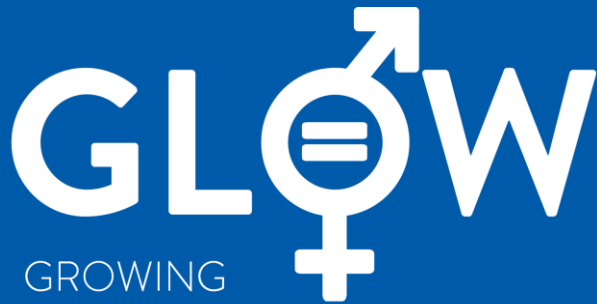




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Best Practices for flexi-staffing companies to improve gender equity

August 2025

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6 Gender equity readiness scorecard

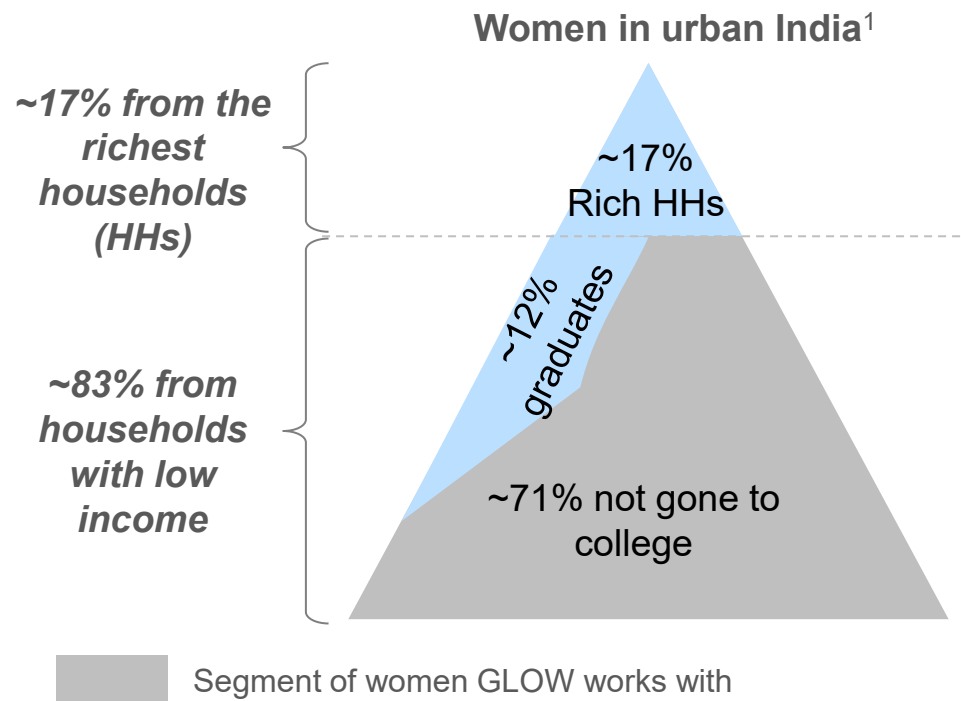
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2 of 3 women in urban India come from low-income and low-education backgrounds



To meaningfully increase women's workforce participation, women from low-income and low-education backgrounds need to be employed

1. Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below

Family and 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 services¹

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India. 1. Anganwadis are government-run 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

5 1 in 2 women in urban India want to work in jobs

Supporting insights

- A** Women in urban India want to be in jobs; 1 in 2 women are either working in a job or seeking one
- B** 88% of women believe a mother could work outside the house
- C** Women with children >6 years and those that know other working women, are among the most likely to be in a job
- D** 72% of women strongly believe that they should not prioritize children and household over thinking about working

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

- A** 64% of women strongly agree that for a woman to be self-reliant it is important to work
- B** Supporting own and family expenses is the key reason for >90% women to start seeking jobs
- C** 87% of women are optimistic about their ability to pick up new skills

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

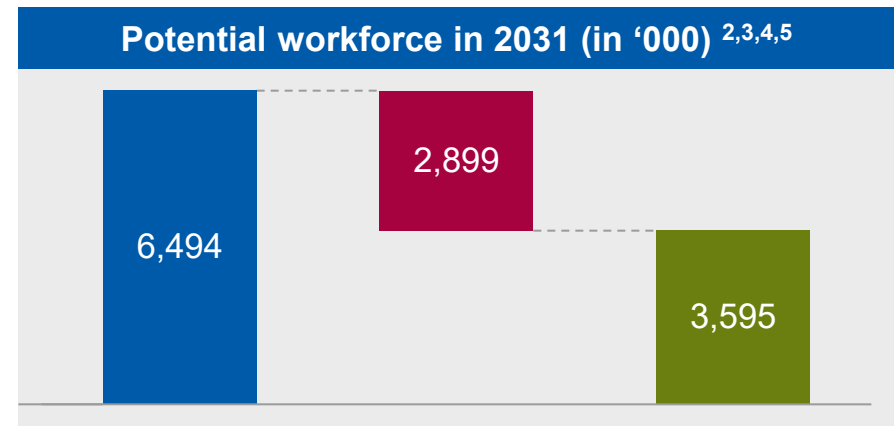
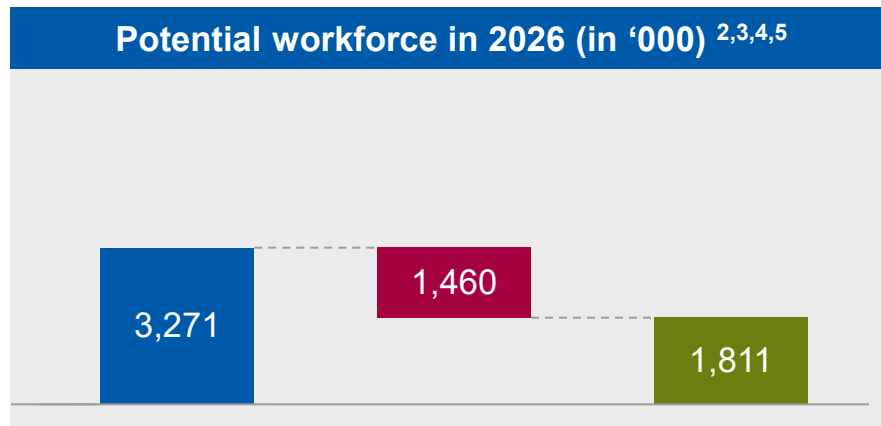
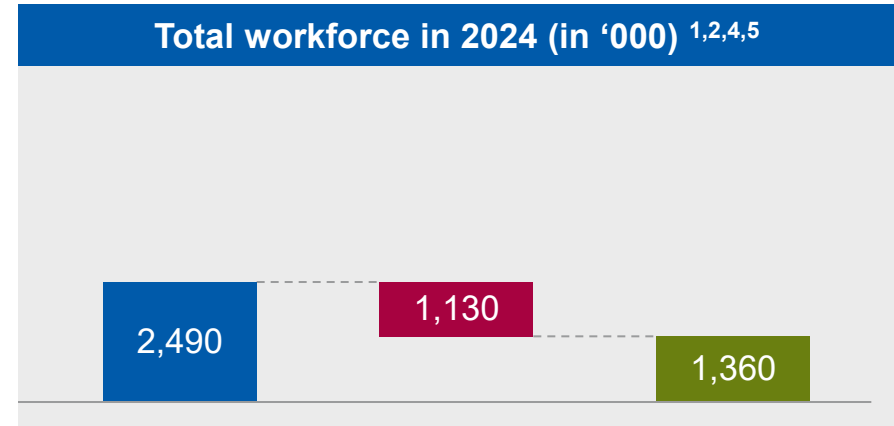
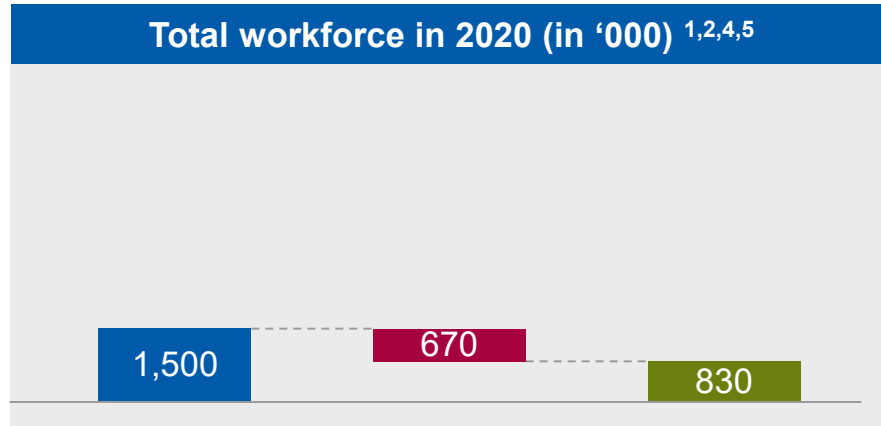
- A** Some segments of women are more amenable to be in a job (e.g., women with low education levels, strong working culture and child >6 years are most willing to work in warehouses)
- B** 70% believe they would be comfortable talking to strangers (including men)
- C** 1 in 2 women are comfortable working in an environment that is 90% male

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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FS is a growing industry, employing ~1.1m people in GLOW focused industries in 2024



■ Total FS workforce
 ■ GLOW focus industries
 ■ Non-GLOW industries

1. Total workforce triangulated from a) Indian Staffing Federation (ISF) annual report [2021](#), [2022](#), [2023](#), and [2024](#) and b) ISF quarterly [Q1 2024-25](#); 2. Sector split triangulated from a) ISF report (2019): Impact of key reforms on job formalization or ISF report ([2024](#)): Staffing Employment Trends Annual Report 2024 b) Quess Corp annual [report](#) (FY20), c) First Meridian [DRHP](#) (2022), and d) interviews with GLOW partners; 3. Growth rate of the industry from a) Indian Staffing Federation (ISF) annual report [2023](#) and [2024](#) and b) First Meridian [DRHP](#) (2022); 4. GLOW focus industries include: Retail, FMCG, Logistics, BFSI, and Manufacturing 5. Other industries include IT / ITeS, Government, Automotive, Infrastructure, Education / training, Pharma and healthcare, Telecom, and Media and entertainment

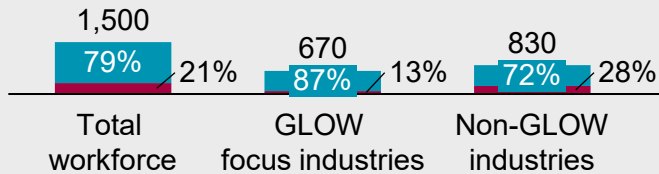
Many roles in the GLOW focused industries require minimum educational qualifications

Industry	Job role	Minimum education qualification	Salary (per month)
Retail	Retail sales associate	12 th pass ^{1,2}	INR 12,000-16,000 ¹
	Field sales	12 th pass ^{1,2}	INR 15,000-INR 25,000 ²
FMCG	Promoter	12 th pass ²	INR 11,000-15,000 ^{1,2}
	Picker, packer, sorter	10 th pass ²	INR 12,000-15,000 ²
Logistics	Delivery agent	No minimum education requirement ^{1,2}	INR 15,000-20,000 ^{1,2,3}
	Tele-calling	12 th pass ^{1,2}	INR 13,000-18,000 ^{1,2}
BFSI	Data entry	12 th pass ²	INR 12,500-18,000 ²
	BFSI field sales	12 th pass ²	INR 13,000-25,000 ²
	Machine operator	ITI Graduate ^{2,4}	INR 12,000-20,000 ²
Manufacturing	Quality check executive	12 th pass or ITI Graduate ^{2,4}	INR 12,000-16,000 ²

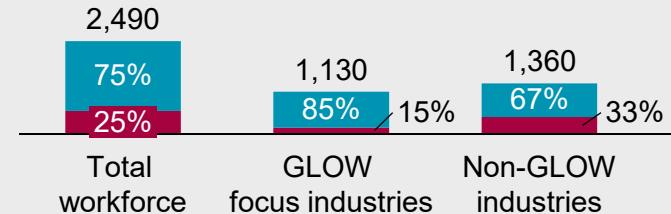
1. Interviews with industry players, 2. job postings, 3. Earnings after fuel cost. 4. Industrial Training Institute

Women's participation in GLOW focused industries in FS has grown considerably, and a further increase is projected

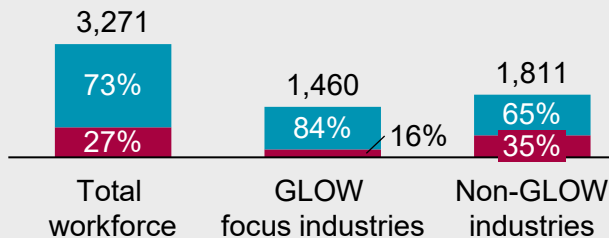
Workforce in 2020 (in '000) 1,2,4,5,6



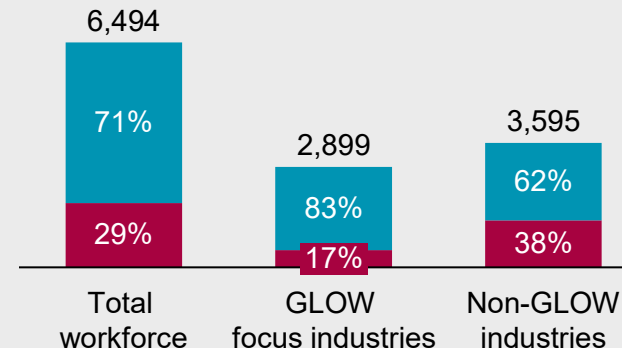
Workforce in 2024 (in '000) 1,2,4,5,6



Potential workforce in 2026 (in '000) 2,3,4,5,6



Potential workforce in 2031 (in '000) 2,3,4,5,6



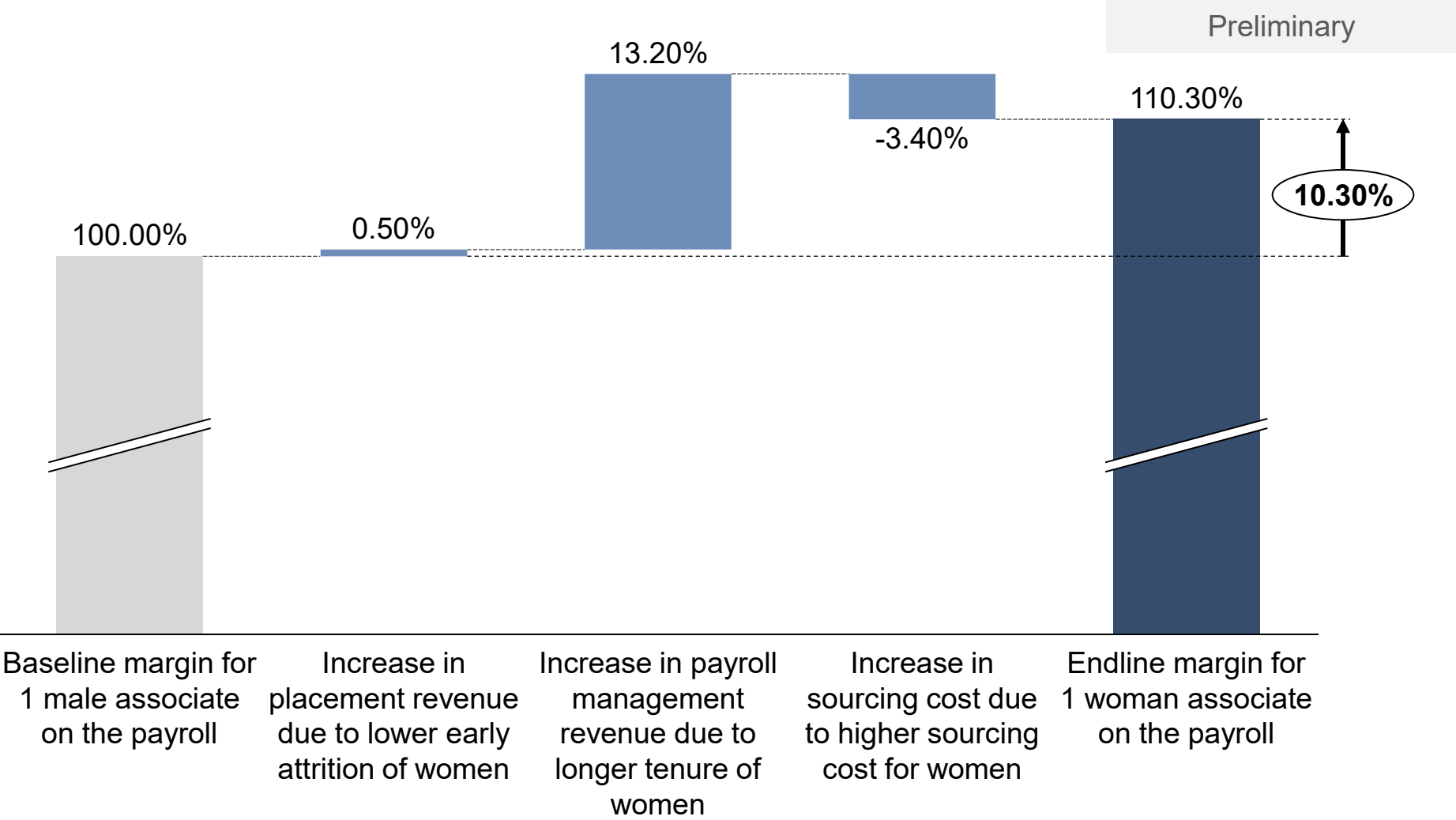
Men Women

1. Total workforce triangulated from a) Indian Staffing Federation (ISF) annual report [2021](#), [2022](#), [2023](#), and [2024](#) and b) ISF quarterly [Q1 2024-25](#); 2. Sector split triangulated from a) ISF report (2019): Impact of key reforms on job formalization or ISF report ([2024](#)): Staffing Employment Trends Annual Report 2024 b) Quess Corp annual [report](#) (FY20), c) First Meridian [DRHP](#) (2022), and d) interviews with GLOW partners; 3. Growth rate of the industry from a) Indian Staffing Federation (ISF) annual report [2023](#) and [2024](#) and b) First Meridian [DRHP](#) (2022); 4. Women workforce triangulated from a) ISF annual report [2021](#), [2022](#), [2023](#), and [2024](#) b) interviews with FS companies and clients of FS companies, c) Annual Survey of Industries [link](#) (FY20); 5. GLOW focus industries include: Retail, FMCG, Logistics, BFSI, and Manufacturing 6. Other industries include IT / ITeS, Government, Automotive, Infrastructure, Education / training, Pharma and healthcare, Telecom, and Media and entertainment

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Hiring a woman increases the gross margin per person on payroll by 10.3% due to lower attrition and longer tenure



Even though sourcing women can cost more initially, hiring women is a long-term investment

Based on payroll analysis of ~8,000 payrolls of ~1 staffing company for ~8 months 2. Gross margin per person on payroll is the total revenue contributed minus total costs incurred to place and manage payroll for one employee. For more details, [read FSG report on ROI of gender diversity](#)

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All major stakeholders face significant challenges in supporting the addition of women in blue-collar jobs in FS



Leaders of staffing companies

- Have not evaluated the business benefits of a gender-diverse workforce
- View building skills for gender diversity as a long-term effort
- Have not set organization-wide gender goals
- Have not established accountability measures to drive gender diversity across all levels



Recruiters

- Do not have the time to build a large database of female candidates
- Do not know how to source women associates to meet diversity requirements
- Have more experience or comfort hiring men
- Do not tailor their pitch for the candidate
- Have constant high pressure to fulfill mandates quickly using the existing database



Female candidates

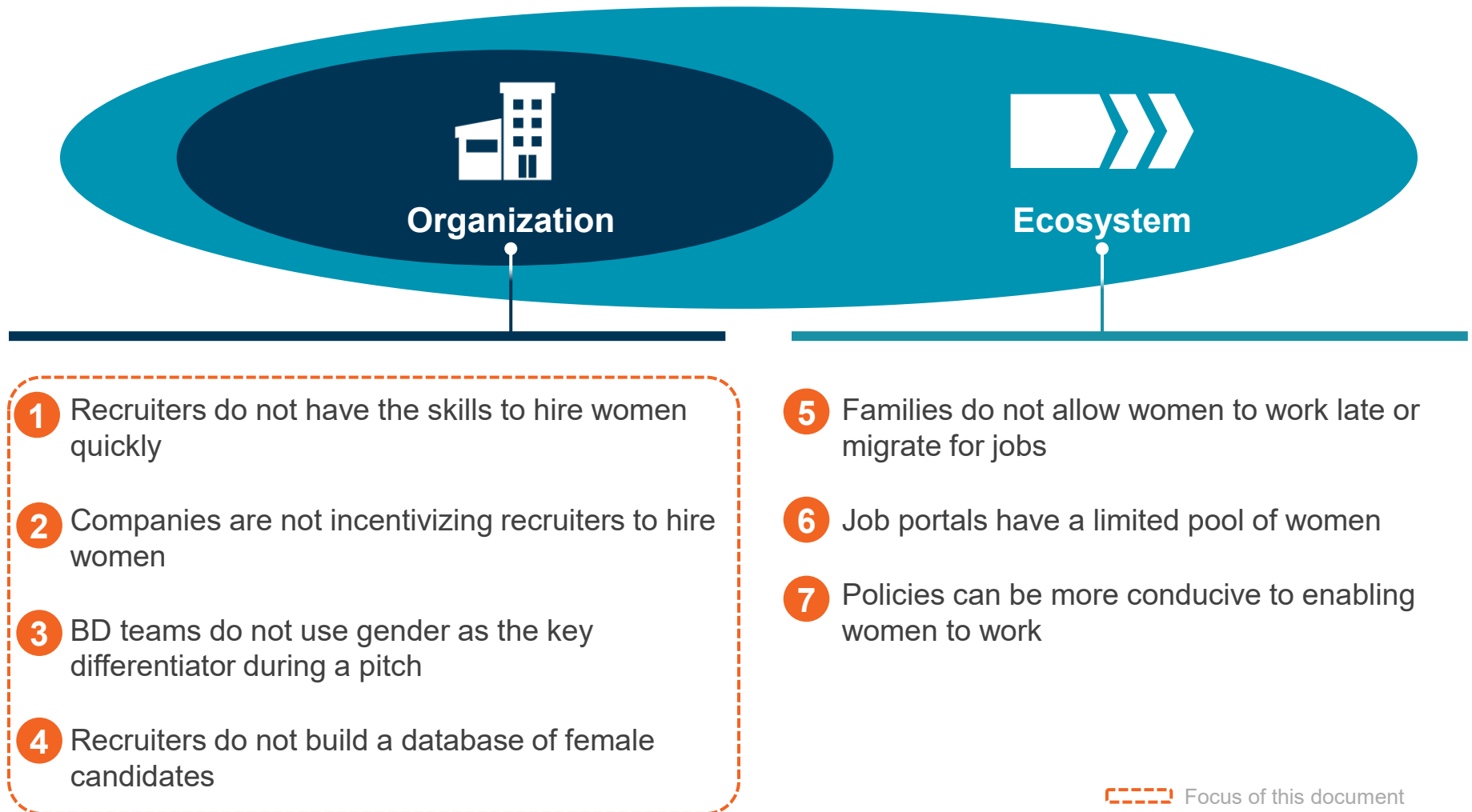
- Do not receive permission to work from families
- Do not get all the necessary information from biased job descriptions
- Do not get shortlisted due to unnecessarily high qualification criteria for blue-collar jobs
- Are not aware of available blue-collar job opportunities open to women



Families of female candidates

- Are concerned about women's safety during their commute or at the workplace
- Adhere to traditional gender roles (e.g., do not help the woman with childcare or housework)
- Do not think that women will be able to handle physically demanding work

FS companies are unable to increase women associates because of 7 challenges within and outside the organization^{1,2}

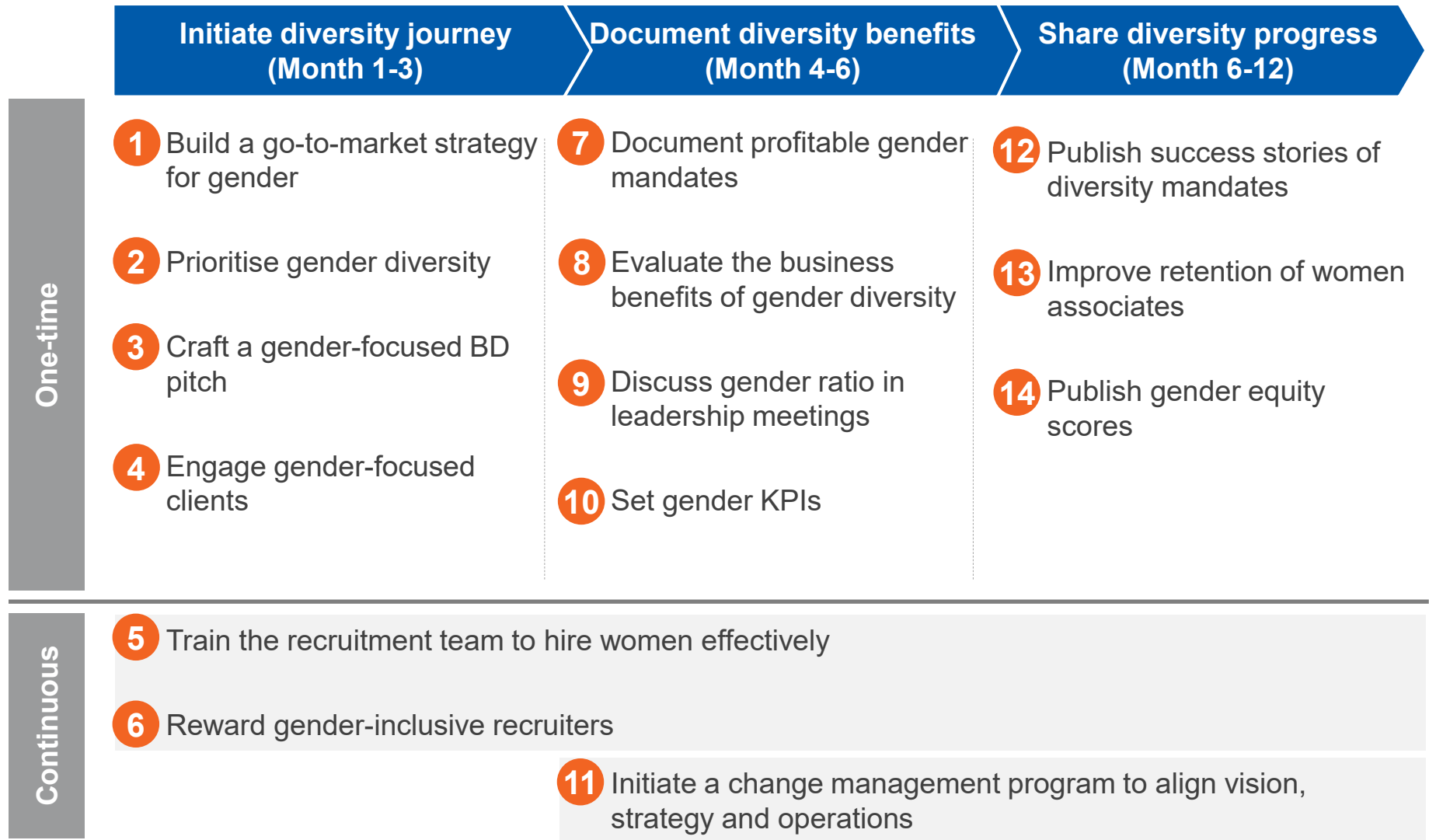


Note: 1. Based on fieldwork in 5 states, interviews with 100+ employees at 10+ staffing companies (leadership, managers, recruiters), and interviews with clients of staffing companies (e.g., HR and sales managers at 3 of the top 10 FMCG companies, leadership of logistics companies); 2. Based on 6,615 profile interviews and 2,291 main interviews conducted by FSG.

