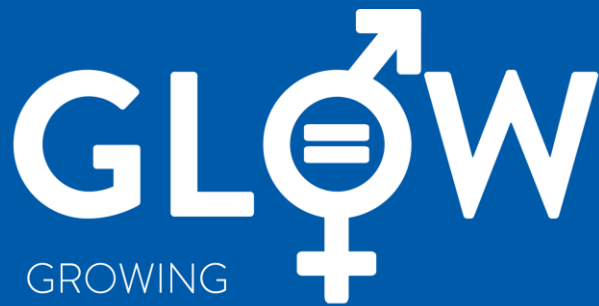




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Best practices for assembly line/ heavy manufacturing companies to improve gender equity

August 2026

Overview of this document



Objective

- Provide a roadmap for improving gender diversity in entry-level roles (e.g., assembly worker, machine operator) in the Assembly line/ heavy manufacturing industry in India
- Covers manufacturing of (1) Electronics equipment, (2) Electrical equipment, (3) Heavy machinery and equipment, and (4) Specialised vehicles



Audience

- Leaders (e.g., CEO, CHRO) and senior managers (e.g., plant heads, HR heads) at companies operating plants in the assembly line/ heavy manufacturing industry



Scope

- Key challenges faced by assembly line/ heavy manufacturing companies in improving gender diversity
- Business benefits of employing more women in entry-level roles
- Phased roadmap of 16 interventions to improve women's hiring and retention
- ~20-minute questionnaire to assess progress on gender equity



Methodology

- Industry immersion (secondary research, interactions with 25 industry stakeholders¹), learnings from 20+ company engagements², and primary interviews with 6,000+ women³

Acronyms: CEO – Chief Executive Officer, CHRO – Chief Human Resources Officer, HR – Human Resources | 1. Stakeholders include 11 industry leaders and experts, 6 managers, and 8 entry-level women employees; 2. FSG, through its [GLOW](#) program, has provided multi-year support to 20+ companies in logistics and flexi-staffing industries to hire and retain more women in entry-level roles; 3. <https://www.fsg.org/resource/creating-a-gender-equitable-workforce-in-india/>

Executive summary | Assembly line/ heavy manufacturing industry

Workforce composition and gender diversity

- As per PLFS data, assembly line/ heavy manufacturing industry, clubbed into 4 sub-sectors, employs a total of ~3.94 Mn workers^{1,2}
- The industry employed ~0.47 Mn women in 2025 with ~20% women in electronics equipment sub-sector, and 9-12% in the remaining sub-sectors¹
- The industry has many entry-level roles, across production, logistics, and housekeeping, that are suitable for women with 10th/ 12th pass qualification

Business benefits

- Hiring more women in assembly line/ heavy manufacturing industry can lead to lower attrition and higher productivity

Key challenges

- Managers' unconscious biases, and low priority given to gender diversity are key barriers to employing women

Gender diversity opportunity

- Assembly line, quality, and support roles offer the highest potential to hire women with minimal investments

Best practices for gender diversity

- Inclusive hiring practices (e.g., gender inclusive job ads, diverse hiring channel partnerships) can help target more women
- Gender-sensitisation (e.g., workplace conduct poster, training) and business benefits dissemination can mitigate the impact of unconscious biases
- Gender diversity KPIs and diversity guidelines for contract manufacturers can help build accountability

Gender equity scorecard

- Regular assessment of gender diversity outcomes and organisational readiness (e.g., practices and infrastructure) can help track progress and identify areas for improvement

Acronyms: PLFS – Periodic Labour Force Survey, KPIs – Key Performance Indicators | 1. As per PLFS Report 2025; 2. The 4 sub-sectors include: (1) Electronics equipment, (2) Electrical equipment, (3) Heavy machinery and equipment, and (4) Specialised vehicles

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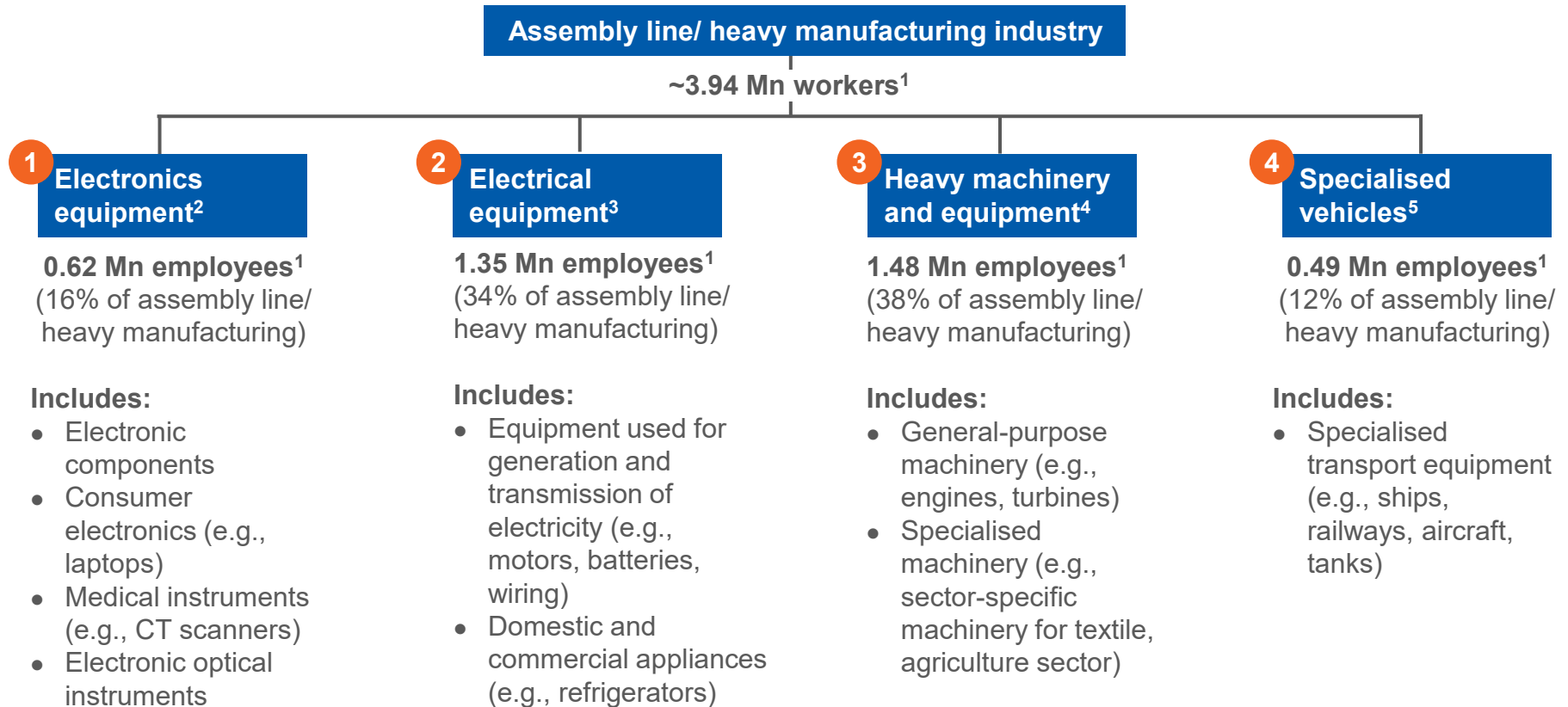
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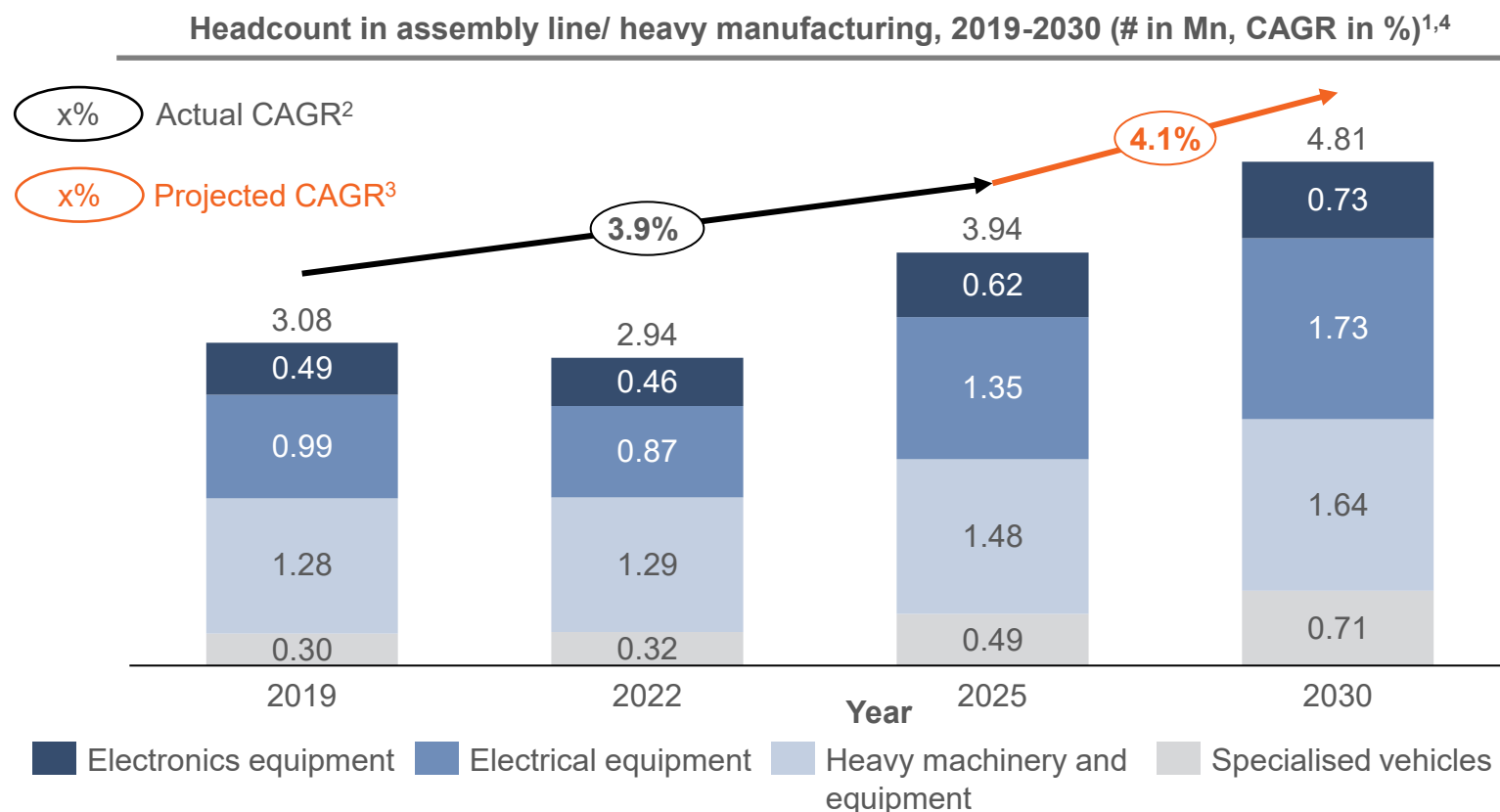
Assembly line/ heavy mfg. industry employs ~3.94 Mn workers across 4 sub-sectors¹



- The proportion of self-employed workers is 44%, regular wage/ salaried is 44%, and casual labour is 12%^{1,6}
- The commercial and passenger vehicles sub-sector, which employs 2.34 Mn workers¹, is outside scope of this document as other organisations have already published gender diversity best practices for this sub-sector

Acronyms: Mfg. – Manufacturing, CT – Computed Tomography | 1. a) As per Annual PLFS Report 2025; b) This includes all types of employees i.e., self-employed, casual labour, regular wage/ salaried workforce; c) Note: We have excluded PLFS code 33 (Repair of machinery and equipment) as most of the machine/ equipment manufacturing companies offer this as a value added/ after sales service. Besides, this sector has several small and informal businesses distributed across locations; 2. Includes PLFS code 26; 3. Includes PLFS code 27; 4. Includes PLFS code 28; 5. Includes PLFS codes 301, 302, 303, 3092, and 3099. Excludes manufacture of motorcycles (3091) and manufacture of weapons and ammunition (code 304); 6. This split is for overall manufacturing, and not just assembly-line/ heavy manufacturing

Headcount in assembly line/ heavy mfg. industry is expected to grow at a CAGR of ~4%, from 3.9 Mn in 2025 to 4.8 Mn in 2030

