diversity of 15%. The warehouse has introduced all the women-friendly interventions that are a part of the bonus criteria. The maximum bonus that the warehouse manager is entitled to is INR 1,00,000 of which 10% (INR 10,000) is allocated to gender diversity. Therefore, the bonus the warehouse manager will receive for gender diversity will be calculated as shown below

Calculation:

Bonus criteria (for states where night shift is not allowed):

Parameters	% Weightage (of GD bonus)	Criteria for bonus eligibility[5]			
		25% bonus	50% bonus	75% bonus	100% bonus
Women-friendly interventions[2]	80	At least 7 (out of 15) interventions implemented	8-10 interventions implemented	11-12 interventions implemented	>12 interventions implemented
GD[3] ratio of warehouse for day shift (% women)[4]	20	>5% and <=10%	>10% and <=20%	>20% and <=30%	>30%

⌐ ⌐ ⌐ ⌐   *Classification of warehouse in example*

Bonus for women-friendly warehouse checklist = INR 10,000 * 80% * 100% (since >12 conditions fulfilled) = **INR 8,000**
Bonus for GD ratio of the warehouse (day shift) = INR 10,000 * 20% * 50% (Since GD is > 10% and <=20%) = **INR 1,000**

Total bonus = Bonus for women-friendly warehouse checklist + Bonus for GD Ratio of the warehouse (day shift)
= INR 8,000 + INR 1,000 = INR 9,000

1. Key performance indicators; 2. Refers to interventions that can be introduced to make the warehouse safer and more conducive to hiring women. This example assumes a total of 15 such interventions; 3. Gender diversity; 4. Round off warehouse gender diversity ratio to nearest integer; 5. All criteria are illustrative

18 # Anti-bias training

Key messages

- Adverse impact of unconscious bias on the workplace

- Reasons for unconscious bias

- Countering common biases in the workplace

- Checklist to identify and address biases

Facilitation/ Execution

- Include all supervisory (team leaders, executives and managers) staff and HR staff in the training

- Target ~10-15 participants per training

- Conduct on-ground demo activities to make the training more experiential

- Take real life situations that managers will encounter, to make the training relatable and actionable

Link to anti bias training

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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[1]

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[1]	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[2]	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
Transportati--on 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?	
	Tick if >= 25%	*Tick if >= 50%*	*Tick if >= 50%*	*Tick if >=25%*	
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?	
	Tick if >=75%	*Tick if >=75%*	*Tick if >=75%*	*Tick if >=75%*	
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?	
	Tick if All	*Tick if >=50%*	*Tick if >=50%*	*Tick if >=50%*	
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?	
	Tick if Yes	*Tick if Yes*	*Tick if Yes*	*Tick if Yes*	

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? *Tick if yes*	Is this training document emailed to all warehouse HR and Operations managers? *Tick if Yes*	In the last one year, have you conducted any session for your managers/ leaders to improve gender equity/ reduce gender bias? *Tick if yes*	In the last one year, have you conducted any gender sensitization training for male workers (peers) at the warehouse? *Tick if yes*	
Women HR	What % of your large warehouses have a woman HR?		What % of your warehouse HR managers are women?		
	Tick if >=30%	*Tick if >=50%*	*Tick if >=20%*	*Tick if >=30%*	

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)? *Tick if Yes*	What % of your large warehouses have diversity targets assigned to managers? *Tick if >=30%*	Does the organization discuss performance against gender diversity targets/ KPIs in leadership meetings? *Tick if Yes*	Are financial incentives of leadership and managers linked to diversity KPIs? *Tick if Yes*	
Diversity data publication	Have you internally documented the qualitative benefits of hiring women for your company, and shared with managers? *Tick if yes*	In the last two years, have you externally published best practices/ benefits of gender diversity, or related case studies? *Tick if Yes*	Have you estimated the quantitative benefits of hiring women (e.g., order processing time of men vs. women), and shared the findings internally? *Tick if yes*	In the last two years, have you published your gender diversity numbers externally (e.g., website, report)? *Tick if Yes*	
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? *Tick if Yes*	Do you provide any incentives to gender-equitable vendors (e.g., vendors who bring > 15% women)? If yes, what kind of incentives? *Tick if either monetary or non-monetary incentives are provided*	*Tick if both monetary and non-monetary incentives are provided*	What % of newly opened positions in the last year explicitly included a mandate to hire women? *Tick if >=30%*	