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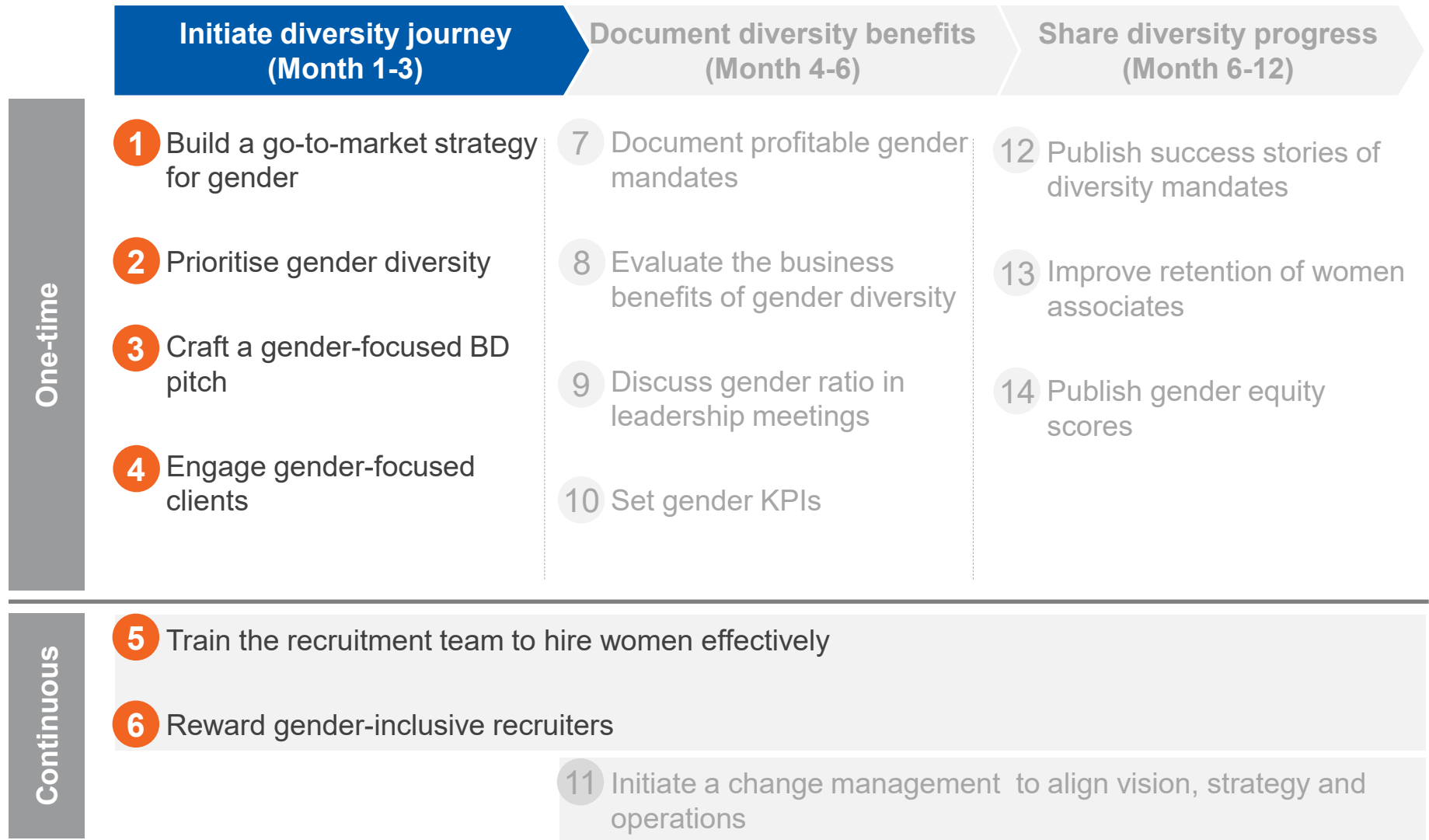
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14 interventions can help FS companies become a reputed provider of a gender diverse workforce in ~12 months^{1,2}



Note: 1. Based on fieldwork in 5 states, interviews with 100+ employees at 10+ staffing companies (leadership, managers, recruiters), and interviews with clients of staffing companies (e.g., HR and sales managers at 3 of the top 10 FMCG companies, leadership of logistics companies); 2. Based on 6,615 profile interviews and 2,291 main interviews conducted by FSG.

Initiate diversity journey



Build a go-to-market strategy for gender

Answer 4 questions in a workshop...



Which industries should we target?



Which roles should we target?



Which roles will be easy for the business development team to pitch?



Which roles will be easy for operations team to fill?

...to align on 3 targets

- Set a 1-year diversity target
- Align on industries and job roles to target
- Select 10 diversity-focused clients to pitch to

Prioritise gender diversity

Why is gender diversity important?¹

- Diverse teams drive better decision-making, innovation, and problem-solving
- Organizations that prioritize gender diversity attract top talent and foster a positive work culture
- Gender diversity signals competent management, boosting investor confidence and market value

How can you effectively prioritise gender diversity in your organization?

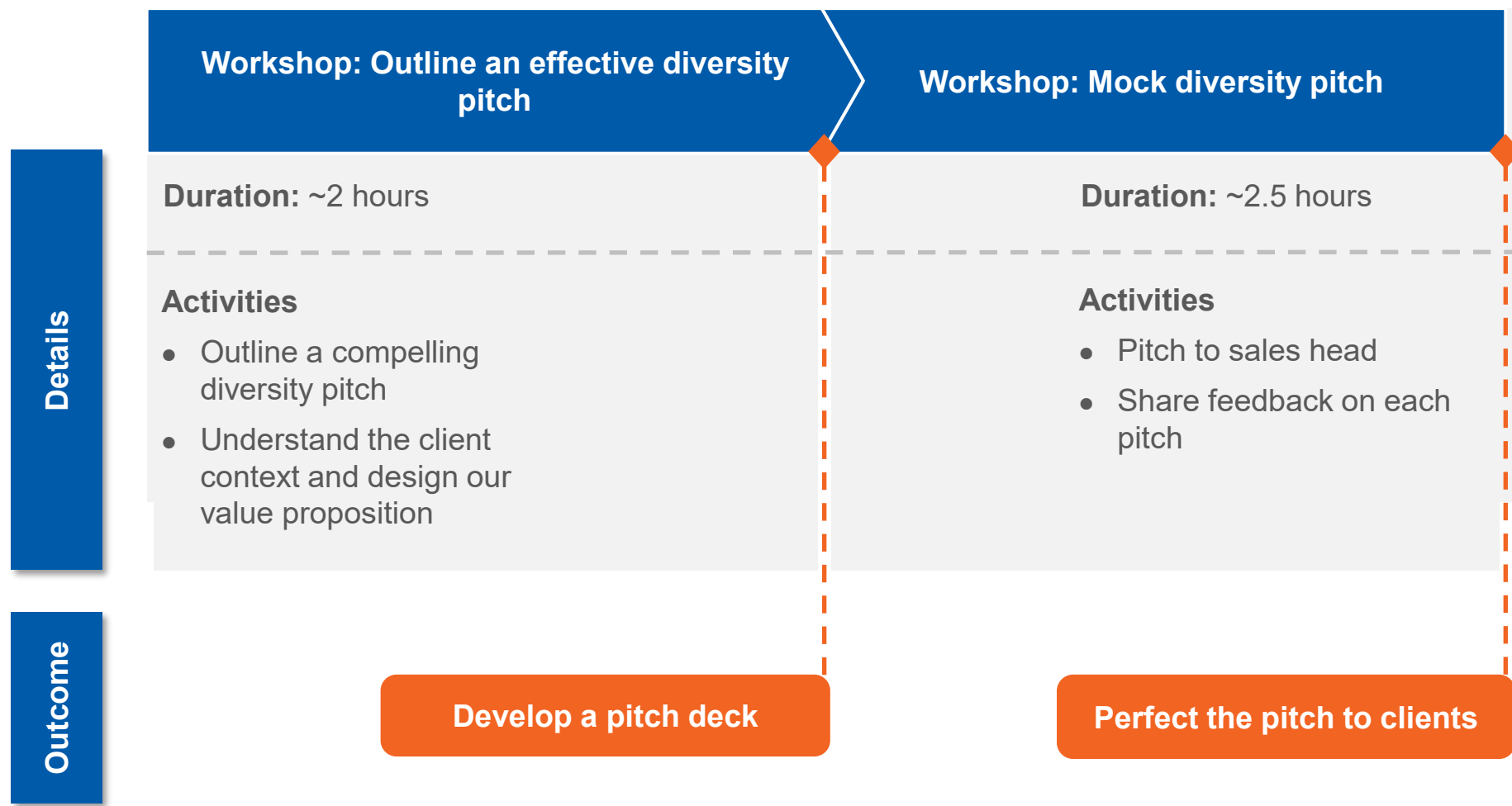
- Set ambitious yet realistic goals based on available resources
- Define distinct goals for in-house and off-roll employees
- Link goals to the company's broader vision and goals

How can gender diversity be tracked and measured?

- Measure gender diversity across departments, levels, and roles
- Discuss gender goal progress regularly in leadership meetings
- Compare progress against industry standards to ensure competitiveness and commitment

1. Harvard Business Review. (2019). Research: When Gender Diversity Makes Firms More Productive. Retrieved from <https://hbr.org/2019/02/research-when-gender-diversity-makes-firms-more-productive>

Craft a gender-focused business development (BD) pitch



Engage gender-focused clients

GLOW can provide you with information on:

8+ sectors, such as retail, BFSI, healthcare, logistics, e-commerce, and more

15+ companies, including Fortune 500, industry leaders, and top Indian corporates

40+ Points of Contact (POCs), including CHROs, MDs, CEOs, and other senior executives

You can use information this to:



Identify and target gender-focused clients across diverse industries



Access a database of key decision-makers for outreach and networking



Initiate conversations with decision-makers by sending personalized emails to drive business opportunities

5 Train the recruitment team to hire women effectively: 5 key areas of training (1/2)

HOW TO BECOME AN EXPERT RECRUITER?



A Recruiter pitch training

Help recruiters maximize candidate selection chances

- Conduct 3-4 mock candidate pitches
- Share 4 steps for an effective pitch
- Share a 24-point checklist, including tips for female candidates



B Candidate sourcing training

Help recruiters build a database of 15,000+ candidates

- Share 3 ways recruiters assure candidates of authentic jobs
- Share 5 tips to win skilling partner's trust
- Share 3 ways to build strong relationships with clients



C Job ads development training

Help recruiters leverage job ads to increase payrolls per job

- Share 6 indispensable details for job ads
- Share 3 tools to make job ads more effective
- Share 3 optional details to boost the trustworthiness of job ads



D Minimise candidate drop-offs training

Help recruiters reduce candidate drop-offs and early attrition

- Share 8 reasons why candidates drop off
- Share 9 ways by which recruiters can reduce drop-offs
- Practice calls with the candidate and manager to identify and address issues early



E Addressing unconscious biases training

Help recruiters identify and address unconscious gender biases

- Share 4 ways unconscious biases affect companies
- Share 17 ways to combat common biases
- Share 4 questions to check if bias exists

Recruiter pitch: Train recruiters to improve candidate conversion using mock pitches

Objectives

- Train recruiters to screen, convince and prepare candidates for interviews
- Get recruiters to develop a compelling pitch
- Get recruiters to practice the pitch and exchange feedback
- Share general tips to maximise chances of selection

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to: 1. [Details of 'Recruiter pitch' training](#) 2. [Video recording of 'Recruiter pitch' training](#)

Candidate sourcing: Train recruiters to build a large candidate pool by leveraging 3 channels

Objectives

- Train recruiters to leverage 3 channels-candidates, skilling centers and clients-to generate 50+ payrolls
- Get recruiters to think critically from the perspective of each of the 3 stakeholders
- Share tips for building a sizable pool of top-tier candidates

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to: 1. [Details of 'Candidate sourcing' training](#) 2. [Video recording of 'Candidate sourcing' training](#)

Job ads development: Train recruiters to develop compelling and effective job ads using various tools and messaging strategies

Objectives

- Train recruiters to make job ads that attract maximum candidates and build a strong resource pool
- Share 6 indispensable and 3 optional details recruiters can include, making the job ads compelling
- Share 3 tools to help recruiters increase the attractiveness and effectiveness of job ads
- Share general tips to maximize job sign-ups

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to: 1. [Details of 'Job ads development' training](#) 2. [Video recording of 'Job ads development' training](#)

Minimise candidate drop-offs: Train recruiters to reduce the number of candidates who drop out of the recruitment process or leave the job within 1 month

Objectives

- Train recruiters to support candidates during mandate discussion, before joining and after joining the job
- Share 8 reasons why candidates drop off and 9 ways recruiters can address them
- Get recruiters to practice check-in calls with the candidate and their manager
- Share general tips to improve candidate retention

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to: 1. [Details of 'Minimise candidate drop-offs' training](#) 2. [Video recording of 'Minimise candidate drop-offs' training](#)

Unlocking business benefits by addressing unconscious biases training: Train recruiters to identify and address unconscious gender biases in the workplace

Objectives

- Train recruiters to identify and address unconscious gender biases in the workplace
- Share 4 ways unconscious bias affects companies, 4 ways it affects women, and 3 ways it affects men in the workplace
- Share 17 solutions to combat common biases and 8 benefits of doing so
- Share 4 questions to help recruiters determine if they are influenced by unconscious biases

Training checklist



Attendees: Recruiters, recruitment managers and appointed trainers



Host: Appointed trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Suggested timings: First half on Wednesday/ Thursday



Set-up required: Projector, whiteboard and markers

Refer to [Details of 'Unlocking business benefits by addressing unconscious biases' training](#)

Train the recruitment team to hire women effectively:

Recruiter checklist (2/2)

**Best practices to build a large candidate pool through sourcing channels like**

Social media

Skilling centers

Clients

☐ Share job opening for candidates in specialised groups based on education, gender and geography

☐ Share the job openings with the candidates every 2 days

☐ Share photos of candidates placed to generate trust in other candidates

☐ Share the number of job openings for women and men this week

☐ Clarify that the jobs are free for candidates

☐ Follow up with the skilling centre managers near the training completion dates

☐ Share the payslips of the associates and give letters of appreciation for placing the candidates

☐ Stay in touch with the client even without the mandates (e.g., share wishes on festivals)

☐ Share a detailed recruitment plan to boost the client's confidence

☐ Go to the client's site on the day of the interview

☐ Collect feedback and testimonials from the candidates

☐ Stay in touch with the client even without the mandates (e.g., share wishes on festivals)

**Best practices to make effective and compelling job ads**

In the job ad, include

Use for job ad

☐ Basic information (e.g., salary information, education requirements)

☐ A line stating that this is a free job

☐ A message indicating that women can apply for the job

☐ 1-2 lines about the day-to-day job role

☐ Additional benefits (e.g., free meals, transportation facility)

☐ A photo featuring both women and men in the job role

☐ Local languages

☐ Voice notes about the job opening on WhatsApp groups and WhatsApp status

☐ AI tools like ChatGPT

**Best practices to improve candidate conversion while**

Introducing

Pitching

Assessing

Closing

☐ Inform the candidate where I got their reference from

☐ Introduce my company

☐ Introduce the client company

☐ Explain the job description clearly and completely

☐ Address any possible safety and hygiene concerns of the candidate

☐ Check if the candidate, especially female, is comfortable with the nature of the work (e.g., field travel, shift timings)

☐ Check if the candidate has relevant or past work experience

☐ Check the candidate's earliest joining date

☐ Check whether the female candidate's family is comfortable with her working

☐ Check whether the candidate has an exam or a wedding in the next 3 months

☐ Check whether the candidate has all the appropriate documents (e.g., Aadhaar, PAN card, bank account statements)

☐ Ask for the candidate's expected salary

☐ Share clear instructions regarding the interview (e.g., dress code, interview location)

☐ Ask the candidate to share references of friends and family, especially females

Reward gender-inclusive recruiters: Details of the process, eligibility and recognition email

Process

- A** Announce the reward program by email / Zoom call
- B** Identify winners from monthly payroll data
- C** Send a monthly email recognizing the top recruiter and manager
- D** GLOW will send an INR 2,000 voucher to the top recruiter and an INR 5,000 voucher to the top manager
- E** Congratulate winners in monthly employee engagement activities (e.g., with a certificate), over a group video call, in an organization-wide email, or on WhatsApp groups

 Detailed in next slide

Eligibility for voucher

- Each person is eligible for a maximum of 3 vouchers a year
- Payout is for the highest female payrolls (not # of women that joined)
- The calculation for managers is # of women payrolled by their team / # of the team members

Recognition email for recruiters

Illustrative

Congratulations to Recruiter1 for hiring the most women in Month1!

Photo of recruiter

<20> women payrolled!

Top 3 recruiters in Month1

1. Recruiter1
2. Recruiter2
3. Recruiter3

Reward gender-inclusive recruiters: Illustrative email from HR head / leadership

Illustrative

Congratulations to the diversity champions for Month1



Sapna

Recruiter

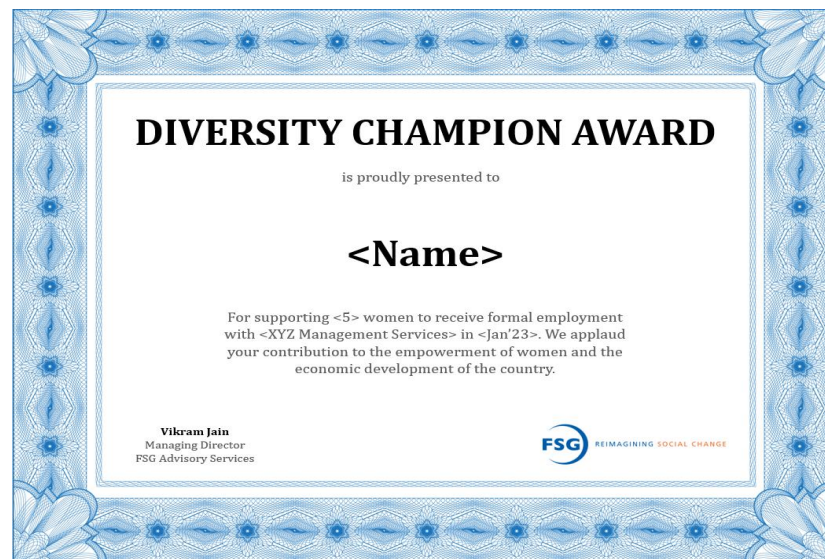


Sunil

Manager

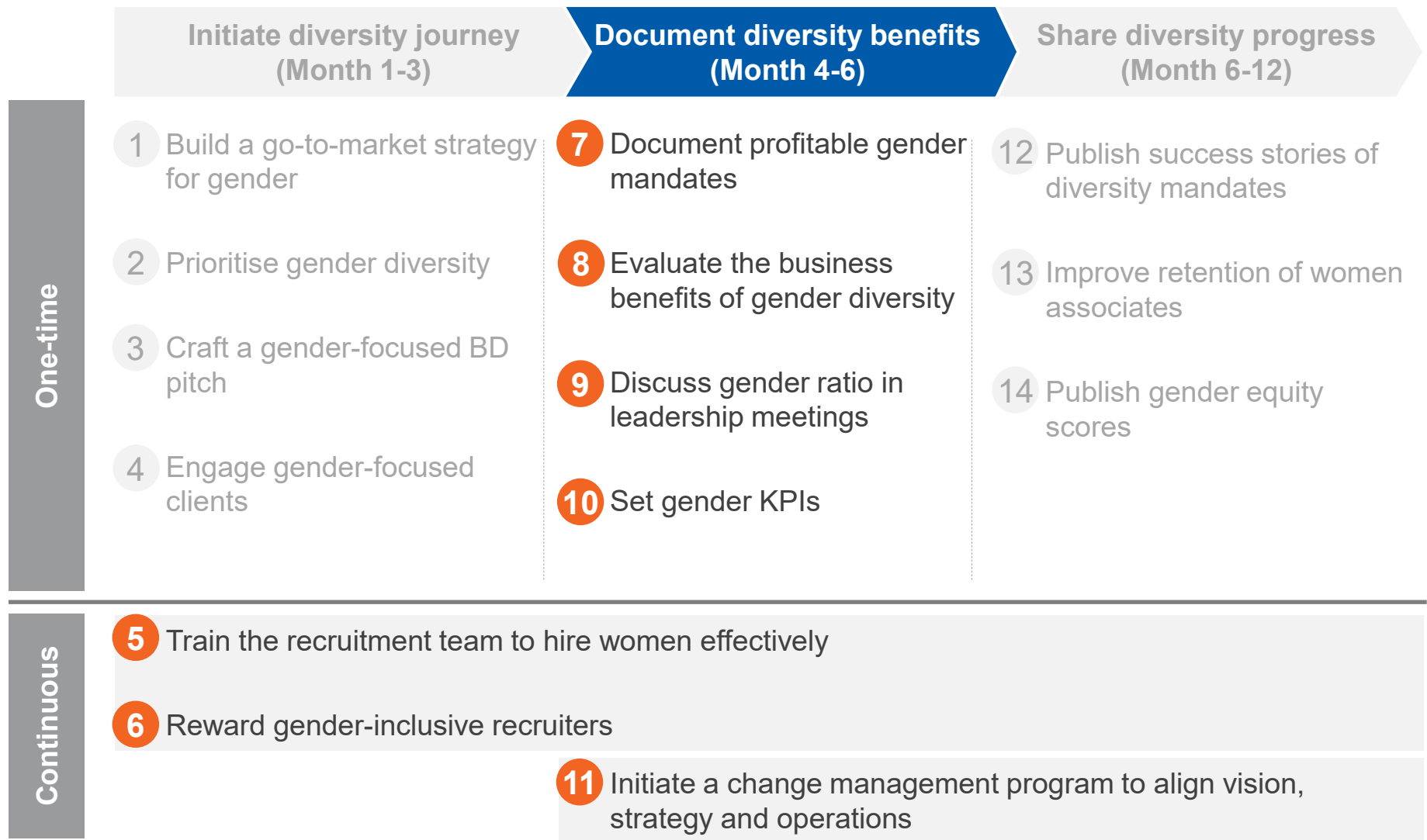
"This month I signed up local influencers which helped me to get more women leads"

Sample certificate shared with winners



Leadership could congratulate the diversity champions over a short call

Document diversity benefits



Document profitable gender mandates: Document benefits of hiring women and reap multiple benefits

Illustrative

Document 5 gender mandates...

5: Women made 10% fewer mistakes

#4: Women improved shift productivity

3: Women improved workplace culture

#2: Women tele-callers had 15% higher customer satisfaction scores

#1: Women retained 30% longer on the job

Benefits to staffing co.