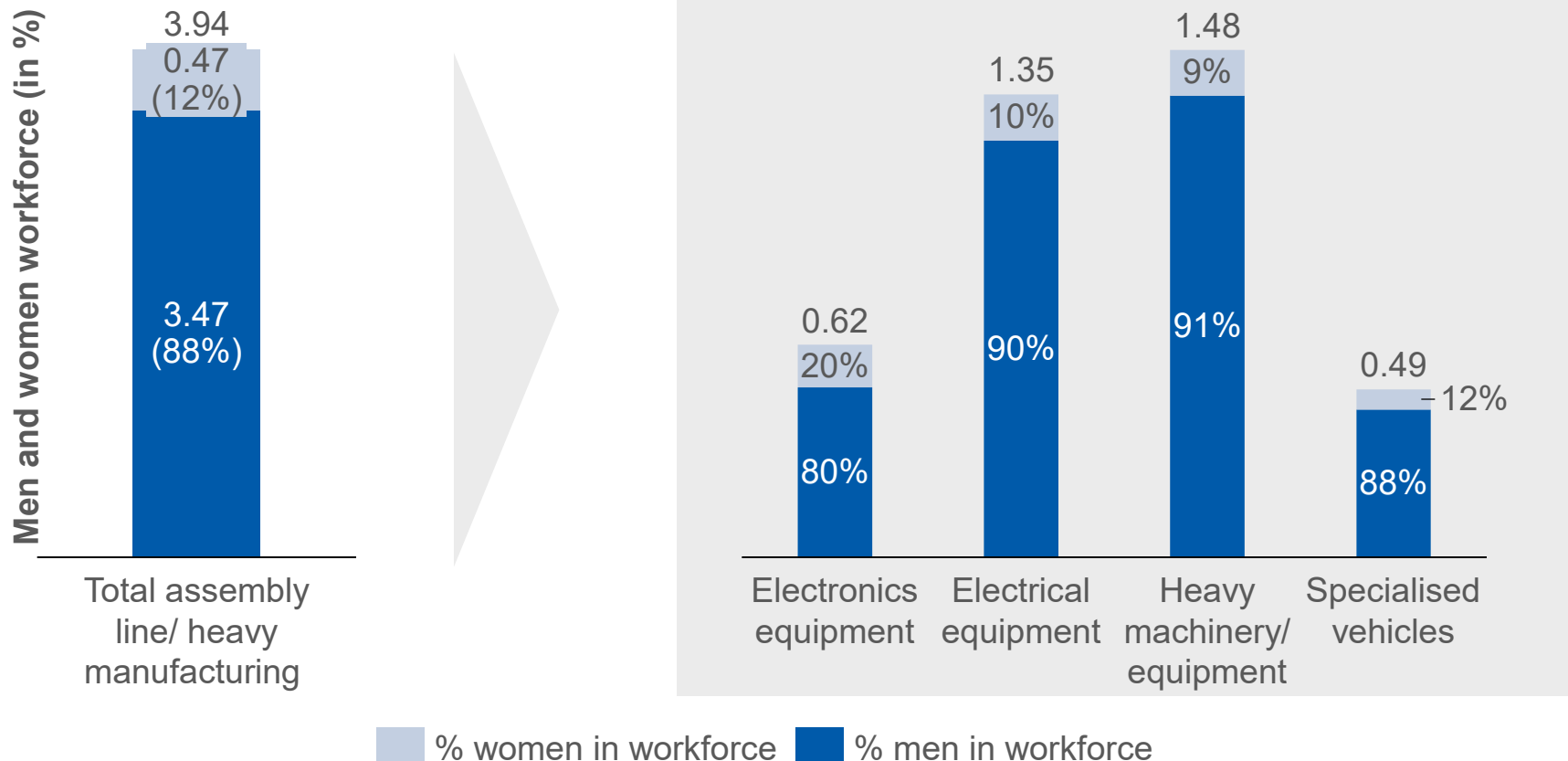


- The past trend is only indicative, as PLFS 2025 methodology differs from PLFS 2019
- Figure for 2030 is a directional estimate based on available data and is subject to change based on external developments (e.g., policy changes, macroeconomic factors)

Acronyms: Mfg. – Manufacturing, CAGR – Compound Annual Growth Rate, PLFS - Periodic Labour Force Survey | 1. Workforce data for 2019, 2022, and 2025 are as per Annual PLFS Reports of 2018-19, 2021-22, and 2025, respectively; 2. Actual CAGR is calculated over ~6.5 years since year 2019 refers to the PLFS reporting period of July 2018 to June 2019 and year 2025 refers to the PLFS reporting period of January to December 2025; 3. Projected CAGR (2025-2030) is assumed to be the same as the actual CAGR for 2019 to 2025; 4. This includes all types of employees i.e., self-employed, casual labour, regular wage/ salaried workforce

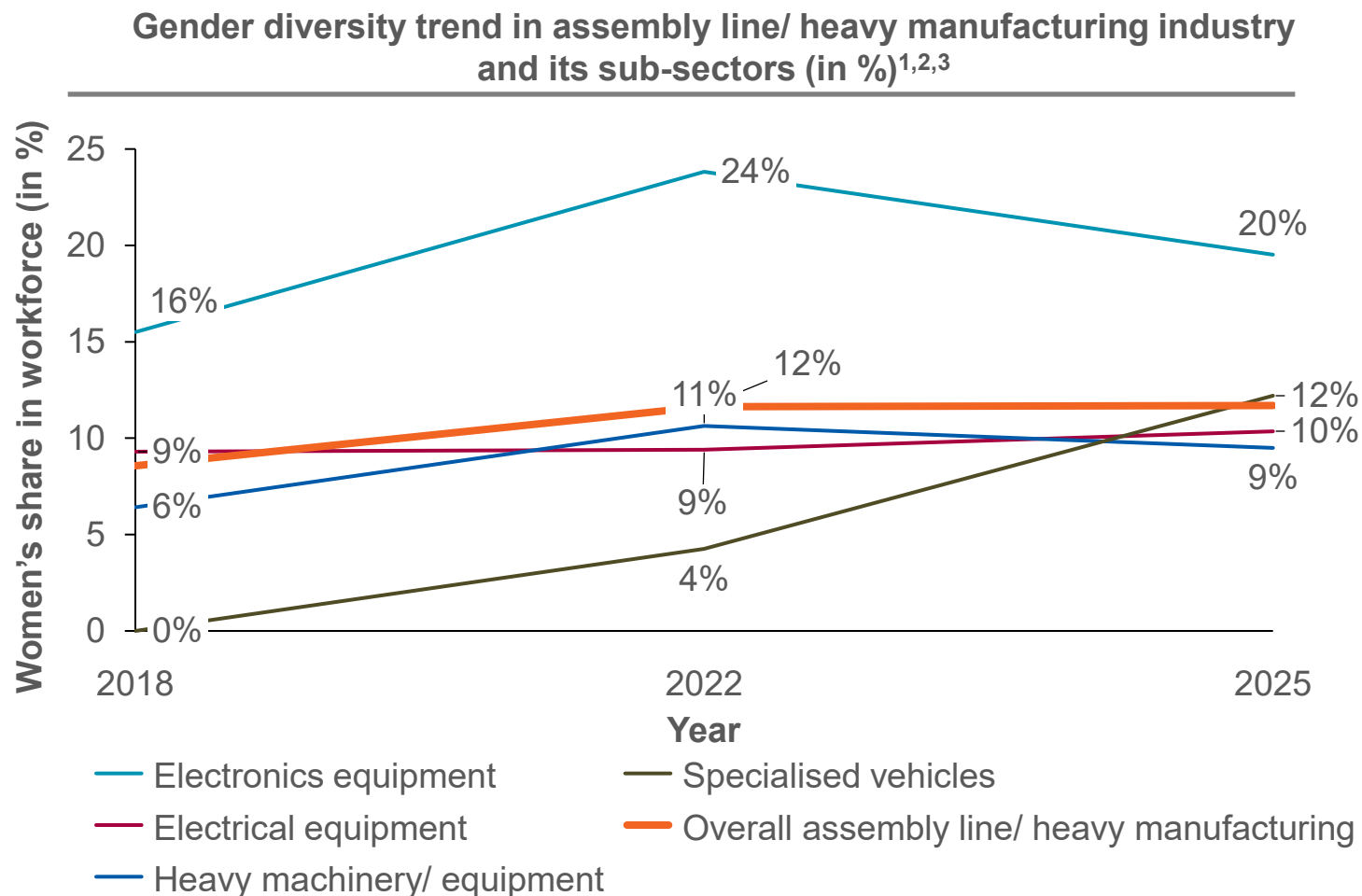
Assembly line/ heavy manufacturing has ~0.47 Mn women, and gender diversity in sub-sectors varies between 9%-20%

Gender diversity across sub-sectors (# in Mn, %, 2025)¹



1. As per Annual PLFS Report 2025. This includes all types of employees i.e., self-employed, casual labour, regular wage/ salaried workforce

Over the last 7 years, gender diversity in assembly line/ heavy mfg. industry has increased marginally from 9% to 12%



This trend is only indicative, as PLFS 2025 methodology differs from earlier years

Acronyms: Mfg. – Manufacturing, PLFS – Periodic Labour Force Survey | 1. Workforce data for 2018, 2022, and 2025 are as per respective Annual PLFS Reports; 2. All years refer to PLFS reporting periods of July to June (e.g., 2018 refers to the PLFS reporting period of July 2017 to June 2018), except 2025 which refers to PLFS reporting period of January to December 2025; 3. The electronics sub-sector has seen significant year-on-year fluctuations in gender diversity, and the reasons for these are unclear

Assembly line/ heavy mfg. has many entry-level roles that are suitable for women with 10th/ 12th pass qualification (1/2)

	Entry-level roles	Common role names ¹	Qualification/ skills requirement ¹
Production roles	Forgers	- Forging operator - Forging technician - Die forger	8th or 10th pass - Requires ITI certificate, diploma, or work experience in some cases
	Welders and fabricators	- Welder - Arc welder - Gas welder (MIG/ TIG) - Welder helper	10th or 12th pass - Requires ITI certificate, diploma, or work experience in some cases
	Assembly line workers	- TV assembler - PCB Assembler - Chassis assembler	10th or 12th pass
	Fitters	- Ship/ pipe fitter - Aircraft structure technician	10th or 12th pass - Requires heavy lifting in some cases
	Machine/ equipment operators	- CNC, lathe machine operator - Plate bending, SMT machine operator - Machinist	10th or 12th pass - Requires heavy lifting in some cases

- Few production roles might require an ITI certificate, diploma, or work experience
- Salary for entry-level roles in the assembly line/ heavy mfg. industry typically varies between INR 15K and 20K per month for welders and fabricators, while for others it varies between INR 10K and 12K per month²

Acronyms: Mfg. – Manufacturing, ITI – Industrial training institutes, CNC – Computer numerical control, MIG – Metal inert gas, TIG – Tungsten inert gas, SMT – Surface mount technology, PCB – Printed circuit board | 1. Based on National Skill Development Corporation, job postings on job portals (e.g., Indeed, Naukri), and conversations with industry players; 2. Salaries might vary with experience, sub-sector, job role, company, and location

Assembly line/ heavy mfg. has many entry-level roles that are suitable for women with 10th/ 12th pass qualification (2/2)

	Entry-level roles	Common role names ¹	Qualification/ skills requirement ¹
Production roles	Quality control	- Visual inspector - Testing technician - Machining inspector - Panel quality control inspector	10th or 12th pass
	Painters and coaters	- Industrial painter - Spray painter - Paint shop operator - Coating technician	10th or 12th pass
Support roles	Logistics and material handling	- Forklift/ crane operator/ rigger - Packing/ dispatch workers - Store assistant/ warehouse helper	10th or 12th pass - Requires driving licence for forklift/ crane operator roles
	Housekeeping	- Security - Cleaner/ Janitor - Housekeeping staff	8th or 10th pass