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

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The goal of this training is to drive business improvement by identifying and addressing gender bias in the workplace

Goal	- Recognize the negative impact of unconscious gender bias in the workplace in warehouses - Learn how to solve for common biases to unlock business benefits for warehousing companies
Audience	HR and operations managers at warehousing companies
Flow of training **(~1.5 hours)**	- Introduction (~5 mins) - What is unconscious bias in the workplace? (~5 mins) - Why addressing unconscious bias is important? (~15 mins) - Reasons for unconscious bias (~5 mins) - Countering common biases in the workplace (~40 mins) - Checklist to identify and address bias (~15 mins) - Feedback (~5 mins)
Mode	Deliver training once in 6 months, via Zoom or in-person

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Video: Types of unconscious bias at the workplace[1]

What are your main takeaways from this video?

1. Source: Unconscious Bias @ Work – Diversity and Inclusion Training, Training Sideways, https://www.youtube.com/watch?v=cDgLQN2bdtw

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Activity: How do you think unconscious bias affects the business and employees?

- How does unconscious bias affect women employees?
  - <XX>

- How does unconscious bias affect men employees?
  - <XX>

- How does unconscious bias affect business?
  - <XX>

Unconscious bias may negatively affect women's participation, motivation, and growth in the workplace

Exclusion from participation	• Women may be excluded from roles viewed as inappropriate or unsuitable for them (e.g., physically strenuous roles)	E.g., *"I should not staff women in the cold storage area, it is too physically strenuous"* – Warehouse manager
Lower motivation	• Women may not even try to perform some tasks • Women may be demotivated resulting in lower productivity • Women supervisors' confidence may reduce from employees' reluctance to follow their instructions	E.g., *"I should tell the team lead to ask someone else to do the important quality control work"* – Woman worker
Lower pay and slower growth	• Women may receive lower pay and incentives if seen as less productive • Women may not get promoted if managers are unsure of their skills	
Poor attitude towards women	• Other men employees may be biased toward women if managers are biased • The authority of women in positions of power may not be recognized	E.g., *"I should wait for Amit sir to confirm Neha ma'am's instructions"* – Man worker

Unconscious bias can lead to poor warehouse culture

Unconscious bias may restrict roles and opportunities for men, and put undue pressure on them

Exclusion from roles	• Men may be excluded from roles seen as traditionally more suitable for women (e.g., customer service roles)	E.g., *"We should look for a woman for the customer service role"* – Operations manager
Gendered workload distribution	• Some physically intense tasks may be assigned only to men • Men may be expected to do overtime more regularly	E.g., *"I can ask Vijay and Dinesh to do overtime this month-end as well"* – Team lead
Caregiving duties ignored	• Men may not be given leave for caregiving responsibilities (e.g., caring for children, taking care of old parents)	E.g., *"Ajay does not need paternity leave, his wife can take care of the new baby"* – Operations manager

Unconscious bias can lead to poor warehouse culture

Unconscious bias can make your business less efficient, and reduce the hiring pool of candidates and the number of clients

Lower efficiency

- You will miss out on improvements in business metrics such as customer complaints, uninformed absenteeism, and ageing of parcels[1]
- Hiring only men could lead to higher average attrition rates[1]

Smaller candidate pool

- You will have a smaller candidate pool to hire from if you exclude women

Fewer clients

- Some clients may not want to work with you if they perceive you to be discriminatory

E.g., *"ABC Co. is more gender diverse. Working with them aligns better with our overall vision"* – Prospective client

1. GLOW research on benefits of up to a 30% addition of women in warehouse workforce. Estimates based on warehouse with ~500 workers;

Since 2020, a larger talent pool has been unlocked, leading to ~50k[1] women being added in the logistics industry

