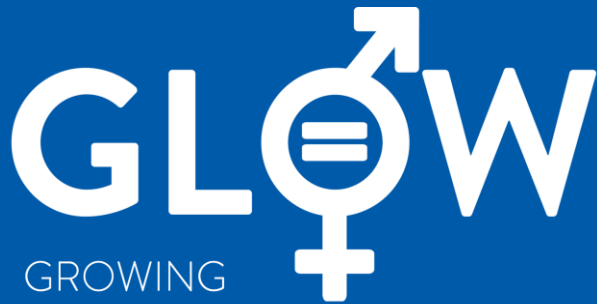




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Recruiter training: Sourcing

March 2025

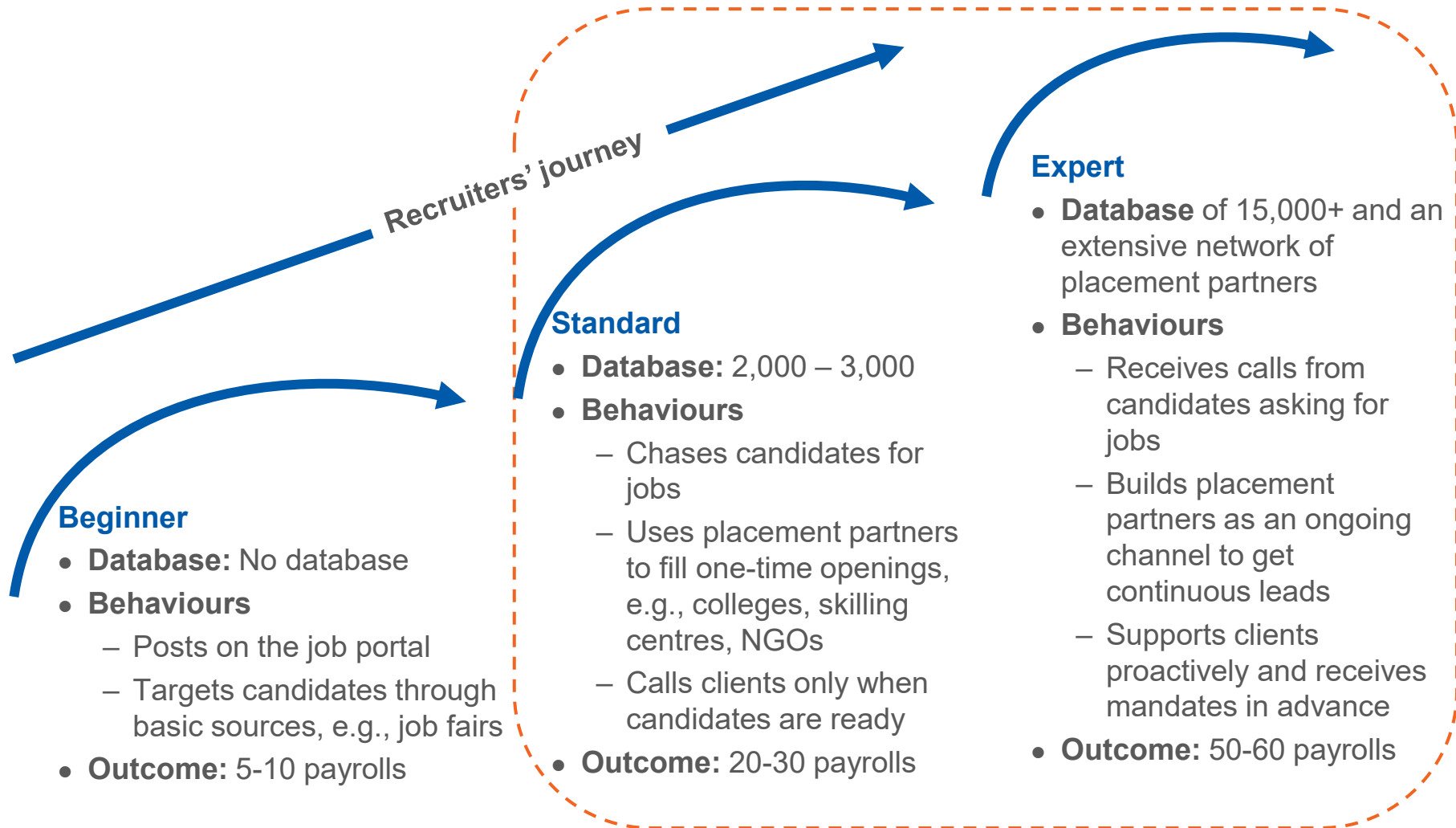
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Objective of the training