Higher revenue from payroll management

Benefits to client

Reduced hiring and training costs

What worked

Convinced client to provide pick up and drop facilities

...to benefit you in 3 ways

- Build reputation and trust with clients by publishing case studies externally
- Document benefits of hiring women to win more gender mandates
- Build a gender-inclusive culture at the firm

Document profitable gender mandates: Illustrative case studies

Illustrative

	Won new business	Rewarded by client	Retention of associates
Situation	We won a mandate for 1500 female associates to work in an electric vehicle manufacturing company	Client wanted to place 2000 women in retail stores (3 mandates across 6 cities)	We wanted to reduce attrition in the picker-packer roles
Complication	- The mandate was for a peri-urban area - The client wanted women to work rotational shifts	10 AM to 10 PM shifts - Strict filters (e.g., prior experience) 2000 women candidates with relevant profiles	Previously, average person lasted only 4-6 weeks
Solution	- Infrastructure: Asked the client to provide transport facilities and hostels for migrant women - Sourcing: Asked the client to source women through referrals, women's WhatsApp groups, and NGO and Anganwadi connect	- Identified the right segment of women - Focused on benefits such as ESIC/ crèche - Helped client relax criteria (e.g., 12th-pass)	- Increased the number of women in 2 shifts for the picker-packer roles - Prompted clients to provide facilities such as drop off services till main bus stop
Benefits	- New client relation - Headcount increased by xx - Revenue increase by INR xx - Built/ expanded a network of female candidates	Client made us an official diversity partner and gave us a 3-year standing mandate for INR xx	- Reduced training and onboarding costs for clients - Increased payroll management revenue by INR xxx

Evaluate the business benefits of gender diversity

Process

- A** Collect payroll data for 12 months
- B** Clean the data (e.g., removing extra spaces, blanks and duplicates, checking the data for formatting and usability)
- C** Analyse the differences in men's and women's performance on metrics such as early attrition, overall tenure, sourcing costs
- D** Calculate the impact of the performance gap on the revenues and costs
- E** Share the findings internally (and externally)

Data needed

- Unique employee ID
- Gender
- Industry
- Staffing type
- Employment period
- Status of employment (e.g., Active, Resigned)
- Region where the associate is working
- Associate's CTC
- Loss of pay
- Over time
- Employee benefits (e.g., PF, ESIC)
- Bill amount charged to clients
- Per-person placement fee earned
- Per-person payroll management fee earned

Discuss gender ratio in leadership meetings

Preliminary

Measure the gender diversity ratio for internal employees and payroll associates

- Collect gender diversity data for internal employees and associates on payroll
- [Optional] Set a company-wide gender diversity target for internal employees and associates on payroll
- [Optional] Allocate a gender diversity target for internal employees and associates on payroll

Discuss the gender diversity ratio for employees and associates during leadership meetings

- Ask 5 questions to leaders
 - [Optional] Are you on track to meet your diversity target?
 - [Optional] What challenges are you facing in meeting your diversity target?
 - What interventions have you tried in the past month to increase female payrolls?
 - What new intervention do you plan to try this month to increase female payrolls?
 - What support do you need from us?
- Summarize key interventions that recruitment managers will pilot in the month

Set gender KPIs: 2 options for KPIs for recruiters

Name of gender KPI for recruiters	Description of KPIs	Revise KPIs after 6 months
A Minimum female payrolls in a quarter	Payroll at least 1 woman a quarter, otherwise bonus is withheld	Reduce period to 1 female payroll a month
B Bonus per female payroll per month	Pay INR 50 for each female candidate payrolled above 3 each month	Increase threshold ¹ to 5 women a month

Phase out voucher scheme and gradually replace with gender KPIs

1. Threshold is the minimum number of women recruited per recruiter to be eligible for the bonus

Set gender KPIs:

Minimum female payrolls in a quarter

Illustrative

Details	Baseline of KPI (minimum number of women recruited per recruiter)	Recruiter 1	Recruiter 2	Recruiter 3
Number of women recruited per quarter ¹	1 per quarter	5	0	3
Eligible for bonus		✓	✗	✓
Number of women recruited per month ¹	1 per month	5	1	3
Eligible for bonus		✓	✓	✓
Number of women recruited per month ¹	3 per month	5	4	3
Eligible for bonus		✓	✓	✗

Evaluate and update the KPI every 6 months to increase minimum performance

1. Subject to change based on recruiter performance and organisation goals

Set gender KPIs:

Bonus per female payroll per month

Illustrative

#	Description	Scenario 1	Scenario 2	Scenario 3
1	Minimum number of women recruited to earn bonus ¹	0	3	5
2	# of recruiters above the minimum number ¹	10	10	10
3	Total number of women recruited over the threshold ³ per recruiter ¹	100	70	50
4	Expected pay-out per month (INR) ²	5,000	3,500	2,500

Evaluate and update the KPI every 6 months to increase the minimum performance

1. Subject to change based on recruiter performance and organisation goals 2. Assuming a payout on INR 50 per recruiter for each female candidate recruited over the threshold limit 3. Threshold is the minimum number of women recruited per recruiter

Set gender KPIs: Responses to common concerns/ questions from recruiters and managers

Illustrative

#	Common questions	Responses
1	Why should we hire women?	- Placing more women will help the organisation: - Meet our existing mandates for women (e.g., Client1, Client2) - Win new business from large, diversity-focused clients (e.g., Client3) <i>(For managers)</i> Placing women will help you meet your payroll targets due to better retention <i>(For recruiters)</i> Placing women will help you earn incentives - Placing women will help you access new talent pools to fill mandates faster
2	Clients do not want women	- Our clients are asking for women (e.g., Client1, Client2) - We plan to pitch for exclusive diversity business
3	Women do not take up these roles	- Women already form a large part of our key roles, such as retail sales associate and sewing machine operator - Many women are also taking up roles in warehousing and manufacturing - We plan to place more women in both these kinds of roles
4	Families do not allow women to work	~50% of women either work or want to work. If we explain the role well, many of them are able to convince their families as well. - We will provide you with FAQs that you can share with candidates and ask them to share and discuss with their family
5	I do not know where to find women / how to pitch to them	We are investing in building your skills to hire women by organizing monthly training for recruiters to increase the hiring of women

Initiate a change management program to align vision, strategy and operations (1/2)

What is change management?

Change management is the journey of aligning the company's vision, strategy, and operations to position it for growth and future success

Change management helps the company to:

- Align on a clear 5-year vision
- Make strategically coherent decisions
- Create change and operational plans for growth
- Coordinate between major stakeholders
- Proactively solve emerging issues

Vision, strategy and planning are the 3 interdependent levers for a successful change management journey



Initiate a change management program to align vision, strategy and operations (2/2)

GLOW can support you by:



Conducting a vision-setting workshop with top leaders



Understanding past strategic decisions and making current strategic decisions that are more aligned with the company's vision



Brainstorming actionable plans for all challenges



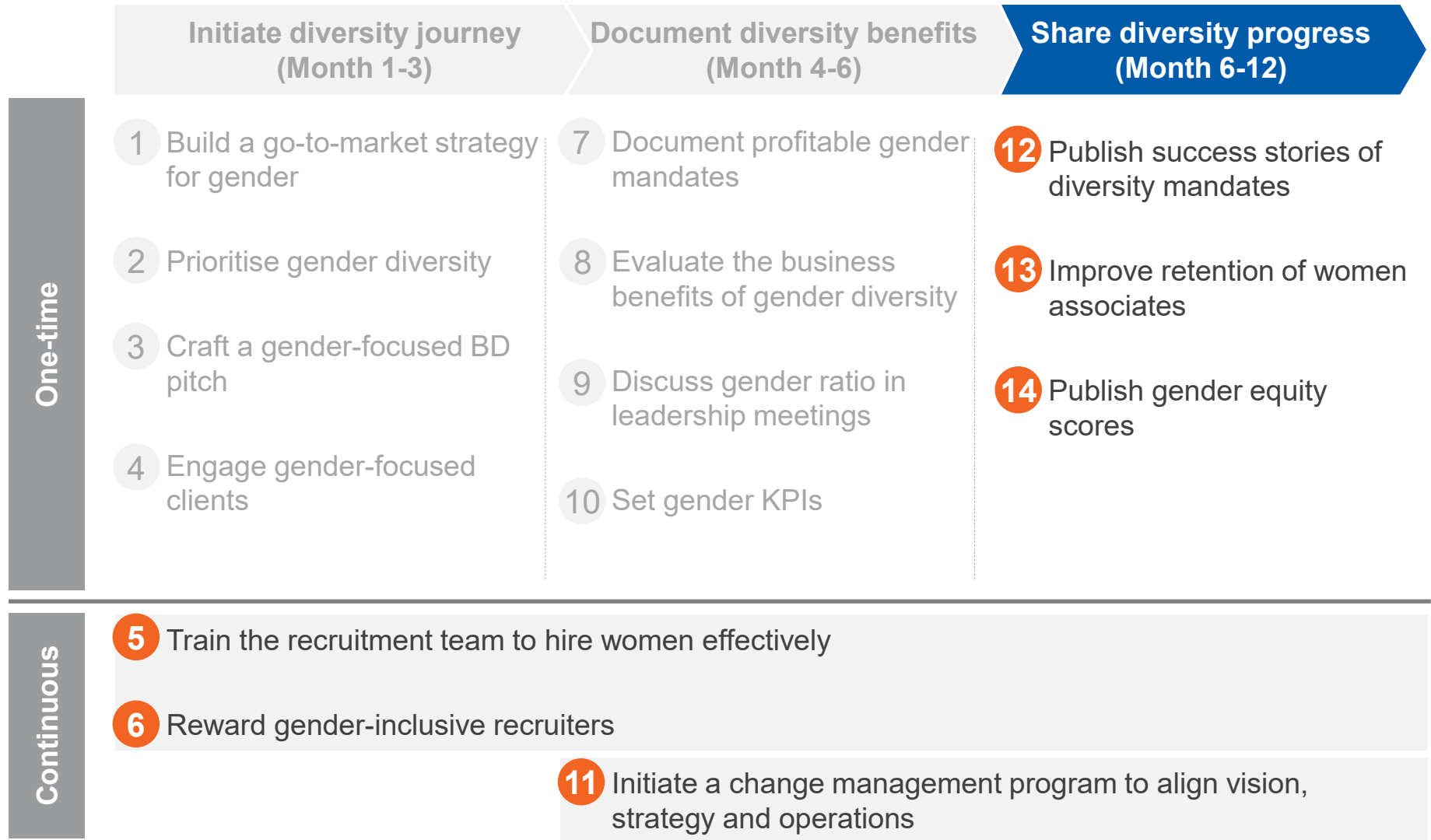
Tracking leadership progress on key change management projects



Providing necessary support and resources to tackle obstacles

GLOW can also provide custom support for the unique challenges in scaling your business

Share diversity progress



Publish success stories of diversity mandates

Illustrative

Publish success stories of diversity mandates...

5: Women made 10% fewer mistakes

#4: Women improved shift productivity

3: Women improved workplace culture

#2: Women tele-callers had 15% higher customer satisfaction scores

#1: Women retained 30% longer on the job

Benefits to
staffing co.

Higher revenue from payroll
management

Benefits to
client

Reduced hiring and training
costs

What worked

Convinced client to provide
pick up and drop facilities

...to benefit you in 3 ways

- Build reputation and trust with clients
- Attract and engage potential clients
- Demonstrate leadership in diversity hiring

Improve retention of women associates

Preliminary

Challenge	#	Intervention
Associates have low barriers to switch jobs	i	Pay INR 500 bonus to associates when they complete 3 months along with their salary
Clients do not provide adequate training for women	ii	The recruiter connects with the associate 2 times in the first 2 week to address onboarding challenges (1 call and 1 WhatsApp)
Clients do not provide a friendly/ safe environment for women	iii	Recruiter shares feedback on female candidate experience/ challenges with clients once a month over call
Client facilities are not suitable for women	iv	Share a minimum infrastructure checklist with clients when staffing women (e.g., separate washroom if >10 female associates, housing facilities)
	v	Run paid hostels for women in locations with >50 female associates, especially for migration to peri-urban / rural areas
Clients lack gender-equitable policies	vi	Negotiate terms (e.g., education qualification, work experience, work hours) with clients

Publish gender equity scores

Publish the GERS score or 5 other metrics externally...

GERS Score: Score on the Gender Equity Readiness Scorecard developed by FSG specifically for flexi-staffing companies

5 other metrics:

- Total # of women associates on the payroll
- Gender diversity ratio for associates
- Internal gender diversity ratio
- Fulfillment time for female mandates
- # of mandates fulfilled that had >50% women placed

...to benefit you in 3 ways

- Show clients your capability to fulfil large gender-based mandates
- Generate a gender-diverse public image for the company
- Create an atmosphere of gender inclusion within the company

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 - 6 Gender equity readiness scorecard**
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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

Who to interview to score the organization

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

Instructions for scoring the organization

- 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

Scoring continues in a similar manner

- Once you have finished asking all questions related to one parameter, 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”
- To calculate the total score, add the “Final score” across all parameters

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

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

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

Parameter	Score 1	Score 2	Score 3	Score 4	Multiplier	Final Score
Diversity targets and KPIs	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>		
Diversity rewards and incentives	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>		
Diversity benefits publication	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 ¹	Score 1	Score 2	Score 3	Score 4	Final Score
Diversity-focused teams	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>	
Diversity skilling	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>	
Business development	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>	
Employee support	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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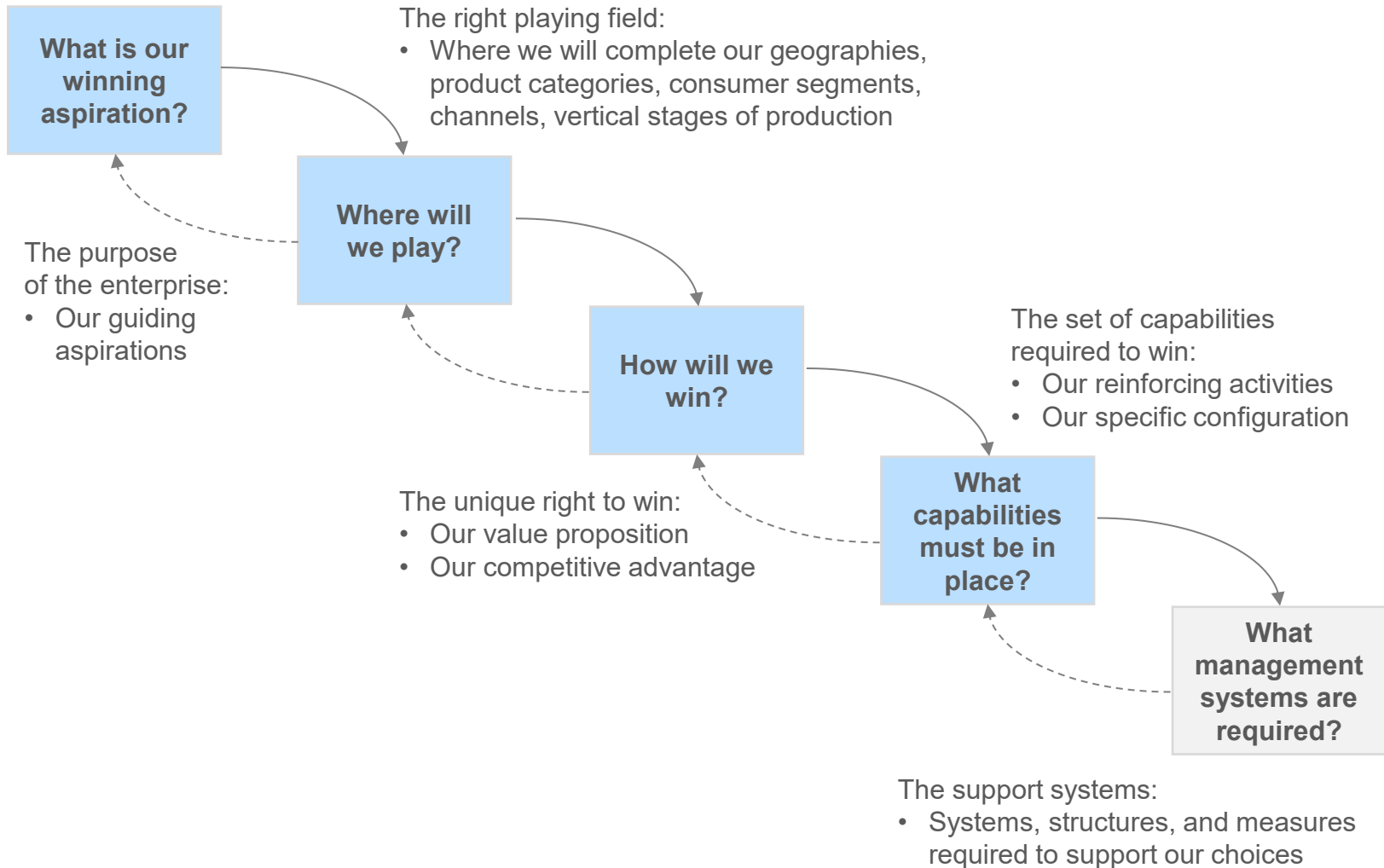
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Leadership workshops

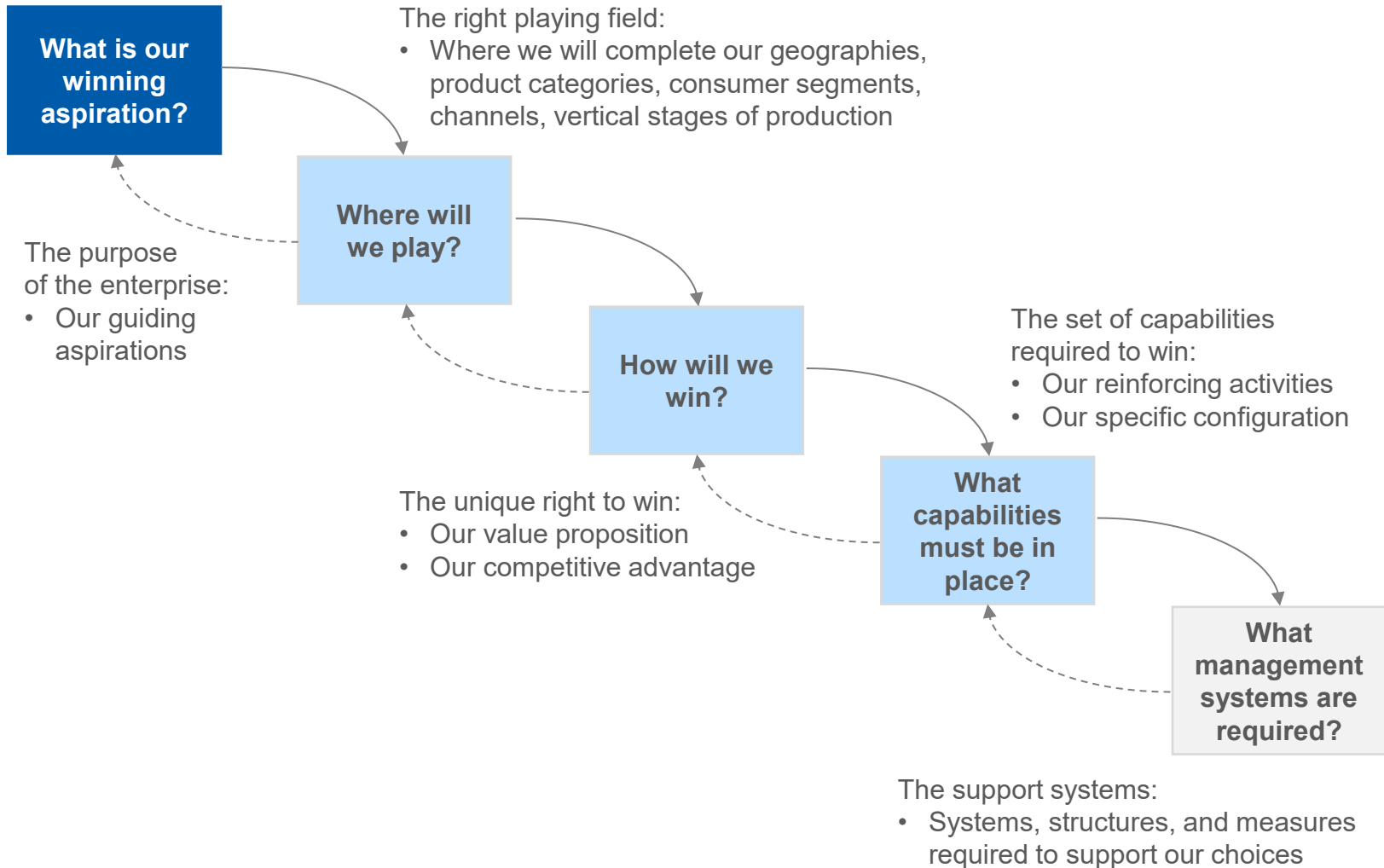
1 Build a Go-to-market strategy for gender

2 Change management

An integrated cascade of choices



An integrated cascade of choices



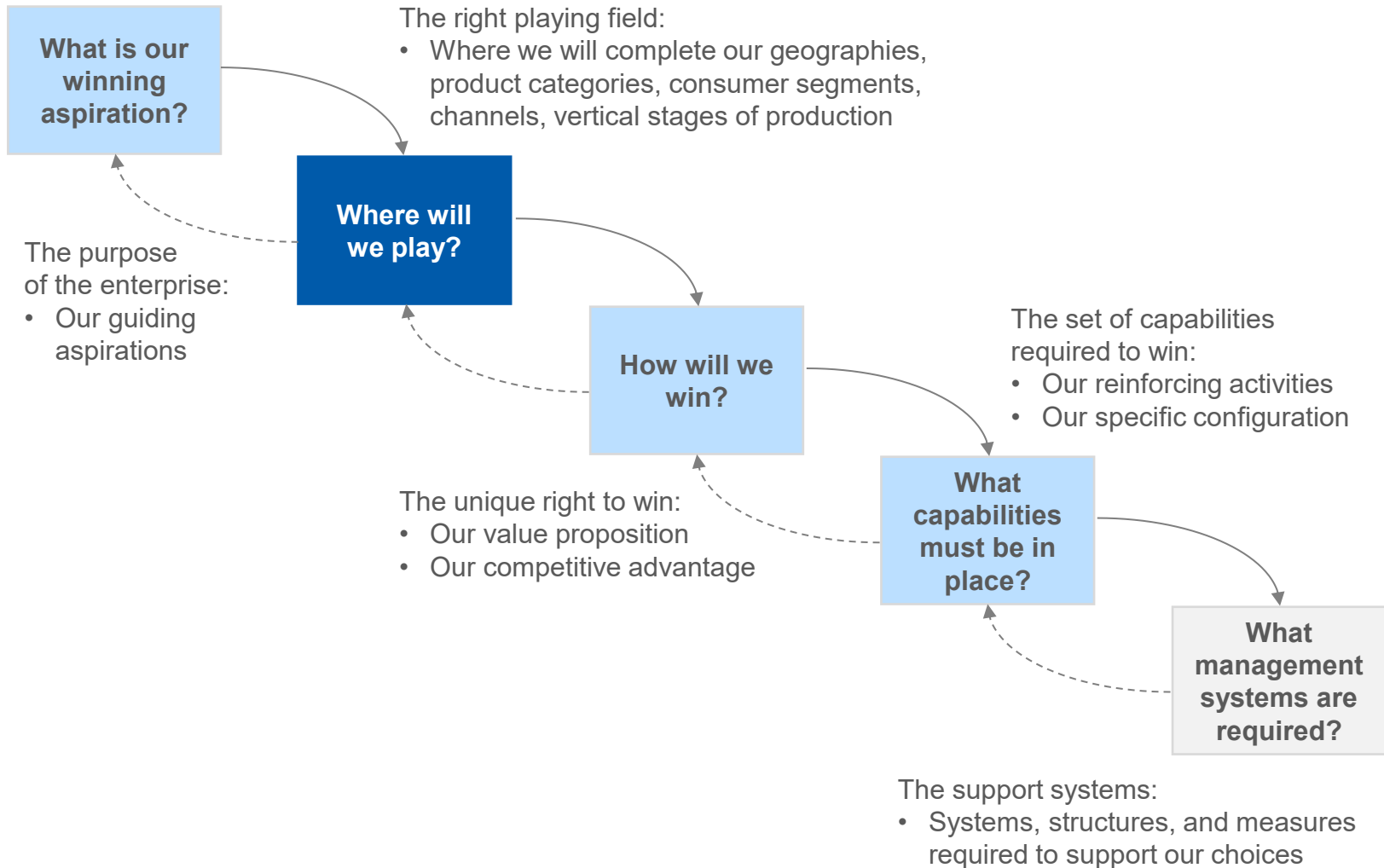
<FS company> has set a 1-year gender diversity goal

Payroll <x%> additional female associates in jobs by <March 2025> (from <~y%> currently) while scaling up the business

Indicative targets for each industry

#	Sector	Target
1	Retail	35-45%
2	FMCG & FMCD	6-8%
	<i>In-store roles</i>	30-50%
	<i>Field roles</i>	0-2%
3	Logistics and e-commerce	5-7%
	<i>Logistics and transport</i>	4-6%
	<i>E-commerce</i>	5-8%
4	BFSI	6.4%
	<i>Office roles</i>	85-95%
	<i>Field roles</i>	3-5%
5	Manufacturing / Industrials	23.0%
	<i>Automated roles</i>	30-50%
	<i>Heavy-lifting roles</i>	0-5%

An integrated cascade of choices



Where will we play to achieve our gender goals?



Which **geographies**? (urban/ rural or N/ S/ E/ W)



Which **industries**? (BFSI/ retail / ...)



Which service **categories**? (on-roll/ off-roll/ value-added/ transfers/ ...)



Which **sources** of candidates? (field/ colleges/ skilling partners/ referrals/ ...)



Which **skill** levels? (unskilled/ semi-skilled/ skilled)



Which **education** levels? (Xth pass/ XIIth pass/ Graduate and above)

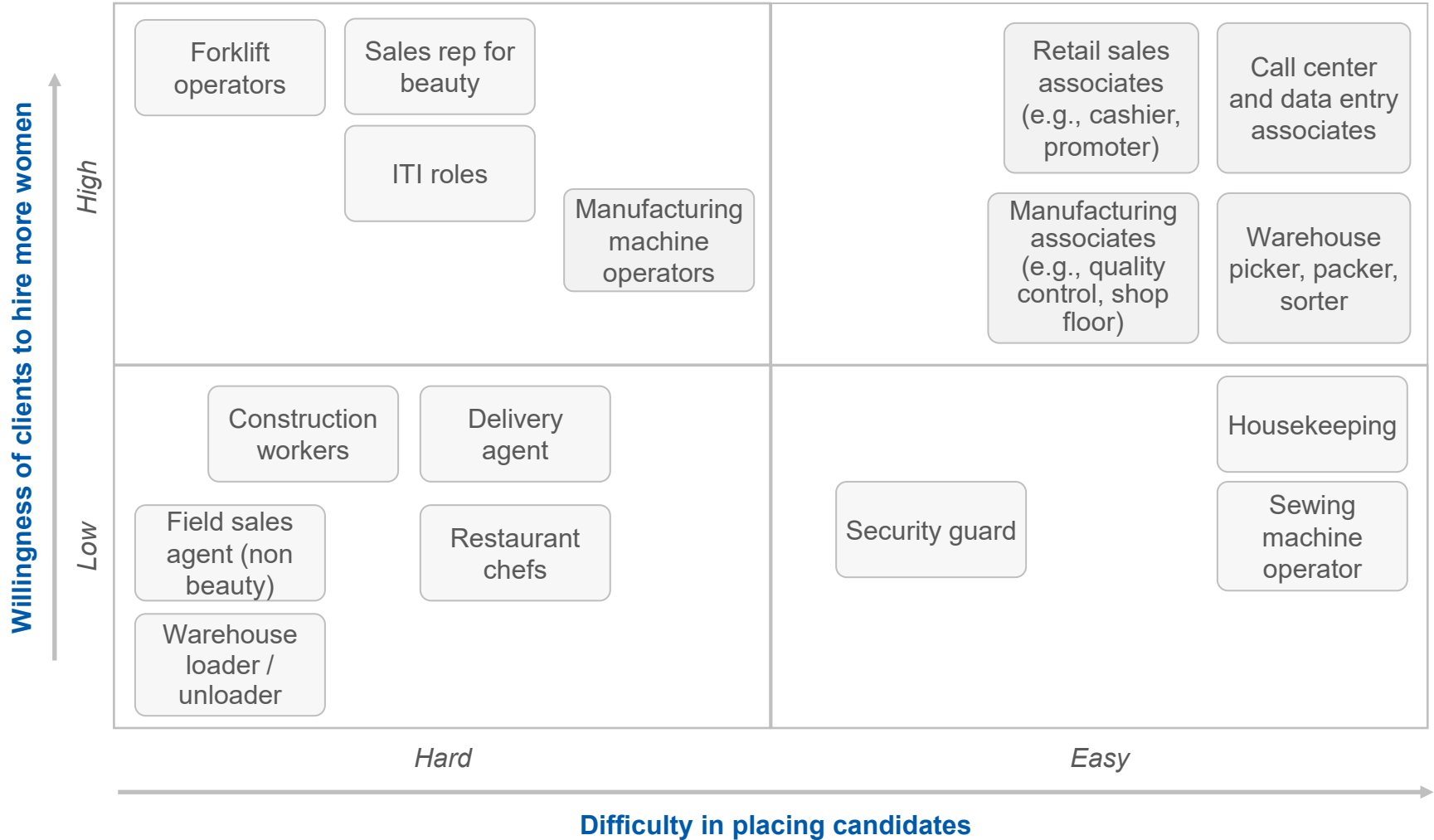


Which **wage** range? (<25k, 25k-40k, ...)



