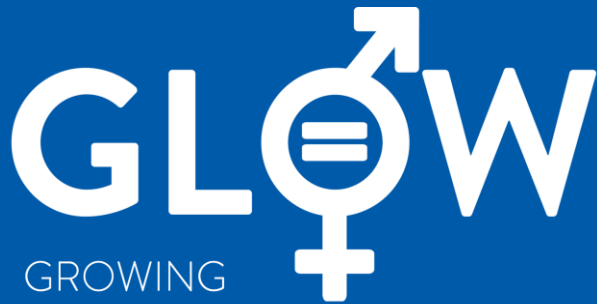




REIMAGINING SOCIAL CHANGE



GROWING  
LIVELIHOOD OPPORTUNITIES  
FOR WOMEN

# Gender equity readiness scorecard (GERS) for flexi- staffing companies

August 2025

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  - 2 About FSG and GLOW
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# Objectives and Context

- **Objectives:**

- This tool is meant to help score flexi-staffing (FS) companies on their performance on gender equity, and identify areas of improvement
- This tool focuses on entry-level outsourced roles in general staffing (i.e., all sectors except IT/ ITeS)

- **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

# How to use this tool

## Whom to interview to score the organization

- Interview someone in the corporate team who has data and information on business and key HR policies
- Ideally interview the HR Head of the company, but in some cases, you could also interview the CEO (for small companies) or a COO/ senior HR manager (for large companies)

## 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 “Diversity skilling”, 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 “Diversity targets and KPIs”, 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 flexi-staffing companies – Outcome

Parameter	Score 1	Score 2	Score 3	Score 4	Multiplier	Final Score
<b>Gender-diversity in outsourced roles</b>	What % of your outsourced staff are women?				x2	
	<i>Tick if &gt;=5% and &lt;=10%</i>	<i>Tick if &gt;10% and &lt;=20%</i>	<i>Tick if &gt;20% and &lt;=35%</i>	<i>Tick if &gt;35%</i>		
<b>Gender-diversity in male-dominated verticals</b>	What % of your outsourced staff across BFSI, logistics, FMCG & FMCD, are women?					
	<i>Tick if &lt;=2%</i>	<i>Tick if &gt;2% and &lt;=5%</i>	<i>Tick if &gt;5% and &lt;=10%</i>	<i>Tick if &gt;10%</i>		

# Gender Equity Readiness Scorecard (GERS) for flexi-staffing companies – Accountability

Parameter	Score 1	Score 2	Score 3	Score 4	Multiplier	Final Score
<b>Diversity targets and KPIs</b>	Have you announced a gender-diversity target for outsourced staff (e.g., <i>company-wide email, press release</i> )?	Have you assigned gender-diversity KPIs to your leaders and managers in 2 or more functions (e.g., BD, HR)?	Have you discussed performance against gender-diversity KPIs in meetings at least twice in the last six months?	Are financial incentives of your leaders and managers linked to gender-diversity KPIs?	x2	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>		
<b>Diversity rewards and incentives</b>	Do you have a policy to recognize recruiters hiring the most women (e.g., via congratulatory emails, certificates, non-cash rewards)?		In the last one year, have you rewarded the recruiter hiring the most women with a cash prize at least once?	Do you provide a higher per-hire incentive to recruiters for hiring women compared to men?		
	<i>Tick if recognized bi-annually/ annually</i>	<i>Tick if recognized monthly/ quarterly</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>		
<b>Diversity benefits publication</b>	Have you internally shared the qualitative benefits of hiring women for your company, with recruiters and managers (e.g., via trainings, emailers)?	In the last two years, have you externally published best practices/ benefits of gender diversity, or related case studies?	Have you estimated the benefits of hiring women (e.g., % retention of men vs. women) for your company using data, and shared the findings internally?	In the last two years, have you published your gender diversity numbers externally (e.g., <i>website, report</i> )?	x2	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>		