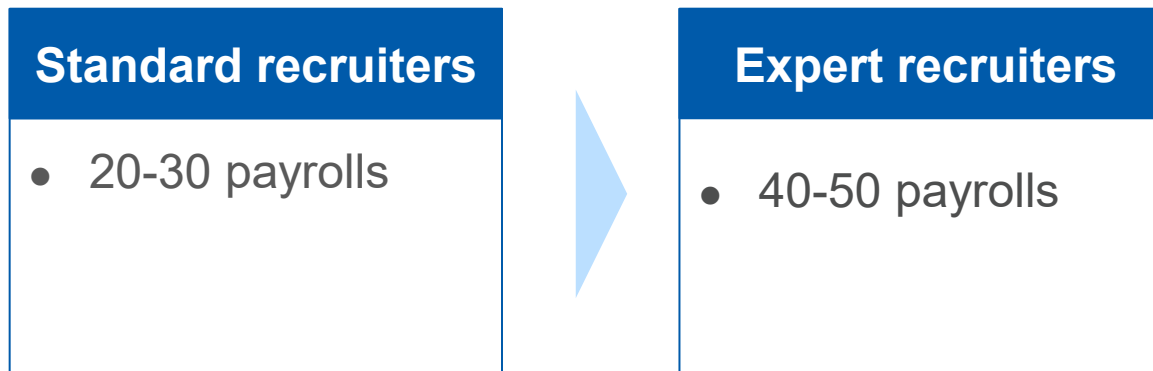
Build the skills to move from a standard to an expert recruiter



Top recruiters get more payrolls from the same channels

Channels used by recruiters

- Referrals
- Skilling centers
- Job consultancies
- Social media
- NGOs
- Ads in local newspapers
- Field channels (e.g., petrol pumps, tea stalls)
- Job portals
- ... and more



What are expert recruiters doing differently?

Standard recruiters only look to fill one-time openings by...

- Messaging all candidates once for an opening
- Calling skilling centres only when there are leads
- Receiving mandates from clients and fulfilling

V/S

Expert recruiters want to explore new channels by...

- Convincing candidates that they always have many suitable jobs
- Building trust with skilling partners and getting leads first
- Receiving new openings from clients by taking the initiative

Activity: Why should a candidate choose you instead of other recruiters?

- <XX>

Candidates choose a recruiter that they trust...

- A** Recruiter has many job openings
- B** Recruiter gives the candidate suitable jobs
- C** Recruiter shares candidate and client testimonials regularly
- D** Recruiter answers queries on a timely basis (e.g., salary slip, ESIC)

There are 3 ways recruiters give candidates confidence that they will get a job

A

“I have many jobs”

- Shares openings every 2 days
- Asks candidates to refer their friends
- States the number of openings (e.g., 10 openings this week for women and men)

B

“I have suitable jobs”

- Shares only suitable openings with candidates
- Creates specialized groups (e.g., graduates, 10th pass, female candidates, warehouse)

C

“I place many candidates”

- Shares social media post or photos of candidates placed

Impact: Candidates a) share more references of friends and family members, and b) reach out to you when they need a job

Activity: Why would a skilling centre select you as a 'partner'?

- <XX>

A top recruiter does 5 things to build a deep relationship with skilling partners

A

Shares information about company and client

- Shares information about the staffing company
- Shares accurate information about the client and job

B

Engages with the manager proactively

- Communicates proactively (e.g., wishes on festivals)
- Follows up near training completion dates

C

Advertises free jobs

- Clarifies that the jobs are free for candidates

D

Shares details with candidates

- Shares accurate information with candidates about jobs
- Shares details about candidate benefits (e.g., ESIC, PF, food or travel allowance)

E

Provides support after placement

- Shares payslips of associates with the skilling centre
- Gives letter of appreciation for placing candidates

Impact: Skilling centres A) call recruiters first to place batch, and B) share referrals proactively

Activity: What benefits can a good client relationship have?

- <XX>

Activity: How can recruiters build a good client relationship?