- Few production roles might require an ITI certificate, diploma, or work experience
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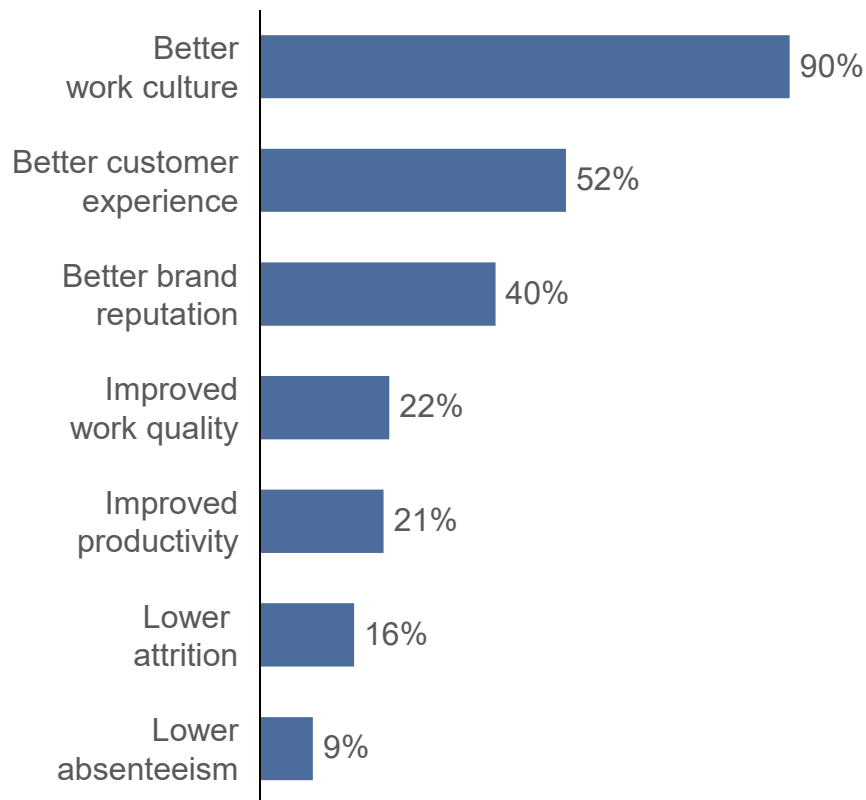
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Hiring more women in assembly line/ heavy mfg. industry can lead to lower attrition and higher productivity

Top benefits of workplace diversity cited by managers across industries¹ (n = 58)



Quotes from Assembly line/ heavy manufacturing industry interactions²

"Women are more target-oriented and complete the same task in less time"
- HR head, Electronics components mfg. company

"Women have better capturing power than men; they remember instructions clearly"
- Plant head, Electrical appliances mfg. company

"Women have a sharp eye, that's why they become better visual inspectors"
- Plant head, Electronics components mfg. company

"Attrition of the blue-collar women workforce is 40% less than that of men"
- CEO, Flexi Staffing company

Acronyms: Mfg. – Manufacturing, HR – Human Resources, CEO – Chief Executive Officer | 1. Based on findings from FSG's digital survey on 'What are your industry peers doing to diversify the talent pool?' with 8 responses from BFSI, 21 responses from F&B services, 14 responses from retail and 15 responses from other industries (including manufacturing). In addition, ~5% respondents cited other benefits such as diverse perspectives; 2. Based on FSG's secondary research and interactions with industry leaders and managers

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Unconscious biases and low priority given to GD are key barriers to employing women in assembly line/ heavy mfg.¹



Unconscious biases

- 1 Managers perceive it as inappropriate for women to work in male-dominated plants
- 2 Managers are reluctant to hire women for roles involving heavy lifting/ working at height (e.g., machine operators)
- 3 Managers do not hire women in night shifts because of safety concerns

Lack of organisational commitment

- 4 Leadership places limited priority on gender diversity

Lack of skills and infrastructure

- 5 Managers lack the skills and experience to hire and retain women (e.g., not using referrals to hire women)
- 6 Plants lack adequate women-friendly infrastructure (e.g., sanitary disposal bins, women-only resting areas)

Inadequate public infrastructure

- 7 Remote plant locations lack accommodation facilities
- 8 Plants, in remote areas or during late hours, lack affordable and safe transport facilities

Regulatory constraints

- 9 Some laws make women uncompetitive in labour market (e.g., mandatory pick-up and drop for night shifts, maternity benefits act)
- 10 Some state governments disallow women from working in late evening or night shifts

Unfavourable societal norms

- 11 Families do not permit women to work in plants due to safety biases (e.g., accidents at work, physical exertion)
- 12 Societal expectations limit women's enrolment in non-traditional ITI courses required for certain roles (e.g., machine operator, welder)

Legend: Bold indicates high-priority barriers

Acronyms: GD – Gender diversity, Mfg – Manufacturing, ITI – Industrial training institutes | 1. Based on FSG's secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits

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Assembly line, quality, and support roles offer the highest potential to hire women with minimal investments

Indicative

Role	Applicable sub-sectors	% of total entry-level headcount in the plant (Indicative) ¹	Entry requirements for women
Assembly line (e.g., PCB assembler)	Electronics, Electrical, Specialised vehicles	30-35%	Low • 10th/ 12th pass • Low manager bias and demonstrated business benefits (e.g., higher productivity) • No heavy lifting required
Quality control (e.g., visual inspector)	All	10-15%	Low • 10th/ 12th pass • Low manager bias and demonstrated business benefits (e.g., lower rejection rate)
Support roles (e.g., packer, security)	All	10-15%	Medium • 8th/ 10th pass • Heavy lifting required in some cases
Other production roles (e.g., welder, machine operator)	All	30-40%	High • ITI certification • High manager bias • Typically requires heavy lifting/ working at heights

Legend: High potential roles Low potential roles

- % Gender diversity across assembly line, quality control, and support roles vary from 15% to 30% on average, while other production roles typically have <5% gender diversity¹
- To unlock 'other production roles' for women, companies would need to invest in relatively higher effort initiatives (e.g., women-specific hiring partnerships, on-the-job training programs, automation)

Acronyms: PCB – Printed Circuit Board, ITI – Industrial training institutes | 1. Based on FSG's secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits

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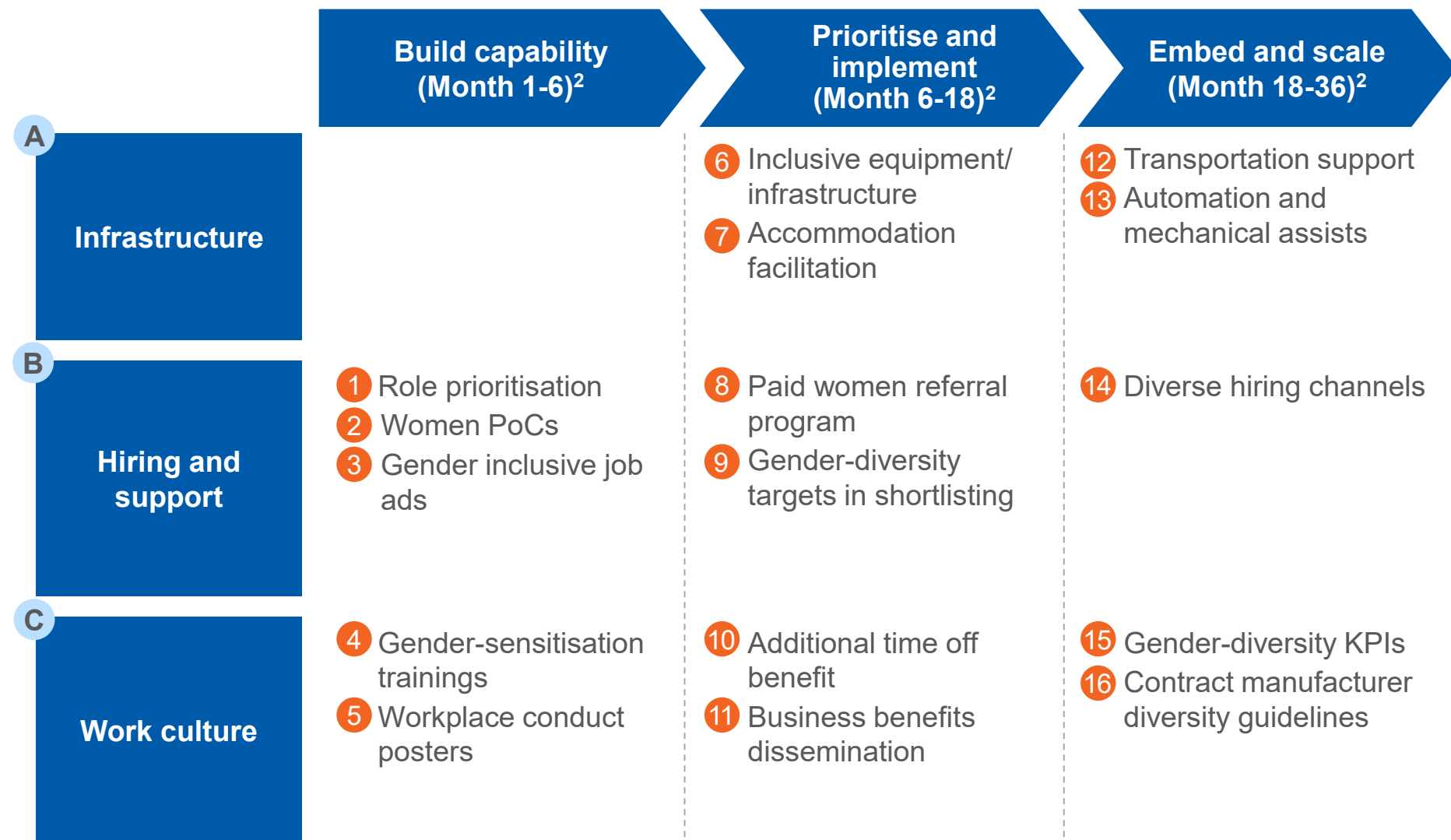
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Assembly line/ heavy mfg. companies can roll out 16 interventions to hire and retain more women (1/4)¹



Acronyms: Mfg. – Manufacturing, PoC – Point of contact; KPI – Key Performance Indicator | 1. Based on FSG’s secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits; 2. Timelines are indicative

Assembly line/ heavy mfg. companies can roll out 16 interventions to hire and retain more women (2/4)¹



Intervention theme	Intervention name	Intervention description
Hiring and support	1 Role prioritisation	Prioritise hiring women in select easy-to-fill roles with low manager bias and minimal investment requirements, to accelerate improvements in gender diversity
	2 Women PoCs	Assign at least one-woman PoC from HR/ Operations department to serve as an official medium for all women workers to share their concerns
	3 Gender inclusive job ads	Explicitly mention women’s eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, travel requirements, and available support/ benefits
Work culture	4 Gender-sensitisation trainings	Conduct training workshops to help managers and recruiters recognise and overcome unconscious gender biases
	5 Workplace conduct posters	Display posters at work sites highlighting employee behaviour norms that support a respectful, safe, and fair working environment

Further details on each intervention can be found in the Annex

Acronyms: Mfg. – Manufacturing, HR – Human Resources, PoC – Point of contact | 1. Based on FSG’s secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits

Assembly line/ heavy mfg. companies can roll out 16 interventions to hire and retain more women (3/4)¹

Build capability → Prioritise and implement → Embed and scale

Intervention theme	Intervention name	Intervention description
Infra-structure	6 Inclusive equipment/ infrastructure	Invest in low-cost inclusive equipment to remove design barriers that disproportionally affect women, and improve overall productivity and safety of workers
	7 Accommodation facilitation	Facilitate access to affordable accommodation for migrant workers by providing details of facilities that fulfil basic requirements such as distance, safety, and standard amenities
Hiring and support	8 Paid women referral program	Offer a referral bonus of INR 300 for each successful referral of a woman candidate who completes at least 30 days of employment
	9 GD targets in shortlisting	Set minimum gender diversity targets (e.g., 10%) for shortlisting stages for each opening
Work culture	10 Additional time off benefit	Provide up to 4 hours of paid time-off per month, in addition to sick leaves and weekly offs, to support workers in managing personal tasks (e.g., visit a doctor, receive a guest at home)
	11 Business benefits dissemination	Document data on qualitative and quantitative benefits of hiring women and share these within and outside the firm to increase buy-in from leadership and managers and improve adoption of gender-diversity initiatives

Further details on each intervention can be found in the Annex

Acronyms: Mfg. – Manufacturing, GD – Gender-diversity | 1. Based on FSG’s secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits

Assembly line/ heavy mfg. companies can roll out 16 interventions to hire and retain more women (4/4)¹