# Gender Equity Readiness Scorecard (GERS) for flexi-staffing companies – Capability

Parameter <sup>1</sup>	Score 1	Score 2	Score 3	Score 4	Final Score
<b>Diversity-focused teams</b>	Do you have 15% or more women in your recruiters?	Do you have any owners to drive gender-diversity initiatives for outsourced staff?	Has the gender-diversity owner implemented at least two initiatives for outsourced staff in the last one year?	In the last one year, has the gender-diversity owner conducted a gender-diversity assessment/ audit of your company's performance?	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
<b>Diversity skilling</b>	Does your recruiter onboarding include content on hiring and retaining women candidates?	In the last one year, have you trained your recruiters at least twice to build their skills for hiring and retaining women candidates?	In the last one year, have you conducted any training for your business development team on pitching gender-equity to clients?	In the last one year, have you conducted any session for your leaders/ heads on strategies to improve gender equity/ reduce gender bias?	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
<b>Business development</b>	Do your BD collaterals include your gender-diversity credentials (e.g., mandates fulfilled), and/ or gender-equity benefits for clients?	In the last one year, have you pitched gender-diversity to 10% or more of your potential clients?	In the last one year, have you tracked and reviewed male-to-female ratio by verticals/ clients in your internal meetings?	In the last one year, have you shared solutions for improving infrastructure/ work culture/ job support to boost women's retention, with at least 10% of your clients?	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
<b>Employee support</b>	Does your onboarding for outsourced staff cover salary break-up, incentive structure, and social security benefits (e.g., ESIC)?	Do you provide dedicated support to resolve queries of new outsourced women staff (e.g., weekly check-in, mentor/ buddy assignment, on-site support staff)?	Do you provide migration-related support for outsourced women staff? (e.g., accommodation, travel)	Do you have a policy to provide financial assistance to outsourced women staff (e.g., salary advances, loans)?	
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

1. Assume multiplier=1X for all parameters

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1 Gender equity readiness scorecard (GERS) for flexi-staffing