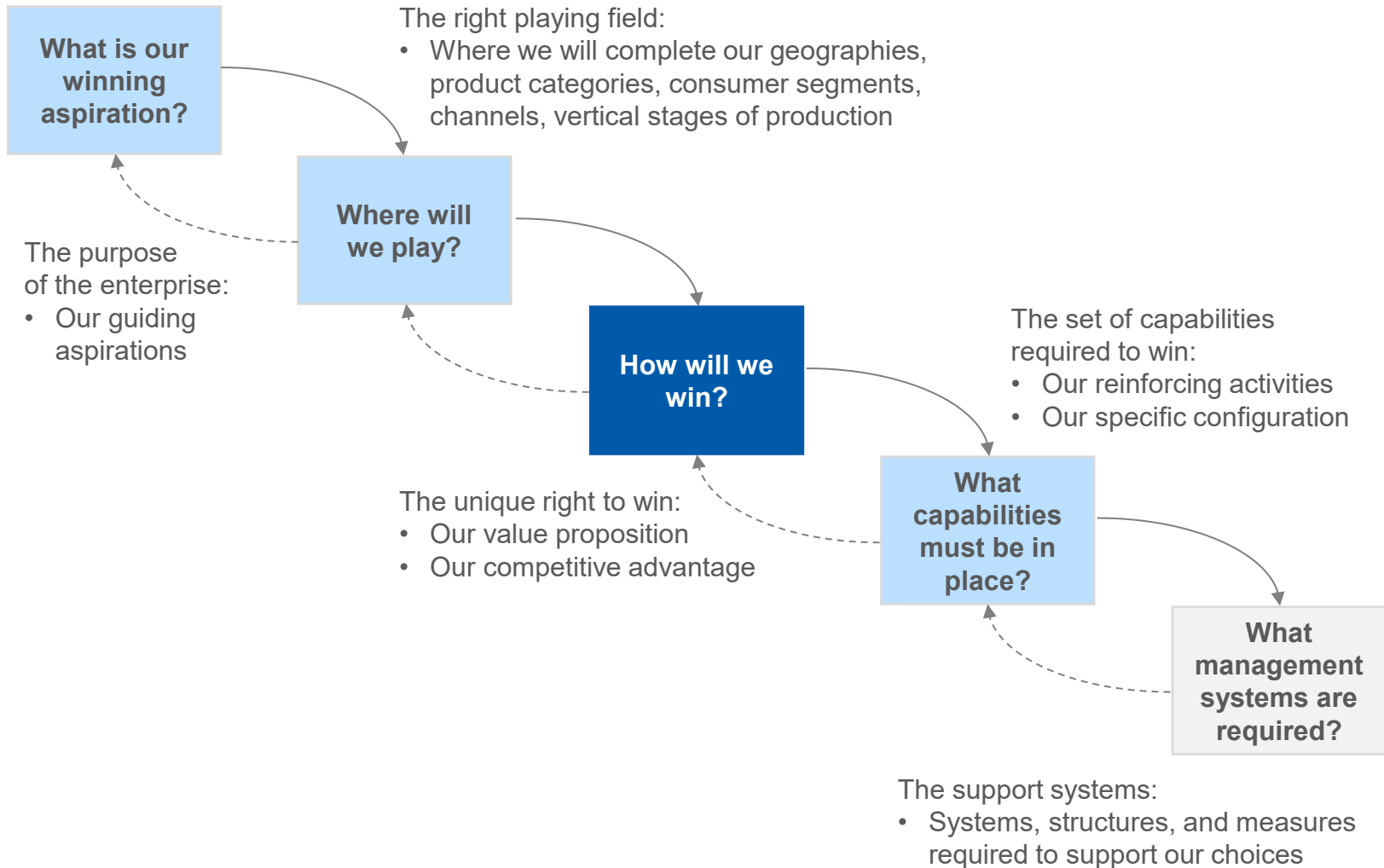
Which **roles**? (See next slide for matrix)

Potential job roles to pitch gender diversity



Which job roles should we target?

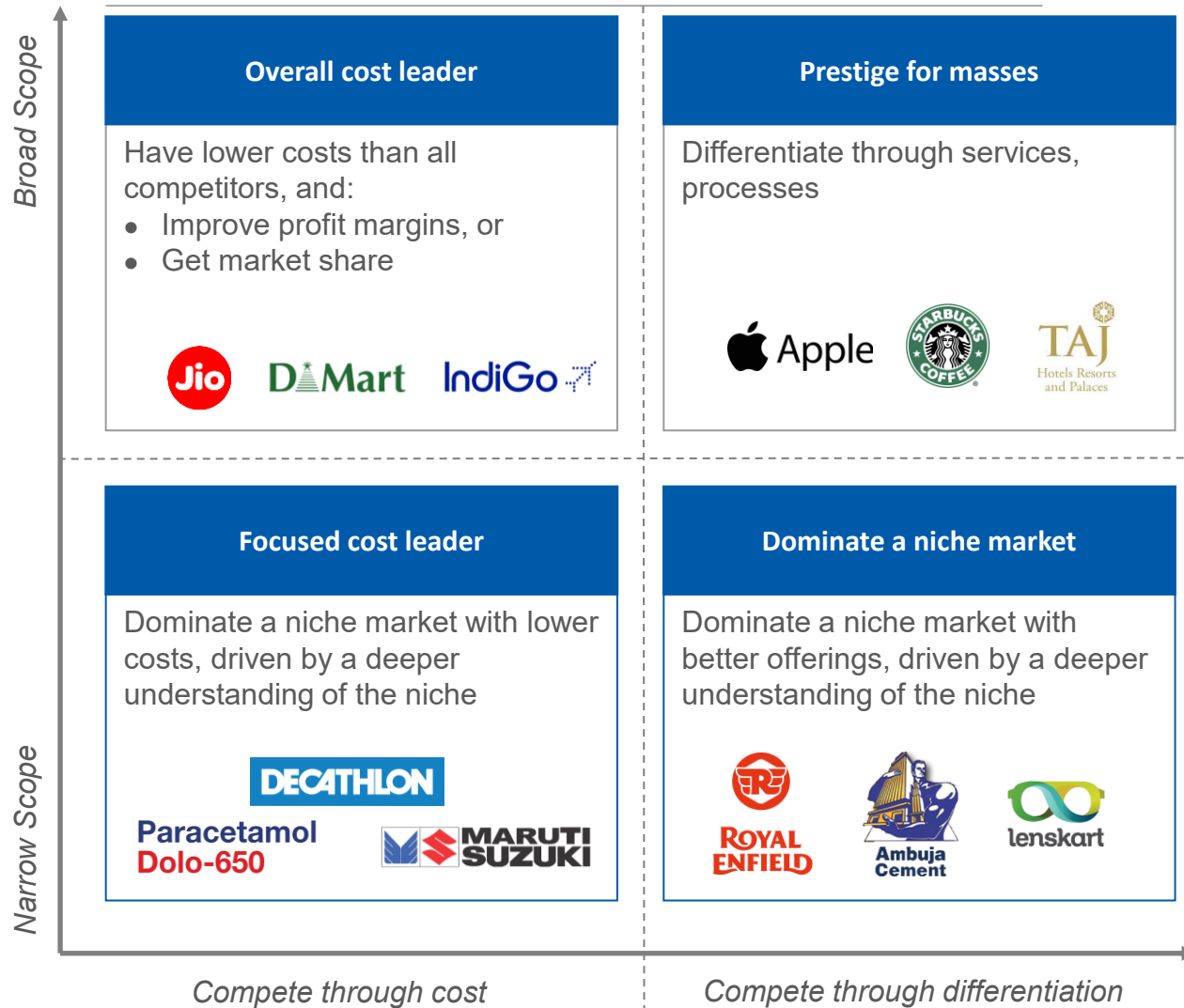
An integrated cascade of choices



Which of these 4 “Ways to win” will we choose?

Preliminary

In the long term, you must choose one option



What capabilities do you need to be a scale player?

Types of niches



Geography

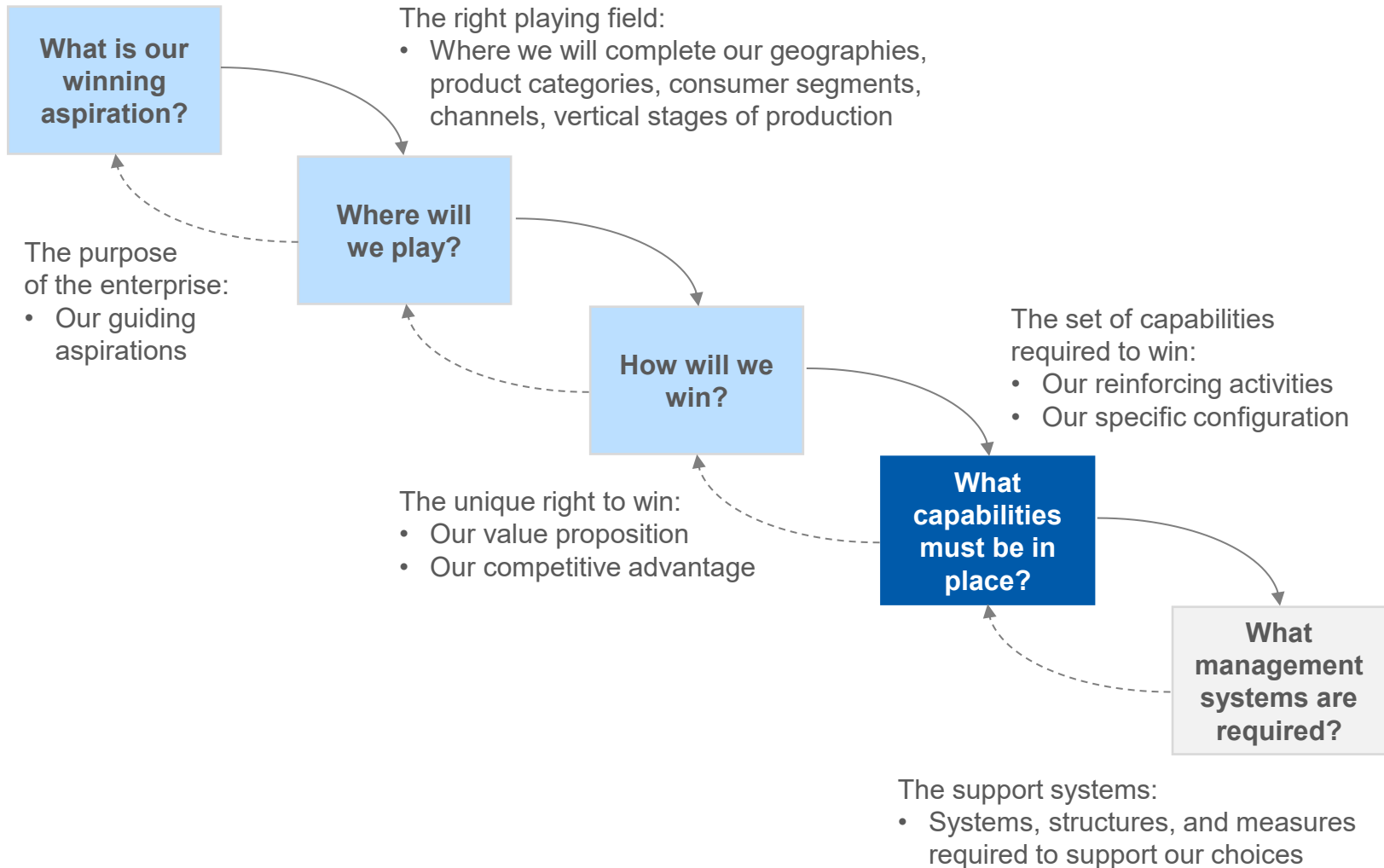


Industry



Price

An integrated cascade of choices



What capabilities are you better at than other companies?



People: Developing the individual skills, knowledge, and behaviors of employees



Process: Improving the efficiency and effectiveness of internal operations



Technology: Optimizing the use of technology to support organizational goals



Information: Ensuring effective data management, analytics, and knowledge sharing

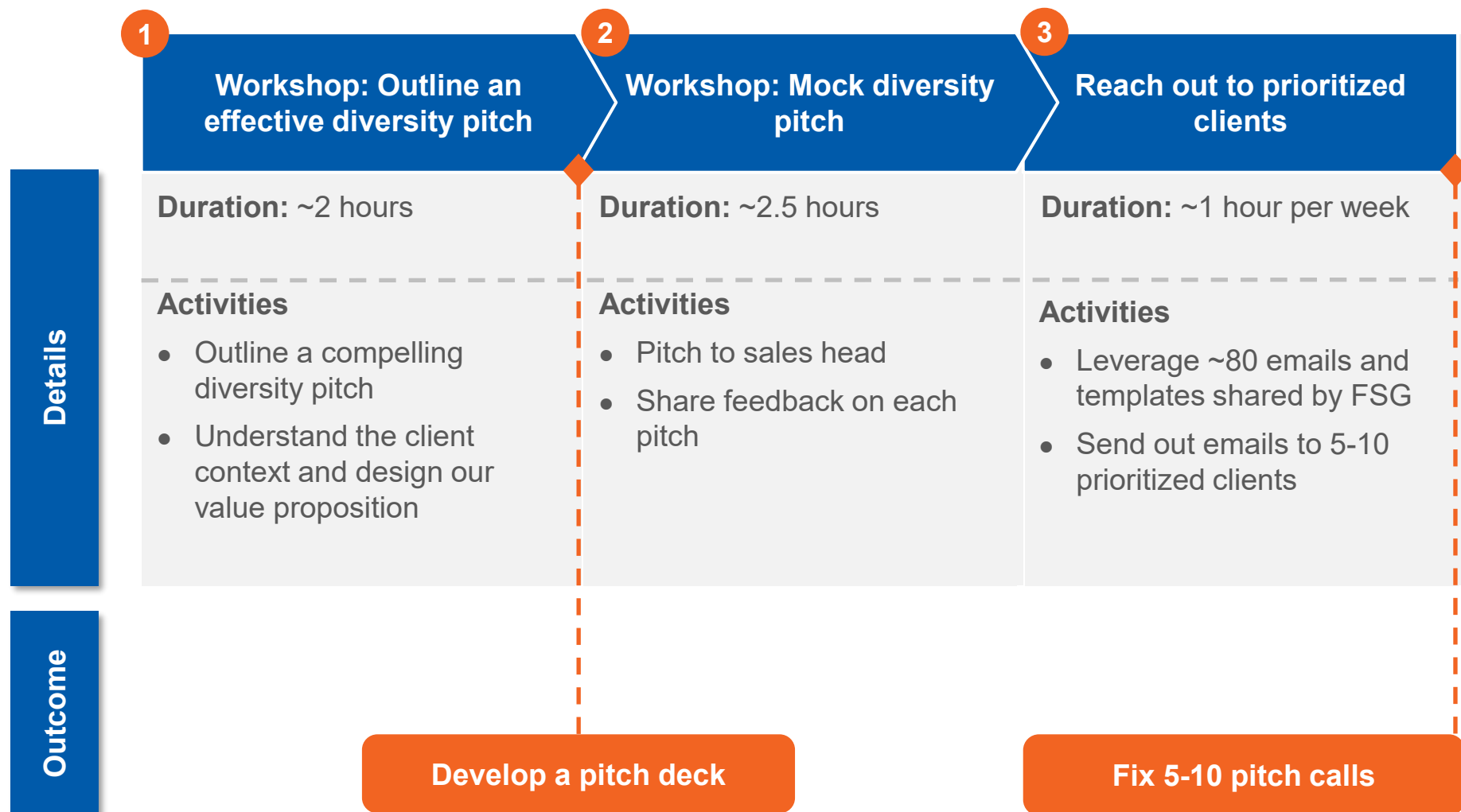


Innovation: Fostering a culture and processes for creative problem-solving and new ideas

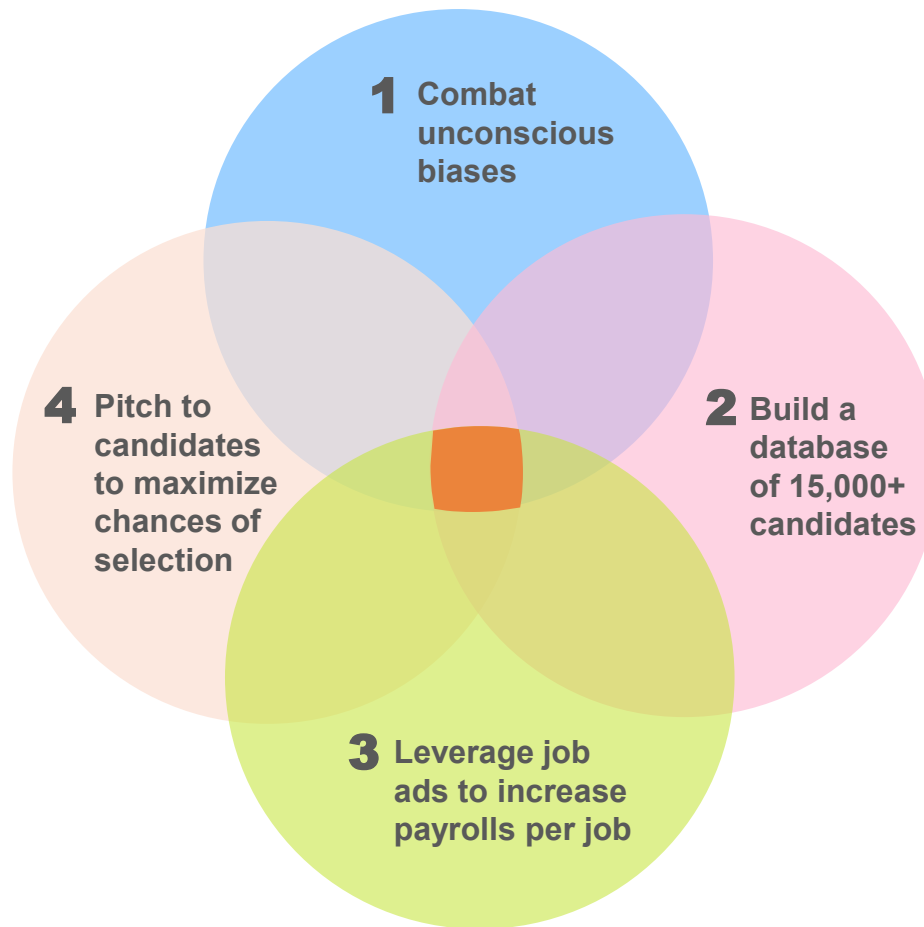
What can you do to ensure you meet gender goals?

- 1 Equip the BD teams:
 - Train BD and sales teams on creating and pitching gender collateral
 - Conduct targeted cold outreach for companies interested in gender
- 2 Train the recruitment teams on 3 skills:
 - Explore effective sourcing strategies across channels
 - Creating compelling job ads that generate more female leads
 - Perfect the pitch to the candidate
- 3 Tie the company-wide goal to department-level targets
- 4 Add incentives for your recruiters

Prepare internally and reach out externally to pitch diversity



Train recruitment team in 4 key areas to hire women effectively



1

- 5 ways unconscious biases affect companies
- 5 kinds of biases
- 14 ways to overcome biases
- 5-point checklist to avoid being biased

2

- 3 ways recruiters assure candidates of authentic jobs
- 5 tips to win skilling partners' trust
- 3 ways to build strong relationships with clients

4

- 3-4 mock candidate pitches
- 4 key steps to developing an effective pitch
- 24-point checklist for pitching to candidates
- 3 tips to ensure candidate selection during interviews

3

- 6 indispensable details for job ads
- 3 tools to make job ads more effective
- 3 optional details to boost trustworthiness of job ad



Where we desire to be

Set gender KPIs for recruiters

Illustrative

Name of gender KPI for recruiters	Description of KPIs	Revise KPIs after 6 months
i Minimum female payrolls in a quarter	Payroll at least 1 woman a quarter, otherwise bonus is withheld	Reduce period to 1 female payroll a month
ii Bonus per female payroll per month	Pay INR 50 for each female candidate payrolled above 3 each month	Increase threshold ¹ to 5 women a month

Phase out voucher scheme and gradually replace with gender KPIs

1. Threshold is the minimum number of women recruited per recruiter to be eligible for the bonus

Launch reward program to incentivize recruiters

Preliminary

Process

- A** Announce the reward program by email / Zoom call
- B** Identify winners from monthly payroll data
- C** Send a monthly email recognizing the top recruiter and manager
- D** GLOW will send an INR 2,000 voucher to the top recruiter and an INR 5,000 voucher to the top manager
- E** Congratulate winners in monthly employee engagement activities (e.g., with a certificate), over a group video call, in an organization-wide email, or on WhatsApp groups

Eligibility for voucher

- Each person is eligible for a maximum of 3 vouchers a year
- Payout is for the highest female payrolls (not # of women that joined)
- The calculation for managers is # of women payrolled by their team / # of the team members

Recognition email for recruiters

Congratulations to Recruiter1 for hiring the most women in Month1!

Photo of recruiter

<20> women payrolled!

Top 3 recruiters in Month1

1. Recruiter1
2. Recruiter2
3. Recruiter3

Table of Contents | Leadership workshops

Leadership workshops

1 Build a Go-to-market strategy for gender

2 Change management

Objectives of today's meeting

- Reflect on the vision and challenges of your company
- Understand the distinct challenges and risks of your company's strategic choices

Vision, strategy and planning are the 3 interdependent levers of a successful transformation journey



**What is your
5-year vision?**

**What challenges does
your company face in scaling 5x?**

Strategy is making cohesive choices (1/2)

For each choice, you have to say no to one option

Decision making: Entrepreneurial

- Autonomous decisions made by business leader
- E.g., McKinsey, Gates Foundation, Google

vs.

Decision making: Process-based

- Decisions made through well-designed processes
- E.g., McDonalds, HDFC

Interdependence between BUs: Collaborative

- Businesses collaborate on strategic pieces
- E.g., Apple MacBook, Watch, and iPhone experience; HDFC has one RM across all product types

vs.

Interdependence between BUs: Independence

- Businesses only work independently
- E.g., Google often has multiple teams developing similar products

Brand strategy: House of brands

- Fully independent brand identities
- E.g., Surf and Tide from P&G, Tata Group companies

vs.

Brand strategy: Unified brand

- All products and sub-brands tied to parent brand
- E.g., Apple iPhone and MacBook, Google products

Ethos: Customer-centric

- Focus on meeting diverse needs of a customer
- E.g., Taj hotels, Investment banking firms, Amazon

vs.

Ethos: Product-centric

- Focus on making and selling a great product
- E.g., Samsung, HealthifyMe, Starbucks

GLOW can help your company make these strategic choices

Strategy is making cohesive choices (2/2)

For each choice, you have to say no to one option

Support functions: Centralized

- Different businesses are served by a common team
- E.g., All P&G brands use the same distributors

VS.

Support functions: Decentralized

- Different businesses have dedicated teams
- E.g., Each P&G brand has a dedicated brand team

Talent acquisition: Develop internally

- Talent is mostly developed through promotions
- E.g., Consulting firms

VS.

Talent acquisition: Acquire externally

- Talent is mostly hired laterally
- E.g., Product acquisitions –YouTube by Google

Business expansion: Deep in same sector

- Deepen understanding and work in select sectors
- E.g., Coca cola only does packaged beverages

VS.

Business expansion: Wide across new sectors

- Explore new, often related sectors for new business
- E.g., PepsiCo products – Lays, Pepsi, Quaker Oats

How to scale: Organic growth

- Grow slower by steadily scaling own business
- E.g., Netflix growing by entering new countries

VS.

How to scale: Inorganic growth

- Grow faster by buying new businesses
- E.g., Cisco

GLOW can help your company make these strategic choices

Each choice brings with it distinct challenges and risks

1. Decision making

Decision making: Entrepreneurial

- Autonomous decisions made by business leader
- E.g., McKinsey, Gates Foundation, Google

vs.

Decision making: Process-based

- Decisions made through well-designed processes, limited variability
- E.g., HDFC, McDonalds

Key challenge: Finding the next set of entrepreneurs who will be just as invested in the business

Key challenge: Setting up “people-proof” processes that are reliable and easy to implement

Key risk: Key business leaders leaving the company and severely impacting the business unit

Key risk: Big upfront investments, inflexible

Each choice brings with it distinct challenges and risks

2. Interdependence between BUs

Interdependence between BUs: Collaborative

- Businesses collaborate on strategic pieces
- E.g., Apple MacBook, Watch, and iPhone experience; HDFC has one RM across all product types

Key challenge: One department could delay progress

Key risks: 1. Delayed decision-making reducing responsiveness to externalities
2. Dilution of accountability eventually leading to unexpected failures of crucial projects

vs.