Intervention theme	Intervention name	Intervention description
Infra-structure	12 Transportation support	Provide transportation support (e.g., company-facilitated drop service) for women to reduce workplace commute-related barriers, especially in shifts outside standard daytime hours
	13 Automation and mechanical assists	Install automation and mechanical assists to reduce physically demanding tasks, unlocking more roles for women, and improving productivity and safety of all workers
Hiring and support	14 Diverse hiring channels	Introduce 1-2 new hiring channels (e.g., referrals, partnerships with ITIs) to reduce reliance on traditional channels that limit women's participation
Work culture	15 Gender-diversity KPIs	Set realistic gender diversity targets for HR and business/ operations managers and heads, and link a part of their variable pay to these targets
	16 Contract manufacturer diversity guidelines	Include gender diversity guidelines in manufacturing agreements/ code of conduct guidelines to nudge contract manufacturers toward inclusive practices

Further details on each intervention can be found in the Annex

Acronyms: Mfg. – Manufacturing, ITI – Industrial Training Institutes, KPI – Key Performance Indicator, HR – Human Resources | 1. Based on FSG's secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits

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Objectives and context

- **Objectives:** This tool is designed to score assembly line/ heavy manufacturing companies on their gender-equity performance in entry-level roles in their plants, and identify areas of improvement
- **Context:** This tool
 - Is designed to be used by either the companies themselves or independent evaluators
 - Is recommended to be used annually/ bi-annually to track progress
 - Has been designed to evaluate all plants directly operated by an assembly line/ heavy manufacturing company
 - Does not include scores on parameters mandated by law (e.g., creche facilities, maternity leave)
 - Can be used effectively by medium or large assembly line/ heavy manufacturing companies
- **Common terms used:**
 - **Workers:** Refers to both on-roll and off-roll workers in entry-level and supervisory roles within plant operations. This includes roles such as assembly line worker, quality control, housekeeping, inventory handling, and senior floor-level positions (e.g., shift supervisors or team leads)
 - **Plant:** Refers to plants directly operated by the assembly line/ heavy manufacturing company

How to use this tool

Whom to interview to score the organisation

- Interview someone in the corporate team who has:
 - Data (e.g., headcount, gender diversity) on all plants directly operated by the company
 - Information about hiring policies (e.g., referral bonus) and key HR policies (e.g., KPI)
- Ideally interview the HR head of the company's manufacturing division, but in some cases, you could also interview the CEO (for medium assembly line/ heavy manufacturing companies) or senior HR manager (for large assembly line/ heavy manufacturing companies)

How to score the organisation

- For each parameter, give a tick for each of the scores from Score A to Score D where conditions/ criteria are met for that score
- Count the number of ticks for the parameter, multiply by the applicable multiplier (if any) and enter the calculated score in the "Final score" column. For example,
 - If for the parameter "Accommodation", the number of ticks is 3, write 3 in the "Final score"
 - If you have not given any ticks for the parameter, write 0 in the "Final score"
 - If for the parameter "Women workers across all shifts", the number of ticks is 2 and multiplier is 3, write 6 (=2x3) in the "Final score"
- Continue the scoring in a similar manner for other parameters
- Select 'NA' for scores that do not apply to you. Scores that allow 'NA' are indicated with a number
- Add the "Final score" across all parameters to calculate the total score

Gender Equity Readiness Scorecard (GERS) for assembly line/ heavy manufacturing roles – Outcome

Parameter	Score A	Score B	Score C	Score D	Final score
Women workers across all shifts	What % of workers (both off-roll and on-roll), across all shifts and all plants are women?				(# of ticks x 3)
	Tick if >=5%	Tick if >=8%	Tick if >=12%	Tick if >=20%	
Women workers in night shifts ^{1,2}	What % of workers (both off-roll and on-roll) working in night shifts, across all plants, are women?				(# of ticks x 2)
	Tick if >0%	Tick if >=5%	Tick if >=8%	Tick if >=12%	

Note: Please tick all applicable columns for each parameter above (i.e., for the parameter “women workers across all shifts”, if the % of all women workers (both off-roll and on-roll), across all shifts and all plants is 15%, please tick “score A”, “score B” and “score C”)

1. As per OSH code 2020, night shift is defined as hours between 7 pm - 6 am across all sub-sectors and establishments; 2. Select ‘NA’ if you do not have night shift

Gender Equity Readiness Scorecard (GERS) for assembly line/ heavy manufacturing roles – Infrastructure (1/2)

Parameter	Score A	Score B	Score C	Score D	Final score
Transportation	Do all of your plants with women in night shifts provide pick up and drop facilities for all women workers?¹ <i>Tick if Yes</i>	Do at least 50% of your plants with women provide drop facilities for all women workers employed in day shifts? <i>Tick if Yes</i>	Do at least 50% of your plants with women provide pick up and drop facilities for all women workers employed in day shifts? <i>Tick if Yes</i>	Do all transport vehicles provided for your women workers have at least one of the following: an SOS/ emergency button, security guard, GPS tracker, or CCTV?² <i>Tick if Yes</i>	(# of ticks x 2)
Accommodation	As part of onboarding, do at least 50% of your plants share details of available accommodation with all new migrant workers via mediums such as WhatsApp groups, notice boards?³ <i>Tick if Yes</i>	Do you have a policy to pay ~2 weeks' salary in advance to cover the accommodation rent for all new migrant workers?³ <i>Tick if Yes</i>	Do any of your plants provide accommodation facilities for all migrant workers? (e.g., company-owned, leased)³ <i>Tick if Yes</i>	Do you have a policy to pay a month's salary in advance to cover the accommodation rent for all new migrant workers?³ <i>Tick if Yes</i>	(# of ticks x 1)

1. Select 'NA' if you do not have night shift or women workers in night shift; 2. Select 'NA' if you do not provide transportation to women workers; 3. Select 'NA' if you do not have any migrant workers

Gender Equity Readiness Scorecard (GERS) for assembly line/ heavy manufacturing roles – Infrastructure (2/2)

Parameter	Score A	Score B	Score C	Score D	Final score
Automation and mechanical assists	Do you have mechanical/ automation assists (e.g., hoists, lift tables, conveyors, vacuum lifters, robots) for at least 75% of all roles involving handling of loads/ components above 15 kgs, to ensure no routine manual lifting is required? <i>Tick if Yes</i>	Do you use mechanical/ automation tools (e.g., powered pallet jackets, motorised carts) for at least 75% of all roles requiring high physical force (i.e., pushing manual pallet, carts)? <i>Tick if Yes</i>	Do you use mechanical/ automation tools (e.g., boom lifts, compact scissor lifts) for at least 75% of all roles requiring sustained overhead work (> 5 ft height for 10+ mins)? <i>Tick if Yes</i>	Do you use mechanical/ automation tools (e.g., torque tools, hydraulic assists) for at least 75% of all roles requiring high torque (e.g., loosening seized bolts, chassis bolting), to ensure no task requires sustained high grip strength? <i>Tick if Yes</i>	(# of ticks x 2)
Wellness and comfort	Do at least 75% of your plants with women have at least one separate toilet seat for every 25 women workers? <i>Tick if Yes</i>	Do all of your plants provide customised PPEs to suit women workers of different body types? (e.g., size-appropriate gloves, adjustable coveralls, adjustable helmets) <i>Tick if Yes</i>	Do at least 75% of your plants have a dedicated resting area for women workers? <i>Tick if Yes</i>	Do at least 75% of your plants have customised workstations for workers of different heights? (e.g., adjustable-height workbenches, sit and lean stools) <i>Tick if Yes</i>	(# of ticks x 1)

Acronyms: PPE – Personal protective equipment

Gender Equity Readiness Scorecard (GERS) for assembly line/ heavy manufacturing roles – Workplace practices (1/2)

Parameter	Score A	Score B	Score C	Score D	Final score
Gender sensitisation	Do at least 75% of your plants have non-POSH posters highlighting Do's/ Don'ts (e.g., "No abusive language or shouting") to promote a safe and respectful work environment? <i>Tick if Yes</i>	In the last or current FY, have you conducted any training for your plant HR/ operations managers to share tips on hiring, onboarding, and retaining women at entry level (e.g., creating inclusive job ads)? <i>Tick if Yes</i>	In the last or current FY, have you conducted any non-POSH sensitisation session for your plant managers/ leaders on reducing unconscious gender bias? (e.g., checklist to identify bias) <i>Tick if Yes</i>	In the last or current FY, have you conducted any non-POSH gender sensitisation training for entry-level workers at your plant? <i>Tick if Yes</i>	(# of ticks x 1)
Support and grievance redressal	Do HR PoCs conduct 1:1 check-ins with all new women workers to understand their concerns (e.g., safety, workplace)? <i>Tick if Yes</i>	Do at least 50% of your plants with women workers have a woman PoC (e.g., supervisor, HR) to act as go-to contact for women shopfloor workers to raise any concerns? <i>Tick if Yes</i>	Is there a non-POSH grievance redressal channel (e.g., plant-level HR, helpline, email ID) for workers to report routine workplace issues (e.g., washroom-related)? <i>Tick if Yes</i>	Is there a non-POSH anonymous grievance redressal channel (e.g., suggestion box, QR feedback form) for workers to report workplace issues? <i>Tick if Yes</i>	(# of ticks x 1)

Acronyms: POSH – Prevention of Sexual Harassment, FY – Financial Year, HR – Human Resources, PoC – Point of contact, QR – Quick Response

Gender Equity Readiness Scorecard (GERS) for assembly line/ heavy manufacturing roles – Workplace practices (2/2)

Parameter	Score A	Score B	Score C	Score D	Final score
Inclusive hiring practices	For roles open to women, do all your plants explicitly mention women/ ask for women on different hiring channels (e.g., mentioning 'women can apply' in job ads)? <i>Tick if Yes</i>	Do you have a paid referral program for hiring women, or do you provide a higher per-hire reward to workers for referring women compared to men? <i>Tick if at least one is done</i>	Do you specify GD requirement (e.g., >10% women profiles) to recruiters/ staffing companies, (or) do you include GD guidelines in 3rd party manufacturing contracts? <i>Tick if Yes</i>	Do you have any sourcing partnerships (e.g., NGOs, community mobilisers) where you provide financial incentives for hiring women (e.g., INR 500 per woman hired and retained for 30 days)? <i>Tick if Yes</i>	<i>(# of ticks x 1)</i>

Acronyms: GD – Gender diversity, NGOs – Non-governmental organisations

Gender Equity Readiness Scorecard (GERS) for assembly line/ heavy manufacturing roles – Accountability

Parameter	Score A	Score B	Score C	Score D	Final score
Diversity KPIs	Have you internally announced a diversity target (through CXO quote, press release, or company-wide email) for entry-level on-roll and off-roll workers? <i>Tick if Yes</i>	Do you review plant-level gender-diversity progress (e.g., % change in women's representation) for both on-roll and off-roll workers at least twice a year? <i>Tick if Yes</i>	Do at least 50 % of your plants have diversity targets assigned to respective plant/ HR heads? <i>Tick if Yes</i>	Are financial incentives of leadership and plant/ HR heads linked to diversity KPIs? <i>Tick if Yes</i>	(# of ticks x 2)
Diversity data publication	Have you internally documented the qualitative benefits of hiring women in entry-level roles, and shared with plant heads and HR managers/ PoCs? <i>Tick if Yes</i>	In the last two years, have you externally published content on your gender diversity progress or initiatives for entry-level roles (via news articles, blogs, etc.)? <i>Tick if Yes</i>	In the last two years, have you published your gender diversity numbers externally (via website/ annual report/ news article)? <i>Tick if Yes</i>	Have you estimated the quantitative benefits of hiring women (e.g., rejection rate of men vs. women), and shared the findings internally with plant heads and HR managers/ PoCs? <i>Tick if Yes</i>	(# of ticks x 1)

Total score (Out of 68¹):

Acronyms: HR – Human Resources, KPIs – Key performance indicators, PoC – Point of Contact | 1.Total possible score would be lower if 'NA' is selected as the response for some questions

Table of contents | Assembly line/ heavy manufacturing industry

1	Workforce composition and gender diversity
2	Business benefits of employing women
3	Challenges in hiring and retaining women
4	Opportunities to employ more women
5	Interventions to hire and retain more women
6	Scorecard to assess progress on gender equity