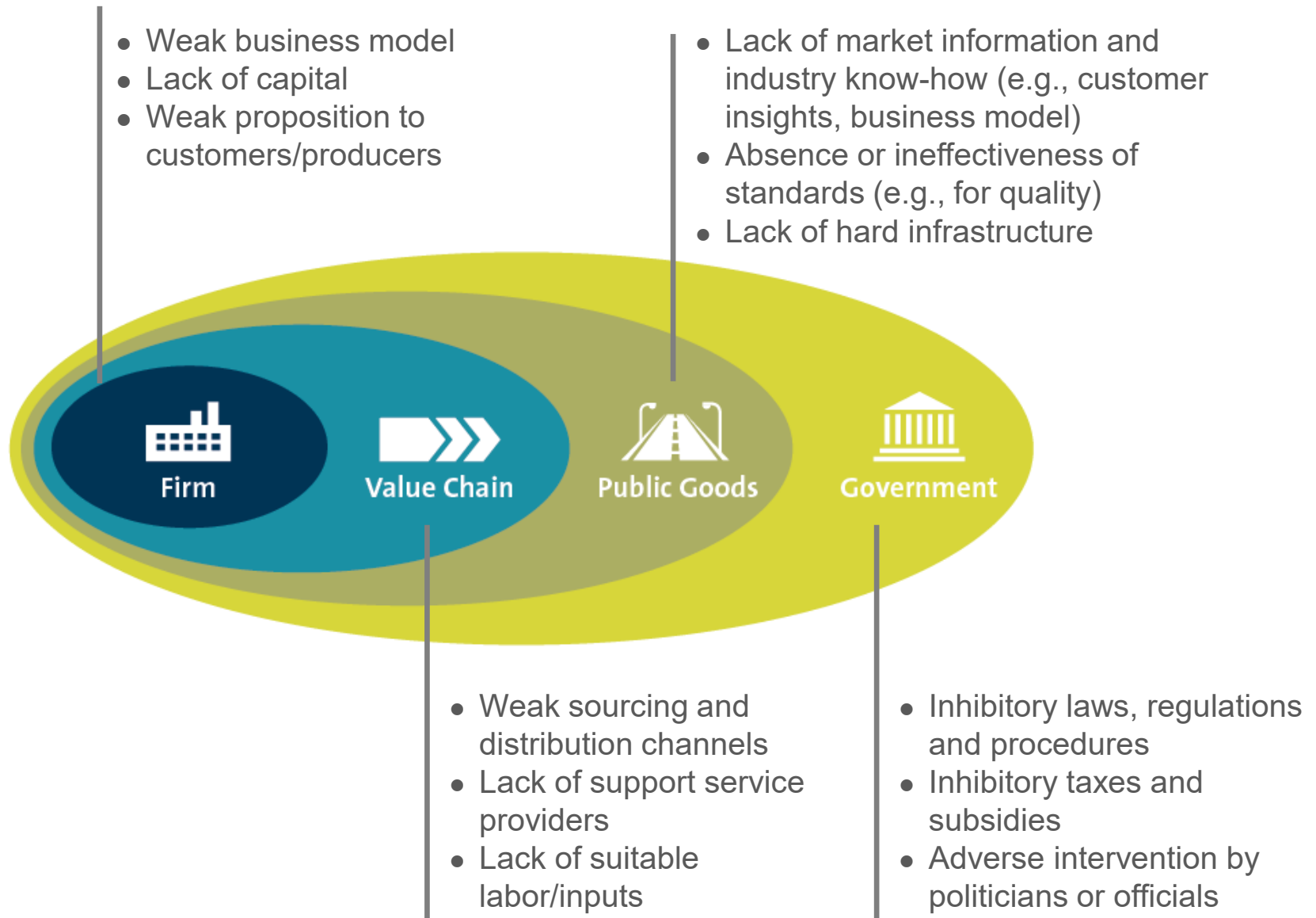
**2 About FSG and GLOW**



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

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

# 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**<sup>1</sup>
- **>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**<sup>2</sup>

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

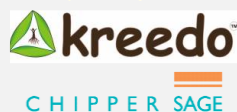
	Housing market in 2006	What we did	Housing market in 2018
Industry status	<ul style="list-style-type: none"> <li>• <b>Very few developers</b> building LIH</li> <li>• <b>No housing finance companies (HFCs) lending</b> to informal<sup>1</sup>, low-income customers</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Incubated 2 HFCs</b> to serve informal, low-income customers</li> <li>• Signed up <b>4 developers</b> to pilot LIH</li> </ul>	<ul style="list-style-type: none"> <li>• <b>130+ LIH projects</b> in 23 cities (as of 2013)</li> <li>• <b>22 HFCs</b> lent <b>USD 4.1b</b> in loans to <b>250,000+ LIFs</b></li> </ul>
Knowledge gaps	<ul style="list-style-type: none"> <li>• <b>Credit assessment</b> of informal customers</li> <li>• <b>Demand</b> for LIH</li> <li>• <b>Designing, marketing and identifying land</b> parcels for LIH</li> <li>• <b>Only government banks invited</b> to lend for government housing</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted <b>research across the LIH value chain</b></li> <li>• <b>Developed and piloted new business</b> model</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Business model for informal customers</b> established</li> <li>• <b>Business model for LIH</b> established</li> <li>• <b>HFCs invited to</b> lend to big government housing projects</li> <li>• <i>"We know income bands for various informal jobs"</i> – HFC managers</li> </ul>
Mindset barriers	<ul style="list-style-type: none"> <li>• Low-income families (LIFs):               <ul style="list-style-type: none"> <li>– <b>Don't want small flats</b></li> <li>– <b>Won't pay</b> maintenance</li> <li>– Have <b>irregular incomes</b></li> <li>– <b>Inflate incomes</b></li> </ul> </li> <li>• Buildings will become vertical slums</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted <b>3000+ customer interviews</b> to understand needs, aspirations, willingness to pay and challenges to home ownership</li> </ul>	<ul style="list-style-type: none"> <li>• LIFs:               <ul style="list-style-type: none"> <li>– <b>Investing in flats:</b> <i>"My flat is an asset for my children"</i></li> <li>– Are <b>responsible, credit worthy customers</b>, as indicated through low NPAs<sup>2</sup></li> </ul> </li> <li>• Government providing <b>5% interest subvention</b> to boost demand</li> </ul>

1. No income proof | 2- Non performing assets

# As a result of PIPE<sup>1</sup>, children across 1100+ APSs<sup>2</sup> have access to ABL<sup>3</sup> and have shown a 33% improvement in learning outcomes