Woman employed in a role requiring lifting and handling of heavy parcels[2]

Woman employed in a role involving working in the night shift[3]
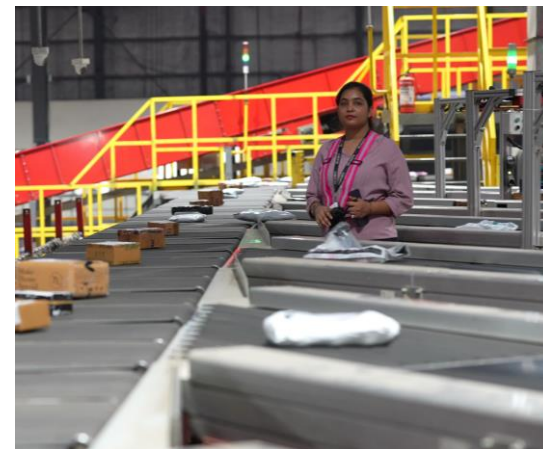
Woman employed in a high pressure environment[4]

Logistics companies across India have been able to boost women's participation by overcoming biases, and adopting inclusive employment practices

1. FSG estimates for women in warehousing and delivery roles, using PLFS data (upto June 2024)
2. Photo credits: FSG. Developed under FSGs GLOW program
3. Photo credits: Metamorworks Shutterstock.com
4. Photo credits: FSG. Developed under FSGs GLOW program

Addressing unconscious bias and hiring more women has led to significant productivity gains for warehousing companies

GLOW's research shows that orders processed by women have lower customer complaints

Orders with customer complaints by gender[1]

-15.65%

4.92%   4.15%

■ Men
■ Women

% Complaints
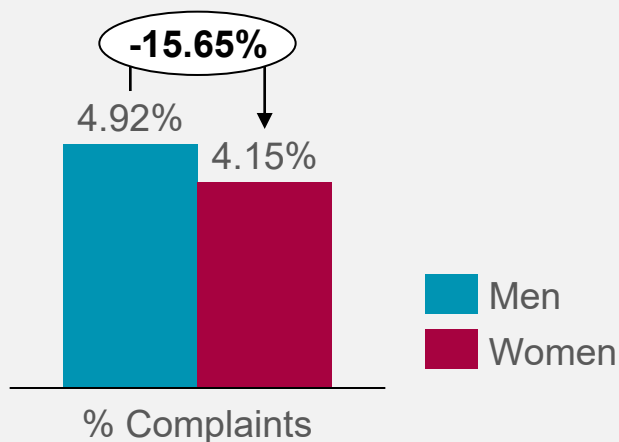
Quotes[2] from managers indicate higher productivity of women workers

*"If a parcel falls off the crate, **women pick it up then and there** instead of thinking that they will do this later"* – Warehouse manager

*"Women are **more productive** than men in the warehouse: (1) Men chat a lot between work, reducing their productivity; (2) Men take more uninformed leaves than women"* – Warehouse manager

*"Women perform **better in packing** than men"* – Warehouse manager

*"Metrics such as **ageing, damages, throughput have improved** significantly since we have started employing more women"* – Senior manager warehouses

Women-only facilities display greater productivity and efficiency

*"…The initiative builds on Maersk's experience from its Dadri facility, which was the first of its kind, **entirely operated by women facility and demonstrated improved productivity and operational efficiency**"* – The Economic Times[3]

1. GLOW research on benefits of up to a 30% addition of women in warehouse workforce. Estimates based on warehouse with ~500 workers; 2. Quotes from warehousing team members heard by GLOW as a part of its interaction with partners and other industry players; 3. Source: The Economic Times, 21st November 2024

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Fast thinking, although essential, is often the cause of unconscious bias

Fast thinking – Intuition, feelings, and pattern recognition that act as mental shortcuts and help us navigate our complex everyday lives

For example, fast thinking helps to:

Slam the brakes quickly when needed while driving

Recognize hesitant body language and react encouragingly

Take routine decisions like choosing a weather-appropriate outfit

However, fast thinking also leads to unconscious bias by causing us to:

Hold on to pre-existing beliefs despite evidence to the contrary. *E.g., if we believe women are poor drivers, we overlook competent women drivers*

Assign behaviours to groups instead of individuals. *E.g., one man's angry behaviour makes us believe all men behave that way*

Fail to question assumptions, thus reinforcing stereotypes. *E.g., we assume that a woman worker cannot lift heavy weights without checking her abilities*

Slow, deliberate thinking is essential to mitigate the impact of unconscious bias on important decisions

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There are many common biases about women's ability, suitability, and willingness to work in warehousing roles

Ability

- *"Women won't be as productive as men"*
- *"Women cannot handle the high-pressure environment in a warehouse"*
- *"Women cannot lift parcels"*
- *"Women cannot be employed in physically challenging roles, e.g., cold storage"*

Suitability

- *"Women won't work in remote areas"*
- *"Women feel uncomfortable working in men-dominated environments"*
- *"It is unsafe/ unsuitable for women to work in the night shift"*
- *"Women are better suited for clerical roles rather than supervisory positions"*

Willingness

- *"Women leave the job within the first few days"*
- *"Married women don't want to work as they have a lot of domestic responsibilities"*
- *"Women take more leaves/ cannot do overtime as they have a lot of domestic responsibilities"*
- *"Women do not apply for our roles"*

Use 4 solutions when concerned about women's ability to perform a certain role

Common biases related to ability	Solutions
• *"Women won't be as productive as men"* • *"Women cannot handle the high-pressure environment"* • *"Women cannot lift parcels"* • *"Women cannot be employed in physically challenging roles, e.g., cold storage"*	**1** **Make the requirements of the role clear so that only candidates who are willing to do the job apply** **2** **Add objective assessments (i.e., a test that checks for the required skill) to the recruitment process** **3** **Compare the skills/ productivity of men and women to test the accuracy of your beliefs**

Legend   To be discussed in the next slide

Can you think of any other solutions?

Use 3 solutions to hire and retain the most productive workers

#	Description	Solution
1	Objective assessments	Design objective assessments to check for picking/ packing/ role-specific productivity as part of recruitment process (*E.g., minimum "x" number of items to be picked within 10 minutes)*
2	Leaderboards	Track/ compare the monthly productivity of women and men on different metrics (*E.g., ageing of parcels, picking speed, packing speed*) and reward the most productive worker
3	Trial hires	Hire ~3-4 women on a trial basis for 1 month and compare productivity of women and men

Can you think of any other solutions?

Use 3 solutions to hire candidates who are willing to lift weights

#	Description	Solution
1	Targeted hiring	Ask staffing vendors for candidates who have worked in roles that require lifting heavy weights *(e.g., construction roles)*
2	Clear role description	Make the requirements of the role clear in the job description/ while inviting applications/ referrals *(e.g., role requires lifting parcels of ~8-10 KG)*, so only candidates who are willing to lift heavy parcels apply

Can you think of any other solutions?

Use 3 solutions when concerned about the suitability of a role for women

Common biases related to suitability	Solutions

Common biases related to suitability

- *"Women won't work in remote areas"*
- *"Women feel uncomfortable working in men-dominated environments"*
- *"It is unsafe/ unsuitable for women to work in the night shift"*

Solutions

1 Open mandates to hire women and assess their response, allowing women to decide if the role is suitable

2 Actively check with women working in other roles if they are willing to work in the 'unsuitable' role on a trial basis

3 Ask women what their concerns are, and deploy easy solutions (e.g., improved lighting)

Can you think of any other solutions?

Use 4 solutions when concerned about women's willingness to join or commit to a particular role

Common biases related to willingness

- *"Women leave the job within the first few days"*

- *"Married women don't want to work as they have a lot of domestic responsibilities"*

- *"Women take more leaves/ cannot do overtime as they have a lot of domestic responsibilities"*

- *"Women do not apply for our roles"*

Solutions

1 **Actively seek out women through referrals/ staffing vendors to check demand for the role**

2 **Make the hiring process women-friendly (*e.g., pitch benefits such as fixed pay that women value*) to attract more women applicants**

3 **Compare attendance and attrition for men and women to test the accuracy of your beliefs**

4 **Provide customized onboarding support to women workers (*e.g., assign women POCs, conduct weekly check-ins)* to improve retention**

Can you think of any other solutions?