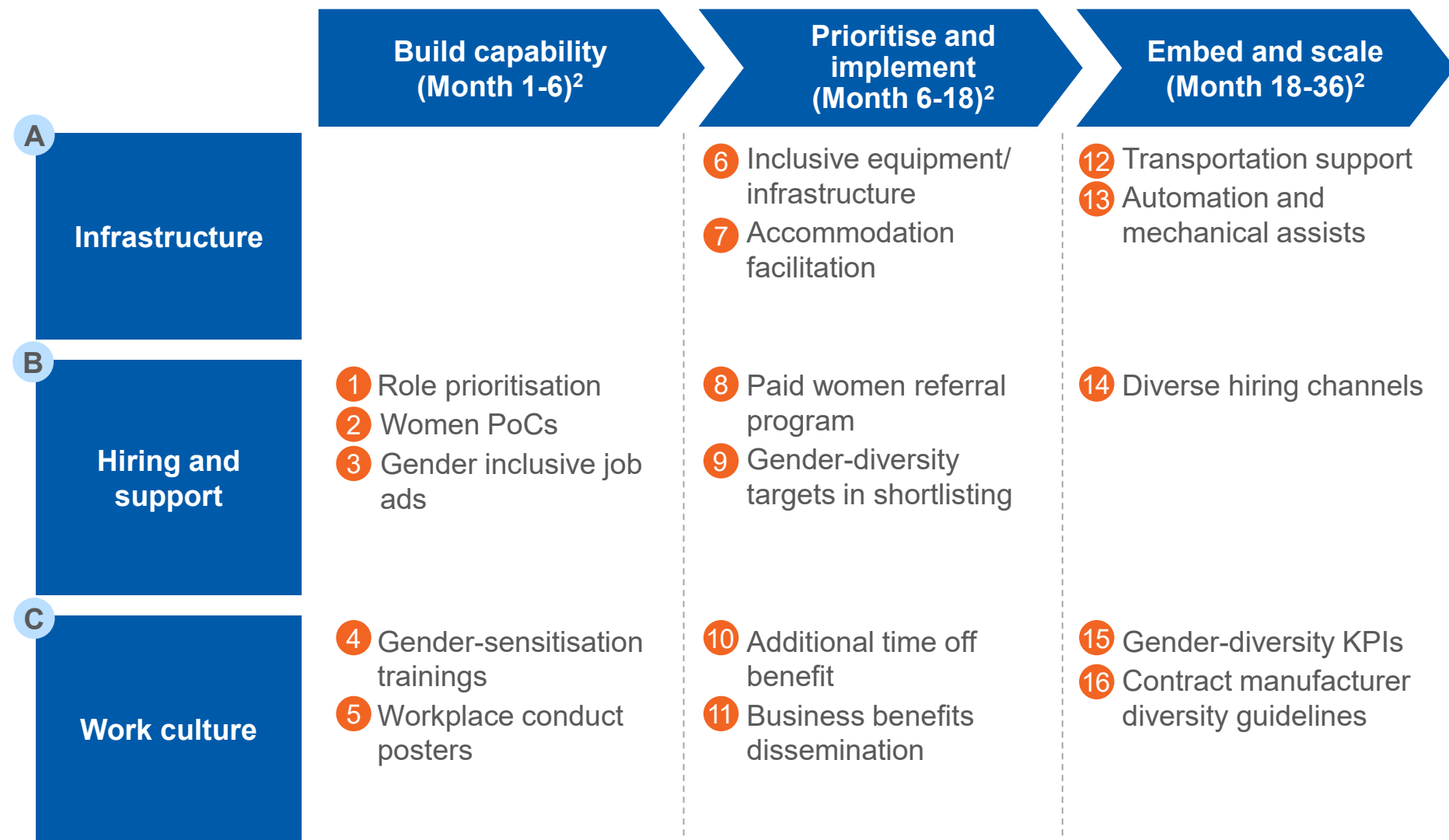
7 Annex

Details of 16 interventions to hire and retain more women

Managers’ perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Assembly line/ heavy mfg. companies can roll out 16 interventions to hire and retain more women¹



Acronyms: Mfg. – Manufacturing, PoC – Point of contact; KPI – Key Performance Indicator | 1. Based on FSG’s secondary research and interactions with 11 industry leaders and experts, 6 managers, 8 entry-level roles women employees, and 3 field visits; 2. Timelines are indicative

Role prioritisation (1/2)

Prioritise hiring women in select easy-to-fill roles with low manager bias and minimal investment requirements, to accelerate improvements in gender diversity

A

Collate workforce data and document restrictions

- Collate break-up of workforce data by:
 - Shifts
 - Roles
 - Plant location
- Document restrictions for hiring women based on:
 - Shift timings
 - Roles
 - Government restrictions
 - Client clauses

B

Prioritise roles where women can be hired immediately

- Prioritise roles with:
 - Minimal resistance from supervisors and women
 - No operational change requirements
 - No investment requirements
- Examples of such roles:
 - Assembly line workers in general shifts
 - Packing assistants
 - Visual inspectors
 - Painters
 - Cleaners

C

Invest in support to open more roles for women

- Invest in operational changes to reduce bias and support supervisors/ women workers. Examples:
 - Transportation support
 - In-house upskilling for women
- Examples of additional roles:
 - Machine operators
 - Store assistants
 - Assembly line workers in night shifts
 - Loaders

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

Role prioritisation (2/2) | Sample¹

Illustrative

Sample template for collating workforce data

Role	General shift head count (9 AM to 5 PM)			Afternoon shift head count (2 PM to 10 PM)			Restrictions in hiring women
	Men	Women	Total	Men	Women	Total	
Assembly line worker	10	8	18	5	2	7	No drop service in the afternoon shift
Machine operator	7	0	7	4	0	4	Parts are too heavy
Visual inspector	5	3	8	3	0	3	Frequent overtime and no drop service in the afternoon shift
Packer	3	1	4				
Supervisor	2	1	3	1	0	1	No drop service in the afternoon shift

Legend:	
	Roles with no potential to hire women
	Roles where women can be hired immediately
	Roles where women can be hired after introducing operational changes

1. List of roles is indicative and not exhaustive

Women POCs (1/2)

Assign at least one-woman PoC from HR/ Operations department to serve as an official medium for all women workers to share their concerns

Benefits of appointing women POCs

- Builds trust and psychological safety for women workers
- Effectively addresses women workers' concerns
- Reduces attrition by proactively surfacing concerns

Role of women POCs

- Act as a medium for women workers to share concerns
- Check in weekly with new women workers first 1-2 months to surface concerns and share solutions
- Connect new women with 1-2 existing women workers to support role familiarisation
- Conduct monthly plant walk-throughs and check for concerns with a few women workers
- Relay women workers' challenges to superiors (e.g., corporate HR)

Appointing women POCs

- Appoint women HR/ other experienced women based out of plants (e.g., TLs, shift supervisors, experienced woman worker) as POCs
- If needed, assign multiple plants to 1 woman POC

 Detailed on the next slide

Acronyms: HR – Human Resources, POC – Point of Contact, TL – Team Leads

Women POCs (2/2) | Weekly check-ins

Assign at least one-woman PoC from HR/ Operations department to serve as an official medium for all women workers to share their concerns

Sample questions for check-ins with new workers

- A How are you?
- B What do you like about the job?
- C What challenges are you facing?
- D Is your team lead/ shift supervisor helpful?
- E Can I provide any additional support to help you?

Gender inclusive job-ads (1/3) | Job portal

Explicitly mention women's eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, travel requirements, and available support/ benefits

Indicate that women can also apply in the headline

Include minimum guaranteed salary to set expectations

Include expected work timings

Include minimum experience requirement to reduce self-selection by women

Include mandatory skills so women can assess fit

Include language expectations

Sample job advertisement

Female/ Male Assembly Line Worker
Company name

📍 Vadodra (Located in Makarpura industrial area)

💰 ₹12,000 salary per month and additional overtime pay

🕒 Full time
🚌 Drop service available
👤 Any experience

🕒 **Employment type**
Full Time (9:00 am-5:00 pm)

Job requirements

👤 **Experience**
Any experience

✍️ **Skills**
Hand-eye coordination

🗣️ **Regional language**
Fluent in speaking Gujarati

🚲 **Benefits**
Provident fund, Leave encashment, Transport, Canteen facility

⚙️ **Shift**
Day Shift

🎓 **Education**
10th/ 12th pass

🗣️ **English level**
Basic English

👤 **Gender**
Any gender

Include the plant location so women can assess commute distance and safety

Include minimum education requirement to reduce self-selection by women

Indicate that any gender can apply

Include benefits available to workers, particularly those women would find appealing

Transparency and explicit inclusion signals reduce uncertainty and self-screening among women candidates, leading to higher applications, better fit, and lower drop-offs

3 Gender inclusive job-ads (2/3) | Whatsapp poster/ status and message

Explicitly mention women's eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, travel requirements, and available support/ benefits

Sample WhatsApp poster/ status

Job opportunity!
**Earn ₹12,000 per month working as an
assembly line worker in Vadodra (Makarpura
industrial area)**



Photo Credit: Getty Image



Photo Credit: iStock

Men and women are welcome to apply!
NO CHARGES, APPLY NOW!
Call/ WhatsApp: +91 xxxxx xxxxx

Sample WhatsApp message

Job opportunity! Earn ₹12,000 per month!

Wanted Female/ Male Assembly Line Worker in
Vadodra for Electronics Manufacturing

- Job role: Assembly line worker
- Shift: Full-time, day shift (9:00 am to 5:00 pm)
- Qualification: 10th/ 12th Pass
- Language: Fluent in speaking Gujarati, Basic English
- Benefits: Provident fund, Transport facilities

Call or Whatsapp on +91 xxxxx xxxxx. Forward this
message to others interested or in need!

Clear information on role and benefits, along with visible cues on inclusion (e.g., women's photo, "women can apply"), reduces self screening and increases applications from women

Gender inclusive job-ads (3/3) | Job flyer

Explicitly mention women's eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, travel requirements, and available support/ benefits

Sample poster/ flyer for circulation on field

Hiring assembly line workers for <company name>



Earn INR 12,000 per month

Both women and men can apply

Timings: 9:00 AM to
5:00 PM

Provident fund and
leave encashment

Entry level job for
10th/12th pass, no
experience required

Transport and
canteen facilities
available



Call: +91 XXXXX XXXXX

Share with friends and family

Benefits of the job that women would find appealing (e.g., fixed timings and transport)

Job requirements to allow candidates to assess fit

Photo of a woman and man to indicate both are encouraged to apply

Fixed salary component to set earnings expectations

Clear and low effort call to action for ease of application

Gender sensitisation trainings

Conduct training workshops to help managers and recruiters recognise and overcome unconscious gender biases

Objectives

- Help managers (e.g., HR manager, plant heads) recognise unconscious gender biases
- Show how gender biases affect the company, women, and men at work
- Share practical solutions to reduce common biases and the benefits of doing so
- Provide a simple checklist to self-assess bias during hiring and team management

Training checklist



Attendees: HR managers, Plant heads, Production managers, Team leads, Shift supervisors



Trainer: Internal (e.g., HR, L&D)/ External trainer



Duration: ~1.5 hours



Mode: In-person/ virtual



Frequency: Every 6 months



Set-up required: Projector, whiteboard, markers, Video conferencing platform (e.g., Zoom)

Indicative content is shared in the subsequent slides

Video: Types of unconscious bias at the workplace



What are your main takeaways from this video?

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

4 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

Recognise 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

4 Sample group 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 men employees?
 - <XX>
- How does unconscious gender bias affect business?
 - <XX>

4 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., machine operator*)



Lower motivation

- Women may not even try to perform some tasks
- Women may be demotivated resulting in lower productivity



Lower pay and slower growth

- Women may receive lower pay and incentives if seen as less productive
- Women may not get promoted if managers are unsure of their skills



Poor attitude towards women

- Other male employees may be biased toward women if managers are biased
- The authority of women in positions of power may not be recognised

Unconscious gender bias can lead to poor workplace culture

4 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., quality control roles*)



Gendered workload distribution

- Some physically intense tasks may be assigned only to men
- Men may be expected to do overtime more regularly



Caregiving duties ignored

- Men may not be given leave for caregiving responsibilities (*e.g., caring for children, taking care of old parents*)

Unconscious gender bias can lead to poor workplace culture

4 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 (e.g., productivity, absenteeism), if not hiring women



Lower workforce stability

- Higher average attrition rates when hiring men only



Smaller candidate pool

- Smaller candidate pool to hire from if excluding women

Workplace conduct posters

Display posters at work sites highlighting employee behaviour norms that support a respectful, safe, and fair working environment

Poster benefits

- Discourages use of abusive language and gender-biased behaviour
- Sets a clear standard of acceptable behaviour, creating a safe and conducive work environment
- Reduces attrition due to poor work culture issues (e.g., abusive language)

Poster guidelines

- **Placement:** Near workstation and high-visibility areas (e.g., drinking water points, changing rooms) in all plants
- **Language:** English and local language

Sample poster

How to make your workplace respectful, safe, and fair?