Interdependence between BUs: Independence

- Businesses only work independently
- E.g., Google often has multiple teams developing similar products

Key challenge: Difficult to manage collaboration and implement consistent processes , (e.g., performance management, L&D, branding, invoicing)

Key risks: 1. Formation of silos that do not interact with each other
2. Loss of alignment with the goals, norms and culture of the parent entity

Each choice brings with it distinct challenges and risks

3. Brand strategy

Brand strategy: House of brands

- Fully independent brand identities
- E.g., Surf and Tide from P&G, Tata Group companies

vs.

Brand strategy: Unified brand

- All products and sub-brands tied to parent brand
- E.g., Apple iPhone and MacBook, Google products

Key challenge: Set a BU brand strategy, hire & retain the right brand managers for the BU, and develop a brand vertical within the BU

Key challenges: 1. Developing an overall brand strategy that covers all current and future brands; 2. Shifting all brands to a new, cohesive branding

Key risk: Reduced “pull” from clients as they may not recognize all brands

Key risk: Brand dilution – when a brand stands for too many things, it actually stands for nothing

Each choice brings with it distinct challenges and risks

4. Ethos

Ethos: Customer-centric

- Focus on meeting diverse needs of a customer
- E.g., Investment banking firms, Taj hotels

vs.

Ethos: Product-centric

- Focus on making and selling a great product
- E.g., Zomato, Google maps,

Key challenge: Ensure that higher cost and complexity in operations eventually lead to higher customer revenues and improved loyalty

Key challenge: Develop a great product that actually addresses a major customer need

Key risks: Constantly prioritizing customers can lead to short-term decisions, such as burning out employees to fulfil extra client requests

Key risk: Business disregards customer feedback, resulting in a complete disconnect from the market at large

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Table of Contents | Business development workshops

Business development workshops

1 Pitching gender diversity to clients

2 BD workshop: Create a compelling pitch

Company1 has set a 1-year gender diversity goal

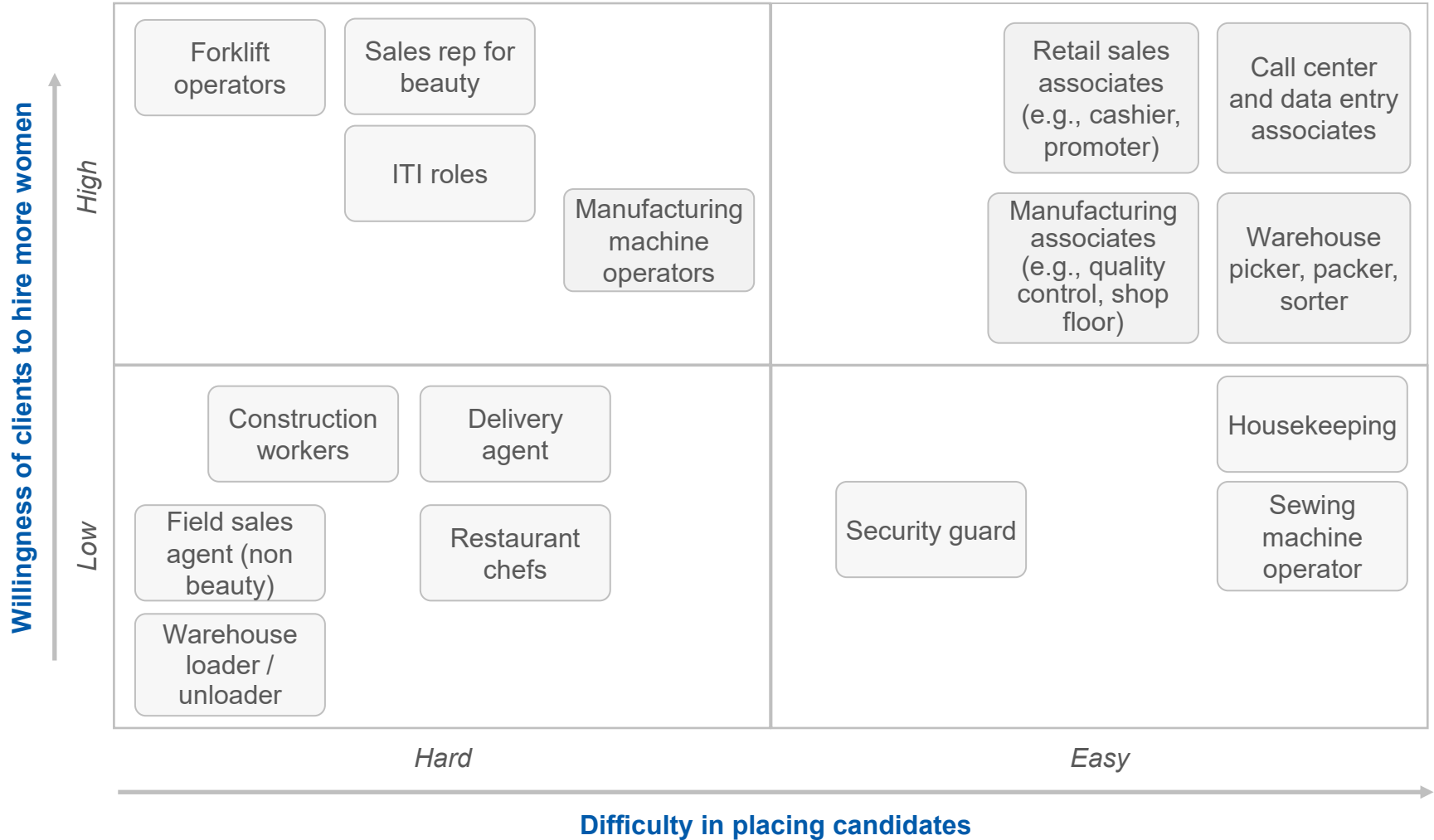
Payroll ~XX additional women associates in jobs (from ~XX in Mar'23 to ~YY in Mar'24)

How will we achieve the goal of moving from XX to YY female associates payrolled each month?

Preliminary

- **Which industries should we target?**
 - XX
- **Which roles should we target?**
 - XX
- **Which roles will be easy from BD?**
 - XX
- **Which role will be easy from ops?**
 - XX

Potential job roles to pitch gender diversity



Which job roles should we target?

What are the criteria for reaching out to companies with a diversity offering?

Preliminary

- **What are the criteria for reaching out to companies with a diversity offering?**
 - XX
- **Based on these criteria, which companies should we target?**
 - XX

4 potential indicators of gender-focused clients

Indicator	Potential sources	Example of the indicator
i Publicly announced diversity goals	• Annual report • Company website • News articles • Social media	<i>"Today, ~22% of our workforce consists of women and we have set a target to increase this to 25% by 2025"</i> – Annual report of a large bank¹
ii Published diversity achievements	• Annual report • Company website • News articles • Social media (e.g., LinkedIn)	<i>"We have onboarded over 1,000 female sales representatives and aspire to have 10,000 by 2026"</i> – LinkedIn post of the CHRO of an FMCG company² <i>"67% increase in women workforce in retail in 1 year"</i> – Website of a retail company³
iii Set internal targets	• Calls with client managers	<i>"A manufacturing client checks gender parameters every month. If they want 70% women and the number is lower than that, they tell us to first bring women."</i> – Manager, staffing company⁴
iv Appointed a DEI head / team	• LinkedIn • News articles	<i>"<Company name> has appointed a Head of Diversity and Inclusion"</i> – News article⁵

1. Mint article [link](#); 2. LinkedIn [post](#); 3. RIL website [link](#); 4. Interview with 1 manager of a staffing company; 5. Economic Times [link](#)

What will we do differently when reaching out for diversity mandates?

Preliminary

- XX

3 potential changes when reaching out with a diversity pitch

Preliminary

- 1 Lead outreach emails with diversity
- 2 Offer to increase female participation by 10 to 20 percentage points
- 3 Position the company as a gender-equitable staffing provider on LinkedIn and in brochures

 Detailed in the following slides

Lead outreach emails with diversity

To: CHRO / Operations head / CEO / Diversity head

Title: Requesting 30 mins to discuss placing more women with <Client1>

Dear <Recipient's name>,

I hope you are well. *<Introduce yourself and your organization in 1-2 lines (e.g., number of associates placed every year, prominent clients, sector expertise)>*. I am writing to request 30 mins to discuss placing women for the upcoming <Job role1> openings at <Client1>.

<Client1> is a leader in gender diversity. *<Share 1-2 points to <Client1's> leadership in and public commitment to hiring women (options below)>*

- *Aims to increase the participation of women in its workforce to 30% by 2025*
- *Grew the participation of women in frontline staff by 5% in the last year>*

Increasing the percentage of women in your workforce could have the following benefits. *<Share 2-3 points on how hiring women in the <Job role1> role will help <Client1> (options below)>*

- *Women are more productive and have greater accuracy*
- *Hiring women leads to better work culture>*

<flexi-staffing company> is keen to support <Client1> achieve <xx%> gender diversity ratio in the <Job role1> role in the next <xx> months. *<Give 2-3 reasons / evidence to show why <flexi-staffing company> is the right partner for gender diverse staffing (options below)>*

- *Number or percentage of women among associates placed every year*
- *Case studies of successfully placing women*
- *External partnerships (e.g., with GLOW, skilling organizations) to build the capability to place women>*

Please suggest a couple of 30-minute timeslots when we can discuss this in detail. I have also attached an overview of our company for your perusal. Look forward to, hopefully, speaking to you soon.

Thanks and regards,
<Name of sender>

Key message

Introduce your organization

Share 1-2 public commitments by the client to hire women

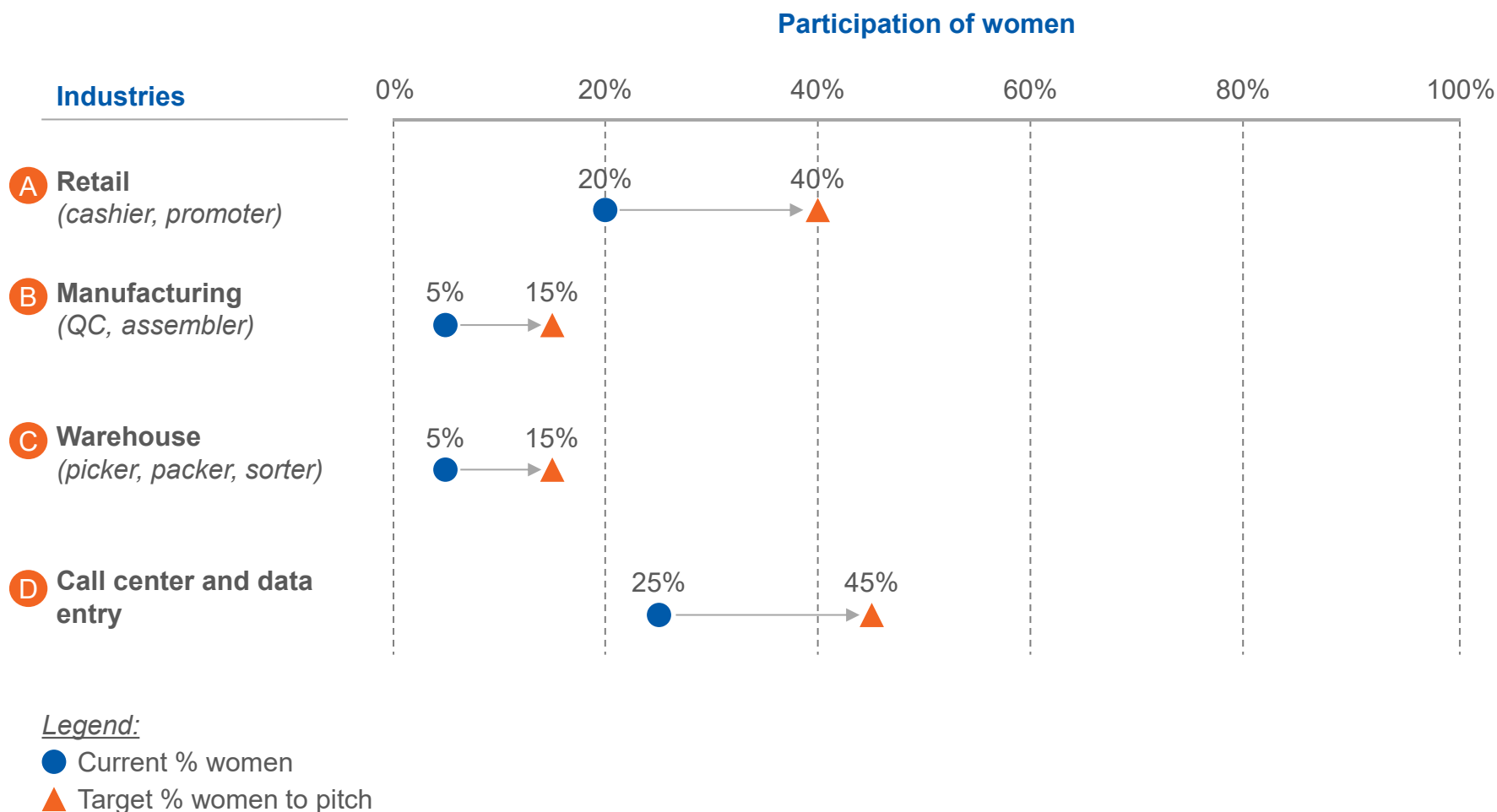
State 2-3 benefits of hiring women

Pitch that you can help meet their gender diversity goals

Clearly communicate next steps

2 Offer to increase female participation by 10 to 20 percentage points

Preliminary



Will clients be excited for this opportunity?

Table of Contents | Business development workshops

Business development workshops

1 Pitching gender diversity to clients

2 BD workshop: Create a compelling pitch

Table of Contents | BD workshop: Create a compelling pitch

1 Outline an effective diversity pitch

2 Create a diversity pitch deck

3 Mock diversity pitch

Goals of the workshop

Goal

Win 5 mandates from diversity-focused clients by leading pitched with gender diversity

Agenda of today's training (~2 hrs)

- Introductions (5min)
- Agree on an outline for a compelling diversity pitch (10 min)
- Align on our capabilities and diversity value proposition for a client (~1 hr 30 min)
- Share an overview of the next session (mock pitch) (15 min)

Homework

- Use the pointers to make a diversity deck and pitch it in the next workshop (~2 hrs over 2 weeks)

What are the elements of a compelling pitch?

- <XX>

A compelling pitch has 7 key titles

Client context

- 1 Gender diversity adds value to [Client1]’s industry
- 2 [Client1] is committed to gender diversity
- 3 However, [Client1] faces 5 challenges to increase female workforce

Value proposition

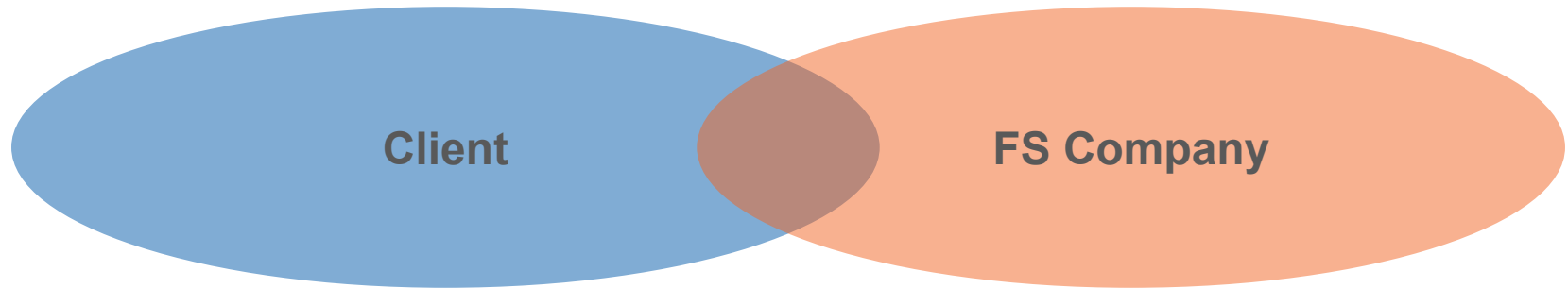
- 4 [FS company] can be your partner in addressing these challenges
- 5 [FS company] is best positioned to support [Client1] in hiring female associates
- 6 Diversity case study 1
- 7 Diversity case study 2

Annexures

- i FAQs
- ii Benefits of hiring women for [Client1]
- iii Company overview (e.g., locations, number of associates)

Any suggestions?

A compelling pitch integrates the client's needs and our capabilities



Understand the client context

- 1 What is the value of gender for clients?
- 2 How do clients show that they are gender equitable?
- 3 What challenges do they face in increasing the female workforce?

Design our value proposition

- 4 How will we address the client's challenges?
- 5 What are our capabilities?
- 6 Where have we done this before?
- 7 What questions will clients ask us?

Answering these 7 questions will create a compelling diversity pitch

Which clients will you make this diversity deck for?

- Visualise a client / industry that you will make this deck for
- Client names
 - <xx>

1

What is the value of gender for clients? (1/2)

- <XX>

What is the value of gender for clients? (2/2)

Benefits of hiring women to flexi-staffing clients^{1,7}

6 benefits of hiring women	Sample pitch	
Higher productivity	“Women field sales agents are able to better explain and convince retailers to buy products”	
Higher accuracy	“In warehouses, women are more accurate in sorting parcels and cause fewer damages”	“Women pickers in dark stores have lower customer complaint rates” ²
Higher retention	“Women are more likely to continue in warehouse roles, reducing your recruitment costs” ³	“In banking roles, the attrition rate of women is much lower than men” ⁴
Improved work culture	“Women are diligent and hard-working. We have seen that even men become more sincere and improve their behaviour and language once women join.”	
Lower absenteeism	“2 large logistics players have observed that women’s attendance is better. Hiring women will increase your attendance and, hence, productivity.” ^{3, 5}	
Higher customer satisfaction	“Female tele-callers bring higher customer satisfaction. They are able to better empathize and resolve your customer’s issues.” ⁶	

1. List is illustrative; 2. Interview with 1 large logistics company; 3 Mahindra Logistics [link](#); 4. Business Today article [link](#); 5. HR Katha [link](#); 6 Interview with a manager at 1 job portal; 7. Benefits are anecdotal and qualitative

2

How do clients show that they are gender equitable? (1/2)

- <XX>

How do clients show that they are gender equitable? (2/2)

4 indicators that a client is gender-equitable

Indicator	Potential sources	Example of the indicator
i Publicly announced diversity goals	• Annual report • Company website • News articles • Social media	<i>“Today, ~22% of our workforce consists of women and we have set a target to increase this to 25% by 2025”</i> – Annual report of a large bank¹
ii Published diversity achievements	• Annual report • Company website • News articles • Social media (e.g., LinkedIn)	<i>“We have onboarded over 1,000 female sales representatives and aspire to have 10,000 by 2026”</i> – LinkedIn post of the CHRO of an FMCG company² <i>“67% increase in women workforce in retail in 1 year”</i> – Website of a retail company³
iii Set internal targets	• Calls with client managers	<i>“A manufacturing client checks gender parameters every month. If they want 70% women and the number is lower than that, they tell us to first bring women.”</i> – Manager, staffing company⁴
iv Appointed a DEI head / team	• LinkedIn • News articles	<i>“<Company name> has appointed a Head of Diversity and Inclusion”</i> – News article⁵

1. Mint article [link](#); 2. LinkedIn [post](#); 3. RIL website [link](#); 4. Interview with 1 manager of a staffing company; 5. Economic Times [link](#)

3 What challenges do they face in increasing female workforce? (1/2)

- <xx>

3 What challenges do they face in increasing female workforce? (2/2)

Warehouse clients face 4 key challenges in increasing female workforce

Challenges¹

Objections raised by staff

Low priority given to hiring women

"Women are not as fast as men. My turn around time will get affected if I hire women"

- Team Lead, Warehouse

"We can add women, but we have to be careful about their safety"

- HR Manager, Warehouse

Limited capability to hire women

"We cannot find interested women candidates who stay close to the warehouse"

- Team Lead, Warehouse

"Women leave for personal reasons like marriage and childbirth"

- Manager, Warehouse

"Even if women are ready to work, their family members do not allow"

- HR Manager, Warehouse

Unfavorable government regulations

"State laws do not allow us to have women in night shifts. We have filed a lot of applications, but this has not been allowed till now"

- National HR Head, Warehouse

Low capacity to invest in infrastructure

"Many warehouses do not have separate washrooms for women"

- Team Lead, Warehouse

"We cannot provide pickup and drop services to women due to the heavy expenditure"

- HR Manager, Warehouse

1. Based on interviews with executives, hub managers, HR, operations managers

How will we address the client's challenges?

- <XX>

What are our capabilities?

- Have we addressed challenges / provided female candidates for other clients?
 - <XX>
 - <XX>
- Service delivery
 - <XX>
 - <XX>
- Current diversity
 - <XX>
 - <XX>
- Value added services
 - <XX>
 - <XX>
- <XX>

Where have we done this before?

- <XX>

What questions will the clients ask us?

- <XX>

What questions will the clients ask us?

4 FAQs to address in a diversity pitch

Sr. No.	Question	Response
1	How will employing more women benefit us?	• Women retain longer than men • Women create a better work environment. (e.g., warehouses have seen men become more diligent when working with women)
2	Why should I pick you for diversity?	Internally, we are already at <40%> women. We want to increase the % in our associates from <15%> to <30%> in 3 years. We have done this for other players in your industry such as <case study>
3	Can you place women in difficult roles (e.g., loader/unloader or field sales roles)	This is a tough role to place women in. Lets start with high potential roles such as <picker/packer, promoter> and move from <10%> to <30%> women.
4	Women do not want to work in this industry	Research shows women want to work, especially 10th/12th pass women in entry level roles. We can focus on high potential roles (e.g., warehouse picker, packer, sorter) to place more women

Table of Contents | BD workshop: Create a compelling pitch

1 Outline an effective diversity pitch

2 Create a diversity pitch deck

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Next steps

Homework

- Create a 5-10 slide diversity pitch deck incorporating the client's needs and our value proposition
- Submit your deck 1 day before the next workshop for a smooth training
- Reach out to Anuja in case you are struggling with quotes for partners

Next steps

- Next session: 2 weeks from today
- Each person will pitch to the sales head / CEO for up to 15 minutes each. The group will share feedback after each pitch.
- The sales head / CEO will score each pitch on 7 criteria. The best pitch will get an award.

Do you have any questions?

Pitches will be scored on 7 criteria

Sr. No.	Question	Rating (0-5)	Suggestions for improvement
1	Was the need to hire women clear and compelling?		
2	Did the company seem capable of delivering on diversity?		
3	Were the responses to your questions compelling?		
4	Were the next steps clear?		
5	Did the conversation stay focused on diversity?		
6	Did the pitch engage the client (e.g., asked questions, 2-way conversation)		
7	How likely are you to consider a second meeting?		
	Total rating	/ 35	

4 FAQs to address in a diversity pitch

Sr. No.	Question	Response
1	How will employing more women benefit us?	• Women retain longer than men • Women create a better work environment. (e.g., warehouses have seen men become more diligent when working with women)
2	Why should I pick you for diversity?	Internally, we are already at <40%> women. We want to increase the % in our associates from <15%> to <30%> in 3 years. We have done this for other players in your industry such as <case study>
3	Can you place women in difficult roles (e.g., loader/unloader or field sales roles)	This is a tough role to place women in. Lets start with high potential roles such as <picker/packer, promoter> and move from <10%> to <30%> women.
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Table of Contents | BD workshop: Create a compelling pitch

1 Outline an effective diversity pitch

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Goals of today's workshop

Goal

Win 5 mandates from diversity focused clients by leading pitches with gender diversity

Agenda of today's workshop (~2.5 hrs)

- Introductions and instructions (5min)
- Mock pitches to sales head (~2 hrs)
 - Pitch to sales head (~15 min per pitch)
 - Group shares feedback on each pitch (~15 min per pitch)
 - BD head / CEO assign scores to the pitch (~5 min per pitch)
- Summarise key steps and messages to deliver an effective diversity pitch (15 min)
- Share feedback on today's workshop (10 min)

Group discussion on pitch

Pitch made by	What went well	What could be improved
Person 1	• <XX>	• <XX>
Person 2	• <XX>	• <XX>
Person 3	• <XX>	• <XX>
Person 4	• <XX>	• <XX>

Handout: Scoring sheet

Sr. No.	Question	Rating (0-5)	Suggestions for improvement
1	Was the need to hire women clear and compelling?		
2	Did the company seem capable of delivering on diversity?		
3	Were the responses to your questions compelling?		
4	Were the next steps clear?		
5	Did the conversation stay focused on diversity?		
6	Did the pitch engage the client (e.g., asked questions, 2-way conversation)		
7	How likely are you to consider a second meeting?		
	Total rating	/ 35	

What are 1-2 key learnings from today's workshop?