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Ask yourself 4 questions to check if your decision is based on unconscious bias

Key questions	Examples
Is my decision based on data?	*Have I seen that women take more leaves than men?*
Is my decision based on the individual's abilities?	*Have I checked if this particular woman can lift parcels, or did I just assume that no woman can lift heavy weights?*
Have I made my decision without relying on stereotypes?	*Am I assuming that married women will prioritize their domestic responsibilities?*
Would I have reacted/ responded the same way if it were a man?	*If a man struggled with a new task, would I have assumed he cannot do this task, or would I have provided him training?*

Re-evaluate your decision if the answer to any of the above questions is 'No'

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What are your main learnings from today's training?

- <xx>

Do you have any feedback/ suggestions for the training?

- <xx>

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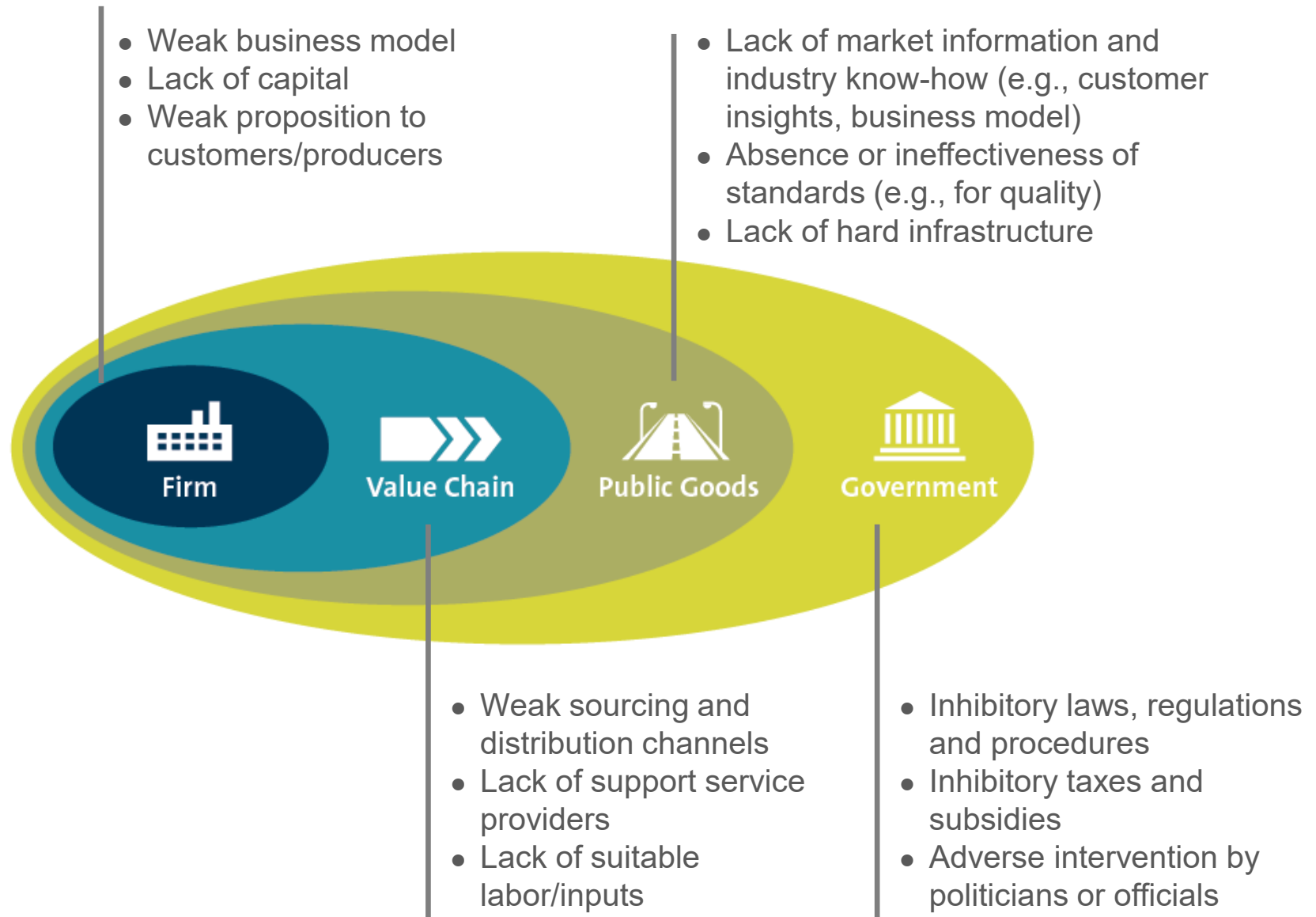
FSG aims to create sustainable impact by demonstrating the profitability of offering inclusive products, services, or practices