Treat everyone with respect, regardless of gender



Use respectful language – no shouting or abusive words



Maintain clear physical boundaries – no unwanted touch or staring



Do not make comments or insults about any gender



Assign roles and tasks fairly, regardless of gender

**In case of concerns, report at:
+91 22 XXXX XXXX**

Inclusive equipment/ infrastructure

Invest in low-cost inclusive equipment to remove design barriers that disproportionately affect women, and improve overall productivity and safety of workers

Category	Guideline	Examples	Benefits
 PPE ¹	Provide safety gear in multiple sizes to accommodate diverse body types	- Size-adjustable coveralls - Adjustable helmets - Size-appropriate gloves	✓ Improves comfort and compliance for all including women, smaller-built men, and aged workers ✓ Improves productivity by reducing discomfort-related slowdowns
 Work station	Design workstations that are adjustable and usable by workers of different heights and dexterity preference (e.g., right or left-handed)	- Adjustable-height workbenches - Sit-stand or lean stool	✓ Allows workers of different heights to maintain neutral posture and reduce bending ✓ Reduces ergonomic injuries and absenteeism
 Support tools	Select tools to support workers with varying strength and dexterity	- Padded handles (e.g., for pliers used in hydraulic pipe fitting) - Lightweight hand tools - Handheld suction pumps (e.g., for picking small PCB components)	✓ Reduces repetitive strain and fatigue for all including older workers and workers with prior injuries ✓ Enables precise handling of delicate components, reducing rejection rate

Acronyms: PPE – Personal protective equipment, PCB – Printed circuit board

Accommodation facilitation

Facilitate access to affordable accommodation for migrant workers by providing details of facilities that fulfil basic requirements such as distance, safety, and standard amenities

Rationale

- Plants are often located in remote areas, and safe transport options are limited for women

Role of the company

- Use a standard checklist to identify appropriate facilities. Sample items include:
 - Distance (e.g., <5km from the plant location)
 - Standard facilities (e.g., canteen/ kitchen, separate washrooms for men and women, basic furniture such as bed and chair)
 - Safety (e.g., 24/7 security guard, CCTV)
- Share contact details of 2-3 worker dormitories/ hostels/ PGs nearby
- Conduct an annual physical audit of the accommodation facility

Benefits for the company

- Cost-effective and asset-light
- Quick execution

Effort and cost for the company

- 2-3 days of effort to find suitable accommodation to recommend for each location
- Minimal travel costs to find accommodation

Paid women referral program (1/3)

Offer a referral bonus of INR 300 for each successful referral of a woman candidate who completes at least 30 days of employment

Process

- A** Announce the program via meetings, WhatsApp messages, or posters in the plant
- B** Track women candidates hired through referrals in each plant monthly
- C** Give a INR 300 voucher to employees whose referred candidates complete 30 days of employment
- D** Announce the top 3 referrers every quarter through meetings, WhatsApp messages, or posters in the plant
- E** Run the program during select hiring seasons or festival months (e.g., Diwali), to optimise referral incentives and manage costs

Eligibility for incentive

- All on-roll and off-roll workers, including housekeeping, security, and other plant staff, can participate
- Referral bonus is paid only when the referred woman completes at least 30 days in the role

Recognition message for the top 3 referrers

Congratulations to our diversity champions!

Photo of
referrer 1

Photo of
referrer 2

Photo of
referrer 3

XX women were hired through referrals!

Top referrers were:

1. <Name> referred ~X women, earning ~INR Y
2. <Name> referred ~X women, earning ~INR Y
3. <Name> referred ~X women, earning ~INR Y

Encouraging women referrals helps companies access an untapped candidate pool. Further, retention-linked referral bonus could reduce hiring time and attrition

Paid women referral program (2/3)

Sample format to collect data

Referrer ¹ name	Number of successful women referrals ²		
	March	April	May
Referrer 1	2	1	0
Referrer 2	0	1	3
Referrer 3	...	...	...
Referrer 4	...	...	...
...	...	...	...
...	...	...	...
...	...	...	...

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

Paid women referral program (3/3)

Poster for announcing the program

Refer your women friends for roles and earn INR 300!



Photo Credit: Triloks from Getty Image

If selected, the candidate will earn INR 12,000 in-hand + provident fund + insurance (ESI)

- Work fixed 9-hour shifts with weekly offs
- Earn additional income through overtime work
- Finish by 5 pm on most days
- Receive ESI/ health insurance coverage

Logo   **+91 XXXXX XXXXX**

Photo of a woman

Benefits for women

Clear call to action

Gender diversity targets in shortlisting

Set minimum gender diversity targets (e.g., 10%) for shortlisting stages for each opening

Why set targets?

When there's only one woman in the pool, she's statistically unlikely to be hired, but on including **two or more women**, the chances of them getting selected increase drastically¹

What to do?



Set targets

- Set minimum shortlisting target, at least 2 women candidates, for each opening
- Customise targets by plant as required (e.g., higher targets for new plants)
- Identify roles to which these targets apply (e.g., roles with low manager resistance)
- Recalibrate targets and applicable roles annually based on outcomes



Communicate targets

- Communicate shortlisting targets to managers (e.g., plant heads, HR heads) and staffing vendors
- Share tips to meet targets (e.g., ask women workers to refer, increase number of staffing vendors) in monthly meetings/ quarterly review calls



Track compliance

- Review compliance (e.g., random quarterly checks, standing agenda item in reviews) of the targets
- Require a quarterly documented justification from HR/ plant heads in case targets are unmet

Acronyms: HR – Human Resources 1. <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>

Additional time-off benefit

Provide up to 4 hours of paid time-off per month, in addition to sick leaves and weekly offs, to support workers in managing personal tasks (e.g., visit a doctor, receive a guest at home)

Conditions

- Up to 2 hours off on a regular workday
- Can be availed up to twice per month
- Applicable to workers with minimum of 3 months tenure
- Prior approval of at least one day required from shift supervisor/ team lead

Benefits to the company

- Reduces unplanned absenteeism (for emergency cases) and sick leave misuse
- Improves retention of all workers including the ones with caregiving and family responsibilities

Mitigation measures for potential challenges

- Deploy a spare worker, or temporarily reassign adjacent line workers (in case of assembly) to cover workstation during time-off
- Limit usage to predefined time slots (e.g., start or end of shift, low-load periods) to minimise production disruption
- Record usage through attendance as “short paid leave” to avoid complexity in attendance and payroll systems

11 Business benefits dissemination (1/2) | Steps to compute and disseminate

Document data on qualitative and quantitative benefits of hiring women and share these within and outside the firm to increase buy-in from leadership and managers and improve adoption of gender-diversity initiatives

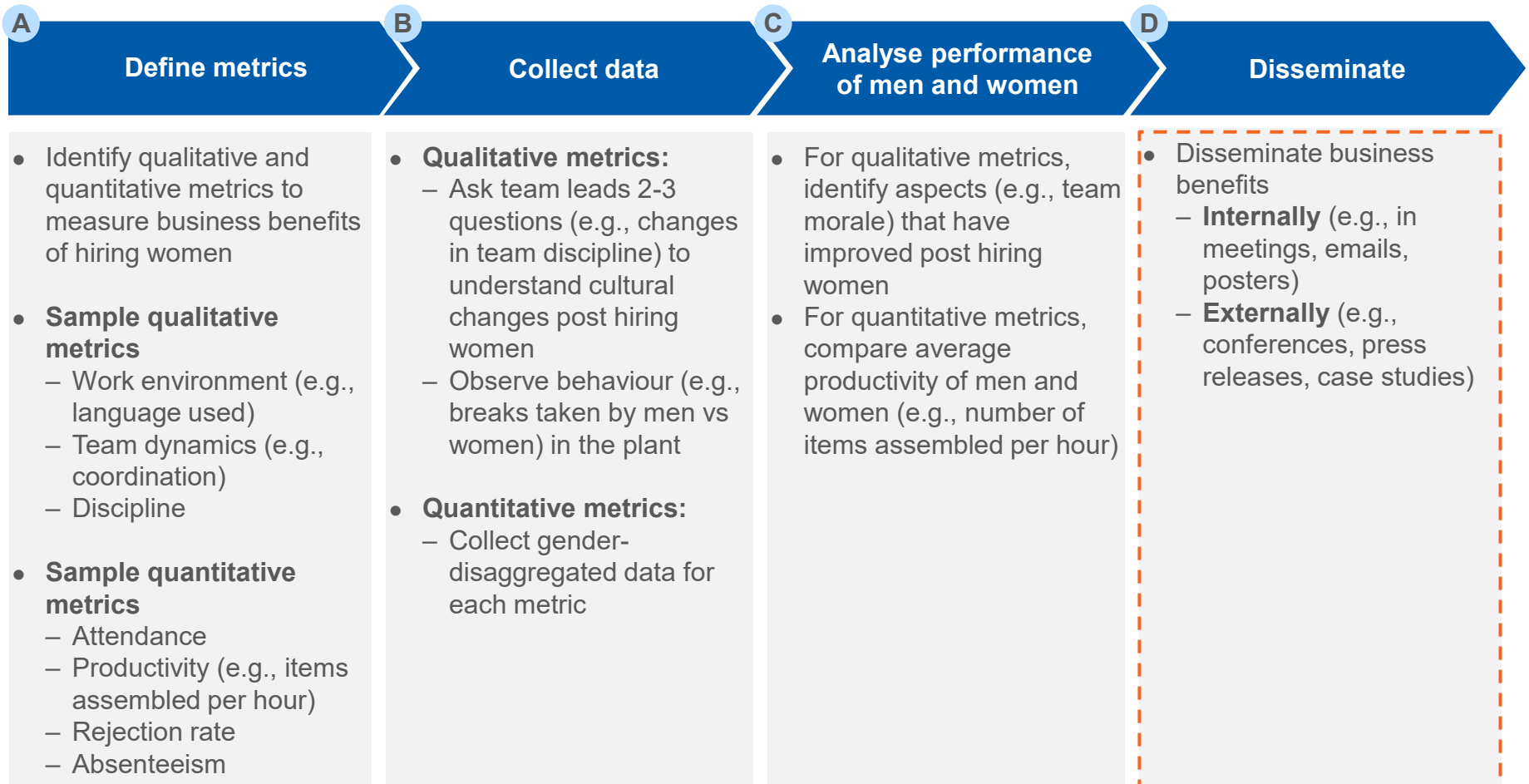
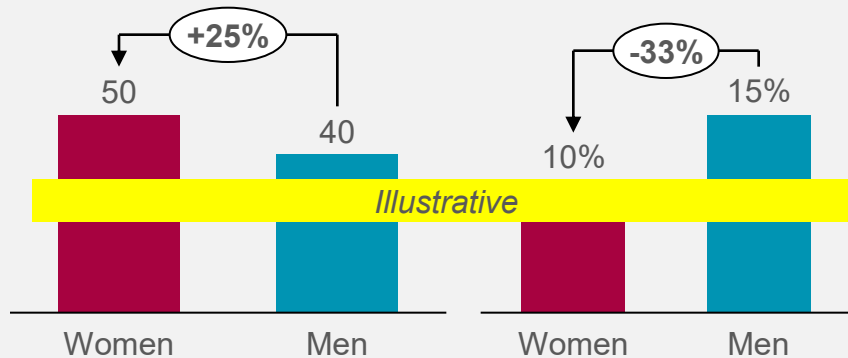


 Illustration in subsequent slide

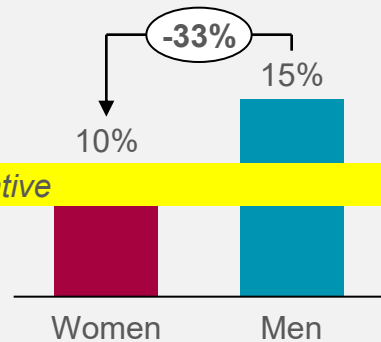
11 Business benefits dissemination (2/2) | Dissemination – Illustration