- <XX>

- **Can we win 5 diversity mandates using this pitch?**
- **Which client will you pitch this to first?**

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Recruiter trainings

1 Recruiter pitch training

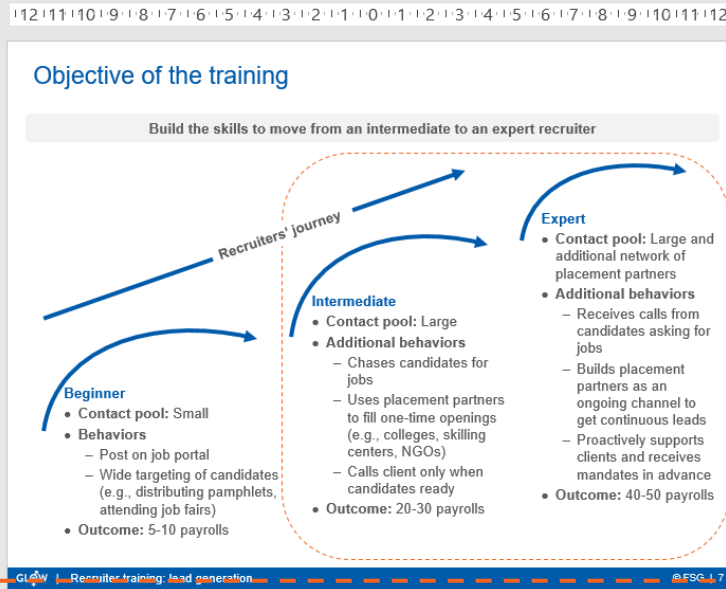
2 Candidate sourcing training

3 Job ad development training

4 Minimising candidate drop-offs training

5 Unconscious bias training

Before starting, keep the speaker notes handy



Talking points

English

- We have worked with many recruiters over the last 2 years and we have found that while good recruiters get 20-30 payrolls, outstanding recruiters get 40-50 payrolls

Pull the grey line up or refer to the shared word file to show speaker notes in both English and Hindi

Goals of training

Goal

- Share 4-5 key messages to use in pitches, including 2-3 messages for female candidates
- Share 3-4 questions to screen candidates and prepare them for interviews
- Share 4-5 common questions asked by candidates and suggested responses

Flow of training (~1.5 hours)

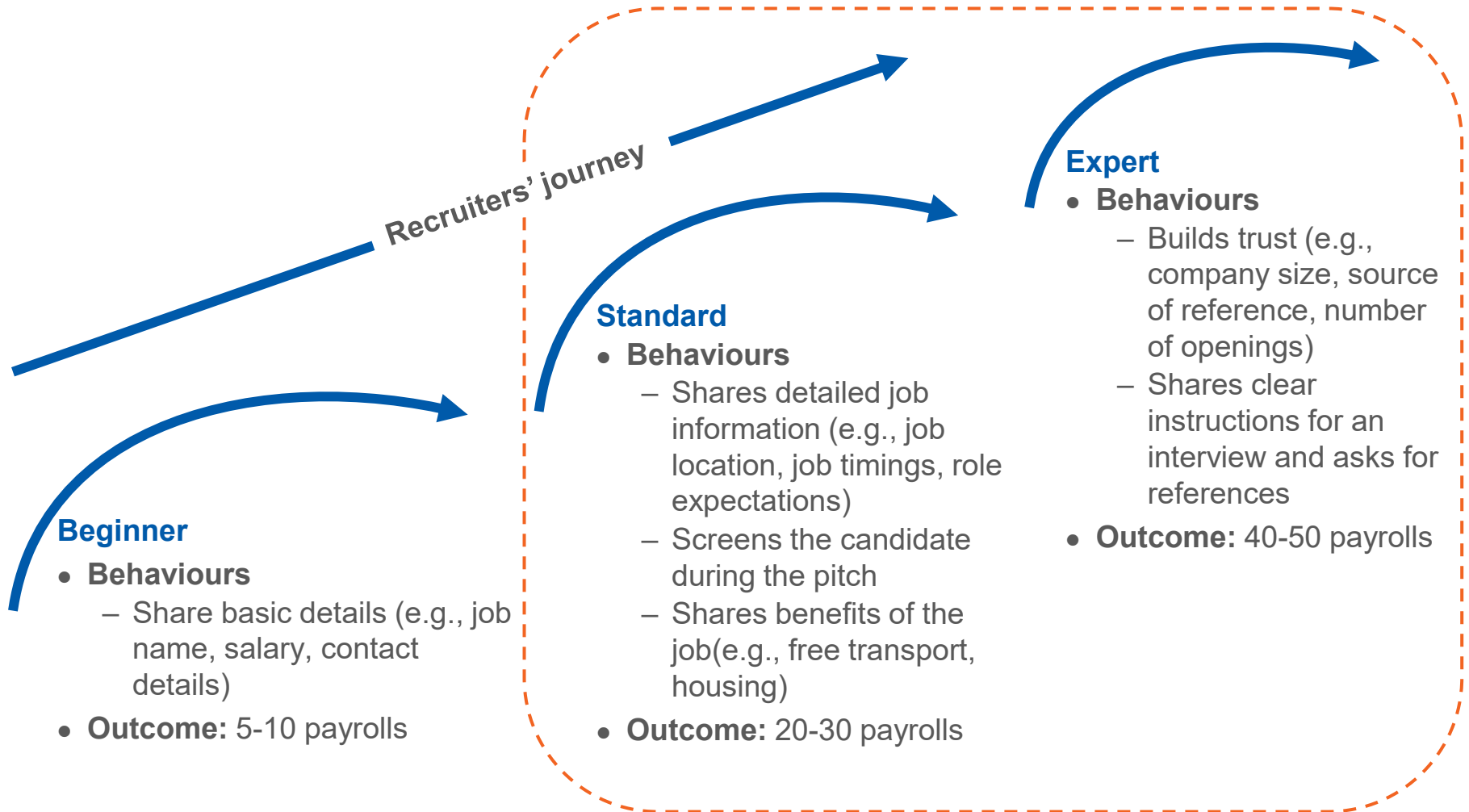
- Introductions (5 min)
- Explain how to move from standard to expert recruiter (10min)
- Practice pitch by 3-4 participants followed by a group discussion on what went well and what could be improved (~20 min per pitch)
- Share the ideal flow of the pitch and checklist for a good pitch (5 min)
- Ask for feedback (10 min)

Mode

Zoom or in-person

Objective of the training

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



Instructions for practice pitch 1: Call

Setting

- You are pitching a housekeeping role over the phone to a 22 year old woman candidate
- You got the candidate's number via Apna
- The job pays INR 12,000 per month

Instructions for the recruiter

- Manager / GLOW member who will act as the candidate
- You have to convince the 22-year-old candidate for an interview with the client

Instructions for the audience

- Observe the pitch and write down
 - What are 3 things that went well in the pitch?
 - What are 3 areas of improvement in the pitch?

Do you have any questions before we begin?

As you listen to the pitch, think about two things



What went well?



What could be improved?

Group discussion on pitch

Pitch made by	What went well	What could be improved
Recruiter 1	<XX>	<XX>
Recruiter 2	<XX>	<XX>
Recruiter 3	<XX>	<XX>
Recruiter 4	<XX>	<XX>

Instructions for mock pitch 2: Field

Setting

- You are pitching a retail sales associate role on the field to an associate in a competitor's store
- The job pays INR 12,000 per month

Instructions for the recruiter

- Pitch the job to the manager / GLOW member who will act as the candidate
- You have to line up the candidate for an interview with the client

Instructions for the audience

- Observe the pitch and write down
 - What are 3 things that went well in the pitch?
 - What are 3 areas of improvement in the pitch?

Do you have any questions before we begin?

As you listen to the pitch, think about two things



What went well?

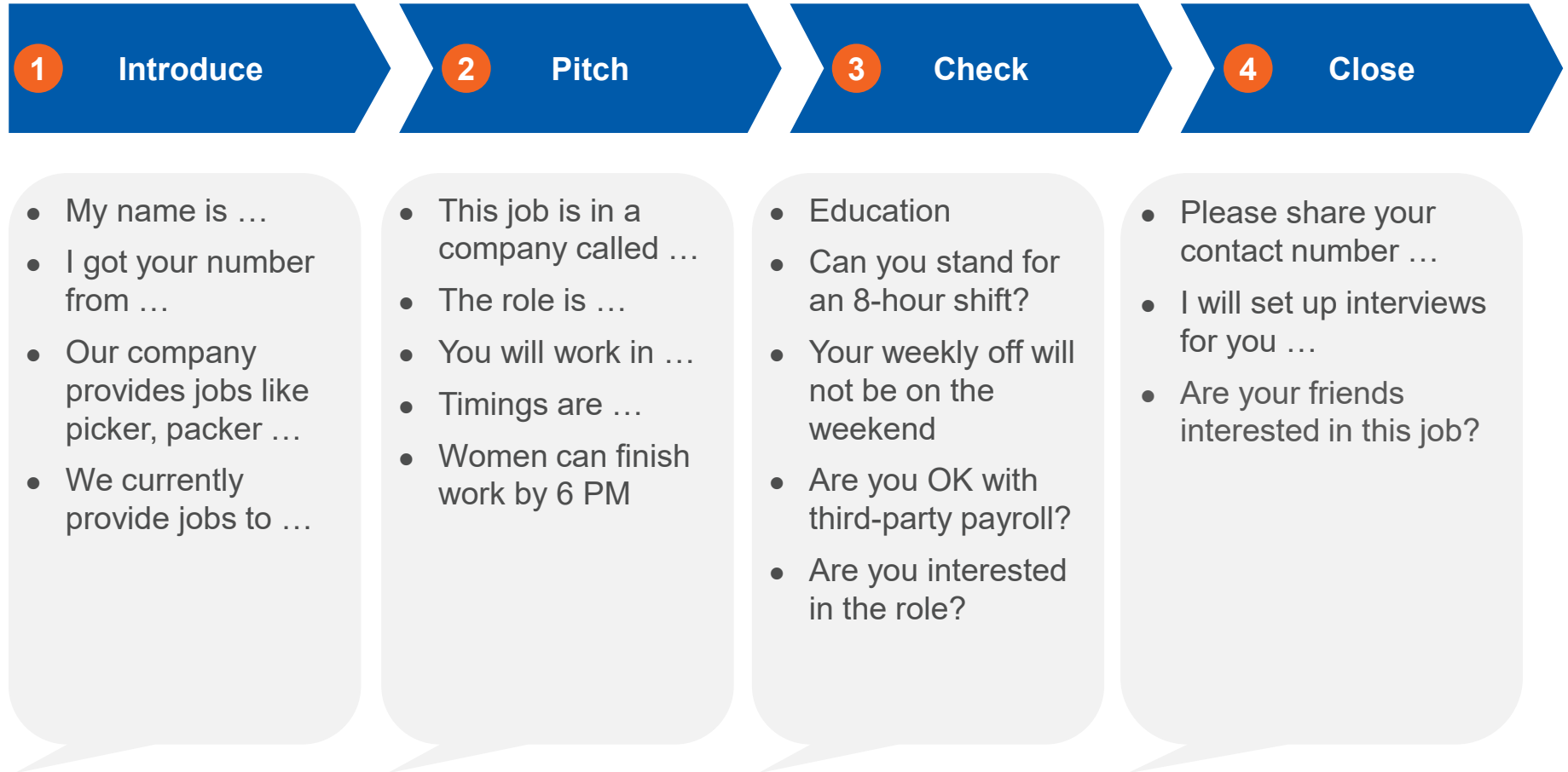


What could be improved?

Group discussion on pitch

Pitch made by	What went well	What could be improved
Recruiter 1	<XX>	<XX>
Recruiter 2	<XX>	<XX>
Recruiter 3	<XX>	<XX>
Recruiter 4	<XX>	<XX>

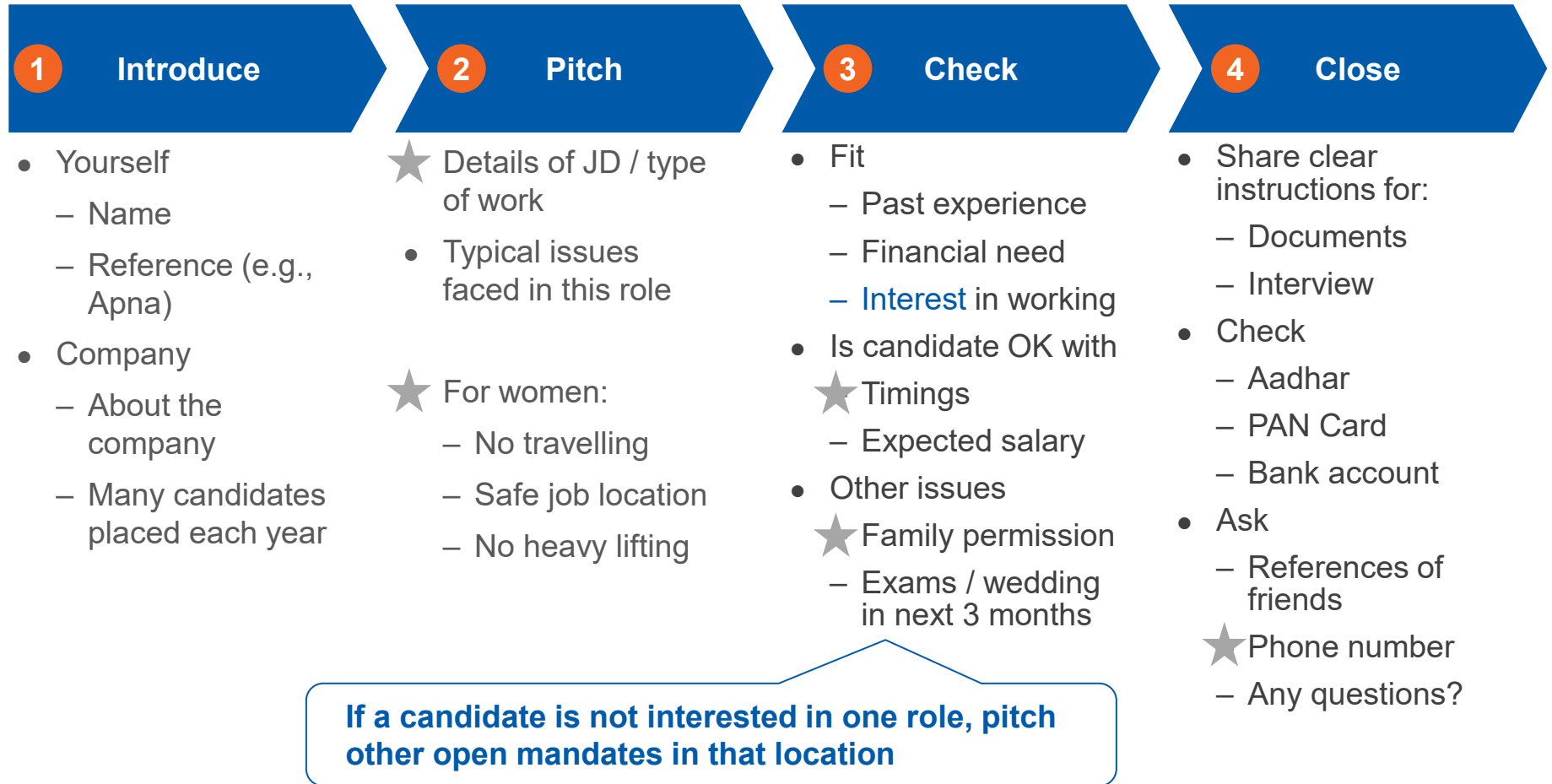
There are 4 key steps to an effective pitch



Are there any other important steps?

Checklist for recruiters when pitching to candidates

Preliminary



★ Key points for a short pitch

3 tips before sending a candidate to an interview

Preliminary

- Video call the candidate on interview day:
 - Ensure that the candidate is **neatly dressed**
 - Ensure that the candidate has **taken the required documents**
 - **Encourage them** before the interview
- Train the candidate on **common questions** from clients, such as:
 - Can you stand for 8 hours of the shift?
 - What are your expected work hours?
 - Can you work overtime?
- **Conduct practice interviews** if the employer has a high rate of rejection

Do you want to share any other tips?

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

Tips for trainers

Before the training

- Remind everyone that the goal of this training is to learn how to become an expert recruiter and achieve 50 payrolls
- If training is over Zoom, ask everyone to switch on their videos

During the training

Engage participants

- Ask people who are quiet to share their views (For example, you can say, “Neha, please tell the recruiter what went well”)
- Stop the pitch if the candidate is too polite
- Ask for “what went well” first. If someone starts giving areas of improvement before sharing what went well, stop them immediately
- Ask recruiters to look at the person they are sharing feedback about with

Facilitate discussions

- Add new points only after others have shared. Do not share all your new feedback after the first pitch
- Type the responses as and when the recruiter is sharing
- Share a practical example with each tip to show its importance
- Do not reject recruiters’ feedback, even if it is incorrect
- Include your manager in the training to share more experiences

After the training

- Ask “What are the top 1-2 learnings for you from this training?”
- Take immediate feedback (e.g., can you share a rating on a scale of 1-5)

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Recruiter trainings

1 Recruiter pitch training

2 Candidate sourcing training

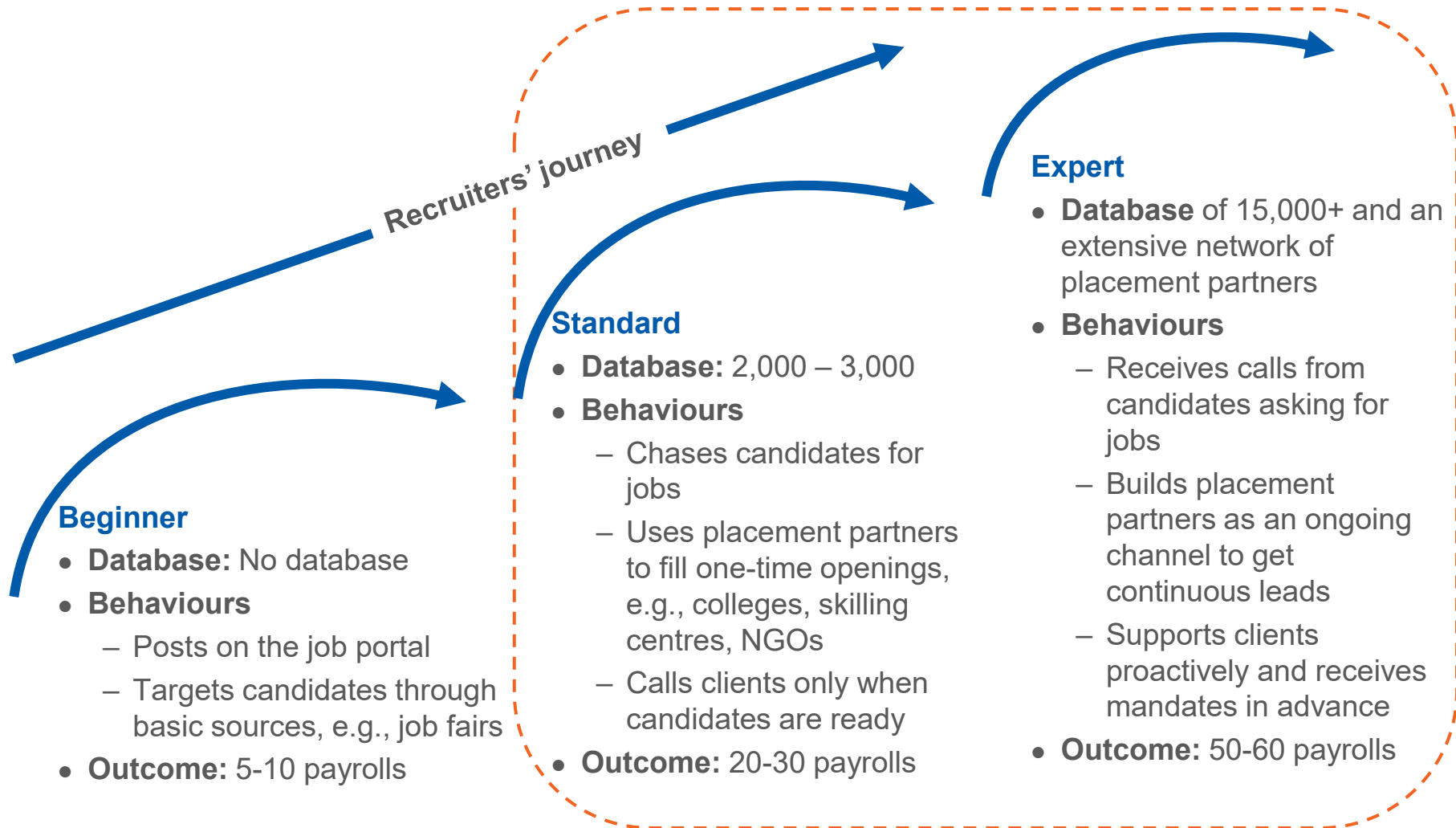
3 Job ad development training

4 Minimising candidate drop-offs training

5 Unconscious bias training

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

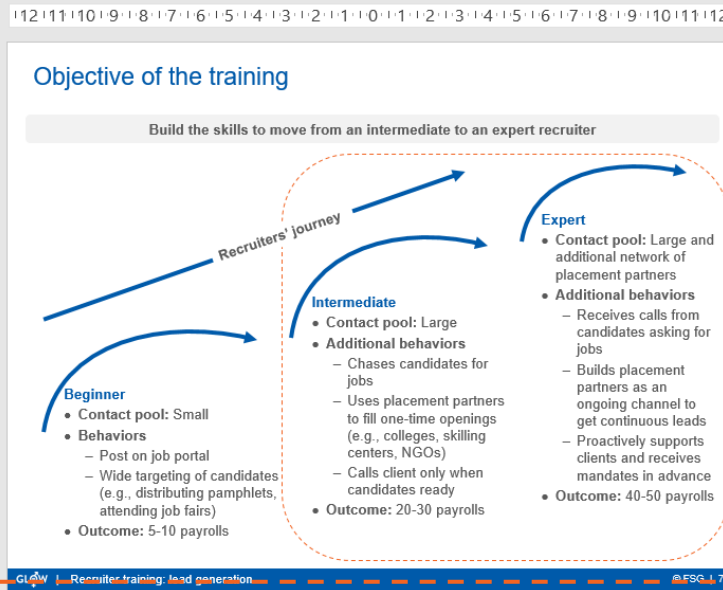
What are 1-2 learnings you will implement from today's training?

Table of Contents | Recruiter trainings

Recruiter trainings

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Before starting, keep the speaker notes handy



Talking points

English

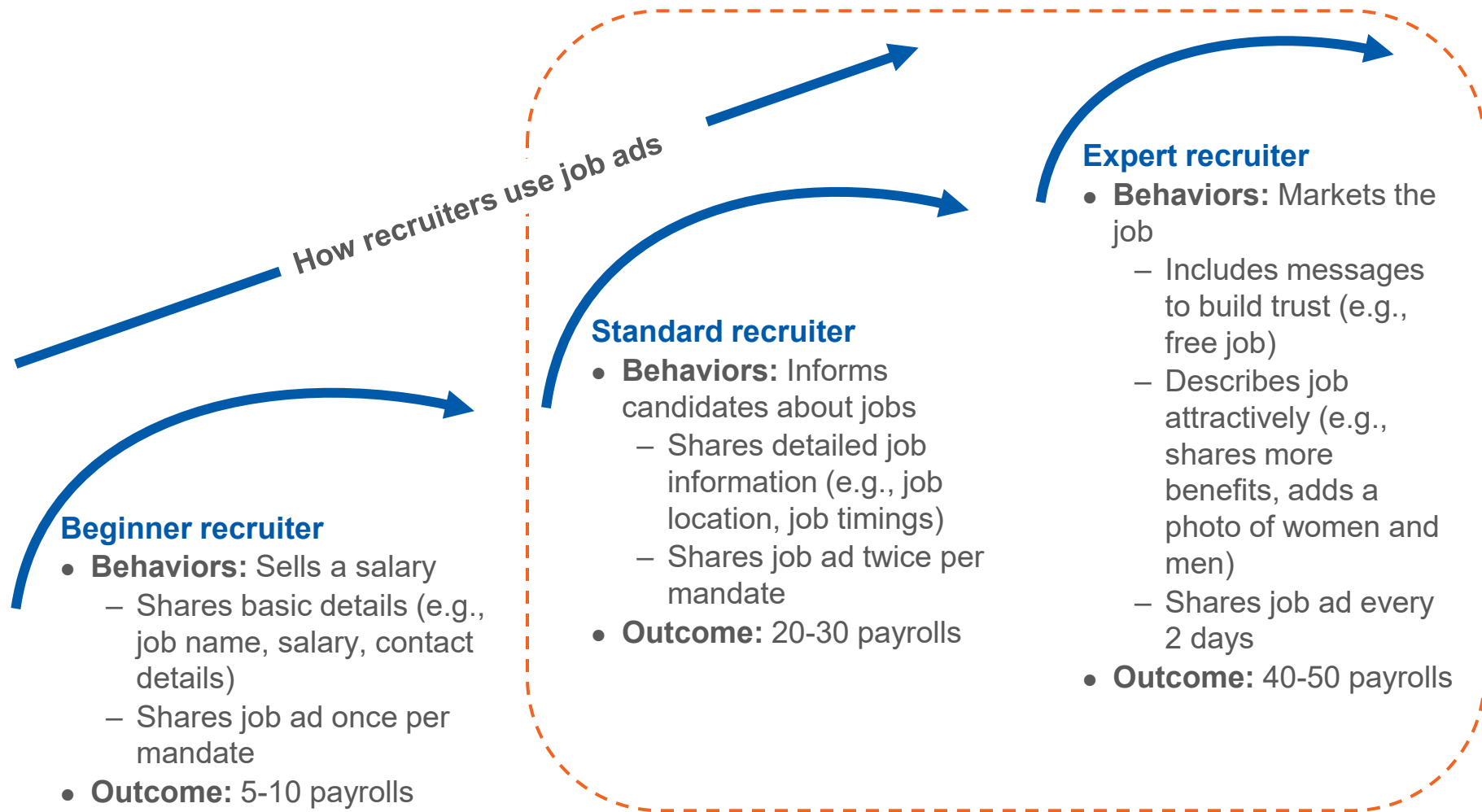
- We have worked with many recruiters over the last 2 years and we have found that while good recruiters get 20-30 payrolls, outstanding recruiters get 40-50 payrolls

Pull the grey line up or refer to the shared word file to show speaker notes in both English and Hindi

Goals of training

Goal	Recruiters get more leads by making better job ads
Flow of training (~1 hr)	• Introductions (5min) • Explain the skills required to move from standard to expert recruiter (5min) • Share 6 details that expert recruiters always add to their messages (~20 min) • Share 6 optional details to add to messages along with situations to use them (~20 min) • Summarise and share more tips (5 min) • Ask for feedback (5min)
Mode	Zoom or in-person

Objective of the training is to build skills to create and use job ads like an expert recruiter



We will prioritize job ads for 2 channels in today's training

Prioritised channels

- WhatsApp status
- WhatsApp message

Deprioritized channels

- Job portal (e.g., Apna)
- Field (e.g., posters, standees)
- Facebook

Activity: What can you add to make this job ad better?

Typical WhatsApp message by a standard recruiter

Urgent hiring for promoter

Salary: 10,000-12,000

Education: 10th and above

Location: New Delhi

Interested candidates plz call me

9823843xxx (Sanjay)

19:02 ✓✓

What can you add to this message?