## Activities

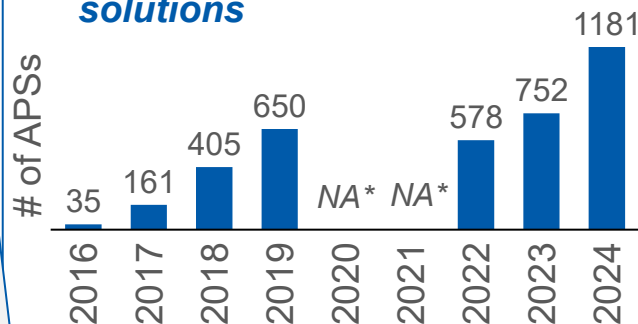
- Identified, convinced and **signed up 9 partners** to serve the APS market



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

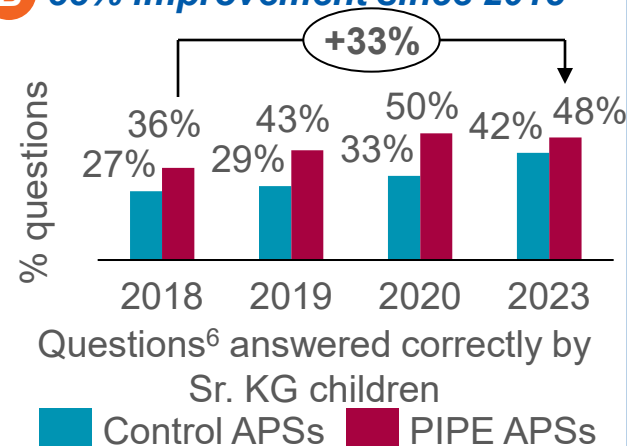
## Impact to date

### A APSs using PIPE partner solutions



\*schools closed due to COVID<sup>4</sup>

### B 33% improvement since 2018<sup>5</sup>



### C Collateral developed



[www.ratta-ya-samajh.com](http://www.ratta-ya-samajh.com)

### 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, GLOW<sup>1</sup> 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

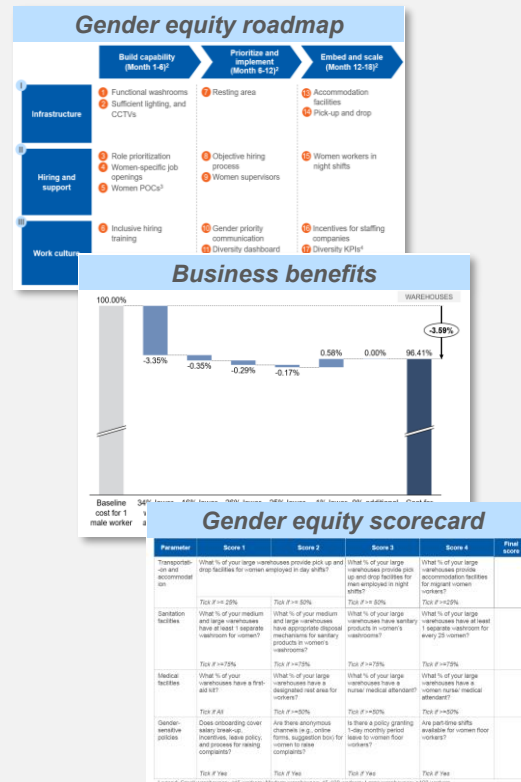


and more...

## 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
- ...

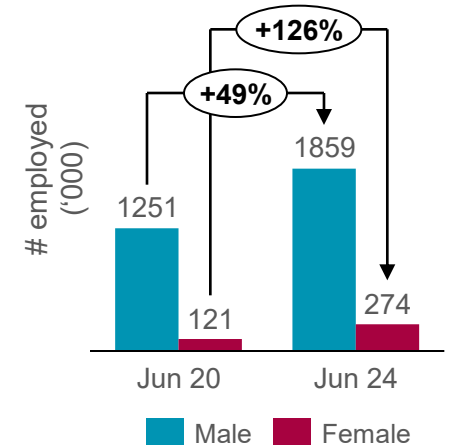
## Industry-specific toolkits



and more...

## Impact

- **153k addition women in jobs in 2 target industries** (logistics, flexi-staffing)<sup>2,3</sup>



- **~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



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