Sample insights for dissemination internally and externally

Average items assembled per hour¹



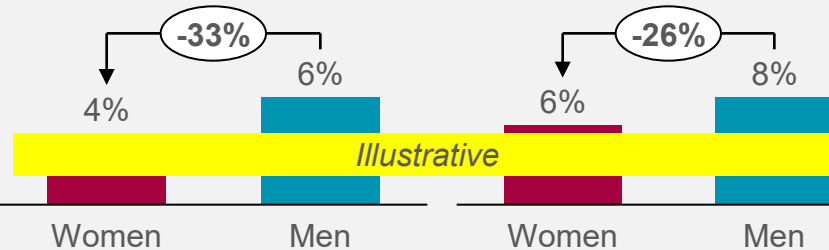
Average rejection rate (%)¹



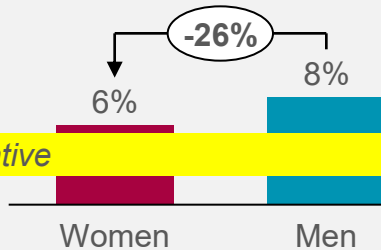
“Women are more target-oriented and complete the same task in less time”
- HR head, Electronics components mfg. company

“Women have better capturing power than men; they remember instructions clearly”
- Plant head, Electrical appliances mfg. company

Workers who left within a month (%)¹



Workers who took uninformed leaves (%)¹



“Women have a sharp eye, that’s why they become better visual inspectors”
- Plant head, Electronics components mfg. company

“Attrition of the blue-collar women workforce is 40% less than that of men”
- CEO, Flexi Staffing company

Transportation support

Provide transportation support (e.g., company-facilitated drop service) for women to reduce workplace commute-related barriers, especially in shifts outside standard daytime hours

	Transportation support options	
	Vetted transport contacts	Company-facilitated drop service
Description	Share contact details of reliable auto/ cab drivers for pick-up and drop	- Provide company-facilitated transport to: - Fixed points (e.g., bus stops, metro/ railway stations), or - Doorstep drop at the employee’s residence - Prioritise transportation support for: - Plants where public transport hubs are located >1 km away - Employees working in shifts ending late-evening or in night shifts
Effort and cost	- No cost to the company - Minimal effort to identify and update contacts	Medium-to-high cost and effort for the company, to fund the transport and manage daily logistics
Other guidelines	Regularly update the list of auto/ cab drivers based on employee feedback	- Prioritise vendors who provide GPS-enabled vehicles - Explore the below options to reduce cost: - Coordinate pooled rides with nearby plants - Recover a portion of the transportation cost from employee’s salary

Automation and mechanical assists

Not exhaustive

Install automation and mechanical assists to reduce physically demanding tasks, unlocking more roles for women, and improving productivity and safety of all workers

Category	Applicable role	Equipment example	Benefits to company	Benefits to workers
Handling excessive weight (e.g., >15 kg)	- Machine operator - Inventory roles (e.g., store assistant) - Fitter (e.g., for heavy machinery)	- Powered pallets - Roller conveyors - Vacuum lifters	Increases throughput by reducing manual loading and transfer time	- Improves stamina across tasks - reduces risk of injuries
Working at heights	- Inventory roles - Assemblers working on tall frames (e.g., on vehicle bodies and large machine frames)	- Scissor lifts/ hydraulic man lifts - Mobile work platforms with guardrails	Increases productivity by reducing time spent repositioning ladders and scaffolds	Reduces fall risk and improves stability when working on elevated components
Managing high force requirements	- Assembly line workers (e.g., installing bearings) - Fitters (e.g., tightening large fasteners)	- Electric torque wrenches - Power-assisted cutting tools	- Improves quality of fastening and press-fit operations - Reduces rework and downtime	Prevents over-exertion injuries and joint damage
Minimising repeated movement	- Assembly line workers transferring parts between stations - Inventory handlers moving bins/ kits across aisles	- Roller/ skate wheel conveyors - Mobile trolleys and kitting carts	Reduces idle time by eliminating unnecessary walking and manual transfers	Reduces fatigue and helps workers sustain energy across tasks and shifts

Diverse hiring channels (1/2)

Introduce 1-2 new hiring channels (e.g., referrals, partnerships with ITIs) to reduce reliance on traditional channels that limit women’s participation

Rationale

Traditional hiring channels systematically filter out women due to societal biases and over-reliance on male networks. For example:

- Regional contractors may not even consider women candidates due to gender biases
- Regional contractors typically rely on male-centric networks (e.g., community labour brokers, informal worker referral) for hiring
- Walk-in hiring is more accessible to men, as it lacks signals on timings/ safety/ benefits that women value

Hiring channel	Role of company	When to use
Women referrals	• Communicate about referral hiring via shift supervisors/ HR	• Existing strong base of women workers • Requiring women workers to meet urgent production demands
Job portals	• Post women-only job openings on blue collar job portals to attract women • Highlight benefits available (e.g., drop service) to women in the job description	• Recruiting across multiple plant locations • Requiring prior experience in similar industry or education qualification
Certified institutes (e.g., ITIs ¹)	• Conduct campus recruitment drives at institutions with good gender diversity • Share clear job description (e.g., location, salary range)	• Recruiting for roles requiring specific technical skills (e.g., welding)

Acronyms: ITIs – Industrial training institutes, HR – Human Resources

Diverse hiring channels (2/2)

Hiring channel	Role of company	When to use
Skilling/ training organisations	- Identify and partner with relevant organisations/ mobilisers - Share recruitment pitch and sample responses to FAQs	- No existing base of women workers - Recruiting women in bulk who have finished same training at organisations
Community mobilisers (e.g., SHGs)	Share clear job description (e.g., location, salary range)	- Recruiting from nearby communities - Recruiting in areas with high societal bias

Acronyms: SHGs – Self-help groups, FAQs – Frequently Asked Questions

Gender diversity KPIs (1/2)

Set realistic gender diversity targets for HR and business/ operations managers and heads, and link a part of their variable pay to these targets

Guidance to set KPIs

- Set realistic KPIs, considering plant-specific limitations (e.g., location of the plant, nature of operations in the plant)
- Set KPIs related to both efforts and outcomes, to encourage managers to take actions related to improving diversity
- Revise KPIs for different plants/ regions annually to incorporate the impact of internal/ external circumstances (e.g., 2 more states allow night shift employment of women) and communicate these changes formally via email
- Gradually increase requirements in KPIs to encourage improved diversity through the years (e.g., 5% increase in annual target)

Variable pay linked to performance on gender diversity metrics can encourage active involvement by managers in achieving gender diversity outcomes

Gender diversity KPIs (2/2) | Sample criteria

Sample gender diversity KPIs for business/ operations managers

Parameters	% Weightage (of GD bonus)	Criteria for bonus eligibility			
		25% bonus	50% bonus	75% bonus	100% bonus
A % of job roles in plant with gender-neutral job ads currently	30%	30% to 50%	51% to 75%	76% to 90%	>90%
B % women interviewed in the past month	30%	10% to 20% of candidates interviewed are women	21% to 30% of candidates interviewed are women	31% to 40% of candidates interviewed are women	>40% of candidates interviewed are women
C # of new women hired last month	20%	30% to 50% of target	51% to 75% of target	76% to 90% of target	>90% of target
D % of women retained in last month	20%	30% to 50% of women headcount in last month	51% to 75% of women headcount in last month	76% to 90% of women headcount in last month	>90% of women headcount in last month

For parameters 1 and 2 (% gender neutral job ads, % women interviewed) managers to self report data and HR to conduct spot checks; for parameters 3 and 4 (# women hired, % women retained), HR to use payroll data

Acronyms: GD – Gender Diversity, HR – Human Resources, KPI – Key performance indicators

Contract manufacturer diversity guidelines

Include gender diversity guidelines in manufacturing agreements/ code of conduct guidelines to nudge contract manufacturers toward inclusive practices

Sample diversity guidelines for contract manufacturers

Sections in code of conduct guidelines	Suggested gender diversity guidelines
Human rights, labour, and employment	• Supplier shall support safe working conditions for all genders, including access to appropriate facilities (e.g., restrooms, changing areas) and inclusive equipment (e.g., PPEs in multiple sizes)
	• Supplier shall provide equal opportunity and not discriminate in hiring, promotion, or termination based on gender, marital status, or any other characteristic protected under applicable laws
	• Supplier shall use reasonable efforts to ensure that at least 10% of workforce (<i>includes both on-roll and off-roll workers</i>) are non-male, measured on an aggregate basis across production, maintenance, and supervisory staff
Monitoring and compliance	• Supplier shall, upon reasonable request, share workforce diversity data with buyer or its designated auditor, subject to data protection laws

Inclusive practices at contract manufacturers strengthen safety and workforce stability, potentially leading to more reliable production and quality outcomes

Acronyms: PPE – Personal protective equipment

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 - 6 Scorecard to assess progress on gender equity
-

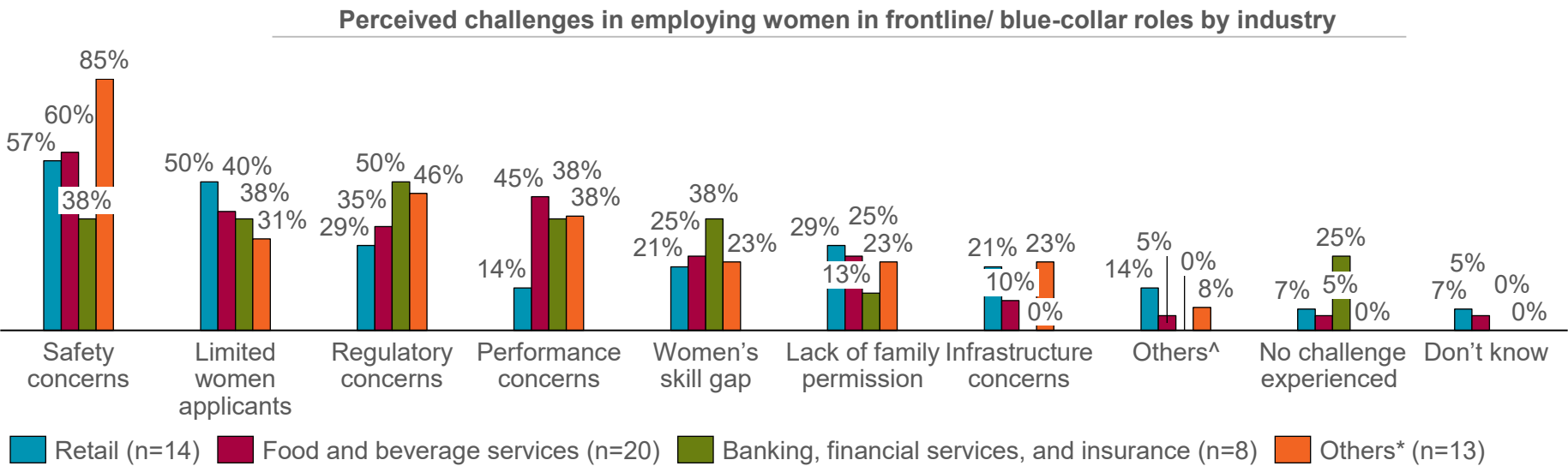
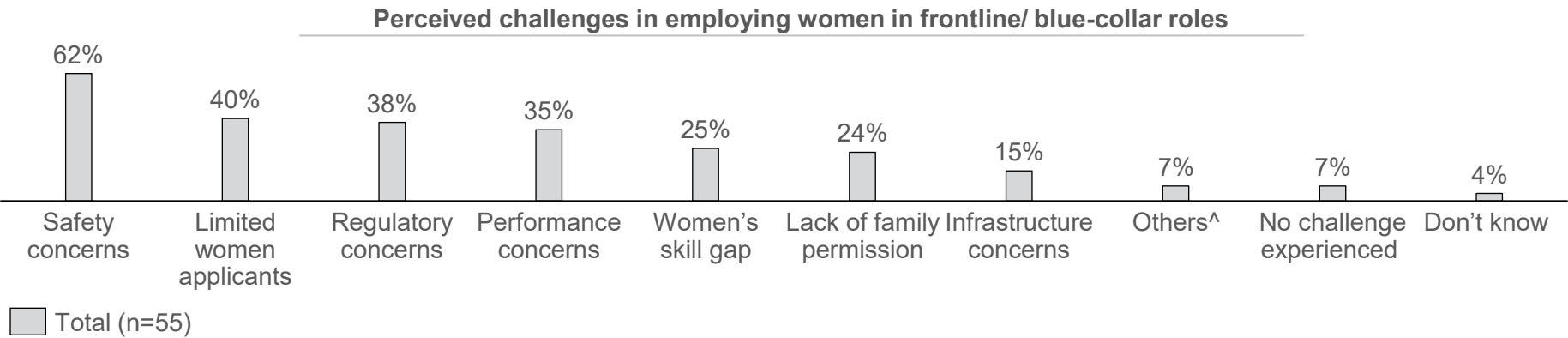
7 Annex