- <XX>

Top recruiters build strong client relationships by sending 3 signals

A

Reliable

- Promises less and delivers more than the client expects
- Meets client's timelines and headcount targets
- Provides high-quality candidates

B

Communicative

- Stays in touch with the client even without mandates
- Shares detailed recruitment plan to create confidence

C

Proactive

- Asks about upcoming requirements and build a strong pipeline
- Goes to client site on the day of the interview
- Collects feedback, testimonials and references

Impact: Recruiters A) receive walk-in leads from the client, and B) receive information about upcoming openings in advance

Summary

- There is competition for leads from other recruiters - **you need to stand out**
- **Keep contacts engaged** by regularly sharing openings. Candidates will reach out to you for jobs instead of you chasing them
- Candidates want recruiters who:
 - Give the candidate suitable jobs
 - Share candidate and client testimonials regularly
 - Answer queries on a timely basis (e.g., salary slip, ESIC)
- Skilling partners want recruiters who
 - Share information about company, client, job and benefits
 - Place candidates for free without charging a fee for interviews
 - Provides support after placement (e.g. by sharing salary slips as placement proof)
- Clients want recruiters who:
 - Meet their timelines and headcount targets
 - Share detailed recruitment plan to create confidence
 - Go to the client site on the day of the interview

What are 1-2 learnings you will implement from today's training?

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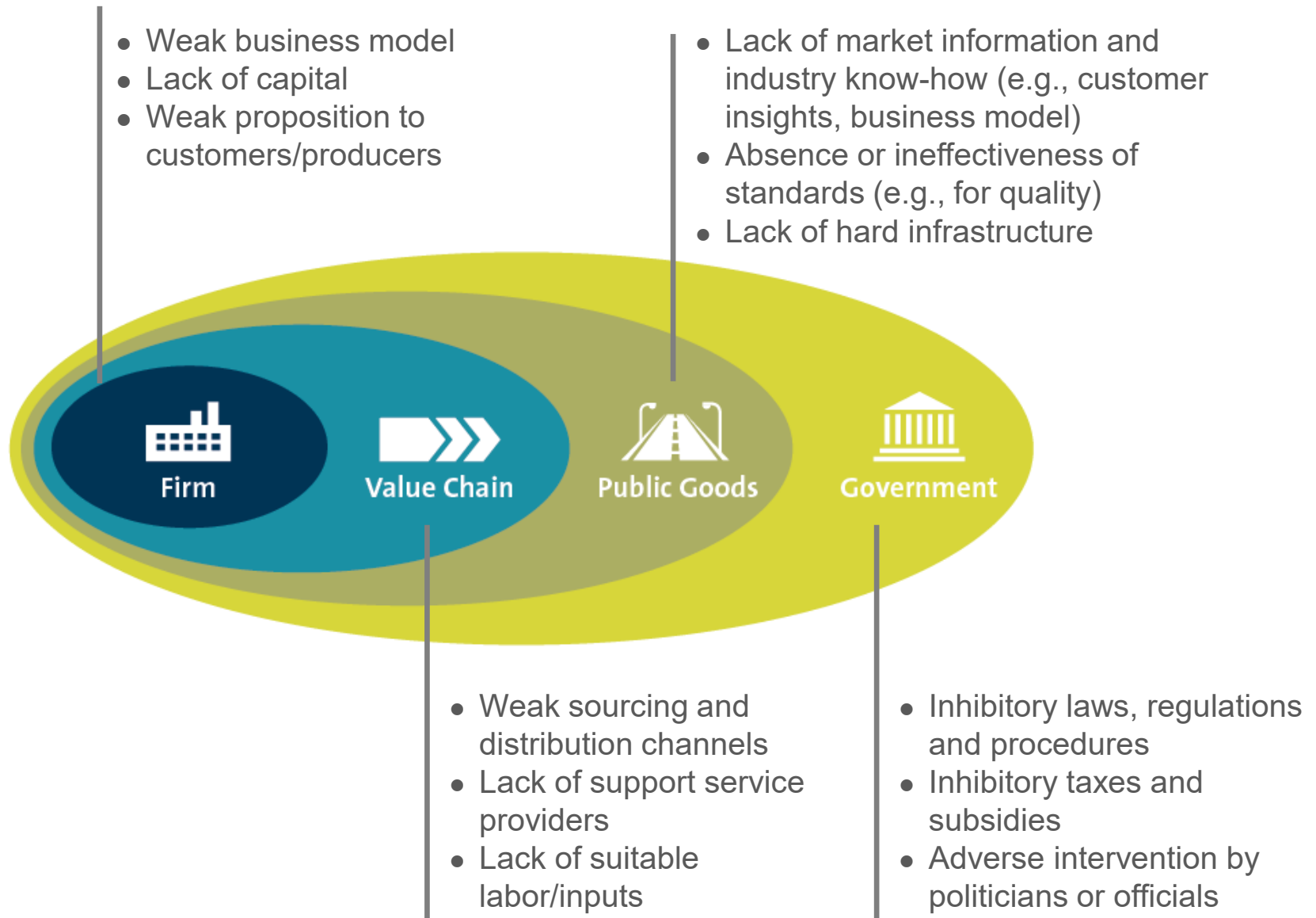
1 Recruiter training: Sourcing