- XX

Standard recruiters share only 6 details of the job and do not regularly share job ads

Standard recruiter job ad

Informs candidates about jobs

- Shares detailed job information
 - Name of the job role
 - Salary
 - Contact number and name of the recruiter
 - Experience/ education
 - Job location
 - Job timings
- Shares job ad twice per mandate

Sample WhatsApp message

Urgent hiring for promoter

Salary: 10,000-12,000

Education: 10th and above

Location: New Delhi

Interested candidates plz call me

9823843xxx (Sanjay)

19:02 ✓✓

Expert recruiters add 6 more details and share job ads frequently to get more leads

Expert recruiter job ad

Markets the job

- Includes 6 more details to describe the job attractively and build trust
 - Free job
 - Request for referrals
 - 1-2 line job description
 - Women can apply
 - Photo of women and men in the job role
 - Benefits (e.g., social security, free meal)
- Shares job ad every 2 days

Sample WhatsApp message



Free job for women and men! Earn INR 11,000 in-hand + PF + ESIC!

Job role: Promoter. Stack shelves and explain products to customers.

Location: Delhi

Qualifications: 10th pass. Freshers can apply.

To apply: call 987342XXXX (Sanjay)

Please share with friends and family

10:08 pm ✓✓

Do you have any other suggestions to improve this job ad?

3 tools to increase outreach effectiveness

- 1 Add a voice note explaining the job
- 2 Share link to jobs group on WhatsApp
- 3 Use online tools to create messages (e.g., ChatGPT, Google Bard)

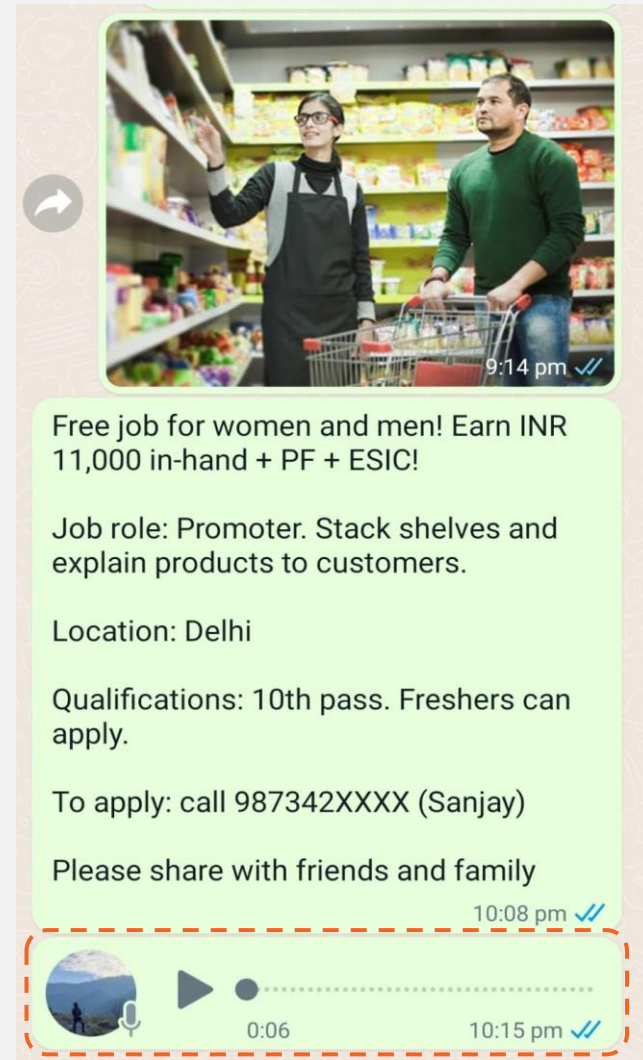
We will discuss these in detail in the following slides

Add a voice note explaining the job

6 tips to use voice notes

- **When to use?**
 - Hiring for candidates who are not proficient in English or reading
 - Sharing interview tips with the candidate
 - Explaining the job description
- **How to create?**
 - Create a new status to add a voice note
 - WhatsApp does not allow adding text and voice notes in the same status
 - Write the script before recording the voice note
- **What to share?**
 - Keep the voice note short (~2 mins)
 - Record audio in the local language
 - Send your contact details with the voice note

Sample WhatsApp message with voice note



Share link to jobs group on WhatsApp

4 tips to share link to jobs group

- **When to use?**
 - Repeat mandates in a location (e.g., warehouse)
 - Building a network of candidates
- **What to share?**
 - Message: Link at the bottom of your message
 - Status: Link as a caption below the picture (to ensure candidates can click and join)

Sample WhatsApp status with link to jobs group

Free job for women and men! Earn INR 11,000 in-hand + PF + ESIC!

Hiring sorters for warehouse in Uluberia. Sort parcels in a warehouse.

Benefits: Free pick up and drop and 1 free meal daily

Qualifications: 10th pass. Freshers can apply.

Apply now! Call 982892xxxx (Sangeeta). Please share with friends and family.

Ask friends and family to join this group for job updates: [link.Whatsapp.web.xyz](https://link.whatsapp.web.xyz)

Use online tools to create messages (1/2)

4 tips to use online

- **When to use?**
 - New mandates to improve clarity of message
- **How to create?**
 - Open ChatGPT or Google Bard and ask it a question
 - Include key details of the job and the size of the message
 - Ask the app to modify as per your requirement (e.g., make the message shorter, add “free transport”)

Sample of ChatGPT question and response

SH

Write a short whatsapp group message to recruit candidates for a warehouse role, including the following details. No emojis.

1. Salary: 12,000
2. Shift: Morning, day
3. Benefits: one free meal
4. Men and women can apply



Job Opportunity: Warehouse Role

- ◆ **Salary:** ₹12,000
- ◆ **Shift:** Morning & Day
- ◆ **Benefits:** One free meal included
- ◆ **Open to:** Men and Women

Looking for dedicated individuals to join our warehouse team! If you're interested in this role and meet the requirements, please reach out to [Your Contact Information]. Don't miss this chance to be a part of our growing team!   

Use online tools to create messages (2/2)

4 tips to use online

- **When to use?**
 - New mandates to improve clarity of message
- **How to create?**
 - Open ChatGPT or Google Bard and ask it a question
 - Include key details of the job and the size of the message
 - Ask the app to modify as per your requirement (e.g., make the message shorter, add “free transport”)

Sample of ChatGPT question and response



📋 Job Opportunity: Warehouse Role

- ◆ **Salary:** ₹12,000
- ◆ **Shift:** Morning & Day
- ◆ **Benefits:** One free meal included
- ◆ **Open to:** Men and Women

Looking for dedicated individuals to join our warehouse team! If you're interested in this role and meet the requirements, please reach out to [Your Contact Information]. Don't miss this chance to be a part of our growing team! 📬 👤 👤

SH

remove emojis



📋 Job Opportunity: Warehouse Role

- ◆ **Salary:** ₹12,000
- ◆ **Shift:** Morning & Day
- ◆ **Benefits:** One free meal included
- ◆ **Open to:** Men and Women

Looking for dedicated individuals to join our warehouse team! If you're interested in this role and meet the requirements, please reach out to [Your Contact Information]. Don't miss this chance to be a part of our growing team!

3 optional details to increase the effectiveness of your job ad

- 1 Include details to build trust (e.g., number of openings, number of candidates placed, positive feedback from candidates)
- 2 Add logos of employers
- 3 Use local language in communication

We will discuss these in detail in the following slides

Include details to build trust (1/2)

5 tips to shares trust-building messages

- **When to use?**
 - Messages to new contacts/ groups
 - Hiring for a new location
- **What to share?**
 - Number of openings
 - Number of candidates placed
 - Positive feedback from candidates placed

Sample WhatsApp status with trust-building messages



Congratulations to 20 candidates placed in ABC Warehouse.

Contact me if you want a job. Call 9283493xxx (Sanjay).

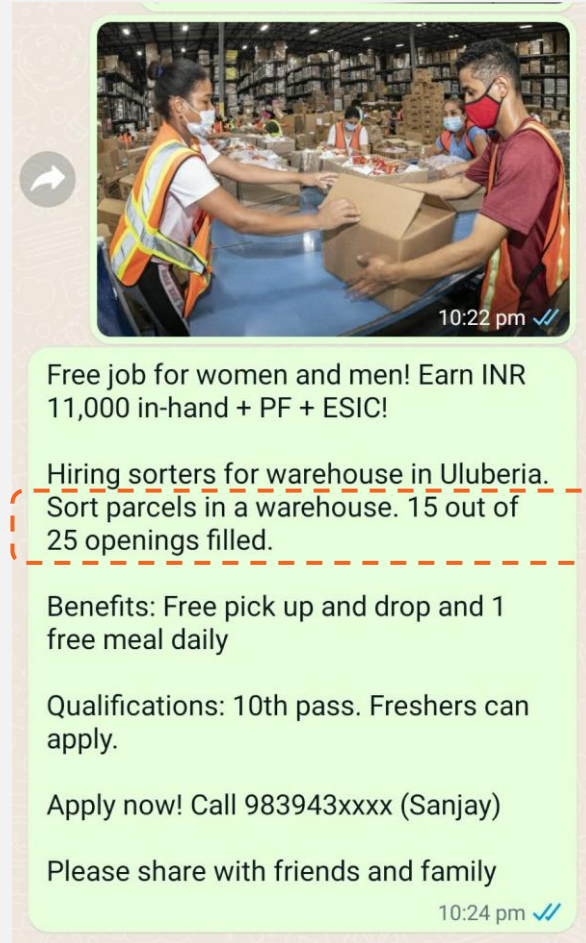
What details have you added to build trust with candidates?

Include details to build trust (2/2)

5 tips to shares trust-building messages

- **When to use?**
 - Messages to new contacts/ groups
 - Hiring for a new location
- **What to share?**
 - Number of openings
 - Number of candidates placed
 - Positive feedback from candidates placed

Sample WhatsApp message with trust-building messages



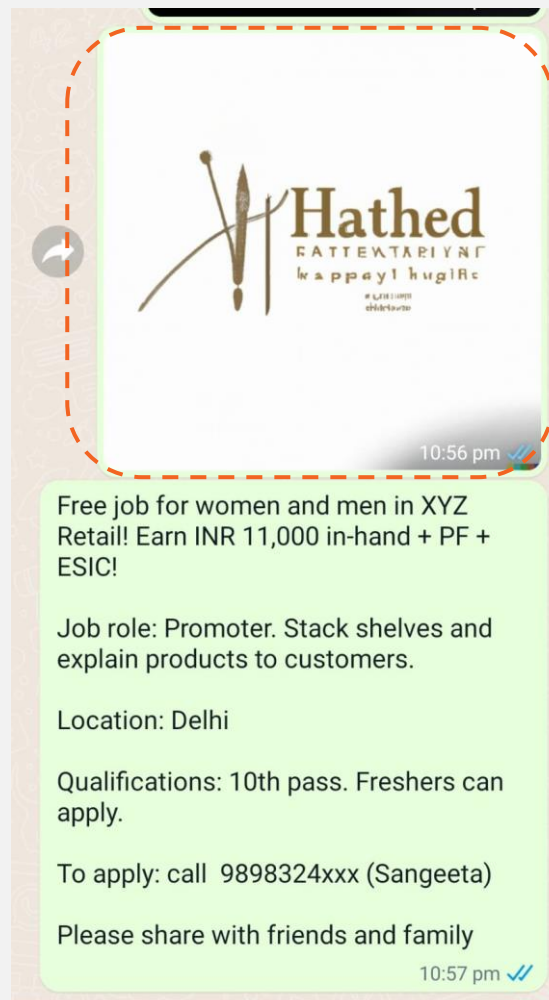
What details have you added to build trust with candidates?

2 Add logos of employers

2 tips to use company logos

- **When to use?**
 - Only when a client gives permission
- **What to share?**
 - Logo along with standard recruitment message

Sample WhatsApp message with company logo



Use local language in communication

2 tips to use local language

When to use?

- Creating a new template
- Local language only: Hiring for candidates who are not proficient in English

Sample WhatsApp messages in local language

लड़कियों और लड़कों के लिए फ्री जॉब! कमाइए
11,000 रुपये हाथ में + पी एफ + सेहत बीमा!

उलूबेरिअ वेयरहाउस में सॉर्टर के लिए हायरिंग.
वेयरहाउस में पार्सेल्स सॉर्ट करें

फायदे: मुफ्त पिक अप और ड्रॉप. हर दिन एक वक्रत
का खाना मुफ्त!

क्वालिफिकेशन: 10th पास, कोई एक्सपीरियंस की
ज़रूरत नहीं

अभी अप्लाई करें! कॉल 9999232xx (संगीता)

दोस्तों और परिवार वालों को भी जानकारी दें

11:27 pm ✓✓

Ladkiyon aur ladkon ke lie free job!
Kamaiye 11,000 rupye haath main + PF +
ESIC!

Uluberia warehouse mai sorter ke lie
hiring. Warehouse mai parcels sort
karen

Faayde: Muft pick up aur drop. Harr din
ek waqt ka khana muft!

Qualifications: 10th pass, koi experience
ki zarurat nahi

Abhi apply karen! Call 98323xxx
(Sangeeta)

Doston aur parivar waalon ko bhi
jankaari den

11:28 pm ✓✓

Checklist for job ads

Details to include	6 more details	How to implement?
• Name of the job role • Salary • Contact number and name of the recruiter • Experience/ education • Job location • Job timings	• Free job • Request for referrals • 1-2 line job description • Women can apply • Photo of women and men in the job role • Benefits (e.g., social security, free meal)	• Ask the manager for templates • Keep building new groups, including adding women to groups or making separate women group • Share WhatsApp group links at training institutes or job fairs • Share job ad every 2 days

We will share the templates with your managers after this training

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

13 tips for trainers

Introductory slides

- Remind everyone that the goal of this training is to learn how to become an expert recruiter and achieve 50 payrolls
- If training is over Zoom, ask everyone to switch on their videos

During the activity and training

Engage participants

- Ask people who are quiet to share their views (For example, you can say, “Have any of you used voice notes? Can you share your experience?” or “Are there any downsides of using logos?”)
- Avoid giving answers directly. Ask questions instead.
- Keep the atmosphere light (e.g., use jokes)
- Share a practical example with each tip

Facilitate discussions

- Add more points only after others have shared
- Type the responses as the recruiter is sharing
- Do not reject recruiters’ ideas, even if they are incorrect
- Include your manager in the training to share more experiences

End of training

- Remind recruiters that they are competing for the time and trust of candidates
- Ask “What are the top 1-2 learnings for you from this training?”
- Take immediate feedback (e.g., can you share a rating on a scale of 1-5)

Table of Contents | Recruiter trainings

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1 Introduction

2 Issues leading to drop-offs

3 Interventions to solve drop-offs

4 Activity: Practice 'Post-joining Check-in'

5 Activity: Practice 'Managerial Check-in'

6 Summary

Goals of training

Goal

Recruiters minimise the % of candidate drop-offs

Flow of training (~1.5 hours)

- Introductions (5 min)
- Explain why candidate drop-offs happen (10 min)
- Share interventions to solve candidate drop-offs (10 min)
- Conduct 2 practice calls with participants followed by a group discussion on what went well and what could be improved (~15 min per call)
- Share the ideal flow of the call and checklist for a good call (5 min per call)
- Ask for key learnings and feedback (10 min)

Mode

Zoom or in-person

Objective of the training is to help recruiters reduce candidate drop-offs

Drop-offs: Candidates who drop out of the recruitment process or leave the job within 1 month

How recruiters can reduce candidate drop-offs

Beginner recruiter

- **Behaviors:**
 - Share basic details (e.g., job name, location, salary)
 - Offer minimal support during the process
- **Outcome:** ~30-50% of the sourced candidates appear for interviews

Standard recruiter

- **Behaviors:**
 - Share detailed job information (e.g., growth opportunities)
 - Proactively engage with the candidate at each stage of the recruitment process
- **Outcome:** ~50-70% of the sourced candidates appear for interviews

Expert recruiter

- **Behaviors:**
 - Share accurate job details (e.g., rotational shift, overtime work)
 - Provide counseling to help the candidate adjust to the role and ensure retention beyond one month
 - Build a relationship with the manager to address the candidate's concerns
 - Maintain contact with the candidate after placement to address any ongoing issues
- **Outcome:** ~ 60-80% of the sourced candidates appear for interviews

Recruiters face 4 consequences due to candidate drop-offs



Need to source a high volume of leads to convert 1 candidate, resulting in increased costs, time, and frustration



Experience a decrease in placement revenue due to early attrition



Face lower payroll revenue due to poor candidate retention



Shortlist or hire less competent candidates if ideal candidates drop out

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Candidates drop off due to 8 reasons

Before the candidate joins

1. **Communication gap:** Recruiters do not provide candidates with accurate information, especially about potential drawbacks of the job
2. **Relocation concerns:** Candidates have concerns due to the relocation requirements of the job
3. **Family constraints:** Families of candidates do not permit them to accept the job offer
4. **Better opportunity:** Candidates receive a competing job offer with a higher salary or a more reputable brand

After the candidate joins

5. **Workplace pressure:** Managers create intense work pressure on employees, which affects young graduates significantly especially during the first week
6. **Performance challenges:** Candidates realize that they are unable to perform daily tasks
7. **Commute concerns:** Candidates have concerns due to the commute requirements of the job
8. **Negative word-of-mouth:** Candidates hear negative narratives from co-workers in the workspace

While recruiters cannot do much about 2 issues, they can address 6 issues

Before the candidate joins

1. **Communication gap:** Recruiters do not provide candidates with accurate information, especially about potential drawbacks of the job
2. **Relocation concerns:** Candidates have concerns due to the relocation requirements of the job
3. **Family constraints:** Families of candidates do not permit them to accept the job offer
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After the candidate joins

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6. ~~**Performance challenges:** Candidates realize that they are unable to perform daily tasks~~
7. **Commute concerns:** Candidates have concerns due to the commute requirements of the job
8. **Negative word-of-mouth:** Candidates hear negative narratives from co-workers in the workspace

Legend:

Factors outside control

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6 Summary

Activity: How can you address the 6 issues under your control?

- <XX>

Recruiters can reduce candidate drop-offs in 9 ways

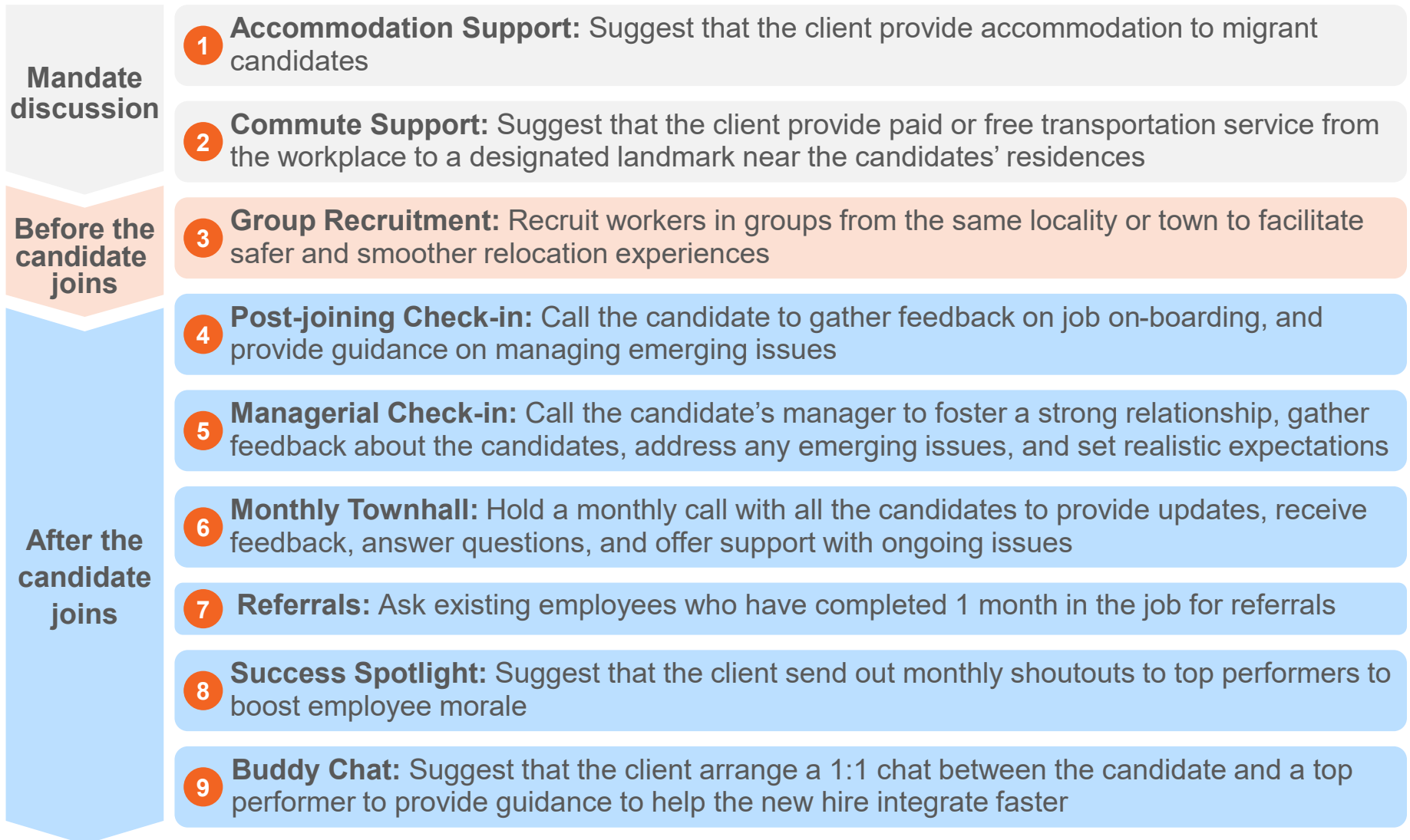


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Instructions for post-joining check-in call between the recruiter and the candidate

Setting

- You are calling a 31-year-old woman who has recently started a role as a retail sales associate
- The candidate has a young child, and as it is her first week on the job, she has some concerns regarding the work pressure and work-life balance

Instructions for the recruiter

- Manager / GLOW member will act as the candidate
- You should try to address the candidate's concerns to ensure they feel confident and are convinced to stay on the job

Instructions for the audience

- Observe the call and write down
 - What are the 3 things that went well in the call?
 - What are the 3 areas of improvement in the call?
 - Is the candidate reassured after the call?

Do you have any questions before we begin?

4 Group discussion on call

Call made by	What went well	What could be improved	Is the candidate reassured after this call?
Recruiter 1	<XX>	<XX>	<XX>
Recruiter 2	<XX>	<XX>	<XX>
Recruiter 3	<XX>	<XX>	<XX>
Recruiter 4	<XX>	<XX>	<XX>

4 Recruiters can address 2 causes of drop-offs by covering additional points during the post-joining check-in call

Key issue addressed

Talking points during the call with the candidate

Workplace pressure

- Enquire if they are settling in well and if their experiences with the job, commute, food, and shift duration align with their expectations
- Reassure the candidate that making mistakes is a normal part of the learning process and encourage them to learn from these initial mistakes to avoid repeating them
- Highlight the growth path offered (e.g., promotion in 18 months) and the salary progression (e.g., 10% increase in 12 months) in the role
- Enquire if the female candidates feel respected and safe in their workplace
- Suggest that the candidate stays at least a month to see if they feel more comfortable with the role before deciding to leave

Negative word-of-mouth

- Suggest that the candidates reach out to the recruiter directly via call or WhatsApp if they have any concerns or doubts

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 - 6 Summary
-

5

Instructions for check-in call between the recruiter and the candidate's manager

Setting

- You are calling the manager of a retail store who manages ~500 staff members
- You placed ~10 retail sales associates at his store a month ago

Instructions for the recruiter

- Manager / GLOW member will act as the store manager
- You should seek feedback from the manager about the new hires and suggest that they set realistic goals for them

Instructions for the audience

- Observe the call and write down
 - What are the 3 things that went well in the call?
 - What are the 3 areas of improvement in the call?

Do you have any questions before we begin?

5 Group discussion on call

Call made by	What went well	What could be improved
Recruiter 1	<XX>	<XX>
Recruiter 2	<XX>	<XX>
Recruiter 3	<XX>	<XX>
Recruiter 4	<XX>	<XX>

5 Recruiters can address 1 cause of drop-offs by covering additional points during the check-in call with the manager

Key issue addressed

Talking points during the call with the manager

Workplace pressure

- Enquire about the performance of the new hires and whether they are meeting the performance expectations
- Enquire about the number of candidates who are performing well in the role
- Suggest that the manager sets realistic goals and targets for the new hires during their first month



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Here is a recap of 9 ways you can reduce candidate drop-offs

Mandate discussion

1 Accommodation Support: Suggest that the client provide accommodation to migrant candidates

2 Commute Support: Suggest that the client provide paid or free transportation service from the workplace to a designated landmark near the candidates' residences

Before the candidate joins

3 Group Recruitment: Recruit workers in groups from the same locality or town to facilitate safer and smoother relocation experiences

4 Post-joining Check-in: Call the candidate to gather feedback on job on-boarding, and provide guidance on managing emerging issues

5 Managerial Check-in: Call the candidate's manager to foster a strong relationship, gather feedback about the candidates, address any emerging issues, and set realistic expectations

After the candidate joins

6 Monthly Townhall: Hold a monthly call with all the candidates to provide updates, receive feedback, answer questions, and offer support with ongoing issues

7 Referrals: Ask existing employees who have completed 1 month in the job for referrals

8 Success Spotlight: Suggest that the client send out monthly shoutouts to top performers to boost employee morale

9 Buddy Chat: Suggest that the client arrange a 1:1 chat between the candidate and a top performer to provide guidance to help the new hire integrate faster

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1 Introduction

2 What is unconscious bias in the workplace?

3 Why addressing unconscious bias is important

4 Reasons for unconscious gender bias

5 Countering common biases in the workplace

6 Checklist to identify and address bias

7 Feedback

This training aims to drive business improvement by identifying and addressing unconscious gender bias in the workplace

Goal	• Recognize the negative impact of unconscious gender bias on the workplace • Learn how to solve for common biases to unlock business benefits
Audience	• Recruiters at flexi-staffing companies
Flow of training (~1.5 hours)	• Introduction (~5 mins) • Adverse impact of unconscious gender bias on the workplace (~20 mins) • Reasons for unconscious gender bias (~5 mins) • Countering common biases in the workplace (~40 mins) • Checklist to identify and address bias (~15 mins) • Feedback (~5 mins)
Mode	• Zoom or in-person

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Video: Types of unconscious bias at the workplace



What are your main takeaways from this video?