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	• **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

- Weak business model
- Lack of capital
- Weak proposition to customers/producers

- Lack of market information and industry know-how (e.g., customer insights, business model)
- Absence or ineffectiveness of standards (e.g., for quality)
- Lack of hard infrastructure

Firm   **Value Chain**   **Public Goods**   **Government**

- Weak sourcing and distribution channels
- Lack of support service providers
- Lack of suitable labor/inputs

- Inhibitory laws, regulations and procedures
- Inhibitory taxes and subsidies
- Adverse intervention by politicians or officials

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

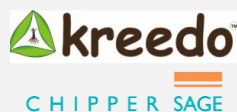# Since 2006, the IM team has worked to build the low-income housing (LIH) industry

	Housing market in 2006	What we did	Housing market in 2018
Industry status	• **Very few developers** building LIH • **No housing finance companies (HFCs) lending** to informal[1], low-income customers	• **Incubated 2 HFCs** to serve informal, low- income customers • Signed up **4 developers** to pilot LIH	• **130+ LIH projects** in 23 cities (as of 2013) • **22 HFCs** lent **USD 4.1b** in loans to **250,000+ LIFs**
Knowledge gaps	• **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	• Conducted **research across the LIH value chain** • **Developed and piloted new business** model	• **Business model for informal customers** established • **Business model for LIH** established • **HFCs invited to** lend to big government housing projects • "*We know income bands for various informal jobs*" – HFC managers
Mindset barriers	• Low-income families (LIFs): – **Don't want small flats** – **Won't pay** maintenance – Have **irregular incomes** – **Inflate incomes** • Buildings will become vertical slums	• Conducted **3000+ customer interviews** to understand needs, aspirations, willingness to pay and challenges to home ownership	• LIFs: – **Investing in flats:** "*My flat is an asset for my children*" – Are **responsible, credit worthy customers**, as indicated through low NPAs[2] • Government providing **5% interest subvention** to boost demand

1. No income proof I 2- Non performing assets

As a result of PIPE[1], children across 1100+ APSs[2] have access to ABL[3] and have shown a 33% improvement in learning outcomes
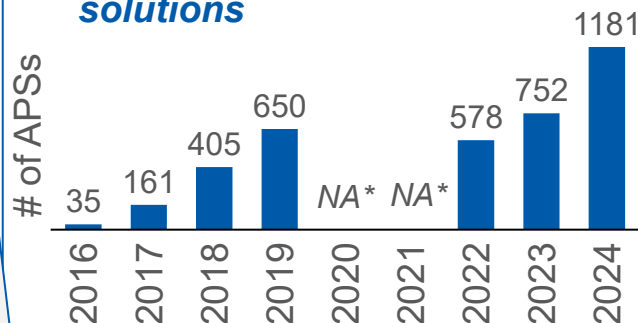
Activities

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

  Chrysalis · HIPPOCAMPUS LEARNING CENTRES · kreedo · CHIPPER SAGE · Gyan Shala · Next Education Transforming Education · 321 · THE KARADI PATH EDUCATION COMPANY · vikalp instrument of ideas