Details of 16 interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Most managers cited three key challenges in hiring women: safety, limited applicants, and regulatory concerns



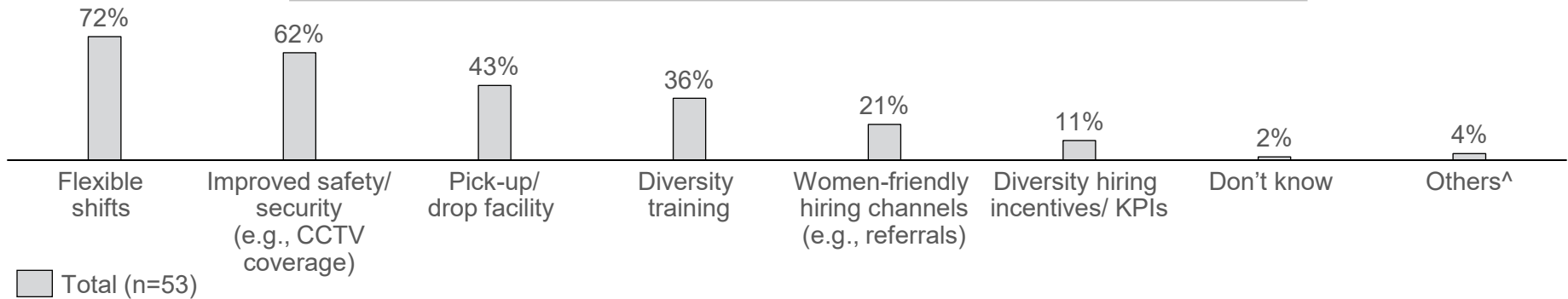
* Includes Manufacturing, Information Technology, Hospitality, Facilities Management, Logistics

^ Includes preference to work near family residence

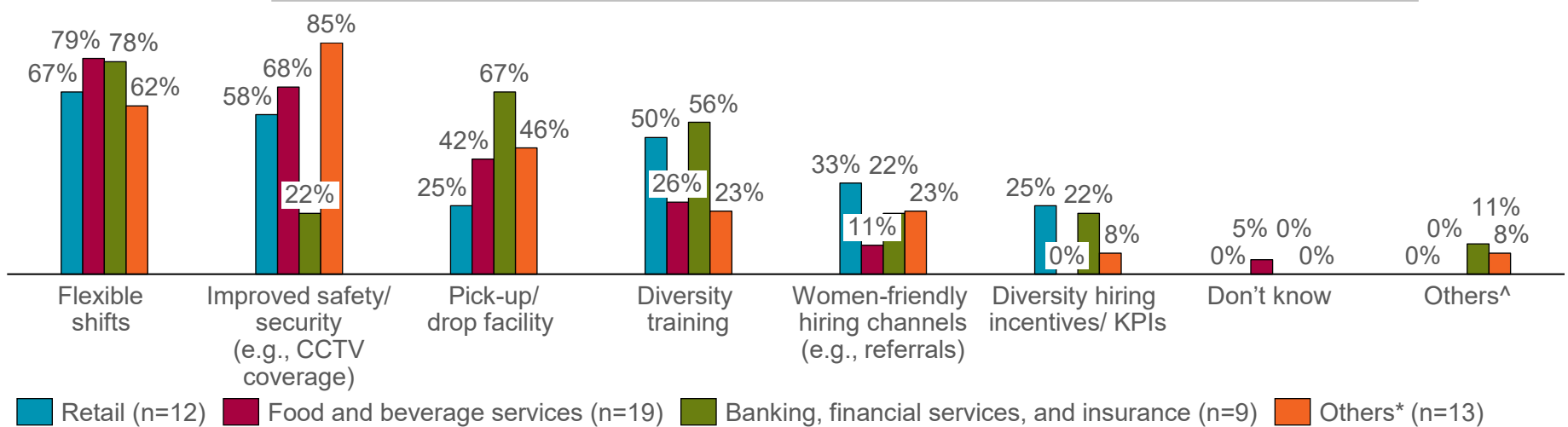
Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

Managers cited flexible shifts, safety measures, and pick-up/drop facilities as key practices that help hire more women

Perceived practices that help employ women in frontline/ blue-collar roles



Perceived practices that help employ women in frontline/ blue-collar roles by industry

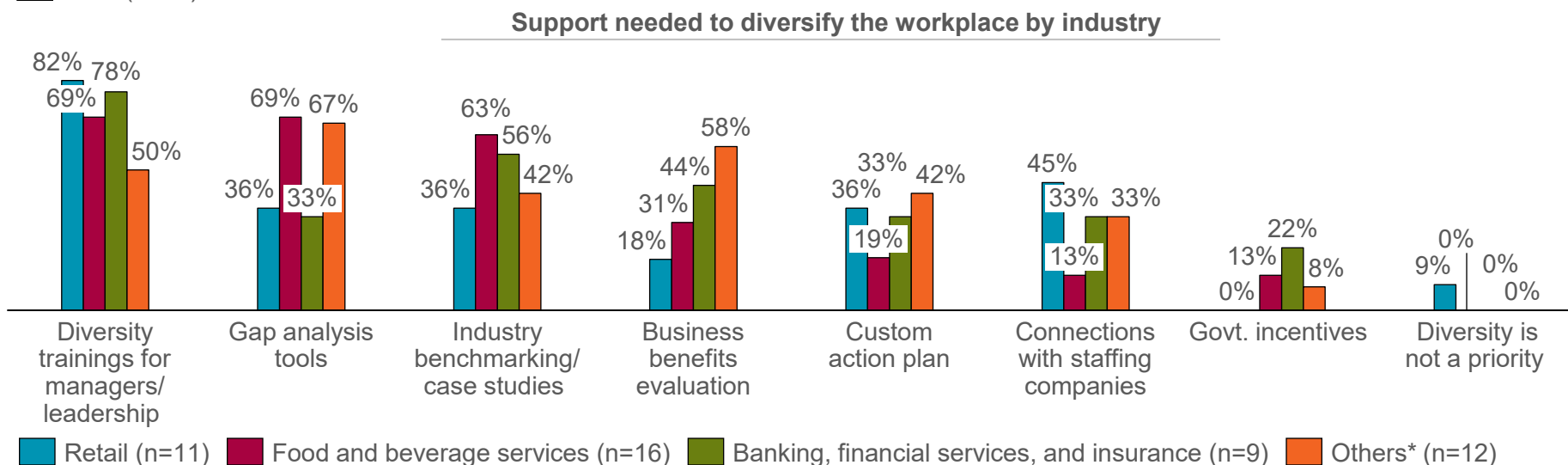
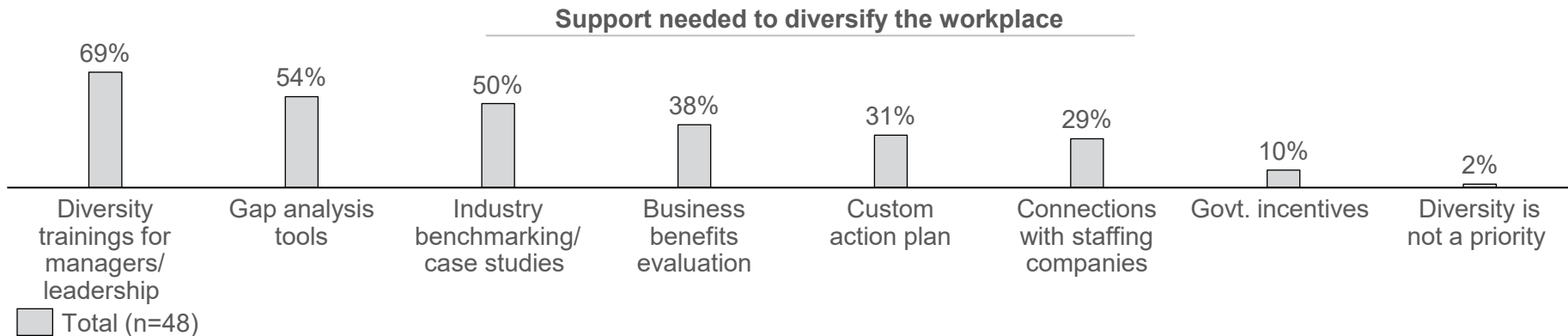


* Includes Manufacturing, Information Technology, Hospitality, Facilities Management, Logistics

^ Includes Inclusive infrastructure and policies, and counselling sessions

Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

Managers cited diversity trainings, diagnostic tools, and industry benchmarking as top support needs to boost diversity



* Includes Manufacturing, Information Technology, Hospitality, Facilities Management, Logistics

Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

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Details of 16 interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Gathered data and feedback from multiple stakeholders including managers, women, industry leaders, and experts

Industry deep-dive

-  **Secondary research** (e.g., PLFS data, news articles, reports) to map roles, headcount/ diversity status, and industry trends
-  **Interviews with 6 managers and 8 women in entry-level roles** in the assembly line/ heavy manufacturing industry to understand workplace practices and challenges, and test interventions
-  **Field visits to 3 plants** to observe available infrastructure and understand roles and processes
-  **Consultations with 7 leaders and 4 experts** in the manufacturing industry to understand industry priorities, best practices, and validate interventions

Cross-industry learnings

-  **Digital survey with 50+ managers** across industries to gather perspectives on challenges, opportunities, and support requirements¹
-  **Interviews with 6k+ women** across urban India to understand women's employment-related needs, preferences, and challenges²
-  **Learnings from supporting 20+ companies** on hiring and retaining women to understand internal hurdles (e.g., lack of priority, limited resources) and tailor interventions³

- Considered multiple perspectives (e.g., managers' concerns, women's preferences) to identify the critical barriers limiting women's participation
- Gathered industry feedback to ensure the interventions are feasible and context-relevant

Acronyms: PLFS – Periodic Labour Force Survey | 1. Refer to 'Managers' perspectives on gender diversity from digital survey' in 'Annex' for key findings; 2. <https://www.fsg.org/resource/creating-a-gender-equitable-workforce-in-india/>; 3. FSG, through its [GLOW](#) program, has provided multi-year support to 20+ companies in logistics and flexi-staffing industries to hire and retain more women in entry-level roles

PLFS codes covered under assembly line/ heavy manufacturing industry in this document (1/2)

Sub-sector	Related PLFS codes	PLFS code description ¹
1 Electronics equipment	261	Manufacture of electronic components
	262	Manufacture of computers and peripheral equipment
	263	Manufacture of communication equipment
	264	Manufacture of consumer electronics
	265	Manufacture of measuring, testing, navigating and control equipment; watches and clocks
	266	Manufacture of irradiation, electromedical and electrotherapeutic equipment
	267	Manufacture of optical instruments and equipment
	268	Manufacture of magnetic and optical media
2 Electrical equipment	271	Manufacture of electric motors, generators, transformers and electricity distribution and control apparatus
	272	Manufacture of batteries and accumulators
	273	Manufacture of wiring and wiring devices
	274	Manufacture of electric lighting equipment
	275	Manufacture of domestic appliances
	279	Manufacture of other electrical equipment

Acronyms: PLFS – Periodic Labour Force Survey, n.e.c – Not elsewhere classified | 1. As per NIC (National Industrial Classification) 2008

PLFS codes covered under assembly line/ heavy manufacturing industry in this document (2/2)

Sub-sector	Related PLFS codes	PLFS code description ¹
3 Heavy machinery and equipment	281	Manufacture of general-purpose machinery
	282	Manufacture of special-purpose machinery
4 Specialised vehicles	301	Building of ships and boats
	302	Manufacture of railway locomotives and rolling stock
	303	Manufacture of air and spacecraft and related machinery
	309 ²	Manufacture of transport equipment not elsewhere classified

Acronyms: PLFS – Periodic Labour Force Survey, n.e.c – Not elsewhere classified | 1. As per NIC (National Industrial Classification) 2008; 2. Excludes manufacture of motorcycles (3091)



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