<https://www.youtube.com/watch?v=cDgLQN2bdtw>

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2 What is unconscious bias in the workplace?

3 Why addressing unconscious bias is important

4 Reasons for unconscious gender bias

5 Countering common biases in the workplace

6 Checklist to identify and address bias

7 Feedback

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

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

Unconscious gender bias in hiring negatively affects 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

E.g., *"I should tell the TL to ask someone else to do the important quality control work"* – Female 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

E.g., *"I have to work extra hours to prove my skills and productivity"* – Female worker



Poor attitude towards women

- Other male 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's ma'am's instructions"* – Male worker

Unconscious gender bias can lead to poor workplace culture

Unconscious gender bias in hiring restricts roles and opportunities for men and puts 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 gender bias can lead to poor workplace culture

Unconscious gender bias in hiring could lead to lower efficiency, higher attrition, smaller hiring pool and fewer clients



Lower efficiency

- Missed opportunities for improvement in business metrics such as productivity, uninformed absenteeism and average tenure¹, if not hiring women

*Based on GLOW's research, efficiency gains and lower attrition on hiring women can lead to a **3.59% reduction in cost per worker**¹*



Higher attrition

- Higher average attrition rates¹ when hiring men only

***1 in 2 women** in urban India are either working in a job or seeking one²*



Smaller candidate pool

- Smaller candidate pool to hire from if excluding women

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



Fewer clients

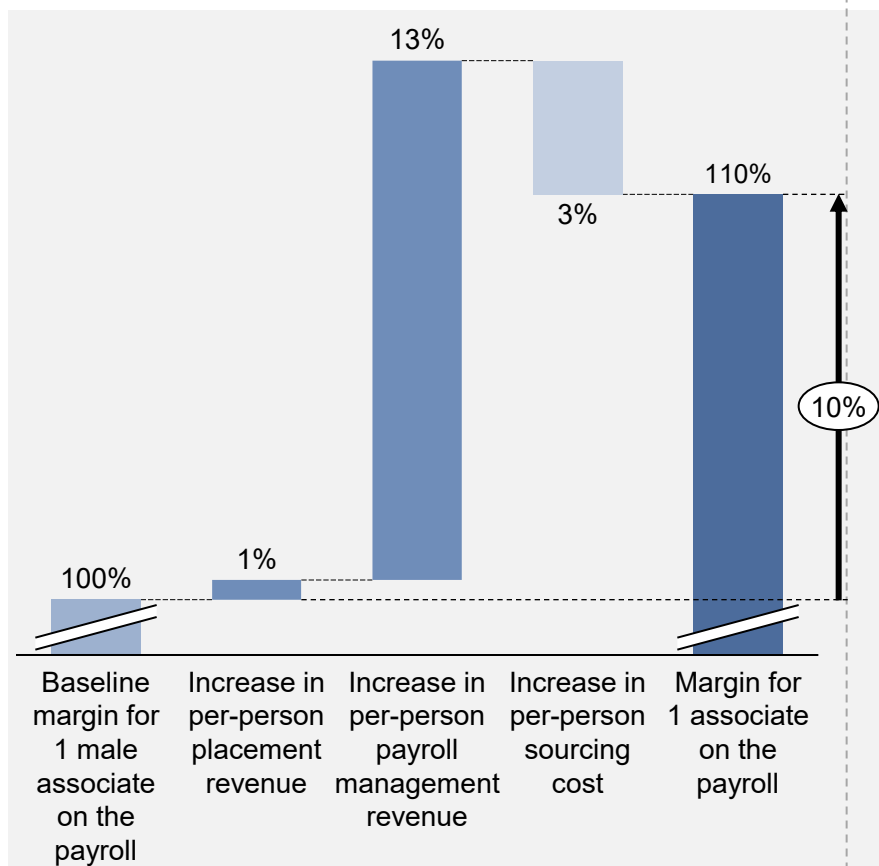
- Lost client opportunities if unable to hire women in the required numbers

1. Based on GLOW's analysis of data on approximately 8,000 employees across 26 Indian states on a mid-sized flexi-staffing company's payroll;

2. Based on 6,615 profile interviews and 2,291 main interviews conducted by FSG

Hiring women has led to increase in profitability for many flexi-staffing companies

GLOW's research shows that hiring a woman can raise the flexi-staffing company's gross margin per person on payroll by 10.3% compared to men¹



Quotes² from leaders highlight the qualities of female workers that lead to increased profitability for their firms

*"Some clients are offering **higher incentive** for placing women. There are clients that ask for women only-candidates for their internal roles."* – Business head of staffing company

*"Clients also look for diversity in the organization. They see higher productivity, **lower absenteeism**, and attrition."* – National Sales Manager of staffing company

In 2-3 years, the demand for women will go up even in male-dominated industries. It's better to be prepared for the future – Divisional recruitment head of staffing company

*"Clients are **willing to pay more** for a female candidate in banking field sales"* – Chief Business Officer of staffing company

1. Based on GLOW's analysis of data on approximately 8,000 employees across 26 Indian states on a mid-sized flexi-staffing company's payroll; 2. Based on GLOW's conversations with industry leaders, clients and recruiters

5 benefits of objectively assessing candidates and being open to hiring women



Improved efficiency

Placing women may lead to improved efficiency and productivity since women outperform men on certain metrics



Increased motivation

Valuing women's productivity in front of all employees may motivate them to perform better



Improved workplace culture

Being more objective with recruiting may improve employee morale and workplace culture



Larger hiring pool

Considering women for job placements increases the candidate pool available to fulfill mandates



Improved employee behaviour

Women's discipline may influence men to be more disciplined, along with improving language used by workers and workplace cleanliness

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Fast thinking, although essential, is often the cause of unconscious gender 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 gender 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, feasibility, and willingness to work in non-traditional roles

Ability

"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., loader-unloader"

Feasibility

"Women won't work in remote areas"

"Women feel uncomfortable working in male-dominated environments"

"It is unsafe/ unsuitable for women to work in the night shift"

"Hiring women is not as profitable as hiring men"

Willingness

"Women do not apply for our roles"

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

"Women leave the job within the first few days"

"Women do not prefer to work in field sales roles"

1. Based on GLOW's conversations with industry leaders, clients and recruiters

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

Common biases related to ability

"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., loader-unloader"

Solutions

- 1 Ask clients to make the requirements of the role clear so that only candidates who are willing to do the job apply
- 2 Ask clients to add objective assessments (i.e., a test that checks for the required skill) to the recruitment process
- 3 Provide a helpline number for female candidates to clarify the job role and its requirements
- 4 Inquire about past roles and activities of the candidate to judge if they will be a right fit for the role

Legend:  To be discussed in detail in the next slide

Can you think of any other solutions?

Use 3 solutions when concerned about women's ability to lift parcels

#	Description	Solution
1	Targeted recruiting	Prefer candidates who have worked in roles that require lifting heavy weights (<i>e.g., construction roles</i>)
2	Candidate's past activities	Prefer candidates who are used to labor-intensive activities at home or in their job (<i>e.g., worked on a construction site, carried heavy water pitchers over a distance</i>)
3	Clear role description	Make the requirements of the role (<i>e.g., the role requires lifting parcels of ~8-10 KG</i>) clear in the job description, while inviting applications and during referrals

Use 3 solutions when worried about the feasibility of a role for women

Common biases related to feasibility

"Women won't work in remote areas"

"Women feel uncomfortable working in male-dominated environments"

"It is unsafe/ unsuitable for women to work in the night shift"

"Hiring women is not as profitable as hiring men"

Solutions

- 1 Ask clients to open hiring mandates to include women candidates, allowing women to decide if the role is feasible
- 2 Analyze payroll data for the past year for both men and women to compare performance on key metrics such as early attrition, tenure, and no. of unpaid leaves
- 3 Ask women what their concerns are, and ask clients to deploy easy solutions (e.g., *improved lighting*)

Legend:  To be discussed in detail in the next slide

Can you think of any other solutions?

Use 4 solutions to hire and retain men and women profitably

#	Description	Solution
1	Blind recruitment	Remove/ ignore gender-identifying details (e.g., names, gender pronouns) from resumes and applications during initial screening
2	Past experience	Inquire about the candidate's past work experience to gain insights into their skills and suitability for the role
3	Payroll analysis	Analyze payroll data for the past year for both men and women to compare performance on key metrics such as early attrition, tenure, and number of unpaid leaves
4	Objective assessments	Ask clients to design objective assessments to check for role-specific ability as part of the recruitment process (e.g., lifting/ holding 5 kg for 5 min for both men and women)

Can you think of any other solutions?

Use 5 solutions when concerned about women's willingness to join 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"

"Women do not prefer to work in field sales roles"

Solutions

- 1 Actively seek out women through referrals to check the demand for the role
- 2 Make the recruiting process women-friendly (e.g., pitch benefits such as fixed pay that women value) to attract more women applicants
- 3 Communicate the willingness of women to work by sharing insights from attrition analysis of client's payroll data
- 4 Ask clients to provide customized onboarding support to women workers (e.g., assign women POCs, conduct weekly check-ins) to improve retention
- 5 Ask clients to compare attendance and attrition for men and women to test the accuracy of your and their beliefs

Can you think of any other solutions?

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

	Key questions	Examples
	Is my decision based on data?	<i>Have clients told me that women take more leaves than men?</i>
	Is my decision based on the individual's abilities?	<i>Have I checked if this particular woman can lift parcels, or did I just assume that no woman can lift heavy weights?</i>
	Have I made my decision without relying on stereotypes?	<i>Am I assuming that married women will prioritize their domestic responsibilities?</i>
	Would I react/ respond the same way if this person was a man?	<i>Am I applying the same standards to a female candidate's application as to a male candidate's application?</i>

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>

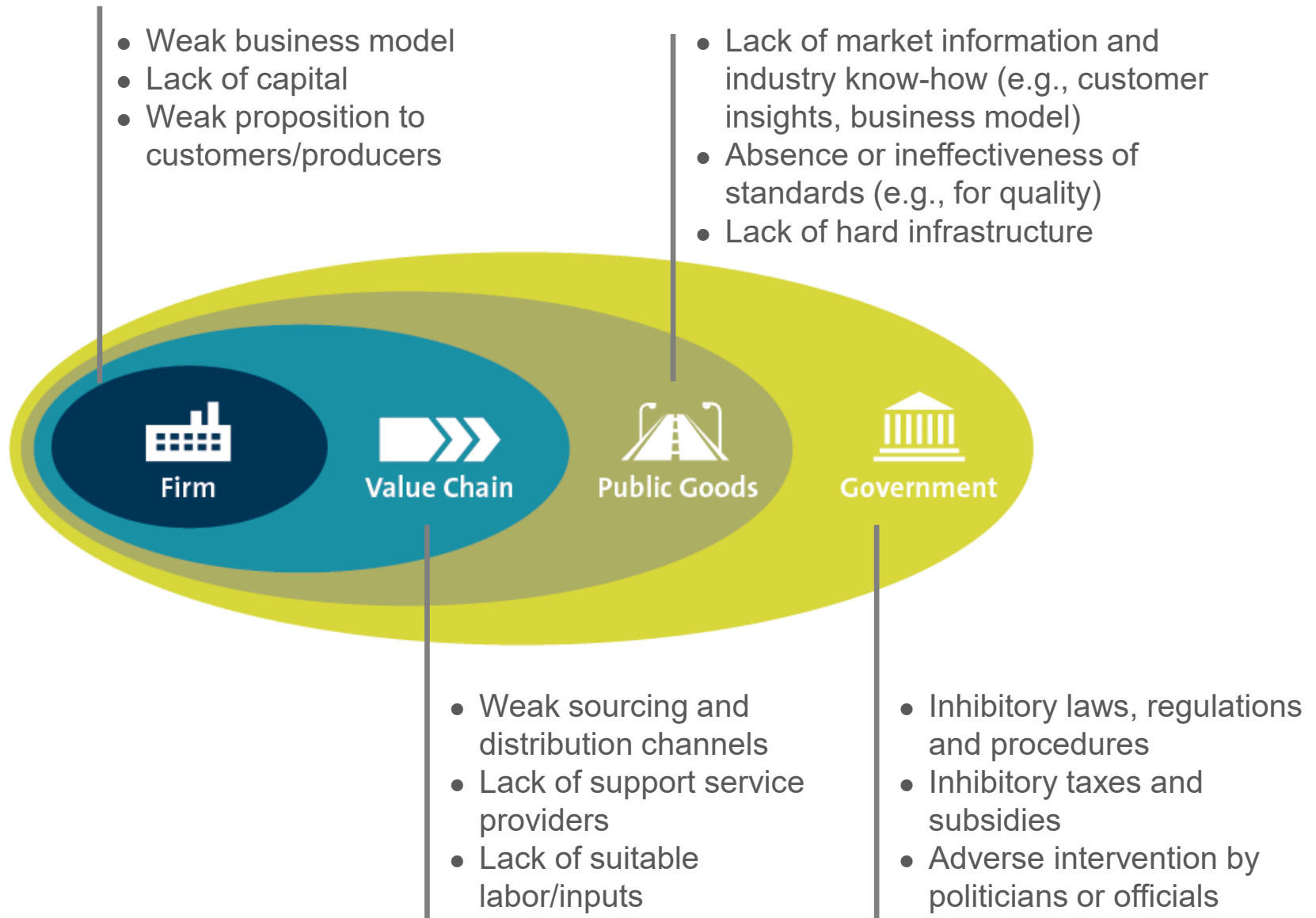
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FSG aims to create sustainable impact by demonstrating the profitability of offering inclusive products, services, or practices

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

But 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)



- 22 housing finance companies provided **>230,000 low-income households with affordable mortgages totaling >USD 4.1b**
- **>30,500 affordable housing units built across 130+ projects in 23 cities** between Jun 2011-Jan 2013

Early Childhood Education (2015-ongoing)



- 9 activity-based learning providers signed-up
- Partners serving **>1100 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 3 percentage points** in jobs in 2 years
- **2 industries** (i.e., flexi-staffing¹ and logistics) **increased # women from ~121K women to ~274K women in jobs between 2020 and 2024**

1- 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

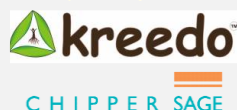
	Housing market in 2006	What we did	Housing market in 2018
Industry status	• Very few developers building LIH • No housing finance companies (HFCs) lending to informal¹, low-income customers	• Incubated 2 HFCs to serve informal, low-income customers • Signed up 4 developers to pilot LIH	• 130+ LIH projects 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 • <i>"We know income bands for various informal jobs"</i> – 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: <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

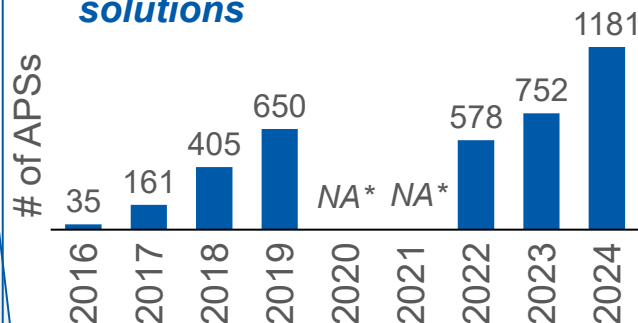
- Identified, convinced and **signed up 9 partners** to serve the APS market



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

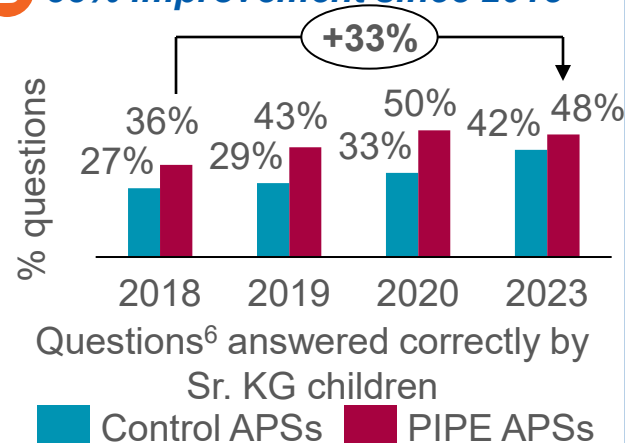
Impact to date

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

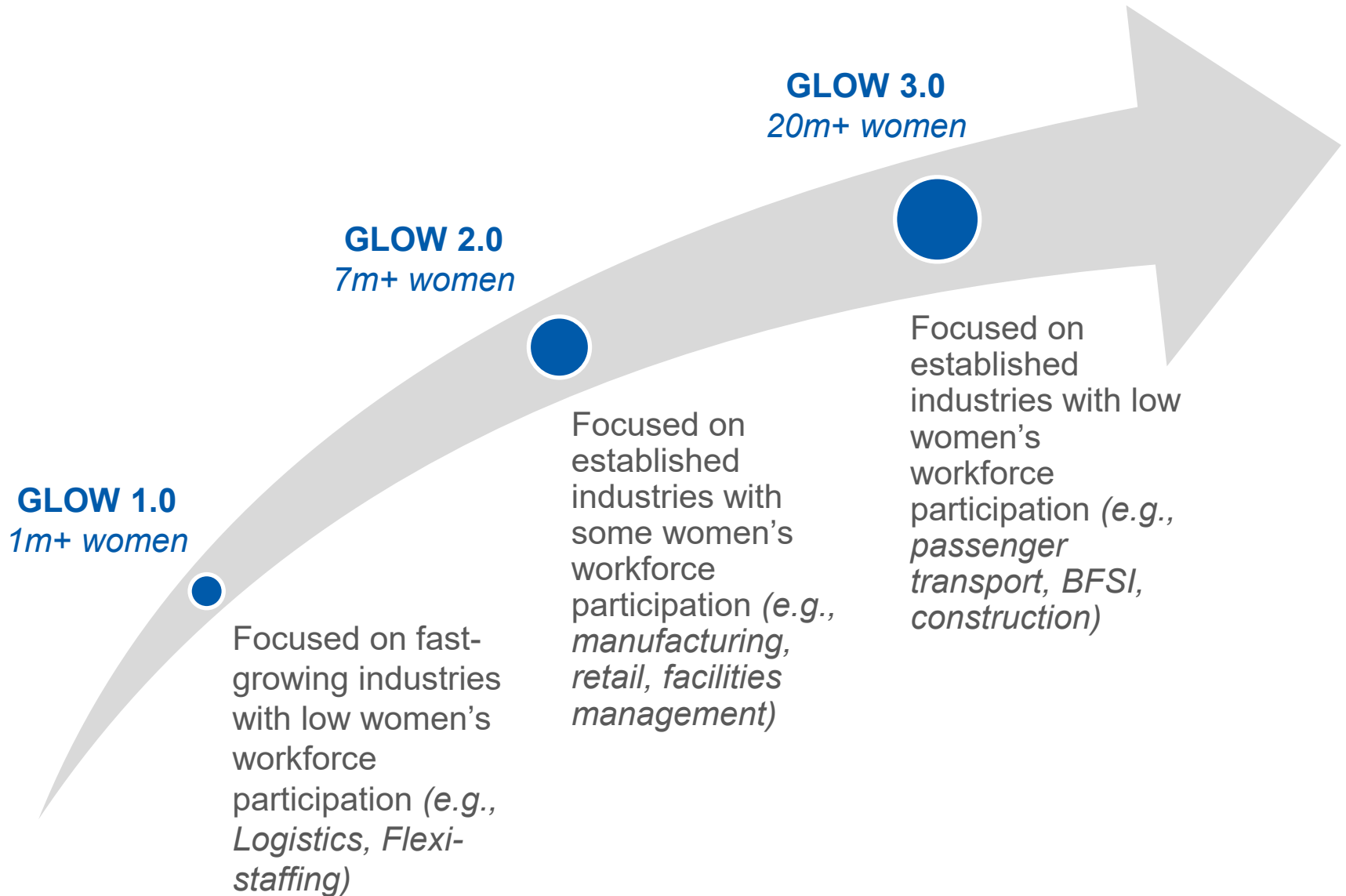
Influenced funders (listed below) to support the APS market



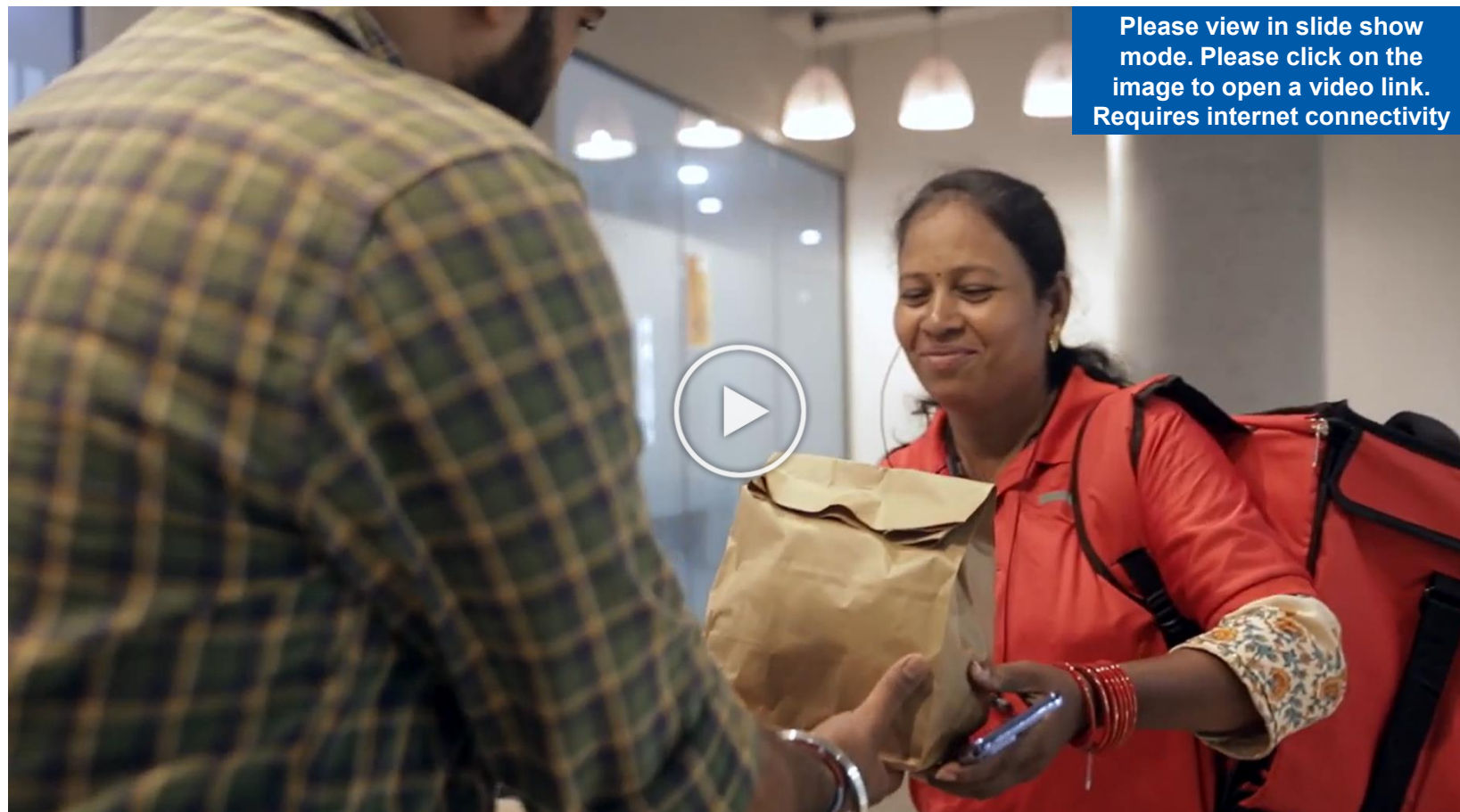
CENTRAL SQUARE FOUNDATION

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)

GLOW aims to place 20m+ additional women in jobs by making companies' mindsets, policies and practices more gender equitable



GLOW's approach to boost women's workforce participation



Please view in slide show mode. Please click on the image to open a video link. Requires internet connectivity

<https://youtu.be/x6vTcl8cQWA?si=9TOBD0wHr6rcVsLU>

GLOW 1.0 worked with 2 fast-growing industries to double the number of women in jobs from ~121K to ~274K



GLOW 1.0

Focused on fast-growing industries with low women's workforce participation (e.g., Logistics, Flexi-staffing)

2 industries identified



Logistics



Flexi-staffing

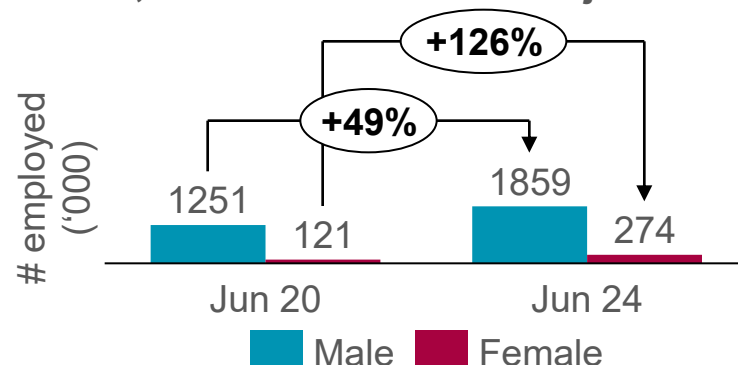
Business benefits quantified

Compared to men, women dark-store workers have a:

- ~16% faster response rate
- ~4% faster picking rate
- ~8% higher monthly attendance rate

Impact

~153,000 additional women in jobs^{1,2}



20+ companies partnered with



GLOW 1.0 successfully demonstrated a model to boost companies' demand for women employees in entry-level roles

1- 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 | 2-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 and Industrials



REIMAGINING SOCIAL CHANGE

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