- 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

# of APSs

2016	2017	2018	2019	2020	2021	2022	2023	2024
35	161	405	650	NA*	NA*	578	752	1181

schools closed due to COVID[4]

(B) 33% improvement since 2018[5]

+33%

% questions

	2018	2019	2020	2023
Control APSs	27%	29%	33%	42%
PIPE APSs	36%	43%	50%	48%

Questions[6] answered correctly by Sr. KG children

■ Control APSs ■ PIPE APSs
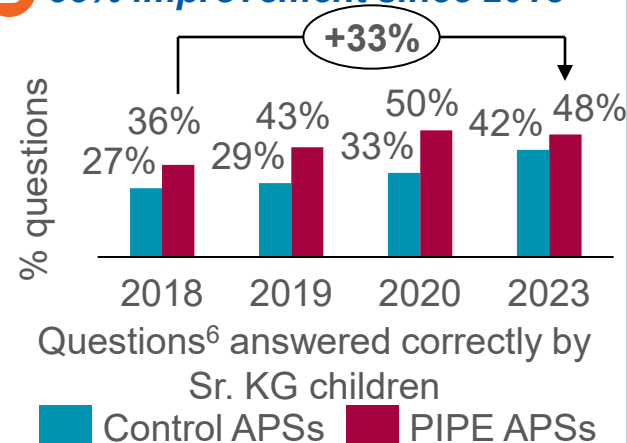
(C) Collateral developed

www. ratta-ya-samajh.com

(D) Raised awareness with 180+ organizations

Influenced funders (listed below) to support the APS market

avpn · Godrej · CENTRAL SQUARE FOUNDATION

Since 2020, GLOW[1] 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 1987
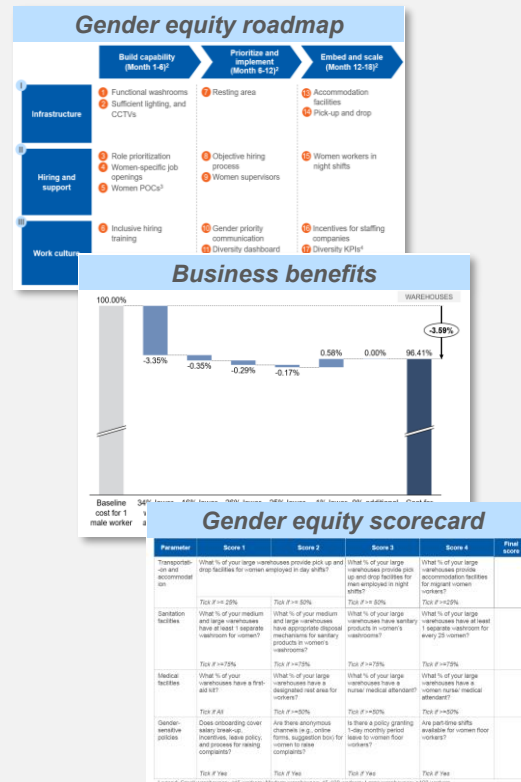
and more…

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
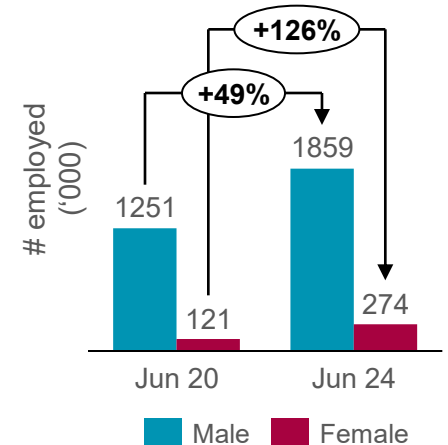
• Helping leaders set realistic targets

• …

Industry-specific toolkits

Gender equity roadmap

Business benefits

Gender equity scorecard

and more…

Impact

• **153k addition women** in jobs in **2 target industries** (logistics, flexi-staffing)[2,3]

+126%

+49%

1859

1251

121   274

Jun 20   Jun 24

■ Male   ■ Female

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

FSG
REIMAGINING SOCIAL CHANGE