2 About FSG and GLOW

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

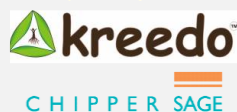
| | Housing market in 2006 | What we did | Housing market in 2018 |
|------------------|---|--|--|
| Industry status | <ul style="list-style-type: none"> • Very few developers building LIH • No housing finance companies (HFCs) lending to informal¹, low-income customers | <ul style="list-style-type: none"> • 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

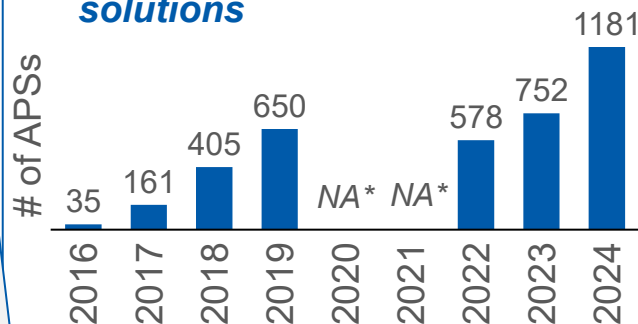
- Identified, convinced and **signed up 9 partners** to serve the APS market



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

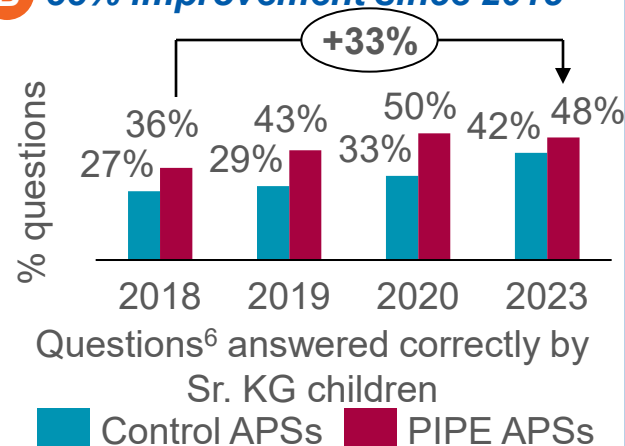
Impact to date

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

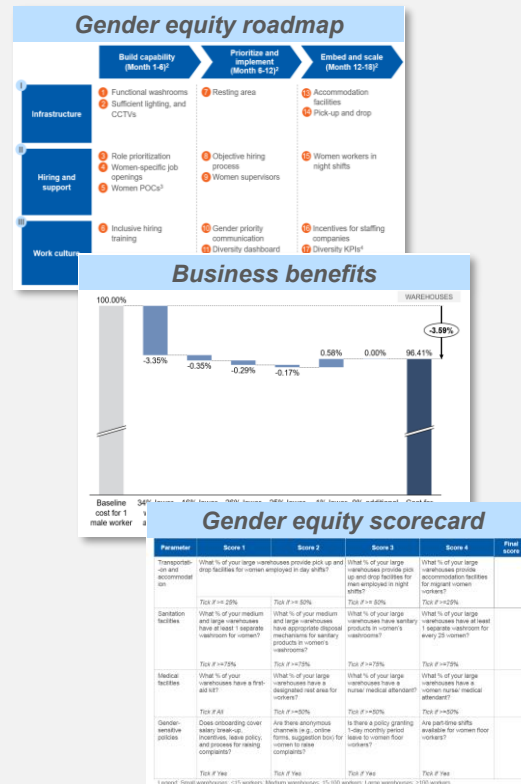


and more...

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
- ...

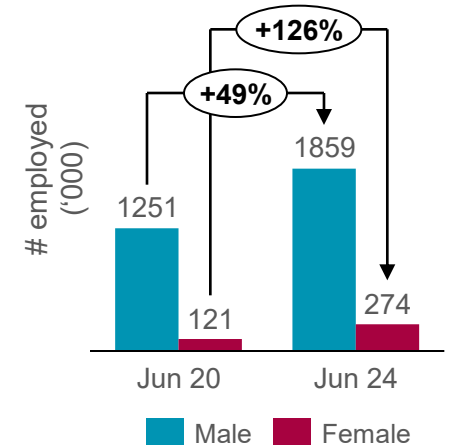
Industry-specific toolkits



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



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